

Special Award for Established and Medium Enterprises 中型企業特別獎 – ABC Pathways Group



Report Summary

Provided by ABC Pathways Group

Company Background

ABC Pathways Group is one of the leaders in the field of education in Hong Kong. Starting as ABC Pathways School in 2002, ABC Pathways Group has grown to include six ABC Pathways School language centres, three International Kindergartens, ten Junioriversity franchise centres, the public relations firm Bread & Butter, and the charitable organisation ABC Education Foundation. ABC's goal is to transform Hong Kong into a place where an enjoyable education that leads to academic success is available to all.

Leadership

The Vision, Mission and Values are thoroughly explained to customers signing up for programmes and employees at the start of their career. These values are embedded into programmes and instilled during professional development and employee evaluations. ABC Pathways Group has strong ties to the community through many free seminars and events put on by the language centres and schools, ranging in topics from Parents' Phonics education to guest seminars by Educational Leaders. Working with children, there are many policies and protocols surrounding safe and ethical practices. Following the educational practice of "formative assessment", evaluations are regular and focused on immediate results. The Founder and Chairman, Bally Wong, works closely with Directors and Senior Managers to collaborate on company growth to provide immediate feedback and advice to all parties.

報告摘要

本報告摘要由ABC Pathways Group提供

公司背景

ABC Pathways集團是香港教育界的其一領導者。集團由最初於2002年成立的ABC Pathways School開始，發展成擁有6間英語學校ABC Pathways School、3間ABC Pathways國際幼稚園、10間特許經營學習中心——狀學堂、市場策略顧問公司Bread & Butter，以及愛比施慈善教育基金。ABC Pathways目標是將香港轉變成為一個「愉快學習」的城市，令香港學童享受學習及其成果。

領導才能

我們把ABC的願景、使命和價值觀向員工和家長詳盡解釋，同時把它們引進教學理念和員工評估之中。集團透過舉辦許多免費講座如家長拼音工作坊等，與社區建立了緊密聯繫。ABC的政策和運作重視各項的安全和道德規範，並為學生定期安排進展性評估。創辦人兼主席(Bally Wong)與管理層合作無間，就公司發展保持緊密溝通，並向團隊各人提供即時回應和建議。

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Strategy

Ideas from employees and management, demand from parents and students, as well as local and global trends are considered when creating a new programme, policy, or marketing strategy. Both short- and long-term strategies involve collaboration with all stakeholders, listing the needs of the new venture, working separately to gather required data, and coming together to plan the next phase of action. Two important aspects of the ABC Pathways Group strategy are:

- Reflection: As a learning institution, continuing reflection and review are a large part of the culture. Through many stages of creating a new programme, all stakeholders are asked to review, reflect and suggest changes.
- Management Involvement: With a home-grown senior management staff, product knowledge is important to the quality of our services and programmes. Senior management is directly involved in testing and fine-tuning new programmes and courses of action in all departments.

Customers

ABC Pathways Group views all its customers as Families. Connecting to both parents and children is important to the mission of promoting parent-child bonding. Regular communication with parents, starting with enquiry and regular meetings, allows us to identify families' growing and adapting needs. ABC students' progress is monitored at the root level by connecting with schools to track and monitor development. Students are also effectively monitored using the Cambridge Young Learners Exams.

Reflection on customer feedback has led to many successful ventures, including the creation of the supplementary Kindergarten programme (iLearn Academy), the opening of ABC Pathways International Kindergartens in Hong Kong, development of the unique ABC Read4Fun phonics-based literacy programme, and ABC Discovery, a project-based learning programme for primary and secondary students. All are tailor-made based on the educational requirements of young learners in Hong Kong.

策略

在制定新課程、政策或營銷策略時，我們會考慮員工和管理層的想法、家長和學生的需求，以及本地和全球之趨勢。集團的短期和長期策略之兩個重要方向包括：

- 反思：在創建新課程的多個階段中，所有持份者也被獲邀作審核、反映和建議更改。
- 管理層參與：所有部門的管理層會同步監控課程和服務質量，以及參與相關測試和作出仔細修訂。

客戶

集團將客戶視為「家庭」，透過家校開會和定期講解進度報告，有助促進正向親子關係。我們與本地名校聯繫，以了解本地學生的學術水平並加以監控，我們同時也採用《劍橋英語基礎考試》來評估和監察學生的進度。ABC按家長的需要和回應作出反思，帶來不少成功的實踐：在港開設ABC Pathways國際幼稚園，另外iLearn Academy尖子課程《iLearn Kindergarten》有效補足坊間幼稚園學習的額外學習需要；高成效課程《Read4Fun 拼音讀寫》以及進階研習Project Based課程《ABC探索頻道》緊貼中小學校的學習要求。

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Measurement, Analysis, and Knowledge Management

As all employees are invested in the improvement of ABC Pathways Group as a whole, as a branch, or even just their own students, statistics are shared to most employees to track performance. ABC monitors student numbers, cancellation statistics, and revenue of individual programmes with targets, bonuses, and other specific oversights. Verification of quality comes from combining quantitative and qualitative information. Individual customer feedback can both fuel further analysis and shed light on measured data. To encourage organisational knowledge, sharing data and feedback is part of both company culture and new staff training.

Workforce

The workforce of ABC Pathways Group is unique, starting with management who are almost exclusively in senior positions due to internal promotion. This means staff are extraordinarily loyal, understanding and supportive, and have a high level of product knowledge. Professional development is ongoing with emphasis on all employees learning about leadership and mental well-being. There is training for staff and teachers on the topics of Neuro-Linguistic Programming (NLP) and Quantum Leadership provided by both internal and external trainers.

Senior management members are trained to handle challenging situations and, in turn, train teachers and staff in this way. The result of the training avoids a “top-down” approach that can be both labourious and discriminative when making daily business decisions. Input from staff on major decisions is recognised and some strategy or procedural decisions are reached by consensus. Levels of satisfaction and open communication is monitored by obtaining regular feedback, including employee evaluations of management and other staff.

Operations

Having a large network of members under a central group, efficiency in communication and implementation of actions and plans is crucial. Additionally, work processes are based on the need to maintain the mission and values, meeting family needs, safety requirements, and educational quality at the forefront. All stakeholders are regularly consulted on the success of their involvement in the work process. Systems and policies are in place to protect sensitive data relating to students and parents, and to ensure the safety of customers and employees in case of any emergencies. Reflection on the handling of emergencies is key to changing and creating new policies. The swift actions and reactions needed during the challenges faced by Hong Kong in 2019/20 demonstrated the success of reaction and adaptation to events and the adoption of new policies.

評估、分析和知識管理

所有員工都專注於整個ABC Pathways集團的進步和提升，我們會把內部統計數據分享予大多數員工，以助他們跟進績效。ABC監察學生人數、退學數據、各個課程之收生和收入，同時設立收生目標、員工獎金和監管制度。我們結合量化和質化的資料用作監控質量，個別家長的回應同時促進我們進一步的分析，以及跟進相關衡量數據。為了鼓勵機構知識發展，共享數據和反饋是新員工培訓文化的一部分。

工作團隊

ABC員工經內部晉升至管理層，因此他們非常忠心，理解和支持集團的每一步發展。管理層具高水平的課程知識外，集團同時提供身心語言程式學和量子領導力等多元培訓課程，以強化他們的領導力和正向身心發展。管理層人員獲持續的內部培訓，然後再把知識和專業傳承下去予其他教師和員工。與此同時，集團給予員工機會去表達，他們的聲音有助集團於策略及行政方面執行重大決策。另外，集團推行定期全方位表現評估，確保上下全體員工獲工作滿足感並維持開放式溝通。

營運

集團擁有龐大的學校和分支網絡，當中的有效溝通和執行力至為關鍵。同樣地，工作流程是建基於維持集團使命和價值觀，將各家庭的需求、安全和教學質素放在最首位。集團也制定不同的系統與政策來保護學生和家長的個人資料，並確保各家庭和員工於緊急情況下之安全。集團對緊急情況的處理進行反思，這對於將來創建策略以及相關變更很重要。面對2019及2020年間社會上的突發狀況，集團的迅速反應，顯示了我們當前新政策的成功。

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Results

- ABC Students continue to perform well on Cambridge Young Learners Exams when compared to both Hong Kong and global averages.
- 100% of the 2019 graduating class of ABC Pathways International Kindergarten entered one of their top three schools with 85% entering their top primary school choice.
- Student numbers of ABC Pathways School grow 8-13% each year without major increases to expenses or infrastructure. The top programme, iLearn Kindergarten, increased by 118% from 2016 to 2019.
- Teacher salary to revenue ratio decreases each year, down 3% from 2017 to 2019, despite increases in starting salaries and high staff retention, meaning staff are being utilised to their fullest potential.
- Leadership has received awards and recognition including these recent awards:
 - the “2nd Outstanding Social Responsibility Award (Schools)” presented by the Mirror in 2019.
 - From 2016-2018, two consecutive years being named “Smart Parents Choice’s Brand Awards: Family’s Favourite – Early Childhood English Language Education”.
 - 2018/2019 Hong Kong Institute of Marketing’s “Market Leadership Award: Market Leadership in Young Learners Education”.
- ABC Pathways School and ABC Pathways International Kindergarten also won recognition from HKMA in 2018/19:
 - ABC Pathways School and ABC Pathways International Kindergarten: “Certificates of Excellence for the Sustainability Award for Organizations”.
 - ABC Pathways International Kindergarten: “Special Recognition for Outstanding Sustainability Initiative: Social Dimension”.

業績

- 當與全球各地和本港平均水平相比，ABC學生持續在《劍橋英語基礎考試》中表現出色
- 2019年ABC Pathways國際幼兒園畢業生，當中100%進入了前三名志願小學、85%更進入首選小學
- ABC Pathways School 總學生人數每年增長8-13%，而支出及設施上並沒大幅增加；皇牌課程《iLearn Kindergarten》學生人數於2016年至2019年間增長了118%
- 儘管新入職教師的起薪提升，而員工留任率保持高位，教師的支薪和收入比率每年都在下降，於2017-2019就下降了3%，員工團隊已有最大程度的發揮
- ABC Pathways集團之領導力已獲得業界認可，最近所獲獎項包括：
 - 2019年：鏡報《第二屆學校社會責任獎》
 - 2016-2018連續2年：親子王《家庭最愛品牌選舉 – 幼兒英語教育大獎》
 - 2018/2019年度：香港市務學會《市場領袖大獎：幼兒教育》
- ABC Pathways集團也於2018/2019年度榮獲香港管理專業協會頒發：
 - 《香港可持續發展獎—卓越獎(中型機構組別)》
 - 《優秀可持續發展措施獎(社會方面)》