



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



Urban Group

富城集團

As one of the leading local property management companies, Urban Group (Urban) has demonstrated outstanding performance results by the adoption and deployment of an effective Total Quality Management System. The Board of Examiners highlighted some of the company's particular strengths in various categories including:

Leadership

Through a well-defined organisational structure and different communication channels, Urban creates an environment of innovation, organisation agility, and organisational learning. Vision, missions, directions and values are also clearly defined and reasonably deployed through these channels. Moreover, the company adopts a comprehensive management model to chart yearly directions and performance expectations, including a focus on creating and balancing value for customers and key stakeholders. Regarding public responsibility, the

company places a high priority on conducting its business in a manner that is compatible with environmental protection, and it participates in various green campaigns.

Strategy Planning

The company adopts a systematic approach in order to take into account all internal and external factors in developing its short-term and long-term strategic objectives with different focuses. It also has identified 15 core competencies and invested over HK\$20 million in developing its information system that supports its day-to-day operations. Striving for excellence, various quality tools are used in enhancing the company's performance in customer satisfaction, financial strength, process improvement and corporate learning.

Customer and Market Focus

The company pursues systematic methods to build in-depth customer relationships through value-added services, meeting and functions, social and recreational activities and voluntary services. In addition, convenient channels are available for customers to communicate with the company and complaints are handled with a two-level procedure. Market information and customer needs are determined through

comprehensive channels such as annual customer satisfaction surveys, home visits, regular HQ cocktail receptions, e-channels, the bilingual i-Urban Portal and also the 24hrs Customer Service Center. Competitor information is also collected through various means such as newspaper clippings and by attending road shows held by competitors.

Information and Analysis

The company embraces a management-by-fact culture by adopting a well-knitted process model centered on its internally developed 'Sm@rtUrban' system and uses it to support daily operations and organizational decision-making. The Quality Management Department consolidates the results of KPIs and shares the summary and analysis of KPI performance with the relevant departments and / or estates on a regular basis. Moreover, an information system map and a rolling three-year forecast are in place to plan for IT development.

Human Resource Focus

A "360 degree performance appraisal system" is in place to motivate and measure staff performance. Service Enhancement Teams are formed to promote cooperation within the entire



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company. A training needs analysis is conducted every year with inputs from various sources, which includes the results of 360 degree performance appraisal, company's goals and business plan, and considerations of external requirements. Results are then used as input for formulating the training and development plan of the following year. Apart from classroom training, other media are also used to deliver training, such as the 'Urban Learning Center', which is an interactive web-based training platform incorporating professional expertise with skills specific to the company's service goals. To foster employee welfare and satisfaction, URBAN supports employee through clear policies on benefits such as

awards, different activity celebrations and sponsoring membership fees and study allowances. Different channels have been established to listen to employees, such as the employee opinion survey and exit interview.

Process Management

Urban incorporates changing customer requirements in service design by actively doing site inspection and research on customers' income-expenditure records. Total Quality Enhancement Conferences are held with contractors on a monthly basis to ensure key contractors provide appropriate service standard. In addition, Urban employs Business Process Reengineering initiatives to drive down cost.

Business Results

Urban has shown profitable growth in all aspects regarding turnover, net profit and ROI over the past three years despite the economic downturn and increasing competition. Moreover, the company has retained 100 per cent of its contracts in the previous three years, which is a strong evidence of customer satisfaction. Employee satisfaction levels improved from 2000's 90 per cent to 2002's nearly 94 per cent and the number of professional membership and internal promotion have also increased. Moreover, the overall operation efficiency results have shown positive improvement for the past few years.

富城集團(「富城」)為香港知名的物業管理公司，透過採納和推行一套有效的全面品質管理系統，成功錄得卓越的業績表現。評審委員會現將其於不同範疇的優勢總結如下：

領導才能

富城設有清晰的公司架構和不同的溝通渠道，成功營造出創新、靈活、崇尚學

習的企業環境。富城並且擅於運用本身的溝通渠道，清楚界定並推行公司的遠景、宗旨、方向和價值。此外，富城亦採納了一套全面的管理模式，以制訂每年的發展方向和表現期望，當中更包括如何提升和平衡客戶和股東的利益。至於社區責任方面，富城非常重視旗下業務與環保的配合，並且積極參與多項環保計劃。

策略性規劃

富城制訂短期和長期戰略目標及焦點

時，採納了有系統的方針，全盤考慮所有內在和外因素。富城確立了十五項核心優勢，並投資超過二千萬港元發展資訊系統，支援公司的日常運作。為精益求精，富城更採用多項優質工具，致力加強公司於客戶滿意度、財務實力、程序改進和企業學習方面的表現。

顧客及市場焦點

富城推行有系統的方法，透過提供增值服務、安排會議和聚會、舉辦社交和康樂活動，以及義工服務計劃，與客戶建



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立深厚的關係。富城亦設有多種渠道，方便客戶與公司溝通，而且所有投訴均會經兩層架構處理。此外，富城會透過不同方式了解市場情況和客戶需要，例如每年一度的客戶滿意度調查、家訪、定期舉辦的接待酒會、電子渠道、雙語「富城網」網站，以及二十四小時客戶服務中心。至於競爭對手的資料，富城則會透過新聞剪報，以及出席競爭對手的展覽會搜集。

資訊及分析

富城秉持事實為本的管理文化，採納了一套緊密的營運模式，以內部發展的「富城智能管理」系統為中心，支援日常運作和公司決策。富城的品質管理部會將主要表現指標的數據統合，並且定期與有關部門及/或屋苑分享概要和分析。此外，富城亦設有資訊系統藍圖，以及未來三年的預測，用以計劃發展資訊科技。

人力資源焦點

富城特別設有「360度表現評價制度」，以獎勵和評核員工表現，並且組成了服務強化小組，推動公司上下通力合作。富城每年均會分析員工的培訓需要，所根據的資料包括「360度表現評價制度」的結果、公司的目標和業務計劃，以及對外界要求的考慮。分析結果會用於制訂來年的培訓和發展計劃。除了課堂式培訓外，富城亦會採用其他媒體推行培訓計劃，例如特別開設了互動式網上培訓平台「富城專業學習中心」，以協助員工掌握專門知識和技術，務求達到公司的服務目標。

為加強員工福利和滿意度，富城設有清晰的員工福利制度，範圍包括各類獎項、慶祝活動、會籍費用贊助，以及學費津貼。富城亦備有多項聽取員工意見的渠道，例如員工意見調查和離職面談。

程序管理

為迎合客戶不斷轉變的要求，提供他們所需的服務，富城積極進行實地視察，並且研究客戶的收支記錄。富城每月亦會與承辦商舉行品質加強會議，確保主要承辦商的服務水平令人滿意。此外，富城更採用重整業務流程的計劃，以減省經營成本。

業績

雖然面對經濟不景、市場競爭日益劇烈，但富城於過去三年的營業額、純利和投資回報，仍能錄得令人滿意的增長。富城於過去三年亦能全數保留所有物業管理合約，足證客戶對富城的表現相當滿意。至於員工方面，富城員工的滿意度由二零零零年的百分之九十，提升至二零零二年接近百分之九十四，而且獲得專業資格和內部晉升的員工數目均有所增加。此外，富城的整體營運效率於過去數年亦見上升。