



# Report from The Board of Examiners 評審委員會報告



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## Jones Lang LaSalle Ltd - Property Management Division

### 仲量聯行 — 物業管理部

***Jones Lang LaSalle Ltd-Property Management Division has successfully blended cultures after merging in 1999. The company has fostered an environment to provide fully integrated services and solutions for real estate owners, occupiers and investors worldwide. The Board of Examiners highlight some of the company's particular strengths in various categories, including:***

#### ***Leadership***

In order to set a clear direction for the company, the vision, missions and core values were revised in 2002. The core values clearly spell out the three key elements, namely Clients, People and Shareholders. Individual directors have their own action plan to ensure company objectives are achieved and performance indicators are adopted for review and measurement. Senior management involvement and commitment are reflected through the

setting up of functional committees for improvement work.

#### ***Strategic Planning***

A very comprehensive mechanism for Strategy Development and Deployment has been established. Executive and senior staff formulate long-term and short-term strategic plans in annual Business Plan Meetings. SWOT analysis is adopted in the formulation-process and progress reviews are conducted regularly. Target bonuses are part of the incentives scheme to motivate senior staff to achieve pre-set targets.

#### ***Customer and Market Focus***

Market segments are clearly defined and occupants' needs are identified for quality service delivery through various types of surveys. Value for money services such as the introduction of Electronic Patrol System, Office Technical Support Service and Laundry Service have been created to meet customer's needs. A Client Communication System is established to maintain efficient and effective two-way client communications, which include Informal Gathering and daily contact, by frontline staff.

#### ***Information and Analysis***

Key information is categorized and performance indicators are set for measurement. Relevant and useful information are collected through internal and external benchmarking to assist daily work. Open communication and active co-operation are advocated. Various channels are established to allow corporate and division information to cascade down to various levels of employees. Case Study Sharing, Discussion Forums and the Delphi System have been adopted to ensure effective communication and knowledge sharing.

#### ***Human Resource Focus***

Employees are treated as valuable human assets and one of the company's core values is 'People'. It is the company's objective to attract, develop and retain the best people. A learning culture is fostered to encourage staff to take up job initiatives in job management and improvement. An 'Individual Performance Monitoring Plan (IPMP)' is devised for staff and line managers jointly to set performance objectives.



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## **Process Management**

Performance targets and process specifications are set on the basis of customer needs and corporate strategies. Measurable objectives for each key processes are identified to ensure effective operations. Tailor made emergency support services and customer services such as the 24-hour Central Customer Services

Centre are designed and delivered to clients. Well-established supplier and partnering processes have been put in place to ensure supplier performance.

## **Business Results**

The company has put great effort into making improvements in various categories and the results are

encouraging. The satisfaction levels of both clients and occupants have shown significant improvement. Customer complaint rate, retention rate and customer referral show an improvement trend. Both revenue and profit margin are improved as well. All these reflect the continuous efforts in striving for continuous improvement.

**仲量聯行－物業管理部於一九九九  
年合併後，成功將不同文化共治  
一爐，建立優秀的企業環境和文化，為世界各地的地產業主、住  
客和投資者提供全面綜合的服務  
和方案。該公司在不同範疇均表  
現出眾，評審委員會現將其優勢  
總結如下：**

### **領導才能**

為制訂更清晰的發展路向，仲量聯行－物業管理部於二零零二年修訂了公司的遠景、宗旨和核心價值。全新的核心價值清楚列出三項主要元素－客戶、員工、股東。公司主管會各自採

取不同計劃，確保達到公司目標，並且採納一系列表現指標，以檢討和評估業務表現。公司高級管理層亦積極參與，成立了多個功能小組，務求改善工作表現。

### **策略性規劃**

仲量聯行－物業管理部設有非常全面的機制，以制訂和部署合適的策略。行政人員和高級員工會於業務規劃會議(Business Plan Meetings)上，制訂長期和短期的戰略計劃，並且於制訂過程中採用了SWOT分析法，而計劃的進度亦會定期檢討。公司並設有多項措施，鼓勵高級員工達成目標，當中包括發放目標花紅。

### **顧客及市場焦點**

仲量聯行－物業管理部透過不同類別

的調查，清楚界定了不同的市場領域，並且確定了住客所需的優質服務。公司繼而推出一系列物超所值的服務，例如電子巡查系統(Electronic Patrol System)、辦公室技術支援服務(Office Technical Support Service)，以及洗衣服務(Laundry Service)等等，以滿足客戶的需要。公司並建立了一套客戶傳訊制度，與客戶保持有效率的雙向溝通，包括安排前線員工與客戶聚會，以及每日與客戶保持聯絡。

### **資訊及分析**

仲量聯行－物業管理部妥善地將主要資訊分類，並且制訂了表現指標，評估公司的業務表現。一切有用的資料會經由內部和外部程序收集，協助員



工處理日常工作。公司亦提倡開放溝通、積極合作的概念，並且設有不同渠道，讓公司和部門資訊能傳達至各級員工。公司並採納了個案研究分享 (Case Study Sharing)、研討論壇 (Discussion Forums)，以及特爾斐 (Delphi) 制度，確保能提升員工溝通和分享知識的效率。

### 人力資源焦點

仲量聯行－物業管理部以「員工」為核心價值之一，所有僱員均被視為重要的人力資產。公司以吸納、培育和挽留優秀

員工為目標，並且營造了良好的學習環境，鼓勵員工主動參與工作管理和改善計劃。公司並制訂了「工作表現管理制度 (IPMP)」，讓員工與主管攜手設定表現目標。

### 程序管理

仲量聯行－物業管理部根據客戶需要和公司策略，制訂了各項表現目標和業務程序要求。每項主要程序均設有可計算的目標，以確保營運效率。公司並按照客戶的需要，度身訂造了不同的緊急支援服務和客戶服務，二十四小時中央

客戶服務中心正是一例。而完善的供應商和合作程序，則可確保供應商的表現令人滿意。

### 業績

仲量聯行－物業管理部致力改善多個範疇的表現，成績令人鼓舞，無論客戶或住客的滿意程度均顯著提高，加上客戶的投訴率、流失率和推薦率亦持續改善，令公司的收入和盈利率均有所提升。仲量聯行－物業管理部能取得如此優秀的成果，全憑其努力不懈、精益求精的精神。