



# Report Summary 報告摘要

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Jones Lang LaSalle Ltd - Property Management Division  
此報告摘要由仲量聯行 - 物業管理部提供



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## Jones Lang LaSalle Ltd - Property Management Division

### 仲量聯行 - 物業管理部

***Jones Lang LaSalle is the world's leading real estate services and investment management firm, operating across more than 100 markets on five continents. With approximately 7,200 employees, the firm provides comprehensive integrated expertise, including management services, implementation services and investment management services on a local, regional and global level to owners, occupiers and investors.***

The Property Management Division of Jones Lang LaSalle provides comprehensive property management services including building management, building maintenance, estate management, asset management, facilities management, financial management and management consultancy services for all types of properties.

In Hong Kong, we employ more than 3,000 staff and provide professional property management services for over 270

premises encompassing commercial buildings, residential buildings, industrial buildings, facilities management appointments and investment portfolios. Our management portfolio stretches more than 45 million sq.ft., covering every corner of the city.

#### **Leadership**

The company's vision is **"To be the chosen real estate expert and strategic advisor to the leading owners, occupiers and investors around the world"** and the company's mission is **"To deliver exceptional strategic, fully integrated services and solutions for real estate owners, occupiers and investors worldwide"**.

Our Core Values are :

- \* **Clients** - To be our client's trusted adviser and preferred business partner.
- \* **People** - To attract, develop and retain the best people.
- \* **Shareholders** - To deliver consistently successful financial performance.

To ensure that the entire division aligns with management directions, we have formed an Executive Committee, which is headed by the Division Head and Directors who are responsible for the overall strategic direction and management of the Division.

Under the Executive Committee, nine functional sub-committees are formed to facilitate communications, encourage staff

participation and solicit new ideas. Each functional committee is led by a senior management professional and supported by staff from all levels.

#### **A Good Corporate Citizen**

In addition to complying with all regulatory requirements of the HKSAR, the firm spearheads initiatives to promote safety, environmental protection and ethics. Jones Lang LaSalle has implemented ISO 14000 Environmental Management System and Safety Management System. Additionally, the firm has clearly defined and communicated the code of practice for staff ethics. We also encourage staff to participate in charity activities. A Volunteer Appreciation Team has been formed to enlist staff support to carry out social services.

Jones Lang LaSalle appreciates the current tough trading environment, we will support the vulnerable group in every way we can. It is our priority to employ students from the Retraining Scheme.

#### **Strategic Planning**

We formulate and update the company's direction, core values, client needs, company policies, long-term and short-term strategies and Key Performance Indicators regularly. To promote the concept of "Total Leadership", line managers are also invited to participate in strategic development to assist the



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formulation of the business plan.

Once the strategic directions and priorities are identified, they are cascaded to staff at every level. Individual action plans will then be developed and implemented. Regular reviews are conducted to align with the changes in internal and external factors.

### **Customer and Market Focus**

While our competitors still use low-price strategy to bid new appointments, we have differentiated our services and focus on delivering quality and value.

In the current sluggish economy, we fully appreciate the need to align our cost positioning with our clients' interests. We strive to reduce the management costs while maintaining the high service level through bulk purchase and energy consumption savings.

As our clients' management services needs grow, so do our services. We have gone beyond traditional property management services, we offer new services such as facilities management, management consultancy services, assets management services and cost audit services as well as one shop-stop services such as valuation, leasing, building consultancy, project management and sales and marketing services that cater to our clients' ever-increasing expectations.

To better understand our clients' needs, regular client and occupant surveys are conducted to gauge client and occupant satisfaction level and to look for ways to improve our services.

### **Information and Analysis**

We have tailor made our information system to provide timely business, financial, customer, market and operational data to help our clients make well-informed decisions.

The business data are further analysed and benchmarked with market trends.

We whole-heartedly support retaining and sharing best practices, knowledge and valuable experience within the company. We have therefore developed a local electronic library and a global intranet system called "Delphi" for sharing best practices around the world.

### **Human Resource Focus**

We appreciate that human resources are the most crucial assets on which the success of the company can bank. To align with the company's core value to attract, develop and retain people of the highest caliber, we tailor made our HR system to cover work design, compensation and recognition, training and development.

To ensure that our staff are appropriately supported, rewarded and motivated, an annual employee satisfaction survey and benchmark study of fringe benefits of other companies are conducted.

The Individual Performance Monitoring Plan (IPMP) is an important tool to ensure that individual objectives align with the firm's vision and mission. Every staff member develops objectives which will be reviewed regularly throughout the year.

### **Process Management**

Jones Lang LaSalle is an international real estate firm. We combine the best international practices with local expertise to develop tailored-made process to provide distinctive services for clients.

We spearheaded technology to enhance communications with clients. We have set up a 24-hour central customer services centre and have developed 'Mysmartmanager.com', a web-based communication platform, to enhance interaction with clients and tenants. The implementation of the E-tendering system and use of the PDA system in building operations further increase our productivity and speed up process time.

Our daily operations are carried out in accordance with the criteria set forth in



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the ISO 9000 quality management system. Jones Lang LaSalle is the first property management company in Hong Kong accredited with ISO 9000 Quality system for its entire portfolio.

## Business Results

Thanks to the dedication of our staff, the property management division has achieved remarkable results in both financial and non-financial areas over

the past few years.

Customer Satisfaction level has been rising since 1999. Our management portfolio has grown over the past three years. We managed to improve profit despite the general downturn of the Hong Kong economy.

Last but not least, we were awarded Winner of HKPC Productivity Award for

Services and Certificate of Merit of HKMA Quality Award in 2002.

## Conclusion

Jones Lang LaSalle is committed to providing excellent value for money for our clients, good return for our shareholders and great career development for our people. We will continue to monitor, review and improve our management framework to better serve our clients.

**仲量聯行為國際知名的房地產服務及投資管理公司，業務遍及五大洲逾一百個市場，僱用約7,200名員工，從本地、區域以至全球的層面，為業主、租戶及投資者提供廣泛完善的綜合服務，包括管理服務、代理服務及投資管理服務。**

仲量聯行 - 物業管理部提供全面的物業管理服務，包括大廈管理、大廈維修、屋苑管理、資產管理、設施管理、財務管理及管理顧問服務。

香港物業管理部僱用逾三千名員工，管理超過二百七十項物業，包括商業大廈、住宅大廈、工業大廈、設施管理項目及投資物業組合，涉及樓面面積超過四千五百萬

平方呎，遍佈港九及新界各地。

## 領導才能

仲量聯行致力“成為全球各主要業主、租戶及投資者首選的房地產服務供應商及策略顧問”，肩負使命“為世界各地的房地產業主、租戶及投資者，提供卓越獨到的策略性綜合服務及解決方案”。

公司的三大目標：

客戶 - 成為客戶信賴及首選的業務夥伴。

員工 - 吸引、培訓及留住優秀的員工。

股東 - 持續取得成功的財務表現。

為確保物業管理部整體運作與管理方針一致，公司特別成立「行政委員會」，由部門主管及董事組成，專責處理部門的整體策略方針及管理事務。

「行政委員會」轄下特設九個功能組別，目的在於增進員工溝通、鼓勵員工參與及蒐集創新意念。各功能組別由一位高級管理人員領導及不同階層的人員輔助執行相關事務。

## 履行企業公民責任

在履行企業責任及公民義務上，公司不僅嚴格遵守香港特別行政區的所有法例，同時，亦注重工業安全，環境保護及道德操守。就此，公司已採用國際環境管理系統 ISO14000 及安全系統、制定員工道德守則、鼓勵員工參與公益活動及成立志願工作隊，為社會出一分力。

仲量聯行深明香港經濟正處於逆境，定將竭力幫助弱勢社群，優先錄用再培訓局的學員。



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## 策略性規劃

我們會定期制定及更新公司作業方針、業務目標、客戶需要、長遠及短期策略以及主要表現指標。為實踐「集體領導」精神，所有經理級人員均會被邀請參與策略制訂工作，協助制訂業務計劃。

策略方針及重點項目一經確定，即會傳達至各層員工，隨後再因應需要制訂及推行個別的工作方案，定期作出檢討，配合外部及內部的變化。

## 顧客及市場焦點

正當其他競爭對手仍以低價策略爭取客戶時，我們已率先推出創新的服務，精益求精，以質取勝。

在經濟不景的情況下，我們會加倍注重成本控制，以客戶的利益為依歸，透過集體採購及節約能源，盡量減低客戶的管理支出及維持高度的服務質素。

客戶對管理服務的要求不斷提升，為滿足客戶需要，我們將管理服務範圍由傳統的物業管理服務，擴闊至設施管理、管理顧問、資產管理、成本審核服務及一站式的房地產服務，如物業估價、租務代理、建築顧問、項目管理、銷售代理及市務推廣等。

為深入了解客戶需要，我們會定期進行客戶及租戶意見調查，從而確認有待改善之處及提升服務質素。

## 資訊及分析

仲量聯行物業管理部制訂切合需要的

資料系統，提供最新的財務、客戶、市場及營運資料，助客戶作出明智的決定。

有關資料數據將會作進一步分析及因應市場趨勢作出調整。

我們致力保持及分享最佳作業方式、知識及寶貴經驗。因此，我們設立電子圖書館及全球性的內聯網系統“Delphi”，讓各地員工互相分享及交流最優秀的作業方式。

## 人力資源焦點

人力資源是公司的最重要資產，對公司的成功起著關鍵作用。為實踐公司吸引、培訓及留住優秀員工的目標，我們就工作設計、員工薪酬及培訓，制訂切合需要的人力資源系統。

公司每年均會進行員工問卷調查，並就員工福利與其他公司作出比較分析，確保員工得到適當的回報及鼓勵。

為確保員工的個人目標與公司對使命及抱負的期望一致，仲量聯行特別成立「工作表現管理制度」(IPMP)，每年定期檢討員工的工作表現。

## 程序管理

仲量聯行為國際性的物業服務公司，融匯國際間以至各地獨有的最佳作業方式，按市場需要制訂最合適的作業流程，為客戶提供卓越周全的房地產服務。

仲量聯行率先引入先進科技，成立二十四小時中央客戶服務中心及物業管理網站“Mysmartmanager.com”增進與客戶及租戶之間的溝通及交流。在大廈管理工作方面，我們採用電子目標系統及掌上電腦，提升生產力及簡化運作程序。

透過ISO 9000品質管理系統，我們可依循具體的特定準則，建立統一的工作程序。仲量聯行為全港首家物業管理公司就轄下所有管理物業取得ISO 9000品質認證。

## 業績

憑著員工對服務的熱誠態度，過去數年物業管理部在財政及其他方面，均取得傑出成就。

自1999年起客戶對我們的表現評分不斷提升，而本行轄下管理物業數目在過去三年每年不斷增長。儘管香港整體經濟衰退，憑著努力我們仍可改善利潤。

物業管理部於2002年榮獲香港生產力促進局服務業生產力獎及香港管理業協會頒發優質管理優異獎。

## 總結

仲量聯行物業管理部致力為客戶提供物超所值的服務、為股東爭取可觀的投資回報及給予員工理想的事業發展機會。我們會繼續監察、檢討及改善管理架構，務求盡善盡美，為客戶提供最優質的服務。