

HSIN CHONG REAL ESTATE MANAGEMENT LTD

REPORT SUMMARY

Hsin Chong Real Estate Management Ltd. (HOREM) realizes that, in the 21st Century, the company needs to achieve world-class capability in order to achieve continuous growth with the ever-escalating customer expectation on quality service and keen competition from competitors. Therefore, HCREM has implemented Total Quality Management (TQM) to ensure total quality on all aspects of the company's management operation since March 1997.

The top management has successfully motivated staff committed to continuous improvement through the well-established communication system, intensive training programmes, role-model behaviour and trusting relationship amongst staff. All employees in HCREM understand clearly the direction of the company and realize that the top management is caring for their career development. The management of HCREM believes that satisfied employees bring in satisfied customers.

LEADERSHIP

The management of HCREM displays a strong commitment to customer focus through establishing clear long term goals, annual objectives and strategic planning to achieve business results and company vision. A comprehensive Management Model, Mission, Vision and Core Values of the company have been worked out by the Quality Steering Committee to set up clear direction on quality management for the staff.

Social responsibility is another core value of HOREM. With this value in mind, the company emphasizes on ethics, compliance with Ordinance and Regulations, promoting the professionalism of property management and participating in social services in its management operation.

STRATEGIC PLANNING

Various committees and project teams have been formed to work out and implement the company's strategies on quality management and business development. Under the main theme of the 5-Year Plan, the Quality Steering Committee works out Yearly Objectives each year giving the managers clear direction on setting their own goals. The goals of the managers are shared with all staff for best results.

CUSTOMER AND MARKET FOCUS

At HCREM, all staff are striving hard to provide customer-oriented quality service. The company strongly believes that 'word-of-mouth' from customers can build up the company's reputation in the property management field and hence create greater business opportunities.

HOREM listens and take care of its customers needs. The company establishes a close relationship with customers through various communication channels such as, service survey, service ambassador visit, suggestion form, newsletter, e-mail, social activities and regular meeting with customers. With a clear understanding on customers' need the company works out her performance pledge to show service commitment.

INFORMATION AND ANALYSIS

The company is well equipped in collecting necessary information to support the key company process. Different data on financial, service-related and human resources are used to determine the company's performance on all aspects.

With the availability of data through computer network, staff can review their service and performance regularly for continuous improvement.

HUMAN RESOURCE FOCUS

Human Resource Management is one of the major processes in HOREM's Management Model. The primary objectives of the company's HR management are leading, motivating, developing and involving employees to achieve high performance in business results and continuous improvement in quality service. The design of work is worked out through good communication system and information technology for staff to share information and experience.

Employees are valuable assets of the company. Apart from different reward & recognition system for different categories of employees, the employees are encouraged and sponsored to receive professional training for better career development.

PROCESS MANAGEMENT

The management and operation processes of the company are designed according to the data collected from various means, namely, survey, benchmarking, experience sharing activities and review from various committees.

The company has a well-defined work process on TOM and ISO 9002 implementation. Internal Quality Audit and Management Process Improvement Committee have been set up to inspect and review the implementation of the processes regularly.

BUSINESS RESULTS

With the top management commitment and the total involvement from staff, HCREM has achieved a very encouraging results on TOM implementation, namely, 82.40% job satisfaction and loyalty level of employee, 77.39% service satisfaction level of customers, 36.32% growth on business and rising company reputation in 1998.

The positive results of TOM in the company makes the top management and all staff more committed to providing quality service. This generates a good chain reaction for quality management and service excellence in HOREM.