



Chevalier Property Management Limited (CPML) was formed in 1988 and has actively explored the property management market since then. CPML has been on a dedicated 'total quality' direction since 2002. The initiative is carried out among all levels of staff – the estate level, the CPML Head Office level and board of directors of the parent company Chevalier Group.

Leadership

Leadership in CPML is envisaged on three levels: the estate management offices, the CPML Head Office, and the senior management of parent company Chevalier Group. Running through these three levels are a strong commitment to quality and public responsibility. "Quality excellence", "teamwork" and "doing things right at the first time" are deeply rooted in the corporate spirit.

The daily operation of the estate management offices is under the supervision of the CPML Head Office. For key decisions and policies, CPML Head Office reports to the senior executives of Chevalier Group.

A two-way communication channel, which allows top-down and bottom-up exchange of ideas, is maintained. Values and key decisions are communicated from senior management to sites through monthly site in-charge meetings, which are held in different sites on rotation to allow staff to visit other estates to learn from each other. Quarterly staff newsletters are also distributed to all staff to dispatch news of the group's latest development.

As a listed company, the accounting and audit systems of Chevalier Group comply with the highest international

其士富居物業管理有限公司(其士富居)自一九八八年於香港成立，期間積極拓展物業管理業務，發展迅速。自二零零二年起推行「全面優質」服務，由屋苑前線員工以至總公司及其士集團管理層均貫徹執行。

領導才能

其士富居的領導分為三個層面：屋苑管理處、總公司，以及母公司其士集團的管理層。貫穿三個不同層面的，是對服務質素的承諾及對社會的承擔。「追求質素突破」、「團隊精神」、及「第一次就把事情做好」更是集團精神的三大元素。

屋苑管理處的日常運作在其士富居總公司的監察下進行，而重要決策和方針則由總公司向集團管理層 報，獲取共識。

其士富居重視「由上而下」及「由下而上」的雙向溝通，更鼓勵員工互相交流意見。因此，每月的屋苑主管會議輪流於不同屋苑舉行，讓主管有機會了解其他屋苑的運作。同時，管理層的方向和重要決策，均會於會議內與員工溝通。員工亦可從每季的《其士通訊》了解集團的最新發展動向。

母公司其士集團作為一家上市公司，會計和審計系統均符合國際最高標準，內部審計報告均提交至三位獨立非執行董事。其士富居亦秉承這種謹慎的管治。

standards, and internal audit reports are submitted to three independent non-executive directors. Such governance is extended to CPML.

Strategic Planning

The strategy development process includes 2 stages:

- A thorough SWOT (Strength-Weakness-Opportunity-Threat) analysis to evaluate the company's position ;
- A strategic development procedure involving the Group's top management, CPML management, CPML's senior managers and Area Managers.

After the above steps, long term and short term goals are set to achieve greater business growth and higher level of customer satisfaction. These goals are then translated into action plans and are communicated to all levels of staff, with clear guidance given on how to achieve them.

The action plans include key performance measures to help evaluate performance. Performance measures include the number of tenders submitted and awarded, renewal of contracts, results of customer survey, etc.

Customer and Market Focus

Given the fierce competition of the property management market, CPML has defined its niche market segment to be small-scale residential developments where there is less competition from the major players.

CPML provides ample communication channels for customers to express their opinions, such as suggestion box, customer hotline, regular meeting with Incorporated Owners (IO) and Estate Owners' Committee (EOC). Hence trusted and

策略性規劃

策略的建立和發展分為兩個步驟進行：

- 詳細分析公司對內的長處和短處，以及對外市場上的機會和威脅(SWOT)，從而釐訂公司未來發展的路向和定位；
- 由集團高層、其士富居管理層，以至高級經理和區域經理等，均積極參與制訂策略。

通過策略的建立，再制訂長期和短期目標，以拓展業務和提高客戶滿意度。這些目標將轉化為業務計劃，傳達至各級員工，讓各員工在清晰的指引下實踐目標。

業務計劃中包括業務評估的量度基準，例如投標數量和成功取得合約數量、可獲續期合約的百分率，以及客戶意見調查結果等等。

顧客和市場焦點

在競爭激烈的物業管理市場上，其士富居將其目標市場設定在小型住宅樓宇，這類市場所面對來自大型物業管理公司的競爭相對較少。

其士富居提供廣泛的溝通渠道讓客戶反映意見，例如意見箱、客戶服務熱線、業主立案法團(法團)和業主委員會(業委會)的定期會議等等。因此，其士富居員工與客戶間建立了互信和諧的關係。

其士富居在得到個別法團的允許下，定期向客戶發出問卷調查，了解客戶各方面的

harmonious relationships have been established between CPML staff and the residents and IO of the estates concerned.

Subject to approval from IO in individual estates, customer surveys are conducted regularly to provide an indication of customer satisfaction level on each aspect, and areas where improvement is needed. Complaint handling procedures and workflow are made known to all site staff and monthly complaint analyses are submitted to the Head Office.

CPML values learning from failure. In cases where we fail to secure a tender, we will talk to the IO members to find out our inadequacy vis-à-vis our competitors, so as to improve our competitiveness.

Measurement, Analysis, and Knowledge Management

Performance analysis and review in CPML are performed on three levels: site level, Head Office level and corporate level. On site level, the site in-charge of each estate is responsible for the performance review of his/her staff at the site, as well as the operational aspects of the estate concerned. On Head Office level, some Head Office staff (both managerial and general staff) conduct regular patrol during daytime and sudden check at nighttime to ensure the performance of our staff.

The atmosphere, channels, as well as technical requirements for information-sharing are constantly upgraded. We request every staff to pay attention to the property management services, especially newly implemented services, of the buildings or estates they live in, and share the strengths and weaknesses of other management companies with other staff.

滿意度，作為改善服務的指標。我們確保每名員工了解處理投訴的程序，並按月把有關報告呈交總公司。

其士富居重視從失敗中學習，這些寶貴經驗更成為我們成功的基礎。例如在投標失敗後，我們會與法團成員詳談，找出未能取得管理合約的原因，從而提高其士富居的競爭力。

評估、分析和知識管理

其士富居的評核工作分三個層面進行：屋苑、總公司和集團。在屋苑方面，屋苑主管負責對其員工及屋苑事務進行評估和考核；在總公司方面，經理級或其他級別的員工負責日夜不定時地到屋苑 / 大廈巡查，以確保員工的表現。

知識管理方面，公司不斷製造有利知識交流的環境、渠道及技術支援。員工需留意和搜集其居住物業的管理公司所提供的新服務、優勝和不足之處，並與其他同事互相交流。

其士富居更鼓勵員工參與其居住物業的業委會 / 法團委員選舉，通過這些參與，有助員工掌握與業委會 / 法團之間的相處。

人力資源焦點

其士富居不論在職務制定、工作表現評估，表揚及晉升均有完善的系統。我們相信一個緊密溝通的隊伍就是一個高效率的隊伍，因此，各屋苑每月舉行的員工會

CPML also encourages staff to join elections to be EOC/IO members in the estates they live in. Through such participation, we obtained very solid experience of how to cooperate with IO in the estates we manage.

Human Resource Focus

In CPML there is a well defined system of job design, performance review, recognition and career progression. Staff communication is much emphasized in work management as a cohesive working team is an effective working team. Staff meetings are held once a month in estates to review and discuss issues related to estate management operation, policy implementation and customer feedback. Frontline staff can also take this opportunity to voice out their work problems and grievances during the meeting.

Life-long learning is encouraged and training programmes of specific focus are available, namely Basic, Quality, Safety and Technical modules. Customer service is given special emphasis for CPML staff.

Process Management

Process management focuses on adding value to customers in today's market of fierce competition. In recent years, CPML has geared up to provide value-added elements in addition to its high quality service. These elements include a recognized brand, enhanced communication, a harmonious living environment and substantial savings for the estate. Through a series of cost-saving and energy-saving measures, CPML is able to achieve substantial reserve for the estates without any increase in management fee, and this is well appreciated by the residents.

議，除了商討運作事務、落實政策推行、檢討客戶所反映的意見外，更可讓前線員工表達日常遇到的困難和問題。

公司鼓勵員工終身學習，並提供四大範圍的相關培訓，包括基本認知、服務質素、安全和技術等不同課程，而客戶服務的培訓於其士富居尤為重視。

程序管理

在現今競爭激烈的市場，為客戶提供增值服務是近年物業管理行業的重心，當中包括建立公司品牌、良好的溝通、和諧的生活環境，以及為屋苑維持充裕的盈餘儲備。通過一系列節約和節能措施，其士富居在不增加管理費用的大前提下，為旗下物業累積了可觀盈餘，獲得業戶高度認同。

嚴格的監控承辦商及採購制度同樣增強了業戶對其士富居管理的信心。其士富居建立了「認可承辦商名單」和採購物品 / 服務的招標程序指引，確保所有外判工作依正確程序進行。此外，為確保承辦商表現合乎要求，我們進行嚴格的「承辦商工作審核」，包括執勤紀錄、定期會議，以及派專業人員審核承辦商工作。

業績

集合上述的策略和努力，其士富居在業務範圍、新業務拓展、客戶滿意度和品牌知名度等各方面均獲得穩定增長。二零零五年的客戶續約率令人非常鼓舞，客戶意見

A strict monitoring system for contracting and procurement adds confidence to the residents of estates under CPML's management. The company has established an "Approved Contractor List" and standard procedures of procurement of goods, services and projects. To ensure good performance and proper arrangement of contract-out maintenance works, we pay special attention on the supervision of contractors and carry out the "Contractor Performance Audit", which include attendance forms, regular meetings and inspection by qualified professionals.

Business Results

Putting together the above strategies and efforts, CPML has witnessed steady growth in business scope, obtaining new business, customer satisfaction and brand recognition. Customer retention rate in year 2005 was highly encouraging. Customer survey results showed significant improvement in maintenance and cleanliness. Among the new contracts won in the past 3 years, 80% are small-scale residential developments. This shows that our market segment focus is correct.

Staff satisfaction and loyalty are demonstrated through a very low 1% turnover rate throughout CPML. High staff motivation is also witnessed by various awards and accreditations won by CPML in the areas of occupational safety, cleanliness, energy efficiency and horticulture. These awards also add to higher brand recognition.

CPML will continue to learn and improve in the "total quality" direction, and build on its experience to achieve sturdy growth on all fronts.

調查亦顯示在維修和清潔方面的滿意度大為改善。而過去三年所獲得的新管理合約中，約佔八成屬小型住宅樓宇，充分顯示其士富居的市場定位正確。

其士富居員工的滿意度和對公司的忠誠，在僅低於百分之一的員工流失率得以反映。其士富居積極參與各方面的活動，包括職安健、清潔、能源效益和園藝等，而所獲得的獎項，除了公司品牌得到認同外，更為員工帶來無比推動力，不斷追求突破，提昇競爭能力。

其士富居將繼續以不斷學習和持續改進的精神，為業戶提供「最優質的服務」為己任，相信憑藉其經驗，可展望未來於各方面皆取得驕人成績。