

Merit Award – Town Ray Holdings Limited

優異獎 – 登輝控股有限公司



Report Summary

Provided by Town Ray Holdings Limited

Company Background

Town Ray is an advanced product developer and manufacturer for a broad range of electrothermic household appliances. We provide one-stop solution from product design, engineering, R&D, quality assurance to manufacturing for our customers. Our main product categories include garment care appliances and cooking appliances.

We established a strategic geographic network in South China. Our headquarters in Hong Kong carries overall business operation and strategic management. One of our R&D centres located in Hong Kong is responsible for our core technologies development and product categories enrichment. Our production facilities are located in Huizhou, carrying out the functions of R&D, procurement, production and quality assurance.

Leadership

To ensure our decisions are made towards our Company's vision – "To be world's leading advanced product developer and industrial designer as well as manufacturer and supplier for a broad range of electrothermic household appliances" with our core values: Best Design, Best Value, Best Quality, Best Communication and Best Service, our Senior Leaders apply the "Triple Helix Theory" which combines the forces of the Company, the professional consultants and the customers to pursue product innovation. The aim was to "maximize product value" to carry out innovation, thus forming a spiraling innovation ring. It also enables our teams more opportunities not only to meet but perform beyond our expectations.

Being a socially responsible Company, Town Ray actively strives to contribute to a better society through active involvement in the community, by putting the best effort in helping our employees and local communities through Company events and charity activities. We believe that good corporate culture and harmonic working environment will help to achieve the work-life balance of the employees. In the coming future, we will continue to attach great importance to the well-being of our staff and community.

報告摘要

本報告摘要由登輝控股有限公司提供

公司背景

登輝是一家先進產品發展商和製造商，其產品範圍廣泛，包含各種電熱家用電器。我們為客戶提供從產品設計、工程、研發、質量保證以至製造的一站式解決方案。我們的主要產品類別包括衣物護理電器和煮食電器。

登輝在華南地區建立了戰略性地理網絡。我們在香港的總部負責整體業務營運和戰略管理；而位於香港的研發中心則負責核心技術開發和拓展產品類別。我們的生產設施位於惠州，負責研發、採購、生產和質量保證等功能。

領導才能

為確保我們的策略能迎合我們公司的願景——“成為世界領先的先進產品發展商和工業設計者以及多元電熱家用電器的製造商和供應商”，以及我們的核心價值：至臻設計、至臻價值、至臻質量，至臻溝通和至臻服務，在追求產品創新時，管理層運用了「三螺旋理論」，即是結合公司、專業顧問和客戶的意見，以“產品價值最大化”為目標，形成螺旋式創新環，驅使我們的團隊不單止能滿足要求，更令其有機會能不斷突破自我。

作為一家具社會責任的企業，登輝積極參與社區活動，組織員工透過參與各慈善機構舉辦的慈善活動以幫助員工及社區，為建設更美好的社區作出貢獻。我們相信良好的企業文化及和諧的工作環境均能有效讓員工在工作與生活中取得平衡。展望未來，我們將繼續高度重視員工和社區的福祉。

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Strategy

Integration of data from all sources to generate strategic market intelligence is a key consideration in our strategy development process. Data and information such as customer and market requirements, expectations and opportunities can be obtained from the internal and external analysis.

Our strategic objectives focus on the specific challenges, advantages and opportunities – the most important elements to strengthen our overall performance for ongoing success. Principles to achieve an appropriate balance among varying and potentially competing organizational needs include providing enough resources to accommodate demands, aligning different interests onto the same direction towards a win-win situation and making trade-off among competing interests.

策略

我們在策略制定過程中，最重要是整合所有數據而制定戰略性市場情報，當中包括從內部和外部分析中獲得客戶和市場需求、期望和機會等數據和信息。

我們的策略目標是要針對特定的挑戰、優勢和機遇—這是加強我們整體表現以實現持續成功的最重要因素。要在不同和潛在競爭的持份者需求之間取得適當的平衡，包括提供足夠的資源來滿足各需求、將不同的利益一致化，以實現雙贏以及在相互競爭的利益之間取得平衡。



Town Ray believes that an effective corporate governance framework is fundamental to maintaining and promoting investors' confidence, safeguarding the interests of shareholders and other stakeholders and enhancing value to the shareholders and the Company. We will continue to stay proactive in both business growth and product development. 登輝深信有效的企業管治框架對於維持和提升投資者信心、維護股東和其他持份者的利益、以及提升對股東和公司的價值最為重要。我們將繼續在業務增長和產品開發方面保持積極進取。

Customers

With the best communication and best service as our core values, we established long-term relationships with our major customers who are reputable and internationally recognized brand companies headquartered in Europe. We provide both ODM and OEM products to our customers in one-stop professional services. We proactively understand customer needs and create value for our customers. We also integrate lengthy and complex production processes to effectively reduce lead time and production cost as well as a more flexible production plan. Our quality products are developed with reference to international standards in terms of safety and quality assurance. We are dedicated to grow with customers by exchanging ideas on electrothermic household appliances worldwide.

客戶

登輝一直以至臻溝通和至臻服務為核心價值觀，與主要客戶建立了長遠的合作關係，這些客戶是信譽良好且國際知名的品牌公司，總部均位於歐洲。我們以一站式專業服務為客戶提供ODM和OEM產品，主動了解客戶需求，為客戶創造價值。我們善於整合冗長而複雜的生產流程，以縮短交貨時間和減少生產成本以及更靈活地控制生產計劃。在安全和質量保證方面，我們的優質產品均參照國際標準開發。我們致力透過交流有關電熱家用電器的市場資訊，與客戶共同成長。

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Measurement, Analysis, and Knowledge Management

With a progressively refined understanding of how we look at performance measurement, the ERP system is then modified to suit our operation and performance measurement needs. The ERP system integrates and manages information handled in daily operations to measure employee performance, customer satisfaction, new product development effectiveness and financial results.

The ERP system generates accurate, complete, consistent, timely, valid and unique business intelligence for advanced planning and decision-making. People, processes and technologies are in place to ensure that the data values are kept aligned across all functional units.

Workforce

The assessment of the skills, competencies, certifications and staffing levels for current needs and future requirements is critical to keep our business on track. Our human resources department performs market and competitiveness analysis relating to the workforce every month. The purpose is to ensure our compensation and benefits are competitive as compared with other manufacturers in the region.

Our Senior Leaders lead the Company in the right direction and openly communicate with all employees to drive engagement. We believe that a positive and supportive relationship and communication between our Senior Leaders and employees is critical and essential. We always create a harmonious atmosphere with a positive and supportive attitude and actions to promote our corporate mission and core values to all employees.

Operations

We work on the technical feasibility of designs initiated by us or provided by our customers to transform design concepts into physical products with the degree of involvement by our R&D department varies on a case-by-case basis. Our team devotes every detail in the product development process to deliver solutions in terms of user experience, market potential and technical viability.

Town Ray believes distinctive and consistent quality production is crucial to its business operation and product safety is of paramount importance. As such, in order to maintain consistency in product quality, our quality assurance activities monitor and verify that the processes used to manage and create our products have been followed and are operative. We consistently implement the Failure Mode and Effect Analysis which identify all the potential failure modes of the various parts of the system, analyze the effects of these failures and take actions to avoid and monitor the effects of the failure on the system.

評估、分析和知識管理

隨著對績效評核的逐步深入了解，我們逐步調整ERP系統以迎合我們的營運和績效評核需求。ERP系統集合和管理日常營運中處理的不同信息，以衡量員工工作表現、客戶滿意度、新產品開發效率和財務業績等績效。

ERP系統為重要規劃及決策提供準確、完整、一致、及時、有效和獨特的商業智能分析。加上人力資源、流程和技術到位，確保所有職能部門的數據能保持一致。

工作團隊

針對當前和未來需求來評估對技能、能力、認證和人力資源要求，對於確保我們的業務能正常運作至關重要。我們的人力資源部門每月都會進行與勞動力相關的市場和競爭力分析，確保我們的薪酬和福利在該地區的同業中具相對的競爭力。

登輝的管理層帶領公司朝著正確的方向前進，並與所有員工保持公開互動的溝通以推動員工對集團的歸屬感。登輝深信管理層與員工之間的正面互助的關係以及溝通最為重要。我們以積極和支持的態度與及行動營造和諧的氛圍，向所有員工傳揚我們的企業使命和核心價值。

營運

登輝致力研究自主或由我們的客戶提供的產品設計的技術可行性，根據我們的研發部門的參與程度，將設計概念轉化為實體產品。我們的團隊重視產品開發過程中的每一個細節，以提供用戶體驗、市場潛力和技術可行性方面的解決方案。

登輝認為卓越且優質的生產以及產品安全對其業務最為重要。為了保持產品質量的穩定性，我們嚴格監控和驗證用於管理和製造產品的流程是否得到確切執行。我們持續實施異常情況及影響分析，以識別系統各個部分的所有潛在異常風險，並分析這些異常風險的影響，採取措施避免和監控異常情況對系統的影響。

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Results

With over a decade of operations, our Group has been expanding our sales network and has built up the reputation in the electrothermic household appliances manufacturing industry:

- achieved a top 3 ranking in terms of production scale, sales volume and market share of the coffee machine industry in the Guang Dong province in the PRC.
- granted over 80 patents including invention and utility patents.
- maintained a 68% Compound Annual Growth Rate in the theoretical production capacity of coffee machines from 2016 to 2021.
- achieved a 95% decrease in workplace accidents from 2016 to 2021.
- increased revenue per employee significantly by 107% from 2016 to 2020.

Recognitions on the Group's operational capabilities and corporate governance qualities by international standards have been received. Town Ray is awarded "Forbes Asia's 200 Best Under A Billion" and is included as a constituent stock of the MSCI Hong Kong Micro Cap Index. All these represent the capital market's recognition of the Company's performance and value.

業績

經過十多年的經營，本集團不斷擴大銷售網絡，在電熱家用電器製造行業建立了良好的聲譽：

- 於中國廣東省咖啡機行業的生產規模、銷量和市場佔有率方面均位居前三位。
- 獲得超過80項發明及實用新型專利授權。
- 從2016至2021年間，咖啡機理論產能達到68%的複合年增長率。
- 對比2016及2021年，工作場所事故減少了95%。
- 對比2016及2020年，每位員工的產值大幅增加了107%。

登輝的營運能力及企業管治素質均獲得國際認可。登輝被評為「福布斯亞洲200強優秀上市中小企業」，並被納入MSCI香港微型股指數成分股。這些都代表了資本市場對公司表現和價值的肯定。



Town Ray endeavors to be the premier leading enterprise in the electrothermic household appliances industry by providing the best design, best value, best quality, best communication and best service to our customers and, ultimately, continuously improve people's quality of life.

登輝致力成為領先電熱家用電器企業，為客戶提供至臻設計、至臻價值、至臻質量、至臻溝通和至臻服務，終極達至不斷提升人們的生活質素。