



環球貿易廣場
INTERNATIONAL
COMMERCE CENTRE

Company Background

The International Commerce Centre (ICC) is currently the tallest building in Hong Kong and the sixth tallest in the world. The Board has found that a high quality and reliable system, which is pivotal to sustaining the 24-hour management of this super skyscraper, is in place within Kai Shing-ICC, the management services office of the building.

Leadership

While Kai Shing-ICC references the Vision of the Holding Company, Kai Shing, the company has its own well-defined Mission & Core Value. Regular meetings are attended by the Senior Management to deploy the Vision, Mission and Value (VMV). There are annual Regional Meetings for officers to interface with the Holding Company directly. Regular meetings with tenants, on-site contractors, and partners are conducted for VMV alignment.

To ensure continuous improvement, the Kai Shing-ICC creates a PAC-MEN notion for their colleagues which stand for:

Progress is everybody's business

Attention to details

Check, check and double-check

Management by walking around

Excellence is not an act but a habit

Nothing's too small to make a difference

Quarterly Incentive Scheme for innovation is held which links to the annual Holding Company innovation award. Communication channels established with workforce, in particular using management by walking around to create candid exchange of thoughts.

Different teams of the Kai Shing-ICC review the building operation together on a weekly basis. In addition, there is monthly large scale building inspection and checking to reinforce its PACMEN concept down to details. KPIs are employed to monitor organizational performance.

ICC is one of the lowest energy utilization indexes among the super tall buildings in the world and it received several international accolades for its building performance.

公司背景

環球貿易廣場 (ICC) 目前為香港最高暨全球第六高建築，委員會認為負責管理的啟勝管理服務有限公司 (下稱啟勝-ICC)，具備高品質及可靠的管理系統，以維持摩天大廈 24 小時的運作。

領導才能

啟勝-ICC 除了參考母公司的企業目標外，亦建立其明確的使命與核心價值。高級管理層定期召開會議以擘劃願景、使命和價值 (VMV)，亦有年度區域會議提供機會讓員工可以直接與母公司接觸，租戶、場地承包商和合作夥伴亦會定期召開會議以檢討及調整 VMV。

為求達到精益求精，啟勝 ICC 實行 PAC-MEN 的管理思維，分別代表：

P – 群策群力，創造佳績；

A – 想客所想，觀察入微；

C – 再三求證，追求準繩；

M – 身體力行，走動管理；

E – 不斷求進，習慣卓越；

N – 優質服務，分毫致勝。

啟勝-ICC 每季均舉辦創新獎勵計劃，並與母公司的年度創新獎結合。公司亦著重建立與員工的溝通渠道，採取走動式管理，能夠更自由地交換想法，促進公司發展。

啟勝-ICC 各個部門針對物業營運每週進行共同檢討，每月亦有大型建築檢測，從細微處落實 PACMEN 概念，同時利用關鍵指標以監督表現。

ICC 是全球運用最少能源的摩天大廈之一，表現曾得到數項國際大獎的肯定。



Strategic Planning

To upkeep the service management, there are short-term strategic planning sessions on an annual basis, a 3-year building improvement plan and a longer term 5-year rolling plan for maintenance. Several channels are in place to collect information for setting strategic objectives. There is transparency in the process as the key strategic objectives are shared with the customers.

Dedicated committee conducts weekly reviews on the working progress of repair, facilities maintenance, update of contingency measures and customer feedback. There is a Business Continuity Management Recovery Team to execute action upon incidents, followed by reports and regular meetings to track the progress. A lot of effort is put in business continuity and contingency measures, including drills like mock car crash, fire evacuation.

Kai Shing-ICC well understands its tenants' requirements and has developed respective action plans in critical areas. There are comprehensive workforce plans with training sessions, including Engineer / Property Graduate Trainee Programs.

Customer Focus

Different channels including the Account Managers, "Talk to Us" program, surveys and hotlines are used to collect customer voices. SWOT analyses are conducted by the Best Practice Committee.

Kai Shing-ICC has clear determinants by using top 2 and bottom 2 on its 6-point scale indicating satisfaction and dissatisfaction respectively. The dedicated Best Practice Committee looks into customer feedback and gives rise to new services. Moreover, the Account Managers use various means such as SMS, computer apps, to engage with their customers.

The concierge shows high commitment to increasing value added services. The company attempts to exceed customer expectation by providing ad hoc services like organizing tenants' wellness seminar, assisting minor in-house maintenance and providing event support.

Measurement, Analysis, and Knowledge Management

By measuring the performance level methodically, KPIs are selected with reference to various established ISO systems. Performance targets in water, air, and hygiene are more stringent than statutory

策略性規劃

啟勝-ICC 每年會安排短期策略規劃活動、一份為期三年的建築物改善計劃以及較長的五年滾進式維修計劃，以妥善進行服務管理，同時備有各類管道來蒐集資訊以設定策略目標，過程透明度高，主要目標為向客戶分享相關資訊。

啟勝-ICC 設有專門委員會每周針對維修、設備維護、最新的應變措施與顧客意見，進行作業進度檢討。而營運持續管理方面，則設有應急小組，針對突發事件進行處理、編制報告並定期開會以追蹤事件進度，啟勝 ICC 亦投入大量心力在運作與應變措施測試中，如模擬發生車禍或火災疏散等演練。

啟勝-ICC 明白及了解租戶需求，並已就重大事項擬定相應的行動守則，同時亦為工程／物業管理系畢業生提供培訓及實習計劃。

客戶焦點

啟勝-ICC 透過客戶服務經理、「Talk to Us」服務、各種調查及專線電話等不同渠道來蒐集顧客意見，並由優秀表現委員會 (Best Practice Committee) 進行 SWOT 分析。

啟勝-ICC 利用六分表中分別代表滿意的前兩項以及代表不滿意的最後兩項，作為決策因素，優秀表現委員會則針對顧客意見並推出新服務，客戶服務經理會利用各種方法例如 SMS、電腦應用程式等為客戶提供優質服務。

大廈管理員則盡責以提升增值服務，啟勝-ICC 希望藉由提供貼心服務以超越顧客期待，例如住戶健康講座、協助簡易的維修工作並提供活動支援。

評估、分析和知識管理

啟勝-ICC 利用關鍵指標配合不同的 ISO 系統，以有效評估公司表現。針對水源、空氣與衛生方



requirements to ensure achieving a high-level of estate management service standard. Kai Shing-ICC benchmarks its performance against prestigious tall buildings in the world to support operational and strategic decision making and innovation.

Continuous improvement frameworks like PDCA (Plan-Do-Check-Act) and PEMI (Planning, Execution, Monitoring, Improvement) are deployed. ISO 22301 Societal Security – Business Continuity Management Systems is adopted with contingency procedures and regular drills. Best Practice Committee, which comprises representatives of management services, technician services, and customer services, is established for engaging knowledge transfer and leveraging advanced technology.

For external communication, multi-media interfaces are used to enhance the timeliness and user-friendliness of information. For internal communication, digital devices are used to achieve data accuracy and confidentiality. The company has its own computerized Building Management System to monitor and enhance its facility maintenance capability, whereas the corporate SuperE Management System facilitates the information sharing and alignment.

Workforce Focus

Kai Shing-ICC recruits property and technical officers from universities and specialized training centres. Job rotation and secondment are available for staff to grow and understand their career aspirations.

Certified in-house nurses and Safety Managers are hired to take care of the staff wellness and safety. Stress Management Policy is in place to educate the staff the importance of physical and mental health. The company has obtained Indoor Air Quality Certificate at the Excellent Class granted by the Environmental Protection Department.

Staff focus group collects feedback related to work environment, adequacy of working equipment and tools, work satisfaction and staff benefits. Such feedback will be reviewed by top management. Employee Satisfaction Survey is also conducted to collect staff feedback. Good correlation between productivity and happy workforce is observed.

To encourage open discussion and foster a casual-formal organizational culture, the “walk management” is adopted. Regular training with questionnaire surveys is performed to evaluate the effectiveness of the training materials.

面的要求比法定的標準更為嚴格，以達到高標準的物業管理服務要求。啟勝-ICC把服務標準建立在世界著名摩天大廈之上，以促進營運與策略上的決策和創新。

啟勝-ICC採取PDCA(計劃、執行、檢查、糾正)以及PEMI(策劃、執行、監控、改進)等持續改進框架以改善營運程序，並採用ISO 22301社會安全營運持續管理系統以配合應變程序與定期演習，服務管理、技術服務和顧客服務各方代表所組成的優秀表現委員會則負責知識轉移與運用先進技術作改善服務。

對外溝通則採用複合媒體界面以增加資訊的即時性與便利性，而對內溝通部分則利用數碼裝置以確保資料的準確性與機密性。啟勝-ICC擁有獨立電腦化的建築管理系統，以監控並加強設備維修能力，亦透過SuperE管理系統來確保訊息流通與統一。

工作團隊焦點

啟勝-ICC在各大專院校及特別訓練中心招募物業管理和技術人員，職務輪調與借調制度則讓員工有不同發展和發掘潛能等機會。

啟勝-ICC聘用合格的護理人員與安全主管照顧員工的健康與安全，壓力管理政策則用於教導員工身心健康的重要性，啟勝-ICC並榮獲由環保署所頒發的「優質室內空氣質素檢定證書」。

透過員工小組座談會，蒐集員工對工作環境、設備工具、工作滿意度與員工福利等相關意見後，轉交高級管理層進行檢討。員工滿意度調查能夠提供員工意見，並發現生產力與工作愉快指數呈正直接影響。

為鼓勵自由討論以及輕鬆但嚴肅的企業文化，啟勝-ICC採取「走動式管理」風格，並舉辦定期培訓輔以問卷調查，以便進行有效評估。



Operations Focus

A “Check, Check and Double Check” culture and the “Plan-Do-Check-Act” framework are observed in its work process design.

Business Contingency Management System is deployed. Business Impact Analysis helps identify key work processes and their requirements. Risk Assessment process is utilized to characterize key measures to control and improve its work processes and performance. Regular drills with tenants are employed to improve work processes and reduce variability. Safety and Emergency Preparedness are highly regarded with extensive programmes, procedures, drills, and training programmes.

Cost control process is tightly managed with a 3-year plan for enhancement work and a 5-year plan for major replacement/maintenance work. A comprehensive supply chain management is deployed with clear document management and systematic scoring systems.

Results

The design of the emergency preparedness program is impressive with extensive number of drills conducted. Between 2011 and 2014, the annual tenant survey showed that customer satisfaction has been maintained at a high level, and the numbers of commendations from tenants have been increasing.

Good employee satisfaction survey results and retention rate are observed. Around 50% of the workforce has been working in the company for at least 2 years and 32% of it has joined over 4 years.

Several internal assessment frequencies of Kai Shing-ICC have surpassed the current regulatory and legal requirements. Various green initiatives are employed with fruitful outcome. ISO22301: 2012 Societal Security – Business Continuity Management Systems was obtained in 2013.

Excellent energy management is demonstrated with energy efficient features in both hardware and software. Kai Shing-ICC has implemented over 70 energy saving measures since opening in 2012 which have saved over HK\$ 8 million.

營運焦點

啟勝-ICC 融合著重「再三求證，追求準繩」的文化與「計劃、執行、檢查、糾正」架構到營運程序設計中。

啟勝-ICC 實施營運持續管理系統，而營運影響分析則有助判斷流程及需求，風險評估程序則用作規劃主要措施，以控制和改善流程和表現，舉辦定期演習以作出改進並減少變數，安全與應急標準則與各計劃、程序、演習和培訓課程等息息相關。

以三年期的強化工作計劃以及五年期的重大更新／維修工作計劃來嚴密控制成本，啟勝-ICC 同時落實在供應鏈管理中的文件管理和評分系統。

業績

應急準備方案的設計與大量的演習令人印象深刻。在 2011 年到 2014 年間，一份年度住戶調查顯示相當高的顧客滿意度，亦有不斷增加的住戶表揚。

資料亦顯示啟勝擁有良好的員工滿意度和低流動率，約 50% 的員工已於該公司服務至少兩年，更有 32% 的員工已加入公司超過四年。

啟勝-ICC 數項內部評估的次數已超越法例標準，各類環保措施亦得到豐碩的成果，並於 2013 年榮獲 ISO 22301: 2012 社會安全營運持續管理系統認證。

在軟硬件方面，啟勝-ICC 亦有優異的能源管理與節能表現，自 2012 年開始營運以來，已實施 70 多項節能措施，並因而省下超過港幣 800 萬的支出。