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Vice Chairman and Chief Executive, Hong Yip
康業副主席及行政總裁

Alkin Kwong: Driving smart property management to transform the industry

鄺正煒：推動物業管理智能化 為行業帶來新面貌

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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.



A confident and innovative team is the cornerstone of Hong Yip's success
富自信和具創意的團隊，是康業成功的基石

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.

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 frontline 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.



康業服務有限公司成立於1967年，至今已逾半世紀。副主席及行政總裁鄺正煒表示，康業與本港物業管理行業共同進步，隨時代變遷而自強不息。近年科技應用日漸普及，康業亦不斷革新，為顧客帶來嶄新的服務體驗。

引領物管行業發展

康業致力透過培訓及推動資歷架構，提高行業的專業水平，並吸納優秀人才，同時與職業訓練局合作，每年提供100個實習名額，讓學員吸收實戰經驗。

鄺正煒表示，康業追求卓越，目標是為客戶提供更好的生活環境，創造更好的生活方式，並建立一個更好的社區。康業全力貫徹新地「以心建家」的核心價值，以及康業「用心待客」的服務承諾，務求將服務融入住戶生活每一個細節。「康業致力為新地建立一支優秀的售後管理服務團隊，成為業戶信賴的『親善大使』，希望業戶有甚麼管理及家居上的需要，第一時間會想到我們。」過去50多年，康業已經進行了多次轉型，以滿足客戶日益提高的期望。康業追求技術進步，開發自己的軟件和流動應用程式，更有效運用資源，並加強與客戶及員工之間的聯繫。

緊貼時代 實現智能化管理

「從事物業管理，不僅要『以客為先』，更要『與時並進』。」以往保安同事需要透過閉路電視，憑肉眼監察物業不同角落。近年康業已成功引入視頻分析技術，每當有可疑人物出現，控制室會即時收到警報，大大提升保安效率和可靠度。

康業積極在各領域引進不同的智能裝置。例如透過物聯網（IoT）技術應用，將燈光控制、漏水警報及截水、溫度監察及調節、門磁及紅外線感應等信息，第一時間傳送到同事手機及中央控制中心，方便同事即時處理，長遠亦有助減省人手。此外，康業透過自行研發的Nitrol「智能流動巡邏系統」，同事只需手執一部特別設計的智能手機，按照預設路線的每個巡邏點「打卡」。遇到特別情況時，可即時拍照及錄音，上傳至系統匯報及安排處理。

康業同時積極開發手機應用程式，以加強與客戶和員工之間的連繫，提升工作效率。SoProp綜合屋苑手機應用程式，專為業戶提供最新屋苑資訊、繳交管理費及預訂會所服務，業戶亦可透過電郵及網站（customer web portal）

接收電子管理費賬單，取代傳統實體賬單，方便之餘又環保。此建議更獲得新地「第24屆提升質素意見獎勵計劃」金獎。另外，康業於2014年開發WeCom手機應用程式，將內部培訓課程、員工活動、管理層信息即時發送，拉近與同事的距離。

敢於創新 邁向全智能家居

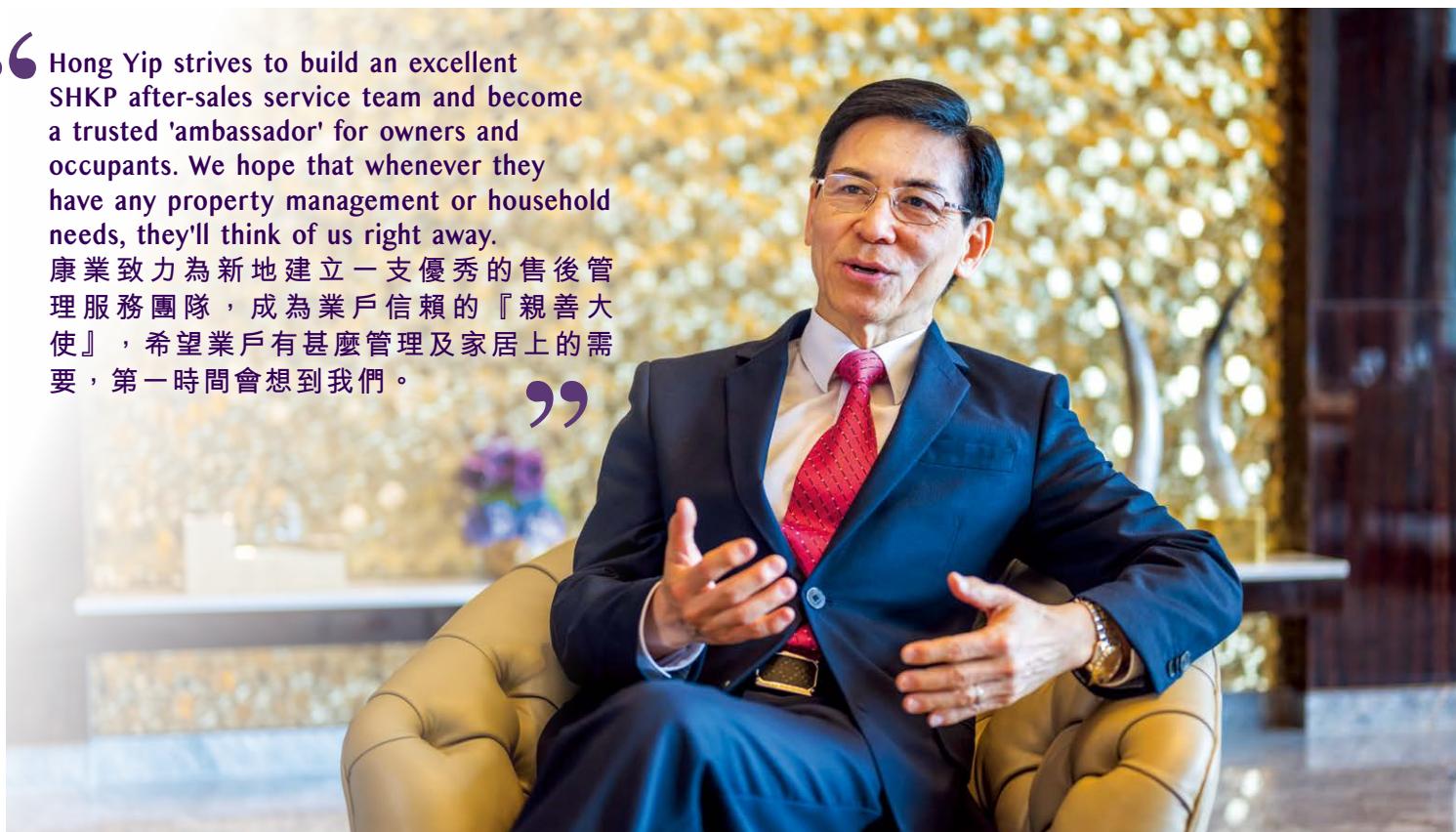
隨著網絡即時通訊發展成熟，康業於新落成屋苑引入聊天機器人，務求第一時間回覆客人的查詢，並及早安排跟進支援，聊天機器人更配備多國語言，為來自世界各地的住客提供24小時支援服務。

鄺正煒表示，智能家居時代已悄然來臨，康業已準備就緒，SoProp手機應用程式會因應各屋苑需要，提供不同的增值服務—例如北角豪宅項目海璇，住客可利用手機應用程式向會所餐廳點餐，並直接送到家中。手機應用程式更設有「Visitor Go」功能：訪客可憑著住客傳送的二維碼直接進入屋苑，並乘搭升降機到住客所屬樓層，既滿足訪客私隱上的考慮，同時亦符合屋苑保安需要。此外，服務式住宅海璇更設有智能家居系統

“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.

康業致力為新地建立一支優秀的售後管理服務團隊，成為業戶信賴的『親善大使』，希望業戶有甚麼管理及家居上的需要，第一時間會想到我們。

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Hong Yip set up an award scheme to encourage its team to constantly innovate at work

康業透過設立獎勵計劃，鼓勵同事在工作上不斷創新

Home Automation，令住戶無論身處家中或在外，也可以控制單位內燈光、冷氣及電視等設施。

重視「增值」 保持物業歷久常新

康業除為新項目提供嶄新的物管服務，亦定期為早年落成的項目進行改善工程，為物業「增值」—例如提升環保節能設施（如天台及垂直綠化）、樓宇消防安全和保安等。

以落成至今接近40年的新鴻基中心為例，作為集團總部，兼有不少大型企業和外國領事館進駐，當然需要與時並進，方能符合甲級寫字樓的最新標準。為實現綠色管理，康業優化了新鴻基中心的升降機及冷氣系統，亦在大廈公眾位置安裝智能動態感應器，達到節能效果。憑藉不斷創新，與時並進，新鴻基中心最近於「綠建環評既有建築(2.0版)評估」中，在「能源使用」範疇獲最高「卓越」評級。

培育人才 建立團隊正能量

物業管理是一門具挑戰性的業務，因為要同時為許多客戶提供服務，亦需要管理大量員工，以確保提供優質服務。作為管理層，鄒正煒多年來曾擔任不少公職（見附表），務求了解行業最新發展和同業動態，從而推動公司及行業向前發展。

鄒正煒認為，康業成功的基石是擁有一支富創意而自信的團隊：「時代不斷變

遷，我需要建立一支願意走出舒適圈、勇於創新及作出改變的團隊。康業有梯隊培訓計劃，就是為未來儲備領袖人才作好準備。」康業於2007年設立了人才發展學院，提供多元化的專業培訓課程，藉以提升員工的專業水平和客戶服務技巧。

為建立創意文化，康業鼓勵同事跳出舊有思考框框，因應現實環境的轉變，提出新穎且合時宜的創新點子。例如：透過設立「突破創新獎勵計劃」，鼓勵員工大膽提出創新意念，推動公司不斷進步。此外，自2015年開始，康業每年均舉辦「待客•感•賞」個案比賽，提倡卓越服務文化，嘉許表現優異的前線同事，藉此互相學習，促進良性競爭。「一個成熟的團隊，需要同事各司其職，各顯才能，互補不足，更重要是坦誠溝通！很多好的構思，都是經過多番討論、發掘問題和修正，才能落實執行。若沒有良好的溝通文化，即使構思再好也難以落實。」

「同事」對鄒正煒來說，不僅是工作上合作無間的拍擋，也是分享共同興趣的夥伴。喜歡唱歌和球類活動的他，會盡量抽空參加公司每週一次的晚間乒乓球活動：「集團主席經常提醒我們要有work-life balance。」透過球類或唱歌等活動，既可增進彼此的聯繫，亦可藉此了解他們的想法，強化團隊精神。與同事work hard, play hard，大概是與團隊建立深厚關係的「秘方」。



Hong Yip is devoted to introducing new technologies to drive smart property management

康業積極引入新科技，令物業管理工作趨向智能化

Key public service positions held by Alkin Kwong 鄒正煒擔任主要公職

Chairman of Employers' Federation of Hong Kong
香港僱主聯合會主席

Chairperson of Property Management Industry Training Advisory Committee of Education Bureau
教育局物業管理業行業培訓諮詢委員會主席

Former President of The Hong Kong Association of Property Management Companies
香港物業管理公司協會前會長

Former Chairman of Real Estate Services Training Board of Vocational Training Council
職業訓練局房地產服務業訓練委員會前主席



Alkin Kwong regularly plays table tennis with his colleagues to learn skills from each other and stay connected

鄒正煒經常與同事打乒乓球，既切磋球技，亦聯絡感情