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January - February 2018



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CHAIRMAN'S MESSAGE



Dear Members,

I hope you all had a good Christmas and New Year break and were able to spend some time relaxing with family and friends.

The Chamber had a busy end of the year. In November we welcomed Sajiv Javid, the UK Secretary of State for Communities and Local Government, speaking on the government's Brexit strategy and its plans for developing the UK's wider trading relationships. In another senior-level event, the CEO of Serco plc, Rupert Soames, gave a thought-provoking analysis of geopolitical factors and risks facing businesses operating globally.

We were pleased to cooperate with the China Britain Business Council on a Chinese outbound investment conference in Shenzhen. This reminded participants of the extraordinary innovation and dynamism in what many see as China's Silicon Valley: Hong Kong business should be taking full advantage of this talent pool.

Finally, a cluster of diversity-related events concluded in a packed discussion of the latest research by McKinsey on diversity in the workplace. This all reflects the greater emphasis we are giving to diversity issues in our programming.

And, to show that we're not just about the serious stuff, the Chamber's year ended with some 150 members and guests enjoying the Chamber Christmas drinks at Stockton. We would like to offer our sincere thanks to HSBC for their sponsorship of this excellent evening.

These few examples demonstrate the strength and range of the Chamber programme.

Looking forward in 2018, we will be continuing our policy dialogue with leading members of the administration to reflect the views of Chamber members on key business issues. And we have some terrific events already shaping up well of which I hope you will take full advantage.

In particular, I urge you to help with the work of maintaining and growing the Chamber membership. A strong and engaged membership is vital to the health of the Chamber and to the value it can provide to members. As existing members, you are the best advocates for the Chamber. Please do bear this in mind in your meetings and contacts and refer any potential members to the Chamber team.

In conclusion, I offer you my best wishes for a happy and successful 2018 and Year of the Dog.

A handwritten signature in black ink, appearing to read "Mark Greenberg".

Mark Greenberg

Chairman,
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Business leaders talk future innovation at GREAT Festival of Innovation 2018 launch



A panel of top Asian business innovators joined renowned British physicist Professor Brian Cox at the launch announcement of the GREAT Festival of Innovation 2018 on 20 November 2017.

More than 100 of Asia and the UK's top industry figures, policy decision makers and businesses heard engaging insights into new innovation and technology revolutionising the way we will live, work, play and learn in the future. Moderated by Bloomberg TV Correspondent Stephen Engle, guest speakers who joined Brian Cox were Vivek Ramachandran, Global Head of Growth and Innovation of Commercial Banking at HSBC, Goodwin Gaw, Founder and Managing Principal of Gaw Capital Partners and Kevin Wong, Co-founder of Origami Labs and inventor of the world's first voice-powered smart ring ORII.

The GREAT Festival of Innovation, to be held at Asia Society Hong Kong Centre from 21 to 24 March 2018,

is part of the UK Government's globally-recognised GREAT Britain campaign. The Festival will see some of the world's brightest minds come together to explore how innovation will impact our future lives.

A platform for discovery and a collaboration: the Festival is a unique opportunity to hear from some of the world's most innovative minds on topics ranging from smart cities and cybersecurity to artificial intelligence and machine learning. Welcoming the UK and Asia's top industry leaders, entrepreneurs, creatives, educationalists and businesses, the Festival provides an opportunity for connecting minds and creating new partnerships.

Distinguished speakers taking part in the four-day Festival include WPP Chief Executive Sir Martin Sorrell, award-winning interior designer Kelly Hoppen, dot-com pioneer Brent Hoberman, historian and journalist Tristram Hunt, among many others.

Chamber develops more Belt and Road connectivity

The British Chamber of Commerce will further develop its regional connectivity and provide members additional opportunities to understand and benefit from China's Belt and Road Initiative by joining the Hong Kong Trade Development Council's (HKTDC) new "Belt and Road Global Forum".

The objective of the Forum is to establish a platform gathering Hong Kong, Chinese mainland, and international businesses and organisations to share information, interact, and explore business collaboration under the Belt and Road Initiative through Hong Kong.

Membership of this Forum will build upon the business opportunities already provided to Chamber members through its MOU with HKTDC as a Belt and Road Strategic Partner.

If Chamber members wish to engage further, they can look to join the Chamber's International Infrastructure Forum. If you are interested, please email hugo@britcham.com for further details.

Hong Kong and ASEAN sign free-trade agreement

The HK-ASEAN FTA was signed on 12 November 2017 and is expected to come into force on 1 January 2019. This pact strengthens economic cooperation and development between each region and according to PwC's 2017 APEC CEO Survey: 37% of Asia Pacific CEOs are "very confident" of their prospects for revenue growth during the next 12 months and 63% of regional business leaders surveyed expect their global footprint to expand over the next three years.

Hong Kong plays a significant role within this pack, not only as one of the largest trading partners but also because they will serve as the main gateway to Mainland China. This is an attractive position to be in, especially when investment talks are already being held with foreign businesses. There is a noticeable shift in direction with executives wanting to forge more business partnerships, which will in turn provide further opportunities.



British Chamber attends CBBC China Outbound Conference 2017

Andrew Seaton, Executive Director of the British Chamber of Commerce in Hong Kong, recently attended the CBBC China Outbound Conference 2017 in Shenzhen with more than 400 listed companies.

The conference focused on the latest investment policies, new trends in key industries, and case studies of successful investments in the UK. British Chamber members led a discussion on how using Hong Kong, and partnering with Hong Kong based companies, can help Chinese companies successfully manage and execute their overseas investment plans.

Mr Seaton opened the session, followed by a presentation by Charles Ng of Invest Hong Kong. The panel discussion was led by Chamber Infrastructure Forum Vice Chair, Catherine Li of Atkins, and also included Chamber Vice Chair Peter Burnett of Standard Chartered; Paul Lengthorn of Mott MacDonald; and Cynthia Leung of JLT. Lu Gang, of CGN, China's largest nuclear engineering company, also provided a mainland company perspective.

The Future of Transportation: Can Hong Kong Embrace the Revolution?



1 December 2017 – Media Centre, Formula E Racing Site,
Central Harbour Front



In December, the British Chamber had the pleasure of co-organising a half-day conference on the future of transportation in Hong Kong. Hosted at the Hong Kong Formula E media centre, the event directly preceded the opening of the 2017-2018 Formula E season.

The setting of the event was fitting given Formula E's investment and promotion of electric cars and innovation in transport. Some of the key themes to come out of the event included how Hong Kong should adopt and adapt to the tremendous innovations that are occurring in the transport sector, and how the government's transport strategy and policy direction can help to take advantage of the disruptive forces occurring in the industry.

The opening presentation by the Hong Kong Secretary for Transport and Housing, Frank Chan JP, gave some key insights into the government's overall plans for the transport industry, and also some of the key challenges it faces. The pressure to change comes not just from internal population demands, but also the desire for increasing connectivity (at speed) to neighbouring cities and regions. The latter especially is being

heralded as a key way to encourage more economic activity and opportunities for Hong Kong.

The morning hosted many other high profile speakers, including the CEO of MTR, Lincoln Leong, who sat on a panel discussing how Hong Kong's transport strategy was being linked to the Greater Bay Area initiative. The event also hosted a panel including Dr Henry Wong, the head of strategic wireless technology at HKT, and Francois Bancon, the vice-president for global product and programmes at INFINITI Motor Company, detailing some of the key innovations and changes taking place in the transport and energy industries right now. There were many more speakers including partners from McKinsey and KPMG, and key executives from SYSTRA and Knowledge Dialogues.

Our thanks go to the Australian Chamber of Commerce for leading on the logistics for the event and to the Chamber's Environment & Energy Committee led by Helen Cochrane from Meinhardt for their support in confirming speakers and shaping the programme. The event would not have been possible without the support of co-sponsors HKBN and KPMG, and also Formula E as major event partners.

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Getting Smart: How IoT has Revolutionised the Business Landscape

6 November 2017 – KPMG Hub, Hysan Place,
Hennessy Road, Causeway Bay



In today's world, businesses need to adapt to the latest technological advances to stay competitive – but given the constantly changing landscape, how do you know where and how to invest? This was one of the key questions addressed at the latest Innovation and Technology series event sponsored by BT.

We had the pleasure of welcoming BT's Managing Director of Products & Services Research and Open Innovation, Jean-Marc Frangos, who gave guests a global overview of IoT developments, and how BT is helping to keep its clients ahead of the curve. The presentation was then followed by a panel discussion expertly moderated by Patrick Kirby, Director of Technology, Media, Telecommunications & Innovation at KPMG. Joining Patrick Kirby and Jean-Marc Frangos on the panel was Andrew Mui, Hitachi's Chief Commercial Officer Asia Pacific – Global Social Innovation Business Division, and Mark Lunt, Group Managing Director for JOS.

The panellists were asked for their top tips for companies, or even governments, looking to adopt

IoT and digitise their businesses. Andrew Mui suggested that management should ask themselves, "what is most important to them?" as a guide.

Jean-Marc Frangos and Mark Lunt both agreed that identifying low hanging fruit was a good way to start. Jean-Marc did, however, warn that it was possible to get overexcited when encountering lots of new data and information as a result of digitisation, and that there was an initial danger of inefficiency and waste due to this influx.

The panel prompted lots of engagement and questions from the audience, and no doubt they could have carried on for another hour, such is the breadth of the topic and its pertinence to so many companies in Hong Kong. The Chamber would like to thank all the speakers for joining us at the event, to KPMG for hosting the event, and to the series sponsor BT for their support.

Fireside Chat with Kirsten Molyneux, Head of Capital Market Advisory Asia, Brunswick Group

8 November 2017 – Barclays Hong Kong Office, Cheung Kong Centre, Queen's Road Central, Central

In mid-November, the British Chamber's Women in Business committee had the pleasure of welcoming Kirsten Molyneux, Partner and Head of Capital Market Advisory Asia at Brunswick Group, for a fireside chat at the Barclays offices. Our moderator for the event was her long-time friend and professional associate, Kirti Lad from Meraki Executive Search.

What became clear from the first five minutes of Kirsten's talk is that she did not have a "conventional" career path. Starting out as an actress initially, Kirsten then started working on the trading floor, and recounted stories about how she navigated the male dominated environment. She then set up her own investor relations consultancy firm, which ultimately led her to her current position as the head of investor relations in Asia for Brunswick Group. Kirsten also shared her experience battling breast cancer, being very open about the highs and the lows, but the positivity she exudes was nothing short of inspirational.



A highlight in the wide-ranging discussion that took place at the event was about Kirsten's views on female representation in the workplace, especially at board level. Her position as an investor relations consultant gives Kirsten the insight into what her clients are thinking, and in how their thinking is changing. Increasingly, she is seeing investors put more pressure on boards, challenging the direction of companies, and this may lead to an accelerated uptake of women at board level. She also stated that the goal is not to have women-dominated boards, and emphasised the importance of the diversity of views as the key to success given the complex nature of the world we live in.



A very big "thank you" to our Women in Business committee member Kirti Lad for moderating, and of course to Kirsten Molyneux for her openness and willingness to share her professional and personal experiences. A big thank you to our host and series sponsor Barclays, without whom this series would not be possible.

Breakfast with Rt Hon Sajid Javid MP, UK Secretary of State for Communities & Local Government

10 November 2017 – The Clipper, The American Club,
Two Exchange Square, Central



In November the Chamber hosted a breakfast with Sajid Javid MP, Secretary of State for Communities and Local Government. Mr Javid outlined the strengths of the UK economy, the challenges it is currently facing and opportunities for investment across the region.

Mr Javid noted that the UK economy was the fastest growing in the G7 in 2016, and current unemployment levels are at their lowest point in 42 years at 3.9%. Mr Javid expressed his thanks to those attending the meeting, and the Hong Kong business community at large, noting organisations can choose to do business anywhere in the world, but they often choose the UK and the Government appreciates it.

Brexit, Mr Javid explained, is a challenge; however, he said there is no question that the UK will be leaving the European Union in March 2019. Despite the rumours in the press he explained that the negotiation process is going well with both sides understanding that it is in their interest to secure a deep, comprehensive trade deal.

To ensure stability, an implementation period of two years will follow the UK leaving the EU, explained Mr Javid. There will be no immediate change to rules and regulations and the UK will continue to pay

into the EU budget. Moreover, the EU Withdrawal Bill will convert current EU legislations into British law. This, according to Mr Javid, will provide stability and predictability for businesses. From this point laws and regulations can be changed and amended where there are clear benefits. This approach will allow businesses to prepare properly for any changes, he explained.

A part of Mr Javid's ministerial portfolio covers housing and he noted that in the last three decades not enough houses have been built, and due to high demand affordability is at the lowest it has ever been. As such the number one domestic priority for the Government is housing.

Finally Mr Javid said that the UK-Hong Kong relationship is as strong as ever. He also noted that the GREAT Festival of Innovation being held in March in Hong Kong reflects that the UK sees Hong Kong as the hub for Asia and will provide additional opportunities to promote both business and cultural ties between the two.

Three Dimensional Chess: Managing Business in an Uncertain World

10 November 2017 – Poolhouse, Grand Hyatt, Harbour Rd, Wanchai



On 10 November, the Chamber was privileged to host Rupert Soames, Group Chief Executive for Serco, on his visit to Hong Kong.

Rupert spoke on a wide range of topics, including the potential impact of the current geopolitical landscape. He commented that, although all signs are indicating an overall healthy global economy, geopolitical turbulence could disturb this at any time. Rupert advised his audience that wise businesses need to not only be resilient, but also vigilant and well-informed of political happenings across the globe.

After the event, we had the opportunity to sit down with Rupert to ask him a few questions.

What are your plans for Serco in the region?

Serco has operated in Hong Kong for over 25 years and during this time we have focused on the two areas of transport infrastructure management and providing soft facility management services, such as portering and cleaning, to the health sector. With the new road and rail infrastructure due to be commissioned in Hong Kong and the Hospital Authority's major development plan, we intend to

build on our position in these two sectors and look to significantly increase our market share.

Internationally, Serco also provides services in a number of other sectors and one of our developing strengths is our ability to leverage this international experience and expertise to increase the range of services that we offer to our customers in other geographies. For example, in other parts of the world we manage smart parking systems and we use technology to enable citizens to transact efficiently and effectively with government for services such as visa processing, taxation enquiries and employment services. Increasingly we want to draw on these capabilities to broaden the range of services that we deliver in Hong Kong and to support the Government in realising its "Smart City" ambitions.

What has been the most crucial element in the success of your company over the years?

Serco is an international business that provides services to governments internationally. We operate in the five sectors of Transport, Health, Defence, Justice & Immigration and Citizen Services and



deliver services in the four geographies of Asia Pacific, UK & Europe, North America and the Middle East. Throughout our business it is the commitment and focus of our people to public service that makes us successful; whether they are cleaners or porters working in a hospital, technicians maintaining vital transport infrastructure or those working in a contact centre providing vital support or services for citizens.

This commitment to public service is combined with a constant drive to innovate and improve both the quality and efficiency of the services that we deliver for our customers. This improvement is achieved through the introduction of new technologies or through new and improved ways of doing things to achieve better outcomes.

In your opinion, does the current political landscape provide an opportunity or a threat to your industry?

It's clear that the Chief Executive of Hong Kong wants to move forward by embracing technology to improve people's daily lives and invest in it making Hong Kong a smarter city. She has also made it clear that she wants to address the growing social issues of housing and the increasing demands for health and aged care. Serco has significant experience of helping other governments to tackle similar challenges in many of these areas and I believe that these initiatives create opportunities for Serco to develop our business and increase the range of services that we deliver in Hong Kong.

Looking forward to 2018, what excites you most about the year ahead?

There's a great sense of optimism in our business in Hong Kong because we are investing in strengthening our local team and supporting the business through our Global Centres for Excellence in Health and Transport. I'm really looking forward to translating this optimism and investment into business growth and, as I have already described, to helping Hong Kong meet some of the challenges it faces, especially those

associated with its rapidly ageing population, an increased demand for public services and to meet the public's high expectations for the quality of public services. One of the joys as Chief Executive of Serco is seeing when our different business units work together across the world to develop truly unique and innovative solutions for our customers. We certainly have this opportunity in Hong Kong and I'm excited that our business here could be a great showcase for how we leverage the best out of our international business to help our customers tackle their challenges.

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Are Today's Leaders Adopting More Female Qualities to Drive Transformation?

21 November 2017 – JLL, Three Pacific Place, Queen's Road East, Admiralty



The Women in Business Committee, sponsored by Barclays, hosted a panel discussion exploring the growing interest in transformational leadership, which research claims leverages more female qualities to inspire and motivate employees and create company-wide change. The representatives sitting on the panel offered great insight and advice, sharing personal experiences and findings from within their respective industries.

Nick Marsh, Managing Director, Harvey Nash Executive Search APAC, shared that companies who are open minded and embracing the dramatic changes that we are all facing today are typically looking for specific characteristics when recruiting as opposed to definite male or female qualities. Emma Dale, Co-Founder and Managing Director (Asia), Prospect, also believes that it's important to bring a team on board to drive the development, growth and execution of a business by getting input from a diverse group who are working collectively towards the same goal. Being able to manage change effectively as well as adapting to new challenges and opportunities requires leaders be brave, open minded, strategic visionaries and determined, not to mention the importance of being trusted, inclusive, inspiring and ethical.

Lucy Taylor-Smith, Chief Strategy Officer and a member of the Executive Committee, Manulife Asia, said that we still have a long way to go and that effective leadership starts from the bottom. She believes it's essential to invest resources into training and developing your staff and providing that encouragement from the very beginning. Brian Henderson, Chief Operating Officer, Baker & McKenzie in Asia, also applies this strategy and actively focuses on the importance of coaching and motivating teams to deliver business objectives within non-hierarchical, matrix structures.

The discussion was well rounded with moderator, Angelina Kwan, Managing Director and Head of Regulatory Compliance, Hong Kong Exchanges and Clearing Limited, concluding that diversity is essential. Recognising what the necessary qualities of a successful leader are and effectively implementing gender diversity within your business will ultimately drive excellence.

We would like to offer a "thank you" to Barclays for their continued support in sponsoring the series and being host to these events and to JLL who were the venue host for the evening.



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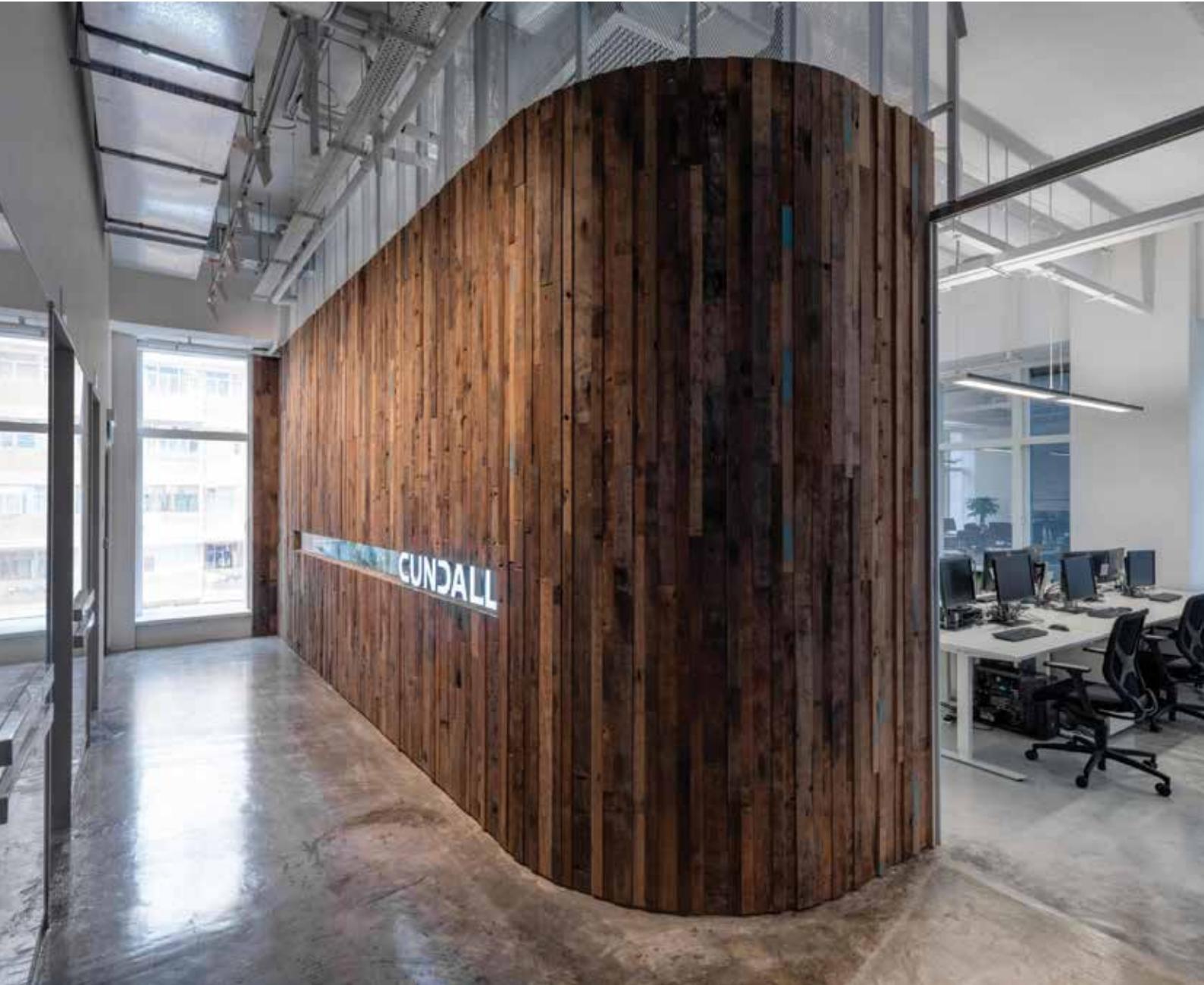
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All About That Space

If there is anything in Hong Kong that indicates value, it is floor space and how it's used. With a premium on every square foot, the company that provides open spaces and comfortable break rooms for its staff, rather than poking them into cubicles, is essentially saying one thing: **You are important to us.** – By Gina Miller



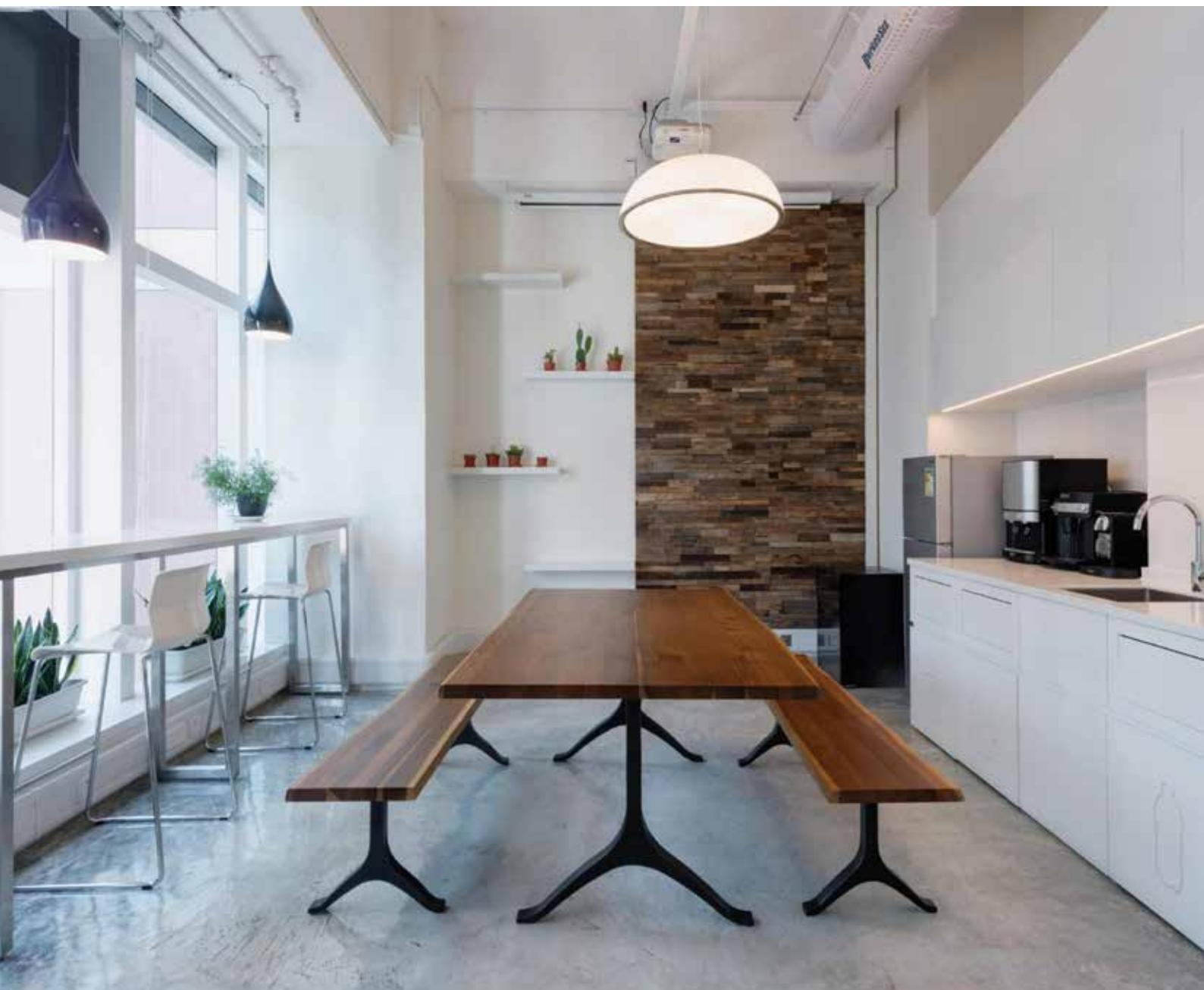
So you want to employ the best and the brightest, the loyal and the creative, the productive and the prolific. Well good luck with that. Today's workforce is as advertised: human capital, or human resources, and like any capital or resource, it takes trust, intelligent investments and inspired thinking to attract them to your company.

How does a company brand itself as a superior employer? What makes working for one employer – by reputation – superior than working for another? It cannot be all about the pay packet; otherwise everyone would be in finance (though in Hong Kong,

you'd be forgiven for believing almost everyone worked in finance). Nor is it about autonomy or complete freedom to create, else everyone would strike out to be an entrepreneur. So what is one of the critical elements to building a great employer brand?

Location, location, location

In this instance, it's not about where an employer's offices are located; rather, it's about how they are designed and what purpose they serve. Is a company warehousing its staff in a dreary grid of cubes, or is it inspiring them to create and produce within a pleasant environment?



In the modern labour market, offices are used for building the image of a company, for supporting corporate strategy, promoting productivity and as symbols of the corporate ethos. Unsurprisingly, office space plays a significant role in the recruitment process. Not only does an inspiring and innovative office help in maintaining talented employees but it also prevents rotation. Most importantly, offices have become a tool of employer branding.

"Office design contributes hugely to an employers brand", explains Andrew Marks, Director of Cundall, an international engineering consultancy.

"The design of the office speaks to the position of the company in the market, its aspirations and how it treats staff. An old, tired, un-cared for office suggests a poorly performing company where the management are unwilling or unable to invest in staff. A modern, well fit out, well thought out office suggests a positive looking company that is doing well and believes in giving a positive work space for staff", he said.

Jason Chua, Managing Director of Accenture Interactive – Greater China, agrees. "I believe the design of an office (in our case the Hong Kong Accenture Interactive Studio), is the physical manifestation of how we work, the value we bring to clients and culture of our team. The design of the space is our brand and the ethos of who we are collectively", he said. "The design of the space represents our culture and helps to nurture it. It contributes significantly to our culture".

"And there's nothing better than having candidates instantly understand the culture of Accenture Interactive and whether they will fit in and will be excited about working with us when they come to visit us at the HK Studio", said Chua.

Work in the "workspace"

On the surface, it could be hard to see how work gets done in less formal-looking office environments. Chua notes that at Accenture Studios, the café is the most popular space.

"We have a fantastic barista!" he said. But clients have also loved Accenture's innovation workshop.

"During our tours with clients, they hardly want to leave this space, and for those that work with us in the Studio, they are always there to see what the team is building, hoping to draw inspiration".

More traditional office managers are unlikely to be comfortable with what – at face value – appears to be vacillating coffee-klatches, rather than work pods.

The design of the office speaks to the position of the company in the market, its aspirations and how it treats staff. An old, tired, un-cared for office suggests a poorly performing company.

– Andrew Marks

"Traditional management doesn't understand or appreciate the different drivers of the younger generations, in particular millennials" says Marks. "Traditional companies in Hong Kong operate along very traditional lines and management in these companies see casual-looking offices and the drive towards wellness for staff as a fad which will pass. Junior staff in HK are seen as mercenary and are treated as such and therefore management is unwilling to provide anything beyond basic salary as they see this as pointless."

In Mark's view, the reverse is true. "Providing a well planned and well thought out office shows staff that the company is willing to invest in them, and is not solely interested in the P&L. This aids staff retention, especially in HK where junior staff in particular can be treated very poorly".

"Our office was planned and designed to actively encourage the way we wanted our staff to work and to provide a friendly and comfortable work environment for the staff that showed that the company was investing in staff and thinking about their needs. Our staff turnover rate was already very low but since moving we have lost one member of staff (who was leaving before we moved in) and gained five".

Great office space is absolutely a draw, said Chua. "In our case, it has really helped with our recruitment efforts especially in shifting perceptions of who we are. The teams really enjoy working at the Studio, because it was designed with them in mind, allowing them the flexibility to work in various modes, to collaborate, and have fun together. The team takes pride in being part of the Studio and what it represents."



Truth behind the scene

Employee welfare is increasingly a signal for public trust. In a 2014 Annual Global Study of the Edelman trust barometer survey, "Credibility from Within: Harnessing Trust in Employees to Strengthen Business's Licence to Lead", 59% of survey respondents said the number one thing a company could do to build trust was offer quality products or services. Tellingly, the second most valuable thing a company could do to build trust was to treat staff well.

If the correlation between relaxed and happy staff and productivity is true, both Cunard and Accenture should enjoy excellent staff and customer perception. In Cunard's offices, office space and employee health are the hallmarks of the company's own sales product.

"Our company brand has sustainability and wellness at its core and our office is planned and designed to reflect those values", says Marks.

Cunard's new office has a large pantry/townhall space that provides staff with fresh fruit and vegetables daily, and more than 60% of the workstations have height-adjustable sit/stand desks.

"The space is airy and open with fresh air supply into the office. Air quality monitors constantly report the

VOC levels, PM2.5, PM10 and CO2 levels in the office and along with live energy usage information which is projected onto a TV dashboard located in the office entrance," says Marks. "All lighting is on remote control as well as daylight and movement sensors so that the lighting turns off when there is nobody in the office, thereby saving energy. The ventilation ducting is an innovative fabric design, which is sustainable, reusable and washable as well as being 1/5 cost of standard metal fabricated ductwork".

Finally, Cunard's front-office feature wall is clad in reclaimed wood from a fishing trawler. "This speaks to Cundall's sustainability and re-use values and is a powerful statement of our brand", said Marks.

Accenture Studios focuses in on collaboration, says Chua. "So having an inspiring, open environment that makes it easier to bring people together makes us better. We also believe that our teams perform best when they are in a comfortable environment. Our Studio is very modular, allowing diverse teams of multiple disciplines to come together by reshaping their workspace. We find teams work better when they have the ability to control the environment they work in, not the other way around" he explained.



International perspective

Fortune Magazine's "100 Best Companies to Work For" chooses companies that perform the best on the following characteristics:

- Great place to work for all: a great workplace is one in which employees report high levels of trust throughout the organisation;
- Executive team effectiveness;
- Innovation: employees consistently report having the opportunity and willingness to engage in cultural behaviours that drive sustainable business performance through innovation; and
- People-focused programmes: generous programmes and practices are integrated and grounded in the companies' values.

For eight out of 11 years, Google has been listed as the number one company to work for in the US, and as anyone familiar with innovative office design knows: Google created the best-known paradigm for creative, healthy office spaces, stuffed with bright, shiny, super employees.

It's a recipe that works.

"An office that supplies good quality, friendly and comfortable spaces and encourages staff to collaborate and talk to each other fosters innovation and creativity while increasing staff morale," says Marks.

Our Studio is very modular, allowing diverse teams of multiple disciplines to come together by reshaping their workspace. We find teams work better when they have the ability to control the environment they work in, not the other way around

– Jason Chua

"Management's encouragement of staff engagement and use of these collaborative spaces as well as the provision for F&B provide staff with a safe, friendly and comfortable environment where they feel at home. This kind of environment allows staff to perform to their potential," he said.

"We value collaboration, so having an inspiring, open environment that makes it easier to bring people together makes us better," agrees Chua.

It's a plan that combines the best of Accenture's corporate culture, and folds clients' needs and perceptions into a mix of receptive and creative staff.

"That is why at the Studio there really isn't a front or back office," says Chua. "Teams are working across the space. Clients can see – and are part of – the teams in action all over the Studio." **B**

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Gaming the System

Today's corporations have moved on from office-oriented training to experiential learning via games and online programmes. Imagine playing "capture the flag" online with colleagues – with all the skill, tribalism and thrills that such a competition presents. Work just got a whole lot more fun, and more personal. – By Sarah Graham



The frustrated CEO who wants business to grow but can't seem to increase productivity. The stressed middle-manager who has targets to hit but doesn't engage staff. The alienated employee who thinks his managers don't take him seriously.

Sound familiar? These employees can be found in companies and industries across the globe, hobbling progress and denting productivity.

There may be many reasons for a disengaged workforce, encompassing both internal and external factors. Political, social and economic changes can make workers fear their jobs or their entire industry is at risk, while plain old poor management can lead to feelings of alienation and demotivation.

In Asia, throw into the mix a multicultural workforce often with a large, fluid, expat influence and you add another layer of complexity when it comes to considering corporate wellbeing.

Instead of a CEO asking his number crunchers why the business isn't growing, it could be far more prudent to look first at how happy the workers are. And if the answer is "not very" then it might be time to call in the corporate trainers.

“Today much of the training takes place off-site, in large conference spaces where employees participate in activities that provide a metaphor for what the company is trying to achieve.”

Signs of the bad times

Dave Root, Chief Financial Officer at corporate training consultancy Eagle's Flight, says symptoms that show all is not well in the workforce can include high staff turnover and the creation of silos within the organisation that don't work to pursue common goals, and protect their own interests.

"These days employees jump around way more than they used to. What we know, and is a statistically proven fact, is people don't leave businesses, people leave people," he said. "We know if you have better leaders that are trained, people will stay."

Pivot to an engaged workforce

A growing trend within the corporate training sphere



The *Gold of the Desert Kings* game used in Eagle's Flight's experiential learning programmes.

is experiential learning – the merging of traditional learning methods with hands-on experience, outside of the classroom in real world situations.

Gone are the days when small groups of staff huddled into a disused office to sit through endless PowerPoint slides on company structure and desired growth. Today much of the training takes place off-site, in large conference spaces where employees participate in activities that provide a metaphor for what the company is trying to achieve.

These sessions can help manage change within organisations while encouraging critical thinking among staff.

Interactive games like *Gold of the Desert Kings* take players to a fictional desert where teams race against one another to gather the most treasure. But it's not just an opportunity to have fun; it's designed to improve business results at every level. While participants learn how to work together, it can also help the company identify who might be ready to take the next step up the corporate ladder – and who may not be.

Valuing the individual

Eagle's Flight regional CEO for Asia Pacific, Andrew Thomas, says one of the first steps is to make the individual worker feel he can make a meaningful contribution to the company.



Participants at a recent Eagle's Flight showcase in Hong Kong.

"Rather than training just to give people lots of knowledge that either they don't really want or that they don't know how to apply, we focus first of all on building conviction on the part of the individual", he said.

"The technical way of looking at it is you create conviction with the individual, you then give them the knowledge they need, you then look at the application of that and then you look at the results.

At our core as a company, all of our approaches are experiential. It allows us to be able to go into companies and have conversations about things that people might otherwise be very defensive about."

It's not only the general employees that Eagle's Flight is interested in. Different teams can be parachuted in at different levels to bring harmony to a company as a whole.

Rather than training just to give people lots of knowledge that either they don't really want or that they don't know how to apply, we focus on first of all of building conviction on the part of the individual.

– Andrew Thomas

"There are multiple points of entry," explains Andrew, adding that it was essential to have every member of the company from the CEO down on board with the concept of sustained behavioural change. He says it's down to the CEO to model the behaviour expected of employees and that without "buy-in" from everyone there's a strong possibility that old bad habits will return once the consultants leave.

Who are the consultants?

Connect Communication Hong Kong is one of Eagle's Flight's partners. Offering expert advice, training and coaching in spoken and written communication, the company is run by Mark Loasby.

"We have our own suite of programmes but we're also the facilitators that will be running the Eagle's Flights programmes over here [in Hong Kong], so there's a natural merging of the two," said Mark.

The concept of experiential learning is being adopted by a growing number of consultancies. David Simpson, co-founder and Director of Learning and Development at Team Building Asia in Hong Kong, echoes the idea of a holistic approach to training.

Team Building Asia also uses experiential activities to enhance the understanding of the different personalities within teams, and to show employees they are serious about their career development.

"We have an excellent activity called 'Peak Performance', a simulation of climbing Mount Everest using iPads and physical activities," explains David. "Observing how individuals approach the task is very insightful to how they approach real work

tasks back in the office. For example, the action-driven person will be quick to get started but will need support from the task-focussed person to bring their ideas to fruition."

"By making an investment in time away from the office for corporate training, companies are demonstrating they are serious about keeping staff happy. That goes a long way in retaining staff", he said.

Alison Hunter, director of Business Operations Asia at Colliers International Commercial Real Estate in Hong Kong, recently attended an Eagle's Flight showcase hosted in the city by Connect Communication. She said: "I've known about Connect Communication for some time, primarily through attending their training sessions hosted by BritCham. It was Mark at Connect who told me about Eagle's Flight's experiential learning approach.

"I easily resonated with the common challenges most companies face when trying to hit targets. I took part in *Gold of the Desert Kings*, which definitely introduced me to an alternative way of learning which was refreshing and memorable – a key factor of learning in my mind!" she said. ■



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The Secrets of Great CEO Selection in Asia-Pacific

How successful organisations are managing succession planning.

– By Lelia Lim-Loges

An organisation without a CEO is like a car without a driver behind the wheel. It's a terrifying prospect, but one that many Asia-Pacific organisations may face if they haven't properly planned for succession. According to a recent Mercer report on Senior Executive Succession Planning and Talent Development, more than half (51%) of human resources decision makers in the region claim their performance management processes are not effectively identifying who is ready to immediately fill a leadership position at their firms.

Strong leadership isn't just "nice to have"; it's an essential requirement for company growth. Without a great chief at the helm, it's much more challenging for a firm to respond strategically to clients' needs and create new sources of competitive advantage.

So, why are so many organisations not taking steps to put a succession plan in place? Why are HR leaders not actively strategising around the skills and experience required to run their companies, both internally and externally – and what are the risks of not doing so?

Recently, a panel of APAC-based HR leaders assembled to explore these questions, and the perspectives and experience of the participants was illuminating.

Setting realistic measurements for success

In the APAC region, more than half of large corporations – as well as many smaller businesses – are family owned and operated. According to a 2015 Harvard Business Review report, "Why Family Firms in East Asia Struggle with Succession", such



“

Global companies often fail to execute their succession plan because, when it comes to the crunch, there's a fear that their internal pool of high-potential talent is simply not up to the mark.

”





organisations can face as much as a 60% decline in market value within eight years of changing their CEO if they haven't adequately managed a transition.

Of course, it's not only family-run businesses that can mishandle a leadership transition if they don't have an adequate plan in place, or fail to implement the one they do have. Global companies often fail to execute their succession plan because, when it comes to the crunch, there's a fear that their internal pool of high-potential talent is simply not up to the mark.

"When it comes to executing their succession plan, it's common for HR leaders to react by asking, 'Wait a minute, am I confident to push this through?' said Eric Wong, Head of Talent Acquisition at Fitbit APAC. "Often, the impulse is to say, 'You know what, on second thoughts, we need to look externally', rather than just going forward with whatever plan is actually in place".

Wong touched on the fact that, for many companies, the expectations for success are much greater for employees who are promoted from within than for those who've joined the organisation from an external source. "These new leaders may fail because they've been moved into a larger role in a completely new location," said Wong. "The risk factor is logically going to be higher with such appointees than it is with hiring someone from within the region – yet instead of taking this into account, the performance management system can adopt a very negative attitude towards them."

Wong suggests HR managers should consider whether they've set the right expectations for newly promoted leaders, and added that there needs to be an allowance for them to fail in their role.

Reassessing your firm's approach to risk tolerance

Participants agreed that the speed of growth in APAC means matching talent – demand and supply can be a constant headache for HR leaders. To add to the problem, the distance between local offices and global headquarters means that for headquarters, there is often a lack of visibility of local talent or leaders. As a result, the global office may view any localisation of top roles as relatively risky.

All this means understanding your company's tolerance for risk is important when it comes to creating a workable succession plan. "Many HR leaders here tend to focus on containing risk for their firms when they think about grooming people for leadership roles," said Hayden Majajas, Head of Diversity & Inclusion at Bloomberg in APAC. "At Bloomberg, we've found we get better results when we take informed risks on promoting new talent."

In a number of Bloomberg's key APAC locations, for instance, rather than identify a senior manager from global headquarters for relocation, the company is successfully promoting local talent and taking it from there. "It's not at all that you're lowering the bar of what a leader means; it's more about creating an entirely new, bespoke definition of what such a role might entail – a definition which incorporates taking a risk".

Of course, it's normal for companies to want to mitigate risk, but the sheer pace of business growth in APAC often dictates that HR must move faster to keep up. "With the speed of growth we've seen in Asia, you really need those high potential senior managers", said Wei-Ling Poon, HR ASEAN and Head, Talent & Organisation Development APJ, F5 Networks. "So, we are hiring and accelerating people – even if they don't have the right experience, just the ambition and the smarts".

Getting buy-in from the top

For succession planning to work, senior management, HR managers and even the board of directors need to be involved and working in tandem. According to a 2014 study conducted by researchers at Stanford University and the Institute of Executive Development, key performance indicators for CEOs should include effectiveness in grooming successors and mentoring direct reports. However, many organisations don't formally assign these roles or think of grooming or mentoring as succession planning.

Study participants agreed that where succession-planning efforts were patchy, it was vital to establish a basic approach that HR managers can build on over time. Ideally, this should involve setting a minimum standard of what to do to improve, both in terms of coaching for successors and in terms of internal assessment.

Embedding succession planning within company culture

Participants also agreed that succession planning works best when it starts early and is treated as a long-term process that allows for conversations about critical transitions to happen over time.

If HR has a process in place which goes all the way to the CEO, the HR team, the CHRO (Chief Human Resources Officer) and the board, for instance, it can allow for a constant dialogue about how mentors and potential successors are doing. That way, senior management is better able to think about transition and next steps.

Ulrike Agostin, Technical Services Compliance Manager at Cisco, explained that her approach to succession planning and professional development involves changing mindsets. "Essentially, it's vital to build a culture where leaders seek opportunities for high potentials to gain experience, and provide them with the necessary support and coaching to be successful", she said. "It all comes from the top, so if your senior management isn't setting the right tone, you can't expect everyone else to follow."

Participants also noted that a range of automated tools to help track employee progress is now

available. Some programmes centralise information on employees, their skills and their achievements so that long before a performance review, employees know what skills will be evaluated and receive helpful recommendations on how to improve.

Top tips for executives

A lack of adequate succession planning can be a ticking time bomb. To deactivate this, participants suggested HR managers consider the following three steps:

First, begin succession planning early and track progress. Identify promising staff and devote sufficient resources to their development. Embed the plan within company culture – even asking about the status of a succession plan at the end of a board meeting jogs the mind of business leaders and can help facilitate further mentoring and employee development when needed.

In a number of Bloomberg's key APAC locations, rather than identify a senior manager from global headquarters for relocation, the company is successfully promoting local talent and taking it from there.

Second, create a minimum standard for succession planning so that there are clear goals that everyone can work towards. Members of the board, HR decision makers and business executives should each have a concrete goal and performance indicators to work towards in terms of coaching potential successors and conducting internal assessment.

Finally, take risks on employees who have less experience if other indicators seem promising. Rapid development within the APAC region often doesn't allow for the same experience timeframe that companies rely on in other parts of the world. Locating a new CEO should involve a focus on locating the best successor, not necessarily merely promoting the most senior employee. B



Lelia Lim-Loges
Managing Partner, Asia Pacific at Lim-Loges & Masters

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2018 HR Tech Trends

AI will have a massive impact on an HR team's ability to influence business.

—By Scott Thomson

The HR Technology Conference takes place each year in the US and there is no better place to catch up with the latest HR tech developments, thought leadership and people in one place. For anyone situated in Asia, this can mean long haul flights and a lot of hassle to get to this three to four-day conference, but it's worthwhile.

If you weren't there this year, here are Links' picks of the three new HR tech trends from this year's HR Tech conference that you would get excited about:

One: HR is on board the AI movement

Two years ago, there was an absolute explosion of

HR Analytics at HR Tech. This year the conference hall was bursting with AI and machine-learning software vendors. AI is going to have a massive impact on an HR team's ability to have an influence on the business. The key areas where this is already happening include:

- The HR helpdesk. Chatbots are making a comeback. A large number of vendors at HR Tech were selling chatbots that could be trained to learn HR policies based on keywords, answering employees' questions over instant messaging in a scarily human way. HR teams can now provide employees with automated round the clock support.

- There is an increasing number of fantastic recruitment products that streamline the sourcing phase of recruitment through: AI-assisted “stack ranking” of CVs; matching existing candidates in your ATS against jobs, based on machine-learning of previous hires and placements, and automating the scheduling of interviews with candidates and clients via automated email responses.

For those scared about the impact that AI will have on their jobs, the clear signal from most HR vendors is that AI is more likely to augment an HR professional's performance rather than replace them. Using AI to elevate roles and create jobs that don't yet exist is the key for success.

Two: A workforce of top-tier athletes

Consider the NBA and the massive amount of performance-related data available on basketball players like LeBron James. Gambling sites, bookies and fantasy leagues have so much data on athletes like LeBron that they can predict within a small margin how likely he is to make a shot from a specific spot on the court, factoring in his opposition, venue, game type, etc.

How does this translate to the workplace? There is no reason we can't apply the same strategy and effort into our workforce. We have the data to do it now.

Apply this to the office, for example:

- How likely is Sarah in our sales team to close her big deal in November based on her previous track record with clients of this type (CRM data)? How busy is she (KPI data) and what is the relationship sentiment to date (email data)?



Scott Thompson
Chief Operating Officer, Links International

- What are the best circumstances that correlate to higher performance for Sarah?
- How do we manufacture these circumstances?

There are a tonne of HR leaders and vendors leveraging data and HR analytics to predict and boost employee performance already and this is going to be hugely powerful in the next couple of years.

With the rise of the cloud and cheaper development costs, investment in HR technology is exploding and we are finally getting affordable products designed with the employee in mind.

Three: Hyper-consumerisation of HR tech

With the rise of the cloud and cheaper development costs, investment in HR technology is exploding and we are finally getting affordable products designed with the employee in mind. Where the effect of this consumerisation of HR tech is especially evident is in mid-market HR products. Increasingly, HR teams at mid-sized companies (less than 5,000 employees) can now access really functional and easy to use HR

software that HR teams aren't embarrassed to release to employees and can easily be integrated with other applications in the business.

Key takeaways from HR Tech 2017

In short, HR technology is getting cooler and it's a great time to be an HR professional.

The huge investment in HR tech recently is one of the key drivers enabling transformation of HR teams. HR professionals can now leverage their technology to move out of administration and truly focus on interesting work that has a huge impact on the business. If you've been waiting for a change in HR, it's time to get excited. 

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Humanise to Innovate

With growing social awareness in Hong Kong and the region, alongside the unquestionable business-case for inclusion, how can companies harness LGBT+ talent? –By Christian Tooley

On the 23 November 2017, the Chamber's CSR Steering Group and Emerging Leaders Committee organised a panel event at CBRE's Asia-Pacific headquarters. The panellists included professionals from all corners of Hong Kong's buzzing landscape: Leonie Valentine, Managing Director of Sales & Operations at Google; Michael Gold, Editor at The Economist Intelligence Unit; Tung Suen, Assistant Professor at CUHK, and Peter Reading, Legal Counsel at the Equal Opportunities Commission.

As the Chair of CBRE Hong Kong's LGBT+ network and member of both supporting committee groups, my goal as a moderator was to dive deep into the issues around LGBT+ inclusion in the workplace.

The following are some of the proposed strategies and key themes covered in the discussion. Hopefully these insights will contribute to on-going conversations about inclusion in the workplace. LGBT+ initiatives are not only crucial to drive innovation, but are a duty of employers.

One Culture from Day One

Many companies have begun or continue to embed diversity as a priority by ensuring their policies and procedures reflect LGBT+ inclusion. But in practice, policy does not equal a cultural change. Out in the World's 2016 research found that globally 64% of LGBT+ employees are not out at work, with this figure likely to be higher in Hong Kong.

How do we create an inclusive culture that embraces individual differences? One method is investing in internal alignment. Before joining a new company, LGBT+ candidates may complete desktop research to explore its diversity ethos. But how often are all new employees trained in-depth on a company's inclusion policies? Without talking about these standards, an inclusive culture will not thrive. Onboarding processes need to be more engaging and explicit in conveying their LGBT+ commitment. Workshops or orientations that ease you into a new company should have a segment dedicated to diversity. This not only helps retain LGBT+ talent, but also builds and attracts ally support.

Beyond Networks: Encouraging Active Engagement

After educating staff about inclusive policies, there is often a disconnect in the workplace, with those in LGBT+ networks or active in diversity initiatives not always representative of the whole office. A US study found that 72% of non-LGBT+ people stated that whether a company had a LGBT+ non-discriminatory policy was important in deciding whether to work for them. Compared with Hong Kong, a Community Business survey found that 55% still consider diversity and inclusion to be a western concept.

The first step to achieving an inclusive workplace is awareness; acknowledging that some employees have different backgrounds and



circumstances that may affect how engaged they can be. So how does a company we make inclusive initiatives... inclusive? Some companies have begun to embrace the trend of having an "inclusion umbrella group" above other diversity chapters. Employees can join if they care about rainbow umbrellas, purple, pink or any colour umbrella they wish to know more about.

Through this umbrella concept, the pressure of openly identifying with a subgroup may be alleviated for some staff members. This opens the opportunity to connect a group of thoughtful, committed individuals who care about building a workplace where everyone can be themselves and thrive.

A popular strategy that may help tackle culturally conservative leadership in some Hong Kong realms is reverse mentoring. In business, this has often been used to teach senior management about the power of new technologies, but what about understanding the power of LGBT+ inclusion? Setting up a programme and intelligibly matching management with "out" colleagues, existing allies or any young change agents can help people think differently. It not only challenges existing biases, but also fosters a unique type of knowledge sharing and in turn spurs innovation.

Another platform for inclusion is "new technology", which ranges from social media to artificial intelligence. How does technology connect with LGBT+ inclusion in the workplace? It is important to note that simple and complicated technology strategies have been used with varying degrees of success. Many companies now bcc (blind copying) network members on email threads, or create open/closed Yammer groups where all employees can interact and share LGBT+ resources.

At greater depths, there have even been attempts of applying machine learning during talent engagement processes, similar to CV screening. But legacy data can serve to reinforce existing inclusion biases. These tools should be used only with considerable thought

and on-going evaluation. Technology supports us, but should not serve as a substitute for our other inclusion engagements. Companies need to humanise their technology platforms.

Extending the concept of "humanising" efforts to attract and retain LGBT+ talent, leaders in diversity can also adopt strategies that go beyond the realms of their workplace: advocacy. From Google's rainbow homepage and HSBC's rainbow lions, to Credit Suisse's (among others) backing of the QT case to secure a same-sex spousal visa, these are methods that show real commitment with branding. Cynics may cry out about reputational risk, but to truly build LGBT+ inclusion, challenging legal and societal bias is how companies achieve a culture synonymous with active acceptance.

Employers: Humanise LGBT+ Talent Management

These strategies are only some areas our panel explored and show ways that both global and local brands can fight the mantra that LGBT+ inclusion "doesn't apply" in Hong Kong by taking practical steps to nurture potential and existing talent. The journey is never-ending. Companies must accept that change is constant, and organisational transformation is not quick or sudden.

Of course, strategies small and large can be implemented but initiatives need to be humanised. Talent is people, and instilling this in your whole workforce means being able to nurture the diversity in your current and potential employees. There is a need to recognise and tailor strategies for LGBT+ talent in Hong Kong. Create an umbrella diversity group, incorporate a LGBT+ diversity segment during orientation, offer confidentiality-assured online resources or fly a rainbow flag from your office. This is a call to action for employers to foster inclusion by actively seeking thoughtful channels for LGBT+ talent and allies to engage in and ultimately drive innovation in Asia's world city. 



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CBRE Group, Inc. (NYSE:CBG), a Fortune 500 and S&P 500 company headquartered in Los Angeles, is the world's largest commercial real estate services and investment firm (in terms of 2014 revenue). CBRE offers strategic advice and execution for property sales and leasing; corporate services; property, facilities and project management; mortgage banking; appraisal and valuation; development services; investment management; and research and consulting.

CBRE

Staff Defections

SVA offers a guide for directors and senior management when facing critical personnel losses.

—By Steve Vickers



The threat of losing executives to a rival is a nightmare for directors, and a test of management resolve. Any defection can engender financial harm, loss of information and clients, and damage to reputation and morale. Adding insult to injury, the risk of defections following Christmas and before the Chinese New Year – times at which staff pocket their bonuses and leave – has become greater than ever. Directors should take account of the threat.

The Risks

Many companies are at risk, including those in financial services, insurance, corporate services, banks, law firms, and professional services businesses. The circumstances vary, but often include certain factors – middle-ranking employees have been feeling vulnerable; the emergence of a cash-rich player has come to the fore; or a perception of lay-offs is in the wind, among others motivators.

Of course, the movement of staff is normal, but it must be understood swiftly that any departure accompanied by unethical, or even illegal, activity can threaten a business. In that context, SVA has noticed an upsurge in unethical activity of late, which includes theft of corporate data and the deliberate soliciting of staff.

Warning Signs

Spotting the danger is possible. A small clique resigning together, unusual late night or weekend work patterns, aggressive behaviour by a competitor, strange requests for access to databases – all and any of these activities may foreshadow trouble.

A “matrix management system” (managing cross-functional, cross-business groups) augments risks, as multiple reporting lines and confusion over accountability can mean that few executives see the whole picture. Consequently, no one will spot the threat.

What to do?

A common reaction is panic and paralysis, not least as the defectors and their backers may launch hostile action when defences are down – over a long holiday, say, or during the annual management meeting. Decision makers may struggle to respond. Worse, legal advisors and external counsel sometimes hesitate to act until evidence emerges. Some may claim that such behaviour is the “industry norm”, or that “nothing can be done”.

Taking no action is a decision in itself, though, and amounts to a tacit admission of defeat. Instead, the management team should assess damage and formulate a rapid response, thinking clearly and acting swiftly. The goal must be to anticipate and counter hostile initiatives – and thereby protect company interests.

The crisis containment team

One crucial step is to establish a crisis containment team, comprising senior executives, external counsel, and other advisors, to handle day-to-day crisis management, and to coordinate any response. Membership requires careful vetting, to ensure no participants sympathise with the defectors. External consultants can hold together disparate departments, and organise progress meetings, thereby freeing up management time for core business activities.

A concurrent step is investigating the conspiracy by interviewing staff members, so as to identify those “friendly” to the company, and those not. Interviews are crucial, as a “second wave” of employees is often preparing to depart, and may feed information to the rival. Moreover, interviews can identify operational intelligence, such as letters of employment and details of cash advances.



Steve Vickers
Chief Executive
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Another critical step is to collect electronic information. Defections take time and resources to organise, and leave traces on computer systems. Defectors may copy confidential information, or delete files. In particular, any unusual use of external storage devices, such as “thumb drives” always leaves a trace. Accordingly, data forensic analysts can collect electronic evidence of theft of intellectual property, or breaches of fiduciary duty.

“

A small clique resigning together, unusual late night or weekend work patterns, aggressive behaviour by a competitor, strange requests for access to databases – all and any of these activities may foreshadow trouble.

”

Drawing up a timeline

Preparing a precise timeline of events with sophisticated charting tools is equally essential. This timeline will log key incidents, and set them against other evidence, by examining unusual working patterns, telephone calls, or meetings between defectors and rivals, and other events.

A timeline can help observers understand the genesis and development of a conspiracy, assist in planning counter-measures, and comprise a key piece of evidence in legal action.

‘Tis the season...

Christmas and Chinese New Year are traditional times when people seek new roles. Staff will always join rivals if paid enough. Even so, bringing across both valuable information and colleagues is wrong, and can threaten a business.

Firms can mitigate the impact of any exodus, implement counter-measures, and develop contingency plans to reduce exposure, however. SVA has the experience and operational capacity to assist with key staff defections, efficiently, legally, and ethically. **B**

SVA is a specialist risk mitigation, corporate intelligence and security consulting company. The company serves financial institutions, private equity funds, corporations, high net-worth individuals and insurance companies and underwriters around the world. For more information, or if you need assistance, please email mail@stelevickersassociates.com or visit www.stelevickersassociates.com. 24-hour Crisis Hotline +852-9196 2350



I Am Not a Robot

Chatbots have become increasingly common in dealing with online business in retail or commerce. Can you tell the difference between man and machine? – By Ian Lee

Chances are you've probably interacted with a chatbot already and you may not have been aware of it. But what is driving the agenda for businesses to consider using chatbots and what could a chatbot possibly do that a human can't? To understand these drivers and benefits we first must understand what a chatbot is. A chatbot can be defined as an interactive service, powered by rules and components of artificial intelligence (AI), to deliver a human-like response to queries, through a chat interface.

How do they work?

Let's break this down: A service could range from answering a simple question such as "what are your opening hours in location x?" to more complex services such as providing tailored product and service recommendations. Rules and AI are key components that fundamentally determine the complexity and conversational ability of a chatbot. Traditional chatbots typically rely on rule-based engines that recall specific responses to specific questions, while more advanced chatbots use elements of AI to process the question in a human-like manner to provide a more meaningful response. Finally, underpinning these capabilities is the chat interface through which a customer would communicate; this might be via a web client portal or more increasingly, an existing social messaging platform.

Why are businesses increasing interest and adoption?

Four clear factors stand out as to why the market has started to show a keen interest in chatbot adoption.



First among these is changing customer expectations and behaviours. There are now more active users on messaging platforms than social media platforms with most users active on one or more of these platforms. Messaging provides near real-time communication between parties and the need for fast transactions and information is critical for the new generation of customers.

The second driver is technological advances. Capability growth within the AI sector is booming with advancements in natural language processing (NLP) and machine learning paving the way for affordable tech and enhancements to foundational chatbot functionality. The emergence of personal assistants such as Apple's Siri, Amazon's Lex and Google Assistant are clear examples of affordable, consumer-based AI.

Ease of integration is another driver. With big-brand messaging platforms like Facebook Messenger, WhatsApp and WeChat opening their doors to third-party chatbot platforms, integration and interaction with existing large consumer bases has become easier.

Finally, digital disruption is a constant. Emerging and disruptive technologies like AI, big data and chatbots are increasingly being looked at by businesses to help alleviate cost pressures and increase operational efficiencies.

Cost savings are just the beginning

While cost savings and process optimisation are the obvious benefits from chatbot implementations, EY's

experience in this field has also brought to light a number of other key benefits.

First is accessibility – more advanced and integrated chatbots can very quickly and easily access a portfolio of corporate data and applications to return a seamless, single customer experience. For example, a banking chatbot could update a customer address, pay a credit card bill and begin a home loan application as part of one customer journey.

Availability is a key factor. Unlike people, chatbots don't require sleep. This enables businesses to be available to their customers in a true 24/7 schedule. Chatbots also help to eliminate unnecessary queues through both concurrent request handling and increase speed in resolving tasks for customers.

Customised interactions are improved. By complimenting a chatbot with NLP and machine learning capabilities businesses open the door for far greater, more contextual conversations with customers. Learning algorithms and predictive modelling can help improve and tailor a chatbot's responses to a customer.

Finally, while human error is an undeniable reality and can be costly over time, chatbots are consistent and can be designed to give every customer the same high-quality standard of service in line with branding requirements.

How to get started?

Here are some simple steps we recommend to get your organisation thinking about how and where to use chatbots.

1. **Define the use case:** A well-defined business case and pragmatic view of how and where a chatbot could be implemented is a critical first step. The overall purpose of the chatbot helps define the design and feel of the chatbot dramatically.
2. **Consider the technology:** businesses must consider the individual components associated with chatbots and also the capability required to design, implement and support it. There are a number of both open source and traditional vendors (Microsoft, IBM, etc.) that operate in this field and it is important to choose the software with integration and compatibility in mind.
3. **Start small:** experiment with simple-use cases that require limited integration, basic NLP and have less risk (not customer facing). While on the surface chatbots may seem like relatively simple call and response applications, the underlying technology and intricacies that power the bot can be extremely complex.
4. **Empower the human element:** while chatbots can help automate processes and increase efficiencies, building strong customer relationships transcends beyond quick responses to questions. Chatbots can help to reprioritise human effort into more important tasks or become escalation points. This is done by leaving lower priority, repetitive tasks to chatbots.

So, with predictions placing that by 2020, nearly 80% of all client interactions with businesses will be through chatbots – what is your business doing to prepare? 



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EYC3 creates intelligent client organisations using data & advanced analytics. Our team of data scientists, analysts, developers, business consultants and industry professionals work with clients at all stages of their information evolution. We implement information-driven strategies and systems that help grow, optimise and protect client organisations, and create a lasting culture that encourages people to use information creatively and intelligently to improve business outcomes.





The New Economy

The UK fintech industry is now worth around £7 billion to the economy and employs more than 60,000 people across the country.

– By Ivan Yip

According to a 2016 EY benchmarking report, the UK ranks first amongst the world's seven leading fintech hubs for having the strongest fintech ecosystem. The industry generates billions for the nation's economy and spans many technologies, from mobile payments and digital banks, to bitcoin and blockchain. Collectively, these technological developments have kept the UK's financial services sector at the cutting edge of innovation, increased competition and choice in banking, and helped customers and businesses to get better services.

Since 2015, the Department for International Trade (DIT) has been organising the annual "DIT Hong Kong Fintech Awards" with the aim of promoting the UK as an ideal location for Hong Kong and China's fintech companies to invest in, while providing a fertile environment for local start-ups and entrepreneurs.

2017 award winners

On its third edition, China Construction Bank International (CCBI), KPMG, Cathay Pacific and Scottish Development International sponsored the DIT Hong Kong Fintech Awards. Tony Hung, Head of Innovation Division at CCBI and one of the judges of the competition, said this year's candidates were surprisingly strong and sophisticated.

Hong Kong-based start-up Quintain Analytics was one of the two grand-prize winners of the awards. The company provides data analysis to financial investors and aims to make tech affordable for institutions, particularly smaller ones. Co-founded last year by Stephen Carney and John Norris, Quintain Analytics serves the buy-side institutional investment community with enrichment products and solutions.

The other grand-prize winner, SenseTime Group Ltd, impressed panel judges with their facial and image recognition based solutions that ensure a fintech ecosystem that is more secure, safer and more



comfortable for users and businesses to access. Founded by Professor Sean Tang Xiao Ou from MIT, the AI company uses deep-learning technologies to empower computer vision, and their technology is currently available across fourteen different industries, with fintech customers being one of the earliest adopters.

The three runner-up awards went to Blue Pool, a start-up that delivers revenue-generating signals for the capital markets industry; Privé, provider of an integrated and digitised wealth management solution; and TNG, a company with a focus on digital banking and mobile wallet.

The two grand-prize winners won a five-day bespoke programme to London and Edinburgh, scheduled for March 2018. The award winners will have access to a global fintech event and receive high-level networking and business growth opportunities in the UK.

Exploring the UK's fintech ecosystem

The UK fintech industry is now worth around £7 billion to the economy and employs more than 60,000 people across the country. London's position as the leading financial hub provides access not just for fintech companies looking to collaborate with partners or find new clients, but it also provides funding for start-ups and capital for larger fintech firms. In 2016, London came first in Europe for the

total number of fintech deals and attracted nearly £1 billion in investment.

As the UK's second largest financial cluster after London, Edinburgh offers the perfect blend of technology and financial expertise with a supportive ecosystem and competitive costs. In July 2017, a £1.1 billion investment was announced to turn the Edinburgh City Region into the Data Capital of Europe. Over 10 years, the University of Edinburgh and its partners will train 100,000 people in the application of data across the region.

In addition, the UK has the best regulatory and policy environment to support growth and innovation in fintech, according to the EY report.

A fintech bridge between nations

This year's awards launched during the "Think Asia, Think Hong Kong" symposium in London in September, following the signing of the Hong Kong – UK Fintech Bridge, a comprehensive agreement covering government-to-government, regulator-to-regulator and industry-to-industry co-operation. It provides a solid framework for fintech firms on both sides to use the facilities and assistance available in the other place to explore new business opportunities.

HKSAR's Secretary for Financial Services and the Treasury James Lau said, "The Agreement is a vivid example of the Government's staunch efforts in promoting fintech development and collaboration with other fintech hubs. With strengthened co-operation with the UK in fintech development and promotion, we hope to see Hong Kong's home-grown fintech firms grow and expand their business to the UK."

"The DIT Hong Kong Fintech Awards is the start of the journey for winning companies to join the multi-faceted connection between the fintech markets of Hong Kong, China and the UK," said Andy Burwell, Director of Inward Investment at the Department for International Trade in Hong Kong. **B**

The UK's Department for International Trade (DIT) has an overall responsibility for promoting UK trade across the world and attracting foreign investment to its economy. DIT is a specialised government body with a responsibility for negotiating international trade policy, supporting business, as well as delivering an outward-looking trade diplomacy strategy. For details about investment opportunities in the fintech sector, contact Ivan Yip, Inward Investment Manager at ivan.yip@fco.gov.uk.



Digital Data Protection and You

There have been new changes to UK Data Protection laws; you should know how they might affect your business.

– By Chris Sykes

In August 2017, UK Digital Minister Matt Hancock announced new measures to give people more control over their personal data in the digital age. The proposed Data Protection Bill will bring the European Union's General Data Protection Regulation (GDPR) into UK law. This will help Britain ensure that data can continue to flow freely between the UK and EU countries after Brexit.

The proposed changes to the UK Data Protection Act 1998 mark a wide-reaching and significant shift in the way that organisations that offer goods and services to individuals in the UK must protect personal data. Here, we outline the key changes as well as the steps that small businesses can take to prepare themselves.

What do the new data protection laws entail?

With the aim of implementing the vast majority of the GDPR, the measures proposed in the Data Protection Bill will:

- Make it simpler to withdraw consent for the use of personal data;
- Allow people to ask for their personal data held by companies to be erased;



- Require "explicit" consent to be necessary for processing sensitive personal data;
- Expand the definition of "personal data" to include IP addresses, internet cookies and DNA;
- Make it easier and free for individuals to require an organisation to disclose the personal data it holds on them; and
- Make it easier for customers to move data between service providers.

The new regulations will come into force on 25 May 2018 and will be enforced by the Information Commissioner's Office (ICO). The ICO will be given more power to defend consumer rights and issue higher fines of up to £17 million or 4% of global turnover, in cases of the most serious data breaches.

There will also be a new data protection fee system that will go live on 1 April 2018. The amounts that businesses will have to pay to the ICO will depend on their staff headcount, turnover and volume of data processed.

Who will be affected?

The GDPR applies to controllers and processors of personal data, which is any information relating to an identifiable person who can be directly or indirectly identified in particular by reference to an identifier. Organisations both within and outside the UK that offer goods or services to individuals in the UK have to take steps to ensure compliance with the upcoming changes to the data protection law.

What steps do businesses have to take?

According to the ICO, there are 12 steps that businesses need to take to prepare for the implementation of the GDPR into UK law:

1. **Awareness:** Ensure that decision makers and key people in your organisation are aware that the law is changing to the GDPR;
2. **Information you hold:** Document what personal data you hold, where it came from and who you share with it;
3. **Communicating privacy information:** Review your current privacy notices and put a plan in place for making any necessary changes in time for GDPR implementation;
4. **Individuals' rights:** Check your procedures to ensure they cover all the rights individuals have, including how you would delete personal data or provide data electronically and in a commonly used format;
5. **Subject access requests:** Update your procedures and plan how you will handle requests within the new timescales and provide any additional information;



Organisations both within and outside the UK that offer goods or services to individuals

in the UK have to take steps to ensure compliance with the upcoming changes to the data protection law.



6. **Lawful basis for processing personal data:** Identify the lawful basis for processing activity in the GDPR, document it and update your privacy notice to explain it;
7. **Consent:** Review how you seek, record and manage consent and whether you need to make any changes;
8. **Children:** Assess whether you need to put systems in place to verify individuals' ages and obtain parental or guardian consent for any data processing activity;
9. **Data breaches:** Ensure you have the right procedures in place to detect, report and investigate a personal data breach;
10. **Data Protection by Design and Data Protection Impact Assessments:** Familiarise yourself with the ICO's code of practice on Privacy Impact Assessments and the latest guidance from the Article 29 Working Party, and work out how and when to implement them in your organisation;
11. **Data Protection Officers:** Designate someone to take responsibility for data protection compliance and assess where this role will sit within your organisation's structure and governance arrangements; and
12. **International:** If your organisation operates in more than one EU member state, determine your lead data protection supervisory authority.

For more resources for preparing your organisation for the upcoming changes to the data protection law, check out the ICO's Guide to the GDPR. [B](#)



Chris Sykes
Head of New Business – UK,
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Zegal's vision is a world where the business of law works for everyone. Founded in 2013, Zegal is the fastest growing Legal Tech Company operating across the Asia Pacific and Europe. Today, more than 20,000 business users trust Zegal's cloud-based legal software to create and sign legal documents online, work with lawyers to handle legal matters and implement best practice business processes.



ZEGAL

The Money Magnets

If your business is having problems with cash flow, it's time to consider factoring – a flexible cash flow solution to grow business.

– By Jackey Chu

According to the Global Business Monitor Report, a survey conducted annually by Bibby Financial Services Group, SMEs in Hong Kong wait the second longest to receive payment from customers – 41 days on average. Results show that three-fifths (63%) of the surveyed SMEs' customers take 30 days or more to make payment, and two-fifths (43%) say collecting payment from customers on time is the most problematic area in relation to cash flow management. Over a quarter (27%) of SMEs have experienced bad debt over the past year and the same proportion say this negatively impacts their business growth and profits, with 2% of them even needing to make staff redundant.

Cash flow is the lifeblood of a business. But the key to growth also can be a challenge that holds your business back. If you have problems collecting invoice payments from your customer, it could bring huge impact to your business. So, how do we maintain sufficient and healthy cash flow, while at the same time mitigate the risk of bad debt?

What is Factoring?

Factoring is known as a type of receivable financing that helps SMEs release as much as 90% of cash tied up in outstanding customer invoices. Once the invoice payments are settled, the remaining balance is paid to the SME, minus any fees. It allows SMEs to bridge the gap between invoicing and getting paid, which can be stretched to 90 days or longer.

As part of factoring, credit protection mitigates the risk of SMEs suffering from bad debt, in case their customers are unable to pay or end up insolvent.



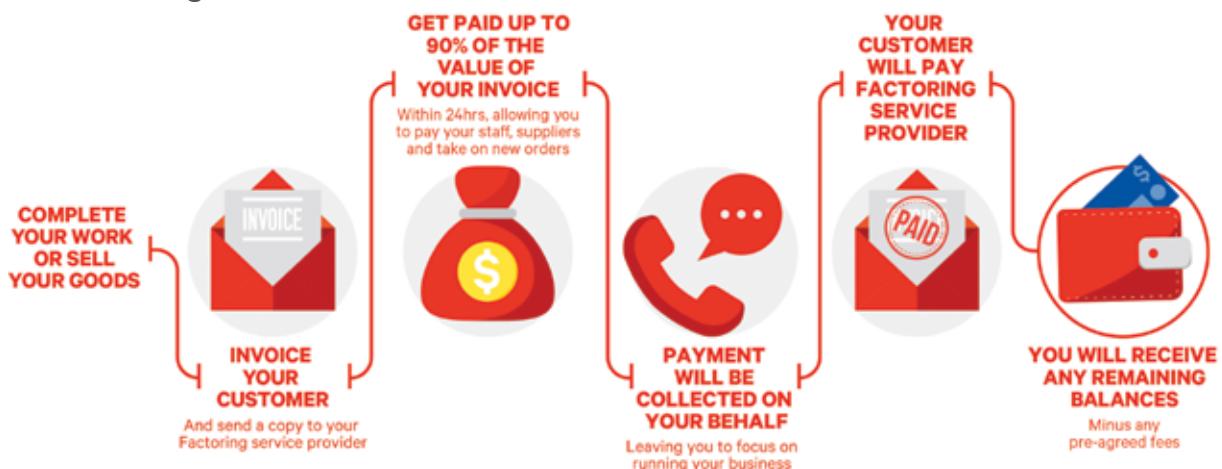
The credit control service that comes with factoring helps SMEs to collect outstanding invoices. This frees up time to concentrate on growing the business, which is especially important for SME businesses with limited resources.

If you have problems collecting invoice payments from your customer, it could bring huge impact to your business.

Here are reasons why businesses are increasingly turning to factoring:

- **Boosts to cash flow without the need for debt:** Factoring is not a loan, so you're not taking on any debt. This keeps your cash flow healthy.

How factoring works



- Provides time and resource to focus on business: Dedicated credit control service allows SMEs to focus time and energy where it is needed.
- Minimise late payment and bad debt: To safeguard business, credit protection is provided to mitigate bad debt risk.
- Grasp opportunities: With an improvement in cash flow, SMEs are better placed to take advantage of new opportunities, new orders, or expand and invest in the business.
- Take advantage of discounts from suppliers: Better cash flow means SMEs can use volume discounting deals with suppliers by buying larger units or taking advantage of supplier discounts for early payment.
- Get to know your customers better: With more information about the credit standing of customers, SMEs can negotiate better terms with suppliers and take on higher-quality customers, improving the debt position between more customers instead of a concentrated few.

- Collateral-free financing solution: No tangible assets are required for pledging for factoring. This leaves SMEs flexibility of asset management.

Is factoring the right solution for my business?

A factoring service provider might be on the cards if any of the following statements sounds familiar to your business:

- We offer 30-90 days credit terms to our customers;
- We trade B2B;
- We want to stay away from bad debt;
- We are looking for non-asset based financing solution;
- We are entering new markets; or
- We have ambition to grow the business. **B**



Jackey Chu
Managing Director, Bibby Financial Services (Asia)

Established in 2010, **Bibby Financial Services (Asia) Limited** is the Hong Kong branch of Bibby Financial Services Group. Bibby Financial Services Group is a leading independent financial services partner to over 10,250 businesses worldwide, with over 40 operations in 13 countries spanning Europe, North America and Asia. The Group has been providing financial services to SMEs for over 25 years.



Cellaring for the Next Generation

It's a wine romance: laying down bottles today ensures a fine drinking future for your family, or a valuable commodity for the market to come.

— By Katie Daniel



We all plan for our children's future financial security, and now an increasing number of people are applying the same philosophy to wine: planning their drinking future. Buying wines to lay down now has numerous benefits, the primary one that you are able to hand over a ready-made cellar with wines that have increased in value while you wait for your children to come of age. A personal touch is added when these wines are opened and shared at significant family events such as birthdays, graduations or weddings.

Some wines are specifically made to last a decade or more. Tough and angular in their youth, time in the bottle allows the wine to mature, evolve and

improve. As supply of these wines declines, demand usually increases, particularly as the wine's drinkability approaches, putting an upward pressure on price. In addition, the level of demand and interest in fine wine continues to grow, but wines with the ability to age, are not increasing in supply.

A simple supply and demand chart governs fine wine prices and is the underlying philosophy for investing in wine for the next generation. So the question becomes where to start and what to choose?

Pick a date

Children's birth years are a popular choice to act as the cellar's foundations. In terms of what to choose:

classic regions are a perennial favourite, with red wines from the French regions of Bordeaux and Burgundy being leading contenders, given the style, quality and agreeability of their wines. Quality wines from these regions also have high desirability but low availability, which combined, creates a coveted asset, enhancing their market value.

The quality of the vintage is a key contributor to how long the wines can age, and by selecting an excellent vintage you can supplement with wines that have longevity but staggered maturity.

For example, 2009 was considered to be an outstanding vintage. Wines such as 2009 Ch. Fonbel, a St Emilion Grand Cru, a mid-priced Bordeaux estate, is still readily available on the market at a price of around £225 per case, with international wine critic, Robert Parker asserting drinkability from now until 2020.

Other Bordeaux examples from 2009 include Ch. Batailly, which can be purchased at around £400 (per case), cellaring for up to three decades; or Ch. Lafite, one of the most sought after investment grade wines, now selling at £9,100 (per case) and cellaring for up to 50 years or more. So you can cellar at a price point that suits your budget at the time.

Like any portfolio, diversity is fundamental. Add breadth and depth to your selection by including age-worthy Barolo's from Italy, or Northern Rhone reds from France. White wines generally lack the longevity of red wines as they lack the tannic backbone. However, sweet wines, with high sugar levels and a strong streak of acidity can be successfully laid down. Consider sweet Tokaji wines from Hungary, delicious Vourays from Loire, or succulent Sauternes from

Bordeaux. New world regions also offer collectable wines at mid- to premium prices with Cabernets from Napa Valley, California and Shirazes from Australia's Barossa Valley well known by the wine loving fraternity. Other categories to consider are fortified, such as Vintage port, where optimal drinking time is around 30 years, or single malt whiskies, a category attracting global interest.



***Like any portfolio,
diversity is fundamental.
Add breadth and depth
to your selection by
including age-worthy
Barolo's from Italy, or
Northern Rhone reds
from France.***



Storage is key

There are lots of storage providers in the UK where, for a small monthly fee (around £10), your wines can be kept in an environment with optimal conditions. This can be organised through your wine merchant. Some merchants will have their own storage facilities, or have a contract with a reputable company. Wines lying in the UK may seem far away, but delivery can easily be organised with access to both sea and air shipment.

Why wisen up?

As a wine investor, you don't need to have that much knowledge on the subject to start. A sales team within reputable wine merchant brands will have an abundant amount of knowledge about vintages, producers and the various styles of wine. You simply provide a brief of what you want to achieve, your taste profile and how much you want to spend; then, your wine merchant can curate some suggestions.

Your cellar should be regarded like a tapestry: a collection of colours, varieties, regions and styles that are woven together over the years. And like any object of art, a well-designed cellar will continue to surprise and delight generation after generation. ■



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Manager,
Berry Bros. &
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Berry Bros. & Rudd is Britain's oldest wine and spirit merchant, having traded from the same shop since 1698. Today the company also has offices in Japan, Singapore and Hong Kong, a Wine School and an exclusive fine wine and dining venue in London's St James's. We are honoured to hold two Royal Warrants for H.M. The Queen and H.R.H. The Prince of Wales.



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Shaping Hong Kong's New Central Harbour Front

A key site slated for development at Hong Kong's harbour front has the potential to become a new destination for the city.

Hong Kong's harbour front has the potential to change dramatically in the coming years. What that change will look like will heavily depend on what is built on a parcel of reclaimed land due to be placed on the auction block.

Benoy's urban design team has created a series of initial ideas to spark conversation and promote innovative thinking for the future of Hong Kong's New Central Harbour Front Site 3, which spans from Jardine House to the Central Ferry Piers, and is part of the government's new Central Harbour Front Initiative. Site 3's waterfront location dictates that whatever is built there will inevitably become part of Hong Kong's picture-postcard view and has the potential to become a new urban destination for the people of Hong Kong.

While commercially driven, the government's planning brief for the redevelopment of Site 3 offers the

opportunity to maximise public benefit for citizens and visitors alike. The team at Benoy studied the planning brief and analysed the basics of the site, including key constraints and existing uses, to conceptualise a range of solutions. Three of these concepts are represented by the code names "Urban Forest", "Glacier", and "Coral Reef".

The themes

Benoy's ideas leverage the number of connections that can be made between the core of Central and the water, positioning Site 3 as the crux that brings together the surrounding areas. Height restrictions mean that the development might be fairly multi-

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The waterfront location dictates that whatever is built there will inevitably become part of Hong Kong's picture-postcard view and has the potential to become a new urban destination.

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An "Urban Forest" connects the areas within and around Site 3 using greenery and open spaces above ground, creating a central oasis.

The multi-scaled buildings in "Glacier" optimise streetscapes within an urban village as the buildings fracture and step down from International Finance Centre toward the water.



The unique shape of the buildings in a "Coral Reef" design creates a series of lively interconnected activity decks – reminiscent of stepping stones.

scaled in relation to the rest of Central, presenting the chance to create roofscapes and terraces that offer a multitude of greenery and views of both the city and the harbour. These terraces are engaged as part of a new public realm journey from Pedder Street and Connaught Road Central to the Star Ferry Pier.

"The concepts offer an early representation of how Site 3 might be transformed to become a new waterfront destination that is an accessible, attractive public place, but also commercially viable," explained Simon Bee, Global Design Director at Benoy.

The concepts include elements that the team at Benoy's Hong Kong Studio would desire for their

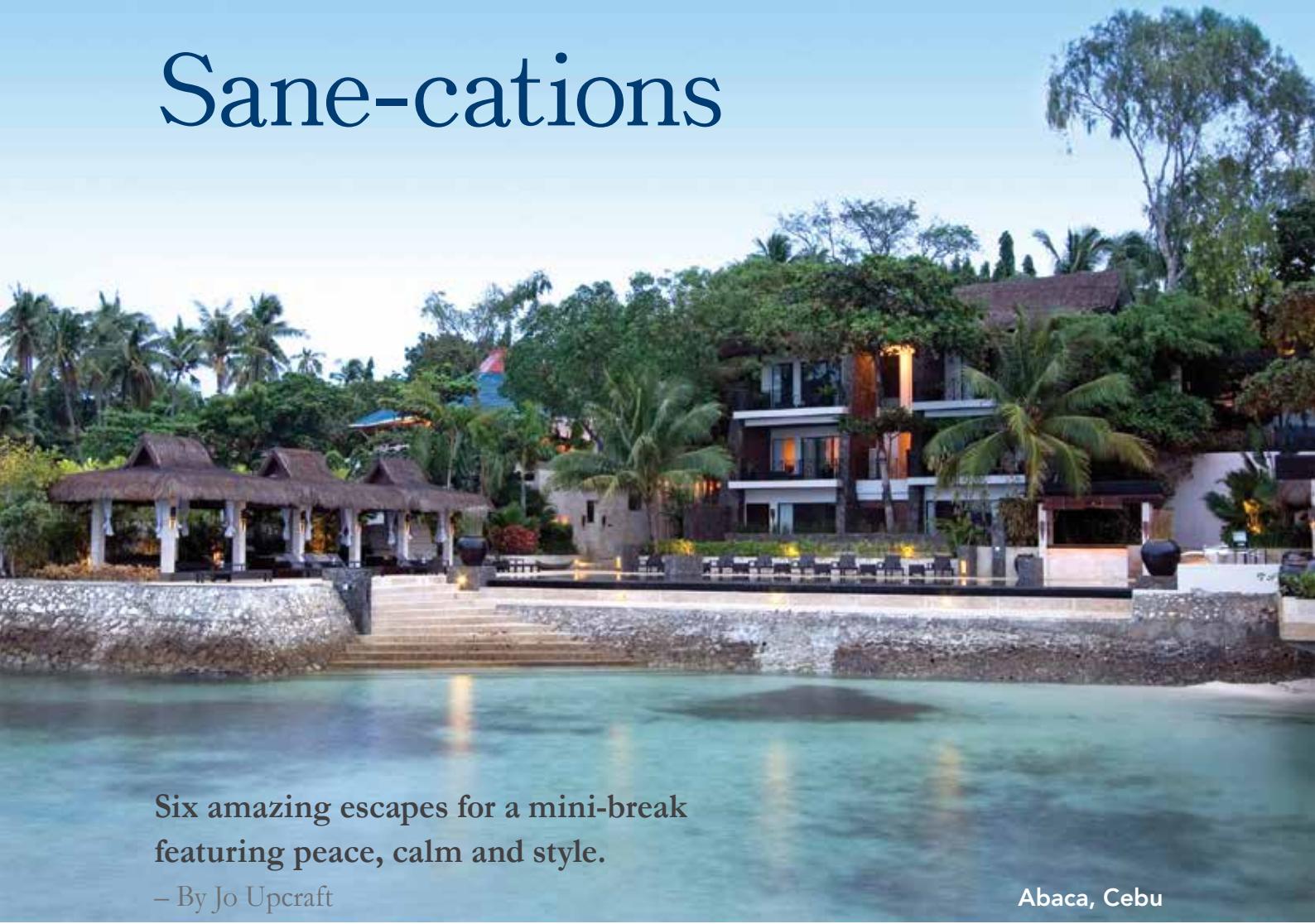
city's new harbour front; creating an interconnected, accessible public realm – an urban village that offers different uses from al fresco dining to outdoor exercise parks – while maintaining the city's heritage. For example, the government has plans to sell and demolish the General Post Office for commercial redevelopment, but Benoy has retained the landmark building in its proposals.

"Each solution has different characteristics, but all respond to the need for connectivity, activity and a rich mix of uses within the plot," said Bee. "We hope Benoy's initiative will encourage the design and development community in Hong Kong to push the planning brief to its full potential." **B**

Benoy is a global family of design specialists committed to delivering world-class solutions for the built environment. Balancing creative vision with commercial viability, we work with clients to create iconic destinations that enrich people's lives, strengthen communities, enhance nature, and deliver lasting economic value. Learn more about us at www.benoy.com

Benoy

Sane-cations



Six amazing escapes for a mini-break featuring peace, calm and style.

– By Jo Upcraft

Abaca, Cebu

If your festive season was fun but perhaps a little too rambunctious, head for a brief respite in the shape of an easy, convenient and relaxing escape. Here, Lightfoot Travel reveals some of its favourite serenity spots.

Abaca, Cebu

Mactan Island, in the beautiful central Philippines, is home to Abaca Boutique Resort, a gorgeous tropical bolthole close to Cebu. Six suites and three villas are spacious, contemporary, and come with traditional Filipino touches for the perfect no-stress setting. An award-winning Californian-Mediterranean inspired restaurant provides fine dining on the oceanfront, and the spa offers soothing treatments in divine surroundings inside and outdoors. Speaking of which, for adventures on water, jet skis are available and the snorkelling and diving is superb. We recommend dipping into the sultry black-tiled infinity pool upon arrival and any post-Christmas trauma will swiftly disappear.

Four Seasons Resort The Nam Hai

Quick to get to with speedy airport transfers upon arrival, Hoi An is a fantastic destination for a fast getaway that ticks all the boxes. Wander the charming ancient streets sampling the local street food and shopping as you go, get your endorphins racing with a bike ride through the rice paddy fields, then dip your toes in the sea at China Beach. Located on this stretch of pristine white sand is the Four Seasons Resort The Nam Hai. Here, the pool villas come with their own butler and benefits such as afternoon tea and evening cocktails, and it's family friendly. A few nights here and you'll be set to tackle whatever 2018 throws at you!

Temple House, Chengdu

China is not usually a destination that's described as super-chill, but Temple House in Chengdu breaks all the rules as a real oasis in the city. Perfect for a long weekend from Hong Kong (flights leave every Friday), the rooms are huge and totally 21st century,



Temple House, Chengdu

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It's a well-known fact (kind of!) that being around cuddly pandas can reduce tension and enhance positive feelings of wellbeing.

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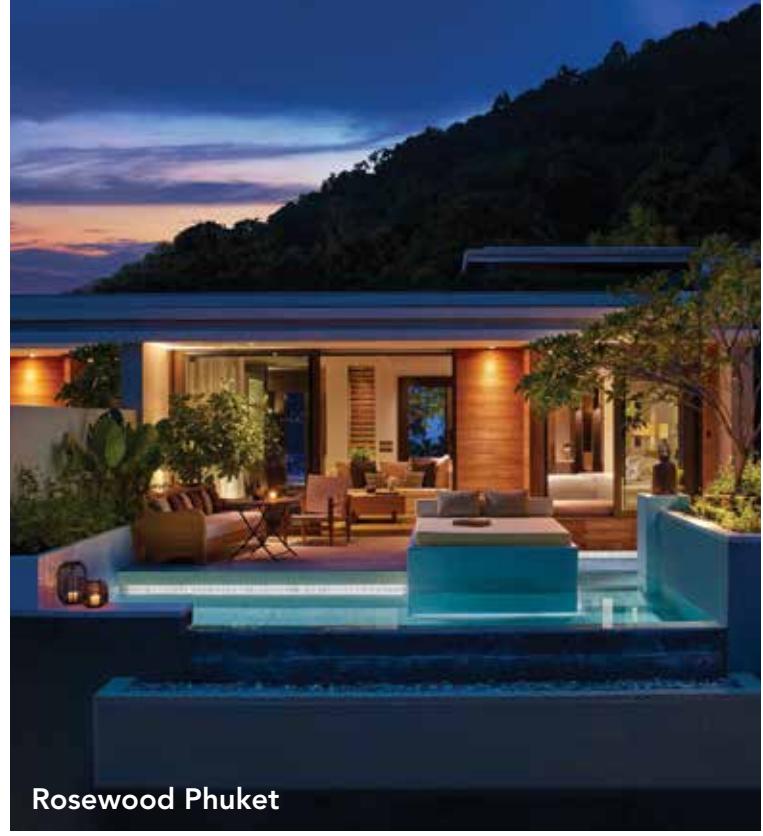
Four Seasons Resort The Nam Hai

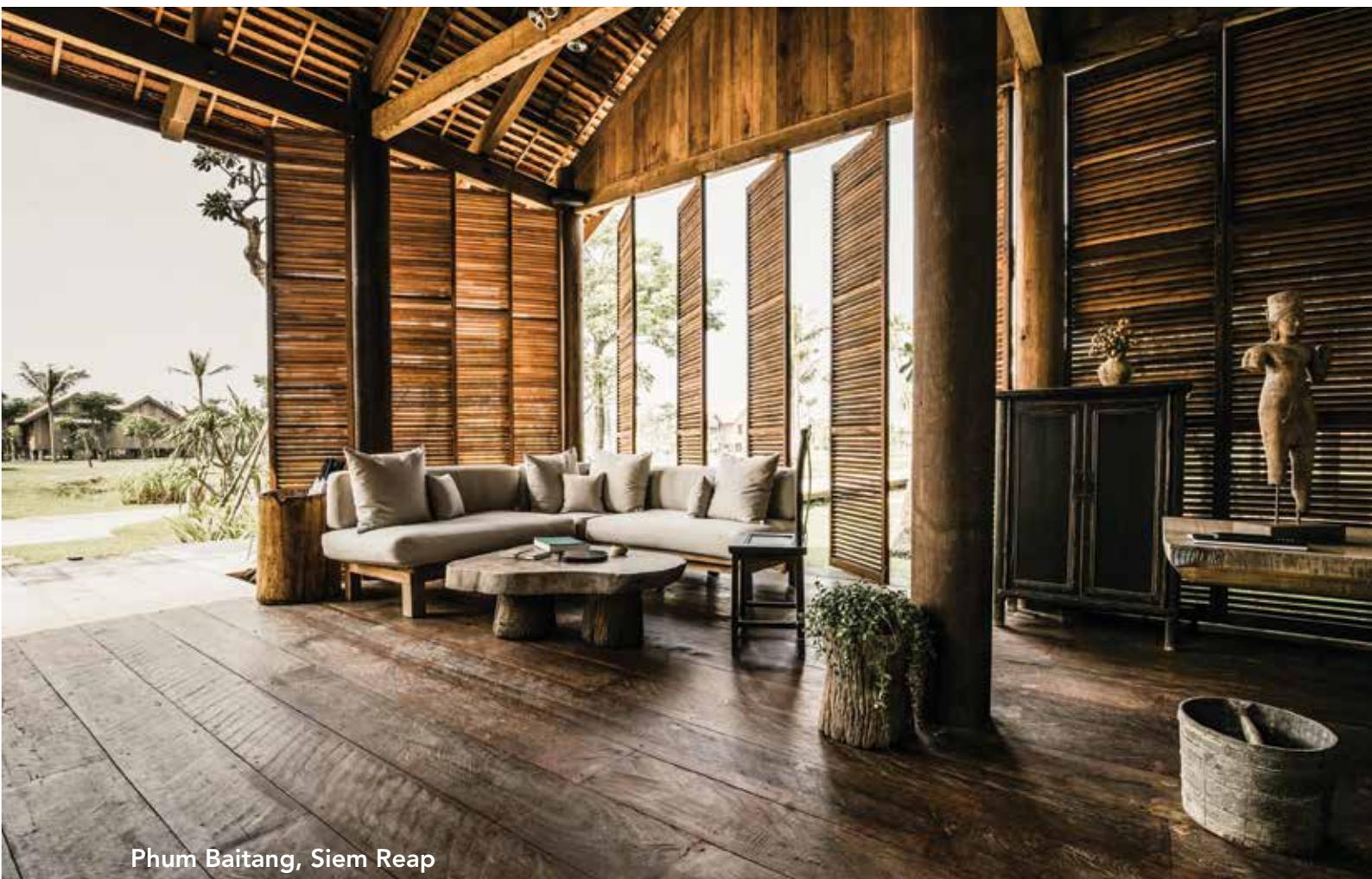


balancing local culture with high-tech facilities. Top-notch cuisine, a gorgeous pool, an exquisite spa, and an impressive contemporary art collection also make this a fabulous place to recharge. Leave this hidey-hole and the food in Chengdu is incredible, there's many surrounding temples and archeological sites to be discovered, the shopping is great, and it's a well-known fact (kind of!) that being around cuddly pandas can reduce tension and enhance positive feelings of wellbeing.

Kamalaya, Koh Samui

We know exactly what you need to kick-start the New Year with – some sleep! And Kamalaya – without the kids – is the place to do it. This one-stop destination spa comes with a heavy spiritual slant as they tailor specific programmes for those wanting to relax, recover from illness, or just clear their minds. Built on the site of a Buddhist's monk cave, the vibe is serene and the tropical hillside setting immediately reconnects you with nature. Rooms are airy and rustic with big outdoor bathtubs and – of course – amazing beds. Two restaurants serve healthy food, and there are swimming pools, plunge pools, and a fitness centre.





Phum Baitang, Siem Reap

Rosewood Phuket

Oh, lovely Phuket. With its sweeping beaches, tranquil waters and glorious landscapes, it's the ultimate in effortless escapes from the hectic daily pace of life. Mix up lazy days poolside with indulging in as many massages as possible at the new Rosewood Phuket. This latest in luxury Thai hotels boasts 71 pavilions and villas that have been designed with soothing colour palettes, private garden terraces and infinity pools. Ideal for families, kids will love roaming the beach, zip-lining through treetops at Hanuman World, and visiting the Phuket Elephant Sanctuary. In the meantime, you can indulge in the hotel's four different dining venues, or book in for a mind-body MOT with the resident wellness practitioner.

Phum Baitang, Siem Reap

For an escape that merges calm with culture head to Phum Baitang in Cambodia's Siem Reap. All rooms boast private terraces or plunge pools and elegant interiors where the likes of carved-wood headboards and freestanding wooden baths blend seamlessly with local market antique finds. Visiting the majestic UNESCO World Heritage Site of nearby Angkor Wat will fill your days with incredible architecture and ancient history. In the evenings you can wander the bustling streets and night markets of Siem Reap before hitting the hotel's cocktail lounge, which used to be an ancient farmhouse, and now serves drinks in a location reminiscent of Cambodia's golden days. **B**

Lightfoot Travel is a luxury tour operator with offices in Singapore, Hong Kong and Dubai, specialising in designer holidays around the world.
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www.seedlipdrinks.com



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www.basaotea.com.cn/en/



Start the New Year as you mean to go on: **Smythson's** midnight blue "Panama" notebook is playfully stamped with "Inspiration and Ideas" in gold lettering. Bound in textured-leather, this pocket-size piece is filled with the brand's gilt-edged featherweight pages that have been rigorously tested to hold the ink of a fountain pen.

[www.net-a-porter.com/hk/en/product/585412, Starting at HK\\$500](http://www.net-a-porter.com/hk/en/product/585412)



Stationary

Style

Part of the Portraits Family, **Penhaligon's** latest collection, The Uncompromising Sohan is the personified scent of an ambitious, intelligent and astute man working diligently with flair and talent to establish himself in the world of affairs. With head notes of Pepper, Rose and base notes of Oud, this perfume will take you from business meetings during the day to social events in the evening.

For store locations go to www.penhaligons.com





Arts

Out of ideas for gifts for that picky loved-one who has everything? Art is the answer.

YellowKorner Galleries is offering a huge range of fine art limited edition photography. Subject matter ranges from nature to animals, fashion to sport, urban to travel and many more!

Discover it at YellowKorner galleries: 58 Hollywood Rd & PMQ S101



High Density II, by Laurent Dequick

Luxurious Pampering

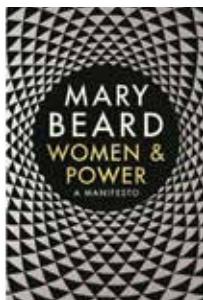
Looking for the perfect gift this Valentine's Day? The **Mandarin Spa** offers an extensive range of treatments including a wide choice of therapies. Couples can indulge in a two-hour treatment experience. This begins with a relaxing vitality pool blending warming ginger and balancing mandarin essential oils and a steam shower to ease away the stresses of the day. A light Asian-inspired spa meal served in the privacy of the suite concludes this treatment.

www.mandarinoriental.com/hong-kong/, treatments start at HK\$6,430



Book Shelf

Book Shelf presents the favourites – new and old – of Chamber members for your suggested reading pleasure.

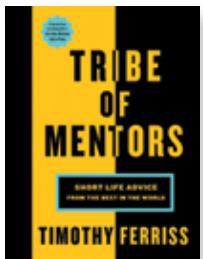


Women and Power: A Manifesto

By Mary Beard

Britain's best-known classicist Mary Beard is also a committed and vocal feminist. With wry wit, she revisits the gender agenda and shows how history has treated powerful women. Her examples range from the classical world to the modern day, from Medusa and Athena to Theresa May and Elizabeth Warren. Beard explores the cultural underpinnings of misogyny, considering the public voice of women, our cultural assumptions about women's relationship with power, and how powerful women resist being packaged into a male template.

With personal reflections on her own experiences of the sexism and gendered aggression she has endured online, Mary asks: if women aren't perceived to be within the structures of power, isn't it power that we need to redefine?



Tribe of Mentors: Short Life Advice from the Best in the World

By Timothy Ferriss

When facing life's questions, to whom do you for advice? We all need mentors, particularly when the odds seem stacked against us. To find his own advisors, four-time number-one best-selling author Tim Ferriss tracked down more than 100 eclectic experts to help him – and you – navigate life. Through short, action-packed profiles, he shares their secrets for success, happiness, meaning, and more. No matter the challenge or opportunity, something in these pages can help.



Who Thought This Was a Good Idea?: And Other Questions You Should Have Answers to When You Work in the White House

By Alyssa Mastromonaco

Full of hilarious, never-before-told stories, *Who Thought This Was A Good Idea?* is an intimate portrait of a president, a book about how to get stuff done, and the story of how one woman challenged, again and again, what a "White House official" is supposed to look like.

Here Alyssa Mastromonaco shares the strategies that jettisoned her into success in politics and beyond. These include the importance of confidence, the value of not being a jerk, and why – ultimately – everything comes down to hard work.

Member Offers

There are many great benefits of being a member of The British Chamber of Commerce. One of those is the Member Offers programme, an exclusive package of member discounts which range from dining and hospitality, to travel and business services.

Please present your membership card to enjoy these special offers. Full offer details are available online at www.britcham.com/membership/membersoffers



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10% discount on the dining bill



10% discount on the dining bill



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Discounts on meeting room rentals and 5 days free business lounge visit

Hong Kong World Sixes: Cricket's Fastest & Most Innovative Event

28-29 October 2017 – Kowloon Cricket Club, Cox's Rd, Jordan, Hong Kong



Brad West of Virgin and James Kim of Accenture present Hong Kong's Nizakat Khan with the MVP award.



South Africa celebrate their last ball victory

In October 2017, the HK World Cricket Sixes made a spectacular return after an absence of five years from the international sporting calendar. Two days of non-stop action saw the world's fastest cricket tournament go down to a nail-biting finish, with South Africa scoring a boundary off the final ball against pre-tournament favourites Pakistan to seal a thrilling win and send their fans in the stands into raptures.

The World Sixes is unique to Hong Kong and is the fastest form of cricket played internationally. With only six players and five overs (30 balls) per side, it ensures the batsmen try to hit every ball to the boundary and the fans were not disappointed, with over 400 shots clearing the boundaries through the weekend.

Eight teams: South Africa, Pakistan, New Zealand, Australia, Bangladesh, Sri Lanka and Hong Kong, along with the MCC from England, competed over 20 games across the two days cheered on by thousands of passionate supporters from around the world and over 20 million people watching on TV and online. The Hong Kong team did not let the home support down, triumphing in the Plate final.

Cricket HK would not have been able to bring the World Sixes back without the support of several

members of the British Chamber of Commerce. Accenture were a lead sponsor and developed a world-class app that enabled fans to fully interact digitally with the tournament. BT, FITCH and Virgin Atlantic had corporate boxes, with the latter also sponsoring the "Six Counter", which ticked over every time a six was hit and saw plenty of action through the weekend. And another international British business, Sunset + Vine, were responsible for the TV production; creating a world-class broadcast that was seen around the world.

The World Sixes is a key component in Cricket HK's aim to make Hong Kong a centre of world cricket innovation. With the Hong Kong men's team currently ranked 14th in the world and the women's team climbing the rankings, Hong Kong's role in world cricket continues to expand – a remarkable feat given the lack of available flat land on which to play.

The Sixes will be back in October but before that, several mega-stars of the game will descend upon Hong Kong to participate in the T20 Blitz in February. More information can be found at www.crickethk.org, and details on sponsorship, advertising or corporate hospitality options are available from jonathan.cummings@fitch.com.

Sponsored by

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SME Speed Networking

30 November 2017 – Mustard Seed, Emperor Group Centre, 288 Hennessy Road, Wanchai

The SME and Start up

Committee proudly presented its first ever SME Speed Networking event, sponsored by Sovereign Group, on 30 November at Mustard Seed. It was a members-only event where individuals had a chance to speak about their business for two minutes.

The event received extremely positive feedback. Everyone enjoyed this alternative, new way of hosting networking events, making it more targeted and engaging. Stay tuned for the next speed networking evening coming in 2018!



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Christmas Drinks 2017

14 December 2017 – Stockton,
32 Wyndham Street, Central

Sponsored by

HSBC 



On 14 December, the British Chamber of Commerce membership turned out in force for our final event of the year, the annual Christmas drinks. This year, the speakeasy Stockton was turned into a winter wonderland with free flow wines and beers being served alongside delectable canapes, to the sound of jazzy Christmas tunes.

Leading wine group Pieroth gave guests a wine tasting experience on site, which even included a wine in a festive Christmas tree shaped bottle! As always, there were some fantastic lucky draw prizes on offer, including a "Kaikado" handmade Japanese tea caddy from BASAO Tea, a luxury sweets hamper from Mr Simms Olde Sweet Shoppe, and a coffee machine from DeLonghi.

Since it was Christmas, the night was not just about the drinks and the prizes, but was also in support of a brilliant cause. The Changing Young Lives Foundation serves underprivileged young people in Hong Kong and the Mainland and strives to change their lives for the better through educational and developmental programmes, which nurture the mind, body and spirit. We were delighted to be able to raise money for such a worthy cause in this season of giving.

Our thanks go to our product sponsors: BASAO Tea, Pieroth, Penhaligon's and Mr Simms, for their contributions, and a special thank you to our title sponsor HSBC, without whom this event would not be possible.



Women in Business Christmas Lunch 2017

8 December 2017 – Fish & Meat,
32 Wyndham St, Central, Hong Kong



In December, the Women in Business committee wrapped up a busy year of events with the ever-popular annual Christmas lunch. The sold-out event attracted Hong Kong's best and brightest to Wyndham Street restaurant Fish & Meat, served by a team led by Maximal Concept's Group Corporate Chef Russell Doctrove.

The mood was festive, with plenty of great conversation over Christmas crackers, food and wine. Luxury tea brand BASAO were also on site providing guests with a taste of some of their exquisite teas, and sponsored some fantastic lucky draw prizes. Other prizes on offer included a watch from TAYMA Fine Jewellery, cinema tickets for the Best of British Film Festival, a bottle of Penhaligon's perfume, some

South African gin and a Jo Malone goodie bag sponsored by Investec.

The lunch was about more than festive cheer; it was also about giving back. Lunch guests gave generously to the Christina Noble Children's Foundation, an international partnership of people dedicated to helping underprivileged children and those at-risk or commercial or sexual exploitation.

Thank you to our prize sponsors: BASAO Tea, Best of British, TAYMA Fine Jewellery, Penhaligon's, Investec, and the Christina Noble Children's Foundation. A final big thank you goes to title sponsor The Fry Group, who sponsor the entire Women in Business networking series and for their support year round.

SHAKEN NOT STIRRED

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 **Berkeley**
Group

22 November 2017 –
Royal Hong Kong Yacht Club,
Kellett Island, Causeway Bay



Craig Allan (*The Change Group*), Dariia Hamova (*Marine Chain Platform*), John Forde (*The Change Group*), Sergei Belostotskii (*Marine Chain Platform*) and Duncan Swanson (*Taylor Brunswick*)

Cecelia Chiu (*DIT, British Consulate-General*) and Andrew Seaton (*British Chamber of Commerce in Hong Kong*)



Hugo Deacon and Silvia To (*British Chamber of Commerce in Hong Kong*), Venus Lam (*Times Paper Product Printing Factory*) and Candice Foo (*British Chamber of Commerce in Hong Kong*)

Ian Catley (*Turnkey Group*), Daniele Testi (*Contship Italia*), Ian Richardson and Polly Fung (*iSCP*)



Tiffany Angell (*Resource Décor*) and Tim Peirson-Smith (*Executive Counsel*)

Laurence Cave (*The Resources Group*) and Dominic Jephcott (*Vendigital*)

Cynthia Alfieri (*Star Creative Partnership*) and Mark Millar (*M Power*)

Perspectives

In each issue of **Britain in Hong Kong**, the Chamber checks in with one of its Sterling Members to get a fresh perspective on our local businesses, and a peek into the personalities of our captains of industry.



Brian Henderson
*Chief Operating Officer of
Baker McKenzie, Hong Kong*

**Baker
McKenzie.**

How's business?

Our total revenue as a global firm for FY17 was about US\$2.67 billion, and Asia Pacific accounted for about 26%. China / Hong Kong obviously played a big part in that. As the world's second-largest economy, China will be a key growth driver for our firm in the foreseeable future.

What are your plans for the firm in the region this year?

Baker McKenzie has been a first mover in this market. Not only have we been in Hong Kong since the 1970s, and in China since the 1990s, but we are also the first firm to offer integrated international and PRC law advice when we launched our Shanghai Free Trade Zone Joint Operation office two years ago. With China's open-door policy, the Belt and Road initiative and the rise of Corporate China, the demand by Chinese companies for top end legal

services has increased significantly, but so has the competition from international and Chinese law firms. We will continue to focus on enhancing our high-end transactional and advisory capabilities in international and PRC law in China, and deepening our industry expertise to help our clients navigate a complex world.

What, to your mind, has been the most crucial element in the success of your company over the years?

A number of factors have contributed to our firm's success, such as a strong brand name, our broad geographical coverage, our full-service offering in both transactional and advisory areas, and our deep understanding of local markets paired with our cross-border experience. But most important of all, our people and culture enable us to attract and retain the best talent and that is recognised in the various industry rankings.

We strive to create an inclusive workplace where all of our people can thrive and build successful careers. Our Development Framework has been identified by Harvard Business School as one of its best practice case studies on talent management. With 77 offices, our lawyers have access to a global platform that enables them to work in other parts of the world. We have a number of global and local "Diversity & Inclusion" initiatives supporting diversity in gender, as well as ethnic origin, cultural background and sexual orientation. Ultimately, a diverse workforce breeds creativity. It encourages a greater range of views and helps us to respond better to the different needs of our clients and the communities we work in.

What does your work involve personally?

As COO and a management committee member, I am involved in developing our business and functional strategy across the region, particularly in China. My main focus is on leading strategy implementation and business performance, which involves managing many different stakeholders across our matrix structure. Being an authentic and inspiring leader for so many people is a daily challenge and a huge responsibility. In addition to that, I enjoy the variety of my role, handling everything from strategic growth proposals to choosing the colour of the carpet in reception!

What's the most exciting business-related news you've heard recently?

President Xi's speech at the 19th National Congress about developing China into a modernised economy is very encouraging. It conveyed a strong signal about China's commitment to the policy of opening up the China market, encouraging investment overseas and injecting "positive energy" into the world economy. This is reassuring for business in an otherwise uncertain and complex world, and should result in increased trade and investment between China and the rest of the world.

The Belt and Road Initiative (BRI) is also moving into an exciting phase. Baker McKenzie recently released a research report that forecasts China-linked BRI projects will be worth US\$350 billion over the next five years benefitting sectors including: infrastructure, technology, manufacturing, real estate, logistics and warehousing. This presents major opportunities for businesses, and will drive

demand for legal services that reflect and enable Chinese ways of doing business.

What is the biggest recent news for your industry?

Digitisation and artificial intelligence (AI) are developing rapidly, and the legal industry is feeling the impact of that just as much as other business sectors. AI and machine learning can help us achieve business process optimisation and greater efficiency in delivery of our services. The lawyers of the future will provide machine learning enabled judgment and insights and the way we train our lawyers will have to evolve to reflect these changes.

*“
Being an authentic and inspiring leader for so many people is a daily challenge and a huge responsibility.
”*

Earlier this year, our firm launched its Innovation Committee, which ensures that a firm-wide approach to innovation is incorporated into every aspect of our global operations. We are focusing on enhancing our clients' user experience with award winning interactive apps that provide quick and easy references with the ability to drill down into the details and model different scenarios to improve decision-making.

We have also rolled out tech-enabled solutions to help clients cope with increasing demands for bespoke solutions to their information governance and litigation management needs. In addition, we are now using AI in performing contract analysis to support transactional work for our global clients.

How does the British Chamber of Commerce add value to your business?

The Chamber has been an excellent platform for us to connect with the business community. It is an institution with deep heritage in Hong Kong and we couldn't be more pleased to be partnering with such an organisation.

How long have you been living in Hong Kong?

I have been here coming up to six years, and I am looking forward to getting my PR in 2019. Hong Kong is home for my wife and I, but the United Kingdom is home for our grown-up children; so I guess we are third-culture parents!

What is your favourite place in Hong Kong?

Middle Island, a little piece of paradise right in our backyard.



“

I am heavily involved with the Male Allies, a group of senior executives who are doing what we can to improve gender diversity in our organisations and also across Hong Kong.

”

What would you say is the chief Hong Kong-related issue that takes up a lot of your time at the moment?

I am heavily involved with the Male Allies, a group of senior executives who are doing what we can to improve gender diversity in our organisations and also across Hong Kong. In addition to supporting the development of women, we engage men in the discussion, helping them to understand the issues women face, the benefits to men, business and society of greater diversity – and what men can do to make a difference. I would encourage all men who would like to do more to contact me.

What's something you've learned recently that you didn't know before?

That the “bride price” in China can be up to RMB500,000 and that the ratio of male to female births has fallen from 1.21 boys for every girl in 2004 to 1.14 in 2015, partly as a result of this “market pressure”. It is believed that up to half the increase in China’s household savings rate, from 1990 to 2007, is due to increasing bride prices. I find this an extraordinary example of how culture impacts economics.

Which words or phrases do you find most overused?

“It is what it is”.

What is your favourite (non-professional) occupation?

Sailing in Hong Kong harbour.

What is your most marked characteristic?

Tolerating differences, which is part of my Chinese name in fact.

If you had a motto, what would it be?

“Be fearless, you can change the world!” And, if I am allowed two, “Being an ally is an action, not a badge”. **B**



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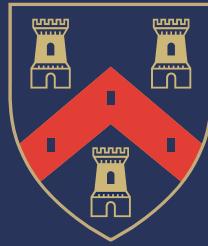
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Disclaimer: Mount Kelly School Hong Kong is applying to the Education Bureau for school registration.

The application for school registration is still in progress. The opening of the Mount Kelly School Hong Kong is subject to approval of the provisional school registration by the Education Bureau. Mount Kelly International Preschool EDB Provisional Registration Number: 608092

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