

# Grand Award – Hong Yip Service Company Limited 大獎 – 康業服務有限公司



康業服務有限公司  
Hong Yip Service Company Ltd.

## Report Summary

*Provided by Hong Yip Service Company Limited*

### Company Background

Hong Yip Service Co. Ltd (Hong Yip) is a member of Sun Hung Kai Properties (SHKP) whose vision is “Building Home with Heart”. Hong Yip upholds the core value of SHKP by “Serving Our Customers with Heart”, by offering premier management services with high professional standards, and creating ideal homes for people living in properties under our management. With more than 50 years solid experience in property management, we are a market leader in our industry.

### Leadership

In refining our corporate vision, mission and values (VMV) in 2014, we decided to change our strategy to technology driven in order to tackle the problem of labour shortages and to pave the way for the long-term development of the company.

Senior leaders have created a wide spectrum of platforms allowing staff to express their ideas freely and creatively. For instance, we organise the Innovative Suggestion Scheme Competition every year to encourage all levels of employees to offer ideas for enhancing workplace safety and improving the quality and efficiency of our operations.

We have adopted a stringent governance system to ensure senior leaders fulfill all compliance requirements. We have established a well-structured mechanism to review fiscal accountability and transparency in our business operations to protect our stakeholders' interests.

Hong Yip has proactively integrated CSR into our strategy for sustaining our business in the long term. With great support from senior leaders, we have leveraged our core competencies and engaged our customers and business partners in contributing to the society. As a socially responsible company, we aim to engender total commitment in customer services, CSR, health and safety and environment.

## 報告摘要

*本報告摘要由康業服務有限公司提供*

### 公司背景

康業服務有限公司(康業)為新鴻基地產集團成員之一,秉持新地「以心建家」的核心價值,貫徹康業「以廈為家,以心待客」的服務精神,康業一直不斷求進,配合公司科技發展的策略,持續提升物業管理服務質素,並超越顧客的所想所求。憑藉康業逾50年的豐富經驗,傲視同儕。

### 領導才能

公司在2014年將企業「願景,使命和價值」重新定位,將業務策略轉為科技發展推動物管服務,以解決市場上勞動短缺的問題,為公司長遠發展鋪路。

管理層提供了多個平台,讓員工自由表達想法,有效改善工作場所安全,提升質素及營運質量。例如透過公司每年舉辦的「突破創新獎勵計劃」,建立創意文化,激勵員工。

康業奉行嚴謹的企業管治制度,確保管理層符合法規要求;提高財務監控和業務營運的透明度,保障持份者的利益。

康業利用企業的核心才能,促使我們的業戶和業務合作伙伴關顧社會的需要。我們非常重視顧客服務、職安健及環保表現;履行企業社會責任亦是公司的長遠發展項目之一。

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### Strategy

The whole process of strategic planning is led by senior leaders who work closely with different levels of staff to gather their inputs for analyzing both the internal and external environment. This includes conducting business reviews, market analysis and risk assessment, developing a three-year Strategic Plan and Annual Strategic Plans, and defining action plans and KPIs. The company's strategic direction and plans are cascaded to all levels of the workforce annually. KPI results are checked by our Internal Audit Department and reviewed by senior management on a regular basis.

To stimulate and incorporate innovation into our strategy development process, we adopted a bottom up approach to gain support from staff and to create a sense of ownership for different levels of staff in our company. Through interactive management meetings and internal competitions, we proactively engage our functional staff to submit service innovation and process improvement ideas to senior leaders.

### Customers

Hong Yip is always devoted to listening to the voice of its customers in order to understand their needs and service expectations. To keep pace with our technology-driven Strategy, we have self-developed an interactive mobile application "SoProp". It has a number of user-friendly features. Examples include: smart card access, visitor registration, management fee payment, facilities reservation, "SoMall" online shopping, feedback submission, energy saving tips, updates of important notice and latest activities, and "SoLeisure" social enterprise information sharing platform. This application enables us to deliver services in a more efficient and effective manner.

The New Owner Communication Team has been established since 1997 for collecting new buyers and customers' feedback on desired facilities and services. The team will summarize the findings and provide advice to the management for future improvement of facilities design. During the property handover process, new buyers can make use of the mobile app "Intake Easy" to enjoy one-stop handover services.

### Measurement, Analysis, and Knowledge Management

We developed an all-rounded performance measurement system in accordance with Eight Corporate Performance Objectives by defining KPIs at a corporate level and department level during our Annual Strategic Planning Meeting.

### 策略

康業整個策略制訂過程由管理層帶領，與不同職級的員工交流，收集意見，分析內部和外部環境，包括進行業務評估、市場分析和風險評估，以訂定三年策略計劃和年度工作計劃；再制定行動方案和關鍵績效指標。為確保工作計劃能切實執行，稽核部定期審核關鍵績效指標的達成進度，並交由高級管理人員在不同的會議上匯報結果。

整個策略制定過程採用由下而上的做法，以激勵團隊士氣、引發創新思維及爭取員工支持。我們亦會透過會議交流及內部比賽，鼓勵功能部門提出創新及改善流程建議。

### 客戶

康業用心聆聽業戶的意見，了解他們的需要和服務期望。為配合科技與時並進，我們自行研發手機應用程式 SoProp，為日常管理提供一系列實用方便的功能，包括住戶證、屋苑手機通行證、管理費繳費服務、預訂會所服務等，並兼備 SoMall 網上商場體驗、意見回饋、環保小貼士、最新通告及活動，全面提升業戶生活體驗。SoLeisure「閒·舍·區」則提供社企資訊，宣揚關愛訊息。

公司自 1997 年起設立新收樓團隊，專責分析新買家及業主對樓宇設施及服務的意見，並向管理層提供改進建議。此外，我們利用手機應用程式 Intake Easy 提供便捷一站式樓宇驗收服務，簡化買家的收樓程序。

### 評估、分析和知識管理

我們根據公司的八大策略目標，設立全面的績效評估制度，在年度工作計劃會議上通過公司及部門層面的關鍵績效指標。

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We have also developed an interactive mobile app, WeCom, which allows for multi-dimensional knowledge and information sharing instead of organizational knowledge management and knowledge transfer from a single top-down direction as was the case in the past.

### Workforce

To equip our staff with essential skills for achieving our strategic objectives and action plans, we established our pioneering Hong Yip People Development Academy (HYPDA) in 2007. It consists of seven training centres with respective specialties and is the first in the industry being accredited to run government-recognized QF training programs. We are currently operating 15 QF recognized in-house training programs, accounting for over 50% of QF programs offered by all companies in the industry. We are the first company among all industries that has entered into an agreement on Credit Accumulation and Transfer with tertiary institutes, which allows our staff who had completed our in-house QF-accredited programs and / or RPL certificates to have credit exemption from relevant programs run by these institutes.

We are committed to developing talent through our four-tier Talent Development Program to support the growth of our business and to maintain a qualified pool of successors through well-structured training programs that are tailored to suit their respective development needs. These programs include the Elite Development Program provided by the Institute of Advanced Management of Hong Kong Management Association and Advanced / Leadership Development Programs by the Peter F. Drucker Academy.

### Operations

Property management is a labour intensive industry that relies on a large workforce to deliver a range of services to our customers. Optimizing operational efficiency and effectiveness are important ways to control and minimize overall business expenses. Since 2014, we have deployed our self-developed technologies in operations and communications to improve process reliability, efficiency and labour cost control. For instance, Nitrol is one of the in-house operational tools for frontline staff. It demonstrates the efficiency and effectiveness in property management checking and security patrolling.

In particular, our e-Procurement system which consists of two portals, an internal portal for our staff and an external portal for vendors, has been developed to monitor the procurement process, enhance communication with our business partners and improve the vendors' quality.

我們在2014年自行開發WeCom手機應用程式，將企業內部資訊由過往由上而下的單一方向，轉化至多維度又便捷的知識共享，是知識管理和知識傳遞的一個突破平台。

### 工作團隊

康業致力裝備員工，以達致公司的目標及要求。於2007年成立康業人才發展學院，由七個專業的培訓中心組成；亦是業內首間公司通過評審而獲准開辦資歷架構認可的內部培訓課程。我們目前已開辦十五個資歷架構認可培訓項目，佔業內同類課程超過百分之五十。我們亦是全港首間私人機構與專上院校簽定「學分累積及轉移」協議，讓員工完成內部課程或過往資歷認可證書後，可豁免修讀這些院校的有關課程。

康業著重培育及儲備優秀的人才，制定四級梯隊培訓計劃，定期為梯隊成員度身訂造培訓發展課程，比如參與香港管理專業協會舉辦的精英發展培訓課程，以及彼得·德魯克管理學院的高級管理人員培訓計劃。

### 營運

物業管理作為勞動密集型行業，需要大量人力資源提供客戶服務。因此，公司在2014年自行開發多個以改善物管工作及溝通的科技應用平台，以提高營運效率及控制業務支出。例如自行研發的智能流動巡邏系統(Nitrol)，將整個巡邏過程智能化，令巡邏工作更具成本效益。

此外，電子採購系統設有兩個平台，分別供內部員工和外判承辦商使用，旨在監控採購流程，加強與業務合作伙伴的溝通，提高承辦商的質量。

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### Results

With the implementation of technology-driven strategy since 2014, Hong Yip achieved outstanding results including the following:

- 80% of our properties have applied Nitrol for daily property management operation.
- As the pioneer in launching in-App PPS in the property management industry, we have achieved cashless management fee settlement at 97% of our residential properties and 100% in our non-residential sector.
- 85% of our staff utilizes the WeCom platform to communicate and share work experience.
- Through the Recognition of Prior Learning mechanism under QF, we have obtained the most RPL certificates (over 5,000), more than any company in all industries, accounting for 11% of the total number of RPL certificates issued.
- To support our core competency of innovation, over 85% of staff (by division) has participated in the Innovative Suggestion Scheme.
- Achieved over 96% satisfaction rate on average through annual Customer Satisfaction Survey.
- Carbon emission from buildings decreased by 22% over the past 10 years.
- Over 480,000 hours of professional and technical training were provided to the entire workforce from 2015 to 2017.

### 業績

自2014年起推動策略性改革，為康業帶來了卓越的成績：

- 80%的物業於日常管理中採用智能流動巡邏系統Nitrol。
- 康業成為首間物業管理公司以自行開發的手機應用程式加入繳費靈功能，以推動業戶零現金繳付管理費；住宅達至97%；非住宅已實現100%零現金交易。
- 85%的員工使用WeCom作為內部溝通及分享工作經驗的平台。
- 康業員工透過資歷架構下的「過往資歷認可」機制下，獲取超過5,000張證書，佔總數的11%，為所有行業中最多。
- 康業致力推動創新，超過85%的員工（以業務單位計）參與內部的「突破創新獎勵計劃」。
- 年度客戶滿意度調查分數達96%以上。
- 轄管物業在過去10年的碳排放量下降了22%。
- 2015年至2017年，公司為員工提供逾480,000小時的專業和技術培訓。