



Hong Yip Service Company Ltd

康業服務有限公司

During the award assessment process, Hong Yip Service Company Ltd has demonstrated a strong sense of quality commitment throughout different operational areas. Some of the company's strengths identified by the Board of Examiners are highlighted as follows.

Leadership

Hong Yip's management team has set clear corporate policies in regard to Quality, Occupation Health & Safety, and Environment. These policies have been well-documented and deployed to staff in different departments and functions to promote a premium service. Management has created various communication channels such as an annual conference, regular meetings and focus groups to share ideas and experiences on quality service to ensure that staff is both well-informed and understands the company direction.

Strategic Planning

Hong Yip's strategic planning process, involving all necessary departments, considers various internal and external factors. It also ensures the alignment of supporting actions from top to bottom and from department to department. A clear company direction has been set with both short-term and long-term business objectives to support business growth.

Customer and Market Focus

With a committed management team, Hong Yip has established various channels to listen to and understand customer needs in order to continuously improve its service level. These include and are not limited to: regular customer surveys and home visits by senior management, estate managers and department managers. In addition, Hong Yip has created various value-added services to ensure that customers are not only satisfied, but more than satisfied.

Information and Analysis

Hong Yip uses different information systems to capture daily operations information, market and customer information, financial information, suppliers information, and company efficiency performance information to support operations and organizational decisions. In support of the Hong Yip organizational performance review, a good communication system has been set up to ensure that operational performance and necessary actions are communicated to related departments, or functions, for action.

Human Resource Focus

Hong Yip clearly communicates its expectations and requirements on service attitude and quality by having employees sign a service pledge

statement. A taskforce system is used to tackle special projects and to encourage knowledge and experience sharing. Cross-department work groups have been formed to promote cooperation between different departments. With a thorough training approach, both short-term and long-term organizational objectives are able to be met.

Process Management

Hong Yip's management system has been built upon ISO 9002 (since 1997). The company has pioneered the use of new technologies such as an advanced information system in design for improving its service to customers. In addition, the company uses various mechanisms to monitor and improve business processes to achieve better business performance.

Business Results

Hong Yip has maintained profitable growth over the past few years. Company growth is supported by different operational performances such as high service levels including 100% water & electricity supply maintenance and other value-added services. In addition, positive trends in both customer and employee satisfaction measures have demonstrated that Hong Yip's good management practices are being recognized.



於優質管理獎進行評審期間，康業服務有限公司在不同的營運範疇均顯出對品質的堅持。評審委員會認為其優勝之處扼述如下：

領導才能

康業的管理層在品質、職工健康和及安全及環保方面均制訂了明確的企業政策。這些政策皆有充份的理據支持，並傳達給不同部門及職能的員工，以推廣優質的服務。另外，管理層亦設立了不同的溝通渠道，如週年會議、定期例會和專題小組等，就優質服務交流意見及經驗，確保員工獲充份知會及了解公司的經營路向。

策略性計劃

康業在制訂長遠策略時，會邀請所有必須參與的部門考慮各項內在和外在因素，並確保公司上下及部門與部門之間能採取一致的支持行動。公司訂下明確的發展路向及長短期的目標，以支援業務發展。

客戶及市場焦點

康業的管理層致力提供優質服務，設立了不同的渠道聆聽和了解客戶的需要，務求能不斷改善服務質素，包括但不限於定期的客戶調查；高級管理人員、物業經理和部門經理進行家訪等。此外，康業更設立了多項增值服務，確保不僅能滿足，甚至超越顧客的期望。

資訊及分析

康業採用不同的資訊系統掌握日常的營運資料、市場及客戶資訊、財務資料、供應商資料及公司效率表現資料，以支援營運和企業決策。為支援機構的表現檢討計劃，康業設立了一套完善的通訊系統，確保能將營運表現和必要的行動通知有關的部門或職能，以落實執行。

人力資源焦點

康業透過要求員工簽署一份服務承諾聲明，清晰地交代公司對員工服務態度

和質素的期望和要求。公司更成立專責小組進行特別的計劃，而且十分鼓勵知識和經驗的交流，另外亦成立跨部門工作小組，促進不同部門之間的合作。透過一個完善的培訓計劃，企業的短期和長期目標均可望達致。

流程管理

康業自一九九七年獲得ISO9002證書後，一直按照該標準建立管理系統。公司率先採用新科技，例如在設計方面採用一套先進的資訊系統以改善對客戶的服務。此外，公司亦透過不同的機制監察和改良業務程序，以達致最佳的業務表現。

業務成績

康業在過去數年來一直錄得利潤增長。公司能不斷發展，全賴不同營運範疇的優秀表現(如100%水電供應的高服務水平)和其他增值服務。此外，客戶和僱員的滿意程度持續上揚，顯示康業的優質管理概念已獲得認同。