



Report from The Board of Examiners (Special Award for SMEs)



評審委員會報告 (中小型企業特別獎)

With a mission to promote entrepreneurship through “Buy a Business”, Hong Kong Business Intermediary Co. Ltd. (HKBI) is the first broker in Hong Kong focusing on small business sales. In fact, HKBI itself is a very good demonstration of establishing an SME by introducing an innovative business model.

Leadership

HKBI's top management has set a very clear vision to guide the whole company –“to become the leading business broker that transforms customer's dream into favourable reality”. To achieve the vision, top management defines the company's core values as well as key business objectives, and these values and objectives are further communicated both internally and externally through an effective mechanism. “TQM Scorecard” has been developed to clearly define the expectations of senior management in areas such as ethical values and high performance.

Strategic Planning

A systematic strategic development process based on external and internal analysis is adopted for strategy formation and execution alignment. Resources, command structure, and corporate culture are well considered in this strategic planning process. A designated Quality Council oversees the KPIs and performances are reviewed with relevant employees on a monthly basis to ensure that targets are put into action by every level of employees in the company.

Customer and Market Focus

Focused Marketing Strategy is adopted to provide professional one-stop service on business brokerage. Market is further divided into segments in different aspects, including geographic, demographic, psychographic, and behavioral to accommodate different needs of these market segments. Both formal and informal customer surveys are conducted in every customer contact point to seek information on quality of services, customer needs, and recommendations. HKBI grasps every chance to understand and serve its customers better.

香港商機有限公司（香港商機）是香港首間專注提供小企生意轉讓的中介公司，以「購入現成業務」理念致力推廣企業家精神。香港商機本身亦是透過引入創新的營商模式，而成功創立其業務。

領導才能

香港商機的管理層在領導公司上有著相當明確的理念：成為一間最具規模的業務中介公司，協助客戶實現夢想。高層管理為了能透過有效率的機制，對內對外闡述公司的核心理念和主要營商目標，特別設立「全面優質管理計分卡」以清楚解釋公司對道德價值和理想表現等範疇的要求，以實現公司理念。

策略性規劃

在制訂和執行公司策略時，香港商機運用外部及內部的分析，採取具系統的策略發展模式。在選取合適的策略性規劃時，公司會一併考慮資源、行政架構和公司文化。香港商機特別設有優質管理部門，負責監管公司的關鍵績效指標，並於每月與相關員工進行檢討，以確保不同級別的員工均能落實執行公司定下的目標。

客戶及市場焦點

香港商機為提供一站式的專業中介服務，採取以客戶為焦點的市場策略。公司依地理位置、人口統計、心理變數及行為幾方面，把市場分成不同的部分，再依照不同市場的需要而制訂適當的策略。公司在每一個客戶接觸點均會進行正式及非正式統計，以獲取有關公司的



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Measurement, Analysis, and Knowledge Management

A TQM KPI scoreboard consisting of 50 KPIs, which covers areas including financial, market, leadership, product and services, process effectiveness, customer-focus, and workforce focus is established. All these KPIs are designed to align with the company's Vision / Mission / Value and strategic objectives. Analysis of the TQM Scoreboard is conducted at regular intervals by the Quality Council to seek continuous process improvement. Measurement results are fully accessible to all employees through meetings, workshops and trainings. In addition, a knowledge management system is established to facilitate corporate learning at different levels.

Workforce Focus

Employee appraisal is based on their contribution to the 6 TQM scorecard perspectives and 50 KPIs. The company adopts an "Employee Well-Being Programme" and sets up a committee to ensure employee well-being and workplace health and safety. A "7Rs Workforce Performance Management System" (Recruit, Retrain, Refine, Retain, Retire, Requirements and Resources) is introduced for human resources development. Moreover, HKBI provides a strong supporting infrastructure for the staff, including management support, team support, infrastructure support, and training and development support.

Process Management

With the "four Cs" core competencies, which include Confidence, Capital, Computation, and Commitment in mind, HKBI has developed a continuous improvement management model. This model is part of the TQM system and 9 KPIs have been defined to measure the efficiencies of the key business processes. Process improvement is further put into action through internal process audit, supplier / customer feedback, corrective and preventive actions.

服務質素、客戶的需要及客戶建議等資料。香港商機爭取每一個能了解客戶和提供更佳服務予客戶的機會。

評估、分析和知識管理

香港商機設立了一個全面優質管理的關鍵績效計分卡，記錄著五十個關鍵績效指標，覆蓋財政、市場、領導才能、產品及服務、程序成效、以客戶為焦點，以及工作團隊焦點等多個範疇。所有的關鍵績效指標均依照公司理念、使命、價值觀和策略性規劃來設計。優質管理部門將定時分析全面優質管理計分卡，以持續改善工作程序。每一位員工都能透過不同的會議、工作坊及訓練課程中知道計分卡的分析結果。另外，公司亦設立了一個知識管理系統，以配合公司不同級別員工的學習。

工作團隊焦點

香港商機以員工在全面優質管理計分卡中六項指標及五十個關鍵績效指標的評分來評估員工的工作表現。此外，公司亦制訂員工福利計劃，並組織一個團體，專責監管員工的福利及職場健康和安問題。在人力資源發展上，公司引入了「7Rs員工表現管理模式」（招聘、培訓、表現回顧、挽留人才、職能提昇、條件配合、資源配合）。香港商機更為員工提供牢固的支援結構，包括管理層支援、團體支援、基礎建設支援，以及訓練與發展支援。

程序管理

香港商機憑著信心、資金、統算能力和承擔的「4C」核心價值，發展出一個能持



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Results

Most of the 50 KPIs of the TQM scorecard show an improving trend and all the KPIs are meeting 2008 targets. The index reflecting the satisfaction level of existing customers, that is the number of customer referrals, increases substantially over the past few years. In the area of financial and market outcomes, key indicators including market share, gross revenue and operating profit margin have recorded healthy growth. HKBI's management runs a very successful business through adopting a Total Quality Management approach in every aspect of their daily management.

續改進的管理模式。管理模式除屬於全面優質管理系統的一部分外，公司亦制訂了九個關鍵績效指標來評估主要業務程序的成效。另外，透過內部程序評估、供應商、客戶意見及改善與預防措施，香港商機能更有效改善其管理程序。

業績

全面優質管理計分卡中的五十個關鍵績效指標大部份均顯示出改善的趨勢，而所有關鍵績效指標都達到二零零八年的目標。客戶推薦數目的指標反映出現有客戶的滿意程度於過去數年不斷提升。而在財政及市場方面，市場佔有率、全年收入及經營利潤率等主要指標都錄得健康成長。香港商機在日常管理的每一個範疇均採取全面優質管理，把公司管理得相當成功。