



Cris Fung 馮翊琳

Group Retail Marketing and
Customer Relations General Manager
集團租務部總經理
(商場市務及客戶關係)

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 Group actively drives smart management in SHKP malls, by introducing the smart restrooms 集團積極在新地商場推動智能化管理·如陸續在旗下商場引入智慧洗手間系統

the 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.

19



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 集團致力提升商場團隊的專業服務水平·年初在零售管理協會主辦的「傑出服務獎」獲得15個獎項

馮翊琳：智能化管理 助商場跨越新常態的挑戰

“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. 集團持續推動商場管理智能化，加上專業的前線同事和管理團隊，為顧客提供更多方位和人性化的服務，確立了新地商場在新常態下的優勢。”



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.

馮翊琳認為疫情加速了商場智能化管理的步伐，同時強化了商場成為大眾社交聚會場所的功能。

在疫情影響下，旅客近乎絕跡加上市民的消費模式改變，令零售市場進入了新常態。集團租務部總經理（商場市務及客戶關係）馮翊琳表示，面對市場環境轉變，集團一方面迅速推行全面的防疫措施，令顧客安心到新地商場消費；同時持續推進商場管理智能化以優化服務水平；另外更與商戶攜手合作，為顧客帶來更豐富的消閒購物體驗。

推出抗疫措施贏得消費者信心

馮翊琳直言，商場最重要是吸引人流，可是疫情下卻要減少社交接觸和人群聚集，一要化解這看似矛盾的難題，成為團隊最大的挑戰。她憶述疫情初期，集團果斷地推出一連串防疫措施，以及招聘數百位「關懷大使」為訪客開門、按升降機按鈕和提供消毒搓手液。「這些措施目的只有一個，就是讓市民親身感受到，集團十分重視商場的防疫工作和顧客安全。大家看到我們多行一步加強場內的公共衛生，自然更放心到新地商場消費。」

商場智能化助人流管理

回想疫情在年多前驟然出現，所有人都措手不及。馮翊琳表示，可喜的是集團高瞻遠矚，近年策略性地推動商場設施智能化和自動化，令團隊在新常態下，能迅速回應市場需要。各商場除加裝了自動門和免觸式升降機按鈕等，以減少訪客接觸公共設施的機會外，集團更在19個新地主要商場引入免觸式泊車系統。「疫情下不少人選擇駕車出入，避免乘坐公共交通工具與他人接觸，商場的免觸式泊車服務自然深受車主歡迎。我們發現疫情後駕車到新地商場消費的顧客有明顯增幅，登記該服務

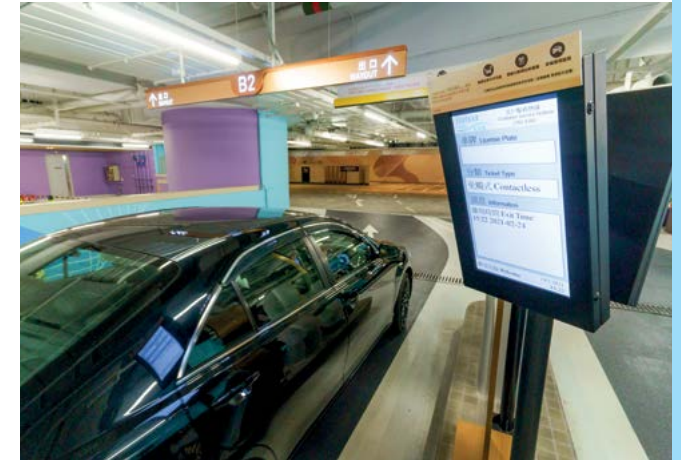
的會員人數亦持續上升，而這類顧客往往有更高的消費力。」

此外，商場不少智能化項目亦有效減少顧客輪候時間，例如新引入的智慧洗手間系統，讓市民可以透過新地商場手機應用程式及現場的顯示屏，清楚知悉各樓層洗手間的使用情況，從而選擇到較少人的洗手間，以達分流之效。此外，自2019年開始，顧客還可以利用手機應用程式的遙距取票功能，輪候入座商場食肆，既可讓顧客在等候期間放心在商場消閒購物，疫情期間更有助減低人流聚集的風險。



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，集團聘請數百位「關懷大使」，為訪客開門、按升降機按鈕和提供消毒搓手液等。



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.

集團在19個主要新地商場引進了免觸式泊車系統，深受車主們歡迎，對促進人流有正面作用。

新常態下消費者與商戶需求改變

時至今日，商場不僅有消閒購物的功能，更成為社交聚會的主要場所。「特別在疫情下，人們更珍惜社交機會，並崇尚方便舒適的戶外空間，安心地與家人朋友相聚，商場便成為了大家的好選擇。」所以集團會根據客群的需要，持續改造商場戶外公共地方，例如在多個主要商場增設都市農莊，以及開拓適合兒童、年輕人和養寵物人士的戶外主題區，為顧客帶來更豐富的消閒娛樂。

馮翊琳表示，這些戶外公共空間不僅帶動年輕一族及家庭客群增長，同時也體現集團以客為先的信念。「商場一直配合社區發展需要，適時在場內增設相關設施，方便顧客和附近居民。例如近年單車風氣盛行，我們便在商場增設單車停泊處，以及提供簡單維修工具，締造一個單車友善的環境。」

新常態下，各商戶面對不同程度的挑戰，集團亦積極協助他們創造機會。「疫情初期，因為政府對堂食有嚴格限制，令飲食業大受影響，當中沒有提供外賣服務的食肆更首當其衝。有見及此，團隊僅用了兩個半月時間，便開發商場食肆外賣自取服務平台，讓相關租戶可以免佣金使用這平台開拓業務。至今這功能仍得到商戶和消費者廣泛使用。」

The Point by SHKP增加顧客對商場的黏性

馮翊琳認為，疫情加速了商場智能化管理的步伐，而且趨勢已不可逆轉。其中結合手機應用程式的新地商場綜合會員計劃The Point by SHKP，為會員提供電子輪候、非接觸式泊車、積分換領禮遇等服務。自2019年推出以來，會員人數不斷上升，至今已超過150萬名登記會員，而且增長趨勢持續。

顧客對The Point by SHKP的反應正面，亦增加了對商場的黏性。「團隊一直注意顧客有否建立起上傳帳單以儲存積分的習慣，而今年『上單』數目已是去年同期的一倍！」馮翊琳認為，這些數字正好反映The Point by SHKP，能夠有效促進會員持續到新地商場消費。

新科技結合人性化服務 增商場競爭力

近年，儘管網購日漸盛行，惟考慮到香港人口密集的特性，加上商場具有社交聚會的功能，馮翊琳相信未來實體商場的重要性不會降低。「商場除了供訪客購物飲食外，更是消閒娛樂和滿足社交生活的重要場地，加上能提供人性化的服務，這都是商場難以被取代的原因。」

為了鞏固新地商場在市場上的優勢，提升競爭力，集團除推動商場智能化管理外，也十分著重前線員工的培訓，確保每位同事能夠提供專業而貼心的服務。「年初我們多個商場在零售管理協會主辦、有零售業『奧斯卡』之稱的『傑出服務獎』中獲得逾15個獎項，足證新地商場的專業服務水平，得到市場和業界肯定。」同時，集團亦十分重視顧客的意見，更在新地商場手機應用程式增設提交意見和投訴功能，以收集他們的意見，並迅速作出回應，務求不斷優化商場服務。

馮翊琳坦言，不少商戶也有開拓網購市場，所以他們在實體店的選址上，更加重視商場的位置、配套設施、市場推廣和服務——這正正是新地商場的優勢。「我們一直與商戶緊密合作，協助他們提升店內體驗（In-store experience），例如提供實體店專享優惠等；同時我們亦透過多元化推廣活動、推出創新服務，優化戶外公共空間等，持續提升客人的In-Mall experience，多管齊下為他們帶來更豐富的購物體驗。」