



As a property management arm of Great Eagle Holdings Limited, Langham Place Management Office is devoted to serving thousands of visitors and hundreds of tenants in Langham Place. The company demonstrates a good TQM example to the property management service industry. The Board would like to highlight the following attainments in its quality journey:

Leadership

The Management Office has in place a clear Vision and Mission. Its CREST acronym codifies the 5 core values (Customer Focus, Responsibility, Excellence, System Compliance, and Team Work) that the company passionately strives for. Senior management has proactively played role models in articulating the company's commitment to its VMV. Mentoring Program and Recognition Scheme are proven to be essential ingredients of the VMV deployment. Through establishing various taskforces, the company has successfully made the management hold collectively accountable for high performance, ethical behaviour, and continual improvement. Environmental protection is observed. Integrated Management System (IMS) for Quality, Environment and Occupational Health and Safety is ingrained in its operation system. The company's voluntary team has actively participated in various community activities, exhibiting a strong commitment to societal responsibilities.

Strategic Planning

In setting out the strategy, the Management Office has conducted SWOT analysis to help identify and exploit which performance variables drove the value of the company. Quality Service Team and Quality Focus Group have drawn on information from all kinds of stakeholders. This enabled the company has an integrated perspective to understand the practical implications of the strategy. Designated task forces have been deployed to step up the efforts to carry out action plans. IMS meetings would regularly review the performance progress. Equally important, there is a Quality Assurance Team to devise improvement plans based on the CREST core values.

Customer Focus

The first letter "C" in CREST stands for Customer Focus, which in itself accents the importance of customer orientation within the company. The company has assigned dedicated teams to serve its two groups of customers: mall visitors and tenants. This arrangement ensures that different customer groups all enjoy attentive and responsive services. To forge stronger bonds with its tenants, senior management would conduct regular visits and gatherings, as well as a yearly tenant satisfaction survey. For the mall

Langham Place Management Office (朗豪坊管理處) 是鷹君集團有限公司旗下的物業管理分支機構，致力為朗豪坊數以千計的訪客和數以百計的商戶提供服務，是物業管理業的全面品質管制典範。以下是公司達致的成果：

領導能力

公司的願景和使命清晰明確，熱切建立的五個核心價值以CREST代表，分別是以客為本 (Customer focus)、盡責承擔 (Responsibility)、力求卓越 (Excellence)、專業管理 (System compliance及群策群力 (Team work)。高層管理言傳身教，傳達公司承諾的「願景-使命-核心價值」，其中嚮導和嘉許計劃更確認為實施「願景-使命-核心價值」的重要元素。各式各樣的專門工作小組，使管理層集體面對高效能，專業操守和持續改善的要求，履行環保責任。綜合管理系統把質量、環保和職業健康與安全等元素根植於最基本的運作機制。志願小組積極參與各類社區活動，堅定貫徹社會責任承諾。

策略性規劃

公司在制定策略時，用SWOT識別、發掘有助強化公司核心價值的變項。品質服務小組和品質工作小組充分收集所有持份者的資訊，從而找尋完整的視角，掌握整體策略的現實意義；專責小組積極執行具體行動計劃；綜合管理系統 (IMS) 定期評審工作進程；品質保證小組負責在CREST核心價值的基礎上，制定進一步改革方案。

客戶焦點

核心價值CREST的第一個字母"C"代表「以客為本」，強調公司以客為本的重要性。不同的專責小組分別為兩大類客戶提供服務：觀光客



visitors, LP Card is one of the cornerstones of customer engagement. All the voice of customers is centralised for analysis, this ensures that all the findings could be translated into specific actions for customer relationship management. Best customer service practice sharing is proven to be an effective catalyst for driving continual improvement and innovation.

Measurement, Analysis, and Knowledge Management

Within Langham Place Management Office, overall operation performance is set under ISO key objectives and is reviewed in daily morning briefings. The Board is impressed by the company's determination to strive for performance improvement. Two specific departments (Quality Assurance Department and System Compliance Department) have been set up to enhance its service quality and organisational performance. The company has embarked on a well-structured KPI system. To review performance objectively, internal audit and independent third-party audit are conducted. On the IT management, the company manages a customer database. Specific personnel, such as System Coordinators, have been assigned to ensure the data accuracy and timeliness. Customer data and feedback are effectively used to support operational decision making and forecast the needs of future customers. Combined with emergency drills of extensive scenario, the business continuity plan is well addressed.

Workforce Focus

The company has made considerable effort on recruitment, training, and staff engagement systems. In order to communicate important information and engage the staff at the early stage of the employment, the head of human resources would meet every new joiner on the first day of work. To intensify the effort on staff engagement, a 10-day mentoring program is organized for new joiners. As a part of training programs, the company manages an education subsidy scheme to encourage lifelong learning. High performers are developed with a recognition scheme and a succession plan. Staff caring and staff recreation taskforces are in place for staff engagement. Staff could voice their feedback in an i-forum, which in turn is a good assessment tool for workforce engagement. The company's effort in pursuing a healthy and safe environment is proven by the attainment of OHSAS 18001:2007 in 2011.

Operations Focus

Mongkok has its unique hustle and bustle. Property management in this particular location context would face enormous challenges in crowd control, security management, cleanliness management, repair & maintenance, and indoor air quality management. The Board is delighted

和商戶，保證不同客戶群均可得到貼身、周到的專注服務。公司與商戶聯繫緊密，高層管理定期拜訪商戶、安排聚會，並進行一年一度的商戶滿意度調查。朗豪卡（LP）是讓觀光客積極參與的重要工具。所有觀光客的意見都會集中分析，確保所有分析結果都會轉化為客戶關係管理的具體行動方案。事實上，典範客戶服務工作分享起着持續改善和創新的催化作用。

評估、分析和知識管理

公司按照ISO核心目標訂定全面操作指標，並在每天早上的簡報會中檢討。評審對公司爭取績效提升的決心，印象深刻。兩個專責部門（品質保證部和系統協調部）負責提高服務品質和整體機構表現；關鍵績效指標系統結構完善緊密；審查工作客觀嚴謹，既有內部評審，又有獨立協力廠商評審；IT管理方面，公司的客戶資料庫由專職人員（系統協調員）負責，保證資料準確及具時效；客戶資料及回饋獲充分利用，促進運作決策、有效預測客戶的未來需求；大範圍的緊急應變演習，有效地結合到公司完善的業務持續運作部署計劃中。

工作團隊焦點

公司在員工招募、培訓以及參與方面規劃詳盡。人力資源部領導在每一位新員工報到首日，便會親自面談，灌輸公司重要資訊，讓員工盡早融入公司文化中；所有新入職員工都需參與為期十天的嚮導輔助計劃，增強職員的參與度；教育津貼是全面培訓的一部分，鼓勵終身學習；員工嘉許和承傳計劃，激勵和培育表現優秀的員工；員工關懷和福利工作小組進一步加強員工的參與；i-forum論壇讓員工盡訴心中情，成為評估員工參與非常有效的工具；2011年公司獲OHSAS 18001:2007認證，確認公司致力提供健康與安全的環境。



to note that the company's work systems have done very well. Critical work processes are shown to be fit for property management features in Mongkok. Service pledge is well placed. The IMS could effectively drive the work process improvement by integrating corrective and preventive actions with the existing operations. Through the contests of Fun@Work and Be a Green Eagle, ideas for work process innovation would bubble up from the operation levels. For the supplier and contractor management, Property Management Information System has been set up to monitor contracting, quotation and payment process.

Results

The results are encouraging. There is an upward trend of appreciation from tenants and shoppers, whereas the number of complaints is in a downward trend. Moreover, Langham Place was rated as one of the most favourable shopping mall in 2012-13. The office tower charged the lowest management fee among Grade A buildings in Kowloon. In the areas of workforce management, staff retention rate is over 75% since 2008, while new staff retention is over 85%. Over the past few years, the company has received several awards and accreditations on quality service, property management, green contribution, security standard, training and social service. All these proven that Langham Place Management Office has succeeded in making solid progress in its TQM journey.

營運焦點

旺角的特色在繁雜緊湊，所以人群控制、安全管理、清潔、修護和保養以及室內空氣品質，對這裏的物業管理是巨大的挑戰。評審欣喜發現，公司的運作系統很完善，能夠針對旺角物業管理的特殊需要。服務承諾獲妥善落實；綜合管理系統將預防、矯正措施，結合到現有的運作流程，有效地推動整個運作系統的不斷完善；Fun@Work和「做一隻環保鷹」比賽，將操作層面上產生的創新想法引領到高層；物業執行資訊系統有助供應商和承包商的管理，可監控承包合約、報價以及支付等流程。

業績

公司取得令人鼓舞的成果。商戶及顧客正面評價一直上升，而投訴數字則不斷下降。朗豪坊更被高度評價為2012-2013年度最受歡迎的購物商場之一。辦公樓的管理費是九龍甲級寫字樓中價格最低。在員工管理方面，員工留存率自2008年來一直保持在75%以上，而最新的員工留存率更超逾85%。在過去幾年，公司在服務質量、物業管理、綠化貢獻、安全標準、員工培訓以及社會服務方面獲獎無數。這充分顯示公司全面質量管制方面所取得豐碩的成績。