



## Report Summary (Bronze Award)



Sylva Industries Limited  
時暉實業有限公司

## 報告摘要 (銅獎)

Provided by Sylva Industries Limited  
本報告摘要由時暉實業有限公司提供

Established in 1975, Sylva Industries Limited (Sylva) is a wholly-owned subsidiary of the Singapore-listed GP Batteries International Limited which is a member of the Asian multinational Gold Peak Group. Sylva is principally engaged in the development and manufacturing of rechargeable batteries and primary button cells. Using a 10Ah D-size rechargeable battery to run the power-assisted cycle and the much smaller 0.2Ah button cells to operate the personal insulin injector are among the thousands of applications for our batteries.

Being a specialty battery manufacturer, Sylva is highly regarded as one of the world's top 10 battery manufacturers and No. 1 Nickel Metal Hydride (NiMH) rechargeable consumer battery manufacturer in the world. Sylva does not only seek to deliver products that delight customers, but also strives to enhance people's quality of life, a mission which has been well reflected in its vision – “We power technologies that enhance people's quality of life.”

In addition, Sylva devotes tremendous effort to comply with relevant statutory requirements and standards of quality systems, product safety, environmental protection, and occupational health and safety. One of the main strategies is to maintain a pleasant relationship with both key suppliers and customers. Product safety, capacity and cycle life are among the key success factors that help Sylva outperform its competitors. Sylva has also successfully nurtured a culture of innovation, continuous improvement, customer orientation and teamwork.

### Leadership

The senior management is forward-looking, and committed to innovation, quality and striving for excellence. To sustain the growth and success, the senior leaders have created an environment for empowerment, learning, innovation, and organizational agility, as well as effective means of rapid and

時暉實業有限公司（時暉）於一九七五年成立，是新加坡上市公司金山電池國際有限公司之全資附屬公司，為亞洲跨國集團金山工業集團的成員。時暉從事研發和製造充電電池及一次性鈕扣式電池，容量由用作醫療注射器的 0.2Ah 鈕扣式電池，至推動電動單車的 10Ah D 型充電電池，應用範圍十分廣泛。

時暉目前為全球十大電池生產商及全球首位鎳氫電池生產商。時暉的營運理念不止於滿足客戶需要，更致力研發各項新產品以提高人類的生活質素為目標。時暉的公司愿景正好充分地反映其抱負：「賦予新科技動力，提高長遠優質生活」。

此外，時暉投放大量資源，以確保其生產過程符合相關法例及法規的要求，並能達到各項質量體系、產品安全、環境管理和職安健方面的標準。時暉的其中一項重要策略就是與主要供應商及客戶保持良好及緊密的合作伙伴關係。

時暉的電池產品無論在產品安全、容量或壽命方面均較競爭對手優越，這正是其賴以成功的重要因素。時暉已成功孕育一種不斷創新求進，以客為尊和講求團隊精神的企業文化。

### 領導才能

時暉的管理層目光遠大，具前瞻性，致力改革創新、不斷提升產品質量及追求卓越。領導層在企業內營造一個鼓勵員工學習、發揮創意和靈活組織的環境，同時賦予員工更大的授權參與決策，讓他們將吸收的知識學以致用，有利公司持續發展，



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effective application of knowledge.

It is of prime importance that Sylva has a clear vision, achievable missions and values (VMV) and fosters a unique corporate culture to accomplish its goals.

The senior leaders have adopted a systematic approach of open and two-way communication, both horizontally and vertically across the organization, to maintain a high level of trust, empowerment and employee engagement.

With community care and environmental protection as corporate guiding principles, the senior leaders are committed to continuous support of the industry, community and environmental conservation. Sylva works closely with customers, suppliers and employees to help create a more sustainable approach for high-quality production, stronger local communities, minimal environmental footprint and prompt response to employees' health and wellness needs. Sylva regularly gives talks to schools in Hong Kong and China to promote environmental protections.

#### Strategic Planning

In the ever-changing marketplace, Sylva adopts a structured strategic planning process to ensure its organizational direction aligns with the business environment. By market information consolidation, organizational prioritization and resources allocation, Sylva devises short-term and long-term business focuses, enabling the achievement of long-term goal and annual Key Performance Indicators (“KPIs”) at both the corporate and factory levels.

Action plans and KPIs in respective departments are set and progresses are reviewed monthly by senior management. Recovery plans are suggested if there are performance gaps. Through operation management and inter-plant quality

維持市場競爭優勢。

時暉清晰明確地制訂其願景、使命和價值觀「VMV」，締造別具特色的企業文化，有助實現公司訂下的目標。

在內部溝通方面，管理層採取開放和雙向的溝通模式，鼓勵員工積極參與及踴躍提出意見，又授予員工權力及自主權，公司上下建立了一個互相信任的關係。

時暉在致力拓展業務之餘，亦顧及對社區及環境的貢獻。管理層承諾不斷支持行業、社區和環境保育的發展。過程中著重與客戶、供應商和員工密切溝通，以關注員工職業安全健康和營運對環境影響為大前題，攜手建造優質生產並建設強大的當地社區網絡。時暉還不時在香港和國內的中、小學舉辦提倡環保的講座。

#### 策略性規劃

在瞬息萬變的營商環境，時暉制訂一套完善有系統的策略規劃進程，務求公司的發展方向能配合當前的營商環境。此外，時暉亦充分利用已掌握的數據及資料，協助制訂公司短期和長遠目標，將各項行動按重要性優先排序，並投放適當的資源，這些均有助達成企業和工廠兩個層面的長期目標和各項功能的關鍵績效指標。

不同功能部門各自制訂其相關的工作計劃和表現指標，由管理層每月檢討其進度，若然表現未如理想，可以及時計劃及執行連串的改進工作。公司同時通過營運管理



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improvement programmes, a standardized work process has been developed to ensure an all-out improvement of operation.

#### Customer Focus

To provide excellent services to our two major market groups – OEM customers and GP-brand consumers, the senior management makes annual reviews to ensure customer satisfaction, loyalty and retention.

Sylva established various communication channels to keep close contact with customers for developing product and service that can meet or exceed the customers' expectations and response to market environment.

#### Measurement, Analysis, Knowledge Management

In the organization, a list of KPIs has been identified for the senior management's reference when they make decisions on critical resources allocation, organization operations and innovation to cope with the changing market needs, customer needs and expectations, and business objectives and directions.

Sylva has developed an integrated performance analysis, review and improvement system, which is called Super Manufacturing Model (SMM). This system translates the review findings into priorities for continuous and breakthrough improvement and into opportunities of innovation.

Sylva establishes a highly structured information system, B2B eCommerce Business Management System, to make information ready and transparent. This system contains four integrated layers, namely Finance, Distribution, Manufacturing and Business Intelligence.

和聯廠改善質量計劃，制訂標準作業流程，以確保改善項目能在公司內全面和完美地執行。

#### 客戶及市場焦點

為提供最優質的服務予時暉兩大主要客戶群 – OEM 客戶（原設備生產商）和 GP 品牌消費者，管理層每年作出檢討，以確保他們的滿意度和忠誠度，並防止客戶流失。

時暉利用不同渠道收集和分析客戶的意見，加強與客戶之緊密關係。時暉確信在不斷變化的市場環境中，要了解客戶不同的需要，以達到或超越客戶期望為目標。

#### 評估、分析和知識管理

時暉制訂了一系列的關鍵績效指標，為高級管理層作出重大決策時提供參考，從而更恰當地分配資源、改善營運部署及革新，應付市場變化、滿足並超越客戶需求和制訂經營目標和方向。

此外，時暉亦制訂了一套綜合分析、檢討和改善制度的機制 – 「超級製造模式」，協助找出問題源頭，把處理障礙優先排序，以執行持續改善及發掘突破性和革新意念。

同時，為能快捷準確地取得訊息，時暉建立了一個高度結構化的商業對商業電子商務管理系統，該系統涵蓋財務、分銷、生產和行業資訊四個範疇。

知識管理委員負責制訂和檢討知識管理的



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The knowledge Management (KM) committee comprising the senior management sets direction and reviews the KM development. It adopts a systematic KM approach to encourage the knowledge sharing and provide solutions for best performance. KM covers products design, product benchmarking, lean manufacturing, automation, environment, occupational health and safety, market intelligence etc.

#### Workforce Focus

Sylva is dedicated to foster a caring and learning-driven corporate culture through synergies between employees, recruitment and performance appraisal, training and career development, and a healthy working environment. All these factors are closely monitored by employee satisfaction surveys, group discussion and face-to face interviews for all levels of staff. The workforce engagement model maintains a strong focus on aligning staff opinions to corporate strategy and human resources system.

To provide a safe and healthy working environment for employees, Sylva has established an EHS committee to steer overall EHS strategies and regularly review the performance regarding EHS policies, targets, rules, standards and programs.

The HR policies are specifically designed to cater the needs of workers of different culture and different levels for a balance of the interests of employees and the company.

#### Process Management

Sylva designs the work system based on the core competencies identified – innovative and advanced R&D, a balance between mass production and flexible production; and shortened production cycle time. The key work processes are formulated and prioritized based on the key product attributes and processes that matter

發展方向，委員會得到高級管理層的參與，積極鼓勵知識共享和制訂最佳績效的實施方案。知識管理系統包括產品設計、產品生產基準、精益生產、自動化、環境管理、職安健、市場情報等。

#### 工作團隊焦點

時暉致力培育充滿關懷和鼓勵學習的企業文化，從員工合作、招聘和表現評核、培訓和事業發展、建立良好工作環境等各環節互相配合。公司通過不同渠道密切監察以上元素，包括員工滿意度調查及與各階級員工進行專題小組討論及面談，確保無論企業策略及人力資源系統均把員工意見列入考慮。

時暉亦成立了職安健委員會，負責督導企業整體職安健策略，並定期檢討相關政策、目標、規例、標準和系統，為員工提供一個安全和健康的工作環境。

為平衡員工和公司的利益，時暉設計及制訂人力資源政策，以應付不同文化背景及不同階層員工的需要。

#### 程序管理

時暉根據核心職能設計其工作系統，包括創新和先進的產品研發、大批量生產模式與靈活生產互補性和縮短生產周期。同時，關鍵作業流程亦按客戶關注點以及與競爭對手相比之持續性和競爭力來制訂和優先排序，亦會汲取客戶及供應商的意見來決定流程和運作要求，務求作業能創造最高價值。

為確保工作流程能滿足設計要求及應付關鍵績效指標管理，時暉針對關鍵程序採用



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most to customers and where the sustainability and competitiveness lie as compared to competitors. To maximize the value creation process, Sylva incorporates inputs from customers and suppliers in order to determine the process and operational requirements.

To ensure the work process to meet the design requirements and to cope with KPI management, Sylva uses operation management system with real time response in the major steps of the process.

#### Results

For years, Sylva made steady progress in product and service performance. Re-purchasing from customers indicated customer loyalty and retention have been strengthening, Though the surge in metal price last year, Sylva is able to turn threats to opportunities by having its market share and sales revenue increased. An example is Sylva's success in turning a major competitor to a customer and gradually a strategic partner.

即時反饋的營運管理系統。

#### 業績

多年來，時暉在產品及服務表現多方面的成績均穩步發展。從客戶回購的情況反映出時暉一直加強其客戶忠誠度和保留率。雖然金屬價格上年急漲，時暉亦能把挑戰扭轉為機會，爭取到更多的客戶，市場佔有率及銷售業績均有增長。其中一個例子是一個主要競爭對手不但成為時暉的客戶，更逐漸成為其策略合作伙伴之一。