

Special Award for SMEs – Arnhold & Co., Ltd. 中小型企業特別獎 – 安利有限公司

ARNHOLD

Report Summary

Provided by Arnhold & Co., Ltd.

Company Background

Arnhold & Co., Ltd. is a leading name in building material and engineering equipment distribution, representing a wide range of the finest brand names in the market since 1866. Arnhold serves an extensive network of customers including property developers, contractors, distributors, brand owners, utility companies and government departments in Hong Kong, Macau, Mainland China and overseas. Our main products and services include bathware, tiles, air purification equipment, natural stone mosaics, composite stone bathware, maintenance and sourcing services.

Arnhold serves customers by providing the best quality goods, excellent service and expert technical support. We have established long-term relationships and brand loyalty with our key customers and suppliers through commitment, service and quality. We own and operate our own natural stone processing facility and composite marble bathware operations on the Mainland exporting to top brands around the world as well as servicing our own projects and a dedicated professional workforce to serve the customers from design stage to post-installation maintenance services.

Leadership

Management shares its visions and values with employees starting from recruitment stage and regularly through different channels such as training programs and team building exercises. Managers and executives are encouraged to explain our core values to customers as part of their objectives under “Customer Services” on their balanced score card. Arnhold support our communities and the public by participating various schemes.

Strategy

The board of directors define the strategies in consulting with department managers who collect market information from frontline staff, customers and competitors. SWOP analysis is conducted to understand where we are, where we want to be and the actions required to narrow the gap. We also consider the impact to our stakeholders and consistency with our core values.

報告摘要

本報告摘要由安利有限公司提供

公司背景

安利有限公司是建築材料和工程設備分銷的領先企業，自1866年以來榮獲多個國際知名品牌的代理權。安利擁有廣闊的客戶網絡，包括香港、澳門、中國及海外的地產開發商，承包商，經銷商，品牌擁有者，公用事業及政府部門。其主要產品和服務包括潔具，瓷磚，空氣淨化設備，天然石馬賽克，人造石浴缸，維護和採購服務。

安利為客戶提供最優質的商品、卓越的服務和專業的技術支援。通過對客戶的承諾與服務質素，與主要客戶和供應商建立長期的關係和品牌忠誠度。在內地擁有天然石材加工和人造石浴缸設施以提供訂制方案，為出口及本地項目提供一站式由設計到安裝後的維護服務。

領導才能

管理層從招聘階段起以至定期的培訓及團隊建設活動中，與員工分享願景和價值觀。而與客戶分享公司的核心價值更是經理和銷售人員在服務明細的其中一項。安利亦參與各類計劃來服務社區和大眾。

策略

董事會參考從前線人員、客戶及競爭對手獲得的市場資訊，並利用SWOP了解當時的市場位置，理想的定位以及策略，亦會考慮到對利益持份者的影響及公司核心價值的一致性。

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We have a comprehensive set of monthly reports to measure financial & operational results against the budget. We update the market share report annually to understand where we are and to refine our strategy.

Customers

After we collect and analyze the information from customers, trade show, exhibitions and overseas suppliers. We performed SWOP analysis to highlight areas for growth and improvement and discovered the potential of composite stone bathtub in the market. We now manufacture world class “moulded stone” bathware in our own factory. After investing in talent and hardware for three years, we can now produce moulded stone bathware using our own formulation with a proprietary recyclable material called “MarbleForm”.

As a traditional trading company, we derive our profit from buying and distributing products from our suppliers. To increase our profit margin, we have designed a OEM product ranges with our own brands using customer feedback and market trends. Products are designed to fit the special requirements of the Hong Kong market - ultra-small residential units. Several products became top sellers in Hong Kong and this business unit now has the highest profit margin in our group and a sales profit increase of 8.8% that year.

In view of this, we invested in this business model and start selling OEM own branded products to markets around the world such as Chile, Jamaica, Republic of Trinidad, Tobago and South America.

Measurement, Analysis, and Knowledge Management

KPIs are identified based on the experience of the Board and market information. These include financial ratios, operational efficiency ratios, productivity and market share reports. We use KPIs to track the sales performance for line departments and share such information with trend analysis and budget vs actual variance analysis in monthly meetings. Regular review meetings with all frontline sales staff and managers are also arranged with the Directors to highlight areas for improvement.

We also share information through the intranet. Our staff can locate the training menu, technical information, Operating Procedure / flow chart with FAQ, product catalog, price book and latest project information based on different security levels on a “need to know” basis.

Workforce

One of our core values is ‘Nurture a caring and supportive culture, so that all staff feel valued and respected.’ We endeavor to maintain a committed workforce and did not impose any severe measures, such as pay-cuts

月報均以預算對比實際結果來衡量財務和運營成果，並每年更新市場佔有率以了解定位及調整策略。

客戶

我們收集及分析從客戶、展銷會和供應商所提供的訊息，再利用 SWOP 以釐定改進的領域，從而發現了人造石浴缸的潛力，並建立了生產線。經過三年投資後，成功研發了專有的可回收人造石浴盆材料「MarbleForm」。

作為傳統貿易公司，我們從分銷產品中獲得利潤。為提高利潤，我們根據客戶反饋和市場趨勢，為香港市場專有的超小型住宅提供 OEM 產品設計。產品不但成為香港最暢銷的潔具，直至現時為止，亦成為集團利潤最高的產品，帶來 8.8% 的銷售利潤增長。我們更將這種商業模式擴充至世界各地，包括智利、牙買加、特立尼達和多巴哥共和國以及南美國家。

評估、分析和知識管理

KPI 會以董事的經驗和市場資訊釐定，包括財務比率，營運效率，生產率和市場佔有率報告，用作監測銷售業績，數據會連同市場趨勢和預算與實際差異分析，於每月會議中分享。董事亦會定期與所有銷售人員進行檢討以作改善。

通過內聯網分享訊息，同事可以根據「按需知密」以不同的安全級別來取得培訓手冊、技術知訊、操作流程表、FAQ、產品目錄、價格表和最新的項目訊息。

工作團隊

我們的核心價值之一是「培養關愛和支持文化，使所有員工感到受重視和被尊重」，我們努力建立忠誠且滿載歸屬感的團隊，以至於金融危機和 SARS 的困難時期也沒有採取減薪或裁員行動。

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or redundancy exercises during difficult time as the financial crises in 2008/09 and SARS.

We provide group medical insurance covering spouses and dependents and group term life insurance, and absorb such steep insurance loading and premiums.

We grant the 'self-insurance' covering medical expenses ranging from several thousand to over a hundred thousand as the last resort for employees with serious illnesses that are not fully covered by the group medical insurance scheme. For such special monetary benefit, there is no need for pay back. Neither are they required to commit anything to the company as a prerequisite. Arnhold truly cares about the well-being of its employees.

Operations

We are using ERP system to control all-round operational functions including product ordering, order progress, payment, stock level, delivery schedules, order records and follow-up project status. This was modified to suit the requirements of major customers and suppliers for reducing time, paper and manpower in transactions processing. Data from the ERP system also assists us to study the project flow and market trends. Progressive sales data supports our estimation of market trends and stocking position.

We also introduced the CRM in Q2 last year to enhance database management for business opportunities. ERP only monitors successful transactions while CRM can provide a better picture of how we handle customer enquiries and monitors the servicing process.

Results

Arnhold has a wide portfolio of brands for different market niches and segments. We achieved solid results on our own-brand products in various commercial projects with a 60% tender success rate achieved.

We also have good business referrals from key customers including developers, contractors, distributors, wholesalers, end users, brand owners, government and other institutions. This exemplifies key relationships with stakeholders.

We foster a caring and supportive culture for our staff, in return, 47% of the workforce has served our company over 10 years.

Our Company is committed to maintaining high corporate governance standards whenever practical with reference to the Listing Rules of the HKEX. We produce our own interim and annual reports in compliance with the Listing Rules although we are no longer a listed company in the HKEX.

員工及其配偶和家屬均享醫療及人壽保險，除由公司墊支保費外，亦私下提供由幾萬至十萬以上的額外醫療保險，以保障未完全受員工保險覆蓋的嚴重疾病，員工均無需要償還或作出任何承諾，充分顯示了公司對員工的關愛及保護。

營運

我們使用ERP系統來全面控制營運，包括產品訂購、訂單進度、賬項、庫存、交貨計劃、訂單記錄和項目狀況，並經過修改以貼合客戶和供應商的需要，減少交易的時間、人力物力。數據也有助研究項目流程、市場趨勢及定位等。

而去年安利也推出了CRM系統，以加強數據管理並增加商機。相對而言，ERP僅監控成功的交易，而CRM則可監控服務過程。

業績

安利擁有廣泛的品牌產品組合，在自主品牌和各種商業項目上取得實質性成果，參與的投標中60%都能成功中標。

我們亦從地產開發商、承包商、經銷商、批發商、普通用戶、品牌擁有者、政府和其他機構等獲得良好的商務推介，顯示我們與各利益持份者的良好關係。

藉著堅持對工作團隊的關愛和支持，我們培養了滿載歸屬感的團隊，其中47%的員工更為公司服務了達十年以上。

縱使不再是香港上市公司，安利仍致力維持高度治理標準，並參照上市規則編制中期和年度報告。