

CUTTING THE CURVES –  
**TRANSFORMING  
BUSINESSES**  
TO STAY AHEAD



ANNUAL CONFERENCE  
1 NOVEMBER 2018

# INTRODUCTION

With the rapid development of information and communication technology, the new economy is redefining the way we live, work and play like no other. Digital technology has undoubtedly made businesses faster and production more cost-efficient. Companies and countries are becoming more economically dependent upon each other. As changes are sweeping across the globe, businesses must adopt innovative ideas and behave differently to stay afloat in the new and highly competitive economy. How can companies transform their business? How to make change happen? How to develop and sustain entrepreneurial spirit? How to attract and nurture talents?

To shed light on the questions, The Hong Kong Management Association 2018 Annual Conference brings together a prestigious line-up of speakers to provide a forum for senior executives to explore effective strategies towards businesses transformation, thereby thriving in the new economy. Through this engagement, participants will be inspired by new ideas and directions in transforming and sustaining their organisations.

## DATE AND TIME

Thursday, 1 November 2018  
9:15 am - 6:00 pm  
(registration starts from 8:30 am)

## CONFERENCE VENUE

Grand Hall  
Level 3, New Wing  
The Hong Kong Convention and Exhibition Centre  
1 Expo Drive  
Wanchai  
HONG KONG

## LANGUAGE

English

## FOR COMMENTS AND QUESTIONS

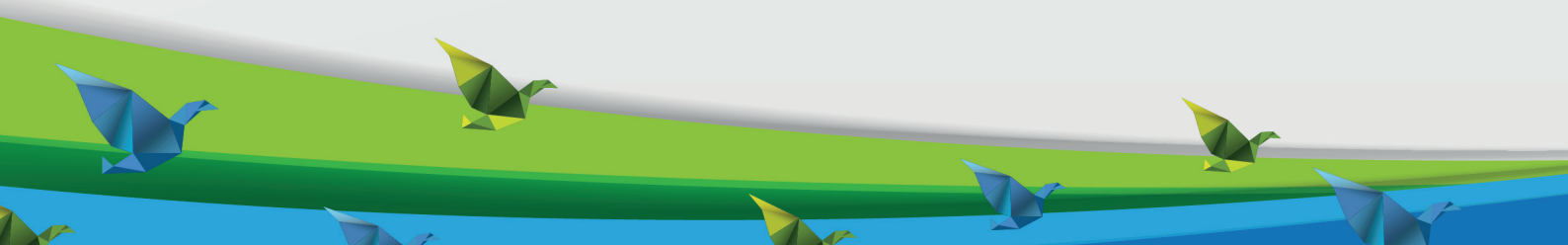


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## FOR ONLINE QUESTIONNAIRE



[hkma.org.hk/acc/eform](https://hkma.org.hk/acc/eform)  
by 8 November 2018 please



# CONFERENCE ORGANISING COMMITTEE



**Dr Allen Fung (Chairman)**  
Executive Director  
Sun Hung Kai Properties Ltd



**Mr Christopher Chan**  
Managing Director  
Fantastic Natural Cosmetics Ltd



**Mr David Cogman**  
Executive Director  
Swire Pacific Limited



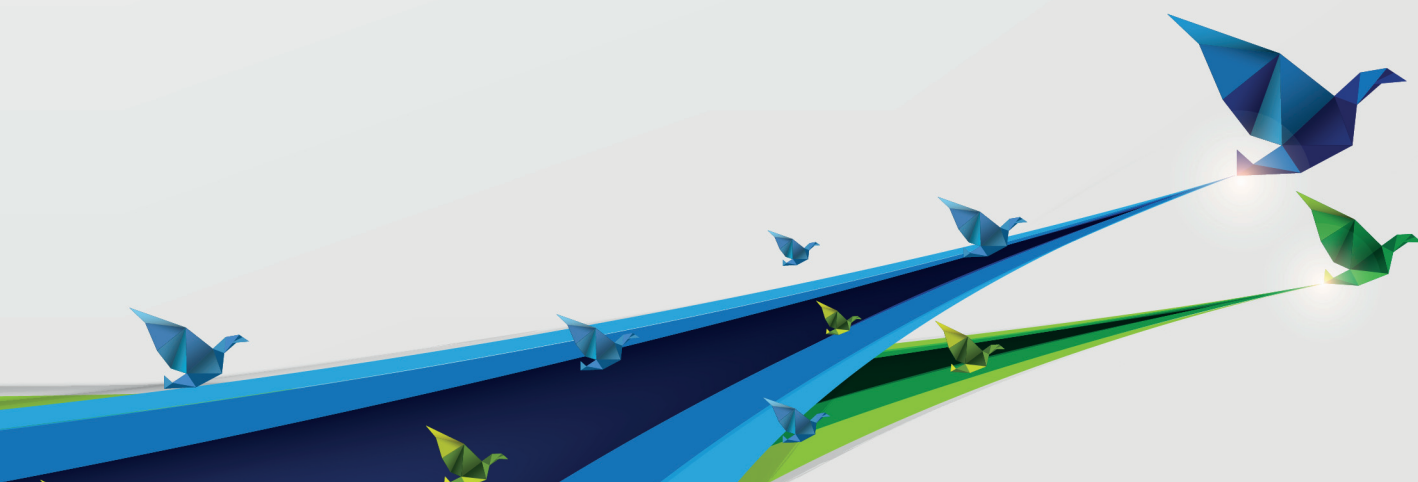
**Mr Kenny Lam**  
Group President  
Noah Holdings Limited



**Mr Stephen Wong**  
Chairman, HK Investment Banking  
Goldman Sachs (Asia) LLC



**Ms Catherine Zhu**  
Managing Partner  
Egon Zehnder International Ltd



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0915

### **Welcoming Address**

**Dr Y K Pang GBS JP**

Deputy Chairman  
The Hong Kong Management Association  
Deputy Managing Director  
Jardine Matheson Limited

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### **Opening Address**

**Dr Allen Fung**

Chairman  
HKMA 2018 Annual Conference Organising Committee  
Executive Director  
Sun Hung Kai Properties Ltd

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0940

### **Presentation of Professors of Practice**

**Introduction of the HKMA Institute of Advanced Management Development  
Professors of Practice**

**Dr John Chan GBS CBE LVO JP**

Member, Advisory Board  
The HKMA Institute of Advanced Management Development

#### **Presentation Ceremony of Professors of Practice**

- Mr Alfred Chan BBS JP (*in absentia*)
  - Dr Mark Michelson
  - Ms Edith Shih
- 

1000

### **Plenary Session 1**

#### **Disruptive Innovation - Creating Value from Opportunity**

##### **Session Chairman**

**Dr Allen Fung**

Executive Director  
Sun Hung Kai Properties Ltd

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##### **Keynote Speaker**

**Mr Ming Mei**

CEO and Co-Founder  
GLP

##### **Disruptive Innovation - Creating Value from Opportunity**

To stay competitive in today's market, companies must continually innovate or they risk being displaced by new technologies, new business models, or new strategies to capture marketplace leadership. GLP, the global leader in logistics solutions, was created in the global financial crisis of 2009. The company anticipated the potential in China for modern logistics infrastructure well ahead of anyone else, allowing GLP to create a dominant position which today is larger than the company's next ten competitors combined.

Hear from Ming Mei, GLP's Co-Founder and CEO as he shares his personal journey and GLP's approach of thinking like a disruptor, always innovating to prepare the company for disruption before it occurs.

##### **Question and Answer Session**

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1045

##### **Break**



# KEYNOTE SPEAKER



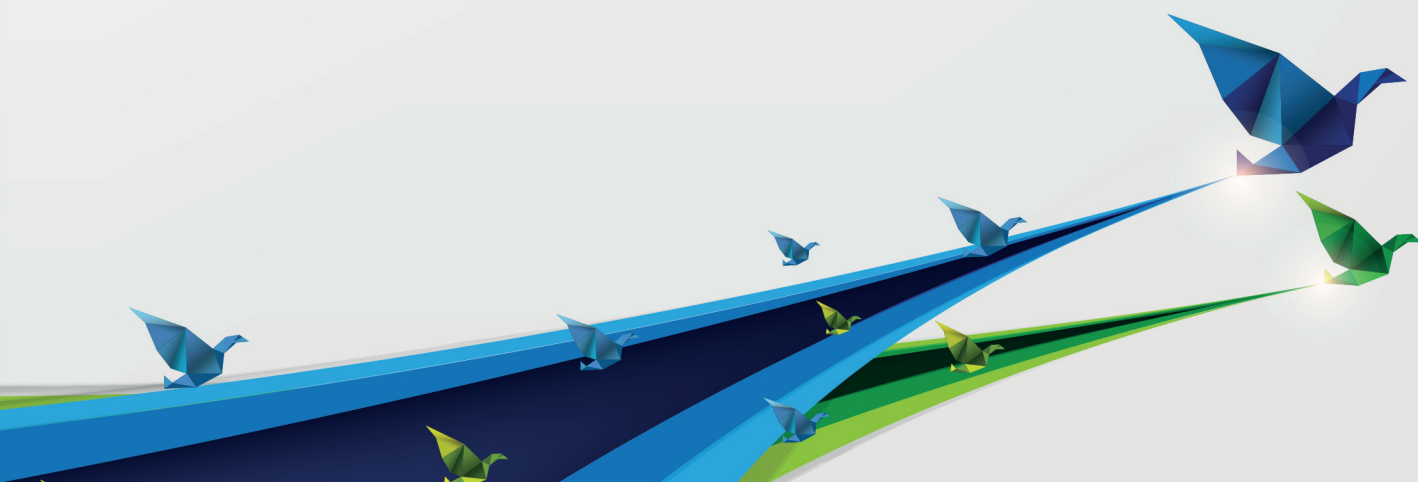
## Mr Ming Mei

CEO and Co-Founder  
GLP

Mr Ming Z. Mei is Co-Founder and CEO of GLP, the leading global provider of logistics solutions. The company adopts an ecosystem approach to provide both space and technology-led solutions for its customers.

Ming has built GLP into one of the world's largest real estate and private equities fund managers, with over US\$50 billion of assets under management and a global portfolio of 63 million square meters spread across eight countries. GLP continues to actively explore opportunities to grow the platform in new and existing markets.

Ming sits on the Board of GLP and holds an MBA from the Kellogg School of Management at Northwestern University and the School of Business and Management at the Hong Kong University of Science and Technology. Ming received his Bachelor of Science in Finance from Indiana University School of Business.



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1110

## **Plenary Session 2 Towards a Technology-powered Financial Services Industry**

### **Session Chairman**

**Dr Allen Fung**

Executive Director

Sun Hung Kai Properties Ltd

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### **Keynote Speaker**

**Ms Jessica Tan**

Deputy CEO

Ping An Insurance Group

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### **Towards a Technology-powered Financial Services Industry**

Technological change is touching our daily lives and reaching into all parts of the global economy. Companies are faced with new challenges and new opportunities. This year, Ping An Group is celebrating its 30th anniversary, since its founding in Shekou in 1988. The story of Ping An Group is one of how from small beginnings the company has grown into a world leading technology-powered personal financial services company with 179 million customers and 486 million internet users. Ping An's internet users tap into a universe of lifestyle activities relating to auto, real estate, financial and healthcare services. Ping An is also helping others to compete in this fast changing world by offering its fintech services, including Blockchain, to banks and other financial institutions. Now the company is set to open a new chapter in its historic journey as it begins to expand overseas to help users outside China compete and take control of their financial goals.

### **Question and Answer Session**

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1155

### **Lunch**



# KEYNOTE SPEAKER



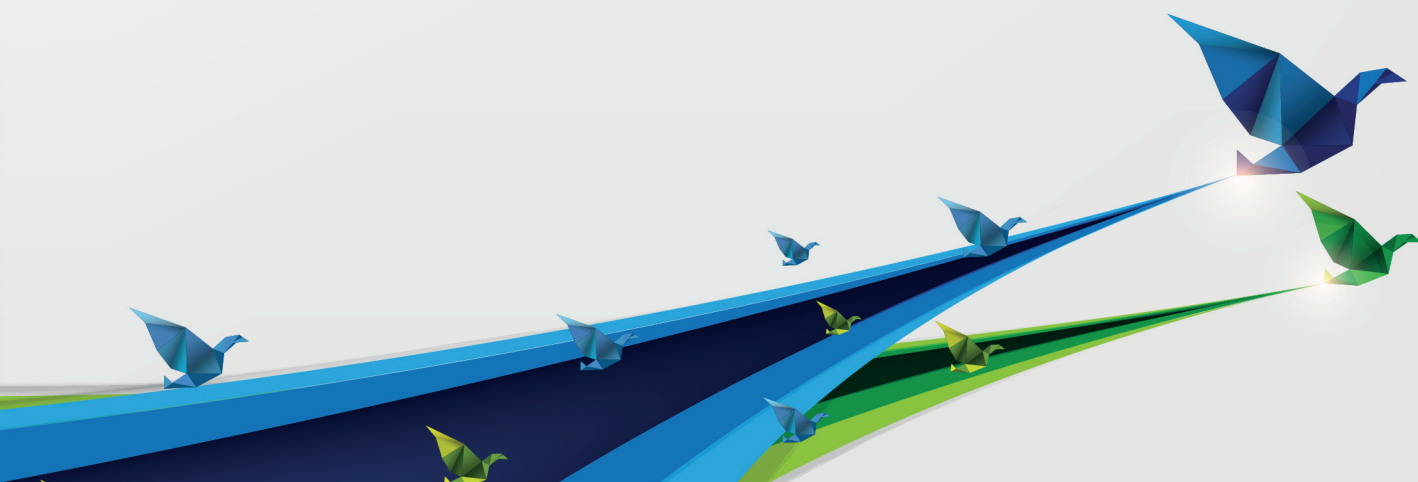
## **Ms Jessica Tan**

Deputy Group CEO, Chief Operation Officer (COO) and Chief Information Officer (CIO)  
Ping An Insurance (Group) Company of China, Ltd

Ms Jessica Tan is the Deputy Group CEO, Chief Operation Officer (COO) and Chief Information Officer (CIO) of Ping An Insurance (Group) Company of China, Ltd, and the Chairwoman of Ping An Technology, managing ten of internet and platform businesses under the Group. She is also serving on the board of directors for over ten subsidiaries of Ping An, including Ping An Bank which is also a public company, Ping An Life, Ping An P&C and Ping An AMC.

Jessica was a former Partner (Global Director) with McKinsey & Company, and the Head of Financial Services and Business Technology of Southeast Asia McKinsey. She had worked for McKinsey for 13 years and had worked with global and Asian leading financial companies and regulatory authorities in 15 countries, focusing on strategy, innovation, operations and technology.

Jessica graduated from the Massachusetts Institute of Technology (MIT), with Masters of Engineering in Electrical Engineering and Computer Science, and two bachelor degrees in Electrical Engineering and Economics with a GPA of 5.0/5.0.



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## Plenary Session 3 Making Change Happen

### Session Chairman

**Mr David Cogman**

Executive Director  
Swire Pacific Limited

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### Speakers

**Mr Christopher Chan**

Managing Director  
Fantastic Natural Cosmetics Limited

### Making Change Happen

Nowadays, every company needs to be able to make changes continuously and in a timely manner in order to stay competitive. The ability to do this has been instrumental in our success in transforming FANCL from an unknown brand outside of Japan in 1996 into one of the most popular cosmetic brands in Asia. Although most companies realize that they need to make changes to stay ahead of the competition, not all of them can make them happen. In this talk, I am going to share my experience of making changes happen continuously while developing the FANCL brand in Asia. It involves how to create a company culture that thinks out of the box, how an executive properly employs new technology developed by our in-house IT team, and how to improve the internal communication of the company so that we can make our changes even more efficient and effective.

### Mr Sunny Cheung


Chief Executive Officer  
Octopus Holdings Limited

### Octopus - Making Changes Happen

For the past two years, there have been two distinct but related trends in the mobile payment industry. One is the overwhelming competition enabled by the ever changing technologies. The other is the seemingly slow change in customer behavior - "Why change if I'm happy with the present service?" And the interaction of these two trends has given the challenge of change for Octopus.

Change or transformation is more than just adding technology. A major part of the transformation includes changing how employees think and act. If a company just focuses on present priorities alone, it risks becoming a dinosaur. On the other hand, if a company focuses only on innovation, its basic operational concerns could fall down. At the end, change is not just about adding technologies. It's about the whole ecosystem, including the talents. At Octopus, we are committed to making changes happen – for the better.

### Question and Answer Session





# SPEAKERS



## **Mr Christopher Chan**

Managing Director  
Fantastic Natural Cosmetics Limited

Mr Christopher Chan is the Founder and Managing Director of Fantastic Natural Cosmetics Limited, the sole distributor of FANCL products in Asia excluding Japan, as well as Gourmet Dining Group Limited and Nam Fai Woolen Spinning Factory Limited.

Over the past 22 years, Mr Chan has applied his innovation and entrepreneurial acumen together with the operational experience he gained in other sectors to successfully expand the FANCL retail chain to over 240 outlets spanning Hong Kong, Mainland China, Taiwan and Singapore.

FANCL has become one of the most popular beauty and healthcare brands in the region, distributing a wide range of supplements and health-related products in addition to its skincare and cosmetics lines.

Mr Chan is a Registered Professional Engineer and Registered Structural Engineer in Hong Kong; and a Chartered Civil Engineer and Chartered Structural Engineer in the UK.

He holds a Master of Science Degree in Structural Engineering from the University of California at Berkeley and a Bachelor of Applied Science Degree in Civil Engineering from the University of Waterloo, Canada.



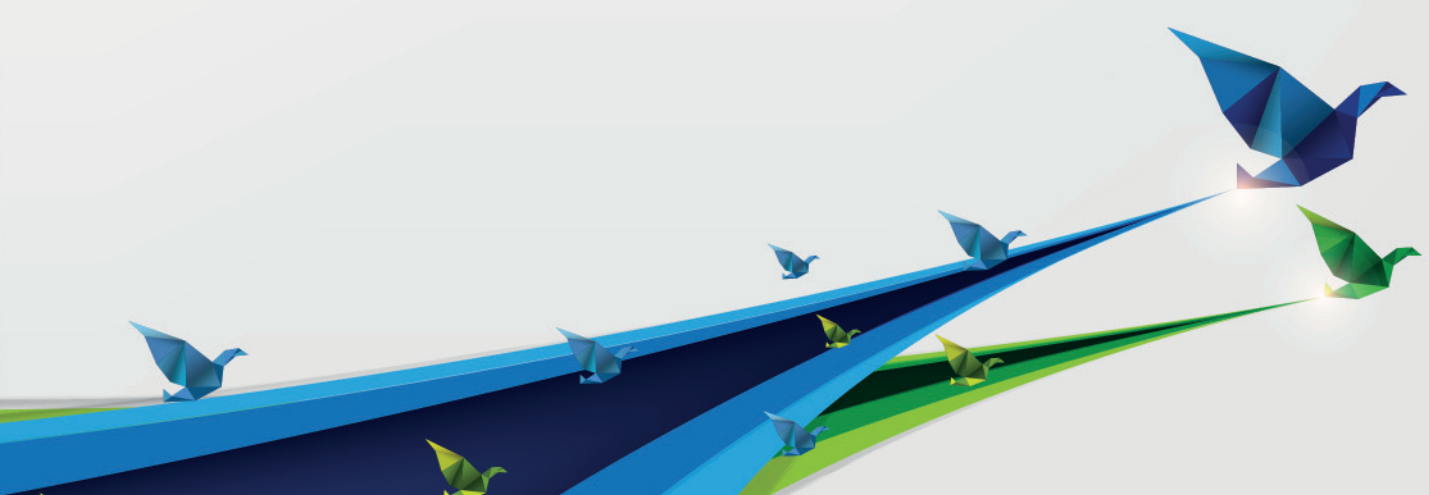
## **Mr Sunny Cheung**

Chief Executive Officer  
Octopus Holdings Limited

Mr Sunny Cheung re-joined as Chief Executive Officer of the Octopus group of companies effective 2 January 2015. He had been the Chief Executive Officer of the Company since January 2011 until his retirement in March 2014.

Mr Cheung has over 40 years' experience in retail banking and payments. Prior to joining Octopus Group in 2011, he was the Country Manager of Visa International for Hong Kong and Macau.

He also held senior management positions with several financial institutions, including Managing Director and Head of Greater China Consumer Banking at DBS, General Manager of Consumer Banking at Dao Heng Bank and General Manager of Citibank card business in Hong Kong.



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1425

## **Plenary Session 4 The Entrepreneurial Spirit**

### **Session Chairman**

#### **Mr Stephen Wong**

Chairman, HK Investment Banking  
Goldman Sachs (Asia) LLC

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### **Speakers**

#### **Mr Brian Lo**

General Manager  
Deliveroo Hong Kong

### **How E-commerce is Reshaping Traditional Industries: A Case Study in Food Delivery**

#### **Ms Lily Cheng**

Founder  
Hubel Labs/  
Board Director  
Swire Properties & Octopus Cards

### **Full-stack Entrepreneurialism in Large Organizations - Starting from the Boardroom**

The rapid rise of digital economy in the past decade has created a chasm in traditional large organizations with traditionalists forming the powerbase at the top and digital natives coming in at entry levels.

Many CEOs, with the best intentions, put their focus on hiring the digital talent into the organization and delegate the role of innovation to the youngsters in the hope of seeing some spark bubble up from the ranks.

Full-stack entrepreneurialism is when the bubble up model is paired with a strong pull from an engaged and educated board and C-suite. Rather than putting up a gate with a high burden of proof on employees to pitch an iron-clad business case, entrepreneurial leaders are eager scouts for the next great idea, will recognize a gem in the rough and is prepared to make bold instinctive decisions to help it reach full potential.

### **Question and Answer Session**

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1515

### **Break**



# SPEAKERS



## Mr Brian Lo

General Manager  
Deliveroo Hong Kong

Mr Brian Lo is the General Manager of Deliveroo Hong Kong, the leading on-demand food delivery platform founded in London in 2013.

Brian launched Deliveroo Hong Kong in late 2015 and has rapidly grown the business across the region, employing hundreds of riders and partnering with over 3,500 of the city's favourite restaurants to give customers the best food delivery experience in the world. As General Manager, Brian is responsible for everything from operations to staff development to maintaining relationships with clients and customers.

Prior to joining Deliveroo, Brian was an Engagement Manager at McKinsey & Company where he specialized in working with large corporations around the globe to improve their overall capabilities and performance. Brian graduated from The Wharton School at the University of Pennsylvania with a degree in economics, finance and management. He is fluent in English, Mandarin and Cantonese.



## Ms Lily Cheng

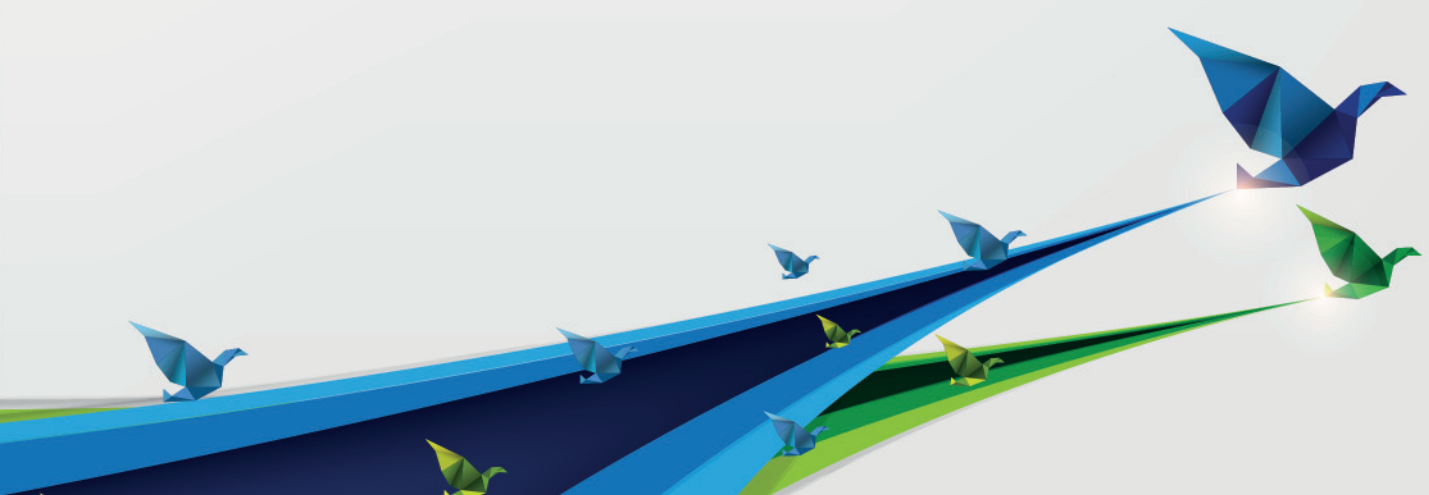
Founder  
Hubel Labs/  
Board Director  
Swire Properties & Octopus Cards

Ms Lily Cheng has served in the technology and internet industry for over 17 years both as an entrepreneur and as a corporate executive. She was President, APAC at TripAdvisor up until 2016 and had previously held a number of executive roles at Expedia and TripAdvisor across London, Singapore, Beijing and Hong Kong.

Lily is currently an independent non-executive board director of Swire Properties Limited, Octopus Cards Limited as well as a senior advisor for the Boston Consulting Group in China and HotelBeds Group in Europe.

Outside of the board room, she spends her time coding a next-generation food discovery app for travelers with a distributed team of engineers around the world. At the beginning of her career, Lily founded a tech start-up in Cambridge, UK which pioneered the use of wireless charging in mobile devices.

Lily holds a Bachelor of Arts degree in Engineering, a Master of Engineering degree with distinction from the University of Cambridge and is pursuing a certificate in Artificial Intelligence at Stanford University.



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## **Top Team Roundtable Discussion 5 Shaping the Workforce of the Future**

### **Session Chairperson**

**Ms Catherine Zhu**

Managing Partner  
Egon Zehnder, Hong Kong

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### **Panelists**

**Ms Louisa Cheang**

Vice-Chairman and Chief Executive  
Hang Seng Bank Limited


**Mr Gary Liu**

Chief Executive Officer  
South China Morning Post

**Ms Leonie Valentine**

Managing Director, Sales & Operations  
Google Hong Kong

### **Question and Answer Session**



# PANELISTS



## **Ms Louisa Cheang**

Vice-Chairman and Chief Executive  
Hang Seng Bank Limited

Ms Louisa Cheang is Vice-Chairman and Chief Executive of Hang Seng Bank, and Chairman of Hang Seng Bank (China). She is Chairman of Hang Seng Index Advisory Committee of Hang Seng Indexes, and a Member of the Board of Trustees of the Ho Leung Ho Lee Foundation. She is also a Group General Manager of HSBC and a Director of The Hongkong and Shanghai Banking Corporation.

Ms Cheang currently also holds the following appointments:

- Chairman of the Board of Governors of Hang Seng Management College
- Board Member of The Community Chest of Hong Kong
- International Advisor of China Union Pay
- Member of The Twelfth Jiangsu Provincial Committee of the Chinese People's Political Consultative Conference
- Member of the Consulting Committee of Qianhai & Shekou Area of Shenzhen, China (Guangdong) Pilot Free Trade Zone, and Qianhai Shenzhen-Hong Kong Modern Service Industry Cooperation Zone of Shenzhen
- Vice President of The Hong Kong Institute of Bankers



## **Mr Gary Liu**

Chief Executive Officer  
South China Morning Post

Mr Gary Liu is CEO of the South China Morning Post, a leading news media company that has reported on China and Asia for more than a century with global impact. Founded in 1903, the SCMP is headquartered in Hong Kong, where it is the city's newspaper of record. Along with its flagship news products, the SCMP is also Asia's leading magazine publisher with a portfolio of premium lifestyle and fashion titles including Cosmopolitan, ELLE, Esquire, and Harper's BAZAAR, and is home to cpjobs.com, a big data-powered recruitment platform.

Prior to joining the SCMP in January 2017, Gary was CEO of Digg, spearheading the New York startup's transformation from aggregator to a data-driven news platform. Previously, Gary was Head of Spotify Labs, where he led emerging technologies and business strategies for Spotify's global markets, after joining as Global Director of Ad Product Strategy. Gary has also worked at AOL and Google.

Born in the United States, Gary grew up in Taiwan and New Zealand, before returning to the American Northeast where he lived and worked for 20 years. He currently lives in Hong Kong with his wife Katrina, a pediatric dentist. Gary is an Economics graduate from Harvard University.



## **Ms Leonie Valentine**

Managing Director, Sales & Operations  
Google Hong Kong

Ms Leonie Valentine is Managing Director, Sales & Operations of Google Hong Kong. She has over 20 years of experience in marketing and sales, and has served as Director of Customer Experience for Asia Pacific at Google for the past two years.

Prior to joining Google, Leonie was Executive Vice President, Customer Service & Operations at CSL Limited. Earlier, she held the position of Chief of Staff for Telstra International Group, and was a member of the Executive Leadership

Team charged with managing Telstra Corp's business growth and assets outside of Australia and New Zealand.

Leonie holds an Executive Certificate in Business Administration from the Australian Graduate School of Entrepreneurship of Swinburne University, a Master's Degree in Communication Management from the University of Technology, Sydney, and a Bachelor of Science from Melbourne University.



1700

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## Plenary Session 6 Building a Culture of Innovation

### Session Chairman

**Mr Kenny Lam**

Group President  
Noah Holdings Limited

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### Keynote Speaker

**Mr Dipen Mehta**

Head of Innovation - Asia Pacific  
Amazon Web Services

### Building a Culture of Innovation

Innovation is creativity with execution. It requires thinking big as well as the ability to deliver on an idea. At Amazon, innovation is in our DNA. Our successful leaders think big, execute, and have a sincere optimism about innovation – whether innovating to new opportunities and lower costs for customers or innovating our way out of a challenge. If these innovations are done well, they are great for customers – resulting in franchises like our retail business, marketplace business and even AWS. This approach fits Amazon well – we’re entrepreneurs at heart, we love to build and we look forward to adding to these franchises over time. We’d like to share the unique culture Amazon has fostered and our inspired mechanism for facilitating innovation initiatives within the company. This mechanism, known as Working Backwards, is a process that ensures we develop ideas which are big and compelling enough to customers that we are willing to invest in them.

### Question and Answer Session


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1750

### Closing Remarks

**Dr Allen Fung**

Chairman  
The HKMA 2018 Annual Conference Organizing Committee  
Executive Director  
Sun Hung Kai Properties Ltd



# KEYNOTE SPEAKER



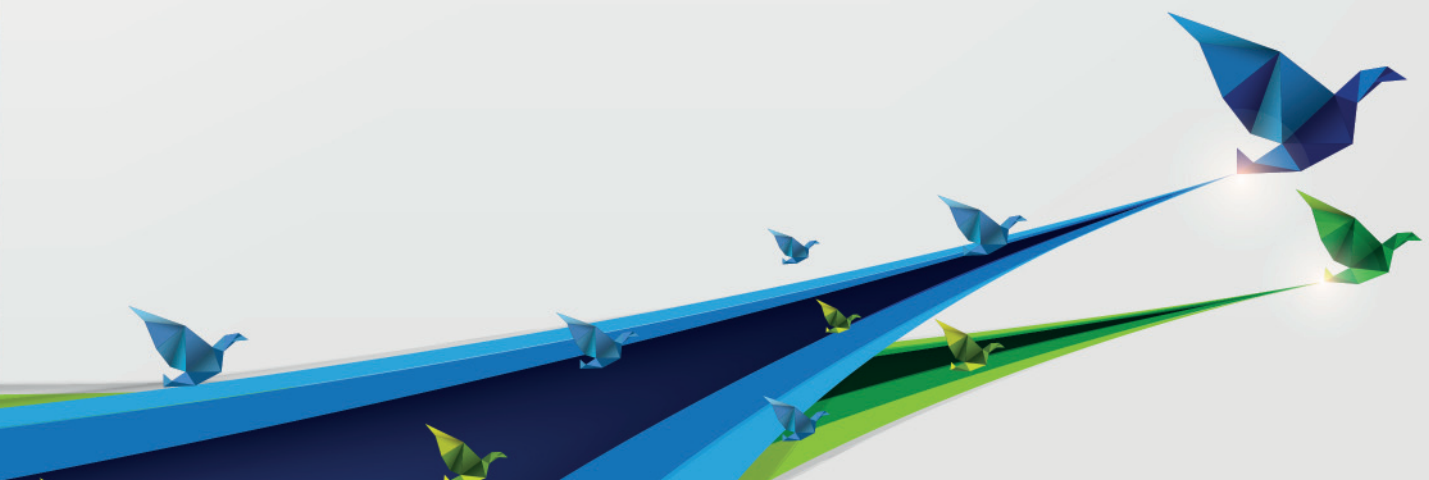
## **Mr Dipen Mehta**

Head of Innovation - Asia Pacific  
Amazon Web Services

Mr Dipen Mehta is the Head of Digital Innovation - APAC, based out of Singapore for Amazon Web Services (AWS) - a subsidiary of Amazon.com Inc. In this role Dipen is responsible for initiatives that help customers drive top line growth through leveraging emerging technologies and trends.

Dipen has spent the last 10 years in Asia, most recently joining from Standard Chartered Bank where he led their digital disruption team and co-founded their innovation lab. Prior to that Dipen led the mobility practice at Accenture Digital where he focused on helping customers in the region embark on their digital transformation. Over the course of his 20+ year career, Dipen has held various leadership roles in multi-national enterprises and has been an avid entrepreneur, advisor and investor in numerous startups across the US and Asia Pacific.

Dipen holds a Bachelor of Science (Computer Science) and a Masters of Business Administration (Finance & Entrepreneurship) from NYU Stern School of Business.



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