

人物誌 Portrait



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本期《專業天地》專訪了監管局的地產代理業界成員汪敦敬博士，了解一下他對監管局與業界的關係，以及對業界發展的看法。

In this issue of *Horizons*, we interview Dr Lawrance WONG Dun-king, member of the EAA from the estate agency trade sector, about his views on the relationship between the EAA and the trade, and the development of the trade.

問：作為監管局董事局中的業界代表成員，你覺得監管局與業界的關係如何？

Q: As a trade representative member of the EAA Board, what do you think of the relationship between the EAA and the trade?

答：我覺得監管局與業界有一個很好的關係，大家溝通得很好。這不僅是我作為監管局董事局成員的緣由，事實上我擔任商會代表十多年，一直有和監管局溝通，這方面是很重要的，因為市場資訊變化萬千，局方和業界有需要互相補足及支持，共同締造多贏的局面。做地產代理生意，能夠保障到客戶的利益，便可賺到客戶的口碑和信任，等同保障了自己；因此，監管局要求我們保障客戶的利益，亦即等同保障了業界。監管局把業界的執業及操守規範化，是對業界一個保障，為業界劃出一條清楚的界

A: I think the EAA has a very good relationship and communication with the trade. I have this impression not only because I am a member of the EAA Board. In fact, I have been a trade representative for more than a decade and I have always communicated with the EAA. This is very important because market information is ever changing and there is a need for the EAA and the industry to complement and support each other to create a win-win situation. By protecting the interests of customers, the estate agency business can earn customers' word-of-mouth recommendations and trust; which means protecting the trade's own interests. In other words, the EAA is in fact protecting the trade by requesting us to protect our customers' interests. In providing a standard for the trade's practices and ethics, the EAA protects the trade and sets a clear boundary enabling practitioners to know what they can and cannot

線，令從業員知道孰可為、孰不可為，以及有否為客戶盡力，多年來相當成功，保障到業界之餘也保障了消費者。

問： 監管局的工作不單面對業界，還有公眾、政府和其他持份者，你作為業界代表，如何平衡各方利益？

答： 我認為要取得平衡，一點也不困難。因為彼此的目標一致，都是為了保障消費者。地產代理行業本身是服務行業，做生意不能只為了滿足自己，更重要是令消費者滿意。始終，消費者花上大筆金錢來買樓，地產代理工作應要盡量滿足客戶要求，同時不時檢討自己做得是否正確和足夠。我本身做街坊生意多年，一向認為，保證到服務質素，就可以保護到公司形象。因此，無論監管局、業界或其他持份者，都以保障消費者為同一方向，要取得平衡或多方共贏並非難事。

問： 近年投身地產代理行業人數不斷增加，你覺得是一件好事嗎？

答： 理論上，任何行業都應該歡迎有更多新力軍加入，這樣才是行業的健康發展。不過，我認為，經營者在不斷聘請新人入行的同時，也應要關心一下他們是否有足夠的「開單」機會，例如公司有否為他們提供足夠的培訓和資源，而不是只顧不斷聘請，令到一間分行人數太多，同事之間互相競爭太激烈。我認為經營者應要用心考慮企業運作的設計，不應麻木使用人海戰術。倘若只顧要人數眾多，當中卻不幸良莠不齊的話，對公司或行業的形象都並非是一件好事。

do, and whether they are doing their best for their customers. The mechanism has worked well for years and it protects the trade as well as consumers.

Q: The work of the EAA not only faces the trade, but also the public, the government and other stakeholders. As a trade representative, how can you strike a balance for the interests of all parties?

A: I think it is not difficult at all to achieve a balance. Our goals are common and we all aim at protecting consumers. Estate agency business is a service industry. We aim not only to satisfy ourselves but most importantly the consumers. After all, consumers spend a large amount of money to purchase a property. Estate agency practitioners should try their best to meet customer expectations and requirements, and review from time to time whether their services are proper and sufficient. I have been doing neighbourhood business for many years and have always believed in protecting our corporate image through upholding our quality of service. Therefore, as the EAA, the trade and other stakeholders are in unison in protecting consumers, it is not difficult to achieve a balanced or multi-win situation.

Q: In recent years, the number of people joining the estate agency trade has continuously increased. Do you think it is a good thing?

A: In theory, any industry should welcome more newcomers, so that the trade can develop healthily. However, I believe that while business operators are constantly hiring new recruits, they should also be concerned about whether they have provided enough opportunities for their staff. For instance, the company should consider whether they have provided the new recruits with adequate training and resources, instead of just continuing to hire more people and creating fierce competition between colleagues because of too many staff in a branch office. I think that business operators should carefully consider their corporate business design and should not use human tactics without consideration. If they only focus on hiring a large number of people and some of those staff are not up to standard, the outcome would jeopardise the image of the company or the trade.