






04

Hexagram 15 :
Qian/謙 (Humility)






Hexagram 15: Qian / 謙 (Humility, Modesty)

- The Lower Gen (Keep Still, Mountain) + The Upper Kun (Submissiveness, Earth)
- One must **avoid overflowing after** having gained abundant possessions - **Da You (14) / 大有** , so Qian / 謙 (15) is granted. Mountain should be above the earth, but here it is below. The internal trigram Gen remains still, while the external trigram - Kun exhibits submissiveness. Likewise restrain oneself internally and appear submissive externally.
- The internal hexagram is Xie (40) / 解 (Literally cut the horns off an Ox) ie - Dissolve (conflict) & alleviate (strained relationships) . Its changing hexagram is Lu (10) / 履 - to carry out tasks according to etiquette , which is behaving humbly. Qian (15) / 謙 & Lu (10) 履 are 2 facets of the same subject.
- It won't do any harm if a person always behaves with appropriate humility in accordance with his station & circumstances hence neither the hexagram text nor any of its lines carry any ominous signs.
- The norm of heaven is to provide aid downwards & brighten those below: the norm of earth is to be at the low position, but to go upwards. The norm of heaven is to **lessen what is full & add to Qian (15)**. The norm of earth is to **convert what is full & pour it into Qian (15)**. The norm of ghosts & gods is to **harm what is full & bless Qian (15)**; the norm of humans is to **dislike what is full & adore Qian (15)**. Qian is dignified & brilliant, lowly & not overtaken, it is where a gentleman finally belongs



Hexagram 15 : Qian/謙 (Humility,Modesty)

The norm of Heaven is to assist those below to in performing with humility and brighten the norm of Hexagram 15:Qian. That of Earth is to be at a low rank,but striving upward:

- Thus lines 1&2 in the earthly domain must humbly cultivate themselves & establish their inner quality in order to develop upwards,while staying low.If they are activated together,the hexagram will become **Tai(11)/泰**  ie those above & below engage in a smooth, unobstructed, harmonious & peaceful state.
- Lines 5&6 in the Heavenly domain must correct those actions that don't confirm to Qian(15) in order to manifest true humility,if both act simultaneously,the hexagram changes to **Jian (53)/蹇**  -gradual,step by step progress .
- Lines 3 & 4 in the Human domain must act humbly to be promoted ,or avoid calamity.If they are both activated,**hexagram 16:Yu/豫**  results,which is instrumental in launching a new undertaking (establishing a ducal estate) and taking aggressive action when carrying out an arduous mission.

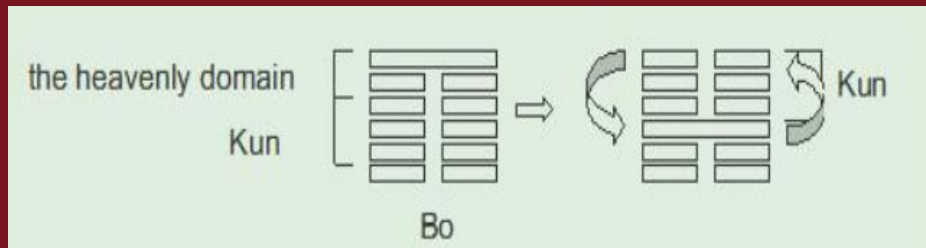


Hexagram 15 : Qian/謙 (Humility,Modesty)

1) Humbly cross the river. When the line changes to masculine-**Ming Yi**(36)/明夷 ䷣ -brightness being tarnished ie suspension of aspirations & actions (2)**Call of birds/resonating Qian**.The 5 virtues that constitute **Qian-Tenderness,Goodness,Reverence,Simplicity in living & Acquiescence** resonate with line 3 & the Zhen of the inner upper trigram .The hexagram which forms when this line is activated is **Sheng** (46)/Sheng ䷫ ,to rise ,where virtuous people are promoted(3) **Hardworking Qian**-To work hard,but w/o exaggerating & to attain merit w/o taking credit for it.When this line changes to feminine-**Kun**(2)/坤 ䷁ -Earth that adheres to heaven (4)**Manifesting Qian** (15)- Exhibit humility in an eye-catching way.,when serving the King at 5.The hexagram changes to 62:**Xiao Guo** /小過 ䷽ ,a slight excess of moderation (5)**The King is esteemed**,not arrogant or feeble either.(**Qian is not used because there is no need for the king to be humble**,but **he should not abuse his power to oppress others either.He can attack to correct disobedience**.Should this line turn to masculine & become arrogant the hexagram becomes 39:**Jian**/蹇 ䷦ -difficulty in proceeding & sits in the middle of upper triangle kan,trapped in a crisis.6)**Dispatch troops to conquer the manor**-6 makes use of 3 to establish true humility.When line 6 becomes masculine the hexagram changes to 52:Gen/艮 ䷳ -stop & move when required,



Hexagram 15 : Qian/謙 (Humility,Modesty)



Line 3 is the representative line of Hexagram 15 : Qian/謙 (Humility,Modesty).

Line 3 ,of Hexagram 15:Qian/謙-Humbleness ,was originally Line 6 of Hexagram 23:Bo/剝
-Decline,where all lines below its line 6 are overpowered by feminine,so line 6 descends from the heavenly domain to be generous to those below,to reinforce the foundation.This signifies that Hexagram **Qian(15)/謙** is created by accommodating those below while staying high.On the other hand **Line 3 of Hexagram Bo /剝** ,located at a lower rank ,then ascends and causes the **Lower Trigram Kun**(the norm of the earth), to **move to the top**.By moving the mountain (of Trigram) Gen below the (Trigram) Earth,Hexagram Qian(15)-Humility is formed.

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OUR JOURNEY:
HUMBLE BEGINNINGS



Cafe de Coral (大家樂) had humble beginnings .Is founders having previously failed at the wig business & then having their noodle shop in an unsafe building disallowed by the government .However, at each stage they took their insights & learnings to build back better,next-time,with the understanding that ‘a mistake is a mistake only if they don’t learn from it’.They behaved exactly like the 謙謙君子 -doubly humble Junzi ,being humble & humbly cultivating himself, of **Line1 of Hexagram 15** & so were able to cross the big river (用涉大川) ie they were able to overcome difficulties & successfully undertake a great task.

Behaving humbly enables a person to easily receive assistance from others and rise .And humbly cultivating oneself means admitting one’s weakness & enhancing oneself accordingly.This attitude & comportment is required to undertake a great task.

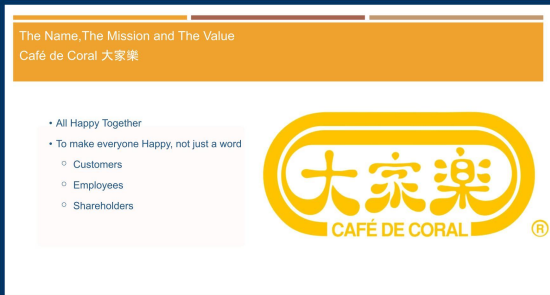
However,should a person fail to behave humbly,the line changes to masculine & Hexagram 36:Ming Yi/明夷 - brightness being tarnished ie suspension of aspirations & actions appears.



Hexagram 15 : Qian / 謙 (Humility,Modesty)



The inner lower trigram Kan ,denotes a solid heart.Line 3 is its representative line & representative line of Hexagram 15: Qian & is the core of humility.Line 2 which possesses the the principle of moderation,sustains line 3 which occupies it,and is the representative line of the upper inner triagram Zhen-thunder.It acts justly in following the tone of line 3, creating resonance. Thus :**Resonating Qian/鳴謙**.When,the second line becomes yang, the triagram becomes Xun (Wind also representing rooster))from Gen(Mountain).When one cock starts crowing, others also start crowing-hence the 鳴 of 鳴謙 referencing bird calls.



When the founders of Cafe de Coral(大家樂),meaning :Everyone (is) Happy, decided that making all stakeholders ie employees, customers & owners happy, would be the central goal of their business & they would do everything to nurture a sense of happiness & thus kick start virtuous cycles of happy employees,doing their best to serve customers & delighting them,resulting in happiness for the ownership & institutionalizing this process via ESP plans ,decentralization of store management,focusing on employee-family welfare & advancement etc,

they put in place the systems for all stakeholders to cooperate harmoniously ,their exemplary performance & output , gaining people's recognition by word of mouth (resonating bird calls) & helping them grow their goodwill & reputation , leading to **Sheng(46)/升/䷭** ,to rise as line 1 as of Sheng gets drawn up effortlessly.Tai/泰-Smooth ,unobstructed state,gains & prosperity is thus created as lines 1&2 of Qian change polarity-䷀

Hexagram 15: Qian/謙 (Humility,Modesty)



The Sheng activated at Line 2 of Qian (15)/ 謙 Hexagram , led to upward progress ,as the leadership of Cafe de Coral (大家樂) was able to do External Bi (per Line 4 of Hexagram 8:Bi/ 比) with media & celebrities and extend the reach of their messages & grow their business.

Hexagram 15: Qian/謙 (Humility,Modesty)

Line 3 of Hexagram 15: Qian/謙 : is 勞謙君子 -Hardworking Junzi ,the superior man of (acknowledged) merit, and yet humble. This is precisely the reputation earned by the leadership of Cafe de Coral(大家樂) as they went about quietly building their business from the ground up & growing it surely & steadily.

Key Takeaway

Identify the **Demand** and Satisfy it **Innovatively** and **Creatively**

- Stay vigilant and responsive to External Changes and Challenges
- Internally, develop effective strategies to embrace and adapt to changes

What

- Meals for --
- People in a hurry
- People who do not want to cook
- Speed
- Good value for money/quality

Where

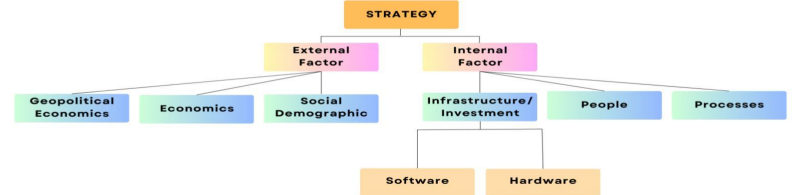
- Hong Kong
- Transport Hubs
- Factory buildings
- Office districts
- Public housing estates
- New Towns
- Overseas
- Greater Bay Area

How

- Self-service: the first of its kind in Hong Kong
 - Embracing new media and technology
 - Telephone booth in the restaurant
- Reshape Food Culture:
Fast Casual

Analytical Framework

Application to the Success of Cafe de Coral's development



As **Line 3** is in the position of **marching upwards** to the upper triagram ie **elite society**.It must work hard but not seek merit ,which will allow it to obtain the support of those above while moving upwards.

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This is precisely what happened, as Cafe de Coral(大家樂) received the support of merchant bankers and was able to list in the HK stock exchange in 1986, the first IPO of a catering company.

Listed on Hong Kong Stock Exchange in 1986

- The first publicly-listed catering company in Hong Kong
 - Initial share price of HK\$1.18
 - Raised more than HK\$43 million
 - Stimulus upgrade service and build the brand
- Managing Pressure from Public Scrutiny



Line 3 is the only masculine line amongst 5 feminine lines of Qian(15)/謙. The upper trigram **Kun** denotes people and submission. **Line 3** represents the upper inner trigram **Zhen** -to move. Hence in addition to Line 2 below, **Line 3** also drives the the people who submissively stay above it. Thus hundreds of thousands of people follow/obey it - The situation of the Cafe de Coral(大家樂) leadership after IPO & public (retail) shareholding.



Qian(15)

Hexagram 15: Qian/謙 (Humility,Modesty)

After **Line 3 of Hexagram 15: Qian/謙 (Humility,Modesty)** bears hardship till the end ,with humility ,without seeking merit and gets the support of people, including those above, the Hexagram that appears is **Kun(2)/坤** ䷁, which submits to **Qian(1)/乾**-the Leader ䷀, and acts as Assistant & Adherent.

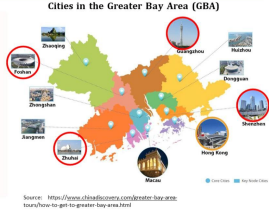
And so needs to 撝謙 -**Brandish /Flaunt Modesty** ,in an eye catching way,(like waving a flag) of **Line 4 of Hexagram 15: Qian/謙 (Humility, Modesty)**,**splitting & multiplying** humility (another meaning of 撝) at the position next to power at line 5.This is what the leadership of Cafe de Coral (大家樂) were doing when they **rushed to expand into China** in the wake of Mr Deng's Southern Tour in 1992 .They didn't wish to be seen as Allying with the Bandit (Line 3 of Hexagram 8:Bi/比) nor suffer the fate of Fang Feng arriving late (Line 6 of Hexagram 8:Bi/比).When this line is fully activated it becomes **Xiao Guo (62)/小過** -Slightly in excess of moderation ䷛ .

Xiao Guo (62)/小過 -has the additional meaning of :**Small Mistake** & the image of a **(fledgling)bird** flying,the 2 feminine lines on either side being wings & th2 masculine lines its body- ䷛ .The advice is to undertake small tasks rather than large missions(like a fledgeling needing to practice safely before flying in the sky.Accordingly, Cafe de Coral (大家樂) got injured by rushing to expand into China Mainland in a big way.

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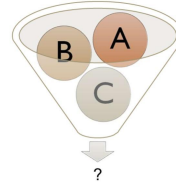
Difficult Decisions for Leadership

- Correct errors
 - Closed most of the stores in China decisively
 - Kept **Six** stores as seeds in Guangdong
- What and where to keep the seed stores
 - Stores with less losses
 - Strategically located in major cities in GBA
- Intensive operation in Hong Kong
 - Back to basics in Hong Kong
 - Re-align everything
 - Consolidate the portfolio



Difficult Decisions for Leadership

- Experiment with Operation Methods in Mainland China
 - Method A: Management team from Hong Kong
 - Method B: Local management team
 - Method C: Gifted one of the stores to a returning veteran employee on the condition that the employee must provide operational data of the store for the company's reference



Which method will be proven to be the best one?

Expand into GBA with Solid Market Knowledge

- Solid understanding of the consumer need in Southern China
- Localization
 - Human resources
 - Services
 - Food Taste
- Good relationship with the communities



Once the leadership of Café de Coral(大家樂) shut down most of the loss making stores in Beijing and started generating empirical data on what works by way of operations method in China Mainland, they **quit (不富, 以其鄰)** counting on wealth (power/prestige) in associating with their neighbours and started adopting the correct norm of **Line 5 of Hexagram 15: Qian/謙 (Humility,Modesty)**. They were then able to make good progress via External Bi by developing good relations with local communities,localizing HR,service,tastes & understanding consumer needs.

Since Line 5 is the King's position, its text does not contain the word 謙 -Humble. However, should restraint not be shown, **Hexagram 39: Jian /蹇**-Difficulty in proceeding, appears. ☵☶→☵☵



Qian(15) to Jian(39)

Hexagram 15: Qian/謙 (Humility,Modesty)

Management Succession

A. Cost:

- Improve operational efficiency,
- Embrace digital age and accelerate transformation.

B. Middle management:

- Through internal promotion & some external hiring
- Top management team , mostly outside recruitment to adapt to new skills sets requirements, by stages. Charting the new non-family operate model through an engaging board and professional management.

C: Pilot Run

- Turning the 3 years pandemic challenges to the best management team ability testing ground.



Line 6 is the Chairman's position.

A feminine line ,in a feminine position 6,at the top of Hexagram 15: Qian/謙 (Humility,Modesty)and the top of submissive trigram Kun, is very humble,but is able to correlate with the strong masculine line at 3 to have true humility restored ensure its aspirations are realized.

non-family operate model of succession & hiring a professional board & management (Video 2-5:27) , Chairman Sunny Lo is now in the position of being able to dispatch the troops and conquer the manor (利用行師, 征邑國) ie correct things with & within his own organization by relying on the executive management at Line 3.

The hexagram that forms when this line changes to masculine is **Gen(52)/艮** which stops and moves when required.Thus when humility acts appropriately at the right time,the norm of Hexagram 15: Qian/謙 (Humility,Modesty) radiates.

