

Grand Award – Hong Kong Air Cargo Terminals Limited 大獎 – 香港空運貨站有限公司



Report Summary

Provided by Hong Kong Air Cargo Terminals Limited

Company Background

Hong Kong Air Cargo Terminals Limited (Hactl) is Hong Kong's largest independent air cargo handler, processing over 2 million tonnes of cargo in 2021. Commencing operations in 1976 with a brief to optimise the severely restricted handling space at the old Kai Tak Airport, supporting Hong Kong's ambition to become a major global air cargo hub, efficiency is in our DNA.

We have invested heavily in our business; focused on innovation, automation and new technology; nurtured our talents; monitored and refined our services and processes; targeted zero carbon; and acquired a global reputation for quality and best practice that are now the benchmarks for our industry.

Today, Hong Kong is the world's top cargo hub, and has been for 12 of the past 13 years; and Hactl handles 40% of the airport's cargo. Throughput at our single terminal rivals that of global companies with bases in 60 or more locations.

Hactl is proud to have played such a significant role in the success story of Hong Kong, and remains totally committed to furthering its growth by providing the highest quality standards in the business.

Leadership

Hactl is led from the front, but also values the active participation of staff at all levels. The company's 46-year history of investment and innovation has placed it in a commanding position within its sector: widely recognised as a benchmark for best practice and a thought leader, and regularly quoted by its industry's media.

Hactl staff know they are an essential part of the company's success, and management shares its expectations, motivates its workforce and rewards their efforts. The core values, business goals, service expectations and successes of Hactl are clearly communicated to staff via multiple channels.

報告摘要

本報告摘要由香港空運貨站有限公司提供

公司背景

香港空運貨站有限公司(Hactl)是香港最具規模之獨立航空貨運站營運商，於2021年處理逾200萬公噸貨物。自1976年營運以來，Hactl致力善用舊啟德機場有限的處貨空間，促進香港成為全球主要空運樞紐。高效一直是我們的核心價值。

一直以來，我們投放大量資源於創新、自動化及科技應用；培育優秀人才；監察並提升服務水平及優化處貨流程；積極減碳實現零排放。我們的服務質素和最佳作業模式獲全球業界肯定，更被視為行業標準。

今天，香港乃全球首屈一指的空運樞紐，在過去13年更穩佔此席位達12年；而香港國際機場40%的貨量皆由Hactl處理。Hactl單一貨站的處貨量，媲美在全球設有超過60個營運點的跨國企業。

能為香港的成功作出貢獻，我們深感光榮，並將繼續提供卓越服務，肩負促進香港發展的重任。

領導才能

管理團隊推動業務發展之餘，亦重視員工的參與。46年來，我們不斷投放資源，提升營運效率及引入創新科技，鞏固貨站於業內的領先地位。我們的作業標準和創新思維獲業界肯定，更常被業內媒體報道。

管理層積極與同事分享公司的發展方向，鼓勵、表揚及嘉許傑出員工，透過多個渠道向同事傳達公司的核心價值、業務目標、服務標準及業務佳績。

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Hactl is about excellence in all things, and senior management sets the bar high for performance, constantly measuring this and seeking ever better ways of working. Hactl's ethos is to lead rather than follow, and anticipate rather than react.

Strategy

Hactl's highly-effective business strategy was born of the need to re-invent itself following the opening up of handling competition at the new Hong Kong International Airport; and the subsequent imperative to counteract the loss of its major shareholder and customer which opened its own cargo terminal.

The recognition that quality and scope of service would become key to Hactl's survival and future prosperity, evolved into a set of goals:

- To be the handler of choice in Hong Kong
- To support Hong Kong's efforts to remain a global air cargo hub
- To be the industry employer of choice
- To be identified as the benchmark for best handling practice
- To be an industry thought-leader
- To innovate, and seek tech-led solutions to traditional problems
- To be a champion for sustainability in its industry

Hactl continues to place these aims at the forefront of all development plans.

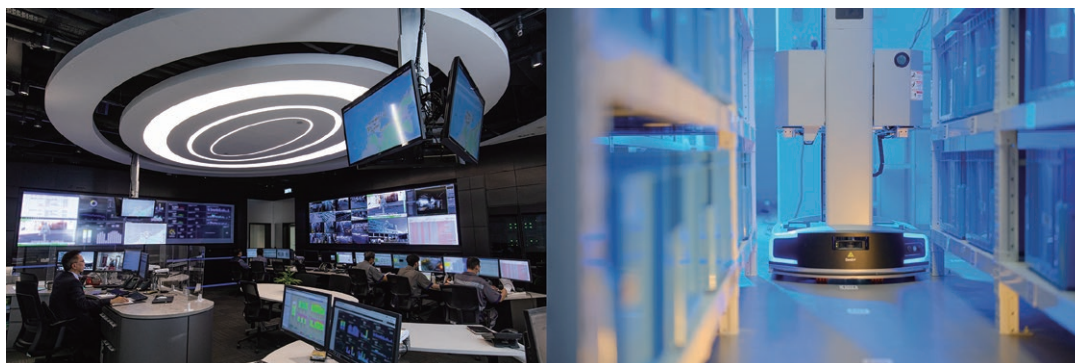
盡善盡美是Hactl一貫的精神。管理層訂立相當高的標準，不斷檢討和優化營運流程，積極了解業界發展和客戶需求，推動行業向前邁進。

策略

赤鱗角新機場啟用迎來開放競爭，主要股東兼客戶繼而離開並自設貨站，促使Hactl採取高效益的業務策略。

我們深明服務範疇和質素乃成功關鍵，並制定了一系列引領業務發展的目標：

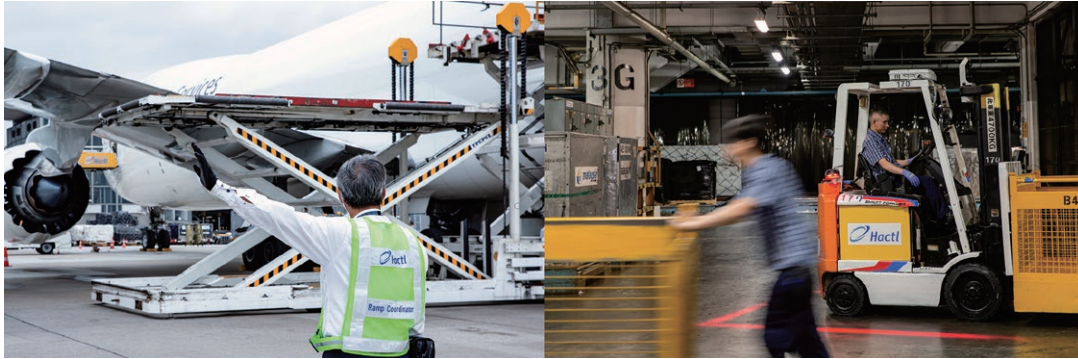
- 成為香港首選的航空貨運站營運商
- 支持香港鞏固其全球主要空運樞紐的地位
- 成為業界首選僱主
- 樹立公認的最佳作業標準
- 成為領導行業發展的先驅
- 採用新科技革新營運效率
- 推動業界可持續發展



Hactl has invested heavily in innovation throughout its 46 year history. Our cutting-edge Integrated Hactl Control Centre, and robotic machinery parts dispensing through our Automated Parts Store, are two recent examples. We continue to produce tech-led solutions to traditional problems.

46年來，Hactl一直不斷於創新科技上投放資源，而當中最新的兩個項目分別為全天候運作的先進Hactl綜合控制中心，以及應用機械人技術的自動化零件補給站。Hactl會繼續採用創新科技提升營運效率。

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A key to Hactl's success is its unique ability to provide cargo airline customers with a true one-stop-shop service: from terminal handling, documentation and customer reception, to ramp handling, crew transportation and road feeder services connecting Hong Kong and mainland China. Our highly-trained, experienced and devoted staff give us the edge.

Hactl的成功關鍵之一在於其能為航空公司客戶提供全面的一站式服務，包括貨站處貨、文件處理、客戶服務、停機坪處貨、機組人員接載服務，以及往返中港兩地的陸路聯運服務。我們的卓越團隊訓練有素，經驗豐富，為客戶提供優質服務。

Customers

Hactl's potential market is primarily airlines, only those that carry cargo, and only those serving Hong Kong. With opportunities to win new customers severely restricted, retention of existing customers is vital.

Hactl views itself as a partner in customers' success. Rewarded on the basis of the quantity of cargo handled, anything it can do to facilitate customers' business growth also benefits Hactl. Hactl supports customers by offering a comprehensive service portfolio; providing facilities for every type of cargo; committing to high service standards; monitoring performance; continuous improvement in performance, efficiency and resilience; and responding to every new demand for compliance, data privacy, environmental care, social conscience and sound governance.

Hactl's new business recruitment and customer retention are unrivalled; it enjoyed 100% contract renewal rate in 2021.

Measurement, Analysis, and Knowledge Management

Given the vast scale of Hactl operations, even the smallest deficiency is amplified, and could impact customer service, overall business efficiency and profitability. Hactl is obsessive about setting standards, measuring performance, and devising ways to streamline processes.

Hactl's Quality Assurance team leads its constant efforts to maintain and improve service quality, monitoring the company's operations, measuring performance against comprehensive KPIs, and ensuring total compliance with the many relevant quality systems to which Hactl subscribes.

The Information Services department provides the systems to collect and analyse data, with due attention to data security and systems resilience.

客戶

我們的客戶主要為載運貨物往返香港的航空公司，故潛在客戶群相當狹窄，因此留住現有客戶至關重要。

貨站盈利基於處貨量，故任何促進客戶業務發展的舉措，均會令貨站受惠。我們為客戶提供一站式服務；設置處理不同類型貨物的專屬設施；維持優質服務，監察及提升效率；同時達至各項資料私隱、環境保護、社會責任及企業管治的相關要求。

貨站在客戶策略上取得佳績，2021年客戶續約率更達100%。

評估、分析和知識管理

Hactl的營運規模龐大，任何不足之處均會影響服務水平、業務效率及盈利，突顯了制定標準、評估績效及簡化流程的重要性。

品質保證團隊專責維持及提升服務水平、監察營運流程、根據表現指標衡量績效，及確保貨站符合相關營運標準。

資訊服務部設立收集和分析數據的系統，並時刻監察數據安全和系統防禦力。

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The Human Resources department ensures the unmatched experience and knowledge gained by long-serving employees is passed on to successive generations of staff.

Workforce

Hactl is passionate about being the employer of choice. It provides a safe, happy and inclusive environment that nurtures talents, empowers them and rewards them. Half of Hactl staff have served for more than 10 years, and some originate almost from the commencement of operations in 1976. Workplace injuries have reduced by 70% since 2014, and staff satisfaction is rated at 99%.

Hactl provides care and support for staff and their families where required. It hosts sports teams and encourages participation in external competitions, provides impressive sports and recreational facilities on site, stages social events to which family members often invited, and supports staff in volunteering and community fundraising activities.

Operations

Hactl is a 24/7/365 operation handling huge volumes of urgent air cargo. Its investment of USD 1 billion in SuperTerminal 1 in 1998 was unprecedented, creating the last word in automation and efficiency. 24 years later, thanks to constant upgrades and investment, SuperTerminal 1 remains the world's largest single cargo terminal and a model of handling efficiency.

Hactl's drive for continuous improvement is led by a dedicated Performance Enhancement team whose sole remit is to seek out process inefficiencies, and resolve these via tech-led solutions.

Hactl provides one-stop-shop services, with constant measurement of performance against targets. All operations are focused on continuity, and strong crisis and emergency contingency planning.

Results

Hactl is proud to have achieved:

- 40% market share
- Constant improvement in performance
- Constantly-increasing productivity
- Accredited under every relevant industry standard
- 100% contract renewals in 2021
- Industry-beating staff retention and satisfaction
- 38% reduction in carbon emissions since 2015; 99% of plastics recycled, 95% of paper and cardboard recycled

人力資源部確保將資深員工的經驗和知識傳承予新一代。

工作團隊

Hactl致力成為首選僱主，為同事提供安全、愉快及共融的工作環境，培育人才並提供發展機會和獎勵。過半數員工已服務超過十年，部分更自貨站1976年營運以來服務至今。工傷意外率自2014年下跌70%，2021年員工對公司的滿意度更達99%。

在關顧員工方面，我們設有完備的體育中心及體育隊，亦不時為同事及其家人舉辦活動，支持他們參與義工服務和社區籌款活動。在有需要時，我們亦為同事及其家人提供支援。

營運

Hactl全天候處理大量急切的空運貨物。1998年耗資十億美元興建的超級一號貨站，規模前所未見。24年後，憑藉不斷優化和應用新科技，貨站仍然是以處貨效率著稱的單一貨站。

績效增進團隊透過創新科技方案，優化作業流程及提升效率。

所有營運流程均以業務的可持續性為目標，並具備完善的災難及緊急事故應對計劃。

業績

我們非常高興能取得以下佳績，並以Hactl團隊為傲：

- 40% 市場佔有率
- 持續提升績效
- 不斷提高生產力
- 獲取相關標準的認證
- 2021年客戶續約率達100%
- 員工保留率及滿意度超越業界平均水平
- 碳排放相對2015年降低達38%，塑膠及紙張回收率分別高達99%和95%