

# Excellence Award – Hong Kong Cyberport Management Company Limited

## 卓越獎 – 香港數碼港管理有限公司



### Report Summary

Provided by Hong Kong Cyberport Management Co Ltd

#### Company Background

Cyberport is the digital technology flagship for Hong Kong with a community of over 1,500 start-ups and technology companies. It is managed by Hong Kong Cyberport Management Limited (“Cyberport”), which is wholly owned by the HKSAR government.

Cyberport is focused on developing various application and technology clusters from FinTech, smart living, and digital entertainment/esports to AI/big data, blockchain, and cybersecurity, and is committed to cultivating talent and start-ups, fostering industry development by collaborating with local and international partners, and integrating new and traditional economies by accelerating digital transformation in the public and private sectors, establishing digital technology as a key economic driver for Hong Kong.

#### Leadership

Cyberport’s values of integrity, openness, and making a difference form the foundation of the mission and vision established by its leadership, these values are ingrained in its strategies, programmes, and operations.

Through regular town hall meetings and management workshops, senior leaders have created direct communication channels with its staff. In addition, a well-structured staff performance evaluation mechanism has been adopted by the leadership to ensure all key deliverables are achieved accordingly.

Under the guidance of an diverse Board of Directors, Cyberport is committed to maintaining and upholding high standards of corporate governance and has adopted accountability, transparency, fairness, ethics and integrity as the cornerstones of its corporate governance framework, enabling Cyberport to accomplish its public mission, while attaining long-term, sustainable growth.

### 報告摘要

本報告摘要由香港數碼港管理有限公司提供

#### 公司背景

作為香港數碼科技旗艦，數碼港社群雲集超過 1,500 間初創企業和科技公司，由香港特區政府全資擁有的香港數碼港管理有限公司管理。

數碼港致力發展金融科技、智慧生活、數碼娛樂／電子競技，以至人工智能／大數據、區塊鏈和網絡安全等不同應用及科技範疇，並積極培育人才、扶植初創，透過與本地及國際策略夥伴合作，促進產業發展，同時加快公私營界別的數碼轉型，推動新經濟及傳統經濟融合，為香港締造新經濟動力。

#### 領導才能

重視誠信、保持開放及敢創求變的價值，是管理層制定企業願景和使命的基礎，並彰顯於策略計劃、創業計劃以及日常營運中。

透過定期的員工大會、管理培訓工作坊等，公司領導層建立多個與員工直接溝通的渠道，管理層亦透過結構完善的員工績效評估機制，確保具體成果能如期實現。

在背景多元化的董事局成員引領下，數碼港致力維持高水平的企業管治，以公平持正的原則，秉持道德和誠信，保持高透明度及問責性，以確保數碼港能夠實行公眾使命，並實現長期及可持續增長。

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### Strategy

Cyberport is committed to building a comprehensive, nurturing ecosystem and one-stop platform for start-ups and talent to thrive to fulfil its corporate strategy to cultivate and nurture talent, develop industries and promote the integration of new and traditional economies.

Cyberport offers a series of entrepreneurial and funding programmes to meet the needs of start-ups, tech companies, innovators, and digital entrepreneurs at various stages of development, lowering barriers to establish a digital technology enterprise, as well as creating a favourable environment for the growth of these companies. This includes leveraging on the Cyberport Investors Network, Cyberport Enterprise Network, and Cyberport Technology Network.

The Cyberport management, in partnership with top consulting firms, conducts regular market and competitive landscape reviews to identify opportunities and challenges in the market, and develops three-year strategic plans for Cyberport with the goal of generating long-term value for Hong Kong's I&T sector.

### Customers

With a public mission to foster Hong Kong's I&T development, Cyberport has responsibilities towards multiple stakeholders in the society. Digital technology start-ups and entrepreneurs are primary stakeholders and the backbone of Hong Kong's I&T development. Cyberport offers them comprehensive support to bolster their development.

Government departments, policy units, and regulators are also important stakeholders of Cyberport. Cyberport often implements new initiatives in tandem with government directives and takes on the role of a conduit for communication, helping the government seek crucial feedback from the industry.

Cyberport collaborates closely with industry organisations, including ICT associations, business groups, and professional bodies, to drive digital transformation, facilitate exchange, and enhance global connections.

### Measurement, Analysis, and Knowledge Management

Cyberport has implemented a three-year strategic plan with clear strategic objectives - Community, Revenue, Ecosystem, Deals Flow, Investor and Tech Knowledge Hub + Branding. These objectives have been further developed into measurements which are monitored by dedicated committees.

### 策略

數碼港致力創建一個可以協助初創及科創人才蓬勃發展的全面生態系統和一站式支援平台，以履行培育人才、推動產業發展、促進新舊經濟融合三個企業策略目標。

為迎合初創企業의 各種需求及不同階段的發展，數碼港提供一系列創業和融資支援計劃，降低數碼科技企業成立門檻；同時創造有利企業發展環境，包括透過「數碼港投資者網絡」、「數碼港企業網絡」和「數碼港科技網絡」，為他們提高成功機會。

管理層一直與頂尖的顧問公司合作，進行市場和競爭形勢評估，分析市場機會和挑戰，訂下三年計劃，為香港創新科技行業創造長遠價值。

### 客戶

數碼港肩負起促進香港創新科技發展的公眾使命，對社會不同持分者盡責。數碼科技初創和企業家是數碼港的主要持分者，是香港創新科技的支柱。數碼港為這些企業提供全面支援，以讓他們茁壯成長。

政府部門、決策部門和監管機構亦是數碼港重要的協作對象，數碼港不時配合政府政策方針推行新措施，同時擔任溝通渠道，助政府廣納業界意見。

數碼港亦同時與不同資訊及通訊科技協會、商業組織和專業團體緊密協作，透過舉辦行業活動，推動數碼轉型、促進交流、強化國際網絡。

### 評估、分析和知識管理

數碼港推行的三年計劃，以社群、收入、生態系統、項目對接、投資者和科技知識中心及品牌創建作為明確的目標和關鍵績效指標。各範疇的成效均由專門成立的委員會監察。

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### Workforce

The digital technology industry is constantly evolving, Cyberport's HR strategy aims at promoting staff engagement and fulfilment to achieve excellence by showing agility, creativity, and learning in a rapidly changing environment. It also organises regular team events to foster employee engagement, collaboration, and teamwork.

To promote a learning culture, Cyberport runs a transformation programme to accelerate employee development. The programme enables staff to upgrade skills, develop new competencies, and advance their careers.

In addition, Cyberport has also launched a special award programme to inspire creativity and reward extraordinary performance.

### Operations

Cyberport adopts a unique self-sustaining model that powers its public mission activities with income received from its commercial operations, including its four grade-A office buildings, shopping arcade, and hotel.

Cyberport's campus at Pok Fu Lam offers both an excellent place to work, and a community for exchanging ideas and seeking camaraderie. To maintain a well-operated smart campus, Cyberport deploys various technological solutions to enhance effectiveness, facilitate the management of Cyberport's facilities, entrepreneurship programmes and leasing procedures, as well as showcase Cyberport's start-up solutions.

Cyberport also has a robust IT & Telecom Infrastructure to support the operations of its start-ups and tenants, and a stringent information security policy is in place.

### 工作團隊

數碼港的人力資源策略，以促進員工的投入度及敬業度為目標，務求讓他們在持續革新的行業生態中，展現靈活性、創造力和學習能力，以達到卓越表現；並定期舉辦團隊活動，增加員工投入度、提升協作和團隊精神。

為推廣學習文化，數碼港正推行一項促進人才發展的轉型計劃，助員工提升技能、培養新專長及發展事業。

此外，數碼港亦推出特別獎勵計劃，以啟發創意及嘉許優異表現員工。

### 營運

數碼港採用獨特的自負盈虧模式營運，以商業運作（包括四座甲級寫字樓、商場和酒店）所獲得的收入，以支持公眾使命活動。

位於薄扶林的數碼港園區，除了提供優質工作環境，更孕育一個互相交流及互相扶持的初創社群。為了維持高效的智能園區管理，以及展示數碼港初創成果，數碼港採用了各種智能解決方案，並應用於各類設施、創業計劃及租賃程序管理。

數碼港亦擁有完善的資訊科技及電訊基建，支援初創企業和租戶的日常運作，並且制定了嚴謹的資訊安全政策。

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### Results

After 15 years of hard work, Cyberport is a community of more than 1,500 start-ups and tech companies, including four unicorns, close to 400 FinTech enterprises and over 600 smart-living companies. Between 2014-15 and 2018-19, the contributions made to public mission activities has increased from HK\$68.2 million to HK\$133.4 million.

Since 2010, Cyberport's incubatees, alumni, and grantees have attracted over HK\$13 billion of investment globally. Cyberport also houses two of Hong Kong's virtual banks and all of its virtual insurers, marking its contribution to Hong Kong's FinTech development.

The Cyberport Investor Network has grown to over 100 tech investors, bringing money and risk capital to invigorate Hong Kong's tech investment scene. Meanwhile, the Cyberport Macro Fund has successfully invested in 16 projects worth close to HK\$120 million, adding co-investments of around HK\$676 million.

### 業績

經過 15 年的努力，數碼港已成為一個雲集 1,500 多間初創企業和科技公司的社群，當中包括四間獨角獸、接近 400 間從事金融科技企業及超過 600 間智慧生活公司。數碼港投放予公眾使命活動的開支，由 2014-15 年度的 6,820 萬港元，增加至 2018-19 年度的 1.334 億港元。

自 2010 年起，數碼港的受培育公司和畢業生在全球吸引了超過 130 億港元的投資，並成功推動金融科技發展。園區目前容納了兩間本地虛擬銀行，以及香港現有的所有虛擬保險公司。

數碼港投資者網絡已增長至超過 100 名成員，引入的創投資金為香港創投環境注入動力。同時，數碼港投資創業基金已成功注資接近 1.2 億港元在 16 個項目上，並引入共同投資金額約 6.76 億港元。