



QUALITY KEY TO ENDURING SUCCESS



K. WAH CONSTRUCTION MATERIALS LIMITED
嘉華建材有限公司

K. Wah Construction Materials (KWCM) is a leading company in the industry. Its business covers the manufacture, sale and distribution of quality construction materials which are marketed in Hong Kong, Macau and the Mainland. KWCM has envisaged a change of corporate culture from “Family Enterprise” to “Enterprise Family”.

Leadership

The management has defined the vision, mission and twelve core values for KWCM. These values serve as the guiding principles for the daily work of their employees. Continuous improvement is the cornerstone for KWCM's future growth and expansion. Empowerment is promoted and enforced to ensure that right decisions are made in a prompt and efficient manner. Environmental friendly products and site rehabilitation are good examples of the “green” concept of KWCM.

Strategic Planning

The Strategic Plan and Operational Plan together formed the business plan. Gap analysis is conducted in the review process of business plan to ensure smooth execution and efforts are in line with expectations. This also keeps the business plan as a “live document” to cope with the diverse and dynamic business environment. Performance indicators are developed to measure the achievements of business units and allow remedial actions to be taken for any deviations, ensuring the success of the business plan.

Customer and Market Focus

Market researches are conducted to better understand customers' needs and products are thus customized to satisfy customers. A “Sales Distribution System” has been established to share customer information and market intelligence among different business units. To establish and maintain a better customer relation, KWCM has set up “customer contact frequency” standards to encourage and track business units performance.

嘉華建材為行內翹楚，業務包括生產、銷售，以及批發高質素建築材料；分銷市場包括中、港、澳三地。嘉華建材的經營理念已由「家族企業」走向「企業家族」。

領導才能

嘉華建材的管理層為公司釐定了抱負、使命，以及十二項核心精神，是為員工日常工作的指引原則。不斷力爭上游是公司未來發展和擴充規模的基礎。為了確保能迅速、有效率地作出正確的決策，公司積極提倡及實行合適措施，把權力授予員工。此外，嘉華建材也有推出環保產品和參與舊區修復工程，充分反映公司的「綠色」環保概念。

策略性規劃

嘉華建材的業務計劃由策略計劃及營運計劃組成。公司在檢討業務計劃時會進行「差距分析」研究，以確保計劃能以順利實行，付出的努力均達到預期效果，也令公司能因應千變萬化的營商環境，靈活調整業務計劃。除此之外，嘉華建材亦利用表現指標來評估業務部門的成績，並於發現營運出現偏差時採取改善措施，確保業務計劃得以成功。

顧客及市場焦點

嘉華建材透過市場調查加深了解客戶的需要，從而提供度身訂造的產品以滿足顧客要求。公司建立了一套「銷售分發系統」，令不同業務部門均可分享客戶資料和市場資訊。為了建立和維繫客戶關係，嘉華建材訂立了「客戶聯絡次數」標準，用以記錄業務單位的工作表現，鼓勵爭取佳績。



In addition, monthly complaint index is compiled and annual customer survey is conducted to collect both quantitative and qualitative customer feedback for performance assessment.

Measurement, Analysis, and Knowledge Management

"Key Value Drivers" covering both financial and non-financial areas are developed to facilitate the senior management to make timely and sound decisions. Performance measures and data analysis are supported by various IT systems to ensure needy data or reports are available in a timely and accurate manner. An electronic library system is established to allow employees to access required information and manuals to facilitate knowledge sharing.

Human Resource Focus

KWCM treats its employees as the most valuable asset and aim to create an environment to foster employees' teamwork and solidarity. Effective two-way communication channels are available for all employees which results in a low staff turnover rate.

With the notion of "Get the right person for the right job", it starts from the selection and recruitment process to ensure the most suitable talent is hired. A comprehensive management trainee programme has been developed for grooming future leaders as part of the succession plan.

Process Management

The design of Key Value Creation Processes is mainly based on the principles of ISO 9000 system. A set of key performance indicators are developed to monitor and measure the performance of business processes. A "Magic Mind Mining" team has been set up for process improvement and innovation. Talents from different business units or teams are invited to share their knowledge and experience with employees as a means to transfer knowledge and experience. This also enables employees to have greater inspiration on process improvement work.

此外，公司每月均會編製客戶投訴指數，也會每年進行一次顧客調查，以便收集客戶的回應來評估表現。

評估、分析和知識管理

嘉華建材在財務與非財務範疇均實施了「關鍵績效驅動力」模型，幫助高級管理層及時作出明智的決定。公司採用多個資訊科技系統來支援表現評估和數據分析工作，確保數據或報告能準確、及時地提供給有需要人士。而且，公司亦擁有一套電子圖書館系統，給員工取用必需的資訊和工作手冊，以便分享知識。

人力資源焦點

嘉華建材視員工為其最珍貴的資產，也旨在為員工營造一個適合培養團結和合作精神的環境。另外，成功有效的雙向溝通也令員工流失率處於低水平。

公司奉行「有能者居之」的人事理念，自篩選至招聘均確保只有最合適的人士會獲得聘用。公司亦提供完善的管理培訓計劃，培育未來的管理領袖，為日後的管理人員更替做好準備。

程序管理

嘉華建材的創造關鍵價值程序主要以 ISO 9000 系統的原則為基礎，並配合一套關鍵績效指標來監察和評估業務進度表現。公司成立了「Magic Mind Mining」小組負責處理程序改進與創新事宜。同時，公司亦會邀請不同部門或小組的出色員工，向其他同僚分享其知識與經驗，從



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Results

KWCM has achieved an impressive business. For example, its quality and delivery time on ready mixed concrete are fully met with customers' requirements. Despite Hong Kong's economic downturn, KWCM still managed to maintain a remarkable turnover and profit in the past years.

It enjoys a low staff turnover rate as a result of the good work system and working environment for its employees. The awards received in recent years, such as the "Eco-business Award" and the "Good People Management Award", fully reflect its good work and excellence.

而促進這方面的交流，也令員工在改善價值創造的程序上獲得更大啟發。

業績

嘉華建材的業務表現十分出色。舉例而言，公司的預拌混凝土在質素和交付時間上均完全滿足客戶的要求。即使香港於過去數年經濟低迷，公司仍能維持顯著的營運收入和利潤收益。

由於公司提供理想的工作制度和環境，員工流失率因而處於偏低水平。此外，嘉華建材於近年屢獲「環保企業獎」、「良好人事管理獎」等殊榮，足證其表現優異，出類拔萃。