

Excellence Award – DHL Express (Hong Kong) Limited 卓越獎 – 敦豪國際速遞 (香港) 有限公司

Report from the Board of Examiners

Established in 1969, DHL now operates in 220 countries and regions, offering express, global forwarding, and logistics services. The company entered the China market with air cargo service in 2007. In Hong Kong, it is now celebrating its 50th anniversary.

DHL Express (Hong Kong) Limited (hereafter, DHL Express) has adopted “Strategy 2025” from its parent group (Deutsche Post DHL Group) whose key objectives are employee engagement, exceptional service quality, and customer loyalty. Senior Management has strong commitment to compliance and governance and fully embraces diversity. Strategic objectives and action plans are well defined and integrated.

DHL Express has created an environment for success and a culture with focus-on-action by tracking performance with annual financial audits and biennial global compliance excellence certification. The Corporate Board’s performance targets are directly linked with the company’s ESG commitments. Its suppliers’ Code of Conduct is comprehensive.

The company KPI system is aligned to the Group’s Global Standard Operating Platform (GSOP) and in line with the global DHL operating offices. The system facilitates effective benchmarking and comparability, accurately measuring and comparing performance in different service regions and timeframes, enabling continuous improvement on work processes. Its Express Shipment Transit Time has consistently maintained very high standards.

DHL Express promotes digital innovation. For work process improvement, digital innovation has enabled effective localization. Examples include the new “Inbound Route Search System” to enhance accuracy in shipment sorting (in the absence of standardized postal code in Hong Kong); the new “DHL service counter queuing system” to cope with the recent surge of walk-in customers (for shipping pandemic accessories and applications for overseas passports); and the new “DHL Lockers” for convenient, flexible and pandemic-safe delivery and pick-up.

Digital innovation is also key to the company’s strong knowledge management (KM) system. “Click and Show” online portals are set up for knowledge sharing. Standard operating procedures, training programmes and KPI measurement tools are digitized. The email onboard journey and staff occupational health and safety guidelines are supported by intranet.

DHL Express demonstrates excellent customer engagement, anchored by its Insanely Customer Centric Culture (ICCC). Online delivery tracking is accessible to all customers. Frequent customers can integrate DHL’s systems with their own portal for easy tracking and communication. Staff rosters are aligned with customers’ varying capacity needs. A 24-hour customer service hotline is manned by 250 staff, where calls are picked up within three rings (whereas Interactive Voice Response Systems are still in use by competitors). Customer concerns are resolved by the Complaint and Claim Handling Team, which is empowered to take immediate remedial actions.

評審委員會報告

DHL 速遞成立於 1969 年，主要業務為國際速遞及關務服務，服務範圍覆蓋全球 220 個國家和地區，2007 年正式啟動內地貨物空運業務。香港 DHL 速遞 (敦豪國際速遞 (香港) 有限公司) 於 1972 年開始營運，服務香港 50 年。

DHL 速遞的香港管理層資歷深厚，視野廣闊，公司的策略管理能力很強，管理層跟隨母公司德國郵政 DHL 速遞的「策略 2025」，深信公司盈利增長建基於客戶忠誠度，而客戶忠誠度建基於超越標準的服務質量，超越標準的服務質量建基於員工投入度。每一個策略目標與行動計劃都有清晰的定義和環環緊扣的關係。

2013 年起已全員參與公司的創新學習及發展平台，擁有「國際認證專家」(CIS) 的專業資格。公司擅長為業務創造成功環境，所有領導層均須通過企業合規培訓考核，接受年度財政審計及雙年度國際卓越合規認證檢定，董事會績效亦與環境、社會和企業管治 (ESG) 目標直接掛鉤。

「一切以客戶為中心文化」(ICCC)，是 DHL 速遞的企業 DNA，當其他競爭對手仍在沿用互動語音系統時，香港 DHL 速遞已建立了一支由 250 人組成的 24 小時客戶服務熱線隊伍，承諾響鈴三下即有專人接聽，另有一個投訴與理賠專案小組，獲賦權採用「案例管理工具」即時為客戶排難解紛，員工輪值表直接按客量變化而編排。所有客戶都可智能化追蹤貨件，大型企業客戶更可通過 DHL 企業編號追蹤旗下所有貨件的進度。

香港地區的 KPI 及工作流程均按「環球標準作業程序」設計，每季進行的客戶調查，與世界不同地區均具有可比性。管理層通過數碼化創新，持續改善工作流程，提升配送精確度，又推出電子單據，減少用紙量，落實可持續發展。疫情期間更因應海外個人客戶臨時託運增加，貼心推出網上預約櫃台服務，以及無接觸式寄件服務「智能櫃」，保障客戶及員工疫下安全。

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The quality of services is monitored closely for continuous improvement. Measurement is done via market feedback. Satisfaction ratings are collected through quarterly surveys, which are then analyzed both vertically and horizontally.

The company's staff development and engagement are well developed and executed. It maintains an innovative learning platform, and a comprehensive Certified International Specialist (CIS) programme for senior executives across the board. In the past three years, its participation rate in training (in compliance, information security, and data security) has been 100%. Its staff turnover rate is below market.

DHL has captured an exceptional market position and is increasing its market share. Its outstanding quality management and continuous improvement are excellent, an all-round demonstration of the Baldrige Excellence Framework.

數碼化創新也是維護知識管理系統的強力後盾，管理層將標準工作流程、培訓項目及 KPI 量度工具數碼化，並設立網上平台讓員工分享知識、速查績效。公司的內聯網亦包含員工的迎新程序、工作安全指引。

綜合而言，香港 DHL 速遞的策略管理及持續改善系統，多角度演繹出美國鮑德里奇國家優質管理獎標準。管理層善用關鍵績效指標 (KPI) 追蹤不同時間、不同地區的表現，持續改善工作流程，客戶按時收到速遞。客戶關係管理水準卓越，奪得多個獎項，供應商行為百分百合規。員工的工作安全備受重視，投入度高，流失率低於業內平均水平，過去三年，更錄得全員通過合規培訓、資訊安全培訓、安保培訓的佳績。香港 DHL 速遞以卓越管理質素取得的市場重要位置，市場佔有率亦持續攀升中。