



Report from The Board of Examiners (Bronze Award)



Sylva Industries Limited
時暉實業有限公司

Sylva Industries Limited (Sylva) presents a strong future orientation and shows resolute commitment to innovation, quality and striving for excellence so as to power technologies that enhance people's quality of life.

Leadership

To put its vision, mission and values (VMV) into practice, Sylva has established a multitude of channels to promote its VMV both internally and externally. Its leaders have instilled a culture of zero tolerance to non-compliance of legal and ethical breaches which has achieved in zero conviction or litigation in the past years.

Its Super Manufacturing Model (SMM) enables Sylva to strive for continuous improvement systematically. Furthermore, Sylva has established a clear governance structure and mechanism with ISO 9001, ISO 14001, OHSAS 18001, IECQ HSPM QC080000 and HKQAA-5S.

Knowing its close relationship between its operations and the environment, Sylva particularly reinforces "green" concepts not only across all departments of the company but also the local communities.

Strategic Planning

Sylva has established a well-documented and structured process in strategy development. It also employs a number of analytical tools in strategy formulation such as SWOT, customer analysis, technology review, etc. so as to develop a three-year performance projection. It also has a systematic mechanism to ensure the deployment and accomplishment of the strategic plan. To drive future performance, Sylva has institutionalized key changes as operation standards via cross-factory quality improvement programmes.

評審委員會報告 (銅獎)

時暉實業有限公司 (時暉) 一直致力為公司的未來發展而努力，不斷進行技術創新，務求令其優質電芯產品為用家帶來方便，有助提昇他們的生活質素。

領導才能

為實踐其願景、使命及價值觀「VMV」，時暉建立了多種渠道，從內到外全面推廣。時暉的領導層建立起絕不容忍法律及道德上違規的文化，因此為其機構締造多年來「零訴訟」的美喻。

其超級製造模式令時暉能精益求精，系統化地進行改善。時暉亦明確地根據下列管理系統建立操控基準，包括：ISO 9001、ISO 14001、OHSAS 18001、IECQ HSPM QC080000 及 HKQAA-5S。

時暉理解到其生產營運對環境的影響，不但在機構的所有部門強調綠色概念，更把其關注推廣至社區。

策略性規劃

時暉已建立一個文件化及結構化的策略發展程序，亦在制訂策略的過程中，採用一系列的分析工具，例如：SWOT 分析、客戶分析及科技系統檢討等，以推算出未來三年的預期表現。此外，時暉亦擁有一套系統化的機制以確保其策略得以落實執行。時暉創立跨廠房的優質計劃，進一步令業務更上一層樓。

客戶及市場焦點

時暉搜集客戶的意見，並透過多種渠道與不同的客戶群建立關係，例如經常探訪客戶。這些渠道令時暉掌握到客戶的



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Customer and Market Focus

Sylva collects voice of customers and builds relationship with its different customer segments through multi-channels such as frequent customer visits. These channels capture complaints as well as satisfaction levels of customers.

Sylva clearly defines its market segments and conducts benchmarking studies on product performance for each of them. The benchmarking practice coupled with the well-established customer management mechanism has led to product innovation.

Measurement, Analysis, and Knowledge Management

Under the SMM, Sylva develops and cascades Key Performance Indicators (KPIs) which are aligned with strategic objectives from organizational to factory level. All these KPIs are reviewed at different levels on a regular basis, in particular the senior management level. Sylva engages different measures such as “Six Sigma Teams” and “Cross-functional QIT Team” to carry out the improvements and adopts a systematic Knowledge Management approach to facilitate knowledge sharing among different company units.

With its highly structured and securely maintained “B2B eCommerce Business Management System”, Sylva is able to make information transparent to the appropriate parties with proper security profile.

Workforce Focus

Sylva follows the established workforce engagement model to foster a caring and learning culture in the company. With this, Sylva employs a number of methods to determine the key factors affecting workforce engagement. For example, a hotline has been set up to help solve work and family problems of employees. The well-established “Smart Talent Development Programme” enables Sylva to identify and

投訴及滿意度。

時暉清楚界定不同的客戶群，並針對每一個別客戶群進行基準借鑑，研究產品的表現。基準借鑑配合已成功建立的客戶管理機制，引導產品的更新改造。

評估、分析和知識管理

在超級製造模式的框架下，時暉發展和設置了關鍵績效指標，該些指標充份配合機構的策略性目標，涵蓋機構的架構，以至工廠的運作。時暉在不同層面上皆會定期檢討關鍵績效指標，尤其是高層管理。時暉會以各樣方式，例如「六式碼小組」及「跨功能品質改進小組」進行改善計劃；並採納了系統化的知識管理手段，以促進公司內不同單位的知識分享和流通。

時暉藉著高度結構化及保安嚴密的商業對商業電子商務系統，令相關業務團體獲得高透明度的資訊，而且安全可靠。

工作團隊焦點

人力資源一向是時暉重視的範疇之一，因此機構努力為員工營造一個和諧及鼓勵學習的環境，並採用一系列制度令員工更投入工作，如設立熱線協助員工解決有關工作及家庭的困擾，而機構之「優才發展計劃」更能有效地提拔公司未來的領袖。

時暉會以不同渠道，包括「跨功能小組」、「知識管理論壇」、「六式碼小組」、「品質改善小組」以量度員工的表現，並獎勵表現優異的員工。



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develop future leaders of the company.

Sylva institutes various platforms including different reward and recognition schemes, “Cross-functional Team”, “KM Forum”, “Six-sigma Team”, “QIT / QC Teams” to enhance the capability and capacity of the workforce.

Process Management

Sylva defines its key processes based on key product attributes and processes that matter most to the customers, e.g. innovation and the sustainability and competitiveness of the company, capacity planning and procurement. Contingency plans corresponding to different scenarios are developed and tested regularly to ensure business continuity.

Sylva is also devoted to foster an environment that is conducive to quality and continuous improvement through various reward and recognition schemes and introduction of process improvement tools.

Results

Sylva has attained a noticeable growth rate in the NiMH market and ranked top among the producers. With its determination in improving plant productivity and capacity, coupled with the leading position in the NiMH market, Sylva has achieved a remarkable growth in turnover.

Its effort in listening to customer has led to an improving trend in customer satisfaction. In addition, Sylva’s effort in nurturing the workforce has enabled it to maintain a lower workforce turnover rate when compared with market benchmark and improve employee satisfaction and well-being.

程序管理

時暉根據客戶對產品的關鍵特徵及程序的要求，從而界定其機構內的關鍵程序，包括：公司的創新能力、持續發展能力和競爭力；對生產能力的規劃及付諸實踐；因應不同的情況而制訂應變措施，並定期測試以確保公司在面對不同的危機時，業務仍能持續正常運作。

時暉更會以各種獎勵及嘉許制度，並引進程序改善工具，藉此推動追求優質及持續改善的環境。

業績

時暉於鎳氫電池市場取得顯著的業績增長，在同業中名列前茅，全賴機構改善廠房生產力及產量的決心，令時暉能掌握鎳氫電池的商機，達致可觀的回報。

時暉竭力聆聽客戶的需要，令客戶的滿意度持續提升。此外，時暉在培育工作團隊上不遺餘力，令員工的滿意度及福利都持續改善，而員工的流失率更處於行業的低水平。