

During the award assessment process The Kowloon Motor Bus Co. (1933) Ltd. (KMB) has provided the Board of Examiners with evidence illustrating the effectiveness of its total quality service management approach. In the drive for excellence KMB has improved service efficiency, reliability, effectiveness and value. Some of the company's particular strengths are highlighted as follows.

### 1. Leadership

KMB strives to balance value for all stakeholders and has demonstrated a firm commitment to improvement. The management provides direction through its mission and core values and is active with improvement teams, committees and task forces. The company shows a responsibility to society by participating in charities, community events, civic education and incorporating special features and new bus types for the disabled. KMB's use of more environmentally friendly buses support the leadership's strong commitment in this area.

### 2. Strategic Planning

KMB has a clear strategy to remain a leader in the industry. The company's structured strategy development process develops into a rolling five-year plan of objectives, combined with long and short term action plans which then transform the key operational requirements and quality intents into KPIs. A strategic options selection matrix is utilized to help prioritize improvement opportunities. The strategy deployment process is well defined and effectively communicated.

### 3. Customer and Market Focus

Various processes are deployed to collect intelligence, obtain customer views and afford access to information. The company has clearly identified the key service attributes that affect customer satisfaction and loyalty. A customer service hotline provides best route information and it also helps to track complaints. KMB has used its survey results to effectively drive improvements in customer relations such as the upgrading of skills of employees.

### 4. Information and Analysis

Using an integrated system KMB methodically collects and analyzes five categories of key performance measures. A Bus

Maintenance Information System helps process and analyze all bus servicing and maintenance data and this has been used to achieve less breakdowns.

## 5. Human Resource Focus

"Caring for People" is one of the KMB's core values and the company cultivates this value by means of teamwork and communication. In addition comprehensive performance, reward, recognition and bonus award schemes are in place to motivate and recognize staff achievements in different areas. KMB's Medical centres take care of staff health and Technical and Bus Captain Training Schools deliver in-house training.

## 6. Process Management

KMB's service design and delivery process includes tests on new routes and surveys of passengers to provide feedback for improvement. The company has strategically managed its supply chain by initiating a series of new measures such as E-tendering and Green Procurement. These have created savings and improvements in supplier performance.

## 7. Business Results

KMB was the first public bus company to certify its management systems to ISO 9001 on a corporate wide basis. It has expanded its bus fleet and has increased both the amount of kilometres and capacity operated whilst improving mechanical reliability and operational capability. Since 1998 employee turnover has declined whilst the contribution per employee has increased significantly. Comparative results show that KMB holds a leading position in key areas.