

The magazine for members of the Dutch Chamber of Commerce in Hong Kong



DUTCHCHAM MAGAZINE

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Volume 187

At your service

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**The magazine for members of the
Dutch Chamber of Commerce in Hong Kong**

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At your service



This issue of DutchCham Magazine is all about business services. There is possibly no better city in the world regarding the vast offering of diverse business services, which facilitate entrepreneurs and businesspeople in doing what they should be doing, namely focusing on their core business.

The Interview with a Chief this month is with Jacco Klip who personifies this month's theme "At Your Service" as the club operations manager at the Royal Hong Kong Yacht Club. Our Lead Story also interviews two other professionals for whom the concept of service is core to their success: Claire Worp of Rabobank and Michel Bots of Clockwork.

We also look back at our extremely successful Business Awards Gala held in March, in which a number of companies were selected to receive well deserved recognition for their success in various categories. While we didn't have a "service" category, obviously this was a core element in every winners DNA.

I would also like to take this opportunity to thank all who contributed, through buying raffle tickets or by participating in the silent auction, to our fundraising effort for the Changing Young Lives Foundation. We exceeded our expectations thanks to your generosity, and will present the Foundation with a cheque in the coming weeks. We will be able to make a difference to a number of young people by helping them acquire the knowledge and skills needed to improve their opportunities going forward, We aim to continue to work closely with the Foundation in the years to come.

The theme, "At Your Service" is exactly the mindset that we at the Chamber also have: the Chamber is here to serve our members, and as such, we are always open to new ideas, willing to test new initiatives and continuously exploring how we can improve the effectiveness and further increase the relevancy of our Chamber to you all. Please remember as we are a member driven Chamber which relies on our members to reach out and volunteer to be active in one way or another.

Enjoy this issue of DutchCham Magazine. We are always at your service!

Daniël de Blocq van Scheltinga
DutchCham Chairman



Taking care of anything that doesn't float

Jacco Klip, Club Operations Manager at the Royal Hong Kong Yacht Club talked to us about the improvements that are ongoing at the club and how his team keeps service at a high standard.

■ By Donna Mah



Jacco Klip



As the Club Operations Manager at the Royal Hong Kong Yacht Club (RHKYC), Jacco Klip spends a great deal of time making sure that the club is running smoothly and that members and guests are receiving first class service.

Jacco has worked in F&B for most of his life. He helped out at his father's restaurant growing up and studied at the hotel school in The Hague. He's worked in a number of hotels and restaurants around the globe in places such as Glasgow, Abu Dhabi, Jordan, Jakarta, Kazakhstan, Osaka and more. Jacco has also run his own restaurants in the Netherlands and is a seasoned business service professional.

He has lived in Hong Kong for about a decade now and said, "This is a happening city. It's vibrant, but you can still find tranquillity." He enjoys the fast pace of business in the city, but also the easy access to hiking trails, beaches and country parks.

Please tell us about the Royal Hong Kong Yacht Club and what you're responsible for.

The Royal Hong Kong Yacht Club is a members' club with a focus on sailing and rowing. It is one of the oldest sports clubs in Hong Kong with a history of almost 170 years in social and competitive sailing and rowing. We have three clubhouses, one in Causeway Bay on Kellett Island, one in Sai Kung and one in Middle Island. The RHKYC is the largest sailing club in the world

in terms of membership (12,000 members; 7,000 active members).

As for my role at the club, basically, I am responsible for anything in the club that doesn't float. I have been in my position here for about a year now and appreciate the recognition and opportunity to make positive change that I've been given at the club.

What is your favourite thing about working at RHKYC?

It's really a combination of everything! From arriving each day – the view, the smells, the people – there is always something going on. I enjoy my days at the club. However, if I were to choose one thing, one of my favourite events that we organise is our famous wine dinners and Michelin-star Guest Chef Promotions. In December 2016, we hosted a Charity 100-Robert-Parker-Point dinner. A special 8-course menu was paired with some amazing wines for an event that was not only festive, in the lead up to Christmas, but for a good cause (RHKYC Charity Fund which supports disadvantaged children in Hong Kong). We organise wine dinners regularly throughout the year and they are very popular with our members.

What is your biggest challenge?

Keeping everyone happy. Our membership is made up of a lot of nationalities and we work hard to keep everyone happy. Some

members may have been with the club for decades and we accommodate for a wide range of age groups. As members' lifestyles change and new members join, we also need to make changes as the membership profile changes. It's a balancing act.

While we try to do new things, we also maintain long-term favourites. When a menu item is taken off the regular menu, some members may complain as it was a favourite dish for them. However, the dish was most likely not popular with the majority of the members. When this happens, we suggest that the member get in touch with us in advance if they would like to have the dish and we will make sure to bring in the necessary ingredients.

Who are your clients?

Our members and their guests! Member are like owners and we strive to make sure they are happy.

What do you and your team do to provide the best service?

Well, I think it's important to listen to the needs of members. As I mentioned earlier, some members have been with the club for a long time. They may have started coming to the club as children with their parents and have really grown up with the staff here. Some staff members have worked at the club for decades. They know the members and they know their preferences.

Members are always welcome to give us feedback so that we can do our jobs better. We have QR-coded comment cards that members can use, they can also feedback via the website, through any member of staff or through any one of the club's committees. Any issues are discussed at committee meetings and handled accordingly.

We provide training for our employees to help them do their jobs better. For example, Michelin-starred chefs are brought in a few times a year for special dinner events and they provide a source of knowledge and skills that benefit our in-house chefs.

We hire people that will enrich our team. When we hire, we look for people that are a good fit with the existing team and possess qualities that are perhaps weak or lacking in our current team.

We are constantly innovating and looking for new opportunities. That's not to say we are trying to reinvent the wheel, but we do try to inject some excitement and keep things fresh with new interpretations while keeping our foundation mainstays.

What are some new initiatives you and your team are working on?

In F&B, we are currently opening a new outlet introducing the "Bucket List" menu. Everything will be served in or under a bucket. For our consistent crowd-pleasing Kellett burger, the burger will be served on a plate covered by a bucket. For vegetables, fries, sauces ... well, most everything else, the items will be served in an assortment of buckets. We will also feature drinks served in kettles as beverages are often most easily served on a boat from a kettle. About 20% of the items on the list will change each month. The buckets of food can be easily shared, too. This outlet will have a variety of daily promotions and entertainment.

Our Michelin-star dinners and wine dinners have been very successful and we will continue to organise them. They are usually run for 5-6 days with set lunch and dinner menus.

Our promo schedule is set out a year in advance, so planning is very important for us. In the last year, we've held many events that include family/kids events as well as formal black ties ones.

We're also reintroducing some seasonal items to our offerings including hairy crab (in 2017) when in season and mooncakes during the Mid-Autumn Festival.

We are also currently working on some improvement works at the club. While there is some noise that impacts on the environment, we have worked hard to keep disruption to a minimum for our members and guests. We already have a new kitchen, a new outdoor terrace area and a new gym. The renovations will take our facilities to a new level and, as a club, we will be set for decades to come.

In closing, what do you believe is essential for service in your industry?

It's important to maintain a team that is dedicated but also constantly innovating. It is essential to keep things fresh and enrich the team with new skills, knowledge and new people from time to time. For us, it is also essential that our team listens to the needs of our members and to be able to translate the feedback into service or product improvements. Our main job is to make sure our members and guests are happy "owners". •



Jacco working at an event



Items from the Bucket List

Dutch Chamber Business Awards 2017 – Reaching for the Stars

On Friday the 24th of March, the Dutch Chamber of Commerce hosted its biggest, most prominent event of the year: the Dutch Chamber Business Awards gala. The theme of this year was 'Reaching for the Stars'. Through this theme we wanted to shine a light on entrepreneurs who have started new and innovative businesses, who live their dreams and reach for the stars. These new businesses and innovations are crucial for the economic success of both Hong Kong and the Netherlands.

■ By Judith Huisman, Marketing & Communication Manager of the Dutch Chamber



Joyce Bijl

It was a truly spectacular evening with good food, free flowing wine, good music by DJ Onno and an inspiring speech from Michiel Muller, a serial entrepreneur and investor. Michiel founded several companies that were highly disruptive in their respective markets, including, but not limited to, unmanned petrol station Tango, Wegenwacht competitor Routemobiel and online grocery store, Picnic, which recently picked up a historic 100 million euros of funding after only 1.5 years.

We were honoured to have several special guests attending our gala, including Gregory So, Secretary for Commerce and Economic Development, Donald Tong, Permanent Secretary for the Environment/Director of Environmental Protection and our own Dutch Consul General in Hong Kong, Annemieke Ruigrok.

In their presence, we recognised and celebrated the noteworthy performances of our member corporations, young professionals and entrepreneurs in Hong Kong through an amazing introduction movie in which all 12 nominees introduced themselves and explained why they should win in their respective category. Nathan Jansen (1421 Consulting Group), Richard Beetz (Blue Arca Cyber Security) and Rinske Kuiper (Royal ERU) competed in the Young

Talent category. Eric de Kruif (Arcadis Asia), Joyce Bijl (Adecco Personnel) and Kevin Bush (Danone Nutricia) participated in the Sustainability Award category. Antoine Fasse (RPO), Joosje Hardus (KNEAD) and Pieter Paul Wittgen (Grana) were all nominees in the New Business & Innovation Award category. Finally, Marcel Corbeau (Cuppaz), Marike van Beurden (Marike van Beurden Consulting) and Patrick Ballering (Vion Food Group) were nominated for the Food & Beverage Award. All of them had convincing and inspiring stories to share.

However, the public and jury had the task to choose four award winners. The four winners have all contributed to the Dutch business community in Hong Kong in unique and inspiring ways.

- Richard Beetz is an inspiring Young Talent, who helps to build bridges between people and technology in a sustainable manner at Blue Arca Cyber Security.
- Grana is a New and Innovative e-commerce company that has shown tremendous growth since its launch in 2014. The company delivers the highest quality modern essentials at honest prices by shipping directly to the customer.



Richard Beetz and Gregory So



Patrick Ballering



Pieter Paul Wittgen



Michiel Muller



Angela Yeung and Daniël de Blocq van Scheltinga



Wendy Tse and Vivian



News & Views

- Adecco is a world leading human resources and recruitment firm that gives back to the communities that it operates in, which makes them highly deserving of the Sustainability Award.
- Vion Food Group supplies millions of households in China and Asia with top quality Dutch pork, making them an inspiring star in the Food & Beverage sector.

Warm thanks goes to all the other nominees who took up the challenge of sharing their knowledge and experience with us. We are proud to have so many examples of Dutch excellence in Hong Kong!

Besides handing out these four awards, we also handed out a Lifetime Award to Mr. K. K. Yeung, Chairman of KK Yeung Management Consultants and member of the DutchCham Advisory Board. His daughter Angela was there to receive the award on his behalf. This award ceremony would not have been possible without the generous contributions from our sponsors. We would first of all like to thank our Award sponsors: the Consulate General of the Kingdom of the Netherlands in Hong Kong and Macao for sponsoring the Young Talent Award, ABN AMRO for sponsoring the New Business & Innovation Award, Robeco for sponsoring the Sustainability Award and Tanner De Witt for sponsoring the Food & Beverage Award. We would also like to thank our generous table sponsors: Rabobank, HKWJ, Danone Nutricia, Arcadis and ING.

Another star during this evening was Vivian. Together with Wendy Tse, Vivian presented the Pay it Forward program of the Changing Young Lives Foundation, the charity for which we raised funds during this gala. The Pay it Forward program provides year-round educational and developmental programs for

children and young people to fully identify and develop their interests and talents. Activities offered by the programs include multi-intelligence classes, academic workshops, experiential outings, adventure camps and social gatherings. Children participating in the program are also encouraged to take part in community services for the needy, which not only motivates them to “pay it forward”, but also helps them to realise that they can help others.

Vivian is a former participant of the Pay it Forward program. Nowadays, she is not only a successful student at the Chinese University of Hong Kong; she also gives back to the Changing Young Lives Foundation by working there as a part-time tutor. In order to raise money for the Changing Young Lives Foundation, we organised a raffle and a silent auction.

We are proud to announce that we raised almost HKD 120,000 for the Pay it Forward program, enabling us to help many more people like Vivian. We would like to thank our in-kind sponsors for making this possible: CUPPAZ, KYBOE!, Marike van Beurden Consulting, the Peninsula, Capture Life by Chantal, the Hong Kong Philharmonic Orchestra, Kerry Hotel, Groupe SEB, Links Concept, the Mandarin Oriental and Jet Airways. Off course, we would also like to thank everyone who participated in the silent auction and bought raffle tickets.

We would like to thank everyone who helped to make this evening a great success, including our Gala Committee, Business Awards Committee and the members of the jury. Last but not least, we would like to thank all of you who attended this event and celebrated with us! Together we made the Dutch Chamber Business Awards an unforgettable evening! •



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Last year we founded Taipan Health Ltd. with the mission to provide consumers in Asia with the necessary information to make well-informed healthcare decisions. Peace of mind! This we do by providing access to top radiologists and doctors both to B2B customers such as hospitals, clinics and insurance companies as well as directly to the consumer. Consumers can upload a medical scan on our website to receive a second opinion from a top Western specialist within 24 hours.



Maarten Kwik

■ By Maarten Kwik, Director

In terms of the B2B business, we see a clear split in the Asian market in terms of competency level. Well-developed markets such as Singapore, Hong Kong and Thailand have world class (private) healthcare. Emerging markets such as Vietnam, Myanmar and Cambodia are still have a limited healthcare infrastructure while demand for healthcare is increasing at a fast pace. Our offering in these markets depends on the competency level that is available in that market.

In a well-developed market like Hong Kong, for example, we focus on specific radiology niches where we can add unique know-how and competency to the available infrastructure. The Netherlands has a world class nationwide breast cancer screening program. The program is recognised worldwide for its efficiency and efficacy in detecting breast cancer early on. Every woman above 50 can get a mammogram done for free every two years. An important part of the screening program is that every mammogram is reviewed by two independent mammo specialists. This 4-eye principle has been proven to increase detection rate with around 10% versus a review of the mammo by only one specialist.

A mammogram is often part of a broader health check in the Hong Kong market. This mammogram is typically only reviewed by one general radiologist. Besides this, the number of mammograms that such radiologists read per year is very small compared to the number that our dedicated mammo specialists read. We can add our mammo specialist as a first or second read to the reading of the local radiologist. By doing this, the 4-eye principle is established and customers are provided with world class detection rates. The local radiologists will sign the final report which is provided to the customer to ensure local medical professional accreditation rules are followed.



How it works

How does it work from a technology point of view? Our system is cloud-based. We make a secure connection with the hospital to receive the images and send these to our cloud server. From there, we send the images to the specialists that we work with. In case of the mammograms, these are all Dutch specialists. They review the images and prepare the reports. This is done the same day we receive the images from the Hong Kong Hospital. We benefit from the time difference between Hong Kong and Europe to achieve such fast turn around time. The reports are then sent back to the Hong Kong hospital after which the local radiologists also reads the images and reviews the initial report. It is then signed and submitted to the customer.

This is one example of what we do. Healthcare has not yet benefitted as much from technology as other industries have, but this will change going forward. The fact that more and more healthcare information is available in digital form means that consumers are increasingly empowered to find the best healthcare anywhere and anytime. This development is, in our opinion, unstoppable, and should be embraced by healthcare providers rather than oppose it. The consumer will benefit and that is the most important thing. Better healthcare for all. •

At your service - Arcadis provides insight into international construction costs

As the leading global design & consultancy firm for natural and built assets, Arcadis recently published the International Construction Costs Index 2017. Hong Kong remains the most expensive Asian city to build in, moving up one position in global ranking from last year. Hong Kong is the second-most expensive city, behind New York, in the world in which to build.



■ By Francis Au, Country Head for Hong Kong and Macau, Arcadis

This annual Arcadis index, which analyses the relative cost of construction across 44 major cities, finds that world cities, including New York and Hong Kong, continue to be some of the most expensive locations in the world in which to build. However, a slowdown in the global economy, led by China and in resource economies such as Brazil and Saudi Arabia, points to wider changes affecting the world's construction markets.

Hong Kong markets are now stabilising at peak activity level. The on-going and upcoming mega public infrastructure projects, such as the Zhuhai-Macau bridge link and the large-scale housing programme that totals 480,000 units over 10 years, are expected to sustain Hong Kong's construction industry workload at its current level. However, construction costs in Hong Kong have continued to rise until the end of 2016, mainly due to increases in labour costs.

According to the index, the rise of labour costs in the construction industry is mainly due to an ageing workforce and to labour force shortages in this industry. This issue is challenging to solve because solutions based on migrant labour are not acceptable to the local population. In order to stabilise the rise in construction costs, it is essential for the government and the construction industry to look into investing in initiatives and solutions that could increase industry productivity.

The ranking of Asian cities in Arcadis' *International Construction Costs Index* are below:

Asia Ranking	World Ranking	City
1	2	Hong Kong
2	5	Macau
3	16	Singapore
4	18	Tokyo
5	22	Seoul
6	28	Brunei
7	36	Shanghai
8	39	Manila
9	40	Bangkok
10	41	Taipei
11	42	Ho Chi Minh
12	43	Jakarta
13	44	Kuala Lumpur
14	45	Bangalore

Whilst economic growth levels in emerging Asian economies such as Malaysia, Indonesia and Philippines are in excess of the developed world, growth rates in established hubs such as Hong Kong and Singapore are similar to those in North American and European cities. Growth rates in many Asian construction markets have eased significantly over the past 18 months mainly due to the peak in commercial and residential development rates. Looking forward, expansion at around 5%-7% per year is the best prospect for many construction markets in Asia.

The ten highest value construction projects in 2017

Project or program	Location	Value (USD) (bn)
1. One Belt One Road	China to Central Asia	150
2. Delhi Mumbai Industrial Corridor	Delhi to Mumbai, India	90
3. Dubai Al Maktoum Airport	Dubai, UAE	33
4. Grand Paris Express	Paris, France	30
5. Hinkley Point C	Somerset, UK	22
6. Hudson Yards	New York City, USA	20
7. Jeddah Economic City	Jeddah, Saudi Arabia	20
8. Crossrail	London, UK	20
9. Beijing Daxing International Airport	Beijing, China	13
10. Chengdu Tianfu International Airport	Chengdu, China	11

We believe that the future of the construction industry in Asia is looking bright. However, we believe that the construction industry drivers for the future will change. Four out of 10 of the highest value construction projects in 2017 are located in Asia. Among them are One Belt One Road (OBOR) initiatives and the Delhi Mumbai Industrial Corridor. Mega projects like these are mainly funded by public-private partnership (PPP) and will continue to fuel the development of the construction industry in Asia. •

“Hong Kong continues to be one of the most expensive locations in the world in which to build.”

Access to flexible corporate space in a high value real estate environment

Heading into the second half of 2017, economic prospects for Hong Kong are brightening. Whilst the residential and commercial property market segments will always move at a different pace, the office sector continues to outperform.

■ By Jacob Feenstra, General Manager Cliftons Venues Hong Kong



With the value of corporate real estate remaining at record levels, particularly in A grade buildings in central locations, organisations have already, for many years, reduced their real-estate footprint by removing excess meeting and training rooms or underused corporate space.

To ensure a more seamless and cost effective contingency plan for when additional space is required, it's wise to establish strategic partnerships with venue suppliers who can offer a solution.

Where most of the demand for traditional large format conferencing and banquets continues to be met by exhibition centre and hotel-style environments, it is the requirement for natural-light filled and technology-rich flexible space that continues to be more difficult to source for a series of events, a one-off event or on a short-term project basis.

Most blue-chip companies continue to own internal meeting and event space, but often this cannot meet the full demand of space required for event programs and temporary increases in headcount.

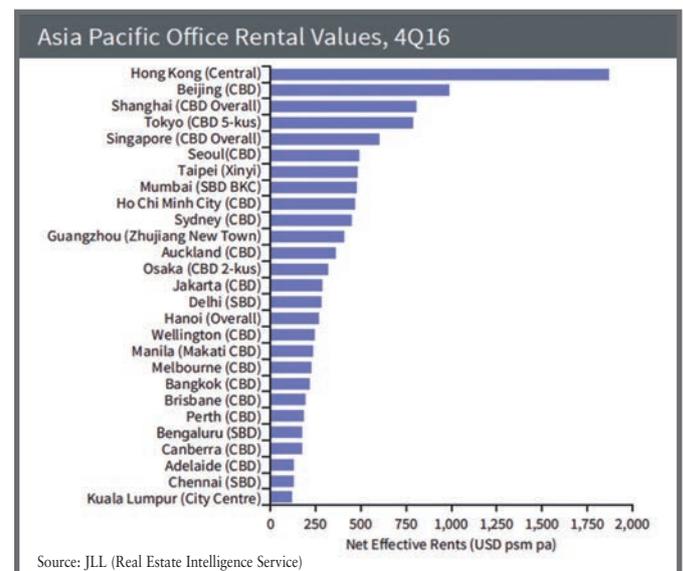
Developing partnerships with flexible venue providers and establishing an agreement based on projected additional event space required in the year ahead, reduces the costly and time consuming task of proposal requests on a per occasion basis. Where this has been a common practice within the travel industry for corporate accommodation and airline bookings since the 1980's, this partnership model is still relatively new in the corporate venue sector.

The influx of member based co-working spaces is not surprising, spurred by the high cost of central office space and the flexibility and work satisfaction achieved by collaborative working environments as noted by Harvard Business Review in Sept 2015. In Hong Kong alone there are currently over fifty co-work locations ranging from all-inclusive designer spaces near Central to more basic options in Kwun Tong and beyond. Organisations like WeWork, Garage Society, the Work Project and the Hive have quickly established local and international footprints of shared working communities to meet the demand of individuals and corporates needing additional space. But again, this only meets space requirements for a specific audience.

It is the demand for high volume or larger meeting, seminar, training environments and high headcount project offices that corporate venue suppliers such as Cliftons Venues, can add value to the existing corporate real-estate footprint.

At Cliftons Venues, the clear majority of events delivered each year are corporate seminar and training events or short term and large volume project office solutions. A client's primary reason for partnering with Cliftons Venues is easy access to multiple locations, and a one point of booking contact through a dedicated Account Manager and centralised bookings team. Natural light and the advanced event technology infrastructure offered at each location are also important elements that clients look for. Ensuring that the venue partner thoroughly understands the objectives of the organisation, and desired event or project outcome, is paramount to a successful partnership. It is not solely about renting a room or space, but also about the event purpose and the results required. Choosing a venue provider with an online tool, like the Cliftons Booking Portal, streamlines the booking administration process and assists in ensuring increased preferred vendor compliance and access to real-time and transparent event reporting. Now in its 20th year, delivering over 15,000 corporate events per year globally, Cliftons provides the short-term space solution in central locations that many organisations look for.

Although technology continues to develop at a fast pace, allowing people to work and meet in the digital world more easily and from different locations, the demand in corporate space for face-to-face business and meeting space will remain. Therefore, keeping accessibility to cost effective ad-hoc corporate space will continue to be a high priority for the foreseeable future. •



Enabling businesses to navigate and thrive in a changing environment

Every business, regardless of sector, size or business model, faces challenges. Today's business environment is more complex than ever with economic uncertainty, commodity price fluctuations, political instability, cyber security concerns, regulatory challenges, rising healthcare costs and increased competition for hiring and retaining top talent.



Lisa Sun



Lars van Beelen

■ By Lisa Sun, Country Corporate Officer, Hong Kong, MMC & Lars van Beelen, Asia Regional Controller, MMC, lars.van.beelen@mmc.com

For companies around the world, mitigating risk is a complex yet crucial matter that needs to be understood and deployed to protect their bottom lines. Marsh & McLennan Companies (MMC) is a professional services firm comprising four companies: Marsh and Guy Carpenter operate in the risk and (re)insurance services sectors, while Mercer and Oliver Wyman are global consultants in the areas of people and strategy. For almost 150 years, MMC has enabled enterprise, helping our clients realise new possibilities in changing times.

Marsh: leader in insurance broking and risk management

Clients have trusted Marsh since 1871, to represent their interests in the marketplace, make sense of the increasingly complex world and help turn risk into opportunities for growth. Marsh Hong Kong has been supporting companies across industries on their insurance and risk management needs for over 40 years. The 240-strong team manages insurance programmes, insurance broking and placement, insurance security, provides risk consulting advice and forensic account and claims services. From SMEs to multinationals and conglomerates, through the lens of each client's sector and market, Marsh supports its broad client base to address their insurance-related business needs. Whether from the education or the financial and professional service sector, Marsh has the expertise to tailor solutions to help manage risk, handle insurance challenges, apply appropriate programmes and solutions that will help cut costs and maximise outcomes throughout a business cycle, including during M&As.

Guy Carpenter: leader in risk and reinsurance intermediary services

Guy Carpenter has become a pillar of the reinsurance industry by providing reinsurance broking, strategic advisory services on risk and capital, and industry analytics service. Founded in the US in 1922, Guy Carpenter is the first reinsurance broker to establish a regional headquarters in Asia Pacific. We opened our Hong Kong office in 1979 to support the business in Asia.

In June 2008, we established the Guy Carpenter Asia Pacific Climate Impact Center with City University of Hong Kong. As technology evolves, data has become an indispensable element in decision making, and we navigate through the ever-increasing amount of data and deliver actionable business intelligence for both immediate and long-term decisions in risk management, capital and business strategy to help clients retain their competitive advantage and enhance profitability.

Mercer: leader in health, wealth and career consulting

Mercer is a global firm of more than 21,000 professionals with a passion for advancing the health, wealth and careers of over 110 million people worldwide. Mercer helps its clients navigate a rapidly changing world and solve some of today's most important challenges, like reducing healthcare costs and improving quality of care; managing pension risk and enhancing financial wellness; and addressing the needs of a multigenerational workforce and overcoming a global talent shortage. With US\$10.2 trillion in assets under advisement* and US\$155.6 billion in assets under management**, Mercer is a leading global provider of investment services. For 40 years in Hong Kong, Mercer has been in the business of creating more rewarding futures for its clients and their employees – whether designing affordable and higher-quality health benefits, helping individuals plan for a brighter retirement and applying digital innovations to match employers with the right talent.

Oliver Wyman: leader in management consulting

Oliver Wyman has offices in over 50 cities around the world. The Hong Kong office provides consulting services for companies across all industries to tackle operational challenges vertically and horizontally. Prepared to help clients optimise their business, improve operations and risk profile, and accelerate their organisation performance, Oliver Wyman works with its clients to grasp opportunities in the market they operate in and beyond. Refining services and product delivery processes, preparing for industry and economic challenges and risks ahead, managing and modifying their businesses and pricing strategies, transforming procurement, and improving cost effectiveness are only a few areas of expertise. From how to leverage technology to grasping opportunities in the increasingly environmental, social and governance (ESG) conscious business environment, Oliver Wyman's consultants combine their in-depth industry knowledge, strong understanding of business operations and innovation with data analytics to offer clients practical advice to retain and strengthen their competitive edge.

At the core of MMC are its people, servicing companies across 130 countries around the world who help businesses of all scales and industries turn uncertainty into growth. The MMC Asia Pacific Risk Center, established in 2016, researches current and emerging risks in the region, analyses these risks, and provides local and actionable insights for governments and industry leaders to make risk-informed decisions and unlock opportunities. •

Blockchain: A moon-landing without rockets

Two years ago, I set off on an adventure to Singapore and wandered into a start-up with blockchain technology at its core. In the beginning, I was sceptical. Blockchain was tainted by its association with money laundering, tax avoidance and a whole new generation of online drugs cartels. The concept may be interesting bedtime reading, but it didn't have a place in business.



Paul du Long

■ By Paul du Long, Managing Director Hong Kong, Otonomos, paul@otonomos.com, +85263299702, <https://twitter.com/pdulong>

Now, after a few years, I have come around 180 degrees. Everybody seems to be talking about how this “blockchain thing” will solve all business friction and eradicate the big giants. Now the big question is: should they be worried?

Looking back, history has shown that mankind went through several revolutions. Once the world communicated via paper, used engines run on steam and moved by rail. Next, innovation led to telephones, oil and cars to drive the economy, which, at its peak, led to the current paradigm of capitalism. Shying away from any opinion on capitalism, it is clearly characterised by an increased concentration of ownership and production. A simplistic and holistic overview highlights a consolidation of business by several oil majors, global banks and a couple hundred of truly global companies. This concentration has led to massive vertically integrated companies that produce at a margin above cost. And this is where we are right now, a change is coming, the next revolution is born. Powered by the internet, renewables and connected devices, we enter the area of post-capitalism, where vertically-integrated multinationals are challenged by gigantic horizontal, scalable networks that produce at near marginal cost. A sharing economy has been growing year-on-year in the last few years. This has fostered a new wave of entrepreneurship which has in part been accelerated by blockchain technology.

But what is blockchain actually? A quick internet search in an attempt to understand what is going on will result in a wave of confusing terms such as: decentralisation, ledgers and complex computer terms. Let forget about all of this for a minute. When the world was sending its first emails it was not discussing its underlying TCP protocol. Similarly for blockchain, we should be talking about what it can do, not how it is powered. With blockchain, it is now possible to create trustworthy computer systems with an incredibly low barrier of entry to develop systems, and if desired, let others use these systems, thus creating an ecosystem for sharing information in a secure manner. An example of this is how we trust our banks to show our correct balance. With blockchain, it is now possible to create a similar system within hours. This triggered a boom of start-ups using this technology with big

ambitions to take on or eradicate big companies. Each and every one of these start-ups believes that they are building the next moon-lander, but often forget to also build the rockets to bring it to the moon first.

This overpromise of blockchain’s capabilities, and the realisation of the above, has recently pushed it over the peak of inflated expectations into the trough of disillusionment on Gartner’s Hype Cycle. One moonshot after another was launched and massive amounts of money was poured into them. Now we are past the initial hype, it is time to look at the bigger picture and ask why the adoption of blockchain still is rather low and met with hesitation from the business world.

Most of the noise made around blockchain has been done by a small clan of new entrepreneurs. A typical profile of a blockchain entrepreneur is often a technologist. What we need is for blockchain aficionados to understand the legacy and investments in the current business processes. These operations have been iterated and evolved over time, often to prove a resilience to business disruptions. Funded with the capital of big organisations to create these mission critical systems on which we unconsciously rely and often take for granted. Building a start-up myself, I am experiencing the same issues, building something that can do one thing better is easy, but building an organisation that confronts every business process brings a whole new set of challenges. At some point you realise that the moon lander you are building does not fly alone. It must operate in an ecosystem that is subject to rules and regulations. Although we entrepreneurs often have the tendency to dismiss these regulatory measures as the unnecessary friction that we want to eradicate, we must not forget that they exist for a reason.

That said, we must not underestimate the revolution that is happening right now. There is a paradigm shift on its way that is accelerated by blockchain. This will allow smaller organisations to quickly build trustworthy ecosystems to compete with the bigger and centralised organisations. This is how I imagine people felt when the internet was first introduced. But this is also a wake-up call to my fellow entrepreneurs to think about their journey – about how to get to the moon and all the challenges they will face along the way. •

Managing Intellectual Property as a Business Asset in China

For most businesses, intangible assets represent more than 50% of the value of the enterprise. The most significant intangible assets are IP assets such as inventions, designs and brands. Since they form a large part of the overall value, their management as financial assets is important to the success of the business.

■ By China IPR SME Helpdesk, question@china-iprhelpdesk.eu, www.ipr-hub.eu

Understanding the financial value to the business of specific IP assets is of particular importance when moving into a new market because there will be new risks as well as opportunities. China presents some special challenges, and practical steps to protect the value of IP assets are often as important as legal ones.

Managing Return on Investment

Where there are several IP assets, knowing the comparative return on investment of each one allows the overall business strategy to focus on those giving the best return. It also means that the risk to the viability of the business if certain IP rights are lost can be assessed. This is important in deciding how to structure your commercial relationships and operations in China.

As with tangible assets, measuring the return on investment requires knowledge of their monetary value and of the amount of investment made in them over a given period. Ascertaining individual IP assets consists of identifying the technology and brand in each separate product and any brand that is used for more than one product.

Providing Security for Financing

IP assets can be used to provide security for a wide range of methods of raising funds. China has been at the forefront of the use of patent mortgages and a variety of fund-raising structures are readily available from Chinese financial institutions as well as European ones.

These include:

1. **Providing security for existing bank borrowing.** It is not unusual for a company's IP to be covered by the general charge taken by its bank but at a nominal or nil value. Valuing it separately often increases the value of the security covered by the charge. This can be used either to increase the borrowing or to reduce the interest charged on it.
2. **Providing security for new debt.** This can be to support new bank borrowing for cash flow or for longer-term debt to fund investment in new products or markets. Lending against IP assets is a specialised form of lending usually carried out by larger lending organisations or by smaller lending houses;
3. **Patent (and other IP) mortgage.** A patent mortgage is one form of lending against patents or other IP assets. The significant difference between this and security under a charge is that a mortgage will usually transfer title to the lender immediately on default. It is a well-established form of lending by some Chinese banks.

4. **Creating a vehicle for raising equity.** If IP assets are owned by a company created for that purpose and generate a royalty income then shares can be issued in that company to raise new equity finance;
5. **Secure assets to benefit a third party.** A further use of an IP holding company is to provide security to benefit a third party such as the company's pension fund or a new venture on the same group of companies.

IP assets are often undervalued in company accounts. However, identifying and valuing them can result in a worthwhile increase in the value that existing lenders will put on them as security for current lending.

The acceptability of IP assets for fund-raising will depend to a considerable extent on how they are valued and whether they are owned by an appropriate entity.

There are several considerations that impact valuation, including whether the IP assets are clearly identified, consolidated in one ownership rather than dispersed, protected from insolvency risks, protected by appropriate registrations, subject to a structured enforcement programme, licensed to group businesses and being used to increase the profitability of the business.

Drawing Up an IP Strategy

A well-managed IP strategy makes a significant difference to the valuation of a company's IP assets. An evaluator will assess the economic impact of the IP on the company's business. A realistic IP strategy that is documented and demonstrates effective support for the overall business strategy will always enhance the ultimate valuation figure for the IP.

The IP strategy reinforces the overall business strategy and will change as the business moves through different stages of its development. For example, in establishing a new market, registration of trademarks and patents to protect the product is likely to be more significant than enforcement against infringers. Once a business is established, enforcement is likely to take a higher priority. Where it seeks to increase market share compared with its competitors, then the focus may well be on defending litigation.

It is essential that the management of the company is involved in drawing up the IP strategy and understands how it will support the business objectives. The IP strategy should be reviewed whenever the business strategy changes and at least once a year. •

“I am genuinely happy, when parents tell me they sleep better using one of our products.”

Ask any parent of young children what they need the most and the answer will most probably be “more sleep”. That’s why Sven van der Veen (44) and Nynke Bakker (40), both parents of three children, developed the ZAZU sleeptrainers. Zazu currently sells its collection in 33 countries around the world and now is ready to enter the South American market.

■ By Sven van der Veen, CEO ZAZU, www.zazu-kids.nl

Can you teach children how to sleep?

Children do not have an awareness of time. For them, a day ends when they go to bed and starts when they wake up in the morning, no matter if it’s only 5 am. Our sleeptrainers show children, in a very simple way, when they should sleep a little longer and when it is okay to get out of bed. For instance, our sleeptrainer Sam closes his eyes when it’s time to sleep and opens them in the morning when it’s okay to get out of bed. In addition, by using different colours of light, Sam shows the progress of night. In that way, we make time comprehensible for children.

You sell other products in addition to the sleeptrainer, varying from nightlights and reading lights to plush toys with a heartbeat sound. How do you come up with the ideas?

We come up with most of the ideas ourselves, either from experience with our own children or from investigating what parents are looking for. But our distributors play an important part in product development as well. They are the ones visiting the stores, they know what customers want and that is valuable feedback for us when developing new products. This is one of the reasons why good relationships with your distributors is so important. We regularly send out newsletters to our distributors to update them about our plans and activities, but also spend lots of one-on-one time with our distributors, trying to understand their market, make joint plans and see how we can help them sell our products.

Your products are now sold in more than thirty countries, was it your plan to go international straight away?

There are children who don’t sleep in every country, so we knew a scale up was possible. Right from the beginning, we have been attending the big, international fairs. In 2014, ZAZU was a new and unknown brand, so we really had to convince distributors of our plans. Now ZAZU is an established name with a good track record. That opens doors to new opportunities.

How are tasks divided between you and Nynke?

Nynke resides in the Netherlands and, with her team, manages the marketing, customer service, and product design. Over here, we are occupied with production, development and worldwide sales. Because all our products are developed from scratch, it is very important to be close to the factories and be on top of things.



Why do you think ZAZU was one of the winners of the Oranje Handelsmissie Fonds (Orange Trade Mission Fund)?

When we just started out, we entered into the competition and got nominated, but did not win in the end because the company was still in its early stages. Three years later, we have grown considerably through our own resources, and I think they valued that. I also think they’ve seen our passion; I am genuinely happy when I hear from parents that their child is finally sleeping longer.

You want to expand to South America. Why there?

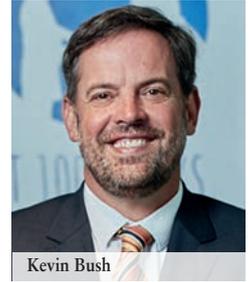
At fairs, we rarely see people from South America, while there are children who wake up very early there as well. With the help of OHMF, we are currently looking for the most suitable country in which to begin expanding. Amongst other things, it depends on the import regulations and the number of stores where our products can be sold. The Dutch ambassadors on-site are very professional and helpful. Hopefully we will have found a suitable distributor and received our first order by the end of 2017. Then we can conquer the rest of the continent. •

Framework Oranje Handelsmissiefonds (Orange Trade Mission Fund)

The Oranje Handelsmissiefonds (OHMF) is the most prestigious award an upcoming Dutch company can receive, and this year, ZAZU is one of the recipients. The OHMF is an initiative of ING, KLM and MKB-Nederland in cooperation with the Ministry of Foreign Affairs. Each year, they support ten ambitious entrepreneurs with international aspirations by using their individual local networks to find suitable business partners and by sponsoring tickets for an actual visit.

Bringing health through food

Our focus in Hong Kong is the overarching mission of our company: bringing health through food to as many people as possible. We recognise that the first 1000 days, from conception up to two years old, are critical for lifelong health. The adequate provision of nutrients is crucial to ensure good physical and mental development for young children.



■ By Kevin Bush, General Manager

Making sure that every mother and child receives suitable nutrition during this 1000-day window can yield dividends for a lifetime, as a well-nourished child is better protected against disease⁽¹⁾. This is what we mean by “bringing health through food”, and adhering to that mission is a key focus for us in Hong Kong.

What does Danone Nutricia do in terms of sustainability?

We adopt an economic and social approach to sustainable development. In 2016, Danone announced its entrance into the FTSE4Good Index, a global responsible investment index designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. In addition to meeting the inclusion criteria on these ESG practices, companies involved in the manufacturing of breast-milk substitutes (BMS) need to meet additional sector-specific marketing indicators. Danone’s entry into the FTSE4Good Index is recognition of the robustness of our Customer Responsibility practices, and an important milestone in our mission, reinforced in the company’s newly upgraded “Commitment to health and nutrition in the first 1000 days” position.

The reality is that mothers and children around the globe are often not getting the nutrition they need, and Danone is committed to encouraging healthier and more sustainable eating and drinking practices. We believe that we have a crucial role to play in ensuring that there is awareness and understanding of the importance of nutrition in the first 1000 days. By striving to provide mothers, infants and young children with the most appropriate nutritional solutions, we can sustainably support the health of current and future generations.

Our socially responsible activities include ensuring ethical marketing practices, addressing the needs of very low-income families and supporting breastfeeding initiatives. We support initiatives to encourage mothers to breastfeed in every country we operate, knowing it provides infants with the best, most natural and complete form of nourishment available. Within Danone Nutricia Hong Kong, besides having independent breastfeeding rooms, flexible working hours and nutritional advice, we have extended our full paid maternity leave to 26 weeks.

What challenges does Danone Nutricia face?

Early life nutrition has key impacts on an infant’s physical growth, cognitive development, immune maturation, digestive system development and the formation of healthy eating habits. However, improving the nutritional status of mothers, infants and young children can present challenges. It requires a multi-dimensional approach combining (1) educational programs, (2) science-based information empowering mothers to make safe and custom feeding choices, (3) the development of high quality, safe products that meet the specific nutritional needs of infants and young children and (4) a tailored approach that fits different cultural and economic contexts. In Hong Kong, there is still room for improvement; in particular, on furthering partnerships to co-build awareness on the importance of early life nutrition.

In terms of challenges in our efforts to support breastfeeding, we are aware that there are barriers for mothers wishing to breastfeed in Hong Kong. A number of local surveys indicate that mothers may face a lack of breastfeeding facilities in the community as well as a lack of support in the workplace. We are working to overcome these challenges by mobilising our internal employees to support and encourage best practices for new parents and breastfeeding mothers.

In addition to supporting breastfeeding and providing solutions and information around early life nutrition, Nutricia also invests in foods for special medical purposes (FSMPs). These FSMP products are specially formulated to feed those with a particular disorder or medical condition – such as low birth weight or allergies – who can’t meet their nutritional needs through normal foods.

What’s next in terms of your strategy here in Hong Kong?

Sustainable health is an integral part of our business model. We aim to maintain our role in improving the health of current and future generations. We are committed to ensuring ethical marketing practices, closing the knowledge gap, empowering mothers, supporting breastfeeding, and co-building with our partners to support “First 1000 Days” awareness. •

1. Dr Rajiv Shah, Administrator of the United States Agency for International Development (USAID)
<http://www.usaid.gov/news-information/speeches/2013-june-10-remarks-administrator-rajiv-shah-bread-world-and-concern-worldwide-event>

The expats and the Brexit

On 29 March 2017, Prime Minister May notified the European Council in accordance with Article 50(2) of the Treaty on European Union of the UK's intention to withdraw from the European Union.

■ By Rolf Sperling, Associate, Loyens & Loeff, rolf.sperling@loyensloeff.com



Rolf Sperling

On 29 March 2017, Prime Minister May sent a letter to European Council president Donald Tusk to this effect, which marks the start of the Brexit negotiations. Earlier, in January 2017, Prime Minister May announced that the UK will opt for a “hard Brexit”, meaning that the UK will no longer maintain membership of the internal market, including the internal market that allows workers (and their services) to move around as if the EU member states form one country. Instead, the UK will seek a free-trade deal with the EU outside the internal market. So will the expats be affected? To some extent, yes, but I will give some examples.

Movement of workers

After Brexit, EU citizens who want to work or reside in the UK will probably need a work or residence permit and, vice versa, UK citizens who want to work or reside in the EU may need a work permit or residence permit. British nationals (and other EU nationals) and their families currently living and working in the Netherlands can apply for a regular residence permit. There is a distinction between British nationals who are a resident in the Netherlands for a period longer than five years and those for less than five years. British nationals who have been working and residing in the Netherlands for this (uninterrupted) period over five years may have to apply for permanent residence.

For British nationals whose stay is less than five years, their Dutch employers need to submit a separate work permit or they may have to use what is referred to as the highly skilled migrant program. The application for a work permit and a related residence permit would have to be based on an intra-company transfer. If this is not the case, it will be very difficult to get permission to work and reside in the Netherlands. The highly skilled migrant program is based on the Dutch employer's recognition as sponsor as well as fulfilment of the income requirement for the employee.

Wage tax and social security

The EU Social Security Regulations may not apply to the UK and its citizens after Brexit. This may involve expats from an EU state to the UK and from the UK to an EU state no longer being covered by European coordination rules on social security. As a result, the applicable social security legislation may have to be determined by using bilateral treaties on social security or by using national social security laws. Initial legal and day-to-day operational implications of Brexit will be relatively minimal for wage/personal income tax due to the fact that the right to levy tax is governed by bilateral tax treaties.

Employment legislation

It is highly unlikely that the existing employment laws in the UK that implement EU minimum requirements will be fully or

substantially repealed once the exit from the EU is invoked, as much of the employment protection reflects acceptable standards and can be fundamental rather than administrative principles (such as non-discrimination and equal treatment rights). Such rights, amongst others, were already originally embodied into UK law prior to the European standards. However, it is likely that the UK government will delete or alter some aspects of the UK employment legislation that is based on EU legislation to create more flexibility for employers, such as the Working Time Regulation (WTR), the Agency Worker Regulations 2010 (AWR) and the Transfer of Undertaking Regulations 2006 (TUPE).

Working Time Regulation

Nowadays there is ongoing litigation regarding inconsistencies between the WTR and the European Directive. Recent decisions by the Court of Justice of the European Union (CJEU) have made this area far more complex and confusing. Examples are the accrual of holidays during sick leave and that holiday pay should be calculated on all aspects of the employee's remuneration. With this in mind it is likely that the UK wish to alter the WTR in order to clarify the current working time rules for employers and to soften this area of legislation for employers, in any event with regard to the working hours, holiday pay and sick pay. However, no radical changes are expected and any changes made will also be reduced due to contractual terms.

Agency workers

It is likely that the AWR will be substantially reformed following Brexit since this type of legislation is unpopular with both the UK government and employers. The AWR provides for a fundamental protection to agency workers in such a way that the UK employers must apply equal employment terms and conditions as those for permanent employees after 12 weeks on assignment. Reforming the AWR would most likely result in creating more flexibility for employers to shape their workforce with both permanent employees and agency workers.

TUPE

TUPE includes far-reaching restrictions for employers harmonising the employment terms and conditions of transferring employees following the transfer, if the proposed changes are related to the transfer on the undertaking, unless the employer can point to an economical, technical or organisational reason for doing so. It is likely that following Brexit the UK government will make TUPE more business friendly and, with that view, changes to the TUPE legislation might create more flexibility for employers to harmonise employment terms and conditions following an acquisition and further thereto the TUPE transfer. •

Automatic exchange of information for tax purpose in Mainland China

Mainland China, like many OECD countries and non-OECD countries (“OECD”: Organisation for Economic Co-operation and Development), through the Global Forum on Transparency and Exchange of Information for Tax Purposes, has made a commitment to implement automatic exchange of information (“AEOI”), by signing the Multilateral Convention on Mutual Administrative Assistance in Tax Matters in August 2013 and entering into the Multilateral Competent Authority Agreement on Automatic Exchange of Financial Account Information in December 2015.



Willem Jan Hoogland



David Lo

■ By Willem Jan Hoogland (taxservices@hkwj-taxlaw.hk) and David Lo (david.lo@hkwj-taxlaw.hk), HKWJ Tax Law & Partners Limited

In addition, on 28th October 2016, the State Administration of Taxation of Mainland China completed its public opinion on the so-called Draft Management Rule Regarding Due Diligence Investigation of Non-resident Financial Accounts Involving Tax Information (the “Draft Management Rule”), which is still subject to the passage of legislation. The Draft Management Rule provides, amongst others, the regulations and requirements in connection with collection and reporting of financial account information by financial institutions in Mainland China for the purpose of AEOI, which is basically consistent with the Standard for Automatic Exchange of Financial Account Information proposed by the OECD.

Starting date of automatic exchange of information

As follows from the Draft Management Rule, financial institutions in Mainland China are required to start conducting due diligence procedures to identify and collect information in respect of reportable financial accounts as from 1 January 2017 as Mainland China has committed to conduct the first AEOI with the competent foreign tax authorities in September 2018.

The timing/deadline of conducting/completing the due diligence by those financial institutions has been stipulated in the Draft Management Rule, which depends on various factors such as (i) whether the financial accounts are held by an individual or a corporate; (ii) whether the financial accounts are a new or pre-existing account; and (iii) the amount of cash/fund/asset maintained in the financial accounts as of 31 December 2016.

(A) For new personal / corporate accounts (i.e. those being opened on or after 1 January 2017) in general:

It is required for the personal/corporate account holders to

perform a self-certification on their tax residency when the accounts are opened.

(B) For pre-existing personal / corporate accounts (i.e. those being opened before 1 January 2017) in general:

It is required to complete the due diligence by 31 December 2017 on pre-existing accounts held by high net worth individuals (total account balance maintained in that financial institution and its associated institutions exceeds RMB 6 million as of 31 December 2016).

It is required to complete the due diligence by 31 December 2018 on pre-existing accounts held by low net worth individuals (total account balance maintained in that financial institution and its associated institutions does not exceed RMB 6 million as of 31 December 2016) and on pre-existing accounts held by corporates with total account balance exceeding RMB 1.5 million as of 31 December 2016.

It is not required to conduct the due diligence on pre-existing accounts held by corporates with total account balance not exceeding RMB1.5 million as of 31 December 2016.

Content of information that will be exchanged automatically

Once the financial accounts (including deposit accounts, custodian accounts and other accounts which meet certain conditions) are determined by the financial institutions to be reportable accounts, the information required to be reported by the financial institutions in Mainland China to the Chinese tax authorities includes but are not limited to the following:

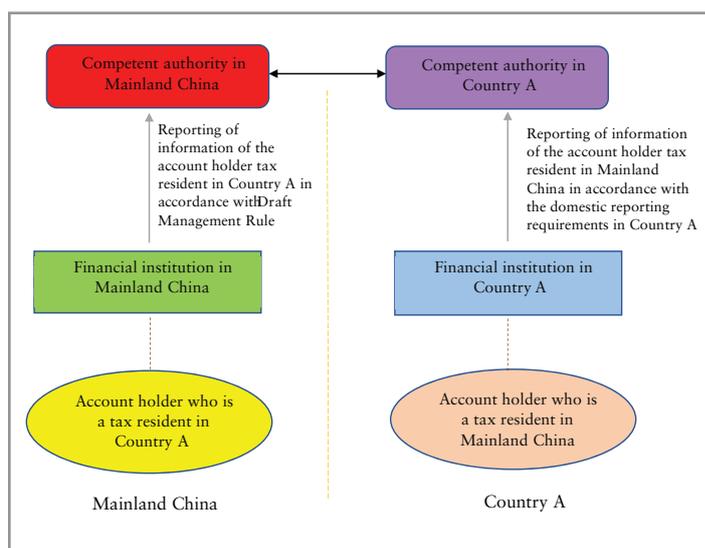
Account holder information	<ul style="list-style-type: none"> • Name • Address • Jurisdiction(s) of residence • Taxpayer Identification Number(s) (TINs) • Personal particular for individual accounts including date of birth & place of birth
Account information	<ul style="list-style-type: none"> • The account number • The name and identifying number (if any) of the reporting financial institution
Financial information	<ul style="list-style-type: none"> • The account balance or value as at 31 December • The total gross amount of interest paid or credited to the relevant account during the calendar year • The total gross amount of dividend paid or credited to the relevant account during the calendar year • The total gross proceeds from sale or redemption of financial assets paid or credited to the relevant account during the calendar year

Method of automatic exchange

The diagram (right column) depicts in short the flow of automatic exchange between Mainland China and the reportable jurisdictions:

What are the potential impacts of automatic exchange on taxpayers?

Apparently, the introduction of AEOI will significantly enhance the transparency of tax information among tax jurisdictions. The information of income/assets earned/maintained by a Chinese individual/entity in foreign tax jurisdictions will potentially be made available to the Chinese tax authorities. This also applies to the individual/entity resident in foreign countries who has income/assets earned/maintained in Mainland China. As such, it will be important for taxpayers to identify their tax residency if unclear, review their tax position and ascertain their tax exposures in every relevant jurisdiction. •



Herring Party 2017

When: Thursday 22 June, 6.30-10.00 PM
 Venue: Orange Tree Restaurant, 5/F, Grand Progress Building, 15-16 Lan Kwai Fong
 Cost: HKD 400 (members), HKD 500 (non-members), incl. 4 standard drinks, herring and Dutch delicacies!

Sponsored by:



At Your Service

“Mr Humphries, are you free?”
– Mrs. Slocombe in *Are You Being Served?*

■ Column by Ralph Ybema, rybema@chinaltd.com.hk



Ralph Ybema

Setting is the ultra-conservative, quintessentially British gentlemen’s apparel section of Grace Brothers’ department store. Mrs. Slocombe’s iconic bluish-purple hairdo and glacial stares of disapproval, her assistant’s thick Cockney accent and the coquettish Mr. Humphries. Rings a bell?

Mr. Humphries in particular intrigued me, as did his boss Captain Peacock, no less. I don’t recall any other sitcoms (British or otherwise) with such overt hints at homosexuality in the 1970s, Woodstock and flower power notwithstanding. In fact, this series was set in the very antithesis of flower power, the bowler-hat-and-stiff-upper-lip equivalent of Harrods of Knightsbridge.

Consider the treatment of an entire class of people essential to a department store: customers. At Grace Brothers they were at best an afterthought, at worst roundly patronised by staff. The title of the sitcom firmly tongue-in-cheek, it reflects another distinctly British phenomenon –service is provided from a position of superiority. Behave and say your please and thank-yous, or else.

Back in England, customer service reps often cheerfully say “We’ll sort that out for you”, as if they are about to do you a great favour. My usual mumbled reply, “I should hope so”, must help cement the Dutch reputation for bluntness, but I just can’t resist. You are paid to help me, aren’t you?

The very first time I experienced typical English service, I was in a pub next to Bank tube station. The lady serving us sounded nice, but why would a grown woman address a sixteen-year-old she had never met by “darling” and “love”. I didn’t really mind but it felt weird and worse, patronising.

There is, however, a point to this approach which I learned at London Heathrow airport. I flew in early morning from Hong Kong after a sleepless flight. My bag came off the luggage belt all but split into two equal

halves. In short, let’s say I was not at my most polished when approaching the British Airways counter for redress. The ground staff lady looked at me, told me she was unable to help unless I framed my complaints in polite terms and coolly turned to the next passenger.

She was dead right of course, and I deserved to be put in my place. How different though is the modern services sector. Here in Asia, customers display a strong sense of entitlement and even superiority. “I pay, so you should be very happy you get the opportunity to work for me.”

That works for buying products in a street market: feigning indifference or even discrediting the quality of products is a widely employed way to get to the bottom price. Get it wrong in a country like Turkey and you may have to run for your life, but in most places this is accepted practice.

However, you will usually not have to rely on a street vendor’s goodwill for much else, yet you do with a service provider. This is a long-term relationship, with time, money and resources invested. For that relationship to work, respect for each other’s skills is a must, and fortunately, that often comes naturally. Fast response times, crisp replies, no legal jargon – they all work wonders.

The odd exception though spells trouble. Whenever – and I stress this is exceptional – a client drives the bargain to the point that betrays a lack of mutual respect, we will suggest (s)he considers looking elsewhere. The reaction is usually one of disbelief, perhaps because we are in Asia. As if there is some sort of moral obligation to stay in a broken relationship. We beg to differ.

No coquettish mannerisms at our firm, no bowler hats and stiff upper lip either. Clients demand and get straight answers – and we expect to receive no less in return. “Sparring partners” would be the proper term and my good clients know and value the concept of working together as equals. •

Good service is good business

While new technology and innovation are disrupting how things are done in industries globally, we are reminded that relationships built on trust lay the foundation for good business partnerships. Michel Bots and Claire Worp share their thoughts about what good service is.



Michel Bots



Claire Worp

■ By Donna Mah



Michel Bots and his team in the new Clockwork Corporate Services office.

Michel Bots, Managing Director, Clockwork Corporate Services Limited

Michel Bots runs his own company, Clockwork Corporate Services Limited, helping clients set-up offices in Asia. Clockwork provides a range of corporate services to clients including administrative work, human resources, connecting businesses and, in some cases, development and sourcing work. The majority of the company's clients are based in Europe, Australia, the US and the UK.

Tell us a bit about yourself.

I grew up in Delft and did my studies in Leiden. After university, I moved to Amsterdam for work. After initially working in tax advisory roles, I started working in corporate services which is what I continue to do now.

One day, my then girlfriend (now wife) and I decided that we would like to try living abroad. We wanted to have what I'll call a "controlled" adventure. We had a friendly competition to see which one of us could find a job first. We had a couple of criteria that had to be met: 1. the job had to be a great job, and 2. the job must be in a place where the other person can find work. I landed a job with TMF and that's how we ended up moving to Hong Kong.

Having never been in Hong Kong before, the first time I took the Airport Express train from the airport, I felt a connection with the city. My wife and I have been in Hong Kong for eight years now.

What does Clockwork Corporate Services do? What services do you offer?

Our clients range from SMEs to large multinationals. Our services cover the full spectrum of back office support for our client's Hong Kong operations including: company formation, acting as company secretary, accounting, payroll, trade support and substance services. In a nutshell, our clients can focus on their business and Clockwork takes care of the rest.

We also provide trust services where we tailor-make structures for succession planning and wealth preservation for high net worth individuals.

What makes your offerings unique?

We cater to a very specific client base. Our clients always have one thing in common – their head office will be anywhere but in Hong Kong/China.

When expanding into Asia our clients need more than a reactive service provider. They need a local Hong Kong business partner who can help get them up and running. Clockwork helps by providing pro-active direction and overseeing all aspects of doing business in Hong Kong. Our clients are not just clients, we become part of their organisation.

It is our aim to provide the highest level of services at a reasonable cost. Our people are all highly qualified with many years of

Lead Story

experience. Our work is also supported by one of the best IT platforms available.

Who are your customers?

As mentioned earlier, our clients are not based in Hong Kong and China. They are from all over the world but mostly from Europe (obviously with a significant portion from the Netherlands), Australia, the UK and the USA. They are mid- to large-size multinationals, oft times with the founders still part of the management team. Their activities usually cover the entire range of trading, sourcing and manufacturing. All our clients are, in one way or another, investing inbound to Asia.

How do you reach your customers?

Our company competes on a high quality of service at a reasonable cost. Our marketing activities involve direct marketing and by keeping our network close and engaged. We get a lot of business referrals from a large network of intermediaries including lawyers, advisors and bankers. By referring clients to us, our connections also put their reputation on the line when introducing us as a service provider. Overall, our experiences have been positive and we are very pleased to see that most of our new clients have been referred to us by existing clients.

How would you define 'good service' for your industry?

It is very important to listen to your customers and understand what their needs are. We are in business because we provide services that companies need. As a company, we have been successful by being pro-active in helping guide our clients with a full set of services. By truly listening to our clients we are able to advise them and provide bespoke services that others may miss. Our job is to provide guidance on what to do and what not to do. We do strive to work closely with our clients to provide services and perform activities as flawlessly as possible.

However, if we ever receive a negative feedback or review, we take it seriously. We speak to the client and work to solve the issue in a timely manner. Reviews are very important for businesses today and managing negative reviews is just as important as garnering positive ones.

What do you consider to be the most important thing you (and your company) provide to clients?

Our approach is very proactive and 'on-the-ball'. My clients appreciate that we make the effort and invest the time in understanding their needs and then work with them as a partner. Most of our clients have been referred by existing clients, so it's important for us to make sure clients feel we are there for them to get in touch with if they have a problem. We are also there if they need a fresh pair of eyes to look at business issues.

On a personal level, it's important to be self-driven and self-motivated as an entrepreneur. When I started my own business three and a half years ago, I learned how to do everything – some things for the first time. There is a great sense of achievement when you know that you can do everything on your own.

What plans do you have for the future of Clockwork?

We've gained some critical mass now after being in business for three years. I'd like to explore more opportunities where we can invest in others and offer mentorship and support, as well as providing services to other entrepreneurs.



Claire Worp, Regional Head of Corporate Communications Asia, Rabobank

Claire Worp oversees Corporate Communications for Rabobank in Asia. Claire grew up as a 'third culture kid' and shares with us how good service is good for business, good for a company and also good for personal development.

Tell us a little bit about yourself.

I am what you would call a third culture kid. I grew up in Bangkok and studied at international schools before moving to Europe to further my studies in Paris and The Hague. I am Eurasian (Dutch/Thai) and speak four languages (English, Dutch, Thai, French). I make my home wherever I am living, and currently that is Hong Kong.

My career began with a short stint at the renowned Hilton International in Amsterdam, made famous by John Lennon and Yoko Ono, as a Reservations and Events Coordinator, before joining Rabobank in The Hague in the Marketing & Communications Department. My current position in Hong Kong is Regional Head of Corporate Communications for Asia.

My background and experiences helped mould me and positively affected my work ethic by providing me with the ability to adapt to change; my understanding of different cultures and views, and therefore adaptability to work in diverse teams; and finally my openness and listening skills which colleagues appreciate.

What are Rabobank's main areas of focus?

Rabobank is an international financial services provider operating on the basis of cooperative principles. Our mission is to be the leading bank in The Netherlands and the leading Food & Agribusiness bank internationally. Stemming from our agricultural roots, the bank's vision is 'Banking for Food' with the aim to make relevant and sustainable contributions to the global Food & Agri sector. This means advising and working with our clients to find solutions to increase the availability of food, improve access to food, promote healthy nutrition and overall enhance the stability of the food industry.

Who are your customers?

As part of the Corporate Communications team, I don't have customers exactly, but I have key stakeholders that I liaise with closely. Internally, I communicate with senior management and Rabobank employees; externally, I work with different stakeholders such as journalists, sponsors (such as the Dutch

Chamber of Commerce), bank customers and event organisers. In the Netherlands, the bank's communications programmes are geared toward external communications activities, as they have a much larger market share, while in Asia, the corporate communications function is more focused on internal matters.

How would you define 'good service' for your industry?

For Rabobank customers, our Relationship Managers hold an important position when connecting with them. Our services are tailor-made to the customer's needs, making customer intimacy of vital importance.

Earning your clients trust is crucial if you want to succeed in business today. It is about being able to connect and understand what your clients' needs are, and how to provide them with tailor-made solutions that will benefit them. This knowing-your-client or client intimacy is not built overnight. It takes time and patience to gain a high level of trust, and this means making sure that you are able to deliver credible work and results over a period of time in a consistent manner. This is relevant for any relationship you build.

Knowing our customers and being able to anticipate and cater to their needs is fundamental to our business. There is no 'one size fits all' concept. This holds true in the financial services industry I work in, but also most definitely in all other industries.

From a corporate communications perspective, good business service starts by listening to the needs of the organisation and then translating the needs into key messages which, using the right communications mix, can then be disseminated to the target audience on relevant platforms in an effective manner. It is essential that our messages are well thought-out, correct and based on factual information.

What is the main function of the Corporate Communications department at Rabobank?

Our main function is to make a positive impact in the workplace where our key stakeholders are well informed of the bank's missions and goals, and to enhance trust, respect and authenticity with the Rabobank brand.

Keeping communication channels open, translating key messages and making it understood in our local branches is very important, which is why my team is based across the Asia region with one team member in each location that we operate: China, Singapore and India. And because we are lean, we put on multiple hats, making our job and responsibilities very dynamic. In addition to internal and external communications, we are responsible for media relations, events, public relations and sponsoring requests. Not one day is the same.

Furthermore, at Rabobank Hong Kong, our CEO places great emphasis on creating and providing for a workplace which harbours a sense of belonging and positive team spirit. Communications is a key supporter, and we do this by organising staff town halls and providing for a number of communications platforms where staff are encouraged to share their opinions and give feedback. Having an engaged management team is also an important factor. For them, we make sure that we equip them with the right resources to share information; be it through a magazine article or supporting them with the monthly blog initiative, for example. On the staff events side, we have a very active Fun Club with a mandate to organise staff activities and bring employees together in a relaxed and fun way. Here, we lend ideas and advice for activities and communications channels.



“Knowing our customers and being able to anticipate and cater to their needs is fundamental to our business. There is no ‘one size fits all’ concept.”

Other key roles that corporate communications take part in is lending communications advice to a number of committees such as the Staff Engagement Committee, the Diversity Working Group and the Sustainability team.

How does your team help to improve communications both internally and externally?

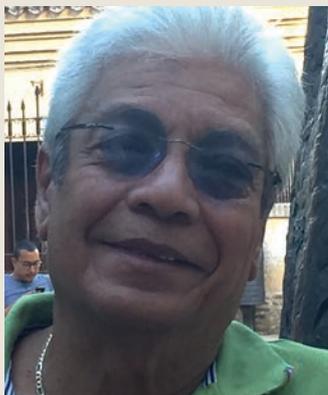
We actively look for and introduce new communications platforms to keep the attention of our audience engaged. Furthermore, we keep up with business trends by talking to our key stakeholders, on a regular basis, to find newsworthy topics to share with the wider audience; stories that our staff would connect with, be it a successful deal recently closed, or system improvements which would benefit the quality of service they provide to their clients amongst many others.

We have our challenges as the way we communicate is constantly changing, due to technology, and in a rapid way! Our influencers have expanded to include audiences who may not be our client but are able to influence readers that are, such as bloggers or twitter users.

And there are the millennials who absorb information in a different way: quick, visual content being key, and short articles. My team therefore makes sure that what we produce must always be attractive to our different target audiences. We also give advice to senior management to try out different communications methods when communicating with staff, and they have been very open to this by using blogging and vlogging to name a couple of tools.

What are three important life lessons you would like to share?

1. Always say yes to adventures;
2. Don't let disappointment stop you;
3. Learn from mistakes. Get up, fight back and you will return stronger than when you first started – all with a dose of compassion and a smile. •



Passing the pen

Who am I: I am a self-employed media/entertainment/lifestyle/gaming entrepreneur who came to Hong Kong from Mauritius/Seychelles more years ago than I care to remember. I had just turned 20 at the time and had intended to further my studies here but ended up entering the job market and the rest is history, as they say.

My professional background is: My first jobs in Hong Kong were with the South China Morning Post, Radio Television Hong Kong and the HK Standard. Some 35 years ago, I broke away from mainstream media to start my own small PR and Marketing firm called Insertions Ltd. Along the way, I became a partner in what turned out to be one of Hong Kong's most popular restaurant/night clubs of its time: those of you who were around in the early to mid 80s (pre-Lan Kwai Fong) may remember The Front Page in Wan Chai. Still using Hong Kong as my base, six years ago I went back to my roots in Seychelles to invest in and start up a boutique casino situated in a 5-star hotel and opened two fashion boutiques and two beauty/spa salons.

I work for: My clients, my staff, my friends, my family and myself.

I am in Hong Kong because ... It is where my karma took me. I came here as a young man, not knowing what to expect, and, like many Old China hands, find myself here after so many years: still feeling totally at home and having no intention whatsoever of ever leaving. Of course, it does one good every once in a while to leave the city – just to recharge the batteries – but it also feels just as good to come back home.

My most remarkable work story relating to Hong Kong is: Where do I begin? Not easy to pinpoint one so I shall mention two. The first was when, as a cub reporter for the SCMP, I interviewed The Beatles. It was in 1964 when the young lads from Liverpool were in full blush of their success. They were brash, funny and entertaining to talk to and they (especially John Lennon) gave me many memorable quotes, several of which my editor had to cut out because they were too risqué to print in a family newspaper. The second was in 1972 when I was working as a radio journalist at RTHK. Through work-related acquaintances, I came to know the people involved with the making of Bruce Lee movies and I was asked to play a small part in one of them. To this day, my children still make jokes about their dad's 3-minute movie career: because, needless to say, I was kung fu'ed off by Bruce Lee in less time than it takes to say The Way Of The Dragon!

I find most of my business contacts through: Networking, social media and word of mouth.

In the past I have been serving the Chamber by ... Being the Editor of its Magazine and being the Editor/Publisher of its Directory.

25 years ago I was ... Just starting to become acquainted with the Dutch community in Hong Kong through a Dutch lady called Frederique Schillern, who later became my wife and the mother of our two kids.

One day I will be: Doing the same projects of passion as I am doing now.



“At Your Service”

These words had a significant impact in Dutch politics, used by the flamboyant candidate Pim Fortuyn in the then upcoming elections, and for many people these words are associated with him and his political views. But there is another side as well.



Bernard Scheffens

■ By Bernard F. Scheffens, CEO, WSS Asia Ltd.

Service is a part of the sales process, mostly after sales, and highly appreciated by those who receive it. For one or another reason, most of us think we get it for free. Yes and no. Obviously, all suppliers will include a service charge in their price when they expect additional service needs to be rendered to complete the delivery.

But service can be a tiny little thing as well. Let me give you an example. Once I brought my car to the garage for a little problem. Once there, the garage owner noticed something on the hood of my car, a bird has dropped a little something on it. He immediately filled a bucket with water and cleaned the hood of my car, saying he couldn't stand to see it. After all these years, it is still a striking example, in my mind, of how his idea of rendering service is a lesson on how we can look at this.

This man did not calculate any of the effort this act took into his price. He knew that I would appreciate this gesture. He knew that a positive impression will be important when I next consider buying car. He wanted me to know that his gesture did not come at a price.

“It is also important to communicate to the client that the seller appreciates a long-term relationship.”

So, how are we doing these days when we expect a little extra service (perhaps at no cost to those who provide this service) to make us feel like an appreciated client?

It is this little difference, that little extra effort, that will influence people positively in their buying behaviour. It is also important to communicate to the client that the seller appreciates a long-term relationship. Bear in mind that cost of sale is remarkably lower with existing clients than for new business relationships.

Now we are getting to a point which is crucial to being successful in business. It is not always the best product that wins, nor the lowest price. The level and quality of the relationship between two parties that will define the ultimate result. To reach this point, the service provided is key.

So far so good, nice story, but in these competitive times, how does one do this when there is pricing pressure? How does one

create a situation where service is provided without additional cost?

Let me first say something about the ‘theory of the sunk cost’. A sunk cost is a cost that has already been incurred and thus cannot be recovered. Let me explain this with respect to service. My view assumes that your people are your greatest asset. They can make the difference.

“My view assumes that your people are your greatest asset. They can make the difference.”

Your people are already there. They already get paid. It now comes down to building the right sales mentality – that you never rest until your client is happy. This is about leadership, building a company culture to deliver the best and building a team that will go the extra mile to satisfy customers.

Is there additional cost? No, not really. The people are already there. Salaries already being paid. It is a matter of creating an attitude to make that extra little effort. It is about creating professional pride for being the best to do business with. This drive for excellence is the differentiator between those who just deliver, and those who will be successful. And by the way, providing this extra service is quite rewarding.

A client who expresses his satisfaction is something that is difficult to translate in money. It is the human factor on both sides that will foster the relationship.

The Dutch politician who used ‘at your service’ in 2001, wanted his voters to know that he was there for them. Something that, even today, is not always practiced by many. This gives the electorate a feeling that it is only the case at election time.

Even when you completely disagree with the politician’s political views, this statement is one we all know is important, so easy to say and sometimes difficult to implement.

Perhaps we can return to a more service-minded society, where a little extra service, without the burden of extra cost, can make the difference. Working life would be more fun! Is this story new to us? No, it is not. But it is one we sometimes easily forget. Don't. •

Jan Worst Exhibition

Ben Brown Fine Arts is honoured to present the first exhibition in Hong Kong of esteemed Dutch artist Jan Worst.



Jan Worst in his studio



'The Wise Man'

Worst's masterfully-rendered, meticulous paintings of sumptuous formal interiors inhabited by young women springing from the pages of fashion magazines alongside desolate aristocratic children are charged with mystery, intrigue and provocation. His work is firmly rooted in Dutch history, with influences ranging from Dutch Golden Age paintings and Flemish tapestries to the clean-lined style of the graphic novels of Hergé.

Born in Heerenveen in 1953, Jan Worst studied at the Academie Minerva, Groningen. His work has been exhibited throughout Europe at such prestigious institutions as the Stedelijk Museum, Amsterdam; Sonsbeek International Art Center, Arnhem; Museum Willem van Haren, Heerenveen; and the Frans Hals Museum, Haarlem.

Tell us about your upbringing in the Netherlands and how you discovered your passion for art.

Drawing was my great passion. As a child I made up artificial worlds with a lot of details. History was always there, for instance in the form of scenes from the Middle Ages, adventures in distant and exotic countries. One of my youthful inspirations was *Tin Tin* (*Kuifje* in Dutch). I admired the hard-edged drawings with a lot of realistic and well-researched, lifelike details. I entered the art school in Groningen and came in contact with the Dutch tradition of figurative painting, which is very much alive in the city of Groningen. I also see myself as part of the Dutch tradition of genre painting, interiors with contemplative figures, looking away or meeting the eye of the observer. This tradition, of course, goes back to 17th century Dutch painting.

Where do you get your inspiration from and which artists are you influenced by?

My ambition is to renew this tradition by using material from fashion magazines and all sorts of pictures from books and such. I appropriate elements to make something new. In essence it is a montage technique, a slow process of making a new visual universe. Although I see myself as a sort of outsider, I admire artists who follow a distinct and individual course. For instance, to name a few, Lucien Freud, Eric Fischl and Neo Rauch.

You've previously exhibited in Shenzhen. What was your experience like with the mainland Chinese audience?

One of the first collectors of Chinese contemporary art in Holland, Cees Hendrikse, curated an exhibition of two Chinese artist and two Dutch artists. This was my first contact with the Chinese art world. This exhibition took place in Beijing and Shenzhen. It was a great experience with an art-loving, open and enthusiastic audience.

What are your current projects?

I have only one project, to make the best possible paintings. This absorbs me completely. Next year, I hope to actualise a comprehensive overview of my best paintings from the last 30 years in a Dutch museum.

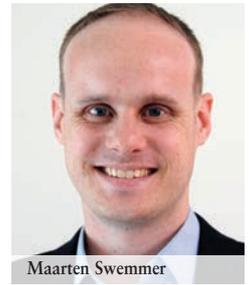
If you weren't an artist what would you be?

A historian. •

Jan Worst: The exhibition is on view at Ben Brown Fine Arts until 16 June 2017

The 24/7 company

Sometimes it's like a shop without a shopkeeper. You get to a company's website, you are seriously interested in the products or services, but would like to know more before you sign-up or take out your credit card. Or you bought something that you are not completely satisfied with and return to the shop (the site) to find out that there is nobody there to talk to. Most sites have a contact form to send a message, but that is like posting a letter in a mailbox when you are standing right next to the guy you want to talk to. More and more sites offer a chat function to have immediate interaction.



Maarten Swemmer

■ By Maarten Swemmer, maarten.swemmer@apprique.com, www.apprique.com/dc

From real world shopping we know there is a fine line between having someone close by to help you find the right size of shirt, and being stalked through the shop and repeatedly having to reject unnecessary offers of help. The same applies, probably even more so, to chat widgets online. You don't want them to popup continuously, but when you use them, you want your questions answered promptly and correctly.

Sites like Facebook and Alibaba show your potential customers how fast you respond to questions. When the competition answers within hours rather than days, you need to do the same, if you want to be considered a preferred supplier.

Some companies are particularly good at this. I have had particularly great experiences with two companies in the area of internet domain registrations: international giant GoDaddy and Hong Kong based uDomain. Both don't offer chat, but a local phone number. They pick up the phone in seconds and stay with you until the problem is solved or the sale is made. And it doesn't matter what time of the day (or night) you call. Fierce competition seems to have driven these companies to deliver excellent around the clock customer service.

For a small local company, with employees in a single time zone, that can be quite a challenge. Your options include: introduce working in shifts; set alarms to check for messages or, a little bit smarter, set an ITTT (If This Then That) alarm; outsource it to a specialised support company; setup a small office in Europe (ideal for overlapping working times with US and Asian time zones). Or you do the next best thing: setup a bot to do the work for you.

Simple (cheap) chat bots can be configured to respond to initial simple questions like, "What are your opening times?", or "How can I sign up?" They can suggest certain actions and information sources, and they can ask for email addresses for follow up by a human. They serve as an excellent gatekeeper to filter out the less relevant leads. More advanced chat bots are also becoming available for small- and medium- sized companies. Those bots can, to a certain degree, understand natural language queries and respond using (seemingly) natural language as well.



The third and last category of chatbots are what companies like IBM are now working on: bots that fully "understand" what you mean by interpreting your questions within the relevant context of the service, your browsing behaviour and "experience" with previous customers. The results are impressive. The bot is always available, remembers everything it was "taught" and, on top of that, stays polite at all times.

The times that web shops or even generic websites were closed outside working hours, and that customers accepted this, are long gone. In a rapidly commoditising world, many companies want to address you, the target audience, around the globe. To get you, they'll try to be at your service, 24/7. •

*"When the competition answers
within hours rather than days, you need
to do the same ..."*

Hong Kong Cinema

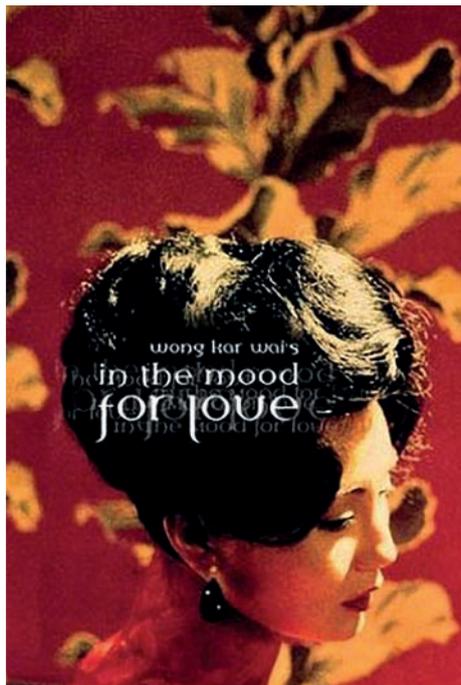
Before the 1990's, Hong Kong had a flourishing and important film industry: in fact for decades, Hong Kong was the third largest motion picture industry in the world (after Bollywood and Hollywood), and was the second largest exporter. Since then, this position has slowly declined and today the film industry represents only 5% of our territory's GDP.



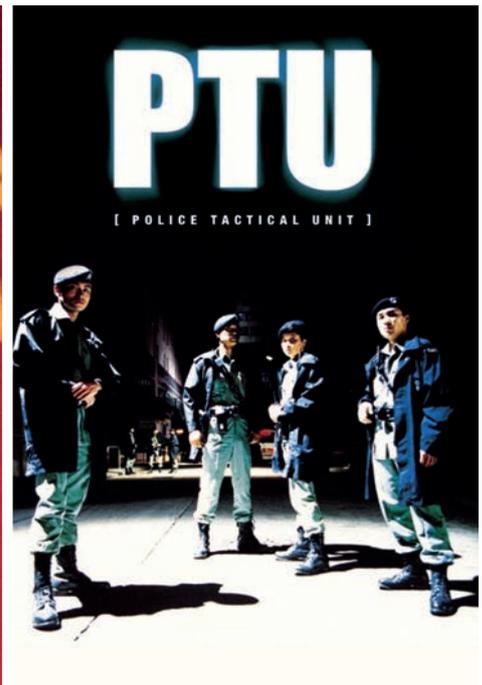
■ By Daniël de Blocq van Scheltinga, Managing Partner of Polarwide Ltd.



Echoes of the Rainbow



In the Mood for Love



PTU

Nevertheless, one of the great pleasures of living in Hong Kong is discovering Hong Kong cinema, as the films are always subtitled in English. Today, many people only associate Hong Kong cinema with the Bruce Lee or Jackie Chan films, but while this is certainly a fun part of the selection, there is much more than this.

Some of the classics are often repeated on television, though most are easily obtainable for a low price at one of the many DVD shops around town. In my experience, there is always an added secret pleasure in seeing a story unfold on screen with scenery that you are very familiar with. Discover and appreciate some of the great actors that Hong Kong has nurtured, such as Tony Leung, Andy Lau, Maggie Cheung and Leslie Cheung ("Gor Gor" the famous singer whom I wrote about previously, was also an actor).

Some of my absolute favourite films, that I highly recommend, are the following:

Kung Fu Hustle (2004, directed by Stephen Chow)

This is almost, but not quite, a parody of classic Kung Fu films, extremely entertaining with scenes that are so unbelievable that they verge on being cartoonish, such as the fighter who transforms himself into a giant Kung Fu frog! References are continuously made to westerns, musicals, famous old Kung Fu films and both Western and Eastern culture. The film is fast moving and extremely funny. As a result, time passes very quickly and one is left feeling very satisfied. With this film, Chow has been compared to Tarantino, and indeed there is something of Kill Bill in it at times.

Infernal Affairs (2002, directed by Andrew Lau and Alan Mak)

Truly one of the greatest films in the very popular Hong Kong genre covering the battles between the police and the triad societies.

There are many excellent and entertaining films dealing with this matter, but *Infernal Affairs* is really in a class of its own. The plot is super exciting with a mole both within the police force and within the triad gang. The acting, especially by Andy Lau as the triad mole in the police force and Tony Leung as the mole inside the triad society, is excellent. Hollywood made an American remake of this called “*The Departed*”, directed by Martin Scorsese (2006), starring Matt Damon, Jack Nicholson, Charlie Sheen and Leonardo DiCaprio. *The Departed* won four Oscars (including Best Picture) at the Academy Awards, though *Infernal Affairs* is vastly superior. Even though I know the ending, it remains nail-biting every time I watch this.

Echoes of the Rainbow (2010, directed by Alex Law)

This wonderful film not only won a Crystal Bear at the 2010 Berlin Film Festival, it also saved a street, Wing Lee Street in Sheung Wan where a large part was filmed, from destruction. The film’s success really prompted Hong Kong society to notice that its cultural heritage was slowly being destroyed by real estate developers building more and more anonymous residential towers or other Urban Renewal Authority projects. The old buildings, typical of the 1960’s, in Wing Lee Street were instead renovated.

Echoes of the Rainbow tells the story of a typical working class family in the 1960’s. Elements include class differences, British police corruption, the difficulty of being able to enter the better schools and details the tough life and struggles of a family with two sons, one of whom develops leukaemia.

It’s an extremely sad film (have your handkerchiefs ready!), but the grit and determination of an average Hong Kong family really shines through. In addition, parts of the film were filmed at the Mount Cameron Road official residence of our Consul General!

PTU (2003, directed by Johnnie To)

PTU stands for Police Tactical Unit, and this is one of the better Hong Kong police-themed films. The film has won many awards both in Hong Kong and internationally. While the usual theme of the police against the triads is there, the difference is that it also shows the rivalry between different police entities, with the PTU as an elite unit looking down on the others. The PTU is also willing to stretch the law, obtaining evidence and fighting crime with methods that are strictly illegal. Does the end ever justify the means? The complexity of the themes and the excellent acting by Simon Yam, as the police sergeant, makes this police thriller stand out from the others in this genre.

In the Mood for Love (2000, directed by Wong Kar Wai)

No matter how often I see this film, the music gets me every time. Hypnotic, enchanting, difficult to get out of your head and so perfect for the story. This beautiful but melancholic story is set in the 1960’s in a small apartment building, where two neighbours, Mr Chow and Mrs Chan, discover that their respective spouses are having an affair. Maggie Cheung is beautiful as Mrs Chan, (also showing how beautiful, sexy and dangerous a woman in a *cheongsam* can be) and Tony Leung plays Mr Chow. The two grow closer and closer due to the circumstances. Set partly during rainy season, this also adds to the melancholic feeling, which is further accentuated by the exceptional cinematographic skills and the use of colour filters. The actors skilfully convey the battles going on inside their hearts and minds: desire and repression,

guilt, anger and above all, melancholy. This is perhaps the greatest Hong Kong film of all time. Tony Leung won the best actor prize at the Cannes Film festival for his role as Mr Chow. A slow moving but haunting film that will stay with you for a long time. As will the music.

There are also Hong Kong films which, while they won’t make it to the list of the greatest films ever, are both entertaining and very interesting. The films often deal with themes that are in the news and give a refreshing perspective, or help us to understand the background, prompting us to learn more.

Two recent examples of these are:

Overheard 3 (2014, directed by Alan Mak and Felix Chong)

While this is the third film in the series, each story is separate and one does not need to have seen the other two to follow the plot. This film covers the political sensitive issue of land rights (not only in Hong Kong but also in mainland China – which is why many were surprised that this film could be shown in China) and the collusion between real estate developers and government officials. It gives an excellent overview of the issues in the New Territories with the special land rights granted to the eldest sons, and the temptations to misuse these rights to earn unheard of wealth. The collusion between local rural officials and the triads is also touched upon. An enjoyable film which also clearly illustrates the complexity of the issues that are in fact legacy issues dating from the British colonial era. At the time, the British wanted the support of the New Territories local leaders, and therefore left them very much alone, gave them special privileges and turned a blind eye to the blatant disregard of the law.

The Menu (2016, directed by Ben Fong)

Based on a television series, this film covers the issues that journalists face in Hong Kong, where sensationalism journalism is popular. These journalists often looking to “create” stories by provoking incidents, or encouraging people to cross the line whether morally, or by disregarding their own or others safety. In this film, a journalist releases photos on purpose, in the hope that a hostage-taker will see them and lose his self-control. This would endanger the lives of the hostages but could potentially create a more sensational story for the journalist. The moral dilemmas and ethical boundaries in journalism are discussed. It is made clear that to survive in the cut-throat journalistic environment that Hong Kong has, ethical and moral boundaries quickly become blurred.

There are many famous Hong Kong films that I have not seen yet, and every year, a few new ones that seem worthwhile to go and see are released. Do not be hesitant to go see one, as the subtitling is usually of a very high standard, and the enjoyment is not diminished by the need to read while watching. The wonderful world of Hong Kong cinema awaits you! •

“In my experience, there is always an added secret pleasure in seeing a story unfold on screen with scenery that you are very familiar with.”



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Free Trade Agreements Seminar

Frank Debets, Managing Partner of PwC's Asian Worldtrade Management Services, discussed the typical practical challenges that companies run into when they are trying to benefit from Free Trade Arrangements, and the likely developments in trade liberalisation and protectionism.

Thursday, 7 March 2017
Randstad Office



Sander Bras, Helen Yong, Frank Debets



Bram van den Bergh and Marc van den Berg



Jan Willem Möller and Frank Debets



International Women's Day: Be Bold for Change

Two successful strong women, Annemieke Ruigrok and Carola van den Bruinhorst, operating in an industry dominated by men, were interviewed about their careers and working experience in Asia Pacific.

Thursday, 9 March 2017
ING Bank



May Yeung, Jacqueline Baud, Annemieke Ruigrok, Carola van den Bruinhorst



Ester van Steekelenburg, Carola van den Bruinhorst, Jacqueline Baud, Tamara van den Ban



Creative Lunch with Arthur Kuipers

During this Creative Lunch, Arthur Kuipers from WECREATE explained what WECREATE does, how they do things and what the differences are between projects in Asia and in the Netherlands.

Wednesday, 15 March 2017
Vistra



Arthur Kuipers and Oscar Venhuis



Arthur Kuipers



Victor Chow, Cyril Lam and Bram van den Bergh

Art Basel 2017 - Guided Tour

Art Basel returned to Hong Kong for its fifth edition, with 242 premier galleries from 34 countries and territories. Dutch Chamber members enjoyed an exclusive guided tour with a knowledgeable art expert.

Thursday, 23 March 2017
Convention & Exhibition Centre



DutchCham Business Awards

During the DutchCham Business Awards we celebrated the noteworthy performances of our member corporations and entrepreneurs in Hong Kong.

Friday, 24 March 2017
Park Lane



Michiel Muller



Angela Yeung and Daniël de Blocq van Scheltinga



Taste of Holland

Taste of Holland featured a marvellous selection of Dutch food & beverage entrepreneurs in Hong Kong. We transformed the Harbour Grand into a real Foodie Heaven!

Thursday, 20 April 2017
Harbour Grand Kowloon



Jeroen Frieser and Paul Du Long



Guided Tour Asia Society

This Heritage Site Tour introduced the site's past history as well as the modern architectural features of the site.

Tuesday, 25 April 2017
Asia Society



FinTech Series: Banking in 2017 – Robotics on the work place with Floyd E. Newsun

During this seminar we talked about the latest trends in Robotics Automation and how financial institutions can leverage this technology as part of their digital transformation ambitions.

Friday, 28 April 2017
EY office



Upcoming Events on
www.dutchchamber.hk

NEW SME MEMBER – Rogier van Bijnen, R&P China Lawyers

Rogier van Bijnen is a Director with R&P China Lawyers. He recently relocated to Hong Kong after living in Beijing for more than seven years where he worked as a lawyer for De Brauw, Linklaters and R&P. Rogier specialises in Chinese law and mainly advises European and North American companies conducting business in China. R&P China Lawyers is a Chinese law firm with about 25 Chinese lawyers covering the whole of China from R&P's offices in Shanghai and Beijing. Key practice areas are corporate/M&A, commercial contracts, regulatory/compliance, employment, intellectual property, dispute resolution and tax.



- Rogier van Bijnen, Director R&P China Lawyers,
Tel: +852 5238 3880, vanbijnen@rplawyers.com, www.rplawyers.com

NEW MEMBERS LISTINGS

NEW CORPORATE MEMBER

PHILIPS LIGHTING HONG KONG LTD.

Contact: **Jo Shum**, Group General Manager
Address: 20/F, Tower 2, Enterprise Square, 9 Sheung Yuet Road,
Kowloon Bay, Hong Kong
Phone: +852 2821 5561
Email: jo.shum@philips.com
Website: www.lighting.philips.com.hk

NEW ASSOCIATE MEMBER

MATILDA INTERNATIONAL HOSPITAL

Contact: **Hans Schrader**, Executive Medical Director
Address: 41 Mount Ketter Road, The Peak, Hong Kong
Phone: +852 2849 0111/+852 2849 1510
Email: schrader@matilda.org
Website: www.matilda.org

TEXON

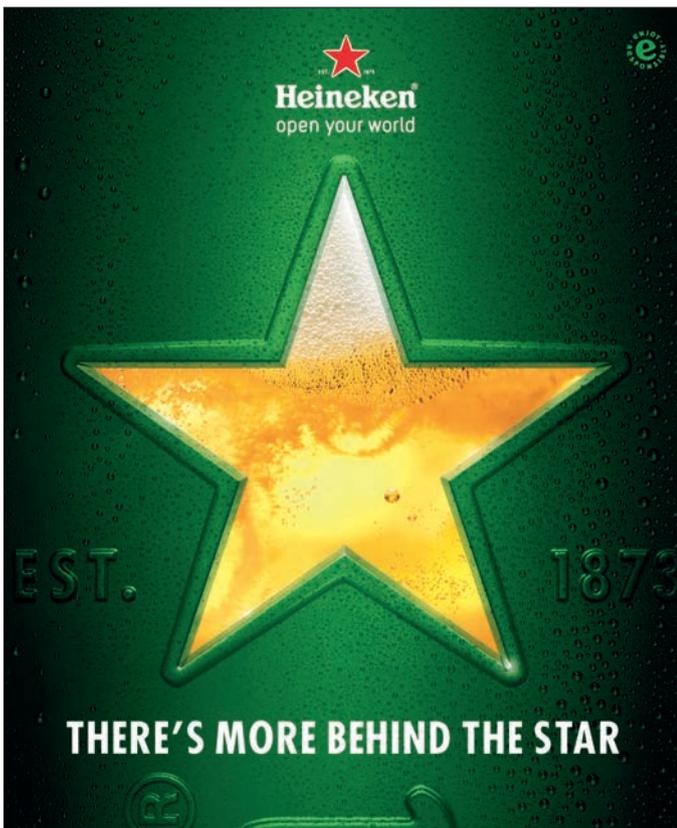
Contact: **Jelle Tolsma**, COO
Address: 2209, 22F, Wu Chung House, 213 Queens Road East,
Wan Chai, Hong Kong
Phone: +852 3973 7330
Email: jtolsma@texon.com
Website: www.texon.com

MARIKE VAN BEURDEN CONSULTING

Contact: **Marieke van Beurden**, Creative Culinary Director
Address: 24A, Lilian Court, 8 Shelly Street, Soho, Hong Kong
Phone: +852 9135 0882
Email: hello@marikevanbeurden.com
Website: www.marikevanbeurden.com

CAPTURE LIFE BY CHANTAL

Contact: **Chantal Brands**, Photographer
Address: 4C, On Lok Building, 1-4 Tai On Terrace, Sheung Wan,
Hong Kong
Phone: +852 9625 7302
Email: info@capturelifebychantal.com
Website: www.capturelifebychantal.com



— TRADE SHOW CALENDAR

IN THE NETHERLANDS

Provada

Location: Rai Amsterdam
 Date: 30 May-01 June 2017
 Organizer: Jaarbeurs BV
 Email: info@provada.nl
 Website: www.provada.nl

Marine Maintenance World Expo & Conference

Location: Rai Amsterdam
 Date: 6-8 June 2017
 Organizer: UKi Media & Events
 Email: oliver.taylor@ukimediaevents.com
 Website: www.marinemaintenanceworldexpo.com

Electric & Hybrid Marine World Expo 2017

Location: Rai Amsterdam
 Date: 6-8 June 2017
 Organizer: UKIP media
 Email: info@ukipme.com
 Website: http://www.electricandhybridmarineworldexpo.com/

ReMaTec 2017

Location: Rai Amsterdam
 Date: 18-20 June 2017
 Organizer: Rai Amsterdam
 Email: rematec@rai.nl
 Website: www.rematec.com

IADC World Drilling 2017

Location: Beurs van Berlag, Amsterdam
 Date: 28-29 June 2017
 Organizer: IADC.org
 Email: Europe@iadc.org
 Website: www.iadc.org/event/world-drilling-2017

IN HONG KONG

Security Congress APAC

Location: Sheraton HK Hotel
 Date: 03-04 July 2017
 Organizer: isc2congressAPAC
 Email: myuen@isc2.org
 Website: http://apaccongress.isc2.org

Hong Kong Fashion Week

Location: HKCEC
 Date: 10-13 July 2017
 Organizer: HK Trade Development Council
 Email: hktc@hktc.org
 Website: www.hktc.com

Hong Kong Sport & Leisure Expo

Location: HKCEC
 Date: 21-25 July 2017
 Organizer: HK Trade Development Council
 Website: www.hktc.com

Beauty & Wellness Expo

Location: HKCEC
 Date: 17-21 August 2017
 Organizer: HK Trade Development Council
 Email: hktc@hktc.org
 Website: www.hktc.com

— TRADE ENQUIRIES

These trade enquiries were received by the Economic Section of the Consulate-General of the Netherlands in Hong Kong. Interested parties may approach the companies directly or contact Betty Liu, the Consulate's trade officer, on (852) 2868 0690, by fax to (852) 2868 5388 or via email: economic.section@netherlands-cg.org.hk.

Hong Kong importers wanted

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Company: All Tape Supplies BV
 Contact: Mr Matthijs van der Veen
 Phone: 31 13 303 0 800
 Email: office@alltape.com.hk

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keep a green tree in your heart perhaps a singing bird will come
 chinese proverb

We are an independent, member driven, non-governmental, non-profit business association which serves to facilitate business in Hong Kong and Greater China for its members by providing networking, knowledge sharing and company profiling opportunities. As the representative body of Dutch business in Hong Kong, we maintain close relationships with both the Dutch and the Hong Kong SAR governments.

DUTCHCHAM MEMBERSHIP

The Dutch Chamber of Commerce in Hong Kong offers advice and assistance to its members. Areas where we can help include:

Connectivity

- ◆ Access to local government and opportunity to give feedback through the International Business Committee
- ◆ Access to events of the European Chamber of Commerce & members only Platforms & Committees
- ◆ Active assistance in getting your business set up and getting you connected

Publicity

- ◆ Free exposure in the DutchCham magazine and our Membership Guide & Setting Up a Business in HK Guide
- ◆ Speaking opportunities at Dutch Chamber or other Chambers' events
- ◆ Free placement of job advertisements

Networking

- ◆ Exclusive lunch at the Residence of the Dutch Consul General
- ◆ Monthly MUNCH (Mingle & Lunch)
- ◆ Annual Golf Tournament sponsored by ABN AMRO
- ◆ Corporate cocktails organised by the Chamber

And more ...

- ◆ Members price for all events (average discount close to 50%)
- ◆ 10% off on advertisements in all DutchCham publications

MEMBERSHIP & ANNUAL FEES

• Gold Member	HK\$ 20,000
• Corporate Member	HK\$ 8,500
• SME Member	HK\$ 3,500
• Associate Member	HK\$ 3,500
• Young Professional	HK\$ 750
• Start-up Member	HK\$ 1,750
• Overseas Member	HK\$ 2,500

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DUTCHCHAM COMMITTEES & PLATFORMS

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- Maaïke van Meer (Chairman) • Donna Mah (Editor) • Monique Dettleul
- Maarten Swemmer • Jacob Feenstra • Merel van der Spiegel
- Fleur Smeets-Tonies • Judith Huismans

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- Saskia Bosch van Rosenthal • Muriel Moorrees

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- Lapman Lee • Litai Wai • Bram van den Bergh • Muriel Moorrees

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- Oscar Venhuis (Chairman) • Sarie Moolenburgh • May Yeung
- Saul Smeding • Judith Huismans

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- Alexander de Haseth • Vicky Chi • Judith Huismans

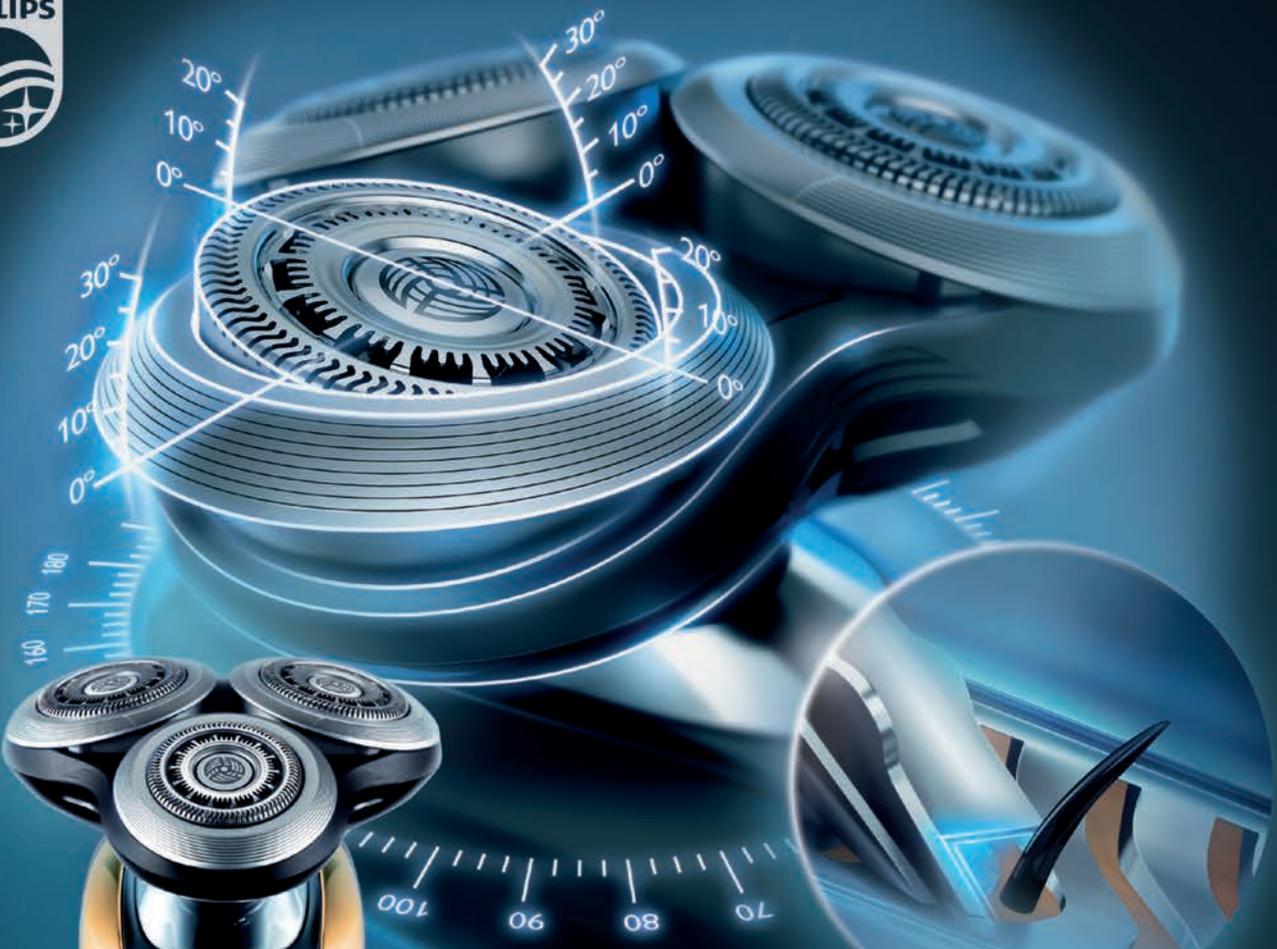


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