

2019 香港工商業獎

HONG KONG AWARDS FOR INDUSTRIES

睿智生產力 Smart Productivity

關於香港生產力促進局

香港生產力促進局（生產力局）是於 1967 年成立的法定機構，專業技術和知識涵蓋多個不同範疇，致力透過先進技術和創新服務，協助香港企業提升卓越生產力。生產力局是工業 4.0 和企業 4.0 的專家，領導香港再工業化的發展，專注科技研發、物聯網、大數據分析、人工智能和機械人技術、智能製造等先進領域，加強工商界的業務績效、降低運營成本、提高生產力和增強競爭力。

生產力局是香港工商企業值得信賴的合作夥伴，提供全方位的創新方案，提升企業的資源效益，提升生產力和業務效率、減省營運成本，令企業在本地和國際市場中保持競爭優勢。生產力局致力為中小企和初創企業提供即時和適切的支援，應對瞬息萬變的營商環境，陪伴它們走上創新和轉型之路。

此外，生產力局積極與本地工商界合作，開發應用技術方案，為產業創優增值。透過產品創新和技術轉移，成功推出多種由市場主導的專利技術和產品，發掘本地和國際市場在授權和技術轉移服務中的龐大商機。

如欲了解更多詳情，請瀏覽生產力局網頁：www.hkpc.org。

About HKPC

The Hong Kong Productivity Council (HKPC) is a multi-disciplinary organisation established by statute in 1967, to promote productivity excellence through integrated advanced technologies and innovative service offerings to support Hong Kong enterprises. HKPC is the champion and expert in facilitating Hong Kong's reindustrialisation empowered by i4.0 and e4.0 - focusing on R&D, IoT, big data analytics, AI and Robotic technology development, digital manufacturing, etc., to help enterprises and industries upgrade their business performance, lower operating costs, increase productivity and enhance competitiveness.

The Council is a trusted partner with comprehensive innovative solutions for Hong Kong industries and enterprises, enabling them to achieve resources and productivity utilisation, effectiveness and cost reduction, and enhanced competitiveness in both local and international marketplace. It offers SMEs and startups immediate and timely assistance in coping with the ever-changing business environment, accompanying them on their innovation and transformation journey.

In addition, HKPC partners and collaborates with local industries and enterprises to develop applied technology solutions for value creation. It also benefits a variety of sectors through product innovation and technology transfer, with commercialisation of multiple market-driven

patents and technologies, bringing enormous opportunities abound for licensing and technology transfer, both locally and internationally.

For more information, please visit HKPC's website : www.hkpc.org.

二〇一九香港工商業獎：睿智生產力
香港生產力促進局主席
林宣武先生, GBS, JP
獻辭

2019 Hong Kong Awards for Industries: Smart Productivity
Message from Mr Willy LIN Sun Mo, GBS, JP
Chairman, Hong Kong Productivity Council

要在競爭激烈的數碼時代脫穎而出，企業必需創新、變通和靈活。有見及此，香港生產力促進局（生產力局）主辦「香港工商業獎：睿智生產力」，旨在鼓勵本地企業推行智慧方案，善用資源、持續追求高效生產力和改善管理流程，攜手提升香港在國際舞台的競爭力。

創新成就未來，在活動過程中，我們喜見參賽企業積極訂立及執行數碼創新策略，以提升生產或服務質量，這正是「工業 4.0」及「企業 4.0」的實踐，也對推動香港再工業化有莫大裨益。是次獲獎的企業在自動化、數據技術和分析、智慧製造、執行效率各範疇表現優秀，展現香港企業智慧生產和管理的超卓能力。

藉此機會，我謹代表生產力局鳴謝評審委員會的專業評審，並感謝同事協力籌辦，使活動得以圓滿舉行。最後，再次恭賀獲獎企業，冀各位作為業界的典範，日後繼續驅動香港在國際市場上發光發亮，於數碼時代彰顯睿智，砥礪互進！

Innovation, transformation and agility are key tenets for businesses to excel in the hyper-competitive market nowadays. To recognise these smart practices, the Hong Kong Awards for Industries: Smart Productivity, organised by the Hong Kong Productivity Council (HKPC), aims to encourage local enterprises and organisations to implement well-designed smart programmes in optimising resources use, maximise throughput values, and streamlining management flow on a sustainable basis for uplifting Hong Kong's competitive edge in the global stage.

The future is for those who are swift to innovate. It is impressive to see participating enterprises devising and using innovative digital strategies to boost manufacturing productivity and service quality. This not only lives up to industry 4.0 and enterprise 4.0, but also helps push ahead reindustrialisation in Hong Kong. From deployment of automation, data technologies and analytics, smart manufacturing to effective execution, the outstanding winners have epitomised what Hong Kong is capable of when leveraging smart production and management.

My sincere thanks to the Judging Panel's professionalism, as well as HKPC colleagues' endeavour to have made this event a great success. Last but not least, my heartfelt congratulations to all the winners for their exemplary excellence that shines Hong Kong in the international arena. Let's get smart as we drive forth in the digital journey!

「香港工商業獎：睿智生產力」旨在表揚能訂立優秀生產力提升計劃、成功切實執行，並取得競爭優勢的香港公司或機構。公司或機構若能證明其生產力取得持續大幅提升，即具獲獎資格。獎項的評審準則包含多方面因素，以評核參選者在創造價值及善用資源兩方面所作的努力，及是否獲得相應的成果，令生產力不斷提升。

The Hong Kong Awards for Industries: Smart Productivity recognises Hong Kong companies or organisations that have attained a competitive advantage through well-planned and well-executed productivity programmes. Award winners have to demonstrate outstanding productivity improvement on a continual basis. The award criteria are not meant to be prescriptive. They are to be used to evaluate entrants' achievements in matching efforts in value creation and resources optimisation with continual improvement.

評審準則 JUDGING CRITERIA

15% 管理層的策略

管理高層如何推動提升生產力的項目以應對現今易變、不確定、複雜及模糊性高的商業環境，及對這些項目持續運作的支持？

30 % 規劃與執行

管理團隊與運作團隊怎樣去計劃、推行、檢討及衡量這些提升生產力的項目，及回應推行期間所面對環境上的轉變？在計劃及推行期間，怎樣去選取及應用最新科技和創新做法以倍增預計的生產力提升效果？

25% 可量度的成就

這些提升生產力的項目所帶來可量度的成效，其具體數據是什麼？

20 % 企業的競爭力

這些提升生產力的項目怎樣在企業內創造價值、文化、改變與資源善用，以強化企業的整體競爭力？

10 % 對行業的影響

這些提升生產力的項目怎樣在同儕中作出帶頭作用，甚而改變整個行業習慣，以實現提升生產力？

15% Management Strategy

How does the senior management initiate the productivity improvement programmes to deal with today's VUCA (Volatility, Uncertainty, Complexity, Ambiguity) business environment, and support the running of the programmes on a continuous basis?

30% Planning and Execution

How do the management and operation teams plan, implement, review, and measure the productivity improvement programmes and respond to the changing business environment during the implementation stage? How do they select and adopt the latest technologies and innovative practices to increase the expected improvement results during the planning and implementation stage?

25% Measurable Achievements

What are the measurable productivity achievements with the implementation of the productivity improvement programmes?

20% Competitiveness Enhancement

How do the productivity improvement programmes create value, culture, changes and resources optimisation in the company or organisation for enhancing its overall market competitiveness?

10% Impact to the Industry

How do the productivity improvement programmes set an example to other industry stakeholders or even transform the industry practices in realising productivity enhancement as a whole?

二〇一九香港工商業獎：睿智生產力大獎
2019 Hong Kong Awards for Industries: Smart Productivity Grand Award

新科實業有限公司
SAE Magnetics (Hong Kong) Limited

二〇一九香港工商業獎：睿智生產力獎
2019 Hong Kong Awards for Industries: Smart Productivity Award

周大福珠寶集團有限公司
Chow Tai Fook Jewellery Group Limited

金邦達寶嘉控股有限公司
Goldpac Group Limited

裝修佬科技有限公司
HK DECOMAN TECHNOLOGY Limited

鴻利達塑膠製品有限公司
Hongrita Plastics Limited

健林裝飾材料有限公司
Kinland Decor Limited

二〇一九香港工商業獎：睿智生產力優異證書
2019 Hong Kong Awards for Industries: Smart Productivity Certificate of Merit

星展銀行(香港)有限公司
DBS Bank (Hong Kong) Limited

和記電訊(香港)有限公司
Hutchison Telecommunications (Hong Kong) Limited

香港中華煤氣有限公司
The Hong Kong and China Gas Company Limited

匯聚科技有限公司
Time Interconnect Technology Limited

二〇一九香港工商業獎：
顧客服務、創意、睿智生產力、科技成就、升級轉型組別
最終評審委員會

**2019 Hong Kong Awards for Industries:
Customer Service, Innovation and Creativity, Smart Productivity,
Technological Achievement and Upgrading and Transformation
Final Judging Panel**

于健安先生

香港總商會理事

Mr Emil Yu

General Committee Member

Hong Kong General Chamber of Commerce

余麗姚女士

香港零售管理協會執行總監

Ms Ruth Yu

Executive Director

Hong Kong Retail Management Association

郭位教授

最終評審委員會主席

香港城市大學校長

Prof Way Kuo

Chairman of the Final Judging Panel

President,

City University of Hong Kong

徐建博士

香港科技園公司首席商務總監

Dr. Claudia Xu

Chief Commercial Officer

Hong Kong Science and Technology Parks Corporation

畢堅文先生

香港生產力促進局總裁

Mr Mohamed D. Butt

Executive Director

Hong Kong Productivity Council

冼雅恩先生

香港青年工業家協會當然顧問

Mr Benedict Sin

Ex-officio Advisor

Hong Kong Young Industrialists Council

二〇一九香港工商業獎：睿智生產力組別評審委員會
2019 Hong Kong Awards for Industries: Smart Productivity Judging Panel

鄭希穎先生

香港數碼港管理有限公司營運總監

Mr Howard Cheng

Chief Operating Officer

Hong Kong Cyberport Management Company Limited

葉中賢博士

香港工業總會主席

Dr Daniel Yip

Chairman

Federation of Hong Kong Industries

畢堅文先生

香港生產力促進局總裁

Mr Mohamed D. Butt

Executive Director

Hong Kong Productivity Council

吳宏斌博士

香港中華廠商聯合會會長

Dr Dennis Ng

President

The Chinese Manufacturers' Association of Hong Kong

衛懿欣女士

工業貿易署助理署長 (工商業支援部)

Ms Christine Wai

Assistant Director-General (Industries Support)

Trade and Industry Department

梁成琯博士

香港電腦學會副會長

Dr Gabriel Leung

Vice President

Hong Kong Computer Society

二〇一九香港工商業獎：睿智生產力組別評審員
2019 Hong Kong Awards for Industries: Smart Productivity Assessor

李志雄先生

香港數碼分析協會主席

Mr Edmund Lee

Chairman

Hong Kong Digital Analytics Association

崔建昌先生

香港創新科技及製造業聯合總會常務副主席

Mr Teddy Chui

Deputy Chairman

Hong Kong Federation of Innovative Technologies and Manufacturing Industries

何蕭素嫻女士

項目管理專業協會（香港）上任會長

Mrs Rossana Ho

Immediate Past President

Project Management Institute Hong Kong Chapter

呂新榮博士

香港理工大學原副校長

Ir Dr Lui Sun Wing

Former Vice-President

Hong Kong Polytechnic University

梁牧群先生

香港中小型企業總商會副會長

Mr Simon Leung

Vice President

The Hong Kong General Chamber of Small and Medium Business

二〇一九香港工商業獎：睿智生產力大獎 2019 Hong Kong Awards for Industries: Smart Productivity Grand Award

新科實業有限公司
SAE Magnetics (Hong Kong) Limited

業務範圍

新科實業有限公司於 1980 年在香港成立，總部設在香港，於 1986 年成為 TDK 全資子公司。新科在全球各地擁有磁頭相關技術的研發團隊，研發領域包括磁性材料、晶圓設計、生產製造、超精密製造技術等，現已發展成為全球領先的硬盤磁頭獨立製造商。

項目介紹

項目一：智能工廠

本項目目的是結合工業 4.0 概念，提升生產力、製造效率和產品品質。面對新挑戰，新科加強不同工序部門間的合作，並每年舉行兩次跨部門會議。為了強化技術能力，新科與本地頂尖研究機構簽訂合作協議。過程中研發多個創新科技，並成功地應用到新科各個生產過程中。

在智能工廠建設上新科聚焦五大方面：

連接：在各生產線安裝了先進傳感器，並連接到公司網絡以實時監測和分析。

優化：通過實時分析，優化生產線物流和設備管理。

主動：產品質量預測、設備預防性維護，預先發現隱藏性問題。

敏捷：應用自主智能移動機器人，靈活穿梭，7 天 24 小時無間斷生產。

人工智能：利用人工智能，提升自動光學檢測的準確性和靈活性，在產品產量預報技術方面也取得突破。

項目二：製造執行系統

本項目目標是通過運用最新的大數據分析技術，升級現有製造執行系統(MES)，大幅降低生產成本，提高製造效率、產品品質和客戶滿意度。新科將數據轉移到新的 Hadoop 平台數據庫，並從晶圓至成品的生產過程中增加傳感器，以實時反饋各階段的設備狀況及產品數據。基於這些數據和新平台，新科開展了多項工作流程數據分析，深入分析每個工序的相應設備性能，提高了設備的運轉時間和技術員的產能分配。利用不同的回歸模塊及神經網絡模塊，新科能更透徹理解上下游工序的關係，並提升產品產量預測，縮短失效分析的時間。

在新數據平台上，新科開發了易於使用的圖形用戶界面，讓來自不同部門工序的工程師，也能輕易地編寫流程分析，不受編程知識限制，大大提高工作效率。

Business Nature

SAE Magnetics was founded and headquartered in Hong Kong since 1980 and became a wholly-owned subsidiary of TDK Corporation in 1986. With its global technology teams in every aspects of magnetic recording heads including magnetic materials, wafer design/fabrication and ultra-precision manufacturing technologies, SAE has evolved to become the world's leading independent manufacturer of magnetic recording heads for hard disk drives.

Project Brief

Project 1: Smart Factory

The purpose of this project is to boost the productivity, manufacturing efficiency and quality by incorporating industry 4.0 concepts. This project involved multiple departments with different manufacturing processes. To monitor the development direction and progress, cross-department review meetings are held twice per year with top management's participation. Collaboration agreement had been signed with local institutes to strengthen our technical capabilities. Various ideas had been adopted from Industry 4.0 concepts and they resulted in numerous innovative technologies being implemented.

We focused on the following 5 main areas:

Connected: With most of the production lines network-connected and new sensors installed, all the real time status of the each process can be monitored.

Optimised: With the real time monitoring, each process's material flow and tact time can be adjusted to fulfill different requirements.

Proactive: From multi-stage sensor feedback and analysis, preventive maintenance can be achieved.

Agile: Autonomous mobile robots had been utilised to enable 7x24 workforce with minimal investment in factory layout and equipment upgrade.

Artificial Intelligent: AI had been adopted in different areas like, automatic optical inspection, product yield pre-alert with better accuracy and flexibility.

Project 2: Manufacturing Execution System (MES)

The goal of this project is to upgrade our existing MES system to enable the state-of-art technologies of big data analysis in order to improve our manufacturing efficiency and quality with a result of significant cost reduction and customer satisfaction.

To enable big data analysis capability we adopted Hadoop platform and migrated our data from traditional system to the new database. These data involve equipment sensors feedback as well as product's parameters covering almost every stage of manufacturing from wafer to end-product.

With all these real-time data we further developed different work flows to analyse the performance of the corresponding equipment of each process. This improved our equipment uptime and technical workforce allocation. With all such data in different stage linked, we analysed the relationship between upstream and down stream process, and with different regression modules as well as proper neural networks employed, we improved our yield prediction and shortened leadtime for failure analysis and root cause identification. Based on the new database platform we also developed a user friendly graphical user interface such that process engineers of different team can design their own workflow for their analysis with minimum requirement of programming knowledge. This greatly improved our engineering efficiency.

二〇一九香港工商業獎：睿智生產力獎 2019 Hong Kong Awards for Industries: Smart Productivity Award

周大福珠寶集團有限公司
Chow Tai Fook Jewellery Group Limited

業務範圍

周大福創立於 1929 年，以產品設計、品質與價值聞名。集團擁有龐大的零售網絡，遍及大中華、日本、韓國、東南亞與美國，並經營發展迅速的電子商務業務。

項目介紹

項目一：智造

集團自 2016 年起正式推行「智造」生產策略，以工業 4.0 為發展理念，通過創新科技，全面升級及改造整個生產運作流程。透過推行多個標準化、自動化、數據化及智能化的改善項目，以提升效率及競爭力，並為顧客提供優越產品及消費體驗。

周大福引進及研發多個自動化設備並利用智能科技，將關鍵生產設備作出互聯。通過智能監控系統，可在線監控設備的運作情況，並應用生產仿真系統預測未來生產表現，從整體佈局、排產及資源調度上作出優化，發揮最大生產效能。

「智造」生產策略亦為周大福實現了 C2M 線上珠寶訂制的嶄新業務模式，透過一系列高度自動化及智能互聯的生產設備，可達至 24 小時內快速完成制作。

項目二：區塊鏈鑽石鑒定證書

周大福與美國寶石研究院 GIA 合作研發的區塊鏈數碼鑽石鑒定證書項目，以區塊鏈數碼技術改革珠寶行業傳統的紙質版鑒定證書模式。

作為行業首間應用區塊鏈技術為消費者提供安全的數碼鑽石證書，周大福以數據安全為基礎，並優化顧客體驗，能以最便捷、簡易方式獲取如 4C、形狀和切割風格等鑽石鑒定資料。周大福運用區塊鏈技術將鑽石鑒定訊息寫入周大福和 GIA 共享的分佈式賬本系統，確保鑽石訊息的永久保存及不可篡改，顧客可辨認鑽石及其真實性。作為全球首個區塊鏈數碼鑽石鑒定證書產品，此突破性應用不僅為業內奠定新標準，更優化顧客體驗、增強顧客對品牌的信心。

Business Nature

Founded in 1929, the Group's iconic brand "CHOW TAI FOOK" is widely recognised for its trustworthiness and authenticity. With an extensive retail network in Greater China, Japan, Korea, Southeast Asia and the United States, and a fast-growing e-commerce business.

Project Brief

Project 1: Smart Production

In late 2016, the Group launched a long-term strategic project "Smart Production". By leveraging the technical framework of Industrial 4.0 and entire production process is transformed. Through the implementation of various Standardisation, Automation, Digitalisation and Intelligentisation initiatives, in order to enhance efficiency, competitiveness and offer excellence product and unique experience for customers.

Chow Tai Fook introduced and developed various automation facilities and interconnected key production facilities with intelligent technology. Our Smart Control System enable operation progress monitoring online. Furthermore, Plant Simulation System was applied to estimate production capacity to improve resource allocation and production efficiency.

Moreover, "Smart Production" strategy enables Chow Tai Fook to move forward and implement a new business model - C2M Online Jewellery Customisation. Through a series of highly automated and smart interconnected production equipment, customised order can be completed within 24 hours, in order to enhance consumer experience.

Project 2: T MARK x GIA Digital Diamond Grading Report

The blockchain Digital Diamond Grading Report Project, co-developed by Chow Tai Fook and the Gemological Institute of America, reforms the traditional paper-based reporting model of the jewellery industry through blockchain technology.

As an industry first on application of blockchain technology to deliver secured digital diamond grading reports to consumers, Chow Tai Fook ensures a stringent data security and delights our customer. Customers can easily access diamond's grading information which includes the 4Cs, shape and cutting style at their fingertips.

We use blockchain technology to record diamond grading information in the distributed ledger system that shared by CTF and GIA. By using this permanent and immutable blockchain technology, customer can identify the diamond and retrieve its authentication.

As an industry pioneer, this digital revolution not only sets a benchmark of excellence in the jewellery industry in technology and innovation but also optimises customer experience and wins their trust.

二〇一九香港工商業獎：睿智生產力獎 2019 Hong Kong Awards for Industries: Smart Productivity Award

金邦達寶嘉控股有限公司
Goldpac Group Limited

業務範圍

金邦達寶嘉控股有限公司（下稱金邦達）致力於運用創新技術為銀行等金融機構提升能力，協助機構業務成長，並為金融、政府、衛生、交通、零售等廣泛領域客戶提供智能安全支付領域的嵌入式軟件、安全支付產品和智能金融自助設備等金融科技整體解決方案。

項目介紹

項目一：金融 IC 卡個人化數據處理高效安全提升項目

把握工業 4.0 轉型機遇，金邦達通過精益化、信息化、智能化進一步強化運營優勢。公司自 2015 年已有意從效率及安全性上提升數據處理能力，並建立了金融 IC 卡個人化數據處理高效安全提升項目。通過分散式運算系統及設備整合，建立了快速處理海量數據能力，年數據處理量超過 2.5 億條，處理效率提升 30%；在數據加密、中央後台處理、無人工干預等安全表現均得到顯著提升；而客戶數據分析、檢查、匹配，以至格式轉換等流程已能自動完成。項目有效提升公司的高效安全保障服務能力，鞏固了金邦達在行業的領導者地位。

項目二：金融 IC 卡產品全面數字化管控提升項目

為滿足市場對大規模定制訂單的需交，金邦達通過本項目提升產品全生命周期的信息集成能力，實現訂單快速交付。通過改造關鍵設備及完善自動程式設計，金邦達建立了優良的數碼化基礎架構，並推動了運營精細化管理。同時對現有運營設施進行增添、改造和升級，以達到產能提升及成本降低的效果。經過系統化及數碼化整合後，金邦達在營運的靈活性、柔性和精準性均進一步得到提升。金邦達也建立了智能製造信息化、數據化及自動化平台，完成 MES、PLM、ERP 等關連系統的一體化管理，開創了 IC 卡智造新方向，有效提升營運效率、縮短交期、降低成本和提高產量，深化企業核心競爭力。

Business Nature

Goldpac Group Limited ("Goldpac") empowers the business growth of banks and financial institutions with innovative technologies. Goldpac is specialised in embedded software, secure payment products, and A.I. financial self-service kiosks for global customers from a wide business range including finance, government, healthcare, transportation, and retails.

Project Brief

Project 1: Efficiency Improvement for Financial IC Card Data Processing and Security

In order to seize the opportunity of transformation in Industry 4.0, Goldpac has further strengthened its operational advantages through lean manufacturing and intelligent digital manufacturing. Goldpac has started to implement the project of Efficiency Improvement for Financial IC Card Data Processing and Security with the aim of upgrading the ability of high-efficiency and security since 2015. Through distributed computing technology and equipment integration, Goldpac can achieve rapid processing of massive data, annual data processing volume amounted to 250 million, with an increase of 30% in overall efficiency. Data encryption, centralised background processing, manual-free intervention level, and security level have also been upgraded. Furthermore, the whole processes for client data analysis, verification and validation, data format conversion can be automatically accomplished. Goldpac's service abilities was enhanced with higher efficiency and security guarantee as well as consolidation of its leading position in the industry.

Project 2: Digital Control Enhancement Project of Financial IC Card Products

In response to the market demand for mass customisation orders, the project has improved the product life cycle information integration capabilities, and achieved a rapid order delivery. Through the transformation of key equipments and improvement of automatic programming, Goldpac has constructed an effective digital infrastructure, which has been implemented through refined operational management structure. At the same time, adding, renovating and upgrading of operational facilities have further enhanced the capacity and reduced the cost of products. Moreover, the integration of operation, systematisation, and digitisation have enhanced the flexibility of operation. By establishing intelligent digital manufacturing platforms and automated execution platforms, which centralises deployment and operation management integration of MES/PLM/ERP and other related systems, Goldpac has opened up new opportunities in intelligent production and strengthened its core competitiveness by enhancing operational efficiency, shortening delivery time, reducing costs, and improving quality.

二〇一九香港工商業獎：睿智生產力獎 2019 Hong Kong Awards for Industries: Smart Productivity Award

裝修佬科技有限公司
HK DECOMAN TECHNOLOGY Limited

業務範圍

「裝修佬」是一個 O2O 裝修生態系統。透過裝修配對、線上建材商城、裝修教育課程、內容幾項主要業務，為戶主帶來一站式裝修服務體驗。而這幾項業務環環相扣下亦產生協同效應。

項目介紹

項目一：智能配對系統

通過其一站式裝修服務，裝修佬已累積超過一萬宗裝修工程數據，並藉這龐大的資料庫建立智能配對系統，取代現時依賴人手而且主觀的配對方法。系統會根據戶主需求及裝修公司特質進行演算及配對。裝修戶主只需填寫一份電子問卷及一次電話訪問，再經平台研發的演算，結合裝修公司的參數（包括公司背景、經驗、往績等），找出最符合戶主需求的三間裝修公司。

透過智能配對平台，戶主等待配對結果的時間由五天減至兩天，大幅縮短了等候時間達六成。曾使用服務的戶主也表示，對比自行盲目地逐一比較，智能配對系統提供了莫大的便利和優勢，工程成本也只錯配風險減低而得到下降。

項目二：自動化存貨系統

為了讓公司在存貨管理上更透明及準確，裝修佬引入了一站式自動存貨系統，藉此提升效率及競爭力。系統有效減少員工在點算、回覆查詢、與供應商溝通的時間，其低存貨警報功能，更確保貨品有穩定供應，有助提高客戶滿意水平。系統更能連結不同銷售點，包括網上商城、實體陳列室及自動售賣機，協助裝修佬的管理人員預測市場、計劃推廣方案及評估盈利。

作為裝修行業的先驅，裝修佬針對行業傳統機制不足，以科技引領行業，建立行業新習慣，樹立裝修服務的專業新形象。

Business Nature

HKDECOMAN is a one-stop O2O renovation platform, creates an ecosystem in which home owners, renovation companies and material suppliers can synergize, in turn bringing huge traction, traffic, and multiple revenue streams that sustain our advantage and solidify our business model.

Project Brief

Project 1: Smart Matching System

HKDECOMAN has analysed over ten thousand renovation projects completed, and distilled the information to a substantial data bank. HKDECOMAN has developed a smart matching system to replace the original manual matching process, aiming at speeding up the process, decreasing the labor cost as well as enhancing the accuracy of matching.

The system is combined of 2 major parts, Data (client side and supplier side) & The Algorithm.

The system will collect clients' data by asking them to fill a comprehensive questionnaire and follow up by a phone interview. Afterwards, the system will process the data and generate a report. For the supplier (Design & Renovation companies) side, each of them contains tons of tag including their background information, strength, experience, feedback from clients, etc. The Algorithm designed by HKDECOMAN team will then match each side's related parameters and come up with the most suitable result.

In terms of staff efficiency, the original duration for matching has shortened by 60%, from 5 days to 2 days. For client side, customer feedback has been positive and most of them agree that it's much more convenient to find the most suitable service provider via us than randomly seeking on the street or internet. For design & decoration companies, it's reported that the cost of project assigned by us is much lower than other sources, because we can always find the best fit clients for them. Thus, lower cost.

Project 2: Auto Inventory System

In order to improve the accuracy, transparency, efficiency and competitiveness, HKDECOMAN team has decided to implement an ALL in ONE Automated Inventory system.

The system has greatly shortened the time spent of related staff, in terms of stock taking, answering customer inquiry and communication cost with suppliers. Besides, the product shortage alert enables timeliness of stock refilling which enables us to enforce the stability of daily operation, thus the customer satisfaction level. Moreover, sophisticated report can help the management to predict and plan for marketing initiatives and revenue projection. Last but not least, the system helps to link up the data in 3 different sales scene, online shopping mall, show room and the vending machine. All the above has recognised the achievements of the Auto Inventory System.

As the market leader, HKDECOMAN's successful attempt to bring technology to the scene in fact secure the company's role in leading the industry. It effects to change the working mechanism and habits that require improvement and revision.

二〇一九香港工商業獎：睿智生產力獎
2019 Hong Kong Awards for Industries: Smart Productivity Award

鴻利達塑膠製品有限公司
Hongrita Plastics Limited

業務範圍

鴻利達於 1988 年在香港成立，專注於塑膠和液態矽膠(LSR)模具的設計、製造及精密組件的成型和加工。自主研發的多物料、LSR 技術領先業界，服務領域涵蓋健康護理、汽車及工業、消費及智能產品。

項目介紹

項目一：健康品杯蓋改善項目

項目是通過鴻利達的專利技術，改善杯蓋生產，節省人力及提升效率。在開發階段，鴻利達改良了客戶產品的原有設計，並首創充磁技術，以磁力固定取代複雜的塑膠件，令產品做到無縫隙、免安裝、操作簡單的要求。如期量產後更進一步改善工藝，包括採用模內磁片鑲件成型及推芯轉自動化模具、雙物料及自動磁片鑲件一體化成型工藝、自動充磁除塵線、線後即時裝配及包裝等。對比客戶原有設計及生產設置，項目成功節省人力達 59%，產能提升超過 30%。

項目二：呼吸機連接頭改善項目

針對改善前的呼吸機連接頭採用傳統鑲件成型技術(自粘性矽膠+PC)，造成材料成本高(自粘性矽膠成本是普通矽膠成本的 3 倍)、成型周期長、生產粘模等問題，鴻利達採用熱塑性及熱固性雙物料成型技術，生產自粘性矽膠及 PC 連接件，並以普通矽膠管代替自粘性矽膠管，解決塑膠與矽膠連接問題。另外也利用了推芯轉技術、冷熱流道系統、熱塑性及熱固性雙物料模具，改善整體生產工序，令產品原材料成本節省 55% 以上，有效縮短生產周期。鴻利達為了突破模塑行業的技術和工藝同質化，在核心技術上積極研發，形成以"專業、創新和精益"的生產力提升策略，並獲得多項專利認證。以專利技術應用的 OPM 模式(Original Patent Manufacturing)，增強了鴻利達的市場競爭力，落實"以創新及專業的模塑方案成就更佳產品"的使命。

Business Nature

Since 1988, Hongrita keeps pursuing multi-component and liquid silicone rubber (LSR) tooling and molding technological excellence. This has enabled Hongrita to provide plastic/LSR manufacturing solutions for various industries including medical, healthcare, consumer electronics and automotive etc.

Project Brief

Project 1: Slider Lid Improvement

The project objective is to achieve higher efficiency and cost-effectiveness. A new process was designed by applying innovative tooling & molding technologies and self-developed automatic production line.

With Hongrita's multi-components injection molding technology, we replaced the slider rails and hooks with magnetic fastening mechanism. This design could only be achieved by patented multi-components injection molding technology. Therefore, we designed a gapless, assembly free and easy cleaning slider lid which was the first design in the market.

After the first production mold, we further enhanced the mold design for components vacuum placing technique to simplify the magnet insertion process with better performance in accuracy and efficiency. This was a process innovation in the market. We developed the full automated assembly line integrating the magnetisation, measurement, assembly, cleaning and inspection.

Upon the completion of the project, labor cost was reduced by 59%, and capacity was increased more than 30%.

Project 2: Respiratory Mask Bond Ring Improvement

The project objective is to reduce material cost by applying patented technologies and innovative process.

Before the improvement, the product was made by a traditional plastic parts insertion molding process. ("Self-bonding" silicone+ PC) However, the material cost was 300% higher than normal silicone and difficult to handle during the molding process.

A new component was designed to reduce the use of expensive self-bonding LSR. Because LSR can be joined with LSR regardless the self-bonding characteristic. We decided to make a bond ring with minimum self-bonding LSR layer on the plastic. We managed to mold thermoset material and thermoplastic in one process and made a multi-component bond ring with LSR and PC. Finally, we molded the LSR tube by normal material on this special bond ring that achieved the cost saving and process enhancement. Since the LSR layer on the plastic ring was thin and this was a high precision component for medical devices, no any other traditional insertion molding process could be done but multi-component molding technology.

The project has successfully reduced 55% material cost and shorten the cycle time.

"Make the products better with innovative and professional mold & plastic solutions." is Hongrita's Mission. Over the years, for breaking through technological homogenisation in plastic tooling and molding industries, Hongrita strives for higher productivity through Professional, Innovative and Lean technologies, and has been successfully awarded patents. Hongrita has gained significant advantages by providing Original Patent Manufacturing service to the market.

二〇一九香港工商業獎：睿智生產力獎
2019 Hong Kong Awards for Industries: Smart Productivity Award

健林裝飾材料有限公司
Kinland Decor Limited

業務範圍

健林裝飾材料有限公司為從事酒店、商界和住宅業的機構供應先進的室內裝飾材料。公司於 1996 年成立，除了為業界提供各式各樣的材料，還開發了的多款別具創意的產品，更屢獲國際殊榮。

項目介紹

項目一：Art Panel 開發及生產

ARTPANEL 品牌的目標是活化傳統文化工藝與藝術，融合現代多功能材料，設計一系列創新的牆壁裝飾產品，從而保留古老的手工藝技能。憑藉不斷嘗試、努力不懈的企業家精神，健林成功開發 ARTPANEL 系列產品，把文化工藝與藝術融為一體，為室內牆壁裝飾市場創造新商機。ARTPANEL 品牌以質素見稱，日漸廣為人知，旗下的產品更獲世界各地高尚住宅和豪華酒店廣泛採用。

項目二：「Smart QC」

為使營運更高效及更具成本效益，健林自行開發了一套線上和線下操作的品質控制系統「Smart QC」。Smart QC 不僅提高整體製造效率，更大大提升公司內部及外部的品質管理和客戶信心。雖然開發及推行質量控制系統需要投放額外的時間和金錢，但對公司和客戶帶來深遠的長期利益。

Business Nature

Kinland Decor supplies advanced interior decorative materials to organisations in the hospitality, commercial and residential sectors, among others. Founded in 1996, the company has an extensive materials collection and has won several international awards for the innovation and creativity of its products.

Project Brief

Project 1: Development of Art Panel

Objective of ARTPANEL is preserving ancient craftsmanship skills by blending traditional know-how with modern product innovation in art, fashion and interiors. Through numerous trials and efforts and with its exemplary entrepreneurial spirit, KINLAND has successfully developed the ARTPANEL line of products. ARTPANEL has become increasingly recognised as a quality brand and its products are widely used in upmarket homes and luxury hotels globally.

Project 2: "Smart QC"

An increasingly successful and popular method of achieving operations more efficient and cost effective, KINLAND has developed a online-to-offline Quality Control System named "Smart QC". Smart QC not only improve overall manufacturing efficiency but also greatly enhances status and customer confidence. Installing a Quality Control System represents a considerate investment in both time and money. However, the long-term benefits to the organisation and the customers can be enormous.

二〇一九香港工商業獎：睿智生產力優異證書
2019 Hong Kong Awards for Industries: Smart Productivity Certificate of Merit

星展銀行(香港)有限公司
DBS Bank (Hong Kong) Limited

業務範圍

星展銀行(香港)有限公司帶領業界以數碼科技重塑銀行業未來。對外，星展秉承"Live More, Bank Less"的理念不斷創新公司的產品服務。對內，亦致力以創意持續優化內部流程，維持星展的競爭優勢。

項目介紹

項目一：DigiHub

星展深信工作環境與員工生產力有密不可割的關係，所以由 2017 年起進行辦公室「大改造」。佔地 7 層，總面積達 12.6 萬方呎的全新辦公室"DigiHub"於 2019 年 1 月正式啟用。配合星展的敏捷式(Agile)工作理念，DigiHub 不但將原本分散於 3 個地點的 1600 名員工合為一體，設計亦以「互動工作間」為主題，設有多個"Social Hub"，有效打破大企業常見的溝通「壁壘」。

為了不影響銀行日常營運和確保 DigiHub 設計符合員工需要，星展制定了一套全面的「搬家」計劃 - 包括焦點小組、共創工作坊等。「搬家」後，員工滿意度上升 30%。星展亦藉此推行無紙化工作，節省了 68%的文件儲物空間，令 DigiHub 每一吋空間都得以善用。

項目二：流程機械人

另一方面，星展積極提倡流程自動化。2019 年開發了 31 個流程機械人(RPA)，把銀行部分重複且枯燥的程序自動化，大大提升整體工作效率及準確度。以信用卡為例，使用流程機械人後，處理信用卡申請時間減少高達 99.95%。

更重要的是，這些機器人為星展省下了 30 全職人力工時(FTE)。這讓星展員工可專注於更具價值而不能被機械人取代的工作。而且，有別於同行，星展的流程機械人由內部開發，並設有 CoE，令星展能更快研發出貼合公司需要的機械人。

Business Nature

DBS Bank (Hong Kong) Ltd is at the forefront of leveraging digital technology to shape the future of banking. While we continuously revamp products and services for our customers, at the same time we commit ourselves in reinventing our internal processes, thus truly living by DBS' brand promise "Live More, Bank Less".

Project Brief

Project 1: DigiHub

In January 2019, DBS Hong Kong unveiled DigiHub - our custom-designed office space for 1,600 staff from across 24 teams. DigiHub was purpose-built to remove organisation silos and cater to numerous types of collaboration between units, as well as leverage employees' strengths to trigger optimal productivity and promote workplace agility.

To account for the VUCA of relocating our staff, DBS Hong Kong conducted a robust implementation plan – consisting of co-creation workshops, focus groups, video series and an online communications site. As a result of the initiatives, all teams were able to sustain their service levels with zero incidents.

DigiHub's innovative design has attracted interest from industry leading companies such as Sun Hung Kai Properties and PwC. Significant DigiHub achievements have included a 3% energy reduction for 2019, a 68% reduction in physical storage space through digitisation and a 30% increase in our employee satisfaction scores.

Project 2: Robotic Process Automation (RPA)

Through our in-house RPA program, DBS Bank has created a tactical automation tool that has improved our operational efficiency and reduced human error risk. By using automated processes to conduct queries, verify updates and generate reports, we have enabled our staff to dedicate their time to more value-added work that improves customer experience.

By the end of 2019, DBS will have 31 RPA initiatives implemented across the Bank – enabling a reduction of 30 FTEs previously dedicated to manual tasks. Unlike many of our competitors, our RPA initiatives are developed in-house with our own Center of Excellence (CoE). This was accomplished by extending our local infrastructure and actively building our development and support teams' capabilities.

As a result, processing time for data analytics reconciliation and credit card applications have been reduced by 270% and 99.95% respectively. With the increasing awareness of in-house RPA initiatives, there is a growing demand within the bank for RPA solutions.

二〇一九香港工商業獎：睿智生產力優異證書
2019 Hong Kong Awards for Industries: Smart Productivity Certificate of Merit

和記電訊(香港)有限公司
Hutchison Telecommunications (Hong Kong) Limited

業務範圍

3 香港是領先的流動通訊服務營辦商，以「3」品牌為客戶提供尖端的數據、話音及漫遊流動通訊服務，並與環球著名的供應商合作，引入嶄新的流動裝置和增值服務。3 香港是和記電訊香港控股有限公司(股份代號：215)的流動通訊業務，而和記電訊香港控股為長江和記實業集團成員。

項目介紹

項目一及二：企業流動錄音方案及即時通訊存檔方案

3 香港明白金融機構經常以流動通訊方式與客戶溝通，亦需要保存有關通訊記錄。因此，3 香港為金融機構提供度身訂做的全方位合規解決方案，包括企業流動錄音方案及即時通訊存檔方案，以滿足市場需要，兩個方案均符合監管要求，方便金融機構從業員能隨時隨地與客戶溝通，接收交易指令，並保存通訊記錄。

3 香港企業流動錄音方案和即時通訊存檔方案讓金融機構：

- 保存完整的流動通話及即時通訊記錄，滿足監管要求
- 讓從業員於辦公室以外的地方接收交易指令，迅速執行交易指示
- 支援漫遊通話及收發訊息，不會錯過任何交易記錄

3 香港為客戶提供一站式服務，由解決方案的要求、設計和建議、項目管理、執行、測試，以至用戶培訓方面等一應俱全，並設有專業團隊為客戶跟進。3 香港能根據客戶對儲存模式、錄音通告、即時通訊聊天室的設置、儲存期限和存檔分析等個別需求，度身制定方案。

透過 3 香港的企業流動錄音方案及即時通訊存檔方案，金融機構從業員可隨時隨地以流動裝置與客戶溝通，並接收交易指令，節省以往回覆客戶電話的時間，能準時完成交易，提升生產力和服務水平，尤其可為尊貴客戶提供更優質的服務。

此解決方案亦有助作為電訊商的 3 香港，於競爭劇烈的流動通訊市場提升競爭力，在價格以外的層面，憑藉提供實用及貼地的增值服務和企業解決方案，締造優勢。

Business Nature

3 Hong Kong is a leading mobile communications service provider offering cutting-edge data, voice and roaming services under the "3" brand. We work with renowned partners to offer a wealth of innovative mobile devices and value-added services. 3 Hong Kong is the mobile

division of Hutchison Telecommunications Hong Kong Holdings Limited (stock code: 215), a group member of CK Hutchison Holdings.

Project Brief

Project 1 and 2: 3 Hong Kong's Enterprise Mobile Recording and Instant Messaging Archiving

3 Hong Kong has noticed a surging demand from financial institutions to properly record and store every client's voice calls and messages on traders' mobile devices while on the move. We have therefore developed two compliance-grade mobility solutions named the Enterprise Mobile Recording Solution and the Instant Messaging Archiving Solution. The new services aim to extend financial professionals' workspace to anywhere while meeting compliance requirements, enabling them to take clients' instructions on mobile phones with proper compliance-grade recording solutions.

The solutions enable customers to:

- record trade calls and messages, meeting compliance requirements
- shorten the order lead time as traders can now receive instructions outside the trade floor
- take trade calls and messages while roaming

3 Hong Kong provides enterprise customers with a one-stop-shop experience: from requirement collection, solution design and recommendation, project management, implementation, testing to user on-boarding and training. With different requirements from individual customers, we help customise the solution to cater for specific needs such as on-premise and cloud storage, recording announcement, chatroom configuration, storage period, analysis, and so on.

With 3 Hong Kong's Enterprise Mobile Recording and Instant Messaging Archiving Solutions, traders can now take clients' instructions anytime, anywhere, saving time and the hassle to return customers' calls for instructions (conventional practice without mobile voice and message recording). This also ensures trade instructions are timely executed to maximise profitability of every trade instruction. The solutions also enable financial institutions to operate their trading business 24/7 around the world and extend their workspace to anywhere. This hugely improves their productivity and service level, especially to esteemed clients. The duo solutions have added to 3 Hong Kong's competitive edges of providing corporate customers in the mobile service market with tailored value-added services and enterprise solutions, shifting market competitions in pricing to service quality.

二〇一九香港工商業獎：睿智生產力優異證書
2019 Hong Kong Awards for Industries: Smart Productivity Certificate of Merit

香港中華煤氣有限公司
The Hong Kong and China Gas Company Limited

業務範圍

煤氣公司是香港歷史最悠久的公用事業機構，亦是本港規模最大的能源供應商之一，為近 190 萬客戶供應煤氣，以及提供多元化的煤氣爐具和應用方案，以切合客戶不同的需要。

項目介紹

項目一：移動維修服務應用程式

煤氣公司每年為住宅用戶提供的維修服務超過 60 萬次，確保供氣設施安全，以及爐具正常操作。

隨著科技進步，網絡通訊更安全可靠，移動數據工作模式為企業帶來改進的機會，亦能令客戶體驗更優質的服務，達至雙贏局面。

煤氣公司在數年前把維修服務採用的傳統電腦系統轉型為移動數據系統，加強數據分析能力，亦有效改善事前準備、派發、執行及審核等工作流程，顯著提升生產力。

項目二：測試寶

煤氣公司為客戶安裝的熱水爐，大部份配備電子控制線路板，客戶維修服務部每年維修這類熱水爐超過 20 萬次。

維修技術員透過創意思維，開發了一個智慧工具"測試寶"，能模擬煤氣熱水爐的供氣、供水及煙氣排放等訊號，藉此測試電子線路是否正常。

"測試寶"可用於不同廠家生產的各型號熱水爐，方便攜帶及使用，亦有效減少維修時間，提升生產力。

Business Nature

Towngas, the market leader of gas industry in Hong Kong, is not only supplying gas to 1.9M residential households but also providing after sales services to those customers.

We deliver 6-stars services to customers for maintaining appliances safety and reliability.

Project Brief

Project 1: Mobility Solution for Residential Maintenance Services

Our Customer Maintenance Services Department renders more than 600,000 on-demand services every year, ensuring the millions gas appliances in the market are in safe and good order.

With the maturity of mobile network security and mobile device technology, mobility solutions clearly hold great potential to equip the utility workforce with greater on-the-go insights and problem-solving capabilities, as well as to deliver to customers a superior service experience that offers significant benefits to both parties.

Towngas was to transform the existing manual service order system into Mobility System for supporting the service order requisition, preparation, dispatch, execution, completion as well as the back-end data analysis processes.

Project 2: Smart Tester

Our Customer Maintenance Services Department renders more than 200,000 on-demand maintenance services on gas water heaters with electronic printed circuit board every year, ensuring the gas water heaters in the market are in safe and good order.

Technological advances and higher customer expectations have increased the need for higher productivity. Basically, increasing productivity just means working smarter. Hence, we have designed a “Smart Tester” which provides a quick, easy and accurate diagnosis to deal with defective gas water heaters. It can simulate water, gas and flue conditions for water heater diagnosis, and was developed to tackle the problem of long diagnosis time during water heater maintenance. Most importantly, it can be applied to all water heater models with electronic printed circuit board supplied by different vendors. This has greatly improved efficiency of our gas water heater maintenance work, delivering a fast and superior service to our customers.

二〇一九香港工商業獎：睿智生產力優異證書
2019 Hong Kong Awards for Industries: Smart Productivity Certificate of Merit

匯聚科技有限公司
Time Interconnect Technology Limited

業務範圍

匯聚科技有限公司(於開曼群島註冊成立之有限公司，股份代號：1729.HK)是一家定制電線方案供應商，公司各種銅纜和光纜電線產品已廣泛使用在電信、數據中心、醫療設備、交通與工業器材等市場領域。

項目介紹

項目一：數碼化生產管理

匯聚藉數碼化生產管理步向敏捷製造模式，以助提升生產力，優化企業的應變能力，幫助強化生產高端產品的技術，提升營業額。

項目由成立無紙化統籌推行小組開始，由淺入深，並設定各項分期推行目標。首先開發軟件及執行硬體配置，同時為相關人員提供培訓，其後主動與客戶、供應商提出資料化、電子化操作計劃。

公司以數碼化管理結構轉型直接提升生產運作的精準度和及時性，並以自動化配合人力資源的減省和優化，從而確保核心業務能持續有效地發展。更獲得“華為”首家以全模組接入數字化管理所頒發的獎項。

項目二：人機協作-自動化生產

在推動"人機協作-自動化生產"方面，匯聚以最大可能的自動化，提高生產的靈活度，配合批多量少、品種多樣化的訂單，同時提升產能。

整個執行計劃首先全面及持續檢視所有生產工序，除內部資源變革外，公司亦開展"企校合作計劃"，與惠州學院合作，透過對外合作有助選取及應用最新科技和創新做法，更直接強化公司整體的競爭力。

公司打破一般線纜產品製造商對投入資源在自動化生產方面的局限思維，配合"數位化管理"控制系統的必要性，將生產線數據資料串連，促進生產的靈活度、人力資源的利用，提高生產效益，更有優勢應對現時大多客戶單多量少的情况。

Business Nature

TIME Interconnect Technology Limited (Incorporated in the Cayman Islands with limited liability, Stock Code: 1729.HK) is a well-established supplier of customised interconnect

solutions with headquartered in HK and factory in China. TIME's products are used in telecommunications, data centers, medical, transportation and industrial equipment.

Project Brief

Project 1: Digital Production Management

The company implemented digital production management transforming to agile manufacturing model to help increase productivity, optimise company's resilience, strengthen R&D of producing high-end products, and ultimately increased sales turnover.

The company started from the establishment of "Paperless Committee" and gradually set up various stages to achieve the goal. Firstly, developed software and implemented hardware configuration, and provided training for relevant personnel. Then, actively introduced EDI (Electronic Data Interchange) platform with customers and suppliers.

The company's digitalised transformation directly enhanced the accuracy and timeliness of production operations; and co-inherence with automation and optimisation of human resources to ensure that the core business can continue to grow effectively. The company has also received award from "Huawei" who was the first customer fully adopted the EDI platform.

Project 2: Human-Machines Collaboration

In terms of promoting "Human-Machines Collaboration" automation production, the company increased the maximum flexibility of production with different levels of automation to cope with large number of batches and diversified orders. And eventually increased production capacity.

The entire implementation plan started with a comprehensive and regular review of all production processes. In addition to internal resources transformation, the company also conducted a "Enterprise- School Collaboration Program", which worked with Huizhou College to facilitate the selection and proliferation of the latest technologies and innovations as a result to strengthen the overall competitiveness of the company.

The company made a breakthrough of the conventional practice of cable product manufacturers on the automation investment. By implementing the "digitalised management" system through the production processes, it can enhance the production flexibility, maximise the utilisation of human resources and improve production efficiency. These are all the corporate advantages to deal with the situation of "significant orders albeit smaller production quantities".

聲明：文字及圖片資料由得獎機構提供。

Disclaimer: Text and photo materials are provided by the winning companies.

二〇一九香港工商業獎：睿智生產力

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