



Report Summary (Certificate of Merit)

報告摘要 (優異獎)

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

Provided by K. Wah Construction Materials
本報告摘要由嘉華建材提供

K. Wah Construction Materials (KWCM) is a grouping of K. Wah subsidiaries and associated companies supplying various types of construction materials and products to Hong Kong, Macau and Mainland markets.

Our products are wide-ranging and vertically integrated, and they can be categorized into Quarrying, Ready Mixed Concrete, Cement and Slag, Precast Concrete Products and Asphalt.

Today, KWCM is the most integrated construction materials company and also one of the major construction materials suppliers in Hong Kong.

KWCM considers the provision of quality products and service externally as well as focuses on health, safety and environmental (HSE) internally, as key elements in our business. Over the years, we have developed a strong customer base and network, which look to us for quality products and services. Where appropriate we have also achieved accreditation in international quality standards such as ISO 9000 and Kitemark®. Internally, in the area of HSE, we are committed to achieving the highest safety standards, mitigating environmental impacts and ensuring our employees are not exposed to undue health risks and we take great pride in our achievements in these areas.

Leadership

Founder-Chairman, Dr Lui Che Woo, started the construction materials business in 1955. His vision was fully borne out by the eventual expansion evolution of KWCM. Dr Lui had envisioned a change from “Family Enterprise” to “Enterprise Family”. Today, the senior management drives cultural and operational changes and promotes organizational values, culture and ethical behavior among employees, suppliers and customers – demonstrating themselves as role models in implementing and reinforcing the Enterprise Family culture.

KWCM’s corporate governance system rests on a wide range of policies, procedures and practices. The transparent Management

嘉華建材和其附屬及聯營公司供應不同種類之建材產品給香港、澳門及中國大陸市場，產品發展方面可歸納為橫向及垂直綜合模式，並分類為石礦、預拌混凝土、水泥及礦粉、混凝土預製品和瀝青。

今日，嘉華建材是香港最全面使用垂直綜合生產模式的建材公司，亦是本地主要建築材料供應商。我們的業務方針是：對外為市場提供優質產品及服務；對內則視健康安全及環保為本。多年來，我們能夠成功提供優質之產品及服務，主要有賴鞏固之客戶根基及銷售網絡，竭誠滿足客戶對產品及服務的高水平要求，務求能令客戶稱心如意。我們現已取得多個國際認可機構認證，如 ISO 9000 及 Kitemark®。

內部方面，我們對於健康安全及環保的工作不遺餘力，將安全標準提升到最高水平，致力減低生產對環境之影響，並且積極保障員工的健康。我們為這方面之成就感到極大驕傲。

領導才能

嘉華建材主席暨創辦人呂志和博士於一九五五年創立建材業務。在嘉華建材茁壯成長及蛻變的進程裏，正深刻引證呂博士的經營理念，他倡導從「家族企業」走向「企業家族」的理念。今日，各高級管理層正朝著這理念努力推動公司文化、改良運作模式，並提倡機構之價值觀，文化精神及提升員工、供應商與客戶間之商業道德標準。在實踐「企業家族」這種文化的過程中，管理層以身作則，樹立模範的榜樣。



Authority Manual clearly spells out authority of senior team members. Compliance reviews are conducted to monitor adherence to company policies.

Strategic Planning

One of the KWCM's growth strategies is vertical integration, enabling us to maintain a grip on the construction materials business in Hong Kong and the Mainland over the years. Today, we have operations in Hong Kong, Macau and major growth areas in Mainland China.

KWCM's key strategic objectives are at both corporate and operational levels. The Strategic Plan has as its foundation the vision, mission and values of KWCM, while the Operational Plan on the other hand maps out in greater detail, among others, a SWOT, competitors, supply and demand analysis, examination of government policies and potential customers, etc. Those plans are constantly reviewed, amended and updated to fully reflect the diverse nature and dynamics of the business environment in which KWCM operates.

Customer and Market Focus

Strengthening loyal, long-lasting and profitable customer relationship is one of KWCM's top priorities in order to succeed in today's competitive marketplace. KWCM believes every customer has unique needs and special requirements, and the "Listening to" and "Learning from" approach is our focuses in fostering customer relationships.

Service standards are deployed at all levels throughout the organization. The sales force plays a crucial front-line role in dealing with customers, but synergistic cross-functional or cross-business unit cooperation and involving support departments also plays an important role in meeting customer expectations.

Measurement, Analysis, and Knowledge Management

KWCM adopts various forms of measurement and analysis tools to constantly track its operational performance. With operations geographically spread out, the performance of each business unit or region is monitored through a centralized MIS system. The system

嘉華建材之企業管治系統乃依靠一系列之政策、程序和守則；高透明度之管權指引，清楚列明高級管理成員之職權。公司定期檢討及監督政策的執行情況，考核各政策是否嚴格落實執行。

策略性規劃

嘉華建材之增長策略依重垂直綜合的業務模式，令我們在香港、澳門及中國大陸建築材料業穩佔一席位。

嘉華建材的主要策略目標可分為兩方面——企業層面和營運層面。有關企業層面的策略計劃建基於企業理念、使命、價值觀上。而在制定營運計劃時，我們會分析企業自身處境、同業競爭形勢、市場供求概況，研究政府政策和潛在客戶的需求等等，適應現今多樣化的營商環境。

顧客及市場焦點

嘉華建材屹立於競爭劇烈的市場中，首要任務放在如何與顧客建立出忠誠、持久而互利的關係。嘉華建材深信每位顧客皆有獨特的要求，故此處理顧客關係時著重「用心聆聽」及「取客所想」的核心風格。

評估、分析和知識管理

嘉華建材採取不同量度方法及分析工具，定期檢查業務表現。雖然業務遍佈不同的地域，但管理層能透過一套中央資訊系統，監察各業務單位或地區表現。此系統使高級管理層能根據個別業務單位及地區每月所提交之主要考核指標報告，繼而作出即時而有效之決定。

嘉華建材深信「知識就是力量」，為滿足對知識的渴求，公司應用新科技去發掘新



enables senior management to make prompt and sound decisions, based on timely monthly reports of Key Value Drivers by business unit and region.

KWCM believes in “Knowledge is power”. In recent years, a new breed of managers has emerged, valued for their ability to leverage knowledge to make unparalleled advances in the organization’s ability to innovate, compete and connect with their customers. To support this, we make use of technology to generate new knowledge, drive quicker knowledge sharing, and enable better knowledge retention. In recent years, a number of in-house systems related to sales management, weighbridge, invoicing, HR, leave management, etc. were developed to ensure organizational efficiency and effectiveness.

Human Resource Focus

Staff development as well as staff well-being is KWCM’s cornerstone of human resources management, fostering teamwork, solidarity and commitment among staff.

An incentive programme is in place to reward employees’ effort and performance. Performance management systems guide employees in achieving annual Key Tasks, evaluating performance and identifying training needs, etc. KWCM’s Health, Safety and Environmental (HSE) Management System promotes high HSE standards, while the Social Club promotes a balance and healthy life through voluntary, social and recreation activities.

Process Management

Owing to the likeness in nature of products in our portfolio, which are essentially construction materials, vertical integration of our business processes is a major consideration in designing our Key Value Creation Processes (KVCP), maximizing synergistic benefits through the use of communal resources and achievement of environmental objectives. We are able to transform waste to “gold” through our vertically integrated operation.

Customer requirements are first clearly defined for identification of

知識，提升分享知識的速度，並確保有關知識能承傳下來。近年，嘉華建材開發一系列關乎銷售、司磅發貨、自動化帳單、人力資源及假期申報等先進的內部資訊管理系統，提高公司效率及效能。

人力資源焦點

嘉華建材視員工的發展及福祉為人力資源管理之基石，著重培養員工之協作能力、團結精神和使命感。我們擁有一套全面的獎賞計劃，獎勵員工所作出之努力及成果。我們藉「工作表現管理系統」來指引員工，完成每年訂立的任務和工作指標，同時也能評核其工作表現，幫助找出培訓需要，讓員工更有效發揮自己。嘉華建材非常著重健康、安全及環保，為持續提升表現，我們已制定完善管理系統，確保員工在一個健康、安全及環保的環境下工作。此外，「嘉華同樂會」常舉辦一些社會義務工作及消遣活動，平衡員工的工作及生活。

程序管理

由於我們生產的建材產品性質上極為相似，並且採取垂直綜合生產模式，一環緊扣一環，故在設計「主要創價流程」時，我們可利用此特點，有效地共享資源，從而達到最佳的協同效應。還有，我們融入環保在垂直綜合生產模式裏，把「上游」生產出來的廢物，用作「下游」原材料，善用廢料，收「點石成金」之效。主要創價流程的內容首重顧客要求，透過顧客焦點小組定時收集顧客的意見，繼而對主要創價流程作出釐訂及改善。

業績

建築材料行業近年經歷非常嚴峻的週期性



KVCP. A Customer Focus Team (CFT) regularly collects customer feedback for determining and improving our KVCP. KVCP are primarily designed based on principles of ISO 9001:2000. In-house ISO 9001:2000 documents provide a strong backbone to the control methods of most procedures.

Results

The construction materials sector experienced one of the most severe cyclical downturn in recent years. Soft demand led to price pressure and reduced margin. Despite such challenging business environment, KWCM was able to achieve its objectives to deliver a stable operating outcome and sustain continuing growth in market share by acquiring major players in the markets and horizontally expanding our business to Macau and China.

In pursuit of improvement, the Company has participated in various competitions and won numbers of awards in corporate governance, health & safety, environmental protection, human resources and quality. This recent Quality Award is another testimony of our constant efforts towards organizational improvement.

KWCM believes quality management is a journey and continuously excels ourselves.

衰退，市場疲弱導致價格受壓及邊際利潤減少。縱使面對如此的營商環境，嘉華建材仍取得穩定的盈利，而且憑著收購主要競爭對手，擴張在澳門及中國大陸的業務，持續提高市場佔有率。

本著追求卓越的精神，嘉華參與多項公開比賽，包括企業管治、健康安全環保、人力資源及品質管理等類別，並且屢獲殊榮。最近榮獲這次優質管理獎，再一次證明我們追求卓越所付出不懈的努力及成果。

嘉華建材確信優質管理是川流不息的漫長旅程，因此我們會繼續堅守承諾，不斷求進。