



Report from The Board of Examiners (Gold Award)



Pursuing the mission of “Unleashing the potential of our employees and beautifying lives through superior product and service quality”, Neo Derm Group (Neo Derm) has grown from a 3-person distributor and retailer of medical aesthetic equipments and products to a leading player in the local beauty industry in 10 years with more than 500 staff. The company’s persistence in quality and customer satisfaction has pushed their standards beyond the boundary of day-to-day service commitments.

Leadership

Neo Derm is responsive to the rapidly expanding market, opportunities and challenges. Their vision, mission and core values were timely revamped and clearly defined with input from employees to guide and sustain the company. The corporate motto of “The me I see is the me I’ll be” and spirit of “Carpe Diem - Seize the day, make your lives extraordinary” aim at putting employees first. These support the company’s belief of happy employees would bring about happy customers and happy shareholders. A good range of communication channels including daily sharing sessions is in place to engage the workforce at different levels. To ensure customer value, the company takes safety and treatment efficacy as top priorities.

Strategic Planning

Neo Derm has implemented a highly structured planning process which is conducted by the Management Team and a taskforce. In-depth market research coupling with rigorous analytical framework and tools provide insight to the Team to form “Push and Pull Strategies” for B2B business and “Category Leadership Strategy” for B2C retail brands. Balanced scorecards are widely used throughout the company. Quantifiable metrics in performance perspectives of financial, customer, internal process, learning and growth are tracked and reviewed on an ongoing basis to deal with shifts in market situation and guard against skewed business plans.

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致力以「造就員工發揮本身潛質，並提供品質卓越的產品及服務，從而令生命更精彩美麗」為己任，Neo Derm Group (Neo Derm) 由最初一家經營美容醫護設備和產品分銷兼零售的三人公司，在十年間擴充至成為本港美容業首屈一指，並擁有五百多名僱員的公司。公司不斷堅持高品質，力求滿足客戶需要，令其服務水平超乎日常營運所要求的標準。

領導才能

Neo Derm 能夠對迅速擴展的市場作出反應，把握機會及面對挑戰。憑著僱員給予的意見，公司會適時改動並清楚界定本身的目標、使命及核心價值，作為引導及維持公司的依據。公司以「我的夢想就是我的未來」為格言，意即「掌握今天，活得精彩」，以員工為先。此乃出於公司深信：快樂的員工會帶來快樂的客戶及快樂的股東。故此公司備有完善的溝通渠道，包括為各級員工安排參加每天分享會。公司最重視產品的安全及療效，確保客戶至上。

策略性規劃

Neo Derm 由管理層及專題小組進行高度結構化的規劃程序，深入的市場研究，配合嚴謹的分析框架及工具，從而為團隊在企業對企業的業務上提供「進退有度策略」，並為企業對客戶的業務提供「類項領導策略」。全公司廣泛採用平衡計分卡，持續在財政、客戶、內部程序，以至學習與成長上進行量化的跟蹤審查，從而應付市場變動及防範業務計劃出現偏差。

客戶及市場焦點

Neo Derm 全線品牌都採用「品牌管理框

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Customer and Market Focus

Neo Derm uses a “Brand Management Framework” for all brands to derive unique brand value propositions and to develop integrated marketing communications. Market research, focus group, and various types of customer satisfaction surveys are used to collect customer voices for improvement. The “Customer Relationship Management Team” is established to optimize relationship with customer through “Affiliate Reward Programme”, “Experience Map”, “Closed Loop Complaint Handling System”, etc.

Measurement, Analysis, and Knowledge Management

BSC and KPI dashboards are established for performance measurement. Key Performance Indicators are well defined and reviewed frequently. Six Sigma with a well established and managed database has been adopted to drive for higher performance. With the comprehensive long-term IT deployment plan, it helps to use IT as a strategy enabler and facilitates the management of knowledge.

Workforce Focus

Neo Derm applies BSC, KPIs, regular reviews and Six Sigma & work out in managing workforce performance. “Business Continuity Plan” ensures workplace safety and minimizes damage and disruptions to the business. To unleash the full potential of managers, “Executive Talent Development Programme” is implemented. “Employees Engagement Survey” is being implemented for new employees and results are constantly reviewed. A clear succession plan is noted with constant coaching by external consultant and Managing Director. For work life balance, the organization has Sunday off, 5.5 days work for front line staff after 1 year of service, 5 days work for office staff, and a maximum number of client set for all therapist.

Process Management

The organization has a clear work system design for business process for treatment center with a strong and innovated customer

架」，以推行出獨特的品牌價值，發展綜合的營銷傳播策略。通過市場研究、焦點小組及進行各種客戶滿意度調查，從而蒐集客戶意見，作出改善。此外，公司亦成立「客戶關係管理小組」，通過「聯屬獎勵計劃」、「經驗圖表」、「循環投訴處理系統」，致力改善與客戶的關係。

評估、分析和知識管理

公司訂立平衡計分卡及關鍵績效指標顯示板以評估業績，並明確界定及經常審核各種關鍵績效指標。此外，公司採用六式碼，配合制度完善、管理良好的資料庫，以爭取更高的業績。推行全面而長期的資訊科技部署，亦有助公司使用資訊科技作為執行策略的手段，有利於知識管理。

工作團隊焦點

Neo Derm 採用平衡計分卡及關鍵績效指標，經常審查，以及六式碼等方式，有效地管理工作團隊的表現。此外，公司推行「業務不間斷計劃」，確保工作地點的安全，把因意外引致的業務損失及中斷減至最低。此外，公司為使管理人員的潛力能夠全面發揮出來，所以推出「行政人員才能發展計劃」；同時亦為新僱員推行「僱員投入調查」，並經常審查結果。公司更備有明確的繼任人栽培計劃，不斷由外來顧問及董事總經理提供適切的培訓。而為了讓公司職員在工作和生活上取得平衡，公司前線員工服務滿一年後，便只須每週工作五天半，星期日休息，而辦公室職員則每週工作五天；另外，所有治療師所服務的客戶數目更設有上限。



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and brand management processes. A “Brand Management Framework” is used to align all their processes. Continuously, Six Sigma approach is used to ensure that the work processes are designed to meet customer requirements and the performance is measured and controlled to sustain improvement.

Results

In an unregulated and fast growing industry, Neo Derm inspires trust and loyalty with emphasis in integrity and ethical compliance in all business and operation processes. With high customer satisfaction and staff engagement, business grows handsomely at a much higher rate than the industry. Brand portfolio, product range and service points for consumer business and thus market share all increase notably. Focusing on continuous improvement has paid off. Innovation has accounted for around half of the total revenue in 2006 and 2007. Strong leadership, committed employees, satisfied customers, quality management, healthy financials plus no neglect of the under-privileged society are the success factors of Neo Derm in attaining their vision of becoming a world-class company.

程序管理

公司為治療中心的業務程序制訂了清晰的工作系統，訂定強大而創新的客戶及品牌管理程序，並採用一套「品牌管理框架」來統管及聯繫所有程序。一直以來，公司皆採用六式碼以確保所設計的工序符合客戶要求，更會透過測量監控從而不斷作出改善。

業績

Neo Derm 為這個缺乏規管但發展蓬勃的行業注入信用與忠誠，所有業務及運作程序均強調誠信和謹遵專業道德操守。憑著客戶高水平的滿意度及員工的全情投入，其業務增長遠較同業迅速及出色。品牌、產品系列、分店，以至市場佔有率皆有顯著增長，這乃致力不斷改善質素的豐碩成果。二零零六年及二零零七年公司總收益，近半皆源於不斷創新的結果。Neo Derm 各種成功要素，包括強勢的領導層、全情投入的員工、客戶的高滿意度、優質的管理、穩健的財務，加上從不忽視社會低下層，全都推動它實現成為一家世界級頂尖公司的夢想。