



QUALITY KEY TO ENDURING SUCCESS

## Report Summary (Bronze Award)

報告摘要 (銅獎)



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

Provided by China State Construction International Holdings Limited  
此報告摘要由中國建築國際集團有限公司提供

China State Construction International Holdings Limited (China State Construction) was established in 1979. It is a vertically integrated construction enterprise, engaging in the design and construction of multi-disciplinary projects including building construction, civil engineering, foundation engineering, mechanical & electrical engineering, concrete and pre-cast production etc.

China State Construction is one of the largest main construction contractors in Hong Kong having business activities in Hong Kong, Macau, India and UAE regions. The Company is recognized by the HKSAR Government as a Group C contractor for all five categories of public works, by which the Company is qualified to tender for building construction, port work, roadwork and drainage, site formation and water work projects of unlimited tender value. The Company is also included in the Category B in the list of specialist contractor for foundation work and is one of the largest NW2 main contractors acknowledged by the Hong Kong Housing Authority.

China State Construction was one of the first contractors to obtain ISO 9001, ISO 14001 and OHSAS 18001. It upholds an Integrated Management System to plan, formulate and implement the company policies, objectives and targets, in accordance with the requirements of the ISO 9001: 2000, OHSAS 18001:1999 and ISO 14001: 2004, to continually improve the quality, safety and health, and environmental performance of the Company.

### Leadership

To sustain the Company's continual growth, the top management places importance on the quality of their succession and introduces a succession fostering programme, in which the top management takes up the role as mentor for the potential leaders in various business regions aiming to foster an experienced management team.

In order to smooth communication within the Company, top management actively chairs and participates in various activities, pays visits to regional business and directly communicates with its staff to receive their opinions.

中國建築國際集團有限公司（中國建築）於一九七九年開始於香港從事建築業務，為一間採用縱向綜合業務模式的建築企業，主要從事房屋工程、土木工程、基礎工程、機電工程、混凝土生產和建築製品等設計與施工業務。

中國建築是香港大型建築商之一，主要經營地域包括香港、澳門、印度和阿聯酋等國家和地區。持有五個由香港特區政府發出的最高等級的建造執照（C牌），可競投標額不受限制的公共樓宇建築、海港工程、道路與渠務、地盤開拓及水務工程。公司亦被納入第二組打樁類別專業承建商名冊，是香港房屋委員會最大 NW2 承建商之一。

中國建築致力追求嚴謹的質量、安全和環境保護管理，是香港最早獲得ISO 9001、ISO 14001 及 OHSAS 18001 國際標準認證的承建商之一。運用綜合管理體系，在各建設項目中根據合約條款及相關要求、當地的環保及安全法例，實施有關的國際標準，加強對質量、安全及環保三方面的工程策劃，促進工作環境安全健康。

### 領導才能

為促進公司業務持續發展，高層領導十分重視人才培養，精心挑選、塑造和儲備各地域領導層人才，建立一支經驗豐富的管理團隊。高層領導經常主持及參與各類活動，巡視各區業務，加強與各級員工之溝通。

中國建築把誠信、創新、務實、求精等價值觀融入公司的營運發展中，致力不斷提高管理和服務水平，與客戶建立合作夥伴關係；與睦鄰建立和諧社區，實現共贏。



China State Construction believes that by pursuit of integrity, innovation, practicality and excellence in the business operation, the standard of products and services could be continually enhanced. The creation of a harmonious environment and partnership relationship with the work partners also contributes to a win-win situation for all.

China State Construction fully recognizes that the effectiveness of a system greatly depends on its implementation, therefore it has committed to implementing the various incentive mechanisms, including “Contracting Responsibility of Sites” and the “System of Departmental Operation and Management Objectives and Responsibilities”. “Award of Outstanding Staff” recognized the staff working in Hong Kong and overseas with remarkable performance of the year.

### Strategic Planning

Focusing on business environment and the climate of international market, China State Construction strategically analyses the operation data and evaluates the strategic plan implemented so as to assess the overall performance. China State Construction has established its strategies in five major aspects: firstly, build-up of brand values; secondly, excellence in technology and professionalism; thirdly, cross-boundary business expansion; fourthly, diversification of business activities; fifthly, advancement in construction technology.

All departments of the Company have to determine their business indicators and plans according to the long and short term strategic plans incorporating internal and external considerations such as major market competitors, market capacity, fluctuation of market prices, government’s policies, etc., by which as the key basis for their respective performance assessment.

### Customer and Market Focus

As effective communication links, caring for customers, provision of excellent customer service and post-handover services have high impact on the business growth, the Company has pro-actively promoted “Customer-first” campaign. The Company establishes

公司深知制度的效果在於執行，所以致力落實各項激勵機制，其中包括《地盤承包責任制》和《部門經營管理目標責任制》。同時，通過「年度優秀員工評選活動」，表彰本港及海外地區的優秀員工，對員工所作貢獻給予進一步肯定。

### 策略性規劃

中國建築針對營商環境及國際市場局勢，分析業務數據，檢討戰略規劃等執行情況，評估公司整體表現，提出以品牌、專業化、跨域經營、多元化發展和科技發展五大戰略，打造國際性業務平台，並對發展戰略規劃進行滾動修定。

各部門按公司提出的長期發展規劃，對內和外部經營環境，如主要競爭對手、市場容量、價格變動、政府政策等作出分析，編制短期戰略規劃、經營目標和指標，定期進行檢討和相應調整。

### 顧客及市場焦點

適當地與客戶溝通，瞭解各客戶需要，提供優質的施工和售後服務，對公司現在和未來業務發展影響深遠，因此大力推行「以客為本」的優質服務態度，積極以各種方式與客戶保持溝通，滿足並超越有關期望，定期舉行夥伴合作工作坊，突破傳統合約制式，與客戶建立夥伴關係，以互信、互讓、互助態度來參與工程項目。

另外，近年主動開展客戶滿意度調查，準確地收集各客戶評價公司表現的數據，以作為持續提昇公司服務素質的依據。



communication channels with customers and understands their needs by organizing partnering workshops in which mutual goal and objectives are set up, eventually leading the working group to success with trust, consideration and helpfulness.

China State Construction has proactively conducted customer's satisfaction surveys by collecting accountable information for its enhancement of quality service.

### **Measurement, Analysis, and Knowledge Management**

Through the Company's distinctive "Project Management System", business performance is assessed in accordance with the performance of quality, safety, environmental protection, progress and cost. Management can carry out further analysis to acquire accurate results on finance, logistics and market by means of business intelligence system.

Intellectual property is one of the important properties of the organization that it enhances the competitiveness in the market. For the self-invented technologies, the Company has acquired the concerning patent.

### **Human Resource Focus**

China State Construction firmly believes that people are the most important asset. The Company endeavors to provide its staff with a working environment that is both challenging and harmonious. The Company promotes life-time learning culture and provides training and development opportunities, thereby widening the perspective of the staff and improving their quality to help them to grow and mature. The Company also provides valuable opportunities for promotion. The Company strongly believes that people are the base of everything and the Company shares the fruits of operation with them. This is a way to pay back the community and to practice good corporate citizenship.

### **Process Management**

China State Construction believes in the "Pursuit for Excellence". While its business development is moving on a fast track, the Company enhances on project management and implement comprehensive quality service.

### **評估、分析和知識管理**

中國建築通過獨特的「工程動態管理系統」，對質量、安全、環保、成本和進度各方面的營運效績數據進行分析，公司領導可運用系統中的商業智能技術，對財務、物流、客戶市場等數據進行多維度分析，把隱性知識轉變為顯性知識，提高管理可視性及輔助企業分析業務狀況和商業策略。

中國建築一直推動建築技術進步，完善公司的知識體系，提高企業核心競爭力，對施工過程中的專有知識及時申請專利保護。

### **人力資源焦點**

中國建築堅信人才是最重要資產，一直以來竭力給員工創造一個既有挑戰又和諧的工作環境，提倡終生學習，給予培訓和發展機會，拓寬員工視野，提高人員素質，幫助員工成長，並提供晉升機會。公司深信以人為本，福利員工，與員工一同分享企業的經營成果，是回饋社會、實踐良好企業公民職責的一部分。

### **程序管理**

中國建築根據國際標準建立管理系統，並針對工程特點及累積過往經驗，建立公司獨有的「5+3」工程管理模式，確保：工程品質、安全、環保、進度和成本五個要素均衡發展；運用流程、過程與責任三個保證體系，在決策層、管理層和操作層三個層面，使合同責任、經營責任和社會責任達到有機的統一，確保創建優質工程。



The Company promotes the [5+3] project management model, which means: balanced development in five major aspects, namely project quality, safety, environmental protection, progress and cost. Besides, through the implementation of the three assurance systems on workflow, process and responsibility at the decision-making, management and operating levels, the contract responsibility, operation responsibility and social responsibility are organically integrated. All these are aimed at making sure that projects are managed superbly.

### Results

The Company has participated and accomplished more than 673 construction projects in 28 years since established. It has occupied the highest market share in both HKSAR Government's and Housing Authority's construction projects, and the client's satisfaction rate on the Company's products and services continue to maintain at a high level. In recent years, the Company has successfully expanded the business to the market in Macau, Dubai and India and it brings splendid business results.

In 2006, The Hong Kong Quality Assurance Association conducted an assessment regarding the "Business Performance Index" and audited 14 management elements of the Company coming up with the result of "Gold", the highest rank in the scoring scheme, for all elements.

China State Construction has been investing and improving the construction technology that it achieves prominent results in the recent years. Over 100 awards were awarded in the past three years, including the award for "China Technology Advancement – Second Rank Prize", two awards for "Zhan Tianyou Grand Prize for Civil Engineering", the award for "China engineering construction management modernization – First Rank Prize" and two awards for "Quality Building Award". To carry out its corporate responsibility, the Company has firmly committed in supporting the social charitable events such as "Community Chest Walks for Millions" and "Community Chest Treasure Hunt Corporate Challenge". The Company's staff also actively organizes voluntary workers to visit those elderly who are living alone, and in doing so, the Company brings them joy and blessings.

針對公司及業主要求，設立統計、分析和預警系統，定期監察各工程項目表現，並推行地盤質量「三級交底」、「三檢制」、「二次樣辦」等管理措施，加強過程管理，持續改善公司質量管理體系。

### 業績

廿八年來，公司承建逾六百七十三項工程，在政府及房屋項目市場持續保持最高佔有率，各客戶對公司的產品及管理表現評分持續向上。近年公司成功開拓澳門、杜拜及印度市場，海外業務營業額持續上升。

中國建築於二零零六年通過香港品質保證局的企業表現指標評審，對公司管理共十四項效績類別作出評核，結果所有類別均獲最高金色評級。

近年公司大力推動科技創新，取得豐碩成果，屢獲殊榮。最近三年獲獎超過一百項，其中國家科技進步二等獎一項；詹天佑土木工程大獎二項；全國工程建設管理現代化成果一等獎一項；優質建築大獎二項。在社會責任方面，公司大力支持慈善社區活動，包括「公益金百萬行」、「公益金尋寶挑戰賽」等。公司員工更自發組成義工隊多次探訪長者，關心社會、熱心公益。