



Report Summary 報告摘要

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Manfield Coatings Co Ltd
此報告摘要由萬輝塗料有限公司提供



Manfield Coatings Co Ltd 萬輝塗料有限公司

Manfield Coatings Co Ltd and its production arm Shenzhen Pinefield Enterprises Co provide customised industrial coatings tailor made for various industrial products. These end products are mainly supplied to developed regions hence excellent world-grade best-in-class performance is essential. Being well aware of the customers' needs, Manfield has developed a management structure offering "prompt and reliable" supply and service. This system is continuously refined and Manfield aspires to set the benchmark for customised industrial paint manufacturers.

Beginning with just four staff when established in 1986, Manfield has grown to serve well over 1,000

customers in toys, lamps, TV cabinets, mobile phones etc. with an annual turnover of HK\$235 million. Benchmarking with relevant paint manufacturers, the performance of Manfield in delivery leadtime, production flexibility, quality reliability and profitability does set a precedent. Manfield nonetheless continues to seek improvement in various ways, including its application for the Quality Award which is considered to be a helpful tool for improvement.

Leadership

Senior leaders designed, equipped and structured the company in a way which facilitates maximum flexibility to cater for the tailor-made requirements of customers. Senior leaders continuously seek opportunities to improve their leadership style and business knowledge. Managers are encouraged to take risk-assessed innovative attempts, and are backed up by continuous training and group discussions.

The value of being "prompt and reliable" is highlighted to all staff through simple and easily remembered mission statement and quality statement.

MISSION STATEMENT

"By satisfying customised requirements of customers through provision of 'prompt and reliable' products and service in order to optimize profit to take care of the interest of investors, employees, customers and community"

QUALITY STATEMENT

"To provide in time products and service that satisfy customers' requirements at reasonable price and cost"

The goal of being prompt and reliable is achieved by motivating and mobilising all staff which calls for TQM. This is backed up by continuous training and discussions to infuse the concepts of 'looking beyond the work boundary', 'internal customers' etc plus personality development vital to such purpose. Various tools and channels are created for all staff to make improvement proposals.

In addition, the applications for awards are being used to further create drive for all staff to invigorate their performance and attain their targets. The application of Malcolm Baldrige style of awards is



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considered as one level above our previous awards which is more oriented towards quality of products and service.

Strategy Development

Data and requirements of customers are regularly assembled through frequent visits to various customers. Such information and analysis flow systematically through joint department meetings enabling fact-based strategy development. Yearly objectives are identified for sales, service, product, innovation and quality aspects.

To expedite the development of strategic partnership through joint venture with European and Japanese paint manufacturers allow rapid expansion into new market sectors, such as kitchenwares and mobile phones. Action plans for technology and production transfer are well scheduled and executed, backed up by adequate resource plans.

Customer and Market Focus

Frequent visits are made by various departments calling at different functions and levels of customers. Technicians usually accompany the salesmen during key meetings. Such multi-tier contact ensures that the collected customer

information is direct, first hand and complete. Information is channeled and analysed in joint department meetings before being presented to senior management for policy discussion.

There are dedicated personnel and procedures to handle customer enquiries and complaints. Customer satisfaction and loyalty indices are closely monitored.

Information and Analysis

Data are regularly and systematically collected and translated into productivity indices and customer satisfaction indices. These key performance indices are closely monitored in addition to financial and sales results. Quality improvement teams and employee good suggestions enhance quality improvement. Data are made available to stakeholders to enhance their initiatives and involvement in improvement participation.

Fully computerised MIS system serving over 100 terminals of various functions has been used effectively for many years. New functions and user-friendly requirements are properly documented and implemented. A new ERP system will be installed shortly to conform to new management processes in a more systematic and expedient manner.

Human Resource Focus

The company lay emphasis on continuous improvement through staff enhancement. In addition to reinforcing the ideas through training, various mechanism conducive to improvement via creative thinking are implemented: the employee good suggestion scheme, quality improvement teams, quality circles and continuous improvement scheme where staff participation is high.

To ensure employees can organize and manage their jobs properly, specific job specification and job description are employed. Such documents effectively clarify the job-holder's relationship with his superiors, subordinates, work partners and inter-department working relationship. This enables the company to function smoothly and flexibly like an organic body to cope with the multiple customized requirements. These documents are continuously updated to reflect the changing work system.

Skill tables are used to guide the progress of individual skills and abilities which are regularly assessed. A large variety of training models and methods are employed to train different groups of



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employees. Knowledge sharing is open to other related departments. As a result, 85% of the employees made advancement in their job capabilities in 2002 and were awarded salary adjustments accordingly.

Process Management

The design processes are clearly defined with the input requirement, sample trial and adjustment, and product confirmation. The key production and delivery processes are identified with explicit key performance requirements and are mapped clearly with the flow chart. The key performance indices are defined with in-process measurements which are closely monitored and tracked by departments responsible for their performance. A company-wide bonus scheme tied with the performance targets ensures all staff adopt a positive and co-operative attitude.

On the business side, the key contract review and approval process is clearly defined and depicted. This ensures that all committed contracts can be fulfilled despite special tailor-made requirements, and is at the same time, beneficial to the company. Key performance indices are used for control and improvement of the

process. Regular joint department meetings ensure smooth procedure and improvement of the business process.

Several key support processes are clearly identified to meet various customised requirements in time. These processes transcend several departments. By appointing the 'coordination department' for a specific process and resolving issues during joint department meetings, the support processes can meet all key requirements which are measured against performance indices.

Business Results

Customer satisfaction targets and product / service targets valued by customers are met. Improvement trends are observed for most of these indicators. Customer loyalty index also shows steady improvement.

The company has successfully passed 16 customer quality audit in 2002. This includes a stringent two day audit from Motorola. By achieving comparatively high score against a major competitor, paint sales to the mobile phone industry have increased sharply. As a result, turnover of the joint venture company showed remarkable growth.

The company enjoys a dominant paint supplier position in the traditional core business of metal toy stoving enamel and pad printing inks. Profitability is relative to listed paint companies in Hong Kong, and is also benchmarked with some industry leaders in America, Europe and Japan.

Supported by various schemes and training, the participation rate and adoption rate of the good suggestion scheme is very high. This reflects that employees are highly involved in the improvement process leading to continuous improvement of the company.

On-time delivery, one of the most important performances valued by customers, is better than benchmarked and is highly appreciated by customers. In addition the company strategy of joint venture and technology transfer to move rapidly into new market has yielded high business growth and brought a new source of profit. These combined factors enable continuous increase in turnover and profit by the company despite the harsh and difficult business environment worldwide.



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萬輝塗料有限公司及位於深圳的生產基地松輝化工有限公司專業提供「量體訂造」的工業塗料，適用於廣泛的工業產品。客戶產品大部分行銷歐美等先進地區，故塗料質量必須達到世界頂級水平。為切合這種需求，萬輝構建一個管理架構和體系，為客戶有效地提供迅捷、可靠、量體訂造的產品與服務。

萬輝自1986年成立，由幾位員工開始發展到年為2.35億元，服務逾千客戶，包括玩具、燈飾、電視機殼、手提電話等行業。與其他量體訂造塗料製造商典範比對，萬輝在交貨期，生產靈活性，質量可靠度及利潤率均樹立典範，並且不斷尋求持續改進，角逐質量獎項是公司改進手段之一。

領導才能

萬輝領導層有策略地為公司設計，構建和裝備，使公司具備最大靈活度來滿足客戶繁複的「量體訂造」要求。公司領導層亦不斷調整領導模式，擴展業務知識，以回應市場環境變化。各部門的經理獲授權和鼓勵創新，實行經風險評估的嶄新嘗試，公司提供相關培訓和討論坊等支援。

針對客戶非常重視的價值「迅捷、可靠」，公司以簡潔鮮明的質量方針和使命書向全體員工發佈，見附圖：

企業使命書

提供“迅捷、可靠”的產品與服務，滿足客戶“量體訂造”的需求，取得最佳利潤，照顧公司股東、員工、客戶和社區的合理利益。

質量方針

以合理的價格和成本，及時提供達致客戶要求的產品與服務。

迅捷和可靠的價值，藉著激勵和動員全體員工來執行TQM來達致。萬輝通過不斷培訓，傳遞「跨越邊界」、「內部客戶」觀念，培養員工品格、成熟度等必要質素來支援。公司亦構造不同渠道促進員工持續改進。

角逐質量獎項亦是一個促進質量改進的好機會。是次申請包含經營策略成份的「鮑德里奇模式」質量獎，被公司視為往昔集中注重產品和服務的進級。

策略性規劃

市場和客戶資料經由頻密的訪問而累積，此等資訊有系統地經由不同的跨部門會議整理分析，形成建基事實的管理體系，從而合理制訂營業、服務、產品和開發質量目標。

為加強業務擴展，公司策略性選擇與歐、日等廠家合作，使用他們成熟的技術和產品，迅捷佔有手機和廚具等塗料

市場，並為此作出周全的技術，承接計劃和執行。

顧客及市場焦點

公司各功能部門頻密出訪客戶的各階層，關鍵的營業會議中技術部門派代表參與，此等多層次接觸確保公司取得直接並完整的客戶和市場資訊，再通過跨部門會議分析過濾，呈交高層作決策基礎。

公司專設人手，按特設規程處理客戶查詢和投訴。公司亦緊密紀錄和跟蹤客戶滿意度和忠誠度。

資訊及分析

資料系統性收集和分析後，形成生為力指數和客戶滿意度指數，加上營業和財務彙報成績資料，由各責任部門統籌、跟蹤和跟進，確保達致指標。公司倚賴質量改進小組、品管圈和「員工好建議」作持續改善，故上列資料指標亦向員工展示，促進參與、刺激創意，提出創新的改進建議。

公司設立有效運作，擁有百餘個終端的MIS電腦管理系統多年。新功能及易於使用的新要求在使用過程中均於紀錄和實施。一個全新ERP電腦管理體系亦在短期內投入使用，取得更完整、更便捷的操作效果。

人力資源焦點

公司著重人力改進來取得持續改善。除通過長期培訓，加強意識和技能外，公



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司設立多種渠道讓人力和創意獲引導和發揮，包括「員工好建議」體系，公司組辦的質量改進小組、自發性的品管圈、部門持續改進計劃等。員工的參與率和熱誠度均高。

為確保員工有效執行任務，公司為各崗位設立職務說明書和職務指導書，明確列出上、下、平級關係和業務溝通，使公司運作成為一個完整的有機體。此等職務文件經常更新，確保符合實際工作情況。

公司為每位員工設立技能表，展示目前情況和年底應達理想，導引員工進步過程。公司亦針對不同員工組別設計不同的培訓模式和課程，並且歡迎相關部門人員參加部門知識分享。眾多有利因素誘使達85%員工於去年取得工作技能進步而獲工資提升。

程序管理

設計過程之輸入要求，樣品測試調整，產品確認均十分清晰。關鍵之生產交付流程連同具體關鍵表現指標均非常明確。流程中測量的指標

資料均獲緊密監察，並與整公司的獎勵計劃直接掛鉤，促進各部門主動積極協助負責統籌部門完成指標任務。

業務方面，關鍵之合同評審確保客戶要求之眾多「量體訂造」要求均能達致，同時亦確保此等訂單對公司帶來效益。流程經由關鍵指標的監督來控制，並藉跨部門會議共同協調來確保運作流暢。

多項關鍵支援系統亦十分重要，方能確保在極短時間內完成客戶「量體訂造」的要求，通過指派統籌部門及跨部會議協商，支援流程亦能達致指標，確保公司取得最終成效。

業績

客戶滿意指標，產品與服務指標等均已達標。資料亦顯示大部分指數的表現均在持續改進中。客戶忠誠度指數亦逐年進步。

公司去年成功地通過了16個客戶的現場質量審核，包括摩托羅拉手機

工程部為期二天的嚴格評審。鑑於本公司獲取優良評審成績，遠勝另一競爭對手，公司在手機的市場份額顯著增加，隨之合資公司的營業額亦大幅飆升。

公司在傳統合金玩具塗料和移印墨市場佔有領導地位。相對於在港上市的塗料公司及合作夥伴的歐、日、美公司，萬輝的盈利、質量和靈活性堪作典範。

藉各種計劃和培訓支援，公司「員工好建議」的參與度及採納度均高。此反映員工高度和積極參與改進，促進公司持續改善獲得優良的成果。

客戶最關心的指標－「及時交貨率」，在典範對比的眾多公司中是最優越的，亦深獲客戶欣賞和支援。此外，公司經合資合作來擴展市場亦取得優異業務增長，並帶來新的利潤來源。

全憑上述有利因素，促使萬輝在經營惡劣的不利環境下，仍取得持續的業務和盈利增長。