



Report Summary (Gold Award)



報告摘要 (金獎)

Provided by Neo Derm Group
本報告摘要由 Neo Derm Group 提供

Neo Derm Group (Neo Derm) celebrates its 10th anniversary in 2007. Our motto “*The me I see is the me I’ll be*” goes beyond our commitments to unleash our people’s potential. The motto exudes our vision to be a world-class company by surpassing customer expectations, and setting industry standards in Integrity, Service, and Excellence.

As a provider of medical aesthetic solutions, our mission is to beautify lives through superior product and service quality. Achieving this mission requires visionary leadership, customer-focused processes, intelligent use of data, and an engaged workforce. In the medical aesthetic solutions field, no other competitor has the rich history of quality performance, or the extraordinary dedication to customer care as we do. Our persistence in quality and customer satisfaction has pushed our standards beyond the boundary of day-to-day service commitments. Over the years, we have been handsomely rewarded with extraordinary business growth, high customer satisfaction ratings, compliments and testimonials, plus numerous awards and recognitions from suppliers, media, and institutions.

Within this summary, you will find highlights of our performance management and process management systems that enable us to grow our business from a three-person operation ten years ago to one with a staff size exceeding 500 today. You will see how our leadership engages every employee as quality leader driving service excellence and customer satisfaction. We shall also share our experience in strategic planning and customer & market focus initiatives that expedite our growth from a small player to our current holding of 10% market share in the \$3 billion beauty industry.

Our leadership’s commitment to total quality is exhibited in our daily collection of customer satisfaction information – a devotion that is unparalleled in the industry. Real-time customer satisfaction ratings are communicated to our frontline staff via online dashboards, and are integrated into our performance

二零零七年，Neo Derm Group (Neo Derm) 慶祝成立十週年，以格言「我的夢想就是我的未來」引領員工激發潛能，堅持以誠信、服務、優越三大核心價值，超越客人期望，成為世界級企業。

作為醫學美容供應商，我們的使命是提供品質卓越的產品及服務，從而令生命更精彩美麗。為此，我們需要有遠見的領導層、以客為本的流程、系統化的數據處理及積極的團隊。在同業中，我們是唯一能維持超卓表現，堅持質素與客戶滿意度。過去，我們的業務迅速增長，屢獲獎項，並得到客戶、供應商、傳媒及外界的認同。

這篇簡報將展示我們如何透過績效和流程管理，將業務由十年前的三人公司，變成現時超過五百名員工的企業。我們亦會分享領導層如何使員工成為提升優質服務及客戶滿意度的推動者。另外，我們亦會論述 Neo Derm 的策略性市場規劃，如何於現時的三十億美容行業中爭取百分之十的市佔率。

Neo Derm 每日進行客戶滿意度問卷調查，足以證明企業領導層對質量的承諾與堅持。即時的客戶滿意度評級可通過網上傳遞至前線員工，並作為績效管理系統上的關鍵績效指標。另外，我們會定期評估業績，尋找行業中最卓越的對手作參考及比較。作為六式碼的企業，我們承諾通過防止失誤的工作流程及持續監察，以減少誤差。我們的人力資源部的目標是透過全效參與系統，使 Neo Derm 成為「最佳工作地方」。



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management system as a Key Performance Indicator (KPIs). We measure and compare our performance, and look beyond our industry for best-in-class benchmarking partners. As a Six Sigma company, we are committed to eliminate defects through prevention-based work processes, with measurable results and continual monitoring. Our human resources goal is to make Neo Derm the “Best Place to Work” through our Total Engagement System.

The decision to pursue the prestigious HKMA Quality Award is an important one for us. We believe that by going through this process, we will emerge stronger and better equipped for the challenges ahead.

Neo Derm is headquartered in Hong Kong, with offices in Beijing and Shanghai. As of June 2008, we have 14 highly regarded brands, 15 treatment centers, and 5 retail stores at prestigious locations in Hong Kong.

Leadership

Company Vision, Mission, & Core Values

Our workforce internalizes the Company’s Vision, Mission, and Core Values (VMV) through multiple channels, to involve employees at all levels from every department. By living our VMV, we inspire a high level of trust and respect from our suppliers and customers.



參加香港管理專業協會優質管理獎，對於我們是一個重要的決定。我們相信在參與過程中，公司各方面均得以強化，以準備迎接未來的挑戰。

Neo Derm 總公司設於香港，北京及上海均設有分公司。直至二零零八年六月，我們有十四個品牌、十五間治療中心及六間零售店分佈全港。

領導才能

企業目標、使命及核心價值「VMV」

我們透過不同渠道，包括企業「VMV」典禮、「VMV」交流會及領袖模範，令每個員工能從中實踐企業的目標、使命及核心價值。我們亦因此得到供應商及客戶的高度信任與尊重。



肩負社會重任

「一個都不能少」是 Neo Derm 公益部隊的使命，Neo Derm 透過資金援助以及參與慈善工作為貧苦兒童福利作出貢獻，主要的慈善活動包括參與香港世界宣明會兒童助養計劃、資助中國愛心風車基金會、定期資助及探訪基層社會受忽略的兒童。



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Supporting Key Communities

Neo Derm demonstrates corporate citizenship through active participation in philanthropic activities. The mission of Neo Derm Charity Task Force is: “*No Child Left Behind*”. We contribute to the cause through financial assistance and philanthropy work. Major charity initiatives include child sponsorship through World Vision, China Windmill Foundation sponsorship, and financial aids & visits to underprivileged children in Hong Kong.

Ethics & Governance

Organizational governance at Neo Derm is supported through Process Design, Internal Policies, and Regular Audits. Our ethical intents are imbedded in all business and operations processes to ensure successful execution. We use FDA and CE approved medical devices and products with clinically proven efficacy. Furthermore, Neo Derm is the only major player in the industry that integrates the consultative selling process and treatment process in our operation flow at all treatment centers. Neo Derm’s therapists take end-to-end responsibilities of their customers, from consultative selling, performing treatments, to follow-up services. This prevents frontline staff from making exaggerated claims, and promotes personal accountability for customer satisfaction.

Strategic Planning

Neo Derm adopts the “*Category Leadership Strategy*”. Each brand at Neo Derm aims to create and own a category through “*Differentiation*” and “*Customer Intimacy*”.

We conduct Strategic Planning with a structured template that guides our Strategic Planning Task Force and Management Team through data collection, analysis, and a logical thinking process to arrive at a vital few feasible strategic initiatives, which are prioritized based on implementation readiness, costs and benefits.

Our strategy deployment is supported with the Balanced Score Cards (BSC) – a strategic management system that analyzes

法律及道德行為

Neo Derm 透過工序設計，內部政策及定期審計達至企業自我監管。我們所有的業務及營運過程均符合高度企業道德標準，所使用的儀器及產品已通過臨床驗證並獲得「美國食品及藥物管理局」與及「歐盟安全證明認可」。同時，Neo Derm 是市場上唯一的企業，將諮詢式銷售及治療程序結合，全程由治療師負責及跟進，防止前線銷售人員提供失實的承諾，此舉亦推動員工對客戶滿意度的承擔精神。

策略性規劃

Neo Derm 採用「類項領導策略」，透過獨特市場定位及建立親和的客戶關係，使我們的品牌在市場上突圍而出。

Neo Derm 的策略性規劃小組及管理層通過資料搜集、數據分析及邏輯性推敲，達成幾個重要及合適的策略後，管理層會按照執行的準備、成本效益決定策略的先後次序。

我們透過平衡計分卡雙週檢討及每週的營運會議進行規劃及評估，從「財政」、「客戶」、「內部程序」，以及「學習與成長」的四大類項目分析企業表現。

另外，平衡計分卡連接策略規劃與實際執行，確保所有資源分配與日常運作能確切執行，將前線員工變成策略驅動者完成目標，孕育出以績效為基礎的企業文化。

客戶及市場焦點

我們會定期透過不同的市場研究及每日收集的客戶意見「VOC」以確定客戶及市場的需求。



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corporate performance from the perspectives of Financial, Customers, Internal Processes, and Learning & Growth. BSC links strategy to execution, thus ensuring that all actions and resources allocations are “on-strategy”. The BSC effectively transforms our employees at all levels into strategy-drivers, who contribute to the Company’s goals. With consistent and extensive deployment of BSC, we foster a performance-based culture within Neo Derm.

Customer and Market Focus

We determine customer and market requirements through a Blended Market Research Approach and daily collection of the Voice-Of-the-Customers (VOC).

Customer and market knowledge are acquired through an external market research service provider. To cope with the fast pace of the industry, we acquire current market knowledge and trend information through market intelligence, media clippings, and customer focus groups.

The Voice-of-the-Customers (VOC) is instrumental to Neo Derm in achieving our “Customer Intimacy” strategy. VOC is obtained through:

- Daily administration of Customer Satisfaction (CSAT) Surveys
- Multi-channel Customer Feedback collection
- Customer Complaint handling and logging system
- Customer Focus Groups

Neo Derm uses customers and market knowledge to satisfy customer needs and identify opportunities for innovation. Our Closed-Loop VOC Management system ensures that customer feedback are handled promptly and channeled to our Marketing, Operations, and Management Team for product development and continual service improvement.

Measurement, Analysis, and Knowledge Management

Neo Derm continually invests in its technology infrastructure.

Neo Derm 通過市場研究公司取得市場資訊，並透過媒體剪報及客戶小組討論，偵測急速的市場轉變。

客戶的意見有效幫助我們成功達至「客戶親和度」的策略。我們會透過以下途徑索取客戶的意見：

- 每日客戶滿意度「CSAT」問卷調查
- 多方面的意見收集
- 投訴處理及紀錄系統
- 客戶焦點

Neo Derm 使用市場資訊以滿足客戶需要以釐定革新機會。我們的完善客戶意見管理系統能確保意見即時處理及傳遞至市場部、營運部與管理層。

評估、分析和知識管理

Neo Derm 持續投資在資訊科技基礎設施上，這於美容行業是十分獨特的。

Neo Derm 會挑選與業績表現有關的數據加以運用。由於平衡計分卡是績效管理系統的主幹，我們會定期收集與關鍵績效指標連結的數據並紀錄於平衡計分卡。於二零零八年十二月為止，Neo Derm 約有八成以上的員工的工作表現已包括在平衡計分卡中。

工作團隊焦點

Neo Derm 堅信人類潛能無限，因此著重啟發員工潛能及支持學習成長，使其更主動投入。

我們使用四種具協同功效的工具以管理員



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This is unique in the beauty industry, as system capabilities are not considered a key success factor.

Neo Derm's selection and use of information are focused on data that drives performance. The Balanced Score Cards (BSC) forms the back-bone to our performance management system. Only data that are directly linked to the KPIs on BSC are collected regularly. As of December 2008, more than 80% of our workforce is within the radar of the Corporate, Team, and Individual BSC.

Workforce Focus

Neo Derm's workforce engagement initiatives are based on the premise that the human's potential is unlimited. The Company's role is to unleash our people's potential and support their growth.

We manage workforce performance using four powerful tools:

- Balanced Score Cards (BSC)
- KPI Dashboards
- Regular Reviews
- Six Sigma & Work Out

The four tools work together in synergy. BSC facilitates goal clarity and alignment between the four perspectives of Financial, Customers, Internal Processes, Learning & Growth. KPI Dashboards provide performance transparency, and Regular Reviews promote personal accountability. Six Sigma and Work-Out, on the other hand, empower our employees to proactively drive changes for continual enhancements.

Neo Derm's "Total Engagement System" aims to engage our people's Heart, Mind, Body, and Spirit.

Employees Satisfaction Surveys are conducted annually to gauge staff satisfaction level on 14 dimensions. Focus groups are conducted to gain additional insights into employees' needs and

工作表現：

- 平衡計分卡
- 關鍵績效指標顯示板
- 定期檢討
- 六式碼和創意工作坊

平衡計分卡能使各員工清晰了解企業目標及連繫四項元素：財政、客戶、內部程序、學習與成長；關鍵績效指標顯示板能令業績透明化；定期檢討能提升員工的承擔精神。六式碼和創意工作坊令員工主動推動公司改進。

Neo Derm 的全效參與系統，旨在針對員工的心靈、思想、身體及精神。

Neo Derm 採用兩種重要工具來評估員工的投入度，包括僱員滿意度調查 (ESAT) 及僱員投入度調查 (EES)，每年進行一次，以評估員工於十四種不同範疇的滿意度。我們亦會進行小組討論，務求更深入了解員工的需要。人事部會為新同事進行僱員投入度調查，以確保他們得到支援。

為員工提供「最佳工作地方」是 Neo Derm 的目標，因此我們的康樂小組每月組織不同活動回饋員工。過去兩年，超過四百名員工曾參與一個或以上公司贊助的活動。

程序管理

Neo Derm 的營運流程著重於創造價值，務求強化企業的核心能力及優勢以支持企業



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wants. Our Human Resources Department conducts Employees Engagement Survey with every new employee to ensure that they are receiving the support they need to succeed in their roles.

In line with our goal to make Neo Derm the “Best Place to Work”, our Recreation Committee organizes a wide variety of company-sponsored staff activities every month. Over the past two years, more than 400 of our employees have participated in one or more of these activities.

Process Management

Our operation is where the actions are. As such, we invest significant resources into ensuring that our processes are effective and mistake-proof.

Neo Derm’s Work Process Design is focused on the Value Creation Processes, which are defined as the processes that directly contribute to building and strengthening Core Competencies that support the Company’s strategies. The BSC forms the basis

- Innovation
- Brand Management
- Customer Management
- Operations Management

We measure and control work processes through Process Audits, KPI Dashboards, and Six Sigma. Process audits are performed monthly; the scores are managed as a KPI and is regularly reviewed.

Process defects are managed using Six Sigma process improvement system of Define, Measure, Analyze, Improve, and Control (DMAIC). This disciplined approach ensures that work processes are designed to meet internal and external customers’ requirements. As of December 2007, we have 2 Six Sigma Black Belts and 60 Six Sigma Green Belts resources, which represented 15% of our staff in Hong Kong. Financial benefits from 14 Six Sigma projects

策略。平衡計分卡使我們能鎖定創造價值的工作流程：

- 創新
- 品牌管理
- 客戶管理
- 營運管理

我們每月都會透過流程審計，以關鍵績效指標顯示板及六式碼作評估及管理，並實行平衡計分卡雙週會議及每月的業務會議檢討。

六式碼流程改進系統中的「界定」、「評估」、「分析」、「改善」及「控制」能檢視流程上的缺陷，確保工序達至內部與客戶的需求。直至二零零七年十二月，我們有兩位六式碼黑帶及六十位綠帶學員，相等於公司百分之十五的員工。於二零零六至二零零七年兩年間，十四項六式碼小組實習已為 Neo Derm 帶來超過四千六百萬港幣的財務效益。

業績

Neo Derm 過去幾年業務迅速發展，業務範疇由貿易發展至零售。品牌及產品分別有四倍及十倍的增長，企業收益更有一百四十八倍增幅。

雖然企業迅速增長，我們對質素及客戶滿意度的堅持不變，使我們的客戶滿意度一直穩步上揚。由二零零七年第一季起，我們的零售品牌所得的客戶滿意度一直保持四分以上（五分為滿分）。

現有的客戶重複購買、推薦朋友，以及



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completed in 2006 and 2007 were in excess of HK\$46 million.

Results

In the past years, Neo Derm's has expanded dramatically. Our business scope has expanded from business-to-business trading to include business-to-customer retailing. Brand and product portfolios have increased by more than 4 and 10 folds respectively. The company's revenue turnover has increased by 148 times in the last decade.

Despite our rapid growth, our focus on quality and customer satisfaction has remained impervious. As of the first quarter of 2007, the Customer Satisfaction (CSAT) Survey ratings of all our retail brands have been consistently above 4 on a 5-point scale.

The high efficacies of our products and treatments are reflected in the increase in revenue from repeat purchases from existing customers, inter-brand cross-selling, and customer referrals. Between 2006 and 2007, revenue from existing customers and referrals increased by 200%, representing 78% of our total revenue.

Over the years, Neo Derm has received 18 awards from our suppliers and numerous awards from the media. In 2007, Neo Derm has received the "Best Practice Award for Employee Engagement", "Capital Leaders of Excellence 2007", "The Capital Magazine Outstanding Enterprise Award – Best Beauty Service Organization", and "Caring Company 2007/08".

	2000	2007
Business Scope	B2B Trading	B2B Trading B2C Retail
Number of Brands	3	14
Products SKUs*	100	1,102
Number of Services	0	13
Customer Base	440	20,000+
Locations	Hong Kong	Hong Kong Shanghai Beijing
Number of Staff	12	511

內部交叉銷售令我們的收益大幅增長，從而反映我們高效能的產品及療程質素。二零零六至二零零七年，從現有客戶及朋友推薦帶來的收益增長達百分之二百。二零零七年十二月，從現有客戶及朋友推薦帶來的收益總額達全企業總收益之百分之七十八。

Neo Derm 曾被不同的供應商及傳媒頒發共十八個獎項，當中包括二零零七年的《卓越實踐大獎》、《資本傑出領袖 2007》、《資本雜誌集團傑出企業成就獎 — 最佳美容服務機構 2007/08》，以及榮獲二零零七/零八年度《商界展關懷》標誌。

	2000	2007
業務範圍	貿易	貿易/零售
品牌數目	3	14
產品種類*	100	1,102
服務數目	0	13
客戶數目	440	20,000+
地區	香港	香港/上海/北京
員工數目	12	511