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主旨: Full Proposal of HA Review Panel on SARS Outbreak

Dear CH,

It was indeed our honour in having a discussion session with you this Tuesday. All of us were particular impressed by your frankness, proactiveness & your kind understandings of our preliminary proposal and the roles/ functions in which we suggested to play during the review process by the HA Review Panel.

As suggested, we had finished our full proposal and appreciate if we can have another discussion session with you and in particular with Mr Ronald Arculli & the full Review Panel. Encl. is our revised proposal and some of the backgrounder of our co. for your reference. For my working partners' detail, you can also find in the CVs attached and the following web site: www.diyrc.com.

Pls advise us next step in due course.

With Warmest Regards,

Chi -wang

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Chi-wang MAU (繆熾宏)

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Way Forward:

Hospital Authority Review and Beyond

*A Working Proposal on the Communications
Aspect of the HA Review Panel*

By Paradigm Shift Consultancy

June 2003

Way Forward: Hospital Authority Review and Beyond

A Working Proposal on the Communications Aspect of the HA Review Panel

A. Background

As the SARS outbreak comes to gradual curtailment, the Hospital Authority (HA) has set up a Review Panel, chaired by Mr Ronald Arculli, to take stock of lessons learned, to enhance its organisational performance and capabilities, and to recommend ways to better handle major infectious disease outbreaks in the future.

B. Wider Issues at Stake

Whilst setting up the Review Panel is a timely measure, there are wider community perception issues at stake. These perception issues, often emotive and grievance-related, would impact the future credibility and effectiveness of HA at a more fundamental level.

This paper, prepared by Paradigm Shift Consultancy, sets out the proposed Approaches and Methodology to tackle those issues.

C. Approach and Methodology

The Hong Kong community has responded to the way the SARS outbreak was handled with a wide range of emotions, with compassion on the one hand and anger on the other. Concern, worries, lack of confidence and dissatisfaction are also common.

To help the people of Hong Kong marshal renewed energy to move on with life in a constructive way, we recommend that the Review Panel approach its work and its dialogue with the community along the following principles:

(i) Principles

- Promotes independent, impartial analysis of what has happened
- Avoids perceptions of retribution
- Facilitates learning from the experiences

- Expedites healing of the hurt and grievances, and to move on with constructive energy
- Re-establishes credibility of the HA to face the next infectious disease outbreak
- Demonstrates the sincerity of HA and its management in listening to the voice of its various stakeholders for future improvement
- Demonstrates adequate political sensitivity and wisdom

These principles can serve as useful guides for the Review Panel in its deliberations and work. These principles may also guide the HA as it communicates with the public.

(ii) Processes

Much of the criticism of HA has centred around issues of centralisation versus decentralisation, and the lack of coordination between headquarters and the seven clusters – the “one country, seven systems” syndrome.

The Review Panel will no doubt receive numerous suggestions and recommendations from various sources on how to overhaul its organisational design and processes. However, prior to any organisational design and process analysis, it is important to also review the processes in a bigger context, as follows:

(a) Re-define the Issues

- Is Hong Kong really at the end of the outbreak? Or just at the beginning of a series of deaths of more medical professionals? Are our losses and sorrow coming to an end or is there more to come?
- What made the public so dissatisfied? Have they been able to articulate what they have gone through?
- Shifting expectations of HA: HA, set up and operated as a civilian organisation, is suddenly expected to behave like a military organisation. How to align the community's expectations with HA's role and capabilities in the next infectious disease outbreak?
- Different perceptions of effectiveness: the community appears to have very different perceptions of an “effective HA” as compared to how HA management defines operational effectiveness for itself. The gap needs to be identified and closed to enable HA to re-establish credibility.
- Re-build the Trust Bank between management and staff, and with the

community.

- What has actually happened? Facilitating HA's various stakeholders to articulate what has happened from their perspective will help the community move forward and focus its energies on building the future.

(b) Identify New Stakeholders

- Understanding the needs of different stakeholders in a new perspective will help shed new light on the organisational issues. This will also help the organisational design and process analysis, since effectiveness is often a collective perception reflecting the different needs of specific stakeholders.
- In addition to HA's stated stakeholders (i.e., patients, public, staff, Government, and other agencies and bodies), new and specific stakeholders have emerged in the SARS outbreak including the local and international business community, the academia, families of the deceased and other SARS victims, local and international media, and mainland and international authorities. Their perception of HA will continue to shape how certain issues ought to be managed.

(iii) *Visuals*

If we were to imagine a preferred end-picture to the SARS episode, ideally it would consist of visuals and images such as the following:

- Images of reconciliation and peace of mind among the ordinary people
- Religious rituals, ceremonies that signify reconciliation, putting an end to the hurt and the grief, and a readiness to move on with renewed vitality
- Religious or spiritual remembrance of all the deceased, to articulate compassion for those bereaved of their loved ones, also to signify closure of suffering and beginning of healing
- Images of trust, but not forgetting what had happened and the lessons learned
- Prayer assemblies, reconciliation concerts, involving tens of thousands of people participating voluntarily and spontaneously

D. Role of Paradigm Shift Consultancy

As an external party and consultant to the Review Panel and working closely with the Panel Chairman as well as the HA Chairman, Paradigm Shift Consultancy

with its three experienced communications professionals (Mr. Mau Chi Wang, Ms Virginia Ng & Ms Shirley Wong, their CVs are attached below) can support the Review Panel as independent facilitators in the following ways:

- Further develop the above Principles, Processes and Visuals into actionable items to complement and support the work of the Review Panel
- Act as sounding board for HA of the community's real needs and concerns and those of the various stakeholders, in particular HA employees and groups aggrieved by the SARS outbreak. This may take the form of literature review, one-on-one discussions, focus groups etc, to gain qualitative insight into the key issues.
- Offer on-going counsel for the HA, and to provide a community perspective as reality-check

E. Pre-emptive Function of the Review Panel

It is very important to recognise that the Review Panel has an important pre-emptive function to play, and that is to "abort" any attempt by LegCo to set up a Select Committee to look into the matter. Learning from our experience and close involvement with the LegCo Select Committee on the Inquiry of Public Housing Problems which took place from February 2001 to end of 2002, it would be much more productive if the Hospital Authority's Review Panel on SARS is seen as being thorough and responsible, so that LegCo is less likely to duplicate the effort and resources to conduct its own investigations.

To achieve this "pre-emptive" function, we recommend that this Review Panel must be seen to achieve the following in its investigations:

- The review process must be seen to be fair, impartial and objective
- HA senior management must be seen as willing to shoulder responsibility where due, rather than blaming middle management or front-line staff (as in the case of the Housing Authority review led by Mr Strickland in 2000)
- The review outcome and recommendations must be seen as sufficiently solid and perhaps draconian in nature to counter skepticism that the review is only a window-dressing exercise. HA will gain credibility if the Review Panel over-delivers.

F. Next Steps

The Review Panel has three months to deliberate and to prepare a report which is due in September 2003. We anticipate the next steps in communications as follows:

1. Conduct brainstorming with Review Panel to map out strategic framework and review mechanism in the aspect of communications;
2. Implement the various tasks to gather information, opinions, insights, feedback and to test various hypotheses (see attached table for the list of tasks anticipated, and deliverables);
3. Submit interim report to Review Panel for discussion, and alignment with other aspects of Review findings;
4. Fine-tune report and seek further information and input where necessary
5. Submit draft final report to Review Panel

In view of the urgency of the Review Panel's overall tasks, it would be advisable to make a decision about this particular consultancy before 15 June.

G. Budget

Total project charge: HK\$550,000 (of which HK\$500,000 is professional fees, plus 10% out-of-pockets)

Terms of payment: 40% of total project charge payable upon appointment; 30% payable by end of July 2003, and the balance upon completion of project in late August/early September 2003. All payments due within 14 days from date of invoice.

HA Review -- Communications Aspect

Consultant's Tasks Anticipated

Task	Jun	Jul	Aug	Deliverables
Brainstorming/meetings with Review Panel	_____			Review framework & mechanism with detailed issues, hypotheses and target stakeholders
Desk-top literature review of media reports & trends	_____			Summary analysis of patterns, trends and "tipping points"
One-on-one management interviews covering: Key corporate staff, the 7 cluster heads, and key staff in key hospitals dealing with SARS, HA Board (about 20 interviews)		_____		Analysis of issues, sentiments and recommendations identified
Focus groups with HIA staff unions and official/organised staff representatives/associations (about 10 focus groups)		_____		Analysis of perceptions, grievances, needs and recommendations identified
Focus groups with doctors, nurses, other healthcare personnel, plus reps of WHO, CDC, mainland authorities (about 10 focus groups)		_____		Analysis of perceptions, grievances, needs and recommendations identified
One-on-one interviews with select families of deceased and/or patients (e.g. Amoy Gardens, HA staff struck by SARS, other community infection victims), about 20 interviews		_____		Analysis of concerns, needs and sentiments
One-on-one discussions with media, LegCo members, key critics (e.g. Albert Cheng, key journalists, other opinion leaders on outbreak), about 15 interviews			_____	Summary analysis of sentiments and perceptions

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BACKGOUNDER OF THE COMMUNICATIONS TEAM

1. Mr. Mau Chi-wang, Managing Director, Paradigm Shift Consultancy

Mr. Mau Chi Wang graduated from The Chinese University of Hong Kong in 1979 with an honour degree majoring in economics and minor in Government & Public Administration. He later received a diploma in education in 1983 from CUHK and a Master of Christian Studies from The China Graduate School of Theology in 1985.

Mr. Mau set up *The Paradigm Shift Consultancy (PSC)* soon after Hong Kong reverted to China. He is now the managing director of the company. PSC focuses on change management and synergy facilitation through strategic planning & counseling, in- depth policies & industries research of the Greater China Affairs, political lobbying within the Asia Pacific Region and senior executives training & coaching in the areas of team building, change management, crisis management, six sigma, leadership enhancement, communications & presentations and advance media handling skills.

The clients that PSC now serves including the multi national corporations in the Asia Pacific Region such as Hong Kong Shell Ltd, Hong Kong Cable TV Ltd, Central Registration Hong Kong Ltd and etc. In the government & public sectors, Mr. Mau serves the Chief Executive Office and other policy secretaries of the Macau SAR Government of The People's Republic of China; Ministry of Foreign Affairs of the Republic of Singapore in Hong Kong, Radio Television Hong Kong, Urban Renewal Authority, the Office of Telecommunication Authority (OFTA) and etc.

Mr. Mau had been a seasoned journalist in Hong Kong for over 15 years. He specialized in Hong Kong political development, macroeconomics and diplomatic news. During his journalistic career, Mr. Mau has served HK Economic Journal, HK Economic Times, and Sing Tao Daily and acted as the program host of current affairs of Metro Broadcast. He speaks & writes frequently as a news commentator in the local & international media. As a competent journalist, Mr. Mau has interviewed a number of prominent international figures including Mr. Lee Kuan-yew, senior minister of Singapore, Mr. Gareth Evans, former Foreign Affairs Minister of Australia and Mr. Chris Patten, former Governor of Hong Kong.

In his early career, Mr. Mau had worked as personal assistant to Hong Kong Legislative councilors, training consultant, public affairs consultant and graduate teachers in teaching of the advanced level classes, the general education course of the student complementary studies in the Hong Kong Polytechnic University in mid eighty and the Management Studies Courses in the School of Continuing Studies, Baptist University in late Ninety.

Mr. Mau is a founding member of the Hong Kong Christian Institute in 1988, now, being the active members of Hong Kong Journalists' Association, Foreign Correspondents' Club & the Public Relations Professional Association in Hong Kong.

2. Ms Virginia Ng, Executive Director , Paradigm Shift Consultancy

Virginia has been in the public affairs and communications business for more than 15 years, with experience in the broadcast media, non-profit organizations and the private sector, both in in-house and consultancy positions.

Prior to this, she was executive director at Forrest International (now Golin Harris/Forrest), and deputy managing director of multinational agency Hill and Knowlton Asia.

While at Hill and Knowlton, she led a 40-plus staff with responsibilities in client service, business development and financial management. During her five years at Hill and Knowlton, she won and managed some of the firm's biggest clients including American Express, British Telecom, Hutchison Whampoa, Hutchison Telecoms, China Light and Power, Hang Seng Bank, McDonald's Restaurants, Caltex Oil, Kowloon-Canton Railway Corporation (the West Rail project), the Motion Picture Association of America, the Hong Kong Award for Services and the British Council, among others.

Prior to joining Hill and Knowlton, she was director of industry research and communications at the Federation of Hong Kong Industries. Reporting to the Federation's director-general, she oversaw media relations, corporate communications and publications, industry research, and the promotion of manufacturers' perspectives on industrial policy and economic issues to the Government, legislators and the public.

Virginia was business information and public relations manager of Standard Chartered Bank's China Area Headquarters. The position entailed planning and implementation of communications programmes to re-establish the Bank's profile in China.

Before joining Standard Chartered, she was Manager, China, at the Hong Kong General Chamber of Commerce responsible for all inward trade and investment promotion activities into China. She was also a presenter and co-producer of RTHK radio one public affairs programmes.

Since 1999, she has been closely involved with the successful branding and launch of The Waterfront, a premier luxurious residential project on top of the Airport Express Kowloon Station by a consortium led by Singapore-based regional developer WingTaiAsia. She also provides strategic counsel and tactical support to the Electrical and Mechanical Services Department of the Hong Kong SAR Government in corporate and marketing communications, as well as media support to CVSC-Sofres-Media, the authority on TV audience measurement in China. She was also instrumental in the media launch of NetValue Ltd in the Asia Pacific, a Paris-based JV company specialising in internet research.

She has a Bachelor of Arts degree from the University of Hong Kong (1981), and an MBA from Kellogg-HKUST. She is a member of the Hong Kong Government's Standing Committee on Language Education and Research.

3. Ms Shirley Wong, Executive Director, Paradigm Shift Consultancy

Ms Shirley Wong graduated from the University of Hong Kong in 1980, with a Bachelor of Arts degree in English Language & Literature and Translation.

After her graduation, Ms Wong started her over 20 years of service in the government and the public organization and has since gained extensive experience in the areas of PR, marketing as well as lobbying and negotiation.

In the years when Ms Wong worked in the government-run Radio Television Hong Kong (RTHK), the mandate to run an additional Putonghua channel with limited funding led Ms Wong to start in the late 1980s an extended period of negotiation with the then Government Crown Counsel, the Broadcasting Authority and the commercial

broadcasters which formed a united front to oppose to the permission which allowed RTHK to seek sponsorship. The Putongua channel was subsequently opened in early 1990 with sponsorship concept supported by the government.

With her successful career in RTHK, Ms Wong was headhunted in 1995 by the Hong Kong Housing Authority (HKHA) to join its newly formed Information and Community Relations Division.

With the extensive business profile of HKHA, Ms Wong had a lot of opportunities to apply her PR-marketing experience and skills in strategizing/executing territory-wide community activities including Clean Hong Kong and Environmental Campaigns among the public housing tenants.

Her works on corporate PR and marketing communication ranged from the organization of International Housing Conferences held in 1996 and 2001 as well as launching the first Tenants Purchase Scheme in 1998 as part of the housing ownership directives promulgated by the Chief Executive Mr Tung Chee-hwa in his first policy address in 1997.

Ms Wong's last and most important assignment in HKHA was her attachment to a high-power Task Force to deal with the LegCo Select Committee on the Inquiry of Public Housing Problems.

Through her career with RTHK, Ms Wong has established good contacts with the electronic media. The contacts had since been usefully employed in her subsequent PR work in HKHA.

END OF THE PROPOSAL



SYNERGY IS OUR STRENGTH SHIFT IS YOUR KEY

Paradigm Shift Consultancy

Political Communications & Lobbying | Strategy Counselling | Executives Training & Coaching

A one-stop *HIGHLY EFFICIENT
EFFECTIVE & RELIABLE*
consultancy services company in the
areas of

POLITICAL COMMUNICATIONS

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SENIOR EXECUTIVES TRAINING & COACHING

IN THE GREATER CHINA REGION

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Paradigm Shift Consultancy

《新觀點顧問公司》

“Synergy is our strength Shift is your key”

Paradigm Shift Consultancy is a total solution provider, positioned as a political lobbying & communications, strategy counseling and corporate training for senior executives consulting company to enterprises in the business sector, institutions in his public sector and not-for-profit organizations in Hong Kong and the Greater China Region. It is founded on 25 May 1998, the time when Hong Kong is undergoing drastic changes that not only reshape her political, economic and social outlook, but also re-structuring her cultural fundamentals. To cope with these unprecedented changes, leaders of the enterprises have to be open-minded, prudent yet proactive. They have to develop a new understanding of their environment, consider new factors vital to their existence, and redefine enterprises' common goal and experiment new approaches to management and evaluation. *They need a paradigm Shift.*

Paradigm Shift Consultancy recommends to Paradigm Shift seekers a new model of management of change: ---

A new Perspective of seeing
oneself and the environment

(Information Processing)



Internal Strengthening

(Human Resources Training)



New Market Positioning

(Public Communications)

Paradigm Shift Consultancy is led by Mr. Mau Chi-wang, managing director. The team includes two executive directors, one research & innovations director and other secretariat staff in supporting its consultancy business. In addition, we have a board of advisors, which composes a team of academics and resource persons from various disciplines whom they are coming from the local and overseas universities and the

professional community in the Greater China Region.

The following selective credential and experiences could show some of our business activities in the recent years since we set up on May 25, 1998 in the areas of **political communications & lobbying, media training, crisis management, strategy counseling, change management, marketing consultancy and other senior executive's trainings & coaching** in Hong Kong & the Greater China Region.

1. The public affairs & communications consultant to Mr. Edmond Ho, Chief Executive and Mr. Victor Chan, Director, Government Information Bureau of Macau SAR Government. Our role is a trainer of the media & communications skills, policy research and a think tank advice to them. (July 2000—present)
2. The public affairs consultancy & background briefings services to The Consulate General of Republic of Singapore. Our role is to provide professional public affairs consultancy services to Mr. Toh Hock Ghim, Consul General & his colleagues in the Hong Kong office. (September 2001--- present)
3. Team building training workshops for the top & senior management of the Office of Telecommunications Authority (OFTA), HKSAR Government. The basic objectives of such training are to facilitate their senior staff to have a solid team spirit so as they could become more pro-market, pro- liberations & pro- consumers. (September 2001--- August 2002)
4. Urban Renewal Authority---- In designing & conducting change management workshops for the senior executives up to its chairman & managing director of URA .The prime objectives of these workshops is to equip URA with a new managerial mind-set in order to support URA to lead the changes and its transformation. In addition, their relationship with all its stakeholders is also being addressed. (June 2001--- January 2002)
5. Companhia de Telecomunicacoes de Macau (CTM) --- in designing & conducting a workshop on the "The Protocol & Other Ceremonies ---- Skills, Understandings & Development" for the senior executives of the business units & public relations department of CTM at the times of the telecommunications de-regulations trends and policies starts in Macau (June 2001)

6. Central Registration Hong Kong Ltd--- In providing the media training, crisis management and change management workshop for their executives after the MTR IPO duplicate shares. (December 2000--- Jan 2001)
7. Hong Kong Cable Television Ltd & I-Cable Ltd --- the client wants to arouse the public awareness and of the inadequate competitiveness of the TV market during the discussion of granting the license of PAY TV and the issue of dominant player is one of the key message my client wants to pursue. Our role is to do some media / political lobbying to the concerned parties. (Date: December 1999---July 2000)
8. Three International Information Technology Corporation, STD (Canada) Group, Net Era Solution (Canada) & I-Platform (North America) wish to start their business in the Greater China Region in the field of internet total solution business and its application, software consultancy and IT headhunting. We give them strategic input and advise on government relationship, venture fund sponsorships, marketing and corporation communications. (Date: August 1997--- December 1999)
9. Shell Hong Kong Ltd. A multi-national oil group in Hong Kong --- Shell wants to strengthen the relationship with HKSAR government, media, and the political arena. Our role is to give strategic advice, political lobbying and networking especially on the Consumer Council Study Report ----- "Energizing the Energy Market" early this year and the recent oil price debates. (Date: March 1998--- present)
10. Others selective clients included conducting several training courses on the understanding of the latest development of Telecommunications in China with Hong Kong Telecom Ltd, a judicial review lobbying case for ChinaChem Group. Besides, we had undertook a post 1997 political & economic risk analysis consultancy research for a ministry of a government in the Asia Pacific Region; the Department of Psychology, HKU for marketing & conducting the Human Resources Training--- " Chinese Personality at Work (CPW) & Profile of Motivated Abilities (PMA) Workshop with Dr Harry Hui; the China Business Center, HK Polytechnic University for marketing & promotion of their course, seminars, research services and collaborations for some conference and internet projects with them.

Professional CV of Mr. Mau Chi Wang

Mr. Mau Chi- wang, Managing Director, Paradigm Shift Consultancy

Mr. Mau Chi Wang graduated from The Chinese University of Hong Kong in 1979 with an honour degree majoring in economics and minor in Government & Public Administration. He later received a diploma in education in 1983 from CUHK and a Master of Christian Studies from The China Graduate School of Theology in 1985.

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繆熾宏先生 — 新觀點顧問公司董事總經理

繆熾宏先生於一九七九年在香港中文大學畢業，主修經濟，並在一九八三年獲教育文憑。在香港回歸中國後，成立新觀點顧問公司，主要提供有關轉變管理及概念融和等服務。該等服務要透過策略規劃，大中華地區有關政策與行業深度研究及政治游說項目具體落實。該公司的客戶包括本港的跨國企業集團。

在過去數十年，繆氏為香港資深新聞工作者，擅長政治發展、宏觀經濟及外交新聞的報導與評論。他曾在信報、經濟日報、星島日報及新城電台擔任重要政治編輯等職務。繆氏也經常在本地及國際傳媒撰寫或廣播其有關政經評論。他曾深入專訪新加坡政府內閣資政李光耀，前澳洲外交部長伊文斯與前港督彭定康等。

除了新聞傳播業外，繆熾宏於畢業早年曾擔任立法局議員助理，中學預科級別教師，培訓及公共事務顧問等工作。

END OF THE BROCHURE