

# Rejuvenation through TQM Commitment with Hearts and Minds

## URBAN PREMIER MANAGEMENT MODEL

### 富城卓越管理模式



Urban Group –  
 2003 HKMA QUALITY AWARD –  
 OVERALL WINNER

富城集團—2003香港管理專業協會  
 「優質管理獎」一大獎得主



## 「富城卓越管理模式」的理念是希望

每一位經理均可以表現最優質的「**卓越領導**」才華；

每一位員工均以「**六星標準**」作為優質工作目標；

每一位顧客均得到「**超越期望**」的優質服務；

每一個富城管理的物業均得到最優質的「**資產管理**」；

每一天都有「**不斷改進**」的優質成果；

每一處富城管轄的地方都有「**綠化生活**」的優質維護；

每一個工作夥伴都有「**關心社區**」的優質決心。



**The Core Drivers of the "Urban Premier Management Model" are:**

Every manager should exhibit the best **"Visionary Leadership"**;

Every employee should adopt a **"Six-Star Standard"** as their prime work goal;

Every customer should receive a premier service that **"Exceeds their Expectations"**;

Every property managed by Urban should benefit from our **"Asset Management"** Philosophy;

Every day should reflect our commitment to **"Continuous Improvement"**;

Every environment under Urban's care should demonstrate our concern for a **"Green Lifestyle"**;

Every business partner should have their heart set on Premier **"Community Care"**.

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第一部分

PART 1

遠見領導

# Visionary Leadership





## 富城實踐應用「全面優質管理」方法一 令「企業青春再現！」

富城集團源自美孚企業，自1965年至今，彈指間，已經用心打拼38年了。比對起其他較年輕的企業，富城所經歷的企業生命週期比較全面。然而，如果我們不面對現實環境及推動年輕化企業體系，我們的競爭步伐必將減慢。踏入2003年，香港從「非典型肺炎」危難到「重燃香港人自尊的信心」，在短短數月間，聲音此起彼落，引發共鳴與行動。這與2001至2003年富城推行「全面優質管理」的理念有異曲同工之妙，富城集團「企業青春再現」的歷程，實在令人振奮！

根據政府統計，在香港成立超過25年的企業為數不超過4%。而香港許多老牌子、老字號，很多時面對激烈的市場競爭，頓然不知何去何從。相對於富城，一方面我們面對3,500名員工及600,000顧客不斷提升的要求，更要面對業內400間物業管理公司，不斷瞄準富城作為市場領導者的地位的挑戰！然而我們深信富城上下一心，實踐愛拼才會贏的決心。富城自97年開始，已明瞭作為市場先導者，必須不斷改進，方能超越各「優質夥伴」對富城的期望。因此，我們在1997年起已成為第一間物業管理集團全線推行ISO 9001品質認證。其後，我們所推行的各類企業策略及經營方法，均為同行爭相仿效。到底富城如何在這數年間開展其品質卓越之路，令一間有38年悠久歷史的物業資產及設施管理集團能「企業青春再現」？

透過參與「2003年HKMA優質管理獎」大賽，我們將所有做過、做到和做好的工作，不再像以往般低調收藏，而是希望藉著積極的參與及改進，而獲得評審團的鼓勵及肯定，最終能與香港有需要推行「企業青春再現」的企業，分享我們寶貴的經驗，達致共同堅守「勇於承擔，克服困難」的理念。

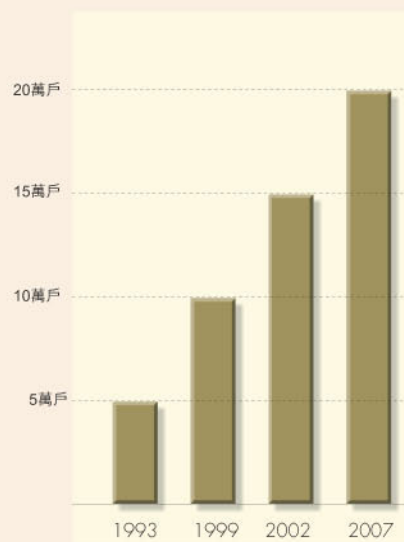
我們深信在癸未羊年，香港一定會贏。然而，香港企業必須首先自救，闖出新天地，更重要的是香港人要重拾自信和勇氣，接受順境和逆境的挑戰。我們的董事會成員可以說是全為了報答3,500位員工在過去所作出的忠誠努力，和多年來愛戴及支持我們的600,000顧客，積極推行「全面優質管理」。今次僥倖獲得「2003HKMA優質管理大獎」，我們承諾將會繼續努力、不斷求進，推動更多香港企業走進全面優質管理之路。

最後，本人在此謹代表富城集團3,500名員工，600,000業戶，感謝香港管理專業協會、李國寶博士、香港大學李達義博士、評委會主席陳永堅先生、各位評審和各位評判，對富城集團在優質管理上的努力給予肯定。實在感激萬分！我們定會再加把勁，共同為「香港青春再現」出一分力！我謹祝願香港的經濟再次起飛，各位「羊年會贏、香港會贏」。

多謝！



富城集團  
董事總經理  
鄭錦華 博士





“在富城集團，每一天都是全面優質管理日。”

“In Urban Group, Everyday is a TQM Day.”







# Commitment to TQM leads to Corporate Rejuvenation

Urban Group, emerged from Mei Foo Investments, has since 1965 experienced 38 years of dynamic growth and development. Comparing to other young enterprises, Urban has a more comprehensive corporate life cycle. Our competitiveness would have been stagnated if we had not confronted to the reality and re-engineered the whole organization structure.

Moving into 2003, the Hong Kong society has experienced the ups and downs within just a few months of time, which generated much resonance and actions, from the impact of the "SARS" epidemic through to the recent "Regaining Hong Kong's Dignity and Confidence". We faced a similar dilemma when implementing Total Quality Management in Urban and we were inspired by our journey of Corporate Rejuvenation.

In Hong Kong, according to government statistics, less than 4 percent of the enterprises have been established over 25 years. Many classical brand names lost their business directions under fierce competition in the market-place. In Urban, while we are encountering increasing demands from our 3,500 internal staff members and 600,000 external customers, on the one hand; we also have to confront with the competition from some 400 rivalries in the market, which have been targeting the leading position of Urban as well as our market shares. As a market leader, we have been aware that our counterparts will always challenge us. We must be continuously improving ourselves so as to exceed the expectation of our "Quality Partners". Hence, we became the First Property Asset and Facility Management Group in Hong Kong to obtain the ISO 9001 Quality Assurance Certification in full scope in 1997. Since then, our corporate directions and operation approaches have been copying by our competitors. How can Urban explore its Quality Journey to "Rejuvenate" a property Asset and facility management group with 38 years of long standing experiences?

By joining the 2003 HKMA Quality Award, we have presented what we have done, achieved and excelled, which have been subdued in the past, through actively participating and improving in course of the competition to obtain the encouragement and affirmation from the Panel of Judges. Ultimately, we would like to share our precious experiences with those enterprises, which have to "rejuvenate" their corporation to attain the thinking of undertaking and overcoming difficulties.

We truly believe that in the Year of the Ram, Hong Kong must win. However, Hong Kong enterprises must be self-sustainable to explore a new horizon. More importantly, Hong Kong people have to regain their confidence and courage to tackle the challenge of adversity. Our Board of Directors is actively committed to Total Quality Management to dignify the efforts and perseverance of our 3,500 staff and the support and patronage of our 600,000 customers over the past years. After the accreditation as the Overall Winner in the 2003 HKMA Quality Award, we promise to carry on with our endeavours in continuous improvement so as to propel more Hong Kong enterprises to the journey of Total Quality Management.

On behalf of the 3,500 staff members and 600,000 customers of Urban Group, I would like to express my most sincere gratitude to the Hong Kong Management Association (HKMA), Dr The Honourable David Li, GBS, JP, Dr T Y Lee of the University of Hong Kong, Chairman of the Panel of Judges Mr Alfred Chan, distinguished judges and examiners for affirming our endeavours in quality management. Please rest assured that we would strive to contribute to the Rejuvenation of Hong Kong! I very much expect that the Hong Kong economy will take off again and all of you will excel in the Year of the Ram.

With Best Regards,

**Dr Edmond Cheng**  
Managing Director  
Urban Group





左起: 袁小萍, 趙伯琛, 鄭錦華, 蘇啟明, 劉寶志

「優質」人力資本

核心管理層

Core Management Team





鄭錦華博士 — 董事總經理

**Dr. Edmond Cheng, Managing Director**  
PhD, MBA, BSc, FHKIH, FCIH, RPHM, FHKIS, FRICS,  
RPS(GP), FHIREA, FPFM, CFM, MCILT

鄭錦華博士，早年獲取香港大學房屋管理文憑，其後分別取得英國威丁大學物業管理榮譽學士及英國喀爾大學工商管理碩士，及澳洲南澳國立大學哲學博士之殊榮。於2000-2002年獲選為香港房屋經理學會會長，並現任房屋經理註冊管理局副主席，香港職業訓練局房地產服務業訓練委員會委員、香港屋宇署承建商註冊事務委員會委員及市區重建局覆核委員會委員。鄭博士為香港房屋經理學會、英國特許屋宇經理學會、香港測量師學會、英國特許皇家測量師學會資深會員，亦為香港地產行政學會及香港設施管理學會資深會員。鄭博士亦為註冊專業房屋經理，註冊專業測量師（產業測量），執業物業設施經理及持牌地產代理。

鄭博士擁有超過二十三年的物業管理、設施管理、策劃管理及物業租賃買賣等豐富經驗。鄭博士於2000年加入富城集團，負責集團之整體管理、策略策劃、業務發展及資訊科技應用等工作。鄭博士致力發展優質服務管理，憑著創意管理和人才科技融匯的全新管理概念，帶領集團邁向物業管理的新領域，當中包括(富城智能管理™)計劃。

Dr. Edmond Cheng attained a Diploma in Housing Management at the University of Hong Kong in the late eighties. Within a 10 year period he went on to receive a Bachelor's degree (Hons.) in Estate Management at the University of Reading in 1992, a Master of Business Administration at the University of Hull in 1995 and a Doctor of Philosophy in Business and Management at the University of South Australia in 2000. Dr. Cheng is the first Doctor in the Hong Kong property management industry.

Dr. Cheng was the President of The Hong Kong Institute of Housing from 2000 to 2002. He was appointed by the Hong Kong SAR Government and is the Vice Chairmanship of The Housing Managers Registration Board. He is also a member of The Real Estate Services Training Board of the Vocational Training Council, a member of The

Contractors Registration Committee of the Building Department and a member of The Review Committee of the Urban Renewal Authority.

Regarding professional qualifications, Dr. Cheng is a Fellow of The Hong Kong Institute of Housing, The Chartered Institute of Housing, The Hong Kong Institute of Surveyors, The Royal Institution of Chartered Surveyors, The Hong Kong Institute of Real Estate Administration and The Hong Kong Institute of Facility Management. He is also a member of The Chartered Institute of Logistics and Transport in Hong Kong. Moreover, Dr. Cheng is a registered Professional Housing Manager, a registered Professional Surveyor (General Practice), a Certified Facility Manager and a licensed Estate Agent.

Dr. Cheng has over 23 years experience in property management, facility management, strategic management, sales and letting of real estate properties in Hong Kong. Dr. Cheng joined Urban Group in 2000. As Managing Director of the Group, he plays a key role in administration, formulation of strategies, development of business opportunities, application of information technology and business process re-engineering of the Group.

劉寶志先生 — 副董事總經理

**Mr. P.C. Lau, Deputy Managing Director**  
MBE, ED, FCIH, FHKIH, RPHM, FPFM



銜。

劉先生為英國特許屋宇經理學會及香港房屋經理學會之資深會員，在物業管理、土地控制及土地行政方面擁有超過四十年的工作經驗。劉先生並致力在物業管理行內提倡員工訓練及優質客戶服務，他曾於香港大學專業進修學院擔任兼職導師逾三年，並曾在香港會議展覽中心舉行之國際性房屋會議中，以「物業管理之客戶服務」為題發表文章。

劉寶志先生在1993年加入富城集團，負責集團之營運及業務推廣工作，管理屬下超過一百位資深管理經理及各級管理專才逾三千五百人。劉先生更成功帶領富城多次爭取到政府公共屋苑及大型私人物業的管理合約，使富城集團業務不斷壯大，現今轄下管理物業單位數目逾十六萬戶，成為全港規模最大的物業資產及設施管理公司。

劉寶志先生於1956年加入香港政府，任職於當時專責管理全港數量龐大出租公屋之徙置事務處。在1973年，該處與市政事務處房屋事務組合併為房屋署，而劉先生於該署服務至1993年退休，職位為助理房屋署署長，為香港特別行政區政府服務超過三十七年。劉先生於1974年獲港督頒發高效率服務獎章，並於1987年獲英女皇頒發大英帝國員佐勳章(MBE)勳章。

Mr. Lau served the Hong Kong Government for more than 37 years, starting his career in 1956 as a civil servant in the Resettlement Department and, responsible for managing a large number of Public Rental Housing units. The Resettlement Department and the Building Section of the Urban Services Department were merged to form the Housing Department in 1973 and Mr. Lau continued his contribution to the Department until his retirement as the Assistant Director in 1993. Mr. Lau was awarded the Efficiency Dedication (ED) in 1974. Moreover, he was awarded Membership of the Order of the British Empire (MBE) in 1987.

Mr. Lau is a Fellow of The Chartered Institute of Housing and The Hong Kong Institute of Housing. His 40-year working experience in property management, land use control and land use administration has leveraged a wealth of knowledge to Urban Group. Moreover, Mr. Lau is a strong advocate of premier customer service and of staff's continuous learning to improve industry standards and professionalism. He has participated in education including teaching housing management at Hong Kong University's SPACE programme for more than 3 years. He has also delivered a presentation, "Customer Service in property management industry", in an international housing forum in Hong Kong Convention and Exhibition Centre.

Mr. Lau joined Urban Group in 1993, responsible for the Group's operation and business promotion. He leads a professional management team including more than 100 senior managers and over 3,500 staffs. Under Mr. Lau's leadership, Urban Group has won a large number of Government tender contracts, and provided premier and professional services to the Government's facilities and housing units. With his wealth of experience and leadership, Urban Group has become the largest property management company in Hong Kong, managing more than 160,000 housing units.

蘇啟明先生 — 董事 — 設施管理

**Mr. K.M. So, Director – Facility Management**  
MSc, MASHRAE, MACostE, PMHKOSHA,  
MHIREA, MBSOMES, CFM

蘇啟明先生畢業於香港理工大學，並在各認可之學術機構考獲環境工程、屋宇設備、工業安全、項目管理、消防工程及品質管理等證書。此外，他更考獲英國華威大學工程商業管理碩士學位。

蘇先生現為屋宇設備運行及維修行政人員學會之副會長和多個專業學會會員，包括國際設備管理協會、香港地產行政學會、香港職業安全衛生協會、美國供暖製冷及空調工程師學會及成本工程師學會等，並為認可之「地產行政師」及「設施管理經理」。

加入富城物業集團以





前，蘇先生曾服務於本港數間著名工程公司，為不同類型物業，如住宅、寫字樓、工商物業、酒店、教育機構、醫院、地下鐵路車廠及車站和各類政府物業等，參與有關屋宇設備系統之設計、投標、安裝、測試、運行及維修等合約之工作。期間，他並為某機構之特許授權人，負責簽發消防系統及設備和通風系統之維修證書。

蘇啟明先生在1992年加入富城集團出任集團工程經理一職。並於2000年擢升為技術及品質總監，他主要負責富城集團的工程及設施管理、品質及安全管理及各項資訊科技項目。

Mr. So graduated from The Hong Kong Polytechnic University and obtained certificates in environmental engineering, building facilities, industrial safety, project management, fire engineering and quality management. In addition, Mr. So achieved his Master of Science degree in Engineering Business Management with an 'outstanding' grade from Warwick University in the UK.

Mr. So is the Vice President of the Building Services Operation and Maintenance Executives Society and a member of several professional associations such as the International Facility Management Association, The Hong Kong Institute of Real Estate Administration, the Hong Kong Occupational Safety and Health Association, the American Society of Heating, Refrigerating and Air-conditioning Engineers and the Association of Cost Engineers. He is designated as a Real Estate Administrator and a Certified Facility Manager.

Prior joining Urban Group, Mr. So worked in a number of famous Hong Kong engineering companies, and participated in the design, tendering, installation, testing, operations and maintenance of housing facilities for different properties such as residential estates, industrial and commercial complexes, hotels, education institutions, hospitals, MTR stations and depots and a variety of Government properties. Mr. So was also authorized in his previous company to issue maintenance certificates for fire systems, fire facilities and air-conditioning systems.

Mr. So joined Urban Group in 1992 as the Group Technical Manager and was promoted to Director of Technical Services in 2000. He is responsible for projects in technical and facility management, quality and safety management and IT systems.

**袁小萍小姐 — 董事 — 財務**  
**Ms. Paula Yuen, Director – Finance**  
**BBA (Hons.)**

袁小萍小姐畢業於香港中文大學，並考獲工商管理榮譽學士學位，主修會計學。

袁小姐早年服務於世界五大會計師樓之一羅兵咸會計師事務所，並於1984年獲晉升為高級核數員。她曾參與審核本港多間上市公司之賬目，其中包括新世界集團、太古集團及電視廣播有限公司等。她於1986年加入新世界發展集團之附屬公司香島發展集團為助理財務總監，在1988年晉升為



財務總監，負責管理其會計部門內共三十位員工，並安排探訪海外辦事處，以提升會計系統之表現。

袁小姐在1989年底加入富城集團為集團會計經理，現時由她領導的會計部共有員工三十多人，負責處理富城集團屬下所有物業之賬項，以及九間公司之賬目。此外，在新創建集團的推動下，富城智能管理™於1999年正式展開，而袁小姐是負責發展財務管理的項目，其中的智能收費系統，透過互聯網科技將總辦事處及各屋苑緊密地聯繫起來，再經集團中央資料庫的整合，使各屋苑可共享資訊，從而大大提升工作效率和準確度。

Ms. Yuen holds a Bachelor's degree (Hons) in Business Administration from the Chinese University of Hong Kong. Before joining Urban Group, Ms. Yuen worked for Pricewaterhouse Limited, one of the five largest accounting firms in the world and was promoted to Senior Auditor in 1984. She had worked as an independent auditor for listed companies such as New World Group, Swire Group and Television Broadcasts Limited. She joined Hong Kong Islands Line Group, a shipping subsidiary of New World Development, as Assistant Financial Controller in 1986 and was promoted to Financial Controller in 1988. Ms. Yuen was responsible for the management of 30 professional accounting personnel. She organized site visits to multi-national companies to exchange ideas on improving the performance of accounting systems.

Ms. Yuen joined Urban Group in 1989 as Group Accounting Manager. She leads a team of 30 professional accounting personnel, responsible for all financial operations of the properties managed by Urban Group. With the assistance of parent company, NWS Holdings, the HK\$20M Sm@rtUrban™ System is initiated in 1999. Ms. Yuen has developed a unique system to speed processing of data input for services and management fees from the numerous and often large scale properties managed by Urban Group. She also spearheads the PPS Management Fee Payment System initiative. This efficient IT based payment service provides yet another convenient and value added service for Urban customers.

**趙伯琛先生 — 董事 — 企業事務**  
**Mr. Francis Chiu – Director –**  
**Corporate Services**  
**MBA, MIHM, BA(Hons), ADipMA, MCIM,**  
**MHCIMA, MIEEx, MIHRM, CHRE**

趙伯琛先生，負責富城集團之企業事務。趙先生乃英國模法茅斯大學商業及財務榮譽學士、美國康乃爾大學及法國艾克錫商學院國際酒店行政管理碩士、英國赫里大學工商管理碩士。並為法國政府研究院獎學金香港區得主，獲英國特許管理會計師公會頒授高等文憑，並完成英國特許市務學會及香港大學市場學深造文憑課程。趙先生現為英國特許市務學會會員、英國出口學會會員及英國國際酒店及餐務管理協會會員。2003年成為香港首位物業及設施管理界行政人員榮獲美國酒店及旅店協會頒授公認人力資源行政管理人員資格。

趙先生於過去18年間，曾服務於多間香港、亞洲及跨國企業，歷任總經理及董事等職務，趙先生曾任職國際五星級酒店人力資源總監、酒店總經理、食品集團董事兼總經理、上市集團屬下北中國業務副總經理、跨國集團中國營運總監等。負責業務、市場、分銷網、產品設計、開發、業務流程再造、企業改造、品牌創立、品牌管理及人力資源

等工作。

趙先生於2000年加入富城集團，掌管集團之市場服務、行政物流、人力資本及機構發展，運用其豐富的管理經驗，與各同事、商業夥伴及企業不斷向前邁進。

Mr. Francis Chiu is responsible for the Corporate Services Division of Urban Group. Mr. Chiu holds a Bachelor's degree in Business and Finance from the University of Portsmouth, U.K., a Master's degree in International Hospitality Management from ESSEC Business School, France and Cornell University, U.S.A., and a Master's degree in Business Administration from the University of Surrey, U.K. Mr. Chiu is a Hong Kong winner of the French Government Scholarship for postgraduate studies. He holds an advanced diploma in Management Accounting from the Chartered Institute of Management Accountants, U.K., and has completed a post-graduate diploma in Marketing from the University of Hong Kong and the Chartered Institute of Marketing, U.K. Mr. Chiu is currently a full member of the Chartered Institute of Marketing, U.K., a member of the Institute of Export, U.K., and a corporate member of the Hotel and Catering International Management Association, U.K. Mr. Chiu is the FIRST executive in Hong Kong's property and facility management industry to have awarded the certified Human Resources Executive (CHRE) designation by the reputable American Hotel and Motel Association.

Over the past 18 years, Mr. Chiu has served a number of Hong Kong, Asian and multinational corporations in the capacity of general manager and director. Mr. Chiu gained outposting experience in key commercial cities in China. Mr. Chiu served as Director of Human Resources of a five-star international hotel, general manager of a boutique hotel, general manager of a food group, assistant general manager, North China Operations of a major subsidiary of a listed corporation, Director and Operations Controller of a renowned FMCG Multi-national corporation etc., responsible for business operations, marketing, import and export, distribution network, product design and development, business process re-engineering, corporation re-engineering, brand building, brand management, human capital so on and so forth.



Mr. Chiu joined Urban Group in the year 2000, and is responsible for marketing services, supply chain management, corporate administration, human capital and organizational development. Mr. Chiu has blended his wealth of management experiences to excel with colleagues, with business partners and in enterprise alike, pursuing continuous improvement and innovative development initiatives.





**梁偉成先生—高級集團經理—市場服務**  
**Mr. Bevis Leung, Senior Group Manager – Marketing Services**  
 Dip (Arts), MBA, Postgrad Dip (Mass Comm.)

梁偉成先生主修新聞學(公共關係及廣告)。他分別於1991年及2000年於英國基爾大學考獲工商管理碩士學位及英國李斯特大學大眾傳播學研究院文憑。

梁先生於公共關係、企業傳訊、市場傳訊及品牌建立方面擁有逾15年之豐富經驗，並曾先後服務於本港多間著名地產發展商。梁先生於1994年加入富城，主理集團內一切公共關係、市場推廣、客戶關係管理及品牌建立之事務。



梁先生現帶領富城集團市場服務部之專業客戶服務、企業傳訊及市場推廣人員，透過策劃及籌辦各項企業傳訊和市場推廣活動，矢志建立富城集團成為「香港卓越物業資產及設施管理集團」之品牌。

此外，梁先生並負責富城集團「24小時客戶服務中心」之管理及推廣工作，為客戶提供全天候的服務。

Mr. Bevis Leung is a graduate in Journalism (majoring in Public Relations and Advertising). He obtained his Master's degree in Business Administration at University of Keele, UK and his Postgraduate Diploma in Mass Communications at University of Leicester, UK in 1991 and 2000 respectively.

Mr. Leung has over 15 years of proven experience and exposure in public relations, corporate communications, marketing communications and brand building activities. Mr. Leung has worked with major property developers in Hong Kong, and since joining Urban in 1994 has been actively participating in all public relations and corporate communications, integrated marketing communications, customer relationship management and brand building affairs of the Group.

Mr. Leung leads a team of professionally trained customer service, corporate communications and marketing personnel in the Marketing Services Department striving to build up Urban's brand name as Hong Kong's Premier Property and Facility Management Group through organizing various corporate communications and marketing programs.

In addition, Mr. Leung is responsible for the management, operations and promotions of the Urban Group's 24-hour Customer Service Center to provide round the clock services to customers.

**鄭安淇小姐—高級集團經理—人力資本**  
**Ms. Janna Cheng – Senior Group Manager – Human Capital**  
 BA(Hons) Econ, MCom, ASA, MIHRM

鄭安淇小姐於80年代初在英國大學取得經濟榮譽學士學位，回港後於一間上市家庭電器用品公司工作。鄭小姐曾任職多間具規模公司，從事行政及人力資源管理工作。1992年，鄭小姐於澳洲新南威爾斯大學考獲商業(會計)



碩士學位。1994年鄭小姐成為合資格的ISO9000內部審核員。此外，鄭小姐亦為澳洲會計師公會普通會員及香港人力資源管理學會會員。

1992年鄭小姐曾服務於一間美資電子公司，負責該公司設於香港辦事處之財務、行政及人力資源管理，另曾為一間日法合資建築機構之人事經理，負責機場核心工程之中環填海項目。

鄭安淇小姐在1996年加入富城集團為集團人力資源經理，負責所有人力資源服務。服務範圍包括人力資源分配、人事及薪酬管理、招聘、員工培訓、員工關係等。人力資源部亦為集團與各政府部門溝通之橋樑。

Ms. Janna Cheng obtained a Bachelor's degree(Hons) in Economics at a British University in the early 1980's and started her career by working in a home electronic appliances company. Ms. Cheng has gained working experience in administration and human resources in a number of sizable companies. In 1992, Ms. Cheng achieved her Master's degree in Commerce, Accounting and Business Administration from New South Wales University in Australia. She also became a trained Internal Auditor for ISO9000 quality systems in 1994. She is an associate member of the CPA Australia and an active member of the Hong Kong Institute of Human Resources Management.

Ms. Cheng joined a US electronic company, with responsibility for the financial, administration and human resources management of the Hong Kong Office. She has also worked as a Personnel Manager in a Japanese-French Construction company, responsible for the Central Reclamation Project of the Hong Kong International Airport Core Program.

Ms. Cheng joined Urban Group in 1996 as Group Human Resources Manager, a role encompassing personnel planning, salary administration, recruitment, training and development and labour relations. The Human Capital Department also acts as a communication channel with the Hong Kong SAR Government to promote the best HR practices within the industry.

**朱仲玲小姐—高級集團經理—行政及物流**  
**Ms. Charlotte Chu, Senior Group Manager – Administration & Supply Chain**  
 MBA, BA, ACIS, ACS

朱仲玲小姐於1992年在英國高雲地利大學考獲工商管理學士學位，另於1999年在香港城市大學獲取工商管理碩士學位，現為英國特許秘書及行政人員公會及香港公司秘書公會會員。

朱小姐曾服務於多間具規模集團，於辦公室行政及物流管理方面擁有逾十年之豐富經驗，並曾服務於本港一間上市高科技電子產品製造公司，主理其行政部門。

朱小姐在1994年加入富城集團管理其行政及物流部，該部門為集團屬下各部門及物業提供一系列的行政支援服務，並為本集團品



質管理委員會委員之一，她更積極參與本集團推行之ISO9001品質管理系統各項事宜，其中主要為合約管理、標準評估及中央採購之程序，又配合集團推行之ISO14001環境管理政策及OHSAS18001規範安全健康政策。朱小姐亦全力評估各方面之風險，制定所需措施，確保政策得以執行。在朱小姐的監督下，行政部的主要工作包括合約管理、保險安排、物料管理及中央採購，與其他日常之辦公室行政服務，讓集團業務得以順利進行。

Ms. Chu obtained her Bachelor's degree in Business Administration from Coventry University in the UK in 1992. In 1999, she further acquired a Master's degree in Business Administration from the City University of Hong Kong. Ms. Chu is currently an associate member of the Institute of Chartered Secretaries and Administrators, UK and the Hong Kong Institute of Company Secretaries.

Ms. Chu possesses an impressive track record in working experience and academic excellence within Urban Group. Prior to joining Urban Group in 1994, she headed administrative and logistics departments of several sizable Hong Kong companies.

As the Senior Group Manager – Administration and Supply Chain, Ms. Chu plays a pivotal role in assuring the smooth day-to-day operations of Urban Group. Since joining Urban Group in 1994, she has led the Administration and Supply Chain Department in providing professional support throughout the Group in critical areas such as contract administration, insurance arrangements, logistics and centralized procurement activities, in addition to daily routine office functions.

As an active member of Urban Group's Total Quality Management Committee, Ms. Chu contributes substantially to the implementation of ISO9001, Quality Management Systems, in the areas of: procedures for assessment of contractors, performance rating, tendering, contract review and central procurement. Moreover, as a member of the Committee, she is also heavily involved in the certification of ISO14001 and OHSAS18001. Ms. Chu contributes significantly to the evaluation of job related hazards and environmental risks, and the development, stipulation and implementation of rectifications and preventive measures.

**張福祥先生—集團經理—資訊科技**  
**Mr. Anthony Cheung, Group Manager – Information Technology**  
 BSc Computer Science

張福祥先生於1989年畢業於加拿大馬尼托巴省大學，主修資訊科技系統。

張先生擁有十多年資訊科技管理的經驗，畢業後他受聘於一華資銀行，擔任高級程式設計員，負責銀行程式設計及支援工作，使系統貫通各分行。其後於1995年轉投於世界五大會計師樓之一，羅兵咸會計師事務所任職高級經理一環球風險管理。期間，張先生曾替多個行業包括銀行業、製造業、船務業、港口營運、建造業以至公營機構制定系統流程作業重組和系統整合工作，另外更完成了多項商業資訊科技應用計劃等。張先生曾負責多間本地、





海外公司及大型公共設施機構的 SAP 系統建立及整合之工序。

張先生於2000年加入富城集團，擔任資訊科技經理，並於2002年晉升為集團資訊科技經理，負責管理集團資訊科技部門的運作，以及統籌富城網和「富城智能管理™」系統。

Mr. Anthony Cheung graduated from the University of Manitoba in 1989, majoring in Computer Science.

Mr. Cheung has over 10 years' experience in Information Technology. He joined a Chinese bank as Senior Programmer after his graduation, responsible for the design and maintenance of banking systems. In 1995, he joined Pricewaterhouse Limited, one of the top 5 accounting firms, as Senior Manager – Global Risk Management. He had responsibilities for system process re-engineering, integration of computer systems for clients in banking, manufacturing, shipping, port operations, construction and public sectors. He participated in a number of business information technology application projects. In addition, he was responsible for the setting and integration of SAP Systems for local, overseas and public facilities companies.

Mr. Cheung joined Urban Group in 2000, in the position of Information Technology Manager and was promoted to Group Manager – Information Technology in 2002. He is responsible for managing the smooth operations of the IT Department and coordinating the i-Urban website and the HK\$20M Sm@rtUrban™ system.

**黃繼生先生—集團經理—物業資產管理**  
**Mr. Cliff Wong – Group Manager –**  
**Property Asset Management**  
MHKIH, KPRM, MCIH, CFM, MHIREA

黃先生於2000年初加入富城，負責富城轄下之工商物業管理，包括甲級商場上環新紀元廣場及中環新世界大廈，管理物業樓面面積超過七百萬平方呎。

在八十年代中期，黃先生曾加入香港著名發展商的附屬物業管理公司，從事各類型物業管理工作。黃先生在1990年至1999年間曾服務於本港兩間著名測量師行，並於1994年晉升為中國管理部董事，負責該集團之中國管理部的業務推廣、監管中國物業部的管理工作及派駐上海負責國內所有物業管理業務。

過去數年，他曾出任香港及廣州物業管理公司協會理事委員，現為香港房屋經理學會理事。同時，黃先生亦為國際設施管理協會之認可設施經理，為各項物業之客戶提供專業設施管理服務。

Mr. Wong joined Urban in early 2000. He has responsibility for the overall operations and management services of the Commercial Management Department, which includes supervising the industrial



and commercial portfolio of the Group, a total portfolio exceeding 7 million square feet, and including premiere properties such as Grand Millennium Plaza in Sheung Wan and New World Tower in Central.

In mid 1980s, Mr. Wong joined a property management company of a famous Developer in Hong Kong, responsible for management services of a variety of properties. He also worked for 2 famous surveying companies from 1990 to 1999 and was promoted to Director of the China Property Management Division in 1994, responsible for the business promotion and monitoring the operations of the department. He has also worked in property management services in Shanghai.

Mr. Wong has acted as a Council Member for the Hong Kong Property Management Companies Association and the Guangzhou Property Management Association. He is currently a Council Member of the Hong Kong Institute of Housing and a Certified Facility Manager authorized by the International Facility Management Association, and provides premier property management services for customers.

**胡澤權先生—集團經理—物業資產管理**  
**Mr. Jack Wu, Group Manager –**  
**Property Asset Management**  
FHKIH, FCIH, RPHM

胡澤權先生於1978年取得香港大學房屋管理文憑，並於翌年獲得英國特許屋宇經理學會(亞太區)的會員資格。

胡先生自1998年起被香港房屋經理學會委任為理事服務至今，並於2000年經房屋經理註冊管理局審核，註冊成為專業房屋經理。此外，胡先生於2002年經香港房屋經理學會及英國特許屋宇經理學會(亞太區)推選為資深會員。

胡先生曾於香港特別行政區政府轄下房屋署工作超過二十四年，在職期間曾出任多個大型公共屋苑及商場房屋經理之職位，並擁有豐富的公營房屋及設施管理經驗。

離開房屋署後，胡先生於1995年加入富城集團出任高級管理經理，在2001年更獲晉升為集團資產管理經理，負責管理各類物業，以及協助集團拓展業務。胡先生無論在管理公共房屋、私人屋宇、購物商場、停車場、工商業大廈、居者有其屋及私人參與屋宇等各類型物業都具備豐富經驗，有助集團的業務發展及服務質素的不斷提升。

Mr. Wu Chak Kuen Jack was awarded a Certificate in Housing Management by the University of Hong Kong in 1978 and was enrolled as a Corporate Member of the Chartered Institute of Housing (Asian Pacific) in the following year.

Mr. Wu has been a Council Member of the Hong Kong Institute of Housing since 1998 and has contin-



uously served in the General Council since then. In 2000, Mr. Wu was approved by the Housing Managers Registration Board as a Registered Professional Housing Manager (RPHM). He was also elected a Fellow by the General Council of the Hong Kong Institute of Housing and Chartered Institute of Housing (Asian Pacific) in 2002.

Mr. Wu worked in the Housing Department of HKSAR for over 24 years gaining extensive experience in the management of public housing and housing facilities. During this period he was appointed as Housing Manager of large public estates and shopping centres.

After leaving the Hong Kong Housing Department, Mr. Wu joined Urban Group as Senior Estate Manager in 1995 and was promoted to Group Manager Asset Management in 2001. He is responsible for the management of various types of properties and is assisting our Group in the development of new business. Mr. Wu possesses a great diversity of experience and knowledge of all aspects of property management, including public rental housing, private residential buildings, shopping centres, car parks, commercial buildings, HOS and PSPS. Such experience helps Urban Group to continuously develop business and upgrade service quality.

**廖醒萍小姐—集團經理—物業資產管理**  
**Ms. Susanna Liu, Group Manager –**  
**Property Asset Management**  
MHKIH, MCIH, RPHM

廖醒萍小姐加入富城前，在香港特區政府房屋署服務逾十年，負責管理出租屋苑及居者有其屋計劃屋苑。自1993年加入富城集團後，廖小姐負責監督不同類型的物業項目包括居者有其屋屋苑、高尚住宅物業、高層住宅物業、獨立式豪華住宅、公共房屋及其他政府物業等。她並協助促成多項管理服務投標工作。廖小姐現為富城集團「高尚住宅物業發展委員會」主席，該委員會協助開拓更多此類物業的發展機會，以及了解客戶的最新要求。

憑著在物業管理上的實際經驗，廖醒萍小姐致力協助發展富城集團之品管系統以及ISO 9001認證，廖小姐亦為設計「富城智能管理™」營運模式之流程系統的主要委員。

廖小姐自1991年起便為英國特許屋宇經理學會會員，亦於2002年成為香港房屋經理學會會員。在2003年更成為註冊專業房屋經理。

Before joining Urban Group, Ms. Susanna Liu worked for over 10 years in the Housing Department, managing rental estates and Home Ownership Scheme courts. Since joining Urban Group in 1993, she has supervised a diversified portfolio of projects including Home Ownership Scheme courts, luxury properties, high and low rise developments, public housing estates and other government properties. In her career at Urban she has participated in a number of successful tenders for property management. She currently serves as Chairperson to the Luxury Property







Development Committee, which explores not only expansion of this market segment but also the development of new customers' needs.

With her hands-on approach to management, Ms. Liu's assistance in developing the Group's quality system and the ISO9001 certification process has been invaluable. She is also a key committee member for the design of workflow systems for the Sm@rtUrban™ business model.

Ms. Liu has been a member of the Chartered Institute of Housing since 1991. She joined the Hong Kong Institute of Housing in 2002 and became a registered Professional Housing Manager in 2003.

**溫友邦先生—集團經理—工程**  
**Mr. Y.P. Wan – Group Manager – Technical**  
**MSc, MHIREA, MIMBM**

溫友邦先生為英國華威大學工程商業管理碩士，香港地產行政學會、屋宇保養及管理學會會員。溫先生從事物業屋宇設備系統之管理工作已逾十五年，擁有保養不同類型物業之豐富經驗，其中包括商場、住宅物業、工廠大廈及寫字樓等。



加入富城集團前，溫先生曾服務於本港著名地產發展商，從事高級工商物業之設施保養及維修管理工作。他於1989年加入富城集團為高級工程主任，曾參與集團不同類型之設施管理工作。溫先生亦擁有相當多的中國物業管理經驗，於1994年就富城集團在國內的業務發展，為廣州富城物業管理有限公司成立國內工程師及制定工程管理系统，更加協助中國業務部在廣州二沙島的新世界花園別墅及天河區的福萊花園展開港式的物業管理工作。

溫先生於2001年晉升為富城集團之集團工程經理，其主要職務為統籌及監察富城集團管理之物業內各項設備管理服務的質素。

Mr. Wan holds a Master's degree in Engineering Business Management from the University of Warwick and is a member of the Hong Kong Institute of Real Estate Administration and the Institute of Maintenance and Building Management. Mr. Wan has over 15 years' experience in building maintenance including shopping centers, residential properties, industrial buildings and commercial complexes.

Mr. Wan joined Urban Group in 1989 as Senior Technical Officer. Previously he had worked in a reputable real estate developer responsible for the maintenance of many prestigious commercial properties.

Mr. Wan participated in the maintenance servicing of various properties and facilities in the Urban Group. In 1994, Mr. Wan participated in setting up the Technical Department and its technical management

system for Urban Guangzhou; and he assisted with the China business section developing a Hong Kong style of management practice for New World Riverside Villa in Er Sha Island, Guangzhou and the Fortune Garden in Tian He Area.

Mr. Wan was promoted to Group Manager – Technical in 2001. The major scope of his work is to oversee all service quality of the properties and facilities managed by Urban Group.

**關偉祥先生—副集團經理—會計**  
**Mr. Carlton Kwan, Deputy Group Manager – Accounting**  
**B. Bus., MA(IA), CPA(Aust.), AHKSA**

關偉祥先生畢業於澳洲莫納西大學，並於1997年取得香港城市大學國際會計碩士學位，現為香港會計師公會會員及澳洲會計師公會高級會員。

關先生曾服務於多間具規模之國際公司，負責財務及會計管理工作，其中包括一間美國上市高科技集成電路產品製造公司，以及一間中資航運及物流管理公司，在會計界擁有逾十年的經驗。



關先生於2001年加入富城集團，任職副集團會計經理，負責管理集團財務及會計部一切營運工作，部門重組安排及策劃推行富城智能管理™系統中「財務管理系統」的工作，以協助集團業務更趨自動化及專業化，以及提高業內財務管理的專業水平。

Mr. Carlton Kwan graduated from the Faculty of Business, Monash University, Australia in 1995, and acquired his Master's degree in International Accounting from the City University of Hong Kong in 1999. He is an associate member of the Hong Kong Society of Accountants and a Certified Practicing Accountant of the CPA Australia.

Mr. Kwan has had over 10 years experience in the Finance and Accounting industry, and has been in charge of the finance or accounting departments in renowned multi-national companies, including a NASDAQ quoted high technology manufacturing firm and a China affiliated logistics and transportation management company.

As the Deputy Group Manager – Accounting, Mr. Kwan joined Urban Group in 2001. He plays a key role in the Finance and Accounting Division to ensure smooth running of the financial activity of Urban Group. He has also played a central role in the department's re-organisation and has been responsible for the strategic development and deployment of the Smart Financial Management System of the Sm@rtUrban™ System, promoting the advancement and professionalism of the Group and the Property Management industry as a whole.

**羅耀添先生—副集團經理—物業資產管理**  
**Mr. Tim Law, Deputy Group Manager – Property Asset Management**  
**BSc (Hons), M (Hou Mgt), MBA, RPHM, ACIOB, AHKIE, MCIH, MHKIH, MIMgt, MHIREA, MHKP-MEC, CFM**

羅耀添先生於2001年2月加入富城集團，任職副集團經理—物業資產管理，負責管理集團旗下富城物業管理有限公司及國際物業管理有限公司轄下各類型物業，包括房署屋苑、私人屋苑及停車場等。

羅先生擁有豐富物業管理經驗，自1982年開始，先後於香港政府、房屋協會及香港頗具規模物業管理公司服務，負責管理不同形式之樓宇工作。

羅先生現為香港註冊專業房屋經理、香港房屋經理學會會員、美國設施管理協會之專業設施管理經理及其他有關專業學會之會員。

羅先生持有香港理工學院土木工程高級證書、英國威丁大學榮譽物業管理榮譽學士、香港大學房屋管理學碩士、房屋管理文憑及香港城市大學工商管理學碩士學位等。



Having joined Urban Group in February 2001, Mr. Law has acted as Deputy Group Manager – Asset Management with responsibility for managing a property portfolio including PSC estate, HOS courts, private property and carparks under Urban Property Management Limited and International Property Management Limited respectively.

Since 1982, Mr. Law has gained sound working experience in the property management industry. He worked for the Hong Kong Government and a number of well-established private property management organizations including the Hong Kong Housing Society, and other reputable property management companies in Hong Kong.

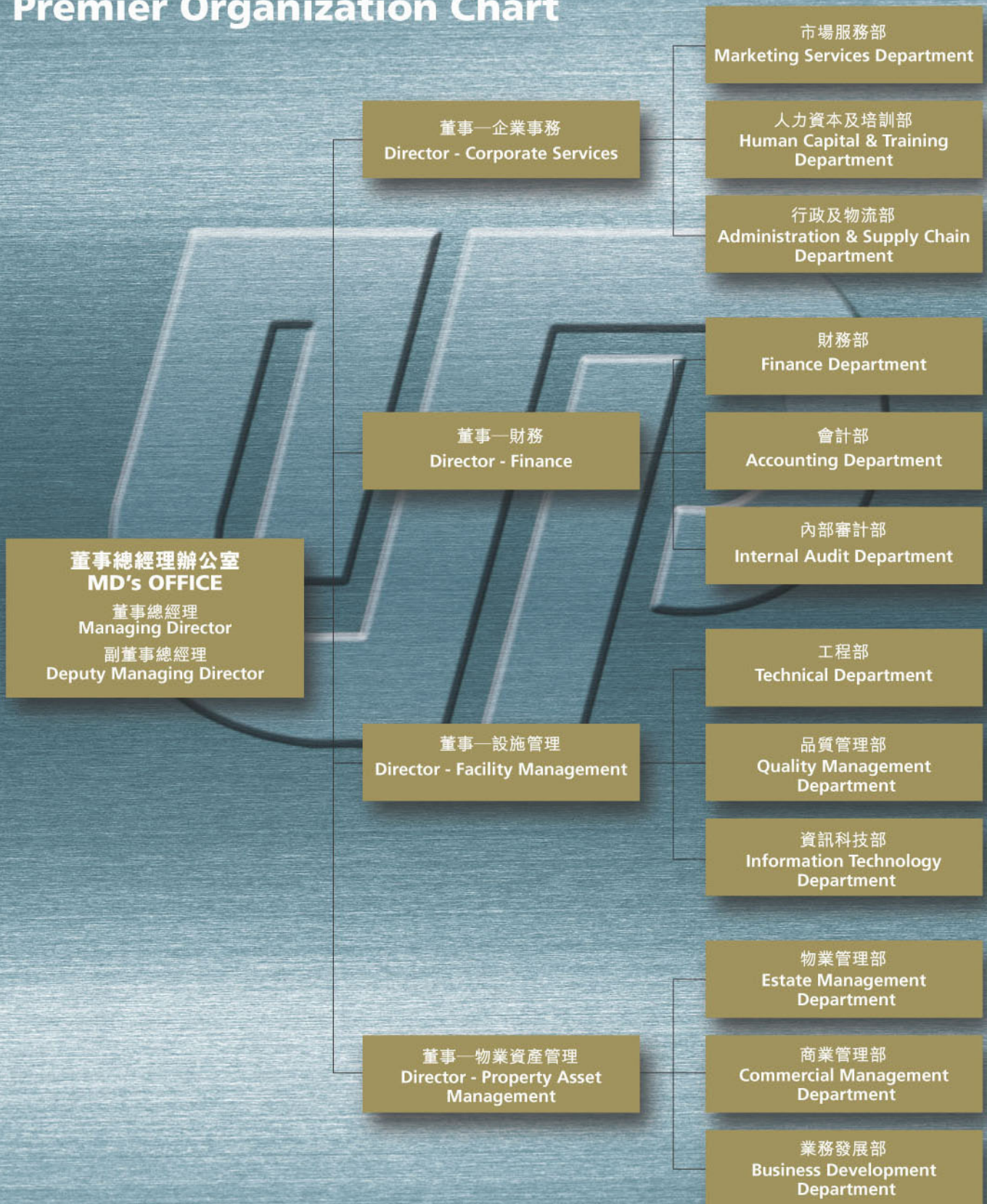
Mr. Law possesses a number of professional qualifications including; being a Hong Kong Registered Professional Housing Manager, a Corporate Member of the Hong Kong Institute of Housing, a Certified Facility Manager of the International Facility Management Association in the USA and membership of a number of other local professional institutions.

Mr. Law also possesses a number of academic qualifications including a Higher Certificate in Civil Engineering from the Hong Kong Polytechnic, an Honours degree in Estate Management from the University of Reading in the U.K., a Master's degree in Housing Management and Diploma in Housing Management from Hong Kong University, and Master's degree in Business Administration from the City University of Hong Kong.



# 富城集團卓越組織架構

## Urban Group Premier Organization Chart







# 新創建優質領導— 富城表現卓越

## NWS Holdings' Quality Leadership Drives Service Excellence

在母公司新創建集團有限公司（新創建集團，上市編號0659）的領導下，富城集團在物業及設施管理界發揮了最佳的表現。新創建集團為新世界發展有限公司（上市編號017）之服務業旗艦，業務遍及香港、澳門及中國內地。

新創建集團的業務主要由三大部門組成，計有：服務業、傳統基建及港口。其服務業務包括設施管理（富城集團及香港會議展覽中心之營運管理）、建築機電（協興建築和新創機電）、交通運輸（新巴及新渡輪）、金融保險及環境工程；傳統基建的投資項目則涵蓋電力、收費道路、食水及污水處理、橋樑和隧道；而港口業務則包括貨櫃及貨物裝卸、倉庫儲存和提供物流運輸網絡。

新創建集團乃規模宏大的綜合服務企業，一向致力提供優良服務及為投資者爭取良好的回報，透過該集團各附屬機構的協同效應，促使其業務不斷增長，向大中華地區的領導位置邁進。

新創建集團的企業使命，不單為股東及投資者爭取良好的回報，同時，集團並盡心關懷社區，因社區亦為其客戶之一。新創建集團一如大多數跨國企業，正積極肩負社會企業責任，將此溶入其企業文化，並付諸行動。

新創建集團的強大支援及與母公司屬下各附屬機構所產生的協同效應，使富城集團在業內保持著一貫之領導地位，為客戶提供六星級服務，全面超越客戶的期望。

Urban Group excels in the property and facility management industry under the guidance of our parent company NWS Holdings Limited ("NWS Holdings", Stock code: 0659), the flagship services company of New World Development Company Limited (Stock code: 017), which embraces a diversified range of businesses in Hong Kong, Macau and Mainland China.

The businesses of NWS Holdings can be broadly grouped under three main divisions: service, traditional infrastructure and ports. Its service arm comprises Facilities (Urban Group and the management of the Hong Kong Convention and Exhibition Centre), Contracting (Hip Hing Construction and NWS Engineering), Transport (New World First Bus and New World First Ferry), Financial and Environmental services. The traditional infrastructure portfolio includes energy, toll roads, water and sewage treatment projects, bridges and tunnels. In the ports division, NWS Holdings is principally engaged in container and cargo handling, logistics and warehouse management.

As a major conglomerate, NWS Holdings Limited endeavours to provide excellent services and produce good returns for investors. Through synergy among its subsidiaries, it pursues further growth and leadership in the Greater China region.

The mission of NWS Holdings, however, is not confined to creating good returns for shareholders and investors, but also caring for the community, which it considers to be one of its ultimate stakeholders. Like many global corporations which take commendable initiatives to bear corporate social responsibility, NWS Holdings Limited integrates this spirit into its corporate culture and transforms it into action.

With the strong support from NWS Holdings together with the synergy generated from other strategic business units of our parent company, Urban Group maintains the leading position in the industry and provides a Six-star service standard to exceed our customers' expectations.





林煒瀚先生  
執行董事  
**Mr. Patrick Lam**  
Executive Director



陳錦靈先生 *BBS*  
執行董事兼行政總裁  
**Mr. K.L. Chan *BBS***  
Executive Director and  
Chief Executive Officer



黃國堅先生  
執行董事  
**Mr. Andrew Wong**  
Executive Director



# 新創建







# Building Urban's Mega Brand

## 富城的品牌承諾

### Our People = Our Brand



1966



1987



1989



1995



2000

Brand Heritage (品牌寶藏) —— Trust (信任)

Brand Personality (品牌個性) —— Smile (微笑)

Brand Dimension (品牌空間) —— Value (價值)

Brand Loyalty (品牌忠誠) —— Perpetual (持續)

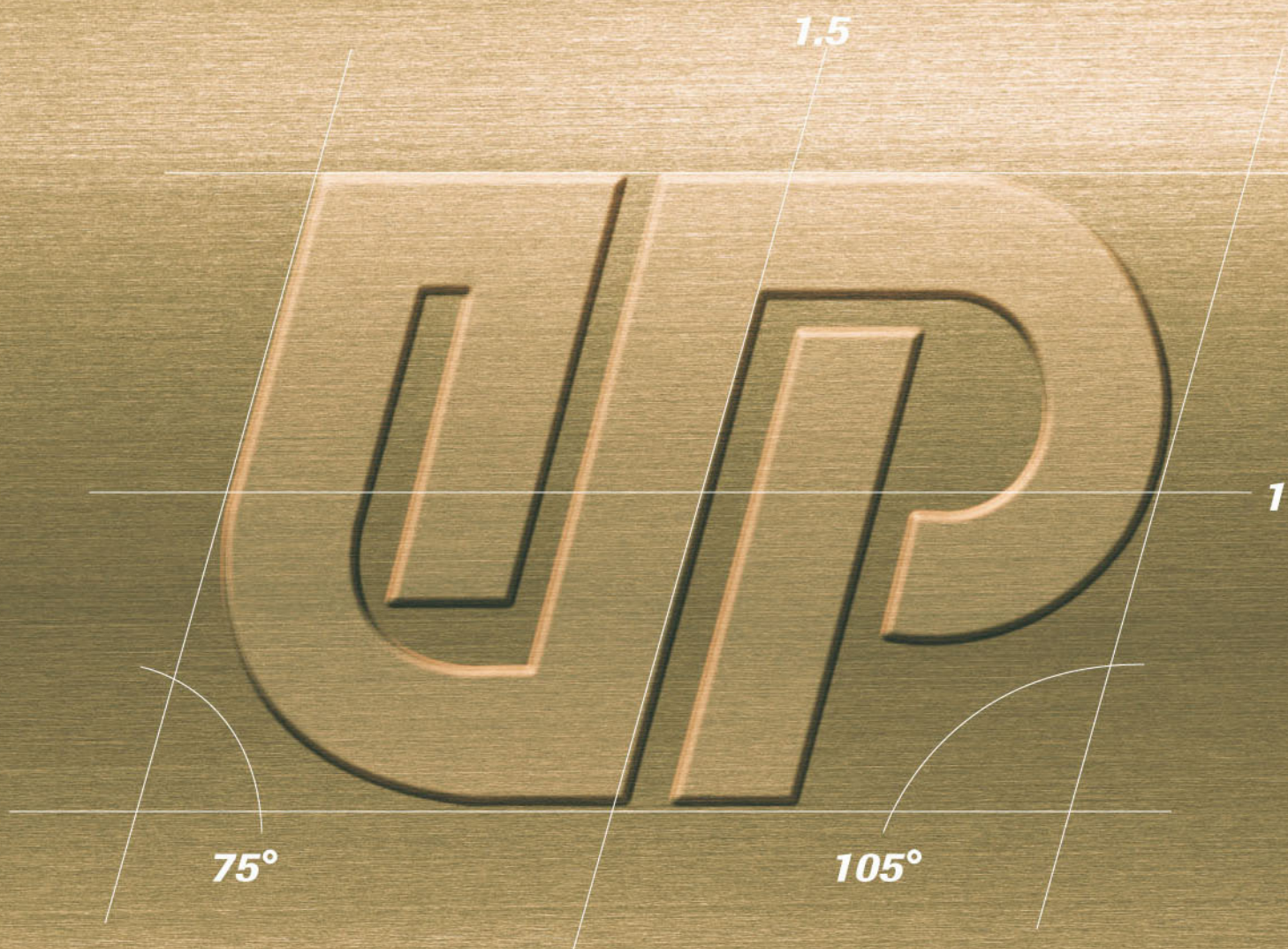
富城的品牌於1981年正式誕生，品牌內涵源自1966-67年美孚新邨的管理，當時是美孚企業的管理班子（2002年，美孚品牌仍然高據全球100強內）。2000年，富城將品牌形象重新定位，由當時美資管理模式的文化系統，化為今天揉合了新一派的中、西方管理理念，更切合本地顧客的需要，更令顧客們「喜出望外」，成為今天富城集團的形象標誌。

富城的品牌，是3,500名員工38年的品牌寶藏，是員工對「優質服務」品牌個性的承諾。UP徽號的品牌空間代表「我們是專業」的價值觀標記。今天的企業顏色：富城翡翠綠，代表“活力、生機、積極、進取”。而公司標誌所呈現的向右角度則代表“快速行動、活躍和品牌忠誠的永恆承諾”。

The legend of Urban originates from 1981. Urban's history could be traced back to 1966-67 when we managed Mei Foo Sun Chuen. Mei Foo Investments Limited was the predecessor of Urban Group (Mei Foo was in the 2002 Top 100 Brand). Urban repositioned its brand in 2000. Changes were made from a US style management culture to a combination of Eastern and Western styles. Urban strives to be sensitive to individual needs and to exceed customers' expectations. So Urban's new visual identity was born.

The brand of Urban is the brand heritage of 3,500 employees. The promise to provide a high quality of service is our brand personality. The brand dimension of the logo "UP" represents "You're Professional". The corporate color, Urban Jade, represents vivacity, viability and progressiveness. The Right-incline direction of the logo represents energy, speed and the brand loyalty.









# 21世紀「全面優質管理」科技結合創新版 富城卓越管理模式

## A unique 21st Century TQM Approach The Urban Premier Management Model

富城集團制定了四大策略目標：(1) 提供極具競爭力及物有所值的服務；(2) 在服務設計及推行上不斷創新；(3) 提升由富城管理的物業價值；及 (4) 促使每一位員工持續進步，承諾提升服務水平及管理質素，以保持富城在行內之領導地位。

在2002年，為達到成為市場品質領導者及亞洲第一物業資產及設施管理集團的目標，富城集團管理層設計了一個創新而獨特的管理模式——「富城卓越管理模式」。此模式主要由七個核心導向帶動：(1) 卓越領導、(2) 六星標準、(3) 超越期望、(4) 資產管理、(5) 不斷改進、(6) 綠化生活及(7) 關心社會。

此模式由三環組成，分別專注在人才、流程及表現三個領域，彼此之間相互緊扣，發揮強大的實用效能。

**第一環動力 - 「以人為本」** 是以世界級美國鮑烈治國家優質評審標準為藍本。著重專業物業資產管理人才的帶領及執行。鮑烈治在七個不同領域上要求嚴格，包括有遠見的領導才能、策略規劃、專注顧客及市場、資訊及分析、專注意力資本、程序管理及商業成績。

**第二環動力 - 「科技流程」** 是利用集團在1999年自行開發、投資逾二千萬港元的「富城智能管理™」將工作流程電子化，既可簡化物業資產管理的工作流程，加強效率，更可為住戶提供額外的增值服務。

**第三環動力 - 「卓越表現」** 是以平衡計分法的理念去量度企業各環節的整體表現。集團亦引進一系列當今極前衛之管理概念與之配合，包括活動為基礎的成本計算、活動為基礎的成本管理、企業流程改進、企業流程再造、企業社會責任、顧客關係管理、五常法、知識管理、六標準差等。

Urban Group has stipulated 4 strategic goals to enhance our leading position in the marketplace (i) providing competitive and cost-effective services; (ii) being innovative in design; (iii) enhancing value; and (iv) employee commitment.

To achieve these goals and values, Urban Group's management developed a unique cutting edge "Urban Premier Management (UPM) Model" in 2002, driven by 7 Core Operational Drivers:

- (i) visionary leadership;
- (ii) six-star service;
- (iii) exceeding customers' expectations;
- (iv) asset management;
- (v) continuous improvement;
- (vi) green lifestyle; and
- (vii) community care.

The UPM Model is a convergence of 3 Gear Forces: People, Process and Performance.

**First Gear Forces (People)** integrates the world class Malcolm Baldrige National Quality Award Criteria.

**Second Gear Forces (Process)** is the HK\$20M investment in Sm@rtUrban™ a system which digitizes core business processes to streamline daily operations, provide value-added services to customers, and improve overall efficiency.

**Third Gear Forces (Performance)** monitors performance via a Balanced Scorecard (BSC) approach. A suit of management tools are utilized, including; Activity Based Costing (ABC), Activity Based Management (ABM), Business Process Improvement (BPI), Business Process Re-engineering (BPR), Corporate Social Responsibility (CSR), Customer Relations Management (CRM), Five S (5S), Knowledge Management (KM), and Six Sigma (6σ).



# 富城卓越管理模式

Sm@rtUrban™  
富城智能管理™  
「卓越典範」——科技流程

「世界級管理」——人才為本



BLACK BELT



Exceed Customer Satisfaction 「最佳方法」——卓越表現





同心同德 貢獻社會

# 富城積極肩負「企業社會責任」

Urban Actively Supports

## Corporate Social Responsibility

作為一間關心社群的物業及設施管理集團，富城集團一向鼓勵屬下員工參與社會公益事務，積極回饋社會。在2002年6月，「富城集團社區關懷委員會」正式成立，以集結集團內各部門及屋苑的員工參與義務工作、服務社群，將富城集團關懷社區的精神傳揚開去。

在2002至2003年間，富城集團積極參與社區活動，力盡社會公民的責任：

- 在2002年11月，「富城卓越先鋒隊」參加了由樂施會舉辦的「毅行者」活動，是全港唯一的物業及設施管理集團參與是項活動。
- 在2002年12月舉行「溫情暖流護長者」愛心活動，將收集所得的1,200條頸巾送贈長者，為他們帶來冬日暖流。
- 在2002年12月31日，「富城卓越先鋒隊」再接再厲，參與由香港體育學院匯友社舉辦之「毅力十二愛心跑」。
- 在2002年2月22日，「富城卓越先鋒隊」參與由綠色力量主辦的「綠色力量環島行」50公里慈善行山比賽，為該機構籌募活動經費。
- 2003年3月2日，集團屬下100名員工及其家屬，參加由香港公益金主辦之2003年度新界區百萬行，為公益金資助之「傷殘人士服務」籌募發展經費。

除了以上的活動之外，「富城集團社區關懷委員會」亦為母公司新創建集團義工組織「新創建愛心聯盟」的成員，並積極參與其舉辦之義工服務，如探訪長者、植樹活動、環保行、「創建新生復康活動」等，貢獻一己的愛心和力量。

富城集團無時無刻也樂於承擔企業社會責任，令香港社會更加祥和，因為香港是我們的家。我們是為了讓我們的下一代能生活得更好而作出最大努力的。

Urban Group was actively supported and participated in various kinds of community services over the years. The Group is taking the lead in encouraging its staff members to join a number of community and voluntary services to help people in need. The Urban Group Community Care Committee was established in June 2002 with the support of top management. The ultimate goal of the Committee is to encourage the spirit of volunteering within the Group to reflect the Core Driver of "Community Care".

In year 2002 and 2003, Urban Group actively participated in the following activities:

- In November 2002, our "Urban Premier Walkers" participated in "Trailwalker 2002" organised by Oxfam Hong Kong, the only property and facility management company represented at the event.
- In December 2002, over 200 volunteers of the "Urban Group Community Care Team" initiated a "Scarves-knitting Campaign", which distributed scarves collected from staff and residents to elderly people living in the Housing for Senior Citizens (HSC)
- On the 31 of December 2002, "Urban Premier Walkers" joined the "Run with Your Heart" event jointly organised by the Friends of the Hong Kong Sports Institute (HKSI), the Hong Kong Sports Development Board and the Social Welfare Department.
- On the 22 of February 2003, "Urban Premier Walkers" took part in the Green Power Hike organised by the environmental protection advocate Green Power.
- Over 100 staff and their family members participated in the New Territories Walk 2003 organised by The Community Chest on the 2 of March 2003 to raise funds for the "Services for the Disabled" supported by the Chest.

The Urban Group Community Care Team is also an active member of parent company New World Services Holdings' volunteer organisation – NWS Volunteer Alliance. The Team has participated in activities such as visiting the elderly, planting, green walks, and rehabilitation campaigns for the psychiatric patients.

We take our "Corporate Social Citizenship" very seriously, and do our utmost to support and participate in any activities that make Hong Kong a more friendly and pleasant place. Hong Kong is our home and we aim to help to make it an even better living environment for future generations.











第二部分

# 策略性規劃

PART 2

# Strategic Planning





# 從2002年起，富城全體員工均有一個嶄新思維： 「在富城，每一日都是全面 優質管理誓師日！」

From 2002, Value Cloning Promoted the New Ideal –  
“Everyday is a  
TQM Commitment Day”

我們深信：「優質管理，富城領導！」是可以做得到的。為了向集團內3,500名員工傳遞這個訊息，在2002年，富城開創物業管理界的先河，率先舉行了13次「全面優質管理誓師日」，標誌著企業全方位推行「卓越品質」管理的新里程。

在新創建集團及富城管理層的帶領下，富城集團全體3500名員工，由高層經理到前線「富城衛士」，均上下一心，全民堅決承諾。我們不退縮，鬥志高昂，向著「全面優質管理」奮力推進，誓要以六星級服務來超越顧客期望！

在富城，眾志成城，我們的工作可能簡單，可能複雜，但對能為顧客提供卓越的品質管理服務，我們均以一顆不平凡的心來做到！

The company's staff are committed to the notion that "Urban leads the way in Total Quality Management(TQM) in the industry". For all 3500 employees to understand TQM, communication is vital, and Urban implemented a series of 13 TQM Commitment Days to achieve this goal. Urban is the first mover in the industry to organize such TQM Commitment Days on this scale. This milestone symbolizes Urban Group's commitment to boost service quality as well as to cultivate a new service culture within the company.

The strong lead taken by NWSH and Urban's management has encouraged all 3,500 staff to "commit with hearts and minds", and to move forward together towards the goal of providing six-star service to exceed customers' expectations.







**UP** 富城集團  
Urban Group

EVERYDAY

**TQM**

全面優質管理  
富城更美好

★★★★★ **COMMITMENT DAY**













## 富城每半年的策略計劃會議——

# 人才匯聚 專業專心 TQM企業文化踏出成功新一步

Bi-annual Strategic Planning Forum –

## Convergence of our Best Talent to set New Targets and Share a New Vision, the First Step to Towards Success

富城透過每半年舉行一次的策略計劃會議，讓50多位最優秀的領導型經理，暫時放下繁忙的工作，聚首一堂，在輕鬆愉快的環境下，互勵互勉，發揮群體智慧，一同為公司制定策略。

今年上半年度的策略計劃會議已於2003年1月17及18日完滿舉行。我們一群領導型經理來到綠草如茵的沙田賽馬會會所，在「TQM:資訊分析及程序管理」的主題下，同事間共同回顧成績、分享最新市場資訊，清晰傳達管理理念，更榮幸邀請到最新管理工具——「六標準差」(6s)權威講者分享專業心得，渡過了一個集策略研討、企業學習及忙裡偷閒的充實周末。

The Strategic Planning Forum is one of Urban's traditional forums for all leader managers to meet bi-annually in a comfortable and relaxing environment. The goal is to join forces to brainstorm strategies, and to set clear goals and directions for the company. The format and style of the forum reflects our culture of openmindedness and teamwork.

The first Strategic Planning Forum of 2003 was held on 17<sup>th</sup> & 18<sup>th</sup> Jan, at the Shatin Clubhouse of the Hong Kong Jockey Club. Under the theme of "TQM: Information Analysis and Process Management", our best talent participated in group discussions and presentations to review corporate performance, share market intelligence and communicate corporate direction. To enhance our managerial competitiveness, an expert in one of the latest management tools, Six Sigma, was also invited to share experience with our leader managers. All participants enjoyed the weekend which combined strategic planning, corporate learning and individual relaxation.











# 專業設施管理服務 富城管理新動力

## Professional Facility Management Urban Group's New Strengths

2003年是富城集團的設施管理年。為達到管理層定下成為亞洲第一的物業資產及設施管理集團的目標，富城提倡高質素的物業資產及設施管理，並推動亞洲地區設施管理為一項專業。於2002年，富城成為香港設施管理學會認可的專業設施管理企業，而我們的副董事總經理更是其創會會員及現任理事會幹事。傳統的物業管理行業只著重管理私人或公營住宅。現今，富城集團的設施管理業務開始成為焦點，而設施管理的專才亦成為公司廣泛羅致的對象。

富城現被政府產業署委任管理其下合共48項不同類別的物業及設施，包括政府合署、宿舍、直升機場和碼頭。還有其他設施項目包括新世界第一巴士服務有限公司廠房及位於粉嶺的香港最大的洗衣廠房——新中國洗衣集團。

In Urban Groups' three-year-plan, 2003 is Facility Management Year. To be the "Premier Property and Facility Management Group in Asia", efforts have been put towards advocating quality practice in the management of the built environment and towards the promotion of facility management as a prime profession. In 2002, Urban was registered as a Professional Facility Management Establishment (PFME) by The Hong Kong Institute of Facility Management (HKIFM). Our Deputy Managing Director is the founding member of the HKIFM and a current member of the Council. Traditionally, the property management industry has only been associated with management of property in the public and private sectors. Today, Urban Group also focuses on facility management.

Urban has been appointed by the Government Property Agency to manage 48 different types of properties and facilities including government offices, quarters, helipads and ferry piers. A diverse range of facilities, including the depots of New World First Bus and the Fanling plant of New China Laundry (the biggest linen laundry and dry-cleaning centre in Hong Kong) are managed by Urban.









## 首選酒店式服務——「禮賓司服務」

為顧客生活增價值，體驗豪華服務，令生活得更方便。

## Hotel Style Concierge Services

Providing Luxury Services; Enhancing Customers' Value;  
Ensuring an Enjoyable and Convenient Living Environment.



在2003年，富城集團率先推行首選酒店式「禮賓服務」（Premier Concierge Service）予豪宅類別物業用戶。禮賓服務源自法國式酒店，其中包括諮詢服務、餐廳訂座、機票訂位、秘書服務、旅遊資訊、郵遞服務、交通安排、保姆服務等一系列傳統在五星級酒店才能體會的服務。透過富城卓越的服務設計，配合優質人才，及度身制定的培訓課程，富城的「禮賓服務」自推出後，不斷令顧客有出乎意料之驚喜。

In 2003, Urban Group has launched the hotel service – a premier concierge service for luxury property. The Concierge concept, which originates from France, could hitherto only be experienced in five stars hotels. Available now in Urban's luxury properties services include; enquiries services; restaurant reservation; ticket reservation; secretarial services; travel information; mailing services; transportation arrangement and baby-sitting.

Urban's carefully designed and implemented Premier Quality Services, whose delivery is optimized via quality staff and tailor-made training programs, ensure that we meet and exceed our customers' expectations.



















# 同業借鑑典範

## 開拓內地物業管理諮詢服務新領域



## Exploring a New Vision of Business Consultancy Services

### The Quality Leader in Property Asset Management

富城集團早於1994年已進軍中國內地市場，成立「廣州市富城物業管理有限公司」，為國內發展商提供高質素的管理服務及專業顧問服務。踏入21世紀，國內房地產發展更為迅速，實有利富城擴張業務範圍，發展管理培訓及諮詢服務的新商機。

在2002年，富城集團舉辦了3次中國物業及設施管理高級培訓課程，與新世界中國地產有限公司及國內大城市如上海和廣州等當地知名的公司代表團交流經驗。此課程有助雙方擴闊視野，開拓思路和增進知識。富城更獲滬港經濟發展協會有限公司給予感謝信。

為加強中港兩地物業管理公司的聯繫，富城獲邀到上海進行為期4日的考察。二十多位高級管理人員藉此機會參觀上海現代化的樓宇發展，加深對內地市場運作的了解。

Urban Group entered the China property management field in 1994 by setting up Guangzhou City Urban Property Management Limited. Providing professional management consultancy services is one of our major focuses. In the 21st century, the PRC property market is booming and Urban's expertise allows us to explore this market for business opportunities.

In 2002, Urban organized three familiarization programs with New World China Land and famous property management companies from major PRC cities including Shanghai and Guangzhou. These programs were designed to help participants to enrich each others' skills and knowledge. Urban Group subsequently received a complimentary letter from Hong Kong – Shanghai Economic Development Association Limited that recognized Urban's professionalism.

The senior executives of Urban Group have also taken part in a 4-day familiarization trip to Shanghai to witness modern residential development in the mainland. The relationship between property management companies from Hong Kong and China is greatly benefiting from this kind of familiarisation program and our participation in this exchange ensures that Urban can keep ahead of the field in its knowledge of developments on the mainland.







2002年成立之18個優質“服務提升”工作委員會  
18 Quality Enhancement Committees

# 策劃優質服務 顧客為本導向

## 富城價值觀

1. 顧客為先
2. 尊重他人
3. 創新服務
4. 專業標準
5. 群策群力
6. 關懷社區



#### 核心價值 (一) 顧客為先

全面優質管理委員會  
Total Quality Management Committee

業務目標發展委員會  
Business Targetting and Development Committee

中國市場發展委員會  
China Business Development Committee

#### 核心價值 (四) 專業標準

內部審核委員會  
Internal Audit Committee

學習及發展委員會  
Learning and Organizational Development Committee

運作指引委員會  
Operation Manual Committee

#### 核心價值 (二) 尊重他人

職業安全及健康委員會  
Occupational Health and Safety Committee

員工溝通委員會  
Staff Communication Committee

員工薪酬福利檢討委員會  
Employee Welfare Review Committee

危機管理委員會  
Crisis Management Committee

#### 核心價值 (六) 關懷社區

環境保護委員會  
Green Care Committee

社區關懷委員會  
Community Care Committee

#### 核心價值 (五) 群策群力

私營市場獎項委員會  
Private Sector Award Planning Committee

公營市場獎項委員會  
Public Sector Award Planning Committee

#### 核心價值 (三) 創新服務

富城智能管理委員會  
Sm@rtUrban Committee

流程創新委員會  
Business Process Re-engineering Committee

創意服務委員會  
Innovative Services Committee

尊貴物業發展委員會  
Luxurious Property Development Committee



第三部分

# 客戶及市場焦點

PART 3

# Customer and Market Focus









## [聖誕心聲] 計劃 —

# 卓越顧客意見調查(2002)

## Christmas Bell Programme 2002 –

## 93% of Customers Satisfied



為更了解客戶的要求及對富城各項服務的期望，我們於2002年12月10日至22日期間進行了一項名為『[聖誕心聲] 計劃 — 卓越顧客意見調查』的全面意見調查。富城集團藉此計劃收集客戶寶貴的意見及服務期望，從而協助富城不斷提升客戶服務的質素，提供超越客戶期望的“卓越管理服務”。是次全面意見調查，共發出137,690份問卷予164個不同類型之物業客戶屋苑，當中包括業主、租戶、租客及客戶代表。成功回覆率在業主/租戶/租客類別為百份之9.73，在客戶代表類別為百份之29.62。

意見調查中所涉及的調查內容包括：(1) 服務人員水準、(2) 維修保養、(3) 保安、(4) 清潔、(5) 綠化工作、(6) 社區活動、(7) 增值服務及(8) 整體服務水平。

在客戶代表類別的回收問卷中，約93%均對富城之服務達滿意以上水平。

而業主/租戶/租客類別之間卷中，在總分100分中，84.83%的業主/租戶/租客對富城的評分達70或以上，平均分達80.1。當中13個屋苑給予90分以上評分，最高達99.5分。調查結果令人十分鼓舞。

透過是次意見調查，我們除更了解集團在客戶心目中的評分外，也能在持續改善中達致全面客戶滿意之服務水平。

Between the 10th and 22nd of December 2002, Urban Group carried out an annual Customer Satisfaction Survey Programme named “The Christmas Bell”, covering 164 estates. Questionnaires were sent out to solicit feedback from customers, owners, residents, tenants and customer representatives.

### Customer Satisfaction Survey Parameters

- Questionnaires Distributed: 137,690
- Response Rate (overall return rate for Urban Group):  
9.73% (from Owners / Residents)  
29.62% (from Customers Representatives)

This survey covered a wide array of attributes including: (1) staff attitude, (2) maintenance, (3) security, (4) cleaning, (5) environmental care, (6) community service, (7) value-added service and (8) overall property and facility management standard.

### Results – 93% Satisfied

#### (i) Ranking from Overall Performance of Urban Group

Around 93% of the respondents rated Urban Group satisfactory or above.

#### (ii) Score from Tenants / Residents / Owners

In the survey of this customer group, individuals were asked to score our service on a scale of 0 to 100. 84.83% of estates surveyed gave an average score of 70 or above. The average score of Urban Group reached 80.1. 13 of the 164 estates surveyed scored Urban's service at 90 or above and the highest score was 99.5.





# Christmas Bell Programme

Customer Satisfaction Survey  
10th to 22nd December 2002

## 「聖誕心聲」計劃

顧客意見調查 2002年12月10日至22日

富城集團於今年九月推出全港獨有的「富城卓越管理模式」，目標是要不斷提升服務質素，達致富城「超越客戶期望」的理想。因此，我們特別進行「聖誕心聲」計劃——顧客意見調查，詳情如下：

日期：二〇〇二年十二月十日至二十二日

問卷回收處：各物業大堂或管業處

您的寶貴意見，將有助我們構思更多令您稱心滿意的服務，為您締造一個理想的生活環境。我們期待您的積極參與，讓我們不斷提升服務質素，達致富城為您提供六星級服務的目標。

富城與您  
心連心

In September 2002, Urban Group has successfully launched our unique **"Urban Premier Management Model"**. Our aim is to enhance our service quality to **Exceed Customers' Satisfaction**.

Moving towards this aim, we will conduct an annual **"Christmas Bell" — Customer Satisfaction Survey Programme**. Details are as follows:

**Duration: 10th to 22nd December 2002**  
**Collection Points: Tower Lobbies or your Management Office**

Your valuable opinions on our services will let us understand better your perception and expectation towards our services, which help us generate more customized services to fulfil your needs and to create the best living environment for you. We look forward to your participation to help us enhance our Six-star Service Standard.



Your Voice,  
We Care!



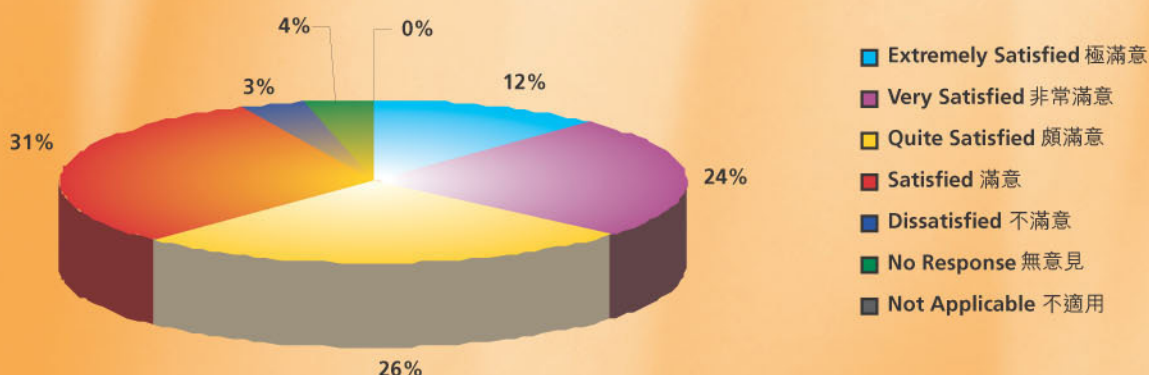


## 2002「聖誕心聲」計劃 — 顧客意見調查結果

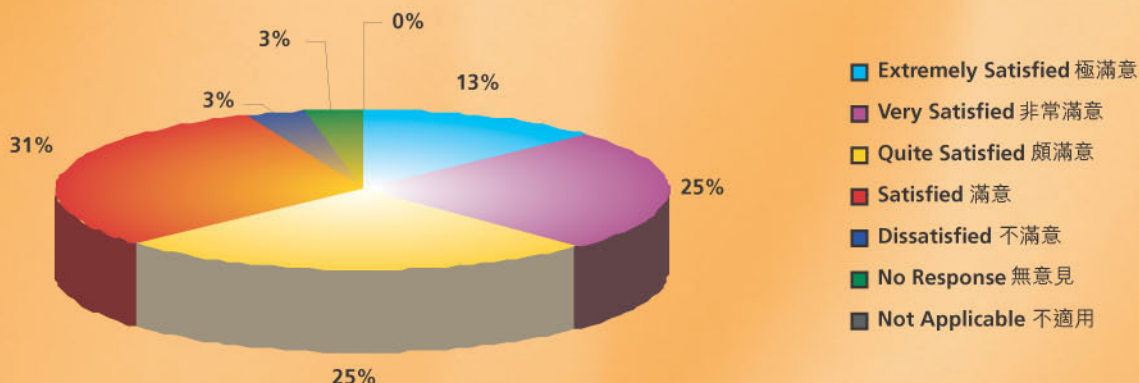
### 2002 Christmas Bell Programme – Customer Satisfaction Survey

#### Overall Performance Results of Properties under Urban Group's Management

服務水平整體滿意度 Overall Performance of Services Standard

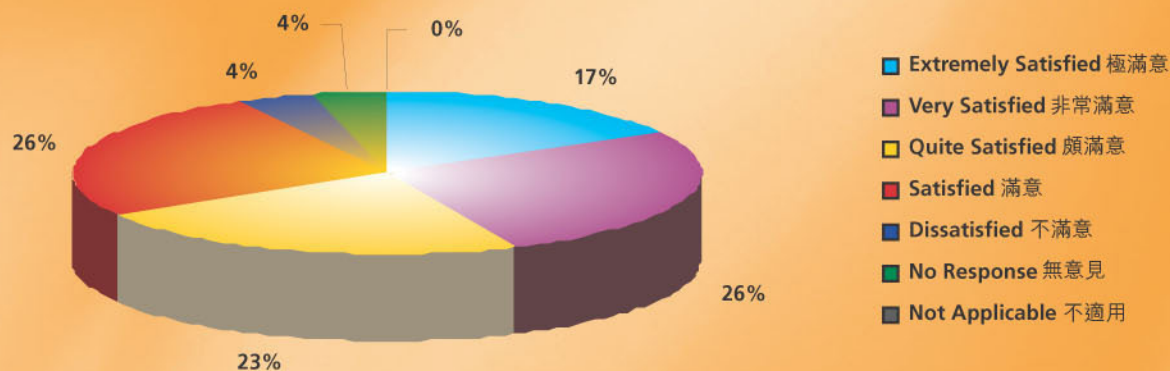


員工整體滿意度 Overall Performance of Staff

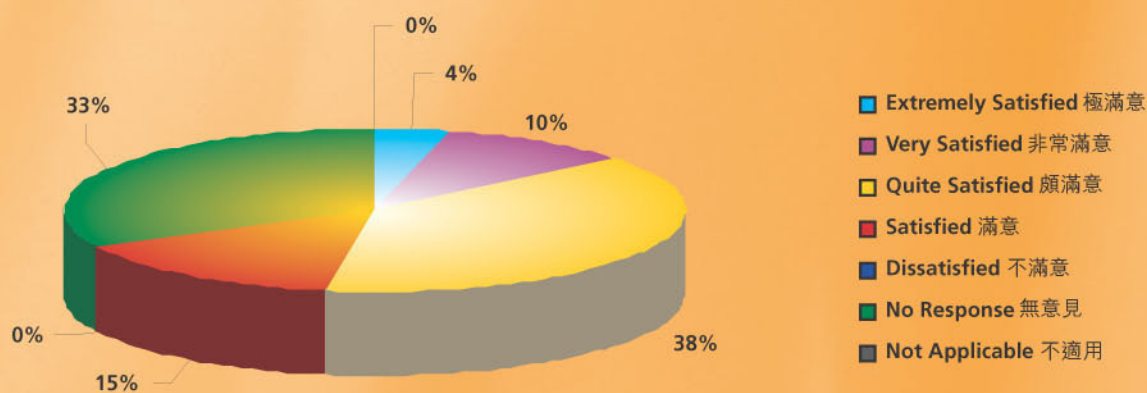




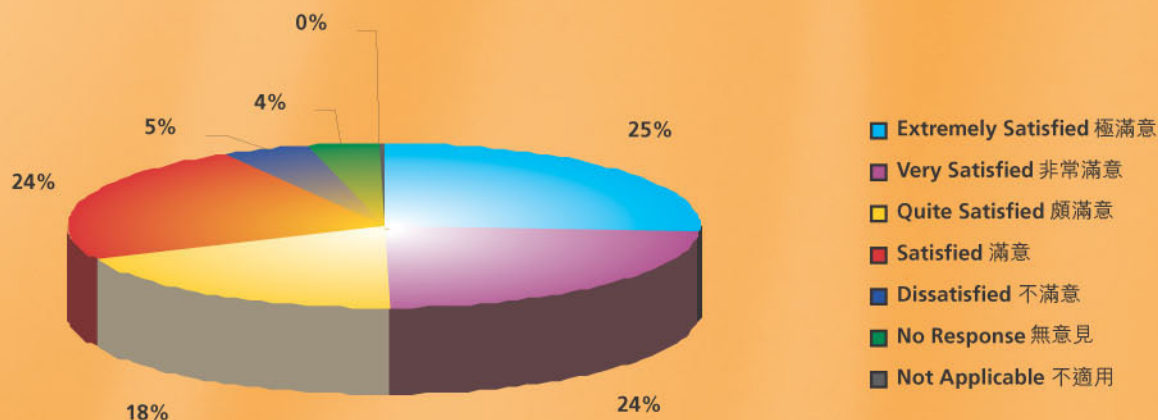
## 客戶溝通整體滿意度 Overall Performance of Customer Communication Services



## 增值服務整體滿意度 Overall Performance of Value-added Services



## 對物業資產及設施管理服務整體滿意度 Overall Performance of Property Asset & Facility Management







## 富城與尊貴客戶盡享

# Urban Celebrates 「星夜派對」 “Starry Starry Night” with Valued Customers – Communication without Frontiers



2002年富城集團舉辦了一系列「星夜派對」。我們的特別職務隊、親善大使以及管理層一同列隊站在富城集團總部，以真摯的笑容、熱烈地歡迎我們的尊貴客戶。

富城十分尊重及珍惜顧客關係，視客戶為策略伙伴。因此在普天同慶的節日裡，例如：中秋節、聖誕節、除夕及新年，富城均會舉行「星夜派對」，這是專為尊貴客戶而設的溝通渠道，並由我們的管理層及一眾員工為顧客而設計。

值得一提的是所有尊貴客戶均奉獻出他們寶貴的私人時間為自己的物業出力，他們能在百忙中抽空一起出席「星夜派對」，實在難得，富城亦抓緊這珍貴的機會，與客戶暢談一番。

這些派對加強了富城與顧客的關係，貴賓們在輕鬆的環境及熱情的款待下，自由地表達他們寶貴的意見，讓富城不斷改進，提供更多超卓服務給顧客，向超越顧客期望的目標跨進一大步。而這派對的雙向溝通模式亦令客戶與富城之間彼此加深了了解。

面對每一位貴賓，富城承諾一定會不斷改進，為他們提供最卓越的管業服務給他們！

In 2002, Urban Group organized a series of “Starry Starry Night” evenings. Our Special Duty Unit (SDU), Customer Ambassadors (CA) and top management were pleased to welcome our valued customers to Urban Group’s head office.

Urban respects and treasures the customer relationship and regards our valued customers as our strategic partners. “Starry Starry Night” evenings are a hospitality based communication channel between Urban and our value customers, organized during the Mid-Autumn, Christmas, New Year Eve and Chinese New Year Festivals. The event give our top management an opportunity to demonstrate how much we value the customer relationship.

These unique hospitality events therefore enhance Urban’s customer relationship as well as providing a relaxed atmosphere for our VIPs to express their opinions freely. Such opinions are highly valuable, allowing Urban to provide improved premier services to our customers, beyond their expectations. Through these enjoyable events, the reciprocal communication between Urban and our customers leads to a deeper mutual understanding.

Urban promises to provide the best premier services to our customers and reassure them as to our commitment to continuous improvement.









## 親善大使任品牌代言人 提升顧客關係信任管理

### Customer Ambassadors as Role Models – Enhancing Customer Relationship Management (CRM)

在2002年，富城親善大使朝着集團策略履行着她們的使命——以身作則去超越顧客期望，並藉此感染其他員工，盡力令每位富城員工發揮最佳表現。作為前線服務員工的典範，親善大使多次在培訓課程中向眾員工講述及分享卓越顧客服務要訣，令前線員工反思及提升自己的服務標準。

親善大使身體力行，全心全意地在「星夜派對」中作企業大使，表現出真誠好客之道，大大增進富城與顧客間彼此信任的關係。此外，親善大使亦積極參與公司的業務發展活動，促使富城集團業務不斷拓展。

作為富城的品牌代言人，親善大使經常出外探訪，代表富城為關懷社區作出貢獻。她們不但把富城一直注重的企業社會責任視像化，而且更真心真意地為社會服務。而令她們感到最鼓舞的是無論她們在那裡行動，都不斷獲得高度讚賞。

In 2002, Urban's Customer Ambassadors have pursued their mission to mobilize the company's strategic goals. Each Customer Ambassador has a mission to set an example to encourage the self-improvement of other Urban staff to exceed customer expectations. As role models for front-line customer service employees, they also share their experiences during corporate training occasions, encouraging others to review their own service standard.

Actions speak louder than words, and the Customer Ambassadors are devoted to enhancing Urban's customer relationship management (CRM). They have also actively participated in business development activities and have significantly boosted business results.

As brand representatives of Urban, Customer Ambassadors represent Urban's commitment to community caring activities. They not only visibly represent Urban's commitment to the community but also produce real results with through service straight from their hearts. This is reflected in the compliments we reliably receive from customers wherever the customer ambassadors have served.











# 2,400名「富城衛士」 365天無休止為顧客保衛家園

## 2,400 Urban Warriors Protecting Customers 365 Days of the Year



在2002年，富城集團致力提升保安同事－「富城衛士」的自我價值，使他們在思想、行為上有口根本的變化。富城集團深信2,400位英勇的「富城衛士」是公司重要的「人力資本」。在工作崗位中，「富城衛士」保護業戶的財產和防止罪惡的發生，工作非常重要。假如「富城衛士」生活在古羅馬時代或古代中國紫禁城中，穿著整齊的衛士服裝，保家衛國，多麼威風。

在2002年，富城集團為「富城衛士」舉辦一系列培訓課程，內容包括（一）優質客戶服務、（二）物業管理知識、（三）督導技巧、（四）職業安全知識、（五）法律常識及（六）應付緊急處境等，令每一位「富城衛士」都能充分掌握保安專業知識，充滿自信，盡心盡力地工作，令顧客的家園和財物得到保障。在富城集團的悉心栽培下，「富城衛士」成為一支品質優良，戰意高昂，充滿自豪感的紀律部隊，「優質保安服務」今日就在600,000業戶中展現。

In 2002, Urban Group aimed to increase the self-identity of our security staff – our “Urban Warriors” – by changing their mindset and their work attitudes. Urban strongly believed that all of the 2400 Urban Warriors constitute the Human Capital of Urban Group. Their role is to protect the assets of our customers and to prevent crimes; a task of extremely high importance. If Urban Warriors lived in the times of Roman Empire, or in Zijincheng of ancient China, we believe they would be wearing full suits of armor to protect the nations, citizens and the families.

To realise our vision, Urban Group tailor-made a series of training programmes for our Urban Warriors that include; (1) Premier Customer Services; (2) Supervisory Skill; (3) Occupational Safety & Health Knowledge; (4) Security Laws and Regulations; and (5) Crisis Management.

By completing the comprehensive training program, Urban Warriors gained a full set of skills and comprehensive knowledge to perform their job duty with confidence and commitment. “Urban Warriors” are now a team of armed forces of excellent quality, strong team spirit and high self-esteem. Through them, Urban Group successfully demonstrates our commitment to “Premier Security Services” for our 600,000 valuable customers.









# 800位「優質夥伴」同見證 「富城卓越管理模式」全面啓動

## 800 Quality Partners witness the launch of the Urban Premier Management Model

富城集團於2002年9月13日假香港會議展覽中心舉行21世紀「全面優質管理」科技結合創新版——「富城卓越管理模式」啟動儀式，出席嘉賓人數達800多人，共同見證富城最新的發展和成績。

「富城卓越管理模式」是富城集團為革新香港物業及設施管理界的營運思維而推出的管理模式，並獲得香港特區政府負責房屋事務之部門的認可。

當日啟動儀式之主禮嘉賓包括房屋局常任秘書長(房屋)梁展文太平紳士、新創建集團董事總經理陳錦靈先生、執行董事黃國堅先生及執行董事林煥瀚先生等。

富城集團並向150多位來自不同物業的業主立案法團或委員會代表致送紀念獎盃，標誌著富城與各客戶成為長久的「優質合作夥伴」。

推行「富城卓越管理模式」為各「優質合作夥伴」包括各員工及客戶提供一個有效的方法，使萬眾一心、群策群力，全力令富城在未來五年爭取客戶最大的滿意度，令客戶所付出的能得到物超所值的回報。

富城更提出了「六星級」高質素的企業文化，不斷強調高質素的流程及服務，以達致「全面超越顧客期望」的目標。

Urban Group launched the 21st Century Integrated TQM Model – The Urban Premier Management Model at the Hong Kong Convention and Exhibition Centre on 13th September 2002 as a showcase for its latest developments and achievements. The “Urban Premier Management Model” is an innovative approach in the property management industry of Hong Kong.

The Launch Ceremony enjoyed support from members of government departments overseeing housing affairs, and it was officiated by Mr C M Leung, JP, Permanent Secretary for Housing, Planning & Lands (Housing) of the HKSAR Government; Mr K L Chan, Managing Director of New World Services Limited; Mr Andrew Wong and Mr Patrick Lam, Executive Directors of New World Services Limited. More than 800 guests attended the launch to witness the success of Urban Group.

Urban Group presented awards to over 150 representatives from the Owners Incorporations and Owners Committees, establishing their status as long term “Quality Partners” of Urban.

The launch of the “Urban Premier Management Model” provided a platform for Urban’s working partners and staff members to contribute their greatest efforts to achieve the highest customer satisfaction rate.

Urban also established its “Six-star Standard” corporate culture emphasising quality process and services aimed at exceeding customers’ expectations.



科技結合創新版

卓越管理模

21世紀「全面優質管理」

科技結合創新版啟動儀式

富城卓越管理模

21st Century Integrated

TQM















21世紀「全面優質管理」  
科技結合創新版  
富城卓越管理模式

EVERYDAY  
TQM  
COMMITMENT DAY

Sm@tUrban™

富城卓越

富城集團 21 世紀「全面優質管理」  
科技結合創新版啟動儀式

優質夥伴

056  
Urban Group Annual Report  
富城集團年報 | 2002-2003

Strategic TQM









# 彰顯企業公民責任 協助遏止流行病毒蔓延 富城集團危機傳訊中心 全天候為顧客服務

**Demonstrating Corporate Social Responsibilities**  
**Urban Group Crisis Communication Centre**  
**provides round - the - clock services to customers**

2002年，富城成立「危機管理委員會」，目標是要建立一個嶄新的企業文化，就富城集團各項業務或可能遇到的危機提高警覺性，以及教育集團內所有員工準備應付集團內可能發生的任何潛在危機，以做到「專業標準」的理念。

危機管理策略：先知先覺，防患未然

- 預防勝於治療
- 隨時作好準備
- 迅速應變措施
- 快速回復正常
- 轉危難為新契機

此外，「危機管理委員會」更作為一個資訊及資源中心，為集團統籌及發放有關危機管理的最新資訊。

危機傳訊中心：溝通橋樑，轉危為機

- 制定危機處理政策及措施
- 擬定工作指引
- 內部傳訊
- 外間聯絡
- 客戶服務
- 社區聯繫
- 傳媒溝通

在2003年3月，香港爆發非典型肺炎之初，富城集團已率先成立「危機傳訊中心」，全面協調及統籌所有防疫工作，而富城集團屬下300項物業並已採取了一系列防疫措施，以協助遏止病毒蔓延。

Urban Group's Crisis Management Committee has been established to assist all staff members both to work towards preventing crises occurring, as well as to be prepared to best handle and respond to occasional unpredictable events.

Crisis Management Policy: Preparation and Prevention

- **Reduction**
- **Readiness**
- **Response**
- **Recovery**
- **Resilience**

The Crisis Communications Centre has also been set up to centralise information flow within the Group.

The Crisis Communications Centre : Communication Channel

- **Implement Crisis management policy**
- **Establish operational guidelines**
- **Internal Communication**
- **External Communication**
- **Customer services**
- **Community Relationship**
- **Press / Media Relationship**

Urban Group has carried out a number of preventative measures since the outbreak of Severe Acute Respiratory Syndrome (SARS) in Hong Kong. We were the first property and facility management company in Hong Kong to set up a "Crisis Communications Centre" to consolidate and coordinate all activities and measures towards fighting the epidemic.



統籌資訊發放  
Dissemination of  
information

實施一系列的危機  
管理政策  
Implement Crisis  
management policy

向員工派發防菌口罩  
Provide protective  
masks for staff

加強與各有關政府部門及  
醫療機構的溝通  
Close communications  
with Government  
departments and medical  
organizations

向業戶派發防菌口罩  
Provide protective masks  
for customer

富城集團  
危機傳訊中心  
全日24小時提供服務  
  
Urban Group Crisis  
Communication Centre  
provides round-the-clock  
services to customers

進行全面清洗服務  
Cleaning services

在各物業張貼通告  
Prepare standardized  
posters  
and circulars

全面檢查所有公共喉管  
防止病毒蔓延  
Inspection of Sewage  
Pipes

響應香港政府籌辦之  
「全民清潔保健行動日」  
Participated in the  
"Territory-Wide Cleansing  
Day" campaign

暫停或延遲開放遊樂場及  
游泳池等公共設施  
Temporary closure of  
recreational facilities

舉行「防災講座」  
Organize talks &  
seminars





# 「黃昏咖啡約會」

## Coffee Evening



富城集團深信緊密無間之溝通乃致勝之道，因此富城集團轄下各屋苑均按時舉行由下午六時至九時之「黃昏咖啡約會」。物業同事與客戶在閒話家常之餘，聆聽不同意見，透過全面接觸了解客戶之所需，以改善日後品質及水準。

### 屋苑活動

2002年富城集團積極為管理之物業舉辦各類屋苑活動，實踐綠化生活及關心社會之理念。例如與警務處合辦家居防盜講座/展覽，與消防署配合舉行火警演習/防火講座，與志願機構舉行舊衣物及舊物料回收等，對提升業戶環保、家居安全及關心社會之公民意識有積極作用。其他活動包括聖誕聯歡嘉年華、新春盆菜宴、聯歡蛇宴、郊遊旅行/燒烤日、母親節送溫情、親子種植日及中秋節晚會等，對宣揚社會和諧甚有裨益，令業戶深切體會安居樂業之重要。

此外，在非典型肺炎肆虐期間，物業經理們配合政府號召，於2003年4月19日在各屋苑大力推行全面清潔大行動，並誠邀立法會議員、各區議員及專業醫務人員等身體力行，業戶亦積極參與。

Urban Group believes that comprehensive two-way communication with our customers is the way to maintain good customer relationships. In order to achieve this goal, we organised a number of "Coffee Evenings" from 6pm-9pm in our properties. During these informal meetings, customers are able to discuss their needs, and make comments and suggestions to us openly. Their valuable comments are beneficial to us in our quest to design and provide a more comprehensive and premier service to our customers.

### Estate Activities

In order to achieve our values of "Green Lifestyle" and "Community Care", Urban Group organised a series of value-added activities for our customers in 2002, such as; Burglary Prevention Seminars and Exhibitions (with the cooperation of the Hong Kong Police Force); Fire Drill and Fire Safety Talks (with the cooperation of the Fire Services Department); and Clothes and Used Materials Donation Campaigns with cooperation from Voluntary Agencies. Such activities can encourage our customers' positive participation in environmental protection, burglary prevention and community enhancement. In addition we organized numerous community care events, including Christmas Parties, New Year Traditional Chinese Potted Food Parties, Snake Soup Dinners, Picnics and Barbeques, Flower-giving on Mothers' Day, Afforestation Day, and Mid-Autumn Festival Gatherings.

When SARS attacked Hong Kong citizens' lives, our property managers actively responded to the government's calls for action. On the 19th of April 2003, we organized "Keep Hong Kong Clean" Campaigns in many of our properties. We invited a number of members of the Legislative Council, Councilors of the District Councils and Professional medical practitioners. They actively participated in the campaigns alongside our customers.









## 全面滿意的客戶 Total Satisfied Customers













第四部分

# 資訊及分析

PART 4

# Information and Analysis





# 2003年富城智能管理™ ——

不斷將行業工作電子化

# Sm@rtUrban™

Pioneering "Best Practice" in the Industry –  
Gaining Efficiency through Latest e-Processes



2002年，富城智能管理™結合了21世紀物業資產及設施管理、資訊科技、品質管理流程及專業人才，配合客戶和市場的需求，利用創新科技，應用在物業管理上，以不斷改善富城集團的服務質素。

自2001年底啟動「富城智能管理™Sm@rtUrban™」，我們繼續研究發展各處理系統及進行技術提升，以配合集團的業務發展。至2003年中，已超過一百個物業配備「富城智能管理™Sm@rtUrban™」，為超過七萬名住客提供有效率的管業服務。富城智能管理™委員會會於2004年將「富城智能管理™Sm@rtUrban™」推展至更多物業。

富城智能管理™於2002年起推出賬戶管理系統及智能收費系統，這兩個系統不單簡化收費程序，還可以讓會計部即時得悉屋苑收費狀況，省略文件傳遞時間，再配合新印製的收費單，使收費項目一目了然。

在2004年，富城智能管理™委員會將貫徹「創新服務」的宗旨，令每一位客戶都能透過先進的管理系統享用更有效率的管理服務。

Sm@rtUrban™ is a symbiosis of 21st century property asset and facility management, information technology, quality management processes and talented professionals; a ground-breaking combination which matches the needs of our customers and the market. We have used advanced technology in the development of this system, tuned it to the specific requirements of the property management industry, and designed it to powerfully enhance Urban Group's service quality.

Since its launch in 2001, Sm@rtUrban™ has continued its efforts in service development and enhancement in order to meet both our operational and customer needs. As of June 2003, the number of estates equipped with Sm@rtUrban™ information services has reached over 100, serving over 70,000 residential units. The Sm@rtUrban™ Committee aims to further deploy the system in more estates in the coming year.

To illustrate the benefits from Sm@rtUrban™, the Accounts Receivable System and Point-of-Sales System modules deployed in 2002 re-engineered the fee collection process. The new systems allow payment transactions and account records to be updated on a real-time basis to reflect the latest account positions of our customers. Time and resources are no longer wasted in the delivery of documentation between front and back offices. Our new Account Statement also provides our customers with a clear picture of their account position and movements.

In the coming years, the Sm@rtUrban™ Committee will continue its mission to provide Six-star services to its customers through the use of information technology.



# UP SmartUrban

富城智能管理







# 為各物業創建「富城網」， 優質管理更精明 2003 i-Urban



2002-2003年，富城集團有更多的i-Urban網站成立，實踐物業管理工作方法轉型新概念。透過為集團旗下所管理之個別物業建立集資訊及網上物業管理、藉著二十四小時不斷更新的物業資訊及多元化的網上服務，可全面加強富城與各物業及住戶之間的溝通和聯繫，增加業戶對物業和社區的歸屬感。

2003年初起，i-Urban已建立了超過50個屋苑網站，為85,000個家庭40,000多個用戶提供全天候屋苑資訊服務。除了中英文版本外，i-Urban更備有視障人士版本(Alt Text)以照顧不同業戶的需要。

在2002年，i-Urban (i-Urban.com.hk)連同轄下45個物業網站均榮獲2002年度無障礙優異網站。是次活動是由互聯網專業人員協會舉辦，目的是為表揚社會上一些建立無障礙網站的機構，消除數碼隔閡，使大眾及弱勢社群得到平等機會分享互聯網發展所帶來的好處。

除了服務富城集團的客戶，i-Urban更於2002年成為全港首間私人物業管理公司獲香港房屋委員會委任為其屬下兩個新落成物業設計住戶專用網站，開拓物業管理界之先河，充份顯示i-Urban的專業水平及服務概念已獲專業確認。

In 2002, more and more i-Urban websites were set up in our properties. By providing a 24x7 online services network for today's modern lifestyle, i-Urban not only enhances cost effectiveness, but also increase overall work efficiency in property management, and most importantly, can leverage customer services so as to create a quality lifestyle and community environment.

Starting from 2003, over 50 properties had an i-Urban Portal, serving over 40,000 users and 85,000 families. Each portal covers a comprehensive range of services located in a convenient bi-lingual and "ALT-text" website to create an interactive information centre for intelligent homes and visually impaired users.

In 2002, i-Urban and its 45 estate portals received the 2002 Web Care Award organised by the Internet Professionals Association (iProA).

The award recognized that i-Urban provides a barrier-free Internet environment and provides needy communities with equal opportunities in sharing the benefits brought about by the development of the Internet in Hong Kong.

Apart from providing value-added services to Urban Group residents, i-Urban was also appointed by the Hong Kong Housing Authority (HKHA) to be the first private management company to design and maintain an estate portal for two newly completed housing estates. The award further recognized our efforts and our pioneering position in Estate Portal Development.











# 客戶關係 全面照顧週到 富城24小時客戶服務中心 先進科技 着着領先

## Total Customer Service The Urban 24-hour Customer Service Centre

Sophisticated Technology,  
Pioneering within the Industry

2002年起，富城真的做到無時無刻均照顧到顧客的需要，達致全面顧客滿意的目標。我們的24小時客戶服務中心為顧客提供的服務包括：

- 全天候的聯繫。
- 「一站式」的服務。
- 快捷有效的溝通。
- 每週7日，每日24小時無間斷的支援。
- 細意聆聽每一位顧客的意見及要求。

富城的24小時客戶服務中心科技最先進，質素最卓越。



Urban cares for our customers full-time for total customer satisfaction. Our 24-hour Customer Service Centre provides comprehensive services to our customers that include:

- Round-the-clock connection.
- "One-stop" services.
- Efficient and effective communications.
- 7 days a week, 24 hours a day continuous operational support.
- Listening to the opinions and demands of every customer.

The Urban Group 24-hour Customer Service Centre: Advanced in Technology and Premier in Quality.









富城無盡創意—

# 客戶服務新驚喜

## 每月「心意咭」式管理費單設計

### A New Concept in Customer Service

# Urban Introduce Monthly Thematic Billing Statements

富城集團打破傳統，率先為顧客設計出獨一無二的管理費單。自2002年11月開始，富城已開始每月為屬下物業的管理費單添上新色彩。富城集團的管理費單設計美觀，每月為顧客帶來不同的美言雋語，期望顧客更開心，放心及稱心。突破為顧客提供繳費通知的單調概念，全面超越顧客期望。

Urban Group brought in a new concept in customer billing statements by introducing monthly thematic designs in November 2002. With an encouraging maxim and seasonal greetings to our customers, Urban has enhanced its Customer Service level to exceed its customers' expectations.







UP 富城物業管理有限公司  
Urban Property Management Limited

客戶姓名  
Customer Name:



Amount Due Advice

發單日期 Bill Date :  
當管代碼 Estate Code :  
賬戶號碼 Account Number :



逾期金額 Overdue Amount:  
尚欠 Current Amount Due:  
總額 Total Amount Due:

「2003年度香港最佳業主」



UP 富城物業管理有限公司  
Urban Property Management Limited

付款回條 Remittance Advice

客戶姓名

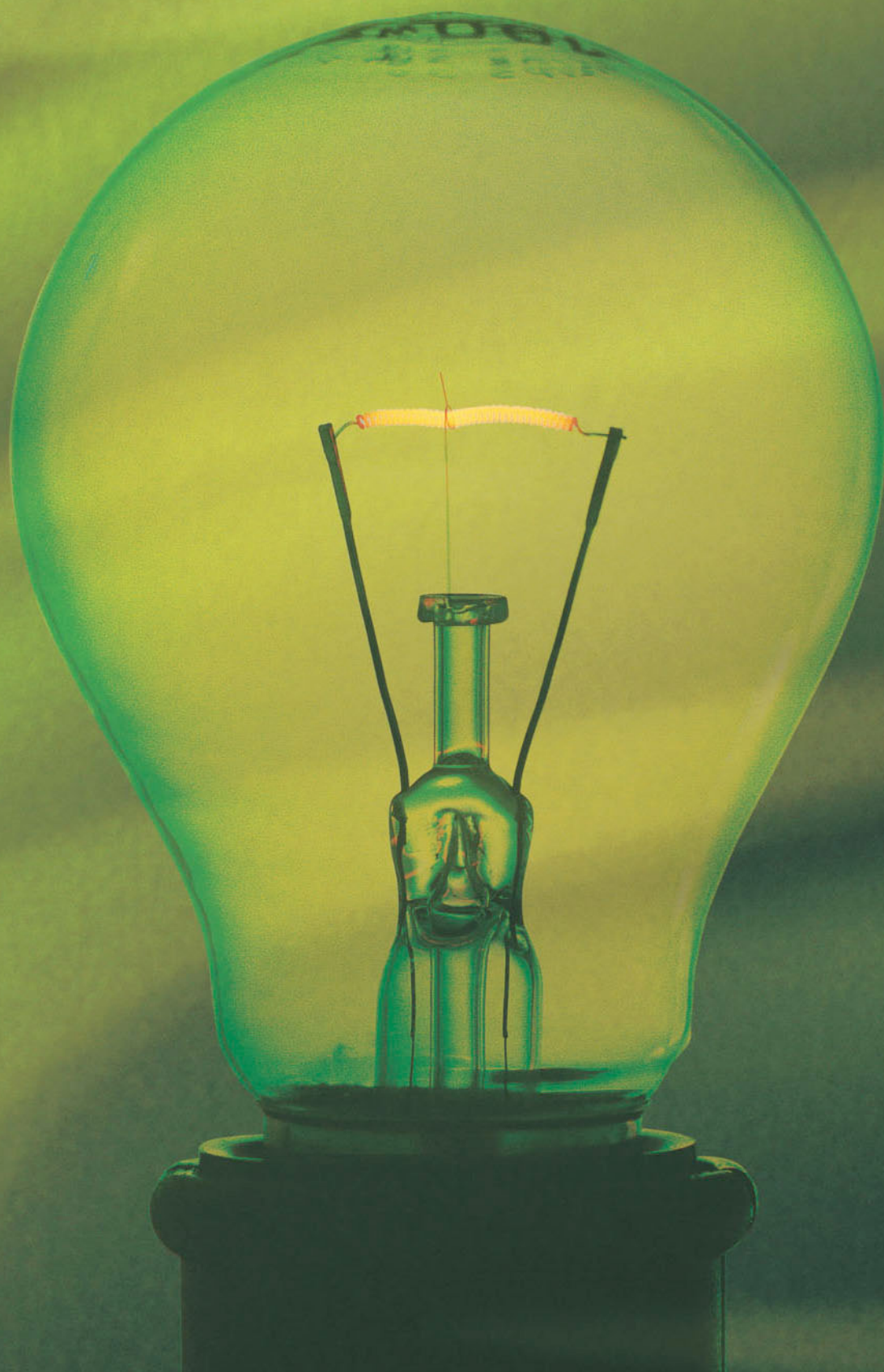


第五部分  
**PART 5**

# 卓越人才管理

# Human Resource Focus









獲環球人力資源顧問Hewitt Associates評選為  
2003年度香港最佳僱主——

## 尊重「人力資本」需要

### 2003 Hong Kong's Best Employer — Respecting "Human Capital Needs"

富城集團獲選為「2003年度香港最佳僱主」，突顯富城集團應用TQM中的「人力資本」概念的成功，建立獨特的優質企業文化。富城為尊重屬下3,500名「優質合作夥伴」的感受及訴求，透過獨有的「富城智能管理™」系統，建立了完善的溝通機制，令員工上下一心，發揮企業團體精神，從而提升整體經濟效益。富城一方面引入「平衡計分法」的概念全面評估每位員工的表現及素質，又推行「品質圈」系統，鼓勵員工提出創新意念，讓服務更多元化，務求超越顧客的期望。

富城透過「多媒體富城專業學習中心」，為同事提供良好的學習環境及優質的培訓課程，協助他們持續改善，不斷增值。而作為一位負責任的僱主，富城在經濟低迷下，堅持與員工共度時艱；更為他們提供一個舒適安全的工作環境，另為免員工受「沙士」的威脅，優先向他們派發口罩及保護衣物。富城深信憑著我們優越的人才，必能為顧客提供卓越優質的六星級服務。



Urban Group was awarded "2003 Best Employer in Hong Kong" by global HR consulting group – Hewitt Associates, reflecting the successful introduction of TQM's "Human Capital" concept within the Group. We respect our 3,500 "Excellent Business Partners" via our unique Sm@rtUrban™ system which not only provides an efficient communication channel but also raises our team spirit, hence increasing overall productivity and efficiency. The introduction of the "Balanced Scorecard" concept in performance appraisal and the implementation of "TQM", encourage staffs' creativity and all round services to meet our customers' needs.

The setting up of the "Urban Learning Center" further adds value to our staff by providing an excellent learning environment and a means to continuous improvement through training in all areas. As a responsible employer, Urban has not retrench any employees even under the current stagnant economic situation. With the threat of SARS, we have provided protective face masks and clothing for our staff from the early stages of the outbreak. We persist in providing a comfortable and safe working environment for our staff. We treasure our human capital and believe that, through our excellent people, we can provide "Six-Star Service" to our customers.



# Hewitt

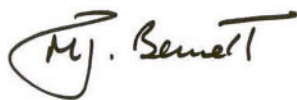
## Best Employers in Hong Kong 2003

This is to certify that

Urban Property Management Group

has been named one of the Best Employers in Hong Kong 2003

Presented at the Best Employers in Hong Kong Awards Ceremony  
on Wednesday 23 April 2003



Mick Bennett  
Managing Director  
Hewitt Associates







# 富城率先在業界中推行『人力資本』新概念 鼓勵員工 不斷自我增值

## The FIRST Property Management Company to introduce the concept of "Human Capital", Encouraging Employees to "Grow Continuously"

富城集團自2002年起，從西歐引入“人力資本管理”的概念。管理層深信“人力資本”的引入、投資及運用，可達到個人事業、公司回報及增值相互配合的箇中理念，比傳統的“人力資源”概念更為重要。而剛於本年度獲選為亞洲最佳僱主——香港區，更充份顯示出外界對此項改革的認同。

在2002年，為配合富城集團的發展方向，人力資本及培訓部提出兩大主要“人力資本策略”，並推行一連串活動以增強集團的人力資本潛能：

- (1) **人才品質提昇**——透過招攬優才、以表現為準則的薪酬架構、改善薪酬福利制度、獎勵傑出表現員工、鼓勵員工持續學習新知識及員工獎勵計劃去加強集團人力資本的素質。
- (2) **人才知識管理策略**——透過“價值觀複製”及“企業文化改變”去引導員工主動學習新知識。集團亦會利用知識管理去加強員工持續進修的價值觀。

在這兩個策略下，我們推行了一連串新措施及計劃：

- **『種籽計劃』** 此計劃是一項自我評核機制，讓員工對自己一年來在學歷、技術、知識上的增進改善及對公司的貢獻，根據平衡計分法及鮑烈治優質評審的7個領域作出自我評審，並藉此讓管理層能夠分辨出有潛質的員工。
- **『卓越計劃』** 此計劃是一個工作表現評估的機制，結合鮑烈治優質評審的7個領域，平衡計分法，12種主要才能及主要結果範圍的度量概念。
- **『一間大學兩精英』** 行政管理見習招募計劃，透過此計劃吸納優秀大學畢業人才作重點培訓，有助提高公司的服務及管理素質。

Urban Group introduced the concept of "Human Capital Management" from 2002. Urban's top management believes that the acquisition, investment in and usage of high quality "Human Capital" - beneficial to both employees' career development and the company's business return and growth - is more important than the traditional concept of "Human Resources". Being awarded "Best Employer in Asia - Hong Kong" this year is concrete recognition of such reformation.

In 2002, Urban Group adopted two Human Capital Strategies to cope with our business development and growth:

- (1) **Human Capital Quality Enhancement Strategy** – quality enhancement through recruitment of talented individuals, improvement of compensation and benefits systems, compensation and reward of excellent performers, continuous learning and encouragement of professionalism, and staff motivation programs.
- (2) **Knowledge Mastery Strategy** – emphasis on the management and transfer of knowledge through value cloning and cultural change.

Under these two strategies, we have launched a series of programs and policies

- **Strategic Employee Evaluation and Development Scheme (SEEDS)** is a mechanism for employee to report their improvement in qualifications and capabilities and to plan their own career development. SEEDS is a measurement tool for employees to assess their own contributions by using the Balanced Scorecard (BSC) approach and the Malcolm Baldrige 7 Criteria.
- **Superior Urban Performance Evaluation and Review Baseline (SUPERB)** is a performance evaluation tool which incorporates the Malcolm Baldrige 7 Criteria, the Balanced Scorecard (BSC) approach, 12 job-specific core competencies and measurement of Key Result Areas (KRAs).
- The main purpose of the **"One University Two Elites" Management Trainee Recruitment Program** is to attract and recruit high-potential university graduates through a series of extensive training programs. This program helps the Company to further improve our service and management quality.









多媒體富城專業學習中心...

# 努力學習，自強不息！

## Multi-Media "Urban Learning Center" plus e-Learning

在2002年，富城不斷培育人才資本以保持服務領導地位。自2001年起，富城率先創立了全港物業管理公司中首間「專業學習中心」，為3,500名員工提供了適當而優良的學習設施及環境。我們認為，成年人學習，要自發，主動，輕鬆，有創意，開心，而非被動地接受培訓。在學習中心，同事們既可自我增值，又可在歡樂的氣氛中學習，因此不同年齡的同事都喜歡來。

富城專業學習中心的總學習時間及項目每年不斷增加，2002年員工總學習時間超過50,000小時，為行內較優良之記錄，而當中更不乏大型機構學習項目。

2002年起，富城革新設計了一個「機構學習及發展」計劃，此乃一個公司認可的專業學習模式，增加員工在學習後所得的滿足感，從而鼓勵員工不斷學習與增值，提昇整體服務質素。

In 2002 Urban emphasised the importance of the development of human capital. In 2001 the multi-media "Urban Learning Center" came into service: a first in the Hong Kong property management industry. It aims to provide a suitable learning environment that encourages lifetime learning among our staff, allowing them to continuously absorb new knowledge and new technology. We believe that adult learning should be proactive, simple and innovative. Staff of all ages have demonstrated a desire to benefit from the programmes we have made available at the learning center since its opening.

The range of topics covered is increasing year-on-year, and included large-scale corporate training in 2002. The total training hours are also increasing; the 50,000 hours in 2002 represent a record for our industry.

Since 2002, Urban has introduced a new corporate learning and development scheme, which provides a recognized professional learning framework. This comprehensive programme encourages staff to participate in and benefit from continuous learning, and results in increased service quality.

### 2002-2003 "機構學習及發展" 計劃架構 Corporate Learning & Development Scheme Structure



學習課程摘要 Training Courses Summary	2001	2002
學習時數 Learning Hours		
入職學習 Orientation	1,697	2,867
顧客服務 Customer Service	670	1,208
資訊科技 Information Technology	4,168	6,423
法例要求：安全學習 Legal Requirement: Safety	333	1,005
管理督導及學習 Management & Supervisory Skills	427	535
知識學習 Knowledge Learning	4,785	5,914
基本保安學習及重溫課程 Basic Security Training & Refresher Course	8,004	14,784
外間公司資助課程 External Sponsored Course	9,587	19,285
員工總學習時數 Total Learning Hours	29,671	52,021









## 增加「人力資本」價值

# 「知識管理」增值發展策略

## Increase Human Asset Values, “Knowledge Management” Development Strategies to Add value

### 「價值為本」的人力發展策略

在2002年，富城集團推行「價值為本」(Valued-Based) 的人力資本發展策略，十分重視員工持續改進及發展機會，除了一貫向全體員工提供全面培訓外，更為表現出色及能為集團提供卓越服務之員工頒發獎狀。而集團對員工發展的承諾可見於不斷攀升的培訓時數。在2002年，培訓時數超過50,000小時。

### 新課程—六標準差知識管理

嶄新課程計有六標準差(6σ)、知識管理等。在2003年，富城已栽培了7名「六標準差」綠帶同事(Six Sigma Green Belts)，其中包括四位董事，還邀請管理培訓顧問為超過50名最高層員工推展「六標準差」理念及方法。

### 創新學習模式

在2002年，富城大舉改進培訓方式及策略：在職培訓、課堂講授、工作坊、經驗分享、策略研討會、大型培訓、講座、角色扮演、專題討論會、遙距學習卡(Human Asset Value Creation Learning Card)、網上學習(e-Learning)、個案分析等。

### 全面知識管理

在2002年，富城集團加強匯聚38年的豐富經驗，整頓所有寶貴的經驗及知識，確保能應用在每日最新的工作上。此知識管理體系讓員工無障礙地交流意見、分享經驗，從而不斷地提

升知識和技能。

### 先進科技「知識管理」

由1999至2003年間，富城集團投資逾二千萬元在「富城智能管理™」系統上，令所有屋苑同事均能以最快方法獲得集團最新知識及在資料庫中提取現有知識。此外，富城內聯網及電郵系統之建立，亦能提升集團內部知識的轉移，以及快速地獲得市場上第一手資料。

### 提倡專業—鼓勵專業學歷 / 資格

富城提倡及鼓勵每位員工考取行內認可學歷及專業資格，制定了員工資助及專業資格會費獎勵政策。根據2002行年內專業學會所提供的數字，富城集團擁有專業學歷及資格的員工數目可以說是行內最強。

### 2003「一間大學兩精英」行政管理見習計劃

富城集團在2003年將挑選二十多位有潛質的大學畢業生為行政管理見習生，整個富城管理見習生課程為期一年，目的是將他們培養成富城未來的管理層。富城更委任「大學見習生委員會」，負責監察整個課程之有效性及持續性。

### 富城衛士計劃

透過在2002-2003年推行的「人力資本青春再現計劃」，每個富城衛士深深認同個人價值，並重新評估自己在工作上的角色，令自尊提升，並更熱愛他們的工作。

### Valued-Based Human Capital Development Strategy

In year 2002, Urban Group implemented a “Valued-Based” human capital development strategy. We care a great deal about employees’ opportunities for continuous learning and development. The continuous increase in the number of training hours demonstrates Urban’s commitment to our valuable human capital. In 2002 the total training hours exceeded 50,000.

### New Program: Six Sigma, Knowledge Management

In 2003, Urban Group developed 7 Six Sigma “Green Belts” expert, including 4 Directors. We invited management-training consultants to present and deliver the concept of Six Sigma to over 50 of our top managers.

### New Learning Methodologies

In 2002, Urban further expanded its range of training methods to include on-the-job training, lectures, workshops, experience sharing sessions, strategic forums, mass scale training, seminar, role play, symposium, distance learning (Human Asset Value Creation Learning Card), e-Learning and case studies.





### All Round Knowledge Management System

Urban Group has built upon its 38 years of practical experience in the industry to re-apply valuable knowledge back into daily operations. For instance, our Knowledge Management System encourages the sharing of knowledge among employees. By making use of the system, employees are able to express their ideas openly and share their experience on a range of topics.

### Advanced Technology in Knowledge Management

Between 1999 and 2003, Urban invested 20-million Hong Kong dollars in the unique Sm@rtUrban™ System. As an integrated web-based system serving all users, including estates, Sm@rtUrban™ allows smarter and

more efficient productivity via knowledge sharing through a central database. In addition, Urban Intranet and Email System have been established to further facilitate knowledge transfer within the company and to provide first-hand market information.

### Encouraging Professionalism and Qualification Advancement

Urban Group encourages individual professional advancement via various kinds of education and training subsidies for employees and has established a scheme to encourage staff to strive for professional qualifications in property and facility management. According to figures provided by the Industry's professional association in 2002, Urban can claim to be the employer with the largest number of housing professionals in the industry.

### 2003 "One University, 2 Elites" Management Trainee Programme

Urban's 2003 Management Trainee Programme aims to attract high-calibre candidates to join and grow with the Group. Trainees are required to pass stringent selection procedures and undergo a 3-year comprehensive training programme in order to qualify for a managerial role. Our Graduate Trainee Committee is responsible for the close monitoring of the programme to ensure its effectiveness and continuity.

### Urban Warrior Scheme

In 2002 – 2003, the Human Capital Rejuvenation Scheme enables every Urban Warrior to review their roles and reinforce their work values increasing their self-esteem and job satisfaction.





# 2002年富城集團員工心目中的 「最佳僱主」 – 滿意率達92%

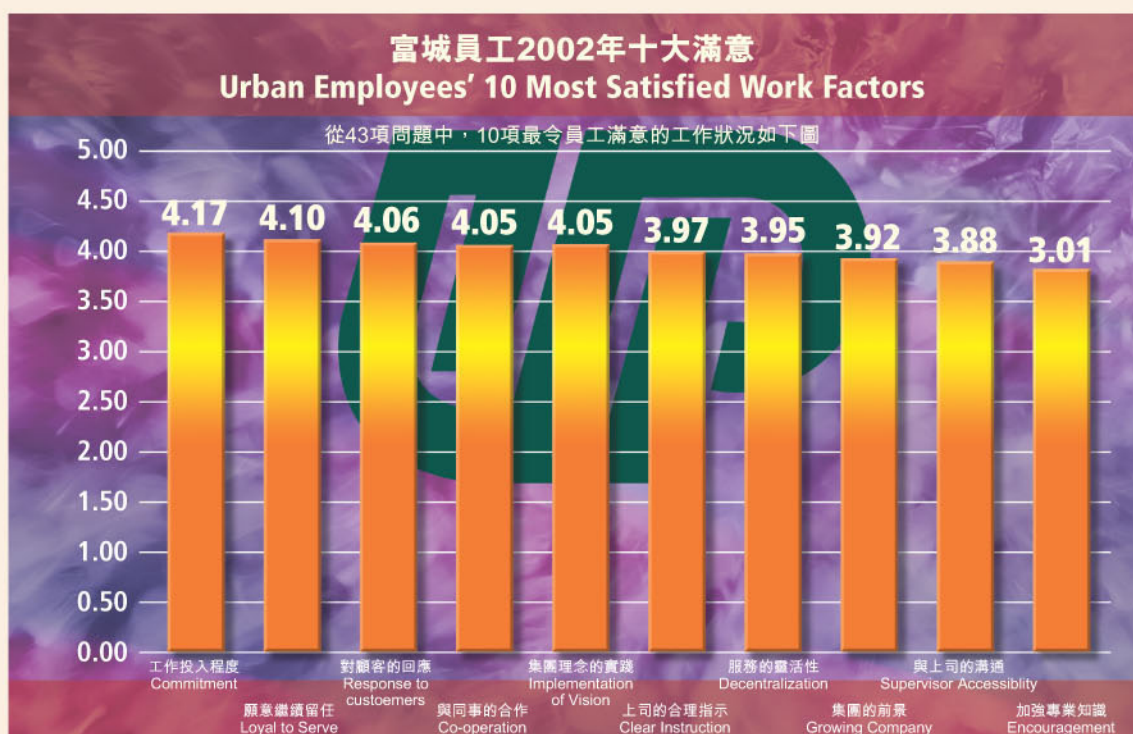
## 92% Employees of Urban Group Satisfied – “The Best Employer” in the Heart of 3,500 Employees

根據在2002年中進行的問卷調查，超過92%員工對富城感到全面滿意，反映出在3,500名員工心目中，富城早已獲得『最佳僱主』這項殊榮。

真誠、熱誠與摯誠，是富城集團一貫對員工的態度。富城深信，只有滿意的員工，方有滿意的顧客。優質員工提供優質的服務，令顧客喜出望外。

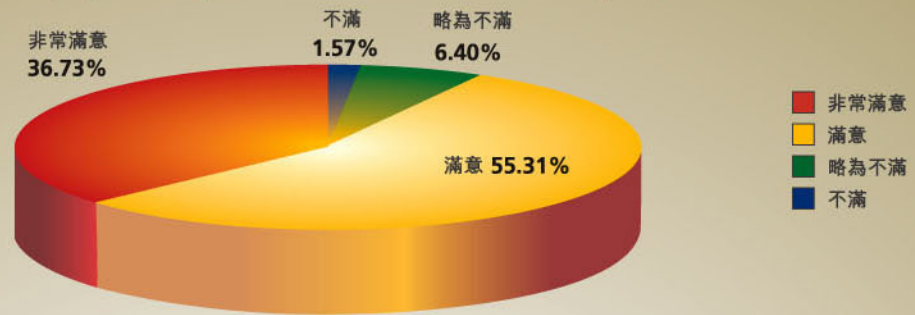
According to the Employee Opinion Survey conducted in 2002, over 92% of employees in Urban Group feel satisfied. Thus, Urban Group has been recognized as “Best Employer” in the hearts of our employees.

At Urban Group we treat our employees faithfully, enthusiastically, and sincerely. We believe that only satisfied employees are able to provide quality services that can exceed our customers' expectations.

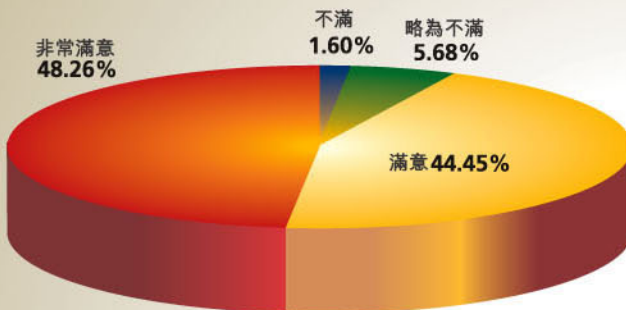




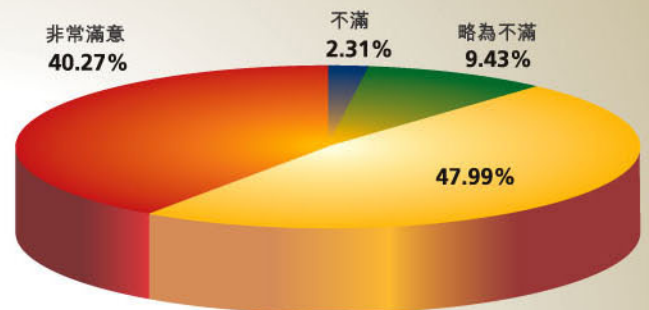
**(1) 員工整體滿意程度百分比**  
Employees' Degree of Total Satisfaction on Company



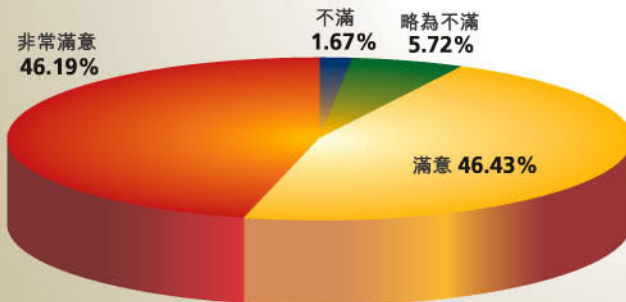
**(2) 員工對上司及管理階層領導質素滿意程度百分比**  
Employees' Degree of Satisfaction on Quality of Management



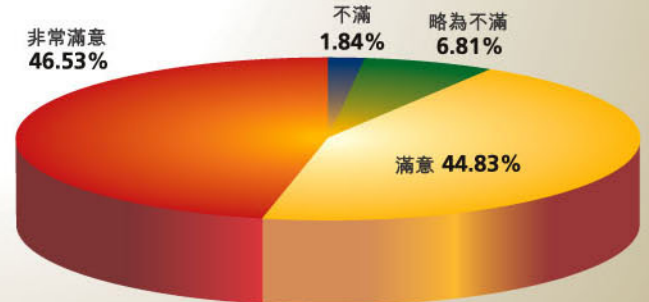
**(3) 員工對工作滿意程度百分比**  
Employees' Degree of Satisfaction on Work Satisfaction



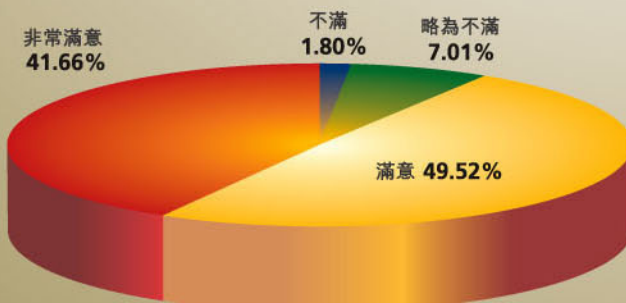
**(4) 員工對員工關係滿意程度百分比**  
Employees' Degree of Satisfaction on Human Relations



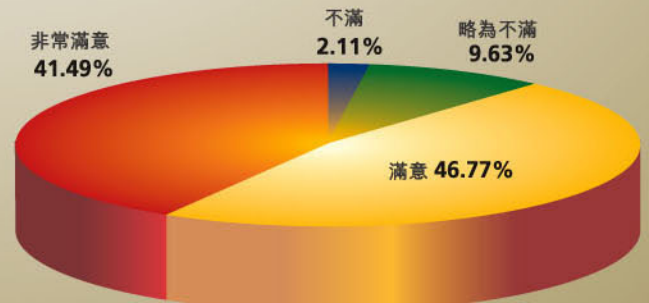
**(5) 員工對培訓及發展滿意程度百分比**  
Employees' Degree of Satisfaction on Training and Development



**(6) 員工對溝通渠道滿意程度百分比**  
Employees' Degree of Satisfaction on Communication Channels



**(7) 員工對工作環境滿意程度百分比**  
Employees' Degree of Satisfaction on Work Environment







# 95%員工認同2002年 「21世紀TQM全面優質管理」 的推行及價值觀的重要性

## 2002 TQM Evaluation Survey

## 95% Employees Support TQM 21st Century Values and Implementation

在2002年6月至9月期間，富城集團共舉行了13次「全面優質管理(TQM)誓師日」。10個月後，為了解員工對活動推行後的意見，人力資本及培訓部於2003年3月中旬將3,500份培訓評估問卷分發給所有曾參與是次培訓的員工。人力資本及培訓部共收回2,837份問卷，回覆率達81%。調查結果如下：

TQM價值觀	員工認同重要性
顧客滿意 (圖1)	98.59%
持續改善 (圖2)	97.36%
卓越領導 (圖3)	96.58%
全面參與 (圖4)	95.91%

在2003年，管理層欣喜得悉超逾95%同事滿意及支持「TQM全面優質管理」的推行效能。推行TQM後，富城集團更矢志要為業戶提供卓越的管業服務，超越顧客的期望。

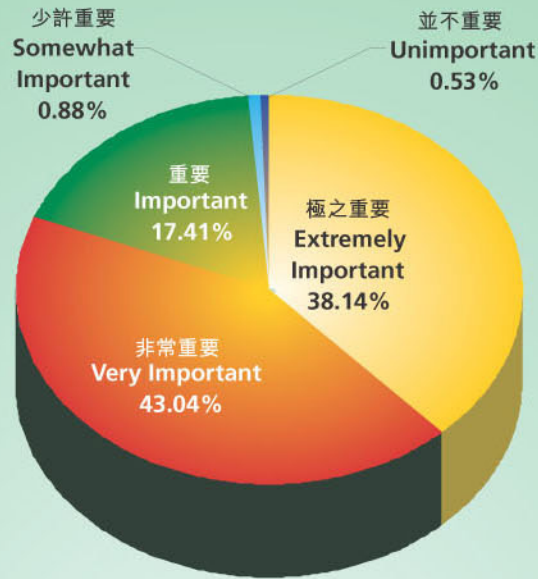
Urban Group organized 13 TQM Commitment Days between June and September 2002. In order to evaluate the programme, the Human Capital and Training Department conducted "The TQM Training Evaluation Survey" in mid-March 2003. 3500 questionnaires were been distributed, with a high return rate of 81% (2,837 questionnaires returned). The results were as follows:

TQM Values and Implementation	Percent of Support by Employees
Customer Satisfaction (Figure 1)	98.59%
Continuous Improvement (Figure 2)	97.36%
Visionary Leadership (Figure 3)	96.58%
Total Participation (Figure 4)	95.91%

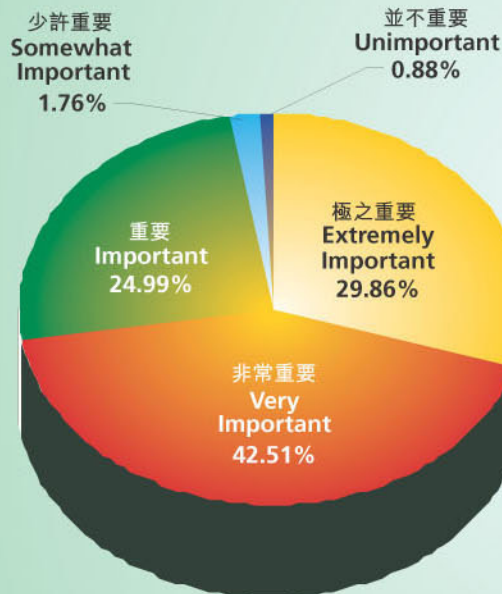
The top management is so delighted that over 95 % employees are satisfied and support TQM. We are committed to providing Premier Customer Service to our customers.



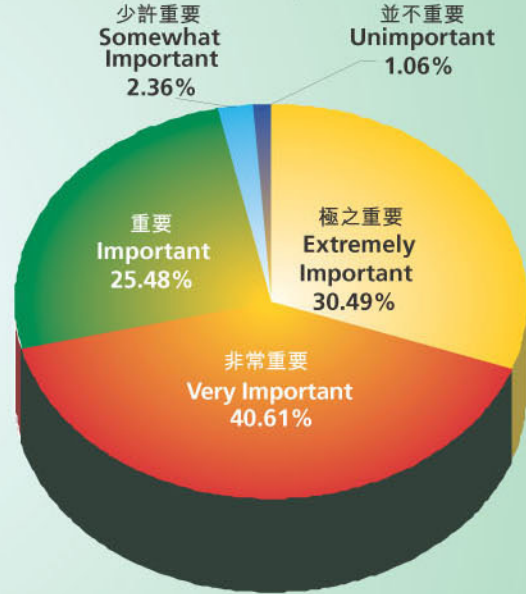
### 1. TQM中「顧客滿意」的價值觀 Importance of Customer Satisfaction at work



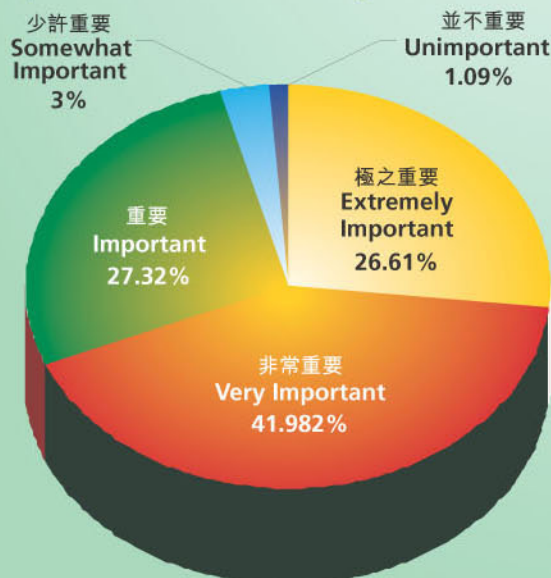
### 2. TQM中「持續改善」的價值觀 Importance of Continuous Improvement at Work



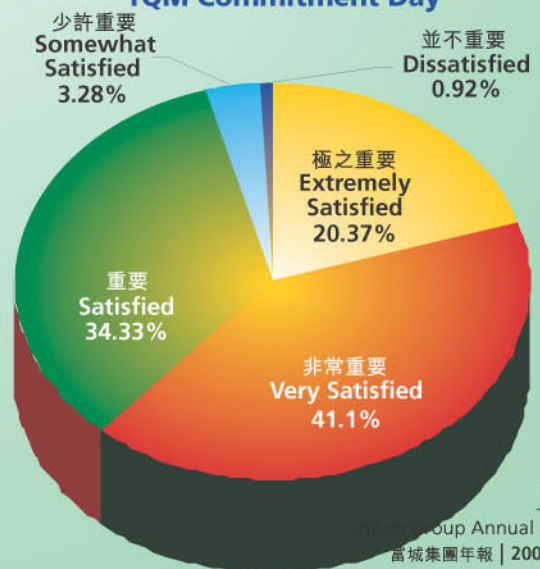
### 3. TQM中「遠見領導」的價值觀 Importance of Visionary Leadership at Work



### 4. TQM中「全民參與」的價值觀 Importance of Total Participation at Work



### 5. TQM執行過程中的效能滿意度 Satisfaction on Effectiveness of the TQM Commitment Day







## 2002年全面優質服務典範誕生了！

# 富城傑出員工的聲音

## Role Models of Service Excellence are born!!

# 2002 Urban Group Outstanding Employees

曾雅穎 (助理人力資源經理—培訓) :  
MBA, BSc(Hons), MHCIMA

### 創新求變達三贏

在2002年，曾小姐在培訓中向員工表達「改變並不可怕，只要變得更好」的訊息，並抱着「任何一個員工只要對富城有承諾、有熱誠及視自己為富城一份子，不論任何職責均可創出佳績」的信念，為富城帶來了顧客贏、公司贏、員工贏的三贏局面。

許思明 (親善大使) :  
BBA (Hons)

### 微笑讓世界更美妙

許小姐經常笑臉迎人，以親切友善的待客態度成功贏取顧客的心，成為富城親善大使的典範。

武婉鳳 (助理管業經理—政府產業署) :  
BA(Hons), Dip

### 你的讚賞 我的動力

武小姐在2002年成功贏盡客戶不計其數的讚賞，全賴其誠懇及用心的待客之道。

陳卓賢 (助理管業主任—采頤花園) :  
Dip

### 接受挑戰 贏盡信心

陳先生憑著在毅行者訓練中鍛鍊出的無窮鬥志和毅力，在工作上竭盡所能，勇於接受挑戰，誓要時刻超越顧客期望。

Veronica Tsang (Assistant Human Resources Manager – Training) :  
Innovation Brings Three Wins

In 2002, Ms. Tsang in the training always convey the message to staff, 'not afraid of change if it can create better future' and with the believes that 'everyone who is committed, has initiative and regard himself as part of the Urban Family, can definitely achieve excellent results regardless of their positions', successfully brought out a 3-win situation for our customers, our employees and Urban Group.

Cindy Hui (Customer Ambassador):

### A Smile Makes A Graceful World

Ms. Hui always wears a warm and cheerful smile to win customers' hearts, thus being an ideal example of Urban's Customer Ambassadors.

Janis Mo (Assistant Estate Manager – GPA/HK):

### Customers' Appreciation is our Motivation

In 2002, Ms. Mo won customers' trust with hearts and minds, by serving them with Care and Concern.

Chris Chan (Assistant Estate Officer – RHG):

### Winning Confidence by Rising to the Challenge

By participating in the Trailwalker event, Mr. Chan gained strength and resilience. He is always willing to cope with any challenges at work and always strives to exceed customers' expectations.



Chris Chan



Cindy Hui

Veronica Tsang







# 2003新創建集團好玩動感同樂日一 遊戲設計也以TQM企業文化來實踐

## NWS Sports Fun Day - Total Participation Demonstrates Our Unique TQM Corporate Culture

在2003年1月，富城700多名員工與家屬穿著鮮豔奪目的黃色運動衣，浩浩蕩蕩地出席控股公司新創建好玩動感同樂日。

富城集團應用了TQM模式，設計了美輪美奐的攤位遊戲，又派出活力十足的精英團隊在競技比賽中大顯身手，更組成了一支青春活潑的啦啦隊，在比賽現場吶喊助威，大大加強富城團隊的氣勢。在我們精彩絕倫的勁歌熱舞下，全場拍手和應，將現場氣氛帶至最高點，掀起活動的高潮。

在活動中，一班員工充分展現了富城獨有的TQM企業優質精神，大家花盡心思，各展所長，事事力求完美，成功囊括活動中七項大獎，其中包括最美觀攤位設計冠軍、最具吸引力攤位遊戲冠軍、最照顧週到攤位遊戲冠軍，更成為最有創意啦啦隊大獎得主，成績令人鼓舞！

3500名員工就是富城最珍而重之的人才資本，我們真誠關心每一位員工身心的全面發展，能讓他們寓工作於娛樂，建立「上下一心，全情投入」的企業文化，是我們最大的驕傲！！



Urban Staff and their families, all wearing bright and colorful yellow t-shirts, actively participated in the NWS Sports Fun Day, organized by our parent company, NWSH in January 2003.

Urban applied our unique TQM Model to design an attractive booth, and we also put together a young and strong team to participate in all the competitive games on the track. A highlight of the day was Urban's charming and energetic dance team performing routines and singing on stage. The entire audience clapping hands and cheering them on, were enlivened by this outstanding and attractive performance.

Thanks to our careful preparation and sense of involvement, reflecting our spirit of TQM, we performed well in all aspects of the Sports Fun Day. We won prizes from the game counters of all NWS subsidiaries, were the champions of the cheering competition, and Overall Champions of the event.

Urban's 3500 staff are our valuable human capital. We care about their healthy development. We are really proud that everyone enjoys getting involved in Urban's "total participation" TQM team spirit!!

















## 全面滿意的員工 Total Satisfied Employees















第六部分  
PART 6

程序管理

Process  
Management





# 啓動「物業資產管理」機制 「業務流程」銳變更新

## Initiating the Metamorphosis of the Business Process – Property Asset Management

### 1. 酒店式大堂設計翻新

在1995年，豪華住宅物業嘉富麗苑進行了一次翻新工程，包括興建一個現代化的多用途活動室。在整項工程中，富城擔當主要的角色，負責監督整個工程的進行。這個高質素的工程在短短一個半月的時間便完成。

另一個翻新酒店式大堂工程亦於2002年進行。整個工程在富城的直接監督下亦在一個半月內完成。由於富城提供的服務有效率而高增值，這種長遠的合作關係就此建立。

### 2. 全方位物業資產—公用地方增值

寧養臺A座於2001年進行了大堂及停車場翻新工程。翻新後，物業的形象得到提升，而公用地方的運用亦得到全方位增值，住戶均深表欣賞。

### 3. 大型屋苑資產修復專家

富城集團管理美孚的歷史可追溯至60-70年代。美孚新邨已經有30多年樓齡，然而物業的保養仍然相當出色。由此可見，在物業管理中，樓宇的保養及維修非常重要。除一些日常維修工程外，亦有定時的改善工程，以保持樓宇的價值。過去一年，美孚新邨在包括水喉、電力、天台防水層、大廈大堂等各方面，內外均進行了多項的維修保養工程。此外，集團並已計劃為大廈外牆進行全面的大油色、樓宇石屎檢查及維修，務求為住戶提供一個良好的居住環境以改善生活的質素。

### 1. Renovation of Hotel-Style lobby

In 1995, interior decoration was carried out at Clovelly Court, including the construction of an up-market function room. Urban played the key role of project manager and the whole task was completed in around one and a half months; a high quality project completed quickly and efficiently.

In 2002, further major works were carried out to renovate the main ground floor lobby. The whole project was again under our direct supervision and was completed in one and a half months. Trust from long-term business partners has been established and enhanced through this high level of performance in our added-value business services.

### 2. Upgrade projects in common areas

In 2001 renovation work was carried out at Block A, Ning Yeung Terrace. The project, managed by Urban, included renovation of the ground floor lift lobby and the car park, and the replacement of lift cars. The image of the property was significantly upgraded as a direct consequence of this work, and the appreciation of customers was clearly visible.

### 3. Maintenance Expertise

Urban's history dates back to the 1970s when construction commenced at Mei Foo Sun Chuen. After 30 years, the prospects for Mei Foo Sun Chuen remain good because of an excellent maintenance and repair record. To upgrade the image of the property, renovation works have been carried out periodically. In 2002 a series of maintenance projects such as plumbing, drainage, electrical system, redecoration, roof waterproofing works and renovation of lobby areas were carried out. Redecoration of external walls and concrete inspection and maintenance are underway to improve the quality of the living environment of our customers.



富城集團——香港卓越的物業資產經理  
Urban Group – Hong Kong's Best Property Asset Manager







## 透過持續流程管理會議－「品質圈」

## 不斷與供應鏈中「優質業務夥伴」共同進步

# Quality Improvement Circle (QIC) – Continuous Improvement with our Strategic Partners

從2002年初起，富城集團舉行了一系列持續流程改善會議－品質圈。富城集團每月邀請兩個策略夥伴到長沙灣總部作經驗交流。此會議的目的是明瞭策略夥伴的優勢，為客戶提供增值服務及加強公司的競爭力。這項由管理層參與的持續改善計劃是集團成功推行全面優質管理的主要原素。透過品質圈會議，策略夥伴介紹其公司背景、運作、安全及環保政策、應變措施等，而富城則傳達「富城卓越管理模式」、全面優質管理理念、服務準則及品質管理系統。大家互相交流經驗，取長補短。

### 交流管理心得，超越客戶期望

在會議上，雙方交流市場資訊、改善服務及節省成本和資源的方法，達致雙贏局面。雙方亦分享優質管理心得，簡化流程，提升工作效率。最後透過集思廣益，以系統化方法解決問題，建立優質文化，超越客戶的期望。

### 重視客戶意見，落實持續改善

集團透過會議直接向策略夥伴反映客戶意見，彼此作出分析和改善，從而準確地預測市場需求。在良好的合作關係上，定立共同目標，以互惠精神維繫夥伴關係。雙方本著「持續改善」的信念，發揮團隊精神，向同一優質主導的業務目標邁進。

In 2002, Urban Group started to organise a series of Strategic Supply Chain Partnership Continuous Process Management Summits – Quality Improvement Circle (QIC); monthly events designed to share quality improvement knowledge and practices with our strategic partners. Every month we meet two of our strategic partners at Urban's head office. The objective's of QIC are to understand the position and competencies of our strategic partners, enabling us to provide further value-added services to customers and to gain competitive advantage in the market. With the participation of top management, QIC represents a continuous improvement programme, one of the key success factors in total quality management. During the QIC, our strategic partners provide information on their company background, vision, operational systems, safety and environmental protection issues, contingency plans and other aspects of their business. At the same time, the "Urban Premier Management Model", total quality management values, service quality standards and quality control systems are introduced to them.

### Inter-change Quality Management Techniques, Exceed Customers' Expectations

Through this effective communication channel, market information and resources are widely shared. This process not only improves the quality of services rendered, but also reduces the costs of services. The constructive discussions serve to streamline workflow and simplify process, resulting in increased efficiencies. Difficult problems are resolved jointly and systematically at these summits. Ultimately, we are committed to providing the highest quality standard of service to exceed customers' expectations.

### Value Customers' Requirements, Strive for Excellence

Customer feedback is highly important to Urban. Customer information is gathered and delivered to our strategic partners for evaluation and further improvement. The results are used to forecast customers' needs and requirements more accurately. Our mutual goals and targets are interdependent, and our emphasis on win-win solutions sustains stable and reliable relationships with all of our strategic partners. The concept of "Continuous Improvement" is strongly embedded in the minds of our strategic partners. In essence, total commitment enhances the spirit of teamwork to strive for excellence.









# 嶄新品質工具培訓一 榮獲香港品質圈銅獎

## Brand New Quality Tools Training – Bronze Prize in the Hong Kong Quality Circle Award

2002年，富城集團為提升競爭力，成立了60個強質勵本團隊，鼓勵員工就工作流程，集團發展作出改善建議，並提供品質工具之培訓課程予各隊員。

在這一年中，品質工具培訓的目標除使各強質勵本隊隊員掌握如何使用各工具外，更希望達到以下目標：(一) 鼓勵創意；(二) 發揮團隊精神，及(三) 著重成果效益。

在訓練中，同事們明瞭七種品質工具是用來解決品質問題的簡單而有效的工具，包括：(1) 統計分析表、(2) 分類法、(3) 巴氏圖、(4) 直方圖、(5) 因果圖、(6) 散佈圖、及(7) 控制圖。

培訓內容除課堂講解外，還包括創意遊戲、模擬強質勵本團隊開會工作坊、動畫式問題及個案分享。

透過上述培訓，富城集團非常高興地獲悉強質勵本團隊於年內漸趨成熟及獲得外界機構認同。整體而言，品質工具培訓達到以下成果：

- (1) 於強質勵本團隊成立的半年內已提出了28個改善提案；
- (2) 提案內容多元化及具創意，有設計輕便工具、自動感應系統、環保灌溉到山水養魚等，充分發揮各員工的創意；
- (3) 榮獲香港品質管理大會頒發香港品質圈銅獎，證明強質勵本團隊已達至優良水平。

在2002年，富城集團著重各員工的個人價值，透過發揮優質夥伴的專業才能，以創新意念、簡化流程、提高效率、推動品質提升，給予顧客物超所值的專業服務，不斷超越顧客期望。

In 2002, with the aim of enhancing the competitiveness of Urban Group and encouraging improvement proposals from our staff, 60 Service Enhancement Teams (SETs) were established. At the same time, quality tools training workshops have been provided to the members of the Service Enhancement Teams.

The objectives of the quality tools training workshops are not only to enable the SET members to acquire the knowledge of quality tools, but also to: (1) Promote creativity; (2) Encourage team spirit and respect for ideas proposed by individuals; and (3) Encourage Result -Orientation.

In the quality tools training workshops, members are able to learn 7 tools to solve quality problems including Checksheet, Stratification, Pareto Analysis, Histogram, Cause and Effect Diagram, Scattered Diagram and Control Chart.

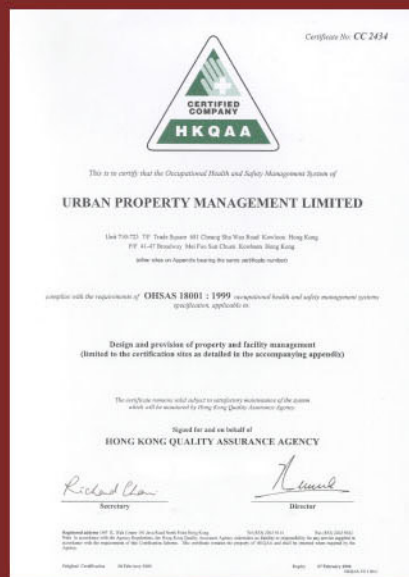
Apart from traditional class lessons, the quality tools training incorporates creativity games, a workshop on SET meetings, short questions presented in cartoon format and case studies.

Through the quality tools training, we are pleased that the SETs have matured in just half a year and are now by external organizations. In General, quality tools training has achieved the following results:

- (1) Within half a year, SETs have proposed 28 projects.
- (2) The content of these projects is creative and has ranged from design of tools, auto sensor systems, and watering systems to supply fresh water for fishponds. The projects demonstrate staff creativity.
- (3) Acquisition of the bronze prize of the "Hong Kong Quality Circle Award" from the Hong Kong Quality Management Convention.

In 2002, Urban Group has demonstrated its respect for individuals and for teamwork. By mean of creativity, process streamlining, improving efficiency and promoting quality, we provide value-for-money services to our customers and strive to exceed customers' expectations.







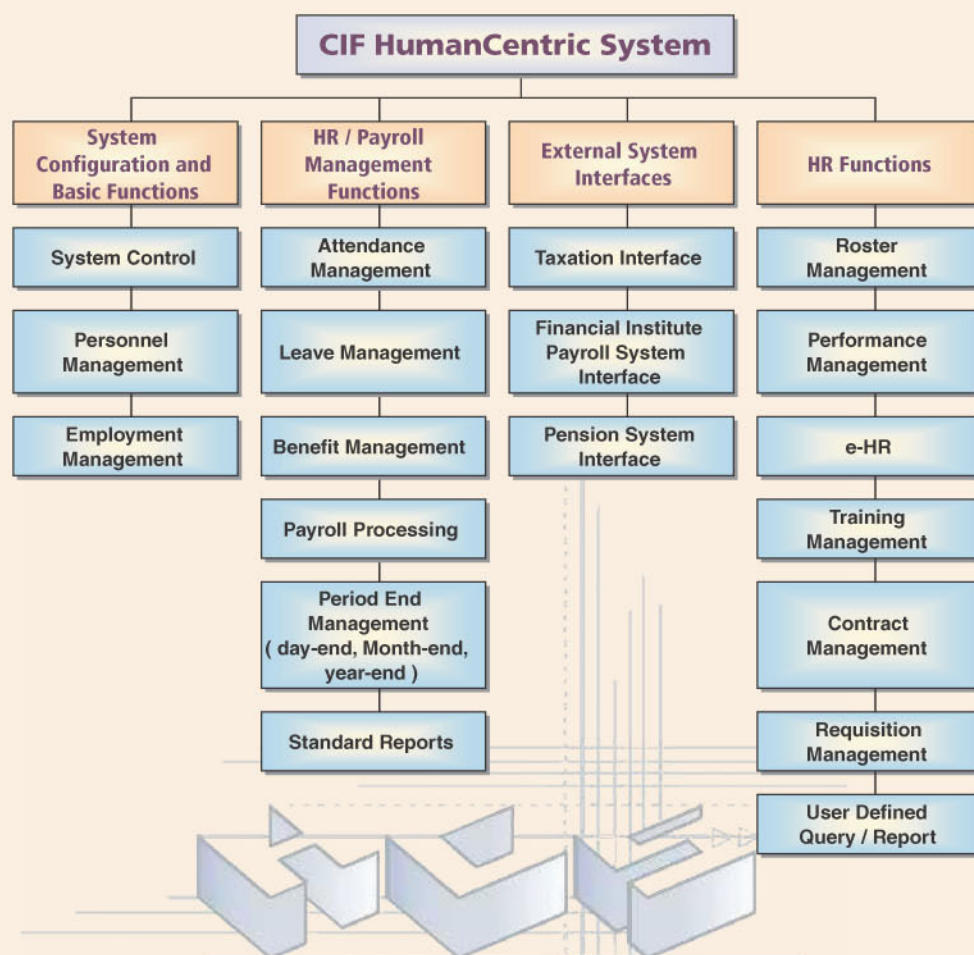


# 2003年電子化『人力資本』管理概念 與高科技結合新里程

## HumanCentric System 3.0

2003年，富城集團採用最新的「人力資本」管理系統—HumanCentric System 3.0。此系統由創庫系統有限公司研創，為2003年之最新版本。此系統的優點在於靈活多變，精於分析及計算成本效益，並能夠將人力資本管理的工作網絡化，讓員工透過網絡介面申請假期，查詢福利，申請津貼等，有效地減省工作流程及改善效率。此系統的19個主要功能項目詳列如下：

Urban Group is currently using the Human Capital System developed by CiF Solutions Limited – HumanCentric System 3.0. The advantages of this system are its flexibility and its powerful functions in Cost and Benefit Analysis. It also has web-based functions which allow employees to submit and receive information from the system through a web interface, including e-Leave, e-Benefits and e-Allowance claims. The system can help to streamline the HR process and thus improve efficiency. The system includes 19 modules which are listed below:









**PART 7**

# Business Results





第七部分

# 商業成績





富城「企業青春再現」

# 勇奪2003香港優質管理大獎

## 開拓21世紀全面優質管理新里程

“Rejuvenation through TQM Commitment with Hearts and Minds”

## Urban nominated Overall Winner in the 2003 HKMA Quality Award

### A Role Model for 21st Century Total Quality Management Approach

富城集團於2003年7月榮獲香港專業管理協會頒發香港優質管理至高榮譽——「2003年度香港優質管理大獎」，確認富城在香港物業資產及設施管理界推行全面優質管理的卓越成就。

富城在過去數年本着21世紀全面優質管理的承諾，全面推行其獨有的「富城卓越管理模式」，在管理層的帶領下，做到上下3,500員工全民參與、全情投入、全方位推動，並與其顧客及服務承辦商結成「優質夥伴」，令富城「企業青春再現」。

香港優質管理大獎，由香港專業管理協會主辦，乃香港優質管理的「奧斯卡大獎」。此獎項以世界級美國鮑烈治國家優質評審標準為藍本，透過7個貫徹企業管理各方面的範疇評估參選機構的質素，其中包括：（一）領導才能；（二）策略規劃；（三）客戶及市場焦點；（四）資訊及分析；（五）人力資源焦點；（六）程序管理；及（七）公司業績。

富城是通過主辦機構的評審團、評審到訪及面試等一系列嚴謹的評選程序，證實我們在推行全面優質管理的成績，方獲頒發此重要獎項。而歷年曾獲此大獎之機構皆為本港規模宏大、實力雄厚及信譽超著之企業，其中包括九龍巴士、中華煤氣、麥當勞、地下鐵路及九廣鐵路等。

富城在獲獎後將加倍努力，不斷提升服務質素，達致全面優質管理持續改進的目標，為我們的顧客提供六星級的服務，全面超越他們的期望。

Urban Group has been nominated Overall Winner in the 2003 HKMA Quality Award organised by the Hong Kong Management Association (HKMA) in July 2003, in recognition of its outstanding achievements in promoting total quality management in the Hong Kong property and facility management industry. The HKMA Quality Award is the highest honour in quality management in the territory.

In recent years we have committed ourselves to 21<sup>st</sup> Century total quality management, implementing our unique “Urban Premier Management Model” through the visionary leadership of the top management. With the total commitment of our 3,500 staff, we have established a “Quality Partnership” with our customers, service contractors and suppliers to undergo “Corporate Rejuvenation through TQM Commitment”.

The HKMA Quality Award has a reputation as the “Oscar” of quality management in Hong Kong. The Award integrates the world class Malcolm Baldrige National Quality Award in the US to evaluate the performance of enterprises through 7 criteria, namely: (1) Leadership; (2) Strategic Planning; (3) Customer and Market Focus; (4) Information and Analysis; (5) Human Resource Focus; (6) Process Management; and (7) Business Results.

Urban has undergone a series of comprehensive evaluations including site visits and interviews by the board of examiners to verify our achievements in implementing total quality management. Over the years, winners of the Award have all been well-established enterprises in the territory, such as Kowloon Motor Bus, Hong Kong and China Gas, MacDonalds, MTRC and KCRC.

The Award further strengthens the corporate direction of Urban and encourages us to continuously improve our service quality to meet the goal of total quality management so as to provide our Six-star service to the customers to exceed their expectation.





**目標成爲市場品質領導者及亞洲第一的  
物業資產及設施管理集團**

**Positioning to be the Quality Market Leader  
and No.1 Property Asset and  
Facility Management Group in Asia**





# 富城尊重人才 用心重建香港 榮膺「2003香港最佳僱主」 實至名歸

## Urban respects individuals to help rebuild Hong Kong Awarded 2003 Best Employer in Hong Kong

富城集團在2003年4月獲環球人力資源管理權威機構「翰威特顧問公司」選為「香港十大最佳僱主」之一，確認了集團專注人力資本發展及對香港經濟的貢獻。

富城集團深信員工是企業最重要的資產，而專業人才就是富城的品牌。因此，富城率先引入『人力資本』的概念，將我們屬下3,500位員工皆珍視為富城的『優質合作夥伴』，建立互諒互信、上下一心的團隊精神。而富城獲選為『香港最佳僱主』，將有助我們在人力資本市場上的競爭力，使集團能吸納及挽留各方面的優質人才，透過建立完善的機制及人力資本發展策略，奠定集團為顧客提供『六星級服務』的良好基礎。

Urban Group was selected as the "2003 Best Employers in Hong Kong" in April 2003 by the global outsourcing and management consultant Hewitt Associates. The Award recognizes the outstanding achievements of Urban in Human Capital Development and management as well as our contribution to the Hong Kong economy.

Urban Group believes that people are its most precious asset and that quality staff are its brand name. Urban has redefined labour relations in the Hong Kong property management industry through introducing the concept of 'Human Capital'. At Urban, 3,500 staff members are valued as "Quality Working Partners", emphasizing mutual trust and teamwork. Being selected as 'The Best Employer in Hong Kong' enhances our competitiveness in the human capital market to attract and retain quality talent. By establishing a well-defined human capital development mechanism and strategy, Urban has laid down a solid foundation for the provision of 'Six-star Services' to customers.









# 智能管理增值服務 囊括全港46個 「無障礙優異網站」大獎 佔整體65%獎項

Value-added services through modern technology

## Urban Group wins 46 Web Care Awards, 65% of the Available Awards

富城集團屬下之富城網在互聯網專業人員協會主辦之「2002無障礙優異網站」大獎中，囊括其71個獎項中的46個大獎，佔全港獎項六成半，成為香港物業及設施管理的典範，帶領業界走向智能管理的新紀元。

富城集團擁有專業的互聯網站設計人才，透過富城網為旗下各屋苑建立獨一無二的資訊網站。富城屬下各網站集資訊網站與網上物業管理於一身，藉著24小時不斷更新的屋苑資訊以及多元化的網上服務，全面加強富城與屋苑業戶之間的溝通和聯繫，增加業戶對屋苑和社區的歸屬感。而富城網的另一特點，是可以支援不同的軟硬件，從而消除數碼技術上的種種隔膜，讓視障人士亦可於網絡上盡情瀏覽，令每一個人都有機會分享先進資訊科技帶來的成果。



For our internet portal service provider i-Urban Limited, Urban Group won 46 Web Care Awards presented by the Internet Professional Association (IPA). The Group won 65% of the total 71 Awards presented by the IPA, making us a role model for property and facility management companies in the territory and leading the industry towards a new era of intelligent management.

Urban has a team of Internet portal experts to design unique estate portals for its properties. Our estate portals combine information-laden websites and online property management concepts to provide 24-hour updated estate news and a variety of on-line services for our customers, aiming to foster better communications and an increased sense of participation between Urban, the properties and the community. Another feature of the i-Urban portal is its compatibility with different software. It can eliminate digital barriers so that visually impaired customers can also share in the advancement of modern technology.









## 環保物業服務新境界 2002年香港環保企業獎 環保物業管理金獎(私營房屋)

### A New World of Green Property Services 2002 Hong Kong Eco-Business Awards Green Property Management Gold Award (Private Housing)

富城致力實踐「企業社會公民責任」，響應香港特區政府所提倡『可持續改善發展』的措施。於2002年，沙田第一城被獲頒香港環保企業獎-環保物業管理金獎(私營房屋)。

富城集團於2001年成立「環境保護委員會」，以推動「愛護環境、綠化生活」為企業宗旨。此委員會更訂立了一套「卓越環境保護政策」，富城集團引進的環保管理策略包括：

- 全面推行「富城卓越管理模式」
- 引進先進的「富城智能管理™」系統
- 持續的廢物回收及節約能源計劃
- 600,000業戶全民參與
- 1,500供應商夥伴的協同效應
- 環境保護及提升計劃
- 與綠化團體緊密合作

我們推行的全方位環保政策，得到了社會上各界的認同，並全面超越我們600,000位顧客的期望。踏入2003年，我們希望透過富城集團內3,500員工的全民參與，致力在屬下300項物業推動環保意識，為愛護地球資源出一分力。



Urban Group strives to pursue our corporate social responsibilities and to respond to the Hong Kong SAR Government's appeal for "Sustainable Development". In 2002, City One Shatin obtained the "2002 Eco-Business Award – Gold Award" (Green Property Management Award - Private Housing).

Urban Group established its Green Care Committee in 2001 with the goals of "Environmental Care and Green Lifestyle". The Committee has set up its Premier Environmental Care Strategies to coordinate Urban's Green Activities. Urban Group's Environmental Management Strategies include:

- Implementation of the Urban Premier Management Model;
- Introduction of the Unique Sm@rtUrban™ Systems;
- Established and Sustained Efforts in Waste Recycling and Energy Conservation;
- Total Participation of 600,000 Residents;
- Synergies from 1,500 Quality Partners;
- Environmental Care Enhancement Projects;
- Multi-Facet Partnership with Green Organization.

Our Total Environmental Care Policy is well recognized in Hong Kong society and has already exceeded our 600,000 Customers' Expectations. In 2003, we strive to promote the Environmental Care Concept among our customers in the 300 projects under our management through the total participation of our 3,500 staff and to continue to contribute our efforts to protect our Earth.







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Kong Eco-Business  
港環保  
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ns & SMEs  
機構及中小型  
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Green Property Award  
(Private House)  
環保物業管理獎





# 環保表現卓越 連續兩年獲 「優質環保物業管理公司」大獎

## Outstanding Achievements in Environmental Care Urban becomes HK's Most Outstanding Environmental Care Manager

富城於2002年勇奪房委會兩項「優質環保物業管理公司大獎」，而負責管理的天水圍天慈邨及筲箕灣愛東邨則獲頒發「優質環保屋邨大獎」，於2003年初，由富城負責管理的3個公共屋邨，馬鞍山頌安邨、長沙灣元州邨及筲箕灣愛東邨更勇奪房委會「環保屋邨管理大獎」，再一次顯示富城在推行環保物業管理政策上的卓越成果。

富城的其中一頂服務使命，是要為顧客建立優質的生活環境。因此我們在轄下管理的300項物業積極推行『環保物業管理』的理念，並付諸實踐，希望達到推動顧客全民參與的目標，共創環保生活，令香港成為一個國際環保都會。而在各界的支持和參與下，富城的環保政策獲得美滿的成果，達致減少廢物、節約能源和協助香港環保活動不斷發展的宏觀目標。



Urban Group won two "Most Environmental Friendly Property Management Agent Awards" presented by the Hong Kong Housing Authority (HKHA) in 2002 for its outstanding performance in environmental care. Moreover, two public rental housing estates under its management, Tin Tsz Estate in Tin Shui Wai and Oi Tung Estate in Shau Kei Wan, also received the "Quality Environmental Protection Public Estate Award" from the HKHA. In early 2003, three public rental housing estates managed by Urban won the HKHA's "Green Property Management Award" demonstrating our strengths in environmental management.

One of our missions at Urban is to create the best possible living environment for our customers. We implement the Environmental Management Concept among the 300 properties managed by us. We appeal for the total participation of our customers to create an environmental care lifestyle and to contribute to the status of Hong Kong as a Green City. We work closely with our customers and service contractors to achieve our goals in waste reduction, energy saving and assisting the continuous development of environmental care activities in Hong Kong. We trust that with the strong support and participation of society, Urban's Environmental Care Policy will produce fruitful results.





  
二零零零至二零零一年度  
最佳物業管理公司  
富城物業管理有限公司  
香港房屋委員會致意





## 環保政策 屢獲嘉獎

# 富城推動「綠化生活」

Our Green Policy recognised

## Urban advocates "Green Life Style"



富城集團屬下4項物業，分別為沙田第一城、嘉田苑、康林苑及茵翠苑，於香港環保運動委員會舉辦之第六期「三環奪保新紀元」屋邨廢物回收比賽中，取得合共九個主要獎項，其中沙田第一城更是兩屆比賽的大贏家。而富城屬下兩個公共屋 天水圍天逸邨及天慈邨，亦於去年在「減費大獎賞2002」中雙雙獲獎，充份反映出集團推行「富城卓越管理模式」的成效，及推動「綠化生活」的貢獻。

富城集團積極在屬下各物業推行環保管理政策，深獲顧客的支持。透過訂立了一套「卓越環境保護政策」，於各屋苑推行各項環保減廢活動，包括「屋邨三環奪保新紀元」、「明智減廢計劃」及各式各樣的減廢回收活動等。位於港島東區之大型屋苑鯉景灣及愛蝶灣，於2003年初更獲環境保護署邀請參與「乾濕廢物分類試驗計劃」，以協助評估乾濕廢物分開處理及循環再造之可行性。

Four properties managed by Urban Group; City One Shatin, Ka Tin Court, Hong Lam Estate and Yan Tsui Court, have recently won 9 Major Waste Recycling Awards in the Waste Recycling Campaign (Phase VI) organized by the Environmental Campaign Committee (ECC). City One Shatin has been the overall winner for two consecutive years. In 2002, Tin Yat Estate and Tin Tze Estate also won awards in the Wastewi\$e scheme, all reflecting Urban's remarkable achievements in implementing the "Urban Premier Management Model" and our contribution to creating a "Green Lifestyle" in Hong Kong.

Urban Group actively implements its Premier Environmental Care Strategy in the properties under its management, which is well received by our customers. We have participated in various environmental care activities such as the Wastewi\$e Scheme and the 3R Recycling Campaign. In 2003, two large housing estates in the Eastern District, Lei King Wan and Aldrich Garden, have been selected by the Environmental Protection Department to take part in the "Dry and Wet Waste Separation Pilot Scheme" to assist in evaluating the feasibility of this new approach to recycling.









## 創新意念 品質取勝

# 榮獲2003「香港品質圈大獎」

Quality Innovative Ideas bring in the

## "2003 Hong Kong Quality Circle Award"

富城榮獲由香港品質管理協會及香港生產力促進局頒發「第十屆香港品質圈大獎—『服務組』銅獎」。這項殊榮充份表現富城集團銳意發展「全面優質管理服務」的理念及推行「富城卓越管理模式」的成效。

富城集團一向著重各員工的『個人價值』，透過發揮各『優質夥伴』的專業才能，以創新意念，簡化流程，最終得以提高效率，以品質取勝，給予顧客『物超所值』的專業服務，不斷超越顧客的期望。

Urban Group was awarded the "2003 Hong Kong Quality Circle Award – (Servicing Sector) Bronze Award" organized by the Hong Kong Quality Management Association (HKQMA) and the Hong Kong Productivity Council (HKPC), in recognition of our achievements in the launching the "Urban Premier Management Model – The 21<sup>st</sup> Century Integrated Total Quality Management Approach" in September 2002.

Urban Group's TQM Approach encourages all our staff members to provide innovative, cost-effective and high quality services to our customers in order to exceed their expectations."









落實推行良好工作場所 致力推動職安健

## 獲頒「良好工作場所整理計劃2002」及「香港職業安全及健康大獎2003」

Urban Group excels in Occupational Safety and Health & Good Housekeeping Practices  
Awarded "Certificate of Merit for their Good Housekeeping Practices 2002" & "Hong Kong Occupational Safety and Health Award 2003"



富城為行內推動職業安全及健康的先驅。早於1998年，該集團已成立職業安全及健康委員會，推動及協調職安健活動，並致力推行「職安健大使」計劃。在2002年，富城成功招募了超過130名「職安健大使」，悉數接受職業安全健康局舉辦的「職安健大使」訓練。

富城集團於2002年獲職業安全健康局頒發「良好工作場所整理計劃」嘉許狀，此獎項嘉許富城集團於履行良好工作場所中卓越的表現，實踐5S中的常整理、常整頓、常清掃、常清潔和常自律等原則，從而提升集團的工作環境及職安健水平。而集團亦於2003年，再獲職安健局頒發「香港職業安全及健康大獎2003」，印證了集團推行職安健政策的成效。

富城集團致力為各『優質夥伴』提供一個既整齊清潔，又安全舒適的良好工作場所，以減少工傷數字。透過全面實踐5S，各『優質夥伴』不但能充份發揮其『個人價值』，全面提高富城集團的服務質素，更奠定我們為屬下300項物業及設施，超過60萬顧客，做到『超越顧客期望』的目標。

Urban Group has maintained its pioneering position in the industry to establish its Occupational Safety and Health (OSH) Committee in 1998. The mission of the Committee is to promote Urban's occupational safety and health standards in the working place and to implement the OSH Ambassador Scheme within the company. As of April 2003, 130 OSH Ambassadors and all have received training organized by the OSH Council.

Urban Group obtained the Certificate of Merit for our Good Housekeeping Practices presented by the Occupational Safety and Health Council in 2002. This Certificate commends Urban for our implementation of the 5S principles of "structure, systematize, Sanities, Standardize and Self-discipline". Urban was also awarded the "Hong Kong Occupational Safety and Health Award 2003". This Award recognises the outstanding achievements of Urban's OSH policy and our efforts to improve occupational safety and health standards within Urban Group.

Urban's aim is to provide our 'Quality Partners' with a clean, tidy and safe working environment to reduce the casualty rate among our 3,500 staff members. Through implementing the 5S Scheme, not only have we provided a safe and healthy working model for staff members, but Urban has also enhanced the 'Personal Value' of our 'Quality Partners'. This provides a solid foundation for our provision of quality services to over 600,000 customers in the 300 properties under Urban's management, with the aim of exceeding their expectations."





職業安全健康局  
Occupational Safety & Health Council



# 良好工作場所整理研討會暨頒獎典禮 Good Housekeeping Seminar and Award Presentation

16.12.2002







保安質素 六星標準

# 93位保安人員獲選 「傑出保安員」大獎



Six –Star Security Services

## 93 Urban Warriors awarded “Outstanding Security Guards Awards”

富城集團在「東區傑出管理員／保安員獎勵計劃2003」中，囊括93個「傑出保安員」殊榮，成為全港獲此獎項最多之管理集團，繼續保持其於業內之領導地位。

富城集團屬下的鯉景灣、栢慧苑、海峰園、愛蝶灣、東駿苑及愛東邨合共囊括其中93個獎項，成為是次計劃中獲獎最多之物業管理集團，顯示集團內各保安人員盡心盡力，竭誠為居民服務所付出的努力，已深獲各政府部門及業戶的認同。

保安人員對保障各物業業戶的生命及財物安全最為重要。所以在富城的物業及設施管理工作之中，保安服務是重要的一環。故此，富城對各保安人員的要求非常嚴格，並為他們設有完善的在職培訓計劃，再配以先進科技及設備，讓各位顧客能夠有一個安全舒適的生活環境。



Urban Group recently received an overwhelming 93 “Outstanding Security Guard Awards” in the Eastern District Outstanding Caretaker/ Security Guard Award Scheme to become the major winner in the event, maintaining our leading position in the industry.

Urban Group’s security personnel’s outstanding services obtained prizes in Lei King Wan, Park Vale, Harbour Height, Aldrich Bay, Tung Chun Court and Oi Tung Court. The prizes demonstrate that our efforts are recognized and highly appreciated.

Security personnel protect the lives and the wealth of our customers. Because the operations of our security services are amongst the most important aspects of Urban’s overall service provision, we have stringent requirements and expectations of our security staff. We have designed a comprehensive training programme and provided them with modern equipment so as to ensure a safe and comfortable living environment to customers under their protection. The outstanding performance of the awarded security guards reflects their outstanding vigilance, professionalism and dedication and the quality of training they receive.









# 優質「環境衛生」管理 十二項物業獲各方讚許

## 12 of Urban Group's Properties Receive Cleaning Awards

富城集團屬下12項物業，於2003年初分別在港九新界各區舉行之大廈及屋苑清潔比賽中獲獎，充份反映出集團推行「富城卓越管理模式」成效顯著，及推動「愛護環境、清潔香港」的貢獻。

富城集團屬下12個獲獎屋苑分別為：

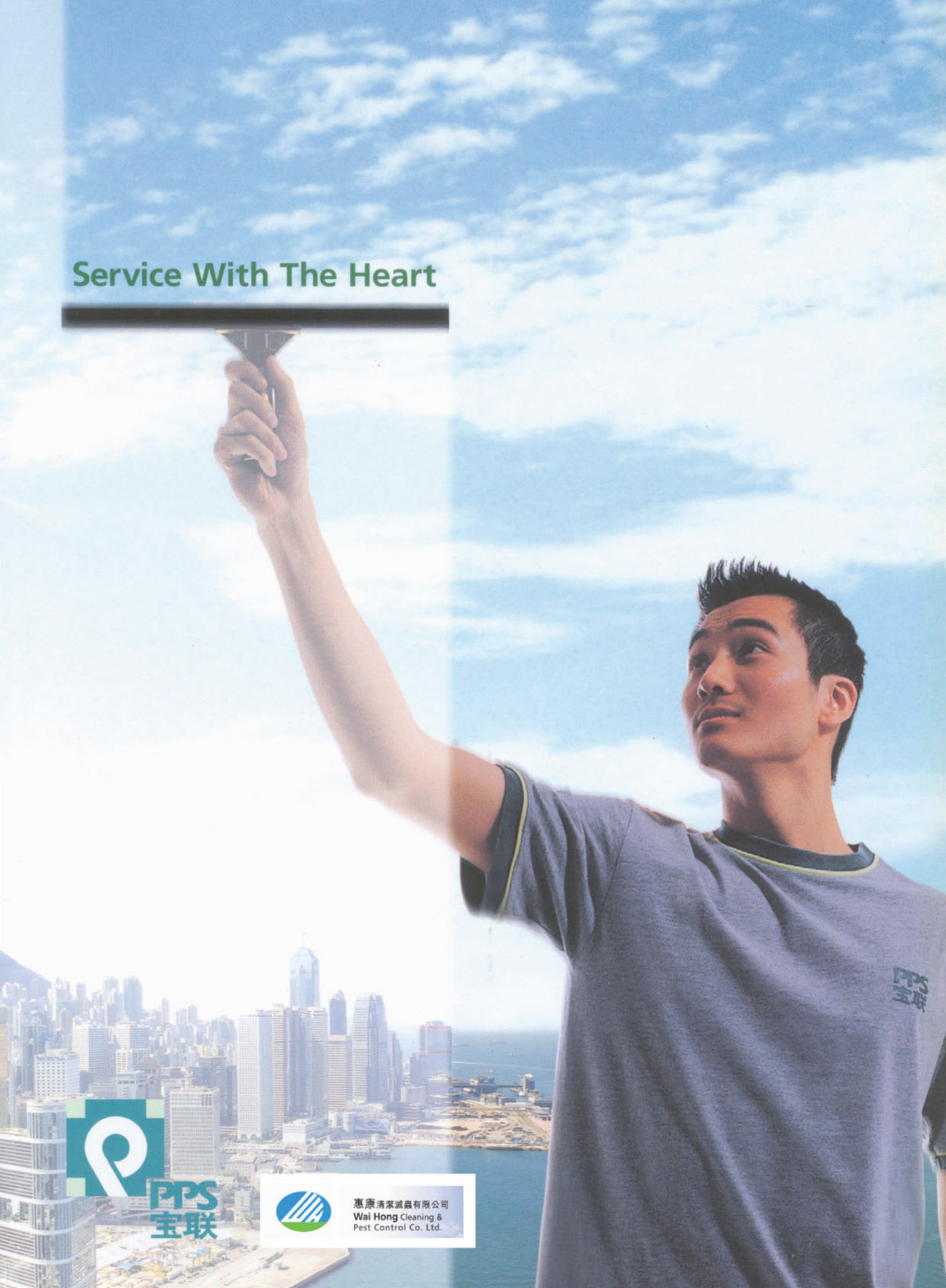
Twelve properties managed by Urban Group have recently won a variety of cleaning awards organised by various district councils, reflecting our remarkable achievements in implementing the "Urban Premier Management Model" and our contribution to creating a "Clean Hong Kong".

The Cleaning Awards received by the 12 properties under Urban Group are as follows:

物業 Property	獎項 Award	頒發機構 Organizer
綠悠軒 Belair Monte	北區屋邨清潔比賽季軍 2 <sup>nd</sup> Runner-up	北區清潔香港地區委員會 North District Clean Hong Kong District Committee
德強苑 Tak Keung Court	黃大仙區最清潔屋苑季軍 2 <sup>nd</sup> Runner-up	黃大仙區議會 Wong Tai Sin District Council
寶麗苑 Po Lai Court	深水埗區樓宇清潔比賽(乙組) 季軍 2 <sup>nd</sup> Runner-up	深水埗區清潔香港地區委員會 Sham Shui Po Clean Hong Kong District Committee
幸俊苑 Hang Chun Court	深水埗區樓宇清潔比賽(甲組) 優異獎 Certificate of Merit	深水埗區清潔香港地區委員會 Sham Shui Po Clean Hong Kong District Committee
美孚新邨第二期 Mei Foo Sun Chuen Phase 2	深水埗區樓宇清潔比賽(丙組) 優異獎 Certificate of Merit	深水埗區清潔香港地區委員會 Sham Shui Po Clean Hong Kong District Committee
鴻福苑 Hung Fuk Court	南區優質大廈清潔比賽季軍 2 <sup>nd</sup> Runner-up	南區清潔香港地區委員會 Southern District Clean Hong Kong District Committee
長宏邨 Cheung Wang Estate	葵青區屋邨清潔比賽亞軍 1 <sup>st</sup> Runner-up	葵青區清潔香港地區委員會 Kwai Tsing Clean Hong Kong District Committee
賢麗苑 Yin Lai Court	葵青區屋邨清潔比賽優異獎 Certificate of Merit	葵青區清潔香港地區委員會 Kwai Tsing Clean Hong Kong District Committee
青宏苑 Ching Wang Court	葵青區屋邨清潔比賽優異獎 Certificate of Merit	葵青區清潔香港地區委員會 Kwai Tsing Clean Hong Kong District Committee
寧峰苑 Ning Fung Court	葵青區屋邨清潔比賽優異獎 Certificate of Merit	葵青區清潔香港地區委員會 Kwai Tsing Clean Hong Kong District Committee
頌安邨 Chung On Estate	沙田區公共屋邨及鄉村清潔比賽 1 <sup>st</sup> Runner-up	沙田區清潔香港地區委員會 Shatin Clean Hong Kong District Committee
公共屋邨組亞軍 1 <sup>st</sup> Runner-up		
凱旋工商中心第一、二及三期 Kaiser Estate Phase 1, 2 & 3	九龍城區私人大廈清潔比賽優異獎 Certificate of Merit	九龍城區清潔香港地區委員會 Kowloon City Clean Hong Kong District Committee



Service With The Heart



惠康清潔滅蟲有限公司  
Wai Hong Cleaning &  
Pest Control Co. Ltd.





EVERYDAY.....



**TQM**

C O M M I T M E N T D A Y



# 富城集團理想，使命宣言，共同信念

## Urban Group's Vision, Mission and Core Values

### 富城集團

#### 集團理想

成為亞洲首屈一指的物業資產及設施管理集團，為客戶的物業提供專業管理及物有所值的服務，不斷提升其生活質素。

#### 使命宣言

我們全力推行以下活動，以達致富城集團之理想：

- 提供饒具競爭力及物有所值的服務
- 在服務設計及推行上銳意創新
- 提升由我們管理的物業之價值
- 促使每一位員工全力以赴，提升我們的客戶服務水平及管理質素

#### 共同信念

- 顧客為先
- 尊重他人
- 服務創新
- 專業標準
- 群策群力
- 社區關懷

### Urban Group

#### Vision

To be the Premier Property Asset and Facility Management Group in Asia. Offering customers value, a better quality of life and professional management of their property.

#### Mission

- Providing competitive and cost-effective services.
- Being innovative in our design and delivery of services.
- Enhancing the value of properties under our care.
- Ensuring employees' commitment to customer service and quality.

#### Values

- Customer first
- Respect for individuals
- Innovation
- Professionalism
- Team work
- Community care



**2003 Best Employer in Hong Kong**

**2002 Eco-Business Gold Award**

**2002 Web care 46 Award**

**2002 Caring Company Award**

**2001 Hong Kong – Best Property Management Agent**



## A New World of Quality Property Services

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新創建集團成員 Member of NWS Holdings