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IN HONG KONG

The Official Magazine of The British Chamber of Commerce in Hong Kong Issue 35 March - April 2015



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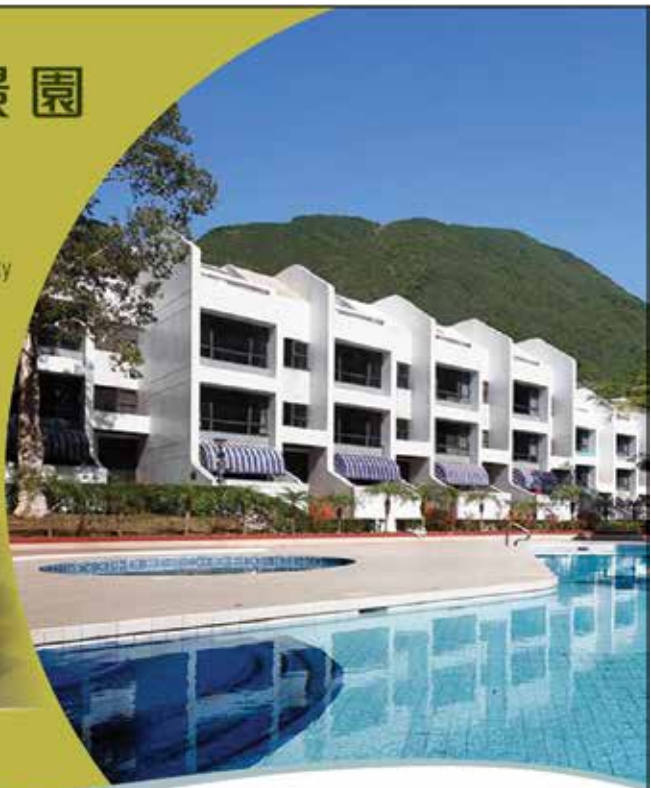
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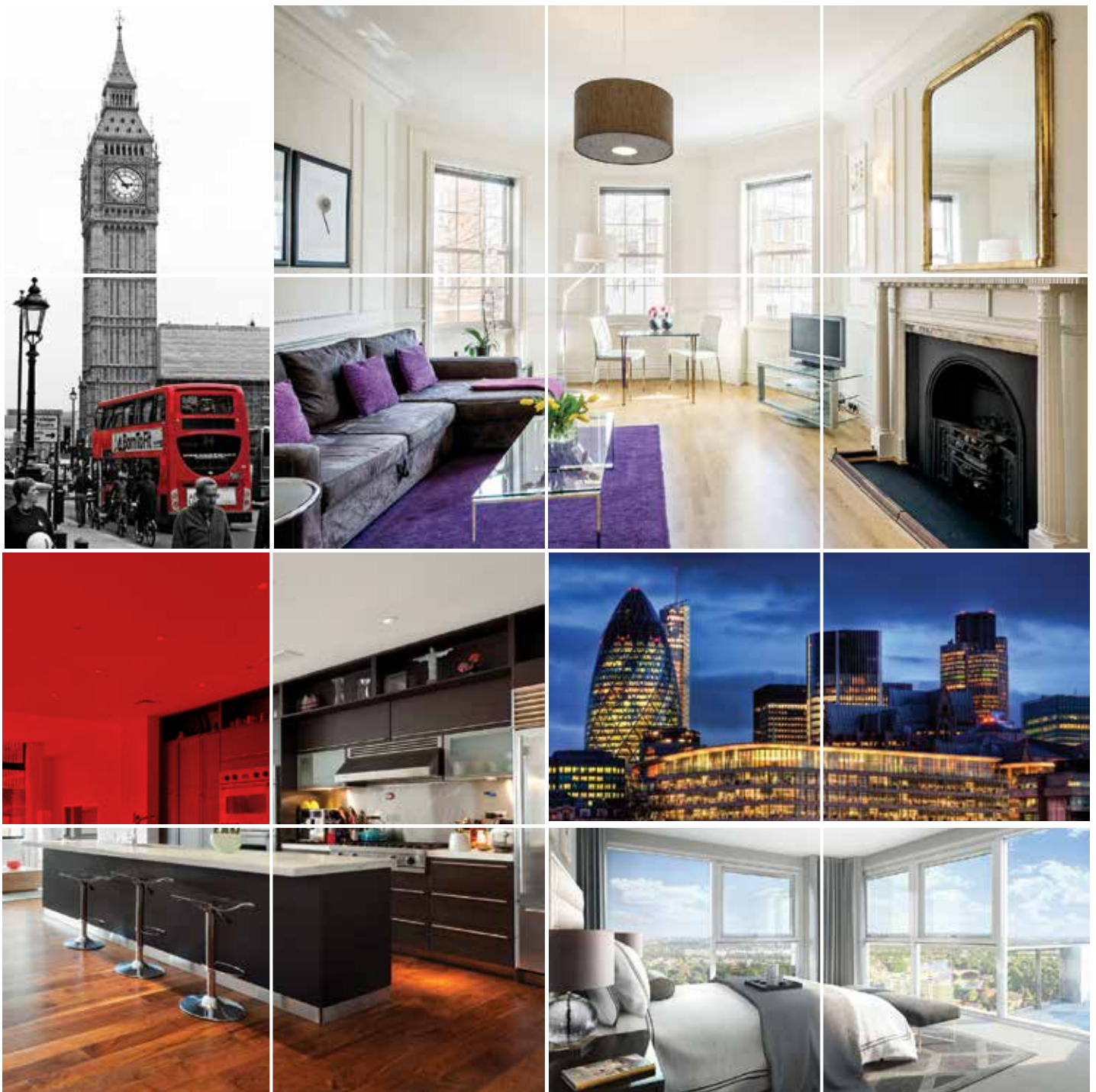


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March–April 2015

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The British Chamber's Sterling Members



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The Chamber recently announced that Christopher Hammerbeck will retire as our Executive Director at the end of April and will be succeeded by Andrew Seaton.

Christopher has made a remarkable contribution to the Chamber over the last 21 years. His relentless drive, commitment and sheer passion has taken the Chamber from its humble beginnings and uncertain early days to the large, prominent business organisation it is today. I am sure you will join me in thanking Christopher for his exceptional work over the years, and wish him a very happy and active time when he leaves the Chamber.

Andrew brings a wealth of experience and knowledge to this important appointment and is well known in Hong Kong from his time as British Consul General in Hong Kong. I am sure Andrew will be able to build on the excellent platform built by Christopher and – with our very strong team – the Chamber will go from strength to strength. I will host a welcome cocktail in May 2015 for Andrew to meet our members.

The Annual General Meeting will take place at the Hong Kong Club at 5:30pm on the 16 April 2015, and any corporate member or individual member who has been a member for three years is offered the chance to stand for election to the General Committee. Please come along and take part by voting in person and enjoy a drink at this important occasion.

It has been a busy start to the year: The Chief Executive has delivered his Policy Address and the Budget has been set out for the year ahead by the Financial Secretary. A number of the priorities reflect matters that were raised through the Chamber's submissions with regard to land policy, the environment, transport and logistics, and innovation, as well as the wealth gap and ageing population of Hong Kong.

Hugo Swire, the Minister of State in the Foreign & Commonwealth Office with responsibility for China, met a senior group of the Chamber's members and shared views on the current business and political situation in Hong Kong, the current policy of the British Government with regard to Hong Kong, and the vital importance that the Sino-British relationship remains strong.

Our committees are fundamental to the Chamber's role and under my Chairmanship policy matters are front and centre of what the Chamber needs to do. It is important we play an active role in sharing views with Government and the broader business community. I would encourage members to think about joining one of the Chamber's 19 active committees, the latest being the Luxury and Retail Committee. We are relaunching the IT and Innovation Committee and HR Committee, which will now have enhanced roles.

On the events front we have a busy time ahead with the annual Rugby supper on 26 March, with John Bentley acting as the MC supported by a trio of gifted international rugby star speakers.

We also are delighted to announce that Standard Chartered Bank has confirmed that they will continue as title sponsors for our annual ball, which will take place on 12 June. Table bookings are already being received and it would be very good to see you there.

As we move in to the Year of the Goat, I would like to wish all members and your families 'Kung Hei Fat Choi'!

With kind regards,

A stylized, handwritten signature in black ink, appearing to read 'Andrew Weir'.

Andrew Weir

After Angels

Each year, many businesses apply to the British Chamber's Business Angel Programme to seek mentors, advice and possible funding to get their dreams off the ground. Each issue, in a brief Q&A, *Britain in Hong Kong* will endeavour to reacquaint our members with the successful applicants of the Programme, and showcase who they are and where fortune and hard work has taken them.



David Shaw
Indigo

When did you apply to the British Chamber's Angel Business Programme?

We participated in the March 2011 programme.

What funding or other support has Indigo received?

The guidance and support we received throughout the process was amazing. Committee members invested a considerable amount of their time and expertise into helping us tailor our proposition and prepare for the pitch. As a result, we were commended on our presentation and secured 50% of the financing we were looking for from one of the angel investors.

Since then, we've developed a valuable working relationship with our investor. We meet on a quarterly basis to discuss on-going progress, future strategy, and potential client and partner opportunities.

What has your growth or development been since then?

The investment we received was used to develop our own product, The Indigo Plan. This marked a big shift in our strategy from being purely a consulting firm to also becoming a product provider. We had identified the need for a high-end solution for the SME market and the angels' programme made the development of this possible. The Indigo Plan has

been transformational. Both the number and speed of new client acquisitions has changed dramatically. It has also enabled us to develop a partner network of benefit consulting firms with a global presence, creating a wealth of opportunities that otherwise would not have been possible.

What's next?

In addition to expanding within the Hong Kong market, we have been focusing on Singapore, which is a particularly interesting market for Indigo. We have acquired several Singapore-based clients to date and have developed a healthy pipeline for 2015. We expect to establish a permanent presence in the city in the next 18 months. This will likely be followed by offices in Shanghai, London, or both. **B**

About Indigo:

Indigo Global Limited is a Hong Kong-based employee benefits firm that specializes in group retirement and workplace savings solutions for multi-national employers in Asia. Indigo helps its clients develop and apply effective employee benefit plans in the region that match the quality of advanced solutions otherwise only available in the most developed retirement markets.



About the Business Angel Programme:

The British Chamber's Business Angel Programme, launched in late 2007, was the first such initiative to be launched in Hong Kong. Since its inception, the Business Angel committee has reviewed applications from hundreds of enthusiastic Hong Kong entrepreneurs, introducing many of them to a wealth of Angel Investors and Professional Advisors drawn from the membership of the British Chamber. The Business Angel Programme runs a series of events every year which allows shortlisted candidates to present their business plans in front of a panel of investors and enjoy the opportunity to network and make valuable contacts. The British Chamber Business Angel Programme is sponsored by Baker Tilly Hong Kong and supported by TiE HK and Connect Communication. For more information visit angel.britcham.com



Visa applications to UK now streamlined for Chinese business people

The UK now receives more Chinese investment than any other EU country and is the fourth most popular destination for Chinese investment worldwide. Now, a new visa scheme launched by UK Visas & Immigration "Select Business Scheme UK" (SBS UK) will streamline the process for inviting Chinese business partners to the UK.

SBS UK is available to members of China-Britain Business Council and the British Chamber of Commerce in China, and is also offered to members of the Confederation of British Industry and companies referred by UK Trade & Investment. By allowing representatives of Chinese businesses to provide just an application form, an invitation letter and a letter of employment when applying for a visa, the new scheme is designed to speed up and strengthen links between Chinese and British companies.

The scheme applies to business visas only and will not cover Tourist or other visa types.

NEWS

Art Central launch transforms Hong Kong into global art hub



Hong Kong's Art Week will reach new heights in 2015 with the launch of the inaugural Art Central, the first satellite fair of international standards to be staged in Hong Kong. Between 14 and 16 March 2015, Art Central will welcome the art-loving Hong Kong public and an international audience of buyers, curators

and art enthusiasts to a vibrant and fresh new event in the Art Week calendar.

Art Central will take place on the new Central Harbour front in a 10,000 square-metre temporary structure. Aside from art, visitors to the fair can expect gourmet food and drink at The Continental's pop-up restaurant by award-winning British Chef, Rowley Leigh. Keep your eyes peeled on www.britcham.com for details of an exclusive lunch followed by a tour on Monday 16 March.

How British residents can vote overseas

British nationals! Did you know you might still be able to take part in the 2015 UK General Election if you live overseas? You can now also go online to register. Go to: www.gov.uk/register-to-vote. Make sure you don't miss out on having your say.



Off to the Ball! Standard Chartered Bank sponsors Britcham Ball for 13th year



Get your dancing shoes on! Standard Chartered Bank have confirmed that they will once again be the title sponsors of the Britcham Annual Ball! From Harry Potter's Hogwarts to a very decadent Jaipoor Jamboree, Standard Chartered Bank have supported this trademark Chamber event for more than thirteen years and we look forward to working together with them on yet another exciting theme for this year's Ball!

Watch this space for more details about the Ball, and in the meantime please contact Stephanie Rose on stephanie@britcham.com for more details on how to book a table or become a sponsor. Remember tables sell out fast so make sure to get yours early!

NEWS

New non-profit membership category launched

The British Chamber is delighted to announce the launch of a new membership category, Non-Profit Membership, which is now available to non-profit making and charitable organisations.



The Chamber is also pleased to launch two new membership packages, Corporate Plus Membership and Startup Plus Membership. This allows Corporate and Startup Members, on joining the Chamber, to add two additional members alongside the principal member for the cost of only one additional member. Please email phillippa@britcham.com for more details.

DLA Piper – new Sterling Member



DLA Piper is a global legal services organisation with offices across Europe, Asia, the Middle East & the

US. More than 3,700 lawyers across 67 offices and 28 countries provide a broad range of legal services through seven global practice groups.

In Asia, they have offices in Beijing, Shanghai, Hong Kong, Bangkok, Singapore & Tokyo, reaching out to other Asian locations, including Korea, Vietnam, Indonesia, Malaysia, Taiwan and Philippines. They are relationship driven and structured to support the on-going legal needs of our clients – wherever they choose to do business. DLA Piper was named Global Law Firm of the Year at the 2006 Lawyer Awards.

Tanner De Witt's new partner from Fraud and Asset Tracing



Jeff Lane

Hong Kong law firm Tanner De Witt has announced that Jeff Lane joined as Partner on 1 January 2015. Jeff joined Tanner De Witt in January 2014 as a Consultant specialising in Commercial Litigation. The Fraud and Asset Tracing practice is a particular focus for Jeff, where he works closely with Restructuring and Insolvency Partners Ian De Witt and Robin Darton, and Litigation Partners Mark Side and Pamela Mak. Jeff's appointment to partnership serves as part of Tanner De Witt's response to the recent increase in online money laundering and fraud.



Lizzie Fraser

Jeff is recognised as a leading lawyer in Hong Kong by a number of respected international legal directories, including Asia Pacific Legal 500 and Chambers and Partners Global. He is the Hong Kong representative of FraudNet, the International Chamber of Commerce's network of fraud litigation specialists. Jeff is a regular contributor to industry journals.

Tanner De Witt has also recently appointed Lizzie Fraser to serve as Marketing and Business Development Director. Please contact Lizzie directly on lizziefraser@tannerdewitt.com for all enquiries.

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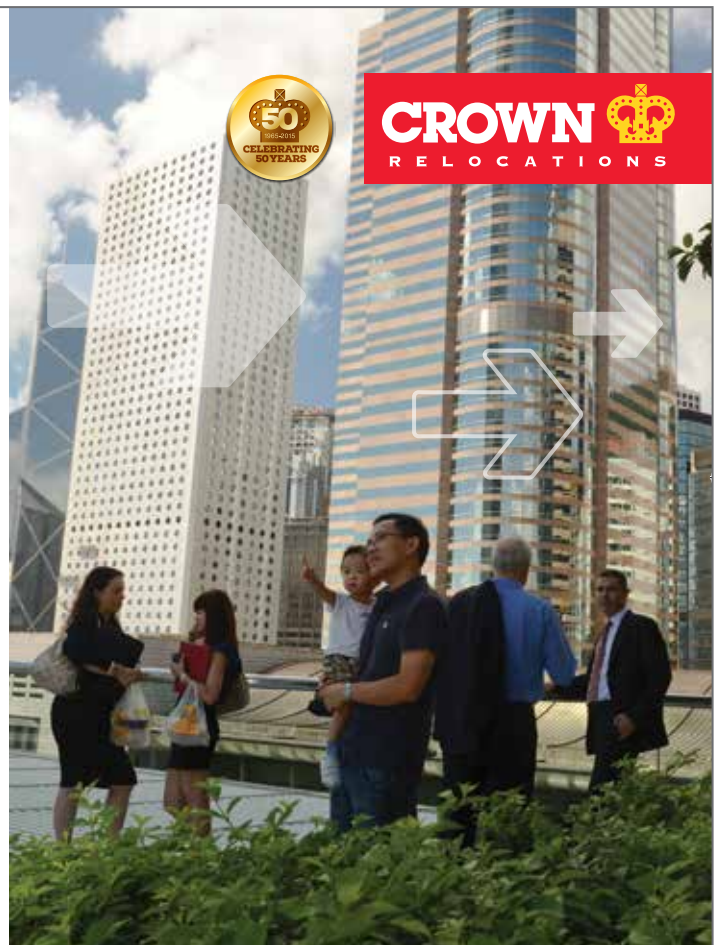
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Larger than London

Domestic and overseas investments in the UK property market – particularly in London – have climbed so high that investors are beginning to gasp for air. Still, the money keeps rolling in, and prime-property market borders are expanding to include boroughs and second cities.

— by Gina Miller



"Buy land," said Mark Twain, "They're not making it anymore."

Anyone who has visited Hong Kong will know that more land certainly is being made, but that doesn't mean there isn't a problem with supply and demand. "Buy land," Mark Twain should have said, "They can't make it fast enough!"

It seems like property has never been so hot, certainly not according to the meteoric rise in UK investments. In mid-January, Savills plc reported the total value of

homes across the UK stands at £5.75 trillion (US\$8.78 trillion). Moreover, the total value of stock in the private rented sector in the UK had passed the £1 trillion (US\$1.52 trillion), rising in value 17% in one year, and 57% over five years.

And that is *just* housing.

In the commercial sector, 2014 also reached an all-time high, with JLL reporting that the UK was the world's second-largest commercial property market, with a 16% increase year-on-year to reach £65 billion



(US\$99.08 billion), and accounting for 18% of all global property investment transactions.



Yu Kam-Hung

"The market is booming in the UK," said Mr Yu Kam-Hung, Senior Managing Director, of Investment Properties, CBRE Hong Kong. "The investment amounts are huge and people are buying more and more, and the rental growth in the property market is strong."

“
Businesses are already beginning to indicate that the high cost and short supply of housing is becoming more of a factor in location decisions.

– Jon Neale, Head of UK Research for JLL

”

Asia is all in

For investors from Hong Kong and China, the UK is a logical and rewarding place to invest.

"There are two categories to invest in," Mr Yu explains: "land and property – or investment properties for return and development side, such as residences and hotels – and there are infrastructure and commercial properties, such as sewage plants, phone companies, power, etc., and China is very keen on this later group."

"Mainland investors are easier to manage than Hong Kong investors," said Mr Yu, "Hong Kong investors are familiar with the market in the UK, so they are more demanding and slower to make a decision."

"The mainland investors want to make outbound investments, for the return, or because they simply have too much money and need to make extra-national investments."

According to Mr Yu, investments from Hong Kong into the UK are going strong. "Hong Kong developers are still investing in the hotel side, for instance. And recently there has been the addition of Hutchinson's investments in the UK."

In January, Hutchison Whampoa was in exclusive talks with Telefonica regarding the sale of UK subsidiary O2 for £10.25 billion (US\$15.62 billion) in cash; while Cheung Kong Infrastructure and Cheung Kong Holdings – two investment vehicles also backed by Li Ka-shing – bought UK rail rolling-stock owner Eversholt Rail Group for £1.1 billion (US\$1.68 billion).

And from the mainland, China is responsible for pumping £2.2 billion (US\$3.35 billion) into the London



real estate market alone, according to law firm Baker & McKenzie.

"At this moment, I would say there is a 50-50 investment coming from China and Hong Kong into the UK" said Mr Yu.

Beyond London

To say "London is booming" is something of a gross understatement. London is positively exploding and its economy is expected to outpace the UK through the coming year. But all is not rosy for the capital.

Jon Neale, Head of UK Research for JLL has warned that, "Businesses are already beginning to indicate that the high cost and short supply of housing is becoming more of a factor in location decisions. Managers complain of staff asking for regular wage increases as rents rise, or thirty-something staff commuting from further and further away, with implications for reliability and productivity becoming real. Meanwhile, both residential and commercial developers are eyeing accelerating construction labour costs, which are beginning to have a major effect on the viability of projects."

Costs are expected to rise by 6% in 2015, said Neale, "with more substantial increases expected in London."

The demand for rentals in particular continues to soar, and as costs increase, many first-time buyers cannot meet mortgage requirements.

As a result, other major regional cities are expected to enjoy an increasing spill over affect. For instance, investment in offices in Birmingham increased eight-fold in 2014, with £607 million (US\$937 million) in new investments. And investments in Scotland's commercial property market leapt 82% in 2014, according to JLL, totally £3.2 billion (US\$4.94 billion).



Peter Grant

In 2014, Edinburgh-based Grant Property achieved a 45% increase in buy-to-let residential property sales. More than 80% of its overseas and UK-based clients choose to invest in cash, and 50% of purchases were either repeat business or referrals from existing investors, said

Peter Grant, founder and Chairman of Grant Property Investment.

"It's not uncommon for our buy-to-let clients to enjoy rental yields of between 6% and 8% in Scotland.

And he noted that an asset-improvement service, where the client's existing property is upgraded to enhance its capital and rental value, can achieve an average of a 36% rental increase.

Future trends


With expectations that price increases will continue in London, cities such as Oxford and Bath, with strong transportation links, should continue to see buyers from the capital racing to price disparity.

According to Knight Frank, prime property prices in Bath increased by 1.2% in the last quarter of 2014, lifting the annual change to 5%. While in Oxford, the last quarter saw a lift of 1.8% in prime property, bringing the annual increase to 6.1%. The key driver for both cities has been demand from relocating Londoners.

One in 10 London households are planning a purchase in the next 12 months, reported Knight Frank, followed by the West Midlands, where 9.2% of households said they would be buying a property in the coming year.

While Londoners may be anticipating more bang for their buck by moving outside the city, Hong Kong and Mainland investors are also enjoying the more favourable exchange rates.

"The appreciation means that we use less US dollars to buy more pounds – which is another reason for Hong Kong to invest in the UK market. It may not be a primary consideration, but the currency appreciation still has a large impact, especially once you have reached higher digits!" said CBRE's Mr Yu.

And people will continue to invest heavily in the UK, he predicts: "Mainly in London, but also in second cities. The UK tax and legal systems are excellent, and these strong inducements means the inflow of investors will continue." 



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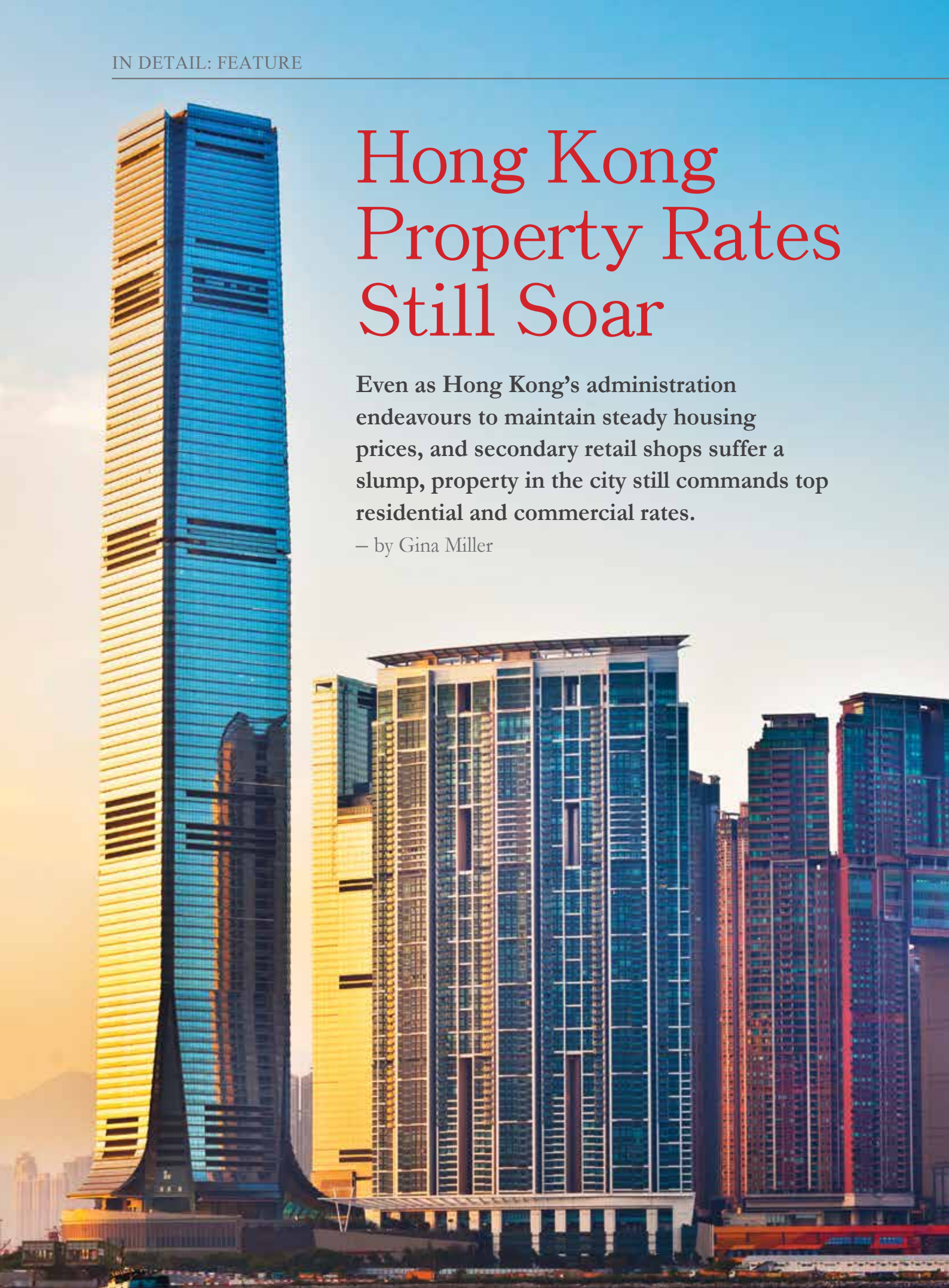
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Hong Kong Property Rates Still Soar

Even as Hong Kong's administration endeavours to maintain steady housing prices, and secondary retail shops suffer a slump, property in the city still commands top residential and commercial rates.

— by Gina Miller



According to Knight Frank's first quarter Global Capital Markets report, Hong Kong office space is valued at US\$70,000 per square metre, (US\$754,200 per square foot), twice as much as the prime commercial property in any of the other 31 cities it tracks, two and a-half times more than Singapore (at US\$24,340 per square metre) and three times as much as London.

In the residential market, buyers are still looking for newer, small or medium sized flats. Whatever the cooling measures on residential housing may ultimately bring – and Hong Kong Monetary Authority chief executive Norman Chan Tak-lam has promised there is more room for further curbs should an upward housing price cycle be confirmed, and regardless of a shift from the CBD to Kowloon East, or the expansion of the retail district into Sai Ying Pun, one thing is clear: the winner in the Hong Kong real estate game remains prime commercial property.

Marcos Chan, Head of CBRE Research, Hong Kong, Macau and Taiwan, says he expects the trajectory of Grade-A office rents to continue to ascend.

"Office rents will be up by 5% overall, and in Central will be up by 10% because of the low vacancy and healthy return of leasing demand driven by Mainland Chinese firms," he said.

Retail rents, however, won't have it so good: "While overall high-street shop rents in the core shopping districts will fall about 5%, mainly because of the shift in tourist consumption patterns from luxury goods to mid-market products and brands thereby affecting general rental affordability... This will affect shops in secondary locations where vacancy is higher. Within the core districts, shops in tier-1 locations will be relatively less affected", said Mr Chan.

Cause and effect

Grade-A prime office rents may still be high, but the players are starting to change, says Jeremy Sheldon, Managing Director, Markets, Asia-Pacific, Jones Lang LaSalle.

"The financial industry is under pressure – while making money is more difficult, there is a laser focus on controlling their cost base. Noteworthy banks are consolidating, and smaller Chinese banks are coming into Central. We see growth in that, and have done for the past 18 months."

David Ji, Director, Head of Research & Consultancy, Greater China at Knight Frank, expects Mainland Chinese companies to remain the key drivers of demand for Grade-A offices in Hong Kong's core business areas.

Mr Chan concurs: "PRC firms are one of the more active groups of buyers for creating their own headquarters, whereas corporates are keen to look for self-use office space and more big corporations are making purchase decisions,"

“

Split-office operations are nothing new. Advances in technology are facilitating many MNCs to implement such arrangements in a number of markets worldwide, including Hong Kong.

– Marcos Chan, Head of CBRE Research, Hong Kong, Macau and Taiwan

”

he said. "The will consider options in emerging business clusters because they know it's never easy to secure purchase opportunities in places like Central. However, the CBD still garners top demand as PRC firms expand into Hong Kong, with the financial sector and related firms specifically preferring Central to any other location."

The problem, said Mr Sheldon, is there still a lack of supply in Central, which means the centre of Hong Kong will likely move along the front of the island. "People are moving away from Hong Kong East into Kowloon East and as infrastructure grows, it is sucking Central tenants along with it."

The most effective use of office space is also a consideration for big corporations, noted Mr Sheldon. "The whole issue of workplace, how we use space, is the single largest trend I've seen in the last few years. How do you use the space? It's about looking at your synergies and working out how to lay offices out in a more advantageous way."



Companies are increasingly trying to save money on actual (expensive) space, in favour of efficiency. In addition to that, there is the way people work, especially the millennials and younger generations.

"Companies want to create, a buzzy lively space to establish their brands and style of living. The "googleness" of spaces, is a consideration in building a brand and attracting talent is critical now," said Mr Sheldon.

We still build it; they still come

Cooling measures on housing, slumping retail and limits to Grade-A office space – Hong Kong may have its challenges, but it hasn't kept the speculators and fortune hunters and MNCs from our door.

Hong Kong is a society of sophisticated consumers, and overseas investors and Europeans – including the British – are still enjoying the market while using Hong Kong as a stepping off point for the rest of China, said Mr Sheldon.

"For instance, it's a well-known fact that Volkswagen entered China to build cars to sell back in Europe, only to realise there was a huge domestic market to sell to."

Hong Kong is still the smart point of entry for many overseas investors, despite some wiggles in the high-street shop rents, increasing stamp fees

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on housing or students agitating for political and economic freedoms. And as Hong Kong's transport infrastructure continues its steady crawl across the landscape, access to more ambitious architecture, green buildings, revitalised buildings and multi-use properties is more and more reasonable, attractive and ultimately "serviceable".

"Hong Kong has been uniquely successful at exporting its service industries," said Mr Sheldon, "and we will see a continuation of those trends. All of that is alive and well." ... continuing the trend of demand for office space to continue. **B**

Trends in Office Space

Diversified office space is becoming increasingly popular in the corporate sphere as companies opt for split-offices to reduce costs, to improve their space availability and as a consideration for risk management, said Marcos Chan, Head of CBRE Research, Hong Kong, Macau and Taiwan.

"The downside of split-offices include higher lease and facility management costs, higher communication and management barriers, the potential morale issues of front versus back office staff, and higher commuting times and costs, but the benefits of having a secondary office are increasingly outweighing inconveniences," he said.

Hong Kong has done better than many cities in its emergence from the economic downturn, but when retail rents were going through the roof, companies were looking at their "marketing" when considering their operating expenses. They were maintaining their presence in a highly competitive but lucrative market explains Jeremy Sheldon, Managing Director, Markets, Asia-Pacific, Jones Lang LaSalle. Fortunately, split offices are increasingly accessible.

"The continued enhancement of tech, of being wireless and mobile means you can move around offices easily and you can cut down on paper. Universal desks or hot desks means companies have more collaborative team building within office spaces,"

"There is traditional resistance to it," he admits, "as many still perceive that having an office is a signal of status, and many people want to feel they belong to a certain space. But you have to measure a smarter office and better tech against tradition; there is a trade off in the new office environment."

The lower costs of a smaller front office in CBD, combined with more efficient or modern space is one factor in diversified office space, but Mr Chan



Marcus Chan



Jeremy Sheldon

also makes a case for the risk management side of diversified office space.

While the Occupy Central movement disrupted transportation services and made access to some buildings in Central, Admiralty and Wan Chai inconvenient, most companies in the protest zones were largely unaffected. Nevertheless, the spectre of future disruptions has added another concern to multinational corporations that may be weighing the balance of the Central Business District's benefits against its shortfalls.

"Split-office operations are nothing new. Advances in technology are facilitating many MNCs to implement such arrangements in a number of markets worldwide, including Hong Kong," said Mr Chan. "However, many large corporations are still operating out of a single office in CBD. The need for cost effective office space, combined with the increases prominence of operational risk will result in growing demand for decentralised offices in Hong Kong."

Mr Sheldon has a similar view. "In this world of compliance everyone should have contingency plans. During the protests, our first priority was to ensure our staff and clients were looked after and protected".



In Conversation with Tom Dixon

A series of unexpected events led the British designer from playing guitar in a disco band, to a stunning ascent in designing lighting and furniture. In an interview with the British Chamber, Tom Dixon talks history, and dreams of what may still come.

— By Emily Ferrary, British Chamber of Commerce



Tom Dixon OBE is an award-winning, internationally renowned 'self-taught' British Designer. Dixon originally left school in the 1980s as a musician when he joined the band Funkapolitan. As a designer, he rose to prominence in the mid 1980s when he went on to work for global design giants including Italian brand, Cappellini for whom he designed the iconic 'S' chair.

In 1992, the Victoria and Albert Museum purchased Tom Dixon's S-Chair for its permanent collection, and the Museum of Modern Art in New York, followed suit. Tom went on to work as the creative director of Habitat, and in 2000, his work was recognised by the award of an OBE from Her Majesty the Queen.

The Tom Dixon brand, specialising in lighting and furniture was established in 2002 and has since become somewhat of a modern British institution. With a commitment to innovation and a mission to revive the British furniture industry, the brand is inspired by Britain's unique heritage.

New lighting and furniture collections are launched bi-annually at the Milan Salone, Maison & Objet in Paris, and at the London Design Festival, with products sold across 65 countries. The Tom Dixon brand arrived in Hong Kong in 2010 and in 2012 launched its new accessories range of gifts and design collectibles.

Having left school early to become a musician, what made you change to design?

After trying Art College for six months, I broke a leg in a motorcycle accident, and gave up education in favour of a career as a bass guitarist in a disco band. After another fortuitous motorcycle accident, where I was unable to join the band on tour, I discovered welding, and driven by my enthusiasm for making functional forms in metal, I began a series of radical experiments in shape and material.

So I never had any real training in design and started making objects when I was a musician as I had many hours free during the day since my work was mainly at night.

I never had a plan, and everything that has happened has been a good surprise, so I am hoping to have more good surprises. I think that design has the power to make a big difference and I hope one day to be able to be part of that.

Tell us about the S-chair - was its creation a pivotal point in your career?

My collaborations with Giulio Cappellini was extremely interesting as I learned how important design is to industry, how Italian craftsmen and industrialists really respect design as an intrinsic component of life and work. About the S-chair: My slightly more successful designs seem to be ones that can be read in different ways, often quite opposite to their original intent. If the original departure point say, for the S-Chair for me was a chicken, it has often been described by others as a female form, by some as a flame or frequently as a 1960s-influenced Pop object. This is definitely a quality to which I now aspire – an expressive neutrality, on to which you can project many meanings, most completely unintended, allowing them to have a life of their own, beyond their original conception.

How did your time at Habitat affect your work?

Habitat was a conscious decision to get proper grounding in the business. By that time I had gotten involved in design, craft, factory management, design consultancy, marketing, sales and retail – all with no training or funding. Frankly it was unsustainable, and it was time to grow up. Habitat opened up a whole new toy box for me of international manufacturing and craft, retail and shop environments, branding and logistics. I learnt what people really buy, and got to design things that I would never have otherwise



been able to do, such as toys and textiles, cookware and catalogues – even redesigning their logo.

We hear you've recently launched an accessories line. What was the inspiration behind that?

Many sources of inspiration: British Gentleman's Club, cocktail culture, cabinets of curiosities, disco clubs, minimalist aesthetic, and old-school glamour.

Your collaboration with Lane Crawford sounds exciting – what is in store there?

We bring an exclusive conceptual pop-up Market Place to Lane Crawford. The Market Place comprises six unique environments – including a Scent Lab, a Golden Study and a Club – all designed to immerse customers in our universe. Our market place is inspired by a long-running love for crafts and traditional market stalls – and British heritage of course.

What opportunities are you anticipating in 2015?

I have decided to take an abandoned cinema at the

“
If the original departure point for the S-Chair for me was a chicken, others have often described it as a female form, by some as a flame or frequently as a 1960s-influenced Pop object.”

Milan furniture fair, rather than choosing the safe option of showing in the Salone. So now I have to decide what show to put on inside!

What do you look for or who do you turn to for inspiration?

I love a factory, a material or a craft process, I'm interested in cooking and painting and playing music. I love sculpture and new countries, so I guess I get my inspiration from smells and sights and sounds and tastes.

Did you make any New Year's resolutions?

No New Year's resolutions but I have a few dreams. I'd love to have a surprise project, a dream project: something I could never have anticipated or planned. **B**

Tom Dixon.

Tom Dixon will be visiting Hong Kong in early March to celebrate the launch of the new Tom Dixon Market Place Pop-up at Lane Crawford in Pacific

Place. He will also be speaking at a British Chamber breakfast at the Asia Society on Friday 6 March.

For more information visit www.britcham.com

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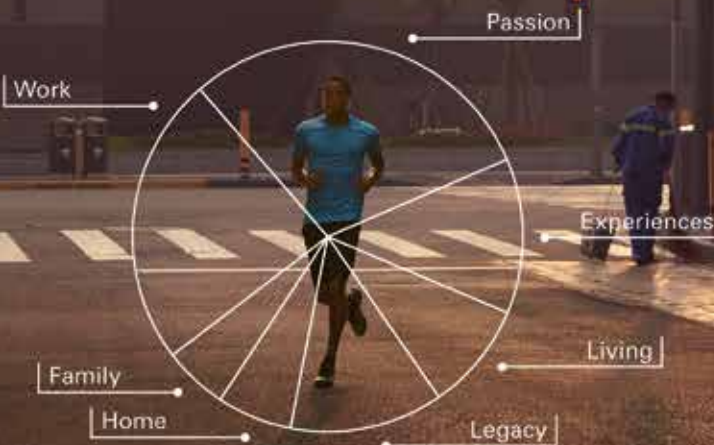
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Time to Talk?



When is a company big enough to invest in employee communication? Do you have to be a multi-national to develop an open-channel policy with staff? John Jamison explains when it is time to have a system for reaching out to your most important people: your corporate family.

We expect mega-corporates to have a dedicated employee communication department managing a content-rich intranet, with well-designed newsletters, webcast leader town halls and swanky SWAG giveaways. But small and medium businesses may wonder at what stage they will themselves have reached the tipping point, and should start investing into such resources.

Whether you're thinking of adding employee communications to an existing employee's job description, taking on an outsourced vendor, or hiring a dedicated employee, here are the four signs that it

may be time to start investing people resources into employee communications.

One: People intelligence is becoming thin

Whether someone works for a Fortune 500 company or a mom-and-pop, they want to feel connected to the boss and informed about what's going on. When offices are becoming so big and so spread out that you're having trouble keeping your leadership team's finger on the pulse of your employees, then there needs to be better people intelligence than can be yielded by just walking around. A lot of companies start their investment into employee communication

with a simple communication or engagement survey to get a better picture of drivers and pain points.

Two: Creative and discretionary work is mission-critical

One of the most commonly sought ROIs for employee communication is the attraction and retention of key talent. Raising pay only works to attract and retain talent for so long before you need to start paying attention to engagement factors like manager relationships, career development and a shared vision. Creative and ambitious people have especially high needs to feel connected and informed, and at some point there will just be too many people to take out for a beer. Good employee communication plans usually start with a question about how your company can keep its best talent engaged and motivated and how you can create a culture that is going to attract new talent through referrals, recruitment and employer brand.

Three: You've outgrown your start-up culture

In his stellar book *What Got You Here Won't Get You There*, Marshall Goldsmith coaches leaders who are reaching a point in their careers where old habits won't continue to serve their future development aspirations. This same kind of cultural course-correct is also needed at a corporate level when companies are reaching a point where new product lines, diversified vendor relationships and shifting customer bases are demanding a new corporate culture.

When a company is still in start-up mode, employees may be perfectly happy with newsletters full of


“
Creative and ambitious people have especially high needs to feel connected and informed, and at some point there will just be too many people to take out for a beer.
”



forwarded articles and birthday announcements. But when a company starts developing into a next stage culture, they will start wanting to hear more direct communication about how they can be successful in the company's new structure and what culture they're going to have to fit into.

Four: Change fatigue is starting to take its toll

Sometimes you need to up your communication game because you need to change, and sometimes it's because change is starting to strain your employees. Layoffs, senior leader changeups, shifting compensation schemes, and other changes can expose a company to operational and reputational risk if employees feel bucked off by the new model.

Striking the right balance between the areas where employees want to see more change and where they need to feel stability takes good people intelligence, prepared leaders, rich channels and well-crafted messaging. But the talent and bottom-line saves of striking the right balance will be worth the investment as a company grows into its next stage. 



John Jamison
Senior
Consultant
at Jamison
Communication
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Jamison Communication Services Limited provides corporate clients with communication management and advisory on the internal side of corporate change, benefits and rewards, issues management, employee insights, employer branding, and engagement. John has been managing communication for clients in Mainland China and Hong Kong for the past 12 years and is the author of *Intercultural Communication Skills*. johnjamison@jamisoncommunication.com



Rules of Attraction

In order to understand why businesses win or lose talent, PSD Group researches and explores the chief three push-pull elements that attract or repel quality staff.

— By Brian Hardiman

Typically the highest cost to any business is staff, so why don't enough businesses invest in and look after their biggest commodity?

The first financial quarter is the time when both businesses and their employees re-evaluate their relationship with one another and question whether their future belongs together or apart. The IMF is predicting a 5.5% growth for Asia, meaning that the competition for quality talent in the region remains high. This fact will likely impact businesses, as competitors are aware of one another's highest performers and will potentially tempt them with attractive offers to increase their own talent pool. Which makes this a critical time for management to consider: Am I doing enough to keep my best people or am I helping to push them out of the door?

To answer this question, we must first look at the key reasons why top performers consider leaving in the first place. According to analysis carried out by PSD Group, the top three push factors provided by middle management to executive level staff are career development, work-life balance and salary and benefits. We will review these in turn:

Career Development

The problem

Middle-level management personnel often cited lack of growth opportunities as one of the main reasons why they seek greener pastures.

The solution

Implement a robust system for evaluating employee performance – set clear promotion objectives

targets and ensure your management team is able to communicate these effectively to the individual. Empowering employees with more responsibility and allowing them the opportunity to add-value to the organisation will give them a greater sense of belonging as well as a greater sense of satisfaction at work. Also, try to be creative – instead of an upward move, management can review an employee's skillset and behavioural competencies and move them sideways into a new department and role. Good people are adaptable and thrive on a new challenge. Be different to your competitors.

Work-life balance

The problem

This is a common issue in Hong Kong in particular, as long working hours have become the norm for many.

The solution

An increasing number of organisations have started implementing flexi-hours so that their employees can have personal time amidst their busy schedules as they appreciate that many will work longer when required. A recent study conducted by Stanford University where work from home was implemented at a call centre in China showed some interesting results – participants working from home made 13.5% more calls; they put in more hours as they had the flexibility to start earlier and work around their personal commitments; they took fewer sick days and were much happier on the job, which meant resignations went down 50%. There are, of course, examples where work from home isn't as productive, particularly with creative functions where teamwork and sharing of ideas is critical, but this is an option that should be explored by more businesses.

Salary and benefits

The problem

Employees leave as a result of a lower-than-market rate salary and poor medical and holiday allowance.

“


A recent study conducted by Stanford University where work from home was implemented at a call centre in China showed some interesting results – participants working from home made 13.5% more calls; they put in more hours, took fewer sick days and were much happier on the job, which meant resignations went down 50%.

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The solution

Use your HR department or external recruiters to regularly benchmark salaries and benefits. Try to be creative and provide increasing benefits to reflect loyalty in addition to seniority. Desirable benefits include annual health checks, better paternity and maternity leave than is standard in Hong Kong, subsidised health-club membership and longer lunches to use them. These are the benefits people talk about in the market and will help with future candidate attraction as well.

The key to a successful year for your business is and always will be your people. If you can tackle the push factors above before they become an issue and instead look to adapt and give your company enough pull factors, then not only will you keep your best people for the long term but you'll also find that you will begin to attract the best people to your business as well. 



Brian Hardiman leads PSD's Hospitality, Leisure & Travel business in Southeast Asia.

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Tricks of the Trade

Ten New Year's resolutions that aren't the usual "lose weight, eat less cheese, do more exercise" classics, but will boost your business in 2015. — By Jo Hawley

I've always been big on New Year's resolutions. There's something appealing about a clean slate, an opportunity to do things differently. Why the onset of January 1st makes me think I'll overcome my life-long aversion to kale and running uphill, I've no idea.

I went kind of crazy in 2014 and had 32 resolutions. Some successes: "Join a triathlon club; Read 7 *Habits of Highly Effective People*": Check and check.

Others, I'll admit, fell by the wayside early on: "Keep on top of the inbox; maintain a tidy desk". I did Take Cantonese lessons, but can't say that it's improved the success rate of my taxi journeys much.

So this year I'm trying a different approach. I'm trying to use my obsession with New Year's resolutions for the power of good. I've been out and about asking you - the excellent folk of the British Chamber - what would make good New Year's resolutions for busy business people in Hong Kong. Here's what you came up with.

Resolution 1 – Encourage free thinking and open debate

Businesses leaders are most successful and inspiring when they encourage those around them to discuss and debate in a no-blame environment. This encourages innovation and motivates colleagues.

"My resolution this year is to sponsor the spirit of openness and policy debate at the Chamber. I want to do what I can to encourage agility and flexibility of thinking on the valuable role of business in the broader community," said Andrew Weir, Senior Partner KPMG and Chairman of the British Chamber in Hong Kong.

Resolution 2 – Listen to what customers want

Take a leaf out of Google's book. Their No 1 rule is "Focus on the user and all else will follow". Too many businesses have suffered by focusing on an internal goal or their bottom line to the detriment of their customers. If no-one is buying; no-one is getting paid.

"By listening to your customers and giving them what they want, you can keep them for the long term. Over the last 26 years our grocery products have been a firm favourite with our customers in Hong Kong, but you need to keep listening and responding. In 2009 we introduced fresh food and we've gone from strength to strength. In 2014 we opened three new food stores here and this year we will be bringing the very best of Marks and Spencer food to more and more happy customers," says Nick Batey, Head of Retail Hong Kong and Macau Marks and Spencer.

Resolution 3 – Cut the jargon

All industries have jargon and acronyms, which, whilst designed to improve communication, too often get in the way of it. Speaking clearly and simply can help ensure that you are understood – that your message gets through. Company jargon can be a barrier to attracting the next generation of talent into our companies or sealing the deal with a new business partner.

"I'm going to make 2015 a jargon-free year. When I considered all the people I admire, I realised that they all speak clearly and simply. You get what they are saying and their messages really hit home," says



“*I'm going to make 2015 a jargon-free year. When I considered all the people I admire, I realised that they all speak clearly and simply. You get what they are saying and their messages really hit home.* – Ruth Rowan, Communications and Marketing Asia, Middle East and Africa BT.

Ruth Rowan, Communications and Marketing Asia, Middle East and Africa BT.

Resolution 4 – Stay ahead of the curve

In order to keep ahead of the competition, your company constantly needs to be looking out for the next big thing. What is the next innovation in your sector, what is the next threat, where will the next opportunity present itself? Know your market and get ahead of it.

"For us it is very important to stay ahead of the curve when it comes to client needs, so we are also looking at increasing our focus on digital as a growing platform – both for increased outbound content to satisfy demand, as well as inbound lead generation. For 2015 we will be providing more experiential based opportunities and benefits as a result of the ever-increasing trend we are seeing for experiential luxury," says Emma Sherrard Matthew, Global CEO of Quintessentially Lifestyle.

Resolution 5 – Think creatively

Think outside of the box. Do things differently. If the reason you are doing something is because it's always been done that way, look again. Maybe an injection of creativity will not only energise your colleagues, but turn up a new idea or innovation.

"My resolution is to encourage my colleagues to do as a tourist does in a foreign city: explore those often-ignored culs-de-sac to discover the treasures that dwell therein. Experience has taught me that a little curiosity-fuelled searching off the beaten track goes a long way and pays handsome dividends," said Paul Redmayne-Mourad, Asia Development Manager for David Morris.

Resolution 6 – Broaden your horizons through networking

There's nothing like meeting other business people for sparking new ideas, refining old ones and making



contacts – whether it's attending networking events, joining a specific business group or committee, making the effort to be a part of a new network. You can bounce ideas around whilst learning what is going on in the greater business community. Widening your business and social network will definitely help to revitalise you and your business.

"This year my resolution is to encourage more colleagues to get connected with external organisations, like the British Chamber, to increase their networks and contacts – at all levels," said Anne Kerr, Director Mott MacDonald.

Resolution 7 – Don't take yourself too seriously

Many business people pile pressure on themselves

to be infallible and beat themselves up for any oversights and missed opportunities. Why not make 2015 the year when you give yourself a break and next time that you make a mistake, laugh at yourself and move on. No-one is perfect. No-one can perform at the highest level all of the time. No-one has all of the answers.

"Don't expect that you will have the solution to every problem and don't be afraid to ask for advice. Two heads are always better than one," said Mark Greenberg, Director of Jardine Matheson.

Resolution 8 – Achieve a work-life balance, and 9 – Learn something new


Hong Kong can be a hectic place so another key new year's resolution, that is particularly relevant in Hong Kong, is to try and achieve a healthy work-life balance e.g. by learning something new that isn't necessarily related to your business.

"Learning about something different will not only add to your skill set but will also add a new dimension of interest to your life – which is a hugely important part of achieving a work-life balance. And you never know, depending on what you choose to learn, you may meet new and interesting people, who may become your client, colleague or friend," said Emily Ferrary, Marketing & Communications Manager for the British Chamber in Hong Kong.

And a final one from me:

Resolution 10 – Start today

So what if it's not 1 January or, like me, you've already broken your resolutions twice? So what? You don't have to wait until 1 January 2016 to start making things better. Tomorrow is the first day of the rest of your life as they say. It's never too late – or early – to make a change.

So on that note, I'll put down the crisps and head up the hill for a run. 



Jo Hawley
Director
UK Trade and
Investment
Hong Kong

UK Trade & Investment is the part of the UK Government that supports British businesses to trade in international markets. They also encourage and support overseas companies to invest in the UK. Contact UK Hong Kong at commercial@bcg.org.hk or on Twitter at @UKTIHongKong.



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Giving your child an International Education in Hong Kong

Increasingly, within recent years we have witnessed a steady evolution within educational institutes, stretching from early years education to pre-university studies, with attempts to move with the modern global times. Due to fast paced globalization; education must move from a local to a global perspective.

In recognition of the changing world and unknown future, parents and educators should be asking vital questions, for example, “What is important and how is a child being prepared for a bright future?” Leading to questions such as, “How can a school graduate be prepared for this ever-changing world?”

Open any newspaper, cast your eye over any news website, business and economic documentaries on television – sure enough a repeated topic is *China, China and the West, the West meets the East*. Undoubtedly the world has never been as interconnected as it is today; finance, banking, global economics, inter-political relations, international security, manufacturing, media, business and marketing are constantly challenging the next level of success.

A school should take the responsibility towards each child’s preparation for life; provide the necessary steps towards personal development, communication, strong all-round knowledge, and high critical thinking skills. Yew Chung International Schools (YCIS) provide just such a through-train preparation to life. Deepening the core value of communication in the world’s main languages, all-round academic preparation, culture diversity appreciation, that are very much alive and flourishing in YCIS programmes for children aged 2 to 18.

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- ▲ Follow YCIS application process and meeting the admissions criteria
- ▲ Where relevant and feasible, the possible tenure of the grant will match the duration of employment contracts for the parent
- ▲ No additional special needs requirement

Specific Criteria for YCIS International Student Grant for Deserving Students:

- ▲ The parent and student have ID for countries outside China/Hong Kong
- ▲ Have lived in countries outside China/Hong Kong for at least four (4) years
- ▲ The child has maintained an average grade of B or above in the last 2 years
- ▲ The student conducts him/herself appropriately
- ▲ The student displays the qualities of a well-rounded person, having or showing the potential for commitment to the school and wider community

For further information please contact the admissions team at admissions@ycef.com.

Gateway to Laos

Delivering a construction project in a timely manner is a struggle in the best of economies and communities. In Laos, Mace went the extra mile to manage infrastructure needs, local labour expectations, and material deliveries. — By Cecilia Cham

With the ease of today's transportation, the world appears to have become a smaller, or more accessibly place. As a result, the holiday hordes that currently flock to what once seemed remote parts of the world leave the adventurous traveller with a sense of that the mystery of many locations in Asia has been lost.

Fortunately, there are still some exotic places left to explore and Laos is one of those rare countries in Southeast Asia that has remained relatively untouched by modern demands and is still a charming leisure destination.

While this may be great news for the footloose traveller, for anyone participating in business and construction delivery in Laos, there are significant challenges.

An international consultancy and construction company, Mace was appointed to project manage the renovation of a residential property in Vientiane, Laos, on behalf of a UK organisation. The Mace team faced a number of challenges, including a limited workforce, restricted supply access in Laos and strict time constraints.

To overcome these issues, the team engaged both the Laotian and Southeast Asian markets at the earliest opportunity to secure a competent main contractor that was able to deliver work successfully. With a fast-track programme, the Vientiane property was handed over to a delighted client on time in December 2014.

Mace's Vientiane project was successful because the team was able to share knowledge across borders and deliver a consistently high-quality international service. In addition, local and international team members and contractors gained a valuable new global perspective and substantial career development skills.

Limited Work Force

Although its economy is growing rapidly, Laos remains one of the least-developed countries in Southeast Asia. This is mainly because of inadequate infrastructure and a largely low-skilled workforce, which make construction activities particularly difficult to maintain. Walking around the city centre of Vientiane, it is easy to spot a handful of unfinished construction sites. Many remain incomplete for





years, as local contractors were forced to abandon the projects after being unable to find enough workers to continue.

Mace overcame this hurdle by engaging a Singaporean contracting firm with significant experience in the region. The contractor brought in a team of skilled workers from Cambodia who led the Laotian workers and, with guidance from the Mace consultancy team in the UK, were able to complete the work on time and fulfil all necessary regulations.

The Mace team also championed health and safety awareness, including discussions with all the contractor teams. On site, Mace took ownership of managing and monitoring health and safety. The project manager conducted regular site walks and talks with contractors, highlighting on-site hazards and risks, and provided guidance to contractors. These efforts improved and supported the site workers' understanding of a safer method of working, which meant that they were fully motivated to comply

with health and safety requirements. Because safety is a particular issue within the Laotian construction industry, this initiative added value to the project, and Mace successfully handed over the building without any incidents or accidents.

Supplier Engagement in Laos

Since Laos has limited resources, production of local high-quality building materials is very low. To construct a building to UK standards, the team had to rely on imported products. This presented another challenge and the Mace team had to manage suppliers across borders, meticulously planning delivery times for all materials and appliances, so that everything could be shipped to arrive on time.

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Safety is a particular issue within the Laotian construction industry, this initiative added value to the project, and Mace successfully handed over the building without any incidents or accidents.
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Time Constraints and Laos Culture

The lifestyle in Laos is unique. Laotians are gentle and peaceful and time is a fairly flexible commodity. For instance, invitations to formal parties are often only issued the day before the event. The Mace team worked hard to make certain that its workers were familiar with the complex programme and inspired the teams and crews to plan and time-manage the scheduled work. As a result, the contractors appreciated the respectful encouragement and construction activities were completed on time.

Despite the challenges, project management in Laos was an enjoyable experience. Mace provides services to more than 65 global locations, and in every location the projects share a unifying element – The Mace team's unwavering dedication to improvement: to project expectations and to local standards and experiences. With the unique culture and conditions in Laos, it was exciting to deliver a high-quality service consistent with global expectations. **B**



Cecilia Cham
Project
Manager

Mace is an international consultancy and construction company, offering integrated services across the full property and infrastructure life cycle. For more information, please contact Penny Hubbard-Brown, Deputy Regional Director, Asia Pacific, at mace.hk@macegroup.com or visit www.macegroup.com



School of the Start-up

Asif Ghafoor, Founder and CEO of Spacious, recently took part in a group discussion on the topic of start-up fund raising following a seed investment series last year. Here he shares a few key points that he learned in starting his own company.

Your own versus other people's money

Two commonly used acronyms in the investment community are MOM and OPM. When people mention these terms, they are essentially asking if an entrepreneur has the discipline to treat investors' money as if it were his or her own. Does the entrepreneur have a track record of having run a company on a "shoe string" budget? When it comes to risk management, will the entrepreneur take significantly more risk because it's someone else's money?

In my previous career, I regularly managed projects with more than 20 people on a team and budgets in excess of US\$10 million. I was able to point to this as evidence of my ability to manage money, even when it wasn't my own. Prior to raising money from seed investment round, Spacious was self-funded for one year using personal funds. We focused on keeping our operations lean and were still able to build our minimum viable product.

Free money has a cost

A lot of people bypass the disciplined process of raising money from the open market and resort to family or close friends for funding. While it may seem logical to seek funding from your family and friends, VC's and Angels can offer invaluable advice and "free



consultation," which is supported by the thousands of deals and pitch decks they see and listen to every year.

When you take money from friends and family, you invariably take on a personal debt with the friend or family member who gave you the money. This debt can lead to dangerous ambiguity, which can be extremely disruptive. It's difficult to price the investment accurately at this stage, as there are few points of reference. In later rounds of investment, VC's won't respond well to businesses that have done sub-par deals at the seed stage.

When I pitched spacious.hk to external investors, I actually pivoted my business slightly based on their feedback. Ultimately, securing funding from an investor that I do not know is essential validation for the business and me. In our case, although I knew most of the investors through having either worked with or for them in the past, I made a very big point of telling people to invest purely on the merits of the business' value proposition and not personal relationship.

Product is essential

I've met people in Hong Kong before who are trying to raise money based on an idea. In my opinion, with the consensus from the other participants, don't



even try to raise money before you have a working prototype to show someone. Start-ups ultimately come down to execution. If you can't even build a minimum viable product, then how will you build a fully functional, scalable product that is going to be the backbone of a valuable business?

The core value propositions of spacious.hk (minimum viable vision) were clearly demonstrable in our product by the time we started fundraising.

Do you have skin in the game?

As mentioned earlier, I was working on Spacious full time for one-year in self-funded mode prior to our fund raise. I don't know a single investor who would ever be willing to invest in a company where the founders are not 100% committed to the project.



Asif Ghafoor
Co-Founder
and CEO,
Spacious

Spacious is an online marketplace connecting buyers and tenants with properties throughout Asia. Spacious differentiates itself by combining a superior user experience with powerful analytical tools and relevant content to make the process of buying, renting or selling a property as simple and efficient as possible. For more information visit: www.spacious.hk



“


Don't even try to raise money before you have a working prototype to show someone. Start-ups ultimately come down to execution.

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Do you need a co-founder?

This is an interesting point for debate. Investors generally want to see all the necessary key skills required to build the business covered.

In the case of spacious.hk, I come from a strong technical background having studied Mathematics and Computer Science at University College London. I then worked as a software developer, and ultimately as a development manager for 11 years, in which eight years were at Goldman Sachs. With my background, there was little concern in my ability to deliver technically. The main concern revolved around my know-how of the real estate market and my ability to structure the investment deal properly. To fill these gaps, I convinced a large real estate investment firm and a partner at one the largest law firms in Hong Kong that specialise in private equity to join my advisory board.

Going forward at spacious.hk, we are going to raise our Series-A round, which will be used to scale our product regionally. I'm sure there will be exciting opportunities, challenges, and lessons to learn as we go through that process. 

Playing Fair



The Competition Ordinance is set to come into effect later this year. ICF reflects on the state of competition in Hong Kong, and how businesses can prepare for the new regime.

— By Tom Callahan & Andrew Amerasekera

Hong Kong is the last remaining developed world economy to introduce a competition law, but finally after heated debate, the Legislative Committee approved the Competition Ordinance in 2012. The Competition Commission (CCHK) has been established to investigate competition-related complaints, and to bring enforcement action before a Competition Tribunal.

With full commencement expected later this year, businesses large and small are asking what the new law means for them.

Are businesses playing fair in Hong Kong?

Hong Kong is one of the world's most open economies. Its value of exports and imports exceeds its GDP by more than four times. The received wisdom is that Hong Kong's openness to competition from overseas companies keeps a check on market power.

This is true for some markets but not for others. Even when there is open trade at the wholesale level, businesses can acquire market power at distribution and retail ends of the supply chain. Moreover, some markets by their nature are cloistered from overseas competition. Think of restaurants,

hairdressers and utilities – consumers must choose between local providers.

This is where so-called barriers to entry become important. Sometimes it's easy for new firms to enter and compete in a market. Other markets, like utilities, have naturally high costs of entering. Such markets tend to be dominated by a few large players (are so called "concentrated markets"). Dominance, once established, is difficult to erode.

Concentrated markets are not a problem per se but they do create an environment more conducive to practices that harm competition. Dominant firms can wield influence on competitors and suppliers; also, they find it easier to coordinate actions, tacitly or formally.

Government has shown it recognises these risks. Implementing the new law would be a key step towards reining in the potential for unfair play.

Drawing the line

In October 2014, the CCHK published draft guidelines for consultation (available on its website). These tell us how CCHK will interpret the law, and where it will draw the line on what constitutes a harmful practice.

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The law is coming. The key for businesses is to be proactive in understanding how the law applies to their existing practices, and in identifying areas where they may be in breach.

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What we've seen so far suggests that the CCHK's priorities are broadly in line with international precedent. Cartel arrangements like price fixing would be regarded as the most egregious (called "serious anti-competitive conduct"). Such cases could be brought to the Tribunal without

warning. In contrast, agreements between companies at different levels of the same supply chain ('vertical agreements') are not expected to fall foul of the rules – with a few exceptions.

In other countries, authorities specify market share thresholds below which businesses would expect to be safe from investigations. The CCHK argues that, since markets differ greatly across Hong Kong, it would be inappropriate to set one-size-fits-all thresholds. As economists, we have sympathy with this view. But it does mean more uncertainty – particularly in the early years, when there will be a lack of case law to guide businesses' expectations.

What businesses can do to prepare

The law is coming. The key for businesses is to be proactive in understanding how the law applies to their existing practices, and in identifying areas where they may be in breach – particularly any cases of serious anti-competitive conduct.

The draft guidelines are clearly written. They provide a good indication of which practices will fall foul of the rules, and how exemptions to the rules will be

applied. CCHK has promised further guidance and 'self-assessment' tools: look out for those.

In the firing line

As for which sectors CCHK will target for investigation, local precedents provide some clues. Sectors investigated in the past five years include: building management, construction, conferences and exhibitions, supermarkets, television, tourism, electricity, and the medical profession.

Businesses engaging in practices that may be seen as anti-competitive have two options. The first is to change their practices, to get unambiguously on the right side of the law. The second is to seek to justify their practices on the grounds they boost economic efficiency. CCHK has been sending a clear signal that efficiency 'defences' will be allowed – but only if supported by solid evidence. Whatever businesses choose to do, the time to act is now. **B**

The Three Competition Rules Under the Ordinance

- **First Conduct Rule:** Prohibits undertakings from entering into agreements that harm competition in Hong Kong.
- **Second Conduct Rule:** Prohibits undertakings that have a substantial degree of market power from engaging in conduct that harms competition in Hong Kong.
- **Merger Rule:** Prohibits mergers that substantially lessen competition in Hong Kong. The scope of application of the merger rule is limited to carrier licences issued under the Telecommunications Ordinance.



Tom Callahan
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ICF International

ICF International is a global consultancy that, in part, advises competition authorities, regulators and private clients in Hong Kong, Singapore, UK and European Union.

In Hong Kong, we specialise in economic issues relating to transport, infrastructure, property, tourism, environment, wholesale and retail services. For more information, please contact tom.callahan@icfi.com



Optimise Your Social Media Strategy

What are the ideal ingredients to make social media a more effective marketing tool? A recent Social Matters InSights roundtable that gathered senior regional marketing heads from well-known brands suggests a few recipes. – By Kelly Yau

How can businesses leverage social media to make it a more effective marketing tool and overcome obstacles that arise in the social sphere?

Before it's possible to come up with any kind of solution, it's necessary to define the problem. Participants at the Social Matters InSights roundtable agreed on one central insight: far too often there is a disconnect between the way that brands communicate and the way consumers look for information. Brands want consumers to follow the pathways that they create; customers, on the other hand, typically search through standardised channels.

And there are other complications, including the inherent challenges unique to specific retail sectors. Travel retail consumers for example are typically on the move, which means the window for potential engagement is incredibly limited. Elsewhere, within the alcohol industry, a number of laws regulate which retail platforms can be used and there are various corporate social responsibility restrictions that also limit marketing channels.

Then there are regional limitations which demand close attention. Members of the roundtable noted that social media marketing has been effective in the United States, but less so in Asia, where the market is far more fragmented culturally, linguistically and in terms of geographical preferences which requires an array of different strategies.

What social engagement methodology then can businesses employ to start (and, more importantly, maintain) conversations with their consumers? The roundtable debate focused on three categories within the social realm:

Data

With all the available free data and a glut of tools from search trends to cookies and beyond, the question



is not so much how to get information, but how to harvest the meaningful stuff. Tools are now coming online that separate what people are actually doing from the noise and static. For example, Sqreem is a cutting-edge data analysis firm that examines patterns of human behaviour in order to boost analytics performance. The brand spent five years developing a platform dedicated to providing organizations with the data analytics answers they need in order to gain industry leadership advantage.

At its best, data can reveal key moments of truth and provide insight into which channels influenced customers at critical moments, motivating them to make a purchase. Data also holds the potential to help brands more accurately track the customer journey, allowing them to decide who to engage, and when. Knowing the customer is in the right frame of mind to press “buy” at a given time is a very valuable tool.

Finding this value may require sifting through 15,000 topics to isolate five that matter, but that’s now possible with the likes of Sqreem. And it’s important not to forget the huge, passive audience lurking out there – people who watch but don’t necessarily participate in the discourse. They too, have spending power.

Organisational structure

Many brands struggle with the question of where social media ownership belongs – is it the marketing, communications or digital department? – and how exactly do you get the organisation more comfortable with the medium.

The consensus here is that structure has to be freed up, so that employees in charge of social media can react to real-time events and fast-moving trends. That means the chief digital officer and CMO need

to understand one another and operate within a horizontal matrix that connects various departments outputting content.

Metrics and measurement

Spending on digital in 2014 amongst gathered attendees ranged from 15% to 50% of marketing budgets, but roundtable participants observed that the execution of that expenditure is often poor, with a focus on being tactical rather than strategic, and many channels rely on push strategies rather than connected communication.

This issue raised the ever-present question of ROI. The Social Matters InSights roundtable ultimately affirmed that marketing and e-commerce must be wedded. If social media is not getting any love, it’s because the content is not connecting with the consumer and has stalled on the road of the customer journey. By enhancing collaboration between marketing and e-commerce and implementing an integrated approach, brands stand a much better chance of securing greater returns.

Key roundtable takeaways

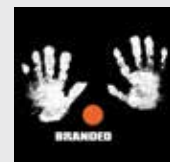
- Harness data about your customers to provide leadership advantages;
- The structure of social media in an business needs to be more flexible and cooperative to engage the whole brand; and
- For greater ROI, marketing and e-commerce must collaborate. **B**

To receive Matters Weekly newsletter with a wrap up of the week’s trending topics in Social, Digital, Music and Sports email marketing@branded.asia



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A joint venture between Branded and Social@Ogilvy, Social Matters is Asia’s only executive-level business event presented by brands and for brands, to critically examine the use of social and digital marketing as a powerful business tool.



Data Damage

Data security breaches carry heavy costs, in dollars and in reputation. Corporate management should be prepared with preventative measures, and also be ready to handle any fallout caused by any violations. — By Peter Bullock

Customer, trading and technical data form the bedrock of modern business. Most of this data is networked, with day-to-day responsibility for security, retrieval and storage often outsourced to third parties. Directors are painfully aware of the potential exposure they and their companies have in this area.

The tangible costs of security breaches can be very substantial. One estimate of the relative costs of incidents, based on research, experience and reports from those affected, suggests a price of US\$188 for rectification of each item of data lost. Of course, the intangible cost of the reputational impact of a major outage can be much higher.

Senior management can best protect their company, and themselves, through preventative measures and understanding their enterprise's vulnerabilities, and by putting in place processes and resources to respond swiftly to threats and actual security breaches when they occur.

Which data is personal data?

Although all business related data could have value, the greater reputational risk and reporting burden is likely to apply to "personal data". Personal data is generally defined as data relating to an identifiable individual via the stolen data or from the data in conjunction with other information.

In an attempt either to uphold confidentiality or to comply with statutory and contractual obligations concerning the processing of personal data, companies may go to some lengths to obscure facets of the data they possess. Some of these techniques (such as replacing phone numbers with dummy values) can truly make data anonymous by removing them from the scope of data protection legislation in most jurisdictions.

Other techniques, such as encryption or, replacing phone numbers with unique identifiers through tokenisation, can be helpful in terms of security, but they do not depersonalise the data for the purposes of regulation.

Given that a compliant response to a security breach will involve different strategies being applied to personal data compared to non-personal data, it is critical that the enterprise has a full understanding of the status of each class of data.

Where is the data located?

You need to know where and when your personal data moves. Often data is copied rather than moved, leading to multiple data sets (and potentially the data being held in multiple jurisdictions simultaneously). Load balancing at data centres can create two or three copies of the same data. Data may be cached, or replicated to different locations for availability. Cloud (and other) service providers may not be willing to share information on their server locations.

Do I have to report a security breach?

There is a spectrum of answers to whether a personal data security breach must be reported, and if so, to whom. Hong Kong currently has a voluntary Code of

Practice for data breach notification (which does not prevent the Privacy Commissioner from penalising breaches of security), but many other jurisdictions have mandatory reporting requirements.

Given the likelihood that an enterprise with international operations, customers or technology service provision will be controlling personal data across numerous different jurisdictions at any one time, even a relatively small security breach can invoke the reporting laws of a number of far-flung jurisdictions.

Unfortunately, even jurisdictions that require notification to be made have a variety of different formulae to determine whether notification should be given in a particular case. Some require notification only where there is a risk of "substantial harm"; some only require notification of breaches arising from electronic communications; some others (such as South Korea) require notification only if a threshold number of people

are affected; and some others still require notification of breaches with certain technical effects. On top of this, there are different approaches to notification in cases where local residents are affected, but no "data controller" or "data processor" is within the jurisdiction.

A systematic response

In the event of a breach, answers need to be found very quickly. An organisation's timely response to a data breach will likely be determinative as to both its regulatory compliance, its ability to manage the reputational fall out, and even the fate of relevant management. Having ready answers to the questions raised above is imperative, and cannot be undertaken without forward planning. **B**

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Hong Kong currently has a voluntary Code of Practice for data breach notification, but many other jurisdictions have mandatory reporting requirements.
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Pinsent Masons is a full service London headquartered international law firm with offices across Asia, the Gulf and Europe. We have 388 partners and a total of over 1,300 lawyers worldwide. The Hong Kong office has been in operation for over 30 years.



Multi-Modal Expansion

Sustainable and smart logistics via a multi-modal Silk Road is sketching new routes and opportunities in trade flow.

– By Mark Miller

Following dramatic increases in recent years, China-Europe trade now represents a significant proportion of global commerce. China is now Europe's second-largest trade partner (after the US) and the EU's fastest growing export market.

EU exports to China reached a record € 148.1 billion in 2013 – almost doubling in the past five years. At the same time, China is the EU's biggest supplier, with Europe importing € 279.9 billion worth of goods in 2013, making the total EU-China bi-lateral trade in goods worth a total of € 428 billion.

With this expanding development of European market opportunities, companies are increasingly seeking additional options for Asia-Europe cargo flow, as alternatives to the traditional long-haul ocean freight routes via the Straits of Malacca and through the Suez Canal.

Although the trade has been long dominated by ocean freight, Eurasia land-bridge options via road and rail – emulating the old traditional Silk Road trading routes – are now becoming economically viable for overland cargo transportation from Asia to Europe and vice versa.

The latest developments of feasible and practical land links by road and rail provide traders with multimodal transportation choices that are faster than ocean-freight and cheaper than air-cargo, appealing to companies that are seeking to

optimise their supply chains. However, there are still areas for improvement, not least of which are cross-border procedures and infrastructure developments.

Asia-Europe transportation options

1) Silk Road

To help stimulate regional trade and better connect their economies, China, Russia and Kazakhstan are counting on a new ground transportation corridor that stretches from eastern China's Jiangsu province to St. Petersburg in Russia.

After nine years of negotiations, the three countries have reached agreement on a construction plan for the Asia-Europe road – expected to be complete by 2017. The length of this new transport corridor will be 8,445km, with 2,233km in Russia, 2,787km in Kazakhstan and 3,425km in China. Once completed, the new highway should help attract foreign investment into Russia and Central Asia, with the service sectors also benefiting along the route.

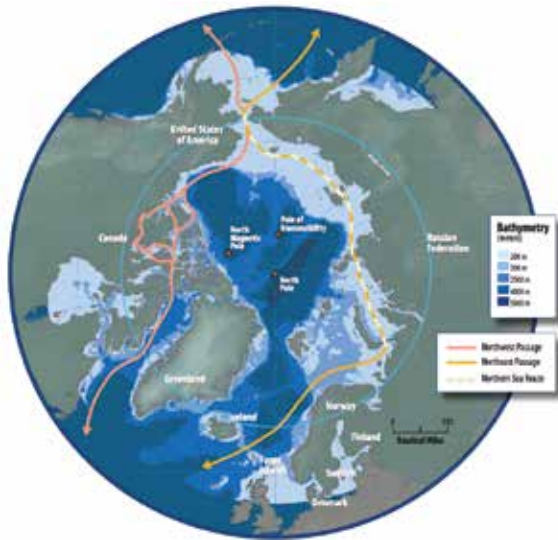
2) Silk Rail

As companies seek to reduce the time and cost of freight transport on the Asia-to-Europe route, the use of rail is becoming a viable option. Following consistent increases in labour cost in the coastal areas, a large amount of manufacturing now takes place in central China, from where goods have to be transported by road to the coastal port cities for onward transit via container ship to Europe – a journey that can take between 40 to 60 days.

Since 2013, however, a new cross-border rail route is available that can transport made-in-China products from Zhengzhou in China to Hamburg in Germany. Called the 'Iron Silk Road', the journey takes only 15-18 days to cover the 10,214km – making it especially suitable for goods which need to be delivered within a short period of time. Deutsche Bahn and Russian Railways recently announced a joint venture for another planned rail route, this one from Chongqing, China via Kazakhstan, Russia Belarus and Poland through to Duisburg in Germany.

3) Multimodal Silk Route

A multimodal road-rail overland service connecting Asia and Europe has recently been launched by DHL Global Forwarding – delivering a reliable service that offers a competitively priced alternative compared to air freight. The weekly China-to-Europe train service leaves Chengdu every Friday, travelling China's West Corridor rail line, through Kazakhstan and via DHL's



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The Northeast
Passage trims about 7,000 kilometres off the journey, reducing fuel consumption and providing substantial reductions in cost and carbon emissions.
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intermodal hub in Malaszewicze, Poland. The multi-modal service also promises delivery time reductions of between 10 and 21 days compared to sea freight, depending on origin and destination.

This new weekly service from Chengdu comes as an addition to DHL's established daily service – departing from Shanghai and running along the trans-Siberian North Corridor – with a transit time difference of up to eight days. In turn, the new service also offers greater cost and CO2 emission reductions.

4) Ocean Alternative

Movement of goods from Asia to Europe are traditionally by container ship via the Suez Canal – through which about 19,000 ships move each year.


A north-bound alternative route via the Arctic is now providing an alternative water-borne option. Global warming has melted the sea ice, making the route navigable for about four months of the year, from around the end of July.

This Arctic route, called the Northeast Passage trims about 7,000 kilometres off the journey, reducing fuel consumption and providing substantial reductions

in cost and carbon emissions. In 2013, some forty-six ships used the Northeast Passage, (up from four in 2010) demonstrating increased interest in this option. Although it is not a rival to the Suez Canal, during the right season, the Northeast Passage offers an alternative option, with obvious increasing potential.

The future of Europe-Asia trade

Increasing bidirectional trade flow between Europe and Asia is generating huge opportunities, whilst also revealing some challenges, but organisations cannot go it alone. A collaborative approach is required, leveraging carefully selected business partners with deep understanding about the diverse markets across the Europe Asia trading blocs. Companies can also leverage external and independent expertise to help them navigate the complexities in order to benefit from the substantial trade and logistics opportunities across the continents.

Businesses need to embrace the complexity, and engage the knowledge and networks to provide the insights into the challenge, as well as implement sustainable and smart logistics solutions, in order to capitalise on this exciting smorgasbord of new business opportunities. 



Mark Millar provides value for clients with independent and informed perspectives on their supply chain strategies in Asia. Author of *Global Supply Chain Ecosystems* published by Kogan Page, Mark has completed more than 350 speaking engagements across 23 countries. He serves as Chair of the Logistics Committee at the British Chamber of Commerce in Hong Kong and can be reached at mark@markmillar.com



Passport Preparations

Tips and advice on how to have your passport processed with the greatest ease and efficiency for everyone.

Your British passport is an important document. If you do business across the world and need to travel, you won't get far without a valid passport. Wherever you live in the world, Her Majesty's Passport Office is the sole issuer of British passports.

With Hong Kong's business and banking links to the UK, high numbers of British nationals live and travel here. HM Passport Office receives around 35,000 passport applications from customers in Hong Kong each year, many of whom require their passport urgently.

To ensure that your passport can be processed without delay, it is important that you send the required information to support your application.

If we need to ask for further documents, this can take time, and will slow down the process.

We are committed to improving the service we give to our customers and are continuing to look for new ways of working to improve our service, and to provide value for money. Last year we reduced the price of a passport by 35% for customers applying from outside the UK.

In the next few months we plan to conduct a survey to help us to identify how we can further improve our customers' experience of applying for a passport. In the meantime, please see the tips and advice below that should help you with completing your application, and help us to process your passport as quickly as possible.

Top Tips for applying for your passport

Before you start your online application make sure you have:

- Your current passport;
- Two recent and identical photos of yourself;
- Your passport photos must meet the required size and standard of 45mm high by 35mm wide; and
- Any other passport issued to you by other countries

On Submission

When submitting your application, we need to see one document showing photo identity and one confirming your address or residency.

One of the most common reasons we have to contact customers in Hong Kong is to ask for a Permanent Identity Card and a Hong Kong SAR Passport.

If you hold any of these, please send us a copy of these documents.

Payment can be made online with a MasterCard, Visa Electron, Visa Debit or a UK issued Maestro card. Maestro international cards are not accepted.

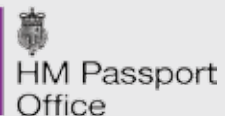
Remember to print, sign and send off your declaration at the end of the online application. We can't process your application until we receive this.

When signing the declaration, ensure that your signature doesn't touch or overlap the borders of the box. If you are waiting for news about your passport, check your spam folder as well as your inbox.

You should take a note of your application reference number. If you need to track the progress of your application, please visit www.gov.uk.

Remember, we can't start working on your application until we've received your declaration form, photographs and supporting documents.

HM Passport Office issue passports to citizens of the United Kingdom on behalf of the Crown, and oversees civil registration in England and Wales through the General Register Office. HM Passport Office is the sole issuer of UK passports to British nationals across the world.






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Let the Games Begin



Children participating in Operation Breakthrough.
Photo courtesy of Robbie McRobbie

The use of sport as a means to improve the lives of youth, communities at risk and isolated environments has proven beneficial politically, economically, and societally. It's amazing what a game of football can accomplish — By Professor Roger Levermore

The association between sport and business is well established. Historically, businesses have used sports association in order to support marketing, or enhance association brand prestige. Since 2004, however, the motivation behind corporate sponsored sports and events has matured, as the public comprehension and acceptance of developing and improving society through sport has become increasingly documented. It was, in fact, in 2004 that the United Nations named that year to be its special focus on development and peace through sport.

One means of “developing” or improving society can be found in organised midnight football or basketball leagues in urban centres (ranging from London

to Beirut). Bringing people together to exercise, communicate and improve their health and reduce tension has been recognised as positive environment for marginalised groups who could be more prone to otherwise participate in criminal activities.

Sport in the community

Sport and games can also be a means to educate those in sparsely resourced rural areas. Organised sports events can provide informative health benefits, such as an event where participants also sign up and receive free education classes with trained medical staff about diseases that may threaten their communities (such as HIV and malaria). Even better, such events could also provide tests for diseases from professional health care workers and volunteers.

There are countless ways that sport can be used to strengthen the social development, in rich and poor countries alike. While Western Europe, the US and sub-Saharan Africa are in the vanguard of such initiatives, the positive use of sport as a means of social change is a global phenomenon.

For example, in some of the poorest states of India, an NGO uses the social milieu of football games to address and challenge gender discrimination. This CSR sports project is run by an NGO, staffed by volunteers from India and Canada, and is financially supported by a range of small and large businesses as well as government.

Closer to home, the theme of sport has become a regular feature in Hong Kong businesses' CSR programmes, and although the more-publicised issues of the environment and sustainability still command most attention in CSR mandates, "sport CSR" is witnessing a significant increase. Operation Breakthrough is a leading Hong Kong sport development project that can be classified as "sport CSR".

Operation Breakthrough

Operation Breakthrough started in 1998 and was an idea born out of the frustration of an expatriate senior police officer, Ian Seabourne. Mr Seabourne believed that there must be some means to tackle juvenile delinquency and increasingly poor relationship between youngsters and police officers in his Tuen Mun District. His answer was to find police volunteers to lead local youngsters in sports activities.



Organised sports events can provide informative health benefits, such as an event where participants also sign up and receive free education classes with trained medical staff about diseases that may threaten their communities.



What began with a boxing class on the roof of Tai Hang Police Station grew into a registered charity with 10 sports sections and has several hundred boys and girls participating at any given time. Apart from Laureus (the main global charity that supports sport for development initiatives), Operation Breakthrough


has received support from the Community Chest, HKJC, Standard Chartered Bank, and Adidas.

The programme has resulted in a number of inspirational success stories, including five Breakthrough graduates who have gone on to join the Police and two graduates who are working as Community Coaches with the Rugby Union.

Pro-business activities

How is sport promotion good for business? Corporations are increasingly targeting sport CSR and especially youth grassroots sport programmes with developmental benefits. These businesses chose to focus on sport CSR because

sport – especially at grassroots levels – is associated with positive media imagery. It appeals particularly to youth audiences that many companies are approaching as consumers and as future employees.

In addition, sports commonly requires the development of teamwork skills and, if delivered in communities with different nationalities, important cross-cultural lessons. The fact that engaging in sport has distinct health benefits (an important issue with growing obesity concerns) while also providing a venue for education, is deeply motivating to companies that invest in sport CSR. Finally, businesses have found that their own staff morale is improved by sport CSR, as these initiatives provide opportunities for staff involvement and interaction. 



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University of
Science and
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The Hong Kong University of Science and Technology is an international research university. Founded in 1991, HKUST is an international research university with strong ties to global thought leaders, whilst having wide-ranging connections with Mainland China. It promotes interdisciplinary studies, dedicated to educating well-rounded students to acquire a strong entrepreneurial spirit and innovative thinking.



香港科技大學
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AND TECHNOLOGY

Latin American Landscapes



The name “Galapagos” inspires the traveller with an ache for adventure. Visions of amazing biodiversity on these incredible islands, along with the rich equatorial jungles of Ecuador promise a journey of epic scale.

— By Nikki Pang

Interest in Latin America has spiked over the last year, and as the continent is as diverse as it is large, there are countless options for unique holiday combinations. A recent client came to Lightfoot requesting to visit the famed Galapagos Islands, and also to really immerse themselves in Ecuadorian culture and the Amazonian tribes. The below itinerary was put together with that in mind, and is just a glimpse of the amazing experiences available on this fascinating continent.

Day 1: Arrive Quito

One of the highest cities in the world, Ecuador's capital Quito stands at 2,850 metres and is surrounded by volcanoes. Its old town is full of quaint cobbled streets and sixteenth century colonial architecture, and there are plenty of activities to do both within the city and on its outskirts.

Day 2: Quito

Spend the morning walking along the cobbled streets of Quito's colonial centre with your private guide.



Day 3: Quito – The Amazon

Travel south of Quito along the Avenue of Volcanoes to the lowlands of the Amazon basin, where you take a small aircraft to Huaorani Territory where you spend the next four nights. Travel to the lodge by dugout canoe and upon arrival you will take a short discovery walk through the jungle.

Huaorani Lodge is a simple and cosy home for the coming days with the emphasis very much on the unique experience of spending time with one of the most respected tribes in the Ecuadorian Amazon.

Days 4 & 5: The Amazon

Spend these two days exploring the jungle with your guide and the local Huaorani tribe to understand their way of life in this unique environment. Learn survival and hunting techniques; kayak, hike through the jungle, look out for wildlife including birds,



monkeys, reptiles and the insects to fully enhance your experience of the Amazon from a cultural and wildlife perspective.

Day 6 – The Amazon: Huaorani Lodge to Nenquepare.

Today you will make your way down the Shiripuno River by traditional Huaorani style canoe, taking the opportunity to look out for the wildlife along the riverbank. This is the perfect opportunity to reflect on the past few days of your journey or perhaps pick up some Huaorani vocabulary.

Stop at the Apaika community, a Huaorani community found inside the Yame Reserve, a huge 55,000-hectare protected area managed by the Huaorani Association, an organisation that leads ecotourism efforts in Huaorani territory. After leaving Apaika, the next stop is the small Huaorani

village of Nenquepare where you will spend the night camping out at a well-constructed simple yet comfortable campsite that is part of a community initiative.

Day 7 – Nenquepare to Quito

Hike a community trail to see an impressive tropical waterfall after breakfast, before making the journey back to Quito. Drive along the infamous Auca Road while your guides tell you about how oil exploration has affected their lands.

Oil companies built the road in the early 1970s to search for oil on Huaorani lands, and 'Auca' is the name given to them meaning 'fierce' or 'savage'. As you drive along the road, you will notice the stark difference between intact rainforest and deforestation that occurs when roads are carved out of the surrounding jungle.



Parallel to the road are pipelines that go from the Huaorani community of Tihuino up to Lago Agrio (the oil hub of eastern Ecuador) before oil is pumped across the Andes to the Pacific. This part of your tour illustrates the reality of the threats facing the rainforest and the Huaorani people as much of the road passes through land that was formerly forested and inhabited by Huaorani peoples. Fly from Coca to Quito where you spend the night.

Day 8: Quito to Galapagos

Fly to Santa Cruz Island in the Galapagos before transferring by speedboat to Isabela Island where you will spend the next two nights. In the afternoon, walk from the hotel to the local giant tortoise breeding centre, hopefully catching a glimpse of pink flamingos feeding on the lake along the way.



Once at the centre, learn about the process of breeding and then releasing these gentle giants into the wild. The centre is an important conservation tool and because of it the island's giant tortoise population is presently recovering.

Day 9: Galapagos – Tintoreras & Wetlands Trail

Today you will be taken to Tintoreras, a group of small islands named after the white-tipped reef sharks that swim in the calm waters. The Tintoreras is a miniature Galapagos where you should see almost all of the archipelago's iconic wildlife: white-tipped sharks, sea lions, turtles,



“
*Tintoreras is a miniature
Galapagos where you
should see almost all of the
archipelago’s iconic wildlife:
white-tipped sharks, sea
lions, turtles, rays, penguins,
and of course pelicans and
blue footed boobies.*
”

rays, penguins, and of course pelicans and blue footed boobies. You can snorkel in the bay, and don’t be surprised if some of the penguins or sea lions jump in to play alongside you in the water!

In the afternoon take the wetlands trail through the mangroves where you will see marine iguana colonies as well as a network of trails, beaches and historic sites. At the end of the trail is the Wall of Tears, built in the late 1940s by Second World War prisoners held at the US base on the islands. Your guide will explain the importance of the Wall, giving a glimpse into the lives of the island’s previous inhabitants. On this network of trails you will catch views of the village below and see a number of birds and, with luck, some wild giant tortoises.

Day 10: Galapagos – Isabela Island to Santa Cruz Island

Early this morning, take a shared boat back to Puerto Ayora on Santa Cruz Island where you will have a hearty breakfast to prepare you for your day of multi-sport activities in the Highlands! Drive to an off-the-beaten-track area of the island – a high point being where you jump on mountain bikes for a long downhill ride along newly paved roads to Garrapatero Beach. Once there, pick up your sea kayaks for a paddle in the bay looking out for sharks, rays, sea turtles and sea birds.

Day 11: Galapagos – Quito

Fly back to Quito to connect on to your evening flight home. **B**

Bespoke travel company **Lightfoot Travel** (www.lightfoottravel.com) is an Asia-based tour operator specialising in tailor-made holidays, honeymoons, short breaks, boutique accommodation and private villas in Asia, Latin America and beyond. For more information please email info@lightfoottravel.com or call +852 2815 0068.





An Interview with Tom Aikens

Michelin-starred British Chef Tom Aikens, new culinary director of The Pawn, shares a potted history of his cuisine development and the inspiration he takes from Hong Kong as a foodie destination.

— By Emily Ferrary, British Chamber of Commerce

For over a decade, Tom Aikens has been hailed as one of the UK's most innovative chefs. After honing his skills in kitchens alongside Pierre Koffmann and Jöel Robuchon, Aikens was named Head Chef at London's Pied à Terre. At 26, he became the youngest British chef to ever earn two Michelin stars and as a result has a world-renowned reputation for his culinary innovation and technical skills. Tom Aikens Restaurant, his Michelin-starred eponymous fine-dining restaurant in Elystan Street London, ran for over a decade, and in 2006, Tom's Kitchen, a modern British restaurant, opened in Chelsea. Since then, he has expanded the concept



“
Hong Kong and London have lots of different dining concepts, but I do feel that London diners have higher expectations: for example, casual can still be quite high-end, more polished and sophisticated.
”

to four other locations in London as well as Istanbul. In late 2014, following an extensive two-month renovation, Wanchai's landmark dining institution, The Pawn, reopened under the culinary direction of Aikens marking his first big project in Asia.

What inspired you to become a chef?

Having been born into a family of wine merchants, it all started at a very young age. It was also the summer trips to France when I was young, where I was exposed to the regional cuisine. So I knew from early on that I wanted to become a chef.

So, food has always been an important part of your life?

Yes, definitely. As a child, I visited Norfolk quite often with my father. He took me on fishing trips and taught me about sustainable fishery. During my trips to France I was surrounded by all kinds of great produce. These early experiences really

helped in developing my interest for all things culinary-related, and also taught me to appreciate the importance of sustainability. I also helped my mum in the kitchen a lot from the age of eight. We had a big garden growing up so we grew a lot of fresh produce ourselves.

Can you talk about any challenges you faced when you started out.

I wanted to get straight into it after college and applied to many restaurants including Michelin venues. I was willing to work for free in order to get work alongside these top chefs. I sent out 25 letters and many restaurants told me to come back once I had accumulated more work experience, but luckily I received a few responses. My first job was at The Cavalier back in 1990, where I worked for free for six months in order to prove myself. They eventually offered me a full-time position. I was very grateful for the opportunity, which really helped me launch my career.



What has the biggest turning point been in your career?

Getting two Michelin stars at the age of 26. I was the youngest in Britain to have been awarded that. The pressure was on, but it has really opened the doors for me.

Do you still feel the pressure to maintain a certain standard?

Yes, I'd be lying if I said it's easy. It is about constantly keeping an eye on the industry and trends. Over the years, culinary trends have changed significantly and nowadays, diners have become adventurous. As more and more chefs are recognised for their creativity, the competition also increases.

Why Hong Kong? Were you familiar with it before you came here?

I visited Hong Kong for the first time in 2004 for some private events and fell in love with the vibrancy of the city. It's such a foodie destination and even more so now. I'm also intrigued by the local cuisine, as well as Asian food and ingredients. In general, I think Hong Kong is a fantastic place to be a chef!

What do you think about the influx of British chefs in Hong Kong?

I think it's great and feel it's natural since there are still so many British expatriates in Hong Kong. Hong Kong has seen an influx of many great European chefs – French and Spanish especially. We, the Brits are last to arrive it seems, and it's a great opportunity to show Hong Kong we're not just about fish and chips.

The Pawn went through a huge renovation last year – can you tell us why you chose the Pawn and how you are now working with their long-standing reputation?

I was approached by the co-founders of Press Room Group who were looking for a great British chef to head up the new Pawn and thought this was an exciting opportunity to expand beyond Europe. I really wanted to showcase both traditional and modern British fare, offering a variety of flavours and textures.

Have you noticed any major differences between the London restaurant scene and HK restaurant scene?

Both Hong Kong and London have lots of different dining concepts, but I do feel that London diners have higher expectations: for example, casual can still be quite high-end, more polished and sophisticated.

What projects do you have lying ahead of you?

Working on a project with my twin brother, as well as opening in Dubai in April, and another opening in Oxfordshire in London. I don't want to give too much away now, so you'll just have to wait and see!

Describe your perfect weekend?

My perfect weekend really is a quiet one with the family. I work a lot, so quality time with my two little girls is very important to me.

Do you have any new year's resolutions that you would like to share with us?

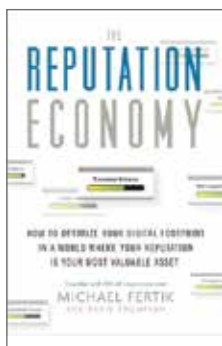
Yes, SLEEP! 



To make a booking at The Pawn or for more information please visit www.thepawn.com.hk or call +852 2866 3444.

In Review

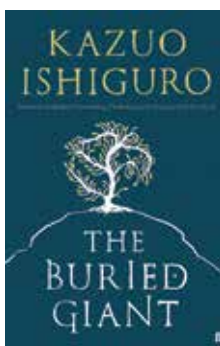
— Harrison Kelly



The Reputation Economy by Michael Fertik

As CEO of Reputation.com, Michael Fertik has spent the past several years dedicated to determining how individuals and companies can have the biggest possible positive impact online. With the help of writer David Thompson, *The Reputation Economy* lays out a guide ensuring

that the next time a potential client or business contact searches you on Google or LinkedIn, they'll like what they see. The book has received glowing praise from the likes of Ariana Huffington, Tim Ferriss and Reid Hoffman and is relevant to everyone working in business today, from graduates starting out to CEOs of FTSE 100s.



The Buried Giant by Kazuo Ishiguro

This March, Faber will publish the long-awaited new novel from Man Booker Prize winning author Kazuo Ishiguro. There has been much secrecy surrounding *The Buried Giant*, his first novel in ten years, with his publisher describing the book as "sometimes savage [and] often intensely moving" and

exploring "lost memories, love, revenge and war". The only certainty is that if you enjoyed the frustrating elegance of Ishiguro's *Remains of the Day*, or the unsettling beauty of *Never Let Me Go*, then this book will be for you. It is sure to be an early Booker Prize favourite this summer too.



On Liberty by Shami Chakrabarti

Named by the UK's *The Sun* newspaper as "the most dangerous women in Britain", Shami Chakrabarti's new book *On Liberty* is a powerful call to arms for protection of our civil liberties. Having started work at Liberty, the UK campaigning organisation, on 10 September 2001, one day before the fateful attacks on the Twin Towers, the book is a part-memoir, part polemic on the current state of civil liberties in the UK and across the world, touching on anti-terror laws, online data gathering and increased surveillance. An engaging and important book for readers on both sides of the debate. **B**

Flatcap Asia was founded in 2010 by Managing Director, Harrison Kelly, and is now one of the region's leading specialised Arts and literary PR agencies. Based out of Hong Kong, Flatcap Asia serves a range of clients across the world.

FLATCAP ASIA
ARTS AND LITERARY PR AGENCY FOR ASIA

SME 商

MARKETPLACE

As part of the British Chamber of Commerce's newly launched SME Marketplace, we have a range of offers available to members, which are especially tailored to SMEs and Startups. Here is a snapshot of the available offers as well as the member companies taking part in the programme. For more information please visit our website www.britcham.com



Accounting



Startup members can set their business on the path of success with the help of Baker Tilly Hong Kong's accounting and payroll services. The British Chamber's

SME Marketplace offers an exclusive customised service package that includes professional advice needed to enhance operational efficiency and achieve financial agility.



FastLanePro focuses on helping startups and fast-growing companies succeed.

They help founders and entrepreneurs grow their business and take it to the next level, transforming it into a more scalable and connected business model using cloud-based technology and services.



Primasia are offering reduced prices on incorporation and assistance with bank account opening, as well as first-year

accounting. They are also offering a free introductory period and free set-up for payroll services.



With over 20 years of working with start-ups and SMEs in Hong Kong, TMF Group knows a company's first

forays into Hong Kong will most likely be on a strict budget, since start-up costs are many and can quickly spiral out of control. That's why, they are offering to waive all start-up costs for their services, for SME and Start-up members!



Banking



HSBCnet is an online tool for commercial customers to manage accounts on a one-stop platform. One of the major features of HSBCnet is its international connectivity. Customers can access and manage their overseas commercial account on HSBCnet. Customers can also access analytics, research, cash management, securities and trade products in a personalised way anywhere on HSBCnet.

Business Coaching



Lalita Raman, at Transitions Intl. Ltd. is an executive coach who assists executives and professionals succeed

in the business world by focusing on behavioural change. Her main area of expertise involves building executive presence in the three areas of gravitas, communication and appearance. Visit the Chamber's website to look at the packages that are exclusively available for SME and Start-up members.

Consulting



Vendigital is a specialist supply chain consulting and software company for any business for whom supply chain is mission critical. Specialising in Asian supply chains and sourcing safely, Vendigital gives business owners confidence in knowing they enjoy cost leadership in the region. Vendigital is offering a number of discounted services, including Product Costing and Sourcing Strategy Advice for SME and Start-up members.



HR



As a leading professional services firm, Tricor Executive Resources have established their reputation based on providing high quality executive search and human resources solutions backed by in-depth specialist resources and expertise. Through the SME Marketplace members will receive a 30% discount on a variety of HR services.

Insurance



Mercer understands that all clients have one thing in common: they all seek cost-effective and simple-to-administer solutions that can help them attract and retain talents. Health benefit costs in Asia are escalating so Mercer's first priority is to save your money by finding the right insurance partner. Take advantage of the affordable health and benefits solutions that are available through the SME Marketplace.

IT



FunctionEight is a trusted, full-service technology company, providing outsourced business IT support, and bespoke advice, infrastructure and website development services to premium SMEs throughout Asia. Key services include IT needs assessments and network, file servers, change servers, firewalls / security and hardware setups. They are offering free registration of a domain name, basic website hosting, dns hosting and basic email for up to 5 users for 12 months for all SME and Start-up members of the Chamber.



LoopUp provides simple, pain-free conferencing calls and online meetings. They help thousands of businesses host better conferencing, without problems such as not knowing who's joined, background noise, and difficulties sharing content.

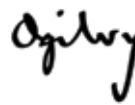
Legal



Tanner De Witt offers a range of services that appeal to start-ups and established companies alike. From company formation to shareholder agreements, and joint ventures to mergers and acquisitions, our Corporate and Commercial team works closely with clients to achieve desired results, offering commercial, practical and cost-effective advice.



Marketing



Ogilvy is offering not just one special offer but four! As the Agency Of The Year, they've created four special offers – all highly-customisable and personalised – that will cover all marketing needs from Strategy to Social, PR to Production. All priced exclusively for SME and Start-up members to help their business grow.

Serviced Offices



Compass Offices are providing SMEs and Start-ups with cost-effective and time saving workspace solutions. To start their businesses, SMEs and Start-ups can use Virtual Offices to benefit from a strategic business address as well as professional team support to manage calls and mail.



THE EXECUTIVE CENTRE

The Executive Centre is dedicated to the incubation of new start-ups and entrepreneurs by providing cost-effective and flexible office solutions. They'll provide premium furnished offices on flexible lease terms from 3 to 36 months, with state-of-the-art conference meeting facilities and complete business administrative services supported by bilingual professional teams.

Travel



SME and Start-up Members can enjoy a free cabin upgrade from Hong Kong to London by enrolling onto the British Airways' On Business programme.



Virgin Atlantic believes in the potential for greatness of the entrepreneur who starts small but thinks big. That's why they're offering new SME clients' exclusive benefits to help their corporate ventures take off. With tailor-made fares, flexible ticketing and door-to-door limousines, doing business is now a whole lot smoother.

Dear Reader,

Britain in Hong Kong magazine has undergone significant changes this year. We've refreshed the design, upgraded the content, moved to a glossy format and made many other small tweaks to improve the publication. We have also arranged for the magazine to be available in British Airways and Virgin Atlantic business lounges at HK airport, and most recently on BA's Hong Kong to London flights. Can we do more? We think so, and we would like to receive your comments and opinions to guide us on future changes (and also let us know your thoughts on the changes we have already made).

As the official magazine of The British Chamber of Commerce in Hong Kong, *Britain in Hong Kong* plays a number of roles, including:

- Updating readers of key business news affecting Hong Kong;
- Informing members on Chamber events and initiatives;
- Providing our members with promotional opportunities; and
- Promoting the Chamber and our members to the wider business community.

The questionnaire is for members and non-members alike. Please take a couple of minutes to tick the boxes and give us your feedback. You can return the questionnaire by the methods below or alternatively go to: www.britcham.com/publications/magazine and submit online.



-Post to:

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 12/F, Infinitus Plaza
 199 Des Voeux Road
 Sheung Wan, Hong Kong

- email (scan or photo) to: gina@ninehillsmmedia.com

- fax to: +852 3020 7442

As a thank you for your time, we are pleased to offer a lucky draw prize to one submitted entry. Harry Harrison, the SCMP's political cartoonist, will create a personal caricature for the lucky winner.

Thanks!

Gina Miller, Editor, Britain in Hong Kong

About you, the Reader

Company Ownership: HK ☐ UK ☐ OTHER (please specify)

Business Type

Company headquarters location? HK ☐ UK ☐ OTHER (please specify)

How many staff does your company employ in Hong Kong?

- ☐ 1- 10
☐ 11-49
☐ 50 – 100
☐ 100+

How many staff does your company employ globally?

- ☐ 1- 10
☐ 11-49
☐ 50 – 100
☐ 100+

Gender: Male ☐ Female ☐

Name:

Company Name:

Job Title:

Email:

About the magazine

These are the main sections that appear in Britain in Hong Kong. How often do you read or look at them in a typical edition?

	Always	Most	Sometimes	Never
• Business Update	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Cover Stories	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Living	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Your Chamber	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What content would you like to see more or less of?

	More	About right	Less
• China Business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Construction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Financial Markets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Human Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• IT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Marcoms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Real Estate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Retail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• SME	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Member benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Other 1 (please specify).....			
• Other 2 (please specify).....			
• Other 3 (please specify).....			

Britain in Hong Kong had a redesign and content overhaul last year. We would love to hear your feedback on our new look:

	Better	About the same	Worse
• Cover design	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Article layout & Images	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Readability of articles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Event photos	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

We are always looking to improve Britain in Hong Kong so would love to hear your views on any areas that could use some more work (and equally which parts you think are perfect as they are!)

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Access and delivery

How did you obtain this copy of Britain in Hong Kong?

- ☐ It was mailed to me
- ☐ In a business centre
- ☐ In an airport lounge
- ☐ In-flight
- ☐ Other

How do you normally read Britain in Hong Kong?

- ☐ Print edition
- ☐ Online edition (computer)
- ☐ Online edition (mobile device)
- ☐ This is the first copy I've read

Typically, how many people read your copy besides you?

- ☐ No-one
- ☐ 1-3
- ☐ 4-5
- ☐ 6-10
- ☐ More than 10

How long do you keep your copy?

- ☐ Up to 1 month
- ☐ 2-6 months
- ☐ 6-12 months
- ☐ Forever!

How long do you normally spend reading an edition?

- ☐ Up to 30 minutes
- ☐ 30 minutes to 1 hour
- ☐ 1-2 hours
- ☐ More than 2 hours

Member Discount



Food & Beverage & Accommodation



Members will receive 10% discount on top of the lowest rates that Accor's Asian hotels are offering on the day. This applies to more than 1,600 Sofitel, Pullman, MGallery, Novotel, Mercure, Thalassa & Orbis hotels worldwide. You will also receive a 5% discount on top of the best unrestricted rates for hotels including ibis (in specific countries), All Seasons & Hôtel Barrière. For more information please contact Regina Yip on 2868 1171 or email: regina.yip@accor.com



Members of the British Chamber of Commerce can benefit from a 10% discount at this chic restaurant in Central. To make a reservation please call 2530 4422 or email booking: alfies@keeclub.com



From now until 31 December 2014, members of The British Chamber of Commerce in Hong Kong are entitled to an exclusive 20% discount across all restaurants and bars at Conrad Hong Kong



HONG KONG

Members will receive a 20% discount on food only in MoMo Café. To make a reservation please call 3717 8888



Members will receive a 15% discount off the bill. For more information please call 2810 6988 or email dotcod@hkcc.org

GRAND | HYATT

15% discount on food and beverage at The Grill and 10% discount on treatments upon spending HK\$1,000 at the Plateau Spa. To make a reservation please contact The Grill on 2584 7722 or the Plateau Spa on 2584 7688

There are many great benefits of being a member of The British Chamber of Commerce.

One of those is the Member Discounts programme, an exclusive package of discounts that range from discounted car rentals, reduced hotel accommodation, airfares and even relocation costs.

Every six months we invite members to prepare a tailor-made offer to all the members of the British Chamber. You can find these benefits listed below and for more details please visit our website www.britcham.com.



Members will receive a 10% discount off the total bill at Man Ho Chinese Restaurant, SkyCity Bistro, Velocity Bar & Grill, and The Lounge (promotion does not apply to alcoholic beverages). To make a reservation please call 3969 1888



Members can book a Smart Room at the special rate of HK\$1,600 including a daily eye-opening buffet breakfast (subject to availability). You will also receive a 20% discount at five of the hip restaurants and bars that the hotel has to offer. Furthermore, when you book the 21 day-long room package at HK\$23,100 you will receive a Round Trip Limousine Service. For more details please call 2980 7785



Members will receive a 10% discount off the total bill at Cafe Renaissance and the Lobby Lounge. To make a reservation please call 2802 8888



15% OFF total bill Rhombus International Hotels Group. British Chamber members can enjoy 15% off the total bill at AVA Restaurant Slash Bar, Café Express and Azure Restaurant Slash Bar. Members can also enjoy 10% off the 'Best Available Rate' at Rhombus Group's Hotel Panorama, Hotel LKF, Hotel Bonaparte and Hotel Pennington when booking through the official hotel websites



Members will receive 15% off the lunch buffet in Kitchen and dinner in Sing Yin, Monday to Friday, and 10% off in all venues at all other times. For more information or to make a reservation please call 3717 2222



Lifestyle & Travel



Aardvark
SAFARIS

Members of the British Chamber can benefit from Aardvark Safaris' Pay 3 Stay 4 offer (25% off) at three superb safari properties from now until 19 December 2015 (excluding Christmas holidays). To make a booking please contact Mara Thompson at mara@aardvarksafaris.com

BRITISH AIRWAYS

As a member of the British Chamber of Commerce you can enjoy exclusive offers from British Airways. For more information please visit: www.britcham.com/memberdiscount/british-airways

colourliving As a member of the British Chamber of Commerce, you can enjoy a 10% discount on all normal price merchandise when shopping at Colourliving in Wanchai. Please call 2510 2666 or visit www.colourliving.com

virgin atlantic

Special offers are available exclusively for members of the British Chamber of Commerce. Please call 2532 6060 for more details or to make a reservation



British Chamber members can get a 5% discount on all purchases from VisitBritain's online shop at the checkout. Please visit www.visitbritaindirect.com/world for further details



Business Services

bsi.

Members can enjoy 20% off British Standards Online (BSOL) subscription and all types of training courses run by the BSI Training Academy. For more details, please visit www.bsigroup.hk



**COMPASS
OFFICES**

Compass Offices are offering all Britcham members a free, no obligation, one month Virtual Office Address Package to help you get set up in Hong Kong as well as 50% off meeting room rentals. Please email hksales@compassoffice.com or call 3796 7188 to find out more

FastLanePRO

FastLanePro are offering all members of the British Chamber a 20% discount on one month Xero, online accounting services. Please contact 2961 4519 or email hello@fastlane.pro.hk. For further details, please visit www.fastlane.pro.hk

Regus

Britcham members will receive a complimentary six-month Businessworld Gold card that gets you access to 1,200 business lounges in prime central city business locations in Asia and around the world. For more information or to accept this offer please visit www.regus.hk/localpartnership

Member Get Member

The British Chamber of Commerce is a dynamic force which represents the business interests of members in Hong Kong and overseas, but we are only as strong as our membership. With your help we can increase our membership and with it the power of our voice in the business community.

So what are you waiting for? Make a successful referral to the British Chamber and receive some great rewards!

Successfully introduce a company to us before the end of March 2015 and receive a dinner for two at one of these fantastic member restaurants:



**Café Renaissance,
Renaissance
Harbour View
Hotel, Hong Kong**

Café Renaissance is the perfect place for all day dining. Located on the Mezzanine floor, the 210-seat all-day dining café serves a wide variety of dishes from all over the world.

Furthermore, if you happen to refer the most amount of members to the Chamber, you will win a Sunday Brunch for four at Cafe Deco, courtesy of Cafe Deco Group.

CAFE DECO Cafe Deco –
峰 景 餐 廳 Sunday Brunch

For the most amazing views of Hong Kong, Cafe Deco is a great brunch option.



**Cafe TOO, Island
Shangri-La, Hong Kong**

The innovative cafe TOO with ten cooking theatres showcases the best of international cuisine as well as stages for their chefs' engaging performances.



The Pawn

The Pawn, renowned for its good food and heritage value, has become a favourite destination for locals and a "must-see" for tourists.

Not only that, the new member will also receive a bottle of Champagne, courtesy of Cellarmaster Wines!



To enter:

- Consider who among your contacts might be interested in joining the Chamber
- Email phillippa@britcham.com with the name and contact details of your suggested company
- If appropriate, contact your suggested company and let them know that the Chamber will be in touch
- The Chamber will follow up with each suggestion directly
- If your referral is successful, the Chamber will contact you with details of how to book your dinner

Terms & Conditions:

- You must be a member of the British Chamber to be eligible for this offer. The dining vouchers will only be provided if your referral results in a new member for the Chamber
- This offer is valid for all members whose referral results in a new Corporate, Overseas or Startup member of the Chamber. It does not apply to Additional members or additional YNetwork members
- The Chamber will allocate the restaurant vouchers. Members will not be able to choose which restaurant they visit and must adhere to the terms and conditions

Head of the Table with Kevin Taylor, BT

8 January 2015 – Hong Kong Club*



Every year, the British Chamber of Commerce in Hong Kong's YNetwork holds its "Head of the Table" events, with the goal of bringing young business people together with successful senior executives in Hong Kong.

This year, on a Thursday evening in January, a select group of Hong Kong's young executives from different industries and backgrounds met at the Hong Kong club, for an enjoyable and insightful evening hosted by Kevin Taylor, BT's President of Asia, Middle East, Africa and Turkey.

The dinner was informal and relaxed, and Kevin encouraged a lively discussion while he shared experiences and anecdotes from his many years in Hong Kong that shaped his fascinating career. From making the leap to Hong Kong (despite a long list of reasons to stay in the UK), to taking a risk and earning success as an entrepreneur, Kevin's philosophy that one must grasp opportunity and be willing to take risks, challenged and motivated everyone in the group. He challenged everyone to be an entrepreneur at some point early in their career, to build a strong foundation as a leader of a multinational corporation.

While tremendous hard work and dedication was required to build and develop Kevin's business and take BT to where it is today, he also emphasised the

importance of maintaining a balance between work and family. Kevin encouraged the young executives to take weekends off, and to take the initiative to discuss work-life balance with senior management. He was eager to hear views from the group on this topic, and it led to a lively debate and discussion on work-life balance across different industries in Hong Kong, and the demands on young professionals in the city to work long hours.

Kevin shared his advice and philosophy on leadership, which is to hire a strong and diverse team, who are the best at what they do. He spoke on how important it is to give people the opportunity to move up in an organisation. Kevin is a strong supporter of developing young professionals, and he pioneered the BT graduate programme in Asia Pacific several years ago. He also shared his passion for the community in Hong Kong, and his belief that every business has an important role in contributing to the community in which it operates.

After a lively discussion and a delicious dinner finished off with a contemporary take on the banana split, Kevin wrapped up the evening with a summary of his advice to the young professionals in the room: "Be passionate, take risks, be an entrepreneur at least once, and have a well-rounded perspective and balance between the community, family, and work."

*Hosted by Kevin Taylor

Breakfast Meeting with the Rt Hon Hugo Swire MP

8 January 2015 – Opus, Hong Kong

The Rt Honourable Hugo Swire visited Hong Kong in early January. He took time out of his busy schedule to interact with senior members of the British Chamber of Commerce at a Private Breakfast hosted by the British Consul-General, Caroline Wilson.



International Business Community Meeting

8 February 2015 – Happy Valley Clubhouse

On Friday, 6 February, Andrew Weir, Chairman of the British Chamber and Christopher Hammerbeck, Executive Director of the British Chamber, attended the International Business Committee's 89th Meeting, which was followed by a lunch reception at Happy Valley Clubhouse.

The IBC is chaired by the Chief Secretary for Administration, Mrs Carrie Lam, who was also in attendance at the event.



Sponsored by



Captains of Industry Luncheon with Sandy Begbie

16 January 2015 – Island Shangri-La, Hong Kong

At the latest Captains of Industry luncheon, sponsored by KPMG, Sandy Begbie, Group Operations Officer of Standard Life spoke about the importance of technology and customer service in driving a successful business. At this talk guests learned about the demutualisation of the savings and investment business, and how innovation and a strong focus on employee training and talent helped to transform the business. Sandy's final words of advice to the audience were to "put yourself outside of your comfort zone, as that is the best way to learn and grow in your career."

Thank you to KPMG for sponsoring the Captains of Industry series and giving us the opportunity to hear from business leaders around the world.



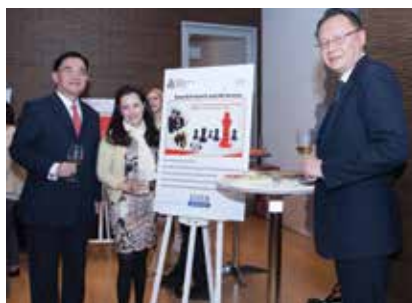
SME Marketplace Networking Drinks

12 February 2015 – KPMG, The Hub, Hysan Place, Causeway Bay

On 12 February 2015, the Chamber's SME members, SME Marketplace service providers and other like-minded entrepreneurs and small business owners, gathered for the second SME Marketplace drinks. The evening event was brimming with people, providing the perfect opportunity to foster connections and raise awareness of the scheme amongst the community.

KPMG kindly hosted the evening at the Hub, which served as an ideal venue. Guests were treated to the most delicious pies in town, sponsored by Tai Tai Pie Pies, and refreshing English sparkling wine from Chapel Down, sponsored by Victoria Wines. The Chamber would like to thank the GREAT Britain Campaign for their sponsorship of the event.

The SME Marketplace is a go-to resource centre for SMEs in need of professional support. It is a platform of unique and affordable services and offers for SMEs and Start-up members of the Chamber. For more information and to find out how you can get involved in the SME Marketplace, please visit www.britcham.com/start-sme-support/sme-marketplace.



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27 January 2015 –
G&T Cocktail Bar –
Hollywood Road, Central



Mark Francis (*Silverstrand*), Sunny Yu (*Alphastark (HK) Ltd*), Alex Beattie (*Sara Beattie Appointments Ltd*), Terry Ma (*Macey & Sons*) and Clive Barrow (*Oxford Group*)



Lucy Jenkins (*British Chamber of Commerce in Hong Kong*) and Helen Fann (*Hong Kong Visas & Relocation Ltd*)



Dolphe Detervarent (*Nomura*), Katie Simpson (*Flight Centre Hong Kong*) and Adrian Bird (*Virgin Atlantic Airways Ltd*)



Leigh Farina (*PwC*), Florence Chan (*Epicurean Group*) and Charles Zimmerman (*Century View Printing Ltd*)



Michelle Woo (*Vistra*) and Rafael Dressler (*Purcell*)



Mike Nikkel (*China-ASEAN Capital Advisory Co Ltd*) and Mark S Greenberg (*Jardine Matheson Ltd*)



Candice Chan (*Business International Language Institute*) and Trang Luu (*MTTM & Partners Ltd*)

Perspective

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.



Steve Willis

Senior Managing Director, Multinationals
Program - Growth Markets at Accenture

How's business?

It is extraordinarily exciting to be in Hong Kong and mainland China right now. This feels like the epicentre of growth in Asia and you can sense the excitement in the marketplace as industries are being re-invented with technology as an enabler and a disruptor.

There are, of course, some constants that drive our and other businesses: Urbanisation continues to fuel the economy in China, resulting in greater domestic demand. There are some new developments too: Hong Kong banks are offering varied and innovative products, such as RMB offshore services and leveraging digital solutions to make banking user-friendlier on a retail and corporate level.

We are also seeing other sectors mature and corresponding demand with our clients in those sectors increase. Healthcare services, for

example, are rapidly developing on the mainland; our high-tech, communications and media clients are innovating; consumer goods companies are expanding and insurance is not only on the rise but providers are jumping in with the latest digital platforms and offering clients the ability to interact with them across multiple devices – seamlessly.

What are the crucial elements to Accenture's success?

That would be our very strong client-centric approach, enabled by our deep industry expertise, our collaboration and constant innovation. Many of our larger client relationships stretch back decades and are deep global partnerships, valued by both parties.

We have approximately 320,000 people serving clients in over 120 countries and we provide those clients with a cross section of services including

digital, strategy, technology and operations. This is a tremendous privilege and because we typically partner with our clients through the implementation journey, it constantly allows us to refresh our global knowledge base of industry insights and new ideas. As a result, we are able to bring successfully implemented ideas and innovative approaches from one market or industry to clients in another and really have a positive impact on their businesses. Our motto of "High Performance. Delivered." is something we try to live every day with our clients.

What does your work involve personally?

I've been fortunate to have worked as a client lead with some of our largest global clients and helped build new businesses in my career with Accenture. As a result of that experience I had the wonderful opportunity to move to Hong Kong – to build and lead a global team, whose charter is to help Accenture better serve our most important multinational clients (MNCs) across what we call our Growth Markets.

We've started with Asia, as many of our largest MNCs have focused some of their best executive talent and assets here and we need to be in a position to help them achieve their business goals.

A large part of my role is to make sure the broader global Accenture and the people in the local markets have the appropriate focus and business capabilities to do this. One practical example of that is a digital hub that we are in the process of building during the next few months to serve our clients in Hong Kong and mainland China. It requires the collaboration and involvement of multiple parts of our global organisation to bring the right talent, assets and significant investments to this market for an end-to-end, connected digital offering to help transform and grow our clients' businesses at scale.

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

It's not one news flash, but the steamrolling impact of the digital change that is underway today, where the corporate champions of tomorrow come from all over the globe and often the most unlikely sources. Combine the rise of the Digital Consumer with Big

Data and "the Internet of Things" and the result feels a little like the 1960s' era American cartoon, The Jetsons, come to life.

For many people this can feel like an intrusive and overwhelming evolution, the reality is that we're not far from a world where our smart watch lets our home thermostat know we are sleeping, a world where the car is self-driven, and virtually self-healing. Need a repair? Your car will tell you where the nearest shop is, and connect up with your bank for payments. We are at the forefront of these changes. Our grandchildren may wonder how we managed to get on in our simplistic, unconnected lives.

“
the reality is that we're not far from a world where our smart watch lets our home thermostat know we are sleeping, a world where the car is self-driven, and virtually self-healing. Need a repair? Your car will tell you where the nearest shop is.
”

What is the biggest recent news in your industry?

On a macro level, I would say it is corporates genuinely embracing the digital era. For many years large companies and multinationals have been talking about the need for "e-commerce" and engaging differently with customers, but for many companies that has resulted in merely designing new portals or employing digital methods to reduce costs to serve. Massive opportunities exist to improve and better connect digital experiences. We have also seen very exciting adaptations of digital collaboration between large corporates and disadvantaged

or remote communities in Africa and Asia that have made a tangible difference to quality of life.

The last year has really seen companies and governments embracing the need to interact differently with their customers and stakeholders and offer new and often original ways to communicate and do business. It's one of the reasons we have made such significant digital investments in Accenture, through acquisitions, organic capability growth and asset development.

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

The Chamber helps us make business and social contacts and meet clients – new and existing ones – on a neutral territory, if you will, where we can share ideas and collaborate. It's not, "Your office or mine?" It's at our mutual friend's place: the British Chamber

of Commerce, which automatically gives you a common bond. Lots of people talk about the importance of networking, which of course is important, but equally important is a shared reference point – and the British Chamber of Commerce is a stellar reference point.

Which words or phrases do you find most overused in Hong Kong?

"There's a cold weather alert." I guess everything is relative, but while it may be slightly chilly outside, or even inside in the air-conditioning, I'm not sure it's really cold until temperatures break zero.

How long have you been living here?

My wife and I have only been here for five months, so we are real Hong Kong newbies, with plenty of visitors coming through!

What's your favourite spot in Hong Kong?

I really like the top of the walking track on

Lugard Road – what a terrific view over the city, especially early in the morning or as the light show is starting at night.


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

That approximately 50% of the world's population lives within five hour's flying time from Hong Kong – a serious world hub.

What is your favourite (non-professional) occupation?

It used to be rugby until I became too injured and physically decrepit, so now it is less intensely physical but still outside – I really enjoy hiking with my wife Jenny – we called it bushwalking when we lived in Australia. Hong Kong certainly has some breath-taking trails.

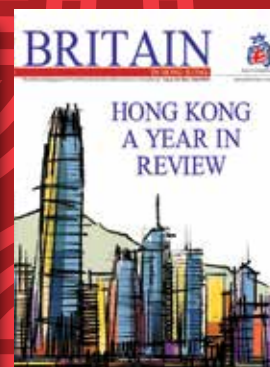
If you had a motto what would it be?

"The glass is always half full". It may sound trite, but it is so much more fun being an optimist than a pessimist – in business and in life! 



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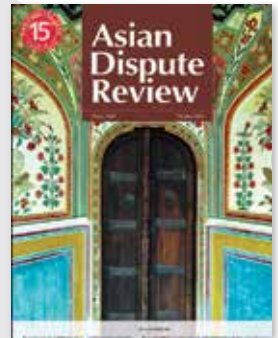
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