

# HKSGV 2023 Case Competition

## The Warehouse Teenage Club - Case File

### Case Question

Located at the former Aberdeen Police Station, a grade 2 historic building, The Warehouse Teenage Club is a registered charitable non-profit making youth centre for youngsters between the age of 13 and 25, to develop multi-talents and contribute to the society by organizing different programmes, such as Arts, Cultural Heritage Conservation and Makerspace.

The Warehouse Teenage Club team would like to invite innovative approaches to establish The Warehouse Teenage Club as a creative and culture hub to engage youth and the community.

### Table of Contents

<b>1.1 Case Competition Background</b> 1.1.1 About HKSGV 1.1.2 About the Case Competition 1.1.3 What is Creating Shared Value?	P. 2
<b>1.2 Objectives of Business Proposal</b>	P. 3
<b>1.3 Background Information</b> 1.3.1 The Warehouse Teenage Club Brief Introduction 1.3.2 Mission and Objective 1.3.3 Service features	P. 3-4
<b>1.4 CSV Realisation / Initiative of The Warehouse Teenage Club</b>	P. 4
<b>1.5 Business Strengths</b>	P. 4
<b>1.6 Business Pain-Points/ Challenges</b>	P. 4

## 1.1 HKSGV Case Competition Background

### 1.1.1 About HKSGV

Launched in 2016, Hong Kong Shared Good Values (HKSGV) is a movement inspired by “creating shared value” (CSV), a business concept that Michael E. Porter and Mark R. Kramer introduced in Harvard Business Review. Different from “corporate social responsibility” (CSR), CSV is neither about redistribution of wealth or profit nor direct donation to the underprivileged. It is a new way for companies to create profitable businesses and achieve economic success while improving social and environmental conditions in the regions where their businesses operate. HKSGV aims to promote CSV business concepts, along with other related concepts such as corporate social responsibility (CSR), in Hong Kong through organising education initiatives, corporate training, and knowledge exchange and network building events. The motto of HKSGV is to “reconnect business with social progress”.

For more information, please visit the HKSGV website: <https://www.hksgv.hk/>

### 1.1.2 About the Case Competition

Since 2017, HKSGV has been annually hosting a case competition to introduce CSV concepts to Hong Kong tertiary students through guiding them in creating business improvement proposals in response to real-life work situations (**Cases**) at different corporates and social enterprises. Each year, we invite two to three corporates to be our **Case Partners**, engage about 10 to 15 dedicated **Mentors** from different sectors, and recruit over **200 Participants**. This year is our **seventh year** hosting this event. The aim of this case competition is to inspire our students to be the next generation of “Do Good, Do Well” business leaders with a sound understanding of concepts like CSV and CSR.

### 1.1.3 What is Creating Shared Value (CSV)?

#### **Quote from Michael E. Porter and Mark R. Kramer:**

*(Taken from the article “Creating Shared Value” in the Harvard Business Review)*

“Shared value is not social responsibility, philanthropy, or sustainability, but a new way for companies to achieve economic success.”

According to the original article by Porter and Kramer there are three ways that businesses can create shared value. These are as follows:

- **Reconceiving products and markets** – developing profitable products and services that meet the needs of the company's customer base whilst fulfilling social issues and improving local communities or reducing environmental impact.
- **Redefining productivity in the value chain** – identifying and successfully addressing social and environmental problems associated with your industry whilst increasing the productivity of your company and boosting the revenues and operational capacity of your suppliers.
- **Knowledge sharing and support** – helping local competitors in your sector created shared value by discussing how different management strategies have benefitted your company and the community.

## 1.2 Objectives of Business Proposal

1. **Propose a year-long campaign at a self-financed approach that include the following objectives:**
  - 1) Generate regular visits and usage of youth and target >10,000 visits and usage per year
  - 2) Sustain the relationship with youth and build a youth community who are interested in arts, creative and culture and willing to involve in running the campaign with Warehouse staff team in the future
  - 3) Connect and engage the stakeholders in Southern district and Creative and Culture industry by collaboration with them for part of the happenings
2. **In the means of:**
  - 1) Regular creative and culture happenings
  - 2) Making use of the 130-year-old heritage, spaces and facilities

## 1.3 Background Information

### 1.3.1 The Warehouse Teenage Club Brief Introduction

Located at the former Aberdeen Police Station, a grade 2 historic building, The Warehouse Teenage Club is a registered charitable non-profit making youth centre for youngsters between the age of 13 and 25, to develop multi-talents and contribute to the society by organizing different programmes, such as Arts, Cultural Heritage Conservation and Makerspace.

### 1.3.2 Mission and Objective

#### 1. Mission

To provide a safe environment and create opportunities to develop their multi-talents, explore life purposes and contribute to the society

#### 2. Objective

Enable teenagers to create unlimited space (physical, psychological and social space)

### 1.3.3 Service features

#### 1. Responsive to youth culture and trends

#### 2. Focus on arts, culture and creativity with 3 cores

##### 1) Arts & Culture

- Band music

We run a recording studio and a band performance studio that is able to house 80-100 audiences, and organize band shows and related classes regularly.

- Street Culture – Graffiti

Graffiti at Warehouse is legal. We have graffiti classes and create the pieces over the site and community.

- Community Arts

We connect the community by co-creating art projects.

##### 2) Making

- We offer an affordable co-working makerspace equipped with tools and facilities of woodwork, plastic upcycling and digital fabrication.

- We build up a maker community by regularly organising making classes and projects, and a festival for makers on a yearly basis.

### 3) Heritage Conservation

- We encourage the youth to explore our community and know more about the culture and history by providing docent training, tours, talks and community studies.

## 1.4 CSV Realisation / Initiative of The Warehouse Teenage Club

- Emphasize on the empowerment and asset-based development of youth through participation
- Facilitate collaboration and co-learning among youth communities
- Provide authentic learning opportunities and platforms to gain experience and exposure

## 1.5 Business Strengths

- One of the first youth organizations in Hong Kong that promote local independent music, street culture and maker culture
- A 130-year-old architecture with both open spaces surrounded by greenery that have a history, good atmosphere, and well-equipped facilities that encourage creativity – co-working makerspace, band performance studio, recording studio, legal graffiti painting space, dance studio and planting area
- Flexibility to initiate brand-new projects out of our three cores or current function of the space
- Exposure to city-wide occasions, such as DesignInspire, BODW CityProg and Hong Kong Biennale of Urbanism\Architecture
- Extensive network in the Southern District and Creative and Culture industry

## 1.6 Business Pain-Points/ Challenges

### 1. Low accessibility

- Aberdeen is a district that cannot be directly accessed by railway (at least a 30-minute walk/15-minute minibus trip from the nearest Wong Chuk Hang Station). It can only be accessed by buses or minibuses.
- Located on a hill with a 1:4 slope gradient
  - Transportation: can only be reached by 3 tonnes of vehicles. Unreachable during rainy weather as the slope is too slippery.
  - Pedestrian: everyone needs to climb up the slope/stairs.

### 2. Constraints on renovation/maintenance

- The property is owned by the Government. Approval from different government departments are needed for renovation.
- Architecture and facility preservation needs money and expertise
- Repair is frequently needed due to climate and wild animals

### 3. Limited traffic

- Youth only comes over weekends or when there is an occasion. The site is quiet on weekdays.

### 4. Limited resources (manpower & finance)

- Warehouse is a small-scaled non-governmental organisation that has 5-8 full-time staff who are responsible for daily operation of the whole site, running youth projects and communications.