

# Special Award for Small Enterprises and Start-ups – Ascensia Diabetes Care Hong Kong Limited 小型企業及初創企業特別獎 – 健臻醫療保健香港有限公司



## Report Summary

*Provided by Ascensia Diabetes Care Hong Kong Limited*

### Company Background

Established in 2016 through the acquisition of Bayer Diabetes Care by PHC Holdings (formerly known as Panasonic Healthcare Holdings), Ascensia Diabetes Care Hong Kong is the subunit of a global company dedicated to improving the health and lives of people with diabetes. We are based on over 70 years of delivering optimal and innovative diabetes solutions that make a positive difference. As the recognised world leader in the industry, we are determined to develop our portfolio of products – convenient, easy-to-use blood glucose monitoring systems and testing supplies. CONTOUR®PLUS ONE Blood Glucose Monitoring Systems, CONTOUR®PLUS Blood Glucose Monitoring Systems and CONTOUR®TS Blood Glucose Monitoring Systems are our key products. Our team covers sales, marketing, customer service and finance functions in Hong Kong and Macau.

### Leadership

Our core values explicitly define how our employees behave with each other, with customers and business partners. Here are three ways we can ensure that employees see the value in their work through a company vision that is front-and-center in the workplace: 1) reinforce the company vision by tying it to team and individual goals; 2) promote the company vision by always making sure it is visible; 3) share success stories that realize the company vision.

## 報告摘要

*本報告摘要由健臻醫療保健香港有限公司提供*

### 公司背景

健臻醫療保健香港有限公司是跨國公司 Ascensia Diabetes Care 的分支機構，並由 2016 年 PHC Holdings (前身為 Panasonic Healthcare Holdings) 收購 Bayer Diabetes Care 所成立。我們有 70 多年創立糖尿管理方案的基石，致力於提高及改善糖尿患者以至大眾的健康和生活，並為社會帶來無數正面的影響。作為業界公認的領導者，我們決心發展優秀的產品組合：方便、易於使用的血糖監測系統和測試設備。公司的主要血糖監測系統產品有 CONTOUR®PLUS ONE、CONTOUR®PLUS 和 CONTOUR®TS。我們的團隊負責香港和澳門的銷售、營銷、客戶服務和財務等職能。

### 領導才能

我們的核心價值明確定義了員工彼此之間的互動，以及與客戶和業務合作夥伴之間的營運模式。我們以三種方式去確保員工在工作時都能體會到公司願景和當中的價值，包括一) 確保公司願景清晰可見，從而促進員工對公司願景的執行力；二) 通過將團隊和個人目標聯繫起來，從而強化公司願景；三) 分享實現公司願景的成功案例。

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## Strategy

In corporate with short-term and long-term business objectives, we set strategies according to market dynamics in Hong Kong, which align with the strategic imperatives of our regional or global office. Our product propositions are based on the end users' needs, where we draw customer insight from various perspectives. Direct to consumer communication, stakeholder engagement, business partner collaborations and patient group support are our key strategies. Marketing objectives are set yearly and are revised from time to time according to the market transformation. The marketing budget is prioritized and monitored in order to ensure reasonable ROI. Once the marketing plan is set, action plans are followed and implemented by the whole team.

## Customers

Our key customers are the people with diabetes. End users can be reached directly with various multi-media, retail sales channel or via our business partners. Moreover, they can also be reached through referral of different stakeholders, including healthcare professionals (HCPs), non-government organizations (NGOs) and more. We collaborate closely with healthcare professionals and other partners to ensure our products meet the highest standards of accuracy and compliance to help people with diabetes manage their condition optimally, regardless of type of diabetes, stage of disease or frequency of testing required. With regular visits amongst stakeholders, user survey, educational events, online activities, our customer service centers, hotline, webforms and frontline staff, we can listen to, interact with, observe customers to obtain actionable information for customer segmentation, market identification and response to various needs of customer groups quickly.

## Measurement, Analysis, and Knowledge Management

Our overall performance is tracked and improved in various aspects: sales report, sales call quality, professional medical information and marketing expenses. Also, we do carry out market research to further understand customers, market dynamics and evaluate the successfulness of strategies. Data, information and essential information are shared among employees in intranet, email and instant mobile messenger according to the nature and confidentiality. Monthly face-to-face meeting is another good platform to share information and learning with in-depth communication. Within the whole company, we can also learn from other countries' best practice through intranet and to seek for improvement of Hong Kong team.

## 策略

我們根據香港的市場情況去制定合適的營運策略，並配合公司總部及分區辦事處的策略要求，融合在短期和長期業務目標之中。我們主要的行銷策略包括直接與消費者溝通、邀請各持分者參與、夥拍貿易夥伴和贏取患者團體的支持等。

## 客戶

我們的主要客戶是糖尿患者及相關的持分者。客戶可以通過各種多媒體、零售渠道或通過我們的業務合作夥伴作出聯繫。此外，他們還可以通過醫護人員（如醫生、護士、保健員等等）或非牟利機構（NGOs）的推薦去認識我們的產品。我們通過定期探訪醫護人員、用戶調查、教育活動、網上活動等去了解客戶所需，以便作出客戶分析、了解市場需求，及時回應和釐定針對各個客戶群的發展策略。

## 評估、分析和知識管理

我們透過銷售報告、客戶探訪回饋及專業醫療信息去提升公司的整體表現。此外，我們還會透過市場調查，以第三者角度進一步了解客戶需要及市場動態來評估策略成效。對於公司的知識管理，我們會根據資料的性質和機密性，以決定使用內聯網、電子郵件或手機訊息等各渠道與員工共享公司的資料和知識產權。每月的面見會議則是另一個通過面對面溝通分享信息和互相學習的好平台，我們也會利用內聯網借鑑其他國家的成功實踐個案，尋求各種方法去完善香港團隊。

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## Workforce

We have a comprehensive performance management system to make sure performance management processes are functioning properly to tighten the link between strategic business objectives, core values and day-to-day actions. With the three main concepts: 1) determination and planning of performance targets which include timelines and qualitative measurements; 2) on-going process checking to provide recognition as well as adjustment feedback to employees as needed; 3) final review to sum up half year and full year performance of the employee.

## Operations

We value greatly the input from our customers and business partners and they are invaluable in optimising our operations. We gather inputs from customers via active review, feedback as well as survey. We also provide social media platforms for customers to express their opinions and enquiries. Meanwhile, we hold review meetings periodically with different vendors and our logistic support. It is vital to understand the concerns and suggestions so that we can resolve current issues and enhance our delivery service as soon as possible. Furthermore, in order to control our work processes and ensure our process quality is up to standard, both internal and external quality assurance audit are carried out periodically.

## Results

In 2018, good uptake of CONTOUR®PLUS ONE new product launch as well as expansion of customers of CONTOUR®PLUS and CONTOUR®TS with appropriate internal and external strategies overcome the sales drop in 2017 caused by public hospital tender loss of Contour®TS. We resumed positive growth in 2018, the forward looking trend is positive and we can see the momentum to grow further while applying the aforementioned strategies.

We can observe the level of customer engagement by viewing the number of visitors in customer centers per day as well as the digital analysis. We are now one of the preferred partners with our key stakeholders. Many users and healthcare professionals are willing to collaborate with us for education seminars and product updates. The high engagement level can be seen in high attendance rate of events and from the event evaluation forms. The results are encouraging and we reassure on the effectiveness on the current strategies, serving as a foundation to strive for a better result this year.

## 工作團隊

我們擁有全面的績效管理系統，以確保績效管理流程正常運作，加強實現業務目標的能力，以及加強核心價值觀和日常行動之間的聯繫。團隊有三個主要概念，包括一) 確定和規劃包括時間表和定性測量的績效目標，二) 不斷地進行流程檢查，向員工的付出提供認可和意見反饋，以及三) 執行年終工作表現評價以總結員工在半年度和全年度的工作績效。

## 營運

我們非常重視客戶和合作夥伴的意見，他們在優化運營方面有著寶貴的價值。積極通過討論、反饋和收集客戶意見，還有為客戶提供社交媒體平台以表達他們的意見和作出諮詢。同時，我們定期與不同的供應商和物流公司舉行會議，關注彼此營運上的需要、加深了解及讓我們能夠盡快回應潛在風險。此外，我們都會定期進行內部和外部質量保證審核，以監控工作流程並確保營運質量達到標準。

## 業績

2018年，我們推出了新產品 CONTOUR®PLUS ONE，以及透過以 CONTOUR®PLUS 和 CONTOUR®TS 的新營銷策略，克服了2017年 Contour®TS 於公立醫院流標導致的銷售損失。終於，業績於2018年恢復了正增長，這令我們看到正面的前瞻性遠景及趨勢，更了解到上述策略應用的成效與進一步增長的勢頭。

現時，我們可以通過查看每天在客戶中心的訪客數量以及數字分析來觀察客戶對我們的高滿意度，而且現在我們公司是醫護人員及合作夥伴的首選之一。普羅大眾及醫護人員都願意一起合作進行教育研討會和產品資料更新，當中的高參與度、高出席率和正面評價給我們打了強心針，成效令人鼓舞，令我們對目前的營銷策略更有信心，作為今年爭取更好業績打下良好的基礎。

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We lead our talents in engaging, compensating, and rewarding a high quality workforce. We pride ourselves on building relationships with employees in order to achieve a low turnover rate. Currently, 25% of the employees have been working for over 5 years and another 25% of the employees have been working for over 10 years, making us confident to move forward with the team.

我們引領、吸引、回饋和獎勵高素質的人才。我們為與團隊建立良好關係而感到自豪，低員工流失率已反映了員工的滿意度。現時公司有25%的員工已經服務超過5年，更有25%的員工已經服務了10年或以上，這使我們更有信心一起向前邁進。

KEY TO ENDURING  
SUCCESS  
QUALITY