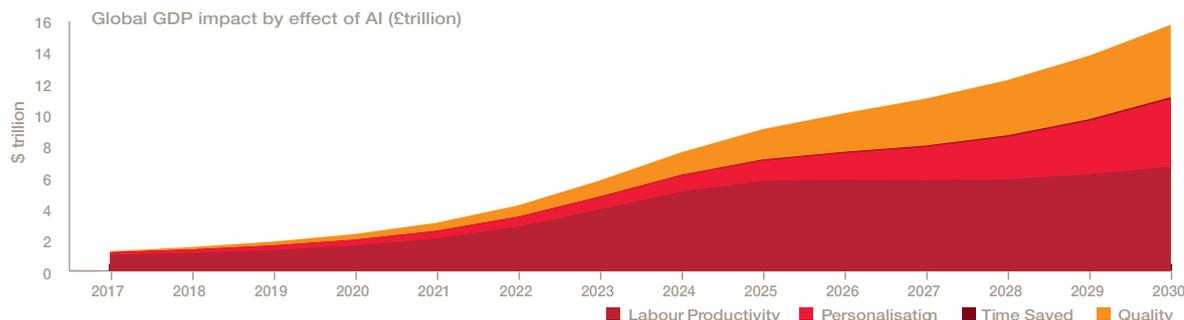


Leadership in Times of Changes

卓越領導 從容應變



Source: PwC (2018). Sizing the prize What's the real value of AI for your business and how can you capitalise?. [online] p.5. Available at: <https://www.pwc.com/gx/en/issues/data-and-analytics/publications/artificial-intelligence-study.html> [Accessed 1 May 2018].

Can you survive in the Fourth Industrial Revolution?

Water & steam power (1800s~), electric power (1900s~), electronics and information technology (1970s~) defined the first three industry revolutions that have disrupted and defined the way humanity lived over the past two centuries.

Now, the Fourth Industrial Revolution is sweeping the world, with some still mistaking it as an extension of the last one. Speed, scale, and systemic impact are the distinct characteristics of this round of revolution, which is unfolding at an exponential pace and disrupting all geographies and industries. Compared to leading markets China and the US, Hong Kong is clearly behind the curve.

“Businesses underestimating this mega trend can be extremely fragile and fall prey to it quickly”, according to leaders of the organising committee for HKIoD Directors Of The Year Awards 2018 – Chairman William Lo (Executive Director - Finance at Airport Authority Hong Kong), Vice-Chairmen Hamilton Cheng

(Executive Director at Chow Tai Fook Jewellery Group) and Vincent Chan (Partner at Ernst & Young). To create benchmarks and incentives for HK businesses to rethink their entire systems of operations and governance, this year’s awards project has taken the theme of “Leadership in Times of Changes.”

Commenting on why change is such an important theme for this year, William said 2018 has already proved itself a year of radical change, no matter from economic or geopolitical perspective.

“With the US rate hike accelerating after a decade of ultra-low rate, absence of low-cost capital will intensify competition and widen the gap between the strong and the weak. This trend is exacerbated by the tug of war between great powers in geopolitically sensitive regions like North Asia and Syria which continues to send ripples to the global markets. Amid challenges and risks, businesses big or small are competing hard to interpret opportunities under China’s macro policies, notably the development of Belt & Road economic corridors and increasing connectivity between the newly defined Great Bay Area.”

With competition heating up, it becomes clear that only the strong will survive. The ability to leverage digital disruption in redefining and gaining market share has become key to win the game. According to Project Syndicate, three digital forces can shift or create 10-45% industry revenue pools by 2030.

Selecting Outstanding Directors is a Community-wide Project

Launched in 2001, the HKIoD project – Directors Of The Year Awards – is a first-of-its-kind recognition on outstanding directorship and corporate governance in Asia. Co-organised by the FSTB of HKSAR government, SFC & HKEX, the project has gathered over 100 leading international and local companies and organisations in Hong Kong as project partners. The unique positioning has made it an ideal arena to pool together pan-market resources, intelligence and support to promote important change in the Hong Kong market.

HKIoD cordially invites the community to continue supporting the 2018 Awards and leading positive change to the HK market.

Nominations are open to the public. Awards are granted to individual directors and collective boards in various categories including listed companies, private companies and non-profit-distributing organisations.



1. Disintermediation: use digital means to cut out the middle man
2. Disaggregation/sharing economy: repackaging properties into services that can be shared and consumed widely
3. Dematerialization: turn physical into virtual, such as 3-D printing and virtual reality

“China is a key leader in driving changes. Companies like Alibaba and Tencent are redefining the market landscape of many industries. While they are technology companies, disruption they bring is affecting everyone in the ecosystem wherever consumer empowerment through digital experience sweeps. Traditional businesses need to wake up to the fact that rising competition by technology-driven peers will bring sea change to the market, if these opportunities have not been closed yet. To survive, company directors need to exhaust all means possible to connect to the digital economy, which can mean poaching tech-verse talent from competitors and collaboration with technology companies,” said Vincent.

While boards seek to break through bricks and mortars to approach virtual edge of their business, Hamilton reminded companies not to lose its core strength and industry edge, “The key is not to depart from competition but win the competition. Corporate governance is about aligning stakeholder interests and creating shared values and common good for different stakeholders, including investors, customers, employees and the broader society. In the face of sweeping change in the marketplace, good company directors ensure survival and sustainability by collaborating with stakeholders and motivating the entire organisation to embrace change progressively.”

Setting the mega trend

All the three executives highlighted board diversity as one of the most important corporate governance principles to help companies transform in the digital era. “Recruiting INED who are at the forefront of digital disruption opens companies to new horizon and dimension.” said Hamilton who emphasised the importance of an all-rounded board with strong business acumen and innovation

arsenal. “As a mass luxury business involving a considerable number of shops, customers, products and employees, our company gathers sizable data every day, which become highly valuable intelligence in optimising operations, strategy and customer experience in the digital age.”

“Companies may be able to expand into new industries where data gathered from their existing business give them an edge,” said Vincent who provides advisory services to business from different industries.

“Having digital and technology specialists input on the board level enable cutting-edge ideas to ferment at the core of corporate strategy. Moreover, every director should seek a good grasp of today’s digital economy so that the board can have informed discussion and decision making on related issues,” said William. “Directors should lead by example in continual training and education to promote an agile corporate culture necessary for companies to counter disruptive digital force.”

Leading change internally

It is human nature to resist change. How business managers help workforce evolve and successfully transfer their skills into the new economy is a matter of sustainability in a pan-market sense. Considering the speed, scale and systemic impact of digital disruption, the way how a company operates can be turned upside down in order to stay in the competition.

“Fixated on five-year or three-year plans will no longer be a best practice sufficient to counter market change,” said William. “Companies ought to keep their ears to the ground and be prepared to evaluate and adjust their strategy as soon as they sense new threats and opportunities.”

While monitoring external competitive landscape, measuring performance at all levels internally also serve to help businesses effectively gauge its position in the game. Board evaluation becomes increasingly an important topic internationally, according to William and Hamilton. Creating measurable KPIs is the first step to keep a company in check so as to surf through ups and downs in the competition. This goes down to business



▲ William Lo, Chairman of the Organising Committee for Directors Of The Year Awards 2018
2018年度傑出董事獎籌委會主席羅志聰先生

unit and individual level, too.

Furthermore, the way how team work together is also disrupted by external digital force. “In addition to business units defined by traditional corporate structure, task-based working teams are cutting through distinct business units to break down silos and unleash synergies,” said William. “For instance, in our blockchain taskforce, different operational and administrative departments are represented so that the new technological dimension can fit into the business holistically. These cross-department collaborations also offer good opportunities for us to identify and retain change-verse talent.”

Hamilton explained the importance of resource management from a retail perspective, “External changes have direct impact on how internal resources are allocated. For example, competition in the retail space used to fall within efficiency to deliver quality product verticals through global production network. Nowadays, customers increasingly favour products with personality over mass production, which calls for retailers’ speed and ability to collect client orders, develop and deliver customised products speedily.”

“This calls for an open and collaborative mind-set at all levels to enable a different mode of collaboration and transformation of roles and responsibilities, with a business structure that approaches

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efficiency differently, for example, a more open ecosystem that allows business units to collaborate and approach projects more speedily, effectively and transparently,” he added.

Performance and Conformance

Treading in new waters always brings additional risks. The maturity and comprehensiveness of risk management framework and strategy reflects whether a company is ready to make headway in digitalising its business. “Directors should assess if the risk policy and instruments can still sufficiently cover new risks,” said William.

New risks, such as cybersecurity risk, can be of scale and price tag unimaginable to directors in the past, according to Vincent. Almost all businesses are exposed to cybersecurity risk, but the complicity of the issue has grown exponentially, with artificial intelligence and big data trending and seeking to find meaning in extensive crisscross of systems and data spanning different fields.

Corporate governance stresses both conformance and performance. While leading the company to tap new opportunities presented by market changes, directors should also ensure that risks are properly managed – including risks identification, assessment, mitigation, diversification – to make business decisions with measured risk-taking.



▲ Hamilton Cheng, Vice-Chairman of the Organising Committee for Directors Of The Year Awards 2018 2018年度傑出董事獎籌委會副主席鄭炳熙先生

The selection considerations of HKIoD Directors Of The Year Awards provide a comprehensive scorecard for directors to measure their conformance and performance, as well as an opportunity to consult the honorary selection panel made up of top-tier management advisory experts. 

您 經得起第四次工業革命嗎？

水和蒸氣動力（1800年代）、電力（1900年代）、電子及資訊科技（1970年代）標誌著前三次工業革命，改變並決定了人類在過去兩個世紀的生活方式。

今日，第四次工業革命席捲全球，有些人仍將此視為上次革命的延續。今次的革命特點在於其驚人的速度、規模及系統性影響，並且以幾何級數（exponential）的步伐顛覆所有地域和產業。跟中國和美國等領先市場比較，香港於這場革命中明顯落後。

香港董事學會主辦的「2018年度傑出董事獎」籌備委員會的多位領導者（主席羅志聰先生（William）－香港機場管理局財務執行總監、兩位副主席鄭炳熙先生（Hamilton）－周大福珠寶集團執行董事及陳永誠先生（Vincent）－安永會計師事務所合夥人）均認為：「如果企業低估這股狂潮，隨時將變得極為脆弱及瞬間被吞滅。」為創立基準及為香港商界提供誘因重新思考整個作業及管治制度，今年的獎項計劃以「卓越領導 從容應變」（Leadership in Times of Changes）為主題。

William談及為什麼今年以轉變為主題時表示，事實證明不論從經濟或地緣政治角度來說，2018年都是劇變的一年。

「維持超低息超過十年後，美國正加速加息步伐，隨著低成本資本的消失，競爭將會加劇且弱者會被強者進一步拋離。北亞和敘利亞等地緣政治敏感地域的角力繼續波及全球市場，令此趨向加劇。面對種種挑戰和風險，大小公司都會激烈競爭，務求把握中國宏觀政策帶來的機會，特別是一帶一路經濟走廊和為加強區內聯繫所定義的大灣區。」

在競爭加劇下，顯然只有強者才能生存。利用數碼化帶來的轉變重新界定及提高市場佔有率成為了致勝關鍵。根據 Project Syndicate，三股數碼力量預期將在2030年之前轉移或開創10%至45%的業界收益匯集。

1. 去中介化：利用數碼渠道去除傳統中介人

2. 解聚／分享經濟：將財產重新包裝為可以分享及廣泛耗用的服務
3. 去實體化：將實體化為虛擬，例如3D打印及虛擬實境

Vincent表示：「中國是帶動轉變的主要領袖，阿里巴巴和騰訊等公司正重新建設多個產業的市場面貌。雖然這些都是科技公司，但當數碼化消費者體驗席捲一個生態系統，系統中每一員會受到顛覆性影響。科技帶動日益加劇的同業競爭會令市場出現翻天覆地的轉變，傳統企業不得不認真面對（如果還有這樣的機會）。為求生存，公司董事必須用盡一切方法將業務接軌數碼經濟，包括向競爭對手挖角及跟科技公司協作。」

雖然董事會致力突破傳統限制、尋求業務可發展的數碼層面，但Hamilton提醒公司不要喪失核心強項和行業優勢。他表示：「創新的關鍵並非脫離競爭而是勝出競爭。企業管治顧及持份者的權益，為不同的持份者締造共同價值和福祉，包括投資者、客戶、僱員及整體社會。面對市場翻天覆地的轉變，優秀的公司董事會跟持份者協作及推動機構全體人員力求循序轉變，藉此確保公司的可持續性。」

開創大趨向

三位行政人員均特別指出董事會多元化是有助公司在數碼年代革變的最重要企業管治原則之一。

Hamilton強調具備商業頭腦及創新能力的全能董事會十分重要。他表示：「招募身處數碼顛覆前線的獨立非執行董事可為公司開創

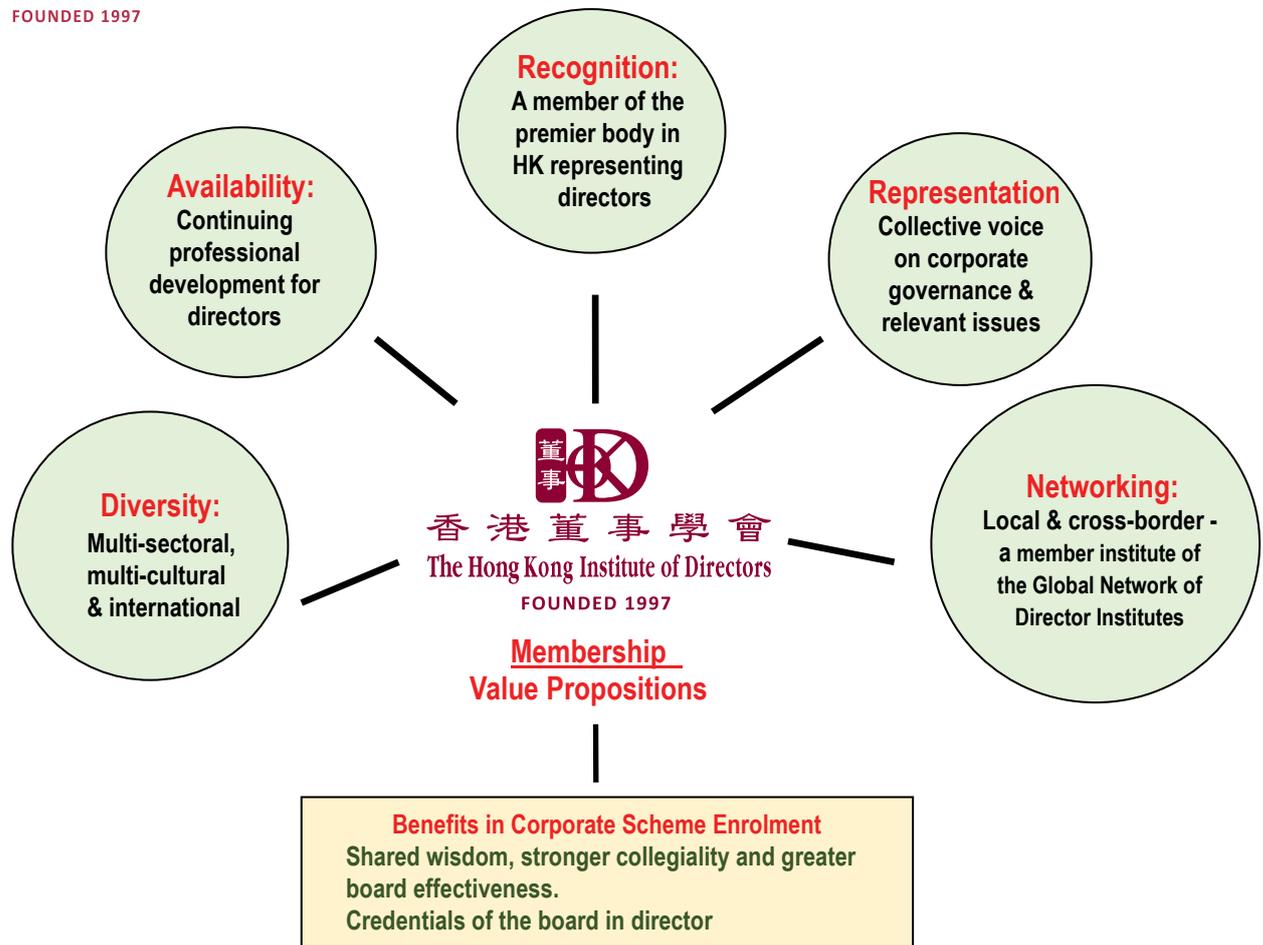
香港市場整體投入，選出最傑出董事

香港董事學會於2001年主辦首屆「年度傑出董事獎」，是亞洲首項對傑出董事和企業管治作出認可的獎項。學會與香港特別行政區政府的財經事務及庫務局、證券及期貨事務監察委員會及香港交易所合辦這個計劃，匯集超過100間領先的國際及本地公司和機構擔任計劃夥伴。由於定位獨特，計劃成為了召集市場廣泛資源、智慧及支持的理想平台，藉此推動香港市場作出重要的轉變。

香港董事學會誠邀業界支持2018年的「年度傑出董事獎」，帶領香港市場作出正面轉變。

計劃接受公開提名。獎項會頒予個人類別和集體董事會類別的個別董事，包括上市公司、私人公司及非牟利機構。

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What they say about The Hong Kong Institute of Directors (“HKIoD”)



The Hon Mrs Carrie Lam Cheng Yuet-ngor GBM GBS, The Chief Executive of HKSAR; Patron, The Hong Kong Institute of Directors “(Your Institute) has been one of the government’s most valued partners over these past two decades, in promoting excellence in corporate governance and professionalism in directorship.”



Mr Carlson Tong SBS JP, Chairman, Securities and Futures Commission
“Securities and Futures Commission greatly values (HKIoD’s) efforts to encourage company directors to carry out their duties diligently and responsibly.”



The Hon James Henry Lau Jr JP, Secretary for Financial Services and the Treasury
“For the Hong Kong Institute of Directors, I feel a particular affinity to your achievements which is well summarized by the theme Good Corporate Governance: Cornerstone to a Strong Financial Centre.”



Sir C K Chow GBS JP, Chairman, Hong Kong Exchanges and Clearing Limited:
“HKIoD has long played a vital role in the development of Hong Kong’s financial market, having made important contributions to the city’s growth and success.”



HKEX Listing Rules 3.08 Note: citing that directors are generally expected to be guided by the Guidelines for Directors and the *Guide for Independent Non-Executive Directors* published by HKIoD.

HKEX News Releases announcing listed company directors subject to training: citing HKIoD as a key provider of training for directors.

新視野及領域。作為主流珠寶暢銷品牌，我們營運涉及相當數目的店舖、客戶、產品及僱員，每天收集的大數據在數碼化時代成了寶貴的智慧，以助我們優化營運、策略和客戶體驗。」

多年來為不同產業提供業務諮詢服務，Vincent表示：「公司甚至可利用從現有業務所收集的數據，按其產生的優勢擴展至新產業。」

William表示：「將數碼和科技專家意見引進董事會，尖端構思便可在企業策略的核心發酵。此外，每位董事均充份了解當今的數碼經濟，以致董事會可就有關事宜進行知情討論及決策。董事應該在持續訓練和教育方面以身作則，推廣靈活企業文化以抗衡數碼化的顛覆力量。」

領導內部轉變

抗拒轉變是人的本性。業務管理人員如何協助抗拒轉變是人的本性。業務管理人員如何協助工作團隊變革及成功將技能轉移往新經濟，跟整體市場的可持續發展息息相關。有鑑於數碼顛覆的速度、規模及系統性影響，公司的營運方式可能要作一百八十度轉變才有能力繼續處於競爭當中。

William表示：「制定五年或三年計劃不再足以應付市場轉變，公司應該緊貼市場情況，準備好一旦新的威脅或機會出現時，可即時評估形勢及調整策略。」

除了監察外在競爭情況，衡量內部各層面的表現亦有助公司有效評估自己的競爭形勢。William和Hamilton認為董事會的績效評估成為日益重要的國際議題。開創可衡量的KPI（關鍵績效指標）是瞭解公司實力的第

一步，這可令公司經得起競爭上的高低起伏，亦適用於業務單位和個人。

此外，數碼化力量亦顛覆團隊的合作方式。William表示：「除了以傳統企業架構界定的業務單位外，按專項工作劃分的團隊亦打破業務單位的框框發揮更大協同效應。例如我們的blockchain工作小組成員來自不同的營運和行政部門，令新技術領域可全面滲於業務。這種跨部門協同亦讓企業更佳識別和挽留有利變革的人才。」

Hamilton從零售角度說明資源管理的重要性：「外部轉變直接影響如何分配內部資源。例如，以往零售業的競爭重心在於透過全球生產網絡交付優質產品的能力，但現在相對大量生產的產品，客戶更偏愛個性化的產品，講求的是零售商的靈敏度，迅速收集客戶訂單、開發及交付訂製產品的能力。」

「團隊上下必須抱持開放和協作態度，才能實施不同的工作模式、實現角色和責任的蛻變，以迎合正為爭取最佳效益而改變的業務架構，例如公司整體成為一個更開放的生態圈，令不同業務單位可以更快捷、高效及具透明度地協作和處理工作項目。」

依章循理與業績表現

開拓新領域不免招致更多風險。擁有成熟及全面風險管理架構和策略與否，反映公司是否準備好把業務數碼化。William表示：「董事應該衡量風險政策及工具是否依然足以應付新的風險。」

Vincent指出，網絡安全風險等新風險的規模和代價可能是董事難以想像的。時至今日，幾乎所有產業都面對網絡安全問題，但隨著人工智能和大數據成為大趨勢，不同領



▲ Vincent Chan, Vice-Chairman of the Organising Committee for Directors Of The Year Awards 2018 2018年度傑出董事獎籌委會副主席陳永誠先生

域的系統廣泛交錯應用，網絡安全問題遠較以前複雜。

企業管治強調「依章循理」及「業績表現」。董事帶領公司利用市場轉變帶來新機會之餘，還必須確保妥善管理（包括風險識別、評估、緩減及分散），作出有根據的業務決定。

香港董事學會主辦的「年度傑出董事獎」的甄選考慮因素為董事提供衡量「依章循理」及「業績表現」的全面評估準則，參選者並將有機會就本新企業管治的情況，諮詢由頂級管理顧問專家組成的名譽遴選團。

Selection Criteria for HKIoD Directors Of The Year Awards 香港董事學會「傑出董事獎」評選準則

Individual Director Categories 董事個人類別	Collective Board Categories 集體董事會類別
<ul style="list-style-type: none"> Effectiveness in strategic corporate business functions 策略性企業業務功能的效益 Contribution to board effectiveness 賦予董事會效益的貢獻 Contribution towards managing change, risk and succession 變易、危機及傳承管理的貢獻 Leadership and other attributes and qualities, including continuing professional development for directors 領導才能及其他個人特質和才能，包括董事持續專業發展 Business ethics 商業倫理 	<ul style="list-style-type: none"> Board composition, skill mix and competencies of directors 董事會組合、才能和董事的勝任能力 Effectiveness in strategic corporate business functions 策略性企業業務功能的效益 Development and implementation of strategic plans and monitoring of performance 策略性計劃的制定、推行及表現監控 Managing compliance and accountability 規範及問責管理 Managing change, risk and succession 變易、危機及傳承管理 Development of the board, including continuing professional development for directors 董事會發展，包括董事持續專業發展 Effectiveness of board committees 董事會委員會的效益 Business ethics 商業倫理

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