

# **HSIN CHONG REAL ESTATE MANAGEMENT LTD**

## **REPORT FROM THE BOARD OF EXAMINERS**

**Hsin Chong Real Estate Management Ltd has reacted to the competitive market, changing environment and escalating expectations of customers by making a firm commitment to the implementation of Total Quality Management. They have demonstrated the effectiveness of actions taken to create more value-added services and greater customer satisfaction. The Board of Examiners has elected the company to receive a Certificate of Merit in the 1999 HKMA Quality Award. Some of the particular strengths of Hsin Chong are highlighted below.**

### **1. Leadership**

Senior Managers have adopted a world class Management Model and provided clear guidelines and measures to help steer and motivate all employees towards the company Vision. Commitment is reinforced by the General Managers support of the profession and participation in TQM training to all staff. Top management has also established a Mission, Core Values and goals that give staff an understanding of the company direction.

### **2. Strategic Planning**

Various committees formulate strategies and prepare action plans setting yearly objectives. Strategies for the future are clearly established and there are various data collection and feedback channels in place for measurement. A 5-year plan uses TOM to help achieve major strategic challenges with goals of improving customer satisfaction and achieving continuous growth.

### **3. Customer and Market Focus**

The company's use of Performance Pledges, Service Surveys and Service Ambassadors all demonstrate efforts towards improving customer satisfaction. A variety of means are used to understand and anticipate customer requirements. Estate Newsletters help enhance communication and relationship building in addition to recognition awards from key customers giving Hsin Chong comparative information.

### **4. Information and Analysis**

Benchmarking is used to help obtain best practice information. Statistical software stores and integrates different categories of information and specified raw data for use. Non financial performance measures and comparative data are clear whilst Hsin Chong reviews performance data with all stakeholders and collect employee feedback.

### **5. Human Resource Focus**

Various award and recognition schemes are used for both individual and team efforts, innovation and improvement suggestions. The company also implements Quality Circles and 5-S tools. Employee feedback on work systems and satisfaction is solicited whilst a "Knowledge Management System" underpins this focus on employee communication and learning together with comprehensive training and development schemes.

## **6. Process Management**

Hsin Chong uses market information and customer feedback in their process design. Service delivery is guided by a well understood 150 9002 quality management system whilst TOM tools are used at the front line as a basis of process improvement with a special committee undertaking regular reviews on process effectiveness.

## **7. Business Results**

The company has received various top awards for estate management and for service performance. Business referrals show strong gains supported by reductions in complaints, improvements in service, including suppliers, and increases in customer satisfaction. Hsin Chong's market share position has been rising steadily with sustained growth. Employees have been making more suggestions and their level of training received has also been increasing.