



Report Summary

(Bronze Award)

報告摘要

(銅獎)



Provided by Chun Wo Development Holdings Limited
本報告摘要由俊和發展集團有限公司提供

Chun Wo Development Holdings Limited modestly began in 1968 as a sole proprietorship which confined its business to small scale construction works in Hong Kong. Over more than 40 years, the Group has successfully evolved into a diversified publicly listed corporation which is not only carrying out mega construction projects but also expanding its business into property development, property management and security services. The business presence has extended to 11 cities and 5 countries.

The Group is highly committed to participating in urban and infrastructure development, aiming to improve people's quality of life, and has expanded in step with our employees' professional development as well as create greater value for shareholders, and realize its vision "to be an acclaimed contractor and developer in Asia with dynamic and sustainable growth."

Leadership

Chun Wo has established and implemented the "Vision, Mission and Core Values (VMV)" which provides core guidelines for maintaining our sustainable growth. To unify the management philosophy, senior management has worked together to carry out this VMV into practice.

An evaluation system has been put into place to measure the outcome and assure the culture continues to strengthen through the years. At the same time, the Group has implemented corporate governance systems and deployed appraisal systems to evaluate the VMV implementation, the legal and ethical compliance against the expected performance. The Group is also enthusiastic about community services. We have regularly participated in a range of voluntary activities and donations for non-profit organizations and industrial associations.

Strategic Planning

Strategic planning is decided through a well-organized procedure involving Executive Board members, Directors, Business Managers and Department Heads in regular meetings. Business direction, which is determined by strengths, weaknesses, opportunities and threats, can further to formulate our business scope, client groups,

俊和發展集團有限公司於一九六八年在香港創辦，初期為一家全資擁有的小型承辦商，從事各類型建造工程。隨着多年來不斷努力和發展，集團已逐漸演進成為一家多元化的上市公司，不但能承接大型的基建項目，並開拓物業發展、保安及物業管理等範疇；其業務範圍已擴展至五個國家共十一個城市。

集團努力不懈參與城市和基建發展，並為大眾提升優質生活質素，與僱員一起成長，為股東爭取更大回報，實現成為一間活力充沛、發展蓬勃、享譽亞洲的承辦商和發展商。

領導才能

為有效持續發展，俊和管理層制定了公司之願景、使命和核心價值「VMV」。此「VMV」是由管理層和各管理成員一齊參與和共同創造，目的為統一各成員的管理理念，使「VMV」精神扎根於各階層運作。

為有效地實施領導才能，集團亦建立了有效的管治方法及客觀的評估機制，涵蓋「VMV」實施方法、符合行業的法例法規及評估員工專業操守等，使管理層有效地掌握和改善領導績效。集團亦熱衷於社會公益事務，定期參與非牟利機構舉辦之義工活動及慈善捐款，為社會和業界作出貢獻。

策略性規劃

多年來，集團董事會、營運部門管理層及各部門主管積極參與制訂策略性規劃，並因應內部優勢及弱項，以及外圍經濟市場的機遇和威脅等，規劃未來發展策略方



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market position and targeted market share.

Strategic planning is carefully conceived for both the long and short term which set with clear goals, action plans and working schedules. Relevant resources and workforce are also planned and allocated efficiently in advance before implementation of strategic plan. The Group has kept track of the competitors' performance and adjusted the business strategy towards our target.

Customer Focus

The Group has diversified businesses from property development, construction, security services to property management services. For optimizing customer focus, Chun Wo has deployed professionals to listen our customers' opinions by various means including social media, customer and industrial group meetings and seminars. By analyzing the customers' needs, we create innovative solutions to exceed their expectations. Chun Wo also provides quality customer services during construction, fitting out process and after-sales services. Customer satisfaction not only enhances the brand loyalty, but also generates more business in the future.

Measurement, Analysis, and Knowledge Management

To sustain the business development in changing and uncertain environment, the Group has established a series of processes to assess the business performance including leadership, corporate governance, strategic planning, business, project processes, workforce, products and services, customer relationships, financial management and marketing approach. The Group has also established a platform of Knowledge Management System which allows the related employees to access the technical skills and management knowledge.

Workforce Focus

The Group offers a fulfilling work environment and rewarding career development prospects. For newly employed staff, we provide an orientation and let them to understand the corporate operations. We have also implemented insightful Strategic Workforce Development Programmes for staff to develop long-term career paths. A variety of training programmes, which target for technical assistant, elite

向，包括業務範疇、客戶群、市場定位及目標市場佔有率。

策略性規劃可細分為長期和短期，包括清晰工作目標、執行計劃及時間進度，並制訂相關資源分配和人手安排等，以有效善用內部資源。集團亦定期觀摩同業的表現，並作出適度調整，以達成公司目標。

客戶焦點

集團業務範疇廣泛，涵蓋物業發展、建造、保安服務和物業管理，使員工有更多途徑了解客戶的需求和優化客戶焦點。俊和亦透過不同途徑聆聽客戶的意見，分析箇中要求，以提供更具創意和競爭力的方案，以超越客戶期望。此外，俊和亦為客戶提供優質服務，無論在建造期間、裝修過程或售後服務，均能為客戶提供稱心可靠的服務，建立互信，開拓更多商機。

評估、分析和知識管理

為適應瞬息萬變的營商環境，集團實施一系列有效的方法和系統，以評估公司的表現，包括領導、管治、策略、業務、建造過程、工作團隊、產品與服務、客戶焦點、財政及市場等表現。此外，集團亦鼓勵學習，提供一個知識管理系統的平台，以供內部員工可互相分享各方面的技術和管理知識，並共同累積經驗與集團一起成長。

工作團隊焦點

集團除了為工作團隊提供完善的工作環境及事業發展機會，公司亦設有迎新課程予新入職員工，讓他們更容易適應新工作，並設立完善的評核制度，配合同事於不同階段之培訓計劃，如「技術學徒計劃」、



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engineer, graduate engineer and core member staff, nurture the potential talent. Moreover, performance assessment and reward systems are adopted to appreciate the outstanding employees. In order to promote work-life balance, Chun Wo organizes different kind of recreational activities for colleague so as to release the job pressure and enhance work efficiency.

Operations Focus

To satisfy the requirements of business environment and customers' needs, Chun Wo develops a comprehensive work system with looping of "Plan, Do, Check and Act" cycle. Core members in the top executive Board are assigned to posit in different organizational structure and to set up working teams so as to leverage the competencies and achieve the corporate goals. We also control the use of financial resources by implementation of effective supply-chain management, regular inspections and frequent audits in order to minimize the potential errors and productivity losses. Besides, contingency team has been set up to formulate a series of pre-set guideline for handling the emergency incidents so that negative impacts can be minimized.

Results

The recent financial tsunami had definitely brought a huge impact to the construction industry. Despite the unfavourable economic climate, Chun Wo has developed our strategic approach and gained profit from complementary business segments such as property development and security services. Thus, we maintained and extended our workforces to grasp the fresh opportunities during "golden era" of construction industry. In return, the Group raised our performance to new heights. Through the persistent effort on leadership, customer focus, systemic management and operational processes, the Group has continuously enhanced its corporate efficiency, construction and service quality in return that it has increased the customer base, market share and revenue significantly. Spurred by the huge opportunities presented by construction in Hong Kong, Chun Wo continues its efforts to strive for excellence and remains steadfastly dedicated to achieving its vision and mission.

「精英培訓計劃」和「核心計劃」等，使他們透過不斷學習，提升技能和發展所長。此外，集團亦透過不同類型的獎賞計劃，獎勵表現出色的員工，與他們分享成果。為提倡工作與生活平衡，俊和亦定期舉辦各類康樂活動，讓員工可輕鬆耍樂，提升工作效率。

營運焦點

俊和透過「計劃、實踐、檢查和反覆修正」的營運系統，循環運作，以滿足社會環境及客戶需要。為充分發揮集團的核心能力，俊和安排各核心人員於公司不同範疇及職能上工作，以便帶領各團隊朝著共同目標工作。在財務資源的運用方面，集團實施供應鏈管理，並經常進行檢查和審核，以減低失誤和控制生產成本。俊和亦設有一套緊急應變措施，以降低突發事故帶來衝擊及影響。

業績

過去的金融海嘯為建造業界帶來巨大衝擊，在這艱難時期，鑑於集團的多元化策略發展，俊和從物業發展和保安服務等賺取盈利，以有效地保留和招攬經驗人才，讓俊和能把握建造業「黃金年代」的時機，享受豐碩成果，使俊和的業績推上高峯。與此同時，集團致力優化領導才能、客戶焦點、工作團隊和營運系統，以持續提升公司的營運效率、工程質素與服務水平，無論在客戶群、市場佔有率或整體收益均帶來顯著的升幅。面對建造業未來龐大的機遇，俊和定會繼續努力，憑着勇氣與策略，創造更輝煌業績，竭誠實現集團的使命和願景。