



Chan Kam-fai

陈锦辉

Managing Director, Kai Shing
启胜董事总经理

20

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

陈锦辉：与时俱进 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 9.29 million square metres (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
陈锦辉经常亲力亲为，到各物业视察，了解同事的工作情况

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.

成立于1978年的启胜管理服务有限公司，屡创业界先河，领导物业管理行业更趋专业。回顾过去40年，启胜董事总经理陈锦辉表示公司重视“以客为先”，一直创新并以专业服务迎合社会及市场的变化。“我们不是要同事盲目相信‘顾客永远是对的’，而是要求整个团队，明白客户真正需要，提供最适切的服务。”

以心服务 提升物业价值

“一个物业的价值，包括‘地段价值’和‘楼宇价值’。前者由项目所处的位置决定，后者则有赖于整个项目的保养维修、设施提升，以及住客服务与保安等水平。”陈锦辉表示，启胜凭借数十年专业而优质的服务，不仅提升了辖下项目的楼宇价值，同时亦推动本港的物业管理行业不断发展。

40年来，启胜致力提供优质物业管理服务。早在1996年，已成为首家获得香港质量保证局颁发国际ISO 9002质量管理证书的物业管理公司，全线物业更在2000年升级至ISO 9001国际标准。

另外启胜亦积极营造绿化商住环境，是环境保护委员会自设立“香港环境卓越大奖”以来，唯一一家11次夺得金奖殊荣的机构，足证启胜追求优质专业的态度，深得市场和业界肯定。

陈锦辉回想1985年加入启胜时，总部才只有几个人。时至今日，内地和香港员工超过9,000人。单计香港，启胜辖下超过180个项目，包括甲级商厦、商场、各类型住宅物业、会所和工贸大厦。重点项目有环球贸易广场、新城市广场、礼顿山，以及YOHO和天晋系列等，管理物业总面积超过929万平方米（一亿平方呎）（相等50个维园），每天服务逾百万客人。陈锦辉认为，物业管理行业的概念，已从“管理”逐渐转移到“服务”。简言之是“以人为本”，多从住客的角度出发。

与时俱进 开创先河

回顾启胜40年的发展，陈锦辉认为有几个里程碑：1990年落成的浪琴园，突破了以往对物业管理的想象，成为全港首个设有会所的屋苑，提供餐饮和康体等

生活服务。今天，会所成为本地屋苑的基本设施，全是启胜当年的“破格”尝试。2000年的礼顿山，启胜再次突破物业管理的界限，提供酒店式管家服务，奠定了业界的服务新指标。

要领先同业，就要不断创新。说“创新”容易，但每提供一项新服务，整个团队都是一步一脚印，一同探讨，一起学习和累积经验。“以礼顿山为例，之前我们从没有提供酒店式管家服务经验，于是便派同事向新加坡四季酒店‘取经’。另外亦开始招聘大学毕业生成为礼宾司，重新诠释了物业管理服务。”陈锦辉表示创新的原动力，源于启胜贯彻集团“与时俱进”的精神，同事细心了解客户需要，研究如何提供更贴心的服务。“例如考虑YOHO Town大部分住户是年轻客群，他们的作息时间比较弹性，所以该项目拥有全港首个24小时运作的住客会所，以配合他们的实际需要。”市民的生活方式不断转变，物业管理行业自然不能固步自封。展望未来，陈锦辉认为新科技应用，会令物业管理走进新里程，为生活带来全新面貌。

“Quality property management not only allows residents to live and work in peace and contentment, but also enhances the 'value of the property'. 优质的物业管理，不仅令住户安居乐业，更能提升物业的“楼宇价值”。





Kai Shing holds a brainstorming camp every year to encourage colleagues to generate innovative ideas
启胜每年均会举行集思会，由同事构思创新点子

物管科技化 源于以人为本

启胜十多年前开始，已积极推动创新科技应用，配合时代和客人的需要，提升管理效率。例如在保安方面，早于2002年，启胜已率先引入MBMS系统（Mobile Building Management System），以智能手帐取代传统的巡更设备。另外，随着手机应用程序日渐普及，启胜在2010年为YOHO Midtown开发手机app，成为全港首个拥有专属流动应用程序的住宅物业。随后启胜亦不断提升手机app功能，如海天晋成为全港首个拥有聊天机械人（chatbot）功能的住宅手机app，而刚入伙的形荟手机app更加入了电子住户证（virtual key）功能。至于在商场管理方面，启胜开发了“泊车易”“车辆搜寻系统”和“搵食易”手机app功能，便利客人在商场休闲购物。

近年，启胜积极引入IoT物联网技术到物业管理之中。通过整合连接传感器的网络，将各项设施的数据实时传到控制中心，做到实时监控。现时除在环球贸易广场等多个集团重点商业项目使用外，亦首次在住宅项目天铸安装IoT系统，以加强保护物业各项重要设施。陈锦辉表示：“物业管理对人才需求很大，新科技取代以往需人手处理的工序，让同事可以集中精力放到与客人直接沟通上。始终优质的物业管理，关键在于及时了解客人和市场变化，以贴心服务响应他们的需要。”

立足内地 引入港式管理

成功在香港建立优质品牌的启胜，先后于1996年和2004年到上海和广州设立分公司。随着近年内地市场对物业管理日益重视，启胜在内地的规模亦愈来愈大，并管理多个重点项目如上海国金中



Kai Shing hosted its first parent-child sports day to encourage colleagues to exercise more and stay healthy
启胜举办首届亲子运动会，鼓励同事多做运动强身健体

心、上海环贸广场、北京APM和广州天环等，让内地市场了解启胜的国际级物业管理水平。“我们在内地引入香港的物管模式，多个重点项目都有来自香港的同事进驻，以保持服务水平。另外，所有内地培训生都会来港实习一年，让香港的物管文化植根在他们心里。”

不过陈锦辉强调，启胜始终坚持虚心学习的态度。“Management by walking around是物业管理的金科玉律，多走走看看，会发现每个地方都有值得学习之处，例如内地在科技应用上便优于香港，而且文化和法规上，内地和香港亦大有不同，整个团队都需要好好学习。”

重视企业文化 保持平和心境

陈锦辉明言，启胜承传总公司新地的企业文化，坚持终身学习，以心服务。“所以我们跟集团一样，为各阶层的同事提供多元化的培训课程，提升他们的专业知识。此外，我们亦不时举办集思会，为各区域经理和项目经理制造自由讨论的机会，一起构思新服务。”可见开明的办公室文化，亦有助孕育创新点子。

至于要坚持“以心服务”，陈锦辉笑言保持平和心境尤其重要，这样才能为客人提供妥贴的服务。“对待客人和家人



Innovation and changes are not limited to management services – Kai Shing's AI robot makes its debut at the annual dinner

创新求变不限于管理服务，启胜的AI机械人更于周年晚宴粉墨登场

一样，要有一颗体谅的心，自然没有处理不了的事。”要时刻怀著平和的心，陈锦辉亦自有心得：“首先要清楚分开工作和生活，工作的困难要留在办公室，不要带回家。另外要多做运动，平日我是健身室的常客，而且亦经常和太太一起跑步，既可锻炼身体，又能增进感情。”难怪陈锦辉纵使工作繁忙，也能够经常保持微笑，一脸从容。



Chan Kam-fai is passionate about sports and can often be seen participating in major distance running competitions
陈锦辉热爱运动，在大型长跑赛中亦常见他的身影