



Effective Market Exploration and Management of Distribution Channels

The Group was committed to strengthening the sales network during the year. The Group effectively controlled the cost and the distribution channels to facilitate the market exploration. With respect to the domestic markets, the Group's strategy was to cooperate with some local distributors located in areas where their conditions are matured already, and set up joint ventures. The Group could then jointly explore and manage the regional distribution network with the partners, leading to a cut in cost and a direct control of sales channels ultimately.

Enhance Product Development

The management team of the Group believes that with the ever-maturing household appliance techniques in the PRC, and the differentiation of core techniques, which in turns strengthen the development of new products, will be the key to enhance the competitive edge of products. In view of this, the Group has fully utilized the advantages of its current resources, coupled with the operating approach of "low cost combined with product differentiation". The Group invested RMB 36,000,000 in expanding the scale of research and the technical level, and satisfactory results was obtained. During the year under review. The Guangzhou Municipal Government has placed a high degree of importance on the Group's technical development, and subsidized RMB 1,100,000 to the Group in order to facilitate product research and development. The Group developed and launched 52 new products into the market during the year with a satisfactory results achieved. Currently, the Group possesses 138 refrigerator models and 121 air conditioner models, forming several tens of collections comprising high, medium and low end product portfolios. The competitive edge of HUALING products has been enhanced.

有效的市場開拓及銷售渠道管理

本集團於年內致力加強終端銷售網絡的管理，有效地控制成本及區域網絡之體系，加速了市場拓展之步伐。在國內市場方面，本集團之市場拓展策略為在部分條件成熟區域與當地主要分銷商合作，成立合資公司，以共同開拓及管理區域分銷網絡，從而達到減少流通中間環節，節省成本，直接控制銷售終端的目的。

加強產品之開發

本集團管理層認為，隨著國內家電產品技術日趨成熟，差異化核心技術以加強新產品研發定必成為提高產品競爭力之關鍵。有鑒於此，回顧年內本集團充分利用現有的資源優勢，在低成本和差異化相結合的企業經營策略的指導下，投入研發資金36,000,000元人民幣，用於增強科研的規模和技術水平，至今成果令人滿意。年內，廣州市政府對本集團之技術研發工作給予高度重視，並提供1,100,000元的無償撥款用於支援企業研發工作。本集團於年內共開發52種新產品投放市場，效果令人滿意。目前，本集團擁有138個冰箱品種和121個空調品種，形成數十系列高、中、低三檔產品組合，大大增強了『華凌牌』產品之綜合競爭力。



Value-added Human Resources

The Group has been committed to the corporate culture of "people, the most valuable resources of an enterprise" and has constantly organized on-the-job training for the employees, aiming to enhance employees' technical know-how and to nurture elites. The Group has emphasized the concept of "right person for the right post" and has adopted the modern corporate management model. Reasonable, fair and open assessment scheme has been established to catalyze employees' working attitude and facilitate the operating efficiency.

In the year under review, the Group recruited management expertise and professional technicians from the PRC and overseas constantly. As at December 2001, the percentage of senior management who has obtained a master degree reached 75%. Through the systematic training scheme, the quality of employees will become more professional and much younger. The Group's human resources foundation has thus been consolidated.

Establish Corporate Culture

The management team believes that a sound corporate culture will be a key component to strengthen the Group's future development. In line with the Group's development strategies, the Group restructured its corporate ideology during the year based on the current corporate culture. The Group also proactively strengthened the establishment of corporate culture through various activities so that the employees would have a deeper understanding of the Group's corporate goal, value and operational ideology. The employees would then performed accordingly and helped support and fulfill the Group's business strategies and corporate goal.

人力資源增值

本集團一直貫徹「以人為本，企業最寶貴的價值在於人」的企業文化宗旨，定期為員工提供在職培育訓練，務求提升各級員工之技術水平，銳意創造條件，促進人才成長。在用人政策上，本集團堅持以「任人唯賢，人盡其才，適才適所」為理念，按照現代企業制度之管理模式，建立公平、公正、公開以及合理的業績考核機制，激發各級員工的工作積極性，有效地提高企業運作效率。

回顧年內，集團還多次聘請國內外企業管理專家及技術專家，員工進行系統化系統培訓。截止二零零一年十二月份，本集團高級管理層中，教育水平達到碩士學歷的員工已達到75%。通過推行系統化的培訓工作，企業成員之整體素質將逐漸趨向專業化、年輕化，為本集團未來之業務發展打下了良好的人力資源基礎。

企業文化建設

本集團管理層認為良好的企業文化對增強企業凝聚力及員工對工作之熱誠起著不可或缺的作用。於回顧年內，本集團因應發展策略的需要，在現行企業文化系統基礎上予以重整，積極以不同形式之活動強化企業文化建設，讓員工對企業的目標、價值觀以及營運理念有更深層次的認識。使員工的表現能高度配合企業之營運理念，為實現集團之企業目標共同奮鬥。