



# Sphere

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INTERNATIONAL JOURNAL OF THE  
CK HUTCHISON GROUP



## DISCOVER CK HUTCHISON

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Sphere Magazine #38  
July 2015

**Cover Illustration**  
By Don Mak

Our avatar surveys the world of CK Hutchison. From ports and telecommunications firms to retail, energy and infrastructure, our Group and our people span the globe. The CKHH lens helps to show things in sharp relief and also reveals opportunities and a bright future.

**“Without continual growth and progress, such words as improvement, achievement, and success have no meaning.” — Benjamin Franklin**

W E L C O M E

## ONWARDS AND UPWARDS!

At CK Hutchison, there is no shortage of progress and growth to rob meaning from our achievement and success. This is evident in the breadth of the Group which surprises even our veterans of decades who are amazed to discover new lines of business, new scientific breakthroughs and new humanitarian efforts. You can discover the same in our overview of the Group in this issue of *Sphere*.

Benjamin Franklin, the American Founding Father, inventor, author, statesman and scientist, would have appreciated the progress of women in the private sector — trailblazers in engineering and international relations, just like him. Unlike him, however, they have succeeded in career paths not traditionally welcoming to their gender. *Sphere* looks at their breakthrough stories.

While Franklin served as a young printer in London and as ambassador to Paris, he might have enjoyed a trip to Sweden to enjoy hobnobbing with the innovative engineers of 3 Sweden’s 3Labs, who

have his insatiable curiosity and thirst for experimentation.

The travelling diplomat Franklin would definitely have partnered with Hutchison Travel to make his international jaunts. The company — formerly known as Hutchison-Priceline — wants you to know that they want to work with you, the CK Hutchison family, given their new freedom to do business around the world. Growth and progress are at the top of their agenda as they go global with their new brand.

Old and new brands of wine are making inroads into China as its wine industry expands at a stunning rate. Watson’s Wine’s success in educating China on the old world wine culture is also helping modern China to establish its own wine culture. It is that kind of past achievement and success that is supporting the future growth and progress of CK Hutchison people and companies. Onwards and upwards! □

 CK HUTCHISON HOLDINGS LIMITED

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### **3Labs - Impactful Innovation**

At 3 Sweden, a monthly event allowing staff to take a full day to work on whatever they like has become part of the culture and has brought about a positive impact on its operations.

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## COVER STORY

# DISCOVER CK HUTCHISON

**From the green pastures of New Zealand to the radio waves of Sweden and the ports of Tanzania, CK Hutchison's services are found all over the world. Join us on a global journey through the vast operations of the Group.**



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ENTERPRISE FEATURE

**Strong Brew: Women Rising**

Even in the modern world, some professions are still male-dominated. A look at some women leading their industries and breaking new ground in non-traditional careers within the Group.



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RETAIL FOCUS

**Elevating Wine Culture in China**

Having become one of the fastest-growing markets for wine, China is still learning what wine to pair with sweet and sour pork. Watson's Wine is here to help.



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TRAVEL FOCUS

**Hutchison Travel:  
The Next Voyage**

The newly rebranded Hutchison Travel has an ambitious plan to expand its business across the globe. It will thrill consumers and the CK Hutchison family alike.



## Let's celebrate

A S Watson Group (ASW) recently marked celebratory milestones in Taiwan, The Netherlands and Poland. Watsons Taiwan unveiled its 500th store in Ximending, a popular district with Taipei's Gen Y customers. ICI PARIS XL opened its 300th store, in the Dutch town of Wijchen, where it aspires to offer greater interaction and a heightened shopping experience to appeal to young customers. Looking to the East, Rossmann Poland launched its 1,000th store, in Warsaw. 恭喜, Gefeliciteerd and Gratulacje!

TELECOMS

### HGC MINING DATA - AND GOLD

HGC Cloud Audience Analytics, Hutchison Global Communications' innovative analytic tool, was awarded the "Best Smart Hong Kong Gold Award" for Big Data at the Hong Kong ICT Awards hosted by the Office of the Government Chief Information Officer.



### AHEAD OF THE PACK WITH FLEXI PASS

Hong Kong is known for speed and style. 3 Hong Kong delivers both, making sure its customers have the most up-to-date and stylish smartphones with "Flexi Pass". A first in Hong Kong, Flexi Pass allows customers to return an old smartphone, upgrade to the latest model and even terminate the old contract for a nominal fee.



### HUTCH CONNECT CONNECTS THE WORLD

Hutch Sri Lanka's new IDD/roaming App "Hutch Connect" enables customers to call any overseas number at up to 40 per cent savings while *not* requiring the receiving party to have the same App. A 'must pack' item for Sri Lanka travellers going overseas!



### YES I CAN!

The pursuit of excellence and exemplary sportsmanship were in the spotlight as the ASW Hong Kong Student Sports Awards (HKSSA) celebrated its 10th anniversary. The annual theme of "Yes I can!" reflected the aim of developing a generation of young people who live an active and positive lifestyle. With the participation of more than 85 per cent of schools in Hong Kong, HKSSA presented honours to a record-breaking 941 student sports elites.



### HAPPY 35 YEARS!

Trepleister, The Netherlands' fastest-growing health and beauty retailer for the past two years, is celebrating its 35th anniversary. The neighbourhood drugstore is widely praised for its warm customer service, which is an impressive feat given that they serve more than half a million customers a week.



**E N E R G Y**

## Rush Lake's first oil

Only two years after the Rush Lake project was sanctioned, it has 'rushed' to produce its first oil. Lit up like a firefly on the Saskatchewan prairies, it is part of the company's moves deploying low-risk, modular construction templates and thermal technologies that allow for solid returns even in a low oil price environment. The 10,000-barrel-per-day development is expected to reach its nameplate production capacity around the end of 2015.

### A ROSE FOR JEANNE D'ARC

Husky Energy successfully implemented the South White Rose subsea satellite tieback - a means of connecting new oilfields to existing oil extraction infrastructure - to extend the life of White Rose oil field and maximise efficient use of the SeaRose FPSO (floating production, storage, and offloading) vessel. Smart use of new connecting technologies is extending the life of current projects in the Jeanne d'Arc Basin and offsetting natural declines in production in the region to max out production at 15,000 barrels a day.

**Only two years after the Rush Lake project was sanctioned, it has 'rushed' to produce its first oil.**

**O T H E R S**

### READY TO SERVE AUSTRALIAN FARMING

Accensi, a CK Life Sciences wholly-owned subsidiary, opened its AUD20 million facility in Lara, Geelong, in Australia in May. The company is the largest independent toll manufacturer of crop protection products in Australia. The new facility will be a boon to the creation of sustainable jobs in the region.



**T E L E C O M S**

### 3PLUS PARTIES ON

3 Ireland has launched a new customer loyalty programme called 3Plus. Customers get exclusive access to the country's leading festivals and concerts with pre-sale tickets available for purchase 48 hours before public release. Furthermore, 3Plus will make available "money-can't-buy experiences" for rugby and football events as well as offers from top Irish brands.



### 3 ITALIA @ EXPO MILANO 2015

At Expo Milano 2015, look for 3 Italia! The telecom company has its own booth at the China Corporate United Pavilion and is supporting their staff with Wi-Fi access to highlight their partnership with the Chinese business community. In addition, 3 Italia is the official technical partner for the associated event Aque Venezia, offering Aque staff smartphones and tablets for more efficient service support.

## PORTS

### Millions and millions: Maximum milestones

On 30 April, Internacional de Contenedores Asociados de Veracruz in Mexico handled its 10 millionth TEU during a call from Hamburg Süd's vessel the *Cap Ines*.

And on 27 March, Ningbo Beilun International Container Terminals in China received and delivered its 25 millionth TEU since beginning operations in 2001.



## TELECOMS

### SMARTPHONES CAN MEAN SMART PEOPLE

**3** Ireland has entered into a three-year charity partnership with Virtual Community College. This online and mobile education initiative empowers young people in the Emerald Isle with an aim to eradicate poverty and social inequality by making education more accessible through the use of mobile devices. Over 1,000 students from disadvantaged backgrounds are expected to benefit.

### 'ROSK' ON! AND SHARE WITH THE WORLD

**3** Denmark signed a two-year partnership with Roskilde Festival, the biggest and most popular festival in Northern Europe. More than 125,000 international music lovers will be able to top up their **3** prepaid SIM cards at 13 reloading stations during the festival. It is expected up to 175,000 credit top-ups will be made so that Roskilders can share the festival with the world.



## OTHERS

### GAMECO'S GAME IN 2015

GAMECO has had a great start to 2015. The company received the "AAA Harmonious Labour Relationship Enterprise" award from the Guangzhou city government, commending their good relations with employees and local unions. Happy employees get great results. GAMECO ascended into the "Top 10 Airframe MRO (Maintenance, Repair and Overhaul)" organisations globally as awarded by *Aviation Magazine*. Even better, the company was nominated as one of the best four companies in the world for "Best Airframe MRO" in this year's ATE&M award ceremony in London, the "Oscars" of aircraft maintenance and repair. Keep up your game, GAMECO!

### ASIA'S FIRST GLOBAL WINNER

Hutchison Logistics Services Limited (HLS) was the first Asian recipient of the "Best Regional Distribution Centre Award" at the BMW Global Logistics Conference in Munich, Germany. The Global Logistics competition sees 45 warehouse logistics partners around the world awarded points for performance on their KPIs, an index of efficiency and cost control, and results in customer satisfaction survey scores. This year, HLS, operator of the BMW Foshan facility, came out on top, the first-ever winner from Asia! Congratulations to HLS!



Credit: GAMECO colleague, Xin Xin

## We care

In March, 122 Cheung Kong Group companies were awarded the title of Caring Company by the Hong Kong Council of Social Service. A fine example of this caring is a recent event where volunteers worked as crew members to educate the public and raise awareness for dementia care in Hong Kong. The Cheung Kong Group comprises CK Hutchison, Cheung Kong Property and their subsidiaries.



### WARM HUBS, WARM HEARTS

Northern Gas Networks, a Cheung Kong Infrastructure (CKI) member company, has joined local partners to launch the “Warm Hubs” scheme in the UK. Fuel poverty has been identified as a major community challenge. This project provides a place for warmth, hot meals and socialising for vulnerable locals in conjunction with the National Health Service and charities like Age UK and Community Action Northumberland.

### CORE N VAC REVOLUTIONISING GAS LEAK DETECTION

The “2015 Gas Industry Innovation Awards” saw the judges enthusiastic about Northern Gas Networks’ Core n Vac technology, which is used in conjunction with its acoustic camera to revolutionise the way gas leaks are located and repaired. Using technology from outside the industry to develop a whole new technique has led to reduced disruption to the public in repair works on roadways.

### THE WINNING FORMULA: CARING

Construction sites can be a pain for anyone living and working around them. The Considerate Constructors Scheme National Site award recognises firms particularly considerate of “local neighbourhoods and the public, the workforce, and the environment” in their building work. This year, two awards (a Silver and Bronze) went to Northern Gas Networks for their caring ways at two of their projects in Victoria Place, Carlisle and in Bishop Auckland.

Caring for customers is what netted the company two prestigious Institute of Customer Service 2015 Customer Satisfaction Awards – the “InMoment Customer Commitment Award” and the “Quality Service Provider Award”.



### ABBERTON SCHEME OFFICIALLY LAUNCHES

The Abberton Scheme, an expansion of CKI’s Essex & Suffolk Water-owned reservoir, was graced at its launch by Sir David Attenborough. The reservoir now holds an immense 41 billion litres – a 58 per cent expansion. This GBP 150 million project provides an enormous increase in water capacity and created more than 200 hectares of habitat for important wildlife.

ADVANCEMENT

3LABS =

INNOVATION



3

**Labs has begun!**  
With that announcement,  
the monthly innovation  
whirlwind kicks off at  
**3 Sweden.**

3Labs, also known as **3** Sweden's company-wide innovative event, allows participants to take a day from work to collaborate with anyone they want and work on anything they want, however they want.

The rules are simple enough: their projects must be related to the business operations of **3** Sweden, and the teams must share their results the next day. Sonia Ling, IT Project Manager and member of the team known as the 3Labs Crew, says, "The whole idea is to try out something you believe is good, work on it for one day, and receive feedback on its merits. The key is, you challenge yourself, you share your results, and everyone's a winner."

The day after the innovative event, a 'marketplace' is set up in a conference room, where each 3Labs team demonstrates their innovative solutions. Visitors are given three Lego blocks each as they enter, which they use to vote for their favourite demonstration. After the visitors cast their votes, the team with the highest stack of Lego blocks wins. Not only does the team keep the trophy until the next event, but their idea also has a chance of being implemented in the daily

operations of the company and to have a hugely positive impact.

#### HUMBLE BEGINNINGS

3Labs started off with the IT department contemplating how they could achieve **3** Sweden's vision - "Mobil kommunikation på kundens villkor" which translates as "Mobile communication on the customer's terms".

"We knew what we wanted to achieve and whom it would involve, but the 'how' was a work in progress. Someone within the IT department mentioned 'hackathons' (events where computer programmers collaborate on software projects over a very short time), where staff would be given the time and space to work on ideas they are passionate about. After management agreed to give it a go - with some ground rules - we pulled out the parts of the process that would apply to the company, and created 3Labs," says Ms Ling.

"We want to be Sweden's best IT department and that requires room for new ideas and innovation. It's about smart, small changes, new technologies, or completely different ways of doing things," says Ms Ling. 3Labs provides the environment and the people make it happen.

"It began as an initiative to boost innovation within the IT department," she continues. Today it is a cross-department

Every time 3Labs is held, an effort is made to transform the space into a hub of excitement and limitless possibilities.



3Labs welcomes staff from across the company to work either as individuals, or together in large groups, to collaborate and innovate.

## Product lead times cut from six months to two weeks.

event where people from IT, Network, Product, Operations, Marketing, Customer Service and Digital Channels come to collaborate. "We didn't anticipate this becoming a company-wide event. But that is exactly what it is today. 3Labs has become an event for anyone at 3 Sweden."

### SERIOUS BUSINESS

Over the past two-and-a-half years, 3Labs has generated over 140 innovations. These ideas vary from trying out a new tool, system or platform, to delivering new apps, test-automation suites and operations management. Some have been implemented to help make the operations of 3 Sweden much more efficient and productive. One example is 3Agile Architecture Visualisation, a web-based tool for visualising the company's systems integrations and architecture in a more interactive way.

Other good prospects are in the pipeline and will undergo planning and other

preparatory work. A potential mobile app that has come out of 3Labs will ideally tell customers the state of their mobile device's Internet service, including performance features such as speed and reception.

But what if some of the ideas coming out are failures? Ms Ling replies, "There are no failures with 3Labs. Only challenges. Everyone's a winner, and by working with ideas, we disrupt and cause paradigm shifts in the pattern of our thinking, allowing us to be more creative. Just being a part of 3Labs is a success."

### BRIGHT FUTURE

The success of the programme is due to its dedicated 3Labs Crew, the backing from the management team and all the staff who have taken part in the event. "Together, we have built the spirit of 3Labs," says Ms Ling.

The hard part comes next. "Our work in embedding the spirit deeper into 3 Sweden's culture has just begun," says Ms Ling. "But the 3Labs Crew is up to the challenge and we see a future where the numbers of both the participants and the Crew will continue to grow."

3Labs has pushed, and continues to push, 3 Sweden. Lots of ideas have come out of it. More importantly, its spirit – experimentation and innovation – has become part of 3 Sweden's future. □

### GETTING GRAPHIC: 3AGILE ARCHITECTURE VISUALISATION

Out of the innovative kitchen of 3Labs came a game-changing application – 3Agile Architecture Visualisation has changed and improved the company's way of working.

### AND SO IT WAS BORN

3 Sweden's IT department designs software to facilitate the company's business workflow, and these software systems depend on smooth interactions with one another to function. As these intertwined systems continued to grow, it became increasingly difficult to track how they were connected to one another, and in which part of the business chain they were involved.

3Labs was the perfect place to find a solution.

The idea was simple: Visualise the ecology of the systems in the form of a graph so that a user can see how all these systems are connected to one another.

### PICTURE-PERFECT

The 3Agile Architecture Visualisation tool does just that. The tool provides a graphical view of which systems are involved in the business flow and in which subset of the integration each system is used.

### VERSATILE

Born out of 3Labs, the application has dramatically improved productivity, helping 3 Sweden to work faster, and smarter.

The tool allows business analysts, architects, developers, testers and operations support to efficiently visualise – and subsequently identify – business requirements to fulfil and problems to solve.

In the past three years, 3 Sweden has consistently cut down the time needed to deliver new products. The team reduced its lead time for new product release from six months to two months, and is now on the verge of cutting the delivery time further to an amazing two weeks. An impressive feat, in which 3Labs has definitely played its part.

# DISCOVER CK HUTCHISON

With the evolution of Cheung Kong and Hutchison into the new CK Hutchison Holdings Limited, it is a great time to discover more about the Group. From the UK to New Zealand, the Group's footprint can be found on every continent except Antarctica.



NUMBER OF COUNTRIES: **50+**

GLOBAL STAFF: **270,000**

**H**ow well do you know the Group? Let us take you on a journey through the latitudes and longitudes of CK Hutchison's operations. Ports, retail, energy, infrastructure, telecommunications, and many other parts of the Group that add to its legendary status are here for you to discover.

## OPERATING COUNTRIES

### PORTS



26

### RETAIL



21

### ENERGY



4

### TELECOMS



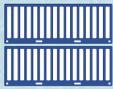
11

### INFRASTRUCTURE



8

**2.6**  
TEUs  
OF CARGO HANDLED



**333**  
STROKES  
BY OIL PUMPS



**21,678** LITRES  
OF DRINKING  
QUALITY WATER  
SUPPLIED



**20**  
GBs  
OF DATA USED ON  
3 EUROPE'S NETWORKS



**148**  
PRODUCTS SOLD



## HAPPY CUSTOMERS

**1,577**  
million  
**GLOBAL**  
CUSTOMERS

MYHUSKY  
LOYALTY  
MEMBERS



1  
million

UTILITIES  
CUSTOMERS



38  
million

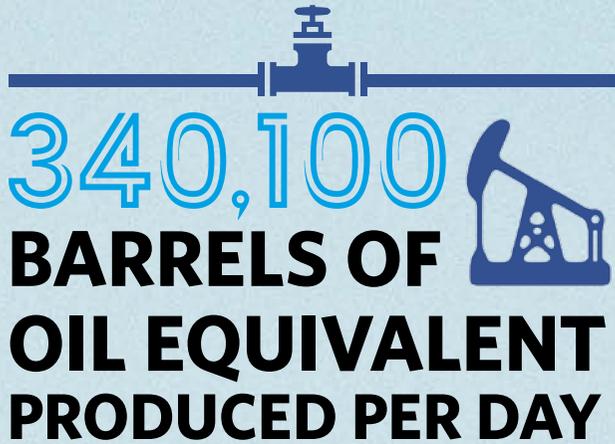
**82**  
million  
TELECOM  
CUSTOMERS



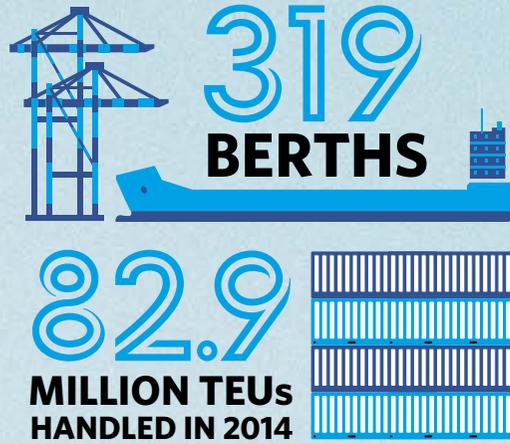
**1,456**  
million

**RETAIL**  
CUSTOMERS

ENERGY: POWER TO THE PEOPLE



PARAMOUNT IN PORTS



INFRASTRUCTURE: ESSENTIAL UTILITIES



GLOBAL RETAILER



TELECOMMUNICATIONS:  
CONNECT THE DOTS

FIBRE-OPTIC CABLES

IN HONG KONG

**1,400,000KM**





**CANADA**

**UNITED STATES OF AMERICA**

**MEXICO**

**PANAMA**





**THE BAHAMAS**



**ARGENTINA**



**PORTUGAL**



**FRANCE**



**LUXEMBOURG**



**SWITZERLAND**



**IRELAND**



**UNITED KINGDOM**



**THE NETHERLANDS**



**BELGIUM**



**AUSTRIA**



**GERMANY**



**DENMARK**



**MOROCCO**





**SWEDEN**



**LITHUANIA**



**LATVIA**



**POLAND**



**CZECH REPUBLIC**



**SLOVAKIA**



**HUNGARY**



**UKRAINE**



**ITALY**



**ROMANIA**



**TURKEY**



**ALBANIA**



**ISRAEL**



**UNITED ARAB EMIRATES**



**PAKISTAN**



**EGYPT**



**SAUDI ARABIA**



**OMAN**



**MYANMAR**



**SRI LANKA**



**TANZANIA**



**RUSSIA**



**MAINLAND CHINA**



**SOUTH KOREA**



**HONG KONG**



**MACAU**



**TAIWAN**



**VIETNAM**



**THE PHILIPPINES**



**THAILAND**



**MALAYSIA**



**SINGAPORE**



**INDONESIA**



**AUSTRALIA**



**NEW ZEALAND**



- PORTS**
- RETAIL**
- INFRASTRUCTURE**
- ENERGY**
- TELECOMMUNICATIONS**
- OTHER INVESTMENTS**

ACHIEVEMENT

# Strong Brew:

## WOMEN RISING

Eleanor Roosevelt was a fantastically accomplished woman who represented her country at the United Nations and fought for the rights of women, minorities and refugees on the American and world stage. For all that, she is probably still best remembered as the longest serving First Lady of the United States. She accomplished many of her greatest achievements after her husband passed away, but the bias towards putting men in the spotlight persists from her time into ours.

**"A woman is like a tea bag —  
you can't tell how strong she is  
until you put her in hot water."**

Eleanor Roosevelt,  
Politician, diplomat and feminist activist

**W**

omen are rising above that ancient bias and coming into the spotlight in different businesses and industries around the globe. *Sphere*

takes a look at a top-notch scientist, two accomplished engineers and a former top cop turned security expert, all of whom are succeeding in the Group.

**TOP COP**

Denise Tynes was tested in hot water during her career in law enforcement and security in the tropics. She now presides over the Security Department of Freeport Container Port (FCP), Freeport Harbour Company Limited and the Grand Bahama Airport Company.

Her prominent background as the first female Inspector, first female Forensic Scientist and first female Deputy Commander in the history of the Drug Enforcement Unit of the Royal Bahamas Police Force (RBPF) means that she has no problem dealing with the toughest law enforcement officials and criminals that regularly cross her path. Nowadays, she

softens her former official police-style mannerisms to match her current job. As soon as she arrived at FCP, events from years before began to transform the security profession forever.

Shortly after she joined the Group in 2004, the US government's Transportation Security Administration and the International Maritime Organization worked their way through to determining new security upgrades that would be required for port and airport operators in the wake of the 9-11 bombings in America.

The implementation of new protocols was a demanding task, requiring a great deal of rapid institutional change. Ms Tynes' strong character, built during her time in the RBPF, helped her to bring the new procedures and equipment online in record time.

Her discipline, eye for detail and deep understanding of international security norms and local conditions enabled her to execute the implementation in short order. Her skills and experience served her well, and she successfully adapted her management style to work alongside private sector colleagues.

**SPEAK UP**

One thing she did demand while serving as a police officer was respect for the role.

"Anytime I was in a situation where I wasn't being treated fairly, I pointed it out, bringing the focus back to respect for the title and position, not the gender."

**"Focus on respect for the title and position, not the gender."**

Denise Tynes, Head of Security, Freeport Container Port



She was able to earn the respect of her peers by "demonstrating the ability to deal with tough situations with confidence and grace, having a 'learning attitude' ... being humble, direct, self-motivating, taking myself seriously and, most of all, by loving what I do." Ms Tynes told *Sphere* how she rose through the ranks in the RBPF despite the fact that women were rarely seen. At FCP, however, change is afoot.

Asked how she arrived at her current role in the top job in the industry, she answers, "By standing by my decisions and my work, not being afraid to speak my mind, not being afraid of failure, asking for help when I needed it, being a team player and just being myself." Ms Tynes has high praise for the company's policy of rewarding good performers and ensuring that gender is never a barrier to advancement.





### TREMENDOUS SUPPORT

The discipline and focus needed in law enforcement also serves those working in the rough-and-tumble world of mining, oil and gas. In Canada's far north, Elaine Honsberger is the top scientist at Husky Energy, arriving there after a successful career working in the field, labs and boardrooms in the US and Canada.

Ms Honsberger became the Chief Geophysicist at Husky Energy after earning the respect of her peers in the industry. According to her former colleagues, it's her relentless work ethic, sharp intellect, team spirit and sense of humour that has helped her rise through industry giants including Encana, Enerplus and Shell Canada. While she started her career in mining, she made the switch to oil and gas in the 1980s and never looked back. She joined Husky Energy two years ago.

"I really like the fact that when you are in the energy and mining industry, it's really about us changing the world. We change the world and we find energy to keep people alive," she says.

It was the collaborative environment in Husky Energy that attracted her and she found that the company provides 'tremendous support' for women.

"The company recognises that they have very few female leaders and they have stepped up their support for building the skills in women who have the potential to be leaders," says Ms Honsberger. "I have really benefited and feel very privileged

**"Work hard, be confident and ask for what you want."**

Elaine Honsberger,  
Chief Geophysicist of Husky Energy

to be a leader at Husky Energy. They have provided me with all kinds of opportunities for training and learning. I have a mentor and a coach. Plus I can work with a network of similar leaders in the organisation where we can learn from each other."

There is even a Women's Leadership Network programme at Husky Energy to connect female staff with leaders. Ms Honsberger herself is a mentor to young men and women both within and outside the company. She has also been a member of the Board for the Association of Professional Engineers and Geoscientists of Alberta, and the Canadian Society of Exploration Geophysicists. It was this board experience that helped build her early leadership skills and gave her the confidence to fulfil her career aspirations in the energy sector.

Rocky times have been the best times for Elaine Honsberger.



### SOMETIMES YOU HAVE TO ASK

Ms Honsberger is zealous in describing her job and industry activities but she stresses that, as a woman, being passionate about your job is not enough to advance.

"Sometimes, as women we become overly focused on doing really good work and forget to build our network," she explains. "Another mistake women make is that we sit at our desk, and hope that someone will notice we are doing great work. But typically, it is the men who will move forward and ask for promotion and ask for more challenging or better positions, while women hope that someone will come and ask them. So sometimes we get left behind."

Ms Honsberger adds, "For women, if we feel we are coming in at a disadvantage, the very important first step is to build people's faith in our competency. Whether male or female, we have to prove that we are good at what we do." The advice she gives to young women entering Roosevelt's 'hot water' is to "work hard, be confident and ask for what you want."

### NEXT GEN

Sometimes that confidence is earned during a long career. It can also be nurtured from a very young age. Alfreda Ng's bonding with Hongkong Electric Company Limited (HK Electric) started before she could walk.



Field work is women's work too in the high-tech electrical engineering business.

When she was small, Ms Ng was fascinated by machinery and electronics and loved to dismantle broken things and discover what had gone wrong. She didn't grow up playing with Barbie dolls but preferred model cars. She volunteered to help her father chop firewood, renovate their basement and even to fix the toilet when she was small. In all these interests, she received the unstinting support of her father, a passionate architect at HK Electric before the family moved to Canada in the mid-1980s.

She grew up on a steady diet of HK Electric and other engineering stories recounted by her father and his colleagues. She chose to study Electrical Engineering at the University of Toronto, and then decided to return to Hong Kong and join

HK Electric. Her father was very supportive at every step and even asked his friends working in the industry to offer career advice. "I want to follow in my father's footsteps," Ms Ng says.

Follow she has. Today, Ms Ng is a Protection Engineer at HK Electric, responsible for the design, commissioning and maintenance of the protection system which safeguards the electricity transmission and distribution network. If a cable or transformer breaks down, the protection system will detect the fault and signal the circuit breaker to isolate it to keep the remaining network functioning.

She started in the Transmission and Distribution Division/ Technical Services Department after completing the company's graduate trainee programme. She was the only female operations staff member in the department and remains so today. However, she never felt uneasy in an all-male-environment. She became accustomed to being 'surrounded by boys', as she was when studying at the University of Toronto. She was among the few women who studied Electrical Engineering and has made more male than female friends over the course of a lifetime.

Ms Ng sensed a little bit of doubt from some of the veterans when she first joined the company. There was a sense of uncertainty as to whether a woman could do the job properly. "They didn't say it, but I could feel it," she recalls. Trying to prove herself, she doubled her efforts at work and successfully earned the respect of her seniors and colleagues alike.

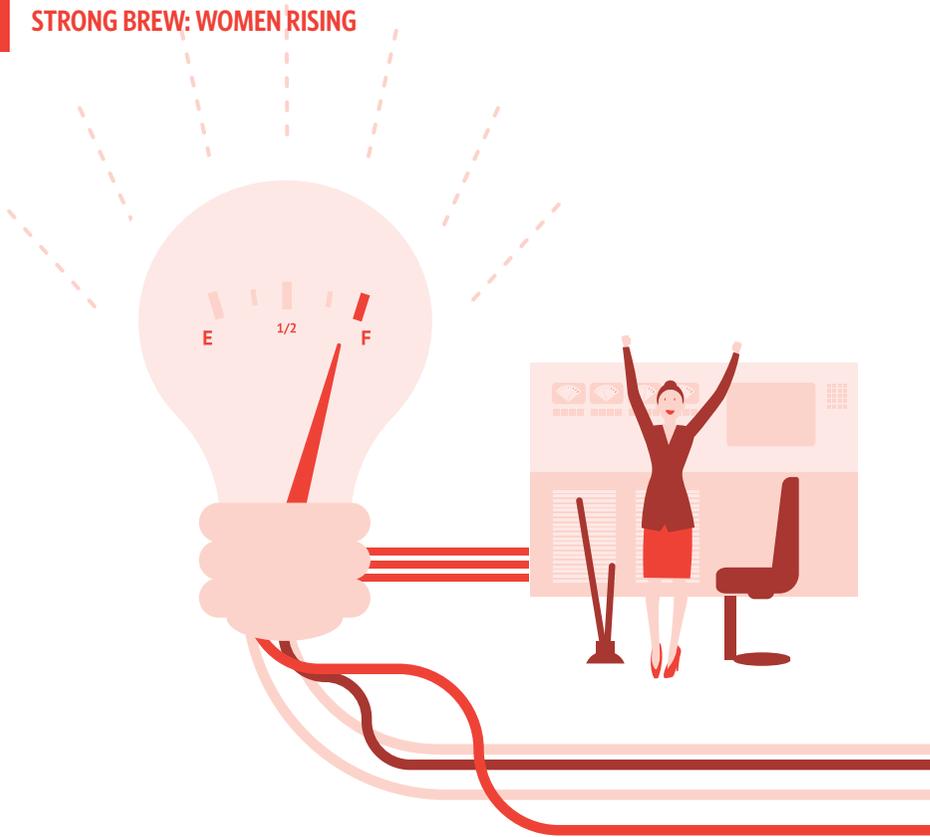
She easily blended into the team and claims that it is "nothing special" being the only woman in the team or being the only female manager in the department, and she puts this down to a good team spirit.

#### OFFICE AND FIELD

One challenge for women can be the field work. Before she was promoted to managerial level, she used to spend half of each day at worksites hauling heavy gear in stifflingly hot temperatures. While building a primary substation, it took her around 20 minutes to climb up stairs to the ninth floor where her workplace was. The expansive ceilings meant the nine floors were actually equivalent to more than 20 stories in a normal building. All this while sharing the weight of carrying a 'test set' that weighed the equivalent of two to three bags of rice (about 15 kg).

Fortunately, Ms Ng didn't let the hard work faze her. "I am easy-going and outgoing, and I am able to do a job that I like, so I'm not bothered by all these challenges."

Another challenge she took on is an achievement that stands today. She directed the implementation of the protection system for a new primary substation in the heart of Hong Kong's busy and power-hungry Wan Chai District. It also serves the 'Wall



Street of Hong Kong', the Central District. For the stability of Asia's premier financial market, the reliable supply of electricity is of paramount concern. For three years from the design stage to commissioning, she led a team working long hours to ensure that financial activities would remain robust and not be threatened by electricity failure. While the task was challenging, she remembers the project fondly as the team spirit was high and Ms Ng established a close rapport with her team. Her dedication in the field served her well and Central and Wan Chai are still the districts lit up 24-7, giving Hong Kong its reputation as the city that never sleeps.

#### AIRPLANE WINGS, NOT FAIRY WINGS

Engineering fathers aren't the only source of inspiration. For Mayy Du, growing up in Guangxi province, it was the stories told by an ex-Chinese People's Liberation Army air force pilot, her neighbour, which captivated the child's imagination. Ms Du traded in a little girl's dreams of fairy wings for real aircraft wings and pursued a Bachelor's degree in Instruments and Equipment at Nanjing University of Astronautics and Aeronautics. In a still-conservative society, her parents were concerned about her decision, but supported her in following her dream of working in aeronautics. "If other people can do it, so can I," she told her parents.

### "I want to follow in my father's footsteps."

Alfreda Ng,  
Protection Engineer of HK Electric

Ms Du joined Guangzhou Aircraft Maintenance Engineering Co Ltd (GAMECO) after she graduated and started her career as an Avionics Mechanic working in the component repairs section. She later became a Senior Reliability Analyst, then an Electronics Engineer and is now a manager in the Software Development and Management Section in the Engineering Department.

As a woman in an industry dominated by men, she was never overtly discriminated against. However, there was a time when she felt her colleagues from other departments questioned her abilities as they thought she knew little about their jobs. "I could feel it from their attitude and the way they talked."



Ms Du set out to show her colleagues that she was a true professional, spending extra hours learning about every aspect of not only her job, but of those of the people around her. "I try to learn, observe and understand as much as possible," she says.

#### ON WOMEN AS ENGINEERS

After getting past the hurdle of convincing her colleagues that she was every bit their equal, people began to see what she could really do.

"If you don't mind working hard and taking on the same technical tasks as men, women are well-suited to this kind of work." Ms Du even believes that women can be better engineers than men.



Mayy Du shows her colleagues how it's done in modern aviation.

"Women are more attentive to details and are more thoughtful," she says. Engineering requires its practitioners to be earnest, detail-oriented and responsible. She believes women fit the bill, giving them an advantage in engineering work.

Training is another crucial factor in an engineer's career advancement. Ms Du says she owes her success to the company's policy which offers the same training opportunity to men and women alike. Early on in her career, when training resources were scarce, Ms Du was chosen three times to be trained at the headquarters of both Boeing and Airbus. Now, as the company expands its in-house training programme, more women workers in GAMECO will benefit from it.

What happens at work is, of course, important to how a career progresses. However, anyone with even a little life experience knows that one's personal life can throw the best-laid plans off track.

**DUTY: FAMILY VERSUS WORK**  
Ms Du believes the most challenging part of being a female engineer is to strike a balance between work and family. Two

**"Women are more attentive to details and are more thoughtful."**

Mayy Du,  
Manager, Software Development  
and Management Section, GAMECO

years ago, her mother was hospitalised because of cancer and she had to take days off to provide care. There was no one to replace her at such short notice on a new project she had only just begun.

Ms Du managed to communicate with her team from the hospital through emails and phone calls. "Everyone talks about work-family balance but, inevitably, we have to make sacrifices." When she faces a dilemma, she opts for the choice with the most urgent demands, meaning that sometimes work will come

before family. But there are times when family cannot be denied. Fortunately, her superiors and colleagues rose to the occasion, working closely with her and accommodating the difficult situation she found herself in.

**STRONG BREW**  
Across the Group, women are taking top positions and proving their value in sectors traditionally dominated by men. They haven't done so by ignoring reality, but by tackling it head-on. Their strength, even when in hot water, has shown their worth. The Group has a commitment to ensuring that gender should never be a barrier to success. As staff across all levels support their colleagues, irrespective of gender, the Group will continue to be a place where determination, teamwork and commitment are rewarded. ■

## CULTURE

# ELEVATING WINE CULTURE IN CHINA

With the massive Mainland China market growing rapidly, it's easy to forget that some tastes in the middle kingdom have only been acquired in the last decade, and none more so than a taste for wine. According to a survey conducted by International Wine and Spirit Research in 2013, the Mainland market consumed 158 million nine-litre cases of all types of wines, making it the fifth-largest consumer of wine in general. With every cork that pops, Watson's Wine is growing alongside the Mainland's taste for the great gift of the vine.





Credit: Kwan Cheuk Heen, Harbour Grand Hong Kong

**T**he more sophisticated markets in Europe and North America have had centuries to learn the nuances of wine culture. The Mainland on the other hand, has done it overnight.

#### **VOTRE SOMMELIER: MONSIEUR WATSON**

Since its entrance into the Mainland market in 2007, Watson's Wine has contributed to building wine culture. In that time, Chinese consumers have evolved dramatically in terms of their preferences and knowledge of wine. A generation of cultured consumers has emerged, hungry for a better experience and thirsty for pristine wines.

Watson's Wine in China has worked through different channels to educate and empower consumers to make more sophisticated choices when it comes to picking wine. This includes retail stores, on-trade (hotels, restaurants, cafés, bars, clubs), off-trade (super/hypermarkets, convenience stores), wholesalers and e-commerce. "We work with our trade partners including hoteliers and restaurateurs to provide tailored wine selections to meet their customer needs," says Johnny Lai, General Manager of Watson's Wine China. "We also support our wholesalers and other trade partners with professional wine training and recommendations to meet the needs of each type of end consumer."

Their efforts seem to be paying off. While less expensive domestically produced wine still takes up the lion's share of the market, demand for better quality imported wines has been increasing rapidly. "There has been a big increase in entry-level everyday wine consumption," says Mr Lai, indicating the switch to a more private consumption-driven market.

#### **FOOD AND WINE PAIRING**

An important topic on which Watson's Wine has helped educate consumers on is wine pairing. Matching wine with Western food is well established and well-documented: You select a white wine to pair with Western-style seafood, or a red wine to go with a red-meat dish. But what about Chinese cooking?

"The huge variety of different cooking styles across China requires more knowledge of the dish rather than just what ingredients are used," says Mr Lai. For example, a light red wine will be selected to pair with Shanghai-style fried crab with rice cake in heavy sauce. Or a low acidity, sweet rosé or white wine to go with a Sichuan-style poached beef in chilli soup, rather than the traditional matching of a red wine with red meat. "We need to consider more factors when we do wine pairing to match the more diverse and complex flavours of Chinese food," continues Mr Lai.

It is not just the cooking method that differentiates Chinese cuisine from the traditional food and wine-pairing culture. The Chinese market for wines also typically distinguishes between first-tier (e.g. Shanghai, Beijing, Guangzhou), second-tier (e.g. Changsha, Wuhan, Chengdu) and third-tier cities (e.g. Urumqi).

The first-tier city consumers are quite knowledgeable about wine. "We are already seeing wine being the first choice, replacing baijiu or spirits at dinner functions," says Mr Lai. This is no doubt due, in part, to the efforts of Watson's Wine.

Second- or third-tier cities, on the other hand, can be quite different. Customers in these cities usually share a number of different wines over a traditional Chinese round table meal instead of pairing separate glasses with each course.

Watson's Wine has also organised guided food and wine-pairing sessions through its education team, helping customers maximise the enjoyment of fine wines with their meals. During these wine events, the host will take the lead throughout a meal and each course will come with a pre-assigned fresh glass of wine. The host will explain the rationale behind each selection, such as the right combination of flavours and textures that would complement the course being served. An engaging Q&A discussion follows afterwards. "Our customers enjoy this as they are able to learn a lot," says Mr Lai.



Watson's Wine has trained professionals to guide customers through their inventory of over 6,000 wines and spirits.

### THE ROADSHOW

Watson's Wine has been at the frontier of developing wine culture in second- and third-tier cities. After seeing that first-tier cities already had a wealth of wine exhibitions, the company began running roadshows in the second- and third-tier cities. "In these cities, consumers are less knowledgeable about wine, but interest is growing. Wine education remains the key to growing wine culture in these areas," Mr Lai adds.

These events provide a valuable opportunity to introduce the different brands and winemakers to second- and third-tier city consumers, and to discuss the qualities of different wines and wine pairing with local food.

At each of these roadshows, Watson's Wine invites representatives from some of the biggest wineries around the world to host booths and interact with customers. Visitors can go directly to the source for in-depth knowledge about the products they are sipping right at that moment, and can explore the flavour, the texture, or even the grapes or process the wine was made with. "This is an annual activity to bring wine culture to end consumers in second- and third-tier cities," explains Mr Lai.

### BRAVE NEW WORLD

Due to its dominant share of imported wines, French wine has traditionally been the first choice for new wine drinkers. As part of their mission to elevate wine culture, Watson's Wine tries to open the eyes of consumers to different and exciting possibilities. They introduce consumers to other wine regions outside of the dominant French selection, including European options like Italian and Spanish wines as well as New World options such as Chilean, Argentinean and Californian wines. "As consumers become more knowledgeable

about other wine options, we are seeing an influx of New World wines, particularly at the entry level," says Mr Lai.

But Watson's Wine can't claim all the credit, Mr Lai explains. "In general the market has been normalising in the past two years. Consumers are beginning to look for value for money rather than just picking out the most expensive wine on the list."

This hunt for value has led to more experimentation with non-French wines, helping fuel the growth of consumption of New World wines. Even dessert wines – such as Canada's icewine varietals – often have a bigger following in China than their home countries.

Experimentation must be paired with essential education from organisations like Watson's Wine. "With more education and understanding of wine being part of food, there will be many opportunities for pairings involving New World wines and white wines," says Mr Lai.

### MATURING GRACEFULLY

While the Mainland has rapidly become the world's fifth-largest consumer of wine, wine culture there, like wine itself, will need time to age gracefully.

"This shift is not going to happen overnight. It takes time and effort by players like us to continue to drive the wine culture through the provision of more wine education and product training. The more informed the consumers become, the more confident they will be to choose their own wine for different occasions," says Mr Lai.

"This will continue to fuel both the growth of wine culture in the Mainland and opportunities for Watson's Wine." □

### THE WHITE WINES

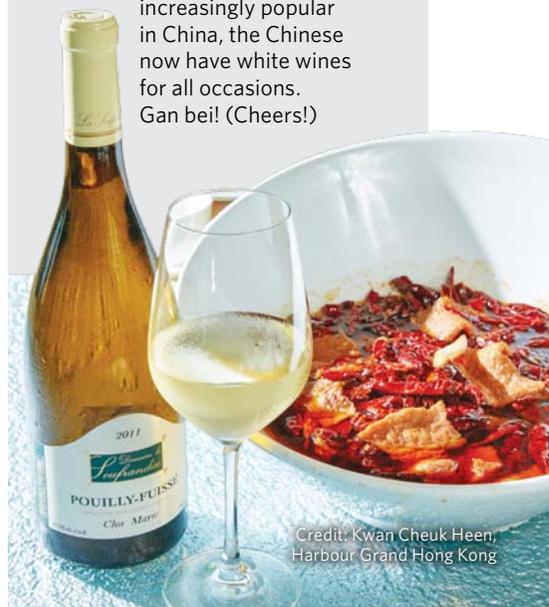
Baijiu is translated literally as "white wine", but the Chinese product is very different from its Western namesake. From its place in traditional culture and the way it is produced, to the way it interacts with your palate, the differences are immense.

As China's 'national drink', baijiu has been the traditional choice for state-level banquets. It is often enjoyed during family celebrations, business negotiations and holiday festivities, especially among second- and third-tier cities. Western wine, on the other hand, only began catching on in China in the past decade or so. White wine in particular has only just begun to grow in popularity among more sophisticated drinkers.

Baijiu is a distilled alcohol made from grain, generally with alcohol by volume (ABV) of 40–60 per cent. It is normally served at room temperature in a small ceramic bottle, and then poured into a small cup or shot glass. Western white wine, however, is made through the fermentation of grapes, with a maximum ABV of 15 per cent, and, unlike red wines, the juice of the grape is separated from the skin before fermentation.

The flavour of white wine ranges from dry to sweet, and it must be chilled to be in the best condition for drinking, although it must not be served with ice. Baijiu on the other hand, represents an entire category of spirits, and its flavour depends on the choice of grain or proportions used. But no matter what variation, the drink can be strong, somewhat fiery and, to the uninitiated, sometimes quite unpleasant.

With the wine market booming rapidly and wine becoming increasingly popular in China, the Chinese now have white wines for all occasions. Gan bei! (Cheers!)



## GLOBALISATION

# HUTCHISON TRAVEL: THE NEXT VOYAGE

CK Hutchison finally has a global travel group it can call its own: Hutchison Travel Limited.



Hutchison Travel is the new incarnation of Hutchison-Priceline, rebranded after CK Hutchison repurchased the equity interest from the US travel group to acquire full ownership. The company comprises two brands that encompass the best of all possible worlds: Hutchison Corporate Travel aims to provide a full travel service to corporate clients, while hutchgo.com is an online travel agency (OTA) targeting multiple audiences. Unifying the divisions under the Hutchison Travel brand strengthens their business reputation and broadens company recognition.





It also means that Hutchison Travel can grow to its full potential. While the previous company was limited to Asian markets due to its relationship with Priceline, Hutchison Travel has the freedom to elevate the travel experience for globetrotters everywhere.

**HUTCHGO GO GO!**

hutchgo.com is the new brand that is going to compete on a global scale. Fresh, young, and free to cater to a worldwide audience, the growth of this newly branded OTA, as it enters new markets, will be driven by the decade-plus experience and network of Hutchison Travel.

It may surprise some in Europe or the Americas to learn that the travelling Asian public can be extremely particular and more brand conscious than their Western counterparts. Tony Ma, CEO of Hutchison Travel, explains that people in Hong Kong, Singapore and Taiwan often forego lower prices in order to maximise convenience, and to stay at their favourite hotels and fly with their favourite airlines.

“People have a preference for which airlines and hotels they pick, choosing

beautiful hotels or local guesthouses with distinguished characteristics rather than some random hostels,” says Mr Ma.

hutchgo.com crafts comprehensive packages incorporating flights, hotel rooms, theme park tickets, rental cars, travel insurances, pocket Wi-Fi - and soon - travel accessories and tourist SIM cards. It offers not only high-value travel experiences, but also high-value customer experiences. This means including a multi-channel customer offering. Many are happy to complete their transactions online only, but some want to have a real person to speak to over the phone, often while looking at their computer.

Hutchison Travel is totally committed to the user experience and ensures that when clients visit the website they have the best possible buying experience. The same goes for those who transition to, or mix their browsing experiences with, a phone call. While scrupulously following local rules and norms regarding privacy, hutchgo.com delivers not only the travel experience but also an enjoyable buying experience.

**“Whenever a hotel or an airline offers us a discount, we announce it on our website and social media within four hours.”**





### LIKE LIGHTNING

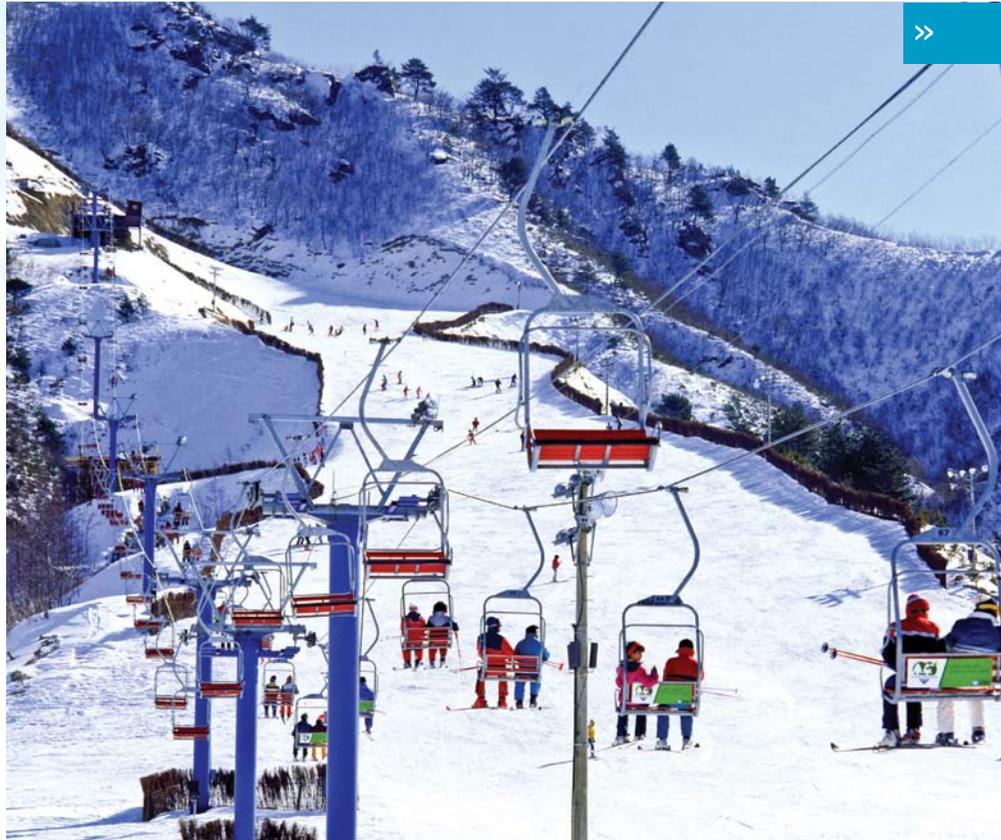
Hutchison Travel works hard to deliver on quality, price and speed to market. “Whenever a hotel or an airline offers us a discount, we announce it on our website and social media within four hours. This way we can ensure that our customers will always be informed of the latest updates,” says Mr Ma. “You can’t do that in a traditional travel agency operation since there will always be a lag of one to two working days while the information is circulated within the company, and is then published in print.”

Mr Ma adds, “In today’s fast-growing e-commerce market, it’s not the big that beats the small, but the fast that beats the slow. We think and act fast, measuring our speed by time-to-market.”

Speed to market and multi-channel customer contact are huge assets for hutchgo.com. While these elements may be part of the raison d’être for all OTAs, Hutchison Travel combines this intelligence with an advantage that competing OTAs don’t have – the Hutchison brand.

### HUTCHISON TRUSTED

While OTAs do well in quickly delivering low-cost options, savvy consumers now know that once they close the deal online, other OTAs may hand off responsibility for delivering the travel service to another company. Small operators may suffer from financial problems and renege on their



commitments. However, the Hutchison brand is well known to consumers and industry players (professional providers of travel services, such as hotels and airlines). They know the broader CK Hutchison Group is a solid, professionally run outfit synonymous with quality and reliability.

“With Hutchison in the name, you know that Hutchison Travel is trustworthy. You know it’s worth it to buy a ticket from us since there is always support from the sales team,” says Mr Ma. The buying public knows that CK Hutchison stands by its travel companies.

The parent company’s name association will serve the Hutchison Travel brands well as they target English and Chinese language markets. The English-speaking public globally includes attractive markets like the US, Australia, Canada, the UK and more. Hutchison Travel can work with more hotels, airlines, rental car providers, leisure and entertainment venues and others to deliver incredible travel experiences. While it has no limits as to whom it can partner with, Mr Ma is especially keen for Hutchison Travel to work with like-minded, reliable partner companies in the CK Hutchison family.



**KEEP IT IN THE FAMILY**

Mr Ma believes such cooperation is strategically important and provides benefits in many dimensions.

First, Hutchison Travel can provide direct travel services to more companies within the Group around the world. Companies in Asia have worked closely with the old Hutchison-Priceline for years. Now, all of our corporate family across the world can work with Hutchison Travel.

Second, the company is free to devise joint marketing campaigns to attract clients by partnering with businesses in the Group. For example, the first partnership is with MoneyBack, the Group's retail customer loyalty rewards programme. Purchases from hutchgo.com now also reward customers with MoneyBack points, increasing loyalty to Hutchison Travel and making MoneyBack more valuable.

"We can achieve more synergies and provide a wider scope of services through cooperation with other CK Hutchison companies," Mr Ma says.

Retailing and telecommunications in Asia will be among the first partners in the Group to conduct co-marketing with Hutchison Travel. That success can then be replicated in other markets as the company expands.

"In the industry, you can link up with all types of businesses. In fact, we used to ask our colleagues to randomly pick a CK Hutchison company on the map and encourage them to think of possible deals that we can make with these companies," Mr Ma says.

"This is a global business under a unique brand - anything you can imagine can happen," he enthuses. There are limitless opportunities for CK Hutchison Group firms and the global tourism industry. World - watch out! Here comes Hutchison Travel! □



**HUTCHGO.COM : EYES ON THE WORLD**

hutchgo.com is the new online travel agency that is ready to take on the global heavyweights. Deep experience, a wealth of data in its traditional home markets, and the Hutchison name all tell the world that this new player has its eye out for opportunity.

That 'eye' isn't just a metaphor - it's part of the brand. The new logo's 'o' is a stylised eye, showing the new firm's ability to see through the consumers' eyes to start them on a journey of discovery. The brand is meant to convey a sense of energy through its use of colour and lively, youthful, design elements.

The Hutchison name brings reassurance that this is not some newbie learning the ropes. After all, if you have experience and muscle, it is better for consumers

to know it. The name lets travellers know that they will have a hassle-free experience, allowing them to get on with having a real adventure at their travel destination. As a veteran in the travel industry and with the backing of the CK Hutchison Group, hutchgo.com can take care of all the little extras that use up 'experience time' at a destination - getting a local SIM card, renting a car, booking tickets and much more.

Immerse yourself in the energy of hutchgo.com and just hutchgo go on your journey!

