

## Report from the Board of Examiners

Being a public listed company in Hong Kong, Luen Thai International Group Ltd is a leading global consumer goods supply group and industry consolidator with multi-product expertise in apparel and accessories. The company evolves and expands its capabilities by offering competitive high quality products and working with global brands, while broadening its client base and extending its product range through strategic mergers and acquisitions. With over 35,000 employees globally, the company operates sales and design offices, manufacturing facilities and logistic stations throughout Asia, the United States and Europe. It remains committed to corporate social responsibility by engaging in lawful, transparent and ethical best practices as well as growing commitment to environmental stewardship and community service.

Complemented strong value heritage from the Tan family and Luen Thai's manufacturing capabilities to Shangtex's leading position and comprehensive advantages in domestic textile industry in China, the Management Board leads the company with its transformative focus on "Sustainable Shared Success through Innovation" amongst its customers, suppliers, shareholders, employees and community. The Management Board does not only set the direction and lead by example but also implements organizational strategies that aim at meeting or even exceeding expectations of stakeholders. The Management Board follows a strict systematic procedure to deploy the Vision and Values on its strategic planning and communicates frequently with the Strategic Business Units leaders and key partners. The procedure is being adopted efficiently and flexibly by all global operational sites.

Given a huge geographical spread, it is critical for the company to build "Luenthai World View" through a self-developed Advanced Strategy Analysis and Planning Course. The course has trained over 300 of its senior managers by far to applying critical thinking on how to get things done in the world. It takes an "ontological" approach ("ontos" is the Greek word for "being") in looking things in terms of essential concepts that apply to all "actions" related to thinking.

## 評審委員會報告

作為香港上市公司，聯泰國際集團有限公司是一家全球領先的消費品供應商及服裝和配飾產品的專業生產商。聯泰憑著提供具競爭力的價格和優質產品，並且與多間國際知名品牌合作無間，公司一直穩步建立和提升業務實力，加上透過一系列策略性併購活動，不斷擴大客戶群，業務亦趨多元化。聯泰在全球各地擁有超過35,000名員工，業務除了包括銷售和設計辦公室外，生產廠房和物流中心亦遍佈亞洲和歐美地區。聯泰一直致力履行企業社會責任，恪守法規，秉持開放態度和道德標準，並積極推動環保及社區支援服務。

繼承陳氏家族優良的價值觀，並配合聯泰的生產實力，再借助上海紡織在中國國內紡織業的領導地位和各方面優勢，管理層帶領公司專注於優化服務，不論對客戶、供應商、股東、僱員及社區各方面，都務求「以創新理念達到可持續共享的成功」。管理層不僅訂立方向並以身作則，成功實踐各種策略性的方針，達到股東原先預期甚至超出預期的成效。另外，管理層於策略規劃方面遵循一套嚴謹而系統化的程序，從而體現其公司理念和價值；管理層亦與各子公司主管和其他主要合作伙伴保持緊密聯繫。公司全球所有的營運據點均有效和靈活地採用這套操作程序。

聯泰的業務版圖龐大，建立屬於「聯泰的世界觀」對公司而言至關重要，因此聯泰制定一套自家研發的「進階策略分析及規劃課程」，開辦課程至今已培訓逾300名高級經理，主要教授學員運用批判思維處理工作要務。課程以「本體論」(ontological, 「ontos」在希臘語有「存在」的意思)作為主要概念，分析與思想有關的所有「行為」。

## Excellence Award – Luen Thai International Group Limited 卓越獎 – 聯泰國際集團有限公司

Besides investing in people, the company has also made a major investment in information technology. Uncommon in its industry, the company deploys an SAP backbone for its corporate and Strategic Business Units integrated financial systems and develops a flexible ERP deployment tool, tracking delivery performance of all its production material suppliers thus to work closely with them in resolving any issues encountered. Since most of Luen Thai's customers are world famous brands who try to monitor all aspects of their supply chain, the company has a comprehensive process of making evaluation on both nominated suppliers and alternative options which taking account of not only product quality and delivery but also the view of CSR. The company will go much further for a critical supplier in trying to support the improvement and possible cost reduction if necessary. For example, the company has found some interesting fact from over 80,000 inspections: 13 defects types can explain over 80% of variation. Therefore, appropriate corrective actions can be carried out accordingly.

Needless to say, Luen Thai demonstrates an effective and systematic approach which is responsive to the overall requirements of the Malcolm Baldrige criteria. The approach is well-deployed. In particular, the company has demonstrated a fact-based, systematic evaluation and improvement process as well as an organizational learning including innovation, for improving the efficiency and effectiveness of its key processes. The approach is aligned with its overall organizational needs as identified in response to the company's profile and other process items.

聯泰不只在員工方面投放大量資源，資訊科技亦是其重點投資項目。有別於業內一般操作模式，公司及子公司以SAP作為骨幹，整合財務系統。另外，公司亦運用具靈活性的企業資源規劃(ERP)系統，追蹤原料生產供應商的運送工作，確保即使發生任何突發狀況時，亦能緊密合作並迅速找出解決方案。考慮到聯泰大部份的客戶屬於國際知名的品牌，而這些品牌都需要有效地監控其供應鏈，有見及此，公司會以產品品質、運送過程以至企業社會責任作為選擇合作伙伴的量子標準，不論是對指定或備選供應商的整個供應流程都會作出評估。在選擇主要供應商時，公司更傾向選擇和支持與致力改善和減低成本的供應商合作。舉例說，聯泰從超過80,000個檢查的結果中發現：80%以上的差異由13種瑕疵類別導致而成，藉此，公司便能夠因應情況執行相應糾正措施。

毋庸置疑，聯泰的管理模式具效率和系統化，用得其所，符合「鮑德里奇」整體評審準則。針對提升主要流程的效益，公司特別採用客觀及系統化評核、改善程序以及推行公司培訓（當中包括創新訓練），務求切合公司概况及其他流程項目的需要。