

# **MTR CORPORATION**

## **REPORT FROM THE BOARD OF EXAMINERS**

MTR Corporation has demonstrated a company-wide commitment to quality and successfully won the 1998 HKMA Quality Award. The following is a summary of the strengths of the Company.

### **1. Leadership**

The leadership team has the passion to become the most customer-oriented urban railway serving the community of Hong Kong, thus making this mission of the Company. The mission is solidly supported by clearly defined core values, strategies and action plans, which are constantly communicated and reinforced to staff at all levels. The Company goes beyond its mission by actively involves in environmental protection, safety and community services.

### **2. Strategy Planning**

The strategy development process is well defined, in which factors like customers, markets, competitors, human resources, suppliers and risk assessment are adequately considered. The strategy deployment is equally comprehensive, which has converged all its functional departments towards the same strategic intent of being the most customer-oriented urban railway.

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

The customer and market focus commitment is best illustrated by the Company's diligence in collecting customer feedback, conducting market researches and competitive benchmarking. With these intelligence, supported by the application of mathematical modelling, the Company has gone beyond resolving customer complaints to anticipating future customer and market needs.

### **4. Information and Analysis**

The Company has commissioned to continuously collect customer feedback and to benchmark world-class railway operators around the world. These data are used to derive continuous improvements in its Operating Railway. A comprehensive Executive Information System is established to manage the collection, analysis and distribution of the data. This supports timely decisions at both the executive level and the working level.

### **5. Human Resource Development and Management**

Education and training is considered to be strategic by the executive leadership team of the Company. Processes established to ensure staff are educated and trained with the relevant concepts and skills to achieve organizational as well as personal career objectives. Teamwork is also a culture of the Company, which serves as a solid foundation of the Continuous improvement initiative of the Company. The reward and recognition system established is supportive to all these human resource development and management activities, and is creating positive impact to the whole Company.

## **6. Process Management**

The Company's ISO9000 based quality management system has helped the Company to put its critical processes under control, including the design, production and delivery of the service provided. The company also uses the ISO9000 quality system to manage its suppliers. Supporting functions within the Company are practising extensively the internal customers concept.

## **7. Business Results**

The Company has demonstrated to be a leader amongst its competitors, outperforming in many aspects of the customer expectations. Financially, the Company has been able to generate revenue and profit continuously not only from its core business of railway operation, but also from its Property Developments and New Businesses. Staff of the Company are satisfied with the Company's continuous effort in improving employee satisfaction. Supplier results are improving, specifically on the significant reduction in the number of suppliers. Last but not the least, the Company is on track to its mission of becoming the most customer-oriented urban railway serving the community of Hong Kong.