

User Requirements Review Over Property Management System (PMS) Report

*[Draft for discussion purposes only. Not to be relied on
as final advice/ opinion/ conclusion.]*

Savills Property Management Limited

March 2025

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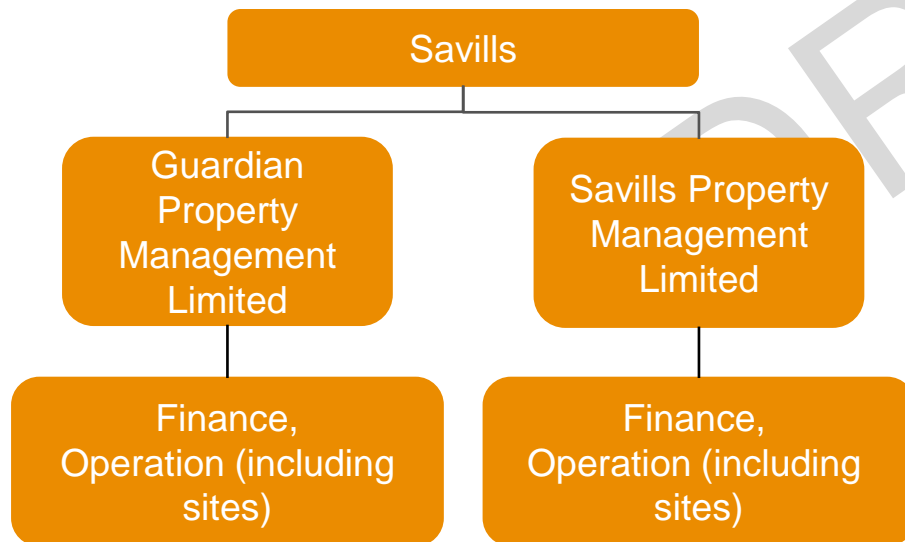
Executive Summary

Overview

Overview

Savills Property Management Limited (“Savills”) has engaged PricewaterhouseCoopers Limited (“PwC”) to provide consultancy services focused on reviewing the current usage of the Dataswift system, assessing future user requirements gathered by Savills, and evaluating the implementation status of the Property Management System (PMS) intended to replace Dataswift.

Originally developed years ago for property management operations, Dataswift has now reached the end of its life cycle. Significant modifications to accommodate tenancy management functions would be costly and impractical, leading to the decision to implement these functions in the new PMS. To facilitate this transition, PwC conducted a consultancy service from July to September 2024, reviewing user requirements for the PMS. This involved understanding current operational processes and performing a gap analysis for the target state. PwC has provided recommendations to address the identified gaps and outlined key next steps for management's consideration. This report includes the results of our work, the proposed next steps, roadmap for the project, a high-level business case, and a plan for the future state PMS.



We understand that Guardian Property Management Limited (“GPML”) and Savills Property Management Limited (“SPML”) are the two entities under the umbrella of Savills, offering property management services. The Dataswift system is currently used by GPML and SPML’s finance and operation team to keep the book for clients.

What did we hear from the users?

We have interviewed a number of key stakeholders (SPML and GPML’s finance, operation team, and site workers) and gained a profound understanding of the pain points using Dataswift during daily operations.



Hamper decision making processes



Increased errors, delays, and lack of visibility and control over operations.



Hard to obtain a holistic view of the business

Key Themes

We need a system with robust reporting and analytics capabilities.

Existing workflows and processes are heavily reliant on manual, paper-based tasks and spreadsheets.

The new PMS should be well-integrated with current systems

Limited Insights and Business Intelligence

Increase visibility and establish mechanisms for payment matching

Increase flexibility of searching parameters for property based queries

Increase flexibility of filtering parameters to view full historical data for units

Provide reporting tool for end users to customise self reports

Provide property lease histories for better understanding of unit changes

Need to create “dummy” invoices for combined billing

Inefficient Workflows and Manual Processes

Manual tracking and sending of reminders/alerts

Need to handle complex financial calculations outside the system

Too much time spent signing off physical invoices and forms for approval

Manual updating of client/property details

Manual creation of new property profile

Lack of Integration and Data Silos

Need to handle Sundry receipt information using two systems

Comprehensive system integration is required

Rely on physical logbooks and Excel to record operational data

Creating annual budgets and monthly management reports is time-consuming due to the need to gather data from disparate sources

Objectives and Outcomes for the future PMS

To address the key challenges faced by management in their daily operations, the future PMS is aimed to improve efficiency and effectiveness of controls and achieve the following four main operational outcomes, and ultimately meeting the four management objectives.

Management Objectives			
Enhance business resilience	Optimise operational efficiency	Improve competitive edge in the market	Integrating sustainable practices and technologies to support environmental and social responsibility goals
Operational Outcomes			
Standardisation	Risk Mitigation	Integration	Automation
<ul style="list-style-type: none"> • Unified Process: Establish standardised workflows for property management, store all property-related data in the new PMS with uniform formats and structures and incorporate better User Interface Design and Master Data Management to prevent user errors. • Streamline report generation process : Report templates to standardise the report generation requirements and at the same time have functions to enable users to tailor the required configurations and eventually be able to perform self-service reporting. The system should also have the capability to gather and consolidate all the relevant data that is already available within the system data to generate consolidated reports. • Streamline access to property and tenancy documents and enhance transparency: The new PMS should display a unified view for owners, tenements, or properties, with a centralised repository for essential property and tenancy documents which ensures that all team members have access to the same up-to-date data, fostering a shared understanding of project status and progress. • Enhance Data Accuracy: Include dedicated modules for master data management, sundry income management and procurement management to ensure data is consistent across all platforms and facilitate seamless flow of data. 	<ul style="list-style-type: none"> • Real-Time Tracking: Enable three-way matching for accuracy checks, audit trails for transparent approval histories, documentation trails for document lifecycle tracking, and improved controls shifting from manual to system-based. • Prevent delayed response and missed deadlines: The new PMS should have comprehensive alerting and notification function to alert staff on upcoming lease/contract expirations, overdue management fees • Eliminate human error in complex calculation: The new PMS should have the ability to automatically calculate and record various complex transactional elements, such as commissions. 	<ul style="list-style-type: none"> • Data consistency: The new PMS can enhance data flow and ensure data consistency with other property management systems such as Property Cube and e-Procurement system • Integrate with other systems in Savills: Streamline operations, increase data accuracy and foster better internal controls. • Avoid data fragmentation: The new PMS should provide a centralised platform where all property related documents are stored in one location. 	<ul style="list-style-type: none"> • Automated Notifications: The new PMS can send automated notifications to alert managers about pending approvals on payment • Remote Approvals: Managers from headquarters can approve requisition requests via the new PMS • Process Workflows: The new PMS can routine tasks such as settlement and invoicing • Automated Calculations: The system automates complex or irregular transactional elements such as commission which is currently calculated manually before inputting into Dataswift • Electronic official Receipts and Reminders: The new PMS should generate electronic official receipts and reminders for all transactions, ensuring accurate record-keeping and facilitate faster retrieval of receipt and reminder information. • Streamlined approval processes: The system should define online approval processes for business processes such as procurement and invoice approval • Enhance customer service efficiency: The new PMS should enable users to filter and search for properties' information using diverse criteria, staff can provide prompt response to landlord/tenant's enquiry and streamlined communication. • Automate existing manual processes and reduce overhead cost: <ul style="list-style-type: none"> • Use AI for automated data extraction from DMC/Tenancy Agreements, eliminating manual entry. • Provide features for electronic invoicing/reminders with tracking, removing the need for manual distribution. • Implement OCR for automated cheque data extraction and verification. • Include automated bank reconciliation to streamline monthly processes and reduce labor.

Business Case for Sourcing the new PMS

The sourcing of the new PMS is driven by the factors outlined below:

Current System Overview



Technology advancements:

- Dataswift was coded in C#. Due to advancements in technology, C# may no longer be considered an up-to-date programming language, thus limiting the system's ability to undergo upgrades.



Future development concerns:

- Regional IT has defined Dataswift is end-of-life (EOL) and no more system modification allowed. Significant challenges are expected if there is any enhancement requests raised.



Lack of expertise in market:

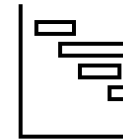
- As C# no longer be a popular programming language nowadays, there are limited expertise in the market.

Justification for Sourcing the new PMS



Risk Mitigation and System Sustainability:

- Transitioning to a new PMS reduces dependency on an C# limitation.
- It ensures system longevity, as the new system will have adequate support, regular updates, and access to modern features, and minimizes risks associated with the outdated technology.

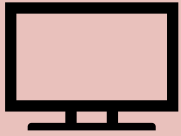


Streamline System Development and Enhance Market Adaptability:

- A new PMS can streamline the system upgrade process and ensure competitive and adaptability to changing market trends and technologies.

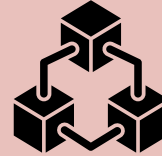
Future of Property Management – Industry references

The followings are some key attributes of the future of property management for Savills reference.



Remote Monitoring and Maintenance

Remote monitoring tools allow property managers to oversee properties from afar. Sensors and cameras track the condition of buildings, detecting issues early and enabling proactive maintenance, reducing downtime and costs.



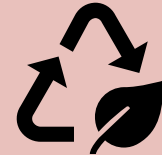
Blockchain for Transparency

Blockchain technology is introducing transparency and security to property management processes. Smart contracts facilitate lease agreements and automate rent payments, while providing a tamper-proof record of transactions.



Artificial Intelligence (AI) in Property Management

AI-driven chatbots and virtual assistants are becoming commonplace in property management. They handle routine tenant queries, schedule maintenance requests, and provide instant responses, freeing up property managers' time for more complex tasks.



Sustainable Property Management

Technology is advancing sustainability efforts in property management. Energy-efficient systems, automated lighting, and water management tools contribute to reduced environmental impact and operational costs.



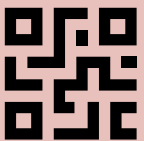
Predictive Maintenance

Predictive maintenance leverages data and AI to anticipate equipment failures before they occur. Property managers can schedule repairs and replacements in advance, minimizing disruptions and extending the lifespan of assets.



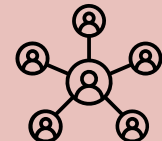
Real-Time Analytics for Market Trends

Real-time analytics provide property managers with insights into market trends. By monitoring rental rates, demand, and competitor offerings, property managers can make informed decisions about pricing and marketing strategies.



Smart Building Solutions

Smart building technologies are revolutionizing property management by integrating various systems to enhance efficiency and occupant comfort. Automated climate control, energy management, and predictive maintenance contribute to reduced costs and improved tenant satisfaction.



Internet of Things (IoT) Integration

IoT devices are transforming properties into smart ecosystems. Sensors embedded in buildings collect data on occupancy, temperature, and security. This data informs decisions on resource allocation, maintenance scheduling, and security measures.

Source: <https://insightss.co/blogs/the-future-of-property-management-how-technology-is-transforming-the-industry/>

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PwC

March 2025

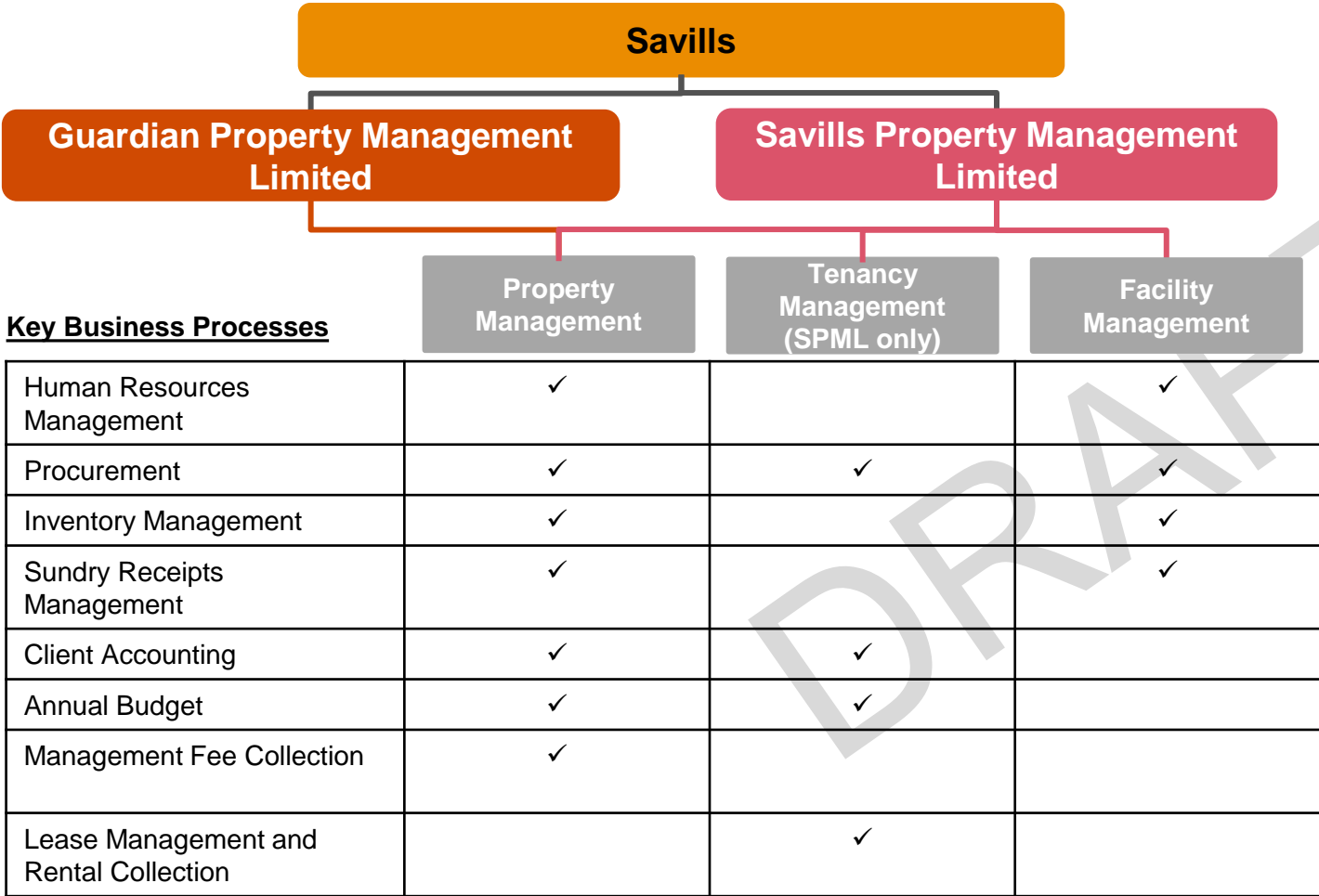
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Business operations and IT system overview

Section Overview
Business Overview
Overview of the Key IT systems supporting Savills' Business Operations
Key IT Systems Linkage Overview

Business Overview



There are two entities within Savills:

- Guardian Property Management Limited (GPML) and Savills Property Management Limited (SPML).
- There are 3 major divisions:
 - Property Management for commercial building, residential building, industrial building and car park.
 - Tenancy Management (For SPML only)
 - Facility Management which offer one-stop service to client.
- SPML also conducts Asset Management, which is a combination of Property Management and Tenancy Management in terms of functional requirement in system.
- To understand the scope of these Business Operations and see how they fit into the current management system, refer to the next slide.

Property Type

Commercial Building

Residential Building

Industrial Building

Carpark

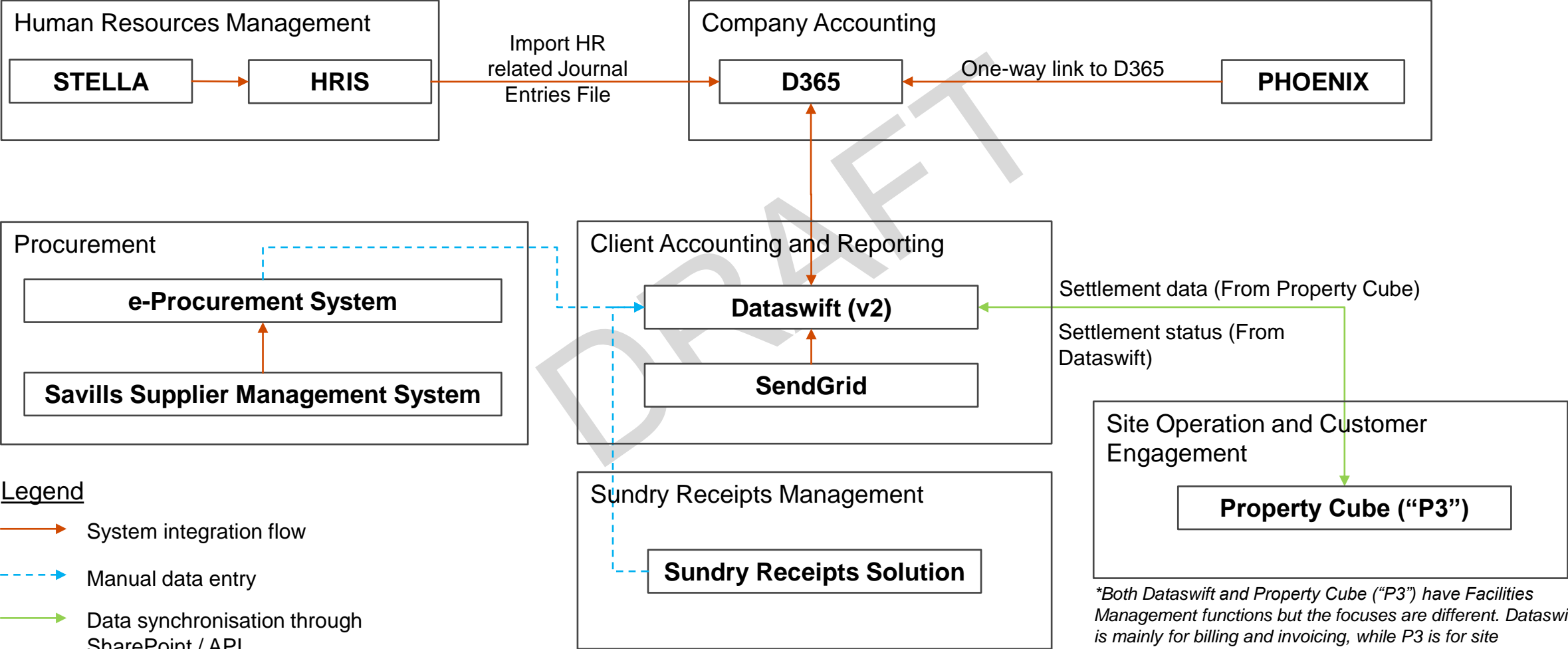
Overview of the Key IT systems supporting Savills' Business Operations

The table below illustrates the current IT system landscape within SPML and GPML that support the different business operations and their positioning within the business operations.

Business Operations	IT Systems supporting business operations	Key IT modules within the IT systems to support different business process flow		
Human Resources Management	STELLA, HRIS	<ul style="list-style-type: none">• Timesheet and Attendance Recording System	<ul style="list-style-type: none">• Payroll Calculation	<ul style="list-style-type: none">• HR Management
Company Accounting	D365	<ul style="list-style-type: none">• Accounting system for Savills books: records Savills income and expenses		
	PHOENIX	<ul style="list-style-type: none">• Billing and Invoicing		
Procurement	Savills Supplier Management System	<ul style="list-style-type: none">• Vendor Creation (including vendor registration, due diligence)	<ul style="list-style-type: none">• Vendor management (including vendor evaluation, approval, on-boarding)	
	e-Procurement System	<ul style="list-style-type: none">• Tender Management	<ul style="list-style-type: none">• Procurement Management	<ul style="list-style-type: none">• Contract/Quotation Management
Inventory Management	Property Cube	<ul style="list-style-type: none">• Reporting and Analytics		
	Dataswift	<ul style="list-style-type: none">• Quotation, Billing and Invoicing		
Site Operation and Customer Engagement	Property Cube	<ul style="list-style-type: none">• Events• Customer Feedback• Fault Reporting	<ul style="list-style-type: none">• Fee Management• Visitor Register/Management• Amenities Booking	<ul style="list-style-type: none">• Announcements/ Planned Maintenance• Document and Forms
Sundry Receipts Management	Sundry Receipts Solution	<ul style="list-style-type: none">• Sundry Receipts Issuance	<ul style="list-style-type: none">• Sundry Income Logging and Report Generation	
Client Accounting and Reporting, Management Fee Collection, Lease Management and Rental Collection	Dataswift	<ul style="list-style-type: none">• Billing and Invoicing• Property/Tenant master management	<ul style="list-style-type: none">• Payment and Collection Management• Accounts Receivable/ Payable	<ul style="list-style-type: none">• Asset Management• Finance Reporting and Analytics• General Ledger
	“SendGrid” module integrated with Dataswift	<ul style="list-style-type: none">• Email delivery	<ul style="list-style-type: none">• Email delivery status tracking	
Annual Budgeting	(Manual process)			

Key IT Systems Linkage Overview

Dataswift (v2) is the key management system that supports the key operations of the property management business. The below diagram depicts the IT system landscape within SPML and GPML.



**Both Dataswift and Property Cube ("P3") have Facilities Management functions but the focuses are different. Dataswift is mainly for billing and invoicing, while P3 is for site operations and the related inventory management. There are no linkages between the two systems for facilities management.*

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Summary of general issues with the current system

Section Overview
Business pain points
Current pain points and improvement requests
In-Depth review of pain points, background, and recommendations

Business Pain Point 1: Limited Insights and Business Intelligence

- The current systems cannot fully fulfil reporting and analytics requirements from Savills, limiting the ability to derive meaningful insights from data and facilitating management decision-making processes.
- Many manual work arounds required to achieve the operations requirements.

“There's no single place to see all the info on owners, tenants, or property. I have to dig around in different systems / modules to gain a full picture.”

“The system is locked to a single lease code, I can't see the full history for a unit if there is any lease changes.”

“We have to manually match some payment to the right units, which is a huge hassle when clients don't give us the invoice details.”

“I can only look things up by property, not by the owner or tenant account numbers.”

“We have to create 'dummy' invoices just to get combined bills for one owner.”

“The standard reports in Dataswift cannot fulfill all user requirements. We would like to have a reporting tool to easily customise our own reports”



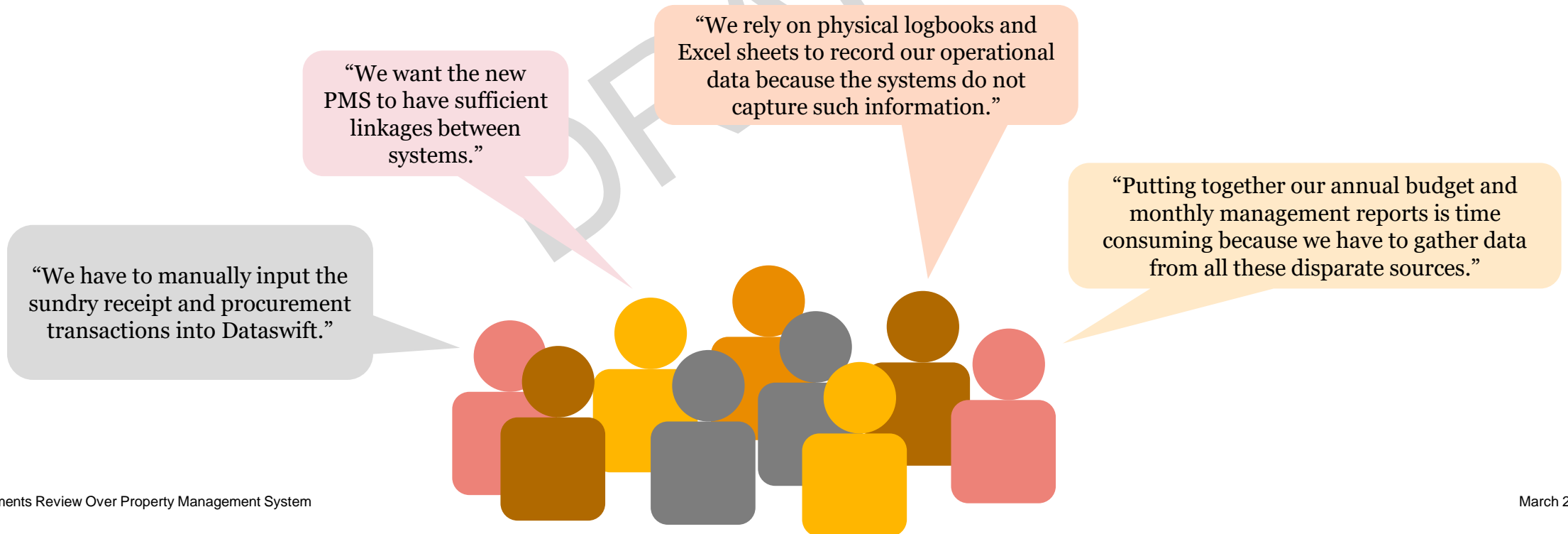
Business Pain Point 2: Inefficient Workflows and Manual Processes

- Existing workflows and processes are heavily reliant on manual, paper-based processes and spreadsheets.
- This leads to increased errors, delays, and a lack of visibility and control over the operations.
- Digitalization can automate and streamline these workflows, improving efficiency and productivity.



Business Pain Point 3: Lack of Integration and Data Silos

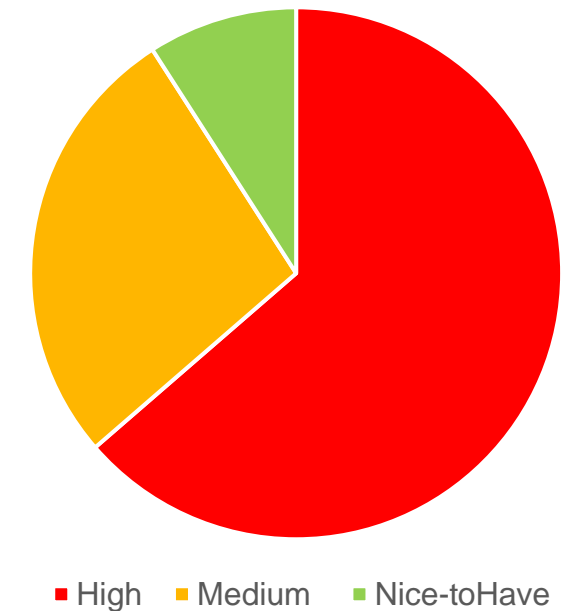
- The current systems and applications are not well-integrated, resulting in data silos and fragmented information.
- This makes it challenging to obtain a holistic view of the business, hindering informed decision-making and reporting.
- A new, integrated system can consolidate data from various sources, providing a single source of truth and enabling better data-driven decision-making.



Current pain points and improvement requests

The table provides a view of Savills' current business pain points and prioritisation of improvement requests based on high, medium and nice-to-have priorities. For detailed priority definitions and full list of user requirements, please refer to the Appendices.

#	Pain Point	Improvement Opportunity Category	Priority	PM/TM
1	Users need to provide manual approval and physically sign documents as part of the approval workflow processes	Automation	High	Both
2	Users need to manually keep track of deadlines, payment, and important milestones for client accounts and properties.	Automation	Medium	Both
3	Users need to print many documents for manual cross checking	Standardisation	High	Both
4	Users constantly need to perform calculations outside the system for complex financial processes.	Automation	High	TM
5	Users have no way to handle negative adjustment calculations	Automation	High	Both
6	Current reporting tool is not user friendly for end-users to customize self reports	Standardisation	High	Both
7	Heavy reliance on physical logbook or excel is necessary to log operational data	Standardisation	High	Both
8	Inflexibility of searching/filtering parameters	Automation	Medium	Both
9	Users do not have a comprehensive overview and centralised document storage	Automation	Nice-to have	Both
10	Leveraging the change of PMS, a master data management strategy can be set-up and implemented	Standardisation	High	Both
11	Users can benefit from a built-in spell check function	Automation	Medium	Both



1. Users need to provide manual approval and physically sign documents as part of the approval workflow processes

Details	Category
<p>There is no online approval workflow or mechanism to allow approvals for invoice processing and payment processing. Users are currently required to review and approve such processing offline and additional effort is required to print a large number of physical invoices and payment supporting documents for signature and approval.</p> <p>Furthermore, in the process of late payment reminder distribution, reminders must be printed out and manually reviewed by the Operations team for errors and accuracy before being dispatched. This manual process can lead to delays in sending out the reminders and introduces the potential for human errors when verifying their accuracy. When reminders are sent via email, the Operations team is required to manually input the respective email addresses as they cannot be directly copied from the clients' profiles in the system. This manual data entry lacks an online approval workflow or mechanism, thereby heightening the risk of human input errors.</p> <p>Additionally, the staff On-Site are unable to directly update property or client profiles in the Dataswift system. Instead, they must fill out a form and go through an approval process before the data entry team can make the necessary updates. This inability of On-Site staff to directly update profiles in the system is a segregation of duty issue. However, it creates an additional step and delay in the process, which can lead to outdated or inaccurate information in the system. There is a time lag between the data entry request and approval and the actual updates performed by the Data Entry team/Finance team and may result in changes not being reflected in a timely manner.</p> <p>Moreover, when the staff members create or update profiles in the Dataswift system, there is no built-in approval process to verify the accuracy and correctness of the input. Without a formal approval workflow to check the inputs, there is a higher likelihood of errors or inaccuracies being introduced into the system. This may further lead to data integrity issues, potential compliance problems, and operational challenges, as incorrect information may be used for decision-making or reporting purposes.</p> <p>Finally, before the Income and Expenditures (IE) monthly account is distributed to the to the respective client, supervisors are required to approve and physically sign the IE monthly account.</p>	<p>Gaps / Potential Digitalisation Opportunities</p> <p>Priority</p> <p>High</p> <p>Related Parties</p> <p>Operations, Finance, Data Entry Team</p>

1. Users need to provide manual approval and physically sign documents as part of the approval workflow processes

Recommendation	Category
<p>The new PMS should feature a robust and customizable approval workflow system that can be implemented across essential business functions, including invoice approvals, payment approvals, journal voucher approvals, IE approvals as well as updates to property and client profiles. The new PMS implementation should eliminate the need for manual offline checks and approval processes, facilitating paperless approval processes and allow on-site staff to directly make updates on property or client profiles while upholding appropriate controls and oversight. Moreover, automatic approvals based on predefined criteria and threshold / AI validation of data accuracy can also be leveraged to streamline the approval processes.</p> <p>To enhance workflow efficiency, we recommend integrating digital verification steps along with an e-signature function into the new PMS for contract payments, late payment reminder checks and distributions, vendor master and bank settlement report reviews, etc. This will streamline the verification process, transitioning to a paperless system and promote a more efficient, digital verification process.</p>	<p>Gaps / Potential Digitalisation Opportunities</p> <p>Priority</p> <p>High</p> <p>Related Parties</p> <p>Operations, Finance, Data Entry Team</p>
User Requirement	
<p>The PMS should provide the following facilities:</p> <ul style="list-style-type: none">• Enable paperless approval processes for all critical business operations by electronically routing them to the relevant approving officers at single or multiple approval levels and allow them to sign the documents electronically• Define rules such that documents would be re-routed when amendment or further information is required• Notify users of next work steps to be performed• Organize the work of users into to-do worklists on each user's desktop, and enable users to go directly to the activity window to complete the task• Automatic reassignment of work-list to alternative officers if the approving officer is not available• Track tasks which have been completed by staff, in order to form audit trail to account for all actions performed, including date and time of performing the tasks, and by whom• The PMS should support digital verifications before automatically sending emails of late fee reminders, bills, and other documents to customers.• When sending documents, the new PMS should automatically populate the recipient's email address, subject, and pre-formatted email body, based on the type of document being sent• The PMS should track the delivery status of all documents sent to clients, such as whether the email was successfully delivered, opened, or if any errors occurred• The PMS should be able to implement automatic approval based on predefined criteria and threshold / AI validation of data accuracy to streamline approval process	

1. Users need to provide manual approval and physically sign documents as part of the approval workflow processes

<div>Recommendation</div> <div>Furthermore regarding the data entry to set up a new property profile, information from leases and other documents needed to be extracted manually, hence an extra team is dedicated for such purpose and a robust approval process has been setup. OCR/ AI technologies can be leveraged to extract data and information from leases and other related documents to facilitate the manual preparation of the documents for approval. Hence, enhancing the overall workflow efficiency.</div>	<div>Category</div> <div>Gaps / Potential Digitalisation Opportunities</div> <div>Priority</div> <div>High</div> <div>Related Parties</div> <div>Operations, Finance, Data Entry Team</div>
<div>User Requirement</div> <div>The PMS should leverage OCR / AI technologies to extract data and information from leases and other related documents.</div>	

2. Users need to manually keep track of deadlines, payment, and important milestones for client accounts and properties.

Details	Category
Currently there are no automated alerts or reminders regarding upcoming lease/contract expirations, overdue management fees, or other critical events that require timely action.	System Pain Point
This places a significant burden on Savills' employees to manually monitor and track all relevant deadlines, payments, and other important milestones for their client accounts and properties. Without the support of a proactive alerting system, there is an increased risk of Savills missing key dates, overlooking overdue fees, and failing to take necessary actions in a timely manner.	Priority
For example, there are no automatically generated reminders for staff when a client's lease or management contract is closed to its expiration date. Savills' employees must rely on their own memory or ad-hoc tracking mechanisms to stay on top of these expiration dates and initiate the renewal process in a timely fashion. This manual approach is prone to human error and can lead to missed deadlines, which may result in disruptions to the client relationship, loss of revenue, and potential legal consequences.	Medium
	Related Parties
	Operations, Finance

2. Users need to manually keep track of deadlines, payment, and important milestones for client accounts and properties.

Recommendation	Category
<p>We recommend the new PMS to include a comprehensive alerting and notification function to better support its staff and mitigate the operational risks associated with the current manual approach.</p> <p>PMS can consider to have an email-based pop-up alerts that provide staff with timely notifications of upcoming events and critical milestones. These alerts could be configured to trigger at regular intervals (e.g., 120 days, 90 days, 60 days, 30 days) before the expiration of a client's lease/management contract or supplier contract. The alerts should provide a summary of the relevant contract details, including the client name, property information, and the exact expiration date. For example, an email pop-up alert could be generated 120 days before a client's lease expiration. Additionally, there can also be notifications for staff to indicate whether the email sent to the client has been delivered or read.</p> <p>Emerging technologies like GenAI could learn the users' operation flow and suggest unhandled or overdue tasks.</p>	<p>System Pain Point</p>
Priority	Related Parties
Medium	Operations, Finance
User Requirement	
<ul style="list-style-type: none">• The PMS should feature a robust alerting and notification system that delivers timely alerts to staff concerning vital operational events and milestones• The PMS should include a centralized dashboard or interface for users to access, handle, and respond to pending alerts and notifications efficiently• The PMS should maintain a detailed audit trail of all generated alerts for compliance and performance analysis purposes.• The PMS should allow users to customize alert triggers and notification settings to align with the company's unique operational needs and risk management strategies.• The PMS should learn users' operation flow and suggest unhandled/ overdue tasks.	

3. Users need to print many documents for manual cross checking

Details	Category
<p>Whenever a new property profile needs to be created in Dataswift, the operations team must extract data from the Deed of Mutual Covenants (“DMC”) and contracts (e.g. lease contracts) and other supporting documents, then manually fill out forms for different teams, including the Data Entry Team. Similarly, when a profile requires an update, such as contract renewals, the same manual process must be followed. The Data Entry Team then inputs the information from these forms into Dataswift accordingly.</p> <p>This manual, multi-step process is time-consuming, especially given the large volume of updates required for lease contracts.</p>	<p>Gaps / Potential Digitalisation Opportunities</p>
	Priority
	High
	Related Parties
	Data Entry Team

3. Users need to print many documents for manual cross checking

Recommendation	Category
<p>We recommend automating the workflow process by exploring Property Management System (PMS) solutions that leverage advanced data extraction and document attachment capabilities. PMS with AI-powered data extraction can automatically pull relevant information from contracts, leases, and other legal documents. The PMS should allow users to define mappings between different data formats and the corresponding fields in the PMS. By introducing a configurable mapping interface, users can define how data from diverse sources, such as contracts and documents, should be interpreted and mapped to the appropriate fields within the system. This approach enables a more adaptable and customizable data extraction process, ensuring that the PMS can effectively capture property information regardless of the document format. Additionally, incorporating machine learning algorithms within the PMS can enhance its ability to learn and adapt to new data formats over time, further improving the accuracy and efficiency of the information extraction process.</p> <p>The PMS should support both manual data entry and bulk updates through document upload, providing users with flexibility in how they input and manage property information. The PMS must also support an approval workflow engine and audit trail for profile creations and updates.</p>	Gaps / Potential Digitalization Opportunities
Priority	Related Parties
High	Data Entry Team
User Requirement	
<ul style="list-style-type: none">• The PMS should allow users to define mappings between different document formats and corresponding fields in the PMS.• The PMS should have the ability to accept and process property related documents directly.• The PMS should be able to automatically read and populate the relevant property profile fields based on the data provided in the property related documents.• The PMS should incorporate robust data validation mechanisms to ensure the accuracy and consistency of the information imported from the property related documents.• The PMS should perform checks and validations to identify any incomplete, inconsistent, or erroneous data entries, and provide clear error messages to the users.	

4. Users constantly need to perform calculations outside the system for complex financial processes.

Details	Category
<p>Users frequently have to manage complex and irregular transactions outside the system, including commissions, interest, rent concessions, and holdover rents. These transactions do not adhere to standard formulas or align with traditional pricing table formats, such as fixed fees or management fees. The items listed above, including late fee calculations, are currently being handled manually by the operations or finance team. The team members have to calculate these complex transactions outside of the Dataswift system and then manually input the information into the system. Another example is the fee for overtime air conditioning consumption involves different parameters, including the size of the flat, and there may be a cap (maximum amount) on the fee. The calculation of this fee is currently done manually by the operations team. The team members have to calculate these complex transactions outside of the Dataswift system and then manually input the information into the system.</p> <p>This manual intervention in the data management process presents several risks. Firstly, the manual calculation and input of complex transactional elements, such as commissions, interest, and rent concessions, increases the likelihood of human errors, leading to inaccuracies in the financial records and reports generated by Dataswift.</p> <p>Secondly, the need for the operations or finance team to perform these calculations outside of the Dataswift system and then manually input the data creates an inefficient workflow, as it is time-consuming and can introduce delays in the overall data management and reporting processes.</p>	<p>Gaps / Potential Digitalisation Opportunities</p> <p>Priority</p> <p>High</p> <p>Related Parties</p> <p>Operations</p>

4. Users constantly need to perform calculations outside the system for complex financial processes.

Recommendation

We recommend to implement a PMS that offers more sophisticated capabilities in terms of calculating and recording these financial components. The new PMS should have the ability to automatically calculate and record various complex transactional elements, such as commissions, interest, rent concessions, and holdover rents.

This can be achieved through the implementation of configurable formulas, algorithms, or decision-logic within the system that can handle these non-standard financial calculations. The PMS should also provide the flexibility for the organization to configure and customize the calculation modules to suit their specific requirements, enabling the operations and finance teams to define the necessary formulas and rules for handling complex transactions.

Additionally, the PMS should allow the users to log the calculation steps and inputs online, directly within the system, creating a transparent and auditable trail of the complex transaction calculations, which will make it easier to review, validate, and troubleshoot any issues that may arise.

Category

Gaps / Potential Digitalisation Opportunities

Priority

High

Related Parties

Operations

User Requirement

- The PMS should provide configurable calculation engines that allow the teams to easily define and update the formulas and parameters for complex transactions.
- The PMS should ensure the formula definition mechanism supports a wide range of mathematical operators, functions, and logical expressions to handle the complexity of various transaction types.
- The PMS should allow users to configure the parameters (e.g., discount factors, fee structures) that are used within the calculation formulas.
- The PMS should support automated commission calculation.

5. Users have no way to handle negative adjustment calculations

Details

During the COVID-19 pandemic, it became common for landlords to offer rent concessions to their tenants. However, users cannot create negative items, such as these rent concessions, within the debit notes. The available transaction types in the system do not support the recording of these types of negative adjustments. As a result, Savills staff must generate separate credit notes instead.

This problem also applies to advanced payment such as initial deposit, as negative adjustments need to be made from the security deposit at the end of a lease or rental period.

This workaround creates an additional administrative burden for staff, as they must now manage both debit notes and credit notes for a single client account or property. The need to generate and track two separate transaction types, rather than a single consolidated debit note, increases the complexity and workload associated with everyday property management tasks.

Moreover, the requirement to create credit notes alongside debit notes can be confusing for both staff and clients. The presence of both debit and credit transactions in a client's account or property records can make it more challenging to maintain a clear and accurate understanding of the financial status, outstanding balances, and overall payment history.

Category

System Pain Point

Priority

High

Related Parties

Operations

5. Users have no way to handle negative adjustment calculations

Recommendation

We recommend choosing a PMS that can better support a wider range of income and adjustment types, including rent concessions. This would allow the system to directly record rent concessions as negative items within the debit notes, rather than requiring separate credit notes. By modifying the PMS to combine rent and rent concessions into a single, consolidated debit note for each client account or property, the system would provide a more holistic and intuitive view of the financial status, outstanding balances, and payment history for both staff and clients.

Furthermore, it is crucial that the PMS correctly categorizes rent concessions as adjustments to rental income, rather than treating them as separate expense items. This accurate accounting treatment would enable the company to maintain clear and insightful financial reporting and analysis, as rent concessions should be reflected as reductions to the overall rental income rather than as standalone expenses.

To further leverage the benefits of this consolidated debit note approach, the PMS should integrate these improvements with its reporting and analytics capabilities. This would allow the company to more easily and accurately analyse trends, identify patterns, and generate insights based on the combined rent and rent concession data, enhancing the overall decision-making process.

Category

System Pain Point

Priority

High

Related Parties

Operations

User Requirement

- The PMS should support a wider range of income and adjustment types, including rent concessions.
- The PMS should provide the flexibility to record and manage various types of income and adjustments, ensuring the company can adapt to market changes and client needs.

6. Current reporting tool is not user friendly for end-users to customize self reports

Details	Category
<p>Dataswift is able to generate reports, but the report templates available within the system are fixed and cannot be easily customised to meet the business's specific reporting requirements.</p> <p>Since the reporting tool is not user friendly, the end-users are unable to produce the tailored reports they need. As a result, they must either request IT to create a new report template, which can be a time-consuming process, or manually gather data from various sources and compile the reports themselves.</p> <p>This is pertinent in the Billing and Collections process, as inefficiencies occur when the financial team has to manually create a financial record template for every unique business.</p>	<p>Gaps / Potential Digitalisation Opportunities</p>
	Priority
	High
	Related Parties
	Operations, Finance

6. Current reporting tool is not user friendly for end-users to customize self reports

<div>Recommendation</div> <p>We recommend to select the PMS that offers the ability to easily modify report templates to allow each team to tailor the reports based on their specific business needs. Additionally, the PMS should have the capability to gather and consolidate all the relevant data that is already available within the system, eliminating the need for teams to manually collect and compile data from various sources for reporting purposes. This flexibility and comprehensive data gathering are essential to avoid the need for manual data analysis and ensure the reports are optimised for the unique requirements of each team.</p> <p>Advanced analytics can be built into the PMS for management reporting and operations' use. The details of potential analytics are listed on page 32 and 33. With technology advancements, emerging technologies like GenAI can also help generate reports based on prompts.</p>	<div>Category</div> <div>Gaps / Potential Digitalisation Opportunities</div> <div>Priority</div> <div>High</div> <div>Related Parties</div> <div>Operations, Finance</div>
<div>User Requirement</div> <ul style="list-style-type: none">• The new PMS should provide intuitive, on-line reporting, dashboard and analysis tools that are integrated so that users can, with minimal training, use standard Windows "point-and-click", "drag-and-drop" features, create ad-hoc queries or reports quickly and easily. The main objective is to enable end-users to create customised queries or reports on their own.• The new PMS should provide a query tool that allows at least the following:<ul style="list-style-type: none">○ Provide query tool to enable end-users to create, run and report queries against the financial database○ Impose security rules similar to those in the system (i.e. cost centre restriction and etc.)○ Create graphical charts○ Addition formatting functions within the reporting tool to enhance report readability, for example colour, fonts, image, labelling, control breaks, sorting, and sub-totalling○ Change the format of pre-set reports (e.g. add addition fields)○ Seamlessly export query results or reports to a spreadsheet (MS Excel) for further formatting, data analysis, and etc.○ From any query result drill down to different levels of transactional information in the system○ Ability to schedule reports to run and set distribution list for automatic distribution to target audience○ Allow different templates to be used for different buildings instead of updating templates one on one, the new PMS can seamlessly updates them• The reporting tool in the PMS should integrate with GenAI API to generate reports based on business needs and requirements• The reporting tool in the PMS should include advanced analytics functions to facilitate financial analytics (rent collection, expense tracking, cash flow forecasting, etc.), tenant analytics, maintenance analytics, market analytics, operational analytics (display top 10 customer analysis, top 10 vendor analysis, asset management related data, property management related data, analysis of movement of no. of property managed etc), energy usage analytics, etc.	

Lack of Integration and Data Silos

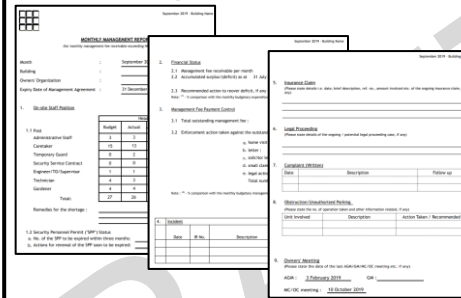
Key operational reports that the staff are required to produce include:

Current Template Available in Dataswift

- | | |
|--|---------------------------------|
| 1. Account Enquiry | 17. EInvoice Email Template |
| 2. Account Ledger | 18. Email Tracking |
| 3. Account Statement | 19. EReceipt Email Template |
| 4. Statement of Account | 20. Financial Statement |
| 5. Advanced Receipt Listing | 21. Income Statement |
| 6. Aged Debtor | 22. Notes to IE and Sch. to BS |
| 7. Aged Vendor | 23. Invoice |
| 8. AX Bank Transfer | 24. Credit Note |
| 9. AX Bank Transfer List | 25. Credit Note Control Listing |
| 10. Bank Settlement | 26. Invoice Control Listing |
| 11. Bank Receipt | 27. Landlord Register |
| 12. Budget Template | 28. Official Receipt |
| 13. Chart of Account (COA) | 29. Payment List |
| 14. Consolidated Invoice Credit Note Control Listing | 30. Payment Voucher |
| 15. Deposit Listing | 31. Voucher Listing |
| 16. Deposit Payable Listing | 32. Reminder Letter |
| | 33. Trial Balance |

Additional Report Template Required for the Business

Monthly Management Report



Data Source: Dataswift + Property Cube + e-Procurement System + Physical Log Book

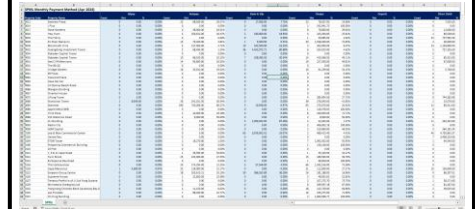
Yearly Budget



Remarks: It is noted that the format used for different SPML sites is inconsistent, and the budget format between SPML and GPML is also different. GPML has a standardised 12-page format for their yearly budget. If the goal is to automate the budget generation process, it would be beneficial to standardise the format across all sites.

Data Source:
Dataswift + Property Cube

Monthly Payment Method Report



Data Source:
Dataswift Backend (Extracted by IT)



During the course of the project, we recognised that Dataswift provides over 30 report templates. However, some customised reports still need to be manually created by the operations and finance teams to meet business needs.

We also noted that the necessary data for the additional reports is available, but it is scattered across different systems and storage locations. The team is required to manually piece together information from these fragmented sources in order to generate the reports. To address this inefficiency, it would be beneficial to centralise the key data elements needed for the reports into a single, integrated system. By consolidating the relevant information in a central repository, the report generation process could be significantly streamlined and automated. This approach would eliminate the current burden of manually compiling data from disparate systems and storage points, ultimately improving the efficiency and reliability of the reporting capabilities.

Advanced Analytics Functions for the new PMS

With the PMS system integrating with other key operating systems within Savills, Savills can explore advanced analytics functions in the new PMS for robust analytics and visualisation capabilities. The ability to monitor workflows, track performance, and gain insights from financial and operational data is crucial for informed decision-making and efficient operations. We recommend incorporating a comprehensive analytics and reporting module into the system. This should include the following features:

Centralised and Interactive Reporting

- Provide a customisable dashboard that displays key performance indicators, workflow status, and other critical metrics in an easy-to-understand visual format.
- Offer interactive reports and visualisations, such as charts, graphs, and tables, that allow users to slice and dice data, identify trends, and uncover insights.

Workflow Monitoring

Implement detailed tracking and reporting for all approval workflows, including status, history, and any bottlenecks or delays.

Financial Reporting

Develop comprehensive financial reports and dashboards that consolidate data from various sources, tracking accounts receivable or payable such as rental income, expense (vendor payment), management fee, to support decision-making and reconciliation. Incorporate trend analysis capabilities to identify patterns and anomalies in financial data over time and help performing budgeting.

Operational Reporting

Provide operational reports and dashboards that track key performance metrics, such as inventory usage, maintenance status, facility utilisation, contract renewal etc. Implement trend analysis functionality to help business users identify operational trends and issues.

Customisable and User-friendly

- Ensure the data analytics and reporting functionalities are intuitive, user-friendly, and can be customised to meet the specific needs of teams.

Advanced Analytics Functions for the new PMS

Savills can benefit from various types of advanced analytics to improve efficiency, optimise operations, and enhance tenant satisfaction. Here are some key examples:

1. Financial Analytics

- Rent Collection Analysis: Monitor payment patterns and identify late payers.
- Expense Tracking: Analyse operational expenses to identify cost-saving opportunities.
- Cash Flow Forecasting: Predict future cash flows based on historical data.

2. Tenant Analytics

- Tenant Demographics: Understand the profile of tenants to tailor services.
- Retention Rates: Analyse tenant turnover to develop retention strategies.
- Satisfaction Surveys: Use feedback to improve services and amenities.

3. Maintenance Analytics

- Maintenance Requests: Track and analyse the frequency and types of maintenance issues.
- Response Time Analysis: Measure the efficiency of maintenance response times.
- Cost of Repairs: Analyse maintenance costs over time to identify patterns.

4. Market Analysis

- Competitive Analysis: Evaluate rental rates and occupancy levels compared to similar properties.
- Market Trends: Assess local market conditions and emerging trends.
- Investment Opportunities: Identify potential areas for property acquisition or development.

5. Operational Analytics

- Occupancy Rates: Analyse historical occupancy data to predict future trends.
- Marketing Effectiveness: Measure the success of marketing campaigns in attracting tenants.
- Lease Expiration Analysis: Monitor upcoming lease expirations to manage renewals or new tenant recruitment.
- Top 10 customer analysis
- Top 10 vendor analysis.
- Analysis of movement of no. of property managed (In/Out/Existing)

6. Energy Usage Analytics

- Energy Usage Analytics
- Utility Cost Monitoring: Analyse energy consumption trends to improve sustainability.
- Efficiency Improvements: Identify opportunities for energy-saving upgrades.

7. Heavy reliance on physical logbook or excel is necessary to log operational data

Details	Category
<p>The current operational data management process at Savills relies heavily on physical logbooks and Excel sheets to record various operational data points, such as clubhouse bookings, petty cash, complaints, utility consumption, and car park usage.</p> <p>While this manual approach allows staff to log the necessary operational data, it presents several challenges and risks. Firstly, the operational data is dispersed across multiple physical logbooks and Excel sheets, making it difficult for staff to efficiently gather and consolidate the information required for monthly management reports and annual budgeting. This fragmented data storage hinders the staff's ability to quickly retrieve and analyze the relevant data, as they need to manually search through various sources to compile the necessary information.</p> <p>Secondly, the lack of a centralized system to store the operational data prevents the organization from performing comprehensive data analysis to understand the overall operational situation. Without a structured database or analytical tools, the staff are unable to uncover meaningful insights, identify trends, or make data-driven decisions based on the recorded operational data.</p>	<p>Gaps / Potential Digitalisation Opportunities</p> <p>Priority</p> <p>High</p> <p>Related Parties</p> <p>Operations</p>

7. Heavy reliance on physical logbook or excel is necessary to log operational data

Recommendation
<p>To address the issues with the current manual data management process, the recommendation is to log all operational data in the new PMS and ensure that the system is capable of storing the necessary information for reporting and data analysis.</p> <p>With the operational data stored in the PMS, staff will be able to easily access and retrieve the necessary information from a single, unified system, enhancing their ability to quickly gather the data required for monthly management reports and annual budgeting. It also allows system generated budgets and excel upload, further improving efficiency and reducing the risk of errors.</p> <p>Additionally, the PMS should automatically generate the necessary monthly management reports and annual budgeting documents using stored operational data. This will streamline the reporting process, minimize manual effort, and ensure timely access to critical information for decision-making.</p>

Category
Gaps / Potential Digitalisation Opportunities
Priority
High
Related Parties
Operations

User Requirement
<ul style="list-style-type: none">• The PMS should offer a comprehensive data logging and storage feature to capture diverse operational data like property specifics, tenant details, maintenance records, financial transactions, and other pertinent operational metrics. The new PMS's interfaces should be intuitive and user-friendly, facilitating easy information retrieval for reporting and analytical purposes.• The PMS should support automated generation of monthly management reports and annual budgeting documents using stored operational requirements.

8. Inflexibility of searching/filtering parameters

Details	Category
<p>Business users can only search by limited criteria such as property, but not by the owner or tenement number (account number). This means that to obtain a full profile of a client, users have to search by property owned by that client one by one and generate multiple reports to piece together the complete record. They also need to provide the account code to IT to get the raw data if they want to see the income information. This issue also affects the finance team's ability to chase vendors for outstanding amounts, as they can only search by site and not by vendor. If a vendor has multiple sites, the finance team needs to search each site individually and combine the information.</p> <p>Furthermore, only generating information based on a single lease code, makes it difficult to view the full leasing history for a single unit. Thus, searching becomes difficult when people or lease agreements change, as the account or lease code may change, and the system cannot combine the old and new codes to view the full history.</p> <p>This issue is compounded by the fact that unit codes are fixed, but lease codes will change when a lease is renewed, and the system cannot bring forward the remaining amount from the previous lease, which can hinder Savills' ability to take legal action if needed. And codes will further split when a floor is split into two units, especially for commercial buildings, it becomes difficult to recall the full history of the unit. Additionally, arrears cannot be brought forward, and the system cannot bring the arrears to a new contract, even if the same client is involved.</p> <p>In addition, the manual settlement process when rent or management fees are paid is time-consuming. The operations or finance team has to manually identify which client paid for which unit and create a list to do the settlement on a daily basis, especially when staff cannot search the client by other criteria, such as phone number, because not all clients will state the invoice number.</p> <p>Finally, the inability to generate combined invoices for multiple units increases the overall complexity and workload for Finance users.</p>	<div>System Pain Point</div> <div>Priority</div> <div>Medium</div> <div>Related Parties</div> <div>Operations, Finance</div>

8. Inflexibility of searching/filtering parameters

Recommendation
<p>We recommend Savills to implement more robust filtering and searching options in PMS, allowing users to search by a wider range of criteria, such as the following: Owner name, contact information, and associated properties, Tenement number, address, and associated units, Tenant/client name, contact information, and associated properties/tenements, Property address, type, and associated tenants/clients, Lease codes, unit codes, and associated client/tenant information, etc.</p> <p>This would enable users to generate comprehensive client profiles without the need to manually piece together information from multiple sources. The lease codes and unit codes should be linked in PMS as well, even when changes occur, to provide a complete historical view of a unit's leasing information. This could involve implementing more advanced data structures and algorithms to maintain the relationships between lease codes, unit codes, and client information. And the PMS should offer the capability to generate invoices based on the client, rather than individual units.</p>

User Requirement
<ul style="list-style-type: none">• The PMS should allow users to filter and search for owners, tenements, and properties based on a wide range of criteria• The filtering and searching functionality should allow users to combine multiple criteria, such as searching for all properties owned by a specific owner and currently leased to a particular tenant.

Category
System Pain Point
Priority
Medium
Related Parties
Operations, Finance

9. Users do not have a comprehensive overview and centralised document storage

Details	Category				
<p>Currently, users do not have a comprehensive overview of a specific owner, tenement or property management record .</p> <p>Business users have to navigate across different modules to find the necessary information, which makes it difficult for them to efficiently access and review the full history and details of an owner, tenement or property.</p> <p>Moreover, Savills does not have a centralised repository to store important property and tenancy-related documents, such as Deed of Mutual Covenants ("DMCs") and tenancy agreements. These documents are stored in SharePoint or Property Cube currently. When customers inquire about details related to their tenancy or property, staff must go to different parts to gather the necessary information, hindering their ability to provide timely and responsive customer service. The fragmented data access across multiple places results in increased operational inefficiencies and longer processing times.</p> <p>Also, without a dedicated system for documents management, if a critical property/tenancy document is accidentally deleted from SharePoint, it may not be possible to restore it. This poses a significant risk of losing vital records and information.</p> <p>Remarks: Contract Management System in SharePoint and Property Cube were in place for storing important property and tenancy-related documents, such as DMCs and tenancy agreements.</p>	<p>System Pain Point</p> <tr><th>Priority</th></tr> <tr><td>Nice-to-Have</td></tr> <tr><th>Related Parties</th></tr> <tr><td>Operations</td></tr>	Priority	Nice-to-Have	Related Parties	Operations
Priority					
Nice-to-Have					
Related Parties					
Operations					

9. Users do not have a comprehensive overview and centralised document storage

Recommendation

We recommend to enrich the information displayed on the main page for each owner, tenement, or property record. For owner, its main page should include their associated property or tenancy.

For Property Management Information:		For tenancy, the main page should provide the following details:	
<ul style="list-style-type: none">Maintenance history and recordsScheduled inspections and their statusIncident reports and issue tracking	<ul style="list-style-type: none">Financial transactions and deposit refund trackingApproval workflows and documentation	<ul style="list-style-type: none">Tenement/property addressCurrent tenant name and contact informationTenancy period (start and end dates)	<ul style="list-style-type: none">Rent amount and any rent arrearsRent-free period detailsService charges and other fees

It is suggested to setup a centralised document storage to effectively manage PM/TM/AM data. We also recommend to either integrate with the current document storage system (e.g., SharePoint) to access the required documents or choose a PMS that has an incorporated document management module to serve as a centralised repository for all critical property and tenancy-related documents. This should include, but not be limited to, DMCs, tenancy agreements, floor plans, and other stamped contracts and records. It can centralise the storage and management of all critical property and tenancy-related documents, mitigating the risks associated with data fragmentation and loss, and enhancing the overall efficiency and effectiveness.

By consolidating this critical information on the main page, business users will be able to quickly access all the necessary details about a property or tenancy without having to navigate across multiple modules, saving time and improving overall productivity and the comprehensive property information available on the main page will help business users better understand and address the needs of their tenants, leading to improved customer satisfaction.

Category

System Pain Point

Priority

Nice-to-Have

Related Parties

Operations

User Requirement

- The PMS should enrich the information displayed on the main page for each owner, tenement, or property record.
- The PMS should display a consolidated view of all associated information for the selected entity (owner, tenement, or property).
- The PMS should include a dedicated module to serve as a centralized repository for all critical property and tenancy-related documents.
- The PMS should provide robust security and access control features to protect sensitive documents, with user permissions and roles.
- The PMS should enable easy upload, indexing, and retrieval of documents using relevant metadata, supporting multiple file formats, including PDF, Word, Excel, and image files.
- The PMS should maintain a complete version history and comprehensive audit trail for all documents, such as uploads, downloads, and modifications.

10. Leveraging the change of PMS, a master data management strategy can be set-up and implemented

Details	Category
<p>Currently to support the key operations of the property management business in Savills, there are several IT systems being utilized, resulting in inconsistencies in master data for the same client, unit, or lease across these systems. This fragmentation of data poses challenges in maintaining data accuracy, integrity, and synchronization, leading to potential errors, redundancies, and inefficiencies in the management processes.</p> <p>Furthermore, when there is a change in payee name (e.g., if a tenant or vendor changes their name or if a property changes ownership), the current PMS does not support bulk function to handle such change.</p> <p>*Please refer to the slide 39 for an example of MDM</p>	Gaps / Potential Digitalisation Opportunities
	Priority
	High
	Related Parties
	Finance and Operations

10. Leveraging the change of PMS, a master data management strategy can be set-up and implemented

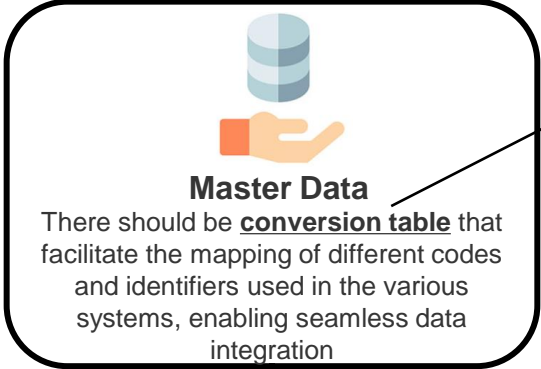
Recommendation
<p>We recommend Savills to leverage the PMS selection and implementation to setup a master data management strategy and implement the strategy through system integration, synchronisation, mapping tables. Savills can start by analysing the existing systems to which system is best to store the related master data records.</p> <p>Configuring the system mapping logic to automatically synchronise and map master data elements across these systems will further streamline operations. Users should implement data validation mechanisms within the mapping process to verify the completeness and accuracy of the mapped data during integration. Below user requirements listed our brief recommendations on MDM.</p> <p>Furthermore, the PMS should support both manual data entry and bulk updates through document upload, providing users with flexibility in how they input and manage property information. Specifically, when there is a change in tenancy/ownership, having a bulk function to handle the change of payee names can significantly reduce the workload of Savills' staff. The PMS must also support an approval workflow engine and audit trail for profile creations and updates.</p>

Category
Gaps / Potential Digitalisation Opportunities
Priority
High
Related Parties
Finance and Operations

User Requirement
<ul style="list-style-type: none">• The PMS should support synchronisation with the e-procurement system for the vendor data and billing information for billing purposes• The PMS should support integration with the e-procurement system for the procurement stage and goods received statuses• The PMS should store the master data for property/lease/unit/tenancy/etc. related information and enable integration with other IT systems to access property management and tenancy management data profiles• The PMS should store a data mapping table for data mapping between the PMS's unit codes and Property Cube's unit codes• The PMS should synchronize with the HRIS for HR salary payments purpose .• The PMS should support bulk document updates to handle change of payee names, ownership, etc.

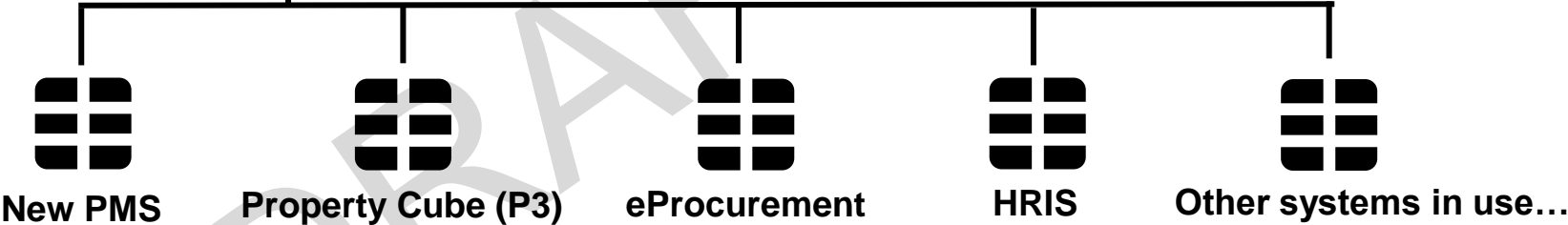
Master Data Management

Master data management is the process of defining, creating, and maintaining a single point of reference for the most essential data elements within an organisation. It ensures that this critical data is accurate, consistent, and available across the entire enterprise.



P3 Codes	New PMS Codes	eProcurement Codes	HRIS Codes in Other Systems
Property code: A123 A456 A789 . .	Property code: 12345678 23456788 56789099 . .	Property code: 8898 9932 3435 . .	Property code: Y77 R44 E23 . .

Remarks 1: Ensure a one-to-one mapping, with other systems mapping their data to the PMS, as the PMS is expected to store the most comprehensive property-related fields.
Remarks 2: Property code is just one example; other identifiers such as landlord/tenant codes and vendor codes should also be mappable between systems to build common profiles.



Benefits:

- **Improved data quality and consistency:** It helps eliminate data silos and ensures that everyone in the organization is working with the same, accurate information.
- **Enhanced decision-making:** With a single, reliable source of master data, organizations can make more informed and effective decisions.
- **Increased operational efficiency:** It streamlines business processes and reduces the time and resources needed to maintain and manage data.
- **Compliance and risk reduction:** It helps organizations meet regulatory requirements and reduce the risk of data-related errors or breaches.



Key Components:

- **Data Governance:** The policies, processes, and standards that govern how data is managed within the organization.
- **Data Integration:** The integration of data from multiple sources into a single, authoritative source.
- **Data Quality:** The processes and tools used to ensure the accuracy, completeness, and reliability of the master data.
- **Data Stewardship:** The assignment of roles and responsibilities for managing and maintaining the master data.

11. Users can benefit from a built-in spell check function

<div>Details</div> <div>We understand that accurate spelling is important as there are specific use cases, such as printing receipts, invoices, and other documents to clients.</div>		<div>Category</div> <div>Gaps / Potential Digitalisation Opportunities</div>
<div>Recommendation</div> <div>Savills is suggested to integrate a built-in spell check solution into the PMS. This could involve leveraging a third-party spell check API or integrating a custom-built spell check module. The spell check dictionaries should be reviewed and updated to maintain accuracy and relevance.</div>		<div>Priority</div> <div>Medium</div>
<div>User Requirement</div> <div><ul style="list-style-type: none">The PMS should have spell check functions.</div>		<div>Related Parties</div> <div>Finance and Operations</div>

4

Summary of workflow specific issues

Section Overview

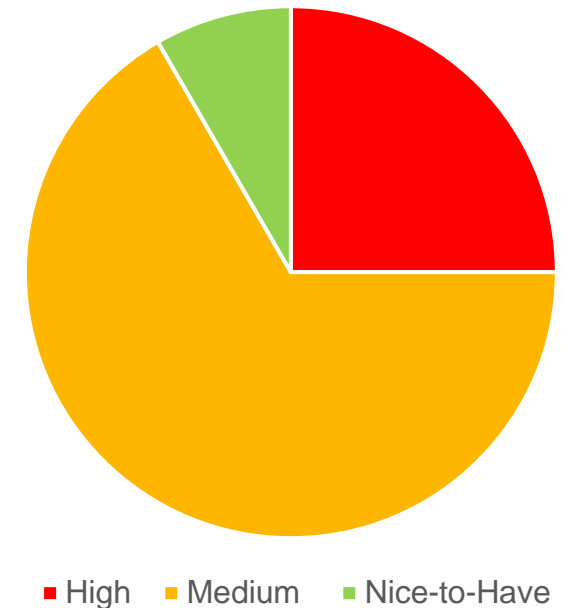
Current pain points and improvement requests

In-Depth review of pain points, background, and recommendations.

Current pain points and improvement requests

The table provides a view of Savills' current business pain points and prioritisation of improvement requests with proposed short term and long term goal. For detailed priority definitions and full list of user requirements, please refer to the Appendix.

#	Pain Point	Applicable Operation Process	Improvement Opportunity Category	Priority	PM/TM
12	Savills staff needs to do reconciliation manually	Financial Reporting	Standardisation	Medium	Both
13	Users need to use two systems to handle Sundry Receipt information.	Sundry Receipt Management	Integration	High	Both
14	Operations staff need to manually hand off vendor/procurement information to the Finance team	Procurement	Integration	High	Both
15	Users need to use two systems to handle master profile management	Master Profile Management	Automation	High	Both
16	Inflexibility in debit note modification	Billing	Automation	Medium	Both
17	Inflexibility in credit note creation	Billing	Automation	Medium	Both
18	Additional fields needed to store advanced receipt information	Billing	Automation	Medium	Both
19	Inflexibility in vendor payment management	Payment	Automation	Medium	Both
20	The system should include a fixed asset register function	Fixed-Asset Management	Automation	Medium	PM
21	Auto-pay payment files need to be manually uploaded to banks	Payment	Standardisation/ Automation	Medium	Both
22	Users require double entries mechanism to record deposit collection	Deposit Collection	Standardisation	Medium	Both
23	Users need to handle cheques manually	Collection	Automation	Nice-to-Have	Both



12. Savills staff needs to do reconciliation manually

Details

Savills performs a monthly bank reconciliation process to compare and reconcile the balance in its bank account, as recorded in the Dataswift system, against the balance shown on the bank statement. The purpose of this reconciliation is to identify and explain any discrepancies between the two balances. Currently, this bank reconciliation is carried out manually by the finance team. It is worth noting that Savills utilises multiple bank accounts and must reconcile numerous transactions as part of this process.

The current PMS does not support three-way matching in the procurement payment cycle for reconciliation; there is no matching table on the system to record the three-way match. This hampers staff's ability to verify the accuracy of invoices and payments, potentially leading to discrepancies and errors in financial records.

Similarly, the current PMS's inadequacy in facilitating reminder reconciliation poses challenges in tracking and managing payment reminders sent to landlords or tenants which serves as a mechanism to monitor outstanding payments from landlords or tenants that have not been settled within the specified timeframe.

Category

Gaps / Potential Digitalisation Opportunities

Priority

Medium

Related Parties

Operations, Finance

12. Finance staff needs to do reconciliation manually

Recommendation
<p>We recommend implementing an automatic bank, billing, and reminder reconciliation modules in the PMS to significantly enhance operational efficiency and accuracy. These modules will automate the reconciliation process, saving valuable time and minimising human errors that can arise from manual tasks. Additionally, it simplifies compliance and audit processes, making it easier to maintain accurate records. The quick identification of discrepancies reduces the risk of fraud and lowers labour costs associated with manual reconciliations. Overall, adopting this module will improve financial visibility and integrate seamlessly with the existing systems, leading to a more effective financial management strategy.</p> <p>There should be a matching table for 3-way matching reconciliation to enable users to compare invoices with good receipt notes and purchase orders, effectively identify discrepancies, and reconcile any inconsistencies.</p> <p>Additionally, the new PMS should support reminder reconciliation capabilities, allowing users to track outstanding payments from landlords or tenants .</p>

Category
Gaps / Potential Digitalisation Opportunities
Priority
Medium
Related Parties
Finance

User Requirement
<ul style="list-style-type: none">• The PMS should include a module for connecting the PMS with different banks one by one via system integration, automatically match transactions, identify exceptions, generate reports, and provide an audit trail to streamline the monthly bank reconciliation process for Savills.• The PMS should include a module to compare invoices with good receipt notes and purchase orders with access to detailed billing history and transaction data for reconciliation.• The PMS should provide visibility into upcoming payment reminders and due dates, capability to mark reminders as paid or track payment statuses and integration of reminder reconciliation with billing processes for comprehensive financial management.

13. Users need to use two systems to handle Sundry Receipt information

Details	Category
Currently, operations users collect the sundry payment on-site and print receipt sin a Sundry Receipt System. After that, users are required to manually input sundry receipt information into Dataswift to maintain a complete record of all transactions, which adds an unnecessary administrative burden, increases the risk of human error and data inconsistencies, and hinders Savills' ability to generate comprehensive operational or financial reports.	Gaps / Potential Digitalisation Opportunities
	Priority
	High
	Related Parties
	Operations, Finance

13. Users need to use two systems to handle Sundry Receipt information

<div>Recommendation</div> <p>We recommend implementing a PMS that can generate non-recurring payment receipts (small/miscellaneous payments) on demand for clients. This approach will decrease the risk of human error and data inconsistencies, and will significantly enhance Savills' financial reporting and reconciliation processes.</p>	<div>Category</div> <p>Gaps / Potential Digitalisation Opportunities</p> <div>Priority</div> <p>High</p> <div>Related Parties</div> <p>Operations, Finance</p>
<div>User Requirement</div> <ul style="list-style-type: none">•The PMS should fully replace the Sundry Receipt Solution by generating non-recurring payment receipts (small/miscellaneous payments) on demand for clients.•The PMS should support robust three-way matching capabilities, linking payments, receipts, and journal entries for comprehensive reconciliation.•The PMS should provide a user-friendly interface for the inputting, categorization, and storage of all sundry receipt information.•The PMS should include sundry receipts(non-recurring payments) and invoice data into the overall financial reporting capabilities of the PMS.•The PMS should be capable of generating invoices on-demand, based on the recorded receipt data.	

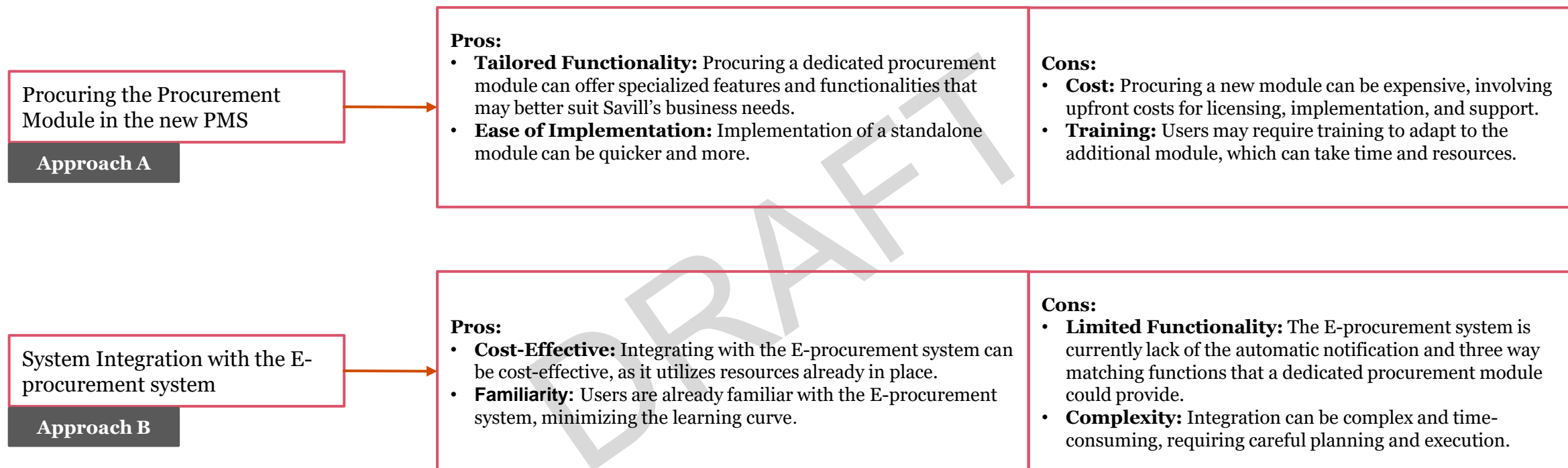
14. Operations staff need to manually hand off vendor/procurement information to the Finance team

Details	Category
<p>The integration between Dataswift and the e-Procurement system has been postponed due to the system's (Dataswift) EOL, resulting in a fragmented workflow..</p> <p>The procurement system generates a Purchase Order, but once the procurement process is completed, the operation staff must manually print the system goods receipt note and submit together with the invoice to the finance team to process the payment claim.</p> <p>This manual handoff process requires operational staff to communicate the procurement details to the finance team, introducing the potential for human error and delays. Additionally, the finance team must manually input the vendor information from the physical documents into the ledger, further increasing the risk of human error. The reliance on physical supporting documents also complicates the process.</p> <p>Secondly, the e-procurement system creates a separate vendor profile that is distinct from the vendor profile in the Dataswift system, leading to the same vendor having two profiles in the different systems.</p> <p>These issues can lead to inaccurate and inconsistent data across systems, delayed payments and vendor relationships, and increased operational costs and inefficiencies.</p>	<p>Gaps / Potential Digitalisation Opportunities</p> <p>Priority</p> <p>High</p> <p>Related Parties</p> <p>Operations, Finance</p>

14. Operations staff need to manually hand off vendor/procurement information to the Finance team

Recommendation	Category
<p>Savills should consider integrating the PMS with the e-procurement system to eliminate fragmented workflows. This integration should unify vendor profiles across both systems through thorough MDM, ensure that the goods received note is available in a digital format, and route the digital goods received note and invoice directly to the finance team via API integration or middleware solutions. Additionally, when a goods received note is confirmed, the PMS should generate an invoice for payment processing, with the payment status (e.g., paid, pending, overdue) communicated back to the e-procurement system. Alternatively, Savills can look into purchasing a procurement module from the new PMS vendor. The decision to integrate or acquire a new module should be guided by a thorough cost-benefit analysis. This integration should enable the automatic transfer of relevant data, such as Purchase Order details, from the Procurement system to the PMS, eliminating the need for manual data entry and reducing the potential for human error.</p> <p>Additionally, Savills should choose a PMS that allows the On-Site staff to digitally scan and upload all the required documents, such as the goods receipt note, services/goods receipt, and invoice, during the procurement process. This can enable the operations to approve and finance team to review the documents online, without the need for physical copies to be submitted. This will also provide a centralized repository for all procurement-related documents, improving document organization and accessibility.</p> <p>Lastly, Savills should streamline the vendor management process by ensuring that the integrated PMS and Procurement systems have a unified vendor profile, eliminating the need for duplicate vendor profiles across different systems. Implementing a robust vendor management module will enhance data accuracy, facilitate easier vendor identification, and eliminate the manual effort required to reconcile vendor information across different systems.</p>	Gaps / Potential Digitalisation Opportunities
Priority	Related Parties
High	Operations, Finance
User Requirement	
<ul style="list-style-type: none">• The PMS should be fully integrated with e-Procurement System.• The integration should include robust data mapping and transformation capabilities to ensure that the data structures and formats between the PMS and e-Procurement are aligned.• The PMS should provide comprehensive error handling and notification capabilities to alert users of any issues or failures during the data synchronization process. <p>*See the next slide for more details regarding the two solutions (integrating e-procurement with PMS or buying a new procurement module)</p>	

Pros and Cons of Procuring the Procurement Module vs. System Integration with the E-procurement system



Note 1: Savills should undertake a comprehensive cost-benefit analysis to determine the viability of integrating the module, particularly given that the current e-procurement system is not considered antiquated.

Note 2: Savills would benefit from exploring initiatives such as centralised procurement, dynamic discounting, and supplier performance scorecards, to optimise procurement processes. Since these initiatives are not system-dependent, there is no specific timing to which Savills should conduct this study. However, if there is such a replacement of the current procurement systems, the new PMS implementation phase offers a favourable occasion to evaluate and enhance procurement efficiencies.

15. Users need to use two systems to handle master profile management

Details	Category
<p>Currently, there is a lack of a unified view of data across the Dataswift and Property Cube systems is a significant issue that introduces an administrative burden and increases the risk of errors.</p> <p>The core problem is that the two systems have different setup logic and do not share a common master profile for properties or clients.</p> <p>As a result, the property data is not automatically synchronized between the two systems. This means that the staff has to manually match property data by name across the systems when necessary, which is a tedious and error-prone process.</p> <p>Without a centralised master profile, any updates or changes made to property information in one system are not automatically reflected in the other. This can lead to discrepancies in the data, where the same property may have different details stored in Dataswift versus Property Cube.</p> <p>The manual matching process also consumes valuable staff time and resources, as employees have to cross-reference and reconcile the data between the two systems. This introduces the risk of human error, where properties may be incorrectly matched or critical details may be overlooked during the manual data entry.</p> <p>Furthermore, the lack of a unified view can make it challenging to obtain a comprehensive and accurate picture of the organization's property portfolio. Reports and analytics may be fragmented, as data has to be pulled from multiple sources and consolidated manually.</p>	<p>Gaps / Potential Digitalisation Opportunities</p> <p>Priority</p> <p>High</p> <p>Related Parties</p> <p>Operations</p>

15. Users need to use two systems to handle master profile management

Recommendation
<p>We recommend integrating the Property Cube and the new PMS. With the integrated systems providing a single source of truth, users will have access to the most reliable and up-to-date information, enhancing their decision-making capabilities.</p> <p>As part of this integration process, we recommend conducting a thorough analysis of the functionalities and features available in both the Property Cube and the new PMS. This analysis should identify any duplicate or overlapping functions, allowing Savills to determine which system or features should be the primary source of truth moving forward. By carefully evaluating the capabilities of the two systems and establishing an integration, Savills can optimize its property management operations, improve user experience, and ensure the reliability and consistency of its property management data.</p> <p>Additionally, it is crucial that the new PMS to provide master data management to ensure the profiles are aligned and compatible across the two systems. By ensuring common profiles, Savills can eliminate the need for manual data matching, streamline workflows, and enhance the overall user experience and decision-making capabilities.</p>

Category
Gaps / Potential Digitalisation Opportunities
Priority
High
Related Parties
Operations

User Requirement
<ul style="list-style-type: none">• The PMS should be fully integrated with Property Cube.• The integration must include robust data mapping and transformation capabilities to ensure that the data structures and formats between the PMS and Property Cube are aligned• The integration should incorporate robust data validation mechanisms to identify and resolve any data conflicts or discrepancies between the PMS and Property Cube.• The PMS should provide comprehensive error handling and notification capabilities to alert users of any issues or failures during the data synchronization process.

16. Inflexibility in debit note template modification

Details

The current PMS's does not have enough flexibility in the modification of the debit note template. Particularly, the payment method section has a fixed space. With new payment methods emerging (e.g. Alipay, FPS, etc.), the payment method section within the debit note space is not sufficient to include all of the available payment methods in readable font size.

Furthermore, there is limitation on the number of characters for payee names and descriptions, which makes it challenging to include complete and accurate information on the debit note.

Moreover, the current PMS does not support customisation of payment methods for different bank accounts. For instance, the current PMS requires customization for distinction between payments made to the Savill's bank account and those directed to an incorporated owners' (IO) account. Additionally, the current PMS also requires customization to specific bank accounts for certain payment methods. For instance, the Faster Payment System (FPS) only supports transactions through Savills/Standard Chartered accounts.

Category

Gaps / Potential Digitalisation Opportunities

Priority

Medium

Related Parties

Finance

16. Inflexibility in debit note template modification

Recommendation
<p>We recommend that the new PMS include more flexibility on debit note modifications, preferably a user-friendly drag-and-drop UI for user customisation of the debit note template. The payment method section spacing should not be hard coded.</p> <p>Furthermore, the new PMS should have a higher character limit for payee names and descriptions. This will allow for more accurate and detailed entries, making sure that all necessary information can be captured effectively.</p> <p>Additionally, the new PMS should include a diverse set of payment methods designed for different bank accounts, enabling flexibility to adopt different types of account (i.e. Savill's bank account, incorporated owners' (IO) account or both).</p> <p>More over, the system should support flexibility in assigning specific bank accounts to various payment methods based on specific needs, thereby offering customization options rather than being constrained by predefined system rules.</p>

Category
Gaps / Potential Digitalisation Opportunities
Priority
Medium
Related Parties
Finance

User Requirement
<ul style="list-style-type: none">• The PMS should include a user-friendly drag-and-drop UI for user customisation of the debit note template and other reporting templates• The PMS should allow unlimited characters for payee names and descriptions• The PMS should include payment methods for different major bank accounts, allowing for the distinction between payments to Savills' bank account and those directed to an incorporated owners' (IO) account• The new PMS should include a diverse set of payment methods designed for different bank accounts• The new PMS should support flexibility in assigning specific bank accounts to different payment methods based on requirements, rather than being restricted to predefined rules within the system

17. Allow flexibility in credit note creation

<div>Details</div> <p>Currently, it is noted that users have to generate individual credit notes one by one manually. The lack of automation and bulk creation capability hinders operational efficiency, scalability, and may lead to delays in addressing discrepancies or resolving financial matters promptly.</p>	<div>Category</div> <p>Gaps / Potential Digitalisation Opportunities</p> <div>Priority</div> <p>Medium</p> <div>Related Parties</div> <p>Finance</p>
<div>Recommendation</div> <p>We recommend the new PMS to support a feature that allows for bulk creation of credit notes with the customize and automate based on predefined criteria or templates. This can significantly reduce the time and effort required for generating multiple credit notes simultaneously.</p>	
<div>User Requirement</div> <ul style="list-style-type: none">• The PMS should support bulk creation of credit notes based on predefined templates or criteria• The PMS should support customisation options for individual credit notes	

18. Additional fields needed to store advanced receipt information

<div>Details</div> <div>Currently, the PMS does not support users to define settlement period for advance receipts which poses challenges in tracking and managing prepayments effectively. It is crucial to address this deficiency to enhance transparency, accuracy, and efficiency in monitoring and reconciling advance receipts within the payment management process.</div>	<div>Category</div> <div>Gaps / Potential Digitalisation Opportunities</div> <div>Priority</div> <div>Medium</div> <div>Related Parties</div> <div>Finance</div>
<div>Recommendation</div> <div>We recommend the new PMS to incorporate the feature that allow users to specify and track the settlement timeframe for advance receipts. By enabling users to specify the period within which prepayments should be settled, the PMS can streamline reconciliation processes.</div>	
<div>User Requirement</div> <div><ul style="list-style-type: none">The PMS should has the ability to define the settlement period for advance receipts</div>	

19. Inflexibility in vendor payment management

Details

Currently, the PMS has character limit for payee names and descriptions of the bank file for vendor payment. This limitation hinders users from adding fields to input supplementary information, such as extending the character limit for payee names and descriptions. Given the diverse data file formats and information requirements for various payment methods, this restriction constrains the flexibility of payment options available for Savills to utilize.

Additionally, it is noted that the bank files generated by the PMS and transmitted to the bank are not encrypted, posing a significant risk to the security of sensitive vendor data, potentially leading to unauthorized access.

Moreover, users cannot generate payment advice to suppliers which can lead to confusion and delays in the payment processing cycle. Additionally, for vendor payments, users are required to upload payment details individually to the PMS, increasing the likelihood of manual entry errors, prolonging processing times, and introducing operational inefficiencies.

Furthermore, it is noted that for vendor payment process, the finance team relies on supporting documents provided by the operations team to input relevant vendor information into the PMS. However, a notable gap exists as there is a lack of a review and approval protocol for the information entered into the system. The sole control mechanism currently in place is that only dedicated finance team members are authorized to create the vendor master profile within the PMS.

The inclusion of Vendor Bank Account details within the vendor profile. Currently the verification process is performed manually. Implementing a vendor bank account verification process in system is essential to enhance data accuracy, and fortify the payment processing workflow within the system.

Category

Gaps / Potential Digitalisation Opportunities

Priority

Medium

Related Parties

Operations and Finance

19. Inflexibility in vendor payment management

Recommendation
<p>We recommend the new PMS to allow users to add fields to the vendor profile within the system, enabling the input of additional information required by the specific bank, such as email addresses and extended character limits for vendor names to ensure that essential data is accurately captured and transmitted and ensure compliance with bank requirements for specific payment method. We also recommend the new PMS has encryption protocols for bank files generated by the system to safeguard sensitive vendor information during transmission. To mitigate the risk of unauthorized access, maintain data confidentiality, and uphold the integrity of payment transactions.</p> <p>Furthermore, the new PMS should support a feature that users to generate payment advice to the suppliers and bulk upload of vendor payment details to the PMS to streamline the overall vendor payment operations.</p> <p>As we have recommended for the Savills can either integrate the existing e-procurement system with the new PMS or procuring the Procurement Module in the new PMS, below are our recommendations to tackle the issues spotted related to vendor bank account verification:</p> <p>If Savills decided to integration of procurement system with the new PMS: Savills should incorporate a robust vendor bank account verification protocol in the existing PMS that includes processes such as validation checks, verification steps, and controls to ensure the accuracy and legitimacy of vendor bank account details before they are added to the system.</p> <p>If Savills decided to procure the procurement module in the new PMS: Savills should ensure the new PMS has a verification protocol for vendor bank accounts in place to enhance payment security and reduce the risk of human errors.</p>

User Requirement
<ul style="list-style-type: none">• The PMS should allow user to amend the vendor profile to include additional fields for inputting supplementary information, such as increasing the character limit for payee names and descriptions• The PMS should ensure the encryption of bank files generated before they are transmitted to bank• The PMS should support payment advice generation and distribution• The PMS should support bulk upload of vendor payments via Excel• The PMS should include a vendor bank account verification process

Category
Gaps / Potential Digitalisation Opportunities
Priority
Medium
Related Parties
Operations and Finance

20. The system should include a fixed asset register function

<div>Details</div> <p>Currently, the process for recording fixed assets in the PMS involves the Finance team maintaining an Excel document containing information on fixed assets (such as Property, Plant, and Equipment - PPE). Subsequently, the team manually calculates depreciation on a straight-line basis and generates a journal voucher to record depreciation in the PMS. The manual nature of the process increases the likelihood of inaccuracies in data entry, depreciation calculations, and journal voucher generation.</p>	<div>Category</div> <p>Gaps / Potential Digitalisation Opportunities</p> <div>Priority</div> <p>Medium</p> <div>Related Parties</div> <p>Finance</p>
<div>Recommendation</div> <p>We recommend the new PMS should include a feature for fixed assets that maintains a list of fixed assets with built-in depreciation calculation logic. This enhancement would enable the system to automatically calculate depreciation and automate the posting of depreciation entries on a monthly basis. By implementing this automated process, it will streamline operations, reduce manual efforts, minimize errors, and enhance the efficiency of fixed asset management within Savills.</p>	
<div>User Requirement</div> <ul style="list-style-type: none">• The PMS should have a dedicated module or section for maintaining a comprehensive fixed asset register• The PMS should have built-in depreciation calculation logic to calculate the depreciation for fixed assets automatically with various depreciation methods (e.g., straight-line) based on business requirements• The PMS should be able to automate the posting of depreciation entries on a monthly basis	

21. Auto-pay payment files need to be manually uploaded to banks

<div>Details</div> <p>The system currently generates autopay instruction files that are downloaded to the local drive and then uploaded to the bank for automatic payment in collection. However, these payment files are in txt/excel/bank format and contain plain text data, which poses a potential risk of unauthorized manual changes. Additionally, if the files are exposed by accident, it could lead to issues with personal data leakage.</p>	<div>Category</div> <p>Gaps / Potential Digitalisation Opportunities</p> <div>Priority</div> <p>Medium</p> <div>Related Parties</div> <p>Finance</p>
<div>Recommendation</div> <p>To maintain data integrity and minimize human intervention, the manual process of generating, downloading autopay instruction files to local drives should be eliminated. Instead, the new system should include a one-click feature that generates files and sends them directly to the appropriate banks for autopay or payment functions.</p>	
<div>User Requirement</div> <ul style="list-style-type: none">• The PMS system should support a one-click feature to automatically generate and send autopay instruction files to the bank in one go (it should also keep the existing file extraction as the upload may be performed by site/IO for IO banks)• The PMS should include a delivery status feature to confirm whether payment collection files have been delivered to the banks.• The PMS should include an autopay instruction file download function for auditing purposes (i.e. downloadable files of autopay and payment instructions creates a clear audit trail, as the transparency helps both property managers and tenants understand payment histories and agreements.)	

22. Users require double entries mechanism to record deposit collection

<div>Details</div> <p>The Operations team collected the deposit at site and submit to Finance team. Currently, in the deposit recording process, the Finance team is required to execute two separate processes in Dataswift: one for creating deposit through billing process and another for payment settlement for each deposit collected. The accounting entries involved in this process are as follows: debiting accounts receivable and crediting deposits, then debiting cash and crediting accounts receivable.</p>	<div>Category</div> <p>Gaps / Potential Digitalisation Opportunities</p> <div>Priority</div> <p>Medium</p> <div>Related Parties</div> <p>Finance</p>
<div>Recommendation</div> <p>The new PMS should enable a single entry mechanism to accurately record deposit collections in the General Ledger (GL) to simplify the accounting workflow.</p> <p>The initial deposit should be recorded in the new PMS with no billing created via the Sundry Receipt Function.</p>	
<div>User Requirement</div> <ul style="list-style-type: none">• The PMS system should feature a single-entry mechanism for recording deposit collections in the General Ledger (GL)• The Sundry system should support recording of non-AR transactions.	

23. Users need to handle cheques manually

<div>Details</div> <p>Currently, the finance team needs to handle cheque processing by manually scanning the attached barcode received from landlords/tenants to read invoice numbers. The current manual barcode scanning for invoice processing is slow and creates bottlenecks in cheque processing.</p>	<div>Category</div> <p>Gaps / Potential Digitalisation Opportunities</p> <div>Priority</div> <p>Nice-to-Have</p> <div>Related Parties</div> <p>Finance</p>
<div>Recommendation</div> <p>We suggest the new PMS to leverage the Optical Character Recognition (“OCR”) technology to read the invoice number. Additionally, the new PMS should implement a Robotic Process Automation (“RPA”) solution to improve the overall efficiency of the cheque scanning process.</p>	
<div>User Requirement</div> <ul style="list-style-type: none">• The PMS should utilise OCR technology to automate the data extraction, verification, clearing, archiving, and reporting processes for cheques. Instead of relying on a barcode scanner to read invoice numbers, The PMS should automate the scanning process using Robotic Process Automation (RPA).	

5

Next steps and Roadmap

Section Overview

Roadmap for desired future functionality implementations

High level plan for additional functional requirements in the future states of the new PMS

Future IT systems linkage overview.

Summary of Desired Future Functionalities in the Future PMS

These functionalities are common in out-of-the-box PMS package software and are beneficial for operational efficiency and better internal controls. Please note that this is not an exhaustive list - only key ones are included below. The full user requirement list is included in the appendix.

- System workflow functions
- Support e-signature
- Alert and notification center
- Cater key contract terms and fee calculation methods
- Self-service analytics UI for dashboarding and tailoring report
- Sundry receipt generation
- 3-way matching mechanisms
- System integration with other Savills key operating systems
- Master data management between systems
- Support a wider range of income and expense types
- Support bulk updates
- Audit trail and logging feature
- File/ document attachment and storage feature
- Overview page
- Filter and search function based on a wide range of criteria
- Email delivery and tracking function
- Scheduled bill generation
- Legal Action Summary
- Automatic notification of late fee reminders/bills/other documents
- Encrypted bank file to upload to bank

The adoption of advanced / emerging technologies, such as OCR, RPA, AI, etc., is encouraged from the initial stage of implementation. These technologies are increasingly adopted into off-the-shelf solutions to enhance operational efficiency and strengthen internal controls. These enhancements will optimize project performance, facilitate informed decision-making, and foster a collaborative work environment conducive to achieving strategic objectives. Integrating these solutions earlier will maximise their values once the new PMS is launched.

- Automatic bank reconciliation
- Leverage the Robotic Process Automation (RPA) technology to use OCR to scan and read the text on cheques and automate the input of information into the PMS
- Ability to learn the users' operation flow and suggest potential unhandled/overdue tasks
- Automatic approval based on predefined criteria and thresholds/ AI validation of data accuracy
- Integrate with GenAI ability to generate reports based on business requirements
- Advanced data analytics on property/ tenancy/ asset management related data
- Leverage AI tool to extract information from documents
- Spell Check Function

Off-the-shelf systems are typically maintained and developed continuously by the vendor, facilitating system evolution through the incorporation of new features and functionalities that leverage emerging technologies. In the long term, it is advisable to conduct cost-benefit analyses if you consider purchasing additional features or functionalities.

Inventory Management Function on the new PMS

Feature	Property Cube	Dataswift
Inventory Management <ul style="list-style-type: none">Oversee the stocked items within the facility. This includes consumable supplies, spare parts and inventory needed for daily operations	✓	✓
Quotation (aka standard of rate) Functionality <ul style="list-style-type: none">Manage and track cost estimates for services, maintenance activities, and other facility-related expenses	✓	✓
Reporting Functionality <ul style="list-style-type: none">Create visually appealing reports and dashboards to understand key metrics such as asset performance and inventory levels	✓	

* Fault Reporting is also available for the work order management

** Property Cube also includes other functionalities. The above list only focuses on the inventory management related functions.

We **do not suggest** implementing a Inventory Management Module in the new PMS due to the following reason:

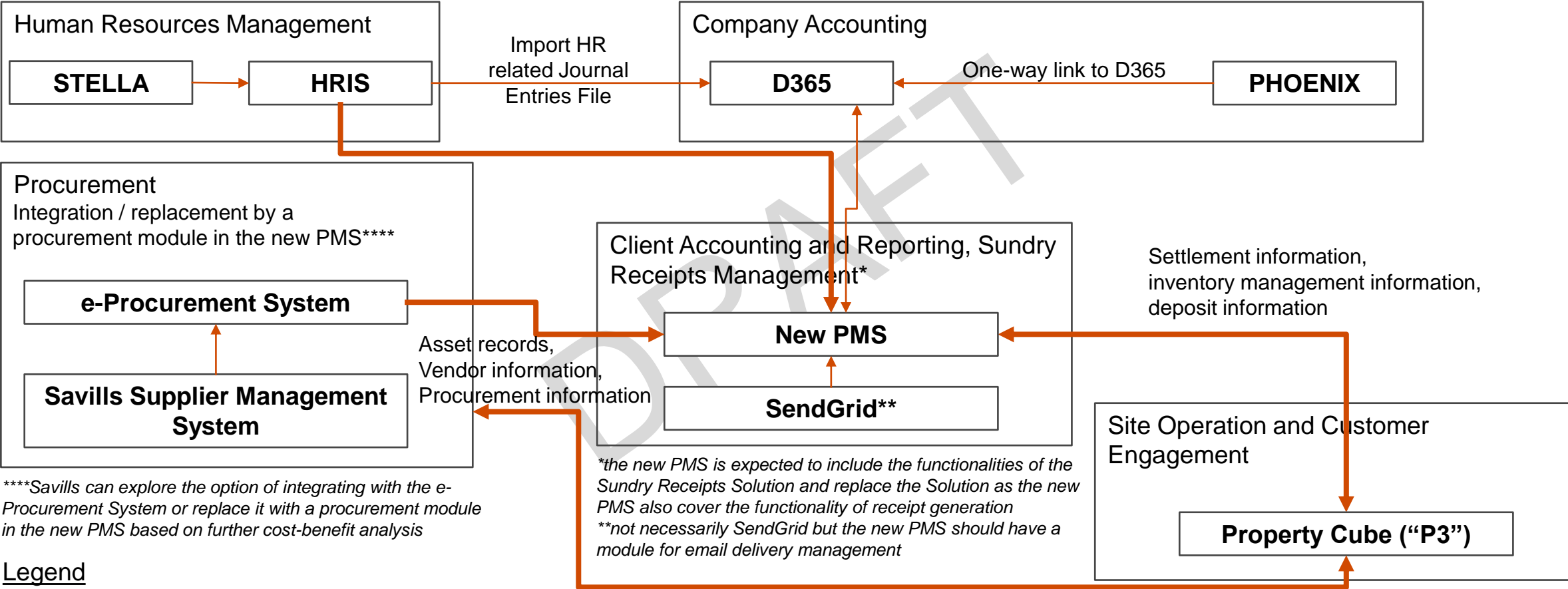
- Since Property Cube already includes all the essential modules to facilitate inventory management, implementing a new inventory management functions in the new PMS can increase the complexity of inventory management. Instead, we recommend consolidating inventory management operations into a single integrated system.

Management considerations on the procurement of the inventory management function:

- Apart from functionalities, management should also consider other factors when deciding whether or not to include the inventory management function in the future PMS. The factors include: financial impact and implications, user-friendliness, etc.

Future IT System Linkage Overview

The review revealed that there are some necessary integration and also potential system replacement opportunities. The below diagram depicts the proposed future IT system landscape within SPML and GPML.



****Savills can explore the option of integrating with the e-Procurement System or replace it with a procurement module in the new PMS based on further cost-benefit analysis

*the new PMS is expected to include the functionalities of the Sundry Receipts Solution and replace the Solution as the new PMS also cover the functionality of receipt generation
**not necessarily SendGrid but the new PMS should have a module for email delivery management

***the new PMS is not expected to have inventory management functions as it should be covered by P3



Plan for the future state PMS

Section Overview

Next steps for implementing the new PMS

Considerations beyond functional requirements

Critical Success Factors of a System Implementation Project

The consolidated points encapsulate the critical success factors for ensuring the successful selection, design, development and implementation of the new PMS.

01

Clear Project Vision and Objectives

- Ensure all stakeholders have a unified understanding and agreement on the project's vision and goals.

02

Executive Sponsorship and Support

- Obtain active support and involvement from senior management to guarantee timely resources and decision-making.

03

Comprehensive Needs Analysis

- Conduct a thorough and detailed needs analysis to ensure the selected system meets all business requirements.

04

Rigorous Vendor Selection Process

- Implement a stringent vendor selection process, including evaluating vendor qualifications, experience, and capabilities.

Effective Project Management

- Market ready, localised demo and production environments needed for priority territories

05

User Engagement and Training

- Actively involve end-users throughout the system selection and implementation process, providing comprehensive training to ensure they can effectively use the new system.

06

Data Migration and Integration Planning

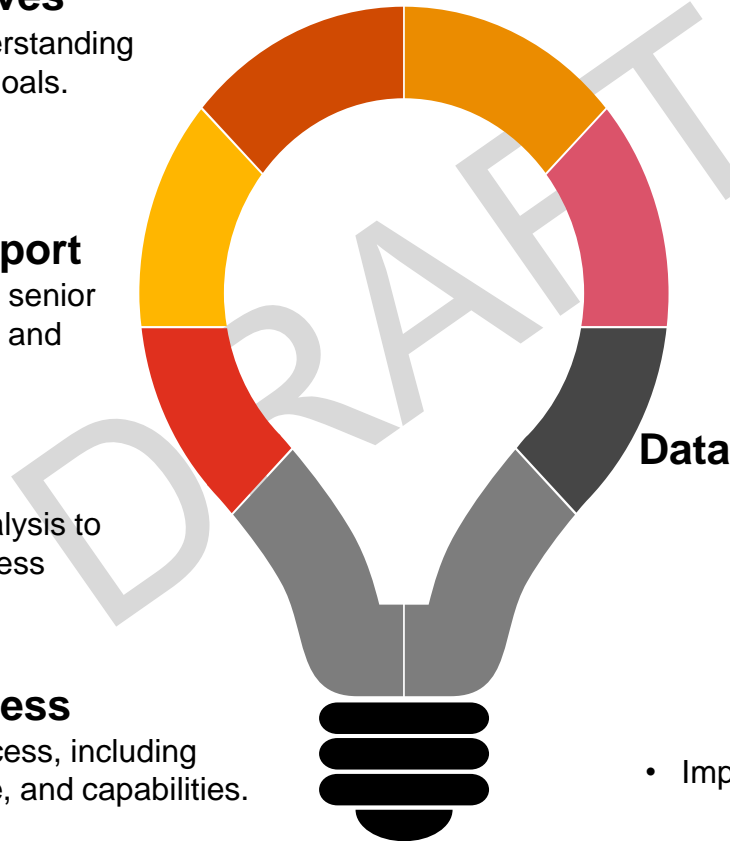
- Develop detailed plans for data migration and system integration to ensure data accuracy and consistency between old and new systems.

07

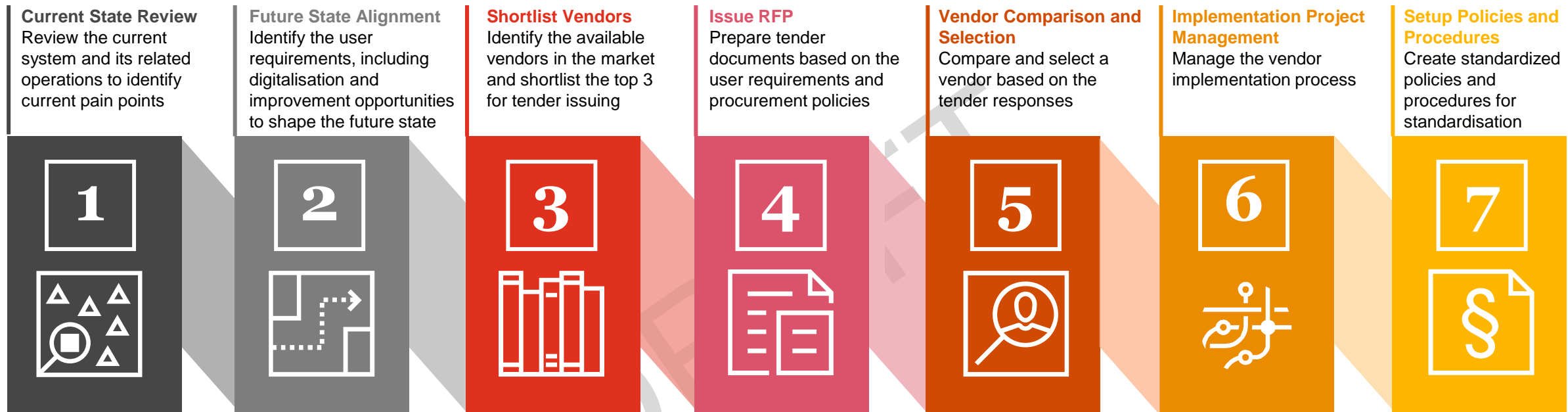
Robust Change Management and Communication

- Implement effective change management strategies to manage and minimise business impact and user resistance, and keep all stakeholders informed

08



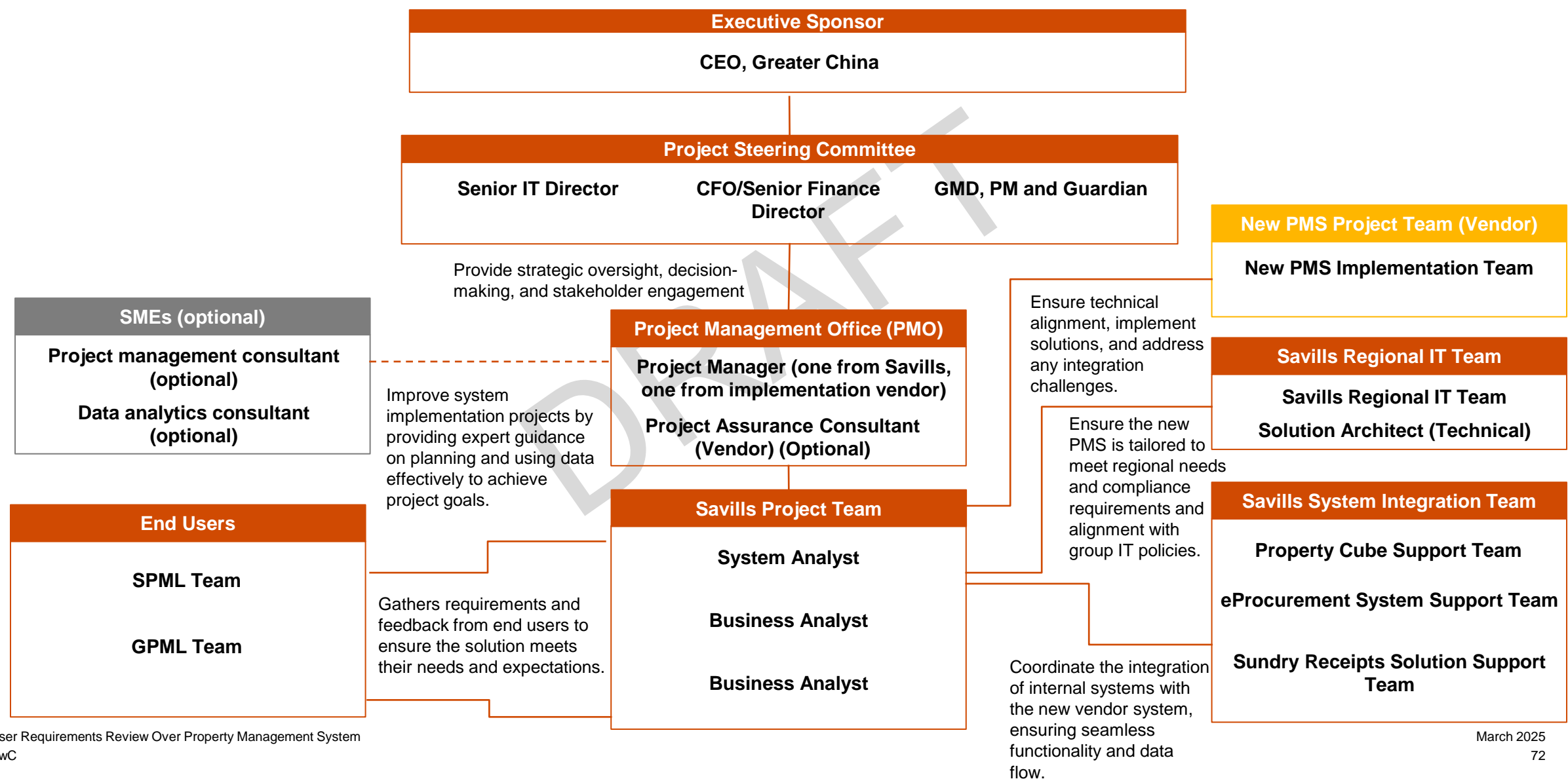
A Typical System Sourcing Project Flow



How we can help you through the process?

- | | | | | | | |
|---|---|---|---|--|---|---|
| Bring an outsider view to the current state and act as a middleman to communicate and discuss with different stakeholders | Co-create the future state with your business users to come up with a list of user requirements | Conduct market research to identify potential system vendors and shortlist top 3 (according to your procurement policy) for future tender issuing | Work with your Procurement Department to prepare tender related documents (e.g., RFP, demo scenarios) and handling vendor enquiries | Provide a third-party and neutral view on vendors' responses to tender | Provide project assurance and support over the implementation of the new PMS (e.g., UAT test cases review, assess training materials, perform stage / health check, etc.) | Work with management to align on policies and work with business teams to setup standardized procedures |
|---|---|---|---|--|---|---|

Proposed PMS Implementation Project Team Structure



Effective Team Structure for new PMS Implementation Project at Savills

Role	Responsibilities	Rationale
Project Steering Committee - Senior IT Director - CFO/Senior Finance Director - GMD, PM and Guardian	<ul style="list-style-type: none"> Ensure the project aligns with organisational goals. Establish and enforce project policies and standards. Make key project decisions and resolve conflicts. Review progress, milestones, and budget. Approve budget and ensure adequate resources. 	Ensures that the project aligns with the organisation's strategic vision and has the necessary support.
Project Manager	<ul style="list-style-type: none"> Oversee the entire system replacement project. Act as the primary contact with the vendor. Manage timelines, budgets, and deliverables. Facilitate communication among stakeholders. 	Acts as the central point of contact, ensuring that the project is executed on time and within budget.
Project Assurance Consultant (Vendor) (Optional)	<ul style="list-style-type: none"> Advise on industry best practices Assist in project planning and strategy Provide a third party opinion on the implementation (e.g. whether requirements are met, etc.) 	Brings specialised knowledge to guide the project, enhancing its quality and effectiveness.
Solution Architect (Technical)	<ul style="list-style-type: none"> Oversee infrastructure/network architecture and security Ensure technical alignment with group IT policies 	Responsible for technical direction and ensuring that the solution meets all technical requirements.
System Analyst	<ul style="list-style-type: none"> Analyse the technical requirements Provide technical advise of system integration between internal systems and the new system 	Bridges the gap between business needs and technical implementation, ensuring clarity in specifications.
Business Analyst (x2)	<ul style="list-style-type: none"> Gather and document business requirements Analyse current processes and propose improvements Facilitate communication between stakeholders (solution analyst and end users) Create user acceptance testing (UAT) test cases, perform UAT and UAT test results 	Ensures that the system meets the actual business needs and enhances operational efficiency.
Finance Staff / Operations Staff - SPML Representatives - GPML Representatives	<ul style="list-style-type: none"> Provide insights on finance / operation workflows Ensure financial compliance Conduct UAT to ensure that the system meets all specified requirements and functions correctly from the end-user perspective. 	Key to aligning the new system with existing operations and ensuring that users are comfortable with it.
Regional IT Team	<ul style="list-style-type: none"> Ensure the new PMS is tailored to meet regional needs and compliance requirements and alignment with group IT policies. 	Ensures that the implementation meets local requirements and provides technical support post-launch.
Savills System Integration Team - Property Cube Support Team - eProcurement System Support Team - Sundry Receipts Solution Support Team	<ul style="list-style-type: none"> Facilitate integration with existing systems (Property Cube, eProcurement System and Sundry Receipts Solution) Ensure accurate data migration 	Vital for ensuring that the new system works seamlessly with current systems, minimizing disruptions.
SMEs (Subject Matter Experts) (Optional)	<ul style="list-style-type: none"> Project Management Consultant: Guide project methodologies and practices Data analytics consultant: Design dashboards and perform data analytics to support decision-making 	Ensures the system is aligned with best practises and meets specific needs of different departments, enhancing data-driven decisions.

Project Team Structure for PMS Implementation Aligned with Industry Standards

Our suggested project team structure for the Property Management System (PMS) implementation is based on industry standards and best practices. By following guidelines from recognised organisations like the Project Management Institute (PMI) and Information Technology Infrastructure Library (ITIL), we ensure an effective approach that promotes teamwork and smooth system transition, leading to successful project outcomes.

Project Management Institute (PMI)

Description:

- The Project Management Institute (PMI) is a leading professional organisation for project managers, known for its Project Management Body of Knowledge (PMBOK), which outlines standardised project management practices and frameworks.
- The PMBOK Guide emphasises the importance of defining roles and responsibilities clearly within a project team. It introduces the concept of a RACI matrix (Responsible, Accountable, Consulted, Informed) to clarify who is responsible for what tasks.

Application to Scenario:

- Project Manager would be accountable for the overall project success, coordinating between the vendor and Savills.
- Business Analysts would be responsible for gathering requirements and ensuring stakeholder needs are met.
- Finance and Operations Staff would be consulted to provide insights on their respective areas, ensuring that the new system aligns with financial and operational goals.



Information Technology Infrastructure Library (ITIL)

Description:

- ITIL is a framework for IT service management that provides best practices for aligning IT services with the needs of the business. It focuses on delivering value through effective service management processes.
- ITIL emphasises the importance of planning and managing the transition of new services into the operational environment. This includes defining roles such as change managers, service managers, and support staff.

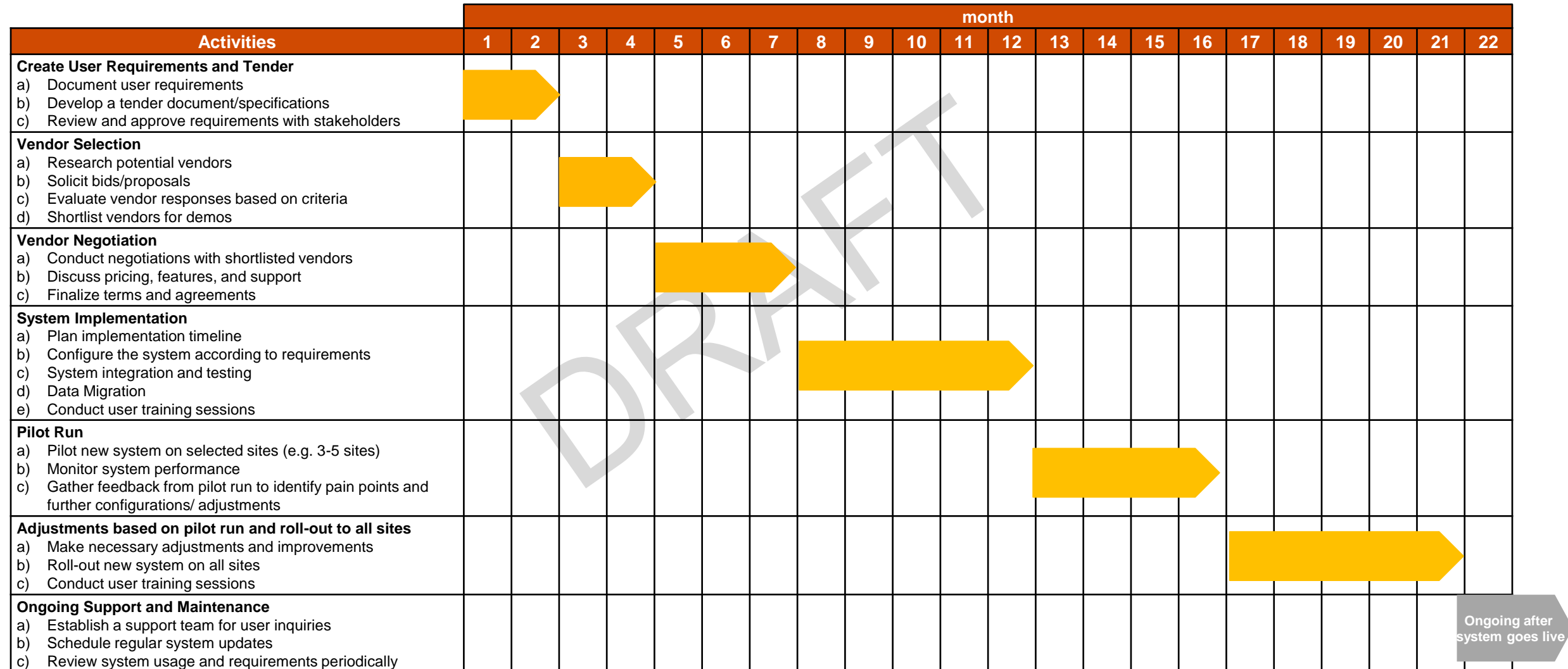
Application to Scenario:

- IT Support Staff would play a crucial role in integrating the new PMS with the existing P3 system, ensuring that technical aspects are managed effectively.
- User Training Coordinator would be responsible for developing training programs to ensure that all users are comfortable with the new system, which is critical in the ITIL framework for service success.



Identify Key Next Steps for Management's Reference

The timeline below outlines a proposed roadmap and the next steps following the collection of user requirement content from the consultant.



Considerations Beyond Functional Requirements (Cont'd)

Apart from the user requirements, the issuance of RFP also includes other considerations including:

Maintenance & Support Model

- **What is the new PMS provider and/or implementation partner's post-implementation maintenance support model/services?**
 - Savills should ensure a post-implementation support period of at least 3 months is included as part of the implementation project to address issues identified and any concerns after the providers are "off-site".
- **Should Savills setup an internal support team for the first level of support.?**
 - After completion of the implementation project, servicer provider will no longer exist for the first tier operational support. When there is a issue raised, should user contact the support provider or there is internal support team who has the basic technical capability to provide the first tier support would definitely affect the how much the business impacted.
- **What is the new PMS provider's Business As Usual (BAU) maintenance support model/services?**
 - It is common that the solution does not directly implemented by technology vendor, but a implementation partner. So when there is a bug/issue identified, how the issue ticket be raised and supported should be discussed and agreed, e.g. Service level agreement, prioritise the business impact, Maintenance coverage, cost and fee.

Cost

- **What is the solution pricing model for continued operational costs and for additional users or increased record volumes?**
 - No matter using SaaS or not, the solution price involves licenses. It can be a combination of different factors, e.g. number of users, data volume, perpetual or annual subscription cost, data retrieve interval, development site license and so on. Savills should base on the expected usage and business scenario to figure out the cost impact.

End User Training and Reference Materials

- **Will the new PMS provider or implementation partner provide training to users?**
 - For the implementation to be successful, users must be willing to use and adopt the new PMS. Providing adequate training that is suitable for the role they will have will be critical to equipping staff with the right knowledge.
- **Further to training, will the new PMS provider supply reference materials and support forums to users?**
 - Many providers have online forums and platforms for its clients to ask new questions, find information from answered questions and access guidance materials on using the new PMS. This will be helpful for Business As Usual (BAU) usage of the new PMS after implementation.

Migration of Existing Data

- **Does the new PMS provider or implementation partner have the tools and/or capabilities to migrate existing records from different systems?**
 - This would be important to reduce the amount of effort required for all records that already exist in the EDMS or ParaDM. Key questions to consider include: Will all the existing record attributes/information be retained and migrated after the migration/conversion process? How long will the migration down-time be (seamless, one day, one week)?

Tailored Support for the new PMS on Tender Preparation

Combining and adjusting the format and presentation of the list of user requirements and system detailed design from the previous stages, PwC will work with Savills on the RFP according to Savills's procurement policies.

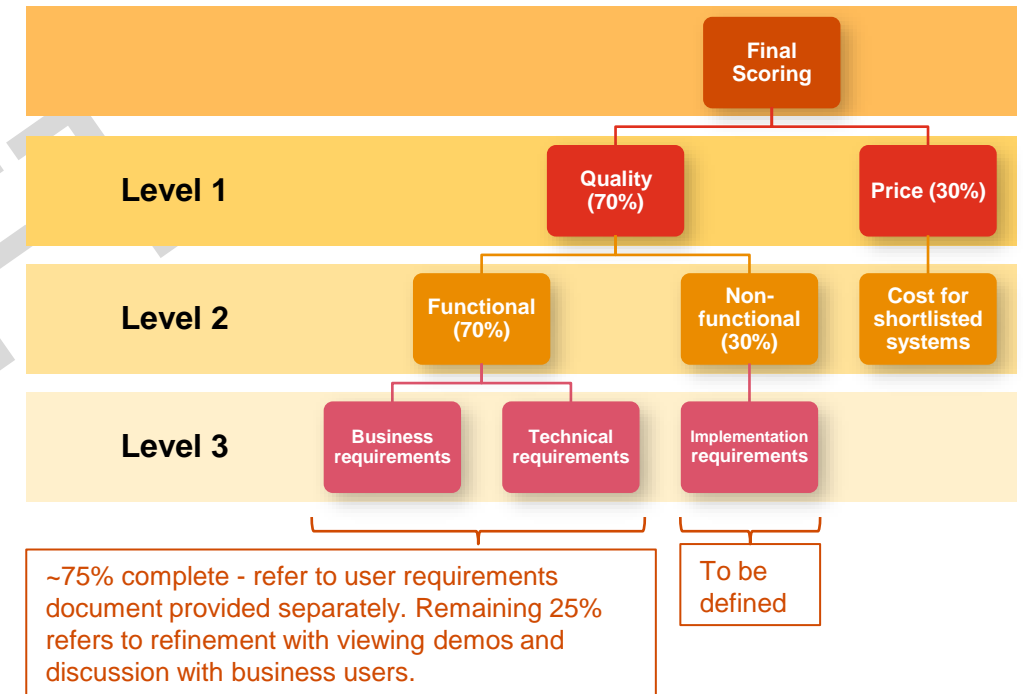
Apart from the user requirements, the issuance of RFP also includes other considerations including:

- Vendor evaluation framework
- Vendor presentation agenda and demo case scenarios preparation
- Non-functional specifications
- Data migration considerations
- System security requirements
- Vendor team requirements and qualifications
- Implementation and on-going maintenance and support
(to be further elaborated in the following slides)

Agree evaluation framework

- Discuss with key stakeholders to understanding the priority and urgency of different business requirements gathered in the previous phase.
- Facilitate stakeholder to agree with a weighted evaluation framework based on the short, medium and long term business plan. The following is some common example of the weighted evaluation layer that Savills can consider:
 - Quality vs Price
 - Functional Requirements vs Non-Functional Requirements
 - Across various Functional Requirements
 - Across various Non-Functional Requirements
- Document the evaluation criteria according to key stakeholders' needs

A typical weighted evaluation framework should be developed. The evaluation elements should include both functional and non-functional requirements, together with the price weighing.



We recommend in giving each requirement a scaled score using the MoSCoW method (a prioritisation method commonly used in project management or product development):

- **3: Must have:** non-negotiable solution functions/features
- **2: Should have:** important functions/features that add value, but not considered critical
- **1: Could have:** nice-to-have functions/features
- **0: Won't have:** functions/features that have little to no impact



Appendix

Section Overview
Executive Summary – Priority Definition
Supporting Documents
Assignment Limitations

Executive Summary – Priority Definition

Executive Summary – Priority Definition

We have assigned an implementation priority to each of the improvement requests, based on our assessment of their relative importance to the new property management system and industry good practices.

Priority	Definition
High	Features that are essential and critical for the new PMS. These are fundamental requirements that <u>must be addressed to ensure the system functions effectively, meets user needs, and aligns with industry standards and best practices</u> . Failure to implement compulsory priorities may lead to significant operational inefficiencies, compliance issues, or limitations in achieving the desired outcomes of the system.
Medium	Features that are important but not critical for the immediate effectiveness of the new PMG. These features provide significant benefits and improvements to the user experience and system efficiency, but their absence does not severely impact core functionalities. <u>Neglecting these features may lead to missed optimization opportunities or competitive advantage</u> .
Nice-to-Have	Features that are desirable but not essential for the immediate functionality or effectiveness of the new PMS. These enhancements are considered beneficial additions that can enhance user experience, efficiency, or system performance beyond the core requirements. Nice-to-have features' implementation <u>can be deferred or considered after addressing compulsory priorities</u> to ensure the essential aspects of the system are in place first.

Supporting Documents

Master Management Supporting Documents

New Instruction Information Form

New Instruction Information

To : MD, SD, D's, FIN, QT&SS, ADM, Service Desk	
New Instruction details	
Property Name (In English)	: Mount Pokfulam
Property Name (In Chinese)	: NIL
Address (In English)	: Nos. 86A-86G, Pok Fu Lam Road, Mid-Levels West, Hong Kong
Address (In Chinese)	: 香港西半山薄扶林道 86 號 A 至 G
Property Code	: To be confirmed
Type of Property	: Residential
Year of Completion	: March 2024
Year Built	: -
Description	: Pre-Management & Property Management
Gross Floor Area (s.f)	: Approx. 31,500 sq. ft.
No. of Blocks	: 7 blocks
No. of Units	: 7 houses
No. of Car Park	: 2 garages per house
Commencement Date	: 23 March 2024
Type of Management	: DMC Manager
Client's Name	: Rich United Limited
Responsible D/M	: Catherine Wong / Karmen Lo
Name of On-site In-charge	: 1 APM
Number of On-site Staff	: 1 Butler, 1 SCSA, 4.5 CSA
Managers Remuneration	: Please refer to BD Report
DMC Date (If Applicable)	: To be confirmed

Savills Property Management Limited



Page 1 of 3

Ref :	PM/SF/011
Status :	Issue 5/Rev 0
Date :	30 Sep 2017



Management Fees per Month	: HK\$288,000
Insurance Arranged	: PL / PAR (Under Savills Master Policy)
Payee (Tenancy Management)	: N/A
(Building Management)	: Savills Property Management Limited
Dataswift Scenario No.	:
Budget	: *Indicative / Approved / To be forwarded later
Date of Financial Year Ended	: 31 March

* Delete as appropriate

To : MD, SD, D's, FIN, QT&SS, ADM, Service Desk			
Is Audit Required : Yes / No			
Prepared By:	Karmen Lo 	(AD)	Date: 4 March 2024
Reviewed By:	Catherine Wong 	(DMD)	Date: 4 March 2024

* Delete as appropriate

Ref :	PM/SF/011
Status :	Issue 5/Rev 0
Date :	30 Sep 2017



Attachment 1

TENANCY MANAGEMENT (FOR EACH PROPERTY)		
\$10,000 or below	5.2%	\$800.00
Minimum Charges		
\$10,001 - \$25,000	5%	
\$25,001 - \$35,000	4.5%	
\$35,001 - \$50,000	4%	
\$50,001 or above	3.5%	
MANAGEMENT CHARGES FOR VACANT PREMISES		
Vacant Premises	\$300 / month	*Payable after the property is vacant for 60 days
FOR LEASE		
Newly Leased	Service Charges (New Rental)	100%
Renewal of Lease	Service Charges (Renewed Rental)	25%
Tenancy Preparation (Standard Format)		\$1,000.00
FOR SALE		
Successfully Sold	Commission	1% of Transacted Price
REPAIR SERVICE (OPTIONAL)		
For the total contract sum -		
\$5,000 or below	Free of Service Charge	
\$5,001 or above	5.9% of contract sum	

Master Management Supporting Documents

Property Import File Template Excel Sheet

Ref	Check Duplicate (Unit Code)	Tenant Name	Property Code	Building	Floor	Pad 0 (Flat	Flat	Pad 0 (Flat	Unit Type	Unit Name	Unit Code	Unit Address 1	Unit Address 2	Unit Address 3
12120100G0010	1		1212	01	0G	00G	0010	0010	COMMERCIAL	Shop 1, G/F	12120100G0010	Golden Resources Tower	218 Jaffe Road	Wanchai, Hong Kong
1212010010010	1		1212	01	01	001	0010	0010	COMMERCIAL	Shop 1, 1/F	1212010010010	Golden Resources Tower	218 Jaffe Road	Wanchai, Hong Kong
1212020030010	1		1212	02	03	003	0010	0010	COMMERCIAL	Office 1 & Flat Roof, 3/F	1212020030010	Golden Resources Tower	218 Jaffe Road	Wanchai, Hong Kong
1212020030020	1		1212	02	03	003	0020	0020	COMMERCIAL	Office 2 & Flat Roof, 3/F	1212020030020	Golden Resources Tower	218 Jaffe Road	Wanchai, Hong Kong
1212020030030	1		1212	02	03	003	0030	0030	COMMERCIAL	Office 3 & Flat Roof, 3/F	1212020030030	Golden Resources Tower	218 Jaffe Road	Wanchai, Hong Kong
1212020030040	1		1212	02	03	003	0040	0040	COMMERCIAL	Office 4 & Flat Roof, 3/F	1212020030040	Golden Resources Tower	218 Jaffe Road	Wanchai, Hong Kong
1212020050010	1		1212	02	05	005	0010	0010	COMMERCIAL	Office 1, 5/F	1212020050010	Golden Resources Tower	218 Jaffe Road	Wanchai, Hong Kong
1212020050020	1		1212	02	05	005	0020	0020	COMMERCIAL	Office 2, 5/F	1212020050020	Golden Resources Tower	218 Jaffe Road	Wanchai, Hong Kong
1212020050030	1		1212	02	05	005	0030	0030	COMMERCIAL	Office 3, 5/F	1212020050030	Golden Resources Tower	218 Jaffe Road	Wanchai, Hong Kong
1212020050040	1		1212	02	05	005	0040	0040	COMMERCIAL	Office 4, 5/F	1212020050040	Golden Resources Tower	218 Jaffe Road	Wanchai, Hong Kong
1212020060010	1		1212	02	06	006	0010	0010	COMMERCIAL	Office 1, 6/F	1212020060010	Golden Resources Tower	218 Jaffe Road	Wanchai, Hong Kong
1212020060020	1		1212	02	06	006	0020	0020	COMMERCIAL	Office 2, 6/F	1212020060020	Golden Resources Tower	218 Jaffe Road	Wanchai, Hong Kong
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1212020070010	1		1212	02	07	007	0010	0010	COMMERCIAL	Office 1, 7/F	1212020070010	Golden Resources Tower	218 Jaffe Road	Wanchai, Hong Kong
1212020070020	1		1212	02	07	007	0020	0020	COMMERCIAL	Office 2, 7/F	1212020070020	Golden Resources Tower	218 Jaffe Road	Wanchai, Hong Kong
1212020070030	1		1212	02	07	007	0030	0030	COMMERCIAL	Office 3, 7/F	1212020070030	Golden Resources Tower	218 Jaffe Road	Wanchai, Hong Kong
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1212020100030	1		1212	02	10	010	0030	0030	COMMERCIAL	Office 3, 10/F	1212020100030	Golden Resources Tower	218 Jaffe Road	Wanchai, Hong Kong
1212020100040	1		1212	02	10	010	0040	0040	COMMERCIAL	Office 4, 10/F	1212020100040	Golden Resources Tower	218 Jaffe Road	Wanchai, Hong Kong
1212020110010	1		1212	02	11	011	0010	0010	COMMERCIAL	Office 1, 11/F	1212020110010	Golden Resources Tower	218 Jaffe Road	Wanchai, Hong Kong
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1212020110040	1		1212	02	11	011	0040	0040	COMMERCIAL	Office 4, 11/F	1212020110040	Golden Resources Tower	218 Jaffe Road	Wanchai, Hong Kong

Unit

Lease

Client

+

⋮

⏪

Master Management Supporting Documents

Sample Tenancy Agreement Template

This Agreement made on
in the Tenancy Particulars.

and between the parties specified

Witnesses as follows:

1 Definitions and Interpretation

In this Agreement unless the context otherwise requires:

1.1 Tenancy Particulars

All references to “**Tenancy Particulars**” in this Agreement are to the Tenancy Particulars in Schedule 1 and where appropriate, the descriptions and terms set out therein. The terms and descriptions in the Tenancy Particulars shall bear the same meanings when used elsewhere in this Agreement.

1.2 Definitions

“**Adjoining Property**” means any adjoining or neighbouring premises in which the Landlord or a Group Company of the Landlord holds or shall at any time during the Term hold an interest;

“**Adjoining Lot**” means the land upon which an Adjoining Property is constructed;

“**Agreement**” means this Agreement and any document supplemental to it or entered into pursuant to it;

“**Air-conditioning Charge**” means the air-conditioning charge referred to in the Tenancy Particulars;

“**Base Rent**” means the base rent referred to in the Tenancy Particulars;

“**Building**” means the building described in the Tenancy Particulars, and includes any part of it and any alteration or addition to it or replacement of it;

“**Common Parts**” means the entrances, passages, accesses, lifts, escalators, toilets, car parking, loading and unloading and other areas of the Building and the Lot from time to time designated by the Landlord and/or the Manager for common use by the owners and occupiers of the Building;

“**Conduit**” means any existing or future media for the passage of substances or energy and any ancillary apparatus attached to them and any enclosures for them;

“**Deed of Mutual Covenant**” means the deed of mutual covenant and/or sub-deed of mutual covenant in respect of the Lot and the Building and/or other similar instruments providing for the management and maintenance of the Building and the rights, interests and obligations of owners and/or occupiers of the Building which may at any time or from time to time be entered into by the Landlord;

“**Deposit**” means the cash deposit and/or the bank guarantee (as the case may be) referred to in the Tenancy Particulars;

“**Government**” means the Government of Hong Kong;

“**Government Rates**” means the Government rates referred to in Clause 4.3 and the Tenancy

Particulars;

“**Government Lease**” means the government lease or conditions or other like documents (as the case may be) under which the Premises are being held and shall include any subsequent extensions, variations or modifications thereto;

“**Group Company**” means a company which is a subsidiary, holding company or subsidiary company of such holding company within the meaning of the Companies Ordinance (Chapter 622 of the Laws of Hong Kong);

“**Hong Kong**” means the Hong Kong Special Administrative Region of the People's Republic of China;

“**Imminent Connection to Building Services**” means any specific part(s) of the approved works (including approved alteration) of the Premises regarding (i) electricity; (ii) air-conditioning; (iii) fire services which works involve the imminent connection to and/or disconnection from the building services of the Building requiring the use of the Nominated Contractors;

“**Landlord**” means the person so named in the Tenancy Particulars and where the context so permits, includes its successors in title and any other person entitled to the immediate reversion to this Agreement and assigns;

“**Lot**” means the land upon which the Building is erected and where applicable, as more particularly described in the Tenancy Particulars;

“**Management Charge**” means the management charge referred to in the Tenancy Particulars;

“**Management Rules and Regulations**” means the handbook and/or the rules and regulations from time to time imposed or adopted by the Landlord and/or the Manager governing and regulating the use, occupation, management, maintenance and environmental control of the Building and all or any facilities therein and such rules and regulations shall be supplementary to the terms and conditions contained in this Agreement but shall not in any way derogate from such terms and conditions;

“**Manager**” means the manager of the Building as from time to time appointed by the Landlord to manage the Building (or such parts thereof) on behalf of the Landlord;

“**month**” means a Gregorian calendar month;

“**Nominated Contractors**” means the maintenance contractor(s) and/or consultant(s) from time to time nominated by the Landlord and/or the Manager to maintain the building services of the Building;

“**Normal Business Hours**” means the normal business hours of the Building as described in the Tenancy Particulars;

“**Order**” means any demolition or closure order on the Premises or the Building issued by a competent authority;

“**Permitted Use**” means the permitted use referred to in the Tenancy Particulars;

“**Premises**” means the premises described in the Tenancy Particulars and any part of them and includes:

- (i) the floorboards, screed, plaster and other finishes on the floors, walls, columns and ceilings, and all carpets;

- (ii) the raised floors and false ceilings (including light fittings), and the voids between the ceilings and false ceilings and the floor slab and the raised floors;
- (iii) non-load-bearing walls and columns in the premises and one half of the thickness of such walls dividing the premises from other parts of the Building;
- (iv) all doors and windows and their frames, glass and fittings;
- (v) all Conduits, plant and machinery within and solely serving the same;
- (vi) all Landlord's fixtures and fittings;
- (vii) all alterations and additions whether or not erected by the Tenant;

but excludes:

- (i) all structural and external parts of the Building;
- (ii) all Conduits, plant and machinery serving other parts of the Building;

“**Promotion Levy**” means the promotion levy referred to in the Tenancy Particulars;

“**Rent**” means the Base Rent and/or Turnover Rent stated or referred to in the Tenancy Particulars, as the case may be;

“**Tenant**” means the person so named in the Tenancy Particulars, and where the context so permits, includes its licensees, invitees, employees, contractors, customers and other persons authorised by it;

“**Tenant's Contractors**” means the contractor(s) and/or consultant(s) from time to time appointed by the Tenant and approved by the Landlord and/or Manager (such approval shall not be unreasonably withheld) to carry out any approved works of the Premises including but not limited to decoration, fitting out works, connection or disconnection of drainage and plumbing services. For the avoidance of doubt, the Tenant's Contractors shall not carry out any works that involves the Imminent Connection to Building Services;

“**Term**” means the term specified in the Tenancy Particulars and any extension or continuation thereof with the consent of the Landlord;

“**Turnover Rent**” means the turnover rent referred to in the Tenancy Particulars;

“**Turnover Rent Payment Date**” means the fifteenth (15th) day of each month.

1.3 Interpretation

1.3.1 If the Tenant is more than one person then their covenants are joint and several;

1.3.2 Any reference to an ordinance includes any modification, extension or re-enactment of it and any orders, regulations, directions, schemes and rules made under it;

1.3.3 Any covenant by the Tenant not to do any act or thing includes an obligation not to permit or suffer such act or thing to be done;

1.3.4 If the Landlord reserves rights of access or other rights over or in relation to the Premises then those rights extend to persons authorised by it;

1.3.5 References to the “**act or default of the Tenant**” include:

- (i) acts or default or negligence of any undertenant, or of anyone at the Premises with the Tenant's or any undertenant's permission or sufferance; or



2

(TO - SD)

1 (renewal) for Shop
218.04

3

(TO - SD)

TA (renewal) for Shop
2018.04

4

(TO - SD)

Master Management Supporting Documents

Sample DMC Agreement Template

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Project Actuate Too_DMC
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Actuate Too: DMC
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Master Management Supporting Documents

Sample Data Entry Request Form

Data Entry Request Form (New Property)

Please complete the form for create new property in DataSwift v2.0

Property Details

Managed By	: Savills Property Mgt Ltd / Savills Residence Ltd / BTHK Property Mgt Ltd Savills Billion Property Mgt Ltd / Savills Property Mgt (Macau) Ltd
Property code	:
Property Name (In English)	:
Property Name (In Chinese)	:
Property Address (In English)	:
Property Address (In Chinese)	:
Management Type	: Tenancy / Property / Building / Asset and Facilities / Asset Management
Building Type	: Residential / Commercial / Industrial
e-payment	: Yes / No
Portfolio	: (If IOC, Please advise Chariman/Contact details)
Contract Start Date	: Financial Year End :
In-charged PM	: In-charged PO :
In-charged (Finance Dept.)	:

Landlord Details

Landlord Type	: Single-owned / Mutil-owned
Landlord name (if single owned)	:
Contact	:
Tel	:
Address	:

Recurring Charge

e.g. Management Fee, Rent etc.

1. Charge Item	: Building : Cost Centre :
Bill to	: Tenant / Occupant / Landlord
Pay to	: Savills / Landlord / Third_Pary (To be confirmed by AIC of Finance Dept)

Pay to	: Savills / Landlord / Third_Pary (To be confirmed by AIC of Finance Dept)
Name of Third_Party	:
3. Charge Item	: Building : Cost Centre :
Bill to	: Tenant / Occupant / Landlord
Pay to	: Savills / Landlord / Third_Pary (To be confirmed by AIC of Finance Dept)
Name of Third_Party	:

Please pass this form with the following document(s) to PM Service Desk

1. Tenancy schedule if the property is under tenancy management and/or
2. Owner list if the property is under common area management.

#####

Billing and Collection Supporting Documents

Sample Payment Advice (debit note)



Guardian Property Management Limited

佳定物業管理有限公司

Peninsula Centre Management Office
Basement, 67 Mody Road, TSTE, Kln.
Tel : 2369 4625 Fax : 2311 6917
Email : info@savilsguardian.com.hk
PMC licence (C-736281)



九龍尖沙咀東部地產67號半島中心地庫管理處
電話 : 2369 4625 傳真 : 2311 6917
電郵 : info@savilsguardian.com.hk
物業公司牌照 (C-736281)

PAYMENT ADVICE

付款通知單

Galloway Estate Ltd
C/O Area SHE
1/F Room 105,
Peninsula Centre
67 Mody Road, Tsimshatsui Kowloon

DATE日期 : 01/07/2024
PAYMENT ADVICE NO.付款通知單編號: G014I071127
ACCOUNT NO.帳戶編號: G014000010005
ePAYMENT NO.電子付款編號: 0140000005599
物業單位名稱 DESCRIPTION OF PROPERTY
Peninsula Centre, 1/F Room 105

Description 帳項說明	Period 期間	Amount 款項 HK\$
 <div>Balance Brought Forward 承上月金額</div>		
 <div>Overdue Amount 當欠款項</div>		
Management Fee 管理費	01/06/2024 - 30/06/2024	1,884.00
Air Conditioning 冷氣費	01/06/2024 - 30/06/2024	721.00
		2,605.00
<div>Current Amount 本月款項</div>		
Management Fee 管理費	01/07/2024 - 31/07/2024	1,884.00
Air Conditioning 冷氣費	01/07/2024 - 31/07/2024	721.00
		2,605.00

Payment after 30/06/2024 has not been taken into account
此帳單在 30/06/2024 日截數

Account Balance B/F 承上月金額	\$2,605.00
Current Amount 本月金額	\$2,605.00
Account Balance 帳目結餘	\$5,210.00
Payable Amount 應繳款項	\$5,210.00

Interest and collection charges will be levied on overdue accounts in accordance with Deed of Mutual Covenant
逾期帳項將按《大廈公契》加徵利息及手續費。

PAYMENT METHODS

1. BY AUTOPAY
Payment made will be reflected in the bank statement, no separate receipt will be issued.
2. BY CHEQUE
Crossed cheque should be made payable to
Guardian Property Management Limited-Peninsula Centre
and posted with remittance slip to the above address or in person to the Management Office.
Post-dated cheque will not be accepted.
3. BY PPS
Please call 18031 for bill payment. Merchant Code is 6215.
Via internet at www.ppehk.com
4. BY AlipayHK
Pay through mobile app AlipayHK
5. BY FASTER PAYMENT SYSTEM (FPS)
Use Mobile Banking App to scan the FPS Payment QR code

繳費方式
1. 自動轉帳
銀行月結單已列明付款細節，本公司不另發收據。
2. 劃線支票
劃線支票抬頭請寫
佳定物業管理有限公司-半島中心
並請同此付款回條郵寄上述地址或親身往管理處繳交。隔票不予接納。
3. 滙豐銀
滙付帳單請電18033。商戶編號為 6215。
經互聯網登入www.ppehk.com
4. 支付寶香港
以支付寶香港流動應用程式繳交。
5. 轉數快
使用銀行流動應用程式掃描轉數快二維碼。

PLEASE RETURN THIS REMITTANCE SLIP WITH YOUR PAYMENT 請將此回條連同付款一併交回本公司

DATE 日期 : 01/07/2024
PAYMENT ADVICE NO.付款通知單編號: G014I071127
ACCOUNT NO. 帳戶編號: G014000010005
PAYABLE AMOUNT 應繳款項: \$5,210.00

REMITTANCE SLIP
付款回條



Manual Reconciliation of Financial Records

Sample of Excel Sheet Calculation

Income And Expenditure Account						
Name of Building	The Portofino					
Cost Centre		Monthly				
Base Period		07/2023	08/2023	09/2023	10/2023	11/2023
		HK\$	HK\$	HK\$	HK\$	HK\$
INCOME	收入					
Management Fee	管理費	927,120.00	927,120.00	927,120.00	927,120.00	927,120.00
Car Park Management Fee	車位管理費	40,260.00	40,260.00	40,260.00	40,260.00	40,260.00
		967,380.00	967,380.00	967,380.00	967,380.00	967,380.00
Sundry Income	其他					
Bank Interest Income	銀行利息收入	1,959.80	1,241.97	3,353.55	4,735.29	5,026.11
Electricity Charges	電費收入	150.00	150.00	150.00	150.00	150.00
Transmitting Equipment Licence Fee	牌照費	3,965.50	3,965.50	3,965.50	3,965.50	3,965.50
Sundry Income	其他	331.13	1,362.72	204.92	100.00	1,423.49
		6,406.43	6,720.19	7,673.97	8,950.79	10,565.10
TOTAL INCOME	總收入	973,786.43	974,100.19	975,053.97	976,330.79	977,945.10
EXPENDITURE	支出					
Staff Costs	員工開支					
Basic Salaries	員工開支	451,757.87	436,248.97	445,755.64	403,847.30	452,094.56
Bonus	年賞	29,955.00	29,955.00	29,955.00	29,955.00	29,955.00
Long Service Payment	長期服務金	-	-	-	-	-
MPF	強積金	15,866.46	14,434.37	22,733.22	17,608.17	17,988.57
Staff Recruitment	員工招聘	-	-	-	-	-
Uniform & Laundry	制服及洗熨	2,370.00	-	-	1,114.00	800.00
Security Guards	保安員開支	43,700.00	25,468.19	18,090.90	19,950.00	20,900.00
		543,649.33	506,106.53	516,534.76	472,474.47	521,738.13
Cleaning Charges	清潔費					
Cleaning Charges	清潔費	88,200.00	88,200.00	88,200.00	88,200.00	88,200.00
Pest Control	滅蟲	5,645.00	8,145.00	8,145.00	8,145.00	8,145.00
Cleaning Material & Equipment	清潔用品	-	6,700.00	-	-	-
		93,845.00	103,045.00	96,345.00	96,345.00	96,345.00
Contract Maintenance	合約保養					
Doorphone / Intercom System Maintenance	對講機保養	2,666.67	2,666.66	2,666.67	2,666.67	2,666.66
Lift Maintenance	升降機/電梯保養	12,200.00	12,200.00	12,200.00	12,200.00	13,200.00
Air Conditioning Maintenance	冷氣系統保養	6,298.00	6,849.00	6,849.00	6,849.00	6,849.00
Fire Services Maintenance	防火設施系統保養	2,475.00	-	-	2,475.00	-
CCTV System Maintenance	保安系統保養	5,060.00	5,060.00	5,060.00	5,060.00	5,060.00
SMATV & CABD Maintenance	衛星電視公共天線系統保養	960.00	960.00	960.00	960.00	960.00
Contract Maintenance	合約保養	9,446.90	9,446.90	11,105.90	9,787.90	9,787.90

Business Process Flowcharts, Flowchart Description Tables, Drafted User Requirements for Savills' Consideration

Business Process Flowcharts



Adobe Acrobat
Document

Flowchart Description Tables



Adobe Acrobat
Document

Drafted User Requirement for Savills Consideration



User Requirement
List

Assignment Limitations

Assignment Limitations

The report relates to certain matters as at 24 March 2025. Events may occur or have occurred since that date and/or since the date of the report, may have affected the information contained in the report or any extracts thereof.

Our scope of work focuses on the functionalities of the Dataswift. While we have briefly understood other systems when the matter(s) is related, our work and recommendations are limited to the user requirements of Dataswift.

Furthermore, it should be noted that the maintenance of an adequate system of internal control, including security controls and procedures, is the responsibility of management. This review is based upon user interviews and system walkthroughs on the Dataswift. Management should be responsible for setting up appropriate internal control over the new PMS.

In addition to observing the documentation provided by management, we have based our findings solely on the meetings and discussions held and the information / documentation provided to us. We have not attempted to independently verify the factual accuracy of statements made to us. We have, however, satisfied ourselves, so far as possible, that the information presented to us is consistent with other information which was made available to us in the course of our work in accordance with the terms of our engagement.

Our recommendations are also limited to user requirements related items. Management should take other factors into considerations while selecting a new PMS, factors include, cybersecurity, financial impacts, etc.

Because the procedures we performed did not constitute an assurance engagement made in accordance with any auditing or assurance standard issued by the Hong Kong Institute of Certified Public Accountants or the International Federation of Accountants, we do not express any assurance over the procedures performed. In other jurisdictions, standards and practice relevant to our work may be different and may not provide for reporting in the manner contemplated herein. Accordingly our report should not be relied on as if it had been provided in accordance with the standards and practice of any professional body in any other jurisdiction.

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