

**Symposium 2022**

# ***Global Supply Chains at Stake: DISRUPTIONS, RISKS and OPPORTUNITIES***

*26 March 2022 (Saturday)*

*1:30 – 4:30pm*

*Online via Zoom*



# The Hong Kong University of Science and Technology

## Symposium on Risk Management and Business Intelligence 2022

Theme:

**Global Supply Chains at Stake:  
DISRUPTIONS, RISKS and OPPORTUNITIES**

Date: 26 March 2022 (Saturday)

Time: 1:30 - 4:30pm

Format: Online via Zoom

Language: English

### Program Schedule

1:30-1:40pm

#### Opening Ceremony

Opening Remarks

**Prof. Kar Yan TAM**

Dean and Chair Professor, School of Business and Management, HKUST

Welcome Speech

**Prof. Ki Ling CHEUNG**

Director, Risk Management and Business Intelligence Program, HKUST

### Session 1

1:40-2:10pm

**Dr. Patrick LAU**

Deputy Executive Director, Hong Kong Trade Development Council

Topic: **New Paradigm in Supply Chain requiring Business Transformation to capture New Opportunities**

2:10-2:15pm

**Q&A**

2:15-2:45pm

**Mrs. Vivian CHEUNG**

Executive Director, Airport Operations, Airport Authority Hong Kong

Topic: **Airport Risk and Crisis Management**

2:45-2:50pm

**Q&A**

2:50-3:05pm

**Break**

### Session 2

3:05-3:35pm

**Mr. Wilkie WONG**

Managing Director, Group Finance and Logistics, Esquel Group

Topic: **Managing Supply Chain Chaos in the Time of Uncertainty**

3:35-3:40pm

**Q&A**

3:40-4:10pm

**Mr. Samuel LAU**

Deputy Managing Director - Integrated Logistics, Kerry Logistics

Topic: **Capturing the Opportunities under the Global Supply Chain Disruptions - 3PL**

4:10-4:15pm

**Q&A**

4:15-4:30pm

**Closing Remarks**



# ***Global Supply Chains at Stake: DISRUPTIONS, RISKS and OPPORTUNITIES***

## ***New Paradigm in Supply Chain requiring Business Transformation to capture New Opportunities***

### ***Abstract***

The global logistics bottleneck coupled with the COVID-19 pandemic and geopolitical tensions in the Asia-Pacific has weighed on the development of regional trade over the past three years. This “perfect storm” has already become a new norm, where many businesses have favoured building supply chain resilience – including onshoring, diversifying sourcing and markets, and going digital. Business transformation in this regard and capturing the new opportunities under the 14<sup>th</sup> Five-year Plan, Greater Bay Area and RCEP become vital for small and medium-sized enterprises to ride out the current challenges.



### ***Dr. Patrick LAU***

*Deputy Executive Director  
Hong Kong Trade Development Council*

### ***Biography***

Dr. Patrick Lau has been Deputy Executive Director of the Hong Kong Trade Development Council (HKTDC) since 2019. In this role, Dr. Lau helps create opportunities and facilitates deals for Hong Kong businesses. His portfolio covers the promotion of Hong Kong's service sectors, merchandise trade and innovation, as well as the HKTDC's external relations, corporate communications and marketing and its network of 50 offices worldwide.

From 2001 to 2014, Dr. Lau was based in Hong Kong where he worked as a lawyer at international law firms Baker McKenzie and Skadden Arps, and later became an investment banker at UBS AG and China Construction Bank (CCB) International where he held progressively senior posts until becoming Managing Director, Head of Mergers & Acquisitions and Assistant Head of Investment Bank. Between 2015 and 2018, Dr. Lau was the CEO of a digital infrastructure company, Director of Investments at the Malaysian Government's sovereign wealth fund Khazanah Nasional, and Board Director and Investment Committee Member of venture and private equity fund Xeraya Capital.

Dr. Lau has successfully handled numerous commercial transactions, joint ventures, restructurings and capital market exercises, and is recognised as a seasoned banker, investor and dealmaker in the region. He has deep knowledge of Hong Kong, Mainland China and ASEAN (Association of Southeast Asian Nations) markets and has also worked with many clients and parties from Europe, the Americas and Middle East.

Dr. Lau graduated with Bachelor of Medicine and Bachelor of Surgery and Bachelor of Laws with first-class honours from Monash University in Melbourne, Australia, where he attended medical school and law school concurrently. He has been admitted as an advocate or solicitor in Hong Kong, Australia, England, Wales and Malaysia. He was Honorary Senior Lecturer at the Faculty of Business and Economics of Monash University and part-time Lecturer at the Law Faculty of the University of Hong Kong.

# *Global Supply Chains at Stake: DISRUPTIONS, RISKS and OPPORTUNITIES*

## *Airport Risk and Crisis Management*

### *Abstract*

Global aviation is constantly facing inherent industry risks and HKIA is no exception. It is of utmost importance for the airport professionals to enable proper risk management as a matter of crisis management.

We believe the best way is to stop a crisis before it begins. Well governed by a holistic and preventive risk management approach, our incident preparedness and response framework, process design, system and infrastructure planning are cohesively managed following this same philosophy.

The speech will introduce apart from HKIA risk and crisis management framework, some recent case sharing on how we handle the risks of COVID-19 pandemic, adverse weather and massive protests to safeguard HKIA's operations and business continuity.



### ***Mrs. Vivian CHEUNG***

*Executive Director, Airport Operations  
Airport Authority Hong Kong*

### *Biography*

Mrs. Vivian Cheung holds a Master degree of Business Administration and a Bachelor degree of Computer Science. She is an alumni of the Stanford Executive Program from the Stanford University. She was appointed Executive Director, Airport Operations in December 2019. Mrs. Cheung worked for the General Electric Company and a high tech startup in the Silicon Valley before joining the Airport Authority Hong Kong (AAHK) in 1992. With more than 28 years of experience in airport management, she has held a number of senior management positions in the AAHK. Mrs. Cheung is currently a Director of Hong Kong – Zhuhai Airport Management Company Limited and Vice Chairman of Shanghai Hong Kong Airport Management Company Limited. Active in community service, she is a member of the Liaison Panel for Accreditation of Vocational and Professional Education and Training of Hong Kong Council for Accreditation of Academic and Vocational Qualifications, and a member of Board of Directors of Support! International Foundation.

# *Global Supply Chains at Stake: DISRUPTIONS, RISKS and OPPORTUNITIES*

## *Managing Supply Chain Chaos in the Time of Uncertainty*

### *Abstract*

Supply chain disruptions have become a major challenge for many enterprises since the start of the pandemic. Lockdowns across the globe, skyrocketing cotton price and disruptions of logistics have continued to impact the fashion industry, not to mention the surge in freight costs and delivery times. There is a pressing need for Esquel, a leading total solution provider in textile and apparel sector, to evolve the supply chain planning function and inject more flexibility to protect against future disruptions.

Meanwhile, the ongoing geopolitical tensions further complicates the picture. Mr. Wilkie Wong will also address the challenges faced by Esquel in promoting the visibility of its supply chain.



### **Mr. Wilkie WONG**

*Managing Director, Group Finance and Logistics  
Esquel Group*

### *Biography*

Mr. Wilkie Wong is the Managing Director of Group Finance and Logistics at Esquel Group, a total solutions provider in textiles and apparel, a curator in industrial knowledge and technology, as well as a builder of direct consumer brands.

Mr. Wong has over 20 years of general management experience. Joining Esquel since 2004, he has led various departments from Group Finance to Global Sourcing, Information Technology, Corporate Communications and General Management Office. In 2018, he took up the responsibility to oversee the company's production planning and control functions, aligning the Group's sales demand and production capacity. He has also been managing the company's logistics function since 2019.

Prior to joining Esquel, Mr. Wong was a management consultant at McKinsey & Company, where he advised senior executives of leading companies in Greater China with a focus on consumer goods and retailing. He has extensive consulting experience in strategy and business development, M&A advisory, organizational restructuring and operational improvements.

Mr. Wong has a Bachelor of Science degree in Civil Engineering and a Master of Science degree in Operations Research from Columbia University in New York. He obtained his MBA from Massachusetts Institute of Technology.



# *Global Supply Chains at Stake: DISRUPTIONS, RISKS and OPPORTUNITIES*

## *Capturing the Opportunities under the Global Supply Chain Disruptions – 3PL*

### *Abstract*

#### **Case 1: Global freight forwarding case**

Due to the shortage of labour & drivers in ports resulting from long quarantine procedure, the shipment lead time inevitably prolonged and the total logistics cost was also pushed up to historical level. As a global 3PL service provider, they have to be agile and flexible to plan ahead the contingencies for their customers. These challenges allow capable 3PL to gain not only premium return but also customers' trust.

#### **Case 2: Domestic e-commerce case**

The e-commerce surge due to pandemic create both opportunities and challenges to 3PL – last mile delivery. This also attracts a lot of new players entering into this growing market that leads to the launch of different innovative delivery & pick-up solutions in a very short period of time. The e-commerce logistics market is actually evolving unprecedentedly fast. E-commerce logistics players who can demonstrate their creativity and stay competitive shall win the game.



### **Mr. Samuel LAU**

*Deputy Managing Director – Integrated Logistics  
Kerry Logistics*

### *Biography*

Mr. Samuel Lau joined Kerry Logistics in 2000. Mr. Lau is currently the Deputy Managing Director – Integrated Logistics with the responsibility of overseeing the integrated logistics business of the Group. He has over 20 years of experience in the logistics industry.

Mr. Lau is currently taking up roles as member of the Hong Kong Logistics Development Council under both the Transport and Housing Bureau of the Hong Kong Government and the subcommittee on Infrastructural Support since 2014 till 2021. He is also the member of Hong Kong Aviation Development and Three-runway System Advisory Committee of the Hong Kong Government since 2019, the member of Statistics Advisory Board under Census and Statistics Department of the Hong Kong Government since 2018, the member of Hong Kong Export Credit Insurance Corporation Advisory Board and Investment Committee of the Hong Kong Government since 2019 and member of Shipping & Transport Committee of The Hong Kong General Chamber of Commerce since 2020. Mr. Lau is also the mentor of both The Chinese University of Hong Kong and The Hang Seng University of Hong Kong's Mentorship Scheme since 2015.

Mr. Lau obtained a Bachelor of Arts (Honours) in Business Studies from City University of Hong Kong in 1991.

# *Global Supply Chains at Stake: DISRUPTIONS, RISKS and OPPORTUNITIES*



## **Prof. Kar Yan TAM**

*Dean and Chair Professor  
School of Business and Management  
The Hong Kong University of Science and Technology*

**Dean**

Prof. Kar Yan Tam is Dean of the HKUST Business School and Chair Professor of Information Systems, Business Statistics and Operations Management. He joined HKUST in 1992 as a founding member of the School. Prior to being Dean of the Business School, he was Dean of Students and Associate Provost at HKUST leading the internationalization efforts of the University, improving the quality of the undergraduate education and supporting students' holistic educational needs. Prof. Tam is currently a board member of Association to Advance Collegiate Schools of Business (AACSB) and European Foundation for Management Development (EFMD) and was the Past President of the Association of Asia Pacific Business Schools (AAPBS). He is serving on the Curriculum Development Council and Hong Kong Productivity Council. He is an information system scholar specializing in Fintech and technology adoption and playing an active role in promoting academia-business collaboration projects and startups.



## **Prof. Ki Ling CHEUNG**

*Director, Risk Management and Business Intelligence Program  
Associate Professor, Department of Information Systems,  
Business Statistics and Operations Management  
The Hong Kong University of Science and Technology*

**Program Director**

Prof. Ki Ling Cheung is an Associate Professor in the Department of Information and Systems Management, The Hong Kong University of Science and Technology. He received a B.S. degree in Mathematics from University of Wisconsin, Madison, a M.S. degree and a Ph.D. degree in Industrial Engineering, both from Stanford University. Prior to joining HKUST in 1993, he was a management consultant at Teknekron Corporation, California, U.S.A. Prof. Cheung has extensive consulting experience in US, Canada and Hong Kong. His clients include companies such as Matsushita, British Petroleum, Dofasco Steel, Algoma Steel and Esquel. He also taught executive-level supply chain management courses for HKUST. His primary research interest is in inventory management and supply chain management, and his research work appears in leading professional journals such as Management Science, Operations Research, Manufacturing and Service Operations Management, IIE Transactions, Naval Research Logistics and Supply Chain Management Review. He had been a member of the editorial board for the supply chain management department of IIE Transactions. Prof. Cheung received the HKUST "Best Ten Lecturers" award in 1996. He is also a recipient of the Franklin Prize of Teaching Excellence in the Business School.

## Organizer



## Organizing Committee

### Chairman

#### **Prof. Ki Ling CHEUNG**

Director of Risk Management and Business Intelligence Program  
Associate Professor, Department of Information Systems, Business Statistics and Operations Management

### Committee Members

#### **Prof. James KWOK**

Co-director of Risk Management and Business Intelligence Program  
Professor, Department of Computer Science & Engineering

#### **Prof. Kani CHEN**

Co-director of Risk Management and Business Intelligence Program  
Professor, Department of Mathematics

#### **Prof. Jean WANG**

UG Coordinator of Risk Management and Business Intelligence Program  
Associate Professor of Business Education, Department of Information Systems, Business Statistics, and Operations Management

## Supporting Organizations



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SENIOR EXECUTIVES ASSOCIATION



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