



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



Kai Shing Management Services Limited

啟勝管理服務有限公司

Kai Shing Management Services Limited. ('Kai Shing') was established in 1978. It is a wholly owned subsidiary of Sun Hung Kai Properties Group. It is also one of the largest and most wide-ranging property management companies in Hong Kong, with presence in Shanghai, Shenzhen, Changping and Dongguan. Kai Shing's mission is to provide excellent service to its property owners and occupants. Its particular strengths that have been highlighted by the Board of Examiners include:

Leadership

With a clear organizational structure, Kai Shing adopts the simple yet effective PDCA (Plan-Do-Check-Act) and MBWA (Management By Walking Around) approaches in its operations. Its primary objectives are to pursue service excellence and to do business in an environmentally friendly way. Comprehensive monthly review reports

on key services, operating results, green efforts, and non-conforming matters are used to monitor performance closely. The Cost Control Committee and the Environmental Protection Committee work hand in hand to ensure a cost-effective operation and minimal hazard to environment. Their "Modern Re-Seller Scheme" for recycling second hand products such as sofas, electrical appliances and computers helps promote a green habit in the communities.

Strategic Planning

After taking into account all external and internal factors, Kai Shing has identified its short-, medium- and long-term challenges and different levels of objectives, and planned to diversify into different property sectors and geographic areas. In fact, a sister company was spun off in 2001 to target the increasing markets for luxurious estates and intelligent offices. In addition to launching the Service Excellence Programme, Kai Shing also actively takes part in external award competitions for self-improvement.

Customer and Market Focus

Kai Shing has classified its market into four categories. Throughout the year, it conducts customer satisfaction surveys and the Lizard Programme, which requires

middle managers to proactively collect customer feedback through friendly chats, to understand changing customer needs and expectations. On an ongoing basis, site staff service performance is measured through a mystery-shopping programme, while residential development / shopping arcade service quality is assessed by the parent company. Kai Shing takes 'customer care' very seriously. It has a set of procedures to handle customer complaints or requests for assistance within the shortest possible time supported by the Super e-Management (SEM) system, through which management can check the cases in real time and at all sites.

Information and Analysis

To ensure data quality, Kai Shing's Internal Audit Department makes frequent checks on the company's operations and compares them with its competitors'. Findings are directly reported to the Managing Director. Site managers have to observe company-wide benchmarks that are proposed by cross-region working committees and approved by directors. The company has the custom-designed SEM which is a web-based management system aligning with the company's business models. In addition, the Mobile Building



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Management System (MBMS) assists patrolling staff members to file incident reports in real time using PDAs. This high-tech device also facilitates printing of work orders directly from the site office PCs.

Human Resource Focus

Kai Shing embeds the 'By the Book and More' philosophy in its human resource work system, application of which requires strict discipline, staff initiatives, and zero tolerance checks and reports on operations. The corporate training board oversees the company's training plans and programmes. Every Property Officer Trainee has to complete the Property Competence Training Tutelage System within ten months before being

confirmed. Monthly staff opinion surveys, the QHSAS 18001 compliant Safety Management System and the Staff Welfare Committee are in place to ensure staff well being.

Process Management

Kai Shing is ISO 9001: 2000 and ISO: 14001 certified. Performance pledges are provided to customers and monthly targets are set for site teams. Through the Process Audits Programme and the Quality Systems Audits Committee, Kai Shing continues to identify drawbacks and make improvements. On the individual level, all its site managers are required to establish and implement at least one quality improvement programme each year.

Business Results

For the past five years, Kai Shing's before tax profit grew healthily. In the last three years, all site managers met the budgets approved by customers. In 2002, the company saw higher levels of customer satisfaction with lower turnover of staff. Its web-based systems effectively reduced the time for issuing work orders to a great extent. Its green efforts also had good results. In 2002, Kai Shing received the Hong Kong Eco-Business Grand Award, the Hong Kong Housing Star Award and the Outstanding Retrainees Award. The company has embarked on a quality journey that will certainly sustain its record of not losing a single management contract due to poor performance.

啟勝管理服務有限公司(「啟勝」)於一九七八年成立，是新鴻基地產集團的全資附屬公司，亦為香港最具規模、服務範圍最廣的物業管理公司之一，於上海、深圳、常平、東莞均設有辦事處。啟勝的經營宗旨，是為業主和住客提供最佳物業管理服務。評審委員會現將其於不同範疇的優勢總結如下：

領導才能

啟勝已建立清晰的公司架構，並採取簡明有效的「計劃－執行－評核－跟進」(Plan-Do-Check-Act)和「走動管理」(Management by Walking Around)方針，推動業務運作。啟勝旗下設有多個委員會，並且每月發出內容全面的檢討報告，確保業務有效率地運作，而且將對環境的影響減至最低。啟勝更特別設計了「現代收買佬計劃」(Modern Re-Seller Scheme)，致力循環再用二手物品，

例如沙發、電器和電腦，有助於社區推廣綠色習慣。

策略性規劃

啟勝已確定了短期、中期和長期須面對的考驗，並且制訂了不同層面的目標。公司更計劃推動業務多元化，進軍不同範疇和地區的物業管理服務。啟勝的姊妹公司於二零零一年成立，針對日益龐大的豪宅和智能式辦公室市場。除了推出優質服務計劃(Service Excellence Programme)外，啟勝更



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積極參與外界其他比賽，不斷提升公司的水平。

顧客及市場焦點

啟勝將物業管理市場分為四個範疇，並於去年積極推行客戶滿意度調查，以搜集客戶的意見。公司並會派遣員工喬裝顧客，以及進行服務素質評核，評估屋苑和商場員工的服務水平。啟勝非常重視「關懷客戶」的理念，特別設有一系列程序，務求於最短時間內處理客戶投訴或要求。啟勝更於所有屋苑設置網上智能管理系統，讓客戶查閱所有個案的進展。

資訊及分析

啟勝的內部稽核部經常會將公司的營運狀況與競爭對手比較，並且直接向董事總經理匯報結果，而且所有物業經理均須達到公司的標準。啟勝亦會運用度身設計的智能管理系統，支援公司的日常運作。此外，啟勝更設有

流動大廈管理系統(Mobile Building Management System)，讓物業巡查員能運用個人數碼助理，實時將事件報告存檔，並且直接由物業管理辦事處的電腦列印工作指示。

人力資源焦點

啟勝秉持「超越規則要求」(By the Book and More)的理念，制訂人力資源工作制度。所有培訓計劃均由公司的培訓委員會負責管理。每位見習物業主任均須於十個月內，完成物業管理在職培訓計劃(Property Competence Training Tutelage System)，方可獲得聘用。此外，啟勝亦設有每月員工意見調查、獲得QHSAS 18001認證的安全管理系統，以及員工福利委員會，確保員工的福祉受到重視。

程序管理

啟勝已獲頒授ISO 9001(2000版)和ISO 14001證書，並為客戶作出多項服

務承諾，以及為物業管理團隊制訂每月目標。啟勝透過程序審核計劃(Process Audits Programme)和品質制度審核委員會(Quality Systems Audits Committee)，不斷找出服務不足之處，並加以改善。此外，每名物業經理每年均須推行最少一項服務素質改善計劃。

業績

啟勝於過去五年的除稅前盈利穩步上揚，而且於過去三年，所有物業經理均能在客戶批核的預算範圍內，提供最卓越的服務。啟勝於二零零二年的客戶滿意度更上一層樓，而員工流失率則進一步減低，其極具效率的網上系統，亦有助大幅減省發出工作指示所需的時間。此外，啟勝的環保努力亦取得良好成果，為公司於二零零二年帶來多個獎項，包括香港環保企業榮譽金獎。啟勝致力提升服務素質，必定有助延續其驕人紀錄，絕不會因為服務素質問題而失去管理合約。