

Outstanding Award – Leo Paper Group

傑出獎 – 利奧紙品集團

Report from the Board of Examiners

Leo Paper Group (Hong Kong) Ltd (hereafter, Leo Paper) started as a traditional printing company in 1982. From a small local business, it has grown to become one of Asia's biggest paper product manufacturers, with five business streams (children's books, paper art editions, paper bags, gift wrapping paper and greeting cards).

Leo Paper's leadership has a clear vision to be the global leader in printing communications. This vision is supported by six core values: "Quality, People, Ethics, Community, Environment, and Relationship"; and three pillars of sustainability strategies: "Social Responsibility, Environmental Initiatives and Business Excellence."

The company is strongly committed to ESG, as shown by its green operations. It practises Green Manufacturing, involving energy saving and carbon reduction (tree plantation), renewable energy, water-based paint, and green loans; and aims to be a "Zero Waste Factory" by 2050. A Green Harmony^R Committee caters to five areas: products and materials, factory operations, office and living, management systems and finance. The company practises responsible investment in line with the sustainability goals of its MNC customers.

Leo Paper's leadership inspires quality excellence by clearly aligning business goals (which are set through an annual strategic mapping process) with effective strategies, supported by a well-structured and detailed Key Performance Index (KPI) framework. Strategic actions include improving efficiency by creating a flattened and process-oriented workforce via breaking down and reorganizing work processes; improving standardization by rebuilding Enterprise Resources Planning (ERP); and monthly review meetings to ensure performance, action plans and goals are aligned.

The KPI framework improves production benchmarking and delineates various work performance objectives. Department performance is evaluated and room-for-improvement identified using the McKinsey 7-S approach. Staff performance is evaluated using structured and comprehensive assessment, based on individual objectives which consistently align with company targets (as they are derived from company goals, departmental action plans and KPIs).

評審委員會報告

利奧紙品集團(香港)有限公司成立於1982年，由開業初期一間傳統的小型印刷公司，發展成為亞洲最大紙品製造商之一，主要業務涵蓋紙袋、包裝、精裝書、兒童圖書、及賀卡五大範疇。

公司願景是「成為全球印刷通訊行業的領導者」，公司有六大核心價值(質量、人本、道德、社區、環境和關係)，三大可持續發展策略支柱(社會責任、環保議題、業務卓越)，和五個綠色和諧®目標(產品與物料、工廠運作、辦公室與生活、管理系統、財務)。

利奧的優質管理體現在多個層面，管理層奉行「卓越管理模式」，每年制定戰略地圖，在明確策略目標中訂立公司業務策略，個人目標須與公司業務策略對齊；個人績效須每六個月全面檢定，部門績效定期用「麥肯錫7S模式」分析。團隊結構由功能性轉型至「流程為本」後，能力與效率均見提升。

利奧聚焦於技術創新，以實現高價值的印刷作業及設計如3D立體賀卡、鐫射紙雕工藝書，管理層每年都會花心思將策略性目標、資源調配、研發方向製作成「A3紙計劃書」，增加透明度及員工向心力。利奧紙品主要行銷美國、歐洲、澳洲及亞洲市場，管理層通過每年市場滿意度調查及客戶關係管理系統，予以分析並完善公司的服務，達致客戶眼中的「產品質量與安全、顧客服務、社會責任與環保」。

利奧通過關鍵績效評估(KPI)提升生產基準，超越競爭對手，策略行動為：建立智能工廠管理系統(ERP)，將生產、產品與服務、物流智能化；每月召開績效評估會議，協調計劃行動及目標之間的差距，通過各部門設計行動計劃及KPI，對上連接公司目標，對下連接個人目標。

Outstanding Award – Leo Paper Group

傑出獎 – 利奧紙品集團

Leo Paper promotes corporate innovation by technology, with strategic focus on re-engineering high value printing operations and new product development, such as 3D pop-up greeting cards, laser die-cuts with precision and novelty designs. Through digitalization and the adoption of quality management tools such as Design for Manufacturing (DFM), Failure Mode and Effects Analysis (FMEA), the company has improved quality performance and optimized production, products and services, and logistics.

Business contingency planning is well-established and drilled to safeguard against risks such as fire, flood, storm, and power breakdown. The company operates an on-site fire station which is equipped with fire engines and qualified firemen to protect people and flammable paper goods against fire hazards.

利奧採用眾多質量管理工具例如「為製造設計」(DFM)及失效模式與影響分析(FMEA)。多項管理質量數據均有持續改善，寫下紙品製造業的其中一個優質管理案例。

有效的「企業營運持續管理模式」，保護利奧在各種環境衝擊下能永續經營，園區內自建消防局，設有消防車，一旦發生意外，可第一時間保障所有人員的安全，及將紙製品損失減到最輕。管理層推崇「綠色製造」，設有綠色和諧[®]委員會，落實節能、植樹減碳（估計年減711公噸）、採用再生能源、改用水質油墨，已連續3年獲批香港品質保證局綠色信貸，並致力於2050年成為「零廢料工廠」。