

HEILONGJIANG'S FOOD PROCESSING SECTOR POISED FOR GROWTH 黑龍江食品加工業蓄勢待發

# the Bulletin

工商月刊

AUGUST 2012

HKGCC: THE VOICE OF BUSINESS IN HONG KONG

## WOMEN IN BUSINESS 職場女將

ERNST & YOUNG'S  
AGNES CHAN SHARES  
HER SECRETS FOR SUCCESS  
安永陳瑞娟分享成功秘訣

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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。



Hong Kong General Chamber of Commerce  
香港總商會 1861

# 《安排》精益求精 CEPA Goes from Strength to Strength

By **C K Chow** 周松崗

The transition from spring to summer is always a busy period, and one given to looking into the future. Chief Executive CY Leung's Administration is hitting the ground running, and your Chamber will continue our long tradition of working with the Government to do what is best for Hong Kong.

One of our initiatives, taken up by the Government over a decade ago and enacted in 2003, is the Closer Economic Partnership Arrangement, or CEPA. It has become common to expect this high-level agreement to grow year by year, and this year is no exception. The signing of Supplement IX introduces 43 services liberalization and trade and investment facilitation measures, to enhance cooperation in the services industries between Hong Kong and the Mainland.

In addition to further relaxing restrictions on market access in 21 existing sectors, a new sector, education services, has been added. Hong Kong educational institutions now will be allowed to set up schools in Qianhai and Hengqin, as well as training bodies in the Mainland on a wholly-owned basis. The move could promote the bilateral flow of talent and cooperation between educational institutions.

Other measures will open up opportunities in accounting, construction, medical services, telecommunications, environment, distribution and individually owned stores, many on a trial basis. This will further lower the entry thresholds for our enterprises and professionals in Guangdong.

In addition, the Central Government also announced the introduction of tax incentives policies in Qianhai, as well as using it as a testing ground for RMB liberalization and capital account convertibility. This should significantly encourage investment and financial cooperation between Hong Kong and Shenzhen such as the development of innovative financial products, and cross border loans for raising capital.

Since CEPA's inception nine years ago, 338 liberalization measures in 48 service sectors have been rolled out, many of which were part of the Chamber's annual 'Wish Lists' which we submitted to both the Hong Kong and Mainland governments. We are happy to see that many of our recommendations have been accepted.

The liberalization measures in Supplement IX are far reaching and open new avenues for expanding cooperation in innovation under the pilot schemes. As a result, cooperation between the Mainland and Hong Kong services industries can be expected to scale new heights. ✨

C K Chow is Chairman of the Hong Kong General Chamber of Commerce.  
周松崗為香港總商會主席。

每年的春夏更替總是一個特別忙碌的時期，也是展望未來的好時機。行政長官梁振英領導的政府正積極展開工作，總商會將一如既往，繼續與政府合力建設更美好的香港。

《內地與香港關於建立更緊密經貿關係的安排》（「安排」）是我們提倡的其中一項建議，於十多年前獲政府採納，並在2003年正式落實。普遍預期，這份協議會逐年擴大深化，今年亦不例外。最新簽訂的補充協議九引入了43項服務貿易開放和便利貿易投資的措施，以促進兩地的服務業合作。

新補充協議不僅在原有21個領域作進一步開放，還首次在教育服務領域加入開放措施，允許香港教育機構以獨資形式在前海和橫琴設立學校，以及在內地開設培訓機構，相信有利兩地的教育機構合作及人才交流。

此外，會計、建築、醫療、電信、環境、分銷和個體工商戶等領域都有新的開放措施，當中許多都以試點形式經營。這些措施將進一步降低本港企業及專業人士到廣東投資的門檻。

This should significantly encourage investment and financial cooperation between Hong Kong and Shenzhen.

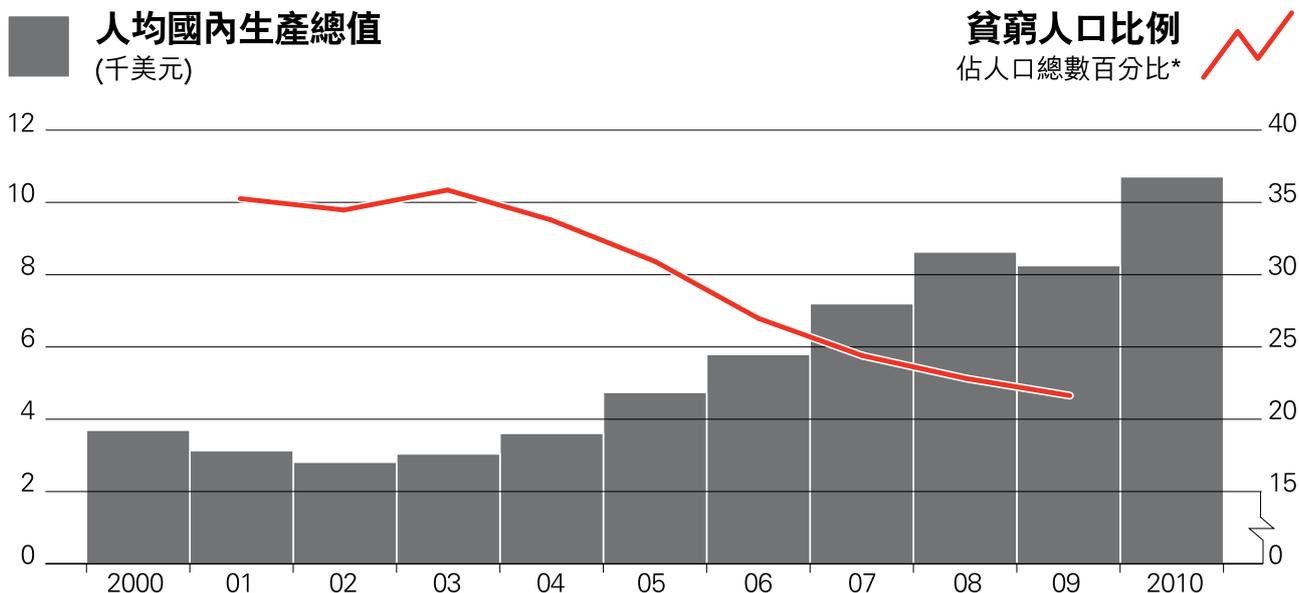
這將大大推動香港與深圳之間的相互投資和金融合作。

中央政府還公布在前海推出稅務優惠政策，並設立人民幣開放及資本項目可兌換試點。這將大大推動香港與深圳之間的相互投資和金融合作，有利於企業發展創新金融產品，以及透過跨境貸款方式籌集資金。

《安排》已實施九年，至今已開放48個服務貿易領域，涵蓋共338項開放措施。總商會一直有向兩地政府遞交相關建議，並欣見眾多建議都被採納。

補充協議九的措施深具實效，在試點計劃下，更為擴大創意產業合作開闢新途徑，預料內地與香港服務業的合作將更上一層樓。 ✨





## 遍地商機的巴西

巴西經濟持續發展，增長速度超越已發展國家，國民財富亦不斷增加，大大推動了本地及海外企業的貿易和投資機會。自2002年起，巴西的人均國內生產總值增幅接近四倍，生活在貧窮線下的人口亦大幅減少，從超過全國人口三分之一下降到少於人口的四分之一。

因此，數千萬的巴西人口成為中產階層。滙豐預測全球貿易在2011年至2026年之間會有86%的增長，而同期的巴西貿易將有163%的增幅。巴西與香港的貿易夥伴關係亦日趨緊密，預計在未來五年，香港對巴西的出口將按年增長6%，而從巴西的進口將按年增長大約7%^。

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# 在公 全情投入繁重工作

我個人最公私分明，work hard, play harder，更愛在工作與生活之間，將雙重角色發揮得淋漓盡致。

平日，我最愛駕著平治Vito 116 CDI一起工作，

- 我這個好夥伴不但結合寬敞空間、高效節能於一身，更彷彿根據我的心意而設計，先是寬敞車廂，有五座位或六座位的選擇，而後排為獨立摺椅設計，自主空間，任我靈活運用，再多的貨物，也能擺放自如，加上配備雙電動趟門，方便行李或乘客上落，使工作流程更順暢。

我工作，講求效率，更講求效益。每次開車，渦輪增壓引擎迸發163匹馬力，配合五前速自動波箱，

- 令起步加速反應敏銳有力，全程操控自如，加上它符合歐盟五期排放標準，油壓波箱亦配上扭力轉換器，轉檔同時減低引擎動力流失，使動力輸出更平均，更能減低油耗，從而減省成本，完全合乎我一向的高要求。

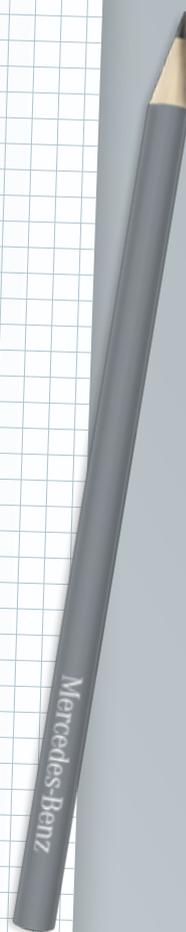
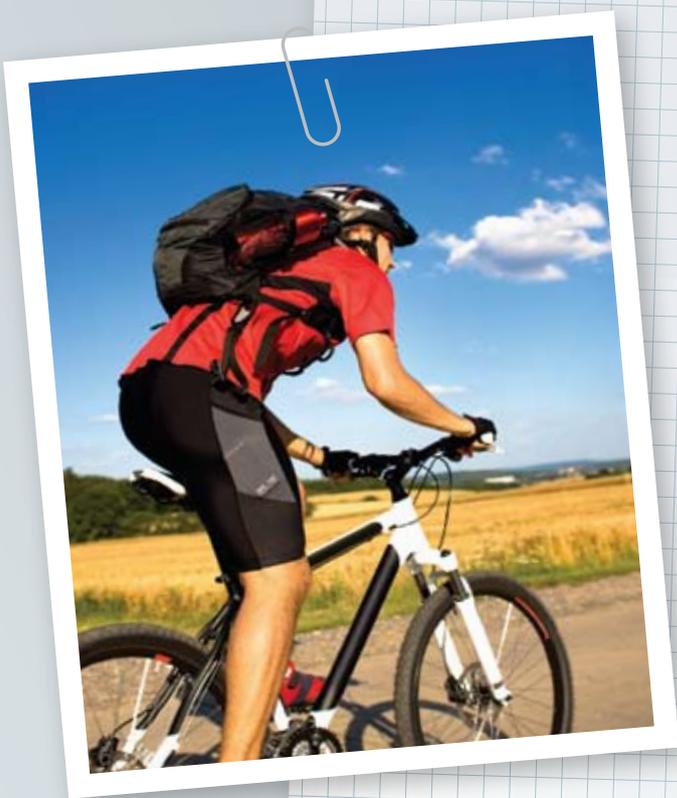




## 在私盡情享受個人生活

辛勞過後，最重要的不是假期有多久，而是你有否盡情享受。假日，Vito 116 CDI就演繹另一角色，以尊貴型格、豪華設備及頂級安全，載著我與家人遊歷穿梭，盡享優質每一刻，只因全車盡得平治這個顯赫品牌的真傳，流麗的設計配合Bi-Xenon燈連LED日間燈組、16吋合金輪，外觀上足以媲美MPV，我更在尾門加裝後置單車架，可同時容納兩架單車，為消閒生活帶來更多樂趣。至於車廂坐椅，豪華舒適，加上四幅式多功能軟環及新式音響系統，無論駕車的，坐車的，均別有一番享受，所以與其說它是一輛商用Van，不如說它是一輛豪華Van。

穩定舒適，更能讓我全心全意享受身邊一切。旅程中，它的ESP電子穩定系統，有助提升車輛操控，可向特定車輪施加制動力，以防打滑失控，安全程度，可說是同級車種中最好，穩定性，更冠絕同儕，不說，還以為自己置身於平治豪華房車。



現凡購買平治Vito 116 CDI，可享環保商用車輛首次登記稅寬減優惠。  
 仁孚陳列室：黃埔花園寶來街50號仁孚停車場大廈地下  
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## Foreign charms

洋人情意結

When it comes to marriage, many Hongkongers have their hearts set on finding a foreigner, according to a recent poll, Hong Kong's single ladies and men would rather marry a Westerner.

The findings were part of a broader survey of single people searching for love in the city, carried out by the Democratic Alliance for the Betterment and Progress of Hong Kong. The survey asked a relatively modest sample of 240 Hong Kong single men and women between the ages of 20 and 35 about their views on their love lives.

One question asked respondents if they would "consider marrying a foreigner" or a Mainland Chinese person. Overall, 57% said they would consider a foreigner, but only 45% said they'd accept a Mainlander as a partner. The survey did not inquire about their feelings about Hongkongers as potential mates.

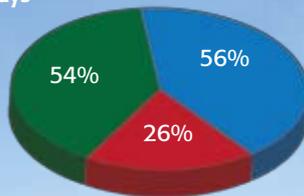
近日一項調查顯示，很多港人都鍾情與洋人共諧連理，香港的單身男女較喜歡選擇西方人為結婚對象。

民建聯早前進行一項針對香港未婚人士的調查，訪問了240位年齡介乎20到35歲的香港未婚男女，探討他們的擇偶要求和取態。

其中一條問題是，他們會否考慮與外國人或內地人結婚。整體而言，57%的受訪者說會考慮與外國人結婚，只有45%表示會接受內地人為終身伴侶。是次調查並未查詢受訪者對選擇香港人為伴侶的想法。

## On my summer holidays

在休假期間



- I will work 1-3 hours per day  
我每天仍會工作1至3小時
- I will work more than 3 hours per day  
我每天仍會工作3小時以上
- I will deal with email, make calls and attend to significant pieces of work-in effect a slightly reduced business as usual  
我會不時收發電郵、打電話及處理重要事項，事實上，工作量只是比上班時略少。

## Workaholics no longer anonymous!

休假不休息 逾半香港員工仍埋頭苦幹

Over half of Hong Kong workers (56%) will not be relaxing properly this summer holiday, but trying to fit in up to three hours work each day instead of relaxing by the pool or spending time with their families and friends. Amongst these persistent professionals who just can't switch off are a hard-core minority of serious workaholics: 26% of Hong Kong people will work over three hours each day on holiday. These are some of the worrying results of the latest Regus survey canvassing over 16,000 respondents in more than 80 countries.

Not only are Hong Kong workers taking too much work on holiday, but far too many will be glued to their smart phones and netbooks: 54% say that they will still be operating on a slightly reduced 'business as usual' from the sunbed. So instead of enjoying some free time with their nearest and dearest, they will try to juggle all the stress of work alongside disgruntled partners and disappointed children.

雷格斯最近針對全球80多個國家超過16,000名在職人士所進行的調查顯示，逾半香港員工（56%）在休假期間仍然每天工作長達3小時，忽略了一起渡假的家人和朋友。有26%的香港員工更堪稱是工作狂，休假期間每天工作超過3小時，情況使人擔憂。

香港人除了要在休假期間忙於處理公務，大部分人甚至會在渡假期間經常查看和使用智能手機及電腦。有54%的香港受訪者表示他們在休假期間仍不忘利用手機和電腦工作，工作量只不過比平時略少一些。他們在休假期間無法擺脫工作，結果往往使朋友不滿，叫孩子失望。

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# 香港競爭力是否出現缺口？ Are Cracks Forming in Hong Kong's Competitiveness?

By **Shirley Yuen** 袁莎妮

**H**ong Kong took a step closer to introducing a class action regime with the release of the Legal Reform Commission's report that recommends allowing a group with a common complaint to sue through a representative. We believe the cost of such a move would far outweigh any benefit, and as the report itself pointed out, there are some serious concerns about a class action system.

More worryingly, there is no driving demand among either consumers or the business community for such actions, and a lack of specifics as to why such an arrangement would be in Hong Kong's best public interest. We need to ensure we maintain a pro-business environment and not allow additional layers of regulation to chip away at our competitiveness.

As I highlighted in last month's *Bulletin*, we sincerely believe the new Administration should set its priorities firmly on tackling the air pollution problem and improving Hong Kong's competitiveness. I know we keep reiterating our concerns about the importance of maintaining a pro-business environment, but we cannot afford to be complacent. If we take such things for granted, not only will businesses suffer, but the economy and society as a whole will also feel the impact.

In the Economist Intelligence Unit's 'Global City Competitiveness Index,' Hong Kong finished in fourth place behind Singapore. Among the key benchmark factors was a city's ability to attract talent and investment. Clearly, air pollution is a deterrent for people to come and work here, and just as obvious is regulatory creep that makes businesses think twice about investing here.

With no pressing demand for the introduction of a class action regime, effective pre-existing alternatives, negative experiences overseas and the U.K.'s decision not to pursue a class action option, we are seriously concerned that more unnecessary regulation will further hurt the business environment which has been on the decline in recent years.

Should Hong Kong's limited resources, time, effort and money not be more effectively channelled into old and new areas that best serve the community? The Government has set up a Preparatory Task Force on the Economic Development Commission, chaired by C Y Leung. We hope the Chief Executive will look at the competitiveness of Hong Kong in a bid to provide a pro-business environment. The Government has been conducting environmental impact assessments on key infrastructural projects. Should the same spirit not be applied to preserving a pro-business environment and would it not be prudent to take a similarly serious attitude to examine the impact on businesses before new laws and regulations are introduced? ❀

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

**隨**著法律改革委員會發表報告書，建議允許一個群體透過一名代表就他們的共同投訴提出訴訟，香港距離引入集體訴訟機制又走近一步。我們認為，集體訴訟的成本遠超效益，而報告書本身亦指出，集體訴訟機制會引起一些重大關注。

更令人憂慮的是，無論消費者或商界均對此等訴訟沒有迫切的需求，也缺乏具體理據說明這項安排能符合香港的最大公眾利益。我們要確保維持有利營商的環境，不能容許額外的規管逐漸削弱本港競爭力。

正如我在上期《工商月刊》強調，新政府應當機立斷，以解決空氣污染為首要任務，並改善香港競爭力。事實上，本會已多次重申維持有利營商環境的重要性，但我們實在不能安於現狀。若我們視之為理所當然，不僅商界會首當其衝，經濟和整體社會也會受到影響。

根據《經濟學人》信息部公布的「全球城市競爭力指數」，香港位列第四，僅次於新加坡。其中一個主要的基準因素，是有關城市對人才和投資的吸引力。顯然，空氣污染是吸引人才來港工作的障礙，而不斷擴大的規管也令外資對本港卻步。

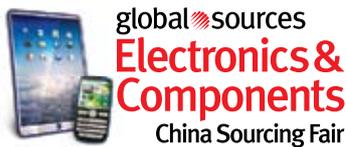
鑒於沒有迫切需要引入集體訴訟，目前亦已有有效的渠道提出申索，加上海外的負面經驗，特別是英國決定不推行集體訴訟機制，因此我們深切憂慮，引入更多不必要的規管，將進一步損害近年已日益轉壞的商業環境。

香港是否應把有限的資源、時間、精力和金錢，更有效地轉移到一些最能服務大眾的範疇呢？政府已成立經濟發展委員會籌備小組，由特首梁振英出任主席。我們期望，特首會檢視香港的競爭力，務求提供一個有利營商的環境。既然當局已就主要的基建項目進行環境影響評估，那麼同樣的精神是否應套用於維護有利的營商環境呢？在推出新法規之前，政府是否應採取同樣審慎、認真的態度，以審視有關法例對企業的影響呢？ ❀



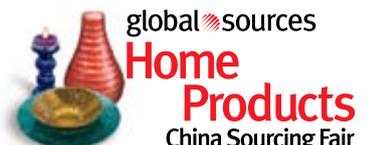
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# Face to Face

The service industries generate some 93% of Hong Kong's GDP, but faced with full employment and rising costs, can the sector continue to flourish? *The Bulletin's* Editor Malcolm Ainsworth spoke with Y K Pang, Chairman of the Hong Kong Coalition of Service Industries, about the service sector and the advantages of being a member of the Hong Kong General Chamber of Commerce.

服務業為香港帶來約93%的本地生產總值，但面對全民就業及成本上升，業界能否持續興旺？《工商月刊》編輯麥爾康訪問了香港服務業聯盟主席彭耀佳，聽他細說服務業，以及作為香港總商會會員的好處。

*Bulletin:* You were recently elected Chairman of the Hong Kong Coalition of Service Industries; what are the main issues facing the service industries?

**Y K Pang:** One of the key focuses of the CSI in recent years has been the issue of trade relations and that Hong Kong should take advantage of trade arrangements with other countries. Obviously a lot of work was done to get Hong Kong and the Mainland tied together with CEPA, from which we are sharing the benefits. But there are also a number of bilateral trade arrangements which Hong Kong should become a part of so that we are not at a disadvantage.

Another area is that Hong Kong has to enhance the quality of its services, and this cuts across all sectors. As a service economy, I think we can all do better. Other than the services that we provide, the delivery of the services can also be improved. We used to be known for our quality delivery of services, but I think that has been deteriorating over the past few years.

## with **Y K Pang** 彭耀佳專訪

*B:* Is that due to companies farming out many of their services to backend offices in the Mainland or India?

**YK:** Where the service itself is a fairly commoditized activity, then outsourcing to the Mainland would be an advantage. But where it is personally delivered, and not exportable, there is always room to enhance the level of service and the customer experience, and for us to get a better margin.

For example, you could buy a Coca-cola in a fast food shop and pay a few dollars or you could drink it in a hotel and pay up to \$100. It is the same Coca-cola, made by the same company, but when it comes on a nice silver tray, and waiters bow to you and are nice to you, people are willing to pay much more because the drink has become a service experience.

There is every reason for Hong Kong to increase that level of service whether it is B2C or B2B so that people will want to do business and spend in Hong Kong. Even if they pay more than other places, they are willing to do so because of the quality of services that they know they will receive here.

*B:* Personally, I feel service is deteriorating even in businesses where you would expect good service, so what is going on? Are companies not providing enough training for staff? Are companies cutting corners to improve margins?

**YK:** It is a combination of all those factors. Costs have gone up and businesses are finding it harder to recruit people who whole-heartedly want to enter the service industry. Also, with

unemployment at 3%, Hong Kong basically has full employment, so people in the service industry have to hire whoever they can get, not who they want to hire.

*B: Should we look at importing labour?*

YK: This is a difficult and sensitive subject, but as Hong Kong is experiencing full employment, we need to seriously consider the importation of labour. There are just not enough people with the right skills to fill the jobs that are out there. For example, people in the nursing homes industries always tell you that they cannot find enough people. Maybe that is because those positions require more females, and people with particular skills who are willing to work with elderly people, but the bottom line is that it is extremely difficult to hire people.

If you consider the importation of maids working here, it is basically the same. Were it not for them, many of our citizens would not be able to work because they would have to stay at home to take care of the kids. So we have to consider do we constrain the economy and constrain the competitiveness of Hong Kong, or do we find solutions to help it grow?

*B: What can be done to improve things?*

YK: There is a lot we can do through education, working with vocational bodies, the universities and Government so that

lords do not determine rents; the market determines the price at which property is sold or leased out. A landlord can ask for \$10,000 per square foot in rent, but then they would end up with an empty building because no one would be willing to pay that price. The rate has to be what prospective tenants are willing to pay. The prospective tenant will work out whether there is a meaningful profit after all costs have been paid. If there is insufficient profit, businesses will not sign leases for office or retail space. So while rents may have increased, businesses are clearly able to make money.

*B: Will high office rentals have any impact on Hong Kong's status as an international financial centre?*

YK: Hong Kong requires more office space; there is no doubt about that. We are an international financial centre, along with London, New York and Singapore. There are others, but they are not truly international – Tokyo is very Japan focused and Frankfurt concentrates much more on Europe. Hong Kong needs to be able to continually expand its financial centre to allow financial institutions and the cluster of support services – lawyers, accountants, consultants – to grow and create more wealth and employment.

Hong Kong is also the international financial centre for the Mainland, while Shanghai is more of a national financial centre,

“ You cannot be a hermit and expect to do business. Business people need to network ... so if you want to network with quality business people in Hong Kong, where else would you naturally start but the Chamber!

你總不能隱閉自己，期望有生意找上門。商界人士需要聯誼……假如你想與城中的傑出商家聯誼，總商會定能為你提供一個理想的平台！ ”

those who are entering the workforce have an enhanced service ethic. Of course training is a cliché, but it is important to keep reminding our workforce why it is good for them as individuals, good for their company and good for the economy as a whole. We have to raise standards, and face the fact that the deteriorating standards are affecting Hong Kong's competitiveness, because we are a service economy. It is not only the product itself that is the issue, but also the way it is delivered.

*B: Office rentals are putting pressure on companies to reduce costs. As a service economy, is Hong Kong pricing itself out of the global market?*

YK: The cost of doing business, whether property or labour, reflects Hong Kong's competitiveness as an economy. Land-

which is why so many Mainland companies are coming to list in Hong Kong. So if more Mainland companies want to use Hong Kong as a base to grow their business, then we need to provide more people and more prime office space and other supporting services.

*B: You took up the Chairmanship of the Membership Committee recently? What does being a member of HKGCC mean for you personally?*

YK: There are two main aspects to the work of the HKGCC. One is advocacy. It is important for businesses to be a member of a respectable business organization such as the Chamber. We give members a voice and the ability to have their views heard and reflected to decision makers, which is very impor-

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tant. Also, the Chamber organises many activities that help to enhance members' knowledge and skills and understanding of what is happening in the business environment and the economy, not just in Hong Kong but also at a national and international level. These are all valuable services because no company can give their staff all the skills and training that they need.

The other aspect of membership is of course networking. Business is all about networking and collaborating with others. You cannot be a hermit and expect to do business. Business people need to network, and often there is that serendipitous encounter – the random connection with someone who can help you, because you met them at a seminar or other event. How else can businesses easily connect with others who are either from their own sector or outside? You may belong to the Association of Designers, for example, but you may not know that many people in the legal industry, or the lighting industry who may be relevant to your business. So if you want to network with quality business people in Hong Kong, where else would you naturally start but the Chamber! Many of the largest and most respected local as well as multi-national businesses in Hong Kong are members of the Chamber. We also have a very large number of members who are SMEs and even one-man businesses. All these different types of businesses and professionals can rub elbows at Chamber events and through these connections create business opportunities across industries, cultures and nationalities as the Chamber is the most diverse and international business organisation in Hong Kong.

*B: You contribute a lot of your time to the Chamber's work and events, despite being very busy with your own business. What do you get out of it?*

**YK:** I believe that this is a worthwhile commitment. The business community needs to be united and to have a voice. Other than competing to succeed in one's own sector, there are many macro issues out there in the community that go beyond the concerns of any one individual company or person. The Chamber provides a platform for businesses to work on those common issues which we all face – the competitiveness of Hong Kong, issues affecting our economy, the ease of doing business etc – and we can work together to enhance the business environment for the greater good of everyone and make the pie bigger. Obviously everyone competes for a share of the pie, but what we all can do is to make the pie bigger so that everyone can get a bigger slice.

Also, whenever members have a particular view that they wish to be reflected, the Chamber's committees gather these views, debates them and put them in a policy document that could be sent to the Government or relevant bodies in other countries. Because it is a focused concentration of reputable businesses, the Chamber's voice gets a fairer hearing than any one individual person or company. And, the Chamber is a platform for building many connections and lasting friendships, and for these reasons, I enjoy participating actively in the Chamber. 🌸



**問：你最近獲選香港服務業聯盟主席；服務業面對的主要議題是甚麼？**

**答：**近年，服務業聯盟的其中一個焦點，是對外貿易關係，以及香港應善用與其他國家訂立的貿易安排。顯然，CEPA的眾多措施已令香港與內地更緊密地連繫起來，我們正從中受惠。然而，香港也應參與若干雙邊貿易安排，讓我們不至落後於人。

另一方面，香港各行各業必須提高其服務質素。作為服務型經濟體，我認為人人都可以做得更好。除了所提供的服務外，我們也應改善服務質素。我們過去一直以優質的服務見稱，但我認為過去幾年的水平正不斷下降。

**問：那是否因為企業把太多服務外判至內地或印度的後勤辦公室呢？**

**答：**服務本身是一項頗商品化的活動，因此把服務外判到內地會有其好處。但如果涉及的是不可出口的個人服務，則往往有空間來提升服務水準和顧客體驗，讓我們獲利更多。

例如，你可以花幾元從快餐店購買一罐可樂，或豪花100元在酒店享用。同樣是由同一家公司生產的可樂，但當侍應恭敬地鞠躬向你端上載於一個精緻銀托盤上的可樂，你就會願意花得豪氣一點，因為那款飲品已變成一種服務體驗。



無論是B2C（企業對顧客）或B2B（企業對企業）的經營模式，香港必需提升服務水平，讓企業和顧客都想在港營商和消費。為了在這裡享受更優質的服務，即使比其他地方付出更多，他們亦在所不計。

**問：個人認為，整體服務水平正在下降，甚至連預期會獲得良好服務的企業亦不例外，原因何在？企業是否沒有為員工提供充足的培訓呢？他們是否只求以最簡單便宜的方式來增加利潤？**

答：那是結合上述所有因素的結果。成本持續上升，企業更難聘請一心希望投身服務業的有志人士。此外，失業率處於3%，香港基本上達到全民就業，所以業界只得僱用僅有的勞工，而非他們渴望聘請的人才。

**問：我們是否應考慮輸入外勞？**

答：這是個艱難且敏感的議題，但隨著香港正處於全民就業狀態，我們需要認真考慮輸入勞工，因為本港現正缺乏技術人才，以填補職位空缺。例如，護理業總是嚷著人手短缺，原因也許是該等職位需要聘用更多女性，以及具備特別技能、而又願意服務長者的人士，但究其原因，也不過是人才難覓。

基本上，輸入外傭的情況亦一樣。要不是她們，許多市民就不能外出工作，只能留在家中照顧子女。因此要考慮的是，我們究竟是限制了經濟發展，局限了香港的競爭力，抑或是尋找方案，促進發展呢？

**問：我們可以怎樣改善現狀？**

答：我們可以透過教育，以及與職業團體、大學和政府合作，提升準入職人士的專業道德水平。當然，加強培訓是老生常談，但我們仍要不斷提醒僱員，培訓對個人、公司以至本地經濟皆有好處。由於香港是服務型經濟，我們不但要提升水平，更要正視服務質素下降正削弱香港競爭力的事實。這問題不僅出於產品本身，也關乎提供產品的方式。

**問：辦公室租金高企，為企業帶來節省成本的壓力。作為服務型經濟體，香港是否在全球市場上叫價過高？**

答：無論是物業或勞工開支等營商成本，都反映香港作為一個經濟體的競爭力。業主無法決定租金，而是由市場決定物業的售價和租金。業主大可把租金叫價訂於每平方米呎一萬元，但最終整幢物業或會丟空，因為無人願意支付那昂貴的租金。因此，租金需要符合預期租客願意付出的水平，他們會計算扣除所有成本後，是否仍能賺取可觀的盈利。如果利

潤不足，企業就不會簽訂辦公室或商舖租約。儘管租金或已上漲，企業顯然仍能獲利。

**問：辦公室租金高企會否影響香港的國際金融中心地位？**

答：無疑，香港需要更多辦公室空間。我們是國際金融中心，與倫敦、紐約和新加坡齊名。還有其他金融中心，但它們稱不上真正國際化，例如東京以日本為焦點，法蘭克福則集中於歐洲市場。香港需要不斷擴展其金融中心，讓金融機構和各類支援服務，包括律師、會計師和顧問等，能夠持續發展，以創造更多財富和職位。

香港也是內地的國際金融中心，而上海則相對較像一個國家金融中心，這解釋了為何許多內地企業來港上市。如果愈來愈多內地企業希望利用香港作為拓展業務的基地，我們就得提供更多人才、甲級寫字樓空間和其他支援服務。

**問：你最近膺選會員關係委員會主席。總商會會籍對你有何意義？**

答：總商會的工作主要有兩方面。首先是政策倡議。加入總商會等備受推崇的商業組織，對企業相當重要。我們為會員發聲，代表他們向決策者傳達意見，這點十分重要。此外，總商會不時舉辦各式各樣的活動，協助會員增進知識和技能，以及掌握香港、內地以至國際的最新商業和經濟資訊。這些都是有價值的服務，因為沒有公司能夠為員工提供一切所需的技能培訓。

會籍的另一作用當然是交際聯誼。營商關乎與他人聯誼和合作。你總不能隱閉自己，期望有生意找上門。商界人士需要聯誼，他們在參加一些研討會或其他活動時，偶爾會結識到一些能夠助他們發展業務

的人。企業還有甚麼途徑能夠輕易接觸同業或業外人士呢？舉例說，你也許是設計師協會的成員，但你未必知道，法律或照明業有很多從業員，都可能與你的業務息息相關。因此，假如你想與城中的傑出商家聯誼，總商會定能為你提供一個理想的平台！許多知名的大型本地及跨國企業都是總商會會員。另外，我們有很多會員來自中小企，甚至是一人公司。這些不同種類的企業和專業人士會在總商會的活動上碰面交流，藉此創造出跨越行業、文化和國界的商機，充分體現總商會作為全港最多元化國際商業組織的地位。

**問：你為個人業務忙個不停之餘，仍能奉獻大量時間參與總商會的會務和活動，當中有何得著？**

答：我認為，這種投入是值得的。商界需要團結一致，敢於發聲。除了要在個人所屬的行業內力爭成功，社會上還有很多宏觀議題，比企業和個人關注更見重要。總商會提供一個平台，讓企業合力應對這些共同議題，例如香港競爭力、影響本地經濟的議題，以及便利營商等，以促進本港的商業環境，為廣大市民謀取更多福祉，並把市場造大。顯然，人人都爭相在市場上分一杯羹，但我們可以做的是把市場造大，令人人都能分享更多。

此外，每當會員希望反映一些特定看法，總商會多個委員會會收集及討論這些意見，並將之編製成政策文件，再向政府或其他國家的有關當局呈交。由於總商會的會員均是享負盛名的優秀企業和商界精英，因此相比起個別人士或公司，我們的聲音能夠得到更多的重視。總商會也是一個建立聯繫和友誼的平台，基於這些原因，我很享受投入參與總商會的活動。✿



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## LEADING THE WAY

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By tapping the expertise and skills of its research and development team, FlexSystem provides highly-effective, sustainable and integrated HR solutions to enable greater HR efficiency and improve business agility. Flex HR solutions and streamlines routine HR functions of an organization through a centralized system, which effectively frees HR professionals to concentrate on higher-value projects.

"It is our vision and mission to help HR professionals leverage technology and use simple tools to enhance HR operations. As the routine processes are being taken care of by a centralized system, they will be able to focus on people-centric works like employee performance, their training and career development," says Ms. Yoyo Yin, Manager of Sales & Marketing at FlexSystem.

Established in 1987, FlexSystem is a veteran and leading one-stop solution provider with a comprehensive range of integrated office automation applications. The company boasts a broad client base serving thousands of customers over 15 countries. More than 20% of Hong Kong-listed companies adopt FlexSystem management solutions.

### R & D Strength

Strong research and development capability is its major strength. The company operates with over 300 staff based in Hong Kong, and about half of them specialize in research and development. Its commitment to

innovation and pursuit of new technology application enables FlexSystem to stay at the forefront of the market.

Ms. Yin says the company sides vigorously on new technologies all the time to keep up with customer needs, and its management solutions can run on various platforms such as iPad and tablets as

well as other mobile devices. It has also developed apps to help the Hong Kong public calculate the minimum wage according to the latest labor rules.

"We step forward quickly to embrace new technologies with a view to enriching HR experience. Last year, FlexSystem became the first enterprise software company to adopt finance solution towards the cloud technology platform," she says.

### Commitment to Service

"Equally important is our dedication to service. We wholeheartedly believe in the quality of service and its value to companies using our solutions. We make every effort to ensure our clients' investment is worth every cent they spend. Our consultants will work closely with clients to identify their needs clearly so that the most suitable solution can be provided to them."

FlexSystem has experienced solid business growth since its establishment with the increasing needs of HR and enterprise management solutions in the marketplace. The pace of its business development has expanded especially after the turn of the century with rising demand for HR solutions as a result of latest regulatory changes such as MPF and the minimum wage ordinance.

Ms. Yin says customer's interest tops the list of their considerations and FlexSystem takes pride in its ability to respond swiftly to market changes and develop its solutions accordingly to meet the latest demand. The company always ensures its HR solutions are flexible enough to accommodate potential changes in relation to regulations or market practices.



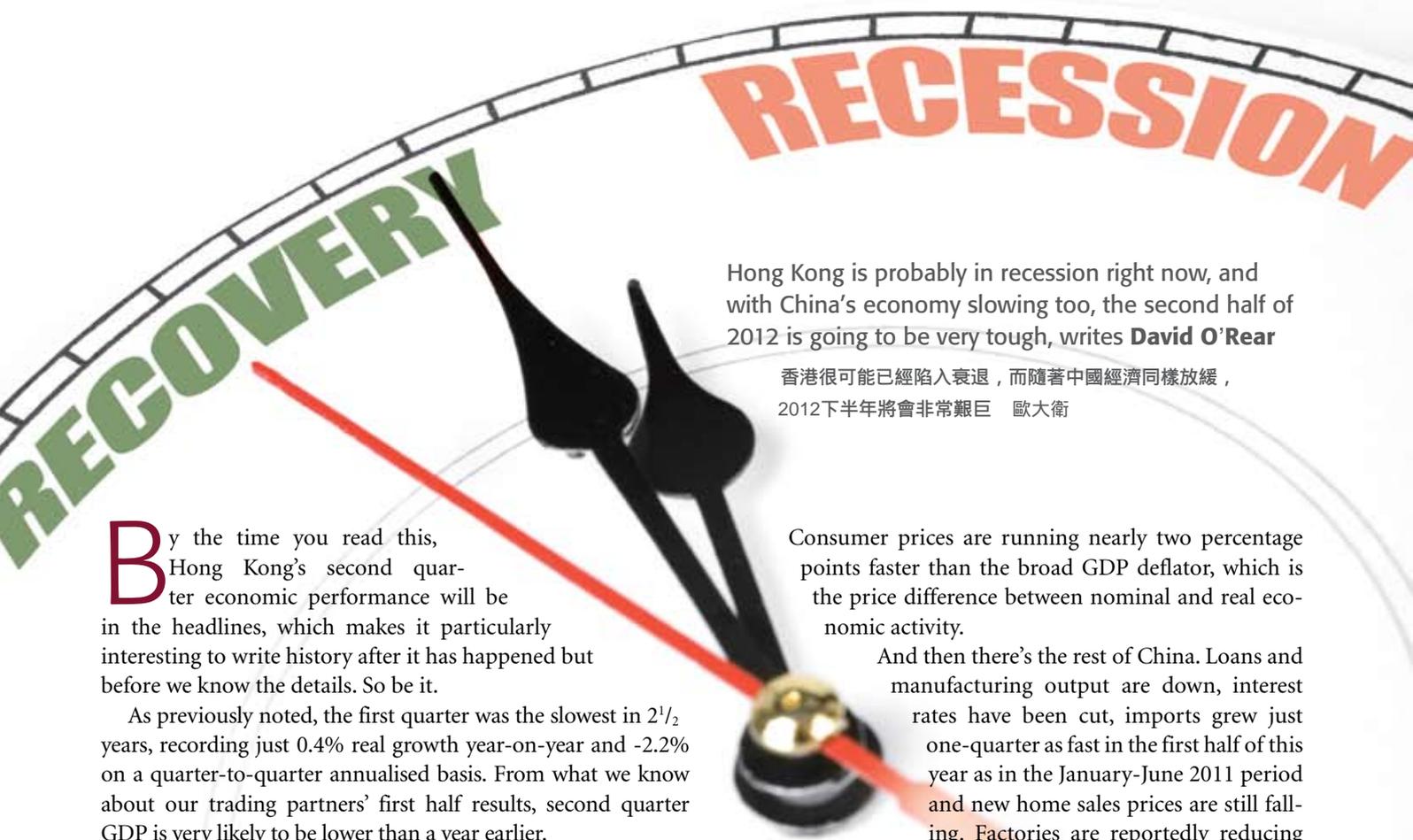
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# Half Time Review 年中回顧



Hong Kong is probably in recession right now, and with China's economy slowing too, the second half of 2012 is going to be very tough, writes **David O'Rear**

香港很可能已經陷入衰退，而隨著中國經濟同樣放緩，2012下半年將會非常艱巨 歐大衛

**B**y the time you read this, Hong Kong's second quarter economic performance will be in the headlines, which makes it particularly interesting to write history after it has happened but before we know the details. So be it.

As previously noted, the first quarter was the slowest in 2½ years, recording just 0.4% real growth year-on-year and -2.2% on a quarter-to-quarter annualised basis. From what we know about our trading partners' first half results, second quarter GDP is very likely to be lower than a year earlier.

Retail sales rose 13.5% in the first five months of the year, over January-May 2011, but are showing signs of moderation. May's 8.8% annual rise was the lowest (excluding CNY anomalies) in 32 months. In the first quarter, volume retail sales grew about one percentage point faster than real private consumption, so we expect a solid (albeit small, compared to trade) contribution in Q-2. Yet, tourism arrivals have slowed in recent months as well, falling in April and May below the previous 15% year-on-year pace. Arrivals from the Mainland of China, nearly 70% of all visitors, more than make up for shortfalls from other sources. The first chart (page 20) shows recent trends.

Along with consumption, employment is the other shining star in our economy this year. As the second chart illustrates, the job creation machine is still purring along. We created 375,100 new jobs in the first five months of the year, while adding just 282,300 to the labour force. When the number of jobs goes up faster than the number of workers, unemployment falls, and is now down to a modest 3.2%.

Inflation is a rising concern, if you'll forgive the pun. The broad Composite Consumer Price Index rose 4.9% in January-May, with faster increases for those at higher income levels (up to 5.3% for households earning \$32,500 to \$66,000 a month).

Consumer prices are running nearly two percentage points faster than the broad GDP deflator, which is the price difference between nominal and real economic activity.

And then there's the rest of China. Loans and manufacturing output are down, interest rates have been cut, imports grew just one-quarter as fast in the first half of this year as in the January-June 2011 period and new home sales prices are still falling. Factories are reportedly reducing the number of shifts, which may encourage workers to relocate to inland areas. The third chart portrays China's slowing economy.

When members tell me they expect the second half of 2012 to be challenging, I cannot help but think they are wild-eyed optimists. We are still struggling with the North Atlantic financial crises and global depression that started five years ago this month. Hong Kong is most probably in recession, right now. The U.S. is only very painfully crawling out of its deepest contraction in many decades. Europe is on the brink of recovery, or disaster, depending on which day of the week you read the news. China is slowing, which isn't necessarily a bad thing every few years, but comes at a time when we can least afford it.

For companies dependent on external demand, the next six months, possibly longer, are going to be bad. Those fortunate enough to be servicing local and tourist needs will do comparatively better. Our December 2011 forecast of 1-3% real rise in GDP this year is almost certainly too high. While Hong Kong will definitely be the least-worst global financial centre this year, the fact that others have greater challenges than we do is little more than cold comfort. ❀

## Foreign Direct Investment (of sorts)

The Census and Statistics Department publishes Balance of Payments data as far back as 1998, and the latest figures show an unbelievable US\$23.8 billion in foreign direct investment (FDI) inflows in the first quarter of the year.

Given the small size of our city, long-term investment equal to 10% of last year's GDP in a single quarter is indeed unbelievable, as in "not to be believed." True, our FDI outflows were larger, at \$27.3 billion, but that reflects our attractions as a money management centre. The inflow data are supposed to reflect money entering an economy for the purpose of staying put, here, for an extended period of time.

Frankly, if the SAR absorbed an extra 10% of GDP in a mere three months, we would have noticed. Similarly, the US\$581.6 billion we allegedly absorbed in 1998-2011 – equal to more than 21% of GDP over that period – sounds too good to be true.

On a net basis, inflows minus outflows, the numbers make sense: -0.7% of GDP in Q-1 this year (outflows exceeded inflows by \$3.5 billion) and -0.5% over the longer term. But, FDI is not supposed to reflect money flowing into an economy temporarily, and then flowing out again. That's known as portfolio investment, and we do it very well.

The OECD, which sees fit to lecture us on various regulations from time to time, defines FDI as investment from Economy A that has "the objective of obtaining a lasting interest" in Economy B. That "lasting interest" is supposed to be for one year, or more.

Hong Kong is a great city for business and financial transactions, but we do ourselves no favours when we misconstrue short-term capital flows for real bricks-and-mortar capital investment.

外商直接投資（之類）

政府統計處發布了自1998年以來的國際收支平衡數據，最新數字顯示，今年首季的外商直接投資（FDI）流入量達到238億美元，實在令人難以置信。

由於本港規模細小，單一季度的長期投資相當於去年本地生產總值（GDP）的10%，這的確令人驚訝，幾乎可以說是「不可信」。沒錯，本港的FDI流出量較高，達到273億美元，但這反映了我們作為財富管理中心的優勢。FDI流入量應用來反映一些進入經濟體並長時間停留的資金。

事實上，假如香港在短短三個月內額外吸納了一成的GDP，我們是會注意得到的。同樣，我們聲稱在1998至2011年吸納了5,816億美元（相當於同期逾21%的GDP），聽起來似乎多得令人無法相信。

以流入量減去流出量計算淨額，有關數字就合理得多：今年首季GDP的-0.7%（流出量比流入量多出35億美元），以及1998至2011年GDP的-0.5%。然而，FDI不應用來反映短暫流入經濟體，然後再次流出的資金。這稱為投資組合，而我們在這方面亦表現超卓。

經合組織不時教導我們不同的規定，他們把FDI界定為一個經濟體在另一經濟體中進行投資，「目的是取得長期利益」。當中的「長期利益」應為一年或以上。

香港是一個商業和金融交易的理想城市，但假如我們把短期資金流動誤當為實質的資本投資，這對我們並無好處。



在你閱讀本文時，香港的第二季經濟表現已經公布，因此在事情已經發生但未知詳情前編寫歷史，的確特別有趣。

如早前所述，首季錄得兩年半以來最緩慢的增長，按年實質增長僅為0.4%，而按季增長年率為-2.2%。從本港貿易夥伴的上半年成績來看，第二季本地生產總值很可能較去年同期低。

零售業銷貨額在今年首五個月較2011年同期上升了13.5%，但呈放緩跡象。5月份的8.8%年度增長是32個月以來最低的（農曆新年的特殊情況除外）。在首季，零售量的增長較實質私人消費快大約1個百分點，故預期會對第二季有實質（但相比貿易較為輕微）的貢獻。然而，訪港旅客人數亦在近日放緩，4月及5月的按年增幅均低於之前的15%。來自中國內地的旅客佔整體旅客近七成，大大彌補了其他旅客的流失。圖一顯示了近期趨勢。

When members tell me they expect the second half of 2012 to be challenging, I cannot help but think they are wild-eyed optimists.

當會員告訴我，他們預期2012下半年將會挑戰重重，我不禁認為他們是狂熱的樂天派。

消費以外，就業是本港經濟今年的另一亮點。如圖二所示，創造就業的情況仍然如火如荼。本港今年首五個月創造了375,100個新職位，而勞動人口只增加了282,300人。當職位數目增長得比僱員人數快，失業率會隨之下降，現時已跌至溫和的3.2%。

通脹率不斷上升，情況受到日益關注。根據整體數字，1至5月份的綜合消費物價指數上升了4.9%，當中較高收入人士的升幅較快（月入32,500元至66,000元的家庭，升幅高達5.3%）。消費物價的增長較GDP平減數快近2個百分點，而GDP平減數是指名義與實際經濟活動之間的價格差距。

接著是中國內地。貸款和生產量減少，息率下調，今年首六個月的進口額升幅僅為去年同期的四分之一，而新住房售價仍在下跌。據稱，內地廠房正減少輪班次數，鼓勵工人遷移至內陸地區。圖三描述了中國正在放緩的經濟。

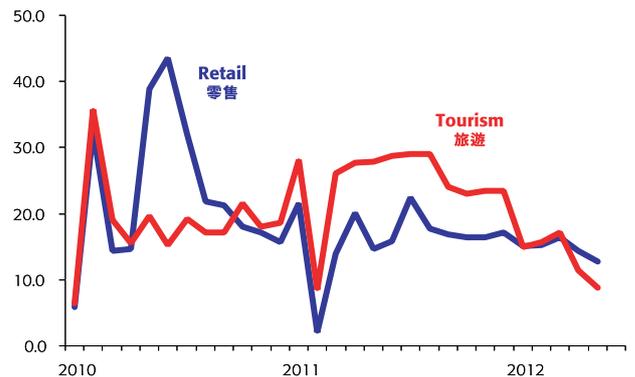
當會員告訴我，他們預期2012下半年將會挑戰重重，我不禁認為他們是狂熱的樂天派。我們仍在力抗五年前爆發的北大西洋金融危機和全球經濟蕭條。香港很可能已經陷入衰退。美國正非常痛苦地擺脫其數十年以來最嚴重的收縮，而歐洲則正在復蘇或災難的邊緣，這視乎你星期幾閱報。中國經濟正在放緩，雖然這個情況每幾年發生一次不一定是壞事，但它卻偏偏在我們最脆弱的時候發生。

至於依賴海外需求的企業，未來六個月（或以上）將會前景黯淡。有幸服務本地和遊客需求的企業則會相對地表現較好。我們在2011年12月預測今年本地生產總值將錄得1至3%的實質升幅，肯定是過分高估了。雖然香港必然是今年受最少影響的全球金融中心，但事實上其他金融中心只是面對更大的挑戰，這並不是甚麼值得高興的事。

### Retail Sales and Tourism

Percent Change Year on Year

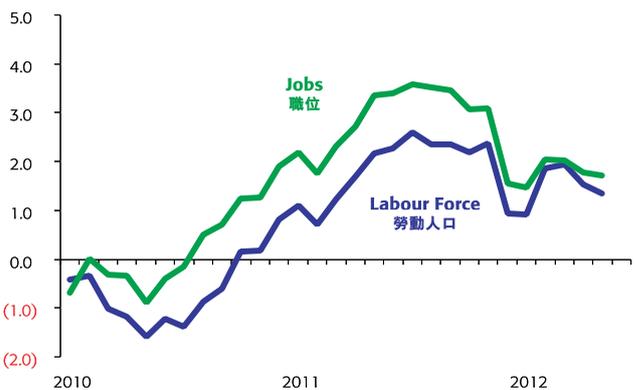
零售業銷貨額及旅遊 按年變動百分比



### The Labour Market

Percent Change Year on Year

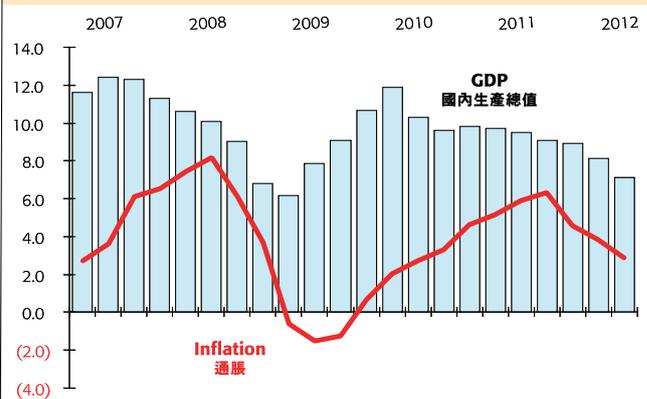
勞動市場 按年變動百分比



### China's Economy

percent change year-on-year

中國經濟 按年變動百分比



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# 熱心、耐心、恆心 Passion, Patience & Persistence

Despite working in one of businesses' most demanding fields, Agnes Chan, Ernst & Young's regional managing partner for Hong Kong and Macau, always seems so relaxed and in control. *The Bulletin's* Editor **Malcolm Ainsworth** spoke with Agnes about her recipe for success.

儘管從事工作非常繁重的會計業，安永港澳地區主管合夥人陳瑞娟總是看似悠然自得，井井有條。《工商月刊》總編輯麥爾康與她進行專訪，了解她的成功秘訣。



*Bulletin: How do you manage to achieve such a good work-life balance?*

**Agnes Chan:** It's not always been easy, but I learned from experience and other great leaders. Having multiple roles, I have to work hard and that means getting pulled in all directions. What I found really helped me is prioritizing my priority. A lot of people use the word priority in plural, so at the end of the day they get nothing done. My point is you have to get your priority right in singular. Focus on what is important, what you need to do, and also work around your own schedule rather than around other people.

Second is delegate and don't be afraid to ask for help. Before you can delegate you need to build up a strong team. At work, I have a strong backup team, and I have partners who can back me up. I empower my team and give them the authority to make decisions and get the job done. Even at home and with my family members I find delegating gets things done.

*B: Do you think it is difficult for women to make it to the upper echelons of business in Hong Kong?*

**AC:** Women in Hong Kong are very lucky. We work in an environment that offers equal opportunities, so I feel there is no glass ceiling holding women back. The business circle is male driven by the traditional norms in that men plough the fields and women do the harvest, but I think this is women's own choice. Women need to work on our own mindset regarding our role at work and in the home and decide what we want.

If you look at statistics, only 9% of board members on listed companies are women. I think women need to empower themselves, obtain the necessary experience before we expect people to invite us to be on a board. Given time, I think this will change as more women are taking up the role of CEO.

*B: To what do you attribute your success?*

**AC:** That is what I call the three Ps – passion, patience and persistence. I think you cannot do good work unless you love what you do. This is what I meant by passion. I have always enjoyed my work and this is the 30th year that I have

been working in the profession. But I still have so much to learn, which keeps it fresh and exciting. We learn from different leaders and share our success stories.

Patience requires learning not to jump to conclusions. In the accounting profession you need to find out all the facts, review and analyze before coming to a conclusion.

The last point is persistence. Often I am energetic and have the courage to take on extra challenges and see them through, rather than giving up. I believe there is always a solution to a problem, and persistence coupled with a positive mindset is crucial for success.

*B: Hong Kong is struggling to find enough skilled professionals for its growing service industries. What are the key challenges facing the accounting sector?*

**AC:** The accountancy profession is very demanding. There are constant updates to regulations and accounting standards which require a high level of commitment, flexibility and mobility of people to meet the increasingly complex landscape in which accountants are required to move with their clients. All these demands are putting pressure on the young generation's decision on whether to join the profession, and for experienced people on whether or not to stay on.

The biggest challenge is the increased workload and number of hours. This has made the accounting profession less attractive. Another factor is that things are now so complex that the CFO of a company will tell you that even he found it difficult to understand the financial statements. This has led to the need for more technical people, who also need to have good critical thinking skills to make a judgment call. It is a real challenge to find someone like that because maybe we can find someone with good technical skills, but they may not necessarily have the soft skills that we require. The accountancy field is also competing with other financial services and big- and medium-sized businesses who are all also trying to recruit accountants. So this means competition for talent in the limited supply pool is extremely tough.

*B: Is importing more talent the answer?*

**AC:** A diverse labour force is important for all businesses as well as the economy, especially for a very international city such as

## Profile

Agnes Chan

陳瑞娟簡歷

- 1982** Graduated from the University of Sydney in Australia  
於澳洲悉尼大學畢業
- 1983** Joined ANZ Bank as management trainee  
加入澳新銀行 (ANZ Bank) 任管理見習生
- 1984** Joined a local CPA firm as an auditor in Hong Kong  
加入香港一家本地會計師事務所擔任核數師
- 1986** Joined Arthur Young in Sydney, Australia  
加入澳洲悉尼的Arthur Young會計師事務所
- 1991** Relocated to Hong Kong  
調回香港
- 2000** Promoted to Tax Partner, Ernst & Young  
晉升為安永稅務合夥人
- 2006** Appointed as Tax Managing Partner, Hong Kong, Macau, Ernst & Young  
獲委任為安永港澳地區稅務主管合夥人
- 2009** Appointed as Tax Managing Partner, Hong Kong, Macau and China South, Ernst & Young  
獲委任為安永港澳及華南地區稅務主管合夥人
- 2009** Became the Regional Managing Partner, Hong Kong and Macau, Ernst & Young  
成為安永港澳地區主管合夥人

Agnes was named as one of the top tax advisors in Hong Kong by "International Tax Review" in 2004, 2005 and 2006, and named as one of the "Leading Tax Advisers" in Hong Kong by the Guide to the World's Leading Tax Advisers in 2006, 2008 and 2010.

陳女士分別於2004、2005及2006年獲《International Tax Review》(《國際稅務評論》)評選為香港最佳稅務顧問之一；此外，她亦於2006、2008及2010年獲《Guide to the World's Leading Tax Advisers》(《全球傑出稅務顧問指南》)評選為香港最傑出稅務顧問之一。



Hong Kong, as we are a global financial centre. To help sustain Hong Kong's competitiveness we need to be open minded about talent not only from overseas, but also look at local and Mainland talent. With liberalization of the renminbi, we will have more business opportunities. We are famous for being a gateway for investment into Mainland China, and increasingly for Mainland companies looking to invest internationally. So a diverse workforce that is also mobile will be a key factor for our ongoing success.

**B: CEPA is working towards mutual recognition of Mainland and Hong Kong professional qualifications. What impact would that have on the accounting sector?**

**AC:** I do hope that will happen one day, but at the moment it is somewhat limited. CEPA Supplement IX allows Hong Kong and Mainland Chinese professionals to form partnerships in Qianhai on a pilot basis. Of course going forward, as other businesses are included, the accounting industry will play an important role as it will also help and support the development of other industries.

**B: There were a lot of concerns about Clause 399 in the Companies Amendment Bill, which would make the accountants criminally liable. What is your take on this?**

**AC:** A group of people went to meetings at Legco to discuss Clause 399. In the original bill, the qualified accountant who signed the audit report may be held liable if he knowingly or recklessly omitted information. But the real issue about the proposed amendment was that this would also be extended

**問：你是怎樣達到如此理想的生活與工作平衡？**

**答：**要達致平衡可不容易，但我會汲取經驗，並效法其他傑出的領袖。由於身兼多重角色，我必須努力工作，這也意味著我經常分身不暇。我發現真正能夠助我解難的，是排列工作的優次。很多人訂下的優先工作有很多，所以最終一事無成。我認為，優先工作必須只有一項。專注處理最重要和必須解決的事情，同時按照自己的時間表工作，而非別人的時間表。

第二是權力下放，不要怯於求助。在下放權力之前，你得先建立一支卓越的團隊。在工作上，我有一支強大的支援團隊，也得到拍檔的支持。我向團隊賦予權力，讓他們有權作決定，完成任務。即使在家中，這個做法亦可讓家人把事情辦妥。

**問：你認為女性在香港是否難以攀上較高職位？**

**答：**香港女性很幸運，我們的工作環境提供了平等的機會，所以我認為女性並未受到無形的阻礙。按照傳統規範，商業世界以男性主導，男耕女收，但我認為這是女性自己的選擇。女性需要根據我們在職場和家庭的角色調整個人思維，釐定自己的目標。

根據統計數字，上市公司之中只有9%董事職位由女性擔任。我認為女性應先裝備自己，累積相關經驗，才能期望自己會獲邀加入董事會。假以時日，隨著愈來愈多女性擔任不同企業的行政總裁，這個情況將會改變。

**問：你認為自己的成功秘訣是甚麼？**

**答：**秘訣是我所謂的「三心」——熱心、耐心和恆心。我認為除非你熱愛自己的工作，否則你不會做得好。這就是我所說的「熱心」。我一直很享受自己的工作，今年是我加入這個行業的第30個年頭了。儘管如此，我仍然感到學海無涯，每天的工作總是新鮮刺激。我們向不同的領袖學習，分享彼此的成功故事。

“Women in Hong Kong are very lucky. We work in an environment that offers equal opportunities, so I feel there is no glass ceiling holding women back.”

香港女性很幸運，我們的工作環境提供了平等的機會，所以我認為女性並未受到無形的阻礙。

to include junior staff involved in the audit. Just imagine the impact if junior staff involved in the audit were also made criminally liable. No young talent would join the industry. Thankfully, on July 12, Legco passed the original Companies Bill, which makes the qualified accountant criminally liable, excluding the junior staff, which is more sensible.

**B: What impact will this have on auditors and businesses?**

**AC:** It will likely lead to more extensive and time-consuming auditing to include additional investigation and checking, which is not helpful for anyone. But it is still worrying that such an onerous bill was passed with such ambiguous definitions as “knowingly” or “recklessly.” How do you prove or define reckless? The HKSAR Government will lay down subsidiary legislation in the next legislation session. We hope that the Government could lay down guidelines to make the relevant content clearer.

**B: What advice would you give to women looking to make it to the top of the career ladder?**

**AC:** Master their own destiny. Find a good mentor who can give you advice as well as champion your career, and also plan your career path because you need to know what you want to do in the next few years to progress accordingly.

Another thing I would suggest is to raise your profile and network widely.

Women should also take steps to manage stress. For myself, I go to church for my bible reading class every Friday. I am very strict about attending so I will manage my schedule accordingly. Also, it is important to recognize work-life balance. It does not always mean 50:50 for everyone; it depends on individual circumstances and phases of life.

The last thing I would say is never stop learning, taking on new challenges and in the words of the late Steve Jobs: “stay hungry, stay foolish.” ❀

「耐心」是指不要妄下判斷。在會計行業中，你需要找出所有事實，再詳細檢討和分析，方可得出結論。

最後是「恆心」。我經常活力充沛，勇於接受新挑戰，從不輕言放棄。我相信事情總有解決的辦法。堅毅不屈加上正面心態，往往是成功的關鍵。

**問：香港的服務業不斷增長，但經驗豐富的專業人士卻供不應求。會計界現正面對甚麼重大挑戰？**

答：會計業的工作非常繁重。法例和會計準則不時修訂，故業界需要一些積極投入、靈活變通和具流動性的人才，以迎合這個日趨複雜的局面，當中會計師需要跟隨客戶進軍不同市場。這些要求都令年輕一代在考慮是否入行，以及經驗豐富的業內人士考慮是否留下來時，帶來相當的壓力。

最大的挑戰是工作量和工時與日俱增，減低了會計業的吸引力。另一因素是當下的環境變得非常複雜，公司的財務總監會告訴你，那些財務報表連他也看不懂。這導致業界需要更專門的人才，他們要有良好的批判思維技巧，以作出精明的判斷。要物色這類人才的確是重大挑戰，因為我們或許會找到具備專門技巧的人，但他們未必有我們需要的軟技

夥人。展望未來，隨著其他行業的加入，會計界肯定會擔當重要角色，以協助和支援其他業界的發展。

**問：很多人關注《公司（修訂）條例草案》第399條中，會計師需負上刑事責任的建議。你對此有何看法？**

答：不少團體先後到立法會約見多名議員和官員，討論第399條的建議。在原有草案中，假如於核數師報告上簽署的合資格會計師明知或罔顧後果地，沒有把規定的資料陳述在有關報告內，則需負上刑責。然而，建議修訂卻把刑事責任擴展到有份參與核數的初級員工。試想像如果有份參與核數的初級員工同樣要負上刑責，這將打擊年輕會計師入行的意欲。幸好，立法會於7月12日通過原有草案，合資格會計師需負上刑事責任，初級員工不會受到牽連，此乃較為明智的做法。

**問：有關條例對核數師和商界有何影響？**

答：很可能會導致賬目審查更加廣泛和費時，以便進行額外的調查和核對，而這對任何人都沒有益處。然而，這項繁瑣的草案雖然獲



“It is still worrying that such an onerous bill was passed with such ambiguous definitions as “knowingly” or “recklessly”... We hope that the Government could lay down guidelines to make the relevant content clearer.

這項繁瑣的草案雖然獲得通過，但當中「明知」或「罔顧後果」等概念定義含糊，情況仍然叫人憂慮……我們希望政府屆時會制訂指引，使有關內容更加清晰。

”

巧。會計界亦正與其他金融服務及大中型企業爭聘會計師，因此在供應有限的情況下，這場人才爭奪戰實在非常激烈。

**問：輸入更多人才有助解決問題嗎？**

答：多元化的勞動力對所有企業和經濟都很重要，特別是香港這類高度國際化的城市，由於我們是全球金融中心，多元人才對本地發展就更為重要。為維持香港的競爭力，我們除了要對海外人才抱持開放態度，還要招攬本港和內地的專才。隨著人民幣開放，我們會享有更多商機。香港一直被視為外商投資中國內地的門戶，近年亦積極協助內地企業開拓國際市場。因此，多元化兼具流動性的勞動力，將會是我們保持繁榮暢旺的關鍵。

**問：CEPA致力推動內地與香港的專業資格互認，這對會計界有何影響？**

答：我的確很期待這一天，但當下卻有所限制。CEPA補充協議九容許本港專業會計師以先行先試的方式，到前海擔任內地會計師事務所的合

得通過，但當中「明知」或「罔顧後果」等概念定義含糊，情況仍然叫人憂慮。「罔顧後果」應怎樣證明和界定？港府將於下一個立法會會期制訂附屬法例，我們希望政府屆時會制訂指引，使有關內容更加清晰。

**問：你對一些希望攀上事業巔峰的女性有何忠告？**

答：主宰自己的命運。尋找良師為你提供意見和支持，同時要規劃自己的職業生涯，因為你需要知道未來數年你想做些甚麼，從而向目標邁進。

另外我會建議提高自己的知名度，擴闊社交網絡。

女性亦應著手管理壓力。我個人會逢周五到教會上讀經班。由於我很堅持出席，所以一定會騰出時間。此外，認識生活與工作平衡亦很重要。不是每個人都要把生活和工作平均分配，這要視乎個人情況和人生的不同階段。

最後我想說的是，永不停止學習，時刻接受新挑戰，正如喬布斯生前的名句：「Stay hungry, stay foolish」（求知若渴，虛心若愚）。✿

# 影響中國經濟持續增長的人口因素

人口老化會為中國經濟持續增長帶來挑戰 郎春梅

**中**國經濟正在減速，是不爭的事實。經濟減速的原因是甚麼？是歐美外部需求的疲弱對中國出口的影響，是國內貨幣政策的緊縮抑制了信貸，影響了投資和消費需求，也因為國內勞動生產率的低下。特別是當前中國正面臨「人口紅利」消失、勞動力短缺的轉折點，勞動生產率的提高更是保持經濟持續增長的關鍵因素。

長期以來，中國的經濟增長方式過分依賴增加勞動、資本等生產要素的投入，忽略了勞動生產率水準的提高。隨著勞動力短缺、工資成本增加，以及勞動力密集產業的比較優勢正逐漸喪失，這對未來經濟增長和結構轉型都帶來很大影響。

世界銀行5月發表的報告顯示，中國2010年的勞動生產率比1990年增長一倍以上，但仍不及OECD國家的一半水準，也不如拉美國家的水準。報告預計2012年中國經濟增速將達到8.2%，比上一年實際增速下降約1%。隨著未來中國適齡勞動力人口減少，經濟增速將繼續下降。因此，世界銀行判斷，中國需要加大培訓力度，以提高勞動者技能水準，進而提升勞動生產率。

## 「人口紅利」和中國經濟

過去多年，中國每年供給的勞動力總量約為1,000萬，勞動人口比例較高，保證了經濟增長中的勞動力需求，人口老化高峰尚未到來，社會保障支出負擔輕，財富積累速度比較快，也就是所謂的「人口紅利期」。世界銀行估計，「人口紅利」的結構性優勢對中國經濟高增長的貢獻達到了30%以上。

然而，國家統計局今年1月公布的2011年全國人口年度抽樣資料顯示，中國15至64歲勞動年齡人口比例自2002年以來首次出現下降。社科院的研究也表明，隨著出生率下降，中國的勞動人口數量可能在2013年從增長變為穩定，然後逐漸下降，享受了20多年的「人口紅利」即將枯竭，必須加快制度性改革。

## 教育、醫療和社會保障制度的改革

要提高就業人口的生產力，不僅涉及教育制度、就業政策、退休年齡、養老制度等公共政策，也跟一個國家的發展條件和客觀環境息息相關。要改善中國的人力資本，當前最需要解決的是全民教育素質和健康素質的綜合提高。

首先是辦好教育和培訓。內地有個奇怪現象，一些大學畢業生的工資低於沒有接受教育的農民工，而受過高中教育的人和初中教育的人，他們的工資也在趨同。國家當前的就業結構有些失衡，大學生所學的專業知識很難在工作中發揮出來，很多人為了生計，只好從事一些生產技

China's days of plentiful, young and cheap labour are a thing of the past.

中國的年青廉價勞工時代已成過去。



術性的工種，甚至要與一些沒受過高等教育的農民工競爭。雖然大學生綜合優勢強，但在企業講究高效率的情形下，大學生不見得比農民工有優勢。也就是說，教育回報率和收益率下降了，受教育的動機和激勵機制出現了偏差。此外，內地大學生就業市場仍不容樂觀。2011年內地大學畢業生畢業半年後就業率為90.2%，比2010年的89.6%略有上升。在就業的畢業生中，有76.8萬人從事與專業不相關的工作或兼職工作，而且只有47%對就業現狀滿意，不到一半。可見除了對高等院校的專業設置檢討之外，也應注重發展有利於增加就業含量的相關產業。

其次是完善醫療、社會保障制度。從健康角度，尋找並抓住最有利於提高全民健康素質的關鍵領域，如青少年健康素質、婦女生育健康、勞動者健康和工傷保險等，同樣可以提高人力資本形成效率。人力資源和社會保障部最近表示，相應推遲退休年齡已是一種必然趨勢，並將適時提出彈性延遲領取養老金年齡建議，其中卻又牽涉有關養老保險、老年人技能培訓等問題。由此可見，社保改革是複雜和長期的過程。

此外，收入分配的改革也是很重要的環節。中國需要形成的是一個完善的勞動力市場，能給予人力資本正確的回報，鼓勵和加快人力資本的形成和積累，提高資源配置效率，這是維持經濟持續增長所必需的。



## 中國人口老化

**有**專家指，中國勞動力預計會在2013年收縮，顯示當地的人口紅利快將消失。在「十二五」的人口發展規劃下，中國計劃把出生率維持於低水平，以及在2015年底前把全國人口控制在13.9億人以下。

根據規劃，60歲或以上的人口會在未來五年增至逾2億人。專家預測，到了2050年，中國將有3.3億人年屆60歲以上，大幅高於2011年的1.2億人。

China hasn't managed to stay immune from the weak external demand from Europe and the U.S., and as a result its economy is slowing. Weaker exports as well as tightening of monetary policies are affecting businesses and investments. But China's economy is also facing an internal challenge – low labour productivity, as its demographic dividend of young labour is starting to run out.

The Mainland economy has long been over-dependent on pouring capital and labour into projects to drive growth, while improvements in labour productivity were ignored. With labour shortages and rapidly rising wages, labour-intensive industries have almost lost their competitiveness, which is having a significant impact on economic growth and economic restructuring.

According to a report released by the World Bank in May, China's labour productivity in 2010 was more than double the rate in 1990, yet it still has not even reached half the level of OECD countries, nor the level of Latin American countries. The report predicted that China's economic growth rate will be 8.2% in 2012, down 1% from the previous year. As China's working-age population will decline in future, the country's economic growth will slow in tandem. The World Bank recommended that China enhances training to improve workers' technical skills and boost their productivity.

#### **Demographic dividend and China's economy**

With around 10 million people entering the workforce every year, China has enjoyed a steady inflow of labour to ensure factories had an adequate supply of workers. As the population is still relatively young, the cost of social security is still low, and wealth creation high, which gives the country a so-called period of demographic dividend. The World Bank estimates that China's demographic dividend has contributed more than 30% to its rapid economic growth.

However, the National Bureau of Statistics of China's 2011 census showed that the working population – people aged between 15-64 – has been declining since 2002. Research by the Chinese Academy of Social Sciences shows that with a falling birth rate, the number of people in work will peak in 2013 and then follow a gradual decline.

#### **Reforms in education, healthcare and social security**

Productivity is not limited to public policies, education, employment, etc, but also development and environmental conditions. The most pressing task facing China's human capital issue is raising the quality of education and healthcare services.

On education and training, there is a strange phenomenon where some university graduates earn less than uneducated peasant workers. People who have completed higher secondary

An aging population will create challenges in sustaining China's economic growth, writes **Mayee Lang**

education, can also find they are paid the same wage as those who only achieved a junior secondary education. The major reason behind this could be due to the imbalanced employment structure. Some college students or well educated people have to compete for jobs with migrant workers to earn a living.

This means the rate of return on education is decreasing, and the incentive to receive education through the motivation of a better position or pay is declining. In addition, job opportunities



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# China's Shrinking Economic Dividend



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for Mainland graduates is not rosy, despite a slight improvement in the employment rate within six months after graduation in 2011 (90.2%) over 2010 (89.6%). Among the employed graduates, 768,000 people took up jobs unrelated to their degree, and less than half (47%) felt content about their job.

On healthcare and social security, China should look into key areas that help promote public health, such as youth health, female reproductive health, and employment injury insurance. The Ministry of Human Resources and Social Security recently said that pushing back the retirement age is inevitable, adding that it would soon put in place policies that will flexibly delay the age for receiving pensions. It was also looking into endowment insurance, and skills training for the elderly. As such, social security reform will be a complicated and long-term process. ❁

## China's greying population

China's labour force is expected to shrink in 2013, a key sign that the country's demographic dividend is coming to an end, experts said. Under the 12th 5-Year Plan for population development, China plans to maintain a low birth rate and keep its population to within 1.39 billion by the end of 2015.

The number of people aged 60 and older will rise to over 200 million in the next five years, the plan said. According to the experts' forecasts, China will have 330 million people aged over 60 in 2050, up from 120 million in 2011.

# Shopping Heaven?

## 購物天堂？

Hong Kong is regarded as a shopping paradise, but with rising rents, homogeneous shopping malls, and growing regional competition, are we in danger of losing our crown?

香港被譽為購物天堂，但面對租金上升、公式化的購物商場，以及熾熱的地區競爭，我們會否喪失這個美譽？

**H**ong Kong is famous for being a shopping paradise, and its packed shops and shopping malls could not present a greater contrast to falling consumer confidence and empty shops in the West. Goods are flying off shelves like hot cakes, due largely to our deep-pocketed neighbours in the Mainland.

Although total retail sales in May saw a single digit increase of 8.8%, for the first five months of the year sales grew by 13.5% over the same period last year. Job market conditions and inbound tourism continued to keep cash registers ringing, despite the global economic gloom, and the Hong Kong Retail Management Association forecasts sales for the year to end at around 12-15%.

These numbers have international brands chomping on the bit to set up shop in Hong Kong, which is increasing demand and pushing up prices for retail space. As a result, surging rents in major shopping areas have given Hong Kong the title of the world's most expensive retail rents at US\$3,864 per square foot, significantly higher than second place New York at US\$2,475, according to CBRE statistics.

This hasn't stopped big global brands setting up flagship stores in prime retail locations to cash in on the rising spending power of Mainlanders. But some are starting to feel the pressure. H&M is reportedly going to close its flagship store on Queen's Road Central next year after the landlord purportedly wanted to double the rent to around HK\$11 million per month.

The hike is nothing new to smaller operators who are forced out by the steep rental hikes. Many are looking to set up shop in the increasingly popular shopping malls in areas far from the traditional shopping areas.

“For many new retailers to the Hong Kong market, prices on the high street have reached prohibitively high levels and malls are becoming an increasingly acceptable entry point to



minimize the high leasing cost on the street,” Joe Lin, Senior Director of Retail Services for CBRE Hong Kong, said. “Retailers have increasingly been forced to shift their focus to shopping centres and are targeting not only traditional CBD malls but are also now actively considering other suburban malls in areas such as Shatin, Tseung Kwan O and Tuen Mun.”

Increased focus on shopping centers is helping to develop and increase the scope of the Hong Kong's retail market and the shopping habits of its local shoppers. From the consumers' perspective, it is now more attractive to shop indoors. Also,

## Top 5 Global Retail Rental Markets 全球五大零售租務市場

Rank Q1 2012 2012年第一季排名	City 城市	Rent Q1 2012 US\$ Sq Ft pa. 2012年第一季租金 (美元/每年每平方呎)	Local Currency Rent 以當地貨幣計算的租金	Rank Q4 2011 2011年第四季排名
1	Hong Kong 香港	3,864 3,864	HK\$2,500 sqft.pm 2,500港元 (每月每平方呎)	1
2	New York 紐約	2,475 2,475	US\$2,475 sqft.pa 2,475美元 (每年每平方呎)	2
3	Sydney 悉尼	1,112 1,112	AU\$11,560 sqm.pa 11,560澳元 (每年每平方米)	3
4	Tokyo 東京	1,025 1,025	JPY7,026 sqft.pm 7,026日圓 (每月每平方呎)	4
5	London 倫敦	956 956	£950 ITZA pa 950英鎊 (以甲級零售商舖租金計算/每年)	5



there is an increasing variety of retailer choices compared to the tourist-focused high street shops, there has also been a marked improvement in the malls themselves, with better customer service and facilities. For landlords, the increase in leasing demand has helped to raise their tenant mix and ensure stable rental incomes.

### The evolution of Hong Kong's shopping malls

The latest developments affecting Hong Kong's retail sector are nothing new. Since the 1980s, the retail development scene

has been rapidly evolving. Large-scale Japanese-style department stores used to be 'the place' where shoppers would head. This trend was followed by Ginza-style shopping centres, which ultimately evolved into the shopping malls we are familiar with today.

"In simple terms, today's shopping malls can be commonly divided into three broad categories, namely, international malls, regional malls and neighbourhood malls," said Betty Leong, Head of Investment Property for the MTRC. "Other kinds of malls do exist, of course, but these tend to be boutique stores restricted to local districts or new towns."



Mall designers and operators have also turned the mall from somewhere to shop into a destination that you can go to the cinema, skate around an ice rink, have a meal, and of course do some shopping if you still have some energy left. Leong said more emphasis on the software side was an important milestone in creating the sophisticated retail scene for which Hong Kong is now famous.

#### **But what makes for a good shopping mall?**

“Whatever the shopper likes; that is the true test. If shoppers like it, the more feet you have coming through the doors, the more opportunities you provide for tenants to do business. It is

“A lot of bigger international brands always come with a lot of restrictions that they say they must comply with to meet corporate guidelines and branding. The downside to this is that if shoppers visit ABC store in any shopping mall in Hong Kong they will always have the same experience. So this doesn’t create any added attraction to the malls we operate. We have to make them unique. We have to make consumers want to shop at ABC store in our mall, rather than in other competing malls,” he explained.

Getting core tenants is homogenising the shopping experience. To get around this, mall operators are trying to get creative by attracting anchor tenants, such as cinemas and ice-skating rinks, to entice people to choose their malls over others.

“Whatever the shopper likes; that is the true test. If shoppers like it, the more feet you have coming through the doors, the more opportunities you provide for tenants to do business.

– George Hongchoy, CEO of The Link Management Ltd

also absolutely essential to have the right tenant mix, because if you don’t have what shoppers want, it is just not going to work,” said George Hongchoy, CEO of The Link Management Ltd.

A successful shopping mall is definitely not a case of ‘build it and they will come. Shopping mall designer Paulus Ng said operators have to try and keep both shoppers and retailers happy.

“Each shopping mall must cultivate its own unique culture and market positioning to stand out from the crowd. It should always be remembered that today’s customers aren’t simply looking for a wide range of commodities; they also want leisure, entertainment, parent-child activities and, most importantly, a sense of belonging,” said Leong.

#### **Universal customers?**

Just as all shopping malls are not equal, neither are customers. Destination malls, regional malls and neighbourhood malls each serve a specific group of customers. The Link REIT manages shopping centres mainly in residential estates. So it has the added challenge of making its centers appealing enough to local residents to stop them going off to destination malls.

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“In a shopping centre, we have to try and keep a balanced trade mix. Depending on the size of the centre, we should have restaurants, supermarkets, banks, service trades, a mixture of retailers, and for The Link we also have a fresh market,” said Hongchoy. “So if you have a diverse range of products, it gives people more reason to come back.”

Providing new choices for customers, new stores and new decor are also important to keep shoppers coming through the doors. For popular tenants, such as a restaurant, it is sometimes difficult for operators to tell the tenant that they need to renovate their premises when it starts getting tired.

“The owner may think they are doing well, but people’s tastes change and you need to follow customers and change with them. You cannot keep on giving people the same old thing and expect them to keep coming back,” explained Hongchoy.

But it is the big-spending Mainland shoppers that both retailers and mall operators are hoping to attract. Even once quiet shopping malls in Tuen Mun are now packed with Mainlanders snapping up the latest electronics and even home appliances. This has given Hong Kong residents a few grumbles, as they sometimes claim to not be as welcome in some stores as tourists, or their once favourite shopping areas are now overly crowded.

James Tien, Chairman of the Hong Kong Tourism Board, said Mainland visitors not only benefit retailers. “The hotels benefit. Visitors have to eat so also the little Hong Kong noodle place will get more business. The taxi driver will also get more

business because he has more passengers and so on, so our Mainland visitors bring a lot of benefits for the wider Hong Kong economy.”

Hongchoy agrees. “For the mega malls, I don’t think it is wrong for them to target a broader group of customers, but you have to remember things always change. Even the tourist mix changes; now it is more Mainlanders, whereas before it was the Japanese who were the big spenders. A lot of wealthy Mainlanders have started to go shopping in Europe and now skip Hong Kong. Many Western tourists on the other hand are backpackers now so do not spend much. We just have to be flexible and cater to the changing trends.”

Leong at the Elements doesn’t expect the purchasing power of Mainland tourists to slow much in the coming few years. “When one considers the size of China’s population and the role of upcoming infrastructure projects such as the cross-border Express Rail Link, it is inevitable that Hong Kong and Mainland China will enjoy even closer economic integration in the years ahead, with even greater numbers of Mainland tourists coming to Hong Kong to shop,” she said. “As retailers, business people and community members, I believe we should all be open-minded towards exciting opportunities it brings. That said, our local market is equally important, in particular for regional malls that serve the local regional catchment. Given the mass population in Hong Kong, it would be unwise for Hong Kong to put all our eggs in one basket.”

**香**港以購物天堂見稱，人流如鯽的本地店舖和購物商場，無不與西方的消費信心下降和丟空的商舖形成強烈對比。本港商舖貨如輪轉，貨物甫上架就被掃光，這主要有賴來自內地的富裕同胞。

儘管零售業總銷貨價值於5月只錄得8.8%的單位數升幅，但今年首五個月的銷貨額已較去年同期增加13.5%。縱使全球經濟不景，就業市場環境和入境旅遊仍持續為零售業帶來可觀的進賬。香港零售管理協會預測，本年度銷貨額約升12至15%。

這些數字吸引了國際品牌的注意，紛紛在港開設分店，促使市場對零售空間的需求增加，進而推高價格。結果，根據國際房地產服務顧問公司世邦魏理仕的統計數字，主要購物區的租金飆升，使香港以每平方呎高達3,864美元的租金，成為全球零售租金最貴的城市，大幅拋離以2,475美元居次的紐約。

這未有阻礙大型國際品牌在主要零售據點設立旗艦店，以期從內地人日漸增強的消費力中圖利。但部分品牌已開始感受到壓力。據聞，H&M明年將關閉其位於皇后大道中的旗艦店，因為有傳業主想加租一倍至每月約1,100萬港元。

加租對小型營運商來說已非新事，隨著租金持續急漲，小商戶已日漸被趕絕，當中許多正尋求在一些遠離傳統購物區的流行商場開設店舖。

香港世邦魏理仕零售服務高級總監Joe Lin表示：「對於香港市場上很多新零售商來說，大街商舖的租金已達到甚高水平，因此商場正日益成為一個可以接受的進駐點，以盡量減少街舖的高昂租金成本。」他續說：「零售商已被迫把焦點轉移到購物中心，除了傳統核心商業區的商場，他們如今也積極考慮位於沙田、將軍澳和屯門等近郊地區的商場。」

購物中心日益成為焦點，正有助發展和擴闊香港零售市場的領域，以及本地消費者的購物習慣。從消費者的角度看，室內購物現已變得



更吸引。此外，與針對旅客的大街商舖相比，商場內盡是林林總總的零售店，而購物環境也有顯著的改善，為顧客提供更佳的服務和設施。對業主來說，租務需求上升有助優化租戶組合，確保有穩定的租金收入。

#### 香港購物商場的演變

我們對影響本港零售業的最新發展熟悉不過。自1980年代起，零售業一直急速演變。大型日式百貨公司曾經是購物者的必到熱點，其後銀座式購物商場興起，最後再演變到今時今日大家所熟悉的商場。

消費者的喜好才是真正的考驗。如果顧客喜歡你的貨品，就可吸引更多人流，從而為租戶帶來更多商機。

— 領匯管理有限公司行政總裁王國龍

香港鐵路有限公司投資物業主管梁羨靈說：「簡言之，現在的購物商場一般可分為三大類，分別是國際商場、地區商場和近鄰商場。」她補充道：「當然還有其他種類的商場，但它們往往是局限於地區或新市鎮的精品小店。」

在商場設計師和營運商的悉心打造下，商場亦從原先的購物熱點，化身成為多元化的消閒購物場所，除了購物之外，消費者亦可在場內看電影、溜冰和用膳等。梁女士指出，商場愈來愈重視軟件配套，正好標誌著零售業已邁向高度發展的階段，香港亦因而享負盛名。

#### 優質購物商場具備甚麼元素？

領匯管理有限公司行政總裁王國龍說：「消費者的喜好才是真正的考驗。如果顧客喜歡你的貨品，就可吸引更多人流，從而為租戶帶來更多商機。恰當的租戶組合也至關重要，要是你不能滿足顧客所需，必然會失敗收場。」

一個成功的購物商場，絕非「蓋好，自然客似雲來」那麼簡單。商場設計師Paulus Ng認為，營運商要嘗試令顧客和零售商都感到滿意。

他解釋：「大部分知名國際品牌會訂立眾多必須遵從的規矩，以符合公司指引和品牌形象。這帶出的問題是，消費者無論到本港哪個商場的ABC商號，他們的購物體驗也只是一式一樣，這無助於增加商場的吸引力。我們必須令商場變得獨一無二，以吸引消費者到我們商場內的ABC商號購物，而不是其他競爭對手旗下的商場。」

核心租戶進駐各大商場，已令顧客的購物體驗變得倒模一樣。有見及此，商場營運商正嘗試發揮創意，招攬一些主要租戶，例如戲院和溜冰場，務求吸引消費者選擇他們的商場。

梁羨靈說：「每個商場必須有其獨特的文化和市場定位，才能突圍而出。要切記的是，這一代的消費者講求多元化的商品之餘，也追求消閒、娛樂和親子活動，而更重要的是一份歸屬感。」

#### 公式化的顧客？

就如每個商場各有特色，每位顧客的需求亦各不相同。地標商場、地區商場和近鄰商場各自為其特定的顧客群服務。由於領匯房地產基金主要管理位於屋邨的購物中心，因此要使旗下的商場有足夠的吸引力留住邨內居民，避免他們流向地標商場消費，是該公司所面對的額外挑戰。



### Future challenges

Online shopping has now become so common that some retailers are grumbling that shoppers are using their stores to examine products and then finding a cheaper price online. While the large distances that people need to travel to compare prices at stores in the U.S. and Europe makes online shopping more attractive, Hongchoy believes Hong Kong's small size makes it easy for people to shop around. Moreover, "the physical store will always have appeal. People are social beings; they like to hang out and be there, or go there to compare fresh groceries, and pick it yourself."

However, Hong Kong's small size and land constraints means opportunities for future expansion in traditional shopping areas are limited. In the next 10 years, Leong expects to see stronger competition among regional malls, driven by the continued development of new towns.

"We also anticipate an increase, albeit slower, in the number of luxury or premier malls opening in greater China the next decade. As both markets continue to mature, a very distinct dividing line will begin to appear between these two types of malls," she said.

Shopping mall designer Paulus Ng believes operators will need to keep on providing fresh, inspiring designs that make people feel they have to visit the malls or they are missing out.

"If you look at the developments in Japan, where you have such a huge saturation of street-level shops, shopping centres in the subway, malls, etc, they are all offering something unique – whether it is cult shops, food streets, and even amusement parks inside malls – to attract customers. I think in Hong Kong we will probably follow a similar path which we are slowly starting to see in some malls," he said.

Hongchoy agrees: "There is more and more competition, and once we have the high-speed rail, Hong Kong people may even want to go shopping in the Mainland for curiosity or more options. Shopping centers need to be more competitive and attractive, otherwise why would Mainland shoppers want to shop in Hong Kong when there are luxury malls opening closer to home? Over the next few years, shopping centers are going to become more interesting and more competitive." ❀

### Is Hong Kong losing its allure?

Chinese shoppers are increasingly buying luxury goods in mainland China, turning away from high-end stores abroad and in Hong Kong, according to a survey.

A poll by market research firm Ipsos found that Chinese buyers are increasingly buying luxury goods at home instead of shops abroad, particularly for watches, cosmetics, clothes, shoes, and wines & cigars.

However, Hong Kong remains their preferred place for buying jewellery and handbags, mainly due to higher taxes on luxury goods on the Mainland and fears of counterfeit goods.

Louis Vuitton was the respondents' top luxury brand, named by 39% of them, followed by Chanel at 17%. Gucci had 7%, Hermes 6% and Christian Dior 5%.

A total of 1,135 people on mainland China with annual incomes higher than 100,000 yuan (\$15,900) were questioned last month for the China Luxury Forecast, jointly carried out by Ipsos and PR firm Ruder Finn.



## 香港魅力不再？

**調**查顯示，愈來愈多中國消費者選擇在內地購買奢侈品，逐漸放棄到國外和香港的高檔商店血拼。

市場研究調查公司易普索 (Ipsos) 的調查發現，愈來愈多中國消費者喜歡留在內地購買奢侈品，特別是手錶、化妝品、服裝、鞋履和煙酒。

然而在購買珠寶首飾和皮包方面，香港仍是他們的首選地，主要原因是內地的奢侈品稅率較高，而且他們擔心誤購贗品。

調查顯示，Louis Vuitton是最受青睞的奢侈品品牌，獲得39%受訪者的支持，Chanel則以17%居次。另外，7%受訪者選擇Gucci，6%選Hermes，5%選Christian Dior。

易普索和公關公司Ruder Finn上月聯合進行中國奢侈品預測調查，訪問了內地1,135名年收入高於人民幣10萬元（15,900美元）的市民。



王國龍說：「我們會嘗試在每個商場維持一個平衡的商戶組合，視乎商場大小，引入不同種類的零售商，包括食肆、超市、銀行和服務貿易等，而領匯商場更設有街市。」他補充：「假如你能提供多元化的產品，顧客就有更多理由回來光顧。」

為消費者引入新的選擇、新的商舖和新的室內裝潢，也是吸引他們再來的關鍵。對於食肆等受歡迎的租戶，營運商有時難以開口告知他們的店舖已日見乏味，需要進行翻新。

王先生解釋：「商戶或許認為自己辦得很好，但隨著顧客的品味不斷轉變，你也得順應他們的喜好而作出改變。你總不能老是提供同一款舊產品，然後期望他們會繼續回來光顧。」

然而，零售商和商場營運商都希望吸納的客群，是內地的大豪客。即使是位於屯門、昔日人流稀疏的購物商場，現在都擠滿內地旅客，爭相搶購最新電子產品甚至家電。這情況難免引起香港市民不滿，他們有時會抱怨自己在某些店舖的待遇不及旅客，又或是他們喜愛的購物區現已被遊客擠得水洩不通。

香港旅遊發展局主席田北俊表示，內地訪客不但讓零售商受惠，「酒店亦有所得益。旅客也要用膳，因此地道的小麵店也會有更多生意。此外，的士司機亦會有更多客源。所以，內地旅客訪港確實為廣泛的香港經濟帶來了不少益處。」

王先生亦認同謂：「我認為，大型商場以更廣泛的消費群為目標並無不妥，但要記住世事萬變，旅客組合亦會改變；現在的旅客以內地人為重，以往則以日本人消費最多。目前，很多富裕的內地人已開始轉移到歐洲購物，不再選擇香港。另一方面，不少西方遊客都是背包旅客，不會在港大肆消費。我們必須靈活變通，迎合不斷轉變的趨勢。」

身處港鐵圓方的梁女士預期，內地旅客的購買力在未來幾年不會大幅下降。「當你考慮到中國的人口規模，以及跨境高速鐵路等未來基建項目的角色，就會發現中港兩地在不久將來必然會有更緊密的經濟融合，來港購物的內地旅客人數只會有增無減。」她說：「作為零售商、商家和市民，我們應該對這些商機持開放態度，並且感到鼓舞。不過，本地市場亦同樣重要，特別是對於那些服務地區客群的地區商場而言。鑒於香港人口眾多，若把所有雞蛋放進同一籃子，實非明智之舉。」

## 未來挑戰

隨著網上購物日趨普及，部分零售商正埋怨消費者只會到他們的店舖查看產品，然後上網搜尋較便宜的商店交易。歐美顧客需長途跋涉才能到訪不同商店格價，這無疑增加了網上購物的吸引力，但王先生認為，在香港這個彈丸之地，人們要四出購物也很方便。此外，「實體店舖總有其吸引之處。人類是社交群體，喜歡出外交際，或親臨店舖比較和選購新鮮食品。」

然而，香港寸金尺土，加上土地限制，局限了傳統購物區的未來擴展。梁女士預料，在新市鎮持續發展的帶動下，地區商場未來十年的競爭會轉趨激烈。

她說：「我們亦預測，未來十年在大中華開設的高檔或大型商場數目將會緩緩上升。隨著兩類市場日趨成熟，這兩類商場之間會開始出現一條明確的界線。」

商場設計師Paulus Ng相信，營運商需要不斷注入新穎、具啟發性的設計，以吸引顧客定期到訪，以免有所錯失。

他指出：「看看日本的發展，當地到處皆是街舖、地下購物街和商場等，但無論是概念店、美食街，甚至是商場內的遊樂場等，他們都各具特色，能夠吸引客戶消費。我認為，香港大概會走類似的路線，這個趨勢開始見於部分商場。」

王先生和應說：「競爭日熾，加上日後高鐵香港段的啟用，港人或會基於好奇心或更多選擇而北上購物。購物中心必須提升自身的競爭力和吸引力，否則，既然國內已有不少高檔商場，內地消費者幹嗎還要來港購物？未來幾年，商場將會變得更有趣味、更具競爭力。」

# Branding is Golden

## 品牌設計的美學

Five Italian creative agencies join forces to launch 1.618 in Hong Kong By **Fion Chui**

五家來自意大利的創意企業攜手在港開設1.618 徐惠兒

“In Chinese numerology, 1.618 stands for a pathway to prosperity. In the West, it is also known as the golden ratio, which was widely used in paintings during the Italian Renaissance,” said Gianluca Cinquepalmi, Managing Director of creative agency 1.618.

Many artists' works are based on the golden ratio, which is perceived as an aesthetically pleasing ratio. For instance, Leonardo Da Vinci used the 1.618 concept to compose his famous painting “Mona Lisa.”

Cinquepalmi decided to set up 1.618 as a joint venture branding agency built on the experience of five Italian companies – Equent, Lumen, Vangogh, Jinglebell and Worldwide Engineering Group.

Combined, they are able to provide a wide range of services, from product development and branding, through to digital identity. Italians have always had an eye for style and design which is reflected in the company's impressive list of international clients, and growing trophy cabinet of international awards.

“These successes have helped boost the confidence of our clients across Europe, and also among our clients around the world,” he said. “This is also why we decided to venture into the Asian market, as there is great potential for Asian companies to grow and become global brands with the right strategies and services to help them.”

The company decided to establish itself in Hong Kong in July last year to take advantage of the booming Asian market, and in particular capitalize on Hong Kong's position as the main gateway into the Mainland, as well as Chinese companies looking to go global.

“Our target customers are those who have a long-term vision, not those looking for immediate sales,” he said.

Since its inception last year, 1.618 has been working hard to inculcate the importance of branding in Hong Kong, but it has not been a simple journey.

# EXCELLENCE

“Many local companies care only about short-term profits. We believe they should take a long-term view of their business, especially in this increasingly challenging business environment, because branding is an important tool to win businesses long-term benefits,” he said.

Despite these challenges, 1.618 has continued to come up with new projects, often working with some of Hong Kong's oldest brands who understand the need for a long-term vision.

“One of our planned projects is to rebrand the products of some 100-year-old Hong Kong brands, so we are currently studying their heritage and history. We hope to enter into an agreement with them in the near future once we have all the elements in place,” said Yuk-Man Chan, Business Development Executive at 1.618.

These include Wing Lee Sandalwood Co, which specializes in producing incense products; Kowloon Soy Co Ltd, one of the oldest soy sauce companies in the city; Leung So Kee Umbrella Factory, a famous umbrella manufacturer and retailer in Hong Kong; and Wing Lee Wai, which is known for its “Mui Kwe Lu” liquor.

Cinquepalmi believes all these companies have far more to offer than niche products. They have clearly stood the test of time, so he believes with a well-executed branding strategy, the companies will be able to stand out from the crowd in the increasingly crowded marketplace.

“Hong Kong companies are facing fiercer competition from global businesses, because half the world is setting its sights on the growing Asian market,” he said. “Our goal is to help our clients boost their corporate image, as well as promote a culture of excellence in brand strategy, product and marketing innovation in Hong Kong.” ❀

# E IS MATTER OF DETAILS



The company's motto is: "Excellence is a matter of details."

Photo by Ali Ghorbani

公司的座右銘是「關注細節，成就卓越」。Ali Ghorbani攝

**創** 意企業1.618的常務董事張樂家表示：「根據中國的數字命理學，1.618代表『一路易發』。在西方，我們稱之為黃金比例，許多意大利文藝復興時期的畫作，都應用了這個完美比例。」

很多藝術作品都採用了黃金比例，因為人們相信這是美學上的最佳標準。舉例說，達文西在設計其著名畫作《蒙娜麗莎》時，就運用了1.618的概念。

張樂家決定借助五家意大利企業Equent、Lumen、Vangogh、Jinglebell和Worldwide Engineering Group的經驗，成立一家合資經營的品牌設計公司1.618。

結合五家企業的實力，公司提供林林總總的服務，包括產品開發、品牌設計，以至數碼形象等。意大利人總是對風格和設計獨具慧眼，難怪公司的客戶不乏跨國企業，還贏得多個國際殊榮。

「公司的成功有助增強我們整個歐洲，甚至世界各地的客戶信心。」他說：「這也解釋了為何我們決定進軍亞洲市場，因為只要有適

當的策略和服務支援，亞洲企業也有很大的發展潛力，躍身成為國際品牌。」

公司決定去年7月在港開業，以掌握亞洲市場起飛的機遇，特別是利用香港作為通往內地的主要門戶，協助中國企業走向世界。

他說：「我們的目標客戶是目光遠大的公司，而非追求即時銷售成效的企業。」

自去年開業以來，1.618一直竭力在港提倡品牌設計的重要性，但這絕非易事。

他表示：「很多本地企業只在乎短期利潤。我們認為，他們應對業務有更長遠的目光，尤其在這個挑戰日增的營商環境，因為品牌設計是一種為企業贏取長期效益的重要工具。」

儘管挑戰重重，1.618仍然構思了不少新項目，與一些志同道合的本港老牌合作，塑造品牌形象。

1.618業務發展主任陳或文說：「我們其中一個規劃項目，是為香港某些百年老店的產品重塑形象，所以現正研究他們的傳統和歷史。一旦準備就緒，我們希望在短期內與他們簽訂協議。」

這些商號包括專門生產各種香品的香港永利檀香莊；城中歷史最悠久的豉油公司之一九龍醬園有限公司；香港著名雨傘製造商及零售商梁蘇記遮廠；以及以「玫瑰露」酒馳名的永利威等。

張樂家相信，這些企業除了提供特色產品，還能大有作為。他們顯然經得起時間的考驗，故他認為，只要有適切執行的品牌策略，這些企業可以在競爭日益激烈的市場中脫穎而出。

「由於全球多個國家正放眼日益增長的亞洲市場，香港企業正面對各地企業的激烈競爭。」他說：「我們的目標是協助客戶提高企業形象，同時在香港推廣品牌策略、產品和營銷創新的卓越文化。」



The company is hoping to reach a product rebranding agreement with some of Hong Kong's oldest brands.

Photo by Ali Ghorbani

公司希望與一些本港老牌達成協議，為產品重塑品牌形象。

Ali Ghorbani攝

# A Tale of Two Rivers

## 雙河記

**Malcolm Ainsworth** Explores two of China's famed cuisines from Sichuan and Huaiyang

麥爾康探索四川和淮揚兩大中國名菜

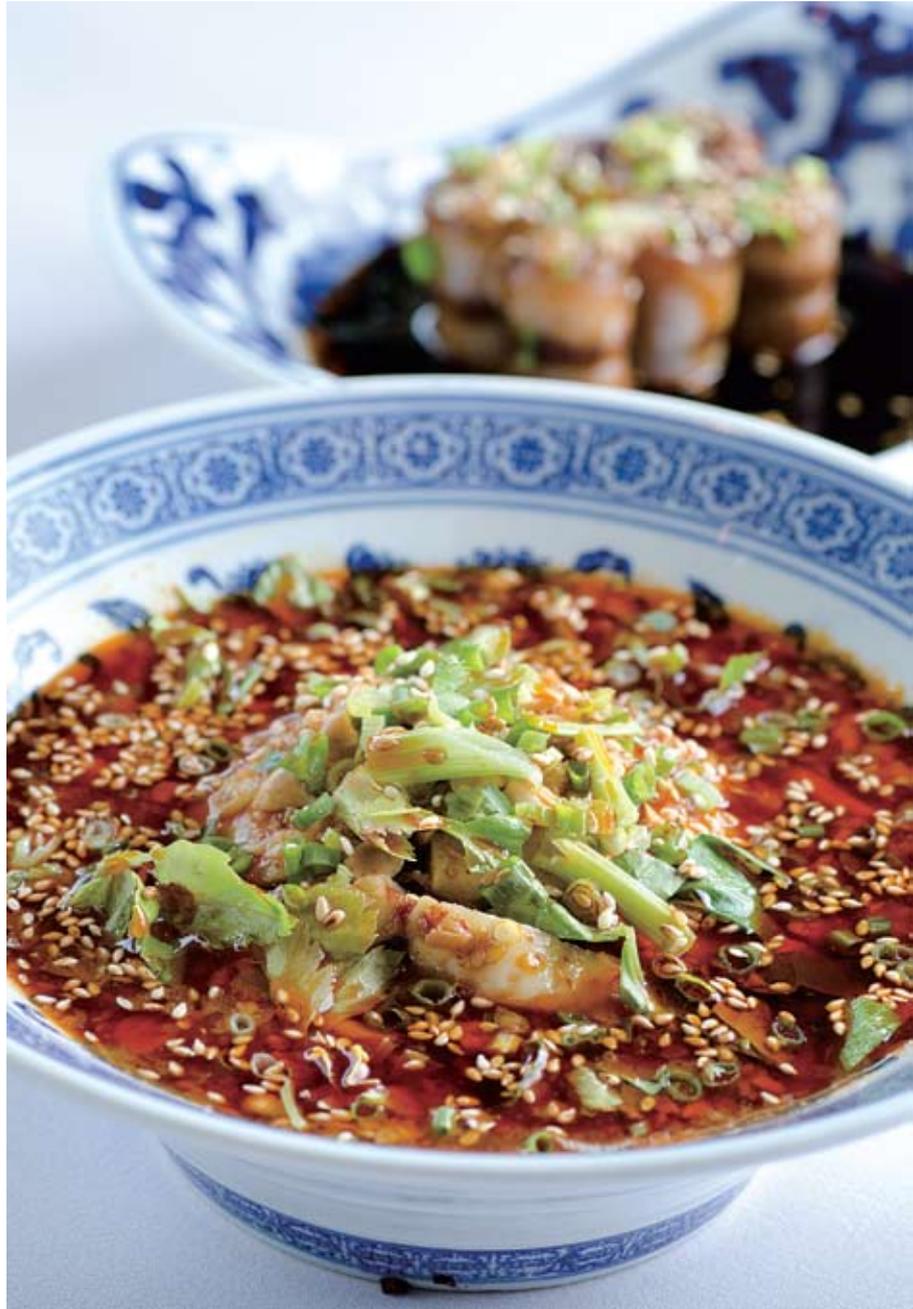
**M**y good buddy Gerry Ma, who usually writes this column, likes to pull my leg whenever we go to review a Chinese restaurant: "I know, I know, all Chinese food tastes the same to *gwailos*. Next time we will review some Western restaurants for you," he usually quips.

But the truth of the matter is that I have eaten – and cooked – enough Chinese food over the years that I feel confident enough to review any Chinese restaurant. So I decided to try recently opened He Jiang Restaurant without my mentor Mr Ma, and hopefully have the student teach the master a thing or two.

He Jiang Restaurant specializes in Sichuan and Huaiyang cuisines, two of China's great culinary treasures. Many people know about Sichuan dishes, but the furthest that most folks delve into Huaiyang cuisine in Hong Kong is when they order Yangzhou fried rice.

### **Eight Great Traditions**

Every country likes to boast about its regional specialties, and China is no exception. For thousands of years, it has perfected these into eight main regional cuisines, known as the Eight Great Traditions – Anhui, Cantonese, Fujian, Hunan, Jiangsu, Shandong, Sichuan and Zhejiang. You could argue there are now 10 if you also throw in Beijing and Shanghai cuisines, but among the eight, Cantonese, Sichuan, Shandong and Huaiyang cuisines have been elevated to the Four Great Traditions.



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](mailto: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](mailto:malcolm@chamber.org.hk)



I love Sichuan food, so was really looking forward to trying out He Jiang, and was also intrigued to learn more about Huaiyang dishes. I wasn't disappointed on both accounts.

First came the Sichuan dishes. A classic starter is *sliced pork served with garlic and chilli sauce*. These paper-thin slices of pork belly have a slight chilli bite and almost melt in your mouth. Another nice starter with more of a kick is *chicken in spicy Sichuan sauce*. Although the chicken dish looks extremely hot, the chilli sauce doesn't overpower the taste of the chicken, unlike some Sichuan restaurants that blast everything in chilli oil.

For some reason, crab and chilli just seem to go together perfectly. Whether it is a spicy Singapore fried crab, lip-smacking Thai crab or this Sichuan-style delight. The claws are cracked to let the broth



▲ Roasted duck, Sichuan style (\$120 half)

蜀府掛爐烤鴨 (\$120 半隻)

◀ Chicken in spicy Sichuan sauce

口水雞 (\$78)

Smoked Eel

煙燻河鱧 (\$400)

Chinese are not big on smoking dishes, but when done well they are fantastic. If you plan on trying this amazingly fragrant eel, you need to book in advance to allow time for smoking. 中國人不太鍾情煙燻菜式，但往往做得很出色。如果你想試試這道美味的河鱧，記得早些預訂，讓他們有足夠時間進行煙燻。



▲ Sliced Pork in Garlic and Chilli Sauce

蒜泥白肉 (\$68)

A perfect starter for any Sichuan meal.

每次吃川菜의 必點前菜。

▼ Bean Curd and Conpoy Soup

瑤柱文思豆腐羹 (\$48/位)

This dish showcases the chef's knife skills as even the delicate bean curd is sliced as finely as thread.

大廚把易碎的豆腐切成絲般幼細，盡顯刀功。

經常為這個專欄執筆的馬桂榕是我的好友，每次我們到中菜館試菜，他總是跟我開玩笑說：「我知道我知道，所有中菜的味道對『鬼佬』來說都一樣。下次我們會找西餐廳的了。」

但事實上，這些年來我已經吃過和煮過很多中菜，有信心到任何中菜館試菜。所以我決定撇下我的馬老師，獨自到剛開業的「合江小鎮」，希望身為小徒弟的我能為師父指點一二。

「合江小鎮」主打四川和淮揚菜，是中國兩大名菜。很多人都熟悉川菜，但港人接觸最多的淮揚菜，恐怕就只有揚州炒飯。

八大菜系

每個國家都會大力吹捧其地方菜式，中國自然不例外。幾千年來，全國各地孕育了八大菜式，分別是徽菜、粵菜、閩菜、湘菜、淮揚菜、魯菜、川菜和浙菜八種，合稱「中國八大菜系」。若加上京菜和滬菜，則稱為「十大菜系」，但在「八大菜系」中，粵菜、川菜、魯菜和淮揚菜已進一步尊稱為「四大菜系」。

我喜歡川菜，所以很期待到「合江小鎮」試試，亦想見識一下鼎鼎大名的淮揚菜，最終兩大名菜都沒有令我失望。

先來的是四川菜。我點了經典的「蒜泥白肉」作為前菜，細薄如紙的豬腩肉帶點微辣，入口即溶。另一道更刺激的前菜是「口水雞」，儘管它看起來其辣無比，但紅紅的辣汁並無蓋過雞的

soak into the crab meat and also let dinners suck at the crab shell to get all the flavours of the sweet crab meat and spicy garlic infused broth. This is best served with rice so you can soak up all the tasty sauce.

Next we had *Sichuan Style Roasted Duck*, which is a classic example of how not all Sichuan dishes are spicy. Served in a rich, duck broth, it cooled our palates in time for the highlight of the meal: *Poached Leopard Coral Grouper with Bean Sprouts in Spicy Soup*.

This is like an upmarket *Shui Zhu Yu* (boiled fish) dish. I've never seen such a delicate flavoured fish used in such a dish, so initial-

He Jiang, at the confluence of the Yangtze and Chishui River, was a commercial hub linking Chengdu in Sichuan and Yangzhou in Jiangsu province, two prosperous river cities and cradles of the Sichuan and Huaiyang cuisines. This is therefore the tale of one place, two cities, two rivers and two schools of cooking.

合江位於長江和赤水河的交匯處，是連接四川成都和江蘇揚州的商業樞紐，而成都和揚州是兩大跨河城市，也是四川菜和淮揚菜的發祥地。因此，「合江小鎮」集合了一個地方、兩個城市、兩條河流和兩個菜系的大成。



鮮味，這有別於某些川菜館拼命加入大量辣椒油，把所有菜式一一糟蹋。

不知何故，螃蟹和辣椒總是出奇地匹配。不論是星洲辣蟹、惹味的泰式炒蟹，還是這道川式的「老壇子蟹」，同樣美味無窮。大廚把蟹鉗稍稍拍碎，讓濃湯滲透蟹肉，同時讓食客可吸啜蟹殼，細味鮮甜的蟹肉，以及蒜香撲鼻的辣湯。這道菜很適合佐飯，讓你充分吸收蟹汁的精華。



接著是「蜀府掛爐烤鴨」，這道菜正好示範了不是所有川菜都是辣的。鴨烤至八成熟後斬件，再淋上香濃的燒汁燙熟鴨肉，及時為我們的味蕾降溫，好迎接今餐的主角：「江湖沸騰東星斑」。

這道菜有點像豪華版的水煮魚。我從未見過有人用如此矜貴的食材做水煮魚，所以起初覺得有點浪費。不過，當我盡情地大吃起來，發現辣湯並無搶走東星斑的鮮味。整體來說，這道菜的味道、賣相和所有材料都跟水煮魚無異，不過用的並非魚肉片，而是原條上桌。

ly thought it was a bit extravagant. But as I tucked into the dish, the chilli broth didn't overpower the flavour of the grouper. Overall, the taste, look and all the ingredients are the same as *Shui Zhu Yu*, excepted for the whole fish, instead of fish slices.

### Huaiyang

While Sichuan cuisine is easy to define, Huaiyang dishes are less clear-cut. The dishes are usually light on sauces to bring out the natural flavours of the ingredients, and involve elaborate preparation to turn even simple tofu into elaborate presentations. This was obvious in the *Bean Curd and Conpoy Soup* that we tried. The chef had painstakingly sliced the delicate bean curd, conpoy, mushrooms and spring onion into fine threads.

Freshwater fish also feature prominently in Huaiyang cuisine, so we tried *Smoked Eel*. Chi-

### 淮揚菜

雖然川菜鮮明易辨，但淮揚菜卻較難界定。它們通常較少使用醬汁，以帶出食材的原味，而且製法非常精巧，即使簡單如豆腐等食材，都能化為神奇。「瑤柱文思豆腐羹」就是明顯的例子，大廚把易碎的豆腐、瑤柱、冬菇和蔥，悉心切成髮絲般幼細，盡顯刀功。

淡水魚也是淮揚菜的一大特色，所以我們點了「煙燻河鰻」來試試看。中國人不太鍾情煙燻菜式，但如果他們要做，通常都會做得很出色，因為他們往往會在煙燻過程中加入茶葉，讓整道菜式洋溢著獨特的茶香。

最後是「外婆紅燒肉」，大廚用上淮揚菜少數的濃汁之一浙江醋，使軟滑的豬肉帶點微甜和煙燻的香味。



### Home-style Braised Pork 外婆紅燒肉 (\$108)

The pork is gently braised in Chinkiang vinegar, which gives the meat a slightly sweet, smoky flavour.

豬肉以浙江醋慢火燉，使肉質帶點微甜和煙燻的香味。

### He Jiang

合江小鎮  
1/F Cosmopolitan  
Hotel Hong Kong,  
387-397 Queen's  
Road East,  
Wanchai,  
灣仔皇后大道東  
387-397號  
麗都酒店1樓  
3167 7833

nese are not big on smoking dishes, but when they do it, the results are usually fantastic, as tea leaves are usually used during the smoking process to give it a unique aroma.

Our final dish of the day was *Home-style Braised Pork*, which uses one of the few heavy sauces in Huaiyang cuisine, Chinkiang vinegar, which has a rich, smoky flavour, and a hint of sweetness.

# Prescription for Excellence

## 卓越，來自關懷



Joseph Michelli, author of *The Starbucks Experience* and *The New Gold Standard*, is among the world's top authorities on the principles of creating an organizational culture dedicated to service excellence. In these bestselling books, he examines how leading service companies dominate their respective industries with innovative customer experience strategies. Now he turns his attention to one of the most complex, controversial, and critical industries – healthcare.

作者Joseph Michelli是鑽研組織文化的世界權威，他精煉出多項原則，協助組織建立追求卓越服務的文化。他在《星巴克模式》及《獅與冠的傳奇》等暢銷著作中，檢視了傑出服務企業如何以創新的客戶體驗策略，在各自的行業中稱霸。這一次，作者將注意力轉到其中一個最複雜、最具爭議，也是最關鍵的行業——醫療護理。

Imagine running a business that requires the innovation of Apple, the commitment to safety of NASA and the customer service of a five-star luxury hotel. Also imagine that your product holds life and death in the balance, that you must be a world-class educator and that your research is shaping the very future of your field. Now imagine that you must achieve all this in the competitive and ever-changing world of health care.

The UCLA Health System has become highly respected throughout the world for its innovative, top-tier patient care. Now, best-selling author Joseph Michelli shines a spotlight on the organizational strategies that have made UCLA the envy of the health care industry.

In his new book, *Prescription for Excellence: Leadership Lessons for Creating a World-Class Customer Experience From UCLA Health System*, Michelli uses the leadership principles developed

at UCLA to offer insights and tools that can help other health care organizations achieve similar levels of success, not only in the area of clinical care but also in the challenging realm of patient satisfaction.

“Our stories are unbelievable,” said Dr. David T. Feinberg, CEO of the UCLA Hospital System and associate vice chancellor for health sciences. “On one floor, we’re doing brain surgery that is performed in only a few places in the country, and on the floor below, in a patient’s room, we’re providing Ritz Carlton-style service. That is who we are. The book describes both floors.”

Michelli, an organizational consultant who also penned *The Starbucks Experience* and *The New Gold Standard*, about the Ritz-Carlton hotel company, outlines the principles used by the UCLA Health System to create an organizational culture dedicated to service excellence, one that is translatable to health care

providers – and organizations in other industries – across the globe.

Michelli and his team spent nearly a year inside the UCLA Health System, closely observing “the good, the bad and the ugly,” according to Feinberg. Based on that experience, the author distilled UCLA’s ability to consistently provide world-class patient care and customer service into five basic principles that address customer service, patient safety, brand enhancement, innovation, and financial and operational efficiency.

The five principles are: (1) commit to care, (2) leave no room for error, (3) make “the best” better, (4) create the future and (5) service serves us.

In other industries, Feinberg said, these principles and strategies would likely be closely safeguarded as a competitive advantage, but the UCLA Health System intends to do just the opposite. 🌸



**試** 想像你所經營的業務需要Apple的創新、美國太空總署的安全責任，還有五星級豪華酒店的客戶服務。再想像你的產品掌握著生死大權，而你必須是世界級的教育家，你的研究會塑造整個行業的未來。現在想像你必須在競爭激烈、瞬息萬變的醫療界，達致以上所有條件。

憑藉創新、頂級的病人護理，加州大學洛杉磯分校（UCLA）醫療體系一直享譽全球。今次，暢銷書作者Joseph Michelli剖析了UCLA的組織策略，了解它如何羨煞同儕。

在他的最新著作《卓越，來自關懷：UCLA醫療體系打造頂級服務的五心級處方》，Michelli利用UCLA的領導原則，協助

其他醫療組織不但在臨床護理方面達致成功，同時令病人感到稱心滿意。

UCLA醫療體系行政總裁兼健康科學系助理副校長David T. Feinberg博士表示：「我們的故事讓人難以置信。」他續說：「我們可能正在這樓層做國內罕見的腦外科手術，而在下一樓層卻提供麗思·卡爾頓（Ritz Carlton）的酒店式病房服務。這就是我們的醫療體系。這本書描述了我們這兩方面的工作。」

組織顧問Michelli亦曾經在《星巴克模式》及《獅與冠的傳奇》中提及Ritz-Carlton酒店企業，他概述了UCLA醫療體系的運作原理，分析他們如何建立一套追求卓越服務的組織文化，以應用在全球的醫療機構，以至其他

行業的企業組織上。

Michelli和他的團隊花了近一年時間深入UCLA醫療體系，仔細觀察Feinberg所指的優劣好壞。根據這些經驗，作者把UCLA如何一貫提供世界級的病人護理和客戶服務，歸納成五個基本原則，以處理客戶服務、病人安全、品牌提升、創新，以及成本和經營效益等議題。

五大原則分別是：（1）以關懷為念；（2）消除失誤空間；（3）讓「最好」還能更好；（4）開創未來可能；及（5）讓「服務」為我們服務。

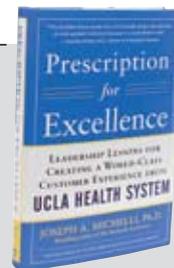
Feinberg表示，其他行業很可能會視這些原則和策略為競爭優勢而嚴密捍衛，但UCLA醫療體系卻樂於與人分享。🌸

*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 August 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8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）。

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

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



**Prescription for Excellence**

# Chamber Happenings 活動重溫



Dr Cham Prasidh, Senior Minister, Ministry of Commerce, Cambodia, met with Chamber CEO Shirley Yuen and members of the Asia/Africa Committee on July 10. The two sides explored potential business opportunities and hoped to enhance bilateral relations. Delegates of the Chamber's mission to Cambodia first had the pleasure of meeting Dr Prasidh in 2008.

柬埔寨商務部高級部長Cham Prasidh博士於7月10日與總商會總裁袁莎妮及亞洲/非洲委員會成員會面。雙方探索潛在商機，並期望促進雙邊關係。總商會於2008年率團訪問柬埔寨時，團員首次有幸與Prasidh博士會面。

economic developments in the two regions. In 2012, UAE was Hong Kong's top trading partner in the Middle East, and 19th largest trading partner in the world.

**Ahmed Obaid Al Qaseer**, Chief Operations Officer of Shurooq



(Sharjah Investment and Development Authority) called on the Chamber on June 18. Sharjah is the third largest Emirate in UAE and its ports are a gateway to 2 billion consumers in 160 countries. Established in 2009, the Sharjah Investment and Development Authority (Shurooq) is a government organization that aims to attract investors from around world.

**The Government of Gujarat, India**, led a delegation to Hong Kong to promote business and investment in key sectors in the province, which the Indian Consulate helped to promote through a seminar held at the Chamber on June 22.

## China Committee

**Cao Aihua**, Standing Committee Member, CPC Dalian Committee, Vice Mayor of Dalian Municipal People's



## Americas Committee

**Alvaro Echeverria**, Executive Vice Chairman of the Asia Pacific Chamber of Commerce based in Chile, called on the Chamber on June 14. Echeverria discussed issues related to cooperation between Hong Kong/China and Chile/Latin America and potential commercial missions that APCC will be leading to Hong Kong later this year.

**Stockwell Day**, Senior Strategic Advisor, McMillan LLP, Canada, and Former

Minister of International Trade, Canada, spoke at the Chamber's breakfast seminar on July 6 about Chinese foreign investment in Canada, and the Investment Canada Act.

## Asia/Africa Committee

**R. Maitra**, Executive Director, EEPC India, called on the Chamber on June 25. EEPC India (formerly Engineering Export Promotion Council) was founded in 1955. It is the largest trade promotion

body in India and is under the Ministry of Commerce, Government of India. Maitra briefed the Chamber on the council's objectives, and invited members to attend the "India Engineering Sourcing Show," which will take place in Mumbai on March 14-16, 2013.

**Eng Saed Mohamed Al Awadi**, Chief Executive Officer, Dubai Export Development Corporation (DED), UAE, called on the Chamber on July 4 to exchange views on the latest

## Chamber Committees 總商會委員會

### Americas Committee

美洲委員會  
Mr Michael Paulus  
馬國寶先生  
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 Edmond Yue  
余國賢先生  
CSI – Executive Committee  
香港服務業聯盟 — 執行委員會  
Mr Y K Pang  
彭耀佳先生

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

Government, called on the Chamber on June 18 to introduce the latest economic developments in Dalian to members.

**Yao Jingli**, Assistant Director General, Investment Promotion Agency, Ministry of Commerce of PRC, and Wang Jeoven, Deputy Director General, Operational Department of China International Fair For Investment & Trade (CIFIT) Organising Committee, visited the Chamber on June 20 to discuss cooperating with the Chamber to promote the 16th CIFIT, which will take place in September in Xiamen.

HKTDC organised a breakfast meeting for **Su Shulin**, Governor of Fujian Province, with leaders of major chambers in Hong Kong on July 3. HKGCC Chairman C K Chow joined the meeting and exchanged views about economic cooperation between Fujian and Hong Kong.

**Nature Yang**, Vice Chairman, Industry and Technology Committee, attended a meeting with leaders of other chambers in Hong Kong hosted by GD ETO on July 10 in Shenzhen. At the meeting, Yang exchanged views on Hong Kong enterprises' concerns operating in Guangdong, particularly tax and social insurance issues.

**Li Jiheng**, Governor of Yunnan Province, led a delegation to Hong Kong on July 10 to organize a series of

Yunnan promotional events. **YK Pang**, Deputy Chairman and **Stephen Ng**, Vice Chairman, represented the Chamber to attend Yunnan-Hong Kong Investment Promotion Seminar and 3rd Forum on Yunnan-Hong Kong Cooperation respectively.

**Chen Hongzhi**, Director, Guanxian Commercial Bureau, Shandong Province, called on the Chamber on July 10 to exchange views on future cooperation between Hong Kong and Guanxian.

### DIT Committee

**Winnie Yeung** was re-elected Chairman of the Digital, Information and Telecommunications Committee at its meeting on June 22, while **Agnes Tan** and **Eric Chin** were elected as Vice Chairmen. At the meeting, **Chaucer Leung**, Assistant Director of the Office of the Communications Authority, spoke about the establishment of the new Communications Authority and its plan to review the Telecommunications Ordinance and Broadcasting Ordinance after the merger of the Telecommunications Authority and Broadcasting Authority.

**Edmon Chung**, CEO of DotAsia Organization Limited and Vice-Chair of the Internet Society Hong Kong, spoke at the Chamber's July 6



### Meet the Ministers

局長全接觸

**Wong Kam-sing**, Secretary for the Environment, kicked off the Chamber's 'Town Hall Forum Series: Meet the Ministers' on July 20. The series aims to maintain a close dialogue with the Government and also allow members to share their views with ministers in person. The Chamber has been stressing to the new Administration that dealing with Hong Kong's air pollution problem should be its foremost priority, as this is threatening our competitiveness. To encourage a candid exchange of ideas and views between members and the Bureau Secretaries, the series is off the record so *The Bulletin* cannot report on the discussions.

環境局局長黃錦星於7月20日為總商會現正舉辦的「議事論壇系列：局長全接觸」揭開序幕，活動旨在維持與政府的密切溝通，讓會員有機會與多位局長親自面談交流。總商會一直向新政府強調，首要解決香港的空氣污染問題，因為本地的競爭力正備受威脅。為鼓勵會員與各局長暢所欲言，本論壇系列只供會員參加，不設採訪。

roundtable luncheon on the future of online marketing trends, usage and the development of top-level domain names in marketing.

### Environment and Sustainability Committee

**Stephen Ng**, Chamber Vice Chairman, spoke at the CityU · WWF CEO

Leadership Forum on June 19, which aimed to initiate a high level conversation on low carbon business opportunities and green jobs for Hong Kong.

Twenty-five members visited the Crystal Group on June 28 to learn how it fosters a green culture and practices within the company. Participants were impressed

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 Neville S. Shroff

尼維利施樂富先生

Financial and Treasury Services Committee

金融及財資服務委員會

Mr Weber Lo

盧韋柏先生

Industry & Technology Committee

工業及科技委員會

Mr K C Leung

梁廣泉先生

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

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：

16th China International Fair for Investment & Trade Hong Kong Promotion

第16屆中國投資貿易洽談會香港推介會

The 2012 Business Fair for Hong Kong-Guangdong Economic, Technology and Trade Cooperation

2012粵港經濟技術貿易合作交流會

3rd Forum on Yunnan-Hong Kong Cooperation

第3屆滇港合作高級論壇

Yunnan-Hong Kong Investment Promotion Seminar & Signing ceremony

雲南—香港投資合作推介會暨項目簽約儀式

Investment Seminar of Kunming Chang Shui International Airport City Industry

昆明長水國際機場臨空產業項目推介會

2012 Shandong (Hong Kong) Investment Promotion Week

2012香港·山東周

Yantai (Hong Kong) Key Cooperation Project Signing Ceremony

煙臺（香港）重點合作項目簽約儀式

2012 Qingdao-Hong Kong Dinner Banquet

2012青島—香港商務晚宴

2012 Jining – The Hometown of Confucius – Hong Kong Investment Symposium and Project Signing Ceremony

2012孔孟之鄉—濟寧（香港）投資合作懇談會暨項目簽約儀式

China Investment Policy Seminar 2012

2012中國投資政策研討會

by the green initiatives and measures taken by the group (see page 58).

Thinex Shek, Senior Manager, Business Policy at the Chamber, attended the 1st Project Management Committee meeting of the CarbonSmart Programme to decide on the general principles and terms of reference of the project. The Chamber is one of the co-organisers of the scheme, which aims to sponsor HK\$6

million for 200 companies to develop carbon audit showcases.

The Hong Kong Awards for Environmental Excellence Committee met to endorse the progress of the Environmental Labels Scheme and the Carbon “Less” Certificates Scheme, as well as the Adjudication Process of the 2012 HKAAE Sectoral Awards and Green Innovations Awards. ✿

## 美洲委員會

智利亞太商會執行副主席

Alvaro Echeverria於6月14日到訪總商會，討論香港/中國與智利/拉丁美洲之間的相關合作議題，以及該會或於今年稍後舉辦的訪港商務代表團。

加拿大銘倫律師事務所高級戰略顧問及前加拿大國際貿易部長戴國衛蒞臨本會7月6日的早餐會，探討中商投資加國及《加拿大投資法》。



## 亞洲/非洲委員會

EIPC India執行董事R. Maitra於6月25日到訪。EIPC India前身為工程出口促進協會，於1955年成立，是印度最大的貿易促進組織，隸屬印尼政府商務部。Maitra向本會概述該會的目標，並邀請會員出席將於2013年3月14至16日假孟買舉行的「印度工程採購展覽」。

阿聯酋迪拜出口發展公司行政總裁Eng Saed Mohamed Al Awadi於7月4日到訪，就兩個地區的最新經濟發展交流看法。2012年，阿聯酋是香港在中東的最大貿易夥伴，以及全球第19大貿易夥伴。

Shurooq（沙迦投資及發展局）營運總監Ahmed Obaid Al Qaseer於6月18日到訪本會。沙迦是阿聯酋第三大酋長國，當地的港口是160個國家共20億消費者的門戶。Shurooq於2009年成立，是一個政府組織，其目標是吸引世界各地投資者。

印度古吉拉特政府率領代表團到港，推廣該省主要行業的商業和投資環境。印度領事館亦於總商會6月22日的研討會上，協助推廣當地的營商環境。

## 中國委員會

中共大連市委常委及大連市副市長曹愛華於6月18日到訪本

會，向會員介紹大連的最新經濟發展。

中國商務部投資促進事務局局長助理姚景林及中國國際投資貿易洽談會組委會商務部副部長王琮文於6月20日到訪，討論與總商會合作推廣將於9月假廈門舉行的第16屆投洽會。

香港貿發局於7月3日舉辦早餐會，宴請福建省省長蘇樹林及本港主要商會領袖。總商會主席周松崗參與聚會，並就閩港經濟合作交流看法。

工業及科技委員會副主席楊自然於7月10日與本地其他商會領袖出席由駐粵經濟貿易辦事處假深圳舉行的會議。會上，楊先生就香港企業在粵經營的關注，特別是稅務及社會保險等議題交流意見。

雲南省省長李紀恒於7月10日率領代表團訪港，舉辦一連串的雲南推廣活動。總商會常務副主席彭耀佳及副主席吳天海代表本會出席「雲南—香港投資合作推介會」及「第3屆滇港合作高級論壇」。

山東省冠縣商務局局長陳洪智於7月10日到訪，就香港與冠縣的未來合作交換意見。

## 數碼、資訊及電訊委員會

在數碼、資訊及電訊委員會6月22日的會議上，楊長華獲選連任主席，而陳國萍及錢樹楷則獲選副主席。會上，通訊事務管理局辦公室助理總監梁仲賢闡述新通訊事務管理局的設立，以及在電訊管理局和廣播事務管理局合併後，檢討《電訊條例》及《廣播條例》的計劃。

DotAsia行政總裁及香港互聯網協會副主席鍾宏安為本會7月6日的午餐會作演說，探討網上市場推廣的未來趨勢、頂級域名的使用及發展。

## Membership Committee

會員關係委員會

Mr Y K Pang

彭耀佳先生

Real Estate & Infrastructure

Committee

地產及基建委員會

Ms Angela Lee

李慧賢小姐

## Retail and Tourism Committee

零售及旅遊委員會

Mr P C Yu

余鵬春先生

Shipping & Transport Committee

船務及運輸委員會

Mr John Harries

夏禮斯先生

## Small & Medium Enterprises

Committee

中小型企業委員會

Dr Cliff Chan

陳作基博士

Taxation Committee

稅務委員會

Mr David Hunter

夏棟榮先生

## Taiwan Interest Group

台灣小組

Mr Stanley Hui

許漢忠先生

Women Executives Club

卓妍社

Miss Sonya Wu

胡安小姐



Richard Lancaster (right), Managing Director for CLP Power, and Ir Edmund Leung, Chairman of the Government's Energy Advisory Committee, spoke at the Chamber's roundtable luncheon on June 22 about the conundrum of the choice of cleaner air or cheaper energy, due to the rising price of natural gas, to generate electricity.

中華電力有限公司常務董事藍凌志(右)及政府能源諮詢委員會主席梁廣灝蒞臨本會6月22日的午餐會,討論天然氣價格上升帶動電費上升,致使社會要在清新空氣與廉價能源之間作出取舍的艱苦抉擇。

#### 環境及可持續發展委員會

總商會副主席吳天海於6月19日為香港城市大學及世界自然基金會合辦的「環保領袖論壇」擔任演說嘉賓,就香港開展低碳經濟所帶來的綠色商機和就業發表意見。

25位會員於6月28日參觀晶苑集團,了解如何在公司促進綠色文化和推行環保。參加者均對集團採取的環保行動和措施,留下了深刻的印象(見56頁)。

總商會工商政策高級經理石平傑出席「商界減碳建未來」計劃的第一次項目管理委員會會議,決定項目的一般原則和權限。該計劃旨在為200家企業提供合共600萬港元的資助,發展碳審計工作。總商會是計劃的協辦機構之一。

香港環保卓越計劃委員會召開會議,通過「環保標誌」及「減碳證書」計劃的進展,以及2012年「界別卓越獎」及「環保創意卓越獎」的評選過程。

the Bulletin

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◀ Members visit Daqing Planning Exhibition Hall.  
訪問團參觀大慶規劃展示館。  
▶ Vice Governor of Heilongjiang Province Sun Yao poses for a group photo with the Chamber delegation.  
黑龍江省副省長孫堯與總商會訪問團合照留念。



# Exploring Opportunities in **Harbin** and **Daqing**

## 認識東北新規劃 把握產業轉型機遇

The Chamber organized a mission to Heilongjiang last month to learn about industrial restructuring in the province and its tourism potential

總商會上月舉辦黑龍江省訪問團，了解當地的產業轉型及旅遊優勢

China's most north-eastern province of Heilongjiang is hoping to upgrade its economy to take advantage of its abundant natural resources, and expand into the value-added food processing sector, Sun Yao, Vice Governor of Heilongjiang Province, told members during the Chamber's mission to the province in July.

He suggested Hong Kong businesses could serve as a platform to market Heilongjiang's agricultural produce and health food in mid- and high-end markets around the world.

"There are tremendous opportunities for cooperation between the two places



in various fields," he said, adding that trade relations between Heilongjiang and Russia are also expanding, which will offer possibilities for Hong Kong enterprises to help Russian companies go global.

Led by China Committee Chairman Edmond Yue, the 21-member delegation visited Harbin, the capital of Heilongjiang, and Daqing. Yue said the signing of Supplement IX to CEPA has facilitated and deepened trade and investment in a wide range of industries for Hong Kong and the Mainland.

The delegation also called on Yang Yanbin, Vice Mayor of Daqing Municipal People's Government and Party Secretary of Working Committee of Daqing High-Tech Zone, to learn about economic developments in the city. They also met with Jiao Yuan Chao, Vice Mayor of The People's Municipal Government of Harbin, who stressed that the city's development strategy is to "extend to the north, explore the south, prosper the centre and improve

its counties" with "extending to the north" being the focus of its future development.

Under the plan, the city aims to set up a research & development, and industrialization platform in Songbei District, as well as a Harbin High and New Technological Development Zone to expedite technological innovation and upgrade its industries.

Jiao said he hoped Hong Kong's investment and professional services can play a role in furthering the "extending to the north" strategy.

Mission deputy leader William Wong said delegates gained a comprehensive understanding of Harbin and North-east China during the trip. Besides food processing and quality agricultural produce, Harbin is also looking to become a quality tourism destination. Their visit to Harbin High and New Technological Development Zone, as well as Sun Island Wetland, allowed members to learn more about the city's advantages as a tourism destination. 🌸



**在** 新任中國委員會主席余國賢率領下，黑龍江省訪問團於7月20日結束訪問行程返港。21名訪問團成員先後拜訪了省會哈爾濱市及大慶市，通過不同活動，團員們了解到東北地區的最新發展規劃和產業重點，以及香港商界能如何把握機遇和發揮所長，促進龍港兩地的經貿發展。

黑龍江省副省長孫堯在哈爾濱會見訪問團時表示，黑龍江與香港在各方面都充滿合作的机会。該省擁有物產豐富的資源優勢，且農產業正進行現代化改革，農產品精深加工是未來發展的重要方向，通過香港這個平台，黑龍江的健康食品可較易進入中高端市場。此外，黑龍江省對俄貿易的關係近年更處於新階段，兩地合作頻繁，香港作為世界性金融中心，可幫助俄企業集資邁向世界市場。黑龍江省也願為香港企業開展對俄合作搭建溝通渠道，開拓更多合作機會。

團長余國賢回應指出，《內地與香港關於建立更緊密經貿關係的安排》（CEPA）補充協議九的簽署，加強了兩地在金融和貿易投資便利化領域的合作，也為兩地開展現代服務業合作帶來機遇。香港可成為該省對俄及面向世界市場的溝通橋樑，希望兩地可加強聯繫，攜手開展龍港互惠合作計劃。

團員大多來自服務業如貿易、金融、會計、公關和航空等，他們均對孫省長提出的合

作範疇深感興趣，並一致表示能為黑龍江省提供經濟轉型和協助該省企業「走出去」的相關專業服務。

訪問團也到訪了大慶市，與大慶市副市長、高新區黨工委书记楊彥彬會面。楊市長與團員分享該市最新經濟動向。團員先後參觀了大慶規劃展示館、服務產業外包園、新華08和沃爾沃。他們認識到大慶正從一個石油豐富的資源型城市開始進行產業轉型，對高端服務的需求日益增加，服務業的發展將相對蓬勃，與港企的合作機會亦因此增加。

行程中，訪問團與黑龍江省和哈爾濱市不同領導會面，包括黑龍江省省統戰部部長夏杰、省政協副主席王利民及省人民政府秘書長康翰卿、哈爾濱高新技術產業開發區管委會主任及松北區區長劉臣，以及哈爾濱市商務局副局長陳樹森，商討龍港兩地的經貿優勢。

與哈爾濱市人民政府副市長焦遠超會面期

間，焦市長重申哈爾濱市的發展戰略是「北躍、南拓、中興、強縣」，而「北躍」更是未來發展重點。「北躍」即以科技新城為先導，在松花江北區和哈高新區搭建研發和產業化平台，加快科技創新，促進產業升級。「南拓」即依託平房和開發區現有的工業基礎，整合周邊地區的工業園區，打造新型工業化的工業新城。「中興」即加快老城區改造，大力解決環境問題。「強縣」即推進城鄉一體化戰略，用城市的發展帶動農村的發展。他也指出，香港的人才、投資和專業服務有助推進「北躍」發展，期望兩地能有多方面的合作。

副團長黃龍想表示，是次訪問團令團員對哈爾濱市和東北地區有更全面的認識，而哈高新區和太陽島濕地的實地考察，也預示了該市的未來宏大發展規劃和當地多元旅遊的產業優勢，希望香港企業能把握機遇，與內地企業建立互惠互利的合作關係。✿



# Tomorrow's Business Leaders 未來商界領袖

The Chamber's first Business-School Partnership seminar examined the challenges faced by our young generation in today's global job market and how we can better prepare them to succeed

總商會首次舉辦的「商校交流計劃」研討會，探討了年輕一代在現今全球就業市場所面對的挑戰，以及如何協助他們掌握致勝的技能

**B**usinesses often lament that they are unable to find the talent that they need to grow their businesses, while youngsters complain they cannot find the job that they want to do. Is there a mismatch? Are both sides setting their expectations too high? Or is it just a case that each older generation likes to complain that “youngsters today never had it so good”?

Teresa Yang, Vice Chairman of Esquel Group, believes parents' desire to give their children a good start in life is actually doing more harm than good.

“A portion of Hong Kong youngsters are pampered as they are overly protected by their parents. Along with Hong Kong's natural advantages, they have been provided with the best resources available. This created a comfortable environment

As the world is also getting smaller, he added that competition among talent around the world is also fiercer. “So I would urge Hong Kong students to take advantage of opportunities and strengthen their language skills whenever possible.”

Eliza Ng, Director, Human Resources, Fuji Xerox Hong Kong, echoed his comments. She said students need to pos-



To shed some light on this far-reaching debate, secondary school heads, teachers, businesses and students shared their views at the Chamber's first seminar organized under the Business-School Partnership Programme on June 29.

As an international financial centre and melting pot of cultures and nationalities, Hong Kong's youngsters are exposed to a wide range of influences from a very young age. Despite these advantages, recent indications show that students' soft skills lag behind their peers around the region, particularly in communication, confidence and language abilities.

for them to grow up in, which gradually reduced their eagerness and commitment to improve and take on new challenges,” she told the audience.

Frederick Ma, Honorary Professor at the University of Hong Kong, said it is important that people think regionally and globally rather than locally.

“China has also created additional opportunities for Hong Kong youngsters who have the chance to work in China and be a part of its growth. This is a superb advantage that students should utilize,” he said. “They also need to have ‘passion’ if they want to succeed.”

sess problem solving skills and that they should equip themselves with both work experience and at the same time acquire more knowledge of various businesses in preparation for stepping into the real world. To make this possible, she added that more work opportunities need to be made available for the young generation.

Carmen Ting, Principal, Learning and Development, KPMG China presented her ‘Model of GROW’ to students. G – gain knowledge on the company they work in. R – reach out for help and to help those in need. O – open their minds to new challenges, perspectives, experi-

“ I would urge Hong Kong students to take advantage of opportunities and strengthen their language skills whenever possible. 我鼓勵香港學生把握機會，盡量加強語文技巧。 ”

Frederick Ma, Honorary Professor at the University of Hong Kong  
香港大學名譽教授馬時亨



ences as well as continuous improvement. W – wisdom in making good decisions, especially when the answers are not necessarily obvious.

Nicholas Sallnow-Smith, Chairman, The Link Management Ltd, said people are not interested in doing repetitive work in today's world. Consequently, hopping from job to job will be inevitable, as the type of employers, job nature and types of workers will also change. Individuals with the strongest ability to adapt and seize the initiative will be the ones who will succeed.

He urged youngsters to keep asking 'why?' Why is your company in business? Why are you better than your competitors? Employers who are able to answer those questions will provide the reasons why people should join the team.

During the Q&A session, panellists were asked their views on Hong Kong's examination system and what changes they feel would facilitate recruitment in their organizations.

Ma said education should focus more on ethics and individual values, teaching them not to be materialistic but to be a valuable asset to society. Teresa Yang encouraged a balance between academics and skills training, particularly in life skills. Employers are always worried whether or not new graduates, especially those from local universities, have the life skills to handle challenges ahead.

Sallnow-Smith said Hong Kong students are perfectly capable, but intrinsically in the current system they are taught to obtain certain academics qualifications, and to not ask questions. He added that educators need to encourage a learning atmosphere in schools to allow students to blossom.

A student from The Chinese University of Hong Kong asked about the pros and cons of studying abroad, and the qualities that students should possess for exchange programmes. Both Ting and Sallnow-Smith said studying abroad will

widen an individual's perspective and broaden their horizons. The panellists felt that taking a gap year before work or studying abroad would allow students to acquire a set of life skills that will benefit them in future.

Although Hong Kong students perform very well academically, speakers stressed it is also very important for them to be flexible, open minded and possess life skills to take on challenges. Otherwise they will never be able to conquer challenges that life will inevitably throw their way. ❀

“ We need to nurture, develop and sustain our future manpower in order to fuel our economic growth. 我們要培育、發展和維持未來的人力資源，以刺激本港經濟增長。 ”

Shirley Yuen, CEO of HKGCC  
總商會總裁袁莎妮



**企**業經常慨嘆找不到合適人才助他們擴展業務，而年輕人則抱怨找不到理想工作。社會是否出現人力錯配的問題？勞資雙方的期望是否定得太高？還是這只是上一輩老是批評年輕人「一代不如一代」的其中一例？

為探討這個影響深遠的議題，中學校長、教師、企業和學生參加了總商會於6月29日首次舉辦的「商校交流計劃」研討會，分享他們的意見。

作為國際金融中心及文化種族大熔爐，香港的年輕人從小就面對四方八面的影響。儘管具備這些優勢，近日有研究顯示本地學生的軟技能遜於區內學生，特別是溝通技巧、信心水平和語言能力。

“ Individuals with the strongest ability to adapt and seize the initiative will be the ones who will succeed.

適應能力最強又能搶佔先機的人，最終會脫穎而出。

Nicholas Sallnow-Smith, Chairman, The Link Management Ltd  
領匯管理有限公司主席蘇兆明



“ A portion of Hong Kong youngsters are pampered as they are overly protected by their parents.

部分香港年青人嬌生慣養，因為他們受父母過分保護。

Teresa Yang, Vice Chairman of Esquel Group  
溢達集團副主席楊敏賢

溢達集團副主席楊敏賢認為，家長渴望在生活上給子女一個好開始，其實弊多於利。

她對與會者表示：「部分香港年青人嬌生慣養，因為他們受父母過分保護。加上香港的天然優勢，他們得享最好的資源。這造就他們在一個安逸的環境下成長，從而逐漸減少他們力求進步和接受新挑戰的慾望和承擔。」

香港大學名譽教授馬時亨表示，年青人必須以亞洲和全球為念，而非把目光停留在本地。

「中國亦為香港年輕人締造了額外的機遇，讓他們有機會在內地工作，參與國家發展。這是一個絕佳的優勢，學生應好好利用。」他說：「如果他們想成功，也要『心中有火』。」

他補充說，隨著世界變得愈來愈小，全球的人才競爭亦愈趨熾烈。「所以我鼓勵香港學生把握機會，盡量加強語文技巧。」

富士施樂（香港）有限公司人力資源部總監伍雪芬亦深表贊同。她說學生應具備解難技巧，累積工作經驗來裝備自己，同時對不同企業加深認識，做好踏進現實世界的準備。她續稱，要做到這一點，社會就要為年青一代提供更多就業機會。

畢馬威中國培訓及專業發展部門主管合夥人丁紀文向學生提出她的「發展（GROW）模式」。「G」代表Gain，加深對公司的認識；「R」代表Reach Out，尋求協助，同時協助有需要的人；「O」代表Open，對新挑戰、新觀點、新體驗和不斷改進持開放態度；「W」代表Wisdom，作出精明抉擇，特別是當答案模稜兩可，就更更要明智選擇。





Students need to possess problem solving skills and acquire more knowledge of various businesses in preparation for stepping into the real world.

學生應具備解難技巧，對不同企業加深認識，做好踏進現實世界的準備。



Eliza Ng, Director, Human Resources,  
Fuji Xerox Hong Kong

富士施樂（香港）有限公司人力資源部總監伍雪芬



領匯管理有限公司主席蘇兆明表示，在現今的社會，人們無興趣做重覆的工作。結果，經常「跳糟」在所難免，而僱主、工作性質和員工亦隨之轉變。因此，適應能力最強又能搶佔先機的人，最終會脫穎而出。

他鼓勵年輕人要經常問「為甚麼？」為甚麼你的公司會開始營運？為甚麼你比競爭對手優勝？能夠回答這些問題的僱主，會讓你找到加入公司團隊的理由。

在問答環節上，嘉賓被問到他們對香港考試制度的看法，以及他們認為甚麼轉變可以讓企業更有效地招聘人才。

馬時亨表示，教育更著重道德倫理和個人價值，教導學生不應崇尚物質主義，而是要成為社會的寶貴資產。楊敏賢鼓勵學校要平衡學術與技能培訓，特別是生活技能。身為僱主，他們經常擔心應屆畢業生（特別是本地大學的應屆畢業生）是否具備生活技能，以應付未來挑戰。

蘇兆明說，本地學生絕對能夠勝任，但現行制度卻只教他們考取若干學歷，多讀少問。他續稱，教育工作者應在校內鼓勵學習氣氛，讓學生發展潛能。

一位香港中文大學的學生問及外地升學的利弊，以及參加交流計劃的學生應具備甚麼條件。丁紀文和蘇兆明均表示，外地升學可擴闊視野，增廣見聞。嘉賓認為，投身社會前休學一年或到外地升學，可讓學生掌握生活技能，有助日後發展。

儘管本地學生的學術表現超卓，嘉賓強調他們必須靈活變通、開放思維，具備生活技能，以接受種種挑戰。否則，他們永遠不能克服生命中必經的磨練。



Students need wisdom in making good decisions, especially when the answers are not necessarily obvious.

學生應作出精明抉擇，特別是當答案模稜兩可，就更要明智選擇。



Carmen Ting, Principal,  
Learning and Development, KPMG China  
畢馬威中國培訓及專業發展部門主管合夥人丁紀文

The Chamber wishes to thank sponsors of the Business-School Partnership seminar.  
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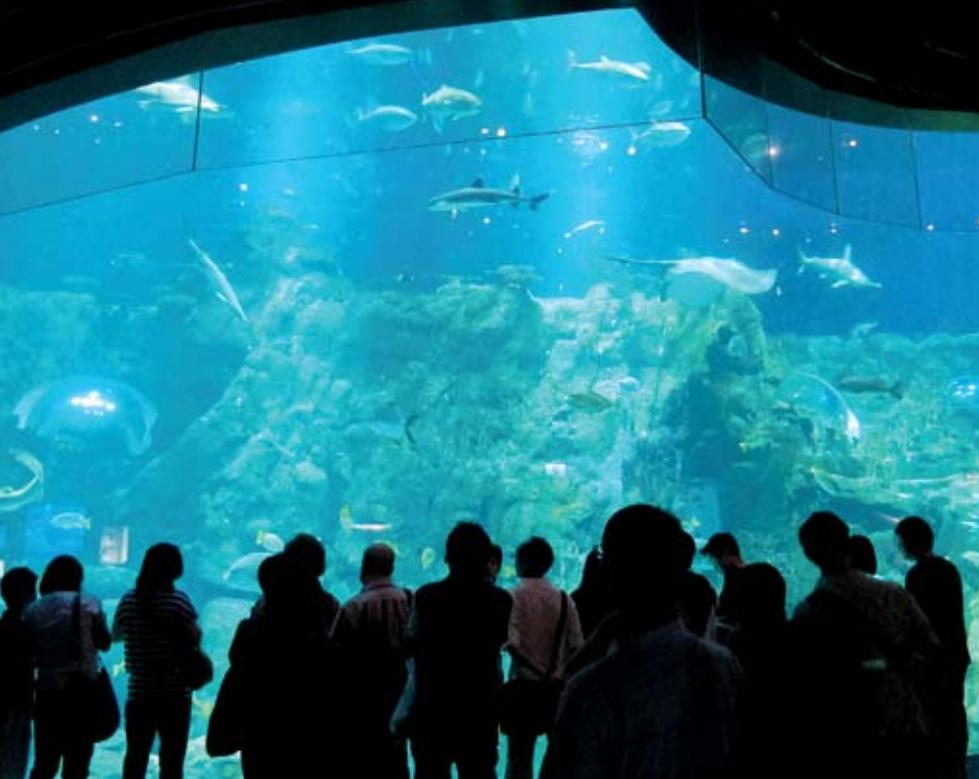
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## Behind the Scenes at Ocean Park 海洋公園幕後之旅

Some 44 Chamber members had a chance to see how Ocean Park operates during a special behind the scenes tour on June 29. Members visited the working area of the Grand Aquarium to learn about the aquatic inhabitants, the water filtration system as well as how the fishes' meals are prepared.

Members also visited the king-sized bamboo refrigerator at the Giant Panda

Adventure, and learnt how the exhibits simulate the animals' natural habitat. After that, it was off to the Bird House to see the park's husbandry facilities.

After the tour, Suzanne Gendron, Director of Ocean Park Conservation Foundation Hong Kong, gave a talk on Hong Kong marine life and the threats faced by the oceans. ❀



約44位會員參加了本會6月29日的「海洋公園幕後之旅」，以了解園方的日常運作。會員在「海洋奇觀」發掘各種海洋生物的有趣習性，認識濾水系統，以及護理員如何炮製海洋巨星的營養大餐。

他們亦參觀了「大熊貓館」裝滿竹子的超級無敵大雪櫃，探索仿照野外環境設計的動物起居室，隨後遊覽「雀鳥居」的飼養設施。

最後，香港海洋公園保育基金董事Suzanne Gendron向會員講述香港水域的海洋生態，以及其面臨的威脅。 ❀

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While looking around Crystal Group's six-storey office in Kwun Tong, the corporate culture and passion towards sustainable development is palpable. From the ground floor reception lobby to the roof garden, green posters and friendly reminders are placed everywhere – even in the restrooms and stairwells. Their messages are clear: 'Reduce, Reuse, Recycle,' 'Say NO to Sharks Fins,' 'Seafood Choice,' 'Energy Saving Tips,' 'Eco Driving,' 'Tree Planting,' ... and the list goes on. All are designed to raise environmental awareness among visitors and remind staff.

Twenty-five Chamber members got the opportunity to visit Crystal Group on June 28 to learn how it fosters a green

culture and practices within the company. All participants were extremely impressed by the green initiatives and measures taken by the group.

Established in 1970, Crystal Group of Companies is a leading international OEM/ODM garment manufacturer, operating 13 factories and employing 35,000 staff around the world. It began its green journey in 2007, after the Group's Chairman Kenneth Lo was deeply moved by the documentary "An Inconvenient Truth." He then distributed the film's DVDs to his senior management and called for corporate action on implementing environmentally-responsible business practices.

### Getting Started with Targets

In 2007, the Crystal Group established its Global Environmental Strategy, and then set 5-Year Global Environmental Targets in 2008. Many of the targets were achieved one year ahead of schedule, such as reducing material waste and carbon emissions by 31% and 15% respectively. It also planted over 1 million trees. The group was presented with over 50 awards for its environment protection and CSR work in 2010, and recently won the Gold Award for Import and Export Trades in the 2011 Hong Kong Awards for Environmental Excellence.

"The corporate drive towards sustainability not only gives us a good reputation, but it also helps us reduce costs, increase productivity, and gain recognition from our business partners," said Winse Lau, Administration Manager of the Crystal Group. "We look for every opportunity to facilitate culture building among our colleagues."

The Crystal Group joined WWF's Low-Carbon Office Operation Programme (LOOP), which helped the company reduce its energy consumption by 12% in 2011. Part of the saving was achieved by installing new hardware, but most importantly by encouraging changes in staff behaviour.

### Implementing Green Office Practices

Businesses are usually reluctant to install new green devices due to cost considerations. In the case of the Crystal Group, replacing its energy-inefficient lights with T5 fluorescent tubes and LEDs took only 10 and 24 months respectively to recoup its investment. Energy saving practices, such as light-zoning and off-peak air conditioning control in the 90,000 sq foot office, have also contributed substantially to reducing its energy bill.

To reduce paper usage, office printers' default setting has been set to double-



Posters reminding staff and visitors about good green practices are displayed everywhere in the office. 辦公室四周張貼了各式海報, 時刻提醒員工和訪客貫徹良好的綠色實務。

# Making Green Culture Crystal Clear

## 透視綠色文化



Leading garment manufacturer Crystal Group has ingrained environmental awareness into its daily operations, and as a result is reaping the benefits, writes **Thinex Shek**

領先成衣製造商晶苑集團把環保意識融入日常運作中，成效斐然 **石平佛**

sided printing, which, when combined with SAP and eForm, has reduced paper usage by 50%. Its electric hand dryers in bathrooms recouped their initial investment within 14 months, so the company now saves the money that it used to spend on 20,000 paper hand towels per month. Making use of video conferencing, office communicator, and digital visualization equipment for sampling has reduced the need to take business trips by 17%. All of these initiatives showcase the benefits of green office practices and save the company money.

### Back to Nature

The company decided to set up an organic garden on the roof of its building, complete with a waste food processor to turn food scraps into compost for the garden. Staff manage the garden themselves, which also serves as a convenient venue for leisure and small

corporate activities. Waste separation facilities are installed on every floor to collect waste food, stationery as well as other recyclables for processing.

Lau concedes that it is not always easy to get staff onboard its sustainability drive, as some environmental measures

sometimes inconvenience staff.

“The keys are transparency and communication. We need to make sure our colleagues understand and recognize our company’s vision, and encourage them to move together towards a common goal,” she said. 🌸



*In the spirit of transparency, the company displays its Crystal Sustainability 5-Year Targets in the reception to reveal its corporate commitments and what progress it is making to staff and visitors. In addition to adopting green office practices, the company also joined WWF’s Low Carbon Manufacturing Programme (LCMP), established green purchasing guidelines and implemented green supply chain practices. For more details visit: LOOP and LCMP: [www.wwf.org.hk](http://www.wwf.org.hk), The Crystal Group: [www.crystalgroup.com](http://www.crystalgroup.com)*



Staff are free to grow flowers, fruit or vegetables on the roof garden. A waste food processor helps turn scrap food into compost for the plants.

員工可於天台花園自由種植鮮花或蔬果。公司設有廚餘處理器，協助把食物殘渣轉化成堆肥。



The Crystal Group's member of staff shows garments that are made from recycled cotton. 晶苑集團展示以再造棉製成的成衣。



The company has conducted research into new green materials, such as using coffee grinds to make underwear.

該公司就新的環保材料展開研究，例如利用咖啡粉製作內褲。



Using agricultural waste to make boiler fuel. 利用農業廢料製成鍋爐燃料。



**置**身晶苑集團位於觀塘的六層辦公大樓，每個角落都可感受到該企業濃厚的綠色文化，以及其對可持續發展的熱忱。從地面的接待大堂、天台的空中花園，以至洗手間和後樓梯間等，到處都貼滿環保海報和溫馨提示——「減少廢物、循環再用」、「向魚翅說不」、「環保海鮮選擇」、「節能小貼士」、「環保駕駛」、「植樹」等明確的訊息，提醒員工和加強訪客的環保意識。

25位總商會會員於6月28日考察晶苑集團，了解如何在公司促進綠色文化和推行環保。所有參加者均對集團採取的環保行動和措施，留下了深刻的印象。

晶苑集團於1970年成立，是國際級的原設備/原設計（OEM/ODM）成衣製造商，在全球各地設有13家廠房，合共聘用35,000名員工。該集團於2007年開展了其「綠色之旅」，當年集團主席羅樂風看畢紀錄片《絕望真相》後深受打動，遂向公司的高級管理人員派發電影的DVD，要求公司上下合力實踐企業的環保措施。

目標為本

2007年，晶苑集團訂立了「全球環保策略」，並在2008年制訂「五年全球環保目標」。當中許多目標都能提早一年達成，例如減少廢棄物料和碳排放分別達31%及15%，以及植樹逾百萬棵。2010年，集團獲頒超過50個環保及企業社會責任獎項，而最近更奪得2011年「香港環保卓越計劃」的進出口貿易業金獎。

晶苑集團行政部經理劉朝暉說：「公司對可持續發展的承諾不但為我們贏得良好商譽，還有助降低成本、提高生產力，並且獲得商業夥伴的認同。」她續說：「我們爭取每個機會，促進在同事之間建立企業的環保文化。」

晶苑集團參加了世界自然基金會推行的「低碳辦公室計劃」（LOOP），協助公司在2011年減少耗電量12%，這主要有賴安裝新的硬件，但最重要的還是員工的行為轉變。

推行綠色辦公室實務

基於成本考慮，企業往往不願安裝新的環保設施。但以晶苑集團為例，以T5光管和LED燈

取代能源效益較低的照明裝置，分別只需10和24個月已可收回成本。其他節能措施，如在佔地九萬平方呎的辦公室劃分多個照明區域和非繁忙時段空調控制等，亦大大有助減少用電。

為減少用紙，辦公室的打印機已預設為雙面印刷，再結合SAP和eForm系統，大幅減少了五成用紙。設於洗手間內的電動乾手機，也在14個月內收回成本，該公司如今可省下每月購買二萬張抹手紙的開支。此外，利用視像會議、辦公室通訊軟件，以及用作抽樣的數碼視像設備，亦減少了外出公幹的需要達17%。這些措施均顯示出綠色辦公室實務的成效，為公司節省成本。

回歸自然

該公司亦決定在其大樓天台設立有機花園，並利用廚餘處理器把食物殘渣轉化成堆肥。由員工負責管理的天台花園，提供了一個方便的場地，以供休憩和小型活動之用。大樓每層還裝設了廢物分類設施，以收集廚餘、文具和其他可循環再制的物品，以作處理。

劉女士承認，鑒於部分環保措施有時會為員工帶來不便，要員工投入公司的可持續發展目標往往並不容易。她表示：「關鍵在於透明度和溝通。我們要確保員工了解和認同公司的願景，並鼓勵他們朝著共同的目標邁進。」



The Chamber's Senior Director for Business Policy Watson Chan (left) donated members' participation fee for this site inspection to WWF's Patrick Ho. 總商會工商政策高級副總裁陳利華（左）把會員參加是次實地考察的費用，全數捐給世界自然基金會，由該會代表何浩賢接收。

為貫徹高透明度的原則，晶苑集團在接待處展示其「可持續發展五年目標」，向員工和訪客表明公司的環保承諾和相關工作進展。除了實踐綠色辦公室實務，該公司還參加世界自然基金會的「低碳製造計劃」（LCMP）、訂立綠色採購指引，以及推行綠色供應鏈實務。詳情請瀏覽以下網站：

LOOP及LCMP：[www.wwf.org.hk](http://www.wwf.org.hk)

晶苑集團：[www.crystalgroup.com](http://www.crystalgroup.com)



## Work & Play 總商會歡樂時光

The Chamber headed over to Mongkok for its happy hour on June 26 at Langham Place Hotel's Portal – Work & Play Bar. General Committee members Stephen Ng and Andrew Yuen were the official hosts of the event, and had an enjoyable evening networking with members. For the evening's lucky draw, one lucky member won a sumptuous dinner buffet for two at Langham Place Hotel's restaurant The Place. Keep an eye on the Chamber's website for details of our next happy hour. ❁





總商會於6月26日假旺角朗豪酒店Portal – Work & Play舉行「歡樂時光」聚會。理事吳天海和袁耀全主持是晚活動，並藉機與會員聯誼交流。當晚亦舉行大抽獎，一位幸運兒贏得朗豪酒店The Place的二人豪華自助晚餐。欲知下次歡樂時光的詳情，請密切留意本會網站。✿



# AUGUST 2012年8月

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
<b>Town Hall Forum Series: Meet the Ministers</b> <b>Mr Matthew Cheung Kin-chung, GBS, JP</b> Secretary for Labour and Welfare Wednesday, 5 September, 2012, 4:30 pm – 6:00 pm			1
5	6	7	8
		14	15
		W Dealing with Difficult People	F Town Hall Forum Series: Meet the Ministers Raymond Tam, GBS, JP, Secretary for Constitutional and Mainland Affairs
26	27	28	29
		F Town Hall Forum Series: Meet the Ministers Anthony Cheung, GBS, JP, Secretary for Transport and Housing	T "Creative Mode" Inspired by Dialogue in Silence!

Highlights  
焦點活動

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MARK YOUR DIARY

## Expect the Unexpected: Building Business Value in a Changing World

**Michael J Andrew**, Chairman, KPMG International  
 6 September, 12:30 pm - 2:00 pm



T Training  
 L Luncheon  
 R Roundtable  
 L Luncheon  
 S Seminar  
 W Workshop  
F Forum  
 C Committee Meeting  
 M Mission  
 S Study Tour  
 N Networking

THURSDAY	FRIDAY	SATURDAY
<p><span style="color: blue;">R</span> Private Luncheon with Mr José Fernandez, U.S. Assistant Secretary for Economic and Business Affairs</p> <p style="font-size: 48px; text-align: center;">2</p>	<p style="font-size: 48px; text-align: center;">3</p>	 <p style="font-size: 8px; transform: rotate(-90deg); position: absolute; right: -40px; top: 50%;">© MATTHIASHAAS   DREAMSTIME.COM</p>
<p><span style="color: blue;">T</span> Managing Staff Grievances &amp; Complaints</p> <p style="font-size: 48px; text-align: center;">9</p>	<p><span style="color: orange;">S</span> Credit and Risk Management in China</p> <p style="font-size: 48px; text-align: center;">10</p>	
<p><span style="color: red;">F</span> Town Hall Forum Series: Meet the Ministers Gregory So, GBS, JP, Secretary for Commerce and Economic</p> <p style="font-size: 48px; text-align: center;">16</p>	<p><span style="color: purple;">W</span> How to Avoid L/C Discrepancies?</p> <p style="font-size: 48px; text-align: center;">17</p>	<p style="font-size: 48px; text-align: center;">18</p>
<p><span style="color: purple;">W</span> Recruiting the Right People</p> <p style="font-size: 48px; text-align: center;">23</p>	<p style="font-size: 48px; text-align: center;">24</p>	<p style="font-size: 48px; text-align: center;">25</p>
<p><span style="color: blue;">N</span> Chamber Happy Hour</p> <p style="font-size: 48px; text-align: center;">30</p>		

# the Bulletin 工商月刊



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我們衷心需要您的支持，以維持「好市民獎勵計劃」基金的運作，讓香港繼續成為安居樂業的理想城市。請即行動！

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Please send your completed form together with your cheque to Ms Celia Lo – HKGCC, 22/F United Centre, 95 Queensway, Hong Kong. Please make cheque payable to "**The Hong Kong General Chamber of Commerce – Good Citizen Award**" and mark "**GCA**" at the back of the cheque.

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Bank-in your donation to the following account then fax the bank-in slip together with this form to Ms Celia Lo at 2527-9843.

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# Good Citizen Award Fund

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捐款支持

## 「好市民獎勵計劃」基金



香港的社區安全和低犯罪率向來備受尊崇，但在1970年代初，情況卻截然不同。當年香港罪案頻生，一直威脅著市民、商界和社會穩定。香港總商會於1973年應政府要求，與警隊共同創立「好市民獎」，成為首屆「撲滅罪行宣傳運動」其中一個項目。「好市民獎」背後的理念簡單直截：以即時的現金獎賞，嘉許一些協助防止或撲滅罪行的熱心市民。

過去39年來，有關計劃一直由總商會獨家贊助，我們亦很榮幸可以肩負重任，使香港成為全球其中一個最適合安居樂業的城市。自1973年至今，近4,000名英勇市民已獲嘉許，獎金總值七百萬港元。

適逢「好市民獎」即將邁向40周年，我們計劃為基金重新注資，以確保這個饒富意義的傳統能延續下去。假如您想加入總商會的行列，讓香港繼續蟬聯全球最安全的城市之一，請填妥捐款表格，支持「好市民獎勵計劃」基金。所有捐助者的芳名將會刊載在《工商月刊》，以表鳴謝。

Many people praise how safe they feel in Hong Kong and our low crime rate. But in the early 1970s, Hong Kong was a very different place. Crime was rampant and an everyday threat to citizens, businesses and the stability of the territory. The government asked the Hong Kong General Chamber of Commerce to help, and in 1973, together with the Police, the Good Citizen Award (GCA) was launched under the first Fight Crime Campaign. The idea behind the GCA was simple: reward civic minded citizens who help to prevent or solve a crime with an instant cash award.

Over the past 39 years, HKGCC has been the sole sponsor of the GCA and we are proud to have played an important role in making Hong Kong one of the safest cities in the world in which to live and do business. Since 1973, almost 4,000 Good Citizens have been presented with a GCA and \$7 million in cash for their bravery.

On the eve of the GCA's 40<sup>th</sup> Anniversary, we plan to replenish the fund to ensure that this very meaningful and valuable contribution to the community can continue for many more decades. If you want to join the Chamber and support the good citizens of Hong Kong for helping to keep Hong Kong one of the safest cities in the world, please contribute to the Good Citizen Award Fund by completing the donation form. All donors will be acknowledged in The Bulletin magazine.

<http://www.chamber.org.hk/en/events/good-citizen.aspx>

*Note: Every dollar you donate will be used solely for ensuring that this worthy cause can continue to help Hong Kong remain a safe place for us to do business and for our families to feel safe and enjoy living in. Thank you for your support.*

附註：您所捐贈的每分每毫，僅用於確保這項善舉能延續下去，讓香港繼續成為安居樂業的理想城市。多謝支持！

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### Phase 3 October 31 - November 4, 2012

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