

Proactive Decision-Making: Key in Tackling Challenges and Embracing the Future

及早決策以面臨挑戰，用積極姿態迎接未來

Zhang Mengying 張夢瑩



▲ Ms Mavis Tang, Executive Director of Town Ray Holdings Limited
登輝控股有限公司執行董事鄧美華女士

In the midst of the COVID-19 pandemic, supply chain disruption and congestions in logistics, the manufacturing industry has been put under immense pressure for the past three years. Ms Mavis Tang, Executive Director of Town Ray Holdings Limited (hereafter “Town Ray”), a leading developer and manufacturer of electrothermic household appliances, has exhibited her exemplary leadership, management skills and responsibility in steering the company to overcome these challenges and achieving good operational performance despite force majeure.

The Hong Kong Institute of Directors (HKIoD) presented Ms Tang with the Directors Of The Year Award in the Listed Companies category - Executive Director in recognition of her outstanding achievements in management decision making, risk management and corporate governance policies. This

recognition showcases her commitment to ensuring efficient operation and sustainable development of the company in the ever-changing business environment.

“With her leadership, expertise, strong integrity and passion, Ms Tang adds tremendous value to the firm at both board and management levels. Her accomplishments and implementation of good corporate governance are certainly deserving,” said the panel of judges.

With over 23 years of experience in the electrothermic household appliances industry, Ms Tang also serves as the Managing Director of Town Ray, where she is mainly responsible for overall operations management, business strategy formulation and overall administration and management, providing strong support to the long-term development of the company.

Judge Early, Decide Timely

Facing the threat of factories shutting down brought about by the COVID-19 outbreaks, Town Ray's Board of Directors reacted timely to mitigate the impact on corporate operations and profitability by consistently meeting delivery schedules.

The Board's pre-planned risk management measures and excellent supply chain management strategies enabled the company to secure product delivery commitments despite disruptions in the supply of raw materials and logistics.

"This could only be achieved through close collaboration between the Board and management, with extensive operational experience and knowledge, and flexibility in dealing with various issues," said Ms Tang.

The Board also leads the management to maintain frequent and effective communication with local governments, customers, suppliers and logistics service providers bringing alternative measures to greatly reduce the risk of production and delivery delays from supply chain disruptions, ensuring the sustainable growth of the business.

Clear Vision for Long-Term Development

Town Ray demonstrated its high level of governance despite the challenges of the global market in recent years, proving the success of its management model.

"The company's success and leading position is due to its clear vision and strategy to bring innovative ideas to its stakeholders and customers," said Ms Tang. "Additionally, Town Ray sets short- and long-term goals in line with its



▲ Ms Tang believes efficient communication and cooperation between the Board and management is essential to the sustainable development of the company. 鄧女士認為公司的持續發展，董事會和管理層高效溝通和合作至關重要。

development status in order to achieve corporate sustainable growth."

An effective communication mechanism is also an important factor for efficient corporate governance. Town Ray places special focus on good communication mechanisms and strengthening the training of staff to ensure strategies are implemented effectively. Management's ability to be decisive in the face of difficulties and to drive the company's development while balancing opportunities and risks is also essential in its continuous progress.

For the long-term development of the company, Ms Tang believes that the Board and individual directors should communicate effectively with all stakeholders, including employees, customers, suppliers, investors and Board members, to ensure that they understand and participate in the development of the company and proactively address any concerns or issues that arise. Proper communication could reduce all parties' concerns and facilitate the smooth implementation of company strategies.

ESG and Automation for a Sustainable Future

The importance of environmental, social, and corporate governance (ESG) is increasing, and ESG disclosure requirements are becoming more stringent among various stakeholders in society.

Ms Tang pointed out the pressing needs for companies to take greater responsibility in meeting their social and environmental responsibilities and complying with legal and financial obligations. These responsibilities are monitored by investors, regulatory organizations and the public. Failing to address ESG issues could result in reputational risks.

Ms Tang believes that the Board and directors can develop a comprehensive ESG strategy, metrics and goals, and engage with stakeholders to understand their ESG concerns and expectations. Directors also need to deepen their personal knowledge of ESG to ensure that decisions are well thought out and discussed.

The world is gradually recovering in the post-pandemic era, but the path to



REINFORCE CONNECTIONS

SPRG

resuming “normal” is still full of challenge. Ms Tang believes that the manufacturing industry is facing critical issue of labor shortages. In this regard, the company has established a mature management system to cultivate a working environment with abundance of talent. In addition, the company is focusing on “Industry 4.0” technology by incorporating automation and digitalization into its production for improved efficiency and business sustainability. 

過

去三年受新冠疫情、供應鏈中斷和物流阻塞等多方面的影響，製造業遭受打擊。面對不可抗力帶來的運營壓力，電熱家電開發商及製造商——登輝控股有限公司（下稱「登輝」）執行董事鄧美華女士帶領公司迎接挑戰，幫助企業實現良好運營表現，展現了優秀的管理能力和責任心。

香港董事學會授予鄧美華女士2022年度上市公司組別的「傑出董事獎」，以表揚其在管理決策、制定風險管理措施和企業管治政策等方面取得的卓越成就，保障了企業在瞬息萬變的營商環境中，能夠高效運營、持續發持。

評審團評價：「鄧女士的領導力、專業知識、誠信和對工作的熱忱，大大提升了企業董事會和管理層的價值。鄧女士在實踐良好企業管治方面成就斐然，獲獎當之無愧。」

鄧女士於電熱家用電器行業擁有逾23年的豐富經驗，目前不僅是登輝的執行董事，還擔任董事總經理，主要負責整體運營管理、業務策略制定及整體行政管理等工作，為企業的長遠發展提供了有力的支持。

及早判斷、及時決策
面對疫情帶來的封控停工的威脅，登輝的董事局及時作出反應，透過持續滿足交付計

劃，盡量減少對企業運營和盈利能力的影響。

在原材料供應和物流中斷的情況下，確保產品交付承諾並不容易。然而，登輝董事會通過預先計劃的風險管理措施和優秀的供應鏈管理策略，確保在每個方面都有卓越的表現，避免生產和交付中斷。鄧女士表示：「這只有通過董事會和管理層的緊密合作，以豐富的運營經驗及知識，隨機應變，彈性處理各種問題來實現。」

同時，董事局亦要求管理層與當地政府、客戶、供應商和物流服務供應商保持頻繁和有效的溝通，以便能夠採購替代解決方案。這項措施有效地減少了因供應鏈中斷而引起的生產和交付延遲的風險，並確保了企業的持續運營和發展。

清晰遠景助力長期發展

登輝在近年環球市場的各種挑戰下仍展現出高效治理水平，其成功的管理模式可見一斑。鄧女士指出：「公司的成功和領先地位取勝於清晰的遠景和策略制定，為持份者和客戶帶來創新思路。此外，公司也會因應發展狀況制定短期或長期目標，以實現企業的持續發展。」

有效的傳達和溝通機制也是公司高效治理的重要因素。登輝注重建立良好的溝通機制，

並加強對人才的培養，以確保執行策略的有效性。此外，管理層能夠於困難中作出果斷決定，在平衡機遇與風險情況下推動公司的發展，也是推動企業不斷進步的重要因素。

對於公司長期發展，鄧女士認為董事會和董事個人應與所有持份者，包括員工、客戶、供應商、投資者和董事會成員進行有效的溝通，以確保他們了解和參與公司發展，並積極主動地解決出現的任何關切或問題。透過適當的溝通，可以減少各方的疑慮，有助於策略順利推行。

ESG、自動化推動未來

環境、社會和企業管治(Environmental, social, and corporate governance, ESG)的重要性日益上升，社會上各持份者對於ESG披露的要求更是越趨嚴格。鄧女士指出現今企業需承擔更大的責任感，以確保其社會和環境責任得到充份履行，遵守法律和財務義務，並接受投資者、監管機構和公眾的監督。如果未能解決ESG問題，就可能會有聲譽風險。

由此，鄧女士認為董事會和董事可以制定全面的ESG策略、指標和目標，並與持份者接觸，了解他們對ESG的關注和期望。董事個人亦需要加深對ESG專業知識，以確保在決策討論時能夠考慮周詳。



▲ Town Ray actively promotes ESG among employees and encourages them to participate in all aspects of ESG. 登輝管理層積極推動員工關注ESG，鼓勵員工參與ESG各方面的活動。

疫情趨於平穩，世界正在重新開放，但復常的道路也是充滿挑戰。鄧女士認為對於製造業來說，首當其衝的是勞動力短缺問題。對此，公司已經建立一套成熟的管理系統，以期培養人才濟濟的工作環境。此外，公司也關注「工業4.0」的技術，將自動化、數字化納入公司的生產系統，以此提高生產效率，保持業務穩定性、可持續性。 



- ▲ Town Ray demonstrated its efficient governance under the recent challenges in the global market.
登輝在近年環球市場各種挑戰下仍展現出高效治理水平，其成功的管理模式可見一斑。



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