

Allen Fung: Focusing on people

冯玉麟：专注“以人为本”的理念

The Group has a portfolio of non-property businesses that contributes material recurring earnings to the Group. Executive Director Allen Fung has been in charge of these businesses since he joined the Group three and a half years ago. He believes there are strong shared values behind the property and non-property businesses within the Group – an untiring dedication to its customers, and a commitment to the welfare and development of its staff.

Learning from history

Allen used to be a global director of management consulting firm McKinsey before he joined the Group. In fact he was the first Hong Kong Chinese to be a director in McKinsey's history. Before McKinsey he studied history at Oxford and Harvard, and was an assistant professor at Brown. If you suspect his management philosophy to be likely rooted in his study of governments and companies in history, you will be right. One of the lessons Allen shared is that all institutions, including the best ones, are prone to being destabilised from within and without. "It is easy

to become complacent when you have success, as we have repeatedly seen in Chinese history." Hence, the ability to adapt is the cornerstone for success. To Allen, the fact that the Group has grown so much over the last 45 years is evidence of its relentless commitment to continuous adaptation and improvement.

In Allen's mind, a key pillar in sustaining the Group's future growth is the recruitment and development of young talent. The Group has been running

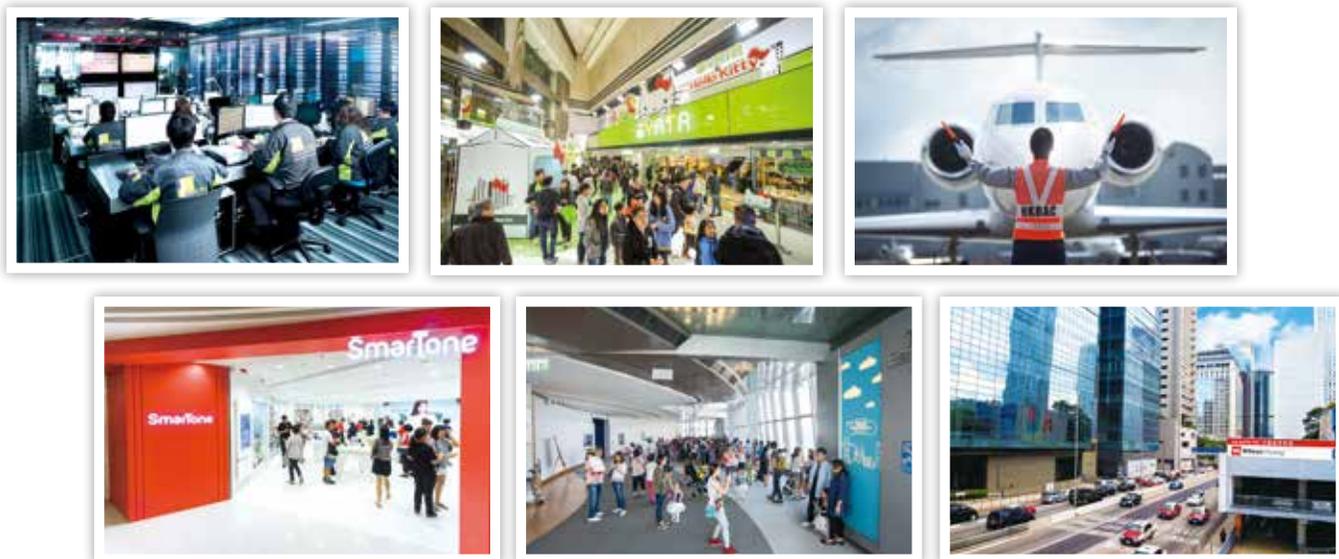
its management trainee programme for many years, nurturing generations of leaders, and Allen appreciates its growing influence on the Group's future. The world is changing, and it seems that the change is not only much broader than ever before, but also *faster than ever before*. "The rise of social media, for instance, means that we cannot engage our customers like we used to – we must be fast, direct, and much more willing to listen." These are all big adaptations the Group needs to learn, said Allen, "Our young staff understand these changes much better than we do because they grow up in them."

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Allen Fung
冯玉麟

Group Executive Director
集团执行董事





Non-property business in infrastructure, retail, telecommunications and information technology generates significant earnings for the Group
非地产业务组合涉及基建、零售、电讯及资讯科技等范畴，为集团带来重要收益

Contributions from non-property businesses

The Group will always be first and foremost a property company, but the current non-property business portfolio is broad and with many strategic assets. This includes SmarTone (a leading mobile operator), SUNeVision (the biggest data centre operator in Hong Kong), Transport International, the Wilson Group, the Hong Kong Business Aviation Centre, YATA (the Japanese-style department store and supermarket) and others. Non-property businesses produced over HK\$4,000 million in operating income in the last financial year. The synergies with the property business are also material. "For instance," says Allen, "some customers tell us that having YATA in their residential development adds another layer of convenience in daily life. There are also now many joint promotions between the property and non-property businesses for our SHKP Club members."

Be faster, be adaptive

In Allen's view, there is an increasing risk that old economy companies are not acting fast enough. "It is not about accelerating initiatives unnecessarily and damaging quality, but about being faster when we can. E-commerce heavyweight Jeff Bezos says that companies should make more decisions when it only has 70% of information, because by the time you have full information you will be too late. This is certainly very true." Allen feels the key is to

experiment with new ideas more and reduce the planning time: "Trial and error is a virtue, or you'll miss the market."

In an age of rapid changes, there has to be a willingness to change one's business model when the opportunities come. Allen cites a good example at Sky100, which is Hong Kong's premier observation deck on the 100th floor of International Commerce Centre (ICC) in West Kowloon. Sky100 has historically been a strong tourist attraction, and it still is. But a few years ago when tourism was at a downturn, management came up with the idea to make Sky100 a super-deluxe venue for corporate events and weddings. This was met with tremendous success, and now the "event business" accounts for a substantial portion of Sky100's revenues. Sky100 is now also seen as one of the most special venues for weddings. "Sky100 is running on a totally different business model now," said Allen, "If it wasn't for the team's willingness to break the status quo, it would not be possible to see such success."

Life at SHKP

In the midst of changes, some things never change. A successful enterprise, Allen says, is a people-oriented one that acts for the benefit of both customers and staff. The Group has long made people a priority and Allen feels this is a key reason for the Group's success. The Group invests heavily in developing staff at all levels, and has been very open to feedback.

Allen reflects himself: "I must take the initiative to listen. Our colleagues are full of new ideas both to improve on how we work and how we engage our customers, and we must especially listen to our frontline staff who know what our customers want."

And Allen's impressions of the Group after joining it? "I am very impressed by how people-oriented our Group is. I used to be a consultant at McKinsey and I have seen companies that say they are people-oriented, but in the end they are not always able to walk the talk. At SHKP it is different. Take a small example – providing free lunch to our staff. This seems to be small but during economic downturns most companies would stop this practice because of cost. Our Group did not do so. This is for sure a sign of true commitment."

Allen values work-life balance but admits management has a responsibility to ensure staff can achieve it. He says: "We have to clarify priorities so that our colleagues can arrange their work accordingly and not be overwhelmed!" What does Allen do for his leisure time? "I love music and travelling, especially to Japan. It helps me renew myself and maintain a clear, agile mind for the tasks ahead. Because of my background I still read a lot of history books. Hopefully one day I will have time to complete my research on modern China!"

集团旗下的非地产业务组合带来重要的经常性收益。集团执行董事冯玉麟自三年半前加入新地，便一直掌管这些业务。他深信有关项目与集团的房地产业务均展现相同的价值：一方面对顾客竭诚用心，另一方面同时积极为员工提供福利及发展机会。

鉴古知今

冯玉麟在加入集团前曾任环球管理咨询公司麦肯锡全球资深董事，更是该公司首名香港华人资深董事。在此之前，他分别在牛津及哈佛攻读历史，也曾出任布朗大学历史系客座教授。历史能叫人鉴古知今，冯玉麟就是在钻研历代政权及企业发展之中领悟到管理之道。他深知即使是最好的制度都有可能受内外因素所动摇，“盛世容易令人过分自满，这情况在中国历史不断出现。”因

此，拥有应变能力是成功的先决条件。他相信集团在过去45年间不断壮大，正是因为一直追求进步，灵活变通。

冯玉麟认为，吸纳及培育年轻人是集团未来持续发展的支柱之一。他提到集团多年来通过举办管理培训生计划，培育一代又一代的管理人员，对集团未来发展的影响愈来愈重要。世界正急剧变化，范围之广、步伐之快均前所未见。“例如社交媒体的兴起令企业必须改变传统接触客户的方式——我们要快速直接响应，并要更愿意聆听客人的想法。”冯玉麟认为“面对这些改变，年轻同事比我们掌握得更好，因为他们就在这个环境中成长。”

非地产业务的角色

集团坚持以地产项目为本业，并经营一系列非地产业务，涵盖多个范畴的策略

性资产，包括流动电讯业龙头之一数码通、香港最大数据中心营运商新意网、载通国际、威信集团、香港商用航空中心，以及日式百货及超市品牌一田等。非地产业务于上个财政年度为集团带来超过40亿港元的营运收益，有盈利贡献之余，更可与地产项目产生重大协同效应。他以一田百货为例：“有些顾客曾告诉我们，住宅项目引进一田能为他们的日常生活带来更多方便。集团旗下的地产项目也时常与非地产项目合作推广，为新地会会员提供优惠。”

敏捷灵活把握机遇

冯玉麟认为，传统大企业愈见出现行事不够果断的危机。“这并不是说要仓卒行事，自损品质，而是尽可能及早行动，早着先机。电商界名人贝索



“ The rise of social media means we must be fast, direct, and much more willing to listen when engaging customers.

面对社交媒体兴起，我们必须快速直接响应，并要更愿意聆听客人的想法。

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Allen believes a cohesive team is better at handling challenges and change
冯玉麟重视建立团队精神，他认为一支凝聚力强的团队，更愿意接受挑战、面对改变

斯（Jeff Bezos）便提出，企业只要掌握七成信息便应尽快付诸行动，因为等到有百分百把握时已经为时太晚。事实的确如此。”他认为关键是敢于试验新意念，缩短制订计划的时间。“只能通过不断尝试寻找出路，否则便会耽误良机。”

在此瞬息万变的时代，企业必须愿意在适当时候改变营运模式，才能把握机会。天际100就是成功例子。天际100位于西九龙环球贸易广场100楼，是香港著名的观景台，从开业至今依然是旅游胜地，但数年前旅游业发展放缓，管理层便有将之开发成高级商务活动及婚宴场地的构思，结果深受市场欢迎，更被视为最有特色的婚宴场地之一。目前天际100的收益有不少是来自活动相关的业务。“其实这是改变了天际100原来的商业运作模式，要不是团队愿意放下本来思路，敢于改变，根本难以成功。”

活在新地

虽然世事不断转变，但有些事情永不变更。冯玉麟认为，一家成功的企业无论向外对顾客，抑或是对内部员工，都必须做到“以人为本”。他更认为集团成功的关键正正在此。集团投放不少资源为不同职级的同事提供发展机会，并十

分欢迎不同意见。冯玉麟反思：“我必须主动聆听。同事在工作上及对于如何联系顾客都有很多新点子，前线员工的想法尤其重要，因为他们十分清楚顾客需要。”

谈到加入集团初期的印象，冯玉麟说：“印象最深刻就是集团‘以人为本’的文化。从前在麦肯锡任雇问时，见过自称‘以人为本’的企业最后也难以坚持，但新地不同。简单一个例子，就是集团仍为同事提供免费午餐。听来虽是小小一项福利，但大部分企业在遇上经济不景气时，就会为节省成本而不再提供。集团没有这样做，证明集团衷心善待员工。”

冯玉麟深信平衡工作与生活是十分重要，但笑言管理层也有责任确保同事能够做到：“首先你要明确厘清什么工作是重要，什么是次要，同事才可按先后缓急分配工作，否则大家只能拚命忙着。”被问到公余时的兴趣，冯玉麟说：“我喜欢听音乐和旅游，特别是到日本旅游，因为能让我恢复精神，保持清晰和灵活的头脑，以应付工作。而且因为从前修读历史，我至今仍常常阅读相关书籍。希望终有一天有空完成对现代中国的研究！”



It's important for Allen to spend generous time with family
冯玉麟珍惜与家人相处的时间