



Report Summary 報告摘要

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Kai Shing Management Services Ltd
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Kai Shing Management Services Limited

啟勝管理服務有限公司

Building a strong and vital organization together

Our company, **Kai Shing Management Services Limited.**, is a wholly owned subsidiary of Sun Hung Kai Properties Ltd. We manage commercial, residential and industrial properties as well as club facilities. Currently we have around 4,300 staff in Hong Kong and 180 in mainland China.

Our Mission

We are totally committed to quality. We meet our customers' needs and expectations by:

- * Continuously improving the effectiveness of our quality management system.
- * Implementing stringent cost control system.
- * Applying user-friendly technology and equipment to improve our efficiency.
- * Providing well-trained teams for front-line services.
- * Promoting environmentally friendly measures in order to meet a growing community need and to lead our industry as a caring corporate citizen.
- * Complying with the legal and regulatory requirements of our industry.

Our identity

Established in 1978, we have become

a profitable company, a quality management company, a responsible employer and a caring corporate citizen.

We have a **Compound Annual Growth Rate** of 7.5% in area managed and 9% in profit before tax in the past six years. Our business growth was attained by going after different market segments and by keeping on-stream a good supply of value-added services. We maintain a strong profit even in a sluggish market because

1. We implement strict cost control for ourselves and for our customers. (In the past three years all our site managers met the budgets approved by our customers.)
2. We have diverted our business in time to include auxiliary services such as cleaning, catering, club and facilities management, and
3. We have successfully captured different market sectors ranging from Government Housing Estates to super-luxury properties.

We have been a committed Quality Management company since the early-90s and are the first in our industry to obtain ISO 9002 (Quality Management) and ISO 14001 (Environmental Management).

Our Vision

Our long-term goal is embedded in **Our Vision** statement: we seek to maintain and grow our brand name as the leading

customer-oriented and environmentally-friendly property management company in Hong Kong and to attain a similar position in mainland China.

In seeking to realize our vision, we have successfully launched **Customer Ambassador Services** in most of our managed shopping malls, and one-stop **Concierge Service** in some of our residential properties. For public awards, we have won the **Eco Business Grand Award** (organised by The Chinese General Chamber of Commerce, Hong Kong General Chamber of Commerce and Hong Kong Productivity Council) twice in the past three years. We won over 20 awards in 2002. Many of these awards recognise our management standard and our caring corporate attitude, such as the **Hong Kong Housing Authority Best Property Management Award**, and the **Employer's Gold Star Award & Outstanding Retrainees Award**.

We are an organization of teamwork and strong leadership. We believe in **Work and Play** and in building a strong and vital organization together. On every level, our team spirit is reinforced by a policy of promotion from within and we have a single digit turnover rate of managerial grade staff.



Report Summary 報告摘要

Our management

Our senior leaders not only map out action and communication plans but also supervise middle managers on implementation. We practise **Management-by-walking-around** diligently and we employ the management platform of **Plan-Do-Check-Act** in every level of our leadership. For independent check and review, we have our own **Internal Audit** that monitors our standards and reports directly to the Managing Director.

In operation, we run Customer Surveys and Audits year round, some of these are: 1. Mystery Shopper / Visitor Programme. 2. Customer Satisfaction Survey. and 3. Residential Development / Shopping Arcade Service Quality Assessment.

In building customer relationship, we conduct : 1. Regular meetings with customers. 2. Adopt Meet and Greet Program. 3. Surveys / questionnaires. 4. Site visits by Senior Managers. 5. Visits to shop tenants and 6. Suggestion Boxes.

In setting targets, our leaders make sure that the targets are measurable and have a high quality component built in. An example of the measurability of our targets is the Performance Pledge

mentioned below. Look at our frontline staff and you will observe this: “**A PROACTIVE MINDSET, A SMILING FACE, A CARING ATTITUDE, A PLEASANT APPEARANCE AND A READINESS TO GREET.**”

In systematic reports and reviews, we have a monthly report system of no fewer than 12 reports classified by types of services we offer and the types of properties we manage. For daily security reports, we have an hourly, 24/7, Tele-protection report system that serves as a centralized alert system control.

In the deployment of action plan and in benchmarking, we have **seven cross-regional Committees** by special focus. They are chaired by senior managers. These are 1. Risk Management. 2. Cost Control. 3. Quality Management. 4. Landscaping. 5. Environmental Protection. 6. Information Technology. 7. Staff Welfare.

Our staff

Our staffs get regular training courses. We have a Training Centre in Sheung Shui for mainly frontline staff. For officer grade staff, they get outside courses as well as education subsidies. As incentives, we have quarterly and yearly

performance bonuses. For Property Assistants and Property Officer Trainees, we have a 10-month Property Competence Training tutelage system.

Communications between staff and managers are through daily briefings, monthly meetings of managers and regional managers and through newsletters, e-mails, message board, memos and organised activities. Our staff commit themselves to a **Performance Pledge** and customers grade us with this by our time of response, our efficiency and their satisfaction level of our service. On record, our site teams constantly score 100% on their pledge.

Our staff's own initiatives are of utmost important

On top of company-set objectives, each of our Site Managers has to devise an Annual Improvement Programme for his property. He must create one or more improvement plans on his own initiatives. He then has to carry it out with his immediate superior monitoring his progress at quarterly basis. These staff initiatives make up one of the most important improvement contributions to the company.



Report Summary 報告摘要

Our competitive edge

In keeping our competitiveness, we regularly collect feedbacks from customers by keeping frequent contacts with them.

The disseminations of findings take the forms of memo, e-mail, Web-cast, bound-up report, billboard notice, site daily briefings and site, regional, or head-office level meetings. Since 2000, more and more data are stored on our website for scalable level assess. Usually, after initial analysis and absorption by senior leaders, the relevant information, data and creative ideas are incorporated into our Plan-Do-Check-Act action and review cycles. The creative and measurable ideas and findings are immediately applied for benchmarking.

Our hi-tech efficiency gains

Through our Web-based **Super e-Management (SEM)** system, rank and file staff, managers and directors can get **pan-sites, real-time information**. SEM makes it possible for managers and senior leaders to check on our many sites in real time, read incident reports, recommend solutions and share findings. Senior managers and senior leaders can also closely monitor and offer help for any customer complaints. This is extremely important because we are a customer-oriented company.

Our Web-based SEM Modules

Present modules

- Customer Service record
- eDocuments
- Customer survey
- Electronic payment information system
- Mobile hand over system
- Resident portal and eNotice Content Management System
- Club house management system
- Club house POS system
- Resident information system
- Management Fee System
- Smartcard printing system
- Estate info-broadcast system

Upcoming modules

- Job request and works order management
- Human resources system - Training records
- Mobile Building Management System



Besides our SEM, our Mobile Building Management System (**MBMS**) is another hi-tech device we use to equip our staff. This is for patrolling staff to do incident reports using PDAs with pre-set, localized program. The new **Watchman Tour System** being gradually installed now adds a mini scanner to the PDAs. It allows the patrolling staff to scan chips built into strategic locations of buildings. The improved MBMS help to render more accurate records while it allows for better patrolling control.

For our customers, we have Kaishing.com.hk, supreme-mgt.com.hk for property handover booking and

subsequent defects checking. For home services, our customer can assess our parent company SHKP's superhome.net. In some of our newer estates, we operate devoted websites for estate news and services.



Report Summary 報告摘要

建立一間既堅強又富於活力的機構

啟勝管理服務有限公司是新鴻基地產集團的全資附屬機構，為各類型物業和設施提供管理服務。目前，我們在香港和國內分別僱用大約4300及180名員工。

我們的目標

我們承諾全面提供優質服務，並以下列方式來達致顧客的需求和期望：

- 持續改善
- 監控成本
- 科技為輔
- 培訓人才
- 保護環境
- 遵守法規

我們的抱負

成立於一九七八年，啟勝是一間有盈利的優質服務公司，負責任的僱主和關懷社區的機構。

過去六年，以管理的樓面面積和稅前盈利而言，啟勝分別取得了百份之七點五及百份之九的複合年增長率。在呆滯的經濟環境下，我們仍能維持可觀的盈利，因為我們：1. 實行嚴謹的成本控制；2. 及時分散業務；3. 成功爭取不同市場位份業務。

我們是行業內首間考獲ISO9002質量管理及ISO14001環境管理證書的機構。

我們的成就

我們的抱負足可見證我們的長遠目標：

致力於香港及國內建立及保持「以客為先，愛護地球」的物業和設施管理行業領先地位。

為實現我們的抱負，我們成功推行「親客大使」及「禮賓服務」。過去三年，我們兩次贏取環保物業管理榮譽金獎。去年，我們獲得包括房屋委員會的最佳物業管理獎等二十多個獎項。

啟勝強調團隊合作和領導能力。「工作與娛樂並重」，建立一所既堅強又富於活力的機構就是我們的信念。「內部晉升」政策令團隊精神得以鞏固，並降低員工流失率。

我們的管理

我們的高層管理人員不單設計行動計劃，更參與督導執行。我們實行「走動管理」；施行「計劃、執行、評核、跟進」管理制度；並成立了獨立的「內部稽核組」作監察。

在日常運作上，我們整年不停地進行各種顧客服務評核，包括由顧問公司進行的神秘訪客計劃和顧客服務問卷調查等。

為與客戶建立緊密的合作關係，我們除了與客戶舉行例會作交流溝通外，亦每天執行策略性的「會客行」。

制訂目標必須高質及可量度。為使員工明白易記，我們特設計瑯瑯上口的

口號：「儀容、主動、微笑、親切、問好」。

啟勝推行一個基於不同種類服務和物業的月報制度。至於日常的保安工作，我們實施每小時一次的數碼化電話報更制度以作監察。

我們亦設立了七個專責跨區委員會，以統籌和策劃日常運作的範疇。

我們的人才

我們的前線人員須於上水的培訓中心接受定期培訓；督導職級則可獲資助參加外間的培訓課程；我們更特別為物業助理和見習物業主任們度身設計一個為期十個月的「物業管理在職培訓」計劃。在獎賞方面，我們有季度及年終表現獎勵計劃。

內部溝通則包括每天訓示，每月例會，員工內部通訊等。員工們須遵行「服務承諾」以量度顧客對我們的服務滿意程度。

進取的員工

除了公司訂立的目標外，每一個物業主管都要為該物業因地制宜每年設定最少一項改善計劃，並每季匯報進度。員工的進取心實為公司持續改善的重要元素。

競爭優勢

為保持競爭力，啟勝經常與客戶保持緊



密聯絡以收集他們的回應。

收集到的訊息會以不同形式公佈，並於二零零零年起上網。有關資訊經整理後會融入公司的日常管理。

改進效益

通過以互聯網運作的「智能管理系統」，各級員工皆能獲取「泛物業和實時」的資訊，對顧客投訴作密切監察和提供協助。下表詳列「智能管理系統」與日俱增的卓越功能：

運作中單元

- 顧客服務紀錄

- 電子文件
- 服務調查
- 電子付費資訊
- 流動交樓系統
- 住客網站及電子通告管理
- 會所管理
- 住客會所前枱銷售系統
- 住客資訊
- 管理費系統
- 聰明咭系統
- 屋邨資訊廣播

籌備中單元

- 工程申請及工作單管理
- 培訓紀錄

- 流動大廈管理系統

除了「智能管理系統」外，我們的「流動大廈管理系統」是前線員工執勤時應用高科技的另一範例。預先設定於電子手帳內的程式讓巡查人員能即時在現場作電子報告。還有新設計的「保安人員巡邏系統」，當保安人員巡邏至大廈指定位置時，只須掃描預設於該處的晶片便留下精確的紀錄。

為方便顧客，我們設立兩個網站作預約交樓及跟進執漏工程之用；客戶亦可進入新地集團專設的家居服務網站；新入伙屋苑更設專用網站以提供服務及發放訊息。