FTAHK 2.0
Our Vision for the Future

August 2018

FINTECH ASSOCIATION OF HONG KONG

SECTION 1
Introduction

FINTECH ASSOCIATION OF HONG KONG

FINTECH ASSOCIATION OF HONG KONG

INTRODUCTION

In order to develop our strategy for FTAHK2.0, we engaged key stakeholders to ensure a wide spectrum of views were taken into consideration

METHODOLOGY

Our Approach

BOARD MEMBERS CALLS

1-on-1 meetings between Chairman and all Board members to understand key individual priorities and concerns

MEMBER SURVEY

Member survey to solicit feedback on our potential gaps and to better understand their future needs and wants

PARTNER MEETINGS

Extensive calls with industry partners & govt. to identify opportunities to enhance collaboration with FTAHK

MANAGEMENT TEAM

Working in-depth with the management team to better understand key operational considerations

Stakeholder views were also balanced with in-depth market / industry research to build an objective and quantifiable fact base

SECTION 2
Member Survey

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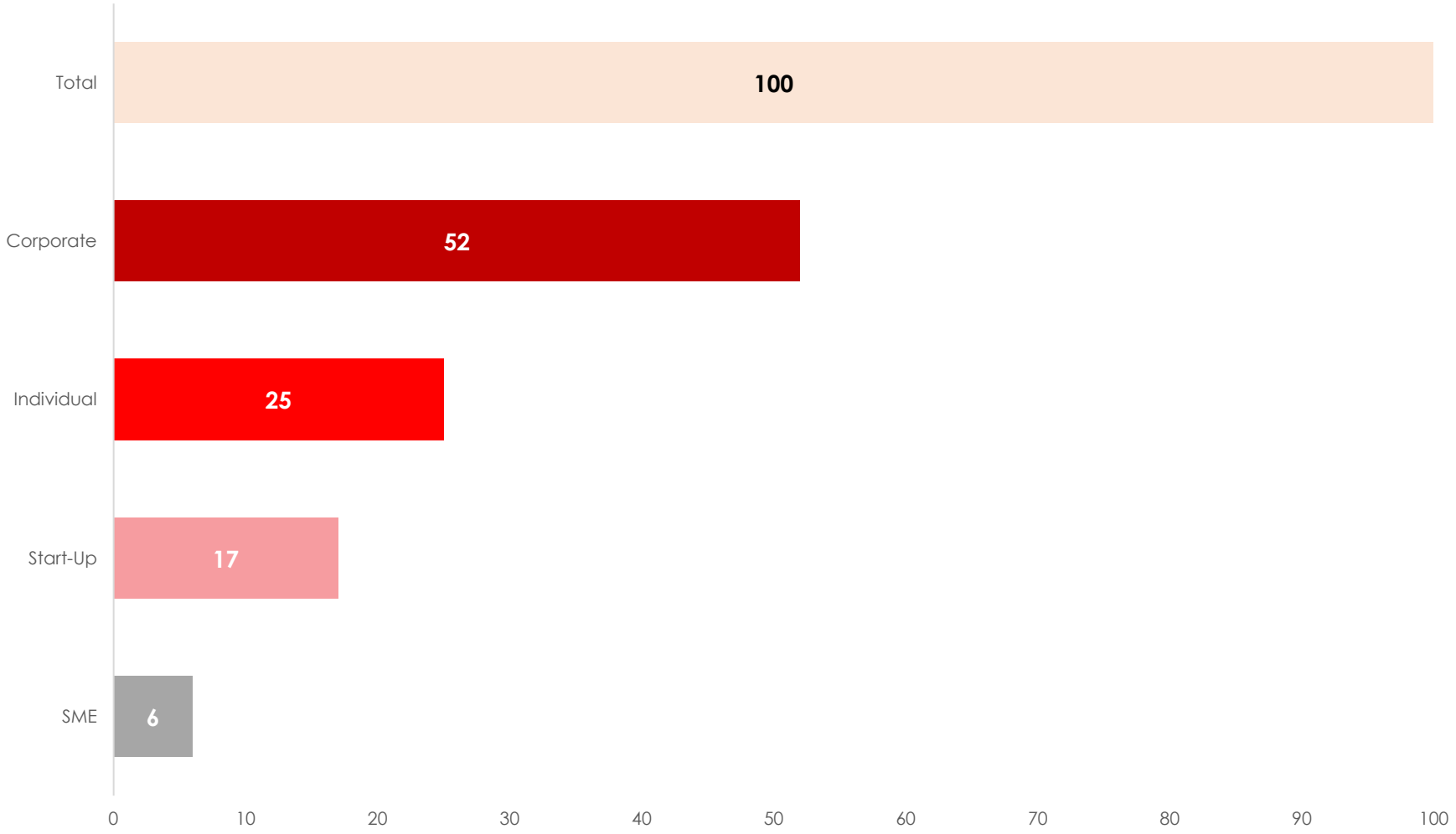
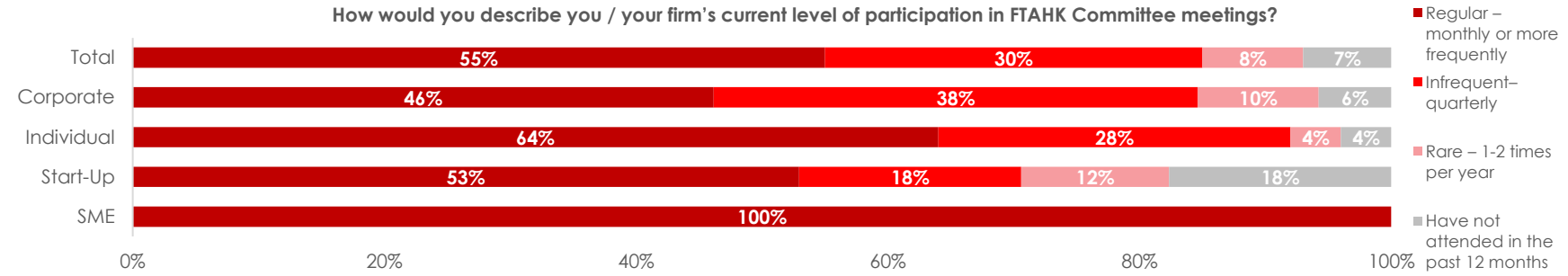
FTAHK MEMBER SURVEY

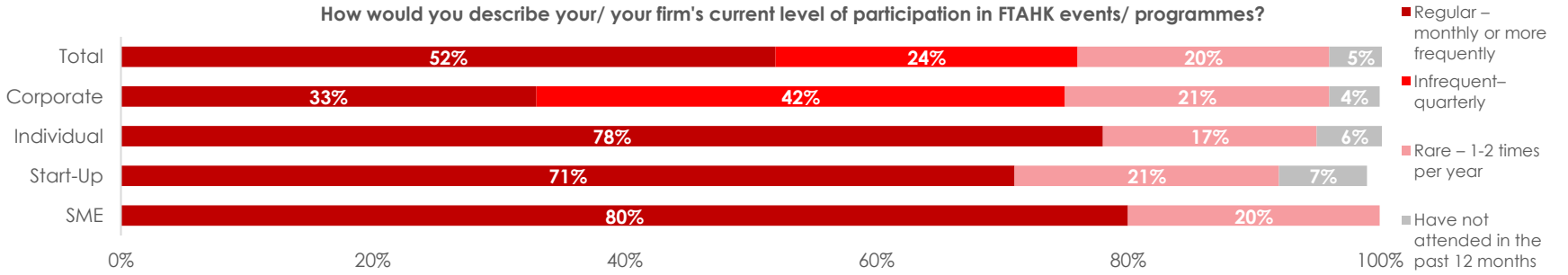
We received 100 responses to our FTAHK member survey



MEMBER PARTICIPATION

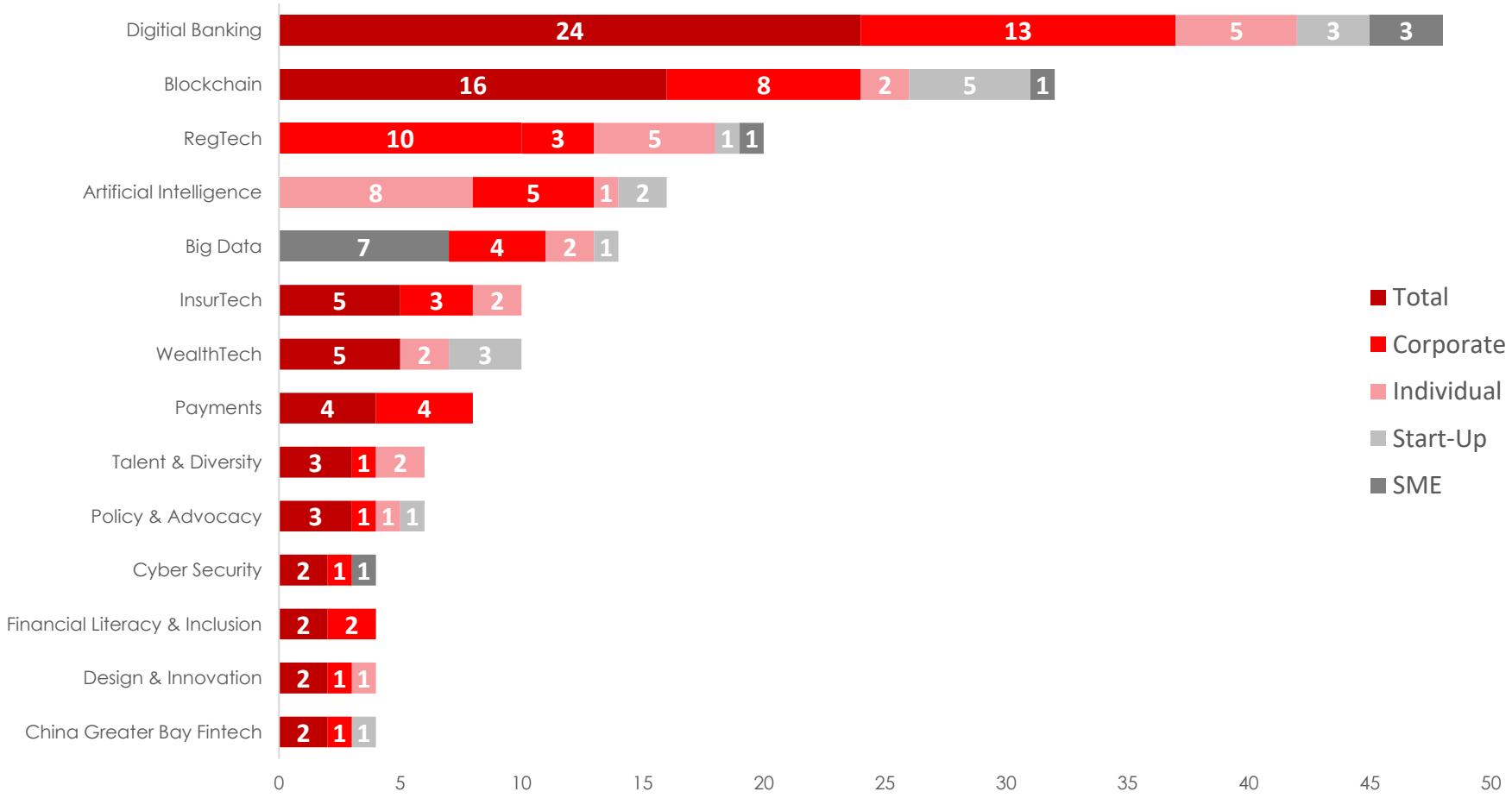
Only 55% of our members regularly attend the monthly committee meetings, a similar result to our events





MEMBER PARTICIPATION

Digital Banking, RegTech, and Blockchain are seen as the committees delivering the most value for our members



MEMBER SATISFACTION

Membership satisfaction has room for improvement across our various initiatives

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MEMBER VALUES

Members see the greatest value in FTAHK as networking and thought leadership

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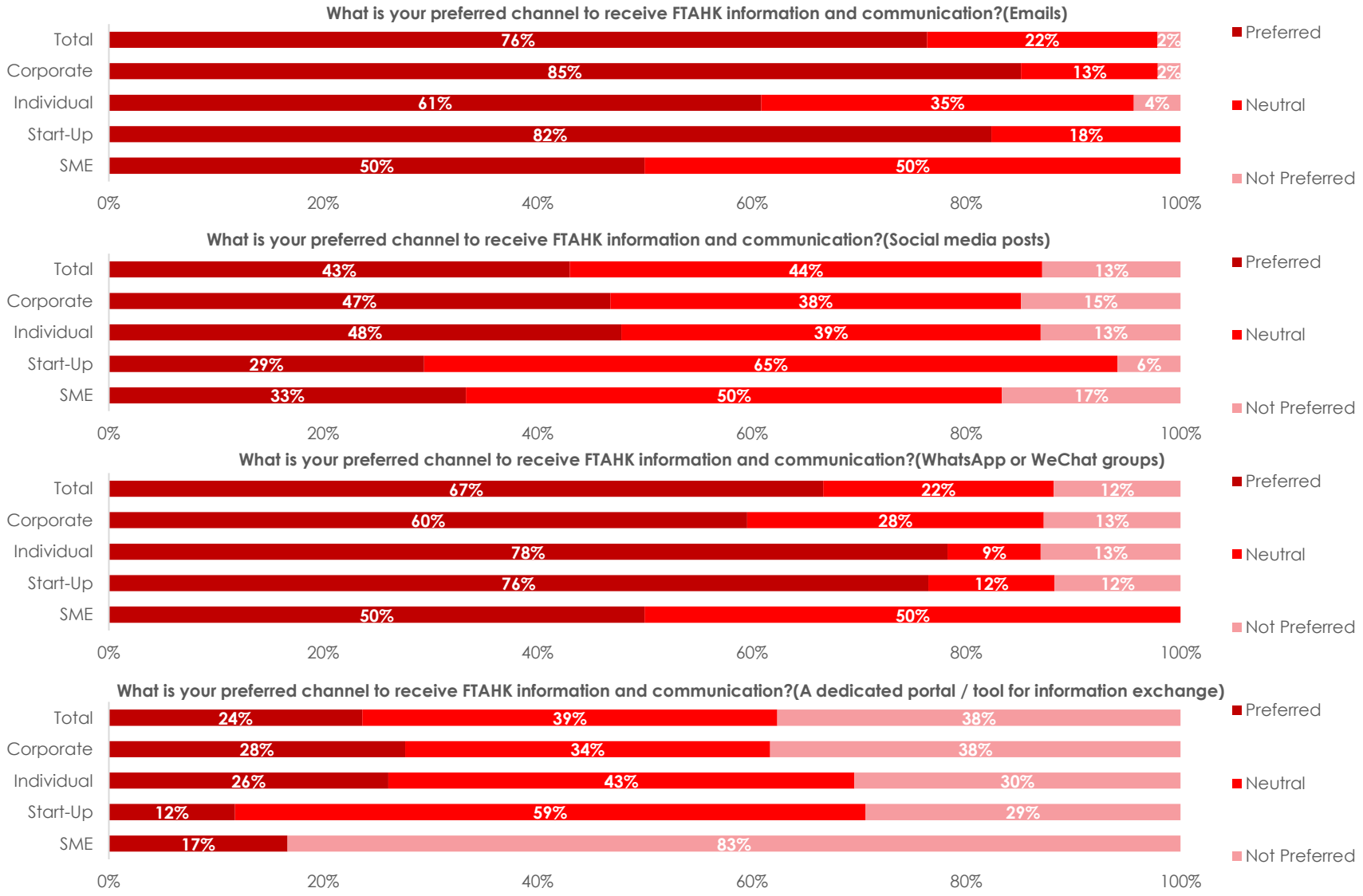
MEMBER COMMUNICATION

Members want more frequent communication across different channels



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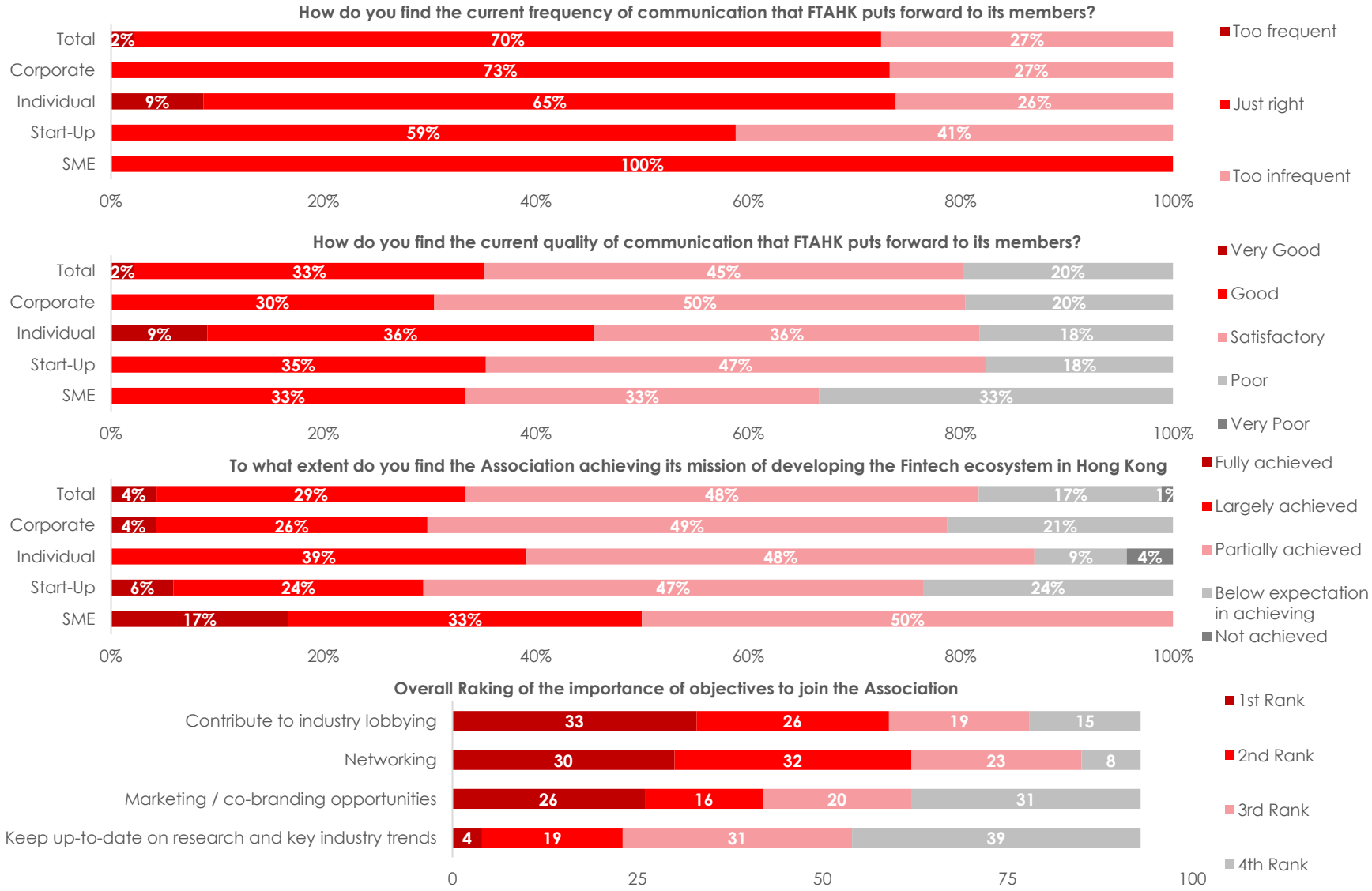
MEMBER COMMUNICATION

The quality of our communication also has considerable room to improve



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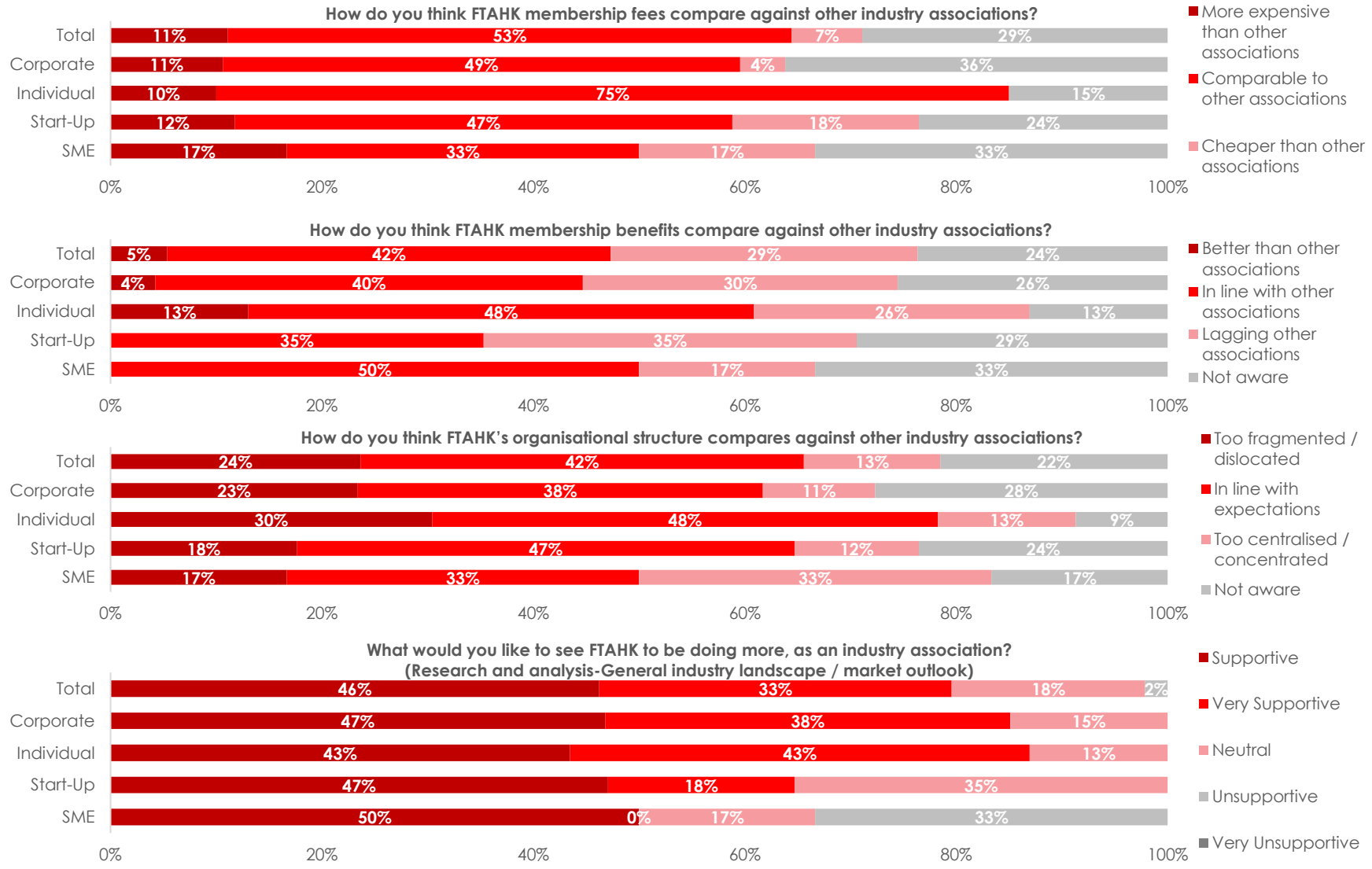
MEMBER SATISFACTION

Our website remains a key paint point; some members are also unlikely to renew

FTAHK BENCHMARKING

There is room to improve our benefits; org. fragmentation is also a key issue



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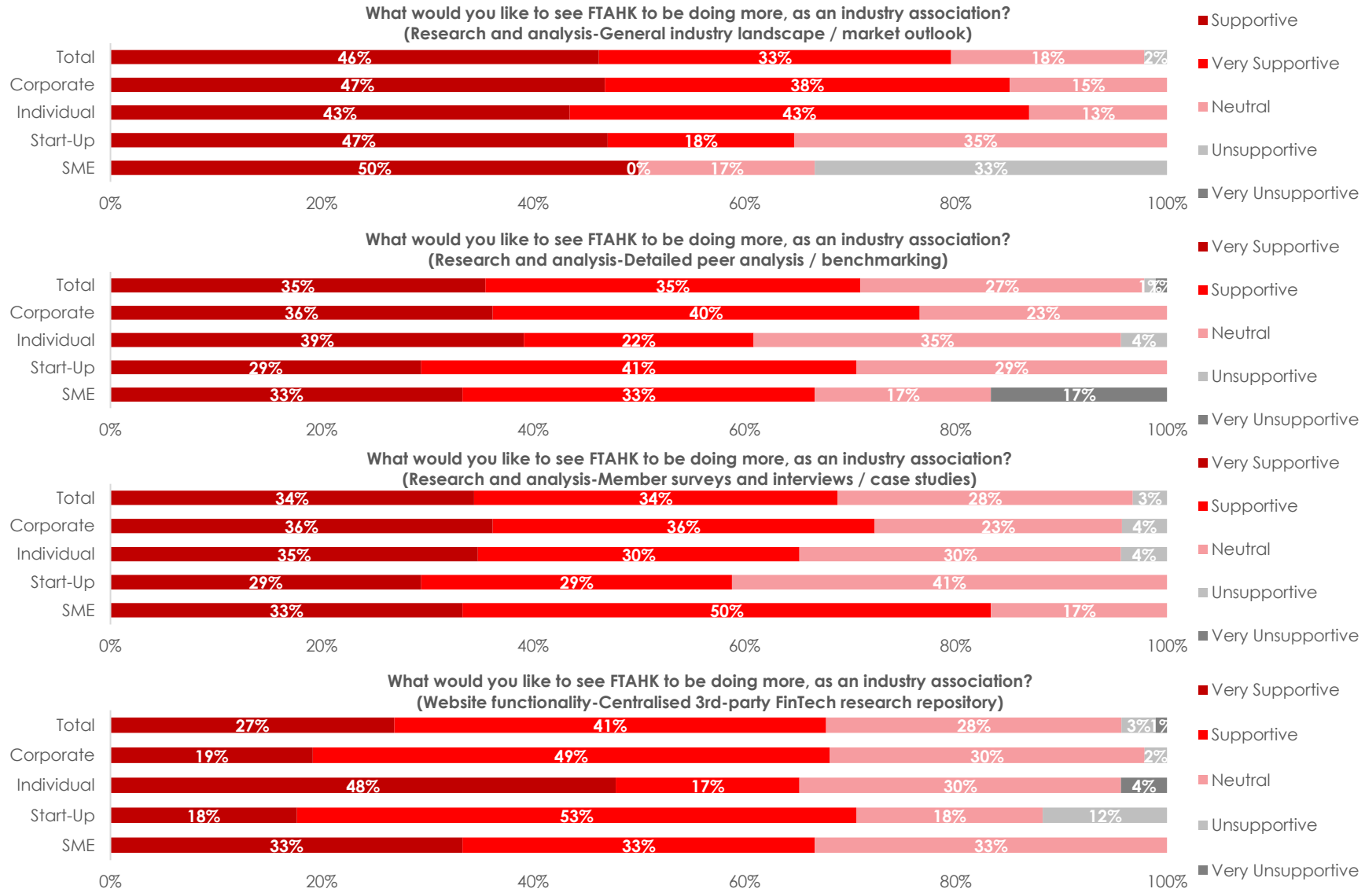
MEMBER WISH LIST

Industry research and news aggregation remain key priorities for members



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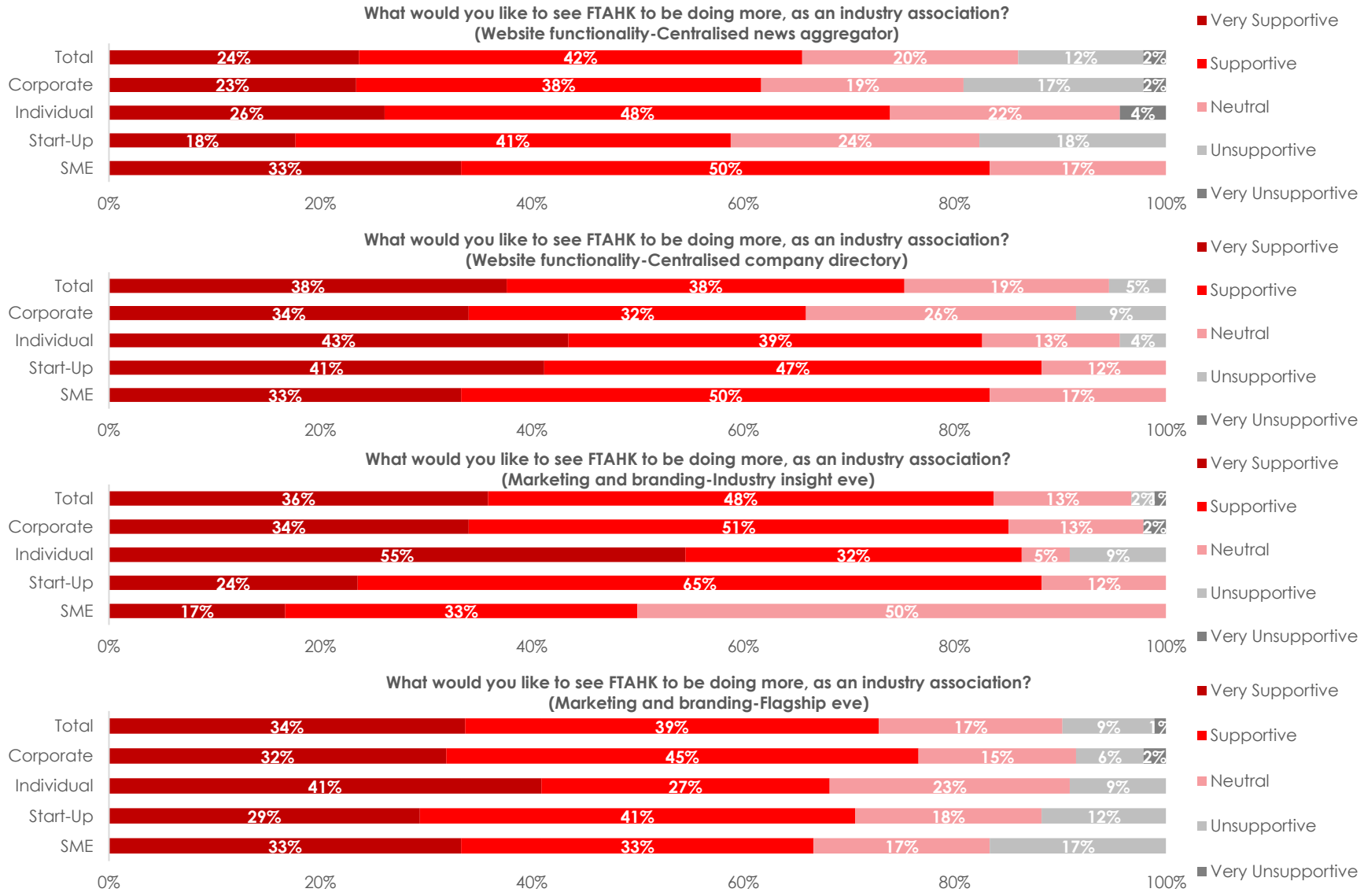
MEMBER WISH LIST

Members also value large-scale events and interview spotlights



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MEMBER WISH LIST

As well as corporate visits, access to global thought leaders, and partner perks

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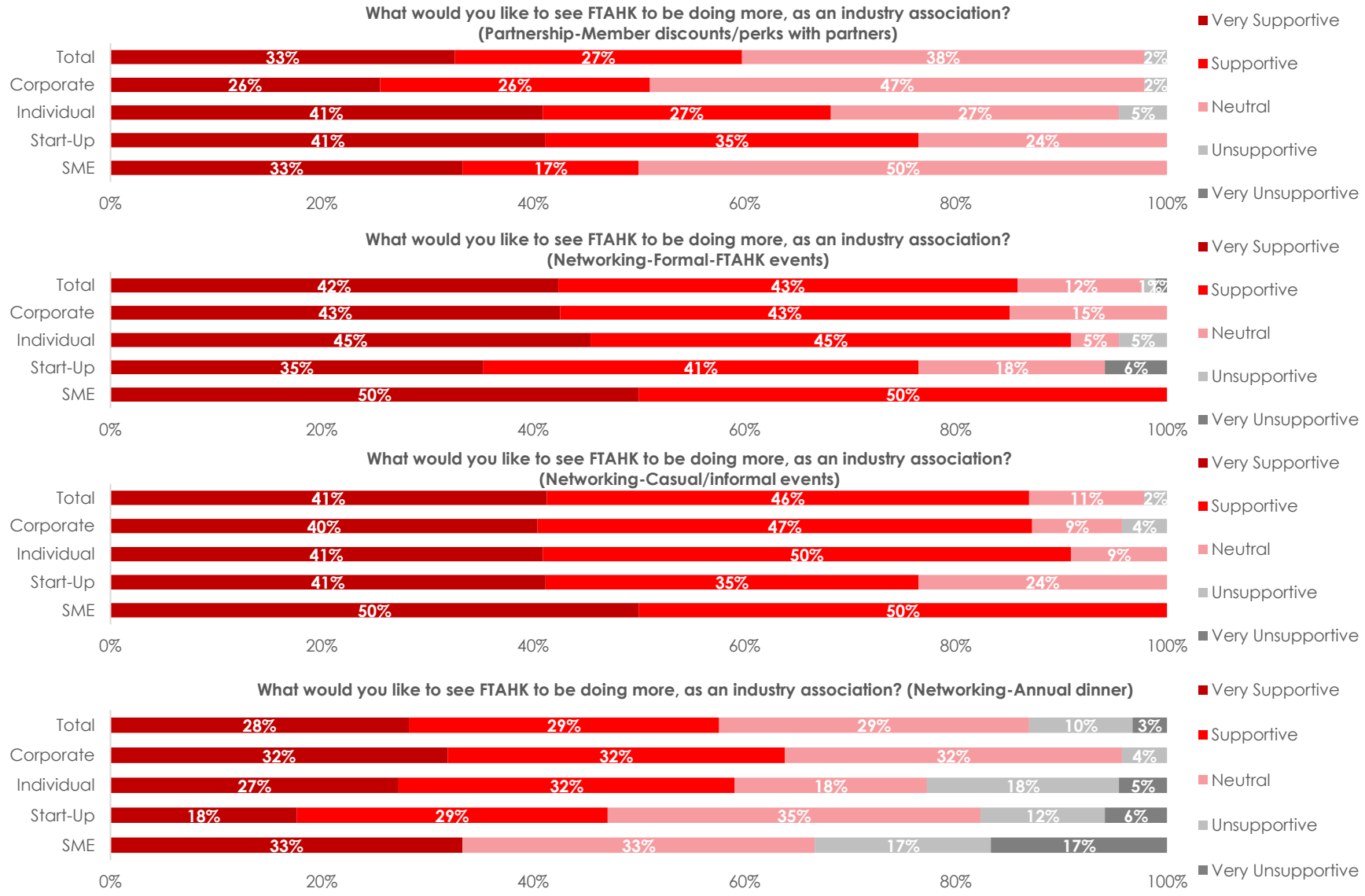
MEMBER WISH LIST

Networking events, including awards, are very much sought after by our members



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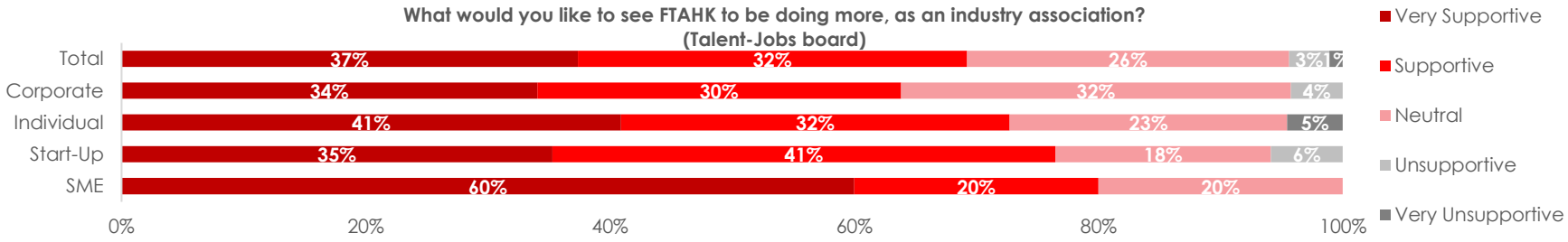
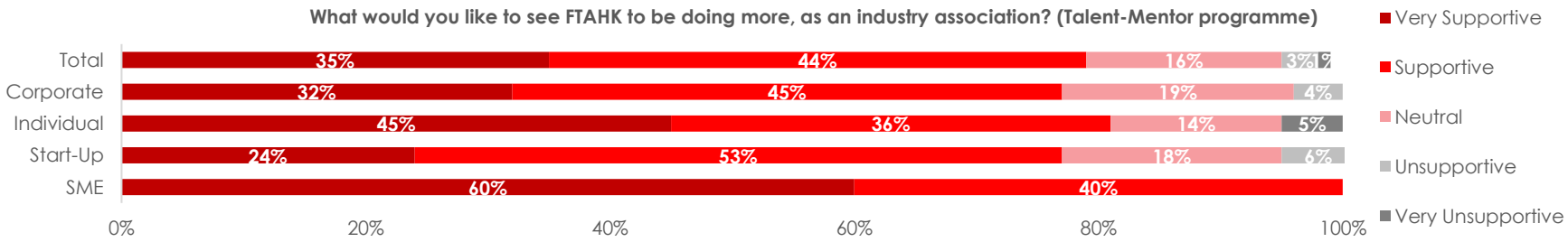
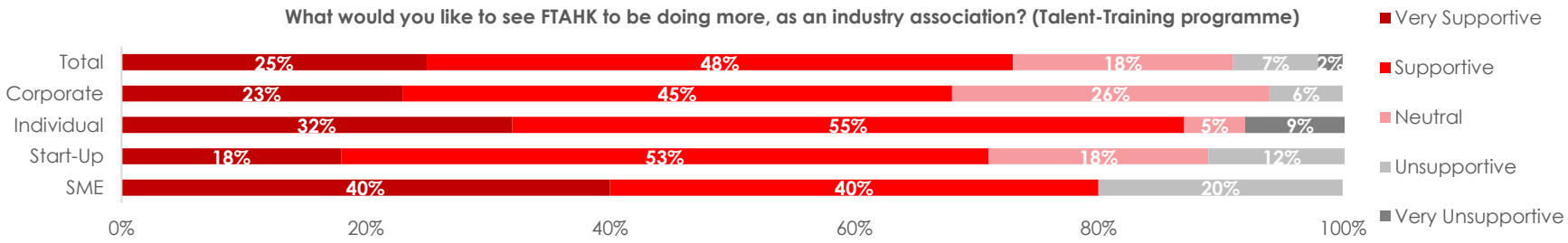
MEMBER WISH LIST

There is strong demand from members for a jobs board, mentor programme, and formal training programmes

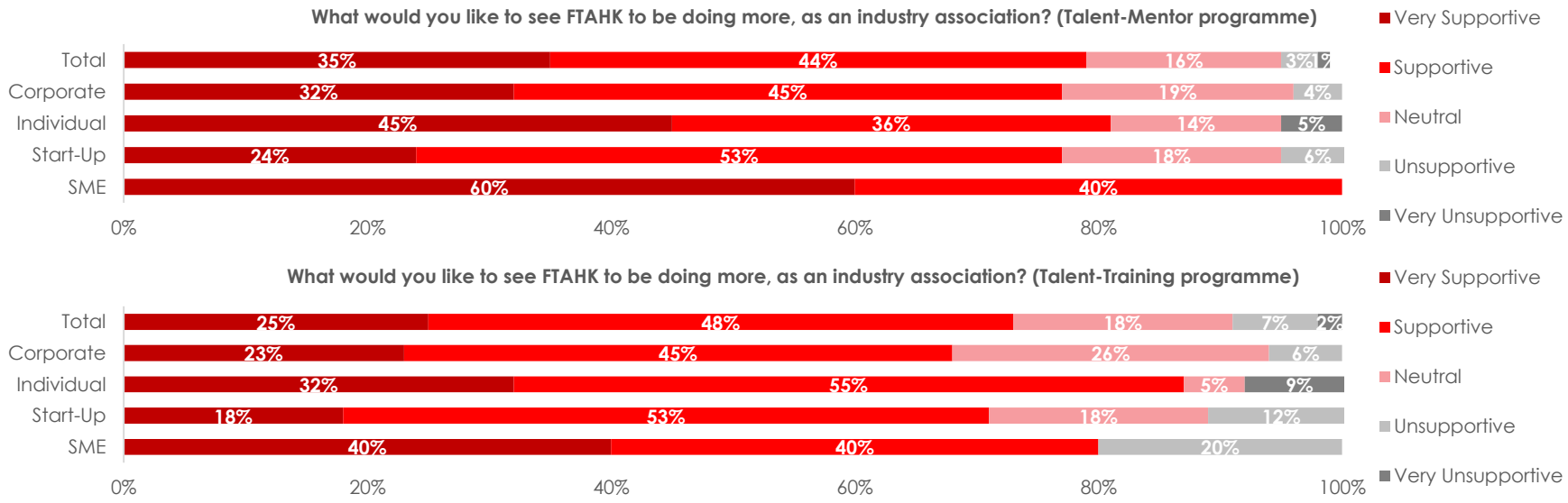






MEMBER WISH LIST

Members also support a mentor programme and formal training opportunties



SECTION 3
Strategic Review

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THE NEED FOR A NEW STRATEGY

Despite strong headline membership growth since our launch in 2017, FTAHK needs to address some key headwinds

KEY RISKS

Current Headwinds for FTAHK

	1	2	3	4	5	6
	MEMBER VALUE DELIVERY	**ORGANISATIONAL COMPLEXITY**	**LACK OF CLEAR / AGILE PROCESSES**	**POOR OWNERSHIP / GOVERNANCE**	**WEAK MEMBER ENGAGEMENT**	**ABSENCE OF CLEAR STRATEGY**
DESCRIPTION	• Long-term member value proposition can be improved, and there are downside risks as the economy slows	• Large / complex organisational structure, including a 15-member Board and 14 committees	• Widespread manual / inefficient processes, with poor utilisation of technology and weak enforcement	• Roles and responsibilities of Board, Co-Chairs, and management team are not clearly delineated	• Poor member engagement outside of Board and Co-Chairs, as well as within the core groups	• Lack of clear direction (and communication) of FTAHK's long-term mission and member strategy
IMPACT	• Lower membership renewals • Fewer new member sign-ups • Major downside risk to current and future revenues	• Organisational fragmentation • Poor internal coordination • Operational complexity • Lack of critical mass/engagement	• Operational inefficiency • Reduced productivity • Higher costs • Poor team satisfaction	• Heightened internal friction • Communication lapses • Weak morale • Sub-optimal delivery	• Poor understanding of member needs and wants • Important risks and opportunities overlooked • Risk to membership renewal	• No common vision to unite FTAHK members • Absence of success metrics to evaluate FTAHK performance

FTAHK IN PERSPECTIVE (1/2)

Detailed benchmarking against comparable organisations clearly highlights some of our key gaps as an industry association

MEMBER BENCHMARKING

Chambers of Commerce & Financial Services Industry Associations

	Organisation / Governance				Media			Insights		Jobs/ Training				Member Signup			Member Benefits				Events/ Networking				
	No. Members	No. Board Members	No. Committees	No. Team Members	Media Page	News Repository	Video Content	Branded Research	3rd-Party Research	Jobs Board	In-house Mentors	3rd Party Training	In-house Training	Ease Of Signup	Automated Process	Payment Gateway	Member Directory	Member Blogs	Industry Discounts	Other Discounts	Industry Insights	Signature Event	Partnership Event	Awards	Casual Networking
FTAHK	1.6k	15	14	3																					
AmCham	1.5k	27	17[1]	6																					
AustCham	148	15	10[2]	6																					
HKGCC	4k	39	20	n/a																					
ASIFMA	272	28	12	19																					
PWMA	50	10	4	5																					

1. 3 FinTech-related committees
2. 3 FinTech-related committees

Not offered | Basic offering | Moderate offering | Comprehensive offering

FTAHK IN PERSPECTIVE (2/2)

Detailed benchmarking against comparable organisations clearly highlights some of our key gaps as an industry association

MEMBER BENCHMARKING

FinTech Associations

	Organisation / Governance				Media			Insights		Jobs/ Training				Member Signup			Member Benefits				Events/ Networking				
	No. Members	No. Board Members	No. Committees	No. Team Members	Media Page	News Repository	Video Content	Branded Research	3rd-Party Research	Jobs Board	In-House Mentors	3rd Party Training	In-house Training	Ease Of Signup	Automated Process	Payment Gateway	Member Directory	Member Blogs	Industry Discounts	Other Discounts	Industry Insights	Signature Event	Partnership Event	Awards	Casual Networking
FTAHK	1.6k	15	14	3																					
EPA	150	14	5	7																					
FTAJ	448	24	0	9																					
InnovFin (UK)	230	6	18	17																					
IFTA	33	20	12	n/a																					
KorFin	300	31	6	n/a																					
SFA	700	10	4	5																					
HKBCA	7	30	0	4																					
HKBS	n/a	3	3	6																					
RTAHK	n/a	3	0	3																					

Not offered | Basic offering | Moderate offering | Comprehensive offering

FINTECH ASSOCIATION OF HONG KONG

COMMITTEES – BENCHMARKING

FTAHK has one of the largest and most complex committee structures among FinTech-focused industry associations

TEAM SIZE

Industry Associations

	Members	Board	Committees
FTAHK	1,700	15	14
AmCham	1,500	27	17
AustCham	148 (Corp)	15	10
HKGCC	4,000	39	20
ASIFMA	272	28	12
PWMA	50	10	4
EPA	150	14	5
FTAJ	448	24	0
InnovFin (UK)	230	6	18
IFTA	33	20	12
KorFin	300	31	6
SFA	700	10	4
HKBCA	7	30	0
HKBS	n/a	3	3
RTAHK	n/a	3	0
AVG (All)	**653**	**19**	**8**
AVG (FinTech)	**315**	**16**	**6**

COMMITTEES – CO-CHAIR ROLES & RESPONSIBILITIES

There is scope to improve ownership and accountability for our Co-Chairs through clearer roles and responsibilities, as well as better oversight / processes

CURRENT ROLES, RESPONSIBILITIES & PROCESSES

Key Problems

- No clear **roles and responsibilities**
- Many Committees **do not host monthly meetings** (some rarely have meetings)
- Committee meetings are **not standarsied / supervised** and can be very unstructured
- Many Co-Chairs are **inactive / not engaged**
- **Feedback is haphazard** / not standardised from the Co-Chairs to the Board

NEW ROLES, RESPONSIBILITIES & PROCESSES

Suggested Approach

- Enforce Co-Chair discipline through clear articulation of roles and responsibilities:
  - **Max. 2 Co-Chairs** for each Committee
  - Enforce **monthly meetings**
  - **Streamline meeting minutes** process
  - Create **discipline around communication** protocols with FTAHK Mgmt. Team / Board

*Similar to the Board, **maximum term limits** (i.e. 2 years max, ideally with one rotation p.a.) will be enforced to ensure a balance of expertise / wider member engagement*

FINTECH ASSOCIATION OF HONG KONG

COMMITTEES – CURRENT STRUCTURE

Our current committee structure is far from "MECE" and has resulted in considerable content overlaps, sub-optimal engagement, and weak ownership

CURRENT COMMITTEE STRUCTURE

Overall Effectiveness (Jul 2019-Jun 2020)

FOCUS	CATEGORY	No. Meetings	Avg. Attend.	No. Events	Co-Chair Engagement Co.1	Co-Chair Engagement Co.2	Board Attend.	OVERALL IMPACT
TECH	AI	3	20	1				
TECH	Big Data	9	20	0				
TECH	Blockchain	6	30	2				
APP	Cybersecurity	3	30	0				
THEME	Innovation & Design	3	<10	1				
IND	Digital Banking	5	50	4				
THEME	Financial Inclusion / Literacy	1	<10	2				
GEO	Greater Bay	3	20	0				
IND	Insurtech	6	20	3				
APP	Payments	1	10	2				
THEME	Policy & Advocacy	5	20	1				
APP	RegTech	9	20	0				
THEME	Talent & Diversity	4	10	0				
IND	WealthTech	10	10	1				

Very Low Low Moderate Good

FINTECH ASSOCIATION OF HONG KONG

COMMITTEES – NEW STRUCTURE

We will streamline this structure into 8 new committees, each with two Co-Chairs and two Board sponsors, to drive better collaboration and engagement

PROPOSED COMMITTEE STRUCTURE

Structure And Rationale

Co-Chair election to take place for all committees, with the Board to vote

Helene will attend all meetings with Board sponsors

FOCUS	CATEGORY	ACTION	RATIONALE	CO-CHAIRS	BOARD SPONSORS
TECH	AI & Big Data		• Natural synergies, given interplay between data and AI	• New • New	• Medhy • Tim
TECH	Blockchain		• Strong track record of operations; topic attracts dedicated stakeholders	• New • New	• Henri • Ken
TECH+APP	Cloud & Cybersecurity		• Natural synergies between cloud and cybersecurity to drive member interest	• New • New	• Ben • Medhy
APP	RegTech		• Strong track record of operations; critical FinTech vertical for FTAHK	• New • New	• Marc • Veronica
IND+APP	Digital Banking & Payments		• Leverage strength of digital banking committee while capturing synergies	• New • New	• Antony • Jessica
INDUSTRY	InsurTech		• Good track record of operations, allows FTAHK to remain relevant to insur. cos	• New • New	• Amanda • Lawrence
INDUSTRY	WealthTech		• Good track record of operations, allowing FTAHK to stay relevant to PBs	• New • New	• Karen • Musheer
THEME	Future Foundations: Talent, Inclusion, & Design to Delivery		• Ramp up engagement / attendance across broader topics of interest	• New • New	• Maaike • Matt
THEME	Policy & Advocacy		• P&A is not a committee-led endeavour and should work closely with the Board	• Doug Arner	• Board Working Group
GEOG	Greater Bay		• Many overlaps; needs Board ownership and to be integrated in all cttee's	• TBC	• Board Working Group

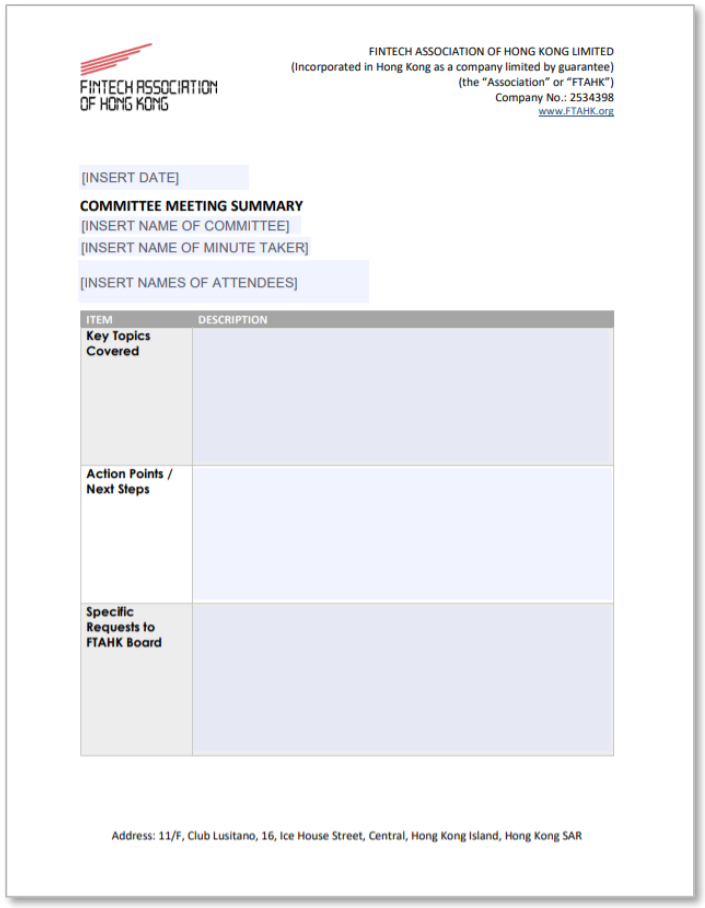
Move to Board Working Group **Reform** **Merge** **Unchanged**

COMMITTEES – COMMUNICATION WITH THE BOARD

We will be enforcing protocols to streamline the communication process between the new Committees and the Board

PROPOSED COMMITTEE MINUTES

Draft Form



FINTECH ASSOCIATION OF HONG KONG

FINTECH ASSOCIATION OF HONG KONG LIMITED
(Incorporated in Hong Kong as a company limited by guarantee)
(the "Association" or "FTAHK")
Company No.: 2534398
www.FTAHK.org

[INSERT DATE]

COMMITTEE MEETING SUMMARY

[INSERT NAME OF COMMITTEE]
[INSERT NAME OF MINUTE TAKER]

[INSERT NAMES OF ATTENDEES]

ITEM	DESCRIPTION
Key Topics Covered	
Action Points / Next Steps	
Specific Requests to FTAHK Board	

Address: 11/F, Club Lusitano, 16, Ice House Street, Central, Hong Kong Island, Hong Kong SAR

Co-Chairs will be responsible for submitting a standardised, **1-page (maximum)** meeting summary every month after each Committee meeting, outlining:

1. Key topics covered
2. Action points / next steps
3. Specific requests to the FTAHK Board

FINTECH ASSOCIATION OF HONG KONG

COMMITTEES – APPROVAL PROCESSES

We will be instituting a well-defined and tiered approval process to enable clear delineation of escalation flow for our Committees

APPROVAL PROCESS

Suggested Approach

ITEM	GM Office Engagement	Board Approval
FTAHK-LED EVENTS	• Notify GM team for solo / inter-committee events for support	• Not required
PARTNER EVENTS	• Notify GM team prior to engagement with potential Partner	• Include in monthly Board request
MEDIA	• Pre-approval required for all external media engagements using FTAHK name	• Not required
RESOURCING	• Notify GM team of resourcing needs	• Include in monthly Board request

FINTECH ASSOCIATION OF HONG KONG

BOARD – NEW STRUCTURE & RESPONSIBILITIES

To drive member value delivery, the Board will be split into 5 key working groups centred around our most important themes as an association

STRATEGIC WORKING GROUPS

Proposed Structure

Greater Bay / Local Outreach

- Develop our overall strategy for GBA, including local engagement
- Integrate GBA theme into at least 1 event p.a. across all FTAHK committees

- Lawrence
- Tim
- Veronica

Policy & Advocacy

- Develop our P&A roadmap in together with Doug Arner
- Prepare policy submissions to relevant bodies (e.g. funding, regulatory adaptations)

- Ben
- Henri
- Karen

Internal Member Engagement

- Drive member engagement with Helene's team
- Act as ambassadors for FTAHK on key member initiatives (e.g. events, videos / blogs, awards)

- Musheer
- Medhy
- Jessica

External Institutional Partnerships

- Develop institutional partnership strategy (both new + existing) with Helene's team
- Create a standard outreach proposal and process (e.g. sponsorship)

- Amanda
- Maaike
- Marc

Research & Insights

- Identify topics where FTAHK has potential to become a global thought leader
- Support research process (including supporting new hire / sourcing partners)

- Antony
- Ken
- Matt

BOARD – GOVERNANCE

Each working group will be required to meet once per month to discuss one new idea to table at the monthly Board meeting

WORKING GROUPS

The Process

STEP 1 — **Working Group Call / Meeting**

Each Working Group will organise a **30-minute call / meeting** once per month, to be facilitated by Ben and Helene

STEP 2 — **Generate 1 new idea**

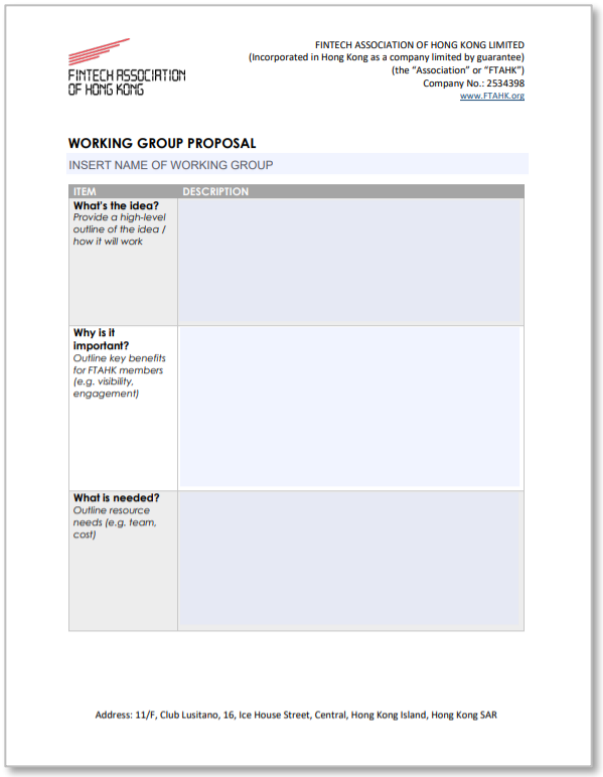
Brainstorm various ideas and agree on **one specific idea** to table with the Board at the next meeting (note: could come from c'tees

STEP 3 — **Prepare proposal**

Prepare a high-level, **one-page (max.) proposal** on the specific idea to discuss with the Board

PROPOSAL DOCUMENT

Draft Form



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WORKING GROUP PROPOSAL

INSERT NAME OF WORKING GROUP

ITEM	DESCRIPTION
What's the idea? *Provide a high-level outline of the idea / how it will work*	
Why is it important? *Outline key benefits for FTAHK members (e.g. visibility, engagement)*	
What is needed? *Outline resource needs (e.g. team, cost)*	

Address: 11/F, Club Lusitano, 16, Ice House Street, Central, Hong Kong Island, Hong Kong SAR

1-page proposal to address 3 key elements:

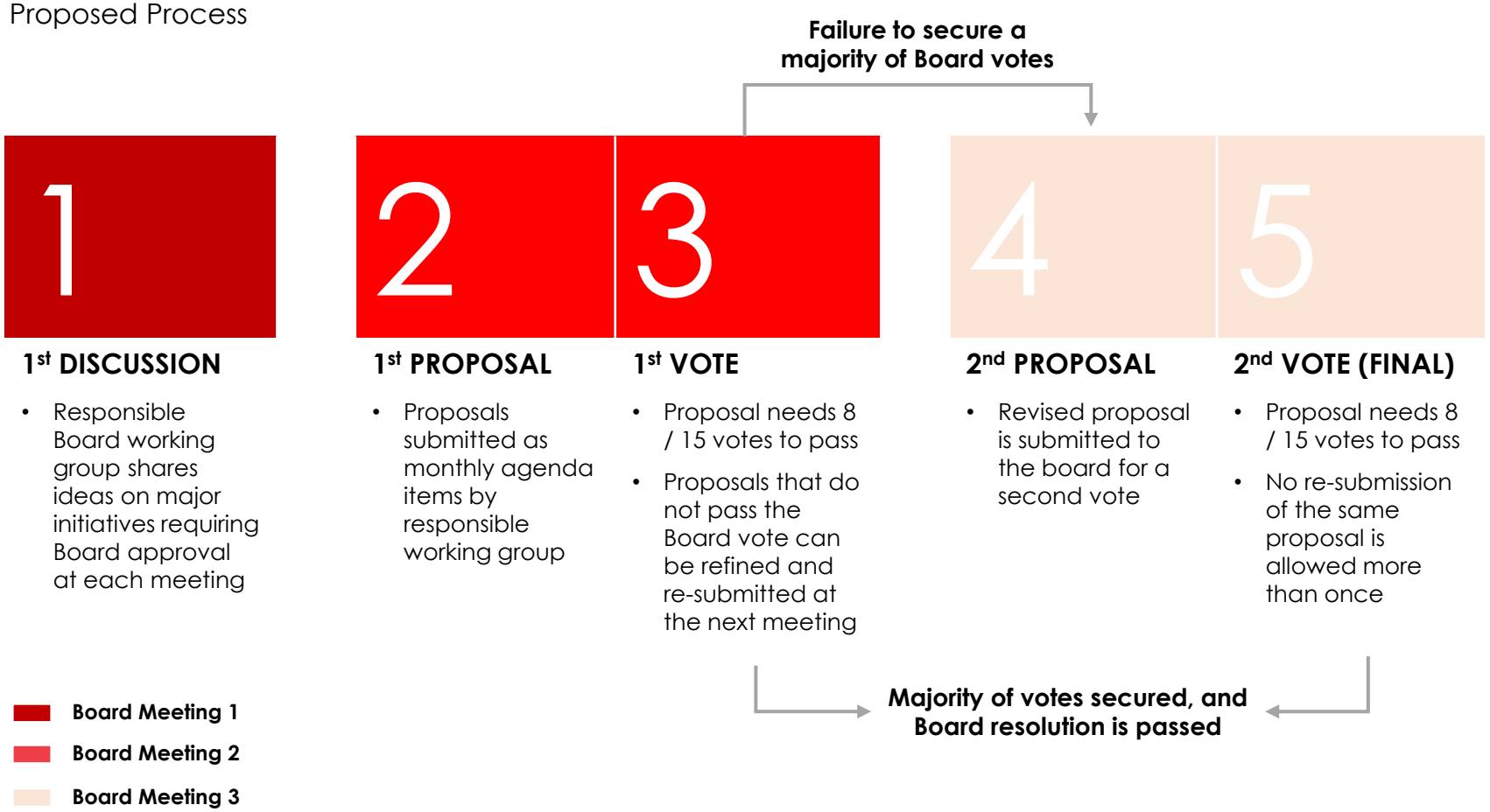
1. What's the idea?
2. Why is it important?
3. What is needed?

BOARD – GOVERNANCE

To drive ownership and accountability – and enhance our decision-making process – we will be institute a formal voting mechanism on all proposals

PROPOSAL VOTING

Proposed Process



FINTECH ASSOCIATION OF HONG KONG

OPERATIONS – APPROVALS & EMPOWERMENT

To expedite decision-making while ensuring the appropriate checks and balances are put in place, we will be instituting a tiered and well-defined approval process

APPROVAL PROCESS

Suggested Approach

	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
ITEM	**GM Office**	**Chairman**	**Working Group**	**FTAHK Board**
EVENTS	✓	✓✓	✓✓✓	Large-scale / flagship events
EXPENSES	✓	✓✓	✓✓✓	Major expense items
MEDIA	✓	✓✓	N/A	N/A
PARTNERSHIPS	✓	✓✓	✓✓✓	Long-term partnerships / MoUs
HIRING	✓	✓✓	✓✓✓	N/A

✓ Criteria has been agreed by the Board

Board approval only required in exceptional circumstances

FINTECH ASSOCIATION OF HONG KONG

OPERATIONS – STREAMLINING VIA TECHNOLOGY

We will be adopting various tools to streamline our operating costs and processes, ensuring our team has more time to focus on member value delivery

56 hours of team time freed up for value-add tasks

OPERATIONAL PROCESSES

Upgrading our Technology

CATEGORY	CURRENT STATE (MANUAL PROCESSES)	FUTURE STATE (AUTOMATED PROCESSES)
Financial Management	• 1 week of Veronica's time for preparation of financials • Time spent by management team on checking / reconciling / closing entries	• Automated financial dashboard • Easy-claim expenses • Auto invoicing / entry checking / payroll • Full reconciliation with DBS and PayPal
Sales Management	• Manual checking of membership expiry dates with back and forth emails to members around outstanding payments	• Dedicated database for member information, including member sign up and expiry dates, main contact point, representative list, etc.)
Online Events	• Free Zoom account limited to 100 participants • Greater participant numbers, and inability to capture contact data when using Partner Zoom platform	• Up to 500 participants • Unlimited time, FTAHK branding, admin. dashboard, managed domains, single sign on, custom emails, cloud transcripts, etc.
Project Management*	• Multitasking across the entire team creates internal project management issues in terms of responsibility splits, deliverables, and timelines	• Task delegation / assignment • Progress tracking • Improve operational oversight
Board & Committee Meetings*	• 27 calls + meetings per month (est. 15 mins prep time for each meeting for deck creation, setting up Zoom details, and confirming participant availability)	• Manage the full lifecycle of board and committee meetings (e.g. build agenda, compiled and deliver board pack, minute taking, centralised / secure platform)

*Solutions are currently being vetted by the Board

FINTECH ASSOCIATION OF HONG KONG

INDUSTRY P&A – BREAKING DOWN SILOES

While there is considerable backing for Hong Kong's FinTech industry, the key constituents operate in relative siloes, creating considerable overlaps

INDUSTRY BODIES

FinTech Focus

Very Low | Low | Moderate | High

BODY	Emphasis on FinTech	FinTech Members	FinTech Research	Member Training	FinTech Events	FinTech Policy / Advocacy	FinTech Funding
FINTECH ASSOCIATION OF HONG KONG	✓✓✓	✓✓✓	✓	✗	✓✓✓	✓✓	✗
財經事務及庫務局 Financial Services and the Treasury Bureau	✓✓✓	✗	✗	✗	✗	✓✓✓	✗
SECURITIES AND FUTURES COMMISSION	✓✓	✗	✓✓	✓✓	✗	✓✓✓	✗
HK FINANCIAL SERVICES DEVELOPMENT COUNCIL	✓✓	✗	✓✓✓	✓	✓✓	✓✓✓	✗
PWMA Private Wealth Management Association 私人財富管理公會	✓	✗	✗	✓✓	✓	✗	✗
asifma Growing Asia's Markets	✓✓	✓✓	✓✓✓	✓	✗	✓	✗
InvestHK	✓✓✓	✗	✓	✗	✓✓✓	✓✓	✓✓✓
數碼港 Cyberport	✓✓✓	✓✓✓	✓	✓✓	✓✓	✓	✓✓
HKSI Hong Kong Securities and Investment Institute 香港證券及投資學會	✗	✗	✗	✓✓✓	✗	✗	✗
HKSTP	✓✓	✓✓✓	✓✓	✓✓✓	✓✓	✓✓	✓✓
HONG KONG MONETARY AUTHORITY 香港金融管理局	✓✓✓	✗	✓✓✓	✗	✗	✓✓✓	✗

INDUSTRY P&A – POSITIONING FTAHK AS THE NERVE CENTRE

We will look to develop a closer working relationship with these constituents to leverage our core strengths and avoid the duplication of efforts

THE NEED FOR COLLABORATION

Leveraging our Core Strengths

Regulators

財經事務及庫務局
Financial Services and the Treasury Bureau

SECURITIES AND FUTURES COMMISSION
證券及期貨事務監察委員會

HONG KONG MONETARY AUTHORITY
香港金融管理局

Lead Hong Kong's FinTech policy development as the key stakeholder, while working closer with the HKMA on aligning our research initiatives

Industry-Led Bodies

HKSI Hong Kong Securities and Investment Institute 香港證券及投資學會

asifma Growing Asia's Markets

PWMA Private Wealth Management Association 私人財富管理公會

Drive more in-depth collaboration opportunities (e.g. events, research, training), leveraging core strengths of member base of each organisation

FINTECH ASSOCIATION OF HONG KONG

Government-Backed Bodies

InvestHK

數碼港 Cyberport

HK FINANCIAL SERVICES DEVELOPMENT COUNCIL 香港金融發展局

HKSTP

Leverage FTAHK's large and credible membership base and growing team for research / marketing efforts, funded via various partner grants

FINTECH ASSOCIATION OF HONG KONG

INDUSTRY P&A – GOVERNMENT ADVISORY PANEL

To bolster our P&A efforts with the FSTB, we are looking to better coordinate with our government partners to create a combined voice for advocacy in Hong Kong

THE NEED FOR COLLABORATION

Proposed Government Advisory Panel (Non-Executive / Board Roles)

Clara Tsui	Charles Ng	Nelson Chow	Eric Chan	King Au	TBC
SFC	**InvestHK**	**HKMA**	**Cyberport**	**HKFSDC**	**HKSTP**

FORMAT

Inputs Process

- Monthly meeting with P&A WG to share key concerns / priorities for Hong Kong's FinTech community (e.g. awareness, funding concerns, quality assurance process)
- Align concerns / needs with key stakeholder groups

Expected Outputs

- FTAHK to prepare unified submission to FSTB for consideration

P&A Working Group
FTAHK

Unified submissions for government FinTech support (e.g. funding)

財經事務及庫務局
Financial Services and the Treasury Bureau

Christopher Hui has already identified "FinTech" as one of the FSTB's 4 core strategic priorities in coming years

FINTECH ASSOCIATION OF HONG KONG

PARTNERSHIPS

We will be instituting a systematic approach to partnerships in order to ensure they are maximising value for our members

PARTNERSHIP STRATEGY

Current vs. New Approach

CATEGORY	CURRENT APPROACH	OUR NEW APPROACH
Current Status	• Various MoUs with other associations signed across both APAC and internationally	• Distinct targets / focus to build potential partnerships with relevant associations for our members, based on their needs and wants (both onshore and offshore)
Engagement Model	• Very little engagement • Loose partnership structure	• Map out a cohesive strategy to optimise and drive partnership value
Follow-Up	• Collaboration opportunities not fully identified and leveraged, given broad / ad-hoc aspirations	• Identify concrete programs for collaboration that complement both partnerships
Targets	• Unclear targets • Lack of clear focus in building partnership	• Educate members and provide opportunities for expansion / development via partner network • Identify short term (i.e. "quick win") collaboration opportunities and long term (i.e. aspirational) goals

MOU ROADMAP

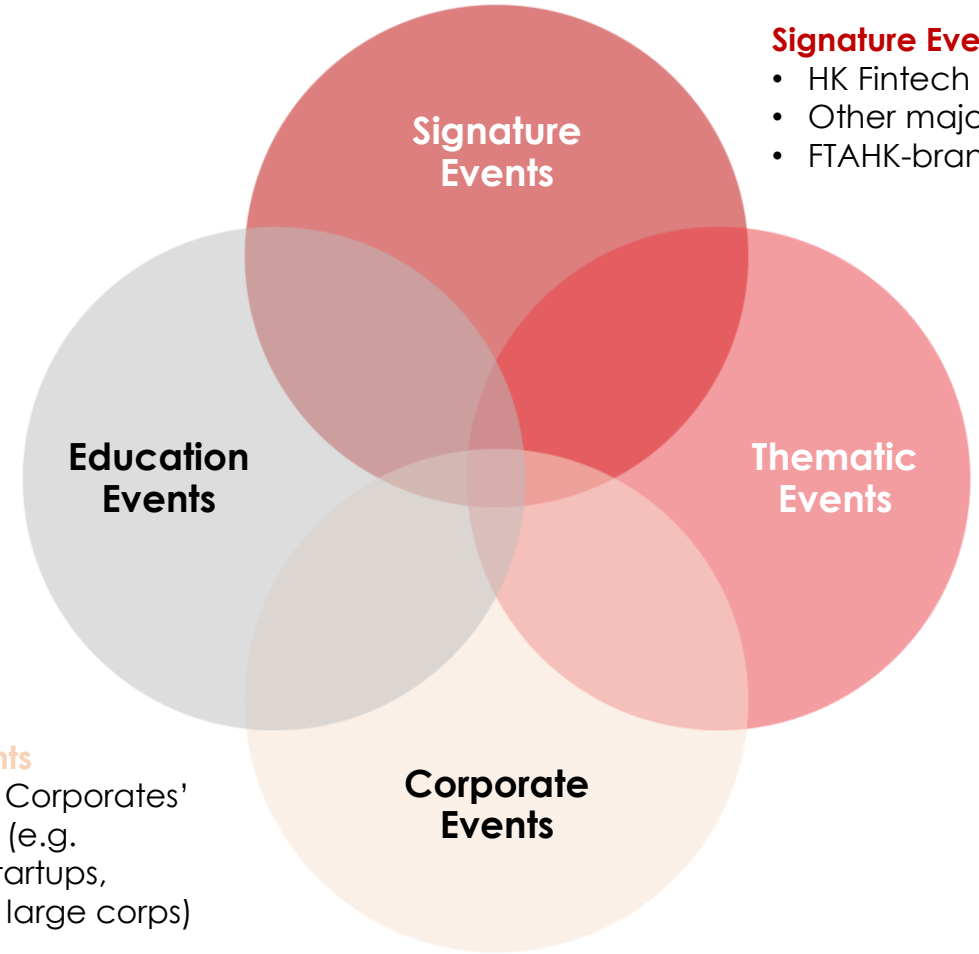
1. Market awareness / kick-off event to introduce both associations / ecosystems
2. Cross-partner marketing (e.g. member profile / website link on each site)
3. Sponsored event opportunities targeting relevant multinational corporates

EVENTS

We will be developing an events strategy that better aligns with our core themes as an industry association, including the needs and wants of our members

EVENTS STRATEGY

Core Event Themes



Signature Events

- HK Fintech Week
- Other major FinTech-related forums
- FTAHK-branded events (e.g. awards)

Education Events

- Aligned to theme of education
- Partnerships with local universities and professional training bodies

Thematic Events

- Aligned with subject matter expertise
- Likely to be with our key partners (e.g. InvestHK)

Corporate Events

- Aligned with Corporates' key offerings (e.g. funding for startups, adoption for large corps)

MEDIA – STRATEGY

Our media strategy will move from an ad-hoc, inbound / responsive approach to a well-structured, outbound / proactive approach

MEDIA STRATEGY

Current vs. New Approach

CATEGORY	CURRENT APPROACH	OUR NEW APPROACH
Role of Cognito	• Cognito as our pro-bono media agency	• Unchanged
Media Approach	• Ad-hoc approach to media engagement • FTAHK positioned as a potential "first responder"	• Distinct strategy for media outreach • FTAHK as a "go-to thought leader", leveraging content / insights from members and our own data / research
Media Calendar	• Respond to irregular inbound enquiries (direct and via Cognito) on various topics	• Respond to inbound enquiries • Monthly media calendar with Cognito to share latest ideas / insights on the FinTech ecosystem • Source media engagement proposals from members
FTAHK Position	• Lack of regular exposure / consistency • Mainly visible trade publications and social media • Limited media engagement from members, many of whom are industry experts	• Regular exposure (inbound + outbound) • Visible in major news outlets / mainstream media • Wider media engagement for our members on core topics where expertise is required (approval required)
Media Objective	• General exposure / brand building	• Drive FTAHK's global brand recognition / reputation • Improve membership growth and retention, both locally and offshore

FINTECH ASSOCIATION OF HONG KONG

MEDIA – APPROACH

In order to run a proactive programme with the most impact, we will be addressing four major areas, supported by a formal media calendar

1

Spokespeople

- Identify spokespeople to support Ben and Helene
- Specific subject matter expertise
- Increase involvement and profile of FTAHK member representatives

2

Messaging

- Formal session to define key messages for FTAHK2.0
- For all spokespeople to use in interviews, ensuring consistency of voice
- To use also across content, and to help screen media opportunities

3

Policies

- Update media policies
- Create flow diagram for responding to enquiries

4

Training

- Media training for new spokespeople
- Refresher training, as required

Quarterly Themes

- Aligned to committees and/or major focus areas
- Flexible schedule, reviewed regularly
- Form the basis for monthly activity

Monthly Content

- One main content item per month: eg, press release, byline, report, roundtable
- Leveraging FTAHK surveys, webinar content and other member insights

Intro Programme

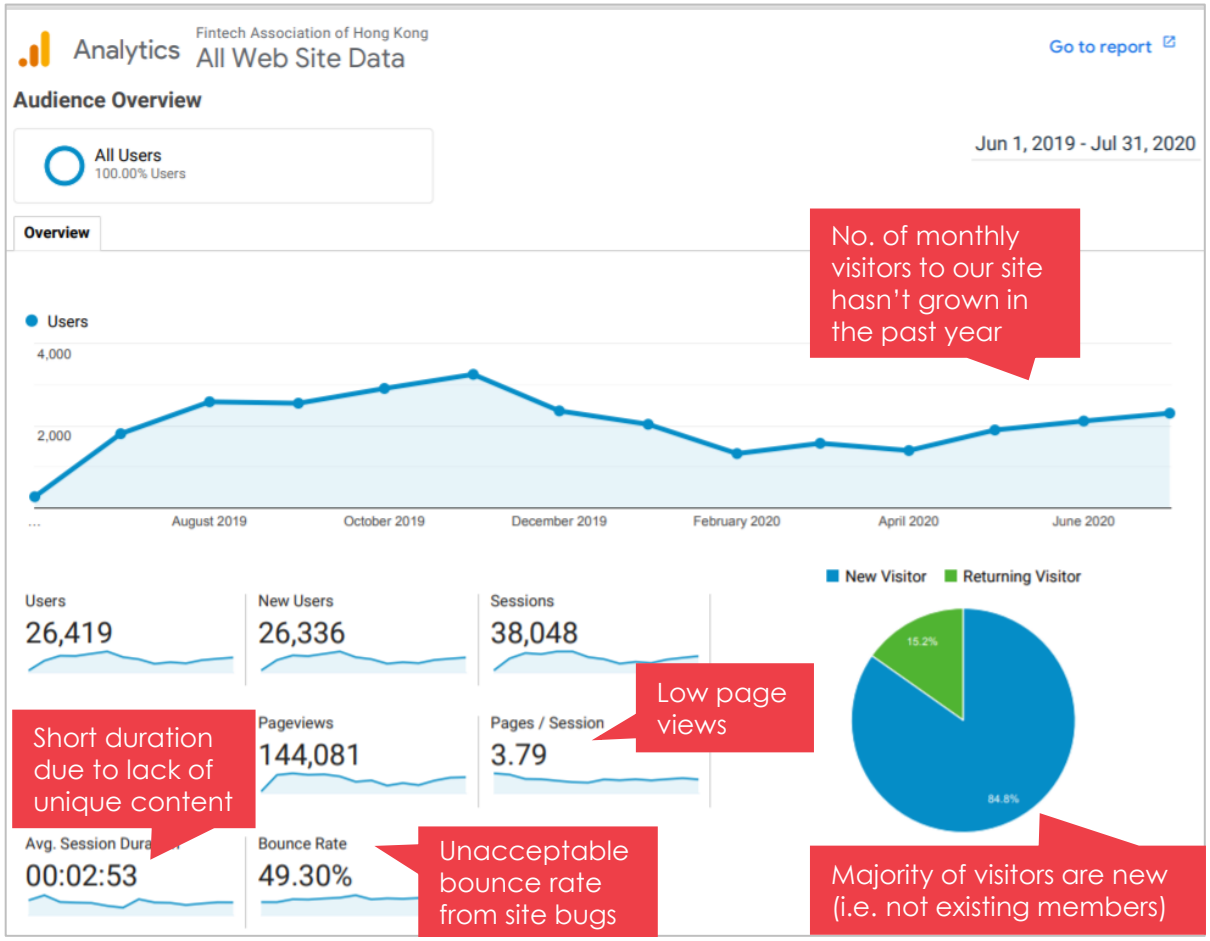
- One meeting per month with target reporters
- Incorporating that month's theme

FTAHK WEBSITE

We will be looking to create a variety of new content on our website that adds value to our members, given it is heavily under-utilised at present

FTAHK WEBSITE

Google Analytics



KEY ISSUES

Login

- Members have not been properly briefed about their login page
- Login process is not simple or intuitive

Content

- Website is extremely static is seldom updated
- Lack of compelling content and / or industry updates to draw in our members

Functionality

- Events are run via Eventbrite, directing users to their platform instead of FTAHK's website

FINTECH ASSOCIATION OF HONG KONG

MEMBER BENEFITS – POTENTIAL DEVELOPMENTS

We have listened openly to many of the benefits our members want; we will be prioritising this "wish list" through our Board working groups in coming months

MEMBER WISH LIST

Prioritisation and Next Steps

Our Board WGs will prioritise these "wish list" items for execution in coming weeks and months

Benefit	FTAHK Offering	Member Demand	Import.	Ease to Execute	Priority	Next Steps
Media Page	LOW	HIGH	MOD	HIGH	MOD	• Google Alerts, RH quote (page setup), update page
News Repository	LOW	HIGH	HIGH	MOD	MOD	• RH quote (scrape media and create / update news page)
Video Content	LOW	MOD	MOD	MOD	MOD	• RH quote (page setup) new hire to build video content
Branded Research	LOW	HIGH	HIGH	HIGH	HIGH	• RH quote (page setup); new hire to drive research output
3rd-Party Research	LOW	HIGH	HIGH	MOD	MOD	• Identify key firms to share reports on; RH quote (page setup)
Jobs Board	LOW	HIGH	HIGH	LOW	MOD	• RH quote (full setup / functionality) + internal business case
In-House Mentors	LOW	HIGH	HIGH	HIGH	HIGH	• Board WG to develop strategy (immediate)
3rrd-Party Training	LOW	MOD	MOD	MOD	MOD	• Board WG to develop strategy (short-term)
In-House Training	LOW	MOD	MOD	LOW	LOW	• Board WG to develop strategy (long-term)
Member Directory	MOD	MOD	LOW	HIGH	LOW	• No immediate action required
Member I'views	LOW	HIGH	HIGH	HIGH	HIGH	• Create standard Qs; pick members; RH quote (page setup)
Industry Discounts	LOW	MOD	MOD	MOD	MOD	• Board WG to develop strategy (medium-term)
Other Discounts	LOW	MOD	MOD	MOD	MOD	• Board WG to develop strategy (medium-term)
Industry Insight Event	HIGH	HIGH	LOW	HIGH	MOD	• RH quote (native events); Board WG to develop strategy
Signature Event	MOD	HIGH	MOD	MOD	MOD	• Board WG to develop strategy (medium-term)
Partnership Event	HIGH	HIGH	LOW	HIGH	MOD	• Board WG to develop strategy (short-term)
Award Event	LOW	HIGH	HIGH	LOW	MOD	• Board WG to develop strategy (medium-term)
Casual Networking	LOW	HIGH	MOD	HIGH	HIGH	• Board WG to develop strategy (immediate)

FINTECH ASSOCIATION OF HONG KONG

MANAGEMENT TEAM – STAFFING

Despite having one of the largest membership bases and most complex org. structures among industry associations, FTAHK operates with the smallest team

TEAM SIZE

Industry Associations

	Members	Board	C'tees	Team Size
FTAHK	1,700	15	14	**3**
AmCham	1,500	27	17	6
AustCham	148	15	10	6
HKGCC	4,000	39	20	n/a
ASIFMA	272	28	12	19
PWMA	50	10	4	5
EPA	150	14	5	7
FTAJ	448	24	0	9
InnovFin (UK)	230	6	18	17
IFTA	33	20	12	n/a
KorFin	300	31	6	n/a
SFA	700	10	4	5
HKBCA	7	30	0	4
HKBS	n/a	3	3	6
RTAHK	n/a	3	0	3
AVG (All)	**653**	**19**	**8**	**8**
AVG (FinTech)	**315**	**16**	**6**	**7**

CONSEQUENCES

- Operational inefficiency from constant multi-tasking among all team members
- Reduced productivity
- Considerably less time available to focus on higher value-add tasks (e.g. member acquisition)
- Higher overall costs
- Reduced team satisfaction

MANAGEMENT TEAM – NEW HIRES

To address capacity shortfalls and deliver on our FTAHK2.0 strategy, we will be making two new hires, focused on (1) operations and (2) industry research

PROPOSED NEW HIRES

Description

CRITERIA	OPERATIONS (ADMIN + DIGITAL MARKETING)	RESEARCH + OPERATIONS
Role Description	• Support core team with general operational requests • Manage admin / data / IT migration issues as we adopt to new technology solutions • Support digital marketing campaigns (e.g. videos, social media posts) • Maintain / update website features and content	• Support development of FTAHK's research efforts • Work with internal stakeholders (e.g. Board Working Group) and external partners to identify topics of interest and research production approach • Conduct detailed research (i.e. both primary and secondary) and analysis, and draft FTAHK reports • Support with ad-hoc operations, as needed
Job Description	• New graduates with relevant internship experience around digital marketing and Fintech • Good English (written and spoken) • Cantonese and Mandarin abilities preferred • Basic knowledge of operations support tasks and digital media / related tools • Fast learner and team player • Ability to work under tight timelines	• New graduates with relevant internship experience around operations and editorial support • Excellent English (both written and spoken) • Cantonese and Mandarin abilities preferred • Sound MS Office skills (es. Excel and PPT), particularly around data analysis and visualisation • Fast learner and team player • Ability to work under tight timelines

FINTECH ASSOCIATION OF HONG KONG

COMMUNICATING OUR NEW VALUE PROPOSITION

Once we have agreed on our strategy for FTAHK2.0, we will revamp our marketing collateral to communicate our new value proposition to members

MARKETING DECK

Current Document

FINTECH IN HONG KONG

Hong Kong's natural strengths mean it has a right to win in the FinTech space. It is one of the world's most influential and active financial centres, perfectly located at the intersection of China, Asia and the rest of the world. It houses a broad and diverse FinTech community and exports FinTech developments globally.

Hong Kong has the right environment for FinTech to flourish . It is one of the most connected and sophisticated cities in the world. Hong Kong's long history as a banking and finance hub, its affluent and increasingly well-educated population and tradition of entrepreneurship provide a secure foundation for FinTech development. Hong Kong is the perfect place for firms to identify, incubate and grow FinTech opportunities.

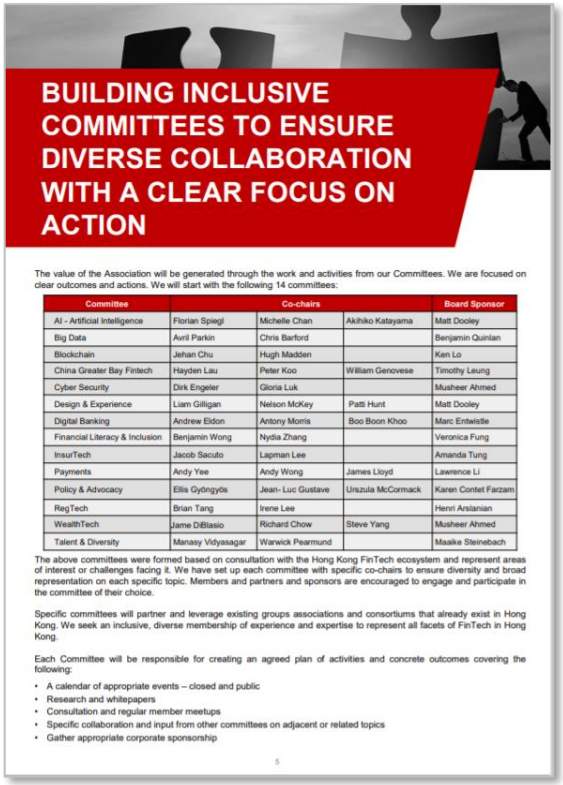
Hong Kong's growing FinTech ecosystem is expected to grow significantly in the next five years. This will be spurred by initiatives such as the regulatory sandbox and FinTech innovation hub jointly developed by Hong Kong Monetary Authority and the Hong Kong Applied Science and Technology Research Institute (ASTRI), and initiatives from the Securities and Futures Commission. InvestHK and its FinTech arm have been diligently supporting and showcasing Hong Kong's FinTech firms with multiple initiatives, including organising Hong Kong FinTech week.

As China moves towards liberalising its financial markets, Hong Kong based banks and financial institutions are in the best position to benefit. Hong Kong is already the leading asset management and private equity hub in Asia. Wealth management, data analytics and crypto-currencies, particularly for remittances, are other FinTech sectors with potential for fast growth in Hong Kong.

Hong Kong has the potential to become the "In- and Out- of China" for FinTech. Hong Kong's position under 'One Country, Two Systems' and the fact that many Chinese companies have their international office here mean that it is poised to leverage opportunities around Beijing's Belt and Road initiative. Opportunities vary from the facilitation of infrastructure financing to the anticipated increase in trade with the 65 countries along the Belt and Road.

Although advances are being made, further work is needed to gain the maximum benefit. A crucial next step will be adjusting the city's regulatory framework both to give greater clarity to businesses looking to set up in the city and to update rules in order to bring them into line with new business practices while continuing to offer strong investor and consumer protection.

3



BUILDING INCLUSIVE COMMITTEES TO ENSURE DIVERSE COLLABORATION WITH A CLEAR FOCUS ON ACTION

The value of the Association will be generated through the work and activities from our Committees. We are focused on clear outcomes and actions. We will start with the following 14 committees:

Committee	Co-chairs			Board Sponsor
AI - Artificial Intelligence	Florian Spiegl	Michelle Chan	Akihiko Katayama	Matt Dooley
Big Data	Avril Parkin	Chris Barford		Benjamin Quinlan
Blockchain	Jehan Chu	Hugh Madden		Ken Lo
China Greater Bay Fintech	Hayden Lau	Peter Koo	William Genovese	Timothy Leung
Cyber Security	Dirk Engeler	Gloria Luk		Musheer Ahmed
Design & Experience	Liam Gilligan	Nelson McKey	Patti Hunt	Matt Dooley
Digital Banking	Andrew Eldon	Antony Morris	Boo Boon Khoo	Marc Entwistle
Financial Literacy & Inclusion	Benjamin Wong	Nydia Zhang		Veronica Fung
InsurTech	Jacob Sacuto	Lapman Lee		Amanda Tung
Payments	Andy Yee	Andy Wong	James Lloyd	Lawrence Li
Policy & Advocacy	Ellis Gyöngyös	Jean- Luc Gustave	Urszula McCormack	Karen Contet Farzam
RegTech	Brian Tang	Irene Lee		Henri Arslanian
WealthTech	Jame DiBlasio	Richard Chow	Steve Yang	Musheer Ahmed
Talent & Diversity	Manasy Vidyasagar	Warwick Pearmund		Maaike Steinebach

The above committees were formed based on consultation with the Hong Kong FinTech ecosystem and represent areas of interest or challenges facing it. We have set up each committee with specific co-chairs to ensure diversity and broad representation on each specific topic. Members and partners and sponsors are encouraged to engage and participate in the committee of their choice.

Specific committees will partner and leverage existing groups associations and consortiums that already exist in Hong Kong. We seek an inclusive, diverse membership of experience and expertise to represent all facets of FinTech in Hong Kong.

Each Committee will be responsible for creating an agreed plan of activities and concrete outcomes covering the following:

- A calendar of appropriate events – closed and public
- Research and whitepapers
- Consultation and regular member meetups
- Specific collaboration and input from other committees on adjacent or related topics
- Gather appropriate corporate sponsorship

5

Key Issues

- Too long
- Extremely wordy
- Fragmented information
- Poor data visualisation
- No clear narrative / story

Under FTAHK2.0, we have a new and improved story to communicate to our current and future members!

FINTECH ASSOCIATION OF HONG KONG

TRACKING OUR SUCCESS

To evaluate the success of FTAHK 2.0, the Board will be tracking specific KPIs tied to both our commercial success and member engagement

ILLUSTRATIVE KPI DASHBOARD

Proposed Metrics

COMMERCIAL

Membership Analytics

New Sign-Ups	July	MoM
• Lead numbers	32	+25%
• Total signs-ups	11	-3%
• Conversion rate	35%	-8%

Renewals	July	MoM
• Up-to renewal accts.	48	+18%
• Total renewals	12	+23%
• Renewal rate	25%	+38%

Sponsorship Analytics

	July	MoM
• No. Sponsor convos	12	+20%
• No Sponsors confirmed	3	+50%
• Conversion rate	25%	+100%

Revenue

- Financial dashboard from Xero

MEMBER ENGAGEMENT

Social Media / Website Analytics

LinkedIn / FB / Insta	July	MoM
• Visitors	2,672	+73%
• Followers	13,880	+38%
• Updates (e.g. reactions)	497	+285%

Website Analytics	July	MoM
• Visitors	2,672	+68%
• Page View	5.6	+22%
• Avg. Duration	3:53	+41%

Events Analytics

	July	MoM
• No. Events	6	+15%
• No. Registrants	300	+12%
• Avg. Attendance	50	-2%