

## HKSGV Case Competition 2019 – Case Question

### New World Development – OnBoard

The core business of the group includes property, infrastructure & service, department stores and hotels. Currently, “the Artisanal Movement” becomes the company motto. “The Artisanal Movement is a cultural vision, a philosophy for living. In the age of machines, we want to celebrate something more human and kindle the artisan spirit in us. The Artisanal Movement becomes an incubator for ideas, and a channel for audiences to experience them.”

**The Forest** - New World Development along with Tracker Fund of Hong Kong recently imposes one of the highlights, the Forest, in Nelson Street, Mong Kok. Sports-related utilities and products become one of the major themes for the Forest. The group picked a firm founded by past Hong Kong Representative athletes, with their profound experience in sports industry, the marketing campaign attracted thousands of visitors to the Forest and recorded a considerable amount of revenue to the shops.

The group has also been supporting young under-resourced athletes with their Social Value Creation Programme, Springboard. The trailblazing effort has opened the door to providing long-term support to young people from the under-resourced community. It also enables them to unleash their full potential while equipping them to serve as our leaders of the future, striving to build a better society for us all. But what after their retirement also matters a lot to them.

#### 1 Case Question

OnBoard is putting a lot of investment in retired athletes as joint ventures. Return on investment is surely expected by the company, but at the same time contribution and engagement to sports community is also a key aspect for this project. With the Forest and Springboard, you are expected to give suggestion to bring into complimentary effect at the same time catering to the athletes’ needs. “The athletes spent a lot of their time in trainings in their student life and during their 30s, thus they have astoundingly deep knowledge in this field. Would we be able to help them as athletic career usually ends much earlier than other industries?”

#### 2 Shared Good Values: Accentuating sports-related businesses with the veterans

OnBoard, aimed to help the athletes via acting as an incubator for the athletes-founded start-ups, job-hunting for full-time jobs, and providing employments or internship under the structure of New World Development. Athletes could fully utilise their own skills, knowledge and network to build their own businesses with financial and human capital support by New World Development. The businesses might become the partner with New World Development, other than purely helping the Group, the job-hunting assistance could bring the capable athletes to other firms and contribute aggregately. Apart from ability, work experience also matters a lot in current labour market. Job shadowing and Internship program helps the athletes to gain competitive edge and later bring value to companies and even to the society.

### **3. Challenges**

#### **3.1 Engagement of other Firms**

For surely there are some other firms who are willing to hire athletes as employees. Yet, it is undeniable that most of the athletes are lack of professional trainings due to the intense trainings. Without sufficient and solid work experience, companies need to give extra trainings for the athletes. Incurring extra costs, the firms are disincentivised to recruit the athletes.

#### **3.2 Eccentric route of career after retired life**

Most of the athletes would choose coaching as their career. With their privileged background in the sports, many of them could actually acquire certain hundred dollar per hour or even more. Due to insufficient work experience, it has been deeply ingrained that turning from an athlete to a coach is the only career route. Having won a lot of medals and appreciation in the court, their sense of pride might also deter them from being a student or joining job shadowing and internship program again. Therefore, they often experience struggles and uneasiness at the beginning of the career transition. The inherent mentality also deters the athletes to be part of the programme.

#### **3.3 Need of linkages with the businesses of New World Development**

The core businesses of New World Development comprise of different industries. The sustainability initiatives are also widely dispersed. The businesses therefore lack a key linkage between them to make the businesses better cooperate and maximise synergistic impact of corporate resources to invest and incubate companies. The example of the marketing firm is a strong example of linking the businesses. There might be a lot of potential for the athletes to help in the conglomerate.