



Hong Yip Service Company Ltd

康業服務有限公司

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Hong Yip Service Company Ltd
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Hong Yip Service Company Ltd is a wholly-owned subsidiary of Sun Hung Kai Properties Ltd. The Company's vision is **"To Become the Hong Kong's Best Quality Property & Facilities Management Company and To Create an Ideal Home for our Customers"**. Also it is the company's mission **"To Deliver Our Premier Services with Supreme Courtesy Managing all to the Highest Quality Standard"**. Superb cooperation among staff and deep trust and support from clients have helped the Company to establish itself as one of the leading property and facility managers in Hong Kong. Today, Hong Yip manages a portfolio of more than 900 residential, commercial and industrial building blocks throughout Hong Kong Island, the Kowloon Peninsula and the New Territories. In terms of floor areas, Hong Yip's management portfolio covers more than 80 million sq.ft.

The Company has over 4,000 well-trained staff providing true service excellence. Whether for management or value-added services, Hong Yip has achieved exceptional results, winning numerous industry awards and wide recognition from professional groups. This highly-esteemed organization is also now quickly expanding its scale of operations.

Leadership

Hong Yip upholds its policy of offering the very best in courteous service every day. The senior management of Hong Yip always sets a good example in leading staff to build

an "innovative" environment throughout the organization. All staff members are encouraged to contribute new ideas for service improvement.

In addition, senior management regularly conducts clear and comprehensive reviews on organizational performance and progress, as well as revises both long and short-term strategic plans, then identifies solutions on how to improve the Company's business performance.

Strategic Planning

Hong Yip has focused its organizational policy on all aspects of quality management, occupational health and safety management and environmental management. Based upon these policies, Hong Yip's top management has developed its long and short-term strategies accordingly. For instance, to achieve the very finest in people-oriented services, the company has developed a unique "Service Excellence" strategy, emphasizing core values in four key areas: Initiative, Smiling, Greetings and Friendliness. The strategy is deployed in all relevant parts of the Company. For example, employees are trained to deliver efficient, professional service with sincerity and enthusiasm. To ensure that long-term strategies and operational plans are able to accurately

serve the Company's business development, senior management conducts regular evaluations of different policies. They also gauge the appropriateness of their core values and conduct systematic analyses of information gathered from different aspects of their business.

Customer and Market Focus

Hong Yip's main mission, of course, is to provide professional property and facility management services. Apart from daily requirements such as security, maintenance and repair, environmental management and financial management, the Company is also committed to satisfying the unique requirements and needs of individual customers. Therefore, Hong Yip categorizes its customers into four groups: central management, low-population residential estates; industrial and commercial buildings; Home Ownership Scheme housing estates and large housing estates. They then categorize the market according to property types and geographic locations. This allows Hong Yip to gain an in-depth understanding of its customers' requirements and needs in order to tailor the most suitable management solutions and maximize resources for optimal management efficiency.

To ensure satisfactory services for all customers, Hong Yip must have a complete understanding of everyone's requirements and needs. Therefore, the Company regularly conducts many different types of customer surveys, including the



“Management Service Questionnaire Survey” as well as home visits to better focus on customers’ needs and level of satisfaction. Moreover, the Company also provides different communication channels to customers so that they can give their comments and opinions, as well as access timely information through means such as the “Intellinet Management System”, Superhome.net service platform, web sites, customer hotlines and meetings with owners, etc.

Information and Analysis

Hong Yip has an effective, integrated organization performance information management mechanism. Using this mechanism, the Company can ensure that different staff members in different posts are able to access relevant performance information in order to evaluate and improve the operational performance of the organization. The mechanism comprises four major parts: the organizational performance measurement mechanism, organizational performance analysis and reporting mechanism, organizational strategic planning and management mechanism and information communication mechanism.

With it, Hong Yip is able to measure and collect organizational information on key aspects of its business like: (1) daily operations (2) customer and market performance (3) financial performance (4) contractor performance and (5) organizational

efficiency performance. In addition, the mechanism also covers a series of performance measurement indicators so that management can analyse performance results of different aspects of the organization, and thus formulate improvement solutions and strategies. These solutions and strategies can then be communicated to all staff members at all levels within the organization to ensure that they understand the performance requirements and measurement mechanism.

Human Resource Focus

High-quality management service cannot be achieved without high-quality human resources. Hong Yip achieves outstanding performance and is the industry leader in human resources training, development and allocation. Every new employee whose job is associated with security or property management must undergo a “Security and Property Management Training Course”, then pass an examination and obtain a valid licence before he or she can report for duty. Hong Yip also encourages staff members to undergo continuous training to enhance the depth of their knowledge and level of professionalism. This gives them more confidence when coping with any type of emergency. Moreover, in order to meet qualifications for bidding on management contracts from the Housing Department, all Hong Yip property

managers are required to get professional qualifications, including M.H.K.I.H. and M.C.I.H certification.

Hong Yip is active in training and developing staff members’ potential. The company also uses different types of incentive programmes to encourage staff members to achieve outstanding performance in customer service excellence. In 2000, Hong Yip obtained OHSAS 18001 certifications, reflecting the Company’s commitment to improving the work environment for its staff. In addition, it is also concerned about staff benefits and job satisfaction. Different channels, like questionnaires, staff meetings and recreational activities have been set up to collect staff members’ opinions and gain relevant information to improve conditions for all staff.

Process Management

To ensure that the Company’s operations comply with all requirements, Hong Yip has developed an international management system. As evidence of its commitment to environmental protection, in December 2001 Hong Yip received ISO 14001 Certification. Before that, in December 2000, the Company upgraded its quality system to ISO 9001 (year 2000 version) for all the properties it manages. This was also the first of its kind in Hong Kong. At the same time, Hong Yip was also awarded the OHSAS 18001 certificate for its achievements in occupational health and safety management systems in the major properties it manages. In order to



enhance service excellence further and meet its business goals and strategies, the Company conducts regular evaluations of every process and its appropriateness.

Taking advantage of its strict outsourcing system and efficient resources allocation, Hong Yip has also been a leader in successfully controlling costs and achieving the benefits of economies of scale. The key factor in this success has been the establishment an excellent cooperative relationship with the Company's contractors. The result has been that Hong Yip is able to monitor effectively contractors' performance and carry out close communication with them. This has led to working together to formulate

improvement solutions for enhanced service quality and improved competitiveness for both parties.

Business Results

To enhance competitiveness, Hong Yip has adopted a policy of strengthening its internal advantages and external development through the principles of "service excellence". This is coupled with the Company's excellent process management and a solid commitment to enhance customer satisfaction. Therefore, Hong Yip has achieved excellent results and outperforms its competitors in various dimensions, and has earned wide-spread recognition from within the industry and from the public at large. Among these

outstanding results has been winning the title of "Best Property Management Agent" by the Hong Kong Housing Authority for eight consecutive years. In 2000 and 2001, Hong Yip was also named "Most Environmental Friendly Property Management Agent" by the Hong Kong Housing Authority for its exemplary performance in waste recycling. In addition, Hong Yip also actively practices good citizenship through its participation in many major charity activities and other goodwill contributions to society.

康業服務有限公司為「新鴻基地產發展有限公司」的全資附屬機構，是香港最具規模的物業及設施管理公司之一。康業的理念是要「成為全港最優質物業及設施管理公司，為顧客締造美滿之家」，其使命是「服務至上、禮貌第一、優質管理、力臻完美」，為業戶提供專業的物業及設施管理服務。康業所轄管業務遍及港島、九龍、新界及離島。現時，康業管理的物業超過九百座，包括住宅、工商業樓宇、商場及停車場，樓面面積合共超過八千萬平方呎。

康業擁有一支接近四千人的專業管理隊伍，他們不單訓練有素、服務優良，而且配備專業知識及多年樓宇管理經驗，不論在管理或其他增值服務方面，均屢獲專業團體的嘉許，成績超卓。

領導才能

康業一向以「服務至上、禮貌第一、優質管理、力臻完美」為服務方針，並不斷提昇服務素質，為業戶提供優質的生活環境。康業的高層領導制訂各部門的工作方針及核心價值觀，並且會定期評估這些方針及價值觀的適用性，此外亦會有系統地分析各方面的資料，以確保所訂定的長遠策略及工作計劃，能夠配合機構的業務發展方向。康業的高層領導亦以身作則，於機構內營造「創意」環境，鼓勵員工提出創新意見以改善服務。此外，高層領導會定期檢討機構的整體績效、長遠及短期策略性計劃的進度及成效，找出改善機構績效表現的方案。

策略性計劃

康業分別在品質管理、職業安全健康管理及環境管理三方面訂立了工作方針，高層領導根據機構的業務方向及管理方針，制訂未來三至五年的長遠策略及目標。例如，制訂「卓越服務」策略，以達致「內固」的業務方向，並以「主動、微笑、問好、親切」作為「卓越服務」的核心價值觀及訂立相關的目標；強調市場推廣策略，積極拓展外管物業，以回應「外拓」的業務方針。就機構的長遠目標，高層領導訂出年度工作計劃大綱，並編制「年度工作計劃」，落實機構的短期策略及目標。再由個別部門制訂「部門工作計劃」及年度部門工作目標，及訂出個別項目的活動及工作時間表，以便高層領導有效進行監察，並且，檢討計劃的實踐情況及進度，適當



地調配資源，以確保機構的長遠策略及目標、「年度工作計劃」及年度策略性目標，得以全面落實。再者，各部門及管業分區透過部門會議及每月的「核心會議」，向各員工詳細講解「部門工作計劃」內容，以及部署該計劃的執行方案。

客戶及市場焦點

康業的宗旨，就是為客戶提供專業的物業及設施管理服務。除了一般的服務，如保安、維修保養工程、環境管理及財務管理外，更致力滿足個別客戶的獨特需要。因此，康業把管轄樓宇分為四大類別，包括：中央管理、低密度住宅、工商質大廈、居屋及大型屋苑；再根據物業的種類及地理位置劃分市場，以便能更深入了解客戶需要，從而制訂合適的管理方案及有效運用資源，達到最佳的管理效能。

要為客戶提供稱心滿意的服務，必須先了解客戶的要求。所以，康業定期進行不同形式的客戶調查，如家訪及「管理服務問卷調查」等，以了解業戶的需要及滿意度；此外又透過不同的溝通渠道，讓業戶可以直接向機構提出意見或取得即時資訊，例如，「智網™管理」系統、Superhome.net服務平台、網頁、客戶服務熱線、法團及業主會議等。

資訊及分析

康業備有一套有效而完整的機構表現資訊管理流程。通過這個機制，機構能確保不同崗位的員工，皆能夠取得相關的資訊，以評估及改善機構的運作表

現。此機制由四大部份組成，分別是：機構表現量度機制、機構表現分析及報告機制、機構策略性計劃及管理機制及資訊溝通機制。

康業透過這些機制，量度及收集機構在(1)日常運作、(2)客戶及市場表現、(3)財務表現、(4)承辦商表現，以及(5)機構效率表現各方面的資訊。此外，這個機制亦涵蓋一系列表現量度指標，透過這個管理系統，管理層能分析機構各範疇的表現成效，繼而制定改善措施及策略計劃，並傳達至各階層的員工，以確保員工能了解表現要求及量度機制。

人力資源焦點

康業在人力資源培訓、發展及運用方面的表現同樣出色。旗下的客戶服務員必須完成保安培訓，在領取有效的保安員牌照後，方可以正式投入工作，以符合「保安及看守員條例」。公司又鼓勵在職員工持續進修，不斷提昇個人知識及專業水平，藉以加強員工在處理事情的自信心及應變能力。此外，為取得接管房屋署物業的管理資格，康業的物業經理必須具備M.H.K.I.H.及M.C.I.H.的專業資格，才可以競投該署轄下的物業。

康業積極培育及發展員工的潛能，並且透過不同形式的獎勵計劃，鼓勵員工在「卓越服務」等方面，取得出色的成績。康業在2000年正式考取OHSAS 18001職業安全及健康管理系統認證，顯示公司致力改善員工工作環境的決心。此外，公司亦十分關注員工的福利及滿意度，並利用不同的渠道，如員工

問卷調查、會議及康體活動等，以搜集相關的資料，去了解員工的需要，從而加以配合。

流程管理

為確保業務運作能夠符合各方面的要求，康業建立國際級的管理系統。除了ISO14001環境管理系統之外，於2000年底，公司更領先同業，成功為旗下全線物業考取ISO9001:2000品質管理證書；同期亦成功考取OHSAS 18001職業安全健康管理證書，將服務質素提昇至更高層次；並且配合業務方針及策略的需要，定期評估及改善每一個流程，以達要求及力臻完美。

康業亦透過嚴謹有效的外判制度及資源調配，從而取得「規模經濟」效益，成為成本效益方面的領導者。箇中的成功因素，就是與承辦商保持良好的伙伴關係。康業透過有效監察承辦商的服務表現及緊密溝通，共同制訂改善方案，提昇服務質素，加強競爭力。

業務成績

為了加強公司的競爭力，康業採取了「強本節用，內固外拓」之方針，堅持「優質服務」的原則，配合卓越的流程管理，致力提升客戶的滿意度，令公司的表現在各方面均取得可觀的成績，並深得同業及公眾的認同；其中包括連續八年成功獲得房屋委員會頒發「最佳物業管理公司」大獎、連續兩年獲得「優質環保物業管理公司」大獎等等。除此之外，康業又積極履行公民責任，熱心參與公益活動，為社會作出貢獻。