



Amoy Food Limited 淘化大同食品有限公司



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“At Amoy We Care” embodies the culture of our organization. We have a strong belief that if we create a conducive environment for our people to grow and work to develop win-win relationships with all our stakeholders, positive business results will fall in line.

Amoy Food Limited is a 100%-owned subsidiary of the Danone Groupe, a progressive French multinational food company. Competing in two key food categories: Chinese sauces and frozen dimsum and meals, Amoy markets in major markets like Hong Kong, China, USA, UK and Australia.

Vision, Mission and Core Values

The company's **VISION** is “To be a leading food company in Hong Kong and China with leading shares in soy sauce and frozen food. We will be highly profitable with sustainable growth and increasing shareholder value. Amoy will continue to be a great place to work.”

Our **BUSINESS MISSION** is to create value for our stakeholders and provide innovative products to meet customers’ changing lifestyles. Our **PEOPLE MISSION** is to treat people with respect, encourage openness in communication and teamwork, and train and develop our people to the best of their abilities.

Our Danone Corporate Core Values are:

- Humanism** – Attention to individuals, whether they’re consumers, colleagues or fellow citizens, is at the heart of our decisions.
- Openness** – Diversity is a source of wealth and change a constant opportunity.
- Proximity** – “Coming closer means greater understanding. And understanding is itself a form of adjustment.”

「淘大處處是關心」正是我們企業文化的寫照。我們深信，營造有利的工作環境，促進員工成長，與商業夥伴建立雙贏關係，將可帶動公司步入蒸蒸日上的發展軌道。

淘大食品公司為法國跨國食品公司達能集團的全資附屬機構。淘大矢志不渝地奉行積極進取的發展策略，經營兩大主要產品：中式醬料及急凍點心、食品。淘大的業務網絡遍及全球各個角落，包括香港、中國、美國、英國及澳洲等。淘大產品已走向世界，響譽全球。

宗旨、使命及價值觀

公司的**宗旨**是「發展成為香港及中國的領先食品企業，醬料及冷凍食品方面擁有領導市場的佔有率，我們將繼續保持業務增長及不斷增加股東價值，令公司維持高盈利水平；令淘大繼續成為員工工作的樂土」。

公司的**業務使命**是「為各商業夥伴創造價值及為客戶提供創新產品，與消費者的口味同步前進」。

公司的**員工使命**是「互相尊重、坦誠相待及團隊合作，培訓員工，讓他們的潛能盡顯」。

達能集團的價值觀概述如下：

- 以人為本** – 無論是消費者、員工還是公眾，我們也會先從人的利益出發才作出每一項決定。
- 開明** – 多元化及願意接受新事物可帶來財富和機遇。
- 親近** – 融洽相處讓大家更深入了解，而了解本身就是一種互相適應。
- 熱誠** – 摒棄所有限制，只要克服障礙。



2004

Enthusiasm – “There are no limits. There are only obstacles to be overcome.”

Organizational Leadership

At Amoy, the senior leaders work hard to create an environment where employees feel a strong sense of ownership in the business. Employees are encouraged to develop confidence and to speak their minds. Senior leaders value the input of our employees and this atmosphere ensures there is two-way communication on direction, objectives and plans.

The performance of our senior leaders is evaluated based on not only financial and market key performance indicators, but also on morale and motivation and employee satisfaction.

Social Responsibility

Amoy is highly committed to producing high quality products and takes the most stringent measures to ensure product safety compliance. We address our product safety responsibilities to the public through external audits such as HACCP and British Retail Consortium systems.

We operate our business in Hong Kong and we believe in supporting the community we live in. We have a committee called the Life Angels, that is dedicated to community activities.

Strategic Planning

With Strategy Planning, we involve our key managers in a process that involves analyzing our competitive environment, assessing our capabilities against consumer expectations and identifying our strengths, weakness and vulnerabilities.

The strategic plan and operating budget are then translated into departmental and personal objectives. This process ensures that our strategic objectives are met.

Customer and Market Focus

To understand our market and our customer requirements and expectations, and to ensure that we continue to improve our products and identify new opportunities, we conduct a high

領導才能

淘大的高級管理層齊心協力，務求創造一個全體員工都有強烈歸屬感的工作環境，鼓勵員工建立信心及暢所欲言。此外，高級管理層對員工的意見高度重視，確保公司在訂立方向、目標及計劃時雙方溝通無間。

在評估淘大高級管理層的表現時，除財務數據及市場指標外，亦充分考慮員工士氣、積極性及滿意度。

社會責任

淘大一直致力為顧客開拓更多優質產品，採取一切措施，以確保產品符合安全要求。我們已通過國際認證，如食物安全重點控制證書（HACCP）及英國零售協會廠商審檢標準證書（BRC），以確保我們對公眾作出的產品安全承諾。

淘大遵循「取諸社會，用諸社會」的一貫經營理念，積極參與及支持社區活動。為此，我們特別成立一個名為「生命天使」的委員會，提供社區服務。

策略性規劃

在擬定策略時，淘大高級管理層充分研究競爭環境、衡量公司滿足消費者期望的能力及認清公司的優勢、弱勢及缺點。

然後，淘大會將一系列的策略性計劃及執行預算轉化為部門及個人的目標，確保公司的策略目標得以順利實現。

顧客及市場焦點

為充分了解市場及消費者的需要及期望，確保我們的產品不斷推陳出新，掌握嶄新的市場機會，我們一直進行優質的市場研究。

通過市場調查機構、廣告公司及母公司達



level of qualitative and quantitative research.

We are able to keep our listening and learning methods current with business needs and direction through the advice of our research agencies, our advertising agency and also from input from the Danone Groupe.

We invest in advertising and consumer promotions to impress upon our consumers the reasons why they should buy our products. To generate trial of our new products, we conduct in-store sampling and demonstrations, and we also give away free products, or give consumers an opportunity to buy our new products at reduced prices.

Measurement, Analysis, and Knowledge Management

Our purpose of performance measurement is to ensure that the company's activities conform to plans and are in line to achieve objectives.

At the strategic level, to support decision-making, we trace our performance in the following areas:

- How our brand's image compares to competitors
- Market growth rate
- Relative competitive position
- Profitability of the different segments of our business
- Using the Boston Consulting Group matrix
- Research and development objectives

In terms of performance analysis, we review our business at an operational/budget level and at a strategic level, to support our senior leaders' decision-making.

At the strategic level we review our performance against financial objectives, we track our brand equity and we also measure our performance against our research and development objectives.

Human Resource Focus

Amoy embraces a culture that offers our employees opportunities for development, stretching their talents and maximizing

能集團等提供的專業意見，我們掌握最新的聆聽及學習方法，確保有效配合業務需要及發展。

我們積極進行廣告及消費者推廣，旨在向消費者展示及介紹我們的優質產品，讓他們認識我們產品的優點，從而選購我們的產品。為了讓顧客嘗試我們的新產品，我們在店內進行新產品示範及試食，並免費派發新產品，及以優惠價格出售新產品等。

評估、分析和知識管理

業績評估的目的在於確保公司的業務發展符合既定計劃及達到既定目標。

為便於制訂各項策略方針，我們就以下領域作出評估：

- 與競爭對手品牌形象的比較
- 市場增長率
- 市場佔有率
- 各業務領域的利潤分析
- 「波士頓顧問矩陣」分析
- 研究及發展目標

就業績分析而言，我們會對以往業績、營運預算及策略規劃進行回顧，以幫助高級管理層決定未來策略。

在策略層面，我們檢討成績與既定之財務目標比較。此外，亦追蹤品牌發展成績，及就我們的表現與研發目標進行對比。

人力資源焦點

為員工提供發展機會、提升員工才能及盡量發揮員工潛能是淘大一貫奉行的企業文化。淘大擁有一套完善的業績及發展評估程式，確保所有員工盡展所長。

我們深信投資在員工教育、培訓及發展是



their potential. We have a comprehensive Performance and Development Review process that ensures employee development.

We believe in investing in employee education, training and development. Our long-term objective is to develop talents for business growth expansion. Our short-term objective is to train and equip our employees with skills to perform their jobs effectively.

To improve workplace health, our employees participate in a Hygiene Committee and they identify areas for hygiene improvement and they prepare proposals and action plans. Environment assessment is conducted to check on our ventilation, lighting, air duct/air conditioning, carpet cleaning, pest control and noise levels and the necessary corrective actions are taken as necessary.

Industrial safety is an utmost priority to us. We have an Industrial Safety Committee that provides our employees with industrial safety training to enhance their safety awareness at the workplace. We provide protective equipment for our frontline staff and we also run an Industrial Safety Incentive Scheme for the achievement of reduction in number of industrial safety accidents.

Process Management

We focus on creating brand and reputation for our customers and we invest in several value creation processes: market research and product development, sales and marketing, quality management and supply chain management.

We conduct market research to better understand our consumer needs and from this understanding, we renovate our products and develop new products to better meet consumer needs.

In sales and marketing, we conduct regular presentations to our key customers to review the business and formulate action plans.

In quality management, we accelerate our drives for certification and continue to ensure that our quality procedures are updated.

物有所值。我們的長遠目標是培訓人才以應付公司未來的業務擴展，短期而言則提升員工技能，讓他們有效完成日常工作。

淘大設有衛生委員會，讓員工積極參與，改善工作環境。參與員工獻計獻策，首先找出可以進一步改善的地方，進而提出改善建議及擬定執行計劃。此外，淘大亦設有環境評估小組，定期檢查通風設備、照明系統、空調系統、地毯清潔、滅蟲控制及噪音，並採取必須的相應改善措施。

對淘大而言，工業安全至關重要。為此，我們成立了工業安全委員會，目的在於向員工提供必要的工業安全培訓，以提高工作的安全意識。此外，我們亦向一線員工提供充分的保護裝備，並設立工業安全激勵制度，以減少工業意外的發生。

程序管理

我們致力為消費者建立品牌及聲譽，並加大對市場研究及產品開發、銷售及市場推廣、質量管理及供應鏈管理等的投入，以創造更高的價值。

我們進行市場研究，以進一步了解消費者的需要，並以此作為改良現有產品及開發新產品的依據，以更好地滿足消費者需求。

在銷售及市場推廣方面，我們與主要客戶定期會面，對業務作出回顧及分析並制訂相關的計劃。

在質量管理方面，我們已加快質量認證步伐，並確保不斷更新質量流程。

我們進行供應鏈管理的目的，在於改善客戶服務質量、提高成本效益及協調各部門間的通報流程。



The objectives of our supply chain process are to improve customer service, optimize costs and information flow between functions.

Business Results

Amoy has been the market leader of soy sauce for the past ten years, and the market leader for dimsum for the past five years.

We measure our customer service level performance based on our ability to deliver the right products in the right quantity and at the right time. Our current customer service level is 99% and we aim to maintain the high standard of our service level.

Amoy has won many awards, like the "Hong Kong Top Ten Awards", "Superbrand HONGKONG" and the "Hong Kong Award for Industry Consumer Product Design Award" – and we use these awards as a measure of our performance in the market place.

We use employee surveys as a measure of our human resource results. Employee satisfaction is measured and we use the results to develop plans for improvement.

We measure our key operational performance through profitability, gross margin, productivity and operating free cash flow. The levels of our key operational performance are healthy and our trends are positive.

Conclusion

On behalf of the staff at Amoy, we would like to take this opportunity to thank HKMA and the Board of Examiners for the time and effort in organizing the HKMA Quality Award. We have gained a lot from the experience, but have had a lot of fun as well.

業績

在過往10年當中，淘大一直在醬料市場中處於領先地位，而在過往5年內亦晉身點心市場業界翹楚。

我們評估客戶服務水平的標準在於，能否在適當的時間內提供適當分量的適當產品。我們現有的客戶滿意指數高達99%，我們將致力繼續維持現有卓越的服務水平。

淘大過往的業績表現已得到消費者的一致認可，並成功榮獲多個獎項，如「香港十大品牌」、「香港超級品牌」及「香港工業總會消費產品設計獎」等，這些獎項正好說明淘大一直深受消費者賞識。

我們定期進行員工意見調查，以評估人力資源管理成果。我們評估員工滿意度，並以此項調查結果制訂改善計劃。

我們根據盈利能力、毛利、生產力及經營現金流量衡量主要業績表現。現時，公司的各項業務均正穩健發展並穩步上揚。

總結

我謹代表淘大所有員工，感謝香港管理專業協會及評審委員會於籌備優質管理獎時所付出的時間及努力。我們在這次參選受益匪淺，其樂無窮。