

Report Summary

(Special Award for SMEs Recipient)

報告摘要

(中小型企业特別獎得主)

20th
Anniversary



Provided by Hip Shing Hong Group of Companies
本報告摘要由協成行集團提供

Hip Shing Hong Group of Companies (HSH) is a private enterprise founded in 1948 and owned by the Fong's family. HSH is amongst the earliest real estate developers in Hong Kong developing and investing properties in Hong Kong and the United States. HSH owns about 2 million ft² of rental and development properties ranging from offices, shops, high-end residence, service apartment, hotel and industrial space.

Leadership

HSH maintains a small and flat organization to enhance high operational efficiency and effectiveness. Talented staff are continuously trained, reviewed and counseled to deliver outstanding results. New ideas, innovative designs and quality services that deliver results are highly encouraged and are quickly rewarded. Staff morale is high and job satisfaction is a goal. Our CEO is open minded, humorous, and a cheerleader for HSH.

Strategic Planning

Instead of adopting a traditional top down authoritarian strategic planning process, department heads are invited to participate in serious discussion of the direction that the company shall move and resources they need to execute the strategic plan. Commitments to the strategic plan are secured right from the start. Market outlook and dynamics, competition, new technologies, staff development, demographics changes, costing, and even world and local politics are factors to be considered in the formulation of our 5-years strategic plan. Milestone dates for review is fixed ahead of time to allow for adjustments in a fast changing world.

Customer Focus

Quality is maintained and measured throughout the term of our contract with our customers — from the moment we market our office/retail/industrial/residential space to during their stay and even when they leave. We ensure them a no-hassle, pleasant, safe, comfortable occupation for as long they stay with us. Our service pledges to our customers are kept and they are fairly compensated if we missed. We strive to solve our customer's problems at the smallest amount of time stepping into the shoes of our customers.

協成行集團（協成行）為一私營商業企業，於一九四八年成立，由方氏家族所擁有。協成行是香港最早期的地產發展商之一，投資於香港以及美國的房地產業務。集團擁有約二百萬平方呎租賃物業，其中包括寫字樓、豪宅、商舖、酒店、服務式住宅及工業樓宇。

領導才能

協成行維繫小型及平穩組織架構，以強化高營運效率及效果。讓具素質員工持續參加培訓，接受評估及輔助，以達致高業績之表現。集團行政總裁是一位開放、幽默、鼓勵型的領袖。集團推動新思維、創新設計及優質服務，也為此獎勵員工，故同事士氣高昂，工作具滿足感。

策略性規劃

集團之策略部署不採用從上而下的規劃模式，而是鼓勵跨部門主管參與制訂發展方向及計劃，共同研究所需資源的配合，使規劃能付諸實現。業務目標從一開始就已確定及具承擔。市場動態、全球及本地的經濟及政治變化、競爭對象、新技術、人力資源、客戶統計數據以及經營成本等因素都納入五年策略性計劃的制訂中。主要的業務里程碑也預先設定，作業績檢討以適應瞬息萬變的時代。

客戶焦點

集團維持高物業素質，並持續量度服務水平，在租賃期內 — 從物業於市場放租開始，無論是寫字樓、商舖、住宅或工業樓宇，至租約期滿，都要確保為客戶提供滿

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Measurement, Analysis, and Knowledge Management

Each department delivers their results and achievements and they are to be shared with each other. Results are discussed to reveal weaknesses, bottlenecks and suggestions for improvements across departments. Our internal auditors assist in auditing each department and make recommendation to management for operational improvements.

The company's intranet system helps facilitate the sharing of information and enhance communication amongst the departments as well as documenting corporate policies and procedures and significant lessons learnt from success and mistakes. Further adoption of performance metrics is underway to ensure our results are measurable.

Process Management

Stringent procedures and controls are in place to ensure our outsource contractors and employees would deliver quality results. They are appraised regularly with suggestions for improvements. We opened a Building Technology and Sustainability department to ensure new building technologies are timely adopted and to develop our green policy in house.

Trainings, Work-Life Balance and CSR

We are a caring company that maintains a work-life balance and most of our staff get off at 6 pm straight, allowing time for staff to learn, to exercise, to relax and to spend time with their families.

Continuous lifetime learning related to the job is encouraged and sponsored by the company. Meanwhile, systematic in-housing trainings, including marketing, crisis management, green technology, arts and culture, image buildings, etc are organized.

HSH donates about 10% of its annual profit to its charitable foundations to support worthwhile and emergency causes. Additionally, being a "5 years Plus Caring Company", HSH engages its staff on a voluntary basis to partner with various NGOs annually to support Corporate Social Responsibility (CSR) activities.

意、愉快、安全及稱心的居住經歷。我們的服務承諾要全心全意落實，如不兌現，或有遺漏，我們將作合理賠償。以客為尊，在最短時間內，為客戶解決問題。

評估、分析和知識管理

各部門努力落實工作目標並將其業績與其他部門分享。弱項、瓶頸部份須作檢討，提出改善方案。集團內部有健全的稽核制度、輔助檢討及提出建議、改進步驟。

協成行內部資訊系統將相關資訊、集團營運政策及工作程序、重要檢討供員工分享，成為有效溝通方法。目前，正進行深化，使工作業績及營運數據更能量化及具透明度。

程序管理

集團制訂嚴謹程序、監控、定期檢討、評核以作改善，確保承辦商及其他合作夥伴工作之質量能達標。我們也成立建築技術及環保部門，引進新建築及維修技術，同時推動綠色環保政策。

培訓、工作、作息平衡及社會企業責任

協成行乃以關愛為核心價值之企業，十分贊同作息平衡。大部份員工能於每天下午六時下班，讓他們有時間學習、運動、休息及與家人相聚。

我們也鼓勵員工就工作進修、不斷學習，集團也配合提供贊助。同時也安排系統性內部培訓計劃，包括市務、環保、藝術文化、設計及危機管理、形象建立等。

The top of the page features a decorative header with a dark, textured background. On the left, there is a gold '20th Anniversary' logo. In the center and right, there are several game pieces from a board game, including a yellow piece with a black symbol and a white piece with a black 'H' symbol. The main title 'Report Summary' is positioned in the upper right corner in a white, serif font.

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Results

HSH delivers solid financial and operational results over time consistently. The company is practically debt free and the income stream is strengthened years after years through quality management and practice. HSH received five awards this year: consecutively the second year awarded the “5 years Plus Caring Company” by the Hong Kong Council of Social Service, “Manpower Developer” of “ERB Manpower Developer Award” scheme by Employees Retraining Board, “Kowloon West Best Managed Property Award” and “Best Security Guard Award” by Kowloon West Best Security Services Awards 2010, “Customer Service Excellence Award for SME 2010” by Hong Kong Association Customer Service Excellence, and the “Special Award for SMEs 2011 of HKMA Quality Award”.

HSH will not be satisfied with the current level of quality management and will continue to strive to find ways to be innovative, rejuvenate and stay competitive.

在公司發展業務的同時，不忘對社會之承擔。協成行每年將公司盈利百分之十撥入慈善基金，興教助學，扶貧救災；同時鼓勵員工參與義工，支援各社福界前線服務機構，回饋社會。

業績

過去多年，協成行一貫保持穩定營運及平穩之財務業績。集團基本上沒有負債，營運收入也通過有效、全面、優質管理，使之逐年增長。因此公司今年先後獲得五個獎項：連續兩年榮獲香港社會服務聯會頒授「5年 Plus 商業界展關懷」標誌、僱員再培訓局頒授「人才企業」尊稱、香港優質顧客服務協會頒發「十大中小企業優質顧客服務大獎」及在「二零一零年度九龍最佳保安服務選舉」中獲頒「優異管理物業」獎及「優異保安員」獎，以及香港管理專業協會頒發的「優質管理獎」等。

協成行不會就目前的質量管理水平而滿足，公司管理層及全體員工將繼續鍥而不捨地尋求創新，改進及維持高度競爭水平，使公司業務百尺竿頭，更上一層樓。