

# Report Summary

(Bronze Award)

## 報告摘要

(銅獎)

20th  
Anniversary



As a corporate story captured in one of Harvard Business School's most talked-about case studies, Li & Fung Limited has a history that can be traced back over a century to 1906. Today, it has evolved and expanded to become a Hong Kong-headquartered multinational group, with presence in over 40 economies around the world and with 27,000 employees operating across its three global Networks of Trading, Logistics & Distribution.

One of these networks, LF Logistics, is the Group's total logistics business servicing both external and internal customers. Developed and fine-tuned over the years, its menu of logistics services is comprehensive - warehouse management, transportation, Value-Added Services (VAS), customs brokerage, freight forwarding, hubbing and consolidation, and other high value services, including supply chain analytics and process engineering.

IDS Logistics (IDS), in turn, represents the business stream within LF Logistics that provides in-country logistics services, and this includes IDS Logistics (Hong Kong) Limited.

IDS has a menu of logistics services in the industries of Fast Moving Consumer Goods (FMCG), Healthcare, Footwear & Apparel, Food & Beverages, Retail, and Wines & Spirits. Our end-to-end solution spans the time the product leaves the factory to the time it reaches the final consumer. As we partner with local and international brand owners, our aim is to help them optimize their inventory, information and ultimately cash flow.

### Leadership

The vision of becoming a "premiere multinational provider of supply chain services" is embraced by all within IDS. Our strategies and goals are aligned with core values that include "Respect", "Service", "Ethics", "Teamwork", "Loyalty", "Entrepreneurship", "Social Responsibility" and "Success". IDS leaders spend considerable time and effort communicating these to their teams, while living the values themselves and serving as role models.

A key part of our corporate culture is sustainability. As we perform

Provided by IDS Logistics (Hong Kong) Limited  
本報告摘要由利和物流（香港）有限公司提供

作為哈佛大學最著名的商業個案之一，利豐集團的歷史可以追溯到一九零六年，如今它已成為一總部設立在香港的跨國集團，貿易足跡遍佈全球四十多個國家，擁有二萬七千多名員工，其主要三大事業群分別為貿易、物流及分銷。

作為利豐集團的物流部代表，利豐物流為顧客提供一個全面物流服務及解決方案，服務範圍包括倉儲、運輸、增值服務、清關、貨代、樞紐中心、轉運站以及其他顧問服務，如供應鏈分析和流程改造等。

利和物流（香港）有限公司（利和物流）為利豐物流旗下業務部門，主要提供在地物流服務給內部及外部客戶。利和物流為顧客提供多元化的物流服務，顧客種類包含快速消費品、消費保健品、服裝及鞋類、食品飲料、零售品以至洋酒不等。我們提供的物流服務，範圍由產品出廠到終端消費者。我們與多個國際或在地品牌合作多年，致力於協助他們優化存貨管理、資訊流及現金流。

### 領導才能

成為「首屈一指的亞洲跨國物流服務供應商」的願景深植利和物流員工心中。配合公司核心的價值觀，我們的策略和目標中包含「尊重」、「服務」、「道德」、「團隊忠誠」、「創業家精神」、「社會責任」和「成功」等特質。為了達致目標，公司投入大量的資源於員工身上，如提供在職培訓、資源和鼓勵。

永續發展一直是公司最重要的文化。它提



our services within the various markets, we are conscious about the need to minimize any adverse impact on the environment. We also strive to contribute to the social and economic development of the communities we operate in.

### Strategic Planning

As part of Li & Fung Limited, IDS adheres to a strict Three-Year Planning Cycle. This is a unique approach that is now a hallmark of all Li & Fung companies. Every three years, the Group adopts a zero-based strategic planning methodology to define the strategic direction and set targets for the various business units, referred internally as the Three-Year Plan (3YP). This takes into consideration the political landscape, the market conditions, and the economic environment.

Once the 3YP is finalized, then the targets are “cast in stone”, regardless of external changes. In so doing, it provides a period of stability and predictability that allows the entire company to focus on execution and deliver the goals.

The roll out of our 3YP is also meticulously planned. Townhall meetings are organized across the company to give senior management the opportunity to cascade these plans to all leaders and managers. Participants thereafter further cascade these to their subordinates.

### Customer Focus

IDS is a pure service organization that watches out for, captures and delivers on every “moment of truth.” Its strength lies in the ability to assure customers through numerous intangibles. It invests heavily in understanding its customers’ goals, requirements and future plans. Oftentimes, IDS adopts analytical tools that help to understand these customer needs before developing the optimal solution. The early understanding of customers before rolling-out of its services has been a key ingredient in IDS’ success.

IDS also adopts a regional account management structure composed of individuals who have many years of exposure to the industries of selected regional accounts. These account managers regularly meet

供了一個指導性的綱要，令我們應付環境上轉變外，同時也要關心社會並有利其發展。此舉的目的是為了在發展時能有效地利用資源及減少環境的破壞、並希望同事對社會有正面而積極的影響。

### 策略性規劃

作為利豐集團的一份子，利和物流採用一個以三年為一週期的策略規劃，這個獨特的方法如同全體利豐集團的認證標誌。每三年，集團以零基礎的方法來制訂策略，同時考慮政治因素、市場條件、經濟狀況等因素，針對不同的事業單位設立目標做為內部的三年計劃。

一旦三年計劃完成，無論外在變化，這個目標將是使命必達。這個作法提供了一個時期的穩定和可預測性，使整個公司專注於執行和實現該目標。

完成三年計劃的規劃後，高階管理人員都會通過年度主管會議向其下屬作出介紹。與會者隨後將進一步通知其下屬。

### 客戶焦點

利和物流是一個純粹的服務組織，總會在關鍵時刻提供取貨、配送的服務。它的優勢在於以良好的信譽提供客戶安心保障。他們投入很多心力去了解客戶的目標、需求以及未來的計畫。利和物流經常在提供最佳方案前，先採用分析工具助於了解客戶的需求。而於提供服務前提早了解客戶需求是利和物流成功的元素之一。

利和物流採用了區域性客戶管理的制度，每一位客戶均由一群熟悉客戶產業的團隊負責



and communicate with the customers on both local and regional levels. They provide inputs on best practices, identify opportunities for applying these practices within the client's organization, receive client feedback and measure the client's level of satisfaction.

### Measurement, Analysis, and Knowledge Management

We recognize in IDS that operational excellence and flawless execution are essential to succeed. To be able to deliver this consistently and in a way that is effective for our customers, we perform a lot of data gathering, process monitoring and measurement, and intelligence analyses.

IDS has invested in a global IT platform that is best of breed - efficient, productive and with the ability to provide comprehensive information. We adapt our systems in a manner that will help our customers make commercially astute decisions.

The IDS Supply Chain Solutions Centre was established to enhance IDS' planning capabilities as it provides analytical services to optimize supply chain networks. Through the use of sophisticated algorithm and analytical techniques, the Centre advises our customers on where best to locate facilities, helps to design optimum delivery routes, develops strategies for consolidating activities that result in greater efficiencies, among others.

### Workforce Focus

IDS is a "People Business". Its success is anchored upon the skills, knowledge and commitment of its people. Each member's continuous development is therefore important.

An integral part of our quality systems focuses on the overall people development strategy. We use different training and development programmes, communication tools, rewards and recognition systems and company-wide social activities.

We also ensure that key factors that affect employee attitude and morale are assessed and constantly improved. These include workplace environment, health & safety, and livelihood programmes.

管理。團隊會定期與客戶的總公司與在地分公司聯絡，提供最新的運作資訊、改善之處及接收反饋的信息為使客戶滿意。

### 評估、分析和知識管理

優化流程及完善計劃是物流業取得成功的必然因素。要實踐對顧客的服務承諾，充分的準備功夫必不可缺，當中包括搜集、分析大量資料、進行個案研究和嚴格監控運轉過程。

利和物流投資最先進的全球資訊科技系統，擁有卓越效能及生產力，同時能夠提供完善的資訊。此舉目的是為了更有效率地提供最全面的資訊予顧客，從而幫助他們作出精明的商業決定。

除此之外，利和物流成立解決供應鏈問題的方案中心，目的是為顧客提供策略性的計劃藉以優化整個物流網絡。透過定期的營運上的檢討，中心會建議如何使倉庫遷移最佳化、運送路線上的調整，甚至策略上的改變使經營更加有效率。

### 工作團隊焦點

利和物流是一間以人為本的公司，其成功是建立於員工的知識、技術及工作態度，故員工持續發展是相當重要的議題。

而在我們的品質管理系統中，其中一個不可或缺的部分就是對於全體員工的職涯發展策略。利和物流透過一系列的措施，包括提供各種的培訓課程、溝通管道、獎賞計劃及全體活動來增強員工的歸屬感和自發性，另外亦會定期檢討影響員工表現的





### Process Management

IDS services are centered on providing optimal logistical solutions to its customers. Advanced tools, processes and systems are used to achieve operational efficiencies. Within IDS, there are specialized teams possessing thorough industry expertise that design our work systems.

The pursuit of continuous improvement in all aspects of our service is a basic expectation from customers. This invariably includes the use of new technology to improve accuracy and speed, regularly re-visiting the total supply chain flow and streamlining of our operations through LEAN principles

Each area within our operation also requires a proven and tested Business Continuity Plan (BCP) to ensure zero disruption of services. The BCP is an integral part of our standard operating procedures, and is supported by regular training programmes that involve even our most senior executives.

### Results

In the Services sector, one's name and reputation is its strongest asset. With this in mind, the management and staff of IDS dedicate themselves not only to consistently achieving, but to surpassing service level commitments to their customers. This commitment is manifested in the regular Key Performance Indicators (KPIs) briefings presented to IDS customers across various industries.

In terms of its performance, IDS Logistics Hong Kong demonstrated impressive growth during the past three years despite the economic downturn in 2009. We are experiencing a growth trend that outpaces the market.

因素，主要包括改善工作環境、健康與安全、生計問題。

### 程序管理

利和物流致力於為顧客提供最佳的物流解決方案。每一個工作細節都會經過詳細的研究及策劃來確保以上承諾得以實踐。我們擁有專業物流團隊設計整個工作流程，並會利用先進的工具及系統達致最有效的運作模式。

追求全方位的逐步完善是客戶對我們的基本期望，這之中包含使用新科技工具以改善正確性與效率，利用精益管理的概念，定期檢討供應鏈的流程

所有的作業區域都需要一份已核可並測試完成的緊急應變計劃，以確保零失誤的服務水準。緊急應變計畫是我們標準作業流程中相當重要的一環，也是員工，包含公司高階主管的基本教育訓練的內容。

### 業績

在優化運作及以顧客為中心的思維下，利和物流是以超越本身服務承諾為己任。這個承諾，可以透過利和物流多個產業客戶群的關鍵績效指標資料清楚呈現。在財務表現上，儘管二零零九年發生經濟衰退，利和物流香港的業績仍展現出可觀性的增長，其增幅遠較市場的為多。