



Report from the Board of Examiners – Special Award for SMEs 評審委員會報告 — 中小型企业特別獎



Armitage Technologies Limited “Armitage” is a well-established local company which has been specializing in application software development and customized IT solutions since 1972.

Armitage embraces the commitment of the company’s foundational DNA - “We Deliver, You Happier” which requires the concerted effort from the senior management and colleagues. The working environment promotes organization performance through management frameworks such as “Scrum and Agile” and Plan-Do-Check-Act. The five core values: Integrity, Continuous Improvement, Reliable, Team Spirit and Initiative are very visible within the organization.

In respect of business planning, comprehensive strategic map is in place with the adoption of SWOT analysis, balance scorecard and Kaizen methodology, which deep dive into key perspectives including financial, customer segmentation, internal process, learning and growth opportunities. Their customer segmentation, engagement and re-engineering process are good examples on how Armitage has successfully optimized resource allocation and business return.

A detailed discussion with customers is carried out to confirm customer requirements before project starts. Business Analyst team bridges customer requirements against product deliverables. In addition, a systematic way is presented to measure the effectiveness and funnel the enquirers into different categories of interest.

“Teach-Learn-Do” is implemented to share new knowledge and useful information with colleagues through various communication channels such as Sharepoint, Redmine, Skype, Teamviewer, townhall meeting, newsletter. A self-learning portal is in place and team leaders are welcome to propose suitable training modules for their colleagues.

萬迅科技有限公司 (以下簡稱為「萬迅」) 是本港一家具規模的公司，自1972年以來專門開發應用軟件和為客戶提供資訊科技解決方案。

萬迅秉承公司「We Deliver, You Happier」的基礎理念，公司上下一心，內部採用「Scrum and Agile」及「策劃、實施、檢查、處置」等管理框架建立良好的工作環境，提升公司表現。公司處處能體現五項核心價值：誠信、持續改進、可靠、團隊精神和主動性。

在業務規劃方面，萬迅會訂定全面的策略大綱，同時採用SWOT分析、平衡計分卡和改善法，深入關鍵層面，包括財務、客戶分類、內部流程、學習培訓及成長機會。公司客戶分類、參與及再造的過程就是其中的好例子，能彰顯萬迅如何成功善用資源分配和提升業績。

萬迅在開始執行項目前，會先行與客戶詳細討論細節，確定客戶的要求。隨後，業務分析團隊會對比客戶的要求和產品成效。此外，公司會以系統化方式計量效益，將疑難分流到不同類別的權益，以便解決。

萬迅亦實踐「教、學、做」的方式，透過 Sharepoint、Redmine、Skype、Teamviewer、大會和期刊等不同的通訊渠道，與各同事分享新知識和有用的資訊。公司亦設有自學平台，各團隊主管可隨時提出適合各同事的訓練課程。





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Colleagues are offered with job rotation, thus they can have exposure to different business workflow, systems and have a better understanding of customers' requirements in a wider context. The organization has adopted a flexible career advancement structure and a caring culture. For example, paid paternity leave has been instigated prior to statutory reinforcement.

The organisation brings together regular outdoor activities and exercises to promote healthy lifestyle to colleagues. Recognitions are given through Comprehensive Employee Appreciation Week.

Armitage owns proprietary ERP and Fleet Management solutions which have obtained external accreditations and good track records such as the attainment of ISO 27001 (Information Security Management Standard) and CMMI (Capability Maturity Model Integration) Level 3 accreditations, demonstrating technical competence in providing quality solutions to the customers.

Other key recognitions are Caring Company Award (since 2011), Partner-Employer Award by Hong Kong General Chamber of Small and Medium Enterprises (since 2011) and Happy Company (since 2013).

Furthermore, the company volunteer team was founded in 2010 with CSR activities ranging from environmental conservation, community services (e.g., visiting orphanage in Shenzhen) to education and professional development.

To conclude, there is a clear, cohesive and consistent application of Vision, Mission and Values driving company's business and leadership. The quality management process of Armitage plays a crucial role in achieving the remarkable results i.e., maintaining a strong loyal customer base, growing new customers at a rate of 8.3% in 2015 and a steady increase in revenue in the past 5 years, demonstrating a healthy and growing business.

同事們可調職至不同職位，從而接觸不同的業務流程、系統，並從更宏觀的角度深入瞭解客戶的要求。萬迅亦採用靈活的職位晉升架構，建立關懷的文化，例如在立法前已率先推行有薪侍產假。

萬迅亦定期安排戶外活動和運動，向員工推廣健康生活，並於員工感謝周期間加以表揚。

萬迅專有的企業資源管理系統 (ERP) 和車隊管理方案廣受外界好評，屢獲殊榮，比如獲得 ISO 27001 (資訊安全管理系統認證) 和軟件能力成熟度模型 (CMMI) 第三等級認證，盡顯技術優勢，能為客戶提供優質方案。

公司其他的主要榮譽包括：自 2011 年以來獲頒「商界展關懷」標誌、自 2011 年以來獲香港中小型企业總商會頒發「友商友良」嘉許狀，以及 2013 年以來獲頒為「開心工作間」。

此外，萬迅於 2010 年成立義工隊，舉辦有關企業社會責任的不同種類活動，包括環保、社區服務 (如探訪深圳的孤兒院)，以至教育及專業培訓。

總結而言，萬迅員工上下一心，實踐清晰的公司理念、使命和價值，帶動業務增長，管理完善。萬迅能成功與客戶建立緊密聯繫，並於 2015 年新增客戶的比率達 8.3%，營業額亦在過去五年一直穩步上揚，可見業務堅實、屢創佳績，而要達到此目標，優質的管理流程對公司成敗至關重要。

