



Report from The Board of Examiners 評審委員會報告

Eurasia

Eurasia International (China) Limited Partnership

耀歐亞國際(中國)公司

Eurasia demonstrates its strong commitment to be the “Best in the Ship Management Industry” by aligning its people, business processes and top technology to continuously comply with different international regulations and achieve the awards of Business Excellence issued by recognized international bodies. Eurasia’s core values are customers, people, leadership and shareholders. Some of the company’s key strengths are:

Leadership

Eurasia set out a clear company vision with core values that balance the needs of their customers, staff and shareholders. Specific measurements for these core values with targets were assigned to senior management team to sustain business growth. Structural and thorough management review meetings, audits and appraisals are used to communicate and monitor overall company performance. Eurasia constantly improves company operations

by complying with different international standards and participating in different shipping industrial boards and presentations.

Strategic Planning

Eurasia’s strategic planning process involves both top and middle management to create two-way communication that allows employee participation in developing committed plans and objectives. The strategic planning process is supported with workshops to ensure defined goals and specific annual objectives are properly deployed. Action plans with specific targets are benchmarked against those companies considered best in class, and then broken down into performance projections. Regular review meetings are set by both senior and middle management to monitor the operational performance and to ensure the operations are on track.

Customer & Market Focus

Eurasia uses different channels including research, benchmarking and referrals to learn customer needs and finally categorizes customers into primary and secondary customers. Eurasia has built good customer relationships by having senior management keep in regular touch with customers. In addition, designated personnel are assigned to serve customers to ensure a speedy response. With its substantial market knowledge, Eurasia has identified specific market

niches to maintain continuous business growth. Eurasia participates in many important industrial events to maintain its brand image.

Information and Analysis

A set of clear measures has been established to support the company’s core values and these measures have been captured by a world-class ship management integrated system (ISMS). A number of analytical reports including financial, staff performance and supplier performance are done to support performance review. Based on the analytical results, actions are clearly communicated to customers, staff and suppliers through different channels including the Internet, Intranet, newsletters, and circulars.

Human Resource Focus

Eurasia employs two assessment models to ensure the right people with the right attitude and values are hired for positions to promote and support business needs. A “matrix management” system of self checks, cross checks, and external checks are used to ensure vessels are operated as required without any loss of life or damage to the environment. Awards, exceptional raises and commendations are used to motivate employee to utilize their full



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potential. Subsequently, a robust system of performance measurement which addresses competence, values and many other elements are used to check if further improvement is required to meet both customer and company needs.

Process Management

Eurasia has clearly defined key business and supporting processes with detailed process control and performance measures. Internal and external

customer requirements are incorporated into these processes to enhance customer satisfaction and continuous improvement. All key processes are regularly reviewed against set measures and benchmarked internally and externally for process efficiency.

Business Results

Eurasia maintains overall good Financial and Market results despite of economic slowdown in recent years. There is even an increasing trend in new market and

specialized segment which shows Eurasia is reaching its objectives. Eurasia maintains good customer satisfaction as evidenced by its customer retention record, positive referrals, customer awards and continuous good customer ratings. Internally, Eurasia maintains high employee satisfaction and some of them are better than industrial average. In general, Eurasia demonstrates leadership in the industry by achieving the "Best Ship Manager" award in 2002.

耀歐亞國際（中國）公司（「耀歐亞」）為展示其銳意成為「最佳航運管理公司」的堅定承諾，致力將旗下員工、業務程序和優秀技術融為一體，務求持續遵守各項國際規定，並爭取著名國際機構所頒發的優質經營獎項。耀歐亞的主要優勢如下：

領導才能

耀歐亞訂有清晰的公司遠景，當中包括一系列核心價值，用以平衡客戶、員工和股東的需要。公司並為這些核心價值制訂了特定的評核指標，連同業務目標

一起交予高級管理層負責，以支持業務增長。此外，耀歐亞亦會透過嚴謹和深入的管理層檢討會議、審核和評估工作，傳達並監察公司的整體表現。耀歐亞致力遵守不同的國際標準，並且積極參與航運業界的委員會和簡報會，藉以不斷改善公司運作。

策略性規劃

耀歐亞進行策略性規劃的過程中，高級和中級管理層會開設雙向式溝通渠道，讓員工參與制訂業務計劃和目標。耀歐亞並設有不同的工作坊，支援策略性規劃的程序，確保公司的宗旨和每年的目標能妥善推行。耀歐亞亦設有行動計劃，並將計劃目標與業界最優秀的公司互相比較，繼而將結果轉化為表現預測。此外，高級和中級管理層更會定期

安排檢討會議，監察公司的營運表現，並確保業務已上正確軌道。

顧客及市場焦點

耀歐亞致力運用多種渠道，例如研究、基準比較和轉介，了解客戶的需要，並且最終將客戶分類為首要和次要客戶。耀歐亞透過安排高級管理層與客戶保持聯繫，成功與客戶建立良好關係，而且所有客戶均由專屬員工提供服務，確保能盡快回應他們的要求。耀歐亞憑藉淵博的市場知識，順利確定不同的市場領域，保持業務不斷增長。此外，耀歐亞亦積極參與業界不少重要活動，以保持其品牌形象。

資訊及分析

耀歐亞設有一套明確的評核指標，支援



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公司的核心價值，即客戶、員工、領導層和股東，而且所有指標均收納於公司世界級的航運管理綜合系統(ISMS)。耀歐亞亦設有多項分析報告，範圍遍及財務、員工表現、供應商表現等等，以檢討公司的表現。根據分析結果，耀歐亞會訂出一系列改善行動，並且透過不同渠道向客戶、員工和供應商清楚傳達，包括互聯網、內聯網、公司通訊和通函。

人力資源焦點

耀歐亞設有兩套評核制度，確保所有職位均由合適的人才出任，以推動和支援公司的業務需要。耀歐亞並採納了一套名為「矩陣式管理」(Matrix Management)的制度，透過自我檢查、

交叉檢查和外部檢查，確保所有船舶均能按照規定妥善運作，不會造成人身傷亡和環境損害。耀歐亞並採納了獎項、特別加薪和表揚制度，鼓勵員工全力以赴。此外，耀歐亞更設有一套全面的表現評核制度，評估員工的能力、理念和其他範疇，以判斷員工是否有需要作出改善，滿足客戶和公司的需要。

程序管理

耀歐亞已清楚界定主要業務和支援程序，並且設有全面的程序監控和表現指標。這些程序均有考慮內部和外部客戶的要求，不但可提升客戶的滿意程度，更有助不斷改善服務素質。耀歐亞會定期運用評核指標，並且透過內部和外部

比較，檢討所有主要程序，以提升執行程序的效率。

業績

儘管近年經濟放緩，但耀歐亞的整體財務和市場表現仍然卓越，而且進軍新市場和新領域的計劃日益順利，顯示耀歐亞已逐步達到業務目標。此外，耀歐亞挽留客戶的紀錄良好，經常獲得客戶推薦，加上屢獲客戶頒發獎項和持續給予優秀評價，足證客戶對耀歐亞的表現非常滿意。至於公司內部方面，耀歐亞的員工滿意度保持高企，當中有些指標更超越業界平均數字。總體而言，歐亞於二零零二年榮獲「最佳航運經理」(Best Ship Manager)大獎，展示了在業界的領導地位。