

二零零零年本集團固然交出一張漂亮的成績單，但隨着中國加入世界貿易組織，市場將面臨更強烈的競爭態勢。企業不進則退，唯有在既有的基礎上，不斷的發展下一階段的企業競爭力，才可以更長更久，展望二零零一年，本集團將進一步在中國深耕，有關經營策略說明如下：

**1 引進策略聯盟伙伴，強化飲品、糕餅的事業經營**

本集團營業額固然已取得長足的進步，但是與市場的機會點而言，仍嫌有限。本集團不排除進一步與世界級的食品廠商，透過各種形式的策略聯盟開拓市場。

**2 全力發展物流事業與電子商務系統**

配合科技潮流的趨勢，協助經銷商業務管理，改善庫存及時配送需要，將進一步整合本集團內部ERP系統，顧客關係系統(CRM)及物流系統於一體，使管理效益最大化。

**3 積極擴大市場佔有率與品牌經營**

各事業群除在既有的產品下，擴大市場佔有，更要積極的研發新產品，刺激新需求。並強化品牌經營意識，使康師傅品牌更具多元性。

The Group's performance in 2000 was satisfactory. However, with the PRC's entry to WTO, the market will become more competitive. Some companies will progress while others will decline. The Directors have decided to continue to enhance the Group's competitiveness to ensure continued growth. The Group's strategy for the operations in the PRC is as follows:

**1. Introduce strategic partners to strengthen beverage, bakery and confectionery businesses.**

Although the Group's turnover has increased, the improvement lagged behind the opportunities for growth provided by the market. The Group does not rule out the possibility of establishing strategic partnerships with international food products companies to develop the market in new ways.

**2. Fully develop our logistics and e-commerce system**

Using the latest developments in science and technology, the Group will combine Enterprise Resource Planning (ERP), and Customer Resource Management (CRM) with our logistics system, to maximize management efficiency. This will assist our wholesalers to improve inventory management.

**3. Actively expanding market share and brand awareness**

The Group will expand the market share of the existing product lines while actively developing new products and enhance brand awareness to stimulate new demand for products under the "Mr. Kon" brand name.

**4 生產技術的深化**

建立良好的培訓系統，並結合日本三洋食品有限公司在方便麵的生產技術資源，進行雙方交流，藉以使生產技術得以精進，人員技術得以發展。

**5 建構財務安全的經營體系**

全面導入業已開發完成的SAP電腦管理系統，並進行管理制度的優化與內控機制的強化。同時進行固定資產的清理，務使企業資源能作最佳的利用；並改變財務政策為：長期貸款取代短期貸款，美元貸款轉為人民幣貸款。

**6 組織扁平，精英精兵；建立勤、廉、能的企業文化**

繼續本集團人員的教育養成與系統的精進，透過人員素質的提升與作業流程的簡化，達到精英精兵的人力結構。此外，透過共識教育訓練，合理的升遷與激勵系統，以塑造本集團企業文化。

**7 建立符合ISO的品保體系**

由各子公司自發的建立ISO的品保體系，從二零零零年開始，成為本集團政策。作為各子公司的品質目標，有系統的全面推動本集團各子公司建立符合ISO的品保體系。

**4. Upgrading of production technology**

The Group has established a sound training system and has a training exchange program with Japan's Sanyo Foods Co., Ltd for instant noodle technology, to improve technology and staff expertise.

**5. Build a financially sound operational system**

The Group will fully implement the computer management system developed by SAP and strengthen its internal management controls. The Group will rationalise fixed assets, improve the use of capital resources and improve financial planning through replacing short-term borrowings with long-term borrowings and U.S. dollar debt with renminbi debt.

**6. Create a flatter structure, characterized by diligence, honesty and ability**

The Group will continue to train employees to improve staff quality and simplify operational procedures to create a flatter structure. The Group will build a corporate culture through a development, promotion and bonus system.

**7. Establish a Group-wide ISO standard**

Starting from the subsidiaries the Group has set a target of reaching full ISO certification. Beginning in 2000, the Group has set ISO certification as a target for all subsidiaries and has promoted this systematically.