



MTR Corporation Limited 地鐵有限公司



Being one of the world's most intensively utilized and successful railway systems, MTR demonstrates a firm commitment in quality management throughout the organization. The Board of Examiners highlighted some of the company's particular strengths in various categories including:

Leadership

MTR's vision, mission, core values, corporate and business objectives as well as strategies are well-defined, communicated and monitored regularly under the leadership of a well-structured three-tier hierarchy, namely the Board, Executive Directorate & Executive Management Committees and Divisional Senior Management Groups. It has established multiple channels and tools for internal communication to ensure all employees understand and work towards a common corporate direction and common goals. These include the Staff Consultative Council, Joint Consultative Committees and MTR Express. MTR also places strong emphasis on corporate governance, business ethics and support of key communities. The MTR Corporation Community Involvement Team has been established to serve the underprivileged.

Strategic Planning

MTR has established a comprehensive system for strategy development and deployment. Its corporate short term and long term strategies and objectives are set and reviewed annually. Performance measurement and improvement systems are also in place with defined key performance indicators (KPI).

Customer and Market Focus

MTR uses various scientific methods to identify customer needs and expectations for its railway business, which include passenger surveys, customer satisfaction studies, quad-map service attribute analyses, KCR/KMB Benchmarking Surveys and others. The MTR club with more than 200,000 members provides a powerful and effective marketing platform to understand customer needs and enhance their loyalty.

Measurement, Analysis, and Knowledge Management

MTR has established an enhanced Information System and

地鐵是全球最繁忙、最成功的鐵路系統之一，全公司上下展示了對優質管理的堅定承諾。評審委員會現將地鐵於不同範疇的優勢總結如下：

領導才能

地鐵設有董事局、執行總監會和執行管理委員會，以及處別高級管理組的三層清晰架構，領導公司清楚制訂了發展遠景、宗旨、核心價值、企業和經營目標，以及業務策略，然後傳達至公司所有員工，並予以定期監察。地鐵同時設立了多項內部傳訊管道和工具，包括員工評議會（Staff Consultative Council）、聯席協商會（Joint Consultative Committees）和MTR Express，確保員工明白公司的發展方向，並為實現共同目標而不斷努力。此外，地鐵非常重視企業管治、商業道德和社區支援，因此特別成立地鐵社會服務團（MTR Corporation Community Involvement Team），幫助有需要人士。

策略性規劃

地鐵設有全面的策略制訂和部署制度，每年均會訂立和檢討公司的長短期策略和目標。地鐵並設有表現評估和改善制度，輔以明確的主要表現指標。

顧客及市場焦點

地鐵採用多種科學化的方法，例如乘客調查、客戶滿意度研究、四格圖服務性質分析（quad-map service attribute analysis）、九鐵/九巴比較調查等等，了解客戶對地鐵服務的需要和期望。地鐵所設立的MTR Club更擁有超過二十萬會員，提供了龐大而有效的市場調查平台，協助地鐵了解客戶需要，並提升客戶忠誠度。

評估、分析和知識管理

地鐵設有強化資訊系統及資訊科技



Information Technology (IS&IT) Planning framework, which aims to align and support the overall corporate objectives and business needs. A new Enterprise Information Portal was launched in January 2002 for data integration and knowledge management, which supports operational effectiveness and manages organizational performance. Employees are encouraged and equipped to make use of its Knowledge Library, InforMalls, e-learning, and other tools to enhance knowledge sharing within the organization. All staff members can retrieve the required information from the enterprise information portal to perform their job duties via notebook computers and workstations in offices, depots, railway stations and site offices.

Human Resource Focus

MTR places a strong emphasis on its employees' well-being, learning and motivation. Various committees and channels were set up to promote teamwork, staff consultations and communications. Various recognition schemes have been established to reward and motivate employees, such as the MTR Grand Award for Outstanding Contribution, the Encouragement Award, and the Performance Award. A learning environment is nurtured through continuous leadership development programmes, accelerated development programmes, and the corporate knowledge management system. It uses a Cyclical Training Process framework to align the staff training and development initiatives with the corporate business objectives. A Learning Resources Centre supports the training and development initiatives.

Process Management

MTR has achieved world-class performance in safety, quality and environmental protection. It is partly attributed to the implementation of the Operations Divisional Integrated Management System (IMS). It aligns team goals with those of the company, systematically measures and monitors performance using a strategy-driven balanced scorecard. The Safety Management System provides a sound management framework to ensure safe operation of the railway system. Value creation processes are identified for business operations. It has made outstanding achievements in value creation processes in the

(IS&IT) 架構，務求調整及支援公司的整體目標和業務需要。地鐵並於2002年1月推出全新的企業資訊入門網站，用以整合資料和管理知識，務求提升營運效率和管理機構表現。地鐵鼓勵員工善用知識庫 (Knowledge Library)、InforMalls、電子學習等工具，促進公司內部的知識共享。所有員工均可使用手提電腦，以及設於辦公室、車庫、地鐵站和工地辦事處的電腦工作站，登入企業資訊入門網站索取所需資料，完成日常工作。

人力資源焦點

地鐵非常重視員工的福祉、培訓和士氣，因此設立了多個委員會及渠道，推廣團隊合作、員工諮詢和溝通。地鐵設有多項獎勵計劃，以表揚和激勵員工表現，例如地鐵傑出貢獻嘉獎 (MTR Grand Award for Outstanding Contribution)、勉勵獎 (Encouragement Award) 和工作表現獎 (Performance Award)。地鐵並透過持續舉行的領袖發展計劃、加速發展計劃，以及企業知識管理系統，營造了良好的員工學習環境。地鐵更採用了循環訓練流程 (Cyclical Training Process) 架構，調整員工培訓和發展計劃的內容，使其與公司的業務目標一致，同時設有學習資源中心，支援員工培訓和發展計劃。

程序管理

地鐵於安全、服務素質和環境保護範疇的表現，均已達到世界級水平，當中有賴執行了綜合管理系統 (IMS)，藉以調整團隊目標，使之與公司目標一致，並使用策略為本的平衡計分卡，有系統地評估和監察公司表現。地鐵亦設有安全管理系統，提供穩健的管理架構，確保鐵路系統安全運作。此外，地鐵為旗下業務運作注入增值程序，順利為機場快線服務增值，減省了490萬元成本。地鐵秉持「全面車站運



Airport Express Line (AEL)-related Services resulting in a cost saving of \$4.9 million. With the concept of Total Station Operations, staff members are trained to become more skilled in performing multiple tasks. The company also uses the Infrastructure Internal Contracting Team to maximize on the deployment of in-house staff capacity in managing projects. In addition, the company strives to keep the support processes relevant and current with the corporate business objectives.

Business Results

MTR achieved satisfactory results in various areas despite the difficult economic and business environment since late 1997. Its customer-focused and product and service results are outstanding. It has consistently ranked top amongst its competitors over the years. Its customer satisfaction index has continued to rise from 1997 to 2003. It was also ranked as one of the world's finest railways in terms of safety, reliability, customer service and cost-effectiveness, according to a railway benchmarking study conducted among a 10-member community of Metros in 2002. Its financial results, both the Operating Profit Before Depreciation as well as Operating Profit Generated Per Staff, have shown an improving trend from 1997 to 2002. Operating costs per car-km have also shown a 26 percent drop since 1998. MTR's staff productivity has been on an upward trend in terms of revenue per staff from 1998 to 2002. In relation to staff training and development, it has obtained several prestigious international awards over the years such as the "2003 ASTD Best Award" for its exceptional achievements in staff training and development. It also achieved good organizational effectiveness results, maintaining or exceeding targets in key operation performance pledges while succeeding to roll-out a 25 percent reduction in workforce since 1998 while. Railway maintenance cost per revenue car-km since 1997 has dropped by 24 percent. Over the years, MTR has won numerous external awards for its corporate governance, annual reports and environmental management. Recently, it became the first company from Hong Kong and China to be included in the Dow Jones Sustainability Index and the FTSE4 Good Global Index.

作」(Total Station Operations) 的理念，為員工提供技術培訓，協助他們同時處理多方面工作。地鐵亦設有基建內部承辦組 (Infrastructure Internal Contracting Team)，務求充分運用內部員工管理工程項目。此外，地鐵致力改善支援程序，以配合公司的業務目標。

業績

雖然自1997年底以來，香港的經濟和營商環境困難，但地鐵仍能於各方面取得滿意成績，其以客為尊的表現，以及產品和服務成果均有目共睹，因此多年來均能脫穎而出，超越所有競爭對手。地鐵的客戶滿意指數於1997至2003年間不斷攀升，而且根據一項由Metros為旗下十個成員於2002年進行的鐵路比較研究，地鐵是全球最優秀的鐵路系統之一，無論於安全、可靠度、客戶服務和成本效益方面均表現出眾。地鐵的財務業績，包括未計折舊前經營利潤和每位員工所帶來的經營利潤，均於1997至2002年間持續向上，而且由1998年至今，每車卡公里鐵路經營成本合共減少了26%。地鐵每位員工所帶來的收入於1998至2002年間呈上升趨勢，反映地鐵員工的生產力不斷提升。至於員工培訓及發展方面，地鐵多年來獲得不少重要國際殊榮，例如憑藉卓越的員工培訓及發展成果，榮獲美國訓練及發展學會頒發「2003年度ASTD Best獎項」。此外，地鐵亦錄得優秀的機構效率，順利達到甚至超越主要營運表現承諾，同時自1998年以來，合共減省了25%人手，每車卡公里鐵路保養成本亦較1997年下降了24%。地鐵多年來憑藉優秀的企業管治、年報和環境管理，屢獲外界頒贈獎項，最近更成為首家獲納入道瓊斯可持續發展指數，以及FTSE4 Good Global Index的香港和中國企業。