

# 2016 HONG KONG AWARDS FOR INDUSTRIES

## Productivity & Quality

### 2016 香港工商業獎

#### 生產力及品質

*2016 Hong Kong Awards for Industries: Productivity and Quality Grand Award*

二〇一六香港工商業獎：生產力及品質大獎

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技高（集團）有限公司

**Webber & Nickel (Int'l) Co Limited**

維昌歷高（國際）有限公司

## **2016 Hong Kong Awards for Industries:**

### **Productivity and Quality**

**Message from Mr Willy LIN Sun Mo, SBS, JP  
Chairman, Hong Kong Productivity Council**

二〇一六香港工商業獎：生產力及品質  
香港生產力促進局主席  
林宣武先生，SBS，JP

#### **獻詞**

Organized by the Hong Kong Productivity Council (HKPC), the “Productivity & Quality” category of the Hong Kong Awards for Industries aims to recognize the achievements of local enterprises in promoting productivity and quality excellence as a way to strengthen their competitiveness.

This year’s participating enterprises came from different business sectors, all with outstanding performance. We are pleased to note that these participants have responded to their business challenges through the application of new technology and innovative management concept, enabling them to establish comprehensive business intelligence analysis systems, streamline the production process, and enhance operational performance.

On behalf of HKPC, I would like to take this opportunity to express my gratitude to the Judging Panel, and wish all the winning enterprises even greater success in the future.

香港生產力促進局(生產力局)一直致力推動本地企業提升生產力及品質，以加強競爭力，並透過主辦「香港工商業獎：生產力及品質」獎項，表揚企業實踐優質管理的成就及推廣卓越典範。

本年度參賽企業來自多個不同行業，企業皆表現優秀。在評審過程中，我們發現參賽企業皆能靈活應用嶄新科技，注入創新管理思維，建立更全面的商業智能分析系統，優化生產流程及提升營運管理表現。

謹代表生產力局向評審委員會致謝，並祝賀各得獎機構迭創輝煌！

## **2016 Hong Kong Awards for Industries:**

### **Productivity and Quality Grand Award**

二〇一六香港工商業獎：生產力及品質大獎

*Chow Tai Fook Jewellery Group Limited*

*周大福珠寶集團有限公司*

#### **Business Nature**

Chow Tai Fook Jewellery Group Limited (Stock Code: 1929) was listed on the Main Board of The Stock Exchange of Hong Kong in December 2011.

The iconic brand "Chow Tai Fook" of the Group has been widely recognised for its trustworthiness and authenticity, and renowned for product design, quality and value. The acquisition of Hearts On Fire, an internationally acclaimed U.S. premium diamond brand, in August 2014 has further underpinned the Group's stature as a diamond expert in the industry.

The Group boasts an extensive retail network comprising over 2,300 Chow Tai Fook and Hearts On Fire stores spanning more than 500 cities in Greater China, Singapore, Malaysia, Korea and the United States, as well as a strong and fast growing e-tail network through operating its Chow Tai Fook e-Shops and various e-tail accounts on other online shopping platforms.

The Group's sophisticated vertically integrated business model provides it with an effective and tight control over the entire operation chain from raw material procurement, design, production, to marketing and sales through its extensive POS and e-tail channels.

#### **Achievements in Productivity and Quality**

The first entry for Chow Tai fook is the "Automated Logistics and Distribution Centre" located in Shunde. The centre supports inventory replenishment for the Group's POS in Mainland China (average total daily replenishment of approximately 60,000 items). The Hong Kong Productivity Council assisted in designing the centre and provided consultancy services for the project. Equipped with Automated Storage and Retrieval System

and RFID-enabled devices, the centre extensively deploys item-level RFID scanning technology which substantially enhances the traceability of each product. This project enables efficient inventory control and ensures that accurate tracking of stock in and stock out is in accordance with computer records. During the development process, the team overcame numerous difficulties, such as accurately reading the data from large amount of tiny jewellery pieces. This project enhances the efficiency of stock in and out and automatic

distribution. It streamlines the storage and shelving, sorting, packing and delivery processes as well as provides precision in management such as real-time surveillance.

The second entry is the ICS (Inventory Control System) RFID-Technology Deployment Project applied in logistics management, stock-taking and sales operations. Front-line staffs are required to stock-take a total of 9 million pieces of jewellery 3 times a day. This project utilises mHands to detect products attached with RFID tags, lessening stock-taking time for front-line staffs so they can focus on sales and customer services. During the sales process, staffs can also use the patented Smart Trays to promptly access product information and collect customer preference data for further analysis via the Business Intelligence System in Chow Tai Fook's back office. In terms of logistics management, staffs can make use of the Logistics Trays to streamline product distribution to POS, increase the capacity of logistics throughput and efficiency, etc. The project enables efficient logistics and stock-taking in POS, which translates to more sales opportunities. The Group adjusts its business strategies according to product popularity and market changes analysed from the data collected via the Smart Trays and Business Intelligence System. Chow Tai Fook is the first jewellery company that implements such a large-scale application of RFID technology in more than 900 POS in Mainland China and Hong Kong.

## 業務範圍

周大福珠寶集團有限公司（股份代號：1929）於 2011 年 12 月在香港聯合交易所主板上市。

集團標誌性品牌「周大福」廣獲認同為信譽及正貨的象徵，並以產品設計、品質及價值聞名。於 2014 年 8 月收購國際知名的美國高級鑽石品牌 Hearts On Fire，更進一步鞏固集團為鑽石專家的行業地位。

集團擁有龐大的零售網絡，包括逾 2,300 個遍佈大中華區、新加坡、馬來西亞、韓國與美國的周大福及 Hearts On Fire 店舖，覆蓋 500 多個城市，以及透過自營周大福電子商務旗艦店及於多個網購平台開設周大福網店而迅速強勢發展的電子零售網絡。

集團發展成熟的垂直整合業務模式，能有效和謹慎監控集團的整體業務運作，包括原材料採購、設計、生產、以及在龐大的零售點與電子零售渠道進行之市場推廣與銷售活動。

## 生產力及品質成就

第一個參賽項目是周大福位於順德的「自動物流及配貨中心」。該中心支援集團的中國區分店補貨（每日平均的總補貨量多達約 60,000 件）。香港生產力促進局協助設計該中心並為項目提供顧問服務。該中心配備自動倉庫系統（Automated Storage and Retrieval System）和無線射頻（RFID）設備，廣泛應用單品級 RFID 掃描技術，大大提高每一件貨品的追溯性；此項目能有效地監控庫存，確保所有進出倉庫的貨品數目與

電腦記錄準確無誤。在開發過程中，團隊克服了許多困難，例如準確地讀取大量體積細小的珠寶首飾。此項目提升貨品進出倉庫及配貨自動化的效率，有助加快貨品入庫上架、分揀、包裝及出貨，同時亦為貨品提供實時保安監控等精準管理。

第二個項目為「**ICS (Inventory Control System)** 無線射頻技術應用項目」，應用範疇涵蓋物流管理、店舖盤點及零售運作。前線員工每日需要點算合共 9 百萬件首飾 3 次。該項目採用「手提電子盤點器 (**mHand**)」追查附有 **RFID** 標籤的貨品，有助前線員工節省盤點時間，集中資源於銷售工作及顧客服務上。銷售時，員工亦可使用獲得專利的智能奉客盤 (**Smart Tray**)，即時讀取相關產品資訊，並同時透過貨品的 **RFID** 標籤收集有關顧客喜好的資訊，再將數據回饋到後勤的商業智能分析系統作進一步分析。此外，於物流管理方面，周大福員工可使用電子物流盤 (**Logistics Tray**)，簡化運送貨品到分店的流程、加強貨品物流的吞吐量和效率等等。該項目能加快物流和分店盤點程序，轉化為更多銷售機會。集團透過由智能奉客盤和商業智能分析系統所收集的數據研究貨品的受歡迎程度和市場變化，繼而調整業務策略。周大福為全港第一間珠寶公司於中港超過 900 間店舖大規模地應用該 **RFID** 技術。

## **2016 Hong Kong Awards for Industries:**

### **Productivity and Quality Award**

#### **二〇一六香港工商業獎：生產力及品質獎**

*AP Photonics Limited*

*愛佩儀光電技術有限公司*

#### **Business Nature**

AP Photonics Limited (“APP”) designs, develops and manufactures optical and opto-mechanical products, particularly the high-precision optical image stabilization (OIS) voice coil motors (VCMs), which is used in compact camera module (CCM) of smartphone and tablet to stabilize image. APP has created one of the world’s smallest and most energy-efficient OIS VCM.

#### **Achievements in Productivity and Quality**

The first project submitted is “Non-contact VCM Tester”. Traditionally, testing a VCM requires a large machine with laser beam and sensor, and inserting a dummy lens into VCM for inspection (contact testing). This process requires experienced technician yet it is still with the risk of human judging error. The process is also slow and causes potential damage to VCM. With non-contact VCM tester, a handy testing machine, a general worker can manage the test simply by putting VCM in the machine for inspection, and there is a 50% decrease in testing manpower. The testing time on a VCM has been shortened by 40%. This non-contact testing technique has also increased the yield rate by 85%. Patents have been granted in the Mainland for this testing technique.

The second project is “CCM Auto Tuning Machine”. In CCM production, a lens will be inserted into VCM, which requires precise alignment. The CCM will then be tested and tuned. Traditionally, the tuning is conducted by experienced technician using an expensive tool. APP innovates the process by creating the auto tuning machine, which is suitable for general worker to use. The Machine tests and calibrates OIS and auto focus performance of CCM through patented pattern recognition technique. Compared with traditional tuning method, this compact machine lowers initial investment by 95%. It also reduces 75% of testing manpower, and 50% of power consumed in testing and tuning operation. The processing time has been shortened by 40%.

#### **業務範圍**

愛佩儀光電技術有限公司 (“APP”) 專業設計、開發及生產高精密光學防震產品。愛佩儀首創了一個世界上最小和最低功耗的光學防抖音圈馬達 (OIS VCM)，這個具備高精密光學圖像穩定技術的音圈馬達應用到微型相機模組 (CCM) 後，能幫助智能手

機和平板電腦消除人手抖動引起的圖像模糊，從而拍攝出更加美麗的影像。

## 生產力及品質成就

提交的第一個專案是“非接觸式音圈馬達測試儀”。通常，測試 VCM 需要使用一台有鐳射光束和反射感應器的大型儀器，並且在測試中需要插入模擬的鏡頭(接觸測試)以進行檢驗。該檢驗過程需要經驗豐富的技術人員來操作，還有可能出現人為主觀錯誤判斷的風險，過程緩慢亦容易產生對 VCM 造成潛在的損害。

非接觸式音圈馬達測試儀是一個簡便的測試系統，只要將 VCM 放在機器中便可快速地得出多達 40 種不同測試數據，機器簡單易用，一般生產人員亦可以管理測試。應用“非接觸式音圈馬達測試儀”可令人力需求下降 50%，測試時間也能縮短 40%。這種非接觸測試技術亦可令生產率提高 85%，該項測試技術已在中國內地獲得專利授權。

第二個項目是“微型相機模組 (CCM) 自動調試系統”。在 CCM 生產過程中，要將鏡頭精確地放置到 VCM 中，然後進行測試和調整。通常，該調試工作需要由有經驗的技術人員進行，並需要使用到昂貴的儀器工具。愛佩儀通過獨創的自動調試專利技術來改革了整個調試過程，令一般生產人員都可用“CCM 自動調試系統”進行調試工作。本機通過獲得專利的圖案識別技術來測試和校準 CCM 的自動對焦性能及防抖功能。與傳統調試方法相比，這台小巧的機器能將初始投資金額降低 95%。它還可減少 75% 的測試人力和 50% 的測試和調試操作時所消耗的電力，測試時間亦縮短了 40%。

## **2016 Hong Kong Awards for Industries:**

### **Productivity and Quality Certificate of Merit**

二〇一六香港工商業獎：生產力及品質優異證書

*Asia Airfreight Terminal Company Limited*

*亞洲空運中心有限公司*

#### **Business Nature**

Asia Airfreight Terminal Company Ltd. (AAT) was established in 1998 as a Cargo Terminal Operator and since then, has been providing total airfreight solutions to many world's leading airlines in Hong Kong International Airport.

AAT invests tremendously in state-of-the-art facilities and commits to strictly comply with stringent international quality management standards on aviation ground handling, safety and security. AAT has attained ISO 9001:2008, OHSAS 18001 Accreditation, TAPA 'Class A' Certification, Good Distribution Practices (GDP), IATA Safety Audit for Ground Operations Program (ISAGO), recognition as EU Regulated Agent (RA3) and is the first CTO in HKG to be accredited with the Authorized Economic Operator (AEO).

Excellence and innovation are the core values of AAT that drives the Company moving forward.

#### **Achievements in Productivity and Quality**

For the first project, innovatively designed Unit Identification Tag (UIT) with RFID technology is adopted not only to achieve operational efficiency but also ensure security and quality throughout the handling procedure.

Unit Identification Tag is now automatically printed with RFID chip embedded inside. The chip can store information such as Unit Load Device (ULD) number and shipment data electronically.

Compare to the traditional way of manual shipment data capture, information is more secure and accuracy has been improved. By using RFID antennae installed, shipment can be easily identified and tracked, facilitating the cargo acceptance and build up process. The Project results in a 15% reduction of cargo acceptance time which is a significant efficiency improvement that boosts the productivity of AAT.

For the second project, the whole process of releasing empty ULD has been revamped to become more user friendly by providing QR code confirmation and one stop-handling to agent.

After confirming the availability of empty ULD to be picked up by logistics agents, QR code and Equipment Issuance Request (EIR) number will be sent to truckers and agents through AAT mobile applications. Upon arrival and showing of QR code, all the prepared empty ULDs will be released to agents without further delay.



The Project shortens ULD pickup time by 66%, reducing queuing time and enhancing service quality.

## 業務範圍

亞洲空運中心於 1998 年開始在香港國際機場提供全方位空運貨站服務，為世界各地航空公司提供貨物以至文件處理的相關服務。

亞洲空運中心策略性地發展最先進及完善的設備，承諾釐訂嚴格的服務水平及遵守空運業嚴謹的營運要求。亞洲空運中心採用 ISO9001:2008 品質管理系統認證；OHSAS18001 職安健管理系統認證，同時獲得運輸資產保護協會 (TAPA) 甲級認證，藥品良好分銷規範 (GDP)、國際航空運輸協會地面運營安全審計 (ISAGO) 和歐盟管制代理人 (RA3) 認證。亞洲空運中心同時亦是香港首個被認證為香港認可經濟營運商 (AEO) 的空運貨站。

力臻完美、創新求變是其中一項重要的核心價值驅使亞洲空運中心繼續與時並進。

## 生產力及品質成就

關第一個生產力及品質改善項目中，AAT 把無線射頻識別技術 (RFID) 應用於航空載具識別標籤，創新的設計不但節省了在處理貨物的時間，更提升了在處理上的準確性及安全性。

航空載具識別標籤連同無線射頻識別晶片會由機器自動打印，無線射頻識別晶片可以用來儲存載具和貨物資料等電子信息，比手寫貨物資料更安全及準確。聯同安裝在貨倉內的 RFID 天線，AAT 可以快捷地識別和檢查載具，方便驗收貨物和組合貨物。此項目使貨物處理時間共減少 15%，從而提升生產力。

至於第二個生產力及品質改善項目中，AAT 重新審視整個空置航空載具提取服務流程，把處理過程整理改善。二維碼技術及一站式概念被適當地應用在服務過程中，希望能提供更多便利給貨站使用者。

AAT 確認有足夠空置載具發放給貨運代理後，卡車司機及貨運代理會通過 AAT 手機應用程式接收到具有二維碼及發放載具要求號碼的電子訊息。客戶到達 AAT 提取載具時，AAT 員工可以簡單地掃瞄貨運代理提供的二維碼驗證身份以發放空置載具。此項目大大地縮短提取空置載具時間 66%，有助減少排隊時間並提升客戶體驗。

**2016 Hong Kong Awards for Industries:  
Productivity and Quality Certificate of Merit**  
二〇一六香港工商業獎：生產力及品質優異證書

*Lee Kee Group Limited*

利記集團

**Business Nature**

Established in 1947, Lee Kee Group Limited (“Lee Kee”) is a leading solutions provider for metals to over 20 industries in Greater China and the ASEAN region. Apart from providing quality basic metal materials, Lee Kee offers testing and certification services, technical consultancy as well as commodities and futures brokerage services. The Group was listed on HKEX in 2006 and was the first company in Hong Kong to be admitted as a Category 5 Associate Trade Member of the London Metal Exchange, joining the ranks of renowned international metal players since 2014. As the market leader in zinc alloy import in China, Lee Kee has been the trusted partner of world class brand owners, manufacturers, and material suppliers in the region.

**Achievements in Productivity and Quality**

In order to continuously improve product quality, Lee Kee introduced latest production technologies and management system. Their zinc alloy production line in Tai Po was upgraded with advanced electric furnace, robotic arms, cooling machines, and digital production tracking system. These new initiatives boosted efficiency and quality while enhancing safety, environmental sustainability, and logistics control of zinc alloy production. This project successfully increased 80% production capacity, reduced 20% energy consumption, decreased 293m<sup>3</sup> water usage, leading to a more competitive enterprise.

To meet the sudden surge in demand for lead-free solder wire in Hong Kong’s construction market, Lee Kee promptly installed a semi-automated production line to increase production capacity. In addition, a QR code and a unique laser marking were put on the product as features of product traceability and authenticity, strengthening users’ confidence in our product. The solder wire met both international and Hong Kong’s Water Supplies Department’s requirements, along with a Q-mark quality certificate.

Apart from productivity enhancement projects, Lee Kee actively implemented “Integrated Management System (IMS)”, established goals and measures in quality management, environmental management, and supply chain security management. In recognition of their commitment and efforts, Lee Kee obtained ISO 14001 and TS 16949 certifications, and was accredited as one of the Hong Kong Authorized Economic Operators (AEO). Lee Kee’s product quality, brand, clients’ confidence and satisfaction reached new heights. Enterprise resources were better utilized and carbon emission was reduced. While expanding their businesses, Lee Kee managed to contribute to environmental protection for a sustainable future.

## 業務範圍

利記集團致力為覆蓋大中華及東南亞地區超過20個行業提優質、專業、可靠的金屬增值方案，業務涵蓋生產及銷售優質基本金屬、金屬檢測、技術顧問及商品期貨經紀服務。集團在2006香港交易所主板上市，於2014年成為倫敦金屬交易所之第五類準交易成員，是大中華地區首家成為該類別會員的企業，與全球知名金屬企業同躋一列。作為中國最主要的鋅合金進口商，利記一直是國際品牌客戶、金屬製品行業及材料供應商在區內不可多得的可靠夥伴。

## 生產力及品質成就

為了持續提高產品質量，利記在生產技術和管理上精益求精。在其大埔的鋅合金生產線，利記引入先進的電熔爐、加裝機械手臂、以冷卻機替代水塔、並加入電子化的產品追蹤系統。這些新設備及管理系統不但增加效率和質量，更對職工安全、環保及物流管控都有正面作用。此技術項目成功地提升80%生產力、降低20%能源損耗、減少每年293立方用水量，積極加強企業競爭力。

另外，利記在去年優化了無鉛錫線的生產以迅速地回應香港建築業的市場需求。利記採取半自動化生產方式增加產量，並在產品上加上二維碼及獨有的雷射標籤以增加產品的可追溯性與可靠性，讓家用得安心。此新產品符合國際跟水務處的規格，且獲得Q嘜質量證書。

除有關生產力的項目外，利記致力推行「綜合管理系統(IMS)」，在質量管理、環境管理和供應鏈安全管理方面訂立明確目標並付諸實行。利記的投入與努力獲得專業機構的認可，不單達到ISO14001和TS16949標準，還成為香港認可經濟營運商(AEO)之一。產品品質、企業形象、客戶信心與滿意度創新高外，企業資源得以善用及減少碳排放，讓利記在發展業務的同時為可持續發展作出不少貢獻。

## **2016 Hong Kong Awards for Industries:**

### **Productivity and Quality Certificate of Merit**

#### **二〇一六香港工商業獎：生產力及品質優異證書**

*Tiko Corporation Limited*

*技高（集團）有限公司*

#### **Business Nature**

Tiko Corporation Limited (Tiko) and its predecessor has been established for more than 50 years. Tiko has more than 400 staff in Hong Kong and China. Tiko is engaged in the business of early learning product, children stationery and office equipment with its own brands. The vision of the company is embedded with moral principles, delivering superb product to fill customer with joy when using Tiko's product.

#### **Achievements in Productivity and Quality**

The first project is titled as "Facilitation of Lean Manufacturing through Chinese Traditional Culture". In order to correct the passive behavior of the staff (e.g. Reluctant to change without any trial), Tiko has introduced the Chinese Traditional Culture, Confucianism to correct the mentality of the staff so that they are more positive to their work. To achieve all people involvement, top management and staff participated in the training. Tiko has integrated Confucianism with Lean Production, organizing Kaizen Week and Kaizen Achievement Conference with Chinese Traditional Culture features. The result of the Lean Production is facilitated by the Chinese Traditional Culture. For example, the hourly production volume per worker has increased 21% at the eraser production workshop. The hourly production volume per worker has increased 17% at the electric sharpener production workshop. The hourly production volume per worker has increased 11% at the surface treatment workshop. The above measures have reduced the labor cost effectively (e.g. 50% labor reduction at the injection molding workshop) and reduced the staff turnover rate (From 11.27% in 2013 to 4.37% in 2015).

The second project is titled as "Implementation of All People Involvement in Quality Assurance through "Take Initiative" Culture". To facilitate the initiative of all people in continuous quality improvement, Tiko has created the "Take Initiative" culture and has penetrated this culture throughout the company. Tiko has established a Kaizen Academy in the company to equip staff with wide spectrum of knowledge and ability. The top management has also granted staff with more authority to facilitate the creativity of improvement ideas. The above measures have improved the quality level. For example, the metal workshop has reduced the defective rate by 31%. The assembly workshop has reduced the defective rate by 10%. The injection molding department has reduced the defective rate by 9%. Furthermore, the number of quality control people in the production department has reduced by 30%. These people are assigned to carry out Quality Problem

Prevention Projects to avoid quality problem before it is happened.

## 業務範圍

技高（集團）有限公司（「技高」）及其前身已成立超過 50 年，在中港擁有超過 400 名員工。技高以自己的品牌從事早教產品，學童文具及辦公室設備的業務。公司的願景是以道德為本，向顧客提供優質的產品，讓客人在使用技高的產品時，可以更有樂趣。

## 生產力及品質成就

第一個參賽項目為「通過中國傳統文化推動精益生產」。為解決員工積存多年的不良文化（例如員工沒有嘗試便說「辦不到」），技高藉著舉辦中國傳統儒家孝道文化培訓，改變員工心態，令員工更正面地對待工作。所有管理層和員工均參與有關培訓以達致全員參與。技高亦將中國傳統文化結合精益生產（Lean Production），舉行帶有中國傳統文化特色的精益改善週及精益改善發表會等活動。中國傳統文化有助加強精益生產的成效：例如橡皮擦產品裝配車間每小時人均生產量提升了 21%、電動筆刨裝配車間每小時人均生產量提升了 17%、表面處理車間每小時人均生產量提升了 11%等。上述措施亦有助控制人力成本（例如注塑科員工人數減少了 50%）和降低員工流失率（由 2013 年 11.27%降至 2015 年 4.37%）。

第二個項目為「通過“自主研 Take Initiative”的文化去實行全員參與品質保證」。為推動全體員工的自發性、持續地改善產品品質，技高建立了「自主研」公司文化並將有關文化滲透全廠。技高於內部成立了改善學院，提升員工在不同範疇的知識和技能。技高亦向員工下放更多權力，使員工可以發揮創意，自行提出改善的項目和方法。上述措施有助提升品質：例如五金科不良率降低了 31%、成品科不良率降低了 10%、注塑科不良率降低了 9%。生產車間品管人數需求亦減少了 30% 等。這些節省了的人手已被調派到進行品質問題的預防工作，防患於未然。

## **2016 Hong Kong Awards for Industries:**

### **Productivity and Quality Certificate of Merit**

#### **二〇一六香港工商業獎：生產力及品質優異證書**

*Webber & Nickel (Int'l) Co Limited*

*維昌歷高（國際）有限公司*

#### **Business Nature**

Webber & Nickel (Int'l) Co Limited ("WEBBER") is a Hong Kong based company that designs, manufactures and markets office furniture. WEBBER's steel products, storage systems and other furniture, developed and manufactured in-house by ISO 9001 and ISO 14001 certified factories, are sold in the Asia Pacific & other overseas markets. The current 66,000 square meters plant has more than 700 employees.

#### **Achievements in Productivity and Quality**

The first entry item is "Japan Wardrobe Project Management." Japan wardrobe is an important products for WEBBER as well as our Japanese customers who have strict requirements on product quality. Thus, WEBBER carried out this project to improve production efficiency and quality. In the project, Webber changed its production model from decentralized into line, and large-scale press equipment was added. WEBBER also assessed the efficiency of employees from the inherent working mode into piece rate mode, and increased the inspection. This project has increased productivity by 50% (from just 4 days a container of goods reduced to just 2 days), and improved the delivery punctuation rate of 48% (from 50% to 98%). Labor costs also reduced from RMB 14,960 to RMB 7,480 per container.

The second entry item is the Device Automation Project. In the project, WEBBER optimized the workshop environment and automated some production processes (such as feeding, bending materials, spot welding, etc.) to reduce the number of work injuries and increase the production capacity & quality. The project has reduced the number of work injuries from eight to zero; the scrap rate decreased from 3% to 0.7%; the production hours was reduced from 56 hours to 6 hours and labor costs also decreased from RMB 1,190 to RMB 130, per 190 semi-finished products.

#### **業務範圍**

維昌歷高（國際）有限公司（「維昌歷高」）建基於香港，為辦公室傢俱設計、生產，和行銷的綜合企業。維昌歷高的鋼具製品、檔案儲存系統及其他傢俱於亞太區及其他海外市場銷售，並由國內通過 ISO 9001 和 ISO 14001 認證之自家廠房開發和製造。目前廠房生產面積佔地 66,000 平方米，員工約 700 多人。

## 生產力及品質成就

第一個參賽項目為「日本衣櫃項目管理」。日本衣櫃為維昌歷高重要產品，日本客戶亦對產品品質有嚴格要求。維昌歷高進行本項目以提高生產效率及品質。於項目中，維昌歷高將生產模式從分散式改成流水線式，並添加大型衝床設備。維昌歷高亦將評估員工效率方式從固有工時模式變成數量達標模式，並增加巡檢。本項目提升產品生產力達 50%(從之前需時 4 天完成一個貨櫃的貨物縮短至只需 2 天)，和提高出貨準時率達 48% (從 50% 升至 98%)。人工成本亦從之前每個貨櫃人民幣 14,960 元降至 7,480 元。

第二個項目為「自動化設備項目」。於項目中，維昌歷高優化車間環境並將部份人手生產工藝 (如送料、折彎物料、點焊等) 自動化，減少工傷的同時，亦提升產能和品質。本項目將工傷人數從 8 人降至零；生產工時從之前每 190 件半成品需要 56 小時縮短至 6 小時；廢品率從之前 3% 降至 0.7%。人工成本亦從之前每 190 件半成品人民幣 1,190 元降至 130 元。

## 最終評審委員會

### FINAL JUDGING PANEL

顧客服務、創意、生產力及品質、科技成就、升級轉型組別

**CUSTOMER SERVICE, INNOVATION AND CREATIVITY, PRODUCTIVITY  
AND QUALITY, TECHNOLOGICAL ACHIEVEMENT AND UPGRADING  
AND TRANSFORMATIONL**

余麗姚女士  
Ms Ruth Yu  
香港零售管理協會執行總監  
*Executive Director*  
*Hong Kong Retail Management Association*

于健安先生  
Mr Emil Yu  
香港總商會工業及科技委員會主席  
*Chairman, Industry & Technology Committee*  
*Hong Kong General Chamber of Commerce*

張梓昌博士  
Dr Lawrence Cheung  
香港生產力促進局副總裁（科技發展）  
*Director, Technology Development*  
*Hong Kong Productivity Council*

沈祖堯教授  
Prof Joseph J Y Sung  
最終評審委員會主席  
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林淑芬女士  
Ms Maria Lam  
香港科技園公司首席市務總監  
*Chief Marketing Officer*  
*Hong Kong Science and Technology Parks Corporation*

張華強博士  
Dr Jacky Cheung  
香港青年工業家協會當然顧問  
*Ex-officio Advisor*  
*Hong Kong Young Industrialists Council*

王婉蓉女士  
Ms Belinda Wong  
工業貿易署助理署長  
*Assistant Director - General of Trade and Industry*  
*Trade and Industry Department*  
(非評審委員會成員 *not judging panel member*)



**2016 Hong Kong Awards for Industries:  
Productivity and Quality Judging Panel**

**二〇一六香港工商業獎:生產力及品質組別評審委員會**

**Dr Michael Lam**

CEO, Hong Kong Quality Assurance Agency

林寶興博士

香港品質保證局總裁

**Ir Stephen Lau**

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劉嘉敏工程師

香港電腦學會秘書長 (名譽)

**Ms Belinda Wong**

Assistant Director - General of Trade and Industry,

Trade and Industry Department

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The Chinese Manufacturers' Association of Hong Kong

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**Ir Stephen Chan**

President, Hong Kong Logistics Associate

陳鏡治工程師

香港物流協會會長

**2016 Hong Kong Awards for Industries:  
Productivity and Quality Assessor**

**二〇一六香港工商業獎:生產力及品質組別評審員**

**Ir Dr Karl Leung**

Head, Information Technology  
Hong Kong Institute of Vocational Education (Chai Wan)  
梁秉雄 博士 工程師  
香港專業教育學院(柴灣)資訊科技系 系主任

**Mr Henry Au-Yeung**

Founding Vice-President  
Association of Sino Enterprises Promotion  
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中外企業促進聯會創會副會長

**Dr David Chan**

Human Capital Development Committee Chairman  
Hong Kong Industry Commerce and Professional Association  
陳嘉昌 博士  
香港工商專聯會人力資本發展委員會主席

**Mr Gabriel Li**

Managing Director, Potter Industries Ltd.  
李文昭 先生  
葆達實業有限公司董事總經理

**Mr Reggie Wong**

Member  
Hong Kong Logistics Development Council  
王志強 先生  
香港物流發展局成員

**Mr Paul Li**

SME Sub-Committee Chairman  
Hong Kong Sea Transport and logistics Association  
李炳洪 先生  
中小企業支援指導小組主席  
香港航運物流協會

The Hong Kong Awards for Industries: Productivity and Quality recognizes Hong Kong enterprises that have attained a competitive advantage through well-planned and well-executed productivity and quality programmes. Award winners have to demonstrate outstanding productivity and quality improvement on a continual basis. The award criteria are not meant to be prescriptive. They attempt to judge applicants' achievements in matching efforts in value creation and resources optimization with continual improvement.

「香港工商業獎:生產力及品質」旨在表揚能訂立優良生產力及品質計劃、成功切實執行，並取得競爭優勢的香港企業。企業若能證明生產力及品質持續大幅改善，即具獲獎資格。獎項的評審準則包含多方面因素，用以評核參選機構在創造價值及善用資源兩方面所作的努力，是否獲得相應的成果，令生產力及品質不斷改善。

## *JUDGING CRITERIA*

### *評審準則*

#### **Management Support (10%)**

##### **管理層的支持度 (10%)**

How the senior management initiates the productivity and quality improvement programs, and supports the running of the programs on a continuous basis?

管理高層如何推動提高生產力與質量的項目，及對這些項目持續運作的支持？

#### **Project Planning and Execution (25%)**

##### **項目規劃與執行 (25%)**

How the management team and operation team plan, implement, review, measure the productivity and quality improvement programs and response to the environmental changes during the implementation stage?

管理團隊與運作團隊怎樣去計劃、推行、檢討及衡量這些提高生產力質量的項目，及回應推行期間所面對環境上的轉變？

#### **Company Competitiveness (25%)**

##### **企業的競爭力 (25%)**

How the productivity and quality improvement programs create values, culture, changes and resources optimization in the company for enhancing the competitiveness of the company as a whole?

這些提高生產力與質量的項目怎樣在企業內創造價值、文化、改變與資源善用，以強化企業的整體競爭力？

#### **Measurable Achievements (25%)**

##### **可量度的成就 (25%)**

What are the measurable productivity achievements and quality achievements achieved via the productivity

and quality improvement programs?

這些提高生產力與質量的項目所帶來可量度的成效，其具體數據是什麼？

**Impact to the Industry (15%)**

**對行業的影響 (15%)**

How the productivity and quality improvement programs set a trend to other players or even transform the industry practices in realizing productivity and quality enhancement as a whole?

這些提高生產力與質量的項目怎樣在同儕中作出帶頭作用，甚而改變整個行業習慣，以實現提高生產力及質量？

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二〇一六香港工商業獎：生產力及品質

香港九龍達之路 78號

生產力大樓

香港生產力促進局

**查詢：**

電話：2788 5798

圖文傳真：3187 4507

電子郵件：irenekan@hkpc.org

網址：www.hkindustryaward.org

**2016 Hong Kong Awards for Industries: Productivity and Quality**

Hong Kong Productivity Council

HKPC Building, 78 Tat Chee Avenue

Kowloon, Hong Kong

**Enquiries:**

Tel: 2788 5798

Fax: 3187 4507

E-mail: irenekan@hkpc.org

Website: www.hkindustryaward.org