共享經濟
Sharing Economy

後消費時代新趨勢
Emerging Trend in the Age of Post-consumerism

從Airbnb在2007年出現，租用閒置資源的經濟模式在全球遍地開花，愈來愈多旅客透過Airbnb網站租用居民家中的閒置床位或整個單位，節省旅費之餘，更可體驗當地風情。創辦人Brian Chesky回憶當初向母親分享「讓旅客與當地人共住」的理念時，母親大惑不解，外祖父卻淡然回應：「我年輕時就是這樣去旅行。」兩代人的反應，勾畫出迥異的消費模式。美國二戰後出現大規模生產，消費主義興起，幾乎人人都是通過消費、擁有物品，藉以建立身分認同及中產地位。

分享閒置資源　顛覆消費概念

中大創業研究中心項目總監陳志邦教授指出，共享經濟旨在以「分享」取代「擁有」，鼓勵人善用網絡平台，把閒置資源或技能分享給有需要者，「一般家庭不會每天都使用電鑽，假如物主願意與鄰居分享使用，整個社區就能減少購買電鑽，避免浪費，該電鑽亦能得到充分運用，體現出共享經濟的精神。」當中的閒置資源可以是有形的物品，如小型家電、空置房間、衣服、假日才使用的汽車，或是知識與技能等無形的資源。

其實香港經濟在起飛前，早已實踐共享活動；在家媽媽幫忙看管在職媽媽的孩子，大家亦會聚首鄰居家中共享《歡樂今宵》電視節目。只是社會經濟改善後，家家戶戶習慣了各自添置用品，以提升生活質素。然而，都市人追求時尚產品心態導致不少可用的物品遭棄置，過量生產亦會浪費天然資源。2008年的金融風暴過後，社會大眾開始反思過度消費的問題，令共享經濟再次萌芽。

共享社會　建美麗新世界

共享經濟於2011年獲美國《時代雜誌》選為「十個改變世界的概念」之一。中大學生於2016年發起校園首個常設二手物交換平台「山城角樂」，以鼓勵同學實踐綠色理念、反思過度消費。交易的貨幣是「時分」，而非金錢，閒置物資可拿到店內賺取時分，並以時分換取其他物品，以增加捐贈和使用二手物的頻率，促進中大社區的物資流轉。社會學系畢業生伍朗希是初創成員之一，她說：「積分制度既可吸引同學持續參與，又可以延長物資交換過程，比傳統以物易物更有彈性，因為社員可以累積分數，不必即時以一物換取他物，故可以有充分時間考慮自身需要後才兌換，進一步減少浪費。」

社會學系畢業生葉曉慧喜歡觀察社會現象，她留意到不少家庭主婦為照顧家庭放棄事業，同時很多在職人士下班後沒有時間煮飯，遂於在學時期成立社企「妳想煮意」，聘請主婦為上班族購買新鮮食材，既可讓主婦一展所長，善用閒暇改善家庭經濟，又可令在職人士烹調營養住家菜。「客人只需在網上填妥食材訂單，主婦便會到街市代購新鮮食材，準備即煮的營養餸盒於指定時間送到顧客家中。」團隊已於今年8月正式開業，並計劃讓主婦撰寫營養食譜，推動本港家庭過健康「自煮」的生活。

開拓共享市場　革新創業思維

科技發展的確降低進入市場的門檻，衍生不少新的商業模式，陳教授認為共享經濟的成功在於網絡資訊整合的質素，「Airbnb和Uber的強大之處在於沒有自己的資產，它們只是將市場上現有資源整合，在網絡平台提供快速的資源配對，從而在市場脫穎而出。」但由於這種商業模式的入場門檻低，其他人很容易加入市場競爭，例如當GoGoVan召車平台成功後，同期便有CALL4VAN等對手出現。陳教授認為，當公司取得市場佔有率，便需要着手提升服務質素，避免客戶流失，例如改善平台的用戶體驗，為貴價、易壞的產品購買保險。

在共享經濟的浪潮下，消費者輕易在共享平台找到較優惠或較方便的產品與服務，這類嶄新的商業模式往往衝擊同類行業的市場，惹來不滿。其實傳統企業大可把握共享經濟的機遇，藉着投資或併購共享平台，提升品牌的吸引力，例如寶馬車廠於2011年投資共享車位平台JustPark，結合其應用程式與寶馬汽車的導航系統，方便車主尋覓車位，成為一種增值服務。

陳教授認為新興產業只要合乎消費者的利益，能減低成本、提供更佳服務、改善市民生活質素的話，社會都應支持其發展。然而，他亦表明，若果某些商業模式僭越社會道德規範，即使有市場需要，都要受到限制：「有一個交友平台叫Ashley Madison，但它是專門讓已婚人士尋找婚外情對象的平台，全球會員人數更達三千七百萬，雖然網站後來被揭發大部分帳戶屬虛假帳戶，但從它的收入來看，顯示仍然有市場需求，但這類服務明顯衝擊社會的道德底線。」

Ever since the appearance of Airbnb in 2007, the rental of spare resources has mushroomed globally. The number of travellers renting unused flats or beds in their destinations through the Airbnb platform, for saving cost and mingling with the locals, is on the rise. When Airbnb founder **Brian Chesky** first described his business concept to his mother, she was stunned by the idea of opening their home to strangers. When his grandfather heard the idea, however, he replied calmly 'That's how I used to travel when I was a boy.' The responses of the two generations depict the polarized consumption modes. The US entered into an era of mass production and consumerism after the end of the Second World War. Almost all the people constructed their identities and achieved middle-class status through consumption and goods ownership.

Consumerist Ecology Subverted by Item Sharing

Sharing economy is all about replacing 'ownership' with 'sharing', according to Prof. **Dominic Chan**, honorary project director of CUHK's Center for Entrepreneurship. He defines sharing economy as lending the unused resources or skills to others, enabled by the ubiquitous online sharing platforms. 'Electric drills aren't daily household appliances. If the owners are willing to share the drills with their neighbours, the drills will be fully utilized in the neighbourhood and their overall consumption will be reduced. This is the spirit of sharing economy.' The idle resources can be tangible items like household appliances, vacant rooms, clothes and vehicles, or something as intangible as knowledge and skills.

▲ 陳志邦教授 Prof. Dominic Chan

Sharing activities had existed in Hong Kong before its economic take-off. Stay-home moms would take care of the kids of working moms. People would watch the local TV programme *Enjoy Yourself Tonight* in their neighbours' home with a television set. As the city's economy improved, people became used to purchasing their own appliances for a fashionable urban lifestyle, resulting in many usable but abandoned goods. Over-consumption also leads to the rapid depletion of natural resources. After the financial crisis of 2008, people began to see over-consumption for what it is, and sharing economy was given a new lease of life.

Brave New World of Sharing Society

In 2011, sharing economy was listed by *Time* magazine as one of the 10 ideas that change the world. To promote green living and help students reflect on over-consumption, some CUHK students launched the campus's first second-handed exchange platform CU Happy Corner in 2016. The only acceptable currency at the shop is Time Credits. Students can exchange their spare items for Time Credits, which can be exchanged for other items. This can facilitate circulation of resources in the CUHK community. Sociology alumna

山城 角樂
CU Happy Corner
◀ 伍朗希（左）
Latvia Ng (left)
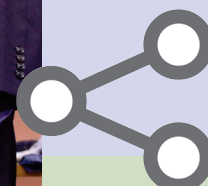
Latvia Ng, one of the founding members of the student co-op, said, 'The credit system can facilitate students' continued participation and offer greater flexibility in the exchange process than traditional practice. Members can have more time to think about what they really need before deciding on what to exchange for. This will help to further minimize waste.'

Ruby Yip, another sociology alumna, loves to observe social phenomena. According to Ruby, a lot of housewives give up their careers for the sake of family, while many working people do not have time to cook after work. She therefore set up the social enterprise Festyle in her undergraduate years, which hired housewives to buy fresh ingredients to prepare ready-to-cook cuisine packages for their clients. As a result, the housewives can utilize their spare time and improve their family income, and the clients can prepare for a nutritious dinner after work. 'After the clients fill out the online order form, the housewives will buy the ingredients accordingly in the wet market. The cuisine packages will be delivered to the clients' homes in the designated timeslots.' The startup was officially launched in August this year. The team has invited the housewives to write nutritious recipes in a bid to motivate the local families to pursue healthy home cooking.

▲ 葉曉慧 Ruby Yip

你想煮意 Festyle

Sharing and Entrepreneurship

The founding of startups has never been easier with the technological advancements. A plethora of business models have evolved since then. Professor Chan considered the success of sharing economy to lie in the quality of online data integration. 'Compared to other asset-heavy business models, Airbnb and Uber own no property. They simply integrate the information available in the market for efficient resource online matching to stand out from their competitors.' Nevertheless, the low entry threshold means many competitors will soon appear.

After the success of the car-hailing platform GoGoVan, for instance, many competitors such as CALL4VAN emerged in the market. Professor Chan opined that the startups, once having obtained their market share, should improve their service quality to avoid customer loss. They can improve the platforms' user experience, or purchase insurance for expensive and fragile items.

In the era of sharing economy, consumers can easily explore cheaper or more convenient products and services on the sharing platforms. This emerging business models usually disrupt traditional ones in the market. But companies can actually ride on the opportunities of sharing economy to enhance their brands by investing in or merging the sharing platforms for value-added services. In 2011, BMW invested in a parking startup, JustPark, to help drivers find parking faster by integrating the JustPark app with their vehicles' GPS system.

Professor Chan remarked that emerging industries should be supported, as long as they benefit consumers by lower cost, better service and improved life quality. However, those business models violating the social mores, despite their market demand, should be reined in. 'Ashley Madison is a social platform for extra-marital affairs. Its global membership has reached 37 million. The platform's considerable income indicates that there's remarkable market demand, although many fake accounts have been discovered. But this service has obviously gone over the top.'

兩位學者榮獲
教資會傑出教學獎
Two CUHK Scholars Receive
UGC Award for Teaching Excellence

賽馬會公共衞生及基層醫療學院**陳英凝**教授（左）及心理學系**蘇可蔚**教授（右）榮獲大學教育資助委員會（教資會）頒發2017年教資會傑出教學獎，頒獎典禮於9月7日舉行。今年在三個組別獎項中，中大獨取兩獎，成績令人振奮。

沈祖堯校長與副校長**潘偉賢**教授衷心恭賀陳教授及蘇教授取得卓越成就，潘教授説：「中文大學有着許多像兩位這樣的良師，讓我們引以為傲。」

*Prof. **Emily Chan** (left) of the Jockey Club School of Public Health and Primary Care and Prof. **So Ho-wai Suzanne** (right) of the Department of Psychology were conferred the 2017 UGC Award for Teaching Excellence by the University Grants Committee (UGC). The presentation ceremony was held on 7 September. This year CUHK scholars won two out of the three awards presented.*

*Prof. **Joseph J.Y. Sung**, CUHK Vice-Chancellor, and Prof. **Poon Wai-yin**, Pro-Vice-Chancellor, expressed their heartfelt congratulations to Professor Chan and Professor So. Professor Poon said, 'We have thousands of good teachers at CUHK, and we are very proud of them.'*

一般組別教學人員／團隊組別
General Faculty Members/Teams Category

陳英凝教授
Prof. Emily Chan

教資會讚揚陳教授「制定多項創新的環球實地教學計劃，以跨學科協作、跨國合作及跨域技術輔助教學法，培育學生。陳教授在氣候變化與健康、災難防備與應變，以及環球健康方面的研究領導能力，更為她的教學工作提供以研究為本的教材。」

陳教授於2006年加入中大醫學院前，已參與國際人道救援工作超過十年。她於2011年協助牛津大學及中文大學成立CCOUC災害與人道救援研究所，並出任所長一職。該研究所旨在將災害對區內脆弱人群的負面健康影響減至最低，且為災害與醫療人道救援政策發展、計劃和應變提供研究、教育和社區知識的轉移平台。

陳教授説：「此項殊榮證明於本地高等教育引入災害及人道救援的知識傳承及研究獲得認同。能有如此佳績，並不是我一個人可以達到的，我衷心感謝與我一直奮鬥的團隊，以及一眾學生的支持，他們對災害及人道救援方面積極求知的精神，驅使我不斷努力。」

陳教授計劃利用教學獎的獎金在古絲綢之路開辦一所實地行動示範訓練中心，加強學生的學習體驗。

In the UGC citation for Professor Chan, she is hailed for developing 'various innovative global field teaching programmes which require multidisciplinary collaborations, transnational partnerships and transborder technology-enhanced teaching methods to nurture students. Her research leadership in climate change and health, disaster preparedness and response, as well as global health complements her teaching with research-based materials.'

Professor Chan had over a decade-long experience in humanitarian intervention in the world before joining the Faculty of Medicine, CUHK in 2006. She helped to establish the Collaborating Centre of Oxford University and CUHK for Disaster and Medical Humanitarian Response (CCOUC) in 2011 and subsequently served as the director. CCOUC aims to minimize the negative health impact of disasters experienced by vulnerable populations in the region by serving as a platform for research, education, and community knowledge transfer in the areas of disaster and medical humanitarian crisis policy development, planning, and response.

Professor Chan said, 'The award is a recognition of the importance of knowledge transfer of disaster and medical humanitarian response and research on disaster risk management in the local tertiary education sector. I could not have achieved this distinguished result without the support from my team. I would like to extend my vote of thanks to my colleagues who have been working hard together with me, and to the students who gave me tremendous support. The enthusiasm from students in the field of disaster and medical humanitarian work inspires me to go the extra mile.'

Professor Chan plans to utilize the award grant to develop a new field action demonstrative training site on the Ancient Silk Road, with a view to enhancing students' learning experience.

新晉教學人員組別
Early Career Faculty Members Category

蘇可蔚教授
Prof. So Ho-wai Suzanne

教資會稱讚蘇教授「致力把基礎研究轉化為實踐應用，強調教與學應以學生為本，因此會參考學生的意見，設計和檢討教學模式，並啟發學生在其熱衷的領域爭取突破。她在臨床心理學培訓中成功融入自我練習與自我反省的教學法，以增加學生的程序知識及提升他們的人際關係技巧。」

蘇教授2012年加入中大心理學系，曾獲中大青年學者研究成就獎及社會科學院模範教學獎。她把多年來於前線提供臨床心理服務的實戰經驗融合於教學和研究之中，一直致力於精神病理學和臨床心理治療的研究。蘇教授積極引進創新教學方法，使中大成為亞洲首間高等院校於臨床心理學的培訓課程引入親身練習／個人反省訓練模式。

蘇教授表示：「是次獲獎令我非常鼓舞。感謝學系同人的支持，使我有信心於課堂上引進創新的教學方法，以幫助學生更有效地學習。學生積極的意見回饋，亦是我工作的推動力。」

蘇教授計劃把教學獎的獎金用於製作一組微型單元，並引入以活動為本的反思學習法，採用翻轉教室及體驗式學習方針，提升學習成效和效率。

Professor So is praised by UGC for her enthusiasm in 'translating basic research into practical applications. She emphasizes the importance of putting students in the centre of learning. She designs and reviews her teaching based on students' feedback, and inspires students to have breakthroughs in areas they feel passionate about. To deepen students' procedural knowledge and enhance their interpersonal skills, Professor So has successfully incorporated the Self-Practice/Self-Reflection pedagogy in clinical psychology training.'

Joining CUHK in 2012, Professor So had received the CUHK Young Researcher Award and the Faculty of Social Science Exemplary Teaching Award. She incorporates her years of frontline experience as clinical psychologist into teaching and research, and has been researching on psychopathology and clinical psychological interventions. Professor So has also incorporated an innovative pedagogy by introducing the new Self-Practice/Self-Reflection (SP/SR) approach, turning CUHK into the first tertiary institution in Asia adopting this approach in clinical psychology training.

Professor So said, 'I would like to extend my appreciation to all members of the Department of Psychology who gave me great confidence in adopting an innovative pedagogical approach to improve the learning efficiency of students. Moreover, the proactive feedback from my students is also a driving force in my work.'

Professor So plans to use the award grant to create a set of micro-modules and introduce activity-based reflective learning to enhance effectiveness and efficiency of learning using flipped classroom and experiential learning approaches.

字裏科技 / TECH TALKS

駭吃駭
Hire a Hacker!

對任何一所機構來説，眼下最逼切要開設的職位是駭客。

駭客攻擊已不是甚麼新鮮事。去年10月，Netflix，Twitter及PayPal等網上服務受到Dyn攻擊；今年5月，WannaCry癱瘓英國醫院系統，引起全球恐慌；到了最近，Petya的惡意軟件也影響了航道、櫃員機及公共運輸系統等服務。

公共機構大多擁有大量數據，但資訊基建卻不怎麼先端，所以經常成為駭客攻擊的對象。本地大學便不時要應付來自世界各地心懷不軌的駭客挑戰。

駭客的歷史少説也有六十二年吧。hacking這個字最早見於麻省理工一個會社1955年4月5日會議的一則記錄：「Eccles先生要求任何人完成電力系統的工作或作出破壞之後要關掣，以免燒了保險絲。」

1975年初版，專為電腦程式員編印的The Jargon File，對「駭客」有八個定義，第八個是：「不懷好意，東鑽西探意圖找到敏感資料的滋事者，密碼駭客，網絡駭客，正確説法應是破解者。」

Alan Turing是一位破解者，他在二戰時破解了德軍的密碼，為世界帶來和平。今天，他大概會被稱為一位白帽，相對於黑帽而言。

資訊科技在現今的社會經濟秩序中已經是無處不在，駭客愈來愈需要負起更大的社會責任。《金融時報》駐洛杉磯記者Hannah Kuchler這樣寫道：「網上犯罪跟公共衛生危機有着同等逼切性，駭客也如家庭醫生一樣，應致力打造一個安全的網絡世界，就算工作有時非常沉悶。」

事實上，良心駭客前路一片光明，不少大學推出學位課程，培育專門對付網上罪案，保護用戶虛擬資產的人才，如英國高雲地利大學的良心駭客及網絡保安榮譽學位課程。這個行業也不斷成熟，分工愈見精細，負責互聯網保安的叫良心駭客；負責市場推廣的叫增長駭客。

人力資源經理應好好把握機會，快快招聘駭客，如戰時的黃金一樣，好的駭客正買少見少。

The most strategically urgent appointment in any organization, universities included, is that of a hacker.

Cyber attacks are no news. Last October Dyn attacked services like Netflix, Twitter and PayPal. In May this year, WannaCry caused worldwide panic by crippling the UK hospital system. More recently, the Petya malware affected shipping routes, ATMs and transport systems.

Public institutions which are usually rich in data but anemic in IT infrastructure are not immune. The local universities have from time to time been forced to mouse-and-keyboard duels with hackers of different purposes and persuasions.

The art, or crime, of hacking is at least 62 years old. The word *hacking* in the sense of illegal tempering with technology first appeared in the minutes of MIT's Tech Model Railroad Club meeting on 5 April 1955: 'Mr. Eccles requests that anyone working or hacking on the electrical system turn the power off to avoid fuse blowing.'

The Jargon File, a glossary for computer programmers first launched in 1975, lists eight definitions for *hacker*, the last of which is: 'A malicious meddler who tries to discover sensitive information by poking around. Hence password hacker, network hacker. The correct term for this sense is *cracker*.'

Alan Turing was a cracker, and humanity owes him a lot for his decoding encrypted German military communications in WWII. Today he would be known as a white hat, as opposed to a black hat, aka, the bad guy.

As IT undergirds our socio-economic order to such an unprecedented extent, hackers are beginning to have a positive role to play. **Hannah Kuchler**, a correspondent of *Financial Times* based in Los Angeles, wrote, 'As cyber crime becomes the online equivalent of a public health crisis, hackers … should be more like family doctors: dedicated to making the internet safe, even when the work is dull and requires patience with people who have forgotten their passwords yet again.'

In fact, ethical hacking is the new deal. Many new degree programmes have emerged with the aim to train personnel in leading the fight against cyber crimes and keeping clients' assets secure. One example is the Ethical Hacking and Network Security (Hons.) programme of Coventry University. The profession is maturing and differentiating. Those employed for internet security are called ethical hackers, while those for marketing are known as growth hackers.

HR managers wouldn't be doing their job if they lose time in hiring hackers. The latter are being snapped up like gold bars in wartime.

T.C.

中大品牌誌 / ANATOMY OF A BRAND

字字珠璣：生活質素研究中心
Letter by Letter: Centre for Quality of Life

字母商標（lettermark）是標誌設計的形式之一，也是較常見的一款。與之相對的是圖案商標（pictorial mark），譬如Apple被咬掉一口的蘋果或Twitter的藍鳥。字母商標的好處是包含公司或組織名稱的首字母（例如HP和IBM），讓人一望而知品牌名字。字母商標講求簡約，但並不代表只有瘦骨嶙峋的幾個字母在支撐大局，加入適當的圖案點綴能大大增添品牌識別。中大生活質素研究中心的標誌設計正是一例。

標誌主體是中心的英文名稱縮寫「QoL」，採深綠色。綠色讓人聯想起活力、健康、財富，而這些都是用以量度生活質量的部分因素。

字母「o」設為小寫，夾在高頭大馬的大寫「Q」和「L」之間，錯落有致。三個字母微微向右傾斜。「Q」的尾巴經過藝術化處理，形成一個鋭角，底邊向右延伸，與「L」的橫杠連成一線，給人利落、時尚、脱俗的感覺。

一條鋸齒狀、首個尖峰處帶有小圓圈的紫色線曲折地穿過「Q」的字碗和「o」的圓環，象徵的是「中大香港生活質素指數」。指數由中大社會科學院2003年開始編制，旨在量度及追蹤香港在二十一世紀的生活質素，為決策者和社會大眾提供有價值的參考。2006年，生活質素研究中心成立，接任指數的編制，並每年發布指數數據。

給清淡的字母嵌上圖形元素可謂是神來之筆，整個設計添了一份俏皮，也令品牌形象更顯獨樹一幟。

值得注意的是，還有一種和字母商標相近的標誌設計形式叫文字商標（wordmark），例如谷歌和可口可樂的標誌，同樣以字符為設計重心。但文字商標採用的是機構的全稱，適合名字簡潔易讀的組織；而字母商標則適合用於簡化全稱較長的品牌，令之更朗朗上口（試想，要記住UNESCO容易些，還是「聯合國教育、科學及文化組織」？）若你正在考慮設計一個字母商標，應留意，首字母除了要排列美觀，也不宜太花巧，以確保清晰可辨，無論放在印刷品抑或網上平台，都應一目了然，不容許任何讓人誤讀的空間。

A lettermark is one of several different types of logos, and is among the most common. As opposed to the pictorial marks (e.g., the bitten apple for Apple, or the blue bird for Twitter), a lettermark has the benefit of containing the initials of a company or an organization (e.g., HP, IBM) to allow for instant brand recognition. The lettermark is all about simplicity, but it doesn't always mean a barebone typography. Employing graphics to interact with letters can make for a memorable identity. This is the case with CUHK's Centre for Quality of Life.

The Centre's logo builds on the 'QoL' acronym and adopts the colour of dark green, which we associate with vitality, health and wealth, some of the factors that determine quality of life.

The letter 'o' is set in lowercase, flanked by the hefty capital letters 'Q' and 'L'. The three letters tilt to the right, the tail of the stylized 'Q' aligned with the crossbar of the 'L', conveying a sense of energy, modernity and also uniqueness.

An angular, purple line with a tiny circle at the first peak zigzags through the bowl of the letter 'Q' and the loop of the 'o'. It is a symbol of the 'CUHK Hong Kong Quality of Life Index'. The Index was initiated by the Faculty of Social Science in 2003, which aims to measure and keep track of Hong Kong's quality of life in the 21st century, and to provide policy-makers and the community with a useful reference. In 2006, the Centre for Quality of Life was set up to continue the research and release the latest Index on an annual basis.

Incorporating the graphic element into the lettermark is a stroke of genius, for it instantly adds boldness and visual distinction to the name.

It is also notable that similar to a lettermark, a wordmark logo is made up of words (e.g., Google, Coca-Cola) that make up the organization's name. A wordmark logo works well with a short and easily pronounced name, while a lettermark logo can reduce a long and formal one to manageable and hence memorable length (How much easier is it to remember UNESCO instead of the United Nations Educational, Scientific and Cultural Organization?). If you're thinking of creating a logo as a lettermark, make sure the initials not only look good together, but also are legible and can't be misread when you place the icon in print or online.

Christine N.