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### 18 Cris Fung: Smart management helps SHKP malls navigate pandemic challenges

Amid the pandemic, the absence of tourists and the changes in consumption patterns of local residents have resulted in a new normal for the retail market. Group Retail Marketing and Customer Relations General Manager Cris Fung remarked that in the face of the changing market environment, the Group promptly implemented a number of comprehensive anti-pandemic measures, offering customers peace of mind, while continuing to drive smart management in its malls to optimize the level of service. The Group also joined hands with tenants to provide customers with a more refined leisure and shopping experience.

#### Introducing anti-pandemic measures to win customer confidence

Cris mentioned that the most important thing for malls is to increase footfall, but social distancing has to be maintained to avoid local outbreaks. Tackling this conundrum has been the greatest challenge for the team. She recalled that at the beginning of the pandemic, the Group decisively introduced a number of anti-pandemic measures, and recruited hundreds of Caring Ambassadors to open doors for visitors, press lift buttons and provide hand sanitizers. "All these anti-pandemic measures were pivotal to let the public know that the Group attaches great importance to raising the malls' hygiene standards, and as always, putting our customers' safety first. We firmly believe that every step we take to minimize the risk of virus spread will make the customers feel more at ease when shopping in SHKP malls," she explained.

#### Controlling footfall through smart management

Cris exclaimed that the early sudden outbreak of the pandemic definitely caught everyone off guard, but the Group had strategically planned ahead years ago to drive facility intelligence and automation in its malls, allowing the team to more swiftly cater to market needs under the new normal. In addition to installing automatic doors and touch-free lift buttons, the Group introduced a contactless parking service in its 19 major SHKP malls to help with social distancing. "To minimize physical contact with others, many customers prefer to drive to the mall instead of taking public transport, leading to a notable increase in demand for our contactless parking service. The number of members registered for this service continues to increase, and these customers tend to have higher consumption ability in particular," she said.

The Group also implemented a number of smart measures which effectively reduced customer waiting time. For example, multiple sensors and digital signs recently installed at restroom entrances indicate the occupancy of the various restrooms and help effectively allocate customers to restrooms that are not as busy to shorten the wait. Since 2019, the malls have offered Eat E-asy e-ticket and e-table bookings, which allow customers to plan their dining arrangements ahead, thus reducing the risk of crowding and encouraging them to make good use of the time saved to shop in the mall.

#### Changing needs of consumers and tenants under the new normal

As time goes by, malls are not only for shopping and leisure; they are also a popular meeting point. "In the wake of the pandemic, people

prefer having outdoor activities in safe and comfortable venues, and malls become a popular choice," said Cris. In response to this demand, the Group revitalized its outdoor space, adding urban farms in its major malls and developing outdoor themed areas for children, young people and pet lovers, for example, to provide more leisure and entertainment facilities for mall visitors.

Cris remarked that these outdoor spaces help attract young people and families, further demonstrating the Group's belief in putting customers first with sincerity. "The malls always facilitate the evolution of community, and add outdoor facilities in the venue benefitting our customers and nearby residents. For example, in view of the prevailing cycling trend in recent years, bike-parking lots and repair stations are available in some of our malls to welcome bike lovers."

Under the new normal, many mall tenants are facing challenges, so the Group actively helps to create opportunities for them. "In the early days of the pandemic, the catering industry was severely affected by the strict government restrictions on dining, especially the restaurants that do not provide takeaway services. In view of this, the team developed a pick-up platform in two and a half months, allowing tenants to maintain their business on a commission-free basis. Because of its great efficiency, the platform is still widely used by tenants and customers," said Cris.

#### Leveraging customer loyalty with The Point by SHKP

Cris pointed out that the pandemic has accelerated the pace of smart management

in the malls, an irreversible trend. One smart programme is The Point by SHKP, an integrated loyalty programme, connected with the SHKP Malls App to provide members with services such as electronic queuing and contactless parking, and rewards redemption with bonus points, etc. Since its launch in 2019, the number of members has steadily continued to increase, with over 1.5 million registered members to date.

Customers in general have provided positive feedback on The Point by SHKP and the unrivalled shopping rewards programme has further increased their loyalty. "The team has been paying attention to what extent customers have developed the habit of uploading shopping receipts to register bonus points, and the total upload this year is a double that of the same period last year," said Cris, showing that The Point by SHKP is an effective way to encourage members to shop at SHKP malls.

#### Empowering customised services with smart technology to increase the Group's competitiveness

In recent years, despite the increasing popularity of online shopping, Cris believes the importance of malls will not diminish in the future because of the dense population in Hong Kong and the social function that malls provide. "In addition to shopping and dining, malls are an important venue for leisure, entertainment and social life," she said. "With the attentive services we provide, empowered by smart technology, the social function of our malls is difficult to replace."

To consolidate the competitive edge of SHKP in the market, the Group drives smart management in its malls and places great emphasis on the training of frontline mall staff to ensure that every one of them can provide professional and attentive services. "At the beginning of the year, our malls participate in the



The Group actively drives smart management in SHKP malls, by introducing the smart restrooms 集团积极在新地商场推动智能化管理·如陆续在旗下商场引入智能洗手间系统

Service & Courtesy Award, organized by the Hong Kong Retail Management Association, which is hailed as the Oscars of the retail trade. This year, we scooped over 15 awards. This proves that the premium service of the SHKP malls is recognized in the industry," said Cris. The Group also values customer feedback by adding enquiry and complaint functions to the SHKP Malls App, and responds promptly to continuously optimize the service.

Cris pointed out that since many tenants have tapped into the online shopping channel, they place greater importance on the location, supporting facilities, marketing promotion and services of physical stores – which is precisely the strength of SHKP malls: "We have been working closely with our tenants to enhance shoppers' In-store experience, by encouraging retailers to offering exclusive discounts in their physical stores, for example. We continuously enrich the In-Mall experience of our customers through diversified promotions, innovative services, outdoor space revitalization, and so forth. This multifaceted approach definitely provides our customers with a more refined shopping experience," she said.



The Group strives to optimize the premium service provided by the mall staff, and scooped over 15 awards in the Service & Courtesy Award, organized by the Hong Kong Retail Management Association at the beginning of the year 集团致力提升商场团队的专业服务水平·年初在零售管理协会主办的“杰出服务奖”获得15个奖项



## 冯翊琳：智能化管理 助商场跨越新常态的挑战



“The Group continues to drive smart management in its malls, together with its professional frontline colleagues and management teams, to provide more multifaceted and attentive services to our customers, affirming the competitive edge of SHKP malls under the new normal amid the pandemic. 集团持续推动商场管理智能化，加上专业的前线同事和管理团队，为顾客提供更多方位和人性化的服务，确立了新地商场在新常态下的优势。”

Cris points out that the pandemic has accelerated the pace of smart management in SHKP malls, while reinforcing the malls' function as a social gathering place for the public.

冯翊琳认为疫情加速了商场智能化管理的步伐，同时强化了商场成为大众社交聚会场所的功能。

在疫情影响下，旅客近乎绝迹加上市民的消费模式改变，令零售市场进入了新常态。集团租务部总经理（商场市务及客户关系）冯翊琳表示，面对市场环境转变，集团一方面迅速推行全面的防疫措施，令顾客安心到新地商场消费；同时持续推进商场管理智能化以优化服务水平；另外更与商户携手合作，为顾客带来更丰富的休闲购物体验。

### 推出抗疫措施赢得消费者信心

冯翊琳直言，商场最重要是吸引人流，可是疫情下却要减少社交接触和人群聚集，一要化解这看似矛盾的难题，成为团队最大的挑战。她回忆疫情初期，集团果断地推出一系列防疫措施，并招聘数百位“关怀大使”为访客开门、按电梯按钮和提供消毒洗手液。“这些措施目的只有一个，就是让市民亲身感受到，集团十分重视商场的防疫工作和顾客安全。大家看到我们多走一步加强场内的公共卫生，自然更放心到新地商场消费。”

### 商场智能化助人流管理

回想疫情在之前骤然爆发的时候，所有人都措手不及。冯翊琳表示，可喜的是集团高瞻远瞩，近年策略性地推动商场设施智能化和自动化，令团队在新常态下，能迅速响应市场需要。各商场除加装了自动门和免触式电梯按钮等，以减少访客接触公共设施的机会外，集团更在19个新地主要商场引入免触式停车系统。“疫情下不少人选择驾车出入，避免乘坐公共交通工具与他人接触，商场的免触式泊车服务自然深受车主欢迎。我们发现疫情后驾车到新地商场消费的顾客有明显增幅，登记该服

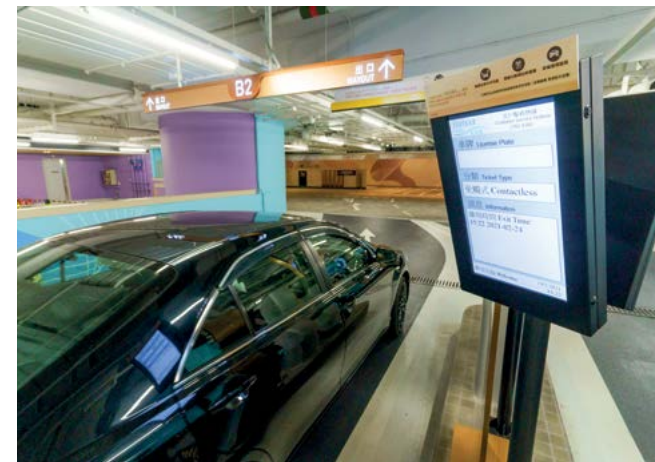
务的会员人数也持续上升，而这类顾客往往有更高的消费力。”

此外，商场不少智能化项目还有效减少顾客等候时间，例如新引入的智能洗手间系统，让市民可以通过新地商场APP及现场的显示屏，清楚知悉各楼层洗手间的使用情况，从而选择到较少人的洗手间，以达分流之效。此外，自2019年开始，顾客还可以利用APP远程取票功能，等候入座商场餐厅，既让顾客在等候期间放心在商场休闲购物，疫情期间更有助减低人流聚集的风险。



At the beginning of the pandemic, the Group recruited hundreds of Caring Ambassadors to open doors for visitors, press lift buttons, provide hand sanitizers, and so forth.

疫情初期，集团聘请数百位“关怀大使”，为访客开门、按电梯按钮和提供消毒洗手液等。



The Group introduced a contactless parking service in its 19 major malls, which has been well received by car owners and is effective in driving footfall in its malls.

集团在19个主要新地商场引进了免触式停车系统，深受车主们欢迎，对促进人流有正面作用。

### 新常态下消费者与商户需求改变

时至今日，商场不仅有休闲购物的功能，更成为社交聚会的主要场所。“特别在疫情下，人们更珍惜社交机会，并崇尚方便舒适的户外空间，安心地与家人朋友相聚，商场便成为了大家的好选择。”所以集团会根据客群的需要，持续改造商场户外公共地方，例如在多个主要商场增设都市农庄，以及开拓适合儿童、年轻人和养宠物人士的户外主题区，为顾客带来更丰富的休闲娱乐。

冯翊琳表示，这些户外公共空间不仅带动年轻一族及家庭客群增长，同时也体现集团以客为先的信念。“商场一直配合社区发展需要，适时在场内增设相关设施，方便顾客和附近居民。例如近年自行车风气盛行，我们便在商场增设自行车停泊处，以及提供简单维修工具，缔造一个自行车友善的环境。”

新常态下，各商户面对不同程度的挑战，集团还会积极协助他们创造机会。“疫情初期，因为政府对堂食有严格限制，令餐饮业大受影响，当中没有提供外卖服务的餐厅更首当其冲。有见及此，团队仅用了两个半月时间，便开发商场餐厅外卖自取服务平台，让相关租户可以免费使用这平台开拓业务。至今这项功能仍得到商户和消费者广泛使用。”

### The Point by SHKP增加顾客对商场的黏性

冯翊琳认为，疫情加速了商场智能化管理的步伐，而且趋势已不可逆转。其中结合手机APP的新地商场综合会员计划The Point by SHKP，为会员提供线上排队、非接触式停车、积分换领礼遇等服务。自2019年推出以来，会员人数不断上升，至今已超过150万名登记会员，而且增长趋势持续。

顾客对The Point by SHKP的反应正面，也增加了对商场的黏性。“团队一直关注顾客是否有建立起上传账单以储存积分的习惯，而今年‘上单’数目已是去年同期的一倍！”冯翊琳认为，这些数字正好反映The Point by SHKP，能够有效促进会员持续到新地商场消费。

新技术结合人性化服务 提升商场竞争力 近年，尽管网购日渐盛行，惟考虑到香港人口密集的特性，加上商场具有社交聚会的功能，冯翊琳相信未来实体商场的重要性不会降低。“商场除了供访客购物饮食外，更是休闲娱乐和满足社交生活的重要场地，加上能提供人性化的服务，这都是商场难以被取代的原因。”

为了巩固新地商场在市场上的优势，提升竞争力，集团除推动商场智能化管理外，也十分着重前线员工的培训，确保每位同事能够提供专业而贴心的服务。“年初我们多个商场在零售管理协会主办、有零售业‘奥斯卡’之称的‘杰出服务奖’中获得逾15个奖项，足证新地商场的专业服务水平，得到市场和业界肯定。”同时，集团也十分重视顾客的意见，更在新地商场APP中增设提交意见和投诉功能，以收集他们的意见，并迅速作出响应，务求不断优化商场服务。

冯翊琳坦言，不少商户也有开拓网购市场，所以他们在实体店的选址上，更加重视商场的位置、配套设施、市场推广和服务——这正是新地商场的优势。“我们一直与商户紧密合作，协助他们提升店内体验（In-store experience），例如提供实体店专享优惠等；同时我们还通过多元化推广活动、推出创新服务，优化户外公共空间等，持续提升客人的In-Mall experience，多管齐下为他们带来更丰富的购物体验。”