

和記黃埔有限公司



創意、創富、創成功

霍建寧在李嘉誠基金會贊助及汕頭大學合辦之「創意都市」研討會上致辭

(香港，二〇〇二年十一月八日)和記黃埔集團(「和黃」)董事總經理霍建寧認為，善用創意是和黃創造盈利，成功拓展業務其中一個重要關鍵。

由李嘉誠基金會贊助及汕頭大學合辦的「創意都市」研討會今天(十一月八日)在香港舉行，與會者大部份是倫敦及香港從事創意行業的人士。霍建寧在會上致辭時表示，作為一家上市公司，和黃的首要目標是創造盈利及股東利益，該公司亦向來著重創意，鼓勵員工跳出慣常的框框，不要一成不變。

霍建寧指出，「生意」兩個字，其實有「靈活」「意念」的含義，亦正是和黃經營各項核心業務的策略之一，不論是地產發展與碼頭營運，或超級市場與新一代流動通訊服務，集團都強調靈活變通，鼓勵員工發揮創意。

霍建寧亦以集團不同範疇項目舉例說明：「黃埔號」- 九龍黃埔花園購物及娛樂中心的一座船形商業設施。以大輪船作購物商場，黃埔花園可說是首創，同時亦含蓄地提醒遊人，黃埔花園的前身，正是一個船塢！這艘屋苑內的大輪船，已成為專業及業餘攝影師的熱門獵影對象。

紅磡區內並不缺乏食肆及流行的連鎖快餐店，但和黃卻別開生面，邀得著名食家搜羅日漸失傳的傳統街頭美食，集中一處成為別具特色的美食坊，不但喜愛懷舊的本地食客趨之若鶩，該位食家的名氣更吸引了不少外地遊客專誠光顧。

和黃的港口業務運用創意科技，盡量提高貨運流量的效率，突破香港缺乏空間的限制，成為全球的業界翹楚。

霍氏指出：「我們旗下貨櫃碼頭的系統不但可確保貨櫃按正確次序運送，更可在極短時間內重新策劃及調配整個堆場的編排，以便出現船期延誤時可作適當的配合。事實上，本公司的貨櫃處理系統一直較現代化的機場更為先進。」

在零售業務方面，和黃首創將傳統街市的新鮮蔬菜、海鮮和肉類引進環境衛生舒適的超級市場，改變了香港人的購物習慣。百佳超級廣場在香港大受歡迎，並取得市場領導地位，最近更以「購物廣場」形式進軍南中國市場，並取得成功，證明中港兩地的運作模式，同樣受到消費者歡迎。

霍建寧引述的其他企業創意例子包括 Orange 品牌及最近推出的 3 品牌。他說：「當年我們推出 Orange 時，有人開玩笑說 Orange 是檸檬，但現在證明檸檬已變成甜橙，成為英國發展最迅速的流動通訊品牌，並贏得業界的多個獎項。現在我們剛推出 3 品牌，相信假以時日，3 可成為人們生活不可或缺的一部份。」

他續說：「我們做生意從來不主張墨守成規。我們是全球唯一出售 2G 業務轉營 3G 的公司。我們亦開創獨立出售停車泊位的先河，從中取得足夠資金為長江中心補地價。當別人仍畏首畏尾的時候，我們卻把握機會大舉投資，實際例子包括收購印尼、馬來西亞和墨西哥的多個港口，以及近期在美國的環球電訊。」

霍建寧於總結時指出：「和黃能夠發展至成今天的規模，上述的創意經營方式，功不可沒。對於本集團而言，創意是基本的業務運作元素。」

由李嘉誠基金會贊助、汕頭大學合辦的「創意都市」研討會，以探討多個城市的創意經濟發展為主題，包括倫敦、香港、北京、汕頭及台北。制訂政策的官員、學者和創意企業家在會上交流意見，以及分享在本身的城市裡，創意行業如何扮演日漸重要的角色。

「創意都市」的倫敦研討會剛剛結束，本港有超過十位創意行業的代表赴英參與了倫敦現代藝術學院籌辦的交流項目。此外，英國代表參加過十一月八至九日在香港舉行的兩天會議後，便會與香港代表一起前往北京、汕頭及台北，繼續交流活動。

— 完 —

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“Creative Cities Conference”

(Sponsored by Li Ka Shing Foundation and co-organised by Shantou University)

Date : 8 November 2002
Place : Hong Kong (Graduate House, University of HK)
Speaker : Canning Fok
Group Managing Director, Hutchison Whampoa Limited
Title : Corporate Creativity: Why Lively Ideas Make Good Business Sense

Good afternoon

What's so creative about business?

Isn't it just about buying low and selling higher?

Isn't it just about maximising profit?

Bargain-hunting?

Turning inefficient companies into efficient ones?

Creativity doesn't always make money. We all know that. There are a lot of poor artists in this world.

So does it have a place in the world of corporate growth? Shareholder value? Profit and loss?

Does it have a place on the bottom line?

Hutchison is Hong Kong's biggest conglomerate.

We've grown on property development.

- Ports
- Energy
- Infrastructure
- Retailing
- Telecoms

Not the most creative pursuits, you may think.

It's also true that we Chinese are better known for business skill than creativity.

I have to admit....our focus is on making money.

But I want to explain how business must also be creative.

In fact, more than that.

I want to explain how our company – Hutchison – encourages creativity.

Because that's what got us where we are today.

Do you know the Chinese word for business?

We say 生意.

You know what it means literally?

生 means lively. 意 means ideas.

Our word for business, 生意 literally means lively ideas.

It means flexibility to adapt to a changing world.

Doing things differently. Thinking out of the box.

And yes.....
CREATIVITY.

I think the best way to explain is by showing you some of the lively and creative ways we do 生意.

SLIDE 1: PROPERTY: Whampoa SHIP

Our shipping business?

As you've guessed, it's not a real ship.

It's a shopping centre and this is the visible landmark of our shopping and entertainment centre with themes like Fashion World, Home World and so on.

It's in the middle of the first residential Garden City we developed across the harbour from here in Whampoa Gardens.

The Ship idea reflects the history of the area – the original Whampoa dockyards.

To build a Garden City was unusual enough at the time. It was the first in Hong Kong.

The rest of the area looked like a slum.

But the ship caused a sensation.

Everyone heard about it. It's been in magazines and newspapers all over Hong Kong, and also other parts of the world.

Whampoa Gardens became so popular, the investment paid back in two years.
Creativity counted.

SLIDE 2: Whampoa Gourmet Place

Whampoa Gardens is still growing and this is another creative new concept in the area.

When I was young, Hong Kong was crowded with hawkers.

They sold snacks from street stalls.

You could have dinner aboard sampans in typhoon shelters.

There were even legendary noodle stalls in squatter camps.

One was so famous you would see Ferraris and Rolls Royces parked outside as rich guys queued up for a bowl of noodles.

But the food stalls all disappeared.

Hong Kong modernised. Hygiene regulations put hawkers out of business.

When we looked at opening a food court in Whampoa Gardens, we could have chosen familiar fast-food brands.

Kentucky... MacDonalds.

But we thought out of the box.

We asked a famous food critic to find these legendary hawkers.

We invited them to set-up in business at Hutchison Gourmet Place.

The hawkers got back to work.

The public loves it.

The food court makes money.

You can have one snack here, and another one there, there are more than a dozen stalls inside the Gourmet Place.

In fact I recommend that you visit.

SLIDE 3: Albion Riverside

We're not only being creative in Hong Kong with property development.

This is something unique and special from London.

It's the Albion Riverside development in Battersea.

The penthouse you see here is Britain's most expensive flat – it's the size of three centre-courts at Wimbledon.

We can't take much credit for the incredibly creative design, of course.

That was by Sir Norman Foster, who's responsible for everything down to the bathroom taps.

But it's an example of how business and creative talent can work together.

In this case it's Hong Kong business and British creativity working together.

As you can see, the end result is quite spectacular.

...by the way....the penthouse is worth about 10 million pounds.

SLIDE 4: PARKnSHOP Superstore

If you don't need to buy a new home, you would at least want to buy some groceries at our supermarket flagship, PARKnSHOP.

In Britain you can buy all your food in supermarkets. In Hong Kong, people have traditionally bought their fresh food in local wet-markets. Hong Kong people insist on freshness.

We like our pork fresh. We prefer to buy seafood while it's still alive.

This sort of fresh food has traditionally been bought in old-fashioned wet-markets, which are quite a sight if you're not used to them.

Let me put it this way....the hygiene leaves a lot to be desired. In recent years we noticed growing concerns about hygiene in wet-markets. Hong Kong people were becoming Westernised. A lot of them were happier shopping in Western-style supermarkets.

So what we did at PARKnSHOP was introduce the old-fashioned wet-market concept, with live seafood and so on....but with world class standards of hygiene.

And guess what? Our business expanded....and a lot of our customers don't bother shopping in wet-markets any more.

SLIDE 5: Fresh fish at PNS Superstore

Apart from the hygiene at superstores, another reason Hong Kong people buy their live seafood from us is that we literally look after it from the moment it's caught to the moment it's sold.

When our seafood arrives in Hong Kong it's kept in purified sea water holding tanks at our own Fresh Fish Centre (FFC) in Aberdeen.

We keep the fish healthy...and our customers can taste the difference.

So our sales go up.

The same goes for pork.

We know where every pig is farmed.

We insist our contracted farmers in China rear pigs according to international health and hygiene standards.

We have scientists checking our pork, and all the fresh fruit and vegetables we import from around the world.

The result?

We're the No 1 supermarket chain in Hong Kong.

And you should see the huge queues outside our latest Mega-Store in China, where we've just started expanding.

How did we achieve this?

By identifying a changing market.

Understanding what the public wants...and meeting demand.

Creative new ideas can sometimes be remarkably simple.

SLIDE 6: Manufacturing - Pow Wow/Watson's bottle

We don't just sell food, we sell water too.

Actually we sell both distilled water and spring water.

You'll find Watson's Water in homes and offices all over Hong Kong.

In fact, we've added minerals to distilled water to make it even more healthy.

You're starting to find our water all over Britain and Continental Europe now, as well.....it's called **Pow Wow**.

There's not much you can say about water.

But you can see for yourselves that we're not scared of creative branding to make our point.

Water brands are usually light blue or green colouredfor Pow Wow, we picked purple and blue instead.

Even our small carry-along bottles are visually exciting.

The new one in Hong Kong looks a bit like a bullet, doesn't it?

I'll explain a bit later how creative branding has become a feature of Hutchison.

But first let's look at what you may think is a boring side of our business.

SLIDE 7: Container terminal - HIT

Our ports.

Shipping has been the lifeblood of Hong Kong...and was our first major business.

It's keeps getting bigger and bigger.

From one operation in Hong Kong, HIT (Hongkong International Terminals) which is our flagship company, we have now become the largest private port operator in the world.

We run 30 ports in Asia, Europe, Africa and the Americas, including Felixtowe, Harwich and Thamesport. in Britain. We account for nearly half of imported container traffic to the U.S.

Why are we so successful? Because we're good at it.

But we didn't get there just by good luck.

From the start in Hong Kong, where space is limited, we've relied on the most advanced – and creative – technology to ensure traffic moves as efficiently as possible.

Our terminals have been computerised since the 1980s.

We developed our own fully integrated terminal management systems, with R&D experts and simulation models to optimise operations.

It may seem boring, but you'd be amazed if you knew how clock-work efficient and precisely these ports work.

Did you know the containers are stacked in ships exactly according to which ones are needed first on the dock of their first port of call? We call this our ship planning system.

The piles of containers in our container yard have been arranged so the ones on top are always the ones being moved away first.

We don't have to lift up six or eight containers to get to the one at the bottom!

It's like a perfectly organised wardrobe! And to beat us at our own game, our system is able to re-think and re-plan the entire arrangement in case the scenario changes, as when one of our customer ships decides to dock in late or depart earlier to catch up on lost time from another port.

And it's all down to the fact that we decided the future of port management would depend on IT.

In fact, our system has consistently been ahead of modern airport terminal operations.

We're still advancing today with security, which has become a major worldwide issue today.

Hutchison is also collaborating with the world's other major seaport operators over automated security technology for containers moving through the global supply chain through all major ports.

It's an international system for cargo security called "Smart and Secure Tradelanes", and Hutchison is helping to pioneer and fund it.

Once again, we're taking the creative initiative, using latest technologies to protect the safety and security of the world's sea ports.

But for brand creativity, how about this?

SLIDE 8: Orange

They said it was a lemon of an idea.

When we first started the service in the UK, a lot of people joked about our brand-name Orange.

I must admit, I also fell off my chair when our creative people suggested the name.

I had paid them so much money and they gave me an Orange!

But we went with it and the market soon realised that our brand was no joke.

Orange turned out to be user friendly and became the fastest growing mobile phone operator in UK.

The marketing experts even gave us a big award for advertising effectiveness!

SLIDE 9: "For creating a brand identity that captured consumers imaginations, allowing the company to take on its competitors in a short space of time even though it was a late entrant in the mobile market." - quote from The Institute of Practitioners in Advertising Effectiveness.

The marketing approach and image also added to shareholder value.

We eventually sold Orange for a record profit to fund our boldest step yet in telecoms.

SLIDE 10: "3"

We decided to move out of Orange and what they call second-generation telecoms or 2G to move into third-generation, or 3G, telecoms.

We want to lead the next generation and we see the future in 3G.

With the recent launch of our new brand **3**, Hutchison is now a world leader in third generation, mobile multimedia communications.

3 might seem as strange as Orange...in fact it came from the same team of people who came up with the Orange idea.

And, not surprisingly, the press is cynical.

They say we've dialled the wrong number.

But think about it.

It's a global brand, so using a number is perfect....it translates immediately and simply into any language.

Even Coca-Cola can't do that!

The associations with **3** are universal , too.....

Did you know that the earth is the 3rd planet from the Sun?

And for us in Hong Kong, **3**'s a lucky number in Chinese....

Take a look at this....

[Show film]

We're seriously predicting that one day people won't be able to imagine living without **3**.

3 can do so many things. I can't explain them all at once.

It's like broadband Internet in the palm of your hand – you'll even be able to watch Beckham score in the Premier League at the same time you talk to your boss !

In fact as you witness the gradual rollout of our exciting and innovative **3** services, you will see, as I have said before, lively and original ideas are very much a great part of the Hutchison DNA.

SLIDE 11: Hutchison Logo

Well, I could go on all day about our company.....

About our culture of adaptability and flexibility.

About our creativity – we are a company that does things differently.

We were the only ones to have sold our 2G business to enter into 3G.

When it comes to seizing opportunities, we are prepared to invest where others fear to go....as we've done with a number of new ports recently in countries like Korea, Mexico and Malaysia.

Nobody wanted Global Crossing either when it went into Chapter 11 in the United States – and we were the first serious bidders.

When we needed to raise enough to pay for the land premium on the new Cheung Kong Centre in Central, you know what we did?

We “took out” the car parking space in our property developments and sold them separately!

For a million Hong Kong dollars, or nearly a hundred thousand pounds, per space!

These and many more are all creative ways that we go about our business.

And they all contribute to making our company what it is today.

But in the end I suppose it's for others to judge.

We've been called one of the most successful conglomerates of our time.

But one comment I read, in a financial magazine, I thought was particularly apt.

They said we command the clout of a corporate giant, but act with the nimbleness of an upstart entrepreneur.

And we achieve this by having faith in the creativity of our people.

Our top managers get a free reign to run the companies according to this broad philosophy.

And yes, they are actively encouraged to be creative...to think and do things differently.

To think outside the box.

生意 is our Hong Kong way of saying it.....**creativity** is your British way of saying it.

To us, they both just make plain business sense.

Thank you very much for inviting me.

- Ends -