

CITY BUSINESS


Magazine




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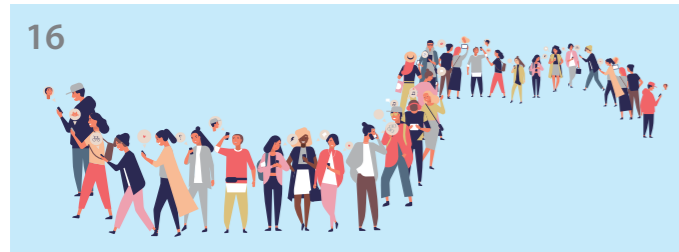
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Issue One 2019



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From the Dean



In *Write your future* we celebrate the diversity of our student and alumni achievement. As technology accelerates the speed of change, our students and alumni are venturing into new fields: Internships with leading international corporates, social enterprises in challenging overseas destinations, innovative startups, careers in leading tech companies, and even – inspired by the student exchange experience – authorship. Please enjoy their stories.

Write your future also takes a close look at the preeminent technology of our era, the ever-present smartphone. In *the flow*, an interview with Professor Matthew Lee, ventures into an area increasingly ignored: the psychology of smartphone addiction. From another angle Edwin Pang, our Associate Director of Communications and Public Relations, reveals how we are enticed into buying them. *Living an exciting brand journey with Huawei* describes the company's ascent to become the second largest builder of smartphones in the world.

Digital advertising is an integral part of any marketing campaign and in a related story, our alumnus Johnny Wong, co-founder of Hotmob Limited, gives his take on how this can be managed responsibly. A further alumni story, *Social impact investing* comes from Dr Richard Yap, DBA alumnus, who describes some of the millennial-inspired Hong Kong startups he has witnessed, incorporating social and environmental initiatives in their business strategy.

In January, I was fortunate enough to be invited to talk at the Davos World Economic Forum which had the overarching theme "Global 4.0: shaping the global architecture of the fourth industrial revolution era." The Belt and Road Initiative plays an integral part in these changing dynamics and in *Globalisation in transition* you can read about our initial study at the Research Centre on One-Belt-One-Road at CityU. We highlight the critical role of Hong Kong's financial and legal service industries in underpinning the expansion of China SOEs onto the world stage.

In our frantically activity-driven city, work life balance is an elusive goal, which few of us seem to achieve. We look at the issue from two sides. In *Burnout* Dr Catherine Lam, Associate Professor of Management highlights some of the causes of workplace burnout, which sectors of the working population are most vulnerable, and how we can overcome it.

We also look at the role of a possible antidote to burnout: culture in all its glorious forms. We were fortunate enough to have Henry Tang, Chairman of the Board of the West Kowloon Cultural District Authority, to present at our CEO Forum last autumn, and in *Arts and culture in Hong Kong* he shares his excitement at the prospects of the massive new arts hub. Then, closer to home, in *Better than the real thing?* we talk to CityU Gallery Director, Dr Isabelle Frank, about how new media technology is redefining authenticity and the challenges of producing an exhibition – largely without traditional exhibits.

I do hope you enjoy our varied and many-splendored offering in this issue!

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ON THE COVER

City Skyline - Signature cities from around the world create this composite image. The rainbow colours celebrate a cosmopolitan diversity of opportunity, the white background represents a fresh start for the next generation. Designed by DG3 Asia Limited.

Write your future

Celebrating the diversity of our student and alumni achievement

“ I never cease to be fascinated by the variety of experience lived by our students and alumni. Our BBA success stories celebrate that diversity. Clustered around the key themes of **PROFESSIONAL-EXPERIENCE-CAREER-ACHIEVEMENT-RESILIENCE-NETWORK**, our stories traverse a rich variety of experience. It is my great professional and personal fulfillment to be working together with our young people on the undergraduate programmes, helping place opportunities before them – and witnessing their multiple achievements. Truly, we give our best for the best in you.

Dr Raymond Wong
Associate Dean
Undergraduate Programmes



We had a simple idea of empowering the world by digitalising cash

Adam Lau
Chief Marketing Officer, Heycoins



I was challenged to step out of my comfort zone on a daily basis

Thomas Tse
Intern at Microsoft and HP



I started ElderTreks to support active ageing and collaboration across the generations

Michelle Kwok
Co-founder, ElderTreks



The smile on her face showed me that wealth is not equivalent to happiness

Victor Tse
Participant of a community service project in Cape Town



I was very proud to get *Born this way* published. This is about embracing ourselves, proudly, as we are

Kevin Tong
Author



Xiaomi was an opportunity to realise what we had been looking for at CityU in those competitions

Kenelm Cheng
Senior Global Operations Manager, Xiaomi

Beyond the zone

What caught my imagination in *Write your future* is the sheer vibrancy of the stories. As Kevin Tong puts it in his piece: “Wave goodbye to a standardised life.” The meaning of success is up for grabs. Many of you are choosing to go beyond the zone of conventional expectation. We hope to publish many more of your inspiring stories. Let’s hear from you please. If you have a story to share, please contact the editorial team: cbmagazine@cityu.edu.hk

Empower the world by digitalising cash

By Adam Lau

Adam Lau is Chief Marketing Officer at Heycoins, a kiosk network and IT solution provider that collects coins from the public and converts them into digital currency. Here he tells the story of how he started up Heycoins, and his aspiration for its positive impact on society.

In the very beginning, we had a simple idea of helping our community resolve the inconvenience of using physical coins. Cyberport offered us financial support which we used to make our first prototype. After that we were selected as a Cyberport incubatee and benefited from many networking sessions and exposure opportunities. This has been phenomenal for us.



Starting out

Heycoins had such an everyday beginning. I was sharing a room with some exchange students at CityU, and they left me a large amount of spare coins. Literally the penny dropped! I realised that coins were sitting idle in people's homes all over the city.

The Hong Kong Monetary Authority was already running a truck around, collecting coins from the public which could be converted to top up Octopus or get cash back. But they only had two trucks. I thought there was a lot of potential to get into the housing estates and shopping malls and collect more coins.

I had seen coin kiosks in US supermarkets where you could get cashback or vouchers. We decided to go one step further, and digitalise the cash into Heycoins which allow people to buy goods in our mall. You can also fill your e-wallet. We appeal to people in all walks of life, and especially to those for whom thrift is a virtue and who hate to see money lying idle.

Heycoins is riding the crest of the digital wave. One year ago, if you asked people if they had an e-wallet, most would have said no. Nowadays having at least one e-wallet in your mobile, PayMe, Alipay or WeChat Pay is common. Some people still think there are security issues in using these systems, but confidence is rising rapidly.

Giving

We also see Heycoins as a social impact project. Coins are a very down-to-earth way to introduce people to the e-wallet. We are already reaching sectors of the population who otherwise would never have dreamt of using one. We have promotion offers so that when people convert HK\$200 and start up a new e-wallet, we give them HK\$20 incentive. Also, we have a donation function on our kiosk. We now have 30 kiosks. Last year we collected HK\$10 million worth of coins.

Going regional

Hong Kong is a fantastic showcase for our business, because some countries need a catalyst to start digitalising their money. Next year, we will have kiosks in Singapore, Thailand, and Macau. In those countries we are selling ourselves as an IT solution provider. We will build a server, and a system and help them build various e-wallets, and we will provide our own secure app.

We aim to promote Heycoins as a digital currency, I will not say cryptocurrency. We would like you to be able to use Heycoins across the region, whether that be in Singapore, Bangkok, or Shanghai.

CityU catalyst

In my first year at CityU I joined a lot of societies, and was president of the Music Society. Then I took a gap year and turned myself into a part-time student for two years whilst I started my first business. I learned the tech stuff from internships, especially friends from China who had a very entrepreneurial spirit, and who invited me to join businesses before I started Heycoins. So, I got a lot of other-than-learning experience from CityU.

CityU provides a lot of room for students to discover themselves, creating the space for students to develop themselves by themselves.



Social Mission

Heycoins was named merit winner of the Hong Kong Industrial Award in 2017. Since its launch in May 2017, it has served over 55,000 users and successfully processed over HK\$17 million in coin value.

Heycoins aims to increase charitable donations from the public, and improve charities' efficiency in fundraising, and commits to reinvest more than 65% of profits into businesses that do social good. Heycoins encourages the public to deposit their coins into charitable donations using kiosks. In addition, the company provides cash management support services to charities/ NGOs for their fundraising campaigns, aims at greatly improved efficiency and lower operational costs. In these ways, Heycoins aims to boost the incentive to make charitable donations.



My endeavours in the tech industry

By Thomas Tse

Thomas Tse is a final year marketing student. Over the past two summers he worked as a product marketing intern at Microsoft and a marketing communications intern at HP.



Microsoft was my first internship and it was overwhelming. I was challenged to step out of my comfort zone on a daily basis. HP was an opportunity to consolidate the hard skills I had acquired at Microsoft, and to be more agile and multi-faceted by gaining different skills in this fast-paced industry.

Open to a multitude of conversations

I like the tech industry's emphasis on culture-building. People are open to a multitude of conversations and collaborations – extremely attractive to a newbie in the workplace. From technical training to the little daily conversations I had with the managers and colleagues, I was totally immersed in an inclusive culture from day one. People in tech are always striving to achieve more, individually – but also in terms of the overall impact they exert on society.

I led the onsite marketing for UProgram and Microsoft Surface's "Back to School Marketing Campaign" in summer 2017. From brainstorming to execution, it

was never easy. At HP, I had a chance to co-lead the event management of the esports experience booth at HK Computer Expo 2018. This involved management, brainstorming and logistics management, as well as being the project manager for the social campaign for OMEN, HP's gaming product brand. I had to manage the marketing assets and to align interests with different internal stakeholders.

A change in mindset

These opportunities have helped me truly know my identity in the workplace, the kind of career direction I would like to take, and more importantly, what kind of man I want to become as I grow up.

Working in the tech industry has given me a steep learning curve in soft skills, a better transition to the workplace and a change in mindset, becoming more thoughtful and detail-oriented. I am extremely thankful to have met all the amazing people from the two companies over the course of this journey.

Stories of love, courage, and wisdom

By Michelle Kwok

Michelle Kwok co-founded ElderTreks in 2016 to support active ageing and collaboration across the generations. The social enterprise promotes local tours co-led by elders and youth. ElderTreks also preserves oral history, and aspires to connect people across society through the power of stories.



I started ElderTreks two years ago in the hope of promoting inter-generational understanding and advocating active ageing. The elderly population is one of Hong Kong's biggest challenges. I often see groups of elders sitting in parks with a blank look on their face, doing nothing and segregated from the rest of the society. As someone raised by a grandparent, I always try to sit down and initiate conversations with them. Their faces light up, and they will go on to share their stories full of love, courage, wisdom (and humour!).

At the age of eighty-three, Ka Chun has led the Shek Kip Mei tour at least a dozen times, yet tears still well up in her eyes every single time.

Reimagining history

Coming from humble beginnings, Ka Chun and her family were happily living in a wooden shanty built by her dad before it was taken away by a major fire on Christmas Day, 1953. During the Shek Kip Mei tour, Ka Chun walks us through her life story in the neighbourhood – from being a refugee after the fire, witnessing the development of Hong Kong public housing, to the breakout of the Double Tenth riot in 1956. The journey enables participants to reimagine history and to catch a glimpse of the indomitable "Spirit of Lion Rock". It also encourages tour participants to look beyond stereotypical perceptions of elders. The storytelling and the curiosity of younger generations makes for a ready dialogue.

Bonding across the generations

The younger generations in Hong Kong are constantly in search of their own identity along with our city's, particularly since the 2014 Umbrella Movement. ElderTreks aims to connect diverse people through the power of stories. We train elders to lead tours by telling their own stories in their own neighbourhoods. At the same time, this is a unique opportunity for bonding across the generations with our younger facilitators assisting the elders with research, tour operations, etc.

It has been wonderful seeing the elder tour guides transform and grow: from lacking confidence to proactively giving ideas on how we can improve our tours. But more importantly, I'm honoured to be able to call them my friends. They have taught me so much through action – their worldliness, diligence, generosity and tenacity are timeless treasures along with the memories we've created together.

iCare

By Victor Tse

Victor Tse is a final year accountancy student. Last summer he was a volunteer at the Cape Flats Sports Academy, a startup social enterprise which helps teenagers and children living in townships in Cape Town.

In this affluent, cosmopolitan city, Hongkongers are enjoying a high standard of living. The younger generation is amongst the most fortunate in the world. It is not unusual to see youngsters scrolling the screens of their extravagant gadgets during a silent family dinner in the restaurant. Of course, we are entitled to such luxuries. But, a majority of Hong Kong children still claim that they are living an unhappy life. Why is this happening? How come they are still not happy when they have the latest iPhone?

This summer I was very lucky to be a participant of the SHAWCO programme, working alongside entrepreneurs in social enterprises in Cape Town, South Africa. I worked at the Cape Flats Sports Academy, a startup social enterprise which helps teenagers and children living in townships – a.k.a. the poor areas in the community – develop their talents in sports. Since there are a lot of gangsters in their community, the organisation also plays an active role in providing teenagers with a shelter from the storm.

She played like Lionel Messi

I met a little girl there. She was playing football when I visited the upcoming “Open Street” event venue. She was by no means living a wealthy life like most Hong Kong kids. Wearing her very old and ripped clothing, she was never an eye-catching kid on the field. But the 8-year-old girl, who did not even wear shoes, ran like a flash and played like Lionel Messi on the football pitch. Her performance was absolutely fascinating! I was totally astonished at her talent so I asked for an interview with her during the break.



No matter how hard I tried, she just gave me the cold shoulder. I wondered if I had offended her in some unimaginable way, since it was my first time to visit South Africa. I turned to the coach and asked for the reason, and his response was utterly unexpected. The little girl was born deaf and mute because of her mother's excessive drug intake during pregnancy. Later an interview was arranged, and I got to know more about her story.

Her brother was brutally shot by gangsters

Living in an area full of poverty and crime, her brother was brutally shot by the township gangsters. Her mother sent her to the academy to get trained and stay safe. The coach also told me that the little girl was one of his best students, and she was about to get a full scholarship to be trained abroad. She did not have money, but she did have a lot of best buddies. She did not have a wealthy family, but she did have a lovely family. Poverty and disabilities had never been obstacles

standing in her way. That smile on her face when she was playing football showed me that wealth is not equivalent to happiness. Her laughter when she scored a goal told me that there are things in the world that money cannot buy.

Happiness in Hong Kong

The comfort from the material, excitement from consumption, and relaxation from a high standard of living allows us Hong Kong people, to immerse in delight and contentment. However, this is just something temporary. Recall, did you ever feel happy because of owning an expensive product? Was money the only thing that gave you the taste of pleasure? The answer is a very simple, “no”.

That handicapped girl cherishes her life and what she possesses. Without any iPhone and iPad, she understands why she needs to treasure everything and how arduous her parents' work is. She knows that her mother loves her more than anything. Her story teaches me that wealth does not determine whether children are happy or not, but family life does.

Happiness does not lie in material comfort, but spiritual welfare. What we need is love, care, inspiration, and a complete and satisfying family life. Why don't we just put away our iPad and iPhone for an hour and spend it with our family?

What we need is not the newest iPhone, but just simply “iCare” and “iLoveYou”.



Do you have the courage to make the decision from the heart?

By Kevin Tong

Kevin Tong graduated from the Department of Marketing in 2014 and set off to travel the world. After landing in the US, he embarked on a journey of self-discovery, said goodbye to his past nightmares, and started writing. His first book, "A Truant in the US" was voted a Top-10 Book for Secondary Students by the Hong Kong Professional Teachers' Union in 2017-2018.



I have visited unimagined cities, met extraordinary people, let go of the stubbornness in my mind, celebrated friendship with tears and smiles, attended a funeral, welcomed a new-born baby... and finally skydived from the deep blue sky and said goodbye to my nightmares from the past.

Go home and watch football

Whilst I was at CityU I was lucky enough to go on an inspiring exchange trip to the US, and after graduating I didn't want to settle in Hong Kong. So I returned to the US and found an internship working for the rotary club in San Jose. The work was in event management, helping to organise large-scale events like Independence Day BBQ. The atmosphere was quite relaxed. I remember one afternoon when the World Cup was on, around 2pm my boss just told me to go home and watch the football. Quite interesting – I think in Hong Kong it would be an unusual order! In the US it seemed like people really cared about your feelings, not just duty and work.

Wave goodbye to a "standardised" life

I started looking around, first entering a T-shirt design competition, which I won and as a result started selling my T-shirts. Then I entered a marketing competition, eventually won that too, and ended up helping a local aviation company, Flight Logistics, to rebrand. They are still using my design as their official logo. It seemed like my major in Marketing at CityU was paying off!

So many people inspired me in the US. One of the most profound events was the sudden passing of one of my flat mates. I helped organise the funeral, and this was an emotional but also rewarding event for me. I was amazed by how openly my friends exchanged their feelings. It was like a cleansing. His passing inspired me a lot. I began to cherish life. After all, you never know what is going to happen next. That's why when I came back to Hong Kong, I didn't want live a standardised life. I started working towards my dream.

I was bullied at school

I hadn't really enjoyed my high school. It was a very traditional boys' school and I wasn't very good at sport and couldn't really blend in with my friends. I was quite lonely. In the end I was ignored, isolated and bullied. How did I handle it? I didn't really do anything. I just felt sad, wondering why my friends didn't like me. This is really what inspired me to write my second book, *Born this way*. I wanted to get across: "Maybe at this moment people don't understand you, but it's OK. Just be yourself. You will find your own worth, your own place to shine." Many of the students I speak to can relate to this, sometimes with tears in their eyes. I want to let them know that someone understands how they feel, and that they are not alone. That's the best part of sharing.

Embrace and cherish relationships in life

I was very proud to get *Born this way* published. Many people are afraid of being different. Many structures in the world seek to standardise us. So, this is about embracing ourselves, proudly as we are.

My latest book *Cheers for Encounters* is about all the encounters in life, including parents, friends, love. We all have sad memories of some relationships, but they are all worth celebrating. All encounters have value, so this is about how we can embrace and cherish relationships in our life.



Do you have the courage to make the decision from the heart?

Every time I go to a school to share my experience, it's rewarding to see how the young students are inspired by the words of my story. I would like to keep doing that, to share my energy, so they can create their own story, live their life bravely, and pursue their own dreams.

When people do not understand, they tend to question and judge. Sometimes it is difficult to face all the judgments and criticisms in society. But why do we have to care so much about what others think? When it comes to your own life, just follow your passion and your heart, and most importantly, do not let others affect how you value yourself.



10,000 phones in 30 seconds

Riding the Xiaomi rollercoaster

By Kenelm Cheng

Kenelm Cheng is Senior Global Operations Manager at Xiaomi, with special responsibility for Hong Kong. Here he tells us about his exciting 5-year journey at the Chinese tech giant.

I studied a cross discipline BBA in Marketing Information Management at CityU and graduated in 2012. It was the first collaboration of the Marketing and Information Systems departments to see how digital information could be used in marketing. At that time, as now, digital marketing was changing the face of the world as we know it. Everybody was talking about Facebook, Google and eBay, and how important they were for marketing, and asking how we could learn the practice of digital internet marketing. We were all talking about entrepreneurship and how to set up a company. We took part in online competitions aimed at practising global e-commerce business. Every student wanted to be a boss.

We also recognised that Alibaba was growing very rapidly, and we sourced many products from mainland China through Taobao. We would take the train to Guangzhou or Shanghai to look for potential manufacturers. The College really encouraged us to be entrepreneurs. We joined competitions, not so much focusing on winning but enjoying the process. These competitions opened our eyes. We could see that mainland China was a very big opportunity.

Xiaomi opportunity

After graduating, I joined a startup with a few friends doing financial app development, working in a role bridging IT and business. The market was booming. Every company wanted to set up an app to bring their services and products to consumers and leverage their advantage on the smartphone platform, which was

relatively new at that stage. At the end of 2013, I came across Xiaomi for the first time when Redmi launched in Hong Kong. I had two friends working for Xiaomi in Beijing and they approached me and said they were looking for talents to develop the global market. Xiaomi was an opportunity to realise what we had been looking for at CityU in those competitions.

Flash sales

Back in 2014, Xiaomi felt like a startup. The company didn't have any presence in Hong Kong. Of course, I had heard about Xiaomi because we were all working on Android, but in our startup, app development had focused on iPhone, Samsung, Pixel, and LG. When I came across Redmi, I was very surprised to find a product with such high cost-performance. No one could believe that high-spec smartphones could retail at under HK\$1,000.

I was put in charge of the Xiaomi e-commerce store for Hong Kong. We only had two people in the Hong Kong e-commerce team! If you wanted to buy Xiaomi, you had to go through the online store, and wait about a week for the products to arrive from China. There was no bricks and mortar store in Hong Kong. After Redmi launched sales boomed. We ran flash sales. I had no idea that a company could sell 10,000 mobile phones in 30 seconds!



Lights always on

As the Operations Manager for Hong Kong, I started to look for business partners. We needed to look after logistics, customer sales, and after sales. Our cooperation with CSL led us to opening up a shop in Kowloon Bay. But we didn't open our retail store in Mong Kok until the next year. And then it was on the 20th floor of the commercial building. I remember the lift lights were always on the 20th floor, which I thought was a good sign! Still in the end we moved to a ground floor outlet in Mong Kok, and opened another store in Causeway Bay.

Ecosystem

Lei Jun, our CEO, gave us the strategic direction to branch out from the mobile phone and be more comprehensive. Xiaomi invested in many startups in diverse areas, and developed R&D in high-quality products. With the smartphone at its core, an ecosystem of electronic white goods such as air purifiers, air conditioners, fridges and cookers was developed. Through the Mi Home app all these products can be controlled remotely by voice control. Our ecosystem companies are typically startups that Xiaomi will invest in, although we also partner with established brands such as IKEA.

Sometimes I get involved in the launch of new products in the Hong Kong market. After our big success in Beijing with air purifiers, we needed to do the market



▲ Kenelm's drawing done on a tablet

research to see if there was a niche in Hong Kong. That was also a headache for me, because I had to see what modifications needed to be made for the local market. We discovered because of the humidity here, there is more emphasis on anti-bacterial functions. Overall, we are now seeking to reproduce the success that we have had with the Xiaomi ecosystem in China in other countries.

Non-stop startup

Even though Xiaomi is a big company now, it still feels like a startup. We still have a lot of passion looking for new products and services that can serve society. We have been a very fast-growing company and have invested in many companies to build our open global ecosystem. World markets are changing all the time, so it's almost like you have to be in perpetual startup mode to stay alert to new opportunities.



Sleeping is a waste of time

Xiaomi is famous for its flat hierarchy, and therefore for being quite creative and responsive to breaking customer needs and market trends. That doesn't mean that it is a relaxing place to work! Last year was our IPO debut year in Hong Kong and we had a slogan internally which translates as: "Sleeping is a waste of time." But I do have some hobbies. I have recently taken up drawing during plane journeys using a tablet. Ironically, I've found it enables me to concentrate more on work.

CityU

CityU was really helpful to me. The atmosphere in the IS and MKT departments was very conducive to startups. They instilled in us the idea that you have to keep changing throughout your life. They encouraged us to get out of our comfort zone and seek something new. If you look at things from a startup perspective, you will feel that you can do a lot. You ask: "How can you survive in this market?" "How can you serve the greater good?" By the way, we are still looking for graduates. If you have referrals, please put them in touch with me.

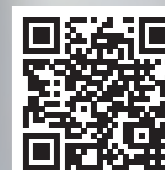
Overall, when you are choosing a university, I think you should choose a place which allows you to experiment, a place that gets you to use your talents, a place that can direct you to where you want to go. And for me that place was CityU.

CB Summer Courses

Course title	Course date(s) and time	Registration deadline
Forward-Looking Taxation Policies	31 May 2019 (Fri), 5pm - 6:30pm	24 May 2019
Artificial Intelligence for Business	1 June 2019 (Sat), 2pm - 3:30pm	24 May 2019
Big Data for Business	1 June 2019 (Sat), 10:30am - 12pm	24 May 2019
Visual Analysis Using Python	Four 3-hour sessions 15-18 July 2019 (Mon-Thu), 9am - 12pm	14 June 2019
Supply Chain Management	19 July 2019 (Fri), 2pm - 5pm	14 June 2019
Trading Workshop	22 July 2019 (Mon), 9am - 4pm	30 June 2019
Predicting the Results of Premier League Football Matches by Basic Probability Theory	24 July 2019 (Wed), 2pm - 5pm	14 June 2019

CB Summer Courses for Secondary School Students 2018/19

Business Class for FREE





In the flow

The psychology of smartphone addiction

Interview by Eric Collins

Professor Matthew Lee is Vice President (Development and External Relations) and Chair Professor of Information Systems & E-Commerce at CityU. He is the highest-cited researcher at the College of Business and the author of 4 out of the 5 most highly cited research papers ever published by CB's faculty members. Professor Lee has several decades of research experience in IT based innovation adoption, knowledge management, electronic commerce, and online social networks. Here he discusses the nature of addiction, why we can't put our smartphones down, and whether we should be concerned about the allure of virtual reality.

A recent survey finds that nearly one-in-three young people in China are severely phone-addicted. How serious is the issue?

There are different conceptions about the word addiction, but there is certainly plenty of evidence of increasing dependence and reliance on the smartphone. Some people may regard it as addiction. Certainly, it is an increasing trend for all age groups. But it is a misnomer to say that we are addicted to the smartphone. It's just a device through which we can instantly access the apps. The convenience and concentration of everything on one platform helps accentuate the behavioural dependency.

Your research identifies "flow" as a crucial experience for smartphone users. What is this?

Online flow is quite similar to "being in the flow" doing something in everyday life. It is a psychological state of mindfulness coupled with joy. When you are in this psychological state you tend to want to stay in it. You are not aware of how the time flies.

Is this the same as addiction?

Addiction is a word that has been used very loosely. Now there is a more scientific consensus on the meaning of addiction. In the substance addiction domain, it is clear that you are drug-addicted because of biological dependence. But in the case of smartphones we are talking about behavioural addiction. Here there is a fine line. My wife always says I am addicted to work, but this is not an absolute measure.

Where should we draw the line?

The crux of behavioural addiction is that you repeat behaviour to the extent that it has a harmful effect on yourself, and you realise that but are not able to change. But if you really like doing something such as work, and there is no harm, well why not? You are not addicted, you are just passionate about doing something. Addiction is a relative measure and we have to assess whether the consequences are beneficial or harmful.

How do you assess the effect of social networking?

Social networking has been with us for a long time, well before we had the internet. In the old days you would go to Saturday gatherings in the Bingo hall. People have always been attracted to activity where there is social bonding and the possibility of a kind of gratification. You might even win at Bingo!

Online amplifies the effect tremendously, creating environment in which it is much easier to engage. In the old days it was computer forums. Now with mobile phones we can do things out of impulse with increased frequency of gratification and reward.

Self-control seems to vary radically between people.

We are very interesting psychological animals. Some of us will have strong enough behavioural control and are capable of modifying our behaviour. We will tone down the frequency of use. You may still be a high-level user, it makes you happy, helps you get work done more quickly, but the harmful effects are avoided. That is not addiction. But there are other people who do not have such a strong self-regulatory power, and even though they are aware of the problem, they will continue and suffer.

How is "flow" used to increase purchase intention in smartphone advertisements?

It's still early days and many advertising strategies are not successful. Pop-up advertisements really disrupt your online flow. Smarter advertising in online shops will do the job very naturally, by engaging you, allowing you to reach a state of flow, and "naturally" proffering the final purchase button. Amazon makes it very easy – just one button. The user interface is designed in such a way as to quickly maintain a strong flow, so that customer will complete the purchase before the flow is disrupted.



Online flow is quite similar to "being in the flow" doing something in everyday life.

"Every professional athlete wants to be in the zone, where everything flows so effortlessly and you are executing automatically. You don't need to think too much. It's quite an awesome feeling that we all try to reach and stay in."

Novak Djokovic,
15-time tennis
Grand Slam champion

“
We are very interesting
psychological animals
”

So, anything that disrupts the flow is annoying?

Yes, so online newspapers will at first give free access. You get used to the service, you form a habit, you easily reach a state of flow on the website, and then a pop-up comes along, "Please subscribe". Well that is a trigger point. Sometimes the customer will get irritated. At other times because the material is good and you don't want the flow to be disrupted, you think "OK, subscribe". After all it is usually cheap, especially in the beginning.

France has banned smartphones from schools for pupils up to the age of 15. What is your view?

Smartphones, iPads and computers are very useful and powerful devices. These tools can be used for both constructive and destructive purposes. You just have to adjust, regulate and structure your learning processes and environment so that they are used positively to benefit learning. I think it is really counter-productive to ban them.

But don't smartphones undermine teachers' control in the classroom?

I think teachers need to take advantage of the possibilities and change the way they run classes. When I teach a class, I require my students to bring a smartphone because part of the class is designed to be interactive and (with a big class) that can only be achieved when they have a device that can simultaneously connect to the apps and the platform. Then I can interact with everyone conveniently, especially in larger classes. A teacher can spend a couple of minutes introducing a concept, raising a point, and then start to put in some angles for students to do their own thinking, and when they have ideas they can share with the whole class instantly without waiting for their turn to speak. Then we can all see the on-going discussion and ideas. That enables us to do things that could not have happened pedagogically

before. So quite the contrary, I see that smartphones benefit teaching and learning greatly.

What is the effect of new laws such as the EU's General Data Protection Regulation?

We are in an interesting time because national and supra-national governing bodies want to enhance competitiveness, but at the same time they know full well that regulations are a cost and will slow down development in this sector. It's hard to draw a balance, but in Europe the culture tends to emphasise the protection of the individual, and therefore you see quite strong regulations. I think that's very good from an individual citizen's perspective. Even companies that trade with the EU have to comply with these regulations.

How about the situation in Hong Kong?

If we look at the recent Cathay Pacific data loss, there was no disclosure until six or seven months after the incident. In the current European regulatory environment that would have resulted in heavy fines. Regulations encourage companies to invest more heavily in protection. One of the problems is that technology moves very quickly and governments' understanding lags behind, so they tend to "wait and see".

Are social networking companies beginning to follow more enlightened policies?

Facebook, Tencent and others are becoming very big and with that comes a sense of social responsibility. They cannot just focus on increasing usage and profitability. They have become such significant players in society that the community expects them to meet other obligations. Self-regulation also has a commercial side, because otherwise they may be subject to

regulation "from above", which may be even tougher. So, it is in their own best interests to be seen to be doing things proactively that mitigate potential user harm.

“ I go online because we go online ”

What is the situation in China?

Tencent has taken voluntary measures to help combat online game addiction which is an important social issue in mainland China where smartphone usage is very high. Sometimes you cannot look at behavioural phenomena in isolation. We see newspaper headlines such as "Children who spend more time on their phone tend to be unhappy". But it could be the other way round. The chain of causal effect is complicated. Some studies suggest that smartphone use is a form of comfort regulation. People may be unhappy in other aspects of their life and want to escape. Imagine a rural area with few avenues of escape. You can't go swimming every day. There aren't so many cinemas around. All you have is the phone.



Is addiction a social phenomenon?

We did some empirical research as to why people get addicted, and found that the feeling of "social belonging" is very important. Social identity – "This is my generation". You can't just stop one person because we are talking about the "we" not just the "I". "I go online because we go online." "We play this game because it is what we do." And there are also gender differences. For boys, smartphones are more about games, and multi-party interactive games are popular. The social part is very important as well as the individual gratification part.



Is the smartphone causing us to disconnect from the natural world?

We are moving in that direction. The perceived reality that we are living in is transforming from physical to virtual reality. In the old days you lived in a cave. Now you have movies, and multimedia. These send signals to your brain, then you have an interpretation, and that forms your reality. Nowadays, we spend more time living in this virtual reality and the physical reality is becoming less and less important to our lives. That's the behavioural pattern. I can just put on the goggles. No need to go to the park any longer.

But doesn't that make you feel slightly sad?

I am concerned but I am not sure it is destructive. People's value systems have changed tremendously throughout history. Core values are changing, and the switch to the virtual environment may not necessarily be bad. What constitutes acceptable behaviour is cultural, and that is formed of habit. In day-to-day interactions

we have certain norms of politeness, of moderation. But in the virtual world you will immediately see some deviations. When you are hidden behind a screen you may become another animal. When you reflect on it, you may be behaving outside of the established norms. Some of this new learned behaviour is very irresponsible, but with others you have to ask is it really that bad?

What future research foci interest you in this area?

I will still be looking at the behavioural consequences of interactions between humans and technology. In the old days it was relatively simple, and we would look at how the introduction of a new technology would affect users' behaviour. Now it is becoming more interactive and complex. The technology is shaped by the way we use it. AI will learn on the job. We are talking about how interactions will develop between "intelligent" agents, which may be robots or humans. Will we one day see a symbiosis? So, studying AI robots' behaviour in the future will be very interesting to me.



Professor Matthew Lee
Chair Professor
Department of Information Systems



Managing digital advertising

By Johnny Wong

Johnny Wong is CEO of Hotmob, a leader in mobile marketing in the Asia region. Here he reveals how he started out after graduating from the Department of Information Systems at CityU, his early work in SMS games, the launch of first generation apps in Hong Kong, and how we can collectively build a responsibly managed digital advertising environment.



I graduated from CityU in 1995. My first job was an online research project to scan all the China laws and regulations and create a full text searchable Chinese language database. The programme was coordinated by The University of Hong Kong and Tsinghua University in Beijing. That was very new technology at the time. Broadband internet was in its infancy and people were just starting to realise the power of database search. The Law faculty at HKU wanted to commercialise the project. Our target audiences were university libraries and law firms. This was before the 1997 handover, so potentially lots of people needed to know about Chinese laws and regulations. But it proved to be a hard sell. Law firms were not very computerised. Decisions were made by the partners, and typically only the secretary had a computer in the office. I remember one lawyer asking me "What is a mouse?" They had no clue. So this was my introduction to marketing in the digital age, mid-1990s style.

Starting out

The first internet service providers were starting up and I was lucky to enter into a very fast flowing business. I was also lucky enough to meet my future partners, two being fellow graduates from the Information Systems department at CityU. Sunny was my classmate, and Benny was one year younger than us. Stephen, our current CTO we met in our first job. I remember after meeting our first client, we went to a pub in Tsim Sha Tsui and talked about our future. We had lots of ideas about starting a new venture in the internet industry. We believed we had lots of opportunities.

Our first venture in 1998 was an online service for form five secondary school students taking the then public exam, the HKCEE. We wanted to create a database of mock questions under a monthly subscription service. We invited a group of secondary school teachers to contribute papers or exam questions to put in our database. But writing the questions proved to be very time-intensive. The technical database was ready, but the teachers didn't see the future. They were set in their ways, and slowly the project ground to a halt.

Bubble and bust

I quit my job, but my three partners were still working in jobs to support me. My role was salesperson, looking for opportunities. We still had a lot of internet dreams. This was the time of the dot com bubble. There were lots of free internet services. We designed a free calendar which could be integrated into various portals. We failed, because the rules of the game meant that the only way to monetise was to get to IPO. People couldn't see how to commercialise the internet in other ways. Why was hongkong.com worth such a fabulous price? There was no income stream to back up the valuations. And then came the 2001 dot com bust.

I realised that it was not all about our products and services. Most of the CEOs or tech founders were from the US, educated in – and often dropouts from – Stanford, UCLA or Harvard. The game was theirs. We considered getting salaried jobs, but we were still 20 something. We didn't come from wealthy families but thankfully our parents were not giving us a lot of pressure. My dad said to me, "Just do what you want to do, don't worry about the family."

Internet + mobile

We still thought the internet had potential. Nokia had just invented their handset internet phone. So we thought maybe internet + mobile was the future. Our company launched the first interactive SMS game. It was very popular. I had a chance to go to China, and we thought why not? 6.6 million vs

1.2 billion. In 2000, we went to China and worked with local companies. The SMS business was the main form of entertainment for the people at that time, and proving very popular. Our local partners worked with China Mobile and it was a big business. A lot of millionaires were created during this period from 2000-2005, but for Hong Kong people it wasn't easy to set up companies in China. We saw that a lot of people copied our technology. After about five years, regulations were introduced to address issues in the market, for example subscriptions which were very difficult to unsubscribe from. At the peak there were some 20,000 companies but after the regulations came in, that decreased to about 2,000. A popular quiz game was "Who wants to be a millionaire?". You paid ten cents to answer each question. If you could answer all seven correctly, you won a million yuan. Then China Mobile and China Unicom started providing these businesses themselves.

When I came back from Guangzhou to Hong Kong in 2007, we were working with operators in China, Taiwan, and Singapore, and our international activity continues to this day. We still have about 40 employees working for us at our mobile application provider Green Tomato in Guangzhou. Then I met the partners who would become part of Hotmob, and we thought about what new things could be developed. We had the technological background, and my new partner, Andy Ann, was an advertising guy.



▲ Founders of Green Tomato, (from left) Stephen Wong, Johnny Wong, Benny Leung and Sunny Kok



▲ Founders of Hotmob, (from left) Karen Leung, Keith Chow, Andy Ann and Johnny Wong

Apps

We bet on the marriage of digital advertising and mobile. On the US West Coast there was a company called AdMob, but nobody was working in that area locally. With the advent of the Smartphone and the development of apps, we believed that user behaviour would start to change. The previous generation of computer phones didn't have an easy way of installing programmes, or "apps" as they were becoming to be known. The Apple App Store in iPhone was a game changer. Our app, HKMovie, was the first app launched in the Hong Kong App Store. We worked with the first generation of apps in Hong Kong such as OpenRice, a platform to search restaurants. We provided the solution for what were then free apps to start charging, and we launched the first ad network in Asia.

We wanted to build a digital ecosystem. Before that expertise had been fragmented. Advertising, app development, customer relationship management, were in their separate silos. But in fact, they all belong to the same digital value chain. We started to integrate the operation. To this day we have many different companies catering to the various kinds of expertise, focusing on digital marketing, cinema apps, Timable, Storlet, tbc, you name it.

All of these were enabled by Apple. From the developer point of view, they created the standard. We loved Apple, trusting in their services and products. Android came a little later and in the early days was a little slower. Even today, there are lots of different brands of handsets. They all have their own specifications for developers, and it is very difficult to cater to them all. Developers had to duplicate their effort but it wasn't certain that you would double your income.

Brand-safe environment

Hotmob was looking for a niche and as the web expanded, we realised that large companies such as Google were amassing a huge inventory, but they couldn't easily control the quality of the apps. It was proving difficult to guarantee a safe environment for the display of ads. As brands started to look for exposure to digital advertising, the issue became crucial.

Hotmob started to deal with a small number of companies and websites, so we could carefully manage the way that ads were displayed. Prestigious brands did not want their ads to be displayed alongside undesirable materials. So we provided a brand-safe environment, a rare but necessary prerequisite in the programmatic advertising world. If I am a developer I simply care about the number of downloads, but as an advertiser I care about where I advertise and who I am associated with. So with Hotmob, advertisers select where they want to promote, and we systematically check for a brand-safe environment before every site is launched.

Managed services are Hotmob's other main offering. Google is fully automatic, but at Hotmob, we select the content providers. We will help advertisers place their ads. Sometimes advertisers have no understanding of how to advertise digitally. So our sales guys have a very important role. How can video be displayed to you at the right time, in the right place and right format? We use big data to understand people's habits. For instance, we understand that people are generally more receptive in their downtime after work. You are less likely to pay attention during work hours or whilst commuting. So we recommend that premium content is reserved for downtime hours.

Safety first

Facebook knows you better than any person. So much information is known about people. But what are the side effects of using technology, and how comfortable do users feel? The bigger question is how should the industry be regulated?

If you want to attract more people into the digital advertising environment, you need a safe, transparent environment. But how to deal with the personal data issue in Hong Kong? I became a member of the Hong Kong Association of Interactive Marketing, which attempts to identify appropriate standards and regulations, to try to answer these questions. I believe the industry needs to be regulated by a consensus of industry players, non-profit organisations, and the government, along with some professional bodies. This sort of combination should work. But at the moment it is proving difficult to work with the government.



▲ Johnny with Jason Wong (left) and Yosuke Fujita (middle) from Hotmob Japan team

Harmonious internet

I aspire to produce a fair environment where people understand how far their privacy is exposed on the internet. The "players" include us – individuals who use the internet. We are part of a community. I want you to know more about your rights as a user. Education is the starting point and this is not something that can be done overnight. I would like to create a harmonious environment for everyone using the internet. So we are talking about more than making money. We are talking about what the internet environment can do for you, and the downside in terms of potential negative exposure.

We need to be positive. We are not going to escape from the smartphone, tablets and computers. I have two daughters and I cannot stop them using these devices. But you can encourage them to use these devices in a positive way, for example as an educational tool. Addiction is never good. Even being addicted to exercise is no good. We need to find a balance in all things.

Monetising the internet has been a necessity since the earliest days. Now the question is "How can we make the internet more meaningful to you?" Perhaps today 90% of the advertising is not useful to you. That's why we want to use data to provide more relevant information. If I am looking for a new car, I am grateful if relevant information is pushed towards me. We need time to analyse and modify data streams and make the content more proactive to users. We need to get beyond reacting to completed purchases. We need

to understand when someone has made a purchase, anticipate what they need next, and avoid pushing products or services to them that they have already bought.

Ambitions and advice

I got into the startup world before "startup" had a name. I am part of a generation that received everything from our parents. The thinking of young people today is quite different. Sometimes I feel that it is very difficult to transfer information to them, because they have their own ways of doing things. But I believe that we human beings share one experience in common: there are seldom shortcuts in life. It might seem that there are shortcuts to earning money quickly, but this is seldom the case. After graduation I wanted to buy a flat within five years. Impossible! I got my first flat when I was about forty. I have earned every cent I have. The first five or ten years is for you to accumulate, money and experience. Still, I suggest to the next generation: no matter what, follow your interests. That determines your choice of career.

My ambition for the future is to get the word out on the potential of digital advertising. I started a business in Japan four years ago, and the next will be in Vietnam. So we are expanding, looking to achieve long-lasting results. We want to show what small companies can do, and facilitate access to a responsibly managed digital advertising environment.



Johnny Wong
CEO
Hotmob

Globalisation in transition

The role of Hong Kong listed state-owned enterprises in the Belt and Road Initiative

By Professor Houmin Yan



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Since President Xi Jinping first proposed the Belt and Road Initiative some five years ago, the Hong Kong government and business community have shown great interest in this transformative national strategy. The BRI indeed calls for Hong Kong and mainland enterprises to work side by side and develop business opportunities (拼船出海), taking advantage of Hong Kong's sound financial regulatory framework and legal system. A large number of Chinese state-owned enterprises have responded to President Xi's call, and formed joint ventures in Belt and Road countries, especially in the areas of transportation and logistics infrastructure projects. Leading SOEs have also listed on the Hong Kong Stock Exchange, with the market values of mainland companies representing over two-thirds of the Hong Kong Stock Exchange's capitalisation.

The Research Centre on One-Belt-One-Road at City University of Hong Kong has carried out a series of in-depth studies for a group of Chinese SOEs who have developed projects in Belt and Road countries. We are studying these SOEs with regard to their investment strategies, financial models and corporate governance. We also investigate whether business

models originally used in China can be reapplied to projects in BRI countries. More importantly, we ask what have they learned from past successes and how can this be adapted in BRI countries? One of the SOEs we are collaborating with is China Merchants Group, a conglomerate with a rich history in shipping and innovative port development.

China Merchants Group has a rich lineage of "firsts"

Headquartered above Hong Kong Macau Ferry Terminal in Hong Kong, China Merchants Group was founded as part of the Self-strengthening Movement in the Qing Dynasty back in 1872, and has played a pioneering role in China's national industry and commerce ever since. Amongst many "firsts", CMG set up China's first merchant fleet, first bank, and first insurance company. Today, the conglomerate has three major lines of business: infrastructure, investment and capital operation. Its infrastructure business includes ports, roads, shipping logistics, real estate, zone development and trade. Since 1978, China Merchants Port, a CMG company, has invested and operated key ports in the Greater Bay Area, successfully developing an influential business model known as Port-Park-City.

The Port-Park-City model has potential to be adopted around the world

With a forty-year track record, the Shekou Merchants Economic and Technological Development Zone has led the way with an integrated port, industrial park, finance and city operation. CMPort's Shekou development can be divided into five phases: port operations, industry park development, integration of manufacturing and city development, industrial transferring, and urban service development. Port-Park-City proved so successful that CMPort expanded the model to 42 cities throughout China, and has actively participated in the Go-global and Belt and Road Initiatives. The most notable recent investment is in the Hambantota International Port Group (HIPG), Sri Lanka, which is a public-private partnership project with the Government of Sri Lanka.

Hambantota's strategic location could make it a global hub

Hambantota port occupies a pivotal point on the southern coast of Sri Lanka, just ten nautical miles from the busiest international shipping route in the Indian Ocean, and is close to the emerging manufacturing power house and market of South Asia. CMPort aims to provide port and maritime services along with an integrated logistics platform, and a port-related

industrial zone and business incubator. An excellent location and economic hinterland give the Hambantota port great potential to become a global hub. However, this is not to assume that past success of the Port-Park-City model can be simply replicated. The question is how the model can be adapted to the new competitive environment.

China is moving from trading in goods to trading in tasks

What made the Port-Park-City model successful in Shekou, the Greater Bay Area, and China? Prominent factors include global trade and manufacturing demand, strategic location and a wide portfolio of ports, direct access to funding and financial support of the Hong Kong Stock Exchange, as well as governmental support. Indeed, the overall Asian supply chain and manufacturing sectors have gone through remarkable developments both before and during China's BRI.

According to WTO research findings, China has been upgrading its production and shifting lower value-added production to more labour-intensive countries such as Bangladesh and Burma. The underlying trend is from trading in goods to trading in tasks. The former enhances the wider Asian manufacturing base



▲ A car carrier ship berths at Hambantota port on the South Coast of Sri Lanka

© Dinesh De Alwis / Wikimedia Commons / CC BY-SA 4.0



▲ Hambantota port is about 10 miles from one of the world's busiest international shipping routes

whilst the latter increases both inward and outward processing activities. If this trend continues, countries such as India, Bangladesh and Sri Lanka, where manufacturing represents less than 15% of GDP, have potential to catch up to the Asia average of 30%.

Listing rules create transparency and trust

CMPort is listed on the Hong Kong Stock Exchange, where both listing rules and the executive compensation plan play an important role in corporate governance. Listing rules, for instance, require companies to disclose information on major transactions, share changes, acquisitions and substantial disposals with a matrix of measures such as assets ratio, profits/revenue ratio, equity ratios and etc.

For the HIPG transaction, CMPort invested US\$1.12 billion, about 6.6% of its then total assets. The company's total assets stood at HK\$132 billion as of December 2017. Clearly, listing rules in Hong Kong impel companies to be transparent to both market and investors. Executive compensations depend directly on revenue/ profit targets and share performance on the stock market. Accordingly, executives have strong incentives to make the company profitable.

Hong Kong listed SOEs will play a crucial role in BRI

Our initial study reveals the critical role of Hong Kong's financial and legal service industries in underpinning the expansion of China SOEs on to the world stage. In addition to responding to the HKSAR's call for working side-by-side to develop business opportunities, the study highlights the special role of the Hong Kong governance framework for those SOEs listed in Hong Kong, and the significant implications for Hong Kong's participation in national Belt and Road Initiatives. Beyond the slogans of the BRI, Hong Kong's regulatory framework offers a transparent environment where all parties can feel secure that due process will be carried out. The Research Centre on One-Belt-One-Road at City University plans to continue research into Hong Kong-listed SOEs investing in Belt and Road countries, in particular how listing rules in Hong Kong and corporate governance structure influence investment decisions, and how SOE stock prices respond to Belt and Road investment.

Professor Houmin Yan
Dean
College of Business



Davos World Economic Forum

Dean Houmin Yan spoke at the third Belt and Road Davos Forum in January 2019.



▲ Professor Yan waits for an early morning train to Davos in sub-zero temperatures

The Annual World Economic Forum was held in Davos, Switzerland, in January, bringing together leaders of governments, international organisations, and businesses from around the world. The overarching theme was "Global 4.0: shaping the global architecture of the fourth industrial revolution era."

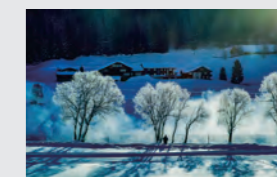
Davos attracted world leaders such as German Chancellor Angela Merkel, Japanese Prime Minister Shinzo Abe, UN Secretary-General Guterres, IMF President Lagarde, and business leaders including Microsoft founder Bill Gates, Alibaba Chairman Jack Ma, and Uber CEO Dara Khosrowshahi. From China, Chinese Vice President Wang Qishan, and Hong Kong Chief Executive Officer, Carrie Lam, were in attendance.

Dean of College of Business Professor Houmin Yan attended the forum, and was invited to give a presentation at the third "Belt and Road Davos Forum". Professor Yan spoke on "One Belt, One Road Strategy and the Asian Supply Chain – The Role and Governance of Chinese State-Owned Enterprises".

This edition of the Davos Forum had a special focus on a geopolitically diverse world, and the major changes that are taking place in international relations. The Belt and Road Initiative plays an integral part in these changing dynamics, and there were frank and constructive discussions on how to drive future collaboration.

Centre pages — On the road to Davos

A winter scene in the Swiss mountains shot by Dean Houmin Yan from a bus with a Canon 5D Mark III





BURNOUT

Dr Catherine Lam is Associate Professor at the Department of Management. Her research interests include leadership, social comparison, emotions, job stress, team processes, interpersonal harming/helping behaviour, and creativity in organisations. Here she talks about workplace burnout and how we can overcome it.

Interview by Eric Collins

What is burnout?

Burnout is a state of emotional and physical resource depletion which arises in response to work-related stress. This is an organisational reality for many employees and has a significant impact on their functioning, work performance, and well-being.

What kinds of workers burnout?

Customer service workers are particularly susceptible because interactions are in real time, requiring intensive emotional regulation. Typically, there are many service rules that have to be followed, and it is necessary to maintain a cheerful presence in order to keep the customer happy. This entails display regulation, especially positive emotion.

It sounds like faking happiness?

Yes, or more accurately, it's about emotional control. Even if you wake up in the morning and you feel blue, you cannot express that emotion in the moment. The emotional effort to display a positive front, or at least to stay neutral, consumes a lot of cognitive resources, and people's resources are limited in any one day creating feelings of burnout. You feel like this is the end of the road and you feel exhausted. This is not clinical burnout, it is casual daily burnout and is very common amongst the younger generation.

Burnout is quite prevalent among the Hong Kong workforce, not only service workers. It could happen whenever you experience work demands such as physical workload or emotional control. If your work control and resources – skills, knowledge, experiences, autonomy, motivation – are not sufficient, you burnout.

Why are younger people particularly affected?

The younger generation does not have so much formal work experience, so when they enter the workplace after graduation they may face quite a lot of unexpected demands. A new environment, new people, interpersonal conflicts, unfamiliar work culture and procedures, in a word – overload. With limited skills and experience, they may suffer from work stress. When that stress is prolonged, the burnout syndrome will appear.

Is this effect reduced if you identify strongly with your company?

Yes, one of the solutions to alleviate negative feelings is to create a norm in the organisation such as identification with your profession or with the company. This generates the motivating resources, and is one of the coping strategies to deal with high levels of stress.

Empirical research shows that norms generated in teams are very powerful. Many company structures these days are based on teams, and they can create strong cooperative norms. If the whole team believes that a high level of customer service or cooperation among all team members is very important, that in turn can be recognised and rewarded by the company. The norm can shape everyone's behaviour. So even if you feel exhausted, it won't matter at all because you are following your team members.

How to make best use of the team to improve productivity?

When a team is cohesive and goals are aligned with the company's performance goal, members are motivated. Individuals' efforts in the team will be directed collectively to the company's performance. These team elements have been consistently shown to improve company productivity.

Is workplace abuse more prevalent in places like Hong Kong because of a latent "Confucian" tradition?

The concept you mention is related to the power-distance perception, the notion that a particular group has a higher power compared to another group. In terms of Chinese culture this perception is pronounced. The general population assigns the power to someone higher in the hierarchy. Within a company this would translate to the feeling that your supervisor or boss deserves to have a higher power than you. Therefore, you respect that power more compared to counterparts in other places like Europe and America.

It sounds like this can have a downside?

Negative side effects are that it may create the phenomena of misuse of power, corruption and abusive supervision. This introduces the possibility of unethical behaviour, where leaders may abuse subordinates with impunity, especially if they are “not performing”. In this kind of environment, people commonly feel abuse is justified and it is the employee who is making the mistake. We call this instrumentality practice.

Abusive supervision is perceived by some managers as a necessary corrective. Our research challenges this assumption. We have tried to find evidence as to whether being abusive can improve subordinates’ performance. No, not at all. In the long run employees will suffer feelings of unfairness, and will reduce their performance.

But in a hierarchical society, isn’t compliance the “natural” response?

I think we have to distinguish between society and organisation. The macro-level culture influences the ideology of the organisation, and opens up the possibility of abusive supervision in the workplace. Then on the micro-level you have team behaviour, which has the potential to improve subordinates’ emotional disposition and mitigate burnout.

So, people experience high pressure at work partly because of cultural values which may create feelings of powerlessness. However, in a more structured environment employees have a way out because they can make use of the team. This can generate the resources to cope with workplace problems, issues of burnout, and how to change perceptions of power. The question is how people can survive balancing the cultural and the normative influences. This generates many interesting research questions.

What do you mean by “procedural justice climate”?

This is a shared perception among all members about the extent to which the team is exercising fair procedures in making decisions. I think it is closely related to perceptions of leadership and abusive supervision. As we have discussed, how subordinates interact with their leaders is strongly shaped by cultural values, especially power-distance. Where negative leadership styles (e.g. authoritarian leadership) are relatively dominant, such as in Chinese society, it is very important to find a way to alleviate the negative influence. The good thing is: leaders, as a part of the team, can shape or be shaped by the procedural justice climate. So, a positive procedural justice climate is one way forward.

Is this related to transparency?

Yes, it’s the team climate related to how decisions are made, and how transparent this process is. For example, an HR department has an annual performance evaluation affecting a salary increment. If everybody including the procedural policy makers, values the procedural justice climate, they tend to believe that the authorities have made a fair decision for everyone. This can work in an organisation of any size, from international companies to Hong Kong family-run SMEs.

How is technology affecting communication in the modern workplace?

Modern technology is affecting human networks and the flow of information between people, making relationships more complicated, and increasing work stress. The speed of work has increased with people multi-tasking, in terms of amount, time and outcome, making it more difficult for people to relax.

The distinction between “on” or “off” work seems to have disappeared for many people

Yes, people are on duty every single moment. WhatsApp or WeChat may carry work-related messages at any time of the day or night.



The Scream was created by Norwegian Expressionist artist Edvard Munch in 1893. The painting has become one of the most iconic images of modern art, symbolising the angst and uncertainty of living in modern society.

What do you think of Hong Kong's efforts to strike a work-life balance?

This is an important issue but difficult to regulate especially in an environment where a small number of companies are major employers and wield a lot of influence. In countries such as France or Germany which have a much more advanced social security system, it is more feasible to talk about work-life balance. Hong Kong is at a minimal level and because of that people don't have a strong sense of social security in their job, and so fear of losing the job is very significant here. The work mentality means that work-life balance is not at the fore. High work stress is driven not just by society and government, but also by individuals themselves.

Does the government have a role to play in stopping workplace harassment?

Overt abuse can be prevented by legislation, but subtle aggression such as uncivil behaviour, or social exclusion is perhaps more prevalent, and is difficult to legislate against. So, if we want to work against these subtle negative influences, I guess we have to go back to the team processes, how they are set up, how the internal norms are generated, and this could be one of the ways forward for the younger generation. Having a good team, being more engaged with team activities, can really help the individual worker.

Is gender discrimination a particular problem in the Hong Kong workplace?

I think women have quite high status in the Hong Kong workplace. In general women here are well-educated and hold relatively high-status jobs. Of course, gender discrimination concerns vary across different occupations, and may be more prevalent in male-dominated fields such as engineering. But in general, I think Hong Kong is doing quite well in this area.

What is the beneficial effect of self-monitoring?

In general terms, this is related to self-control, and is one of the elements that helps team communication and is important for leadership as well. If leaders lack self-control, it is easy for them to misuse power, lose their temper, and destroy the team climate.

How can individuals improve self-control?

Scientific research suggests that consistent engagement in self-control exercises, such as physical exercise programmes or financial management training can improve self-control. As the ability of supervisors to maintain self-control has important implications for employees, it seems prudent for supervisors to be aware of negative consequences of engaging in unethical or abusive acts. Such awareness among supervisors and employees can be learned through workplace norms for civil behaviour or through participating in training or course about workplace ethics.

How generalisable is your research on the workplace?

Much of my work is based in mainland China, and generally speaking the Chinese workplace is becoming more westernised. Organisations are not really indigenous any longer. They use many western

practices including participation, and transformational ideas such as how to become an inspirational leader and stimulate creativity. Globalisation is downplaying local work styles. Internationally, companies are looking at one another for best practice in the global workplace.

Out of 71 global cities listed in the "working hours" index of UBS's annual "Prices and Earnings" study, Hong Kong came last by a pretty hefty margin, with an average of 50.11 hours spent at the workplace per week.

The shortest working weeks

30.84
hours

Paris

31.90
hours

Helsinki

32.63
hours

Copenhagen

The longest working weeks

41.17
hours

Taipei

43.78
hours

Mumbai

50.11
hours

Hong Kong

Selected data from UBS

Tips to counteract burnout

Accumulate individual work resources

- Be open to new experiences
- Keep learning new skills and knowledge
- Develop better self-regulatory capabilities
- Respect others to build strong interpersonal relations
- Proactively participate in team building – as positive team norms can produce great social and instrumental support for individuals

Physical and psychological resources

- Maintain physical health, e.g. regular exercise
- Ensure sufficient rest and breaks to allow recovery from work
- Treasure valued family and social relationships – as these are important origins of emotional support

Dr Catherine Lam
Associate Professor
Department of Management



Take a quick survey to find out if you are in balance

*with permission from
Canadian Mental Health Association*

Living an exciting brand journey with Huawei

By Edwin Pang

Edwin Pang is Associate Director of the Communications and Public Relations Team at the College of Business. For eleven-and-a-half years he worked at Huawei, much of the time as Global Head of Advertising. Edwin had a ringside seat as the company morphed from preeminent telecommunications equipment provider to the world's second largest builder of smartphones. Here is his story.

From humble origins as a reseller of telephone exchange switches back in 1987, Huawei has worked tirelessly to evolve into the global telecom equipment provider and smartphone manufacturing colossus that we know today. For years, the company enjoyed a steady if largely unheralded ascent, rolling out successive networks from 2G to 5G. Huawei gradually became the world's largest telecommunications equipment provider, working in over one hundred countries around the world. Then early in 2018, Huawei made headlines becoming the world's second largest smartphone manufacturer with some 54 million handsets per quarter. Currently the company finds itself in the spotlight for issues unrelated to its product offerings. Worldwide interest is probably at an all-time high.

I worked with Huawei for over ten years and had a ringside seat as the company went from being a preeminent telecommunications equipment provider to the world's second largest builder of smartphones. Responsible for global advertising, I witnessed dramatic growth. I was privileged to help orchestrate many advertising campaigns. And I helped leverage the company's technical lead to produce a world-beating product.

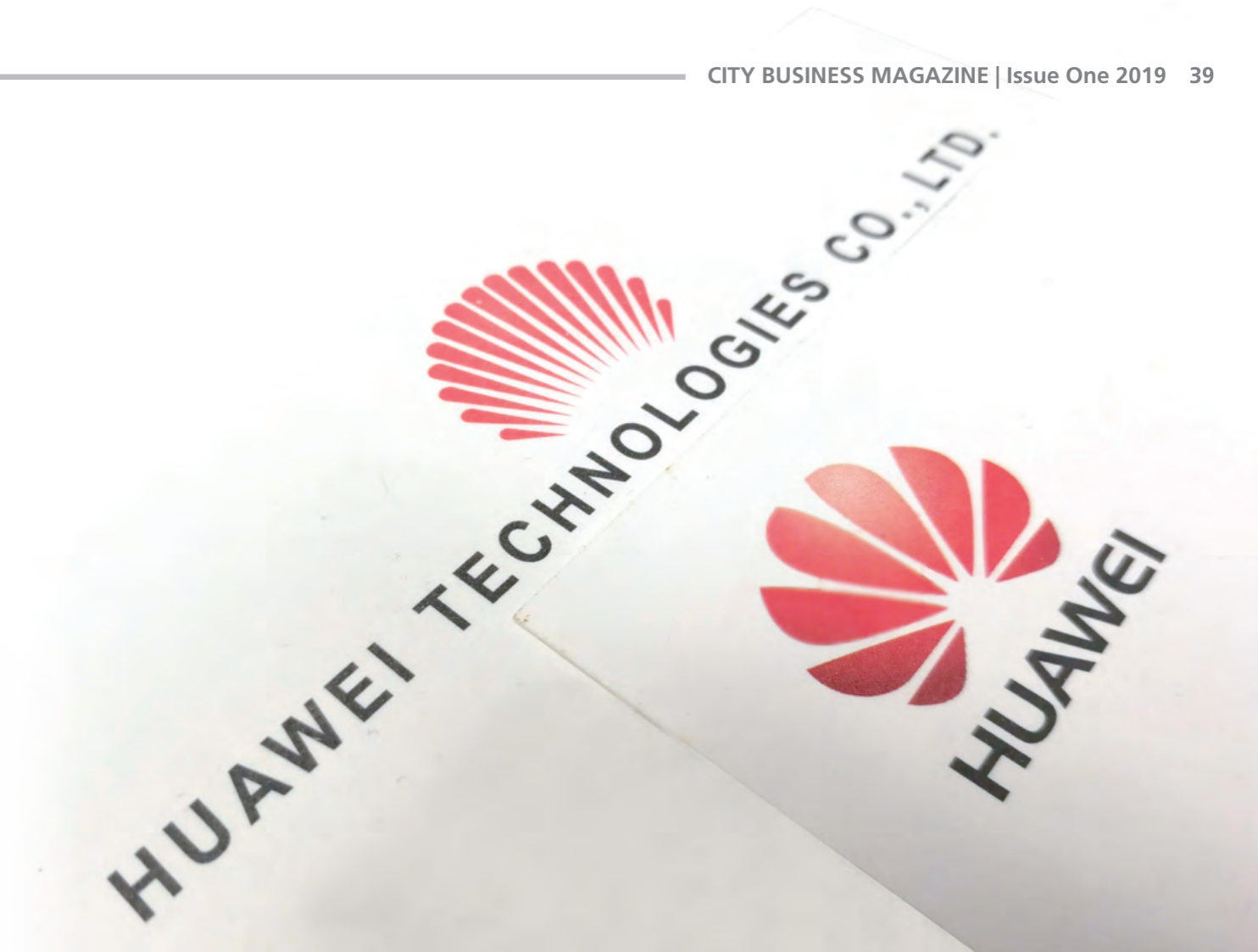
A brand-new start

My life with Huawei started back in 2006 when the company was mainly a B2B telecommunications equipment provider with a smaller business in mobile phones. Huawei provided the networks that supported customer-facing telecom companies such as Hutchison. I had some knowledge about this sector because I had worked at PCCW.

On my first day at work, I travelled by train across the border and then taxi to a distant suburb of Shenzhen. There I saw a crafted stone with "Huawei" written in traditional Chinese calligraphy at the entrance to a Silicon Valley-style campus. Gradually I found out that – although not originally named that way – my role was tantamount to "Global Head of Advertising". This was an amazing opportunity for me, because for Hongkongers it was difficult to achieve a global position in an international company, let alone one about to take the global telecommunications market by storm.

Chrysanthemum factory or sun in the east?

At that time Huawei was a well-known telecommunications equipment provider, but the leading names – Ericsson, Nokia, Motorola, Lucent,



▲ Huawei's old logo before 2006 and the logo launched in May 2006

Alcatel – were all western companies with well-developed brands, products and services.

An important part of Huawei's revenue still came from mainland China, where the style of marketing was a little different to the rest of the world. Even the name "Huawei" was difficult to pronounce in English. So, there were branding issues, and questions about how to launch the company in the wider world. We needed to rejuvenate the brand, starting with the logo.

There is actually an interesting story about the logo. Telecom networks are by nature invisible. You do not see the network when you make a call. That's how we should read the space in the logo. And it also represents the sun rising from the sea horizon. "Sun in the east" has cultural meaning in China. The simplified logo had 7 rays, down from 14 on the older version. Some mistook it for a chrysanthemum and nicknamed Huawei "the chrysanthemum factory", and that included some young Huawei staff.

2006 – 2008 "Realize your potential" the rise of Huawei

By renewing the logo, we were making a statement to the world: We were internationalising, we were helping our partner companies to realize their potential – companies such as Vodafone, Telefonica and PCCW. What did that mean? We offered reliability, good products, good service, but more importantly, we help our partners achieve their growth potential.

Headquartered in Shenzhen, Huawei's labour costs were relatively low compared to other players in the market. We presented this through a concept known as "investment protection". This is how it worked: In the past 2G base stations were built throughout a city, but when 3G came along the telecom company had to dismantle the old base stations and build new ones alongside. In Huawei's case, we made the network so compact it was the size of a big computer. Each module from 2G, to 4G, even 5G could be simply slotted in. One person could go to the base station and

plug in the module for the latest generation. That gave us a competitive advantage in this very competitive infrastructure market.

Fully half of the employees were in R&D. Huawei had a comprehensive portfolio featuring a complete range of technologies, so all-in-all we indeed had the ability to help companies realize their potential. We were particularly successful with fast-growing telcos. This segment was also the most attractive to invest time and effort in because, although they didn't have a big budget yet, they were pursuing growth. And Huawei was able to grab a lot of high-growth-potential telcos worldwide.

Huawei also served the customer better than its competitors. If, say, another telecom equipment company was pitching for a job with 20 people, Huawei would send 200. A customer-first approach, robust R&D, comprehensive product line, along with competitive HR costs made for a winning formula. This was the basis for the brand advertising campaign. From this I created a brand model to align customers' needs and our offerings, not a simple task. But the model was easy for everyone to understand, from CEO to advertising agency, and was distilled into a simple slogan: "Realize your potential". We launched the first "Realize your potential" advertising campaign worldwide in July 2006. The world started to know about Huawei. Then we developed a "Realize your potential" testimonial ad campaign by partnering with five telcos across five continents in 2007. And more people got to know that Huawei was helping telcos around the world to realize their potential.

The market responded well to Huawei's products and services through 3G onwards. Our success gradually changed the competitive landscape. And in 2008, Siemens merged with Nokia, and Alcatel with Lucent. Suddenly there were fewer players, more opportunities.

2008 – 2011 "We have found a way" from a rising star to leading the game

"Realize your potential" was talking to fast-growing telcos. In 2008 we evolved our slogan to "We have found a way". The message was bold – whatever you needed we will find a way. That was a display of confidence. Only if you have a full product line, the ability to innovate and to provide tailor-made customer solutions could you make such a claim. Huawei had all three. Less successful telecom equipment manufacturers could not afford all and had to bet on a narrower range of technologies. And that was usually the beginning of the end. In the telecom equipment market, the key to sustainability is that you don't bet on one particular technology, you offer everything.



▲ "Realize your potential" ad campaign 2006-2007



▲ "Realize your potential" testimonial ad campaign 2007-2008

2012 "Why pay first class for first class?" from network to mobile

There is a Chinese expression, "curved overtaking", meaning to overtake others in times of changes. Huawei did this with their 3G business. In 2007, Huawei was not the largest phone producer in China. It was only in 2011 that the company started to focus on smartphones, which by then had really taken off worldwide with the success of the iPhone 3. At that point, Huawei expanded the smartphone department to a business unit and I was transferred to take care of advertising for Huawei mobile.

To kick off, Huawei engaged Sir John Hegarty, and his company BBH, a London-based global creative agency. A campaign was produced for Huawei's smartphone,



▲ "Realize your potential" campaign in Mobile World Congress, Barcelona in 2007



which to start out was a value-for-money model called Honor. Hegarty created the headline “Why pay first class for first class?”. That turned out to be a winning campaign amidst value-for-money smartphone brands. The initial success of Huawei Honor in the market also paved the way to the future establishment of Honor as a value-for-money sub-brand of Huawei.

The P series the quest for super-premium smartphones

Huawei did not stop there but developed a strategy for the premium market. Starting from 2012, we had the vision to produce super-premium phones like the Apple iPhone and Samsung Galaxy. The “P series” was developed with product marketing to the fore from the get-go. The P6 was just 6mm thick; P7 was about craftsmanship. But Huawei hadn’t yet landed on a signature feature. Samsung had the curved screen on the Galaxy Edge. Apple had iOS, their signature and unique operating system. And Huawei was in the quest to find its signature feature.

In this era of social media, photography was probably one of the most important factors in driving consumer choice in the smartphone market. The P8 was the precursor. It had a feature called “light painting”, which was like drawing with a torch in the dark. It also had a powerful camera to capture detail in low light conditions. All this led to the P9.

2016 P9 co-engineered with Leica

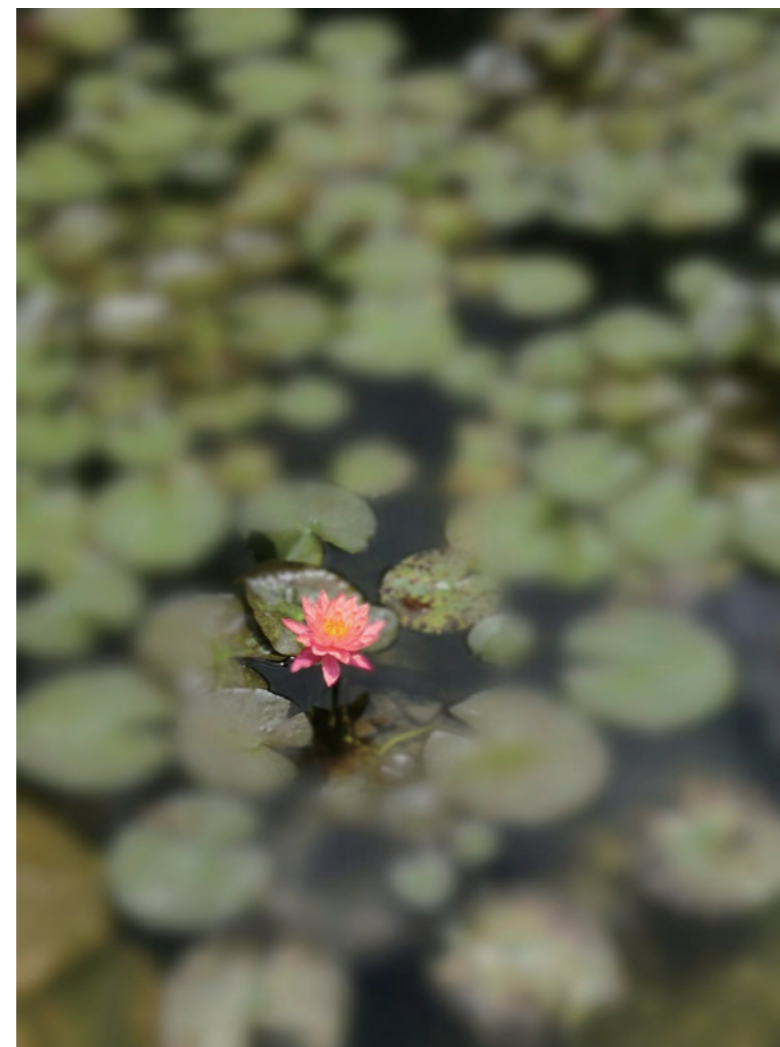
The ground-breaking P9 was launched on 6 April 2016. The date will be forever emblazoned on my memory because the task was so tortuous! The P9 featured a dual camera system co-engineered with Leica, and carried the Leica lens code next to the lens. We positioned the phone around the two cameras. We produced a lot of amazing pre-launch ads playing on the idea of the two circles, without revealing that we were going to release a dual camera. And people started to speculate.

At launch we dramatised how light passed through the several lenses. We nick-named this “the journey

of light”. One lens captured maximum detail in black and white, the other vivid colour. The black and white lens captured five times as much detail as the colour. The processor then merged the two, revealing images in amazing detail and vivid colour. The dual lens also had the advantage of capturing depth-of-field. We launched five months ahead of the iPhone 7, the first Apple product with a dual camera. And for the first time, Huawei was leading the smartphone game.

P9 “Redefining smartphone photography”

Leica was famous for their “Bokeh” effect – a depth-of-field effect that conveys the trademark Leica style. Portrait photography with bokeh justified our strapline: “Redefining smartphone photography”. The launch, endorsed by Hollywood stars such as Henry Cavill and Scarlett Johansson was a huge success.



▲ Water lily in focus with Leica-style bokeh background, photo taken with Huawei mobile



▲ Artistic Leica-style Portrait, photo taken with Huawei mobile

P9 remained the leader in dual camera smartphone when iPhone 7 was launched later in the year. Apple later produced a series of videos teaching users how to shoot good photos with their dual cameras. And to add to the moment, Samsung was in the midst of its handling of the Galaxy Note 7 issues in the market.

P10 “Change the way the world sees you”

The P10 was about taking portrait photography to an artistic level – “Every shot was a cover shot”. I flew to Europe in the dead of winter. We worked outside in freezing conditions photographing a girl in the snow with the Bokeh effect. With this camera when you zoom, the detail is no longer lost. We rented a place as large as a football stadium, and built a three-storey high spiral staircase. A girl with a long dress was

photographed walking up a staircase, zooming in at a distance by P10. This was a great artistic dramatisation of no-loss zooming. The campaign was a huge success and consolidated our position as one of the three premium smartphone brands. Superior product marketing and communications was the key to the rise of Huawei mobile.

The intriguing brand journey continues

The Huawei brand journey was as intriguing as life itself. Every day is a new day. I just devoted myself and walked along with best endeavour. But I am grateful to life that I played my part in these brand marketing campaigns – that added value, and helped Huawei become a world-class brand.



▲ Keep walking: an exciting brand journey

Now I am with the College of Business, City University of Hong Kong. And I will keep working for exciting things to happen!

Edwin Pang
Associate Director
Communications and Public Relations
College of Business



Social impact investing

By Dr Richard Yap

Richard Yap is an investment professional. He gives his time to serve as mentor and business coach to social entrepreneurs. He is a graduate of the College of Business DBA programme.

When Larry Fink, CEO of leading asset manager BlackRock wrote in his 2018 letter to CEOs: "Society is demanding that companies, both public and private, serve a social purpose", it was a clear message to business leaders that we are entering a new era. Fink went on to flag issues such as climate change, human capital management, diversity and executive pay, and this is part of a wider trend. Globally, business leaders and opinion leaders are embracing the socially marginalised – a clear departure from the past focus on profit maximisation. And such concerns are reflected in the findings of supra-national organisations.

The World Bank reports that 3.4 billion people, that is almost half of the world's population, still struggle to meet basic needs, while 10% of people survive under extreme poverty with just US\$2 a day. The United Nations has put together 17 Sustainable Development Goals (SDGs) which aim to end poverty and hunger everywhere by 2030. The initiative

lays out a blueprint to achieve a better and more sustainable future for all. The SDGs may also serve as a guideline for all public and private stakeholders to work together for the betterment of humanity. The goals cover a broad spectrum other than poverty alleviation, also dealing with inclusivity in relationship at work and in community, equal accessibility of medical care, and achieving a sustainable food supply with a responsible attitude towards land, air and sea.

Many large corporates such as Danone, Unilever, and Patagonia, already have a mindset to create social and environmental impact.

And such thinking is not restricted to big companies. "Doing well in your business and doing good for society" is a mindset that truly connects with the younger generation. I have witnessed first-hand Hong Kong millennial-inspired startups taking up social and environmental initiatives in their business strategy, and would like to share a few stories with you.



Photo courtesy of GreenPrice



Photo courtesy of GreenPrice

GreenPrice

Terence Hon, Allison Chan, Ben So and Cherissa Hung started GreenPrice Supermarket whilst they were still at college. Inspired by Approved Food, a successful online grocery in the UK, they launched GreenPrice with the idea of selling postdated "best before" products.

There is often a misunderstanding about "best before" dates which are in fact merely "advisory" in nature. "best before" is the last day that a manufacturer vouches for their product's quality. But goods past that date are still edible and may be legally sold. GreenPrice exploits this opportunity, and aims to reduce food wastage as well as provide people with affordable food. The company mission is therefore at once environmental and social.

But GreenPrice also has a for-profit commercial concern that requires business administration skills to source and sell products, manage costs, and achieve financial sustainability. Terence and his friends combined their skill sets and knowledge acquired from school to negotiate pricing with merchandisers and service providers, to plan and allocate logistics and staffing efficiently, and to manage costs down in order to ensure that the business grows profitably. In fact,

“ Society is demanding that companies serve a social purpose ”

companies such as GreenPrice have a "double bottom-line" goal – a social impact creation bottom-line and a financial bottom-line.

Light Be

Light Be is a social business that provides co-living environments for Hong Kong's single-parent families, many of whom live in subdivided houses known as "cage homes". Light Be acts as a real estate service provider between landlord and tenant, soliciting apartments from landlords and renting them to single-parent families at concession rates. The company charges landlords a fee for renting, administering and managing the apartments. Hence, landlords become impact investors.

Light Be matches suitable families to live as co-tenants in apartments, sharing kitchen and living room, but each family having their own bedroom. A clean, well-lit and, above all, safe home adds up to a big improvement over a “caged home” environment which does not offer adequate protection for single mothers or their children. The shared area offers the opportunity to build community activities.

The idea is that tenants will bond, hopefully carrying forward precious relationships into later life. Light Be also offers tenants skill upgrades and vocational training, with the idea of finding higher paid, stable jobs. Landlords also feel uplifted in spirit as they witness how providing a safer environment for single-parent families can transform lives. Though they may earn a lower than market rental, they feel a sense of achievement in contributing to the social good. It is a win-win situation.

U-Fire

U-Fire is an education service provider, offering after-class tuition services at band 2 and 3 high schools with college students serving as tutors. Initially, I thought this was no different to Hong Kong’s ubiquitous tuition service business, aimed at academically motivated students with the ambition to ace the final standardised examinations. However, the situation is very different in these schools, where many students have low motivation, perhaps feeling they have been rejected from the high-pressured education system. Their hopes after high school graduation are usually diminished with limited options available to them.

By contrast, the students I met from U-Fire tuition were positive in attitude and full of hope. U-Fire tuition offers more than educational improvement. College-age tutors are only a few years older than their students and as mentors build bonds, and can talk frankly about life-challenging questions. I believe the greatest trait is the hope and encouragement these high school students receive. They become more confident in themselves, and are willing to set goals to challenge themselves in life. The tutors are also in good



Photo courtesy of U-Fire

spirits, seeing fellow students’ improvement in their grades and attitude towards life.

Impact creation

The challenge for the impact investing industry is measuring impact creation. It is a topic both academics and practitioners have struggled with for some years. Most social organisations are able to produce *output* statistics, but reporting *outcome* is more problematic.

Output typically deals with the number of people who benefit from a service, and is typically quantitative in nature. GreenPrice reports its sales, Light Be the number of single-families it serves, and U-Fire the number of high school students it teaches. However, measuring *outcome* typically takes time and the factors to measure are more qualitative in nature, sometimes verging on the intangible. In the case of GreenPrice the immediate outcome is affordable food but in the longer term, how cheaper food price improves quality of life is more difficult to measure. Light Be’s immediate outcome is to provide safe shelter, but in the longer term, improvement in quality of life among the families in a protected environment is hard to quantify. U-Fire’s immediate outcome is academic improvement, while the long term will look for a continuous academic improvement, positive attitude, hope and self-confidence. As you can see, many of the factors are hardly quantifiable.

Still, in order for the impact investing sector to grow, it is important to provide measurable impact creation,

and show how it can be achieved through revenue-generating social organisations. The public needs to be aware that social organisations are not just charities. To-date, impact investing projects or companies account for only 2% of investment worldwide, so fit-for-purpose impact creation measurement reports are crucial to convince more institutional investors to open their wallets.

Roll up your sleeves

I personally feel the concept of impact investing should be broadened to include not only monetary investment but also commitment of resources to social businesses. What do I mean by that? Not many of us are in the league to fund a social business that we are passionate about. But we can offer our time to serve, to teach business, or to work with management teams and stakeholders. This is also the most direct way to learn about the social issues at hand. And it offers great insights into the organisation you are serving.

“
Doing well in your
business and doing good
for society
”

Nancy Yang of Asian Charity Services, a philanthropy consultant, once commented that there is no shortage of people offering money to fund good causes, and offering wisdom to advise and strategise execution, but we are always in need of people who can roll up their sleeves to come down and help serve. Even Jesus experienced this problem two thousand years ago when he said that “the harvest is plentiful, but the workers are few”. So, whether you are offering money, advice or volunteering, you are participating in impact investing.

Getting started

I would strongly encourage all who are keen to learn more about impact investing to get involved. You can

start by visiting the website of some of the incubator and accelerator such as Social Venture Hong Kong and Sow Asia. You can also visit the Social Innovation and Entrepreneurship Development Fund (SIE Fund) website to learn more about Hong Kong government support. If there is a social cause that you feel called to, find out if the need is already served. The SIE Fund maintains a comprehensive database of social enterprises in Hong Kong.

For brave souls

For those brave souls who want to take up the challenge to start a social business, I would suggest doing due business diligence and gaining a firm understanding of where your limitations and challenges lie. You should identify the social gap, think about how to engage your social target stakeholders and how your business will benefit them. Ultimately, running a business so that it is financially sustainable is the key to long-term survival of your company. Only a financially sustainable social company is able to carry out its mission and care for its stakeholders in the long run.



Dr Richard Yap
CEO
Q Fund Management

Read more

World Bank	https://www.worldbank.org/en/topic/poverty
United Nations SDGs	https://sustainabledevelopment.un.org
SVHK	http://sv-hk.org
Sow Asia	http://www.sowasia.org
SIE Fund	https://www.sie.gov.hk/en
GreenPrice	https://www.greenprice.hk
Light Be	https://www.lightbe.hk
U-Fire	https://ufire.org

CityU resources

<https://www6.cityu.edu.hk/sds/sca/wcsw/oncamp.html>
http://www.cb.cityu.edu.hk/exchange/cityu_student/?level=summer#sep15

Arts and culture in Hong Kong

By Henry Tang, GBM, GBS, JP

Courtesy of the West Kowloon Cultural District Authority



Henry Tang, Chairman of the Board of the West Kowloon Cultural District Authority, gave a speech at the CEO Forum of the College of Business in October 2018, sharing his excitement in the new arts hub, and highlighting the importance of grass, basements and vineyards as well as future employment opportunities.

Xiqu Centre is now open, and I can't hide my excitement, and I believe it will bring a positive effect on Hong Kong for generations to come. Do you know how many different kinds of Xiqu (Chinese opera) there are? After doing a bit of research, I came up with 367. I asked would it be possible to perform one of every Xiqu in China? I was told, probably not, because most of them are lost, no one practises them any more although you can still find scripts and music. So, I did some more research and found out that about 80 are still being practised. Let's aim for this, I thought. But then I learned that the Ministry of Culture is going to revive all 367 of them. So, we will become the first venue in the world to be able to perform a complete Chinese opera.

Vibrant lifestyle

My ambition for the West Kowloon project is that it can become a portal for Chinese culture, and at the same time a gateway to China. We have the advantage of One Country Two Systems, and we are not under the Ministry of Culture. We can be brave in what we do – and with it culturally exciting.

I want to create a West Kowloon that belongs to Hong Kong, a vibrant multicultural society, that is accessible to all. Here in Hong Kong, we have a lot of liberties that most cultures in Asia do not enjoy. I believe that many of you here tonight were not born in Hong Kong, but the reason you are here is of course to get an education but also to enjoy the vibrant lifestyle of this city, and hopefully some of you will stay after you graduate and contribute and become part of us.

City evolution

I look at the West Kowloon project in terms of the evolution of the city. Look at London and New York. They started out as trading hubs. Then concentrated on shipping, then logistics, then services, financial services, and finally became vibrant in the arts and culture. We are also going through this whole process. We are now at the cusp, the turning point where the people of Hong Kong are hungry and looking for that extra element of cerebral excitement, a sophistication that societies at our socio-economic levels can enjoy. That's why we are seeing all the interest in Art Central, Art Basel, Asia Contemporary Art Show, Affordable Art Fair, Sotheby's, Christie's and many others. I see a lot of young people walking through these arts fairs, and teachers explaining to them things that are sometimes unfathomable.

I know a lot of people think "Why Hong Kong? Why does Hong Kong have that opportunity? What can we do to further that goal? What do we need?"

Welcome to the grass

First of all, the hardware. West Kowloon is 40 hectares, but 23 acres will be open space. We will have a lot of grass. And you are welcome to walk on it, you are welcome to sit on it, you are welcome to lie on it, but you cannot sleep on it! Grass is for people to enjoy. How many of you have walked barefoot on grass? Probably very few of you, because in Hong Kong most of the parks won't let you walk on it, let alone sit on it.

When the Central Government offices were built, there was a large lawn placed in the very middle of it, and I insisted that people should be allowed to sit on it and

enjoy it. Now people are getting used to sitting on grass, and eating snacks there. West Kowloon belongs to the people of Hong Kong. How will people enjoy it most? Grass is one of the first things that you rarely have a chance to walk on.

“ I want to produce an environment with room for the spontaneous ”

On basements

How can we offer this open space? There's no traffic, and all the services are underground. We are building the world's biggest basement! You won't be in danger of being run over by a car. Enjoy a drink, enjoy a coffee, just enjoy the harbour view. It will be a more relaxing way, a more creative way to spend your leisure time.

What are we building? A black box theatre seating 450 people, or 800 standing, which will be open in the middle of next year. Then in 2020 the M+ contemporary museum, comparable in size to the Pompidou Centre in Paris. And after that the Palace Museum in 2022, drawing on a collection of 1.8 million exhibits from which we will be able to curate, and in 2023 the Lyric centre for the performing arts, with three theatres. It can also serve as a convention centre like Wan Chai but will be more arts-centric.



▲ Xiqu Centre

Instagram moment

And guess what? Not only have I built a basement. I am going to build a vineyard. We will become the only vineyard in the world to have a harbour view in the background. I am not young, but before I get wings on my back I try to understand what young people are like today. And it dawned on me that most have never seen a vineyard in their lives. This will be a very good Instagram moment! So West Kowloon will be a place where you can become our ambassadors because when you post on Instagram, it is free advertising for us. Lifestyle and business go together.

I always feel that the saddest moment for good hardware is when you have bad software. So, education is one of the most important elements for West Kowloon. We need audience! Education builds audience, enhances the software, and the level of the community that we live in.

Curating the arts

But there is one element missing. Many of you learned how to play a musical instrument when you were young. Your parents wanted you to practise – but perhaps not too much! Even though you may have been passionate about music, they felt that it would be a very hard way to earn a living. It is much easier being an accountant, an investment banker, a doctor, or a lawyer. But that has to be wrong because you are passionate about it. I am sure many of you are still enjoying music, or dancing or film or arts. But now it's more of a hobby rather than a profession.

If you look at the profession of the arts, there are composers, writers, then often technicians, and then on top of that a whole layer of management to organise arts fairs, concerts, etc. Recently I was reviewing the opening exhibitions for M+ ready for 2020. I noticed that most of the curators were not Chinese. Two curators spoke Putonghua, and everybody else spoke English, and there were almost no Hong Kong people.

Here is a gap. With artists, the ambition is clear. A musician wants to become a concert pianist. But very few people think about the management of the arts, and



Courtesy of the West Kowloon Cultural District Authority

that is the area that curators work in. We need to think about what we can do to train more local curators. These are young people's jobs in the future. I feel very strongly about this. This is a project that will offer opportunities for you, for your children and grandchildren.

Advantage Hong Kong

If you look at New York, it dominates America in the same way London dominates Europe. These cities are the drivers of contemporary and classical arts. Yet there is no equivalent in Asia. Yes, Shanghai is trying and building a lot of hardware, they have a lot of artists, but they are not in two systems.

We have a certain advantage with our One Country Two Systems. We will capitalise on it because we have a simple taxation system, a legal system that protects intellectual property rights, and that can settle disputes in an open and transparent manner. We have no taxation issues regarding the trading of artworks and especially no capital gains tax, or goods and services tax.

Hong Kong people push the envelope, agree with it or not we test the limits. But for artistic endeavour if you do not push the envelope you will never make a breakthrough. So, I very much think that Hong Kong can become that place in Asia. We don't want to dominate, but we want to have that influence, to become that hub for arts performance, arts exhibition and arts trading in the whole of Asia. And West Kowloon will become the vehicle that will enable us to do all that.

Welcome to West Kowloon!

Our advantage is our vibrant multicultural. We are building the hardware and the software and the latter will take some time because education is something that will not show a result for a while. And not just for young people. People of all ages. I walk into a contemporary arts exhibition and a lot of time I don't have any idea what I am looking at. I need to be educated to know what an artist is drawing. For example, Picasso was very prolific, he went through multiple phases. I had to educate myself to know the different phases of his life. I can do the research but I learn faster when there is an expert who can talk to me about it. So, adults – the older generation even – can be educated as well if they have an open mind and that urge to learn. That's the strength of our people and the strength of all of you here tonight.

So, remember that West Kowloon is a place where you can go. Just walk around, buy a coffee, enjoy the harbour view, take a photo. It is a creative way to spend your leisure time. I am excited by it and I hope you will be too!



Henry Tang
Chairman
Board of the West Kowloon
Cultural District Authority

Better than the real thing?

New media technology is redefining authenticity

By Eric Collins

CityU Gallery recently mounted the augmented reality exhibition ANiMAL – Art Science Nature Society in their permanent gallery on the 18F of the Lau Wei Ming Academic Building. We talked to Gallery Director, **Dr Isabelle Frank**, about the challenges of producing an exhibition – largely without traditional exhibits.



A.A. Milne once wrote “Some people talk to animals. Not many listen though”.

The recent CityU exhibition ANiMAL – Art Science Nature Society gave visitors the chance to redress the balance, and listen to the extraordinary web of stories that emanate from the animal world.

Here we could wonder at Qing Dynasty lions drawn on

hanging scrolls, carry out CT scans on cats and dogs, marvel at a giant 3D scan of a whale skeleton, follow fish swimming inside a revolving Qing Dynasty vase through 3D glasses, and contemplate the prospects of the polar bear staring into a bleak future on a rapidly melting ice floe.

The extraordinary feature of ANiMAL was that many of the pieces displayed were not actually in the room.

3D printed objects may soon be indistinguishable from the original

“Working with the National Palace Museum in Taipei was a wonderful opportunity,” says exhibition co-curator Dr Isabelle Frank. “As the Palace Museum doesn’t lend real objects, we had to develop the digital part and we had some wonderful facsimiles. It provided the opportunity to use new media interpretations of the works that engaged the viewers directly.”

For Dr Frank, technology is a creative tool that can enhance appreciation of objects that you might not otherwise look at so closely. But are they better than the real thing?

“Even though 3D printed objects may soon be indistinguishable from the original, which is a disturbing and puzzling development, it could be that the authentic one will become more valued because of a proliferation of exact copies. Will the aura of the original increase? Who knows?”

Is new media technology redefining authenticity?

Dr Frank mentions the 3D scanned objects in the ANiMAL exhibition, that could be manipulated and observed in a way that would not be possible in a museum setting. These objects can be opened to reveal what’s inside them, rotated, and looked at up close.

Motion capture is used to preserve the heritage of Kung-fu

Augmented reality isn’t restricted to exhibitions. ANiMAL exhibition curator, Professor Jeffrey Shaw, has been spearheading the effort to preserve the cultural heritage of Kung-fu.

“Motion capture is used to create dynamic, digital representations to preserve the steps of masters that were being lost because the new generation is not keeping the tradition.”





As well as being the director, Dr Frank usually works as curator of the gallery. As CityU doesn't own a standing collection, one of the main roles is putting on collaborative exhibitions.

"The themes are ones that bridge east and west, and arts and sciences. Part of the mission is seeing the gallery as serving the university's mission and showcasing the artistic, intellectual and scientific discoveries that are happening. Our previous exhibition, Cabinets of Curiosities showcased historical collections that led to the classifying and analysing of both natural and human-made objects; in turn this led to very important scientific advances, such as the taxonomy work of Linnaeus."

"Often scientists do not recognise discoveries made by the amateur or from earlier periods before the distinction was made between the amateur and the academic professional. Much of science emerged out of belief systems that included magical elements. In Curiosities it was fun to have mechanical objects, along with collections of butterflies, and then going to the contemporary period to bring in artists working on those objects."

Augmented reality is changing the way objects are presented

Dr Frank hails from the arts metropolis of New York. How does she find working in Asia?

"Hong Kong is very exciting. In New York everything is staid in the big developments. You don't have hundreds of museums being created as in China, all of which need new content and curators. In Hong Kong M+ is coming soon, the National Palace of Beijing is opening a branch here, and the Hong Kong Museum of Art is reopening in the autumn of 2019."

Attitudes are different compared to back home.

"You can really feel the energy here. No one is blasé about the arts. When we have an exhibition in the university, people really pay attention. Combining the arts and sciences with augmented reality is shaking up the way objects are being presented, especially in the Asian context which is a more traditional one. The approach is to put 'everything behind glass' to protect the artefacts and this can produce a rather bland presentation."

CityU offers programmes for careers in arts management

How might our students get into the curator line of work?

"CityU offers a Bachelor of Arts in Culture and Heritage Management in the College of Liberal Arts and Social Sciences, and a Master of Arts in Creative Media in the School of Creative Media. You have to have some knowledge and interest in working with art. With just a business background you are not going to get very far."

How about the future of exhibition galleries? Is there a danger they will go out of fashion as people can access everything online?

"I think the question is similar as to asking whether cinemas go out of fashion with the arrival of online streaming?" she said. "I think people go to exhibition galleries to have a very different kind of experience and to have objects presented in a way that they would not normally see. The design is very important and a whole atmosphere is created. All your senses should be involved. It's an immersive experience."

Don't miss Art Deco. The France – China Connection

So, what's up next at CityU Exhibition Gallery?

"We get a lot of collaborations through the foreign consulates. I am currently working with the French Consulate on the upcoming Art Deco. The France – China Connection exhibition opening on 5 March."

"After that, we will be working with neuroscientist Sir Colin Blakemore, who is a member of the University's Institute of Advanced Study. As a neuroscientist his research focuses on perception, and he is also very interested in the arts in perspective. The exhibition will bring together perception and certain developments of illusion and space in the arts. I am now working with the Italian Consulate and an Italian organisation of private lenders to try and get some Italian art."

NEWS

Social media veterans share insights on KOL marketing



The College's Master of Business Administration (MBA) programme kicked off this year's first SHARP Forum on 28 January 2019. Entitled "Unlock the Power of KOL Marketing with AI and Blockchain", the talk was a great success with a full-house attendance of over 300 participants.

The SHARP Forum invited media veterans and renowned online influencers including **Mr Chip Tsao**, columnist and broadcaster; **Mr Vincent Tsui**, Founder and CEO of Toast Communications; **Mr Ben Chien**, Greater China Managing Director of AnyMind Group; and **Mr Tadi Dong**, Greater



China Operation Director of FansTime, to share in-depth insights on the rising trend of KOL (Key Opinion Leader) marketing. Speakers also discussed how new technologies such as AI and blockchain are applied to hit the target markets.

The talk started with Mr Tsui's sharing on successful KOL marketing campaigns, followed by an interactive talk by Mr Chien who discussed how technologies help assess KOL's performance. Mr Dong talked on blockchain while Mr Tsao shared his insights and personal experience on KOL marketing and social media. The last part of the event was a highlight where guest speakers had an exchange with each other and the audience in the panel discussion and Q&A section.

SHARP forum is a thought-provoking platform where thriving business executives, prominent government officials, prestigious scholars, inspiring entrepreneurs, influential celebrities, and renowned experts are invited to share inciting ideas, insightful perspectives, and inspirational experiences; as well as to discuss novel concepts, evolving issues, and cutting-edge solutions.

City seminar on major-country diplomacy and Belt and Road



The College of Business organised the first episode of City Seminar in January 2019. **Mr Yang Yirui**, Deputy Commissioner, Commissioner's Office of China's Foreign Ministry in the Hong Kong SAR, shared his insights on the topic "Major-Country Diplomacy and Belt and Road – China's Roles in an Ever-Changing World".

Professor Houmin Yan, Dean of the College, kick started the seminar with warm welcome remarks. He said it was the College's great honour to have Mr Yang as the guest speaker and explained the aim of the City Seminar talk series – to

discuss topics together (席 Xí), to understand such topics in depth (明 Míng), and to gain something of value from the discussions (納 Nà).

In his talk, Mr Yang first commented on the current global political situation, as well as the changes and challenges faced by major countries. He then discussed China's diplomatic strategies, vision and goals. In the Q&A session, he shared insights on topics like China-US tension, cross-strait relations, Hong Kong-Zhuhai-Macao Bridge and the development of the Greater Bay Area etc.

Mr Yang graduated with a Master's Degree in Economics, and joined the Foreign Service in 1993. He has working experience in the Department of West European Affairs, Department of Policy Research and General Affairs Department, and was posted to Chinese embassies in the United Kingdom, United States and South Africa. He was also a visiting scholar at the University of Tokyo, Japan. From 1997 to 2000, Mr Yang worked in the Commissioner's Office of the Foreign Ministry in the Hong Kong SAR. He has been serving as the Deputy Commissioner of the Commissioner's Office since 2017.

David Xu receives AIS Early Career Award

Dr David Xu, Associate Professor of the Department of Information Systems, won the 2018 AIS Early Career Award in recognition of his outstanding research, teaching, as well as service contributions to the field of information systems.

The award was presented by the Association for Information Systems (AIS), a professional body that serves society through the advancement of knowledge and the promotion of

excellence in the practice and study of information systems. The AIS Early Career Award was established in 2014 and was granted for the first time in 2015, Dr Xu was one of the six awardees in 2018 and he received the honour during the International Conference on Information Systems Conference (ICIS) in San Francisco in December 2018.

Before joining CityU, Dr Xu was Associate Professor at Wichita State University. He has papers published or forthcoming in MIS Quarterly, Information Systems Research, Management Science, Journal of Management Information Systems, among others.

In 2018, he was ranked the third most productive (straight count, tie) information systems scholar worldwide for publishing in the top-4 IS journals between 2011-2017, according to the AIS.



NEWS

CB presents the first Marketing Alumni Contribution Award

Three alumni were presented the Department of Marketing Alumni Contribution Award at the departmental graduation ceremony on 5 December 2018. The Department of Marketing was launching the award for the first time with an aim to recognise outstanding alumni with great achievements and who have made significant contribution to the department.

Ms Pauline Lee obtained a bachelor's degree in BA Business Studies in 2001. After graduation, she conducted job interviewing skills workshops in the department's winter camps from 2002 to 2016. She often invited different human resources gurus to coach and practise with the students on how to prepare and perform well in job interviews. She also provided career advice for students, even after they had graduated from the University. Ms Lee also contributed her expertise in conducting interviews in the department's admissions process over a number of years.

Ms Olivia Tsang is Managing Director of N.D.C. Investment Pte Ltd. She received her BBA Marketing from CityU in 2004 and then started her career in Hong Kong, followed

by Taiwan, the Philippines and then Singapore. She has contributed actively as Singapore Alumni Ambassador in organising reunions and charity events, providing mentorship services for exchange students, arranging a student tour in Singapore etc.

Mr Francis Lee received his BBA China Business from CityU in 2013, before he pursued his master's study at Peking University. With a strong working background in public and arts management, he established the Creative Art & Culture Institute and has built a cultural platform that provides one-stop industry chain services such as culture space operation, art education, performance production etc.

Ms Tsang and Mr Lee were invited to speak at a business leader forum on the same day on the topics "Passion made possible – Branding strategy of Singapore Tourism" and "Modern Chinese Business Logic and Entrepreneurship in China", respectively. Students from the department had a fruitful exchange with the two guest speakers on various topics including the competitiveness of Hong Kong and the innovation cultures in Asian cities, etc.



The three award winners are:

Pauline Lee Po-yin – BA Business Studies '01

Olivia Zainab Tsang – BBA Marketing '04

Francis Lee Kwok-fai – BBA China Business '13

PhD student triumphs in JDD-2018 Global Digitalization Challenge

Kai Yang, PhD student from the Department of Information Systems, together with two undergraduate students from South China University of Technology, triumphed in the JD Discovery-2018 Global Digitalization Challenge (Hong Kong division) and entered a 24-hour offline limit global challenge held in Beijing on 12–13 January. The team was eventually awarded Second Prize in the Global Final, along with RMB200,000.

Organised by JD Digits, a leading digital technology company in China, JD Discovery-2018 Global Digitalization Challenge aimed to connect technical talents with digital elites. It was a real application global scenario design competition. AI and big data experts, industry leaders, and top investors joined the competition as mentors and judges.

Led by Kai, the team outperformed 75 teams and won the Hong Kong championship division in December 2018, after rigorous review by the competition's expert committee.

On 12–13 January 2019, the team joined a final round and competed with other winning teams from the Mainland China, USA and Israel divisions in Beijing. Thanks to their top scoring business plan, they were eventually awarded Second Prize in the Global Final.

Kai was excited about the team's achievement, and he shared that the biggest challenge in the competition was the unsatisfying performance of ARIMA, an autoregression algorithm model for forecasting. It failed to capture the patterns of non-periodic changes during data collection. "To overcome this challenge, we tried to improve our model by adding other algorithms. We then tested their performance and found that a tree-based learning algorithm, namely LightGBM, performed the best," Kai elaborated.



Comings & Goings

We welcome our new faculty who joined us between September 2018 and February 2019

Dr Juhee Kwon

Assistant Professor
Department of Information
Systems



Before joining CityU, Dr Kwon worked as a research fellow at the Tuck School of Business, Dartmouth College. She earned her PhD from the Krannert School at Purdue University and master's degree from Carnegie Mellon University. Prior to joining the Purdue PhD programme, she worked at Samsung, Yahoo, and LG as a software engineer. Her current research focuses on the economics of information systems, healthcare information systems, and information security.

Dr Melody Zhang

Assistant Professor
Department of
Management



Dr Zhang received her PhD in Management from the Chinese University of Hong Kong. Her research interests include proactive behavior, leadership, team processes, and well-being.

Dr Jane So

Assistant Professor
Department of Marketing



Dr So received her PhD in Marketing from the Foster School of Business, at the University of Washington. She received her MS in Marketing and BA in Business Administration from Seoul National University. Her research focuses on feelings of resource scarcity, emotions and perceptions of self versus others.

We extend our best wishes for future happiness, professional fulfilment and prosperity to faculty who left us between September 2018 and February 2019

Dr Hailiang Chen

Associate Professor
Department of Information Systems

Dr Zhong Zhang

Assistant Professor
Department of Economics and Finance

Dr Eman Leung

Assistant Professor
Department of Management Sciences

Alumni class notes

Share your news with classmates and CB alumni! Tell us about the highlights of your year – family, career, accomplishments, and interests. We will publish your updates in the “Class Notes” section of City Business Magazine and on the CB website.

Simply submit your information (name, major, graduation year) and your news to us. Don't forget to attach photos with your write-up!



Yuqing Liu

MSc Business Information Systems'11

After my graduation, I became a civil servant in my hometown. In the meantime, I set up an association for overseas returnees in my city. There are almost 500 members now, with some choosing to work in their hometown, others overseas. I miss the learning experience at CityU, especially the professors who were willing to help us inexperienced students. Even though I graduated many years ago, I am always touched when I receive emails from CityU. I wish for a prosperous CityU in the years ahead.



Jianhao Li
MBA'14

Greetings, everyone! I am currently the partner of Shenzhen FEIMA Financial Holdings and my company has earned a few awards over 2015-18, including being recognised as a brand new innovative Shenzhen company, the company with the highest growth in private equity, the most valuable private investment company in China and the most reliable alternative asset manager for the year.

Felix Choi

BBA Finance'14

With a strong interest in developing my career in investment banking operations, three years ago I decided to explore overseas working opportunities by studying a masters in Australia. I was fortunate enough to have worked at Bank of China (Sydney Branch) during my part-time study. Recently, I was relocated back to Hong Kong and work in collateral management at Citibank. I believe this city is the heart of the Asia Pacific region, and it allows me to grow faster.



Qisha Gong

BBA Finance'14

After graduation, I was able to enter the Information Technology industry with the help of knowledge gained from minoring in Computer Science at CityU. I am currently working in the Microsoft Solution Business Unit. It is full of challenges and achievement, as well as personal enrichment and lifelong learning. I am grateful for the university experience, miss the times at CityU, and wish all the best to my fellow alumni!

Lilian Wong

BBA Quantitative Finance and Risk Management'14

Hello CityU! Thanks to the generous entrance scholarship for overseas students, I successfully graduated and landed a great job in Hong Kong. The international culture and bustling city life have made me stay and become a permanent resident. I am grateful to have started my journey with CityU and now looking forward to progress further with Hong Kong and the great land, China.



Pingting Du

MBA'18

My MBA study at CityU was a magic journey, like a bridge to the life I wanted to lead. At the end of my Paris exchange programme, I got an MBA trainee offer from L'Oréal Group, and now I am corp digital manager in the Chief digital officer's team. The most important thing I learned from my MBA study and I would like to share with you is – follow your heart, dare to dream big, and seize every opportunity that comes to you.

Eric Ma

BBA Information Management'18

After graduating in 2018, I started my second backpacking trip in Europe and Africa for three months. I walked through 40 countries before the age of 21 and got immersed in a travel startup business. Influenced by the "Go Global" spirit at CityU, I participated in an internship in London, exchange in Latvia and community service in South Africa. With the global exposure, I have become more open-minded and have found my true interest in life. I consistently put myself in uncomfortable situations to try out different things so as to find my purpose in life – and most importantly I am happy and enjoy the process.



Please enjoy every minute during your study at CityU since you will encounter a lot of amazing people and your life experience will be expanded. Wish you all a great success and happiness.

