



Family business-turned listed company in IP management, content distribution and brand licensing awarded DYA for sound governance

專營知識產權管理、內容分發和品牌授權的家族企業發展成為上市公司，更獲頒發本年度「傑出董事獎」表揚出色企業管治

Cora Wan 溫旭兒

A successful company is one that can stand the test of time. This year's Directors Of The Year Awards has recognised Medialink's board on leading the company to turn the tide to work for its advantage and register a double-digit growth both in revenue and profit (the Interim Results for the Group ended 30 September 2021 recorded 23.9% increase in revenue and 12% increase in net profit) during the global pandemic. Founded by Chairman and CEO Ms Lovinia Chiu with HK\$100,000 initial capital, Medialink Group Limited (2230.hk) has grown into to a listed company of

market capital of HK\$316 million in February 2022, with presence in China, Japan and Southeast Asia. When comparing today's world of media and entertainment to that in 1994, when Lovinia first started the company, we will quickly realise how choppy the journey must have been for her and the board to manage the multiple waves of disruptive changes in order to survive, succeed and sustain.

“The Board of Medialink Group Limited exhibits a sound corporate governance mechanism in place and with policies to ensure that it fully complies with the requirements and disclosures prescribed by Listing Rules. Having led the company to evolve maturely from a family-owned business to a well-structured corporation, the Board has good dynamics and strategies well-developed and well-executed to further grow the Company. Board members have demonstrated a genuine strong level of interactions and interconnectivity. The Board merits the Award,” said the panel of judges. The 21st Century Director had the pleasure to interview Lovinia and share with the readers her secret of success in leading her company to achieve growth against all odds during this challenging period.

“The global pandemic has accelerated the home entertainment trend that has been proliferated for a decade. Some of the most popular online streaming platforms’ penetration has been doubled or tripled in the pandemic. The board is well aware of this trend and thus we are dancing with the pandemic,” said Lovinia.

The company worked closely with media



► **Directors and Ming Gor (明哥) distribute lunchboxes to the disadvantaged in the community**

董事與明哥團隊落區派飯予弱勢社群

content licensors to distribute media content relating to animation series, variety shows, drama series and animated and live-action feature films. “In addition to newly developed media content, we also leverage our advantage in possessing a large library of classic content to explore new distribution arrangements with emerging regional and global online streaming platforms,” she added, explaining how the company achieved the double-digit growth in revenue and profit during the Covid-19 pandemic, which is arguably the most challenging crisis in decades.

Lovinia pointed out that the 14th Five-Year Plan announced by the National People's Congress of the People's Republic of China outlining the future development of Hong Kong in various key areas including developing Hong Kong into a regional intellectual property trading hub which has

been the forte of Medialink also put the company in the right place at the right time.

Winning trust from ground zero

“The reason why brand and media licensors entrust us with their content distribution and IP (intellectual property) management in Asia is because they know we are passionate about these content and IP that we will go out of our way to make them seen in the crowd,” said Lovinia, recalling how they built a 20-foot tall indoor installation for Transformers in Grand Century Plaza, when the movie was on screen in Hong Kong in 2009. Over the years, they have managed many memorable moments for fans and maximised the exposure of popular IP to consumers, which has often exceeded the expectations of their creators and licensors.

Winning trust was not such an easy job in the early days, however, especially when the company was still a small family business. “I still remember how hard it was to convince media partners in mainland China at the beginning. We were then relatively unknown in the Mainland market,” said Lovinia. Through repeating their strategies and successes in creativity, application and commercialisation to incorporate IP management in the lifestyle of fans and consumers, Medialink has established a creditable title in their target markets quickly.

From family business to listed company

Initially Lovinia co-founded the business with her sister Noletta Chiu who became an executive director when the company was listed in 2018. From a family business



► **Directors participated in The Little Prince ‘Le Havre’ exhibition organized by Medialink**
董事出席羚邦集團舉辦的小王子「星の流浪曲Le Havre」展覽

to a listed company with a board of directors now, while she is still hands on with operations and risk management, she appreciates the great support she is getting from the board in formulating strategic and long-term plans.

When Lovinia decided to turn Medialink into a listed company, she made sure that the Company lives and breaths board diversity. Under a deliberate design, Medialink has seven directors on the board, with female directors being the majority taking four seats out of the seven in total. Moreover, non-executive directors also represents the majority taking four seats, with three being independent non-executive directors, to advise, support and function as checks and balance to the three executive directors including Lovinia in making sound decisions.

“Risk prevention is way better than firefighting. This has been a big enhancement of our strategy, since we started becoming a listed company and getting support from a group of non-executive director and independent non-executive directors who are top experts in their own

fields, respectively,” she said. “For instance, we have an established mechanism to monitor the impact this pandemic has on our clients and counterparty’s cash flows, including credit check. This has greatly help us to maintain healthy and resilient cash flows. On an ongoing basis, we are also monitoring external changes and capture opportunities as they present to us. Currently, we are keeping an eye on the merger and acquisition opportunities in the up-and-coming IP licensing area, such that we are open to invest in licensors and licensees where it brings advantage to our business,” she added.

In addition to managing content distribution, the Group is also involved in the IP management, including merchandising the rights for the use in toys, apparels and footwear, health and beauty products, food and beverage; the location-based entertainment rights for events, theme parks, shopping malls, cafes and restaurants; and the promotion rights in Asia Pacific.

Investing in tech and Innovation

Medialink never stops evolving with times.

From traditional broadcast to content streaming, the company has managed to achieve growth by capitalise emerging trends. Looking into the future, the company has committed to investing heavily in automation.

Furthermore, the company will continue to stay close to the digital trends and support more popular IP to draw widespread attention and make deep penetration into the lifestyle of fans and consumers. “We are seeing good potential in digital games, and hence we have allocated major resources and explored creative ways to manage the IP and incorporate the promotion over online and traditional everyday platforms.”

Living entrepreneurship and ESG

A self-made businesswoman, Lovinia leads an entrepreneurial and caring culture across all the levels of the company. She demonstrates empathy and care to her team that combines her own experience and sensitivity as a female entrepreneur. For example, the company gifted each staff of the Hong Kong office a lunch allowance of \$2000, when they moved their office to cater for the company’s expansion, because eating out in the new office location became more expensive. Small gesture goes a long way, when it transcends sincerity and empathy.

In addition to showing care to the team, the company also supports local artists by offering their IP resources for them to create and market their designs. Medialink has created an online art and craft platform, *Whateversmiles*, for artists from across the world to share their design, ideas and stories. “I hope to promote this industry through our company, notably nurturing more next-generation talent to participate

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and grow in the field,” said Lovinia.

Medialink has a profound interpretation of ESG and incorporates that into their operations. In addition to caring about staff and partners, Lovinia said the company also understands the impact media content has for the public and thus they are also making it a priority to promote more content that conveys a positive energy. Moreover, founded by the Chiu sisters and with more than half of the board members being female, Medialink is a true believer and promoter of board diversity and women leadership.

Commenting on winning this year’s HKIoD Directors Of The Year Awards in the listed companies boards category, Lovinia has once again expressed her gratitude to the board and HKIoD. “On behalf of Medialink’s board of directors, I would like to thank HKIoD for granting us this award and providing a valuable opportunity for us to present and promote our

sector. We believe this sector has a huge growth potential. Looking ahead, we do not only hope that Medialink continues to sustain growth and foster breakthroughs, but also that the entire sector can expand healthily and provide opportunities for more talent and young people,” she concluded. 

間成功的企業必須能夠經得起時間考驗。在疫症肆虐全球下仍錄得雙位數收益和盈利（根據集團截至2021年9月30日的中期業績，收益和純利分別增加23.9%和12%），羚邦集團有限公司（2230.hk）董事會獲頒本年度的「傑出董事獎」，以表揚其領導公司將逆境化為有利於公司業務。羚邦集團有限公司由主席兼行政總裁趙小燕女士創立，最初資本只有100,000港元，但截至2022年2月市值已達3.16億港元，業務遍佈中國、日本和東南亞。1994年當趙女士創立公司時媒體和娛樂模式跟今天截然不同，公司面對娛樂媒體在時代巨輪的變遷，不斷求變並

成功發展成可持續業務。

評選團的評語是：「羚邦集團有限公司董事會展示了健全的企業管治機制和政策，以確保其完全符合上市規則和披露要求。董事會帶領公司從家族企業成熟地發展為結構良好的公司，及後仍具活力和完善的策略以進一步壯大公司；董事會成員亦表現出真正強大的互動和互通水平，因此獲獎實至名歸。」《廿一世紀董事》很榮幸訪問趙小燕女士，跟讀者分享董事會領導公司實現增長的成功之道。

趙女士說：「過去十年居家娛樂的趨向不斷增長，全球疫症更加速了其普及性。熱門網上串流平台的滲透率在疫症期間增長達兩倍甚至三倍。董事會清楚掌握這個發展趨向，故此公司能夠與疫症共舞。」

公司跟媒體內容授權商密切合作發行動畫、綜藝節目、電視劇、動畫及真人長篇電影相關的媒體內容。趙女士補充說：「除了新開發的媒體內容，我們還利用自設龐大經典內容資料庫的優勢針對新興地區和全球網上串流平台探索新的發行安排」。她還說明公司如何在新冠疫情席捲全球（可說是數十年來最嚴峻危機）下依然實現雙位數收益和盈利增長。

趙女士指出，中華人民共和國全國人民代表大會宣佈的第十四個五年計劃概列香港在各個主要方面的未來發展，包括發展成為區域知識產權貿易中心，這正是羚邦集團的專長，對集團而言可謂適逢其會。

從零開始爭取信任

趙女士說：「品牌和媒體授權商信賴我們替其在亞洲發行媒體內容和管理知識產權，是因為知道我們會衷誠處理這些內容和知識產權，並且竭盡所能使之接觸到群眾。」趙女士回想當《變形金剛》在2009年在香港上映時如何在新世紀廣場室內裝置20呎高的變形金剛模型。多年來，集團為影迷留下不少難忘時刻，並將流行事物的知識產權盡量普



▲ Directors and Hong Kong boy band ERROR at the Gala Premiere of the movie “The Crocodile that Lived for 100 days” organized by Medialink
董事與香港男子團體ERROR出席羚邦集團舉辦的《鱷魚君最後的100天》電影首映禮

及至消費者，普及程度更往往超乎創作者和授權商所預期。

在早年贏得信任十分困難，尤其是當時公司只是小規模家族企業。趙女士說：「我還記得一開始時很難說服中國內地的媒體業務夥伴，當時內地市場根本無人認識我們。」透過運用策略以創新方式將知識產權管理的應用和商業化結合粉絲和消費者的生活，羚邦集團很快便在目標市場打出名堂。

家族企業發展成為上市公司

羚邦集團由趙女士跟胞妹趙小鳳女士合力創辦，公司在2018年上市時趙小鳳女士續出任集團的執行董事。公司由家族企業發展至今已成為設有董事會的上市公司，雖然趙女士依然處理營運和風險管理工作，但很感謝董事會在制定策略性長遠計劃方面給予有力支持。

趙女士將羚邦集團上市時決意要將董事會的構成變得多元化。羚邦集團的董事會有七名董事，四名女性佔大多數議席。此外，非執行董事同樣佔四席，當中三名是獨立非執行董事，負責提供意見和支援以及制衡包括趙女士在內的三名執行董事，以確保決策精明無誤。

趙女士補充說：「防範風險猶勝火起時撲救，這是自公司上市以來在策略上的一大改進，因為董事會非執行董事和執行董事皆由不同行業的精英出任。例如在今次的疫症中，我們制定機制監察客戶受到的影響及交易對手的現金流，包括進行信貸審查。這有助維持穩健現金流。我們亦持續監察外部變化，每當出現良機便積極把握。現時，我們正留意有發展潛力的知識產權授權併購，物色可加強業務優勢的領域投資於授權人和獲授權人。」

除了管理內容發行，集團亦從事亞太區知識產權管理，包括若干商品授權（供玩具、服裝及鞋履、保健及美容產品以及餐飲使用）、大型實體娛樂權（供活動、主題公園、商

場、咖啡店及餐廳使用）及促銷權。

投資於科技創新

羚邦集團一直與時並進。不論是昔日的傳統廣播還是今天的串流內容，公司都能夠順應新興趨向不斷增長。展望未來，公司將大量投資於業務自動化。

公司還會繼續緊貼數碼趨向和支援更多普及的知識產權，以增加知名度和深入粉絲和消費者的生活。趙女士說：「我們認為數碼遊戲潛力良好，故已向這方面撥出重要資源，正探討創新方法以管理知識產權，並在網上和傳統的日常平台宣傳。」

實踐企業家精神與環境、社會及企業管治

身為白手興家的職業女性，趙女士多方面發揮企業家精神和推動關懷文化，憑藉自身經驗和女性企業家的敏銳觸覺以同理心體貼團隊成員。例如，香港辦事處為配合業務擴張而要搬遷，意識到她新址附近出外用膳較以前昂貴，便為每位職員發放二千元午膳津貼。

除了關懷團隊，公司還提供知識產權資源以支援本地藝術家創作和銷售設計。羚邦集團亦開設了網上藝術品和手作平台 *Whateversmiles*，供藝術家分享他們的設計、構思和故事。趙女士說：「我希望透過公司推廣這個行業，尤其培育更多新一代人才參與這方面的工作進而推動發展。」

羚邦集團對環境、社會及企業管治有深層次的理解，將之應用於營運。趙小姐說公司明白媒體內容對公眾的影響，故此會以優先著重推廣發放正能量的內容。羚邦集團由趙氏姊妹創立且董事會有過半數成員是女性，一直積極推動董事會多元化和由女性領導。

當談到在香港董事學會今年的「傑出董事獎」上市公司董事會組別獲獎，趙女士一再向董事會和香港董事學會致謝。她說：「我代表羚邦集團董事會感謝香港董事學會給我

們頒發這項殊榮，還提供寶貴機會讓我們介紹和推廣所屬行業。我們的行業增長潛力龐大。展望未來，我們不僅希望羚邦集團持續增長和作出突破，同時希望整個行業得以健康發展及為更多人才和年輕人提供機會。」

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