

Report from The Board of Examiners

(Bronze Award)

評審委員會報告 (銅獎)

20th
Anniversary



Sino Land Company Limited (Sino Land) is one of the leading property developers in Hong Kong. It is a major player in hotel investment and management, club management, property management, car park operations as well as cleaning and security services.

Leadership

It is the vision of Sino Land to make the company the preferred choice for customers, investors and employees. The senior leaders have been highly involved in developing the Vision, Mission and Values (VMV) for the company and established two-way communication channels to cascade the company's value, ethical behavior for example, to all levels of employees.

Sino Land has established dedicated corporate social responsibility teams which are assigned to foster different strategic focus such as arts and green initiatives.

Strategic Planning

Sino Land has put in place a well defined strategic planning process in particular for Property Development of which the business nature is different as well as a well structured process to cascade the strategic objectives to different levels of the organization.

The progress of strategic objectives and the action plans are monitored regularly by the senior management.

Customer Focus

Sino Land has detailed market segmentation for all business areas and adopted various tools such as market surveys to support decision and developed engagement methods. In addition, the company has maintained periodic communication with various countries for coming up customer focused initiatives to exceed customer expectation.

The company has not only developed a comprehensive system but also set up a Sino Academy to support building customer culture through sharing of good practices, internal JP visits, mystery

信和置業有限公司（信和置業）是香港主要的地產發展商。在酒店投資及管理、會所管理、物業管理、停車場業務，以及清潔及保安服務等領域，信和置業均享有舉足輕重的地位。

領導才能

信和置業的願景是「成為客戶、投資者及僱員優先選擇」。高層領導積極參與制訂公司的願景、使命和價值觀，並建立雙向溝通管道，將公司的價值觀和倫理規範，逐級向下推廣，讓各階層員工充分掌握。

信和置業很早就成立企業社會責任專責小組，鼓勵員工主動投入各種社會活動，包括藝術、環保。

策略性規劃

信和置業明確、清晰的策略性規劃流程落實到位，特別在不同業務性質的物業開發，完善的流程將公司的戰略目標傳達至各個不同級別。高層管理人員定期監控戰略目標和行動計劃的進展。

客戶焦點

信和置業對各種業務都進行詳細的市場劃分，並通過市場調查等工具支援決策，加強各方面的參與、實施。此外，公司定期關注世界各地醞釀出現的新興客戶服務，從而滿足乃至超越客戶的期望。

集團不僅建立一個綜合全面的系統，還成立了信和置業學院，通過互相分享好的做法、內部貴賓互訪、神秘顧客、最佳員工

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shoppers, Best Staff Competition.

Measurement, Analysis, and Knowledge Management

Sino Land has introduced a well structured and deployed performance measurement and knowledge management systems capitalizing on IT. For example, the “iProspect” is for inspection system of property development while “iPromise” is for property management. To enable sharing of information and good practices within the company, Sino Land has developed the “Sino Net”, a knowledge management system.

Through benchmarking exercises, Sino Land is devoted to identify opportunities for higher performance.

Workforce Focus

The senior leaders of Sino Land take personal actions in educating their staff and has been conscious in cultivating a strong co-operation among departments. Taking the management trainee to meet fund managers and grouping all the front-line and back-of-the-house staff on project basis are some of the examples.

Sino Land has been devoted to promote work life balance throughout the organization. An admiring example is the full pay for 10 weeks of maternity leave and Corporate Social Responsibility (CSR) leave.

Process Management

Sino Land has clearly defined its key business processes for its business groups and established multiple listening channels to collect feedback from customers, suppliers/partners and employees in respect of process improvement.

Comprehensive operational Key Performance Indicators (KPIs) are developed to facilitate process management and improvement. Benchmarking and customer satisfaction surveys are being used for process improvement.

Results

Sino Land has demonstrated remarkable results in a broad range of

競賽等方式，促進客戶文化的建立。

評估、分析和知識管理

信和置業引進了一套結構完善、充分利用資訊科技的績效測評和知識管理系統。其中「iProspect」是物業開發的檢驗系統；「iPromise」是物業管理系統。為了實現公司內部資訊和良好經驗的充分交流，信和置業開發了「信和網」的知識管理系統。通過標準借鑒管理，信和置業致力於尋找提高績效的方法。

工作團隊焦點

信和置業的高層領導會親自栽培下屬員工，關注培養各部門之間的合作意識。新入職的管理見習生可以和高層一起會見基金經理，一些項目的所有前線和後勤員工會集合一起商討、聯誼。

信和置業一直致力為員工考慮工作和生活之間的平衡。其中一個典範是發放全薪假期給分娩（十周）和參與企業社會責任活動的員工。

程序管理

信和置業為各業務確定了明晰的關鍵業務流程，並建立多方位聆聽管道收集客戶、供應商、合作夥伴和員工的意見回饋，確保運作流程可持續完善。

同時，還制訂了綜合營運關鍵績效指標，促進流程的管理和完善。此外，還有標準借鑒管理和客戶意見調查等方法來改善流程。



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measures, including product, financial and customer satisfaction.

Sino Land has won a number of awards for their property development projects. According to the “Mystery Shopper Survey”, it has demonstrated that the services of the company have assumed a leading position in some aspects. Zero complaint has been received in relation to the accuracy of the marketing materials of the property development, sales and leasing.

Sino Land has reached 100% management contract continuity rate in the property management business contributing towards a good growth in rental revenue and property management service revenue when compared with the competitors in the past few years.

Under a strong leadership, Sino Land has made contribution to society in various aspects such as food waste collection, reducing plastic bags consumption and volunteer service hours.

The company has obtained “Corporate Governance Asia Award” from 2007 to 2010.

On the whole, Sino Land is progressing well in the light of its VMV.

業績

信和置業多方面的措施都取得了明顯成效，包括產品、財務和客戶滿意度。

信和置業的物業開發項目曾多次獲獎。「神秘顧客調查」顯示，該公司的服務在一定領域處於領先地位。在物業開發、銷售和租賃相關的行銷資料的準確性方面，錄得零投訴的佳績。

在過去幾年間，信和置業物業管理業務的合同續約率達到百分之百。與競爭對手比較，其租金和物業管理服務收入增幅較大。

在強有力的領導之下，信和置業在廚餘收集、減少塑膠袋消耗和志願服務時間等多方面，為社會做出了貢獻。該公司從二零零七年到二零一零年連續四年獲頒「亞洲企業管理獎」。

信和置業在確認的願景、使命和價值觀指引下，不斷茁壯成長。