

Special Award for Established and Medium Enterprises – hpa 中型企業特別獎 – hpa 何設計

hpa 何設計

Report Summary

Provided by hpa

Company Background

Founded in 1980, hpa, officially known as Ho & Partners Architects Engineers & Development Consultants Limited, is one of the major multi-disciplinary architectural practices in Hong Kong. The company is on the “Band 1” List of Architectural Consultants and List of Building Surveying Consultants kept by the HKSAR Government since 1992 and is the first local architectural practice certified with ISO 9001. Approaching our 40th year of profound experience in the industry, hpa has its architectural design footprint in more than 60 cities across 12 countries.

Leadership

hpa’s vision and values are transparently and actively communicated to employees, customers and business partners through a wide range of channels. Internally, the company is built upon a strong foundational corporate culture and its governance system is established upon a clearly defined structure and division of responsibilities. A clear reporting system has been set up to facilitate communication amongst the Board of Directors, shareholders, project departments, non-project departments, and overseas’ branches teams during weekly, monthly and Annual General Meeting (AGM) to keep all shareholders and employees timely informed.

hpa has set up a comprehensive evaluation and appraisal system – “360° assessment”, which ensures everyone’s performance, including that of all senior leaders from the Board of Directors in the company, is fairly evaluated.

hpa puts tremendous emphasis on Corporate Social Responsibilities (CSR) and is committed to building a sustainable future. hpa SOCIAL was set up in 2015 to engage with our community.

報告摘要

本報告摘要由 hpa 何設計提供

公司背景

hpa 何設計成立於 1980 年，為香港一所具規模並提供多元化服務的建築師事務所。自 1992 年起，至今一直被香港特別行政區政府建築署納入「一級」建築師顧問和「一級」測量師顧問名冊，也是香港首間獲得品質保證局頒發國際 ISO 9001 品質認證之本地建築師樓。成立至今，hpa 作品遍佈全球 12 個國家，60 多個城市。

領導才能

hpa 一直將企業願景和在營運和管治上的核心價值和理念，從多方面公開並透徹地分享給我們所有的員工、客戶和商業合作夥伴。

首先，我們設定了完善的「360° 評估系統」，定期為所有員工作出工作評估，加強同事間的良好競爭。最大程度上鼓勵中層管理人員直接對最高管理層提出意見，令管理機制更富公正性和流動性。

hpa 非常重視企業社會責任和社會可持續發展，我們在 2015 年啟動「hpa SOCIAL」，致力推動社區公益發展，建立更互助、和諧的社會。

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Strategy

In order to develop the company's short-term and long-term strategic plans, hpa stays up-to-date and keeps a keen eye on several domains. First, political policies and development trends formulated or announced by the governments in Hong Kong, China, and across the Asia region are hpa's primary sources for designing future business strategies, especially the Belt & Road Initiative. Second, development trends led by the Association of Architectural Practice (AAP) and competitors in the industry can influence our design of strategic plans and project directions. Third, hpa's internal Design Research Unit (research reports) devotes full energy to market research and feasibility studies to keep the development vision up-to-date.

Customers

Based on our established vision, mission, and internal capability, hpa regularly aligns with clients and listens to their requirements. hpa takes on a customer-oriented viewpoint and strikes a good balance between market-driven and professionalism-led approaches. Under this model of practice, we are able to maintain very close relationships with our past, current and potential clients. We analyse their needs on a macro level in order to guarantee the provision of efficient and effective services at our highest standards.

We mobilise different channels simultaneously to listen to and respond to our clients. hpa gives priority to customers' feedback and values compliments as well as complaints. We show our clients extra respect and sincerity because our MD, DMDs, team leaders would carry out customer review sessions systematically to formulate ways of amendment and improvement.

Measurements, Analysis, and Knowledge Management

Our Finance and Accounts department carries out financial reviews and issues financial reports monthly, quarterly and annually for the BoD to review. Project teams' financial reports are disclosed to the managerial staff within their corresponding team under a system of Professional Financial Planning (PFP).

Apart from the external audit that is conducted to fulfill the ISO and Inland Revenue Department (IRD) standards, as well as the internal audit system carried out by the Administrative Department to ensure an independent and objective audit service for hpa. All data and organisational knowledge is considered a significant part of the company's property.

策略

hpa 定立具前瞻性的發展目標及框架，緊貼市場和城市發展方向。基於香港，企業早已將市場定位放至中國內地及其他亞洲國家，以「一帶一路」倡議作為 hpa 目前的主導發展航線。

hpa 緊密關注香港建築師事務所商會的動向，制定最可行的市場策略。另外，企業內部特設建築設計研究小組，負責鑽研各個項目的可行性研究和市場分析，確保我們的設計具備前瞻視覺，與時並進。

客戶

我們一直盡最大努力，在公司的營運管治、企業願景、企業發展方向上滿足客戶的需要和期望。無論是過去、現在還是將來潛在的客戶，我們都為之提供緊貼市場發展、專業的設計顧問服務，以優化最高效益的服務質素。

除了傳統的客戶業務會議，我們還會善用新媒體和社交平台與客戶連繫。我們的董事總經理及副董事總經理定期親自拜訪每位客戶，希望在未來更準確地提供合適的服務，從溝通中實現雙贏。

評估，分析和知識管理

我們有一套科學的體系以加強內部審計和外在監察，通過了解、分析、監督和考核來強化員工和團隊的表現。引入智能財務變革，全面、及時而又精確地管理財務匯報，以確保管理層可隨時掌握業績狀況及項目表現。

雖然不是上市企業，但我們除了按照國際標準和稅務局所要求的準則之外，還在董事會成立了內部審核小組，作出客觀和獨立的帳目查核。hpa 更特設培訓組及圖紙審核組，嚴格把關項目的設計質量和工作效率。

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Workforce

Workforce is at the core of our corporate spirit and values. The fundamental well-being, happiness, health and safety of our staff are central to our policies. Our internal KPI system serves as a powerful benchmarking index for our staff, for self-evaluation and as a productivity improvement guideline.

A shareholding system is used to heighten our staff's sense of belongingness, their level of commitment, as well as to ensure a high performance standard of the workforce. hpa stays proactive and tries its best to become a leading force in the market by offering weekly staff training workshops tailored to cultivate talents within our project teams. We believe that the enhancement of the workforce's capacity benefits the productivity of the company as a whole and creates exponential growth.

Operations

Regarding project operation and management, project team leaders and PICs uphold the principle of effectiveness and efficiency, where project cycle and linearity, accident prevention and preparedness is highly regarded.

Unexpected accidents might arise but the project leaders and PICs at hpa adhere to a preparedness principle and make good use of the contingency plan system and master planning management to deter and prevent crisis and risk. These uncompromising principles are strictly complied with because hpa believes that our staff and projects' insights are the most valuable properties of the company and ought to be upheld in order to establish a safe, effective, and respectful working environment and culture.

工作團隊

團隊的福祉、快樂、健康和安全是我們一直緊守的原則和努力的方向。我們所定的「360° 評估系統」和績效指標為公司奠定了基準指數，以便團隊更有效和有力地自我增值。

公司設立了股份制度，讓員工堅定與公司共同成長的信心和責任感，提高積極性。公司更為團隊提供多元培訓和外部技術支援，例如舉行建築繪圖培訓和設計比賽等，為團隊增值的同時也令服務質素一直領先。

營運

關於項目管理與營運，不同項目的統籌和負責人都堅守高效率的營運原則。我們在進度會議上，適時訂立和修正可行的目標，讓負責的團隊可以更明確地達標。

項目負責人時刻保持洞察和避免可預見危機的警覺性，在進度安排上預留彈性，靈活控制流程。我們堅信一個安全、高效及周到的工作環境，是我們不可或缺及不能妥協的營運原則。

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Results

- hpa was listed No. 47 in the “Top 200 Architectural Practices – Annual List 2004” by World Architecture Magazine. In 2008, 2012, 2017 and 2019, hpa has been ranked one of the top 10 architectural practices in the BCI Asia Top 10 Awards.
- hpa is a pioneer of the development of SMART CITY (SCI) and Belt and Road Initiatives (BRI). Accelerated by the Belt and Road Initiative, our overseas markets have also expanded to countries such as Singapore, Thailand, India, North Korea and the Middle East with substantial infrastructures and SMART CITIES developments.
- hpa pioneered its own DOS (Development Option Studies) model through its in-house IT team several years ago. hpa set up its BIM (Building Information Modelling) Team for strengthening the practice’s design, project coordination and drawing production process in line with the latest technological developments.
- hpa is awarded under the “Caring Company Scheme” by The Hong Kong Council of Social Services (HKCSS) in 2019.
- Deputy Managing Director, Mr. Nicholas Ho was awarded “Director of the Year 2017” by The Hong Kong Institute of Directors (HKIoD) (Appendix 17), and recognised as one of the top 50 most promising individuals of “Generation T” by Hong Kong Tatler in 2017.

業績

- 2004年英國世界建築報導全球首200間大型建築師樓評選中，hpa排名第47位。2008年、2012年及2017年屢獲BCI亞洲十大建築設計公司獎。
- hpa何設計是香港貿易發展局的一帶一路戰略合作夥伴。自2013年以來，hpa何設計不斷完善和強化香港、中國內地以及一帶一路國家之間的緊密合作，已成功參與十多個國家的設計項目。
- hpa的IT團隊開發了「發展模式比較」軟件，直接分析利潤最大化的規劃方案；成立了建築資訊模型團隊，利用頂尖的三維技術繪圖，幫助項目設計、協調和推進。
- hpa在2019年受香港社會服務聯會頒贈「商界展關懷」標誌。
- hpa何設計副董事總經理何力治獲得香港董事學會頒發的2017年度傑出董事獎，是對我們堅持良好企業管治的充分肯定。

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