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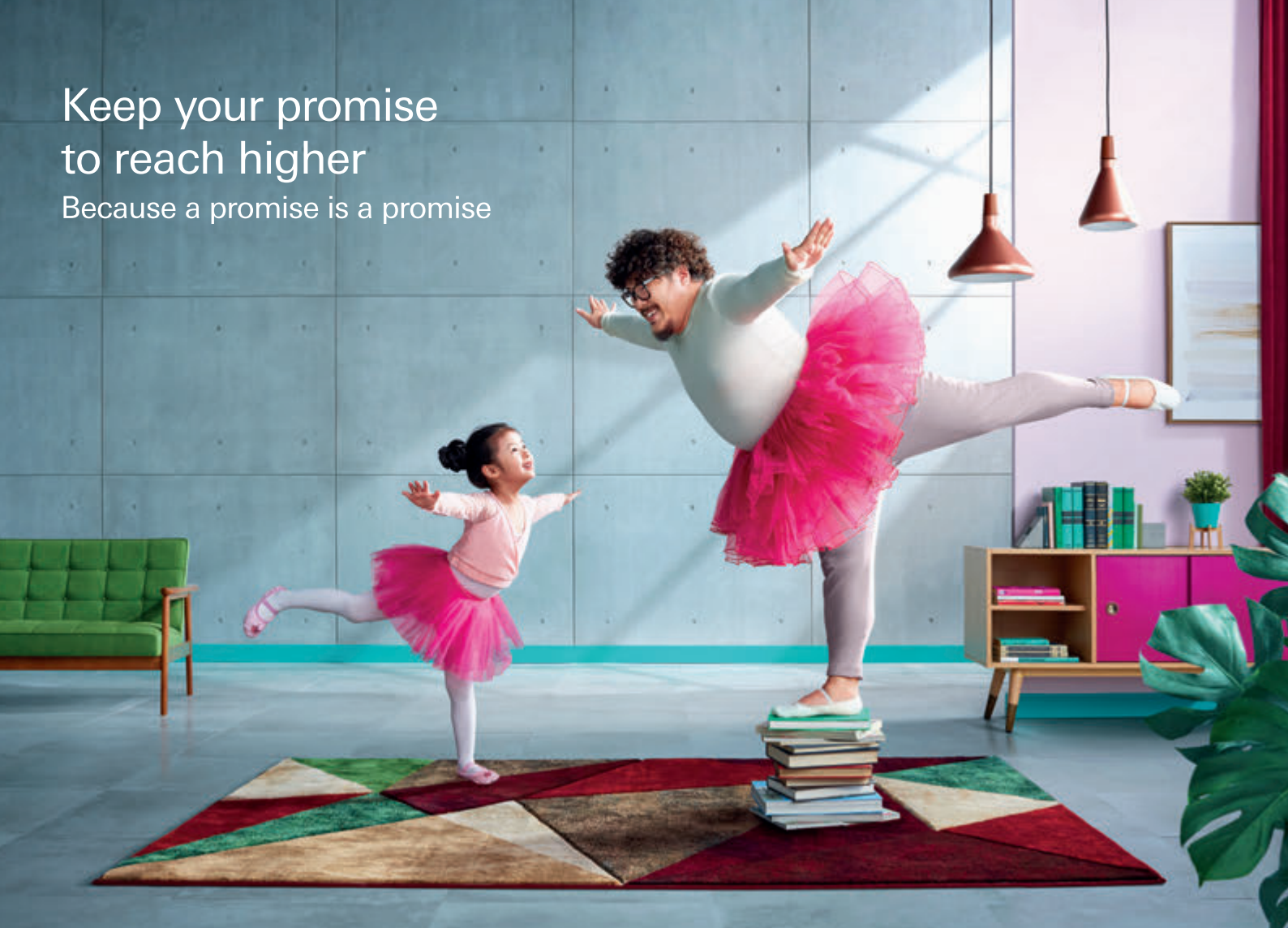


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## **Message from Mr Helmuth Hennig**



**Mr Helmuth Hennig**  
**Chairman**  
**The Hong Kong Management Association**

Technological and digital innovation are reshaping the future of work. It has triggered urgent calls for organizations to prepare for the challenges of digital transformation. While the new generation of digital workers is expecting more flexibility and autonomy from work, human resources professionals play a crucial role in redefining the way we work, learn, hire, retain, manage and make decisions to ensure the continued success of business in this digital economy.

The Hong Kong Management Association has honoured exceptional achievement in human resources management through the Award for Excellence in Training and Development since 1990. And we are pleased to see that many organizations in Hong Kong have paved the way for sustainable business success by building an agile and persevering workforce.

On behalf of the Association, I wish to thank most sincerely the Panel of Adjudicators and the Board of Examiners for their invaluable contribution in the judging process. I would also like to express my heartfelt thanks to all members of the Organizing Committee under the chairmanship of Mr Anthony Rushton for making this award one of the most prominent events in the human resources profession in Hong Kong. My special gratitude goes to all the sponsors for their generosity and support.

I would like to congratulate all the winning organizations and trainers for their commitment to people development and for inspiring other companies and top management to invest in people. Last but not least, I am grateful to our Guest of Honour, Dr Y K Pang, Chairman of The Hong Kong Tourism Board, for sharing with us his insights at the presentation ceremony.



## **Message from Mr Anthony Rushton**



**Mr Anthony Rushton**  
**Chairman, Organizing Committee**  
**Award for Excellence in Training and Development 2019**

The fast-moving and ever-changing business environment drives the organizations to foster a culture of continuous learning, which supports the employees to stay current. Making time for learning isn't easy. Nowadays, employees are empowered to lead their own learning based on their requirements, development needs and interests. Programme design will integrate learning with work so that trainees can upgrade their skills while performing their day-to-day duties to minimize disruptions.

Established in 1990, the annual Award for Excellence in Training and Development provides not only a platform for organizations and trainers to benchmark the best practices across different industries, but also an opportunity to review their training processes against those rapidly changing market trends and employee expectations.

This year, under the Campaign Awards, apart from the ten finalists, we are very glad to identify and grant a number of Special Awards to organizations that have excelled in different specific areas such as Cultural Change, Performance Improvement, Stakeholder Engagement, Workforce Upskilling and Young Talent Development. I would like to congratulate all the winning companies and outstanding trainers on their extraordinary achievements.

My sincere thanks go to the Panel of Judges, the Board of Examiners, the Organizing Committee, and the Sponsors for their generous support and contribution which make the Award programme this year a tremendous success. I would also like to express my sincere gratitude to Dr Y K Pang, Chairman of The Hong Kong Tourism Board, for gracing us with his presence at the presentation ceremony.

## *Message from Dr Victor Lee*



**Dr Victor Lee**  
**Executive Director**  
**The Hong Kong Management Association**

Building a culture of wellness and health has become an increasingly important priority for many organizations as happy and healthy employees are more engaged, and they work more effectively, creatively and collaboratively. Furthermore, they will feel more comfortable at dealing with stress, solving problems and making decisions, hence, contributing to productivity and competitiveness of the organization.

To promote best practices in training and development as well as recognize outstanding trainers, The Hong Kong Management Association has established the Award for Excellence in Training and Development since 1990. With close to 30 years of establishment, the Award has become an annual highlight, which allows the HR community not only to learn from the best training and people development practices of various organizations, but also to gain first-hand knowledge and trends of the industry.

On behalf of the Association, I would like to express my deepest gratitude to members of the Panel of Adjudicators and the Board of Examiners, who have devoted much of their invaluable time and experience to help select the Award winners. In particular, I would like to extend my most sincere thanks to Mr Anthony Rushton, Chairman, and all members of the Organizing Committee, for their tremendous efforts in making this Award a great success. My heartfelt appreciation also goes to the Lead Sponsors, Main Sponsors, Sponsors, Media Sponsors, Digital Media Sponsor, People Development Sponsor and Wifi Sponsor for their generous support.

Finally, I would like to offer my heartfelt thanks to Mr Frank Koo, Head of Asia, Talent & Learning Solutions, LinkedIn for being the Keynote Speaker of the Final Presentation Seminar.





## **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

Participating companies were invited to submit a programme summary on their training and development programmes. The written submissions were then reviewed by the Board of Examiners which comprises members of the People Development Management Committee, People Management Committee and the Awards Organizing Committee. Ten finalists as well as recipients of all Special Awards were selected. Ten finalists were then invited to give a presentation at the Final Presentation Seminar assessed by the Panel of Adjudicators and Board of Examiners. 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

- 1 Gold Award
- 2 Silver Awards
- 3 Bronze Awards
- 4 Excellence Awards
-  Best in Workforce Upskilling
-  Best Campaign for Organizations with 500 Employees or Less
-  Best in Young Talent Development
-  Best in Performance Improvement
-  Best in Innovation
- Best in Application of Technology
- Best in Cultural Change
- Best in Development of Local Talent

- Best in Digital Transformation
- Best in Future Global Leader Development
- Best in Social Impact
- Best in Staff Engagement
- Best in Stakeholder Engagement
- HR Professionals' Favourite Campaign
- Millennials' Favourite Campaign

### Individual Awards

-  Trainer of the Year
-  Distinguished Trainer Awards
- Outstanding New Trainer Awards



## Panel of Adjudicators



**Ms Cherry Chan**  
Partner (Assurance)  
PricewaterhouseCoopers



**Ms Isabel Fan**  
Regional Director,  
Hong Kong and Macau  
Tesla



**Mr Francis Ip**  
Executive Director and Deputy CEO  
Yips Chemical Holdings Limited



**Mr Frank Koo**  
Head of Asia  
Talent & Learning Solutions  
LinkedIn



**Dr Victor Lee**  
Executive Director  
The Hong Kong Management Association



**Mr Stephen Leung**  
Country Manager  
Pfizer Corporation Hong Kong Limited



**Mr Paul Ng**  
Group CEO  
TG Human Resource Services Pte Limited



**Mr C T Wan**  
Managing Director  
The HongKong Electric Company, Limited

## *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 and  
Administration  
Octopus Card Limited



**Mr C Y Chan**

Head of Talent Engagement and Corporate  
Social Investment, Co-Owner  
Hong Kong Broadband Network Limited



**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**

General Manager, Human Resources  
Johnson Electric



## *Training and Development Awards Organizing Committee*



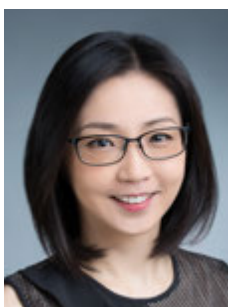
**Ms Mimi Fu**  
Director, Learning and Development  
Ocean Park Corporation



**Ms Maria Hui**  
Director, Marketing and Operations  
Microsoft Hong Kong



**Ms Ivy Leung**  
Global Chief Intellectual Capital Officer  
Chow Tai Fook Jewellery Group



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



**Mr William Tin**  
Human Resources Director  
A.S. Watson Industries



**Ms Bianca Wong**  
Head of Human Resources, North Asia  
Hilti Asia Limited



**Mr Stanley Yau**  
Director, Human Resources and Administration  
Hong Kong Express Airways Limited

## ***People Development Management Committee***



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



**Ms Catherine Chau**  
Director and Head of Human Resources  
Hongkong Land Limited



**Ms Ivy Cheng**  
Member  
People Development Management Committee



**Ms Joyce Chow**  
Managing Director,  
Learning and Development  
FedEx Express



**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 –  
The Belt and Road 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



**Mr Anthony Rushton**

Regional Head of Learning,  
Asia Pacific, Human Resources  
HSBC

## *People Development Management Committee*



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



**Ms Cary Sum**  
Manager, Innovator Development,  
Intellectual Capital Hub -  
Hong Kong, Macau and Asia Pacific  
Chow Tai Fook Jewellery Group



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



**Mr Chester Tsang**  
Head of Learning  
MTR Corporation Limited



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



**Ms Bianca Wong**  
Head of Human Resources, North Asia  
Hilti Asia Limited



## People Management Committee



**Ms Margaret Cheng (Chairman)**  
Human Resources Director  
MTR Corporation



**Ms Florence Chow**  
Head of Group Human Resources  
HKT Limited



**Mr Ian Choy**  
Senior Director - People Resources  
McDonald's Hong Kong



**Ms Sara Ho**  
Human Resources Director  
Jebsen Group



**Ms Connie Lam**  
Human Resources Director  
CLP Power 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  
(NTEC)  
Hospital Authority



**Ms Janet Poon**  
Deputy Director – Human Resources  
Hang Lung Properties Limited



**Mr Albert Wong**  
Special Advisor  
Cathay Pacific Airways Limited



**Mr Derek Wu**  
Executive Vice President,  
Global Human Resources  
Lee Kum Kee International Holdings Limited



**Ms Janet Yeung**  
Head of Human Resources and  
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AWARD FOR EXCELLENCE IN TRAINING AND DEVELOPMENT 2019



## Campaign Awards

### CAMPAIGN AWARD WINNERS

#### Gold Award

“TEAM+ Training & Development Programme”  
Architectural Services Department, HKSAR Government

#### Silver Awards

“Generation X CLAP: A New Business – Youth Partnership”  
Generation: You Employed (HK) Limited

“Global Management Development Programme – Outperformer”  
Hilti Asia Limited

#### Bronze Awards

“the pride”  
HKT Limited – Commercial Group

“YoungSTAR Programme”  
New World Development Company Limited

“R.O.C.K at Ovolo”  
Ovolo Group

#### Excellence Awards

“Multi-Facet Training Solutions for Enhancing Operations Staff  
Skills and Competency”  
MTR Corporation Limited

“Unleashing Greatness”  
MGM China

“DigiTalent”  
New World Development Company Limited

“Living our Values - Zurich Behaviors”  
Zurich Insurance (Hong Kong)

#### Special Awards

 **Best in Workforce Upskilling**

“Talent Sustainability Programme”  
Baguio Green Group

 **Best Campaign for Organizations  
with 500 Employees or Less**

“Generation X CLAP: A New Business – Youth Partnership”  
Generation: You Employed (HK) Limited

 **Best in Young Talent Development**

“AIA HK & Macau Future Leaders Programme”  
AIA HK & Macau

“the pride”  
HKT Limited – Commercial Group

“YoungSTAR Programme”  
New World Development Company Limited

 **Best in Performance Improvement**

“Striving Customer Service Excellence Through Customer Journey”  
Hongkong Post

 **Best in Innovation**

“Living our Values – Zurich Behaviors”  
Zurich Insurance (Hong Kong)

#### Best in Application of Technology

“Multi-Facet Training Solutions for Enhancing Operations Staff  
Skills and Competency”  
MTR Corporation Limited

#### Best in Cultural Change

“PLC Starts with Me: Powering our New World Strategy”  
Lane Crawford

“Living our Values – Zurich Behaviors”  
Zurich Insurance (Hong Kong)

#### Best in Development of Local Talent

“Unleashing Greatness”  
MGM China

#### Best in Digital Transformation

“DigiTalent”  
New World Development Company Limited

#### Best in Future Global Leader Development

“Global Management Development Programme – Outperformer”  
Hilti Asia Limited

#### Best in Social Impact

“Generation X CLAP: A New Business – Youth Partnership”  
Generation: You Employed (HK) Limited

#### Best in Staff Engagement

“R.O.C.K. at Ovolo”  
Ovolo Group

#### Best in Stakeholder Engagement

“Career Development Programme”  
PizzaExpress

#### HR Professionals' Favourite Campaign

“TEAM+ Training and Development Programme”  
Architectural Services Department, HKSAR Government

#### Millennials' Favourite Campaign

“YoungSTAR Programme”  
New World Development Company Limited



## Campaign Awards

### Gold Award

## HR Professionals' Favourite Campaign

### “TEAM+” Training & Development Programme”

### Architectural Services Department, HKSAR Government

#### The organization

The Architectural Services Department (ArchSD) of the HKSAR Government performs the three core functions of monitoring and advisory services, facilities upkeep and facilities development in relation to Government-owned and Government-funded facilities. ArchSD commits to serving and caring for our community by enriching the living environment through quality professional services. It promotes best practices in the building industry, with quality professional advisory services to ensure the quality and sustainable development of community facilities.

#### Objectives

Site supervisory staff (SSS) carries out site supervision and renders technical support to construction professionals in monitoring contractors' performance for service excellence. Facing the challenges brought by the increasing service demand, and the retirement wave and recruitment constraints of SSS, ArchSD launched the “TEAM+” 「添加」 Training and Development Programme in 2013 to:

1. Enhance essential competences of junior rank SSS for career development
2. Boost transfer of site supervision skill knowledge
3. Upkeep the quality service

#### Design and Implementation

Upholding the concept of “Learn from the Learnt”, “TEAM+” adopts a multi-pronged, learner-centered and flexible approach that encourages learners' active involvement and interactive participation. It consists of four components covering:

T - Technical knowledge  
E - Site Experience  
A - Safety and Environmental Awareness  
M - Management Skills

And coupled with the reinforcing agent “+” to boost team spirit for a better training outcome.

“TEAM+” advocates a mixed learning mode to suit individuals' training needs and learning progress and offers a wide array of training opportunities. The ArchSD Academy and ArchSD Knowledge Management Portal facilitate systematic and active knowledge transfer and self-learning. The 6-month Mentorship Scheme gets newly recruited SSS integrating into ArchSD quickly. The Job Rotation Programme, project-based working groups, technical site visits and innovative learning tools such as “TEAM+ 1-minute” video help broaden trainees' exposure and enrich their work knowledge and experience in different building types and at each phase of a project life cycle. Trainees' team spirit is reinforced through team activities, sports events and interest groups to build up network and foster mutual understanding, trust and support among team members. The workshop on ‘Handcrafting with Savaged Timber from Fallen Trees Collected’ after super typhoon Mangkhut is a very good example.

#### Measurement and Outcomes

Since the commencement of the Programme, there has been steady and encouraging progress along all fronts. Within much shorter service period, the junior SSS could attain the skill and knowledge level requirements for being offered appointment to the next higher rank in open recruitment exercises. Achievement in knowledge transfer and sharing was remarkable. ArchSD was awarded the Top Winner of Hong Kong Most Admired Knowledge Enterprise (MAKE) Award 2015, and Winner of the Global Independent Operating Unit MAKE Award 2015, Asian MAKE Award 2015 and Hong Kong MAKE Award 2017. More than 300 sharing sessions with over 18,000 participants were held in the ArchSD Academy, and 118 knowledge papers on site supervision skills and technical topics were prepared. Results of the client satisfaction surveys conducted regularly on both facilities development and facilities upkeep have indicated that clients' satisfaction level is rising in spite of increasing service demand to meet the needs of the community. Our efforts have also been recognized by various professional bodies, institutions and award organisers.

Overall, “TEAM+” has yielded excellent results by bringing sustainable and all-round benefits to the staff and the Department. Not only has it successfully boosted the level of staff engagement, but it has also made a massive contribution to talent development and effective succession planning.

#### Comments from Adjudicators

The programme objectives were solid and well-defined aiming to bridge the competency gap of new blood in order to uphold the service quality and build future succession pipelines through a powerful knowledge sharing culture.

The programme was all-rounded which covered all hard skills, team spirit and culture. The concept of TEAM+ was easy to understand and framed well for the new recruits. Varied training approaches supported by peer learning enabled deepening of skills and the Knowledge Management portal made the programme sustainable in a very practical way.

The programme outcomes were remarkable, generating great results over the past few years in terms of number of Work Supervisors appointments and length of service to secure the appointment of higher-ranking positions. This accelerated training and development programme also increased employee satisfaction.

On the whole, it has addressed the critical organizational needs and has made substantial contribution to talent retention and strategic succession planning.





## Silver Award

**CT goodjobs** *Best Campaign for Organizations with 500 Employees or Less*  
Powered by Career Times

### Best in Social Impact

**“Generation X CLAP: A New Business-Youth Partnership”**

**Generation: You Employed (HK) Limited**

#### Background

Hong Kong boasts some of the best employment statistics globally, but beneath the headline figures, a narrow definition of success leads to a unique set of challenges in preparing youth for their career, including a talent mismatch between unfilled job openings and youth that are unable to find a meaningful career; deep-rooted societal norms that suggest higher education is the only path to success, and concerns regarding the level of preparedness of today's youth for the changes brought by technological disruptions. .

#### “Generation X CLAP” and Project Design

Generation Hong Kong and CLAP for Youth @ JC join forces to bring “Generation X CLAP”, an innovative youth pathways to employment programme as it seeks to overcome the aforementioned challenges. “Generation X CLAP” has blended in CLAP’s Career and Life Planning DNA into Generation HK’s innovative boot-camp style training that emphasizes repeated practice in the most important skills for a role. On top of job-specific technical skills, core modules related to behavioural and mindset training are also included in the curriculum. Besides, students are encouraged to discover their real self, interest, potential and confidence, and develop the necessary competence to make informed choices about their career and life. CLAP’s CV360® was also used to help students build their portfolio and engage employers on a valued based talent recruitment approach.

In the pilot year in 2018, “Generation X CLAP” started with 2 job types: Customer Service (Hotel & Property Management) & Digital Marketing, based on research on four key filters: (1) Manpower needs (2) Potential to add value (3) Appealing to youth and (4) Technical feasibility for the target group.

#### Project Outcome

On the youth side:

92 youth completed the training, where 77% of them were with high school qualification or equivalent and 10 were even high school drop-outs. Despite their low academic qualification, 90% of them launched a job within 90 days after graduation, with a 79% 180-day retention rate. Many of the graduates managed to join positions which employers originally hire University graduates and/or with relevant working experience.

On the employer side:

For the over 20 employer partners who joined the project, they used CV360® in talent matching, and they indicated that these youth in general have a better understanding about the job and perform better at work. The employer partners are also open to a wider talent assessment perspective other than purely academic

#### Key Factors leading to positive project results

From our stakeholders’ feedback, there are 4 key success factors:

- 1) A unique methodology where employers are an integral part from curriculum design, bootcamp delivery, hiring practices, guaranteed job interview opportunities and post hiring follow up, and their willingness to influence other stakeholders with their successful stories.
- 2) A meaningful connection between education and employment, through a value-based talent assessment approach driven by CV360® and VASK.
- 3) A Career and Life Planning approach: a career versus a job, which helped differentiate youth’s needs and status, and enhance youth’s engagement to the programme.
- 4) Strong social support for youth, where youth receive one-to-one mentorship throughout the programme as well as on a regular basis for an additional 6 months after they are placed.

#### Comments from Adjudicators

It was an extraordinary programme aiming to create a new eco-system in talent matching by empowering the youths to build sustainable careers and to provide employers with skilled and motivated talents.

With its global perspective, the programme brought good insight to the training community in Hong Kong. The programme set well-defined development stages to equip the youths with holistic know-how, from essential mindsets to practical skills. With substantial involvement of employers, the programme was diligently designed to fit the market needs. A lot of efforts have been put in to bridge the gap between the youths’ competency and the potential employers’ assessment so as to enhance the matching rate.

The results were impressive as the programme not only emphasized on monetary benefits of a career, but also the impact on lives. The youth benefited from the job opportunities as well as the competencies for their long-term career growth. More importantly, employers were willing to hire from a wider talent assessment perspective to tackle the deep-rooted problem of youth unemployment in Hong Kong.

Overall, it was commended as an impressive and meaningful programme, which has created a win-win-win situation for the youths, employers and community at large.



# REWARDING AND VARIED CAREERS

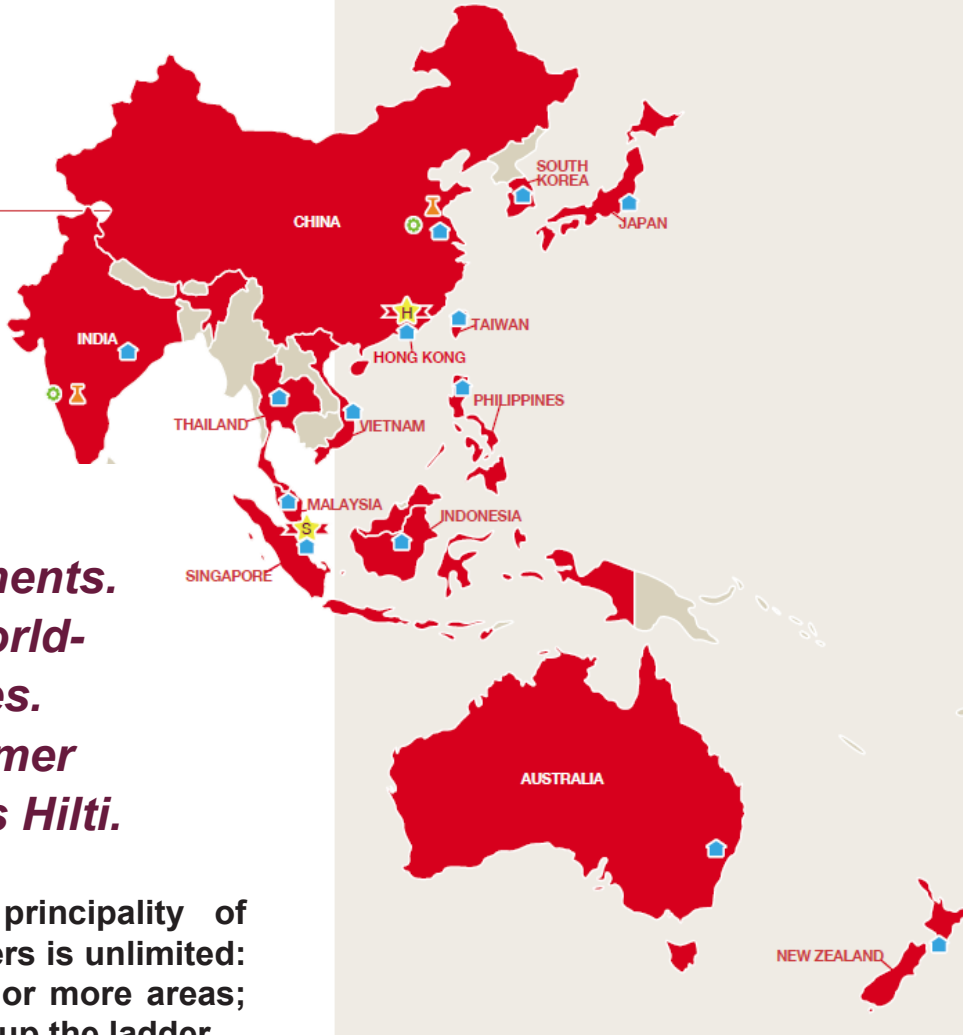
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### Hilti Asia Footprint at a Glance

Hilti's Locations in Asia

- Regional Office - North Asia (Hong Kong)
- Regional Office - South Asia Pacific (Singapore)
- Local Representative Offices
- Manufacturing Locations
- Research and Development



***120 countries on 5 continents.  
29,000 team members world-wide.  
CHF 5.6 billion sales.  
More than 250,000 customer contacts per year – that's Hilti.***

Founded in 1941 in Schaan, principality of Liechtenstein. The variety of careers is unlimited: domestic or international, in one or more areas; in your current position, lateral or up the ladder.

MORE INFORMATION







## Silver Award

### Best in Future Global Leader Development

“Global Management Development Programme – Outperformer”

Hilti Asia Limited

#### About Hilti Asia

Hilti was founded in 1941 in Schaan, principality of Liechtenstein. It's leading-edge tools, technologies, software and services power the global construction industry in more than 120 countries on 5 continents with innovative solutions and superior added value. The Group employs more than 29,000 team members; two-thirds of the employees work directly for sales organizations and in engineering; generating over 250,000 customer contacts daily and annual sales of CHF 5.6 billion in 2018 through its unique direct selling approach.

#### Objectives

The Hilti Group has a clear growth strategy from 2009 to invest heavily in markets to achieve sustainable value creation through leadership and differentiation in a doubling construction market. To untap business potential by opening new markets globally, Hilti needs aggressively invest in hiring more people to cater the rapid expansion of business and to build up the global talent pool. Hence, an international fast track programme called the Outperformer Programme is created to accelerate the building up of the future leadership pipeline in a shorter timeframe.

#### Design and Implementation

The Outperformer Programme is a two-year development programme that moves selected trainees across diverse functional and international assignments. The trainee programme offers four separate tracks: business, finance, technical and logistics. Whilst the tracks differ slightly to suit their business needs and trainee profiles, they aim for the same objectives and leads to the same professional level.

The key success factors are:

1. Strong Global and Region Steering
  - There is frequent follow up between region and global counterparts to steer trainee's rotation and development in local market organizations, thus ensuring a unique experience for the trainees.
  - Through People Review session at regional and corporate level, Hilti could ensure each Outperformer career development is discussed together with senior management team to steer their Individual Development Plans and landing position process.
2. Unique networking experience
  - Dedicated HR programme managers and assignment line managers – teaching the trainee how to navigate the organization and achieve results
  - Networks and bonding among the trainees – each batch go through a unique experience together such as building a house in Bosnia, have fun and form friendships. Eventually when paths cross as senior leaders, the organization reaps from the seamless collaboration and communication.
  - Senior management exposure – Intentionally creating a mentoring relationship with the trainee to give advice on career development and giving roles models to emulate to quickly build up leadership presence.

#### Outcomes

After the trainees have landed after the 2 years programme, HR Programme Managers continuously track their development and to ensure they have a proper individual development plan. A variety of landing roles have been proposed based on their strengths and trainee's interests.

Since the programme is launched:

- 63 trainees have completed the programme globally
- 85% retention rate
- 100% of trainees landed outside of the region of origin
- 90% of formers trainees landed in managerial level or above

#### Comments from Adjudicators

The programme objectives were well-defined with concise linkage to business goals, aiming at developing future succession pipeline with global mindset to drive long-term business growth.

The programme was thorough and well-designed with clear path and milestones. The programme gained full support from senior leadership and the responsibilities among the key stakeholders were clearly defined. The idea of placing the talents in different countries and business functions was unique and thoughtful to facilitate their growth and development through rotation and networking experience. Their customized mentoring programme was also rolled out to develop high potential staff and accelerate their succession readiness for higher positions. Effective communication and constant feedback on trainees' performance contributed significantly to their career development.

The results of the programme were spectacular, with 85% retention rate. Riding on the global presence of the Group, the objectives of mobilizing talents out of their own countries or regions were also achieved. Candidates clearly enjoyed the structured approach for their career path.

On the whole, it was a highly successful programme with impactful results. It has successfully retained and developed future leaders for the organization in a faster and sustainable way and enhanced its competitive edge.

CLOUD

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DATA  
ANALYTICS

ROBOTICS

IOT

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## Bronze Award



The Hong Kong Jockey Club

## Best in Young Talent Development

“the pride”

HKT Limited – Commercial Group

### About HKT Limited - Commercial Group

Commercial Group (CG) is a Business Unit of HKT Limited responsible for serving enterprises, including SMEs, large corporations and the Government. CG has a strong track record in Information and Communications Technologies (ICT) innovations meeting the customer needs of different industries in Hong Kong, Mainland China and beyond. Their pioneering approach in providing "Next Generation ICT Solutions and Services" fuels business growth and productivity enhancement of customers. Particularly, CG focuses on Emerging Technologies and innovative solutions covering Cloud Computing, Video Analytics, IoT and Digital Marketing & Analytics, empowering enterprises to accelerate their business transformation through capitalising advance technologies to hasten the speed of digital transformation. A strong team of 8,000+ professionals is responsible for business functions including commercial sales and marketing, solutions consulting, product development & management and contact centre outsourcing services.

### Objectives

Given the high complexity of the business operations and applications which are of great value to their customers, it is vital to invest in nurturing people. Therefore, the Graduate Trainee (GT) Programme was revamped as “the pride”, aiming to provide a balanced and structured curriculum to attract, develop and retain young talents for sustainable business growth and deepen their learning application with a rewarding and fast-track career path to meet individual's career interests and objectives.

### Design and Implementation

Two committees (Steering Committee and Task Force Team) are in place with the following guiding principles to engage different stakeholders from design, implementation to continuous improvement for ensuring its effectiveness:

- Provide systematic and hands-on learning experience with a holistic approach
- Provide caring and support to foster a sense of belonging and engagement
- Provide post-programme development for on-going personal growth

Focusing on two career streams - Sales & Marketing and Solution Consultancy, they have adopted 70:20:10 model in a 15-month programme with an integrated learning approach, comprising mentorship, product and personal effectiveness training, job attachment, China visit, special projects and events participation to widen GT's exposure and people networking.

100+ stakeholders with different roles are engaged in “the pride”, demonstrating the spirit of CG's core value of "One Team One Goal" - Self initiative, Courage, Respect and Adaptability.

### Outcomes

“the pride” has proved to be successful with the following measurable outcomes:

- Young Talent Development - 98% of GTs have exceeded the performance standards upon programme completion and been taking up core roles to accelerate their career development. 85% of GTs with average 2-3 years of service have been awarded the Achiever Club honours.
- Return on Investment % - increased from 200% (2014) to 500%+ (2017).
- High Engagement Rate - increasing number of stakeholders indicates that people are passionate about the programme.
- Decent Retention Rate – 72% of GTs are over 2 years of employment after programme completion including 57% over 3 years.

The success of the programme has not only enhanced CG's bench strength and competitive advantage, but also instilled positive impact to CG, facilitating a continuous learning culture to cope with new challenges.

### Comments from Adjudicators

With an in-depth analysis of the previous graduate trainee programme, the objectives of this newly revamped programme were clearly set, aiming at upskilling graduate trainees to support organizational growth in a challenging environment.

It not only focused on delivering the right training, but also emphasized on getting stakeholders' involvement and monitoring of results through measuring graduate success, retention, as well as maintaining pride and cohesiveness in its alumni network. The judges were impressed with the engagement and buy-in from so many levels of stakeholders within the company. Their alignment of expectation and involvement ensured the success of the programme.

The team carried out clear implementation with varied learning and development format to address needs of different departments, which led to good business outcomes. The programme achieved great scores in various aspects, including evaluation from participants, scores of assessments, performance of participants, recruitment and retention rate. “The pride”, which was the graduate alumni also enriched team engagement and continuous learning.

Overall speaking, it was a high quality and gigantic programme with strong commitment to nurturing high potential graduate trainees into future leaders for succession planning.

## Bronze Award



The Hong Kong Jockey Club

## Best in Young Talent Development

### Millennials' Favourite Campaign

#### "YoungSTAR Programme"

#### New World Development Company Limited

New World Development Company (hereinafter "the Group") values human capital as one of the most precious resources for the corporate development. A. New World University (hereinafter "A.NWU") shoulders the responsibility of grooming talents to fulfil the business needs.

Apart from salary package or job stability, young talents are also looking for more about job satisfaction and development opportunities. Backed by The Artisanal Movement's notion of "COLLECT, CONNECT, COLLIDE", YoungSTAR Programme enables the talents to:

COLLECT knowledge & experience through various bespoke activities;  
CONNECT with senior executives, coach & talents from cross companies; and  
COLLIDE with peers to brainstorm innovative business ideas.

The YoungSTAR programme is a 2-year signature talent development programme aiming at grooming high-potential supervisors and assistant managers, and preparing them to take up more senior positions in the near future.

In order to ensure the YoungSTAR programme aligns with future direction of the Group and different business units (hereinafter "BUs"), top management, senior executives, human resources department and talent development department of different BUs are actively engaged in the setting the objectives of the programme. More than that, they would be invited to be the judging panel in selecting the high potential candidates through a full-day innovative experiential selection process on top of the group panel interview.

After a high-pressure selection camp, the YoungSTARs would undergo an in-house developed 540-degree assessment, involving not just colleagues but also external business partners. Through this exercise, both the YoungSTARs and we have gained a clearer understanding regarding their strengths and development gaps. Based on these findings, the YoungSTARs would formulate their own personalised career development plan to be endorsed by their coaches and training professionals from A.NWU during career aspiration interview. Furthermore, we have developed a series of bespoke learning activities including but not limited to dialogue with executives, workshops, e-learning, peer learning and study tours.

Throughout the programme, the YoungSTARs from different functions and backgrounds would be grouped to act as internal consultants, by leveraging their expertise and brought in new insights, to generate ideas and solutions to tackle business issues faced by different businesses units. Subject matter experts were also assigned to teams as their Project Mentors.

Successful implementation of the programme required engagement of various parties. At the outset, a YoungSTAR Selection Committee consisting of Group HR Department, representatives from A.NWU and senior management from different BUs was formed to select the best candidates. Line managers were personal coaches of the YoungSTARs while senior executives would act as project mentors to supervise their group projects. Finally, a YoungSTAR Club is established to serve as a platform to connect all new, existing and graduated YoungSTARs to continuously leverage different professional knowledge and generate synergy in creating a better new world.

#### Comments from Adjudicators

The programme was strategic and ambitious with a straight-forward objective of grooming and equipping high caliber young talents with cross-disciplinary knowledge and skills to fuel the leadership pipeline.

The intention of the programme to grow the younger generations was promising. The innovative use of experiential selection approach to select YoungSTARs was adopted. It was particularly impressive to see the assessment was performed including cross-department peers and external business partners. YoungSTARs were encouraged to develop their own personalized career development plans. Its bespoke career path closely met the young generation's needs, while various workshops were aligned with business strategies to ensure there was a strong match on development between the company and the young leaders. Close collaboration with various stakeholders laid a solid foundation for the success of the programme.

The results were influential in elevating the learning from operational level to strategic level. YoungSTARs acting as a think tank to generate new ideas was also brilliant. The programme was tailor-made to meet the organizational needs.

The programme has become a benchmark for other talent development programmes within the Group.





## **Bronze Award**

### **Best in Staff Engagement**

**“R.O.C.K at Ovolo”**

**Ovolo Group**

#### **About Ovolo**

Beginning in 2002, Ovolo is an independently owned and operated brand with 10 hotels and 7 restaurants across Hong Kong and Australia. Ovolo is all about adding a little F.U.N to guests' travels, and giving them the ultimate effortless experience. These concepts reflect on the design of the hotels, guest experience and their L&D programme.

#### **Objectives**

In hospitality, too many L&D programmes are developed around rigid and inflexible service standards, which attempt to shape employees into the mould. Ovolo changed the game by developing team members based on individual personalities. To do this successfully, they developed the R.O.C.K. Programme that empowers team members and equips them with the skills and mindsets to cater the unique needs of today's travellers, which is authentic and personalised experiences.

The R.O.C.K. Programme aims to:

- a) ensure consistencies in delivering effortless and F.U.N. guest experiences;
- b) develop leaders from within;
- c) establish a culture of continual learning and engagement.

#### **Design and Implementation**

F.U.N (Fabulous, Unconventional and Never boring) sets the Ovolo L&D identity. With a large talent pool of young people, Ovolo created a unique learning journey that draws inspiration from their love of the 80's rock music.

Building the R.O.C.K. Programme around the analogy of a rock concert, Ovolo ditched the traditional L&D jargon, replacing standard procedural documents with rock themed collateral including concert tickets and street posters with iconic lyrics and rock images.

Ovolo adopted the 70:20:10 principle, with a blended learning approach. Each team member has a learning plan to follow, supplemented by practical, experimental, conceptual, digital and social learnings. Some of the signature learning modules include:

**ROCK the Ovolo Stage** – Hosted at unconventional venues like music studios and rooftop bars, to show the team how to live and breathe the brand, it's all about aligning guest service delivery across the group – styling, stage presence and communication.

**ROCK as a Leader** – Taking first level managers on a journey of self-awareness, assisting them to develop leader's mindset and equipping them with the soft skills to be future leaders. All 7 learning modules are supported by on-the-job projects, overseen by coaches.

**Team ROCK** - Believing that the best way to learn is to teach, Ovolo equips team members with training skills so that they can share their expertise with their peers, in a structured way.

**JAM** – An internal social platform that served as an engaging knowledge hub, where members can share tips, inspiration and experiences, in an online environment that feels natural for the young team..

#### **Outcomes**

The R.O.C.K. Programme has disrupted the traditional hospitality L&D model, equipping team members with the knowledge, confidence and forward thinking mindset to deliver brand promises. By providing a safe environment for team members to be empowered and be innovative, there is a significant improvement in guest satisfaction level, with more individual members' names mentioned in guest reviews for their excellent personalised services. Improvement on service audit results has also led to positive financial impact on the business with year on year revenue growth.

JAM – the social learning platform has built a healthy competition among properties and created a sense of engagement and collaboration, enhancing employee experience, which is reflected with a lower turnover rate (-42%), better recruitment appeal, and a higher internal promotion rate (+20%).

#### **Comments from Adjudicators**

With a strong alignment to the corporate culture and values, this highly original and dynamic programme aimed at developing the talents in an engaging and empowering way so as to deliver unconventional guests experience.

The R.O.C.K. programme served as a tool to promote the hotel's unique corporate culture and create a sense of belonging among employees. Utilizing the traditional learning and development framework, the team created a fun and practical learning environment, which matched with the hotel's DNA. The fun and flexible learning style engaged staff members both from the teaching and learning perspectives. The employees easily put the “never boring” spirit into action when they served their guests. The people-oriented nature of the programme with emphasis on team empowerment and social learning made it highly appealing to the young talents.

The programme was cost-effective and the results were phenomenal, with 42% lower turnover rate, 20% higher internal promotion rate and positive feedbacks from customers.

All in all, the programme was unique and impactful. It has successfully built and maintained a highly engaging team to support extensive business growth.

# The Cambridge Innovation Programme

**Advanced Practices and Case Studies of Innovation for Success**

**22 – 27 September 2019**



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## **Excellence Award**

### **Best in Development of Local Talent**

#### **“Unleashing Greatness”**

#### **MGM China**

##### **About MGM China**

MGM China (HKEx: 2282) is a leading developer of integrated resorts in the Greater China region. It is majority owned by MGM Resorts International, one of the world's leading global hospitality companies, operating a portfolio of 30 unique hotel and destination gaming offerings. MGM China operates the Forbes Five-Star, MGM MACAU property and the new mega and innovative, USD\$3.4 billion MGM COTAI integrated resort.

##### **About the Programme – Unleashing Greatness**

Guided by the vision of “Unleashing Greatness for all”, MGM aim to empower and unleash the greatness of its constituents, especially the employees and communities. Thus, the sustainable development of the employees and communities is key to our future success.

##### **Objectives**

1. To build a strong learning culture that engages employees and promotes lifelong learning
2. To build up organizational capabilities to ensure MGM's competitive advantage
3. To increase local workforce bench strength and readiness for future skills
4. To nurture learning communities that support the sustainable growth of Macau talent pool.

##### **Design and implementation – 4Cs Strategy**

Consistent with the vision of Unleashing Greatness, 4 critical pillars, namely Culture, Career, Capabilities, and Communities provide the strategies towards sustainable development for MGM talents and the community.

##### **Unleashing Greatness in Learning Culture –**

A strong learning culture serves as the foundation to sustain the long term development of its employees and communities. MGM wishes to create an environment where learning is vibrant, engaging and collaborative, including leadership as catalyst, facilitator, mentor and servant leader; MGM Academy, with the credo “Discover A Greater You” was established to provide a wide range of resources with thousands of learning offerings and partnerships with learning institutions to encourage life-long learning.

##### **Unleashing Greatness in Career and Diversification –**

By availing best-in-class resources, leadership support and growth opportunities, MGM provides vertical career development opportunities where high potential participants across all levels undertake 9 to 30 months intensive development track in preparation for their next level. Career diversification focuses on horizontal mobility opportunities including 6 months training and trial for career switch. Both initiatives produce a significant percentage of internal promotions and transfers.

##### **Unleashing Greatness by Building Capabilities –**

In line with the organization's vision, values and competitive positioning, MGM leverages a competency-based approach to define core competencies as well as individual competencies. These competencies define critical areas such as performance & developmental goals, organizational capabilities, curriculum mapping, etc., ensuring integration of people development and business annual cycle. Overseas education trips are also organized regularly to ensure understanding of current events and development; destinations include USA, Singapore, China, etc.

##### **Unleashing Greatness in Communities –**

MGM promotes learning and responsible citizenships to ensure sustainable development of its extended communities. Some of these initiatives include scholarships for local students, internship opportunities, traditional Chinese culture education, Celebrity Chef Workshops, art appreciation, youth leadership development, etc., culminating in MGM being awarded numerous community awards.

##### **Measurement and Outcomes**

Unleashing Greatness serves as the core talent development strategy for over 10,000 employees in MGM, where its effective implementation is reflected in various measures. One of the major indicators is the 85 training hours per head in 2018, which is 37% higher than the previous year. The training initiatives of Unleashing Greatness also greatly contribute to the achievement of five-star rating honored by Forbes Travel Guide in 2019, naming MGM MACAU one of the only 210 Forbes Five-Star Hotels in the world.

##### **Comments from Adjudicators**

Based on a thorough PEST analysis on Macau's business environment, the programme objectives were clearly-defined and straightforward aiming to unleash greatness of employees and community members with a comprehensive 4Cs model.

The design of the programme was all-rounded having strong alignment with the business needs. The 4Cs strategy was a well-structured skeleton in building the learning culture in MGM. It encouraged a whole-person development, which led to not only the success of the company, but the success of each individual employee. MGM demonstrated a great determination to help its employees advance with acquiring qualifications and displayed a strong sense of social responsibility to support the development of the community members. Active involvement of senior management in providing mentorship to employees and community members was very impressive.

The programme achieved promising results with high retention and promotion rates. In addition, it also strengthened MGM's socially responsible image.

Overall, the programme created a win-win-win-win situation for the employees, MGM and the community as it would also support and contribute to the promising economic development in Macau.



## Human capital is the gateway to excellence

We commit to inspire, engage and develop our people and strive for service excellence. Through various learning and development initiatives, we advocate an environment of continuous learning to enable employees to unleash their full potential, and to provide better service for you and the community.







## Excellence Award

### Best in Application of Technology

#### “Multi-Facet Training Solutions for Enhancing Operations Staff Skills And Competency”

#### MTR Corporation Limited

##### About MTR Corporation

MTR is regarded as one of the world's leading rail operators in terms of safety, reliability, customer service and cost efficiency. The unique vertically integrated Hong Kong business model seamlessly connects the railway service with the communities above the stations, which optimises land use and contributes to the growth of the city. Connecting all corners of Hong Kong with approximately 5.8 million passenger journeys on weekdays, MTR operates 10 commuter rail lines with a total route length of 187.4 km. Along with its transport services in Hong Kong, the Corporation also has railway operations serving cities in Mainland China, the UK, Australia and Sweden.

##### Objectives

The transformation was initiated with the key purpose of enhancing the skills and learning experience of operations staff. As staff competency under normal operations and the readiness to recover from unexpected incidents are crucial to supporting smooth railway operations, MTR continuously improves the design and delivery of its training programmes to ensure this mission is accomplished and to help contribute to maintaining a 99.9% rate of passenger journeys on-time.

##### Design and Implementation

Supporting adequate functional training to over 12,000 operations staff in an effective manner is a very challenging task. Over the past few years, MTR has faced increasing challenges in the planning and implementation of effective training to resolve operations difficulties, training constraints and workforce transition issues. “Multi-Facet Training Solutions for Enhancing Operations Staff Skill and Competency” served as the signature campaign to meet these business challenges. The training strategies and tactics are based on 3 key guiding principles:

- **Enhance learning flexibility and accessibility** – By implementing a learning anywhere strategy, the team aims to make learning available at the workplace every day rather than at certain training intervals, in order to enhance staff responsiveness and readiness for incidents.
- **Diversified training approach** – The team adopts an innovative way of developing staff skills and knowledge. They focus on the learning-by-doing approach and explore interactive teaching styles using advanced technology.
- **Dynamic engagement with line management** – By working collaboratively, line management will have greater involvement in daily coaching and staff education and support during on-the-job training, using new training tools that the Operations Training Department develops.

To facilitate a smooth training process and enrich the learning experience, various training facilities such as VR CAVE and Mini Cab Simulator are explored and self-developed by making use of new technology in an innovative manner.

##### Business Outcome

The programme brings competitive and financial advantages to the business. By introducing the new technology-based training tools and learning culture over the years, staff responsiveness for prompt incident recovery is continuously improving. The result achieved in 2017 and 2018 (99.9% of passenger journeys on-time) was the best recorded Passenger Affected Ratio (corporate KPI for evaluating service performance) since the railway merger in 2007. In terms of financial advantage, training expenses have been greatly reduced since adopting the new training facilities. With the application of VR and CAVE facilities, millions of dollars are saved annually, in terms of occupancy of real trains, tracks and interruption of various maintenance schedules.

Most importantly, staff confidence in handling ever-changing scenarios and environments is boosted and the outcomes they achieved were evidence of the effectiveness of the training solutions.

##### Comments from Adjudicators

Leveraging on latest technology, this specialized operational training programme was holistic and systematic with the aim to enhance learning experience and effectiveness so as to support the smoothness of the extensive railway operations.

The programme aligned closely with the corporate objectives and was well-executed. Despite of various challenges such as inflexible onsite training arrangement and limited training resources, the team developed a practical and effective training programme to reinforce the knowledge and skills of a large coverage of relevant employees. The good use of technology to support learning and development was impressive and suited the needs of younger generation. Dynamic engagement with line management facilitating the knowledge transfer across multi-generations and multi-departments contributed to the success of the programme.

The results were excellent with the high passenger journeys on-time ratio. The adoption of simulation and VR technologies were brilliant tools to well equip the operational staff to handle abnormal events and unexpected incidents.

All in all, it was an outstanding training programme deploying advance technology to achieve cost effectiveness and uplift service quality.

# DIGITALTalent

DigiTalent, a strategic digital transformation training programme designed by A. New World University and New World Digital Team, aims to **INSPIRE** our talents to **BUILD** amazing products and to **TRANSFORM** the industry. The three major hubs of DigiTalent are **1) Digital Product Development Lifecycle**, **2) Digital Marketing Optimization**, and **3) Digital Data Analytics**.



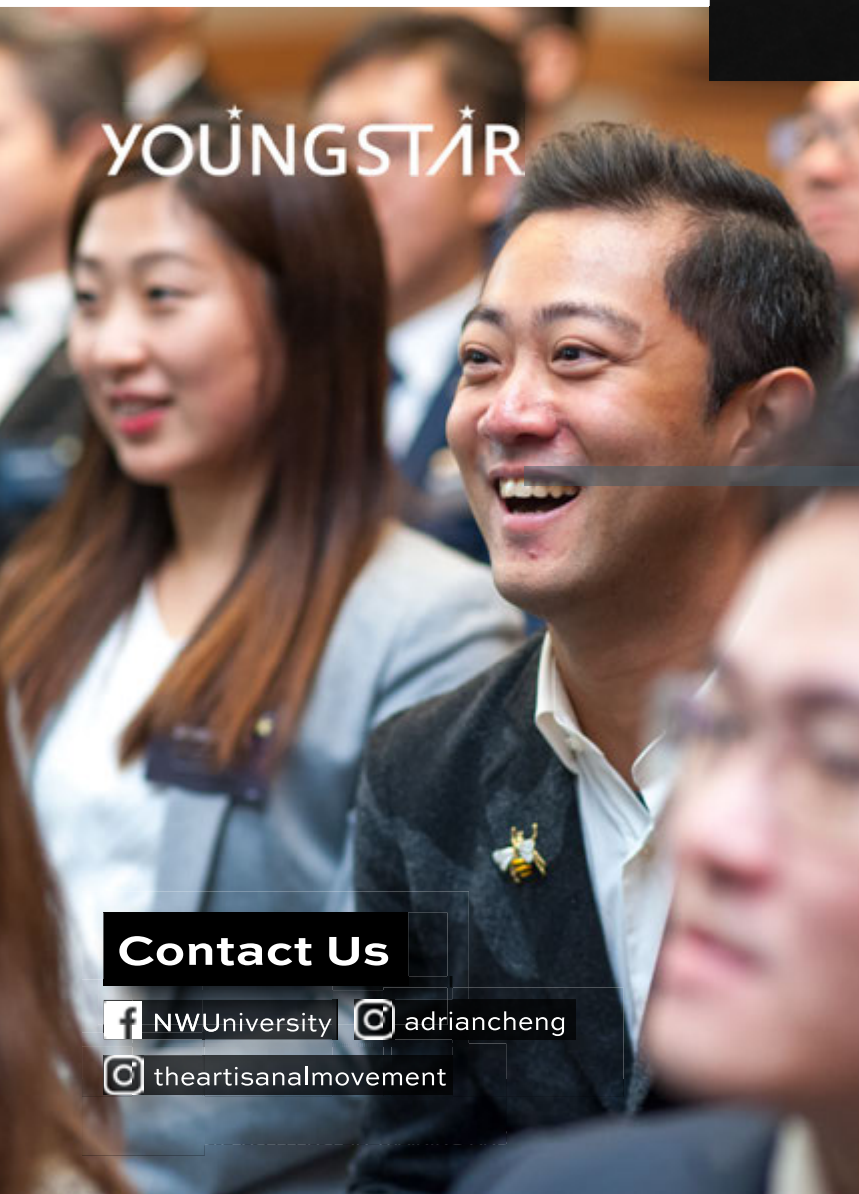
# YOUNGSTAR

# YOUNGSTAR

YoungSTAR Programme offers development opportunities to **all high-potential young employees** an **alternative route** to **accelerate their development as young talents** for the Group's succession planning. This **2-year** programme covers employees from supervisory to assistant manager levels. Learning and development activities include **540° assessment, bespoke learning workshops, massive open online courses, career planning and coaching, dialogue with executives, overseas site visits and entrepreneurial business projects.**

## Contact Us

 NWUniversity  adriancheng  
 theartisanalmovement







## **Excellence Award**

### **Best in Digital Transformation**

**“DigiTalent”**

**New World Development Company Limited**

The rise of digital transformation disrupts the ecosystem of the traditional economy. New World Development (NWD) decided to embark on the strategic Digital Transformation journey, curate “The Artisanal Movement” as brand personality, and integrate these elements into its people, process and product. With the lack of digital talents in the market, NWD decided to build its digital capacity and competence from within through its “DigiTalent Programme”.

The programme aims to drive the following objectives:

1. Turn New World into a digital pioneer in the property and services market;
2. Create a sense of urgency for change and build digital awareness;
3. Inspire and empower its talents to implement digital initiatives;
4. Enhance competence to build innovative products and transform the industry; and
5. Generate quantifiable and monetary return in short and medium terms.

After the Annual Group Management Forum chaired by New World Group’s Executive Vice-Chairman and General Manager, Dr Adrian Cheng, and Digital Symposium in 2014, NWD successfully identified the technology gap between the existing processes/ products and the international best practices.

During 2015 and 2016, different digital workshops were organized to cultivate the necessary awareness and understanding of the digital application in various industries for employees at all levels.

After creating a sense of urgency and building digital awareness, NWD moved on to focusing on the business needs by partnering with Technology and Digital Service Department to understand the competencies required for various digital projects. A structured DigiTalent programme was launched at the end of 2016 with three main learning themes:

1. Digital Product Development Lifecycle;
2. Digital Marketing Optimization; and
3. Digital Data Analytics.

Through continuous communication with the business units to prioritize the strategic importance, NWD provide up-to-date training to those who need to leverage their digital skills and also to facilitate the business units to excel in the digital transformation journey.

In partnership with leading technology giants, such as Amazon, Microsoft, Google, and Tencent, the talents could acquire with the latest digital knowledge. NWD also invite startups (e.g., Cloudbreakr, and EONIQ) to share their successful cases in growing their business by leveraging new technologies.

Since the DigiTalents are required to update the project status of their digital projects on hand, NWD could promptly identify and resolve their common issues by fine-tuning the training contents.

By the end of 2018, we have recruited more than 200 DigiTalents who had gone through over 20,000 training hours in digital training since 2014. The average post-course evaluation result is 8.5 out of 10.

While digital skills are learnt and competencies are enhanced through the DigiTalent Programme, the most important impact is manifested in the solid settlement of a digital culture in the hearts of all of the employees, fostering a true and sustainable digital transformation across all facets of the business process.

NWD built its own Artisanal Living app for its property owners for serving them seamlessly in their daily lives with its artisanal property management services. NWD built the A.Connect in-house app to serve the staff with many internal administration, logistics, basic approval as well as internal communications. And recently, a new invention of digitalized payment procedure for purchase of new flats, disrupting the traditional payment and registration procedure on purchasing of new flats. And also, the ground-breaking innovation of using of block-chain in property purchase, being the first in Hong Kong, disrupting the status quo of the industry and become the leader.

Since the company has leveraged the expertise and resources internally and externally, the resources utilization has been optimized significantly. If NWD outsourced all the training workshops and events to external vendors, it would have to spend 15 times higher than what it has invested..

#### **Comments from Adjudicators**

The strategic objectives of the programme were clearly set and defined. It was commended as a pioneering programme, which aimed at creating the sustainable culture and momentum leading to digital transformation in the group.

The programme was highly original with no prior benchmark as most organizations were currently going through the transformation. The design of the programme was solid. It created an impressive journey in applying digital transformation from product development, digital marketing to customer experience. It also allowed employees to learn effectively through a lot of new experiences.

The programme was cost effective and practical with encouraging financial return and a double increase in the number of DigiTalents in less than two years. More importantly, the programme would have a far-reaching impact on building an ecosystem of strengthening the digital competence of the organization to meet the challenges of digital revolution.

All in all, this forward looking programme reinforced NWD’s leadership stance and provided an exemplary example for others to benchmark.

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## Excellence Award

### Best in Cultural Change



### Best in Innovation

#### “Living our Values - Zurich Behaviors” Zurich Insurance (Hong Kong)

##### Company Background

**Zurich Insurance (Hong Kong)**'s (hereafter “Zurich”) presence in Hong Kong dates back to 1961. As part of Zurich Insurance Group, the company offers a full range of flexible general insurance and life insurance products and services for individuals, as well as commercial and corporate customers, catering to their insurance, protection and investment needs.

##### Programme Objectives

The insurance industry is evolving in exciting ways. To meet and exceed the changing needs and expectations of customers and employees, Zurich believes in changing the mindset and behaviors of its people. Zurich Values are the corporate guidelines on how people can achieve business goals, and Zurich Behaviors lead them to live the Values as they interact with one another, their customers and stakeholders. **Living our values – Zurich Behaviors** is a mindset change programme developed to create an environment for employees to apply Zurich behaviors in their daily practices, with two objectives:

- Create success in terms of customer experience and business results, and
- Increase employee engagement in the organization

##### Design and Implementation

The programme was deployed in 2017 through three phases, namely **KNOW, FEEL and DO**.

The **KNOW phase** increased employees’ awareness and understanding of the programme and the relevancy of Zurich behaviors through **Personal Stories Sharing** by managers with teams, **e-learning Programme** on internal platform, and **Sketch Poster** that visualized the behaviors using animated cartoons.

The **FEEL phase** provided employees with a comprehensive learning experience around Zurich Behaviors. The **Zurich Escape Room**, a physical adventure room that applied the gamification concept to learning, was launched in 2018. Colleagues worked together to discover clues and solved puzzles of the games which incorporates the Behaviors, and did self-reflection on their individual experience. The **Performance and Development Training Series** was deployed to upskill people managers in applying the behavioural attributes to employee cycle.

The **DO phase** enabled employees to enact Zurich Behaviors by initiating an employee-led programme, **Make a Difference – Customer Activists**. Three core teams were formed that championed distinctive business imperatives, namely Customer-focused, Simplification, and Innovation. The programme empowered these teams to generate ideas from research and customer feedback, work autonomously and collaborate with functional subject-matter-experts.

##### Measurement and Outcomes

The programme was evaluated by observing employees’ behavioural changes and measuring its impact on customer experience, employee satisfaction and business performance after its implementation. The Transaction Net Promotor Score (TNPS), measuring Zurich’s customer advocacy on its products and services, climbed by 36 points from 2016 to 2018 (11.5 vs 47.5). The Employee Net Promotor Score (eNPS), assessing employee engagement level, recorded a skyrocketing result at 38 points in 2019 as compared to -45 in 2017. In terms of business performance, Zurich soared to the highest point of its financial bottom line among the past five years. The deployment of Customer Activists successfully embraced the business imperatives in a large-scale travel insurance, Get-Z-Go, revamp and towards customer commitment in the company’s Express Hub initiative. To enhance the programmes sustainability, Zurich Behaviors have been integrated in all HR practices. The behavioral attributes are built in the interviewing guides for talent selection, applied in potential assessment tools for benchmarking internal talents, and used to evaluate how employees achieve their annual objectives and targets.

##### Comments from Adjudicators

The programme objectives were clearly identified and established aiming to instill Zurich’s values in the organization to change employees’ behaviour in order to enhance customer satisfaction and drive business performance.

It was designed to bring awareness and consistency towards the company’s values. A holistic approach was adopted to support the employees along the change journey, from theoretical understanding to feeling, seeing and doing. The multi-pronged approach transformed culture change from a nebulous concept to tangible behaviours for individuals. The use of experiential learning through escape room, combined with facilitated sessions and peer learning to enable embodiment of corporate values by employees was exemplary. Upward feedback was also a great step in the programme.

The programme results were clearly measured through the TNPS and eNPS with satisfactory improvement in customer experience and employee engagement. The reinforcement of new behaviours through activists, feedback loop and recognition made the change sustainable.

In a nutshell, the programme set a powerful example of how to enhance corporate values in the day-to-day work and build an open and trusting environment through new ways.

## Special Awards



### **Best in Workforce Upskilling**

#### **“Talent Sustainability Programme” Baguio Green Group**

##### **Comments from Examiners**

The company is committed to uplifting workforce capability. The programme provided continuous development to employees and recognized their previous professional skills and knowledge via Qualifications Framework (QF). The assessment of needs, training design, course content development were all geared towards the benchmarked market practice and QF. Staged programme implementation and attainment of Level 1 QF recognition together with good employee feedback and business growth demonstrated the success of the programme. The programme provided an exemplary model for business professionals to follow and benchmark.



The Hong Kong Jockey Club

### **Best in Young Talent Development**

#### **“AIA HK & Macau Future Leaders Programme” AIA HK & Macau**

##### **Comments from Examiners**

The Future Leaders Programme was developed to elevate capabilities of young professionals to meet increasing business expectations. A tailored 24-months rotational programme covering targeted business learning, leadership development and international exposure was provided to develop young talents with an entrepreneur mindset. The programme was proved to be effective with the result of 100% vertical job promotion and the substantial contributions with the organization. The programme differentiated itself with both its content quality and high relevance to the interests of millennials and young professionals.



### **Best in Performance Improvement**

#### **“Striving Customer Service Excellence Through Customer Journey” Hongkong Post**

##### **Comments from Examiners**

The programme was all-rounded, comprehensive and scientific. Through comprehensive training needs analysis, employees' competency gap was accurately pictured in qualitative and quantitative ways. Programme implementation was well-stratified in all job levels and in innovative means to make good customer service become the DNA throughout the whole organization. The capability building process through training workshops, mindset reinforcement and customer focused culture nourishment were well-structured to make the impact long lasting. Campaign outcomes through customer satisfaction figures, compliments, sales revenue showed significant improvement.





## ***Special Awards***

### ***Best in Cultural Change***

***“PLC Starts with Me’: Powering our New World Strategy”***

***Lane Crawford***

#### **Comments from Examiners**

The programme objectives were clearly demonstrated, delivering the values of Passion, Learning and Collaboration (PLC) to its staff across Hong Kong and China. The programme adopted an innovative and comprehensive approach to encourage employees to live out values and become leading lights. The team focused not only on the concept but giving practical tools and workshops to help everyone understand and behave in their daily lives, at work and in private. Their continuous efforts to sustain the journey by inviting new joiners to go through the SPARK PLC workshop as part of orientation was impressive.

### ***Best in Stakeholder Engagement***

***“Career Development Programme”***

***PizzaExpress***

#### **Comments from Examiners**

The Career Development Programme was well-thought out, with quantifiable objectives and delivery. The team was able to engage operational management in the first steps of needs analysis and initial design. A lot of design elements emphasized on “in” restaurant trainers to enhance ownership at operation level and to prevent disconnection between the training and the actual performance. Regular and structured feedback from stakeholders ensured the continuity and constant improvement of the programme. These led to measurable benefits and a more positive working environment for the diverse group of employees.

## Past Campaign Award Winners

2018

### Skills Training Category

- Gold Award** Direction Association for the Handicapped
- Silver Award** Hotel ICON
- Bronze Award** AIA International Limited
- Excellence Awards** Jardine Aviation Services Group  
Jardine Aviation Services Group  
K11 Concepts Limited

### Development Category

- Gold Award** Quality HealthCare Medical Services Limited
- Silver Award** Pfizer Corporation Hong Kong Limited
- Bronze Award** Ocean Park Corporation
- Excellence Awards** AIA International Limited  
Laws Fashion Group Limited  
Sun Life Hong Kong Limited

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



## Past Campaign Award Winners

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

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

## Past Campaign Award Winners

### 2009

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

### 2008

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

### 2007

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

### 2006

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

### 2005

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

### 2004

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

### 2003

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

### 2002

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

### 2001

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

### 2000

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



## Past Campaign Award Winners

<b>1999</b>		<b>1994</b>	
<b>Gold Prize</b>	Hang Seng Bank Ltd	<b>Overall Winner</b>	Kowloon-Canton Railway Corporation
<b>Silver Prize</b>	CLP Power Hong Kong Ltd	<b>Strategic Management/Strategic HRD/TQM Training Category</b>	Kowloon-Canton Railway Corporation
<b>Bronze Prize</b>	Hang Seng Bank Ltd	<b>Management/Supervisory Training Category</b>	Cathay Pacific Catering Services (HK) Limited
<b>Certificates of Merit</b>	Goodwell Property Management Ltd The Jockey Club Kau Sai Chau Public Golf Course Ltd Kowloon-Canton Railway Corporation	<b>Professional/Technical Training Category</b>	Securair Limited
<b>1998</b>		<b>1993</b>	
<b>Gold Prize</b>	Sheraton Hong Kong Hotel & Towers	<b>Overall Winner</b>	The Asian Sources Media Group
<b>Silver Prize</b>	Tse Sui Luen Jewellery Co Ltd	<b>Strategic Management/Strategic HRD/Customer Service/TQM Training Category</b>	The Sino Group
<b>Bronze Prize</b>	DHL International (HK) Ltd	<b>Management/Supervisory Training Category</b>	The Asian Sources Media Group
<b>Certificates of Merit</b>	The Hong Kong Jockey Club Hong Kong Police Shell Hong Kong Ltd	<b>Professional/Technical Training Category</b>	Hong Kong Aircraft Engineering Company Limited
<b>1997</b>		<b>1992</b>	
<b>Strategic HRD Category</b>		<b>Service Category</b>	Mass Transit Railway Corporation
<b>Silver Prize</b>	Regal Hotels International	<b>Commercial and Industrial Category</b>	Shell Hong Kong Limited
<b>Bronze Prize</b>	DHL International (HK) Ltd	<b>1991</b>	
<b>Skills Training and Development Category</b>		<b>Service Category</b>	Arthur Andersen & Company
<b>Gold Prize</b>	Hang Seng Bank Ltd	<b>Manufacturing Category</b>	Computer Products Asia-Pacific Limited
<b>Silver Prize</b>	Marks and Spencer (H.K.) Ltd	<b>Construction Category</b>	Franki Kier Limited
<b>Bronze Prize</b>	Regal Hotels International	<b>Wholesale/Retail/Import/Export Category</b>	Jardine Pacific Limited – Pizza Hut Division
<b>1996</b>		<b>Utilities and Public Sector Category</b>	Mass Transit Railway Corporation
<b>Overall Winner</b>	Giordano Ltd	<b>1990</b>	
<b>Strategic HRD Category</b>	Giordano Ltd	<b>Multi-National Corporations Category</b>	China Light & Power Company Limited
<b>Skills Training and Development Category</b>	Mass Transit Railway Corporation	<b>1995</b>	
<b>1995</b>		<b>Overall Winner</b>	Hospital Authority
<b>Strategic HRD Category</b>	Hospital Authority	<b>Strategic HRD Category</b>	Hospital Authority
<b>Skills Training and Development Category</b>	Mass Transit Railway Corporation	<b>Skills Training and Development Category</b>	Mass Transit Railway Corporation

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



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It is a matter of discretion for individual employers to recognize any qualification to which these courses may lead.



# 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**

**Ms Yip Ho Yue, Angela**  
Director of Learning and Development  
Hotel ICON

### **Distinguished Trainer Awardees\***

**Mr Chan Ching Fai, Chris**  
Head of Brokerage Learning  
AIA International Limited

**Mr Benny Lai**  
Assistant Manager, Sales and IT Training  
Fuji Xerox (Hong Kong) Limited

**Mr Lai Koon Yin, Ken**  
Senior Manager,  
Brokerage Learning Partnership Academy  
AIA International Limited

**Mr Lee Ka Fai, Joe**  
Assistant Manager, Learning and  
Development, People  
Quality HealthCare Medical Services Limited

**Ms Ma Denise Wai Yue**  
Assistant Manager, Organization and  
Employee Development  
Hong Kong Airlines

**Mr Wong Ka Shing, Isaac**  
Senior Manager  
MetLife Hong Kong

**Ms Yip Ho Yue, Angela**  
Director of Learning and Development  
Hotel ICON

### **Outstanding New Trainer Awardees\***

**Mr Chan Chun Pong, Chris**  
Senior Officer – Leadership and Talent Development  
Link Asset Management Limited

**Ms Funny Fan**  
Talent and Organization Development Assistant  
HKBN Group

**Ms Ho Sze Ching, Phoebe**  
Training Officer  
CSL Mobile Limited

**Mr Li Kwok Wai**  
Assistant Training Manager  
AIA International Limited

**Ms Lo Ka Wing, Julian**  
Senior Human Resources Executive  
HKT Limited

**Mr Aaron Pang**  
Senior Training Associate  
AIA International Limited

**Mr So Wan Yeung, Trevor**  
Specialist – Maxim's Academy  
Maxim's Group

**Mr Wong Chun Ho, Shawn**  
Assistant Training Manager  
CSL Mobile Limited

**Ms Phoebe Zhan**  
Senior Training Associate  
AIA International 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**



**Ms Yip Ho Yue, Angela**  
Director of Learning and Development  
Hotel ICON

"It is a great honour to receive 'Trainer of the Year' and 'Distinguished Trainer Award' from the HKMA. I would like to express my heartfelt gratitude to my company, Hotel ICON, my supervisor and colleagues from the L&D team for their continuous support and encouragement. I will continue to strive for excellence in the 'We Love to Care' culture and contribute to the community."



**DISTINGUISHED TRAINER AWARDEES\***



**Mr Chan Ching Fai, Chris**  
Head of Brokerage Learning  
AIA International Limited

"It is my honour to receive the 'Distinguished Trainer Award' as a recognition in my training career. Gratitude extended to the HKMA and AIA for giving me a stage to show my competence. The credit also goes to my team and leadership that inspire me to strive for the best and live with dream. Training is to inspire and not merely to teach!"

**Mr Benny Lai**  
Assistant Manager, Sales and IT Training  
Fuji Xerox (Hong Kong) Limited

"I am delighted to receive the 'Distinguished Trainer Award', a recognition on my effort in turning my passion into actions to make my signature programme realized. My heartfelt thanks to the HKMA for providing this sharing platform, and my greatest gratitude to Fuji Xerox (Hong Kong) Limited, my manager and teammates for their support."



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

## Individual Awards



### **DISTINGUISHED TRAINER AWARDEES\***



**Mr Lai Koon Yin, Ken**  
**Senior Manager, Brokerage Learning, Partnership Academy**  
**AIA International Limited**

"I would like to express my deepest gratitude to those who have been supporting and inspiring me to be a distinguished trainer. This milestone motivates me to keep polishing myself and keep pursuing my dream. Thanks to my company – AIA and my supervisors for giving me this opportunity to unleash my potential!"

**Mr Lee Ka Fai, Joe**  
**Assistant Manager, Learning and Development , People**  
**Quality HealthCare Medical Services Limited**

"It is a great honour to receive the 'Distinguished Trainer Award'. I would like to say a big thank you to Quality HealthCare Medical Services Limited, my supervisor and team members for their tremendous support. The Award certainly encourages me to keep 'passionate' in my learning and development journey."



**Ms Ma Denise Wai Yue**  
**Assistant Manager, Organization and Employee Development**  
**Hong Kong Airlines**

"This is a tremendous honour to receive the 'Distinguished Trainer Award' from the HKMA. It is certainly one of the highlights in my L&D journey. I would like to express my heartfelt gratitude to the HKMA, my mentor and my colleagues at Hong Kong Airlines for their guidance, unfailing support and encouragement. Moving forward, I will continue to inspire people around me and contribute to the aviation community."

**Mr Wong Ka Shing, Isaac**  
**Senior Manager**  
**MetLife Hong Kong**

"Winning the 'Distinguished Trainer Award' is a great recognition and encouragement to me and my company. My supervisors and colleagues give me trust, advice and continued support to make this happens. Tremendous thanks to them and to God. Training is to enjoy and advance. Let's make training shines!"



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

## Individual Awards

### OUTSTANDING NEW TRAINER AWARDEES\*

**Mr Chan Chun Pong, Chris**  
Senior Officer – Leadership and Talent Development  
Link Asset Management Limited



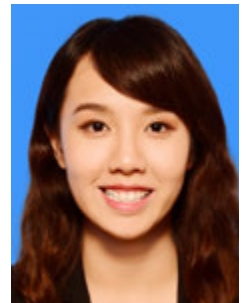
"It is my great pleasure to receive the 'Outstanding New Trainer Award' from the HKMA. It is a good opportunity to summarize what I have learnt and also a tremendous milestone in my career. I would like to express my gratitude to my company, Link Asset Management Limited, my department head, supervisor and the whole team for their support throughout the journey."



**Ms Funny Fan**  
Talent and Organization Development Assistant  
HKBN Group

"'Change is an opportunity for growth, and developmental training is the best way to embrace this!' The 'Outstanding New Trainer Award' is the greatest encouragement in my training career. This award belongs to all those who have helped me along the way!"

**Ms Ho Sze Ching, Phoebe**  
Training Officer  
CSL Mobile Limited



"Great thanks to the HKMA for presenting the 'Outstanding New Trainer Award'. This 1-year journey so far in Learning & Development has been demanding, yet extremely rewarding. I strive to further develop myself and make use of my extensive understanding toward the younger generations to encourage more aspiring talents to realize their true potential."



**Mr Li Kwok Wai**  
Assistant Training Manager  
AIA International Limited

"I am most honoured to be awarded the very prestigious 'Outstanding New Trainer Award' from the HKMA. I would like to thank my company, AIA, and my Partnership Academy family for their generous support and continuous guidance. This award encourages me to strike for excellence in my training career onwards."

**Ms Lo Ka Wing, Julian**  
Senior Human Resources Executive  
HKT Limited



"It is my great honour to receive the 'Outstanding New Trainer Award' from the HKMA. Challenges are drivers that accelerate my growth and learning, and it takes me to new heights. I would like to express my gratitude to my department head and colleagues, for their unfailing nurturing and encouragement along the way."

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



## Individual Awards

### OUTSTANDING NEW TRAINER AWARDEES\*



**Mr Aaron Pang**  
Senior Training Associate  
AIA International Limited

"It is extremely honoured to receive the 'Outstanding New Trainer Award' from the HKMA. This is a prestigious recognition which strengthens my passion and commitment in training and development profession. I sincerely thank my department head, managers and teammates for supporting me that I can proudly hold up this award as a mark of my achievement."

**Mr So Wan Yeung, Trevor**  
Specialist – Maxim's Academy  
Maxim's Group



"It is a great honour to receive the 'Outstanding New Trainer Award' from the HKMA. It granted me a valuable opportunity to improve my career development through this personal achievement. I would like to show my sincere appreciation to my department head, supervisors and team members for their encouragement throughout this journey."



**Mr Wong Chun Ho, Shawn**  
Assistant Training Manager  
CSL Mobile Limited

"It is my great honour to receive the 'Outstanding New Trainer Award' from the HKMA. This is the greatest encouragement in my career and I will keep enhancing my training skills and knowledge as a professional trainer. Special thanks to my company – CSL, department head and teammates who gave me their fully support."

**Ms Phoebe Zhan**  
Senior Training Associate  
AIA International Limited



"Winning the 'Outstanding New Trainer Award' is an experience that second-to-none! And I feel grateful for the trust HKMA has bestowed. I thank my company and colleagues for the generosity and support. Building on the success in this award, I will be faithful to my original aspiration and continue marching forward."

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

## Past Individual Award Winners

2018

### Trainer of the Year

**Mr Edward Lo** Hang Lung Properties Limited

### Distinguished Trainer Awardees

**Mr Edward Lo** Hang Lung Properties Limited

**Ms Angela Wong** Hang Seng Bank Limited

### Outstanding New Trainer Awardees

**Ms Eyre Cheung** AIA International Limited

**Ms Claire He** CLP Power Hong Kong Limited

**Mr Raymond Lee** Prudential Hong Kong Limited

**Ms Windsor Lee** Chow Tai Fook Jewellery Company Limited

**Mr Amen Lo** China Life Insurance (Overseas) Company Limited

**Mr Duke Ng** China Life Insurance (Overseas) Company Limited

**Ms Julia Ng** MTR Corporation

**Mr Peter Pun** Hilti (Hong Kong) Limited

**Ms Kim Qiu** AIA International Limited

**Ms Kim Sin** Maxim's Group - Japanese Chain Restaurants

**Mr Benedict Wong** Manulife (International) Limited

**Ms Ronnie Wong** MTR Corporation

**Mr Charles Yeung** Hotel ICON

**Mr Larry Yik** K11 Concepts Limited

**Mr Jeremy Yu** New World Development Company Limited

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** Jebsen & Co Ltd

**Ms Grace Ma** MTR Corporation

**Mr Sunny Wong** BOC Group Life Assurance 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.

## Past Individual Award Winners

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

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

\* 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

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

**Ms Karin Yeung** MTR Corporation Limited

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

\* 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

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

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

\* 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

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

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

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

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

\* 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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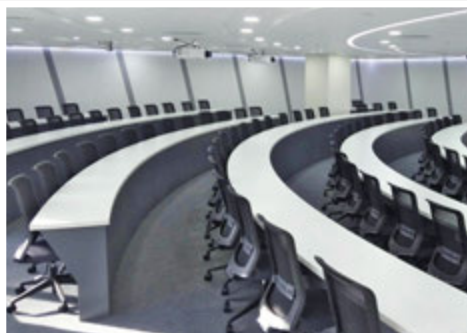
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\*Internal figures as at 30 Jun 2019 (including individual life, group insurance and MPF customers of AIA Hong Kong & Macau)

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