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# the Bulletin

工商月刊

NOVEMBER 2011

HKGCC: THE VOICE OF BUSINESS IN HONG KONG

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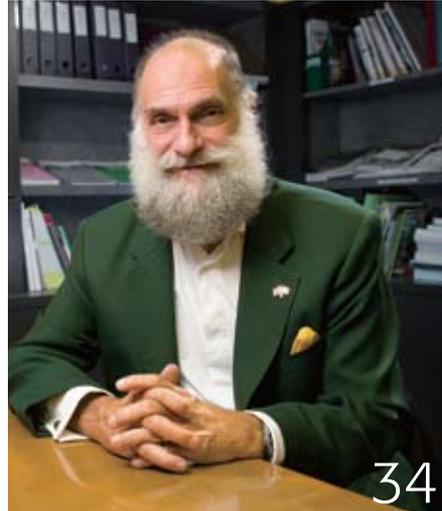
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## Voice of Business 商界之聲

The Hong Kong General Chamber of Commerce has been representing and safeguarding the interests of business in Hong Kong since 1861. 從1861年開始，香港總商會一直代表商界及捍衛它們的利益。



# 要做的事仍多 More to be done

By **Anthony Wu** 胡定旭

Chief Executive Donald Tsang Yam-kuen's Policy Address focused on urgent community needs, particularly in the areas of housing, the challenges of caring for an aging society, income shortfalls, education and the quality of life. All of these are high on your Chamber's priority list, and we congratulate him on laying out a proactive agenda for his remaining months in office.

Still, there was more that still needs to be done. We are particularly disappointed by the lack of attention to the needs of the business community, and particularly SMEs. In the single paragraph devoted to helping SMEs, there were no new initiatives put forth, and scant attention to the competitiveness of the companies that generate the great majority of our jobs.

In our submission to the CE several months ago, we highlighted the need to ensure SMEs have the business operating environment they need to succeed. We pointed out that our low and simple tax regime is no longer very low, and increasingly less simple. We noted that the government's excessive fiscal reserves allowed us the flexibility to invest in our future competitiveness by lowering the cost of doing business. Alas, we were not heard.

To be fair, many of our suggestions were adopted. Our recommendation that government assist those companies seeking greater access to Mainland domestic markets through CEPA was taken up, and the \$1 billion fund to encourage brand building and value chain progression was useful. We were pleased to see that the timeframe for renovating old industrial buildings will be extended a further three years, to 2016, and that the urgent need for expanded and improved vocational training is recognized.

On environmental matters, our request to assist taxi and light bus operators in retrofitting catalytic converters was finally accepted, and we are pleased to see progress toward reducing pollution from ships berthing at our port. Yet, our core concern with roadside pollution from the exhaust fumes of older buses and trucks was passed over. Once again, we look to our overly large fiscal reserves and wonder why it isn't possible to move quickly to address a pressing issue of concern to all residents and visitors to our city?

Increasingly, the Hong Kong business community is being taken for granted. We need to know that government takes our concerns seriously, that the threats to our business are being addressed, and that our voices are being heard. ❀

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

行政長官曾蔭權的《施政報告》集中處理迫切的社會需要，特別是住屋需要、關懷社會老化的挑戰、基層收入微薄、優化教育及生活質素等範疇。這些都是總商會認同的重點工作，我們欣見特首為餘下的幾個月任期編排了一份前瞻性的工作議程。

不過，要做的事仍有很多。《施政報告》對商界（特別是中小企）的訴求關注不足，我們尤感失望。中小企創造很多就業機會，但在《報告》中，協助中小企只有一段，當中政府並沒有提出任何新措施，也未有充分關注他們的競爭力。

在本會數月前向特首呈交的建議書中，我們強調中小企成功的要素，需要特定的營商環境，本港的簡單低稅制已說不上很低，也日趨複雜。我們提到，政府的龐大財政儲備讓我們可透過降低營商成本，靈活地投資於香港的未來競爭力。可惜，我們的建議不獲接納。

公平地說，本會很多建議也被採納。我們提出利用CEPA協助有意拓展內地市場的企業，有關建議已得以落實，而鼓勵企業建立品牌和朝高增值方向發展的10億元專項基金亦很實用。我們欣見，活化舊工廈的措施將延長三年至2016年，而擴大和提升職業培訓的急切需要也得到正視。

環境事務方面，我們就協助的士和小巴車主更換催化器所提出的請求，最終獲得接納。我們也喜見當局制訂措施，減少船隻泊岸時所產生的污染。然而，我們的核心關注是舊式巴士和貨車所排放的廢氣導致污染，卻備受忽略。再看看我們的巨額財政儲備，實在難以理解，為何不趕緊行動，以解除所有市民和訪港旅客的憂慮？

香港商界的訴求日漸變得理所當然，毋須重視。我們需要知道，政府會認真處理我們的關注、解除我們的營商障礙，並聆聽我們的意見。 ❀





## 將來，出口貨品所用的組件， 會從更多國家進口。

預計於2025年，日本從越南以至波蘭等不同市場進口的汽車零件總值，將超過其出口往全球的汽車總額\*。

隨著業務上對跨國供應鏈的需求日益增加，擁有宏觀視野對營商尤其重要 — 不僅著眼目前，更須放眼明天。

滙豐以深入了解您的業務為己任。我們的貿易及供應鏈團隊，立足主要及新興貿易市場，助您隨時隨地抓緊拓展機遇。

要了解更多詳情，請瀏覽[www.hsbc.com/tradeconnections](http://www.hsbc.com/tradeconnections)或查詢2748 8288。

\*資料來源：Delta Economics 2011

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Obituary 訃聞

Chamber Loses a Dear Friend  
Maria H Cheung ~ 1936-2011

**M**aria Huang Le-Shiao Cheung, Executive Director of Hing Yu Metal Works Ltd, passed away on September 26, 2011. She was 75.

Maria became a very active member of the Chamber when she joined HKGCC in 1968. She was a familiar face at many events, and contributed her time and expertise selflessly. She served as Chairman of the Chamber's SME Committee from 1995-1996, and was instrumental in lifting the Chamber's membership to over 4,000 companies.



In the last 30-plus years, she led or co-led various delegations from HKGCC, Hong Kong Trade Development Council, and Hong Kong Productivity Council, to explore opportunities in developing markets around the world. Despite her senior years, she continued to run her business and contributed her time to many business and charitable organizations.

She is survived by her husband Michael, and four children Frances, Michelle, Joseph and Patsy.

She will be sadly missed by all those who were lucky enough to have known her. May she rest in peace.

總商會痛失摯友 張黃莉淳女士 ~ 1936-2011

**興**宇汽車排氣鼓廠有限公司執行董事張黃莉淳女士於2011年9月26日與世長辭，享年75歲。

張女士所經營的公司於1968年加入總商會，自此她便成為本會的活躍會員。她經常參與各種活動，無私地奉獻她的寶貴時間和專業知識。1995至1996年，她出任總商會中小型企業委員會主席，並協助把總商會會員數目推高至逾4,000家企業。

過去30多年，她不時率領或參與總商會、香港貿易發展局及香港生產力促進局的多個代表團，探索全球發展中市場的機遇。縱使年事已高，她仍繼續經營業務，並為多家企業和慈善團體奉獻時間。

張女士身後留下了丈夫Michael和四名子女Frances、Michelle、Joseph及Patsy。有幸認識她的人將永遠懷念她。願她安息。

Thinking the unthinkable

想像難以想像的情境

Europe's single currency is in crisis, and businesses need to prepare for the worst. A new report by the Economist Intelligence Unit looks at the risks of a break-up in the euro zone, and explores the potential consequences for Europe and the world.

The report, 'After Urogeddon? Frequently Asked Questions About the Break-up of the Euro Zone,' starts with the premise that European policymakers – for all their highly publicised differences – will do just enough to save the single currency. The Economist Intelligence Unit attaches a 60% chance to this central "muddle through" scenario. However, at 40%, the chance that policy will fail, and that the monetary union will fracture in some way, is too high to ignore.

Organisations need to know what a break-up of the euro could mean for their product markets, for their access to finance, and for the overall economic climate. Download the report from [www.eiu.com/eurozonebreakup](http://www.eiu.com/eurozonebreakup)

歐洲的單一貨幣正陷入危機，企業需要作最壞打算。經濟學人智庫的最新報告剖析了歐元區解體的風險，並探討其對歐洲和全球的潛在影響。

該份名為《歐元區解體的常見問題》的報告假設歐洲的政策制訂者——儘管立場各異——只會以得過且過的態度去拯救單一貨幣。經濟學人智庫表示，這種「敷衍過去」處事方式的機會是六成。然而，出現政策失效及該貨幣聯盟將在某程度上瓦解的機率是四成，不容忽視。

機構需要了解歐元區解體對他們的產品市場、融資途徑和整體經濟氣氛會造成甚麼影響。

有關報告詳情，可瀏覽[www.eiu.com/eurozonebreakup](http://www.eiu.com/eurozonebreakup)

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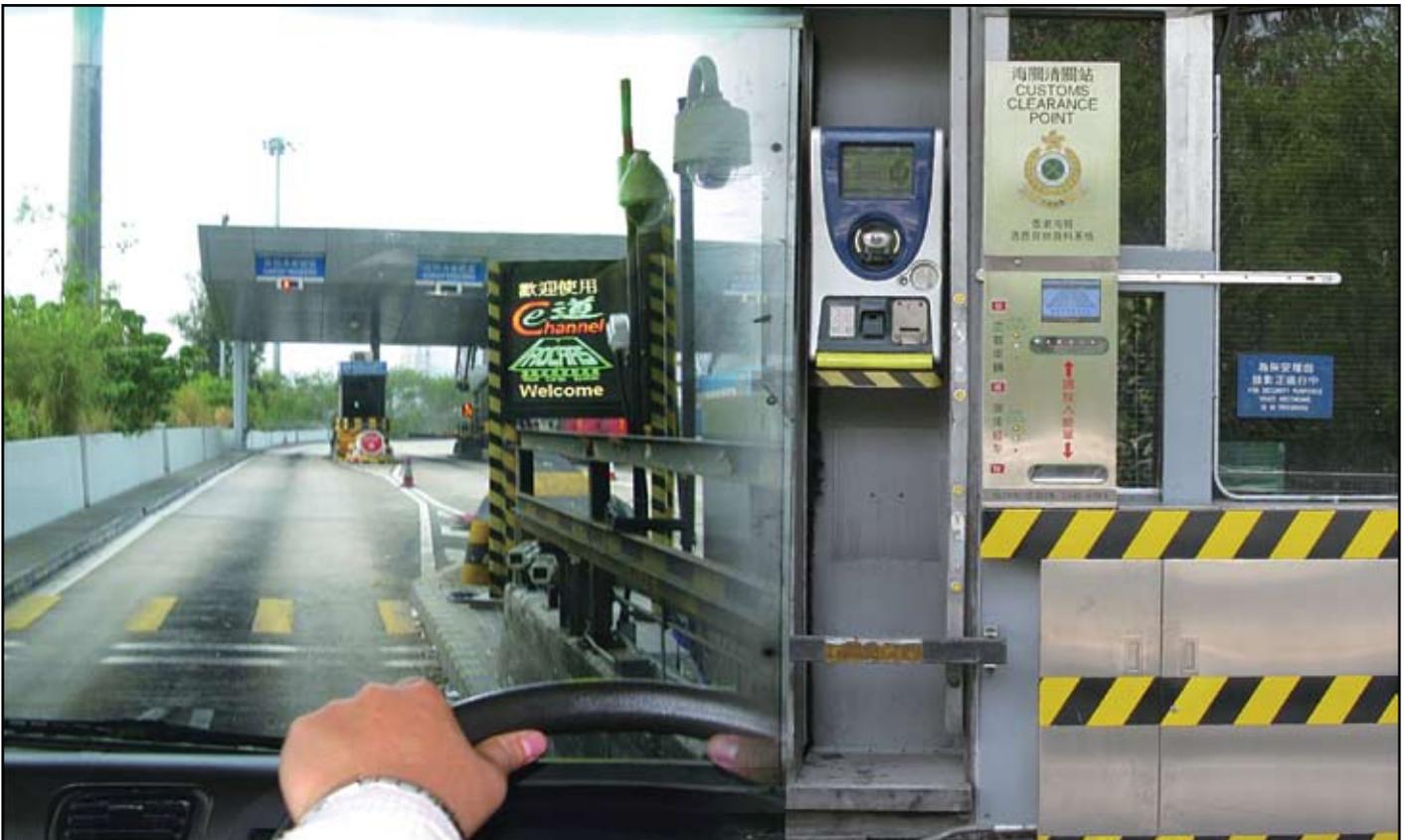
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# 道路貨物資料系統

## 「道路貨物資料系統」 11月17日全面實施

「道路貨物資料系統」(ROCARS) 將於2011年11月17日全面實施。法例規定，付運人或代理人必須預先申報陸路貨物資料，然後把系統發出的海關貨物編號交給貨車司機；司機必須在過關前，申報海關貨物編號及車牌，否則就會觸犯法例。

香港海關已在落馬洲、文錦渡、沙頭角和深圳灣口岸設置「道路貨物資料系統」的專用通道，供已向系統登記的空載車輛及已向系統申報貨物資料，並且已在過關前向海關提供海關貨物編號及車輛登記號碼的車輛使用。這些專用通道會在11月17日前逐步增加以取代沿用人手清關的通道。

付貨人、貨運代理和跨境貨車司機，請儘快登記和在限期前熟習使用「道路貨物資料系統」。詳情請瀏覽[www.rocars.gov.hk](http://www.rocars.gov.hk)或致電24小時熱線3669 0000。



(註：香港總商會已開始為會員及非會員提供免費代為申報ROCARS貨物資料的服務，詳情請致電2395 5515)



# TIMELESS GALLERY UNIQUE MUSEUM

暢遊博物館，是為了充實心靈和提升藝術情操。走進Timeless Gallery - Unique Museum展開一個360度時空航程，被無數來自歐洲的珍貴收藏品所包圍，包括德國輕工業精湛元素；意大利名師手工；與及西班牙的珠寶切割與設計，在這時空航程中都能找到——這感覺讓我想起歐遊博物館的美妙時光，何妨放鬆腳步細意遨遊藝術品的創造歷程一樣，品味和眼界油然而生。

Timeless Gallery - Unique Museum所珍藏的，是尊貴歐洲品牌與獨特而限量極品傑作，八千平方英尺的面積，配合特殊的光線，營造了一片典雅時尚的氛圍。眼前一個個老古座鐘，無論是掛牆式還是座地式的，給予我們穩重又踏實的溫暖感，不期然想起一句老話：「無鐘不成家。」館內的收藏不單滿足了視覺的享受，也滿足了人們對高品質生活的嚮往。



**Dotting Bel-Air**

德國四合鎖保險箱由四條橫門組成，把門的上、下、左、右四邊鎖上，可以防止盜賊於沒有橫門的門邊把門撬開。Dotting Bel-Air保險箱備有多層抽屜可收藏手錶，極緻華麗的外觀、獨具匠心，配以可完全按照顧客最高要求而製作的內部。



**Erwin Sattler Opus Temporis**

自1903年獲得萬年曆專利後，Erwin Sattler首創的萬年曆時鐘一直領導市場地位。高雅外形及精緻工藝更能襯托出屋主品味。



# 360度的品味體驗

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 Gloucester Road, Wanchai, Hong Kong.  
 Tel: +852 2111 2000 / +852 2162 0000  
[www.timelessgallery.com.hk](http://www.timelessgallery.com.hk)

## 典雅藝術航程

當走進大堂，耳畔傳來有如大堂大鐘的鐘擺聲，聽覺就是來到 Timeless Gallery - Unique Museum最引人入勝的第一感，往旋轉雲石樓梯步下，正式展開360度的時空航程，不同的歷史區域，吸收歐洲各國的藝術精華，鍊成一個極級奢華與獨特品味的尊崇體驗，讓客人賓至如歸。



Vinosafe Walk-in cellars

Vinosafe的獨特設計能為紅酒愛好者在家中任何角落建立一個私人紅酒庫，更可為用家建立一個全透明紅酒庫讓你一邊享受紅酒，一邊欣賞所收藏的佳釀。Vinosafe卓越效能可將紅酒長時間儲藏於一個合適溫度及濕度環境下，確保紅酒質素。



BUBEN&ZÖRWEG Humidor

專業雪茄收藏櫃可收藏1,000支雪茄，內層以最優質雪松木製造，令雪茄與雪松木的氣味相互滲透，使雪茄享用時有更豐富口感。

# 為中小企提供財務支援 Providing Financial Assistance to SMEs

By **Jeffrey Lam** 林健鋒

In his final Policy Address last month, Chief Executive Donald Tsang responded to public appeals to address social issues, such as helping people to buy their own home, care for the elderly, narrowing the wealth gap and fostering economic growth, among others. It could be said to be a forward-looking policy, as it supported the long-term development of Hong Kong, but served up meager rations for business.

I am pleased to see our proposal to launch a dedicated fund to help SMEs promote their brands and to expand in the Mainland market was adopted by the Chief Executive. The government will also set up dedicated liaison units in Chongqing and Fujian to help SMEs capitalize on new opportunities in these areas. SMEs will be able to make good use of the fund to leverage the Hong Kong brand and strength in design to grow their businesses and move up the value chain.

As the economic outlook for Europe and the U.S. remains volatile, Hong Kong banks are tighten credit, which is making it harder for many SMEs to get financing from banks. I hope that the government will consider putting in place the Special Loan Guarantee Scheme to help companies' resolve their cash-flow problems.

To cool the overheating property market, I welcome the range of housing and land policies to help the sandwich class purchase their own flats. The government's flexible and prudent approach for supplying new Home Ownership Scheme (HOS) flats will allow buyers to adjust their plans if the property market gets volatile. I hope that the government will work out a flexible arrangement regarding the premium calculation method to help revitalize the HOS secondary market.

I am also pleased that the Chief Executive accepted our proposals to convert vacant industrial land into housing use. More flexible and innovative ways to increase land supply, such as converting vacant or deserted government land, green belt areas and agricultural land, into land for housing are also welcomed. In addition, I support the plan to develop the East Kowloon Business District and extend the measures to revitalize industrial buildings for three years to address the shortage of commercial land.

However, I am disappointed that the Chief Executive failed to live up to his election pledge to return the profits tax rate to 15%. Given the volatile global economic outlook, Hong Kong must offer more tax incentives to enhance its business competitiveness. I hope the Financial Secretary will act to address this issue in his Budget speech. ✿

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

**行**政長官曾蔭權上月於立法會發表其任內最後一份施政報告，無論在協助市民置業、照顧長者、改善貧富差距及促進經濟發展等方面，均回應了市民及社會訴求，為香港的長遠規劃提供了全方位的發展，這亦是一份具有前瞻性的施政報告。

我很高興特首接納我們的建議，撥出十億元成立專項基金，資助中小企推廣品牌、拓展內地市場。政府又會在重慶和福建設立專責聯絡單位，幫助中小企在當地拓展商機。中小企將可善用專項基金，發揮香港的品牌和設計優勢，朝高增值的方向發展業務。

鑒於現時歐美經濟前景動蕩不休，本港銀行面對收緊貸款壓力，不少中小企已遇到借貸融資困難。我希望政府考慮再推出於金融海嘯救急的「特別信貸保證計劃」，並研究增加本地港元流動資金的供應。

另外，我高興特首針對樓市過熱問題，推出一系列房屋及土地政策協助夾心階層置業，包括「新居屋」計劃，並將「置安心」計劃升級為可租可買，以及為其設立「封頂價」。我同意政府有彈性和謹慎地處理新居屋的供應量，可令其因應樓市波動而調整計劃。我希望政府在計算補價方面有靈活的安排，以協助活化居屋轉售市場。

我亦欣見特首接納我們的提議，把空置的工業用地改為房屋用途，並以更靈活和創新的方法開拓土地用途，包括騰出空置或荒廢的政府土地或綠化地帶和農地轉作房屋用途。此外，我支持政府開拓九龍東商業區的計劃，並將活化工廈的計劃延長三年，以解決商業用地不足的問題。

但美中不足的是，特首仍未兌現其競選承諾，把利得稅下調至15%，我對此感到失望。鑒於全球經濟前景極不明朗，香港絕對需要加強其稅務優惠措施，以增加其營商的競爭力，我期望財政司司長會在其財政預算案中有進一步的回應。 ✿





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# 選舉倒數 Election Countdown

By Shirley Yuen 袁莎妮

**N**ext month, the Election Committee Subsector Elections get underway to determine the 1,200 members who will elect the new Chief Executive of the Hong Kong SAR Government.

These 1,200 Election Committee members will be chosen by approximately 250,000 subsector registered voters on December 11. But who are these people? And who is eligible to vote?

The election's tag, 'Subsector Elections' means various sectors comprising of teachers, commercial, trade, community, political, religious groupings, etc., will ensure that the Election Committee is broadly representative of the community. Under

**選**舉委員會界別分組選舉將於下月舉行，選出負責推舉下屆香港特區政府行政長官的1,200名委員。

這1,200位選舉委員會委員將於12月11日，由約250,000名界別分組登記選民選出。但這些投票人是誰？誰又有資格投票呢？

「界別分組選舉」分別有教師、商業、貿易、社區、政治及宗教團體等多個不同界別，確保選舉委員會具有廣泛代表性。在商界（第一）功能界別下，總商會獲配18席，



The Chamber hopes all members who registered to vote will cast their ballots on December 11.

總商會期望，所有已登記投票的總商會會員會在12月11日投票。

the Commercial (First) functional constituency, the Chamber has been given 18 of those seats, and all HKGCC members who have a strong affiliation with the Chamber are eligible to throw their hat into the ring.

Eligibility to be nominated as a candidate at a subsector election is relatively straight forward. Since August 19, prospective candidates have been able to apply for advice in respect of a particular subsector to the Nominations Advisory Committee, to see if they qualify. This advice service is available until November 7, and will be followed by a nomination period for the Election Committee Subsector Elections, which will run from November 8-15, before the actual election day of December 11.

The Chamber hopes that all HKGCC members who registered to vote will cast their ballots on December 11 for the 18 Commercial (First) functional constituency seats. Their role in deciding our next CE is something to be proud of, and the run up to the Chief Executive Election Day on March 25, 2012, promises to be an interesting period. At the time of writing, only two prospective CE candidates had indicated they were interested in running for election, but whoever starts his, or her, first five-year term on July 1, 2012, let us hope everyone uses their votes wisely with the best interests of Hong Kong at the forefront of their minds. 🌸

Shirley Yuen is CEO of the Hong Kong General Chamber of Commerce.  
袁莎妮為香港總商會總裁。

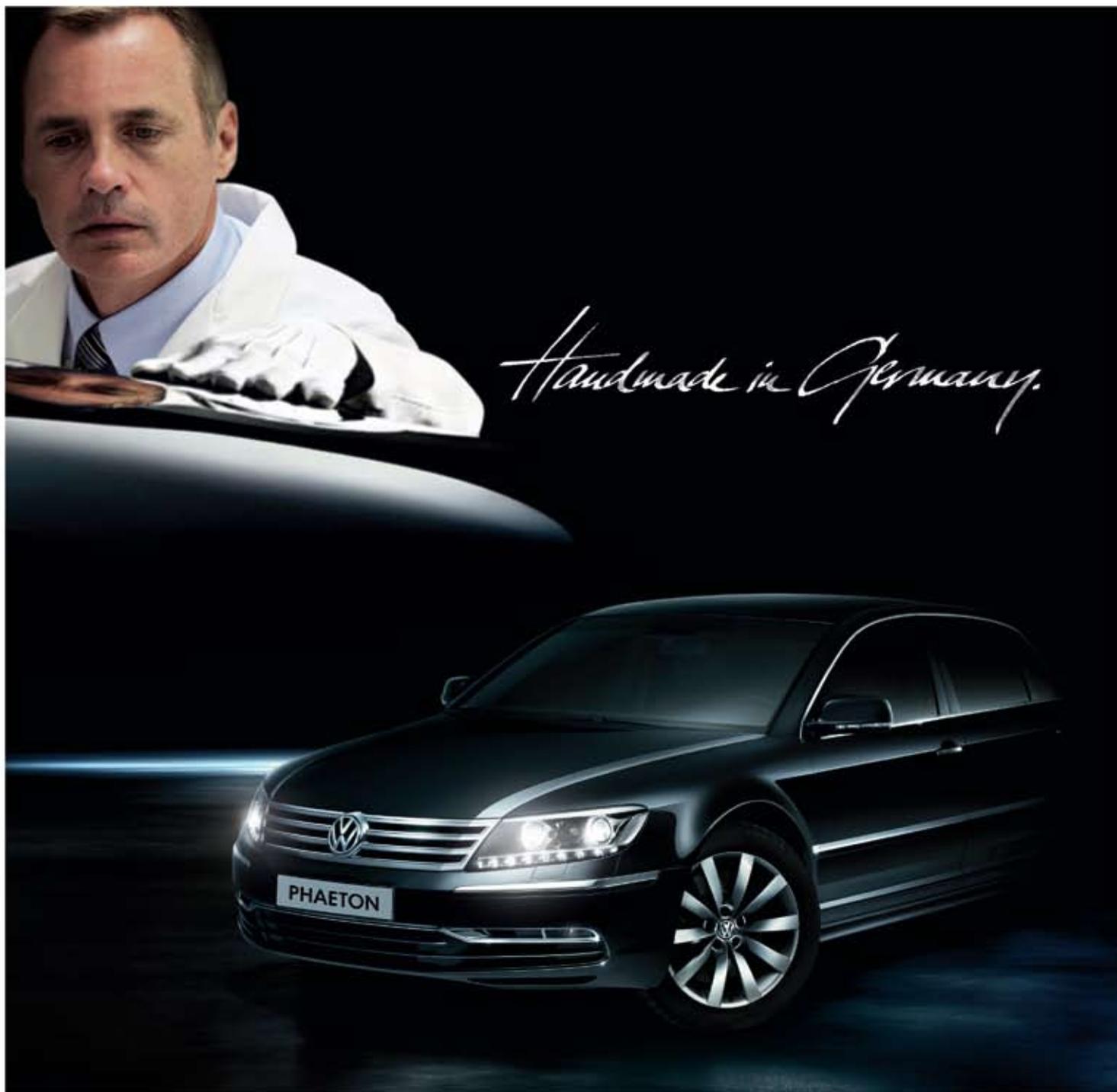
所有與總商會有密切聯繫的總商會會員均有資格參選。

提名為界別分組選舉的候選人的資格相當簡單。自8月19日起，參選人可就其擬獲得的特定界別分組提名，向提名顧問委員會申請，要求提供意見，以確定自己的參選資格。這項諮詢服務的截止日期為11月7日，而選舉委員會界別分組選舉的提名期將緊接在11月8日至15日展開，實際選舉日則定於12月11日。

總商會期望，所有已登記投票的總商會會員會在12月11日投票選出商界（第一）功能界別的18個議席。相信在明年3月25日特首選舉日前，選情都會極富趣味，你們的投票對選舉下屆特首甚有意義。撰稿之時，只有兩位擬似特首候選人有意參選，但無論誰人當選，並於2012年7月1日展開其首個五年任期，我們都希望人人會以香港的最大利益為依歸，明智地運用他們的選票。 🌸



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# Data Explosion

## 數據爆炸

As China's mobile phone market approaches saturation point, the world's largest telecom company, China Mobile, has its eye on billions of potential customers in the form of machine to machine data services

隨著流動電話市場接近飽和，全球最大電訊商中國移動正窺準數以十億計的準客戶，以提供機器對機器的數據服務

People often talk about the huge growth and opportunities unfolding in China, but few people are able to paint as vivid a picture as China Mobile Chairman Dr Wang Jianzhou.

"In 1982, there were only around 2 million fixed telephone lines in China. Today, China Mobile alone has 600 million subscribers, and every month we add 5 million new subscribers to that number," he said.

The advantage for companies who crack the China market is the incredible scale at which business can grow, he told members at the Chamber's CEO Manpower Conference on October 13.

Obviously, one of the challenges of such rapid growth is trying to service your exploding customer base. But the question for China Mobile is: can it continue growing at such a pace?

"That is a very tough question, and my answer is yes, we will continue to have growth," he said.

That growth will have to come from somewhere besides new subscribers, as the market is approaching saturation point. The total number of mobile phone subscribers in the country is around 950 million among the three operators, with China Mobile occupying around 63% of the market share. Still, Wang is optimistic, and expects to add 100 million new subscribers in the coming year as more rural migrant workers head for the cities and parents buy mobiles for their children.

Another challenge he and other operators face is falling subscription prices.

"The price of everything in the world is rising, but every year the tariffs for telecommunications services is falling, especially in developing countries. That is a big challenge for us," he said.

### M2M

So what are the other growth areas for China Mobile?

First is data services, and second machine to machine (M2M) data services. Growing traditional telecom revenue is difficult, as consumers increasingly expect lower fees, in addition to applications such as Skype – which basically make international calls free – and 3G handsets which take advantage of wireless networks to circumvent data downloading charges of telecom operators' networks.

The explosion of smart phones and tablets, on the other hand, presents huge opportunities for growth in the new era of mobile Internet.

"We have an explosion of growth in data, so it will be possible for our telecom operations to grow again," he said.

Yet many challenges will have to be overcome, not least investing in infrastructure to satisfy data hungry consumers' appetites. Current 2G and 3G networks cannot meet the demands for data services, so operators are extending their coverage of Wi-Fi transmitters.

China Mobile plans to build 1 million Wi-Fi hotspots in three years, which will give it around 10 million access points. Wang also revealed that it has reached a deal with Apple to support the carrier's fourth-generation TD-LTE (time-divi-



sion long term-evolution) data network, although he said no timetable has been set on when exactly a 4G iPhone will arrive.

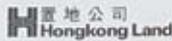
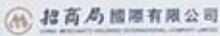
"This is China's home-grown technology, so in LTE we are the leading producer. It is not only used in China but also in other areas of the world. Because of the

# Manpower Conference 2011: No. 2 Economy - What Does It Imply For Hong Kong?

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Dr Wang said the future for telecom providers is clearly in providing data services.  
王博士表示，電訊供應商的未來顯然在於提供數據服務。

shortage of spectrums, LTE offers more opportunities for operators, especially in crowded markets such as India, Japan and also for China Mobile,” he said.

For M2M data services, he is thinking in terms of billions of customers. If mobile phones connect people to the

internet via their SIM cards, he reasons that it won't be long before everyone on the planet will have one.

If he is correct, there will soon be 7 billion SIM cards in the world. If devices in our homes and offices are all fitted to machines to enable wireless or wired

M2M communications, he conservatively estimates there will be over 70 billion SIM cards in operation.

“In past years we spoke about it too much and did too little, so in the future we may focus on developing this more aggressively,” he said. ❁



們經常談及中國龐大的增長和湧現的商機，但沒有多少人像中國移動董事長王建宙博士般，能夠描述出如此生動的畫面。

他說：「1982年，中國只有約200萬條固網電話線。時至今日，單是中國移動已經有6億用戶，並且每月新增500萬名用戶。」

他在10月13日的總商會第4屆「CEO人力資本大會2011」上向會員表示，打進中國市場的企業所得的好處是，業務會按驚人的規模增長。

顯然，急速增長的挑戰之一是嘗試為你激增的客戶基礎提供服務。就中國移動而言，它會以這個速度繼續增長嗎？

他答道：「這是個非常棘手的問題，而我的答案是正面的，我們會繼續增長。」

有關增長將會來自新客戶以外的範疇，因為市場已接近飽和。中國三家營運商的流動電話用戶總數約為9.5億人，中國移動約佔63%的市場佔有率。儘管如此，王博士仍感樂觀。隨著愈來愈多鄉村工人移居城市，以及家長為子女購買手機，他預期來年將再增1億名新用戶。

他和其他營運商面對的另一挑戰是服務費不斷下調。

他解釋：「全球所有物價都在飆升，但電

訊服務的價格卻年年下降，這個情況以發展中國家尤甚。這是我們面對的重大挑戰。」

#### 機器對機器

那麼中國移動會靠哪些其他範疇來取得增長？

第一是數據服務，第二是機器對機器（M2M）數據服務。傳統的電訊收益難以增長，因為消費者日益期望月費下調，還有Skype等應用程式，撥打長途電話基本上不費分毫，而3G手機就可利用無線網絡來省卻電訊營運商的數據下載費。

另一方面，智能手機和平板電腦的急速發展，亦為流動互聯網的新世代帶來了重大的增長機遇。

他說：「由於流動數據呈爆炸式增長，故本公司的電訊業務或會再次升溫。」

然而，很多挑戰仍需克服，尤其是投資基建以滿足渴求數據的消費者。現有的2G和3G網絡未能達到數據服務的需求，故營運商現正擴大其Wi-Fi 傳送器的覆蓋範圍。

中國移動計劃在三年內增設100萬個Wi-Fi熱點，從而增加約1,000萬個網絡連接基站。王博士亦披露，公司與蘋果達成協議，支援第四代分時長期演進技術（TD-LTE）數據網絡，不過4G iPhone的具體上市時間仍未落實。

他說：「這是中國自行開發的技術，所以就LTE來說，我們是領先的製造商。這項技術不但可在中國使用，世界其他地區同樣適用。由於缺乏頻譜，LTE為營運商——特別是印度、日本等高密度市場的營運商——和中國移動，提供了更多機遇。」

至於M2M數據服務，他是從幾十億客戶的角度出發。如果流動電話能讓人透過SIM卡上網，他推斷全人類都一卡在手之境況指日可待。

如果他的推論沒錯，全世界很快會有70億張SIM卡。假如我們家居和辦公室的裝置全部適用於一些可作無線或有線M2M通訊的機器，他保守估計將會有超過700億張SIM卡運作。

他說：「以往我們多說少做，所以未來或要更進取地專注發展相關業務。」



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我們 ♥ 物流

# In Search of Talent

## 搜羅人才

Even with the economic doom and gloom, companies are struggling to find the right people to drive their business strategies forward

即使經濟前景暗淡，大小企業正苦苦物色適當人選，以推進他們的商業策略

**B**usinesses are facing a talent shortage as more companies both in Hong Kong and globally compete for the same skills to drive their business strategies forward. This was the key message from the Hong Kong General Chamber of Commerce's 4th CEO Manpower Conference, held on October 13.

The number of top quality people that the world's leading schools are producing has remained relatively constant, but the number of companies competing for the same number of graduates has grown exponentially. China's rapid development and its growing international aspirations also means there are far more CEOs fishing in the same talent pool trying to attract not only quality people, but also employees who are comfortable working in today's international workplace.

"There is huge growth taking place in China, and the country is moving away from low pay and low skills, and a lot of Hong Kong's talent is being recruited by Mainland companies to help them go international," Anthony Wu, Chairman of the HKGCC, said at the conference.

The Chamber's keynote luncheon speaker at the conference, Dr Wang Jianzhou, Chairman of China Mobile, told members that Hong Kong talent still has an important role to play in the growth of the Mainland's economy, particularly for companies looking to expand overseas.



"Talent in Hong Kong played an important role during the opening up policy for China. We got a lot of help from Hong Kong managers, who became the bridge between China and the outside world," he said.

"Today, we hope Hong Kong managers can play an important role for China's companies going out. Hong Kong companies have their advantages, professionalism, and an inter-

**"It isn't whether your employees are happy or not. It's whether they say good things about your company when asked by others.**

這並不關乎你的僱員開心與否，而是當別人問起時，他們會否說公司的好話。"



— Tom Mehrmann,  
Chief Executive, Ocean Park  
海洋公園行政總裁苗樂文

**"We try to motivate our employees from the heart. That is how we distinguish ourselves from our bigger competitors.**

我們嘗試從心出發去激勵僱員。這就是我們比更強大的競爭對手優勝之處。"



— Ricky Wong, Chairman, City Telecom  
城市電訊主席王維基



national view,” he added.

Wang said following China Mobile’s first international step, with the acquisition of a telecom operator in Pakistan, the company is looking at other developing countries, but is finding it difficult to find qualified people to work in these markets.

John Rice, Vice Chairman, General Electric Company, echoed his comments. “We have strategic plans, but how many of

us have the human resources that go with that strategic plan? When you look at those growth curves in your planning, you ask yourself where do the people come from? Where do we find the sergeants who do the work, that execute the plan?”

In addition to more companies looking for a limited number of professionals, the bar employers’ set rises every year. The skills an employee brought to a company 10 years ago may

**“ I seldom hear about the use of corporate social responsibility as a tool for engaging employees. CSR is not just external. CSR is also internal. Part of CSR is your own employees.**

我很少聽到公司利用企業社會責任作為增加僱員歸屬感的工具。企業社會責任並非只是對外，它亦同時對內。企業社會責任的其中一部分就是你自己的僱員。”

— Ka Shi Lau, Managing Director,  
Bank Consortium Trust  
銀聯信託董事總經理劉嘉時

**“ What people want from their bosses is someone they respect and who they can grow from.**

人們想要的老闆是一個他們尊重而且可以向他們學習的人。”

— Fermin Diez, Senior Partner &  
Asia Pacific Business Leader,  
Human Capital, Mercer  
美世高級合夥人及人力資源部  
亞太區商業領袖 Fermin Diez





not be enough now to get hired as the world of business constantly becomes more complex and interactive.

### Finding resources

The concept of working to put food on the table and a roof over your family's head is no longer a motivating factor for people to work. Even in depressed times, money isn't everything. Hong Kong's economy has moved past the stage of working to provide basic necessities, and young people have little pressure to make money for the family – a trend which speakers said was also growing in the Mainland, particularly in the wealthier cities.

China Mobile and other well-known companies have the advantage that their brand can help to attract talent. But for other companies, they need to differentiate themselves from the crowd to attract and retain talent.

“The fast growth in China is a significant challenge for finding staff. SMEs also face challenges, and we have to compete in the market for the best talent with the big companies where our brand is not that well known,” Peter Stracar, President, Asia Pacific, Hilti Corporation, said.

“We are in the construction industry, which is not the sexiest of industries. Yet our company has one of the lowest staff turnover rates of all companies.”

Stracar, along with other companies, is increasingly trying

to appeal to employees' enthusiasm and desire to contribute to driving their company forward by giving staff more autonomy. Other companies are trying to create adhesion by throwing employees together with their bosses on outward bound courses.

Members at the conference, which was by invitation only and closed to the media, said providing leadership and direction for staff didn't always work, as some staff would do everything they could to escape team-building exercises. Moreover, the old benchmark of year-end appraisals is seen to be of little use, given staff are aware that at the end of the day they are being judged by a biased boss.

One member of the audience also pointed the finger at bosses for being the main reason why people leave a company. While acknowledging that some bosses may not always behave ideally, the common consensus was that leadership has to provide the right culture and deliver career growth so that staff will be aligned and stay with the company.

Summing up the conference, Chamber Deputy Chairman Sir CK Chow, said the most important thing in companies is people.

“We have to spend more time and effort in developing people,” he said during the report-back session. “What we do now, the way we manage things, is going to be the key to our continued success.” ❁

*“Employees value trust and respect, to be allowed to get on with their job, and make their own decisions. 僱員重視信任和尊重，希望事業有所發展，自己做決定。”*

– YK Pang,  
Chief Executive, Hongkong Land  
置地公司總裁彭耀佳



*“Recruiting and retention is not the responsibility of HR departments, it is the responsibility of business leaders. 招聘和保留人才並非人事部的責任，而是商界領袖的責任。”*

– John Rice, Vice Chairman,  
General Electric Company  
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**隨**著香港和全球愈來愈多企業競爭奪相同的技術來推進他們的商業策略，商界正面對人才短缺的問題。這是香港總商會10月13日舉行的第4屆「CEO人力資本大會2011」所帶出的主要訊息。

世界頂尖院所培育的專才數目相對維持不變，但爭奪這群畢業生的企業數目卻按指數飆升。中國的迅速發展及其日益壯大的國際雄心，也代表愈來愈多企業總裁不僅嘗試在同一人才庫中物色優秀的人才，還希望吸引能夠適應現今國際化工作環境的僱員。

總商會主席胡定旭在會上表示：「國家正經歷龐大的增長，也正遠

離低工資、低技術的發展模式。許多香港人才都給內地企業招攬過去，協助他們走向國際。」

會上的午餐會主題演講嘉賓中國移動董事長王建宙博士向會員表示，香港人才對內地經濟增長仍然舉足輕重，特別是對於有意進軍海外市場的企業尤其重要。

他說：「在中國的開放政策中，香港專才扮演著重要角色。當年我們得到香港管理人員的大力襄助，他們成為了中國與外界之間的橋樑。」

「時至今日，我們希望香港管理人員可以在中國企業走出去的進程

**“If you have a more diverse workforce, you will have a stronger business because people bring in new ideas and different styles.**

如果你的勞動力愈多元化，你的業務就愈穩健，因為人們會引入嶄新想法和不同風格。”

– Joanna Munro, CEO, Asia-Pacific, HSBC Global Asset Management 滙豐環球投資管理亞太區行政總裁 文雅莉



**“If your staff do not have the ambition to be the CEO of the company, then your company has not done enough to stimulate staff.**

假如你的員工沒有成為公司總裁的雄心，那貴公司在激勵員工方面仍做得不夠。”

– Fang Fang, Vice Chairman, Asia, & CEO, China Investment Banking, JPMorgan Chase 摩根大通亞洲區投資銀行副主席及中國投資銀行首席執行官方芳



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中發揮重要作用。香港企業擁有其獨特優勢、專業知識和國際視野。」他補充。

王博士說，隨著中國移動踏出邁向國際的第一步，收購了巴基斯坦一家電訊營運商，該公司現正窺準其他發展中國家，但要物色人才在這些市場工作絕非易事。

通用電氣公司副總裁約翰·賴斯和應說：「我們有策略計劃，但當有多少企業有人力資源去實行這些計劃？當你看著你規劃的增長曲線，你自問人從何來？我們要在哪裡招募精兵採取行動，執行計劃？」

除了愈來愈多企業尋求數量有限的專業人士，僱主所訂的門檻亦逐年提高。隨著商業社會日趨複雜和互動，僱員10年前所掌握的技術，如今或已不敷應用。

#### 物色資源

工作求溫飽這個概念，已經不再是激勵人們努力工作的因素。即使是在市道不景的時期，金錢也不是萬能。香港經濟已經渡過了工作提供基本所需的階段，年輕人在賺錢養家方面亦甚少壓力。講者表示，這個趨勢在內地亦日漸盛行，以較富裕的城市尤甚。

中國移動及其他著名企業的優勢是，他們的品牌有助吸納人才。但至於其他企業，他們就要在同行中突圍而出，以吸引和保留人才。

喜利得集團亞太區總裁Peter Stracar表示：「中國急速發展是招聘員工的重大挑戰。中小企亦面對困難，我們的品牌知名度不高，卻要與市場上的大企業爭奪精英人才。」

「我們從事建築業，並非最熱門的行業。然而，本公司是員工流失率最低的企業之一。」

與其他企業一樣，Stracar正透過給予員工更多自主權，嘗試激勵僱員更熱心地為推動公司業務而出一分力。有公司則安排僱員與老闆一同參與外展訓練課程，希望藉此增加公司的凝聚力。

是次會議只限特邀會員出席，不接受傳媒採訪。在場有會員表示，領導和指引員工並不經常奏效，因為部分員工會設法逃避團隊訓練。此外，鑒於員工知道他們到頭來會被有偏見的老闆批判，故年終考評的舊基準已被視為作用不大。

一位與會者亦把矛頭指向一眾老闆，認為他們是導致人才流失的主因。儘管我們承認有些老闆的行為並不盡如理想，但大家的共識是，領導層要提供正確文化和事業發展的空間，讓員工團結起來和留守公司。

#### About the CEO Manpower Conference

關於「CEO人力資本大會」

HKCC's biennial CEO Manpower Conference engages CEOs of leading corporations and senior government officials in closed-door discussions on pressing manpower issues and challenges affecting their businesses and Hong Kong. Findings from this year's conference will be discussed by the Chamber's Manpower Committee. This will form the basis for recommendations on how the SAR Government can meet businesses' manpower needs to ensure Hong Kong remains competitive.

The Chamber would like to thank the following sponsors for making the conference possible: Berlitz, Boyden, China Merchants Holdings International Ltd, Esquel Group, HongkongLand, Jardines, Ocean Park, Success Factors.

總商會兩年一度的「CEO人力資本大會」雲集各大機構的總裁和政府高官，以非公開的形式討論多項影響企業及香港的迫切人力議題及挑戰。會議得出的結果將會由總商會人力委員會進一步探討，從而就特區政府如何滿足企業的人力需求，確保香港保持競爭力的議題上，提供實用的建議。

總商會謹此鳴謝以下贊助商，使會議得以順利舉行：貝立茲、寶鼎、招商局國際有限公司、溢達集團、置地公司、怡和、海洋公園、Success Factors。

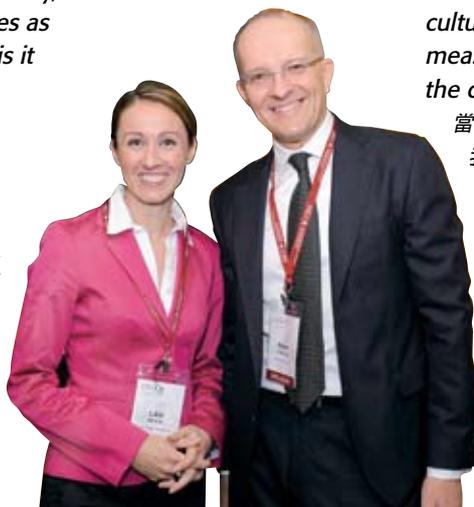
總結是次會議，總商會常務副主席周松崗爵士說，企業最重要的資產是人力。

「我們要在發展人才方面多花時間和努力。」他在匯報環節中表示：「我們現時所採取的行動和管理方式，將會是我們持續成功的關鍵。」✿

“ We focus on our customers for profitability, so you should look at people resources as you would look at customers: where is it and how do we get it?

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– Lale Kesebi, Executive Director,  
Li & Fung Trading  
利豐（貿易）執行董事Lale Kesebi



“ When we talk about leadership, corporate culture and retention, it is difficult to measure an employee's contribution to the company.

當談及領導力、企業文化和保留人才，我們很難衡量僱員對公司的貢獻。 ”

– Peter Stracar, President, Asia Pacific,  
Hilti Corporation  
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# Back to Basics

## 還原基本

Stock markets are reeling, bond traders scared and even “safe as houses” elicits a nervous laugh these days. Currency trading? Only for those with a firm view on the prospects that the euro and dollar are stronger than their respective politicians. So, what’s left?

Well, there’s always commodities, although I hasten to add that there is nothing in this article that should be construed as a recommendation to buy, sell or bury in the ground any asset class whatsoever.

Among the major commodity groups (as defined by the IMF statistically a safe bet), industrial items have been more volatile over the past quarter-century than agriculture ones, although minerals overshadow both. Interestingly, it is very difficult to separate out real demand, speculation and reaction to a quick change in relative currency values. All three, it seems, play a much larger role in the commodities market than in financial instruments or real estate.

Commodity traders have their own special language, much of which will make little sense to the rest of us. The olive oil standard, for example, is for extra virgin (less than 1% free fatty acid) product straight off the tanker at a

U.K. port, and quoted in US dollars per metric ton. As the first chart shows, the prices swing more wildly than those for cruder oils.

Oranges, on the other hand, may be of miscellaneous types, so long as they are quoted at French CIF import prices. Lesser minds might have expected the oil to

have something to do with Italy, and the oranges Florida or California. Metals tend to be dollars per ton, except the precious types are in ounces and the baser sorts in pennies per pound. Copper shines more brightly of late (see the second chart), particularly as compared to dull, old aluminium.

Rice should be Thai, palm oil Malaysian, and pigs and poultry straight from the USA. Rubber prices are based on the Singapore market, salmon is from Norway (farm bred, if you please), wool shall be made

in Australia and bananas from Central America, and Ecuador. Your choice.

To give a perspective on where the markets are, consider which com-



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歐大衛為香港總商會首席經濟師，電郵：[david@chamber.org.hk](mailto:david@chamber.org.hk)。

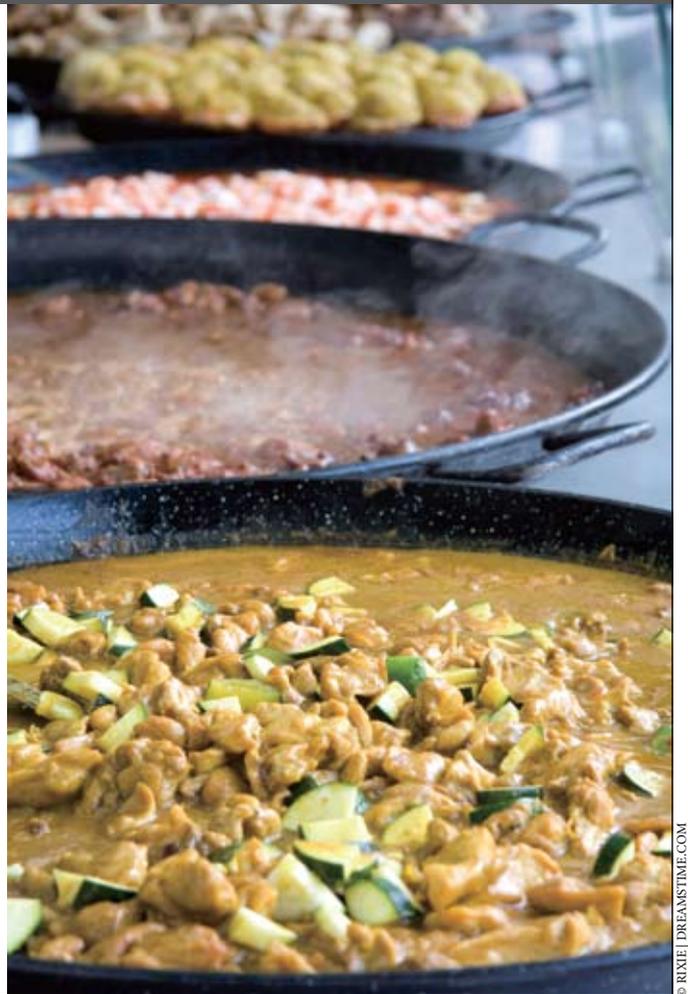
## Chewing the Fat

The popularity of fast foods reaches back to at least Roman times, although sushi (originally from Southeast Asia), Middle Eastern kebabs and Chinese roadside noodle shops might easily challenge the historical claim of street food available to the coliseum crowds.

The business model is a high turnover, low cost, limit menu of stomach-filling local and, more recently, globally accepted favourites. Fish and chips was an early British favorite, dating back to 1860 but now challenged by curry-in-a-hurry shops. Americans tend toward burgers and pizza, and other nationalities favour their own flavours. The mega-chains are reshaping urban consumer habits, and frequent targets of criticism.

The biggest chains are showing more cultural sensitivity than was previously the case, serving lamb or chicken alternatives to beef in India, for example, and a glass of wine with that cheeseburger in France. While travellers may find comfort in easily recognizable establishments with familiar fare, the culture vultures are keeping a close eye on what they see as a threat to local traditions.

Americans spend some \$200 billion a year on “limited service restaurants,” an increase of 5% a year over the past decade and nearly double the rate for grocery stores food sales. That works out to about US\$650 a month per person, as compared to the HK\$1,000 each Hongkonger spends on all kinds of meals away from home. Anyone care to join me for a visit to the dai pai dong?



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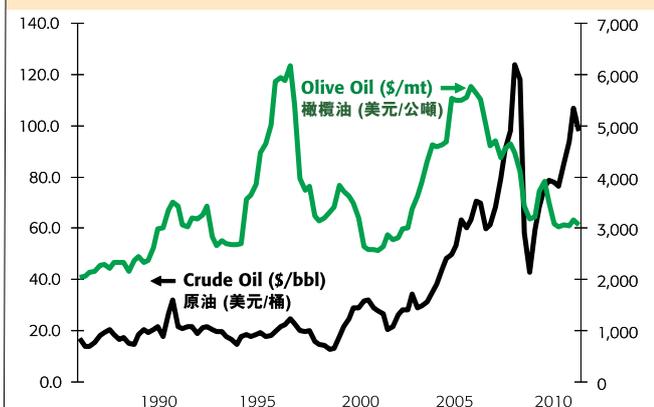
modities are furthest from their average prices over the past 25 years. Back in August, rubber was priced 3.2 times higher (US\$2.07 per sheet) than the quarter-century average, whereas rapeseed oil was barely twice the usual price.

Soft logs, olive oil and Mexican shell-on headless shrimp were all priced well below their respective trends, but across

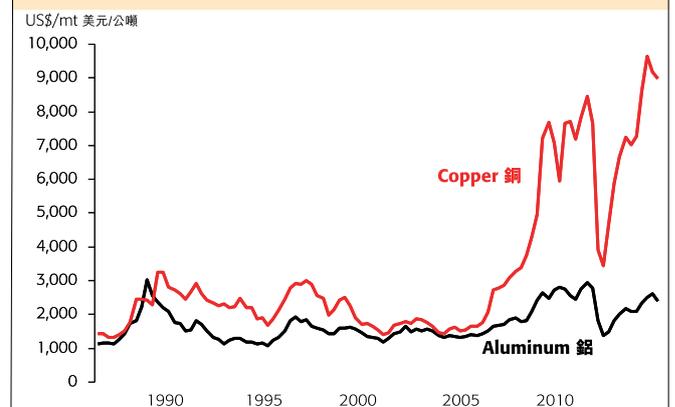
the board prices were double or even triple the level that has prevailed since the mid-1980s.

Gold bugs will tell you that the time is right to buy (it always is), but petroleum prices have actually had bigger swings over the past 25 years than the yellow metal. If I were to give advice, it would be to stay liquid, and 1% fat. 🌸

**The Price of Two Oils . . .**  
兩種油類的價格……



**. . . And, Two Metals**  
……以及兩種金屬的價格



**近**日，股市反覆波動，證券交易員恐慌，甚至連西方的慣用說法「如房屋般安全」都被質疑。貨幣貿易？只適合那些深信歐元和美元將會強過它們各自從政者的人士。那麼，還有甚麼可選呢？

商品總是一個選擇，可是我得澄清，本文沒有論點應被理解為購買、售賣或完全放棄某些資產類別。

在主要商品組別（在統計學上，國際貨幣基金組織將之界定為一種安全的賭注）之中，工業項目在過去四分一個世紀一直以農業項目反覆不定，雖則與礦物相比，兩者都只是相形見拙。有趣的是，要識別實質需求、投機，以及相關幣值急速變動的效應，實在非常困難。三者結合起來在商品市場所扮演的角色，似乎遠比其在金融工具或房地產市場的角色重要。

商品交易員有其一套特別語言，而大部分都會使我們費解。例如，橄欖油標準是用於從英國港口郵輪直接卸下的特純（游離脂肪酸少於1%）產品，每公噸以美元報價。圖一顯示，橄欖油價格較原油價格更漲落不定。

另一邊廂，香橙也許是雜項類別，只要它們是以法國的到岸價報價。一般人或會認為橄欖油與意大利有密切的關係，而香橙則來自佛羅里達州或加利福尼亞州。金屬傾向以美元一噸計價，而以安士計算的珍貴種類及以便士一磅計算的基本種類則除外。銅近日變得更耀眼閃亮（見圖二），尤其是相對於暗啞無光的鋁。

米應該來自泰國，棕櫚油產自馬來西亞，而豬和家禽則源自美國。橡膠價格以新加坡市場為基礎，三文魚來自挪威（一般指人工養殖），羊毛應產自澳洲，而香蕉則來自中美和厄瓜多爾。任君選擇。

要了解市場狀況，就要考慮哪些商品最偏離它們過去25年的平均價。追溯至8月，橡膠價格比四分之一世紀的平均價高出3.2倍（每片2.07美元），而油菜籽油卻僅是慣常價格的兩倍。

軟木、橄欖油和墨西哥帶殼無頭蝦的價格均低於它們各自的趨勢，但整體而言，價格已比1980年代中以後的普遍水平上升了一倍甚或兩倍。

黃金支持者會告訴你是時候買入（任何時候亦如是），但在過去25年，石油價格實際上較金價有更大的波幅。我的意見是，保持資產精簡、流通。✿

### 談天說地



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**快**餐熱至少可追溯到羅馬時期供應給大批競技場觀眾的街頭食品，儘管壽司（源自東南亞）、中東kebab烤肉和中國路邊麵檔或會輕易挑戰到其歷史地位。

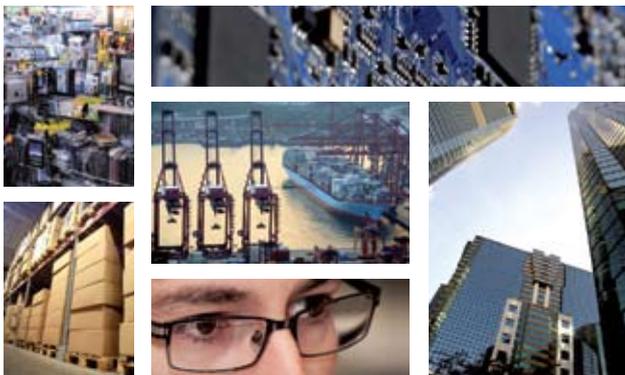
快餐的商業模式是營業額高、成本低，提供選擇有限、飽肚的本地食品，而近期還包括風行全球的美食。回溯至1860年，早期的英國人最愛炸魚薯條，但它的地位現已受到印度快餐的威脅。美國人鍾情漢堡包和薄餅，而其他國家的人亦各有所好。大型連鎖餐廳正改變都市人的飲食習慣，亦屢遭批評。

最大型的連鎖店比以往更有文化差異的意識，例如在印度，他們會提供羊或雞等牛肉以外的選擇，而在法國吃芝士漢堡會配紅酒作餐飲。雖然旅客或會在這些易找的餐廳中享受熟悉的食物，以慰思鄉之苦，但愛好文化研究的人會密切留意他們認為會威脅本地傳統的事物。

美國人每年花大約2,000億美元在這些「自助餐廳」上，10年以來每年增長5%，幾乎是雜貨店食物銷售增長率的兩倍。算起來，每位美國人平均花大約650美元吃快餐，而每位香港人外出吃各類菜式的總消費則為1,000港元。有人想與我一起去大排檔嗎？

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**PORSCHE**

# China's Long March to Innovation Success

## 中國邁向成功創新的長征之路

Increasing inventive activity could be the easiest part of successful innovation, bringing ideas to market is the real challenge for China, writes **Bill Fischer**

日益增加的發明活動可能是成功創新最容易實現的一步，把概念引入市場才是中國的真正挑戰 Bill Fischer

China's journey from a seriously poor, insular, economy to the "shop floor of the world" took a little more than two decades. Today, less than a decade later, it appears poised to evolve into becoming a leading global innovator. But can China actually make this next great leap forward?

Many observers think that China is ripe for innovative leadership. Tomson-Reuters observed, on the basis of patenting trends, that: "an epic industrial revolution has brought China to its current state of development, but it will

be China's intellectual revolution that will carry it forward." Further analysis of this same data would certainly support the view that China appears to be fast becoming a global innovation power.

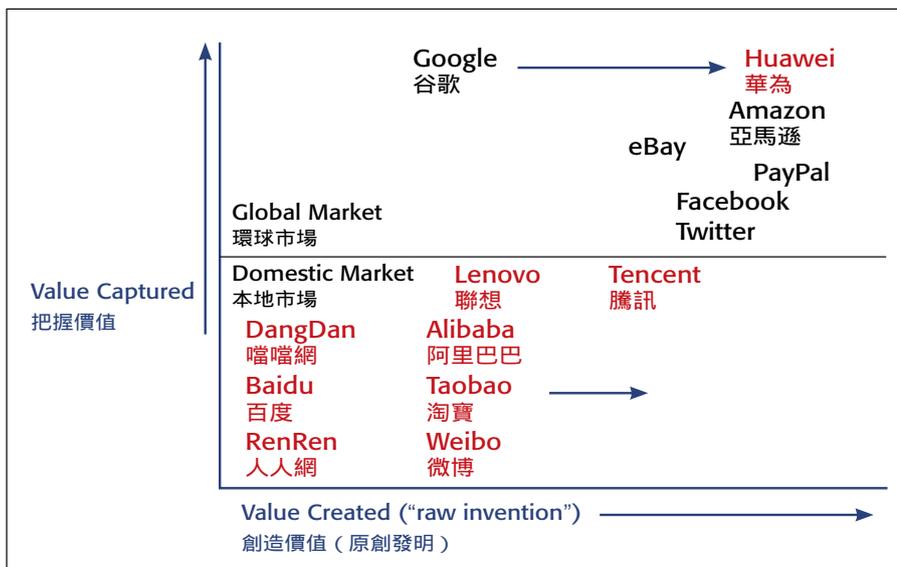
Yet, since it has long been useful to consider both the rate and direction of innovative activity, it pays us to ask whether, given that China's rate of innovation appears (at least as far as patenting is concerned) to be rapid, the direction of this activity can give us a better sense of what is really going on?"

This is important because there is a big difference between creating new ideas (so creating value) and capturing the value associated with these new ideas.

As the Financial Times reported recently, many of the Chinese patents counted are utility patents, and do not represent significant new contributions to knowledge – in other words, not value creation. Furthermore, at least one observer on the scene has reported that Chinese government authorities are encouraging the disaggregation of patent applications in order to boost the numbers of patents being produced.

In August 2011, INSEAD's Global Innovation Index ranked China just 29th overall in innovation (with Switzerland in first place and the U.S. in seventh). According to this analysis, although China's innovation benefits from growing market and business sophistication (for a middle-income economy) and a lively financial sector, there are disadvantages associated with social infrastructure deficiencies relating to innovation-related institutions and human-capital development.

So it would appear that while China might be becoming more productive in generating patents, these may not necessarily translate into economic impact.



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Bill Fischer是瑞士洛桑領先全球商學院IMD的技術管理教授

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On the other hand, China ranks first as the world's top "importer of R&D," which would be appropriate for innovation strategies based on value-capture.

I recently had the opportunity to work with a number of senior Chinese high-tech industry and government officials and I asked their opinion of China's innovation trajectories in terms of creating versus capturing value. The chart summarizes the outcome of that discussion in a very impressionistic manner – placement on the chart is indicative of direction only, and is not meant to be precise in terms of being point-estimates of achievement.

Interestingly, there was no disputing the role of appropriating the ideas of others to build China's innovative capital, as evidenced by the clustering of many of China's new economy champions in the lower left-hand quarter. But this is not so surprising: many Western firms also owe their historical origins to the ideas of others. Google, for example, was judged by my Chinese observers to have originated by building upon the prior search-engine innovations of others, but then, as the arrow indicates, has subsequently grown through mastering the ability to both create and capture its own value – something that few of the Chinese firms have apparently achieved.

But what is more notable about these impressions is that all but a handful of the Chinese firms are essentially only capturing value in the Chinese domestic market. They have, to date, been unable to launch strategies to create value and they have not been very successful in capturing value outside of the Chinese domestic market.

This could start to change, however. Baidu announced earlier this year a new "box computing" strategy aimed to differentiate it from Google, and Sina Weibo has recently entered the Japanese market and is rumored to be launching an English language rival to Twitter. If these are, in fact, realized then perhaps we'll see more value-creation in the growth trajectories of Chinese firms?

Also interesting is that Lenovo and Huawei, two of the Chinese three firms most "northeast" in their location on the chart (both creating & capturing value – presumably where we would find the most sustainably successful innovators), would probably be regarded by outside observers as being the least "entrepreneurial," the least "new economy," and the least "independent" of all of the firms represented. If we had added Haier to this set, the results would have been similar. So much for the innovation stereotypes so cherished in the West!

Increasingly, the "rate" of inventive activity will only get you so far. In order to make it big on the global stage, a nation's firms need to be able to capture the economic value associated with that activity. This means investment into organizational design on a global scale, establishing brand visibility, building worldwide supply chains and channels of distribution, and all of the rest of the complex set of activities that go into making a successful multinational corporation.

Two years ago, Rebecca Chung and I reported that experienced Chinese managers participating in CEIBS's (the China Europe International Business School) EMBA program appeared considerably less optimistic about China's prospects as a global innovative leader than did a similar set of their peers in IMD's EMBA program. Some 66% of the 53 CEIBS' EMBAAs saw China's near-term future as "staus-quo," while only 18% of their IMD peers agreed with this assessment.

Perhaps what the Chinese managers saw, that outsiders in their enthusiasm missed, was that increasing inventive activity might well be the easiest part of successful innovation, and that it is indeed a less glamorous and more managerial long march to becoming able to realize the value associated with that increased inventive activity. ❀





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中國從一個嚴重貧困、封閉的經濟體演變為「世界工廠」的進程，歷時為20多年。今日，該國似乎已經作好準備，計劃在不足10年之內發展成為全球領先的創新者。然而，中國能否真正實現這又一次的大躍進呢？

很多觀察家認為，中國成為創新領袖的時機已經成熟。根據產業專利的發展趨勢，金融市場情報研究公司TomsonReuters發現：「一場史詩式的工業革命已把中國帶到當前的發展狀態，但引領它繼續向前的將會是中國的知識革命。」有關資料的進一步分析無疑支持了這一觀點，即中國似乎快將成為全球的創新勢力。

然而，掌握創新活動的比率和方向一直都很重要，而鑒於中國的創新率（至少就專利而言）看似急速，這促使我們提出一個問題：這種活動的方向可否讓我們更了解當下究竟發生甚麼事？

這點十分重要，因為在發明新創意（創造價值）與把握新創意的相關價值之間，存在著很大的差異。

《金融時報》最近有報導指出，許多獲證的中國專利都是實用專利，並不代表對知識生產帶來了重大的新貢獻——換言之，並非價值創造。此外，至少一位當地觀察家表示，為了提高專利總量，中國的政府機構正鼓勵拆分提交專利申請。

2011年8月，歐洲工商管理學院INSEAD發表了全球創新指數，中國的創新總排名僅為第29位（瑞士居首，美國則第七）。根據分析，儘管中國的創新受惠於日漸增長的市場和商業成熟度（就一個中等收入的經濟體而

言），以及一個活力十足的金融業界，但創新相關機構及人力資本開發因素導致的社會基礎建設不足，卻是其劣勢所在。

因此，儘管中國似乎在製造專利方面變得愈來愈具生產力，但卻未必會轉化為經濟實力。另一方面，中國在「研發進口」方面位列全球第一，這能夠配合以價值把握為基礎的創新戰略。

我最近有機會與多位中國的高科技產業和政府官員合作，並就價值創造和價值把握兩方面詢問了他們對中國創新軌跡的看法。附圖以很印象派的方式概括了那次討論的結果——圖表的編排只說明方向，並不確切代表成就估值的位置。

有趣的是，對於假借他人創意來打造中國創新資本的角色，大家都沒有異議，位於左下方聚在一起的眾多中國的新經濟盟主可引證這點。但這並不足為奇：許多西方企業的歷史由來都可歸功於他人的創意。舉例說，我的中國觀察家認為谷歌是建基於先前其他搜索引擎的創新意念而創辦出來的，但正如圖中的箭嘴所示，隨後的發展是透過掌握創造和把握自身價值的能力而實現的——少數中國企業已顯然具備這種能力。

圖表中更值得注意的是，能夠把握價值的中國公司寥寥可數，而他們實際上也只是把握國內市場的價值。他們至今仍未開展價值創造的戰略，也沒有充分把握海外市場的價值。

不過，這情況或開始有變。百度於本年初公布全新的「框計算」戰略，使之與谷歌區別開來，而新浪微博最近亦打入日本市場，據傳還會推出英文版，與Twitter對撼。事實上，這

些計劃一旦實現，也許我們將會在中國企業的發展軌跡上看到更多價值得以創造出來。

聯想和華為亦是有趣的個案，他們是位於圖表最「東北」位置（既創造價值，也把握價值——我們大概可從這裡找到最能取得持續成功的創新者）三家中國公司的其中兩家。在圖中所有企業之中，他們或會被外界的觀察員視為最不「創業型」、最不「新經濟型」，以及最不「獨立」的企業。若把海爾加進來，結果亦分別不大。西方所推崇的創新模型原來不過如此！

漸漸地，發明活動的「比率」只能把你帶到這個層次。為了在全球舞臺中擴大其影響力，一個國家的企業需要能夠把握與此活動相關的經濟價值。這意味著要在全球的組織設計方面投放資源，樹立品牌知名度，建立環球供應鏈及分銷管道，以及其他一系列複雜的活動，以打造一家成功的跨國企業。

兩年前，我與Rebecca Chung曾報導過，對於中國作為全球創新領袖的前景，修讀中歐國際工商學院（CEIBS）行政人員工商管理碩士（EMBA）課程的資深中國經理的樂觀程度，似乎大幅低於修讀瑞士國際管理發展學院（IMD）EMBA課程的同行。在53位CEIBS的EMBA學生中，約66%認為中國的短期前景將「維持現狀」，但只有18%的IMD同行認同這個說法。

也許，中國經理所看到（而缺乏熱忱的局外人所看不到）的是，日益增加的發明活動可能是成功創新最容易實現的一步，但要能夠實現與那些發明活動相關的價值，確實是一次吸引力較少、更著重管理的長征。✿



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*The Bulletin:* What is the core function of the Environment & Sustainability Committee?

Dr Glen Frommer: I would say the main goal is to give value to members, which takes many forms. That can be in advocacy, formulating submissions to government, and holding events and activities for members. The topics that we concentrate on very much focus on what is topical, and what members feel there is a need to put greater effort into moving forward.

*B:* The committee had sustainability tagged on to the end of its name last year. Has that changed the mandate of the committee?

## Face to Face 馮悟文博士專訪

GF: It has given recognition that the environment by itself, while important, takes on an even greater impact when the committee's activities are looked at in a larger perspective. By being involved in other areas, groups and committees, we are collaborating increasingly with other committees and members to address the wider impact of sustainability.

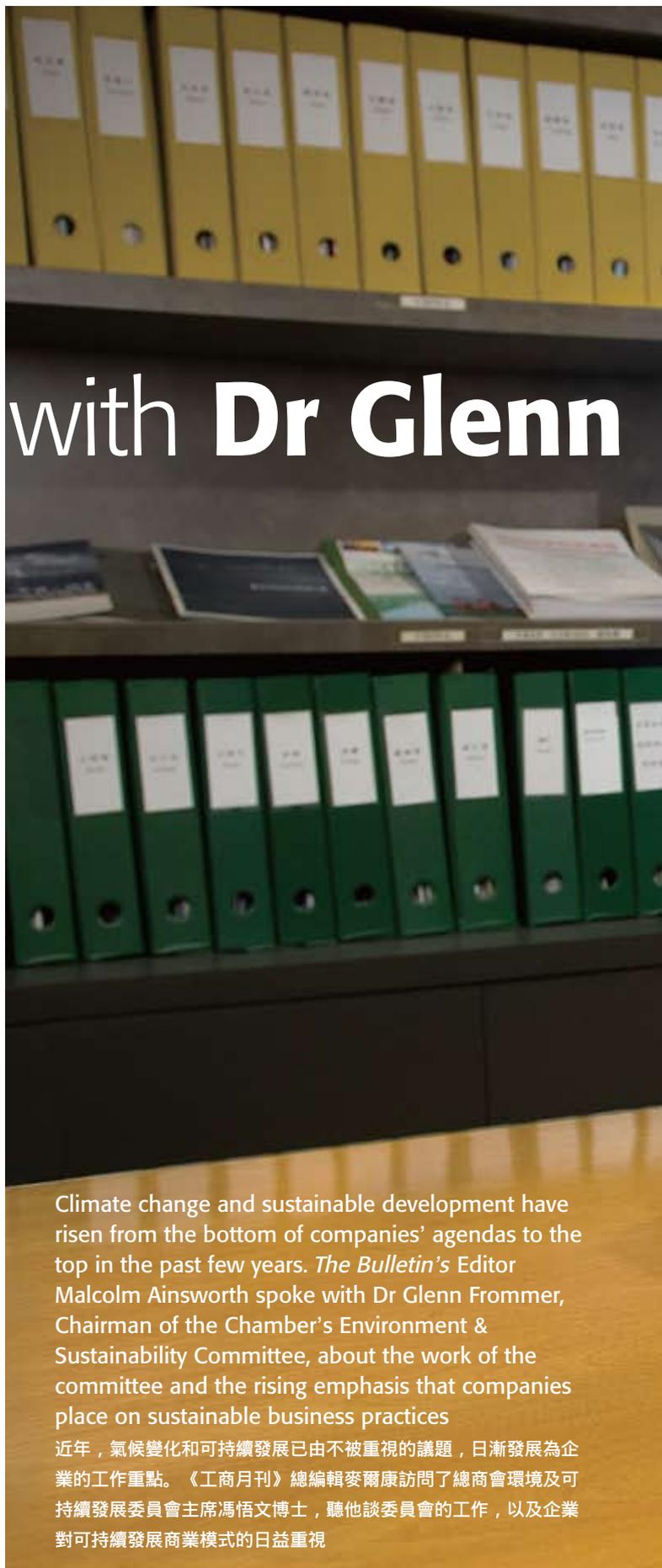
For example, we are preparing a submission for the Council on Sustainable Development, which made recommendations on energy efficiency to reduce carbon emissions in buildings as part of the government's climate change agenda. We worked closely with the Chamber's Chief Economist David O'Rear, who is also secretariat for the economics committees. That is important because we have to understand the views of the entire Chamber membership, and also leverage those views. Economics is one strand of the sustainability equation, with the other two being the environment and social issues.

*B:* The committee tackles a wide gamut of issues, how do you decide which topics to focus on?

GF: Basically, we try to raise awareness of the environment, related policies, and how all of these impact businesses. A lot of the topics and issues that we address are often quite new, so we test out ideas on the Chamber's other committees, and if there is enough traction we will follow the ideas through. One area that we are focusing on at the moment is the circular economy. This is very topical and directly related to businesses, so companies are keen to learn about these developments.

*B:* Do you believe businesses are truly concerned about climate change and other environmental issues?

GF: Yes, definitely. Our future economic growth depends on the natural resources. We have seen with everyone's interest in topics from the consultation about a third runway, to how do we use our resources more efficiently, all the way down to food safety. So yes,

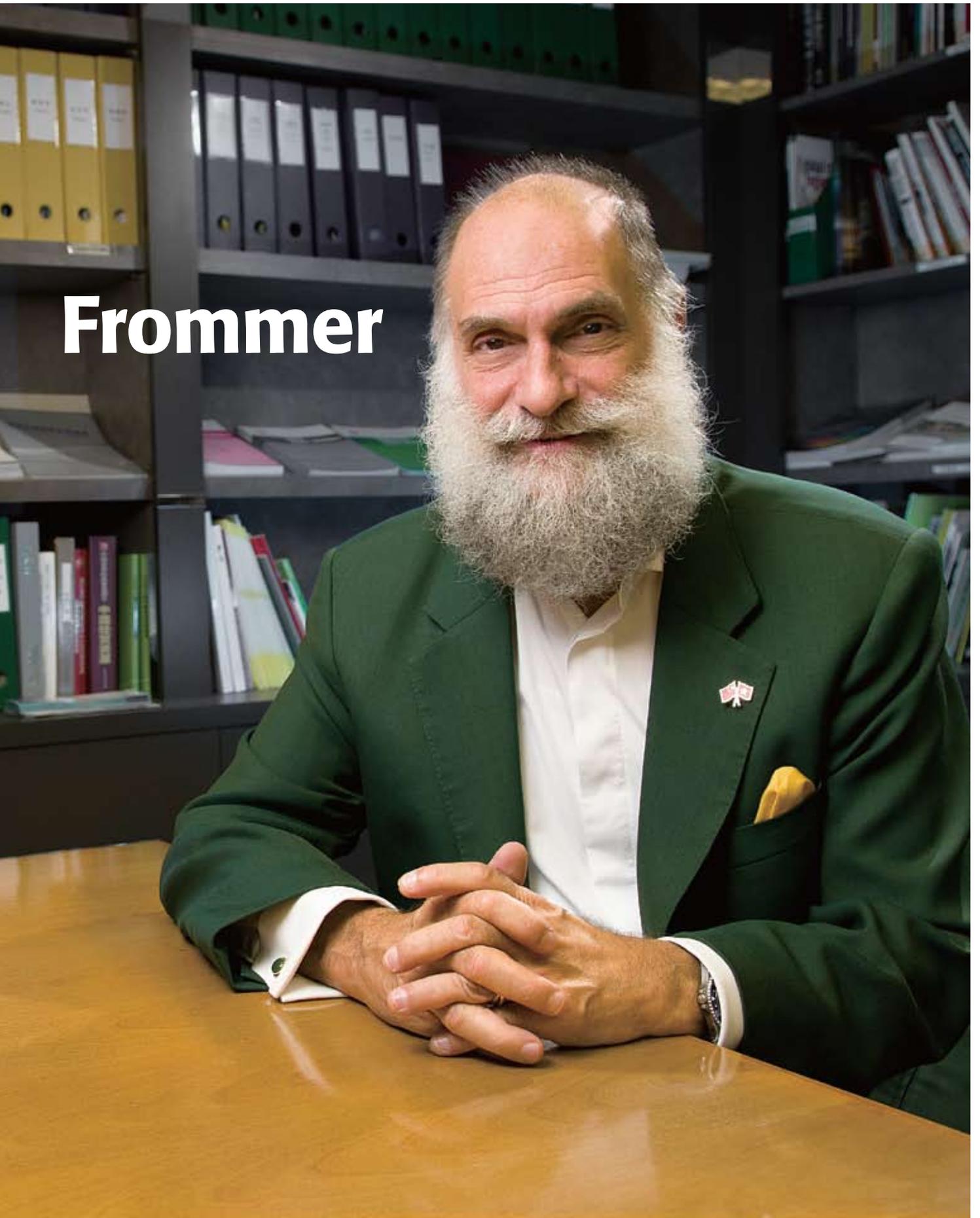


## with Dr Glenn

Climate change and sustainable development have risen from the bottom of companies' agendas to the top in the past few years. *The Bulletin's* Editor Malcolm Ainsworth spoke with Dr Glenn Frommer, Chairman of the Chamber's Environment & Sustainability Committee, about the work of the committee and the rising emphasis that companies place on sustainable business practices

近年，氣候變化和可持續發展已由不被重視的議題，日漸發展為企業的工作重點。《工商月刊》總編輯麥爾康訪問了總商會環境及可持續發展委員會主席馮悟文博士，聽他談委員會的工作，以及企業對可持續發展商業模式的日益重視

# Frommer



businesses and people are concerned. What our committee tries to do, is to weight the desires of business and individuals, with the ultimate goal of improving our quality of life in Hong Kong.

*B: You mentioned you work closely with the Chamber's other committees, does the committee's recommendations sometimes cause friction – like the plastic bag levy, or producers' responsibility for electronic waste, for example?*

GF: The people in our committee are from a wide range of industries, and as I mentioned earlier we work closely with other committees to gauge the views of business. Take the Clean Air Charter that the committee developed for an example. I think the process in which the charter was generated has helped a lot of members become more efficient and more aware of wastage in their businesses. Although there might have been a little teething period with the plastic bag levy, I think everyone now agrees it is a sensible move. These are all member-generated issues and also member-generated solutions. We try and develop these objectives, and once it has gained some traction from the business sector, the government will come in to support it.

The Council for Sustainable Development's Consultation on Climate Change is a good example of how this process works. The 11 recommendations that we are considering, look at proposals like banning inefficient incandescent light bulbs, making old buildings more efficient, changing people's behaviour, and so on. I think businesses understand that we need to balance the short-term pain to reap the medium- and long-term benefits for our economy and environment.

*B: Is Hong Kong doing enough to address its environmental problems, and are our efforts having an impact?*

GF: A lot has been done. The cross-harbour swim clearly shows how much better the water quality in Victoria Harbour has become, but a lot of people, including the Chamber, would like to see things improving at a faster pace.

Hong Kong has proposed to reduce green house gas emissions by 50-60% by 2020, under the United Nations Framework Convention on Climate Change (COP). This is even more aggressive than the Mainland's pledge of 40-45%. To achieve our target, we are looking at changing the fuel mix to generate power – although the Fukushima Daiichi nuclear disaster has caused a re-think on that. We will turn waste into electrical power, and the government is also looking at putting more electrical vehicles on the roads, and so on. However, we are already at the end of 2011, so if we need to build new power lines, build waste incineration plants, build more infrastructure, et cetera, to meet our climate change commitments by 2020, there is not much time.

*B: If a member is interested in contributing their expertise, are there any requirements for joining the committee?*

GF: We welcome people from all sectors, although obviously most of the members on who are on our committee work in related professions. At the moment, we have 35 members on the committee, and we are lucky in that everyone is very active and very enthusiastic in giving their time and expertise to the Chamber. ❀



I think businesses understand that we need to balance the short-term pain to reap the medium- and long-term benefits for our economy and environment.

企業明白，為了本港的經濟和環境，我們要在短期的痛苦與中長期的效益之間取得平衡。

*問：環境及可持續發展委員會的核心職能是甚麼？*

答：我會說委員會的主要目的是以多個不同形式為會員增值，可以是倡議政策、制訂並向政府提交建議書，以及為會員舉辦活動。我們集中處理的議題以時事為主，以及會員認為有需要大力推進的議題。

*問：委員會的名稱去年加上「可持續發展」一詞，這有否改變了委員會的工作範疇？*

答：這確證了環境本身的重要性，而委員會的活動層面更廣，也可發揮更大的影響。我們正透過參與其他領域、小組和委員會，與其他委員會和會員加強合作，擴大可持續發展的影響力。

舉例說，樓宇節能減排是政府應對氣候變化議程的一部分，我們正就此擬備一份建議書，向可持續發展委員會提交相關意見。我們與總商會首席經濟師兼經濟政策委員會秘書歐大衛緊密合作。這十分重要，因為我們必須了解和表達總商會全體會員的看法。經濟是可持續發展的一環，而環境和社會議題也不可或缺。

*問：委員會要處理廣泛的議題，你怎樣決定專注哪些事務？*

答：基本上，我們嘗試增加外界對環境和相關政策的認識，以及所有這些因素如何影響商界。我們所處理的眾多議題往往都是一些新近的話題，因此我們會與總商會的其他委員會一起徹底討論我們的構思，如果有充足的支持，就會全力推進有關概念。我們現正集中探討的其中一個範疇是循環經濟，這是時下的熱門議題，與商界有直接的關係，所以企業都渴望了解有關發展。

*問：你認為企業是否真正關心氣候變化和其他環境議題呢？*

答：這個當然，我們未來的經濟增長倚賴自然資源。從興建第三條跑道的諮詢，到如何更有效地運用資源，甚至食物安全等議題，人人皆積極參與討論，可見企業和個人都很關注這些事務。委員會會嘗試權衡商界和個人的訴求，並以改善香港的生活質素為最終目標。

*問：你提到與總商會的其他委員會緊密合作，貴委員會的建議會否有時引起摩擦——如塑膠袋徵費或廢電器電子產品生產者責任？*

答：委員會的成員來自各行各業，而正如我先前提及，我們與其他委員會密切合作，收集企業意見。以委員會發起的《清新空氣約章》為



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## Environment and Sustainability Committee Initiatives and Activities 2011

環境及可持續發展委員會2011年的行動及活動

### 政策倡議

- 總商會氣候變化策略及行動綱領
- 本地核能發電發展對香港的影響
- 施政報告
- 擴大塑膠購物袋環保徵費計劃
- 環境局的《限制銷售能源效益較低的鎢絲燈泡諮詢文件》
- 「紓緩氣候變化：從樓宇節能減排開始」社會參與過程

### 項目/活動

- 核能發電——會給香港一個可行的解決方法嗎？
- 考察晨曦島可再生能源工程
- 考察大亞灣核電廠
- 強制實施《建築物能源效益守則》所帶來的機遇
- 香港商界能源效益及氣候變化調查
- 會員體驗九巴全港首部超級電容巴士
- 諮詢前會議——氣候變化社會參與過程
- 紓緩氣候變化：從樓宇節能減排開始
- 減碳增益——推行節能減碳，提升成本效益
- 為香港而建的綜合廢物管理設施——未來路向
- 趕上中國的綠色革命（與中國委員會合辦）
- 參觀中電能源效益展覽中心，探索綠色科技（與工業及科技委員會合辦）
- 綠色廣東商機考察團（與中國委員會合辦）
- 耀眼燈光，不宜居住的城市？（與地產及基建委員會合辦）

例，我認為約章的制訂過程有助很多會員提升業務效益，以及更留意消耗的問題。儘管推行塑膠袋徵費的初期或會遇到一些困難，但我相信人人如今都同意這是明智之舉。這些是全體成員共同提出的議題，也是他們合力制訂的方案。我們嘗試發展這些目標，而一旦取得商界的認同，政府就會給予支持。

可持續發展委員會就氣候變化的諮詢正好引證這個過程如何發揮作用。我們正考慮的11項建議包括禁止使用能源效益較低的鎢絲燈泡、提升舊樓宇的能源效益，以及改變個人行為等。企業明白，為了本港的經濟和環境，我們要在短期的痛苦與中長期的效益之間取得平衡。

**問：要應對環境問題，香港所做的是否足夠？我們的行動有否取得成效？**

答：已做了很多。復辦渡海泳清楚顯示維多利亞港的水質改善了不少，但很多人（包括總商會）都希望看到更快的進展。

根據《聯合國氣候變化框架公約》，香港提出在2020年把溫室氣體排放減少五至六成，這甚至比內地40至45%的承諾更為進取。為達致此目標，我們正探討改變發電燃料組合——儘管福島第一核電廠的核災難已使人重新考慮有關方案的可行性。我們會把廢物轉為電力，而政府亦正研究在本港道路引入更多電動汽車等。然而，現在已是2011年底，要興建新的輸電線、焚化爐和更多基建等設施，以實踐2020年的氣候變化承諾，恐怕已時日無多。

**問：如果會員有興趣貢獻他們的專業知識，加入貴委員會需具備任何資格嗎？**

答：儘管委員會的大多數成員均顯然從事相關專業，我們仍然歡迎各行各業的人士加入。現時，我們有35位成員，而幸運的是所有成員都積極投入會務，不吝為總商會奉獻他們的寶貴時間和專業識見。✿

### ADVOCACY

- HKGCC Climate Change Strategy and Action Agenda
- Impact of the Development of Nuclear Energy for Local Power Generation on HK
- Policy Address
- Extension of the Environmental Levy Scheme on Plastic Shopping Bags
- Restriction of Sale of Energy-inefficient Incandescent Light Bulbs, Environment Bureau
- Combating Climate Change: Energy Saving and Carbon Emission Reduction in Buildings

### EVENTS/ACTIVITIES

- Nuclear Power – A Feasible Solution for Hong Kong?
- Renewable Energy Visit to Town Island
- Visit to Daya Bay Nuclear Power Plant
- Opportunities Arising from the Mandatory Building Energy Codes
- Hong Kong Business Survey on Energy Efficiency and Climate Change
- Test Ride on KMB's Supercapacitor Bus
- Pre-Consultation meeting – Public Engagement Exercise on Climate Change
- Combating Climate Change: Energy Saving & Carbon Emission Reduction in Buildings
- Carbon Down, Profit Up – Enhancing Competiveness Through Carbon Audit
- Integrated Waste Management Facility for Hong Kong – The Way Forward
- Joining China's Green Revolution (*with China Committee*)
- Exploring Green Technologies at CLP Energy Efficiency Exhibition Centre (*with Industry & Technology Committee*)
- Mission to Guangdong to Explore Green Economy Initiatives (*with China Committee*)
- Bright Light, Unlivable City? (*with Real Estate and Infrastructure Committee*)

### Environment & Sustainability Committee

環境及可持續發展委員會

The Environment and Sustainability Committee is an advisory committee to study and advise the General Committee and the Chamber Directorate on issues / areas pertinent to sustainability and its integration with the environmental, economic and social development in Hong Kong. For more information on the committee, visit the Chamber's web site, [www.chamber.org.hk](http://www.chamber.org.hk), or contact the committee's secretariat Thinex Shek, [Thinex@chamber.org.hk](mailto:Thinex@chamber.org.hk)

環境及可持續發展委員會是總商會屬下的顧問委員會，專責研究與可持續發展相關的議題/範疇，以及如何把這個概念融入香港的環境、經濟和社會發展，並向理事會及總商會領導層提供意見。有關委員會的詳情，請瀏覽總商會網站（網址：[www.chamber.org.hk](http://www.chamber.org.hk)），或聯絡委員會秘書石平倂（電郵：[Thinex@chamber.org.hk](mailto:Thinex@chamber.org.hk)）



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# A Taste for Wine 乾杯！

Hong Kong's alcohol consumption patterns have changed dramatically in the past decade, with demand for highly potent spirits being replaced by the increasing popularity of low- or no-alcohol beverages, writes **Saritha Pingali**

香港的喝酒模式在過去10年經歷了巨變，人們由追捧烈酒轉為低酒精或無酒精飲品

Saritha Pingali

**H**ong Kong has been culturally influenced by British rule for centuries. While alcohol consumption has been a part of consumers' lives for many years, several factors such as economic, demographic, and social changes are influencing present consumption trends in Hong Kong.

In terms of volumes, beer, hard cider, and flavoured alcoholic beverages (sweet, relatively low-alcohol drinks such as wine coolers) dominate the Hong Kong alcoholic beverage sector, accounting for roughly 71% of the market's sales by volume in 2010. Spirits and wine share the remaining 29% of Hong Kong's sales volume, with wines contributing the larger proportion, according to Datamonitor Group's Market Data Analytics (MDA) database. Among wines, still wine is the most preferred variety, followed by red wine. In fact, the growth in sales of both varieties during 2005-10 was among the highest of all alcoholic beverages in Hong Kong.

In terms of spirits, specialty spirits (which include baijiu, sake, and other rice-based spirits), whisky, and brandy have the highest sales volumes. However, a shift in consumer preferences towards low-strength alcohol is predicted in

the future, and sales volumes of spirits like whisky and brandy are expected to decline over 2011-15. This, in turn, is propelling the growth of wines in the region. Additionally, factors like the increased spending power associated with the rising population of well-educated, young working consumers are driving the growing sales of wine.

### Consumption drivers

Almost 45% of the alcohol-consuming population in Hong Kong are aged between 25 and 44, which is also the prime working age. Greater spending power among the majority of alcohol consumers has enabled them to buy more expensive types and brands of alcohol. It has also enabled consumers to go out more, which has led to the development of more pubs in Hong Kong and the Mainland. Furthermore, an increasing number of big-city consumers in the Mainland with rising incomes are embracing wine, which many consider a fashionable Western drink.

### Government regulations

In response to the growing popularity of wine in the region, Hong Kong has been making a conscious effort to



promote its wine market. In 2008, the Hong Kong Commerce and Economic Development Bureau (CEDB) signed a memorandum of understanding (MOU) with France and other wine-producing regions. Following this, import tax on wine was abolished for all varieties,



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which opened up the market considerably to foreign producers. As recently as in 2010, the CEDB signed a cooperation agreement with the Mainland that allows Hong Kong to be the gateway for all foreign wine entering the country, which has an equally fast-growing wine market. The CEDB also signed an MOU with the U.S. and a joint MOU with Washington and Oregon in 2011 in order to extend support to the promotion of Northwest wine in Asia. The region has been active in promoting wine tourism in the coun-

try by hosting international events like the Wine and Dine Festival in October, 2011 and the Hong Kong International Wine and Spirits Fair in November, 2011.

While there is zero tax on wine and beverages with less than 30% alcohol content, those with more than 30% alcohol are subject to 100% excise duty. This means that drinks, including local favourites like baijiu, and other high-strength rice-based spirits are heavily taxed in Hong Kong.

#### **Rise of wine clubs and wine investments**

While the government has been promoting wine by charging no tax on imported wines, the local industry is helping consumers to appreciate and embrace wine as a preferred drink. Recently, several new wines and wine companies have entered the Hong Kong market, which has spurred a growing trend of local enthusiasts taking courses in wine appreciation. There has been a considerable increase in the number of

wine clubs in the region, allowing for better brand and quality awareness of wines among consumers.

For instance, Golden Gate Wine, one of Hong Kong's premier importers of American wines, has established the Fine Wine Club to promote wine education and help drinkers choose fine wines. The club allows its members to sample new, rare, and unusual wines. They receive four to six bottles each month and enjoy discounts on and door-to-door delivery of their wine purchases. The club serves as the launch ground for new wines, while also educating consumers about the quality of the company's brands. This could help consumers in differentiating counterfeit brands from the real ones.

The premium and fine varieties of wines are the latest investment avenues for many collectors in Hong Kong. The region is home to some of the finest and most exclusive collections of wines from across the world. In August 2011, Christie's autumn wine auction in Hong Kong sold a 300-bottle collection of Chateau Lafite-Rothschild, with a product for every year from 1981 to 2005, for HK\$4.2 million, marking one of the most expensive sales in the region. In 2010, Christie's auctioned The Liquid Gold Collection: Three Centuries of Chateau d'Yquem for over HK\$58 million, making it the highest-priced wine lot ever sold in Asia or by Christie's globally.

### Sector challenges

In the last decade, Hong Kong's alcohol consumption patterns have changed dramatically, with strong demand for highly potent spirits being replaced by the increasing popularity of low- or no-alcohol beverages. In 2010, according to Datamonitor's Product Launch Analytics database, the majority of the newly launched alcoholic beverages carried product claims that reflected the healthier preferences of consumers, such as "low calories," "no alcohol," "low alcohol," and "organic."

Hong Kong's alcoholic beverage market is comprised of more than 150 players, and the majority of the market sales volume is contributed by international companies. Davide Campari Milano, an Italian premium spirits and wine manu-



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facturer, is the market leader, with sales volumes contributing to nearly 18% of the overall sector sales in 2010. The other leading players include Diageo, Pernod Ricard, Companhia Muller de Bebidas, and Fortune Brands. According to MDA data, these top five companies together controlled 53% of the alcoholic beverage sector volume in 2010. Interestingly, all the top five players in Hong Kong's alcoholic beverage sector are international firms that manufacture premium brands of alcohol, suggesting that premium alcohol drives the overall alcoholic beverages sector in the region. In terms of brand portfolios, Diageo, with 16 brands sold in the Hong Kong market, has the strongest presence. This is followed by Pernod Ricard, which sells nine popular alcohol brands in the market.

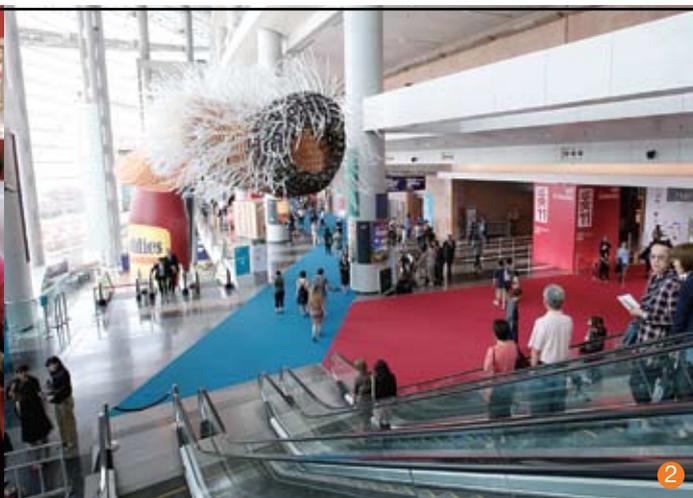
The Hong Kong alcoholic beverages sector is highly fragmented, which provides scope for market consolidation for the larger players like Davide Campari Milano, Diageo, and Pernod Ricard. Several mergers and acquisitions in the recent past suggest a future course of consolidation in the Chinese and Hong Kong alcoholic beverage sectors. For instance, Tsingtao Brewery and its wholly-owned subsidiary, Tsingtao Beer HK Trading, agreed in 2010 to acquire 100% equity interest in Shandong Xin Immense Brewery, a firm based in the Mainland and Hong Kong that is engaged in the brewery and sales of beer.

Companies will also face competition from counterfeiters, who generally target lower-income consumer groups. Counterfeit alcohol brands are so prevalent in

the Mainland that some alcoholic beverage manufacturers have been forced to take special measures to preserve their brand images and market shares. For example, Diageo, the parent company of the premium whisky brand Johnnie Walker, deploys special teams at bars and pubs to spot-check bottles to ensure their authenticity. Wines from Australia, which is a major exporter of wines to the Mainland, and Canadian ice wines, which are among the most coveted wines in Asia, are being counterfeited and sold at lower price points.

### Premium wines

The alcoholic beverage sector is benefiting from the presence of consumers that are increasingly eager to experiment with premium brands. Working consumers in the 25-44 age group represent one of the key drivers of wine sales in the region. Amidst various challenges in the country's alcoholic beverage sector, companies are increasingly focusing on consumer education. With duty-free pricing of wines and other low-strength alcoholic drinks, the region is a major attraction for foreign brands, which is leading to an increase in the counterfeit products made available in local pubs. Massive marketing campaigns along with consumer education on products' quality credentials may help companies to tap their target customers and combat competition from counterfeiters. Wines, especially the premium and fine varieties, are the latest trend among consumers in Hong Kong, who see them not just as consumable goods, but also as an investment. ❀



# The Personal Touch

In an age when we rely increasingly on technology to serve customers, the HKCEC is proving that nothing beats good old-fashioned service with a smile

Despite the global recession and clouds of economic uncertainty, business at the Hong Kong Convention and Exhibition Centre (HKCEC) has shown constant growth over the last few years -- in exhibitor numbers, space taken, number of attendees and the number of events. The HKCEC achieved a record event attendance of 5,969,789 for its fiscal year 2010-2011, a surge of 25% from the previous year. This significant jump was the result of an enlarged event portfolio of 1,235 events, including 116 exhibitions, held at the HKCEC during this period. 35 recurrent exhibitions recorded double-digit growth in gross exhibition space.

The success story is not just about numbers, it is also apparent in the enhanced quality of shows held at the HKCEC – factors that helped the HKCEC win the title of “Asia’s Best Convention and Exhibition Centre”, for the eighth time, making the HKCEC home to four of the world’s largest, and five of Asia’s largest trade exhibitions.



As Cliff Wallace, Managing Director of Hong Kong Convention and Exhibition Centre (Management) Ltd (HML) explains, “The focus on quality, both in terms of shows, venues and service, is self-perpetuating. Quality brands are in a very competitive environment and can not afford to not have a presence at quality exhibitions, and risk losing market position and key relationships or not be up to date on industry trends and news.”

New, quality shows, such as ART HK which was launched in 2008, have been tremendously successful, so much so that the organizer of the internationally renowned Art Basel has acquired a majority share of ART HK. Other new shows that have seen rapid growth include Asian Seafood Exposition, Asia Fruit Logistica, and Retail Asia Expo.

## Why the HKCEC continues to perform

While the HKCEC benefits from Hong Kong’s location and infrastructure, and is ahead of its rivals in utilizing technology, such as free Wi-Fi throughout the Centre, Wallace believes it is HML’s quality staff and focus on professional service that makes the HKCEC a stand out success.

“The HKCEC would not be where it is today, with global recognition, were it not for the unique team, many of whom have worked here for many years and take great pride in their work,” he explained.



Wallace stressed, “The HKCEC’s event portfolio is so diversified—ranging from food expo to art and antique auctions, from medical science conferences to jazz concerts—that no simple ‘one size fits all’ strategy is appropriate. Every event is unique, so for the team commitment means understanding the needs of each individual client, and meeting the vastly different expectations of diverse customer groups. With our team’s sheer depth of experience and care for our customers, during FY2010/11, 99% of event organizers who responded to our e-questionnaire rated the service they received ‘Satisfactory’ or above.”

“The event industry is a people business and enthusiasm, compassion and pride in their work are key qualities. Leadership articles forget the fundamentals – the smile, enthusiasm, zest and responsiveness that are the reason we have been successful – we care to take an extra step,” he said.

With people increasingly demanding, Wallace believes the HKCEC and Hong Kong can and should rise to this challenge. “There is no reason why we can’t continue to improve, so when visitors leave Hong Kong they go away thinking this city cares more about them than the last one they visited, which will make them want to return.”

- 1 World-class events such as Vinexpo Asia Pacific at the HKCEC help raise Hong Kong’s international profile
- 2 ART HK 2011 recorded almost 40% growth in size from the previous year
- 3 Staff’s dedication wins the HKCEC “Asia’s best” title for the 8th time
- 4 Cliff Wallace heads the HML team of 920 staff

**香**港被英國統治百多年，深受西方文化影響。雖然喝酒已經成為消費者多年來的生活一部分，但經濟、人口結構和社會轉變等多個因素，正影響香港現時的品酒趨勢。

根據國際著名資訊服務公司Datamonitor集團的市場數據分析(MDA)數據庫，以銷量來說，啤酒、蘋果酒和添味酒精飲品(如清爽酒(wine cooler)等帶甜、酒精含量相對較低的飲品)主導了香港的酒精飲品業，佔2010年市場銷量約71%。餘下的29%則由烈酒和葡萄酒分佔，當中以葡萄酒佔大多數。在葡萄酒之中，無氣葡萄酒是最受歡迎的種類，其次為紅酒。事實上，這兩類葡萄酒在2005至2010年間的銷量增長率，是香港所有酒精飲品中最高的。

烈酒方面，特產烈酒(包括中國白酒、日本燒酒、清酒和其他米酒)、威士忌和白蘭地佔最高銷量。然而，預料消費者將會轉投低酒精濃度的飲品，而威士忌和白蘭地等烈酒的銷量亦預期於2011至2015年下跌，這些趨勢將推動本港的葡萄酒增長。此外，受過良好教育的年輕在職消費者日漸增多，使消費力相應提高等因素亦正帶動葡萄酒的銷量增長。

#### 推動消費

香港近45%的喝酒人士年齡介乎25至44歲，而這亦是主要的勞動年齡。大部分喝酒人士的消費力較強，令他們可以購買更昂貴的酒類和品牌，並有更多外出機會，導致香港和內地的酒吧有如雨後春筍般迅速興起。此外，內地愈來愈多城市消費者的收入增多，他們紛紛擁戴葡萄酒，當中很多人視之為時尚的西方飲料。

#### 政府規例

隨著葡萄酒在本地日益普及，香港一直積極推廣其葡萄酒市場。2008年，香港商務及經濟發展局與法國及其他葡萄酒產區簽訂諒解備忘錄。其後，港府撤銷所有葡萄酒進口稅，向海外生產商大舉開放市場。近至2010年，該局與內地簽署合作協議，容許香港作為所有海外葡萄酒輸往中國的大門，而內地的葡萄酒市場亦同樣急速發展。該局亦於2011年分別與美國及美國華盛頓州和俄勒岡州簽署合作諒解備忘錄，以支持在亞洲推廣西北太平洋地區的葡萄酒。藉著舉辦多項國際活動如2011年10月的「美酒佳餚巡禮」，以及2011年11月的「香港國際美酒展」等，本港一直在國內大力推廣品酒旅遊業。

儘管酒精含量低於30%的酒類關稅全免，但高於30%的則需徵收100%消費稅。這意味著酒類(包括本地最受歡迎的燒酒、中國白酒和其他高濃度米酒等)在香港被課以重稅。

#### 酒會的崛起與葡萄酒投資

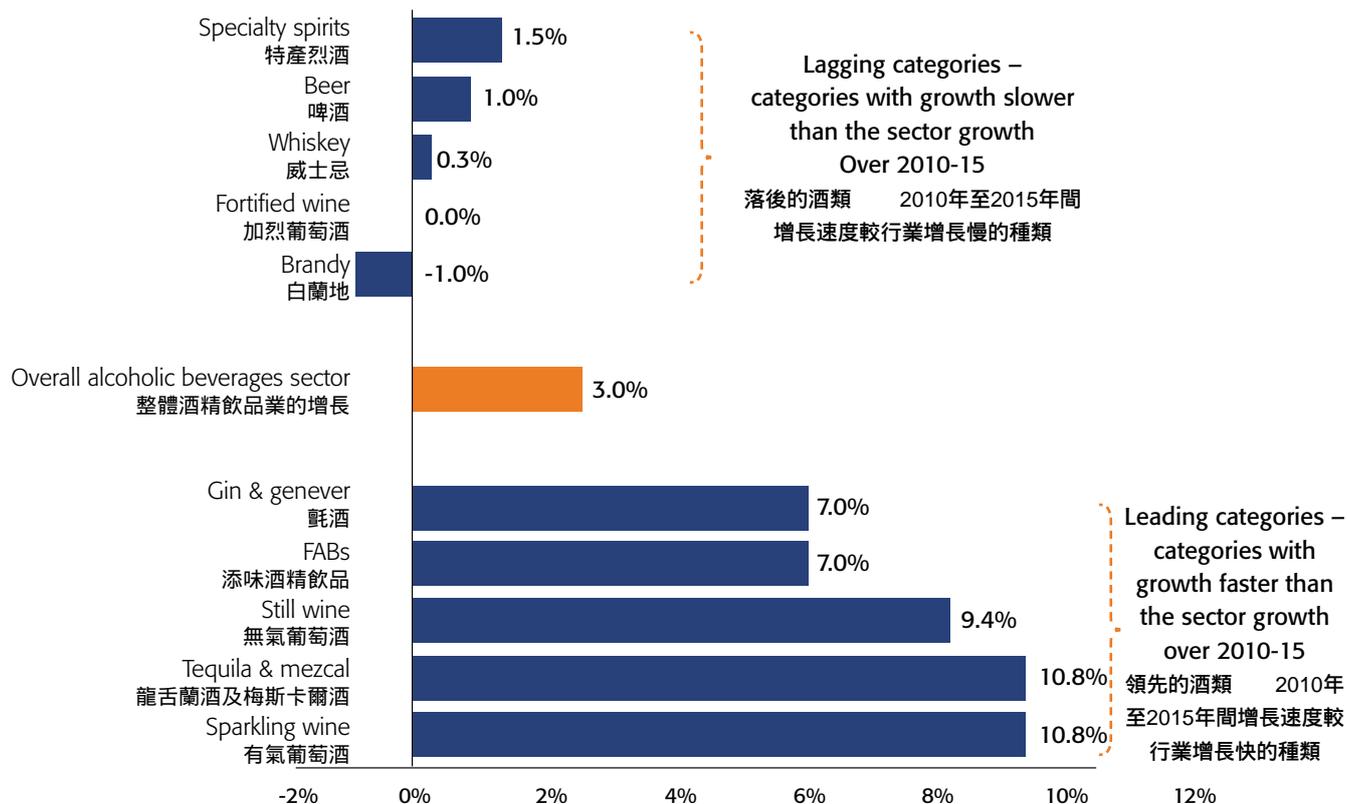
港府以全面撤銷葡萄酒稅來推廣葡萄酒，而本地業界亦正協助消費者欣賞和接受葡萄酒為首選飲料。近日，若干葡萄酒和葡萄酒公司登陸香港市場，為本地的酒迷掀起一股參加品酒課程的熱潮。本地的葡萄酒會愈開愈多，讓消費者對葡萄酒的品牌和質素有更深的認識。

舉例說，香港主要美國葡萄酒進口商之一Golden Gate Wine成立了「醇醉會」(Fine Wine Club)，以推廣葡萄酒教育和協助品酒人士選擇佳釀。酒會讓會員試飲新出、珍貴和獨特的葡萄酒，他們每月會收到四至六瓶酒，買酒也會享有折扣和上門送貨服務。酒會不但為新酒提供推出市場的平台，同時亦會向消費者介紹該公司品牌的質素。這樣，消費者就可把假冒的品牌區別出來。

優質上等的葡萄酒最近成為了很多香港收藏家的投資門路，這裡有來自世界各地最

Lagging and leading categories in the Hong Kong alcoholic beverage sector, based on growth over 2010-15

根據2010至2015年的增長率，香港酒精飲品業落後和領先的酒類



Source: Datamonitor's Market Data Analytics database 資料來源: Datamonitor市場數據分析數據庫 DATA MONITOR



## Project WeCan

*A Pioneer 360° School Improvement Programme for Secondary Schools in Hong Kong*

The Wharf (Holdings) Limited introduces Project WeCan, a six-year project aims at uplifting the total performance of secondary schools and students in Hong Kong who are with fewer opportunities yet great potential. Involving a funding of HK\$150 million, it covers a wide spectrum of support ranging from teaching, academic learning, extra-curricular development, conduct and behaviour, life-goal planning, to learning environment and support, care and counselling as well as parent-teachers collaboration. 10 secondary schools have been selected to receive support from the project benefiting over 10,000 students.

The Quality School Improvement Project of Hong Kong Institute of Educational Research of The Chinese University of Hong Kong has been commissioned to be the programme planner.

Besides financial support, staff volunteering is an important part of the programme. Wharf's 10 business units and fellow businesses will each connect with one participating school for the entire six-year period. Respective business units will provide support for the schools as needed, organize gathering with students, provide executive sharing and career talks etc.

10 schools are just a start. Resources for deprived schools and students are never adequate. With the framework established and the pilot scheme up and running, Wharf welcomes other members of the society who are passionate about our young people and education to join force by sponsoring additional schools and enable more students to benefit.

Join us and visit  
[www.wharfholdings.com/projectwecan](http://www.wharfholdings.com/projectwecan)



九龍倉

WHARF

頂級、最獨特的葡萄酒收藏品。2011年8月，香港的佳士得秋季名釀拍賣會售出了由1981年至2005年每個年份各一箱總共300支的拉菲酒莊（Chateau Lafite-Rothschild）紅酒，以420萬港元成交，創下本港最高拍賣成交價之一。2010年，佳士得拍賣的「金漿玉醴 跨越三個世紀的滴金莊（Chateau d'Yquem）珍品組合」以超過5,800萬港元成交，創下亞洲酒品拍賣最高成交紀錄，亦是佳士得全球酒品拍賣最高成交紀錄。

#### 業界挑戰

過去10年，香港的喝酒模式經歷了巨變，人們由追捧烈酒轉為低酒精或無酒精飲品。根據Datamonitor 的產品投放分析數據庫，2010年的大部分新出酒精飲品都包含了一些「低卡路里」、「不含酒精」、「低酒精」及「有機」等產品宣傳，反映消費者正追求更健康的選擇。

香港的酒精飲品市場有逾150位參與者，而大部分的市場銷量都來自國際企業。意大利優質烈酒及葡萄酒製造商 Davide Campari Milano 是市場領導者，其銷售佔2010年整體業界銷售額近18%。其他主要參與者包括 Diageo、保樂力加（Pernod Ricard）、Companhia Müller de Bebidas 和富俊公司（Fortune Brands）。根據MDA數據，這五大企業共支配了2010年酒精飲品業的53%銷量。有趣的是，這五大業界參與者都是製造高級酒類品牌的國際企業，顯示高級酒類是推動本港整體酒精飲品業的火車頭。品牌組合方面，Diageo 擁有在香港市場出售的16個品牌，有最高的市場參與率，其次是出售9個暢銷酒類品牌的保樂力加。

香港的酒精飲品業非常零散，令 Davide Campari Milano、Diageo 和保樂力加等主要參與者有機會進行市場整合。近日的幾項併購活動顯示了中港酒精飲品業的未來整合路向。舉例說，青島啤酒及其全資附屬公司青島啤酒香港貿易有限公司於2010年協定收購山東新銀麥啤酒的100%股權，該公司於內地和香港從事啤酒釀製及銷售業務。

企業亦面對偽造者的競爭，而他們一般都以較低收入消費群為目標客戶。假冒的酒類品牌在內地極為普遍，致使一些酒精飲品製造商不得不採取特別措施，以維持其品牌形象和市場份額。舉例說，優質威士忌品牌 Johnnie Walker 的母公司 Diageo 委派了特別團隊在酒吧抽查，以確保產品的真偽。澳洲葡萄酒是內地的主要進口葡萄酒，而加拿大冰酒則極受亞洲人歡迎，這兩種酒都經常被人假冒，並以較低的價錢出售。



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#### 頂級葡萄酒

酒精飲品業正因消費者愈來愈渴望體驗頂級品牌而受惠。年齡介乎25至44歲的在職消費者是本港葡萄酒銷售的主要推動力之一。在國內酒精飲品業的眾多挑戰之中，企業日漸注重消費者教育。由於葡萄酒及其他低濃度酒精飲品免稅，香港受到不少外國品

牌的青睞，導致本地酒吧出現愈來愈多產品。大量的推廣活動，加上向消費者提供產品質素憑證的教育，或會有助企業開拓目標客源，並與偽造者一較高下。葡萄酒（特別是頂級佳釀）成為了香港消費者的最新趨勢，他們不但視之為消費品，同時亦當作投資。✿

# Member-Get-Member

## Grand Lucky Draw 2011 at Chamber's Christmas Cocktail

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For EVERY successful referral of a new Corporate Member from now until 30th November 2011, you will have ONE entry into the Lucky Draw to win the Grand Prize.

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For inquiries, call Ms Sharon Chung at 2823-1203  
email: [membership@chamber.org.hk](mailto:membership@chamber.org.hk) or fax: 2821-9503



### Member-Get-Member Grand Lucky Draw

Please fill in the form below and fax/email it back to us if you wish to refer a new Corporate Member.

Your name: \_\_\_\_\_ Your contact no.: \_\_\_\_\_

Your company name: \_\_\_\_\_

#### Prospective Member Details

Name: \_\_\_\_\_ Contact no.: \_\_\_\_\_

Company name: \_\_\_\_\_



Sponsor:



**K**enny Chan fishes a bunch of green Sichuan peppercorns out of a pot of bubbling chilli broth. “Here, see what you think of the taste of this,” he says dropping it in my bowl.

My dining companions look on in amused disbelief as I bite off a few peppers.

“I can’t quite put my finger on the taste,” I say. “It is like sweet anise, almost ‘citrusy’ as it makes my mouth water.”

“Anise, yes, and also lime,” explains Kenny.

He was right. It did taste like limes. He wanted to drive home his point that each of the peppers and chillies used in Sichuan cuisine has a unique flavour. Moreover, not all of them are hot.

### Chilli addiction

Whole dried red chilli pods and blistering fresh red ones heat most Sichuan dishes, but the characteristic seasoning is Sichuan peppercorns, which has a hint of anise, combined with its slightly numbing effect on the tongue. It actually balances and tempers most dishes, and delivers more flavour than heat.

As Kenny demonstrated, in its raw form, it is also sweet, and adds extra depth to broths, in much the same way limes add extra dimension to many Thai soups.

Kenny is a third generation chef who mastered the art of Sichuan cuisine from his father, and his father from his father before him. The head chef of Yunyan Sichuan said the restaurant opened 15 years ago. This was a bit of a shock because I thought I had tried every Sichuan restaurant in Hong Kong – from the refined San Xi Lou in Coda Plaza to the Si Jie private kitchen on Lockhart Road.

Still, better late than never has always been my motto. We let Kenny introduce us to his signature dishes to get a clearer understanding of his skills and to mine his vast knowledge of Sichuan cuisine.

First to arrive was his signature appetizer – a sampler tray featuring a selection of four Sichuan classics. The crispy, paper thin air-dried slices of beef were so thin that they were basically transparent, and tasted fantastic. The sampler also included another classic, sliced pork with spicy garlic soy sauce, which again was sliced paper thin, accompanied by shredded chicken in a mild chilli sesame cream, and vegetarian tofu sheet rolls.

Although not strictly an appetizer, the seared crab claws with pickled chilli sauce was, at \$288 for two, a moment of weak self indulgence. I do love crab, but always fail to understand why it is so expensive in Hong Kong.

Next came one of my favourite dishes, “water-boiled beef.” A basin of chilli broth was brimming with slices of U.S. prime rib eye, dried chilli pods, bean sprouts, and Chinese celery stalks. The dish looks far fierier than it tastes, and the name also disguises the fact that the meat is fried in stages with various chilli sauces, and water is added at the end of the cooking process. The process makes the beef amazingly tender, with an almost silky texture. The beef is also full of flavour and the peppercorns in the pot add a slight numbing, lemony taste to the dish. A similar take on this is “water-boiled fish,” which is equally delicious.

A new dish that Kenny is experimenting with in November and December is the Formosa cherry duck with beer. This is served in a copper hot pot and kept bubbling away, which filled the room with a fragrant, spicy aroma. I picked out some cuts of duck bobbing in the broth, and was impressed at how the chef had managed to retain the flavour of the duck in such a rich broth. A nice contrast to the texture and flavour was the inclu-



Signature appetiser sampler

雲陽四色薈萃 \$188

This consists of crispy air-dried, spicy beef slices, vegetarian tofu rolls, sliced pork in spicy garlic, and shredded chicken in a mild chilli sesame cream.

包括燈影牛肉、豆素卷、蒜泥白肉和棒棒雞四款經典小吃。



Water-boiled U.S. prime rib eye in a chilli broth 水煮牛肉 \$168



Malcolm Ainsworth is Senior Managing Editor of *The Bulletin*, former Editor of *The China Post*, the food & wine guide “Prime Time” and founder of the “*Taipei Restaurant Review*.” He can be reached at malcolm@chamber.org.hk 麥爾康是《工商月刊》高級總編輯，曾任《英文中國郵報》及美食紅酒指南《Prime Time》編輯，亦是台北飲食雜誌《Taipei Restaurant Review》創辦人。電郵：malcolm@chamber.org.hk

# Some Like It **Hot**

## 有人喜歡**辣**

Sichuan food is bold, but it has complexity and finesse. It can be searing or tingling with flavours, intriguing textures and often piquant salty and sour tastes that are the hallmarks of this addictive cuisine. By **Malcolm Ainsworth**

四川菜自由奔放，但亦不失複雜和精巧。它味道麻辣，質感豐富，還有開胃的鹹酸味，這些都是川菜的標記，令人一吃上癮。 麥爾康



Formosa cherry  
duck with beer  
in a pot  
啤酒櫻桃鴨鍋  
\$300



Seared crab claws with pickled chilli sauce  
泡椒煎鮮蟹鉗 \$288



Crispy diced chicken with dried red chillies and Sichuan peppercorns  
乾煎雞 \$108

sion of sliced year cake, instead of broad noodles which are usually found in this dish.

Our third main course was another Sichuan signature dish, crispy diced chicken with dried red chillies. It is hard to go wrong with this dish. Little bits of chicken are deep fried and then stir fried in a sea of dried chillies, and finished off with a liberal sprinkling of Sichuan peppercorns. I love this dish, and its sister, dry fried chicken *kung pao ji ding*, which burst with flavour.

Our final main course was poached Mandarin fish topped with crispy soy beans. The silky texture of the fish and contrasting crispy crushed

soybeans made a wonderful contrast of flavours and textures.

To finish off, we ordered thin noodles in soup, and red bean paste doughnuts. The plain noodles, which are hand made, helped to cleanse our palates, while the doughnuts and the sugar sprinkles tempered any fire which was lingering on my friends' tongues.

I was initially dubious about the authenticity of the dishes before I tried Yunyan, but after experiencing its signature dishes, I will be going back regularly to work my way through the lesser know dishes to broaden my adventures in Sichuan cuisine. 🌸

Poached Mandarin fish layered with crispy soy beans  
豆酥桂魚 \$328



**Yunyan Sichuan Restaurant**

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4F, Miramar Shopping Centre  
132 Nathan Road, Tsimshatsui  
尖沙咀彌敦道132號  
美麗華商場4樓  
2375-0800

雲陽閣主廚陳啟德師傅從一鍋沸騰的水煮湯底中，撈出一串綠色的花椒，一邊放入我的碗中，一邊說：「試試看，你覺得這是甚麼味道？」

當我咬下少許花椒，我的朋友滿腹疑惑地旁觀著。

「它的味道我說不上來，」我說：「好像甜茴香，類似檸檬味，讓我口水直流。」

陳師傅解釋：「茴香，對，還像青檸。」

他說得對，這味道的確像青檸。他想帶出的是，四川菜所用的每種胡椒和辣椒都有獨特的味道，而且不一定辣。

嗜辣成癮

原隻乾紅辣椒和指天椒是大部分川菜的靈魂，但最獨特的調味料是花椒，它帶點茴香味，還會令你的舌頭有

少許麻痺的感覺。花椒的確平衡及調和了大部分菜式，它帶來的是風味多於辛辣。

正如陳師傅示範，生的花椒亦帶有甜味，使湯底的層次更豐富，就好像青檸使很多泰式湯底更添美味一樣。

師承祖父和父親，陳師傅是精通川菜藝術的第三代大廚。他說，雲陽閣已經開業15年，這令我有點驚訝，因為我以為自己已經嚐遍全港的川菜館，由格調高雅的科達中心三希樓，到駱克道的四姐川菜，我都一一吃過。

儘管如此，「遲做總比不做好」是我的座右銘。我們專心聽陳師傅介紹他的招牌菜，從而深入了解他的烹調技巧，探尋他對川菜的廣博知識。

先來的是他的招牌前菜雲陽四色薈萃，集合了四款經典的四川小吃，其中燈影牛肉盡顯刀功，風乾的牛肉片薄得透光，香脆美味。另外還有同樣細薄如紙的蒜泥白肉、棒棒雞和豆素卷。



Kenny Chan is a third generation chef who mastered the art of Sichuan cuisine from his father, and his father from his father before him.

師承祖父和父親，陳啟德師傅是精通川菜藝術的第三代大廚。

Beer goes well with Sichuan food, but if you need a better way to extinguish your burning palate, the restaurant has a special tea that relieves the heat. 啤酒與川菜非常匹配，但如果你想更有效地解辣，雲陽閣亦特設紫背天葵茶，有解辣清新的功效。

雖然嚴格來說，泡椒煎鮮蟹鉗（288元/兩隻）並非前菜，但忍不住也要放縱一下。我很喜歡吃蟹，但總不明白為何香港吃蟹那麼貴。

接著是我最喜愛的菜式之一水煮牛肉。一盆辣湯盛滿美國頂級肉眼、乾辣椒、豆芽和唐芹，吃起來沒有想像般辣，而且它並非真正「水煮」，而是分階段以多種辣汁煎炒牛肉，最後才加水，這樣就能夠保持肉質嫩滑無比。此外，肉眼保留了濃郁的牛味，而花椒亦使整道菜式增添了麻辣和檸檬香。類似的菜式還有水煮魚，同樣滋味無窮。

陳師傅在11、12月試驗推出的新菜式是啤酒櫻桃鍋，這道菜以精緻的銅鍋盛載，上桌時仍滾得冒泡，四周頓時瀰漫著辛辣的香氣。我試了幾塊熱騰騰的鴨件，驚嘆大廚竟能在如此濃郁的湯底中，仍然保持到鴨的鮮味。他們亦捨棄了這款菜式常用的寬麵，改而選用年糕，使質感和味道形成了鮮明對比。

第三道主菜是另一四川名菜乾煎雞，點這道菜準沒錯。切成小塊的雞件先以油炸，然後與大堆乾辣椒同炒，最後灑上大量花椒。我很喜歡這道菜，還有它的姊妹宮保雞丁，同樣震撼味蕾。

最後一道主菜是豆酥桂魚，肉質非常嫩滑，與壓碎

的豆酥同吃，一脆一軟，口感極為豐富。

我們還點了大刀金絲麵和高力豆沙，為這美妙的一餐畫上圓滿句號。品嚐過辛辣味濃的川菜後，清淡的手造金絲麵讓味覺煥然一新，高力豆沙和面層的糖霜則舒緩了我們滾燙的舌頭。

在未到雲陽閣之前，我曾經懷疑他們的菜式是否正宗，但吃過他們的招牌菜後，我一定會回來再試其他菜式，繼續探索川菜的非凡魅力。✿

Special thin noodles in soup  
大刀金絲麵 \$38



Egg white doughnuts with red bean paste  
高力豆沙 \$78





People who are really successful in life are those who relate to failure not as an end but as the soil for a very fertile seed, says Herta von Stiegel.

Herta von Stiegel 表示真正成功的人不會把失敗看成終結，而是會視之為土壤，能夠孕育一粒碩果累累的種子。

# The Mountain Within

## 心中的山峰

**Herta von Stiegel** led a group of 28 multinational climbers, including seven disabled people, to the top of Mount Kilimanjaro in 2008. The expedition highlighted the importance of leadership and inspiring people to break through barriers, Herta told *The Bulletin's* Editor, Malcolm Ainsworth during her trip to Hong Kong

Herta von Stiegel於2008年率領了一行28人，登上吉力馬扎羅山的頂峰。他們是來自世界各地的攀山專家，當中包括7位傷健人士。

Herta近日訪港，接受了《工商月刊》總編輯麥爾康的專訪，她說這次探險凸顯了領導力的重要性，並鼓勵人們要跨越重重障礙

*The Bulletin: Why did you want to climb Kilimanjaro?*

**Herta von Stiegel:** Once while on safari, I told my husband, 'I am going to climb that mountain for my 40th birthday!' However, that first attempt was an absolute disaster for several reasons. First, because we were not prepared adequately; second, we had very poor leadership; and third it rained so much that it was far too dangerous to continue. I considered that was unfinished business, and because I like to finish whatever I start, I was determined to go back.

*B: Your second attempt was your 50th birthday present to yourself. Why did you wait so long to go back?*

**HS:** I was in the middle of an investment career, and pushed it back until a few years ago, when I got involved in a charity for the disabled, called Enham. It isn't very well known, but it does amazing work helping the disabled realize their potential. So I started thinking about how I could help to raise the profile of this charity. While I was while running on the treadmill, I was daydreaming, and Kilimanjaro was at the back of my mind. So I thought I would climb the mountain for my 50th birthday and take some disabled people with me. I told my husband my idea and he looked at me like I had two heads.

*B: Were you worried about failing again?*

**HS:** People who are really successful in life are those who relate to failure not as an end but as the soil for a very fertile seed. For example, what would have happened if I had succeeded on the first

try? I would have achieved something, but I never would have gone back and led an expedition like this. I believe the way we relate to failure determines the level of achievement in life, and our significance – not how much money we make.

*B: Do you think good leaders are born or made?*

**HS:** If you look at children playing together – even in toddlers – you can see alpha behaviour early on in their lives. Leadership skills can be taught, and I think smart people recognize leadership abilities also determine how far you can go in life. Having very good technical skills can move you only so far in your career. It is not just your technical ability that persuades people to follow your vision. That requires more than simply good management. It requires leadership abilities.

*B: One of the books we featured in The Bulletin recently was called 'Drucker's Lost Art of Management,' which argued that business leaders never bother to learn real leadership skills anymore. Do you believe that is increasingly the case?*

**HS:** Today we live in a microwave culture – we want everything to happen instantly. But nothing worthwhile ever happens instantly. Whenever any major breakthroughs take place, it is the result of years of stewing. This is partly due to the fact that we are living in an age of instant gratification, and where people are only as good as their last deal. That makes it very difficult to lead. If you jerk back and forth with opinion polls

and fashions you are never going to be able to achieve what you want.

*B: Have you noticed any differences in styles of leadership based in the East and West?*

**HS:** There seems to be a different philosophy in Asia. Here, people tend to set goals in 10- to 15-year timeframes. China is a good example of this with its investments in Africa. Its leaders know they need rare earth elements and energy resources, so they are nurturing relations and investing in various countries now. That is how things used to be achieved in the West, but many businesses have now succumbed to the tyranny of instant gratification for short-term results.

This is one of the reasons why I wrote this book. Things need to change. If our definition of success is simply focused on how much money one makes and how fast one makes it in a world where you have over 30% of the world's population living below the poverty line, then we need to take a more holistic approach to success and leadership that feels for the community.

*B: There are a lot of books stating life is lonely at the top, to be successful you need to be tough, etc, do you think that is the case?*

**HS:** We have been brainwashed into accepting that. In banking, the people who are in the spotlight are the Fred Goodwins in the world, who looks like a pathetic figure and someone who stepped over people – he wasn't called 'Fred the Shred' for nothing. If you want to achieve success, being nasty is sometimes part of

The formula. That said, you can contrast that with HSBC's past chairman Stephen Green, who now has a very interesting leadership role in the British government. He has very deep values, is a very balanced individual, and is a nice guy.

**B:** You also had a very successful career in the financial sector, why did you decide to quit?

**HS:** I had a great time in investment banking, and in 2005 I had achieved all that I wanted to achieve. I had done textbook deals and had had a great run. I was with AIG at the time, but felt that I didn't like the way the firm was going. It was post-Enron, and there were real issues in the industry – although I never would have foreseen the financial crisis in 2008.

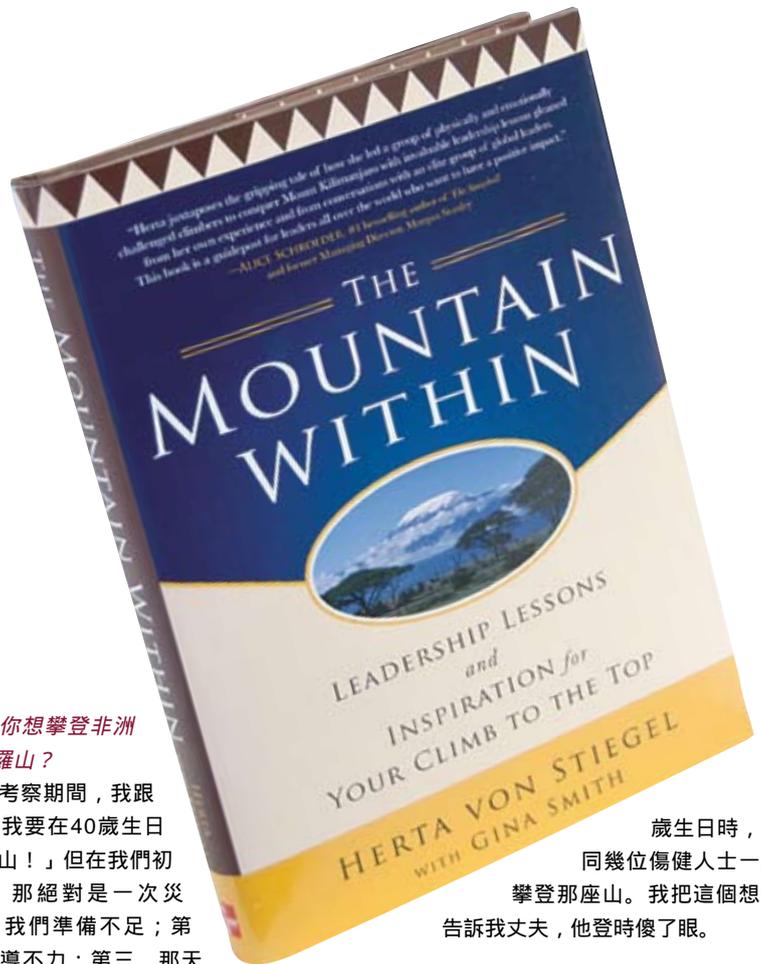
**B:** What is the key message of your book?

**HS:** Two key philosophies in the book are that leaders take people with them. 'It is lonely at the top' is not coined by a leader – true leaders stand on top with the people they have taken with them. The last business lesson is: don't stay at the top too long.

That maybe counterintuitive, but I remember I had been invited to a very upper crust gathering in Cairo with the crème de la crème of Egyptian society to share my thoughts on leadership. So I floated this idea and I thought I was going to lose my head!

Everyone said: 'the top is the only place to be; how can you say such nonsense?' I said I think you are in real trouble, because there is such a disconnect among the general population in Egypt and the elite. Just a few weeks later there was the coup. Clearly I could not have foreseen the coup, but my point is, as leaders struggle to reach the top, it can also be very dangerous. On top of Mount Kilimanjaro, we had 50% less oxygen, which does weird things to your head. Power does the same thing to you.

Tony Blair said the best way to realize power is to relinquish power. With the metaphor of the mountain, that is probably the main take away of my book. In order to be a good leader, you have to conquer the philosophical mountain to go up the corporate ladder, and the mountain that needs to be conquered is the mountain within. 🌸



**問：**為甚麼你想攀登非洲的吉力馬扎羅山？

**答：**在一次考察期間，我跟丈夫說：「我要在40歲生日時攀登那座山！」但在我們初次試爬時，那絕對是一次災難。首先，我們準備不足；第二，我們領導不力；第三，那天下午滂沱大雨，繼續下去實在太危險，所以我們被迫折返。我認為我還未完成任務，而由於我是個貫徹始終的人，所以我決定再接再厲。

**問：**你第二次試爬是你送給自己的50歲生日禮物。為甚麼你要等這麼久才再去？

**答：**我之前一直從事投資行業，直至數年前，我參加了一個名叫Enham的傷健人士慈善團體。這家機構不算很有名，但卻幫助很多傷健人士發掘自己的潛能，非常有意義。因此，我開始想自己可以怎樣提升這家機構的知名度。有次我在跑步機上發白日夢時，腦海中浮現出吉力馬扎羅山，所以我想在50

歲生日時，連同幾位傷健人士一起攀登那座山。我把這個想法告訴我丈夫，他登時傻了眼。

**問：**你擔心再次失敗嗎？

**答：**真正成功的人不會把失敗看成終結，而是會視之為土壤，能夠孕育一粒碩果累累的種子。舉例說，如果我首次試爬就已成功，那會怎樣呢？我會達到了某些目標，但我永遠不會重臨舊地，率領這樣一個攀山團。我認為我們一生的成就和地位，取決於我們如何看待失敗，而非我們有多少財富。

**問：**你認為好的領袖是與生俱來還是後天培養的？

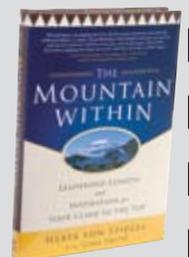
**答：**如果你留意孩子們一起玩耍，即使只是初學走路的幼兒，你都可以看到他們早就有統治的行為。領導技巧是可以傳授的，而我相信聰

The Bulletin is giving away three copies 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 November 25. 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11月25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）。

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Company 公司名稱 :	_____	Telephone 電話:	_____
E-mail 電郵 :	_____		

(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)



The Mountain Within



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明的人都知道領導才能亦會決定你的成就高低。具備專業技能無助你的事業發展。要說服別人聽從你的看法，單憑技能並不足夠，除了需要良好的管理，還要有領導的能力。

**問：**《工商月刊》近日推介的好書之一《德魯克之失落的管理藝術》指出，企業領袖老是怕麻煩，不肯再學習實際的領導技巧，你認為這個情況是否日益普遍？

**答：**現今我們活在微波文化之中，事事都講求速度。然而，真正有價值的東西總不會即時出現。凡有任何重大突破，都是要經年累月地慢慢研究出來。部分原因是我們生活在一個「即食」的世代，人們只記得你最近一次的成敗，這樣是很難領導的。如果你隨風擺柳，沒有清晰的方向，就永遠不能達成目標。

**問：**你覺得東西方的領導風格有差別嗎？

**答：**亞洲似乎有一套不同的理論。在這裡，人們較多以10至15年作為達標的時限。中國在非洲的投資計劃就是好例子。他們的領袖明白國家需要稀土元素和能源，所以他們現正在多個國家建立關係和投資。這是西方以往的做法，但很多企業現已屈服於「即食」的專橫統治下，只求短期效益。

這是我寫這本書的原因之一。我們要改變現狀。在這個全球逾三成人口生活在貧窮線下

的世界，假如我們對成功的定義只在於一個人賺多少錢和賺得有多快，那我們得採取一個更整全的成功和領導策略，從而關懷社會。

**問：**很多書都說高處不勝寒，要成功就必須冷酷無情等，你認同這些說法嗎？

**答：**我們已經被這種思想洗腦。在銀行界，誰人受到公眾注意，誰人就是世界上的弗雷德·古德溫（Fred Goodwin）。他看似人見人憎，而且不擇手段，他被稱為「剪刀手弗雷德」，可不是浪得虛名。如果你想達致成功，卑鄙的手段有時無可厚非。然而，你可以對比滙控前主席葛霖（Stephen Green），他現時在英國政府擔當非常有趣的領導角色。他擁有深層次的價值，為人不偏不倚，和藹可親。

**問：**你以往在金融界事業有成，為何你決定離開？

**答：**我很享受投資銀行的工作，但我在2005年已達成所有個人目標。我做過很多合乎規範的交易，也很享受那段日子。當時我在AIG任職，但我不認同公司的方向。那時是後安然時代，當時業界的確存在實質問題，儘管我從來預計不到2008年會爆發金融危機。

**問：**這本書帶出甚麼重要訊息？

**答：**書中的兩大理念是，領袖與人民共同進

退。「高處不勝寒」這句話並非由領袖所創的。真正的領袖是會與人民一起站在高處。最後一堂的商業課是：不要留在高處太久。

這或許違反直覺，但我記得有次獲邀出席開羅一個上流社會的聚會，與一班埃及社會的精英分子分享我對領導的看法。在我提出這個想法時，我以為我快要被斬首！

人人都說：「位高權重是我們的唯一目標；你怎可以說這些胡言？」我說我想你真的有麻煩了，因為埃及的老百姓與精英分子存在斷層。短短幾星期後，當地就發生政變。當然我預計不到會發生政變，但我的論點是，如果領袖竭力要攀上頂峰，這可以是很危險的事。在吉力馬扎羅山的頂峰，氧氣量降低了50%，令人頭昏腦脹，而事實上，權力亦然。

貝理雅說，了解權力的最佳方法就是放棄權力。以山為喻，這或許是這本書的主要訊息。要做一個好領袖，你必須征服理念上的山峰以攀上事業的階梯，也就是心中的山峰。✿

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**Outswimming the Sharks**

Patrick Chung  
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# 誰怕體檢？Who's Afraid of

Contrary to what most people expect when undergoing a medical check-up, it is not the early detection of a serious disease which has the most impact, but the fact that two-thirds of the patients presenting for a medical check-up will be given recommendations that will improve significantly their long-term health and wellness. As such, the greatest benefit of medical screening is the opportunity to review and improve lifestyle and social habits. One business executive who had been overweight

and chain smoked was found to have high blood pressure at a routine medical check-up. The doctor advised this executive to alter his lifestyle, which he did, and the executive has been followed up by the same doctor for 14 years already, and remains in excellent health. Had the executive ignored the doctor's advice, heart disease would surely be knocking at his door.



There and been a lot of discussion recently about whether people with no apparent sickness would benefit from undergoing preventive medical screening. Put in a proper perspective, medical screening can be a life-saver, as the fundamental principle of medical screening is simply to “detect abnormalities when they are still treatable so these abnormalities will not develop into actual diseases”. The treatments will depend on individual circumstances, but very often involve some lifestyle adjustments, especially if risks are detected early enough. **Dr Hans Schrader**, Executive Medical Director of Matilda International Hospital, offers a balanced perspective of medical screenings.

近日，很多人討論沒有明顯病癥的人會否因進行預防性的身體檢查而得益。從正面的角度看，保健體檢是一種救生工具，因為其基本原則是純粹「偵測一些仍可治療的異常狀況，使之不會發展成實際的疾病」。治療方式將視乎個別情況而定，但往往要改變某些生活模式，特別是如果風險能被及早發現出來，就更應改變生活習慣。明德國際醫院行政醫務總監史威達醫生以持平的角度談醫療體檢。

When looking at all the medical tests that may be presented as part of medical screening packages, it must be said that only a few medical conditions can be truly prevented by medical screening: examples are the detection of elevated cholesterol and glucose, high blood pressure, cervical cancer screening in women, and colon cancer screening by colonoscopy.

These tests can detect a problem which precedes the disease, and early intervention will definitely improve the outcome. Take Matilda International Hospital (MIH) for example, abnormalities are found in every second person who undergoes colonoscopy under the hospital's colon screening programme. Of these, 20% may continue to develop colon cancer in the course of their life time had it not been detected, and hence prevented, by colon screening.

On the other hand, some medical tests do not screen in a preventative fashion, but actually detect the presence of the disease. Likewise, breast cancer screening and prostate screening is not preventative screening; the cancer already exists when found. In these cases, screening enables timely treatment to start, before symptoms manifest and when the disease is still manageable.

At MIH, these screenings have detected a number of serious diseases such as breast cancer, testis cancer, and throat cancer while these were still in their early stages, and which would have remained undetected if not for the screening. Take nasopharyngeal cancer (a type of throat cancer.) Though rare, this type of cancer is more common in this part of Southern China, and there is an effective screening test for it. An executive was found to have abnormalities in his screening test and subsequent investigations confirmed that he had the very early stage of nasopharyngeal cancer, which is now fully cured.

# Medical Screening?



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## Not foolproof

There is, however, a caveat. Medical screening tests are not 'foolproof.' Many tests have a detection rate of below 100% (i.e. detect fewer than the actual number of patients with an abnormality) and some tests can be positive without there being an actual disease, so called 'false positive outcome.'

When tests are false positive, we call this the test burden. The burden could simply be to have to undergo further tests with all the ramifications in terms of costs and possible complications. A burden could also mean 'knowing that one has a disease one can't do much about.' It is however

the patient who has to decide if he or she is ready to deal with such burden based on sound information given to the patient by the doctor explaining the tests.

Take the example of another executive, who was found to have elevated PSA (a prostate tumour marker) and was referred for further testing. He was found to have a condition called 'in situ neoplasia.' The term means that microscopic pre-cancer cells exist, however these may not develop into cancer during a lifetime. This executive has researched his condition carefully and rather than undergoing treatment, he decided to continue to observe over the next years with the support

of his doctors. It may not be easy to live with a pre-cancer diagnosis, but it does allow one to make informed decisions.

## Medical screening considerations

In summary, how should an ordinary person approach medical screening knowing all the hurdles mentioned above? Consider these:

1. Screening should be 'holistic' and should take into account one's medical history, family history, job, social life, mental status, habits and risks.
2. The purpose of screening should be first and foremost to establish one's

**與**大多數進行體檢的人所想的相反，最有效的並不是及早發現嚴重疾病，而是事實上，有三分二接受體檢的病人會獲得一些可大大改善長遠健康的建議。因此，體檢的最大效用是讓人有機會檢討和改善生活方式和社交習慣。一位過重和煙不離口的商業行政人員在一次例行體檢時被診斷患上高血壓，醫生建議他改變生活模式，他亦切實遵從，該醫生14年來一直跟進其個案，而他的健康情況亦維持理想。假如該行政人員不理醫生的忠告，心臟病定必找上門來。

體檢計劃下的所有醫學檢測之中，不得不說的是只有少數疾病可透過醫學檢查來真正預防：例如測試膽固醇和血糖水平有否上升、高血壓、女性的子宮頸癌檢查，以及透過結腸鏡檢查結腸癌。

這些檢測可偵察疾病的徵兆，而及早採取行動將必可改善後果。以明德國際醫院（明德醫院）為例，在該院的結腸檢查計劃下，每兩個接受結腸鏡檢查的人之中便有一個被診斷出異常狀況；若非透過結腸鏡檢查而發現和防治，當中20%的個案或會在有生之年演變為結腸癌。

另一方面，一些醫學測試並非為了預防，而是用以確診患病。例如，乳癌檢查和前列腺檢查不是預防性的檢查；一旦發現，癌症便已存在。在這些個案中，身體檢查就可在症狀顯現之前，以及病情仍可控制時，讓患者及時展開治療。

在明德醫院，這些檢查可診斷出早期的乳癌、睪丸癌和咽喉癌等多種嚴重疾病；沒有進行檢查的話，這些惡疾就不會被偵測出來。以鼻咽癌（一種咽喉癌）為例，這種癌症儘管罕見，但在華南卻較為常見，並有一個有效的檢測方法。一位行政人員的檢查結果異常，而其後的研究亦證實他患上很早期的鼻咽癌，但如今已完全康復。

#### 非百分百準確

然而，要留意的是，健康檢查並非「百分百」準確。許多檢測的疾病發現率都低於100%（即偵測出來的個案少於出現異常狀況的實際病人數），而部分測試可能在沒有實際疾病的情況下呈陽性反應，即所謂「假陽性結果」。

測試呈假陽性時，我們稱之為測試負擔。該負擔可以純粹是作進一步的測試，而這將涉及成本和可能出現的複雜因素，也可以指「得知某人患病，卻沒甚麼可以做。」但這將由病人根據醫生對測試的講解和提供的充分資訊來決定是否處理有關負擔。

以另一位行政人員的個案為例，他被發現前列腺特異抗原（PSA，一種前列腺腫瘤指

標）水平上升，並獲轉介作進一步檢驗，其後被診斷為「原位瘤樣病變」，意指有微小的癌細胞前身存在，但它們未必會發展成為癌症。該行政人員仔細研究了自己的情況後，決定未來幾年在醫生協助下繼續觀察，而沒有進行治療。與癌前病變為伍或許並不容易，但卻能讓病人作出有根據的決定。

#### 進行健康檢查應考慮的事項

總括來說，了解上述所有困難後，一般人應如何看待體檢呢？不妨考慮以下要點：

1. 檢查應是全面性的，並應考慮個人的病歷、家族病歷、工作、社交生活、精神狀況、嗜好和風險。

2. 檢查的首要目的是確定個人的健康風險：應留意哪些方面的保健預防，以及應採取甚麼行動。這項評估應包括一次身體檢查，以及於完成檢查後制訂一個行動計劃。在缺乏專業分析和評估下進行化驗或造影檢查，或會弊多於利。

3. 真正預防性的早期偵測只限於少數疾病。人們應進行以下檢查，作為最低的基本要求：

所有人：每年最少約見一次醫生，討論個人健康。

50歲以後進行血壓、體重指標（BMI）、視力、血糖、尿液及糞便、膽固醇及結腸鏡檢查。

女性：40歲以後進行柏氏抹片檢查（子宮頸癌檢查）。

其他測試可能包括心電圖及運動心電圖、肺功能及胸肺X光、全血計數、腎及肝功能。

某些高風險組別，例如有癌症或心臟病的家族病史，或需進行特定檢查。

可能需要進行的醫學測試多不勝數，故應按照個人狀況來選擇進行合適的檢查。

4. 避免進行癌症指標檢查。癌症指標對於偵察早期癌症的作用不大。然而，當結合全面的檢查或若有特別高的風險因素，部分癌症指標或有助及早發現癌症。

5. 時刻掌握資訊，如有個人健康問題，請即詢問你的醫生。以適當的角度看——並考慮到作為一般參考，在每48位進行前列腺檢查後而需接受前列腺手術的男性之中，就有一位患者能夠康復！女性方面，每10至20位接受手術的乳癌患者之中，就有一位能夠挽回性命；至於子宮頸癌，則每四位患者之中就有一位康復過來。✿

health risks: what areas of health prevention should one pay attention to, and what actions should one take. A physical examination should be part of this assessment, as well as an action plan after completion of the medical. Having laboratory or imaging tests without professional interpretation and assessment may do more harm than good.

3. True preventive early detection is limited to a few diseases only. As a basic minimum, one should have the following check-ups:

ALL PERSONS: See a doctor at least annually to discuss one's health.

Blood pressure, body mass index (BMI), vision, glucose, urine & stool, cholesterol colonoscopy from age 50 onwards.

WOMEN: Pap smear (cervical cancer screening).

Mammogram from age 40 onwards.

Other tests may include an ECG and exercise ECG, lung function and chest Xray, blood count, renal and liver functions.

Certain high risk groups, such as those who have a strong history of cancer or heart disease in the family, may need custom screening.

The list of possible medical tests is never ending and should be tailored to one's personal situation.

4. Avoid cancer marker screening. Cancer markers are rarely helpful in detecting cancer early. However, when combined with a complete 'holistic' check up or if there are particular higher risks, some cancer markers may be helpful in the early detection of cancer.

5. Be well informed and don't hesitate to ask questions relevant to your health. Put things in proper perspective – and take into account that, as a general reference, for every one man's life saved from prostate cancer, 48 men will have to undergo prostate surgery as a result of Prostate screening! This number is 10 to 20 women being operated for breast cancer for every one woman saved and in cervical cancer screening, this would be four treatments for every one woman saved. ✿

The above information is for general reference only. Always consult your physician about your personal medical needs and conditions.

以上資料只供一般參考。請定期就你的個人健康需要和狀況徵詢你的醫生。

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	Theatre	Conference Room 1	Conference Room 2	Committee Room
<b>Max. Seating Capacity :</b>	100 seats	60 seats	30 seats	14 seats
<b>Usable Area :</b>	(1,300 sq ft)	(830 sq ft)	(470 sq ft)	(310 sq ft)
<b>09:00 - 17:30 :</b>	\$9,720	\$6,240	\$3,540	\$2,160
<b>1/2 day (4 hrs) :</b>	\$6,720	\$4,320	\$2,400	\$1,440
<b>Hourly Rate : (Min. 2 hrs)</b>	\$1,860	\$1,200	\$660	\$360
<b>FACILITIES :</b>	<ul style="list-style-type: none"> <li>• 2 LCD Projectors</li> <li>• 2 Electric Screens</li> <li>• 4 Table Microphones</li> <li>• 2 Hand-held Wireless Microphones</li> <li>• 2 Clip Microphones</li> <li>• Podium With Microphone</li> <li>• Internet Access</li> <li>• Laser Pointer</li> <li>• Whiteboard / Flipchart</li> <li>• Overhead Projector</li> <li>• TV / Video / DVD / VCD</li> <li>• Reception Area</li> <li>• Self-service Cafe Bar</li> </ul>		<ul style="list-style-type: none"> <li>• LCD Projector</li> <li>• Electric Screen</li> <li>• Internet Access*</li> <li>• Laser Pointer</li> <li>• Whiteboard / Flipchart</li> <li>• Overhead Projector</li> <li>• Self-service Cafe Bar</li> </ul>	



*\*Not applicable to Committee Room*

**Note :** Extra air-con - \$320/hr (Monday – Friday before 7:30am & after 7:30pm, Saturday before 7:30am & after 1:30pm)  
Overtime charge - \$65/hr (Monday – Friday before 9:00am & after 5:30pm, special charges on Saturday)

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# Chamber Happenings 活動重溫



## Japan Under the Leadership of Prime Minister Yoshihiko Noda

新任首相野田佳彥領導下的日本

Yoshihiko Noda was elected as Japan's new Prime Minister in August, making him the country's sixth new leader in five years. Japan currently faces an enormous cost of rebuilding the region devastated by the tsunami and nuclear crisis, adding to its woes of a stagnant economy and an already huge national deficit. At the Chamber's October 11 roundtable luncheon, Dr Mark Michelson, Senior Counselor, APCO Worldwide and Chairman of the IMA Asia CEO Forum, and Mariko Sanchanta, Senior Editor, Asia, *The Wall Street Journal*, discussed the challenges and possible ways forward for Japan under the new administration.

今年8月，野田佳彥當選日本新一任首相，成為當地五年內的第六位領導人。日本現時除了面對巨大的災後重建開支，還需應對經濟蕭條和龐大赤字的財政困境。在總商會10月11日的午餐會上，APCO Worldwide高級顧問及IMA Asia CEO Forum主席Mark Michelson博士，以及《華爾街日報》亞洲高級編輯Mariko Sanchanta女士，與會員討論日本在新政府下所面對的挑戰和前路。

## Americas Committee

Luis Perez Madariaga, Project Director, Port of Manzanillo, Mexico, led a delegation to the Chamber on October 3. David O'Rear, Chamber Chief Economist, welcomed the visitors and updated them on economic

developments in Hong Kong, as well as shared his insights on our position as a trade hub for the Mainland and Asia.

Salvador Suarez, Director for Asia at the Mexican Business Council for Foreign Trade, Investment

and Technology (COMCE) and Stephane Michel, Representative for COMCE Asia, called on the Chamber on October 10 and presented a copy of the MOU signed between HKGCC and COMCE in February of this year.

Ambassador Michael Michalak, Senior Advisor, APEC 2011 USA Host Committee, flew in from Seattle to be the guest speaker at the luncheon for Invitees of the APEC CEO SUMMIT to be held in Honolulu, Hawaii, 10-12 November 2011. The luncheon was organized by HKGCC and hosted by Anthony Nightingale, the Chamber's former Chairman and Managing Director, Jardine Matheson Limited. He is also China's Representative to the APEC Business Advisory Council (ABAC).

## Asia/Africa Committee

Ambassador Darlington Mwape, Permanent Representative of Zambia to the WTO, called on the Chamber on October 10, and was received by Shirley Yuen, Chamber CEO. Both sides discussed developments in the two regions. Ambassador Mwape was particularly interested in the textile, garment and jewellery sectors in Hong Kong.

Kouichi Tange, Vice Governor of Kagoshima paid a visit to the Chamber on October 17 and met with Shirley Yuen, Chamber CEO. Tange was accompanied by Kengo Tanaka, Director, Kagoshima PR & Trade Division, who were in Hong Kong to promote the 2011

## Chamber Committees 總商會委員會

Americas Committee

美洲委員會

Mr Patrick Cheung

張定遠先生

Asia/Africa Committee

亞洲/非洲委員會

Mr Marc Castagnet

馬克先生

China Committee

中國委員會

Mr Emil Yu

于健安先生

CSI - Executive Committee

香港服務業聯會 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

Hong Kong-Kagoshima Trade Fair, organised by the Kagoshima Trade Association, which took place on October 18. More than 20 companies from Kagoshima attended the fair to explore business opportunities with Hong Kong companies.

### China Committee

Lydia Liu, Vice Director, Investment Promotion Office, Administrative Committee of National Torch High-tech Industrial Development Zone of Zhongshan, called on the Chamber on September 16 to discuss cooperation on promoting the industrial zone. Wendy Lo, Senior Manager, China Business, received Ms Liu.

Chamber Deputy Chairman Sir CK Chow and 50 members attended the CEPA Model Cities Seminar, organized by Ministry of Commerce and TDC, and co-organized by the Chamber on September 16.

Christopher Xiang, Partner, China Tax, KPMG Hong Kong, spoke at the Chamber's October 10 roundtable luncheon on what the future holds for China's tax policy against the backdrop of the 12th FYP, and what implications this will mean for Hong Kong from a foreign investors' perspective.

Albert Louie, Founder of A.Louie Associates Ltd., shared with members at the Chamber's October 14



roundtable luncheon the pitfalls and risks of operating in China and offered useful suggestions for companies to mitigate business risks in China based on case studies.

### Competition Law

The HKCSI Expert Group on Competition Law met on October 4 to discuss a mark-up of the Competition Bill to illustrate to government that the Bill could be improved without substantial amendments. The mark-up Bill will be presented to the LegCo Bills Committee on Competition Bill soon.

The Chamber organised a forum on the Competition Bill on October 6 with the Business and Professional Alliance and other major trade and SME associations in Hong Kong. Speakers included Deputy Secretary for Commerce and Economic Development Linda Lai, Chamber Chairman Anthony Wu, Legco Representative Jeffrey Lam, among others (see page 64 for more details).

### Environment & Sustainability Committee

The Environment and Sustainability Committee formed a working group to study the Invitation and Response document of the Council for Sustainable Development on "Combating Climate Change: Energy Saving and Carbon Emission Reduction in Buildings." The group met on September 28 to gather views and input on the proposed action plan.

Thinex Shek, Senior Manager, Business Policy Division, attended an expert forum on October 7 on "Regional Cooperation Plan on Building a Quality Living Area," and a meeting hosted by Secretary for the Environment Edward Yau on October 13 to discuss environmental initiatives proposed by the Chief Executive in his Policy Address.

### Europe Committee

Marije Hulshof, Director, NL EVD International, NL Agency, Ministry of Economic Affairs, Agriculture and Innovation, The Netherlands, paid a courtesy call to the Chamber on September 28 and met with Chamber Chief Economist David O'Rear.

Henning von Zanthier, Founding Partner of von Zanthier and Schulz in Poland and Germany, spoke at the Chamber's roundtable luncheon on October 12 on the changing tide of investment in Europe.

### Industry and Technology Committee

The Industry and Technology Committee met on September 26 at the CLP Energy Efficiency Exhibition Centre in Shamshuipo, during which members discussed preparations for the "2012 Hong Kong Awards for Industries: Innovation and Creativity" and other activities. A study tour of the centre followed the meeting, where members were introduced to a wide range of energy efficient technologies (see page 66 for more details). 🌸

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：

Hong Kong-Chongqing Economic Cooperation Seminar and Dinner

香港—重慶經貿合作洽談會暨招待晚宴

The 7th Pan-PRD Regional Co-operation and Development Forum and Trade Fair

第7屆泛珠三角區域合作與發展論壇暨經貿洽談會

Press Conference for the 15th Beijing and Hong Kong Economic Cooperation Symposium

第15屆京港經濟合作研討洽談會新聞發布會

Business Conference on Cooperation between Guangdong Province and the Fortune Global 500 Companies and Large Overseas Enterprises

廣東省與世界500強和境外大型企業合作交流會

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. Fafalen

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

Legal Committee

法律委員會

Mr William Brown

鮑偉林先生

Manpower Committee

人力委員會

Mr Matthias Li

李繩宗先生

### 美洲委員會

墨西哥曼薩尼約港項目總監 Luis Pérez Madariaga 於 10 月 3 日率領代表團到訪總商會，團員由本會首席經濟師歐大衛接待，向他們介紹香港的最新經濟發展，並分享其對本港作為內地與亞洲貿易樞紐的見解。

墨西哥商務（外貿、投資及科技）委員會亞洲總監 Salvador Suárez 及亞洲代表 Stephane Michel 於 10 月 10 日到訪，並呈上總商會與該委員會今年 2 月簽訂的一份合作協議備忘錄。

亞太經濟合作組織 2011 美國主辦委員會高級顧問 Michael Michalak 大使從西雅圖飛往香港，擔任 2011 年 11 月 10 日至 12 日假夏威夷檀香山舉行的亞太經合組織總裁峰會之午餐會嘉賓講者。該午餐會由總商會舉辦，並由總商會前主席兼怡和有限公司常務董事黎定基主持。黎氏亦是亞太經合組織商務諮詢委員會的中國代表。

### 亞洲/非洲委員會

世貿組織贊比亞常駐代表 Darlington Mwape 大使於 10 月 10 日到訪，由總商會總裁袁莎妮接待。雙方討論兩地的最新發展。Mwape 大使對香港的紡織、成衣及珠寶業尤表興趣。

鹿兒島市副市長 Kouichi Tange 於 10 月 17 日到訪，與本會總裁袁莎妮會面，隨行還有鹿兒島公關及貿易部部長 Kengo Tanaka。他們此行旨在來港推廣鹿兒島貿易協會於 10 月 18 日舉辦的 2011 香港——鹿兒島貿易展。逾 20 家來自鹿兒島的企業出席貿易展，探索與香港企業合作的商機。

### 中國委員會

中山火炬高技術產業開發區管委會招商辦副主任劉群峰於 9 月 16 日到訪本會，由中國商務高級經理盧慧賢接待，雙方討論如何合作推廣該開發區。

總商會常務副主席周松崗爵士與 50 名會員於 9 月 16 日出席 CEPA 示範城市（區）香港推介洽談會。該洽談會由商務部及香港貿易發展局主辦，並由總商會協辦。

畢馬威中國稅務合夥人邢果欣為本會 10 月 10 日的午餐會演說，剖析中國稅法在「十二五」規劃下的未來發展，以及在外國投資者的眼中，有關政策對香港的影響。

香港雷氏有限公司創始人雷小飛出席本會 10 月 14 日的午餐會，與會員探討在中國營商的陷阱和風險，並根據個案研究，為企業提供實用的建議，減輕在內地營商的風險。



### 競爭法

香港服務業聯盟競爭法專家小組於 10 月 4 日開會，討論《競爭條例草案》的修訂建議，目的是向政府闡明草案無需經過大幅修改，已得以改善。建議的修訂草案將在短期之內提交立法會《競爭條例草案》委員會。

總商會於 10 月 6 日與工商專業聯盟及其他本地主要商會和中小企組織合辦了一個《競爭條例草案》論壇。講者包括商務及經濟發展局副秘書長黎蕙明、總商會主席胡定旭、立法會代表林健鋒等（詳見第 64 頁）。

### 環境及可持續發展委員會

環境及可持續發展委員會成立工作小組，研究可持續發展委員會發表的「紓緩氣候變化：從樓宇節能減排開始」誠邀回應文件。該小組於 9 月 28 日開會，就建議行動收集看法和意見。

工商政策高級經理石平佛於 10 月 7 日出席《共建優質生活圈專項規劃》專家論壇，並於 10 月 13 日出席由環境局局長邱騰華主持的會議，討論行政長官在其施政報告所提出的環境措施。

### 歐洲委員會

荷蘭經濟事務、農業及創新部 NL Agency 的 NL EVD International 總監 Marije Hulshof 於 9 月 28 日到本會作禮節性拜訪，並與總商會首席經濟師歐大衛會面。

波蘭及德國 von Zanthier and Schulz 創辦合夥人 Henning von Zanthier 為本會 10 月 12 日的午餐會演說，闡述歐洲投資環境的轉變。



### 工業及科技委員會



工業及科技委員會於 9 月 26 日考察位於深水埗的中電能源效益展覽中心。期間，成員討論「2012 香港工商業獎：創意」的籌備工作和其他活動。會後，一眾成員參觀該中心的設施，了解一系列節能技術（詳見第 66 頁）。

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# Working Towards a Good 為良好的競爭法努力

The government is expected to announce a number of amendment proposals to the bill to address the concerns of all businesses, large and small

預料政府將於年底前就條例草案公布若干修訂建議，以釋除大小企業的疑慮

**A**t a joint-chambers forum on competition law on October 6, Chamber Chairman Anthony Wu called for a number of key amendments to the Competition Bill with a view to allaying the concerns of small-to-medium enterprises and avoiding overreaching in regulation.

The forum was held shortly before the Legislative Council Bills Committee on Competition Bill was due to resume its scrutiny of the Bill after the summer recess.

The Chamber's key proposed amendments are aimed at:

determined that its economic benefits do not outweigh the lessening of competition it causes.

- Removing the procedure for stand-alone private actions.
- Lowering the penalty cap to 10% of gross revenue generated in Hong Kong by the product or service found to be involved in the contravention of competition law, and limit the application of penalty to one year's revenue.
- Expressly excluding mergers from the Conduct Rules, and deleting the section on merger control.



The government is studying how to enhance clarity of the proposed legislation.

政府正探討如何提高建議法例的清晰度。

- Specifying that only conduct that substantially affects the market will be regulated, so as to help protect SMEs.
- Stating clearly that the bill will only impose upfront prohibition against “hardcore” conduct, namely price fixing, bid rigging and market sharing, which has the effect or likely effect of substantially lessening market competition.
- Removing upfront prohibition against all other conduct (“non-hardcore” conduct, such as joint purchasing agreements and discount schemes). Instead, such conduct should only be prohibited if and after the tribunal has examined the specific conduct in question, and

Wu highlighted that the Chamber's proposed approach to non-hardcore conduct – usually economically efficiency – would be crucial for allaying SME concerns about inadvertently falling foul of the new law by entering into such conduct.

The Chamber has long advocated that adopting this procedure for non-hardcore conduct will significantly reduce compliance costs, especially for SMEs, and avoid overreaching in regulation. Businesses may compete as freely as before with the assurance that they would not infringe the law inadvertently and be found to have acted illegally because the law lacks clarity.

The government was expected to announce a number of amendment proposals to the bill before the end of the year (see box) to address stakeholders' concerns. The Deputy Secretary for Commerce and Economic Development Linda Lai, indicated at the forum that the government was studying how to enhance clarity of the proposed legislation, and considering possible amendments on provisions concerning penalty and private actions. The government has also been looking at a de minimis rule, which would provide a safe harbour for companies with limited market influence.

The Chamber's representative in Legco, Jeffrey Lam, said at the forum that legislators representing the business and professional sectors would find it difficult to support the current bill unless the government responded positively to address business concerns, especially SMEs' worries about the bill. ❁

# Competition Law

## 競爭條例草案 商界聯席座談



### Government Proposals for Competition Bill Still Wanting

總商會憂《競爭條例草案》修訂未能有效保障中小企

In response to the government's proposed amendments to the Competition Bill published on October 18, the Chamber expressed concerns that the government has not dealt with some key provisions in the Bill, and that the threshold of HK\$100 million for the de minimis arrangement has not gone far enough to protect SMEs.

While welcoming the proposals to abolish stand-alone private actions, expressly exclude merger control from the Conduct Rules, and lower the cap for pecuniary penalty, the Chamber plans to consult its members on the proposals and provide more detailed responses.

The Chamber remains concerned that some fundamental issues are not addressed in the government's proposals, including the need to stipulate that only conduct that substantially lessens competition shall be regulated, in order to protect the SMEs.

The Chamber calls for continuing discussion between the government and the business community on related issues.

總商會表示，雖然政府在10月18日就《競爭條例草案》提出多項修訂，惟未能清楚訂明關鍵條文，而且低額模式定立的金額偏低，未能保障中小企，讓他們釋疑，總商會對此表示關注，並打算於稍後諮詢會員及發表詳細回應。

政府最終採納總商會就取消獨立私人訴訟程序、清楚列明行為守則不規管合併活動，並同時把最高罰款上限調低，總商會表示歡迎。

總商會認為，政府最新的建議仍未能解決條例草案幾個關鍵的問題，特別是未有清楚訂明，無論是否嚴重反競爭行為，法例一律只規管那些「大幅削弱市場競爭」的行為，以保障中小企。

此外，雖然政府建議使用不同程序分別處理嚴重及非嚴重反競爭行為，但有關建議仍未能徹底解決一些沒有明確定義的非嚴重反競爭行為，當中可能引起法律責任，總商會期望政府就有關問題繼續與商界溝通。

在10月6日就競爭法舉行的商界聯席論壇上，總商會主席胡定旭促請政府就《競爭條例草案》引入多項主要修訂，以釋除中小型企業的疑慮，並避免過度規管商業活動。

立法會《競爭條例草案》委員會將於夏季休會後繼續審議條例草案，而該論壇則定於在此之前舉行。

總商會的主要修訂建議旨在：

- 闡明只有那些對市場有重大影響的行為會受到規管，以協助保障中小企。
- 清楚訂明只會禁止「嚴重」違反競爭行為，即合謀定價、串通投標和分割市場，因為它們會或可能會大幅削弱市場競爭。
- 撤銷禁止所有其他行為（如聯合採購協議和優惠計劃等「非嚴重」行為）。相反，如當審裁處已審視懷疑違反競爭的特定行為，並裁定其經濟效益並不超過其所引致的削弱競爭的影響，則有關行為方會被禁止。
- 取消獨立私人訴訟程序。
- 大幅降低最高罰款至涉及違規的產品或服務在香港所得營業額的10%，並最多只按

一年的營業額計算。

- 清楚列明合併活動不受行為守則規管，並刪除有關規管合併的章節。

胡氏強調，總商會就非嚴重違反競爭行為——往往有利於經濟效益——所建議的方案，將有效釋除中小企因參與此等行為而誤墮法網的疑慮。

總商會一直提倡，採用這方案將大幅降低遵從成本（特別是中小企），並避免過度規管。企業可一如以往自由競爭，同時確保不會因法例有欠清晰而誤墮法網。

預料政府將於年底前公布條例草案的若干修訂建議，以釋除利益相關者的疑慮。商務及經濟發展局副秘書長黎蕙明於論壇上指出，政府正探討如何提高建議法例的清晰度，並就刑罰和私人訴訟的相關條文考慮可行的修訂。當局亦一直研究引入低額模式，為市場影響力有限的企業提供一個安全港。

總商會立法會代表林健鋒在會上表示，除非政府正面回應商界的關注，特別是中小企對條例草案的疑慮，否則現有的條例草案很難得到工商和專業界別議員的支持。

## Case Studies

### Office and Residential Complex

#### Energy efficiency on improvement measures

- Chiller plant improvement and optimization
- Cooling tower retrofit

#### Results

- ✓ 20% energy savings
- ✓ 1,200 tonnes of carbon emissions reduction p.a.
- ✓ 3 years payback

### Tai On Chicken

#### Energy efficiency on improvement measures

- High efficiency heat pump for space heating (new-born chicken house) & cooling (eggs storage)
- Low cost evaporative cooling system for chicken house
- CFL & LED

#### Results

- ✓ 30% energy savings
- ✓ 60 tonnes of carbon emissions reduction p.a.
- ✓ 2 years payback

### Cool Kitchen Restaurant

#### Energy efficiency on improvement measures

- Steamer heat recovery system to provide free hot water for cooking & washing
- Tailor-made air flow design
- LED spotlight
- Induction cooking appliances

#### Results

- ✓ 30% energy savings
- ✓ 100 tonnes of carbon emissions reduction p.a.
- ✓ 1 year payback

CLP's Brian Mak explains how a simply foam bullet fired with compressed air can clean air condition pipes to dramatically improve their efficiency.  
中電的麥子言解釋一個簡單的壓縮空氣泡沫系統如何清洗空調管道，以大幅改善它們的效能。

# Energy Efficiency 能源效益

Many business owners are learning that they can cut costs by adopting energy-saving actions for lighting, equipment, heating, air conditioning, transportation and water use

許多企業東主正意識到，他們可透過各種節能行動，例如電燈、設備、暖氣、空調、運輸和食水等方面的節約措施，以降低成本

**R**enowned Hong Kong retailer Tung Fong Hung prides itself on quality and traditional produce. Its Chinese medicine, health food supplements, bird's nest and premium dried seafood have changed little over the decades, yet at the same time it embraces technology.

At its retail outlets, it installed energy efficient LED lights, which have reduced the company's electricity bill by 50%, and it expects to recoup its investment within one year.

More companies are following suit. With greater awareness of environmental issues, businesses want to reduce their carbon footprint, and in the bargain reduce costs.

Cool Kitchen Restaurant, a Chinese restaurant in Fanling, has managed to reduce its energy consumption by 30% by installing a steamer heat recovery system and other energy efficient equipment, which will pay for itself within one year.

These are just two examples of companies that have benefited from CLP's GreenPlus programme, which supports

commercial customers cut down carbon emissions cost-effectively.

To learn more about the programme, and related technologies, the Chamber's Industry and Technology Committee organized a visit to CLP's Energy Efficiency Centre in Shamshuipo on September 26.

Members learned that the project is part of the company's Climate Vision 2050 goals to reduce its emissions and move towards more sustainable power generation. Since 1999, CLP's engineers have been helping businesses to conduct energy audits and making recommendations on how they can reduce their energy bills.

Realizing many businesses simply do not have the capital to install energy efficient systems in their operations, it also set up a \$125 million interest-free loan fund to assist its commercial, industrial and non-governmental customers to implement energy savings projects.

Another issue that members pointed out was with companies regularly having to relocate due to landlords hiking rents, long ROIs are not feasible. Con-





Members pose for a group photo at CLP's Energy Efficiency Exhibition Centre.  
會員於中電能源效率展覽中心合照。



A chef shares with members his views on induction cooking, which is more energy efficient than traditional cooking modes and also helps to keep the kitchen clean and cool. 一位廚師與會員分享其對電磁爐煮食的看法，這種技術比傳統的煮食模式更具能源效益之餘，還有助保持廚房清潔和涼快。

sequently, the longest payback period on recommended projects is three years.

Although the service is aimed at CLP's customers on the Kowloon peninsula, it can also advise businesses on Hong Kong Island. ❀

For more information, visit [www.clponline.com.hk/](http://www.clponline.com.hk/)

Industry and Technology Chairman Edmond Yue (centre), presents CLP's Eric Cheung (right) and Simon Lam with a Chamber souvenir to thank them for showing Chamber members around the centre.

工業及科技委員會主席余國賢(中)向中電的張翼中(右)及林浩文致送總商會紀念品，感謝他們帶領本會會員參觀中心。



**知** 名香港零售商東方紅以優質的傳統產品為榮。數十年來，該公司所售的中藥、保健食品、燕窩和優質海味都沒有太大轉變，但卻能緊貼科技發展。

東方紅的零售點都裝上節能的發光二極管(LED)燈，大大節省了公司電費50%，並預期可在一年內收回投資成本。

愈來愈多公司正跟隨其步伐。隨著環境議題日益受到關注，企業都希望減少碳足跡，同時降低成本。

位於粉嶺的中式菜館清涼廚房透過安裝蒸氣熱能回收系統和其他具能源效益的設備，成功減少30%的能耗，並將於一年內收回成本。

以上只是兩個受惠於中電「綠倍動力」計劃的企業實例，該計劃旨在協助商業客戶實踐具成本效益的減碳措施。

為了解計劃的詳情和相關技術，總商會工業及科技委員會於9月26日率領會員參觀位於深水埗的中電能源效益中心。

期間，會員得悉有關計劃是該公司《氣候願景2050》目標的一部分，以減少排放和邁向更符合可持續發展原則的發電模式。從1999年起，中電的工程師一直協助企業進行能源審核，並就如何減少用電開支提供建議。

由於意識到不少企業缺乏資金裝設節能系統，該公司亦成立了1.25億元的免息貸款基金，支援工商及非政府客戶推行節能項目。

會員指出的另一問題是，企業因租金上漲而需經常遷址，這樣他們便不能享有長期的投資回報。有見及此，建議項目的回本期最長為三年。

儘管服務對象是九龍的中電客戶，但該公司亦會為香港島的企業提供意見。 ❀

有關詳情，請瀏覽[www.clponline.com.hk/](http://www.clponline.com.hk/)

## 個案研究

### 寫字樓及住宅綜合大樓

#### 能源效益改善措施

- 改良和優化冷凍裝置
- 翻新改進冷卻塔

#### 結果

- ✓ 省電20%
- ✓ 每年減少1,200噸碳排放
- ✓ 3年回本

### 泰安雞

#### 能源效益改善措施

- 高效能熱泵系統以作供暖(幼雞舍)及製冷(雞蛋儲存)
- 雞舍裝設低成本蒸發式冷卻系統
- 慳電膽及LED燈

#### 結果

- ✓ 省電30%
- ✓ 每年減少60噸碳排放
- ✓ 2年回本

### 清涼廚房

#### 能源效益改善措施

- 蒸氣熱能回收系統以提供免費熱水作煮食及清洗用途
- 特製空氣流通系統
- LED射燈
- 電磁煮食設備

#### 結果

- ✓ 省電30%
- ✓ 每年減少100噸碳排放
- ✓ 1年回本



## Chamber Golf Outing to Palm Island Resort 總商會高爾夫球同樂日 棕櫚島

**T**wenty two golfers teed off at the Palm Island Resort on October 14 for a day off work and a day of networking with fellow golf addicts. The 22 members were divided into six teams, and despite the unsettled weather in Hong Kong, the clouds parted and the blue sky appeared over Guangdong to make it a very enjoyable day.

After the round, members enjoyed a nice lunch in the clubhouse, and the best golfers on the day were congratulated. Edmond Yue took the 'Best Net Score' title, Lawrence Lee won the 'Nearest to Pin' title, while Tony Chow 'Longest Drive.' 🌸

**22**位高球好手於10月14日雲集中國惠州棕櫚島，與其他球友共渡一天悠閒假期，聯誼交流。儘管香港天氣陰晴不定，廣東當地卻天朗氣清，22位會員分成六隊，在怡人的景色下共享高球之樂！

切磋球技後，會員在會所享用了豐富的午餐，而當天的最佳球手亦獲得嘉許。余國賢先生贏得「淨杆冠軍」，李文龍先生獲頒「最近洞獎」，而周文威先生則勇奪「最遠距離獎」。🌸



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# November 2011 2011年11月

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
<p>MARK YOUR DIARY</p> 			<p><b>L</b> Joint Business Community Luncheon with the Honourable Donald Tsang</p> <p><b>S</b> Tax Solutions for Hong Kong as Regional Hub for International Business</p> <p style="text-align: right; font-size: 2em;">2</p>
6	7	<p><b>S</b> Manpower Seminar: "Rapid Transformation" Through Workforce Planning &amp; Social Learning</p> <p style="text-align: center; font-size: 2em;">8</p>	<p><b>S</b> Connecting with Customers in 90 seconds or Less</p> <p style="text-align: center; font-size: 2em;">9</p>
13	14	<p><b>N</b> Appreciation of Sogetsu Ikebana – Flower Arranging Lessons</p> <p style="text-align: center; font-size: 2em;">15</p>	16
20	<p><b>L</b> China and the WTO : After Ten Years, What Next?</p> <p style="text-align: center; font-size: 2em;">21</p>	<p><b>S</b> Succession Planning Workshop</p> <p><b>R</b> The Impact of Rising Energy Costs on Hong Kong Businesses</p> <p style="text-align: center; font-size: 2em;">22</p>	23
27	28	<p><b>S</b> Instructional Design for Professional Trainers</p> <p><b>T</b> Minimum Wage Ordinance &amp; Wage Calculation Workshop</p> <p style="text-align: center; font-size: 2em;">29</p>	30



## China and the WTO : After Ten Years, What Next?

Speaker: Mr Stuart Harbinson

21 November 2011

Ballroom C, Island Shangri-La Hong Kong

Training Luncheon Roundtable Luncheon Seminar  
 Forum Committee Meeting Mission Study Tour Networking

THURSDAY	FRIDAY	SATURDAY
3	4	5
10	11	
 R US-China Financial Issues: The View From Washington	18	19
24	25	26

# HKGCC BUSINESS FORUM – Seeing into 2012: Global Economic Swing to Asia

13 Dec 2011  
 9:00 am - 2:15 pm  
 Room S421, HKCEC



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 email [winnie@chamber.org.hk](mailto:winnie@chamber.org.hk)

DECEMBER

## HKGCC 150th Anniversary Distinguished Speakers Series Luncheon on A Global Viewpoint: Recapping 2011 and Trends for 2012

1 December 2011  
 Ballroom C, Island Shangri-La Hong Kong

## Showcasing Information Technologies at Cyberport

2 December 2011  
 Cyberport

# Take a 'Brake' Low Carbon Action 「放駕一天」減碳行動



Your organisations are cordially invited to participate in the “Take a Brake Low Carbon Action Scheme” to compete for the “Most Significant Commitment in Reduction of Driving Days” Award. For interested organisations, please send an email to Friends of the Earth Hong Kong (FoE) at [air@foe.org.hk](mailto:air@foe.org.hk). FoE will add you to the Corporate list on <http://www.takeabrake.com.hk/pledgenow/organization> and then you can also encourage your colleagues to support to make pledges. The pledge asks people to reduce the number of days they drive a vehicle each month. If your organisation does not want to join the scheme your staff can still make an individual pledge at <http://www.takeabrake.com.hk/pledgenow> ✿

**誠**邀貴機構參與「放駕一天」減碳行動，競逐「最積極承諾減少駕駛大獎」。貴機構和員工只要能承諾減少每月駕車的日數便可參加。如有興趣，請電郵至 [air@foe.org.hk](mailto:air@foe.org.hk) 報名，貴機構便可成為參與團體之一（瀏覽名單：<http://www.takeabrake.com.hk/pledgenow/organization>），更歡迎大家鼓勵員工參與，而以個人身份作出承諾亦可（網址：<http://www.takeabrake.com.hk/pledgenow>）。✿

Visit [www.takeabrake.com.hk/home](http://www.takeabrake.com.hk/home) today to learn more and pledge your support. 請即登入 [www.takeabrake.com.hk/home](http://www.takeabrake.com.hk/home) 了解詳情，並承諾支持活動。

## Objective 目標：

- Invite drivers to drive one day less every month at least, preferably one day less every week.  
建議駕駛人士每月至少減少駕駛一天，最好是每周減少一天。
- Promote green driving habits to all corporations and independent drivers.  
向所有企業及駕車人士推廣綠色駕駛習慣。
- Encourage drivers to visit the Take a “Brake” Low Carbon Action website to make a pledge to show their support and promote our cause.  
鼓勵駕車人士登入「放駕一天」網站作出承諾，以支持及宣揚此行動。

## Corp-tizen on Call 「總商燃亮」行動計劃

HKGCC's newly launched “Corp-tizen on Call” project is aimed at promoting the sustainability practices amongst business. 15 member companies have nominated their sustainability initiatives for inclusion under the scheme. HKGCC would like to encourage all members to participate in these meaningful events.

總商會全新推出的「總商燃亮」行動計劃旨在推廣商界的可持續發展活動。15家會員公司已提名旗下的可持續發展項目，以納入計劃中。總商會鼓勵所有會員參與這些饒富意義的活動。



史前故事 今日新知

# 中國香港世界地質公園 —

# 「史前故事館」正式開幕

結著領帶，在繁華鬧市裡碰上遠古的盾皮魚！

漫步公園，不經意地走進了世界級的地質公園！

為配合「香港國家地質公園」升格為「中國香港世界地質公園」，中銀香港聯同香港地質岩石保育協會設立「中國香港世界地質公園 — 史前故事館」，讓您一睹地球古生物遺珍，見證46億年的生態演變歷史。

「史前故事館」位處香港金融中心地帶，坐落香港地標中銀大廈，為公眾打開生命歷史之門 — 從生命的起源說到遠古的海洋及森林，魚類進化至恐龍與飛鳥等歷程。故事館以互動創新方式，展出近百件珍貴的化石及模型，分佈於7個主題區。展品包括在香港發現並以香港命名的「香港菊石」及「楊氏香港魚」、證明香港與4億年歷史的「盾皮魚」化石等，讓您大開眼界，歡迎蒞臨參觀。

註：(1) 展館開放予公眾人士，務使務安排即可導賞員提供導賞解說及接受團體報名預約參觀，詳情請留意網址 [www.geopark.gov.hk/phsr/](http://www.geopark.gov.hk/phsr/)

(2) 若展館人數過多，參觀者或需在場外輪候及分段進場



免費入場

香港花園道1號 中銀大廈大堂東廳  
星期三至星期一：上午9時至下午6時  
(包括公眾假期)

休館日：逢星期二(公眾假期除外)、  
農曆年初一及初二

主辦：



支持：



中銀香港致力履行企業社會責任，與您攜手保育生態環境，共同促進環境及社會的可持續發展。



## 中銀香港慈善基金

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