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Advancing Management Excellence

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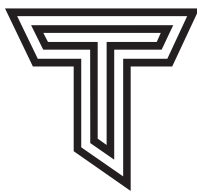
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Message from Mr James Thompson GBS



Mr James Thompson GBS
Chairman
The Hong Kong Management Association

The Greater Bay Area initiative aims at building a world-class city cluster across the Guangdong-Hong Kong-Macau region. It will be an integrated hub of Belt and Road initiative in finance, information, commerce and technology which opens up exciting opportunities to various industries. As a super connector between Mainland China and the world, Hong Kong has to leverage resources on talent development to grasp this invaluable opportunity in enhancing its competitive edge.

This year marks the 28th anniversary of the establishment of the Award for Excellence in Training and Development. We are committed to promoting professional practices in training and development in order to help organizations thrive and prosper. Throughout the years, the Award recognizes more than 400 outstanding training and development programmes and trainers. All the winners demonstrate their passion for people development and their remarkable contribution to the industry.

On behalf of the Association, I would like to express my heartfelt gratitude to the members of the Panel of Adjudicators, the Board of Examiners and the Organizing Committee, particularly its Chairman, Mr Anthony Rushton, for his commitment and outstanding leadership. The success of the Award depends on their altruistic efforts and hard work. I would also like to thank all the sponsors for their tremendous commitment to training and development. We are immensely grateful to The Hon Matthew Cheung GBM GBS JP, Chief Secretary for Administration, The Government of the Hong Kong Special Administrative Region for sharing his insight at the Award Presentation Ceremony.

Last but not least, I would like to extend my warmest congratulations to all the winners for their outstanding performance. You serve as a shining example for the industry, and I hope that the Award will inspire you to strive for continuous success!

Message from Mr Anthony Rushton



Mr Anthony Rushton
Chairman, Organizing Committee
Award for Excellence in Training and Development 2018

Digital transformation has been a driving force in optimizing business operations effectiveness and identifying new approaches to managing people. By leveraging agile learning, organizations can conduct training and development programmes anytime and anywhere, which effectively creates a dynamic environment to foster efficiency, flexibility and innovation at workplace and helps employees stay ahead in this new era. All of which resonate the goal of the Award for Excellence in Training and Development.

In the past 28 years, the Award has recognized outstanding training and development practices of organizations and individuals from different industries, serving as a platform for exchange of innovative approaches to developing human capital.

The mounting success of the Award is due to the support and dedication of various parties. On this note, I would like to extend my sincerest appreciation to fellow members of the Organizing Committee for their devotion and passion towards the Award. I wish to thank the Panel of Adjudicators and the Board of Examiners for their guidance and wisdom throughout the judging process, and my gratitude also goes to the generous support of the Sponsors.

Last but not least, I give my ovation to all Campaign and Individual Award winners for their remarkable achievement and unwavering devotion to people training and development.

Message from Dr Victor Lee



Dr Victor Lee
Executive Director
The Hong Kong Management Association

The Russia World Cup was a complete success with France crowned world championship. Essentially, the World Cup fosters adhesiveness and promotes constructive teamwork, and a comprehensive training strategy is crucial for building such a “dream team” for the glory of the country. Likewise, organizations would need excellent people training and development strategies so that they can effectively respond to the fast changing commercial environments and maintain workplace synergy to create long term success.

Since 1990, the Award for Excellence in Training and Development has been taking an active role in promoting the best practices of the training and development industry and recognizing the endeavours and unwavering determination of HR professionals. Over the years, we are glad to see that many organizations in Hong Kong continuously invest in nurturing human capital.

On behalf of the Hong Kong Management Association, I wish to thank members of the Panel of Adjudicators, Board of Examiners and Organizing Committee. Without the able chairmanship of Mr Anthony Rushton and the selfless contribution of all Committee members, the Award would not have attained the success it enjoys today. My salutation also goes to the Lead Sponsors, Main Sponsors, Sponsors, Media Sponsors and Digital Media Sponsor for their generous support. I would like to offer my heartfelt thanks to The Hon Matthew Cheung GBM GBS JP, Chief Secretary for Administration, The Government of the Hong Kong Special Administrative Region, for being the Guest of Honour of the Award Presentation Ceremony.

Finally, I would like to express my sincerest admiration to the award winners for their immortal spirit. The award is a valid proof of the important role of training and development to the success of any organizations.



An Introduction to The Hong Kong Management Association

The Hong Kong Management Association (HKMA) is a non-profit making organization established in 1960. Its vision, mission and values are as follows:

VISION

- To be the leading professional organization advancing management excellence in Hong Kong and the Region

MISSION

- To promote best practices in management
- To nurture human capital through management education and training at all levels
- To provide members with a platform for exchange of ideas, networking and personal development

VALUES

- Continuous improvement
- Innovation
- Integrity
- Professionalism
- Respect for Individuals
- Sustainability

Services provided by the HKMA can be categorized into three major areas, namely education and training; management services and membership services.

With a commitment to nurturing human capital through management education and training at all levels, the HKMA offers over 2,000 training and education programmes covering a wide range of management disciplines for more than 50,000 executives every year. From distance learning courses, seminars and workshops, certificates, diplomas, all the way to bachelor's, master's and doctorate degree programmes jointly organized with prestigious overseas universities, these programmes are suitable for executives at different stages of development. The HKMA also provides specially designed corporate training which geared to the particular needs of different organizations. In 2015, The Institute of Advanced Management Development (AMD) was established to offer advanced management programmes for senior executive development and management consulting services with a view to making significant contribution to the growth of Hong Kong's human capital and of the economy locally and regionally. The Institute of Healthcare Management (HCM) was also launched in 2017 aiming to offer world-class healthcare management programmes and to serve as a learning platform for healthcare professional development.

The Association believes learning while networking works best for achieving continuous development. Diversified management services are offered to provide platforms for business executives to exchange ideas, to network and to gain professional development. Annually, the Association organizes diverse functions such as Annual Conference, special topic seminars, dinners and workshops. Prominent business leaders are invited to share their invaluable insights and wisdom on the most updated trends and development of management.

Business award is another major area of HKMA's management services. To promote best practices in management, each year, the Association organizes eight business awards in Hong Kong and the Mainland. These include the Best Annual Reports Awards, the HKMA Quality Award, the Award for Excellence in Training and Development, the HKMA/TVB Awards for Marketing Excellence, the Hong Kong Management Game, the Distinguished Salesperson Award, the Hong Kong Sustainability Award and the Award for China Marketing Excellence. These prestigious awards, which are now regarded as the highest accolades of the business community, provide an exemplary model for business professionals to follow and benchmark.

With a total of over 13,000 members including individuals and corporates, membership service has always been a priority for the Association. A comprehensive range of membership activities such as seminars, forums, luncheons, company visits, study tours and social gatherings are offered every year. Another distinctive feature of membership is the six autonomous Specialist Clubs which provide opportunities for members with similar interests to meet and develop further their specialist knowledge. The highlight event of membership is the Annual Fellowship Dinner which provides an excellent platform for members to extend their network.

About The Awards

INTRODUCTION

The Award for Excellence in Training and Development has been organized by the People Development Management Committee of The Hong Kong Management Association since 1990. It is the only award of its kind in Hong Kong that gives public recognition of achievements in training and development to individuals as well as organizations, whether large or small and whatever the nature of their businesses or services.

AWARD CATEGORIES

1. Campaign Awards
2. Individual Awards

JUDGING PROCESS

Campaign Awards

The Campaign Awards were divided into two categories, namely Skills Training Category and Development Category. Skills Training Category was for any learning activity provided to improve job specific skills, knowledge and attitude that contributes to organizational performance/business results, while Development Category was for any activity, initiative or programme focused on people development that contributes to on-going enhancement of organizational capability, performance and business results.

Participating companies in both categories were invited to submit a programme summary and attend a shortlisting interview by the Board of Examiners which comprises members of the People Development Management Committee, People Management Committee and the Awards Organizing Committee. Six submissions in each category were selected. Finalists were then invited to submit write-ups on their training or development programmes and give a presentation at the Final Presentation Seminar assessed by the Panel of Adjudicators. The Seminar was specially designed to select the Award winners and provide an experience-sharing platform for all executives.

Individual Awards

All Award entrants were nominated by their organizations. They were required to submit a write-up explaining their achievements in training and human resources development and were invited to an interview session.



For Distinguished Trainer Award candidates, the interview session will include a 15-minute presentation and a 10-minute Q-&-A session by the Board of Examiners. The presentation should cover all the judging criteria. For Outstanding New Trainer Award candidates, the interview session will be divided into two parts. The first part will include a 10-minute presentation, covering all the judging criteria, to be followed by a 5-minute Q-&-A session by the Board of Examiners. The second part will include a 10-minute short training. Participants would be informed of the training topics 30 minutes before the interview session. Winners of Distinguished Trainer Awards and Outstanding New Trainer Awards were selected by the Board of Examiners while the Trainer of the Year was selected by the Panel of Adjudicators at the Final Presentation Seminar.

AWARDS AND RECOGNITION

Campaign Awards

- Gold Award
- Silver Award
- Bronze Award
- Excellence Awards
-  Citation for Commitment to Young Talent Development
-  The Hong Kong Jockey Club Citation for Commitment to Continuous Learning
-  宏利 Manulife Citation for Learner-Centric Programme
-  Citation for Organizations with 500 Employees or Less
-  Most Innovative Award
- Best Presentation Awards

Individual Awards

-  置地公司 Hongkong Land Trainer of the Year
-  Distinguished Trainer Awards
- Outstanding New Trainer Awards

Panel of Adjudicators - Skills Training Category



Mr Patrick Lee
Executive Vice President,
North East Asia and Australasia
Intertek Testing Services Hong Kong Limited



Dr Victor Lee
Executive Director
The Hong Kong Management Association



Dr Gabriel Leung
Managing Director, Hong Kong and Macau
Hewlett Packard Enterprise



Dr William Leung SBS JP
Chairman
Employees Retraining Board



Mr Larry Sze
CEO
Gilman Group

Panel of Adjudicators - Development Category



Mr S K Cheong

Executive Director and General Manager
Television Broadcasts Limited



Mr Wes Jones

Managing Director
Dragages Hong Kong Limited



Mr Patrick Lee

Executive Vice President
North East Asia and Australasia
Intertek Testing Services Hong Kong Limited



Dr Victor Lee

Executive Director
The Hong Kong Management Association



Ms Anna Yip

Chief Executive Officer
SmarTone



Mr Lennard Yong

Group CEO
Tricor Group

Training and Development Awards Organizing Committee



Mr Anthony Rushton (Chairman)

Regional Head of Learning,
Asia Pacific, Human Resources
HSBC



Ms Connie Chan

Head of Human Resources, Hong Kong
Oath Hong Kong



Dr Salina Chan

Senior Director,
Regional Learning and Development
Fossil (East) Limited



Mr Vicmond Chan

Human Resources and Administration Director
Dragages Hong Kong Limited



Ms Kyon Chow

Head of Talent Management
Johnson Electric

Training and Development Awards Organizing Committee



Ms Joyce Chow
Managing Director,
Learning and Development
FedEx Express



Mr Ian Choy
Senior Director – People Resources
McDonald’s Hong Kong



Ms Mimi Fu
Director, Learning and Development
Ocean Park Corporation



Ms Sara Ho
Human Resources Director, Jepsen Group
Jepsen & Co Ltd



Mrs Claudia Hodges
Member
Training and Development Awards
Organizing Committee

Training and Development Awards Organizing Committee



Ms Ivy Leung
Head of Human Resources and
Administration
Octopus Holdings Limited



Ms Janet Man
General Manager, Talent Management
Group Human Resources
Jardine Matheson Limited



Ms Janet Poon
General Manager – Human Resources
Hang Lung Properties Limited



Ms Felicity Sam
Senior Director,
Learning and Development
Ralph Lauren Asia Pacific Limited



Ms Anne Tsui
Senior Director,
Human Resources and Administration
adidas Hong Kong Limited



Ms Bianca Wong
Regional HR Head Asia
Hilti Asia



People Development Management Committee



Mr Stephen Leung (Chairman)
Country Manager
Pfizer Corporation Hong Kong Limited



Ms Catherine Chau
Head of Human Resources
Hongkong Land Limited



Ms Ivy Cheng
Head of Human Resources
AMOREPACIFIC Hong Kong Company Limited



Ms Kit Fan
Head of Corporate HR
The Hong Kong and China Gas Company Limited



Ms Judy Feng
Head of Organizational Development
The Hong Kong Jockey Club



People Development Management Committee



Mr Barry Ip

Director –
One Road One Belt Initiative and
Greater Bay Area Research Center
Jiang Xi University of Finance and Economics



Mr Ellis Ku

Head of Learning and Organization Development
Maxim's Caterers Limited



Ms Maylie Lee

Chief Human Resources Officer
AIA International Limited



Mr Teddy Liu

General Manager –
Corporate and Talent Development
New World Development Company Limited



Ms Eliza Ng

Director, Human Resources
Fuji Xerox (Hong Kong) Limited

People Development Management Committee



Mr Anthony Rushton
Regional Head of Learning,
Asia Pacific, Human Resources
HSBC



Ms Carmen Ting
Head of Talent
People, Performance and Culture
KPMG



Mr Chester Tsang
Head of Management Training and
Organization Development
MTR Corporation



Mr Kenneth Wai
Director of Human Resources
Island Shangri-La Hotel



Ms Bianca Wong
Regional HR Head Asia
Hilti Asia

People Management Committee



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Human Resources Director
MTR Corporation



Ms Florence Chow
Head of Group Human Resources
HKT Limited



Ms Connie Lam
Human Resources Director
CLP Power Hong Kong Limited



Ms Nita Law
Regional Head, Human Resources,
Greater China and North Asia
Standard Chartered Bank
(Hong Kong) Limited



Mr C K Lee
Managing Director
C K Lee & Associates

People Management Committee



Ms Carrie Leung
Chief Executive Officer
The Hong Kong Institute of Bankers



Ms Christina Leung
Director, Human Resources and
Administration
Guardforce Group



Mr Peter Leung
Senior Human Resources Manager
Hospital Authority



Mr Thomas Ng
Human Resources Advisor
The Hong Kong Jockey Club



Prof Wong Chi Sum
Professor
Department of Management
The Chinese University of Hong Kong



Ms Janet Yeung
Director of Human Resources
Cordis, Hong Kong

Campaign Awards

JUDGING CRITERIA

Skills Training Category

1. Needs Identification and Objectives Setting
2. Design, Development and Implementation
3. Measurement and Outcomes
4. Degree of Innovation

CAMPAIGN AWARD WINNERS

Skills Training Category

Gold Award

"PUPA"

Direction Association for the Handicapped

Silver Award

"We Love to Care"

Hotel ICON

Bronze Award

"Nurturing a New Generation – Premier Agents Programme"
AIA International Limited

Excellence Awards

"Go for Success Training Programme"
Jardine Aviation Services Group

"Ramp Service Excellence Training Programme"
Jardine Aviation Services Group

"Artmall Ambassador Training Programme"
K11 Concepts Limited

 **Citation for Organizations with 500 Employees or Less**

"PUPA"

Direction Association for the Handicapped



The Hong Kong Jockey Club
RIDING HIGH TOGETHER

Citation for Commitment to Continuous Learning

"Quality Assurance Scheme"

Kinetics Medical and Health Group Company Limited



Citation for Learner-Centric Programme

"Service with a Human Touch"

ISS Facility Services Limited



Most Innovative Award

"PUPA"

Direction Association for the Handicapped

Best Presentation Award

Ms Angela Yip

Director of Learning and Development

Hotel ICON

and

Mr Charles Yeung

Learning and Development Manager

Hotel ICON

Development Category

1. Programme Objectives
2. Design and Implementation
3. Stakeholder Engagement
4. Organization Integration
5. Measurement and Outcomes
6. Degree of Innovation

Development Category

Gold Award

"QHMS 'People First' Programme"

Quality HealthCare Medical Services Limited

Silver Award

"Everyone is a Leader"

Pfizer Corporation Hong Kong Limited

Bronze Award

"'Make A Difference' Programme (MAD)"

Ocean Park Corporation

Excellence Awards

"Driving Business through 6D Breakthrough Coaching"
AIA International Limited

"Passion for Fashion - *hit* Together!"

Laws Fashion Group Limited

"The Sun Elite Executive Director (SEED) Programme"

Sun Life Hong Kong Limited



Citation for Commitment to Young Talent Development

"Management Trainee Programme"

CITIC Telecom International CPC Limited

 **Citation for Organizations with 500 Employees or Less**

"Passion for Fashion - *hit* Together"

Laws Fashion Group Limited



Most Innovative Award

"Everyone is a Leader"

Pfizer Corporation Hong Kong Limited

Best Presentation Award

Ms Anita Chan

Marketing Director

Pfizer Corporation Hong Kong Limited

and

Ms Geraldine Wai

HR BOS Lead - HK

Pfizer Corporation Hong Kong Limited



Skills Training Category

Gold Award

“PUPA”

Direction Association for the Handicapped

About Direction Association for the Handicapped (DAH)

“**Direction Association for the Handicapped**” (DAH) was formed in 1986 by a group of people with four limbs severe physical impairment. It supports the integration of members back to the community so that they can live in the community with happiness and confidence. The core value of the organization is to turn members from Receiver to Giver. When they overcome their difficulties in life, they can share their experience and motivate the others in need. As self-help organization, it is challenging for the organization to run in a sustainable way with growing number of members while resources not increasing in proportion. That is why DAH was set up as a Social Enterprise unit in 2009, starting from selling trophies and souvenirs to providing corporate workshops now.

Objectives

“**The Pupa**” is a metamorphic bridge between caterpillar and adult butterfly. Its **Member-Trainers (MTs)** are just like the pupa, after pupation, adult characteristics begin to form in terms of their story telling skills, their confidence and their personal branding. To turn its strength into opportunity, it started to provide Life Adversity Quotient seminar to the commercial sector.

Design and Implementation

It configured the programme into a one-year programme consisting of two phases running for year 2017 and 2018:

1st phase “Leap”: 13 subjects of 24 in-house training sessions covering knowledge and skills to enable the MTs to well equip themselves to leap from “receiver” to “giver”.

2nd phase “Master Life Level Training”: Focuses on the MTs’ self enhancement:

- 2 days Advance Story Telling Skills
- 2 days Advance Presentation, Q&A Skills
- 2 days Customer Relationship Management
- 1 day Enneagram and Interpersonal Skills
- 5 days Advanced English Language Speech Skills (one-to-one training)

3rd phase: On-Job training (OJT)

Measurement and Outcomes

Since its clients had different background and requirement, it had to tailor-made the content and match with MTs’ unique story or competence. Lee Fung was a member of Independent Band before injury, his mother has been working in Fire Service Department for over 20 years. At the workshop for Fire Service Department in August 2017, he used his talent and gratitude to the Department in creating theme song for the workshop that quickly built up connection with the participants.

“PUPA” was a pioneer skill training programme for the physically impaired people, turning them from a service receiver into a valuable trainer. It was not only a train-the-trainer programme, but also a programme that could improve the well-being of the trainer as an individual and hence benefited the society. Professional steps in needs analysis, course design, delivery, evaluation were followed. The unique design and integrated approach were innovative with well-mixed classroom training plus a great variety of practical on-job training provided to MTs. Its innovative training approaches of integrating skills training, rebuilding disabled self-confidence and creating social impact broke the traditional boundaries of in-house training. Most importantly, “PUPA” successfully **turned Disability to Ability and from Ability to Making Contribution to Society**.

Comments from Adjudicators

With solid and well-defined objectives, the programme was unique, impressive and pioneering in training, empowering and transforming the disabled from receiver to giver. Not simply the sensational stories behind the trainees that made it a highly successful initiative, but it was due to the Adversity Quotient (AQ), presentation and personal branding skills the trainees gained from the programme, enabling them to be a professional speaker in “Life Education” to conduct public speeches that enlighten the community.

The programme design was well-planned and executed. The segregation of programme into two phases provided a progressive but feasible path for the disabled trainees to attain public speaking skills effectively and adapt to the working environment easily. Aside from having theoretical classes, “On-Job training” at different organizations and schools provided an incredible training platform to practice and enhance public speaking skills of trainees and equip them to become confident trainers.

The programme result was remarkable, achieving a return of three times to its training investment in its first year of implementation. The programme gained huge support from different corporations, with over 92% customer satisfaction rate from its workshops. More importantly, the programme helped the disabled trainees build their presentation skills and confidence, who were trained to be qualified AQ trainers and thus spread the positive energy to the society.

All in all, it was a distinctive programme for other organizations to benchmark. It did not only successfully turn disability to ability, but also promoted the value of inclusive community. It was worthwhile to sustain the business model “PUPA” in the long run.



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Skills Training Category

Silver Award

“We Love to Care”

Hotel ICON

About Hotel ICON

Hotel ICON, owned by The Hong Kong Polytechnic University, opened its doors in 2011 with a very special purpose. Its bespoke training initiatives in partnership with the University, focus on developing a hospitality talent pool contribute in turn, to enhancing Hong Kong’s position as an “intellectual capital”. Hotel ICON is a gathering venue for guests from almost 150 countries, further connecting Hong Kong and China with the rest of the world. It assumes an important role in promoting people-to-people ties, and exchanges in the areas of education, culture, tourism and youth development.

The We Love to Care Programmeme

Hotel ICON created the three-day “We Love to Care” training programme with the key purpose of enhancing the skills and knowledge of their interns and colleagues. It was launched in March 2017, focusing in particular around “excellence in guest service” and enabling their trainees to develop an understanding of emotional intelligence. In turn, they are able to recognize and further develop future leaders.

Objectives

- To inspire emerging hospitality talent, equipping participants with essential guest service skills and knowledge
- To conceptualize a unique experience for both international rooms and local food and beverage guests visiting Hotel ICON

Programmeme Analysis, Design, Development and Implementation

- **Service Design Techniques:** Using the principles of service design, the management team had been meeting on a monthly basis throughout the year to build a framework to describe the guest experience strategy.
- **Development of the Service Excellence Pyramid:** To create an impressive and “wow” experience to guests, they have designed and created the Service Excellence Pyramid model covering three important areas of the guest experience: Operational Excellence, Aesthetic Excellence and Emotional Excellence.
- **Development of the Point of Engagement:** Point of Engagement was created based on scenarios with suggested service steps and ICON service languages rather than a standardized procedure. Their ICON Character (Passionate, Confident, Responsive and Stylish), four attributes that they hope their colleagues will be able to demonstrate through action and words.
- **Implementation of the Programme:** Discussion sessions, experiential exercises, sequencing exercises and role plays were conducted so that colleagues could practise necessary skills covered in the training. A series of initiatives including Departmental Coach System, Weekly Story Sharing, Monthly Story Competition and ICON Star Programme were developed to uphold the whole programme.

Outcomes

By learning, adapting and sharing, ICON team had successfully transformed the three levels of excellence from theory to practice. Since the programme’s initiation, Hotel ICON had moved up on TripAdvisor from five to three and they have been able to sustain the ranking until now. In the semantic analysis which was generated by a third party review engine, Hotel ICON had ranked consistently no.1 among the top five hotels on TripAdvisor. More individual colleague names were mentioned by guests in reviews describing their excellent experience staying or visiting their hotel. Most importantly, better service audit results (increased by over 10%) and financial return had been achieved. The “We Love to Care” programme, developed internally, will mentor future leaders and innovators contributing to Hong Kong tourism.

Comments from Adjudicators

The programme objectives were well articulated and closely aligned with the caring brand value of the company. It was a well thought-out programme that aimed at developing staff to have a better understanding on excellent guest service by equipping them with essential service skills and knowledge.

The programme was cleverly designed with well-integration of technical training and brand culture to encourage every employee to woven into the corporate value. Within a year, the programme was well executed with highly interactive and progressive training on guest service skills and knowledge, in order to gradually raise the level of customer satisfaction. By incorporating different scenarios in the training, the front-line staff was trained sophisticatedly and confidently to create a unique, personalized and memorable guest experience.

The result was encouraging with an increase of compliments received from customers and TripAdvisor ranking. The programme had achieved a remarkable improvement of performance as well as created a caring environment in the hotel by significantly altering employees’ behaviours. The programme successfully drove solid business performance with the enhancement of employee engagement.

As a whole, the programme adopted an integrated and holistic approach in attitude changing, skills upgrading and knowledge building. The overall improvement on customer services was impressive.



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Skills Training Category

Bronze Award

“Nurturing a New Generation - Premier Agents Programme”

AIA International Limited

About AIA Group

AIA Group was established in 1919 and began its operations in Hong Kong in 1931. AIA Hong Kong & Macau (“AIA HK”) is committed to playing a leading role in driving socioeconomic development in the industry. As of January 2018, it had 14,900+ AIA financial planners serving 2.9+ million customers, with a wide variety of products and services on offer.

Objectives

Over the last decade, Hong Kong’s insurance industry has evolved due to new technologies, new regulations, and increased competition. AIA HK adapted through the Premier Academy (PA) programme with the following objectives:

- Embrace a multi-generational workforce
- Build an elite agency force by having the highest number of Million Dollar Round Table (MDRT) agents in the World
- Enhance retention rate through consistently successful skills training that nurtures Premier Agents to become clients’ “partner for life”
- Build strong learning efficiency via innovative technology

Design and Implementation

Based on the findings and goals, the PA training programme was designed for the new generation of university graduates, and non-insurance industry professionals with under 15 years’ total work experience.

AIA HK formed a steering committee (SC) of top executives and senior agency leaders to give direction, monitor and review training quality on regular basis. It then developed focus groups to identify service needs and form the basis of its programme design.

The programme adopted the 10:20:70 Model. For AIA, that means 10% classroom learning, 20% mentoring, 70% practice. The programme featured a full-year new PA training schedule with 7-day orientation, followed by ongoing training and flexible learning.

The carefully curated content is based on holistic K.A.S.H model - Knowledge, Attitude, Skill, and Habit, which also helped its agents seamlessly achieve MDRT membership by integrating the MDRT’s “whole person concept” development. Its unique highlights included:

- Proactive candidate pre-screening
- Hands-on senior management involvement throughout the training
- Electronic tools: Investing in iPads for trainees, a “shared view” app with central operation, and two key AIA Applications through experiential learning: iMO (Mobile Office) and iPoS (Point of Sales)
- Customized language classes

Outcomes

Results and training recipient feedback were measured while referencing Kirkpatrick’s Four-Level Evaluation Model (Reaction, Learning, Behaviour, and Results), with positive indicators across the board.

As for the numbers, it achieved a diversified workforce with drop in average age; served more young generation customers and families; increased agent productivity; skyrocketing agent retention rate; the most employed MDRT agents worldwide; consistent year-on-year business growth, and more.

Its agency workforce also embraced innovation – it achieved a high adoption rate of proprietary digital tools (iMO and iPoS) and e-learning. Going forward, it remains absolutely committed to exploring new training tools and technologies.

Conclusion

The heart of the PA programme was to develop a best-in-class skills training initiative while providing the best environment possible for agents to realize their potential. This is how AIA HK delivers ultimate consistency – in service, and in business results.

Comments from Adjudicators

The objectives of the programme were vividly achieved by rejuvenating the sales force. The programme aimed at nurturing the young generation in order to bring in younger and potential clients through their network of peers that helped improve business performance in the long run.

The programme was an innovative and comprehensive approach to cater to the new generations’ learning style. It was a successful attempt to develop an iAcademy, which smartly leveraged on technology, provided a mobile friendly and just-in-time support to the trainees and encouraged self-learning. Trainees could then learn anytime and anywhere. Together with thorough training on insurance knowledge and customer service skills and guidance from experienced Million Dollar Round Table leaders, it could fast track the capability of trainees to achieve their business.

The programme result was impressive, with high application rate of innovative app technologies. It was able to recruit more young working force, increasing from 300 in 2012 to 3,000 in 2017. More significantly, the programme trainees drove outstanding business growth comparing to the company’s average.

In general, the programme was a truly successful initiative for training tech savvy millennials and propelling their potential. It was able to hire more high-quality young workforce, contributing to the company’s long-term business growth.



Skills Training Category

Excellence Award

“Go For Success Training Programme”

Jardine Aviation Services Group

About Jardine Aviation Services Group

For over 70 years, Jardine Aviation Services Group (JASG) has been a market leader in providing ground handling services at Hong Kong International Airport, supporting more than 60 airlines in looking after the well-being of their passengers and cargo.

Objectives

JASG has always prioritized in providing leading standards of customer service for the passengers it serves, believing that its staff are the key to this success. Created by the Learning and Development Team, JASG's new “Go For Success” training initiative was designed to transform the way that the company coaches and develops new staff, helping them to become more confident and competent when working at the frontline of its operation, thereby improving staff retention and service levels.

Design and Implementation

eLearning platform

A survey conducted by the training team in 2016 found that tech-savvy millennials make up the majority of the passenger services' new workforce and they prefer learning online and through their mobile device rather than in the traditional classroom.

The team therefore developed an in-house eLearning platform with carefully designed content that included interactive materials such as videos showing check-in and boarding procedures and grooming standards, online tests and quizzes, staff welfare information, hotline numbers, transportation and restaurant information at the airport area. Graphics for the platform were also designed in-house by staff themselves.

Since its launch, the eLearning platform has experienced a high usage rate with young staff finding it mobile friendly and an easy-accessible reference tool they are in the classroom or the operation.

Scenario based training

The airport environment is very complex and dynamic and the skills required to assist passengers are always multi-dimensional. Since 2015, the training team launched the Scenario Based Training programme in which new joiners were taught how to handle different situations through role-plays conducted by their trainers at the actual workplace. After completing a series of exercises and receiving immediate feedback, new joiners became more confident and competent when they started serving passengers at the terminal since the scenario based training was much more reflective and fun.

Measurement and Outcomes

The programme had been effectively delivered to all new joiners and the eLearning platform was accessible to all passenger services staff. In 2017, 88% of the new joiners found themselves confident to perform check-in duties with 50% being extremely confident after the training. Over 80% of the new joiners used the eLearning platform every week. The high eLearning platform usage and effective scenario based training resulted in a continuous improvement in the turnover rate as well as audit findings from 2016 to 2018. The increasing number of airline compliments uplifted their staff morale and encouraged them to provide higher levels of service.

JASG's training strategy is based on the Company's core value of “Putting People First”, making sure that their staff are well taken care of and their voices are heard.

Comments from Adjudicators

In view of the increasing demand for accurate and efficient airport ground services, the programme objectives were clearly illustrated, aiming at improving ground staff competency and on-the-job confidence.

The programme set a great example for engaging employees through the use of real life “scenario-based” training. It was a motivational, experimental and interactive way to stimulate the staff to learn effectively and apply the essential ground service skills, language skills of different airlines and other related airline knowledge. The role play approach ensured trainees become confident to utilize their skills during real situations. The success of the programme also hinged heavily on the support of senior management and frontline supervisors, who proactively involved in the development and execution of the training.

It was an excellent programme with measurable and phenomenal outcomes. Not only the ground workers increased their confidence to perform their duties, the compliments they received from clients also increased notably.

It was never an easy task to train staff in face of different airlines with diversified culture. Overall, the programme was effective to train-up ground workers with essential customer service skills.



Skills Training Category

Excellence Award

“Ramp Service Excellence Training Programme”

Jardine Aviation Services Group

About the Jardine Aviation Services Group

For over 70 years, Jardine Aviation Services Group (JASG) has been a market leader in providing ground handling services at Hong Kong International Airport, supporting more than 60 airlines in looking after the well-being of their passengers and cargo.

Objectives

Over the last five years, Hong Kong International Airport has seen significant growth in passenger and cargo traffic while at the same time the demographic mix of staff in Hong Kong has become broader with more staff of a South Asian background.

“Ramp Service Excellence Training Programme” successfully supports the integration and expansion of ethnic minorities into the workforce through a customized training and integration programme that promotes social inclusion, overcomes communication barriers and improves skillsets, improving both productivity and as well as increasing the company’s ability to handle more flights.

Design and Implementation

Social inclusion initiatives start with recognition of the cultural and language differences and the need for the company to adapt accordingly.

Urdu training materials, the introduction of non-Chinese coaches and a series of stop motion videos were developed for non-Chinese staff to overcome language barriers, allowing JASG to become the pioneer at the airport to train up many ethnic minority staff as equipment operators and drivers. Ethnic minority staff and their family members were also included in the most recent safety training video filming with Chinese staff.

Digital forces are reshaping staff behaviour and there is an urgency to transform. The growing popularity of smartphones has driven the training team to develop an interactive online training platform enabling staff to access training materials easily and conveniently. The e-learning platform covers a wide range of training materials including airline requirements, safety standards and mock driving exams. This online system allows trainers to monitor staff participation and track their test scores to see what training they still need to enhance.

All these new initiatives eventually eliminated the miscommunications due to linguistic and cultural barriers.

Measurement and Outcomes

“Ramp Service Excellence Training Programme” has successfully promoted social inclusion among staff and enhanced their service performance. Turnover rate and audit findings continued to drop in the past few years. Safety also improved with the number of Aircraft Ground Damage Incidents (AGDI) reducing to zero in 2017.

The Company also won the Ramp Innovation Award for Safety and industry’s Ground Handling International Conference in 2017.

As a Company serving passengers and airlines from all over the world, it is proud to have an increasingly multi-ethnic and cultural workforce, and of the way that its staff work as one team with a common goal of serving its customers to be best of our abilities.

Comments from Adjudicators

The programme objectives were well-defined to address the local labour shortage challenges that ground handling service providers were facing. In addition to the expanding business, the company took a big step forward to recruit and train more ethnic minority staff so as to rejuvenate and enlarge the staff force.

The programme design was well thought-out and tailor-made to fit the working pace and culture of ethnic minorities so as to tackle miscommunication problems among staff from different cultural background and ensure that new joiners from minority backgrounds were fully integrated with the local workforce. It was a smart attempt to develop an eLearning platform with multi-lingual and interactive training materials to promote self-learning which maximized work effectiveness with minimal disruption of daily work.

It was a practical and inclusive programme with encouraging results. It was impressive that the staff turnover rate and incident cases had significantly reduced after the launching of the programme.

On the whole, the intention of the programme was inspirational and effective in expanding the talent pool, generating better business outcomes and promoting a harmonious society in Hong Kong.



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Skills Training Category

Excellence Award

“Artmall Ambassador Training Programme”

K11 Concepts Limited

About K11 Concepts Limited

Founded by a cultural entrepreneur Mr Adrian Cheng in 2008, K11 is the world’s first original high-end lifestyle brand to pioneer an “Art x Commerce” hybrid business model, creating the “Museum-Retail Concept”, including Artmall, offices and residences in Hong Kong and China. The vision of the brand is to “incubate contemporary Chinese culture”. It curates a holistic experience for its customers within a museum space. The flagship K11 in Hong Kong and Shanghai were launched in December 2009 and June 2013 respectively. It has further opened K11 in Wuhan, Guangzhou and Shenyang, and further developed this innovative concept across China, with a total of 29 projects and 2.1 million m2 gross floor area in nine cities by 2022.

Objectives

Given the unique proposition K11 is offering to the market, it has created a new role – Artmall Ambassador, to help communicate the brand culture to its customers, and to support the very specific needs of the business. Not being able to find the right candidates within the talent market, it has to develop a tailor-made “K11 Artmall Ambassador Training Programme”.

The objective of the programme is to equip its newly hired with the following:

- Understanding the role of K11 Artmall Ambassador and how to support K11 in delivering its Vision, Mission and Core Value, and the concept “Museum-Retail”
- Customer engagement skills so as to support the Artmall to recruit and retain right customers through different commercial channels
- Ability to design customized customer journeys and to introduce the right kind of services, events and merchandises according to customer needs
- Art-touring skills so as to support the brand vision by promoting the Art and Culture to K11 target customers

Design and Implementation

The team worked closely with management team and human resources to map out the key responsibilities of an Artmall Ambassador. It reviewed all current materials, including existing service guideline, operating procedure, etc. and identified relevant information for on-boarding. With that it developed an effective two-part training programme:

- “An eight-day On-boarding Training” aiming to educate its staff about the core values of K11 and its vision and mission, as well as background information on all art pieces, current services, key merchandises and latest events available within the Artmall. To ensure the team can thoroughly understand what customer needs and design a personalized customer journey, it empowered them with essential soft skills, for example, customer engagement, tour-guiding, and product introduction.
- “A series of Life-style Workshops” was introduced to enhance its staff’s general knowledge on current market trends and hot topics, so they can find the right topic to engage its customers confidently and effectively.

Outcomes

Within the first nine months, there was a significant increase in number of “Newly Recruited Members”. It had also recorded prominent jump in member total spending as well as a double digit growth in “Trip Conversion”. It had conducted over 3,000 art tours at the Tsim Sha Tsui K11 Artmall. Most importantly, it was able to retain all newly hired Artmall Ambassador, i.e. 100% retention rate, since the inception of the programme.

Comments from Adjudicators

The programme aligned closely with the business goals and customer needs, with clearly-defined and straightforward objectives. It was a pioneer in creating “Artmall Ambassador” as a new role in the industry, aiming at training Ambassadors to promote the brand culture of “Museum-Retail” through providing customer-oriented service.

The programme was a comprehensively designed and innovative initiative. It vigorously linked the employees through intensive and all-rounded training in art and culture, building up the story-telling skills, exhibition touring skills and customer engagement skills of the Artmall Ambassadors. The step by step learning framework and depth and breadth training of lifestyle workshops successfully nourished a sustainable learning culture within the organization.

The programme results were satisfactory. Around 3,300 Art Tours were organized and there was an increase of 119% of total spending of customers in nine-month time.

The programme was absolutely a benchmark that successfully cultivating the corporate culture and promoting art concepts to employees, customers and community. It was effective in supporting the K11 to achieve “Art x Commerce” business model.

Doctoral Degree Programmes



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Development Category

Gold Award

“QHMS ‘People First’ Programme”

Quality HealthCare Medical Services Limited

About Quality HealthCare Medical Services Limited

Quality HealthCare Medical Services Limited (QHMS), Hong Kong, became part of Bupa, an international healthcare group, in October 2013. QHMS' operations span diagnostics, primary healthcare and day care specialties. With roots tracing back to 1868, QHMS serves the community through a network of around 110 multi-specialty centres and over 1,200 affiliated clinics offering Western Medicine, Traditional Chinese Medicine, Diagnostics and Imaging, Dental, Physiotherapy services, Medical aesthetic etc. It also operates a private nursing agency. QHMS is one of the largest providers of healthcare services to corporates in Hong Kong. In 2017, the Group recorded more than 3 million healthcare visits. It endeavors to enhance the quality of its professional services continuously to satisfy the needs of customers and patients.

Objectives

With a strong ambition to be a standout leader in outpatient healthcare, QHMS continues to build scale in medical provision and grow its clinic network. In this regard it is important to invest in people especially in placing the right mid-level talents across its clinics who help to steer operational excellence and sustain the business. “QHMS ‘People First’ Programme” was therefore shaped in 2017, with the aim to develop the frontline clinical staff with sufficient confidence, capabilities and exposure to take up current/future centre management roles in clinics of different size and configuration.

Design and Implementation

A focus group of LandD members and QHMS cluster managers has been formed and a simple talent assessment model was introduced to shortlist the QHMS candidates for the programme. As part of the nomination process, the cluster managers were invited to assess on candidate's competency and commitment level with a few key diagnosis questions.

In the design phase, they shaped the programme design by relating back to the key competencies (both knowledge and skill areas) required of a centre supervisors/team leader role. To ensure the learning effectiveness, they adopted the 70-20-10 principle via a blended learning approach.

They scheduled the learning events on a modular basis comprising of functional knowledge, people management skills and field visit within a nine-month time frame, supported by on-going coaching by supervisor and talent review. The programme was fully committed by the participants and their supervisors were engaged throughout different stages of programme design and implementation.

Measurement and Outcomes

The programme was proved to be successful with the following key measures and outcomes:

- Talent mobility and more structured career development path – A total 90% of participants upon programme completion had been taking up a more senior role in different centre settings.
- Indirect cost savings – apparent savings in recruitment lead time and training time for centre supervisors if the positions have to be filled externally. QHMS was able to prove that it was far more effective to develop internal talents than simply relying on external hires to fill centre supervisory positions.
- Employee engagement – An improvement of employee Net Promoter Score (eNPS) by 50%, i.e. this indicated that people loved to work at QHMS and they were aware of the career opportunities in QHMS.

The beauty of “People First” lies in its strong linkage with staff career development and the outcomes they achieved were evident for proving the effectiveness of the programme. It was seen by QHMS as an exceptionally effective training intervention that worth sharing with the market.

Comments from Adjudicators

The programme objectives were clearly defined, having strong alignment with the needs of business to enhance its quality of professional services and create growth in its clinic network. The programme had a seamless integration between cross-functional knowledge and leadership training, with a clear aim to groom internal clinical staff as frontline management roles to support the future business growth.

The programme was innovative and successful in the healthcare industry. Not only providing opportunities for frontline talents to foster their career progression to mid-level management, they had also undergone wide-spectrum of training including people management and functional training and field visit, making the programme unique and effective in fast-tracking internal talent development.

The programme had achieved phenomenal results, with 90% of participants taking up more senior roles. Within nine-month time, it effectively yielded indirect cost savings by reducing recruitment lead time and training time, and raised employees' engagement and positivity towards their work.

On the whole, it was a highly successful programme with clear and impactful results. It set forth a highly admirable example for the industry, with a well-executed, engaging, and highly-integrated design with various modular learning activities, and led to cost-efficiency, performance improvements, strengthened employee morale, and raised employee employability.



Development Category

Silver Award

“Everyone is a Leader”

Pfizer Corporation Hong Kong Limited

About Pfizer Corporation Hong Kong Limited

For over 168 years, Pfizer has been a leading biopharmaceutical company, committed to applying science and its global resources to improve health and well-being at every stage of life.

Objectives

The “Everyone is a Leader” Programme emphasizes a holistic approach, focusing on leadership at every level of the organization, not just formal leaders. It aims to build quality excellence in its service delivery so that all colleagues feel a sense of pride and confidence that they are contributing to the Pfizer business and the greater social and healthcare responsibility.

Design and Implementation

The “Everyone is a Leader” Programme’s vision set by the leadership team aims to align with its culture and business environment through behaviours that drive its success today and into the future. Although it is designed around the 70/20/10 rule according to the theoretical framework of learning, its components were conceived by soliciting input from all colleagues, developing themselves as taskforce members and forming core value teams. This bottom up approach ensures that every function of the organization takes part in the design and implementation ensuring uptake and success.

The “70” part focuses on “on-the-job” experiences, developing specific leadership behaviours via assignments so that colleagues can lead themselves with their “Head” by feeling more decisive, leading others with their “Heart” by staying connected and motivating each other, and leading the business with their “Guts” by being proactive and courageous to generate new ideas. The “20” part focuses on learning from others via team work and coaching interactions and the “10” part focuses on technical capability training.

In order to tackle developing the right leadership behaviours, all colleagues have an opportunity to participate in:

- Core Values Teams: e.g. Leaders of the four core values teams (Engagement, Collaboration, Community and Innovation) are driven by frontline colleagues to build decisiveness and to connect and motivate people with their passion.
- MRCP Doctors’ Examination: First-in-industry invitation of Pfizer colleagues at every level to participate in the Royal College of Physicians Doctor’s examination as surrogates to deepening their commitment in servicing their customers.
- Secondment and Enrichments: Long-term and short-term opportunities are identified via linking business needs with careful talent mapping where identified colleagues at every level participate to experience change leadership in a different department.

Measurement and Outcomes

The success of the “Everyone is a Leader” Programme was evaluated via the “4D” Evaluation Form. Examples of outcomes include:

- 100% participation rate in staff engagement survey with score of 95% or above in all five engagement indices
- Three times below industry level staff turnover rate
- 100+ Number of Change Champions and Subject Matter Experts
- First in industry participation in the MRCP Doctor’s examination

Through its dedicated holistic focus on establishing the “Everyone is a Leader” Development Programme, the company has transformed the people of Pfizer into one of the most stable and engaged workforce with quality excellence built in its service delivery where the culture developed drives sustainable talent development.

Comments from Adjudicators

With precise and meticulous objectives, this highly-charged programme was an excellent development campaign which successfully instilled and promulgated the theme “Everyone is a Leader” throughout the organization, from top to frontline staff. The programme effectively motivated a massive group of stakeholders from different departments in taking initiative to contribute and play a key role in the organization’s activities.

The programme was all-rounded and skilfully designed with bottom-up approach which enhanced leadership capabilities as well as industry’s technical knowledge of different levels of staff. It was distinctive to introduce Membership of the Royal Colleges of Physicians Doctors’ Examination to all members, even non-medical staff, to strengthen their healthcare knowledge which better prepared them in servicing customers. Moreover, utilizing the “4D Evaluation Framework”, the programme provided a comprehensive assessment for everybody on the corporate ladder.

The results were remarkable with 100% participation of employees and 75% of them were promoted. Growth in business performance, workplace impact, and employee engagement were also evident.

All in all, the programme was highly effective in creating great impact and engagement while facilitating learning at multi levels. The measurement and outcomes surpassed its business objectives allowing the organization to gain leadership in the pharmaceutical industry.



Development Category

Bronze Award

“Make A Difference’ Programme (MAD)”

Ocean Park Corporation

About Ocean Park

Ocean Park, Hong Kong's premier educational theme park, provides all guests with great experiences, combining entertainment and education, whilst inspiring lifelong learning through conservation advocacy and connecting people to nature. It is a world-class tourist destination with over 70 attractions and an annual guest attendance of over seven million.

Objectives

In a theme park environment, having fun at work is crucial under the concept of “Happy Employees equals Happy Guests” with employees genuinely “servicing from their hearts”. “Make A Difference’ Programme (MAD)” builds upon that firm belief through personal development and self-actualization, employees are intrinsically motivated to inject positive energy into work, by spreading ripples of “happy waves” to their peers, their teams, and eventually create a contagious, positive environment, conducive to the workplace and the overall wellbeing and attitudes within the organization.

Design and Implementation

MAD adopts a progressive learning structure in four major development levels: I. Foundation; II. Advance; III. Pioneer; and IV. Champion. Each level carries its own unique development focus, ranging from self-awareness and practical skills training on three most critical competencies being identified for current and future leaders, to personal transformational breakthrough. Each level targets employees at different career stage from junior members, supervisors to senior management team. The most innovative element of the MAD rests upon the MAD Studio, a volunteer support group formed by MAD Trainees who create different outreach programmes for Ocean Park employees. The MAD Studio works like charity, the volunteers seek the sponsorship and present their self-funded gifts to Ocean Park employees with big smiles to cheer them up from their hearts. These acts of love have truly touched many Ocean Park employees and create a continuous learning platform through volunteering activities.

Measurement and Outcomes

MAD has been effectively delivered to more than 650 employees by in-house resources since its launch, with an accumulation of up to 9,974 learning hours till now. MAD has achieved all objectives. Over 35% of MAD trainees were formally recognized internally and externally. MAD trainees are more willing to join the Corporate Trainer Programme to share their work experiences and become mentors to newly joined employees. The results of the MAD Studio activities were also remarkable. MAD Studio volunteers had obtained and distributed over 8,000 self-sponsored gifts, valued over HK90,000 to Ocean Park employees and accumulated over 500 service hours. MAD Studio volunteers expressed high perceptions of happiness at work, high engagement level, and willingness to continue their MAD volunteering services. MAD has already received two highly notable external recognitions – Silver Award of “HR Innovation Awards 2016 – Excellence in Leadership Development category” awarded by the Human Resources Magazine, and “Best Innovation in a Training Programme 2017”; awarded by the International Association of Amusement Parks and Attractions (IAAPA), the highest recognizable global award within theme park industry across the globe.

The programme lead and creator of MAD, Mr Bee Tang has tried very hard and successfully transformed himself from a performer to a Training Professional; and through MAD, he has not only realized his own dreams but also developed a completely new approach to training under the great teamwork and supports from his boss, peers, subordinates and all the key stakeholders, internally and externally.

Comments from Adjudicators

The programme was well-structured with clear objectives, aiming at redeveloping a new service culture to support the growing business needs. With limited manpower and budget, it was a powerful and innovative initiative which injected positive energy to each and every employee, by transforming the individual personally, influencing working peers and ultimately building a happy corporate culture.

The programme was tactfully designed with passion and implemented with unprecedented and groundbreaking ideas, supported by a voluntary team of colleagues who would like to stimulate positive attitude throughout the workplace. The implementation was clearly-divided with four progressive stages, gradually engaging frontline to senior management staff.

The programme result was breathtaking, with high level of acceptance and participation of employees, over 90% of participants agreed that the programme created a pleasant working culture. Besides, the programme was able to drive solid business performance, in which 25-35% sales increment was driven by the MAD trainees.

All in all, the programme was impactful, innovative, and well-thought out. It was especially inspiring that the MAD Studio volunteers composed a theme song, illustrating that they were truly happy and positive from the bottom of their hearts. It was an exemplary programme which has successfully transformed the organizational culture.



Development Category

Excellence Award

“Driving Business through 6D Breakthrough Coaching”

AIA International Limited

About AIA Group

AIA Group was established in 1919 and began its operations in Hong Kong in 1931. AIA Hong Kong & Macau (“AIA HK”) is committed to playing a leading role in driving socioeconomic development in the industry. As of January 2018, we had 14,900+ AIA financial planners serving 2.9+ million customers, with a wide variety of products and services on offer.

Objectives

At AIA, Partnership Distribution plays a key role to accelerate the business growth by building a strategic partnership with our brokers and partner banks. A development programme, “Driving Business through 6D Breakthrough Coaching” was developed for uplifting the coaching and sales competence of AIA’s Business Development Managers (BDM) and bank insurance sales to promote a Total Wealth Management (TWM) solution for customers. Among all of its bank partners, Citibank is its strategic partner to execute this programme jointly. The programme objectives are:

- Developing sales competence of the bank insurance sales to deliver TWM solution including protection needs
- Building coaching habit in Citibank sales platform by Business Development Managers of AIA to drive sales

Design and Implementation

Partnership Academy of Partnership Distribution developed the programme in Q4 2016, and implemented the programme from March to September 2017 (six-month period). A 6D model, referred to six dimensions, was utilized as the framework on programme development. Each dimension contained unique features to connect the deliverables as follows:

1. Define business outcomes
 - To define and align KPIs in achieving total wealth management solution by achieving 10% increment on active ratio and case issued per sales on monthly basis.
2. Design complete experience
 - To build successful business case as “hook” to arouse learning motivation, the participants learned the sales and coaching capability through case and video-aided learning. They later internalized the knowledge via role-play and feedback session given by the sales leaders.
3. Deliver for application
 - To encourage application of skills learnt, a certification programme was introduced to assess the level of proficiency on sales coaching. The use of successful case and story-telling to enhance the participants’ knowledge and skills on closing the sales.
4. Drive learning transfer
 - Close monitoring on learning transfer by conducting time-bounded (20-min) coaching session on timely basis, with the use of standardized and user-friendly behavioural checklist. Feedback was delivered on 1:3 basis, one blind spot followed with three bright spots as reinforcement to build new habit.
5. Deploy performance support
 - Reinforced the “Know your customer” concept to identify customers’ insurance needs and created user-friendly tool to identify hot topics in arousing customers’ interest in insurance.
6. Document results
 - Close monitoring on the KPIs & coaching reports to track the performance and behavioural change on monthly basis.

Outcomes

A total of four sessions of sales coaching workshops, 16 sessions of sales training workshops and seven sessions of coaching certification were held, covering 54 sales leaders, BDM and 231 bank insurance sales. Upon completion of the programme, the following results were achieved:

1. Developing sales competence of the bank insurance sales to deliver TWM solution, with performance on insurance sales listed below:
 - Active ratio increased from an average of 53% to 72%, an increment of 19%
 - Both number of cases issued and case per sales per month increased by 14%
2. Building coaching habit in Citibank sales platform by Business Development Managers of AIA to drive sales:
 - Bank insurance sales were eager to get feedback while the sales leaders were used to give specific and timely comments to the sales. This formed a positive virtuous cycle to improve and sustain the sales performance. By comparing the pre and post training period, the number of high performers (exceeding & achieving the pre-set sales target) increased by 19% while number of low performers decreased by 14%.

To conclude, the success of this programme attributed to the top management support and collaborative efforts given by Partnership Distribution of AIA and Citibank to manage and monitor the participants’ performance consistently.

Comments from Adjudicators

The programme objectives were clear and well-defined. Partnering with Citibank, the programme effectively promoted the concept of “Total Wealth Management” and insurance planning capabilities to bank sales team and its customers, in turn, generating higher premium.

The programme design was highly effective, supplemented with mindset and skillset coaching and certification programme. The concerns of the key stakeholders from top management to frontline sales leaders in Citibank and AIA were well evaluated and were met with clear and relevant solutions. Numerous business initiatives and tools were introduced to enhance staff planning capabilities and productivity. It was impressive that the programme seamlessly bridged the connection between both organizations through building a harmonious and “Team Success” culture among sales teams in Citibank and AIA.

The results of the programme were spectacular, exceeding the KPIs of active ratios and insurance case ratios targeted at the beginning of the programme. The programme also positively influenced employee engagement, employee satisfaction, and employees’ enthusiasm for work.

In a nutshell, the programme successfully drove a holistic and integrated culture between sales teams of two organizations, which encouraged them create synergy in achieving higher business performance. Thus, it created a win-win sales achievement in both organizations.



Development Category

Excellence Award

“Passion for Fashion – hit Together!”

Laws Fashion Group Limited

About LAWSGROUP

LAWSGROUP was found in Hong Kong in 1975, with the motto of making quality clothing at reasonable costs and unparalleled turnaround time. With over 40 years of hard work and dedication, the Group has become a leading fashion group with diversified business ranging from garment manufacturing (sweater and textile), retail and branding, to property and investment. With the motto of Passion for Fashion and its belief in H.I.T. stands for Happiness-Integrity-Teamwork philosophy culture, the Group aims to have LAWSGROUP apparel in every closet and to become a global fashion conglomerate, leading in innovation and a relentless approach to quality.

This programme mainly involved about **300 full-time staff** at group level under Laws Fashion Group Limited, to fully understand and apply H.I.T. with TLC concept, with supporting of Human Resources and Learning and Development staff, leading by Top Management Committee.

Objectives

Its ultimate goal is to **drive positive change** with its employees towards to be a leading **“Fashion Group”** across different business units with different levels of employees. The programme objectives were well-planned with in-depth analysis on business challenges. The Group formed the solid and generic core values – H.I.T. culture in 2012. After that, we have searched some professional tools to make culture take into action. Then The Leadership Challenge (TLC) and The Leadership Practices Inventory (LPI) tools were selected from a various professional tools to fulfill the Group’s needs. It aims:

- To **cultivate corporate culture (HIT)** with getting staff understand that **leadership development** is an ongoing business to achieve better performance and business results with different types of staff.
- To **integrate the leadership challenge (TLC) into corporate HIT culture** and there are five practices of exemplary leadership and 10 commitments of leadership which are in-line with our H.I.T. explanation.
- To apply what employees learned and applied into their daily works to enhance organizational capability, performance and business results.

Since 2012, H.I.T. Culture training has started with different types of programmes organized for staff including interactive workshops, sharing sessions, team building events for all staff. Starting from 2014, the Group found out that TLC practice was in-line with its H.I.T. culture, so it determined to adopt TLC practices, i.e. 1. Model, the way, 2. Inspire a shared vision, 3. Challenge the Process, 4. Enable Others to Act, and 5. Encourage the Heart Practices.

Apart from talent development programme – HIT with TLC, the Group also initiated **“i-Programme Self-learning Scheme”** in order to encourage continuous learning by employee themselves in their spare time. Each permanent staff is required to obtain a minimum of 18 credits annually through any of the following three channels. Different levels of award are also given upon achievement of certain credits as an incentive and motivation.

- Continuous learning through internal or external course related to work
- Volunteering or recreational activities, say as badminton, swimming
- Reading Report after read work-related books

Outcomes

Overall, this programme was effective to ingrain continuous learning culture throughout the group. It created a win-win situation for both employees and management as the programme provided a clear and progressive path to foster individual how to be a better leader and also benefit for corporate long-term growth.

Comments from Adjudicators

The programme objectives to drive positive cultural change, continuous learning and leadership development for the whole organization were clearly aligned in the hit programme across the company and demonstrated consistency in execution. It was successful in publicizing the corporate culture to employees through different training initiatives and workshops.

The programme design was comprehensive, in which staff at all levels could join the campaign. The programme was well-planned with a progressive and detailed timeline, which spread its culture from the top level to general staff. Apart from traditional classroom and outdoor training, the development of i-Programme Self-Learning Scheme greatly encouraged employees to learn and share by rewarding employees with credits for engaging in self-learning activities during their spare time.

This integrated programme yielded high engagement and positively influenced employees’ attitudes and capabilities. It was impressive that the participation rate of staff in the i-Programme was high.

Overall, it was a cohesive programme with a consistent and progressive drive of positive culture and continuous learning, and a solid framework that was strongly backed by top management.

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Development Category

Excellence Award

“The Sun Elite Executive Director (SEED) Programme”

Sun Life Hong Kong Limited

About Sun Life Hong Kong

Sun Life Hong Kong, a wholly owned subsidiary of a leading Canadian-based international financial services organization, the **Sun Life Assurance Company of Canada**. The Sun Life Financial Inc. trades on the Toronto (TSX), New York (NYSE), and Philippine (PSE) stock exchanges. **Sun Life** has been helping Hong Kong to shine brighter since Feb 22, 1892. Today, it provides professional financial services to approximately 1.1 million Hong Kong Clients through its individual life and health, pensions and group pensions, and third party administration businesses. **Sun Life** focuses on providing top-quality protection and wealth management products, and retirement planning to satisfy its Clients' evolving needs at different life stages. It has multi-distribution channels including an Agency-force of over 2,000 members.

Objectives

Although **Sun Life** experienced a steady double-digit growth in sales during the past five years, its market share has been shrinking. Among other key factors, such as product pricing and brand resonance, it has realized that it is particularly lagging behind on agency expansion. With the aim to re-vitalize the stagnant Agency-force, the three-year **SEED** Programme was launched in 2017 to drive for the significant growth of both headcount and sales.

Design and implementation

“The **SEED** Programme” has successfully re-ignited selected directors' drive to go for a challenging goal in their career and motivate their teams to join in with the movement to expand the Agency-force and make **Sun Life** more successful. The programme was also able to foster a sense of community among members of the **SEED** districts, equip them with skills and knowledge and reinforce good practices in order to drastically enhance their drive and effectiveness in recruitment, retention and sales.

The Four Key Success Factors are:

1. **Race with Time** – shorten promotion timeline from nine years to three years. **SEED** Consultants are the conductors to steer **SEED** Directors to this challenging goal. The spirit of “If not now, when?” has also quantum-leaped the programme's momentum. The emphasis on the identity of the **SEED** community has engaging power far exceeded our expectations.
2. **District Needs Analysis (DNA)** – includes **SEED** Directors' self-evaluation, 360° Leadership Survey and interview with core leaders of **SEED** Districts. **SEED** Consultants then closely followed up with all Directors' committed action plans.
3. **Effective Process and Result Management** – **SEED** Consultants are able to maintain proactively an environment where it could be honest with its results. It manages both process and result actively of pre-event briefing, nimble adjustment during the event and stringent post-event evaluation.
4. **Work-Life-Learning Integration** – all **SEED** members involve into training workshops, interactions inside the cyber-campus office and activity outside the office in order to maximize the effectiveness in learning, generating business results and living a fulfilling life.

Outcomes

“The **SEED** Programme” has successfully revitalized the stagnant Agency-force of the **SEED** districts. They have created extraordinary results and achieved all the indicators of a healthy expansion in the Agency-force. Growth in headcount and sales exceeded non-**SEED** districts by 10 times and 100% respectively in 2017. Most importantly, this growth was organic and sustainable. It will provide a platform for the continuous expansion of **Sun Life Hong Kong**.

Comments from Adjudicators

The programme objectives were clearly demonstrated and industry-appropriate in face of shrinking market share. This strategic programme effectively motivated Regional and District Directors to expand their teams, drive district development and improve their business performance.

The programme design was holistic and well-planned, assisting the selected **SEED** Directors to set a strategic target and undergo a faster upward promotion opportunity within a three-year time frame. Through providing strong support in evaluation meetings, recruitment and team building activities, the programme effectively awakened **SEED** members and Directors to evoke a sense of belonging and identity, which helped advance them to the next level.

The programme results were measurable with positive impact on **SEED** district's business performance. Within a year, ROI of **SEED** districts had reached 349% and promotion of employees was fast-tracked. It was remarkable that the organization moved up the scale in terms of Hong Kong market share in this short period of time.

Overall, the programme was a great initiative to motivate mid-management level employees to progress in their career ladder and in turn enhance business performance of the whole organization. Although it only targeted six **SEED** Directors at the moment, the programme showed great potentials to develop further in the future.

Past Campaign Award Winners

2017

Skills Training Category

Gold Award	Asia Pacific Heart Rhythm Society and Abbott Laboratories
Silver Award	Sino Group
Bronze Award	MTR Corporation
Excellence Awards	Chow Tai Fook Jewellery Company Limited Manulife (International) Limited Ngong Ping 360 Limited

Development Category

Gold Award	Hong Kong Airlines Limited
Silver Award	Cathay Pacific Airways
Bronze Award	FTLife Insurance Company Limited
Excellence Awards	Citi Hong Kong The Hong Kong Jockey Club MTR Corporation

2016

Skills Training Category

Gold Award	Cordis, Hong Kong
Silver Award	MTR Corporation and Sports Federation & Olympic Committee of Hong Kong, China
Bronze Award	TAL Apparel Limited
Excellence Awards	Fuji Xerox (Hong Kong) Limited Hong Kong Sheng Kung Hui Welfare Council Limited The Great Eagle Properties Management Company Limited - Langham Place

Development Category

Gold Award	Prudential Hong Kong Limited
Silver Award	Esquel Group
Bronze Award	Manulife (International) Limited
Excellence Awards	Bank of China (Hong Kong) Limited Wallem Group Zurich Insurance (Hong Kong)

2015

Skills Training Category

Gold Award	Cathay Pacific Airways Limited
Silver Award	Synergis Management Services Limited
Bronze Award	Maxim's Caterers Limited
Excellence Awards	DBS Bank (Hong Kong) Limited Federal Express (Hong Kong) Limited Sun Life Hong Kong Limited

Development Category

Gold Award	The Hong Kong Society for the Aged
Silver Award	DBS Bank (Hong Kong) Limited
Bronze Award	McDonald's Restaurants (Hong Kong) Limited
Excellence Awards	CLP Power Hong Kong Limited Midland Holdings Limited Shangri-La Hotels and Resorts

25th Anniversary Award – Most Dedicated Organization to People Development

CLP Power Hong Kong Limited
HSBC
The Hong Kong Jockey Club
Maxim's Caterers Limited
MTR Corporation Limited

2014

Skills Training Category

Gold Award	Hong Kong Broadband Network Limited
Silver Award	Synergis Management Services Limited
Bronze Award	RS Components Limited
Excellence Awards	Chow Tai Fook Jewellery Company Limited Hotel ICON Ma Belle Jewellery Company Limited

Development Category

Gold Award	Crystal Group
Silver Award	DFS Group Limited
Bronze Award	Bank of China (Hong Kong) Limited
Excellence Awards	Fuji Xerox (Hong Kong) Limited Hotel ICON Shun Tak – China Travel Ship Management Limited

Past Campaign Award Winners

2013

Skills Training Category

Gold Award	Maxim's Caterers Limited
Silver Award	MTR Corporation Limited
Bronze Award	The Hong Kong Jockey Club
Excellence Awards	HSBC The Kowloon Motor Bus Company (1933) Limited Sun Life Hong Kong Limited

Development Category

Gold Award	Chun Wo Development Holdings Limited
Silver Award	DFS Group Limited
Bronze Award	FedEx Express (China)
Excellence Awards	AIA International Limited MTR Corporation Limited Societe Generale, Asia-Pacific

2012

Skills Training Category

Gold Award	The Hong Kong Jockey Club
Silver Award	DHL Express (HK) Limited
Bronze Award	CLP Power Hong Kong Limited
Excellence Awards	Hong Kong Air Cargo Terminals Limited Hong Kong Broadband Network Limited Shanghai Feng Cheng Property Management Co Ltd – Subsidiary of Shui On Land (HK & China)

Development Category

Gold Award	The Hong Kong Society for the Aged
Silver Award	Hip Hing Construction Company Limited
Bronze Award	MTR Corporation Limited
Excellence Awards	Civil Service Training and Development Institute, Civil Service Bureau, HKSAR The Dow Chemical Company HSBC

2011

Gold Prize	BOC Group Life Assurance Company Limited
Silver Prize	Shangri-La Hotels and Resorts
Bronze Prize	Kowloon Central Cluster, Hospital Authority
Excellence Awards	Fleet Management Limited Maxim Caterers Limited Standard Chartered Bank (Hong Kong) Limited

2010

Gold Prize	Bank of China (Hong Kong) Limited
Silver Prize	Morgan Stanley
Bronze Prize	The Hong Kong Jockey Club
Excellence Awards	Aon Hong Kong Limited Fuji Xerox (Hong Kong) Limited Mandarin Oriental Hotel Group

2009

Gold Prize	MTR Corporation Limited
Silver Prize	Synergis Management Services Ltd
Bronze Prize	Zurich Life Insurance Co Ltd
Certificates of Excellence	Hang Yick Properties Management Ltd Hong Yip Service Co Ltd InterContinental Grand Stanford Hong Kong

2008

Gold Prize	CLP Power Hong Kong Limited
Silver Prize	Maxim Caterers Ltd and Hospital Authority
Bronze Prize	The Hong Kong Jockey Club
Certificates of Excellence	Canossa Hospital (Caritas) Hong Kong CSL Limited InterContinental Hong Kong

2007

Gold Prize	Tao Heung Group Limited
Silver Prize	Kowloon-Canton Railway Corporation
Bronze Prize	The Hong Kong Jockey Club
Certificates of Excellence	Kowloon Shangri-La Hotel Li & Fung (Trading) Limited PCCW Limited

Past Campaign Award Winners

2006

Gold Prize	Langham Place Hotel
Silver Prize	Gammon Construction Limited
Bronze Prize	Hang Seng Bank
Certificates of Excellence	Hang Seng Bank Jones Lang LaSalle – Management Solutions Shun Hing Electric Service Centre Ltd

2005

Gold Prize	Langham Place Hotel
Silver Prize	CLP Power Hong Kong Limited
Bronze Prize	The Hong Kong and China Gas Company Ltd
Certificates of Merit	HSBC PCCW Limited Standard Chartered Bank (Hong Kong) Limited

2004

Gold Prize	The Hong Kong Jockey Club
Silver Prize	HSBC
Bronze Prize	AXA China Insurance Co Ltd
Certificates of Merit	ACNielsen (China) Ltd Hong Kong Housing Authority MTR Corporation Limited

2003

Gold Prize	Cathay Pacific Airways Ltd
Silver Prize	Circle K Convenience Stores (HK) Ltd
Bronze Prize	HSBC
Certificates of Merit	Canossa Hospital (Caritas) Kai Shing Management Services Ltd Sun Hung Kai Properties Ltd

2002

Gold Prize	Hong Kong Housing Authority
Silver Prize	Hsin Chong Real Estate Management Ltd
Bronze Prize	Allen & Overy (HK) Limited
Certificates of Merit	American International Assurance Company (Bermuda) Limited Hong Yip Service Company Ltd Shangri-La Hotels and Resorts

2001

Gold Prize	Hang Seng Bank Ltd
Silver Prize	Hongkong Post
Bronze Prize	Watson's The Chemist
Certificates of Merit	Giordano International Limited Hang Yick Properties Management Limited Hong Yip Service Company Ltd

2000

Gold Prize	Standard Chartered Bank
Silver Prize	Hong Kong Housing Authority
Bronze Prize	The Hong Kong Jockey Club
Certificates of Merit	Heraeus Ltd Hospital Authority MTR Corporation

1999

Gold Prize	Hang Seng Bank Ltd
Silver Prize	CLP Power Hong Kong Ltd
Bronze Prize	Hang Seng Bank Ltd
Certificates of Merit	Goodwell Property Management Ltd The Jockey Club Kau Sai Chau Public Golf Course Ltd Kowloon-Canton Railway Corporation

Past Campaign Award Winners

1998		1993	
Gold Prize	Sheraton Hong Kong Hotel & Towers	Overall Winner	The Asian Sources Media Group
Silver Prize	Tse Sui Luen Jewellery Co Ltd	Strategic Management/Strategic HRD/ Customer Service/ TQM Training Category	The Sino Group
Bronze Prize	DHL International (HK) Ltd	Management/Supervisory Training Category	The Asian Sources Media Group
Certificates of Merit	The Hong Kong Jockey Club Hong Kong Police Shell Hong Kong Ltd	Professional/Technical	Hong Kong Aircraft Engineering Company Limited
1997		1992	
Strategic HRD Category		Service Category	Mass Transit Railway Corporation
Silver Prize	Regal Hotels International	Commercial and Industrial Category	Shell Hong Kong Limited
Bronze Prize	DHL International (HK) Ltd	1991	
Skills Training and Development Category		Service Category	Arthur Andersen & Company
Gold Prize	Hang Seng Bank Ltd	Manufacturing Category	Computer Products Asia-Pacific Limited
Silver Prize	Marks and Spencer (H.K.) Ltd	Construction Category	Franki Kier Limited
Bronze Prize	Regal Hotels International	Wholesale/Retail/Import/Export Category	Jardine Pacific Limited – Pizza Hut Division
1996		Utilities and Public Sector	Mass Transit Railway Corporation
Overall Winner	Giordano Ltd	1990	
Strategic HRD Category	Giordano Ltd	Multi-National Corporations Category	China Light & Power Company Limited
Skills Training and Development Category	Mass Transit Railway Corporation		
1995			
Overall Winner	Hospital Authority		
Strategic HRD Category	Hospital Authority		
Skills Training and Development Category	Mass Transit Railway Corporation		
1994			
Overall Winner	Kowloon-Canton Railway Corporation		
Strategic Management/Strategic HRD/TQM Training Category	Kowloon-Canton Railway Corporation		
Management/Supervisory Training Category	Cathay Pacific Catering Services (HK) Limited		
Professional/Technical	Securair Limited		

* The above list shows the names of the award-receiving companies during the year of the Award indicated.



HONG KONG MAXIM'S GROUP



Founded in 1956, Maxim's Caterers Limited (a company incorporated in Hong Kong) is a leading food and beverage company comprised of Chinese, Asian and European restaurants, quick service restaurants, bakery shops, coffee shops, Japanese chain restaurants and institutional catering, while providing a range of festive products, including the award-winning HONG KONG MX Mooncakes. It is also the licensee of renowned brands including Starbucks Coffee, Genki Sushi and IPPUDO Ramen, The Cheesecake Factory and Shake Shack in various territories. Altogether, it has over 1,257 outlets in Hong Kong and Macau regions, Mainland China, Vietnam, Cambodia, Thailand and Singapore. To learn more about Maxim's, visit www.maxims.com.hk/en.

www.maxims.com.hk



Individual Awards

JUDGING CRITERIA

Distinguished Trainer Awards

1. Signature Campaign
From a signature training and/or development campaign, the trainer has demonstrated his/her competencies as a good trainer in the following areas:
 - Making sure that training is connected to business/organizational need and external environment
 - Ability to design purposeful learning processes
 - Ability to manage and deliver a designed programme
 - Role in the internal marketing of training plans to stakeholders
 - Ability to evaluate training
2. Personal achievements and continuous development
3. Achievement in enhancing training and development capability

Outstanding New Trainer Awards

1. Signature Campaign
From a signature training and/or development campaign, the trainer has demonstrated his/her competencies as a good trainer in the following areas:
 - Making sure that training is connected to business/organizational need and external environment
 - Ability to design purposeful learning processes
 - Ability to manage and deliver a designed programme
 - Ability to evaluate training
2. Personal achievements and continuous development

INDIVIDUAL AWARD WINNERS

Trainer of the Year

Mr Edward Lo
Head of Learning and Development
Hang Lung Properties Limited

Distinguished Trainer Awardees*

Mr Edward Lo
Head of Learning and Development
Hang Lung Properties Limited

Ms Angela Wong
Senior Learning Academy Manager
Hang Seng Bank Limited

Outstanding New Trainer Awardees*

Ms Cheung Pui Ying
Assistant Training Manager
AIA International Limited

Mr Duke Ng
Senior Training Officer
China Life Insurance (Overseas) Company
Limited

Mr Wong Pak Yin
Senior Training Officer
Manulife (International) Limited

Ms Claire He
Training Specialist
CLP Power Hong Kong Limited

Ms Julia Ng
Human Resources Development Officer
MTR Corporation

Ms Ronnie Wong
Assistant Training Manager
MTR Corporation

Mr Lee Hon Ming
Assistant Manager
Prudential Hong Kong Limited

Mr Peter Pun
Human Resources Manager and Sherpa
Hilti (Hong Kong) Limited

Mr Charles Yeung
Learning and Development Manager
Hotel ICON

Ms Windsor Lee
Assistant Manager
Chow Tai Fook Jewellery Group Limited

Ms Kim Qiu
Training Associate
AIA International Limited

Mr Larry Yik
Assistant Manager, Talent Development
K11 Concepts Limited

Mr Amen Lo
Senior Training Officer
China Life Insurance (Overseas) Company
Limited

Ms Kim Sin
Senior Training Officer
Maxim's Group - Japanese Chain Restaurants

Mr Jeremy Yu
Senior Officer - Corporate and Talent
Development
New World Development Company
Limited

* The above list shows the Award recipients and their companies during the year of the Award indicated.

* The order of presentation of individual awardees receiving the same award is based on the alphabetical order of their surname.



Individual Awards



TRAINER OF THE YEAR AND  **DISTINGUISHED TRAINER AWARDEE**



Mr Edward Lo
Head of Learning and Development
Hang Lung Properties Limited

"It is a great honour to receive 'Trainer of the Year' and 'Distinguished Trainer Award'. The Awards inspire me to continue scaling to a greater height and be at the frontier of the industry with innovative training and development strategies. Thank you the HKMA for providing T&D Professionals the platform to share the best practices."



DISTINGUISHED TRAINER AWARDEE



Ms Angela Wong
Senior Learning Academy Manager
Hang Seng Bank Limited

"Winning the 'Distinguished Trainer Award' is one of the momentous achievements in my career. This is a positive validation that my training efforts had made a difference to the people and the business, which is truly important to me. My heartfelt gratitude goes to Hang Seng Bank Limited, my supervisors and team members for their tremendous support. It certainly motivates me to strive for excellence and become the best trainer."



Individual Awards

OUTSTANDING NEW TRAINER AWARDEES*



Ms Cheung Pui Ying
Assistant Training Manager
AIA International Limited

"This is my great honour to receive the 'Outstanding New Trainer Award' by the HKMA, which is a tremendous milestone in my career path. I would like to express my heartfelt gratitude to my company, AIA International Limited, my supervisors and teammates for the support and encouragement. I will continue to devote myself to provide high quality training and nurturing talents."

"It is a great honour to receive the 'Outstanding New Trainer Award' from the HKMA in recognizing my efforts and contributions in striving for excellence in training and people development. I would like to express my sincere gratitude to the HKMA in organizing such a meaningful event, and also to my supervisor and colleagues in CLP for their unconditional support and encouragement."

Ms Claire He
Training Specialist
CLP Power Hong Kong Limited



Mr Lee Hon Ming
Assistant Manager
Prudential Hong Kong Limited

"It is my great honour to receive the 'Outstanding New Trainer Award' from the HKMA. This is a prestigious recognition of my achievement which marks a key milestone in my career path. I would like to express my heartfelt gratitude to my company, Prudential Hong Kong Limited, my department head and my colleagues from the Academy of Financial Services for their continuous support and encouragement."

"It is an honour to be awarded the 'Outstanding New Trainer Award'. Such accolade is not only a symbol of recognition, but also the motivation to nurture new talents in the industry by sharing my experience and knowledge. Meanwhile, I would like to take this opportunity to thank the organizer HKMA, the Examiners, Chow Tai Fook Jewellery Group Limited, and my teammates from Chow Tai Fook Academy. I am very lucky to have this supportive team."

Ms Windsor Lee
Assistant Manager
Chow Tai Fook Jewellery Group Limited



Mr Amen Lo
Senior Training Officer
China Life Insurance (Overseas) Company Limited

"I am honoured to receive the 'Outstanding New Trainer Award'. It gives me great recognition and instills the confidence to achieve success in my career. I sincerely thank China Life Insurance (Overseas) Company Limited, my department head, supervisors and fellows for helping me reach a stage where I can proudly hold up this award as a mark of my achievement."

* The order of presentation of individual awardees receiving the same award is based on the alphabetical order of their surname.

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Individual Awards

OUTSTANDING NEW TRAINER AWARDEES*

Mr Duke Ng
Senior Training Officer
China Life Insurance (Overseas) Company Limited



"I would like to express my heartfelt gratitude to my company and leaders for their trust and nomination. I strongly believe that learning is vital in people and organization development. Therefore, I will continue to dedicate myself in nurturing talents for performance excellence."



Ms Julia Ng
Human Resources Development Officer
MTR Corporation

"It is my great honour to receive the 'Outstanding New Trainer Award' from the HKMA. It granted me a valuable opportunity to reflect and enhance my skills and knowledge as a professional trainer. This award is a milestone and marks the beginning of my new journey in people development. Special thanks to my department head, managers and team members who gave me their full support and encouragement."

Mr Peter Pun
Human Resources Manager and Sherpa
Hilti (Hong Kong) Limited



"Receiving the 'Outstanding New Trainer Award' from the HKMA is a rewarding discovery journey that inspires me to drive to outperform and bring out the best in people. It attributes to the strong foundation of our culture journey. My heartfelt gratitude goes to Hilti for the enormous support from all levels of colleagues."



Ms Kim Qiu
Training Associate
AIA International Limited

"Great thanks to the HKMA for presenting me the 'Outstanding New Trainer Award'. This is the greatest encouragement in my training career. I would like to express my heartfelt gratitude to my company, AIA for continuous support as well as my supervisor and teammates for their endless help. I will keep moving to reach the new height."

Ms Kim Sin
Senior Training Officer
Maxim's Group - Japanese Chain Restaurants



"It is my great honour to receive the 'Outstanding New Trainer Award' from the HKMA, it is a milestone and recognition of my L&D career and professionalism. I would like to express my heartfelt gratitude to my department head and team members for their guidance, endless support and encouragement."

* The order of presentation of individual awardees receiving the same award is based on the alphabetical order of their surname.



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Host - Professor. Yesha Y. Sivan

Visiting Prof. CUHK Business School



Programme Date: 5 Nov 2018, 8:30 am – 1:30 pm
Programme Fee: HK\$2,380 (Member) /
HK\$2,980 (Non-member)

Enquiry: 2774 8552 Diana Li

www.hkma.org.hk/orangebike



MTAW1809134

Individual Awards

OUTSTANDING NEW TRAINER AWARDEES*



Mr Wong Pak Yin
Senior Training Officer
Manulife (International) Limited

"Training is more than a job. To me, it is also a great chance to share the inspirational moments with the audiences. It is my great honour to receive such a major award. I would like to express my sincere gratitude to the HKMA, my company Manulife (International) Limited, department head and colleagues. Their countless support has guided me through the journey to become a qualified training professional."

"I am honoured to receive the 'Outstanding New Trainer Award' from the HKMA. For me, this is not just an Award but an affirmation. I sincerely thank my company and my team for their endless support and encouragement during my training and growth journey."



Mr Charles Yeung
Learning and Development Manager
Hotel ICON

"It is my great honour to receive this prestigious 'Outstanding New Trainer Award'. I would like to extend this accomplishment to my company, Hotel ICON, my management team and the L&D Team. I will continue to strive for excellence in my L&D journey and contributing to the community."

"It is my honour to receive such a prestigious recognition from the HKMA. Being awarded the 'Outstanding New Trainer Award' is a milestone in my career. My heartfelt gratitude to the HKMA, the judging panel, my company, my department head and team members for their continuous support and encouragement. I have enjoyed every moment of the process because it gave me the great opportunity to learn and grow along this training journey. It equips me to continue providing high quality training."



Mr Jeremy Yu
Senior Officer - Corporate and Talent Development
New World Development Company Limited

"Striving in career is like running a marathon. It takes a lot of courage and tenacity to keep going till the end! Receiving the 'Outstanding New Trainer Award' from the HKMA has certainly strengthened my passion and commitment in being a training and development professional. I would like to say a big thank you to the examiners for their recognition and CTD team at New World Development for their unfailing support and encouragement. Moving forward, I shall continue to strive for excellence in this exciting and rewarding profession."

Ms Ronnie Wong
Assistant Training Manager
MTR Corporation



Mr Larry Yik
Assistant Manager, Talent Development
K11 Concepts Limited



* The order of presentation of individual awardees receiving the same award is based on the alphabetical order of their surname.

Past Individual Award Winners

2017

Trainer of the Year

Mr Bruce Au A.S. Watson Group

Distinguished Trainer Awardees

Mr Bruce Au A.S. Watson Group

Mr David Chan Maxim's Group - Japanese Chain Restaurants

Mr Roy Choy Prudential Hong Kong Limited

Mr Harry Ng Infocan Training Limited

Outstanding New Trainer Awardees

Mr Derek Au GP Strategies Corporation

Mr Alpha Cheng Prudential Hong Kong Limited

Ms Aing Fan Midland Holdings Limited

Ms Bonnie Lau Maxim's Group - Japanese Chain Restaurants

Mr Dickson Lau CLP Power Hong Kong Limited

Mr Kenneth Lau Midland Holdings Limited

Mr Tim Lau HKT Limited

Mr Daniel Lee Prudential Hong Kong Limited

Mr Jameson Lee FedEx Express

Mr Ricky Li Prudential Hong Kong Limited

Ms Carmen Lo Jebson & Co Ltd

Ms Grace Ma MTR Corporation

Mr Sunny Wong BOC Group Life Assurance Company Limited

2016

Trainer of the Year

Mr Tolar Ng Ralph Lauren Asia Pacific Limited

Distinguished Trainer Awardees

Ms Vivian Ling Citibank (Hong Kong) Limited

Mr Tolar Ng Ralph Lauren Asia Pacific Limited

Mr Edmond Poon Pricerite Stores Limited

Ms Julia Wong Synergis Management Services Limited

Outstanding New Trainer Awardees

Mr Lawson Chan Midland Realty

Mr Cyrus Chau Maxim's Caterers Limited

Ms Hester Cheng Maxim's Caterers Limited

Mr Cheng Kam Hong CLP Power Hong Kong Limited

Ms Vanessa Chou New World Development Company Limited

Ms Edna Chow DFS Group Limited

Ms Selina Li Hong Kong Express Airways Limited

Mr Chris Tsang New World Development Company Limited

Mr Gary Wong McDonald's Restaurants (Hong Kong) Limited

Ms Kamy Wong Sheraton Hong Kong Hotel & Towers

Ms Miriam Yang Standard Chartered Bank (Hong Kong) Limited

* The above list shows the Award recipients and their companies during the year of the Award indicated.

* The order of presentation of individual awardees receiving the same award is based on the alphabetical order of their surname.

Past Individual Award Winners

2015

Trainer of the Year

Mr Alan Leung DFS Group Limited

Distinguished Trainer Awardees

Mr Alan Leung DFS Group Limited

Mr Desmond Mok Maxim's Caterers Limited

Ms Dorothy Wong ICC Limited

Ms Elsa Wong Bank of China (Hong Kong) Limited

Outstanding New Trainer Awardees

Mr King Chan McDonald's Restaurants (Hong Kong) Limited

Ms Eliza Cheng CLP Power Hong Kong Limited

Mr Keith Chu McDonald's Restaurants (Hong Kong) Limited

Ms Becky Chung Standard Chartered Bank (Hong Kong) Limited

Mr Lynn Lai China Life Insurance (Overseas) Company Limited

Mr Charles Tang MTR Corporation Limited

Ms Amy Tong G2000 (Apparel) Limited

Mr Penny Tsang Pure International (Hong Kong) Limited

Ms Stephanie Wong HSBC Life (International) Limited

Mr Kim Wu Maxim's Group – Starbucks Hong Kong

Ms Psyche Yau MTR Corporation Limited

Ms Willy Yuen BOC Group Life Assurance Company Limited

2014

Trainer of the Year

Ms Yvonne Yam RS Components Limited

Distinguished Trainer Awardees

Ms Maggie Chan Bank of China (Hong Kong) Limited

Mr Leo Lee CSL Limited

Ms Amy Leung DFS Group Limited

Ms Jasmine Lok Maxim's Caterers Limited

Ms Maria Tong Cathay Pacific Airways

Mr Vincent Woo Maxim's Caterers Limited

Ms Yvonne Yam RS Components Limited

Ms Snowy Zheng Australia and New Zealand Banking Group Limited

Outstanding New Trainer Awardees

Mr David Chan Maxim's Caterers Limited

Mr Max Cheng DFS Group Limited

Ms Novem Chung Midland Holdings Limited

Ms Kathy Kwong New World Development Company Limited

Mr Kenny Lai Bank of China (Hong Kong) Limited

Ms Rebecca Leung Maxim's Caterers Limited

Ms Jacqueline Ng Maxim's Caterers Limited

Mr Jovi Yan The Hong Kong Jockey Club

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* The order of presentation of individual awardees receiving the same award is based on the alphabetical order of their surname.

Past Individual Award Winners

2013

Trainer of the Year

Dr Kelvin Wan HSBC

Distinguished Trainer Awardees

Mr Tomas Bay Ethos International Limited

Mr Rex Choi CSL Limited

Mr Charles Ho MTR Corporation Limited

Ms Mandy Hong CLP Power Hong Kong Limited

Mr Billy Ip The Hong Kong Jockey Club

Ms Jessie Kwong HSBC

Ms Angelina Lee CSL Limited

Dr Kelvin Wan HSBC

Outstanding New Trainer Awardees

Mr Anthony Chan Standard Chartered Bank (Hong Kong) Limited

Mr Ray Chan Bank of China (Hong Kong) Limited

Mr Frankie Fang Standard Chartered Bank (Hong Kong) Limited

Mr Gene Fung Australia and New Zealand Banking Group Limited

Mr Vikas Grewal Fleet Management Limited

Ms Jannet Kan McDonald's Restaurants (Hong Kong) Limited

Mr Donald Lai Standard Chartered Bank (Hong Kong) Limited

Ms Lolita Lei Richemont Asia Pacific Limited – Alfred Dunhill

Mr Andrew Li HSBC

Ms Jessica Siu The Hong Kong Jockey Club

Mr Simon Wong CLP Power Hong Kong Limited

Mr Raymond Yip McDonald's Restaurants (Hong Kong) Limited

2012

Trainer of the Year & Distinguished Trainer Awardee

Ms Vinky Lau The Hong Kong and China Gas Company Limited

Outstanding New Trainer Awardees

Ms Charissa Chan Swire Hotels

Mr Takki Chan The Hong Kong Jockey Club

Mr Anthony Chau DBS Bank (Hong Kong) Limited

Ms Belli Chui Standard Chartered Bank (Hong Kong) Limited

Ms Gloria Kam The Hong Kong Jockey Club

Ms Goldia Kong Miramar Group

Mr Leo Lee CSL Limited

Ms Angie Li BOC Group Life Assurance Company Limited

Mr Chris Ng McDonald's Restaurants (Hong Kong) Limited

Ms Carmen Tam Ocean Park Corporation

Mr Tony Wo Zurich Insurance (Hong Kong)

Mr Kenneth Wong MTR Corporation Limited

Ms Rose Wong Hong Kong Air Cargo Terminals Limited

Ms Joice Yan Toys"R"us (Asia) Limited

* The above list shows the Award recipients and their companies during the year of the Award indicated.

* The order of presentation of individual awardees receiving the same award is based on the alphabetical order of their surname.

Past Individual Award Winners

2011

Trainer of the Year

Ms Prudence Sze CLP Power Hong Kong Limited

Distinguished Trainer Awardees

Ms Sonia Lui Civil Service Training And Development Institute,
Civil Service Bureau, HKSAR

Ms Prudence Sze CLP Power Hong Kong Limited

Mr Bob Xie The Hong Kong & China Gas Company Limited

Outstanding New Trainer Awardees

Mr Nicky Lam Island Shangri-La, Hong Kong

Ms Amy Law HSBC

Mr Lee Chee King The Hong Kong Jockey Club

Ms Priscilla Lim HSBC

Ms Katherine Lo American International Assurance Company, Limited

Mr Kelvin Lo The Hong Kong Jockey Club

Ms Amy Yu HSBC

2010

Trainer of the Year

Ms Natalie Lee HSBC

Distinguished Trainer Awardees

Ms Astor Lau Ageas Insurance Company (Asia) Limited

Ms Natalie Lee HSBC

Ms Jacqueline Moyses Mandarin Oriental Hotel Group

Mr Bradley Wadsworth PACNET

Outstanding New Trainer Awardees

Mr Jason Furness HSBC

Ms Angelina Lee CLP Power Hong Kong Limited

Mr Lawrence Luk General Mills Hong Kong Limited

2009

Trainer of the Year

Ms Elsa Lam Ageas Insurance Company (Asia) Limited

Distinguished Trainer Awardees

Mr Joseph Chan HSBC

Ms Elsa Lam Ageas Insurance Company (Asia) Limited

Mr Thomas Robillard FedEx Express

Mr Wilkins Wong Civil Service Training & Development Institute,
Civil Service Bureau, HKSAR

Outstanding New Trainer Awardees

Ms Fanny Chan HSBC

Ms Effie Cheng McDonald's Restaurants (Hong Kong) Limited

Mr Andy Lau HSBC

Mr Nelson Wong The Hong Kong Jockey Club

Mr Will Wong HSBC

2008

Trainer of the Year

Mr Kelvin Ju AIG Companies

Distinguished Trainer Awardees

Mr Kelvin Ju AIG Companies

Ms Amy Kwong CLP Power Hong Kong Limited

Ms May Li Civil Service Training & Development Institute,
Civil Service Bureau, HKSAR

Mr Frankie Lo Ageas Insurance Company (Asia) Limited

Mr Vincent Tang HSBC

Ms Catherine Tong The Hong Kong Jockey Club

Mr Christopher Yang HSBC

Outstanding New Trainer Awardees

Mr Jonathan Bok HSBC

Ms Viola Chan AIG Companies

Mr Andy Clark ClarkMorgan Corporate Training

Ms Ivy Poon The Great Eagle Properties Management Company Limited

Mr Vincent Woo PCCW Limited

Ms Susane Yan HSBC

Mr Lester Yeung PCCW Limited

* The above list shows the Award recipients and their companies during the year of the Award indicated.

* The order of presentation of individual awardees receiving the same award is based on the alphabetical order of their surname.

Past Individual Award Winners

2007

Trainer of the Year

Ms Carroll Chu Island Shangri-La, Hong Kong

Distinguished Trainer Awardees

Ms Carroll Chu Island Shangri-La, Hong Kong

Ms Selina Kam HSBC

Mr Kenny Mak HSBC

Ms Shirley Ng Hong Kong Disneyland Resort

Outstanding New Trainer Awardees

Mr Mark Chan HSBC

Mr Peter Cheung Hong Kong Disneyland Resort

Mr Desmond Ho HSBC

Mr Badhri Nath Rama Iyer HSBC

2005

Trainer of the Year

Mr Shekhar Visvanath HSBC

Distinguished Trainer Awardees

Ms Marianne Chung HSBC

Mr Allen Kuo HSBC

Mr Gary Liu The Dairy Farm Company Limited

Ms Theresa Sham The Excelsior, Hong Kong

Dr Chester Tsang Hospital Authority / Institute of Health Care

Mr Shekhar Visvanath HSBC

Outstanding New Trainer Awardees

Ms Elsie Gung HSBC

Mr King Lee Kowloon-Canton Railway Corporation

2006

Trainer of the Year

Ms Michelle Yam Shangri-La Hotels & Resorts

Distinguished Trainer Awardees

Ms Sara Ho The Hong Kong Jockey Club

Ms Doris Ip The Aberdeen Marina Club

Ms Jessie Lau HSBC

Ms Carrie Wong HSBC

Ms Michelle Yam Shangri-La Hotels & Resorts

Outstanding New Trainer Awardees

Ms Iris Chow HSBC

Ms Angela Tsui CLP Power Hong Kong Limited

Ms Joyce Wai HSBC

* The above list shows the Award recipients and their companies during the year of the Award indicated.

* The order of presentation of individual awardees receiving the same award is based on the alphabetical order of their surname.



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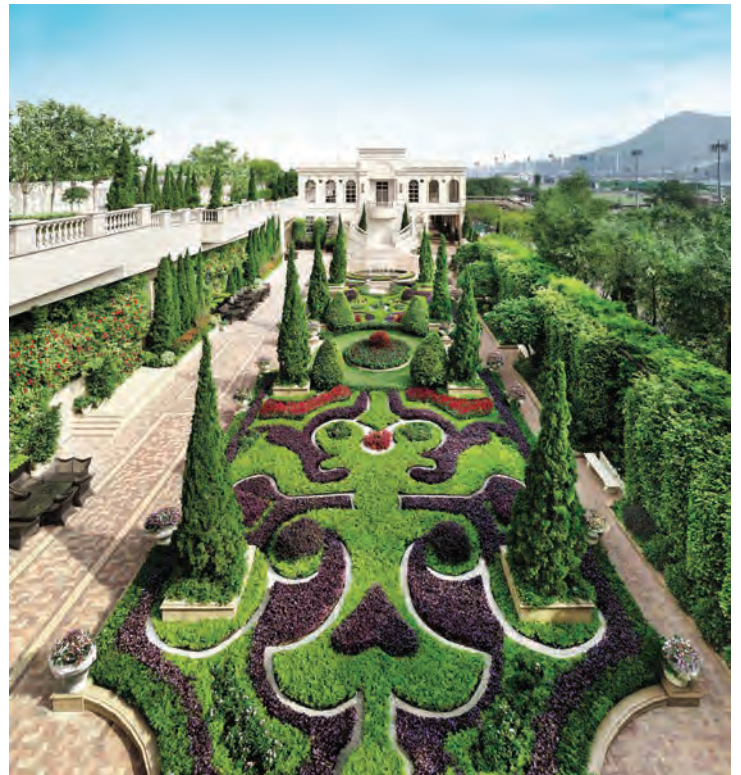
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