



HKSGV 2018 Case Competition – Case Question

Airport Authority Hong Kong: EXTRA MILE

Airport Authority Hong Kong (AAHK) is the operator of Hong Kong International Airport (HKIA). AAHK has been a stalwart supporter of social responsibility, committing itself to a variety of initiatives such as greening programmes and corporate volunteering activities in order to share the fruits of its success with the society. Building on its practices of giving back to the society, AAHK began taking a more strategically coordinated approach to its community engagement to create the unit EXTRA MILE - a community investment project based mainly on Lantau Island with the goal to “develop and nurture talents, improve social mobility and drive the development of HKIA and our society.” Launched in early 2018, this monumental project currently encompasses three pilot programmes (Working Holiday @Lantau, The Pioneer, and EduCare) that serve three target beneficiary groups: working youth, non-Chinese speakers and airport staff with children.

1 Case Question

Imagine yourself as the director of EXTRA MILE, having successfully launched the three pilot programmes. Your next step is to scale up the project, both in size and scope. You are primarily concerned with diversifying the project’s target beneficiary groups through initiating new programmes, whilst also ensuring that the business value of the project is not being compromised. You should formulate new programmes in line with AAHK’s community investment vision – in other words, programmes which can create value for HKIA in terms of attracting and retaining talents, through fulfilling a social mission of providing opportunities of upwards mobility and socioeconomic well-being to neighbouring communities. You are expected to suggest a programme to address existing challenges faced by one of the target groups.

2 The Three EXTRA MILE Pilot Programmes

2.1 Working Holiday@Lantau is a one-year work placement programme aimed at inspiring and enabling those who feel disorientated and lost in their career. This initiative features a job shadowing and mentorship placement to guide participating youths in their career development. Accommodation is also provided to enable participating youths to live an independent life. Supported by The Hong Kong Federation of Youth Groups, the programme explores areas related to career planning, personal development and community services.

2.2 The Pioneer is a one-year work placement programme with a focus on serving the needs of non-Chinese speakers (NCS) who demonstrate leadership potentials. Participants will work in aviation-related industries whilst receiving on-the-job training. This programme is organised in collaboration with the HKSKH Lady MacLehose Centre, which helps to cultivate a culturally inclusive working environment in HKIA through cultural integration activities.

2.3 EduCare is a family support programme run by Playtao Education Foundation Limited. It offers after-school tutorial and exposure programmes to Tung Chung primary school

students, whose parents work at the Airport. Through this initiative, AAHK hopes to relieve parents of the pressure of taking care of their children's studies after work.

3 Challenges when Serving the Three Beneficiary Groups

Youth, retirees and homemakers are the three demographic groups identified as possible beneficiaries for the aforementioned programmes. Youths in Hong Kong, as with young people around the world, are vulnerable to the insecurities and instabilities of the modern society. It is not easy to design programmes which can provide them with relevant training and employment support while improving the economic well-being and enhancing mobility of the neighbouring communities. Retirees and homemakers, meanwhile, may feel detached from the community and may not have enough opportunities to maximise the value of their time. Again, designing programmes which can allow these two groups feel worthwhile while enhancing the social growth of neighbouring communities is always a challenge.

4 Creating Business Value: Talent Recruitment and Retention

In line with the spirit of creating shared value (CSV), it is essential for new programmes proposed to be able to create business value for AAHK and its other corporate stakeholders. The operation of HKIA is supported by a wide range of business partners – from airlines to retailers, hospitality and food and beverages operators, and logistics operators. The current workforce at HKIA is about 73,000. With unemployment rate in Hong Kong as low as about 3% and the perception of long travelling time to work at HKIA on Lantau Island, recruitment and retention of employees at HKIA has been difficult. With HKIA's upcoming expansion plans, its manpower requirement is expected to further increase. In scaling up the EXTRA MILE project, suitable measures should be taken into account in addressing the manpower needed for HKIA's expansion plans.