



Provided by Mainland Headwear Holdings Limited
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Established in Hong Kong in 1986, the Mainland Headwear Group is principally engaged in the design and manufacture of quality casual headwear. Producing more than 30 million headwear items a year, the Group is one of the largest and most well-known headwear manufacturers in the world as well as a global leader in the licensed headwear market.

Headquartered in Hong Kong, the Group's manufacturing facilities are based in Shenzhen and Dongguan in the PRC. The industrial complex occupies an area of over 70,000m² and is staffed by over 3,000 skilled employees. Customers, including Wal-Mart and Target, two of the largest retail chains in the world, as well as household names such as Warner Brothers, NBA, MLB, NHL, NCAA, NASCAR, Nike, Reebok, Timberland, Ellesse, Fila and Titleist among many others, are served by a network of offices that have been established around the world.

Diversifying its product and market base, the Group entered the retail business in 2004, opening a number of headwear outlets in Hong Kong and the PRC under Hatworld's well-known LIDS store brand. (Hatworld Inc is a leading retailer of headwear in the United States.) In 2005, this was followed by a joint venture to develop Sanrio/Hello Kitty shops throughout the PRC, as well as a partnership with Kangol Ltd, to open retail outlets under the prestigious Kangol brand.

Leadership

The Group's leadership, focused strategy and open communications have enabled its development, not only into one of the largest businesses of its kind in the world,

飛達帽業於一九八六年在香港成立，主要從事設計及生產優質休閒帽品。集團為享譽全球的最大帽品生產商之一，年產量超逾三千萬件帽品，更成為專利帽品市場的領導者。

總部設於香港，集團的生產基地位於深圳及東莞，廠房佔地逾七萬平方米，聘有逾三千名具備卓越技能的員工。飛達帽業辦事處網絡遍佈全球，為不同的客戶提供完善的服務，當中包括全球其中兩家最大的零售連鎖店 — 沃爾瑪及Target，以及市場著名的品牌，如 Warner Brothers、NBA、MLB、NHL、NCAA、NASCAR、Nike、Reebok、Timberland、Ellesse、Fila 及 Titleist 等。

為了進一步拓展多元化的產品組合及市場，集團於二零零四年開展零售業務，並於香港及國內開設 Hatworld 旗下知名的店舖品牌—「LIDS」之帽品專門店（Hatworld Inc 為美國具領導地位的帽品零售商）。集團隨後於二零零五年成立合資公司，於國內市場發展 Sanrio/Hello Kitty 零售店業務。與此同時，集團亦與 Kangol 攜手合作，開設「Kangol」品牌零售店。

領導才能

集團的領導方針、清晰明確的發展策略及開放的溝通渠道，不但有助集團發展成為全球最大的帽品企業之一，更以創新的產品及優越的產品質素領先同儕。

but also into an industry leader known for the innovation and quality of its products.

Its vision and mission provide a clear road map, establishing the Group's direction and goals. They also highlight Mainland Headwear's core values, its strong focus on people and a culture that not only encourages but rewards responsible and ethical behaviour within both the organization and the community.

Strategic Planning

The Group's strategy is to make the best use of its market knowledge, human resources and management team, to grow into a fully-fledged, one-stop headwear manufacturer, distributor and retailer.

The first steps were taken a few years ago with the acquisition of Drew Pearson Marketing, USA, (DPM), which brought the Group ownership of some of the most well-known headwear licenses in the world.

The next step was the development of the retail business which would act as a growth platform and build distribution channels in the PRC, enabling the Group to capture the huge headwear potential in this untapped market. In 2004, it moved in this direction with an exclusive license from Hatworld Inc, a major headwear retailer operating over 500 specialty headwear stores in the US. Together with an exclusive license to manufacture and sell the popular Sanrio/Hello Kitty range of products in the PRC as well as the agreement with the UK "Kangol" fashion brand to retail their products, this business is growing by leaps and bounds.

集團的使命及抱負為其構建清晰的發展藍圖、確立集團的發展方向及目標，更有助凸顯飛達帽業的核心價值及對人才的重視。集團鼓勵對企業及社會有所承擔及負責之文化，並嘉獎及表揚推行此企業文化的員工。

策略性規劃

飛達帽業之業務策略為善用其對市場的深入認識、充裕的人力資源及專業的管理團隊，把集團發展成為全面的一站式帽品生產商、批發商及零售商。

集團於數年前收購美國的 Drew Pearson Marketing Inc (DPM)，成功引入多個國際知名的帽品品牌專利，標誌著集團實踐發展計劃的第一步，昂然邁向成功大道。

隨後，飛達帽業進軍零售業務市場，為其於中國市場之業務建立理想的增長平台及分銷渠道，有助集團開拓此潛力龐大的帽品市場。二零零四年，集團沿此發展方向，成功取得 Hatworld Inc 的獨家專營權。Hatworld Inc 為全球主要的帽品零售商，於美國經營超過五百間帽品專門店。此外，集團取得於國內獨家生產及銷售流行品牌 Sanrio/Hello Kitty 之專利，更與英國時裝品牌「Kangol」達成協議，亦推動了集團業務的快速增長及擴展。

顧客及市場焦點

集團擁有豐富的市場知識，能充分理解及滿足客戶的要求。憑藉此主要競爭優勢，

Customer and Market Focus

The Group's strong market knowledge and ability to gauge customer requirements, provides it with a key competitive edge, enabling it to move nimbly when changes occur and to swiftly restructure operational systems to meet market needs.

Close contacts with customers as well as regular attendances at Trade Fairs and other industry events enable Mainland Headwear to keep up with the latest industry trends and hear what customers have to say. A quarterly customer questionnaire tracks overall customer satisfaction while audits conducted by the United States Fair Labor Association (FLA) and customers, make sure that any concerns in the Group's products, production and customer processes are immediately brought to the Group's attention.

Customer partnerships are cemented with a total focus on customer needs, one-stop customer facilities as well as a comprehensive supply chain which provides value-added customer services.

Measurement, Analysis, and Knowledge Management

Operational performance is measured against business plans which determine targets and key performance indicators over identified time frames. Operating systems are based on the Group's own internally tailored Operational Management System, the quality Japanese 5S system, ISO9002 accreditation and subsequent upgrade to ISO9001:2000. Together with management manuals and quality manuals, internal and external audits, quality checks and weekly performance checks complete the quality picture.

集團能迅速回應市場變化及調整營運系統，以迎合同市場所需。

飛達帽業與客戶維持緊密聯繫，並定期參與及出席貿易展覽會和行業活動，使集團得以緊貼最新的市場潮流趨勢及聆聽客戶的要求。集團透過定期進行季度的客戶滿意度問卷調查，以及由美國 Fair Labor Association (FLA) 對集團進行定期審查，確保集團能即時獲悉客戶對產品、生產程序及流程之關注。

全賴集團對客戶需要的重視、建立一站式完善的客戶配套設施及全面的供應鏈，集團銳意為顧客提供客戶增值服務，更成功建立穩固緊密的客戶關係。

評估、分析和知識管理

集團的營運表現是透過業務計劃內特定時段的目標及主要表現指標進行量度。營運系統則建基於集團內部自訂的營運管理系統、優質日本五常法、ISO9002 認證及其後提升至 ISO9001:2000 認證。集團透過管理手冊及品質手冊、內外部審計、品質監察及每周表現監察，以完善整體品質水平。

集團透過每天、每週及每月的電腦報告，監察整體業務表現、計算生產進度、進行數據分析及提供資訊，藉以確保管理層能全面掌握業務的最新發展及市場變化。

人力資源焦點

在維持優質業務營運的同時，集團致力確

Daily, weekly and monthly computer reports track business performance, measure progress, analyze data and provide a ready flow of information, keeping management fully informed of developments and market changes.

Human Resource Focus

In running a quality operation, the Group seeks to ensure that staff enjoy a fair and equitable remuneration package together with job security and satisfaction coupled with career progression.

New staff receive on-the-job training, together with orientation courses which help them understand the Group's culture, goals and aspirations. Clearly defined job responsibilities ensure that staff are fully aware of what is expected of them and are thus able to take full ownership of their responsibilities. In-house training, external training as well as industry conferences and seminars, together with a strong focus on ethics and personal development, ensure that staff have the necessary information and expertise to not only perform their jobs, but also to gain the necessary skills and development to progress within the organization.

A "Suggestion Box", "two-way" appraisements, an open management as well as well-established channels of communication, ensure that staff are heard and their views taken into account in the Group's operations.

Staff also enjoy an excellent work environment. Fair Labor Association (FLA) audits ensure the quality of the manufacturing environment, health and safety practices,

保員工能享有公平及公正的薪酬福利、職業保障及工作滿足感，並提供良好職業前景。

新入職的員工會接受在職培訓，以及參與迎新講座，藉以協助他們了解集團的企業文化、目標和使命。清晰明確的工作責任讓員工能充分理解集團對員工的期望，以便發揮潛能，一展所長。透過內部培訓、外部培訓、參與協商會議及講座，集團重點加強員工的職業道德及個人發展，確保員工具備所需技能及專業知識，善盡其職，同時從中獲得重要的技巧，提升個人的實力，力爭上游。

集團設有「意見箱」及實行「互動雙向」的評估，開明的管理層模式及確立的開放溝通渠道，讓管理層可以聆聽員工的意見，並在制定集團營運策略時確保員工的意見獲得充份的考慮。

與此同時，員工亦享有優良的工作環境。FLA 的評核能有效確保集團的生產環境質素優越、恪守健康與安全守則，保安和僱員利益均得到保障。集團設有內部醫療設施、員工宿舍、膳食設施及完善的康體及運動設施，當中包括圖書館、籃球場、電腦遊戲室、電視室及小賣部。

程序管理

集團矢志為整體業務流程增值，以其自訂的營運管理系統、日本五常法及 ISO9001:2000 質量系統，制訂生產及工

as well as security and employee benefits within the organization. In-house medical facilities, dormitories, dining facilities as well as comprehensive recreational and sporting facilities, ranging from a library, basketball courts, a computer games room, TV lounge as well as a tuck shop, round out these benefits.

Process Management

Seeking to add value throughout its entire business process, production and work processes are based on the Group's self-established operational management system, Japanese 5S operational system and ISO9001:2000 quality systems. Together with its commitment to Total Quality Management (TQM), these processes ensure efficient and cost effective operations, quality products, competitive prices as well as virtually zero product defects.

Business Results

The Group has grown from a single-faceted headwear manufacturer into a diverse multi-faceted international business that encompasses headwear licensing, design, manufacturing, trading, distribution and retail activities. Over the years, the Group has gained ownership of its own licenses, moved into global distribution and sales, and diversified its markets from the United States into Europe, China and Japan. In China, for example, it has obtained a headwear license for the 2008 Beijing Olympics. With the expansion of its service and product scope, products too are moving from sports and casual headwear to fashion and gift items. In less than two years of operation, the Group's retail activities – its LIDS stores, the iconic Sanrio / Hello Kitty gift stores as well as Kangol fashion stores, had also grown to over 60 stores by the end of 2005.

作流程。集團亦致力推行全面品質管理，藉以達致有效及具成本效益的業務營運、優越的產品質素、具競爭力的價格及零缺陷的產品。

業績

集團由一家專注生產帽品的製造商，發展成為業務多元化的國際企業，業務範圍覆蓋帽品品牌代理、設計、生產、貿易、分銷，以及零售。一直以來，集團成功取得多個品牌的擁有權，並將業務延伸至全球分銷及銷售，市場更從美國擴展至歐洲、中國及日本市場。以中國市場為例，集團已成功取得二零零八年北京奧運的帽品專利。隨著服務及產品範疇的擴充，集團的產品種類亦由運動帽品及休閒帽品，發展至包括時尚產品及禮品。儘管投入營運少於兩年，集團零售業務旗下的「LIDS」零售帽品專門店、Sanrio/Hello Kitty 禮品店及 Kangol 零售店均已於二零零五年年底擴展至超逾六十間。

飛達帽業於二零零零年十二月成功於香港聯合交易所有限公司主板上市，並成為全球唯一掛牌上市的帽品生產商。上市五年後，集團的營業額增長超過一倍，於二零零五年年底達五億八千七百萬港元。與此同時，盈利由二零零零年的四千三百八十萬港元，增至二零零五年的七千七百八十萬港元。

二零零五年零售業務的收入為三千萬港元，佔整體營業額百分之五點二。集團銳

Mainland Headwear was successfully listed on the Main Board of The Stock Exchange of Hong Kong Limited in December 2000, placing it in the unique position of being the only global headwear manufacturer to be publicly listed. In the five years since its listing, turnover more than doubled to HK\$587 million at the end of 2005. At the same time, profit grew to HK\$77.8 million, against HK\$43.8 million in 2000.

In the retail area, turnover stood at HK\$30 million, 5.2% of Group turnover at the end of 2005. The goal is to grow this business to 50% of total turnover within the next five years.

As an industry leader, Mainland Headwear seeks to drive best practices and act as a responsible corporate citizen in every aspect of its activities. This leadership, corporate governance and social responsibility has received widespread recognition. Over the years, the Group and its management have won a number of prestigious awards including the Young Industrialist Awards of Hongkong 2001 organized by the Federation of Hong Kong Industries; the Export Marketing Grand Award and Productivity Award in the Hong Kong Awards for Industry 2003; as well as the "Directors of the Year Awards 2004" organized by The Hong Kong Institute of Directors; and the Owner-Operator Award in the DHL/SCMP Hong Kong Business Awards in 2004. In 2006, Group Chairman, Mr. Ngan Hei Keung, received a Fellowship title from the Asian Knowledge Management Association.

With these positive indicators reaffirming its leadership and future direction, the Group is ideally placed to fulfill its mission to "create a world-leading company in the international market-place".

意推動此業務的增長，於未來五年達至總營業額的百分之五十。

飛達帽業於行內具有領導地位，並推行最佳守則，竭力成為盡責的企業公民。集團的市場領導地位、高水平的企業管治，以及對社會的貢獻均獲得市場的廣泛認同。多年來，集團及其管理層屢獲殊榮，包括二零零一年由香港工業總會頒發的香港青年工業家獎、二零零三年香港工業獎之「出口市場推廣大獎」暨「生產力獎」兩項殊榮、香港董事學會頒發「二零零四年度傑出董事獎」及二零零四年DHL / 南華早報香港商業獎中頒發「東主營運獎」。二零零六年，飛達帽業主席顏禧強先生更成為亞洲知識管理協會院士。

多項理想指標再次確立集團的領導地位及未來的發展方向，並勢必令飛達帽業達至「成為於國際市場上傲視全球的優秀企業」的目標。