

# Report from The Board of Examiners

(Special Award for SMEs)

## 評審委員會報告

(中小型企業特別獎)

20th  
Anniversary



協成行集團  
HIP SHING HONG  
Group of Companies

Hip Shing Hong Group of Companies (HSH), established by Mr Fong Shu-Chuen and Mr Fong Yun-Wah in 1948, is a private enterprise solely owned by the family. HSH is in properties development industry and actively engaged in leasing activities covering retail premises, deluxe residents, offices, industrial buildings, serviced apartments, furnished offices and car parks.

### Leadership

To accomplish its mission of “bring life to space by combining astounding design and outstanding services that deliver respectable return to shareholders, and be responsible to employees, customers and society”, HSH has nurtured 4 core values: “Prudence”, “Innovation”, “Excellence” and “Caring”. All staff have to demonstrate how they fulfill these core values. And HSH places strong focus on its core business that they excel.

HSH is very committed to Corporate Social Responsibilities by donating millions of dollars on an annual basis for decades. It has also participated in “Graffiti” painting art with an aim to nurture the youth and the well-being of our community.

### Strategic Planning

HSH adopts a balanced top-down bottom-up approach for its strategic planning. Key success factors have been identified. Initiatives including inter-departmental brainstorming and contribution are part of the strategy formulation process. Its planning process involves staff at various levels.

It also goes after capital improvement opportunities and will implement in accordance to its strategic direction. A 5-year capital expenditure plan on rotational basis is formulated and will be periodically reviewed.

### Customer Focus

HSH sets priority to understand its customers’ needs and has deployed a number of channels to engage customers as well as leasing agents and collect their feedback. Strong relationship building with existing and potential customers can be seen.

協成行集團（協成行）由方樹泉先生和方潤華先生創辦於一九四八年，是一家私人家族企業。集團主要經營房地產開發及租賃業務，包括零售店舖、豪宅、辦公室、工業大廈、服務式公寓、辦公室和停車場等。

### 領導才能

協成行的使命是「以驚喜的設計及超卓的服務為物業注入生機，並為股東帶來可觀利潤；對員工、顧客以及社會作出承擔」。為此，集團確定四大核心價值：「穩健」、「創新」、「卓越」和「關愛」。所有員工必須實踐這些核心價值。同時，協成行十分重視其佔有優勢的核心業務。

協成行非常注重履行企業社會責任，幾十年來，每年都向社會捐資數以百萬元計款項。該公司還參與了塗鴉藝術活動，旨在培養青少年，為社會做出貢獻。

### 策略性規劃

協成行同時採取自上而下和由下而上並重的方式，進行策略性規劃，確認主要成功因素。策略制訂過程包括部門間集思會和獻計獻策活動。不同級別的員工都參與其中。

根據策略方向，協成行追求資本改良機會，並制訂迴圈的五年資本開支計劃，定期審查。

### 客戶焦點

協成行十分重視瞭解客戶的需求，有一系列管道與客戶和租賃代理人溝通，收集他

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HSH sets up dedicated customer service unit to regularly communicate with tenants and monitor services offered by frontline staff. The objective is to achieve and sustain customer satisfaction.

### Measurement, Analysis, and Knowledge Measurement

Objective and measurable performance indicators are in place to regularly review and check the performance of each staff. In addition, operational and financial targets are also set as Key Performance Indicators (KPIs) for various departments.

HSH adopts a software package “SharePoint” as their knowledge management and this tool helps to maintain service standard.

### Workforce Focus

Job profile and competence gaps for each position are established and various training and learning programmes are devised to bridge the gaps and enhance personal effectiveness.

HSH advocates a work life balance. Workshops are held to address stress in workplace. Outing and social gathering will be occasionally held with a view to build up acquaintance amongst workforce.

### Process Management

HSH uses two-tier process management to manage and improve 1) “Input of Various Stakeholders”, covering customer satisfaction, business partners performance, including architect, property management agents, contractors and procurements, and 2) “In-Process Control Indicators” covering, project and property management, financial feasibility, customer services review, leasing and marketing, green initiatives, training and staff competences, and crisis management.

### Results

HSH has demonstrated achievements in a broad range of areas. For product outcomes, HSH offers furnished office with flexibility on leasing period, provides designer residence and a boutique hotel of 88 rooms. For customer satisfaction, it was awarded the “Hong

們的回饋意見，與現有和潛在客戶明顯建立牢固的關係。

公司設立專門的客戶服務部門，負責定期與租戶溝通，監控前線員工的服務，務求讓客戶持續滿意。

### 評估、分析和知識管理

集團設定了客觀、可計量的績效指標，定期審核和檢查每名員工的績效。此外，還為各個部門擬定關鍵績效指標，即部門的營運及財務目標。

協成行採用「分享點」軟件作為知識管理工具，確保服務標準。

### 工作團隊焦點

集團確定各個職位的崗位描述和能力差距，備有各種培訓和學習項目彌補這些差距，提高人員效率。

協成行提倡工作與生活之間的平衡，舉辦緩解工作壓力工作坊，也會不時組織旅行和聯誼活動，促進員工彼此的瞭解。

### 程序管理

協成行採用雙重程序管理和提升：1) 各相關利益方的投入，包括客戶的滿意度、業務夥伴表現，包括建築設計師、物業管理公司、承包商及採購供應商；2) 「流程內控制指標」，內容包括工程和物業管理、財務可行性、客戶服務審查、租賃與行銷、環保活動、培訓和員工能力，以及危機管理。



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Kong Q-Mark Service” by Federation of Hong Kong Industries in 2010. For financial, it shows trend in increasing revenue and profit. For workforce development, it set up training programmes to staff to enhance job performance and strengthen team building from all levels. For process effectiveness, there is accomplishment in services pledges and improvement in energy saving. For leadership, it builds its rental properties portfolio, revitalizes one of their industrial buildings in Wong Chuk Hang, and participates the “Graffiti” painting art to nurture the youth.

### 業績

協成行在諸多領域都取得好成績。產品方面，集團提供租期靈活、設備齊備的辦公室，設計型住宅和一間擁有八十八間客房的精品酒店。客戶滿意度方面，協成行獲香港工業總會頒發「二零一零年優質服務獎」。財務方面，集團的收入和利潤都有所增長；員工發展方面，設立多項培訓，提升工作績效，加強各階層的團隊建設；運作績效方面，集團在客戶承諾和能源節省上都取得了成效；領導力方面，建立起集團可租賃地產的詳細檔案、翻新了位於黃竹坑的一棟工廠大廈，同時參與了培養青少年的塗鴉活動。