

# ‘Power of Link United — Linkers Day @ Work’ Promotes Company Culture

Link Asset Management Limited

Best Use of Video

January 2023



## Company Background



Company-at-a-Glance	
Headquarters	Hong Kong, China
Year Founded	2004
Revenue	HK\$ 10,744 Million (July 2021)
Employees	1000 (estimate July 2021)
Global Scale (Regions that you operate in or provide services to)	Hong Kong, China Shanghai, Beijing, Guangzhou, Shenzhen – China Sydney, Australia London, United Kingdom
Customers/Output, etc. (Key customers and services offered)	Asset Management, Portfolio Management and Capital Management. Invest and manage retail and commercial covering office, retail, carparks and logistics.
Industry	Property
Stock Symbol	SEHK 823 Hang Seng Index
Website	<a href="http://www.linkreit.com">www.linkreit.com</a>

**Budget and Timeframe**

Budget and Timeframe	
Number of (HR, Learning, Talent) employees involved with the implementation?	2 (Support members from HR)
Number of Operations or Subject Matter Expert employees involved with the implementation?	Per function video (15-20 complete team members)
Timeframe to implement	2.5 – 3 months per function video
Start date of the program	November 2020

**Business Conditions and Business Needs**

Employees are the foundation of Link’s success and catalysts for sustainable business growth. Link’s senior management is committed to creating and nurturing an inclusive workplace where Linkers can bring their “whole self” to work and maximize their contribution.

To advocate life-long learning within Link, the Learning and Development (L&D) Committee was formed in 2018, consisting of representatives from different departments and different levels. The committee was empowered by management to assume the role of learning culture champion and tasked to support formulation of corporate-wide learning activities in promoting and driving Link’s life-long learning culture.

To enable Linkers having deeper understanding of respective function’s role contribution in the organization, instilling a sense of pride and strengthening ownership among Linkers, the Committee conceptualized the idea of having each function create a video that best represent the function’s role, responsibilities and contribution in Link.

The objectives were to:

- Showcase each function’s unique role in supporting Link’s growth.
- Create a sense of pride in how Linkers serve the community and stakeholders.
- Strengthen both existing and new joiners’ organization acumen.
- Empower Linkers to adopt creativity, exercise ownership and collaboration.

## Overview

“The Power of Link United – Linkers Day @ Work” was developed with the aim to provide Linkers with a holistic insight on how each function operates and contributes to the organization. Being part of a continuum, each of the 10 functions in Link play a critical role and work interconnectedly to serve the community and stakeholders. Showcasing respective function’s role support deepening organization acumen for Linkers but also strengthens the sense of pride on the function’s contribution in supporting Link’s success.

To encourage creativity and innovative ideation, each function was provided with the autonomy to adopt unique approach in creating a visual, engaging and informative video that must exhibit and meet three (3) criteria:

- Contribution – illustrating the function’s work responsibilities and how this contributes to serving the community and Link’s stakeholders.
- Collaboration – demonstrating how each team within the function operates, aligns and synergizes to maximize function’s efficiency and effectiveness.
- Creativity – applying creative concept and story-telling approach to engage, entice and capture winning scores from Linkers.

The initiative was well-received with enthusiasm by respective functions leading to the birth of video project teams. Junior-level Linkers emerged as video directors/producers and mid-tier managers to function as leaders as cast members. Each video project team was able to deliver the masterpiece with the assigned timeline despite challenges with social distancing and the unexpected outburst of Omicron.

## Design

Utilizing the concept of microfilm, each function set up video project team to initiate an original departmental story that best illustrate the function's role in an informative yet interesting mode. Senior management granted full empowerment for each project team to unleash creativity from storyboard design, filming approach and style of presentation but ensuring prime audience acquire appropriate learning and viewing satisfaction (Linkers).

One of the production guidelines was the prohibiting of external vendor engagement in any part of the filming. This guideline has proven to deliver an unexpected performance and positive outcome.

Each team acquired new skills from creating storyboard, taking on actor/actress roles, filming the video and editing video, exerting every effort to deliver the masterpiece. Design and production were carried out with minimal cost and utilizing internal available resources such as lighting, video camera and currently used sound and animation software.

To ensure audience comprehension, all videos were produced in Chinese with English subtitle or vice versa, enabling colleagues in Mainland China and Australia & United Kingdom to view the video with ease.

## Delivery

From November 2020, every 2-3 months, one video showcasing individual business functions with thematic elements was released.

The first video featured Project and Operations function with the theme “A Day’s Reflection” demonstrating the dedicated effort of function members in ensuring smooth operations in Link’s malls and maintenance of performance within all portfolios. The video also highlighted the role of Project and Operations in supporting the construction of Link’s headquarter office at The Quayside in Hong Kong.

The Human Resources function’s theme was on “Service from the Heart”, showcasing how Linkers are supported and engaged from hiring, onboarding, learning and throughout their career journey. Key highlights were on employees’ wellness and workplace engagement particularly on caring initiatives during the Covid-19 situation.

Finance function adopted “Finance – Formula 1” to introduce the various financial initiatives and deployment of effective technology in managing and accelerating Link’s financial growth. The Legal function demonstrated their gatekeeper role utilizing the concept of a hit TV series and created an engaging professional persona.

Each video was featured for 2 months through the following viewing access:

- Email with video link sent to all Linkers to announce and publicize viewing.
- Quick access icon on intranet for Linkers to access all featured videos via mobile and personal computer.
- Video screening in the public Hub area for Linkers to video during breaks.
- New joiners are able to access through orientation learning pack.

**Measurable Benefits**

Since the premiere of the first video in November 2020, the “The Power of Link United – Linkers Day @ Work” initiative resulted in:

- Estimate of 40% viewership in the first 10 days of launch.
- Average evaluation rating – 4.7 (5-point assessment scale)
- Written appreciation on video effectiveness and benefits gained by senior management and fellow Linkers.
- Recognition: 2021 Asia-Pacific Stevie Gold Award for “The Power of Link United”
- Recognition: 2022 Asia-Pacific Stevie Gold Award for “Finance – Formula 1”

The impact to the organization exceeds measurements by rating or recognition but valuable benefit to the Linkers. These benefits are emotional and memorable experiences that provided Linkers to:

Gain insights on the role and responsibilities of respective functions and appreciate how each function operates and contributes to the overall success of the organization.

Acquire new skills and apply creativity to support the creation of a meaningful project that illustrate functions value to Link.

Create a sense of pride and belonging, building stronger commitment to drive lifelong learning.

Develop and strengthen internal team collaboration, delivering the initiative through the power of unity.

## Overall

The initiative started in late 2020 but has evolved into a continuous learning project. The positive feedback has translated to strong dose of motivation for the other scheduled functions to adopt more innovative approach for the upcoming video.

The Learning and Development Committee (L&D) conducted review discussion after each video launch to identify areas of improvement. The discussion resulted in the following challenges and support:

- Production Time – some project teams have limited manpower and required more time to develop storyboard creation or filming. This affected the production schedule and created slight frustration for some teams.
  - Support: Re-set production schedule to provide more time for production, allocating extra 1 month for storyboard creation and 2 months for production instead of original 2 months schedule.
  - Manpower and advise support were extended to project team from the teams that have completed the video. This became a cross-function best practice and social learning exercise enabling diverse functions to collaborate and learn from each other.
- Ideation Challenge – some of the teams have limited exposure on developing creativity content particularly for those in the compliance or technical functions. This posed as a barrier to come up with innovative ideas yet retain the business achievement of the function.
  - Support: Exercising creativity became a challenge for some of the teams and developing creative ideas might exceed the comfort zone for individual. To support ideation, L&D Committee invited external subject matter expert to conduct a lunch and learn workshop on “The Art of Storytelling”, for Linkers to understand and acquire practical framework on developing audience-centric and engaging presentation.
  - The workshop benefitted both project teams but also other Linkers who are keen to acquire new approach to presenting their ideas. The positive demand has resulted L&D Committee to further promoted this workshop as a learning series to Linkers for 2022.
- Resource Management – one of the criteria is prohibiting the engagement of external vendor to support the video creation. Learning new skills and acquiring video resources such as equipment, software, etc. required more time and investment support.

- Support: To assist each of the project team in creating storyboard, templates on storyboard scripting and how to apply voice-over software was introduced and provided for ease in development. Internal resources from the Learning team (HR) were engaged to advise and guide teams on video shooting and editing. Full set of video shooting equipment was deployed internally from Corporate Affairs Function and Learning Function for project teams as resources. This action further strengthens the core value of Link – Teamwork, where different functions come together to support each other in attaining a common goal.

The outburst of Omicron has somewhat affected the production schedule for the other functions particularly restrictions on social gathering and Work from Home arrangement. However, this has not minimized the engagement and enthusiasm of the project teams and production is underway for the next video release from the Leasing Function.

The positive response from Linkers on the function video led to incorporating Mainland China, Australia and UK in the upcoming production schedule. Although overseas travel has not fully resumed, the initiative will bring the other locations closer to Linkers in Hong Kong and created a “Remote yet Connected” engagement for the whole organization.

The L&D Committee will continue to initiate corporate-wide learning and promote lifelong learning culture in support of Link’s belief: Link People to a Brighter Future.



## About Brandon Hall Group

With more than 10,000 clients globally and 30 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.



### ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.

### SMARTCHOICE® PREFERRED PROVIDER PROGRAM

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.