



Report from The Board of Examiners

(Bronze Award)

評審委員會報告

(銅獎)



The Link Management Limited (The Link) is the manager of The Link Real Estate Investment Trust (REIT). The Link REIT is the first REIT in Hong Kong. The Link REIT's portfolio consists of 181 properties with an internal floor area of approximately 11 million square feet of retail space and around 80,000 car park spaces.

Leadership

The Link's vision is to become a world class real estate investor and manager serving and improving the lives of those around its properties. Its Vision-Mission-Values (VMV) is clearly defined and propagated to all stakeholders via multiple channels. It also defines the focus of its corporate culture and the guiding principle for their decision making.

Continuous efforts are made to create a sustainable REIT via Asset Enhancement Initiatives (AEIs) and workforce engagement. It has established five committees: audit, finance and investment, human resources and compensation, nomination and remuneration to strengthen its corporate governance.

Strategic Planning

The Link adopts a systematic strategic planning process to develop its 3-year business plan and longer term strategies on asset management, acquisition and enhancement with inputs from its senior management and the Board. Work goals and priorities of individual managers are established to drive workforce of each department towards its corporate strategic direction.

Customer Focus

Systematic customer engagement measures are in place for customer segmentation, identification of specific needs and collection of feedback. Customer satisfaction survey information is linked to its AEIs programme. It has established The Link Tenant Academy to keep tenants abreast of the latest market trends and business skills, and provide technical support and better customer service.

領匯管理有限公司（領匯）是領匯房地產投資信託基金（又稱領匯房地產基金）的管理公司。領匯房地產投資信託基金是香港首家房地產投資信託基金。領匯房地產基金的資產組合包括一百八十一個物業，合共一千一百萬平方尺零售店舖面積及約八萬個車位。

領導才能

領匯致力成為世界一流的房地產投資及經營者，並提高物業周邊的生活質素。公司的價值理念清晰明確，通過多管道傳達給所有持份者，確定企業文化核心及決策的方針重點。

公司一直努力通過資產提升項目，創造持續的房地產投資信託服務增值和員工忠誠。公司分別設有五個委員會：審計、財務及投資、人力資源及薪酬、提名及薪酬，從而加強公司管治。

策略性規劃

領匯擁有一套系統的策略規劃流程，制定三年和更為長遠的計畫，作資產管理、併購、吸納高層管理及董事會意見。個別部門主管有相應的工作目標和明確的重點次序，促使每一個部門的員工都能配合公司發展的策略方向。

客戶焦點

公司擁有一套全面提高客戶忠誠的系統，包括客戶細分、客戶需求細化，以及客戶回饋收集。客戶滿意度調查資訊掛接資產提升項目。此外，還設有領匯租戶學院，讓租戶知悉最新市場趨勢和商業技能，提供更好的客戶服務和技術支援。



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Measurement, Analysis, and Knowledge Management

Its performance measurement system is linked with the corporation's strategic directions and operational guidelines. The Link also benchmarks with performance of world-class REITs, which become their Key Performance Indicators (KPIs) for future performance targets.

Workforce Focus

The Link endeavors to foster sense of belonging and staff morale through various communication channels, including Town Hall meetings, team meetings, cross-departmental meetings and YourVoice.com. Employee Assistance Programme is also implemented to provide one-stop service in assisting staff to prevent, identify and resolve concerns or problems in their personal, family and work lives. Independent service provider has been appointed to provide information and solutions to those in need.

Operations Focus

The Link's 3 key business processes, Leasing, Carpark and Corporate Development, are well defined with major key processes in place. Emergency readiness system with training support is established.

Staff members have their own KPIs based on a balanced scorecard approach with four quadrants, namely business & financial; organization process; people management and customer focus.

Results

The Link has developed a comprehensive schedule for Asset Enhancement Initiatives (AEIs), since its listing in 2005, to transform its properties and create a more enjoyable business and shopping environment for its customers and tenants. Its retail shops occupancy continued to show healthy improvement together with unit rent steadily increasing supported by improving shopping environment and its 22 completed AEIs.

評估、分析和知識管理

領匯的績效評估系統緊密聯繫公司的策略和營運方向。領匯參照其他世界級的房地產投資信託基金的績效，作為公司未來的關鍵績效指標。

工作團隊焦點

領匯致力通過多種溝通管道加強員工歸屬感和士氣，包括：大會堂會議、團隊會議、跨部門會議，以及特設的YourVoice.com 意見網站。員工援助計劃為僱員提供一站式服務，協助預防、識別及解決個人、家庭及工作中的種種顧慮和問題。同時聘請獨立專業服務，為有需要的員工提供相關資訊和解決方案。

營運焦點

領匯三大業務分別是租務、停車場和企業發展，主要工作流程都明確有序。所有應急系統都有完備的相關培訓。

依據平衡計分卡方法，每位員工都有四項關鍵績效指標，分別為商業及財務、組織流程、人力管理和客戶焦點。

業績

自二零零五年公司上市以來，領匯就建立了一套全面的資產提升項目日程表，進一步改善旗下地產物業，為客戶及租戶創設令人更愉悅的商業和購物環境。由於購物環境不斷提升，其間二十二個資產提升項目完成，零售店舖租用率及尺租金額都保持穩步增長。