



CLP Power Hong Kong Limited 中華電力有限公司



CLP Power Hong Kong Limited (CLP Power) is the principal subsidiary of CLP Holdings. Operating as a regulated, vertically integrated electricity generation, transmission, distribution and customer services business, the company supplies electricity to more than two million customers in Kowloon, the New Territories and most of Hong Kong's outlying islands. CLP Power has demonstrated great commitment to total quality management. With extremely effective systems in place, it has achieved outstanding performance in all seven categories from leadership to business results. The Board of Examiners highlighted some of the company's particular strengths as follows:

Leadership

CLP Power adopts a distinctively well-structured corporate management framework for developing the company's vision and formulating directions. Leadership effectiveness is further enhanced with various inputs including employee opinion surveys and a 360-degree staff performance appraisal system. CLP Power is fully conscious of the changing operating environment and proactively communicates with customers and communities. Moreover, it demonstrates good corporate citizenship by sponsoring campaigns and programmes in areas of environment, communities, education and youth, and arts and culture.

Strategy Planning

Thorough and effective strategy planning is evidenced throughout the organization. A rolling five-year business plan is developed through a tightly knitted planning cycle each year, taking into account all internal and external factors. CLP Power also closely monitors the changing operation and regulation environment and aims to achieve competitiveness through improved productivity, enhanced operational performance and quality services. The deployment process takes place company wide. After the budget review sessions, action plans are communicated to staff in different sessions and the Management Road Show. Key Performance Indicators are tied in with the Key Results Areas under the balanced scorecard framework and are reviewed annually.

中華電力有限公司（中華電力）是中電控股的主要附屬公司，須遵守法例監管，經營全面性的發電、輸電和供電業務，以及相關的客戶服務，為超過二百萬位於九龍、新界及大部分離島的客戶供電。中華電力致力推動全面優質管理，建立極具效率的制度，於領導才能至業績等七大範疇均表現出眾。評審委員會現將其主要優勢總結如下：

領導才能

中華電力設有明確和完善的企業管理架構，以制訂公司的宗旨和發展方向，並運用員工意見調查、360度全方位員工表現評核等制度所取得的資料，進一步提升領導效率。中華電力深明經營環境不斷轉變，因此主動與客戶和社會溝通。此外，公司亦積極贊助有關環境保護、社區服務、教育及青少年服務，以及文化藝術的活動和計劃，盡顯回饋社會的公民責任。

策略性規劃

中華電力全公司的策略規劃過程均透徹有效，每年會通過緊密的規劃程序，制訂靈活的五年業務計劃，當中考慮了所有內外因素。中華電力亦密切留意營運和監管環境的轉變，務求透過提高生產力、改善營運表現和加強服務素質，提升本身的競爭力。此外，中華電力的策略部署程序會滲透至公司上下。行動計劃經過預算審核過程後，會透過不同會議和管理層/員工溝通會（Management Road Show），傳達至所有員工。所有主要表現指標均與平衡計分卡的主要業績範疇掛勾，並會每年進行檢討。

顧客及市場焦點

中華電力雖然是公用事業機構，但卻非常重視客戶和市場，因此設有極具效率的制度將客戶分門別類，然後釐定他們的不同



Customer and Market Focus

As a utility company, CLP Power has a very impressive customer and market focus. Extremely effective systems are in place to determine different customer requirements from different customer segments. A creative approach is established to increase customer “stickiness” to enhance customer loyalty. Different access mechanisms are effectively put together and utilized to enhance communication with different customer groups.

Measurement, Analysis, and Knowledge Management

CLP Power establishes an effective information system comprising of an Executive Information System, a Management Information Reporting System and a data warehouse, which enables different levels of staff to gain access to real-time data and information to support daily operation and business planning. CLP Power uses a performance enhancement mechanism comprising of a top-down strategy communication and bottom-up feedback mechanism for continuous performance improvement. Sound mechanisms and well-established channels are developed to enhance an active sharing of knowledge among employees, suppliers and partners. Specific policies and procedures exist to ensure data and information are available with appropriate level of authorization.

Human Resource Focus

CLP Power’s job and organization structure emphasizes stewardship and teamwork. It demonstrates CLP Power’s strong commitment to promoting cooperation, initiative, empowerment and innovation. The impressive results of the company’s annual Quality Control Circle convention are a good example in fostering a creative and innovative culture. It is the only company in Hong Kong listed in the top 10 companies for leaders in Asia Pacific (Hewitt Associates 2003). CLP Power analyses the training needs through a top-down and bottom-up approach to address both business needs and development programmes for employees from every level. A sophisticated and extensive training and development programme is established to provide learning opportunities for different levels of employees, including

要求。中華電力更設有創新方針，務求凝聚客戶，並提升客戶忠誠度。為加強與不同客戶群的溝通，中華電力亦有效結合了多項聯繫機制。

評估、分析和知識管理

中華電力設有高效率的資訊系統，當中包括主管資訊系統（Executive Information System）、管理資訊及報告系統（Management Information Reporting System），以及一個數據庫，讓各級員工即時取得所需的數據及資料，支援日常運作和業務規劃。中華電力更採用了表現強化機制，包括一套由上至下的傳訊策略，以及由下而上的員工回應機制，藉以不斷改善業務表現。此外，中華電力設有健全的機制和完善的渠道，推動旗下員工、供應商和業務夥伴積極分享知識，但當中亦訂有特別政策和程序，確保索取資料的人士必須擁有適當授權，方能接觸有關數據和資訊。

人力資源焦點

中華電力的職位和公司架構均強調管理和團隊精神，展示了公司提倡合作、主動、權力下放、創新的堅定承諾。中華電力每年均會舉辦「品管圈」會議，成績斐然，證明公司致力營造創新文化。根據翰威特顧問公司於2003年的調查，中華電力更是唯一入選「亞太區十大最傑出領導才能企業」的香港公司。中華電力採用由上至下和由下而上的方針，分析員工的培訓需要，以配合業務要求和不同級別員工的發展計劃，公司設有成熟和全面的培訓和發展計劃，為各級員工提供學習機會，包括技術再認證、重溫課程、電子進修課程、友儕計劃、指導計劃和電子學習計劃。

程序管理

中華電力清楚界定了六項主要成功因素，



re-certification, refresher courses, e-induction, buddy programme, mentoring programme, and e-learning.

Process Management

CLP Power has clearly identified its six key success factors and developed 10 value creation processes. Inputs from all of its stakeholders are solicited to determine the key requirements and parameters in the value creation process. A proven process improvement mechanism is used to successfully achieve better performance and to keep the processes current and in line with its business direction and goals. Such improvements include automatic mapping to provide staff with the latest geographical equipment information.

Business Results

CLP Power has achieved exceptional results not only confined to financial results, but also to customer-focused results, product and service results, HR results and organizational effectiveness results. Benchmarking results show that CLP Power is a cost-effective and high productivity performer with above average service levels especially in the operation, maintenance and transmission functions. CLP Power has a healthy financial status with improvements in sales, earnings and return on equity in the past few years. The highly competitive tariff rate demonstrates an excellent cost management practice as well as a customer-oriented vision. Obviously, the latter is also observed in the increase in customer rebate from 2000 to 2002. Frozen tariff and rebate made CLP Power's electricity price one of the lowest among all privately owned utility companies in the world. Its achievements are also evidenced by the fact that it has received a number of prestigious customer service and service excellence awards in the past few years.

並且制訂了十項增值程序。公司會收集各方面的意見，決定增值程序的主要要求和範圍。此外，中華電力更設有成效顯著的程序改善機制，成功提升公司表現，並確保運作程序能配合業務方向和目標。這項機制完成了不少改善工作，包括增設自動繪圖功能，為員工提供最新的設備位置資料。

業績

中華電力不但錄得超卓財務業績，於客戶服務、產品和服務、人力資源、機構效率等範疇的表現同樣優秀。根據比較調查的結果，中華電力的業務非常符合成本效益，而且生產力出眾，在營運、保養、輸電方面的表現更大幅高於平均水準。中華電力的財政穩健，過去數年的銷售額、盈利和股東回報率不斷上升，其電費亦極具競爭力，顯示出公司擅於管理成本，而且事事以客為先。中華電力於2000至2002年持續增加電費回贈，亦反映公司處處為客戶著想。此外，中華電力推行電費凍結和回贈，令其收費居全球私營公用事業最低之列。中華電力近年亦榮獲不少客戶服務和優質服務獎項，見證了公司的成就。