

Report from The Board of Examiners

(Special Award for SMEs)

評審委員會報告

(中小型企業特別獎)

20th
Anniversary



Founded in 2002, Milton Exhibits Group (Milton Exhibits) is a young but energetic company providing integrated technical solutions to events and exhibitions. The company then has further expanded its business into digital marketing and has established offices throughout the Greater China and Singapore. The exploration into new business and markets is mainly driven by the extension of working relationships with its satisfied clients. This in itself is a very good example illustrating how a SME thrives with strategies of customer focus and technology innovation.

Leadership

Milton Exhibits has a well-organized leadership structure. The duties and roles of senior leaders are clearly defined. A variety of committees have been formed to support the management on diverse organizational affairs. Moreover, a Corporate Professional Unit (CPU) has been set up to strengthen the organizational governance and development. The management has demonstrated great effectiveness at translating the company vision into reality. Social responsibility is clearly spelt out in the company mission. With this faith, Milton Exhibits has actively sponsored backdrop production and onsite setup services for events of charity organizations, in addition to its conventional monetary donations and volunteer works.

Strategic Planning

Strategic development in Milton Exhibits involves company-wide collaboration to generate and share ideas. SWOT analysis is well employed to help map out strategic objectives. Industry insights collected by Business Related Committee are extensively used for enlightening strategic planning. The Committee on Management and Logistics ensures adequate financial and other resources are available to support the accomplishment of strategic plans. Through several measures such as 3-day annual conference and annual marketing strategy meeting, Milton Exhibits successfully engages the company as a whole in translating strategic plans into concrete actions and results.

Customer Focus

Customers are mainly sourced from exhibition organizers and

名唐展覽集團（名唐展覽）是一家年輕、充滿活力的企業，成立於二零零二年，主要為各種會議展覽活動提供綜合技術方案。名唐展覽的業務隨後拓展至電子市場商務產業，在大中華區和新加坡都設立了辦事處。新的業務拓展主要得益於讓客戶滿意的業務關係基礎，而這正是一家中小企業成長的典範：依靠於聚焦顧客和技術創新。

領導才能

名唐展覽的領導團隊結構完善，各高層領導人的職責和角色明確。公司成立各種委員會，協助管理不同的事務。此外，還成立「公司專業小組」，加強公司的管治和發展。公司成功將願景有效地轉化為現實，對社會的責任也清晰無誤地反映在公司使命中。懷著這一信念，名唐展覽不僅經常捐款、提供志願服務給慈善組織，還主動為它們的活動贊助佈景板和佈置現場。

策略性規劃

全公司人員都積極參與名唐展覽的策略規劃，共同獻計獻策。公司充分利用「態勢分析法」制訂策略目標。業務委員會負責收集業界的各種新知和看法，在制訂策略規劃時獲得廣泛應用，起到很大的啟發作用。管理與後勤委員會則負責提供足夠的資金和其他資源，支援策略規劃的實施。通過為期三天的公司年會和每年一度的行銷策略會議等手段，名唐展覽成功地動員全體公司成員，將策略計劃轉化為實際行動和成果。

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trade associations. Milton Exhibits uses different brand names to segment customers for its units of business. By wisely adopting some simple tools like “Guideline on Customer & Market Requirements” and “Guideline on Enquiry”, Milton Exhibits gets a much richer understanding of customers needs and therefore achieves cross selling among business units. Various customer feedback channels, such as customer questionnaires, job completion form, debriefing session, compliant handling process, have been employed for good customer listening. Robust efforts (e.g. gifts, e-newsletters, e-cards) have been devoted to strengthen customer engagement. The reward is fruitful. In many cases, customers have been so satisfied that they brought Milton Exhibits in on their new projects, giving the company opportunities to explore new business of digital marketing.

Measurement, Analysis, and Knowledge Management

In Milton Exhibits, performance is closely monitored with a series of reports and meetings. Reports are timely consolidated and analyzed to spot potential problems and prompt distinct managerial responses. Monthly marketing strategies meeting and mid-year review are convened to identify the opportunities of performance improvement. Tailor-made IT applications have been developed to act as catalysts for greatly improving operation efficiency and accuracy. To accelerate the development of IT infrastructure, Milton Exhibits appoints an external IT consultant to help shed lights on formulating IT planning and deployment.

Workforce Focus

Milton Exhibits believes people are its vital resources. Each new colleague is assigned to a “working buddy” to ensure that new staff could receive adequate and timely attention. This practice helps new staff migrate to the company culture and therefore greatly lift up their work performance. Performance appraisal exercises, yearly training plan and external training sponsorship scheme have been introduced to promote the workforce development. On workforce engagement, yearly incentive trips and recreation programmes have been launched to reward staff’s contribution and spread company values.

客戶焦點

名唐展覽的主要客源是主辦會議展覽的公司和商會。名唐展覽為營業部門設定不同品牌，用以區分客戶。有效地大量使用「客戶和市場需求應對指南」和「諮詢指南」等簡易工具，名唐展覽對客戶的需求得到更多瞭解，也因此在不同營業部門間實現交叉銷售。為了更好地傾聽顧客心聲，公司也打通了各種各樣的客戶回饋管道，如：客戶調查問卷、完工表格、任務報告會、投訴處理程序等。在提高客戶參與度方面，公司也做出了積極的努力（如：致送禮品、寄送電子會刊、電子卡），自然，這些舉措的回報也甚為豐厚，許多客戶在新專案中選用名唐展覽的服務，這也使得公司在過去幾年間獲得了許多機會，例如拓展數電子市場商務產業。

評估、分析和知識管理

通過一系列的報表和會議，名唐展覽對公司績效進行密切監控。及時編制並分析報表，從而發現潛在問題、及時採取明確的行動應對。每月一次的行銷戰略會議和年中審核有助找出業績增長點。公司還開發了資訊科技應用程式，進一步提高運營效率和精準度。為了促進資訊科技基礎設施的發展，公司還從外界聘請顧問，負責協助制訂和實施有關方案。

工作團隊焦點

名唐展覽相信，人才是公司至關重要的資源。公司為每一名新員工分配一位「工作夥伴」，確保新人得到充分、及時的關注，幫助新員工融入公司的企業文化，

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Process Management

In Milton Exhibits, process management is also a process of customer engagement. By engaging customers in all processes throughout the projects, the company can fully listen to the voices of customers as early as the concept design phase. This enables the company to thoroughly satisfy customer needs and efficiently identify potential business opportunities along with the project roll-out. In doing so, the company has built a systematic project planning and process management framework. All processes are documented under a standard operating procedure, so that the project learning and customer experience can be relayed to next project manager. Process improvement and innovation have been best achieved by capitalizing on IT systems and the Best Project Award scheme. For social responsibility and emergency readiness, the company has instituted risk assessment exercise, disaster management plan, waste management plan, and health & safety plan.

Results

Milton Exhibits has achieved promising results in past few years. The company has continuously generated a healthy growth in terms of size, sales turnover, number of projects and business scope. Solid sales growth trend is recorded with no sales decline during financial tsunami. In the areas of workforce engagement, steady headcount growth and close-to-zero accident rate have been recorded. The company has shown strong commitment in social responsibility and was awarded the "Caring Company" by the Hong Kong Council of Social Service in the year of 2010/2011.

大幅提高工作績效。公司還引入了績效評價、年度培訓計劃和外部培訓贊助方案，促進員工的發展。在員工契合方面，公司每年都有獎勵性旅遊和娛樂項目，回報員工所作的貢獻，也進一步傳播公司價值。

程序管理

名唐展覽的客戶都參與到公司的流程管理當中。通過讓客戶參與專案的所有流程，名唐展覽可以在概念設計階段就聽到客戶的心聲。這樣，公司便可以徹底滿足客戶需求，並在開展專案的過程中發現潛在商機。在此基礎上，系統的專案規劃和流程管理框架便建立起來。公司根據標準操作程式，將所有流程制訂成官方檔，而專案學習和客戶體驗便可順利移交給下一位專案管理者。資訊科技系統和最佳專案獎的有效利用，實現流程最大程度的改善和創新。在社會責任和應急部署方面，公司制訂了風險評估方案、災害管理方案、廢物處理方案和健康與安全方案。

業績

過去幾年，名唐展覽取得了巨大成就。公司規模、銷售額、專案數量和營業範圍都取得了穩步增長。甚至在金融海嘯期間，公司的銷售量都沒有減少，反而保持穩定的上升勢頭。在員工契合度方面，公司的員工人數穩步增長，工傷事故率幾乎為零。公司也盡力履行其社會責任，並獲得香港社會服務聯會頒發的二零一零 / 二零一一年度「商界展關懷」的企業之一。