A glass act
Which wines will make the cut?

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Off to a flying start

New onboarding programme among raft of initiatives aimed at improving the overall employee experience

Several projects are now underway that are set to change the way Cathay Pacific relates to its employees.

In the coming months, a number of initiatives will be launched that are specifically designed to improve the overall experience for those already working for the airline as well as those new to the organisation.

“Our aim is to create a better environment for all our people that enables them to become more closely aligned with our external brand proposition of a Life Well Travelled,” says Tom Owen, Director People.

The changes began with the recruitment process, with a new careers website launched in February. “Linked to that is the whole recruitment of our ground staff in Hong Kong, which will centre on a brand-new Recruitment Centre at Cathay City. This will open at the end of April/early May and will help us to conduct recruitment in a much more impressive and memorable way.”

A third area of recruitment where changes are being introduced is onboarding – the process of bringing successful new recruits into the airlines.

“We are working to provide a customised experience for our new people, whether they’re in the outports or Hong Kong,” Tom explains.

Our current onboarding process is not very formalised, and people don’t get nearly enough understanding of why they work for the airline and what we’re here to do.”

The People team is now developing a more personalised approach to the way new employees are welcomed that will prepare them for their new role, help them understand more about the company and give a sense of pride about working for the airline.

Among the various elements being developed for new joiners are:

- A smartphone app to provide all the necessary company information
- Welcome gifts to make them feel part of Cathay even before their first day
- A buddy system to ensure new joiners are not left feeling isolated
- Monthly orientation days to understand more about the business
- An orientation programme for new outport staff (see below)

The People team will retain a closer connection with new joiners than before, checking in regularly during their first three months and seeking feedback for up to a year.

Tom says that from a business perspective, the onboarding changes will help to ensure that new joiners can begin working productively as quickly as possible, and that people are retained.

“It’s important to give our people a deeper understanding of what we do as an airline and what we stand for,” Tom says. “You can’t achieve this by reading things or through osmosis – we need to be out there making people feel excited about working for Cathay.”

The feedback we received from our first outport orientation was that participants were blown away by the experience and really got a feel for how we enable our employees to deliver on the Life Well Travelled promise.”

Getting to know Cathay

Eighteen new staff from outports around the world were the first to enjoy the new onboarding experience last month, flying to Hong Kong for a two-day programme that introduced them to the airline’s operations and gave them a deeper understanding of core concepts such as Life Well Travelled, the brand design ethos and Service Straight From the Heart.

The programme, dubbed “First Flyers – Hong Kong Experience”, took the new joiners through a series of briefings on different areas of the airline’s sustainability efforts. Everything from product and inflight services to organisation, showing the work that goes in to everything from product and inflight services to the airline’s sustainability efforts.

Participants enjoyed visits to key facilities such as the Flight Training Centre, were introduced to operations at the cargo terminal and the HAECO hangars, and also took a whirlwind tour of Hong Kong.

Feedback from those who took part was very positive.

“I loved visiting Hong Kong and I learned a lot about the company, other colleagues’ jobs and points of views,” one participant said. Another wrote: “The Hong Kong experience was fabulous, giving me the opportunity to meet with other managers from different outports and to feel and understand the culture of the company as a whole.”

The People Department plans to run the outport orientations on a quarterly basis.
Overcoming hurdles

Operational challenges are costing the airline dear, but recently launched initiatives look to be having a positive impact

The impact of a more challenging operating environment has been deeply felt at Cathay Pacific and Dragonair, with factors such as ATC flow controls and a congested home hub serving to drag down on-time performance (OTP) and place a burden on passengers and staff alike.

In response, the Group has been working hard to implement measures that can get on-time performance moving back in the right direction.

“Getting the operational basics right in this new environment is critical to our future success,” wrote Chief Operating Officer Rupert Hogg in a recent Friday Telex. Initiatives such as the Ground Time Optimisation (GTO) project at HKIA are making multiple recommendations to improve operational integrity in the home hub, the latest being the implementation of a new Precision Time Schedule for Dragonair from 1 April, with a standard ground time for the aircraft of 60 minutes, and the boarding time being advanced to 30 minutes before departure.

Another major initiative, the Operations Enhancement Project, is taking a longer term look at how the airline can adjust from the slot planning stage to on-the-day aircraft rotation in order to cope with what is being called the “new norm.” There are early indications that initiatives such as GTO are having a positive impact, but General Manager HKIA Liza Ng cautions against expecting too much too soon.

“We can see positive trends, but overall OTP is still low and the operation is still under pressure day by day,” she says.

“We certainly can’t afford to relax as a team and we should stay focused on supporting the various initiatives that are being introduced progressively – not just the tactical efficiency-improvement initiatives to turn around flights on time but also the longer-term commitment and support needed at a broader level.”

The following are four key areas where the Ground Time Optimisation project is beginning to have an impact:

Cabin cleaning
Cabin cleaning is one of the critical activities affecting the overall efficiency of an aircraft’s turnaround.

Following a comprehensive review and redesign of the cleaners’ way of working, a new cleaning workflow has been implemented across the A330 fleets of both Cathay and Dragonair, reducing the cleaning duration from 32 minutes to 20 minutes yet delivering the quality standards required.

Working closely with cleaning service provider HAECO and multiple parties involved in a flight’s turnaround, the average time required for turning around a Cathay A330 has been reduced by 15% since May 2015.

First-wave departures
The OTP of the “first wave” flights out of HKIA between 7am and 10am is particularly important because any delays on these can easily snowball into consequential delays throughout the day.

HKIA, HAS, ENG and various operations teams have implemented process improvement actions to ensure the on-time departure of selected first-wave flights since mid-January this year.

The OTP of these flights has been tracked and reported daily and saw a significant improvement in February, achieving the highest network-wide performance for at least a year.

Towing
The towing of aircraft between the terminal and outer bays within an increasingly congested and resource-constrained airport has been one of the causes of flight delays.

To tackle this issue, a service level agreement has been established between the Hub Operations team and service providers HAECO and CASL to better manage the punctuality of towing activity.

As a result, the number of towing delays has been reduced significantly, from a monthly average of 12 in 2015 to one per month in the first quarter of 2016.

Turnaround management
The efficient and on-time turnaround of each flight depends on concerted efforts from more than 50 colleagues working in the cabin, on the ramp and at the terminal.

A new role of Turnaround Coordinator (TCO) has been introduced to manage and improve the efficiency of each aircraft’s “pit stop” performance, monitoring each party’s performance in working according to the scheduled ground time or trying to catch up lost minutes in the case of a late incoming aircraft. The TCOS now manage the A330 operations for both Cathay and Dragonair, and will cover all flights at HKIA by July.

There is now much higher transparency and effective measurement of the performance of each process and each party involved in the turnaround. OTP of the flights managed by TCOS has been gradually improving, achieving an average of 45% since late March.

When we announced our annual results last month, we took the unprecedented step of putting a dollar figure – HK$1 billion – on the cost to our business of the operational challenges we faced in 2015. This was not something we did lightly, but we felt it was necessary to highlight to stakeholders how external factors – from continued air traffic control disruptions in the Greater China region to increasing congestion at HKIA – were having a serious impact on our business and our reputation.

Of course, our passengers and teams were already well aware of the operational challenges, having faced continued disruptions and delays over the course of the year. It has been a trying and frustrating time for all concerned. From our airlines’ point of view, the situation led to a decline in on-time performance, which in turn affected the overall integrity of our operations. The operational logjam has been a lose-lose situation for all concerned.

Naturally, we were not prepared to sit back and do nothing. Last year, we launched two major initiatives – the Ground Time Optimisation (GTO) project and the Operations Enhancement Project – which aim to address those factors we can control in a bid to improve our on-time performance, and also to take a broader and longer-term look at how to enhance the stability of our scheduling in the face of a congested home airport.

Working to improve the integrity of our operations will remain as one of our top priorities in the coming year. The GTO initiative at HKIA has already put a number of quick fixes in place, with more recommendations to come, and early indications are that we are beginning to see some positive trends in on-time performance. But there is no room for complacency; the reality is that we are still a long way behind where we used to be, and it is going to take a concerted effort from our various teams, working together with suppliers and the relevant authorities, to get our operations fully back on track.

Ivan Chu
Brand Design

In successful branding exercises, customers can typically associate a brand with a specific colour because it gives a sense of familiarity. Therefore, it is important that the airline’s colour palette is applied consistently to all the materials that the business produces.

Following the launch of the freed brushing and a more refined, premium brand image, the Brand team believes that the Brand Architecture Guideline (IntraCX: Brand Design) has been one of the more frequently referenced guidelines by different users across the business. Included in the document, the established colour palette frequently attracts queries.

It is crucial that our corporate colour scheme is followed during the design process and that the colours are used appropriately, as it is one of the most instantly recognisable elements of a corporate visual identity.

Cathay Pacific’s primary colour Cathay Jade, when used, should not dominate the design. For many collaterals, where our logo is already in Cathay Jade, do use secondary colours such as sand and slate for other elements – such as the event title, Cathay Saffron, despite being one of our established corporate colours, should be used sparingly as a vibrant accent colour.

Should you have any question regarding the use of our corporate colours, please contact the Brand team at brand@cathaypacific.com. We are more than happy to advise and make recommendations accordingly.

The Brand Team

QUESTIONS?
If you have any special requests which you’d like us to cover, please email brand@cathaypacific.com

Club moves into a new future

Reflecting the way travelling has evolved, the Marco Polo Club is moving to a points-based system from 15 April to better reflect the contribution of individual members.

Since the announcement of the changes last September, the overall sentiment towards the new programme has been quite balanced, thanks to the effort that has gone into giving the members a clear picture of how they will benefit from the new scheme.

One of the channels where members share their views in response to their inquiries is through staff of the airline. That’s why the Marco Polo Club team has been communicating closely with different teams as well as with members.

“It’s very important that our people, especially frontline staff, have the knowledge to handle enquiries from our members and redirect them to the right place for the information they need,” says Elaine Lee, Manager Loyalty Marketing.

“Much of the speculation at the beginning was that we were going to take away some of the tier benefits,” says Elaine, “but in fact we have retained all popular benefits of the club, including unlimited Business Class lounge access for Silver members and above. It’s actually rare to find that as a second-tier benefit in other airline loyalty programmes.”

Along with the new programme will be a new look and feel for the club branding with new web pages and functionalities. Newly designed membership cards will also be progressively sent to members upon the start of their membership year.

Technology the key

Innovation, improvement and advancement the way forward for Airports

More than 200 airport leaders and department managers from the Cathay and Dragonair networks gathered in Hong Kong in March for the annual Airports Conference.

“Safety and quality, SFTT, effective disruption handling, supplier management and high tech, high touch are the pillars that define our airports,” said General Manager Airports Vivian Lo.

“Our vision is to enable a Life Well Travelled by delivering the world’s best airport experience. Technology will change the way we operate to cater to evolving customer needs.”

Some of the technology projects under development include a mobile app for ramp staff to input flight handling data efficiently.

Vivian also highlighted the need to support frontline teams and ground handling agents, saying: “Yammer will enable airports to create a culture of continued sharing, learning, and engagement.”

The ongoing Future Airports Experience programme recently rolled out self-service bag tagging in Singapore, Vancouver, San Francisco, and Los Angeles. The next step is to strengthen the airline’s self-service proposition by allowing passengers to not only print the tags, but to dispatch their baggages themselves.

Such a bag drop facility was officially launched at HKIA on 1 April. “This capability will reach Amsterdam and Singapore in the second and third quarters of 2016 respectively,” says Airports Project Manager – Customer Enablement Lance Kwong.

“With this facility, queuing time at the check-in counters can be reduced and passengers can have more control over their journeys,” says Lance. “At the same time, self-service will empower our frontline staff service ambassadors to further enhance our service.”

HOW TO USE THE SELF-SERVICE BAG DROP

1. Put luggage on the belt > 2. Scan boarding pass > 3. Follow instructions on screen and agree to rules and restrictions > 4. Print bag tag > 5. Attach tag to bag > 6. Obtain baggage claim tag

AROUND THE WORLD

The Marco Polo Club is moving to a new programme from 15 April. The new programme will include unlimited Business Class lounge access for Silver members and above. It’s actually rare to find that as a second-tier benefit in other airline loyalty programmes.

Summing up, Elaine emphasises that the changes will deliver a better membership experience.

“It also allows us to provide better recognition to our members, which ties into the ongoing enhancements to our lounges worldwide. It’s all designed to help them travel well,” says Elaine.
Cathay A350 gets into the air!

Maiden test flight declared a success as airline readies for delivery

It was a historic moment for Cathay Pacific’s A350 programme when the airline’s first A350-900, which will carry the registration B-LRA, took to the skies over Toulouse to complete its maiden flight.

The six-hour test flight was conducted by an Airbus flight-test team and declared a success, with only a small number of minor findings.

“The objective of the test flight is to verify that aircraft handling, performance and system operation is in accordance with the design specifications,” says Head of A350 Project Bob Taylor.

Highlights of the flight test included examination of the aircraft’s handling quality at the limits of the flight envelope, the operation of various systems including brakes, hydraulics, electronics, fuel and gear, operation of the primary flight controls, the operation of emergency systems and other key areas such as instrumentation, navigation and autopilot operation.

The test pilots also conducted touch-and-go landings and completed an automatic landing.

The successful completion of the test flight marks a significant step towards taking delivery of the aircraft in late May.

The aircraft has now moved back to the factory for installation of the Business Class seats after which it will transfer back to the flight line for completion of the flight test schedule.

“The aircraft will then be ready to hand over to the customer delivery centre where our own delivery team will perform a series of quality inspections, compliance checks and a customer acceptance test flight for issuance of the Hong Kong Certificate of Airworthiness,” says Bob.

To meet CAD requirements, the first delivery flight to Hong Kong will be a proving flight with CAD inspectors on board to verify end-to-end operational procedures.

The A350 will then be included in the Cathay Pacific Air Operator’s Certificate and revenue services can commence, with the aircraft initially operating to six regional destinations from June before launching to long-haul destinations in September, including London Gatwick.

Priority branding rollout underway

The new oneworld Priority signage is now being rolled out across the Cathay network, giving alliance passengers a clearer indication of where to seek out their travel privileges.

The signage was introduced at airports in Europe and North America in late March/early April, and is set to be introduced at HKIA later in May.

The Priority branding is being integrated into the signage of Cathay Pacific and other alliance partners at all key touchpoints at the airport where oneworld services and benefits are offered to frequent flyers, including check-in, lounges and boarding.

By June, the distinctive Priority logo should be a firm feature at all partner airlines’ home hubs and all other of the world’s top 125 airports.

A year later, and it should be in place at every one of the 1,000-plus airports in 155 countries throughout the oneworld network.

The aim is to make it easier for frequent flyers to see where they can take advantage of the privileges they can enjoy as one of the alliance member airlines’ most loyal customers.

The oneworld Priority emblem will also feature the three oneworld frequent flyer gemstone tier status symbols – Emerald (equivalent to Marco Polo Club Diamond), Sapphire (equivalent to Marco Polo Club Gold) and Ruby (Marco Polo Club Silver) – as appropriate, to enable these cardholders to identify quickly and easily where they are entitled to receive their special oneworld benefits.

BIG CHANGE: Priority branding is already in place in Europe and the US.

It is the biggest branding change for oneworld since Cathay Pacific and its other founding partners of the alliance came together to launch it in 1999.

“The new oneworld Priority signage will help smooth the journeys of our most loyal customers through airports while also improving awareness of the various benefits oneworld provides them,” says Manager Alliances & Airline Partnerships Cheuk Lo.
Letters to the Editor

Electronic ticket

Cathay recently introduced a new format for its electronic ticket (ET). The printout of the new ET is three A4 pages fewer than the previous version – which was nine pages long.

Can someone explain why we still need an ET that is six pages long? I don’t dispute that we need to include some important safety information for the passenger, but with five pages of small print, do we honestly expect the passenger to read all of it?

Can we give information in a clear and concise way, and refer passengers to our website for more information?

Outport staff
Christine Donovan, Customer Relationship Manager – Process Improvement, replies:
Thank you for your feedback on the new format of the ET.

Keeping the fire going

A large number of cabin crew are heading for retirement in the next couple of years. Will we consider offering cabin crew retirees roles as mentors, coaches, or consultants? I believe this could be a win-win situation for all.

Shirley Au Yeung, Manager Cabin Crew, replies:
Thank you for your feedback. We value the experience that our cabin crew bring to Cathay. In fact, opportunities are available from time to time when cabin crew retirees can take up full-time positions on the ground, or undertake special assignments for the online crew.

Currently, there are a number of retired crew working in different teams on the ground.

We will continue to offer such career opportunities and also consider how they may fit in the company’s organisational structure.

Computer upgrades

The Windows 8.1 network-wide roll-out has been on the cards for some time now, but the progress seems to be quite slow. How long will it take to upgrade all our desktop computers in the outports?

For the outports, are there any solid computer or software upgrade plans in the near future?

Wing Mui and Michelle Cheng, SFO staff

Mark Griffith, GM Infrastructure and Operations, IT, replies: Our IT infrastructure teams have been working tirelessly on the Windows 8.1 mass rollout, and we have already upgraded 2,400 PCs in the Mumbai Service Centre, and offices in Hong Kong, Vancouver, Jakarta, and Taipei.

There are many complexities involved with this project, namely the migration of thousands of applications and the alignment of 40 operating standards into one single operating environment. So rest assured, a lot of hard work is being done while ensuring there are no potential disruptions to our business operations.

We are currently rolling out new PCs in Southwest Pacific. In June, we will be rolling out in the Americas, Europe, Northeast and Southeast Asia. From July, the rollout will reach South Asia.

Heavy lifting

Cabin crew are often asked by passengers to lift hand luggage into the overhead bins. Unfortunately, there are many passengers whose carry-ons are extremely heavy. The abuse of their hand luggage weight limit is becoming a serious OHS issue.

We have a clear hand luggage allowance, so why weren’t these bags checked in to the hold in the first place?

I am sure that all cabin crew are very happy to help passengers in need, for example those who cannot reach the overhead locker, or if they are disabled or pregnant.

But what is a cabin crew to do when an able passenger refuses to check in their extremely heavy carry-on bags and demands our help?

Cabin crew

Vikki Lo, Assistant Manager Baggage Services, replies: For the safety and comfort of our customers inflight and during boarding, disembarkation and transfer, airport staff are asked to observe whether our customers’ cabin baggage exceeds their entitled allowance.

If that is the case, staff will then advise passengers to check in the carry on bags exceeding their entitled allowance.

This will help reduce the risk of injury should a bag fall out when an overhead locker is opened, or avoid possible injury when a bag is being loaded into the overhead locker.

Rest assured that we have followed up on all the ground handling feedback provided by our cabin crew with the airport teams concerned.

Please continue to give us your feedback for improvement.

Le Le Ng, Manager Inflight Services, replies: We appreciate the hard work and effort our cabin crew went way beyond their call of duty to help an elderly passenger who failed to get her connecting flight and subsequently went missing at HKIA...

Has staff went way beyond their call of duty to help an elderly passenger who failed to get her connecting flight and subsequently went missing at HKIA...
Letters to the Editor

Cabin Safety Training (DAS).

the annual Disability Awareness
compartments is incorporated in
handling and closing of overhead
techniques.

should apply manual handling
is unavoidable, then cabin crew
identify other concerns.

have not missed the opportunity to
these passengers to ensure that we
establish communication with
health concerns, so we would
appear able may have other
overhead compartment as well.

are shown how to stow bags in the
demonstration video, passengers
instruction. In the new safety
if a passenger refuses to follow
escalate the situation to the ISM
(passage, as needed during the flight).

passenger that items in the bag are
Cabin crew may need to
Cabin crew should continue to
Cabin crew may need to
escalate the situation to the ISM
if a passenger refuses to follow
instruction. In the new safety
demonstration video, passengers
are shown how to stow bags in the
overhead compartment as well.

Note that a person who
appears able may have other
health concerns, so we would
appreciate if cabin crew can
establish communication with
these passengers to ensure that we
have not missed the opportunity to
identify other concerns.

If, for whatever reasons, lifting
is unavoidable, then cabin crew
should apply manual handling
techniques.

Information on baggage
handling and closing of overhead
compartments is incorporated in
the annual Disability Awareness
and Cabin Safety Training (DAS).

Sew focused

When she's not on duty, Ida Li, Account and Administration Officer in Guilin, spends as much time as she can to pursue her passion for
patchwork quilting and DIY fabric crafts.

"I have always enjoyed working with fabrics," Ida says. "I remember when I was small I would
play with ice-lolly sticks to imitate my mum
knitting!"

Already a skilled knitter at school, Ida
attended workshops to learn how to make fabric
bracelets.

"Then I bought a book on Chinese knots
and taught myself, building on the skills and
experience I gained from making bracelets. I
picked knitting up quickly, extending my scope
to purses and bags."

After graduating from university, Ida joined
a patchwork quilting course, which she is still
attending today.

"Simply speaking, patchwork quilting is
putting together small pieces of fabrics to make
the patterns you desire. It can be used for bags,
quilts, wall ornaments, cushions and so on, and
there are many different styles and techniques."
Ida says she is happy with all the pieces she
creates – “because I really put my heart and soul
into them” – and she advises anyone with an
interest to give it a go.

"You just need to be ready to devote time and
effort to it. I try to do a little craft work every day,
though there are lazy days for me, too.”
Ida adds that she gets a real feeling of
satisfaction when she makes little gifts for family
and friends. "Perhaps I can earn a living out of
quilting one day!" she smiles.
Natural selection

How do wines end up getting chosen for the inflight wine menu? It’s a careful process...

Last year, Cathay Pacific served a whopping 1.8 million bottles of wine onboard its flights, enough to fill 150 standard 20ft containers. In fact, the champagnes, red and white wines on offer are frequently and regularly reviewed to keep the inventory exciting.

“The effort that Cathay Pacific puts into selecting the best wine is extensive,” says the airline’s longest-serving wine consultant Roy Moorfield, who, along with Lau Chi-sun, share over 30 years of experience advising the airline on everything wine related.

The wine panellists often visit wineries to unearth interesting tipples to entice customers.

“When the First Class regular selection was up for review, we went to multiple wineries in France and eventually we added Chateau Branaire-Ducru to the First Class menu,” says Chi-sun. “Initially, customers were sceptical. But in recent years, we find that people are becoming more receptive to new offerings.”

Now, wine bottles are masked, with only the numbered glasses of wines presented for assessment. The usual “sniff, swirl, gargle and spit” ensues.

“The final decision is made based on a wine’s quality, its brand image, reliability of the producer, and commercial prospect,” Clara adds.

In terms of quality, a few factors affect the taste of wine in the air. The pressurised cabin, with its notorious lack of ambient moisture, diminishes the sense of smell and numbs the taste buds. “Saliva plays a key role in coping with the astringency of tannins,” says Debra. “Wines with pronounced tannins will invariably taste more tannic inflight, given our dry mouths don’t neutralise tannins and bitter substances too well in dry air.”

At 30,000ft, sweet and salty flavours are generally dulled, while umami and acidity are heightened. “Elegant Old World red wines can appear less appealing in the air than on the ground,” Debra adds.

Roy elaborates: “Often wines that are clearly the best on the ground come near last after a trip through the air. They show fatigue as if they have been recently bottled. This is no slight on their quality and they will recover. It’s just that the wine can’t ‘take off’.” The vibration throughout a flight may pull apart the wine’s flavour molecules, causing them to fail.

“When we find a good wine on the ground, we ask the wineries to fly their bottles to Hong Kong for blind tasting so that we know whether the wine can withstand the stress of flying,” Chi-sun adds.

Logistically, it’s not realistic to hold a tasting for hundreds of wines inflight, so how do the consultants know which wines will work inflight and which will not?

“With experience we can make allowances for the deficiencies caused by the cabin atmosphere,” Roy says. Generally speaking, the consultants are looking for wines that are balanced, fruity, with a depth of flavour and soft tannins.

How the wine-selection process works

- Wines submitted by producers are poured for preliminary blind tasting by the consultants.
- A discussion follows, topics include:
  - Quality of the wine
  - Does the wine have the structure to hold its condition for the period of service?
  - Does it have the status required to be served in respective classes?
- Shortlisted wines are re-poured blind to evaluate for final selection
- Agreement on the final wine selection is reached.
BSc (Hons) Aviation Management

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Application Fee (HK$140) waiver for on-site programme application

Information Seminar
Date : 19 April 2016 (Tuesday)
Time : 7:00pm - 8:30pm
Venue : SLT, LG/F, Academic Exchange Building,
City University of Hong Kong
Online reservation : www.scope.edu/seminar/163-19420

This programme is an exempted course under the Non-local Higher and Professional Education (Regulation) Ordinance (reference number 451731). It is a matter of discretion for individual employers to recognize any qualification to which this programme may lead.
Sustainability matters

CPCS installs own charging stations for electric vehicles

GOING GREEN: CPCS’s fleet of electric vehicles is growing.

Cathay Pacific Catering Services (CPCS) has a long-standing commitment to sustainable development. As part of this commitment, CPCS purchased its first electric vehicle in 2014 in a bid to help improve roadside air quality. In December 2015, CPCS purchased another four electric vehicles to deliver meals to aircraft customers at the airport apron.

Predicting an ever-increasing number of electric vehicles serving on the airside, CPCS began installing its own charging stations at the outbound parking bay in February 2016. “CPCS definitely benefits from having its own charging stations, which will shorten the overall charging time,” Operations Manager of CPCS Leo Chan says.

Over at HAS, three Nissan Leaf EVs were introduced in 2012. The subsidiary now runs a total of 141 units of ground support equipment powered by electricity. These include eight electric loaders, 20 electric conveyor belts, 103 electric tractors, seven electric pallet pushers and three EVs.

HAS has its own EV charging facility in the airside area near Gate 2 with seven sets of fast chargers that can charge up to 28 units of ground support equipment at any one time. Cathay Pacific also has six charging stations at the outbound parking bay in February 2016.

The seventh edition of the I Can Fly (ICF) programme kicked off on 13 March at the Regal Airport Hotel. Cathay Chief Executive Ivan Chu and Guest of Honour CY Leung, Chief Executive of the HKSAR, oversaw the pledging ceremony, where 300 young Form Three to Six students were sworn in by the Civil Aviation Department’s Deputy Director (Special Duties) Kevin Choi for the five-month programme.

Launched in 2003, ICF aims at promoting aviation knowledge and instilling a sense of serving the community. Many past participants ended up joining the aviation industry, and returning as an ICF volunteer. Cathay IT Project Coordinator Sheron Liu was one of them.

“I joined the inaugural edition when I went on visits to places such as the HKIA control tower, the HAECO hangar and so on,” Sheron says. “That experience made participants realise that aside from pilots and cabin crew, there are many other career opportunities in aviation.”

Sheron encourages young people to ask as many questions as possible. “Chatting with staff who are professionals in their fields can help the youngsters get a better handle on planning their studies according to their career aspirations.”

Apart from visits, the participants will also get a chance to work collaboratively on a self-designed social service programme. A group of 30 to 35 youngsters will reach out to a local NGO and organise a project for their beneficiaries.

Sheron adds: “The participants will have to coordinate among themselves and liaise with different parties to arrange the logistics. Mastering these skills are just as important as academic excellence.”

Last year’s participant Jack Zeng, who returns this year as an alumni coordinator, was one of the top performers who went on a reward trip to Flight Training Adelaide. “I couldn’t believe I actually got to pilot a plane,” says Jack excitedly. “Making it go up and down, left and right!” One of the most valuable skills Jack learnt was to “treat people genuinely”. He says: “Due to a passport issue, I almost had to give the trip a miss. But the staff leaders’ perseverance was an inspiration.”

This year, more than 70 pilots, cabin crew and staff volunteers will lead the participants on visits and teach at the ground training school. Current year participant Cheung Hiu-ching looks forward to the programme, saying: “I’ve always wanted to be a pilot. But since I was diagnosed with a partial hearing impairment in Form Two, I wanted to become an aircraft engineer. An engineer’s responsibility is just as important as the operating crew’s!”

The top 100 performers this year will visit some major overseas aviation facilities during the summer.

Work on new Vogue Laundry plant begins

Work is now well underway on the new Vogue Laundry plant in Yuen Long, with the official groundbreaking ceremony taking place on 17 March.

The wholly owned subsidiary plans to get its occupation permit for the new building by the end of the year and to complete the phased move from the old facility by July 2017.

With a 25,000 square metre footprint, the new plant is more than 50% larger than the current laundry in Tuen Mun. In addition to being bigger, the new plant will deploy a higher level of automation with new process flows designed to achieve maximum efficiency.

“This will help to bring down our cost of production while the increased capacity will be able to cater for Cathay’s growth over the long term,” says Vogue Laundry CEO Peter Lee.

Peter was joined at the ceremony by Vogue Chairman Algernon Yau, Cathay’s Property Services Manager Irene Ip, Vogue department heads, and TC Chu, CEO of Hip Hing, the main building contractor.
Improved check-time for 777s

Engineering works with HAECO to enhance the efficiency of Phase Service Checks for Boeing 777s

Engineering’s Line Maintenance Operations (LMO) team has used Lean tools to increase the overall efficiency of Boeing 777-300ER Phase Service Checks (PSC). The ongoing project is expected to result in significant savings and reduce the overall check time by 15%.

“The said fleet goes through 318 PSC every year at HAECO,” says Brian Chan, Line Maintenance Operations Manager. “Before Lean, each check took 10 hours, and issues such as late aircraft arrival at the hangar or late release after service often affected OTP, sometimes even requiring the use of an additional back-up aircraft to support the operation.”

To improve the overall PSC performance, LMO formed a project team with HAECO to go through several training sessions and workshops in May 2015. The project team was led by Brian Chan and HAECO’s WK Chan, with support from the Cathay Lean and Engineering’s Line Maintenance Improvement teams.

The Lean team worked together to identify more than 120 improvement opportunities in the PSC process. They used different tools and methodologies to define measures and analyse the existing processes. The team then worked to prioritise the opportunities to improve more than 60 key tasks during the implementation phase.

Frequent project meetings were set up to provide progress updates to the PSC project steering committee, comprising of Matilda Chan, Stephen Teague, Ronald Lam, Kevin Kruger and Tim Hau, representing both Cathay and HAECO. The committee is responsible for sponsoring resources and providing support to resolve escalated issues.

About 80% of the key tasks have so far been implemented. PSC time has since lowered to eight hours per check. The two hours saved from each PSC check are now used by Engineering to wash the aircraft, thus reducing the need for an aircraft to go in especially for a wash.

Brian adds: “Without compromising safety and maintenance standards, the reduced PSC time can culminate in increased aircraft availability and better hangar utilisation at HAECO. Both Cathay and HAECO have benefited from the project as a result.”

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NEWS FOCUS

Social travel

The US marketing team joined hands with Passion Passport, an online travel community, to showcase Cathay’s leading role in Asia travel to a millenial audience. CX World charts the roadmap of the campaign.

The campaign reached over 89 million impressions on Cathay Pacific, Passion Passport and the participants’ social platforms. The campaign drew a lot of interest to Cathay Pacific, especially from the millenial travellers who seek a more authentic experience,” says Robecta Ma, Vice President of Marketing Americas.

COLOMBO

Nine participants were selected. There were photographers, illustrators, writers, and filmmakers.

The trip began with six days in Hong Kong. Through the bustling downtown districts to the countryside, the participants experienced dimensions to the city that many travellers tended to overlook.

They also dined at a dai pai dong, an open-air food stall popular with Hong Kong locals – who are seen in this illustration by Dan Bransfield, the only illustrator who went on the trip.

The group then split into smaller groups and went their separate ways to Delhi, Yangon, Bangkok and Siem Reap to continue on a creative journey. They each brought a unique perspective on what they learnt from the journey.

Fun-filled team building

The Colombo team held a team building outing in a seaside town on the outskirts of Colombo.

The day kicked off with three mixed teams competing in various activities designed to mirror the company’s vision and mission. The teams built boats from cardboard and tarpaulin, before sailing across a swimming pool using oars.

JAPAN

The Japan team’s kick-off conference – themed around Focus and Fire – was held in Fukuoka in February, with nearly 80 colleagues from around the country joining.

Directors and General Managers flew in to share the airline’s strategic focus and future challenges with the Japan team.

To make participation easier, the conference was broadcast live using Periscope, a video streaming social media tool.

An additional 80 colleagues from Tokyo, Osaka, Nagoya, Sapporo and Okinawa joined the conference through the app.

The group had a cozy dinner with entrepreneurs who work to put Hong Kong on the world map as a creative hub, on par with London or New York. Guests included: Luke Grana of Grana, Eugene Kan of Hypebeast and Lindsay Jang of Yardbird.

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SAN FRANCISCO

The San Francisco team took part in the San Francisco Chinese New Year Parade on 21 February – the airline’s 11th year of involvement with the event, which is regarded as one of the top 10 parades in the world.

This year, some 26 staff members took part in the parade with eight crew members representing Cathay on the float. The Cathay float stood out from others in the parade, most of which had a monkey theme. The airline highlighted its Chinese roots with the float representing the tradition of floating Chinese lanterns in the sky, with each lantern featuring pictures of the different destinations to which Cathay flies.

From good to great

The Taiwan and Korea kick-off conference was held on 26 February in Seoul.

General Manager Taiwan & Korea Patrick Yeung set the tone for the day with a presentation on “From Good to Great – Are we ready?”

Speakers from Head Office, such as Group Manager Social Media Dennis Owen and Manager IT Innovation Centre Bidyut Dumra, were on hand to discuss the latest developments in Cathay Pacific.

The conference concluded with an evening packed with entertainment. Belly dancers from Dragonair and colleagues from Taiwan and Korea lit up the evening with an array of performances.

Aim, action and achieve

The Thailand team held their kick-off conference on 27 February with the theme “Aim. Action. Achieve.”

Country Manager Agatha Lee and department heads shared the goals and priorities for the year.

There were also interactive group exercises around the Lean concept, with conference-goers tasked with optimising the space in a ULD to apply what they learnt into practical use.

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Happy homecoming

Daniele Bordogn, newly appointed Sales & Marketing Manager in Italy, was well acquainted with Cathay’s team in Italy even before he joined the airline in his current role.

In fact, the Milanese native worked for the airline between 2007 and 2011 as a Sales Executive, after having gained experience in the travel industry working for some major Italian tour operators.

“I worked part-time in tourism-related roles while studying at university, so it seemed a natural step for me to get into aviation,” Daniele says.

In 2011, Daniele left Cathay to broaden his experience with other airlines, saying: “I worked as Client Manager at Finnair for a year, then moved to easyJet and was promoted to Head of Sales Italy before rejoining the Cathay family.”

Daniel sees the return to Cathay as a crucial moment of his career. “In my first experience with Cathay, I had the opportunity to get a deeper understanding about the Asian market. Now with a broader sale experience, I am sure that the Milan and Rome teams can work together to further strengthen our position in Italy,” Daniel says, adding that his priority will be to “build upon the existing great team spirit!”

Outside of work, Daniele – not surprisingly – has a great passion for travel, and also confesses to be a big supporter of his local football team, Inter Milan.

“I never miss a match here!” he laughs.

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Trip planning
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Airport information
The hotel inspector

Flight Operations’ new joiner Donald Morris applies his experience as a hotel manager to improve flight crew’s experience

Donald Morris recently joined as a Manager in the Flight Crew Service Delivery team, helping to look after catering, accommodation and transportation for pilots. So who is Donald Morris?

After graduating from Hotelschool The Hague in Holland, I worked for an international hotel chain for two years. When I was offered a chance to explore Asia, I jumped at it!” says Donald. Donald spent the next 10 years working for a chain’s five-star properties in Penang, Hong Kong, Kaohsiung, Seoul, and Bangkok. “I really enjoyed the face-to-face interaction with my guests. I relished finding out about their stories,” says Donald.

Donald joined Flight Operations in November of last year. He says his core job is similar to his previous role as a hotel manager, in that he and the Service Delivery team are responsible for the satisfaction of the people they look after.

“I’ve been really fortunate to join FOP at a time when there’s a huge drive to provide a better level of service to our people on the frontline. The senior management team are pushing for these changes and our team are grateful to have their backing,” Donald says.

One of the bigger challenges that Donald faced in his former role was dealing with guest complaints. “It was a challenge, but also a great achievement to make sure they left the hotel with a positive feeling,” he says.

“Guests needed to know that someone listened to their needs and would take care of their issues. It is in this respect that the work of the Service Delivery team is similar. On a daily basis, we deal with the pilots’ feedback, sometimes positive and sometimes negative. We all try our utmost to listen and help to find a solution.”

Donald says that while it was easy to give individual guests a personal and memorable experience, it is harder for the Service Delivery team, to cater for a body of people whose needs vary from one to another.

“We all try to help out as much as we can. We get a plethora of emails and Yammer messages any hour of the day, some are within the realms of the work we do and some aren’t. We try to connect them with the related department or individuals whenever we can,” Donald smiles.

Donald is also responsible for inspecting hotels and ensuring they are up to flight crew’s standard.

“What we are looking for is a quiet and dark room, great room facilities, 24-hour room services, sufficient leisure facilities, a safe environment and of course a good place to eat. The guiding factor we all use is to put ourselves in the crew’s shoes and assess a hotel from their point of view.”

Outside of work, Donald is a keen scuba diver and tennis player. He of course loves to travel and meet new cultures and people along the way.

Taking on the Gobi Desert

As a 51-year-old who had never run a marathon until last August, London-based First Officer Mike Read is getting ready to take on one of the most challenging endurance footraces in the world. Mike was involved in the Cystic Fibrosis Trust in the UK and raise awareness about the many children who suffer from this life shortening disease.

“The challenge is all about my 19-year-old daughter who has cystic fibrosis,” Mike explains.

“For me, running – especially long distance endurance running – parallels the battle these children face every day in keeping their lungs healthy.”

“I also hope to inspire my daughter to be involved and it’s for good for both to give something back after years of very gratefully taking from the medical system in the UK,” he adds.

To gear up for the Gobi March, Mike is running more frequently around the cliff paths at home in Guernsey – with a backpack of increasing weight. “The running days will be split with days on my mountain bike and circuit training in the gym,” Mike grins. “In fact, I’ll probably be running to the gym and running home again afterwards.”

As part of the training and a warm-up race towards the Gobi March, Mike has just completed the Jurassic Coast Challenge – a 78.6 mile, three-day ultramarathon event along England’s rugged cliff paths.

“I was feeling very nervous – daunted even – because I’ve never taken on anything remotely like that before,” Mike says. Remarkably, in the end he finished in 35th place.

“Being surrounded by a significant number of triathletes, club athletes, marathon and ultra runners was both scary and exhilarating,” he says. “The result has given me a huge amount of confidence that I am on track and will complete one of the most extreme endurance events it’s possible to enter.”

To support Mike, donate at www.justgiving.com/Mike-ReadCFGobiMarch
HAPPY RETIREMENT: Mumbai’s Pricing & Revenue Manager Meena Nadkarni retired after 25 years of service. The pricing team, all the sales managers and General Manager South Asia, Middle East & Africa Charlie Stewart-Cox bade Meena a warm farewell!

GOOD HEALTH: A pig-cutting ceremony was held to mark Raffles Medical Group’s appointment as the new service provider for the staff clinic.

WARM WISHES: Over 20 Asia Miles staff volunteers visited the elderly in Kwai Chung to hand out warm sweaters and brighten up their homes.

KICKING OFF: Delegates from eight different Southeast Asian countries joined hands for a mass singing performance at the Southeast Asia Kick-off Conference Gala Dinner in Bangkok.

“I was searching for a gift for a newlywed couple. I came across a porcelarts course, and I thought I would take the opportunity to make two goblets for them,” says IT Procurement – Infrastructure Projects Consultant Pansy Yu. “I could have forked out to get something from the shop, but those items would be void of meaning. It’s the thought that counts.”

Porcelarts is similar to ceramic decal – a technique used to transfer pre-printed graphics on a heat-release paper onto ceramics and glass. There are different techniques and materials that can be used to decorate tableware and ornaments.

“It takes only an hour to glaze a coffee cup, maybe one more to incubate in a kiln. So you get this instant gratification in crafting something unique,” says Pansy.

Addicted to the process, Pansy decided to go one step further and get herself certified as an instructor through a Japanese organisation called the Japan Vogue Club.

“I honed my craft in cutting the transfer paper, transferring the images, using liquid and powdered colourants, and applying liquid gold and silver trims. I worked on the graduation collection every day for a month to finish the 30 creations needed for certification,” says Pansy.

Plenty of skill is needed to handcraft an immaculate piece. “Steady and dextrous hands are a given, since you need to manipulate pliers and ceramic cutters to cleave an image and stick it exactly where it needs to be. The intricacy involved with positioning the graphics, making sure they align for perfect continuity, is a skill that can be honed,” Pansy adds.

Now a certified instructor – one of only five in Hong Kong – Pansy teaches porcelarts at her home in Hung Hom.

“Lessons are a couple of hours after office hours on weekdays. I take all levels of students in a group of four to six. I even had clients who turned a lesson into a bridal shower!” Pansy says.

To find out more about Pansy’s work, visit her Facebook page, “Moment 樂陶軒” via fb.com/moment.loktohin, or call 9696-6768.
**Photo log**

Join the Share Your Moments – Photography & Videography or Travel Tips Yammer groups to share your masterpieces and travel wisdom with the network.

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### Miami nice!

**Milan Airport Services Manager Stefania Viola saw the colourful side to Florida’s main city**

Miami is not just about live music and street festivals, nightlife, Miami Beach and being North America’s gateway to the Florida Keys and the Caribbean. Miami aspires to be a city in which people can enjoy living, working to revitalise different communities and using artistic expression as part of its efforts to improve impoverished neighbourhoods.

Wynwood Walls and the surrounding streets are great examples of the urban revitalisation work that is being done, and during last year’s visit to see my godsons, I was introduced to the new concept of an outdoor museum.

The warehouse district of Wynwood, minutes from downtown Miami, started its transformation in 2009, driven by real estate developer and arts visionary Tony Goldman’s goal to create a centre to which people could gravitate and explore, and to develop the area’s pedestrian potential.

The neighbourhood now has 80,000 square feet of walls embellished with extraordinary graffiti, contributed by more than 50 artists from 16 countries. Everywhere you turn there is world-class street art – giant murals of portraits, pop art and cartoons in every possible colour and style. It’s just awesome to see!

The district is not just about art. A relaxing stroll can be followed by a meal at one of the diners or restaurants that have sprung up in the area, together with a spot of retail therapy at the art galleries or vintage shops. Wynwood is really worth a visit, and definitely a must-see!

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**Raunak Kothari, Systems Analyst, HKG**

I went to the Central Harbourfront Event Space in late February to pay a visit to the European Carnival. Although the carnival is now over, the promenade remains as an outdoor venue where a myriad of events, such as concerts, food fairs, and art exhibitions, take place. For example, the Swire Symphony of Stars happened here. Visit www.cvm.com.hk for upcoming events.

**Camera:** Nikon D700

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**Jane Divinagracia, Customer Services Agent, NRT**

I spent three days at Madarao, a mountain ski resort in the Nagano Prefecture in Japan. What made the holiday special was that I got to spend quality time with my little sister – our first trip together, just the two of us! It was nice to snowboard and enjoy the hot springs après ski!

**Camera:** Samsung Galaxy S6

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**Kyle Zhang, Customer & Commercial Controller, HKG**

I went on a camping trip at the Olympic National Park, Washington State. The park provides habitats for more than 1,100 species of native plants, 300 different kinds of birds and 70 mammals.

**Camera:** Nikon D700