



**In context of the 3RS creating 123,000 additional vacancies at HKAA,  
what should HKAA do to attract young talents?**

## **Team Rainbow**

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# Agenda

Team Rainbow HKAA Airport Project



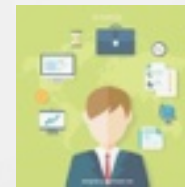
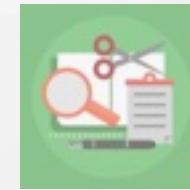
## **PART 01** PESTLE Analysis

## **PART 02** General Talent Management Strategies

### **PART 03.1** Segment Strategies : Skilled Workers

### **PART 03.2** Segment Strategies : Manual Workers

### **PART 03.3** Segment Strategies : Management and Professional Workers





## **PART 01 PESTLE ANALYSIS**

**HKAA PESTLE OF HONG KONG'S TALENT POOL**

### PESTLE Analysis. HKAA PESTLE Of Hong Kong's Talent Pool



#### Political

- HKAA : Workforce Shortage & full employment
- Brand Image & corporate culture



#### Economical

- Various Financial Benefits
- HK housing concern: an opportunity?
- Daily Commute expenses
- Competitor offers to talent



#### Social

- Brand Image: employment security & non-financial benefits
- Culture and opportunities



# PESTLE Analysis. HKAA PESTLE Of Hong Kong's Talent Pool



## T echnological

- High-Tech Attraction
- Home-working advantage
- Technology in attraction and selection.
- Hiring Future Tech Skills



## L egal

- International recruitment
- Employment Conditions
- Safe working environment



## E nvironmental

- Logistic Footprint
- Organization culture and Values





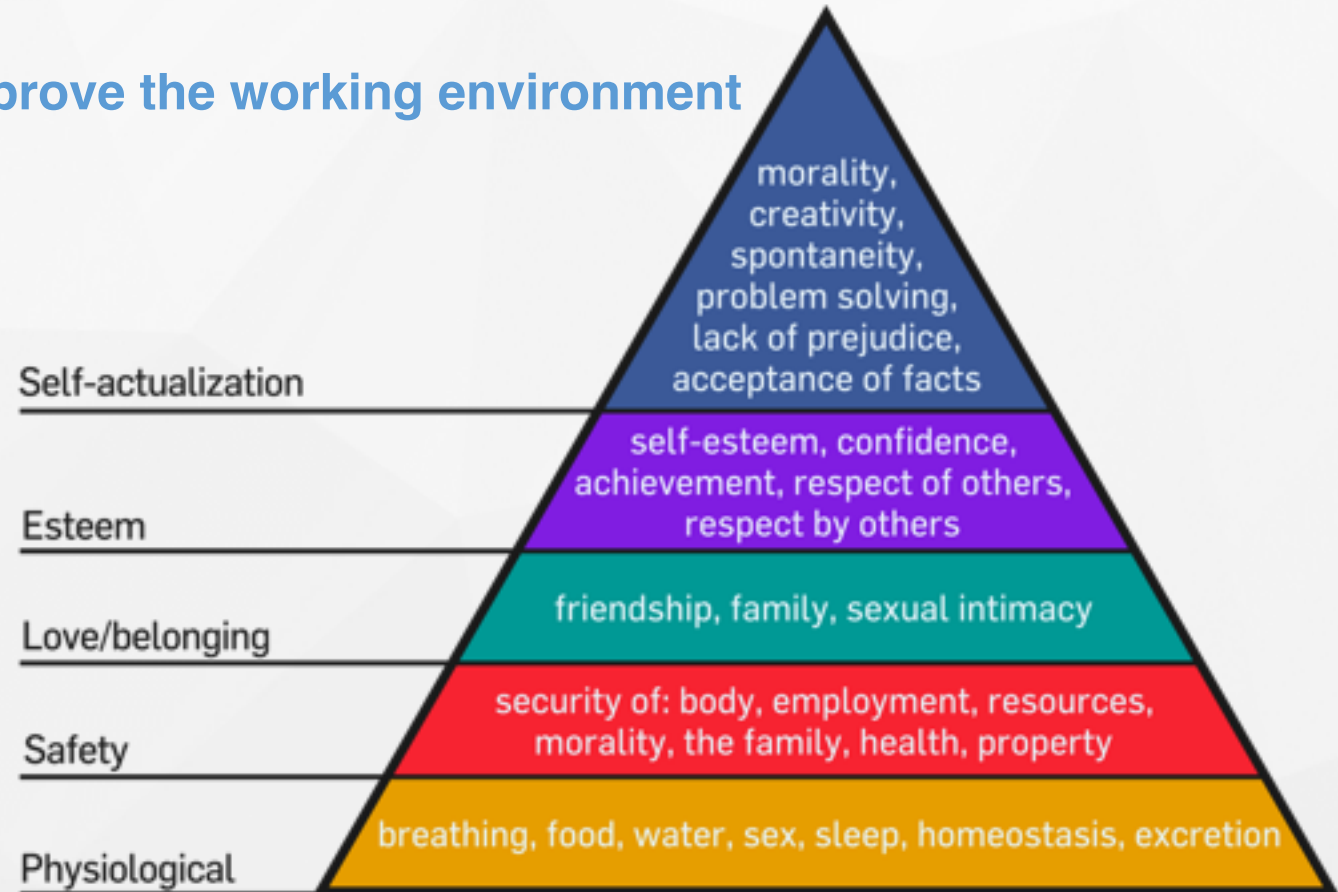


## PART 02 General Talent Management Strategies

#### ■ Indirect Attraction: Build a brand and improve the working environment

- People Love to Work in the HKAA
- Less direct attract necessary
- Lower retention rate

To Structure:  
**Maslow's Hierarchy of Needs**



## PART 02

### General Talent Management Strategies



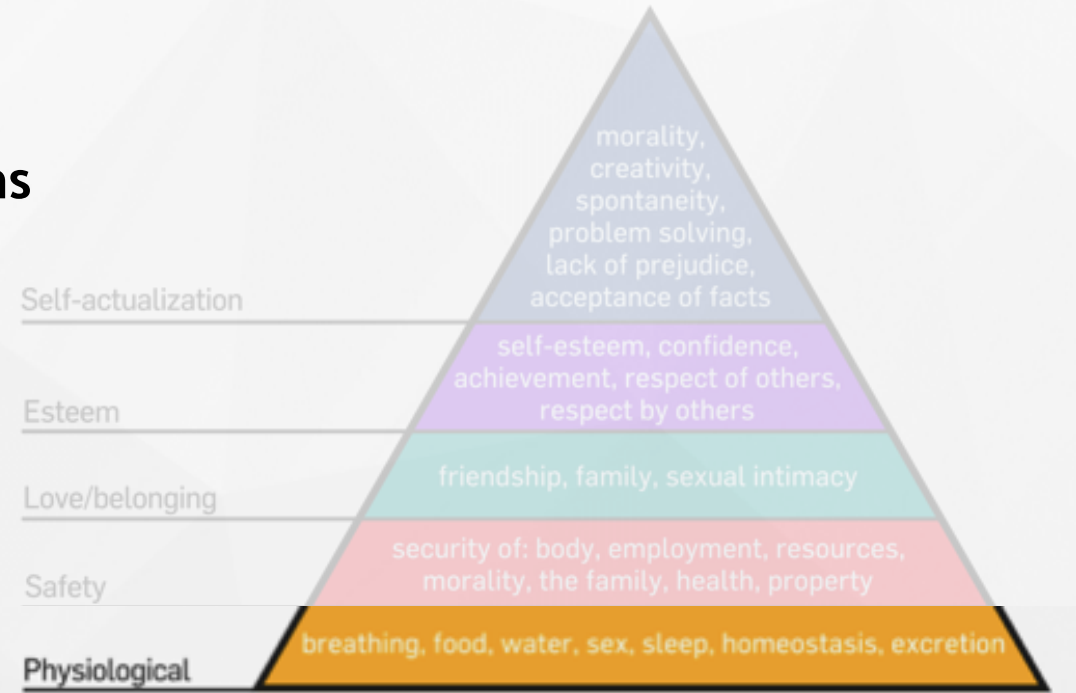
**Wide Selection of Restaurants + Canteens**



**Subsidies + Discounts**



**Continuously changing and  
freshly prepared meals and menus**





## PART 02

### General Talent Management Strategies



#### 1. Employment & Resources

- Job security for several years
- Competitive compensation + Incentives  
(E.g. *Profit-sharing*)
- Support long-term wealth accumulation



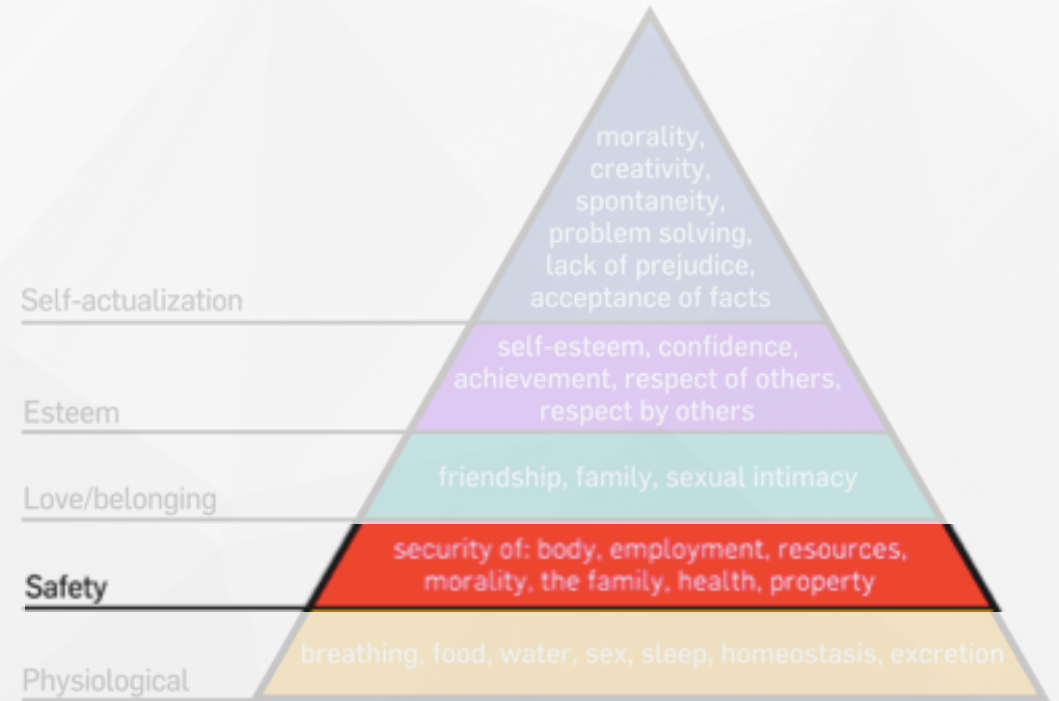
#### 2. Subsidies + Discounts

- Affordable health care benefits
- Good work-life balance and flexible time
- Offer different amenities  
(E.g. *Yoga, Gym, Health clinic*)



#### 3. Property

- Sales and affordable housing arrangements
- Point out highly quality of living conditions  
+ natural environment on Lautau Island



## PART 02

### General Talent Management Strategies



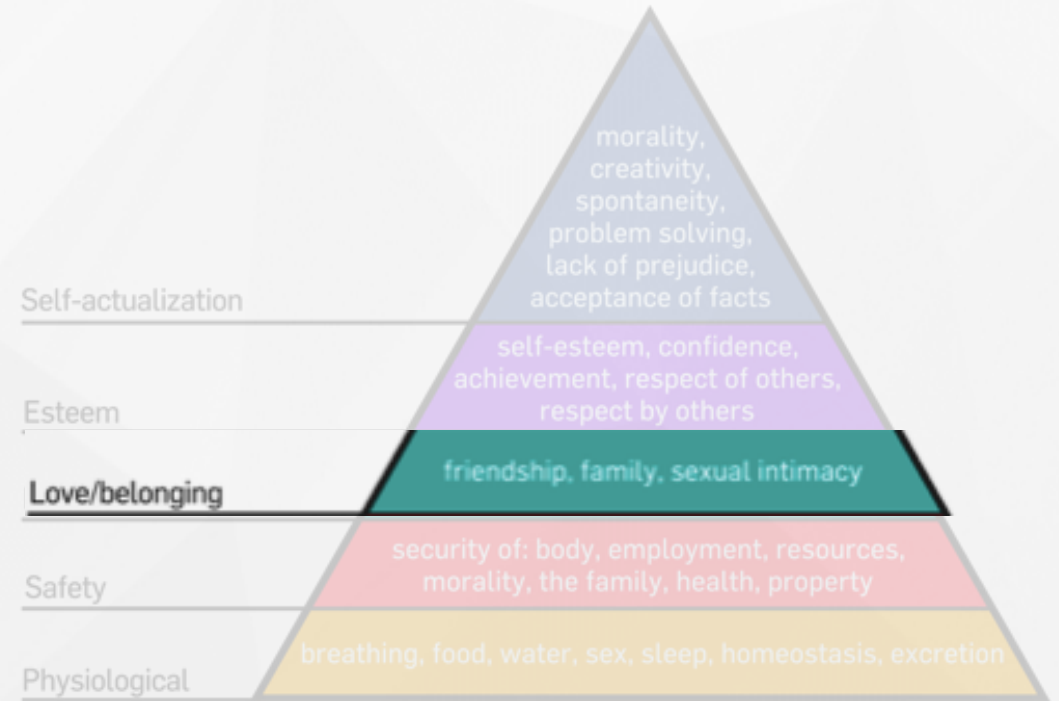
#### Family

- Provide a flexible working schedule
- Offer child care
- Offer parental leave without constraints



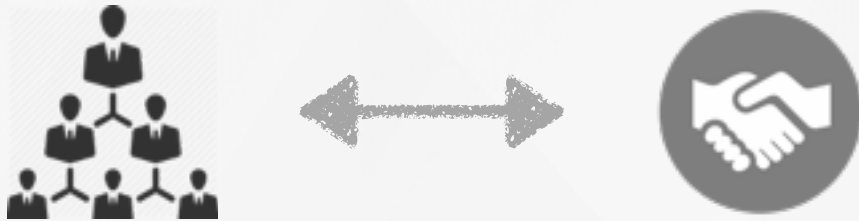
#### Social belonging

- Create corporate identity and feeling of being part of a broader cause
- Provide training regarding mission, vision and values. Example:
- Encourage birthday and company celebrations



## PART 02

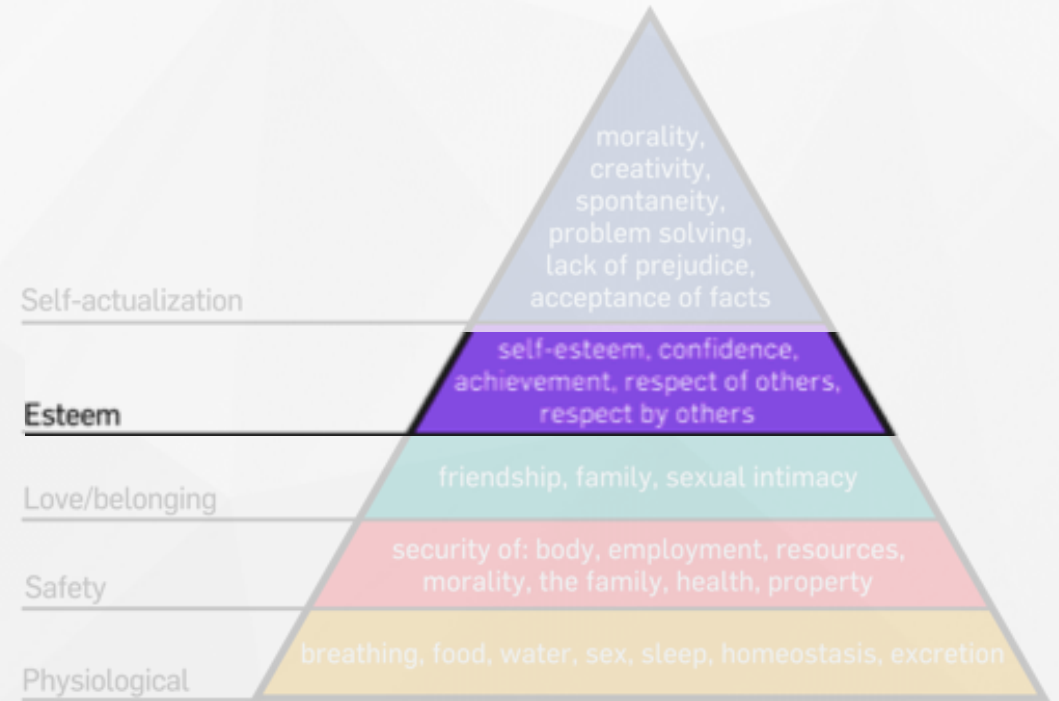
### General Talent Management Strategies



#### **Introduce horizontal hierarchy**

*E.g. Informal Open plan office*

- (Senior) Management trust and attention
- Give responsibility to employees
- Offer challenging work and variety of the job
- Develop a constructive “360 degree feedback” program



## PART 02

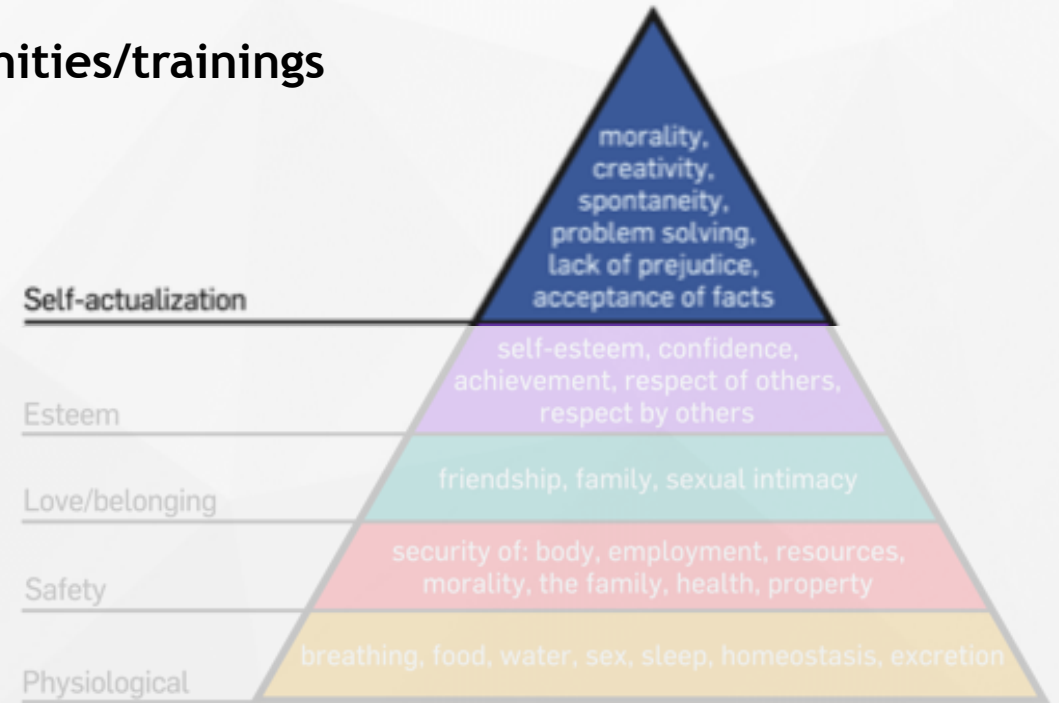
### General Talent Management Strategies

#### Personalized career plans and development opportunities/trainings

*E.g. Munich Airport*



- Help employees to find out their own value in their positions
- International career opportunities
- Promote values, mission and vision of the company  
I.e. Employee can help to fulfill the superordinate purpose of the HKAA







## **PART 03** Segment Strategy

### **3.01 Recruitment Strategies for Skilled workers in HKAA**



## PART 03.1

Segment Strategy: Skilled Workers



### Certification System

To provide credibility of their work

### Scholarship

To incentivize working  
at the airport

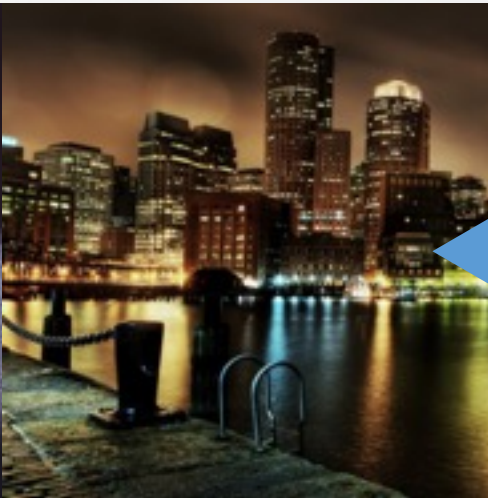
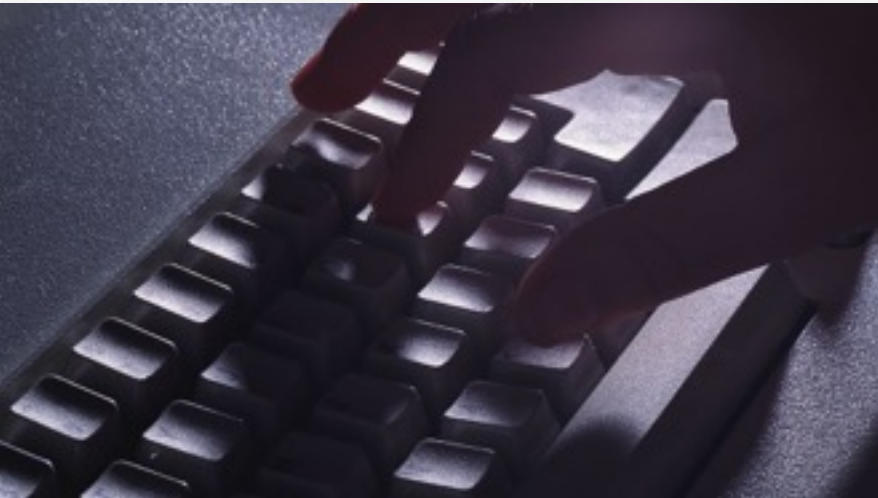
### Talent Pool

To establish collaboration  
with other public bodies

### Contract system

To provide job security





## **PART 03** Segment Strategy

### **3.02 Recruitment Strategies for Manual workers in HKAA**

## PART 03.2

### Segment Strategy: Manual Workers



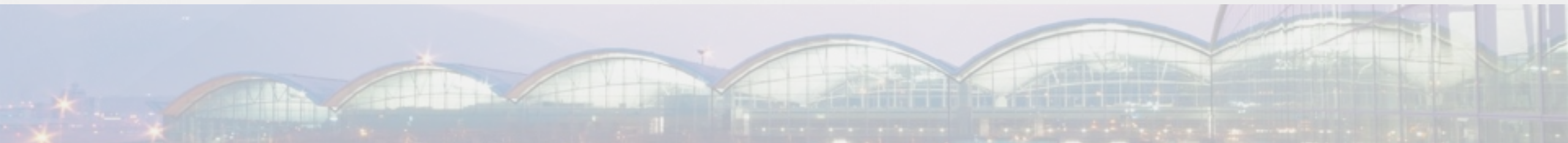
#### ■ Acquisition

- **Referral from current employees**
- **NGO Partner:** E.g. Oxfam
  - — Unemployed population profile: 51.1% high school or below; 15.9% Post-secondary Non-degree
  - — Ethnic minorities



#### ■ Personal needs

- **Family:** Child care/ Schools, flight discount, entertainment facilities
- **Housing subsidy**
- **Investigate reasons of absenteeism & quitting**



## PART 03.2

### Segment Strategy: Manual Workers



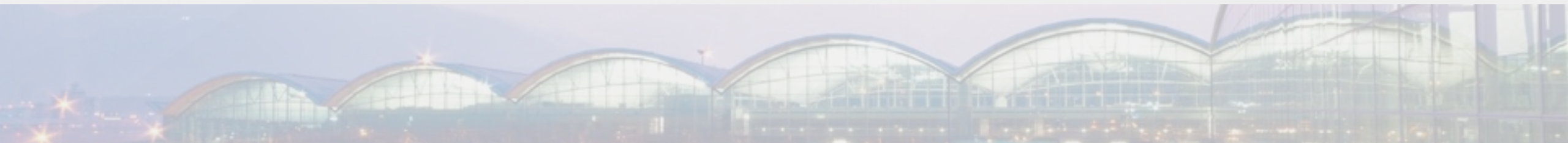
#### ■ Advanced Opportunities

- **Training** : IT skills, Customer service & Language
- **Career Progress Program** : From manual worker to skilled worker
- **Aerotropolis**: Priority Hiring

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#### ■ Organizational Prestige

- **Psychographic Segmentation**: Striver, Maker & Believer  
—Self-improvement, Unique identity, Meaning
- **Marketing campaign**: Commercial/ documentary / reality show on HKIA  
E.g Discovery Channel: World's busiest, Extreme engineering etc.







## **PART 03** Segment Strategy

### **3.03 Recruitment Strategies for Professional and Management workers in HKAA**



## PART 03.3

Segment Strategy: Professional and Management workers



“ Talent with degrees or other qualifications ”



### Unmet needs

1. Practical Experience



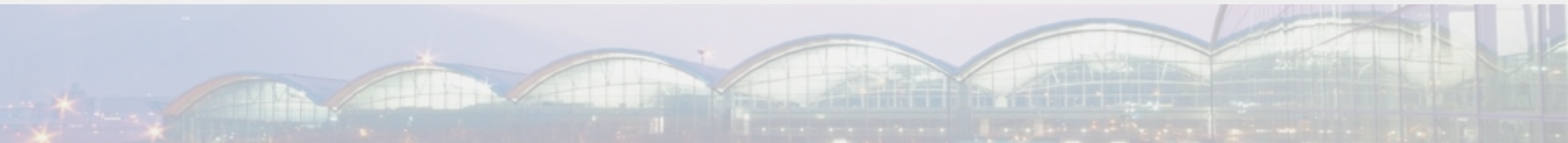
### Unmet needs

2. Self development



### Unmet needs

3. Social Network & Experience





## Comprehensive self-development plan for youth talent



### Scholarship Program

- Funding in tuitions fees
- Internship in the airport
- Exchange chances to foreign universities
- Obligated to work in the airport for a certain period years after graduation



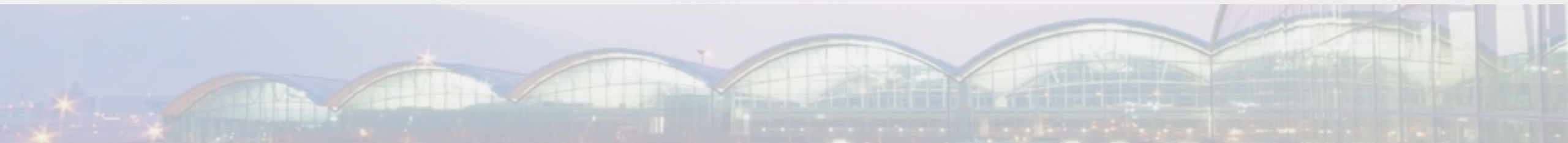
### Mentorship Program

- a high ranking mentor
- Acting as a role model
  - Sharing his/her experience in HKAA



### Dual Education Program

- A theoretical university education and degree
- Getting a practical education in the airport at the same time
- Qualification given by HKAA

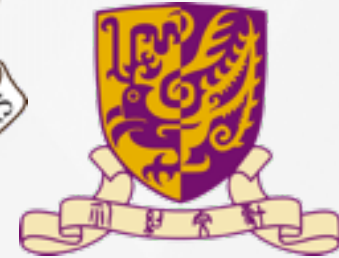




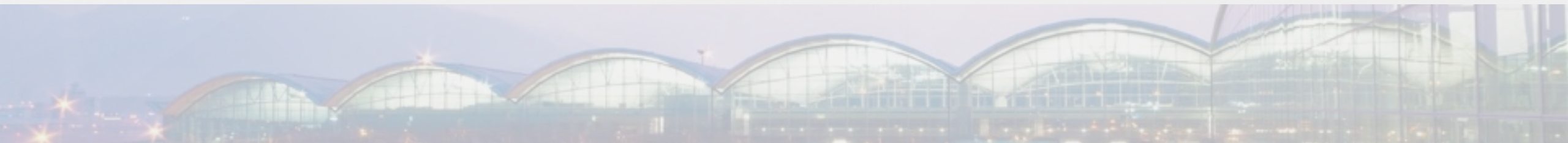
## Sourcing strategies

### Stronger brand building in universities

- High ranking speech
- Holding workshops
- ...



香港科技大學  
THE HONG KONG  
UNIVERSITY OF SCIENCE  
AND TECHNOLOGY





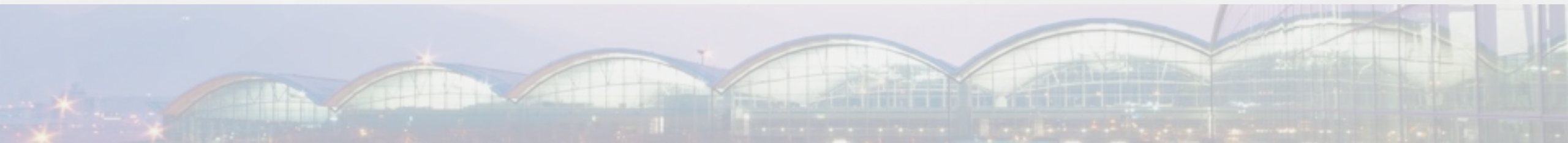


# Q & A

THANK YOU FOR YOUR WATCHING

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