



QUALITY KEY TO ENDURING SUCCESS



中國建築國際集團有限公司
CHINA STATE CONSTRUCTION INTERNATIONAL HOLDINGS LIMITED

With the quality commitment of China State Construction International Holdings Limited (China State Construction), the company has successfully strengthened its competitiveness in the construction market in Hong Kong and has developed well to expand its business in Macau, Dubai and India.

Leadership

Envisioned to “providing quality service and products to clients, be caring and considering the community, concerning and caring for employees and building a total partnership with all stakeholders to achieve a win-win situation”, China State Construction has a high standard of trust, faith and professional standard with continuous learning and improvement. Its senior leaders have been actively promoting the core values of the company to its business partners and employees through two-way communications, participating in corporate activities, taking measures to promote legal and ethical behavior within the company, and involving external parties to provide additional input, and developing its talented people.

China State Construction has a clear governance structure and mechanism with ISO 9001, OHSAS 18001 and ISO 14001 certification. The company has taken care of the communities and contributed to the society through participating in various charitable activities, donation, volunteering work and sponsorship programmes.

Strategic Planning

With thorough analysis of the Hong Kong and overseas construction markets, understanding of its own strengths, weaknesses, opportunities and threats, as well as its alignment with the 5-year rolling plan of its parent companies, China State Construction has been able to develop clear strategic objectives and goals. An annual budget based on the 5-year strategic plan and alignment with the seven strategic focuses has been developed in its subsidiary and departments with a mechanism for evaluation and benchmarking.

Customer and Market Focus

China State Construction has developed clear procedures,

中國建築國際集團有限公司（中國建築）對卓越質量的堅持，成功為集團在本港的建造業市場保持優勢，企業的良好發展更把市場拓展至澳門、杜拜及印度。

領導才能

中國建築以「服務客戶、關懷社區、福利員工、全面夥伴、實現共贏」為企業宗旨，對信念、忠誠以至通過持續進修和不斷改善，來達致的專業水準皆有很高要求。企業的高層透過各種方法及渠道，例如雙向溝通；參與企業的活動；推動企業內合法和合乎道德的行為；邀請外界提供更多意見，以至發展人才等各種途徑，致力向其生意夥伴和內部員工積極推動公司的核心價值。

中國建築建立了相當清晰的管治架構和機制，並已獲取 ISO 9001 品質管理證書、OHSAS 18001 職業健康及安全管理體系證書，以及 ISO 14001 環境管理體系證書。企業透過參與不同的公益活動、捐款、義務工作及贊助計劃，實踐關懷社區、貢獻社會的承諾。

策略性規劃

通過對香港及海外建造業市場的詳細分析；對其本身的強勢、弱勢、機會與威脅的充份了解，以及與母公司配合進行的五年「滾動計劃」，中國建築得以規劃出具策略性的宗旨與目標。公司以該五年策略性計劃及七項策略性焦點為基礎，為企業的附屬公司及部門訂下年度預算，並建立評估機制和基準比較。

顧客及市場焦點

中國建築已建立一套清晰的程序，通過

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used systematic approach and conducted in-depth analysis in identifying its customers, customer groups and market segments. Also, the company has used various channels to listen and learn continuously to determine its customer requirements, needs and changing expectations. On top of having a comprehensive customer complaint management system, the company has a dedicated unit to work directly with its end users while various survey methods have been used to understand its customer satisfaction proactively.

Measurement, Analysis, and Knowledge Management

China State Construction has a well-structured review mechanism including the Business Performance Index to analyze and review the performance relative to strategic objectives. In order to ensure the availability and security of data and information, the company has been using an intranet-based project management system for project reporting and tracking on the project progress, and a business intelligence system to access various information that can support management control, prioritization and decision-making. Also, the company has set clear policy and implemented various actions to ensure the sharing of work practices.

Human Resource Focus

A talent pooling policy has been adopted in China State Construction with the division of the talent pool into five levels for succession planning. Regular cross-functional meetings are held to maintain and upgrade the capability of the staff. Outstanding Employee Awards and Suggestion Awards are organized to motivate employees for better performance.

Training needs have been identified by survey and planned by its Training Management Committee. China State Construction has adopted a training approach that has taken the short-term and long-term organization objectives into consideration before developing its various training schemes.

For its work environment, China State Construction has been using

採取系統化的方法及深入的分析，以找出客戶、客戶群及市場類別。同時，公司亦透過不同的渠道聆聽及不斷學習，以判斷其客戶的要求、需求，以及對公司不斷轉變的期盼。除了具備完善的客戶投訴機制外，公司亦設立了一特別團隊，專門負責接觸產品的最終使用者，並透過不同的調查方法，積極了解顧客的滿意度。

評估、分析和知識管理

中國建築設有架構完善的評估機制，例如營運績效指標的設立，藉此分析及檢討與策略性規劃有關的業務表現。為確保資料和資訊的保安及完整性，公司一直採用以內聯網為本的項目管理系統，方便員工進行工程匯報和跟蹤工程進度。另一方面亦設立了業務情報系統，以便公司取得各項所需資料，協助管理監控、優次訂序及作出決策。另外，公司亦訂下清晰的政策，通過不同程序確保有關部門清楚知道其工作慣例。

人力資源焦點

中國建築採用「人才匯萃政策」，分五個層次栽培接班人。公司會定期舉行跨功能會議，以維持及提升僱員的能力。此外，公司更舉辦「傑出員工獎」及「建議獎」，以激勵員工爭取更佳表現。

公司透過「培訓管理委員會」所進行的調查及計劃，釐訂培訓的內容。中國建築採取的培訓方法，是基於機構的短期及長期目標，繼而訂下不同的培訓計劃。在工作環境方面，中國建築依賴智能卡及錄影系統，配合常規的安全管理及風險評估，以加強地盤的保安。此

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smart card and video recording system to enhance site security supporting by regular safety management and risk assessment training. Employee satisfaction survey has also been conducted to collect feedback.

Process Management

China State Construction determines its key value creation processes through a value chain analysis with the involvement of partners, customers and use of technology. For support processes and operational planning, the company has demonstrated efforts in promoting innovation with the emphasis on building partner relationship.

Results

The company's productivity in various aspects has reached a high standard. It has achieved top rank in financial performance with significant turnover in the industry. Apart from having the largest market share in terms of total projects awarded by Housing Authority and the HKSAR Government, the company has noticeable expansion in overseas construction markets. Furthermore, employee surveys conducted in Hong Kong and overseas have shown a satisfactory result and its staff turnover rate has kept below industry average.

外，公司亦進行員工滿意度調查，收集他們的意見。

程序管理

中國建築制定「關鍵價值創造過程」，有賴一套集結了合作夥伴與顧客參與，和運用高科技的價值鏈分析系統。至於支援與運作程序的策劃，則反映了公司對推廣創新服務及建立緊密夥伴合作關係的重視。

業績

中國建築在不同範疇的生產能力均已達高峰，因而成為業內財務表現最出色的佼佼者之一，持續錄得龐大的營業額。以承造香港特區政府及房屋委員會名下的工程數目計，中國建築擁有最大的市場佔有率。除了能成功打入國際建造業市場，取得顯著成就外，公司更在本港及海外的員工調查中，取得令人鼓舞的評價，其員工流失率更是長期低於業界的平均值。