



# HKACE Research 2016: 2016香港優質顧客服務協會調查

Attract & Retain Young Talents to Upkeep  
the High Level of Customer Services

好客之都 急需招攬顧客服務人才



Hong Kong Association for  
Customer Service Excellence  
香港優質顧客服務協會(HKACE)

# Research Objectives 調查目的

- The Hong Kong Association for Customer Service Excellence (HKACE) conducts an annual survey to understand the challenges and opportunities of the customer service industry in Hong Kong
- 香港優質顧客服務協會(HKACE)進行一項有關客戶服務的年度調查，藉此了解香港顧客服務行業的挑戰及發展機會。
- The objectives of this research:
- 是次調查的目的如下：

**Understand the trend of customer experience**

了解顧客服務體驗的趨勢

**Understand how the service industry can attract young talents**

研究如何有效吸引年青人加入顧客服務行業

**Evaluate the degree of alignment between job seekers and employers**

了解顧客服務僱主是否明白年青求職者及僱員的需要

# Research Design 調查設計



A total sample of n=1300 people participated in this online survey in December, 2016

是次調查在2016年12月以網上形式進行，合共訪問了1,300位受訪者



**Hong Kong residents**  
**本地顧客**  
**(n=500)**

Aged 18-54 who have experienced customer service in Hong Kong in the past 12 months:  
年齡介乎18-54歲、在過去十二個月內有顧客服務體驗



**CS employers**  
**顧客服務僱主**  
**(n=200)**

Business owners/ HR managers or above/ team heads of companies which provides customer service  
生意擁有人/人力資源經理 或以上職位/ 顧客服務公司部門主管



**Young CS employee**  
**年青前線**  
**客戶服務員**  
**(n=300)**

Aged 29 or below who are working in the CS industry in Hong Kong  
29歲或以下，於顧客服務行業工作的服務員



**Young job seekers**  
**年青畢業求職者**  
**(n=300)**

Those who are going to graduate in the next 2 years  
將於2年內的畢業生



**Follow-up focus group**  
**小組座談會**

We also conducted focus groups in January 2017 with CS employees and employers from big corporations to understand their perspective on working in the customer service industry.

我們在2017年1月進行了小組座談會，訪問多名來自大企業的年青前線客戶服務員及顧客服務僱主，以了解這些僱主及僱員的看法

# Executive Summary 調查摘要

Hong Kong customer services quality remains at a high level  
香港顧客服務質素維持高水平

Hong Kong customers are more willing to show appreciation  
香港顧客越來越願意對顧客服務提出讚賞

Both young job seekers and CS employees perceive that the CS industry  
has long working hours and high pressure  
年青畢業求職者和前線客戶服務員認為顧客服務行業  
工作時數長及工作壓力大

Encouraging Work-Life balance can effectively support  
talent acquisition and retention  
平衡工作生活的工作模式能有效吸引及挽留人才



A man in a dark blue suit and a woman in a red uniform are looking at a tablet together in a modern office setting. The woman is smiling and holding the tablet. The background shows a glass-walled office with warm lighting.

# Detailed Findings

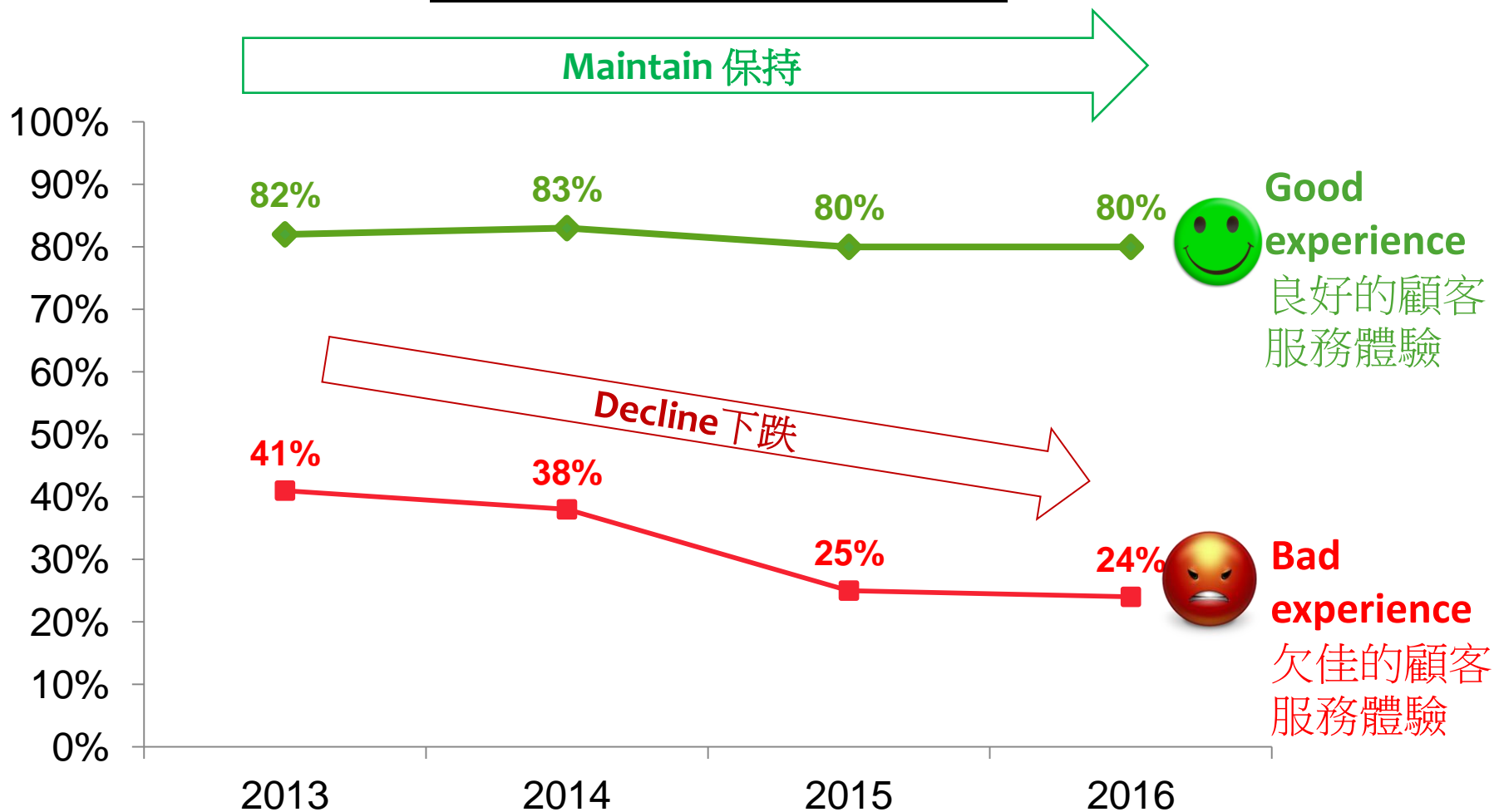
## 調查詳細結果

**Key finding 1:** Hong Kong customer service quality remains at a high level

**研究成果 1:** 顧客服務質素維持高水平

## Customer Service Experience in Past 12 Months

過去十二個月的顧客服務體驗

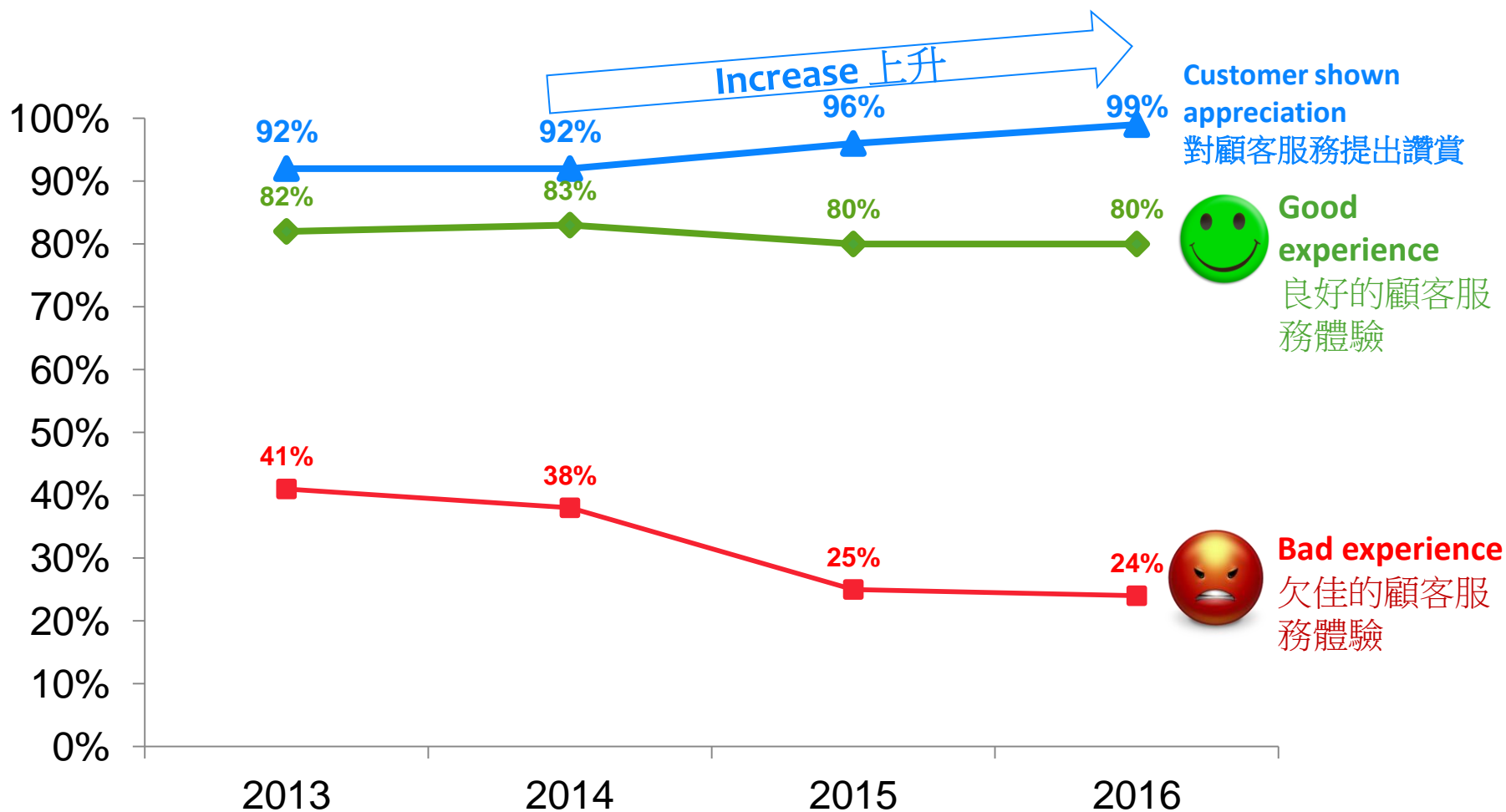


**Key finding 2:** Hong Kong customers are more willing to show appreciation

**研究成果 2:** 香港顧客越來越願意對顧客服務提出讚賞

## Customers Shown Appreciation in Past 12 Months

### 過去十二個月顧客對服務員提出讚賞



**Key finding 3:** Both young job seekers and CS employees perceive that the CS industry has long working hours and high pressure

**研究成果3：**年青畢業求職者和前線客戶服務員認為顧客服務行業工作時數長及工作壓力大



Only **32%** of Young Job Seekers consider working in the Customer Service Industry full-time  
(slight increase from 31% in 2015).

只有**32%**受訪年青畢業求職者會考慮全職投身於顧客服務行業。  
(對比2015年的31%略有增加)



**Key finding 3:** Both young job seekers and CS employees perceive that the CS industry has long working hours and high pressure

**研究成果3：**年青畢業求職者和前線客戶服務員認為顧客服務行業工作時數長及工作壓力大



Young job seekers  
年青畢業求職者

**81%** of Young Job Seekers think the long working hours and high pressure are the key problems of working in the CS industry

**81%** 年青畢業求職者認為工作時數過長及工作壓力大是從事顧客服務行業的主要問題



Young CS employee  
年青前線客戶服務員

**74%** of Young CS employees think the same

**74%** 年青前線客戶服務員對此表示認同

**Key finding 3:** Both young job seekers and CS employees perceive that the CS industry has long working hours and high pressure

**研究成果3：**年青畢業求職者和前線客戶服務員認為顧客服務行業工作時數長及工作壓力大

However, there are ways to help Customer Service employees to be more engaging in the industry.

然而，有方法可以讓顧客服務員對行業更加投入。

我覺得公司同團隊嘅**支援很充足**。當我們因面對顧客而感受到壓力時，我們會參加**團隊分享會**。同事在分享的同時也能學到**如何面對困難的情況和解決問題的方法**。

年青客戶熱線客戶服務員

*"My company and my team are very **supportive**. When we are stressful with customers, we will share in **team sharing session**. They will **teach us how to deal with difficult situations** and we will **discuss how to solve problems**."*

A young CS employee working in call centre

我覺得客戶服務最理想嘅地方係輪更制。我可以用休息日去旅行同買平機票。我做夜間，更可以喺日頭照顧小朋友同送佢地返學放學，先至返工。

年青客戶熱線客戶服務

*"The good thing about working in CS is that we work in shifts. We can use **day-offs** to go on vacation and get cheaper air fare. I work a late-night shift, I could **take care of my children and sending them to school** before I go to work."*

A young CS employee working in call centre

公司嘅**晉升前景十分清晰及高透明度**。可唔可以升職主要睇我夠唔夠努力，去達到我想去到嘅職位。

年青分行客戶服務員

*The **career path of my company is very clear and transparent**. It's just up to us if we want to pay efforts to achieve the level that we want.*

A CS employee working in branch

**Key finding 4: Focusing on Work-Life balance is effective on talent acquisition and retention**

**研究結果4：平衡工作生活的工作模式能有效吸引及挽留人才**

## Important factors when considering a job in Customer Service Industry

### 選擇顧客服務工作的考慮

#### RANKING次序

Young job seekers  
年青畢業求職者

Young CS employee  
年青客戶服務員

CS employers  
顧客服務僱主

Basic Salary 基本薪金

1<sup>st</sup>

1<sup>st</sup>

1<sup>st</sup>

Working hours 工作時數

2<sup>nd</sup>

8<sup>th</sup>

3<sup>rd</sup>

Opportunities for Promotion 晉升機會

3<sup>rd</sup>

2<sup>nd</sup>

2<sup>nd</sup>

Working environment 工作環境

4<sup>th</sup>

3<sup>rd</sup>

4<sup>th</sup>

Young CS employees are less concerned about the long service hours once they are working in the industry

入職後, 年青客戶服務員較少擔心工作時數

## Key finding 4: Focusing on Work-Life balance is effective on talent acquisition and retention

### 研究結果4：平衡工作生活的工作模式能有效吸引及挽留人才

#### Important factors when considering a job in Customer Service Industry

#### 選擇顧客服務工作的考慮

RANKING 次序	Young job seekers 年青畢業求職者	Young CS employee 年青客戶服務員	CS employers 顧客服務僱主
Work-life balance 工作生活達至平衡	4 <sup>th</sup>	4 <sup>th</sup>	13 <sup>th</sup>
Nature of the industry 行業性質	6 <sup>th</sup>	10 <sup>th</sup>	15 <sup>th</sup>
OT payment and Bonus 超時工作薪金及花紅	7 <sup>th</sup>	5 <sup>th</sup>	5 <sup>th</sup>
Reputation of the company 公司的聲譽	8 <sup>th</sup>	18 <sup>th</sup>	17 <sup>th</sup>
Respect from company 得到公司的尊重	9 <sup>th</sup>	7 <sup>th</sup>	16 <sup>th</sup>
Support from company 來自公司的支援	10 <sup>th</sup>	13 <sup>th</sup>	6 <sup>th</sup>



## Key finding 4: Focusing on Work-Life balance is effective on talent acquisition and retention

### 研究結果4：平衡工作生活的工作模式能有效吸引及挽留人才



Young job seekers  
年青畢業求職者



Young CS employee  
年青客戶服務員

Work-life balance is ranked **4th** most important factors when choosing a company in Customer Service Industry

平衡工作生活的工作模式排在考慮公司的**第四**位

#### Words from a Branch Manager

##### 來自分行經理

有一位同事住得好遠。所以大約6點，我就會催佢返屋企同太太食飯。但每朝8點左右，佢就會自動早左返公司。我哋成個團隊會互相配合大家時間，令到分行有足夠人手。

*One colleague lives quite far away. So by 6pm, I would **urge him to go home** so that he could have dinner with his wife. By 8am, he would already be at work. **My team works with each other's schedule** so that someone's always at the branch.*

## Key finding 4: Focusing on Work-Life balance is effective on talent acquisition and retention

### 研究結果4：平衡工作生活的工作模式能有效吸引及挽留人才

#### Some good practices to encourage work-life balance 鼓勵平衡工作生活的工作模式的方式的例子

- Work at home when needed 如有需要可在家工作
- Flexible working hours so that staff may handle their personal matters 彈性上班時間以供同事處理私人事務
- Green tours with families 綠色家庭旅行
- Wellness Promotion Seminars 推廣健康研討會
- Recreational clubs which provide different types of sports facilities 康樂會提供不同類型的運動設施



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# Conclusion 總結

## Employers can:

Employers should provide their employees with a better career path and a happier workplace.

Corporations should strive to promote a healthy work life and uplift staff engagement by organizing staff engagement activities and wellness programs.

## 僱主可以:

除需要提供具競爭力的薪金外，僱主還可以為僱員提供更理想的工作前景及更愉快的工作環境。

機構可以提倡健康工作生活，並且透過舉辦提高員工積極性的活動及工作環境健康計劃，藉此推廣健康工作生活及提升員工對公司的歸屬感。

## HKACE would:

HKACE will continue to work with our member companies to advocate Customer Service Excellence in Hong Kong by providing a platform for learning, sharing and encouraging best practices in the industry.

## 香港優質顧客服務協會將會:

香港優質顧客服務協會和各會員共同努力，透過分享、學習的平台，鼓勵實踐行業範例，提倡香港優質顧客服務。



# Q&A



**HKACE**  
香港優質顧客服務協會