

## Winnie Tse 谢文娟

SHKP Club Managing Director  
新地会董事总经理



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## Winnie Tse: Pioneering two-way communication for a quality brand

谢文娟：开创双向沟通桥梁 推广优质品牌

The Group broke new ground when it established the first developer-loyalty club in 1996, and the SHKP Club is now the largest in Hong Kong with over 370,000 members. As a key communication channel between the Group and its customers, the Club builds long-term relationships with members by centring its services on 'home', having diversified from its initial focus on property information to a range of initiatives promoting a 'loving home' spirit. SHKP Club Managing Director Winnie Tse explains how the Club fulfils its role of facilitating two-way communication and serving members: "Listen to what people say, be down to earth and stay mindful of what they really need."

### Listen closely for true feelings and needs

As Club membership has grown in the past 20 years, members have also gone through different stages of life. Communication is at the heart of understanding people and Winnie takes the time to listen via various channels. Traditional means include operating a hotline, conducting surveys and having ambassadors talk to people in person, but the Club has also lately taken to the increasingly influential social media by running a Facebook page. Winnie says: "Being an earnest listener is vital. We

value praise and criticism, and see them both as opportunities to improve or develop more innovative services."

"Customers are a valuable asset for the Group, whether they buy a flat or come to us in other ways. The Group puts customers first and emphasises communicating with them. The Club began in 1996 because Group management wanted to connect with the community by providing relevant services, and it has run property visits and buyer incentives since its inception, along with offering related

information and household service. But rising demand led to more sophisticated initiatives featuring professional, interactive elements and parent-child participation," said Winnie.

"Hong Kong people like shopping, especially in malls and Japanese superstores, so we have been offering YATA coupons and SHKP mall gift certificates as lucky draw prizes for members buying SHKP properties. We had terrarium workshops during visits of a large Yuen Long development, so members could try decorating their homes. The Club held



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 为提高服务品质及吸引力，新地会近年在物业相关活动及服务中加入了专业性、互动和亲子等元素，以迎合客户对于服务不断提升的要求

its 20th birthday party at a grand Ho Man Tin development by the Group allowing members to have first-hand experience of the quality environment at the project."

### Spreading the Loving Home spirit through Group connections

The Club began Loving Home campaigns in 2006 after surveys and research showed that 'home' was important to members, and now it spreads the spirit in the community via Group residential estates and malls. Loving Homes took the Club into a new phase of connecting with members for its tenth anniversary, while it continues with property-related offerings. The theme also echoes the Group's Building Homes with Heart ideal to add character and value to the brand.

The new direction is manifest in different annual Loving Home themes like Smile, Cherish Your Family or Support the Family to encourage wider participation. Winnie said the Club holds writing competitions every year to collect touching stories, and entrants have ranged from two to 83 years old. She enjoys the award presentation ceremonies: "It warms my heart to see recipients telling their stories on stage with family members in the audience. This power of mutual support is what makes a real home."

The Club stepped up its efforts to connect with younger people by opening a Cherish Your Family Facebook page in 2011, and it now has 85,000 fans. The Club also introduced the Lovey-loving Family cartoon characters, which Winnie explains are an engaging way to offer

tips on family life. "We post comics on the Internet and send roving exhibitions to Group malls, which had been viewed three million times up to 2016," she said.

### Constructive communication

The Club's awareness of new trends echoes the Group's emphasis on continuous improvement. Winnie believes in field research and the sharing of information and knowledge, so she encourages brainstorming in the team where colleagues share their views and suggestions. She says: "Having colleagues with different backgrounds interact is more effective for thinking up new events or services that members really appreciate."

Winnie sees the Internet continuing to grow as a convenient medium of exchange and says: "We get a lot of constructive feedback from social networking sites, and this provides inspiration for our programmes. An example was the 20th anniversary Love in SHKP Tour series, where we showed members some of the Group's diverse businesses with other departments and subsidiaries. There was a parent-child workshop with SmarTone on virtual-reality technology and a tour of a Kowloon Motor Bus depot featuring retired buses that reminded people of their childhoods and gave them a better understanding of KMB's quality service and unseen aspects of operations."



Winnie is keen on meeting Club members  
 谢文娟珍视每次跟会员沟通的机会

### Teamwork delivers the best

The Group's extensive malls, hotels and subsidiaries are important channels for promoting the Club's Loving Home philosophy, so Winnie counts on teamwork to offer members attractive property and leisure privileges, exciting events and information. The process isn't always easy, but Winnie and her team are rewarded by customers smiling out of surprise or satisfaction, which they see as motivation to continue providing quality service. While teamwork is crucial, Winnie also points to a culture of continuous improvement and active learning: "Management share their experience and insights, and we have plenty of training opportunities. I was offered the chance to join a short course at Harvard about the application of social media and its future development."

### Home as motivation

Winnie's commitment to spreading the Loving Home spirit comes from her belief in family support. She thinks being with family is very important and especially enjoys the annual trips her husband arranges for them, saying: "Time spent with family greatly enriches life." Loving Home is more than a slogan for Winnie; it's a source of energy in life.

集团于1996年成立的新地会，至今会员人数已逾370,000人，是香港首个及规模最大的地产发展商客户专会，为集团与顾客沟通的重要桥梁，通过“以家为本”的服务，致力与会员建立长远关系。从最初为会员提供置业相关信息，到今天服务扩展至推广爱家精神及更多元化的服务，新地会董事总经理谢文娟强调，“双向沟通，服务顾客”是新地会的创会宗旨。“沟通是了解会员所想所求的重要元素，‘寻真’、‘寻根’和‘贴地’、‘贴心’就是关键。”

#### 寻真、寻根 — 细心了解顾客需要

经过20年，新地会不仅在人数上不断增长，众会员亦共同成长，进入人生不同阶段。要掌握顾客需要，沟通愈趋重要。谢文娟坦言，了解顾客的意见，要细心聆听，善用不同沟通渠道，方能掌握客户的真正想法。新地会除早年开设电话热线、进行问卷调查，以及安排“意见大使”等传统方式收集意见外，近年随着社交媒体的普及，更开设脸书主页，紧贴市场脉

搏：“要深入了解客人的真正需要，一颗热切的心尤其重要，用心聆听，无论任何的意见，不论赞赏或批评，我们都非常珍视，以此自我精进，将意见转化成改善及开创新颖服务的机会。”

“集团坚持‘以客为先’，十分重视与顾客的沟通，不论是不是新地业主，都是公司的宝贵资产，所以管理层早在1996年创立新地会时，就通过提供合适的服务，将市民和新地联系起来。”除早期提供看楼活动、置业优惠、相关信息及家居服务外，随着会员对于服务要求的提升，“我们加入专业性、互动和亲子等不同元素”。“港人爱到日式百货及商场消费，我们就以‘一田现金礼券’及‘新地商场赠券’等作为会员买家购买新地物业的大抽奖礼品；在近期的元朗大型项目看楼活动中，加入盆景制作坊，让会员在参观项目之余，更可由专家教授亲手制作盆景，布置家居；在何文田地标性项目举办首个生日派对，与会员一起庆祝20周年外，同时也让他们亲身体会集团物业项目的优越品质。”

#### 通过新地庞大网络传播“爱家精神”至社区

新地会自十周年发起爱家大行动，通过新地的住宅和商场等庞大网络，传扬爱家理念，贯彻集团“以心建家”的宗旨。从调查中发现，会员认为“家”极为重要，故除了提供置业信息和服务外，新地会更于2006年进入一个新里程，开始举办不同的爱家活动，在社会宣扬爱家精神，凝聚会员之余，亦丰富了集团的品牌形象和内涵价值。

每一年，新地会都会以不同主题举办爱家系列活动，与市民共建有品质的爱家文化，包括“爱家·爱笑”、“珍惜·爱家人”及“爱家·爱支持”等，吸引更多大众参与，藉此掀起珍惜爱家人的风气。谢文娟表示新地会每年推出爱家故事征集比赛，邀请大众参与，参加者由2岁到83岁不等，以爱凝聚不同年龄的人士。在每次爱家故事征集活动颁奖礼中，她都会被现场得奖者的分享感动，及得到新启发：“当得奖者在台上分享自己的故事，台下家人支持，这份互相扶持的力量，让人感受到港人家庭充满爱与温馨。”

“ We value all feedback and use it to improve or develop more innovative service.

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”





Annual writing competitions attract heartwarming stories from entrants aged two to 83  
新地会每年均举办爱家故事征集比赛，参加者由2岁到83岁不等，作品情感真挚，感动人心

为吸引更多年轻人的参与，新地会于2011年推出“珍惜·爱家人”脸书主页，加强在网络上推广爱家精神，粉丝人数已增至85,000人。谢文娟补充，新地会通过创造“亲亲支持家”的漫画家庭成员，以轻松的手法，宣扬不同的爱家生活贴士。“我们除了利用网络平台分享外，更在新地的商场举办巡回展览，而截至2016年，共计300万人次参与。”

### 贴地、贴心 — 建立与时并进的沟通渠道

“与时并进”是集团的企业文化，集团管理层鼓励员工要有“贴地”的工作态度。谢文娟亦深信实地考察、分享知识、集思广益的力量，所以常常鼓励同事“头脑风暴”（brainstorming）讲出自己的看法及建议：“不同背景的同事之间多交流，在构思活动时才能更‘贴地’，更有效针对会员的需要，提供更贴心的服务。”

网络交流平台日趋普及，方便沟通。“不少意见都很有启发性，我们更会从社交平台中寻找灵感，例如新地会成立20周年时，举办的‘爱游新地’系列活动，就是受到网上意见启发。为提升顾客对新地集团多元化业务的了解，与旗下不同的业务单位合作，举办参观和体验创新的有趣活动，包括与数码通合作举办亲子科技工作坊，试用潮流VR技术；与九龙巴士合作，邀请会员参观九巴车厂，探寻陪伴港人成长的退役巴士历史等，让会员更深入了解相关业务及体验其优质服务。”

### 群策群力 将最好带给大家人

集团拥有庞大的商场、酒店和附属公司网络，让新地会阐述爱家理念时更为有效。谢文娟坦言，自己的工作，有赖“团队精神”。新地会团队不时都会与不同部门合作，为的是向会员提供一些具有吸引力的置业、休闲优惠、活动及信息。过程虽然有可能遇到不同的困难，但大家都乐在其中，客人在活动中流露出惊喜和满足的笑容，是新地会继续提供优质服务的动力。她认为集团“与时并进”的企业文化，令公司上下凝聚出自我完善的学习精神：“管理层不仅会经常向同事分享所见所闻，同时亦提供很多进修的机会，就像我以前在集团安排下到美国哈佛大学参与短期进修课程，了解社交媒体的应用和发展趋势。”

### 生活动力源自家

致力宣扬爱家精神的谢文娟相信家人支持的重要性，她十分重视与家人



Teamwork is important to Winnie so she urges colleagues to maximize their potential and enjoy their jobs  
谢文娟十分重视团队精神，常鼓励同事发挥所长，享受工作

相聚的时刻，特别是丈夫每年都会为她精心安排的旅行，让她享受家庭乐。“只要能与家人一起，就能让我感受到生活的丰盛。”

对谢文娟来说，爱家，不是一句宣传口号，而是一份打从心底相信的生活力量。



Winnie treasures family time  
对谢文娟来说，只要能与家人一起，无论做什么也是乐事