



Report from The Board of Examiners (Gold Award)

評審委員會報告 (金獎)

Founded in 1849, Pfizer Inc. is a leading research based pharmaceutical company in the world. Pfizer Corporation Hong Kong Limited (Pfizer Hong Kong) was established in 1956 as the selling and distribution arm of the company to promote and market the Pfizer products to Hong Kong and Macau. The Pfizer's spirit of "Working Together for a Healthier World" has since set the tone for the company's operations in these cities since then.

Over the years, Pfizer Hong Kong has successfully capitalized on their global pharmaceutical product excellence to establish sound partnership with the Hong Kong government and local medical practices.

The Board of Examiners is particularly impressed by the company's strong culture for excellence driven by well-established vision and mission as well as its company-wide commitment to TQM. The company's strengths are highlighted in the following categories:

Leadership

Pfizer Hong Kong focused on developing the workforce with the right attitude and the company indeed possessed the skills and performance quality to improve Hong Kong citizens' quality of life. This is supported by the cultivation of nine Pfizer Core Values:

- Customer Focus
- Respect for People
- Integrity
- Quality
- Teamwork
- Community
- Leadership
- Innovation
- Performance

美國輝瑞藥廠於一八四九年成立，是一家以科研為主的製藥公司，並於一九五六年在香港成立分公司－美國輝瑞科研製藥（香港輝瑞），專責產品在港澳兩地銷售的業務。此後，輝瑞一直以「同創健康未來」的精神為業務基石。

多年來，香港輝瑞以總公司在環球製藥的驕人成績，成功地與香港政府及區內藥業建立了穩健的夥伴合作關係。

香港輝瑞在明確的願景和使命帶動下，培育了追求卓越的深厚公司文化及對全面優質管理的熱情，得到評審委員會的欣賞。以下就公司的優良管理作重點論述：

領導才能

香港輝瑞集中培養員工持守正確的態度、技巧及優質工作表現，從而提升香港市民的生活質素。此乃秉承於輝瑞九大核心價值：

- 客戶至上
- 尊重他人
- 誠實可靠
- 優質管理
- 團隊精神
- 社區精神
- 領導才能
- 革新創意
- 力爭上游

公司組成核心價值團隊以實踐這些價值觀念。公司深信「人人都是領袖」，並以「輝瑞領導行為」作為指引。管理層的言行一致，以樹立領袖的榜樣。



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Core Value Teams are present to drive application of these values. The company believes that “Everyone is a Leader” and out of this doctrine, Pfizer Leader Behaviours provides a foundation to direct the right course of action. Managers are constantly evaluated on how well they exhibit the leadership behaviour.

Robust governance process is in place to ensure compliance to external regulatory standards and procedures and internal ethical business practices. Community is one of the core values of Pfizer Hong Kong to encourage employees’ social responsibility. Caring Hands Team was formed by employee volunteers to support community service.

Strategic Planning

The Strategic Planning Manager leads the yearly Strategy Planning Workshop. Colleagues are invited to form leadership teams to review previous initiatives, analyse business environment and determine new strategic goals. Four main strategic imperatives (Talent Management, Business Process Re-engineering, Customer Relationship Management, and Technology Advancement) were identified through thorough PEST and SWOT analyses for short-term and longer-term strategic alignment.

Action Plans are formulated with timeline and Key Performance Indicators (KPIs) for performance tracking. Results of strategy deployment are measured against financial performance, customer value and workforce engagement.

Customer and Market Focus

The healthcare reform initiated by the Hospital Authority resulted in severe cost reduction. Pfizer Hong Kong responded strategically by expanding into the private market for branded and newly developed drugs. Today,

公司把持堅定的管治程序，確保謹守外在的規管標準與步驟，以及內部的商業道德守則。社區精神是香港輝瑞鼓勵員工履行社會責任的核心價值之一，員工自行組織義工團隊推動社區服務。

策略性規劃

策略性規劃經理領導全年規劃工作坊，並邀請同事組成領導小組，檢討過去的方案，分析商業環境及訂定新的策略目標。通過「環境掃描法」和「強弱危機綜合分析法」釐定四大策略重要課題：「人才管理」、「企業流程創新」、「客戶關係管理」與「技術提升」，從而結合公司短線與長線策略目標，並配合時間線制定行動計劃，由關鍵績效指標追溯業績。最後根據財務表現、客戶價值及員工敬業度來衡量策略部署的成果。

客戶及市場焦點

醫院管理局進行醫療改革，大幅節省開支。有見及此，香港輝瑞把品牌及研發藥品推廣至私營醫療市場。今天輝瑞的客戶主要分為醫院管理局、一般業界人士及貿易公司。

公司培訓保健專家，向相關專業人士提供疾病的最新資訊；又時常舉辦醫療講座，提高醫生及藥劑師的知識，使他們的意見更具影響力。

香港輝瑞與香港海關緊密合作，打擊冒牌藥品以保障消費者。最顯著的成績為「威而鋼」藥品偽造率由百分之五十降



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Pfizer's customers are segmented into Hospital Authority (HA), General Practitioners (GP or Private) and Trade.

Professional Healthcare Representatives are trained to provide healthcare professionals with the most updated disease information. Continuous Medical Education seminars are coordinated to enhance doctors' and pharmacists' knowledge and to help develop them as Key Opinion Leaders.

Pfizer Hong Kong works closely with Custom and Excise Department to fight against counterfeit medicines to protect consumers. Noticeable example was the drop of "Viagra" counterfeit rate from 50% to 10%. The result was achieved through revamping of security labels, taking civil actions and increasing Direct-to-consumer promotion.

Pfizer Club Programme was established to serve end-users, i.e., patients by providing up to date disease information and product inquiries.

Measurement, Analysis, and Knowledge Management

Pfizer Hong Kong continually invests and develops IT infrastructure and processes to measure performance and manage organizational knowledge. A well-established array of information systems such as Electronic Territory Management System (ETMS) and Electronic Learning System are in place to manage information and knowledge.

The University of Pfizer and the e-Learning System provide digital platforms for knowledge sharing and learning management. The Integrated Product Portfolio Planning Platform is a standardized, centralized system for Marketing Department to perform marketing and financial review.

至百分之十。輝瑞藉着翻新防偽標籤、採取民事起訴，以及增加向消費者直銷而達致此成績。公司亦成立輝瑞會服務用家，為病人提供最新疾病資訊及解答產品的查詢。

評估、分析和知識管理

香港輝瑞不斷投資、開發資訊科技硬件與程序，以衡量業績及進行機構知識管理。公司備有樹立悠久的資訊系統，包括電子化區域管理系統及電子學習系統，妥善管理資訊與知識。

輝瑞大學及電子學習系統為知識分享與學習管理提供了數碼平台，並為市場部設立標準及中央管理的綜合產品組合策劃平台系統，以便進行市場推廣及財務檢討。

醫療部負責進行及監控臨床研究，並通過數據遙控採集工具以個案報告形式更新研究結果及進度，結果會呈交公營機構如美國國家衛生研究院刊登。

數據保安與保密是由中央通過內聯網監控許可存取，備有妥善的硬件與軟件緊急措施，確保業務運作不會終斷。

工作團隊焦點

香港輝瑞的「關愛文化」包括：「溝通」、「熱誠」、「獎勵與認同」、「增權授能」，以及輝瑞核心價值，成為公司人力資源管理的基礎。

公司鼓勵同事採取主動創新。長久以



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Clinical research studies are conducted and monitored by the Medical Department. Results and progress are updated in the form of case reports in the Remote Data Capture tool. Results would then be submitted to public organizations such as the U.S. National Institutes of Health for publication.

Data security and confidentiality is centrally controlled by the use of clearance levels on the intranet. Contingency measures for hardware and software are in place to ensure continuity of business operations.

Workforce Focus

CARE (“Communication”, “Aspiration”, “Reward & Recognition”, “Empowerment & Engagement”) Culture and Pfizer Core Values form the foundation of workforce management.

Colleagues are commended for taking their initiatives to innovate. Pfizer Hong Kong has established its role as a Centre of Talent with continual focus on talent management. The University of Pfizer offers regular training and workshops to facilitate employees’ self development.

Pfizer Wellness Centre is an in-house health screening facility for use by employees and runs various campaigns to raise employees’ awareness of healthcare. Boomerang 360° and workforce engagement survey are systems to evaluate employee satisfaction.

Process Management

Processes and structures are organized to address specific customer needs. Four specialized business units (Primary Care, Specialty and Oncology, Established Products, and Customer Business Unit) operate with the aim to maximize product potential and to create key essential partnerships. Continuous improvement was built on the “CAN I”

來，香港輝瑞奠定了公司作為人才匯萃中心，不斷栽培人才。輝瑞大學開辦培訓課程與工作坊，贊助員工自我發展。

公司內部的輝瑞健康中心為員工提供健康檢查，並舉辦各種不同活動以提高保健意識。「三百六十度全方位回饋」及「員工敬業度調查」等系統有助公司評估職員的滿足感。

程序管理

公司將程序與架構加以組織以應付特定的客戶需要。四個專門業務單位（包括：基礎治療、專科及腫瘤科、品牌產品及客戶業務單位）的運作，旨在發揮產品最高潛在價值，並建立重點夥伴合作關係。基於力臻完美、精益求精的精神，重視不斷求進，並實行「精益六西格瑪」以改善業務程序。

業務程序的管理，目的是為對公司主要利益相關者增值；人力資源管理方面致力羅致合適人才，又以電子化區域管理促進業務人員的作業能符合程序與業績評估。臨床研究的進行與監控謹慎，以確保病人的安全。臨床研究試驗都經道德委員會核准，確保病人私隱保密並獲得尊重。

業績

香港輝瑞在處方藥物的商業市場上獲得市場領導地位。二零零八年，收入增長為百分之二十六點五（資料來自香港科研製藥會）。在龐大多元化的



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spirit that stands for Continuous and Never Ending Improvement. Lean Six Sigma is implemented to improve business process.

Business processes are managed with the aim to add value to key stakeholders. HR management focuses on recruiting right candidates. ETMS is used to facilitate Field Force's compliance with procedures and performance evaluation. Clinical research process is exercised and controlled with extreme care to observe patient safety. Clinical trial has to be approved by the Hong Kong Ethics Committee to secure confidentiality and respect for patients.

Results

Pfizer Hong Kong attained market leader in the Trade sector of ethical medicine with a revenue growth rate of 26.5% in 2008 (according to HKAPI). Amongst the diversified product range in the therapeutic areas, "Lipitor", "Norvasc" and "Viagra" are market leaders in their respective markets. "Lipitor" was awarded "Outstanding Brand Award - Western Medicine" by Economic Digest. Hong Kong Sales and Profit CAGR between 2002 and 2008 were satisfactory. Strategy performance is reflected through numerous awards, lasting partnerships and a competent talent pool.

醫療產品系列中，「膽固清」、「健壓樂」與「威而鋼」各自成為市場領先產品。「膽固清」獲《經濟一週》頒發實力品牌大獎—西藥組。

二零零二年至二零零八年，輝瑞在香港的營業額與盈利錄得滿意成績。公司獲獎無數，建立持久的夥伴合作和擁有能幹的人才，充分反映出香港輝瑞有出色的策略性業績。