



THE CASE STUDY OF AWARD-WINNING MANAGEMENT SERVICES COMPANY IN GREEN MANAGEMENT

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ABSTRACT

Using the award-winning management services company, Kai Shing Management Services Limited (KSMS) in Hong Kong as a case study, this research investigates effective green management strategies range from carbon emission reduction, energy-saving, water-saving, waste recycling, indoor air quality management, daily green practices, clubhouse practices and various educative community engagement initiatives that have been adopted in award-winning properties management company in Hong Kong. KSMS is committed to implement environmentally friendly practices to all of sites. So as to encourage customers to participate in green living and bring a positive impact on the environment, people and communities. Author conducted case study analysis to illustrate the contributing role of properties management company in green management. All those green management strategies have demonstrated the leading and contributing roles of properties management company. All the management services companies and customers should join hand in hand in daily environmental protection. Originality/Value: This paper urges for the importance of all stakeholders including, government, customers and all management services companies to jointly engage in daily environmental protection for sustainable development. The aim of such an episode is to arouse all stakeholders to take part in environmental protection truly, wholeheartedly and sincerely.

Keywords: Green Management, Services Management, Properties and Facilities Management

INTRODUCTION

As global warming begins to alert the awareness of the need for greater environmental conservation, energy efficiency, and better places to live and work becomes more prevalent (William, 2008). Thus, environmental protection and conservation is paramount because when we protect the environment, we are not protecting some distinct, distant entity but ourselves. Similarly, the demand for green buildings and communities is expected to increase

as well, because people today pay more attention to the healthiness and sustainability of the built environment. Therefore, ethics of conservation becomes the norm which is the necessary staple in any sustainable human endeavour (Maser, 1998). Nowadays, customers focus on development to become more energy efficient and ecologically friendly. Consequently, sustainability has become a touchstone for many of the business sectors (William, 2008). Nevertheless, it will bring increasing demand on energy supply; an increased burden on solid waste management, the pollution of water bodies and air has caused negative environmental effects. Owing to these effects, substantial uncertainty exists regarding the long-term implications of such negative environmental impacts those relating to global climate change. This increasingly calls for environmental protection for all. With the continuous growth of the population along with the convergence of rising energy costs, climate change and other pressing environmental issues, all customer, management companies and governments should take the responsibilities for environmental protection. The impacts of climate change and the efforts to combat climate change touch on every part of our lives. The issue of climate change can only be sufficiently addressed with strong support from the government, the properties management companies and customers to engage in our daily green living.

LITERATURE REVIEW

Sustainability

Concerns related to the environment have progressively escalated (Laroche et al., 2001). Sustainable development refers to a series of processes and practices, involving action, and focusing on the improvement of human life (Blewitt, 2012). The analogies between sustainability and sustainable development advance towards an interrelationship understanding of a single system composed of human and environmental activities. Such understanding has a dual purpose: to satisfy human's needs and to support life-sustaining systems (Lambing, 2005; Brinsmead & Hooker, 2011). Thus, sustainability encompasses systems and sustainable development looks towards human needs and their well-being. Human beings are not independent and isolated; they are part of a complex web of natural phenomena inserted in a single global system, which Moldan et al. (2012) calls a myriad of relationships and interdependencies. Sustainable development is the key to achieve sustainability, which is considered the final long-term goal (Hove, 2004). Sustainability consists of a goal or ultimate objective defined through scientific criteria, which measures and tracks the results generated using sustainable development strategies. In order to achieve the sustainability of a given global system—to raise the level of sustainability quality—it is necessary to use the sustainable development process (Prugh & Assadourian, 2003). Sustainability originally was used to describe development and resource consumption that can meet human's present needs while preserving the ability of the environment in sustaining people at present and in future. It involves considering environmental, economic, and social objectives when developing and implementing public policies and programs. It also involves considering the needs of the present as well as the needs of future generations. In other words, sustainable development rests on the harmony between the needs of stakeholders. Instead of being viewed as a destination, sustainable development is an ongoing process whereby

behaviour is adjusted in the social and economic development and improvement which emphasizes the qualitative improvement in people's well-being. In other words, the concept suggests the community continues to improve the quality of life of its inhabitants (Brandon, 2011). This long-term planning objective of a social-environmental system in balance calls for cooperative functioning among government, institutions, community groups as well as individuals; and the concept is continuously building up from the bottom up through community initiatives. For a business to operate towards sustainability, it should start with the belief that it is part of a larger system in business ecology and extends the willingness to examine the larger socio-economic system and how we impact it at the individual, community and organizational level, and eventually at the planetary level (Laing & Frost, 2010). Hence, green value propositions will include benefits to the physical environment of buildings and facilities, benefits to the community, and improvements to the global environment (Swarbrooke, 1999). It is beneficial to everyone for all businesses, all industry to make environmental sustainability as a management competency and an aspect of organizational excellence (Ahmad et al., 2013). In fact, creating a green culture requires reinforcing people's positive behaviour (Ahmad et al., 2013). The environmental behaviour that changes the availability of materials or energy from the environment or alters the structure and dynamics of ecosystems or the biosphere in environmentally responsible way (Stern, 2000).

Community Participation

Customers' involvement to live green should be a norm. We need to change their ways, their behaviours and their values to care about environmental protection and sustainability must become the social norm. Along with the term community, it is said that public participation is considered the centrepiece of the democratic process (Green & Haines, 2008), which is very essential in community development. In other words, the development of a community requires the involvement and proactive participation of the local community in identifying the strategies they wish to use to improve their quality of life (Green & Haines, 2008). In modern era, much of the policy depends on the knowledge and commitment of the people in approaching the objective of sustainable development. Since local community usually has much better knowledge about the assets and needs of the community, the development project which is supported by the local community is more likely to be successful. In response to this, it is important to accomplish a high standard of education coupled with a willingness to make sacrifices at present in order to allow future generations to have choices in their own futures, equal to what we enjoy at present (Brandon, 2011).

Case Study Analysis

Kai Shing Management Services (KSMS) was selected in this study because KSMS won lots of awards and certificates in 2018 BOCHK Corporate Environmental Leaderships Awards co-organized by the Federation of Hong Kong Industries and Bank of China (Hong Kong). KSMS has adopted a comprehensive range of energy-saving, carbon reduction and waste reduction concepts in properties management, KSMS promotes environmental-friendly awareness to co-build a sustainable and low-carbon green environment (KSMS, 2019). KSMS

participated in the 2018 BOCHK Corporate Environmental Leaderships Awards co-organized by the Federation of Hong Kong Industries and Bank of China (Hong Kong). Among a total of 650 participating enterprises, Landmark North was awarded Gold Award while Leighton Hill and Aegean Coast were awarded Bronze Awards (KSMS, 2019). Park Island attained certificate of EcoChallenger which have proven their outstanding achievements in the area of environmental protection.

Landmark North, winner of the Gold Award under services sector, has excellent performance in reducing carbon emissions through a Scheme of "Reduction of 30% Carbon in 10 Years". Landmark North also implements gardening on the roof garden, which not only increases aesthetic value and creates art for life, but also results in lowering room temperatures and raises the effectiveness of energy-saving and carbon reduction. In addition, Landmark North has recently launched a 'Student Environmental Protection Ambassador Scheme' and organized a range of activities including seminars, workshops and visits to educate students the importance of promoting environmental protection, so that they will join hands and bring positive change to their community (KSMS, 2019).

The Leighton Hill, winner of Bronze Award, proactively implements measures on environmental performance. The Leighton Hill provides small collection bins to facilitate the collection of food waste from customers. The Leighton Hill also arranges free energy and waste checks for customers and staff members, to provide them with advice on energy saving and waste reduction. An Eco Walkway was set up in the podium garden to introduce green facilities at the Estate through tours. Various programmes, such as Eco-School, Eco-Seminar were arranged to promote green messages to the community (KSMS, 2019).

Another Bronze Award winning property, Aegean Coast is dedicated to spreading the message "Go Green Together" through the innovative "3-Steps Audit". By educating public about food wise, waste reduction and energy conservation, Aegean Coast is committed in sowing green seeds in the community (KSMS, 2019).

Park Island attained the certificate of EcoChallenger based on the remarkable track record of applying a comprehensive community based environmental protection in daily management. Park Island was the first largest eco-friendly residential area in Hong Kong (Chan, 2012). The management of Park Island is dedicated, devoted and determined towards environmental protection and promotion. Park Island launches the educative environmental protection events such as "Environmental Protection Pioneer Campaign", "Rewarding Recycling Campaign", "Green Efforts Give Great Rewards Event", "Environmental Protection Workshop", "Environmental Campaign Day", "Environmental Protection Carnival" and "Second-hand Bazaar", held in Park Island, Hong Kong, contribute to demonstrate environmentally friendly property management and raise the environmental protection awareness to encourage customers' involvement to live green (Kwan et al, 2019a). In addition, the green strategies, measures and activities that have been adopted in 3 private residential clubhouses and those strategies has demonstrated extraordinary green management in clubhouses that raise the environmental protection awareness for users while they are enjoying clubhouses services (Kwan et al, 2019b). Also, the environmental protection daily measures have been adopted in Park Island, has demonstrated outstanding green management

in estate that inspire customers to live green through their daily living (Kong et al., 2019). Furthermore, green planting corners for customers to rent a specific square to do planting and implement gardening on the spare podium area, which can let the customers to grow their own plants, let families to experience and explore nature, nurture green creatures, increases aesthetic value and creates art for life, it helps to in lowering room temperatures and raises the effectiveness of energy-saving and carbon reduction. All these arrangements aim to build up neighbouring relationship and sense of belonging to customers, especially children who will be educated with a green and environmental care culture. Finally, periodic consultation meetings have been held to listen the feedback from customers for discussing green issues such as the installation of solar panel in towers.

To sum up, properties management is a very demanding and challenging profession (Baharum, Nawawi, Saat, 2009). The scope of management continues to evolve, traditionally, property management companies used to provide services such as security, cleaning, maintenance and financial management of the day-to-day operation of properties. In addition, it involves organizing an efficient system as well as directing, coordinating and controlling all the skills available towards maintaining the property value and at the same time ensuring maximum protection of its fabric from deterioration and wastage through proper upkeep and maintenance (Scarrett, 1986). Furthermore, properties management company have paid great efforts to combat climate change by adopting green management.

CONCLUSIONS AND RECOMMENDATIONS

This study aimed to investigate various outstanding green management strategies that have been adopted in KSMS, award-winning management services company and explore how those strategies raise the environmental protection awareness for customers to live green in everyday of their lives. The results of this study appear to suggest that all the customers, management services companies and governments should actively engage in environmental protection for sustainable development. The extraordinary management services are not just performed in a single case under specific occasions. It is all about providing continuous services from the hearts of property management practitioners throughout the years in whatever fine or adverse weather conditions, on whenever calm or challenging moments, in ordinary or special days, in managed properties or in green global. The dedicated efforts to take care of customer's properties and always maintain green environment through providing extraordinary services, in 24 hours, 7 days in a week, 365/366 days in a year should be praised. Maintaining a sustainable living environment is always the mission of professional property practitioners. Finally, we learnt outstanding management services company has contributed a lot in order to make a positive difference to the world by designing and implementing various green management strategies, such as carbon emission reduction, energy-saving, water-saving, waste recycling, indoor air quality management, daily green practices, clubhouse practices and various educative community engagement initiatives. Ultimately, the reputation and image of the contributing and leading roles of management

services company have been well established through having good corporate green responsibilities towards a greener and eco-friendly world for future generation.

Theoretical Implications

- The current research backs significantly to the current literature as the issue of green management in services management industry is rarely discussed. Thus, it expands the body of knowledge in this field.

Managerial Implications

- To launch different kinds of meaningful green promotion program to attract more customers to participate.
- To promote green management by variety via traditional and social media promotion channels.
- To invite customers to fully participate by recruiting suitable and enthusiastic customers sparing their own leisure time and willingness to promote environmental protection and to organize green events.
- To invite customers, a key stakeholder to act as green ambassadors and organizing green design competitions. Green ambassadors assist property managers as leaders of green events, such as visits, seminars, recycling programmes, hiking and planting days, whereas winners of green design competitions, through their own green design concepts, help property managers promote the importance of environmental protection and promulgate recycling and waste reduction.
- To arouse customers' interest, property managers can make use of ad hoc environmental seminars, workshops, exhibitions and green competitions, like competing in recycling quantity among different blocks of an estate. Property managers may also construct permanent green corners within a designated space of an estate or a building to make available updated environmental information, such as record photos of visits, competition and leisure activities or information to customers.

Recommendations to Government

- To reform and support the recycling industry.
- To provide subsidy the recycling industry to develop a greater capacity for processing waste recyclables into usable products.
- To fully support the recycling industry by subsidizing recycling operations and education on resource recovery and sustainable consumption.
- To encourage the public to support local green industry through green procurement.
- To facilitate green business and technology transfer between cities and even countries.
- To increase investments to support the business development of clean energy, air quality, transportation.
- To direct investment towards ecological infrastructure and renewable energy.

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