

# BRITAIN



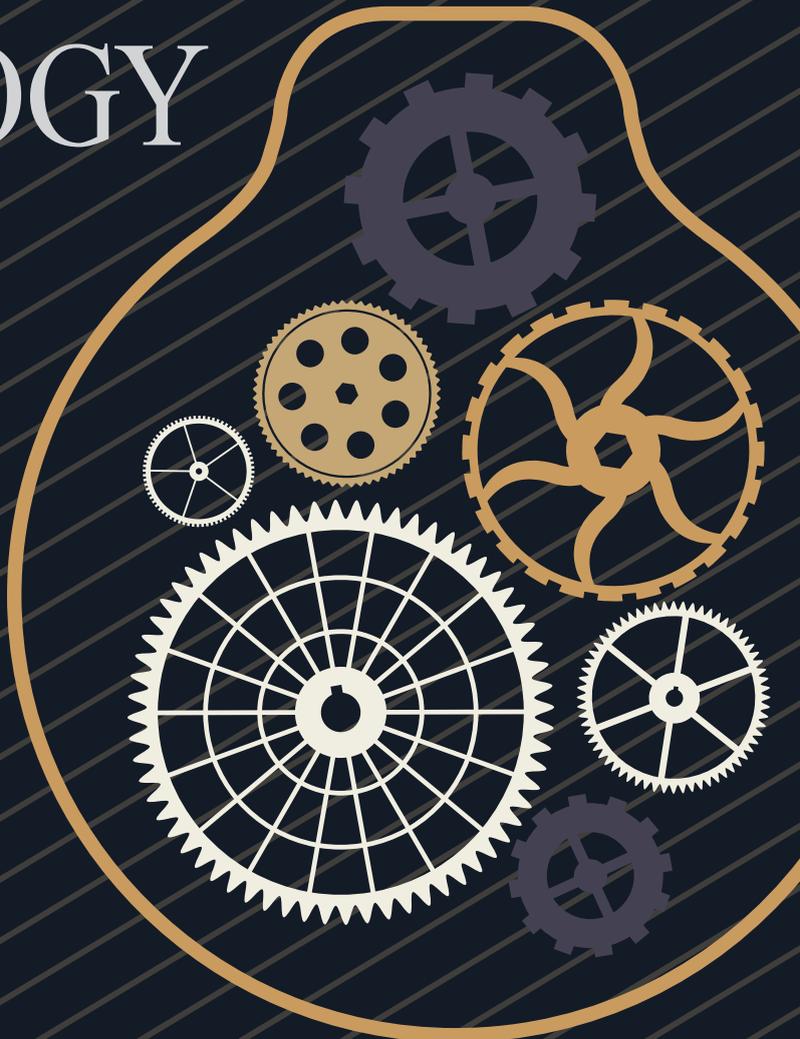
IN HONG KONG

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The Official Magazine of The British Chamber of Commerce in Hong Kong Issue 37 Jul - Aug 2015

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# BRITAIN

IN HONG KONG

July–August 2015

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

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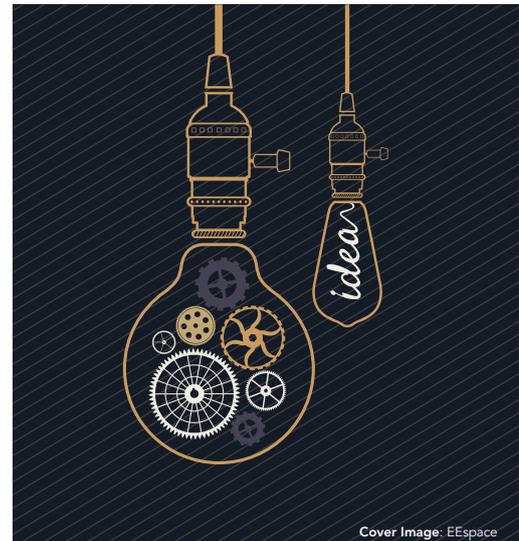
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Dear Members

I always seem to start these messages by saying that it has been a busy few months for the Chamber. But that has certainly been the case on this occasion with a packed programme of breakfast briefings on everything from the foreign investment law in China to vertical agriculture, lunchtime seminars on different aspects of best business practice, some excellent CEO lunches, and a range of networking and social events. We also had a most interesting meeting with the Chinese Ministry of Foreign Affairs Commissioner, Mr Song Zhe: a first for the Chamber. It has been good to see how our new Executive Director, Andrew Seaton, has hit the ground running and maintained this very active Chamber programme.

One of the highlights was this year's Annual Ball: "In the Mood for a Jolly Good Jive". It was a fantastic evening. The design of the ballroom and the terrific music really set a great atmosphere. But what was crucial was the way that so many members of the Chamber got fully into the swing of it. It was also excellent to see many more younger members of the Chamber at the Ball than in recent years. Putting on an event like this takes a huge amount of work and I congratulate the Chamber team for all they did. It also would not have happened without the very generous support from the title sponsor Standard Chartered and from the Gold, Silver and other sponsors, to whom we are extremely grateful.

But this was not just about having fun. We raised over \$250,000 for the Kely Support Group to help their work with underprivileged children. Together with the more than \$400,000 we raised for the Society of Community Organisations at the rugby dinner earlier this year, this shows the great commitment of the Chamber to supporting the wider community.

And of course this has been a busy dramatic few months on the political scene with the outcome of the UK General Election, which defied all the pollsters'

predictions, and with the decision here in Hong Kong on the constitutional reform package. As regards Hong Kong I believe it is important that we now look forward and in particular focus on Hong Kong's medium-term competitiveness. Hong Kong remains, in my view, the best place in Asia to do business. We need to do all we can to ensure it continues to stay this way. Hong Kong cannot stand still and has much to do to maintain its edge. The results from the Chamber's Annual Business Confidence Survey also indicate that this is an issue on the agenda of a number of members. This will be an important focus of the Chamber's work moving forward.

We continue to look for new ways to work with members and to develop the range of programmes and events that we offer. We are very grateful for the great cooperation and sponsorship that we receive from many member companies for this. On this occasion I would like to thank The Fry Group for their sponsorship of the Women in Business networking series which continues to attract excellent speakers and good audiences. We are also delighted that BT are sponsoring a brand-new series looking at Innovation and Technology. This seems very much to fit in with the wider interest in Hong Kong in the sector. And we are grateful to JLL for their sponsorship for the 10th year of the Y Network football.

Just mentioning these three series illustrates in itself the scope of the Chamber offer. I'm very grateful to the sponsors and to all members of the Chamber who do so much to support our work.

I wish you all a very good summer.

A handwritten signature in black ink, appearing to read 'Andrew Weir'. The signature is stylized with a large initial 'A' and a long horizontal flourish at the end.

Andrew Weir

# After Angels

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



**Lawrence Tse**  
Founder, Taxiwise

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

We applied for the program in 2013.

## What funding or other support have you received?

We got some valuable advice from mentors and potential investors. This led us to better prepare for other upcoming investment pitching.

## What has your growth or development been since then?

We kept talking to potential investors, as well as working with potential partners and corporate

customers. Finally, one of the potential investors acquired us.

## Was this because of the Britcham Angels programme?

Yes, but indirectly. Our investor knew that by being accepted into the Britcham Angels programme we were therefore a strong startup in which to invest.

## What's next?

Taxiwise was acquired by iKKY Limited last April 2014. I am now working for iKKY as its VP of Business Development. My two other co founders, Truong Lam and Jean-Marc Ly have returned to the United States. 

### About The Company:

Taxiwise was founded in by Jean-Marc Ly and his friend Truong Lam, two former colleagues from San Jose, California. After zeroing-in on the taxi industry as a springboard for their startup, the team acquired founder, Lawrence Tse in 2013. The Taxiwise app brought in between 500 and 1,000 bookings each month, half a year after its official launch.



### 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)

## British Council launches 'Kids Read' programme



To encourage a love of reading inside and outside the classroom for primary school-aged children, the British Council has launched the award-winning reading programme, 'Kids Read', in Hong Kong with the support of HSBC. The programme event was held on 23 May 2015 at Fanling Public School with some 60 children and their parents, and the support from the School's teachers and 15 volunteers from HSBC.

Fanling Public School received 80 children's fiction titles written by UK authors from the British Council to enrich its classroom book collection. At the event, students participated in a series of storytelling activities, craft activities, games and competitions to experience the interesting world of reading.

# NEWS

## StartJG takes bronze at Agency of the Year Awards

British Chamber member StartJG were delighted to be awarded with a Bronze trophy for this year's Brand Consultancy of the Year at *Marketing's* Agency of the Year Awards that took place at the JW Marriott Hong Kong in early June.

"To receive another accolade this year is a great achievement and testament to the team and their commitment to deliver outstanding work for our clients. Six years ago we set up in Hong Kong with an ambition to lead the industry forward in the region and so I'm delighted that we've once again been recognised in the top tier. I'd like to congratulate all the short-listed agencies and especially Eight Partnership for taking Gold. We will be raising our game even higher to try and win the title back in 2016!" said Jonathan Cummings, StartJG Managing Director Asia.

## Supply chain professional Mark Millar wins new accolades



Mark Millar has been recognised as one of Asia's Top 50 Influencers in Supply Chain and Logistics in a list compiled by Terrapinn, a world leader in business events, including their SCM Logistics

World Conference in Singapore, where Mark has been engaged as Conference Chairman and guest Speaker.

In the Asia Top 50 listing, Mark Millar's credentials have won him further international acclaim. Mark has previously been recognised as one of the "China Supply Chain Top 20" and was featured in the 2014 USA listing of "Top Pros-to-Know in Supply Chain".

Mark is now sharing his industry expertise with a wider audience in his new book entitled *Global Supply Chain Ecosystems*, commissioned and published by Kogan Page of London.

## JLL 5-A-Side Corporate Football Tournament is back!

The British Chamber is delighted to announce that JLL are the title sponsor of the annual 5-A-Side Corporate Football Tournament for the tenth year. In association with the YNetwork of the British Chamber of Commerce, this tournament will be taking place at the Hong Kong Football Club on Friday 28 August, from 6.30-11.30pm.

Last year the event sold out in just a few days and 16 teams were involved in a nail biting series of matches with KPMG taking home the plate and Swire claiming the honours in the cup competition. If you or your friends are interested in putting a team together please email [lucy@britcham.com](mailto:lucy@britcham.com).



## NEWS

### CBRE photography competition offers luxury photo safari prize



CBRE has launched its annual global Urban Photographer of the Year competition with the theme, Cities at Work. This year the contest challenges photographers to capture what urban means to them in an ever-changing global landscape.

The competition is free to enter and open to both professional and amateur photographers. A unique element to the competition allows each entrant to submit up to 24 images; one to represent each hour of the day. The overall global winner of the competition will be able to choose a luxury photo safari from a range of exotic locations sponsored by CBRE.

### EtonHouse to open its second kindergarten campus in a year

British Chamber member, The EtonHouse International Education Group, will open its second kindergarten campus within a year of opening is first in Hong Kong.

The second campus will open in Pak Shek Kok, Tai Po in the prestigious Sinoland and K.WAH project Mayfair by the Sea. The first EtonHouse campus opened in February 2014 in Tai Tam. Spread across more than 14,000 square feet, the early childhood campus will offer an innovative learning environment.

The school is scheduled to open in September 2015.

## HWB adds Maritime, Logistics team



William Leung  
*Partner*



Eviana Leung  
*Senior Associate*



Heidi Sheung  
*Consultant*

HWB is delighted to announce the addition of a shipping, international trade and insurance team headed by Partner William Leung. William is supported by Senior Associate, Eviana Leung; Consultant, Heidi Sheung and other fee-earners and support staff.

The team's practice covers logistics and transport, maritime disputes and arbitration, insurance and commercial disputes. William is a market leader acting for most of the larger container terminal operators and major 3PL and 4PL logistics providers in Hong Kong.

# NEW APPOINTMENTS

## New British Chamber Members for March

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**New British Chamber Members for April**

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## Correction

*In the May-June issue of Britian in Hong Kong, we erroneously stated that Emma Humphries was employed by Bridgepoint Tutors. In fact, Ms Humphries is the Deputy Head of UK School and University Consultation for ARCH Education. We apologise for the error and any confusion caused.*

# SPONSORSHIP ANNOUNCEMENTS

## New Innovation Series Sponsors

We are delighted to have the support of BT, who have come on board as the title sponsors of the newly created Innovation Series. The idea to create this series came from the Innovation & Technology Committee with the aim to create a platform and sharing forum for IT professionals in Hong Kong looking to keep up with the latest trends, best practices and most importantly to hear practical tips on how to help grow their business.

Some of the areas of discussion will include Technology Compliance for regulated industries, Practicalities and benefits for de-centralised organisations as well as Data protection and cross boundary issues. We'd like to thank BT for its support and look forward to welcoming members to the first event which is being held on Friday, 24 July.



## The Fry Group sponsors Women in Business Series

The Fry Group has confirmed its sponsorship of the ever popular British Chamber's Women in Business networking series. The networking series, co-ordinated by the British Chamber's Women in Business committee, is a series of six events throughout the year for female members of the Chamber and their guests allowing them to network, do business and make friends in a relaxed and fun environment.

Active networking is key for individuals and a businesses' growth and is a great way for members to

raise their profile, exchange best practice knowledge, stay updated on latest industry development whilst allowing for personal growth and opening doors for new business opportunities. Relaxed and informal, the Women in Business networking events are held in a different location and they attract business owners, senior management, directors and executives from a wide range of business sectors for peer to peer business networking. We would like to thank The Fry Group for its support in sponsoring this series and look forward to welcoming you to the next event in the series.



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# Dissecting the Innovation Genie

**Innovation has been a powerful buzzword across businesses and industries for decades, but overuse of the word has muddled its meaning. What is the value of being innovative? And how do businesses pinpoint the effectiveness of corporate innovation pursuits?**

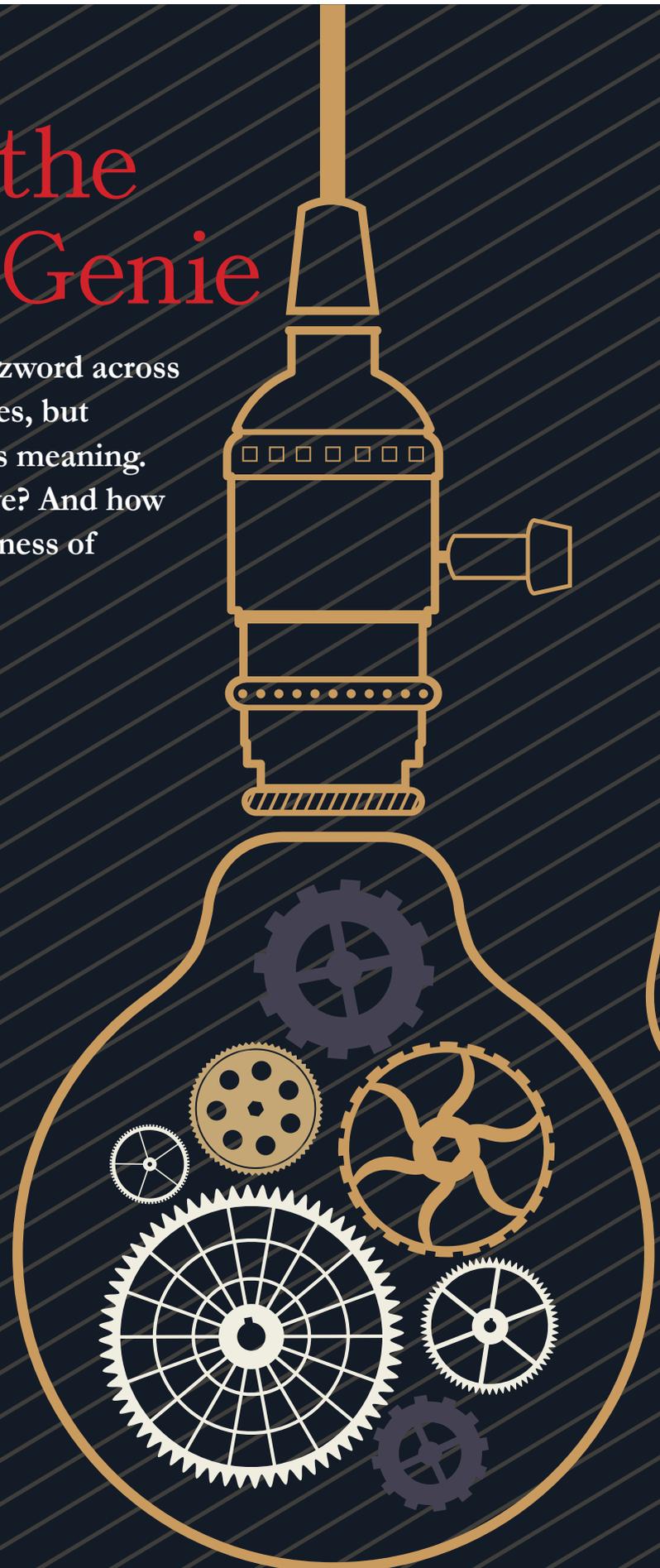
– By Gina Miller

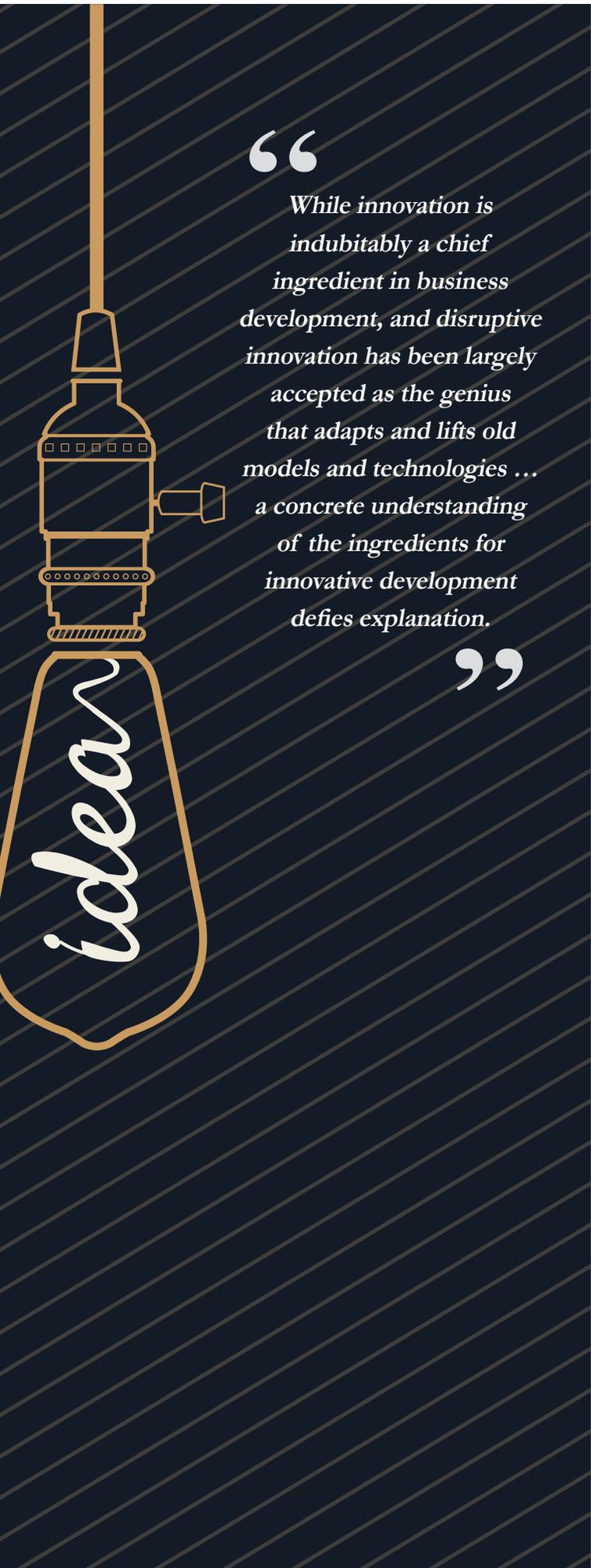
Since the publication of Clayton Christensen's book, *The Innovator's Dilemma* in 1997, the word "innovative" has swelled from its original meaning (to *make new*), to gain super-vocabulary powers. Suddenly, everyone had become "innovative", in addition to being proactive, synergistic, business thought-leaders (add an axiom at your leisure).

Christensen's book furthermore championed *disruptive* innovation, the anarchist sibling of plain-Jane innovation; best evidenced in Apple's torching Sony with the advent of iTunes, Amazon's cannibalisation of bricks and mortar bookstores, and Google's relegation of encyclopaedia and dictionaries to the ash heaps.

Yet while innovation is unquestionably a chief ingredient in business development, and disruptive innovation has been largely accepted as the genius that adapts and lifts old models and technologies to provide new (usually superior) products, a concrete understanding of the ingredients for innovative development defies explanation.

"The most consistent theme found in the organisational innovation literature is that its research results have been inconsistent," said Richard Wolfe, in *The Journal of Management Studies* as early as 1994, and it is "low in explanatory power and thus offers little guidance to practitioners."





“  
*While innovation is indubitably a chief ingredient in business development, and disruptive innovation has been largely accepted as the genius that adapts and lifts old models and technologies ... a concrete understanding of the ingredients for innovative development defies explanation.*

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Academics and business leaders are still disputing what “innovation” means today.

John Kao, Chairman of the Institute for Large Scale Innovation and advisor to Citi on the FT-Citi Ingenuity Awards, offered his own take on the concept. “Innovation is always an answer to a question and becomes activated when astute corporate or societal leaders articulate a compelling purpose for innovation efforts to align around,” he wrote.

“Innovation needs to be about something. I have never heard anyone say, ‘We need more innovation. Let’s build a few more innovation muscles’.”

### Practical application

Sophia Khimji, Associate Director of Practicus Asia Ltd agrees the word innovation has lost clarity.

“Innovation is a much over-used term, so it’s important to look at what it means in practice. When business leaders call for innovation from staff, what they often mean is that there is a gap between the company’s aspirations and the results it is seeing compared to its competitors.”

“We need to do things differently if we’re to hit the numbers or win greater market share. Unfortunately, if you’re trying to close an unexpected gap in performance, choosing innovation could mean introducing greater uncertainty. What leaders must pay heed to is that innovation is not a quick fix. By its very nature, innovation is hazardous and requires significant investment. I need not say though that when it’s done right, the long-term benefits can be game changing,” explains Khimji.

Les Hales, Managing Director of CIO Connect Hong Kong and Chairman of the British Chamber of Commerce’s Innovation & Technology Committee, illustrates his own view of innovation.

“For me, to be innovative starts with a mindset that is curious and unwilling to accept current products, processes, services, and business models are perfect. Another way of expressing this is captured well by George Bernard Shaw (and modified by JFK) ‘Some people see things as they are and say “why?”. I dream of things that never were and say “why not?”’” said Hales.

At the heart of both Khimji and Hales' view is an acceptance that innovation is by nature disruptive. This renders the term, "disruptive innovation" into a rather impractical tautology, on Mr Christensen's part, though he differentiates "sustaining innovation – which merely improves existing products through considerate tinkering – from "disruptive innovation" which develops new business models, exploits old technologies and subsequently expands market share.

Whichever way Mr Christiansen sliced it, "disruptive innovation" bears far greater similarity to the original meaning of "innovate" than the idea of small improvements over time for sustainability.

"In more transactional terms, a useful definition of innovation is the ability to convert an idea through to an invoice," says Hales.

### The payoff

Kevin Moore, Chief Executive of AGILE8 Consulting Limited, has good reason to appreciate the "transactional terms" of innovation.

With a track record that included managing engineering development worldwide for a major multinational Moore is familiar with transformational improvement. Innovation is a critical requirement at Agile8 Consulting Limited, he said.

"A lot of the thinking behind innovation stems from my own management of a large engineering development programme at BP. In this I inherited a broken environment where engineers were trying to guess requirements in the absence of business sponsorship from the oil, exploration, chemicals and nutrition businesses. The result was a £1 million per year loss-making activity. Happily this was turned around within three years to become an £11.6 million per year, 300 project and 85% business funded program."

Moore's AGILE8 Consulting Limited is also the owner of COOLNOMIX®, a Hong Kong-developed energy-saving technology for air conditioning and refrigeration.

"The ingredients for success include top down endorsement of the business requirement, a 'challenge everything, reject nothing' approach to



“  
***Innovation needs to be about something. I have never heard anyone say, 'We need more innovation. Let's build a few more innovation muscles'.***  
– ***John Kao, Chairman of the Institute for Large Scale Innovation***  
”

experimentation and a culture that recognises that lessons learned from failures contribute to successful outcomes," said Moore.

In addition, COOLNOMIX® was recognized through a Green Innovations Award, an environmental excellence scheme run by Hong Kong Government's Environmental Campaign Committee.

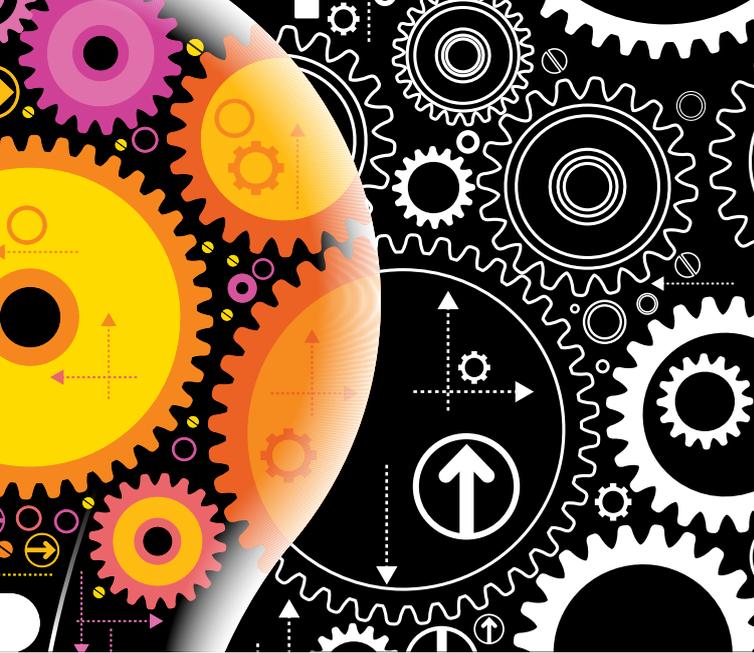
### Hong Kong's innovative workplaces

Les Hales notes that "For innovation to happen, there needs to be executive support, the creation of a carefully chosen group who work outside the core culture of operational efficiency of most

organisations, who work in their own 'safe to fail' context, which includes an appetite for risk and a tolerance of failure. As big companies understand the increasingly networked ecosystem of the new technology-enabled economy, we will see them investing in startups rather than trying to create their own 'intrapreneurs' as a means to achieve innovation."

"One of the most important insights is that innovation derives from teams of people rather than individuals. Steve Jobs was not the sole innovator of Apple products; he was the dreamer who created the focus for innovation."

Paula Qi, the Head of Marketing for BT North East Asia, says that innovation has always been at the heart of BT's business.



“Innovation is the key to harnessing the opportunities that come from that change both for us and our customers. We innovate for our customers and with them. We’re connecting our customers and people all over the world to create a better future, by charting and responding to the trends that are shaping our future world,” she said. “We are innovators, not just inventors.”

“At BT, R&D, Invention & Innovation are part of a continuum, which aims to continuously push the boundaries of what we offer. Our customers are at the heart of our open eco-system that has resulted in products like Dolby, One Voice Anywhere, Contact Analytics & the Pharma Cloud among others.”

Consulting giant KPMG is equally bearish on “innovation”.

“For KPMG, innovation is something we do both internally and assist our clients in achieving,” said James Mckeogh, KPMG Partner of Management Consulting.

“In most cases, we find that innovation is centered around a cultural change – a shift in mindset which results in the ability to adopt new business models and bring new products to market. Innovation is not just about new ideas since it needs the ability to execute which often means thinking about how projects are funded, how leadership are involved and in how the ecosystem as a whole is impacted.”

“We are heavily involved in the startup community where significant innovation can be seen and bring the community together at the many events we run and sponsor such as the Changing Face of Commerce, FinTech Forum Asia and RISE. We are currently working

with NEST on delivering their accelerator programmes in FinTech, HealthTech and SmartCities – designed to accelerate innovation by bringing corporates and startups together. We are building an Insights Centre in our Central offices, which will offer a state-of-the-art facility for KPMG clients to collaborate and accelerate the benefit and insights they can get from knowing their data better.”

### The naysayers

Not everyone is happy with the language of the innovation bandwagon. In a recent (though two-decade late) stinging rebuke to Mr Christensen’s *Innovator’s Dilemma*, Jill Lepore, a professor of American history at Harvard University and chair of Harvard’s History and Literature Program, wrote: “Every age has a theory of rising and falling, of growth and decay, of bloom and wilt: a theory of nature... Our era has disruption... It’s a theory of history founded on a profound anxiety about financial collapse, an apocalyptic fear of global devastation, and shaky evidence.”

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Lepore's view is dark. "When the financial-services industry disruptively innovated, it led to a global financial crisis. Like the bursting of the dot-com bubble, the meltdown didn't dim the fervor for disruption; instead, it fuelled it, because these products of disruption contributed to the panic on which the theory of disruption thrives", she wrote in an article in the *New Yorker*.

But not every businessperson is a fool that rushes in. Sophia Khimji notes that the consulting industry – so often the champion of innovation in other parts of the economy – had ironically remained static for decades.

"We knew when we founded Practicus that we needed to take a strong line against the status quo," she said.

"We began with having a clear mission that was about innovation but deliberately didn't use the term because of the baggage that comes with it. Instead we were very clear on how we expected staff to behave: we challenged tradition by making our customer's lives more straightforward and by focussing on the outcomes they seek, not the contracted inputs. We built cultural values that supported this kind of behaviour: empathy, honesty, passion and going the extra mile to deliver – and we rewarded staff for displaying them. We then deployed a flat management structure that would ensure good ideas were never far away from the board room and we gave staff the tools and the freedom to think out loud, collaborate and try new things."

"A key part of this is working in a community with colleagues for reciprocal benefit through collaborative online software, creating a culture where members of other teams in other countries will contribute to an idea for no other reason than that they know they will get the same support with their own challenges."

Peter Bullock, Partner for Pinsent Masons has a similar view: "To me 'innovation' is either using new or more effective ways of performing existing functions – such as moving due diligence offshore to be undertaken

by cheaper legal resources – or doing things no-one has thought of doing before. An example of the latter category from the legal sphere would be online dispute resolution (typified by the offering of Cybersettle). This allows disputants to offer to settle their claims in a blind auction, which will not give their opponents any concrete figures they can use to the offeror's detriment, but will result in a settlement if the offers are not a long way apart. To me 'innovation' is not simply using the latest technologies in the work place."

### Good innovative illusions

Like so many goals in business, the reach for innovation commonly exceeds the grasp of its would-be practitioners. Nevertheless, the pursuit of expanded markets, global villages that incorporate social, as well as financial achievements, such as improved and affordable healthcare and education should be read as positives.

Perhaps more importantly, collaboration is a critical aspect of today's best innovators, as well as good PR.

"I think it is shortsighted to try to force the innovative process," said Bullock. "Areas where Pinsent Masons have succeeded have included producing methodologies for handling disputes and transactions. These

have been produced following the input of a wide range of our lawyers, and are all designed to be client facing."

"Not only are we innovating, but we are *seen* to be innovating, which nowadays is perhaps more than half the point!".

In point of fact, "being seen to be innovative" is merely a new name for an old virtue. Two-hundred and sixty-six years ago, the narrator of *The History of Tom Jones, a Foundling* noted: "It is not enough that your designs, nay that your actions, are intrinsically good, you must take care they shall appear so."

Innovation, like every other business pursuit, benefits from positive PR. Though there is nothing innovative about that idea. 

“

***What leaders must pay heed to is that innovation is not a quick fix. By its very nature, innovation is hazardous and requires significant investment. I need not say though that when it's done right, the long-term benefits can be game changing.***

***– Sophia Khimji, Associate Director of Practicus Asia Ltd.***

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10

# Polls, Parties and Pundits

The 2015 General Election offered surprises on many levels, and while the Tories and the SNP may have been delighted, many wondered ‘What happened?’ and further, ‘What’s next?’. In truth, there remain more questions than answers.

– By Gina Miller

It was the election everyone watched. Britain's now infamously incorrect polls had suggested that the government would be embroiled in minority gridlock; the SNP's rising popularity posed a continuing hazard to England and Scotland's new wedding vows; Labour Leader Ed Miliband and the vocal Russel Brand were sharing songbooks; and incumbent Prime Minister David Cameron was threatening to leave the EU.

The spring General Election "could be the death knell for strong government," fretted the Economist in the early days of May. "British elections matter beyond Britain's shores. But few have mattered more than the one on May 7."

On the morning of the General Election, The Independent headlined that, "the poll of polls", which kept track of every poll being published by the UK's major pollsters, showed the Tories and Labour were tied at 33%.

It was a shocked nation that watched the voter results.

In retrospect, it is hard to judge who was hit harder on election night: Nick Clegg, Ed Miliband and Nigel Farage, or the British polls?

### What really happened behind the polls?

The British Election Study, managed by a consortium of The University of Manchester, The University of Oxford (Nuffield College) and The University of Nottingham, examined five plausible explanations of the polling errors, but their results remain ultimately inconclusive at this time (the study is on-going and the sample selection is small). Thus far, their findings show, "only initial indications about what might have caused the polling errors. Our data provide some support for late swing and perhaps differential turnout but contradictory evidence about untruthful voters and "don't know" swings. Once the BES face-to-face survey, post-election online wave and validated turnout matching are completed, we will know a lot more about what did and didn't go wrong with the polls."

Following the General Election, international internet-based market research firm YouGov surveyed 100,000 people with the aim of weighting the data to match both the British electorate and the results of the 2015 general election. Based on these results, YouGov President, Peter Kellner, found several changing characteristics that may have shaped the 2015 results:

- Newspaper readership is a better predictor of election results, suggesting that culture, rather



than class, was the demarcation between Labour and Tory. According to the survey, the most Conservative newspapers had far greater readerships than the least conservative newspapers;

- Women, particularly under the age of 50, vote Labour;
- Private sector workers are significantly more likely to vote Tory than public sector workers are to vote Labour. "The Tories led Labour by 17 points among people working in the private sector, while Labour lead by three points among public sector workers," said Kellner;
- Moneyed Britons vote Tory in greater numbers than low-income earners vote Labour; and
- University graduates are the most likely to vote for progressive parties.

### What is next for Cameron's majority Government?

- Prime Minister Cameron promised legislation for an in/out referendum on the EU, and following the Queen's Speech, which noted, "My government will renegotiate the United Kingdom's relationship with the European Union and pursue reform of the European Union for the benefit of all member states. Alongside this, early legislation will be introduced to provide for an in/out referendum on membership of the European Union before the end of 2017," that is precisely what is coming;



- The budget: Now that Prime Minister Cameron has an outright majority, unhindered by Lib-Dem opposition, Chancellor of the Exchequer George Osborne has vowed the second budget this year will increase austerity to raise another £12 billion (US\$19 billion). The benefits system is expected to see substantial cuts; the BBC may find its pockets turned out, and governments will be expected to run surplus budgets; and
- As of July, there was no consensus that Prime Minister Cameron would be as stalwart in his promise to oppose a third runway at Heathrow, as he has been over the EU referendum. It's still in the air.

### Labour – the heavy lifting starts now

Labour party supporters, having suffered the body blows of the General Election, now must also bear a leadership race. There will be non-stop speeches, bouquets of clichés and woodlots of policy documents. The games have already begun.

According to “Liberal Conspiracy” creator, and journalist Sunny Hundal, Labour has three chief challenges: 1) to renew its voters’ faith in its own nationalism, 2) to offer an economic vision that aims to improve the lives of ordinary people without traumatising the middle class, and 3) to remember that while Labour’s primary membership is in urban centres, cities alone will not win them the Commons, ergo Labour must reach further to gain new votes.

### SNP

Led by a still triumphant Nicola Sturgeon, the SNP’s main pledges still stand – namely, an increase in the annual UK target of 100,000 affordable homes; a minimum wage increase, the restoration of the 50% top income tax rate for those earning more than £150,000; along with a new mansion tax and a bankers’ bonus tax, an alliance opposing the renewal of Trident nuclear weapons, and finally a plan to retain the lock on pensions.

Now that it is the third largest party in the Commons, the SNP has the opportunity to spread its wings a and continue to voice in opposition to an “out vote” in the EU referendum.

### What’s next?

With the Chancellor of the Exchequer’s Summer budget to be announced as we go to press and the referendum to come, Britain has some tumultuous days ahead. And as parties dust themselves off, recollect themselves, and find new leadership (as necessary) those days could be very interesting (or in the case of leadership campaigns, rather dreary), very soon. **B**

# Through the Eyes of the Membership

**For the past sixteen years, the British Chamber of Commerce in Hong Kong has undertaken a business confidence survey to record the perspectives of its membership on the economic and social future of Hong Kong. Here are the 2015 results.**

– By The British Chamber of Commerce, in co-operation with YouGov

Following the increasing optimism expressed in the two most recent business confidence surveys; the members who expressed a positive outlook this year have fallen by three percentage points. Nonetheless, 89% of British Chamber members are 'Very' or 'Somewhat' positive about Hong Kong's business environment after 2014, and are looking forward into the upcoming years.

Confidence over a longer horizon is not as strong as for the next 12 months, especially for the next three years and beyond.

The percentage of members with some level of positive outlook about the next two years remains relatively strong at 87%, although we note that fewer members feel "very positive" about this time period (a reduction of nine points from 2013's results).

Today, 75% of members are positive about Hong Kong's outlook over the next three years, a fall of eight percentage points from previous results. A more significant drop (10 percentage points) is observed regarding the outlook for five years from now – only 63% feel positive about the business environment in Hong Kong looking over the next five years.

It is notable that the five-year overview – a measure that remained buoyant during the turmoil of 2008 – has weakened, and is at its lowest point since this survey began.

## The Business Environment

High overall satisfaction level towards HK's business environment continued this year and 93% of members find the business environment 'very' or 'somewhat' satisfactory. However, a large proportion of the 'very' satisfied in 2013 have shifted their view to

'somewhat' satisfied. Those indicating a 'very' satisfactory environment fell from 32% last time to 17% this time, and from a high of 45% in 2011.

Improving satisfaction over RMB settlement has made it one of the business attributes that members are most satisfied with. More traditionally strong attributes like geography, taxation, public security/safety and free port status – continue to be the most satisfying attributes of the local business environment.

However, attributes related to personnel have declined considerably. Satisfaction with the availability of low-cost labour and availability of high-quality personnel has dropped by 20 and 22 percentage points respectively. There has also been a substantial decline in those expressing satisfaction with Hong Kong's level playing field for business.

## The Government

While satisfaction with regulation and legal systems remains solid, satisfaction with the government in other areas has continued to decline this year – in particular for stability and for civil service efficiency.

## The Environment

This year, members are less satisfied with the strategy to tackle air pollution and water pollution. 55% of members surveyed this year found the strategy for air pollution very unsatisfactory, up from 38% last time, and 35% are 'very unsatisfied' with the water pollution strategy, compared to 26% last time.

## Language proficiency in Hong Kong

Satisfaction with language proficiency of English and Cantonese is stable compared with 2013. Satisfaction with Mandarin, however, is down this year from 88% last time to 80%. 

## All figures are compared to the 2014 survey

- 36% of members are satisfied with the government's long-term strategy to maintain and enhance the competitive advantages of the SAR (down 13 points).
- 63% believe efforts to capitalise on China's growth to become a leading global capital and wealth management centre are important to their business (down 10 points).
- 10% believe there was a change for the worse in Inland Revenue's treatment of their business or personal taxation in the last year (down from 12%).

### 01 Political Environment

### 02 Small and Medium Enterprises

- 63% of SMEs consider the re-introduction of the training allowance as important – up from 56%.
- 55% of SMEs consider streamlining of the application processes for capital expenditure assistance important.
- 78% consider the application of fair competition practices to allow small companies to compete for government contracts important – up from 57%.
- 47% of SMEs rate the SME Financing Guarantee Scheme as very or somewhat effective – down from 50%.

- 95% of members are willing to accept the principle of polluter pays.
- 20% are satisfied with the government's effort to improve air quality in Hong Kong and the Pearl River Delta, up 10%.
- 93% believe that the air quality has a negative impact on the competitiveness of Hong Kong as a place to do business.

### 03 The Environment

### 04 Education and Quality of life

- 39% are confident with the Government's strategy to reform the Healthcare sector – down six points.
- 53% expect the projected aging population to have an impact on their business – up two points.
- 84% of Chamber members support the proposed introduction of Paternity leave in Hong Kong, up 10 points.
- 41% of members are satisfied with the Government's efforts to encourage the expansion of international schools, down eight points.

- Within the next three years, 54% of members expect to make an investment, or further investments, in the PRC – down nine points.
- 61% of members agree with reports that doing business in the PRC is becoming increasingly difficult – up seven points.
- 21% of the members positive material benefits brought about by the Closer Economic Partnership Agreement are slightly improved this year – up five points.

### 05 Business in China

YouGov plc is a UK-listed research and insights company. YouGov is one of the most recognised and quoted names in public opinion research and polling, throughout the UK, Europe, the Americas, Middle East and Asia. YouGov's business is growing quickly across Asia, offering a range of truly innovative consumer insight products through our growing network of offices around the region.

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*The British Chamber of Commerce conducted the 2015 Annual Business Confidence Survey in co-operation with YouGov, a global online research company. All corporate British Chamber members were given an opportunity to complete the questionnaire online. 83 questionnaires were completed.*

# Intuitive Travel Service

When every second counts, travel time threatens to be time wasted. As a result, airlines and other modes of transport are emphasising increased enroute functionality for passengers.

– By Tracy Dedman

Whether you're the chief executive of a multinational company or work at a 10-person startup, you will appreciate that face-to-face interactions with overseas customers and associates are essential to running a successful business.

Helping business travellers maximise their worktime is a major focus of airlines. Our customers tell us that enabling productivity is about more than just offering in-seat power or physical desk space, it's about empowering travellers to give them more control over their journeys.

## Time-saving technology

The smartphone is emerging as a versatile travel resource, so it is not surprising to see more airlines investing in mobile technology. The ability to book flights, check-in and generate boarding passes on the move is now a standard way of making travel planning smoother and more efficient. Airline apps have evolved from being mere website extensions into critical and user-friendly tools to support travellers at every stage of their journeys.

Many business travellers, as they pass through Heathrow's Terminals 3 and 5, are also using our push

notifications to get useful and timely information, such as flight status, gate announcements and Wi-Fi passwords.

Airlines are also becoming quick to embrace possibilities around new consumer electronics. British Airways, for example, was one of the first companies to announce an app for the Apple Watch, enabling customers to receive notifications and keep up-to-date with the latest flight and destination information by simply glancing at their wrist.

Electronic baggage tags, which we are currently trialling, also have the potential to save precious time. Once checked in, passengers simply need to hold their smartphone over the electronic tag, which automatically updates with a unique barcode containing their flight details and an easy-to-see view of their bag's destination.

### More intuitive service

A lot goes on behind the scenes to ensure that travellers are given every opportunity to work and rest with minimal disruption.

Most of our long-haul flights from Asia operate overnight and arrive into London early morning, allowing business travellers to have a proper night's sleep in our industry-leading flat beds and take advantage of a full day in the city.

In addition, airlines are increasingly keen to understand travellers' behaviours and preferences. This includes knowing when passengers want to be attended to and left alone, and at what points they're most relaxed and most anxious.

A good example is an inflight experiment we ran last year in order to identify ways to further improve our service. Dubbed "the happiness blanket", we connected volunteer passengers to a state-of-the-art device that visually shows their wellbeing by changing colour in real time to reflect their mood.

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***Equipping cabin crew with iPads has revolutionised customer service. Specially-developed software provides real-time insight into customers' preferences across a range of areas.***”

Separately, equipping cabin crew with iPads has revolutionised customer service. Specially-developed software provides real-time insight into customers' preferences across a range of areas, from special requests, previous travel arrangements and onward travel plans, enabling airlines to deliver a bespoke experience.

### Revolutions in aircraft technology

Aircraft manufacturers are also playing their part. The Airbus A380 and the Boeing 787 are cutting-edge, not just in what they offer airlines, but also the benefits afforded to travellers.

They offer smoother rides, quieter cabins, and improved cabin air with higher humidity. All of these factors come together to make long-haul business travel more pleasurable by reducing the effects of jetlag so travellers land refreshed.

Business travellers typically prefer more frequencies and more point-to-point options. The introduction of smaller, lightweight and fuel-efficient aircraft such as the Boeing 787 makes point-to-point more commercially viable for airlines.

Whether one flies in first class or economy, makes five trips a month or five a year, business travel is becoming less disruptive to our productivity. We are truly entering an era where business travellers can get as much done en route from Hong Kong to London as they can from their desks. **B**



**Tracy Dedman**  
Regional  
General  
Manager,  
Greater China  
and the  
Philippines,  
British Airways

**British Airways** is the UK's largest international scheduled airline with a worldwide route network that covers more than 179 destinations in 75 countries. In more than 90 years, the airline has carried more than 1.5 billion customers on its extensive network, and is recognised as one of the world's elite carriers. It is one of the world's largest international airlines carrying approximately 40 million customers around the world every year.

**BRITISH AIRWAYS** 



# Email: Still the Best Byte

In today's fast paced world, two digital tools are increasingly important to staying connected with new business partners and customers: **Email and marketing automation represent cornerstones to success.**

– By Kim Mortensen

"**G**aining permission and following local preferences and laws are essential when entering new markets," says Baris Unal, Country Manager, Apsis in Hong Kong. "Email and marketing automation are powerful tools for building long-term relationships."

The effectiveness, efficiency, reach and economies-of-scale enabled by email marketing is undeniable for both commercial communications and sales. Proven effective as a channel for 37 years, email simply works – and it works simply.

Recent findings from the National Client Email Report 2015 published by the United Kingdom's Direct Marketing Association show the average return-on-investment generated by email has jumped from HK\$193.30 (reported in 2013) to HK\$294.64 for every dollar spent by year-end 2014. Beyond the UK, of course, email enjoys a status as the marketing and sales channel that's most effective for sales conversion and customer acquisition processes.

### Data acquired via email is rocket fuel

Results from email will continue to increase as it enables companies to utilise a data-driven marketing approach based on subscriber engagement and online behavioural data. Today, data is the rocket fuel that powers a marketer's ability to quickly and confidently progress lead generation and customer loyalty processes. And email lets marketers fill their tank (or CRM systems) with high quality and volume data. For example, let's consider welcome emails.

These emails are sent when a new subscriber provides his or her email address upon joining an email or newsletter mailing list – or to download something from a website. Not only are these types of emails an extremely important tool for building accurate prospect lists, they let marketers acquire essential personal profiling data.

### Two-way communications via email

Today, email enables two-way communication – especially when integrated with marketing automation functionality. To achieve email success is about repeatedly reaching and engaging subscribers. And as the ROI numbers previously shown indicate, email is critical to value creation and business development. Here is how to make it work.

Step one is reaching a customer's inbox, which requires gathering and fostering high quality lists of email subscribers. This calls for only sending email

to subscribers whom have given their permission. A high quality email list is a high-value asset worth protecting, growing and improving. Focus on broadening from your existing contact base rather than just hunting new, low-value addresses. Treat subscribers as individuals. Segment subscriber lists – by their specific interests, desires, personas, demographics, engagement data, etc. This lets you deliver killer content – relevant, interesting and important to subscribers.

Doing so leads to more active and engaged subscribers, increasing your reputation scores and your overall deliverability ratings

amongst ISPs like Gmail. Focus on boosting your deliverability rates to build your brand, protect your domain and increase your inbox placement.

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**A high quality email list is a high-value asset worth protecting, growing and improving. Focus on broadening from your existing contact base rather than just hunting new, low-value addresses.**  
 ”

### Tips for two-way communication using email

- Permission, relevance, and respectful relationships build trust;
- Set goals, measure results;
- Be a subscriber engagement watchdog;
- Everything can be tracked and traced: follow local laws and don't destroy your reputation or your domain; and
- Partner with email supplier with strong focus on deliverability and competence in your local area. **B**



**Kim Mortensen**  
 CEO,  
 Apsis International

**Apsis** is the preferred provider and market leader for companies that demand industry-leading services within email marketing, lead management and marketing automation. Our various service departments offer industry knowledge that delivers success for companies of any size. For more information please contact Baris Unal at [baris.unal@apsis.com](mailto:baris.unal@apsis.com).



# Office Appointments

**As technology has reshaped the way we go about our work, so too has it reshaped our demands on our workspace. Today's employee has a desire for a workplace that offers a diversity of settings, each ideal for a specific job, task or style.** – By Peter Andrew

There is a revolution afoot in the workplace that is set to change the way we operate at work. Recent research from CBRE reveals how significant shifts in attitudes across all generations will combine with radical business transformation to reshape how people work, and the places people work in over the next 15 years.

One of the most common challenges facing corporate real estate today is probably “disruptive

innovation” and some disruptions to the workplace are already becoming clear.

Artificial intelligence, for example, will be a significant disruptor and will likely reshape corporations. More crucially, CBRE research reveals that the ability to attract and retain top talent will be the top competitive advantage for businesses by 2030 and that talent will increasingly rate their desire for purpose and meaning at work as important as remuneration.



## Workspaces drive competitiveness

For building owners and developers the challenge is to create community – a diversity of rich cultural and social experiences within and around buildings that enliven the lives of those working in them. There is also an opportunity to provide a breadth of amenity and services to tenants’ workers to support their busy lives. This could be described as building “software” as a value-added service to occupiers in addition to the “hardware” of leasing space.

Within buildings, young people have a desire for workplaces that offer a wide variety of quiet retreats and collaborative settings, each ideal for a specific job or task or designed to suit a specific personal work style. At the centre of this kind of workplace, teams cluster together in an open space. In Asia this is seen as a simple shared round table; in Western countries, as a collection of individual desks.

## A China trend

CBRE survey found that young people in Shanghai, Beijing and Tokyo demonstrate an incredibly strong appetite for change – more so than young people in New York and London. Young people in Asia do not want to take on a Western solution; they would rather borrow the best from the West and interpret it within their own culture.

As it becomes increasingly challenging in China to retain staff there is a strong driver for Chinese firms to take action to remain competitive. The shift is already taking place: an emerging wave of “small-big” companies, driven by young, internationally savvy entrepreneurs, is driving change globally and particularly in China.

Small-big companies are those 20 to 40-person businesses that have learned how to leverage technology and artificial intelligence to act big and be able to compete directly with large corporations. Such companies attack existing niche markets and create new ones. In response, Chinese multinationals and the big state-owned enterprises recognise the need to change, but they could be followers not leaders.

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***Youth in Hong Kong simply do not have the same appetite for change and are more focused on traditional careers. However, this presents an opportunity for those who want to take it.***

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## Hong Kong needs more push

For Hong Kong, the circumstances are different. Youth in Hong Kong simply do not have the same appetite for change and are more focused on traditional careers. However, this presents an opportunity for those who want to take it. Landmark projects could help trigger change in Hong Kong too.

Hong Kong’s commercial property market is one of the most competitive in the world, and innovative workplace designs will help reduce some of the pressure on the market by reducing tenant space needs. The Hong Kong government is already exploring prototype strategies to increase performance and enhance efficiency targets.

As landlords shift their focus from providing building “hardware” to “hardware and software”, existing models of building management and building valuation will need to change to recognise the ability of buildings to help corporations survive and thrive.

The question is whether the corporate real estate industry in Asia is ready. **B**



**Peter Andrew**  
Director,  
Workplace  
Strategy, CBRE  
Asia Pacific

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

**CBRE**

# Space Odyssey

**Hong Kong's Grade A office supply should see significant expansion in the next 10 years as new districts are developed and old properties are revitalised.**

— By Gavin Morgan

In 10 years' time, Hong Kong's Grade A office market will look and behave fundamentally differently. It is about to embark on a necessary growth spurt. JLL estimates that at least 20 million sq ft of Grade A office supply will be delivered between 2015 and 2024. A little over half of this supply will come from government land sales.

In 2011, the government released a blueprint encouraging the more rapid development of another commercial district (CBD2) in Kowloon East, an emerging office hub that covers the districts of Kowloon Bay, Kwun Tong, San Po Kong and Kai Tak. The government earmarked more than 20 parcels of land for office development and the bulk of these, located on the site of the city's former international airport at Kai Tak, have yet to be tendered. With the Shatin-Central Rail Link scheduled for completion by 2021, it is reasonable to assume that most, if not all, of these sites will be sold and developed in the coming decade.

Kowloon East, however, is only part of the city's broader supply landscape. There remains the potential for the government to release land for development in Central and Wanchai. Reclamation and re-provisioning of government buildings and car parks has the potential to yield 4.8 million sq ft of commercial office supply. Across the harbour, the development of the West Kowloon Cultural District and the Guangzhou-Shenzhen-Hong Kong Express Rail Link terminus will produce further supply.



Government land supply will also be supplemented by the redevelopment of older and industrial buildings by the private sector. While technically not considered as Grade A offices, buildings refurbished under the government's revitalisation programme

often have the look and feel of contemporary office developments and provide occupiers with quality accommodation at relatively competitive rates.

## **Implications for occupiers and investors**

The vacancy rate in many of the city's traditional core-area office locations has sat at less than 5% for much of the past decade, one of the reasons that rents in Hong Kong have been able to remain stable in the recent past. For occupiers then, increased supply offers a myriad of opportunities to secure cost-effective offices to accommodate expansion and consolidation requirements. While these opportunities will initially present in decentralised locations such as Kowloon East, where the bulk of new supply will

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***The days of HK\$200 per sq ft monthly rentals in Central are unlikely to be coming back anytime soon.***  
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be concentrated, the steady movement of tenants will eventually also open up space in Hong Kong's traditional core-area markets. Crucially for the city's long-term development, the short-term future will also see Private Sector development in locations like Hong Kong East and Wanchai/Causeway Bay redefine these districts to core from non-core/mid-office at present. This in turn will create significant, diverse opportunities beyond Central's 23 million sq ft for core occupiers.

Meanwhile, the growth of the market will, for the first time, provide investors with greater opportunities to acquire high-quality assets in both core and emerging office locations. With the emergence of Kowloon

East, rental markets will need to adjust accordingly. The days of HK\$200 per sq ft monthly rentals in Central are unlikely to be coming back anytime soon.

JLL remains optimistic on the growth of the city's office market, led by increasing demand from companies originating from mainland China and some new industries such as Telecommunications, Media and Technology. While vacancy currently remains tight across the market, the completion of new supply over the next 10 years looks likely to drive significant expansion to the market in Hong Kong, further consolidating it, from a commercial real estate perspective, as Asia's World City. 



**Gavin Morgan**  
Chief Operating  
Officer and  
Head of  
Leasing, Hong  
Kong

**JLL** is a professional services and investment management firm offering specialized real estate services to clients seeking increased value by owning, occupying and investing in real estate. JLL has over 50 years of experience in Asia Pacific, with over 30,000 employees operating in 80 offices in 16 countries across the region. For further information, visit [www.jll.com.hk](http://www.jll.com.hk) or contact Gavin at [gavin.morgan@ap.jll.com](mailto:gavin.morgan@ap.jll.com)



# Bionic Athletes

Technological developments have pushed sports coaching and analysis into a realm previously unimaginable. Forget dreams of bionic men; today's sports teams are harnessing communications and data to improve their game to the benefit of athletes and fans.

– By Kevin Taylor



This past March, more than 120,000 fans swarmed the stands at the Hong Kong Rugby Sevens, some flaunting colourful costumes to support their favourite teams. And with a whopping 240.2% mobile subscriber penetration rate in Hong Kong, rugby fans have found that there are many ways to express their passion towards the sport, such as posting match pictures on social networks.

I went to watch the matches with BT customers, partners and staff. But when I took off my suit, I was just one of the avid fans who enjoyed the game as much as everyone else did. I'm passionate about rugby, and I enjoy it immensely.

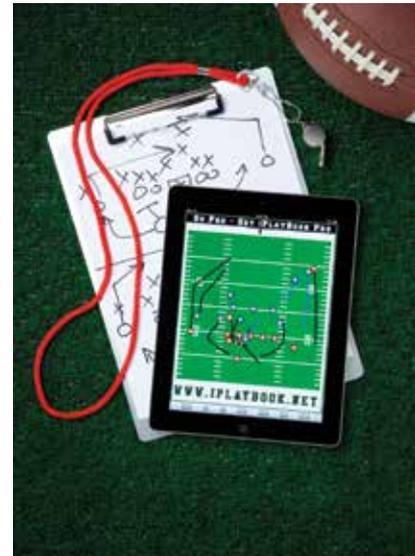
Hong Kong has come a long way, not only in building itself up as a world-class venue for international rugby competition, but also in elevating sports excellence in the local community. As a member and Director of Coaching of the Hong Kong Rugby Football Union (HKRFU) board, I'm glad to tell you that the standard of coaching and play in rugby across Minis, Youth, Schools, Tertiary, Clubs and the National Teams has improved immensely in recent years, and this bodes well for the future.

It will take more than shouting and sweating – we should use everything we can to drive development and boost performance, including technology.

It's amazing how much technology has helped to change the game over the years, from the size and shape of the ball (to allow a longer and more accurate pass or kick), the design of the jerseys (to help with speed and grip), to GPS-enabled team strips (to enable more accurate player analysis), and video replays (to allow for more accurate decisions on key moments).

How we view every captured sporting moment and deliver the content to viewers is changing too. In the UK, referees are fitted with microphones so that spectators at the ground can tune in to the audio

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**With advanced communication solutions available in the Hong Kong market, coaches and players separated in different locations can also discuss their strategies in crystal clear voices.**  
 ”



and listen in to the referee in the midst of the action. Improved camera angles and cameras fitted to the referee's shirts give us the action from a perspective that we have never had the privilege of before.

With advanced communication solutions available in the Hong Kong market, coaches and players separated in different locations can also discuss their strategies in crystal clear voices, as if they are located in the same room.

These developments, among many more, are changing the way we coach, manage teams and develop players. Technology has helped improve the game for both players and viewers – making it faster, better, fairer and more entertaining, and it's exciting to imagine what changes the next few years hold in store.

Given Hong Kong's sophisticated network infrastructure – both wired and wireless – and the keen adoption of technology by the local people, I see no reason why we can't apply some of these strategies when training the Hong Kong team. **B**



**Kevin Taylor**  
 President,  
 Asia Pacific  
 Middle East and  
 Africa, BT

**BT** is one of the world's leading communications services companies, serving the needs of customers in more than 170 countries worldwide. Their main activities are the provision of fixed-line services, broadband, mobile and TV products and services as well as networked IT services to multinational corporations, domestic businesses and national and local government organisations.



# Solving the Digital Attribution Problem

**How do you measure the effectiveness of the multitude of marketing activities to which consumers are exposed?**

– By Glenn Granger

If you work in marketing and you've not been bombarded with the term "attribution" in recent years, think yourself lucky.

Everywhere, people have been talking about the "attribution challenge" and asking how they can bring some science to bear on the "attribution puzzle."

This problem for the modern marketer revolves around one key challenge: how do you measure the effectiveness of the multitude of marketing activities to which consumers are exposed? In particular, people are using this term in relation to the digital world (though, as marketers know, it's not only a digital challenge).

In the recent past, attribution was about helping digital marketers know what was effective and what was not in the areas of display and search. It is now laying claim to a wider sphere of interest that covers email, affiliates, mobile, video and social media, and other digital marketing channels, such as price comparison and aggregator websites.



That might seem like an essential part of any marketer's toolkit. Yet a mid-2012 study by Forrester Research indicated that 44% of interactive marketers did not have any processes at all in place to assign credit to their efforts.

Among those who do, by far the most common approach used for digital attribution is known as "last click". This involves crudely awarding the whole credit for a sale or other desired "conversion event" to the last click that preceded conversion. It has obvious limitations and inadequacies, and is frequently held up to criticism, not least because it usually underestimates the role played by many online influences such as display advertising.

For branded campaigns where the call to action is not immediate, "last click" clearly fails to give a realistic picture of the full effects of the various strands of marketing activity.

Happily it is possible to improve on this state of affairs, using analytical techniques that are commonly used to measure the effectiveness of offline marketing activities.

An online consumer electronics retailer I know improved on last click by using econometric analysis to tease out and examine the influence on consumers of display, search and affiliate marketing activity. They found some interesting results.

When looked at on a last click basis, it seemed as if almost all the value of their online spend was attributable to online search and affiliate activity. Given the company was investing in banners, videos and site takeovers, it was important for them to know whether online display activity was worth the effort.

The company came up with a clever approach: They grouped the click data into five time segments for

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**Display advertising was exerting influence early in the purchase cycle. And it was actually having nearly twice as much impact on purchasers as other methods of analysis had suggested.**  
 ”



each of three categories – display, search and affiliate – and used these five time segments as the basis for their analysis.

This allowed them to isolate the impact of each channel at a given point in time prior to purchase and prove, for example, that display advertising was having a positive effect.

Display advertising was exerting this influence early in the purchase cycle. And it was actually having nearly twice as much impact on purchasers as other methods of analysis had suggested.

This is good news, obviously, for media owners. It is also good news for marketers, who had previously more or less had to take it on trust that display advertising was worth paying for.

What analysis like this proves is that, although simple to measure, unfortunately last click is not good enough. It substantially overrates the value of affiliate and paid search activity (by margins of 21% and 28% in this example) and will mislead marketers into sub optimal investment decisions. **B**



**Glenn Granger** is an expert in marketing analytics, modelling and forecasting. He has tackled marketing effectiveness and payback projects in 30 countries. Glenn is the author of *Raindancing: Why Rational beats Ritual*. For a free copy of Glenn's book, visit his website [www.marketingQED.com/contact](http://www.marketingQED.com/contact).

**MARKETINGQED** software uses historical sales and marketing analytics data to predict the results of current and future campaigns, allowing you to simulate marketing campaigns before making a financial commitment.

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# Innovating towards Redundancy

**Professional services are feeling the pinch of the knowledge economy. Search engines are replacing specialised researchers and the global village now means that cheaper offshore specialists can replace local experts. What do we do next? – By Peter Bullock**

Innovation in professional services can be seen as a direct result of the high operating costs that firms who operate from A Grade premises in business districts near their corporate clients have historically endured. Today, dusty files are being replaced with digital content (clients' documents are almost exclusively now created digitally, and command considerably less floor space) and professional advice can be sliced and diced as thinly as the most toxic of sub-prime mortgages.

Service innovation allows specialist service providers, operating from cheaper platforms, (often using unqualified staff), to take over some of the services traditionally provided by professional firms at a higher cost. This may also involve off shoring, though not necessarily.

## Legal eagles displaced

Law firms dealing with large disputes and transactions may feel that the legal processes they have previously regarded as core to their competency are being cannibalised. Legal process outsourcers now offer comprehensive solutions for discovery, due diligence and research. All these areas are potentially highly labour intensive. Innovation involves both making the tasks more automated (and hence less labour intensive) and arranging for them to be undertaken remotely by armies of knowledge workers.

All this means that there is less low-grade work for junior lawyers to cut their teeth on. Firms are tempted to recruit fewer trainees and the entire model is becoming a much less broad-based pyramid. Senior lawyers become 'trusted advisors' to their clients, often at board level. This relationship is unlikely to be replaced by an automaton, but the structure of Big Law is already changing rapidly and everyone is producing more for less (or so it seems).

It remains to be seen whether there will be a tipping point at which the perceived barriers to senior status in a professional organisation outweigh the (largely financial) benefits. For the moment at least, the system still tends to produce many more candidates for junior professional positions than places available.

## Cost benefits in accounting

Innovation has become a priority agenda item for accounting firms also, says Stephen Weatherseed, Managing Director of Mazars Hong Kong, and social media features heavily in engagement with students, potential employees and stakeholders.

As in the legal sector, Stephen says "another area [where innovation is affecting business] is in the delivery of services where some firms make use of in-house service centres, often in India or the Philippines, whereby audit procedures, or bookkeeping for outsource clients, can be carried out by lower cost staff, thereby lowering the cost of delivery and speeding up the process."

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**Digital technologies  
 are having a positive  
 impact in Architecture....  
 Buildings can be built in  
 the computer before they  
 get to site, reducing on  
 site variations and saving  
 time and money.**

– **David Clayton,  
 Executive Director of  
 Aedas Limited**

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## Architects ahead of the curve

The position in architecture is very different. Arguably innovation disrupted that profession many years ago. David Clayton, an Executive Director of Aedas Limited explains: "The role of the architect, as lead consultant, was marginalised in the 80s and 90s by changes (innovations at the time) in building procurement and market demand for better cost and time control. Design and Build (D&B) in particular reduced the architect to style consultant and drawing subcontractor. The role of the QS and Project Manager grew at the expense of the Architect".

However, David goes on to explain that: "Digital technologies are having a positive impact in Architecture. Building information modelling (BIM) software and rapid prototyping 3D printing allow Architects to build and test buildings digitally. Buildings can be built in the computer before they get to site, reducing on site variations and saving time and money. 3D printing can rapidly create models of whole buildings or details providing an easy way to explain it to a client or optimise design options."

It is clear that the professions must embrace the chances offered by innovation, or be marginalised as new models emerge. **B**



**Peter Bullock,**  
 Partner, Head of  
 Technology and  
 Disputes, Asia  
 Pacific, Pinsent  
 Masons

**Pinsent Masons** is a full service London headquartered international law firm with offices across Asia, the Gulf and Europe. We have 388 partners and a total of over 1,300 lawyers worldwide. The Hong Kong office has been in operation for over 30 years. For more information, contact [peter.bullock@pinsentmasons.com](mailto:peter.bullock@pinsentmasons.com)



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# Examinations in the UK

**School examinations are undergoing massive change in the UK, and as more and more international students seek entrance into Oxbridge and Redbrick schools, high quality secondary education and exam preparation is an invaluable stepping stone to higher learning.** – By Richard Biggs

Almost every UK independent boarding school has its share of Hong Kong students, whose families recognise the benefits of the high academic standards, excellent pastoral care and superb extra-curricular provision that we offer. Most of these Hong Kong students go on to British universities, where their UK school grounding stands them in good stead. The benefits are not just academic: while our schools get the best results, they also make sure that young boys and girls turn into confident, socially aware, resilient, curious, interesting, self-sufficient young men and women who go on to thrive on the international stage.

What exams will the children be facing when they go to a British school? The answer, of course, depends on the age at which the child is joining the school.

Some pupils will join UK prep schools (usually schools for 3 to 13 year olds). The majority, but by no means all, of the prep schools in the UK follow the

Common Entrance (CE) syllabuses and pupils take the CE exams in year 8, before moving onto senior schools. Many independent schools in the UK use CE as their main means of entry – some absolutely insist on it, others prefer it, but offer their own entrance papers as an alternative. Whether the senior school you are interested in requires Common Entrance or not, it remains a rigorous, highly regarded set of exams, and pupils who follow it are extremely well prepared for the courses which follow.

The next milestone will be the GCSEs (General Certificate of Secondary Education), started in year 9 or 10 and examined at the end of year 11. Some subjects will be compulsory (usually maths, English literature and language, sciences and a modern language), leaving a free choice of four or five subjects. The number of GCSE subjects expected varies from school to school. Parents should not see this as an indication of the school's academic credentials. Ten is about





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***A levels are widely regarded as a “gold standard” in education and, especially with the proposed reforms, will remain so in future.***

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coursework, we are returning to a more old-fashioned structure of terminal examination and minimal coursework. Courses will be tougher, maths and English will have increased content (requiring more teaching time) and the grades will change from letters to numbers (9 to 1 replacing A\* to E).

average, though some, even outstandingly academic schools, do fewer and some do more.

GCSEs are changing over the next two years. After periods of over-frequent examinations and a proliferation of

IGCSEs are a version of GCSEs intended for the international market. Some UK schools enter students for IGCSEs instead of GCSEs in some subjects, often because they feel they are better for their brighter students.

GCSE grades, if a student has them, are an important part of an application to university. The most competitive universities will want to see lots of A\* grades (or 8s and 9s under the new system).

In their final two years at school (usually referred to as the sixth form) the great majority of UK pupils pursue A levels. There are alternatives, most notably the International Baccalaureate (IB). A very small number of schools offer the Cambridge Pre-U, which is very much like the A levels of a few decades ago, others may offer BTECs or vocational qualifications. But for students intending to go to UK universities the overwhelmingly popular route is through A levels.

A levels, too, are undergoing a major change. Again, having come through a decade or so of over-examination we will (happily in my opinion) be returning to a system in which A levels are full two-year courses, examined terminally. Half A levels, called AS levels, will still be available, but these will not form part of the full A level result. At King’s we will expect students to choose three or four subjects at the start of the Sixth Form and pursue them for two years. We will add enrichment in the form of an extended project (itself counting as half an A level), life skills courses, lectures, trips, seminars and so on, alongside our extensive extracurricular programme.

A levels are widely regarded as a “gold standard” in education and, especially with the proposed reforms, will remain so in future.

One thing I am absolutely certain of: the experience of a British boarding school education equips our students better than most for success at university and in the wider world beyond. **B**



**Richard Biggs**  
Headmaster,  
King’s College,  
Taunton

Situated in close proximity to Bath, Bristol and Exeter, and a beautiful coastline, Taunton is Somerset’s County town and the gateway to the South West of England.

With excellent transport links to London and other major cities and airports in the UK, Taunton is a popular market town with an excellent reputation for outstanding education. It is home to excellent sporting facilities and also makes an ideal base for exploring the surrounding countryside of Somerset and Devon.



# Moving Healthcare Online

**In a rapidly aging world, medical costs will be prohibitive to governments and health-care professionals overburdened. Innovating the way the manage healthcare is the best way forward in an ageing world.**

– By Jo Hawley

**H**ong Kong is facing a serious ageing problem, so the occupancy rates of public hospitals will certainly remain high. By 2041, one in three Hong Kongers will be 65 years old or above. The math here is simple: How many hospitals, doctors or nurses will be needed in the traditional sense of “healthcare”? More than we can handle!

We have to ask the inevitable question: What is going to happen to Hong Kong’s already overburdened public health system?

## **The solution: digital hospitals**

Let’s imagine a “digital hospital” here. In this hospital, patients can communicate directly with their doctors through a video chat or instant messaging right from their beds. All their vital signs will automatically be recorded and sent to an electronic chart. Patients wear wristbands with a barcode to confirm they get the right medication. And when someone arrives at the hospital for surgery, they will use a kiosk – similar to ones found in airports – to “check-in”. As well, supplies such as medicine, bed sheets, and food will be sent around the hospital through a series of chutes and automated vehicles.

How many hospitals, doctors or nurses will be needed in this “digital hospital” of the future? The answer is “a few very qualified”.



Luckily, this scenario is no longer just a figment of the imagination. In 2011, British Telecom (BT) won an IT contract with a digital hospital – Fiona Stanley Hospital in Perth, Australia. To date, this fully digitalised hospital has been operating smoothly for almost a year!

“BT has a long and successful history as a leading supplier of communications and IT services to the healthcare sector,” said Jeff Kelly, former chief executive of BT Global Services. “While our primary focus has been in the UK with our work with the National Health Service (NHS), we are now looking to apply this unique knowledge and expertise globally, especially in the Asia Pacific region.”

## **The UK’s world-leading expertise in digital health**

Digital health has a crucial role to play in an increasingly grey world. The UK healthcare sector recognised this over 30 years ago and has developed some of the most sophisticated systems in the world.

- 75% of the UK population goes online for health information;
- More than 50% of the UK population uses the internet to self-diagnose;

“

***By 2020, projected public and private health expenditure of Hong Kong is expected to reach US\$22.49 billion. In mainland China, this figure is expected to top US\$1 trillion.***

”

Since its creation in 1948, the National Health Service (NHS) has earned an international reputation for excellence in meeting the complex healthcare demands of a diverse population. Governments and healthcare organisations worldwide turn to the NHS and its commercial partners to support improvement in their own health systems.

By 2020, projected public and private health expenditure of Hong Kong is expected to reach US\$22.49 billion. In mainland China, this figure is expected to top US\$1 trillion. Both these markets are attractive for the UK health sector, which has about 3,000 health tech companies keen to explore new business opportunities, both now and in the future.

With demand for healthcare services steadily increasing in both Hong Kong and mainland China, UK health tech companies are poised for big growth ahead. If you are looking for international partners, Healthcare UK is where you should turn. **B**

**Healthcare UK** is a joint initiative between the UK Government's Department of Health, the National Health Service (NHS), and UK Trade and Investment (UKTI). It acts as the bridge between international demand for healthcare services, systems and infrastructure and the rich pool of UK know-how and capability in these fields. For more information visit [www.gov.uk/healthcareuk](http://www.gov.uk/healthcareuk)



- Robots were created to play with children with diabetes in the UK; and
- Smart apps were developed to help people with all kinds of health issues to get instant help.

There are just too many examples to name here.

As in Hong Kong, the UK and most other developed countries are also facing a critical ageing problem. Changing healthcare needs are placing enormous demands on healthcare delivery systems and related infrastructure. The UK wants to share its experiences, capabilities and innovative approaches in this emerging field of digital health.

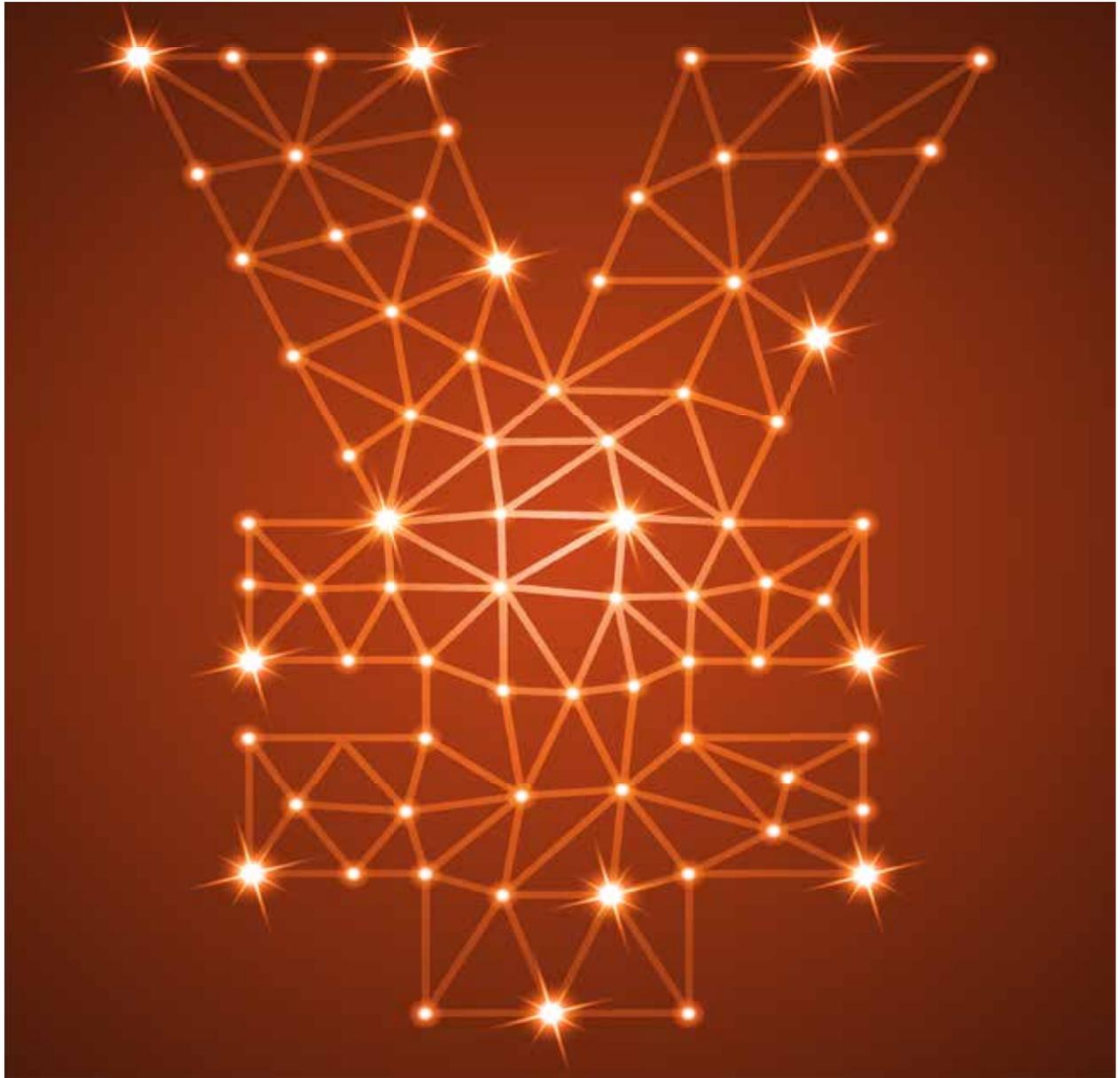


**Jo Hawley**  
Director,  
UK Trade and  
Investment  
Hong Kong

**UK Trade & Investment (UKTI)** is the part of the UK Government that supports British businesses to trade in international markets. They also encourage and support overseas companies to invest in the UK. For more information, please contact: [commercial@bcg.org.hk](mailto:commercial@bcg.org.hk) or Twitter @UKTIHongKong



**UK Trade  
& Investment**



# The UK in China

**The China Regional Cities Network aims to deepen the UK's understanding of and influence on China's provinces.** – By Kate Harrison

**T**he commercial potential for organisations entering China are huge. As one of the biggest markets in the world, China is attracting more global investors by the day. However in order to expand into China smoothly, it is imperative for British businesses to understand how they can optimise their entity from the very start of their journey.

There are a number of dynamics that have an impact on an organisation's entry into China including political, social and economic nuances within the different regions of the country. Local knowledge of these dynamics can, in many cases, make the difference between success and failure in breaking into this market.

Working with the Department of Trade and Investment (UKTI), the network of British Chambers across China and the Pearl River Delta provides an unparalleled knowledge base for British businesses to access. Through UKTI's China Regional Cities Network, British Businesses have a unique opportunity to gain invaluable local knowledge.

### Regional Cities Network

The China Regional Cities Network was established to strengthen UK diplomatic representation in Chinese provinces. The network has been grown over the last two years to now comprise 20 officers, both UK diplomats and locally engaged members of staff, who are operating out of 11 locations across China.

The Regional Cities officers work on behalf of the British Ambassador as de-facto Consul Generals, dedicated to extending the UK's footprint in the absence of formalised bricks-and-mortar representation. Their focus is to understand the dynamics – political, social and economic – of China's emerging economic powerhouses and to build influential relationships with a wide range of stakeholders, including government and other major decision makers, which will ultimately benefit a range of UK interests.

The officers are involved in traditional diplomatic activity including high-level inward and outward visits, and high-profile public diplomacy activity including British weeks. They also design and manage a range of capacity-building programmes to support provincial growth, reform and innovation and improve the business environment for UK companies. This year the programmes range from Free Trade Zones to Public Private Partnerships and Wealth Management, Intellectual Property to Healthcare and Advanced Manufacturing.



**Kate Harrison**  
Counsellor,  
China Regional  
Cities Network  
in Beijing

“  
*The goal is that  
this investment will  
encourage more  
British companies to  
see the value of doing  
business in China's  
provinces*  
”

### How can the network help businesses?

The Regional Cities Network is focused on the long-term. Like Consuls General, they work as a platform for different Government departments. This includes UKTI and their partners including the China Britain Business Council, the Confederation of British Industry and of course the British Chambers. The Regional Cities Network investment is to understand and communicate both the provincial opportunity and the provincial risk, and to use the programme to continuously shift the balance in favour of opportunity. The goal is that this investment will encourage more British companies to see the value of doing business in China's provinces. For those that do, colleagues in UKTI and CBBC will be ready to assist with access to high value and niche opportunities that are right for the specific business, while the Regional Cities team remains on hand to provide insight and analysis to keep the UK ahead of the competition.

### Network Coverage

China is a big country and even with a team of 20 officers, The Regional Cities Network can't cover every province as comprehensively as they would like. As such it focuses its efforts on eight priority provinces that are deemed to show the best opportunities for the UK.

Elsewhere the Regional Cities Network engagement is tactical; to support a more limited range of sectors and interests. For further details of officers responsible for individual provinces please see below. To be added to the mailing list for regular updates on provincial developments, please send an email marked "Mailing List" to the following address: [china.regional@fco.gov.uk](mailto:china.regional@fco.gov.uk) 

The Regional Cities Network was established as a result of the Foreign Secretary's drive to strengthen UK diplomatic representation in rising powers like China. It brings together 20 officers operating out of the Embassy in Beijing and Consulates General in Shanghai, Guangzhou, Chongqing and Wuhan. These officers are dedicated to building the UK's relationships with provinces.



**British Embassy  
Beijing**

# Cleaning House

**China's anti-corruption campaign poses significant risks – and some opportunities – to foreign businesses.** – By Steve Vickers

The anti-corruption campaign in China, now in its third year, shows no signs of slowing. Indeed, the campaign is without precedent in recent Chinese history and presents real risks to foreign businesses, as it is rooting out longstanding patronage networks, altering accepted working practices and dampening sentiment in key markets. This situation poses real risks for foreign investors, both in China and elsewhere, as accusations can prompt mirror investigations under the US Foreign Corrupt Practices Act (FCPA) or the UK Bribery Act, amongst others. Foreign investors in China thus need to mitigate their exposure, or risk steep penalties.

## The Anti-Corruption Campaign

Chinese Communist Party (CCP) General Secretary Xi Jinping launched the anti-corruption campaign in November 2012; it has since set records. The Central Commission for Discipline Inspection (CCDI), the CCP's internal policing mechanism, claimed in 2014 to have carried out 53,085 investigations, disciplined 71,748 cadres and "severely disciplined" 23,646 – double the numbers in 2013, of 24,521 investigations, 30,420 disciplinary actions, and 7,692 incidences of severe disciplinary action.

The campaign serves several purposes. Perhaps most obviously, it is a political initiative aimed at those opposed to CCP General Secretary Xi Jinping. However, it is not just a purge. Xi seemingly also wants to root out the graft that threatens the CCP's legitimacy; indeed, his public statements as far back as the 1980s dwell on the threat of corruption. A third motive probably relates to reform. After all, CCDI head Wang Qishan built his reputation by forcing change in the financial sector.

## Tigers and Flies

The state media has talked of "tigers and flies", meaning high and low-level corrupt officials. The first big tiger to fall was Bo Xilai, former Party Secretary for Chongqing Municipality. Bo's crimes were largely political – of seeking membership of the Politburo Standing Committee (PBSC) through populism; he was thus a threat to Xi Jinping. His downfall came after his lieutenant Wang Lijun sought asylum at the US Consulate in Chengdu in February 2012, asserting that Bo's wife had murdered a British businessman. A court sentenced Bo to life in prison for graft in September 2013.

The anti-corruption campaign then shifted its focus onto Zhou Yongkang, who chaired the PBSC Politics and Legal Affairs Committee from 2007 to 2012, giving him control over China's security services.



Investigations started low, rising to associates such as Li Dongsheng, Vice-Minister for Public Security, Jiang Jiemin, former General Head of China National Oil Corporation (CNPC), and Li Chuncheng, former Deputy Party Secretary of Sichuan. After dismantling his patronage network, the state media announced Zhou's expulsion from the CCP in December 2014. He now faces trial for graft, and perhaps the death sentence.



A third line of inquiry focused on Ling Jihua, an ally of former CCP General Secretary Hu Jintao. Ling was a strong candidate for promotion to the highest level, until his son and two women died in a Ferrari crash in March 2012, provoking a scandal that led to his sidelining. Starting low again, investigations rose to ensnare his family and associates in Shanxi

“  
***The campaign has also changed the business climate. Pharmaceutical company GlaxoSmithKline (GSK) came under investigation for bribery in the spring of 2014.... The case is important, because GSK's activities were illegal, but had been typical.***  
”

province. The state media announced a formal investigation in December 2014; Ling now faces expulsion

from the CCP, and a trial.

Investigations into the People's Liberation Army (PLA) have also increased rapidly, and the campaign has rounded up thousands of more vexatious "flies" who, arguably, present a greater threat to CCP legitimacy.

### **The Risks to Foreign Business**

This campaign is not just a political curiosity – it poses real risks to foreign investors. Companies suffer when they lose political protection. Kaisa Group, a property developer,



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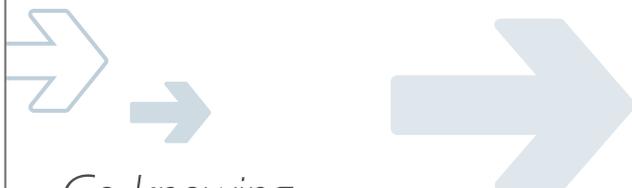
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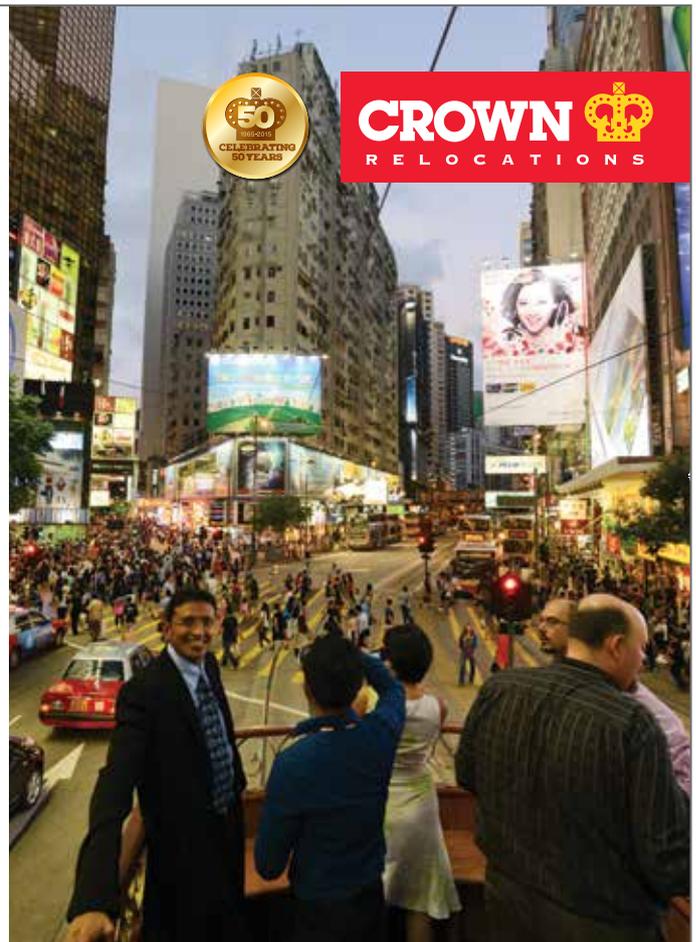
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founded after the arrest in October 2014 of Jiang Zunyu, former head of Shenzhen's police, owing to links to Zhou Yongkang's son. The arrest in turn prompted Kwok Ying Shing, Kaisa's chairman, to resign in December. The company then missed payment on a US\$51 million loan on 5 January, triggering cross-default clauses on loans worth some US\$10 billion, much of which appears to be irrecoverable. Kaisa's finances seemed sound before the arrest; it was politics that provoked the collapse.

Other risks relate to uncertainty, as accusations can sap confidence. The Ling Jihua case in January 2015 spawned inquiries into Founder Group, a technology company linked to Peking University, after property firm Beijing Zenith alleged embezzlement. That claim led to investigations into Ma Jian, a vice-minister at the Ministry of State Security, and then into Minsheng Bank, one of China's biggest private banks.

The campaign has also changed the business climate. Pharmaceutical company GlaxoSmithKline (GSK) came under investigation for bribery in the spring of 2014; the authorities levied a fine of US\$500 million in October 2014, and handed out jail sentences – a three year suspended sentence for Mark Riley, GSK's former head in China, and a draconian 19 years for a Shanghai health official. The case is important, because GSK's activities were illegal, but had been typical.

### **How Can Foreign Firms Limit Their Exposure?**

Foreign businesses must respond to these risks. A key first step is to identify how exposed any current business partner or corporate executive might be. Patronage networks can stretch far, though, so the risks can be wider than expected. Zhou Yongkang's support network included former Politburo Standing Committee member Zeng Qinghong and former CCP General Secretary Jiang Zemin, meaning any risk appraisal needs to take account of their ties.

A second key step is to identify upcoming risks. Rumours suggest that the family of former premier Li Peng is exposed, potentially affecting energy companies under their sway. Another risk is emerging in Jiangsu Province, where Yang Weize, the Party Secretary of Nanjing, in January came under investigation, a year after the expulsion of Ji Jianye, the Mayor of Nanjing, from the CCP.

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*Any business that can identify winners early could forge links providing a real competitive advantage.*

”



Geographically, the locations most at risk may include Hainan Province, Guangdong Province, Chongqing Municipality, Sichuan Province, Shanxi Province, Jiangxi Province, Shandong Province, Shanghai Municipality and Jiangsu Province.

In addition, a non-exhaustive summary of sectors most at risk might include Gaming (Macau), Energy (oil and gas), Property development, Education, Energy (electricity), Telecommunications, Banking and Finance, Healthcare and Pharmaceuticals, Resources, and Luxury Goods.

### **Positive aspects – opportunities arising**

A further requirement for foreign business is to identify who might benefit from the campaign. At first glance, the most obvious beneficiaries are Xi Jinping and CCDI head Wang Qishan. The CCDI is an institutional victor, as its officials now have power to influence decisions throughout government; it has come to resemble the Censorate, a parallel administration in imperial times that reported directly to the emperor on malfeasance. The purge has also opened up space for others' advancement: 46 new officials have taken roles on the People's Political Consultative Conferences in 28 provinces in recent months. Another victor may be Anbang Insurance, which has expanded rapidly in recent months – including by taking a major stake in Minsheng Bank. Any business that can identify winners early could forge links providing a real competitive advantage.

## Conclusion

The anti-corruption campaign under way in China is without precedent in scale. It has turned some well-connected individuals into liabilities, altered hitherto accepted working practices, and dampened appetite in certain sectors. This situation poses real risks for foreign investors, both in China and elsewhere.

SVA are in a position to assist by conducting an independent and comprehensive assessment of major companies' China-based activities, by identifying potential triggers for investigation, and by advising on how best to mitigate against

risk. SVA has considerable experience in guiding corporations and their boards of directors, and in working with corporate counsel, in doing so.

SVA's experience is that any such exercise must occur separately from local and regional management, and that discreet reporting to the most senior levels of the company concerned is essential. Any such action must also be timely. Action in response to an investigation comes too late to protect the company's interests in China and, perhaps, its global brand; retaining counsel at this late stage may have only limited benefits, owing to the uncertain legal environment in China. **B**

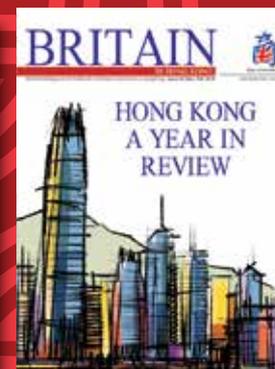


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# Making a Difference – Better than Ever

## PwC's Strengthening Donor Communications programme shows NPOs why measuring social impact matters.

– By Callum Douglas and Gayle Donohue

Over the last two years, the “Strengthening Donor Communications” training seminars held by PwC China and Hong Kong have attracted leaders from about 250 non-profit organisations (NPOs). The free seminars provide skills in the areas of governance, risk management and reporting, which help NPOs earn trust from their donors and other stakeholders.

The training programme was launched in Hong Kong in 2013 with so much success that PwC has since provided sessions in Beijing and Shanghai, and local Corporate Responsibility teams in PwC Malaysia and PwC Singapore have followed suit, replicating the programme.

“Our mentorship with PwC was hugely beneficial,” said Caroline Sprod, Executive Director, HandsOn Hong Kong.

“As a direct result, we now have a clear vision and mission. With these in place we are able to bring consistency to our strategy and communications. The mentorship also helped us to introduce annual reports about our work, and understand how to improve impact measurement. It was a real boost to our organisation to have busy senior professionals taking time out to help guide us and be part of our work making a positive difference in the local community.”

### Long-term mentors

Following the training seminars for selected NPO participants, a longer-term mentoring programme provides participants with an opportunity to work

with PwC professionals to focus on an area of critical importance. The first of these mentoring partnerships in Hong Kong are now complete, and the results have been very encouraging.

The training session resulted in the NPOs demonstrating a better understanding of the link between governance, transparency, and accessing sustainable funding.

In order to determine the real value NPOs deliver PwC engaged an independent party to conduct in-depth feedback interviews with mentoring participants. NPO leaders reported they used what they learned in the programme to positively impact their NPOs. These improvements included:

“  
*It was a real boost to our organisation to have busy senior professionals taking time out to help guide us and be part of our work making a positive difference in the local community.*

– *Caroline Sprod,  
Executive Director,  
HandsOn Hong Kong*

”

- Additional board members were recruited, roles and responsibilities clearly defined and there was an increase in member engagement;
- Annual reporting templates were developed, leading to clearer bookkeeping and transparent financial information reports;
- A vision and mission statement were defined, leading to clearer communication of identity and charitable status, fundraising strategies, goals and priorities;
- Frameworks for measuring and reporting production across initiatives were developed; and

- Fundraising was improved via more concise communications, improved external profiling, access to broader networks, and more targeted approaches for specific donors.



PwC mentors in Hong Kong also indicated that the NPO seminars had the double benefit of providing positive results for the firm, such as increased competency and skills, and improved internal and external networks and loyalty and satisfaction.

Gayle Donohue, PwC Partner and NPO Mentor, said "I have always believed in the important role of NPOs in society, and the wonderful work they do with children. I have volunteered with a number of such organisations in the past; however, the PwC programme was the first time I used my professional skills (around integrated reporting and KPIs, transparency and internal/external communications) in a volunteering capacity."

"The seminars were an immensely satisfying experience, having observed the significant impact of the programme on the NPO in a relatively short period of time. The NPO team commented on how the practical, hands on nature of the programme had allowed them to build concrete actions and plans I personally appreciated the opportunity to really understand an NPO at a much deeper level than I

have been able to through other less skilled volunteer work in the past. I am now a convert of the power of skills based volunteering and the important role that we, as professionals, must do to build trust in society," she said.

### Social impact measurement and reporting

In early 2015, PwC held a seminar with a particular focus on impact measurement and reporting. Around 100 NPO leaders and 10 corporate CSR practitioners attended this event.

The seminar combined training, discussion, work-shopping and best practice sharing from all participants, covering impact measurement in a holistic way.

Hannah Routh, PwC Hong Kong Sustainability & Climate Change Director, presented the concept and tools of social impact measurement. As with previous programmes, a number of NPO participants are now engaged in mentoring relationships with PwC professionals, and we look forward to sharing the results as the programme continues to grow and evolve.

Callum Douglas, PwC Corporate Responsibility Associate Director for Asia Pacific, said "It is encouraging to see such collaborative efforts across our region towards building trust in the NPO sector having strong results."

"Training on NPO governance and transparency has been replicated in Hong Kong, Beijing, Shanghai, Kuala Lumpur and Singapore, and PwC firms already have a strong history of supporting NPOs in this way in Taiwan, South Korea and Australia. The firm's community partners have given positive feedback on the seminars, and our volunteers have said that they've benefitted from the experience, too," said Mr Douglas. [B](#)



#### Gayle Donohue

Partner, PwC and member of British Chamber of Commerce CSR Steering Group

**Callum Douglas**, Associate Director, Corporate Responsibility for Asia Pacific, PwC



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We believe in being part of it: the global conversation and movement towards responsible business practices that create positive change. We aim to do this in two ways: being a catalyst for change; and doing the right thing. We're focusing on four areas: Responsible business; Diversity & inclusion; Community engagement; and Environmental stewardship.



# The Honeymoon Expert

When your job is creating bespoke holidays and honeymoons for other people, you're bound to have a few amazing ideas when it comes to planning your own. Lucy Jackson, Lightfoot Travel's Hong Kong Co-founder and Director, talks about her upcoming plans, unique honeymoons, travel trends and destination hotspots.

**Q: After your June wedding, you're off on a week-long mini-moon to Italy. What do you have planned?**

Living in Asia, I crave European summers and June is the perfect weather in Italy, right before the hordes arrive in July and August. We're getting married in an old Norman church, set in the middle of a field deep within the Sussex Weald. After our wedding lunch we're jumping on a late night flight to Naples, where we overnight before heading by hydrofoil to Capri and climbing up to Anacapri.

A lot of our plans centre on food! My mother visited Italy when pregnant, and I believe this is when my addiction to pasta was born – spag-bol was the only

food I would touch until the age of three. Luckily my tastes have evolved since then, and we have booked the renowned Il Riccio for lunch (operated by the Capri Palace Hotel and Spa), which has one Michelin star and is perched on a clifftop overlooking the Blue Grotto. From there we'll take a private speedboat to explore secret hotspots in the area before heading back to the mainland and relaxing at the cool and contemporary Casa Angelina. I absolutely love its all-white, minimalist décor!

**Q: What do you have planned for your full honeymoon?**

Very little so far! We want to have something to look forward to after the wedding frenzy is over, so we



*top left: &Beyond Benguerra Island, Mozambique*

*top right: Casa Angelina, Amalfi Coast, Italy*

*middle left: Singita Lebombo Lodge, Kruger National Park, South Africa*

*bottom left: Delaire Graff Estate, Stellenbosch, South Africa*



have flights on hold for South Africa over Chinese New Year 2016. With exchange rates in our favour, we thought we'd take advantage and experience some luxury for less! We're gathering our inspiration through various travel blogs, friends and Lightfoot Travel Designers to ensure we haven't missed a beat when it comes to where to stay and what to do.



We've been told on good authority, by Lightfoot's Africa guru Nico Heath, that Singita Lebombo Lodge is a serene place to use as a safari base. It has a very rustic feel including outdoor showers exposed to the wilderness, combined with a cutting edge contemporary aesthetic. We'll also be sure to take a peek at Ellerman House in Cape Town, where we send a lot of our Lightfoot guests, along with the Delaire Graff Estate, set within the winelands around Stellenbosch.



**Q: What sort of trends have you found in recent years when it comes to honeymooners from Hong Kong? What are the most popular destinations?**

There is no formula for a honeymoon as it completely depends on where the couple have travelled previously and what they have really loved. It's really about curating an experience that is unique to both of them. Guests who love a fly and flop often go for the splurge destinations, such as the Seychelles, Pacific Islands or the Maldives, and the ultimate would be renting their own private island somewhere for complete seclusion. Our more adventurous guests take the extended time off to fly further afield – climbing the ice-caps of Patagonia, taking a 4x4 into Oman's Empty Quarter or soaring above Kenya's Masai Mara and observing the Great Migration from a hot-air balloon.

**Q: What is the most unique honeymoon you've planned?**

I loved arranging a honeymoon where the remit was hiking, diving, a city stop, something cultural and a wildlife element. They were both really well travelled (and Aman junkies) which eliminated many places

*top left: Masai Mara, Kenya  
top right: Bumthang Valley, Bhutan  
bottom right: Six Senses Laamu, Maldives*





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*There is no formula for a honeymoon as it completely depends on where the couple have travelled previously and what they have really loved.*

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as they had literally ‘done it all’ between them. In the end, their Lightfoot honeymoon consisted of diving in Palawan; wellness and R&R in Ubud; hanging out with orang-utans at Borneo’s remote Rimba Lodge; a city stopover in bustling Bangkok; and finally, flying into Bhutan to incorporate hiking with an Amankora lodge stay.

**Q: If money is absolutely no issue, what is the ultimate honeymoon in your opinion?**

For me, the ultimate honeymoon would be three weeks in Namibia doing a flying safari over the Skeleton Coast, an authentic safari in Botswana’s Kalahari Desert – probably staying at Jack’s Camp having met the owner Jack Bousfield who is such a character – and then flying across to the Bazuruto archipelago in Mozambique. I’ve been before, but now that &Beyond are re-opening Benguerra Lodge, I am dying to go all over again. I’ve never seen so many pods of dolphins in one stay! **B**

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

  
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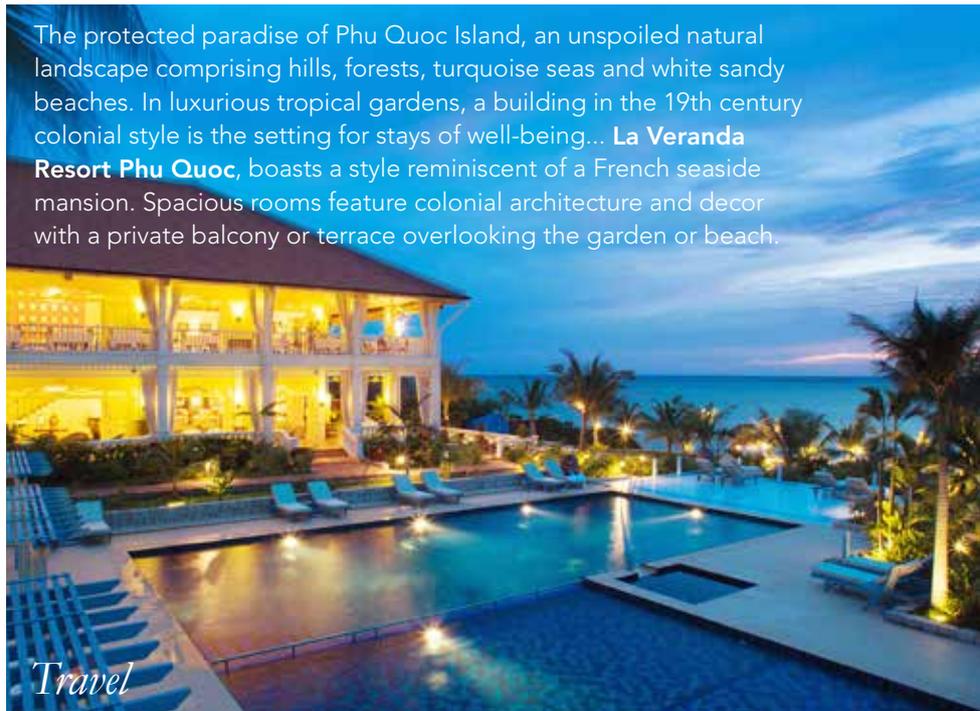
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F&B

Swire Properties latest venture the **Continental** has taken Hong Kong by storm. Set in the heart of Pacific Place and inspired by the sophisticated charm of Europe's grand cafés, The Continental is an elegant all-day restaurant. Its menu of lovingly refined dishes has been designed by Chef Rowley Leigh, one of the leading lights of modern British cuisine. In the words of Rowley Leigh himself the menu is "Anglo French with a British sensibility". Service is from breakfast through lunch and dinner, to late night drinks which suits those in search of a tippie after a long day in the office. **Dinner for two from HK\$1,200** [www.thecontinentalhongkong.com](http://www.thecontinentalhongkong.com)



Commemorate one of this year's most iconic sporting events with a **Links of London Wimbledon 2015** Charm. Wear on a simple silver chain or attach to your favourite Links of London charm bracelet to give your look a touch of sports-luxe! **Charms from HK\$440** [linksoflondon.com](http://linksoflondon.com)



Fashion

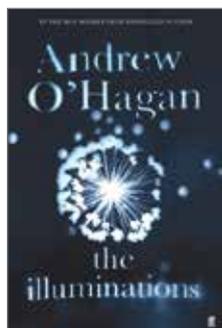
A holistic wellbeing routine is now at your fingertips at **Grand Hyatt Hong Kong**. Following the revamp of their facilities, the Plateau Spa's gym has introduced new wellness experiences designed for time-pressed business travellers who are always on the road. Together with the provision of an extensive new range of Life Fitness exercise equipment, the centrepiece of the new offerings is the new "Your Wellbeing is Our Business" programme. **Complimentary personal fitness consultations, tailored training programmes and a 15% discount on Plateau Spa treatments are also available** [www.plateauspa.com](http://www.plateauspa.com)



Health & Beauty

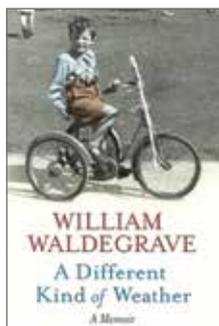
# In Review

## with Heywood Hill



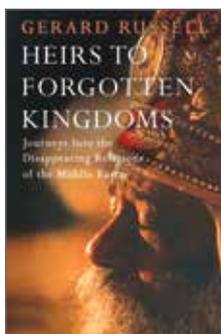
### **The Illuminations** by Andrew O'Hagan

A beautiful, deeply charged story about love and money, about modern war and the complications of life. Anne Quirk, an elderly woman was, in her youth a pioneer of British documentary photography. Her grandson Luke, a captain in the army, is on a tour of duty in Afghanistan. Only when Luke returns home do both their secret stories slowly unfold. How much do we keep from loved ones? Is the truth often buried in secrets?



### **A Different Kind of Weather** by William Waldegrave

These memoirs are not just for the political aficionado or the historian. They are an amusing, elegant reflection on a life spent amongst some of the most influential people of his day and are all the more powerful for being astute rather than catty. The cast includes the all the Tory Lions (and of course the Lioness in all her humours) but the index also has entries for Horace, Orwell, Kipling and Thucydides. Can we hope that perhaps there will be further reflections – about his time in the city (post politics) and as provost of Eton?



### **Heirs to Forgotten Kingdoms** by Gerard Russell

Subtitled 'Journeys Into the Disappearing Religions of the Middle East', this book could not be more tragically topical. The author is a former diplomat who knows and loves the diversity and history of the Middle East, and the minority religious communities that have endured somehow despite the collapse of the civilisations from which they emerged. Fascinating, delightful and humane. **B**

**Heywood Hill** is one of the leading independent bookshops in London, and also offers a range of tailored literary services including monthly book subscriptions, book boxes and private library services to customers in over 60 countries around the globe.

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**HEYWOOD HILL**  
MAYFAIR



Thank you to everyone who joined us at the Grand Hyatt on Friday 12th of June for the British Chamber Annual Ball, sponsored by Standard Chartered Bank.

With a 1950s London dancehall theme, guests from across the business community ditched their suits and skirts for high-waisted trousers and vintage frocks. With an electrifying performance from The Patriot Girls, an all-female vocalist group from the UK, backed by a 12 piece big band guests were dancing the night away to swing and big-band classics.

Donations were raised through various fundraising activities for local Hong Kong charity KELY Support Group. Bringing together some of Britain's most iconic brands, the Annual Ball featured Pimm's on arrival served by British Airways hostesses, a dedicated Hendrick's Gin bar, a Mr Simms Olde Sweet Shoppe stall, a cheese market from Marks & Spencer and Chuny the Gramophone DJ. The theme extended into the menu with a traditional roast, apple crumble, tea and an English cheese board. This was all washed down with the best of British cider and Hendrick's finest. Prizes in the live auction were also generously donated by Chamber members and everyone took home a goody bag packed full of fantastic gifts from a variety of British brands.

A huge thank you to the events sponsors and also to the support of our members! We look forward to working you again at next year's Ball!

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# Annual Ball 2015

## In the Mood for a Jolly Good Jive!





# SME 商

## MARKETPLACE

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



### Accounting



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

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



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

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



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

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



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

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



### Banking



HSBCnet is an online tool for commercial customers to manage accounts on a one-stop platform.

One of the major features of HSBCnet is its international connectivity. Customers can access and manage their overseas commercial account on HSBCnet. Customers can also access analytics, research, cash management, securities and trade products in a personalised way anywhere on HSBCnet.

### Business Coaching



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

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

### Consulting



Vendigital is a specialist supply chain consulting and software company for any business for whom supply chain is

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

### HR



As a leading professional services firm, Tricor Executive Resources have established their reputation based on

providing high quality executive search and human resources solutions backed by in-depth specialist resources and expertise. Through the SME Marketplace members will receive a 30% discount on a variety of HR services.

### Financial Services



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 requiring specific knowledge to focus on the high value projects within your business.



## Insurance



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

## IT



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



To support SMEs and Start-ups of British Chamber of Commerce in Hong Kong, CITIC CPC provides SmartCLOUD™ DaaS (Desktop-as-a-Service) solution. With this virtual Desktop solution, SMEs & 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, covering areas such as legal entity management, time & billing, contacts & client management, banking administration, reporting and third party system integration.

## Legal



Tanner De Witt offers a range of services that appeal to start-ups and established companies alike. From company

formation to shareholder agreements, and joint ventures to mergers and acquisitions, our Corporate and Commercial team works closely with clients to achieve desired results, offering commercial, practical and cost-effective advice.

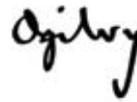


Dragon Law offers enterprises an efficient and cost-effective way to create and manage legal documents.

Through their subscription services, SMEs and Startups can access their document builder, and both their DoubleCheck and Independent Lawyer Review services. Their easy-to-use document builder takes you through a series of simple questions to build a well-drafted legal document, which can then be downloaded or signed electronically.



## Marketing



Ogilvy is offering not just one special offer but four! As the Agency Of The Year, they've created four special offers – all highly-customisable and personalised – that will cover all marketing needs

from Strategy to Social, PR to Production. All priced exclusively for SME and Start-up members to help their business grow.

## Serviced Offices



Compass Offices are providing SMEs and Start-ups with cost-effective and time saving workspace solutions. To

start their businesses, SMEs and Start-ups can use Virtual Offices to benefit from a strategic business address as well as professional team support to manage calls and mail.



THE EXECUTIVE CENTRE

The Executive Centre is dedicated to the incubation of new start-ups and entrepreneurs by providing cost-effective and flexible office solutions. They'll

provide premium furnished offices on flexible lease terms from 3 to 36 months, with state-of-the-art conference meeting facilities and complete business administrative services supported by bilingual professional teams.



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.

## Storage



StuffGenie

StuffGenie provides companies and individuals with a simple and hassle-free storage solution and are offering Start-ups and SMEs a special package for their storage solution for documents and other items.

## Travel



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



Virgin Atlantic believes in the potential for greatness of the entrepreneur who starts small but thinks big. That's why they're offering new SME clients'

exclusive benefits to help their corporate ventures take off. With tailor-made fares, flexible ticketing and door-to-door limousines, doing business is now a whole lot smoother.

# Member Discount

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

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

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



## Food & Beverage & Accommodation



Members will receive 10% discount on top of the lowest rates that Accor's Asian hotels are offering on the day. This applies

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



From now until 31 December 2014, members of The British Chamber of Commerce in Hong Kong are entitled to an exclusive

20% discount across all restaurants and bars at Conrad Hong Kong



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



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



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



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



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



15% OFF total bill Rhombus International Hotels Group.

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



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



## Lifestyle & Travel



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)



As a member of the British Chamber of Commerce, you can

enjoy a 10% discount on all normal price merchandise when shopping at Colourliving in Wanchai. Please call 2510 2666 or visit [www.colourliving.com](http://www.colourliving.com)



Special offers are available exclusively for members of the British Chamber of Commerce.

Please call 2532 6060 for more details or to make a reservation



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

you 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



FastLanePro are offering all members of the British Chamber a 20% discount on one month

Xero, online accounting services. Please contact 2961 4519 or email [hello@fastlanepro.hk](mailto:hello@fastlanepro.hk). For further details, please visit [www.fastlanepro.hk](http://www.fastlanepro.hk)



Britcham members can enjoy 50% off meeting room rentals and 5 days free business lounge visit. Please contact 2166 8000 for details.

# Member Get Member

You'll be pleased to hear that prizes will again be up for grabs this year with the launch of our Member Get Member Campaign 2015-16.

So what are you waiting for? Successfully introduce a company to us before the end of March 2016 and receive a dinner for two at one of these fantastic member restaurants:



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

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



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

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



**The Pawn**

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



Furthermore, if you refer the highest number of new members to the Chamber during the year, you will win a Saturday Brunch for four at Watermark, courtesy of Cafe Deco Group.



**Watermark -  
Saturday Brunch**

Surrounded by the magnificent Victoria Harbour, Watermark at Central Pier 7 brings sumptuous weekend brunch to the next level with an array of tantalising seafood paired with the panoramic view of the city's skyline.

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



**To enter:**

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

**Terms & Conditions:**

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

# Head of the table with Chris Harvey, Deloitte

28 April 2015 – China Club

By Ben Ellinger, Corporate Planning Manager, John Swire & Sons (H.K.) Ltd.



One Tuesday evening at the end of April, Chris Harvey, Managing Director for Deloitte, kindly hosted a dozen of Y-Network's Aspirationalists around a table in a wood-paneled private dining room at the China Club, a retro-chic Shanghai style members club with a notable modern art collection.

After an eloquently delivered and humorous welcome and introduction by Niall Archibald at the beginning of the meal, Chris went about modestly explaining his own biography, offering some pearls to the audience along the way before opening the table for questions and some debate.

Chris' career has been exceptionally varied, essentially multiple careers. When asked to identify the thread that runs through his endeavours he responded with one word: passion. It is clear to see.

Chris was a top-class rugby player and boxer. He studied Law at Oxford and went onto Officer training at the Royal Military Academy Sandhurst. After almost a decade of service he completed an MBA at the Cranfield School of Management (finishing first in his class), following which he accepted a Sales and Marketing role with a pharmaceuticals company to oversee the launch of the global blockbuster, Prozac. Chris then moved

across to Consultancy, found a niche and grew responsibilities until he was presented the opportunity to execute the Asian growth strategy he had devised a few years ago. He explained the decision was not hard, preferring a "follow-me" to a "go-on" style of leadership and landed in Hong Kong with a mandate to increase business whilst Europe stagnated.

Chris shared some of his own realisations about what had determined success including luck, can-do attitude and,

of course, passion. He encouraged some risk, promoting a specific perspective that is almost unique to people who have served in the armed forces: "no-one will die for goodness sake!" Chris confessed to being "comfortable being uncomfortable!" On leadership, he spoke about understanding the distinction between telling and inspiring, noting that, "ordinary people can do extraordinary things."

The questions asked were broad ranging from definitions of passion to rugby, from standout CVs to the forthcoming British election, Scottish independence and exit from the EU, and from risk management to growth in new industries. The debate was lively, the engagement high and the perspectives refreshing.

The banquet dinner was very good, particularly the Sautéed Prawns with Salty Egg Yolk and Braised Shanghai Brassica with Yunnan Ham. The red wine was a treat.

In a land of bright flashes and loud bangs, Chris is a reassuringly authentic individual. It is rare to encounter someone that has such charm and access and yet remains humble, engaging and funny. It was a genuine pleasure joining Chris for the evening, and the Young Executives Network thanks you.

Sponsored by



# Captains of Industry Luncheon with Craig Kreeger

17 June 2015 – Renaissance Hong Kong Harbour View Hotel



At the latest Captains of Industry luncheon, sponsored by KPMG, Craig Kreeger, CEO of Virgin Atlantic spoke about how the company protects the Virgin Atlantic magic in challenging financial times.

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



# SHAKEN NOT STIRRED

Sponsored by



## 28 May 2015 – Salon de Ning, The Peninsula Hong Kong



Tim Earle (*Starfish Property Investments*), Nadia Hossain (*Crown Relocations*), Ignatius So (*Mega Mind*), Katie McGregor (*Conduit Communications*) and David Donnelly (*Hong Kong Police Force*).



Olivier Toison, Kim Hung (*Landvision*) and Rasa Brasaityte (*Bank of China*).



Luke Ormerod (*My London Home*), Christopher Bradley (*EY*), Cindy Bradley and Christine Lai (*Artlink Design Associates*).



Nathan Cheung (*IP Global*), Shirley Lee (*AIA*), Steve Lai (*Gammon*), Shui Ling Lai (*Engel & Volkers*) and Ben Fu (*Convoy*).



Steve McLaughlin (*Herman Miller*) and Andrew Seaton (*The British Chamber of Commerce in Hong Kong*).



Alison Jambert (*Eat Creative*) and Kate Thomas (*Hay Group*).



Kenneth Lai (*London School of Economics*), David Lo and Gloria Li (*Tax Law Partners*).

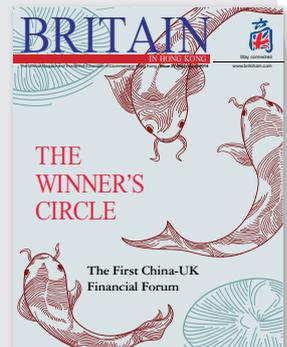
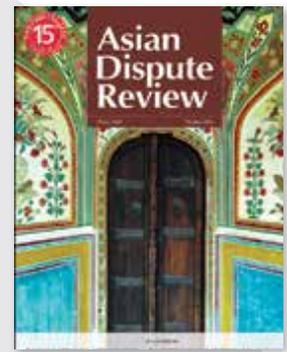
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199 Des Voeux Road, Sheung Wan, Hong Kong

# 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.



**Terry O'Malley**

Chair of the Asia Committee at DLA Piper

## How is business?

We just finished a very successful year in Asia, both financially and strategically; we were blessed by our clients with many high-quality engagements, both inbound and outbound. We are focusing our efforts on assisting leading companies with extremely complex, strategically important legal matters, so it is not surprising that macro-economic shifts in the region have driven much of our business growth.

While inbound corporate activity in Mainland China has been a bit soft, reflecting the downshift in the pace of economic growth, increased emphasis on regulatory compliance has been a focus of many multinational clients. We have also seen a marked upturn in outbound investment activities by Chinese companies.

In Japan, Abenomics has driven increased interest in inbound investment, and the ASEAN region continues its growth and offers us many opportunities. We are monitoring developments in these economies with interest.

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

We expect to continue to add resources to our practices in private equity, corporate transactions, cross-border disputes and regulatory compliance. Having added a number of partners in South Asia in the last 18 months, where we will continue to be opportunistic, we are also focusing on adding depth and breadth to our practices in North Asia. In every practice and geographic area, our emphasis will be on quality rather than quantity of additions.

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

The DNA of DLA Piper is entrepreneurial. From the unprecedented three way global merger in January 2005 between DLA, Piper Rudnick and Gray Cary, DLA Piper has grown from 2,800 lawyers to around 4,200, adding coverage in many new markets along the way. We have followed our clients' globalisation, and share their passion for innovative thinking. Size alone was never the goal, but a commitment to staying relevant to our clients' most important initiatives and objectives. Thinking like our clients is something we encourage in all of our lawyers.

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

The new Shanghai-Hong Kong Stock Connect, and the forthcoming Shenzhen-Hong Kong Stock Connect scheduled for September this year, both promise to have a tremendous impact on international capital flows and have the potential to reshape both the Mainland Chinese and Hong Kong economies. As China continues to internationalise, open up its capital markets and tighten corporate governance its increasing importance within the regional and world economic stage will be evident.

**And the biggest news recently for your industry?**

Again, I look to China, and the recent regulatory changes within the Shanghai Free Trade Zone, which allow Sino-foreign law firm alliances. While the uptake so far has been slowed by the structural challenges built into the initial regulations, we expect the rules will continue to evolve to open up more opportunities for international firms in China. That said, it's not just a one-way street, and many Chinese law firms have been looking outward at other markets in which they can operate, for example YangTze Law recently set up in London. These developments act to highlight not only the growing outward looking nature of Chinese business and Government, but also the necessity for law firms to be truly global today.

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

The British Chamber of Commerce allows us to connect not just with British expats and businesses here, but other like-minded international organisations. We recently sponsored the Britcham Ball and had no problem filling a couple of tables with clients and contacts, all keen to get involved in one of the biggest and well-regarded events of the year. Britcham connects us with our peers, competitors, clients and friends; anyone active and looking to do business in Hong Kong.

**What's your favourite spot in Hong Kong?**

Dragon's Back is my regular hiking trail, what's better than an undulating march, first through urban rainforest and then sunlit rolling hills, followed by some refreshments on the beach? I also enjoy every opportunity to take in the Hong Kong skyline from the water. It never fails to inspire me with the unique dynamic that is Hong Kong.

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

Of course we're concerned about the potential Occupy Protests returning in terms of staff safety and ease of travelling to work, but

support the Hong Kong people's right to protest peacefully.

**If there were one thing you could change in Hong Kong, what would it be?**

Prime time traffic, but that's beyond my job description!

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

"Can't be done".

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

Sommelier.

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

Go big or stay home. 



*The DNA of DLA Piper is entrepreneurial... It has grown from 2,800 lawyers to around 4,200, adding coverage in many new markets along the way. We have followed our clients' globalisation, and share their passion for innovative thinking.*





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### NEED MORE INFORMATION?

JOHN BARCLAY / MANAGING DIRECTOR

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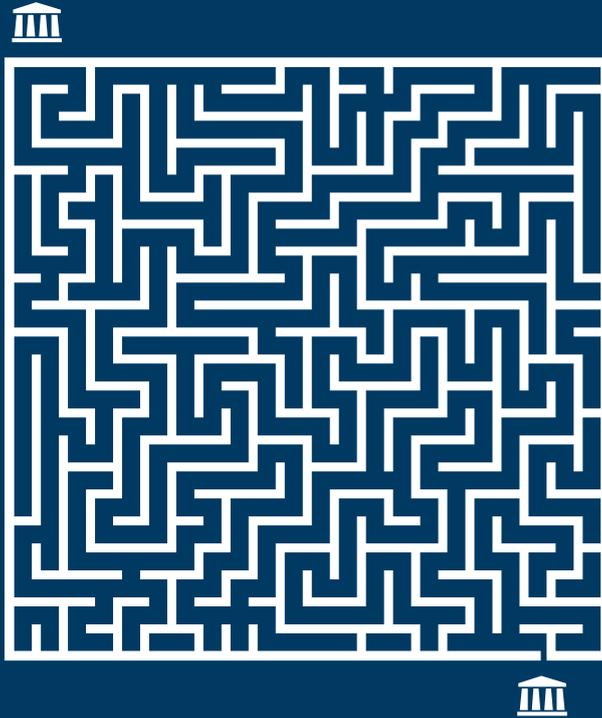
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## Choosing the correct path is not always easy

Especially when navigating your way towards a secure financial future. Finding the right route can be a maze, filled with twists, turns and dead ends. So before you embark on your financial journey, make sure you have a reliable navigator from the offset.

At The Fry Group, we've been guiding our clients through their financial journeys for over 100 years, so we know the best routes to take.

For a preliminary consultation, contact us on +(852) 2526 9488 or email [enquire@thefrygroup.hk](mailto:enquire@thefrygroup.hk).

[www.thefrygroup.hk](http://www.thefrygroup.hk)

 **The Fry Group**

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