Report Summary
報告摘要

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Eurasia International (China) Limited Partnership
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Eurasia

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耀歐亞國際(中國)公司

Ship management is a service provided to owners of ships who assign their valuable assets in the care of professionals, to be maintained and even enhanced in order to trade profitably whilst complying with the strict regulatory norms always discharging the responsibility towards the safety of the crew and the cargo as well as the care of the environment. Ship management is Eurasia's core business.

Eurasia, established in 1981 as part of the century old Bernhard Schulte Group of Hamburg, started operations from Hong Kong as a ship-manager providing ship management services to ship-owners across the globe.

Today, the range of services offered has increased to include new-building supervision and marine consultancy, logistics and procurement, risk management and maritime hospitality in our quest to provide total maritime solutions to our customers. Simultaneously, in order to ensure uniform quality of service across all time zones, Eurasia has also expanded its presence through offices in Mumbai, Singapore and Shanghai, a marketing office in Bergen, Norway and representatives in Japan and USA. Hong Kong, however, remains the headquarters for the company.

Leadership

The approach to leadership in Eurasia is based on the tactic of managing for results, translating into a strategy driver of **"Being the Best not Necessarily the Biggest"**. The strategy in turn leads to the mission of sharing the collective wisdom, the vision of being a global maritime service provider through a principled approach and its purpose of exceeding customer expectations. Ably supported by the quality policy which seeks compliance with regulations and the environmental policy of minimum environmental impact during the course of the service delivery, the above forms the leadership framework within which Eurasia operates. The acronym SHARE for Eurasia service delivery implies **S**ervice, **H**armony, **A**chievement, **R**esponsibility and **E**nthusiasm.

The deployment of the above framework is through a model where the Vision, Mission, and Strategy interface with the People, Process, and Technology through the Customer, Human, Shareholder and Leadership / Intellectual values. Each value area, in turn, has its Key Performance Indicators (KPI) focus as well. Its integrative and comprehensive nature guides Eurasia on a well-balanced growth curve. Robust review mechanisms at the organizational level and individual level provide feedback and corrective actions. Voluntary participation in quality initiatives and support of general well being of the society and key communities is also stressed. Staff welfare and development is considered a necessary competitive edge and a prerequisite of good leadership. The success of good leadership is in creation of more leaders, as this model empowers the middle managers in decision-making and strategy formulation.

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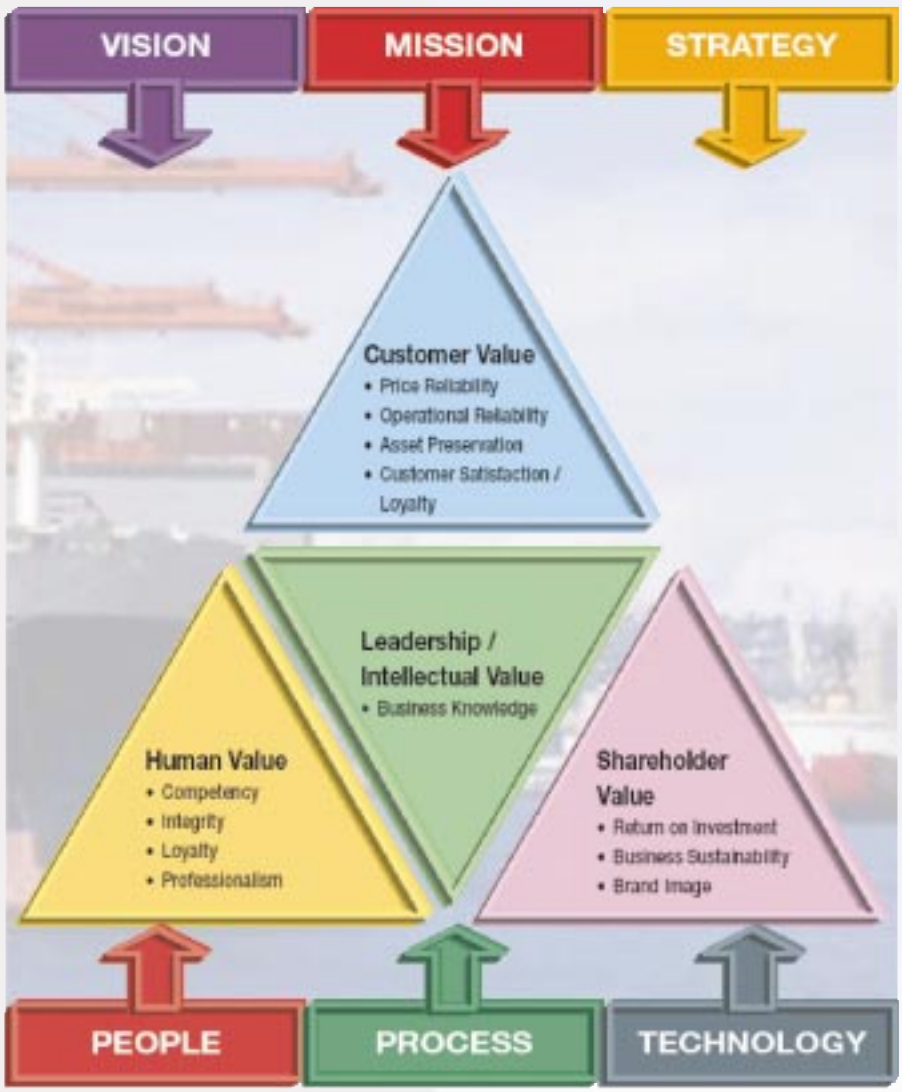

Eurasia's Leadership Model

Strategic Planning

Eurasia is faced with the strategic challenges of ever-changing and increasing legislation, migration of manning resources, migration of skill requirements and rapid technological changes. To overcome these Eurasia has evolved its own homegrown strategic planning model called "Super SWOT". The three key elements in the model are direction setting, deployment and management. Direction setting is done every three years in workshops called Strategic Planning Workshops. For every business goal, customer requirement and improvement target there is a process, measure, and expected result. Strategic planning concerns itself primarily with market survey and feedback, collective knowledge of the organisation, values and aspirations of key stakeholders all of which culminates in goal setting. Goals are then broken down into action plans based on measurable KPI's and deployed using "Cascade" or one-way and "Catch-ball" or two-way approaches. Feedback from the middle managers completes the control loop.

Customer and Market Focus

The three key customer constituencies of

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Eurasia are the ship-owner, the financiers as the business enabler and cargo owners as the main user of the ship. Knowing its customers and satisfying their needs drives business decisions at Eurasia. This is achieved through extensive primary and secondary market research and analysis of customers and competitors coupled with progressive benchmarking and continuous feedback from customers. The main parameters benchmarked are the customer value deliverables of price reliability, operational reliability and asset preservation.

Constant customer focus is maintained by regular visits and through industry forums and events where Eurasia can interact with the customers. Results show that Eurasia has performed well in the crucial areas of customer loyalty and market focus, consistently being named among the top ten ship managers in the world.

Information and Analysis

"Competitive intelligence" forms the basis of Eurasia's information systems and comprises the backbone of customer satisfaction by providing inputs for process improvement. Knowledge management, customer relationship management, a system of self-check, cross check and external checks and refining of the targets form the key objectives of the system. To support the realization of the four core values, KPI focuses are set based on which the corresponding objectives and responsibilities are set. In addition to the above, market and financial information is also collected and measured as an input for direction setting. Some of the systems facilitating such data collection are the planned maintenance system, planned purchase system, the quality and safety system and the emergency response procedures.

Eurasia has implemented effective computerized information systems both in the office and onboard the vessels towards this end. Information acquired from the ships and the office provides a platform for real time customer complaint handling and also for our knowledge management and digital management dashboard initiatives. Analysis of data is facilitated by the matrix management approach based on cross-functional teams. Examples of typical analysis performed are root cause analysis, trend analysis and risk analysis.

Human Resources Focus

Eurasia believes that every employee has the potential to affect the bottom line. Thus, Eurasia has evolved an elaborate work system to ensure a two-way fit in aligning the needs of an individual to that of the organisation. The cornerstone of the Eurasia work system is the fundamental belief that values lead to perception, perception to attitude, attitude leads to behaviour, action and finally the results. Thus the Human Resources focus starts with imparting each employee with the human values of integrity, professionalism and loyalty.

Recruitment designed to ensure correct skills, knowledge and attitude, comprehensive job descriptions, structured induction programs, and training and mentorship culture helps seamless integration and cultural fit. Quantifiable performance measuring criterion and appraisal systems ensure fairness and distributive justice among its employees while also pointing out the training needs for each employee. Performance based reward programmes ensure a high level of employee satisfaction, motivation and well being as revealed in periodic surveys.

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Process Management

The Business processes in Eurasia typically pass through the three stages of Development, Delivery and Control. Key business processes are defined as those that lead to business growth and sustainability. These are typically those associated directly with the Customer and Customer Relationship Management. The support processes of Enterprise Resource Planning, Supply Chain Management, and Knowledge Management support the key business processes. The three key delivery processes which form the cornerstone of Eurasia ship management service delivery are the Vessel Maintenance Process, Seafarers Supply Process, and Vessel's Procurement Process.

The processes are managed through the cycle of self check, cross check and external check and monitoring of KPI's through measurement, followed by corrective action through the control mechanisms of customer feedback, performance review and improvement, and operation feedback.

Business Results

The rationale for any business to exist is creation of value for all stakeholders and business results are also the ultimate test of all quality initiatives of a business entity. Thus our stress on managing for results and it shows. Eurasia has opened new markets, consolidated in existing ones, and diversified in highly specialized markets of Chemical Tanker and Liquefied Natural Gas vessel. In last five years Eurasia has maintained its revenue generating vessel management months, despite economic slowdown while maintaining its turnover, income and gross profit margin in a fiercely competitive ship management environment. Eurasia has achieved reduction in off hires days leading to reduction in operational costs over a three-year period. There has been a year-on-year increase in repeated business and positive referrals.

Eurasia's seafarers regard Eurasia better than other companies in all 10 areas measured in an in-house survey. Decline in employee turnover indicates satisfaction and commitment and helps maintain a well-qualified pool. In countries where it employs seafarers Eurasia has won National Recognition, latest being Eurasia's manning company in India winning national recognition for serving seafarers. Eurasia's vessels have saved 44 lives in two rescue operations at high seas in 2002. Eurasia has also led by example by employing disabled ex-seafarers in their shore-based office, an act that has been widely recognized. Eurasia was judged the "Best Ship Manager in Asia" by the industry in 2002.

Eurasia's performance in the area of ship operations and in maintaining and enhancing the asset value of a ship also contributes vastly towards greater supply chain efficiency and enhanced time and place utility in the delivery of goods, thus benefiting society in general.

As we say in Eurasia, only Team Works.

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船舶管理乃一項提供予船東的服務，船東將其貴重的資產委託予專業人員管理，用以保存或提升其資產價值，並獲取商業上的營利；與此同時，遵守各項嚴格的規章準則，並履行有關保障船員和貨物的安全及對保護環境的責任。船舶管理是耀歐亞的核心業務。

於一九八一年成立及在香港運作的耀歐亞為具有百年歷史及總部設於漢堡的Bernhard Schulte集團轄下成員。耀歐亞為全球各地的船東提供船舶管理服務。

時至今日，耀歐亞為尋求向客戶提供更全面的服務及協助客戶解決海事上的問題，耀歐亞的業務範圍已擴展至包括建造新船監督和海事顧問，物流和採購，及風險管理和海事服務等領域。同時，為確保能在不同時區提供劃一的優質服務，耀歐亞通過在世界各地設立的分公司和辦事處，已將其業務領域拓展至孟買、新加坡、上海、挪威、日本及美國。然而，香港仍是耀歐亞的總部。

領導才能

耀歐亞的領導方式是以提升業績的策略作為基礎，並轉化成為推動“能者以質勝，重質不重量”的策略。此策略依次帶領集體智慧分享的宗旨，並通過具有原則性的作業方式和能達至超越客戶要求之目的而成為全球海事服務供應商的理念。耀歐亞在提供服務的過程中，品質政策是符合各規章的規定及對環境造成最小影響的環保政策。以上所述是用以構成耀歐亞業務操作的領導模式。耀歐亞所提供的服務可包含於SHARE (即“分享”) 一字內，它代表著：服務(**S**ervice)、和諧(**H**armony)、成就(**A**chievement)、責任(**R**esponsibility)和熱忱(**E**nthusiasm)。

耀歐亞的領導模式

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上述體制是通過一個模式而部署的。此模式內的客戶、人力、股東和領導/知識等價值能使理念、宗旨和策略與人才、流程和技術互相連接。每一個價值的領域皆具有其「主要表現指標」的焦點。其完整和全面的性質能引領耀歐亞依循在平穩的曲線上發展，在組織及個人層面的健全審核機制內，能給予反饋及進行修正。同時，耀歐亞亦著重於自發地參與倡導品質的行動和支持社會及主要社區的一般福祉。員工的福利及發展被視為是一項必要的競爭優勢及良好領導之先決條件。成功的良好領導模式在於培養更多的領導人才，此領導模式能授予中層管理人員作出決定及制定策略所需之權力。

策略性規劃

耀歐亞面對著各種策略性的挑戰，諸如法律規定的不斷變化及增加、船員資源的變遷、技能要求的變遷、及技術上急速的改變等。為克服以上的改變，耀歐亞已經發展出一套自成的策略性計劃模式，稱之為「超級SWOT」。模式中的三個主要原素分別是: 方向的制定、部署及管理。方向的制定是由策略工作小組每三年制定一次。對於每項的業務目標，客戶要求及改進指標，均有其相對應的流程、標準和預期結果。基本上，策略性計劃本身所關注的是市場調查和反饋、組織的集體知識、及各方的價值和期望，以上的種種最終能達至目標的制定。根據可計量的主要表現指標，此等目標被分成為各個行動計劃，並使用“階躍式”或單向途徑、及“接球式”或雙向途徑作出部署。最後由中層管理人員的反饋完成控制的迴路。

顧客及市場焦點

耀歐亞的三個主要客戶原素分別為船東、作為業務促成者的金融家、及作為船舶主要使用者的貨主。瞭解客戶並滿足其需要均能推動耀歐亞作出各項業務的決定。為達至此目的，必需通過對首要市場和第二市場作出全面的市場研究和對客戶及競爭對手的分析，及結合漸進式的基準比較和連續性的客戶回饋。最重要的基準比較參數是為提供予客戶服務價值過程中之可靠的價格、可靠的營運以及資產的保值等。

耀歐亞通過定期的拜訪和參與能與客戶互動的有關航運界之論壇及活動等來維持固定的客戶焦點。耀歐亞在各項成績中均顯示其在客戶忠誠和市場焦點的範籌內的出色表現，及一致地被評為全球前十位的最佳船舶管理公司。

資訊及分析

“競爭的資訊”是耀歐亞資訊系統的基礎，當中包括滿足客戶的骨幹，即提供改進流程之輸入參考值。知識管理、客戶關係管理、有系統的自我檢查、交叉檢查和外部檢查、以及目標的提升皆是資訊系統中的主要目的。為協助實現四個核心的價值，必需設定主要表現指標的焦點及據此制定相應的目的和責任。除上述之外，還應收集和量度市場和財務的資訊，將之作為確定方向的輸入參考值。「計劃保養系統」、「計劃採購系統」、「品質和安全系統」、及「緊急反應程序」等系統均有助於收集此等數據資料。

為達至此目的，耀歐亞已在公司內部和各船舶上裝備了行之有效的電腦化資訊系統。來自船舶上和公司內的資訊提供了一個平臺，用以即時處理客戶投訴，並主導其知識的管理及管理的數碼儀錶板。以交叉職能小組為基礎的矩陣式管理方式有助於資料的分析。具有代表性的分析範例是本因分析、趨勢分析和風險分析。

人力資源焦點

耀歐亞相信每位僱員均具有影響公司業務成果的潛力。因此，耀歐亞已發展一套精密的工作系統，用以確保將個人與組織的需要雙向地融合。耀歐亞工作系統的基石是建基於對價值決定認知、認知決定態度、態度決定行為、行為帶領態度及行動，而最終決定成績的基本信念。因此，人力資源焦點始於給與每位僱員誠實、專業和忠誠等的人力價值。

為招聘僱員所作的設計，需確保每位僱員都能備有正確的技能、知識和態度、詳盡的工作說明、有組織的引介計劃、以及培訓和導師文化，此等皆有助於團隊的完整結合及文化上的融合。可量化的表現評

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估標準和考核系統能確保僱員之間的公平性和分配公正性。與此同時，還可指明各僱員的培訓需要。正如定期調查中所顯示，以表現為基礎的獎賞計劃能確保僱員具有高度的滿意度、積極性和福利水準。

程序管理

耀歐亞的業務流程通常要經過三個階段，即研發、交付和控制。主要業務流程是指可帶領業務的增長及持續的發展。其通常直接與客戶和客戶關係管理互相結合。「企業資源規劃」、「供應鏈管理」和「知識管理」的支援流程是用以支援主要業務流程。耀歐亞所提供的船舶管理服務的基石是由三個主要交付流程所組成，分別為「船舶保養流程」、「船員供應流程」及「船舶採購流程」。

所有流程的管理是通過周而復始的自我檢查、交叉檢查和外部檢查，並以計量方式來監控主要表現指標，及通過客戶反饋的監控機制、表現的審核和改善、及營運的反饋，作為往後修正的工作。

業績

任何業務存在的基本原理是為各方創造價值。業務成績是對一個業務實體之所有質量的主動性作最終測試。因此，耀歐亞強調成績的管理，事實上耀歐亞仍不斷地追求此目的。耀歐亞在鞏固其原有市場的同時，亦已開拓新的市場，更從事高度專門的化學品油船和液化天然氣船的市場。在過去五年，儘管經濟下滑，耀歐亞仍能保持其收入來源的船舶管理月數; 與此同時，耀歐亞在競爭激烈的船舶管理環境中仍能保持其營業額、收入及邊際毛利。耀歐亞已能實現降低船舶停租之天數，從而減低其過去三年間的營運成本。耀歐亞在現有客戶所交予及推薦的新增業務上均逐年呈現遞增的趨勢。

在一份內部調查中，耀歐亞的船員均認為耀歐亞在十個領域上是優於其他管理公司的。船員流失率的下降正說明船員的滿意度和承諾感，這有助於維持一支具高質素的船員隊伍。耀歐亞能在其聘用船員的國家獲得其國家的認可，最新的例子是耀歐亞在印度的船員公司在善待船員方面獲得其國家的認可獎。在二零零二年，耀歐亞的船舶在公海上的兩次援救行動中拯救了四十四位船員的生命。耀歐亞更因聘用殘疾的前船員到其岸基公司工作而成為典範，亦獲得廣泛的認可。在二零零二年，耀歐亞被航運界評選為“亞洲最佳船舶管理公司”。

耀歐亞在船舶營運的領域和保持及提升船舶資產價值方面的表現對加快供應鏈的效率作出很大的貢獻，並提高貨物運輸過程中的時間和地點之實用率，從而整體上造福於社會。

我們堅信，團隊合作，能成就耀歐亞。