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Hong Kong General Chamber of Commerce
香港總商會1861



抓緊最後一份施政報告帶來的改變機會

Final Policy Address Chance to Make a Difference

By **Anthony Wu** 胡定旭

Much has been said that the last year of Donald Tsang would be an uneventful year, and that his administration would be in caretaker mode. We have no insider knowledge on whether that would indeed be the case; nor do we want to speculate. But we do harbour hopes that Tsang will leave a strong legacy of pro-competitiveness policies.

As we prepare the Chamber's submission for the Chief Executive's last Policy Address, we see that the year in front of us can be a time for instigating some real and fundamental changes that will benefit Hong Kong enormously, and take us all to a higher plane.

First and foremost, your Chamber highlights that improving the environment is the number-one priority. It is clear that Hong Kong people have been yearning to see the return of the blue sky, so that we might wrestle back the place we used to know from smog's stranglehold.

While we express understanding that it requires a regional solution to solve the overall air pollution problem, we point out that for residents going about their daily lives and people working in much of the urban areas, it is road-side pollution that brings tears to our eyes. We urge for swift and decisive action to replace the old buses and trucks still running on the road. You may recall that it is not the first year we raised the clean air issue. The community is urging faster progress. The two-year trial scheme involving six hybrid buses along busy corridors falls far short of the sort of progress that the vast majority of our community has been hoping to see.

We urge the Chief Executive to lean on the clean air issue and display his leadership in hastening the delivery of a solution. Polluted air drives away businesses and harms the health of those who stay. It is the area in which substantial spending will be supported, because the benefits would be exponentially bigger.

Environment aside, we reiterate our call for a lower tax rate for SMEs, which has been our proposal for over a decade. We expressed frustration that the government has not responded to it. We argue that giving SMEs a preferential tax rate for a defined amount will not damage our tax system by complicating it. The government owes the SMEs a proper response on this matter.

Last but not least, we respectfully remind the Chief Executive that we remain hopeful that he will fulfill his pledge in his election platform: "to return the profits tax rate to 15%." We do believe that the conditions are favourable for acting on it now, when the momentum of economic growth is strong and government consistently records huge annual surpluses. These are a few key points in our submission. For the full submission, visit our web site. 

有言論指曾蔭權任期的最後一年會是風平浪靜的一年，其率領的政府會進入看守狀態。我們沒有內幕消息，未能得知有關說法是否屬實，亦不想作出推測。然而，我們倒希望特首會給我們留下一些促進香港競爭力的政策。

我們就行政長官最後一份施政報告擬備總商會建議書時，認為未來一年是推動一些實質、重大變革的時機，而這些轉變將為香港帶來巨大的效益，令我們更上一層樓。

首先，本會強調改善環境是首要的重點工作。無疑，港人一直渴望重見藍天，因此我們應竭力衝出濃霧的封鎖，回復香港昔日的迷人面貌。

儘管我們明白整體空氣污染的問題需要一個地區性的方案來解決，但我們亦指出路邊污染才是市民日常生活和工作所面對的困擾。我們促請政府採取即時和果斷的行動，淘汰仍在路上行走的舊式巴士和貨車。各位會員也許記得，我們已不止一年提出清新空氣這個議題。

社會各界正呼籲加快有關進展，而政府資助購置六輛混合動力巴士在本港繁忙路段試驗行駛的兩年計劃，亦遠遜於大眾期望看到的進展。

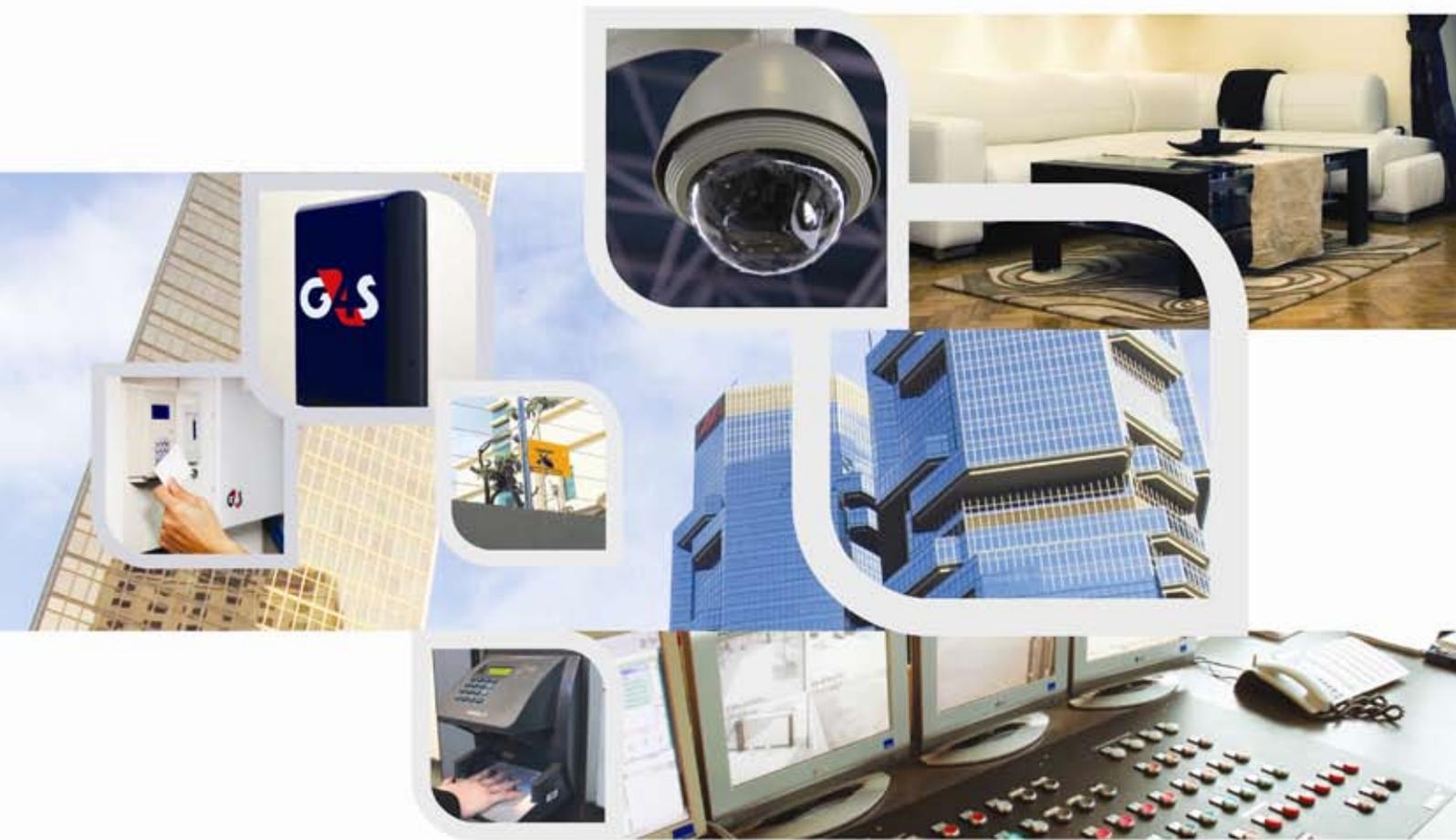
我們促請行政長官藉著清新空氣的議題，展露他的領導才能，加緊推出解決方案。空氣污染除了使企業卻步，還危害留港人士的健康。這是個值得大量撥款的範疇，因為其好處多不勝數。

除了環境議題外，我們重申了降低中小企稅率的訴求。我們已經提出有關建議十多年，但對於政府仍未作出回應，我們感到失望。我們認為，就中小企的指定收入金額提供優惠稅率不會損害本港稅制，使之變得混亂複雜。在這件事上，政府尚欠中小企一個適當的回應。

最後，我們恭敬地提醒行政長官，我們仍然期望他會兌現其政綱內的競選承諾：「把利得稅調低至15%」。鑒於經濟增長勢頭強勁，加上政府長期錄得巨額的年度盈餘，我們確信現時的條件適合履行有關承諾。以上是我們建議書中的幾項重點，全文請瀏覽本會網站。 

Anthony Wu is Chairman of the Hong Kong General Chamber of Commerce.
胡定旭為香港總商會主席。





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China: A Global Growth 'Bright Spot'

中國：全球增長「亮點」

China's economy remains on a strong footing, propelled by vigorous domestic and external demand, the IMF said in its latest assessment. Highlights include:

- * GDP growth forecast at 9.5%, inflation falling to around 4%
- * Key policy challenge to accelerate ongoing economic transformation
- * Financial sector reform will be central
- * Role of China in global economy continuing to grow

國際貨幣基金組織的最新評估表示，中國經濟仍然穩健，這有賴龐大內外需的帶動。重點包括：

- * 預料經濟增長9.5%，通脹下跌至約4%
- * 主要政策挑戰加快持續的經濟轉型
- * 金融業改革勢在必行
- * 中國在全球經濟中的角色繼續加強



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58% of Hong Kong Consumers Have Not Enrolled in Any Retailer Reward Program

58%香港消費者未有參加任何零售商獎勵計劃

Cash coupons, discounts and cash rebates are the top attributes that drive consumers in Hong Kong to enroll in shopper loyalty reward programs, according to a study released by Nielsen. In order to retain shoppers, retailers have launched different kinds of reward programs, either in the form of point redemption or cash rebates to encourage shopper loyal buying behavior. As a result, consumers are changing how much they spend and the way they interact with retailers. It is important for marketers to understand what shoppers are actually looking for from the reward programs in order to prompt consumers to further spend at their preferred outlets.

According to the survey, cash coupons (60%), discounts (57%) and cash rebates (53%) are the most important attributes that trigger consumers to enroll in a retailer reward program. Almost six in 10 (58%) respondents said they have not joined any grocery retailers' reward program, primarily due to the complicated application process (17%), lack of interest (16%) and unattractive rewards of the programs (15%).

市場調查公司尼爾森的最新研究指出，現金券、折扣優惠和現金回贈是推動香港消費者參加客戶獎勵計劃的三大誘因。為保留客戶，零售商會推出各種獎勵計劃，以積分換領或現金回贈的形式，鼓勵客戶經常購買他們的产品。結果，消費者會改變他們的消費金額，以及與零售商互動的方式。因此，市場推廣人員必須了解購物者對獎勵計劃的真正需求，從而鼓勵消費者在他們喜愛的商店繼續購物。

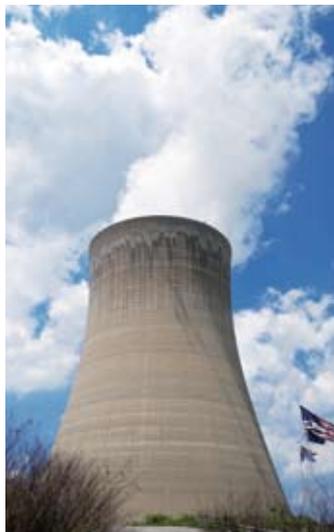
根據調查，現金券（60%）、折扣優惠（57%）及現金回贈（53%）是促使消費者參加客戶獎勵計劃的三大因素。近六成（58%）受訪者表示，他們並無參加過任何雜貨零售商的獎勵計劃，主要原因是申請手續繁複（17%）、缺乏興趣（16%）及獎品不夠吸引（15%）。



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U.S. Remains Favourable Toward Nuclear Power

Nearly 80% of U.S. residents feel secure about the overall state and safety of nuclear energy and power plants, according to new research from TNS. In light of the dramatic energy policy shift recently announced from Germany as well as the continuing nuclear power plant setbacks in Japan, the survey found an overwhelming 90% of U.S. respondents said these recent events had little to no effect on their concerns over U.S. nuclear energy safety. Support for building new facilities was moderate (45% of respondents supported building new facilities), but only 14% strongly opposed future construction.



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美國人仍支持核能

根據民調機構TNS的最新研究，近八成美國居民對核能及核電廠的整體狀況和安全性感到放心。儘管德國近日宣布大幅調整能源政策，以及日本核電廠危機持續，但九成美國受訪者表示近日的事務甚少或並無影響他們對美國核能安全的關注。興建新核電廠的支持率屬於中等（45%受訪者支持興建新核電廠），但僅14%強烈反對日後興建新核電廠。

零售商設法評估社交媒體投資的價值

經濟學人信息部一項由SAP贊助、題為《社交購物者：利用社交媒體的龐大影響力》的調查表示，在零售界，人們對於社交媒體相對其他市場推廣方法的效用仍然未有定論，部分原因是他們還未找到好的評估方法。多達84%受訪者認為他們在評估社交媒體計劃方面的成效為一般或差劣，僅4%表示他們已有先進的評估方法，可以把社交媒體宣傳活動與零售銷售額之間的關係直接連繫起來。

其他調查結果包括：

- * 五分之一零售商未有使用任何數碼渠道與客戶溝通。九成美國網民每月瀏覽社交網站最少一次，平均每月花四小時以上。因此，21%受訪零售商表示他們未有使用任何數碼渠道與客戶溝通，這個結果令人意外。
- * 利用社交媒體進行市場推廣，容易達到產品宣傳的效果。逾半（56%）受訪者利用社交媒體宣傳全新或現有商品，32%則提供優惠券或其他購物優惠。雖然這些宣傳符合市場推廣人員慣常使用的手法，但有關活動並未充分利用社交媒體的潛力，協助零售商對顧客加深了解。
- * 社交媒體正逐漸影響公司組織的其他範疇。逾三分之一（37%）受訪者表示，他們現正設法把社交媒體的見解融入產品及採購業務。此外，15%表示他們已根據社交媒體的見解，推出了最少一項新產品。為充分利用社交媒體，報告表示，零售商可遵守以下原則：
 - 一致性。實施政策確保其品牌承諾在所有媒體渠道保持一致，包括社交媒體。
 - 社群。明白社交媒體不單是一個溝通渠道（由零售商控制訊息），更是一個由個別人士組成的社群，用以分享他們對某個品牌、產品或產品種類的興趣。
 - 合作。超越客戶服務的目標，與不同部門分享見解。
 - 承諾。從高級管理層到前線人員，全都認同社交媒體的好處。

Retailers Struggle to Measure Value of Social Media investments

In the retail sector, the jury is still out on the effectiveness of social media relative to other marketing methods, in part because good metrics remain elusive. So says an Economist Intelligence Unit survey, summarised in *The social shopper: harnessing the disruptive influence of social media*, sponsored by SAP. A striking 84% of respondents rate their effectiveness at measuring social media initiatives as average or poor. Only 4% say they have advanced metrics in place that can tie social media campaigns directly to retail sales.

Other findings of the survey include:

- * One in five retailers is not using any digital channels to communicate with customers. Nine out of every ten U.S. Internet users visit a social networking site at least once a month, spending more than four hours on average on these sites monthly. So it is surprising that 21% of retailers polled say they are not using any digital channels to communicate with customers.
- * Product promotions are the low-hanging fruit of social media marketing. More than half (56%) of survey respondents are using social media to promote new or existing merchandise, while 32% are offering coupons or other purchase incentives. While such promotions are consistent with the way marketers have always executed campaigns, these activities do not take full advantage of social media's potential to help retailers develop a deeper understanding of their customers.
- * Social media are slowly influencing other parts of the organisation. More than one-third (37%) of respondents say they are currently exploring ways to incorporate social media insights into product and merchandising operations. And 15% say they have launched at least one new product based on social media insights. To gain most advantage from social media, the report says, retailers can follow the following principles:
 - **Consistency.** Implementing policies that ensure their brand promise remains consistent across all media channels, including social media.
 - **Community.** Understanding that social media are not purely a communications channel – in which the retailer controls the message – but are more a community of individuals who share an interest in a brand, a product, or a category of products.
 - **Collaboration.** Moving beyond the customer service objective and sharing insights among different departments.
 - **Commitment.** Securing buy-in to the benefits of social media – from senior management to front-line personnel.



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Advertising: OMJ Media
Tel: 2375 2311 Fax: 3015 3747 Email: jeremy@omjmedia.com
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276-278 Lockhart Road, Wanchai, Hong Kong
Tel: 2893 0944 Fax: 2832 7903 Email: info@omac.com.hk

主席：胡定旭
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圖文傳真：2527 9843
網址：www.chamber.org.hk
承印：奧瑪製作室有限公司
香港灣仔洛克道276-278號
安隆商業大廈13字樓B室
電話：2893 0944
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機場2030規劃大綱

Airport Master Plan 2030

By Jeffrey Lam 林健鋒

The Airport Authority Hong Kong last month released its 20-year development blueprint for Hong Kong International Airport to solicit the public's views on the airport's future direction. The Hong Kong International Airport Master Plan 2030 outlines two development options to meet Hong Kong's fast-growing aviation needs beyond 2020, when the airport's two runways are expected to reach saturation point.

One option is to build a third runway, which will require reclaiming about 650 hectares of land north of the existing airport island. That will cost approximately \$130 billion. The other option is to enhance the existing dual-runway system and airport facilities, which has an approximate price tag of \$40 billion.

In addition to the huge cost, the building of a third runway and reclamation works will have an environmental impact. Inevitably, there is a lot of debate about the project, but the key question being asked is: which option best serves Hong Kong's long-term development?

Despite the lower cost, the dual-runway option would only help to meet air traffic demand for the medium term up to 2020, after which the airport is estimated to lose nearly 1 million flights and over 100 million passengers in the ensuing decade. A third runway and its associated facilities, on the other hand, will allow the airport to handle more than 600,000 flights annually. This will cover Hong Kong's aviation needs up to 2030, and generate an estimated \$912 in economic benefits over the next 50 years.

In addition to meeting Hong Kong's aviation needs, a third runway will also enhance our economy and competitiveness in the long run. The aviation industry is a cornerstone for the development of the four pillar industries (finance, trade & logistics, tourism, and professional services) of Hong Kong.

Our neighbours – Shenzhen, Guangzhou, Shanghai, and Seoul – all have plans to build new runways to meet their aviation needs. So if we take a wait-and-see approach until a bottleneck occurs, this will give our competitors a window of opportunity and undermine our position as Asia's leading aviation hub. Moreover, the later construction starts, then the higher the cost will be, which will stir more controversy.

Investing in a third runway is therefore a pressing need. To expedite the project, relevant authorities need to work out a comprehensive plan to control construction costs, and also reduce the ecological impact of the project. ✨

Jeffrey Lam is the Chamber's Legco Representative.
林健鋒為香港總商會立法會代表。

機場管理局上月就香港國際機場未來20年的發展藍圖展開公眾諮詢，以應付機場於2020年後高增長的航空需求。其中一個方案是在機場島以北填海650公頃興建第三條跑道，涉及總成本1,300多億元，是歷來各項基建之冠；另一方案則是斥資400多億元提升現有的雙跑道和硬件。

對於以巨資興建第三條跑道，加上填海及工程對環境影響等問題，社會上無可避免會有一些爭議，問題是哪一方案對香港長遠的發展最為有利。雖然雙跑道方案的造價便宜很多，但這方案只能充當權宜之計，應付2020年前中短期的航空交通用量，但屆時香港機場的升降量便會達致飽和。

反觀興建第三條跑道，可以應付每年逾60萬架次飛機升降，滿足2030年前的航空需求，為香港未來50年帶來9,120億元的經濟收益。相反，香港機場飽和後的首10年便會流失了近100萬架次航班及逾1億乘客人次。

除了經濟效益和應付航空需求之外，興建第三條跑道還涉及提升香港長遠競爭力的問題。航空業是香港經濟的四大支柱產業——金融、貿易及物流、旅遊及專業服務——的發展磐石，隨著經濟全球一體化，香港需要依靠航空運輸振興四大產業的發展，從而促進其長遠競爭力。

綜觀香港鄰近的城市均積極地擴大其航運版圖，廣州白雲機場、上海浦東機場、深圳寶安機場及南韓仁川機場等均計劃增建跑道，未來會擁有三至五條跑道。假若我們堅持墨守成規，要等到出現瓶頸效應才亡羊補牢，屆時只會被競爭對手迎頭趕上，有損香港亞洲航運之都的美譽；而第三條跑道愈遲動工，造價必然會愈為昂貴，社會上的爭議亦會愈大。

因此，興建第三條跑道是刻不容緩的事。當然，有關當局要妥善計劃，控制建築成本，減少對環境生態的影響，使工程可盡快落實。 ✨





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The Chamber's 15 Cherry Trees

By Alex Fong 方志偉

Over 150 active members gathered with the Chamber's leaders for the 2008 Chamber Summit for a half-day intensive discussion, which generated a 15-point action guide to steer Hong Kong's through the financial tsunami. Christened the "15 Christmas Trees," these were adopted as the basis to guide the Chamber's agenda for the ensuing two years.

At the end of last year, we reviewed the progress of the action agenda, and developed an updated version to guide the Chamber's agenda for the coming few years. Although the economic recovery was well underway by that time, and China's economic growth continues to offer tremendous opportunities for Hong Kong, the business community remains frustrated about the lack of progress on many of the major issues concerning Hong Kong's development. Questions were raised on what should or could be done to maintain Hong Kong's competitiveness, Hong Kong's future as a sustainable community and the opportunities that could be created through the increased connectivity between Hong Kong and our business partners around the world.

Many participants harbor worries that policy makers, politicians and media opinion leaders alike no longer embrace Hong Kong's "success formula" – free market, minimalist government intervention – which has served the territory well.

This issue, along with a wide-ranging discussion shed light on possible options for the way forward, not just for the Chamber, but the entire business community and anyone who has Hong Kong's long term well-being at heart. These ideas blossomed into the 15 Cherry Trees.

Your Chamber will be developing initiatives to strengthen our work based on this list through our committees. Some of the goals are in progress; some have been executed, such as the "Corp-tizens On Call" (COC), which we launched at our gala dinner on May 27 you can read more about COC on page 64). I look forward to your active participation in nurturing the development and implementation of these projects. ❀

總商會於2008年舉行商界高峰會，在為期半天的會議上，逾150名活躍會員與本會領導層一起集思廣益，討論結果其後歸納成15點的行動指引，帶領香港渡過金融海嘯。這些名為「15棵聖誕樹」的指引被採納為總商會的工作綱領，為往後兩年的發展提供明確的路向。

去年底，我們檢討了行動綱領的進程，並訂出新的綱領，作為本會未來幾年的工作議程。儘管當時經濟正在穩定復蘇，中國的經濟增長也持續為香港帶來龐大的機遇，但眾多關乎香港發展的重大議題卻缺乏進展，商界對此仍感失望，並提出若干問題：我們應該或可以做些甚麼來維持香港的競爭力？確保香港成為可持續發展的社區？以及抓緊香港與全球商業夥伴之間加強聯繫所創造的商機呢？

許多與會者憂慮，政策制訂者、從政人士和傳媒意見領袖都摒棄了香港一直賴以成功的「公式」——自由市場和最小程度的政府干預。

我們就這個議題進行了廣泛的討論，並得出一些可行的未來發展方

1	Advocate introduction of "Regulatory Impact Assessment" 提倡引入「規管影響評估」
2	Monitor the implementation of minimum wage and advocate safeguards for Standard Working Hours 監察最低工資的實施，倡議保障標準工時
3	Advocate changes to improve Competition Bill 建議改善《競爭條例草案》
4	Advocate for Health Care / Public Sector Reform 倡議醫療/公營部門改革
5	Advocate for Public Finance Reform 支持公共財政改革
6	Sector drivers for Hong Kong's growth: the four pillars and the six sectors 香港增長動力：四大支柱及六大產業
7	Human Capital Development 人力資本發展
8	Green Mobility 綠色運輸
9	Low Carbon Economy 低碳經濟
10	Innovation, Technology and Creative Industries 創新、科技及創意產業
11	Business opportunities from Greater China 大中華商機
12	Business opportunities from Emerging Markets 新興市場商機
13	Business opportunities from Globalisation 全球化商機
14	Strengthening partnership with other chambers on strategic collaborations 加強與其他商會的策略合作關係
15	"Corp-tizens On Call" 「總商燃亮」行動計劃

案，它們不僅能惠及總商會，也有利於整個商界，以至關心香港長遠福祉的所有人。此等構思已轉化成為「15棵櫻桃樹」。

總商會將透過各個委員會開展措施，以推動這份清單上所列的工作。部分目標正在籌劃中；部分已開始實施，例如「總商燃亮」行動計劃已於5月27日的會慶晚宴上啟動，詳情可參看第64頁。誠盼閣下能夠積極參與，協助我們發展和實踐這些項目。❀

Alex Fong is CEO of the Hong Kong General Chamber of Commerce. 方志偉為香港總商會總裁。





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Earlier this year, stories began to emerge that Singapore, for the first time, had a larger economy than Hong Kong. To make it worse, there was no purchasing power parity shenanigans to artificially boost the exchange rate of one economy vis-a-vis another. The straight-forward measure was nominal GDP at market exchange rates.

Does it matter? Certainly, bragging rights are at stake. Up until 1993, we were easily double the size of our southern competitor, and until recently a comfortable one-third larger. But, our currency has been stable against the benchmark US dollar since 1983, whereas theirs has increased in value by 54%. All else being equal (cop-out warning!), that adds 54% to their numbers.

But, what are these numbers? There are three key components in determining the dollar value size of an economy over time: growth, inflation and the exchange rate. If two economies started out at the same size (they didn't), then 30 years of 7% growth in Singapore would result in a 37% advantage over our 5.1% pace. Our 5.2% average annual inflation since 1980 gives us a small boost over their 2.1% pace, which may

not make consumers happy but does serve to increase the size of the economy.

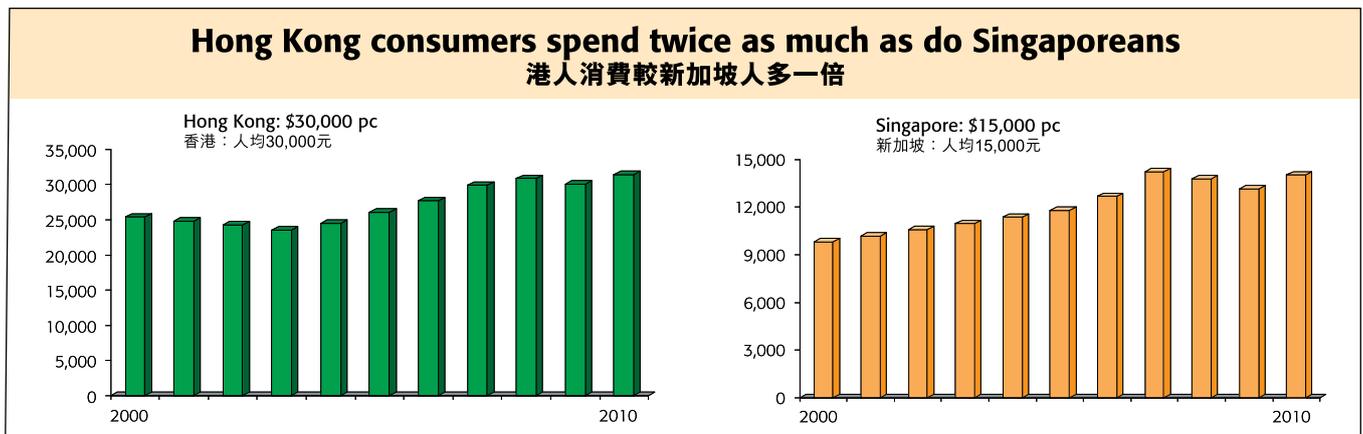
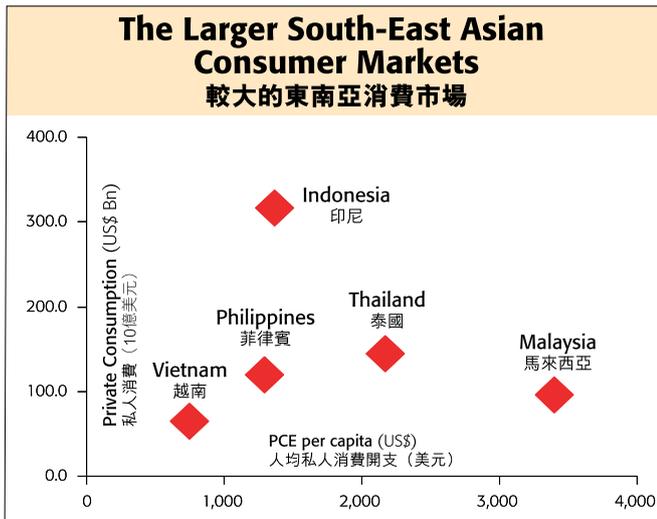
But, does it matter? We're both small, open trade-intensive economies, and while Singapore has clung to manufacturing far longer than we have, the differences are not that big when compared to trade. Because of the way that GDP is calculated (and, all else being equal), Singapore could have grown faster than Hong Kong simply by importing less. Which they did. Singapore's merchandise imports (not exactly the same as what is used in GDP, but close) grew 8.9% a year in 1981-2010 whereas our own rose by 10.4% per annum.

Once again, does it matter? When a company looks at a market, as opposed to a manufacturing platform, it is mainly interested in how large the market is and how much money the average consumer spends. On these measures, the results are quite different.

The first graph lays out the principle, as illustrated by the five larger South-east Asian economies. On the left is total spending by consumers in billions of US dollars and across the bottom, that same figure divided by the population. Clearly, Indonesia is the largest market, but Malaysia is the more wealthy. Leaving aside the differences between cities and rural areas, if you cannot hope to sell to anyone with less than \$3,000, Malaysia is your sole choice among the five.

The second and third graphs show the comparison between Singapore and Hong Kong. Measuring private consumption per person, Hong Kong has twice the buying power as Singapore, some US\$30,000 in 2010 as compared to \$15,000. The third graph is simple consumer market size, and while we weigh in at \$225 billion, Singapore is just \$75 billion.

Overall GDP size is a useful measure for comparing two economies, but it isn't necessarily the right one for every case. A fast-moving consumer goods company with price points below US\$1 might go for the largest number of easily accessible (i.e., urban) customers. Luxury goods retailers, on the other hand, get much more excited by individual buying power, and then, after that critical benchmark is met, by how many people might have that much to spend. ❀



David O'Rear is the Chamber's Chief Economist. He can be reached at david@chamber.org.hk
歐大衛為香港總商會首席經濟師，電郵：david@chamber.org.hk。

Size Matters

規模的重要性



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Chewing the Fat

Greying Hong Kong

Hong Kong's population has been growing at a 1% annual pace for the last 25 years. Naturally, not every age group is growing at the same pace, and some of the variations are quite astonishing. The elderly, for example (those over 70) have charged along at a 4.2% per annum rate, rising from barely 4.5% out of the 5.5 million total population in 1985 to 9.7% of our current 7.1 million.

At the other end of the scale, in more ways than one, are the children. The share under the age of four years has fallen over 25 years from 7.7% to less than 3.5%, a decline of 2.2% p.a.

Given the now longer period of formal education and increased longevity, we might measure the age-appropriate workforce as those between 20 and 70

years of age. This group has grown by 1.6% p.a., whereas the government's formal definition (those looking for work, or employed, regardless of age) rose by just 1.3% p.a.

Then, there are households, which we are forming at a 2% p.a. clip. The pace is in contrast to the 0.7% decline in the 20-29 year age cohort, and can only partly be explained by the 1% annual decline in the number of people per household (down to just over 3, from 3.85 in 1985). The difference, if it isn't second homes and families - a financially frightening notion - is migration. We added some 20,600 people to our population last year solely on the basis of net migration (inflow minus outflow). Over the long run, migration accounts for 80% of our population growth.



年前，有傳言指新加坡的經濟規模首次超越香港。更糟的是，有關的計算沒有透過購買力平價的技術，故意推高一個經濟體相對於另一個經濟體的匯率。最直接的量度單位，是以市場匯率計算的名義本地生產總值。

那有何重要呢？當然，這關乎自吹自擂的權利。直到1993年之前，我們的經濟規模輕易拋離新加坡這南方的競爭者一倍，而直到最近也錄得三分之一的相當差距。但自1983年以來，我們的貨幣兌基準美元的匯價一直維持穩定，而他們的卻升值54%。在所有其他因素不變下（小心，這是逃避真正比較的警告！），他們就會錄得54%的增幅。

但這些數字是甚麼呢？有三大要素決定一個經濟體的幣值規模：增長、通脹和匯率。假如兩個經濟體的起步規模一樣（事實並非如此），而新加坡和我們的經濟增速分別為7%和5.1%，則他們會在30年後比我們多出37%的優勢。自1980年以來，我們的年均通脹率為5.2%，較他們的2.1%為高，這或會令消費者不悅，但卻有助增加經濟規模。

但那有何重要呢？我們都是細小、開放的貿易密集型經濟體，而儘管新加坡維持製造業的時間比我們長，但差別也不及貿易那麼大。基於本地生產總值的計算方式（所有其他因素不變），新加坡只需減少進口，就可比香港增長得快，而他們的確這樣做。在1981至2010年期

間，新加坡的商品進口（與本地生產總值所使用的並不完全一樣，但接近）每年增長8.9%，而我們則每年上升10.4%。

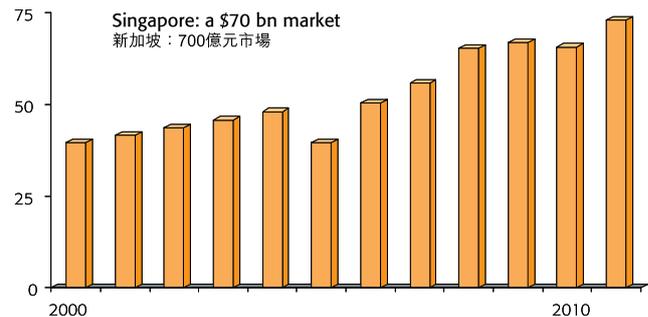
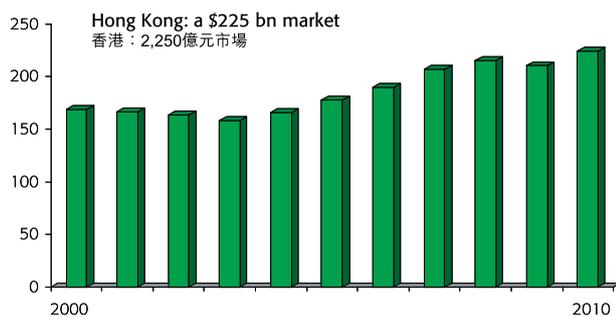
那又有何重要呢？當一家企業窺視一個市場，而非一個製造平台，主要會留意市場的大小和一般消費者的消費水平。就這些基準而言，量度結果會出現頗大的分歧。

如圖一所示，這個原則可從五個較大東南亞經濟體的情況得以引證。縱軸代表消費者的總開支（10億美元計），橫軸則是同一數字除以人口。顯然，印尼是最大的市場，而馬來西亞則更富裕。撇除城市和鄉郊的分別，如果你的對象並非消費開支少於3,000元的消費者，則馬來西亞會是五者之中的唯一選擇。

圖二及圖三是新加坡與香港的比較。人均私人消費方面，香港的購買力是新加坡的兩倍，以2010年為例，約30,000美元相對於15,000美元。圖三純粹反映消費市場規模，當我們達到2,250億美元，新加坡卻只有750億美元。

整體本地生產總值規模是比較兩個經濟體的實用量度方式，但未必適用於所有情況。對一家快流消費品公司而言，如果其價格點低於1美元，該公司或想盡量得到那些易於接觸的顧客（即居於城市的人）。另一方面，奢侈品零售商則較重視個人購買力，以及當達到關鍵的基準後，有多少人仍有強勁的消費力。✿

With just one-quarter more people, Hong Kong's total market is more than 3x as big 與新加坡相比，香港人口僅多出四分之一，但市場總規模卻是其三倍以上。



談天說地

香港人口老化

過去25年，香港人口一直以每年1%的速度增長。當然，並非所有年齡組別都以同一速度增長，而當中有些變動甚至頗令人吃驚。舉例說，長者（70歲以上人士）以每年4.2%的速度增長，由1985年總人口550萬人中僅佔4.5%，上升至現時總人口710萬人中佔9.7%。

相反，在這25年間，4歲以下兒童的比例由7.7%下降至3.5%以下，跌幅為每年2.2%。

鑒於現時正規教育的在學時期較長，加上壽命延長，我們可以把適齡勞動人口界定為20至70歲。這個組別每年增長1.6%，而根據政府的正式定義（求職或受僱的任何年齡人士），有關數字僅每年上升1.3%。

接著是家庭住戶數目，每年以2%速度增長。這個速度與20至29歲年齡組別的0.7%跌幅形成對比，部分原因是每個家庭住戶的人數每年下跌1%（由1985年的3.85人，下跌至現時僅僅超過3人）。如果不是因為人們有第二個家（一個昂貴的想法），這個



差額就是移民造成的。單單計算淨移民人口（移民入境人數減去移民外地人數），本港人口去年就增加了大約20,600人。長遠而言，移民將會佔本地人口增長80%。

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A unique gallery concept showcases the beauty of mechanical clocks

Mark Quek looks upon fine timepieces as works of art. Often unique, always beautiful in their complexity, and extremely desirable, he believes they should be enjoyed to the maximum. To share his passion, the Singaporean entrepreneur opened Timeless Gallery, where people can come and marvel at pieces on display, and – if the mood strikes them – buy an item or two.

On display are some of the world's finest clocks, many of which are unique pieces, ranging in price from a few hundred thousand dollars to HK\$20 million. The gallery also carries collectable fountain pens, jewellery, watch winder cabinets, as well as some amazing looking safes masquerading as luxurious travel trunks.

The concept is a departure from his original business model which took off in Singapore around three years ago with three partners.

“We still have Timeless Gallery retail shops in the best luxury shopping malls in Singapore, but of course retail space is limited,” he explained. “So when we came to Hong Kong, we decided to go for this unique museum concept, so that people can have a different shopping environment.”

Quek himself is a collector of mechanical watches, and clearly understands some of the difficulties that people face in keeping their precious timepieces wound and in good working order. He said it is not uncommon for someone who owns a dozen watches to only wear one because they do not have the time nor patience to adjust a watch that has stopped due to it not being constantly worn.

Not many people realise the importance of watch winders to keep their timepieces, particularly complicated ones, in good working condition.

“People spend a lot of money on mechanical watches, but what happens to them after they invest in these complex timepieces? They need to upkeep them,” he said. “It is like a fountain pen. If you leave it in the drawer for a year it will not work because the ink becomes blocked. You need to use it regularly.”



TIMELESS

永恆不變的時計藝術

ART

Timeless Gallery's Mark Quek (left) and Turbo Kan stand in front of ship clocks by the famous German clockmaker Erwin Sattler.

Timeless Gallery的Mark Quek (左)及簡進站在著名德國鐘錶廠Erwin Sattler所生產的船鐘前。

Watch vaults

Small watch winders for keeping one or two watches ticking over nicely have been on the market for many years. But for maintaining and protecting a collection, serious collectors need purpose-built winders that also act as safes.

Besides selling standalone clocks made by famous German clockmaker Erwin Sattler, he also imports display pieces which incorporate a clock into decorative watch cabinets made by Buben & Zorweg, and Dottling.

These can hold hundreds of watches. Some even have a built-in cigar humidor, wine rack, and sound system. So while enjoying their watches, collectors can also enjoy a good cigar and fine glass of wine. What a life!

But that is exactly what Quek is trying to achieve and promote with his gallery. In a region where hard selling is the norm, he makes sure the gallery feels like a private club, where people can relax with no pressure to buy.

Since opening on Gloucester Road last year, Hong Kong has already become his biggest market, but it is the Mainland where he sees the greatest potential. Timeless Gallery recently opened a gallery in Beijing, and over the next two years plans to open branches in Shanghai, Wenzhou, Qingdao, and a few other cities.

“I am going to develop this concept more in China, because the trend there is people like to have a private club to entertain customers,” he said.

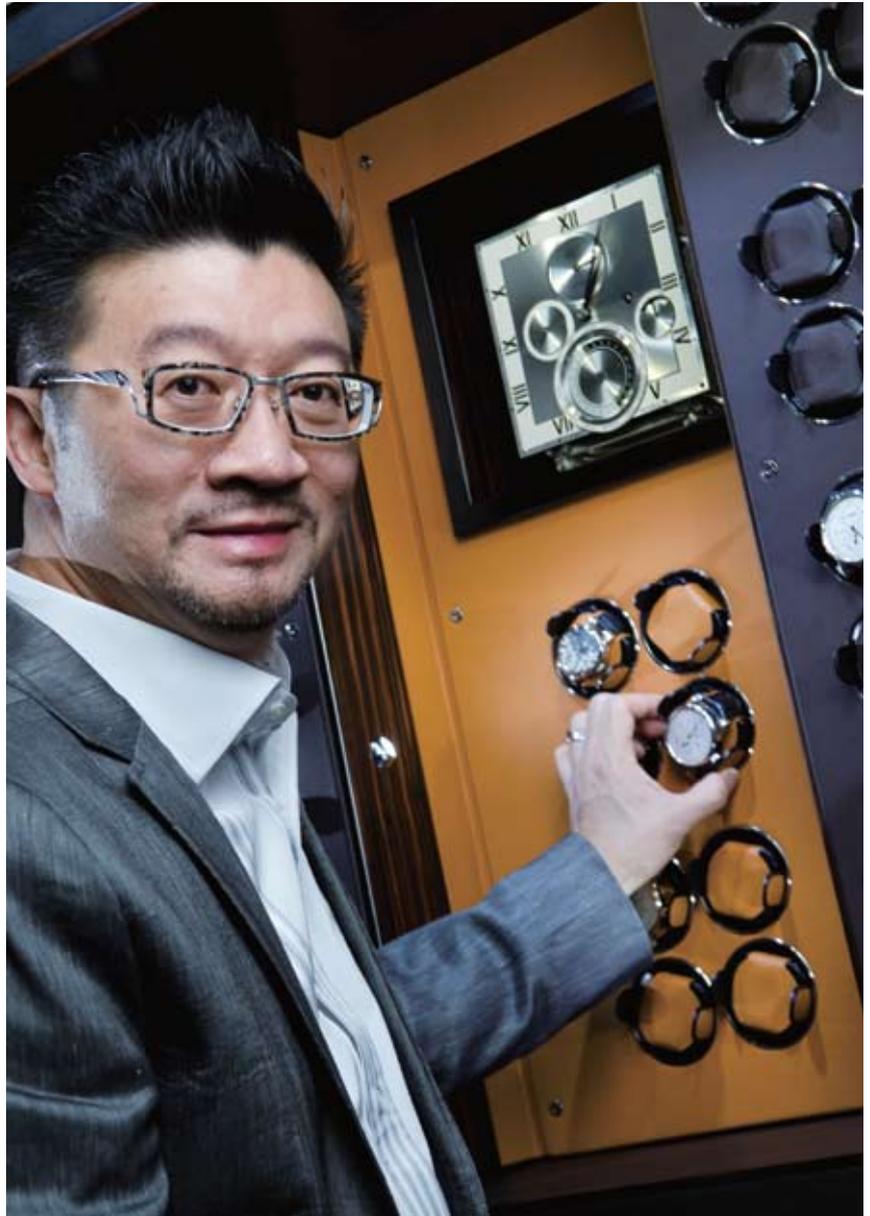
The Central Government is aware that many wealthy Mainlanders are spending huge sums overseas, so it is planning to reduce taxes on luxury goods to entice them to spend domestically.

Growing trend

The trend for collecting watches and fine wines has been increasing over the past decade. Quek states the evidence is obvious, with more multi-brand watch stores being replaced with a single brand.

Although global sales of luxury watches slowed significantly during the financial crisis, the numbers are bouncing back. Hong Kong remains the largest single importer of luxury watches, with almost half of Swiss watchmakers’ production being exported to Hong Kong.

“The luxury business is never really affected by a crisis,” he said. “The rich are getting richer and that will always be the case.” ❀



China to Cut Import Duties on Luxury Goods

China plans to soon slash import duties on opulent items to encourage wealthy local shoppers to buy more pricey cosmetics, watches and liquor at home instead of on shopping trips overseas.

China’s high import duties of 50% on cosmetics and 30% on luxury watches are why Hong Kong is so attractive to many rich Chinese consumers. According to media reports, several Chinese ministries want to encourage the country’s high rollers to do their shopping domestically in line with the government’s goal to encourage domestic consumption to reduce China’s dependence on exports to drive its economy.

Owing to hefty import taxes, prices of 20 luxury brands of watches, suitcases, clothes, liquor and consumer electronics in China are 45% higher than those in Hong Kong, according to a study by China’s Ministry of Commerce.

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一個獨一無二的美術館概念，盡展機械時計的韻味

Mark Quek視名貴鐘錶為藝術品。他認為，獨一無二、設計精密的時計往往令人趨之若鶩，值得讓人細味。為了分享他對鐘錶的熱愛，這位新加坡企業家開設了Timeless Gallery，讓人可前來欣賞該店所展示的藝術品，而一旦遇上心頭好，他們也可一擲千金把展品買下來。

店內陳列的是一些搜羅自世界各地的名貴鐘錶，當中不少都是獨一無二的珍品，價錢由港幣數十萬元至2,000萬元不等。該美術館亦有售珍藏的墨水筆、珠寶、腕錶自動上鍊櫃，以及一些外形猶如名牌行李箱的別緻保險箱。

美術館的概念有別於他約三年前與三位夥伴在新加坡開展的原有業務模式。

「Timeless Gallery在新加坡的高級商場仍然設有零售店，但當然零售空間有限。」他解釋：「所以我們進軍香港時，決定採用這獨特的博物館概念，為顧客提供一個煥然一新的購物環境。」

Quek本身是一位機械鐘錶收藏家，故清楚理解人們要把珍貴的名錶維持在上鍊和良好運作狀態所面對的部分難題。他說，常見的情況是有人雖擁有十多隻腕錶，卻總是只佩戴某一隻，因為他們缺乏時間或耐性去調校一隻因沒有給定期佩戴而停止運作的腕錶。

很少人了解到腕錶上鍊器對於保存時計的重要性，特別是要把精密的腕錶維持在良好的運作狀況。

「人們大灑金錢購買複雜的機械腕錶，但投資過後又如何呢？它們需要保養。」他說：「就像墨水筆，如果你把它放進抽屜一年，墨水就會堵塞筆尖而不能使用，所以你需要定期使用它。」

腕錶保險庫

用作儲存一至兩隻腕錶的小型自動上鍊器已推出市場多年。然而，要存放和保養大量的珍藏，認真的收藏家就需要一些兼備保險庫功能的自動上鍊器。

除了售賣著名德國鐘錶廠Erwin Sattler製作的獨立時鐘外，他還進口由Buben & Zorweg和Dottling生產的腕錶保險櫃。這些保險櫃就像雅致的藝術擺設，但卻結合了實用和裝飾的功能。

它們可以容納數以百隻的腕錶，部分甚至內置了雪茄保濕盒、葡萄酒架和音響系統，讓收藏家可一邊欣賞他們的名錶，一邊品嚐頂級的雪茄和美酒，逍遙寫意地享受生活！

然而，這正是Quek嘗試透過其美術館來



Asia Snaps Up Half of Luxury Watches 半數名錶落入亞洲市場

Last year saw a very clear-cut recovery in luxury watch sales after the significant downturn recorded in 2009, according to Federation of the Swiss Watch Industry, with exports growing 22.1% over 2009's figure.

Wristwatches accounted for nearly 94% of the value of exports by Swiss watch manufacturers in 2010, recording an increase of 22.7% to 15.1 billion francs. The corresponding number of timepieces also increased sharply, rising to 26.1 million units. This is the highest level achieved since 2002, thanks to growth of 20.4%.

Hong Kong, secure in its role as a re-export centre, consolidated its position as the leading direct market for Swiss watch exports by achieving one of the highest increases in the analysis. Asia absorbed more than half the total value of exports in 2010 and recorded growth well above that of other regions. With a rate of increase of 34.6%, it easily outstripped America (+14.5%) and Europe (+10.4%).

根據瑞士鐘錶工業聯合會的數字，名貴手錶的銷售在2009年經歷重大跌幅後，去年錄得明顯復蘇，出口較2009年上升22.1%。

2010年，腕錶佔瑞士鐘錶製造商近94%的出口價值，增幅達22.7%至151億法郎。時計的相關數字亦激增20.4%至2,610萬法郎，創下2002年以來的最高水平。

香港作為轉口中心，是研究中錄得最高增長的地區之一，鞏固了其作為瑞士鐘錶出口直銷市場的領先地位。2010年，亞洲吸納逾半的出口總值，其34.6%的增幅也遠較其他地區為高，輕易拋離美國（+14.5%）和歐洲（+10.4%）。

1. Hong Kong 香港	3,185.5	+46.9%
2. U.S. 美國	1,674.4	+13.8%
3. France 法國	1,167.0	+20.5%
4. China 中國	1,099.5	+57.0%
5. Italy 意大利	923.3	+2.6%
6. Singapore 新加坡	899.3	+33.4%
7. Japan 日本	806.3	+4.9%
8. Germany 德國	768.4	-3.2%
9. United Kingdom 英國	596.5	+9.6%
10. United Arab Emirates 阿拉伯聯合酋長國	578.5	+31.9%
11. Spain 西班牙	343.7	+7.8%
12. Taiwan 台灣	308.9	+26.4%
13. South Korea 南韓	305.2	+36.8%
14. Saudi Arabia 沙特阿拉伯	256.2	+34.2%
15. Thailand 泰國	205.6	+27.2%

The fifteen main markets (total value in million francs and % variation by comparison with 2009)
15個主要市場（以百萬法郎計的總值，以及與2009年比較的%變動）

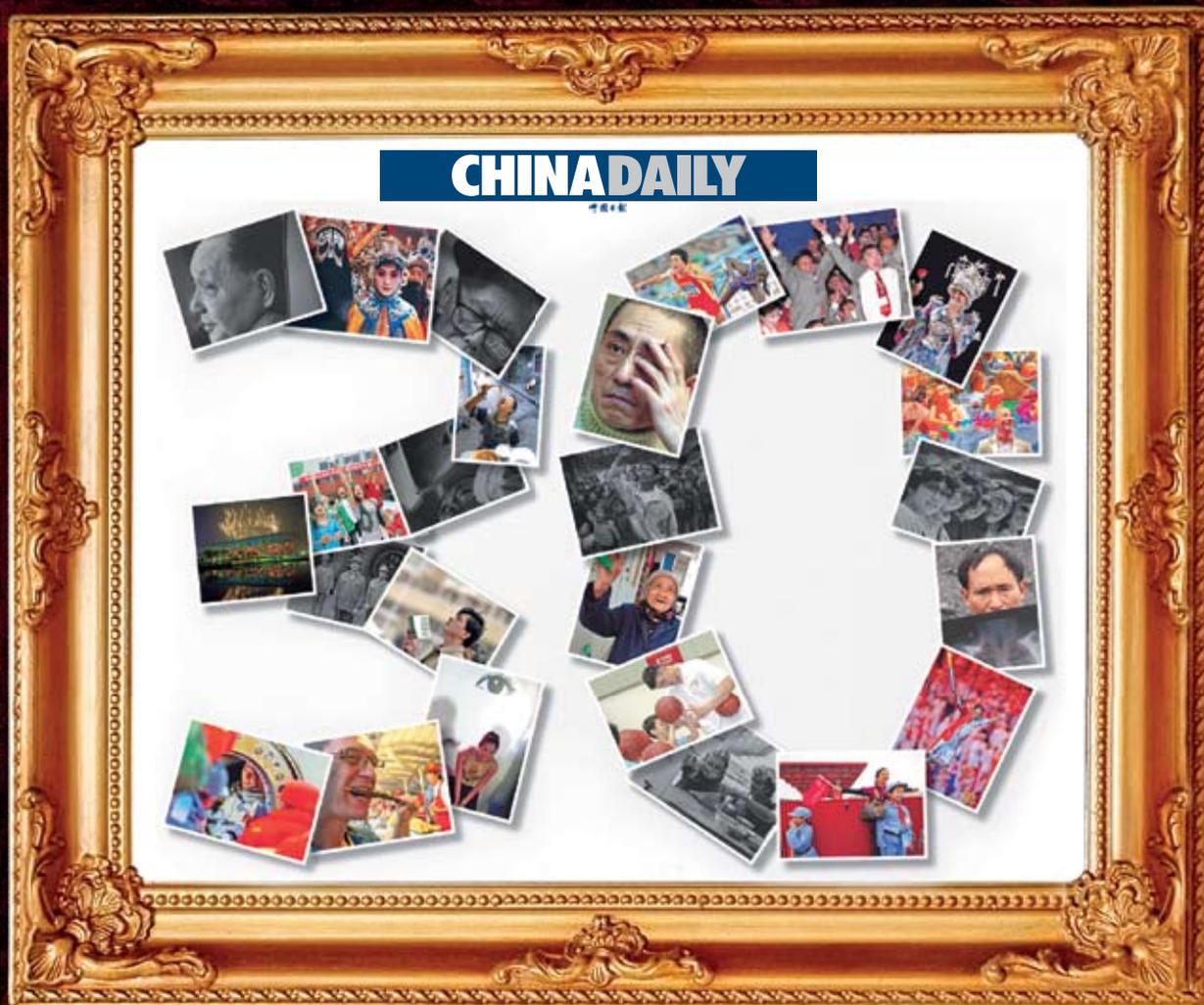
Face of Time - China

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Exhibition Schedule

Central Pier Number 7	30 June 2011	10:00 am – 8:00 pm
	1 – 8 July 2011	9:00 am – 8:00 pm
Central MTR Station	6 – 12 July 2011	9:00 am – 8:00 pm
Atrium II, Gateway Arcade, Harbour City	18 – 20 July 2011	9:00 am – 8:00 pm
Causeway Bay MTR Station	7 – 12 August 2011	9:00 am – 8:00 pm



巡展時間表

中環七號碼頭	二零一一年六月三十日	上午十時至下午八時
	二零一一年七月一日至八日	上午九時至下午八時
中環地鐵站	二零一一年七月六日至十二日	上午九時至下午八時
尖沙咀海港城港威商場大堂 II	二零一一年七月十八日至廿日	上午九時至下午八時
銅鑼灣地鐵站	二零一一年八月七日至十二日	上午九時至下午八時

中國 · 時代肖像

慶祝中國日報創刊三十周年圖片巡展 香港

為了與香港市民一同分享中國三十年來的日新月異，中國日報誠邀閣下與我們一起踏上時光之旅，在一張張精美的圖片中，共同見證影響中國、感動中國的每個瞬間。



Besides selling large, multifunctional watch winders, the gallery also carries smaller cases which in themselves are works of art. 除了出售大型、多功能的腕錶自動上鍊器，該店亦有售小巧精緻的上鍊錶盒。

達到和推廣的目標。在一個以硬銷主導的地區，他設法把美術館營造成私人會所般，讓顧客能夠在毫無購物壓力之下好好放鬆一下。

自去年於告士打道開業以來，香港已成為他的最大市場，但他認為內地的潛力最大。Timeless Gallery最近在北京開設了美術館，並打算在未來兩年於上海、溫州、青島和幾個其他城市設立分店。

他表示：「我會在中國加以發展這個概念，因為當地有個趨勢，就是人們喜歡利用私人會所來招待顧客。」

中央政府注意到許多富裕的內地人正在海外巨額花費，故正計劃減徵奢侈品的稅款，以吸引他們在本地消費。

蔚然成風

收集名錶和佳釀的趨勢在過去十年有增無減。Quek指出，愈來愈多經營多個品牌的鐘錶店舖被單一品牌取代，就是明顯的例證。

儘管名貴鐘錶的全球銷量在金融危機期間大幅放緩，但有關數字現正反彈。香港仍然是高級鐘錶的最大單一進口地，近半由瑞士錶廠生產的鐘錶都被出口到香港。

「奢侈品業務從未真正受過任何危機的影響。」他說：「富者愈富，這是定律。」

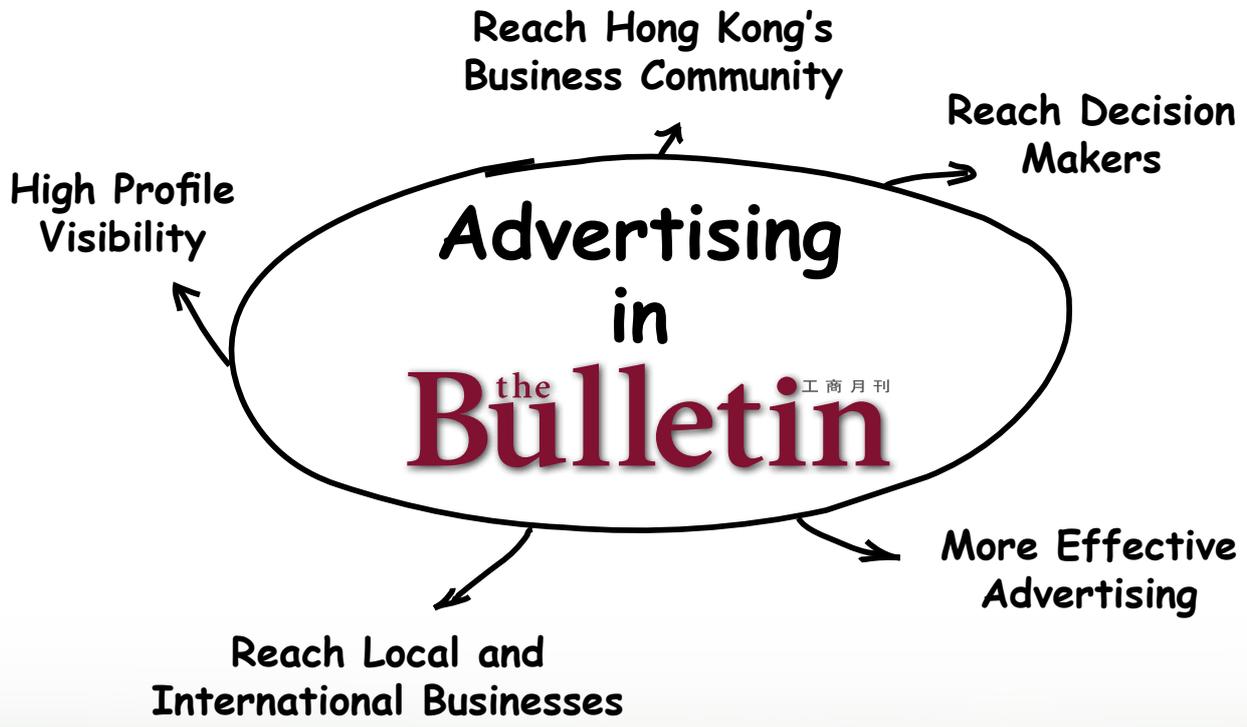
中國將下調奢侈品進口稅

中國計劃在短期內降低奢侈品進口稅，以鼓勵富裕的內地消費者在本地購買更多貴價的化妝品、鐘錶和酒類，而無需前往海外旅行購物。

中國向化妝品和名錶分別徵收高達50%和30%的進口稅，這正好解釋香港何以能夠吸引眾多富裕的中國消費者。根據傳媒報導，若干中國部委希望鼓勵內地的高消費一族留在本地購物，以配合政府鼓勵本地消費、減少倚賴出口來推動經濟的目標。

中國商務部的研究顯示，鑒於進口稅高昂，20個高級品牌在內地所出售的鐘錶、旅行箱、衣服、酒類和消費電子產品的價格，均較香港高出45%。





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Made in China: Smarter Companies?

中國製造：更精明的企業？

What does 'Made in China' mean to you? Low costs? Fast response? Good enough quality? Would you believe me if I told you that "being the smarter competitor" was becoming the objective of a number of aspiring Chinese global players? By **Bill Fischer**

你認為「中國製造」意味著甚麼？成本低？效率高？品質令人滿意？如果我說「成為更精明的競爭者」已經成了不少進取的中國跨國企業的目標，你會相信嗎？ Bill Fischer

Not so long ago, I was speaking with a European country-head of a major global telecoms network operator who was enthusiastically endorsing Huawei as a value-chain partner. I, instinctively, suspected that this was all about pricing and/or speed, but the reality was far more surprising.

Or what about the fabled Chinese home appliances manufacturer Haier, which is legendary for their ability to get closer to their domestic Chinese customers? Haier is perhaps best known for the story of how, in the mid-1990s, they unexpectedly recognized the use of their washing machines by peasants

content to rest on this success, it is now involved in a major effort to completely "reengineer" its organizational culture in order to be more market-focused. Not willing to accept "customer listening" as an art-form, Haier is structurally readjusting its reporting relationships, hierarchy, measurements and even its resource allocation, to serve customer needs more effectively.

While Huawei, Haier, and Lenovo, are currently the best-known global Chinese players, there are others who are quickly emerging as well. One of these is UnionPay, operator of China's only electronic retail payment settlement network, which is now beginning to be seen around the world with a variety of credit and debit card services.

Recently, for example, the Financial Times reported on the installation of 75 UnionPay machines in London's Harrods department store, which have increased by 40% the spending by affluent Chinese shoppers. What's particularly interesting about UnionPay is their attention to learning as a competitive advantage.

I recently had the opportunity to visit UnionPay in Shanghai and listen to Chai Hongfeng, Director and Executive Vice President, speak about the com-

In the competition for learning about how to do business in this brave new world of globalization, Western firms travel the world telling others "how to do it," while Chinese firms travel the world "listening to the lessons of others."

Instead, my friend spoke about Huawei as being "the best listeners" that he had ever worked with. As a customer, he was delighted with not only the attention that Huawei gave to him, relative to his more familiar Western suppliers, but also their willingness and ability to respond quickly and completely to his needs. In his own words: "they listen better".

in Sichuan province to make their fruits and vegetables cleaner and more attractive for the newly emerging free markets. In response, Haier developed softer agitators to deliver on that need.

Today, Haier has grown into the world's largest major consumer appliance brand, with a 6.1% global market share in 2010 (compared to 4.9% for Whirlpool, and 4.8% for LG). But not



Bill Fischer is Professor of Technology Management at IMD, the leading global business school based in Lausanne, Switzerland.
Bill Fischer是瑞士洛桑著名國際商學院IMD的技術管理教授。

pany. He is an urbane, sophisticated, cosmopolitan executive, who could have stepped off of the cover of *Forbes*, and he summarized the company's managerial needs with four words (and my own interpretation for each):

Study: to increase their ability to learn from the established global bankcard companies (Visa, MasterCard, and American Express) and from foreign payment system experiences (Europe's migration from magnetic strip cards to intelligent chip cards, and, in his words: "The American market is a very attractive market; there is a lot to learn from it.")

Standards: in a very fast-moving business, there is always the need to establish sufficient standardization to move quicker. Sina.com has recently reported that UnionPay's NFC mobile payment solution (13.56MHz) will most likely be adopted as the standard solution across China.

Cooperation: the ability to find value-chain and geographic partners to help UnionPay move into new fields (mobile-

phone payments, for example) or new markets. In the last few months, UnionPay has announced partnerships with a diverse set of value-chain actors, such as PayPal, PingAn Insurance, and both China's major mobile phone network operators and handset manufacturers, to ensure that it keeps up with possible disruptions to its traditional credit/debit card business.

Innovation: the desire to be more than a fast-follower: along with the partnerships noted above, there are rumours that UnionPay is developing its own version of "Square's" approach to mobile payments.

"Study, Standards, Cooperation, and Innovation": this is not about price. Nor is this the image of the traditional State-Owned Enterprise dinosaur. What this is, instead, is a recipe for learning more and faster than their competitors. This is all about building a smarter organization.

Some 16 years ago, Peter Drucker, the management gurus' guru, pre-

dicted that the next big managerial innovation would come out of China. We're still waiting. But perhaps, somewhat unexpectedly, might that innovation just be the ability to listen better in an effort to construct faster-learning organizations?

In the spirit of that sentiment, my good friend William Keller, the former CEO of Roche China, and a long-time Shanghai resident, has observed that in the competition for learning about how to do business in this brave new world of globalization, Western firms travel the world telling others "how to do it," while Chinese firms travel the world "listening to the lessons of others."

Keller asks: "Who do you think will learn faster"? Granted "listening" is not necessarily the same as "learning", nor is either a guarantee for building an effectively "smarter" competitor. But, listening and learning do strike me as excellent starting points for competing in the ideas business. ❁

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不久之前，我與某大全球電訊網絡營運商的歐洲地區主管交談，這家企業正滿腔熱誠地認可華為作為其價值鏈夥伴。我直覺懷疑華為是靠價錢及/或速度取勝，但事實卻令人大感意外。

反而，我朋友說華為是他合作過的「最佳聆聽者」。作為顧客，他不但滿意華為對他的重視，還認為他們很樂於迅速回應其需求。與較為熟悉的西方供應商相比，他對華為的評語是「他們更用心聆聽」。

在這個全球化新世代學習如何做生意的競賽上，西方企業會在全球各地告訴別人「如何做生意」，但中國企業則會「聆聽別人的教訓」。

至於中國家電製造商海爾又怎樣呢？這家企業憑著能夠緊貼本地中國顧客的需求而傳為佳話。或許最令海爾聲名大噪的故事，是他們在1990年代中，意外發現四川省的農民利用他們的洗衣機來清洗蔬果，以迎合新興的自由市場。為此，海爾研發了較為溫和的洗衣機攪拌裝置，滿足這方面的市場需求。

時至今日，海爾已發展為全球最大主要家電品牌，2010年的全球市場佔有率為6.1%（惠而浦為4.9%；LG為4.8%）。然而，海爾並未因成功而停步，現時他們正全力以赴，徹底「重建」其組織文化，務求更以市場為本。海爾不想把「聆聽客戶意見」視為一種藝術形式，他們正從結構上重整其匯報關係、階

級制度、測量方式甚至資源分配，從而更有效地照顧客戶所需。

雖然華為、海爾和聯想是當前最著名的中國跨國企業，但其他公司亦正迅速冒起。中國唯一的電子零售付款網絡營運商銀聯就是其中之一，透過提供多項信用卡及借記卡服務，銀聯的蹤影開始遍布世界各地。

舉例說，《金融時報》近日報導，倫敦Harrods百貨公司安裝了75部銀聯機，使富裕的中國顧客增加了四成消費。最有趣的是，銀

聯注意到學習是一項競爭優勢。

最近，我有機會拜訪上海銀聯，聽董事兼執行副總裁柴洪峰講解其公司策略。柴先生是一位溫文有禮、經驗豐富、見多識廣的行政人員，可媲美《福布斯》的封面人物，他把公司的管理需求以四個字概括起來（我為每項加上個人詮釋）：

Study（學習）：增強他們向具規模的全球銀行卡公司（Visa卡、萬事達卡及美國運通卡）學習，以及汲取外國付款系統經驗（歐洲由使用磁條卡改為智能芯片卡，而根據柴先生所說：「美國市場非常吸引，有很多值得學習的地方」）的能力

Standards（標準）：面對瞬息萬變的業

務，就必須制訂足夠的標準化來迅速應變。新浪網最近報導，銀聯的NFC手機支付方案（13.56MHz）將最有可能獲採納為全國統一標準。

Cooperation（合作）：物色價值鏈及地理夥伴，協助銀聯進軍新領域（例如手機支付業務）或新市場。過去數月，銀聯已公布與多個不同價值鏈夥伴合作，包括PayPal、平安保險，還有中國主要手機網絡營運商及手機製造商，以確保能應付其傳統信用卡/借記卡業務一旦中斷的影響。

Innovation（創新）：不甘於作為一位快速跟隨者：除了上文所述的合作計劃，有傳聞指銀聯正自行開發其「Square」手機支付服務。

「學習、標準、合作及創新」：這些都與價錢無關，也不是傳統國企恐龍的形象。反之，這是比競爭對手學習得更多更快的秘訣。這純粹是關乎如何構建一家更精明的企業。

大約16年前，管理學大師Peter Drucker預言下一項管理大變革將會由中國發起，我們還在等待。但或許叫人意外的是，這項變革會否就是更用心聆聽，務求建立一些學習得更快的企業？

在這種精神下，我的好友羅氏中國前任行政總裁William Keller長居上海多年，他發現在這個全球化新世代學習如何做生意的競賽上，西方企業會在全球各地告訴別人「如何做生意」，但中國企業則會「聆聽別人的教訓」。

Keller問：「你認為誰會學得較快？」即使「聆聽」並不一定等如「學習」，也不保證可以成就一位「更精明」的競爭者，然而，這確實令我突然想到，要在一個需要想法的行業中競爭，聆聽和學習是極佳的起步點。✿





BRICS Rebuilding Global Economic Structure

金磚國家重組全球經濟結構

Emerging economies will come to the forefront of global economic development. Among them, given their potential advantages in terms of market and resource, the BRICS countries are seen as the key drivers of this economic swing from West to East, writes **Mayee Lang**

新興國家將走在全球經濟發展的最前線。就市場和資源的潛在優勢而言，這些國家之中又以金磚五國被視為促進經濟重心從西到東轉移的主要動力 郎春梅

Brazil, Russia, India, China, and recent addition South Africa – the powerful BRICS group of emerging nations – have attracted the world's attention with their impressive economic growth. They also rebounded fast after the financial crisis, while devel-

oped markets are still recovering. The countries are seen as a new driving force for global economic growth, with agriculture, raw materials, infrastructure, green technology, energy and domestic consumption being key targets for the world's investors.

Individual strengths

All the BRICS countries have a number of things in common: a wealth of natural and human resources, vast land area and a huge market. They are also seen as the future competitors of developed nations. However, each has

its own advantages that will drive economic development.

Brazil, for example, is the world's largest exporter of raw materials. It possesses the world's largest mineral reserves of iron ore and nickel. It also exports valuable agricultural products like coffee and cocoa.

Russia, on the other hand, is the most technologically advanced of the BRICS. It also holds the world's largest natural gas reserves and 15% of crude oil reserves, making it a crucial energy supplier.

India has a highly educated, English-speaking labour force, and a rapidly growing middle-class. Yet, for the most part, salary levels remain low. It is often described as the world's service centre.

China is the world's largest importer of capital and one of the most attractive regions for investment. It also has a huge consumption market with a population of 1.3 billion.

South Africa is a major fuel supplier, and also has one of the highest consumption rates in Africa. It is also the world's largest exporter of gold.

Despite each country having different development advantages, they are all at similar stages of economic development, and have similar problems. Being in the same boat, so to speak, is fuelling

cooperation and strengthening alliances between the BRICS.

Thriving consumer markets in China and India

China, with a population of over 1.3 billion, and India, with a population of over 1.2 billion, are the world's most populous nations and second and fourth largest economies respectively. Despite their increasing domestic consumption and economic growth, the ratio of private consumption to GDP in China and India are 30% and 60% respectively, which falls below developed economies like the U.S., whose ratio still stood at about 70% even after the financial crisis.

Stimulating and expanding their domestic markets has become a growing concern, given widening trade imbalances. According to the recently released "Outline of the 12th Five-Year Plan," the Central Government recognizes that raising residents' income is a crucial guiding principle to expand domestic demand.

India, on the other hand, with the world's highest ratio of young people, enjoys a greater demographic dividend compared to China. However, although two thirds of India's population work in primary industries, they contribute

one-fourth of the nation's wealth. As more people move from rural areas to the cities, the economic benefits associated with urbanization are huge. With no population control policy, India is expected to overtake China by 2025 as the largest consumer market, but this will also bring enormous challenges to the country.

Green investment

At the 2011 BRICS Summit held in Hainan in April, experts highlighted some of the crucial issues that will need to be addressed to sustain growth. These included energy use and sustainability, resources, over-exploitation of resources and environmental pollution. These issues are not unique to BRICS countries, as they are challenges faced by all economies, but the BRICS are strengthening cooperation to improve energy efficiency, develop new energy technologies and environmental protection industries.

"Currently in China, the upgrading of the consumer structure is determined by the level of green development," Chi Fulin, Executive Director of the Hainan-based China Institute for Reform and Development, said at the Summit.

"A green consumer environment and the progress of green restructuring will drive green growth as part of China's economic focus," he added.

The 12th Five-Year Plan aims to guide the country down the green development track through a series of policies. These include facilitating project and land approval procedures related to green investment, and offering tax incentives.

As a new member of the BRICS, South Africa is an important player in the research and application of new energies. For example, South Africa is the first country to develop and use synthetic fuel for commercial flights. The South African government strongly supports the development and use of renewable energies, with R&D in bio fuels and ethanol being identified as priorities for growth. ❀



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Mayee Lang is the Chamber's China Business Analyst. She can be reached at mayee@chamber.org.hk
郎春梅為香港總商會中國商務分析員，電郵：mayee@chamber.org.hk



綠色發展將吸引綠色投資熱潮

4月在海南舉辦的「2011年金磚國家工商論壇」，其中一些重要的議題包括能源、資源利用和可持續發展，因為當前國際社會尤其關注新興經濟體普遍面臨的能源短缺、資源過度開發，以及環境污染等問題。論壇指出，金磚國家未來在如何優化能源結構、發展新能源技術，以及環保行業的合作將會加強，為相關行業和領域帶來巨大的投資商機。

中國（海南）改革發展研究院院長遲福林在論壇上指出：「目前的中國，無論是消費潛力的釋放，還是消費結構的升級，都與綠色發展程度和綠色消費環境相關，都取決於綠色轉型的實現程度。以綠色轉型推動綠色增長，是中國經濟發展方式轉變的重要趨勢。」事實上，中國的「十二五」規劃在項目審批、土地審批等方面，都對綠色投資實施了優惠的投資政策，並且將擴大綠色財稅優惠政策範圍，激勵綠色投資和綠色消費，以及支持綠色房地產、新能源汽車等綠色消費，利用金融政策實現綠色轉型。此外，作為新加入金磚五國的南非，在新能源方面的研究和應用已走在世界前列。舉例說，南非是第一個成功使用合成燃料進行商業飛行的國家。南非政府積極支持利用可再生能源的發展，當前最優先鼓勵的是生物燃料行業，包括研究和開發生物柴油和生物乙醇。

作為新興市場經濟體的典型代表，「金磚五國」（巴西、俄羅斯、印度、中國和南非）的經濟增長和表現逐漸受到世界的關注。特別是在後金融海嘯時代，歐美市場正在復蘇，新興市場成為推動世界經濟發展的新動力。其中農業、原材料、基礎建設、綠色科技、能源及內需消費，已成為全球關注的投資主題。

互補合作 共同繁榮

金磚五國的共同特色是自然和人力資源豐富，幅員和市場遼闊，這也是它們未來與國際發達經濟體競爭的優勢所在。但具體至每一個國家，它們的經濟發展優勢又各不相同。例如，巴西是全球最大的原材料出口國，擁有全球最多的鐵礦砂、鎳等礦產，還向全世界出口咖啡、可可等重要農產品；俄羅斯是技術實力和資源儲量最高的金磚國家，它是全球最大的天然氣儲存國，擁有全球15%的原油存儲量，是最重要的能源供貨商；印度擁有高質量精通英語的勞動人口，薪資水準低，可以說是全球的服務中心；中國是全球最大的資本進口者，也是最具投資吸引力的地區之一，還擁有13億人口的巨大消費市場；而作為非洲重要的能源生產國和消費國，南非是全球最大的黃金生產國和出口國。

金磚五國有不同的發展優勢，卻處於相同的經濟發展階段，有共同的發展需求和相似的利益訴求，這不僅促成了金磚國家之間的合作，也加強了它們之間的聯盟。

旺盛的中印消費市場

中國人口超過13億，印度超過12億，分別是世界第二和第四大經濟體。但這兩個消費與經濟增長大國的居民消費佔經濟總量的比例分別只有30%和60%，均低於西方發達經濟體。相對來說，即使在金融危機過後，美國的這一比例仍高達70%左右。因此，如何激發和拓展這兩個國家的消費市場潛力，已經成為全球的

話題。在中國剛公布的「十二五」規劃綱要中，政府把提高居民收入水準作為最重要的指導方針之一，期望藉此帶動居民主動消費，進而拉動內需。印度的年輕人口比例是全球最高，人口紅利優於中國，其次，印度從事第一產業的人口約佔國民的三分之二，卻只創造四分之一的財富，所以存在著勞動力釋放和城市化而帶來的巨大消費空間。印度未來或可超越中國，成為最大的消費市場。

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The Connected Harbour



Hong Kong is one of the most connected and efficient cities on the planet. **Issac Shao** examines how the Internet has helped to transform the economy, and where it is heading

香港是與全球最緊密相連和最高效率的城市之一。仇崑石探討互聯網如何有助經濟轉型，以及互聯網的發展路向

In the digital era, everyone is amazed by the Internet's ability to drive the economy. The hype has helped drive both the development of new businesses and government investments in Internet infrastructure. Hong Kong and other Asian governments, for instance, have spent immense private and public capital laying telecom cables and related infrastructure. But the question remains for many Asian governments: Is it worth it?

Hong Kong is known for its well-established international trade and finance sectors, but not in the area of e-commerce. Yet in the past 15 years, the Internet has

been vital in developing Hong Kong's core industries, such as trade and financial industries. It has rewired Hong Kong's businesses in these sectors, allowing them to streamline and grow their operations around the world. Today, the Internet is not only important to Hong Kong's trading companies as a shipping lane, but also vital in strengthening the city's position as a global trading hub.

To understand the impact of the Internet on the Hong Kong economy beyond the tech sector, Google commissioned Boston Consulting Group (BCG) to put together a study that helps map the Inter-



Isaac Shao is Google's Head of Hong Kong Online Sales & Operations
仇崑石是Google香港區網上銷售和營運總監

港繫全球



net economy in a concrete way. Until now, Internet true-believers have tended to rely on intangible benefits to justify related investments. They don't have much choice. How do you put a price on keeping in touch with friends and mapping out directions? Google's economist, Hal Varian, recently estimated that the time saved by using a search engine alone was worth \$65 billion a year to the U.S. economy. But few of us view saved time in such abstract terms, even when the stakes are enormous.

Putting a price tag on the Internet

As a result, following a similar experiment in Europe, we decided to commission the first of a series of studies on Asia to question the role of the Internet. In order to submit the Internet to a fairly ruthless test, our goal was to escalate

the debate from nebulous concepts. So instead of looking at "facilitating business processes" and "boosting companies' ability to reach and engage their target customers," we looked at the bottom line: How much do the total benefits of the Internet add to an economy? To understand this elusive Internet economy in more comprehensive terms, we measure the Internet's contribution to GDP.

The first place in Asia where we measured the Internet on this scale is through the "connected harbour," Hong Kong. We decided Hong Kong was an ideal starting point amongst the most wired and freewheeling Asian economies, because its Internet landscape excels both in openness and scope.

More than 80% of local households have broadband access. Many Asian countries are also aiming for a similar infra-

structure, recognizing the need for the Internet to be open in order to foster economic growth. From the beginning, Hong Kong kept the bidding for mobile-network licenses competitive, enshrined in a law-free online commentary, and balanced the needs of copyright holders against the pace of the Internet's innovations.

Fundamentally, you can't separate business information from political information. And even if you could, it would be too expensive to decide if a news report's value for business decisions outweighs any political discomfort. These ideas seem to have paid off for Hong Kong.

High broadband penetration

In Hong Kong, 83.1% of households use broadband services, with the mobile subscriber penetration at a high rate of 193.2%. Internationally, Hong Kong's

broadband and mobile penetration rate are among the highest in the world. It is no wonder Hong Kong ranks among the world's top economies in the e-Intensity Index, an index created by BCG to compare the depth and reach of the Internet in Organisation for Economic Co-operation and Development (OECD) countries. Hong Kong ranks just ahead of Singapore, on par with the United States and Luxembourg, and just behind the leading

BCG estimates that in 2009 Hong Kong's Internet economy was worth 5.9% of GDP, just behind the 7% that industry contributes to Hong Kong's economy. It also meshes with the 6-7% that the Internet contributes to the U.K. and Nordic economies, which have an Internet sector similar to Hong Kong during the 1990s dot-com boom. In fact, Hong Kong's Internet shows how out of date that image has become. Since nearly

run companies with active websites, use online payment, and search engine marketing – are typically more successful than low-web or no-web SMEs in terms of sales growth, cost savings, and productivity gains, according to the survey. Three-quarters of SMEs in the trade, transport and logistics, and technology sectors actively use the Internet.

Among SMEs that use the Internet to target, engage, and transact with

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Though these SMEs may not seem like e-commerce businesses, they have effectively built their businesses on the back of the Internet by selling abroad.

countries (the Republic of Korea, Japan, the United Kingdom and Germany). The reason behind Hong Kong's relatively high ranking is due to its superior Internet infrastructure, ranking third in the world in terms of the speed, coverage and affordability of broadband.

The Hong Kong SAR Government has been actively promoting the Internet and Internet-related industries in the territory. Besides rolling out the Digital 21 Strategy, a blue print for the development of information and communications technology a few years ago, the government has taken more measures to ensure that the city continues to grow from a technology perspective.

Rapid economic development in the Mainland, particularly with the emphasis on technological advancement in China's 11th Five-Year Plan, opens up immense opportunities for Hong Kong to serve as a hub for fostering cooperation amongst local, Mainland and overseas enterprises. To build an inclusive, knowledge-based society, the government has worked with the information communications technologies (ICT) industry to formulate measures to increase ICT take-up among businesses particularly small and medium sized enterprises.

every business these days is connected to the Internet, Hong Kong's businesses are finding it easier to explore and access the borderless hub of information.

High-tech traditional businesses

Take Li & Fung, highlighted in BCG's report. It's a trading company founded in 1906, but WIRED magazine considers it one of the 40 top IT companies in the world. How can that be?

Li & Fung is doing what it always did, ensuring it's the preferred middle step between Asia and the rest of the world. But it couldn't do that today without embracing the Internet's scope and power. It has a portal through which companies can sell their goods and also orchestrates the intricate details between assembly line and store shelf for its customers.

Smaller businesses are also taking part, leveraging the Internet not so much to change their business as to expand their scope. Amongst the estimated 296,000 SMEs in Hong Kong, over 50% say they have used the Internet to grow beyond the local borders and market their products and services to customers overseas.

The most Internet savvy of Hong Kong's SME entrepreneurs – those who

customers and suppliers, about 80% of the high-web and 62% of the low-web SMEs reported rising sales. Using these online tools, SMEs have also reported savings in efficient marketing, distribution, and communication. Some 75% of the high-web and 73% of low-web users that employ online tools said they had seen cost savings for over the past five years. Productivity gains were another benefit. About 80% of the high-web and 70% of the low-web survey respondents saw improvements in productivity associated with Internet use over five years, compared with 48% of the no-web respondents. The productivity gains included efficiency enhancements, human error reduction and supply chain visibility.

Though these SMEs may not seem like e-commerce businesses, they have effectively built their businesses on the back of the Internet by selling abroad. Hiwave Dry Seafood has been selling seafood and traditional Chinese medicine to the Hong Kong village of Sai Kung for three generations. Except now, a part of their sales comes from abroad. How? They have set up a website, allowing people overseas to buy from them and buying ads targeting to those who are looking to explore Hiwave's niche.



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About 60% of their online sales come from overseas. This exemplifies a paradigm shift in which companies in Hong Kong to an Internet company.

Time is money

Finally, people are more willing to pay for fast mobile connections in Hong Kong. This is due to their social lives and leisure being increasingly shaped by the Internet, through social networks such as Facebook, local information sources or local group-buying services following Groupon's model.

Shoppers are also taking the Internet into malls with them – HK\$28 billion-worth of sales made in stores were researched online in 2009. And that figure is only going to grow through apps such as restaurant directory Openrice, social-chat app WhatsApp and movie vendor Hong Kong Movie.

Hongkongers on average spend a total of 22 hours a week on the Internet, more than in China or the U.K. As they share more, the Internet value becomes more important for them.

Adding all this together and making

some conservative estimates as to how much money will move to e-commerce, BCG predicts the Internet economy will grow 7% a year through 2015, faster than the 4% estimated for GDP as a whole. Not bad.

Continued growing

In an effort to maintain its prominence in Internet-related fields, the Hong Kong Government has recently launched several initiatives to further strengthen the city's position. In March, the government introduced full Chi-

nese domain names which will benefit e-business development in Hong Kong and promote the use of Internet in the Chinese speaking community. Also, the government has announced its commitment to cloud computing to re-provision its central IT infrastructure and services over the next five years with a pan-government strategy setting out the major programmes to facilitate the administration's transition to cloud computing.

The Internet's many benefits may seem small individually when compared to the impact of a single factory opening. But taken together, they add up to an Internet economy with the size of Hong Kong's. In 2009, the World Bank showed that a

在數碼時代，每個人都驚訝於互聯網在推動經濟發展方面的神奇魔力。媒體關注有助推動發展新業務，以及促成政府投資興建互聯網基礎設施。事實上，香港及其他亞洲各地的政府都動用了龐大的私人 and 公共資金，鋪設電訊電纜及相關設施。或許有人會問，這樣做值得嗎？

香港或許是國際貿易及金融樞紐，但不一定是電子商務領導者。然而，過去15年，互聯網一直是本地貿易及金融等支柱行業蓬勃發展的主因。互聯網革新了這些行業，讓它們精簡業務以提升效率，並且拓展全球市場。時至今日，互聯網不僅成為了本地貿易公司的重要營商途徑，更有助鞏固香港作為全球貿易樞紐的地位。

為了解互聯網對香港科技行業以外的經濟活動之影響，Google委託波士頓諮詢公司（Boston Consulting Group，簡稱BCG）進行研究，

範圍方面，均傲視同儕。

超過80%的香港家庭享有寬頻上網服務，存取世界各地的資訊易如反掌。不少亞洲國家亦認識到互聯網必須開放，方可促進經濟增長，計劃建立類似的互聯網基礎設施。從一開始，香港致力維持流動網絡牌照競標過程的競爭性、保障網上言論自由，以及平衡版權持有人的需要與互聯網的創新步伐。原則上，強把商業資訊和政治資訊分開是一大賭注，資訊自由流通是香港經濟發展的基石。這些對策似乎在香港已見成效。

寬頻滲透率高

香港有83.1%的家庭使用寬頻上網服務，而本地的流動電話用戶普及率高達193.2%。由此可見，香港的寬頻和手機普及率屬世界前列。難怪香港在e強度指數（e-Intensity Index）中能夠躋身世界頂尖經濟體系。e強度



儘管這些中小企似乎不像電子商務企業，他們已經有效利用互聯網建立了自己的業務，把產品銷售到海外市場。

boost in access to broadband was linked to a significant rise in GDP. Through the example of Hong Kong, it suggests that openness is a part of that equation as well. With the increase of the speeds and access to information across the economy, businesses and people risk deciding for themselves on how to make the most of that information. It is with trusting such judgments that has spurred the Internet economy in the first place. ✨

The full report, "The Connected Harbour – How the Internet Is Transforming Hong Kong's Economy," May 2011, can be downloaded from Boston Consulting Group's website: <http://connectedharbour.hk/>

《經濟騰飛 港繫全球：互聯網帶動香港經濟轉型》（2011年5月）的報告全文可從波士頓諮詢公司網站 <http://connectedharbour.hk/> 下載

協助以具體方式衡量互聯網經濟。到現時為止，互聯網信徒傾向倚靠一些無形的效益，以證明有關投資是正確的。其實，他們沒有太多的選擇：你會願意花多少錢隨時與朋友保持聯繫，以及尋找地圖路線呢？據Google經濟師Hal Varian最近估計，單是搜尋引擎每年所節省的時間，便相等於每年為美國經濟貢獻650億美元。然而，很少人會這麼抽象地考慮到節省所得的時間，即使牽涉數額非常巨大。

為互聯網定價

為此，Google嘗試量度亞洲互聯網的價值，一如歐洲的類似研究。目標是不再糾纏於模糊的概念，比如「促進業務流程」和「提高接觸和吸引目標客戶的能力」等，而是把辯論層次提升到直接得益層面：互聯網為經濟帶來多少好處？為了以更全面的角度來理解難以理解的互聯網經濟，我們使用本地生產總值（GDP）來衡量互聯網的貢獻。

香港作為真正「港繫全球」（Connected Harbour）的海港城市，是BCG以GDP量度互聯網價值的首個亞洲地區。在亞洲眾多網絡化及無約束的經濟體系中，香港能夠成為首選的研究對象，全因其互聯網無論在開放性和覆蓋

指數是由BCG制訂，以比較經濟合作與發展組織（OECD）成員國的互聯網深度和廣度。其中，香港的排名比新加坡高一級，並與美國和盧森堡看齊，僅次於領先國家（韓國、日本、英國和德國）。香港的排名相對較高，全因其擁有卓越的互聯網基礎設施，以寬頻的速度、覆蓋範圍及可負擔能力計，香港現時排名全球第三。

香港特區政府一直積極推動互聯網及相關行業的發展。除了於數年前發表「數碼21資訊科技策略」，勾勒出香港資訊和通訊科技發展的藍圖，政府亦透過採取更多措施，從科技角度，確保本地經濟持續增長。

內地經濟迅速發展，尤其中國「十一五」規劃強調科技發展，為香港帶來無限機遇，讓香港有機會成為促進本地、內地與海外企業合作的樞紐。為了建立數碼共融的知識型社會，政府與資訊及通訊科技業界攜手合作，銳意協助企業（特別是中小企）增加採用資訊及通訊科技。

據BCG估計，香港的互聯網經濟於2009年對GDP的貢獻達5.9%，與互聯網對英國和北歐的經濟體貢獻約6%至7%的數字相若，這些地區的互聯網行業非常蓬勃，與香港在20世



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紀90年代的科網熱相似。事實上，香港的互聯網發展，正好反映出時代的變遷和社會的進步。今時今日，幾乎所有香港企業都使用互聯網，更易探索和進入無國界的資訊樞紐。

高科技傳統公司

以該報告重點說明的利豐集團為例。該貿易公司成立於1906年，但《Wired》雜誌認為該公司是全球40大資訊科技企業之一。究竟所謂何事？

利豐秉承一貫經營作風，確保他們是亞洲與世界其他地方之間的首選中間人。但今時今日，若沒有互聯網無遠弗屆的覆蓋範圍和威力，便難以做到。利豐設有一個入門網站，讓大小企業出售自己的商品，一旦拍板成交，該公司便會為客戶處理供應鏈物流運作，充分利用互聯網來協調從工廠到商店貨架之間錯綜複雜的步驟。

規模較小的企業亦利用互聯網來改變本身的經營模式，擴大業務範圍。香港約有296,000家中小企，當中超過50%透過互聯網跨越國界，向全球客戶銷售產品和服務。

BCG的報告指出，香港中小企創業家熱衷採用互聯網，在經營上積極利用網站、網上支付及搜尋引擎廣告，因而在銷售增長、成本節約和生產力提升方面，一般比「低互聯網」（Low-web）或「無互聯網」（No-web）的中小企優勝。在貿易、運輸、物流及科技行業，有四分之三的中小企都積極使用互聯網。

中小企使用互聯網有效鎖定目標客戶、吸引客戶，以及處理客戶與供應商事務，將有利

於提高銷售機會，事實上，約80%「高互聯網」（High-web）和62%「低互聯網」中小企表示銷售額有所增加。中小企使用這些網上工具進行有效的市場推廣、分銷和通訊，亦有助節省成本。約75%「高互聯網」和73%「低互聯網」的網上工具用戶表示過去五年節省了不少成本。此外，約80%「高互聯網」和70%「低互聯網」受訪者表示，互聯網有助改善過去五年的生產力，相比「無互聯網」受訪者只有48%。生產力增加包括效率提升、人為錯誤減少，以及供應鏈透明度提高。

儘管這些中小企似乎不像電子商務企業，他們已經有效利用互聯網建立了自己的業務，把產品銷售到海外市場。舉例說，西貢的海味軒為祖孫三代經營的家族企業，一向專注銷售海味和傳統中藥。然而，該店現時有部分營業額是來自海外客戶，全因海味軒除了設立了一個網站，方便海外客戶選購產品，更刊登網上廣告，準確鎖定潛在的目標客戶群。目前，海味軒的網上業務有約60%為海外訂單。這正好代表著本地中小企逐步轉型成為互聯網公司。

時間就是金錢

最後，香港人更願意付費使用高速、流動互聯網服務，全因社交和休閒生活都離不開互聯網，如使用Facebook等社交網絡，及以類似Groupon等模式的本地團購服務。

顧客亦喜歡把互聯網帶入商店，單是香港在2009年，顧客先上網研究再購買的銷售額，共值280億港元。隨著愈來愈多人使用

Openrice、WhatsApp及Hong Kong Movie等應用程式，這個數字只會不斷上升。

香港人平均每星期上網22小時，比中國內地或英國都要高，而隨著他們在網上分享更多資訊，本地的互聯網價值將會變得更加重要。

以上所有因素結合，加上對有多少錢會轉至電子商務的保守估計，BCG預期，直至2015年，互聯網經濟每年將以7%的速度增長，較本地生產總值增長率4%更快。

持續增長

香港特區政府為保持在互聯網相關領域的優勢，最近推出了多項計劃，以進一步鞏固領導地位。今年3月，政府推出全中文域名，這將有利於電子商務在本地的發展，以及促進互聯網在華語社區的普及使用。此外，政府亦已公布其對雲端運算的承諾，並制訂了泛政府資訊科技策略方針及主要方案，重新指配未來五年的中央資訊科技基礎設施和服務，以順利過渡至雲端運算模式。

互聯網對經濟的好處多不勝數，這些好處與單一工廠開業相比，或許微不足道。但當綜合考慮時，這些好處加起來所創造的互聯網經濟利益，規模跟香港不遑多讓。據世界銀行於2009年發表的報告顯示，寬頻普及率大幅增加，與GDP顯著上升，有著密切的關係。以香港為例，開放的互聯網是成功的關鍵因素之一。隨著本地上網速度的增加，資訊流通日趨頻繁，企業和市民應自行決定如何充分使用資訊，而這些判斷促使他們把互聯網經濟放在首位。✿

The Culturally Intel

文化智能大腦

In case you weren't already convinced that cultural differences matter, brain research proves it, writes **David Livermore**

如果你仍未確信文化差異的重要性，腦部研究就是明證 David Livermore

We have recently witnessed a study on how our cultural background shapes the wiring of our brains. One study that demonstrates this was conducted by Dr. Ying-Yi Hong who did brain scans of American and Chinese students attending the University of Illinois, Urbana-Champaign. The students were placed in an MRI head scanner and shown a series of images, one of which was a photo of a sheep standing in an office lobby.

What emerged was a consistent difference between the neural activities that occurred in the American students versus the Chinese.

The scans revealed that the American students placed primary attention on the "object" in the picture – the sheep. But the Chinese students placed primary attention on the context of the picture – the lobby. And there was a greater level of anxiety among the Chinese students regarding the incongruence of a sheep standing in a lobby than found among the American students.

The findings of Hong's study are consistent with what a number of neuroscientists have found when examining Westerners' versus Easterners' brains and the attention to objects versus context.

Hong's first scans in this study were taken shortly after the Chinese students

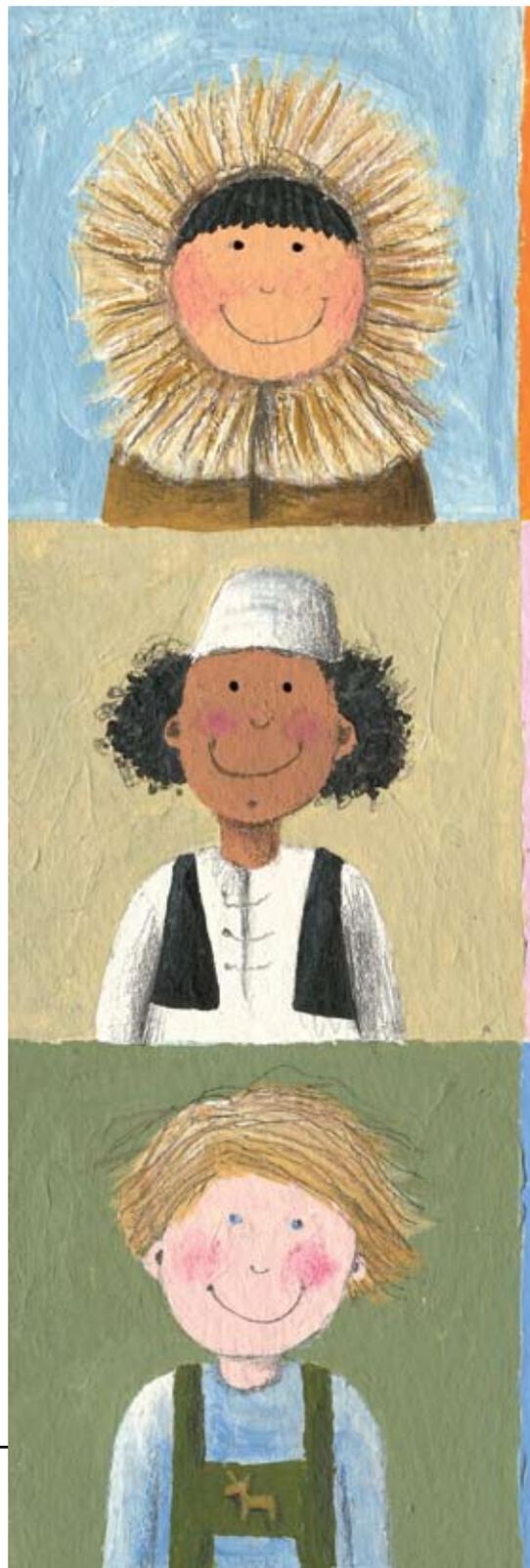
arrived in the U.S. She repeated the experiment several months later. This time the brain activity in the Chinese students looked much more similar to the scans of the American students, which remained largely unchanged.

Hong's findings suggest that culture shapes our neurological wiring – but it's not permanent, as well as that cross-cultural experiences can change neurological activations.

This is fascinating material. But practitioners will inevitably ask, "So what"?

On the one hand, this gives us "hard science" to prove that culture matters. There are very real differences in how we process information. And studies like Hong's (there are many others) prove that cultural differences are not simply imagined – they're real. But most of us have plenty of life experiences to give us enough hard data there. Do we really need brain research to convince us?

What I find far more enlightening and revealing is the way this research validates the fact that "flexibility" – that elusive end-all, which is always promoted in cross-cultural training – really is possible. We CAN re-wire our brains for different cultural settings – and then wire them back again. Westerners can see as Chinese do – at least in part – and visa-versa.



David Livermore is a thought leader in cultural intelligence (CQ) and global leadership, and the author of "Leading with Cultural Intelligence."

David Livermore是文化智商和全球領導力領域的思想領袖，也是《Leading with Cultural Intelligence》的作者。

ligent Brain



Some promising findings are emerging from efforts to combine cultural neuroscience with the research on cultural intelligence, or CQ. From the very beginning, the study of cultural intelligence has sought to move the emphasis away from comparing cultures to learning what capabilities are needed to effectively bridge cultures.

Studying cultural differences is a piece of the equation but many people correctly spout of various cultural differences and remain totally inept at effectively working outside their own culture.

The research on cultural intelligence demonstrates that individuals who attend to their motivation, thinking, and behavior for cross-cultural work are able to improve the way they adjust and perform cross-culturally. Similarly, neurological research is further supporting that an emphasis on the four capabilities of CQ (drive, knowledge, strategy, and action) and the related interventions will increase the flexibility of our brains and thus behavior.

Rather than working so hard to master all the do's and don'ts of various cultures, a far better approach is to work on developing a dynamic skill set that provides insights and effectiveness in any culture.

Take for example, the importance of being able to accurately interpret people's facial expressions. Whether you're conducting a meeting, negotiating a deal, or simply hanging out with someone, it's vital to be able to read nonverbal cues. There's a higher level of activity in the region of the brain associated with emotion processing when we're asked to identify the emotions of people from our own background than when asked to do so for people who don't "look" like us. Most of us were never formally taught what various facial expressions mean in our culture. It's just something we've learned subconsciously while growing up in our families and communities.

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文化背景主導我們腦部線路的走向，一項由康瑩儀博士率領的研究便印證了這點。該研究向伊利諾伊大學 Urbana-Champaign 分校的美國和中國學生進行了腦部掃描，接受研究的對象須進入一部磁力共振頭部掃描器，再獲展示一連串的影響，其中一張相片顯示一隻綿羊站在辦公室大堂。

結果發現，美國和中國學生的神經活動出現一致的差異。

掃描顯示，美國學生的注意力主要集中在相片中的「物件」——綿羊上，而中國學生則集中於相片的背景——大堂。對於綿羊站在大堂這個不協調的狀況，中國學生較美國學生表現出更大的焦慮。

一些神經科學家也曾探討西方人與東方人的腦部有何分別，以及他們對物件與背景的不同關注程度，而他們的發現與康博士的研究結果一致。

是次研究中，康博士於中國學生抵達美國後不久為他們進行首次掃描，並於幾個月後重覆有關試驗。這次，中國學生的腦部活動與美國學生大幅拉近，而美國學生的掃描結果則大致維持不變。

康博士的發現顯示，文化會引導我們的神經線路——但那不是永久性的，而跨文化經驗是可以改變神經活化作用的。

這是有趣的資料，但人們不禁會問：「那又如何？」

一方面，這為我們提供了「硬科學」，以證明文化的重要性。我們處理資訊的方法有著很大的實質差異。康博士一類的研究（還有眾多其他同類研究）證實，文化差異並非純粹想像出來的，而是確實存在。然而，大部分人都有豐富的人生經驗，能夠為這方面提供足夠的硬資料。那麼，我們是否真的需要進行腦部研究以作確認呢？

我認為更有啟發性的是，這項研究證實了「靈活性」——這個時常在跨文化培訓中被提倡的結局——真的可行。我們可以因應不同的文化環境，重裝腦部的線路，然後再還原。西方人可以像中國人般看事物——至少部分，反之亦然。

透過結合文化神經科學與文化智商（簡稱 CQ）的研究，可得出一些更具啟迪意義的發現。一直以來，文化智商的研究都試圖避免比較不同文化，而是著重探討如何有效連接不同文化。

研究文化差異是方程式中的一環，但很多人只懂大談文化差異，而無法有效地走出自己的文化。

文化智商的研究顯示，有留意自己跨文化工作的動機、思維和行為的人，能夠改善個人的跨文化適應和表現。同樣地，神經學研究正進一步證實，專注於 CQ 的四種能力（動力、知識、策略及行動）及相關的干



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預，將增加我們大腦以至行為的靈活性。

與其努力地掌握不同文化的行為準則，更好的方法是發展出一套靈活技能，使人能夠洞悉任何文化，從而促進效益。

例如，能夠準確理解別人面部表情的重要性。不管你正開會、商談生意，或純粹與某人外出消遣，都必須能夠看懂一些非語言訊息。相比要辨別來自不同背景的人的情感，當我們要辨別來自相同背景的人的情感，負責處理情感的大腦區域會有較高的活動水平。對於如何詮釋各種面部表情在我們文化中的意思，大多數人都從未受過正式的訓練。那只是我們在成長的過程中，從家庭和社區中潛意識地學懂的技能。

文化神經科學家正探尋方法，協助人們與來自不同文化背景的人互動時，產生與對方一樣的潛意識認知和同理心。一些跨文化理論主張學習不同文化中的眾多特定面部表情。

然而，文化智商學說則更集中於學習如何瞬間學習，留意線索，並尋找方法把新發現融入個人的認知和行為。

這個方法再結合更多的多元文化互動，似乎有助我們在處理來自其他文化的人的情感時，提升大腦活動水平，從而促進跨境管理和溝通。

「文化智能大腦」的初步研究大有可為。多元文化經驗本身並不能保證我們的思想和行為會增加靈活性。不過，當我們著力提升個人的 CQ，我們的思維靈活性實際上正在增加，這不僅會提高我們的跨文化效率，還可改善我們在眾多其他範疇上的生活和工作質素。✿

Cultural neuroscientists are exploring how to help people have the same kind of subconscious understanding and empathy when interacting with people from different cultural backgrounds. Some cross-cultural approaches emphasize learning a lot of specific facial expressions as used in different cultures.

But the cultural intelligence approach is more focused upon learning how to “learn on the fly”, pick up on cues, and find ways to incorporate what’s discovered into one’s understanding and behavior.

It appears that this kind of approach, together with increased multicultural interactions can elevate the level of brain activity we have when processing the emotions of those from outside our culture. This in turn will result in better cross-border management and communication.

The preliminary research on a “culturally intelligent brain” is very promising. Multicultural experiences by themselves do not ensure that we’ll increase the flexibility of our thinking and behavior. But when we do the hard work of improving our CQ, we are in fact increasing our mental flexibility, which not only improves our cross-cultural effectiveness but our quality of life and work in numerous other areas as well. ✿

Michelle Lam
Account Manager

9 years' sales experience
23 years' tree planting experience



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Secret Private Chef

隱世私廚

Chef Lee Yuk-lam likes to keep a low profile, but this chef to the rich and famous is making his remarkable dishes available to more gourmets, writes **Gerry Ma**

李煜霖師傅作風低調，但這位「富豪私廚」現已進駐國金軒精品廚房，讓一眾饕餮大飽口福 馬桂榕

Food lovers have to be patient when searching for new restaurants. But more often than not, as long as the restaurant is open to the public, we can all enjoy the sumptuous dishes prepared by a famous chef. There are, however, a number of renowned private chefs in Hong Kong, and no matter how patient or rich you are, it is impossible to their dishes.

These exclusive chefs usually work for a very wealthy family or a private club. As they only cook for their employers, they always choose the best ingredients without worrying about costs, and do not need to rush to serve diners pouring in as in restaurants. They have ample time to design, prepare and cook each dish, so their food is incomparable to that of ordinary restaurants.

Among the many business luncheons and dinners that I have attend, the most impressive ones were those at private homes or clubs. Compared to regular restaurants, their ingredients are better and the dishes are carefully crafted.

There are a surprising number of these private clubs in Central, serv-

ing everything from seasonal dishes, such as white gourd soup in summer, and snake soup and hairy crab in autumn and winter. When it comes to snake soup, I always remember the Penthouse located in Hang Seng Bank Headquarters.

The first time that I went there, I found their authentic traditional braised assorted snake soup was extraordinary. Their carving skills were remarkable, and the soup was perfect, making it the best snake soup in town. Their Head Chef Lee Yuk-lam was an apprentice of Li Cai, the home chef of the late Qing Dynasty Tai Shi Minister-cum-scholar Jiang Hongyan. He served there for over 30 years and is well-known for his remarkable cooking skills. When he migrated to Canada, his delicacies become fond memories.

Some years later, he returned to Hong Kong. However, it was still difficult to try his food as the private kitchen that he opened in Western District served only one table each night. He prepared all the ingredients and cooked each dish himself. The rich and famous had tried Chef Lee's dishes before, so the long waiting list was like a who-is-who list in Hong Kong.

Boiled sliced conch, sautéed crystal king prawn, white crab claw, stir-fried tripe, and stir-fried shredded soft-shelled turtle, among others, clearly showed off his outstanding cooking skills. In 2005, rumours were running rife that Chef Lee was going to close his private kitchen as a super-rich family had persuaded him to be their private chef. Once again, Chef Lee's dishes were only memories for the lucky few who had had the opportunity to try them.

Luckily for gourmets, in September 2007 Chef Lee accepted the invitation of Cuisine Cuisine in IFC to offer excellent Cantonese cuisine. Even within the restaurant, his kitchen, culinary team and even reception staff are all independent to the main restaurant. His

Stir-fried tripe with vegetables is one of the must-try dishes.
「七彩炒肚尖」是必吃菜式之一。





Chef Lee Yuk-lam is known as the private chef to the rich and famous.

李煜霖師傅堪稱富豪私廚。



Pan-fried crispy noodles with shredded chicken, a classic Cantonese dish.

看似簡單的「雞絲煎生麵」，亦能盡顯功架。

很多喜歡尋找美食的人，都必然會做足資料搜集，只要有耐性，更難訂、更難去的，管它是哪個名廚還是哪家名店，只要是公開經營的，最終也會吃得到。但世上有一種廚藝，無論你有多耐心、多富有也不一定吃得到的，就是人家私廚的手藝。這些私廚，要麼隱藏在大戶人家作家廚，要麼在私人俱樂部內駐場，他們會根據僱主的個人喜好，隨時炮製心儀菜式，讓僱主偶然招待貴賓好友，分享有錢也買不到的廚藝。由於這些私廚只供自用，所以食材必選上乘，不用計成本，亦不用忙於應付其門如市的顧客，備料時間充足，廚子可不慌不忙，慢工出細貨，手藝自然是一般食肆不能比擬。

我經常有很多商務應酬，多年來最有印象的是在一些商會會所或私人俱樂部，菜式各有特色，與一般酒樓食肆相比，他們用料會較好，做得也較細緻。這一類會所在中環一帶曾經紅極一時，隨着不同時令，提供合時菜式，夏天吃冬瓜盅，秋冬吃蛇羹和大闸蟹。說起蛇羹，一定想起恒生銀行的博愛堂，那是正宗的太史五蛇羹，當年我首次品嚐，頓覺與眾不同，切功夠幼細，而且推荻合度，湯底有層次，將市面上的蛇羹全比下去。當時已得悉駐場的總廚李煜霖師傅正是師承江太史舊日廚子李才，李才曾任博愛堂顧問，訓練了一些徒弟，其中以任職該堂總廚30多年的李師傅盡得真傳，並以精巧細緻廚藝見稱。隨着李師傅移民加拿大，他的手藝只能留在回憶中。

後來李師傅回流，主要提供上門到會，若要品嚐他的手藝也不容易，必須有合適的地方才能安排，輪候時間亦不短。為了方便客人，李師傅於西環設店，以私房菜形式，每晚只招待一桌，從備料至下廚，每一道菜都親力親為。由於李師傅的廚藝深得富豪翹楚的追捧，所以排隊輪候需時。白灼螺片、水晶大蝦球、白肉蟹筍、炒肚尖、炒水魚絲……每一款菜式都能嚐到他的精湛手藝，出眾非凡。2005年期間，多次聽聞李師傅有意不再經營私房菜，更有傳有超級富豪準備力邀他作為私廚，

若然屬實，就可能令一眾饕餮再次失望。

最後落實的是李煜霖師傅於2007年9月接受禮聘，於中環國際金融中心內的國金軒特設精品廚房，炮製頂級粵菜。深受財經金融界愛戴的國金軒早已享負盛名，李煜霖師傅主理的精品

粵菜，無論所用的廚房、廚師團隊，以至接待人員都是獨立運作，每晚只為兩個獨立貴賓廳房的客人服務，所提供的菜式全是李師傅的拿手精品。剛才說的水晶大蝦球、鳳城水魚絲、七彩炒肚尖、白肉蟹筍當然少不了，精緻細膩的官燕焗釀蟹蓋、白灼螺片、香煎琵琶官燕，一嚐就知所言非虛，還有我至愛的官燕鷓鴣粥和生菜絲牛柳炒飯，每一道都是刀章細緻的表現。

李師傅坐陣國金軒精品廚房，堅持嚴格採購最新鮮、最優質的食材，細緻的刀章，精湛的廚藝，不求花巧，炮製出來的菜式，每款都與別不同。由於李煜霖師傅為人低調，鮮有接受傳媒訪問，相比較懂做公關宣傳的名廚曝光率為少，但他的名字在富豪圈子無人不識，堪稱富豪私廚，粉絲追捧者甚眾，不少富豪名人家，三代都是他的擁護者。

昨日少數人的私廚，今日你我亦可品嚐其手藝，不變的是李煜霖師傅主理的國金軒精品廚房，可按不同喜好度身訂製菜單，為眾人繼續提供私廚菜式。✿

with imperial bird's nest and minced partridge, and fried rice with minced beef and lettuce. Each of them showcases Chef Lee's amazing skills.

The private kitchen overseen by Chef Lee uses only premium ingredients. With his remarkable carving and cooking skills, each dish is simple, but distinctive. Since Chef Lee prefers to keep a low-profile, he very rarely accepts media interviews. And, although he is rarely in the public eye, compared to other famous chefs, he is still known as "the private chef for the rich and famous."

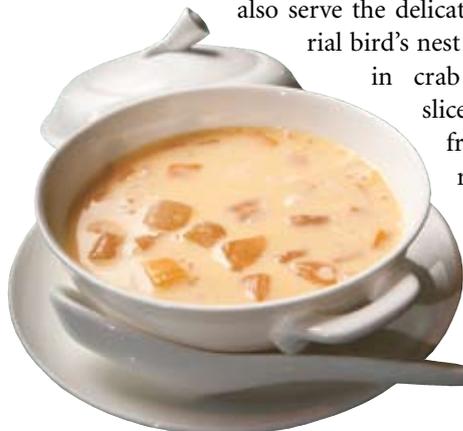
Luckily for his gourmet fans, Chef Lee is now serving the public again, which allows him to share the beauty of outstanding Cantonese cuisine with those who truly appreciate fine food. ✿



Sautéed crystal king prawn, carved into a chrysanthemum. 美如菊花的「水晶大蝦球」盡顯刀章。

stunning Cantonese dishes are available only in two VIP rooms each night. In addition to his specialities that I mentioned earlier, they

also serve the delicate baked imperial bird's nest and crab meat in crab shell, boiled sliced conch, pan-fried imperial bird's nest stuffed with crab meat and egg white, and my favourite congee



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Gerry Ma is former guest host of the radio chat show, "Gourmet," and a judge for Hong Kong's "Best of the Best Culinary Awards." 馬桂榕為電台清談節目「飲食得喜」前任客席主持及「美食之最大賞」評判。



Matchmaker

相親 . 相愛

Beautiful, successful and single Hong Kong women are looking for love

事業有成的香港單身美女正尋找真命天子

Hong Kong has so many drop-dead gorgeous women. Just as amazingly, many of them cannot get a date! Some people point to the fact that there are just not enough men in Hong Kong, while others say the “Princess Syndrome” is the real cause. Regardless of the reasons, single ladies looking for love is a growing business.

The headline numbers do back up the claim that men are in short supply in Hong Kong. The Census and Statistics Department’s latest data show that there are only 889 men for every 1,000 women in Hong Kong.

The women most affected by the skew in males happen to be those who are also the most marriageable, ranging in age from 25 to 44. There are now 1,289,200 women in this age group in Hong Kong, compared to just 961,800 men – a massive 34% disparity.

Rachel Chan, founder of Hong Kong Speed Dating, said all dating agencies in Hong Kong have no difficulty finding women to attend their events, but there is a definite shortage of men.

“The number and quality of men joining our events is much higher than the average, with about 70% of attendees being ladies and the remaining 30% men,” she said.

Despite this, she said the male/female ratio in Hong Kong is not that wide when you net out foreign domestic helpers, which narrows the gap to 1,078,900. In Shenzhen, by comparison, she estimates there is one man for every seven women.

Digging deeper into the statistics, the number of males born in Hong Kong has always outstripped females by an average of 10%. So this begs the question, where do all the guys disappear to?

Given the oversupply of women just across the border, many choose to settle down with a Mainland wife. In 2010, a total of 51,200 marriages were registered in Hong Kong, 22,330 of which were cross-border marriages. The majority (18,145) of these were Hong Kong men marrying a Mainland woman.

Princess Syndrome

Some Hong Kong men prefer their wife to be comfortable with more traditional values. A Hong Kong businessman participating in the popular Mainland TV dating show, “If You Are The One,” was more blunt. He said he wouldn’t marry a Hong Kong woman because he feels they are unreasonable.

“Also, they do not know they are being unreasonable,” he said.

Unfortunately, the census figures do not tell us why some Hong Kong men prefer Mainland women over Hong Kong women, but the



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Helping to Find Mr Right

As Asia's most dynamic financial and trade center, young professionals tend to be very career minded and often put their careers before their personal lives. This holds true for all nationalities working in Hong Kong. Rachel Chan, founder of Hong Kong Speed Dating, discovered this when she was still in university. Two of her girlfriends couldn't manage to get a date, so she encouraged them to attend a speed dating evening. They chickened out at the last minute, but she was curious to see how it worked.

"I thought this was an amazing way to meet people," she explained. "I had recently read the book 'Rich Dad Poor Dad,' which says working for yourself is the only way to become rich, so that gave me the idea to start my own business."

"I thought that if I advertised people would respond as I had, and come to my event. Eventually, no one came to my event so that was a harsh lesson."

Faced with a \$50,000 advertising bill, an acquaintance offered to lend her the money until she got back on her feet. This also germinated a new idea that blossomed into the CEO Club, which helps entrepreneurs find funding and advice for their business ideas.

The two businesses complement each other, and six months ago she teamed up with Jia Yuan, the world's first publicly listed speed dating company, to capitalise on the booming matchmaking business in the Mainland.

"There are huge opportunities for speed dating companies in the Mainland," she explained. "People there are also very open to the idea, really like to get involved, and think it is great fun. But in Hong Kong, people still do

not like to admit they go to a speed date agency."

Chan advises her friends – she introduces all clients as friends to put people at ease – to be considerate and realistic when looking for love. For example, some women attend speed dating events armed with a checklist and a "take me as I am don't bother me" attitude.

"Half of the ladies just want to meet a nice guy, half want to marry a rich guy and think just their looks is enough to attract a man, but men are not stupid. They don't want to just have a vase at home to look at. So I encourage women to improve their minds as well as their outlook," she said.

For more details, visit www.cnspeeddating.com

general perception is that Mainland women are more likely to follow traditional, subservient roles of marriage.

Hong Kong single women are educated, financially secure, and more independent than some of the women in the Mainland. So traditional Hong Kong guys might have difficulties accepting a wife who is just as educated or capable and earns just as much as he does if not more.

That is not to say Mainland women are not well educated. Under the one-child policy, many women come from very wealthy families, have been educated overseas, and their parents may not always be happy about their only daughter marrying an average Hong Kong guy. But with the sons of wealthy Mainland businesspeople usually having no shortage of girlfriends, they appreciate their daughters' dilemma. ❀

香港有很多美女，但叫人驚訝的是，她們很多都苦無對象！有人說這純粹因為香港男性不足，也有人說「公主病」是真正元凶。不論甚麼原因，為單身女士尋找愛侶的業務正日漸增長。

實際數字也支持香港女多男少的說法。政府統計處的最新數據顯示，香港的男女比例為每1,000名女性對889名男性。

男女比例失衡，最受影響的女性是年齡介乎25至44歲、最適合結婚的一群。現時屬於這個年齡組別在香港女性有1,289,200人，而男性則只有961,800人，兩者足足有34%的差距。

Hong Kong Speed Dating創辦人陳澄琳表示，全港所有相親介紹所都不愁找女性出席活動，但卻明顯缺乏男性。

她說：「參加我們活動的男性數目和質素都遠高於水平，出席者大約七成是女士，三成是男士。」

儘管如此，她說如果扣除外傭，陰盛陽衰的情況並非如此嚴重，女性數字將會下降至1,078,900人。相比之下，她估計深圳的男女比例為每1名男性對7名女性。

當我們再深入研究這些統計數字，香港出生的男性一直比女性平均多10%。這帶出一個問題，這些男士跑到哪裡去？

由於內地女性過剩，很多人選擇北上娶妻。2010年，香港共有51,200對新人註冊結婚，其中22,330對是中港婚姻，當中又以港男娶北女為主（18,145對）。

公主病

有些香港男士較喜歡妻子安於傳統。一位參加內地電視台熱門交友節目《非誠勿擾》的香港商人坦言，他不會娶香港女性為妻，因為他覺得她們蠻不講理。

他說：「而且，她們根本不知道自己蠻不講理。」

可惜，統計數字並無告訴我們為何有些港男會捨近求遠，但一般人都會覺得，內地女性較多會跟隨傳統，在婚姻中扮演從屬的角色。

香港單身女性教育水平高，經濟能力佳，思想行為亦較某些內地女性獨立。因此，傳統的港男或許難以接受他們的妻子與自己有同等的學歷、才幹和收入，甚或較他們優勝。

這並不是說內地女性教育程度低。在一孩政策下，很多富家女都曾到海外留學，而她們的家長未必喜歡其掌上明珠嫁給一個普通的港男。但由於內地富商的兒子通常都不乏女伴，所以他們都很明白女兒的困境。✿



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月老一線牽

由於亞洲是最具活力的金融貿易中心，年輕的專業人士較多以事業為重，往往忽略個人生活，這對於在香港工作的中外人士都不例外。Hong Kong Speed Dating創辦人陳澄琳在讀大學時已經發現這個情況，當年她有兩位女性朋友找不到拍拖對象，她遂鼓勵她們參加極速約會。兩位朋友最終臨陣退縮，但她卻想去一看究竟。

「我覺得這是個認識朋友的好方法。」她解釋：「早前我看了《富爸爸，窮爸爸》這本書，當中說到做生意是致富的唯一方法，這令我想到自己創業。」

「我想，只要我登廣告，人們就會像我當年一樣回覆，然後來參加活動。最後，沒有人出席我的活動，這是個慘痛的教訓。」

面對一筆50,000元的廣告費，一位老朋友願意借錢給她，直至她東山再起。這亦促成她開設「總裁俱樂部」，協助企業家為他們的創業理念籌募資金和徵求意見。

兩項業務互相補足，加上她在六個月前與全球首家公開上市的極速約會公司世紀佳緣合作，讓她掌握到內地急速起飛的相親業務。

「內地的極速約會公司商機無限。」她解釋：「那兒的人很開通，喜歡積極參與，也覺得這些活動很有趣。但在香港，人們依然不愛承認自己找過極速約會介紹所。」

陳小姐建議她的朋友（她會把所有客戶稱為朋友，讓他們感到輕鬆自在）在尋愛時要懂得體諒別人，面對現實。舉例說，有些女士在參加極速約會時總會準備一張清單，還有一副「這就是我，別煩我」的態度。

她說：「半數女士只想找個好男人，半數則想嫁個有錢人，並認為光靠外表已足夠令異性為之著迷，但男人並不笨，他們不想只買個花瓶回家。所以我鼓勵各位女士在改善儀容之餘，還要增加內涵。」

詳情請瀏覽www.cnspeeddating.com

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Coffee Benefits

咖啡有益

New study shows coffee may reduce the risk of developing lethal prostate cancer in men
最新研究顯示咖啡可減低男性患上致命前列腺癌的風險

Men who regularly drink coffee appear to have a lower risk of developing a lethal form of prostate cancer, according to a new study led by Harvard School of Public Health researchers. What's more, the lower risk was evident among men who drank either regular or decaffeinated coffee.

"Few studies have specifically studied the association of coffee intake and the risk of lethal prostate cancer, the form of the disease that is the most critical to prevent. Our study is the largest to date to examine whether coffee could lower the risk of lethal prostate cancer," said senior author Lorelei Mucci, associate professor of epidemiology at HSPH. Lethal prostate cancer is cancer that causes death or spreads to the bones.

Prostate cancer is the most frequently diagnosed form of cancer and the second leading cause of cancer death among U.S. men, affecting one in six men during their lifetime. More than 2 million men in the U.S. and 16 million men worldwide are prostate cancer survivors.

"At present we lack an understanding of risk factors that can be changed or controlled to lower the risk of lethal prostate cancer. If our findings are validated, coffee could represent one modifiable factor that may lower the risk of developing the most harmful form of prostate cancer," said lead author Kathryn Wilson, a research fellow in epidemiology at HSPH.

The researchers chose to study coffee because it contains many beneficial compounds that act as antioxidants, reduce inflammation, and regulate insulin, all of which may influence prostate cancer. Coffee has been associated in prior studies with a lower risk of Parkinson's disease, type 2 diabetes, gallstone disease, and liver cancer or cirrhosis.

The study examined the association between coffee consumption and the risk of prostate cancer, particularly the risk for aggressive prostate cancer among 47,911 U.S. men in the Health Professionals Follow-Up Study who reported their coffee consumption every four years from 1986 to 2008. During the study period, 5,035 cases of prostate cancer were reported, including 642 fatal or metastatic cases.

Among the findings:

■ Men who consumed the most coffee (six or more cups daily) had nearly a

20% lower risk of developing any form of prostate cancer.

■ The inverse association with coffee was even stronger for aggressive prostate cancer. Men who drank the most coffee had a 60% lower risk of developing lethal prostate cancer.

■ The reduction in risk was seen whether the men drank decaffeinated or regular coffee, and does not appear to be due to caffeine.

■ Even drinking one to three cups of coffee per day was associated with a 30% lower risk of lethal prostate cancer.

■ Coffee drinkers were more likely to smoke and less likely to exercise, behaviors that may increase advanced prostate cancer risk. These and other lifestyle factors were controlled for in the study and coffee still was associated with a lower risk. ✿



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美國哈佛公共衛生學院的最新研究指出，常喝咖啡的男性似乎較少患上致命的前列腺癌，而且研究人員發現，不管是一般咖啡或不含咖啡因的咖啡都有同樣效果。

該學院的流行病學副教授Lorelei Mucci擔任是次高級研究員，他表示：「幾乎沒有專門研究探討飲咖啡與患上致命前列腺癌之間的關係，而預防這類疾病是至關重要的。我們探討了咖啡能否降低患上致命前列腺癌的風險，這是歷來最大型的同類研究。」致命前列腺癌是可引致死亡或擴散至骨骼的癌症。

前列腺癌是美國男性最常見的癌症，亦是第二大致命癌症，困擾六分之一的美國男性。美國有逾200萬位男性是前列腺癌康復者，而全球則有1,600萬人曾患前列腺癌。

哈佛公共衛生學院流行病學研究員兼是次首席研究員Kathryn Wilson說：「目前，我們並不清楚可以改變或控制哪些風險因素，來降低罹患致命前列腺癌的風險。假如我們的研究結果屬實，咖啡就可成為一個可變因素，減低患上這種最危險的前列腺癌的風險。」

研究人員選擇研究咖啡，是因為它含有多種有益化合物，可以作為抗氧化物，減少發炎和調節胰島素，而這些全部都可影響前列腺癌。在早前的研究中，咖啡亦被指可降低患上帕金森症、二型糖尿病、膽石症、肝癌及肝硬化的風險。

自1986至2008年間，參加了醫療專業人士追蹤調查的47,911位美國男性，每4年要向研究人員報告一次他們喝咖啡的習慣，以探討飲咖啡與前列腺癌風險的關係，特別是致命前列腺癌的風險。研究期間，共有5,035人被診斷出有前列腺癌，其中642位屬於致命或轉移性前列腺癌。

部分研究結果：

- 飲最多咖啡的男性（每天六杯或以上）罹患任何類型前列腺癌的比例降低近20%。
- 咖啡與致命前列腺癌的關係更為顯著。飲最多咖啡的男性罹患致命前列腺癌的比例大幅降低60%。
- 不論是不含咖啡因的咖啡或一般咖啡都同樣能降低有關風險，故似乎與咖啡因無關。
- 即使每天喝一至三杯咖啡，罹患致命前列腺癌的比例亦降低30%。
- 愛喝咖啡的人通常較多吸煙，較少運動，這些行為或會增加晚期前列腺癌的風險。是次研究已控制以上及其他生活方式的因素，結果咖啡仍然與降低上述風險有關。☘

統計數字

在香港，所有影響男性的癌症之中，前列腺癌的病發率正以最快的速度上升。

何謂前列腺癌？

前列腺是男性的性腺，負責製造一種黏稠的液體，作為精液的一部分。前列腺癌是由於前列腺細胞的不正常生長所致。

前列腺癌的成因

前列腺癌的成因仍然未明，較常出現於年長的男性，50歲以下的男性則較為罕見。

前列腺癌的主要風險因素包括：

- 多吃動物脂肪，少吃纖維（蔬果）
- 家族中有人曾患前列腺癌
- 經常接觸鎘及二噁英等化學物

Statistics

In Hong Kong, the incidence of prostate cancer has increased at the fastest rate among all cancers affecting men.

What is prostate cancer?

The prostate is a male sex gland which produces a thick fluid that forms part of the semen. Prostate cancer results from an abnormal growth of the cells in the prostate.

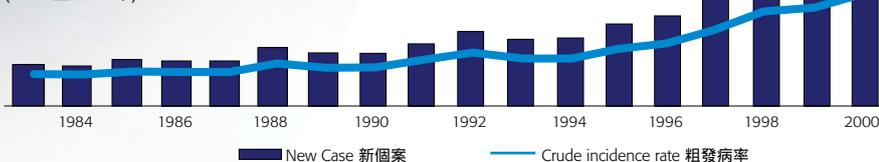
What causes it?

The causes for prostate cancer are not yet fully understood. Prostate cancer tends to happen in older men and is rarely found in men below the age of 50.

The major risk factors of prostate cancer include:

- Diet that is high in animal fat and low in fibre (fruit and vegetables)
- A family history of prostate cancer
- Exposure to chemicals, such as cadmium and dioxin

Number of new cases and crude incidence rate of malignant neoplasm of prostate, 1983-2000
前列腺癌新個案數目及粗發病率 (1983至2000年)



Financial Shenanigans\$ 財技騙局

How to detect accounting gimmicks & fraud in financial reports

如何偵測財務報表的會計幻術及騙局

With major financial scandals popping up in greater numbers – and with more inevitably on the way – it has never been more important for you to understand what dishonest companies do to trick investors. Since the early 1990s, Financial Shenanigans has been helping investors unearth deceptive financial reporting at the most critical time – before they suffer major losses.

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Referred to as the “Sherlock Holmes of Accounting” by BusinessWeek, Howard Schilit and renowned forensic accounting expert Jeremy Perler take you

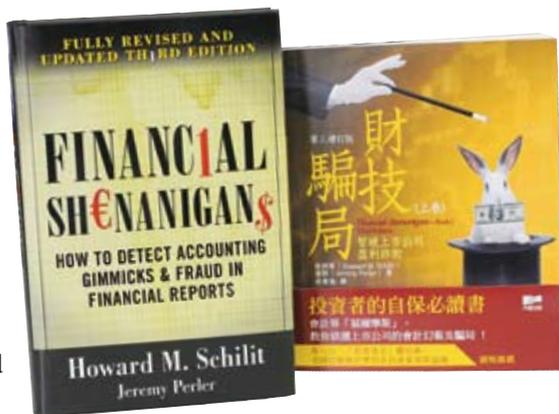
deeper into the corporate bag of tricks, exposing new levels of accounting gimmickry and arming you with the investigative tools you need to detect:

- **Earnings Manipulation Shenanigans:** Learn the latest tricks companies use to exaggerate revenue and earnings.
- **Cash Flow Shenanigans:** Discover new techniques devised

by management that allow it to manipulate cash flow as easily as earnings.

- **Key Metrics Shenanigans:** See how companies use misleading “key” metrics to fool investors about their financial performance.

Financial Shenanigans brings you completely up to date on accounting chicanery in the global markets, shining a light on the most shocking frauds and financial reporting miscreants. This insightful, detailed guide written by recognized experts on the subject provides the knowledge and tools you need to spot even the most subtle signs of financial shenanigans. 🌸



隨 著重大的財務醜聞相繼爆出，涉及的金額愈來愈大，而且問題愈來愈難避免，你必須弄清楚不誠實的企業以甚麼把戲詐騙投資者。自1990年代的初版面世後，《財技騙局》一直協助投資者在最關鍵的時刻識破虛偽不實的財務報表，免受嚴重損失。

在全新的第三增訂版，作者進一步拓展重點，納入企業用以誤導投資者的最新手段。

獲權威雜誌《商業週刊》譽為「會計界福爾摩斯」的許利特（Howard Schilit），與破解會計罪行專家裴勒（Jeremy Perler）聯手，教你智破上市公司的詐術，揭露會計騙局的新層面，讓你具備偵測工具，看穿以下的財技把戲：

- **操控盈利騙術：**學習企業用來誇大收益和盈利的最新招數。
- **現金流騙術：**發掘管理層用來操控現金流的新技巧。
- **重要指標騙術：**探討企業如何利用誤導的「重要」指標來愚弄投資者，粉飾他們的業績表現。

《財技騙局》為你破解全球市場的最新會計詐術，揭露最震驚的詐騙個案和不盡不實的財務申報。這部由行內知名專家撰寫的詳盡指南，可為你提供所需的知識和工具，認清最狡猾的財技騙局。 🌸

Congratulations to the winners of
The Presentation Secrets of Steve Jobs

Frankie Hung Quinten Kah
Wilma Wong Andrew Yuen

The Bulletin is giving away six copies (3 English, 3 Chinese) of this month's featured book. Entries will be randomly drawn from the hat and winners will be announced in the next issue of *The Bulletin*. Deadline for entries is July 24. Simply complete the entry form and send it to: The Hong Kong General Chamber of Commerce, 22/F, United Centre, 95 Queensway, Admiralty, Hong Kong.

《工商月刊》將送出本月推介書籍六本(中英文版各三本)，歡迎會員來信參加。本會稍後將抽出幸運兒，結果將於下月的《工商月刊》內公布。截止日期為7月24日。請填妥索取表格，並郵寄至香港總商會(地址：香港金鐘道95號統一中心22樓)。

English 英文 Chinese 中文

Name 姓名 : _____ HKGCC Membership No. 會員編號: _____
 Company 公司名稱 : _____
 E-mail 電郵 : _____ Telephone 電話: _____

(Winners will be notified by e-mail and be required to pick up their book at HKGCC's head office 得獎者將獲電郵通知，並須前往本會總辦事處領取書籍)

Financial Shenanigans

Concerns grow over payment delays for Hong Kong business

By - **Benoit Ganzmann**
Senior Underwriter - Atradius Hong Kong



There's no denying that businesses in Hong Kong and other Asian markets have fared better than most during the recent global downturn. However, it is clear from a new independent study that the lingering after effects of the financial crisis are still shaping the way businesses operate.

According to the research, commissioned by Atradius and carried out by CFO Innovation Asia, the problem of late payment is a growing issue and gives a clear indication that companies in Hong Kong are becoming increasingly concerned about the developing trend towards delayed payments.

More than half (54%) of the Hong Kong businesses that took part in the survey said that they were now more anxious about late payments than before the global crisis and when assessing this finding alongside other factors identified in the study, it appears that these concerns are justified.

Of the Hong Kong businesses surveyed, 48% said that payment delays are also on the increase with payments now being delayed by more than 15 days and requests for extended payment terms growing.

Late payments can penalise businesses further, by costing them money to explore and secure other finance streams, such as potentially expensive bank finance, loans and other options, which enables cash flow to be maintained. Clearly, businesses are adopting strategies to address the late payment issue, but some of the approaches identified in the research also raise some cause for concern.

Restricting customer credit could put Asian business at risk

To help address this potential issue many companies in Hong Kong and across the rest of Asia, are choosing to reduce their exposure to customers that are judged to be

less creditworthy. In Hong Kong 48% of businesses are adopting this approach, while the average figure for Asia as a whole is 80%.

While, arguably, this may be regarded as a sound credit management approach, it's only when looking at the business data on which these decisions are made that questions on its accuracy and quality become apparent, which can undermine the validity of the original decision.

However, when you combine this result with another finding, which suggests that businesses are insisting on advance payment, then there is a clear risk that by adopting these strategies, companies could limit growth, lose market share and become uncompetitive.

The fact that the Hong Kong figure is so significantly lower than the overall average, could perhaps be linked to the fact that the country also has the highest familiarity with trade credit insurance of all those surveyed, which at 60%, is 11% higher than the average.

Outside of Hong Kong, this lack of familiarity with trade credit insurance could indicate a key reason why some Asian businesses are considering potentially restrictive strategies of up-front payments and imposing tighter credit conditions on customers.

While this study provides a range of thought provoking information as well as a key snapshot into the current attitudes of Hong Kong and other Asian businesses, it's interesting to note that even though the region's growth rates are the envy of the rest of the world, there are still concerns about payment and credit within individual businesses.

If you want to find out more about our research or explore how credit insurance can help your business further, please visit www.atradius.com.hk or contact us on +852 3657 0700.

Chamber Happenings 活動重溫



Chief Executive Visits Chamber

The Chief Executive, the Honorable Donald Tsang, visited the Chamber on June 13 to exchange views with members of the Chamber's Council on a number of issues affecting Hong Kong. The Chief Executive traditionally visits the Chamber for the first Council meeting following HKGCC's Annual General Meeting every year.

行政長官到訪總商會

行政長官曾蔭權於6月13日到訪本會，就多項影響香港的議題與諮議會成員交流意見。行政長官在每年的總商會周年會員大會後，均會出席首個諮議會會議。

Asia/Africa

Tony Alexander, Chief Economist, Bank of New Zealand, New Zealand, paid a courtesy call on the Chamber on May 31 to meet with David O'Rear, the Chamber's Chief Economist. Mr Alexander had expressed keen interest in the economic development of the Mainland and RMB, and both sides shared their predictions on economic developments in the region.

A 20-member delegation from the Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA), called on the Chamber on May 17.

The delegation was led by Dr Ajayi Herb Ademola, National President of NACCIMA, and was received by Neville Shroff, Chairman of the Asia/Africa Committee. Members from both chambers met to discuss business opportunities in the two regions, and the meeting was sealed with the signing of a Memorandum of Understanding between HKGCC and NACCIMA.

China

Chen Duo, Professor, Research Institute Hong Kong and Macau Affairs Office of the State Council, visited the Chamber on May 24 where

he was welcomed by Alex Fong, Chamber CEO.

Emil Yu, Chairman of the Chamber's China Committee, spoke at the Nantong and Hong Kong Investment In Modern Services Seminar on May 27 about development opportunities between Hong Kong and Nantong.

Xu Tao, Vice Director-General, Department of Commerce Jilin Province, led a delegation of entrepreneurs from Jinlin Province on June 2 to the Chamber where they were welcomed by General Committee member Andrew Yuen.

Yang Xian Bo, Deputy Mayor, Xu Chang Municipality, led a delegation to visit the Chamber on June 7, where they were received by Alex Fong.

Chen Mingde, Vice Mayor, Guangzhou Municipal People's Government, led a delegation to the Chamber on June 10 where they were welcomed by Rose Lee, Vice Chairman of the Chamber's China Committee. Delegates discussed corporation opportunities for promoting infrastructure projects in Guangzhou and Hong Kong under CEPA, particularly



Chamber Committees 總商會委員會

Americas Committee 美洲委員會
Mr Douglas Van 萬祥生先生

Asia/Africa Committee 亞洲/非洲委員會
Mr Neville Shroff 尼維利施樂富先生

China Committee 中國委員會
Mr Emil Yu 于健安先生

CSI – Executive Committee 香港服務業聯盟 — 執行委員會
Mr David Dodwell 杜大偉先生
Digital, Information and Telecommunications Committee 數碼、資訊及電訊委員會
Ms Winnie Yeung 楊長華小姐

Economic Policy Committee 經濟政策委員會
Mr James Riley 詹偉理先生
Environment and Sustainability Committee 環境及可持續發展委員會
Dr Glenn Frommer 馮悟文博士

Europe Committee 歐洲委員會
Mr Serge G. Fajalen 范富龍先生
Financial and Treasury Services Committee 金融及財資服務委員會
Mr T C Chan 陳子政先生
Industry & Technology Committee 工業及科技委員會
Mr Edmond Yue 余國賢先生

the feasibility of establishing a Hong Kong Innovation Industrial Park in Nansha.

Yu Zhen, Deputy Inspector of Department of Commerce, Jiangsu Province, called on the Chamber on June 10 to promote the upcoming Jiangsu Hong Kong Modern Services Promotion Seminar, which will take place on July 28.

Liu Lu, Vice Director, Suzhou Bureau of Commerce, led a delegation to visit the Chamber on June 14, where Alex Fong welcomed the visitors.

Competition

William Blumenthal, Chairman of U.S. Antitrust Group, Clifford Chance, USA, shared his experiences and views at a Chamber roundtable luncheon on

May 16 on designing the right competition law for Hong Kong.

Europe

Vadim Gurdzhi, Vice President, Chamber of Commerce and Industry of Republic of Abkhazia, led a delegation to visit HKGCC and met with Europe Committee Vice Chairman Neville Shroff and committee members on May 18. At the end of the meeting, both parties signed a Memorandum of Understanding.

Environment and Sustainability

Senior Manager of Business Advocacy Thinex Shek attended the 14th Project Committee meeting of the HKSAR's Cleaner



Designing the Right Competition Law for Hong Kong 制訂適合香港的競爭法

The debate on the Competition Bill has largely focused so far on whether or not Hong Kong should have a competition law. At the Chamber's June 23 seminar, eminent speakers, with extensive experience of competition laws across a range of jurisdictions, discussed various options for designing competition laws and what lessons could be learnt from other jurisdictions. The Bulletin will have a full report on this seminar next month.

《競爭條例草案》的討論一直主要集中在香港應否引入競爭法。在總商會6月23日的研討會上，多位對不同國家競爭法擁有豐富經驗的知名講者探討競爭法的多個制訂方案，並分享其他國家的相關經驗。下一期《工商月刊》將會刊登研討會的詳細報告。

The Chamber helped to co-organize and supported a number of Mainland trade and investment promotions recently. These included:
最近，本會曾協辦及支持多項內地貿易和投資推廣活動，包括：

Ganzhou, Jiangxi (Hong Kong) Investment Environment Promotion 2011

2011江西贛州（香港）投資環境推介會

Jiangxi (Hong Kong) Investment Week 2011

2011江西（香港）招商引資活動周

Tianjin Hongqiao Hong Kong Investment Promotion Project
天津紅橋招商項目推介會

Ningxia (Hong Kong) Trade Promotion Week

寧夏（香港）經貿活動周

Joint-Meeting of Hong Kong Business in Dongguan on Upgrading and Transforming

莞港資企業轉型升級聯席會議

2011 Henan-Hong Kong Economic and Trade Event

2011年河南香港經貿交流活動

15th China International Fair for Investment & Trade (CIFIT) Promotion Seminar

第15屆中國國際投資貿易洽談會推介會

Production Partnership Programme on May 17 to evaluate and approve demonstration projects applied by factories owned by Hong Kong companies in the Pearl River Delta.

Industry & Technology Committee

Jenny Peng, Head of Hong Kong Sales, Alibaba, spoke at a Chamber roundtable luncheon on May 19 on how companies can use online platforms to grow their businesses in the Mainland.

Prof Neale O'Connor, University of Hong Kong, shared with members on June 15 the findings of his recent survey on the best practices of successful Chinese suppliers. His talk

was followed by an Industry & Technology Committee meeting, at which Edmond Yue was re-elected as Chairman, while KC Leung and Nature Yang were re-elected as the Vice Chairmen.

Service Industries

The Chamber jointly organized the PECC/ABDI Conference on Services Trade: New Approaches for the 21st Century held in Hong Kong from June 1-3. After the conference, representatives of the Global Services Coalition from Australia, Europe, Hong Kong, Malaysia, Taiwan, U.K. and USA issued a joint statement calling for a start to plurilateral services negotiations. 🌸



Cheers! HKGCC & Italy 為總商會及意大利乾杯！

The Hong Kong General Chamber of Commerce, together with the Italian Chamber of Commerce in Hong Kong and Macau, co-hosted a cocktail reception on June 10 to celebrate the 150th anniversaries of the Chamber and Italy's unification. Alessandra Schiavo, Consul General of Italy in Hong Kong and Macau, Chamber Chairman Anthony Wu, CEO Alex Fong and Europe Committee members attended the event. Guests from both chambers joined in the festivities and enjoyed some good Italian wine and food.

香港總商會聯同駐香港及澳門意大利商會於6月10日合辦酒會，慶祝總商會創會及意大利國慶150周年。意大利駐港澳總領事 Alessandra Schiavo、總商會主席胡定旭、總裁方志偉，以及歐洲委員會各委員均有出席活動。兩會的嘉賓亦同歡共慶，一起品嚐意大利的美酒佳餚。



亞洲/非洲

新西蘭新西蘭銀行首席經濟師 Tony Alexander於5月31日到總商會作禮節性拜訪，與本會首席經濟師歐大衛會面。Alexander先生對內地及人民幣的發展深表興趣，雙方亦分享對區內經濟發展的預測。

尼日利亞商業、工業及農業協會主席Ajayi Herb Ademola博士率領的20人代表團於5月17日到訪，由亞洲/非洲委員會主席尼維利施樂富接待。兩會的成員討論兩個地區的商機，最後雙方簽署了一份合作協議備忘錄。

中國

國務院港澳辦港澳研究所所長陳多於5月24日到訪本會，由總裁方志偉接待。

總商會中國委員會主席于健安為5月27日舉行的南通香港現代服務投資合作懇談會作演說，談論香港與南通之間的發展機遇。

吉林省商務廳副廳長許濤於6月2日率領吉林企業家代表團到訪，團員由總商會理事袁耀全接待。

河南省許昌市委常委務副市長楊獻波於6月7日率領代表團到訪，由方志偉接待。

廣州市副市長陳明德先生於6月10日率領代表團到訪，由本會中國委員會副主席李慧敏接待。團員討論透過CEPA推動廣州和香港基建項目的合作機遇，特別是在南沙建設香港創新工業園的可能性。

江蘇省商務廳副巡視員于震於6月10日到訪，推廣將於7月28日舉行的蘇港現代服務業推介會。



蘇州市商務局副局長劉燻於6月14日率領代表團到訪，團員由方志偉接待。

競爭

美國高偉紳律師事務所美國反壟斷組主席William Blumenthal出席本會5月16日的午餐會，就如何為香港設計合適的競爭法，分享其個人經驗及見解。



歐洲

阿布哈茲共和國工商會副主席 Vadim Gurdzhi於5月18日率領代表團到訪，並與歐洲委員會副主席尼維利施樂富及其他委員會會面。最後，雙方簽署一份合作協議備忘錄。

環境及可持續發展

政策倡議高級經理石平偉於5月17日出席香港特區清潔生產伙伴計劃的第14次項目委員會會議，評估和審批珠三角港資工廠申請的示範項目。

工業及科技委員會

阿里巴巴香港區銷售總經理彭靜出席本會5月19日的午餐會，解釋企業如何利用網上平台來開拓內地業務。



香港大學的尼爾·奧康納教授於6月15日與會員分享其最近研究結果，探討成功中國供應商的最佳實務。隨後，工業及科技委員會召開會議，會上余國賢獲選連任主席，而梁廣全及楊自然則獲選連任副主席。

服務業

總商會合辦於6月1日至3日在港舉行的PECC/ABDI會議，主題為「服務貿易：21世紀新進程」。會後，來自澳洲、歐洲、香港、馬來西亞、台灣、英國和美國的全球服務業聯盟代表發表一份聯合聲明，呼籲開展多邊服務貿易談判。

Chamber Player

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Ready Your Data Center Infrastructure for the Cloud

Emerson Network Power outlines a path for enterprises to ensure their data centers are optimized and prepared for the cloud



Cloud computing is here today and companies must form strategies now.

Unfortunately, many organizations are letting the bright promise of cloud distract them from first ensuring that their existing infrastructures are up for the challenge. Before companies can make the cloud commitment, they need to assess their current processes and procedures.

The key question to ask right now is: How prepared is my data center infrastructure to reap the benefits of the cloud?

Following are some key steps to follow.

Step 1: You must know what you have and where it is.

Planning to launch a cloud application? STOP! If you don't have tight control and management over your current assets, you are running a cloud risky data center. Thankfully, you can still put tools in place to create an optimized environment for high-density computing.

Avocent Data Center Planner™ – Visual infrastructure planning and management solution providing accurate and complete information about where devices and equipment are located, their current capacities and projected growth.

Aperture™ Configuration Manager – Single source for information (reporting and analytics) on the data center infrastructure, automating management processes and integrating the required data into the organization's overall configuration management database.

Step 2: You must have far-reaching remote control.

What's cloud to you? The definition of cloud may be all over the place, but your device control and management can't be. To be cloud ready, you must have dependable access to all rack-level devices.

Point failures must be quickly identified, isolated and corrected. No matter how remote.

Avocent Control and Manageability Solution

- Manage change from any location, at any time of day or night, without regard to hardware type, operating system or network status.
- Enable secure, automated, realtime tracking and control of all your servers, embedded technologies, network equipment and power devices.

Step 3: You must be able to manage fluctuating power needs.

Who thought clouds could be so hungry? Because a cloud's virtualization technology means dynamic compute environment

built on a static foundation, you must be able to maintain "headroom" to handle normal peaks in demand, but also the odd spikes from sudden and intense cloud utilization. Get Cloud Ready with this proven technology.

Avocent Power Management Solution

- Monitor and report from individual PDUs and racks to rows of racks, the data center, even the entire company.
- Out-of-band, remote management for all Avocent power-controlled devices, select third-party PDUs and power management of IPMI-enabled servers.
- Real-time and historical data give you insight into how to best set thresholds and alerts, plus plan for growth. Calculate and compare expenses by area and trend.

Aperture Capacity Manager

- Aligns business forecasts with the current state and consumption trends based on analysis of historical usage patterns.

Step 4: You must be able to plan for rapid change.

Cloud is all about flexibility and scalability (aka, the scary unknown). No wonder more than half of the organizations considering cloud are greatly worried about it affecting availability and performance.

That's cloud risky. You need to be able to fully visualize the effects of change on load, power and devices to plan confidently.

Avocent Data Center Planner Software – Visual infrastructure planning and management solution providing accurate and complete information about where devices and equipment are located, their current capacities and projected growth.

Aperture Integrated Resource Manager – Aggregates and normalizes real-time data from disparate systems, devices and facilities to compute a risk-adjusted value that represents the actual load on resources.

Aperture Configuration Manager – Single source for information (reporting and analytics) on the data center infrastructure, offering visual management of the equipment, space, power, cooling and port connectivity.

While cloud computing offers a number of long-term benefits over traditional, distributed computing architectures, enterprises should not discount the significant risks. Understanding that business critical applications and data have made network infrastructures more vital than ever, enterprises can take steps now to optimize their data center infrastructures before experimenting with cloud computing.



Free Ride Day

Public surprised with limited edition commemorative stamp sets

The Chamber celebrated its 150th Anniversary on June 9 by offering a “HKGCC 150th Anniversary Free Ride Day” to mark the occasion.

The free rides were available throughout the day on two of Hong Kong’s oldest and most iconic transport systems: the Tramways and the Star Ferry.

Chief Executive Officer of the Hong Kong General Chamber of Commerce Alex Fong, said that this is the first time such an event with two key public transport systems in Hong Kong has ever been staged. Both transport systems have been around for over 100 years and like the HKGCC, have contributed to the development of the Hong Kong economy.

General Committee Members of the Chamber delighted crowds embarking on their free ride with a surprise visit to both transport systems to distribute 1,000 complimentary sets of the HKGCC 150th Anniversary Commemorative stamps.



Surprise Ferry Passengers

500 commemorative stamps were distributed to commuters travelling on the free ferries between Central and TST. HKGCC Chairman Anthony Wu, CEO Alex Fong, Star Ferry General Manager Jonny Leung, and General Committee Member Manohar Chugh, together with Chamber staff handed out the special stamp sets to passengers.

Tramways

The free rides on the trams were available on 15 designated trams for the full route operated between Western District and Shau Kei Wan throughout the day. The trams were clearly identified by the HKGCC 150th Anniversary logo and sponsor’s identity covering the outside of the tram cars.

500 commemorative stamp albums were also distributed randomly to 500 free riders at the Admiralty stop, together with Tramways Managing Director Bruno Charrade. ✨





免費乘搭車船日

總商會向市民免費派發限量版紀念郵票

總商會為慶祝成立150周年，於6月9日舉辦免費乘搭電車渡輪日，以紀念這個重要里程碑。

市民當天可免費乘搭香港兩大最具歷史及標誌性的交通工具——電車及天星小輪。

香港總商會總裁方志偉表示，今次能成功邀請兩大主要公共交通工具首次合作，可謂史無前例。電車及天星小輪均具逾百年歷史，與香港總商會一樣，一直見證著香港的經濟發展，為香港經濟作出貢獻。

總商會部分理事更於當天分別在天星小輪上及金鐘電車站附近，即場派發共1,000套紀念郵票予市民。

渡輪乘客驚喜萬分

在當天渡輪服務時間內，市民可免費乘搭往來中環至尖沙咀線的天星小輪。為隆重其事，香港總商會主席胡定旭、總裁方志偉、天星小輪總經理梁德興、總商會理事文路祝聯同總商會員工，於當天上班時間在往來尖沙咀至中環的天星小輪上，親自免費派發500套紀念郵票予乘客。

電車

15輛印有香港總商會150周年標誌及贊助商標的電車，亦於當天電車服務時間內不停來往港島西區至筲箕灣，讓市民免費乘搭。

總商會亦準備了另外500套紀念郵票，於當天早上在連接太古廣場與金鐘廊的行人天橋上，隨機免費派發予500位市民。



ANNUAL GENERAL MEETING



Reasons to Cheer

2010 was a good year for businesses and the Chamber, but regulatory creep needs to be watched
By **Anthony Wu**

This year's Annual General Meeting is a very special one, because, as you know, on May 27 we celebrated our 150th anniversary. Many of you were there, and I am sure you will agree with me that we again made history with such a spectacular celebration. We packed out the Grand Hall of the Hong Kong Convention and Exhibition Centre and were honoured to have dignitaries from Hong Kong and from outside Hong Kong join us in celebrating the 150th anniversary of the founding of what has become one of the most respected busi-

ness associations in the world.

On the business front, we had cause to celebrate. 2010 was a better year than we have come to expect in recent years. Our economy grew a very healthy 7% in real terms on a broad base of investment, consumption and trade. Unemployment fell throughout the year, and inflation remained low.

The Chamber itself also ended the year in excellent financial shape. For those of you so inclined, the figures are in the Annual Report, of which I believe you have copies. For the moment, suffice to say, we remain independent, solvent and secure in our financial affairs.

Regulatory Creep

On advocacy, we saw many significant consultations put out by the government that would result in fundamental changes to the way in which we do business in Hong Kong. Two major legislative initiatives were the Competition Bill, and the Statutory Minimum Wage Law. Emotions were running high during the consultation period, and indeed continue to do so even with the Statutory Minimum Wage Law now in place. We tried to be the voice of reason during these heated debates with some success. Other crucial areas that we worked on included stock market rules, investor education, class action law suits and corporate rescue procedures. We also voiced our collective wisdom on insurance and trade practices regulations, data privacy, and the means by which we will select our next Chief Executive.

One issue that everyone was united on in 2010, regardless of political persuasion, was the environment. As Hong



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Kong's largest business association, we have been championing the importance of sustainability for over a decade. Our Environment and Sustainability Committee worked diligently to present to government our views on climate change, pollution, sustainability and the management of electrical and electronic waste. We also discussed with ministers Hong Kong's role in carbon reduction strategies, and plans to make better use of our harbour front area. The government is making some progress, but I am sure you will agree that a greater sense of urgency is required to produce the results we all desire.

Serving Members

I was attending one of the Chamber's luncheon talks recently and the gentleman that I was sitting next to said he had recently attended a few of our events after a break because he switched jobs. He said that he was very impressed by the quality and variety of our events. Such comments are very gratifying in that we are serving our members well, but it is also important for members to let us know if we are not.

Seminars and workshops on the Mainland, particularly the renminbi, were very popular with members. We also worked hard to deliver a diverse range of topics affecting business. These included the fiscal situations in Europe, which the EU is still working to contain, changing rules and practices in transfer pricing, corruption, copyright laws, human resources management, the property market, social media and international financial centres.

Further afield, members undertook missions to cities in the Mainland, as well as to Egypt and Morocco to see what business opportunities they can discover.

Communications

As we celebrate our 150th year as the pre-eminent business association in Hong Kong, remaining relevant to you, our members, has never been more important. While I have highlighted a few aspects of our work, as I alluded to earlier, it is vital that you continue to tell us your concerns, your priorities and your desires so that we may convert them into

The government is making some progress, but I am sure you will agree that a greater sense of urgency is required to produce the results we all desire.

policy positions that truly reflect the heart of Hong Kong business.

Our 150th anniversary celebrations have made us feel good about our prospects for the coming years. Like all such markers, it is but a measure of how far we have come, not how far we may still go. And so, as we celebrate our birthday, let us all continue to work our very best for Hong Kong. ✿

Abridged from a speech to members by HKGCC Chairman Anthony Wu, at the Chamber's Annual General Meeting on June 9.

Mainland Opportunities

By Emil Yu

Twenty-ten was a year which saw significant policy changes in the Mainland that might have serious impact on businesses.

In February 2010, the Chamber submitted our recommendations to the Hong Kong and Mainland governments on Hong Kong's role in the 12th Five-Year Plan. I am pleased to report that over 90% of our suggestions were included in the plan promulgated earlier this year. Our recommendations were also incorporated in the Greater Pearl River Delta Business Council Report on "Hong Kong's Roles and Positioning in the Economic Development of the Nation." Besides that, CEPA, which was initiated by the Chamber, has remained an important instrument to secure and safeguard the Hong Kong business community's interests in the Mainland. Last year, we submitted the strategic target priority lists to government and many of our suggestions are accepted.

To keep members abreast of the rapid changes taking place in the Mainland, the China Committee organized timely roundtable luncheons, seminars and workshops throughout 2010 to promulgate new policy initiatives that may have implications on their business. During the year, members expressed concern about the Guangdong Government's plan to execute the regulation on democratic management of enterprises in the region. The Chamber joined forces with other major chambers in Hong Kong to organize a series of seminars and workshops to explain the draft of the regulation and collect views and opinion from the business community. The Chamber submitted our comments to Hong Kong and Guangdong governments to reflect our concerns and also our suggestions for refining the draft. The committee will continue to keep our members updated on its progress.

In our annual visit to Beijing for China Committee members, we took advantage of the opportunities to meet with ministers and think-tanks to explore business opportunities arising from the 12th FYP.

Besides organizing outbound missions, a valuable source of information and contacts for members involves welcoming delegations to the Chamber from around the country. As part of these efforts to facilitate closer cooperation with the Mainland, the China Committee also signed several Memorandums of Understanding with regional governments and business organizations in the Mainland during the year.

Abridged from a speech to members by HKGCC China ommittee Chairman Emil Yu, at the Chamber's Annual General Meeting on June 9.



為2010年喝采

對企業和總商會來說，2010年是理想的一年，但需留意不斷擴大的規管胡定旭

今年的周年會員大會別具意義，眾所周知，我們剛於兩星期前慶祝創會150周年。在座很多會員都有參與，我相信各位都會同意，是次盛會再次為我們創下歷史。當晚，位於香港會議展覽中心大會堂的會場座無虛席，我們很榮幸邀得本地和海外的名人貴賓同慶這個全球最受推崇商業組織之一的150周年創會紀念。

經濟與商務方面，我們亦有值得慶祝的理由。2010年是近年來表現較預期為佳的一年。受到投資、消費和貿易等多個因素帶動，本地實質經濟錄得7%的穩健增長。失業率全年持續下跌，通脹亦維持低企。

總商會年內的財政理想，而有關數字已載於年報內，相信您們已各有一本年報。截至目前，我們的財政狀況仍維持獨立、有償付能力和穩健。

不斷擴大的規管

政策倡議方面，政府亦推出許多或對香港營商環境造成基本轉變的重要諮詢，例如《競爭條例草案》和法定最低工資這兩大立法項目。諮詢期間，這些議題都在社會上引起了激烈的討論，而即使法定最低工資現已實施，有關爭議仍然沒完沒了。在一片爭議聲中，我們嘗試充當理性的聲音，發揮了一定作用。其他重要的工作範疇還包括股市守則、投資者教育、集體訴訟及企業拯救程序等。我們也就保險和貿易實務的監管、個人資料私隱，以及下屆行政長官選舉辦法集思廣益，再向當局表達意見。

2010年，令全港市民——無分政治取向——團結起來的議題是環境保護。作為香港最大的商業組織，我們十多年來一直強調可持續發展的重要性。本會的環境及可持續發展委員會致力向政府反映我們對一系列議題的看法，包括氣候變化、污染、可持續發展和廢舊電器電子



產品的處理。我們亦與多位官員討論香港在減碳策略中的角色，以及優化使用海濱地區的計劃。政府已取得一些進展，但我深信各位都會認同，要達致人人期盼的成果，當局必須加快行動。

服務會員

最近，我出席總商會的午餐會時，鄰座的一位男士表示近期因轉職而有空參與本會的若干活動，他說我們的活動質素和種類使他印象深刻。這些評語令人鼓舞，顯示會員滿意我們的服務，但假如我們有何不足，會員也應讓我們知道，以便作出改善。

與內地（特別是人民幣）相關的研討會和工作坊深受會員歡迎。我們的項目亦涵蓋影響公司業務的廣泛議題，包括歐盟正設法控制的歐洲

政府已取得一些進展，但我深信各位都會認同，
要達致人人期盼的成果，當局必須加快行動。

財政狀況、轉讓定價的規則和實務變動、貪污、版權法、人力資源管理、樓市、社交媒體及國際金融中心。

實地考察方面，我們去年率領會員訪問內地多個城市，以及埃及和摩洛哥，探索當地商機。

溝通

本會作為香港卓越的商業組織，正慶祝創會150周年，致力提供切合會員需要的服務也更形重要。我早前已概述本會的部分工作，為了達致這些工作目標，我們必須了解會員所關心、重視和渴望的事情，以便我們把意見歸納並轉化為政策立場，真正反映香港商界的核心價值。

我們的150周年慶祝活動，使我們對前景感樂觀。然而，它只是一個量度我們走了多遠的標記，未來的路仍然漫長。所以，我們歡賀生日的同時，讓我們也一起繼續為香港的美好前景而努力。✿

本文摘錄自總商會主席胡定旭於6月9日周年會員大會上向會員發表的報告演辭。

內地機遇

于健安

2010年是內地政策出現大幅調整的一年，這些變動可能會對企業造成重大影響。

2010年2月，總商會就香港在國家「十二五」規劃中的角色，向中港兩地政府提交建議書。本人欣然匯報，我們逾九成建議均獲納入本年初頒布的計劃內，而大珠三角商務委員會的《香港在國家經濟發展中的角色與定位》建議報告亦採納了我們的意見。此外，由總商會率先倡議的CEPA，仍然是確保及捍衛香港商界在內地享有權益的重要工具。去年，我們向政府提交了策略目標重點工作清單，當中許多建議均獲採納。

為協助會員掌握內地的急速發展，中國委員會去年亦適時舉辦了多個午餐會、研討會及工作坊，向會員公布可能影響其業務的新政策措施。年內，廣東省政府計劃在區內執行企業民主管理條例，會員對此表示關注。總商會遂與本港其他主要商會合辦了一系列研討會及工作坊，闡釋條例草案的內容，並收集商界意見。總商會已經向香港及廣東省政府提交意見，反映我們的關注及修訂草案的建議。本委員會將繼續跟進事態發展，確保會員獲得最新資訊。

透過為本委員會成員舉辦的每年一度訪京團，我們與內地多位部長及智庫組織會面，探討「十二五」規劃下的合作機遇。

除了籌辦外訪團，本會還透過接待內地不同省市的代表團，為會員提供實用的商貿資訊和聯繫。為促進與內地達致更緊密的經貿合作，中國委員會去年分別與內地多個地區政府及商界組織簽署了合作協議備忘錄。

本文摘錄自總商會中國委員會主席于健安於6月9日周年會員大會上發表的報告演辭。



推動企業實踐可持續發展概念

馮悟文博士

環境及可持續發展委員會在2010年的政策倡議工作尤其忙碌。2009年底的聯合國哥本哈根會議結束後，我們聯同香港商界環保大聯盟的其他商業組織，發表了一份商界聲明，建議香港特區應採取行動，為減緩氣候變化盡一分力，自此我們在年內不斷與會員和政府商討政策，並把討論結果歸納成一份「總商會氣候變化策略及行動綱領」政策報告，當中我們支持政府在2020年把碳強度減少50%至60%的進取目標。我們認為該目標雖富挑戰性，但假如能夠落實本會報告所建議的若干執行措施，則仍有望達到。

就此目標，我們舉辦了一系列的研討會和實地考察活動，協助會員了解環保技術如何提高商業效率和盈利。我們深信，無論企業和個人都可大幅受惠於低碳經濟的發展。透過政府與商界和社會各界的緊密溝通，我們將繼續推進這個目標。

我們向可持續發展委員會及環境局呈交一份報告，就如何透過與珠江三角洲合作來加速發展循環經濟，提出一些可行建議。內地與香港政府均歡迎這些建議，而我們亦樂於回應任何意見和提議。

除了倡議政策外，我們還致力提升會員的環保意識。為了展示環保措施如何使企業產生更大的收益，我們邀請了三名分別來自Global Reporting Initiative、三菱和沃爾瑪的講者，講解他們公司的可持續商業計劃。我們也籌辦兩個有關碳審計工具的研討會，以及其他午餐會和簡介會。概括來說，環境及可持續發展委員會竭力協助各行各業的會員實踐可持續發展的概念。

本文摘錄自總商會環境及可持續發展委員會主席馮悟文博士於6月9日周年會員大會上發表的報告演辭。



人力推動競爭力

尹力行

2010年，人力委員會忙於就一些具爭議性的議題制訂立場和建議，例如在上月初實施的法定最低工資。委員會收集了會員的意見，並向政府表達他們的關注。我們亦舉辦工作坊，向會員講解實施最低工資的技術議題。

人力委員會的委員除了定期就不同的時事議題舉行會議和活動，也將繼續獻出寶貴時間，不吝分享專業灼見，跟進有關勞工法例和香港人力發展的關注和問題。總商會一直擔當重任，就如何供應香港所需的人力資本，以確保我們維持全球經濟競爭力，為政府出謀獻策。

當中包括今年第10年舉辦的「商校交流計劃」。這計劃旨在培育和訓練年青一代，透過為中學生和會員公司進行配對，讓年青人汲取實際的商業和職場技巧。年內，共14家企業為學生提供了實用的學習體驗，讓他們認識商業世界的運作。該計劃自2001年推出以來，已吸引了數千位學生參加。我們將繼續推廣和發展此等項目，而作為總商會會員，這些項目成功與否實有賴你們的支持。

最後，我們將於今年10月12日舉行第四屆「人力資源總裁大會」，敬希各位萬勿錯過。是次會議將集中探討內地和香港的人力挑戰如何影響企業的擴展和遷移計劃。正如過往三屆的會議，資深商界領袖將應邀分享他們的全球和地區人力規劃和策略。我們誠盼各位會員踴躍參與這項盛事。

本文摘錄自總商會人力委員會主席尹力行於6月9日周年會員大會上發表的報告演辭。



Manpower Driving Competitiveness

By **Brian Renwick**

The Manpower Committee had a busy year working on establishing positions and suggestions for a number of controversial topics in 2010. Chief among these was the Statutory Minimum Wage, which came into effect at the start of last month. The committee collected members' views and presented their concerns to government. We also organized workshops to educate members on the technical aspects of implementing the minimum wage.

In addition to organizing a wide range of regular meetings and events on topical issues, members of the Manpower Committee continue to contribute their time and expertise to follow up on concerns and issues relating to labour legislation and Hong Kong's manpower development. The Chamber plays a significant role in making sound, practical recommendations to government on supplying our human capital needs to ensure Hong Kong remains competitive in the global economy.



Related to this is the "Business/School Partnership Programme," which is now in its tenth year. Its goal is to nurture and educate our young generation so that they have practical business and workplace skills through pairing secondary school students with member companies. During the year under review, 14 corporations organized useful learning experiences for students to introduce them to the business world. Since its inception in 2001, thousands of students have participated in the program. We will continue to promote and develop such initiatives, and your support as Chamber members is particularly crucial in making these initiatives a success.

Lastly, to let you mark your diaries, we will be organizing the 4th CEO Manpower Conference on October 12 this year. The event will focus on issues relating to the Mainland and Hong Kong's labour challenges that are crucial to companies' expansion and relocation plans. As with the first three conferences, senior business leaders will be invited to share their manpower plans and strategies both globally and regionally. We look forward to members' active participation at this important event.

Abridged from a speech by HKGCC Manpower Committee Chairman Brian Renwick, at the Chamber's Annual General Meeting on June 9.

Making the Notion of Sustainability Practical to Companies

By Dr Glenn Frommer

The Environment and Sustainability Committee had a particularly busy year in twenty-ten, providing our input to government on environmental policies. We joined forces with other chambers of the Hong Kong Business Coalition on the Environment, following the United Nation's Copenhagen Conference at the end of 2009, to release a statement from the business community on what action the HKSAR should take to play its part in the climate change equation. Our continuous engagements with members and the government in policy discussion culminated in a HKGCC policy report on Climate Change Strategy and Action Agenda, in which we supported the government's aggressive carbon intensity reduction target of 50%-60% by 2020. We see the target as challenging, but achievable, providing that a number of implementation measures are in place, as recommended in our report.

In relation to this objective, we helped members discover how clean technologies can increase their businesses' efficiency and profits through a series of roundtable seminars and site visits. We firmly believe that there are significant benefits for businesses and individuals alike to reap from the development of a low carbon economy. We will continue to push this objective through greater government engagement with businesses and the wider community.

We presented a report to the Council for Sustainable Development, and the Environment Bureau, recommending possible ways to accelerate development of a circular economy, in cooperation with the Pearl River Delta. Both the Mainland and Hong Kong governments welcomed these recommendations, and we stand ready to respond to comments and suggestions.

In addition to the committee's advocacy work, we also strove to enhance environmental awareness among our members. To showcase how this can generate greater profits, we invited three speakers – one from the Global Reporting Initiative, one from the Mitsubishi Corporation and one from Wal-Mart – to talk about their sustainable business initiatives. We also organized two seminars on carbon audit tools, in addition to other roundtables and briefings. In a nutshell, the Environment and Sustainability Committee is committed to making the notion of sustainability practical to our diverse membership.

Abridged from a speech to members by HKGCC Environment & Sustainability Chairman Dr Glenn Frommer, at the Chamber's Annual General Meeting on June 9.

A Year of Celebrations

HKGCC's 150th Anniversary was celebrated in fine style throughout the past year

By Alex Fong

Just two weeks before this AGM we celebrated the 150th Anniversary of the Chamber with our gala dinner in the Grand Hall. I am delighted to report that we had a full-house with over 2,000 guests from Hong Kong, the Mainland, and overseas who travelled to the HKSAR to celebrate our birthday. I hope all of you who attended enjoyed the evening, and I would like to thank you for your support.

While it was a dinner to celebrate 150 years of Chamber achievements, it also marked the start of a new era for us. This was embodied in the theme of the dinner: "150 & Beyond," which actually started at this AGM last year when we launched our "countdown clock."

In the ensuing 12 months, we had a particularly busy time. We had a full calendar of events and activities for members, highlighted by the 150th Anniversary Distinguished Speakers Series, at which we have heard many prominent leaders share their insights.

Our web site also underwent a complete revamp during the year as part of our 150th Anniversary Celebrations. The new site is now streamlined in response to many members' requests for a simpler layout. Moreover, we have increased the amount of online content and services available exclusively to Chamber members.

On May 26, after working closely with Hongkong Post for the past year, a special commemorative set of stamps were released. Each of the four stamps depicts a key event in the Chamber's history. Today [June 9], to help promote the name and the interaction of the Chamber's members with the community, we organized a "Free Ride Day" on two of Hong Kong's oldest forms of transportation: Hongkong Trams and the Star Ferry. Fifteen trams are specially decked out with the HKGCC logo and the head of model companies who share with the public in a concise message how their respective companies benefit from being a Chamber member.

We will continue to work on similar initiatives throughout the year to continue spreading the remarkable achievements of the Chamber.

Christmas Trees

On our advocacy role, as Anthony has touched upon, a number of government consultations and the introduction of a number of bills had promised to have a profound impact on the business landscape. To some degree, we were prepared for these, as many of the issues were flagged three years ago at our Business Summit. These formed the framework for the Chamber's work over the past two years, which identified at the Chamber's 2008 Business Summit, and labelled as "the Chamber's Christmas Trees." In the 2010 Business Summit, these were updated to form the Chamber's "Cherry Trees" (see box).



Certificates of Origin

On Business Services, the Chamber's trade documentation, and support services covering Certificates of Origin, Carnet, human capital development, staff training and marketing services were also put to good use by members during the year under review. Both the income and number of trade documents processed registered an increase of 9% in 2010, compared to 2009. We also expanded our CO services, including a WebCO service, which is now the largest web platform for certificates of origin in Hong Kong.

To meet these needs of members who require customized services for events, we have expanded the services offered by Chamber Services Limited to help them achieve their objectives in Hong Kong and also in the Mainland. Similarly, our training and venue rental services offered members a good mix of quality services customized to their individual needs. As we embark on this new chapter in our history, I hope you will encourage your friends and associates to join the Chamber family. 🌸

Abridged from a speech to members by HKGCC CEO Alex Fong, at the Chamber's Annual General Meeting on June 9.

Anthony Wu Re-elected Chairman

Anthony Wu, Chairman of Bauhinia Foundation Research Centre Ltd, has been re-elected Chairman of the Hong Kong General Chamber of Commerce (HKGCC) for the coming year.

Sir C K Chow, Chief Executive Officer, MTR Corporation Ltd has also been re-elected as Deputy Chairman. The election was held at the inaugural meeting of the new General Committee immediately after the HKGCC's Annual General Meeting on the evening of June 9.

The three Vice Chairmen are, respectively, He Guangbei, Vice Chairman & Chief Executive, Bank of China (Hong Kong) Ltd, Victor Li Managing Director & Deputy Chairman of Cheung Kong (Holdings) Ltd, and Y K Pang, Director of Jardine Matheson Ltd.

At the Annual General Meeting, members elected a total of six members to fill the seats on the General Committee - the governing body of the Chamber - who are required to step down this year but have confirmed their wish to stand for re-election, including Victor Tzar-kuoi Li, Christopher Pratt, Peter Wong, K K Yeung, Andrew Yuen and Betty Yuen. Following is an updated list of General Committee.

Chairman: Anthony Wu
Deputy Chairman: C K Chow
Vice Chairman: He Guangbei, Victor Li, Y K Pang,
Legco Representative: Jeffrey K F Lam
General Committee Members:
 Nicholas Brooke, Christopher Wai Chee Cheng, Oscar Chow, Manohar Chugh, Fu Yu Ning, Aron H Harilela, Stanley H C Hui, Raymond Kwok, Ronald Lee, David T C Lie, Stephen Tin Hoi Ng, Christopher Pratt, James Tien, Peter Wong, K K Yeung, Pang Chun Yu, Andrew Yuen, Betty Yuen and Allan Zeman



胡定旭連任香港總商會主席

經研究中心主席胡定旭膺選連任本年度香港總商會（總商會）主席。

香港鐵路有限公司行政總裁周松崗爵士獲選連任常務副主席。總商會於6月9日傍晚召開周年會員大會，主席選舉已在緊接大會後的新理事會第一次會議上舉行。

總商會三位副主席分別為中國銀行（香港）有限公司副董事長兼總裁和廣北、長江實業集團有限公司董事總經理兼副主席李澤鉅，以及怡和管理有限公司董事彭耀佳。

按照總商會組織細則，今年共有六位理事須於本年度卸任（理事會為總商會最高管理層），當中六位於周年會員大會上自動當選，分別是李澤鉅、白紀圖、王冬勝、楊國琦、袁耀全及阮蘇少湄。以下為最新的理事會名單。

主席： 胡定旭
常務副主席： 周松崗
副主席： 和廣北、李澤鉅、彭耀佳
立法會代表： 林健鋒
理事：
 蒲祿祺、鄭維志、周維正、文路祝、傅育寧、夏雅朗、許漢忠、郭炳聯、李碩培、李大壯、吳天海、白紀圖、田北俊、王冬勝、楊國琦、余鵬春、袁耀全、阮蘇少湄及盛智文

值得慶祝的一年

過去一年，總商會舉行了一連串的盛大活動，慶祝創會150周年
方志偉

短短兩周前，我們在會展大會堂舉行了會慶晚宴，慶祝總商會成立150周年。本人欣然匯報，當晚盛會座無虛席，逾2,000位來自本港、內地和海外的嘉賓雲集香江，一同慶賀本會生辰。但願當晚的所有賓客渡過了一個愉快的晚上，並感謝大家的鼎力支持。

儘管是次晚宴旨在慶祝總商會在過去百五載的輝煌成就，但同時亦代表我們踏入新紀元。這可體現於晚宴的主題：「150年與未來」，自從去年周年會員大會啟動「150周年倒數時計」後，有關主題亦隨之展開。

過去12個月，我們經歷了特別繁忙的一年。我們年內為會員籌辦了多項活動，當中特別推出了「150周年特邀貴賓系列」講座，邀請各地的傑出領袖擔任主講嘉賓，分享真知灼見。

為慶祝創會150周年，總商會網站去年以全新面貌推出，新設計的頁面變得更簡潔精美，方便會員使用。此外，我們還增多了會員尊享的網上內容和服務。

經過年內與香港郵政緊密合作，總商會的特別紀念郵票已於5月26日正式發行，一套四款的郵票分別回顧總商會過去的四個重要里程碑。為推廣總商會會員的名聲及促進其與社區的互動，我們安排了今日（6月9日）為「免費乘搭電車渡輪日」，市民可免費乘搭香港兩大歷史最悠久的交通工具——電車及天星小輪。15輛電車將會特別印上總商會標誌及模範企業的領袖肖像，以簡潔的訊息與公眾分享其所屬企業如何因加入總商會而得益。

我們將會在年內繼續推出類似計劃，宣揚總商會的非凡成就。

聖誕樹

政策倡議的角色方面，誠如胡定旭主席所述，多項政府諮詢及條例草案的引入肯定會對營商環境造成深遠影響。某程度上，我們早已作好準備，因為當中很多議題已經在三年前的商界高峰會上提出。這些議題成為了總商會過去兩年的工作框架，也就是在本會2008年商界高峰會上稱為總商會「聖誕樹」，以及在2010年商界高峰會上更新為總商會「櫻桃樹」的工作重點。（見附表）

產地來源證

商業服務方面，總商會提供的貿易文件簽發和支援服務，包括產地來源證、臨時入口免稅特許證、人力資源發展、員工培訓和市場推廣服務等，年內繼續深受會員歡迎。2010年，簽證業務的收入和所處理的商貿文件數目均較2009年上升逾9%。本會亦擴展了產地來源證的簽發服務，而我們的網證系統現已成為全港最大的網上簽證服務平台。

不少會員都需要度身訂造的活動籌辦服務，為滿足他們的需求，我們擴展了總商會服務有限公司的服務範圍，協助會員在香港和內地達致業務目標。同樣，本會的培訓和場地租用服務也提供度身訂造的優質服務，迎合個別會員的需要。隨著我們揭開歷史的新一頁，我希望您會鼓勵您的朋友和夥伴加入總商會的大家庭。✿

本文摘錄自總商會總裁方志偉於6月9日周年會員大會上向會員發表的報告演辭。

For over 150 years, Hong Kong's "Can do spirit" has been a key driver in the success of wealth creation and sustainable development, propelled by local businesses for the well-being of the Hong Kong community.

As the Chamber enters into 150 years of service to Hong Kong, it has launched its latest project: "Corp-tizen on Call" (COC). The initiative provides a platform for members engaged in CRS programmes to enhance their contribution to society in different areas covering environmental conservation, education, mentally disabled, and senior citizens.

"The Corp-tizen on Call scheme aims to highlight the involvement, achievement and contribution of our members over the years, and ultimately encourage and generate more companies and corporations to participate, especially SME, in such worthwhile initiatives," said Chamber CEO Alex Fong.

Fourteen participating companies have chosen projects from their sustainability initiatives for inclusion in the COC scheme and the Chamber will mobilize its staff and members to get behind the preferred project to generate synergetic support for each other's projects.

As with past Chamber projects, such as the "Good Citizen Award," "Clean Air Charter," and "Graduate Trainee & Placement Campaign," "Corp-tizen on Call" will provide a platform for members to participate in worthwhile causes with the Chamber.

香港總商會一直是商界之聲，適逢今年為本會服務香港百五載的重要里程碑，現正式啟動「總商燃亮」行動計劃，凝聚商界的企業公民力量，旨在共同為香港未來發展作出貢獻，保育自然環境、培育具良好素質的新一代、提升各階層市民的生活質素，創建一個可持續發展的社會。

現已有14家會員企業參加「總商燃亮」計劃，已納入計劃的社會項目範圍包括環境保護、教育及青少年培育、精神健康、長者及殘疾人士關懷、病者支援等，而總商會則擔當一貫的橋樑角色，連繫各大小企業，動員不同企業的員工相互支持及參與其他企業舉辦的社會項目，藉著協同效益，把愛心燃亮散播開去，發光發熱。

總商會總裁方志偉表示：「拼搏精神（Can-do Spirit）這企業文化多年來推動香港商界發展，令企業成功創富、為香港的經濟帶來可持續發展。全新的『總商燃亮』行動計劃旨在鼓勵總商會會員，特別是中小企，積極參與不同的可持續發展活動，透過總商會網絡，互相支持各項目，並發揮協同效益，促成活動的可持續發展。」

總商會過往所舉辦的計劃包括「好市民獎勵計劃」、「清新空氣約章」、「畢業生實習及就業計劃」，均以可持續發展為主題，而剛推出的「總商燃亮」行動計劃則為總商會會員提供一個良好的平台，積極參與更多有意義活動。

Chamber Launches Corp-tizen On Call Initiative

總商會推出「總商燃亮」行動計劃



Corp-tizen on Call was officially launched at the Chamber's 150 Anniversary Gala Dinner on May 27.
「總商燃亮」行動計劃於總商會5月27日的150周年會慶晚宴上正式啟動。

Company 參與機構	Project 活動
Bank of China (Hong Kong) Limited 中國銀行(香港)有限公司	HK National Geopark ("Prehistoric Story Room") 「香港國家地質公園 - 史前故事館」
Cheung Kong Group 長江集團	Endeavour Australia Cheung Kong Award 「長江澳洲毅進獎學金計劃」
CLP Power HK Ltd 中華電力有限公司	Dawn Island Project 「晨曦野外定向2011」
Hongkong Land 香港置地有限公司	The Central Rat Race 「鼠戰中環」
Hutchison Whampoa Limited 和記黃埔有限公司	3 H Mentorship Programme 「師友計劃」
Jardine Matheson Ltd 怡和管理有限公司	Walk up Jardine House 「齊步上怡廈」
Jebson & Co. Ltd 捷成洋行有限公司	Christmas Party with Elderly Community 「關懷長者聖誕聯歡」
John Swire & Sons (HK) Ltd 香港太古集團有限公司	ADA Art Scheme 「ADA共融藝術計劃」
MTR Corporation 香港地鐵公司	"Friend' for life's journeys" Programme 「Friend' 出光輝每一程」
Ocean Park Hong Kong 香港海洋公園	Hong Kong Adventist Hospital Foundation Shares Love Footprints 「慈善籌款步行日」
Power Asset Holding Ltd 電能實業有限公司	The U3A Network of Hong Kong 「香港第三齡學苑」
Standard Chartered Bank 渣打銀行	Take a "Brake" Low Carbon Action 「放駕一天」減碳行動
Sun Hung Kai properties Ltd 新鴻基地產發展有限公司	Ma Wan Park Noah's Ark 「馬灣公園挪亞方舟」
The Wharf (Holdings) Limited 九龍倉集團	Project WeCan 「學校起動」



Good Citizens Help Keep Hong

Forty citizens commended for helping police fight crime

Forty citizens who helped the Police fight crime were commended at the Good Citizen Award (GCA) Presentation Ceremony on June 17. The award, presented twice a year, is organized by the Police Public Relations Branch with full sponsorship from the Hong Kong General Chamber of Commerce. More than 3,700 ardent citizens have been commended since its inception in 1973.

With the help of the awardees, more than 40 people were arrested for a variety of offences including telephone deception, theft, burglary, robbery, criminal damage, illegal immigration and indecent assault. Each awardee received a

certificate and a cheque of \$2,000 at the ceremony.

One of the awardees, Leung Ho-sing, helped police arrest a male swindler involved in a telephone deception case. Leung received a telephone call from a man who claimed to be his son and owned a debt of \$200,000. Leung then asked his wife to contact their son and found that the call was a scam. Leung reported the case to the police, pretended to negotiate with the swindler, and later agreed to put a bag of money on a flowerbed in Sham Shui Po. The man who went to pick up the money was arrested by the police. The swindler was convicted of obtaining property by

deception and sentenced to 10 months' imprisonment.

In another case, Lo Chau-chi assisted police in the arrest of a thief. Lo was on board a bus in an early morning and saw a male passenger stealing a wallet and a mobile phone from a female victim who was asleep and had her bag placed on her lap. Lo informed the bus driver and reported the case to the police. The man was convicted of theft and sentenced to 160 hours of community services.

Speaking at the ceremony, Police Director of Operations Hung Hak-wai praised the awardees for their courage and strong sense of justice. He pointed out that public support for the police was crucial to



(L-R) CEO of HKGCC Alex Fong, Police Director of Operations Hung Hak-wai, and Fight Crime Committee Kwan Chi-ping launch the "Beware of Telephone Deception" awareness campaign.

(左至右) 總商會總裁方志偉、警務處行動處處長洪克偉及撲滅罪行委員會委員關志平為「提防電話騙案」宣傳運動揭開序幕。

好市民協助維持香港治安

40名協助警方滅罪的市民獲表揚

40名協助警方撲滅罪行的市民於6月17日的「好市民獎頒獎典禮」上獲表揚。好市民獎由警察公共關係科主辦，香港總商會全資贊助，每年頒發兩次。「好市民獎勵計劃」自1973年推出，至今已超過3,700名熱心的市民獲表揚。

在得獎者的協助下，警方拘捕了40多名分別涉及電話騙案、盜竊、爆竊、行劫、刑事毀壞、非法入境和非禮等案件的疑犯。得獎者各獲頒發獎狀和獎金2,000元。

得獎者之一梁浩成協助警方拘捕一名以電話行騙的男子。案中事主梁先生接獲一名男子電話，聲稱是他的兒子及欠款20萬元。梁先生通知妻子聯絡兒子，得知是電話騙案，於是報警並繼續與騙徒談判。梁先生答應騙徒將款項放在深水埗一處花槽。一名男子拿走花槽上的金錢時被警方拘捕。被捕男子因以欺騙手段取得財產罪成，被判處監禁10個月。

另外一名得獎者羅就致則成功協助警方拘捕一名竊匪。羅先生清晨時分在巴士上看見一名男乘客從熟睡女事主放在膝上的手袋偷走銀包和手提電話。羅先生於是通知車長並且報警。該名男子因盜竊罪成，被判履行160小時社會服務令。

警務處行動處處長洪克偉在典禮上，讚揚得獎者見義勇為的表現。他表示市民對警隊的支持，對保障社會安定和諧是十分重要。「好

市民獎勵計劃」不但促進警民關係，亦加強了市民對警隊的了解和信心。

出席頒獎典禮的主禮嘉賓還有總商會總裁方志偉及撲滅罪行委員會委員關志平。方志偉表示，「好市民獎勵計劃」至今已有39年歷史，陪伴著很多香港市民成長，見證了香港的繁盛和危機，亦標榜著香港人不屈不撓的精神，值得表揚和推廣。今年是總商會150周年紀念，總商會會繼續支持這項計劃，宣揚見義勇為的精神。✿

Hong Kong Safe

maintaining a stable and harmonious society. The award scheme not only enhanced the police-community partnership, but also boosted the public understanding and confidence in the police.

CEO of HKGCC Alex Fong, and member of the Fight Crime Committee Kwan Chi-ping, also officiated at the ceremony. Fong said that the award scheme had been run for 39 years and was worthy of praise and promotion. It featured the perseverant spirit of Hong Kong people in days of prosperity and crisis alike throughout the years. This year is the 150th Anniversary of HKGCC and it would continue to support this meaningful scheme. ✿



Leung Ho-sing helped the police to arrest a male swindler involving a telephone deception case.

梁浩成協助警方拘捕一名以電話行騙的男子。

What's Happening at the Chamber

UPCOMING HIGHLIGHTS

Financial Statement Fraud – Signs & Case Studies

Date: July 11
Time: 12:30-14:00
Venue: Chamber Theatre

Instances of financial statement fraud will increase in the near future. It is anticipated that the discovery of such cases dramatically increases approximately two years after the beginning of an economic downturn as fraudulent activities. They often come to light as a result of increased regulatory scrutiny and pressure applied by auditors and stakeholders. Y L Cheung, Partner, Forensic & Dispute Services, Deloitte, will share his insights on the recent trend in financial statement fraud, with analysis of a few major cases.



Hong Kong Internet Economy Report: What Are the Implications?

Date: July 14
Time: 12:30-14:00
Venue: Chamber Theatre

While the importance of new technology is widely accepted, surprisingly very little work has been done to date on the size of the Internet economy in Hong Kong and the local companies which drive its growth. A landmark report published in May reveals the scale of Hong Kong's Internet economy and demonstrates the extent to which the Internet now supports sections of the economy and local companies, from multinationals to new start-ups. William Yin, Partner and Managing Director, The Boston Consulting Group (BCG), and Ross LaJeunesse, Head of Public Policy and Government Affairs for Google Inc., Asia Pacific, will discuss the findings of the report.



Building World-Class Businesses to Last the Next GFC

Date: July 21
Time: 12:30-14:00
Venue: Chamber Theatre

The recent report launched by the Chartered Institute of Management Accountants (CIMA), "Building world class businesses for the long term: challenges and opportunities," looks at what it takes to build a successful and sustainable business over the long-term. Ray Perry, Executive Director, CIMA will look at case studies from Li & Fung, Tesco, and SABMiller, among others to gain some insights into their best practices.

LUNCHEONS

Financial Statement Fraud – signs and case studies

11 Jul, 12:30 - 14:00

Hong Kong Internet Economy Report: What are the implications?

14 Jul, 12:30 - 14:00

Building World-Class Businesses to Last the Next GFC

21 Jul, 12:30 - 14:00

OTHER EVENTS

Dealing with Difficult People

12 Jul, 09:00 - 11:30

Mini-workshop Series: Workshop 3 – Manage Conflicts Effectively with Positive Results

14 Jul, 09:00 - 11:30

Professional Assistant to Top Management

20 Jul, 09:15 - 17:15

Auditing ISO 10002: 2004 Customer Complaints Handling System

22 Jul, 09:00 - 17:30

Understand The New INCOTERMS® 2010

23 Jul, 15:00 - 17:30

Learn Through the Game Lean Simulation Game Workshop

26 Jul, 09:00 - 12:30

How to Handle Overseas Receivables with more Confidence

26 Jul, 15:00 - 17:30

Workshop on "Minimum Wage & Employment Contract"

27 Jul, 14:30 - 17:30

Chamber Player



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