

Allen Fung: Focusing on people

馮玉麟：專注「以人為本」的理念

The Group has a portfolio of non-property businesses that contributes material recurring earnings to the Group. Executive Director Allen Fung has been in charge of these businesses since he joined the Group three and a half years ago. He believes there are strong shared values behind the property and non-property businesses within the Group – an untiring dedication to its customers, and a commitment to the welfare and development of its staff.

Learning from history

Allen used to be a global director of management consulting firm McKinsey before he joined the Group. In fact he was the first Hong Kong Chinese to be a director in McKinsey's history. Before McKinsey he studied history at Oxford and Harvard, and was an assistant professor at Brown. If you suspect his management philosophy to be likely rooted in his study of governments and companies in history, you will be right. One of the lessons Allen shared is that all institutions, including the best ones, are prone to being destabilised from within and without. "It is easy

to become complacent when you have success, as we have repeatedly seen in Chinese history." Hence, the ability to adapt is the cornerstone for success. To Allen, the fact that the Group has grown so much over the last 45 years is evidence of its relentless commitment to continuous adaptation and improvement.

In Allen's mind, a key pillar in sustaining the Group's future growth is the recruitment and development of young talent. The Group has been running

its management trainee programme for many years, nurturing generations of leaders, and Allen appreciates its growing influence on the Group's future. The world is changing, and it seems that the change is not only much broader than ever before, but also *faster than ever before*. "The rise of social media, for instance, means that we cannot engage our customers like we used to – we must be fast, direct, and much more willing to listen." These are all big adaptations the Group needs to learn, said Allen, "Our young staff understand these changes much better than we do because they grow up in them."

20

Allen Fung
馮玉麟

Group Executive Director
集團執行董事





Non-property business in infrastructure, retail, telecommunications and information technology generates significant earnings for the Group
非地產業務組合涉及基建、零售、電訊及資訊科技等範疇，為集團帶來重要收益

Contributions from non-property businesses

The Group will always be first and foremost a property company, but the current non-property business portfolio is broad and with many strategic assets. This includes SmarTone (a leading mobile operator), SUNeVision (the biggest data centre operator in Hong Kong), Transport International, the Wilson Group, the Hong Kong Business Aviation Centre, YATA (the Japanese-style department store and supermarket) and others. Non-property businesses produced over HK\$4,000 million in operating income in the last financial year. The synergies with the property business are also material. "For instance," says Allen, "some customers tell us that having YATA in their residential development adds another layer of convenience in daily life. There are also now many joint promotions between the property and non-property businesses for our SHKP Club members."

Be faster, be adaptive

In Allen's view, there is an increasing risk that old economy companies are not acting fast enough. "It is not about accelerating initiatives unnecessarily and damaging quality, but about being faster when we can. E-commerce heavyweight Jeff Bezos says that companies should make more decisions when it only has 70% of information, because by the time you have full information you will be too late. This is certainly very true." Allen feels the key is to

experiment with new ideas more and reduce the planning time: "Trial and error is a virtue, or you'll miss the market."

In an age of rapid changes, there has to be a willingness to change one's business model when the opportunities come. Allen cites a good example at Sky100, which is Hong Kong's premier observation deck on the 100th floor of International Commerce Centre (ICC) in West Kowloon. Sky100 has historically been a strong tourist attraction, and it still is. But a few years ago when tourism was at a downturn, management came up with the idea to make Sky100 a super-deluxe venue for corporate events and weddings. This was met with tremendous success, and now the "event business" accounts for a substantial portion of Sky100's revenues. Sky100 is now also seen as one of the most special venues for weddings. "Sky100 is running on a totally different business model now," said Allen, "If it wasn't for the team's willingness to break the status quo, it would not be possible to see such success."

Life at SHKP

In the midst of changes, some things never change. A successful enterprise, Allen says, is a people-oriented one that acts for the benefit of both customers and staff. The Group has long made people a priority and Allen feels this is a key reason for the Group's success. The Group invests heavily in developing staff at all levels, and has been very open to feedback.

Allen reflects himself: "I must take the initiative to listen. Our colleagues are full of new ideas both to improve on how we work and how we engage our customers, and we must especially listen to our frontline staff who know what our customers want."

And Allen's impressions of the Group after joining it? "I am very impressed by how people-oriented our Group is. I used to be a consultant at McKinsey and I have seen companies that say they are people-oriented, but in the end they are not always able to walk the talk. At SHKP it is different. Take a small example – providing free lunch to our staff. This seems to be small but during economic downturns most companies would stop this practice because of cost. Our Group did not do so. This is for sure a sign of true commitment."

Allen values work-life balance but admits management has a responsibility to ensure staff can achieve it. He says: "We have to clarify priorities so that our colleagues can arrange their work accordingly and not be overwhelmed!" What does Allen do for his leisure time? "I love music and travelling, especially to Japan. It helps me renew myself and maintain a clear, agile mind for the tasks ahead. Because of my background I still read a lot of history books. Hopefully one day I will have time to complete my research on modern China!"

集團旗下的非地產業務組合帶來重要的經常性收益。集團執行董事馮玉麟自三年半前加入新地，便一直掌管這些業務。他深信有關項目與集團的地產業務均展現相同的價值：一方面對顧客竭誠用心，另一方面同時積極為員工提供福利及發展機會。

鑑古知今

馮玉麟在加入集團前曾任環球管理諮詢公司麥肯錫全球資深董事，更是該公司首名香港華人資深董事。在此之前，他分別在牛津及哈佛攻讀歷史，亦曾出任布朗大學歷史系客座教授。歷史能叫人鑑古知今，馮玉麟就是在鑽研歷代政權及企業發展之中領悟到管理之道。他深明即使是最好的制度都有機會受內外因素所動搖，「盛世容易令人過分自滿，這情況在中國歷史不斷出現。」因

此，擁有應變能力是成功的先決條件。他相信集團在過去45年間不斷壯大，正是因為一直追求進步，靈活變通。

馮玉麟認為，吸納及培育年輕人才是集團未來持續發展的支柱之一。他提到集團多年來透過舉辦管理培訓生計劃，培育一代又一代的管理人員，對集團未來發展的影響愈來愈重要。世界正急劇變化，範圍之廣、步伐之快均前所未見。「例如社交媒體的興起令企業必須改變傳統接觸客戶的方式——我們要快速直接回應，並要更願意聆聽客人的想法。」馮玉麟認為「面對這些改變，年輕同事比我們掌握得更好，因為他們就在這個環境中成長。」

非地產業務的角色

集團堅持以地產項目為本業，並經營一系列非地產業務，涵蓋多個範疇的策略

性資產，包括流動電訊業龍頭之一數碼通、香港最大數據中心營運商新意網、載通國際、威信集團、香港商用航空中心，以及日式百貨及超市品牌一田等。非地產業務於上個財政年度為集團帶來超過40億港元的營運收益，有盈利貢獻之餘，更可與地產項目產生重大協同效應。他以一田百貨為例：「有些顧客曾告訴我們，住宅項目引進一田能為他們的日常生活帶來更多方便。集團旗下的地產項目亦時常與非地產項目合作推廣，為新地會會員提供優惠。」

敏捷靈活 把握機遇

馮玉麟認為，傳統大企業愈見出現行事不夠果斷的危機。「這並不是說要倉卒行事，自損質素，而是盡可能及早行動，早著先機。電商界名人貝索



“ The rise of social media means we must be fast, direct, and much more willing to listen when engaging customers.

面對社交媒體興起，我們必須快速直接回應，並要更願意聆聽客人的想法。

”



Allen believes a cohesive team is better at handling challenges and change
馮玉麟重視建立團隊精神，他認為一支凝聚力強的團隊，更願意接受挑戰、面對改變

斯 (Jeff Bezos) 便提出，企業只要掌握七成資訊便應盡快付諸行動，因為待有百分百把握時已經為時太晚。事實的確如此。」他認為關鍵是敢於試驗新意念，縮短制訂計劃的時間。「只能透過不斷嘗試尋找出路，否則便會耽誤良機。」

在此瞬息萬變的時代，企業必須願意在適當時候改變營運模式，才能把握機會。天際100就是成功例子。天際100位於西九龍環球貿易廣場100樓，是香港著名的觀景台，從開業至今依然是旅遊勝地，但數年前旅遊業發展放緩，管理層便有將之開發成高級商務活動及婚宴場地的構思，結果深受市場歡迎，更被視為最有特色的婚宴場地之一。現時天際100的收益有不少是來自活動相關的業務。「其實這是改變了天際100原來的商業運作模式，要不是團隊願意放下本來思路，敢於改變，根本難以成功。」

活在新地

雖然世事不斷轉變，但有些事情永不變更。馮玉麟認為，一家成功的企業無論向外對顧客，抑或是對內部員工，均必須做到「以人為本」。他更認為集團成功的關鍵正在此。集團投放不少資源為不同職級的同事提供發展機會，並十

分歡迎不同意見。馮玉麟反思：「我必須主動聆聽。同事在工作上及對於如何聯繫顧客都有很多新點子，前線員工的想法尤其重要，因為他們十分清楚顧客需要。」

談到加入集團初期的印象，馮玉麟說：「印象最深刻就是集團『以人為本』的文化。從前在麥肯錫任僱問時，見過自稱『以人為本』的企業最後亦難以堅持，但新地不同。簡單一個例子，就是集團仍為同事提供免費午餐。聽來雖是小小一項福利，但大部分企業在遇上經濟不景氣時，就會為節省成本而不再提供。集團沒有這樣做，證明集團衷心善待員工。」

馮玉麟深信平衡工作與生活是十分重要，但笑言管理層亦有責任確保同事能夠做到：「首先你要明確釐清甚麼工作是重要，甚麼是次要，同事才可按先後緩急分配工作，否則大家只能拚命忙著。」被問到公餘時的興趣，馮玉麟說：「我喜歡聽音樂和旅遊，特別是到日本旅遊，因為能讓我回復精神，保持清晰和靈活的頭腦，以應付工作。而且因為從前修讀歷史，我至今仍常常閱讀相關書籍。希望終有一天有空完成對現代中國的研究！」



It's important for Allen to spend generous time with family
馮玉麟珍惜與家人相處的時間