



# Report from The Board of Examiners

(Certificate of Merit)

## 評審委員會報告 (優異獎)

### city'super

City Super Group established in 1996 with more than 1,500 employees, a gourmet Food Market; supplies imported fresh fruit and vegetables, seafood, meat, poultry etc. City Super Group aims to provide high quality and internationally sourced merchandise.

#### Leadership

Senior leaders establish two-way communication with workforce by multiple channels, promoting the core value for full compliance with legal and government regulations and commitment in societal responsibility. Senior leaders also establish governance system with external audit mechanism to monitor its performance.

#### Strategic Planning

The organization establishes clear long term strategic development to expand business outside Hong Kong with objectives to succeed in bringing multiple brands to multiple markets within a stated time frame. Specific targets are set and tie to annual performance appraisal process to ensure alignment and execution.

#### Customer Focus

The organization provides a range of product offerings for different market segments and makes use of different channels to collect customer feedback for continual improvement of its products and services. With the innovative ideas, it manages bonus points scheme, value added services and various programmes for customer engagement and relationship building.

#### Measurement, Analysis, and Knowledge Management

With the strong support of IT Division, the organization develops a Business Intelligence Section to support the KPI establishment and performance analyses. Comprehensive sales and operational KPIs are captured and analyzed on a daily and monthly basis which helps streamline buying decisions and take responsive actions. By leveraging thoughtful IT planning

City Super 集團於一九九六年成立，有員工一千五百人，是美食供應專門店，提供各國高質素新鮮蔬果、海產和肉類等。

#### 領導才能

高層管理與員工建立雙向、多管道溝通機制，充分體現遵紀守法、履行社會責任的核心價值。高層管理也建立了合適的管治系統，結合外部審計機制，監管公司績效。

#### 策略性規劃

City Super 集團有明確的長遠發展策略，計劃在既定時間內拓展境外業務，在不同市場引進不同品牌。目標具體明確，與年度績效評估掛鉤，確保推行時與公司發展方向一致。

#### 客戶焦點

公司為不同細分市場提供一系列不同產品，利用多種管道搜集客戶回饋，務求產品及服務的質素不斷提高。在創新思維下，公司開展積分計劃，增值服務，以及其他提高客戶忠誠和客戶關係等措施。

#### 評估、分析和知識管理

在資訊技術部門的強力支持下，公司設立商業情報組，建立關鍵績效指標，進行細緻的績效分析。所搜集的綜合銷售和日常關鍵績效指標資料，分別按每日、每月作分析，大大縮減了採購決定和應對時間。通過周詳的資訊科技策略、資訊科技基礎建設和發展有明確的方向和時間表。

#### 工作團隊焦點

公司有自成一體的「工作評級系統」，評估經營運作中各崗位的不同價值，並據此



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strategies, the organization has a clear roadmap and timetable of its IT infrastructure development.

### Workforce Focus

The organization adopts a “Job Grading System” that determines relative values of various jobs across its operation and uses it in its reward and talent management programmes. Its culture is to keep employees happy. Staff are familiar with their roles and responsibilities, goals and expectations; and aligned with organizational goal. Workforce management system supports succession planning, management trainee programme, staff mobility and internal posting.

### Operations Focus

Work system is subjected to transformational business process re-engineering with five elements – Processes, People, Information, Technology, and Strategies. Well-defined work system management with system life cycle consists three components: operation & maintenance, initiation, and development & deployment. A “farm to table” approach is adopted to ensure optimal quality for products.

### Results

The organization records growing trend in monthly sales amount and quantities in 2011. Increasing number of membership cards and improved mystery shopper result indicate good performed customer-focused outcomes. Its expansion from Hong Kong to Taiwan and Shanghai represents strong leadership of senior management. Positive trend for turnover and profit recorded in past years indicates the continuous growth of financial performance.

作獎勵和人才管理的參考。企業文化就是讓員工開心地工作。所有員工都非常清楚自身的角色、責任、目標及期望，緊密配合公司的發展方向。員工團隊管理系統充分考慮承傳、管理實習、員工流動和內部升遷。

### 營運焦點

公司企業流程創新的轉型體系有五項要素：流程、人員、資訊、技術及策略。工作系統管理細分明確，其生命週期三環節分別是：運作及維護、啟動和發展，以及部署。公司對產品要求嚴格，一切須「按章工作」，務求品質符合要求。

### 業績

公司二零一一年的銷售額和量按月遞增。會員卡數量不斷上升，神秘顧客測試的表現出色，顯示客戶焦點策略的好成績。公司業務從香港擴展到臺灣和上海，說明高級管理層擁有卓越的領導能力。過去數年營業額和利潤都增加，表明公司財政表現保持增長勢頭。