



Jones Lang LaSalle Ltd - Property Management Division

仲量聯行-物業管理部

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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*

Jones Lang LaSalle Incorporated 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 company 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.

Jones Lang LaSalle's Property Management Division was established in Hong Kong in 1982. It consists of three property management companies:

- Jones Lang LaSalle Management Services Ltd
- Residential Management Services Ltd
- Jones Lang LaSalle Facility Management Services Ltd

Jones Lang LaSalle Ltd provides comprehensive property management services including building management, building maintenance, estate management, facilities management, financial management and management consultancy services for all types of properties.

Currently, the company employs more than 3,000 staff and provides professional property management services to over 270 properties encompassing commercial buildings, residential buildings, industrial buildings, facilities management appointments and

investment portfolios.

Leadership

Jones Lang LaSalle's mission is to deliver exceptional strategic, fully integrated services and solutions for real estate owners, occupiers and investors worldwide. 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.

The Executive Committee of the Property Management Division, comprising the Division Head and Senior Directors is responsible for the overall management of the Division. Under the supervision of the Division Head and the Executive Committee, the Property Management Division is divided into three operational groups with 10 operational teams and four supporting departments.

Nine functional committees are formed to look into areas of general concern and to identify areas for improvement. To demonstrate senior management's commitment to quality and service improvement, each functional committee is led by a senior management staff. Staff from all levels including building staff, are invited to join the functional committees so that they can participate in the activities of the committees.

As a reputable and responsible company, it does not only aim to comply with all legal requirements of HKSAR but also focuses on safety, environmental protection and ethics.

Strategic Planning

In the Annual Business Plan meeting, company policies and strategies are formulated in accordance with the changes in customer needs, company strategy and staff feedback. The company's strategic planning projects long-term and short-term strategies and aligns resource utilization with measurable targets. It also provides a framework for meeting the ever-changing client needs and maintaining the company's leading position in the service sector.

The defined company policies and strategies are cascaded from management to operational levels. Individual action plans will be developed, implemented and reviewed regularly with adjustments made to align with the changes in internal and external factors.

Customer and Market Focus

It is Jones Lang LaSalle's commitment to provide quality and value-added services to the clients and to place their interests first and adhere to the highest ethical standards.

In addition to building the company's portfolio in the traditional property management services, the company has developed various new





services such as facilities management, management consultancy services, assets management services and cost audit services to meet its clients' needs. The Company also provides a full range of services such as valuation, leasing, building consultancy, project management and sales and marketing services to the clients.

To better understand its clients' needs, regular client and occupant surveys will be conducted, aimed at measuring the client and occupant satisfaction level. The data gathered from various sources will be used to identify areas for improvement.

Information and Analysis

The collection and analysis of information serve as important benchmarks for continuous improvement so that the company can achieve total customer satisfaction and identify room for process improvement. Jones Lang LaSalle Ltd - Property Management Division has tailor-made its information systems to provide timely information for effective decision-making.

The Property Management Division is focused on retaining and sharing of best practices, knowledge and valuable experience within the company. It believes that effective knowledge management will help enhance the service quality and productivity in the future. The company has therefore

developed a local electronic library and a global intranet system called "Delphi" for sharing best practices around the world.

Human Resource Focus

Jones Lang LaSalle Ltd - Property Management Division realizes that staff is the most important asset of the company. It is the company's strategy to:

- Attract and retain the highest quality people
- Maintain a high level of job satisfaction
- Provide challenging assignments
- Maintain an open environment
- Share leadership and rewards

To achieve the above, the company has tailor-made the Human Resource system, covering work and job design, compensation and recognition, employee education, training and development, work environment design and employee satisfaction survey.

Process Management

Jones Lang LaSalle Ltd is an international real estate firm. It combines international best practices with local excellence to design and develop a tailor-made process to provide distinctive services to the clients.

It is the company's strategy to use advanced technology to strengthen its

process and enhance client communication. The company sets up a 24-hour central customer services center in Hong Kong, which helps effectively in security monitoring and provisions of emergency support. It has developed a web based communication platform called "Mysmartmanager.com" to enhance the interaction with the clients and building occupants. The implementation of the E-tendering system and use of the PDA system in building operations further increase its productivity and reduce the process time.

With the assistance of the ISO 9000 quality management system, the daily operations are carried out in accordance with specified criteria and in a consistent manner. Jones Lang LaSalle Ltd-Property Management Division is the first property Management Company to be certified with ISO 9000 Quality system for its entire portfolio in Hong Kong.

Moreover, it is Jones Lang LaSalle's philosophy to treat its suppliers as partners. The company aims to develop and maintain a long-term partnership with its suppliers through the process of supplier pre-qualification, supplier selection and tendering, supplier performance monitoring and supplier management system.

Business Results

With senior management's commitment and well-planned business strategy, Jones Lang LaSalle Ltd - Property Management



Division has achieved remarkable results in both the financial and non-financial areas in the past few years despite the general downturn of the Hong Kong economy.

The company's management portfolio size and portfolio numbers have been increasing at an average of 10% growth in the past three years.

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於一九八二年在香港成立，由三間物業管理公司組成：

- 仲量聯行物業管理有限公司；
- 惠信物業管理有限公司；及
- 仲量聯行設施管理有限公司

仲量聯行提供全面性的物業管理服務，包括大廈管理、大廈維修、屋苑管理、設施管理、財務管理及管理顧問服務。

目前，公司僱用逾三千名員工，管理超過二百七十項物業，包括工業大廈，住宅大廈，商業大廈，設施管理項目及投資物業組合。

領導才能

仲量聯行肩負使命，為世界各地的房地產業主、租戶及投資者，提供別具策略性及廣泛周全的服務及建議。志願成為全球各主要業主、租戶及投資者首選的房地產專家及策略顧問。

Positive trends in several areas such as profit margin, customer satisfaction and employee satisfaction were also observed over the past three years.

Conclusion

It is the company's philosophy to provide a win-win situation for its clients, staff as well as its business

物業管理部「行政委員會」由部門主管及高級董事組成，負責物業管理部的整體運作及管理。在物業管理部主管及「行政委員會」領導下，物業管理部再分為三個運作小組、十個運作小隊及四個支援部門。

為了進一步提升服務質素，物業管理部特別成立九個功能小組，分別由一位高級管理人員領導及管理，以確保公司對服務質素的承諾及保證。各階層的員工包括大廈管理人員，均會被邀請參與個別的功能小組及活動。

作為一間具信譽及負責可靠的公司，仲量聯行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。

策略性計劃

在每一年的業務計劃會議中，管理層會根據客戶的要求、公司的方向及員工的意見，制訂公司的方針及策略，包括擬定長遠及短期策略，以及善用資源以

partners. The company will continue to monitor, review and improve its management framework to better serve its clients. The company will also seek opportunities to extend its services and introduce new, proactive and innovative services to meet the ever-changing client needs.

達到既定的目標。此外，預先制訂策略亦可提供作業準則，讓公司滿足客戶不斷在變化的要求，穩佔房地產服務業的領導地位。

已確定的方針及策略，將會從管理層分配至前線執行，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，因應外界及內部因素的變動作出調整及修正。

客戶及市場焦點

物業管理部承諾為客戶提供優質的增值服務，以客戶的利益為依歸，嚴格遵守道德操守。

除了傳統的物業管理服務外，公司積極拓展多元化的創新服務，如設施管理、管理顧問、資產管理及運作成本審核服務，迎合不同客戶的需要。此外，公司亦致力提供全方位的房地產服務，包括物業估值、租賃代理、建築顧問、項目管理、銷售代理、市場推廣及市場研究服務。

為深入了解客戶實際需要，公司會定期進行客戶及用戶意見調查。根據搜集所得資料，可確認有待改善之處，從而提升服務質素。



資訊及分析

蒐集資料及分析資料，為衡量公司業務表現的重要環節。根據分析結果，公司可更有效地滿足客戶所需，同時確認作業流程中須改進的空間。仲量聯行物業管理部根據特定需要，制訂獨特的資料系統，為決策者提供最新資料，作出明智的決定。

物業管理部致力保留、維持及分享最優秀的作業方式、知識及寶貴經驗。公司相信有效的知識管理，有助提高未來的服務質素及生產力。因此，公司設立電子圖書館及全球性的內聯網系統ÒDelphiÓ，讓各地的員工彼此分享及交流最優秀的作業方式。

人力資源焦點

仲量聯行物業管理部深明員工是公司最重要的資產，故積極推行各項措施以期：

- 吸引及留住優秀的員工
- 維持高度的工作滿足感
- 提供富挑戰的工作機會
- 維持開放的工作環境
- 分享領導及獎賞

為達到上述目標，公司制訂切合需要的人力資源系統，當中包括工作設計、福利、員工培訓、工作環境設計及員工意見調查等。

流程管理

仲量聯行為國際性的物業服務公司，融滙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。

透過先進科技，公司可提升運作效率及加強與客戶的溝通。仲量聯行物業管理部香港辦事處設有二十四小時中央客戶服務中心，藉此監察所管理物業之保安服務及在有需要時提供緊急支援服務。此外，公司特地開設物業管理網站ÒMysmartmanager.comÓ，藉以加強與客戶及大廈用戶之間的溝通及交流。在大廈管理工作方面，公司引入電子投標系統及採用掌上電腦，藉以提升生產力及簡化運作程序。

透過ISO 9000品質管理系統，公司可依循具體的特定準則，建立統一的工作程序。實際上，仲量聯行物業管理部是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。

向來，仲量聯行都將供應商視為合作夥伴，並希望透過預先評審、篩選、投標、服務水平監察等有效管理制度，與供應商建立及維繫長遠的合作關係。

業務成績

儘管最近香港整體經濟陷於衰退，然而憑著管理層對服務的忠誠態度及周全的業務策略，在過去幾年，仲量聯行物業管理部在整體業務成績方面，仍能取得傑出表現。

過去三年，仲量聯行物業管理部在管理物業數目及管理樓面面積上，均保持平均每年10%的增長。此外，其他方面如實際利潤、客戶及員工滿意程度等，亦同樣展現正面趨勢。

總結

仲量聯行物業管理部致力與客戶、員工及合作夥伴創造「雙贏」局面。公司會繼續監察、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。同時，亦會把握機會擴展服務領域，引入嶄新及富創意的服務模式，滿足客戶時刻在變的需要。