



## Chevalier Group - Lift and Escalator Division

### 其士集團 - 電梯部

The Chevalier Group was founded in 1970. The core business of CHEVALIER, the Lift and Escalator Division has grown steadily over the past 30 years and now exceeds 7000 lifts and escalators in Hong Kong. With 21 maintenance depots and over 800 people employed in this Division, the direction of leadership and precision of management is paramount. In 1994, the Division achieved the ISO9001 certification and the quality system has been well maintained under the effective review and auditing systems.

#### Leadership

'To achieve customer satisfaction and to provide well-sustained, long-term, good quality services' is the performance pledge of the Division. Whilst senior leadership is generally by example, the leaders set a clear mission and the goals to achieve or maintain the organizational values of the Departments. In communicating these goals to staff, managers or department heads lead by example, emphasize teamwork, but ensure that each person knows how they 'fit' into the team, the role they must play and the performance expected. At regular performance review meetings, members are encouraged to introduce new ideas, exchange knowledge and identify any specific training that is needed to strengthen or enhance individuals or team performance.

CHEVALIER maintains a positive attitude towards public responsibility. Public safety in the lift and escalator business is the number one priority. Whether they be safety, noise related, environmental risk related, public concerns are always heard and actions are taken to ensure that these do not develop into problems.

The support of key communities is particularly apparent as a 'top down' function in CHEVALIER. The Chairman is always there to sponsor and lead his staff in the 'Walk for Millions' for the Community Chest. The Chevalier Culture and Education Foundation is the vehicle for many public offerings e.g. university building grants, student scholarships, lifeline express train and fireworks display.

CHEVALIER is most active in the International Association of Elevator Engineers to encourage the professionalism of the practitioners, and the Lift and Escalator Contractors Association which are the hubs of activities for the lift and escalator community.

#### Strategic Planning

The Executive Committee formulates the strategies of the Division and meets regularly to discuss the implementation and development of the strategies. Individual department heads have clear directions of their responsibilities, the processes they should follow and how their performance will be assessed.

Senior management base on the company mission, policy, along with its values and priorities to develop business goals and strategies, and then set the objectives to achieve quality and customer's leading position. Various factors including customer needs and changes, the forecast of competitive environment, the assessment of financial, market and societal risks, company capability, industry development trend, human resources development and supplier capability etc. are considered, to cope with the new needs and keep abreast of the new technological development.

The requirements of the Division plan are deployed in all departments and suppliers, and each department is enabled to fulfil its function and formulate its plan and activities in line with the Division requirements. To monitor progress is being made, the senior management regularly meet with the department heads to assess progress and take any corrective actions. It is of prime importance for the company to improve organizational performance and achieve business success.

### Customer and Market Focus

Customers are the focus of the Division, and customer satisfaction is ensured by the two-way communication between customers and employees.

CHEVALIER adopted various 'listen and learn' methods to understand and be responsive to the needs and requirements of customers e.g.

- Conducting customer requirements survey
- Regular meetings with customers to establish business relationship and listen to customer requirements
- Providing 24-hour emergency hotline service
- On-site customer visits/personal interviews
- Maintaining an effective customer complaint management system
- Keeping pace with the industry development through active participation in related associations and public events in Hong Kong and overseas, etc.

Customer satisfaction is the 'life and blood' of Chevalier's business. 'Customer satisfaction measuring system' is its quality strategy, which is aimed at measuring the satisfaction level of the customer. The data gathered from various categories are used to study and enable the Lift and Escalator Division to be more effective in its customer resolution process in order to ensure its goal of improved customer satisfaction and loyalty.

### Information and Analysis

Senior management annually reviews overall organizational performance by using the correlation/projection of data to support strategic planning including the strategic objectives and business results.

The overall performance of the Division is measured by the achievements of the organization:

- Organizational ability to undertake works, performance
- Efficiency in completion of works, performance and reliability
- Relationship with customer, complaints dealt with efficiently

This performance is analyzed by:

- Commercial control and contribution to the company; the commercial performance
- Contribution to the reputation of the company; how others perceive the company
- Success of individual department/team; depends on co-operation as part of the team

The final analysis of performance of the Division is the continued development of more business.

### Human Resources Management

In order to align with the key strategic planning of the Division, the HR department is enabled to develop and utilize full potential of all employees, to achieve the organizational objectives.

As the lift and escalator business relies heavily on the workforce, the Division's policy stresses the development of valuable human resources. CHEVALIER places major importance on the education and training of employees to support the business objectives and to build the knowledge, skills and capabilities that contribute to their performance. A five-year plan for the compulsory personal development scheme is identified to cater for the industry need and operation. The Division has also established a training centre (4000 sq. ft.) with a wide range of facilities tailored for technical and safety training.

To maintain an acceptable work environment for all employees, the HR Department has established a committee to monitor the safety and well-being of work areas. The Division implements the 'Safety Management System' to control and monitor the safety and health of workers in the workplace.

The overall human resources management result is evaluated based on the 'Recruitment, Selection and Placement System', the 'Education, Training and Development System' and the 'Well-being and Satisfaction System'.

### Process Management

CHEVALIER implements a quality system that meets the ISO9001 requirements. The design and production/delivery processes are 'tailor-made' to address the needs of the customers for the particular product and service. Team collaboration is emphasized throughout the processes. Members of a cross-functional work team include specialists

from various departments within the organization who possess different skills and perform various job functions for projects.

The day to day operation of the production/delivery processes meets the key performance requirements by successfully tendering, contracting and maintaining customers' lifts and escalators to an acceptable standard of quality. As part of our continuous improvement programme, the processes are reviewed by providing regular discussion groups, training sessions for individual departments, then at Division level, to enable all parties to voice out any concerns that they may have and offer any suggestions of how the organization co-ordination could be improved. Regular discussions help in identifying those processes causing our customers the most problems and, by using the team approach, to make improvement plans.

CHEVALIER places importance on the development of strategic relationships with suppliers and subcontractors. All of them undergo extensive pre-qualification and performance monitoring to ensure that they continue to maintain the reliability of product and the standard of workmanship.

### Business Results

It is now 30 years since the establishment of CHEVALIER and an involvement in the lift and escalator business. Over the period, there has been a steady inflow of new contracts to supply lifts/escalators and consequently an aggregation of new contracts to maintain the equipment. The customer focused results over the past 30 years have been very positive, the market share result shows that CHEVALIER has maintained its market positive over the past few years, and its profitability at a preset target due to an effective control of overheads. The current trend is that the market share will continue because of customer loyalty and confidence in the quality service provided.

The well-being of the employees has always been considered as a high priority, with a consistent programme of development improving every year. There is a strong loyalty towards CHEVALIER and the staff turnover has been comparatively minimal over the past year. Employee benefits have been maintained during the recession.

All staff and senior management follow the planned objectives and mission to achieve good organizational performance.

Partner and customer satisfaction is paramount and all employees at CHEVALIER are encouraged to act as ambassadors of the company. The success of CHEVALIER depends on all members knowing their role in the team and working together to achieve the goal of providing outstanding quality of products and services.

*This Report Summary is provided by  
Chevalier Group - Lift and Escalator Division*