

# **THE HONG KONG AND CHINA GAS CO LTD REPORT FROM THE BOARD OF EXAMINERS**

**The Hong Kong and China Gas Company (Towngas), the oldest utility in Hong Kong, has demonstrated a comprehensive company-wide commitment to Total Quality Management through a carefully planned process of transformation into a market driven, customer focused service company with high standards of safety and reliability. The Board of Examiners has elected the company as one of the two Overall Winners of the 1999 HKMA Quality Award. Some of the particular strengths of Towngas are highlighted below.**

## **1. Leadership**

A Towngas “Shared Values’ model created by Executive Committee Members illustrates how the organization tries to balance the interests of all stakeholders. Lead by the Managing Director, this Committee has initiated a series of quality programmes to strengthen quality culture, plan and guide strategic direction. Price stability and job security commitments coupled with effective communication and attention to customer safety have reinforced the senior management’ s commitment to the Towngas mission.

## **2. Strategic Planning**

The company’ s strategic planning has taken into account the new business environment, technology advances and changes in customer needs when developing its two-tier approach to implementing the Towngas business, work and human systems. Driven by key performance projection targets, departments use the strategies to formulate their own missions, measurable objectives, long term and linked short term action plans.

## **3. Customer and Market Focus**

Towngas has adopted a proactive approach to regular communication with customers. The company collects and analyzes customer and market related data in each segment to support management in formulating action plans. The company has demonstrated a keen focus on customer satisfaction and use of customer feedback in any new product development. Action is taken to improve customer relationships through a wide range of different means giving enhanced accessibility to reach out to existing and potential customers.

## **4. Information and Analysis**

Information technology is widely used in house for management information, data storage, information sharing and dissemination. Comparative data and competitive information are also readily accessible to facilitate action planning and reporting. In addition to regular reviews f results at department level, the Executive Committee conducts a comprehensive analysis of con health through reviews of the key statistics, performahce indicators and trends.

## **5. Human Resource Focus**

There is widespread involvement in work design and restructuring through employee participation in Superior Quality Service and Continuing Transformation teams. Various award programmes give recognition to employee achievements, encourage creativity and contributions to quality programmes. Towngas has a strong commitment to learning underpinned by detailed attention to training plans and provision of staff development schemes. Direct communication channels foster employee satisfaction and well being which in turn is supported by a strong emphasis to safety and work environment improvements.

## **6. Process Management**

Towngas has demonstrated a commitment to effective process management, re-engineering and improvement projects. The product development process is comprehensive, undergoing detailed research and analysis prior to release to market. Clear process flow, performance objectives and targets are defined for support processes with reviews made against industry standards to help identify opportunities for improvement. The company maintains a thorough evaluation process with vendors and a strong partnership relationship is evident with various means in place to promote the Towngas quality culture.

## **7. Business Results**

Towngas has featured top in a number of awards and competitive surveys in terms of customer satisfaction, service performance and communication. Trends in results, returns, safety and productivity show sustained improvements. in most areas and compare well with competitors. The benefits of implementing the first phase of the strategic development process and the effectiveness of the management and human resource. systems are well I supported by examples.