# Savills Property Management Limited
# 第一太平戴維斯物業管理有限公司

Savills Property Management Limited (Savills), a wholly owned subsidiary of the Savills Group, currently manages over 320 million square feet of commercial, residential and industrial property throughout the Asia Pacific Region. Key strengths of the company are highlighted in the following categories:

## Leadership

The company has established a set of very clear Vision, Mission, Values and Management Philosophy, which are communicated effectively to all members of the team. The company is committed to a clear objective of positioning itself to be the best high-end property manager. Savills has also identified eight key areas for organizational governance and established eight different focus committees to ensure proper compliance. For safety and social responsibility, the company closely adheres to the 'Neighbour Principle' (Good Samaritan Principle) coined by Lord Atkin.

## Strategic Planning

Savills has adopted a very comprehensive strategy development model which typically starts with a SWOT analysis to identify the various strategic alternatives. Invariably, Return on Investment is being applied as the key overall overriding strategic objective. Systems and processes are in place to ensure that the chosen strategies are being translated into detailed action plans and deployed in an effective manner.

## Customer and Market Focus

Savills has a very strong customer and service orientation culture in place amongst staff at both the managerial as well as the operational levels. Multiple channels have been set up effectively to listen to the voice of customers under different market segments. Effective systems are in place to monitor changes in customer requirements and various 'sensors' are established to solicit customer needs. On top of that, the company also maintains a system of internal audit to continuously measure the results of customer satisfaction.

## Measurement, Analysis, and Knowledge Management

Savills has adopted the Balanced Scorecard approach for the measurement of organizational performance. The Pivotal System, which provides a seamless integration of finance and property management systems, enhances the quality and the timeliness of the organizational performance for senior leaders' review. In addition, statistical and quality tools are used for analyzing problems for improvements. Knowledge is captured and shared within the company, resulting in better service quality.

## Human Resource Focus

The company has clearly set out detailed policy and procedures related to work. Employee training has been identified as a key success factor of the company and all employees have to go through the mandatory training of at least 30 hours a year. Along with a wide

第一太平戴維斯物業管理有限公司（第一太平戴維斯）是第一太平戴維斯集團旗下全資附屬公司，目前管理逾三億二千萬平方尺商業、住宅和工業物業，遍佈亞太區各地，其於不同範疇的主要優勢總結如下：

## 領導才能

第一太平戴維斯設有一套清晰的經營遠景、宗旨、價值和管理哲學，並且有效傳達至所有員工。公司致力達成一項清晰目標，就是將本身定位為最優秀的高級物業管理公司。第一太平戴維斯更設定了八大機構管治範疇，並且設立了八個專屬委員會，確保妥善遵守有關要求。至於安全和社會責任方面，第一太平戴維斯亦嚴格遵守阿提健大法官提出的「睦鄰原則」。

## 策略性規劃

第一太平戴維斯採納了非常全面的策略制定模式，通常以 SWOT 分析法為開端，以確定各項可供選擇的策略，並且必定會以投資回報為主要的整體策略目標。公司並且設有合適的制度和程序，確保所選的策略能轉化為詳細的行動計劃，並且有效部署。

## 顧客及市場焦點

第一太平戴維斯營造了深厚的客戶和服務為本文化，植根於所有員工的心中，不論是管理層或前線營運員工。第一太平戴維斯並設有多種渠道，以便有效聆聽不同市場的客戶的意見。為了監察客戶的要求有否轉變，公司備有多項有效的制度，而且建立了不同的「監控工具」，瞭解客戶需要。此外，第一太平戴維斯亦維持一套內部審核制度，不斷評核客戶的滿意水平。

## 評估、分析和知識管理

第一太平戴維斯採納了平衡記分卡的方針，評核公司的表現，並且設有中樞系統，將財務和物業管理系統緊密整合，以強化公司表現的素質和適時性，供高級管理層審核。此外，第一太平戴維斯會運用統計和品質工具分析問題，從而進行改善。公司內部的知識亦會有效保存和分享，達至更佳的服務質素。

## 人力資源焦點

第一太平戴維斯清楚設定了詳細的工作政策和程序，並且以員工培訓為成功要素之一。所有員工均須接受每年三十小時的規定培訓。除了廣泛的在職培訓課程外，公司並設有團隊診斷課程

spectrum of job related training courses, team diagnostics (starting with personality testing instruments: Myers – Briggs Personality Types) are adopted to help employees understand themselves and others in order to depersonalize the conflict.

## Process Management

The company has adopted a highly customer oriented approach in establishing its management and business processes. Value creation processes are being classified into critical processes and customer service processes. This indicates that a system of process identification is in place.

## Business Results

With all the good systems and processes in place, Savills has managed to achieve a high level of customer satisfaction. This has resulted in an increase in new contracts won and a reduction of contracts lost for the year 2004. All the key indicators, including sales turnover, profit, growth in business volume as well as return on assets, have shown good improvement.

（以 Myers-Briggs 性格測驗開始），協助員工認識自己和他人，務求客觀地解決爭議。

## 程序管理

第一太平戴維斯採納了高度以客為本的方針，建立管理和經營程序。創造價值的程序共分為關鍵程序和客戶服務程序，顯示出一套確立程序的制度。

## 業績

憑藉所有良好制度和程序，第一太平戴維斯成功將客戶的滿意程度提升至極高水平，令二零零四年取得的新合約數目上升，而且流失的現有合約數目亦告減少。所有主要指標，包括營業額、溢利、業務增長和資產回報，均顯著改善。