

## The logo of the University of South China (USC) is a stylized blue and red emblem. It features a large, bold blue character '南' (South) on the left and a red character '大' (Great) on the right, both rendered in a modern, calligraphic style. The characters are intertwined, with the red '大' partially overlapping the blue '南'. The entire logo is set against a white background.

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#### Speakers:



Rebecca Clements,  
Senior School Development Officer  
(Primary and Early Years)



Christopher Coyle,  
Principal of ESF International  
Kindergarten, Wu Kai Sha



Julie Wong,  
ESF Admissions Manager

#### How personalised learning in ESF secondary schools paves the way to success

Date: Monday, 14 November 2016

Time: 6:30pm – 7:30pm

#### Speakers:



David Whalley,  
ESF Education Director



Julie Wong,  
ESF Admissions Manager

Venue: ESF Centre, 25/F, 1063 King's Road,  
Quarry Bay, Hong Kong

**Seats are limited. Enrol NOW at this link:**  
<http://www.esf.edu.hk/seminars-Nov2016>

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# BRITAIN

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November – December 2016

The Official Magazine of The British Chamber of Commerce in Hong Kong

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### The British Chamber's Sterling Members



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Dear Members,

It was great to see so many of you at our Annual Ball. The Swinging 60s London theme certainly captured the imagination: there were some wonderful costumes to be seen and dancing went on to the early hours. Once again, the Ball has proved itself as one of the most enjoyable events on Hong Kong's calendar. I am very grateful to the sponsors for their excellent support, and to those who took tables. And thanks to all of you who attended for getting into the spirit of the evening. Next year's Ball is on 1 September. Mark your diaries now!

On a more serious note, in September the Chamber submitted its policy address paper, highlighting to the government its top policy priorities. The overall theme was the need for Hong Kong to invest in its future competitiveness to make sure it remains the best place to work and live in the region. Do please have a look at the news article on the paper on the following page. The paper draws on the great expertise and knowledge in the Chamber committees and the wider membership. It is a central element in our policy and advocacy work. I encourage you to become involved in this aspect of the Chamber's activities, for example by joining a relevant committee.

This edition of the magazine also looks at marketing and communications, including the influence of cultural barriers and the impact of disruptive brands. I am also pleased to report that the Chamber's

Marketing and Communications Committee has now been relaunched under the leadership of Adam O'Connor, so you can look forward to more Chamber activity in this important business area.

Innovation has been a strong theme of recent Chamber events. A well-received panel discussion, led by the Secretary for Innovation and Technology, Nick Yang, looked at Hong Kong's potential as an innovation centre.

The implications of the Brexit decision are a continuing theme. We were pleased to welcome UK Department for International Trade, Minister Mark Garnier, who spoke on the Government's new trade and investment strategy. And the first in our new China Insider series, sponsored by HSBC, featured a well-attended panel discussion looking at the implications of Brexit for companies in Hong Kong and China.

I hope this gives you a sense of the great breadth and diversity of the Chamber's offer, and I hope to see you at Chamber events in the coming months.

This will be the final edition of the magazine for 2016. I would therefore like to end by wishing you and your families every best wish for Christmas and the New Year.

A handwritten signature in black ink, appearing to read 'Mark Greenberg', with a stylized flourish at the end.

Mark Greenberg



## Chamber Policy Address and Budget Submission Issued to Government

Each year the British Chamber submits a Policy Address and Budget paper to the Government highlighting the top policy priorities of the Chamber for consideration by the Government in its policy agenda.

With the Chief Executive election in March 2017, this year's submission has added importance. Following the election, the Chief Executive is likely to be looking at the policy agenda for not only the year ahead, but also the full next term of Government.

To reflect this, the overarching theme of the Chamber's submission is "Investing in Hong Kong's future competitiveness". The Chamber remains very positive about Hong Kong as a place to do business. But Hong Kong faces ever stronger competition from other cities in the region. The Chamber believes that Government should develop and articulate a medium- to long-term vision for Hong Kong; and that Hong Kong needs to be investing in future capabilities and assets, to make sure it keeps its competitive edge. The paper focuses on three broad policy areas: Business, Trade and Finance; People and Skills; and Liveability.

The Chamber has already had feedback that this contribution is relevant and valued. The Chamber intends to continue its dialogue with the administration,



using key points of the submission as the agenda for discussion with key stakeholders. The Chamber's specialist committees will use the themes in the submission as a foundation for the advocacy work they will pursue in 2017, ensuring that the Chamber members' interests are being effectively reflected to Government.

The paper is the outcome of an extensive exercise across the Chamber, led by the Business Policy Unit, drawing on the expertise and knowledge in our specialist committees. This work is led by Chamber members. Their involvement is central to this exercise, and to the quality of the Chamber's policy and advocacy work more widely.

Members of the Chamber are encouraged to become involved in this aspect of the Chamber's work, for example by joining a relevant committee. More information about the committees, as well as the Chamber's submission can be found on our website.



## The Fry Group named Best Adviser Firm Hong Kong

The Fry Group (Hong Kong) scooped up one third of the awards bestowed at the International Adviser Best Practice Adviser Awards 2016, including the prestigious Best Adviser Firm Hong Kong. In a series of global Best Practice Adviser Awards, the accolades recognise those within the industry that embody, or have made the transitions towards, best practice. Eight categories were created for advisers across six global regions, and six were awarded in Hong Kong. The Fry Group (Hong Kong) entered two categories, and won both: Excellence in Investment Planning and Best Adviser Firm Hong Kong, making them the only practice in the city to have won multiple awards.

## Chamber's Business Policy Unit and Environment and Energy Committee Chairs Pass on the Torch

The Chamber has 21 specialist committees and groups that meet on a monthly basis to discuss issues, share knowledge and develop policy relevant to their industries. More than 200 members participate in these groups that help shape the activities of the Chamber, ensuring our members and their business sectors are represented.

After nine years of dedicated service, Dr Anne Kerr has stood down as Chair of the Environment and Energy Committee. A champion of the Chamber, Anne has significantly developed the Chamber's profile and work on vital environmental and sustainability issues facing Hong Kong. From lobbying government on air and water quality issues, to raising the importance of developing Hong Kong as a smart-city, the Chamber has benefited hugely from her stewardship. Anne will remain closely involved with the Chamber through her role as Vice-Chair of the General Committee. Helen Cochrane, Director



Jim Taylor



Helen Cochrane

at Meinhardt Infrastructure and Environment, has taken on the role as Chair.

Additionally, after nine years as Chair of the Business Policy Unit, Timothy Peirson-Smith has stood down from this role. A Chamber member for 11 years, Tim's legacy includes coordinating the Chamber's annual Policy Address and Budget Submission, and founding the Chamber's Environment and Energy Committee in 2005. With an encyclopaedic knowledge of the Hong Kong Government and its departments, Tim has been an invaluable member of the Chamber, ensuring that it remains well respected and connected with the Hong Kong Government. Jim Taylor, Director, Strategic Development Project, China Light & Power has taken the role as Chair.



## Britcham Annual Ball Social Media Competition: We Have a Winner!

We had a blast from the past at this year's Britcham Annual Ball: Swinging 60s London, as everyone came in funky fancy dress and boogied the night away on the dance floor.

Our guests shared their groovy pictures with us on Facebook, Twitter and Instagram and the photo with the most likes won tickets to next year's soiree. Congratulations to Jo Hawley from the British Consulate-General for taking first prize!

Check out the event images on our website.



## BLP Law Joins Sterling Members

The Chamber is delighted to announce that Berwin Leighton



Paisner (BLP) has upgraded its membership to Sterling status. BLP is an international law firm with 14 offices across the globe including Beijing, Hong Kong, Myanmar and Singapore, with experience spanning more than 70 legal disciplines and nine major sectors.

BLP in Asia focuses on providing high quality, value-added legal service to clients' businesses domestically, regionally and globally. Its commercial and contentious teams support clients who operate, invest in, or finance high-value capital assets ranging from infrastructure, hotels and major real estate developments to oil and gas, utilities, mining, shipping and aviation.

## Professional Communications Training: Your Questions Answered



Giles Publications has just launched its sought-after new Training Service, aimed at marketing and communications professionals. The workshops on offer aim to address common issues from the world of communications and answer the questions often asked by clients. Each one is packed with inspiration and practical tips, which can be put to immediate use.

Standard full-day courses include: Writing that Sells, Power Presentations, and Better Business Writing. Lunchtime taster sessions and bespoke workshops addressing clients' specific needs are also available.

To receive course outlines or get more information, contact [enquiries@gilespublications.com](mailto:enquiries@gilespublications.com).

## TMF Group 2016 Global Payroll Management Survey with Bloomberg BNA

The 2016 Global Payroll Management Survey, (commissioned by TMF Group and compiled by Bloomberg BNA) interviewed 165 multi-national companies to determine how organisations are set up to manage global payroll and what protocols are employed to facilitate confidential data movement across borders.

Nearly half of all respondents (49%) said they still use the inherently insecure medium of email for payroll-related communications, with this figure rising to nearly two-thirds (61%) for those organisations operating in six or more countries.

Respondents rated the degree of difficulty of key global payroll activities using a scale from easy to difficult. The five areas rated "most challenging" included: working with multiple payroll suppliers



across different locations, ensuring payroll operations are compliant with local rules and legislation, creating management reports from disparate cross-border payroll data, authorising and controlling the payroll process, and finally, following multiple and varied payroll approval processes.

Deborah Williams, Head of Global Business Services at TMF Group, said: "It is easy to see why over half of the organisations surveyed are looking to engage technology-based solutions to deliver payslips or pay advice to their employees in future."

# Breakfast Panel with Nicholas Yang, Secretary for Innovation and Technology-Innovation: What Does it Mean for Hong Kong?

7 September 2016 – Thomson Reuters Office,  
18/F ICBC Tower, 3 Garden Rd, Central

Earlier this month, the Chamber invited Nicholas Yang to speak on the topic of innovation and what it means for Hong Kong, followed by an insightful discussion with an expert panel comprising Austin Bryan (Senior Director of Innovation, CLP Holdings Limited), Doug Glen (Executive Director, Hanson Robotics and angel investor), and Richard Darracott (APAC Digital Customer Lead for Products, Accenture). The session was moderated by Gerard Byrne, COO, APAC, Middle East, Africa & Turkey, BT Global Services.



Mr Yang talked about Hong Kong's medium- to long-term competitiveness strategy and the challenges it faces. He also stressed the importance of transformation and innovation, the need to diversify the economy, the importance of the younger generation and cultural barriers. He said companies must teach employees to overcome fear through empowerment. "Managers need to support staff to get them to have no fear to try, and bear that responsibility," said Mr Yang.

During the insightful panel discussion, Doug Glen said that, "Psychology is the biggest factor in the lack of innovation. To change things – we need to think critically. Ways you could do it better. Develop a culture where failure is encouraged, for example, Google dedicates 20% of staff time towards innovation."



The Chamber would like to thank the Innovation & Technology Committee for helping to organise the event, as well as CLP Holdings Limited for their much-appreciated sponsorship.

Images and videos are available on the Chamber's website and social media platforms.

Sponsored by



# Brexit: What Does it Mean for Business in Hong Kong and China?

30 August 2016 – KPMG Office,  
8/F Prince's Building, 10 Chater Road, Central



In August, the Chamber hosted the first event of a newly produced series on business issues affecting China and Hong Kong. The kick-off event featured a panel of experts from KPMG, Baker & McKenzie and Week in China, discussing the "Impact of Brexit on Business in Asia".

Speakers looked at some of the options possible for the UK's post-Brexit positioning, and the opportunities and challenges that the new situation would present to Hong Kong and Chinese companies, including those that have or are considering investment in the UK.

The Chamber would like to thank HSBC for sponsoring the new series. Keep up to date with upcoming events on our website.





# View from the Top: The Role of Corporates in Inspiring Change

4 October 2016 – 5/F The Forum,  
Exchange Square, 8 Connaught Place, Central



The Chamber and Standard Chartered Bank jointly hosted an evening session on 4 October to discuss findings from “View from the Top”, a report surrounding gender diversity in the workplace by KPMG, the 30% Club and YSC. The experiences and perspectives of CEOs and management in this report offer useful insights on women’s progress within corporate-talent pipelines on a global basis.

Joined by over 50 attendees, the sharing session that summarised the report was presented by Sarah Bower (Partner, Chief Legal Counsel of KPMG China), followed by an interactive panel discussion with Nicholas Allen (Chairman of Link Asset Management, INED of CLP, INED of Lenovo, INED of VinaLand) and Anne Kerr (Global Head – Urbanisation of Mott MacDonald and Vice-Chair of The British Chamber of Commerce). Marcella Chan (Managing Director of WIN, SCB Global Women’s Network Chair), moderated the event.



The panel speakers shared their experience by giving their own examples in driving gender diversity, while introducing real business benefits in the workplace. Further discussions were made on flexible working, career progression for female candidates, and corporates’ responsibilities to do more in driving the diversity agenda to provide a suitable environment for their employees.

Stay tuned for the annual panel this November, which will be organised by the Chamber’s Women in Business Committee.

# Breakfast with Mark Garnier, Parliamentary Under Secretary of State at the UK Department for International Trade

7 October 2016 – The American Club,  
48/F Two Exchange Square, Central



On Friday 7 October, Mark Garnier, Parliamentary Under Secretary of State at the Department for International Trade, was the first Minister from the new British government to speak to the Chamber providing

an authoritative view on the way ahead on the UK's external trade and investment relationships.

During his speech Mr Garnier explained that in light of the Brexit vote, the Prime Minister had to change the shape of the Government for trade-focused departments. The Department for International Trade will not only continue to focus on foreign direct investment into the UK, it will also increase its focus on overseas direct investment. Mr Garnier noted that Britain will remain friends and allies with the EU and

will continue to trade with them, but that it must also become more outward looking and multinational.

Mr Garnier drew parallels between the uncertainty of the Brexit vote and the signing of the Sino-British Joint Declaration in 1984-5. Mr Garnier asserted that at the time of signing the Sino-British Joint Declaration, there was significant uncertainty within the business community in Hong Kong on what would happen next. However, Mr Garnier explained, Hong Kong demonstrated "you can either bury your head in the sand when faced with disruption, or you can see things are changing and grasp the opportunities that arise".

Thirty years later, Hong Kong has proved that disruptive events can be an opportunity and so Britain must do the same. To do this, Mr Garnier said that the British Government has to be open minded in looking at changing British laws where necessary, and lobbying for changes in EU law to ensure it gets the best deal possible from Brexit.



# Breakfast with the Lord Mayor of the City of London

8 September 2016 – Victoria Suite,  
Hong Kong Club hosted by Andrew Seaton



The Chamber was pleased to have the Lord Mayor of the City of London, Alderman the Lord Mountevans, join us for breakfast during his most recent visit to Hong Kong and China.

Addressing a full house of British Chamber members, Lord Mountevans spoke about post-Brexit business prospects and challenges for the City of London, potential foreign exchange opportunities in the RMB

market, as well as London's role in encouraging closer collaboration with Hong Kong and China.

With an impressive career as a shipbroker with international firm Clarksons Platou, Lord Mountevans went on to share his thoughts on the UK's maritime relationship with Hong Kong, Asia's global hub.

Lord Mountevans is currently Chairman of Maritime UK, Chairman of Maritime London, member of the Baltic Exchange, member of the Institute of Chartered Shipbrokers, as well as a Younger Brother of Trinity House.

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# The Power of Experimentation

Here is some common sense: if you don't try because you are scared to fail, nothing gets accomplished. The question is, has this basic wisdom found a home in Hong Kong's marketing industry? – By Gina Miller

Innovation and failure: according to wiser, successful businesspeople, you can't have one without the other. "The fastest way to succeed," IBM's Thomas Watson, Sr., once said, "is to double your failure rate."

For marketing and communications professionals, today's innovative campaigns may appear frighteningly technical. There are now endless means to communicate with the market and reach consumers, but how does a company choose what is best? And if they fail, what is the cost?

Where is Hong Kong positioned in terms of innovative marketing and what, if anything, is holding it back?

## Original Hong Kong

"I don't buy the idea of a 'creativity deficit' in HK," says Peter Craughwell, Senior Manager of Marketing & Communications with PwC. "Or the notion that western agencies have access to more innovative talent while Asian marketers are inherently conservative or derivative."

"There is a ton of creative young talent in Hong Kong in music, street fashion and many other spheres," he continues. "I first noticed this years ago when I worked for the British Council and observed the cultural exchange programmes going on between the UK and HK. But a walk around Causeway Bay, or some of our other more raucous neighbourhoods, can tell you the same thing."

But Craughwell believes there is a disconnect between the evidence of creativity and marketing creatively or innovatively.

"Creativity is not being efficiently transformed into world-beating marketing campaigns. There is a lot of uninspired stuff out there. So I am forced to conclude that the risk-aversion and desire to stick with tried-and-trusted incumbents is to be found among the senior decision-makers – in the agencies, the clients, or both," he said. "Though I would be happy to be proved wrong!"

So what are Hong Kong's impediments to innovation in marketing? Are there linguistic or cultural concerns?

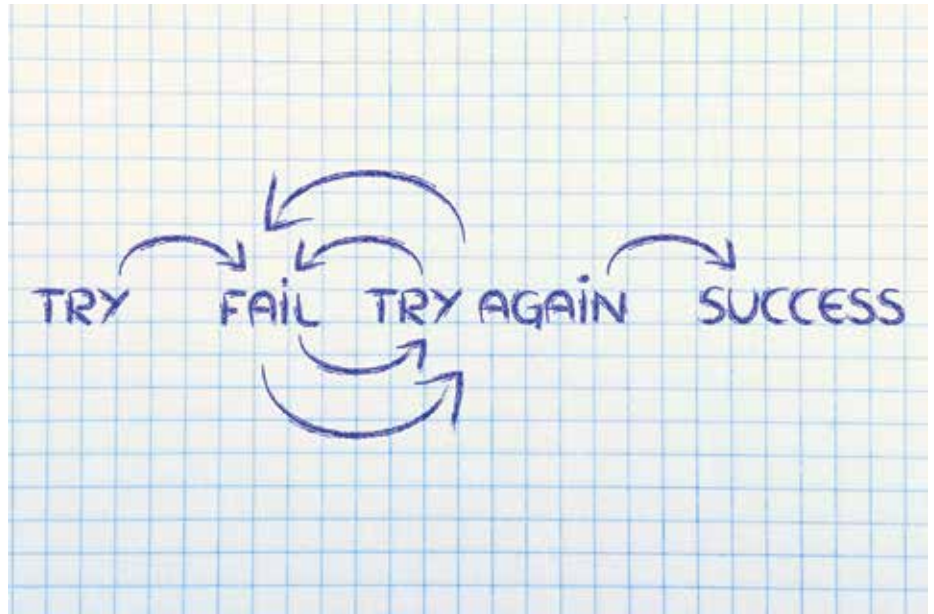


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*– Chester Ho, Red Ant*

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### What language are we speaking?

“Language has some impact, but it's not the key factor,” says Karyn McLean, Head of Marketing and Business Development, Asia for DLA Piper. “It really is about figuring out who your customers are and speaking directly to them. So, if a company can't define who its target audience is, and what they are offering, then it is difficult to craft an effective message - in any language.”

“Language can be a barrier to innovation. From what I've seen in my local teams, the problem is not a lack of knowledge but the ability to express their views to key decision makers in English,” says Neil Lewis, Head of Country Marketing – Asia, for Marks & Spencer.

Katie McGregor, of Conduit Communications worries the abundance of information on innovative marketing may be too limited in its offerings: “Perhaps it's because a lot of the innovation is coming from English speaking countries, so all the blogs, etc., are written in English and that's a block for a lot of marketing folk in Hong Kong, to the people who should be leading the advance”, she suggested.

But Chester Ho, Senior Technical Client Partner for technology partner Red Ant, doesn't believe linguistic barriers are slowing Hong Kong down. “I don't think that language is a barrier to innovation in marketing. People in the industry are willing to catch up with latest trends and concepts from the western world and they can totally understand English. For example,

the founders of aNobii, 9gag and Lifehack.org are all Hong Kong people, they chose to start their business in English in the western world,” he said.

### Know your customer

If language is not a barrier, then an understanding of who the target audience is – knowing the customer – might be a more problematic issue.

“An impediment to local marketing is not understanding the audience if you are a global brand and just hoping that one size fits all – this is mostly linked to budget issues with brands that on a global level need to standardise their brand story and communications,” says Elisa Harca, Regional Director for Red Ant.

McLean agrees, and she believes that Hong Kong is split into three groups that each requires tailored marketing. “There are three general cultures and they are all different, and each have their own sub-groups. There are the local market and consumer, the mainland consumer and the expat consumer. They have different value metrics and different consumer preferences. Throw in a few additional complications - age, gender - and it can be very difficult to market to the masses,” she says.

Chan warns that missing the target has long-term costs. “A lot of brands do not understand the local audience – they either use the global content heavily without localisation, or (even worse) allocate the global team to manage the local account. For example,

luxury brands may not be brave enough to promote their business via local forums seeding because it does not match their brand identity. However, there are some local forums that are massively influencing Hong Kong society that will be definitely beneficial to the brand provided that the campaign is well planned. If the brands choose to ignore these channels and stick to the traditional channels with the existing audience, they will miss a group of HENRYs (High Earners, Not Rich Yet) who are potentially the future customers in the next 10 years."

In Lewis' experience, some of the reluctance to push a local agenda may be the result of a lack of self-confidence. "There's definitely the opportunity for local teams to present themselves as the expert and for that knowledge to be respected in the UK," he said. "If local teams did this I believe the UK teams would respect views and more things would change. So many times I hear of products that sell well in Asia being discontinued in the UK due to poor performance in the home market; local teams rarely feedback this impact as they believe people won't listen to their views or that the size of the opportunity isn't big enough to warrant the extra effort by people in the UK."

### **Fear of failure**

Nobody enjoys failure, and fear of failure is crippling – not just to individuals, but also to teams and to the generation of new ideas.

"Failure (and its benefits) is quite hard to assess," says Harca. "Typically, failures are often discussed internally and not disclosed. We've had projects that didn't quite go to plan both internally and for some clients, but I couldn't disclose the details. What I can say is avoid a blame culture. When innovating, the key is that it's not always been done before, hence there might be unknowns that don't always go to plan. It's important to have a team in place that can handle any issues quickly, professionally and develop counter strategies to ensure that damage is limited and learnings are used."

"I see a lot of people being conservative and doing what they think they are being asked to do without

necessarily always challenging, even if they think it's wrong. Sometimes I sense that they believe corporate directives shouldn't be challenged and that the bigger organisation must know what it is doing. Within my company, I definitely see a sense of belief that things are too big to be challenged – after all we're just Hong Kong and why would the UK do something different to help us"? asks Lewis.

"But innovation takes time!" says Lewis. "I admire companies who seriously have innovation at the heart of their agenda and allow local teams time to

experiment with a percentage of their budget but also a percentage of their time. Trialling a new thing takes much longer than repeating what you've done before... added to this you don't know what return on investment you'll get. Innovations should be celebrated, especially those that fail. It's through accepting and being open that a failure is good, as we have learnt equally as much as it is about celebrating something that worked well," he argues.

Without trial and error, nothing could ultimately be accomplished – is the logical argument. And the opinion overall is that Hong Kong (like any place) needs to be tolerant – if not optimistic – about failure in order for employees and colleagues to take risks on new approaches. Failure isn't about being sloppy or negligent (that is a different kind of failure);

rather it is about trying new ideas and taking risks within parameters established and accepted at the top levels.

Ho takes a holistic overview: "There is a quote from the key scientist Neil Bohr that goes 'An expert is a man who has made all the mistakes which can be made, in a narrow field.' I believe all the campaigns we have seen benefitted from learning from previous failures, no matter whether it is a successful one or a failed one."

"I admire risk taking," agreed McLean. "Be it in crafting messages, advertising, consumer service. I also believe excellence in service is a game changer for new entrants and old hands alike." **B**

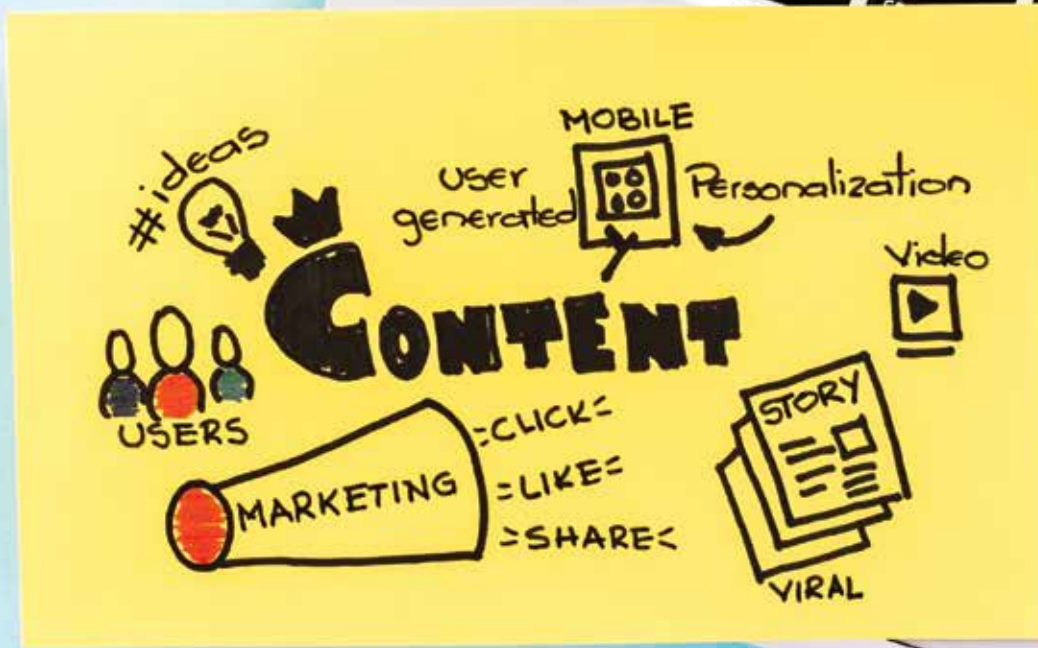
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# Anatomy of Disruption

Talk to any young start-up and they will likely tell you their goal is to become a verb like *Facebooked*, *Ubered*, or *Spotifyed*. What alchemy makes a market disruptor, and what does it take to stay at the top?

– By Gina Miller

Dare to dream of being a disruptor. What marketer doesn't want to claim the success of creating a marketing campaign for Uber, AirBNB, Spotify or the granddaddy of consumer offerings, Amazon? And what have each of these businesses provided? Each marketing campaign has focused on common-sense needs and communicated how the company will fulfil those needs both simply and cheaply.

At heart, each of these companies became "market disruptors" by providing required services faster, with greater ease, and at a cheaper rate than the industry standard. It took innovative ideas and innovative marketing that appealed to consumers' desires.

## So what does it take to get there?

The first action is to quantify a need and offer a solution. Taxis too expensive or unreliable? Uber filled that need. Hotel rates made travel costs unmanageable? AirBNB offers cheaper rates, a personal touch and amenities of your choosing. To know a customer's needs, however, one must first know the customer.

## Know who you're selling to

Karyn McLean, Head of Marketing and Business Development – Asia, with DLA Piper, notes that there are three general cultures and customer bases in Hong Kong: local, mainland and expat, and they differ significantly. As a result, it is difficult to reach the masses with a single blanket appeal.

Identifying customers and their needs is an increasing specialty in itself. And here, marketing professionals are best served by using their data.

## Data is power

Data has been at the heart of web marketing and the success of most modern disruptors. It also allows marketers to identify and prioritise their customers' needs. Are Hong Kong's marketing teams data experts?



McLean says no. "This requires specialists. We are in a market where generalists are preferred and where it is safer to follow rather than lead," she says. "I think this will change in the near future, however, as new influences come into the market. What programmes are being used well? What is being mishandled or used poorly (and then abandoned)? What toolkit is missing? I think consumer service is the one area where the demand is high, but the experience is low."

Katie McGregor of Conduit Communications finds herself increasingly stymied by companies who do not understand data, are dismissive of its power; yet want impressive marketing results.

"The clever things that you can do with digital marketing are hard to get your head around sometimes, so it's a hard sell for a digital agency to sell to the marketing people, and for them to then sell upwards to their bosses. This is always a problem for innovative products as you have to first sell the idea that people might need it, before you can actually sell them that they need your product," she explained.

McGregor explains that the failure to use repeat social marketing with Facebook is one example of where people are missing targeting opportunities. "Marketing through Facebook via Power Editor, allows you to upload your mailing list (with appropriate permissions) and re-target contacts via Facebook advertising, so it doesn't matter so much if they don't open their emails as you still can get their attention via Facebook in a passive way."

Using cookies, McGregor says that she can target people who have visited specific pages of the company website. If they are reading sports-related topics, for example, she can then target them with sports-related Facebook advertising or messaging.

"I can also A/B/C test messages and images - all in the background. It is incredibly powerful, but because people can't see it they don't believe it or understand it."

Tracking data and applying digital marketing tools can be a tough sell, says Neil Lewis, Head of Country Marketing, Marks & Spencer Asia.

"Ecommerce gives you the ability to prove what works and what doesn't, whereas digital marketing – which drives footfall into shops – is much harder to track and therefore justify. So many times I've heard from people 'you spent lots on that campaign but I didn't see it anywhere' and I think these comments tend to push people back to what they know as being tried and tested channels," he said.

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### **Add value with refined or new offerings**

What happens when things get stale? Customers stop paying attention and go elsewhere.

"It's very hard to compete with media websites such as the Huffington Post in terms of Facebook fans. Lifehack.org put a large effort in personalising their eDMs to their 360,000 newsletter subscribers," says Chester Ho, Senior Technical Client Partner, with Red Ant.

Ho notes that one great Hong Kong example of enriched offering is the recent campaign of HKTV mall. "To encourage people downloading the HKTV mall app, the company adds a lucky draw in the app and the top prize is a HK\$4 million fund that allows

the winner to buy an apartment. The crazy property price in Hong Kong has been a core social problem in recent years. This campaign is definitely the dream incentive for Hong Kong people," said Ho.

"Ricky Wong, owner of HKTV, is a genius in terms of marketing. Previously, he launched a campaign to educate people about the HKTV mall. Every day, HKTV mall shows a list of products on their Facebook page; users can go to the mall and add these products to their accounts' wish list. They will automatically be a participant in a lucky draw that can win all of the products in that list. Throughout the process, HKTV mall can acquire more members and deepen their email database. People can also experience how easy it is to shop in the online store and the wide range of products they are selling," explains Ho.

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*The key of digital marketing is using technology to overcome the barriers commonly found in the traditional marketing, such as hard-to-deliver personalised content, difficult-to-reach target audience in a cost-effective way.*  
– Chester Ho, Red Ant

marketing, such as hard-to-deliver personalised content, difficult-to-reach target audience in a cost-effective way; ultimately to ensure the audience receives the message correctly,” says Ho.

### Getting there

How does a company inspire its staff to embrace innovation? What creates the mind space that allows a new campaign to become a market disruptor?

Ho says that he believes innovation comes from “curiosity, sentiment and time.” He does note, however, that companies need to embrace innovation and be happy to listen to their staff, with that goal in mind.

### Curiosity

Ho notes that marketers “should be able to observe little things, ask questions and then find the answer.” For example, Ho said that the 759 Store was originally a listed company selling electronic parts.

“The business was seriously impacted by the financial crisis in 2008. The owner started his snacks business on a simple observation – his staff always brought a lot of snacks to the office and they wanted to have a cheaper and wider range of snacks.”

“From that simple observation, 759’s new direction – and success – was borne,” said Ho.

### Sentiment

“Some companies put a table-tennis table and game consoles in the office; some companies pay

extra-high salary to drive innovation,” says Ho. “There are hundreds of practices from hundreds of people and companies. But I think they share a common ground – they intend to provide the best environment to motivate people.”

### Time

“If you are always busy and lose your work-life balance, it’s very hard to ask a good question. That’s why I think the last bit of an innovative practice should be time, and it comes from productivity. As a project manager, I have a habit of setting processes to organise my time – I found this very useful to allow me to reflect on lessons learnt in each project, discuss with my team and do some thinking alone,” said Ho.

Ho’s summary of “innovative parts” provides a sound psychological basis for innovative practice. And from this basis there is only one thing left to offer: cheaper solutions.

One of the defining traits of disruptors has been to drastically cut costs for consumers – hence the disruption. Typically, disruptive campaigns and products have either used economies of scale (Amazon, Alibaba), or cut out the middleman (Uber, AirBNB, most Fintech offerings). Almost universally, the Internet has been the tool by which companies reduce costs to pass on to customers.

All one needs is the innovative ideas on how, precisely, to do just that! **B**

# How to Develop a Successful Multi-Market Social Campaign

With nearly one-billion active social network users in the region, understanding social network marketing is more than a fanciful plan; it's potentially worth massive returns on what can be moderate investments.

– By Elisa Harca

Consumers in the Asia Pacific region are sophisticated users of social networks – in many ways, they are far ahead of the West when it comes to recognising their potential for communication, commerce and entertainment. The population accounts for more than half of all social media users worldwide, and almost 100% use their mobile phones to access their favourite networks. Couple this with the fact that the most popular networks such as China's WeChat, Sina Weibo, South Korea's KakaoTalk, Japan's Line (and not forgetting Facebook and Twitter, which currently dominate in a number of territories) have built-in marketing, commerce and payment facilities worth billions of dollars to brands, and it's clear that social campaigns have tremendous potential in this market.

## Why choose a social campaign?

With this active, vibrant market as a backdrop, put simply it's the three 'r's that drive social campaigns in Asia Pacific: reach, recognition and revenue.

### Reach:

- Close to 1 billion active social network users in the region;
- According to a report by Waggener Edstrom Communications, 78% of Asian digital

consumers said they got information about products and services via social media, 74% looked for deals and promotions, 69% took part in contests and giveaways and 68% shared information about products and services.

### Recognition:

- Waggener Edstrom reports that brands can expect an average 74% engagement with paid media on social networks;
- Campaign Asia and Nielsen's list of Asia's Top 1,000 brands specifically highlights the use of social media as an essential tool in raising brand awareness with 25 key brand moments on social media.

### Revenue:

- Waggener Edstrom's research shows that consumers in the Asia Pacific area who actively follow brands spend as much as 25% more on their products;
- It's possible to run a successful multi-market campaign on a relatively small budget – according to a benchmarking report by Salesforce, the overall average click through rate for Facebook is 3.2%, and average cost per click is \$0.04 for sponsored stories.





### Business opportunities

It's evident that engaging Asia Pacific consumers where they "live" online – on their favourite social networks – should be central to any brand's ambitions to expand into the territory, opening up a number of business opportunities. Brands should consider:

- The size and variety of networks allow for the development of multi-market campaigns which can be deployed relatively easily across a wide range of territories;
- Self-selecting audiences who group themselves socially enable brands to target specific communities with specific campaigns – a targeted, cost-efficient approach to raising brand profile; and
- The popularity of social interaction within the Asia Pacific area means that clever campaigns can generate a real buzz, which can often expand outside the original market.

### Business challenges

However, as with all worthwhile endeavours, it takes a degree of effort to set up and run a successful social media campaign, therefore:

- Businesses should take the time to develop a clear brand vision for the territory, and stick to it;
- They should know what they want to sell and who to, whether it's product, service or brand awareness; and
- Without a precise message for a precise audience, selecting a network from the plethora of options available will be very difficult, and there is the risk of fragmenting and diluting brand identity. In a territory where there's plenty of choice, brands could become invisible.

### Project development

Before embarking on a social media campaign in Asia Pacific, brands need to spend time and effort researching the social networks available, and their

audiences. Each has its own demographics and audience traits. Territorial variations aside, Facebook is hugely popular in a number of Asia Pacific regions – sometimes it's best and most cost-effective to opt for a tried-and-tested global platform for a multi-market campaign. China is the exception to this rule – brands will need to use its national networks, which are relatively tightly targeted. Fashion brands might look at Meilishuo, for example, with its predominantly female audience of enthusiastic fashion pinners, whereas a brand wanting to promote male grooming should consider Sina Weibo, which has an older, more masculine profile.

Competitor analysis is vital as well – businesses with a clear idea of what has worked for their peers can use this information either as a best practice guide or, conversely, to develop a unique route, which will help to differentiate them.

Once businesses have chosen the relevant social networks, it is important to work within their parameters. For example, what looks good on Facebook is unlikely to translate to WeChat





and vice-versa. Being flexible enough to avoid a “one size fits all” approach and play to the strengths of each network will deliver better and more profitable results.

### Social in action – results

To illustrate how a social campaign can work following these guidelines, here are some key points from a social campaign Red Ant recently ran across seven separate Asia Pacific markets:

- The aim was to reach a specific audience of creative people;
- Following audience analysis and because of the diversity of territories, Facebook was selected as the social platform with the greatest reach and best opportunity for engagement;
- In most markets, use of images increased

engagement as did asking a question in the headline which related personally to the user;

- Overall impressions across all territories exceeded 125 million; and
- Social buzz about the campaign extended beyond the campaign, with videos and images appearing in ‘real world’ situations.

When assessing an approach to social-media activation across Asia, it’s critical to allow time for research and planning across the market and audience segments to ensure you deliver the best campaign for your objectives. Asia is often grouped together in terms of regional ownership, but it’s a diverse landscape in terms of social media and culture, mean that careful planning is key to ensure a joined up approach that resonates country by country. **B**



**Elisa Harca**  
Regional  
Director of  
Red Ant Asia -  
Hong Kong and  
Shanghai

**Red Ant** is a digital experience & technology company that primarily works with retailers to offer a connected customer experience: Mango, Lane Crawford, ASOS, The Cambridge Satchel Company, The Arcadia Group, are a few of their notable clients. Red Ant provides support covering the digital landscape - websites, mobile applications and social media.





# The Rise of Social Media Influencers

**Marketing today is no longer the sole domain of film, music and sports stars; instead, social influencers have carved a niche in advertising budgets, with impressive results.** — By Fergus Clarke

Up until a few years ago, celebrities have long been the de facto candidates for advertisers and brands as their presence was believed to be the best way to garner the attention of the masses and sway consumers. Social media has created a sea change, where consumers no longer evaluate brands through meticulously crafted advertising campaigns. Instead, consumers now rely on the timely advice of their

friends and popular influencers on social media. All of this now happens in real time.

These online influencers – called key opinion leaders (KOLs) in marketing terminology – are perhaps a marketer's dream. The best of these influencers have often already done the groundwork of building trusted relationships with a brand's desired audience. Better



still, these influencers are digital mavens, intuitively understanding how best to engage with specific channels and mediums, such as YouTube, Facebook, Twitter, Weibo, etc., to create content that is trusted, authentic, and incredibly timely.

Michelle Phan, for example, is an American makeup and beauty tutorial guru with a global reach of more than 8.5 million YouTube subscribers and 1.2 billion views on YouTube. Phan's reach used to only exist with the help of star power from Hollywood's elite. Phan's ability to create and attract her audience has won the attention of beauty brands such as Lancôme and L'Oréal. Phan subsequently became Lancôme's first spokesperson of Vietnamese descent, and was one of the first KOL influencers on YouTube, before the term "KOL" became a part of a marketer's vernacular. Today, Phan is a bonafide star and brand, with her own cosmetics brand, commercials and partnerships with several media and music networks.

Today's influencers understand they have a burgeoning value in the marketing landscape, but how much are influencers actually worth to a brand? Some estimates show that brands are willing to pay as much as US\$187,500 for a post on YouTube, US\$93,750 on Facebook or US\$75,000 for a post on Instagram or Snapchat.

But what if you're a small restaurant, or a growing fashion or retail brand that might not have the budgets required to partner with social media's biggest stars?

The real value for marketers who understand the power of influencers comes from tapping into what we call micro-influencers. A micro-influencer is an individual who has developed a relatively small, but devoted audience. Aside from a budget perspective, micro-influencers are often considered a more

authentic brand of influencer; they are not able to eke a living from their social media interactions, but they are more often than not establishing online authority out of their authentic passion for a particular hobby or passion. Many micro-influencers hold a better connection with a local or regional audience, as opposed to influencers with a large fan base, who often have national or international reach, but a weaker relationship with fans.

China is a great example of how the use of micro-influencers will evolve globally, where socio-

economics, culture and geography have created regional differences in media. Engaging micro-influencers can be important for many businesses tackling the long tail of niche interests for particular consumers. On Weibo, for example, one can even find wine specialists, such as US-based "Drunk Mother Goose", who commands a respectable following of over 52,000 engaged fans in China.

Influencer marketing is fast becoming a necessity for marketers and brands to effectively reach audiences online.

Last year, adblocking was being used by more than 200 million people on desktops alone, and was estimated to have cost advertisers billions of US dollars with many ads, auto play videos and pop-ups paid for, but never viewed. This number continues to grow at an astonishing rate. Out of necessity, brands and marketers may soon have to tap into social media channels to reach audiences. For now, influencer marketing seems to be the best solution to address this growing industry concern.

The future for social media influencer marketing is still developing, but one thing is certain – global communication and interaction has fundamentally changed because of social media. It makes sense that businesses and brands should adjust accordingly. **B**

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**Fergus Clarke**  
CEO,  
Lamplight  
Analytics

**Lamplight harnesses the power of social media to help brands find important social media influencers and understand everything that is being said about their business, customers, industry and competitors online, all in real-time. Use Lamplight to translate the vast world of online social media data into actionable business insights. Learn how Lamplight can help grow your business at <https://lamplight.me>**



# Add a little certainty to your future

With a little bit of thinking – and some expert guidance – you can secure your financial future.

The harsh and sad fact is that we are very likely to be close to someone who gets a serious illness or be directly affected personally. Take cancer, for instance, according to Macmillan, the cancer charity, one in every three of us will be diagnosed with cancer and about 1 in 10 (10%) of cancers are diagnosed in people aged 25-49<sup>1</sup>.

Ultimately, even minor injuries; cuts, breaks or sprains, can cause people to stop working and become a burden on their families. Government statistics show that there were 15,790 traffic accidents during 2014<sup>2</sup>, causing 13,183 cases of death and injury, and 37,523 cases of injuries at work were recorded in the same year<sup>3</sup>.

As none of us can accurately predict what tomorrow might bring, taking out adequate insurance cover is an effective and affordable way to prepare for the financial consequences of any unexpected emergency that could otherwise derail our plans.

## The Solutions

There are many types of insurance available to help you tailor a comprehensive protection solution to match your and your family's needs. Some of the more common types include:

### 1. Health & Critical Illness Insurance

#### *Medical & surgical insurance*

Pays for medical and surgical expenses. It can either reimburse the insured for expenses incurred from illness or injury or pay the care provider directly.

#### *Critical illness insurance*

These policies usually pay out a lump sum if you are diagnosed with a specified condition during a defined period, for example cancer, a stroke, heart attack, kidney failure or multiple sclerosis. The lump sum can be a full or partial payout depending on the illness / condition and the policy, and can be used to supplement a beneficiary's existing health and disability coverage.

These policies may be suitable if you have financial commitments and expenses that would need to be honoured if your income was reduced or stopped because you were unable to work or you had to change your way of life because you

were diagnosed with a critical illness, suffered an accident or required a medical operation.

These can also be more complex than some other financial products, as consumers often fail to understand what they are covered for and, more importantly, what is not covered. So it pays to get expert help before signing on the dotted line.

### 2. Life Insurance

#### *Term life insurance*

Pays a lump sum to your chosen beneficiary should you die before the end of a pre determined fixed term. Otherwise it expires without value. This is a simple and cost efficient type of policy; premiums are usually comparatively low and generally remain unchanged throughout the fixed term.

#### *Whole of life insurance*

Pays a lump sum to your chosen beneficiary when you die. As its name suggests, protection lasts for the insured's whole life so long as premiums are paid.

These policies may be suitable if you are responsible for debts or borrowing that would need to be honoured after your death or if you would like to provide your partner or dependants with a cash lump sum to pay off any outstanding liabilities (like a mortgage) or future liabilities (like school fees) and / or provide a replacement income in the event of your death.





### 3. Income Protection

An income protection policy is worth serious consideration as it is designed to pay out a monthly sum of money in the event of an illness or accident that prevents you from working at your regular employment. Payments can continue until you die or, more optimistically, you reach retirement, return to work or recover from the illness. This way you and your family can maintain their standard of living whilst continuing to pay regular expenses.

Suitable if you have regular financial expenses that you would still need to be paid if you had to miss work due to illness or injury. Especially important to consider if you are self employed or a contractor, as it is unlikely you will have protection of any kind that might normally be provided by an employer.

Many people think of financial planning as creating wealth. It is, but it is also about protecting what you already have. Insurance should be the first thing you put in place when drawing up a robust and comprehensive financial plan. It's a must have, not a luxury.

<sup>1</sup>Source: [www.macmillan.org.uk](http://www.macmillan.org.uk), October 2014

<sup>2</sup>Source: Hong Kong Police Force.

<sup>3</sup>Source: Labour Department, HKSAR.

### Disclaimer

The 'St. James's Place Partnership' and the titles 'Partner' and 'Partner Practice' are marketing terms used to describe St. James's Place representatives. Members of the St. James's Place Partnership in Hong Kong represent St. James's Place (Hong Kong) Limited, which is an authorised insurance broker by being a member of The Hong Kong Confederation of Insurance Brokers CIB, a licensed corporation with the Securities and Futures Commission and registered as an MPF Intermediary with Mandatory Provident Fund Schemes Authority. St. James's Place Wealth Management plc Registered Office: St. James's Place House, 1 Tetbury Road, Cirencester, Gloucestershire, GL7 1FP, United Kingdom. Registered in England Number 4113955.

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ST. JAMES'S PLACE  
WEALTH MANAGEMENT



# Hong Kong Chases London for Fintech Ideas



**The UK government has played a big role in encouraging the fintech scene from the beginning, and Hong Kong has caught the fever.** – By Ivan Yip

On 8 September, the UK Department for International Trade announced the winners of our UK Fintech Awards 2016, an annual campaign to help local fintech companies to grow in or through the UK. This year's winners were Hong Kong company Equitysim and mainland company Hengbao. Later this year, the two will take a sponsored trip to the UK, with a visit and introduction to the UK fintech sector. In 2015, our two top award winners, Ironfly and Lattice, each set up a base in London after their own awards trip, as they found the UK had what they needed to grow their businesses.

It's no surprise how interested people are in the UK Fintech Awards, considering how Hong Kong's favourite buzzword in 2016 is "fintech." The scene is booming, with more start-ups breaking into the Asian finance scene and the government starting encouraging initiatives, such as the new fintech sandbox launched by the Hong Kong Monetary Authority (HKMA) in early September. London is the perfect example for Hong Kong as its sector grows.

For fixed income start-up Algomi, "it was clear London was the place to be" when it launched, says Michael Schmidt, chairman at the company. The German Schmidt and his co-founders found London had everything it needed, from liberal and accepting regulations and strong incubator programmes, to access and proximity, to understanding seed investors and potential clients.

Hong Kong has the potential to offer much of the same, says Schmidt, whose company opened a Hong Kong location two years after launching.

The UK government has played a big role in encouraging the fintech scene from the beginning, says Schmidt. Initiatives like the Future Fifty programme, to which Algomi was accepted in 2014, boost young companies with access to investors and mentors, publicity, and help in stepping toward an IPO.

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***The UK is probably the friendliest to blockchain and Bitcoin start-ups... (It's) not only the words that they speak, but also (the) written guidance and the fruits of their innovation lab.***

– Tim Byun, OKCoin

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The UK's Financial Conduct Authority welcomes new financial innovation while being transparent in its expectations for companies. "They're very open about articulating what they want," says Schmidt. Other countries are "legally too complex" for start-ups trying to navigate their way to regulatory acceptance, he says.

"The UK is clearly a world leader when it comes to this," agrees Henri Arslanian, adjunct associate professor at Hong Kong University. He says Hong Kong needs a "top-down focus" on fintech like there is in the UK.

"The FCA has been visibly supportive and open to the possibilities of fintech impacting the financial services sector," adds spokesman from London accelerator Level39, calling the FCA a "progressive" regulator. "They have launched both the Project Innovate and Innovation Hub to support new fintech businesses."



The UK's friendly regulations are particularly apparent for Bitcoin start-ups, says Tim Byun, Chief Risk Officer at Chinese Bitcoin Company OKCoin. "The UK is probably the friendliest to blockchain and Bitcoin start-ups," he says. "(It's) not only the words that they speak, but also (the) written guidance and the fruits of their innovation lab." Much like HKMA is now doing with its own fintech sandbox, it "speaks volumes" when the government financially helps start-up initiatives, says Byun.

Fintech bridges, such as the one the UK established with Singapore earlier this year, are "incredibly helpful," says Schmidt. Coming to the fintech world from a long career in traditional finance made creating Algomi much easier than it is for newcomers, like Schmidt's son, who are breaking into the start-up world. "When you're younger...you need a bit more guidance," he says. Basic access to an office space and Internet can make a world of a difference. Similarly, having government support

when filing paperwork, establishing a bank account, and other business basics can smooth an otherwise cumbersome process.

The Hong Kong government isn't the only one who could learn a few lessons from the UK. Culturally, Asians have proven reluctant to risk failure for the sake of working at a start-up, says Arslanian, who teaches one of the first college courses on fintech. In the UK or US "if you fail it's not a bad thing. If you fail it's a badge of honour," he says. **B**

*If you are a fintech start-up in Hong Kong and would like to explore the opportunities and partnerships in the UK, please contact Ivan Yip at [Ivan.Yip@fco.gov.uk](mailto:Ivan.Yip@fco.gov.uk). For the latest information, please follow us on Twitter [@tradegovukhk](https://twitter.com/tradegovukhk)*

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Department for  
International Trade



# The Decline of Traditional Banking

## Rising trust deficit by customers of retail banks a cause for concern.

– By Jan Bellens and Li-May Chew

With the emergence of new players offering attractive and personalised financial products, banks' connection to customers is waning. According to EY's 2016 *Global Consumer Banking Survey* on the evolving behaviours, attitudes and concerns of more than 55,000 retail banking customers, relevance of traditional banks as measured by our Banking Relevance Index (BRI) currently stands at 75.1 globally.

This index scores a range of current and future behaviours and attitudes to build a composite value based on how customers bank now and how they want to bank in the future. At 71.7, relevance for Hong Kong banks is weaker, not only against the global average, but compared to other mature Asia-Pacific markets such as Singapore (74.1), and Australia (78.4).

So what has happened to nearly 25-30% of bank relevance? Values are being skewed downwards by consumers already holding (or intending to hold)

offerings from non-banks. In Hong Kong, up-and-coming alternatives include 8 Securities for stock trading and robo-advisory within the wealth space, Monexo for peer-to-peer lending, MoneyHero for an aggregated online comparison of lenders, insurers and credit cards and WeLend.hk for online borrowing.

While these non-banks will not disintermediate banks in the near future, they are nonetheless an imminent threat to incumbents. Results indicate a 10% decline in individuals who are willing to consider financial products from their primary bank once they have interacted with alternative providers offering better customer service, superior online experience and what they perceived as more unbiased advice.

### What does this mean for Hong Kong banks?

A growing receptiveness towards non-banks in Hong Kong will be further fuelled by its position as a major regional financial centre with a skilled talent pool, and proximity to the Chinese digital markets with technology firms like Alibaba and Tencent already capable of disintermediating traditional players completely. Meanwhile, an announcement of an HK\$17 billion investment to build key infrastructure to support a thriving start-up ecosystem and create a dedicated



space to support up to 150 new fintechs over the next five years served to provide an added boost to the sector, and more competition for incumbents.

For banks keen to reverse that declining customer confidence, we highlight these recommendations:

- Personalise customer experiences and tailor propositions for various customer demographics. Non-banks like e-commerce retailers, social media companies and fintechs are showing us what great customer experience looks like; customers expect outstanding service, intuitive processes and personalised products and services. Banks already possess a wealth of customer data for targeted segmentation – this goes beyond traditional classifications and into considerations like their digital and financial savvy, and to generating targeted offerings based on customers' context, behaviour, lifestyle, interests and preferences that can ideally serve a 'customer of one'. Banks need to pay special attention to the millennials who are most willing to consider alternative players.
- Start innovating, not only *like* fintechs, but also *with* fintechs to fend off mounting threats and deliver on customer expectations. This includes radically simplifying product portfolios, features and pricing; offering more appropriate and intuitive customisations; while also setting up formal fintech engagement programmes to continuously identify potential opportunities to emulate, partner or acquire the non-banks.

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***Banks need to pay special attention to the millennials who are most willing to consider alternative players.***  
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- Focus on customer retention. Once existing customers leave a bank for an alternative provider, it takes a disproportionately high level of effort to recapture just some of them. To reduce attrition rates, banks need to invest to enhance employees' skills, provide the relevant incentives, and upgrade their digital and mobile toolkit for frontline employees to better equip them to drive customer loyalty and engagement. Banks should further enhance their conduct risk management capability to avoid any mis-selling of financial products that historically eroded trust in banks.

- Go-beyond banking. Banks have to deepen customer relationship by offering solutions that go beyond traditional banking products to address all their needs as they change across different stages of their lifecycle.

Otherwise such products will be offered by alternative providers capable of competing more aggressively on price, customer service or quality of servicing, and gradually expanding their share of customer's wallets.

Despite these challenges, the fight for relevance can be won. Traditional banks already have existing advantages from their scale and scope, extensive customer base, brand recognition and infrastructure. The challenge goes beyond merely reaching customers to resonating with them – and in understanding and addressing their expectations for personalisation, convenience, simplicity and transparency. **B**

*The views reflected in this article are the views of the authors and do not necessarily reflect the views of the global EY organisation or its member firms.*



**Jan Bellens**  
EY Global Banking & Capital Markets Emerging Markets and Asia-Pacific Leader



**Li-May Chew**  
CFA and Associate Director, EY Solutions' APAC Banking & Capital Markets practice

EY is a global leader in assurance, tax, transaction and advisory services. The quality services we deliver help build trust in the economies. We develop outstanding leaders to deliver our promises to all stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.





# APAC Business Leaders Optimistic in Wake of EU Referendum



**The full implications of Brexit have yet to materialise, but Hong Kong looks set to benefit in the long term.** – By Nick Marsh

The UK's decision to leave the European Union undoubtedly came as a shock to most in the business world. High levels of uncertainty – driven by currency volatility, market conditions and geopolitical tensions – are presently influencing international markets, compounded by the fact that, as yet, there is no real sense of the longer-term implications of Brexit.

Despite all these factors, business leaders in APAC are positive about the future.

Harvey Nash conducted a recent survey gathering insights from more than 165 business leaders in the region, to assess the impact of the UK's EU referendum result on APAC markets. The company identified five key trends as a result:

## **Brexit hasn't had an immediate impact on APAC business**

More than half (51%) of APAC businesses believe that Brexit and the resulting market conditions have not yet affected their operations. The majority agree that once Article 50 is triggered, the real impact of the vote will materialise.

Thirty-four per cent of respondents reported Brexit had an immediate negative impact on their business; in contrast 15% highlighted a positive impact.

## **The tech sector is most optimistic about Brexit**

Huge strides in technological advancement and innovation – particularly in robotics, automation and data analytics – provide the sector with a reason to be buoyant in the face of change. The Retail & Consumer sector reported the most negative effect: 41% say they have seen an immediate adverse impact, mainly as a result of currency fluctuations on manufacturing, supply chains and market pricing.

## **APAC is set to benefit in the long term**

APAC business leaders believe Asia has a great opportunity ahead as a result of Brexit; 45% report the region will benefit from increased investment and focus due to uncertainty in Europe over the longer term.

## **High levels of economic uncertainty**

The majority of respondents report their business is being affected by the level of economic uncertainty

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*Businesses were massively unprepared for Brexit. The majority didn't have a response or contingency plan in place to deal with the impact of the EU Referendum.*

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caused by the global slowdown (72%), with those working within Financial Services reporting the greatest impact (83%). Further major trends affecting business include the China slowdown (affecting 50% of respondents), global oil prices (20%), and the US presidential elections and geopolitical tensions in parts of the world.

### Businesses need to be better prepared

Businesses were massively unprepared for Brexit. The majority (59%) didn't have a response or contingency plan in place to deal with the impact of the EU Referendum. Of those that were prepared, only 9% say they were fully primed, while a further 20% had a communications plan in place and 12% had a business contingency plan in place.

In Asia we are likely to experience an ever-increasing tide of talent from the UK and Europe seeking opportunities in the region. We are already starting

to see this trend in action, stemming the weight of the number of expat leaders being retrenched back to their companies' European headquarters.

As ever, competition for the best talent remains fierce, but in the near term, business leaders in Hong Kong could see an influx of international talent, serving to reduce costs and potentially addressing skills gaps. **B**



**Nick Marsh**  
Managing Director, Harvey Nash Executive Search APAC

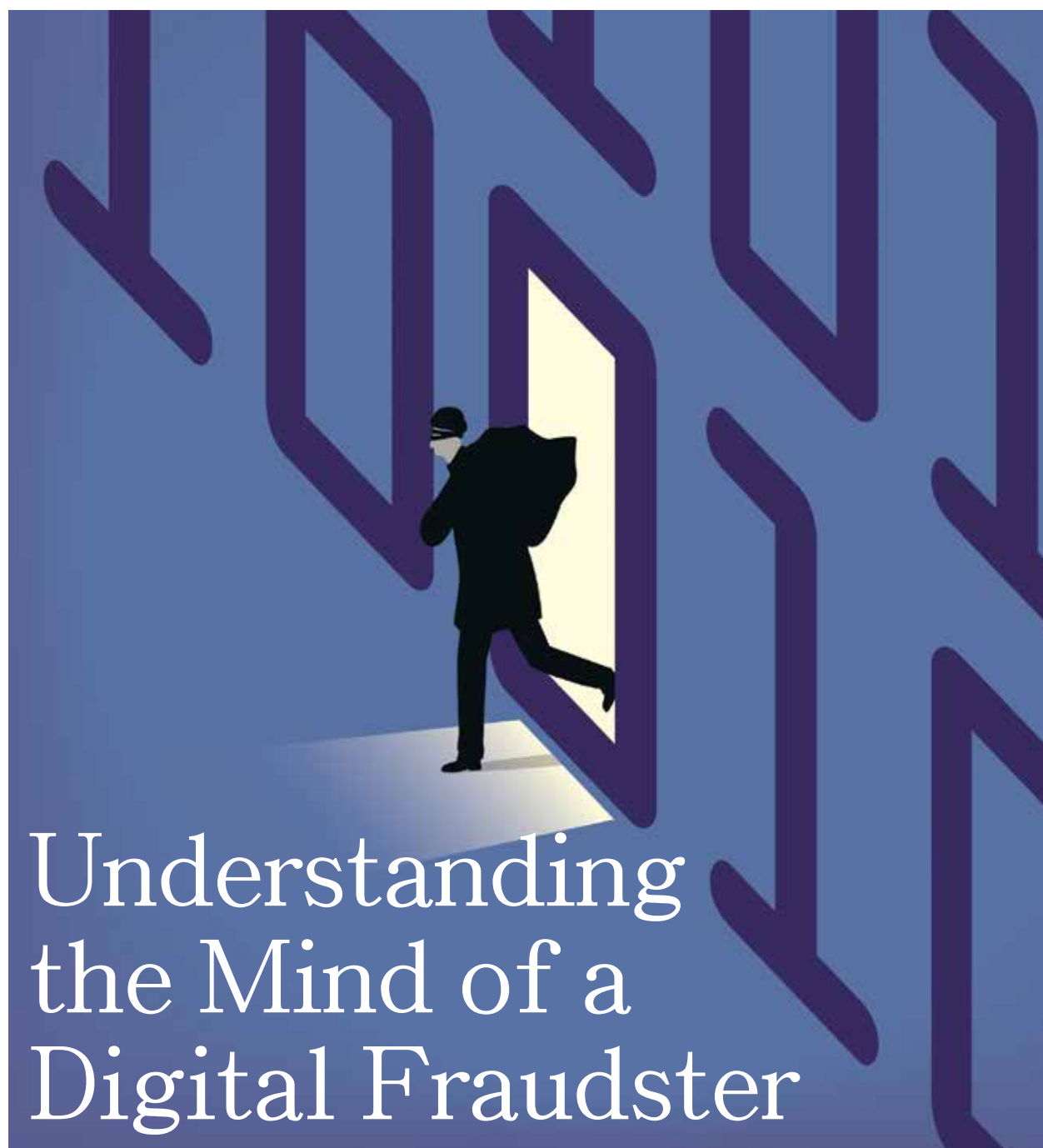
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Harvey Nash has helped over half the world's leading companies recruit, source and manage the highly skilled talent they need to succeed in an increasingly competitive, global and technology driven world. With over 7,000 experts in more than 40 offices across Europe, Asia and the USA, Harvey Nash works with clients to deliver a portfolio of services: executive search, professional recruitment and IT outsourcing. Visit [www.harveynash.com/hk](http://www.harveynash.com/hk) for more information.



The Power of Talent





# Understanding the Mind of a Digital Fraudster

**Corporate crime is increasingly carried out in the digital world. Employers are best served to stay aware of potential red flags and protect themselves accordingly.** — By Stefan Lau

**T**oday, nearly all corporate crimes involve a digital element, and fraudsters are increasingly sophisticated in covering their tracks. As computer forensic specialists with technical knowledge and investigative experience, we can quickly spot the red flags that might prompt a deeper investigation.

## **Check the “Junk”**

There are two tactics we increasingly see. The first tactic is deleting with Junk. Many years ago, employees who were looking to hide information would simply “delete” the information from their digital device. However we all know that deleted information can be easily traced.

So we are seeing less of this simple “deletion” tactic in favour of deleting files by filling a hard drive’s free space with junk files, thus overwriting the files the fraudster wants to delete. Hard drives nowadays are normally 500 gigabyte (GB) in size and from what we have seen, an average employee only uses about 30 to 50GB at work.

By obtaining a forensic image or running a computer forensics analysis on the suspect’s computer, we can see if a hard drive is used to its maximum capacity, creating an immediate red flag and a prompt to investigate further. More often than not we will find that the hard drive is stuffed with movie files, interestingly the same movie ten times over.

We would investigate this further to see if the creation date of the junk files match with any significant dates, for example an employee resigned, or was terminated or when we suspect the fraud took place to confirm the company’s suspicions. While it’s tough to retrieve the deleted files, the computer forensic specialist will be able obtain enough evidence to indicate wrongdoing. This intelligence provides the investigator or lawyer with additional insight to question or further investigate the employee.

### To USB or not to USB?

The second tactic for fraudsters is to transfer illicit files to an external drive. While most companies have improved their IT security control, especially where it relates to their network and internet access, we still see that many do not have strict security around the use of USB ports. From our experience most data thefts involve USB storage media.

So what happens when a fraudster wants to delete particular files? We worked on a case where an

employee transferred all files from his computer’s internal drive to an external USB drive; he then wiped clean the internal drive and transferred back only those files which were irrelevant to the crime.

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***While most companies have improved their IT security control, especially where it relates to their network and internet access, we still see that many do not have strict security around the use of USB ports.***

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In cases like this, to an average person, the computer’s internal drive seems in order, nothing appears to be “deleted” – even if the accessed date for all files has changed to a single, more recent date that can be easily justified by having run a virus scan. Instead, one needs to be pay attention to the creation date – are there an abnormal number of files that were “created” during a short period of time? This is an instant red flag, which requires further investigation. Match up these creation dates with footage from security cameras around the time of the incident and see what you get.

### What to do?

Companies need to be vigilant and prepared. If you are planning to terminate a senior employee who was responsible for sensitive company information, forensically image his/her computer on a regular basis and run reviews to ensure the sensitive information is shared with only appropriate parties.

If a senior employee resigns, as a precaution, companies should immediately terminate both physical and digital access to company information, preserve the information on his/her computer, network and possibly the backup server as well. Smart companies are always prepared for the worst. But it’s important to be aware of data privacy challenges and consider working with your lawyer to add various clauses in employee contracts to ensure a digital investigation goes smoothly. **B**



**Stefan Lau**  
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**Kroll Ontrack** provides technology-driven services and solutions to help legal, corporate and government entities as well as consumers manage, recover, search, analyse, review and produce data efficiently and cost-effectively. In addition to its award-winning suite of software, Kroll Ontrack provides data recovery, data destruction, electronic discovery, consulting and document review. For more information about Kroll Ontrack and its offerings please visit: [www.ediscovery.com](http://www.ediscovery.com) or follow @KrollOntrack on Twitter.



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# Online Retail: the Game-Changer for Supply Chain



## Exponential e-commerce growth forces a re-think of retail supply chains. — By Mark Millar

Few if any consumer-oriented businesses have escaped the explosive growth of e-commerce – the web-based technology platforms that embrace and harness the transformative power of the smartphone's size and connectivity to empower digital natives to shop online to their heart's content, ordering what they want, when they want, how they want, from wherever they happen to be.



During recent years, e-commerce has emerged as one of the key driving forces and perhaps the critical element of what has become known as the Omni-Channel, which is challenging the capabilities of traditional business to business (B2B) retail distribution networks.

This omni-channel phenomenon brings together the entire spectrum of consumer shopping channels available – from the offline bricks-and-mortar retail outlets that include convenience stores, mini markets, supermarkets, hypermarkets and shopping malls; through the relatively unemotional and inert home shopping conduits such as TV, direct mail and catalogues; and now embracing the dynamic, exciting online world with internet access available 24-7 through desktop computers, laptops, tablets, smart phones and other mobile devices.

### Online Retail – massive and fast growing market

According to eMarketer, the global business to consumer (B2C) e-commerce market will reach US\$2 trillion this year and grow a further 25% next year to generate online worldwide retail sales of US\$2.5 trillion in 2017.

Significantly, the largest segment and biggest potential for further growth lies in the emerging and developing markets across Asia, much more so than in the developed economies of the western world. The Asia-Pacific market already accounts for more than 55% of the global e-commerce sales and the Chinese online market on its own is projected to reach US\$1 trillion of online sales in 2017, if not by the end of this year.

### Online retail stretches established supply chain models

This new borderless world of open-all-hours online



retail affects every aspect of the supply chain ecosystem – products, inventory, warehouses, fulfilment, picking, packing, shipping, transport, distribution and the all-important information and financial flows.

Servicing the online element of omni-channel retail is now challenging long established B2B retail distribution networks and threatening logistics practitioners with fundamental implications for every aspect of a company's business model, their profitability – and even their future.

The online revolution also introduces new dilemmas into the traditional model of servicing retail supply chains – including free shipping, last mile residential deliveries, product returns and cross-border parcel transactions.

### Operational Complexities

Most logistics operations serving consumer-oriented retail distribution models have traditionally focused on carton (or pallet) picking for bulk orders, shipped to retail outlets, often as full truck load (FTL) shipments, which include hundreds of products from numerous suppliers all destined for one store or supermarket.

However, today's e-commerce model of online webstore direct to consumer typically involves logistics management of multiple individual shipping orders, the majority of them comprising just one or two pieces, to hundreds of individual delivery points – typically residential addresses.

To serve this expanding B2C sector of online shopping, logistics operations can no longer rely purely on bulk storage of pallets and cartons, handled using fork lift trucks in a distribution centre; they now need capabilities to manage single unit order

fulfilment, involving piece-pickers, shelving storage, tote boxes and individual packing stations.

Many traditional third party logistics (3PL) service providers are severely challenged in adapting to this new business model. This represents new opportunities for non-traditional distribution companies to establish e-commerce fulfilment centres – physically configured specifically to process the large-volume small-order

demand that is generated through online retail. Unencumbered by legacy systems and operational practices, new entrants can start with a green-field solution and capitalise on the logistics opportunities to serve single-unit order fulfilment with efficient item-level pick and pack business solutions.

### E-tailers develop logistics platforms and capabilities

Across Asia, not just Alibaba, but other leading e-commerce platform giants such as JD.com and Lazada have invested massively in their logistics capabilities throughout the region, which have proven to be a key source

of competitive advantage in the brutally competitive world of online retail.

Although the e-commerce players are generally considered to be Internet companies, effective and efficient logistics networks are critical success factors for the online retail business model. As such, the traditional lines between retail, e-commerce and logistics have become blurred.

The logistics capabilities of the likes of Amazon, Alibaba, Lazada and JD.com are actually a significant part of what really gives them their competitive edge over the traditional bricks and mortar retailers – and differentiates them from traditional logistics service providers – as the surge in online retail changes the game in supply chain. **B**

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**Logistics operations can no longer rely purely on bulk storage of pallets and cartons... they now need capabilities to manage single unit order fulfilment.**  
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**Mark Millar** is the author of *Global Supply Chain Ecosystems* – commissioned and published by Kogan Page of London – in which he presents detailed and practical insights that help executives make better informed business decisions. Acknowledged as an engaging presenter who delivers a memorable impact, Mark has completed over 400 speaking engagements at corporate events, client functions and industry conferences across 23 countries. He serves as Chair of the Logistics Committee at the British Chamber of Commerce in Hong Kong. [www.markmillar.com](http://www.markmillar.com)



# Urban Wildlife in Hong Kong

**Hong Kong's tremendous biological diversity is not limited to its parks. It exists among us, if we know where to look – and what to protect.** – By David Stanton

**I**t will come as no surprise to readers familiar with hiking and trail walking around Hong Kong how extensive and seemingly wild the Country Park network is, occupying approximately 40% of the SAR's land mass. However not all of Hong Kong's wildlife is confined to such areas and there is great potential for wildlife spotting in urban areas, which are surprisingly rich and diverse – and more accessible.

The maturation of woodland on the urban fringe has greatly benefitted larger mammals; a recent camera-trapping study in woodland close to North Point revealed regular observations of wild boar, East Asian porcupine, small Indian civet and masked palm civet; all only several metres away from busy public roads, schools and residential areas. The largely nocturnal

habits of these creatures' means they go largely unnoticed by most, although encounters with wild boar and porcupine are certainly on the rise with a number of recent reports from deep within the urban area.

Bats are also very successful in the urban environment of Hong Kong. The fronds of Chinese fan palms within parks and gardens provide short-nosed fruit bats with the perfect material for creation of their tent roosts; peaking up into these "tents" will often reveal families of bats roosting together. These fruit-eating bats are



credit: David Stanton

important pollinators and seed-dispersers in the city and, along with fruit eating birds, undoubtedly played an important role in the reforestation of Hong Kong's once-barren hillsides. Smaller, insectivorous bats, such as Japanese pipistrelle, are often seen at dusk, feeding busily around streetlights. Roosting by day in crevices in buildings, these aerial feeders can consume up to 2,000 mosquito-sized insects a night.

Within the built environment, many urban bird species that were originally cliff dwellers have become adapted to the presence of tall buildings. In the summer months, barn swallows and little swifts nest on buildings, the former traditionally considered a good luck omen.

Hong Kong is also a stopover point along the East-Asian Australasian flyway, and many migrating birds pass through between seasons. During migration, visitors from northern China exploit these urban environments and may even hold winter territories. Blue rock thrushes can be heard singing from window ledges on migration or foraging for insects around the ferry piers in Central. Peregrine falcons will terrorise the local feral pigeon population of Victoria Park, where they can often be seen perching prominently on buildings surrounding the park. The large wall trees and banyans support large numbers of insects and small fruits, which in turn are excellent food for smaller migrant birds to refuel before continuing their journeys. Likewise, water features in parks can provide opportunities for various water birds, including herons and kingfishers. As interest in bird watching and bird photography increases rare migrant birds are being recorded from these urban locations.

The most familiar bird species to all in Hong Kong must be the black kites, which soar and patrol through the tall office towers around Victoria Harbour and beyond.

During December and January, when the wintering population is at its greatest, up to 2,000 kites can be seen wheeling around the skies at sunset before they go into roost in the tall trees on The Peak.

On Hong Kong Island, the non-native population of the critically endangered yellow-crested cockatoo is possibly the largest in the world and could have significant conservation implications for this species whose wild population is under severe pressure. Very obvious and noisy, these charismatic birds can be seen and heard flying around the Central's business district.

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***On Hong Kong Island, the non-native population of the critically endangered yellow-crested cockatoo is possibly the largest in the world.***  
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Few lowland streams occur now in urban locations with many having been developed or piped underground. Those fragments and upstream sections, which have avoided destruction, are home to a range of endemic or rare species. Several amphibians with restricted global ranges, including Hong Kong newt, short-legged toad, lesser spiny frog, along with some species of crab found only in Hong Kong, are in close proximity to dense development.

The demands for land and the pressure for development in Hong Kong is immense, but this need not be at the expense of wildlife. Hong Kong has the opportunity to showcase itself on the world stage with a more strategic view on provision of ecological value within new developments through the provision of wildlife-friendly landscaping and design. Large-scale government development projects it particular should aim for ecological improvement or restoration rather than simply the minimum required to mitigate for any adverse impacts. With proper planning, advice and design, ecological enhancement can be incorporated into future urban environments and provide an area of high-quality living. **B**



**David Stanton**  
Director,  
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**aec Ltd. is Hong Kong's largest independent ecological and arboricultural consultancy. Our team brings in-depth knowledge on local and regional conservation issues and integrates ecological and arboricultural considerations into our clients' business strategies and project developments. For more information on our services and skills, please contact [aec@aechk.hk](mailto:aec@aechk.hk)**





# Smart Urban Tree

**Asia's first CityTree has launched in Hong Kong and offers massive health benefits through air-quality mitigation and environmental monitoring.**

– By Mark Lunt

Who could imagine that air in Wan Chai could be as clean as that of the countryside? According to the digital system installed in CityTree, (a device enabled by a suite of Internet of Things [IoT] technologies) fresh air in Wan Chai could become a reality. And the reason? Because Asia's first IoT CityTree was unveiled in the hustle and bustle of Wan Chai in July.

In May 2016, the World Health Organisation (WHO) reported that more than 80% of the world's city dwellers breathe poor-quality air. Although air pollution is getting worse, IoT is opening up new opportunities for scientists and city leaders to understand where air pollution comes from, how it disperses and how to reduce its adverse impact on human health.

CityTree is an air-purifying system that uses special moss cultures and vascular plants to absorb and

filter fine dust, nitrogen oxides and other air pollutants to alleviate surrounding air pollution. The first CityTree was installed in Germany in May 2015. Today, CityTrees are installed in numerous European cities, including Paris, Berlin, Munich, Dresden and Oslo and – for the first time in Asia – in Hong Kong.

## **How does a CityTree work?**

The CityTree located outside the Hopewell Centre in Wan Chai stands three metres high. With the aim of helping Hong Kong alleviate air pollution, CityTree captures environmental parameters such as temperature, humidity and particulate matter to keep the public informed of the latest pollution levels in the immediate surrounding area. The sensors in the digital system installed inside the "tree" will collect data, which will be transmitted securely and telemetrically to a data hub. The data will then be recorded, processed and analysed for air pollution reduction research purposes.



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*CityTree is an air-purifying system that uses special moss cultures and vascular plants to absorb and filter fine dust, nitrogen oxides and other air pollutants to alleviate surrounding air pollution.*  
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Amazingly, data has already shown that the CityTree helped alleviate the surrounding air pollution.


### New technologies to realise green goals

The debut of CityTree in Hong Kong comes as a result of a partnership between JOS, an Asian based technology consultancy, and Hopewell Real Estate Agency, Green City Solutions (the German-based company who created this smart air purifying solution), as well as Microsoft Hong Kong.

JOS is the exclusive distributor and system integrator of CityTree in Hong Kong, and the CityTree project is one of the company's initiatives in the rapidly growing IoT sector. JOS deployed the total concept from end to end: from managing the manufacturing, to internal construction design, structural safety (designed by Jardine Engineering Corporation), and software design and development on the cloud – integrating various IoT modules and sensors which provide feedback to the moss.

JOS Group Managing Director, Mark Lunt praised the pioneering installation, saying that, “this cutting-edge installation is a testament to our green vision among all partners and the power of IoT technology. CityTree is an excellent example of how the Internet of Things is supporting creative innovation to improve our urban spaces. Our goal is to help organisations develop a clear vision for the practical use of, and the benefits to be gained from, the IoT.”

The patented high-tech green installation is expected to benefit the Hong Kong community with reduced roadside pollution and heightened environmental awareness.

According to the information from the German solution provider, a standard CityTree installed in those European cities covered in 1,700 moss plants can filter polluted air as effectively as 275 trees, while taking up 99% less space. 



**Mark Lunt**  
 Group  
 Managing  
 Director,  
 JOS

JOS is one of Asia's leading providers of IT services and solutions. The JOS team of over 2,000 IT professionals serves more than 10,000 customers from nine locations in Asia. JOS aims to improve the performance of business and governments in Asia by applying the best technology to address their challenges. JOS's core capabilities cover big data, cloud computing, enterprise applications, enterprise security, mobility, next generation infrastructure and Internet of Things.





# Everyone Needs a Will

**We know two things are unavoidable. You wouldn't risk your finances by ignoring the taxman, so why leave your whole estate at risk without a will?** – By Patrick Hamlin

**E**veryone needs a will.

Well lawyers would say that wouldn't they? But it is true; if you do not make a will, the Government will decide for you how your affairs are dealt with after your death. That is because in the absence of a valid will, your estate will be governed by the intestacy rules, which provide which of your next of kin inherit and in what shares. This may be very different from what you actually want to happen. If you do not have any next of kin, as defined by the intestacy rules, the Hong Kong Government will take 100% of your estate under the English rules of "bona vacantia" (literally "vacant goods") that still apply in Hong Kong.

And it gets worse. What about your children? If you are a single parent or tragically both you and your spouse die together in a plane crash or similar tragedy, then the Social Welfare Department may have to take your minor children into care. If you have minor children, your will can specify who should act as their guardian after your death and you can incorporate arrangements for their education and maintenance until they are adults. These arrangements are especially important for those have been divorced or separated and have children by a previous marriage.

If there is no will dealing with all this, the intestacy rules impose statutory trusts on your estate, which are





extremely restrictive. For example all of the capital may have to be distributed when your beneficiaries attain the age of 18. Furthermore, investment powers are confined to 'safe' investments such as bank deposits and government bonds that have correspondingly low yields.

For those with a UK connection, you need to take into account inheritance tax and how it affects your estate. If you are domiciled in the UK at the date of your death, your entire worldwide estate will be taxed at 40% (less an allowance currently £325,000). Domicile is not the same as residence or nationality. Domicile means the country with which you have the closest connection so that even if you are a Hong Kong permanent resident you may still be UK domiciled and liable to this tax. Even if you are not domiciled in the UK, your assets located in the UK such as real estate or bank balances will be taxed at that rate on your death. This applies even if you are not a British citizen and have never lived in the UK.

The effect of inheritance tax can be reduced or even avoided by timely estate planning. Gifts to your spouse are tax-free. Gifts made within seven years before death are also generally tax-free. More sophisticated tax planning may be possible, depending on circumstances.

Many expats have assets in different countries. Even a relatively straightforward investment such as a holiday home in France or Italy presents problems. Because many European countries have forced heirship, that is reserved shares of the estate for certain family members, it may be necessary to have separate wills for such foreign assets on a country by country basis. This may be useful in terms of both the time it takes to wind up an estate and also limiting the forced heirship laws to the foreign assets. The recent European Regulation on succession may help as it enables the testator to specify which system of law should apply to his estate. The decision of the UK to leave the European Union will not affect this option, as the


“

*If you are a single parent or tragically both you and your spouse die together in a plane crash or similar tragedy, then the Social Welfare Department may have to take your minor children into care.*

”



application of the European Regulation depends on where the assets are located rather than where the owner is based.

Lastly you need to consider what would happen if you lost the capacity to deal with your affairs. Life expectancy is increasing in most parts of the world. In Hong Kong a woman can now expect to live 87 years while for a man the figure is 81 years. As people live longer so sadly it becomes more likely that dementia, Alzheimer's or some similar affliction may affect you. A simple enduring power of attorney in Hong Kong or a lasting power of attorney in the UK would ensure that someone is authorised to deal with your affairs in those places should you no longer be able to do so. These simple and relatively inexpensive documents can save the cost of a complex court application, which is otherwise required to sort out the property and affairs of someone who has lost mental capacity. 



**Patrick Hamlin**  
Of Counsel at  
Withers

Patrick's practice focuses on trust and succession litigation including Inheritance Act claims; breach of trust actions and applications for construction of trust documents and wills. Withers is an international law firm dedicated to entrepreneurs, successful people and their businesses, with over 165 partners and more than 450 other lawyers worldwide. Hong Kong office: 20/F, Gloucester Tower, 15 Queen's Road, Central, Hong Kong. Email: [enquiries.hk@withersworldwide.com](mailto:enquiries.hk@withersworldwide.com).

**withers** 衛達仕  
律師事務所

# Carnival Returns to Heart of Hong Kong

**The AIA Great European Carnival is returning for the third time to the Central Harbourfront and will feature favourite rides and features alongside fantastic new attractions.**

– By Michael Denmark

The AIA Great European Carnival will take pride of place once again at the Central Harbourfront Event Space for its third year. Open from 16 December 2016 until 12 February 2017, the 59-day Carnival will cover all the major holidays and festivals including Christmas, New Year's Eve and Chinese New Year.

The Carnival attracted one million visitors last year, despite the wet January, and this year it promises to be as much fun as ever. Hong Kong's favourite rides will return from all over Europe. A 3D virtual reality experience is coming to

Hong Kong for the very first time, designed especially for The AIA Great European Carnival visitors. New games and traditional favourites will be covered in a huge range of more than one million toys, including Trolls from the new Dreamworks movie as a world first, plus other new and favourite characters from Disney, Marvel, Sesame Street, Minions, Super Mario and more. They will be at the carnival to be taken home by skilful game players during the festive season.

The popular selfie opportunities have increased with new characters from vikings, to pirates, to wild animals, 3D trick art, and the ever-popular European photo boards. Our fun-loving street artists are back to entertain guests during their visit to the Carnival. A centralised food court offering a fresh and sumptuous array of great value European and Asian gourmet sits right in front of the community stage so that guests can enjoy food and entertainment at the same time. Entertainment this year ranges from choirs to dance shows to pantomime, rock n roll, DJ's and magicians!







This year, the Carnival will continue to benefit the Hong Kong community through fund-raising charitable and community activities. The Carnival will also work with charities and schools to encourage tours and tailor-made educational programmes for everyone, to ensure different age groups and segments of community get the chance to experience the wonders of the Carnival.

The AIA Great European Carnival team is aligning with "AIA Vitality", Asia's game-changing science-based wellness programme, to promote healthy living through a line-up of national sports associations that showcase fitness and skill activities throughout the Carnival period.

Sponsors and partners on board this year include title sponsor AIA, British Airways, Fox, Watsons Water, Asia Miles, Jebsens and Snow Brand.

“  
*A 3D virtual reality experience is coming to Hong Kong for the very first time, designed especially for The AIA Great European Carnival visitors.*  
”

The AIA Great European Carnival has received major awards, including the Best Event Consumer and Best Sponsorship Activation at the Marketing Events Awards 2015, run by *Marketing Magazine*, and Golden Globe for "Best use of Social Media in Marketing" at the Golden Globe Tiger Awards for Regional Marketing Excellence (Asia) in 2016.

The AIA Great European Carnival has something for everyone and has become an annual celebration for the people of Hong Kong and overseas visitors.

Prices remain the same as last year: HK\$125 for adult (includes 10 tokens) and HK\$90 for children age 3-11 & concessions (includes seven tokens).

Admission is free for children under the age of three, or adults over the age of 65. A flat entry fee of HK\$35 (without tokens) is charged for all. One token costs HK\$10.

Please visit [www.tgec.asia](http://www.tgec.asia) for further information. 



**Michael Denmark**, Founder and CEO of The Great European Carnival Ltd & Founder and CEO of MDME Ltd, has been working on the commercial side of media and entertainment in Asia for 20 years. Michael and his team currently work on long term successful partnerships with Lunchbox Theatrical Productions, Ironmonger Events, Siren films, Clockenflap, Single market events, Udderbelly and Branded under his sponsorship and branding solutions company MDME.





# Epic Adventures in 2017

**Introducing Luxury Small Group Journeys with  
Lightfoot Travel – By Nikki Pang**

credit: Miles Holden

**M**ake it the trip of a lifetime and embark on a Luxury Small Group Journey with Hong Kong-based tour operator, Lightfoot Travel.

The perfect alternative for couples or groups of friends looking to embark on ultimate journeys with like-minded individuals, these carefully planned trips give you access to unique experiences that aren't readily available to individual travellers, such as a visit to a horse whisperer in New Zealand or a cookery class with one of Lima's top chefs. With a maximum group size of 14, they are a far cry from the tour groups people normally envisage. These small group sizes allow you to retain the intimacy and personalisation that our holidays are known for.

### Why choose a Luxury Small Group Journey?

- First of all, there is value for money; these are special experiences shared between the group;
- Second, group tours offer intimate, behind-the-scenes access that is otherwise unavailable to individual travellers;
- Third, there is an opportunity to meet and travel with like-minded individuals; and finally,
- Group tours can offer stress-free travel for busy individuals – excursions, hotels and all land arrangements have been organised in advance, so you don't have to lift a finger!

New Zealand



Queenstown



Milford Sound



Akaroa



Rotorua



Trips leave on set departure dates throughout the year, following tailor-made itineraries that have been crafted by Lightfoot Travel's expert Travel Designers. Here are a couple of our favourites.

### **The Highlights of New Zealand: 18 April – 1 May**

This 13-night trip brings you the best of New Zealand's North and South Islands. Staying in the country's finest properties along the way, travellers visit the idyllic island paradise of Waiheke, the adventure capital Queenstown, historical Rotorua and the vineyards of Central Otago.

New Zealand's landscapes are second-to-none, and this trip gives guests access to the country in the best methods possible. Experience a helicopter landing on an active volcano; take a thrilling jet boat ride on the Shotover River; cruise around Akaroa Harbour keeping an eye out for the world's smallest and rarest dolphins; and soar over majestic Milford Sound in the fjordlands.

#### **Highlights:**

- Private helicopter rides through stunning landscapes;
- Wine tasting with some of the finest wine connoisseurs in New Zealand; and
- Observing native wildlife accompanied by a wildlife specialist and biologist.

### **The Wonders of Peru: 8 – 19 June 2017**

Go beyond the guidebook on this small group journey to Peru. Our Latin America team have created a memorable trip that captures all of the highlights with a little bit extra; making this is a bucket-list trip. Travellers will visit the iconic Machu Picchu and stay in the only hotel in the area; explore the Sacred Valley, and be treated to a lecture by author and scholar Peter Frost. Guests will also eat





Machu Picchu



Andean Explorer



Cusco

in one of Lima's best restaurants, with a private dinner cooked by chef Pedro Miguel Schiaffino, one of Lima's most esteemed chefs.

Stay in Belmond properties along the way, including the brand new Andean Explorer train, which crosses the Peruvian Andes from Cusco to Lake Titicaca. Relive the day's adventures over a Pisco Sour (or two!) and spend the night in a stylish cabin, all with en-suite bathrooms. This is train travel at its best.

#### Highlights:

- Guided tour of the Larco Museum in Lima with its curator,
- Exclusive dinner cooked by Chef Pedro Miguel Schiaffino, and
- Relaxation and culture at Lake Titicaca. **B**

**Lightfoot Travel** is a Hong Kong-based luxury tour operator specialising in tailor-made travel to all seven continents. If you can't make these dates, the journeys can be created on a bespoke basis and tailored to your exact requirements. Call 2815 0068 or visit [www.lightfoottravel.com](http://www.lightfoottravel.com) to enquire now.



# DESIRE MADE REAL

## Gifts for Him

Quintessentially British, a bottle of **Tanqueray** is the ultimate gift for gin enthusiasts. The popular brand of London dry gin is made from juniper berries, coriander and angelica - distilled and matured over 18 months. Retail price HK\$235.00

Available to purchase at [www.victoriawines.com.hk](http://www.victoriawines.com.hk)



Treat him to a pair of exquisite cufflinks from **Shanghai Tang** this Christmas. The lattice pattern, in enamel, brings sophistication to these cufflinks and replicates a classic Chinese design feature. Shanghai Tang prides itself as the pioneering luxury brand from China, with a mission to be the global curator of modern Chinese Chic.

Various locations around Hong Kong.  
Visit [www.shanghaitang.com](http://www.shanghaitang.com) for more details.

## Gifts for Her

Always ready for a spontaneous getaway, the new Weekender Bags by boutique brand **Louella**

**Odié** are designed for maximum organisation, comfort and style. Great for long haul flights (with the cunning passport-sized side pocket) or for family day trips, these spacious, lightweight Weekenders will keep up with you wherever you are headed. The red and blue **Jungle Lily** pattern has a sky-scape of Wan Chai in the background with bouquets of flowers laid over the top.

Available in sophisticated **Lattice** or vibrant **Jungle Lily**.  
Monogramming available. Retail price HK\$900 at [www.louellaodie.com](http://www.louellaodie.com)



Surprise and delight your loved one with a festive **Jo Malone** Christmas Cracker. Pull it to reveal a gorgeous treat – fresh Basil & Neroli Cologne, juicy Blackberry & Bay Body & Hand Wash, and compelling, addictive Mimosa & Cardamom Body Crème. Christmas crackers have never been so luxurious!

Available exclusively at **Lane Crawford** counters, retail price HK\$480. Visit [www.jomalone.com.hk](http://www.jomalone.com.hk) for more details.





## New Year's Eve



Ozone at the Ritz-Carlton, dubbed the highest bar in the world, is without doubt one of the most stunning places to celebrate New Year's Eve, and take in the spectacular midnight fireworks show in Victoria Harbour. Savour signature cocktails amidst the clouds that hover outside, and the chic and unearthly surroundings inside, each evoking the foreign beauty of an imaginary world.

**Check out the website for the New Year's Eve event programme for Ozone at [www.ritzcarlton.com](http://www.ritzcarlton.com). 118/F Ritz-Carlton Hong Kong, International Commerce Centre, Kowloon.**



## Fighting Fit

Global fitness giant **Ultimate Performance** brings a truly unique gym to the busy metropolis of Hong Kong! Train with a difference: this Hong Kong gym is for private clients and Personal Training only. In other words, expect zero queues for machines, even at peak times. In this gym, everything is maximised for your personal needs to achieve the results you've always wanted in record time! Easy accessible locations in Central and Causeway Bay.

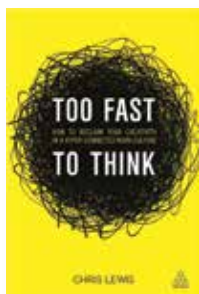
**To enquire about classes and rate visit [www.upfitness.com.hk](http://www.upfitness.com.hk)**





# Book Shelf

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



## **Too Fast to Think: How our 24/7 Hyper-connected Work Culture is Destroying our Creativity** By Chris Lewis

Exposing current work environments and practices, *Too Fast to Think* argues that these two elements are detrimental to and block creativity from flourishing. Author Chris Lewis promotes a model that re-balances left and right brain thinking, takes a holistic approach to the process of thoughts (including emotional thinking and wellbeing), and promotes eight traits that are inherently linked to creation and innovation.

*Recommended by Sophie Gray, Harvey Nash*



## **Global Supply Chain Ecosystems: Strategies for Competitive Advantage in a Complex, Connected World** By Mark Millar

*Global Supply Chain Ecosystems* provides informed insights and independent perspectives on the key supply chain challenges and opportunities facing businesses in the 21st century. In addition to highlighting key supply chain shifts such as the trend beyond globalisation towards regionalisation, several critical elements of a supply chain ecosystem are examined – including visibility, resilience, sustainability and collaboration. Each key topic is addressed in a self-contained chapter, featuring a practical case study. Contemporary and very readable.

*Recommended by Dominic Jephcott, Vendigital*



## **Shareology: How Sharing is Powering the Human Economy** By Bryan J Kramer

*Shareology* explores the history, art and science of sharing, and illustrates why sharing is what gives us a unique competitive advantage as individuals and brands. It is meant for entrepreneurs and marketers who want to make their content more valuable, shareable, and for individuals who want to understand the power of sharing to grow their personal brand.

*Recommended by Jennifer Tattersall, The British Chamber of Commerce in Hong Kong*

# 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. In a brief Q&A in each issue *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.



## Co-Founders of Heartisans

Tim Lui and  
Sang Yeon Hwang

### What sort of funding or other support have you received from the British Chamber Business Angel Programme?

Since the British Chamber Business Angel Programme last year we have successfully raised our angel round and received a HK Government grant called Enterprise Support Scheme (ESS) from the Innovation and Technology Fund.

The programme helped us with our storytelling (thank you Patrick!), Neil and Renu helped us network with strategic investors and gave us valuable feedback and advice.

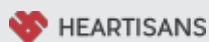
“

*We are in discussions with a number of reputable organisations and researchers for research partnerships to leverage our blood-pressure wearables for a variety of studies ranging from quantified self groups to Alzheimer's disease.*

”

#### About The Company:

Heartisans is developing a smartwatch to accurately measure blood pressure, a critical vital sign still missing from wearables today. Cardiovascular disease is the leading cause of death in the developed world and high blood pressure is a main contributing risk factor. Known as the "silent killer," hypertension shows no symptoms and is only recognised after taking a measurement or in some cases, suffering a cardiac event. With Heartisans Watch, users will have unprecedented ability to measure and track their blood pressure anywhere and at anytime. Unlike cuff-based monitors that squeeze the arm, Heartisans Watch measures using Pulse Transit Time and requires only the touch of an ECG sensor. We want to make blood pressure management easy and comfortable for all with Heartisans Watch.



#### 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](http://angel.britcham.com)

“

*The Business Angel Programme was an important event for us. Heartisans was going through a tough phase at that time and it helped us get back on track and focus on the things that were most important.*

”

#### How have you developed since then?

From the product development side, we have been busy prototyping and focusing on usability testing to ensure that we are building a product that people will find useful and meaningful. We are also in discussions with a number of reputable organisations and researchers in Hong Kong and abroad for research partnerships to leverage our blood-pressure wearables for a variety of studies ranging from quantified self groups to Alzheimer's disease.

#### What's next?

We are planning to go on crowdfunding for our consumer cuff-less Blood Pressure Wearable around March next year so please make sure to keep an eye on us! We are also raising our seed round soon

so it would be great to connect with you. We can be reached at [sang@heartisans.com](mailto:sang@heartisans.com)



#### What are your thoughts on the Business Angel Programme?

The Business Angel Programme was an important event for us. Heartisans was going through a tough phase at that time and it helped us get back on track and focus on the things that were most important. From Hong Kong's perspective, this event really helps to support our growing tech ecosystem, so I am grateful. **B**



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# Member Get Member

You'll be pleased to hear that prizes are up for grabs this year with the launch of our Member Get Member Campaign 2016-17.

So what are you waiting for? Successfully introduce a company to us before the end of March 2017 and receive one of these fantastic prizes. Contact [hugo@britcham.com](mailto:hugo@britcham.com) for member referrals.



## Three-course Super Lunch for four at Jamie's Italian

With locations in Causeway Bay and Tsim Sha Tsui, Jamie's Italian Hong Kong provides a casual dining experience for food lovers that share Jamie Oliver's appetite for simple, bold, honest and affordable food – using fresh, traceable and sustainable ingredients. Their incredible Super Lunch, created by Oliver himself, boasts an inviting array of fresh and vibrant dishes.



## Sky High Tea for two at Azure

Discover the best hideaway at the top of Hong Kong at Azure Restaurant Slash Bar. Perched atop of Hotel LKF by Rhombus in Central, Azure features amazing views of the city's skyline. Enjoy the Sky High Tea at Azure with a selection of delicious treats and desserts, paired with two glasses of sparkling wine, and unlimited refills of coffee or tea.

**Not only that, each new member will also receive a bottle of English sparkling wine.**



## Dolce Vita Afternoon Tea Set for two at AVA

Located atop of Hotel Panorama by Rhombus in Tsimshatsui, with spectacular panoramic harbour views over Victoria Harbour, AVA Restaurant Slash Bar introduces Dolce Vita Afternoon Tea Set, presented on a three-tier stand with classic Italian savoury treats and deluxe desserts. The set also comes with two glasses of Prosecco sparkling wine, and selections of beer, coffee or tea.



VICTORIA WINES

## Chapel Down Vintage Brut Reserve

Chapel Down is England's leading wine producer and one of the UK's most exciting drinks companies. Produced in Kent, Chapel Down offers a world-class range of sparkling and still wines. Chapel Down has quickly gained support from leading chefs such as Gordon Ramsay and Jamie Oliver, as well as receiving an impressive array of international awards.



### To enter:

- Consider who among your contacts might be interested in joining the Chamber
- Email [hugo@britcham.com](mailto:hugo@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 your prize

### Terms & Conditions:

- If you are a member of the Chamber, please note that 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 Start-up member of the Chamber. It does not apply to Additional members or additional Emerging Leaders 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

# SME 商

## MARKETPLACE

As part of the British Chamber of Commerce's SME Marketplace, we have a range of offers available to members, which are especially tailored to SMEs and start-ups. 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](http://www.britcham.com)

## Accounting



Baker Tilly Hong Kong offers accounting and payroll services. An exclusive customised service package is available, that includes professional

advice to enhance operational efficiency and achieve financial agility.



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. HSBC are offering start-up members a preferential rate for HSBCnet setup and monthly fee.

## Business Coaching



Transitions Intl. Ltd. assists executives and professionals succeed in the business world by focusing on

behavioural change. This 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.

## Business Services



**DRAGON LAW**  
Legal tools for the 21st century

Dragon Law makes it easy, fast, and affordable for businesses of all sizes to access law in Asia. Through their subscription services, SMEs and start-ups can access their easy-to-use document builder which takes you through a series of simple questions to build a well-drafted legal document, which can then be downloaded or signed electronically.



Vistra is a leading corporate services provider offering international incorporations, trust, fiduciary and fund administration services. Vistra has created a unique start-up package, "Vistra Kick-start", exclusively for SME Marketplace.



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.

## Consulting



Vendigital is a specialist supply chain consulting and software company. 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.

## Financial Services



Bibby Financial Services is one of the world's leading Invoice Finance Specialists providing cash flow solution to support SMEs' businesses growth.

They are offering start-up members exclusive welcome offer to get factoring facility in place.



The CFO Centre provides high calibre Chief Finance Officers to US\$5m - \$100m turnover businesses on a part-time basis and for a fraction of the cost of a full-time CFO. They offer sole Chief Finance Officer within a company or in a support role to existing Chief Finance Officers on the high value projects within your business.

## HR



Tricor Executive Resources provide high quality executive search and human resources solutions backed by in depth specialist resources and expertise.

Through the SME Marketplace, members will receive special discounts on all recruitment, HR advisory, compliance and consulting services.

## Insurance



Mercer is a global consulting leader in talent, health, retirement and investments. Mercer will help 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 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 five users for 12 months for all SME and start-up members of the Chamber.



CITIC CPC provides SmartCLOUD™ DaaS (Desktop-as-a-Service) solution. With this virtual desktop solution, SMEs and start-ups can set up or expand offices quickly and easily without purchasing any expensive hardware.



InfoScreen provides IT consulting and support for SME's and start-ups to upscale and streamline the operations

by deploying the best-fit and customisable Quorum solution, Quorum is offering start-up members a discount on their services.

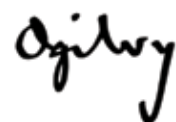
## Legal Services



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 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.



With 3000, locations globally, Regus operates in premiere business locations worldwide. Regus provide cost-effective and flexible workspace solutions with

difference solutions to meet any budget and requirement. They are offering an exclusive business solution to SME members of the Chamber.

## 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.



Serving a worldwide network of time-limited professionals, Halo Travel makes the business of travel stress-free and cost-effective. Halo Travel are offering SMEs and start-ups an exclusive

10% discount on the first hotel booking to any worldwide destination.



Virgin Atlantic is 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.



# Member Discount



## Food & Beverage & Accommodation



Members will receive a 10% discount on top of the lowest rates that Accor's Asian hotels are offering on the day. 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](mailto: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](mailto:alfies@keeclub.com)



Members can enjoy a 10% discount on all à la carte dining at Gordon Ramsay's Bread Street Kitchen restaurant by Dining Concepts.

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 Chamber. You can find these benefits listed below and for more details please visit our website [www.britcham.com](http://www.britcham.com).



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



Members will receive 15% discount on food and beverage at the Grill and Tiffin and 15% discount on any 90-minute treatments: Monday - Thursday at Plateau Spa.



Members can enjoy a 10% discount on all à la carte dining at Gordon Ramsay's London House restaurant by Dining Concepts.



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.



## Lifestyle & Travel



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](http://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 Wan chai. Please call 2510 2666 or visit [www.colourliving.com](http://www.colourliving.com)



Members may benefit from face-to-face meetings to discuss their requirements as well as 15% reduction in published lettings & management fees.

## sense of touch

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Virgin Atlantic Airways once again announces a special offer exclusively to members of the British Chamber of Commerce for travel. 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](http://www.visitbritaindirect.com/world) for further details.



## Business Services



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



Britcham members can enjoy 50% off meeting room rentals in their first booking and 20% off in the following meeting room rental plus five days free business lounge visit. Plus members can enjoy a special rate of serviced office booking. Please contact 2166 8000 and email enquiry. [hk@regus.com](mailto:hk@regus.com) for details.



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## Time to Twist & Shout! The Britcham Annual Ball: Swinging 60s London

2 September 2016 – Grand Ballroom,  
Grand Hyatt, Wan Chai

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On Friday, 2 September, 340 members of the business community in Hong Kong dug out their bell bottoms and mini-skirts and got their groove on at the Britcham Ball! This year's ball was jointly sponsored by two of the Chamber's Sterling Members, Accenture and Jardines, without whom the evening would not have been possible. We would also like to thank our Gold Sponsors: Cheung Kong Infrastructure, Swire, KPMG, and our Silver Sponsors: Asia Medical Specialists, Barclays, BT, BSC, EY, Gammon and The Executive Centre for their support.

This year, guests were transported back to Swinging 60s London, when the city was the beating heart of a cool new culture coming out of Britain. From The Kinks and The Beatles, to Mary Quant and Twiggy, music, fashion, and design underwent a cultural revolution that many guests on the night remembered with fondness.

To aid with the reminiscing, guests were treated to two rock'n'roll sets by the Beijing Beatles, a fantastic Beatles cover band flown down from the Mainland, and a psychedelic DJ set by local act The Pop Fugitives that went on until the early hours.

The theme extended into the menu with a whimsical selection of colourful savoury lollipops to start, followed by a smoked salmon starter and an avant-garde truffled chicken kiev. Dessert included British faves, sticky toffee pudding and summer berry pudding. This was all washed down with plenty of wine, and Tanqueray G&T's sponsored by DIAGEO.

Everyone took home a gift bag with fantastic sponsored prizes: gifts from a variety of British brands such as Accessorize, Marks & Spencer,









Bookazine, Four Fox Sake, Louella Odie, colourliving, Bremont, Sabon, Aromatherapy Associates and more!

The Ball also acts as one of the Chamber's key fundraising activities and guests generosity raised approximately HK\$380,000 for two local charity partners: Mindset and Feeding Hong Kong. Prizes in the live auction were generously donated by Chamber members and included: a four night stay in the Maldives at the Constance Moofushi and the Constance Halaveli resorts, sponsored by Lightfoot

Travel, as well as weekend test-drive donated by Porsche, a 12-week body transformation sponsored by UP Fitness and five-night stay in a six-bedroom beachside villa in Phuket, sponsored by Happy Owl.

Finally, a huge "thank you" goes to Giles Publications who produced the fabulous programme which is available online in case you didn't get a chance to read it on the night!

Check out the video on the Chamber website to see the highlights of the evening.

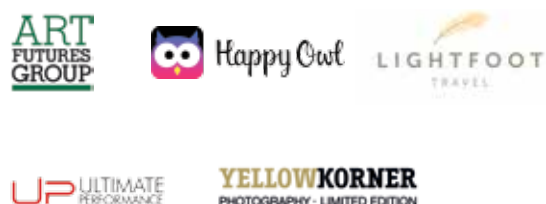
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#### Other Sponsors





## Britcham Ball Raises Funds for Feeding Hong Kong!

On the 2 September 2016, guests at the Britcham Annual Ball donated generously to Feeding Hong Kong, the only food bank in Hong Kong dedicated to redistributing surplus food to people in need. By

providing a bridge between the food industry and the hungry of Hong Kong, Feeding Hong Kong provide a solution that simultaneously cuts food waste and feeds those most in need. This week we visited their offices to find out more about the amazing work that they do and present a cheque for HK\$180,759.79. This amount will help to support over 41,150 meals for those in need. Thank you to everyone who gave generously to this important cause.

To find out more about Feeding Hong Kong please visit [feedinghk.org](http://feedinghk.org).



# Women in Business Networking Drinks with TAYMA Fine Jewellery

14 September 2016 – Berkeley Group Office,  
32/F Edinburgh Tower, The Landmark, Queen's Road, Central

The Chamber's Women in Business Committee organised an evening of dazzling gems, free-flow bubbles, and yummy canapés as part of the Networking Series, sponsored by The Fry Group.

Tayma Page Allies, Founder and Creative Director of TAYMA Fine Jewellery, shared her incredible story of how her business grew from being a passion as a young child, to becoming a luxury brand. Located at The Landmark, her boutique sits alongside high fashion labels such as Chanel, Dunhill and Ralph Lauren.

Guests were treated to gorgeous goody bags and styling demo's courtesy of the lady herself.

Stay tuned for the next event in this series – the ever-popular Christmas Lunch! Details will be available on the Chamber website.

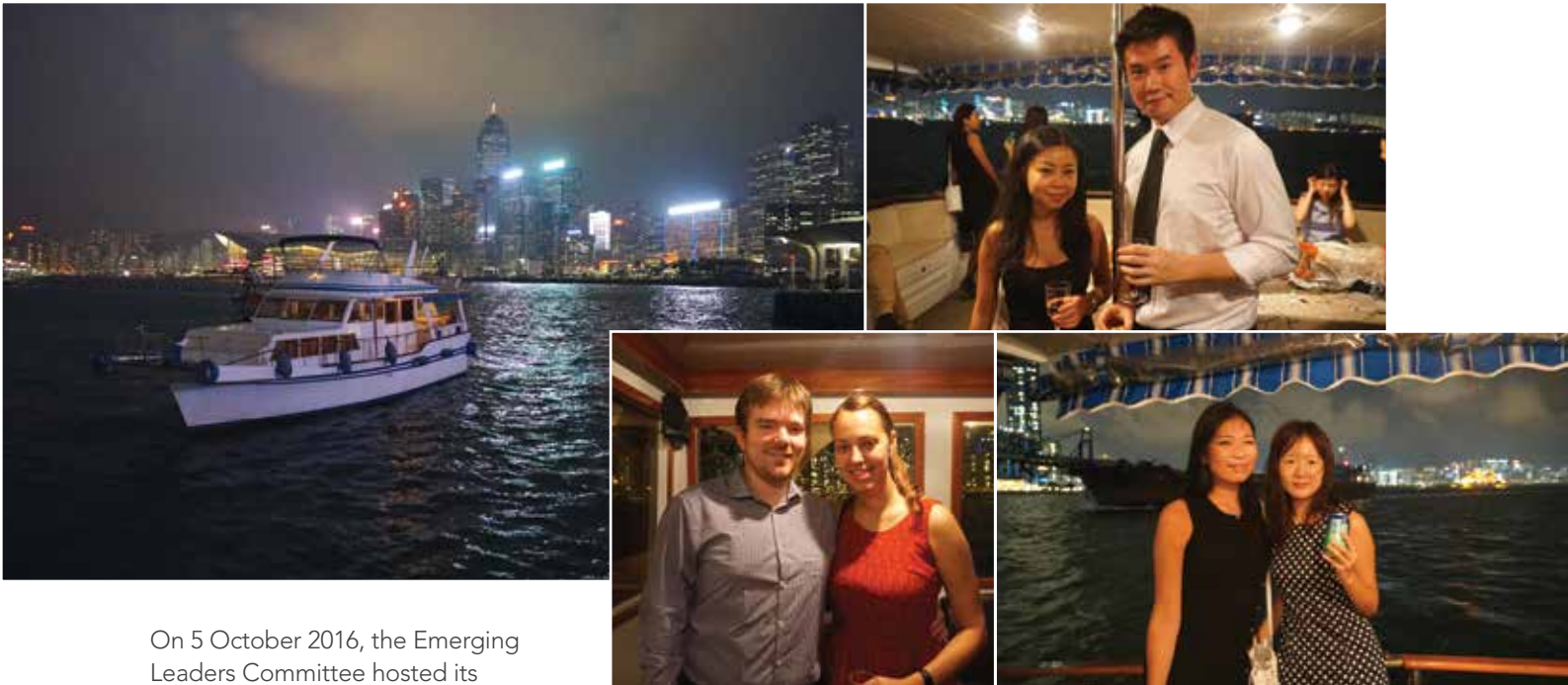


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# Emerging Leaders Hosts Oktoberfest Junk Party

5 October 2016 – Pier 9, Central



On 5 October 2016, the Emerging Leaders Committee hosted its Oktoberfest junk party. The sold-out event brought together representatives from Hong Kong's professional services, commercial and industrial sectors, and more, for an evening tour of Victoria Harbour's spectacular views on event sponsor Holman Fenwick Willan's junk.

ELC Vice-Chairman Edward Beeley commented, "The ELC exists to strengthen links between Hong Kong's next generation of entrepreneurs and business leaders, and it was great to see a diverse and engaging turnout."



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# Head of the Table, with Rupert Hogg, COO of Cathay Pacific

22 September 2016 – Mr & Mrs Fox,  
23 Tong Chong Street, Quarry Bay

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The Emerging Leaders Committee hosts the British Chamber's "Head of the Table" dinners to provide an opportunity for young Hong Kong professionals to spend the evening with an industry leader. The evenings are designed to facilitate lively debate and discussion as well as provide cross-industry network opportunities over a delicious dinner.

Rupert Hogg, COO of Cathay Pacific, hosted our most recent Head of the Table. Celebrating his thirtieth year with Swire this year, Rupert has spent the majority of it with Cathay Pacific, where his roles in Cargo, Sales & Marketing that have taken him across the globe, from Hong Kong to India, South Korea, Thailand and Australia.

It was great to see so many new faces at this event, all convening in the wonderful private room at "Mr & Mrs Fox", Quarry Bay. Immediately, the relaxed nature of the food – deliciously refined sharing platters – set the tone for the evening. Instead of a formal Q&A, it became a more open affair; guests

were able to interact at length in between more specific conversations with Rupert.

As a result, Rupert was able to provide a variety of fascinating insights into a wide array of topics. After discussing positively the technicalities of Cathay's new A350, Rupert shared insights on sailing the coast of Thailand in his twenties (involving pirates!), his love for Japan's "perfection" and the employee loyalty central to Swire. Rupert explained that by moving employees internally – between divisions and regions – Swire has built up a culture of long-term friendships within the company that proves to be invaluable from a processes point of view.

After a delicious lemon tart brought the meal to an end, the group retreated to the expansive balcony where the light-hearted conversation and responsible drinking continued till late. Thank you to Heily Lai for organising the evening and, most particularly, to Rupert Hogg for hosting the evening and sharing his valuable insights and great company.



# Inspirational Women Series

## Dr Cheemin Bo-Linn Discusses The Sharing Economy & Digital Disruption

**26 September 2016 – Barclays Hong Kong Office, Cheung Kong Center, 2 Queen's Road Central**

The Women in Business Committee was delighted to host Dr Cheemin Bo-Linn, CEO of Peritus Partners, in a fireside chat moderated by Mark Lunt, from the Chamber's Innovation & Technology committee, as part of the Inspirational Women Series.

With an impressive background, Cheemin certainly kept the audience captivated as she reflected on some of the key highlights of her career, and the challenges she has faced so far. She then continued to delve deeper into the subject of disruption in technology and the sharing economy.

Cheemin said, "Directors should consider the sharing economy, and how it will affect business models and consumer habits in the future."

Prior to her role at Peritus Partners, Cheemin was Vice President at IBM. She is also a board director for public and private companies, and was recognised



among the 2015 "Women in Technology Hall of Fame", a programme supported since US President Bill Clinton's administration.

The Chamber would like to thank Barclays for sponsoring the series.



# SHAKEN NOT STIRRED

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28 September 2016 –  
Bitters and Sweets, 1/F,  
52-54 Wellington Street, Central



Nikki Green (*Locations*) and Patrick Acheampong (*Wells Fargo Bank*)



Liz Seaton (*Gingers Catering*), Jeffrey de Varga (*Diadem*), Fiona Donnelly (*Red Links*), Hannah Murray (*Benoy*) and Trevor Vivian (*Benoy*)



Charissa Ball (*Conyers Dill & Pearman*), Thomas Yung (*Invisible Kitchen*), Tracey Forbes (*Mourant Ozannes*) and Mini Zhao (*The Executive Centre*)



Stuart Tohill (*Locations*), Will Zhang (*The Executive Centre*) and Hannah Murray (*Benoy*)



Rick Eagar (*Arthur D Little*), Stefania Sacilotto (*Italian Consulate*) and Nichola Salmond (*Optimal Family Health*)



Tiffany Angell (*Resource Decor*) and Simon Bishton (*ERE Property*)



Stuart Leckie (*Stirling Finance*) and Raymond Shuai (*Mr Simms Olde Sweet Shoppe*)





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27 October 2016 –  
Club @28, 27/F Crowne Plaza,  
8 Leighton Road, Causeway Bay



Isabel Schmidt, (*Ultimate Performance*), Andrew Seaton (*British Chamber of Hong Kong*) and Alexandra Lamb (*Ultimate Performance*)



Cecilie Garnst Berg (*Happy Jellyfish People's Democratic Language Bureau*) and Alexandra Tracy (*Hoi Ping Ventures*)



Stefania Sacilotte (*Italian Consulate*), James Sutton (*Fry Group*), and Dr Nicola Salmond (*Optimal Family Health*)



Claire Hampton (*LCT Global*), Robin Sillars (*Giles Publications*) and Bryan Vaz (*IMIT*)



Joanne Gray (*Artemis Gray*) and Nicole Chan (*ERE Property*)



Hugo Deacon (*British Chamber of Hong Kong*) and Garry Chung (*Guidepoint*)



The view



# 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.



**Malcolm Kay**

*Superintendent of Stamford  
American School*

## **Tell us about Stamford American School.**

Stamford American School in Hong Kong will provide a rigorous standards-based international education for children 5 to 18 years old. Opening in 2017, the curriculum, vision and mission statements for our Hong Kong campus are based on those found at our very successful Stamford American International School in Singapore, which has exceeded all expectations at its state-of-the-art campus in Southeast Asia.

The Hong Kong landscape for Kindergarten through Grade 12 international education is very strong with many families looking for high quality education programs that allow students to access high quality universities and colleges around the world. We regard the education that we are providing to students as a “passport to the world”. They are not only equipped to study at other

international schools around the world, should their family relocate, but our students also have an extraordinary international perspective based upon the international nature of the programs that we offer and the international mix of students and teachers that form our vibrant school community.

## **What are your plans for the school in the region this year?**

This year we will launch Stamford American School in Hong Kong, an exciting development for Cognita Schools and a natural progression from the success of our campus in Singapore. As Superintendent of Stamford in Hong Kong and having recently led Stamford Singapore from 250 to 3,000 students in five years, I am delighted that we have plans to build a sister school in vibrant and energetic Hong Kong, offering families here a new opportunity in high-quality education.

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

The most crucial element in the success of our schools is the building of trust between parents and the school. It is important that we are clear about what we will deliver in relation to the growth of each individual student. It is at the core of our vision to encourage “each child to achieve more than they believe they can”. We do this by assuming accountability for that growth and by showing through data that we collect, both within the school and from regular external assessments, how each child has grown and achieved in relation to independent benchmarks. Our openness and accountability leads to trust.

### **What does your work involve personally?**

Allow me to introduce myself: As Superintendent of Stamford in Hong Kong, I have brought with me the expertise and team that successfully introduced Stamford American International School in Singapore. I led and built a school that within five years grew to 3,000 students from 70 countries. Most importantly, I oversaw the delivery of the International Baccalaureate program in our elementary and secondary grades and the successful graduation of our first senior class in 2016, 90% of whom were accepted to their first choice university or college. Prior to my joining Stamford in Singapore I was Superintendent of ACS International Schools in London; these three prestigious schools all offer the

International Baccalaureate and graduate students to top quality universities around the world. I have been working with the IB for more than 40 years and am the most experienced IB educator in Asia.

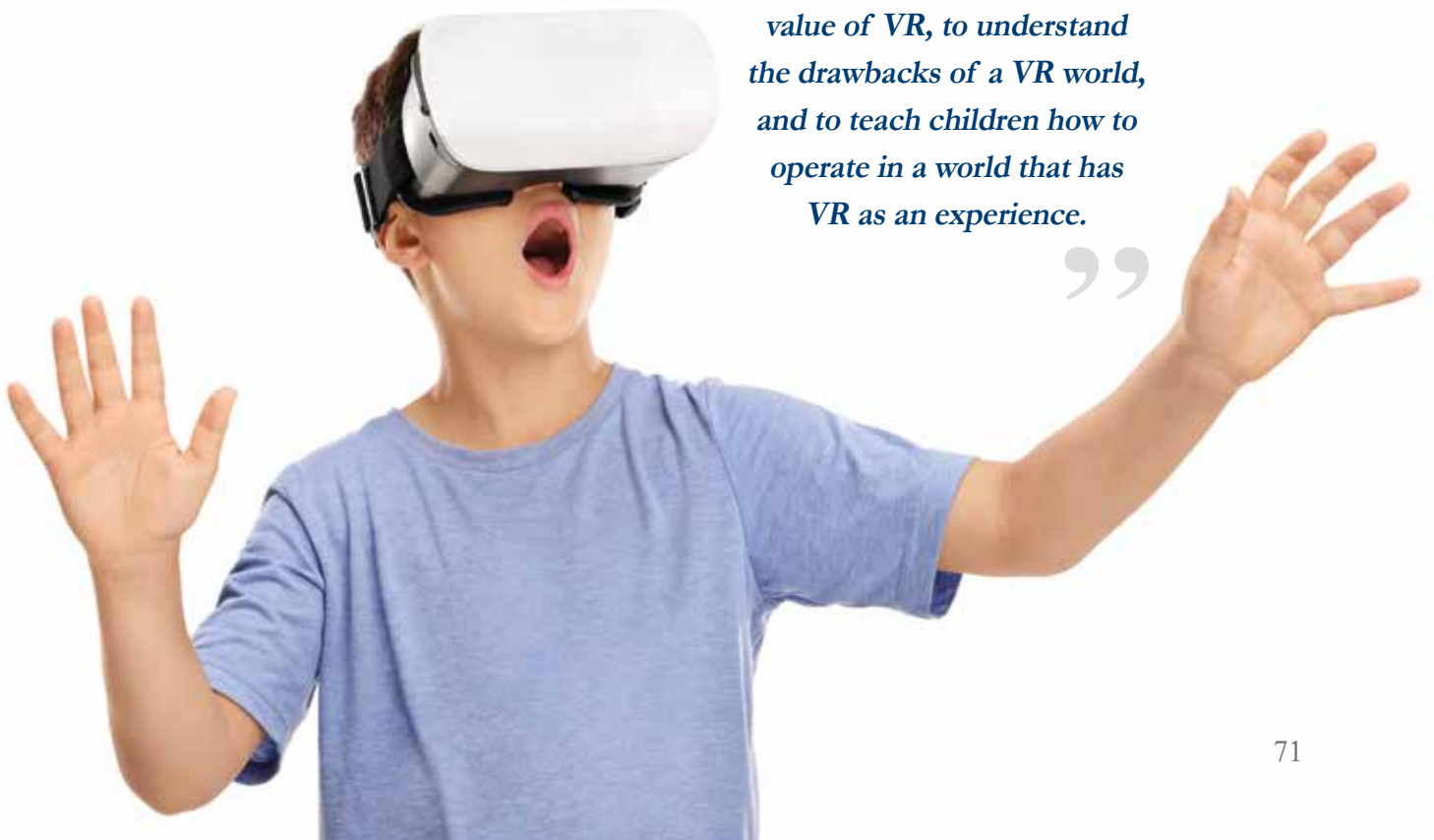
### **What’s the most exciting business-related news you’ve heard recently?**

The most exciting news of late relates to the development of Virtual Reality (VR) as an experience. Schools will need to understand the importance of this development, which undoubtedly will have a huge impact on society, and the development of young children. We will shortly be living in a world where VR becomes a choice for many and as a school we have a responsibility to recognise the value of VR, to understand the drawbacks of a VR world, and to teach children how to operate in a world that has VR as an experience. VR can bring great experiential learning to the classroom and we can utilise these experiences fully. However, it also brings questions of how much time students can spend in virtual worlds and how we can counsel and teach children

“

*We will shortly be living in a world where virtual reality becomes a choice for many and as a school we have a responsibility to recognise the value of VR, to understand the drawbacks of a VR world, and to teach children how to operate in a world that has VR as an experience.*

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to use VR widely and responsibly. Technology and innovation are two hallmarks of a Stamford education and I believe we are at the start of a development that may significantly change the way we think and work.

### What is the biggest news recently for your industry?

Education has moved on significantly in the last 30 years and I believe the most important developments relate to the detailed documentation of standards-based education. We now have maps and continuums of the progress that can be expected from each child. These are detailed and granular. They allow us as professionals to understand exactly what and how children should be learning and, therefore, how we can best serve their needs through our teaching. Tracking student progress against a continuum of standards across all subject areas allows us to

be more accountable in the quality of education we deliver and also to personalise the learning that is taking place.

Personalised learning will increasingly dominate the world of education. At Stamford, children from the age of 5 undergo standardised Measures of Academic Progress® (MAP®) testing in Math, Reading and Science twice a year, allowing us to measure academic progress throughout the year and from year to year. MAP® results are also benchmarked against US and international norms, allowing us to deliver individualised learning plans to help each child achieve more than they believe they can.

*I am never sure what people mean when they say, "I will give 110%". Generally, people who are motivated always give of their best and they don't need to resort to such phrases.*

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

The British Chamber of Commerce has been a great supporter of our schools in Asia and provides us with an invaluable platform to present and refine our contacts with, and learn from, the society wherein we operate. We have been fortunate enough to win awards for the quality of our education at the Singapore British Chamber of Commerce's annual Business Awards Ceremonies, and we are grateful to them for their support and their promotion of the highest quality of service to their communities.

### Which words or phrases do you find most overused?

I am never sure what people mean when they say, "I will give 110%". Generally, people who are motivated always give of their best and they don't need to resort to such phrases. If I work with you and value you, all you have to say is that: "Yes, I will do that for you." I trust that they will.


### What is your favourite (non-professional) occupation?

Being a father and part of a family. My family is at the core of everything that I am and everything that I want to achieve. I am proud of them and what they bring to the world.

### What is your most marked characteristic?

Calm under pressure. All challenges have solutions and they are welcome because they test your ingenuity.

### If you had a motto, what would it be?

"Achieve more than you believe you can". 

For more information on Stamford American School, Hong Kong, please visit [www.sais.hk](http://www.sais.hk) or call us at +852 2500 8688.

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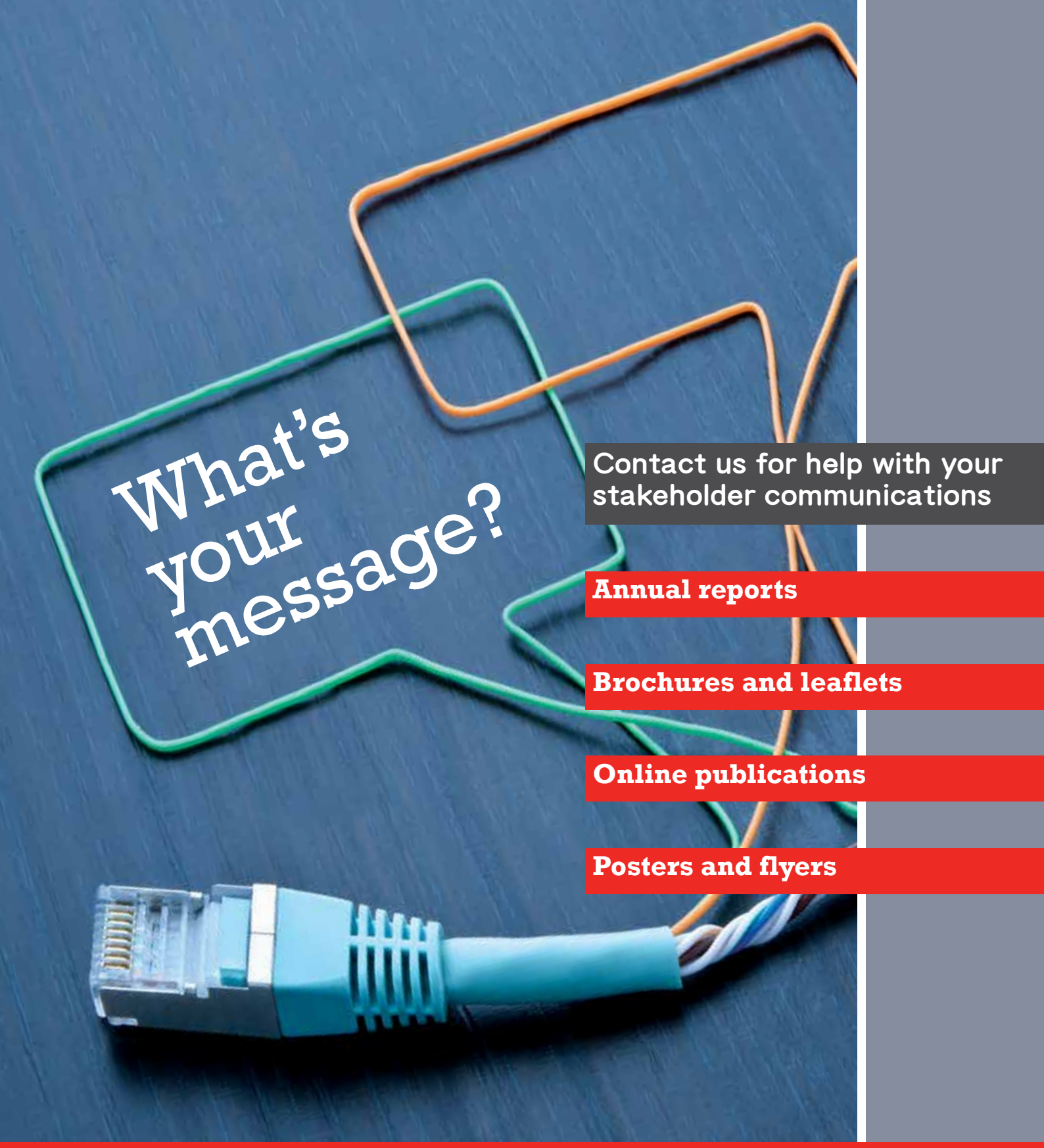
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