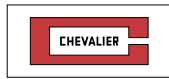


# Report from The Board of Examiners (Bronze Award) 評審委員會報告 (銅獎)



其士集團  
CHEVALIER GROUP

Chevalier Property Management Limited  
其士富居物業管理有限公司

Chevalier Property Management Limited (CPML) is the property management arm of Chevalier's Group. Since the company's establishment in 1988, CPML has been providing customers property management services in residential, commercial, and industrial buildings.

## Leadership

Envisioned to provide better and safer living environments, CPML seeks to improve its quality of service through the adoption of Total Quality Management principles and practices.

In quest of providing the best services, CPML has based its operations and practices upon a customer-oriented vision which the company has systematically communicated to its staff. Furthermore, to maintain sustainable growth, senior leaders pay close attention to network building, continuous improvement, integrity as well as strict adherence to regulations. To protect customers' and stakeholders' interests, efforts are made to establish procedures and guidelines for purchasing and contract-out works. To position itself as a good corporate citizen, CPML regularly participates in community services and provides special care to its estates through its corporate "Caring Team".

## Strategic Planning

With thorough analyses and understanding of its own strengths, weaknesses, opportunities and threats as well as systematic strategy development procedures, CPML has been able to develop suitable strategies to diversify and globalize its operations for a niche market specifically identified for property management. As a result of these efforts, CPML has been able to develop a three-year

其士富居物業管理有限公司（其士富居）為其士集團轄下物業管理公司，自一九八八年成立以來，一直為住宅、商業和工業大廈的住客提供管理服務。

## 領導才能

其士富居以提供更優質安全的生活環境為己任，致力採納全面優質管理的原則和模式，務求改善服務質素。

為提供最佳服務，其士富居的業務運作和制度均按照「以客為本」的信念制訂，而此信念亦已有系統地傳達予各級員工。此外，為保持業務可持續增長，公司的高層非常注重建立網絡、持續改進、恪守誠信，以及緊守規章。為保障客戶和股東的利益，其士富居致力制訂採購和外判的程序和守則。其士富居更定期參與社區服務，並透過公司的「關懷小組」，為旗下管理的屋苑提供特別關懷服務，以建立良好企業公民的形象。

## 策略性規劃

其士富居仔細分析和了解本身的優點和缺點，以及市場上的機會和威脅，並設立了系統化的策略制訂程序，因此能夠針對特定的物業管理市場，制訂合適的策略，將旗下業務分散，同時邁向全球化。全憑這方面的努力，其士富居得以制訂為期三年的業務計劃，當中納入了業務評估的量度基準和人力資源計劃。其士富居更會定期按照不同層面檢討行動計劃，以確保策略目標能夠實現。

business plan by incorporating key performance measures and human resources plans. The company also reviews its action plans at various levels regularly to ensure that strategic objectives are met.

### Customer and Market Focus

CPML has developed a number of channels to gather customers' feedback to continuously improve its quality of service. Customer retention is strengthened by well-defined strategies, such as close relations with Incorporated Owners and Estate Owners' Committee and the offering of value-added services. Learning from past experiences is something CPML strongly encourages, and reasons behind lost tenders are promptly investigated and analyzed for future actions. Grievance-addressing procedures and workflow are also thoroughly communicated to all estate staff and complaint analysis reports are submitted regularly to the senior management as a source of input for policy review.

### Measurement, Analysis, and Knowledge Management

CPML often takes reference of outstanding management practices from competitors by encouraging staff to collect property management information in the competitors' residences. The company has also developed various channels for employees to share information and experience with each other. To maintain service commitment and performance standards, CPML puts in place site service pledges and conducts performance reviews at site, head office, and corporate levels.

### Human Resource Focus

Job relocations and re-designations are means that CPML

### 顧客及市場焦點

其士富居設有不同渠道收集客戶意見，務求不斷改善服務質素。同時制訂明確的策略加強保留現有的客戶，例如與業主立案法團和業主委員會保持緊密關係，以及提供增值服務。其士富居非常鼓勵員工汲取過往經驗，並會迅速研究和分析投標失敗的原因，以供未來參考。此外，其士富居已向屋苑管理人員詳細傳達處理投訴的程序和工作流程，而有關投訴的分析報告，亦會定期向高級管理層報，作為檢討公司未來政策之用。

### 評估、分析和知識管理

其士富居經常鼓勵員工前往競爭對手所管理的屋苑，索取物業管理資訊，以借鑑競爭對手的優秀管理模式。其士富居亦設有不同渠道，讓員工分享資訊和經驗。為貫徹服務承諾和維持服務標準，其士富居設有屋苑服務保證，並會就屋苑、總部和公司整體的層面進行表現評估。

### 人力資源焦點

其士富居重視和鼓勵員工的終身學習和持續專業培訓，因此以工作調配和職位調派方式，為有潛質的員工提供發展機會。員工還可透過公司的教育計劃修讀專業物業管理課程。其士富居採納了全面的培訓方針，培訓內容包括基本認知、服務質素、安全和技術等範疇。此外，其士富居訂立了緊急應變計劃，確保公司能於緊急情況下繼續運作。特別設立的康樂中心可讓員工於工餘和工作之間取得身心平衡。

maintains to provide career-development prospects for promising staff, since lifelong learning and continuing professional training are valued and encouraged by the company. An education programme is provided to sponsor property management professional courses for staff. With a thorough training approach, the in-house staff training covers Basic, Quality, Safety and Technical Modules. Furthermore, an Emergency Plan is devised to ensure business continuity in times of emergency situations. CPML also maintains a recreation center to provide staff with the essential balance between work and life.

### Process Management

To CPML, it is an important task to clearly define its value creation processes – namely, the establishment of a well-recognized brand, enhanced communication and responsiveness, a harmonious living environment, and a financial improvement for the estate. In placing an emphasis on brand building, CPML has been able to establish close communications with customers, and consequently improving reserve of the estates. Frequent unannounced site visits and inspections are also conducted to ensure improvement in process quality.

### Business Results

Over the past few years, CPML has given itself a competitive edge by focusing on improvement in its client estates' financial status. The company's success can indeed be seen in the rise of contract retention ratio and in the number of new contracts awarded in the small-size residential segment. CPML has also succeeded in increasing profits and returns on equity in the past

### 程序管理

其士富居認為清楚釐定創造價值的程序是重要的，即建立具知名度的品牌、強化公司傳訊和回應能力、提供和諧的生活環境，以及改善屋苑的財政狀況。為鞏固品牌地位，其士富居與客戶緊密溝通，改善屋苑儲備，更會經常突擊到訪和巡查所管理的屋苑，確保管理質素持續改善。

### 業績

過去數年，其士富居專注改善客戶屋苑的財務狀況，藉此建立了競爭優勢。從客戶續約的比例上升，以及小型住宅範疇的新合約數目增加，可見公司的經營成績優秀。其士富居亦於過去三年，成功提升盈利和股權回報，同時將工傷數目和員工流失率保持於低水平。其士富居甚為值得肯定之處，是能於獲得佳績的同時無任何違規紀錄，顯示公司緊守監管和法律上的規定。事實上，精益求精的態度已協助公司獲取不少獎項和讚揚，包括於二零零四年度「最佳物業管理公司」獎項中獲得優異獎；於二零零四年度「良好人事管理獎」中獲得表揚獎狀，以及獲批准於二零零五至二零零六年度使用「商界展關懷」標誌。

three years, while maintaining low work injury and staff turnover rates. Most significantly, CPML's zero conviction record demonstrates that the company is able to succeed while complying with regulatory and legal requirements. In fact, the company's consistent drive towards excellence is rewarded with many awards and commendations, including the prestigious Merit Award in Best Property Management Companies Competition 2004, the Certification of Commendation in the Good People Management Award 2004, and the privilege to use the "Caring Company" logo from 2005 to 2006.