

Special Award for SMEs – Well Synergy International Limited 中小型企業特別獎 – 領盛國際有限公司



Report Summary

Provided by Well Synergy International Limited

Well Synergy International Limited is one of the leading value-added marketing and distribution companies in Hong Kong with particular market strength in food related fast moving consumer goods industry. Well Synergy started its business in 2011 and is appointed as the authorized Sole Importer and Distributor by international renowned FMCG brands including Del Monte processed food, Kikkoman Soy Sauce etc. We cover three main business segments including retail, foodservice and wholesale in Hong Kong and Macau market. Besides the extensive distribution network, Well Synergy is strong in brand management, strategic marketing and channel management.

Leadership

Our flat and horizontal organization structure enhances communication and operational efficiency and effectiveness. This is especially important for FMCG industry in a competitive business environment with very short promotion cycle.

Well Synergy adopt Employee-Centered Approach for listening different level of staffs' suggestion and focus on the ability of employees. Company also emphasizes on teamwork and collective goal in a harmony working atmosphere.

Besides effective leadership, we believe the success element is also relying on team work. Top management creates and delivers the Team Work 3H4C Concept (3H = Head, Hand, Heart 4C = Communication, Coordination, Consideration, Commitment) that aims to encourage ownership, passion and commitment.

Strategy

A broad and precise direction for the company which includes both short-term and long term plans is precisely delivered to the relative subordinates. Team Heads and senior executive are invited to participate in the critical discussion from action plan to execution. This collective commitment enhances ownership for achieving the goals.

報告摘要

本報告摘要由領盛國際有限公司提供

公司背景

領盛國際有限公司於2011年成立，憑藉其獨特的市場優勢，在快速消費品食品行業建立了市場營銷及品牌管理的領導地位，榮獲多個國際知名品牌委任為獨家指定進口商和分銷商，包括品牌包括地捫(Del Monte)包裝食品、萬字醬油(Kikkoman)等，業務覆蓋香港的超市、零售、餐飲及批發市場。除了廣泛的分銷網絡，領盛國際為品牌提供銷售、品牌管理、市場營銷及分銷服務等，全面策略及方案。

領導才能

我們採用平穩及橫向組織結構，有助增強溝通及運營的效率，對在競爭激烈而推廣週期短縮的快速消費品行業中尤為重要。公司以員工為中心，聆聽不同層面同事的建議及重視發揮其能力，鼓勵和諧共融的合作氣氛，共同合力達至目標。

除了有效的領導，我們相信成功的重要因素是依靠團隊合作。管理層創建團隊合作的3H4C概念(3H代表頭、手、心，4C代表溝通、協調、互諒、承諾)，藉此提升團隊對工作的投入度、熱誠及承擔。

策略

公司制定短期和長期策略發展方向，明確地與有關同事溝通計劃的目標，並邀請相關部門主要成員參與討論，共同定下行動計劃書。透過這集思討論，強化同事對計劃執行之承諾及投入度，有效實現目標。

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For new product development strategy, staffs are involved in analyzing the market outlook and dynamics, competitive environment, assessing the competitive edge and the consumer trend and expectation that facilitates to formulate appropriate product positioning and strategic marketing plan.

Customers

Our customers are segmented into two main business sectors, off-trade and on-trade. Sales staff takes an active role to communicate with both trade and end customers. Communication and regular meeting is held to learn trade customer's need, introduce new product to explore business opportunities. We give advice for trade customer on their order planning and promotion proactively. Moreover, we keep track on the market trend to learn the popular topic and market demand. We also maintain fast response to handle consumers' enquiry.

Measurement, Analysis, and Knowledge Management

In order to achieve the business goal, different reports and KPIs have been set up to keep track and monitor the progress of the performance on sales management, inventory control, brand management and financial report. All these reports and analysis are shared to the relevant subordinates and discuss during different meeting.

With the help of company's ERP system, all the sales transaction is stored in the system from input of inventory details record to issue sales invoices. Different analysis reports can be generated that facilitate the measurement and monitor of the progress.

For knowledge management, all the data and information are stored and shared for easy reference and review. This well organized and systematic knowledge management provides a comprehensive database for staff to have critical thinking and improve the job efficiency.

Workforce

In order to maintain high-performance, various incentive schemes have been adopted to motivate and award the achievement, and to drive continuous improvements. Delegation and empowerment is important to build up trust and confidence that motivate and encourage senior subordinates to excel themselves. Certain flexibility is given to the team head that increase efficiency and enhance performance. Talented staff are continuously trained, reviewed and counseled to deliver outstanding results. New ideas, innovative idea and improvement of work process are highly encouraged. Top management also provides coaching and counselling channel for staff to express their feeling. This creates an effective feedback loop that drives continuous improvement.

對於新產品開發策略，有關部門會分析產品的市場前景及動態，競爭環境，評估競爭優勢，消費者趨勢和期望，從而制定適當的定位及營銷策略。

客戶

我們的客戶主要分為兩大業務範疇，零售及餐飲批發。銷售人員積極與客戶溝通，定期拜訪會面，了解客戶需求，引進新產品開拓商機。我們更主動協助客戶提供訂貨及推廣計劃。此外在零售方面，我們會追蹤市場趨勢，了解熱門話題及市場需求，而對消費者的查詢，我們會保持快速回應及跟進。

評估、分析和知識管理

公司為了實踐業務目標，建立多項關鍵績效指標 KPI，以便跟進及監測銷售管理，庫存控制，品牌管理及財務報告表現。而有關報告及分析均會發放給相關同事探討，並在不同的會議進行討論，進一步執行跟進行動或應變計劃。

在公司 ERP 系統的輔助下，所有銷售交易由訂貨至出貨銷售均於儲存終端系統。系統更提供多角度分析報告，有利於監量進度。

至於知識管理，數據及資訊均有系統地存儲和共享，以便參考和審查。透過數據庫及知識管理，同事可作出多角度分析，有效率提升運作。

工作團隊

為保持高效率表現，公司制定不同獎勵計劃，激勵及推動員工達至目標。此外公司就不同計劃向有關員工投放權力，給予信任及靈活性，從而提升能力及效率。

公司重視員工不斷增進知識，接受培訓，持續發展提升能力，更鼓勵同事思考，提出創新思維，優化工作流程。管理層還提供諮詢輔導渠道，令員工表達自己的感覺及意見。這雙向互動溝通能加強了解達至雙贏。

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Moreover, company emphasizes on harmony. Value is placed on openness, cooperation, collaboration, consideration on each stakeholder to create win-win situation. We care and treat our staff as family member and encourage work-life balance.

Operations

In order to enhance the work process efficiency, clear objectives, work flows and responsibility are clearly defined for the stakeholders in the value chain.

For the inventory and supply chain management, the ERP system facilitates a smooth and efficient process for handling huge transactions. The strong alliance with warehousing and logistic partner also supports a high efficiency and accuracy on delivery.

One of our competitive edges is Brand and Channel Management. Brand strategy is developed based on market situation and competitive analysis, SWOT analysis, Product Features Advantage and Benefits (FAB) to formulate the appropriate product positioning and pricing, tailor-made marketing and sales strategy.

Channel Management is also crucial for success. A clear process and critical work flow design has been executed. We spend time and effort to communicate and coordinate with different stakeholders including buyer and store keeper to ensure our products with high visibility and penetration.

Results

With the successful leadership and team effort, company obtained numerous awards and certificates from different associations. These honorable public awards represent our outstanding performance is being recognized. Favourite Brand Awards and Outstanding Sales Awards by Parknshop and Wellcome supermarket have been awarded continuously for a few years. In addition, company top executive also won the HKMA/TVB Distinguished Marketing Leadership Award in 2015.

Besides, we support local universities on different projects and keep donating products to different charities and NGOs, different certificates are obtained like Food Angel Thanksgiving 2015 & 2016, YWCA Thanksgiving Certificates for Volunteer and Sponsorship from 2014 to 2016 and U Green Award 2014 etc. With the participation in CSR activities, company continues to obtain the Five Year Caring Company.

公司提倡和諧工作環境，關懷互諒，減少衝突。公司關心及視員工為家庭成員，並鼓勵工作與生活的平衡。

營運

為提高效率及生產力，公司制定鮮明的目標、工作流程及在價值鏈中相關持份者的責任。而ERP系統有助庫存及物流管理，有效處理龐大交易數據。公司與倉儲及物流合作夥伴的緊密聯繫，令我們為客戶提供準確而高效的配送水平。

卓越的品牌管理及銷售渠道管理是領盛國際獨特優勢之處，團隊會根據市場形勢、競爭分析、SWOT分析、產品特點優勢等分析，為品牌建立適當的產品定位及價格，度身定制營銷及銷售策略。

銷售渠道管理亦是成功的關鍵性因素，配合執行明確的工作流程。團隊會投放時間與不同持份者包括採購員及店舖經理等溝通及協調，以確保產品在貨場上的曝光及佔有率。

業績

憑藉優秀的領導和團隊合作精神，公司獲不同協會的多個獎項。這代表我們的卓越表現得到公眾及業界的肯定。領盛國際連續多年獲得百佳及惠康超市頒發的「最喜愛十大品牌獎」、「卓越品牌大獎」及「傑出銷售獎」，而我們的高級市務專員更於2015年贏取「HKMA/TVB傑出市場策劃獎」。

在社會責任活動方面，我們亦支持本地大學進行不同研究項目，對慈善機構及非牟利組織作出捐贈，因而授頒多個嘉許狀，如惜食堂2015年及2016年度感謝狀，2014年至2016年YWCA女青會義工嘉許狀，U Green 2014年「綠色傑出貢獻大獎」等。藉著支持及參與社福活動，公司連續五年獲得「5年Plus商界展關懷」。

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The effective implementation of different sales and marketing activities, all the brands recorded encouraging sales growth. The success of Brand and Channel Management can also be reflected on the market shares of Del Monte that maintain the market leader position in various product categories such as corn, ketchup, pineapple and prune juice.

Ride on the strong distribution network, core competence and competitive advantages, Well Synergy will strive to pursue excellence and advancement to sustain business growth.

而在業績方面，公司透過推行有效而卓越的銷售及營銷活動，各個品牌均錄得令人鼓舞的銷售增長。品牌管理的成績也反映在市場佔有率上，地捫食品能持續在市場上保持NO.1領導地位，產品類別包括粟米，番茄汁，菠蘿及西梅汁等。

憑藉強大的分銷網絡，核心強項及競爭優勢，領盛國際會務不斷追求進步及卓越表現，推動業務增長。