



Report Summary

(Certificate of Merit)

報告摘要

(優異獎)

city'super

Provided by City Super Group
本報告摘要由 City Super 集團提供

Established in 1996, the City Super Group opened its first store in Times Square, located in Hong Kong's prestigious Causeway Bay shopping hub with the mission of creating the Territory's first-of-its-kind "Mega Lifestyle Specialty Store". 15 years later, the Group continues to tempt busy urban professionals who pursue a premium quality of life with an outstanding selection of food and lifestyle products from around the world.

Rewarding shoppers with a true "one-stop-shopping" experience, the Group's 1,500 staff currently cater to the needs of truly discerning shoppers at four **city'super** stores, eight **LOG-ON** outlets and one **cookedDeli** dining court in Hong Kong. The chain now also operates six **city'super** branches in Taiwan and a Mainland Chinese flagship store in Shanghai.

Leadership

The City Super Group largely attributes its business success to a combination of opportunities, management and collaboration. After 15 years of sustained growth, its team continues to underline its shared commitment to integrity and social responsibility by providing quality products to customers. The Group's goal for the next five years is to open more stores in Mainland China and all over South East Asia. Its ultimate objective is to strengthen its leadership across Asia by laying a solid foundation for its long-term evolution into a global enterprise.

Strategic Planning

The City Super Group's five-year target is to successfully root its core brands in multiple markets across Asia. To this end, the Group's senior management plays a very active role by shepherding strategic planning processes through our four distinct management phases:

- "Launching the Individual", managers assess past performance and analyze Business Units' current environment both individually and within the Group Strategy team.
- "Deep Dive Decision Making", possible directions and projects are researched, discussed and then used to drive successful Customer Value Proposition, Business development, Operations, Talent

City Super 集團於一九九六年成立，於香港著名購物熱點銅鑼灣時代廣場開設首間分店，創辦全港首間大型生活專門店。十五年來，集團致力為繁忙都市人提供優質服務，引進環球的優質食物和時尚生活產品，以滿足他們對高級品味生活的追求。

集團現時共有一千五百名員工，並透過旗下位於香港的四間 **city'super**、八間 **LOG-ON** 及一間 **cookedDeli** 美食廣場，為顧客提供真正一站式生活享受。此外，集團亦分別在台灣經營六間 **city'super** 分店及在上海經營一間中國旗艦店。

領導才能

City Super 集團的成功，源自集團穩握機會、悉心管理和協力同心。領導團隊在過去十五年來精益求精，不斷為顧客搜羅各種優質產品，以彰顯集團上下對於企業良心及社會責任的堅持和承擔。未來五年，集團計劃於中國大陸以至東南亞各地開設更多分店，以增強集團於亞洲地區的領導地位，為邁向國際企業的長遠目標奠定穩固基礎。

策略性規劃

City Super 集團已定下未來五年發展目標，務求令旗下的核心品牌在亞洲多個市場穩佔一席位。為此，集團的管理層將擔當重要角色，積極主導以下四個階段的策略規劃進程：

- 於「個人啟動」階段，部門經理將按過往表現及其部門現時的工作環境，分別



Report Summary

(Certificate of Merit)

報告摘要

(優異獎)

management, Systems, Infrastructure and Financials plans.

- An open sharing and fine tuning of individual plans among the Group's Leadership Team.
- The Groupwide delivery of final plans.

Customer Focus

As customers have always been at the heart of its business, the City Super Group strives to build long-term relationships with its shoppers through a range of activities such as seasonal promotions and cookery classes. Over the years, the Group has also pioneered several Hong Kong retail firsts. In addition to a membership card and co-branded card with HSBC, they include pioneering initiatives such as a "Cheers to Win" photo contest and elections for most helpful member of staff.

The Group also engages its customers and exchanges ideas in a variety of other ways. In addition to collecting, documenting and distributing customer feedback internally, they include regular research and online channels such as an email box, Facebook and Weibo.

Measurement, Analysis, and Knowledge Management

To better understand perceptions of – and areas for improvement in – its stores, products and services, the City Super Group hosts regular mystery shopper programmes and conducts different market research studies.

In staying on top of its day to day operations, the Group has centralized its transactional Point of Sales data at a SAP-BW warehouse. It also extracts and analyzes financial data such as sales, gross profit percentage, inventory and inventory turnover on a daily and monthly basis.

Operational Key Performance Indicators such as ticket and basket size and shrinkage, etc, are also captured, analyzed and shared both daily and monthly. Moreover, sales analysis of essential data down to SKU-level also helps streamline buying decisions such as ordering, category trends and sourcing or chef decisions including menu creation.

作出個別評估及集團策略團隊評估。

- 於「深層次決策」階段，各團隊將對各種可能性的發展方向和計劃進行研究討論，藉以推動顧客價值主張、業務發展、營運方針、人才管理、系統升級、基礎建設及財務計劃等發展方向。
- 集團領導團隊就個別計劃公開交流意見，並對計劃進行適當調整。
- 向集團上下公佈最終計劃。

客戶焦點

City Super 集團處處以客為先，不時舉辦各類活動，例如季度優惠推廣及烹飪班等，藉此與顧客建立長遠關係。多年來，集團亦多次開創香港零售業先河，除了推行會員制度及與匯豐銀行推出聯營信用卡以外，我們更舉辦「與客同笑」相片分享比賽，更舉辦最熱心助人的員工選舉。

集團不時透過各種方式促進與顧客之間的交流，除了收集顧客意見分發給內部參考，我們亦定時透過電郵、臉書及微博等網上渠道聽取顧客的聲音。

評估、分析和知識管理

為充分掌握顧客對 City Super 集團產品及服務的印象，瞭解各分店需要改善之處，集團定時舉辦神秘顧客計劃，並進行不同市場調查研究。

除日常運作以外，集團更將銷售點交易數據存放於商務信息倉庫作中央統籌，並獲取銷售額、毛利率、存貨、存貨周轉比率等財務資料，進行每日及每月分析。



Report Summary

(Certificate of Merit)

報告摘要

(優異獎)

Workforce Focus

Recruiting fresh talents on the basis of ability, personality and competency, the City Super Group introduces all new hires to its brand's history and culture. As the Group moves forward, its more brand-savvy Hong Kong employees are supporting their less experienced colleagues in Shanghai during overseas secondments and taskforces.

In addition to a company newsletter and staff handbook, channels via which employees are engaged include regular "Super Idea Award" competitions to reward innovative yet practical initiatives that help improve the Group's operational efficiency.

Operations Focus

Ultimately, the City Super Group views Change Management that transforms people's mindsets as being far more important and beneficial than simply fine-tuning operational flows or platforms. To this end, the Group identifies potential process management and other problems' root causes via a Fish Bone Diagram and follows through with feasibility checks and Gap Analysis to form a "To-Be" solution model. It also uses the Continual Process Improvement method to generalize and then structure design to be systematically applied within the same Solution Design methodology.

The Group's mission in the coming years remains the establishment and maturation of a Supply Chain Division model and management platform. The ultimate aim is to connect all Group business processes through design and planning, execution, control and monitoring.

As the Group continues to diversify and open more stores across Asia, the Supply Chain Division will continue to evaluate overall resources and strategies. Its core goal is to ensure that people development, organizational structure, space and equipment all keep pace with the Group's global development.

Results

If results are measured purely in terms of financial returns, the City

集團記錄作為營運關鍵效績指標的數據，如貨品標價、顧客購物量及貨品耗損量等，進行每日及每月分析和研討。此外，我們亦透過對基本數據的銷售分析，找出最小存貨單位水平，從而讓團隊在考慮訂貨數量、類別趨勢、採購至以研究餐牌菜式時，作出更精準明智的決定。

工作團隊焦點

City Super 集團以能力、品格及稱職程度等準則招聘人才，藉以承傳集團品牌歷史與文化。隨著集團進一步拓展業務，我們特別通過海外調派或成立專門小組，讓更熟悉業務的香港員工到上海提供支援，與當地員工交流經驗。

除派發業務通訊及員工手冊外，集團亦透過多種途徑與員工交流，包括定期舉辦「超級創意大獎」，獎勵員工提出創新而可行的建議，讓集團進一步提昇營運效率。

營運焦點

City Super 集團認為，採取變革管理以改變人心，始終比僅僅調整營運流程及模式更為重要和更有裨益。為此，集團透過魚骨圖找出潛在的進程管理及各種問題的根本原因，並跟進驗證解決方法的可行性及進行落差分析，從而設計出準方案模式。集團並透過持續進程改進的方法歸納問題，制訂出相關設計，從而有系統地應用於同一個方案設計的方法理論當中。

未來數年，集團的任務是建立及完善供應



Report Summary

(Certificate of Merit)

報告摘要

(優異獎)

Super Group has experienced a consistent upward trend in terms of both its turnover and its gross profit between 2009-2011. With revenues fully ten times greater than those when it welcomed its first customer in 1996, 2010 was an especially outstanding year. The Group went on to record an equally encouraging year-on-year increase of around 20% between 2010 and 2011.

When viewed from stocktaking, damage/loss and security perspectives, the Group's progress is every bit as impressive. Between 2009 and 2010, figures for stock losses vs. sales efficiency alone fell from 0.91% to 0.77%.

During its 15-year history, the City Super Group has gone from strength to strength in not only Hong Kong but also across Greater China. With an expanding network of 13 outlets in Hong Kong, six in Taiwan and now a flagship store at IFC Shanghai, the Group looks set to sustain its success into the next decade and a half and beyond.

鏈部門及其管理平台，最終透過設計和規劃、執行、控制及監管，讓集團所有業務運作能夠互相聯繫。

隨著集團業務邁向多元化發展並於亞洲各地開設更多分店，供應鏈部門將繼續評估集團的整體資源及策略，確保人才發展、人事架構、業務空間及設備均與集團的全球化發展互相配合。

業績

若業績僅以財務收益衡量，City Super 集團於二零零九年至二零一一年期間，無論從營業額到毛利均呈持續上升的趨勢。集團在二零一零年的業績尤其出色，盈利較一九九六年開業時增加達十倍，而我們在二零一零至二零一一年度的業績同樣令人鼓舞，錄得按年增長約百分之二十。

若從存貨盤點、損毀 / 損失及保安等角度分析，集團取得的進步同樣令人欣喜。於二零零九年至二零一零年之間，存貨損失相對銷售數目的數字由百分之零點九一，下跌至百分之零點七七。

在十五年的發展過程中，集團發展迅速，目前更衝出香港，在大中華地區茁壯成長。現時的銷售網絡包括十三間香港分店、六間台灣分店，以及一間位於上海國際金融中心的旗艦店。以目前的良好發展勢頭，集團將在未來十多年甚至更長時間，持續保持優勢。