

Report from the Board of Examiners

Wellcome (“惠康”), founded in 1945, is the longest-established supermarket chain in Hong Kong. Since 1964, it has been wholly owned by Jardine Matheson Holdings via its subsidiary, The Dairy Farm International Group, which also has other supermarket and retail interests across Asia Pacific. Confronting with the challenges resulting from modern fast paced retail industry and emerging e-commerce platforms, Wellcome strives to be the leading supermarket in Hong Kong, catering for people’s needs and offering greater value to customers through its edge over product ranges, product qualities, prices, services, locations and shopping experiences it can provide.

Wellcome’s corporate values take the form of six Pioneers Guiding Principles, i.e. “6Ps”, on Customer, Innovation, Integrity, People, Teamwork and Sustainability. Senior leaders promote legal and ethical behavior, encourage fair treatment and lead by example to reinforce the compliance with laws and regulations. Code of conduct is taught via an e-Learning system. A risk management framework in line with The Dairy Farm Business Continuity Plan and supported by committees is implemented to prepare for any disasters or emergencies.

Upholding the most important corporate value of ‘Consumers are reason for being’, Wellcome devises strategies to improve its customer journey based on in-depth SWOT and PESTEL analyses. Its initiatives include: upgrading the Wellcome Fresh Food Centre and the work systems to provide more fresh food available in store; expanding different store formats such as Market Place by Jason, Jasons, ThreeSixty and Oliver’s and different clusters within the same store to meet the needs of different customer segments; enlarging the customer relation team with data analytics experts to harness insights to serve customers better; acquiring its own fleet and delivery team to shorten the delivery lead time, and setting up a dedicated e-Commerce merchandise and logistics team to provide omni-channel experiences for online shoppers.

Investments in reporting and data infrastructure are continuously made to enhance the monitoring of organizational performance at corporate, business units and project levels, thereby facilitating timely response to changing market situations. Other innovative IT applications include special mobile device apps to check for products nearing expiry dates in stores, “e-allocation system” to adjust each store’s required product volumes, and “flow-through” and “batch picking” supply models to increase differentiation range. These technologies, along with the support from the Supply Chain Optimization Centre, ensure an efficient ‘Go-to-Market Process’ of moving the right product from supplier to warehouse to store and eventually to customer.

評審委員會報告

惠康於1945年成立，是香港歷史最悠久的連鎖超級市場，自1964年由怡和集團旗下附屬公司牛奶國際集團全資擁有。除了惠康，牛奶國際集團在亞太區業務亦涵蓋其他超市和零售範疇。為了適應現今零售業急速的節奏及電子商貿平台冒起的挑戰，惠康一直致力成為香港最佳的超級市場品牌，以迎合顧客的需求為目標，不只為顧客提供更全面更優質的產品選擇，在價格、服務質素、店舖位置和購物體驗各方面都精益求精，務求向顧客提供最貼心的服務和物超所值的產品。

惠康以六個經營方針（「6P」）作為公司的企業理念，「6P」分別代表以客為本、創新思維、誠信、優秀人才、團隊精神及可持續發展。管理層營造提倡守法及合乎道德行為的工作環境，以身作則，鼓勵以公平的處事方法待人待事，恪守法例和規則，而惠康亦透過電子學習系統，教授員工有關行為守則。在惠康委員會的支持下，公司跟隨業務持續管理計劃（BCP）執行風險管理框架，以防任何災害或緊急情況發生。

惠康一直秉承著最重要的企業理念「以客為本」。惠康亦透過深入的SWOT及PESTE分析，制定提升顧客購物體現的營商策略。此外，惠康亦實施一連串的營運策略和改善工程，包括提升惠康新鮮食品中心的設備及操作系統以供應更多新鮮食品到各零售點、積極拓展不同的營運模式和目標市場，如新增Market Place by Jasons、Jasons、ThreeSixty、Oliver’s等特色超市品牌，並且在店內提供不同選擇的商品以迎合不同顧客的需要。其次，公司亦擴充客戶關係團隊，聘請數據分析專才，以提供更優質的服務。第三，公司自立專屬的車隊和送貨團隊，大大縮短運送時間。此外，公司亦設立專門負責電子商貿的銷售及物流部門，為網上購物顧客提供全方位的體驗。

為了掌握瞬息萬變的市場狀況並且及時作出對策，惠康持續大量注資在報告及數據基礎建設，從而更有效地檢查公司、各業務單位及項目的表現。公司亦建立其他創新的科技應用程式，包括專為用作查詢店舖即將到期

Excellence Award – The Dairy Farm Company, Limited – Wellcome 卓越獎 – 牛奶有限公司 – 惠康

Wellcome actively seeks to identify, nurture and retain talents to maintain its seamless business continuity. Retention plans are formulated to help staff grow together with the organization and develop their careers within the Group, and succession plans are managed via a Talent Central System. Mentoring system, training programs and talent development programs are in place to meet the training needs of staff of different posts or at different career stages. E-library and E-learning system are created for knowledge sharing and employee learning. An internal Pioneers Hub via social media is established for circulation of best practices and encouraging innovation through the Store Efficiency Enhancement Project and Innovate Jardines.

For the past ten years, Wellcome has been growing its stores and has become the largest supermarket network in Hong Kong with increasing differentiation, upscale stores and upgrading ranges. Its brand equity index and sales per square feet and per store are on an upward trend. Staff progress together with the company over time with around 2/3 of Store Managers started their employment as sales assistants. On the societal front, Wellcome demonstrates good corporate citizenship and is well recognized for its efforts to reduce food wastage and lighting energy consumption, recycle heat, fixtures and consumables, preserve historic sites, and support green groups and communities.

的產品而研發的手機應用程式、適當分配各店舖存貨數量的自動分貨系統(e-allocation system)、以流通配送(flow-through)和批次執貨(batch picking)的供應模式，從而明確分類貨品。除了上述科技外，供應鏈優化中心亦提供支援，令「市場進入策略」(Go-to-Market Process)取得成效，確保指定的產品運送流程從供應商、倉庫、店舖，最後準確無誤送到達顧客手上。

為了維持公司全面業務的持續發展，惠康積極發掘、培育和留住優秀人才。集團制定員工留才計劃，目的是讓員工能夠與公司共同成長，例如透過人才管理系統的「接班人計劃」，讓員工能夠在集團發展事業。其次，公司還開辦了針對人才培育的師徒制、培訓課程、人才培育規劃等項目，為不同崗位或職級的員工提供培訓、設立電子圖書館和電子學習系統等知識共享和自我增值的資源。此外，公司亦在社交媒體上建立內部 Pioneers Hub，讓員工互相交流工作經驗和心得，同時透過店舖效益提升計劃及 Innovate Jardines 鼓勵員工勇於創新。

過去十年，惠康一直積極拓展分店網絡，足跡遍佈全港每個角落，為最大型的超市，超市店舖類型多元發展，開拓精品超市品牌市場，引入不同品牌增加貨品的選擇。公司品牌的資產指數及以每間店舖每平方英尺計算的銷售額均呈上升趨勢。約 2/3 的分店經理以銷售助理的職位加入公司，隨後獲得晉升，與公司共同成長。在社會方面，惠康積極履行企業公民責任，在多個與環境保護有關的範疇一直不遺餘力，貢獻有目共睹，例如：減少廚餘和用電量、循環使用熱能、設備及消耗品、歷史保育及支持綠色團體和社區活動等。