



Provided by Maxim's Caterers Limited - Cakes & Bakery Division
本報告摘要由美心食品有限公司 - 西餅部提供

Company Background

Founded in 1956, Maxim's Caterers Limited is a leading food and beverage company comprising Chinese, Asian and European restaurants, Japanese chain restaurants, quick service restaurants, bakery shops, coffee shops and institutional catering, and the licensee of several renowned brands. We operate over 840 outlets in Hong Kong, China, and Vietnam.

Maxim's Cakes and Bakery Division (CBD) strives to offer fresh and quality bakery products and introduce innovative creations to consumers at an affordable price. Maxim's Cakes has evolved from a cake corner in the 1960s into the largest bakery chain in Hong Kong. By following a versatile multi-brand strategy, we expanded our share in the pastry market through the acquisition of Arome Bakery (HK) in 2008 and revamped it into a premium Japanese bakery brand with the new concept arome BAKERY ROOM.

Another phenomenal success is URBAN, which sold an astounding 1 million croissants within a year since its opening, leading to the evolution of this sustainable concept to URBAN Bakery Works, a café and restaurant that proudly declares "BAKERY is ART". At present, we have over 230 bakery shops in Hong Kong and some 100 stores in China.

Leadership

The Group's market leading position is achieved and maintained through delivering benefits to our staff, customers and shareholders. CBD aims to encompass the most preferred cakes and bakery brands, creating memorable moments.

The management team emphasises the importance of shaping an organisation culture that focuses on quality, innovation, entrepreneurship, and sustainability. These are elaborated and communicated through our Vision, Mission, and Values (VMV).

The VMV are communicated to all levels of staff through innovative channels. The CBD Way combines experiential learning, interactive videos and self learning through mobile application. In addition,

公司背景

美心集團於 1956 年創立，由第一間西餐廳起，憑藉對優質食品及卓越服務的堅持，至今已發展成具規模的餐飲集團，在香港、中國、越南擁有超過 840 間分店。集團業務範疇廣泛，包括中菜、亞洲菜、西菜、快餐、西餅、咖啡店、日式連鎖餐飲及機構食堂等。

集團旗下的西餅部致力為顧客提供新鮮、優質、創意十足而且價格相宜的西餅麵包。美心西餅創立於 60 年代，開業時還只是一家小餅店，今天已發展成香港最大的連鎖西餅店，近年更推行多元化品牌策略，於 2008 年收購香港東海堂，並將之革新為一個高級日本烘焙品牌，推出全新概念店 arome BAKERY ROOM，擴大於西餅市場的佔有率。

URBAN 是另一個耀目的成功例子，開業後創下一年內賣出一百萬個牛角酥的紀錄，其後開設首間揉合咖啡室 / 餐廳概念的 URBAN Bakery Works，環繞 "BAKERY IS ART" 的概念，融會藝術及烹飪。目前，美心集團在香港設有逾 230 間西餅店，中國亦也有逾 100 間分店。

領導才能

集團憑藉「三益」精神 - 益員工、益顧客、益股東，多年來在市場上穩踞領導地位。西餅部致力打造最受顧客喜愛的西餅麵包品牌，為顧客締造精彩難忘的體驗。

管理團隊以建構集團文化為首要任務，強調質素、創意、企業家精神及可持續發展的營運模式，自上而下闡釋、演繹為我們的願景、使命及原則 (VMV)。

各員工可從多個富創意的途徑，汲取「VMV」展現的集團精神。例如西餅部，綜合了試驗性學習、互動影片及自學手機程式，讓員工活學活



Report Summary (Gold Award) 報告摘要 (金獎)



we encourage role model behaviour by setting up the Maxim's Excellence Award, recognising success and engaging staff in driving for a sustainable business.

Our core Corporate Social Responsibility programme centres on the key objectives of "Poverty Alleviation" and "Waste Not". Initiatives being the first bakery chain to donate surplus breads to charities.

Strategic Planning

We devised a 5-year plan to establish a clear business direction in achieving the VMV, and employ a multi-brand strategy to achieve success in all sectors of the bakery market.

Under a dynamic strategic planning process, short-term and longer-term strategies and objectives are further defined and executed through the Annual Operating Plan. Regular reviews of performance measures enable management to react to market changes.

We fully implement Maxim's multi-brand strategy. Through doing so consistently and unswervingly, we achieve success in providing unique, sustainable and scalable brands in the bakery market.

Customer Focus

We systematically analyse our customers' needs. Frontline staff interacting with customers in stores, our Customer Voice Program – a proprietary online feedback system, market research, and effective use of social media are among ways we gather vital information to ensure we really understand our customers. Based on this understanding, we segment our customers according to their unique needs. This in turn ensures we exceed their expectations and achieve a strong emotional bond with our customers.

Feedback from frontline staff is channelled to management. We conduct in-store product tastings on new products. We analyse purchase data plus demographic data to explore business opportunities. Innovative ways of engaging customers include a 10-step cake ordering process, and an in-store electronic catalogue.

用。另一方面，為表揚傑出員工及出色表現，我們設立了「美心卓越大獎」，鼓勵所有員工齊心共建輝煌的未來。

我們積極履行企業社會責任，達致「扶貧」及「環保」兩個主要目標，是香港首家推行剩餘麵包捐贈的連鎖西餅店。

策略性規劃

為實現我們的願景、使命及原則，集團制訂了一個五年計劃確立清晰方向；另一方面，推行多元化品牌策略，成功進軍各式西餅麵包市場，並取得驕人成績。

我們的策劃過程與時並進，更通過制訂短期、長期的策略與目標，以及落實週年營運計劃，貫徹實踐。透過定期進行表現評估，管理層得以緊貼市場變化，適時作出有效回應。

近年，西餅部大力推行多元化品牌策略。我們持續開拓市場，於西餅麵包市場推出多個別樹一幟、可持續發展、極具發展潛力的品牌。

客戶焦點

我們使用有系統的方法分析顧客需要。除了前線員工在分店直接接觸顧客，我們也透過網上反饋意見系統「顧客之聲」計劃、市場調研以及善用社交媒體，蒐集重要資訊，從而確保我們對顧客有深入的了解，並因應他們的不同需要，將他們劃分為不同類型的銷售對象，為他們創造意想不到的驚喜，建立更親厚的關係。

前線員工的意見可上達管理層，店內也經常推出新產品試食活動。我們收集第一手資訊後，會仔細分析顧客層的組合、分佈及購買習慣，從而探索更多商機，推出創意營銷手法，如訂餅十部曲、電子目錄等，有效地吸引顧客。



Measurement, Analysis, and Knowledge Management

A fact-based management approach coupled with a fully integrated IT system ensures efficient process management.

To support decision making and innovation, we select and monitor key comparative measures including customer satisfaction, market research data, and competitors' store networks, and business results.

Performance analytical tools provide real-time insights, and enable financial and customer performance analyses. Our comprehensive knowledge management mechanisms optimise collection, transfer, sharing and retention of valuable knowledge and best practices. Plus, our information systems are highly integrated from stores to factory, from customers to suppliers, delivering benefits including accuracy, timeliness, and reliability.

Workforce Focus

Recruitment aims to ensure our workforce represents the diverse ideas, cultures and thinking of our hiring and customer community, and dovetails with the multi-brand strategy.

A series of training programs nurture staff, who are motivated through incentive schemes with rewards for high performers. By regularly reviewing benefits, we satisfy the needs of our changing demographical workforce profile. Senior management listen to staff and encourage open two-way communications.

We ensure our staff have a high degree of engagement in their work and provide recreational activities – in turn boosting our competitiveness as an employer.

Operation Focus

Our state-of-the-art cake and bakery production centre in Hong Kong incorporates industry-leading technologies, and the largest three-storey bakery tunnel in Hong Kong caters to the needs of different brands.

Elements of our food safety and quality system – such as stock control, time and temperature control, personal hygiene and environmental hygiene (which together comprise the Quality-Service-Cleanliness model) – are certified to ISO 22000 and ISO 9000.

評估、分析和知識管理

集團實事求是的管理方針現已全面結合先進的資訊科技系統，確保流程管理暢順、快捷。

顧客滿意度、市場研究數據、競爭者銷售網絡及公司業績等，均為我們重要的評估因素，我們會長期監察，以協助制訂決策及創新研發。

我們的績效分析工具提供實時形勢剖析、財務及顧客表現分析。在知識管理方面，我們設立了一套全面機制，加強蒐集、傳送、分享及保存重要資訊和最佳運作方法。同時，我們的資訊系統貫通整個網絡，從店舖到廠房、從顧客到供應商，務求令運作更加準確、快捷、可靠。

工作團隊焦點

在員工招聘過程中，我們注重員工能否展現現今社會多元的意念、文化及思想，並配合集團的多元化品牌策略。

公司舉辦一連串培訓課程，並通過獎勵計劃，推動員工爭取更佳成績。我們也不時檢討員工的待遇、福利，以配合員工的需要。管理層用心聆聽員工的意見，更鼓勵互動交流。

我們相信，要提昇公司的競爭力，除了激勵士氣，令員工更投入工作，也要不時為員工提供紓緩壓力的康樂活動。

營運焦點

西餅部食品廠設有全香港最大型的三層隧道爐，採用領先業界的技術，每天為旗下品牌炮製各種特色麵包、西餅，精緻演繹我們的烘焙藝術。

集團確立了「品質 - 服務 - 生」系統，嚴格遵守存貨控制、時間與溫度控制、個人生與環境生等各方面的標準，確保食品安全及質素。該系統更獲 ISO 22000 及 ISO 9000 國際認證。



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A key competitive edge is our ability to source food ingredients directly from the providers without trading firm as intermediate, ensuring farm to store quality assurance and helping create the tastes and styles that characterise our brands. Our extensive store network provides convenience to customers.

Results

We continue delivering strong business results, and maintain our position as Hong Kong's largest bakery store chain. We are an industry leader in terms of brand creation and introducing innovative products.

We are honoured that our achievements are reflected in high customer satisfaction and engagement plus our engaged and motivated staff, recognised throughout the catering industry, plus other accolades for innovation, outstanding customer service, and training.

我們還有一項超越同儕的優勢，就是不經中介公司，直接向生產者採購食材。這不但能保證食材質量，更可完美呈現各品牌的味道和個性。加上我們店舖分佈範圍廣泛，網絡完善，為顧客帶來便捷的體驗。

業績

多年來，我們一直保持佳績，不斷推出新品牌及創意產品，令集團持續領先業界，穩守香港最大連鎖西餅店的美譽。

一直以來，我們深感榮幸，員工對工作熱誠投入，同時亦獲得各方顧客的鼎力支持，令我們在餐飲業傲視同儕。我們將繼續在創新思維、優質顧客服務及培訓人才方面精益求精，致力締造更驕人的成績。