



Report from the Board of Examiners – Grand Award 評審委員會報告 — 大獎



Towngas China Company Limited is a Hong Kong listed company with The Hong Kong and China Gas Company Limited as their major shareholder. Towngas China has started its city gas operations in Mainland China since 1994, and now it has established close to 100 joint ventures (“JV”) to manage natural gas refinery, storage and distribution in 18 Mainland provinces to serve their household, industrial and commercial customers by providing safe, reliable supply of gas and caring services. Their 20,000+ employees have created prodigious numbers, including 32,770 kilometres of gas pipelines in Year 2014, 6.51 billion cubic metres of gas sales volume, 10 million household customers and 10 Love Libraries for children in rural and poverty areas.

Towngas China has a strong senior leadership team with cross-functional experience in Hong Kong and Mainland China. The senior leaders have established a clear 3-stage JV Transformation Roadmap (1: Top Down Consensus; 2: Culture Mapping and Standards Setting; 3: Implement and Track) to combine and utilize the best from the local Mainland China enterprises and the Hong Kong management systems in creating an effective and efficient quality management system for operations in Mainland China. The level of management commitment is the key to successful transformation. During the transformation process, their senior leaders have insisted on overseeing the engineering, finance, and management of the JV and devoted a lot of their time to cultural transplant.

The Vision, Mission and Core Values (“VMV”) of Towngas China is well integrated into the daily works of the employees through the Key Performance Indicator System. Data and information related to 16 KPIs under Four Foci (Finance, Market, Process & Safety, and Learning & Development) are collected and monitored by senior leaders, and the KPIs results are used at all levels of every JV to track the efficiency and effectiveness of their daily operations and overall organizational performance.

港華燃氣有限公司（「公司」）是一間於香港上市的公司，主要股東為香港中華煤氣有限公司。自1994年，公司開始為中國內地城市供應燃氣，現時已有近100家合資公司，於內地18個省份管理提煉、儲存和分銷燃氣的業務，為家庭和工商業客戶提供安全、可靠的燃氣及服務。公司僱員人數超過20,000人，共同創下驚人的數字，包括在2014年錄得燃氣輸送管道總長32,770公里，燃氣銷售的總量達65.1億立方米，惠及1,000萬家庭用戶，並曾於偏遠和貧困地區為當地兒童設立10家Love Libraries。

公司的高級管理團隊於香港和中國內地就不同的職能擁有豐富經驗，展現傑出領導才能。他們清晰描繪一個3階段合資公司轉型路線圖（1：由上而下的共識；2：描繪文化及設定標準；3：執行及追蹤），結合中國內地本土企業和香港管理系統的優勢，發揮所長。管理層身體力行成為轉型成功的關鍵所在，在轉型期間，他們親自參與，貢獻大部分時間致力改變企業文化。

公司的願景、使命和核心價值觀（「VMV」）透過關鍵績效指標（KPI）體系，融入員工的日常工序。高級領導人員會就財務、市場、流程與安全，以及培育與發展的四大範疇收集和監督與關鍵績效指標內16個涵蓋成果相關的數據和資訊，並由各合資企業加以運用，從而追蹤日常運作的效益和公司的整體表現。





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Towngas China has exceeded the household customers' expectation by providing a high baseline safety standard including certified staff operators, regular safety inspection, immediate response to gas leakage calls, and warm and professional services (smile ambassador). On the other hand, Towngas China is the pioneer in introducing the regular safety inspection and fire detection device in their appliances. The local statutory enforcement was made in 2009 which were years after their implementation. Their operations and maintenance guideline (DM12-2013) is shared and accessible via the Internet and the company has regularly been invited by China Gas Standard Authority to participate in standard setting for the industry.

To conclude, Towngas China has adopted a fact-based and systematic management approach which is well integrated and aligned with the organizational needs and VMV. It is able to develop a successful procedure to adapt the best quality management practices to JVs in China and also significantly influencing the development of gas industry by setting high operational and safety standards. Sustained improvements in results over time has clearly demonstrated the accomplishment of Towngas China's Mission.

公司安全標準水平高，服務質素之高往往超出家庭客戶的期望，包括嚴謹聘用具備認證資格的營運人員，定期進行安全檢測，即時修復洩漏煤氣的事宜，及設有微笑大使提供既專業又窩心的服務。另一方面，公司率先引入可定期自行進行安全檢測和設有火警警報設備的儀器。公司採取上述措施已有多年，唯當地到了2009年才立例執行。為提升行內整體標準，公司亦透過互聯網分享其經營和管理指引(DM12-2013)。

總括來說，公司採取根據實況而有系統的管理策略，能有效符合其需求，融入VMV。多年來，全憑公司上下堅守理念，以致在各方面屢創佳績，成績有目共睹。

