

(Official Use Only)

Date of Receipt 7 MAR 2014

(Last revised on 30 Nov 2016)

**SME Development Fund/
Dedicated Fund on Branding, Upgrading and Domestic Sales
(Organisation Support Programme)**

Final Report of Approved Project

This report is for (please put "✓" in either one box only):

☒ SDF Final Report

☐ BUD Fund (Organisation Support Programme) Final Report

Project ref. no. : D11 001 016
Project title : SME Leadership Programme 2011-2013
Period covered : From 01/08/11 to 31/07/13
(dd/mm/yy) (dd/mm/yy)

Important Notes

1. To facilitate the evaluation of projects, a grantee of the SME Development Fund (SDF) or the Dedicated Fund on Branding, Upgrading and Domestic Sales (the BUD Fund) (Organisation Support Programme) has to submit a final report with the audited accounts to the Director-General of Trade and Industry (DGTI). The final report has to be submitted within 3 months upon completion of the project.
2. The grantee is required to carry out the project strictly in accordance with the project agreement including the approved project proposal and all instructions and requirements as given by DGTI. ANY modification, amendment or addition to the project, including, among other things, any change to the project period, project scope, budget or cashflow projection, replacement of the project coordinator or the deputy project coordinator, will require PRIOR WRITTEN APPROVAL from the DGTI.
3. All sections of this report have to be properly filled in. Please insert "N.A." if the information sought is not applicable or not available. If there is insufficient space for the information, please give details on a separate sheet to be attached to the report.
4. The completed final report has to be submitted in both hard and soft copies (preferably in MS Word format) to the Secretariat.
5. The information provided by the grantee under items 1.1 - 1.7, 2.1 - 2.3 and 2.5 - 2.6 of this final report will be put on the SDF/BUD Fund (Organisation Support Programme) website. If the grantee does not wish certain information to be released, please forward its request and justifications under item 4 (Information for Public Access on the Web) of this final report for consideration by the Secretariat.

(Version: 10/2012)

1. Project Details

(Please mark with "*" if any of the following project details is different from that in the project proposal appended to the project agreement.)

1.1 Project Reference and Title

D11 001 016 - SME Leadership Programme 2011-2013

1.2 Project Summary (in not more than 150 words)

The leadership program consists of two key parts: A mentorship program and a recognition program. The project life-span is 2 years.

For the mentorship program, a group of mentors will be recruited to pair up with the mentees (SMEs) to provide help and advice to the participating SMEs, including business experience, customer service excellence best practices and tips for participating in recognition program.

For the recognition program, 10 of 30-40 participating SMEs will be selected as the Top Ten SMEs of the year. The senior executives of the Top Ten SMEs will be appointed as mentors in year 2 to match with new SMEs applicants.

Towards the end of the 2 year program, best mentorship awards will also be presented to the best mentor and best mentee.

1.3 Project Objective(s) (in not more than 80 words)

With the aim of "Cultivate Excellence, Nurture Service Stars", HKACE's Leadership program aims to recognize outstanding SME leaders and engage these leaders to coach the next generation of small and medium enterprises. The purpose is to train up outstanding SMEs to pass on the best practices on customer services excellence from one generation to another.

1.4 Grantee /Collaborating/Implementation Organisation Agent

Grantee : Hong Kong Association for Customer Service Excellence Ltd.

Collaborating Organisation(s) : _____

Implementation Agent(s) : _____

1.5 Key Personnel

	<u>Name</u>	<u>Company/Organisation</u>	<u>Tel No. & Fax No.</u>
Project Co-ordinator	: <u>Kenneth Chow</u>	<u>Shell Hong Kong Ltd / HKACE</u>	<u>2506 7078 (Tel)</u> <u>24357559 (Fax)</u>
Deputy Project Co-ordinator	: <u>Carmen Ng</u>	<u>The Kowloon Motor Bus Co. (1933) Ltd / HKACE</u>	<u>2786 6091 (Tel)</u> <u>2745 2197 (Fax)</u>

1.6 Project Period

	<u>Commencement Date</u> (day/month/year)	<u>Completion Date</u> (day/month/year)	<u>Project Duration</u> (No. of months)
As stated in project agreement	<u>1/8/2011</u>	<u>31/7/2013</u>	<u>24 months</u>
Revised (if applicable)	_____	_____	_____

1.7 Methodology Employed

The 12 founding members of HKACE formed an Executive Committee (EC) to formulate the association's direction and planning, and implement the association's planned activities. The Executive Committee members give direction to the consultants, coordinate with them to carry out the projects, supervise and monitor the progress so as to ensure that everything meets the association's requirements and standard.

Planning stage

- Design program focus, key elements and set objectives
- Invite consultants to submit proposals;
- Identify a consultant to implement and administer program;
- Decide publicity plan, eligibility, training materials, assessment criteria, timetable and design mentorship framework;
- In order to attract more SMEs, we will work with SME associations to promote the program to their members. Participation will be encouraged from a wide variety of manufacturing and non-manufacturing sectors, tourism-related sectors, etc.
- Design poster, leaflet, application form and newspaper advertisement.

Launch Stage

Appointment of Mentors

- Appoint mentors
- Brief and provide guidelines to mentors (face to face during training sessions)
- Monitor progress and review effectiveness

Training

- Publicity, eg. poster, leaflet, newspaper advertisement, direct mailing, email, networking, training workshop;
- Enquiry hotline will be operated by consultant to answer enquiries from participants;
- Consultant will provide professional trainers to conduct training to participants
- Publicity, eg. poster, leaflet, newspaper advertisement, direct mailing, email, networking, and training workshop;
- Recruit mentees (mentees send application)
- Enquiry hotline will be operated by consultant to answer enquiries from applicants;
- Association's hotline will provide support to applicants. Applicants can also gain access to the Association via email, fax and website

Close of application for mentorship program

- HKACE will try to accept all SMEs' applications to join the mentorship programme as mentees since HKACE aims to assist all SMEs to uplift their customer service.

Match mentors and mentees

- Assessment panel by HKACE EC members

Assessment of Mentorship program

- Assessment of effectiveness of mentorship program by appointed consultant:
- Monitor number of interactions between mentors and mentees
- Survey on effectiveness of mentorship program for both mentors and mentees
- Assessment on service level and business improvement
- Select Best Mentor and Best Mentee

Assessment of TopTen SMEs

- Desk-top assessment;
- Mystery shopping assessment for participating SMEs;
- On-site assessment
- Panel interview

We will invite SME associations to participate in the judging panel of the recognition program	
Announcement of TopTen SMEs	
-	Award Presentation Ceremony
-	Newspaper Supplement and website
-	Issuing assessment report and mystery shopping assessment result to Top Ten SMEs
Sharing sessions	
-	Sharing session and company visits by Top Ten SMEs and Best Mentors and Mentees to share the best practices
Announcement of Best Mentor and Best Mentee	
-	Award Presentation Ceremony
-	Newspaper Supplement and website

1.8 Sources of Funding (HK\$)

		<u>% of Total Project Expenditure</u>
Amount of grant:	: \$829,800	(90 %)
Contribution from grantee and sponsorship from other sources, if any	: \$92,200	(10 %)

2. Summary of Project Results

2.1 Project Deliverables

(Please list out the targeted project deliverables as stated in the project proposal appended to the project agreement and provide details of actual result achieved, including beneficiaries, for each of them.)

The project was conducted successfully and according to timeline. We received 41 applications for the leadership programme, including mentorship programme and the recognition programme, in which 41 mentees were matched with 41 mentors. Framework of mentorship programme was developed and support was provided to mentors. Training sessions were held on 21 Sep 11, 11 Oct 11, 20 Sep 12 and 21 Sep 12 with over 600 participants. Panel interviews were conducted on 29 Nov 11, 29 Nov 12, and 10 Top SMEs were selected and awarded. Award presentation ceremony was held in the HKACE anniversary ceremony on 2 Feb 12 and 30 Jan 13. Following the award presentation ceremony, sharing sessions were arranged on 23 Mar 12 with 105 participants and 10 Apr 13 with 112 participants. Company visits were arranged to the 2011 winning companies on 20, 25, 26 Apr 12 with 58 participants in total. Company visits were arranged to the 2012 winning companies on 11, 17, 19 Apr 13 with 39 participants in total.

2.2 Actual Benefits to SMEs/Enterprises

(Please indicate in clear, specific, tangible and quantifiable terms the benefits of the project and its contribution to enhancing the competitiveness of Hong Kong's SMEs / enterprises in general or SMEs / enterprises in specific sectors / assist Hong Kong enterprises in general or in specific sectors in developing brands, upgrading and restructuring business operations, and promoting domestic sales in the Mainland, in not more than 400 words.)

The result of HKACE SME leadership program was very encouraging. The programme had provided a lot of opportunities for SMEs to network and gain best practices and experiences amongst themselves and HKACE members. Surveys were conducted on getting feedback from participants. Nearly all of respondents regarded that the program was useful and that it was helpful to their companies' long-term development.

2.3 Milestones (in chronological order)

(# Please indicate if the milestone is completed (C), deferred (D) or not achieved (N). If it is deferred, please indicate the revised completion date. For those milestones which are deferred or not achieved, please also provide the reasons under item 2.4.)

	<u>Milestone</u> (as set out in the approved project proposal appended to the project agreement)	<u>Original target completion date</u>	<u>Revised target completion date</u> (if applicable)	<u>Status</u> (C/D/N) #
(a)	Planning stage	31 Aug 11		C
(b)	Start publicity and recruitment of mentors and mentees	31 Oct 11		C
(c)	2 x training sessions	31 Oct 11		C
(d)	Close of application	31 Oct 11		C
(e)	Mentorship program	31 Dec 11		C
(f)	Assessment of recognition program applications	30 Nov 11		C

(g)	Assessment of mentorship program	31 Dec 11		C
(h)	Panel Interview	31 Dec 11		C
(i)	Announcement of Top Ten SMEs	15 Feb 12		C
(j)	Company visits and sharing workshop	20 Apr 12		C

2nd Year

(k)	Planning Stage	31 Aug 12		C
(l)	Start publicity and recruitment of mentors and mentees	31 Oct 12		C
(m)	2 x training sessions	31 Oct 12		C
(n)	Close of Application for mentorship and recognition program	31 Oct 12		C
(o)	Mentorship program	31 Dec 12		C
(p)	Assessment of mentorship program	31 Dec 12		C
(q)	Assessment of recognition program application	30 Nov 12		C
(r)	Panel Interview	31 Dec 12		C
(s)	Announcement of Top Ten SMEs	15 Feb 12		C
(t)	Company visits and sharing workshop	20 Jun 13		C
(u)	Announcement of Best Mentor and Best Mentee award	15 Feb 13		C

2.4 Reasons for Deferring or Not Achieving certain Milestones, if any.

2.5 Marketing/Dissemination Activities (in chronological order)

(Please provide details of all completed and on-going promotional and/or dissemination activities for each of the project deliverables. Such activities may include advertisements, seminars, workshops, etc.)

<u>Date/ Period</u>	<u>Description</u>	<u>No. of beneficiaries (SMEs/Enterprises*)</u> *please delete as appropriate
Sep - Nov 11	Applications and mentorship programme	24 SMEs
21 Sep 11 & 11 Oct 11	Training sessions	326 (about 260 are SME)
2 Feb 12	Award presentation ceremony	10 SMEs
23 Mar 12	Sharing session	105 SMEs
20, 25 & 26 Apr 12	Company visits	58 SMEs
Sep – Oct 12	Applications and mentorship programme	17 SMEs
20 & 21 Sep 12	Training sessions	312 (about 250 are SME)
30 Jan 12	Award presentation ceremony	10 SMEs, Best Mentor, Best Mentee
10 Apr 13	Sharing session	105
11, 17 & 19 Apr 13	Company visits	39
Total no. of beneficiaries :		891

2.6 Future Plan for Promoting the Project Deliverables

Nil

2.7 Problems/Outstanding Issues (if any)

Nil

2.8 Remedial Actions during the project period

Nil

2.9 Intellectual Property Rights Application (if applicable)

<u>Application Date</u>	<u>Registration Date</u>	<u>Description</u>
N/A		

3. Financial Position

From 01/08/11 To 31/07/13
 (dd/mm/yy) (dd/mm/yy)

(Please provide details of expenditure of manpower, equipment, other direct costs, and sponsorship at the **Appendix**. Please mark "*" if any of the financial details above is different from that in the project proposal appended to the project agreement.)

Income			In HK\$
<u>Items</u>	<u>Amount as set out in the approved cashflow projection</u>	<u>Actual amount up to report period*</u>	<u>Remarks</u>
1. Funding Amount	829,800	829,800	
2. Contribution from the applicant and sponsor (if any)			
(a) Cash	92,200	92,200	
(b) In-kind			
Subtotal:	922,000	(A)	
3. Interest Accrued	0	36	
4. Income generated from the project (Please specify)			
Subtotal:	922,000	(B)	
Expenditure			
5. Manpower			
6. Equipment			
7. Other direct costs	922,000	1,061,531	mainly due to the charge increase in Supplier and the extra expenses are settled by HKACE
Subtotal:	(D)	(C)	
Residual Funds (A) – [(C) or (D) (whichever is the less)] = 0			
(E)			
Interest income and income generated from the project (B) = 36			
Interest income and income to be retained with prior written approval from DGTI (F) = 0			
Amount to be refunded to the Government (E)+(B)-(F) = 36			

Notes:

Prior written approval from DGTI is required if:

- the actual expenditure in any individual item exceeds the original budgeted expenditure for that item by 20%; or
- total expenditure exceeds the original budgeted expenditure; or
- there is a need to create new expenditure item; or
- there is a need to transfer to new expenditure item (e.g. for new/revised rank of project staff, new equipment item, new consumable item, etc.)

3.1 Please provide breakdown for expenses / income incurred but not yet paid / received during project period, if applicable (i.e. receivables and accrued expenses shown in the audited accounts).

Nil

4. Information for Public Access on the Web

(If you do not wish certain information provided under items 1.1 to 1.7, 2.1 to 2.2 and 2.5 to 2.6 to be published on the web for public access, please set out your request and provide justification under this item.)

5. Additional Information

(Please provide any information not covered elsewhere in this report.)

Report completed by :



Authorised signature with organisation
chop

Hong Kong Association for Customer Service
Excellence Ltd.

Name of organisation

Chow Tat Ming, Kenneth

Name of signatory

Director of Award Committee

Position

25067078

Tel No.

81009986

Fax No.

general@hkace.org

Email Address

5 / 3 / 2014

Date

**SDF/BUD Fund (Organisation Support Programme)
Final Report of Approved Project**

Project Reference No. : D11 001 016
Period Covered : 1 August 2011 to 31 Jul 2013

A. Manpower (in chronological order)

<u>Description</u> <u>(Name, post title)</u>	<u>Hourly/</u> <u>Monthly</u> <u>Rate</u> <u>(HK\$)</u>	<u>No. of Hours/</u> <u>Months Charged</u> <u>in the Report Period</u>	<u>Employer's Contribution to</u> <u>the Mandatory Provident</u> <u>Fund during the Report</u> <u>Period</u>	<u>Starting Date</u> <u>of Employment</u>	<u>Completion</u> <u>Date</u> <u>of Employment</u>	<u>Manpower cost</u> <u>(HK\$)</u>
(A)	(B)	(C)				[(A) x (B)] + (C)
Senior Personnel (e.g. project managers, consultants, engineers, other professionals)						
N.A.						
Other Personnel						
N.A.						
Subtotal:						

Please indicate if the following staff recruitment procedures have been implemented, in accordance with the *SDF/BUD Fund (Organisation Support Programme) General Guidelines on Staff Recruitment..*

^Yes / No 1. Staff is recruited through an open and competitive system. If not (e.g. direct appointment), please describe the recruitment process and provide reasons for not going through open recruitment :

If answer to 1. is Yes, please indicate the following:

^Yes / No 2. Job vacancies were widely advertised through media, including _____ (e.g. newspapers, websites, magazines, etc.)

^Yes / No 3. Selection interviews were conducted. If not, please advise the assessment method used:

^Yes / No 4. Proper records have been kept for applications received / assessment of candidates / recommendations of panel members.

^Please delete as appropriate.

B. Equipment (in chronological order)

<u>Item</u>	<u>Date of Procuring or Leasing</u>	<u>Name of Equipment</u>	<u>Nature/ Function</u>	<u>Procured (P) or Leased (L)</u>	<u>Unit Cost</u> (HK\$)	<u>Quantity</u>	<u>Total Cost</u> (HK\$)
N.A.							
Sub-total:							

C. Other direct costs (in chronological order)

<u>Item</u>	<u>Date of Procuring</u>	<u>Item</u>	<u>Unit Cost</u> (HK\$)	<u>Quantity</u>	<u>Total Cost</u> (HK\$)
1. Training and Assessment Cost (budget: \$622,000)					
1.1	6 Sep 2011	Recognition Program Consultant	150,000	1	150,000
1.2a	1 Sep 2011	Newspaper Advertisement (part 1: media cost)	22,500	1	22,500
1.2b	6 Sep 2011	Newspaper Advertisement (part 2: design and artwork cost)	15,000	1	15,000
1.3	6 Sep 2011	Training & Mentorship Program Consultant	60,000	1	60,000
1.4	6 Sep 2011	2 Pre-award training seminars	80,000	1	80,000
1.5	6 Sep 2011	Post-award sharing workshops	20,000	1	20,000
1.6	6 Sep 2011	3 Company Visits	7,000	1	7,000
1.7	6 Sep 2011	Training Materials	20,000	1	20,000
1.8	6 Jun 2012	Recognition Program Consultant	150,000	1	150,000
1.9a	5 Sep 2012 18 Mar 2013	Newspaper Advertisement (part 1: media cost)	24,000	1	24,000
1.9b	6 Jun 2012	Newspaper Advertisement (part 2: design and artwork cost)	15,000	1	15,000
1.10	6 Jun 2012	Training & Mentorship Program Consultant	60,000	1	60,000
1.11	6 Jun 2012	2 Pre-award training seminars	80,000	1	80,000

1.12	6 Jun 2012	Post-award sharing workshops	20,000	1	20,000
1.13	6 Jun 2012	Company Visits	7,000	1	7,000
1.14	6 Jun 2012	Training Materials	20,000	1	20,000
Sub-total:					750,500
	2. PR and Promotion costs (budget: \$280,000)				
2.1	16 Jan 2012	PR Consultant	57,600		57,600
2.2	6 Sep 2011	Poster and leaflets	15,000		15,000
2.3	16 Jan 2012	Ceremony to announce Top 10 Outstanding SMEs	38,400		38,400
2.4a	9 Dec 2011	Trophy to awardees	4,100		4,100
2.4b	29 Jan 2012	Souvenir to judges	1,900		1,900
2.5	29 Dec 2011	Newspaper supplement	35,628		35,628
2.6	30 Jan 2013	PR Consultant	58,400		58,400
2.7	6 Jun 2012	Poster and leaflets	15,000		15,000
2.8	30 Jan 2013	Ceremony to announce Top 10 Outstanding SMEs	28,933		28,933
2.9a	5 Jan 2013	Trophy to awardees	4,680		4,680
2.9b	29 Jan 2012	Souvenir to judges	1,940		1,940
2.10	29 Jan 2013	Newspaper supplement	35,250		35,250
Sub-total:					296,831

3. Audit Fee (budget: \$20,000)					
3.1	21 Jun 2012	Auditor remuneration	6,600		6,600
3.2	21 Jun 2012	Bank Charges related to auditor's confirmation of the bank balance	500		500
3.3	21 Jun 2013	Auditor remuneration	6,600		6,600
3.4	21 Jun 2013	Bank Charges related to auditor's confirmation of the bank balance	500		500
Sub-total:					14,200

C-1. For expenses on Mainland/overseas travel, and/or provision of travel package to Mainland/overseas guests, please provide the following details:

<u>Item</u>	<u>Travel period</u>	<u>Purpose</u>	<u>Capacity of traveler(s)</u>	<u>Amount for Air Ticket</u>	<u>Amount for Hotel</u>	<u>Place of departure & arrival</u>	<u>No. of nights for Hotel</u>
N.A.							

D. Sponsorship (in chronological order)

<u>Sponsor</u> (Name and address)	<u>Date of Contribution</u>	<u>Nature of contribution</u> (cash/in-kind)	<u>Amount Contributed</u> (HK\$)
HKACE	30 Jun 2011	cash	46,100
HKACE	30 Jun 2012	cash	46,100
Sub-total:			92,200

E. Quotations/Open tendering details

(Please list details of quotations/open tendering conducted for items listed in B, C and C-1 above.)

<u>Item</u>	<u>Name of Vendors</u>	<u>Quotation/Tender Price</u> (HK\$)	<u>Selected Vendor</u> (✓)	<u>Remark/Reasons for Selecting the Quotation/Tender, if the lowest offer was not selected</u>
1.2a	Metro Daily	22,500	✓	The newspaper was chosen based on circulation and readership profile.
1.9a	Metro Daily	24,000	✓	The newspaper was chosen based on circulation and readership profile.
1.1, 1.2b, 1.3 to 1.7, & 2.2	Noah Consulting	367,000 per year	✓	
	Hong Kong Productivity Council	375,000 per year		
	Tiptop Consultants Ltd.	385,400 per year		
1.8, 1.9b, 1.10 to 1.14, & 2.7	Noah Consulting	367,000 per year	✓	
	Hong Kong Productivity Council	375,000 per year		
	Tiptop Consultants Ltd.	Withdraw		
2.5	HK Economic Times, Metro Daily Newspaper supplement	35,628	✓	The newspapers were chosen based on circulation and readership profile.
2.10	HK Economic Times, Metro Daily Newspaper supplement	35,250	✓	The newspapers were chosen based on circulation and readership profile.
2.1 & 2.3	Formation Event & Production	96,000	✓	
	W&J Advertising & Promotion	97,100		
	A World Consulting	98,500		

2.6 & 2.8	Formation Event & Production	87,333	✓	
	W&J Advertising & Promotion	Withdraw		
	A World Consulting	Withdraw		
3.1	Elite Partners CPA Limited	6,600	✓	
	M.C. Ng & Co.	9,500		
	Zhonghui Anda CPA Limited	Withdraw		
3.3	Elite Partners CPA Limited	6,600	✓	
	M.C. Ng & Co.	9,500		
	Zhonghui Anda CPA Limited	Withdraw		