



Chan Kam-fai

陳錦輝

Managing Director, Kai Shing
啟勝董事總經理

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Chan Kam-fai: Making continuous improvements to embrace the era of digital property management

陳錦輝：與時並進 迎接科技物管年代

Established in 1978, Kai Shing Management Services Limited has been a true pioneer with innovations leading the property management industry towards greater professionalism. Looking back over the past 40 years, Kai Shing Managing Director Chan Kam-fai said that the company always puts customers first while also catering to societal and market changes through innovative, professional services. 'We don't want our staff to blindly believe "the customer is always right", but rather we ask the entire team to understand the true needs of users and provide them with the most appropriate services.'

Serving with heart, enhancing property values

'The value of a property project comprises the "value of the lot" and "the value of the property". The former is determined by the project's location, while the latter depends on the entire project's maintenance, facility enhancement as well as customer services and security levels.' Chan points out that the company's professional, quality services over the years have not only raised the property value of its managed properties, but they have also propelled the continuous development of Hong Kong's property management industry.

Over the past 40 years, Kai Shing has been committed to providing quality property management services. As early as 1996, the property management company was the first to earn the ISO 9002 international quality management certification from

the Hong Kong Quality Assurance Agency among its peers. In 2000, Kai Shing stepped up its efforts and had been accredited with ISO 9001 international standard for all managed properties. At the same time, Kai Shing has been actively creating a green environment for both commercial and residential communities. Since the Environmental Campaign Committee established the Hong Kong Awards for Environmental Excellence, Kai Shing has been the only organization to win the gold award 11 times, which serves as a testament to its pursuit of quality and professionalism as well as earning the widespread market and industry recognition.

Chan Kam-fai recalls that there were only a few people at the headquarters when he joined Kai Shing in 1985. Today, the company employs more than 9,000 staff across the mainland and Hong Kong. There are over 180 projects currently under Kai Shing's management in Hong Kong

alone, comprising grade-A offices, shopping malls, various types of residential properties, clubhouses and industrial buildings. Key projects include the International Commerce Centre, New Town Plaza, The Leighton Hill, the YOHO series and The Wings series. The portfolio covers a total area of more than 100 million square feet (equivalent to 50 Victoria Parks), serving over one million customers per day. Chan believes that the concept of the property management industry has gradually shifted away from 'management' to 'service', which is, in essence, a people-oriented approach drawn from the perspective of residents.

Making continuous improvements, setting precedents

According to Chan, there have been several milestones over the course of Kai Shing's 40-year development. Completed in 1990, Pacific

View went beyond the conventional property management service offerings by becoming Hong Kong's first residential development to feature a clubhouse that offered both catering and recreation services. Thanks to Kai Shing's groundbreaking effort back then, clubhouses have now become a basic facility of local residential estates. With the opening of The Leighton Hill in 2000, Kai Shing once again set a new paradigm in property management by introducing hotel-style butler services, which established a new service standard for the industry.

An industry leader must constantly innovate, but 'innovation' is easier said than done. In order to provide a new service, the entire team needs to explore, discuss, and learn together step by step to accumulate valuable experience. Chan said, 'Take The Leighton Hill as an example, we had no prior experience providing hotel-style butler services, so we sent colleagues to the Four Seasons Hotel in Singapore to learn from them. We also began recruiting university graduates to work as concierges. These efforts helped redefine our property management services.' Chan also notes that the driving force behind their innovation stems from SHKP's spirit of 'continuous improvement' that Kai Shing has put into practice. Their staff pay close attention to customers' needs and study how to provide even more attentive services. Chan added, 'For example, YOHO Town's residents are mostly young people whose schedules are relatively flexible. That's why the residence features Hong Kong's first 24-hour clubhouse to meet their actual needs.' The property management industry can never stand still with the ever-changing lifestyle of people. Looking ahead, Chan believes that the application of new technologies will lead property management into a new era while giving new characters to people's everyday lives.

Digital property management centred on a people-oriented approach

For more than a decade, Kai Shing has been actively promoting the application of innovative technologies to meet today's challenges as well as the needs of customers while raising overall management efficiency. In terms of security, for example, Kai Shing took the lead in introducing the Mobile Building Management System as early as 2002, replacing traditional patrol equipment with smart PDAs. With mobile applications gaining in popularity, Kai Shing developed a mobile app for YOHO Midtown in 2010, which was the first tailor-made app for Hong Kong residential properties. Kai Shing continued to upgrade the functions of its mobile

apps. For example, Ocean Wings featured the first residential mobile app in Hong Kong with a chatbot function. Lime Gala, which recently handed over completed units to buyers, has an app incorporated with a virtual key function. For shopping malls, Kai Shing developed a Park E-asy car search system as well as an Eat E-asy mobile app function to provide a more customer-friendly shopping experience.

In recent years, Kai Shing has actively introduced the Internet of Things (IoT) technology into its property management. Through integration of the sensor-connected network, data of various facilities can be instantly transmitted to the control centre for real-time monitoring. In addition to current applications of such technology in the Group's major properties, including the International Commerce Centre, Kai Shing first installed the IoT system for Ultima to enhance the protection of important property facilities. Chan Kam-fai said, 'Property management is a people-intensive industry. Work processes conducted manually in the past have been replaced by new technologies, so our colleagues can focus on direct communications with customers. The key to quality property management is keeping close tabs on customers' needs as well as market changes with caring services.'

Establishing a foothold on the mainland, introducing the Hong Kong management model

Kai Shing set up branch offices in Shanghai and Guangzhou in 1996 and 2004 respectively, having successfully established a premium brand in Hong Kong. With the mainland market placing more emphasis on property management in recent years, Kai Shing has seen its scale of business grow significantly there. Kai Shing manages a host of signature projects including Shanghai IFC, Shanghai ICC, Beijing APM and Guangzhou Parc Central, all of which have helped make Kai Shing's international property management standard known to the mainland market. 'We have introduced Hong Kong's property management model to the mainland and deployed Hong Kong staff to various major projects in order to maintain our service levels. Moreover, we arrange one-year rotations in Hong Kong for all mainland trainees to instill in them the property management culture of Hong Kong,' added Chan.

Along with this, Chan stresses that Kai Shing adheres to an attitude of learning with modesty. He explained, "'Management by walking around' is the golden rule of property management. Walk around more and you'll find that there's always



Chan Kam-fai often conducts site checks to understand the working conditions of other colleagues
陳錦輝經常親力親為，到各物業視察，了解同事的工作情況

something to be learned in every place. For example, the mainland is better than Hong Kong in terms of technology application. There are also many cultural and regulatory distinctions between the mainland and Hong Kong that our entire team needs learning from.'

Valuing corporate culture, maintaining peace of mind

Chan Kam-fai states that Kai Shing has inherited SHKP's corporate culture with respect to a commitment to lifelong learning and serving with heart. 'Just like the SHKP Group, we provide a diverse range of training courses for colleagues at all levels to sharpen their professional knowledge. In addition, we organize brainstorming camps from time to time, offering regional managers and project managers free discussion opportunities to formulate new services.' It is quite evident that an open-minded office culture helps foster innovative ideas.

As for their dedication to 'serving with heart', Chan jokingly said that it is particularly vital to maintain one's own peace of mind in order to serve customers properly. He said, 'If we treat customers like our own family members with empathy, there's nothing that can't be dealt with.' Chan shared his own experience about staying calm at all times: 'First of all, you need to draw a clear line between your work and life; leave all work difficulties at the office and don't take them home. Secondly, do more exercise. I'm a frequent visitor to gyms and I often go jogging with my wife. It's good for fitness and helps us maintain a close relationship.' It is no surprise that Chan can put on a smile and remain unruffled despite his heavy workload.

成立於1978年的啟勝管理服務有限公司，屢創業界先河，領導物業管理行業更趨專業。回顧過去40年，啟勝董事總經理陳錦輝表示公司重視「以客為先」，一直創新並以專業服務迎合社會及市場的變化。「我們不是要同事盲目相信『顧客永遠是對的』，而是要求整個團隊，明白用家真正需要，提供最適切的服務。」

以心服務 提升物業價值

「一個物業的價值，包括『地段價值』和『樓宇價值』。前者由項目座落的位置決定，後者則視乎整個項目的保養維修、設施提升，以至住客服務與保安等水平。」陳錦輝表示，啟勝憑藉數十年專業而優質的服務，不僅提升了轄下項目的樓宇價值，同時亦推動本港的物業管理行業不斷發展。

40年來，啟勝致力提供優質物業管理服務。早在1996年，已成為首間物業管理公司獲得香港品質保證局頒發國際ISO 9002品質管理證書，全線物業更在2000年升級至ISO 9001國際標準。

另外啟勝亦積極營造綠化商住環境，是環境保護委員會自設立「香港環境卓越大獎」以來，唯一一間11次奪得金獎殊榮的機構，足證啟勝追求優質專業的態度，深得市場和業界肯定。

陳錦輝回想1985年加入啟勝時，總部才只有幾個人。時至今日，內地和香港員工超過9,000人。單計香港，啟勝轄下超過180個項目，包括甲級商廈、商場、各類型住宅物業、會所和工貿大廈。重點項目有環球貿易廣場、新城市廣場、禮頓山，以及YOHO和天晉系列等，管理物業總面積超過一億平方呎（相等於50個維園），每天服務逾百萬客人。陳錦輝認為，物業管理行業的概念，已從「管理」逐漸轉移到「服務」。簡言之是「以人為本」，多從住客的角度出發。

與時並進 開創先河

回顧啟勝40年的發展，陳錦輝認為有幾個里程碑：1990年落成的浪琴園，突破了以往對物業管理的想像，成為全港首個設有會所的屋苑，提供餐飲和康體等

生活服務。今天，會所成為本地屋苑的基本設施，全是啟勝當年的「破格」嘗試。2000年的禮頓山，啟勝再次突破物業管理的界限，提供酒店式管家服務，奠定了業界的服務新指標。

要領先同業，就要不斷創新。說「創新」容易，但每提供一項新服務，整個團隊都是一步一腳印，一同探討，一起學習和累積經驗。「以禮頓山為例，之前我們從沒有提供酒店式管家服務經驗，於是便派同事向新加坡四季酒店『取經』。另外亦開始招聘大學畢業生成為禮賓司，重新詮釋了物業管理服務。」陳錦輝表示創新的原動力，源於啟勝貫徹集團「與時並進」的精神，同事細心了解客戶需要，研究如何提供更貼心的服務。「例如考慮YOHO Town大部分住戶是一班年輕客群，他們的作息時間比較彈性，所以該項目擁有全港首個24小時運作的住客會所，以配合他們的實際需要。」市民的生活方式不斷轉變，物業管理行業自然不能固步自封。展望未來，陳錦輝認為新科技應用，會令物業管理走進新里程，為生活帶來全新面貌。

“Quality property management not only allows residents to live and work in peace and contentment, but also enhances the "value of the property".
優質的物業管理，不僅令住戶安居樂業，更能提升物業的『樓宇價值』。”





Kai Shing holds a brainstorming camp every year to encourage colleagues to generate innovative ideas
啟勝每年均會舉行集思會，由同事構思創新點子

物管科技化 源於以人為本

啟勝十多年前開始，已積極推動創新科技應用，配合時代和客人的需要，提升管理效率。例如在保安方面，早於2002年，啟勝已率先引入MBMS系統（Mobile Building Management System），以智能手帳取代傳統的巡更設備。另外，隨著手機應用程式日漸普及，啟勝在2010年為YOHO Midtown開發手機app，成為全港首個擁有專屬流動應用程式的住宅物業。隨後啟勝亦不斷提升手機app功能，如海天晉成為全港首個擁有聊天機械人（chatbot）功能的住宅手機app，而剛入伙的形禧手機app更加入了電子住戶證（virtual key）功能。至於在商場管理方面，啟勝開發了「泊車易」車輻搜尋系統和「搵食易」手機app功能，便利客人在商場消閒購物。

近年，啟勝積極引入IoT物聯網技術到物業管理之中。透過整合連接感應器的網絡，將各項設施的數據即時傳到控制中心，做到實時監察。現時除在環球貿易廣場等多個集團重點商業項目使用外，亦首次在住宅項目天鑄安裝IoT系統，以加強保護物業各項重要設施。陳錦輝表示：「物業管理對人才需求很大，新科技取代以往需人手處理的工序，讓同事可以集中精力放到與客人直接溝通上。始終優質的物業管理，關鍵在於及時了解客人和市場變化，以貼心服務回應他們的需要。」

立足內地 引入港式管理

成功在香港建立優質品牌的啟勝，先後於1996年和2004年到上海和廣州設立分公司。隨著近年內地市場對物業管理日益重視，啟勝在內地的規模亦愈來愈大，並管理多個重點項目如上海國金中

心、上海環貿廣場、北京APM和廣州天環等，讓內地市場了解啟勝的國際級物業管理水平。「我們在內地引入香港的物管模式，多個重點項目都有來自香港的同事進駐，以保持服務水平。另外，所有內地培訓生都會來港實習一年，讓香港的物管文化植根在他們心裡。」

不過陳錦輝強調，啟勝始終堅持虛心學習的態度。「Management by walking around是物業管理的金科玉律，多走走看看，會發現每個地方都有值得學習之處，例如內地在科技應用上便優於香港，而且文化和法規上，內地和香港亦大有不同，整個團隊都需要好好學習。」

重視企業文化 保持平和心境

陳錦輝明言，啟勝承傳總公司新地的企業文化，堅持終身學習，以心服務。「所以我們跟集團一樣，為各階層的同事提供多元化的培訓課程，提升他們的專業知識。此外，我們亦不時舉辦集思會，為各區域經理和項目經理製造自由討論的機會，一起構思新服務。」可見開明的辦公室文化，亦有助孕育創新點子。

至於要堅持「以心服務」，陳錦輝笑言保持平和心境尤其重要，這樣才能為客人提供妥貼的服務。「對待客人和家人



Innovation and changes are not limited to management services – Kai Shing's AI robot makes its debut at the annual dinner
創新求變不限於管理服務，啟勝的AI機械人更於周年晚宴粉墨登場



Kai Shing hosted its first parent-child sports day to encourage colleagues to exercise more and stay healthy
啟勝舉辦首屆親子運動會，鼓勵同事多做運動強身健體

一樣，要有一顆體諒的心，自然沒有處理不了的事。」要時刻懷著平和的心，陳錦輝亦自有心得：「首先要清楚分開工作和生活，工作的困難要留在辦公室，不要帶回家。另外要多做運動，平日我是健身室的常客，而且亦經常和太太一起跑步，既可鍛鍊身體，又能增進感情。」難怪陳錦輝縱使工作繁忙，也能夠經常保持微笑，一臉從容。



Chan Kam-fai is passionate about sports and can often be seen participating in major distance running competitions
陳錦輝熱愛運動，在大型長跑賽中也常見他的身影