



The Hong Kong Management Association
Advancing Management Excellence

{ Striding into 2020:
**CHANGING
MINDSET,
EMBRACING
INNOVATION** }

Annual Conference

14.11.19



INTRODUCTION

To maintain its position in the world economic arena, Hong Kong cannot afford to rest on its laurels. It is no longer an empty slogan that innovation is important, it becomes a must for everyone and every organisation, big or small, to preach and practise innovation in everything we do. This calls for a change in organization culture for most companies and a change in the mindset of everyone related. Many top and senior management do realise this urge to change and many are preparing for the transformation. However, as expected, the process will always meet with different degree of resistance at all fronts. To name one, the middle-level executives, who are the pillars of any companies, could be hesitant to buy in, as some are simply unsure of their new roles, if any, after the transformation.

The HKMA Annual Conference 2019 will showcase some established and up-and-coming companies which are at different stages of the innovation journey to share with the audience their unique stories. The Conference will also explore how some renowned companies instil and enliven an innovative culture to guide their development against the backdrop of increasingly keen competition.

DATE AND TIME

Thursday, 14 November 2019
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



slido.com/h688

FOR ONLINE QUESTIONNAIRE



hkma.org.hk/acc/eform
by 21 November 2019 please



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CONFERENCE ORGANISING COMMITTEE



Mr Jacky Chan (Chairman)
Regional Chief Executive
AIA Group



Mr Guy Bradley
Chief Executive
Swire Properties Ltd



Ms Susanna Hui
Executive Director and
Group Managing Director
HKT Ltd



Ms Dionne Kung
Group General Manager,
Marketing & Corporate
Communications Department
Sino Group



Ms Leonie Valentine
Managing Director,
Sales & Operations
Google Hong Kong



Ms Catherine Zhu
Managing Partner
Egon Zehnder International Ltd



0915

Welcoming Address

Mr Helmuth Hennig

Chairman
The Hong Kong Management Association
Group Managing Director
Jebsen & Co Ltd

Opening Address

Mr Jacky Chan

Chairman
HKMA 2019 Annual Conference Organising Committee
Regional Chief Executive
AIA Group

0940

Presentation of Professors of Practice

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

Prof Roy Chung GBS BBS JP

Chairman, Advisory Board
The HKMA Institute of Advanced Management Development

Presentation Ceremony of Professors of Practice

- Mr Winfried Engelbrecht-Bresges GBS JP
- Ms Randy Lai
- Mr Joseph Ngai

Vote of Thanks by Ms Randy Lai

1015

Plenary Session 1

On Innovation Culture

Session Chairperson

Mr Jacky Chan

Regional Chief Executive
AIA Group

Keynote Speaker

Ms Elaine Shuainan Zhu

Regional Lead
Google ZOO/APAC Partner Innovation

2020: The Year in Preview - Driving Impact and Growth with Innovation

In the ever-evolving world today, how could we continuously push the boundaries and bring people innovative and meaningful brand experiences?

Augment, Amplify and Assist - these are the three macro trends that Google's partner innovation team (Google ZOO) is actively exploring. Whether it is Augmented Reality, Machine Learning or Assistive technology like voice and gesture, these emerging technologies represent opportunities for brands and businesses to create immersive, interactive and meaningful experience for your target audience, even and especially for those who were previously ignored or difficult to connect with.

How would your business leverage these trends? What would your brand do?

Question and Answer Session

1055

Break

KEYNOTE SPEAKER



Ms Elaine Shuainan Zhu

Regional Lead
Google ZOO/APAC Partner Innovation

Google ZOO is a unique interdisciplinary partner innovation team in Google. Leading ZOO's strategy work in Greater China and South Korea, Ms Elaine Zhu is passionate about using emerging technology to drive business and brand growth, solve real world problems and create interesting and meaningful human experiences.

Prior to Google, Elaine spent 3 years travelling around the world; and has over a decade experience of leading international expansion, marketing, strategic partnership and innovation work in world renowned brands such as P&G, Facebook and startups in multiple Asian markets and California. Elaine particularly excels at creating growth and building competitive advantages for brands and business via a combination of insight, innovation and strategic leadership. Over the years, she has led many consumer and technology brands, from start-ups to one billion plus, dealt with multi-million-dollar budgets and leading teams of over thirty. As an international business executive, she is known for her keen eye in identifying opportunities that led to explosive growth for brands and business to enter new markets, and creating new category adjacencies and business models. Her strategic leadership is also reflected in her ability to identify threats and act decisively to deliver results. On the side of people management, Elaine is excited about building and growing high performance teams. She is also an expert in building high-trust relationships with key stakeholders and business partners through motivation and leading change, as well as leveraging small teams to transform culture and create results.



1125

Plenary Session 2 On Innovations in Financial Industry

Session Chairperson

Ms Leonie Valentine

Managing Director, Sales and Operations
Google Hong Kong

Speakers

Mr Deniz Güven

Chief Executive Officer
Virtual Bank by Standard Chartered Bank Hong Kong

Brave New Bank

When Aldous Huxley wrote *Brave New World* in 1931 almost 90 years ago, he talked about Incubation Centre and Human Accelerators in the context of a futuristic dystopian society. Today those same words are still used in various industries, though with much different meanings. In today's lexicon, they tend to have cutting-edge implications. In banking, we believe these phrases will again be re-defined by a new chapter of the 'Brave New Bank', referring to the precise execution and results-driven outcomes in digital transformation stories.

Join to hear Deniz Güven discuss innovation in Hong Kong and the development of a Brave New Bank.

Ms Jessica Lam

Head of Strategy
WeLab

Staying at the Forefront of Continuous Innovation

Since it was first founded in Hong Kong back in 2013, WeLab has gone through exponential growth and rapidly scaled across Hong Kong, Mainland China and Indonesia providing financial services by creating seamless digital experiences to its customers. Throughout the journey, technology innovation has always been at the core of WeLab's business models. But how does WeLab maintain the right culture and strategy to enable continuous innovation to fuel its growth? How do they continue to explore creative solutions beyond common applications of cloud computing, machine learning, etc.? Additionally, the session will also cover how WeLab as a FinTech enabler, partners with traditional institutions and creates innovative business models together.

Mr Charles Hung

CEO & Executive Director
Blue (Aviva Life Insurance Co Ltd)

Unlocking Blue Ocean Opportunities. Unveiling the Future Insurance Blueprint

Across the region, insurance is considered a push product in large part due to market pain points. It is clear that the insurance industry is ripe for digital disruption. To stay ahead of the game, how do insurers unlock the blue ocean market potential? How do insurers leverage the "ABCD" of InsurTech to innovate for customers?

Blue, the joint venture of Aviva plc., Hillhouse Capital, and Tencent Holdings Limited, is the first digital life insurer in Hong Kong, with a founding vision to revolutionise the insurance industry by bringing simple, flexible solutions suited to customers' needs. The insurer navigates the shifting landscapes and customer preferences with leading-edge technology and data-driven innovation. Coupled with the full-fledged digital model, Blue is set to capture the unprecedented opportunities ahead.

Join the session to see how Blue creates a new blueprint for the future of insurance.

Question and Answer Session

1245

Lunch

SPEAKERS



Mr Deniz Güven

Chief Executive Officer
Virtual Bank by Standard Chartered Bank Hong Kong

Mr Deniz Güven is an internationally recognised leader in driving digital transformations and bringing new digital banking experiences to audiences globally. As the CEO of the virtual bank by Standard Chartered Bank Hong Kong, Deniz leads the team in building a smart bank to solve clients' pain points with real digital services. The new banking model focuses on financial inclusion and fostering dynamic partnerships to create a comprehensive digital ecosystem. Deniz joined Standard Chartered in 2017 as the Global Head, Design and Client Experience, where he oversaw client journey and optimizations, digital wealth, and collaborations with tech firms and start-ups. Prior to joining Standard Chartered, Deniz served as the Senior Vice President at BBVA Group's Garanti Bank in Turkey. During his role at Garanti, Deniz was responsible for end-to-end digital assets, as well as iGaranti, the first mobile only bank in Turkey. Deniz played an important role which enabled Garanti to reach 5 million active digital customers and to grow their market share in Turkey.

Deniz holds a Bachelor's Degree in New Media and Communications from Marmara University and an MBA from Istanbul Bilgi University. In addition to being a technology enthusiast, he enjoys yoga, writing and supporting the Besiktas Football Club.



Ms Jessica Lam

Head of Strategy
WeLab

Ms Jessica Lam is the Head of Strategy at WeLab – Hong Kong's home grown fintech champion – which operates WeLend and the WeLab virtual bank in Hong Kong, Wolaidai (我來貸), Taoxinji (淘新机) and Tian Mian (天冕) in Mainland China and a fintech joint venture AWDA in Indonesia. The company also offers B2B enterprise solutions by partnering with traditional financial institutions which utilize WeLab's technology to offer fintech-enabled solutions to their customers.

Jessica drives the group's overall strategy which includes spearheading the roll out of the WeLab virtual bank. Prior to joining WeLab, Jessica spent over 12 years at Goldman Sachs in the areas of corporate finance as well as Private Wealth Management. Jessica is a Board Member of the FinTech Association of Hong Kong (FTAHK), an independent association of members who are representing Hong Kong's fintech community globally.



Mr Charles Hung

CEO & Executive Director
Blue (Aviva Life Insurance Co Ltd)

Mr Charles Hung is the CEO & Executive Director of Blue, the trade name of Aviva Life Insurance Company Limited. He has been in this role since April 2017, and is instrumental in the launch of Blue, which is the first digital life insurer in Hong Kong and a joint venture between Aviva plc., Hillhouse Capital and Tencent Holdings Limited. Charles is responsible for leading and managing Blue's business strategies. Previously, he was the Chief Risk Officer of Aviva Asia.

Charles has close to 30 years' experience in business development, innovation, technology & operations, and risk management spanning across insurance, asset management and banking sectors in Asia, Europe and the United States. Before joining Aviva, Charles was with HSBC Holdings where he was the Chief Risk and Administration Officer, GSWD. Prior to that, he was Chief Operating Officer, Asia for HSBC Private Bank (Suisse) SA.

Before venturing into the banking sector, Charles spent over a decade in the insurance industry in AIA China, PCA Japan, and Prudential Corporation Asia. He also held several senior executive roles at leading financial institutions including Peregrine Holdings, Merrill Lynch and Goldman Sachs.

Charles holds a master's degree in Electrical Engineering and Engineering Fellowship from Cornell University. He also completed the Executive Management Program at INSEAD in France.



1415

Plenary Session 3

On Innovation and Entrepreneurship in Up-and-coming Organisations

Session Chairperson

Ms Dionne Kung

Group General Manager
Marketing & Corporate Communications Department
Sino Group

Speakers

Mr Arthur Huang

CEO and Founder
MINIWIZ Co Ltd

Trash is Our Building Block

The trash problem we find ourselves immersed within is an opportunity to transform the way we design, engineer, and manufacture. It can become the new building blocks of society and has potential to power the circular economies of the future. The first step is to convert the waste we see into a sustainable solution by engineering trash into beautiful and functional products we actually want to buy. This is the future but it is also the now.

Mr Tony Wong

Co-founder & CEO
SHOPLINE

Execution is the Key to Innovation

Many have awesome ideas that are plausible with the current technologies that we have, but very few are able to execute the ideas properly so that they can become a reality, have a product-market-fit, and be beneficial to its audience. Execution is easier said than done and requires commitment from stakeholders and executioners to make it happen. There are a few things to bear in mind to ensure that an idea can be executed successfully.

Question and Answer Session

SPEAKERS



Mr Arthur Huang
CEO and Founder
MINIWIZ Co Ltd

Mr Arthur Huang is a structural engineer, architect, and circular economy innovator. He has spent over a decade turning post-consumer waste into innovative products for businesses and consumers through his company, MINIWIZ. As founder and CEO of MINIWIZ since 2005, Arthur is focused on accelerating the shift to a closed-loop circular economy where all products are made from recycled materials and eventually, even those products will be recycled. Today, MINIWIZ is a global leader in transforming post-consumer products into retail store interiors, architectural structures, and consumer goods.

Under Arthur's leadership, MINIWIZ has received the World Economic Forum's Technology Pioneer Award, *The Financial Times'* Earth Award, and *The Wall Street Journal's* Asian Innovation Award. Arthur has been a National Geographic Explorer since 2016 and the World Economic Forum recognized him as the Runner up for The Circular Leadership Award 2019 Davos. In February 2019, the World Economic Forum named MINIWIZ as one of the top 11 companies leading the way to a circular economy.



Mr Tony Wong
Co-founder & CEO
SHOPLINE

Tony Wong, the Co-founder, and CEO of SHOPLINE, a 2x serial entrepreneur, experienced product manager, and full stack developer. Before founding SHOPLINE, Tony has managed high profile projects in media and e-commerce industries such as TVB and Next Media, as well as founding Viss, a fashion e-commerce and media platform in Asia. Having lived in Latin America, South East Asia, and North America, Tony brings great diversity and global insights into SHOPLINE's startup culture.

At SHOPLINE, Tony had grown the team rapidly from 3 to 250 within 5 years and built a full-featured platform with an agile team. Now, SHOPLINE is the largest smart commerce enabler in Asia, with offices locations spread across Hong Kong, Taiwan, Ho Chi Minh City, Shenzhen, and Kuala Lumpur. Up to date, SHOPLINE has empowered over 150,000 merchants to build their stores globally.



1505

Plenary Session 4
The Mind of the Leader

Session Chairperson

Ms Leonie Valentine

Managing Director, Sales & Operations
Google Hong Kong

Keynote Speaker

Mr Tony Dickel

Country Director, China and Hong Kong
The Potential Project

The Mind of the Leader

The Mind of the Leader, published by Harvard Business Review Press, is based on Potential Project's extensive research of over 35,000 leaders and 250 C-level executives. It concludes that organisations and leaders aren't meeting employees' basic human needs of finding meaning, purpose, connection, and genuine happiness in their work: 77% of leaders think they do a good job at engaging their people while 88% of employees disagree. 65% of employees would forego a pay raise to see their leaders fired. This is despite more than \$46 billion spent annually on leadership development - in the US alone.

To solve this leadership crisis, organizations need to put people at the centre of their strategy. They need to develop managers and executives who lead with three core mental qualities: Mindfulness, Selflessness, and Compassion – as a way of being.

With real world inspirational examples from Marriott, Accenture, McKinsey, and more, *The Mind of the Leader* shows how this new way of thinking about leadership is creating profound success in today's tumultuous world.

Question and Answer Session

1545

Break

KEYNOTE SPEAKER



Mr Tony Dickel

Country Director, China and Hong Kong
The Potential Project

Mr Tony Dickel is the Country Director for Potential Project Greater China. He is one of the leading executive coaches and corporate trainers in the region having several thousand hours of training and coaching experience at leadership level. Tony is accomplished with helping leaders create the conditions for exceptional leadership performance through helping cultivate focus, resilience and well-being, leading to agile and adaptive mindsets.

Tony has held Board level positions within the Investment Banking, Consulting and Consumer sectors over a period of more than 20 years and is able to use the language of organisational leadership to inspire leaders around the need for personal and cultural transformation.

As an experienced executive coach and trainer / examiner of professional coaches, Tony also heads up the leading training organisation for professional executive transformational coaches in the region. He is immediate past president of the Hong Kong International Coaching Community, Past President of the International Coach Federation and is an examiner for both the International Coach Federation and for the European Mentoring and Coaching Community.

Apart from his Coaching and Mindfulness accreditations at the highest level, Tony also has a Degree in Biochemistry from Imperial College London (specialising in "Neurochemistry") and holds a Master's Degree in Counselling.



1615

Top Team Roundtable Discussion 5
Shaping Innovation Culture, Engaging Future Workforce

Session Chairperson

Ms Catherine Zhu

Managing Partner
Egon Zehnder International Ltd

Panelists

Ms Christina Zhu

President
Fonterra Greater China

Mr Fred Ngan

co-Founder and co-CEO
Bowtie Life Insurance Co Ltd

Mr Gary Liu

CEO
South China Morning Post

Question and Answer Session

PANELISTS



Ms Christina Zhu
President
Fonterra Greater China

Ms Christina Zhu is President of Fonterra Greater China and leads all aspects of the company's consumer, food service and farming businesses in Mainland China, Hong Kong and Taiwan. A New Zealand Co-operative formed by 10,500 dairy farmers, Fonterra is the world's largest diversified dairy processing company and one of the world's top producers of dairy nutrition.

Prior to joining Fonterra, Christina held various leadership roles in Honeywell and McKinsey & Co.

A native Chinese, Christina's career has spanned across three continents (Asia, North America, Europe), and covered a wide range of sectors including private equity, industrial/technology (Honeywell), strategy consulting (McKinsey) etc. Christina currently serves on the board of a number of Chinese and international companies. Christina earned an MBA with honours at Columbia Business School, and a BA in Western Studies at Beijing Foreign Studies University. She is also a Fellow of the Inaugural class of the China Fellowship Program, as well as a member of and moderator for the Aspen Global Leadership Network.



Mr Fred Ngan
co-Founder and co-CEO
Bowtie Life Insurance Co Ltd

Mr Fred Ngan is the co-Founder & co-CEO of Bowtie, Hong Kong's first virtual insurer. Fred is a serial entrepreneur who previously co-founded two successful insurtech startups. He started his career as a consulting actuary in Chicago, Toronto, London and Hong Kong and then spent 10 years servicing local and multi-national insurers and asset managers across 10+ countries with global advisory firms EY and Oliver Wyman. He is currently a board member of Institute of Financial Technologists of Asia (IFTA), a Fellow of the Society of Actuaries (FSA) and a Member of the Actuarial Society of Hong Kong (ASHK).

Fred is covered by local and world's leading media including Bloomberg and TechCrunch, and is a frequent speaker at major conferences including the Asian Financial Forum and the Davos World Economic Forum. Born in Hong Kong and educated in Canada, Fred holds a Bachelor Degree in Mathematics (Double Major in Actuarial Science & Statistics) from the University of Waterloo.



Mr Gary Liu
CEO
South China Morning Post

Gary Liu is CEO of the South China Morning Post, a global news media company that has reported on China and Asia for more than a century. Gary is also the Chairman of the WAN-IFRA Asia Pacific Committee, a member of the INMA Board of Directors, and was named a Young Global Leader by the World Economic Forum in 2019.

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 Labs at Spotify, after joining the company 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.



1705

Plenary Session 6 The Business Case for Changing Mindset and Culture

Session Chairperson

Ms Leonie Valentine

Managing Director, Sales & Operations
Google Hong Kong

Keynote Speaker

Mr NiQ Lai

Co-Owner and CEO
Hong Kong Broadband Network Limited

Change or Die

In the animal kingdom, it is not the strongest that survives rather is the most adaptable; this also applies to the corporate world and to personal careers. At HKBN, they are by no means the strongest amongst their much bigger incumbent competitors, but they have built their whole company to embrace change.

HKBN was a start-up in 1992 on family and friends' capital of ~US\$200,000 and has grown to become the largest alternative fixed-line carrier in Hong Kong, capitalized at over US\$2 billion today, i.e. a very early HK Unicorn. Key elements of how the company builds change into its DNA include:

- Rules = Limitations on Innovation ... so get let's rid of rules and replace with alignment
- Finding their LUCA (Legal Unfair Competitive Advantage)
- Proud HKBN 340 Co-Owners ... What does this mean?
- The HKBN Culture... we want you to love it or hate it, just don't be indifferent to it.

About Hong Kong Broadband Network Limited

Hong Kong Broadband Network Limited (HKBN) is an integrated provider of telecom services for the residential and enterprise segments. HKBN's core purpose is to "Make our Hong Kong a Better Place to Live" and takes great pride in developing its 4,500 Talents into its Legal Unfair Competitive Advantage (LUCA). Via organic growth and a series of acquisitions including New World Telecom and WTT, HKBN has become, by far, the leading alternative fixed-line carrier in HK. The Group is managed by over 300 Co-Owners who have invested their own savings to buy into HKBN, representing the majority of supervisory and management level Talents in the Group. HKBN is listed on the main board of the Hong Kong Stock Exchange (SEHK Stock Code: 1310).

Question and Answer Session

1750

Closing Remarks

Mr Jacky Chan

Chairman
The HKMA 2019 Annual Conference Organising Committee
Regional Chief Executive
AIA Group

KEYNOTE SPEAKER



Mr NiQ Lai

Co-Owner and CEO
Hong Kong Broadband Network Limited

Mr NiQ Lai joined HKBN in May 2004 and leads according to the "3P" formula of "Purpose + Passion = Profit". Prior to joining HKBN, NiQ was an analyst and the Director and Head of Asia Telecom Research for Credit Suisse, where he was involved in numerous global fundraising initiatives for Asian telecom carriers. NiQ holds a Bachelor of Commerce Degree from the University of Western Australia, and an Executive Master of Business Administration Degree from Kellogg-HKUST, Hong Kong. He is a Fellow member of the Hong Kong Institute of Certified Public Accountants (HKICPA) and CPA Australia. In March 2016, he was recognized as the Best CFO by *FinanceAsia* survey of Asia's Best Companies 2016 (Hong Kong). Early on his career, NiQ tried to become a professional tennis player, but he was not very good, so he become an accountant instead.

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