

青年工業家獎
Young Industrialist
Awards of Hongkong

傑出工業家獎
Outstanding Industrialist
Awards of the Year



Paving The Way for Green Infrastructure – Glendy Choi 女當家傳承創新 建設環保之路 – 蔡群力

As time progresses, many entrepreneurs have abandoned old ideas and handed over to female second generation to take the helm of family business. An innovative young woman has surpassed her male equivalents and gained a seat at the table in the male dominated construction industry, successfully injecting innovative elements, expanding new business areas and propelling her family business to new heights.

Influenced by her father and company Chairman Choi Hung-nang, D&G Technology Holding Company Limited CEO Glendy Choi has been exposed to family business since childhood and gradually developed an interest in road construction equipment. "The road is an indispensable infrastructure for people in the world. Not only do I hope to contribute to the infrastructure and recycling businesses locally and abroad, but I also hope to extend and pass on the family business that my father has spent half a lifetime to build," says Ms Choi.

Cut Loose from Old Habits and Take on a New Look

After joining D&G, this young lady had to learn everything from scratch. Despite having no solid knowledge in machinery and engineering,

Ms Choi was willing to learn every technology and dive into every operation detail, which enabled her to accumulate lots of management experience and establish her network bit by bit. "I was not used to communicate in a technical way as I never studied engineering, but luckily I picked them up quickly as I received a lot of help from our technical colleagues," she says.

Ms Choi believes that harmonious co-operation and team spirit can be achieved by listening to and communicating with colleagues. "To lay a solid foundation for D&G, it was necessary for my father to be strict in management. After I took over, I have brought with me some Westernised elements such as encouraging more interactions between employees and guiding them through various

隨著時代變遷，不少企業家已摒棄舊有思想，讓第二代女性接手掌舵家業。一名勇於創新的女青年，在男性當道的建造業中表現更勝鬚眉，成功為父輩公司注入創新元素，拓展新業務，帶領家族基建事業邁向另一高峰。

德基科技控股有限公司首席執行官蔡群力在父親兼公司主席蔡鴻能的耳濡目染下，自小已接觸家族路面建設裝備業務，漸漸對此萌生興趣。「道路是世界上不可或缺的基礎設施，沒有人和車不需要道路。我希望為國家和世界的基建及資源循環利用作出貢獻，亦希望能把父親多年來默默耕耘和建立的成果傳承下去。」蔡群力如是說。

一改管理風格 打破隔閡

雖然挾着「太子女」之名進駐公司，但這名年輕女將加入德基後卻選擇凡事從頭學起。縱使沒有紮實的機械及工程知識，但她卻堅持親自了解及學習每項技術及涉足經營的各項細節，踏實地累積管理經驗和建立人際網絡。「由於我不是工科出身，剛剛加入時非常不習慣技術型溝通，幸得技術團隊同事配合，令我很快上手。」她說。

蔡群力相信用心聆聽員工感受，多以不同方式跟他們溝通，雙方才能建立團隊精神及融洽的合作關係。她解釋：「父親在創業階段有必要以威權和約束來管治公司，為公司奠下扎實基礎。我接管後，帶入了比較西化的管理元素，鼓勵同事之間要多向互動、集體討論，授權管理層更多的責任以發揮集體力量。」

與時並進 穩中求變

德基的銷售網絡遍佈逾20個國家，年紀輕輕便要管理如此龐大的業務，蔡群力坦言在過程中遇過不少困難，例如過去兩年海外市場出現市道和經濟蕭條及國內因基建項目資金不到位而導致需求下降等問題要處理；對內則有推動革新、人員新舊替代等事務要兼顧。她舉例說：「公司2015年上市時成本及費用都明顯增加，為減低



D&G's production base in Langfang, Hebei
德基科技位於河北廊坊的生產基地

discussions and brainstorming sessions. I have also authorised the management to take up more responsibilities for making a collective effort," she explains.

Advance with the Times, Change amid Stability

With a sales network spanning across 20 countries and more, Ms Choi admits that she has to overcome a lot of obstacles in managing such a broad business portfolio at a young age, including external factors such as a slump in overseas market over the past two years, decline in demand due to lack of funds for infrastructure projects in the Mainland; as well as internal challenges like innovation and employees replacement. "In order to reduce the impact of cost surge at time of listing in 2015, we have to deploy comprehensive strategies and let investors understand that D&G is not only an infrastructure equipment manufacturer, but also a forerunner in environmentally friendly

equipment, in a bid to establish a clear position to raise investors' confidence in our company," she mentions. As for how to cope with stress brought by these challenges, Ms Choi says with a smile, "Sometimes we work best under pressure, and we should bear in mind that solutions always outnumber problems."

"We started manufacturing our first asphalt mixing plant in China in 2003, yet, since most of the roads were still under construction, the demand for such equipment was not significant," Ms Choi recalls. She reckons that to survive fierce competition not only is it necessary to grasp the market trend earlier than competitors, striking at the right time is just as important. It was her insight that enabled her to make prompt response to market changes, arrange appropriate adjustments to products and technologies, and carry out D&G's business for steady growth in the years to come.

成本上升所帶來的影響，我們除了要開源節流，還要部署全盤計劃及應對策略，讓投資者知道德基不僅是基建設備製造商，更是行業上環保裝備和資源循環利用的先行者，逐步為公司建立明確定位，給予投資者信心。」至於如何面對種種挑戰帶來的壓力，蔡群力笑言：「沒壓力就沒動力，要相信方法總比問題多。」

「我們早在2003年研發了國內第一台瀝青混合料再生攪拌設備，但當時大部分道路仍在興建中，無需大量翻修、改造，因此對舊料再生利用設備的需求並不大。」蔡群力憶述。她認為從事件中學習到在市場上生存，需比對手更早洞悉到市場需求，但也要準確掌握好發展時機。也許就是這種洞察力，使蔡群力能早著先機，迅速因應市場變動而在產品和技術方面作出適當調整，令公司得以穩步向前。

推動環保 開拓綠色商機

近年全球不斷提倡環保及資源循環利用，內地很多大型設備需符合國家的環保指標。對於如何實踐環保，蔡群力有自己的一套想法：「由於建設和維修工程往往會產生大量廢舊瀝青混合料，造成嚴重的環境污染，因此我們研發出具有高環保性能的再生設備，充分利用廢棄的舊物料，以高添加比例把它結合新的原料循環再用，從而減少道路固定建築廢物和促進回收再造。」

蔡群力深信環保是大勢所趨：「道路的壽命往往比它們的設計壽命短，因此維修保養是必然。尤其國內沿海地區發展迅速，使用再生瀝青技術和設備就能有效降低成本，帶來顯著的經濟和環保效益。」亦正是這份對環境的承擔，使德基的環保生產線漸見成效，目前再生環保設備已成為公司超過一半的收入來源。

剛柔並重 拉長補短

建造業總予人粗獷和陽剛的感覺，身為女性，要在這個男性主導的行業中立足，蔡群力卻認為這是女性在領導團隊中突圍而出的原因。她表示：「剛柔並重、溝通技巧靈活及表達能力強是女性的過人之處。相比起男性，女性在溝通上較有親和感、平易近人，無論與男或女同事都能有較深的層次，有利於彼此交流，還可游刃解決和處理人事問題；在工作上，女性普遍考慮較為周詳，決策和判斷能力並不比男性低，充分發揮處於行業上的獨特優勢。」

Promoting Green Production and Excavating Business Opportunities

Under the global trends in environmental protection and resource recycling in recent years, large-scale equipment on the Mainland has to comply with the national environmental standards. Ms Choi expresses her own practices in environmental protection, "As road constructions and maintenance work often yield substantial amount of asphalt waste which may lead to serious pollution problems, we have developed high environmental performance asphalt recycling plants that combine a large proportion of old materials with new raw materials, which effectively reduce solid construction waste and aid further development of asphalt recycling."

Ms Choi strongly believes that environmental protection has now become the general trend. "As the actual lifespan of roads are always shorter than their designed ones, maintenance is therefore inevitable especially in coastal areas that are under rapid development. The use of asphalt recycling technology and equipment thus minimises costs and brings significant economic and environmental benefits," she says. Her commitment to the environment started to yield good results in the company's eco-friendly production lines, evidenced by over half of the company's revenue is now being contributed by renewable environmental protection equipment.

Tenderness within Sturdiness

As one of the very few female entrepreneurs in the construction industry, Ms Choi mentions "Gentleness, smooth communication skills and strong presentation ability are the advantages women have in the business world as well as features that make them stand out from the crowd. In the aspect of communication, women are typically more affectionate and approachable to both male and female colleagues, which is conducive to facilitating mutual exchange and improving employees' relations; while in the aspect of work, as women are generally more mindful and considerate, their decision making skills and judgement calls are no less than their male counterparts, thus contributing to women's unique edge in the industry."

Yet, balancing career and family seems one of the greatest challenges for most



businesswomen. While Ms Choi laments that it is difficult to strike a balance between the two, she tries best to leave her work in the office and spend as much quality time as possible with her daughter and family by taking them hiking or to the movies during weekends.

在工作以外還要兼顧家庭是女性從商的一大挑戰。蔡群力慨嘆工作與家庭不容易取得平衡，只能在平日盡少將工作帶回家，並於周末抽空與女兒及家人共聚天倫樂，如行山、看電影等。

一絲不苟 青出於藍

身為工業界女強人，蔡群力身上卻沒有擺出強硬姿態，表現出的是一份務實及幹練。對於自己的成功之道，她謙稱：「在工作上專業、專注、熱誠，把產品做好，已是成功。」抱著「誠信為首」的核心價值觀和做人原則，蔡群力認為面對客戶、供應商、員工時態度要謙遜，同時要「講得出、做得到」。

作為工業新一代，她寄語年輕人要有「打不死」的精神和堅強的信念，同時目光要遠大，亦要肯承擔。她提到：「從事道路基礎建設行業往往要有偉大的理想和抱負，要明白自己的工作並不只為個人，更為員工、以至整個社會的福祉為依歸。」蔡群力對工業的熱衷和付出，不僅帶領德基創出業務佳績，更讓她找到自己願意去堅守和傳承的事業，寫下個人事業路途上輝煌的一頁。

A Diligent and Meticulous Woman

As a strong female industrialist, Ms Choi does not put up a tough gesture, but rather showing a pragmatic and flexible approach. For her own success, she gives a modest reply, "Being professional, dedicated and passionate about what you do is already a success." With integrity as the core value, Ms Choi reckons that it is crucial to be humble and credible when dealing with customers, suppliers and colleagues.

Being a new generation of industrialist, Ms Choi emphasises that young people have to have strong faith, ambition and responsibility at work. "Engaging in road infrastructure industry requires great aspirations and an understanding that our own work not only benefit us, but also our employees as well as the community as a whole." Ms Choi adds. Her burning passion and effort towards the industry has helped achieving milestones for the company and in turn a glorious career for herself.

