



Hsin Chong Real Estate Management Ltd

新昌地產管理有限公司

During a period of rapid growth in business Hsin Chong Real Estate Management Ltd (HCREM) has demonstrated improved performance results by application of an effective and well established Total Quality Management system. Some of the particular strengths of this system as identified by the Board of Examiners are summarized below.

1. Leadership

The management's vision, mission and core values are customer and quality focused. Professionalism, good work ethics and high service standards have been demonstrated when attempting to meet the company's goals; an example of which is the innovative introduction of the fee rebate scheme. The management also upholds social responsibility by supporting charities, community functions, education and environmental initiatives.

2. Strategic Planning

All managers participate in strategic planning when establishing the company's direction and when determining its five-year goals, yearly objectives and task owners. A total of seven committees work to ensure the accomplishment of the company's objectives. A balance scorecard approach identifies Key Performance Indicators (KPIs) that are well defined and that are regularly tracked and reviewed to gauge organizational and market performance.

3. Customer and Market Focus

Clear market and customer segmentation helps HCREM to meet agreed service standards. A multitude of methods are used to collect market intelligence and to communicate with customers in measuring their satisfaction levels in a variety of different ways. Performance pledges, specialized customer services and surveys initiated by the management are various means used to help build customer relationships.

4. Information and Analysis

Information and data are measured on a wide spectrum, covering finance, and customer and staff satisfaction. This information and data is gathered and analyzed to review and track the overall organizational performance against set goals. Data is centrally processed and the results are made available using various channels including an intranet.

5. Human Resource Focus

The company emphasizes team work which allows for a higher level of flexibility and which encourages staff to take initiative and to be innovative. Workplace improvements are driven by 5-S practices. The theme "Every Line Manager an HR Manager" is deployed to help give focus to the importance placed on human resources. Performance plans, using KPIs, are incorporated into the HR system and various reward and recognition methods motivate teams and individuals. Proactive staff education, training programmes and development schemes cultivate a supportive work climate whilst surveys undertaken measure staff satisfaction.

6. Process Management

Quality Circles, ISO 9002, ISO 14001, 5-S and Business Process Reengineering have been adopted to help organize and manage front line and support services, design and delivery processes and to help encourage improvement. Specified data and information is collected and used to refine and improve support processes. The feedback systems used facilitate rapid response to changing demands.

7. Business Results

Customer satisfaction ratings are rising across all segments. The growth in units under management since 1997 has been substantial. Both returns and market share position have improved during the same period. HCREM has significantly increased investment in training and developed new services to enhance competitiveness. Various awards received demonstrate the impetus and success of HCREM's commitment to TQM.