



Alkin Kwong

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Vice Chairman and Chief Executive, Hong Yip
康业副主席及行政总裁

Alkin Kwong: Driving smart property management to transform the industry

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邝正炜：推动物业管理智能化 为行业带来新面貌

Established in 1967, Hong Yip Service Company Limited has been serving customers for more than half a century. Vice Chairman and Chief Executive Alkin Kwong said that Hong Yip has grown with Hong Kong's property management industry and made continuous improvement throughout the years. In recent years, as technology applications have become more prevalent, Hong Yip is also constantly innovating to provide a brand new service experience for its customers.

Leading the development of the property management industry

Hong Yip has dedicated every effort to elevate the industry's professional level by providing training programmes and promoting the qualifications framework while recruiting outstanding talent. In collaboration with the Vocational Training Council, it provides 100 placements every year for interns to gain hands-on experience.

According to Alkin, Hong Yip is committed to excellence with an aim to provide a better living environment, lifestyle and community for its customers. Hong Yip is dedicated to SHKP's core value of Building Homes with Heart and Hong Yip's service pledge of Serving Customers with Heart. The property management company blends its services into every detail of the residents' daily lives. "Hong Yip strives to build an excellent SHKP after-sales service team and become a trusted 'ambassador' for owners and occupants. We

hope that whenever they have any property management or household needs, they'll think of us right away," said Alkin. Hong Yip has transformed multiple times over the past 50-plus years to satisfy the ever-rising expectations of its customers. In pursuit of technological advancements, Hong Yip has developed its own software and mobile apps to achieve more effective use of resources and to enhance communication between customers and staff.

Driving smart management to keep pace with the times

"In addition to 'customers first', 'continuous improvement' is also essential in managing properties," said Alkin. In the past, security staff had to monitor different areas of properties through CCTV themselves. In recent years, Hong Yip has introduced an intelligent video system, which triggers an alarm in the control room as soon as any suspicious person moves into the picture. This technology has

significantly enhanced the efficiency and reliability of Hong Yip's security work.

Hong Yip has made every effort to introduce intelligent systems in different scopes. For example, using the Internet-of-Things (IoT) technology, information about lighting control, water leakage alarm and cut off, temperature monitoring and adjustment, magnetic doors and infrared sensors is immediately sent to the mobile phones of staff and the central control centre, which ensures prompt handling of any problem and helps reduce manpower in the long run. Furthermore, through a smart mobile patrol system developed by Hong Yip, called Nitrol, staff can 'check in' at every patrol point along preset routes with a specially-designed smartphone. If they encounter anything unusual, staff can take photos or make audio recordings instantly, and upload the files to the system for reporting and handling purposes.

Hong Yip has also proactively developed mobile apps to strengthen communication between customers and staff for better work efficiency. An integrated estate mobile app, called SoProp, enables owners and occupants to keep abreast of the latest information about their estates, pay their management fees and book clubhouse services. Owners and occupants can also receive their digital management fee invoices through email and customer web portal, which replaces traditional print invoices for greater convenience and eco-friendliness. This suggestion earned Hong Yip the gold award in SHKP's 24th Quality Raising Suggestion Scheme. In addition, a mobile app developed by Hong Yip in 2014, called WeCom, enables real-time delivery of internal training programme updates, staff event updates and messages from management, which helps bring staff closer together.

Innovation for a truly smart home

As Internet instant messaging technology has matured, Hong Yip has introduced chatbots to newly completed residential developments to respond to customers' enquiries in real time with prompt follow-up action. Multilingual chatbots are adopted, providing 24-hour support for residents from around the world.

Alkin said that the era of smart homes has quietly arrived, and Hong Yip is poised to take advantage of this. The SoProp mobile app offers various value-added services catering for the needs of different residential estates. For example, residents of Victoria Harbour, a luxury property development in North Point, can use the mobile app to order food from the clubhouse restaurant and have it delivered direct to their home. The mobile app has even got a 'Visitor Go' function. Residents can send a QR code to visitors who can use it to enter the estate and take the lift to the residents' floor, thus taking the visitors' privacy considerations into account and satisfying the security needs of the estate. In addition, the serviced apartments Victoria Harbour Residence features an intelligent home system, called Home Automation, which enables residents to control their home appliances, such as lighting, air-conditioning and TV, both at home and away from home.

Adding value to properties to maintain their timelessness

In addition to providing innovative property management services for new developments, Hong Yip regularly carries out improvement works in projects that were completed in early years to enhance their value, including eco-friendly and energy-saving facility upgrades (such as rooftop and vertical greening), fire safety enhancement of buildings and security measures.

Take Sun Hung Kai Centre as an example, which is almost 40 years old. As the Group's headquarters, with tenants including large corporations and foreign consulates, the building needs continuous improvements to meet the latest standards for grade-A offices. To put green management into practice, Hong Yip optimized the lift and air-conditioning systems of Sun Hung Kai Centre and installed smart dynamic sensors in the common areas to reduce energy consumption. Through continuous innovation and improvement throughout the years, Sun Hung Kai Centre recently achieved the Excellent rating under 'Energy Use' in the BEAM Plus Existing Buildings V2.0 Scheme.

Grooming talent and building positive team spirit

Property management is a challenging business, as it involves providing services for an extensive range of customers, and managing a large number of staff to ensure premium service quality. As senior management, Alkin has held many public service positions over the years (see table), which has allowed him to keep close tabs on industry development and peers, while steering the company forward along with the industry.

Alkin believes that having an innovative and confident team is the cornerstone of Hong Yip's success. "The times are constantly changing, so I need to build a team that is willing to move out of their comfort zone, dare to innovate and make changes. Hong Yip has an in-house echelon training programme to prepare future leaders for the company." Hong Yip established the People Development Academy in 2007, offering its staff a wide range of professional training courses to enhance their professionalism and customer service skills.



A confident and innovative team is the cornerstone of Hong Yip's success
富自信和具创意的团队·是康业成功的基石

To foster a creative culture, Hong Yip encourages staff to think out of the box and put forward new, timely suggestions to address changes in real-life situations. Through the Innovative Suggestion Scheme Competition, for example, staff are encouraged to make bold and creative proposals to drive the company's continuous improvement. Furthermore, Hong Yip promotes a culture of service excellence through the annual Service Appreciation Scheme since 2015. The aim of the scheme is to recognize outstanding front-line staff, while facilitating mutual learning and healthy competition among them. "A mature team requires all members to perform their respective functions, while giving full play to their strengths, coupled with complementary support, and most importantly, open and sincere communication. Many great ideas can be put into practice only after the team goes through several rounds of discussions, as well as problem identification and resolution. Without a good communication culture, it is difficult to implement even the best concept."

To Alkin, 'colleagues' are not only close partners at work, but also companions who share common interests. He enjoys singing and ball games, and tries to join the company's weekly table tennis night. He said, "The Group's Chairman always reminds us to maintain a good work-life balance." By joining activities like ball games and singing, they can enhance their relationship with colleagues, learn more about each other's views and ideas, and build a stronger team. Working hard and playing hard with colleagues – this may well be the secret to Alkin's close relationship with his team.

康业服务有限公司成立于1967年，至今已逾半世纪。副主席及行政总裁邝正炜表示，康业与本港物业管理行业共同进步，随时代变迁而自强不息。近年来，科技应用日渐普及，康业亦不断革新，为顾客带来崭新的服务体验。

引领物管行业发展

康业致力于通过培训及推动资历架构，提高行业的专业水平，并吸纳优秀人才，同时与职业训练局合作，每年提供100个实习名额，让学员吸收实战经验。

邝正炜表示，康业追求卓越，旨在为客户提供更好的生活环境，创造更好的生活方式，并建立一个更好的社区。康业全力贯彻新地“以心建家”的核心价值，以及康业“用心待客”的服务承诺，务求将服务融入住户生活的每一个细节。“康业致力为新地建立一支优秀的售后管理服务团队，成为业户信赖的‘亲善大使’，希望业户有管理及家居上的需要，第一时间会想到我们。”过去50多年，康业已经进行了多次转型，以满足客户日益提高的期望。康业追求技术进步，开发自己的软件和流动应用程序，并有效运用资源的同时加强与客户及员工之间的联系。

紧贴时代 实现智能化管理

“从事物业管理，不仅要‘以客户为先’，更要‘与时俱进’。”以往保安同事需要通过闭路电视肉眼观察物业不同角落。近年康业已成功引入视频分析技术，每当有可疑人物出现，控制室会实时收到警报，大大提升保安效率和可靠度。

康业积极在各领域引进不同的智能装置。例如通过物联网（IoT）技术应用，将灯光控制、漏水警报及截水、温度监测及调节、门磁及红外线感应等信息，第一时间传送到同事手机及中央控制中心，方便同事实时处理，未来亦有助节省人力。此外，康业通过自行研发的Nitrol“智能流动巡逻系统”，同事只需手持一部特别设计的智能手机，按照预设路线的每个巡逻点“打卡”。遇到特殊情况时，可实时拍照及录音，上传至系统汇报及安排处理。

康业同时积极开发手机应用程序，以加强与客户和员工之间的联系，提升工作效率。SoProp综合住宅手机应用程序，专为业户提供最新住宅信息、交纳管理费及预订会所服务，业户亦可通过电邮及网站（customer web portal）

接收管理费电子账单，取代传统实体账单，方便且环保。此建议更获得新地“第24届提升素质意见奖励计划”金奖。另外，康业于2014年开发WeCom手机应用程序，将内部培训课程、员工活动、管理层信息实时发送，拉近与同事之间的距离。

敢于创新 迈向全智能家居

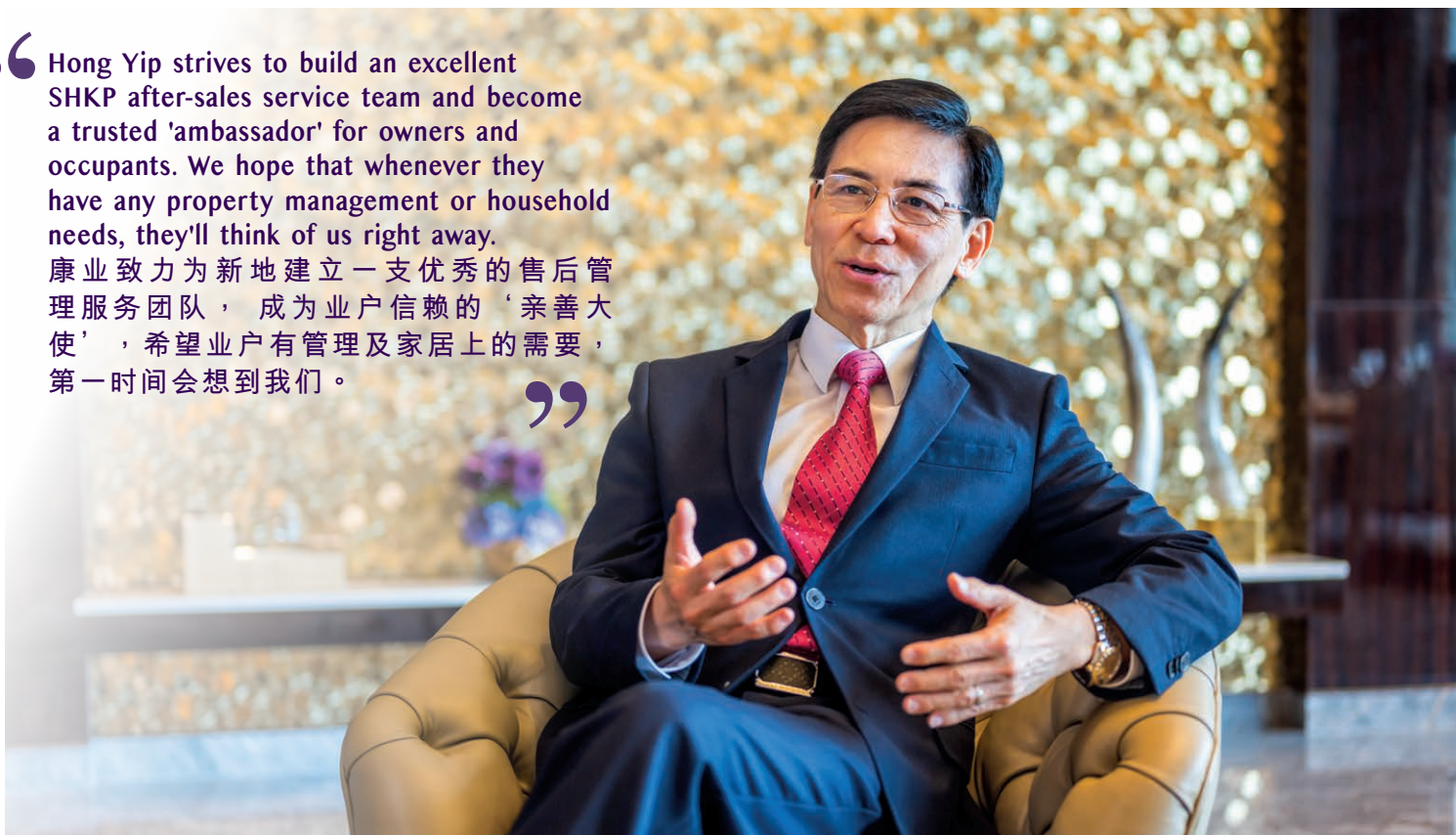
随着网络实时通讯发展成熟，康业于新落成的住宅引入聊天机器人，务求第一时间回复客诉查询，并及早安排跟进支持，聊天机器人更配备多国语言，为来自世界各地的住户提供24小时支持服务。

邝正炜表示，智能家居时代已悄然来临，康业已准备就绪，SoProp手机应用程序会因应各住宅需要，提供不同的增值服务一例如北角豪宅项目海璇，住客可利用手机应用程序向会所餐厅点餐，并直接送到家中。手机应用程序更设有“Visitor Go”功能：访客可凭借住客传送的二维码直接进入住宅，并乘搭升降机到住客所属楼层，既考虑了访客的私隐，同时也符合住宅的保安需要。此外，服务式住宅海璇汇更设有智能家居系统Home Automation，令住户无论是

“Hong Yip strives to build an excellent SHKP after-sales service team and become a trusted 'ambassador' for owners and occupants. We hope that whenever they have any property management or household needs, they'll think of us right away.

康业致力为新地建立一支优秀的售后管理服务团队，成为业户信赖的‘亲善大使’，希望业户有管理及家居上的需要，第一时间会想到我们。

”





Hong Yip set up an award scheme to encourage its team to constantly innovate at work
康业通过设立奖励计划，鼓励同事在工作上不断创新

否身处家中，均可以控制房间内灯光、冷气及电视等设施。

重视“增值” 保持物业历久弥新

康业除为新项目提供崭新的物管服务，亦定期为早年落成的项目进行改善工程，为物业“增值”一例如提升环保节能设施（如天台及垂直绿化）、楼宇消防安全和保安等。

以落成至今近40年的新鸿基中心为例，作为集团总部，兼有不少大型企业和外国领事馆进驻，当然需要与时俱进，方能符合甲级写字楼的最新标准。为实现绿色管理，康业优化了新鸿基中心的升降机及冷气系统，亦在大厦公共位置安装智能动态传感器，以达到节能效果。凭借不断创新，与时俱进，新鸿基中心最近于“绿建环评既有建筑(2.0版)评估”中，在“能源使用”范畴获最高级“卓越”评级。

培育人才 建立团队正能量

物业管理是一门具挑战性的业务，因为要同时为许多客户提供服务，亦需要管理大量员工，以确保提供优质服务。作为管理层，邝正炜多年来曾担任不少公职（见附表），务求了解行业最新发展和同业动态，从而推动公司及行业向前发展。

邝正炜认为，康业成功的基石是拥有一支富创意而自信的团队：“时代不断变迁，我需要建立一支愿意走出舒适圈、

勇于创新及做出改变的团队。康业有梯队培训计划，就是为未来储备领袖人才作好准备。”康业于2007年设立了人才发展学院，提供多元化的专业培训课程，借以提升员工的专业水平和客户服务技巧。

为建立创意文化，康业鼓励同事跳出既有思考框架，因应现实环境的转变，提出新颖且合时宜的创新点子。例如：通过设立“突破创新奖励计划”，鼓励员工大胆提出创新概念，推动公司不断进步。此外，自2015年开始，康业每年均举办“待客·感·赏”个案比赛，提倡卓越服务文化，嘉许表现优异的前线同事，借此互相学习，促进良性竞争。“一个成熟的团队，需要同事各司其职，各显才能，互补不足，更重要是坦诚沟通！很多好的构思，都是经过多番讨论、发掘问题和修正，才能落实执行。若没有良好的沟通文化，即使构思再好也难以落实。”

“同事”对邝正炜来说，不仅是工作上合作无间的拍档，也是分享共同兴趣的伙伴。喜欢唱歌和球类活动的他，会尽量抽空参加公司每周一次的晚间乒乓球活动：“集团主席经常提醒我们要有work-life balance。”通过球类或唱歌等活动，既可增进彼此的联系，亦可借此了解他们的想法，强化团队精神。与同事work hard, play hard，大概是他与团队建立深厚关系的“秘方”。



Hong Yip is devoted to introducing new technologies to drive smart property management
康业积极引入新科技，令物业管理工作趋向智能化



Key public service positions held by Alkin Kwong 邝正炜担任主要公职

Chairman of Employers' Federation of Hong Kong
香港雇主联合会主席

Chairperson of Property Management Industry Training Advisory Committee of Education Bureau
教育局物业管理业行业培训咨询委员会主席

Former President of The Hong Kong Association of Property Management Companies
香港物业管理公司协会前会长

Former Chairman of Real Estate Services Training Board of Vocational Training Council
职业训练局房地产服务业训练委员会前主席



Alkin Kwong regularly plays table tennis with his colleagues to learn skills from each other and stay connected
邝正炜经常与同事打乒乓球，既切磋球技，亦联络感情