

# Home-Grown Innovation is Making a Difference



Fifth right: Innovate Jardines Chief Executive Officer Michael Poon and the Innovate Jardines team.



Constantly innovating and adapting to stay aligned with market trends has been one of the major growth drivers for Jardines for more than 185 years.

Meeting this challenge in the digital age is a priority for the Innovate Jardines (IJ) Chief Executive Officer, Michael Poon. In this interview, Mr Poon shares more about IJ's areas of expertise, the support it offers to Group businesses and operations, and the opportunities and challenges ahead.

**In simple terms, please describe the role of IJ and the team's objectives.**

At a high level, the role of IJ is twofold. One is to help instil a culture of innovation across our Group's businesses. The second goal is to help drive business impact in our companies using technology or other innovation processes.

**What are the skill sets of the members of the IJ team?**

The background of IJ is a combination of things. We have long-term colleagues with a lot of experience working

for Jardines; we have people who have worked in start-ups and as management consultants, some in technology; and we have new Jardine Executive Trainee Scheme college grads starting out. So we have a diverse set of backgrounds and it's a team with many talents that can help transformation.

**As the team is relatively new, what were your initial focus areas; and what will be the major focus areas in 2019 and beyond?**

When we started initially, we focused on building awareness of the team, and on the internal culture, which was very much around the funding of Innovation Challenges and running a lot of workshops.

In 2019 we will continue to push both the internal: the culture piece and the external: the business impact piece. We've carried out proof-of-concepts and trial ideas, now we want to scale it up; so it's almost like we want to be more ambitious, taking things to the next level. We're not really doing different things, we're building on our success and upping our game.

**What have been some of the major milestones achieved so far? How does the team measure success?**

It's fair to say our milestones would be some of the ideas that we have funded that have gone on to become catalysts of much broader transformation, such as the creation of United Tractors Digital. More than 120 full-time staff are focused on digitalising the business, and more than 20 RPA (robotic process automation) projects have been kick-started across the group.

Also, following our Group-wide innovation challenges, we've seen the creation of innovation teams within the businesses, such as at Hongkong Land and Zung Fu, which have gone on to host their own challenges.

Awareness has really changed if we think about the mindset, openness and willingness to work with technology. We have been involved in some external partnerships like Startup Autobahn, NIO Capital and the Astra WeLab joint venture.



Right: Innovate Jardines General Manager C K Yap introduced Jardines to over 800 start-up founders and corporate leaders during the Startup Autobahn Expo Day last year.

**Looking ahead, what are some of the innovation opportunities and challenges in the near term?**

We continue to have great opportunities in terms of having lots of customers and lots of centralised data, that we can use to better serve our customers and be more operationally efficient. We've also helped change the mindsets of people about how they execute on some of these things, to operationalise it, make it happen and scale it. In terms of challenges, I think they're the same as they've always been. It's always difficult to try new things, to do things in a way that people aren't used to.

**Finally, the December Innovation Showcase attracted many video entries – how would you rate the quality of the projects submitted, and what's the appetite for digital transformation across Jardines' companies?**

We were really impressed by the 281 video entries received, and the 34,000 votes submitted! The number of responses and the quality of the videos was so overwhelming we had a difficult choice in narrowing it down to only six. I think it really demonstrates the strength and the desire to put in the hard work across the Group to do things better for our customers.



*It was inspiring to see just how much innovative work is taking place across the Group. It is clear that we have the passion and enthusiasm to experiment and find new ways of delivering better experiences for our customers.*



**Ben Keswick**

## Innovation Showcase 2018 – Our Top Six Innovation Champions and their Winning Ideas

Like finalists in the *Dragons' Den* or *Shark Tank* TV shows, teams representing Gammon Construction, Hong Kong Air Cargo Terminals Limited (Hactl), Zung Fu, Mandarin Oriental Hotel Group, and FIFGROUP and United Tractors (UT) both from Astra brought their 'A game' to the 2018 Innovation Showcase final at Jardine House last December.

Their high-tech solutions and the outcomes produced for their businesses were highlighted by each team in five-minute pitch presentations. To win the hearts and minds of more than 100 senior managers in the audience, including Jardines Executive Chairman and Managing Director Ben Keswick, many teams incorporated theatre, video, music and other creative hooks to stand out.

### And The Winners Were...

**Gambot™**, Gammon Construction's robot, with artificial intelligence (AI), was voted the best entry by the audience at the finals. Gambot™'s advanced tech, which delivers significant productivity and safety improvements, is transforming the way Gammon works. Incorporating a virtual assistant, co-creation integration, computer vision and AI decision-making,

Gambot™ enables staff to access real-time data and analytics on their devices. This information can be used to improve site safety, optimise resources, enable more sharing of information with stakeholders and enhance co-ordination and collaboration between clients and partners.

Gambot™ team members: Alan Kong, Alan Mo, Alan Wan, Dominic Yu, Eva Chan, Franco Fung, Horace Chu, Kenneth Wong, Kitto Chung, Lavender Liu, Lee Hopkins, Sammy Lai and Woody Dung.



*Innovation means, first of all, thinking differently. We also need courage and persistence because there will be doubts and challenges on the journey.*



Gammon  
Director & Chief Information Officer  
**Horace Chu**



The Gambot™ technology in action at a construction site.

### FIFGROUP, Astra: Customer-Based Financing Through Digitalisation of Customer Journey

The FIFGROUP at Astra project was the 'people's choice' winner, attracting the most online votes from employees across the Group. Their complete solution, which digitised the process of lending money to customers – from application to risk analysis, account management and more – has produced important benefits including cost reductions, more repeat business and increased market share.



Jardines Executive Chairman and Managing Director Ben Keswick gets an up-close look at FIFGROUP's project.

## Other Finalists and Their Projects

### UT, Astra: Credit Risk Scanner and Customer Analytics

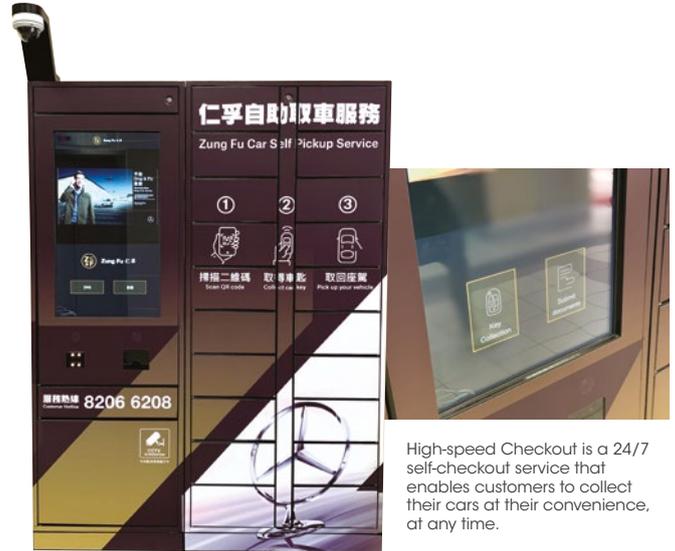
As Indonesia’s biggest heavy equipment distributor – with nearly half of its sales on credit – UT wanted to improve risk assessment processes to reduce payment default rates from customers. Using AI and machine learning, UT developed a credit risk scanner and an extensive customer profiling dashboard, which are both expected to improve UT’s bottom line by over US\$10 million per year.



UT staff use the credit risk scanner to enhance their risk assessment processes.

### Zung Fu: High-Speed Self-Checkout

Zung Fu developed a high-speed self-checkout solution that enables customers to pick up their vehicle after-hours following a service. The project originated from Zung Fu’s internal idea challenge hosted by the Speedworks innovation team that called for new ideas to improve customer service and convenience.



High-speed Checkout is a 24/7 self-checkout service that enables customers to collect their cars at their convenience, at any time.

### Mandarin Oriental Hotel Group: Technology Innovation – MyMO

As hospitality employees are often on the move, they receive a lot of their information from their manager and team noticeboards. To speed up information sharing, Mandarin Oriental developed MyMO, an employee app that transformed colleague engagement, operational processes and guest experiences. MyMO features streams to share information and ideas, a chatbot, and language translation, enabling employees to make faster decisions on the go.



MyMO app provides a channel for sharing ideas and information across the group.

### Hactl: Smart Cargo Locating

Hactl wanted to improve the accuracy and efficiency of moving and storing large cargo items in its warehouse at the Hong Kong International Airport. To achieve this, Hactl custom-built a warehouse GPS using computer vision and integrated technologies that is expected to save an estimated 20,000 work hours annually.



Hactl’s Smart Forklift tracks the cargo-handling route to improve operational efficiencies.