

# HR Magazine Conference

## Managing Organizational Change

Case Sharing :

# Hang Lung's Transformation

13 January 2017

# Outline

1. Needs for transformation

2. Transformation: Role of HR

3. Strategic transformation : Crisis and Opportunity

4. Q&A

# 1. Needs for transformation

# 1. Needs for transformation : Background

- Hang Lung was founded by Mr. Chan Tseng-Hsi

1960'S-1980'S

- Became one of the largest real estate developers in Hong Kong
- 

- Mr. Ronnie Chan took over as Chairman of Hang Lung

1990's

- Entered into Mainland property market : Shanghai
- 

- Transformed from a dual-city entity into a multi-city operation

2000's - Now

- Hang Lung has extended its unique footprint into the cities of Shenyang, Jinan, Wuxi, Tianjin, Dalian, Kunming and now to Wuhan



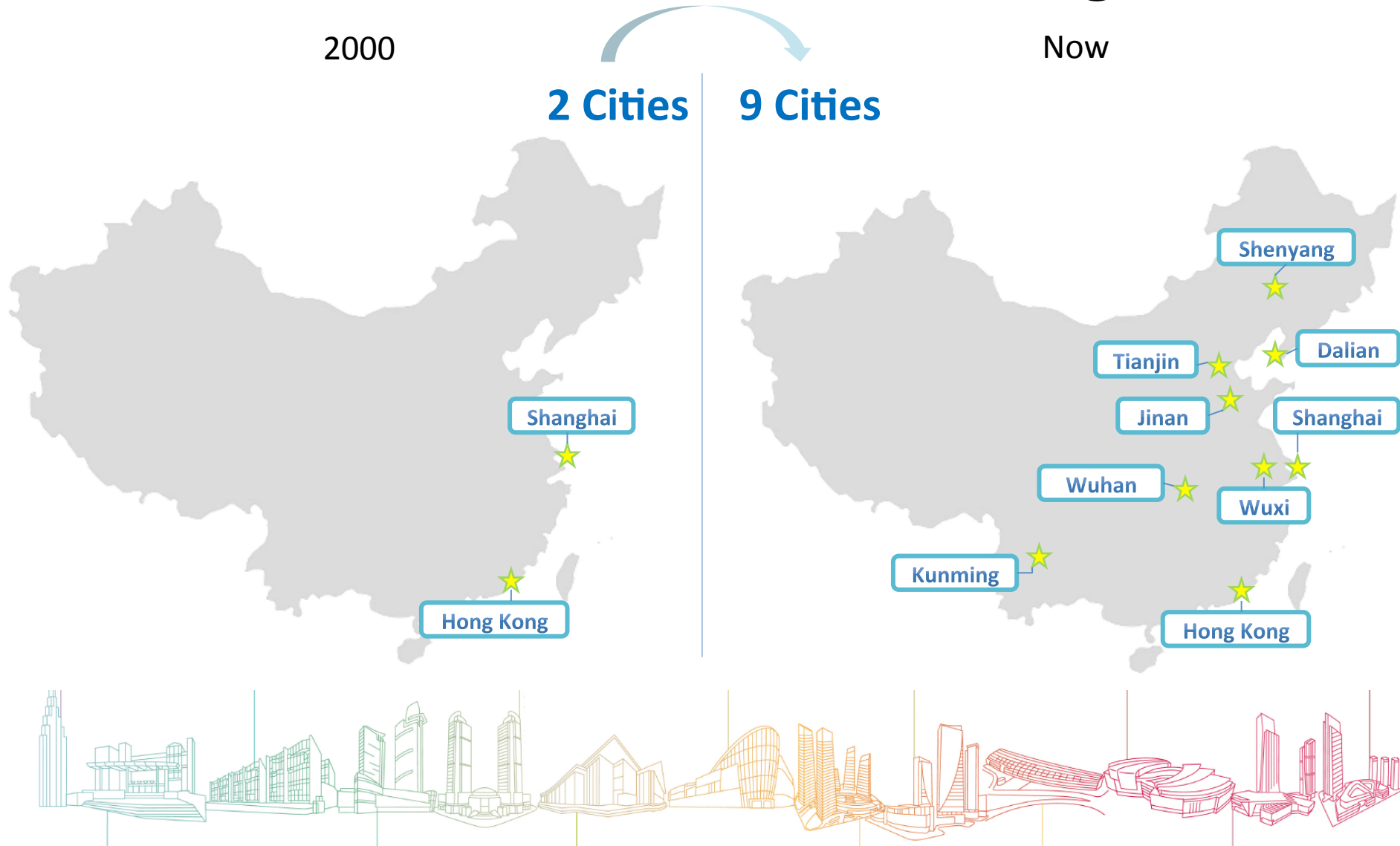
# 1. Needs for transformation : Background

2000

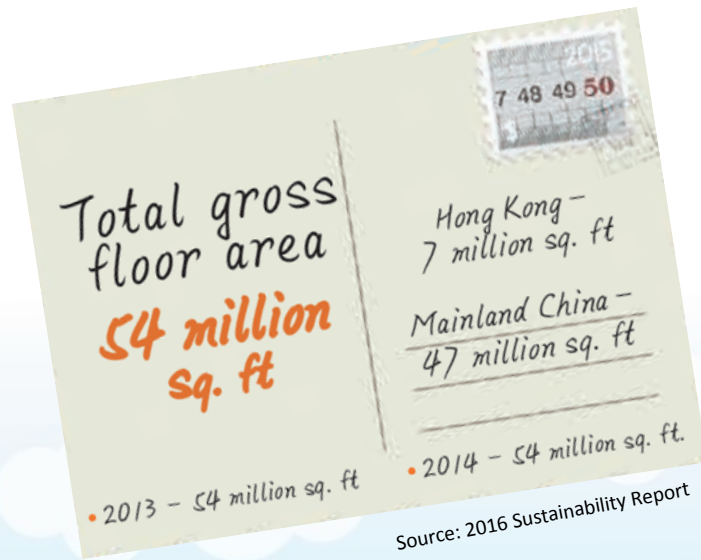
2 Cities

9 Cities

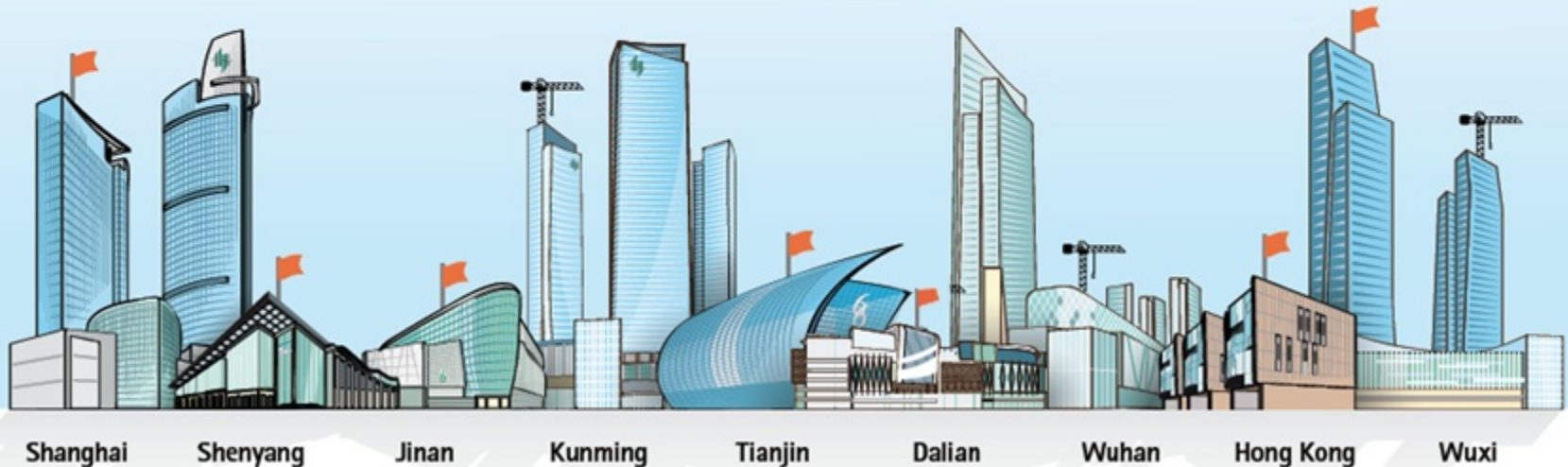
Now



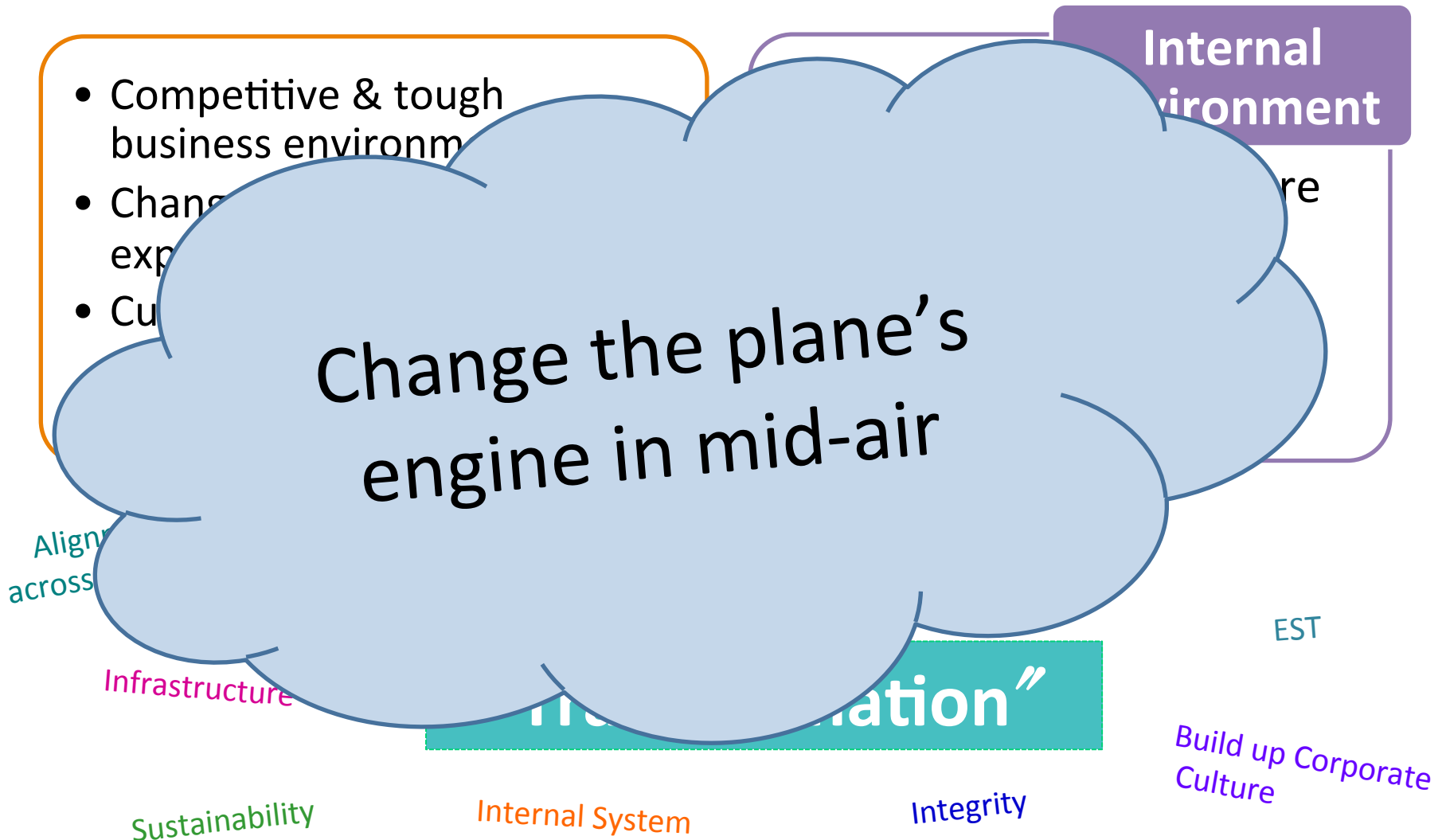
# 1. Needs for transformation : Background



Completed projects  
Projects under development



# 1. Needs for transformation



## 2. Transformation: The Role of HR



## 2. Transformation : What have we HR done?

HR takes a proactive role in implementing and facilitating the process in the following areas:

### Standardization

- Set up structure
- Execution of “Alignment Exercise” across the projects

### Talent Attraction / Development

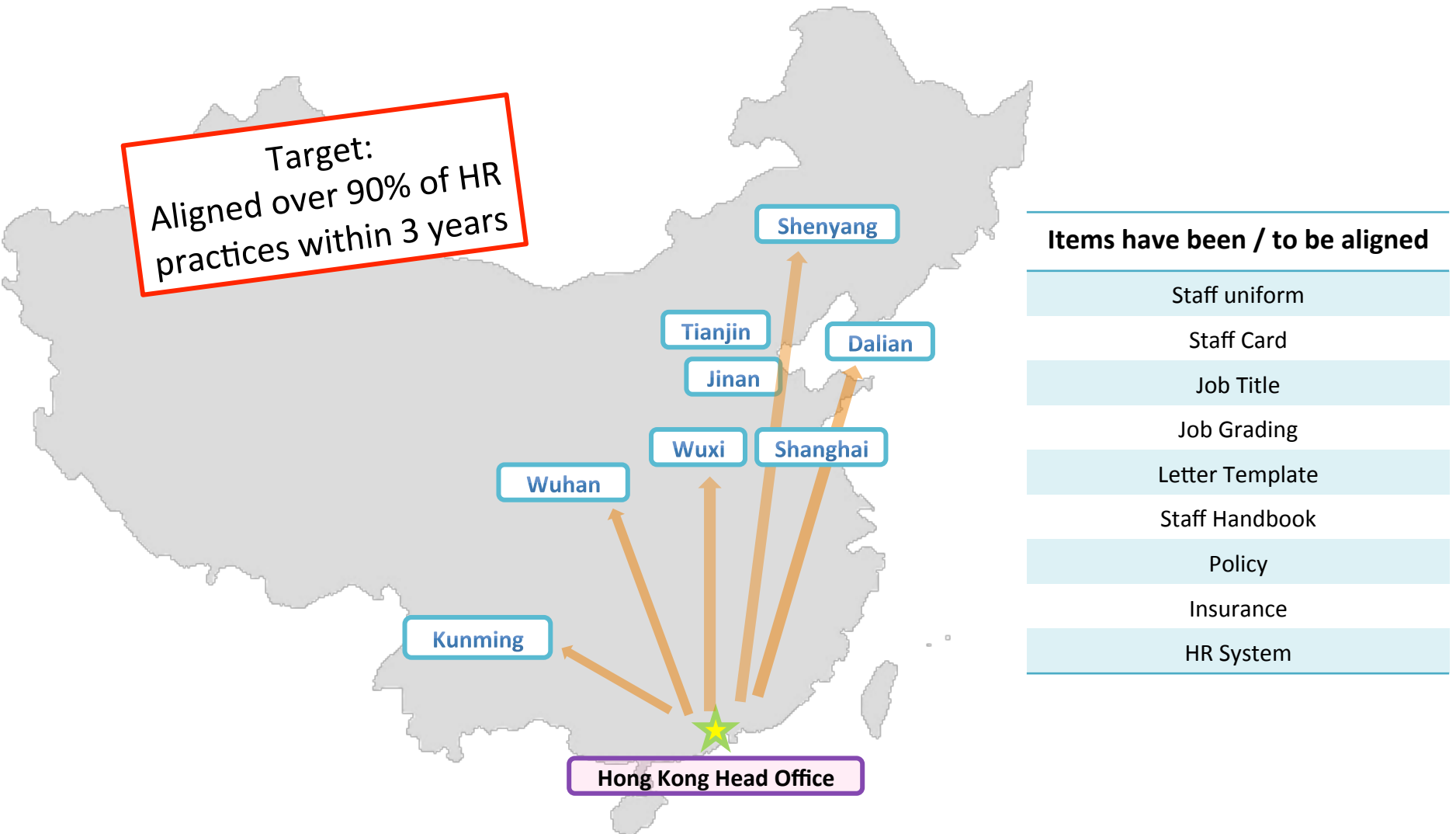
- Acquired TALENTS
- Revamp of MT Program

### Culture Building

- **Service Culture**
  - Review of Operational Staff
  - Launched all-rounded training programs and campaigns
  - Introduced “Emerald Award”
- **Integrity Culture**
  - Proactively uphold corporate value

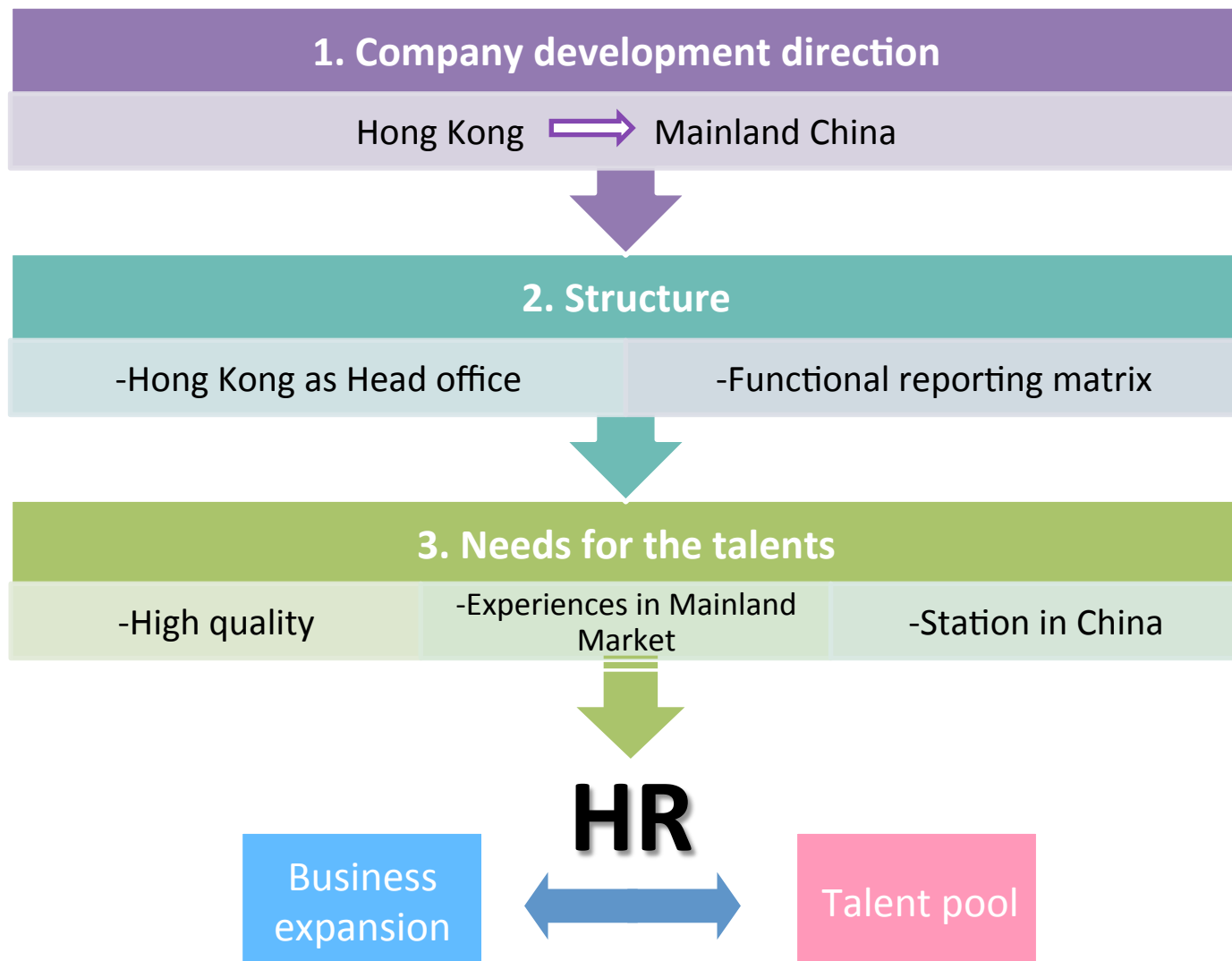
## 2. Transformation : What have we HR done?

Standardization - Execution of “Alignment Exercise” across the projects



## 2. Transformation : What have we HR done?

### Talent Attraction / Development - Acquired calibers

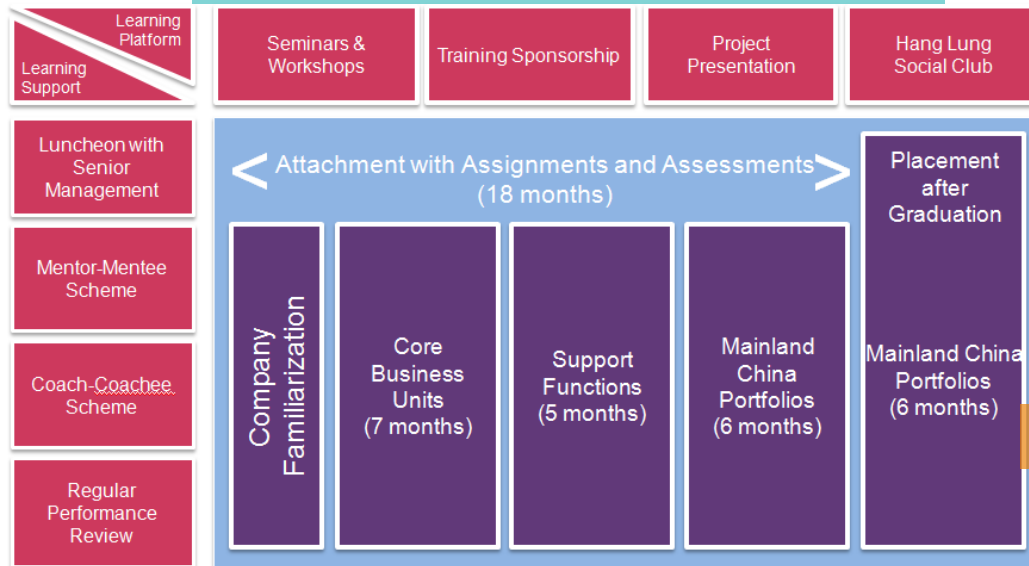


## 2. Transformation : What have we HR done?

Talent Attraction / Development - Revamp of MT Program to build up talent pool

Purpose: Acquire young talents to sustain company growth

✓ Shorten the Program duration to 18 months



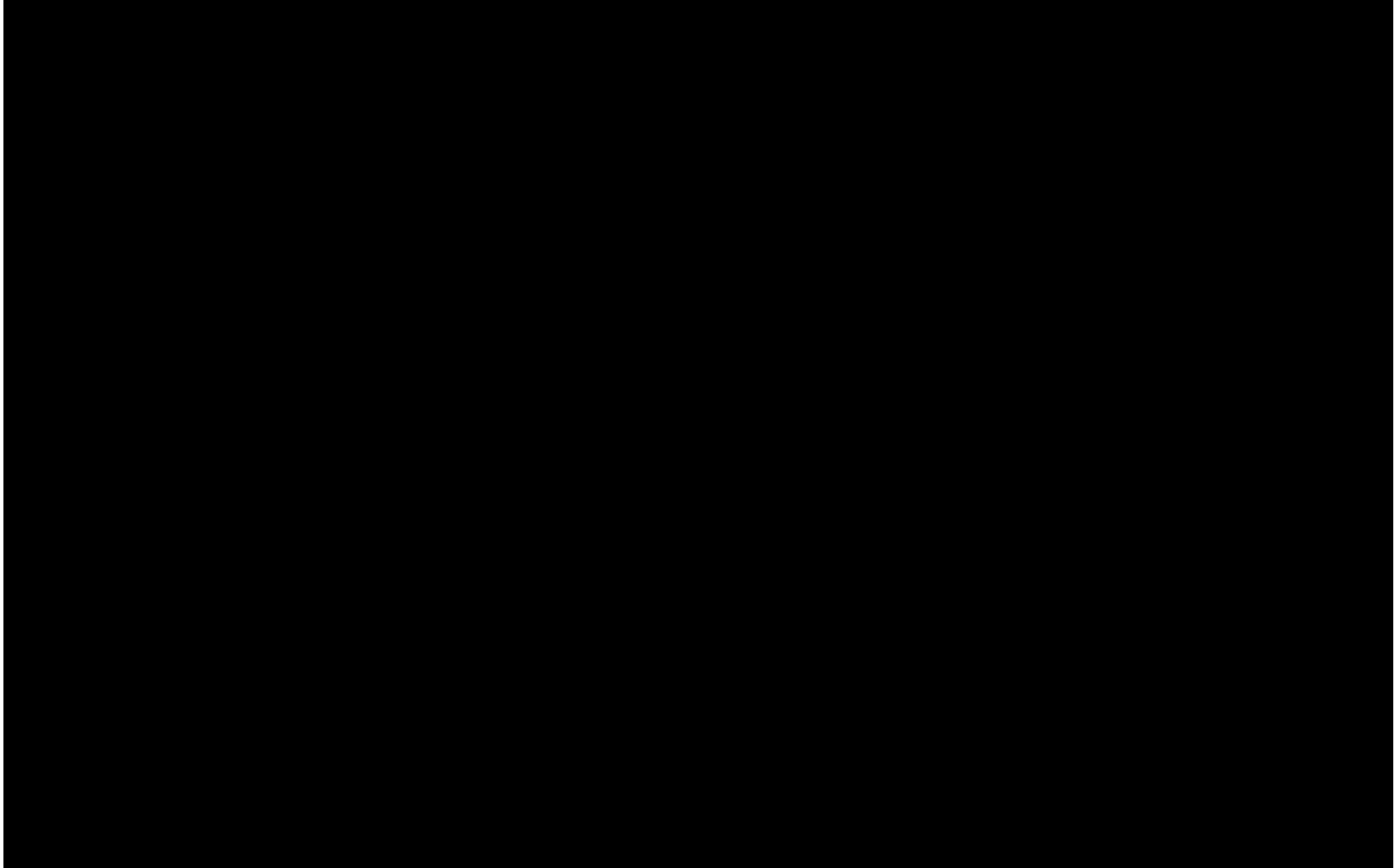
✓ Introduce new and innovative assessment: **TEAMS Day**



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HANG LUNG PROPERTIES

## 2. Transformation : What have we HR done?

Talent Attraction / Development - Revamp of MT Program to build up talent pool



## 2. Transformation : What have we HR done?

### Culture Building - Service Culture

Company's Service Culture:

**“ EST ”**

**(Experience, Service & Technology)**



Strengthen staff's  
service mind-set



Items have been done to facilitate  
company's transformation

Review Operational Staff

Enhance Training program

Introduce “Emerald Award”

## 2. Transformation : What have we HR done?

### Culture Building - Service Culture

Job re-titling

Introduce  
new position

Review Job  
Description

Reduce  
working hours

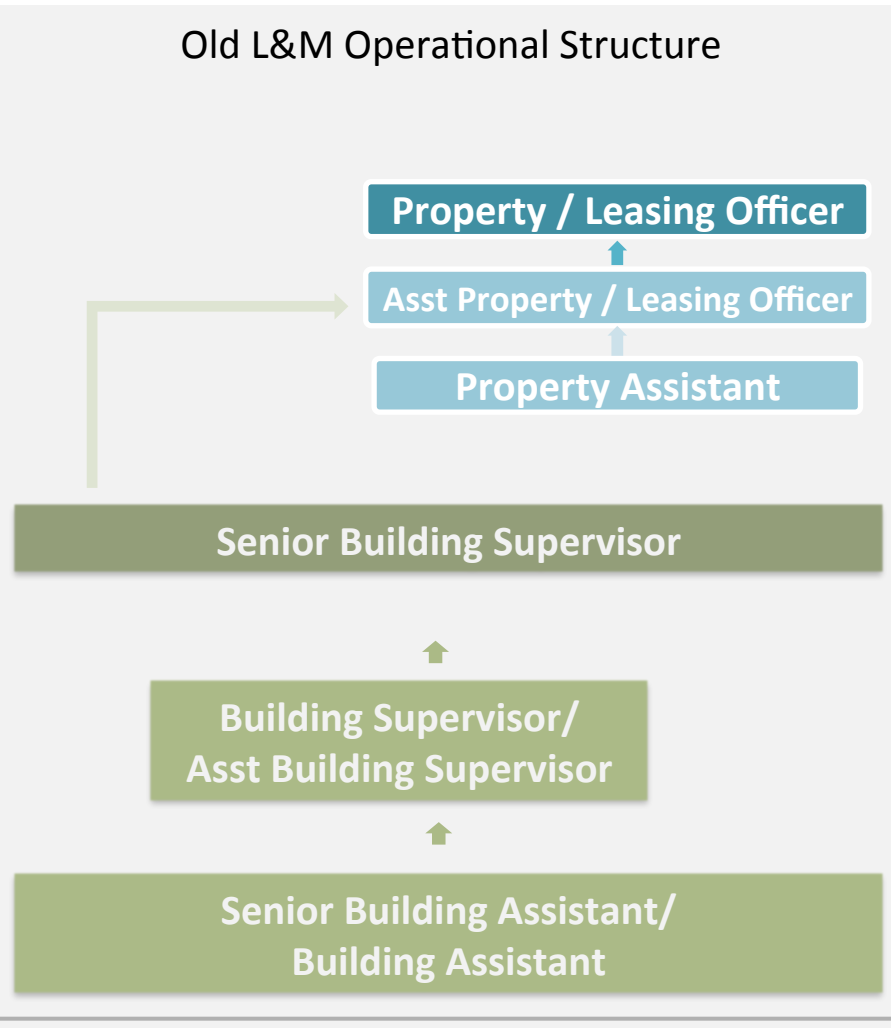
Salary  
Benchmarking

## 2. Transformation : What have we HR done?

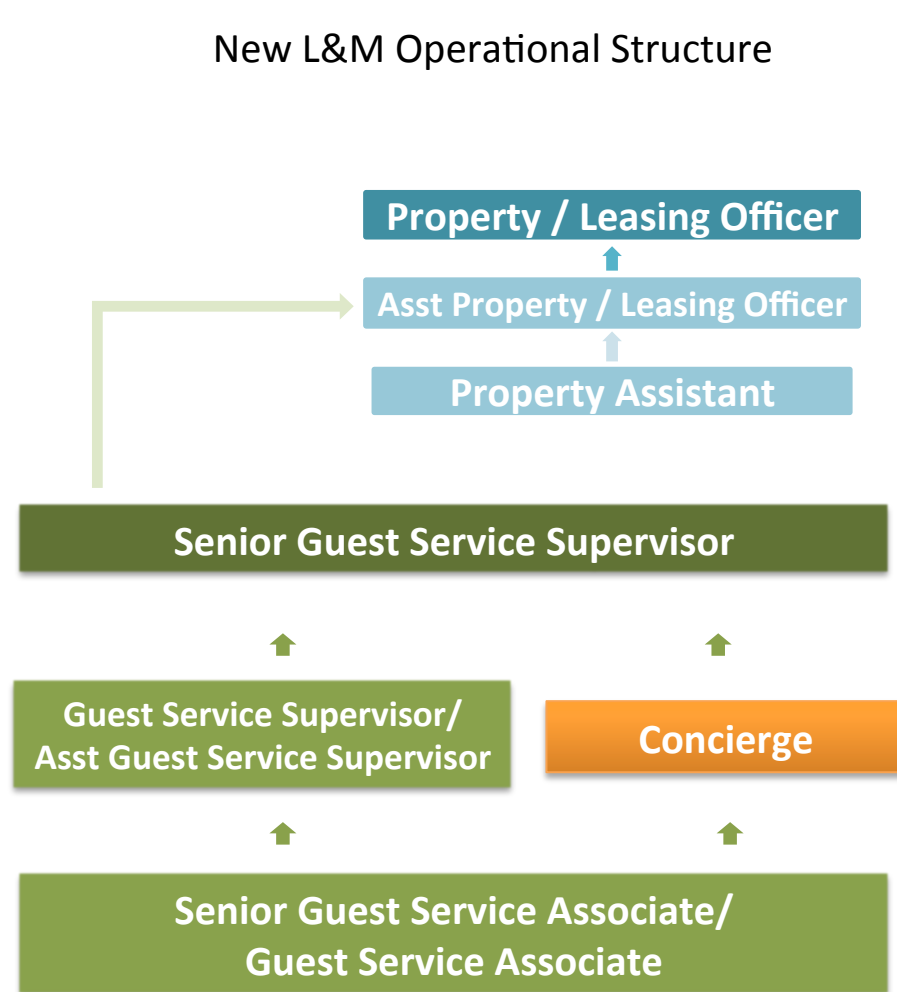
### Culture Building - Service Culture

#### Leasing & Management

Old L&M Operational Structure



New L&M Operational Structure





## 2. Transformation : What have we HR done?

### Culture Building - Service Culture

Purpose: Align with our Corporate Belief “We Do It Right” &  
Reward our employees who “Go the extra mile”



Three main objectives for the award:

1. Inspiring different team members to scale new heights

2. Identifying service role models

3. Motivating service champions

## 2. Transformation : What have we HR done?

### Culture Building - Service Culture

#### Video Sharing:

<https://www.youtube.com/watch?v=N7V4w3whKDE&feature=youtu.be>



## 2. Transformation : What have we HR done?

### Culture Building - Integrity Culture

Example: Integrity Campaign



## 2. The Role of HR in the transformation period



### **3. Strategic transformation : Crisis and Opportunity**

### 3. Strategic transformation : Crisis and Opportunity



## 4. Q&A

**Thank you**