

International CRE & CSQS Leadership Summit 2017 & Hong Kong International CRE Innovation Expo

Hang Lung Properties "Go the Extra Mile" for Customer Relationship Excellence!



Janet Poon (10th from right), General Manager - Human Resources of Hang Lung Properties leads the team to receive Corporate Employer of the Year certificate and trophy and 5 Consecutive Year of Participation certificate from Jason Chu, Chairman of APCSC

For the fifth consecutive year, Hang Lung Properties Limited is the proud recipient of honors in the International Customer Relationship Excellence (CRE) Awards, this year gaining titles for Corporate Employer of the Year, Corporate Social Responsibility Leadership of the Year, Employee Engagement Program of the Year, Best Use of Technology of the Year, Best Use of Knowledge Management, and People Development Program of the Year. Janet Poon, General Manager - Human Resources of Hang Lung Properties, says, "We are delighted to receive these awards for five consecutive years. This achievement is not only a strong recognition of the excellence of our service, it also testifies that we have reached an important milestone in our operations and have achieved further progress this year."

Change is the Opportunity to Innovate

Hang Lung firmly believes that "change" gives the Company the opportunity to innovate and improve. Poon points out that not only are customers' expectations changing all the time, different customers have different needs and a variety of requirements for receiving timely information. So it is very important for us to listen to the voices of customers and develop CRE strategies for both tenants and consumers. Given that WeChat is popular in the Mainland, Hang Lung makes use of Wechat platform to provide a comprehensive array of information services, customer surveys and loyalty rewards to further engage with our



The Company is setting up a Customer Engagement Survey to measure levels of customer interest and involvement and to identify key factors affecting customer satisfaction.



The Hang Lung Social Club organizes an extensive array of activities skillfully designed to cater to a full spectrum of the staff's needs and interests.

customers and enhance customer experiences.

Customer Service and Brand Strategy

Hang Lung believes that the key to excellent service is putting the benefits and requirements of the customer first and combining customer service with our brand strategy. Poon says, "When customers are shopping, they have full access to our services, which give opportunities to showcase Hang Lung's proactive service to customers. Impressing our customers with our service is conducive to building and elevating our brand."

"We Do It Right" in People Development

Living up fully to our business philosophy of "We Do It Right", Hang Lung sees each staff member as a valuable asset. Therefore the Company dedicates considerable resources to employee training and development programs. This policy is not only beneficial to the individual career development of the staff but also essential for the sustainable development of the Company. Academy 66, the Learning & Development Department of Hang Lung, was established in 2012 based on the International CSQS Model. Edward Lo, Senior Manager - Learning & Development of Hang Lung Properties, says, "By implementing the CSQS model, we are able to systematize and optimize our training function, promote the corporate culture and values, and remain competitive in the labor market."

An extensive array of customer service campaigns have been successfully launched in the past few years. They include the Star Service Campaign, Customer Service Training Program Module 1-4, and the Uniform Project, which aligns the grooming standards in Hong Kong with those in Mainland properties. In addition to reviewing and analyzing annual training needs, trainers are eager to listen to the voices of employees. Evaluations and suggestions are collected after every training session in order to enable continuous upgrades of the programs. All programs adopt consistent standards and reviews in both Hong Kong and mainland China. "Our staff know that our training programs are in compliance with international standards, and the training they achieve is well recognized and useful for their career," Poon emphasizes.

Corporate Employer of the Year

In addition to training and development, Hang Lung has a strong focus on engaging with employees and being a preferred employer. To create a sense of belonging, Hang Lung invited a top fashion designer to create and customize the uniforms that the employees are most comfortable to wear in different job functions and in different

seasons, and also to create a professional brand image. Hang Lung also pays close attention to work-life balance for staff. It also organizes a host of activities to strengthen cross-department communication in order to build relationships among colleagues. These activities are diversified, including forming a dragon boat team, a football team, setting up a photography club, and also organizing environmental activities that enhance family relationships and protect the environment.



Hang Lung Properties launched the Emerald Award to pay tribute to the unparalleled performance of frontline staff members in customer service, motivating colleagues to "Go the Extra Mile" in providing superb service.

Emerald Award Excellent Case Sharing

The Emerald Award scheme established by Hang Lung aims at recognizing outstanding employees. Every year, hundreds of staff compete for this award based on their "Go the Extra Mile" service experience. Lo emphasizes that the Award promotes the "Go the Extra Mile" culture and recognizes outstanding customer service staff in both Hong Kong and China. The top winners will be invited to share their personal experiences and service insights, and to make a video to showcase their stories in Hong Kong.

Poon also shares about one of the top winners' cases which demonstrates excellence in problem solving, innovation, initiative and accountability: A single elderly person was not feeling well at home, so his friend helped him to call the security center, but only left a short message that the sick person was in unit 6 on certain floor. Reacting to the



Janet Poon (right), General Manager - Human Resources, and Edward Lo, Senior Manager - Learning & Development of Hang Lung Properties

emergency, the security staff member immediately went to the unit but could not find the sick person there. So he went through the residents list, and finally succeeded with the help of firemen in finding the person needing help.

Learn, Exchange & Share Best Practices

Poon says, "We were under great pressure when going through the CRE Awards assessment, but the experience has been positive for us in many ways. It has helped us to unify our customer focus efforts across different departments. Firstly, the awards provide us with a great opportunity to exchange and learn. APCSC is an authoritative organization and well recognized in the service industry. The CRE Awards attract participants from different industries and provide a platform to learn the latest trends and strategies in the customer service industry."

She adds that all market leaders have different strategies for success, but they find it difficult to exchange openly with one another about them. Every year APCSC organizes many roundtables in the Asia-Pacific region. Hang Lung treats these events as precious opportunities to exchange views with other market leaders. It is valuable that APCSC provides such a professional platform for organizations like us so that we can share best practices and marketing trends.



The Hang Lung Social Club held the Hang Lung LOHAS Day at Tai Tong Holiday Camp, enabling colleagues and their family to enjoy a happy outing together in the countryside as well as to learn more about the importance of environmental sustainability.