

A portrait of Winnie Tse, SHKP Club Managing Director, smiling and sitting at a table. She is wearing a dark blue blazer and a light-colored scarf. The background is a blurred office or meeting room.

Winnie Tse 謝文娟

SHKP Club Managing Director
新地會董事總經理

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

謝文娟：開創雙向溝通橋樑 推廣優質品牌

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



Rising demand led to more sophisticated initiatives featuring professional, interactive elements and parent-child participation
 為提高服務質素及吸引度，新地會近年在物業相關活動及服務中加入專業性、互動和親子等元素，以迎合客戶對於服務不斷提升的要求

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
 謝文娟珍視每次跟會員溝通的機會

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.

集團於1996年成立的新地會，至今會員人數已逾370,000人，是香港首個及規模最大的地產發展商客戶專會，為集團與顧客溝通的重要橋樑，透過「以家為本」的服務，致力與會員建立長遠關係。從最初為會員提供置業相關資訊，到今天服務擴展至推廣愛家精神及更多元化的服務——新地會董事總經理謝文娟強調，「雙向溝通，服務顧客」是新地會的創會宗旨。「溝通是了解會員的所想所求的重要元素，『尋真』、『尋根』和『貼地』、『貼心』就是關鍵。」

尋真、尋根 — 細心了解顧客需要

經過20年，新地會不僅在人數上不斷增長，眾會員亦共同成長，進入人生不同階段。要掌握顧客需要，溝通愈趨重要。謝文娟坦言，了解顧客的意見，要細心聆聽，善用不同溝通渠道，方能掌握客戶的真正想法。新地會除早年開設電話熱線、進行問卷調查，以及安排「意見大使」等傳統方式收集意見外，近年隨著社交媒體普及，更開設面書專頁，緊貼市場脈

搏：「要深入了解客人的真正需要，一顆熱切的心尤其重要，用心聆聽，無論任何的意見，不論讚賞或批評，我們都非常珍視，以此自我精進，將意見轉化成改善及開創新穎服務的機會。」

「集團堅持『以客為先』，十分重視與顧客的溝通，不論是否新地業主，都是公司的寶貴資產，所以管理層早在1996年創立新地會，透過提供適切的服務，將市民和新地連繫起來。」除早期提供睇樓活動、置業優惠、相關資訊及家居服務外，隨著會員對於服務要求的提升，「我們加入專業性、互動和親子等不同元素」。「港人愛到日式百貨及商場消費，我們就以『一田現金禮券』及『新地商場贈券』等作為會員買家購買新地物業的大抽獎禮品；在近期的元朗大型項目睇樓活動中，加入盆景製作坊，讓會員在參觀項目之餘，更可由專家教授親手製作盆景，佈置家居；在何文田地標性項目舉辦首個生日派對，與會員一起慶祝20週年外，同時讓他們親身體驗集團物業項目的優越質素。」

透過新地龐大網絡 傳播「愛家精神」至社區

新地會自十週年發起愛家大行動，透過新地的屋苑和商場等龐大網絡，傳揚愛家理念，貫徹集團「以心建家」的宗旨。從調查中發現，會員認為「家」是極為重要，故除提供置業資訊和服務外，新地會更於2006年進入一個新里程，開始舉辦不同的愛家活動，在社會宣揚愛家精神，凝聚會員之餘，亦豐富了集團的品牌形象和內涵價值。

每一年，新地會都會以不同主題舉辦愛家系列活動，與市民共建有質素的愛家文化，包括「愛家·愛笑」、「珍惜·愛家人」及「愛家·愛支持」等，吸引更多大眾參與，藉此掀起珍惜愛家人的風氣。謝文娟表示新地會每年推出愛家故事徵集比賽，邀請大眾參與，參加者由兩歲到83歲，以愛凝聚不同年齡的人士。在每次愛家故事徵集活動頒獎禮中，她都會被現場得獎者的分享感動，及得到新啟發：「當得獎者在台上分享自己的故事，台下家人支持，這份互相扶持的力量，讓人感受到港人家庭充滿愛與溫馨。」

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

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以此自我精進，將意見轉化成改善及
開創新穎服務的機會。

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Annual writing competitions attract heartwarming stories from entrants aged two to 83
 新地會每年均舉辦愛家故事徵集比賽，參加者由兩歲到83歲，作品情感真摯，感動人心

為吸引更多年輕人的參與，新地會於2011年推出「珍惜·愛家人」面書專頁，加強在網絡上推廣愛家精神，粉絲人數已增至85,000。謝文娟補充，新地會透過創造「親親支持家」的漫畫家庭成員，以輕鬆的手法，宣揚不同的愛家生活貼士。「我們除利用網絡平台分享外，更在新地的商場舉辦巡迴展覽，而截至2016年，錄得300萬人次參與。」

貼地、貼心 — 建立與時並進的溝通渠道

「與時並進」是集團的企業文化，集團管理層鼓勵員工要有「貼地」的工作態度。謝文娟亦深信實地考察、分享知識、集思廣益的力量，所以常常鼓勵同事「腦震盪」（brainstorming）講出自己的看法及建議：「不同背景的同事之間多交流，在構思活動時才能更『貼地』，更有效針對會員的需要，提供更貼心的服務。」

網絡交流平台日趨普及，方便溝通。「不少意見都很有啟發性，我們更會從社交平台中尋找靈感，例如新地會成立20週年時，舉辦的「愛遊新地」系列活動，就是受到網上意見啟發。為提升顧客對新地集團多元化業務的了解，與旗下不同的業務單位合作，舉辦參觀和體驗創新有趣活動，包括與數碼通合作舉辦親子科技工作坊，試用潮流VR技術；與九巴合作，邀請會員參觀九巴車廠，探尋陪伴港人成長的退役巴士歷史等，讓會員更深入了解相關業務及體驗其優質服務。」

群策群力 將最好帶給客人

集團擁有龐大的商場、酒店和附屬公司網絡，讓新地會闡述愛家理念時更為有效。謝文娟坦言，自己的工作，有賴「團隊精神」。新地會團隊不時都會與不同部門合作，為的是向會員提供一些具吸引力的置業、消閒優惠、活動及資訊。過程雖然有可能遇到不同的困難，但大家都樂在其中，客人在活動中流露出驚喜和滿足的笑容，是新地會繼續提供優質服務的動力。她認為集團「與時並進」的企業文化，令公司上下凝聚出自我完善的學習精神：「管理層不僅會經常向同事分享所見所聞，同時亦提供很多進修的機會，就像我早前在集團安排下到美國哈佛大學參與短期進修課程，了解社交媒體的應用和發展趨勢。」

生活動力源自家

致力宣揚愛家精神的謝文娟相信家人支持的重要性，她十分重視與家人



Teamwork is important to Winnie so she urges colleagues to maximize their potential and enjoy their jobs
 謝文娟十分重視團隊精神，常鼓勵同事發揮所長，享受工作

相聚的時刻，特別是丈夫每年都會為她精心安排的旅行，讓她享受家庭樂。「只要能與家人一起，就能讓我感受到生活的豐盛。」

對謝文娟來說，愛家，不是一句宣傳口號，而是一份打從心底相信的生活力量。



Winnie treasures family time
 對謝文娟來說，只要能與家人一起，無論做甚麼也是樂事