



Island South Property Management Limited  
南盈物業管理有限公司



Provided by  
Island South Property Management Ltd – Bel-Air  
本報告摘要由南盈物業管理有限公司 – 貝沙灣提供

## Company Background

Established in 2003, Island South Property Management Limited ("ISPML") is a wholly owned subsidiary of Pacific Century Premium Developments Limited ("PCPD") specialising in residential property management services. PCPD is principally engaged in the development and management of premium property and infrastructure projects, as well as investment in premium-grade buildings in the Asia-Pacific region.

The ISPML team comprises around 300 experienced, customer-oriented and committed staff, providing an around-the-clock intensive management service to safeguard the best interests of clients at the managed properties. Over the years, ISPML has fostered a mutually respected working relationship with clients, and shared a mission to maintain the prestigious brand image that enhances value of the properties. The No-Compromise in service quality of security, cleaning, maintenance, dining services plus high-end lifestyle themed clubhouse facilities and services has set a new standard for the luxury residential accommodation sector.

ISPML aims to become the preferred employer for outstanding performers in the industry.

## Leadership

ISPML's mission is to provide "Premium Management for Quality Living" to our customers. To achieve this ultimate goal, we adopt the core values of "Integrity", "Commitment to the environment", "Focusing on employees" and "Developing talents for the industry". In this regard, we take practical approaches to communicating our values to our staff, so they can be comprehensively realised.

ISPML's management philosophy is more sophisticated than is typical for the property management industry – which is perhaps stereotyped as limited to security management and daily upkeep of facilities, and implies little enhancement or progress. Bel-Air, as ISPML's prime managed property, is a place of insight.

Management of Bel-Air does not rest on the laurels of its world-class building design and facilities. For our customers, ISPML is determined to provide a holistic "Lifestyle Experience", supported by premium-quality service and, critically, including the promotion of environmental awareness throughout the neighbourhood. For employees,

## 公司背景

南盈物業管理有限公司（「南盈」）成立於 2003 年，專注於住宅物業管理，是盈科大衍地產發展有限公司（「盈大」）的全資附屬公司。盈大主營在亞太區發展及管理優質物業及基礎設施，並投資頂級物業。

南盈有一支約為 300 人的經驗豐富團隊，本著以客為先的精神服務住戶。南盈與顧客建立互相信賴的管理模式，共同目標是維持優質豪宅地位，使物業增值。南盈對保安、清潔、保養、維持主題會所設施和餐飲服務一絲不苟，把豪宅屋苑管理提升至更高層次。

南盈亦關注員工的事業發展，銳意成為行業優秀人才的理想僱主。

## 領導才能

南盈的使命是「卓越管理，優質生活」，在此目標之下提倡「誠信」、「關顧環境」、「重視員工」及「為行業培育優秀人才」，並透過不同渠道跟員工分享公司的使命和價值，以體現在每個環節。

南盈的管理哲學不局限於傳統物業管理的保安和維修概念，因為這種傳統思維只會窒礙服務的提升和進步。南盈的貝沙灣正是管理卓越的前瞻性屋苑。

雖然貝沙灣屬世界級設計和具備一流配套，但南盈依然一絲不苟。對於住戶，我們提供獨有的「生活體驗」，同時大量投資於環境教育，以打造綠色鄰里。對於員工，我們提供最佳的專業里程規劃。我們不單著重公司的運作，更帶動整個行業的發展，為物業管理行業培育最優秀的人



ISPML offers the best career planning, which not only aims for the company's operational efficiency but stretches to lead the trends in the management services industry, with the ultimate goal of nurturing the best talents for the property management sector in Hong Kong.

Our vision and mission are integral to the company's goals, and communicated to the employees through all possible channels.

ISPML emphasises succession planning, by developing employees' fullest potential.

For sustainability, ISPML establishes partnerships with other green organisations, to promote environmental awareness among customers and uphold our corporate social responsibility.

### Strategic Planning

ISPML carries out SWOT analyses with all department heads, as a clear process for identifying the current standards and positioning of the company, which are crucial for future strategic planning. Therefore, we have adopted a three-year plan to outline the company's objectives to meet and exceed our customers' expectations. Coupled with the company mission, this process also sets forth the Key Performance Indicators (KPI) for service enhancement in every individual management domain; these enhancements are subsequently refined and evaluated in the annual performance review. The goals are then analysed and developed into an achievable action plan indicating short- and long-term targets. We also encourage regular reviews with stakeholders.

ISPML maintains close connections with key stakeholders as well as our working partners. Collaboration has been proved effective by mapping out the Mission Statement for Bel-Air that prioritises the focus areas. It creates a reliable framework for future management planning.

ISPML also adopts "Walk Management", in which the management walks to the front to continuously monitor our actual performance in all areas.

### Customer Focus

ISPML upholds the service standards equivalent to internationally renowned hotels, and adopts every feasible mean of listening to residents' voices, by setting up the Bel-Air Hotline, which is administered by an independent department to facilitate efficiency.

才。南盈以有效途徑向員工傳達這些理念和核心價值，全體員工均抱持共同目標。

除了提倡可持續的生活模式，南盈亦鼓勵貝沙灣住戶參與社區義務工作。遇有災禍，還為世界各地的受災人士提供協助。

為確保傳承優秀員工的專業性，南盈透過內部和外部培訓，助員工發揮潛能。

可持續發展方面，南盈與不同的環保機構合作向顧客推廣環保概念，以履行企業社會責任。

### 策略性規劃

南盈定期跟部門主管評估公司的強弱危機分析，為管理標準進行市場定位。我們制訂3年計劃，詳細規劃企業發展目標。3年計劃跟公司的使命相符，包括住戶服務指標（Key Performance Indicators），並每年作出評估及修正，從而制定實施計劃（action plan），為各種服務訂出短期及長遠目標。我們亦邀請持份者評估我們的表現和服務效率。

南盈一直與貝沙灣的重要持份者保持緊密聯繫，並一同制定貝沙灣的使命宣言，詳列各項管理目標的優先次序，作為管理規劃的指標。

南盈提倡「Walk Management」。管理層必須走到前線，監察公司的實際表現，以確保各個範疇均一絲不苟。

### 客戶焦點

南盈以國際知名的酒店水平作為服務指標，除了提供優質服務，還設立不同渠道以聆聽顧客的需要。例如，由獨立部門處理貝沙灣熱線，以提升跟進效率，詳細分析投訴個案，找出根本原因，



Customers' suggestions and root causes of flaws are analysed through the Glitch Reports that are discussed from the residents' perspective at the monthly Operation Meetings.

In addition, ISPML has optimised the Duty Manager and Silent Shopper System to enhance quality assurance system. The Duty Manager walks around all departments to ensure the working processes are seamless, thus enhancing productivity and team efficiency. ISPML constantly upgrades service quality through the use of Silent Shoppers. Furthermore, the performance pledge of 24-hour complaints investigation and a stellar reporting system have important roles for the continuous enhancement of service standards.

Communication channels include not only the traditional ways of notices and letters, but also special publications, such as, Bel-Air Magazine, Newsletters and other booklets.

The implementation of the major annual Customer Satisfaction Survey is the most comprehensive within the industry. An action plan is developed based on the collected data, for incorporation within our three-year plan.

### Measurements, Analyses, and Knowledge Management

ISPML operates in accordance with ISO 9001, ISO 14001 and OHSAS 18001 certification. Staff training courses and workshops including work safety, servicing, operation procedures, and complaint handling are scheduled in the year-plan and conducted regularly.

Cross-departmental cooperation is encouraged by setting up working committees with representatives of all departments, to achieve synergy in group decision-making.

### Workforce Focus

ISPML adopts and adjusts career planning which best benefits employees. A mentoring scheme is implemented. Re-development is made flexible for employees with other expertise who are interested in switching positions to work in different departments.

In preparation for succession planning for company and even property management practitioners, ISPML utilises resources for employees to obtain academic qualifications to match regulations.

ISPML promotes and empowers innovation by employees. We adopt

並運作月會中討論，以尋求改善方案。

南盈優化了實務經理及卓雋品檢管理系統。實務經理實踐步行管理，走到各部門，監察各項運作及服務，有效地優化部門間合作及提升生產力。透過卓雋品檢及 24 小時投訴調查及匯報系統持續優化各範疇的服務水平。

貝沙灣的通訊媒介除了傳統的通告和信件外，還採用《Bel-Air Magazine》、《Bel-Air Newsletter》、各種小冊子及因應情況特製的刊物。

貝沙灣的年度顧客服務滿意調查以行內最詳盡的方式蒐集業主委員會的意見，讓住戶深入評價屋苑的每個範疇。分析數據後會整合出改善計劃，作為 3 年計劃的評核指標。

### 評估、分析和知識管理

南盈獲得了 ISO 9001、ISO 14001 和 OHSAS 18001 認證。我們訂定各種工作指引和年度員工培訓日程，包括工作安全、服務技巧、運作流程和投訴處理。

南盈透過不同的合作小組鼓勵跨部門合作，例如員工培訓小組、專業導師培訓小組、環保小組、投訴處理小組和職安健小組，誠邀各部門的代表共同分析並尋求解決方案，以協同各部門的效率。

### 工作團隊焦點

南盈為員工提供最好的職業規劃，由經理擔任專業里程碑導師，定期跟員工檢討工作表現，並就事業發展提供意見。南盈亦根據員工的專長和興趣重新分配更適合的部門和崗位。

南盈投放大量資源於員工知識傳承和管理層接班，並資助員工報讀物業管理課程。



meaningful ideas by allowing the contributing employees to lead the implementation. Employees' suggestions and initiatives are also taken into consideration in their annual performance reviews.

### Operation Focus

ISPML upholds the mission of PCPD, to maintain a safe, secure and respectful workplace delivering a high level of service, integrity, quality, and performance. Drills and training courses are scheduled and frequently conducted to equip employees with the latest knowledge on dealing with emergencies.

Business partners, such as, service contractors are selected through a strict and fair tendering system, with better control than is legally required. Stakeholders' participation will be invited through the tendering procedure, for higher procurement transparency. While service contractors play a significant role in promoting green values, ISPML imposes additional assessment criteria in environmental protection, and waste reduction etc.

Principally, ISPML stresses "Process Reengineering" by regularly reviewing the workflow of the current operations and striving to further boost productivity.

### Results

With all the efforts integrated into an effective management system, ISPML successfully achieved improvement every year in overall customer satisfaction in the annual survey. Compliments tripled in 2014 compared with 2013, whereas complaint figures dropped consistently from 2011–2014. Employees' workplace satisfaction has remained consistently high, exceeding 90% from 2012–2014.

Work injuries have been kept to a minimum, as reflected in sick leave due to injury dropping by 68% from 2012–2014, while an ongoing decrease in staff turnover rate was recorded in the same period.

ISPML received the Family-Friendly Employers Award, in recognition of our in-house training, 10-year Long Service Award and special arrangements focusing on employees.

Through prudent financial control in the face of inflation and external environmental factors, the management fee levels of Bel-Air are among the most market-competitive among benchmarked residential developments, while properly maintaining excellent quality of life.

南盈支持員工提出創新意見，定期蒐集員工對公司運作和環保的提議，並適當採納有意義的提議，更由提出意見的員工帶領落實。員工的意見亦於年度表現評核中評估。

### 營運焦點

南盈響應盈大的重要使命，「為員工提供安全、可靠、和諧互重的工作場地，協助員工展示良好操守、質素及表現，以提供高水準服務」。為確保提供舒適安全的工作環境，南盈蒐集員工對運作和環保的意見，亦定期舉辦培訓和演習，令員工掌握最新資訊應付突發事件。

南盈審查合作伙伴資格的標準比法例更嚴謹。我們邀請重要持分者參與重要的支出項目，以增加採購的透明度。南盈亦對各個服務承辦商訂立額外的評核準則，以配合環保和減廢的大原則。

南盈重視「運作流程重組」，定期檢視工作流程和效率以提升生產力。

### 業績

南盈在顧客服務滿意調查中獲得佳績（滿意指數每年持續上升）。2014年顧客讚賞信較2013年增加3倍，投訴宗數於2011-2014年度持續下降。在2012-2014年度。員工的滿意度維持於90%以上。

在2012-2014年度，工傷病假天數減少68%，同期員工流失率亦顯著下降。

南盈為員工提供在職培訓、十年服務認可和特別情況安排等等，因此榮獲「家庭友善僱主獎勵」。

由於理財審慎，即使面對持續通脹及外圍環境因素，貝沙灣的管理費依然是同級豪宅屋苑中甚具競爭力的。