



## Report Summary

Provided by Lik Kai Engineering Company Limited

### Company Background

Lik Kai Engineering Company Limited, a wholly owned subsidiary of Sun Hung Kai Properties (SHKP), has evolved from a minor work contractor into a multi-disciplinary engineering company in Hong Kong that provides customers with total solutions of the highest quality including building works, air-conditioning, mechanical ventilation, electrical engineering, fire services, plumbing & drainage and energy management.

Prior to 2007, Lik Kai remained in a primitive management system though it had been established for 25 years. Business growth was stagnant, and the company possessed a very low market share in the construction industry. In early 2007, a new vision for business expansion was birthed – the company moved forward and entered a new era of METAMORPHOSIS that transformed Lik Kai into a more proactive, professional and systematic enterprise.

### Leadership

Lik Kai's new senior management recognized that qualified and competent personnel had to be appointed to lead individual business and supporting units. This organizational change was implemented during the initial phase of our transformation. Comprehensive training schemes and succession plans were made for long-term human capital development with respect to our company's strategic plans and business needs.

"Building a Better Tomorrow" for the company's stakeholders is our Mission. Our Vision is to be a pioneer in the engineering field, providing top-tier innovative solutions. The senior management formulated the Vision, Mission and Core Values (VMV) with our core competence, stakeholders' interests and parent company's core values in mind. With 35 years of history in Hong Kong, Lik Kai always seeks opportunities to further expand business with partners that share similar core values.

## 報告摘要

本報告摘要由力佳工程有限公司提供

### 公司背景

力佳工程有限公司是新鴻基地產的全資附屬公司。由小型的註冊工程承辦商發展至今，力佳一直為客戶提供卓越品質的全面工程解決方案，包括建築、冷氣通風、電氣、消防、供水及渠務，及能源管理等工程。

力佳成立於1982年，發展至2006年期間，一直沿用較傳統的管理模式，業務因而停滯不前。自2007年起，管理層銳意改革，不斷開拓進取，令力佳的業務取得突破性的進步，現已成為更專業及更有系統的現代企業。

### 領導才能

力佳管理層深明人才的重要性，因此在改革及重組公司架構過程中，大力推動員工培訓，積極培養出第二、三梯隊，促進公司的未來發展。

我們的使命是為各持份者「創建優質未來」，並以建立一個專業工程團隊的願景，為客戶提供創新和卓越品質的全面工程解決方案。這是管理層根據公司的競爭力、持份者的利益及母公司的核心價值來制訂的；並在三十五年以來一直秉持專業、伙伴、品質、安全及傳承的理念，引領力佳改進及發展。

力佳管理層制定的「十二道監控」，清晰釐定不同持份者的權利和責任，並以不同的規範保護員工和持份者的利益及確保他們守法。

# Merit Award – Lik Kai Engineering Company Limited

## 優異獎 – 力佳工程有限公司

Lik Kai's senior management has strengthened our corporate governance by establishing the Twelve Governance System, which clearly identifies the rights and responsibilities of different stakeholders and the rules and control measures that protect our interests and governs the ethical behavior of staff and suppliers/sub-contractors alike.

Lik Kai proactively anticipates public concerns and adverse impacts within existing and new services. In response to the issue of non-payment or overdue wages, a direct auto-payment mechanism was adopted to identify the workers' attendance at the job site in accordance with the site entry records.

### Strategy

In coherence to the company's VMV, our senior management adopts a strategic planning process to formulate strategies, strategic objectives, and action plans annually. A business performance review, a revisit of the VMV and company-wide targets are set during the Executive Committee Meeting. A Management Meeting is later organized to determine strategic objectives and corresponding long-term and short-term targets. Growth and Efficiency Strategies with measurable objectives have been formulated to monitor this process.

To facilitate strategy implementation, action plans are developed to provide roadmaps for involved parties to execute and achieve targets, which are reviewed in monthly Financial and Operation Meetings. In response to the fast-changing business environment, customers' latest requirements, and market situations, these plans are modified after being reviewed by the senior management.

### Customers

To cope with the business growth strategy and strengthen our exposure in the market, Lik Kai endeavors to extend services to potential customers outside our parent company by defining customer groups. The senior management strategically takes key roles within professional institutions, government task forces and local trade associations. We also actively participate in various social activities to collect the latest information about market and business trends, and share them with our customers.

In line with SHKP's motto "Building Homes with Heart", we are attentive to customers' voices. Instead of simply adhering to the agreed project plan, we are flexible and provide alternative proposals. After a project is completed, a customer satisfaction survey is conducted and good practice to be carefully reviewed.

### 策略

以「願景 • 使命 • 價值」為始，力佳管理層每年都會舉行執行委員會及管理層會議，制定短期及長期的業務策略及執行計劃，包括訂立增長及效率策略與制定相關績效指標。此外，財務及運作會議皆會每月舉行，跟進年度計劃的進展。管理層更會因應業務的快速轉變、客戶的需求及市場情況，修訂有關的執行計劃。

### 客戶

為配合業務增長的策略，力佳儘量增取在市場的曝光率，並從多方面開拓不同客源，例如參與不同專業團體活動、政府專責工作小組、商會及社交活動，接觸不同界別的客戶，以獲得最新的市場資訊；從而提供新工程及增值服務，包括供水渠務、能源管理、建築資訊模型及玻璃幕牆業務以切合各界的需要。

秉承母公司「以心建家」的信念，力佳用心聆聽客戶心聲。我們會因應不同工程的需要，提議彈性替代方案，並在工程完結後收集客戶意見調查表，務求提供更優質的服務。

# Merit Award – Lik Kai Engineering Company Limited

## 優異獎 – 力佳工程有限公司



### Measurement, Analysis, and Knowledge Management

Lik Kai clearly sets Key Performance Indicator (KPI) in place for performance tracking and monitoring within strategic objectives, overall organizational performance, and daily operations. We regularly review the KPIs and their measures on need basis to ensure they are aligned with the current business environment and stakeholders' requirement.

Knowledge management is closely related to the core value of Professionalism. Lik Kai has identified and categorized core knowledge for business support in the e-library system to maintain, transfer and share. The e-library hierarchy includes a Best Practices folder, which is shared among all staff members.

### Workforce

To ensure adequate and sufficient workforce capability and capacity, Lik Kai conducts the Headcount Forecast Review Program annually, in reference to our business needs and strategy. A training needs analysis is conducted to determine the training plan for the coming year.

We treasure our people, and strive to provide a safe working system and environment to protect staff from any potential hazards. We foster trust within our team by using open communication channels. The management further encourages team spirit outside the office through recreational activities, voluntary services, and sports competitions. To strive for a high-performance workforce, we are faithful to carry follow-up improvements after reviewing the bi-annual staff satisfaction survey.

As a professional organization, career path development and succession training are explicitly defined for the engineering staff. Since 2012, the Employees Retraining Board has honored Lik Kai with the Manpower Developer Award in recognition of our outstanding achievements in manpower training and development.

### Operations

Lik Kai has two key business work processes: project management and maintenance services, both controlled under the Twelve Governance System. The Integrated Management System of Quality, Environment, Occupational Health and Safety have been implemented to deliver excellent services to our customers.

Proposed innovative ideas to improve business work processes are considered during the annual strategy planning exercise. New technologies increased cost effectiveness, improving time efficiency and cost accuracy of the tendering process. "DatAnywhere", a project management software, enhanced the effectiveness of communication and document control within project management.

### 評估、分析和知識管理

力佳採用關鍵績效指標(KPI)監管公司的策略目標、績效表現及日常運作，並定期評估KPI及相關監管範疇的表現，以確保其符合當前的業務環境和各持份者的要求。我們也非常重視知識管理，並設立電子圖書館，分享公司的技術知識及最佳實踐經驗等資料予員工。

### 工作團隊

為配合人才的招聘及發展，各部門每年會按業務需求和策略提交人力資源計劃，並依此制訂每年的培訓策略。

力佳一直以人為本，致力為員工提供安全的工作環境。為建立互信，員工可於不同平台表達意見。各類型的康樂活動、義工服務及體育競賽等，能有效提高團隊凝聚力。此外，我們每兩年均會進行員工滿意度調查，以改善員工福利，令他們達至更好的工作表現。

力佳重視員工的專業發展，我們制訂了完善的晉升階梯及培訓梯隊成員。自2012年起，力佳已榮獲僱員再培訓局頒發「ERB人才企業嘉許計劃」，以表揚我們在人才培訓及發展方面的優異表現。

### 營運

力佳兩個主要業務營運範疇包括工程項目管理及維修服務，皆受「十二道監控」監管。我們亦執行質量、環境、職業健康及安全綜合管理系統，為客戶提供卓越服務。

在年度策略會議上，我們都會討論能改善業務流程的方案、提升報標過程的效率及報價的準確性。力佳採用項目管理軟件「DatAnywhere」，令前線工程人員可以隨時取得最新的文件和圖則，提高項目管理的效率。

# Merit Award – Lik Kai Engineering Company Limited

## 優異獎 – 力佳工程有限公司

Led by the senior management, the emergency response team addresses all operational, health and safety issues in accordance with our company's policies.

### Results

After our metamorphosis, Lik Kai has since achieved great success. Net profit after tax in 2016 increased more than thirteen-fold since 2006. Our professional team grew to over 200 staff members, a fivefold increase since 2006. Overall improving results are seen in our core businesses and engineering services, specifically in cost control, time control, quality control, safety, and customer satisfaction results.

The best stories that are told are the ones that have been lived. Lik Kai will continue to uphold our mission to build a better tomorrow.

此外，我們設有由管理層帶領的緊急應變小組，因應在運作上所遇到的突發事情作應變，制訂相關的應變措施，以確保業務正常。

### 業績

經過多年的蛻變，力佳在各方面均取得佳績。在2016年的稅後盈利比2006年多於13倍，業績持續上升。同時，我們的團隊現已超過200人，是2006年的5倍。總體來說，我們的核心業務及工程服務漸次改善，其中在品質、工程成本及竣工時間、施工安全及客戶滿意程度等幾方面，更取得顯著的進步。

力佳會繼續努力為我們的客戶提供最優質的服務，並致力「創建優質未來」。