

SUMMER 2017

FABRICA. WEAVE

THE COMMUNITY ISSUE



IT TAKES A VILLAGE
(AND A FESTIVAL)
TO RAISE A STARTUP
一班熱心人 一個創業盛會
成就美國初創文化

TAKING RISKS IS THE
NATURE OF STARTUPS
冒險是創業家的天性

THE POWER
OF IMAGE SEARCH
以圖搜尋新模式 凝聚顧客網店

KNOW THE LAW TO
PROTECT YOUR STARTUP
完善法律服務 事業成敗關鍵

the
mills

fabrica
南豐作坊

Welcome to our newsletter!
In each edition we bring you interviews, insights, and practical information about the startup world of fashion, textile, and technology.

感謝您閱讀南豐作坊的通訊！我們將送上不同的訪問與觀點，以及實用的業界資訊，助年輕創業家投入時裝、紡織與科技的世界。

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ISSUE

社群號

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此乃中文譯本，如英文版本與此中文譯本有抵觸，以英文版本為準。

EDITOR’S
NOTE —
COMMUNITIES
THAT BREED
SUCCESS

Hong Kong celebrates the 20th anniversary of its return to China this year. Since 1997 Hong Kong has had to face changes and challenges on all fronts – cultural, economic, and political. The year of the handover was also the time of the dotcom boom. Starting in Silicon Valley, the tech startup culture quickly spread across the world including Hong Kong. Unfortunately, the boom led to quite a bit of dumb money chasing companies with shaky concepts and weak management, which eventually led to the dotcom bust. The companies left standing – whether it was the likes of Google, Amazon, and Netflix in the United States or Alibaba and Tencent in China – went on to dominate globally.

Community is the theme of this issue. We examine the importance of communities, how the world’s tech titans leverage their resources and experience to cultivate a vibrant ecosystem that nurtures a healthy pipeline of startups. Silicon Valley’s many incubators and accelerators help grow startups into budding businesses, showing that it takes more than a visionary entrepreneur to transform a brilliant idea into a profitable business; it takes a Valley to grow a startup. This innovation-focused culture is also behind the rise of co-working spaces that help with the cross-pollination of ideas. We introduce a few spaces with their own distinctive personalities. We also ask a seasoned entrepreneur to provide a breakdown of today’s startup culture.

Networks may seem like an abstract concept, but they can bring real results and benefits. Entrepreneurs can seed their businesses through crowdfunding platforms or test the market for their products through online retail platforms. Because of this, starting a business can be a lot easier than it was 20 years ago, but startups still need to learn how to best leverage the power of the internet so as to build a substantial client base and which legal issues to look out for. Our expert columnist offers some practical advice.

編者的話 ——
事業的成功，群體的累積

今年是香港回歸 20 週年，這些年間香港的文化、經濟、政治都面對不同的轉變和挑戰。

回看 1997 年，美國矽谷的創業文化和科網熱潮同步萌芽，人人聽到「.com」趨之若鶩，科網熱潮更蔓延到香港等全球各地。可惜脆弱概念被過度消費，加上背後並沒有周全穩固的營商概念，不少公司都因資金耗盡、管理不善而曇花一現，泡沫在短短幾年間瞬間爆破。

不論是美國的 Google、Amazon、Netflix，還是中國的阿里巴巴和騰訊，這群泡沫爆破後的生還者，最終成為當今最重要的跨國企業。我們這一期的主題是「社群」(Community)，探討社群意識的重要性之際，少不得參考前人累計下來的經驗。我們會看看全球幾家最大的科技企業，如何利用自己的資源與經驗，為創業家社群建立完善的生態環境。

加州矽谷幾經跌宕，至今仍然是不少初創企業的基地，同時是很多培育中心和企業加速器的總部，扶助初創企業成長與擴張。所以現在創業再也不是單人匹馬的事，而是聚沙成塔的集體努力，這也驅使鼓勵創意交融的共同工作空間如雨後春筍般湧現。我們會為大家介紹各地有趣的共同工作概念外，也找來在創業圈子裏經驗豐富的專家剖析現今創業文化。

所謂「科網」可以是虛無的概念，也可以是帶來實際效益的偉大發明。創業家可以透過網上眾籌平台募集啟動基金，網購平台也是小試水溫的最佳渠道。但如何有效地藉助網絡的力量，建立穩定的顧客群？現在創業看似比 20 年前容易得多，但在法律上又有甚麼需要注意的事情？我們的專欄作家會解答讀者們的疑問。

Photos: SXSW



IT TAKES A VILLAGE
(AND A FESTIVAL)
TO RAISE A STARTUP

The Mills Fabrica joined forces with Brinc, a Hong Kong-based Internet of Things (IoT) accelerator, to co-host two “Why China Matters: Brinc & The Mills Fabrica” networking events, in which Cherry Chan, PIC of The Mills and Carine Pin, Director of The Mills Fabrica, shared with techstyle and IoT entrepreneurs what makes Hong Kong a great place to set up their businesses and how The Mills Fabrica and Brinc can help. The Mills Fabrica also joined the SXSW Conference & Festivals to learn about the latest development of techstyle industry in the region.

一班熱心人
一個創業盛會
成就美國初創文化

南豐作坊在今年 3 月與企業加速器 (Accelerator) Brinc，在美國奧斯汀和三藩市舉辦兩場《Why China Matters: Brinc & The Mills Fabrica》分享會，席間南豐紗廠負責人陳卓卓 (Cherry) 及南豐作坊總監王健芝 (Carine) 與當地對新經緯產業和物聯網 (IoT) 有興趣的創業家分享香港作為創業基地的優勝之處，南豐作坊和 Brinc 又如何協助他們建立事業。

南豐作坊還參加了參加當時正舉行的西南偏南大會 (SXSW Conference & Festivals)，觀察當地新經緯產業的最新發展。



“SILICON VALLEY HAS KIND OF A UTOPIAN CULTURE. PEOPLE ARE VERY WILLING TO HELP NEWCOMERS AND NOT ASK FOR ANYTHING IN RETURN.”

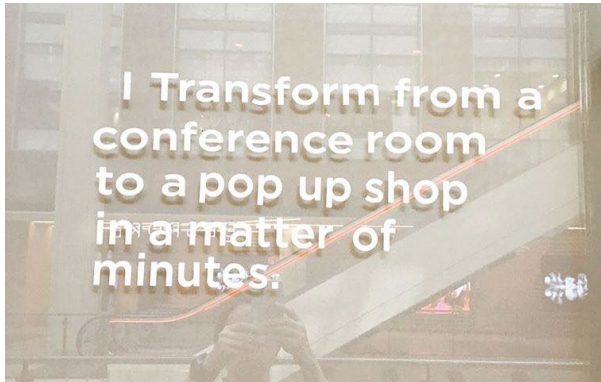
「矽谷擁有烏托邦式的文化，他們很願意幫助新公司而不求回報。」



CHERRY CHAN
陳卓卓

PIC
The Mills

南豐紗廠負責人



NEW TRENDS IN SOCIAL MEDIA

Apart from co-hosting these two sharing sessions, Brinc was also invited by SXSW to talk about how to set foot in Asia to establish a homebase for production. Apparently a gathering for entrepreneurs, SXSW actually started as a film and music festival in 1987, and only introduced the SXSW Interactive years later as a platform for startups to present their products and exchange ideas.

The Mills Fabrica met quite a few e-commerce startups at SXSW, and their businesses were closely connected with social media. Apart from technologies that applied artificial intelligence (AI) and algorithm, many companies offered one-stop service from design, production to backend support for online celebrities who wanted to establish their own brands. “The emergence of new brands no longer follows the traditional path – graduating from a famous fashion design school, interning at famous brands and then establishing one’s own label – there are way too many brands in the market nowadays and this old way simply doesn’t work anymore. Online celebrities playing ‘guerrilla warfare’ with the advantage of their huge crowd of followers and fans might instead help them stand out among the sea of brands,” said Cherry.

CULTURE OF SHARING AS KEY TO SUCCESS

While wearable products are gaining popularity, not every single product possesses an attractive appearance. Cherry came across a smart bracelet produced by LookSee that successfully struck a balance between tech and style. Coming in three models, solid silver, silver-plated white bronze and stainless steel, LookSee’s bracelets each has an energy-saving monochrome screen embedded, which displays patterns chosen by the user as well as information such as maps, weather forecasts or even payment barcodes. Their founder’s background is equally extraordinary. Originally from Sweden, LookSee’s founder Per Ljung completed a doctoral degree in aeronautical science and could therefore apply literally rocket science in their research and development.

Silicon Valley gathers talents from all different countries, and has become a popular city for startups. The open culture is their key to success. Silicon Valley has kind of a utopian culture, and since the place has nurtured a few generations of successful entrepreneurs, they are very willing to help newcomers. Many people would ask “what can I help you with” and not ask for anything in return. That’s a very unique ecology.

Although Cherry thought that many people in Hong Kong had a strong sense of self-protection, she quoted JUMPSTARTER as a good example of sharing culture. The organizers of the initiative, Alibaba Entrepreneurs Fund, Cyberport and Science Parks, have invited other organizations to collaborate. She added, “Hong Kong is a city capable of rapid change. I hope the entrepreneurial scene will be different in three years’ time with a culture of generous sharing of resources.”

Photos: LookSee, SXSW



社交網絡新趨勢

Brinc 除了跟南豐作坊舉辦分享會，也被 SXSW 邀請分享如何踏入亞洲成為品牌的生產基地。乍聽之下這是一個創業聚會，但其實 SXSW 在 1987 年初次舉行時是一個電影音樂節，久而久之才發展出讓初創企業交流與發表產品的 SXSW Interactive。

Cherry 提到會場內有很多從事電子商貿 (E-Commerce) 的初創企業，業務都跟社交媒體有關。除了利用人工智能 (AI) 和演算法 (Algorithm) 衍生出的社交平台技術，還有很多公司協助網絡紅人設立服裝品牌，提供設計、生產、後台支援等一站式服務：「新品牌的冒起方法，再也不是舊時候的那一套 — 於著名時裝學府畢業，在大品牌實習後成立自己的時裝品牌 — 現在市場上有太多品牌，這個方法已經很難維持下去；網絡紅人利用追隨者和粉絲的優勢『打游擊』，反而是突圍而出的方法。」

分享文化 致勝之道

縱然可穿戴產品越來越受消費者歡迎，但並不是每件產品的外觀都吸引人。Cherry 在矽谷留意到 LookSee 設計的智能手環，能夠平衡時尚與科技的需要。純銀、不鏽鋼或白青銅的手鐲包覆著灰階的低耗電屏幕，用戶能自選手鐲上的圖案，並能夠顯示地圖、天氣，甚至是付款條碼等有用資訊。創辦人 Per Ljung 的背景也是同樣特別，來自瑞典的他在加州大學柏克萊分校讀了一個關於航空科學 (Aeronautical science) 的博士學位，因此他利用高深科學來研發產品。

矽谷聚集各國人才，使當地成為炙手可熱的創業城市。而當地開放的文化，更成為當地成功的要素。矽谷擁有烏托邦式的文化，加上當地已經孕育了好幾代已經成功的企業家，他們很願意幫助新公司，很多人會問你「what can I help you with」而不求回報，是非常特別的生態環境。

雖然 Cherry 認為很多香港人未能離開「自我保護」的框框，她以最近舉行的創業比賽 JUMPSTARTER 為例，主辦單位阿里巴巴創業者基金、數碼港和科學園邀請了多個支持機構合作，是彼此分享資源的好例子：「香港是一個有能力快速改變的城市，希望 3 年後香港的創業景象會改變，業界能更大方分享資源。」

4 TECH TITANS GIVING STARTUPS A TURBO BOOST

While quite a few tech titans seem to be dominating certain industries, a healthy ecosystem also requires the existence of startups to ensure a constant pipeline of new ideas and development of cutting edge technologies.

Whether it is leveraging their own extensive network to build startup communities or focusing on product development, these four tech titans each help startups grow and scale in their own way.

以大侍小
4 家致力建立初創群體的
科技企業



不少大企業明瞭光是自己發展成功，並不足以令整個經濟體系健康發展，需要更多初創企業加入商業世界，透過他們的嶄新的理念與科技，才能互補不足，相得益彰。

以下這 4 間大型科技企業，有的透過自己的網絡，為創業家們建構全面穩固的創業家群體，也有的主力協助他們開發產品，使他們事業能夠穩定成長。



Photo: Amazon

GOOGLE

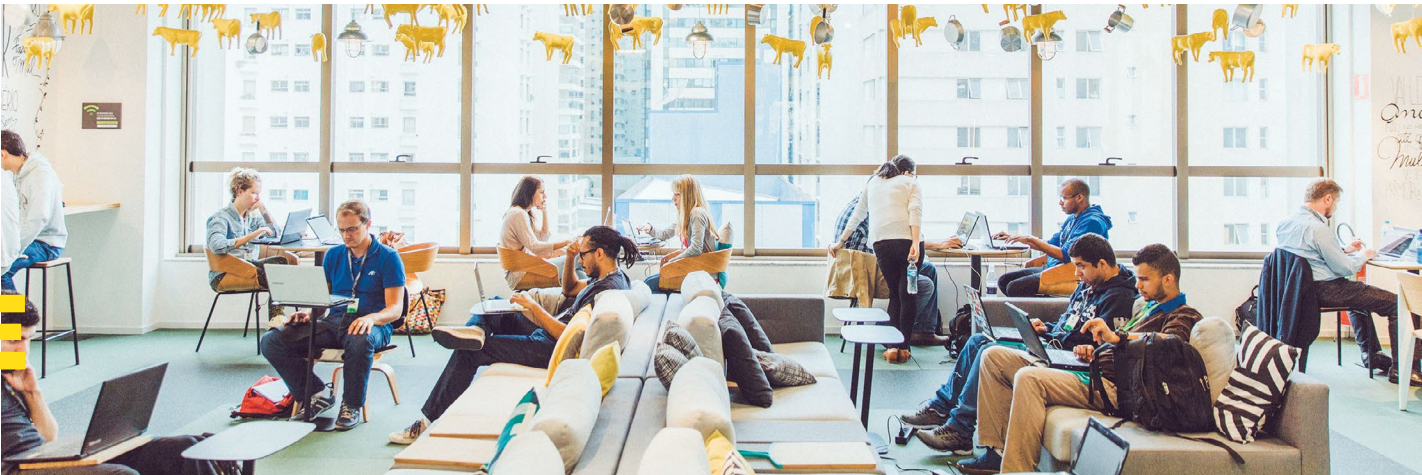


Photo: Google

PROGRAM NAME 企劃名稱	DESCRIPTION 簡介
Google for Entrepreneurs	Google’s platform encourages entrepreneurs to use AdWords and other tools to grow their businesses
INDUSTRIES 行業範圍	Google 設立的綜合平台，並鼓勵創業家使用 AdWords 等 Google 工具拓展市場
Biotech, IoT (Internet of Things), network security and 36 other industries 生物科技、物聯網和網絡安全等36種行業	

GOOGLEFORENTEPRENEURS.COM

In addition to connecting 125 startup organizations, co-working spaces and incubators around the world, Google has also set up its own community hubs in six cities – London, Warsaw, Seoul, Tel Aviv, Madrid, and Sao Paulo. These campuses hold talks, workshops, and short courses, with topics ranging from product management to interface design and programming.

Member startups can access co-working spaces anytime. Each campus has its own distinctive features. For example, Tel Aviv has a Device Lab with a wide range of iOS and Android smartphones and tablets so members can test their apps on different devices.

他們除了連結全球超過 125 個創業組織、工作空間和孵化器外，還在倫敦、華沙、首爾、特拉維夫等 6 個城市成立「Campus」。基本上每一天都會有面談、短期課程、工作坊等不同活動，內容涵蓋產品管理、介面設計、程式編碼，範圍之廣儼如一間小型學院。

成為這個企劃的會員後，能夠隨時到他們的空間裏工作。而每個城市都有不同特點，像特拉維夫便有「Device Lab」，放滿滿櫃不同型號的 iOS 和 Android 手機和平板電腦，供會員測試應用程式之用。

AMAZON



Photo: Amazon

PROGRAM NAME 企劃名稱	DESCRIPTION 簡介
Amazon Launchpad	A springboard for startups looking to sell their products online
INDUSTRIES 行業範圍	為希望研發適合在線上購物的商品的初創企業提供實驗場地
Online sales of F&B, beauty, lifestyle, and electronic products 適合網絡出售的飲食、美容、生活及電子產品	

AMAZON.COM/LAUNCHPAD

Amazon Launchpad is an online marketplace that showcases new products. Some of the products started out on Kickstarter and Indiegogo crowdfunding sites. Aside from providing an online retail platform, Amazon works with nearly 100 companies to offer prototyping, manufacturing, management, marketing, and financial services to startups.

Online shopping is constantly evolving, shortening product life cycles. Of the startups that apply to the program, not all will be selected. Amazon will give a response within seven days of the application to ensure that the right products get to market as soon as possible.

Amazon Launchpad 讓希望開拓網絡市場的商品提供實戰場地，部分產品來自 Kickstarter 和 Indiegogo 等眾籌網站。除了 Amazon 提供銷售平台，他們與接近 100 家公司合作，為初創企業提供原型、製造、管理、市場行銷和資金上的服務和支援。

網絡購物日新月異，也使產品的生命週期變得緊湊。但不是每家公司都適合合作，為了不讓創業家們乾等，他們承諾所有加入了這項企劃的初創企業，跟有關的公司聯絡後，會在 7 天內得到答覆，大大提升產品研發的進度。

FACEBOOK



Photo: Facebook

PROGRAM NAME 企劃名稱	DESCRIPTION 簡介
FbStart from Facebook	An accelerator program for mobile app developers with a wide range of benefits including mentoring
INDUSTRIES 行業範圍	主要支援手機程式的培育計劃，協助創業家開發產品
Mobile app developers 手機程式	

DEVELOPERS.FACEBOOK.COM/FBSTART

FbStart offers two tracks. Bootstrap is for early stage startups that have just launched an app, helping them clarify the direction of their company's development. Accelerate helps scale businesses that have been up-and-running for a while and have shown potential.

A noteworthy aspect about the program is its partnership with Adobe, Mailchimp, and Dropbox, offering free or discounted trials for a limited time. Facebook is also one of the companies offering benefits such as advertising credit so startups can test the market. They have been supportive of the Asian startups; the winners for the Apps of the Year Awards have been from China and Taiwan for the past two years. Over US\$100,000 in prizes are awarded each year.

FbStart 分為「Bootstrap」和「Accelerate」兩種計劃，前者是針對剛推出手機程式的公司，幫助他們釐清公司的發展方向；至於後者則接受已經發展一段時間，而又有發展潛力的公司申請參加，協助他們擴大公司的規模。

這兩個計劃有趣的地方，是他們跟 Adobe、MailChimp 和 Dropbox 合作，提供價格優惠或短期的免費試用。Facebook 本身也會為入選公司，提供免費的廣告額度，用以測試市場反應。他們銳意鼓勵亞洲市場發展，過去兩年的「Apps of the Year Awards」的得主分別來自中國與台灣，得到超過 10 萬美金的獎金獎品。

SAMSUNG



Photo: Samsung

PROGRAM NAME 企劃名稱	DESCRIPTION 簡介
Samsung Next	An accelerator for entrepreneurs looking to leverage Samsung's ecosystem
INDUSTRIES 行業範圍	借助 Samsung 本身擁有資源而成立的企業加速計劃
Medical technologies, IoT, virtual reality, augmented reality 醫療科技、物聯網、虛擬實境、擴增實境	

SAMSGUNEXT.COM

While Samsung's Strategy & Innovation Center invests in human-computer interfaces, data centers and other areas, Samsung Next, which has offices in South Korea, Israel and the U.S., focuses on helping early-stage startups that can integrate into Samsung's ecosystem of products.

Since starting the program in 2013, Next has already supported more than 100 startups such as StickiBoard, a cloud-connected whiteboard, and mobile wallet LoopPay. Next offers funding and development expertise to companies at three different stages: Startup, Growth Opportunities, and M&A.

Samsung 本身有一個策略及創新中心 (Strategy & Innovation Center)，投資有關人機互動和數據中心等初創項目。而分佈南韓、以色列和美國的 Next 企劃，則專注發展較生活化，並能跟 Samsung 產品結合的初創企業。

他們在 2013 年開始這項企劃後，已支援過超過 100 家公司，比如是雲端白板 StickiBoard 和外置手機的電子錢包 LoopPay 等。他們把加入計劃的初創公司分為三種：新成立、尋求增長及合併收購，按照他們的發展程度與籌資階段，協助他們擴張和尋找資金。



Photo: Google

“TAKING RISKS IS THE NATURE OF STARTUPS.”

「冒險是創業家的天性。」



People with experience are often keen to cultivate the next generation. Silicon Valley’s vibrant entrepreneurial culture is a classical example. Bess Ho, a partner at local incubator Archimedes Lab, has nurtured Aftership, Wingz, Lumo BodyTech and other tech startups. Bess is also the president of the Chinese Software Professionals Association (CSPA), which is dedicated to connecting professionals and entrepreneurs from China and the United States.

Having witnessed the turbulent fortunes of countless entrepreneurs, Bess shares her insights on what makes a entrepreneur successful and the things to look out for before entering the U.S. market.

Written by Bess Ho
Edited by The Mills Fabrica

美國矽谷創業文化炙熱，多半是因為當地有一班經驗豐富的人扶持後浪。當地企業培育中心 Archimedes Labs 的合夥人何佩思（Bess）便曾經培育過 Aftership、Wingz 和 Lumo BodyTech 等多家科技公司；Bess 同時是華人軟件專業協會（CSPA）的主席，致力連結中、美兩地的專業人士和創業家的互相交流。

曾經見識過不少創業家起起跌跌的 Bess，分享她眼裡成功創業家的特點，以及踏足美國市場前需要留意的要點。

文：何佩思
編輯：南豐作坊

“THE NO. 1 REASON THAT STARTUPS DIE IS BECAUSE THEY RUN OUT OF FUNDING.”

「初創企業的致命點是資金不足。」

HOW TO SUCCEED AS AN ENTREPRENEUR

At the early stage, most startups have not achieved the product/market fit validation. Founders face many uncertainties from unfit products, unproven business models and unpredictable financial projections. I’ve learned to observe founders’ attitude, behavior, and state of mind, which combined are a critical Key Performance Indicator (KPI). I never invest in anyone without first meeting in person or who is not willing to build investor relations. I want to see the “fire” in a founder’s eyes from which I can feel the passion.

These are the questions that I usually ask: Would this founder be able to survive the down side of the startup? I look for the greatest salesmanship in a founder. Would this founder be able to close big and small customers? I look for storytelling ability. Would this founder be able to sell the vision to investors and VCs? I look for fundraising ability. Would this founder be able to raise sizeable funding? And I look for competitiveness in a founder. Would this founder be able to stay competitive and win customers over the competitors? I also look for creativity, flexibility, ability to move fast and scale, problem solving, hyper-growth, team building and leadership. A founder with these abilities will be able to take his vision from concept to a billion-dollar valuation.

I often rescue founders at very critical moments on their startup path.

The no.1 reason that startups die is because they run out of funding. This is a repeatable situation where startups need to achieve fundable milestones and successfully raise the next round before they run out of cash. This means startups have to figure out how to raise sufficient capital faster or generate sustainable revenue from paying customers. A good investor gives insightful, helpful and timely advice and is able to open up his/her business network and resources at decisive moments. It means life or death to them. With good advice, startups can take a shorter path to get from point A to point B. In other words, founders get a longer runway compared to their competitors.

創業家生存之道

創業初期最常遇到的問題是產品不能符合市場需求（Product/Market Fit）。除此之外，未如理想的產品、未曾遇過的營商模式、難以預料的財政預算，都是創業新手常遇到的未知數。我看過很多創辦人的態度、行為和心態，這些因素都成為企業的關鍵績效指標（KPI）。我希望在創業家眼中看到他們的熱忱，因此，我不會投資那些我未曾與創辦人見過面，或者不願意建立投資關係的公司。

這些是我會提出的疑問：他能在公司逆境時生存下來嗎？我期望他擁有強大的銷售能力；他能同時照顧不同規模的顧客需求嗎？我期望他有敘說故事的能力；他能向投資者和風險資本家推銷公司理念嗎？我希望他擁有募資的能力；他能夠募集可觀的資金嗎？我尋求一個擁有競爭力的創業家。然而，他能夠保持競爭力，並在芸芸對手中贏得顧客的青睞嗎？如果同時擁有創意、靈活、隨機應變、解難、擴張、快速增長、建立團隊和領導才能，他便是將抽象願景轉化成億萬資產的人才。

我曾多次在危急關頭，拯救了不少公司的創辦人。

初創企業的致命點是資金不足。這是經常出現的情況，他們需要完成每個募資階段，在資金短缺前完成下一輪募資。也就是說，他們要了解如何快速地籌集足夠資本，或如何在付費客戶手中衍生出源源不斷的回報。一個好的投資者，需要在創業家面對困境時，及時給他們有遠見的建議，並開拓他們的人脈和資源。簡單來說，我們掌握了一家新企業的生死。好的意見能幫助他們在較短時間達成目標，反過來說，也給他們更多機會與競爭對手比拼磨練。

I TAKE THE BEST AND THE SMARTEST ADVICE AT THE RIGHT TIME

“THE INCUBATOR IS YOUR MOST SUPPORTIVE PARTNER AND SPONSOR, AS WELL AS AN ENDORSER TO INVESTORS”

「**企業培育中心是最支持你的夥伴與贊助者，也會把你推薦給不同的投資者。**」

U.S. & CHINA: TWO DISTINCT MARKETS

Both U.S. and China markets play critical roles in user growth, especially for startups that need hundreds of millions in annual revenue to justify their Unicorn status valuations. The marketing strategies, distribution channels and mobile payment options in the States are very different from those in China. For overseas Chinese founders who want to enter the U.S. market, it is important to recruit native founding members or a product manager in the States to develop the product or service to suit local market needs.

The States is the most important market in the world and the best playground for a startup to explore, test and develop its product/market fit. Americans are a group of open-minded users in the era of social networks. They are less dependent on traditional media for news and product information. Meanwhile, China is advanced in e-commerce, online-to-offline (O2O), new media and mobile payment. Consumers in China are getting used to shopping on mobile devices and paying with WePay or Alipay at retailers, while mobile payment in the U.S. has not taken off as the industry hoped.

You can also seek help from local organizations if you want to enter the U.S. market. For example, the Chinese Software Professional Association (CSPA) is a non-profit business organization based in Silicon Valley which has gathered over 4,400 professionals since 1988. CSPA aims to build a cross-border network for executives and entrepreneurs in both the U.S. and China. However, the organization is facing changes in the way people socialize; many professionals are moving their professional networking to Meetup.com, Linkedin, Facebook, or even private groups. Therefore, we focus on building interpersonal relationships, a trusted business network, and long-lasting friendships in order to keep CSPA relevant to millennials.

Taking risks is the nature of startups. A startup is the ultimate experiment for any new business. Expect any experiment to fail until you find the closest profit/market fit and land enough paying customers. Fail fast and learn fast. Fail smart. Don't make dumb mistakes. Failure is a part of the learning process and expected journey of a startup. Always ask for advice. Ask expert advisors. Don't ask any random person with little or no experience. Be a smart founder and take the best and the smartest advice at the right time!

WHAT'S AN INCUBATOR?

The incubator is your most supportive partner and sponsor, as well as an endorser to investors. At incubators, there are trusted advisors to guide you, because incubators will only see a return if the startup is very, very successful. They are your partner who will be working with you before you can raise Series A, and introduce you to the next investor or endorse you to V.C. firms in the V.C. round.

中美市場需求迥異

初創企業需要數以億元計的年收入，以晉身「獨角獸公司」的行列；而龐大的美國與中國市場，便在用戶增長的層面扮演著非常關鍵的角色。可是，不論是行銷策略、分銷渠道和行動付款方式，兩國都有很大的差別。當海外華人想進入美國市場，首要在於當地尋找創辦公司的夥伴，或者招聘一名本地人當產品經理，以建立符合美國市場需要的產品或服務。

美國是世界上最重要的市場之一，也是創業家探索、測試、研發產品是否符合市場需要的實戰場地。美國人越來越不依賴傳統媒體吸收新聞和產品資訊，是社交媒體盛行的時代裏最開放的一群消費者。而中國市場的優勢在於電子商貿、線上到線下(O2O)、新媒體和行動付款等範疇。另外，中國消費者已經習慣透過手機購物，並利用微信支付或支付寶進行交易。可是，行動支付在美國未能如行業所願，在坊間被廣泛使用。

如果你想進入美國市場，也可以在美國當地尋求協助。像華人軟件專業協會(CSPA)這個以矽谷為基地的非牟利機構，在1988年成立以來已經聚集超過4,400名專業人士。協會的定位是成為增長最快的華人機構，並連結不同界別、以及來自中、美兩國的行政人員與企業家。不過，我們正面對專業人士改變社交方式：他們的專業網絡轉移到現今流行的Meetup.com，或者是Linkedin、Facebook，甚至是私人的群組。我們希望協會與Y世代保持關聯，集中資源建立人際關係、可信賴的商業網絡，以及協會會員間的穩固友誼。

冒險是創業家的天性。創業對任何新的事業來說都是終極的試驗，嘗試直到你找到產品最接近市場的需求和足夠的付費客戶。即使失敗也要聰明地失敗，不要作無謂的錯誤：你失敗得越快，學習得越快。失敗是學習的過程，也是創業的必經階段。經常詢問別人意見，專家的意見；不要隨便找一個人，問一些無關痛癢的意見。做一個聰明的企業創辦人，在適當的時候聽合適的意見！

甚麼是企業培育中心？

企業培育中心是最支持你的夥伴與贊助者，也會把你推薦給不同的投資者。他們願意承擔很大的風險，投資你只有早期想法的產品或服務。他看見你為它帶來回報的巨大潛能，因此是你值得信任的導師。在第一輪募資前，他是你的合作夥伴，並且會把你介紹給下一位投資者，或在風險投資階段推薦你給風險投資公司。

New online shopping platform Goxip enables you to buy what you see. Unlike other online shopping platforms, it doesn't stock its own inventory or have its own brand. Instead, the image search function lets customers search for their desired products, and then redirects them to more than 500 online stores around the world, which together offer more than 5 million fashion and beauty products.

Goxip CEO Juliette Gimenez is a self-professed fashion lover, who has turned her interest into a business. Here, she shares the challenges and opportunities of this business.



THE POWER OF IMAGE SEARCH

以圖搜尋新模式
凝聚顧客與網店

「看到就能買」是新進網購平台 Goxip 的賣點，與其他網購平台不同，他們沒有自己的庫存和品牌，旨在透過圖像搜尋功能，幫助顧客搜尋心儀產品，並重新定位到世界各地超過 500 家的網店，瀏覽逾 500 萬件時裝美容產品的選擇。

Goxip 的行政總裁 Juliette Gimenez（詹明月）自言是一名「fashion lover」，由興趣到事業，她會為大家分享這門生意的挑戰與潛力。



BESS HO
何佩思

President of CSPA
華人軟件專業協會主席

WWW.CSPA.COM



SNAP SHOP WEAR



“IF THERE IS SOMETHING THAT GOOGLE CAN’T DO, I SEE THIS AS AN OPPORTUNITY.”

「如果連 Google 都做不到，那便是一個大好商機。」

WHAT WAS THE MOTIVATION FOR STARTING THIS BUSINESS?

There was this one time I saw a photo of Jessica Alba in a pair of amazing boots on Instagram, which I immediately wanted. But Instagram does not allow me to click and buy right away. What I had to do was go to different e-commerce websites and try to find something similar. I even tried using Google image search but all I got was more photos of Jessica Alba from the event. If there is something that Google can't do, I see this as an opportunity. Therefore, I'm trying to develop a solution that allows people to shop whatever they see. That is why Goxip was founded.

HOW DID YOU AND YOUR PARTNERS CONNECT FASHION AND IMAGE RECOGNITION TECHNOLOGY?

I think it was a matter of looking at the behavior of online fashion shoppers. I am Goxip's target audience; I understand how fashion lovers look and shop for fashion online. Fashion is visual. Most of the time, it's really difficult to use words to describe exactly what I'm looking for. Images are better and more logical alternatives. That led us to explore image recognition technology and image search.

HOW CHALLENGING IS IT FOR A STARTUP TO ATTRACT TALENT?

Even though we are a startup, we have our own culture, which we emphasize. Culture determines the people we hire and the values we stand for, so it will end up setting Goxip's direction. So when we're hiring, we look more at personality and whether the potential candidate can fit into our culture rather than just focusing on skills and experience. With this strict requirement, sometimes it's even harder to find the perfect person who is a good fit with our culture and has the necessary skills and experience when the number of applications is scarce.

是甚麼推動你開始這門事業？

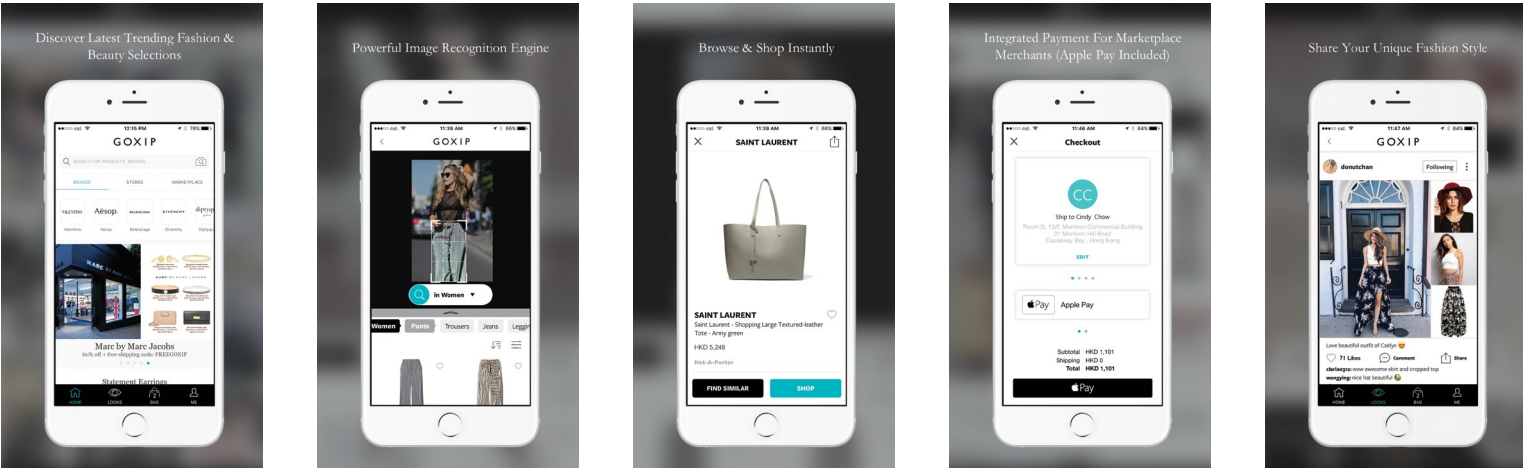
記得有一次在 Jessica Alba 的 Instagram 上看到有一雙很好看的靴子，我一看到就想買它回家，可是 Instagram 上並沒有途徑可以點擊購買。我需要瀏覽不同網購平台，才能找到類似的款式。我甚至用 Google 的「圖像搜尋」功能，但是找到的都是 Jessica Alba 出席活動的網頁，根本找不到那雙靴子的資料——如果連 Google 都做不到，那便是一個大好商機。所以我嘗試建立一個允許用家「看到就能買到」的平台，這也是 Goxip 開始的原因。

你和你的夥伴是如何發掘到時裝與圖像識別科技的關聯？

這跟網店的顧客行為有很大關係。我本身就是 Goxip 的目標群眾，了解喜愛時裝的人嘗試在網上尋找甚麼、購買甚麼。時裝是視覺主導的，很多時候，我們很難用三言兩語形容想找的產品。所以圖像是一個更好、更有邏輯的方法，也是我們探索圖像辨識和圖像搜尋功能的主因。

作為一家初創企業，在招攬人才上有甚麼難度嗎？

雖然我們只是一家初創企業，但我們很強調公司文化，這決定我們聘請甚麼人和公司的價值，甚至最終影響到公司的發展方向。因此我們招聘時，關注的都是應徵者的個性和他們如何配合公司的文化，多於只看能力和經驗。這是非常嚴謹的要求，特別在缺乏申請的狀況下，我們很難找到同時合適公司文化，又有一定經驗和能力的人才。



WHAT IS THE MOST COMMON ISSUE WHEN YOU'RE DISCUSSING A PARTNERSHIP WITH ONLINE STORES?

When online stores partner with platforms like Goxip, they are looking to improve their branding, increase traffic and sales among the audience and fans accumulated by these third-party platforms. But when Goxip first started, we had zero traffic and zero content. That meant we had to sign partnerships with some of the biggest online stores to leverage their products to be our content when we had zero traffic on Goxip.

They had to understand that in the beginning there would be limited traffic and sales coming from us since we were just starting to build our audience. Online stores' concerns are always on ROI and how much traffic and sales we can potentially bring to them immediately. Therefore, we had to manage their expectations by letting them know that results were not going to be delivered right away. It would take time for Goxip to build our user base. So they would need to be patient and have faith in our concept.

WHAT ARE THE INCENTIVES FOR ONLINE SHOPS TO PARTNER WITH GOXIP?

Since we offer an affiliate partnership, there is no initial investment; their only cost is commission. They only pay when a sale has happened, whereas the pressure is on us to increase traffic and sales from month to month in order to prove Goxip is the best promotional channel and platform.

DATA IS THE MOST VALUABLE ASSET THESE DAYS; HOW DOES GOXIP PROTECT USERS' PRIVACY WHILE COLLECTING MILLIONS OF DATA POINTS A DAY?

With affiliate marketing, the majority of Goxip shoppers actually get redirected and check out at the external online stores instead of paying within Goxip. Therefore all credit card details and personal information are in the hands of those external websites, which we select and screen before forming a partnership. We try to only work with websites that are of a certain size, with a lot of credibility and have the resources to protect users' data.

However, now that Goxip marketplace is available, we do have users who check out on Goxip. For the private data that we get, we encrypt everything first so even if it gets stolen it is not readable. Secondly, we leverage third-party providers such as Stripe to handle credit card information. These providers have the security and tech muscles to take care of customer data, so it's best to leave the handling of credit card information to them.

當你們跟網店洽談合作時，最常聽到的是甚麼問題？

網店跟 Goxip 這類平台合作，多數期望利用第三方平台累積下來大量的讀者與支持者，建立品牌的形象，以及增加網站流量和銷售額。但當 Goxip 一開始時，不論網站流量和內容的數量，都是零。所以當我們需要跟市面上其中幾家最大型的網店簽署合作協議，藉著他們的產品為我們的網站帶來內容。

而我們的合作夥伴，需要理解我們仍然在建立讀者群的階段，網站只會為他們帶來有限的流量和銷售量。而網店關注的，偏偏是回報率、網站流量和銷售量。所以，他們需要耐性和信任我們的潛力，並理解我們需要時間建立用戶群，現階段未必能看到成果。

有甚麼誘因驅使網店跟 GOXIP 合作？

由於我們以聯盟形式合作，並不要求他們立即投資在我們的平台上，唯一的成本是每一宗經過我們平台達成的銷售需要與我們分成。因此我們的壓力，便落在每個月如何增加網站的流量和銷售量，證明 Goxip 是他們最理想的宣傳平台。

數據是現今商業世界最有價值的資產之一，GOXIP 每天處理數以百萬的資料，你們如何保障用戶的私隱？

大部分瀏覽 Goxip 的人，都會被重新定向到聯盟的網店完成付款過程。所以信用卡等個人資料都是在這些網店手中。我們與網店正式合作前，都會經過仔細的篩選；而我們也盡可能與有相當規模、擁有良好信譽的公司合作，確保他們擁有足夠資源保障用戶資料。

不過，我們也推出了自己的購物平台「marketplace」，需要處理用戶的付款程序。我們把收集到的所有個人資料加密，所以即使資料被盜也無法被閱讀。其次，我們依靠第三方支付平台，比如說透過 Stripe 處理客戶交易。他們擁有完善科技保障用戶資料，留給他們處理相關資料最好不過。

“CULTURE DETERMINES THE PEOPLE WE HIRE AND THE VALUES WE STAND FOR.”

「公司文化決定我們聘請甚麼人以及公司的價值。」

“BUILDING GOXIP TO BE THE ULTIMATE SEARCH ENGINE FOR FASHION AND BEAUTY”

「將Goxip 建立成強大的時尚美容搜尋器。」



PART OF THE APP INTERFACE IS SIMILAR TO INSTAGRAM, HOW DO YOU CONVINCE USERS TO SHARE PHOTOS ON GOXIP? WHAT ARE THE BENEFITS OF USING IT?

This is purely organic. Nowadays, people like to share their comments, opinions and even photos with others through different platforms online. From their content, they can get likes and other engagements, which can be all the benefit that they are looking for. Goxip is just trying to create a community for people to showcase and share their OOTDs (outfit of the day) organically without providing any tangible incentives to the users. They are posting just because they like to share their style with the community.

HOW DO YOU CHOOSE WHICH INFLUENCERS TO WORK WITH?

When it comes to choosing influencers, I go by this order to determine who would be the right fit for us. 1) Their audience has to be Goxip's potential target audience; 2) The number of followers they have; 3) The type of content that they post and the engagement they receive from their previous campaigns; 4) The cost.

After analyzing the above elements, we can come up with a list of KOLs (key opinion leaders) that can bring us our desired results within our budget.

DOES GOXIP PLAN TO RAISE NEW CAPITAL AND EXPAND ITS BUSINESS IN THE NEAR FUTURE?

We're actually in the middle of closing our Series A funding, which will be used on further building Goxip to be the ultimate search engine for fashion and beauty, plus expanding into the market in Thailand. Since I have worked in Thailand for over 3 years before starting Goxip, I understand it is an absolutely marketplace-driven country. You can already see this from the success of Lazada and Zalora in the country. But we work on a completely different business model since we don't have our own inventory and brand, which gives us the edge of having lower operating costs and potentially more scalability. Thailand is a market that cannot be neglected and we are planning to put a lot of resources there in order to go big in that country.

GOXIP 的手機軟件其中一部分跟 INSTAGRAM 很相似，你們如何說服用戶使用這項功能？能為他們帶來甚麼好處？

這是一個很自發性的舉動。現在的人喜歡從網上不同途徑分享他們的意見和圖片。而他們能在分享的內容，得到別人點讚與關注，而這些便是他們期望得到的「好處」。Goxip 做的是希望創造一個群體，讓用戶能自發地展示與分享他們的「每日一 look」，而其實我們並沒有為他們提供甚麼好處，他們喜歡在網上發佈圖片，只是因為他們喜歡跟群眾分享自己的打扮。

你們選擇意見領袖合作時，有甚麼條件？

我們會按照次序考慮以下四點：一、他們的讀者是不是我們的目標群眾？二、他們有多少追隨者？三、他們會發佈甚麼類型的內容？他們以往的內容接觸人數又有多少？四、他們的價格。分析過以上的因素後，我們會羅列一班能夠達到我們要求，又能符合預算的意見領袖與我們合作。

GOXIP 有擴張和尋求新資金的計劃嗎？

其實我們即將完成第一輪募資的工作，新資金會進一步將 Goxip 建立成強大的時尚美容搜尋器，並用於開發泰國市場。我在創辦 Goxip 前曾經在泰國工作 3 年，當你看到 Lazada 和 Zalora 在當地的成功，便了解到這是一個購物平台主導的國家。不過 Goxip 商業模式截然不同，加上我們沒有庫存和自己的品牌，所以營運成本相對較低、可擴張性也較大。泰國是一個不能忽視的市場，因此我們準備在那裏投放更多資源。

CO-WORKING WITH A SENSE OF HISTORY

Nan Fung's old textile mill in Tsuen Wan's Chai Wan Kok neighborhood was a beacon of Hong Kong's textile industry in the 1950s. The old mill is now undergoing revitalization. Upon its completion, a portion of The Mills Fabrica will be a co-working space. Here are a few great examples of historic buildings that have been transformed into vibrant co-working spaces that inspire entrepreneurs to think up and realize new ideas in a space with the significance of human history and progress.

煙廠、教堂、菜市場
穿梭歷史的共同工作構想

位於荃灣柴灣角的南豐紗廠，曾經是 50 年代本港紡織行業的領頭羊。舊紗廠現正進行活化，完工後的部分空間，將成為南豐作坊的共同工作間的所在地。世界各地同樣有不少人把具有歷史意義的建築改裝成共同工作空間，成為創業家群體激發新構想的地方外，也讓他們活力灌注沉寂一時歷史畫面中。



The Mills Fabrica Incubator Lobby (The rendering is for reference only and subject to change)
南豐作坊培育基地大堂（圖片只供參考，實際環境或有所改動）



JULIETTE GIMENEZ
詹明月

CEO of Goxip
Goxip 行政總裁

WWW.GOXIP.COM



* Goxip is one of The Mills Fabrica's incubatees

* Goxip 為南豐作坊培育計劃的作坊公司



COSMOPOLITAN HERITAGE 遊走租界美學

WEWORK, SHANGHAI 上海 WeWork

WWW.WEWORK.COM

Photo: WeWork

WeWork opened its first co-working space in New York City in 2010. In just seven years, WeWork has grown into a multi-billion U.S. dollar company. Its presence spans not just all across the United States, but also all corners of the world. In Asia, Shanghai is one of its most important development hubs, and it has opened six co-working spaces in the Chinese city. Among these, the flagship co-working space on Weihai Road in bustling Jing'An District is especially worthy of mention.

Shanghai used to be one of the main ports of entry for opium, and WeWork Weihai Road was originally an opium factory built in the style of British colonial architecture of the early 20th century. Later, it housed artist studios. Partnering with Far Eastern Air Transport, WeWork transformed this historic Concession-era building to house more than 5,000 square meters of contemporary workspace. No effort was spared in preserving the building's original elements. As aspiring entrepreneurs from all around the world gather in this space today, the building's and the city's role, as a meeting point for Eastern and Western ideas to coalesce, remains more vital than ever.

MEETING POINT FOR EASTERN AND WESTERN IDEAS

WeWork 在 2010 年於紐約開始共同工作間的事業，短短 7 年內，已經發展成一家價值過百億美金的企業。大家不但在美洲看到他的身影，他現在已經遍佈世界各地。而在亞洲，中國上海是他的其中一個重點發展的城市，截至現在已經在當地成立 6 個工作空間。提到特別的共同工作間，就一定要數他們位於靜安區威海路的「旗艦店」。

上海曾經是中國最主要的鴉片進口地，而這棟建於 20 世紀初的英式建築，前身正是一家鴉片工廠，後來則慢慢演變成藝術家的工作室。WeWork 和遠航集團合作，把這棟載滿了租界歷史的建築，改裝成的富饒當代感的辦公室。即使放眼看這佔地超過 5,000 平方米的共同工作間，盡是七彩繽紛的全新裝潢，其實背後花了不少力氣修復擁有過百年歷史組件。在那裡工作的創業家，能感受到當地長年於東西文化間交錯的精神，而這也是上海能長期保持競爭力的一大原因。



ENLIGHTENED WORKSPACE 靈性辦公室

THE CHURCH, LONDON 倫敦 The Church

WWW.JC-CHURCH.ORG

Photo: The Church

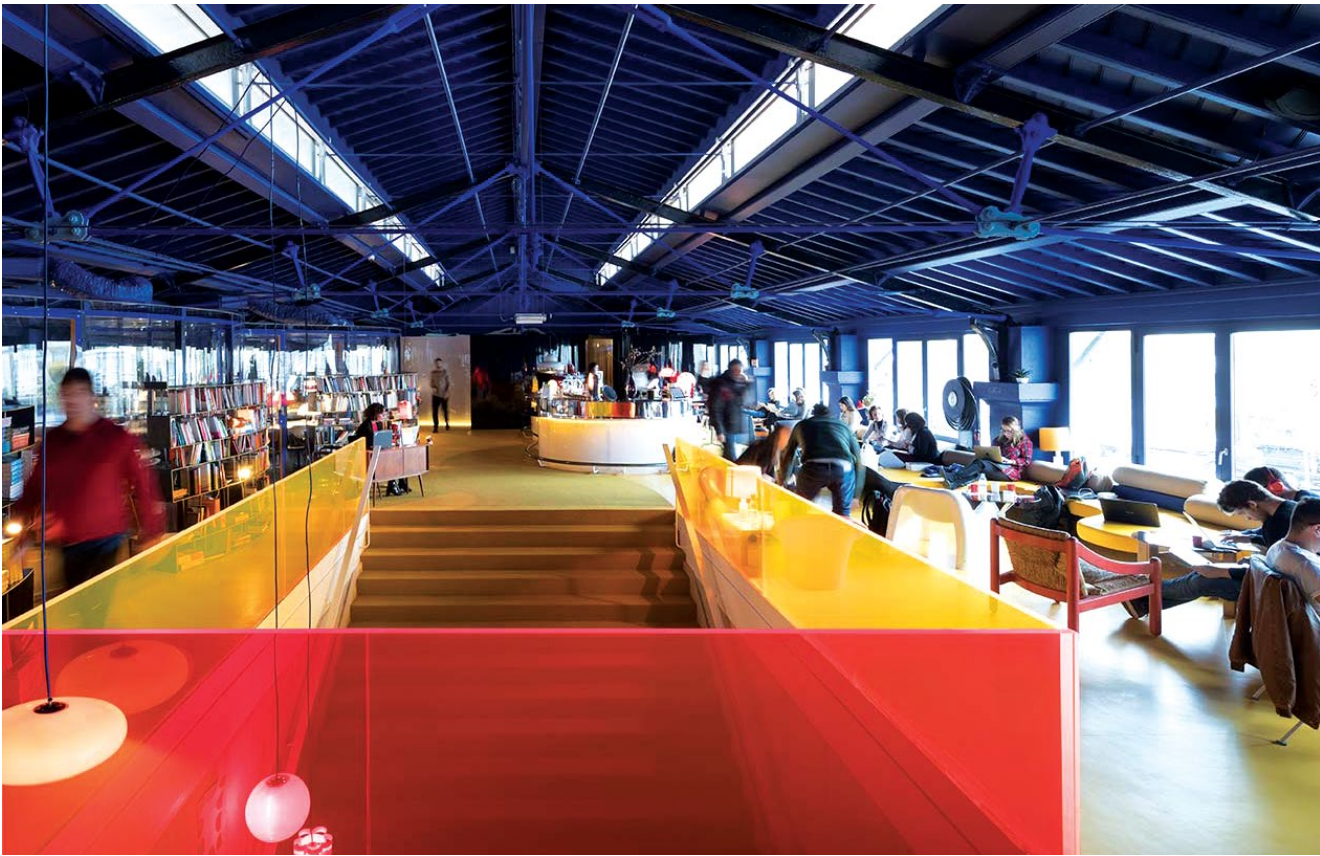
Mainstream religion is often criticized for its conservatism, but Saint James Church in London's Clerkenwell dares to break that stereotype by reaching out to people in an unconventional way. During last summer's Clerkenwell Design Week, The Church partnered with designer Tom Dixon to transform the 17th century church into a co-working space that's open to the public for free.

There's nothing more suited to focused work than the quiet, contemplative space of a church. Taking pains not to alter the church's original architecture, Tom Dixon provided lighting and furnishings that would create a conducive workspace. Every Friday from 9am to 5pm, the church is transformed into a public co-working space with free Wi-Fi and coffee for nomadic workers, freelancers, and entrepreneurs. Unlike other co-working spaces, The Church operates on a not-for-profit basis. And putting the space to good use during the church's down time is a great example of unlocking the value of community resources for public good.

UNLOCKING THE VALUE OF COMMUNITY RESOURCES FOR PUBLIC GOOD

主流教會的保守作風長期被人詬病，而位於倫敦克勒肯維爾聖雅各教會（Saint James Clerkenwell），便勇於突破宗教的傳統框框，用最貼地的方式與世界接軌。在去年夏天的 Clerkenwell Design Week，教會與 Tom Dixon 合作把建於 17 世紀的宗教場所，搖身一變成免費開放的工作空間。

其實寧靜的教堂，是非常適合專心工作的空間：Tom Dixon 在不影響建築的原有氛圍的前提下，不落痕跡的添上適合工作的燈飾與家具，使「在教會工作」頓時變得合理化。這裏每逢每個星期五的上午 9 時至下午 5 時，會開放辦公座椅、無線網絡和免費咖啡給流動工作的自由工作者和創業家辦公。雖然這是以非牟利的形式開放，而運作方式也跟一般的共同工作間有所不同，但把教會閒置時段開放成共同工作空間，正好體現釋放社區資源給公眾使用的概念。



EAT, DRINK, AND BE PRODUCTIVE 老饕的辦公生活

SECOND HOME, LISBON 里斯本 Second Home

SECONDHOME.IO

Photo: Second Home

Food is both fuel and comfort. Many hard-working souls find solace and comfort in an after work drink or meal. No doubt this is a driving factor in the F&B industry's strength even in times of economic downturn. So it's not surprising that co-working spaces would turn to F&B offerings to attract members. Headquartered in London, Second Home is one such example. Its co-working space in Lisbon has a bar and café in addition to workspace.

The rationale for the bar and café is not just to offer members an opportunity to unwind, but also provide space for socializing and community building. Bringing people of different talents and personalities together is one of the tenets of co-working. What makes the Second Home in Lisbon noteworthy is that the late 19th century building houses the well-known Time Out Market on the ground floor, while the low-carbon office space with over 1,000 potted plants occupies the first floor. It's the perfect space for the eco-conscious, nature-loving entrepreneurs.

BRINGING PEOPLE OF DIFFERENT TALENTS AND PERSONALITIES TOGETHER

人本食色性也，生活過得再苦也需要以食物自我慰藉，相信這也是經濟低迷下飲食產業仍然蓬勃的原因。現在全球有不少共同工作間以餐飲作為招徠，以倫敦總部的 Second Home 是其中一家。他們在里斯本開設的共同工作間分為兩個部分，除了工作區域，另一邊則是酒吧和咖啡廳。

能在漫長的工作後放鬆是一個理由，但更大的原因是讓在那裡工作的會員有一個互相交流的空間。把不同才能、個性的人連結在一起，恰好是共同工作的一大理念。有趣的是，Second Home 位於里斯本的空間本身就是一個建於 19 世紀末的菜市場。空間位於 1 樓，而地面位置現在是著名的 Time Out Market。加上 Second Home 奉行低碳工作間，室內放置了超過 1,000 盤綠色植物，以取代冷氣調節室內溫度；對於喜愛綠色生活的創業新手，這裏絕對是理想的工作空間。

KNOW THE LAW TO PROTECT YOUR STARTUP

Inspired by her solicitor father, Jennifer Cheng chose to study law at university. Since graduating, not only has she practiced as a solicitor; she has also been an entrepreneur. She understands the unique challenges startups are facing, so in 2014 she founded JTC Solicitors with her partner to cater for the legal needs of startups.

JTC Solicitor is one of the first in Asia to have a Valuation Adjustment Policy that allows clients to adjust the legal fees according to how much the client thinks the services rendered are worth, turning the traditional professional service provider-client relationship on its head. Clients can even adjust the legal fee down to zero, but Jennifer says that her Hong Kong clients have all been reasonable. Since she started, no clients have adjusted their legal fees. And it’s this policy that incentivizes her team to deliver value to their clients.

Photo: Bench Accounting, Pixabay



The Value of a Good Lawyer

Budding businesses not only require passionately committed founders; they also need the support of professional service providers to establish a solid foothold. Many founders avoid seeking professional legal advice mainly because of the cost. Jennifer acknowledges that many people find legal fees to be a high expense. Fees for a multinational law firm are often in the hundreds of thousands of dollars. So it’s understandable that a lot of entrepreneurs would rather spend their startup capital on sales & marketing than legal fees.

But Jennifer quickly points out that whether a startup has a solid legal foundation can make the difference between success and failure. “I’ve met many entrepreneurs, some young, some former professionals.

Some didn’t pay attention to the legal issues, which ended up being a costly mistake.”

For startups that are bootstrapping, legal fees can be a substantial expense. But Jennifer warns entrepreneurs against choosing a law firm based on the fee. “Fees are not the best indicator of expertise. Also, some solicitors focus on property sales & purchases, bankruptcies or divorces, so they may not be experienced in commercial law.” That’s why she recommends finding a commercial lawyer who has been recommended by word-of-mouth. Most lawyers don’t charge for the first meeting, so it’s worth making an appointment or a call to find out whether that lawyer understands the legal issues relevant to the startup before appointing the lawyer.

完善法律服務 事業成敗關鍵



莊鄭律師樓（JTC Solicitor）的其中一位合夥人鄭敏儀（Jennifer），年輕時受到同樣當律師的父親影響，在大學時選讀法律系。畢業後從事過法律行業，也曾經擁有過自己的初創事業。她了解到初創企業遇到的難題，啟發她在 2014 年與合夥人創辦了一家服務初創群體為宗旨的律師樓。

他們以亞洲鮮有的「Valuation Adjustment Policy」（價格調整政策），扭轉客戶與專業服務供應商之間的傳統關係：客戶收到帳單時，如果不滿意服務質素，可以調低帳單價格，甚至改成 0 元。Jennifer 笑言香港人有「良心」，開業至今沒有遇過任何提出調整價格的顧客，這個政策也成為她和團隊的工作動力的來源。

律師費外的價值

萌芽中的企業不但需要創辦人的全心投入，還需要周邊的專業服務輔助，才能成功地在市場上面世。其中，不少人覺得法律服務能避則避，原因大多數只有一個：昂貴。Jennifer 不諱言，很多人認為法律服務價格不菲，像跨國大型律師樓的律師費便動輒十幾萬元；所以很多創業家覺得倒不如花錢在市場行銷上，而忽略了法律需要。

Jennifer 提醒希望創業的人，前期法律功夫是否做得周全，是事業的成敗關鍵：「我遇過不少創業家，有年輕人，也有些前身是專業人士；奈何部分人沒有留意到某些法律層面上問題，結果犯了昂貴的錯誤。」

當然，很多人的創業成本有限，律師費成為他們沉重的負擔。但 Jennifer 提醒不應該以收費高低，成為你選用律師的標準：「價格不是最好的指標，另外，某些律師主力辦理樓宇買賣、破產離婚，未

必擅長處理商業法律。」所以她建議大家找經朋友推薦的商業律師（Commercial Lawyer）便最有保障。而大多數律師第一次見面都不用收費，不妨約個時間面談，或者先通個電話，了解對方是否了解你需要諮詢的範疇，再作決定也不算晚。

“THE MORE YOU THINK YOU HAVE A GOOD IDEA, THE MORE YOU NEED TO FIND OUT WHETHER IT’S LEGAL AND HOW YOU CAN PROTECT YOUR IDEA.”

「你越是覺得自己的概念好，越先要了解這門事業是否合法。」

Pay Attention to Legal Issues

For fashion and tech startups, it’s imperative to protect the business’s brand and intellectual property. Jennifer explains that concepts are very difficult to protect so there’s always the risk of being copied. Not all patent applications will be successful. Some technologies and designs are non-patentable. That’s why it’s important to consult a lawyer from the start.

Not applying for a patent or copyright can actually lead to a competitor accusing you of copying if he/she manages to file first. Jennifer points out that applying for a patent is a time-consuming process. “Getting a patent can take up to a year. If you want to obtain the patent before selling the product, you may need to delay the launch.” Lots of entrepreneurs have very innovative ideas, which is why Jennifer recommends seeking legal advice as early as possible. “You don’t know what you don’t know. The more you think you have a good idea, the more you need to find out whether it’s legal and how you can protect your idea.”

A lot of aspiring entrepreneurs want to bring new business concepts that are popular overseas to the Hong Kong market; they think that if it can be done overseas then it can be done in Hong Kong, but this is a common pitfall. Entrepreneurs who understand the

risks of operating in Hong Kong will prepare sufficient capital and time to deal with these legal issues. “You need to know what you are getting yourself into,” Jennifer advises. Starting a business without a sufficient understanding of the legal issues can lead to a premature end for the startup, especially if you end up in court.

Jennifer met a very passionate entrepreneur who gave up his job and committed himself and a lot of resources to sales and marketing for his startup. When potential investors were looking to invest, he went to Jennifer to handle the agreement. That was the time he found out that the business required quite a few licenses to operate, which he didn’t have. He responded, “Lots of people operate without the required licenses.” In the end, he insisted on not applying for the requisite licenses, and ended up being convicted of running an unlicensed operation.

Jennifer stresses that Hong Kong is still very much a city that respects the rule of law. Taking the risk of breaking laws just doesn’t make sense. “Whether one breaks the law knowingly or unknowingly will still lead to a criminal conviction. You’re just starting a business so you don’t want to end up in this situation. A lot of

people think that they won’t get caught, but there’s still a possibility that you will. You may think your concept is very innovative, but if you don’t consult a lawyer about whether the business is legal or not, by the time you get caught it will be too late to remedy the situation.”

不容輕看法治

針對時裝和科技的相關行業，透過法律保障公司或品牌的知識產權，是事業的重中之重。Jennifer 直言，概念是很難被保障的資產，要承受被抄襲的一定風險。但不是想申請專利便一定成功，有些技術和設計是「不能申請專利」（non-patentable）的，所以建議先向律師諮詢有關資訊。

但因此不主動申請專利或版權，反而會被競爭對手捷足先登；即使那些是你的發明，也有可能被對方指為抄襲。她提醒打算申請專利的創業家，要考慮費時的申請過程：「申請專利可能要花上一年時間，如果你想成功申請才發表商品，便可能需要延後發布時間。」很多創業家擁有非常創新的概念，因此 Jennifer 更加認為前期法律功夫不容忽略：「You don’t know what you don’t know，你越是覺得自己的概念好，越先要了解這門事業是否合法，並如何用法律保障你的主意。」

很多創業家希望把一些在外國流行的新興產業帶來香港，而「國外能做，香港也能做」，是一個初創圈子中很常見的誤解。有些創業家本身已經了解事業在本港的風險，已經準備資金和時間處理法律程序。Jennifer 說創業家必須了解自己的處境，如果對法律問題完全懵懂

SEEK LEGAL ADVICE AS EARLY AS POSSIBLE

不知，到鬧上法庭才知道自己身陷困境，便有機會破壞你的全盤大計。

Jennifer 曾經遇過一個很有熱忱的創業家，放棄本來的工作全身投入自己的事業，並投放了很多資源在宣傳和市場行銷上。當他有新的投資者希望注資，找 Jennifer 處理合同時，才發現這門生意需要申請不少牌照，他卻一個都沒有申請過，並反問：「很多人都沒有相關的牌照，也照樣營業啊。」結果這名創業家堅持不申請牌照，最終成為當局殺雞儆猴的執法對象，並因為無牌經營而被定罪。

Jennifer 強調香港仍然是一個遵守法律的城市，鋌而走險是不理智的決定：「無論是在知情或不知情的情況下不遵守法律，都會導致刑事定罪。你只是開一家公司，不會希望走到這個地步。很多人覺得『應該沒事』，那只是『應該』而已。你覺得自己概念很出眾，卻沒有諮詢過律師這門事業是否合法。當你知知道不合法，已經是執法人員『放蛇』之時，到時候便沒有任何補救空間。」



When a Contract is Not Enough

When it comes to starting a business, capital is still one of the most important things. Lots of businesses fail not because their concept isn't innovative but because they haven't clearly set out the rights and obligations of shareholders. Some even neglect to file the necessary documents specifying the distribution of shares, leading to conflicts about money that end up ruining the business.

A lot of people mistakenly believe that a written agreement is sufficient to become a legal shareholder of a company, but in actual fact, legal procedures must be followed in order for the rights of shareholders to be legally valid and protected. A simple example is: If Entrepreneur A takes on 3 partners after starting the company and they sign a contract, this contract is only a private agreement between the signatories. If any one party breaches the agreement, then the other parties can sue. But for a third-party such as later investors (who are unaware of the original agreement), this initial agreement is not legally binding. For shareholding rights to be legally binding and protected, all shareholders need to complete the legal procedures for share transfer or sale and register the changes in shareholdings with Hong Kong's Companies Registry.

一紙承諾 零效力

提到開始一門事業，其中一項重要但常常被忽略的步驟是訂明合作夥伴之間往後的利益分配。有時候事業的成敗往往不是因為涉及的商業模式是否夠創新，反而是因股東之間沒有及早妥善擬定他們之間的股權及釐清他們各自的權利和義務，導致將來因為股權和金錢紛爭等原因，而使公司無法營運下去。

Jennifer 特別指出，很多人以為只需口頭協議或「一紙承諾」便能有法律效力地成為公司股東，但其實股權要得到全面的法律保障是需要經過一定的法律程序。簡單來說，假如 A 先生開了一家公司後找來 3 位合夥人，並一起簽訂一份合約，該等合約只是他們之間的私人協議，即當其中一方違反合約規定，其他方可從法律途徑索償，但這份合約對善意第三方（如不知情的投資者）則沒有法律約束效力。如股東希望其股權得到較完善的法律保障，他便須堅持完成股份轉讓或認購手續，並及時向香港公司註冊處就其股權作出申報。

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THE MILLS WEAVING THE COMMUNITY

南豐紗廠
交織社群



Fabrica and MILL6 Foundation, two of The Mills' pillars, collaborate with various partners to organize different activities to connect the dots in the community and explore the potential of the techstyle industry.

南豐紗廠的其中兩大部分南豐作坊和六廠基金會，會在未來幾個月透過不同活動與多方夥伴合作，旨在連結社區不同群體，並探索新經緯產業的可能性。

THE MILLS SUMMER PROGRAM

新經緯暑期作業

The Mills believes in learning from hands-on experiences and that applying them in real life situations will lead students to their successful future.

The Mills is organizing "The Mills Summer Program" supported by Big Education Platform, Our Hong Kong Foundation and Wofoo Social Enterprise, which aims to train up secondary school students' communications and problem-solving skills, as well as cultivate their sense of achievement, spirit of solidarity and self-reliance through an array of activities in real-world work environment.

Origami Labs and Eoniq, incubatees of The Mills Fabrica, and Ken Hung, MILL6 Foundation's textile up-cycling designer, shared their professional knowledge with students.

25 students from 6 secondary school are working in 6 teams to complete a prototype in 2 months, from designing to sourcing fabrics to producing the prototype, and presenting their project in front of judges in August. Winning teams will be awarded trophies, certificates and book vouchers.



南豐紗廠相信培養學生動手實踐，在現實生活學習及應用，是邁向全方位成功之道。

南豐紗廠得到大教育平台、團結香港基金以及和富社會企業合作舉辦「新經緯暑期作業」，讓來自 6 間中學的 25 名學生，透過接觸和了解真實的工作世界，訓練他們的溝通技巧、解難能力，並培養他們的成就感、團隊合作精神，以及自力更生的態度，協助他們規劃的未

來職業生涯。南豐作坊的其中兩家作坊公司 Origami Labs 和 Eoniq，以及六廠基金會的紡織升級再造設計師熊銘健，也向學生們分享專業知識與經驗。

學生們會在今年暑假的 6 月到 8 月間，以團隊形式設計產品、採購布料、製造樣品，並向評判匯報成果。勝出組別將獲獎杯、證書以及書券作為獎品。



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“CLEARLY SET OUT THE RIGHTS AND OBLIGATIONS OF SHAREHOLDERS.”

「及早妥善擬定股東之間的股權及釐清他們各自的權利和義務。」



JUMPSTARTER

創業系列比賽

Co-organized by Alibaba Entrepreneurs Fund, Cyberport and Hong Kong Science & Technology Parks Corporation, JUMPSTARTER is the first non-profit pitching event in Hong Kong that unites and empowers Hong Kong's startups to a successful jumpstart.

The Mills Fabrica, as a supporting organization of this initiative, collaborates with JUMPSTARTER in 2 verticals: Wearable/IoT/EduTech and Sensor & Advanced Materials. Cherry Chan, PIC of The Mills, will be a judge and panel speaker at both semi-pitches.

Fabrica will provide consultation to the shortlisted contestants, and they will enjoy priority in being selected for The Mills Fabrica Startup Showcase in January 2018. Each of the top 3 finalists are entitled to an investment commitment up to US\$1 million by Alibaba Hong Kong Entrepreneurs Fund.

由阿里巴巴創業者基金、數碼港及香港科技園公司合辦，JUMPSTARTER 2017 是全港首個為創業家而設的非牟利創業系列比賽，匯聚各方力量扶持香港最炙手可熱的初創行業。

南豐作坊作為這次比賽的支持機構，將與 JUMPSTARTER 合作舉行「可穿戴設備、物聯網、教育科技」和「感應器及先進物料」這兩個系列的比賽。除了為入選的參賽者提供專業諮詢，南豐紗廠負責人陳卓卓小姐更會擔任的初賽評判及演講嘉賓。

而這兩個系列的初賽入圍隊伍，均會優先進入南豐作坊示業日的遴選過程。而最終獲選的首3名初創企業，將會分別從阿里巴巴香港創業者基金獲得高達100萬美元的投資額。



TEDDY LUI
呂紹勇

Operations Director,
Alibaba Entrepreneurs
Fund

阿里巴巴創業者基金
營運總監

The Grand Finale: 21 Nov 2017
Website: www.jumpstarter.hk

決賽盛典：2017年11月21日
詳情：www.jumpstarter.hk



MILL6 GET SET — HEY! LET'S WEAVE!

六廠夏日共學 — 過嚟織嘢

“MILL6 GET SET – Hey! Let's WEAVE!” is a part of MILL6's ongoing Community Engagement and Learning Program, dedicated to reactivating the legacy of Hong Kong's textile industry and to bridge communities and generations through participatory textile experiences.

Centered around the theme “Textiles & Responsibilities”, MILL6 works with Po Leung Kuk, The Hong Kong Research Institute of Textiles and Apparel (HKRITA), made in sample, The Conservation Association Centre for Heritage (CACHe), veterans in textile industry, local artists and writers in 6 core program segments.

Him Lo, Community Engagement & Learning Program Curator of MILL6 Foundation, said, “MILL6 has a core objective of reaching out to the wider society by building accessible co-learning and sharing platforms. Through the MILL6 GET SET Summer Festival, we aim to connect different communities by inviting them to share their stories, skill sets and creativities... to discover exciting possibilities of textile arts, and to re-invent their sustainable values and relationships to our society.”

六廠基金會 2017 年夏季藝術節「六廠夏日共學 — 過嚟織嘢」，是六廠「社區參與及共學」的年度重點項目，以傳承香港的紡織文化產業為宗旨，讓廣大群眾認識香港的紡織文化歷史。

本年度的夏季藝術節以「紡織與責任」為主題，聯同保良局、香港紡織及成衣研發中心 (HKRITA)、made in sample、樣品製造、長春社文化古蹟資源中心，以及多位資深紡織業從業員、本地藝術家及作家，在5個不同環節介紹紡織藝術及香港城市及工業的變遷。

此項目的策展人盧樂謙表示：「六廠基金會旨在建立社區學習和共享平台接觸廣泛社群，我們希望透過『六廠夏日共學』連接不同社群、團體和世代，鼓勵他們分享自己的紡織故事、技能和創意……發掘紡織藝術的各種可能性，重新創造與現今社會的關聯和意義。」



HIM LO
盧樂謙

Community
Engagement & Learning
Program Curator,
MILL6 Foundation

六廠基金會社區及共學部
策展人

Date: 19 Aug 2017
Location: Fuk Loi Estate, Tsuen Wan
Website: mill6.org.hk
Enquiry: enquiry@mill6.org.hk

活動日期：2017年8月19日
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CROWDFUNDING 101: HOW TO BUILD UP A LOYAL BACKERS COMMUNITY?

Perhaps not surprisingly, the internet has tons of practical step-by-step to building a loyal crowdfunding community. 15 minutes of Googling will yield plenty of advice on creating a video trailer, a landing page, a social presence, an email list, etc. So this article will focus instead on some of the less discussed and more nuanced aspects of community-building.

Growing backer cynicism

1 As crowdfunding sites mature, they have lost their innocence. What used to be the playground for genuine garage inventors and tech nerds is now a “marketing platform” that is sometimes exploited by make-it-quick operators. A study commissioned by Kickstarter in 2015 claims that 9% of Kickstarter projects fail. The bigger issue is the high-profile failures, ranging from

self-flying drones to magical artificial gills, that scammed backers out of millions of dollars. There is growing backer skepticism around crowdfunding projects, especially those that sound too good to be true. It is critical for start-ups to be able to instill confidence from the get go.

Changing the world? (Or just making a better battery?)

2 Crafting a compelling video about your crowdfunding project is often cited as the key ingredient to success. And rightly so. The problem is that nearly all crowdfunding projects have adopted Silicon Valley's breathless, grandiose mission statements. While making a ding in the universe might work for giants like Apple and Google, for many

startups it is increasingly sounding hollow and cliched. Anker, the mobile battery pack maker, built a serious following by avoiding the temptations of grand ambitions. Instead, it goes with the very understated: “Say goodbye to first-world tech woes like oppressive low batteries and limited ports.”

Dialogue with your community

3 Once you have built up an email list and a social presence, you need to keep your following engaged. Too many startups do this with perfunctory news updates on the latest and greatest. This kind of one-way broadcast will only work on your very devoted fans. For everyone else, you will need to engage in a two-way dialogue which often entails sharing more intimate anecdotes, in particular,

actual obstacles and struggles that you are trying to solve. In other words, you have to invite your community to join your journey, and they will reward you with their loyalty. The new generation of vloggers are remarkably adept at this kind of storytelling, and are a great example to learn from.

Size doesn't matter

4 While building a big community will certainly make things easier, it is far more important to build a core following of true believers. They are the ones who are the likeliest to back your project.

More importantly, they are the ones who will recruit other backers. So resist the temptation to be all things to all people. Stay true to who you are, and the believers will follow.

如何凝聚一班忠誠的眾籌支持者？

只消花 15 分鐘在 Google 上搜尋，你便會找到很多指導你按步驟建立眾籌社群的教學。由拍攝影片、製作著陸頁，到如何在社交媒體上亮相，以及整合電郵名單 — 這些都只是老生常談，所以這篇文章會集中討論準備眾籌項目時較少人關注的事項。

留著支持者信任

眾籌網站日趨成熟，但也漸漸失去初心。這原本是土炮發明家和科技迷的實戰場地，現在卻變成一些人賺快錢的行銷平台。Kickstarter 在 2015 年的調查顯示，9% 的眾籌項目最終失敗 — 還要失敗得人盡皆知：像免控航拍機和人工魚鰓這些項目，騙取了支持者過百萬美金。所以，現在不少看起來「太完美」的產品，往往會引起支持者的疑心。因此初創企業們計劃眾籌前，首要穩著支持者的信心。

切忌誇大其詞

一段引人入勝的眾籌短片，通常被視為成功的關鍵。不錯，但問題是幾乎所有眾籌項目的願景，往往散發著矽谷式的「救世」氣息。冠冕堂皇的標語或許適合蘋果和 Google 這些大企業，但對於剛起步的初創企業來說卻太過虛假與做作。行動電源生產商 Anker 使用實而不華的宣傳口號，吸引大批支持者的關注：「電量少、插口少？跟初代科技說再見。」

與群眾對話

當你建立了電郵名單和社交媒體後，必須持續地與關注者交流。很多初創企業只會發放不痛不癢的更新，但這種單向的溝通方法，只合用於最忠實的支持者身上。但其他人呢？你要跟他們有互動，甚至向他們分享貼身的故事，像你遇到的困難，或者最近想要解決的問題。換句話說，你要邀請群眾們加入你的研發過程，群眾最終會以「忠實」答謝你的投入分享。新一代的視頻博客擅於與觀眾拉近關係，創業家應該學習他們的說故事技巧。

貴精不貴多

雖說人多好辦事，但更重要的是凝聚一班核心、忠實的支持者。他們都是最願意支持你的顧客，還會邀請更多人支持你的項目。因此你不需要討好每一個人，反而真實地做自己，自然會吸引到認同你的支持者。



www.mop-lab.com



ABOUT THE MILLS

The Mills is a landmark revitalization project from Nan Fung Group scheduled for completion in 2018, a celebration of shared industrial legacy with Hong Kong, and a step towards a future of applied creativity and innovation.

The Mills is composed of 3 main pillars: Fabrica, Shopfloor and MILL6 Foundation. Building on a foundation of legacy and heritage, visitors can explore the continuity of an authentic Hong Kong story, where themes of textile and industry are woven into experiences of innovation, culture, and learning.

關於南豐紗廠

南豐紗廠預計於 2018 年落成，是南豐集團策劃的地標式保育項目，見證香港紡織工業的承傳，並帶領本地應用創意及創新產業邁進新里程。

南豐紗廠由南豐作坊、南豐店堂及六廠基金會三大支柱組成。建基於集團的承傳與歷史，並以紡織和工業為根基，交織出創新、文化及學習體驗，讓訪客從中探索不斷延續而真實的香港故事。

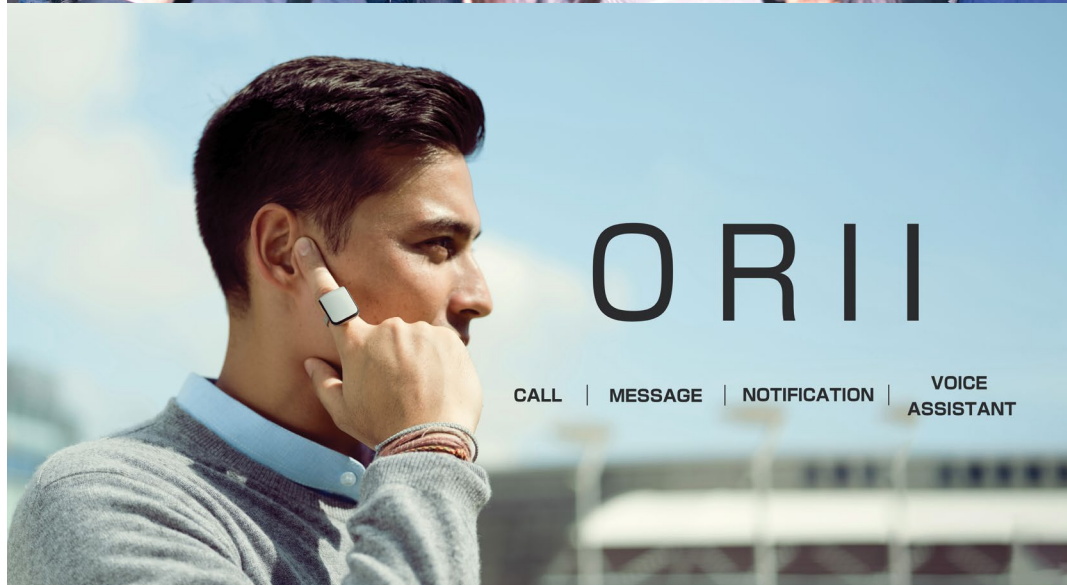
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Origami Labs launched their Kickstarter campaign for the first ORII ring on the 18th of July. Over 300 people joined the celebration at the Annex. Check out why their crowdfunding goal was met within hours! <https://goo.gl/XqZnZx>

在 7 月 18 日，Origami Labs 第一枚智能戒指 ORII 眾籌項目於 Kickstarter 正式啟動。當天超過 300 人在 The Annex 跟他們一起慶祝。快來看看為什麼他們在幾個小時內就能達到眾籌目標！
<https://goo.gl/XqZnZx>

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