



仲量聯行

Jones Lang LaSalle Ltd - Property Management Division

仲量聯行-物業管理部

Since the merger of Jones Lang Wootton and LaSalle Partners in March 1999, the property management arm in Hong Kong, Jones Lang LaSalle - Property Management Division (JLL-PM) has aligned its corporate direction with the group's vision of becoming the real estate firm of the future, and also the mission to provide truly integrated, high value-added services for real estate investors, owners and users worldwide. The Board of Examiners highlighted some of the company's particular strengths in various categories as follows:

Leadership

To attain its corporate objectives, JLL-PM organizes itself around three core values namely "Support Our People", "Serve Our Client" and "Aspire to Leadership". In doing so, clear target market segments have been defined, appropriate corporate structure and internal communication channels have been set up, and information technology such as the e-Tendering System is used. The company also encourages a green culture and supports the community through participating in environmental protection campaigns, assisting the properties under its management to apply for the government's Energy Efficiency Certificates, and hiring disabled persons and re-trainees as part of its workforce.

Strategic Planning

JLL-PM adopts a systematic strategy development model in its planning process, using market and

customer information collected through a comprehensive list of channels. The company also has a well-structured framework in deploying, reviewing, evaluating and adjusting its strategies with quantifiable targets in key areas.

Customer and Market Focus

JLL-PM targets the high-end market segment and the facilities management business. It endeavours to understand customer needs and expectations, and builds and maintains customer relationships by continuously communicating with them through multiple channels. There is a 24-hour Customer Service Centre and a prescribed complaint handling procedure, providing immediate attention to customers.

Information and Analysis

JLL-PM has defined its performance measures and identified sources of information to address its different business areas. Through analyzing the company's internal benchmarking data, it creates the fee-earning "Cost Audit Services" that provide information on building management fees of developer companies. Its web-based Building Portal facilitates information flow between itself and building owners and occupants. All staff can access the company's electronic library through their desktop computers for

operations guidelines, best practices and procedures. The group's global "Delphi" intranet system enables all Jones Lang LaSalle offices around the world to share their best practices and ideas.

Human Resource Focus

JLL-PM advocates the philosophy that every staff is the leader of his/her subordinates and adopts a Leadership Engine Programme to develop the leadership skills of staff at all levels. Employee compensation and recognition are performance-based. Various in-house awards are introduced to motivate and recognize staff members' contribution to the company. The company has established different training committees to oversee the continuous education and training of employees, and another to ensure a healthy and safe working environment.

Process Management

Being the first property management company certified with the ISO 9002 quality system for its entire portfolio in Hong Kong, JLL-PM widely applies technology in its communications with customers and staff, such as the Building Portal, the 24-hour Customer Service Centre, the Personal Digital Assistant to be used by building staff, and tailor-made software systems for major support functions. The company also puts high priority on supplier and partner quality and a management system is in place for pre-qualification, selection, tendering





and performance monitoring purposes.

Business Results

Over the past three years, JLL-PM's customer satisfaction rating has improved gradually. The lower staff turnover rate coupled with higher employee satisfaction has helped to

自仲量行及LaSalle Partners於一九九九年三月合併以來，其香港物業管理公司仲量聯行－物業管理部，一直秉持集團欲發展成為未來的地產公司的方針，致力履行集團的使命，為全球地產投資者、業主和住客提供真正的高增值綜合服務。評審委員會認為公司的優勝之處扼述如下：

領導才能

為達致公司的目標，仲量聯行－物業管理部圍繞三個核心理念經營：「支持員工」、「服務客戶」及「發揮領導才能」。為達致這些目標，公司明確地鎖定了目標市場、建立合適的公司架構及內部溝通渠道，及採用如電子投標系統的先進資訊科技。此外，公司更鼓吹綠色文化，透過參與環保活動支持社會，並協助旗下管理的物業申請政府的節省能源證書，和聘用殘疾人士及再培訓學員為僱員。

策略性計劃

仲量聯行－物業管理部在制訂業務計劃時會運用系統性策略發展模型，並善用從不同渠道搜集的市場和顧客資料。公司已有一套完善的機制部署、檢討、評估和修訂策略，於主要業務方面均訂下可測量的目標。

raise productivity. This has contributed to the company's steady growth in gross income, portfolio size and portfolio number under management. The industry accident rate of building staff has also fallen in recent years. In addition to the aforementioned results, a strong commitment to environmental

客戶及市場焦點

仲量聯行－物業管理部主攻高檔市場及設施管理業務，竭力了解顧客的需要和期望，透過多個不同渠道不斷和顧客溝通，從而建立和維持客戶關係。公司設有二十四小時客戶服務中心及既定的投訴處理程序，以即時回應客戶的需求。

資訊及分析

仲量聯行－物業管理部訂下一套表現量度機制，並為不同的業務範圍搜尋資訊來源。公司透過分析內部的基準數據，創辦了收費的「管理費審查服務」(Cost Audit Services)，提供各發展商的大廈管理費資料。其網上的Building Portal促進了公司與大廈業主及住客之間的資訊交流。此外，所有員工均可透過桌面電腦進入公司的電子圖書館，查閱各項經營指引、最佳從業標準和程序。集團全球性的「Delphi」內聯網讓世界各地的仲量聯行辦事處分享他們的最佳從業標準和意見。

人力資源焦點

仲量聯行－物業管理部提倡的哲學，是每位員工均是其下屬的領袖，並推行

protection, a marked reduction in supplier management costs, together with receiving various external awards and certificates depict JLL-PM's continuing quest for quality.

「領袖培訓計劃」培育所有階層員工的領導才能。公司按照員工表現釐定薪酬，並作出表揚，亦設立了若干內部獎項推動員工和表揚員工對公司的貢獻。此外，公司成立了不同的培訓委員會監察員工持續學習和培訓事宜；另設有一個專責委員會確保職工健康和安。

流程管理

作為全港第一家獲發ISO9002優質證書的物業管理公司，仲量聯行－物業管理部在與顧客和員工溝通方面廣泛採用先進科技，如Building Portal、二十四小時客戶服務中心、樓宇職員隨身攜帶個人電子手帳、為主要支援功能度身設計軟件系統等。公司對供應商及合作夥伴的質素極為重視，因而設立了一個管理系統作預先審核資格、挑選、投標及表現監管用途。

業務成績

仲量聯行－物業管理部過去三年來的顧客滿意比率不斷上升。僱員流失率低，滿意程度提高，有助公司的生產力提升，使公司的總收入、業務規模和管理的物業數目穩步增長。此外，樓宇員工的工業意外比率近年來亦不斷下跌。除了上述的業績外，公司亦致力環保；再加上供應商管理費用大幅下降，及屢獲由外界頒發的獎項及證書，足證仲量聯行－物業管理部對質素的長遠承諾。