

Report from The Board of Examiners

(Bronze Award)

評審委員會報告

(銅獎)

20th
Anniversary



IDS Logistics (Hong Kong) Limited (IDS) provides in-country logistics services in Hong Kong. The company operates four distribution centers and performs value-added services to customers of diverse industries.

Leadership

IDS has set a clear company vision that harmonizes with the company values and Corporate Social Responsibility (CSR) programme. Senior leaders share a collective responsibility for personally promoting the vision and values through mentoring and coaching. Strong leadership is observed. The company passionately embraces a value-oriented culture and the “Management by Objective” principle has been fully introduced to reinforce the accountability establishment. To strengthen the corporate governance, various committees have been formed to take advisory roles on ethical practices and organizational governance issues. A corporate sustainability strategy has been formulated, demonstrating the company’s compelling commitment on CSR.

Strategic Planning

IDS adopts a three-year strategic planning cycle of which strategic initiatives are reviewed on an annual basis. This practice enables the company to fully address various issues pertaining to short-term challenges and long-term development. Strategic planning is conducted in a systematic manner with extensive use of market analyses and business studies. To effectively cascade strategic initiatives throughout the company, strategic objectives are translated into KPIs and action plans of individual managers. Townhall Meetings are conducted to gain company-wide buy-in and collaboration.

Customer Focus

The company is proven to be well tuned into customer engagement and its service offerings are highly customizable. Customer segmentation, account management structure and per-account-based KPIs system are key mechanisms to successfully secure good customer servicing. Various communication channels have been introduced to ensure that all the customer concerns, ranged from operational to strategic issues, are adequately addressed by pertinent levels of

利和物流（香港）有限公司（利和物流）在香港提供境內物流服務。公司擁有四間配送中心，為不同行業的客戶提供增值服務。

領導才能

利和物流的願景明確，公司價值和企業社會責任項目協調一致。高層領導集體促進實現公司的願景和價值，並親自輔導和調校。公司擁有強有力的領導層，不遺餘力打造價值導向的公司文化，全面實施「目標為本管理」，責任制落實到位。為了強化公司管治，設立各種委員會，為行為規範和組織管治問題提供意見。利和物流還制訂了公司可持續發展策略，體現其履行企業社會責任的強大決心。

策略性規劃

利和物流的策略性規劃週期為三年，每年均審核其策略行動，讓公司全面解決短期挑戰和長期發展相關的各種問題。公司作廣泛的市場分析和業務研究，系統地進行策略規劃。為了有效地向公司內部層層傳達策略安排，策略目標被轉化為每個管理人員具體的關鍵績效指標和工作計劃。公司還會召開員工大會，以獲得全公司的支持和配合。

客戶焦點

利和物流與客戶的溝通十分充分，其服務按客戶需求而制訂。客戶分類、客戶管理結構和以客戶為依據的關鍵績效指標系統，是確保其良好客戶服務的關鍵機制。公司採用各種不同的溝通管道，從營運層面到策略層面，所有客戶關注的問題都能

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management in a timely fashion. Through an “Innovation Funnel” approach, IDS joins hand with its customers to jointly generate, screen, and execute various performance improvement initiatives. This makes continuous improvement a relentless exercise.

Measurement, Analysis, and Knowledge Management

IDS has fully made use of information technology to achieve its excellence in performance measurement and analysis. A wide range of sophisticated IT systems and applications (e.g. ERP, BI, etc) have been deployed to help analyze operational data, improve performance, and share information with customers. Moreover, an in-house Supply Chain Solution (SCS) Centre has been established to assist in improving operation efficiency. KPIs management and reporting has been deeply embedded in its operation systems and the results are rigorously reviewed with the customers. A document library and online learning courses have been featured, making the collection and transfer of organization knowledge anywhere and anytime.

Workforce Focus

The management has devoted substantial effort to enhance the workplace environment, workforce engagement and development. The head-office renovation, the theatre-classroom, and the staffing of two full-time EH&S (Environment, Health and Safety) employers are some distinct examples. The company has proactively strived to build a learning culture and knowledge-sharing environment. Blocks of training programmes have been developed for different levels of staff. Performance Development Index system has been set up to promote high performance work. With the launch of intern and management trainee programmes, IDS has warranted a future talent pool and management succession planning.

Process Management

In IDS, two separate teams are dedicated to design and innovate the company’s work systems on supply chain solutions and logistic operations support. In practice, the major work processes on transportation and warehouse management have been highly automated. Various studies have been conducted to figure out the optimal work process design. Proven successful cases are recorded.

通過相應的管理層級及時得到解決。使用「創新漏斗」方法，利和物流可以與客戶共同制訂、篩選和執行各種提升績效的方案，保證公司努力不懈、持續不斷完善。

評估、分析和知識管理

利和物流充分利用資訊技術，在績效測評和分析方面力求卓越。公司採用一系列尖端的資訊科技系統和應用程式（如：企業資源規劃系統、商業智慧系統等），協助分析營運資料，提高績效並與客戶共用資訊。此外，內部還建立供應鏈解決方案中心，提高公司的營運效率。關鍵績效指標的管理和匯報妥善結合到公司的營運體系中，其結果會和客戶一起嚴格審核。公司還建立文檔庫、開設線上學習課程，隨時隨地可以搜集和傳遞公司知識。

工作團隊焦點

公司管理層致力改善工作場所環境、提高員工契合、促進員工發展；翻新公司總部、設立戲院式教室和聘請兩位全職環境、健康和安全管理員就是很好的例證。公司積極建設學習型組織文化和知識共用型環境，為不同級別的員工開發多組培訓專案，還建立績效發展指標體系，提高工作的績效。隨著實習生和管理見習員專案的啟動，利和物流的未來人才儲備和管理繼承規劃也有了保障。

程序管理

在利和物流，由兩支不同的小組負責設計和革新公司供應鏈解決方案和物流營運支援系統。在實際操作當中，交通運輸和倉庫管理方面的主要作業流程均已高度自動



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To facilitate the work process improvement and innovation, problem solving techniques such as Kaizen have been introduced into the training programmes. It is worth noting that the company has a comprehensive programme for emergency preparedness. Emergency response plan, business impact analysis, business recovery strategies, and crisis communications plan are all parts of its Business Continuity Plan.

Results

IDS has constantly recorded good company-wide service-related KPIs results. Growth of past years has been driven by organic growth of the existing customer base, as well as from new business contracts. To support its business growth, the company has been expanding the capacities of its Kwai Chung Logistics Centre and Distribution Centre. Improvements in workforce turnover, training and productivity have been attained. Good records of corporate governance and green initiatives have allowed IDS to earn various accolades. After being acquired by Li & Fung last year, the company manages to successfully integrate into Li & Fung Limited through the completion of 100-day integration programme. All these confirm that IDS has got a reliable foundation to be a true TQM company.

化。公司進行了各種研究，以設計出最佳的作業流程，也記錄了已被證實成功的案例。為了促進對作業流程的改進和革新，培訓項目當中也涵蓋了經營法的改善「Kaizen」這類解決問題的技巧。值得一提的是，該公司還有全面的應急預備專案。緊急應變計劃、業務影響分析、業務重整策略和危機溝通方案都涵蓋在企業可持續發展計劃當中。

業績

公司整體服務相關的關鍵績效指標成績向來十分優異，過去幾年更是在其固有客戶群和新業務增長的基礎上取得了基本進步。為了配合業務增長，利和物流擴大了葵涌物流中心和配送中心的運營能力。人員流動、培訓和產能也得到進一步提升和促進。利和物流在公司管治和環保活動方面的良好表現，贏得了各種榮譽。去年被利豐集團收購之後，經過一百天的融合，公司已經納入了利豐集團當中。以上各點都表明，利和物流已經具備成為一家真正全面優質管理公司的堅實基礎。