

# Salute to Paul Tsui

## 向徐翰恩致敬

Paul Tsui is one of the best known faces in the Hong Kong forwarding sector. For the past five years, he has headed the Hongkong Association of Freight Forwarding and Logistics Ltd. (HAFFA) as its Chairman, and has just announced his retirement from the post to be replaced by Cliff Sullivan of A-Sonic Logistics.

徐翰恩博士是香港貨運物流業界翹楚，亦於過去連續五年擔任香港貨運物流業協會(HAFFA)主席。徐博士剛退任協會主席，並由A-Sonic Logistics蘇立夫先生接任。



Globetrotter: Paul Tsui has collected his delegate badge for each of the many international conferences and exhibitions he has attended in recent years.

周遊列國：徐翰恩博士收集了不少嘉賓名牌，全部取自他近年參加的每個國際會議和展覽。

**Paul** has spent over 30 years in freight and third-party logistics, holding senior posts with some of the largest multinationals. In 2001, he felt it was time to satisfy the inner drive to run his own business, and that led to the launch of Janel Group.

Paul's ambition was clear: "After many years of serving as senior management for various logistics companies, I thought it was time for me to move forward, and develop a company that would not just survive in the constantly changing environment, but be the market leader."

### Award-winning Janel: Now in China and the USA

It looks like Paul is well on his way to his goal: Janel is now a highly-successful premier league business with 250 staff, mainland offices in Shenzhen, Shanghai, Xiamen, and new representative offices being set up in Qingdao, Tianjin, Nanning and Ningbo. Janel also has major joint venture offices in New York, Los Angeles, Chicago and Atlanta. Janel has been honoured with numerous awards, including the Logistics Awards Hong Kong (organised by Hong Kong Trade Development Council and Hong Kong Productivity Council) in 2007 and 2009, and Regional Freight Forwarder of the Year in the Payload Asia (Customer Choice) Awards 2014.

**徐**翰恩博士於貨運和第三方物流方面有超過30年豐富經驗，亦曾任多家大型跨國企業的管理層要職。在2001年，徐博士創辦了翰汶國際物流有限公司(翰汶)，實現了他創業的理想。

徐博士有清晰鮮明的目標，他分享道：「經過多年來在不同物流公司擔任管理層，我感到是時候向前邁進，發展一間不但能在瞬息萬變的商業環境中生存，更於業界具領導地位的公司。」

### 屢獲殊榮 翰汶業務遍及中、美

現時，徐博士已成功將翰汶發展成為業內首屈一指的公司。翰汶現有250名員工，業務更遍布中、美各大省市，分別在深圳、上海、廈門設有辦事處，並計劃在青島、天津、南寧及寧波等地設立新據點，亦在紐約、洛杉磯、芝加哥和亞特蘭大設立了合資辦事處。翰汶更屢獲殊榮，除了在2007及2009年獲得香港貿易發展局及香港生產力促進局合辦的「香港物流大獎」，亦於2014年Payload Asia (Customer Choice) Awards 中獲頒「年度最佳區域貨運代理」大獎。

翰汶的業務多元化，空運服務佔30%、海運服務佔50%、第三方物流管理服務(包括酒類物流、冷鏈物流、國際及區域性分發配送服務等)佔15%、供應鏈及物流顧問服務則佔5%，同時亦提供航空安全認證及顧問服務。徐博士凡事親力親為，同時擁有國際航空運輸協會(IATA)《危險品規則》(DGR)培訓課程導師及「從第三國機場作業進入歐盟的航空貨物或郵件承運人規定」(ACC3)驗證專員的專業資格，與其他行政總裁的管理風格截然不同。

"After many years of serving as senior management for various logistics companies, I thought it was time for me to move forward, and develop a company that would not just survive in the constantly changing environment, but be the market leader."

「經過多年來在不同物流公司擔任管理層，我感到是時候向前邁進，發展一間不但能在瞬息萬變的商業環境中生存，更於業界具領導地位的公司。」



Janel's business includes wine logistics. This valuable merchandise is protected in temperature- and humidity-controlled warehousing, with motion detectors and round-the-clock security monitoring.

翰汶業務包括酒類物流，這些名貴商品會儲存在設有溫度及濕度調節、移動感應器和24小時保安系統的倉庫內。

“Labour shortages, in particular in frontline staff and senior management candidates. In addition, we continue to suffer a shortage of land for logistics facilities.”

「香港貨運業人手短缺問題嚴重，在前線員工及高級管理層方面尤甚。另外，持續缺乏土地興建物流設施，亦妨礙業界發展。」

Janel's business is 30% airfreight, 50% oceanfreight, 15% third party logistics (including wine logistics, cold chain logistics, hub distribution, and regional distribution), and 5% supply chain & logistics consultancy – as well as providing aviation security validation & consultancy. Unusually for a chief executive, Paul himself is a qualified IATA Dangerous Goods Regulations (DGR) Instructor and a European Union Aviation Security Validator (ACC3) – a clear sign of his hands-on management style.

### Five Years of Achievements at HAFFA

HAFFA is a strong and influential organisation, with 350 members controlling around 90% of the Hong Kong airfreight market. Paul's five-year HAFFA Chairmanship has been distinguished by a number of significant achievements: for example, increasing HAFFA's competence in education and training for the industry through the launch of the HAFFA Training School. HAFFA has also increased its influence in public policy both locally in Hong Kong, as well as at an international level through membership of International Federation of Freight Forwarders Associations (FIATA) and Federation of Asia Pacific Air cargo Associations (FAPAA). And it has submitted numerous white papers to the Hong Kong and Beijing Governments, on the subject of the development of the Logistics Industry for the benefit of China and Hong Kong.

Not surprisingly, Paul's HAFFA duties have involved a good deal of travel: with trips up to three times per month to Asia Pacific, China, the USA, Europe and the Middle East.

What does Paul believe are the main challenges facing forwarders in Hong Kong nowadays? “Labour shortages, in particular in frontline staff and senior management candidates. In addition, we continue to suffer a shortage of land for logistics facilities. And ever-increasing levels of aviation security regulation – although entirely necessary – make compliance more and more time-consuming and costly.”

### Changes Past and Future

As for challenges facing Hong Kong as the world's top cargo hub, Paul highlights its need to participate in, and benefit from, the “One Belt, One Road” initiative of the Beijing Government. “Improving our trade and logistics e-platform to integrate with the Government “Single Window” will be very challenging.”

Paul has also seen a lot of changes in the industry during the time he has worked in it: most particularly, the constant disappearance of household names as a result of mergers and acquisitions. On the positive side, there has been increasing focus on education and training, and much greater interest in IT. Janel has immersed itself in IT capabilities; explains Paul: “It is very important to have competence in information technology; it increases the level of customer service, improves the flow and management of data, streamlines the whole supply chain and gives visibility to customers and service partners.” In a clear reference to e-freight, he adds: “However, purely looking within the company and seeking improvement internally will not achieve much, and will not increase the overall competitiveness of Hong Kong. We need to have all parties working together and contributing their own part to the system.”



Mr. C Y Leung, the Chief Executive of the HKSAR, was guest of honour at the 2014 HAFFA Spring Dinner, when the opening of HAFFA's Training School was announced. It was the first time any Hong Kong Chief Executive had attended the event in HAFFA's 48-year history, underscoring the growing importance of the industry and HAFFA to Hong Kong.

香港特別行政區行政長官梁振英先生出席香港貨運物流業協會(HAFFA) 2014年新春晚宴暨培訓學校開幕典禮，並擔任主禮嘉賓。此乃協會48年歷史中首次獲香港行政長官出席新春晚宴，引證了HAFFA及貨運物流業對香港的重要性。

### 五年任期 貢獻良多有目共睹

HAFFA現有超過350名會員，代表香港九成空運同業，於業界舉足輕重。徐博士在擔任HAFFA主席的五年間為業界建樹良好，除了開辦HAFFA培訓學校，提升業界的教育和培訓水平外，更促成HAFFA加入國際貨運代理協會聯合會 (FIATA) 和亞太航空貨運協會 (FAPAA)，亦向香港及中國政府呈交多份白皮書，就有關發展香港和內地物流業提出互利兩地的建議，加強HAFFA在本地和國際物流業界的影響力。

徐博士必須經常代表協會外訪，平均每月出國三次，足跡遍及亞太區、中國、美國、歐洲及中東等地。

對徐博士而言，香港貨運代理的主要挑戰是甚麼？他認為：「香港貨運業人手短缺問題嚴重，在前線員工及高級管理層方面尤甚。另外，持續缺乏土地興建物流設施，亦妨礙業界發展。雖然航空保安要求必須不斷提升，但這亦增加了業界獲取認證的成本和時間。」

### 經驗豐富 著重發展資訊科技

徐博士亦認為，香港作為全球領先的貨運樞紐，必須積極參與中國政府「一帶一路」計劃並從中受惠。徐博士表示：「我們需要提升貿易及物流電子平台，並與中國內地的單一窗口制度融合，這對香港而言會是一個挑戰。」

徐博士在香港物流業經驗豐富，見證業內各項轉變，其中最明顯的莫過於一些本來家喻戶曉的本土公司，因為合併及收購而逐漸消失。另一方面，徐博士亦喜見行業不斷進步，例如在教育及培訓方面投入了更多資源，並加強發展資訊科技。翰汶非常著重公司在資訊科技方面的發展，徐博士說：「資訊科技發展對公司來說可謂不可或缺，因為資訊科技可以提升客戶服務水平，又可更有效及快捷地管理資料數據。此外，資訊科技亦可以簡化供應鏈運作流程，使整個供應鏈對顧客和合作伙伴而言更具透明度。」在電子貨運方面，他補充：「只著重改善每間公司內部資訊科技並不足夠，更不足以提高香港整體競爭力。只有業界共同攜手合作，才能推動整個物流業向前發展。」

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## Hactl – Part of the Success Story for Hong Kong

Paul has been working with Hactl for over 30 years, and is full of praise for the company: “Hactl is the best air cargo terminal operator in the world, has a very professional management team and provides excellent services.

“Hactl is part of the success story of the Hong Kong air freight industry. I could not picture what would happen without Hactl in Hong Kong.”

## Plenty to Keep Paul Busy!

In addition to stepping down as HAFFA's Chairman, Paul is also the immediate Past Chairman of the FAPAA and HAFFA. With so much free time now on his hands, what's next for this tireless ambassador for the Hong Kong airfreight community? As regards Janel, he plans further bases in Myanmar and Vietnam, to capitalise on what are probably the most exciting new markets in ASEAN.

But, if that's not enough to keep him busy, he is now Chairman of The Hong Kong Institution of Engineers Logistics & Transportation Division; a Council

Member of The Chartered Institute of Logistics and Transport in Hong Kong, and The Institute of Purchasing & Supply of Hong Kong; a Voting Member of the IATA/FIATA Consultative Council (IFCC); a Member of the Cargo Agency Modernization Program (CAMP); and a Permanent Member of the Air Freight Institute of FIATA.

Hactl thanks Paul for his professional and supportive collaboration as HAFFA Chairman, wishes him very well in his continuing exploits, and looks forward to working with his successor, Cliff Sullivan.

## 攜手合作 帶動香港貨運發展

徐博士與香港空運貨站合作超過30年，並對貨站的服務非常滿意。他說：「香港空運貨站是全球最佳的航空貨運站營辦商，貨站的管理團隊非常專業，持續為客戶提供卓越服務。」

徐博士續道：「香港空運貨站是造就本港空運業的成功因素之一，對香港空運業的發展作出莫大貢獻。」

## 退而不休 繼續發掘市場商機

退任HAFFA主席之後，徐博士會擔任 FAPAA和HAFFA前任主席職務。這位孜孜不倦的運輸界翹楚會如何利用他較從前空閒的時間呢？徐博士計劃將翰汶的業務進一步發展至緬甸和越南，率先在東盟的兩個最新市場發掘商機。

徐博士亦會擔任香港工程師學會物流及運輸分部主席、香港運輸物流學會常務委員、香港物資採購與供銷學會常務委員、IATA/FIATA諮詢理事會選舉會員、Cargo Agency Modernization Program (CAMP) 會員和FIATA空運研究機構常任委員。

香港空運貨站謹此感謝徐翰恩博士擔任 HAFFA主席期間為業界所作出的努力及貢獻，並祝願他未來一帆風順，事業再創高峰。同時，香港空運貨站亦非常期待與蘇立夫先生攜手合作，共同推動業界發展。

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Paul Tsui's Chairmanship of HAFFA began in 2010, when he was elected at that year's Annual General Meeting. 徐翰恩博士於香港貨運物流業協會2010周年大會首次當選主席。