

# HKSEM

## 社企雜誌

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Cover Story  
Interview with  
**Mr. Bernard Chan**  
GBS,JP



OK  
LINK

• Think  
Cafe



社企雜誌

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## *LETTER from the EDITORIAL BOARD*

The third issue of HKSEM is focus on NGO sector with reference to HKSEIC advocacy of "four sectors collaborations" (commercial / NGO / government / academics). HKSAR Government funding is the major source provides seed money for NGO in incubating social enterprises. Commercial corporations are being excluded while Innovation & Technology Fund is a different story. In view of such, HKSEIC though not relies on government funds yet, still a pioneer social enterprise got approved charity organization status this year to strengthen its position within the four sectors as well as paving way to realize the American social enterprise concept of 50% income from business and another 50% from donations.

HKSEM has much privilege got an opportunity interviewing Mr. Bernard Chan GBS JP who has a strong commitment in Hong Kong public service. Bernard's exposures are definitely across the four sectors not to say his clear image as Chairman to Hong Kong Council of Social Services. As a true social entrepreneur, we both agreed that social enterprise has a long way to go (i.e. from sustainability to profitability) and hopefully not just a trendy term. Interestingly, Bernard shares my feeling that it is highly doubted that many so-called social enterprises flourishing in the market is really social enterprise or mere sham. The most encouraging issue is Mr. Chan strongly supports my HKSEIC incubating Postnatal Care Social Enterprise that has a great chance to become a Hong Kong social enterprise model.

Talking about social entrepreneurship, it refers to those activities associated with the perception of opportunities to create social value and the creation of social purpose organizations to pursue them (Bygrave and Hofer 1991). Social entrepreneurs act decisively to fill the market gaps left by the private and public sectors (Leadbeater 1997), and it might be assumed that they employ the same enterprise and imagination to social problems that mainstream entrepreneurs bring to wealth creation.

Again, may I take this opportunity to express my sincere thanks to Baptist Oi Kwan Social Service OKLINK and HKSEIC / THINK Café for offering HKSEM reporters a chance reporting their respective social enterprise activities.

For and on behalf of the HKSEM Editorial Board

Raymond C.M.YIM

Founder – Hong Kong Social Enterprise Incubation Centre (HKSEIC)

Co-Founder – Hong Kong Social Enterprise e-Magazine (HKSEM)

# Cover Story

*Interview with*  
**Mr Bernard Chan**  
GPS.JP



## Introduction

Recently, the term "social enterprise" has been spreading like wild fire in our society. Although a sizable number of people are familiar with the term, many remain somewhat disoriented with the whole concept. In this issue, we have the privilege to interview what one might consider as the forefather of Social Enterprise in Hong Kong, Mr. Bernard Chan of the Hong Kong Council of Social Service (HKCSS). Aside from being the chairman of HKCSS, Mr. Chan is chair to numerous other social service organizations. He is also a standing member of the National People's Congress and of the Hong Kong Executive Council. Mr. Chan has had many experiences when it comes to promoting social enterprises, and in doing so, has his formulated his own unique opinions on the said topic.

## What is Social Enterprise?

In actuality, the concept of Social Enterprise originated in England. Social Enterprise differs from conventional notions of enterprise in that it carries a social mission in addition to simply profit-making. Ideally, specific social problems can be resolved through social enterprise practices. "In recent years, although there has been an increased amount of attention paid to social enterprise, I still have doubts with regards to the understandings of this concept," says Mr. Chan. The term "social enterprise" was mentioned by our Chief Executive Mr. Donald Tsang in one of his Policy Addresses, and the term has since been popularized among society. However, according to Mr. Chan, individuals belonging to different sectors in society have interpreted social enterprise differently. Many confuse the term "social enterprise" with "providing social services". Personally, Mr. Chan has undertaken social enterprises projects in both the English and American context, which differs slightly from one another. To him, social enterprise must bring positive change in society. "Reaping profits isn't the most important thing in my agenda."

## Social Enterprise in the Hong Kong context

"Once we clarify the meaning of 'social enterprise', we

must proceed to define some operation guidelines. Whether social enterprise should be a profit-based or non-profit entity remains in debate." To Mr. Chan, the conundrum regarding social enterprise does not lie in the problem mentioned above. Rather, it is the issue of sustainability that matters most. For example, Mr. Chan points out that even though many current social enterprise projects are implemented by non-profit organizations, those that require personal funding often suffer from the lack of continuous resources, which will in turn jeopardize their respective projects. In Hong Kong, there are few successful social enterprises due to limited space. At the same time, there are social enterprises that do not cater towards the actual needs in society. Given these circumstances, Mr. Chan believes that it would be tremendously difficult to expand the social enterprise dimension in Hong Kong. As such, it is imperative for social entrepreneurs to consider the sustainability and future prospects of social enterprises instead of simply undertaking projects out of impulsiveness.

## Sustainability of Social Enterprises

Despite growing enthusiasm vis-à-vis social enterprise, Mr. Chan believes that it is easier said than done. He gave us an example to demonstrate the obstacles usually associated with the implementations of projects. For instance, there were recent attempts in the Night Market to set up bake sales. With the appeal of being a social enterprise, these bakers went about selling their baked goods. They had hoped that people would help them as a token of appreciation. However, Mr. Chan warns that social enterprises must not simply rely on people's goodwill for future development. Rather, the qualities of products sold within these social enterprises must be appealing in themselves. In order to ensure survival and sustainability, social enterprises must establish an effective operational system. Points to consider include qualities of products, prices, potential market competition and similar affecting factors. Only through such dynamic and comprehensive manner can social enterprises thrive in Hong Kong.

Another failed consists of a social enterprise that opted for "fair trade". Unfortunately, due to its poor location and the lack of customers, business performance was less than satisfactory. Hence, even though many people might have supported the concept of fair trade, certain social and environmental conditions could hamper the process of developing social enterprises. For social enterprise to succeed, these conditions must be taken into account and appropriately mitigated. Reputation must be built, and qualities of products must be up to par.

## Business and Social Enterprise

How can social enterprise thrive within the social and economic constraints of Hong Kong? "First, do not over-emphasize the role of social enterprise in solving social issues. Instead of being overly idealistic, we must be comparatively pragmatic.



Often times, people who advocate social enterprise are rather oblivious to the realities of running a business. At the same time, businessmen who are interested in developing social enterprise are often unaware of the available channels for them to approach and realize these aspirations. This dilemma necessitates a platform through which both parties can meet and collaborate. Only through the partnership of the two can the effectiveness of social enterprise improve.

## Society. Enterprise. Social Responsibility

Mr. Bernard Chan has recently conversed the topic of "Corporate Social Responsibility (CSR)" with the Vice-President of a certain American Bank. Upon reflection, Mr. Chan reiterates what the Vice-President had suggested? that CSR should be shortened to "social responsibility". Without the word "corporate", SR appears to cover much broader scope. The Vice President also explained that in America, it is a general tendency for people to be skeptical and suspicious about bankers and health insurance salesmen. Nonetheless, related problems such as financial crises and healthcare inadequacy should not be blamed on them. Nor should corporations bear the sole responsibility of inducing these social problems.

In truth, Mr. Chan realizes that corporations must cease operations that are simply based on self-interests motivations. It has been a long practice for corporations to attribute blame to the government for any social misgivings. They justify their actions to do so by virtue of paying taxes. However, just because they pay taxes do not rid themselves of any responsibility. Indifference towards social responsibility is simply unacceptable given the fact that many social problems actually stem from irresponsible corporate practices. Moreover, while the government can in truth increase its expenditure on solving these social issues, these problems will remain unsolved insofar as corporations do not change their practices. A harmonious society can hardly be created this way.



Money does not solve all problems. "The act of donating money alone does not solve social issues. More often than not, donations simply do not reach intended recipients. Hence, donation or financial aids are not the best way to help the underprivileged." Instead, Mr. Chan believes that knowledge-transfer is the ideal form of helping the disadvantaged. According to Mr. Chan, a platform must be created to facilitate such transfers. Misunderstanding can be clarified this way; it can also serve as a channel by which the underprivileged can voice their concerns.

Today, the notion of "social responsibility" has extended beyond its original mandate, including concepts such as "environmentally friendly" and "promoting the collective good". More people are finding social responsibility appealing because of the extensive scope that it covers. "At the same time, these rising standards are producing unprecedented pressures on corporations," says Mr. Chan. During the financial crises, for example, corporations were ridiculed for letting some of their staff go. However, given the circumstances at the time, Mr. Chan finds it unreasonable to do so. "A company that dismisses its staff does not naturally imply that it's a bad one. It is hardly the case that an enterprise can tailor to meet the needs of all people."

## Search for Success

In today's society, the young generation often appears indifferent to social issues. When asked whether social enterprise should be included into our education curriculum, Mr. Chan has this to say,

"Hong Kong is a market-based society that emphasizes economic gains above everything else. Our success is measured in terms of our income. Because of these social conventions, it is quite as expected that our younger generation turned out the way they did. Promoting social enterprises among the young generation can alter these thoughts and values. 'Success' does not need to be assessed in terms of profit alone. A social enterprise can be interpreted as a success when it can teach the young generation morals and values, enabling them to understand that there is more to life than money. Moreover, social enterprises can act as a stimulant to the youths' creativity; it can be an impetus to a new kind of culture that promotes social responsibility and positive attitude towards life."

HKSEM would like to express our sincere gratitude for the time and effort that Mr. Chan has given us. Our understanding of social enterprise has been undoubtedly enriched in this experience.

# 封面 故事

專訪  
陳智思先生 GBS.JP



中 : Jonathan 英 : Cheryl 圖 : Walter

## 近年社會企業(社企)

這一詞都被廣泛談論，大眾對社企的認知都提升了，然而對社企的認識仍有點模糊。這一期的專訪，請來了香港社會企業的表表者 — 香港社會服務聯會的主席陳智思先生。陳智思本身對社會服務是相當熱心的。除擔任社聯主席外，亦為多個社會服務團體的主席或要員，同時亦身兼多項公職，包括全國人大代表及香港行政會議非官守議員。陳智思身為社會企業界別裡一個有份量的人物，對社會企業自有一套看法。

## 什麼是社企？

其實社會企業的概念是源於英國，與一般的私有企業最顯著的不同之處是在於社會企業都是從事公益性的事業。而且有很多時都是希望能夠解決一些社會問題。「最近這幾年社會上都對社會企業有更深的討論，但我仍對是廣大市民皆清楚社會企業的定義存有疑問」陳智思說。他認為不同界別的人仕都會對社會企業有不同的理解，而因為特首曾蔭權在其施政報告中談及過社會企業這一詞，便被重視起來，各界都紛紛推動。但問題是很多人可能仍把社會企業及社區服務混淆了。陳智思曾親歷過英式或美式社會企業的做法，在他而言，社會企業應該是為社會帶來一些正面的衝擊或改變的。「賺不賺錢不是最重要，最重要是能為社會帶來好的轉變。」

## 香港社企環境

「認清楚社會企業的定義後，便要思想一下營辦的模式，牟利還是非牟利？」陳智思覺得，兩者都不是問題所在，重點是在於社會企業的發展持續性。他說現時有些社會企業是由非牟利組織所演變過來的，資源及資助方面可能會較另一些自資的社會企業有優勢，甚至存在不公平的情況。而他們在沒有資助的環境下，又能否生存，這是令人會有所擔心的。

香港遠較外國細小，社會企業較難做一些可以對社會有很有正面作用的事，因此成功例子不多。同時亦有可能出現社會有某類需要而無相應的社會企業存在的情況。陳智思相信，香港社會即使有少數社會企業的成功例子，後續能成功發展的機構組織亦較難在數目上有大增長。他更質疑香港的空間實在有限，有多少社會企業能成功發展到具規模的地步。因此，社會企

業應該先考慮是否適合去發展才去營辦，而不應只為了特首談及過便一窩蜂的去做。

## 社企經營的持續性

談到很多人都有興趣發展社會企業，陳智思坦言這並不容易。他舉了一個例子，有社會企業最近於年宵市場辦了一個攤位售賣曲奇，而他們的賣點就是他們是社會企業，希望顧客都能幫助他們。陳智思認為社會企業不能倚賴人們的幫忙去發展，這不是一個可持續發展的模式，產品的質素才是吸引力的所在。社會企業要生存，必須運用營商的手法，例如：經營理念，定價等。然而，在商業戰場，又要面對各大小競爭對手。社會企業只能慢慢適應及改良經營模式，再加上能改變社會問題的獨特之處，才可持續發展。產品質素還是應走的第一步。

陳智思再舉了一個社會企業的失敗例子，曾有一間社會企業希望透過公平貿易獲得支持，但問題是它的位置不太方便，顧客較難到達。陳智思指即使人們認同公平貿易的理念，仍然是要從實際環境角度去考慮經營的可行性，而非單靠一些理念式的手法去營運。要成功並可持續，便要加入商業元素，建立一個優質品牌。畢竟社會企業也是一門生意，只是它亦擔起了解決社會問題的使命。

## 商界與社企的錯配

在香港社會環境的局限下，社會企業又可怎樣恰當地發展呢？「首先，不要將解決社會問題的重擔全部放到社會企業上」陳智思說。「大家應將期望調降一下，社會企業才能更有效去減輕社會問題。」談到發展模式時，陳智思認為現時社會企業往往都出現了一個錯配的現象。就是說，發展社會企業的人很多時都是不懂營商的人，而商界的有心人又未必有合適渠道去幫助社會企業發展。「有很多有心人都沒有商業的知識，有心辦社會企業但不懂做生意」。陳智思舉例說。有心的商人更不懂得什麼才算能改變社會，影響社會。所以需要一個平台讓有心人可以互相交流，這樣可較容易發展社會企業。而過程中大家都可放下自己立場，聆聽各方面的意見。

## 社會。企業。責任

較早前，陳智思跟某大美資銀行的副主席談及企業社會責任(CSR)，這次交流給他很大的反思。這位銀行副主席跟他說其實企業社會責任應該省略為企業責任。因為「社會」這兩個字令事情變得無邊界。副主席並坦言現在美國人普遍對銀行家及醫療保險從業員都比較反感。但認為大眾不應把相關社會問題把推到他們身上。陳智思認為究竟社會責任應以那裡為界是很值得思考的。

事實上，早於2002年，陳智思已察覺到對於社會責任，企業是不能獨善其身的。企業一向都只懂把問題轉嫁給政府。只因為他們納了稅，並不代表責任便可交由政府承擔。企業不單只是面對客戶而可對社會問題袖手旁觀，陳智思強調很多社會問題根本是源自企業。他更表示，即使把問題轉嫁給政府，政府乜也只能增加開支式撥款處理問題，而問題根本不能得到解決。更甚的是這只會加強了企業與社會的矛盾，社會很難達致和諧。

金錢不是解決問題的關鍵。「捐錢並沒有把問題解決，捐獻者未必清楚誰受惠，受惠的亦可能只覺得有捐獻是正常的。所以捐獻不是好的溝通方法。」陳智思表示，一個知識交換的平台才是解決社會問題所需要的。這個平台可讓各方認清一些誤解，就好像人們對綜援的誤解，並不知道長者或傷殘人仕其實佔了一半之多，而不是只養懶人。

今天大眾量度企業責任的尺度都嚴謹了，量度的範疇亦擴闊了。陳智思覺得「現在企業責任已推廣至環保及大眾利益等層面，令企業面對前所未有的壓力。」他舉例說，有些機構於金融海海嘯，期間曾裁員，但仍獲頒關懷機構的獎項，便有聲音質疑這做法。陳智思認為這是不合理的，裁員的機構仍可以是好的機構，企業很難將責任推展到所有層面，惠及所有人。

## 社企怎樣融入通識

時下年輕人都給人一種不太懂得處世的感覺。被問及應否把社會企業的理念納入大學甚至中學通識課程內，藉此增強他們的社會意識。陳智思有這樣的看來，香港是一個經濟主導的社會，香港人都喜歡以金錢去量度事情，因此培育出一套側重於利益及回報的文化。其實社會企業能夠改變社會這個訊息是很重要的，社會企業的發展方向或是能否成功發展反而不是最重要，重點是要灌輸做人的態度，價值觀，誠信等基本質素。讓他們明白不應只看短線，除了賺錢外還可以做很多對社會有意義的事，同時亦可藉著社會企業這課題去刺激年輕人的思維。

最後，很感謝陳智思先生百忙中撥冗接受本刊訪問，並讓大家對社會企業有更深的認識，同時亦更明白如何更有效地經營社會企業。



進入 21 世紀，社會經濟不斷轉型，一些行業或工種在某段時間火熱興旺，人才短缺下吸引不少人入行，可是過不了幾年熱潮冷卻，又出現人才過盛的問題，令上班族無所適從。不過也有一些工種，無論市道興旺與否，又或哪一個行業當道，也依舊屹立不倒，其重要性不會因市場興衰而減退，那就是會計財務與人力資源專業。



#### 課程資料

院校 Middlesex University  
課程 MSc Financial Management  
(財務管理碩士課程)  
MA Human Resource Management  
(人力資源管理碩士課程)  
電話 2503 0111  
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李教授表示，該校的財務管理碩士及人力資源管理碩士課程切合在職行政人員需要，有助提升個人事業競爭力。



# 英國 Middlesex University 在港開辦財務、人力資源碩士課程

沒有誰會懷疑會計財務與人力資源在一間公司的重要性，皆金財政與人力正是企業最重要的兩大資源，這兩方面管理營運得當與否，決定了企業的成敗。一間在財務管理上具前瞻性、危機感、收支與投資管控得宜的企業，其成功機會必然大增。而擁有一班具歸屬感、能發揮團隊精神、願意為企業併博的員工，無論是要開拓市場或面對逆境，也總能同心協力達成目標。因此，現今企業都十分重視財務會計及人力資源的專業人才，而許多行政人員即使非這兩項專業本科出身，也銳意修讀相關課程，以提升個人事業上的競爭力。

#### 認受性、專業性與靈活性

不過在選擇進修時，我們首先要考慮幾方面：認受性、專業性與靈活性。有些課程認受性高，學歷具專業地位，但修讀方法欠靈活性，給在職學員增添不少壓力，許多人也因此而半途放棄，十分可惜；有些課程則靈活有餘，甚至毋須上課自行研習，但教法太鬆散且學歷未必獲承認。所以在選擇課程時不能掉以輕心，否則徒然浪費時間金錢。

位於英國倫敦北部的密德薩斯大學（Middlesex University）是由 4 所學院組成的著名大學，其中 St. Katherine's College of Education 早在 1878 年成立，有超過 130 年歷史。Middlesex 也是英國其中一間最國際化的大學，每年吸引大量海外留學生入讀，更於杜拜設有校舍，具豐富的海外辦學經驗。該校在港設立直屬辦事處亦已有 13 年，除本身開辦課程外，更與本港多所大專院校合作，將優質英國學士學位課程帶給本地生，認受性備受肯定。該校現開辦兩個碩士課程：「財務管理碩士」（MSc Financial Management）及「人力資源管理碩士」（MA Human Resource Management），正好切合在職行政人員的需要。Middlesex University 駐港副校長及東亞地區辦事處總監李家偉教授說：「是次在港開辦的兩個碩士課程，在英國倫敦本部已開辦超過 35 年，教學質素早受肯定。由於課程採用與倫

敦本部一致的內容架構及評審機制，因此本港畢業生獲取的畢業證書及資歷與倫敦本部學員完全無異。」

#### 轉換課程助學員轉型

對於有意躋身財務專業但本身未具相關學歷或專業資格的人士，這個財務管理碩士正能配合其需要。李教授說：「這就如轉換課程（Conversion Programme），適合沒有財務或會計學歷的人士報讀。這課程可協助他們投身銀行服務、企業財務、風險管理等相關工作，或為晉升管理層作準備。就如一位工程師本身須具備財務或會計學歷，但當他晉身成為管理層時，便必須增加財務管理知識，才能應付更高層次的工作需要。」

#### 國際專業資格

至於人力資源管理碩士課程，則適合有志投身人事管理行列，或為晉身管理層作準備的學員。李教授表示，人力資源有別於以往的人事管理，其工作涵蓋範圍更廣更重要，除了管理人事問題，更要協助企業達成策略性的目標，涉及更多與商業策略有關的知識，在企業架構中擔任的角色也愈顯重要。「這個課程獲英國特許人事和發展學會（Chartered Institute of Personnel and Development, CIPD）認證，CIPD 是英國主要的人力資源專業團體，學員修畢課程後可申請成為會員，證明在人力資源管理範疇達到一定專業水平。」

#### 英國本校教授親自來港

李教授指出，由於課程對象主要是在職人士，因此教學方法亦增添靈活性。兩個課程均由 4 個單元及 1 份畢業論文組成，每單元包含 2 周密集式教學（Blocked Teaching），上課時間為每周 3 晚連同周六日，由倫敦本校的教授親自來港授課。「這兩周密集課程是必須的，我們要確保教學質素，所以特意安排英國本校教授來港，學生要有心理準備迎接這兩星期。但其餘時間則可以讓學生自行靈活調配，所以是鬆中有緊，取其平衡。另外，我們也安排了本地資深導師提供額外教學支援。除了面授課堂之外，我們還設有網上學習平台，讓身處在香港、倫敦及杜拜的學員互相交流切磋，進一步擴闊人際網絡，達到真正國際化的效果。」



# Interview with OK Link Baptist Oi Kwan Social Service

## Abstract

Due to medical advancement, people are able to have longer lives. But at the same time, soaring education fees and daily expenses have led to decreasing pregnancy rates. Indeed, Hong Kong is currently undergoing a turbulent social phenomenon termed an “aging population”. According to the Planning Department, percentage of individuals who are 65 years old or above will jump from 12.6 percent of the total population in 2008 to 16.2 percent by 2018. Current social services such as old-age homes are most definitely insufficient to meet the needs resulting from these trends.

### Promoting a New Concept: “Mobile Easy Link Social Alarm Service”

“When you consider the entire population of Hong Kong, the physically disabled, orphans, and those without any economic means are not few in number. While these individuals venture out of their homes, they really do face considerable amount of obstacles, such as the possibility of getting lost, experiencing sudden physical pain, et cetera. Unfortunately, the viable options for them to seek help during times of emergency are not much as well as there are shortcomings such as can only be used at home. Thus, people in need are immediately exposed to danger once they step out of the vicinity of their homes.”

As such, the Baptist of Kwan has implemented the OK Link 關愛鈴 by way of a project named “Assistant Project Officer Norris,” whose objective is to provide people in need with a mobile emergency service. In retrospect, OK Link 關愛鈴 is a combination of mobile phone services and home social alarm service. Notwithstanding the fact that services are provided 24 hours a day, OK Link also offers a group of professional social workers whose duties include home visits and providing appropriate guidance to the disadvantaged. Many of these duties consist of providing accurate information pertaining to health and domestic safety.

### OK Link 關愛鈴: Our 24-hour Guardian Angel

Aging population aside, the Hong Kong Government has recently estimated that the number of active employees will start decreasing in 2014. The financial burden on the younger generation is thus increased considerably. Not only do they have to support their own family, an aging population also entails greater expenditures for the old. Provisioning for both the young and the old generations is challenging.

“What the OK Link 關愛鈴 can offer is a 24 hour emergency services. It serves as a guardian for the older generation when their sons and daughters are at work. Because of the bell’s built-in GSM system, registered users only need to activate the button, which is linked to their cellular phones. Their mobile phones will then immediately activate the emergency system, which include background information on their respective cases. This will undoubtedly increase the efficiency of emergency services. And once activated, the support crew will notify their family members without delay.”

Marketing Officer Iris has given us an in-depth analysis and explanation on the logistics of this project. In the process of doing so, we cannot help but feel that this bell could provide users with an immense sense of security. Their families will feel the same, knowing that there is an emergency outlet available should any misfortune befall them. It is like a guardian angel.

### Multi-functioning Cellular Phone

OK Link 關愛鈴 is innovative both in terms of its hardware and software functions. The cell phones to which users are subscribed to are especially catered to meet their needs. These include louder volumes, FM radio, hearing aids, brighter light displays, larger buttons, larger font displays and a 24-hour emergency button.

### Professional Social Services: Confidence guaranteed

OK Link 關愛鈴 is a new social enterprise project implementing by the Baptist of Kwan, which has over 25 years of experiences providing social services. Qualified professionals range from clinical psychologists, social workers, nurses, physiotherapists, and professional social mentors. Available services including but not limited to old age services to childcare services to emergency services, employment placement, psychological health and catering services.

專訪

# OK Link 關愛鈴

由於醫療進步，人類更長壽；亦因為教育費用提高和生產生活節奏的加快，使得生育率不斷下降，本港的人口老化問題越來越嚴重。規劃署研究推算，2018年本港65歲以上的人口將達總人口的16.2%，較2008總人口中僅12.6%屬長者的比例明顯增加，但現時安老服務不論軟件及硬件都未能切合需求以迎合人口走勢。

## 革新概念：流動平安鐘

「全港老弱、殘障及孤苦無依人仕實在不少，而他們當中在家中或外出時均可能面對不少危機，包括迷路、身體突然不適需要即時支援等。可是現時坊間提供之緊急支援服務大部份只限於家居安裝，未能提供流動式的24小時緊急支援。」OK Link 關愛鈴社區支援服務的Assistant Project Officer Norris一語道出關愛鈴的優勢。有見及此，OK Link 關愛玲除了提供流動電話及平安鐘的二合一通訊服務，和流動式的24小時緊急支援外，亦會安排專業社會服務團隊為使用者提供上門的家居與健康服務，包括社工輔導、義工慰問、資料查詢及由醫護人員負責的健康評估等。

## OK Link 關愛鈴：您的24小時「私家看護」

另一方面，政府研究推算工作年齡人口會在2014年後開始逐步下降。在此消彼長的情況下，人口老化亦會加重工作人口的負擔。年輕一代，需要背負著照顧家庭及長者的責任。身為子女，為生活奔波的同時又可以怎樣為家中長者提供貼身呵護？

「OK Link 關愛玲內置緊急救援和GSM系統搜索功能，使用者只需按著特設的愛心鍵，手機便會即時接駁至24小時支援中心，中心主任會即時接聽並進行緊急支援及聯絡其家人，並根據事先登記好的使用者病歷紀錄和健康狀況聯絡救護人員，讓使用者得到最迅速和適當的援助。」OK Link 關愛鈴社區支援服務的Marketing Officer Iris 的詳細講解不禁讓筆者感受到OK Link 關愛鈴為長者或殘障人仕所能帶來的安全感。而身為子女的我們讓家中長者使用OK Link 關愛鈴就好像為他們每位都聘用了24小時的「私家看護」，讓子女們日後不用苦心勸籲家中長者因避免發生危險而多留家中，更可放心支持他們步出家居、踏出社會。

中 : Charlotte 英 : Cheryl 圖 : Walter

採訪 : Aaron

受訪者 : Ms. Norris Shum & Ms. Iris Ng

## 二合一關愛理念 多功能手提電話

OK Link 關愛鈴不論軟件及硬件都能為使用者細心考慮，照顧周到。除了以上所提及的軟件配套外，手提電話本身的設計和功能都切合到使用者的需求，當中包括：特大聲量及喇叭裝置、強光電筒裝置、助聽器、FM收音機、24小時緊急支援服務按鍵、特大按鍵設計、112直撥按鍵及特大短訊和數字顯示。

## 專業社會服務 用家信心保證

OK Link 關愛鈴是浸會愛群社會服務處轄下一項嶄新的社會企業項目。浸會愛群社會服務處擁有超過25年的社會服務經驗，服務人員包括註冊社工、臨床心理學家、護士、物理治療師、職業治療及專業輔導員等。服務範圍除了長者服務、兒童及家庭服務外，還有青少年服務、社區支援服務、就業服務、精神健康綜合服務及餐飲服務等，單位分佈全港。



# OKLink 關愛鈴

一聽到『關愛鈴』，您可能第一時間會問，『是誰？』但有沒有想到其實『關愛鈴』 = 流動電話 + 平安鐘』呢？

浸信會愛羣社會服務處為社會福利署的資助機構和公益金會員機構。二十多年來，為長者、精神康復者、兒童及青少年、家庭及非華裔人士提供多元化及創新的社會服務。「愛羣」發展至今，服務單位已超過三十個，服務範圍遍及港九新界。每年的整體經費，約五成多由政府資助，其他經費則透過不同途徑籌募。因此，浸會愛羣積極拓展創新服務，並開展了不同的社會企業。

現時全港年齡超過65歲之人士已超過87萬人。隨著長者身體機能的逐漸退化，日常生活不論是居家或外出時，均會面對不少困難和隱藏的危機，例如跌倒、迷路、身體突然不適需要即時支援等等，造成長者對個人生活和活動能力缺乏信心，害怕外出或參與社交活動，因此出現了不少所謂的「隱蔽」長者。

此外，浸信會愛羣社會服務處委託香港大學民意研究計劃進行『在職人士對照顧家人及社區支援服務需求意見調查』，探討在職人士對照顧家人的擔憂、對現時社區支援服務的認知及使用、及對新服務的需求等意見。結果顯示接近四成受訪者表示現時最擔心的家人是家中的長輩，另外在700多名表示知道有社區資源的被訪者中，卻有高達八成半受訪者「從來沒有」運用社區資源協助照顧家人。正因在職人士在工作期間未能照顧長者，若長者不論在戶外或戶內發生意外，便可能因為未能得到即時的救助而引致生命受到威脅。

## 「零距離」的安心

因此，浸信會愛羣社會服務處於去年的十二月正式推出了一項嶄新的服務－『手提電話』，將手提電話的流動通訊與平安鐘集合一身，無論居家及戶外同樣可以使用。藉此推動長者繼續可以走出社區，減少隱蔽與社會脫節的情況，並樂居社區。

# 『關愛鈴』 點止平安鐘咁簡單？

除了提供24小時的緊急支援服務之外，『關愛鈴』更提供其他增值服務，包括：

- 定期電話慰問
- 預約門診
- 全面性的家庭支援  
(精神復康、兒童及青少年、長者服務)
- 定期健康教育活動
- 興趣班及旅行
- 購物優惠

### 可追蹤長者位置

手機設有GSM定位追蹤功能，曾有一位患了老人癡呆症的長者，於大埔迷路，去了藍田、觀塘及九龍城，由於他不知道自己身處的地點，最後『關愛鈴』利用了GSM定位追蹤功能並與警方合作找回了他。

### 『OKLink 關愛鈴 手提電話』特點包括：

- 眼：特大數字顯示；另有電筒功能。
  - 耳：特大喇叭裝置，接聽及收聽電話十分清晰；另備有助聽器功能。
  - 口：直接與親友通訊，可使用免提裝置或耳筒接聽電話。
  - 手：特大按鍵，使用者容易按鍵；特製研發手機，機身輕巧，不滑手殼。
- 緊急支援服務(平安鐘)：使用者只需輕按手提電話機頂上的紅色愛心鍵，便可接駁至24小時緊急支援控制室，控制室會即時支援使用者及通知親友最新情況；另設獨立按鍵可直撥至國際緊急救援號碼112，在香港則轉駁至999。

全方位：可透過手提電話的GSM追蹤定位功能，利用網絡搜尋用戶的位置

減輕在職人士  
對家人的擔心

本處於今年1月28日舉辦了『在職人士對照顧家人及社區支援服務需求意見調查』發佈會，並邀請了兩位服務使用者分享心得。

其中馮先生（圖一）分享由於他的工作非常繁忙，經常需要外出公幹，根本無暇照顧父母。但作為子女的他，不僅擔心父母的健康，更擔心的是他們在家或外出時如遇到發生意外或身體不適，未能得到即時的支援。因此，當他認識關愛鈴服務後，便即時購買了兩部電話給父母，等同為他們「買保險」。



### 申請方法

如欲申請『OKLink 關愛鈴 手提電話』服務，歡迎致電2333 1203或瀏覽網頁 [oklink.org.hk](http://oklink.org.hk) 取得更多的資料。

此外，如閣下欲支持本服務，誠邀您成為『關愛鈴』的義工隊的一份子，義工活動包括上門探訪、電話慰問、手機操作班導師。請致電2333 1203或到網頁登記。



馮先生（圖一）表示當他認識關愛鈴服務後，便即時購買了兩部電話給父母，等同為他們「買保險」。



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# Interview With Think Café

## Background

Many have fantasized running their own business. While you can enjoy the freedom of being your own boss, the respect that it commands, and the profit that can be reaped certainly sound appealing, you tend to neglect the hardships associated with running a successful business. The time and effort required for a business sometimes might not even yield to success not to say pressures, failures, more pressures and more failures. How much can you actually endure? In this issue, we have the privilege to conduct an interview with the co-owners of Café "THINK", Mr. Otto Luk. The evolution of THINK attests to the theory of turning a business into a social enterprise, and then to business again (SME to SE to SME theory invented by Raymond C.M.YIM of HKSEIC). Just like life, THINK has experienced both good times and bad ones, tasted both success and failures.

## The Birth of THINK

"We spent five years planning the inception of THINK. Then came 2009, and I realized that if I don't put it into action then, I never would. Thus, I gathered up my courage and decided to do it. Luckily, my partner Mark Kong is very decisive in nature; with his encouragement, we successfully launched THINK in just a few months time" recalls Mr. Luk. When asked whether he has met any obstacles along the way, Otto admits that there was a lack of customers at the beginning. After all, THINK café is a brand new café, and few people have heard of it. "We've had days where there wasn't one single customer. Every time we hear the elevator, we would hope that customers would step into our café." While this was the case at the beginning, the café had since attracted a sizable number of customers.

## Having Fun while Working

"The success of THINK depends heavily on my network base. Friends and families have been tremendously supportive of the business," says Mr. Luk. Nonetheless, success requires painstaking efforts and endless hours of planning. "During the opening months of the café, friends of mine not only encouraged me to continue, they also gave me many constructive criticism and suggestions for improvement. To this, I am tremendously grateful." However, Mr. Luk soon realizes that depending on friends alone is insufficient to sustain his business. His soon sought a partnership with Yes Asia journalist Mr. Hong Ming to launch a "travel-sharing" theme party. Thanks to this party, THINK has since attracted people from many different segments in society that were previously oblivious to this café.

## SME to SE to SME

"Courtesy to Dr. Kent Lee – HKSEIC Academic Committee Chairman, I have been introduced to the concept of social enterprise and its merits." Mr. Luk has rested his social entrepreneurship business on the notion of "building a reasonable and sustainable enterprise, serving customers not out of self-interests, but to help them meet their own financial needs." What with the current financial crisis, and the experiences that Otto and his partner have had, Mr. Luk believes that they can give customers valuable advice with regards to their own financial affairs. "Aside from providing a common area or HKSEIC termed it as Social Enterprise Hub for people to meet and doing daily business, I also help people and promote the idea of social enterprise among my customers."

According to Mr. Luk, the young generation of today's society requires most guidance and encouragement. Through promoting social enterprise, they can develop their own talents and realize their dreams, all the while understanding that there is more to life than reaping profits.

## Afterthoughts

Lo and behold, it has already been two hours since the beginning of the interview. At the end of the interview, Mr. Luk would like to thank all his friends for the support. He would also like to express his encouragement to the younger generation, telling them that "it is alright to dream big. The most important thing is to have the courage to take that first step." While I zip the last cup of coffee, I cannot help but feel that THINK / HKSEIC café is quite unprecedented in terms of its business motto and operation objectives. Our society would certainly benefit with more people who think alike.



大部份人都有想過做老闆的滋味吧。當你嚮往做老闆的自由、權力、受人敬重和可觀收入的同時，是否有想過經營一門生意背後需要多少時間做全盤計劃、過程中需要多少堅持、經歷過多少失敗和承受過多大的壓力？今期，我們有幸能到訪近日傳媒爭相報導的樓上咖啡店「THINK」，並由該店的兩大老闆之一，Otto Luk 陸先生，與我們分享由「打工仔」擠身老闆行列，再從商業營運到營運社企這過程中的點滴，當中有苦樂，亦有起跌。這，不就是人生嘛？



## 專訪 Think Cafe

### 人氣樓上咖啡店的誕生

「這個構思我們用了超過五年的時間去『想』，直至2009年驚覺人生走到這階段有些構思若再不實行，再過些年月，背上只會有更多擔子，創業的勇氣也只會越來越少。幸好我的生意夥伴 Mark Kong 是位積極解決困難又思想正面的人，他的決心和幹勁催化了「THINK」的誕生。由計劃到開業，最後我們只用了數個月去『做』。」陸先生一邊用純熟的手勢沖咖啡一邊娓娓道出他的創業故事。「開業初期，我們同樣面對人流不足和缺乏知名度的挑戰。我們經歷過整天沒客人到訪；也感受過每次電梯響起『叮！』的一聲便期待接待客人但原來是同層其他公司的訪客的那種期待和失望；更試過在『一個客人也沒有』的下午，氣餒得關了店鋪的門躲進去睡。」在分享這段甘苦經歷時，THINK的訂座電話已經響過不停。

### 由做生意到做社企

「多謝 Dr. Kent Lee 介紹了社會企業這理念給我認識，也讓我認識嚴俊民先生，使我明白經營社會企業的好處。」陸先生認為他的創業理念一如以往：「要建立一個專業理財分析平台，以理性的角度給客人分析市況，在不存機心和不銷售產品的情況下為客人度身訂做理財計劃。」讓THINK成為聚腳熱點原來不是他和拍擋的生意目的；反而，利用他和拍擋曾在金融界打滾的財務經驗和敏銳的市場觸覺幫助客人才是他們的最終理想。「由純做生意到現在經營社會企業，除了擴大了社交圈子，在聘請員工或尋求生意夥伴之時，也能推動社會、幫助別人。」陸先生認為創業初期的朋友，尤其年青人，最需要的是前人指導和平台交流。他希望THINK可幫助到這群有理想衝勁的年青人實現夢想。始終，萬事起頭難；是過來人，當然更明白。

### 營運生意都需要伯樂

「THINK」的成功是建基於朋友間的支持。」老闆花了時間、積蓄和心思，當然想換取成功。但成功是特別嘉賓，沒有充足的準備和精心鋪排，它是不會出場的。陸先生的家人和朋友得知他要放棄穩定的工作而勇闖一番事業，除了祝福，還有身體力行的幫助。

「初開業的數個月都忙於請朋友到「THINK」聚會，想聽取意見，也想宣傳一下。」但陸先生後來發現單靠朋友們的消費是抵不住昂貴的租金和營運開支的，因此大家都為他著急。好的點子通常是由多於一個腦袋的意念集腋成裘而得來，腦震震盪的火花為「THINK」開出一條血路。「多謝『足足五千年』的作者項明生先生與「THINK」合辦了第一個旅遊分享會。」自此，不同類型的聚會越來越多，志同道合的朋友從各方聚集到這咖啡店。從分享興趣到認識新朋友；由初相識到無所不談；「THINK」，成了熱門的聚腳點。



中 : Charlotte 英 : Cheryl

### 後記：

不經不覺，已在THINK逗留了超過兩小時。訪問完結之前，陸先生最想多謝的是一路上給予他無限支持的朋友；而最想鼓勵的是有創業夢想的年青人：「夢想想得大一點不緊要，最重要是堅持和踏出第一步的勇氣。」說罷，陸先生的朋友已給他帶了熱騰騰的午餐，為他打打氣。離開前，細味著最後一口陸先生為我們沖的香濃咖啡，好像感受到他與朋友之間的連繫，還有他創業至此的甜酸苦辣。



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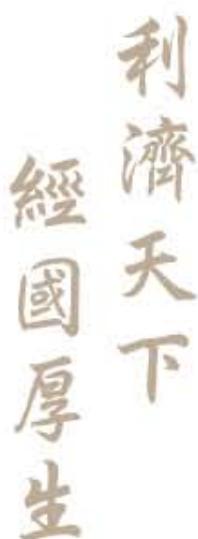
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