

Grand Award – Hong Yip Service Company Limited

大獎 – 康業服務有限公司

Report from the Board of Examiners

As a wholly owned subsidiary of Sun Hung Kai Properties (SHKP) Ltd since 1967, Hong Yip Service Company Ltd strives to be a leading property management company in Hong Kong by providing caring and innovative services to customers. As of 31st December 2017, its management portfolio exceeds 1,500 buildings, covering a total gross floor area of over 110 million square feet from a range of private estates, luxurious houses, commercial and industrial buildings, shopping centers and facilities with majority being residential properties. The company provides not only management services, but also a wide range of professional services including security and IT, cleaning, horticulture, repair and maintenance, management of car park, pool and clubhouses.

Upholding SHKP's vision of "Building Homes with Hearts", the company deploys Vision, Mission and Values whole-heartedly to its customers, workforce, partners and stakeholders through technology-driven leadership system. Supported by its well-structured four-step approach on strategic planning, the company develops three-year and annual strategic plans, establishes eight corporate performance objectives and defines respective action plans and key performance indicators (KPIs).

Under the strong technology-driven strategy, the company uses its self-developed mobile applications "WeCom" and "SoProp" for knowledge management and communication with its well-segmented customers. Other comprehensive means are also adopted to listen to the voice of customers and analyze the information for continuous improvement. To engage its premium customers, the company provides personal butler service with designated cell phone to take care of customer service request. Tailor-made home convenience services such as order service for fresh soup, food packs and organic healthy food, personalized housekeeping service such as assistance in pet keeping and minor household repair services are in place to satisfy customers' needs. Whereas for customers in the general segment, a wide range of quality services are also provided to cater for different needs.

The company has defined its KPIs at corporate and departmental levels in accordance with its Eight Corporate Performance Objectives. Eight Quality Circles with designated Committees are also established to track the progress of the implementation of action plans.

評審委員會報告

康業服務有限公司成立於1967年，為新鴻基地產發展有限公司全資附屬機構，致力成為香港物業管理界的翹楚，為客戶提供貼心和創新的服務。截至二零一七年十二月三十一日止，公司管理的物業超過1,500幢建築物，涵蓋私人屋苑、高級住宅、商貿及工業大廈、購物商場及大部份為住宅物業的設施，總面積超過1.1億平方呎。康業提供的服務範疇廣泛，除物業管理服務外，亦提供保安及資訊科技、清潔、園藝、維修及保養，以及停車場、泳池和會所管理等各種專業服務。

秉持母公司新鴻基地產「以心建家」的管理哲學，康業透過採用科技驅動的領導策略，以真誠對客戶、員工、合作夥伴和股東履行其願景、使命和價值。公司具備完善的策略規劃，清晰制訂三年策略計劃及年度工作規劃，建立八大策略目標，以及確立各相對策和關鍵績效指標。

在科技發展驅動策略下，公司利用其自行開發的手機應用程式WeCom和SoProp，作為與不同客戶群組進行知識管理和溝通的橋樑。公司採用一系列方法去聆聽客戶意見，並收集資訊加以分析，務求能持續改善。為提升尊尚客戶生活體驗，公司設有配備指定流動電話的個人管家服務以照顧客戶需求。康業提供的個人化家居生活服務包括為客人訂購新鮮湯水、包裝食物及有機健康食品，以及提供照顧寵物和小型家居維修等個人化家務服務，務求令客戶稱心滿意。在其他客戶方面，公司亦提供多元化的優質服務，以滿足不同客戶的需要。

公司根據八大策略目標，訂立適合公司各部門階層的關鍵績效指標。公司同時亦成立八個品質圈及指派委員會以跟進行動計劃的實施進度。

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The success of the company depends very much on a team of visionary senior leaders who engage employees effectively by establishing systematic approaches in workforce related functions. The company uses social media for recruitment and has also developed a mobile application named “Be a Guard” to reach potential applicants. New initiatives are also in place to promote and internalize technology-driven strategic direction. For example, the company has collaborated with a tertiary institution in using Augmented Reality (AR) in training and invited professor from Harvard University to share the latest technology. Happy Index is measured monthly among frontline employees, showing senior management’s care towards their well-being and satisfaction.

Senior leaders are passionate in fostering innovation and the result is evident. Innovation Committee is set up to encourage employees at all levels to contribute new ideas. The employee participation rate in Innovative Suggestion Scheme increased from 59% to 86% within two years. For example, the award-winning gadget “Steady 360 Alarm” was created by a team of frontline employees. With senior leaders’ support, the invention is realized and deployed in daily work.

To conclude, Hong Yip has demonstrated effective and systematic approaches responsive to the overall requirements of the award criteria without significant gaps in major areas. Senior leaders perform well in serving their customers, promoting the digital culture, engaging employees and leading the company to be the best property and facilities management company in Asia.

公司的成功有賴一班具遠見領導團隊的帶領，透過有系統的管理有效地與員工進行互動。公司運用社交媒體進行招聘，並研發「Be a Guard」手機程式以尋找具潛力的應徵者。康業亦積極推行新措施以推動及迎合以科技為本的策略，例如與大專院校合作，於培訓員工時使用擴增實境 (AR)，更邀請哈佛大學的教授分享最新的技術。公司於每月會統計前線員工的快樂指數，反映公司領導層重視員工的福祉和其滿意度。

領導層熱忱於促進創新發展，成果有目共睹。創新委員會正是為了鼓勵各級員工提出嶄新想法而成立。創新獎勵計劃的員工參與率在兩年內由59%增加至86%，屢獲殊榮的「Steady 360 Alarm」裝置便是由前線員工研發。在領導層的支持下，這項研發得以實現並應用在日常工作中。

整體而言，康業以高效和有系統的管理方法滿足整體的評審要求。領導層在客戶服務、數碼文化推廣、帶領員工等各方面均有卓越表現，引領公司邁向成為全亞洲最佳的物業和設施管理公司。