

Trade and Industrial Organisation Support Fund (TSF)

Final Report on Approved Project

Grantee	:	Institute for Supply Management Hong Kong Limited (ISM-HK)
Implementation Agent(s) (if any)	:	N/A
Project reference no.	:	T20 003 001
Project title	:	To enhance the competitiveness of Hong Kong SMEs by enhancing their supply chain resiliency to foster long-term sustainability
Period covered in this report (whole project duration)	:	From 01/04/2021 to 31/03/2023 (dd/mm/yyyy) (dd/mm/yyyy)

1. Project Details

Project summary (in about 150 words)

Project objectives (in about 50 words)

To develop resilient supply chains for SMEs to enhance their operational resiliency, business continuity and business competitiveness in light of the dynamic and ever-changing industry landscape that could break down SMEs' supply chain. This would strengthen long-term sustainability and competitiveness of the supply chain management industry by preparing for and solving both instant and stealth challenges that arise in the macroeconomic and geo-political contexts, for instance, COVID-19 and China-U.S. trade war. In short, our project enhances the supply chain resilience in SMEs to boost business operations and business continuity of SMEs with regards to economic fluctuation and instability. The target beneficiaries are SMEs in the supply chain industry and SMEs involved in supply chain from the sectors of import or export, wholesale, manufacturing, retail and fast-moving consumer goods.

Collaborating Organisations (if any)

1. Name in English : The Institute of Purchasing & Supply of Hong Kong Limited

Name in Chinese : 香港物資採購與供銷學會有限公司

Date of establishment: 22-02-1996 Number of members : 1,300

Aim / Objective of the organisation :

The main objectives of the Institute are to promote professionalism in the Purchasing and Supply Chain disciplines and to bring into associate those engaged in the professions for the advancement of study and practices in the purchasing and supply management function through exchange among members and with relevant local and international organizations.

Address : Room 18, 8/F, Career and Kenson Industrial Mansion, 58 Hung To Road, Kwun Tong,

Kowloon, Hong Kong

Tel no. : 2777 4372 Fax no.: N/A Email address: admin@ipshk.org

Website : www.ipshk.org

Role in this project : ☐ As member of the steering committee ☒ Assist in promotion

☐ Others, please specify: _____

2. Name in English : Hong Kong Sea Transport and Logistics Association Limited

Name in Chinese : 香港航運物流協會有限公司

Date of establishment: 07-07-1994 Number of members : 58 individual members and 49 corporate members

Aim / Objective of the organisation : _____

To act as a common platform for dialogue among members and offer a Channel for members to better understand the development and trends in the market, thereby improving their operation and business knowledge and expertise, awareness of market dynamics. To disseminate information about the market, the industry and educational opportunities, and organize industry or industry-related training for its members to help raise their professional standing, efficiency and competitiveness.

Address : Room 1803, 18/F, Tower 1, Ever Gain Plaza, 88 Container Port Road, Kwai Chung,
New Territories, Hong Kong

Tel no. : 2687 2633 Fax no.: 2377 3638 Email address: info@hkstla.org

Website : http://www.hkstla.org/home

Role in this project : ☒ As member of the steering committee ☒ Assist in promotion
☐ Others, please specify: _____

3. Name in English : The Chinese Manufacturers' Association of Hong Kong (CMA)

Name in Chinese : 香港中華廠商聯合會

Date of establishment: 11-03-1960 Number of members : 3,000 member companies

Aim / Objective of the organisation : _____

CMA is one of the most representative industrial associations in Hong Kong. CMA is committed to promoting Hong Kong's industrial and commercial development. CMA closely monitors developments in the international market and domestic and external conditions that may affect Hong Kong's trade and industry. CMA's activities and services are aimed at promoting the well-being of Hong Kong as a whole. It promotes trade and industrial development and improve the business environment in Hong Kong.

Address : CMA Building, 64-66 Connaught Road Central, Hong Kong

Tel no. : 2545 6166 Fax no.: 2541 4541 Email address: info@cma.org.hk

Website : http://www.cma.org.hk

Role in this project : ☐ As member of the steering committee ☒ Assist in promotion
☐ Others, please specify: _____

4. Name in English : Hong Kong Information Technology Federation Limited (HKITF)

Name in Chinese : 香港資訊科技商會有限公司

Date of establishment: 23-04-1980 Number of members : Over 300 members

Aim / Objective of the organisation : _____

HKITF aims to provide a forum in which the IT-related business in Hong Kong can work together for the benefit of the industry and to maintain a high level of business practice amongst the members. HKITF promotes local IT business through activities. HKITF also keeps members abreast of local IT developments and business opportunities. It acts as the bridge for international IT companies looking for local partners and works with trade commissions to host trade promotion events.

Address : 10/F, The Wave, 4 Hing Yip Street, Kwun Tong, Kowloon, Hong Kong

Tel no. : 3101 8197 Fax no.: 3016 9600 Email address: info@hkitf.org.hk

Website : https://www.hkitf.org.hk

Role in this project : ☐ As member of the steering committee ☒ Assist in promotion
☐ Others, please specify: _____

5. Name in English : GS1 Hong Kong Limited

Name in Chinese : 香港貨品編碼協會有限公司

Date of establishment: 17-03-1989 Number of members : Over 8,000 members in sectors of retail & consumer packaged goods, transport & logistics, etc.

Aim / Objective of the organisation :

GS1 Hong Kong's mission is to empower business to grow and to improve efficiency, safety, authenticity and sustainability across multiple sectors and facilitate commerce connectivity, through the provision of a full spectrum of platforms, solutions and services based on our global standards. GS1 Hong Kong provides a trusted foundation for accurate, sharable, searchable and linkable data. Our EPC standard lays the foundation for IoT, powering a range of IoT-based services and applications. GS1 has been helping industries to meet the challenges of omni-channel commerce and create a seamless customer experience for over 30 years.

Address : 22/F, OTB Building, 160 Gloucester Road, Wanchai, Hong Kong

Tel no. : 2861 2819 Fax no.: N/A Email address: info@gs1hk.org

Website : <https://www.gs1hk.org/>

Role in this project : ☐ As member of the steering committee ☒ Assist in promotion

☐ Others, please specify: _____

6. Name in English : Hong Kong SME Development Federation Limited

Name in Chinese : 香港中小企促進聯會有限公司

Date of establishment: 30-12-2011

Number of members : 500 individual members and 100 corporate members

Aim / Objective of the organisation :

Hong Kong SME Development Federation Ltd offers services such as project development and promotion, training and development, market research and analysis, brand establishment consultation and investment attraction. It helps businesses to enhance their competitiveness, business continuity and operational effectiveness. Its members are composed of industry elites including those from the retail sector.

Address : Room 406, Cornell Centre, 50 Wing Tai Road, Chai Wan, Hong Kong

Tel no. : 8131 3109 Fax no.: 3747 0179 Email address: info@smedf.org

Website : https://www.facebook.com/smedf/?ref=page_internal

Role in this project : ☐ As member of the steering committee ☒ Assist in promotion

☐ Others, please specify: _____

7. Name in English : Hong Kong Retail Technology Industry Association Limited (HKRTIA)

Name in Chinese : 香港零售科技商會有限公司

Date of establishment: 16-05-2003

Number of members : Over 100 members (composed of platinum corporate member, corporate member, associate member, start-up member and end-user member)

Aim / Objective of the organisation :

HKRTIA aims to promote and improve the standard of competence, recognition, competitiveness and profitability of the Hong Kong retail technology industry. It provides a forum for experience sharing and partnership facilitation in achieving a maximum synergy effect within the Hong Kong retail technology industry. To promote the awareness and usage of retail technologies.

Address : Room 406, Cornell Centre, 50 Wing Tai Road, Chai Wan, Hong Kong

Tel no. : 3585 9285 Fax no.: 3585 1060 Email address: contact@hkrtia.org

Website : <http://www.hkrtia.org/>

Role in this project : ☐ As member of the steering committee ☒ Assist in promotion

☐ Others, please specify: _____

8. Name in English : Hong Kong Small and Medium Enterprises Association Limited

Name in Chinese : 香港中小型企業聯合會有限公司

Date of establishment: 02-04-2001 Number of members : 1,700 corporate members

Aim / Objective of the organisation :

Hong Kong Small and Medium Enterprises Association Limited has over 1,700 members in both manufacturing and non-manufacturing sectors, including SMEs from import & export trades, logistics, wholesale, and retail sectors. The aim of the organisation is to strengthen the competitiveness of SMEs in Hong Kong, help SMEs achieve more advantageous business environment, protect and safeguard the rights of SMEs, and provide further business opportunities for SMEs.

Address : Room G, 6/F, Hop Hing Industrial Building, 702-704 Castle Peak Road, Lai Chi Kok, Kowloon

Tel no. : 2320 3620 Fax no.: 2320 1633 Email address: info@hksme.hk

Website : https://www.hksme.hk/home

Role in this project : ☐ As member of the steering committee ☒ Assist in promotion

☐ Others, please specify: _____

Key personnel

	<u>Name</u>	<u>Post title and name of organisation</u>
Project Coordinator	: <u>Mr. Adolphus Lee</u>	<u>Vice President /</u> <u>Institute for Supply Management Hong Kong Limited</u>
Deputy Project Coordinator	: <u>Mr. Wong Kin Ming</u>	<u>Secretary /</u> <u>Institute for Supply Management Hong Kong Limited</u>

Project duration

	<u>Commencement date</u> (dd/mm/yyyy)	<u>Completion date</u> (dd/mm/yyyy)	<u>Project duration</u> (no. of months)
As stated in the project agreement	<u>01/04/2021</u>	<u>31/03/2023</u>	<u>24 months</u>
Revised (if applicable)	<u>NA</u>	<u>NA</u>	<u>NA</u>

2. Summary of Project Results

Governance

Please state the composition of the steering committee (or other committees) formed under the project.

Yes, details as follows: Tentative steering committee members include: Mr. Kenith Poon, President of Applicant, Mr. Felix Lam, Council Team of Applicant and Honourable Advisor of Institute of Purchasing & Supply Hong Kong Limited (IPSHK), Dr. Danny Ho, Council Team of ISM-HK and Assistant Professor at Hang Seng University of Hong Kong and Mr. Alex Chan, President of Sea Transport and Logistics Association Limited (HKSTLA). The steering committee will be responsible for overseeing the implementation of the project.

Project deliverables

Please list out the project deliverables carried out during the project duration in accordance with the approved project proposal and provide details on the actual result achieved for each deliverable.

Details of the deliverable conducted	Quantifiable target (as stated in the approved project proposal)	Actual result achieved	Reasons for not achieving the target (if applicable)
1. Seminars			
<u>Seminar 1</u> Date: 10 July 2021 Time: 13:30 – 16:30 (3 hours) Format: Hybrid mode Venue: Room 601, 6/F, No.23 Hillwood Road, Tsim Sha Tsui, Kowloon / MS Teams meeting Topics covered: Supply Chain issues in a changing world; Supply Chain Resilience; Challenges of retail procurement. 6 local speakers 1. <u>1 International firm supply chain senior management level officer</u> , Mr. Kevin Beveridge – Logica Management Consulting (Principal) 2. <u>1 Expert from educational institution specialised in supply chain management</u> , Mr. Kenith Poon – visiting lecturer at the Hong Kong Polytechnic University 3. <u>4 other speakers</u> - Ms. Alison Hung – Group Procurement Service Director, A.S Watson Group - Mr. Felix Lam – Head of Sustainability, Green Council - Mr. Jeff Hoo – Senior Manager, Easter Worldwide - Mr. Mark Miller – Author of Global Supply Chain Ecosystem	Target no. of participants: 80	Actual no. of participants: 80 (20 joined physically and 60 joined online)	NA

<p>Presentation materials have been uploaded to project webpages. https://www.ism-hk.org/project</p>			
<p><u>Seminar 2</u> Date: 15 October, 2022 Time: 10:00 – 13:00 (3 hours) Format: Hybrid mode</p> <p>Venue: The LOFT@Fourseas Cockloft, Fourseas Building, 208-212 Nathan Road, Jordon, Kowloon</p> <p>Topics covered: (I) Build a resilience supply chain model (II) Climate impacts on procurement and supply chain (III) Building resilient supply chain capabilities (IV) Procurement adding value despite inflation.</p> <p>4 speakers:</p> <ol style="list-style-type: none"> 1. Mr. Nelson Chow – President – ISM-HK 2. Mr. Ringo Hong – Head of Supply Chain Technology – A.S. Watson Group (Asia) 3. Mr. Felix Lam – Head of Sustainability – Green Council 4. Mr. Graham Crawshaw – Procurement Content Director – CASME <p>Presentation materials have been uploaded to project webpages. https://www.ism-hk.org/project</p>	<p>Target no. of participants: 80</p>	<p>Actual no. of participants: 83 (15 joined physically and 68 joined online)</p>	<p>NA</p>
2. Interactive discussion workshops			
<p><u>Interactive Discussion Workshop 1</u> Date: 3 September 2021 Time: 16:00 - 17:30 (1.5 hours) Format: Hybrid mode</p> <p>Venue: 27F, Rm 27.101, Ernst & Young HK OTP One Taikoo Place, Quarry Bay</p> <p>Topics covered: (I) Top trends and drivers for vulnerabilities of supply chain management in post-pandemic world (II) global supply chains put to the test (III) Panel discussion: Opportunities in supply chain management.</p> <p>1 local speakers:</p> <ol style="list-style-type: none"> 1. <u>1 Expert from educational institution's supply chain management department</u>, Dr. Danny Ho – Assistant Professor, Hang Seng University of Hong Kong <p>2 local demonstrators:</p> <ol style="list-style-type: none"> 1. Mr. Nelson Chow – Supply Chain & Operations Consulting 	<p>Target no. of participants: 30</p>	<p>Actual no. of participants: 40 (15 joined physically and 25 joined online)</p>	<p>Owing to COVID-19, the numbers of onsite participants in the hybrid-mode Interactive Discussion Workshops (IDW) were not as high as expected in the proposal stage. ISM-HK did not intend to divide the onsite participants into groups which were too small. As a result, a two-demonstrator mode was adopted in the IDW.</p>

<p>Greater China, EY Advisory Services Ltd.</p> <p>2. Mr. Nicolas de Loisy – President of Supply Chain Management Outsource</p> <p>Workshop materials have been uploaded to project webpages. https://www.ism-hk.org/project</p> <p>*No presentation materials from Mr. Nelson Chow and Mr. Nicolas de Loisy due to IP rights/confidentiality</p>			
<p>Interactive Discussion Workshop 2 Date: 28 June 2022 Time: 14:30 – 16:00 (1.5 hours) Format: Hybrid mode</p> <p>Venue: The LOFT@Fourseas Cockloft, Fourseas Building, 208-212 Nathan Road, Jordan, Kowloon</p> <p>Topics covered: (I) It is “How to make better decision under uncertainty for supply chain resilience?” (II) An example of industry-university-research cooperation for local supply chain SMEs’ consideration; (III) Sharpen your tools in managing the supply chain.</p> <p>3 local speakers:</p> <ol style="list-style-type: none"> 1. Dr. Danny Ho – Assistant Professor – Hang Seng University of Hong Kong 2. Mr. Jacky Hau – CPSM Trainer, Senior Lecturer – Hong Kong Metropolitan University 3. Ms. Emma Zhou – Manager, Department of Ocean Science, HKUST <p>Workshop materials have been uploaded to project webpages. https://www.ism-hk.org/project</p>	<p>Target no. of participants: 30</p>	<p>Actual no. of participants: 33 (10 joined physically and 23 joined online)</p>	<p>Owing to COVID-19, the numbers of onsite participants in the hybrid-mode Interactive Discussion Workshops (IDW) were not as high as expected in the proposal stage. ISM-HK did not intend to divide the onsite participants into groups which were too small. As a result, a single group was adopted.</p>
<p>Interactive Discussion Workshop 3 Date: 12 November, 2022 Time: 10:00 – 11:30 (1.5 hours) Format: Hybrid mode</p> <p>Venue: The LOFT@Fourseas Cockloft, Fourseas Building, 208-212 Nathan Road, Jordan, Kowloon</p> <p>Topics covered: (I) Fireside Chat on Supply Chain Resilience.</p> <p>2 local speakers:</p> <ol style="list-style-type: none"> 1. Mr. Dennis Lam – Council Member – ISM-HK 	<p>Target no. of participants: 30</p>	<p>Actual no. of participants: 35 (10 joined physically and 25 joined online)</p>	<p>Owing to COVID-19, the numbers of onsite participants in the hybrid-mode Interactive Discussion Workshops (IDW) were not as high as expected in the proposal stage. ISM-HK did not intend to divide the onsite participants into</p>

<p>2. Ms. Alison Hung – Group Procurement Services Director – A.S. Watson Group</p> <p>Workshop materials have been uploaded to project webpages. https://www.ism-hk.org/project</p>			groups which were too small. As a result, a single group was adopted.
<p><u>Interactive Discussion Workshop 4</u> Date: 7 January, 2023 Time: 09:30 – 11:00 (1.5 hours) Format: Hybrid mode</p> <p>Venue: The LOFT@Fourseas Cockloft, Fourseas Building, 208-212 Nathan Road, Jordon, Kowloon</p> <p>Topics covered: (I) Supply chain transformation – Is it optional for Hong Kong SMEs? (II) Key drivers & trends; Opportunities & challenges (III) Supply chain transformation for Hong Kong SMEs in 22nd century (IV) Automatic & restructuring of supply chain (V) Impact of Greater Bay Area; Compete in the post COVID.</p> <p>2 local speakers: 1. Mr. Nelson Chow – President – ISM-HK 2. Mr. Jeff Hoo – Senior Manager – Eastern Worldwide Co. Ltd</p> <p>Workshop materials have been uploaded to project webpages. https://www.ism-hk.org/project</p> <p>*No presentation materials from Mr. Nelson Chow due to IP rights/confidentiality</p>	Target no. of participants: 30	Actual no. of participants: 34 (10 joined physically and 24 joined online)	Owing to COVID-19, the numbers of onsite participants in the hybrid-mode Interactive Discussion Workshops (IDW) were not as high as expected in the proposal stage. ISM-HK did not intend to divide the onsite participants into groups which were too small. As a result, a single group was adopted.
3. Training workshops			
<p><u>Training Workshop 1</u> Date: 30 October 2021 Time: 15:00 - 17:00 (2 hours) Format: Hybrid mode</p> <p>Venue: 4/F, Cheung Hing Industrial Building, 12P Smithfield, Kennedy Town, Hong Kong</p> <p>Topics covered: (I) Certification of supply management professionals: ISM CPSM Exam (II) Supply management core skills : Sourcing, category management, negotiation, and legal and contractual knowledge (III) Trail class on selected topics.</p>	Target no. of participants: 50	Actual no. of participants: 52 (10 joined physically and 42 joined online)	NA

<p>3 local instructors/speakers:</p> <ol style="list-style-type: none"> 1. <u>1 ISM Certified trainer</u>, Mr. Jacky Hau – Senior Lecturer, Hong Kong Metropolitan University 2. <u>2 Other speakers</u> <ul style="list-style-type: none"> - Dr. Danny Ho – Assistant Professor, Hang Seng University of Hong Kong - Mr. Dennis Lam – Indirect Purchasing Manager, Group SEB <p>Workshop materials have been uploaded to project webpages. https://www.ism-hk.org/project</p>			
<p><u>Training Workshop 2</u> Date: 16 August, 2022 Time: 15:00 – 17:00 (2 hours) Venue: The LOFT@Fourseas Cockloft, Fourseas Building, 208-212 Nathan Road, Jordan, Kowloon Format: Hybrid mode</p> <p>Topics covered: (I) Supplier relationship management; (II) Financial analysis, cost and price management; (III) Supply chain strategy.</p> <p>3 local speakers:</p> <ol style="list-style-type: none"> 1. Mr. Jeff Hoo – Senior Manager, Eastern Worldwide Co. Ltd 2. Mr. Jacky Hau – CPSM Trainer, Senior Lecturer, Hong Kong Metropolitan University 3. Ms. Lena Li – Sr. Global Commodity Manager, Amazon Robotics <p>Workshop materials have been uploaded to project webpages. https://www.ism-hk.org/project</p>	<p>Target no. of participants: 50</p>	<p>Actual no. of participants: 52 (8 joined physically and 44 joined online)</p>	<p>NA</p>
<p><u>Training Workshop 3</u> Date: 3 December, 2022 Time: 09:00 – 11:00 (2 hours) Format: Hybrid mode</p> <p>Venue: The LOFT@Fourseas Cockloft, Fourseas Building, 208-212 Nathan Road, Jordan, Kowloon</p> <p>Topic covered: (I) Digital transformation of logistics services (II) Assuring product quality and performance through specification (III) An example of industry-university-research cooperation for local supply chain SMEs' consideration.</p>	<p>Target no. of participants: 50</p>	<p>Actual no. of participants: 52 (9 joined physically and 43 joined online)</p>	<p>NA</p>

<p>3 local speakers:</p> <ol style="list-style-type: none"> 1. Ms. Emma Zhou – Senior Manager – The Hong Kong University of Science and Technology 2. Dr. Danny Ho – Assistant Professor – The Hang Seng University of Hong Kong 3. Mr. Felix Lam – Head of Sustainability – Green Council <p>Workshop materials have been uploaded to project webpages. https://www.ism-hk.org/project</p> <p>*No presentation materials from Ms. Emma Zhou due to IP rights/confidentiality</p>			
<p><u>Training Workshop 4</u> Date: 18 February, 2023 Time: 14:30 – 16:30 (2 hours) Format: Hybrid mode</p> <p>Venue: The LOFT@Fourseas Cockloft, Fourseas Building, 208-212 Nathan Road, Jordon, Kowloon</p> <p>Topic covered: (I) Corporate social responsibility and sustainable supply chain (II) Employability and skill of supply chain talent (III) CPSM course information.</p> <p>3 local speakers:</p> <ol style="list-style-type: none"> 4. Mr. Dennis Lam – Council Member – ISM-HK 5. Dr. Danny Ho – Assistant Professor – The Hang Seng University of Hong Kong 6. Mr. Jacky Hau – Senior Lecturer – Hong Kong Metropolitan University <p>Workshop materials have been uploaded to project webpages. https://www.ism-hk.org/project</p>	Target no. of participants: 50	Actual no. of participants: 52 (12 joined physically and 40 joined online)	N/A
4. Career workshops			
<p><u>Career Workshop 1</u> Date: 20 December, 2021 Time: 15:00 - 17:00 (2 hours) Format: Hybrid mode</p> <p>Venue: 4/F, Tung Hip Commercial Building, 244-248 Des Voeux Central, Hong Kong</p> <p>Topics covered: (I) A career in supply chain (II) Build up your own competence (III) Interview skills (IV) Panel Discussion.</p>	Target no. of participants: 30	Actual no. of participants: 35 (12 joined physically and 23 joined online)	NA

<p>3 local speakers:</p> <ol style="list-style-type: none"> 1. <u>3 experts in supply management career development and in mentoring students</u> - Ms. Lena Li –ISM qualified supply chain consultant and previous procurement manager at Philips Morris International Co Limited - Mr. Kevin Beveridge – Logica Management Consulting (Principal) - Mr. Kenith Poon – visiting lecturer at the Hong Kong Polytechnic University <p>Workshop materials have been uploaded to project webpages. https://www.ism-hk.org/project</p> <p>*No presentation materials from Mr. Kevin Beveridge due to IP rights/confidentiality</p>			
<p><u>Career Workshop 2</u> Date: 4 February, 2023 Time: 09:00 – 11:00 (2 hours) Format: Hybrid mode</p> <p>Topics covered: (I) Develop your competitive edge; (II) Interview Techniques; (III) Supply chain consulting market.</p> <p>3 local speakers:</p> <ol style="list-style-type: none"> 1. Ms. Lena Li – Sr. Global Commodity Manager – Amazon Robotics 2. Mr. Kevin Beveridge – Logica Management Consulting (Principal) 3. Ms. Florence Tang – Senior Manager, Consulting – Ernst & Young Advisory Services Limited <p>Workshop materials have been uploaded to project webpages. https://www.ism-hk.org/project</p>	<p>Target no. of participants: 30</p>	<p>Actual no. of participants: 32 (17 joined physically and 15 joined online)</p>	<p>NA</p>
5. Webpages			
<p>Launching date: 20 May 2021</p> <p>Web address: https://www.ism-hk.org/project</p>	<p>Target no. of webpages: 1</p> <p>Language: English</p>	<p>Actual no. of webpages: 1</p> <p>Language: English</p>	<p>NA</p>
6. Promotional activities			
<p>Pulled-up banners</p>	<p>Target: 5 versions (2 seminar, 1 interactive discussion workshop, 1 training workshop and 1 career workshop)</p>	<p>Actual no: 4 versions (1 seminar, 1 interactive discussion workshop and 1 training workshop and 1 generic/reusable for remaining workshops)</p>	

Online advertisements on Facebook 2 advertisements placed period: (1) 20/06/21 – 11/07/21 and (2) 13/10/21 – 27/10/21	Target: 10 advertisements (2 seminar, 4 interactive discussion workshop and 4 training workshop) Duration: 2 weeks each	Actual no: 2 (1 seminar, 1 training workshop) Duration: Approximately 2 weeks each	ISM-HK tried to use Facebook to promote the interactive discussion workshop 1. Unexpectedly, the advertisement was not accepted by Facebook. ISM-HK followed up but in vain.
Online advertisements on LinkedIn. 3 advertisements placed period: (1) 11/06/21 - 10/07/21, (2) 06/08/21 - 17/08/21 and (3) 14/10/21 - 22/10/21 Year 2 LinkedIn Ads: (1) 05/06/2022 – 04/07/2022 (2) 04/08/2022 – 16/08/2022 (3) 05/10/2022 – 16/10/2022 (4) 03/11/2022 – 12/11/2022 (5) 22/11/2022 – 01/12/2022 (6) 27/12/2022 – 07/01/2023 (7) 28/01/2023 – 13/02/2023	Target: 10 advertisements (2 seminar, 4 interactive workshop and 4 training workshop) Duration: 2 weeks each	Actual no: 10 (2 seminar, 4 interactive workshop and 4 training workshop) Duration: Approximately 2 weeks each	Advertisements for interactive discussion workshops and training workshops were less than two weeks as ISM-HK had recruited enough number of target participants because of good responses.

Key implementation stages

Please indicate in the status below if the deliverable is completed according to schedule (C), completed but delayed (D) or not achieved (N). If it is delayed or not achieved, please indicate the actual completion date (if applicable) and provide the reasons.

<u>Project deliverable</u> (all deliverables as set out in the approved project proposal)		Original target completion date ¹	Actual completion date (if applicable)	Status (C/D/N)	Reasons for not meeting the original target completion date
(a)	Preparation and establishment of a webpage.	24/05/2021	20/05/2021	C	
(b)	Seminar 1	31/08/2021	10/07/2021	C	
	Seminar 2	30/06/2022	15/10/2022	D	Note (i)
(c)	Interactive Discussion Workshop 1	30/09/2021	03/09/2021	C	
	Interactive Discussion Workshop 2	31/01/2022	28/06/2022	D	Note (i)
	Interactive Discussion Workshop 3	31/08/2022	12/11/2022	D	Note (i)
	Interactive Discussion Workshop 4	31/01/2023	07/01/2023	C	
(d)	Training Workshop 1	31/10/2021	30/10/2021	C	
	Training Workshop 2	31/03/2022	16/08/2022	D	Note (i)
	Training Workshop 3	30/09/2022	03/12/2022	D	Note (i)
	Training Workshop 4	31/03/2023	18/02/2023	C	
(e)	Career Workshop 1	31/12/2021	20/12/2021	C	
	Career Workshop 2	31/10/2022	04/02/2023	D	Note (i)
(f)	Overall evaluation and the completion of the project	30/09/2023		NA	

¹ As stated in the approved project proposal.