

## 總經理報告

### GENERAL MANAGER'S REPORT

“對機電工程營運基金來說，2000/01年度是成功的一年。  
我們的財政目標超額完成，生產力進一步提高，  
優質計劃進展良好，而更重要的是，我們的客戶能繼續享受  
多種既可靠又以客為本的增值服務。  
2000/01年度是不斷蛻變和改進的一年。”



#### 不斷蛻變改進

機電工程營運基金在2000/01年度的業務表現理想。雖然我們在2000年8月展開了第二階段「開放市場」計劃，而進一步，約佔我們營業額25%的9個客戶亦開始可以選擇其他機電服務供應商，但迄今為止，我們的新增業務遠超流失予競爭對手的小量業務。截至本財政年度結束時，我們的營業額達31.71億元(1999/2000年度：30.60億元)，收入回報率也達15%，相當穩健。

我們的生產力在年內提高了2.5%。自1996年機電工程營運基金成立以來，我們錄得的累積生

產力增長已達20%，並已以增值服務和降低收費的形式，直接回饋客戶。

年內，我們的7個業務單位均有傑出的表現，成功接手管理各種新場地，續訂主要合約或透過競投贏得新業務，同時又與部分客戶部門簽訂長期服務協議，年期由3至6年不等。我們的企業服務隊伍聯同各個營業單位經理在內部改善的各個範疇亦建樹良多，當中包括品質、培訓、市場推廣、加強資訊科技及溝通工作等。

“ 2000/01 has been another successful year for the Electrical and Mechanical Services Trading Fund (EMSTF). Our financial targets were more than achieved, productivity further enhanced, our quality programme making good progress, but most importantly, our clients have continued to enjoy a wide range of reliable, customer-focused and value-added services. 2000/01 has been a year of continuous evolution and improvement. ”



黎仕海太平紳士  
Mr Lai Sze-hoi, Roger, JP

## CONTINUOUS EVOLUTION AND IMPROVEMENT

We are pleased to report that during 2000/01, the EMSTF recorded another year of positive business results. Despite phase two of the “untying” which began in August 2000 whereby a further nine customers representing about 25 per cent of our business volume were given the choice to use alternative E&M service suppliers, business growth has far outweighed the limited amount of business lost to competitors. The fiscal year ended with a turnover of \$3,171 million (1999/2000: \$3,060 million), and a healthy 15 per cent return on revenue.

Productivity also saw 2.5 per cent growth during the year. Since the establishment of the EMSTF in 1996, we have recorded 20 per cent cumulative productivity improvement, which has been directly passed back onto clients in the form of reduced prices and value-added services.

During the year, our seven business units have again recorded outstanding performance. They have successfully taken over a variety of new venues, renewed major contracts or won new business via competitive tenders, and at the same time secured major long-term service agreements ranging from three to six years with some of our

### 2000/01 年度是不斷 蛻變和改進 的一年。

#### 全球化挑戰

機電工程營運基金已踏入第5個年頭，相對於部門的53年歷史，為時尚短。機電工程署已走過了漫長的半個世紀，成績可觀。期間，我們的服務規模和範疇不斷蛻變和擴展，不過，我們的基本目標卻不變。為了能提供良好服務給客戶和香港社會，我們須致力趕上最新發展、潮流和科技，以確保香港社會在機電工程方面的安全，同時亦推動香港成為擁有世界級工程服務的世界級城市。

這聽來野心不小，但正如其他重視質素和以客為本的組織一樣，我們不能在瞬息萬變的世界中落後。我們必須以最優秀的機構和世界各地最出色的專業表現作為基準。我們要知悉新趨勢和發展，以確保我們的系統和程序能駕馭最新的科技，並轉化為創新的方案和有用的服務，謀求予客戶和市民最佳利益。

香港是全球經濟體系的一部分，且比以前更受轉變和競爭衝擊。機電工程營運基金如要踏上長遠成功和卓越之路，提高警覺、銳意創新、進取精神和危機感，都不可或缺。

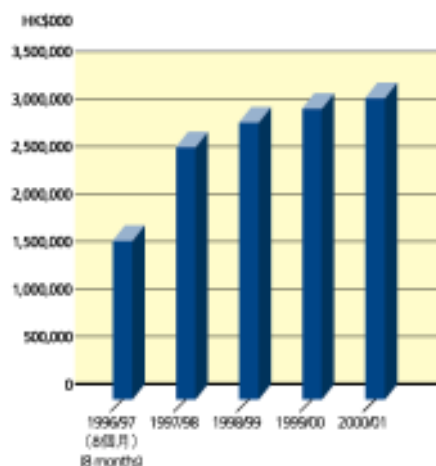
這個目標不能單靠幾名高層人員就能達到，我們必須努力提升各級員工的能力，使員工明白要在越來越嚴苛的環境下生存及競爭，就必須向前邁進。

#### 機電工程營運基金首5年：新使命

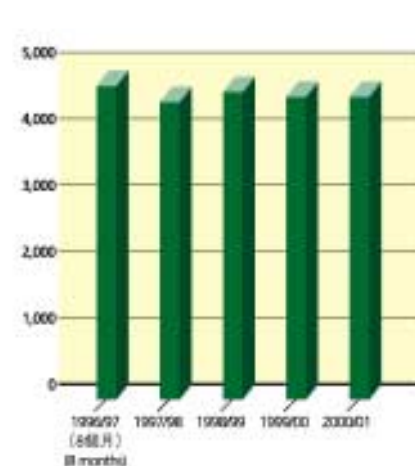
過去5年，機電工程營運基金一直致力奠下向前邁進的基礎，這基礎包括多個元素：改善生產力、重組架構及服務區域化、簡化工作程序、市場研究和推廣計劃、改善資訊科技、培訓、加強客戶服務、一站式服務、ISO 9001、ISO 14001、OHSAS 18001認證工作、全面優質管理措施、工作文化改變及溝通計劃等。這些措施都是我們策略計劃的一部分，旨在令機電工程營運基金成為一個更以客為本的組織，既具備有效率的制度和程序，同時又保持開放及行動敏捷，這些都是一個組織要在瞬息萬變的世界中與時並進所必需的。

機電工程營運基金訂立的新抱負、使命和信念，是年內的里程碑之一。建基於著重質素及可靠服務的舊使命之上，我們的新理念會有助我們發展為以客為本和服務為主的機構。除了像以往般提

機電工程營運基金收入 1996-2001  
EMSTF REVENUE 1996-2001



機電工程營運基金員工人數 1996-2001  
EMSTF STAFF STRENGTH 1996-2001



customer departments. Our corporate services team, in collaboration with the business unit managers, have also achieved a great deal in many areas of internal improvement including quality, training, marketing, IT enhancement and communication.

### THE GLOBAL CHALLENGE

The EMSTF is now in its fifth year, a relatively short period of time compared to the department's 53 years of history. EMSD has come a long way in half a century. In that time, the scale and scope of our activities have evolved and expanded but we believe our fundamental goals remain the same. To serve our clients and the community of Hong Kong well, we are committed to keeping up with the latest developments, trends and technology to ensure our community's safety in the areas of electrical and mechanical engineering, while also contributing to Hong Kong's well-being as a world class city with world class engineering services.

This may sound ambitious but as with any quality conscious and customer-oriented organisation, we cannot afford to lag behind in this fast changing world. We must also benchmark ourselves against the best organisations and the best worldwide practices. We have to be aware of new trends and developments to ensure that our systems and processes are capable of harnessing the latest technology, and to translate them into innovative solutions and relevant services for the best interests of customers and the public.

Hong Kong is part of the global economy and is more exposed than ever before to the forces of change and competition. Constant vigilance, innovation, enterprise and a sense of urgency are

essential if the EMSTF is to chart a course for long-term success and excellence.

This cannot be achieved by a few senior managers. We must work hard to empower staff at all levels to recognise that it is essential to move forward in order to survive and compete in an increasingly demanding environment.

### FIVE YEARS OF EMSTF : NEW MISSION

During the past five years, the EMSTF has devoted its energy to building the foundations on which to move forward. This foundation has many components – our productivity improvements, regionalisation and restructuring, work process streamlining, market research and marketing programmes, IT enhancements, training, customer service enhancements, one-stop integrated services, certification work of ISO 9001, ISO 14001, OHSAS 18001 and Total Quality Management initiatives, cultural change and communication programmes – all these are part of our strategic plan to make EMSTF a more customer-focused organisation equipped with effective systems and processes whilst maintaining the openness and agility necessary for the organisation to move with a fast changing world.

One of the milestones during the year was the introduction of EMSTF's new vision, mission and values. Building on our previous mission for quality and reliability, our new philosophy takes us further forward in our transition to a customer-focused and service driven organisation. In addition to providing the reliable and cost-effective services called for in the past, we now seek to create a better quality of life for our customers and our community through total engineering solutions and service excellence.

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供可靠及具成本效益的服務外，我們現正努力，透過提供完備的工程方案和優質服務，為客戶及社會創造質素更佳的生活。

### 未來的挑戰

一篇完整的回顧文章，必須談及未來的挑戰及克服挑戰的策略。正如其他以客為本的服務組織一樣，機電工程營運基金的挑戰在於不斷激勵員工，並用較少資源去提供更多和更好服務，以不斷滿足及超越客戶的期望。作為政府部門，我們還要面對額外的挑戰，就是要確保社會能藉著我們的工程服務，享受到更好的生活。

為了應付這些挑戰，有關同事會在年報的其他部分闡述他們在業務及運作層面的策略。我相信在企業的層面，關鍵在於建立起組織的能力和力量，並培養客戶對我們的品牌的信心和擁戴。

今日的社會，營運環境瞬息萬變。一個好的組織不單要有能力應付這些轉變，亦要能不斷增值。這和我們要成為「香港首選的機電工程服務機構」

的新抱負，絕非巧合。成為「首選」的意思，就是要在客戶各方面的要求上均做到最好，使客戶趨之若鶩。這個目標不易達成，需要我們在未來數年全力以赴，不斷加強我們的組織力量和強勢才能做到。

### 與香港一同成長

機電工程營運基金的優勢之一，在於只要香港繼續保持活力，我們這類型的服務便會有需求。香港欣欣向榮，我們便能發展。基建的發展、新政府設施和新科技均為我們的成長提供了新的市場空間和機會。同時，我們也憑著科技可以發掘出客戶未發現的服務範疇，好像室內空氣質素和能源管理等，並創造新的服務類別，使客戶受惠，而社會和環境亦會同蒙其利。我們期望在這個方面，為香港未來的發展扮演重要的角色。

### 致謝

本人謹代表機電工程營運基金常務委員會，向克盡厥職和辛勞工作的全體員工，以及長期支持惠顧我們的客戶衷誠致謝。我在此特別向機電工程營運基金前總經理梁湛添先生致謝，梁先生的英明領導和努力不懈，是促使我們去年取得多項重要成就的原動力。我們會與全體員工在前輩們奠下的穩固基礎上努力，力臻完美。

黎仕海

### 黎仕海

機電工程營運基金總經理



## CHALLENGES AHEAD

A review will not be complete without some discussion of the challenges ahead, and the strategies to overcome them. As with any customer-driven service organisation, the challenge for EMSTF is to consistently motivate staff, and to constantly satisfy and exceed customer expectations for more and better services with less resources. As a government department, our additional challenge is to ensure that the community does enjoy a better quality of life as a result of our engineering services.

Elsewhere in this report our colleagues have outlined their strategies on a business and operational level to manage these challenges. On a corporate level, I believe the answer lies in building our organisational capabilities and strengths, and in nurturing strong brand loyalty among our customers.

In this day and age, our operating environment changes fast. A good organisation has the ability to manage not only these changes but also the continuity to create increasing value over time. It is no coincidence that our new vision is to be the “most preferred E&M service provider in Hong Kong.” To be the “most preferred” means to be the most sought after in every aspect of what customers want. This is a tall order, one that calls for our utmost focused efforts over the next few years to continuously enhance our organisational strengths and capabilities.

## GROWING WITH HONG KONG

The EMSTF is privileged in that as long as Hong Kong continues to be a vibrant city, there will always be demand for the kind of services

we provide. Where Hong Kong grows and prospers, we also stand to grow and prosper. Infrastructural developments, new government facilities and new technologies will offer new niches and opportunities for our growth. Our technological capabilities to identify for clients untapped service areas that they were not aware of before – such as indoor air quality and energy management – can also create new service categories to the benefit of customers, the community and the environment. We look forward to playing an important role in Hong Kong's future development in this direction.

## VOTE OF THANKS

On behalf of the Executive Board of the EMSTF, I would like to express our sincere thanks to all our colleagues for their commitment and hard work, and to our customers for their support and patronage. I would also like to specially thank Mr C T Leung, the previous General Manager for the EMSTF. Mr Leung's leadership and dedication was the driving force behind many of our milestone achievements in the past year. Together with all our colleagues, we shall build on the solid foundations established by our predecessors and continue the quest for excellence.



**Roger S.H. Lai**

*General Manager*

*Electrical and Mechanical Services Trading Fund*