

Merit Award – Gilman Group 優異獎 – 太平洋行國際有限公司



Report Summary

Provided by Gilman Group

Company Background

Founded in 1841, Gilman Group Limited ('Gilman') is the leading distributor and one of the longest established trading companies in Hong Kong. Being one of the '5 Hongs' in Hong Kong, Gilman was honorably the founding member of HSBC Group and HK General Chamber of Commerce in 1860s. Two streets in Central were named after the founder, Mr. Richard James Gilman, namely the Gilman Street and Gilman Bazaar. Today, Gilman Group represents a wide spectrum of renowned international brands of Home and Lifestyle Appliances, operating its businesses in Hong Kong, Macau, Mainland China and ASEAN countries.

Leadership

Gilman Group's Mission is to build 'A BETTER LIVING FOR ALL' through a one-stop solution of 'QSQP - Quality Services & Quality Products'. We put much focus on the Company Value - 'Knowing Your Customer Needs' (KYCN). Our vision is to strive to be Best-in-Class (B.I.C.) Distributor in Industry.

CEO and Management instigated Cultural Change campaigns called F.A.S.T. Challenge (Focus, Achievement, Speed, Team) and be B.I.C. (Best-In-Class) to motivate the workforce commitment towards our common values and goals. 'Best-in-Class' with Chinese Name 傲視同群 is now the Company Motto embedded on the minds of Gilman staff.

Gilman Management instills a 'High Performance Culture'. We organize various Company Symposiums, Product Conferences, TownHalls, 'LUNCH & LEARN' Sessions where staff and management can openly communicate, and where staff are engaged and committed to achieve the company's mission and vision.

報告摘要

本報告摘要由太平洋行國際集團有限公司提供

公司背景

太平洋行國際集團有限公司（「太平洋行」）成立於1841年，是香港開埠以來最長歷史的經銷商之一，也是香港擁有領導地位的國際貿易代理公司。太平洋行作為香港「五大洋行」之一，榮幸地於十八世紀六十年代，成為匯豐集團及香港總商會的創立成員之一。在香港中環有兩條街道均以太平洋行之創始人 Mr Richard James Gilman 命名－機利文街和機利文新街。今天，太平洋行代理多個知名國際家居和生活電器及用品品牌，於香港，澳門，中國大陸和東盟國家經營業務。

領導才能

太平洋行的使命是「為客戶打造更優質生活」，通過「QSQP－優質服務，優質產品」的一站式解決方案，堅持以客戶為中心的企業文化，我們極其重視公司的企業價值－「了解客戶需求」(KYCN)。願景是成為「傲視同群」(B.I.C.)之經銷商。

CEO 行政總裁和管理層推動企業文化運動，名為 F.A.S.T. 挑戰（焦點，成就，速度，團隊），並以 B.I.C. 為目標，激勵員工對我們共同價值觀和目標的承諾。「B.I.C.」之中文名「傲視同群」正是太平洋行員工心目中的座右銘。

管理層通過公司研討會，產品會議，TownHall 會議，「午餐學習會」等，推廣「高績效文化」。員工和管理層可以透過公開面談的平台，加深溝通，員工參與和致力於實現公司的使命和願景。

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CEO strenuously develop future leaders and succession plans. Every Management Team Member acts as 'Chairman' in Management Meeting on rotation basis. Generation-G Young Leadership Program is uniquely designed to cultivate future leaders of Gilman.

Strategy

Gilman possesses the widest distribution network including Wholesale, Retail, Institutional Sales, E-Commerce and Project Business. Gilman's long-term Strategic Direction namely O.N.E.S. - Optimization, New Dimensions, Efficiency, Solidarity, is the strategic pillars for sustainable development into future.

Gilman optimizes current brand portfolios with 'Multi-Brand Strategy' which perfectly fits into the O.N.E.S. strategy. We deploy 'Blue Ocean Strategy' in opening up new markets. Gilman develops new businesses with new brands, new products and new services, expansion into new channels and new countries.

Strategic 3-Year Plan (3YP) supports the Strategic Direction and outlines the medium-range business planning. Annual Business Plan with S.I. (Strategic Initiatives) are compiled annually by Bottom-Up Approach, with engagement and commitment from management team and workforce.

CEO initiates various Winning Campaigns amongst various departments to enhance Excellence in Team Work and to openly reward those team members who exceed original targets.

Customers

We deploy the UNIQUE 'Gilman Customer Life Cycle' to build relationship with customers from the first day of purchase, and retain them for repurchase from Gilman again. We take pride to professionally listen, interact and feedback to customers with our 'Quality Services and Quality Products'.

Gilman's core value is KYCN (Know Your Customer Needs), using a Customer-Oriented Approach to listen and act on various market segments and customers.

The Customer Service and Quality Control Centre (CSQC) listens and understands our Customer Needs from all-rounded dimensions. We listen to Customers' VOICE via different channels, monitor online channels and Social Media like Facebook and Instagram.

太平洋行CEO致力培育未來領袖和繼任計劃。每個管理團隊成員輪流擔任管理會議的「主席」。太平洋行亦特別設計了名為「Generation-G」的青年領導人才培訓計劃，培養未來的管理人才。

策略

太平洋行擁有市場最廣闊的分銷網絡，涵括批發，零售，機構銷售，電子商務，以及樓盤項目業務。太平洋行的長期戰略方向－O.N.E.S. (優化，創新，高效，協作)，是持續發展的戰略支柱。

太平洋行優化當前的品牌組合，採取「多元品牌戰略」，迎合各個細分市場。我們部署「藍海戰略」，開拓新興市場。積極以新品牌，新產品和新服務，開發新業務，擴展新渠道及開發新的國家銷售。

戰略三年計劃(3YP)支持戰略方向，概述為期3年的中期業務規劃。短期年度業務計劃與S.I. (戰略舉措)，每年均以「自下而上」的方式編制，得到管理團隊和員工隊伍的全面參與和承諾。

CEO還在各部門之間舉辦「年度重點比賽」，加強團隊合作精神，公開讚賞及獎勵超越目標的管理人員及團隊。

客戶

我們部署獨特的太平洋行「客戶循環週期」，從購買的第一天開始建立良好及長遠的客戶關係，並持續讓客戶再次選擇太平洋行之服務及產品。我們以「優質服務，優質產品」為傲，專業地聽取意見，交流和反饋予客戶。

KYCN (了解客戶需求)是太平洋行的核心價值，專注「以客戶為本」的宗旨，聆聽市場上不同客戶的聲音，及採取合適的應對行動。

客戶服務和質量控制中心(CSQC)從各方面傾聽和了解客戶需求。透過不同渠道，通過CSQC熱線及面談，以及Facebook和Instagram等社交媒體等頻道，聆聽客戶的聲音。

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Measurements, Analysis, and Knowledge Management

Gilman's Culture is to 'Get It Done'. The Gilman "Performance Measurement System" clearly defined the KPIs for each member of the Company to ensure Staff understands and commits to their annual targets and will 'Get It Done'.

4 Major O.N.E.S. Key Performance Indicators (KPIs) are defined by Top Management – Financials, Market Development, Quality & Sustainability, & People Development.

Our success is highly linked with the collaboration and support from Key Suppliers. We define clear and aggressive targets with Suppliers on a yearly basis. Gilman also shared market information and SWOT analysis with our Key Suppliers.

Workforce

The Gilman Workforce Optimization Matrix is a holistic effort in workforce planning. Management strikes a healthy balance between the Staff Capacity and Productivity.

- Technical Fit - Capability for Role & Responsibility i.e. Qualifications and Experience
- Cultural Fit - Values and attitude i.e. Will and Skill

'TRUST' and 'HARMONY' work climate are established within Gilman. With the Culture of 'Get It Done', we strive for creating a Progressive, Interesting, Open, Fair and Interactive Working Environment. Management conducts TownHall and Orientation Programs on quarterly basis for new staff to share Gilman's Vision, Mission and Core Values, and openly listens to new ideas and inputs from new staff.

The Talent Enrichment Programs are designed by Management to enhance emotional bonding between staff and company under a pleasant and satisfying working environment, such as Gilman Kitchen Gallery, Annual Staff Dinner, Staff Incentive Tour, Friday Happy Hour, The Staff Personalized Photo Frame, Charity and Voluntary Works Team, promoting a high sense of belonging amongst staff.

評估，分析和知識管理

太平洋行的員工文化是 'Get It Done'。「績效測量系統」對於公司的每個成員都有明確關鍵績效指標 (KPI) 定義，確保員工了解並承諾其年度目標，並將年度目標高效率地完成。

四個主要關鍵績效指標，由高級管理層訂出四大領域 – 「財務、市場開發、質量與可持續發展、以及人力資源發展」。

我們的成功亦有賴與供應商的深度合作和獲取他們的支持。產品管理團隊每年向供應商制訂出清晰積極的目標。太平洋行還與主要供應商共享市場信息和SWOT分析。

工作團隊

太平洋行「工作團隊優化計劃」是人力資源計劃的全面整體方案。管理層在員工能力和生產力之間保持了良好的平衡。

- 技術合適度 – 角色和責任能力，即資歷和經驗
- 文化合適度 – 價值觀和態度，即意志和技能

太平洋行一向推動建立「信任」和「和諧」的工作環境。隨著 'Get It Done' 的文化，我們致力於創造一個進步、有趣、開放、公平和互動的環境。管理層按季度為新員工進行 Townhall 面對面會議，以及新員工導向計劃，分享太平洋行的願景、使命和核心價值觀，並公開聆聽新員工的想法和意見。

管理層設計的「人才培養」方案，在開心愉快的工作環境下，建立員工與公司之間的情感聯繫，如太平洋行自煮廚房，年度員工晚宴，獎勵員工之外地旅遊，週五歡樂時光，員工個人相框，慈善和志願工作組等等，促進員工的歸屬感。

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Operations

Organizational Efficiency Board (O.E.B.) facilitates the Management to continuously review the operating work processes, to ensure all potential needs for agility responding to market needs are well thought of and well taken care of. The Company Mission and Vision have together become the ultimate Design Concept for the Gilman Work Process.

CEO and O.E.B. set up the Key Performance Indicators (KPIs) for each accountable business unit to measure the effectiveness. The ultimate objective is 'TQM Total Quality Management' in all business units, ensure that each Business Unit keeps their pace to enforce the processes, to improve their performance.

Gilman Team instills new approaches and pledges to make necessary improvised actions and modifications to connect with Gilman's business needs. It is Gilman's continual process to enhance the Product and Operational Process Improvement for sustainable efficiency.

Results

The Strategic Direction of O.N.E.S. has brought excellent results in all dimensions. We made significant progress in Optimization of our current business, New Developments into Regional Business and China, Operational Efficiency in terms of 'Quality Services and Quality Products', as well as Solidarity amongst workforce and business units. The 'Multi-Brand Strategy' successfully strengthened the 'Quality Services & Quality Products' for various markets. 'Blue Ocean Strategy' enabled Gilman to lead in newly developed Lifestyle markets. Gilman has also successfully expanded into markets of China and ASEAN.

Our staff surveys showed Staff's high commend towards company's mission and vision at 98% rating (top 2) in terms of sense of belonging and confidence. We are recognized as one of the top performers in parent group in terms of productivity and efficiency. Regarding the new and unique Gilman 'Fitness-Check Service' for Project Customers, encouraging financial results come with a high Customer Satisfaction with 98%. Gilman is the winner of 'Awards for Industries - Customer Service Award', and the 'Distinguished Marketing Leadership Award' by HKMA.

The Gilman Visionary Quality Management Framework clearly expresses our life-long commitment to the process of Quality Management. Gilman is committed to strive to be 'Best-in-Class' in market and surely the Gilman Team will 'Get It Done'.

營運

組織效率委員會(O.E.B.)協助管理層審查運營工作流程，確保所有潛在需求得到妥善照顧和考慮，迅速地應對市場需求。公司使命和願景正是太平洋行工作流程的終極設計理念。

CEO和O.E.B.為每個負責業務部門設立關鍵績效指標(KPI)。最終目標是在所有業務部門達成「TQM全面優質管理」，確保每個業務部門保持步伐，以執行流程，提高績效。

團隊會持續地注入新思維，為公司的業務需求進行必要的行動和修改。太平洋行正不斷加強產品和營運流程，提升可持續的運營效率。

業績

太平洋行O.N.E.S.的戰略方向，多方面取得了優秀業績。在「家電市場份額」、「新區域發展」、「優質服務，優質產品」等方面優化業務，取得了非常顯著的佳績。「多品牌戰略」成功加強了為細分市場提供的「優質服務，優質產品」。「藍海戰略」讓太平洋行於時尚新興生活的市場贏得領導地位，也成功拓展到中國和東盟市場。

員工對公司的歸屬感和信心達到到98%評級(同意及非常同意)。在生產力和效率方面，我們是母公司中表現最佳的公司之一。為項目客戶設計的新型獨特的「健康檢查服務」，取得令人鼓舞的業績，也獲得98%的極高客戶滿意度。太平洋行旗下ToolBox於近年榮獲「香港工業大獎－客戶服務獎」，太平洋行之員工亦取得「HKMA傑出市場策劃人」之榮譽。

太平洋行的「質量管理框架」清楚表達了對質量管理過程的終身承諾。太平洋行將繼續努力不懈，致力在市場上「傲視同群B.I.C.」及「Get It Done」。