

# Report from The Board of Examiners

(Gold Award)

## 評審委員會報告

(金獎)



MTR Corporation is a diversified company, involved in a wide range of business activities, included Hong Kong's urban metro construction and operations, railway construction and operations, property development and management, investment projects and consultancy services worldwide. It is one of the leading transport providers in Hong Kong.

### Leadership

Merging two organizations, with different history and culture, is never easy. On merging MTRC and KCRC, MTR Corporation successfully launched its new Vision, Mission and Values (VMV) to facilitate cultural change. Thereafter, the momentum was sustained by various well-planned and executed programmes and activities.

MTR Corporation demonstrates strong commitment to governance and Corporate Social Responsibility (CSR). The company has built a strong structure for governance, with various committees involving senior leaders, while ensuring many channels, in communication and training, for all staff to promote ethical behaviour. Its CSR policy promotes engagement with the communities where it operates, and the company is successful in drawing its workforce to participate in activities to support these communities.

### Strategic Planning

MTR Corporation demonstrates strong commitment to strategy planning, with well-executed strategy development and deployment. The strategic planning process is structured and rigorous and involves all levels of management. Corporate vision and strategic challenges are reflected in business objectives, which are clearly defined and measurable.

Business objectives are cascaded via a well-managed process to various levels of the organization. Action plans, budgets, Key Performance Indicators (KPIs), etc are well-developed, deployed, monitored and reviewed, enabling the company to manage its performance with great agility.

香港鐵路有限公司（港鐵公司）是一家多元化公司，經營多種業務，包括市區地下鐵路的建設與營運、鐵路建設與營運、房地產開發與管理、投資專案及全球顧問諮詢服務。港鐵公司是香港最主要的運輸機構之一。

### 領導才能

合併兩家歷史和文化截然不同的公司絕非易事。在將地鐵公司和九廣鐵路公司合併之時，港鐵公司成功確立新的願景、使命和價值，促進企業文化的轉變。這股新動力在各種計劃周密、良好施行的項目和活動支持下，一直延續。

港鐵公司在公司管治和企業社會責任方面作出了巨大努力。公司的管治結構強健，有各種由高層領導參與的委員會，諸多溝通和培訓管道，確保幫助所有員工提升行為規範準則。港鐵公司的企業社會責任政策加強與社會的互動，並成功鼓勵員工積極參與社區活動。

### 策略性規劃

港鐵公司十分重視策略規劃，包括策略的制訂和執行。整個策略規劃研製過程嚴謹慎密，所有級別的管理人員都參與其中。制訂出來的業務目標十分明確、具體，完全體現公司的願景和應對的挑戰。

業務目標由一個妥善控制的流程向下傳達至各個層級。行動計劃、預算、關鍵績效指數等的制訂、執行、監控和審核過程都運作良好，使公司可以集中進行績效管理。

### 客戶焦點

港鐵公司的綜合客戶關係管理，將品牌

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### Customer Focus

MTR Corporation uses a comprehensive Customer Relationship Management approach, aligning brand development with customer communication, loyalty, rewards and feedback. Its customer service strategies inculcate a customer-focused culture, fostering customer engagement and positive customer experience.

Since 1979, MTR Corporation has used a variety of channels to gather Voice of the Customer data and continues to expand and improve these channels. The data is used to continuously improve its services. Customer complaints are handled promptly and efficiently via well-defined processes, within strictly-enforced deadlines.

### Measurement, Analysis, and Knowledge Management

Using the Operating Railway Business Management Scorecard, MTR Corporation ensures that its strategic challenges and core competences are addressed and the needs of stakeholders are balanced. Opportunities for improvement and innovations are prioritized and acted upon based on the company's strategic objectives. Performance results are monitored and reviewed systematically and rigorously, and benchmarked against other international metros.

MTR Corporation demonstrates outstanding capability in its use of IT. It has well-structured IT systems to support operations. Its infrastructure ensures hardware stability, back up and recovery, data integrity and security, as well as reliability and user friendliness. Information is available to the workforce and other stakeholders via a number of tailor-made platforms and portals.

### Workforce Focus

As a company, MTR Corporation has achieved outstanding workforce engagement and environment. It has successfully brought about large-scale cultural changes (due to company merger) and engaged its staff in dealing with strategic challenges. It has created a positive workforce environment which is essential to sustaining the long term success of the company. The company promotes "Enterprising Spirit," with staff showing high degree of ownership in improving their daily work life. The company positions itself as a

的建立在結合客戶溝通、客戶忠誠、獎勵和意見回饋。其客戶服務策略關注培養客戶為中心的文化、客戶參與和愉快的客戶體驗。

自一九七九年起，港鐵公司已利用多種管道搜集客戶意見，至今仍不斷拓展和改進這些管道。搜集的資料用於提升服務。客戶投訴有清楚明晰的處理程序，要求在指定的時限內，及時、有效地處理。

### 評估、分析和知識管理

港鐵公司使用「鐵路業務管理營運記分卡」，確保公司全面應對所面臨的策略挑戰和核心能力，平衡相關利益方的需求。根據策略目標，港鐵公司按所訂定的優先次序改進和創新，一一付諸行動。績效成果系統地監控和審核，並與世界其他鐵路公司進行基準對照。

港鐵公司的資訊技術力量雄厚，結構完善的資訊科技系統支援公司的營運。優良的基礎設施確保硬體的穩定性、備份支援和故障恢復、資料健全和安全、可靠和使用方便。員工和其他利益相關方可以通過一系列平台和網站獲取資訊。

### 工作團隊焦點

港鐵公司是一間在員工契合和環境保護方面表現卓越的公司，成功進行因合併而需要的大規模企業文化更新，發動員工共同應對公司的策略挑戰。員工在進取的工作環境中工作，對公司的長期發展十分重要。港鐵公司鼓勵員工發揚企業家精神，讓他們對日常工作擁有高度的主人翁意識。同時，港鐵公司還將自己定位為「學習型組織」，開設完善的綜合學習和發展項目。

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“Learning Organization,” with excellent and comprehensive learning and development programmes.

### Process Management

MTR Corporation has developed excellent work systems to include both vertical and horizontal process management, with objectives of clear operational accountability and budget responsibility. Well developed systems are in place to link the company’s core competences to its VMV and competitive environment. A comprehensive crisis management system ensures emergency preparedness and rapid response.

The company uses a multitude of internal (e.g. work improvement teams) and external (e.g. customer feedback) mechanisms to ensure process performance and continuous improvement. It continually sources new technology, e.g. MTR Corporation Railway Vision 2020 brings in new technology in station facilities.

### Results

MTR Corporation continues to increase its overall share of the franchised public transport market in Hong Kong. It shows good benchmarking results against other transport providers, both local and international. Its measured indicators, relating to customer satisfaction, staff satisfaction, financial results, service quality, etc all show upward trends, while achieving decreasing trends in operation costs.

MTR Corporation has clearly demonstrated its strong commitment to quality, balanced and supported the interests of its stakeholders, and contributed to Hong Kong as a world class city.

### 程序管理

港鐵公司創立了出色的作業體系，包含橫向和縱向的流程管理，明確規定經營和預算責任目標。這個管理體系已經落實到位，串聯著公司的核心競爭力和願景、使命、價值、競爭環境。公司的綜合危機管理系統，確保應急防備和迅速應對。

港鐵公司應用許多內部（如：工作改善小組）和外部（如：客戶回饋）機制，來保證流程績效，並不斷進行改進。同時，公司不斷開發新技術，例如：港鐵「二零二零鐵路遠景規劃」就提出了車站設施新技術。

### 業績

港鐵公司在香港公共交通市場上的份額不斷增長。與當地或國際上的其他交通營運商相比，港鐵公司的基準測評結果都較為良好。客戶滿意度、員工滿意度、財務表現、服務品質等相關指數均呈現出上升的態勢。與此同時，公司的營運成本則在不斷降低。

顯而易見，港鐵公司致力提高服務品質、努力平衡和支持相關利益方，為香港這一世界大都市作出了貢獻。