



環球貿易廣場  
INTERNATIONAL  
COMMERCE CENTRE

Provided by Kai Shing Management Services Ltd -  
International Commerce Centre

本報告摘要由啟勝管理服務有限公司 - 環球貿易廣場提供

### Company Background

The International Commerce Centre (ICC) is the tallest building in Hong Kong and currently the 6th tallest in the world. The 484-m tall building, with 118 storeys, is a Grade-A building developed and owned by Sun Hung Kai Properties Limited (SHKP). It offers 2.5 million sq. ft of office space, an observation deck (sky100), top class restaurants (Sky Dining 101) and a hotel (the Ritz-Carlton). Now in its seventh year of operation, and with so many world class financial companies in residence in the building, ICC has stretched the traditional financial district from Central, Hong Kong to West Kowloon and is a towering landmark visible from most part of the Victoria Harbour.

In 2005 when the building was still at its planning and construction stage, Kai Shing Management Services Limited (Kai Shing, a wholly-owned subsidiary of SHKP) was appointed the Building Manager of ICC (Kai Shing-ICC). Established in 1978, Kai Shing manages a combined total of over 130 million sq. ft. of commercial complexes, residential estates, industrial buildings and club houses in Hong Kong and has a workforce of over 7,000 staff. Kai Shing's chief objectives of managing ICC are to provide high quality, reliable, and sustainable property and facility management services for the tenants and owner of the building. It runs the building with 180 full-time staff. It also uses the services of specialist contractors from the outside on a day to day basis.

### Leadership

Kai Shing has well established missions and goals. These missions and goals have formed the guiding principle of ICC's team operation. Firmly established as a provider of premium property and facility management services in Hong Kong and China, we always puts customers first and strive to be environmentally friendly. These missions and goals also constitute the company's core business objectives. Kai Shing's senior leaders believe that progress is everybody's business. With the hard work of leaders and their subordinates, we continue to improve our business process and sustain our leading position in the market. These missions and goals are made known to the company's customers, staff and service providers so that various different expectations are managed and aligned.

### 公司背景

環球貿易廣場 (ICC) 由新鴻基地產有限公司 (SHKP) 發展，樓高 484 米，共 118 層，是目前全港最高，世界第六高的甲級摩天大樓。物業內包括有 250 萬平方呎的寫字樓、觀景台 (天際 100)、頂級餐廳 (Sky Dining 101) 與及酒店 (麗思卡爾頓酒店)。ICC 運作至今已達七年，隨著多間世界級金融機構進駐，聳立於維港的地標建築 ICC 已成功將傳統金融區從中環擴展至西九龍。

2005 年，當 ICC 還處於規劃及建築階段的時候，啟勝管理服務有限公司 (啟勝為新鴻基全資擁有的子公司) 即被委任為物業管理公司。啟勝管理服務有限公司 (啟勝) 於 1978 年成立，為香港其中一間最具規模的物業及設施管理公司。現時管理物業的總面積超過 1.3 億平方呎，當中包括寫字樓、商場、住宅、大型屋苑、工貿大廈、居屋、以及會所與康樂設施，員工人數超 7,000 人。啟勝的目標是為業戶提供優質、可靠及可持續發展的物業與設施管理服務。ICC 的團隊人數達 180 人，同時還聘請了各類型專業承辦商協助提供服務。

### 領導才能

啟勝有明確的抱負與目標，這些抱負與目標已成為 ICC 管理的指導性原則。我們志在成為於香港和國內提供優質物業及設施管理服務的公司。為了鞏固此定位，我們本著以客為先的精神，並致力推行環境保護的工作。同時，這些抱負與目標也構成了我們核心業務的主要指標。啟勝的管理層深信群策群力是成功的關鍵。透過員工上下一心對公司的支持及努力，我們持續改善各項工作細節，保持於市場的領導地位。我們的客戶、員工及承判商均十分清晰我們的使命和目標，以確保服務水平的一致性。



## Strategic Planning

By instituting this core strategic value, Progress Is Everybody's Business in staff's mind, we believe, action plans regardless of their scope and scale will be more readily taken up by staff as a personal pursuit. This goes without saying that it is a daily drive to make sure staff would put their hearts and minds at work. The company's strategy for this is make sure that each of its staff is well informed of our main objectives and the action plans respectively since valued staff are the one responsible for implementing the plans and thus making the progress.

We benchmark our operation against the newest and the leading tall buildings in the major cities of the world and shape its operation front and back of the house accordingly and do everything within its means to stay at the leading edge of the property and facility industry.

The company's short term strategic planning sessions with different divisions and external parties are conducted on an annual basis and all parties are asked to review the plans prepared previously in order to refine the plan into a more comprehensive one for the coming year. Kai Shing-ICC's Best Practice Committee is set up to meet weekly. The working progress of repair and facilities maintenance, and updates on contingency measures and customer feedbacks, etc. are critically reviewed during these meetings.

Kai Shing's long term strategic planning aims to enhance the stability and quality of ICC's facilities and to provide a round-the-clock, customer-oriented, high standard working environment for tenants of the building. These include instituted procedures on business continuity and quick turn-around after emergency situations as well focus on joint-drills such as evacuation and multiple backup systems including automatic oil pipe delivery and manual fuel delivery for backup on backup generators.

The property management industry is half hardware maintenance and half customer services. Looking from the inside, it's all and all a people business, with staff servicing machines and building and customers. The company's strategies are always about how to raise the standard of its staff. Besides the guiding principles highlighted in Kai Shing's missions and goals and in our strategic training and recruitment

## 策略性規劃

透過將“群策群力，創造佳績”的核心價值建構在團隊成員的心中，我們相信各員工無論所做工作的規模及種類，皆能夠用心服務，做到最好，如同以追求個人目標的心情一樣。我們更確保每名員工熟悉我們的核心價值和目標，皆因他們才是能確切地執行各項計劃並有效地監察事情進度的重要成員。

我們以全球各大城市最新、最矚目的高層建築物作為標準來衡量我們的管理及日常運作的積效，並持續地改進我們的各項工作，以保持在行業的領導地位。

啟勝每年均會就短期策略與不同部門和持份者進行檢討，以確保能夠制定一個更全面的年度計劃以供實行。啟勝-ICC的最佳實務研究小組每星期討論的議題涵蓋各項設施和設備的保養維修計劃、緊急應變程序及顧客意見，尋求改進空間。

啟勝的長遠策略為不斷改進 ICC 的設施管理質素以及設備的穩定性，並能全年無休地提供以客為先的優質營商環境予租戶。這有賴一套詳盡的營運持續管理系統和在緊急情況下仍能作出快速應變的專業團隊。透過恆常進行的模擬演練，當中包括疏散和柴油供應安排，以確保所有系統於緊急事故發生時仍能持續運作。

物業管理的行業由對設施的管理和客戶服務而組成。由行業內的角度來看，物業管理是以人為本的行業，由大廈維修以至為客戶提供服務皆需要人來進行。公司的策略更一直致力提升員工的質素。此外，公司的指導方針已重點融入啟勝的抱負及目標與及涵蓋在培訓及聘用政策之內。另



policies, managers and staff at ICC are instilled with a set of easily practicable common values in the form of the PACMEN model.

**P** – Progress is Everybody’s Business

**A** – Attention to details

**C** – Check, check and double check

**M** – Management by walking around

**E** – Excellence is not an act but a habit

**N** – Nothing’s too small to make a difference

Essence in the PACMEN model is strategically injected into various work processes and improvement programs for staff development and service improvement work in the building.

### Customer Focus

Efficiency and excellent facilities management and technical support matter most, but all these qualities must eventually be seen by and communicated to the end-users. Attention to details embrace all facets of Kai Shing’s operation in ICC. With the top of the market tenants who often have distinguished guests visiting their offices, attention to details can mean close communications with our tenants concerning nearly every aspect of the building’s daily operation. Attention to Details is followed closely by another proven management concept in the service and building management industry, and that is, Management by Walking Around. This helps staff spot on real time the state of the building and staff performance on the one hand and the other creates more casual meetings with building’s occupants and for the management team to listen to them. Management by Walking Around also contains an element of emotional correspondence between customers and managers and managers and staff. This gives rise to another practiced concept that of Lead by Being Seen. This management philosophy works on both side of the fence too. Customers would feel comfortable seeing top managers around and frontline staff appreciate seeing and passing on their fresh personal observations of customer’s expectation to the top managers. Personal and abstract connections between staff, top managers and customers are important to ICC’s team development.

外，公司更為經理及員工灌輸了一套簡單易明的管理理念，名為 PACMEN。

**P** – 群策群力，創造佳績

**A** – 想客所想，觀察入微

**C** – 再三求証，追求準繩

**M** – 身體力行，走動管理

**E** – 不斷求進，習慣卓越

**N** – 優質服務，分毫致勝

PACMEN 管理之要點已策略性地納入物業內所進行之各項員工發展及改善服務工作流程之內。

### 客戶焦點

高效、卓越的設施管理和技術支援很重要，但是這些工作必須令客戶看到並與能與其清楚溝通，讓其知悉。「想客所想、觀察入微」和著重細節牽涉了我們日常管理工作的多個範疇。由於我們的租戶是其行業內的翹楚，每日都有不少尊貴客戶拜訪其辦公室，著重細節即意味著要和租戶就物業內之運營工作進行密切的聯繫。緊隨「想客所想、觀察入微」之後的是服務與物業管理行業裏另一個被廣泛證實有效的管理理念，即「走動式管理」。在一方面，「走動式管理」可幫助我們了解物業的實際運作情況及員工的實際表現，另一方面，這亦為我們創造了更多和同客戶的非正式會面機會，幫助我們傾聽租戶的意見。同時，「走動式管理」亦考慮到可在顧客同經理之間、經理同員工之間建立交流及互動。這又帶出我們已踐行的管理理念，即身體力行，以被看見的方式來領導員工。此管理模式不僅適用於建立顧客關係，亦適用於管理員工。顧客在物業 見到高層管理人員，會感到安心。而前 員工則樂於見到高層領導，亦樂於將他們對顧客期望的最新觀察所得傳達給領導階層。員工、領導人員和顧客之間的情感聯係對啟勝 -ICC 的發展非常重要。



### Measurement, Analysis, and Knowledge Management

Team members observe and follow various established management systems in ICC including ISO 9001 Quality Management System, ISO 50001 Energy Management Systems and ISO 22301 Business Continuity Management Systems to ensure that the company gets the best of time-tested management models and that the work processes are standardized and the team's systems are audited yearly by ISO auditors. The team is performance oriented. The performance level of the team is measured methodically based on a set of Key Performance Indicators (KPI) including customer satisfaction rate, property condition, running efficiency of facilities and overall achievements.

On the other hand, entering external programs gives the team the chance to benchmark against its peers in the industry as well as a learning experience for the team having to comply with the judging criteria set up by an outside examining authority. Combined, internal and external assessments, they together give the ICC's team a good idea as to where it stands professionally and areas to improve in terms of performance within Kai Shing, within the industry, and on various industry and environmental standards.

### Workforce Focus

In Kai Shing-ICC, we believe there is a positive correlation between staff's satisfaction and his/her productivity and work performance. Establishing all these systems and endeavors will only be working well with the dedication of a team of professionals and enthusiastic staff members. We care about what they think regarding their work load, work environment, job satisfaction, job benefits, supports from co-workers and superiors as much as we care about their service quality and productivity suggestions.

We have given each individual with opportunities to develop themselves. Trainings and sharings are highly regarded in our organization. Through these trainings and sharings, we are hoping to let our staff members know that no matter big or small, their efforts in providing reliable services to customers have made a difference to the results of the company.

Staff Education and Training Sponsorship is a Kai Shing programme to encourage continuing education and to empower the company's workforce and build up an all-round manpower base. Seminar and

### 評估，分析和知識管理

我們按照並執行各種在 ICC 已建立的管理系統，當中包括 ISO 9001 質量管理系統，ISO 50001 能源管理系統和 ISO 22301 營運持續管理系統等，以確保我們久經試煉的管理模式令我們的工作流程能在標準化的情況下運行以及通過審計人員的年度審核。我們以工作績效為本，而團隊的工作表現則以關鍵績效指標（KPI）來量度，量度指標包括有客戶滿意度、物業狀況、設施的運作成效及整體物業成就作出考量。另一方面，參與各種外部計劃使我們與同行作出良性比較，增加團隊的學習經驗及確保我們能符合外部審核機構的審核標準。綜合各內外部的評估，團隊能清楚知道其置身在公司的內部、行業內，以及各行各業內的表現以尋求改善空間。

### 工作團隊焦點

在啟勝-ICC，我們相信員工的滿意度與他們的工作效率和表現之間互相關連。所有設施及設備的良好運作需要依靠專業和熱心的工作團隊協力合作來維持。我們關注員工對自己的工作量、工作環境、工作滿意度、工作福利及同事和上司對其在工作支援上的看法，尤如我們關心啟勝的服務質量和工作效率一樣。

我們給予員工不同的發展機會。公司亦高度重視所有培訓和工作分享。通過這些培訓和分享，我們希望讓員工知道，他們努力所做的大小工作，目的為提供可靠的服務予我們的租戶皆能為公司的業績作出重要的貢獻。

員工教育與培訓資助是啟勝的固有計劃，用以鼓勵員工持續進修及付予團隊的成員有較全面的技能。講座及工作坊的學習機會亦為員工提



workshop learning opportunities are also offered to staff regularly as are health and mental training such as outward bound training, stress management workshop, we also run a monthly training with officers and managers discussing the latest management concepts and practices every month in the hope to enrich their knowledge and problem solving skills based on proven and systematic approaches.

### Operation Focus

To ensure effectiveness in delivering customer value to our tenants, we pay great emphasis on Attention to Details and Frequent Customer Communications with our Account Manager system. Since most of our tenants are international and regional investment bankers, naturally an uninterrupted working environment is vital. We have various business continuity plans to assure that all systems' failure modes and effects are properly analyzed with responsive measures in place and practiced regularly.

We focus on maintaining an image-conscious building with state of the art facilities, excellent security and top class customer service at the front of the house and excellent maintenance of all our facilities and a happy workforce at the back of the house.

Plan Do Check Act is the all-embracing work flow process of our management operation. For instance, we have rigorously looked at the energy management aspect of the building. ICC is tall building. As we aim high for a low carbon operation, we have sought for many different ways to properly control the use of energy. We build on the company's long established Plan-Do-Check-Act framework and implement the ISO 50001 Energy Management Systems in our operation. We are grateful to be one of the first companies in the industry to establish and implement this new management system in 2011.

Besides, knowing that our customers are involving in the finance, investment and real estate industries, we also know that their businesses are dependent upon having a stable and reliable supply of electricity, air conditioning and water. Apart from maintaining a disciplined routine of maintenance regime, we also explore and establish the ISO 22301 Business Continuity Management systems. We were proud to invite the Hong Kong Quality Assurance Agency (HKQAA) to audit our BCM systems and achieved the very first certification from HKQAA. The drive for excellent protection for our customers is now our habit and we conduct regular drills on various

供定期的健康和心理訓練，如野外拓展訓練及壓力管理研討會等。我們亦為主任及經理提供每月培訓，與他們討論最新的管理概念和工作模式，藉此增強他們的知識和解決困難的能力。

### 營運焦點

為了確保能有效率地服務各租戶，我們十分著重細節並設有專責的客戶經理與租戶溝通。由於租戶大多都是國際性投資銀行家，不間斷的工作環境至為重要。我們有各種各樣的營運持續管理計劃，並且分析對系統的應急措施並持續進行演練。

我們在外專注維持大廈的良好形象，配備先進的設施、出色的保安系統及專業的管理人員。在內部，我們亦努力進行優良的保養維修工作，並為同事建立愉快的工作環境。

計劃、執行、檢查及糾正框架是我們管理工作內一個全面化的營運流程。舉例來說，我們努力監察大廈的能源使用。ICC 是高層建築，由於我們希望能達致低碳營運，我們採納了不同的方法來適當地控制及管理能源的使用。我們運用公司多年來實行的 P-D-C-A 框架來實施 ISO 50001 能源管理系統。我們十分榮幸能於 2011 年成為香港第一批獲得此認證的公司，並實施這個新的管理系統。

此外，我們的客戶涉及金融、投資、房地產等的行業。因此，穩定可靠的電力、空調和食水供應成不可缺少的營運元素。除了嚴格訂立維修保養程序外，我們亦採納了 ISO 22301 營運持續管理系統。我們榮幸能邀請香港品質保證局為我們的營運持續管理系統作外部的審核，並得到由該局頒發此系統的首張證書。我們將為客戶提供優秀的保障視為我們的工作習慣，因此我們會期進行



different scenarios so that our staff and tenants as well as other stakeholders are always prepared to handle unexpected situations.

### Results

We believe that the implementation of quality management is the key to improve our business results. With clear missions, goals and values, we continue maintaining our competitive advantages in providing premium property and facility management services to occupants of ICC.

Through the continuous improvement spirit, we have delivered impressive results in terms of maintaining a high level of occupancy rate, customer satisfaction level, significant energy and carbon reduction as well as enhancing property values. We are also grateful that the international community recognizes of our quality management standard and continuously encourages us through presenting us with different recognitions and awards including the 2014 CTBUH Performance Award as well as 2015 CIBSE Building Performance Award – Facility Management Operations Award.

We shall continue to follow our missions and goals and seek for continuously improving our operation striving to maintain ICC as an international icon representing the prosperity and economic success of Hong Kong.

演練，以確保客戶、員工及各持份者能夠有充足準備來應付突發事故。

### 業績

我們認為實施質量管理體系是改進公司業績的關鍵。配合公司明確的使命，目標和價值觀，我們可持續保持競爭優勢，向 ICC 的客戶提供優質的物業及設施管理服務。

通過持續改進的精神，我們的入伙率、客戶滿意度、節能和碳減排以及物業價值方面都有不錯的成績。我們也感謝國際社會對我們管理質素的肯定並給予我們獎勵以鼓勵我們。當中包括世界高層建築與都市人居 2014 年度表現大獎及 2015 年度英國特許屋宇裝備工程師學會所頒發的設施營運管理大獎。

我們將繼續按照我們的抱負和目標，努力持續改善我們的管理服務，使 ICC 繼續成為一個國際上標誌性的建築，代表香港的繁榮和經濟上的成就。