

2015年 營商策略

委員會主席
分享見解



A CLEAR ROADMAP
FOR HONG KONG
為香港制訂
清晰的路線圖

COMPETITION ORDINANCE:
WHAT BUSINESSES
NEED TO KNOW
《競爭條例》：
企業須知

THE NEED FOR
CUSTOMER ENGAGEMENT
顧客互動的重要性

STRATEGIES FOR 2015

Committee
chairmen share
their insights
for 2015



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3:00 – 3:30pm DBA Programme introduction

3:30 – 4:30pm Meet our alumni, Q&A and networking

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回顧過去 展望將來

從多方面來說，2014年是香港艱辛的一年。我們是貿易主導的經濟體，因此全球需求持續疲弱，很可能令本港今年的增長不足2.5%。儘管近日油價下跌，或可讓我們在2015年略鬆一口氣，但企業目前仍面對勞工極度緊絀、營商成本上升、通脹率達4%等情況。

全國人民代表大會常務委員會就香港2017年行政長官選舉所定下的框架，確立了來年引領我們邁向普選的基本原則。然而，有關決定亦引發了街頭抗爭，對市民出入帶來不便，亦令眾多小商戶陷入困境。

要修補社會的分歧，我們要為社會的可持續未來訂立清晰的願景，使人人受惠。本會已在上月向政府提呈的2015至16年度《施政報告》及《財政預算案》建議書中，闡述我們的觀點，當中的建議主要來自去年秋季的政策論壇上所收集的會員意見。我們強調，香港急需處理的議題包括可持續發展、競爭力、規劃及願景，但首要的還是向前邁進，以及重振「我做得好」的精神。

在剛圓滿結束的第20屆「香港商業高峰會」上，一眾嘉賓也討論類似的議題。我們需要了解市民的看法、關注和訴求，特別是年青一代，讓香港不僅能夠在瞬息萬變的世界中立足，也同時能蓬勃發展。此外，與內地維持良好關係，對香港的未來亦十分重要。從11月在北京舉行的亞太經合會可見，太平洋鄰近地區的領袖亦意識到與內地緊密合作可帶來更佳的前景。會議達到一個新里程碑，就是中美簽署了一份雙邊協定，承諾合力減少溫室氣體排放。會上探討的議題亦包括增加全球互連互通的速度、食物安全及城市化。

本港方面，總商會力促當局制訂指引，以釐清《競爭條例》含糊的地方。我們亦就多項影響商界的議題，向政府提交建議書，包括：雙重徵稅協定、稅務資料自動交換、城市規劃過程、公司破產、政制發展、CEPA、與東盟締結自由貿易協議、第三條跑道、發電燃料方案、人口政策、退休金、標準工時，以及法定最低工資。

要應對未來12個月的挑戰，就要集思廣益、共同發聲。香港具備人才和專業知識，以克服未來挑戰，但要成功，我們必須同心協力，確保本港邁向更美好的未來。✿

The Year in Review

2014 was a difficult year for Hong Kong on many fronts. We are a trade-dependent economy, so continued subdued global demand will likely result in our growth for the year being less than 2.5%. The extremely tight labour situation added to the rising cost of doing business, as did inflation at 4%, although the recent drop in oil prices may offer us some relief in 2015.

The release of the National People's Congress Standing Committee's framework for Hong Kong to move forward toward universal suffrage for the Chief Executive election in 2017 laid out the basic parameters that guide us in the coming year. But it also led to street protests that made life very difficult for the commuting public, and pushed many small businesses to the wall.

To heal social divisions, we need a clear vision for a sustainable community that benefits everyone. We presented our recommendations on how this can be achieved in our 2015-16 Policy Address cum Budget Submission, submitted to the Government last month. Comprised primarily of your views collected during our Policy Forum last autumn, we stressed that the most important priorities for Hong Kong include sustainability, competitiveness, planning and vision. But above all, we need to start moving forward and rekindle our "can do" spirit.

Discussions during our extremely successful 20th Annual Business Summit followed a similar vein. We need to understand the views, concerns and aspirations of all members of society, especially the young, so that Hong Kong not only remains relevant in a rapidly changing world, but thrives. Maintaining good relations with the Mainland is fundamental to the future of Hong Kong. As was highlighted at the Beijing APEC meeting in November, leaders from around the Pacific Rim also saw a bright future in working closely with the Mainland. Among the outcomes of that meeting were a landmark, bilateral U.S.-China agreement to work together to reduce greenhouse gases. Increasing the pace of connectivity, food security and managing urbanisation also featured in the discussions.

Closer to home, your Chamber lobbied hard for guidelines to address the ambiguities of the Competition Ordinance. We also made submissions to the Government on a host of key issues affecting businesses: double taxation treaties, automatic exchange of tax information, the town planning process, corporate insolvency, constitutional development, CEPA, the free trade agreement with ASEAN, the third runway, electric power fuel options, population policy, pensions, standard working hours, and the statutory minimum wage.

Meeting the challenges in the coming 12 months will require all of us to contribute our ideas, and our voices. Hong Kong has the talent and the expertise to overcome the challenges ahead, but to do so, we all need to work together to ensure our future will be bright! ✿

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Qianhai: An Innovative Base for Young Entrepreneurs

Chief Executive CY Leung attended the opening of the Qianhai Shenzhen-Hong Kong Youth Innovation & Entrepreneur Hub last month, saying that he was delighted to see many talented, young Hong Kong-based technology companies taking full advantage of the opportunities available in Qianhai, Shenzhen. Under existing policies, young entrepreneurs who start businesses there will be offered rent and tax concessions, while workers will also enjoy income tax concessions.

China has enjoyed a rapid technological advancement in recent years. Hong Kong should look for ways to strengthen our cooperation with the Mainland to maximise the opportunities for innovative technological development.

Last month, LegCo approved the proposal to establish an Innovation and Technology Bureau, which aims to facilitate economic development and improve people's livelihood through science and innovation. The Finance Committee will now review related establishment and funding proposals.

Qianhai focuses on developing a wide range of modern service industries, including finance, logistics, technology and information services, with an objective of "complementing Hong Kong, serving the Mainland and facing the world". To optimize Hong Kong's role in Qianhai development, the "Work Plan on Promoting the Shenzhen-Hong Kong Co-operation in the Shenzhen-Hong Kong Modern Service Industry Co-operation Zone in Qianhai" was recently issued in Beijing.

The work plan covers areas of land transfer, tax concessions and personnel exchanges. With a new trade liberalisation agreement under the framework of the Mainland and Hong Kong Closer Economic Partnership Arrangement (CEPA) signed last month, Hong Kong enterprises meeting certain criteria can receive the same treatment as domestic companies when they start businesses in Guangdong province. It is indeed the "first time Hong Kong businesses can enjoy national treatment."

The work plan also aims to strengthen exchanges between the Hong Kong and Shenzhen governments. As part of the programme, at least one-third of Qianhai's land – an area of 9 million square metres – will be reserved for Hong Kong companies.

It is noteworthy that the land-transfer target is not limited to Hong Kong developers, but also open to Hong Kong business associations, guilds, and SMEs, which account for 95% of Hong Kong businesses.

I think the Qianhai project is far more open and innovative than other previous Shenzhen-Hong Kong cooperative efforts. Hong Kong has a relatively uniform economic structure. I believe we can facilitate industrial development and add value to our businesses by technological innovation and making use of technology and talent in the Mainland.

Young people are all creative, but many of them say they don't have the opportunity to fully explore their potential. Therefore, youngsters, particularly fresh university graduates who aspire to start an innovative business, should seize the opportunities in the Mainland. ✿

前海：年青創業家的基地

行政長官梁振英上月出席前海深港青年夢工場的開園儀式時表示，高興看到不少香港年輕科技人員來到深圳利用前海平台發揮所長，而在前海創業的香港青年可獲得創業職員、租金和稅務優惠。

近年內地科技發展迅速，香港應該多與內地加強科技合作，抓緊創新科技發展的機會。

立法會上月通過的成立創新及科技局議案，以創新和科學促進經濟發展，以改善市民生活，而有關的人事編制改動及撥款建議已提交財委會。

前海定位於金融業、現代物流、科技服務和信息服務業等現代服務業，提出要「依托香港、服務內地和面向世界」。為了落實優化本港發展空間和產業結構等指示，《前海深港現代服務業合作區促進深港合作工作方案》近日在北京發布。

《方案》涵蓋土地出讓、稅收優惠、人才交流等方面。按上月在CEPA框架下簽署的新協議，廣東對符合一定條件的港資企業給予最優惠開放措施，讓它們享有與內地企業同等的待遇，這是「首次給予港企國民待遇」。

《方案》既加強深港兩地政府間的交流，亦向本港企業出讓不低於三分之一的土地，即是不低於900萬平方米的建築面積。

值得注意的是，土地出讓對象不僅限於香港開發商，還包括香港行業協會、公會等，以及佔本港企業總數95%的中小企。

我認為前海最特別之處，是較以往的深港合作更開放、更有新意。本港經濟結構比較單一，我相信業界可透過科技創新，利用內地的科技和人才促進產業發展，為其產業增值。

我們的年輕人是富有創意的，不少訴說社會欠缺機會，因此有志於創新創業的青年，特別是即將畢業的大學生，應好好地利用內地發展的機會，以開闢一片新天地。✿

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CEO Comments 總裁之見

Working to Serve You Better

Two thousand fourteen was a very busy year for the Chamber, with at least one event held just about every working day. As an international, yet local chamber, we covered the globe through our committee work, luncheon roundtables, consular cocktail receptions and in-depth study tours of fascinating facilities here in Hong Kong and cities in the Mainland with business development potential.

Our October visit to Guangdong included meetings with Secretary Hu Chunhua, Governor Zhu Xiaodan, and Guangzhou Secretary Ren Xuefeng, as well as discussions with Shenzhen Secretary Wang Rong and other senior leaders. Elsewhere in the Mainland, we visited the Shanghai Free-Trade Zone, Jiangsu, Jiangxi, Qianhai, Xiamen, Hubei, Yunnan as well as the Daya Bay nuclear power station.

Exploring opportunities in the Mainland is vital, but we also need to maintain Hong Kong's international flavour, as evidenced by our work with the many international chambers and consulates. Our country profile series and seminars put before members some of the business opportunities arising in countries around the world, while closer to home our behind-the-scenes visits to companies and facilities in Hong Kong showed members how some of the most successful and efficient companies in the world do business.

While most of our events are very well received by members, we understand that certain segments of our membership want something a little different. This is why last year we set up the Young Executives Club (YEC). As discussed at our 20th anniversary Business Summit, young people are the future leaders of Hong Kong, so we need to engage them more and hear their views. YEC, our participation in the Government's SME mentorship programme, and our Business School Partnership Programme are all part of this effort.

Bringing more new young blood into the Chamber will be a key focus for us in 2015, and so will improving the experience that members have with the Chamber. At the Chamber's staff retreats last month, staff brainstormed how we can serve members better, as well as what new products and services we can offer.

We will roll out some of these new, exciting initiatives in the coming months. I don't want to give too much away at the moment, but I can tell you one key initiative is to launch the Chamber's mobile app in the first half of the year so that we can communicate better with members, and also improve members' experience with the Chamber, from receiving useful information to booking events to interacting with other members. I hope you will all enjoy using the app and also benefit from the other new products and services that we will unveil in the coming months. ✿

致力提升會員服務

總商會在2014年忙個不休，每個工作天都至少舉辦一項活動。作為一個國際化的本地商會，我們透過屬下的委員會、午餐會、領事酒會，以及考察本地機構及具商業發展潛力的內地城市，以放眼世界。

本會去年10月率團訪問廣東，拜會了廣東省委書記胡春華、省長朱小丹、廣州市委書記任學鋒，並與深圳市委書記王榮及其他高官會面交流。此外，我們還到訪了上海自由貿易區、江蘇、江西、前海、廈門、湖北、雲南及大亞灣核電站。

探索內地商機固然重要，但我們也與多個國際商會和領事館緊密合作，以維持香港的國際特色。我們的國家簡介系列研討會，有助會員發掘全球的商機；本地方面，我們帶領會員考察本港不同企業和設施的幕後運作，了解頂尖國際企業的營商方式和成功之道。

儘管本會大多數的活動均深受會員歡迎，但我們明白部分會員的興趣和需要或有所不同，故此我們去年特別成立卓青社。我們在第20屆「香港商業高峰會」上提到，年青人是香港的未來領袖，因此我們要多接觸他們，聆聽他們的想法。透過本會的卓青社、「商校交流計劃」，以及參與政府的「中小企業營商友導計劃」，都有助達到此目標。

為總商會注入更多年青新血，將會是我們2015年的重點工作，而改善會員的服務體驗亦同樣重要。在本會上月舉辦的員工集思會上，員工一起商討如何提升會員服務質素，並構思全新的產品和服務。

未來數月，我們將陸續把嶄新、獨特的構思付諸實行。詳情請容我在此賣個關子，但我可以透露，其中一項主要計劃是在上半年推出總商會手機應用程式，以加強與會員的溝通，以及提升會員的服務體驗，如接收實用資訊、報名參加活動，以及與其他會員之間的互動交流等。本人希望所有會員都樂於使用我們的應用程式，並可受惠於本會未來數月所推出的其他嶄新產品和服務。✿

喜氣洋洋迎新歲

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Planning for 2015

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Social media and technology are shaping business trends, but traditional sectors of the economy are also undergoing some exciting changes

社交媒體及科技將帶動未來的營商趨勢，傳統行業也將面對重大轉變

With 2015 underway, *The Bulletin* has mined the expertise of the Chamber's committee chairmen to arm business owners with economic and cultural insights on opportunities to come and movements to watch.

For 2015, we're seeing a lot of new opportunities to update marketing tactics, appeal to target consumers, connect meaningfully with customers in person and gain more profits – good ideas to think about for entrepreneurs resolving to refresh their business strategies. Social media and technology applications will be central to many business strategies, but traditional sectors of the economy are also undergoing some exciting changes. Upcoming trends to watch include:



1. **Commerce:** Peer-to-peer business has proved it's here to stay
2. **Recreation:** Tabletop gaming is having a renaissance
3. **Marketing:** Brands embrace video as the holy grail of online marketing
4. **Tech:** Wearable tech gets a high-design makeover
5. **Finance:** The push to close the gender financing gap
6. **Millennials:** '90s flashbacks target an influential buying group
7. **Apparel:** Fitness togs are overtaking denim as the leisurewear of choice
8. **Engineering:** Graphene could change the world
9. **Design:** Vertical gardens are sprucing up retail spaces
10. **Retail:** E-commerce learns the value of a physical presence

More peer-to-peer and business collaborations are creating new money-making opportunities for the coming year. The rise of the sharing economy and video distribution partnerships are signs joint efforts are working

and fueling entrepreneurial pursuits. Even wearable tech is getting a makeover by aligning with fashion houses to develop more enticing products. The booming stylish active wear and retail design trends also reflect our culture's increasingly image-conscious demands.

More specifically, the Chamber's committee chairmen highlight what trends and opportunities, as well as challenges, that their respective industry sectors will have to deal with during the year. Following is an abridged version of their views, which have been edited for length and clarity.

Latin America's Growing Importance

Building on the work of the past 2½ years, the America's Committee will continue to focus primarily on developing relationships and facilitating business opportunities with Latin America (LATAM) in 2015. The region has experienced strong growth and development in the past decade and is increasingly looking to Asia – especially Hong Kong and the Mainland – to expand trade and investment. This is clearly illustrated by the Mainland becoming the largest trade partner for many LATAM countries.



Many LATAM countries, which border the Pacific Ocean and are therefore Pacific-Basin countries in their own right, are now beginning to build their presence and profile in the Asia-Pacific region. As such, the committee is increasing the knowledge and understanding of LATAM among businesses in Hong Kong. At the same time, we are looking to help LATAM businesses understand the complexities as well as cultural and economic dynamics of the Mainland.

Although the committee's focus has been and will continue to be on LATAM, this does not lessen our very long standing commitment to and relationships with North America, and this is an area we will continue to explore.

– *Michael Paulus, Americas Committee*

Expanding Cooperation

The geographical scope of the Asia & Africa Committee is very wide. A priority in 2015 will be to balance the excitement of dealing with so many economies and jurisdictions with focusing on key markets and the latest geopolitical realities.

In the latter regard, we will pay special attention to the progress of India's new, reforming government; to the nascent signs of lesser instability in the Middle East;

to new opportunities in Central Asia; to the continuing expansion of Africa's development potential; and, as always the economic and political trends in our near neighbours in East and South-East Asia.

Our work in the new year will involve increased cooperation with other Chamber committees and with the Hong Kong Trade Development Council. I also attach great importance to working more closely with our SME members, who form the backbone of the Chamber's support, to ensure that our activities meet their aspirations. One particular highlight in 2015 will be an overseas mission, details of which will be announced in due course.

– *Andrew Wells, Asia & Africa Committee*

Growing with the Mainland

The Hong Kong economy in 2015 will face the challenges of reinventing itself as a strategic hub for Mainland China to the rest of the world.

We need to work together with the Mainland authorities to develop closer economic integration and corporation, especially with the Pearl River Delta Region, to ensure we continue to grow.

Repositioning Hong Kong in the global economy, as well as regional context, will require the HKSAR Government, the private sector, and labour markets to join forces and work in unison towards a sustainable future.

As part of this, badly needed infrastructure projects will need to be in place, but there are concerns that delays and filibustering in LegCo will stunt Hong Kong's progress. Our current political climate also needs to be addressed so that we see the Mainland more as a strategic partner where both economies can benefit from each other, rather than viewed with suspicion.

– *Edmond Yue, China Committee*

Bright Year Expected for Service Industries

2015 is expected to be an excellent year of opportunities for Hong Kong's service industries. With several ongoing multi-lateral trade negotiations, such as the Trade in Services Agreement, the ASEAN-HK Free Trade Agreement, and recent ratification of the WTO Trade Facilitation Agreement by the Mainland and HKSAR, these developments are expected to garner greater interest from international investors, as well as increase facilitation of Mainland outbound investment.

With the Mainland continuing its ambitious market liberalization and reform programmes, Hong Kong's



treasured business ethics – rule of law, level playing field and free flow of information – will set the platinum standard for enhancing business practices in China, as well as provide a richer understanding for Mainland investment abroad.

With Hong Kong's continued integration with the Mainland and, in particular, leveraging on the rapid development of Qianhai, Hengqin and Nansha, our service industries are uniquely positioned to capture first-mover advantages with increased cross-border flows of financial, human and intellectual capital. Moreover, with the signing of the 11th Supplement of CEPA, Hong Kong will further benefit from further core service market liberalizations.

– *Leland Sun, HKCSI Executive Committee*

DIT Driving Smarter Hong Kong, Smarter Living Vision

A lot of opportunities are arising from the "internet of things" (IoT), big data, as well as the increasing awareness and adoption of cloud computing. These are being driven by businesses' needs to stay competitive, efficient and flexible. Hong Kong is in an enviable position for the development of the digital, information technology, and telecommunications (DIT) industries, as we have the support of advanced, multiple fixed and mobile telecommunications networks, backed up by world-class data centres.

But our industry is not without its challenges. Technology and customers' expectations never stand still. The industry is having to manage more complex security risks, stay competitive, find the right talent and maintain a world-class telecommunication infrastructure. It is important that the Government's initiatives accelerate and sustain the development of the industry, and we will continue to urge the Government to work closely with us to achieve our "Smarter Hong Kong, Smarter Living" vision. This will require adoption of information and communications technologies (ICT), backed by a relevant and up-to-date regulatory framework.

– *Agnes Tan, DIT Committee*



Environmental Issues Making Progress

The public consultation on the future fuel mix for electricity generation in 2014 drew a record number of responses, which are being analysed by the Government. With the Scheme of Control expiring by 2018, we expect extensive discussions in the coming three years on the

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future electricity market and the recently published Consumers Council's report on the subject.

Waste will remain a challenging issue for Hong Kong, and I hope the Legislative Council can pass the Government's blueprint to deal with the issue and allow the plan can go ahead at full steam.

We have been collaborating with Guangdong Province to improve regional air quality since 2002, and this year both sides will review what progress has been made to finalize targets for 2020. Locally, public transport companies are actively looking to replace their fleets with lower emission vehicles, such as hybrid or electric vehicles, which will play an instrumental role in lowering roadside emissions. Coupled with extensions to our railway systems progressively coming into operation in a few years, I am confident that Hong Kong's air quality can achieve significant improvements in the coming few years.

– Cary Chan, Environment & Sustainability Committee

Finding Opportunities in Europe

The key issues for businesses dealing with Europe will be the weakening economy, which has resulted in high levels of unemployment, weak consumer spending, and a general lack of liquidity in the markets. The big worry is that the euro zone will succumb to a triple-dip recession and euro countries will fall into deflation.

There are a few bright spots in Europe in 2015, however, as Ireland is forecast to see strong GDP growth of just under 4% and Lithuania, which joined the EU on 1 January, 2015, Latvia and Greece are looking at just under 3% growth. In the Europe Committee, we are seeing a steady stream of visitors from Europe seeking ways to expand their business with this part of the world, particularly Mainland China. This is creating opportunities for Hong Kong businesses familiar with doing business in Europe and the Mainland. Similarly, we plan to visit Italy and Spain this year to bring members to see for themselves what opportunities are available in these countries.

– Neville Shroff, Europe Committee

Globalization of the Renminbi

Hong Kong, as one of the world's leading international financial centers with the largest offshore RMB pool and unique geographical location, is in a prime position to become the leading RMB offshore center, as the use of RMB as an international currency increases

over time. With the long history of RMB development in Hong Kong, coupled with the recent relaxation of RMB conversion and the establishment of the RMB repo facility, we see an unprecedented opportunity in 2015 for Hong Kong's financial industry to capitalize on the globalization of the RMB.

The launch of the Shanghai-Hong Kong Stock Connect further strengthened Hong Kong's position as the preferred offshore RMB hub around the world. To fully realize the role of Hong Kong being a super-connector between China and the world, and to play an integral part in the RMB internationalization process, we need to continue to innovate our RMB products and capabilities, both on the retail and institutional front, as well as to work very closely with free trade zones in China and other RMB markets globally.

– Weber Lo, Financial & Treasury Services Committee

Challenging Year for Manufacturers in the Mainland

The Mainland's domestic market will remain the biggest opportunity for Hong Kong manufacturers in 2015 and beyond. In particular, the rapidly growing e-commerce trend in the Mainland can help Hong Kong manufacturers expand in the market.

Guangdong did not increase the minimum wage in 2014, so there will likely be an increase of around 20% in 2015. Therefore, we can expect an overall double-digit wage increase in 2015. On the positive side, the price of oil has dropped substantially in recent months. This will likely remain low in 2015, together with most major raw materials.

Labour costs, shortages and labour regulations will likely be the greatest challenges facing Hong Kong manufacturers in 2015. Guangdong implemented the revised regulation on Collective Contracts of Enterprises on 1 January, 2015, which presents new challenges for businesses running operations in the province. To cope with this, companies should improve and formalize their HR policies/practices to build harmonious relationships with employees to avoid or at least minimize any adverse impact that might result from collective bargaining.

– K C Leung, Industry & Technology Committee

Stopping Unnecessary Costs and Legal Uncertainty

Hong Kong's legal system is one of its fundamental hallmarks. For decades, it has given Hong Kong a repu-



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太興飲食集團 譜寫香港品牌傳奇

一杯濃郁芳香的冰鎮奶茶，一口五星級的燒肉，提起太興這個滿載港式情懷的餐飲品牌，相信沒有香港人會感到陌生。集團主席陳永安先生(安哥)憑著對食物品質的不懈堅持，由最初的燒味快餐店開始，到現在的大型連鎖餐飲集團，且聽他道出太興飲食集團不斷創新求變，譜寫出香港飲食界的精彩傳奇。

安哥於1989年在西灣河開設第一間以快餐店形式經營的「太興燒味」，因以新鮮出爐作賣點，顧客品嚐過後均有口皆碑，「太興」的名字開始在本地飲食界嶄露頭角。安哥一直反覆考量品牌的發展前景，於1999年毅然決定將太興轉型為茶餐廳，同時招聘管理專才加入公司，取代傳統以來由大廚兼任的管理方式，又引入中廚食品，積極探索新的發展路向。現時集團旗下八個品牌，分店數目超過一百間，員工近四千人，規模遍及中國內地、香港及新加坡。

堅持專注及創新 嚴格控制食品水準

太興發展至現時的龐大規模，安哥認為「創新」和「專注」是成功的主要因素。隨著市場競爭，以及市民生活方式與飲食習慣的不斷轉變，太興積極探索並緊貼市場潮流，不斷推出創新品牌，例如台式餐廳、日式拉麵店及火鍋店等，迎合不同顧客的口味。此外，亦在傳統菜色上注入新的元素，例如冰鎮奶茶、自家製午餐肉即食麵等，同時經常聽取顧客及員工意見，務求做到精益求精，讓顧客不斷有驚喜。

多年來安哥專注提升食品質素及穩定性，與設備製造商合作研發由電腦控制之電子燒烤爐、紅外線乳豬爐、自動炒鑊系統及自動沖奶茶機



● 太興多年來堅持嚴選食材，確保食品質素。



● 陳永安先生恪守創新和專注的精神，帶領太興飲食集團在二十五年來穩步發展。

等，不但令食品質素更趨穩定，同時有效簡化工序，減少員工的體力勞損，提升職安健水平。太興除堅持嚴選食材，亦設立中央廚房，統一生產配方及烹調方法，確保食品味道及質素達至同一標準；同時分店奉行「新鮮密造」的原則，確保食品新鮮。安哥恪守創新和專注的精神，帶領品牌在二十五年來穩步成長。

重視企業管理及文化 提升員工歸屬感

談到管理的心得，安哥說：「我覺得一年的成功是靠運氣，十年的成功則靠管理，百年的成功就要靠管理及文化，兩者缺一不可」，所以安哥和管理層經常與同事互動溝通，了解大家的工作情況，與顧客及合作夥伴建立互助互信的關係，傳播太興「愛心、傳承、創新」的企業文化。

此外，安哥十分重視人才培養，集團專門設立培訓中心，提供專業化、系統化的培訓；實施「資歷架構」及「拔尖計劃」，提高員工晉升透明度，增強員工歸屬感。集團亦奉行「欣賞文化」，強調「先獎、後教、再罰」，培養員工的正面心態，為顧客提供最優質的服務。

選擇可靠優質的夥伴銀行 配合集團拓展大計

當業務日益擴展，企業所需要的支援亦愈來愈多，若有夥伴銀行結伴同行，業務發展自然能事半功倍。回顧太興飲食集團走過的路，安哥深深體會到選擇信譽可靠、服務一流的夥伴銀行的重要性。近年集團積極開拓業務，已分別進駐內



● 太興重視人才培養，並讓員工按其興趣及事業發展路向選擇進修相關課程，以提升技能及晉升機會。

陳永安先生簡介：

陳永安先生，太興飲食集團主席，香港餐飲聯業協會會長，香港優質旅遊服務協會副主席，選舉委員會界別分組選舉(飲食界)委員。1989年創立首間太興，集團發展至今逾100間分店，分店遍佈香港、中國內地及新加坡等地。

地和新加坡市場，有賴中銀香港配合分店的擴展計劃，提供靈活的資金安排及貼身服務，再加上其龐大的分行網絡，迎合集團業務上的各種需要，包括員工支薪及強積金都照顧周到，減少行政資源的壓力，令集團可更專注發展業務。

安哥透露集團已訂下未來五年的發展藍圖，預計分店數目、營業額和利潤都能朝著目標穩步邁進。太興從首間燒味店便開始選擇中銀香港作為銀行合作夥伴，至今已逾四分之一個世紀，多年來一同成長，攜手為推動香港經濟發展作出貢獻。



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(資料由客戶提供)

tation for strong rule of law, and a commitment to legal certainty coupled with fair and proportionate regulation.

In the coming year the Hong Kong Competition Commission intends to complete its consultation on the guidelines that are required before the prohibitions in the Competition Ordinance come into force. The guidelines are of fundamental importance to businesses as they try to assess the scope of the ordinance, what conducts are prohibited and the likely enforcement priorities of the commission. There also continues to be debate about standard working hours and a working group, established by the Department of Justice, is studying the Law Reform Commission's recommendations regarding class actions in Hong Kong.

These new and potential regulatory changes are far reaching and could significantly increase business costs and legal uncertainty. The Legal Committee will continue to advocate for clarity and proportionality. Key to this is to encourage policy makers to conduct more regulatory impact assessments to ensure that adequate consideration is given to the potential costs and benefits of regulations – looking at the good and the bad – to stop unnecessary costs and legal uncertainty being imposed on businesses in Hong Kong.

– *Stephen Crosswell, Legal Committee*

Preventing Sclerotic Labour Markets

The Manpower Committee plans in 2015 to focus on core issues, which have the most significant impact on Hong Kong business's ability to complete in uncertain times. These are not new; within businesses, engaging and motivating staff when there is so much competition for scarce talent; helping employees enhance their abilities and effectiveness, both for their benefit and for their employer's.

Externally, it is crucial that those in our community who do not work in the private sector, but depend upon it – the administration, politicians, members of the public not engaged in business – understand the importance of allowing businesses to manage their employees flexibly. The increasing imposition of legislation and regulations, however well intended, which inhibit this flexibly risks creating the type of sclerotic labour markets from which much of Europe now suffers. The Chamber needs to work harder to get this message across, and to explain that this is to avoid damaging long-term consequences for the whole community, not only the business sector.

– *Nicholas R Sallnow-Smith, Manpower Committee*



Addressing Land and Housing Shortages

Land related problems are at the core of Hong Kong's economy right now. Not only does Hong Kong have a land shortage problem, but the planning and land development approval process is verging on dysfunctional, taking way too long and costing much more than it should. The Chamber has been lobbying the Government to address these issues and will continue to do so. Some progress seems to be being made. New housing supply is forecast to increase modestly in the coming two or three years, and the East Kowloon programme should begin to provide some new commercial space. However, space shortages for the logistics sector look likely to continue, which damages our competitiveness in an important pillar of Hong Kong's economy.

While we agree that the Government should involve business and the public in decisions relating to land use and planning matters, all too often the consultation process seems to be more an exercise in postponing decision making than a genuine effort to incorporate the views of business and the community into land and infrastructure proposals. We will continue to liaise with branches of Government in an effort to ensure the timely provision of land and infrastructure, and also continue to push for abolishing the recently imposed stamp duties on commercial properties. We see these as unnecessary and hurting businesses.

– *Peter Churchouse, Real Estate & Infrastructure Committee*

Retail Sales Expected to be Lackluster

The retail and tourism sector is a major contributor of Hong Kong's GDP and together it employs more about 10% of the workforce. It provides steady employment opportunities for people from all sectors of the community and provides them with a chance to grow their careers. Over the past 10 years we have seen labour shortages push up wages, which have increased by an average of 6.5% annually in the past few years, which is higher than the financial services sector. Given there is still no policy to address the shortage, the increases are likely to continue in 2015.

While all tourists are important, the Mainland visitors are crucial to the industry's well-being. Therefore, any confrontation, be it about political issues or the number of Mainland tourists arrivals, will be detrimental to the interests of Hong Kong.

For the coming 12 months, I am cautious about the



prospects of the retail sector as domestic spending is weakening, and even though the number of Mainland visitors is growing, they are spending less.

– *Pang-Chun Yu, Retail & Tourism Committee*

Key Infrastructure Projects

2015 will be a busy year preparing for a number of important projects for the shipping, aviation, logistics and transport industry. The approval for the urgently needed third runway at the Hong Kong International Airport should hopefully be concluded and construction work will be able to begin. The Hong Kong-Zhuhai-Macao Bridge should continue to move ahead, and should be coming to the halfway point. The new MTR lines should be opened and will hopefully reduce congestion on our roads.

To address the shortage of warehousing for the logistics sector, additional land needs to be made available. We will see the development of the Qianhai Free Trade Zone start to mature, so overall, we should see a lot of opportunities opening up in the coming year, but we have to make sure we seize them.

– *Dr Kelvin Leung, Shipping & Transport Committee*

Weak Growth, Increasing Regulations Add to SMEs Woes

More than 90% of companies in Hong Kong are SME, which means they are a key employer. In the current business climate, it is not easy for SME to remain profitable, and to stay in the black we need to put a lot of effort into running our businesses, find ways to reach new customers, raise our knowledge base and also improve efficiency. This is becoming increasingly difficult due to the increasing number of regulations that companies have to deal with. The planned Competition Law, revisions to the minimum wage, and proposed standard working hours, etc., could have a huge impact on SMEs.

2014 was not a good year for SME, and I cannot foresee 2015 being any better. Businesses can pick up potential contacts and learn about new trends by participating in HKGCC events. I also suggest members communicate their views and concerns to the Chamber directly, so that the Secretariat can present small businesses' views directly to the Government. By collectively speaking up, our voice will be louder, which is why your support and participation is very important.

– *William Wong, SME Committee*



Tax Pressures

Hong Kong will continue to face external pressure for greater tax information transparency, automatic exchange of tax information agreements (AEOL) and further development on Base Erosion & Profit Sharing (BEPS), and other cross jurisdictional tax issues. This presents many challenges but also opportunities. On the one hand, we have a territorial taxation system burdened with additional administrative compliance costs due to these initiatives. On the other hand, we have the opportunity to protect our simple taxation system and make it known to the OECD and others that Hong Kong is a legitimate tax jurisdiction (as opposed to a “tax haven”). Hong Kong needs to speak up and participate at the negotiations table to protect our interests.

Finally, with the relaxation of foreign exchange and capital controls in China, Hong Kong is in a unique position to develop further our wealth management industry.

The Taxation Committee sees opportunities to enhance Hong Kong's competitiveness through tax and other economic measures in the coming year. We should focus on developing Hong Kong as a regional/corporate headquarters' centre, a preferred location of private equity and regional treasury operations, and a preferred corporate service provider for structuring outbound Chinese FDI's (as well as in-bound foreign direct investments into China). Finally, with the relaxation of foreign exchange and capital controls in China, Hong Kong is in a unique position to develop further our wealth management industry. All these initiatives will require re-examination and changes to our Companies Ordinance, Inland Revenue Ordinance, Trust and other legislation.

– *Francis Lee, Taxation Committee*

2015年經已來臨，《工商月刊》特別邀請總商會各委員會主席就經濟及行業前景分享見解，讓商界洞悉最新營商動態，迎接今年的機遇。

2015年是一個大好機會，營商者可從市場策略、吸引目標顧客、顧客聯繫、提高盈利等方面著手，嘗試調整營商策略。社交媒體及科技應用將成為焦點，而傳統行業亦將面對重大的轉變。最新趨勢包括：

1. 商貿：同業之間將繼續進行合作
2. 娛樂：桌面遊戲將再度流行
3. 市場推廣：視像將成為網上市場推廣的重要工具
4. 科技：可穿戴的科技產品採用時尚設計
5. 金融：不同性別的理財策略將逐漸拉近
6. 千禧一代：千禧一代將成為具影響力的消費群，90年代的潮流或再興起
7. 成衣：運動服將取代牛仔服飾，成為休閒服的主流
8. 工程：石墨烯將改變世界
9. 設計：直立花園設計融入零售空間
10. 零售：電子商貿的發展須配合實體店舖

同業之間的合作，將在今年帶來嶄新的商機。隨著共享經濟及視像發布的夥伴合作的興起，營商者正聯手尋求業務上的突破。即使可穿戴的科技產品也開始與時裝品牌合作，將產品包裝得更具吸引力。從運動服及零售產品的設計趨勢來看，亦可見消費者愈來愈注重個人形象。

總商會各委員會主席剖析了所屬行業的最新營商趨勢及機遇，以及預測今年將面對的挑戰。以下輯錄了他們的意見。

拉丁美洲重要性日增

美洲委員會將以過去兩年半的工作為基礎，在2015年繼續集中發展與拉丁美洲（拉美）的關係和商機。過去十年，該區經歷了強勁的經濟增長與發展，並且正日漸放眼亞洲，特別是香港和內地，以拓展貿易和投資。這個趨勢已很明顯，因為內地已成為眾多拉美國家最大的貿易夥伴。

許多拉美國家，即毗連太平洋的太平洋盆地國家，現正開始建立其在亞太區的地位。因此，委員會正致力增進本港企業對拉美的認識和了解，同時協助拉美企業了解內地市場的複雜性，以及當地的文化和經濟環境。

儘管委員會將繼續把焦點落在拉美地區，但這不會削弱我們長久以來與北美所建立的關係和聯繫，我們也將繼續探索這個地區的商機。

——美洲委員會 馬國寶

擴展合作

亞洲及非洲委員會涵蓋的地域十分廣闊。2015的工作重點，是在眾多經濟體和國家事務之間取得平衡，並著眼於一些主要市場和最新的地緣政治發展。

地緣政治方面，我們會特別留意印度新政府的改革進展、中東地區轉趨穩定的初步跡象、中亞地區的新商機、非洲日益增



強的發展潛力，以及一如既往，東亞及東南亞鄰近國家的經濟和政治趨勢。

新的一年，我們將加強與總商會其他委員會及香港貿易發展局的合作。我亦非常重視與本會中小企會員合作，以確保我們的活動能夠滿足他們的期望，因為他們是總商會的重要支柱。2015年的其中一項焦點活動，是舉辦海外考察團，我們將於適當的時候公布詳情。

——亞洲及非洲委員會 華賢仕

與內地共同發展

香港經濟在2015年所面對的挑戰，是如何加強其策略性樞紐的角色，協助中國內地連繫全球各地。

我們要與內地當局共同推進更緊密的經濟融合與合作，特別是與珠江三角洲地區，以確保我們能持續增長。

香港特區政府、商界與勞動市場須同心協力，才能為香港在全球及地區經濟中的角色重新定位，一起創建可持續的未來。

因此，當局需盡快落實基建項目，但立法會的延誤和拉布，或會令發展受阻。另外，我們也得舒緩當前的政治氣氛，並且視內地為互惠互利的策略夥伴，避免猜疑。

——中國委員會 余國賢

服務業前景光明

對香港服務業來說，2015年將機遇處處。各項多邊貿易談判正進行得如火如荼，例如服務貿易協定、香港與東盟的自由貿易協定，以及內地與香港特區近日通過的世貿《貿易便利化協定》。上述的新發展有助吸引國際投資者，同時促進內地市場的對外投資。

內地將繼續推行市場自由化及改革方案，本港一直奉行的商業操守，包括法治、公平的競爭環境及資訊流通等，均為優化內地的營商模式訂下了標準，並為投資海外的內地企業提供更多資訊。

香港與內地日趨融合，特別是前海、橫琴和南沙地區的急速發展，使我們的服務業得天獨厚，享有早著先機的優勢，並得益於日漸增加的金融、人力及知識資本的跨境流動。再者，萬眾期待的《CEPA補充協議11》將於明年年初公布，本港有望受惠於餘下的服務市場自由化核心計劃。

——香港服務業聯盟執行委員會 孫立勳



推動智慧香港、智優生活

「物聯網」、大數據及雲端運算的日漸普及應用，創造了無窮商機，而這些發展源於企業需要維持競爭力、效率和靈活彈性。在數碼、資訊科技和電訊業的發展上，香港正處於一個令人稱羨的地位，因為我們擁有世界級數據中心，以及先進、多元的固定和流動電訊網絡的支援。

然而，業界亦不無挑戰。科技和顧客的期望不斷轉變，業界要處理更複雜的保安風險、保持競爭力、物色合適的人才，並維持世界級的電訊基建。政府的政策必須能夠加快和延續業界

DYNASTY – A LEGEND REBORN

香港萬麗海景酒店滿福樓華麗回歸

If you have been waiting for something wonderfully new at Dynasty, the moment has come! Dynasty, the award-winning Chinese restaurant at Renaissance Harbour View Hotel Hong Kong reopens now following its magical makeover.

Following an extensive six-month renovation, the new interior savored of intriguing Chinese heritage with a twist. The dramatic double height dining hall is in keeping with the stunning view of Victoria Harbour. The eight private dining rooms named after the indigenous districts of Xiguan have now made the restaurant even more desirable for celebrations, corporate and social gatherings.

For much delightful dining adventures, the Grand menu promises to preserve the classic attractions in Dynasty includes over a hundred of dishes featuring time-honored recipes; Dynasty Specialties menu uncovered the hidden gems in Cantonese cuisine that would best represent the indigenous people; whereas the Chef Recommendations showcase contemporary interpretations of the Cantonese classics.

Wine connoisseurs will be pampered by the dedicated sommelier and amazed by over 300 bottles of French, Italian and New World wine selection at wine cellar. Needless to say that tea drinking is an integral part when enjoying Chinese cuisine. Diners can savour a variety of premium Chinese tea from a tea trolley service while the Dynasty's Blend Tea is not to be missed.

You would need more than a year to try all of Dynasty's delicacies, reserve a table now to be part of the LEGEND REBORN! For reservations, please call +852 2802 8888 / 2584 6971.



醞釀多時，滿福樓現以全新面貌華麗回歸！香港萬麗海景酒店獲獎無數的中菜廳滿福樓，現已全面翻新，餐饗服務更上層樓，為飲食界帶來一番新氣象。

全新設計的餐廳以西關大宅為藍本，古典中蘊含時尚，雅緻中更見華麗。落地玻璃窗讓進餐者視野開闊，維港美景盡收眼簾。滿福樓置有8間私人廂房，可合併或分開使用，滿足客不同需要，置身其中，無論是私人聚餐還是公司會議，倍感輕鬆寫意。

滿福樓主打純正廣府菜，崇尚以優質食材締造地道佳餚，以傳統為本，再加上心思創見，傳承發揚廣東手工菜的箇中精粹。主菜牌為您提供過百款經典菜式如蜜汁烤叉燒、椒鹽炸蟹鉗等百吃不厭；滿福精選菜單展現了最地道的時令美食；還有霍師傅的得意之作，包括香芒帶子龍鬚卷和杏香金沙焗龍蝦球，創新的食材配搭融合廣東菜的傳統烹調技藝，每道菜都能令食客大快朵頤。

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Telephone / 電話: +852 2802 8888 / 2584 6971

Opening Hours / 營業時間:

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Mon – Sat 星期一至六

1200 – 1500hrs / 中午12時至下午3時

Sun & Public Holidays 星期日及公眾假期

1130 – 1500hrs / 早上11時30分至下午3時

Dinner 晚餐

Mon – Sun 星期一至日

1800 – 2230hrs / 晚上6時至10時30分

的發展，我們將繼續促請政府與我們密切合作，以達到「智慧香港、智優生活」的願景，而這將涉及資訊及通訊科技的應用，以及適切的規管架構支援。

—— 數碼、資訊及電訊委員會 陳國萍

環境議題取得進展

2014年展開的未來發電燃料組合公眾諮詢，所收到的回應創下了紀錄新高，政府正綜合所得意見以作分析。隨著管制計劃將於2018年屆滿，我們預料電力市場的未來發展及消費者委員會近日就此議題所發表的報告，將於未來三年引起廣泛討論。

廢物處理仍然是香港的挑戰之一，我期望立法會通過政府的藍圖，以應付有關問題，並全力推展計劃。

自2002年起，我們一直與廣東省合力改善地區空氣質素，而雙方將於今年檢討進展，以制訂2020年的目標。本地方面，公共運輸企業積極尋求以低排放的汽車如混合動力或電動汽車，取代他們現有的車隊，這將大大減少路邊廢氣。此外，鐵路系統在未來幾年日益擴展，我相信本港的空氣質素可於未來數年取得重大的改善。

—— 環境及可持續發展委員會 陳永康



探索歐洲商機

在歐洲經商的企業所面對的主要問題是當地經濟疲弱，導致失業率高企、消費疲軟，以及市場流動資金不足。最大的憂慮是歐元區將陷入三底衰退，而歐元區國家則面臨通縮。

然而，歐洲在2015年亦有幾個亮點：預料愛爾蘭的GDP將錄得接近4%的強勁增長；於2015年1月1日加入歐盟的立陶宛，以及拉脫維亞和希臘，亦預期會有近3%的增幅。在歐洲委員會，我們不時接待來自歐洲各地的訪客，他們都期望拓展亞洲業務，特別是中國內地市場，而這正為熟悉歐洲和內地業務的香港企業創造商機。我們計劃於年內到訪意大利和西班牙，讓會員親身了解當地所提供的機遇。

—— 歐洲委員會 尼維利施樂富

人民幣國際化

香港作為全球領先的國際金融中心之一，擁有最大的離岸人民幣資金池，以及獨特的地理優勢。隨著人民幣日漸成為國際貨幣，香港正好處於有利的位置，以發展成為領先的人民幣離岸中心。人民幣在港的悠久發展，加上近日人民幣兌換限制放寬，以及人民幣回購服務的推出，將在2015年為本港的金融業帶來空前的機遇，以充分利用人民幣國際化的趨勢。

滙港通的開展，進一步鞏固了香港作為首選的全球離岸人民幣樞紐。為充分體現香港作為中國與世界各地之間的超級聯繫人角色，以及在人民幣國際化過程中處於重要的位置，我們需



要在零售和制度的層面上，繼續開發創新的人民幣產品和服務，並與內地的自由貿易區和全球的其他人民幣市場密切合作。

—— 金融及財資服務委員會 盧韋柏

內地製造商挑戰重重

內地市場將在2015年及未來的日子，繼續為香港製造商帶來龐大的商機，尤其是內地迅速增長的電子貿易，有助香港廠商拓展市場。

廣東於2014年未有上調最低工資，故2015年的加幅很可能達到兩成左右。因此，我們可以預期2015年的整體工資會錄得雙位數增長。從積極的一面看，油價近日大跌，而且很可能於2015年維持低位，大部分的主要原材料亦然。此外，主要貨幣兌美元及人民幣走弱，將減低主要材料及零件的價格壓力。

勞工成本、短缺和規管，很可能是本港製造商在2015年所面對的最大挑戰。廣東已於2015年1月1日實施新修訂的企業集團合同條例，對在粵營商的企業而言，無疑是新的挑戰。就此，企業應改善及制訂相關的人力資源政策 / 安排，以建立和諧的僱傭關係，避免或盡量減少集體協商可能帶來的負面影響。

—— 工業及科技委員會 梁廣泉

減少不必要成本、釐清法規

法制是香港的核心價值之一，數十年來為我們帶來了健全的法治。法治建基於明確清晰的條文，以及公平和適度的規管，能夠尊重市場制度，並且了解過度、失當或不良規管所帶來的潛在成本。

在未來一年，香港競爭事務委員會計劃於《競爭條例》的限制生效前，完成所需指引的諮詢。指引對企業十分重要，以便他們評估條例的適用範圍、違法行為的定義，以及競委會的執法重點。標準工時亦持續引起爭議，而由律政司成立的工作小組，正研究法律改革委員會就在港引入集體訴訟的建議。

這些全新和潛在的規管變動影響深遠，或大大增加營商成本，並削弱法例的明確性。法律委員會將繼續促請當局改善法規的明確性和適切性，並鼓勵決策者多作規管影響評估，以確定有關決定已充分考慮立法的潛在成本和效益，深入了解其利弊，避免為本港企業帶來不必要的成本，令法例變得含糊不清。

—— 法律委員會 高善和



避免勞動市場僵化

2015年，人力委員會將專注處理若干最影響本港企業競爭力的核心議題，協助他們應對前景不明朗的環境。這些議題亦非新事：在人才競爭激烈的市場，企業需要了解和激勵員工；協助僱員提升能力和效率，讓僱傭雙方都能受惠。

對外方面，倚靠商界而又非受僱於商業機構的社會大眾——政府、從政者及市民，必須了解企業靈活管理僱員的重要性。立法和規管日漸增多，無論用意有多良好，都會減少企業在這

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方面的靈活性，並有可能導致大部分歐洲國家現正面對的勞動市場僵化問題。總商會要著力傳達這個訊息，並解釋此舉可避免對商界以至整體社會造成長遠的不利影響。

——人力委員會 蘇兆明

解決土地及房屋短缺問題

土地問題是目前香港經濟議題的核心。本港不僅面臨土地短缺問題，用地規劃及土地發展的審批過程也近乎失效，而且耗時過長，加重成本。總商會一直促請政府處理相關議題，並將繼續向當局獻策。有關議題已取得一定的進展，例如政府計劃於未來兩至三年逐步增加房屋供應，「起動九龍東」計劃亦將提供新的商用空間。然而，本港重要支柱產業——物流業將繼續面對用地短缺的問題，無疑會削弱其競爭力。

儘管我們認同政府應允許商界和公眾人士參與土地運用及規劃的決策，諮詢過程卻往往延誤了決策的進度，而非有效地綜合各方對土地及基建計劃的意見。我們將繼續與政府各部門保持聯繫，以確保土地和基礎設施的適時供應，同時爭取廢除近期向商用物業徵收的印花稅。我們認為此舉實非必要，更會對企業造成負面影響。

——地產及基建委員會 卓百德



大型基建項目

2015年將會是繁忙的一年，船務、航空、物流及運輸業正密鑼緊鼓地開展多個重要項目。香港國際機場急需興建第三條跑道，我們期望能盡快展開相關工程。港珠澳大橋仍在興建中，預計今年將完成約一半的工程。港鐵的新支線現已通車，有望減少道路的擠塞情況。

要解決物流業的倉儲設施短缺問題，香港必須發展額外的倉儲用地。此外，我們亦可預見前海自由貿易區的發展將漸趨成熟。總括來說，來年將為業界帶來眾多機遇，我們必須好好把握機會。

——船務及運輸委員會 梁啟元博士



增長疲弱、規管日增加重中小企負擔

逾九成香港企業均為中小企，可見他們是市場上的主要僱主。在現時的營商氣氛下，中小企實難以維持盈利，而要取得盈餘，就必須努力經營、設法物色新客、增進個人知識及改善效率。然而，要兼顧上述各方面並不容易，因為企業要應對的規管日漸增多。即將實施的競爭法、最低工資的修訂，以及建議的標準工時等，都可能對中小企造成重大的衝擊。

對中小企來說，2014年並不順遂，預期2015年亦然。企業可透過參與總商會的活動，結交潛在的合作夥伴，並了解最新趨勢。我亦建議企業直接向總商會表達意見和關注，以便秘書處將之提交政府。集體發聲，可令我們的聲音變得更強而有力，因此會員的支持和參與十分重要。

——中小型企業委員會 黃龍想

最後，隨著中國放寬外匯和資本管制，
香港正處於獨特的位置，
可進一步發展本地的財富管理業。

稅務壓力

香港將繼續面對外來壓力，包括提高稅務資料透明度、稅務資料自動交換協議、稅基侵蝕與利潤轉移的進一步發展，以及其他跨境稅務議題。這將為企業帶來種種挑戰，同時亦帶來機遇。一方面，我們的地域來源徵稅制度會因為此等措施，而令行政遵循成本有所增加。另一方面，這為我們提供一個良機，以保障本港的簡單稅制，以及向經合組織和其他地區表明，香港是合法的稅務管轄區（而非「稅務天堂」）。香港需要發聲，並參與討論，以保障我們的利益。

稅務委員會認為，來年可透過稅務及其他經濟措施，以提升本港競爭力。我們應專注發展香港成為地區 / 企業總部中心、私募基金和地區財資運作的首選地點，以及管理中國對外投資（及外商直接投資）的首選企業服務供應商。最後，隨著中國放寬外匯和資本管制，香港正處於獨特的位置，可進一步發展本地的財富管理業。要實現這些目標，就需要重新檢討和修改本港的《公司條例》、《稅務條例》、信託法及其他立法。

——稅務委員會 李安東



預期零售業銷貨表現呆滯

零售和旅遊是香港GDP的主要來源，兩者合共聘用超過一成的勞動力，除了為社會各界提供穩定的就業，也為他們提供發展事業的機會。過去十年，勞工短缺不斷推高工資，加幅在過去幾年平均每年達到6.5%，比金融服務業還要高。鑒於當局仍未推出政策以處理人手不足的問題，有關升勢很可能在2015年持續下去。

每位遊客對我們都十分重要，而內地旅客對業界的穩健發展尤甚。因此任何衝突，無論是與政治議題或內地訪港旅客人數有關，都會有損香港的利益。

未來12個月，我對零售業的前景抱持審慎態度，因為本地消費正在轉弱，而即使內地旅客人數仍在增長，他們的消費亦正減少。

——零售及旅遊委員會 余鵬春

採納彈性 上班時間

Adopt Flexitime



締造家庭 友善工作間

Create a Family-friendly Workplace

彈性上班時間能讓僱員平衡工作和家庭責任，同時為僱主建立一支積極投入的工作團隊，有助提升企業競爭力。

Adopt flexitime can assist employees in balancing their work and family responsibilities. It also helps build up a devoted team and enhance the competitiveness of the enterprise.





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What Happens When the Music Stops?

This is the year most observers think the U.S. Federal Reserve Board will move to normalise its monetary policy. After six years of the lowest policy rates in history, the combination of moderate growth and falling unemployment seem to be reaching the point where Chair Janet Yellen and her colleagues will finally declare victory.

For the past seven years, real Fed Fund rates – the policy rate minus consumer inflation – have been in the red, by an average of 1.9 percentage points. There was a brief hiatus during that time, when the U.S. economy fell into deflation for the first time since the 1950s, and according to the math, the real rate rose above zero. That, however, was the bottom of the blackest part of the North Atlantic Financial Crisis, and does not change the pattern.

The first graph reminds us of the gravity of the situation, and the reason for the unprecedented monetary policy decisions. Monthly data on Federal Reserve lending to financial institutions dates back to 1919, and up until the end of 2007, it had averaged just US\$578 million per month. The inset shows how the Fed coped with the Savings & Loan crisis back in the 1980s. (Here's the source: <http://research.stlouisfed.org/fred2/series/BORROW>.)

This time was different. In December 2007, lending reached \$15.4 billion, and less than a year later topped out at \$698.8 billion. The first figure was equal to all

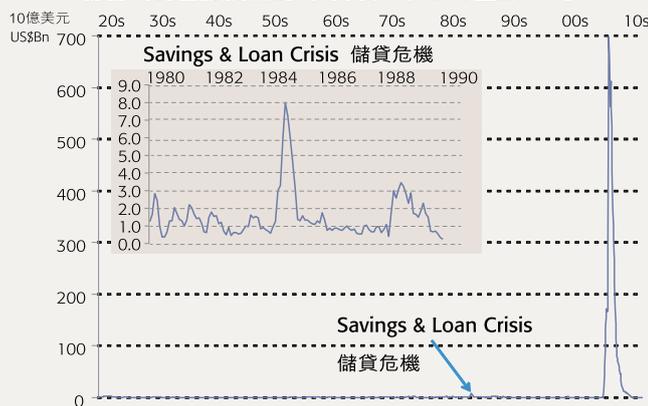
lending in the previous six years. The November 2008 peak was more than in the previous 88 years combined. Clearly, something broke.

Thankfully, lending is back down to manageable levels, but other factors still plague the economy. In December 2009, the U.S. fell into 11 months of deflation, the longest – and first – contraction in prices since 1954-55. From then to now, prices have risen an average of just 1.6% p.a., far too low to warrant monetary tightening.



Fed Monthly Lending to Financial Institutions (1919-2014)

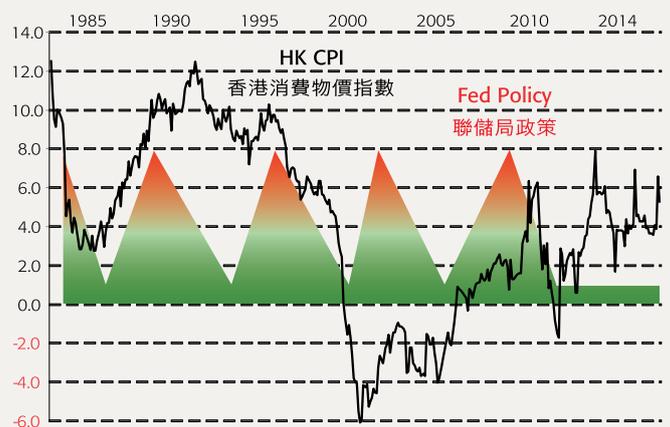
聯儲局對金融機構的每月貸款 (1919至2014年)



Graph 1 圖一

Hong Kong Inflation and US Monetary Policy

香港通脹與美國貨幣政策



Graph 2 圖二

美國退市 全球經濟何去何從？

大部分觀察員認為，美國聯邦儲備局（聯儲局）今年的貨幣政策將回復正規化。經歷了六年史上最低的政策利率，經濟溫和增長與失業率下跌，兩者似乎都正邁向一個令人滿意的水平，足以讓主席耶倫和其團隊最終宣布勝利。

過去七年，實質聯邦基金利率（政策利率減消費者通脹）一直處於負水平，平均為1.9百分點。期間此現象曾出現過短暫暫停，就是當美國經濟自1950年代以來首次陷入通縮，在數學上，當時的實質利率升穿零水平。然而，那時正是北大洋金融危機的谷底，並未有改變整體趨勢。

圖一說明了當時情況的嚴重性，以及作出該空前貨幣政策決定的原因。根據聯邦儲備對金融機構的每月放貸數據，從1919年到2007年底，平均每月只有5.78億美元。小圖顯示聯儲局如何應對1980年代的儲貸危機。（資料來源：<http://research.stlouisfed.org/fred2/series/BORROW>）

今次的情況有所不同。2007年12月，貸款達到154億美元，而在往後的不足一年內，更飆升至6,988億美元的最高位。前者相當於先前六年的貸款總額，而2008年11月的高峰，甚至超出先前88年的總和。顯然，某些地方出了岔子。

可幸的是，借貸已回落至易於管理的水平，惟其他因素仍然不利於經濟。2009年12月，美國陷入11個月的通縮，是自1954至55年以來首次出現、持續最久的價格收縮。自此之後，物價平均每年僅升1.6%，低得不足以支持推行貨幣緊縮。

然而，失業情況正穩步回復過來。失業率已從2009年底10%的高位，下降至最近三個月的6%以下。經濟連續19季錄得增長（第4季很可能是第20季），平均每年溫和而穩定地增加2.2%。以上兩項因素，加上低息借貸所引發的資產價格泡沫，解釋了為何許多人都認為是時候結束寬鬆的貨幣政策。

這對香港有何啟示？從圖二可見，美國聯儲局調整貨幣政策對本港通脹率的影響。圖中狀似聖誕樹的三角形代表政策調整的高峰（紅色）與低谷（綠色），黑線是我們的通脹率。由於本港於1983年開始實施聯繫匯率，圖表只涵蓋1984年至現有的最新數據。

當聯儲局加息，本港通脹率就傾向下跌，但亦偶有例外，如1980年代末。鑒於本地物價自2012年底以來一直錄得逾4%的增幅，因此我們今次的主要關注點並不在此。香港以至全球各地所憂慮的是貨幣正規化對金融市場的連鎖效應，尤其是對消費者信心和需求的影響。請密切留意事態的最新發展。

Unemployment, however, is recovering nicely. From a peak of 10% in late 2009, the jobless rate has fallen to less than 6% in the last three months. Economic growth has continued for 19 straight quarters (Q-4 was probably number 20), averaging a modest but steady 2.2% p.a. Those two factors, and the asset price bubble generated by too-cheap money are the reasons many think it is time to end the loose money policy.

What does it mean for Hong Kong? The second graph shows what has happened to our inflation rate as the U.S. Fed adjusts its monetary policy. The Christmas looking triangles represent the peaks (red) and troughs (green) of policy adjustment. The black line is our inflation rate. Since we initiated the peg back in 1983, this graph only covers the period from 1984 to the latest available data.

When the Fed raises interest rates, our inflation rate tends to fall, although there are rare occasions when it does not, as in the late 1980s. As our prices have been rising an average of more than 4% since late 2012, that isn't our main concern at this time. What we, and the rest of the world fear is the knock-on effect of monetary normalisation on financial markets, and particularly on consumer confidence and demand. Stay tuned. ❀

Time to Visit Qianshan Mountain

– Number-one Mountain in Northeast China

Anshan, situated in the mid-south of Liaodong Peninsula, is the third largest city in Liaoning and the fifth largest in northeast China. Covering a total area of 9,252 square kilometers, it is home to four million people.

Anshan has a widespread transportation network, covering air, railway and highway. High-speed railways and highways running through Anshan include Harbin-Dalian High-speed Railway, Beijing-Shenyang High-speed Railway, Beijing-Harbin Highway and Shenyang-Haicheng Highway. Anshan airport operates daily direct flights to a range of cities including Beijing, Shanghai and Guangzhou.

Anshan is famous for its hot springs and is a tourist magnet in northeast China. A number of tourist attractions call it home, among the most notable being Qianshan Mountain. Located at the central Liaoning province and only 17 kilometers from downtown Anshan, Qianshan Mountain is a well-known national AAAA tourist destination. Steeped in its profound religious culture, Qianshan Mountain boasts its rich history and breathtaking natural scenery. Having Buddhism and Taoism in harmony with each other and owning a naturally formed Maitreya Buddha, Qianshan Mountain was recognized by the World Buddhist Association as the natural temple of Maitreya Buddha. The shape of mountain looks like Maitreya Buddha, which is truly

a natural wonder. With the nickname of “flowers in the water”, hot springs in Qianshan Mountain have attracted countless tourists.

Qianshan scenic spot is keen to attract investments in the following sectors.

Qianshan Cultural Tourism Industrial Park: It plans to occupy an area of 44,000 square meters, including hot spring spa center, conference center, catering center and green residential area.

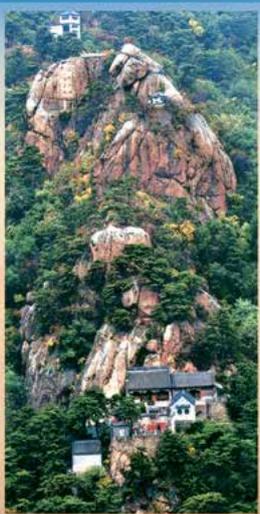
Qianshan Hot Spring Resort: With a planned area of 809 hectares, it plans to establish an eco-tourism area featuring natural mountain hot springs, and a base for business travelers.

Qianshan Cultural Center: With a planned area of 19,400 square meters, it aims to provide tourists with religious, cultural and arts activities.

Qianshan Amusement Park: With a planned area of 110,000 square meters, it aims to be a theme park offering interactive activities, sightseeing and entertainment.

Qianshan Parking Zone: It plans to cover an area of 45,000 square meters, including a five-story parking lot which can accommodate 3,300 vehicles.

Dubbed pearl of northeast China, Anshan is welcoming tourists from home and abroad with best travel services, and is waiting for investors around the world with the most favorable policies. Please visit our website at www.aswjm.gov.cn or contact us on aswjmjwlc@163.com.



彌勒福地 | 中國遼東第一山

——國家風景名勝千山風景區

鞍山，地處美麗富饒遼東半島中南部，是遼寧第三大城市，東北第五大城市。全市總面積9252平方公里，總人口400萬。

鞍山，交通快速便捷。哈大高速鐵路、京沈高速鐵路和京哈、沈海高速公路縱貫全境。鞍山機場每天有直飛北京、上海、廣州等定期航班

鞍山，中國東北著名旅遊溫泉之城。擁有眾多的人文，自然旅遊景點，其中最具有代表是國家風景名勝--千山。千山風景區是國家AAAA級旅遊區，位於遼寧省中部，距鞍山市中心17公里。千山具有厚重的歷史宗教文化，神奇秀美的自然風光，濃郁的關東風情。佛教與道教共居一山，天然造化彌勒大佛，被世界佛教協會認定天成彌勒道場，佛是一座山，山是一尊佛，可謂自然瑰寶，世界奇觀。“水中之花”的千山溫泉，一直以來是吸引遊人的人間勝地。

素有“東北明珠”之稱的鞍山，將以最優質的服務，歡迎世界各國朋友遊玩，以最優惠的政策歡迎各國企業投資。請瀏覽我們的網站www.aswjm.gov.cn或電郵至 aswjmjwlc@163.com。



千山風景區規劃建設五大旅遊板塊。

千山國際文化旅遊產業園：

規劃用地4.4萬平方米，建設溫泉會館區、會議中心區、飲食文化區、生態居住區。

千山溫泉度假區：

規劃用地809公頃，建設創新型山地溫泉生態旅遊區、瀋陽經濟區高端生態商務基地。

千山風景區文化體驗中心：

規劃用地1.94萬平方米，建設千山宗教文化演出和演藝活動中心。

千山風景區遊樂場：

規劃用地11萬平方米，建設一座融參與性、觀賞性、娛樂性、趣味性于一體中國現代主題公園。

千山風景區生態停車場：

規劃用地4.5萬平方米，建設為地下1層地上4層3300個標準停車位和商業中心。

Drawing a Clear Roadmap

勾劃清晰的路線圖

The Chamber presented its recommendations to the Government last month on how the upcoming 2015-16 Policy Address and Budget can carry Hong Kong forward in the coming years

總商會上月向政府提交2015至16年度《施政報告》及《財政預算案》建議書，協助制訂香港未來數年的發展路向

Hong Kong is at a crossroads. With endless disputes over constitutional development and badly needed infrastructure projects making little progress, our economic outlook does not look very rosy. The Hong Kong General Chamber of Commerce hopes that the Policy Address, to be released in early 2015, will present a clear vision for a sustainable Hong Kong that will benefit everyone. We need a clear roadmap that will carry us forward, but we also need to work together and rekindle our “can do” spirit.

The Chamber presented its recommendations on how that can be achieved in its 2015-16 Policy Address cum Budget Submission, submitted to the Government on 10 December. HKGCC Chairman YK Pang stressed the most important priorities for Hong Kong include

sustainability, competitiveness, planning and vision. “Hong Kong is more than ‘just another Chinese city.’ It is widely recognized as the most important business and financial centre in the Asian half of the world. We should not be complacent about that hard-earned title, and invest in sustaining our unique position,” he said.

Concerning divisions within society, the Chamber hopes that this confrontational chapter can quickly come to a close. “Being without natural resources and entirely dependent on investor confidence for survival, Hong Kong’s ability to absorb the impact of social unrest is extremely limited,” said Pang. He urged all parties to work towards a consensus and develop a longer-term vision for Hong Kong to ensure we remain a city where people want to invest and do business in.

Growing competition from neighbouring economies is adding to the challenges that Hong Kong faces. To maintain our position as Asia’s leading business and financial hub, the Chamber proposes a simple amendment to our tax regime to enable our SMEs to thrive. The Government should introduce a two-tiered tax system whereby the first \$2 million of taxable profits are taxed at a lower rate of 10%. We also recommend the Government stops collecting provisional profits taxes and extends the deadline for paying the full tax owed, without extra interest or penalties. These simple measures would very effectively inject badly needed vitality into SMEs and the overall economy.

The Chamber’s submission also urges the Government to reduce tensions and rebuild trust by formulating appropriate policies that drive sustainable development where broad agreement already exists. We also pointed out that thorough regulatory impact assessments should be conducted prior to deciding on a policy direction.

It is essential for Hong Kong to expand its international characteristics. Accordingly, we must strengthen our role as the bridge between the Mainland and the rest of the world, channelling flows of investment and resources both ways. The Chamber stands ready to support and work with the Government to make this possible. ✿

To prepare for the submission, the Chamber organized seminars to solicit members’ views. After integrating recommendations from all sectors, Chamber CEO Shirley Yuen said the seminars revealed there are five key areas that require immediate action:

1. Develop and implement a holistic **population policy** that connects the dots between fiscal sustainability, an aging society, healthcare financing, talent development and education.
2. Develop a workable **Supplementary Labour Scheme** to alleviate our tight labour market, because both the existing and enhanced versions are failing to meet businesses’ needs.
3. Begin construction of the **third runway** immediately. Further delays threaten to reduce our connectivity, which would weaken our competitiveness.
4. Fix the unworkable **Town Planning** structure, which causes prohibitive delays and exacerbates planning and approval procedures.
5. Extend the life of landfill sites and build **integrated waste management facilities** before the looming waste problem becomes critical.

香港正處於十字路口，政制發展紛爭不斷，基建緩步向前，經濟前景未見樂觀。香港總商會希望，明年初發表的《施政報告》能為香港的可持續未來訂立各方認同的願景，勾劃出具體的路線圖，並本著「我做得到」的精神向目標進發。

本會已於12月10日向政府提交2015至16年度《施政報告》及《財政預算案》建議書。主席彭耀佳指出，香港急需處理的重要議題是：可持續發展、競爭力、規劃及願景。他說：「香港絕非只是一個『中國城市』，而是一個舉足輕重的亞洲商業及金融中心，我們必須投放資源，以維持本港的獨特角色。」

對於香港社會近期出現的嚴重分歧，本會期望盡快結束紛爭。彭耀佳坦言：「香港缺乏天然資源，全賴投資者對香港的信心，故此本港實難以承受社會動盪帶來的影響。」他促請各方尋求共識，訂立長遠願景，以確保香港的領先地位。

香港的競爭力正備受鄰近地區的挑戰，要獨佔鰲頭，本會重申，要微調現行的簡單稅制，投放更多資源協助中小企。引入普遍的雙層利得稅制，向應課稅收入的首200萬元收取較低的10%稅率、撤銷暫繳利得稅，以及在免息的情況下，延長繳稅期限，將有助中小企增加資金周轉，以解燃眉之急。

減少矛盾、重建互信是當務之急，本會促請政府訂出各方認同、可持續發展的適切政策，並在制訂政策目標前，進行全面的規管影響評估。要提升香港獨特的國際化優勢，必須強化其橋樑角色，把內地及世界連繫，讓資金及資源雙向流通。本會將緊密與政府合作，為制訂適切措施出謀獻策。

本會早前曾舉辦研討會，徵集會員意見，總裁袁莎妮綜合各方建議後，認為有五方面可以即時採取行動：

1. 制訂和推行全面的人口政策，以便把財政可持續性、人口老化、醫療融資、人才發展，及適切的公共教育等議題連繫起來。
2. 在現有和經優化的補充勞工計劃均未能發揮效用下，推出切實可行的補充勞工計劃，以舒緩緊絀的勞工市場。
3. 興建第三條跑道，以免拖延，導致香港失去航空運輸的優勢。
4. 改善現行的城市規劃架構，減低延誤及加快規劃和審批程序。
5. 擴建堆填區和興建綜合廢物管理設施，以應付迫切的廢物處理問題。

To read the full submission, visit the Chamber's website www.chamber.org.hk
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Draft Guidelines under the Competition Ordinance

《競爭條例》下 草擬競爭指引

The Competition Commission released its Draft Guidelines on the Competition Ordinance on 9 October, 2014, to seek comments from the public. The guidelines are intended to help businesses comply with the ordinance by using hypothetical examples to explain key legal concepts. The guidelines, which are industry and sector neutral, represent the commission's interpretation of the ordinance and are not binding on the Competition Tribunal.

The public is being consulted on two key aspects, namely, the process and substantive guidelines. In the case of the former, these concern procedural matters relating to the handling of complaints, investigations and applications for decisions on exclusions/exemptions and block exemption orders. For the latter, these relate to the so-called "rules" of which there are three: the First and Second Conduct Rules, and the Merger Rule.

Draft Guideline on Complaints

Complaints represent a significant source of information to the commission on possible infringements of the ordinance. Under the proposed framework, there will be no formal requirements for lodging complaints. However, complaints are unlikely to be assessed if a complainant does not provide adequate information to support the complaint made. When deciding whether or not to pursue a complaint, the commission takes into account a range of factors, which include the potential impact on consumers and the broader economy, as well as resource demands. As such, a complaint might not be pursued even if it is possible that further investigation may uncover a contravention.



Draft Guideline on Investigations

The commission has proposed a three-stage investigative process, which can be triggered in a variety of ways. These may stem from complaints by the public, research by the commission, and referrals, amongst others. At the second or initial assessment phase, the commission will analyse information collected before deciding whether or not to progress to the next stage. The commission will protect the confidentiality of investigations throughout such processes and promote transparency of outcomes by publishing outcomes, including warning notices.

Draft Guideline on Applications

The ordinance contains a limited regime of exclusions and exemptions that have the effect of providing immunity for conduct that would otherwise be prohibited under the first and second conduct rules. Although businesses are not legally compelled to apply to the commission for the benefit of an exclusion or exemption, they could apply for a decision if they chose to do so. The commission may also issue block exemption orders exempting certain categories of agreements either on application by businesses or on its own initiative.

BUSINESS PLAN



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Draft Guideline on the First Conduct Rule

The ordinance prohibits certain conduct which has the “object” or “effect” of preventing, restricting or distorting competition in Hong Kong as given under the first conduct rule. This rule also applies to concerted practices and decisions of associations of undertakings. The term “undertaking” goes beyond the meaning of “company” as provided under the companies and may also include an individual or a group of companies that may be regarded as an economic unit.

The first conduct rule captures arrangements between competitors or “horizontal arrangements” and non-competitors, which can include joint venture and arrangements between businesses at different levels of a supply chain otherwise referred to “vertical arrangements or agreements.”

Examples of horizontal arrangements that have the “object” of harming competition include price fixing, market sharing, bid rigging, output restrictions, exchange of future price information and group boycotts. Other horizontal arrangements generally assessed by reference to their “effects” include certain joint ventures, joint purchasing arrangements, and standard terms & standardisation agreements.

Vertical arrangements that have the “object” being anti-competitive usually take the form of resale price maintenance (the practice whereby a manufacturer and its distributors agree that the distributors will sell the manufacturer’s product at certain prices, at or above a price floor or ceiling) although sometimes such arrangements can be justified on the grounds of efficiency. Examples of vertical arrangements assessed on the basis of their harmful “effects” on competition include recommended and maximum resale price restrictions and exclusive distribution.

Generally, vertical arrangements are not regarded to be serious anti-competitive conduct and are therefore subject to exclusion for agreements of “lesser significance,” and the warning notice mechanism.

Draft Guideline on the Second Conduct Rule

The intent of the second conduct rule is to prohibit undertakings with substantial market power from abusing that power by engaging in conduct that has the object or effect of undermining competition in Hong Kong.

The draft guidelines explain the commission’s approach to market definition, which involves looking at

競爭事務委員會（競委會）於2014年10月9日發表《競爭條例》（《條例》）下草擬競爭指引，以諮詢公眾意見。有關指引以虛構示例闡釋主要的法律概念，以協助企業為遵守《條例》作好準備。所有指引均對行業及界別中立，並反映競委會對《條例》的詮釋，而且不受競爭事務審裁處（審裁處）約束。

公眾諮詢主要集中於兩大範疇——程序指引及實質指引。前者探討程序性議題，包括處理有關豁免／豁免決定，以及發出集體豁免命令的投訴、調查及申請。後者則包括三項所謂的「守則指引」——第一行為守則指引、第二行為守則指引及合併守則指引。

投訴草擬指引

公眾投訴是競委會揭發違反《條例》行為的重要資料來源。在建議框架下，競委會對提出投訴的格式並無指定要求。然而，若投訴人未能提供充分資料作理據，投訴便不大可能獲進一步評估。

競委會在決定是否跟進投訴時，先會考慮多項因素，包括對消費者及整體經濟的潛在影響，以及資源需求。因此，即使有些投訴經進一步調查後或揭露違反《條例》的情況，競委會仍有理由不跟進有關投訴。

調查草擬指引

競委會提出了三階段的調查過程，調查起源包括公眾投訴、競委會研究，以及其他機構的轉介等。在初步或第二評估階

demand-side substitutes. Significantly, market definition represents a tool and is not an end in itself.

With respect to gauging substantial market power (SMP), the commission adopts an economic approach to the conduct of such assessments by considering such factors as the ability profitability to charge prices above competitive levels for a sustained period. Although market share is a useful indicator of SMP, other factors such as ease of entry and expansion in a market, and countervailing buyer power are also important considerations. Market share does not feature significantly in the determination of SMP.

Examples given of “abuse” of SMP can include predatory pricing, anti-competitive tying and bundling, margin squeeze and refusals to deal, and exclusive dealing.

Draft Guideline on the Merger Rule

Under the ordinance, the merger rule only applies to an undertaking that directly or indirectly holds a “carrier licence” within the meaning of the Telecommunications Ordinance and is involved in a merger. Given the restricted application of this rule to mergers involving at least one carrier licensee, guidelines given under this rule are generally related to telecommunications. ❀

段，競委會將分析收集到的資料，才決定是否進入下一階段。競委會亦將確保調查保密，並透過公布調查結果，包括所發出的告誡通知，以增加調查結果的透明度。

申請草擬指引

《條例》提供了一個有限的豁免及豁免機制，讓違反第一行為守則及第二行為守則的行為得到豁免。儘管企業在法律上並無必要向競委會申請豁免或豁免優惠，他們仍可向競委會申請決定。競委會或同時發出集體豁免命令，主動或因應企業申請而豁免特定類別的協議。

第一行為守則草擬指引

根據第一行為守則，條例禁止某些具有妨礙、限制或扭曲在港競爭的「目的」或「效果」的行為。守則亦適用於經協調做法及業務實體組織的決定。「業務實體」一詞的定義不限於「公司」，還可以是自然人，或構成一個經濟個體的一組公司。

第一行為守則涵蓋競爭對手之間（即「橫向協議」），以及非競爭對手之間的安排，包括聯營安排及涉及供應鏈上不同層面企業的安排，又稱「縱向安排或協議」。

具有損害競爭之「目的」的橫向安排示例包括：訂定價格、市場瓜分、圍標、產量限制、交換未來價格資料及集體杯葛。其他以「效果」作為評估標準的橫向安排包括：某些聯營商號、聯合購買安排，以及標準條款及標準化協議。

具有反競爭「目的」的縱向安排，往往採取維持轉售價格的形式（製造商及其經銷商協定，經銷商會以某個價格水平或價格上／下限出售製造商的產品），儘管此等安排有時可以提升經濟效率作為支持的理由。具有損害競爭「效果」的縱向安排示例包括：建議及最高轉售價格限制，以及獨家經銷。

一般而言，縱向安排並不牽涉嚴重反競爭行為，故此會被視為「影響較次」的協議，可獲豁免規管，並按告誡通知機制處理。

第二行為守則草擬指引

第二行為指引旨在禁止具有相當程度的市場權勢的業務實體，藉從事目的或效果是影響在香港的競爭行為，而濫用該權勢。

草擬指引解釋了競委會如何界定市場，這涉及考慮需求可替代性。值得注意的是，市場定義是一種工具，而不是評估目標。

要評估是否具有相當程度的市場權勢，競委會考慮若干經濟因素，例如在有利可圖的情況下，在持續一段時期內將價格提高至具競爭力水平以上的能力。儘管市場佔有率是反映相當程度市場權勢的有用指標，惟其他因素如易於進入及擴張市場，以及買方抵銷力量，也是重要的考慮。市場佔有率不足以決定相當程度的市場權勢。

「濫用」相當程度的市場權勢的示例包括：攻擊性定價、反競爭搭售及捆綁銷售、利潤擠壓、拒絕交易及獨家交易。

合併守則草擬指引

《條例》規定合併守則僅適用於涉及直接或間接持有《電訊條例》所指的「傳送者牌照」的企業合併。鑒於合併守則僅適用於涉及至少一個傳送者牌照持有人的合併，守則指引一般與電訊有關。❀

- ▶ A child-centred approach to learning views children as active participants who are capable and competent learners
- ▶ At YCIS, students are encouraged to learn how to learn



An Early Child-Centred Approach is Essential for Future Success

Written by Nicola Weir, Western Co-Principal, YCIS Early Childhood Education Section

Much of education in schools today revolves around what teachers, curriculum programmers, board committees and others decide should be taught. It focuses upon what others deem vital and relevant. Great emphasis is placed on the teaching, while very little thought goes into the actual learning; leaving the student a consumer of education. It also produces a 'one size fits all' approach to education that ultimately leaves students passive, with little to no control over their own personal growth.

The potentially dangerous outcome of a passive, content heavy on rote learning approach to education, is the ill effect on a student's ability to self-regulate and develop intrinsic thinking skills. With the unknown challenges of the 21st century ahead for our children, education should be providing a platform for children to develop the ability to plan, monitor, evaluate and implement a variety of thinking processes, that are fundamental towards becoming creative and critical thinkers.

With the enormous amount of information readily available through technology, it is no longer about how much a student can remember, neither is it about the varied information they possess, but rather, it is about what they are able to do with information that will make the difference to their success.

Yew Chung International School (YCIS) strives to equip students with skills and abilities that will help them meet the challenges and opportunities of the 21st century by providing a child-centred approach to education.

A child-centred approach to learning views children as active participants who are capable and competent learners. Students are provided with educational opportunities to explore, investigate, and seek answers to relevant questions. It empowers young children to be creative and critical thinkers.

As each child actively engages in experiences of high interest to them, it enhances their motivation and intrinsic desire to learn. This approach to education provides students with the opportunity to learn about themselves, to understand their own thinking, and become a unique member of society. At YCIS, students are encouraged to learn how to learn, ultimately developing in each student the lifelong learner, an astute thinker, and a creative contributor.

The child-centred approach to education is evident within the YCIS Kindergarten environments. In the playgrounds small groups of children are seen in a vast variety of activities; from creating their own sculptures with clay, to investigating gravity through the exploration of tubes and balls. While some students are seen cuddled in a corner with a book, others are seen snuggled close to the teacher intently engaged in reading together. Teachers are often seen sitting on the ground with the students, engaging in conversation, using their knowledge and understanding of that unique student to extend them in a relevant and meaningful way.



What Evidence Points to Change of Intention?

The market value of property varies over time, so calculating taxes often leads to disputes between taxpayers and the Inland Revenue Department. Recently, the Court of Appeal laid down an insightful decision to bring some clarity to the issue, writes **Percy Wong**

物業的市值會隨著時間而改變，故稅務局與納稅人對稅款的計算頗有爭議。最近，上訴庭頒下了值得深思的裁決，為此課題帶來更大的明確性 **黃偉華**

Under section 14 of the Inland Revenue Ordinance (IRO), trading profits derived from Hong Kong are subject to profits tax. However, capital gain is not taxable. A company that has held property for long-term investment, subsequently sold the property and derived a gain would not be subject to profits tax because the gain is capital in nature. However, if the company has changed its intention so as to change the character of the property to trading stock, the gain from the sale would be taxable. And, the cost of property is deemed to be its value at the date of change of intention rather than its historical cost, for the purpose of computing the taxpayer's assessable profits from sale of the property [Sharkey v Wernher (1955) 36 TC 275 and Petrotim Securities, Ltd v Ayres (1963) 41 TC 389].

The market value of property may be different at different points of time. Consequently, taxpayers often argue with the Inland Revenue Department (IRD) when they have changed their intention. Recently, the Court of Appeal (CoA) laid down an insightful decision in this regard.

On September 11, 2014, the CoA held that by September 1989 or December 1990 the Sheng Kung Hui Church and Foundation (SKH) had not changed their intention with respect to certain land lots (the Old Lots) in Tai Po from one of investment to trading. The Old Lots had been owned and used by SKH as an orphanage since the 1930s. In September 1989, SKH submitted a plan for the residential development of the Old Lots, the re-provisioning of the orphanage then being planned to be separately carried out in other locations. In December 1990, SKH appointed architects to apply for a land exchange to permit residential development of the Old Lots.

In May 1993, SKH accepted a proposed premium of HK\$704 million from the Government of the land exchange of the Old Lots for residential development. In July 1993, SKH invited various property developers to submit tender offers either (i) to purchase the Old Lots outright from SKH or (ii) to enter into a joint venture agreement with SKH for the redevelopment of the Old Lots.

On August 23, 1993, SKH accepted an offer from a developer (Cheung Kong) to jointly develop the Old Lots for sale purposes. In November 1993, SKH surrendered the Old Lots to the Government in exchange for a new grant of land (the New Lots). On December 3, 1993, SKH entered into a joint venture agreement with the developer (Cheung Kong) and one of its subsidiary company for the redevelopment of the Old Lots or the subsequently re-granted New Lots.

The CoA relied on Taylor v Good [1973] STC 383 and other related cases, and expressed the following opinion:

“the mere extensiveness of the organization set-up to realize an asset does not of itself cause the realization to become a business.”

“to seek planning permission for the purpose of maximizing the development potentials does not point towards the change of intention to trading where the land in the first place was not acquired for the purpose of trading.”

The Taylor line of cases, however, was not referred to by the Board of Review (BoR) and Court of First



哪些證據表示 改變意圖？



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Instance (CFI). Therefore, the CoA held that the BoR erred in law when it held that there was a change of intention in 1989 or 1990 and the CoA was of the view all the taxpayers had done during that time was to have engaged in the process of realizing the Old Lots.

The CoA opined that the joint venture agreement was an indication of trading intention, although it refrained itself from making a decision on the date of change of intention. It interpreted Barnett J's judgment in *Crawford Realty Ltd v CIR* (1991) 3 HKTC 674 as follows:

"by the time the taxpayer had entered into the development agreement, the activities had gone beyond mere enhancement for the purpose of realizing the old property for its maximum profits. The taxpayer was then engaged in trade."

The CoA also stated that:

"Hong Kong Oxygen & Acetylene Co Ltd v CIR (2001) 1 HKLRD 489 is another example that the taxpayer formed the trading intention when its board gave its approval and decided to proceed with the joint venture agreement."

Finally, the CoA remitted the case to the BoR to consider whether the change of intention occurred in August 1993 (when SKH accepted the offer from Cheung Kong) or in December 1993 (when the joint venture agreement was signed by SKH), or at some other date. On October 9, 2014, the IRD applied to the CoA for leave to appeal to the Court of Final Appeal.

In the *Sheng Kung Hui* case, the CoA distinguished what evidence points to a change of intention and what evidence does not. In essence, its view that steps merely taken to enhance value of an asset do not change the intention. Another notable point is that an organization set up to realize an asset does not point to change of intention. Also, seeking planning permission with the Government is not sufficient to constitute a change either. Its opinion on the importance of a joint venture agreement or a development agreement must be of high referencing value. However, whether it should be the date of approving the joint venture agreement or the date of signing the agreement has yet to be decided. ❀



按 《稅務條例》第14條，得自香港的營業收入須繳納利得稅，資本性利潤則可獲豁免。某公司擁有物業作長期投資，後來出售該物業並取得利潤，此利潤為免稅收入。然而，若該公司先改變其長線投資原意，後出售物業，相關利潤便屬於營業性質，必須納稅。在計算應課稅利潤額時，物業於改變意圖當天的市場價格，就是可扣稅成本。

物業在不同時間的價值都有分別，故稅務局與納稅人對如何決定何時更改意圖頗有爭議。上訴法庭最近針對此課題，頒下了值得深思的裁決。

2014年9月11日，上訴庭裁定聖公會沒有在1989年9月或1990年12月改變其擁有位於大埔的土地（舊地段）的意圖，由資本性轉為營業性。早於上世紀30年代，聖公會已擁有舊地段，並在該處開設及營運兒童院。1989年9月，聖公會呈交申請書，欲將舊地段發展為住宅物業，並計劃把兒童院遷往其他地點。1990年12月，聖公會委任建築師，向政府申請更改土地用途，容許其於舊地段發展住宅出售。

1993年5月，聖公會接納政府建議，以七億四百萬港幣補地價，換取舊地段的住宅發展權，同年7月，聖公會邀請數家地產發展公司提交標書，以（1）購買舊地段及相關發展權，或（2）與聖公會簽訂合作協議共同發展舊地段。

1993年8月23日，聖公會接納長江實業集團（長實）的邀約，一起發展舊地段為可供出售的物業。1993年11月，聖公會交回舊地段給政府，並換得新地段。同年12月3日，聖公會與長實及其集團一子公司簽訂合約，共同發展舊地段或新地段。

上訴庭援引Taylor v Good (1973) STC 383及相關案例，表明以下觀點：

「只是有組織地變現出售資產，不構成經營業務。」

「向政府申請發展土地，意圖增加可發展潛質，也不表示已更改使用土地的意圖。」

稅務上訴委員會及原訟法庭都未有考慮過Taylor及相關案例，故此，上訴庭裁定稅務上訴委員會錯誤地決定了聖公會於1989年或1990年已更改其使用舊地段的意圖，上訴庭認為納稅人在該段時間只是單純地做了些變現出售舊地段的舉措。

上訴庭雖然沒有明確決定聖公會何時改變原意，但認為合作發展協議書標誌了發展意向，並闡釋Barnett法官於Crawford Realty Ltd v CIR (1991) 3 HKTC 674的判詞時說：

「當納稅人簽訂發展合約，有關行為已超越了單純地為了增加物業價值。納稅人其實已開展了業務。」

上訴法庭亦指出：

「Hong Kong Oxygen and Acetylene Co Ltd v CIR (2001) 1 HKLRD 489 是另一例子，說明當納稅人的董事會通過共同發展協議書，營業意圖實已形成。」

最終，上訴庭發還案件到稅務上訴委員會再作考慮，聖公會是否於1993年8月（接納長實的邀約時）或同年12月（共同發展協議書簽立時）或其他日子，改變了意向。稅務局亦於2014年10月9日向上一訴庭申請上訴至終審法院。

在聖公會案件中，上訴庭辨別了哪些證據表示已經改變意圖，哪些證據毫不相干。上訴庭認為單純增添土地價值的舉措，不足以構成改變意圖，有組織地將土地變現出售，亦不表示意向已轉，向政府申請更改土地用途，也未足以證明甚麼。上訴庭強調共同發展協議書或發展合約的觀點，值得深思。然而，究竟通過協議書重要，還是簽立協議書更重要，我們還要拭目以待此案的最終判決。✿

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Doing Business in Germany

在德營商

Trade and investment between Germany and the Mainland has been growing steadily, despite the weak economy. This month, the Chamber's Taxation Committee focuses on Germany's tax regulations and what companies need to be aware of if they are planning to open offices in the country

縱然面對經濟疲軟，內地與德國之間的貿易和投資仍保持穩定增長。總商會稅務委員會今期將探討德國的稅務法規，以及企業在當地開設辦事處的注意事項

As Hong Kong plays a major role as the gateway to Mainland China, most German businesses in the SAR are focused on the Chinese market. They use Hong Kong to centralize functions such as finance, marketing, logistics, design, HR and quite a few have their regional headquarter in Hong Kong. The Mainland is Germany's largest trading partner in Asia and Germany is China largest trading in Europe, and although trade has been softer recently, imports into Hong Kong still showed healthy growth in 2014.

The primary interest of Hong Kong companies in Germany is to further trade links. Therefore, the first entry into Germany is usually a sales office, market research functions and marketing. Being the largest economy and the largest market for a lot of products in Europe, the choice is obvious. This has led to an especially strong increase in Mainland companies investing in Germany, some of which use Hong Kong as a springboard to go out.

They are mainly interested in the technological edge Germany has, setting up R&D facilities, partnering with high-tech companies or acquiring a stake in them. The role of Hong Kong as a facilitator for Chinese outbound investment will only grow in the coming years and help channel more capital into Europe.

A large share of investments from Hong Kong into Germany in the last few years have been from logistics providers, such as Kerry Logistics, Royale International or Qianhe Shipping. They are following the flow of goods and are aiming to establish better connections from Asia to Europe. The port of Hamburg, for example, registered a growth of 12.8% in container traffic with the Mainland in the first nine months 2014. 

The role of Hong Kong as a facilitator for Chinese outbound investment will only grow in the coming years and help channel more capital into Europe.

For these trade networks, Hong Kong acts as a facilitator for importing goods into the Mainland. In the case of Germany, these are mainly capital goods such as machinery, electromechanical equipment, chemical and pharmaceutical goods as well as components for the South China production industry.

Hong Kong is a magnet for retailers eager to tap into the Mainland market, including German consumer brands, and more recently food producers, including wine and beer traders. Companies often use Hong Kong as a testing ground to understand and cater to Chinese consumers' taste, which is the first step along the road to a flourishing trade shows environment, both in Hong Kong and Germany, where companies can meet potential customers and initiate partnerships.

Claus Schuermann is the Managing Partner of wts consulting Hong Kong and Regional Coordinating Partner for WTS Alliance in Asia. He has over 20 years of tax consulting experience in Germany and Asia where he advises multinational companies and individuals. He is a Certified Tax Advisor (Germany).

For more information on the Taxation Committee, please contact the Secretariat, Simon Ngan, at 2823-1231, or email: simon@chamber.org.hk

I General	
Forms of Investment vehicle	
Rep Office	Yes, common vehicle to explore the market
Branch	Yes, common vehicle to explore the market and minor business activities which are permitted
Limited Company	Most common are Joint Stock Corporation (Aktiengesellschaft or AG) and the Limited Liability Company (Gesellschaft mit beschränkter Haftung or GmbH)
Partnership	The most common forms of partnerships are the Limited Partnership (Kommanditgesellschaft or KG), and the General Partnership (Offene Handelsgesellschaft or OHG). Partnerships are common in the middle market business and for family owned business, even when sizeable.
II Taxation of Companies	
Resident	
Definition Resident	A Corporation is considered as tax resident in Germany, if it either has its place of incorporation or its place of management in Germany. Companies who do not meet these criteria are considered as Non-Residents.
Income Tax on Corporates	Effective Tax Rate is up to 33% (e.g. Munich 33%, Frankfurt am Main 32%)
Corporate Income Tax (Koerperschaftsteuer)	15% + 5.5% surcharge
Trade Income Tax (Gewerbsteuer)	Tax Rate varies by location and is mostly between 14% to 16%.
Group taxation	Under certain conditions a group of companies within the same ownership group can be assessed as one entity for income tax purposes.
Incentives	Various incentives are available on local level, country level and European Union level.
Losses	Losses can be carried forward without restriction and carried back one year. The utilization of losses is limited so that a minimum taxation applies in any year where loss carry forwards are being used.
Tax Base	Worldwide income, but generally excludes foreign branch income.
Capital Gains	Capital gains realised from a disposal of business assets are treated as ordinary income. Capital gains from the disposal of shares in other companies are 95% tax exempt.
Dividends	Dividends are 95% tax exempt from taxation if the shareholders hold at least 10% (for Corporate Income Tax purpose) or 15% (Trade tax purpose).
Non-Resident	
Permanent Establishment / Branches	The tax base includes any income generated by the branch in Germany and the same tax rates apply as for residents.
Tax Base	German sources income only
Capital Gains on shares in a resident company	Exempt
Withholding Tax	<ul style="list-style-type: none"> • Dividends • Interest • Royalties
	<ul style="list-style-type: none"> • 25% + 5.5% surcharge, but can be reduced to 15% • Generally 0% • 15% + 5.5% surcharge
Anti-Avoidance	
Thin Capitalisation	No thin capitalisation rules in place, however the deductibility of annual net interest expenses of group companies is limited to a max. of 30% of EBITDA.
Controlled foreign companies	Yes, extensive regulation targeting particularly low tax countries with corporate income tax rate of less than 25%.
Transfer Pricing	Germany applies strict Transfer Pricing rules. In general, all transactions must meet the Arm's Length requirement. Documentation of price calculations is therefore essential as failure in meeting the rules may cause serious penalties and/or estimation of tax.

Value Added Tax (Umsatzsteuer)	
System	The income resulting from sales and services which are effected in Germany are subject to German VAT. Taxpayers can offset input VAT from purchases against output VAT charged on its own sales.
Tax Rate	Standard rate is 19%, 7% applies to certain items e.g. food or books
Registration requirements	Foreign companies operating in Germany (e.g. through a warehouse) must register for VAT and use a VAT number in their invoices. Hong Kong companies have to register at the Tax Office "Berlin-Neukoelln" which is specifically in charge of Hong Kong. VAT returns need to be filed either monthly or quarterly. In addition, corporations have to file an annual VAT return. VAT is monitored very strictly and penalties apply.
III Taxation of Individuals	
Resident	
Definition Resident	Individuals are considered as resident if they are domiciled or have a habitual place of abode in Germany. A domicile is a home owned by or rented to the taxpayer to who the taxpayer has fully access for which a wide definition is being applied. Individuals staying more than six months in Germany are considered as having their habitual residence in Germany.
Income Tax Rates	The progressive Income Tax tariff goes up to 45%. The tax rates for resident individual taxpayers range from a minimum of 14% on income of single taxpayer exceeding EUR 8,354 (approx. HKD 83,000) to a top rate of 45% for income exceeding EUR 250,731 (approx. HKD 2.5m). A 5.5% solidarity surcharge is levied on personal income. Church tax of 8% - 9% on the Income Tax may apply as well.
Tax Base	Worldwide income
Tax collection	For salaries, the employer has to withhold the respective tax on a monthly basis and pay to the tax office.
Capital gains	25% + 5.5% surcharge
Non-Resident	
Income Tax Rate	The progressive Income Tax tariff goes up to 45%. The first EUR 8,354 which are not taxable for residents are taxable to Non-residents.
Tax Base	Non-residents are taxed only on German-source income.
Withholding Tax	
• Dividends	• 25% + 5.5% surcharge
• Interest	• 0%
• Royalties	• 15% + 5.5% surcharge
Tax administration	
Tax Year	The tax year is the calendar year.
Preparation of Tax Returns	The filing deadline for Individual Income Tax Returns is 31 May of the following calendar year, but can be extended until 31 December 2014 if prepared by a certified German Tax Advisor.
Tax Assessments	The final tax is assessed after filing of the tax return.
Objections and appeals	Taxpayers have 1 month to object against the assessment notice after issuing by the tax office.
Statute of limitation	Generally 4 years, in cases of tax evasion 5% in cases of tax fraud 10 years.
IV Other Taxes	
Real Estate Transfer Tax	Depending on location of property (3.5% - 5%)
V Social Insurance	
Contribution requirements	Social Insurance are levied on employment income and based on five pillars: health insurance, long-term care insurance, pension insurance, unemployment insurance and accident insurance. The employer and the employee generally pay half of the charges. Foreigners working in Germany are also subject to the German Social Security system, unless a Social Security Agreement exists between the foreigner's home country and Germany.
Rate	Health insurance (15.5%), long-term care insurance (2.3%), pension insurance (18.9%), unemployment insurance (3%) and accident insurance (depending on sector). The ceiling of the monthly salary is EUR 5,950 (EUR 5,000 in the eastern part of Germany) for the pension and unemployment insurances and EUR 4,050 for the health and invalidity insurances.



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由於香港是通往中國內地的主要門戶，大部分在港的德國企業都把焦點落在中國市場。他們把財務、營銷、物流、設計、人力資源等職能集中在香港，而少數企業亦已在港開設地區總部。內地是德國最大的亞洲貿易夥伴，德國則是中國最大的歐洲貿易夥伴，儘管近日的貿易表現放緩，進口香港的貨品仍在2014年錄得穩健的增長。

在這些貿易網絡中，香港扮演促進者的角色，協助德國把貨品輸入內地，主要是資本貨物如機器、機電設備、化學及醫藥產品，以及華南製造業的零件等。

港企在德國的首要目標，是加強貿易聯繫。因此，他們通常會先在當地設立銷售辦事處，進行市場研究和營銷。德國作為歐洲最大的經濟體及多種產品的最大市場，顯然是企業的首選。隨著投資德國的內地公司大幅增加，部分會利用香港作為邁向國際的跳板。

他們主要著眼於德國的技術優勢，紛紛開設研發設施，與高科技企業合作或入股。香港作為推動中國境外投資的角色，在未來幾年變得愈加重要，協助把更多資本引入歐洲。

過去幾年，香港流入德國的投資大部分來自物流供應商，如嘉里物流、諾亞奧國際集團或千和船務。他們正緊貼貨物的流動趨勢，期望從亞洲以至歐洲都能建立最佳的聯繫。以漢堡港口為例，其與內地的貨櫃運輸量在2014年首9個月便錄得12.8%的增長。✿

香港作為推動中國境外投資的角色，
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協助把更多資本引入歐洲。

香港吸引了眾多渴望進軍內地市場的零售商，包括德國的消費者品牌，以及近年的食品製造商如葡萄酒和啤酒商。企業往往利用香港作為試驗場，以了解和迎合中國消費者的品味，而在香港與德國兩地皆蓬勃發展的貿易展市場，正好讓企業踏出第一步，以接觸潛在客戶，並開展合作關係。

Claus Schuermann是wts consulting Hong Kong管理合夥人，以及亞洲WTS Alliance的地區協調合夥人。他在德國和亞洲擁有逾20年的稅務諮詢經驗，為跨國企業和個人提供顧問服務。他本身是註冊稅務師（德國）。

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It Is the Thought that Counts

禮輕情意重

More people are giving gifts and hampers in Hong Kong, but they have lost some their luster, reports staff writer **Angie Tai**

愈來愈多香港人會互相送贈禮物籃，但此舉卻漸漸失去原來的意義 本刊記者戴子欣

Sending someone a gift hamper to express your appreciation or love at the end of the year used to be a real treat to the receiver. Today, the practice has become so routine that most people cannot even recall what last year's hamper included or even who sent it.

"Giving gifts in Asia was almost something of an art form, but today the gifting industry has been so commercialized the personal touch has been lost and so is in need of innovation," said Gift Hampers Hong Kong Founder Justin Chung.

The gift market in Hong Kong provides a double hit for retailers, because it embraces both Western and Chinese festivals and culture. Consequently, the gift giving season is much longer and includes Christmas, Chinese New Year, Valentine's Day, as well as Mid-autumn Festival.

Fresh and unique gifts from all over the world

Seeing so much potential for the gift industry in Asia, Chung decided to launch Gift Hampers in Hong Kong two years ago to provide people with new ideas and to put the heart back into gift giving.

"People receive similar gifts every now and then, so the art is how can you make sure people remember your gifts?" he said.

Gift Hampers Hong Kong embraces fresh products and design to impress their customers. To achieve this,

he regularly travels around the world sourcing unique products that you cannot find in a supermarket, which helps ensure people smile when they receive the hampers because they are receiving something unique.

"For example, we have a honeycomb in a jar from Australia. The bee farmer places the jars in a hive so that honeybees build a honeycomb inside," he explained. "People who receive it not only enjoy eat-

ing the honey and honeycomb, but they also are stunned by the beautiful honeycomb built by the honeybees."

A team without sales

Being a small team with only seven staff, Chung said his people must be passionate about gifts and they must show a thorough understanding of the products. Finding the right people with specific sales experience on unique gifts and premiums has not been easy, and he has had to operate without salespeople for the past two years. Despite this, Gift Hampers Hong Kong has managed to grow, and he has expanded into fresh flowers and launched Gift Flowers Hong Kong in 2013.

When asked about his formula for success, he said it is all about creating a unique brand image and quality goods and services that are promoted through word-of-mouth. This has enabled him to get 95% of his customers to become repeat clients.

Flexible and highly responsive

With customer satisfaction their top priority, the company managed to deliver over 800 hampers in two days to ensure every client's hamper arrived at their customer's door on time.

"You have to have a flexible operations team who are good at planning ahead. You cannot just wait until orders are made, because people usually want them to be delivered very quickly. That is why planning ahead and get items prepared is essential, especially during peak times of the year," he said.

But how do you manage to strike a balance between giving traditional seasonal items, while being totally unique? Chung said it all depends on each individual customer. Some clients request popular, traditional choices, while some of his customers want to try something different, especially after they hear what choices they have.

"You have to give people what they want, and at the same time you have to wow them and the person they are giving the gift to," he said. "At the end of the day it is all about making sure the receiver feels special and remembers not just the gift, but who sent it to them." ❀





每逢年底向別人送贈禮物籃，以表達感謝或愛意，對收禮人來說曾是彌足珍貴。然而今時今日，這項傳統已變成例行公事，大部分人根本記不起去年曾收過甚麼禮物籃，甚至誰是送禮人。

Gift Hampers Hong Kong創辦人鍾震東說：「亞洲地區盛行送禮文化，但現今的禮品業變得過於商業化，逐漸失去了個人風格，因此是時候進行革新。」

香港的禮品市場為零售業帶來雙重打擊，因為前者往往受惠於中西方的節慶和文化。久而久之，送禮季節變得愈來愈長，包括聖誕節、農曆新年、情人節及中秋節。

世界各地的新穎獨特禮品

有見亞洲的禮品業潛力無限，鍾震東兩年前決定成立Gift Hampers Hong Kong，為港人提供送禮好主意，並重新推廣「禮輕情意重」的文化。

他說：「我們收到的禮物往往千篇一律，你如何肯定別人會記得你送的禮品？」

Gift Hampers主打新穎的產品及設計，務求讓客人留下深刻的印象。他為此定期走訪世界各地，搜羅罕有獨特的商品，確保收到禮物籃的人能感受到這份獨一無二的心意。

「舉例來說，我們曾售賣來自澳洲的瓶裝蜂巢。養蜂人把多個瓶放入蜂箱，讓蜜蜂在瓶內築巢。」他解釋：「收禮人不但能享用蜜糖和蜂巢，更能欣賞蜂巢之美。」

沒有銷售員的團隊

Gift Hampers的小團隊只有七名員工，鍾震東表示他的團隊必須對禮品業有濃厚的興趣，以及對所有產品都瞭如指掌。要找到有特定禮品銷售經驗的人才絕不容易，因此過去兩年來，他的公司都在沒有銷售人員的情況下運作。儘管如此，Gift Hampers仍能蓬勃發展，2013年更開設了Gift Flowers Hong Kong，把業務擴展至鮮花產品。

被問到他的成功之道，鍾震東坦言一切源於創造獨特的品牌形象，以及提供優質的商品和服務，「口碑營銷」就是最好的推廣，因此逾95%的Gift Hampers客戶都是再次光顧的顧客。

靈活變通，反應迅速

Gift Hampers最重視顧客的滿意度，更試過兩天內送出超過800個禮物籃，以確保每位客人都能準時收到貨物。

他指出：「你的營運團隊必須靈活變通，而且擅於預先規劃。你總不能等待訂單完成才進行下一步，因為客人總期望能迅速收貨。這就解釋了為何事先規劃、有所準備如此重要，尤其是每年旺季期間，必須時刻準備就緒。」

究竟Gift Hampers如何能在主打傳統節慶禮品的同時，建立獨特的品牌定位？鍾震東表示一切取決於每位客戶的要求。有些客人鍾情傳統熱門的禮物，有些人則希望嘗試與眾不同的產品，尤其是面對店內目不暇給的選擇。

「你必須滿足客人的要求，同時讓他們耳目一新，並為收禮物的人帶來驚喜。」他說：「畢竟，你只希望收禮人感到窩心，記得的不單是一份禮物，還有送禮人的心意。」



Joon Ho Yoon is CEO of Humuson International, visit www.humuson.com for more details.
Joon Ho Yoon是Humuson International總裁。有關詳情，請瀏覽www.humuson.com。

The Need for Customer Engagement

The road to digital engagement is no longer a nice to have, it is a make or break point for many businesses in the digital age, **writes Joon Ho Yoon**

In today's fast paced and evolving environment, traditional marketing strategies aren't creating as big of an impact as they used to. Our lives have become hyper-connected due to technological advances and easy access to information has dramatically altered consumer behaviors. Business models have to adapt accordingly and amidst this supply of data (e.g. big data, transactional data etc.) marketers have to be able to know what's important now and what's around the corner. Many companies operating solely on offline models are beginning to explore digital marketing strategies to grow their customer base and sales. Similarly, companies with online models are striving to optimize their digital marketing strategies. The road to digital engagement is no longer a nice to have; to a greater extent it is a make or break point for many businesses in the digital age.

Tips to a successful marketing campaign

Long term success for online and offline business is customer engagement, a two-way interaction that's both

supermarket brought the store to the people by setting up virtual grocery stores at numerous locations like subway stations, plastering the walls with posters of stocked supermarket aisles. Commuters simply scan the product QR codes, make payment and the groceries are delivered to their homes, all without ever setting foot inside a store.

This is a good example of applying O2O marketing strategy through mobile devices. Consumers' emotional experiences help shape their attitude toward your company, influence their buying behavior and ultimately brand loyalty. Additionally, data on purchasing behavior collected through buying activities can allow marketers to develop more targeted marketing strategies.

Connect with your audience to make them care and remember

Smartphones have irreversibly changed our lifestyles. People spend more time on smartphones than on computer or TV, in fact 8 out of 10 people in HK used



The key is to understand your audience through segmentation and then retarget based on their respective preferences, all of which require data analysis.



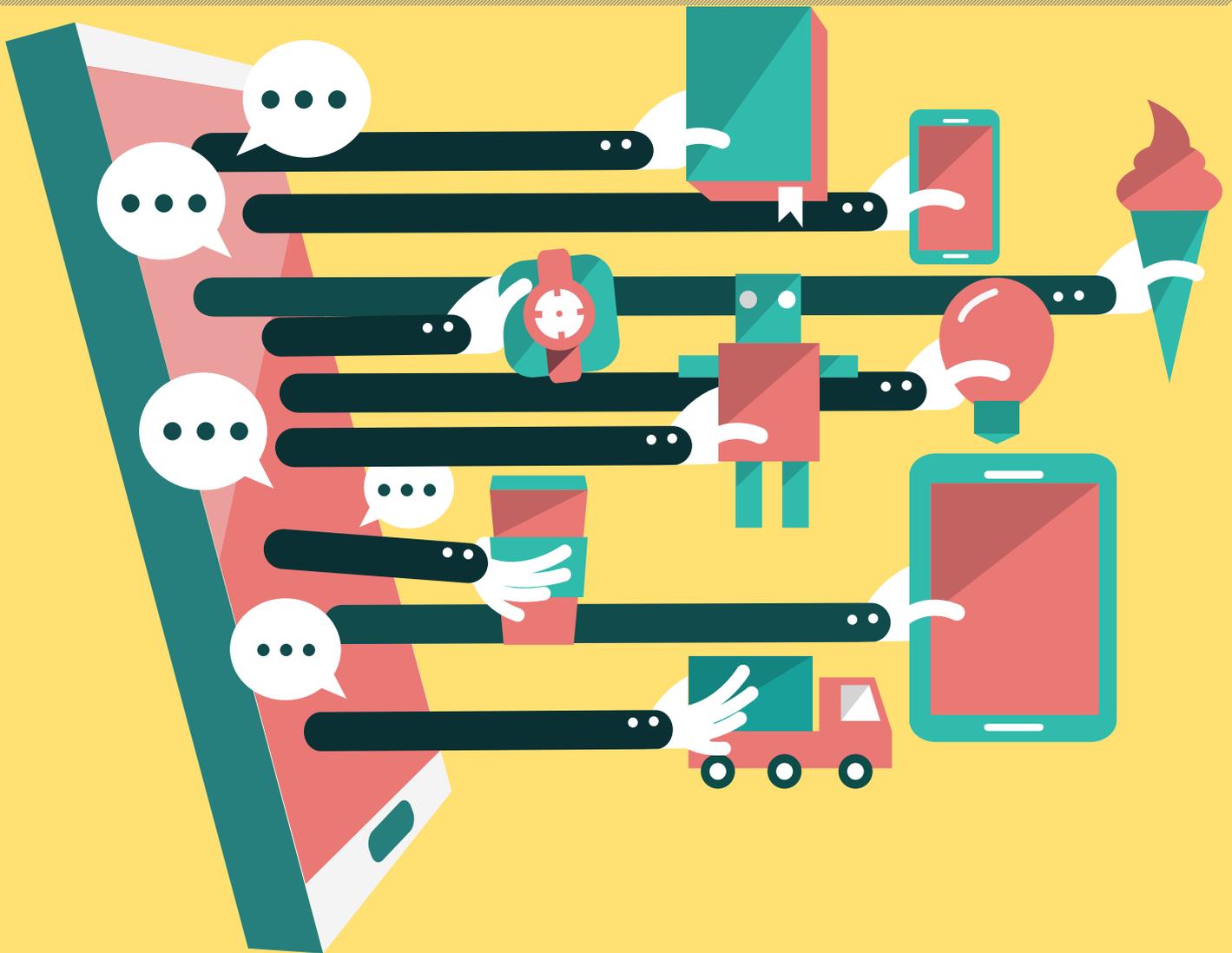
personal and meaningful. Your customers need to feel that you truly care for them as individuals rather than just a means to increase sales.

O2O (Online-to-Offline) e-commerce is often cited as the next big thing, though the concept is nothing new. It aims to combine the physical and virtual marketplaces, attracting digital shoppers to participate in in-person retail consumption. For example, the luxury fashion department store, Lane Crawford, offers online purchases and pick up at their physical stores. This provides convenience and almost-immediate gratifications to consumers in Hong Kong, who can save on shipping costs as well as time spent on waiting for deliveries.

Similarly a South Korean supermarket chain leveraged smartphones to compete for the no.1 position without increasing its physical footprint. Time is money and the average Koreans don't have much time for grocery shopping due to long working hours. Instead the

their smartphones everyday in the past 7 days¹. Marketers realized the need to connect with people right now and on the go. Due to changes in consumer behavior, we have found an increasing number of mobile app engagement solutions. For businesses with their own mobile apps, the ability to combine mobile marketing's unique qualities (intimacy, immediacy and context) makes push notification the ideal choice of engagement tool to utilise². If done right, push notifications can lead to immediate responses and the cost to businesses are small compared to other channels such as SMS.

As previously mentioned, the ultimate aim is customer engagement, which means nurturing a relationship and building trust; but this cannot be achieved in just a day or a week. Too much effort is currently put into how to amplify a message instead of creating a meaningful message that is tailored to the audience. If the content is irrelevant to your audience or sent at the wrong time,



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the chances are they will delete or discard the messages and their perception of your brand will be eroded in the long run. The key is to understand your audience through segmentation and then retarget based on their respective preferences, all of which require data analysis.

With all the different communication channels available, leveraging a strategy around multi-channel marketing will help convey the same message across multiple channels. However for the target audience reading the same message repeatedly is boring; while for marketers, they may often find it hard to keep track of the big picture since each channel is frequently managed on separate solution platform. Both of these issues can be dealt with by adopting a cross channel marketing approach that ensures marketing campaigns are integrated seamlessly and cohesively across various channels. Through a cross

channel marketing platform campaigns across different channels can be implemented, managed, tracked and analyzed on one platform. More importantly, tailored messages delivered based on the customers' preference on content and medium obtain higher engagement.

Adapt to survive

In this fast-changing, ever more connected and mobile world, businesses need to keep up to date with their customers' taste and preferences. To survive, companies are exploring different methods to engage with the ever more informed and demanding customers. The most important first step for some companies, however, is to realize the need and approach to effective customer engagement. Learn about your customers so that you can communicate with relevant messages at the right time and place. ❁

1 Our Mobile Planet, Google, 2014

2 Push Mobile Engagement To The Next Level, Forrester Research, Inc., 10/17/2013

顧客互動的重要性

在這個數碼時代中，通往數碼平台的道路再也不是可有可無，而是已成為企業成功與否的不可或缺條件 **Joon Ho Yoon**

現 今世界瞬息萬變，傳統營銷策略的效用和效果已不及從前。隨著科技不斷進步，資訊發達，現代人的生活也愈來愈便利，從而大大改變了消費者行為。面對大量數據供應（如大數據、交易數據等），營銷人員要懂得與時並進，並掌握當前和未來的重要趨勢，因應市場需要把其商業模式作出適當調整。很多離線公司也日漸採取積極的態度，探索合適的數碼營銷策略，以拓展業務和客戶群。同樣，在線模式的公司也正努力優化其數碼營銷策略。在這個數碼時代中，通往數碼平台的道路再也不是可有可無，而是在更大程度上，已經成為企業成功與否的不可或缺條件。



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營銷活動的成功秘訣

不論在線或離線營銷，贏得長遠的成功有賴客戶的參與度，即一種有效的雙向溝通渠道，允許企業與顧客之間進行個人化交流。顧客需要真正體會到你的關心，而非只把他們視作提高銷售額的工具。

雖然O2O（線上到離線）電子商務這個概念已不再新鮮，但也被認為對企業發展有著舉足輕重的影響，其目的是結合實體和虛擬市場，吸引網上顧客親臨零售門市消費。例如，奢華時尚百貨連卡佛提供網上購物，顧客可親身或派人前往指定店舖

益。對於擁有流動應用程式的企業來說，因它結合了移動營銷的特質（親切感、即時性和內容），令推送通知成為一個理想的互動工具選擇²。相對於其他溝通渠道（如短訊），推送通知如運用得宜，將可節省營銷成本，並可更有效地與顧客進行即時互動。

如前所述，我們的最終目的是與顧客互動，這意味著需要培育顧客關係和建立信任，但這並非一朝一夕就能實現。如只是一直費力於增強訊息發送量，而不是為顧客度身訂造一個有意

真正的關鍵在於利用數據分析，了解你的顧客群區分，
再根據顧客的喜好而針對性地重新定位。

領取貨品。這令顧客的購物體驗變得更便捷，並可滿足香港顧客的急切需要，同時一併節省運輸成本和等候時間。

同樣，南韓一家連鎖超市亦利用智能手機來競逐第一席位，而無需增設任何門市。時間就是金錢，該連鎖超市洞悉了南韓上班族的平均工時較長，不易抽空到超市購物，遂在捷運的候車區牆上，張貼與實體商品同樣大小的陳列架相片，令人猶如置身其中。由於每項商品一目了然，消費者只需利用智能手機掃描商品的 QR Code，便可將之加入購物車中，完成付款後，物流配送中心就會把貨品送往指定地址。

這就是把O2O營銷策略應用於流動裝置的一個良好例子。消費者的情感經歷有助塑造他們對公司的態度，從而影響他們的購買行為及對品牌的忠誠度。此外，從購買過程中所收集的客戶消費行為數據，能夠讓營銷人員制訂更有效的針對性營銷策略。

與客戶建立連繫

智能手機已徹底改變了我們的生活。相比電腦或電視，智能手機佔據了人們大量私人時間，事實上，八成港人在過去的七天，每天都有使用智能手機¹。營銷人員意識到智能手機扮演著重要的角色，企業可透過手機隨時隨地與目標客群即時互動。隨著消費者行為不斷轉變，流動應用程式方案的需求日增月

義的訊息，相信只會徒勞無功。如果訊息主旨跟你的讀者毫不相干，又或是在錯誤的時間發送，就很可能會被刪除或棄置，而他們對品牌的印象也將會有長遠的影響。真正的關鍵在於利用數據分析，了解你的顧客群區分，再根據顧客的喜好而針對性地重新定位。

企業要充分利用多渠道營銷戰略，協助傳遞同一個訊息。不過，目標顧客重複地讀取相同的訊息會感到乏味；營銷人員或會發現，使用獨立的解決方案平台來管理個別溝通渠道，讓他們難以時刻追蹤整個策略。這些問題可透過使用跨渠道營銷戰略，一致地組合多種渠道而得以解決。不同渠道的營銷活動可透過單一多媒體營銷平台實施、管理、追蹤，並進行分析。更重要的是，訊息可按客戶的喜好而作個人化調整，以達到更高的互動效果。

適者生存

在這個一日千里、流動互聯網日趨普及的世界，企業需要時刻緊貼客戶的品味與喜好。為了存活下來，很多企業都正探索不同的方法，力求吸引消息靈通及要求日增的客戶。然而對很多公司來說，認識客戶互動的重要性是邁向成功的第一步，並要懂得如何有效與客戶溝通。要掌握如何把相關訊息在適當的時間和地點傳遞給客戶，了解你的客戶將是關鍵所在。✿

1 Our Mobile Planet, Google, 2014

2 Push Mobile Engagement To The Next Level, Forrester Research, Inc., 10/17/2013

World-class events in Hong Kong



Hong Kong Trade Development Council fairs Where the World Does Business

More than Asia's business hub, Hong Kong is the region's trade fair capital and convention hub. In Hong Kong, the Hong Kong Trade Development Council organises more than 30 exhibitions a year, forming 10 largest marketplaces of their kind in Asia, with Electronics, Jewellery, Gifts and Watches & Clocks being the largest marketplaces in the world.

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Date	Fair Name	Date	Fair Name
2015		2015	
12-13 Jan	Asian Licensing Conference	29-30 May	HKTDC Entrepreneur Day
12-14 Jan	HKTDC Hong Kong International Licensing Show	6-9 Jul	HKTDC Hong Kong Fashion Week for Spring/Summer*
12-15 Jan	HKTDC Hong Kong Toys & Games Fair* HKTDC Hong Kong Baby Products Fair* Hong Kong International Stationery Fair	15-21 Jul	HKTDC Hong Kong Book Fair
19-20 Jan	Asian Financial Forum	13-15 Aug	HKTDC Hong Kong International Tea Fair International Conference & Exhibition of the Modernization of Chinese Medicine & Health Products
19-22 Jan	HKTDC Hong Kong Fashion Week for Fall/Winter* HKTDC World Boutique, Hong Kong	13-17 Aug	HKTDC Food Expo HKTDC Home Delights Expo
5-8 Feb	HKTDC Education & Careers Expo	8-12 Sept	HKTDC Hong Kong Watch & Clock Fair*
2-6 Mar	HKTDC Hong Kong International Diamond, Gem & Pearl Show	13-16 Oct	HKTDC Hong Kong Electronics Fair (Autumn Edition)* electronicAsia*
4-8 Mar	HKTDC Hong Kong International Jewellery Show*	27-30 Oct	HKTDC Hong Kong International Lighting Fair (Autumn Edition)*
23-26 Mar	HKTDC Hong Kong International Film & TV Market (FILMART)#	28-31 Oct	HKTDC Hong Kong International Building and Hardware Fair Eco Expo Asia – International Trade Fair on Environmental Protection
6-9 Apr	HKTDC Hong Kong International Lighting Fair (Spring Edition)*	4-6 Nov	HKTDC Hong Kong Optical Fair*
13-16 Apr	HKTDC Hong Kong Electronics Fair (Spring Edition)* HKTDC International ICT Expo	5-7 Nov	HKTDC Hong Kong International Wine & Spirits Fair
20-23 Apr	HKTDC Hong Kong Houseware Fair* HKTDC Hong Kong International Home Textiles and Furnishings Fair	17-18 Nov	Asian Logistics and Maritime Conference
27-30 Apr	HKTDC Hong Kong Gifts & Premium Fair* Hong Kong International Printing & Packaging Fair	3-4 Dec	Business of IP Asia Forum
18-20 May	HKTDC Hong Kong International Medical Devices and Supplies Fair	3-5 Dec	HKTDC World SME Expo HKTDC Inno Design Tech Expo

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Yunnan Vice Governor Gao Shuxun welcomes the Chamber delegation. 雲南省副省長高樹勳接見本會代表團。

Yunnan Boosts Border Trade

雲南開放邊界貿易

Yunnan Province, bordering Myanmar, Laos and Vietnam, has long been a crucial gateway between China and Southeast Asia. Thanks to its unique geographical advantage, Yunnan has become the largest trade area in the China-ASEAN Free Trade Area.

To explore what opportunities Hong Kong businesses can take advantage of in the province, HKGCC China Committee Chairman Edmond Yue led a 21-member delegation to the capital Kunming, and Ruili, an important border city, from 2-5 December.

Kunming

Hong Kong is a major export market for Yunnan's agricultural produce, especially vegetables and fresh flowers. Gao Shuxun, Vice Governor of Yunnan Province, said he hopes Hong Kong companies help Yunnan's highland specialty producers expand internationally. Guan Qinghua, Vice Mayor of Kunming, also said Hong Kong can help Kunming develop into a RMB settlement centre serving Southeast and South Asia.

Kunming is aggressively wooing investors through

a variety of incentives to boost its tourism, logistics, hospitality, electromechanical, and pharmaceutical sectors. Delegation vice leader William Wong said the key to driving tourism in the city is developing world-class hotels and enhancing levels of service— areas that offer a lot of room for cooperation between Hong Kong service companies and Kunming.

Dehong

Dehong Dai and Jingpo Autonomous Prefecture lies in western Yunnan, adjacent to Myanmar. Wang Junqiang, Secretary of Dehong Dai, told members that the Dehong Prefecture Chamber of Commerce set up a trade representative office in Mandalay, Myanmar, to develop trade between China and Myanmar.

Dehong is making strides to improve its transportation network. The opening of a highway between Mangshi, the capital of Dehong, and Ruili, scheduled for May 2015, will reduce the drive time between the two places from 2 hours to 40 minutes. In 2021, a railway between Kunming and Yangon, Myanmar, will come on

香

港總商會中國委員會主席余國賢於12月2至5日率領21人訪問團，拜訪雲南省省會昆明和重要沿邊城市瑞麗。雲南省鄰近緬甸、老撾、越南的邊界線總長約4,060公里，自古已是中國連接東南亞各國的陸路通道，與泰國、柬埔寨、孟加拉、印度等國亦相距不遠。憑著獨特的地理優勢，雲南已成為中國—東盟自由貿易區內的最大貿易夥伴。

昆明

會見雲南省領導時，雲南省副省長高樹勳說，香港是雲南出口蔬菜、鮮花等農產品的重要市場，他希望香港能協助雲南的高原特色農產品「走出去」。昆明市副市長關清華則希望香港能幫助昆明發展成為面向東南亞、南亞的人民幣結算中心。

昆明市現時大力鼓勵旅遊、物流、酒店餐飲、機電產品出口組裝和醫藥產品等產業的投資。副團長黃龍想認為，推動該市旅遊業發展的關鍵，是先要建設國際化的酒店和提高從業人員的服務水平，相信香港服務業與昆明市的合作空間廣闊。

德宏州

德宏傣族景頗族自治州位於中國雲南省西部，與緬甸接壤。德宏州委書記王俊強會見訪問團時表示，德宏州貿易商會已在緬甸的曼德勒設立商務代表處，有利於中緬經貿發展。

德宏州亦正不斷完善其交通設施。從德宏州首府芒市到瑞麗的高速公路將於2015年5月開通，兩地車程將由兩個多小時縮短至40分鐘，而昆明至緬甸仰光的鐵路，則預計於六年內建成。中緬鐵路一旦貫通，將成為中國連接東南亞、南亞地區的國際大通道。



Kunming Vice Mayor Guan Qinghua meets with the Chamber delegation. 昆明市副市長關清華接見本會代表團。

line and is expected to become a key link between China and Southeast Asia.

Ruili

In Ruili, an important border city in Dehong Dai and Jingpo Autonomous Prefecture, the delegation visited Jiegao Border Trade Area — the main port between China and Myanmar.

Jiegao Border Trade Area has adopted a unique border control practice. The middle of Jiegao Bridge marks the official border, while the customs inspection facilities are conducted jointly on the west of the bridge. The

瑞麗市

瑞麗市是德宏傣族景頗族自治州中重要的邊境城市，訪問團重點考察了中國對緬甸貿易的最大陸路口岸——姐告邊境貿易區。

姐告邊境貿易區是唯一實施「境內關外」特殊管理模式的邊境特區。「境內關外」具體指，以姐告大橋中心橫線為海關關境線，聯檢機構設於大橋西側，出口貨物過關境線即為出口，進口貨物在姐告豁免向海關申報。這種特殊監管模式已實行多年，大大促進了進出口貿易。

瑞麗市委書記蔡四宏鼓勵企業到瑞麗發展區域總部經濟，他說：「在瑞麗投資的企業除了享受『西部大開發戰略』中企業所得稅的15%優惠外，頭五年免徵企業所得稅，後五年稅項減半。」

余國賢於訪問結束時表示，雲南區位優勢明顯，在中國對外開放格局中的地位日趨重要，加上國家政策及當地政府推出的優惠措施，有利企業發展。✿



Delegates visit Ruili jade market. 團員考察瑞麗玉器市場。



The border port from China to Myanmar. 中國通往緬甸的口岸。

practice has been in place for many years and facilitates cross-border trade.

Cai Sihong, Ruili City Communist Party Secretary, encouraged companies to establish their regional headquarters in Ruili. “Investors can enjoy income tax exemption for the first five years, and a 50% reduction on the standard 15% rate for the following five years,” he said.

With its geographic advantage, as well as investment incentives at national and provincial levels, Yunnan is becoming increasingly significant in complementing the Mainland’s open-door policy. Consequently, Yue suggested that businesses should look seriously at investing in the province. ✿



Dr Hung Wai Man, Principal Liaison Officer for Hong Kong, Authority of Qianhai Shenzhen-Hong Kong Modern Service Industry Cooperation Zone, spoke at the China Committee's meeting on 12 December on the latest developments in Qianhai. He also outlined new procedures for Hong Kong companies interested in setting up in Qianhai.

前海深港現代服務業合作區管理局香港事務首席聯絡官洪為民博士在中國委員會12月12日的會議上，闡述前海的最新發展。他同時概述港企進駐前海的新程序。

Harry Zhang, Recruitment Director, China Talent Group, shared his insights at the Chamber's 24 November roundtable luncheon on the latest recruitment trends in the Mainland. He said recruitment trends will increasingly depend on information flows and social media platforms. He also advised Chinese enterprises to better equip themselves in the fields of talent selection and verifying CV information.

易才集團招聘總監張銳在總商會11月24日的研討會上，分享對內地最新招聘趨勢的看法。他表示，招聘趨勢將愈來愈依賴資訊流通及社交媒體平台。他同時建議內地企業更好地裝備自己，以挑選合適的人才，並核實申請者履歷表上的資料（詳見本刊另文）。



Nature Yang, Vice Chairman of the Industry and Technology Committee, represented the Chamber to attend the PRD Annual Gala Dinner Promoting Guangdong-Hong Kong Trade and Industrial Co-operation held in Huizhou on 5 December.

工業及科技委員會副主席楊自然於12月5日代表總商會出席假惠州舉行的「香港珠三角工商界合作交流會」。

Petrina Tam, China Committee Vice Chairman, spoke at the 18th Beijing-Hong Kong Economic Cooperation Symposium, which took place in Beijing from 25-26 November. China Committee member Thomas Yeung represented the Chamber to witness a signing ceremony on 26 November for expanding cooperation between Hong Kong and Beijing. HKGCC has been a co-organizer of the symposium for 18 years.

中國委員會副主席譚毓麗在「第18屆北京香港經濟合作研討洽談會」上發表演說，該洽談會於11月25至26日假北京舉行。中國委員會委員楊存洲代表總商會出席11月26日的簽約儀式，見證兩地建立更緊密合作。香港總商會在過去18年來一直是洽談會的主辦機構之一。

The China Committee and the Cheung Kong Graduate School of Business (CKGSB) jointly organized a roundtable luncheon entitled "The Reform of the Banking System in China" on 4 December. Prof Hui Ou-yang, the Dean's Distinguished Chair Professor of Finance at CKGSB and Co-director of Research Centre on Financial Innovation and Wealth Management, shared his recent studies and analysis with members.

中國委員會與長江商學院於12月4日合辦午餐會「中國銀行業體制改革」。長江商學院金融學的傑出院長講席教授、金融創新和財富管理研究中心聯席主任歐陽輝教授與會員分享其最新的研究和分析。





Wu Zhengyong, Director, General Administration Division, Bureau of Economic Cooperation, Gansu Province, led a delegation to the Chamber on 5 December to introduce the province's business environment. Petrina Tam, China Committee Vice Chairman and members welcomed the visitors.

甘肅省經濟合作局綜合處處長吳正勇於12月5日率團到訪總商會，並介紹該省的營商環境。團員由中國委員會副主席譚唐毓麗及其他委員接待。

Chamber Deputy Chairman Stephen Ng attended the opening ceremony of the China Council for the Promotion of International Trade, Guangdong Committee's opening of its Economic and Trade Representative Office in Hong Kong on 5 December.

總商會常務副主席吳天海於12月5日出席中國國際貿易促進委員會廣東省委員會的香港經貿代表辦事處的開幕禮。

The 15th Guangdong-Hong Kong-Macao Major Chambers High-level Roundtable Meeting took place in Macao on 2 December. Representatives from various chambers exchanged views on further cooperation, especially under the national policy of the 21st Century Maritime Silk Road. Wendy Lo, Senior Manager, China Business, represented the Chamber at the meeting.

「第15屆粵港澳主要商會領導圓桌會議」於12月2日假澳門舉行。多個商會的代表就加強合作，尤其是如何配合「21世紀海上絲綢之路」國家政策交流看法。中國商務高級經理盧慧賢代表本會出席會議。

He Yuepei, Director General, Dongguan Commerce Department, led a delegation to visit the Chamber on 18 December to strengthen ties with the Chamber. Emil Yu, General Committee member, and China Committee members welcomed the visitors.

東莞市商務局局長何躍沛於12月18日率團到訪總商會，由本會理事于健安及多位中國委員會委員接待，何局長希望加強當局與本會的聯繫。

A joint meeting on upgrading and transforming Hong Kong enterprises operating in Dongguan took place on 17 December. K K Yeung, General Committee member, represented the Chamber at the meeting to express members' views on the business environment in Hong Kong and Dongguan.

「在莞港資企業升級轉型聯席會議」於12月17日舉行。總商會理事楊國琦代表本會出席會議，並就香港和東莞的營商環境，發表意見。

Edmond Yue, China Committee Chairman, led a 21-member delegation to Kunming, the capital of Yunnan Province, and Ruili, a city located on the border of Yunnan and Myanmar, from 2 to 5 December (see elsewhere in this Bulletin for further details).

中國委員會主席余國賢於12月2至5日率領21人訪問團，考察雲南省省會昆明，以及位處雲南和緬甸邊境的瑞麗市（詳見本刊另文）。

Jiewen Jack Yang, Division Head, RMB Business Division, Bank of China (Hong Kong), spoke at a Chamber roundtable luncheon on 12 December on "Shanghai-Hong Kong Stock Connect." He updated members on the new through-train and upcoming RMB policies.

中國銀行（香港）發展規劃部人民幣業務處主管楊杰文在總商會12月12日的午餐會上，向會員深入剖析「滬港通」的最新發展，以及人民幣的未來政策。



The Value Proposition

A new report shows that simply valuing employees helps companies to retain staff and attract new talent

A poor cultural fit is one of the main reasons the employer-employee relationship fails, so why don't employers put more thought into their marketing pitch to attract the people who will be right for them?

That's the question recruiting expert Hays' CEO Alistair Cox asks in his latest LinkedIn Influencer blog.

"With the market for talent picking up, employers need to revisit the impression they make on potential new recruits in order to compete for the very best future employees," says Cox.

"It's interesting how different organisations seek to do this and undoubtedly some are doing it much better than others. Unfortunately too often we see bland statements such as 'our people are our greatest assets' or 'we value our people.'

"Frankly these statements mean nothing in terms of describing an organisation's uniqueness because no organisation would say 'we don't care about our employees.' So why waste time on a generic statement?"

There is a name for this particular marketing pitch – it's known as an Employee Value Proposition or EVP. "Every organisation should have their own unique EVP," says Cox. "For example, PwC offers a different employment marketing pitch to that of Virgin, Vodafone or Cathay Pacific. Through your own unique employer brand you can communicate to potential employees the experience of working for your company and distinguish it from others."

To come up with something that truly appeals to the type of person who will thrive in your business Cox has this advice:

Avoid the predictable: Avoid dull and predictable examples as well as the management-speak that so frequently creeps into business life. According to Cox, "People tend not to speak in jargon, so why appeal to them in jargon? Think of your EVP as a description of why your business is the right place for the type of people who succeed there, and nobody else."

Seek the opinion of your successful employees: Secondly, ask your own people why they chose to join you. You may be surprised at what sent them your way in the first place.



Base your statement on truth: Thirdly, make sure your statement reflects reality. You want people who are attracted by what you say and find it's true when they get there. "These days, discrepancies get found out and emblazoned publicly on a multitude of social media sites," he says. "It's so easy to check employees' personal experiences on sites such as Glassdoor, so don't run the risk of saying one thing and delivering another."

What makes you unique? Finally, your organisation is unique. It may make the same products or provide the same services as your competitors but it's unique in its own way. Cox says, "Identify what it is that makes your business unique and how it will appeal to the people you want and then write that down in as simple a statement as possible. There may be universal truths that all employees will buy into. There may also be specific

價值定位

最新報告顯示，重視員工的企業更能吸引及挽留人才

I作文化不融合是僱主與僱員關係欠佳的一大主因，那麼僱主何不在推廣企業文化上多花心思，從而吸引合適的人才？

這正是招聘顧問Hays行政總裁Alistair Cox在其 LinkedIn Influencer網誌上所提出的問題。Cox說：「市場上求才若渴，僱主需重新審視企業予人的印象，方能聘用最優秀的員工。」

「有趣的是，不同機構的做法不一，無疑當中有些企業更勝一籌。可惜我們經常看到企業使用空泛的語句推廣其文化，例如『人才是我們最重要的資產』或『我們重視人才』。」

「事實上，這類陳述無助突出機構的獨特之處，沒有企業會說『我們毫不在乎員工』，那為何還浪費時間在籠統含糊的措詞上？」

這種推廣企業文化的策略被稱為「員工價值定位」(Employee Value Proposition, EVP)。「每間企業應制訂其獨有的EVP。」Cox續稱：「舉例來說，羅兵咸永道、維珍集團、沃達豐集團及國泰航空的招聘策略均截然不同。透過建立獨一無二的企業品牌，僱主得以與未來僱員溝通，闡述公司的工作文化，務求在一眾企業中突圍而出。」

關於制訂可行的策略，以吸引合適人才，Cox提出下列建議：

避免陳腔濫調：避免引用千篇一律的商業措詞。Cox指出：「眾人都不用難懂的術語，那為何要以術語作招徠？」你想想如何善用EVP，以闡述你的企業為何是目標人才的理想工作地點。

徵求成功僱員的意見：詢問你的員工當初選擇加入公司的原因，你或許會發掘到新的看法。

真確的陳述：任何關於企業文化的陳述必須真確，你總希望能藉此吸引人才，並發現你所說的有事實根據。「今時今日，當有人發現你所說的並非事實，便可能會在各社交媒體上發表名不副實的陳述。」他表示：「在Glassdoor等網站上查閱僱員的個人言論實在輕而易舉，因此僱主切忌講一套做一套。」

發掘獨特之處：你的機構是獨一無二的，與競爭者提供的貨品或服務也許大同小異，但總有與眾不同的賣點。Cox說：「首先發掘企業的獨特之處，以及對目標人才有何吸引力，然後再將之簡化成容易理解的語句。有些可能是適用於所有員工的描述，有些可能只適用於特定職位，企業或需因應不同對象，制訂不同的EVP。僱主應嘗試撰寫簡潔的語句，清楚介紹企業的特點，讓人知道你與競爭對手的區別。人才和企業都是獨一無二的，你所傳達的訊息也本應如此。」

建立EVP絕非一朝一夕。「要制訂可行的策略並不容易。」Cox坦言：「這或需數小時——甚至數星期。你可能需要反覆思考，當你想出一項獨特、真確的陳述，便是大功告成之時。畢竟，企業花費大量時間和精力向顧客推銷品牌，那麼何不花點時間向目標人才推廣企業文化？」



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points tailored to the type of role you are recruiting for, so you may need to tailor your EVP for different audiences. That's fine, but keep working on it until you have something that neatly describes your own business and not those of your competitors too. People are unique, businesses are unique, so why shouldn't your marketing messages be unique?"

Creating an EVP is not a quick process. "It's not easy to land on something that really works," says Cox. "It may take hours or it may take weeks. It's worth sleeping on though until you get it right and you'll know when you have because it will say something unique and authentic. After all, we spend a huge amount of time and effort getting the messages right for our customers so why shouldn't we do the same to the people who we want to join us?"



Hidden Venice

隱世威尼斯風情



If you love Italian cuisine and want to discover something a little bit different, then SEPA's rare Venetian dining experience is for you, writes staff reporter **Milly Lo**

假如你鍾情意大利菜，又想發掘與眾不同的滋味，主打罕有威尼斯菜的SEPA正合你「意」 本刊記者勞美梨

There is no shortage of Italian restaurants in Hong Kong or customers eager to try regional Italian dishes. The new kid on the block is Giacomo Marzotto, who is hoping to wow Hong Kong diners with his traditional Venetian “bacaro” food – which dates back to the 15th century.

His restaurant, SEPA: Bacaro Veneziano, opened towards the end of September last year, and besides promoting Venetian dishes, Marzotto wants to promote Italian culture and make dining fun. He has taken the concept of “Servant of Two Masters,” a com-

edy by Italian playwright Carlo Goldoni, to help brand the restaurant.

“Our aim is not only to offer good food and wine, but also give guests a chance to find out more about the heritage and culture of Venice,” he said.

In striking the right balance between the centuries-old tradition and innovation without compromising on quality, Marzotto said he recruited Italy's youngest two Michelin star chef, 33-year-old Enrico Bartolini, to lead the kitchen team and give a modern interpretation to the traditional regional recipes.



Beetroot tartare and tuna with Jerusalem artichoke sauce (\$98)

紅菜頭吞拿魚他他伴耶路撒冷洋薊汁
This may look like a cherry dessert, but these little bites of happiness are beetroot and tuna tartare held together in a gelatine coat and topped with red rubin basil. Served with a creamy Jerusalem artichoke sauce, it is a great contrast of textures and flavours.

乍看還以為是櫻桃甜點，這道賣相精緻的菜式，其實是果凍狀的紅菜頭配吞拿魚他他，以紅羅勒葉作點綴，配上幼滑的耶路撒冷洋薊汁，層次豐富，味道複雜細膩。



Venetian meatballs (\$98)

威尼斯肉丸
These Venetian meatballs, called “polpete” in Venetian, are made from pork and a little bit of veal to make them melt in your mouth. Served with a sweet olive sauce they are delicious.

威尼斯肉丸在當地方言中稱為polpete，以豬肉和少量牛仔肉打成，味道濃郁，入口即溶，沾上清甜的橄欖醬，滋味無窮。



Sea Urchin Spaghetti (\$188)

海膽意粉
Nothing beats freshly made pasta cooked to perfection. This spaghetti had a slight Asian twist of a coconut sauce to go with the creamy Hokkaido sea urchin, which are among the best in the world. 新鮮自製、煙韌彈牙的意粉絕對無懈可擊。這道意粉糅合了亞洲風味，以香濃的椰汁配搭鮮甜的頂級北海道海膽，讓人再三回味。



Octopus al caciocco (\$148)

八爪魚片配海鮮濃湯

A must-try dish of this Venetian adventure! Meaty octopus slices on caper powder are served with an incredibly rich and flavoured seafood sauce. A great surprise for all seafood lovers like me!

來到SEPA，必試這道威尼斯特色菜！啖啖肉的八爪魚片先沾上酸豆粉，再配以鮮味十足的海鮮濃湯，對我這些海鮮迷來說真是一大驚喜！

意大利餐廳在香港開至成行成市，很多食客亦渴望品嚐意國地方菜。最新加入戰團的是SEPA創辦人之一 Giacomo Marzotto，他希望為本港食客帶來傳統威尼斯小酒館bacaro的美食，當地的酒館飲食文化可追溯至15世紀。

SEPA: Bacaro Veneziano於去年9月底正式開業。除了把威尼斯美食帶到香港外，Marzotto亦希望藉此推廣意大利文化，為港人打造有趣的意食體驗。SEPA以意大利著名劇作家Carlo Goldoni的經典喜劇《一僕二主》作裝飾主題，別具心思。

他指出：「我們不單提供威尼斯的美酒佳餚，同時希望讓食客了解當地的傳統文化。」

SEPA致力為傳統的威尼斯菜添加創意之餘，也不忘對食物品質的堅持。Marzotto表示他們誠邀了意大利最年輕的米芝蓮二星大廚、年僅33歲的Enrico Bartolini為餐廳設計餐牌，期望以嶄新角度演繹傳統的地方菜食譜。

SEPA: Bacaro Veneziano

61 Caine Road, Central

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2521 9800

reservations@sepa.com.hk



Mortadella ricotta cheese and black truffle "Bomba" (\$138)

意式肉腸、Ricotta芝士及黑松露「炸彈」麵包

"Bomba" is another innovative take on stuffed bread. This little parcel has an explosion of fresh ricotta, black truffle, Italian ham and creamy cheese behind the light bread.

賣相獨特的「炸彈」麵包是另一道創新之作。飽滿的麵包內夾著新鮮的Ricotta芝士、黑松露和意式肉腸，鹹香惹味。



Anchovies, tomatoes and stracciatella cheese focaccia (\$148)

醃鯷魚、蕃茄及Stracciatella芝士意式扁麵包

Focaccia masquerading as a pizza topped with anchovies, Sicilian tomatoes and stracciatella cheese makes for a deliciously sweet, salty and creamy bite. 外形酷似薄餅的意式扁麵包配上醃鯷魚、西西里蕃茄及Stracciatella芝士，鹹中帶甜，「芝」味十足。



Sepa with black cuttlefish ink (\$158)

SEPA慢煮墨魚配忌廉薯蓉泡沫

This is Sepa's (cuttlefish) signature dish, and is one you definitely shouldn't miss. Strips of cuttlefish are cooked in cuttlefish ink to add flavour on a sea of creamy potato puree and a few drops of olive oil for a fabulous balance of flavour and silky texture.

這道SEPA（解作墨魚）的招牌菜絕對不容錯過。墨魚條以墨魚汁慢煮，為軟滑的薯蓉泡沫倍添鮮味，拌入少量橄欖油，進一步帶出香濃幼滑的口感。



The Bulletin and Foodie have joined forces to explore the many facets of Hong Kong's culinary scene.

This month, Foodie talks with Brittany's Matthieu Bonnier

《工商月刊》及Foodie將攜手合作，發掘香港飲食界形形色色的好滋味。

本月，Foodie與來自布列塔尼（Brittany）的Matthieu Bonnier進行專訪

French Window Executive Chef
Matthieu Bonnier shares his
recipe for delicious cuisine

The French Window行政總廚
Matthieu Bonnier分享他的佳餚食譜



Classically French 法式經典

A native of Brittany, home to the famous Belon oysters and blue lobsters, chef Matthieu Bonnier's passion lies in celebrating the freshness and flavours of the highest quality ingredients. He heads The French Window Brasserie and Bar here in Hong Kong, where he combines the intricacies of classical French cooking techniques to enhance the fresh, seasonal flavours. We asked chef Bonnier to tell us more about his personal cooking style and preferences.

How did you begin your culinary career?

By choice. I must say I'm so fortunate as I can practice my passion on a daily basis. What inspired me to start was my grandparents, but that's a long story.

Where do you get your culinary inspiration from?

Mainly from my terroir in Brittany, but my family and upbringing has always been a great source too. But all in all, I believe that good products speak for themselves – I'm just a messenger at the end of the day.

How often do you change the menu at French Window?

The a la carte changes two or three times a year, our set lunch every week...We also tailor-make a lot of dishes.

What is the most popular dish in your restaurant?

Definitely the mussels and the seafood platter. I also get overwhelmed with bone marrow orders.

What is your favourite dish to create?

I have a sweet tooth ... so in terms of creating I usually like to play with desserts. As for the rest, I love cooking traditional dishes.

Do you stick with classical French cooking techniques or do you like to fuse in new techniques as well?

The French Window is strictly traditional in terms of food, but in Hong Kong you must be able to do both! It's about what the clients want.

Do you remember the first thing you ever cooked?

Oh yes... Pancakes!!!

What do you like to eat when you're at home?

Chinese food if my wife cooks. Dim Sum if we go out. I love a good wine and cheese bread too. It really depends on my mood.

What's an item that is always in your fridge?

Butter and cream!

布列塔尼地區 (Brittany) 盛產著名的貝隆生蠔及藍龍蝦。身為地道的布列塔尼人，名廚Matthieu Bonnier的烹調哲學是帶出優質食材的鮮味。他是香港The French Window Brasserie and Bar的總廚，擅長以傳統的法式烹調技巧，提升時令食材的鮮味。我們特邀Bonnier大廚暢談其個人烹飪風格和喜好。

你如何開展你的入廚生涯？

純粹個人選擇。我十分幸運，每天都能做自己熱愛的事。祖父母是啟蒙我開始下廚的人，真是說來話長。

你從哪裡獲取烹飪靈感？

主要是布列塔尼的風土人情，我的家人和成長經歷亦居功至偉。總而言之，我相信選用優質食材的效果是不言而喻的，我只是當中的「傳遞者」而已。

你會多久更換一次French Window的餐牌？

主餐牌每年更換兩至三次，而午市套餐則每星期都不盡相同。我們同時為食客度身訂造很多菜式。

你們最受歡迎的菜式是甚麼？

絕對是青口及海鮮拼盤，烤牛骨髓菜式亦令我應接不暇。

你最愛烹調甚麼菜式？

我無甜不歡，因此總愛創作甜品。除此之外，我亦喜歡炮製傳統的菜式。

你只堅持採用傳統的法式烹調技巧，還是將之結合嶄新的烹調手法？

The French Window的菜式絕對是百分之百的傳統法國菜，但為了迎合香港食客的要求，你必須傳統與創新兼備！

你還記得初次烹飪的食物是甚麼嗎？

當然，是熱香餅 (Pancake) ！

你在家時都愛吃甚麼？

我太太通常煮中國菜，出外用膳時我則愛吃點心。優質的紅酒和芝士麵包也不錯，一般是看心情而定。

你的雪櫃會儲備甚麼食材？

牛油和忌廉！

Foodie專為熱愛飲食的美食迷而設，我們的雜誌、網站、應用程式和社交媒體網頁內均齊集大量最新的餐廳評論、精彩的美食專題、有趣的飲食新聞，以及教人食指大動的食譜。

The Foodie Club雲集Foodie最活躍的讀者群，讓他們時刻交流美食資訊，建立緊密的聯繫。會籍費用全免，會員將獲邀出席Foodie的定期活動，率先品嚐最新的熱門美食，更可參加烹飪比賽、接收電子通訊、會員獨家資訊及專享優惠等。如欲登記成為會員，請登入www.afoodieworld.com，免費加入The Foodie Club大家庭！

Foodie帶你嚐遍好滋味！

Foodie brings together people with a real passion and love for all things food and drink. With heaps of fresh restaurant reviews, delicious food features, relishable news and mouth-watering recipes in our print magazine, web portal, app and social media pages.



The Foodie Club brings together Foodie's most engaged readers in a community focused around fun and friendship through food. Membership is free and offers members regular events around the city trying out the latest foodie hotspots as well as frequent cooking competitions, e-newsletters, club-specific web content and exclusive deals and discounts. Sign up www.afoodieworld.com it's free!

Foodie is your guide to good taste.

Europe Committee 歐洲委員會



Promoting Opportunities in Turin 推廣都靈商機

Stefano Lo Russo, Town Counciller, Deputy Mayor for Urban and Strategic Planning, Municipality of Turin, Italy, led a delegation to the Chamber on 2 December. Europe Committee Chairman Neville Shroff and members welcomed the visitors. Representatives from the Consulate General of Italy to Hong Kong and Chiomenti Studio Legale also attended the meeting to discuss investment opportunities and R&D collaboration between Turin and Hong Kong. The delegation briefed members on Turin, which is one of Italy's most advanced industrial bases, and 79th globally.

意大利都靈市市議員兼城市及策略規劃副市長 Stefano Lo Russo 於12月2日率領代表團到訪，由歐洲委員會主席尼維利施樂富及多位委員接待。意大利駐港總領事館及凱明迪律師事務所の代表亦有出席會議，討論都靈與香港之間的投資機遇和研發合作。代表團向委員概述都靈的最新發展，該市是意大利最先進的產業基地之一，全球排名79。

Czech Chamber of Commerce 捷克商會

Vladimír Dlouhý, President of the Czech Chamber of Commerce, and Lucie Čiháková, Consul General, Consulate General of the Czech Republic in Hong Kong, called on the Chamber on 4 December to discuss trade relations between Asia and Europe, and both sides briefed each other about the background and roles of being independent national chambers in different regions. The Chamber's Europe Committee Vice Chairman Eberhard Brodhage, and General Committee member K K Yeung welcomed the visitors. The Czech Chamber of Commerce is the largest and most representative business association in Czech Republic with over 14,000 members, who account for 60% of national GDP in the country.

捷克商會總裁 Vladimír Dlouhý 及捷克共和國駐港總領事盧雅致於12月4日到訪，討論亞洲與歐洲的貿易關係，而雙方亦各自簡介作為不同地區的獨立國家商會的背景與角色。總商會歐洲委員會副主席包凱歌及理事楊國琦歡迎一眾訪客。捷克商會是捷克共和國最具規模和代表性的商業組織，擁有逾14,000名會員，佔當地六成GDP。



Digital, Information & Telecommunications Committee 數碼、資訊及電訊委員會

Winnie Yeung, Director, Legal and Corporate Affairs, Microsoft Hong Kong Ltd, briefed members at the committee's 10 December meeting on cloud data sovereignty and data custody.

Microsoft 香港有限公司法務及公司事務部總監楊長華出席委員會12月10日的會議，向委員講解何謂「雲端數據主權及監護權」。

Environment & Sustainability Committee 環境及可持續發展委員會

Emil Yu, General Committee member and Vice Chairman of the Industry & Technology Committee, attended the Project Management Committee of the Cleaner Production Partnership Programme on 25 November to review the Quarterly Operational Report and approve new demonstration project applications.

總商會理事、工業及科技委員會副主席于健安於11月25日出席「清潔生產伙伴計劃」的項目管理委員會，以檢閱季度運作報告，以及審批新的示範項目申請。

Americas Committee 美洲委員會

Miami: Gateway to Latin America 邁阿密：通往拉美的大門

Hernando Gomez, Director, Morrison Brown Argiz & Farra, LLC, led a delegation from Miami to the Chamber on 3 December, where they were welcomed by Americas Committee Vice Chairman Thomas Wong. Gomez explained that the economy in Miami, particularly the property market, has rebounded to pre-financial crisis levels, driven by strong interest in investment from Brazil and increasingly Argentina. Hong Kong's Swire is also building a major development project in the city, but in general Hong Kong businesses are unaware of the opportunities that the gateway to Latin America presents – something that the delegation is hoping to change.

Morrison Brown Argiz & Farra, LLC董事
Hernando Gomez於12月3日率領邁阿密代表團
到訪，由美洲委員會副主席黃華樂接待。
Gomez解釋，受到巴西和阿根廷的強勁投
資意欲所帶動，邁阿密的經濟特別是樓
市，已回升至金融危機前的水平。香港
的太古集團亦正於當地興建大型的發展
項目，但本港企業往往未有察覺這道通
往拉美之門所帶來的機遇，故代表團希
望能夠改變現狀。



Canadian-Hong Kong Ties 加港聯繫

Ontario Chamber of Commerce President and CEO Allan O'Dette called on the Chamber on 4 December, where Americas Committee Vice Chairman Gary Ahuja and the Chamber's Chief Economist David O'Rear welcomed the visitor. O'Dette said Canada is looking for ways to further strengthen business ties with Hong Kong, given it is a key gateway to Mainland China and Asia.

安大略省商會主席及總裁Allan O'Dette於12月4日到訪，由美洲委員會副主席
加利及本會首席經濟師歐大衛接待。O'Dette表示，由於香港是通往中國內地及
亞洲的主要門戶，加拿大正尋求進一步加強與本港的商業聯繫。



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 Andrew R Wells
華賢仕先生



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 Leland Sun
孫立勳先生



**Digital, Information and
Telecommunications Committee**
數碼、資訊及電訊委員會
Ms Agnes Tan
陳國萍女士



Economic Policy Committee
經濟政策委員會
Dr Mark C Michelson
麥高誠博士



**Environment and
Sustainability Committee**
環境及可持續發展委員會
Mr Cary Chan
陳永康先生



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

Financial & Treasury Services Committee 金融及財資服務委員會



Lillian Cheung, Acting Executive Director (Research) of the Hong Kong Monetary Authority, shared her views with the committee on 10 December regarding the impact of the U.S. Federal Reserve's announcement that it would stop its quantitative easing programme. She explained how this policy change would affect Hong Kong's economy, especially when coupled with the occupy movement.

香港金融管理局署理助理總裁（經濟研究）張麗玲在委員會12月10日的會議上，就美國聯儲局宣布結束量化寬鬆措施帶來的影響，分享她的看法。她解釋該政策變動對香港經濟的影響，尤其是考慮到近期的佔領行動。

Mission to Italy & Spain 意大利及西班牙考察團

The Chamber's Europe Committee formed a sub-group to plan its upcoming mission to Europe this year. The group agreed to visit Milan, Italy, to take advantage of the Milan Expo, and also Barcelona and Madrid in Spain. Although mature markets, these economies have undergone significant changes and preliminary research indicates businesses in both countries are very eager to start doing business in Asia, and in particular greater China. Members who wish to know more about the mission can email the Secretariat deanna@chamber.org.hk.

總商會歐洲委員會成立工作小組，計劃本年度的歐洲考察團。小組同意訪問意大利米蘭，以參加米蘭世博會，並到訪西班牙巴塞羅那及馬德里。儘管這些經濟體擁有成熟的市場，但他們也經歷了重大轉變，而初步研究亦顯示，兩國企業渴望到亞洲特別是大中華開展業務。會員如欲了解考察團的詳情，歡迎電郵予秘書處 deanna@chamber.org.hk。

Legal Committee 法律委員會

Rose Webb and Philip Monaghan, respectively the Competition Commission's Senior Executive Director and General Counsel, spoke at the 17 November seminar on the Competition Draft Guidelines, released on 9 October. Detailed comments on the guidelines were submitted to the commission on 10 December.

競爭事務委員會（競委會）高級行政總監韋樂思及行政總監（法律顧問）馬立恆在11月17日的研討會上，講解於10月9日發表的《競爭條例》草擬指引。關於指引的詳細建議已於12月10日提交予競委會。

Manpower Committee 人力委員會

Joyce Law, Partner, Tax & China Business Advisory Services, and three other tax experts from PwC Hong Kong, spoke at a seminar on 4 December about how members can be better equipped to proactively prepare for challenges in handling tax controversies in China.

羅兵咸永道香港稅務合夥人羅梓忻，連同其餘三位稅務專家在總商會12月4日的研討會上，闡述企業應如何未雨綢繆，積極應對內地稅務分歧的挑戰。

The Chamber submitted its proposals on the "Regulation for the Determination of Turnover of an Undertaking under the Competition Ordinance (Cap 619)" to the Commerce and Economic Development Bureau on 3 December.

總商會已於12月3日向商務及經濟發展局提交建議書，就《競爭條例》（第619章）的「釐定業務實體的營業額」條文提呈意見。

Committee Chairmen 委員會主席



Chamber CEO Shirley Yuen congratulated Peter Pun, Group Executive Chairman of Pypun Engineering Consultants Ltd at the company's 50th Anniversary Reception, held on November 28. Pypun specializes in civil and structural engineering projects, and provides consultancy services to the HKSAR Government and major private developers on infrastructure development.

總商會總裁袁莎妮於11月28日出席潘衍壽顧問工程師事務所集團50周年宴會，向董事長潘衍壽表示祝賀。該集團專門承接土木及結構工程項目，並為香港特區政府和主要私人發展商的基建發展提供顧問服務。

Retail & Tourism Committee 零售及旅遊委員會

The Chamber submitted additional views on the "Draft Hong Kong Code of Marketing and Quality of Formula Milk and Related Products, and Food Products for Infants and Young Children" to the Secretary for Food & Health on 24 November. We were concerned about the ripple effect that it would have on other industries and the far-reaching implications on Hong Kong's free economy. We also pointed out that the International Code of Breastmilk Substitutes contained guidelines on marketing of breastmilk substitute for infants up to six months. The Chamber believes only when the Hong Kong Code is aligned with global best practices would consumers' best interest be safeguarded.

總商會於11月24日向食物及衛生局局長就《香港配方奶及相關產品和嬰幼兒食品的銷售及品質守則》再次提呈意見。我們關注到有關守則或對其他行業造成漣漪效應，並對香港的自由經濟體系帶來深遠的影響。我們

同時指出，《國際母乳代用品銷售守則》已訂明有關推廣供六個月以下嬰兒食用的母乳代用品的指引。總商會相信，本港守則只有與國際做法一致，才能保障消費者的最大權益。

Harriet Sin, from the Qualification Framework Secretariat, briefed members on the qualification framework for the retail sector on 25 November. The framework was launched in 2008 to help employees set clear goals and directions for continuous learning.

資歷架構秘書處的洗約芬於11月25日向委員簡介零售業的資歷架構。有關架構於2008年推行，旨在協助僱員確立進修的目標和方向。



Legal Committee

法律委員會

Mr Stephen Crosswell
高善和先生



Manpower Committee

人力委員會

Mr Nicholas R Sallnow-Smith
蘇兆明先生



Membership Committee

會員關係委員會

Mr Stephen Ng
吳天海先生



Real Estate & Infrastructure Committee

地產及基建委員會

Mr Peter Churchouse
卓百德先生



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

Dr Kelvin Leung
梁啟元博士



Small & Medium Enterprises Committee

中小型企業委員會

Mr William Wong
黃龍想先生



Taxation Committee

稅務委員會

Mr Francis Lee
李安東先生



Taiwan Interest Group

台灣小組

Mr Stanley Hui
許漢忠先生



Women Executives Club

卓妍社

Mrs Margaret Leung
梁甘秀玲女士



Young Executives Club

卓青社

Mr Oscar Chow
周維正先生

SME Committee 中小型企業委員會



KK Yeung, General Committee member and former chairman of the SME Committee, hosted a dinner for committee members on 8 December. Hedy Chu, Deputy-Director General of Trade and Industry Department; Simon Galpin, Director-General of Investment Promotion, Invest Hong Kong; and Chen Long Xiu, Secretary, Coordination Department, Liaison Office of the Central People's Government in the HKSAR, also attended the dinner to strengthen connections with SME members.

總商會理事、中小型企業委員會前主席楊國琦於12月8日為一眾委員主持晚宴。工業貿易署副署長朱潘潔雯、投資推廣署署長賈沛年，以及中聯辦協調部秘書陳隆秀亦有赴會，以加強與中小企委員的聯繫。

Grace Tang, Tax & Business Advisory Services, Ernst and Young, briefed members on issues currently under the IRD's scrutiny and tips in preparation for such challenges at the committee's meeting on 8 December.

安永會計師事務所稅務與商務諮詢合夥人鄧卓敏在委員會12月8日的會議上，向委員講解近日稅務局審議的多項議題，以及應對有關挑戰的秘訣。



Shipping & Transport Committee 船務及運輸委員會

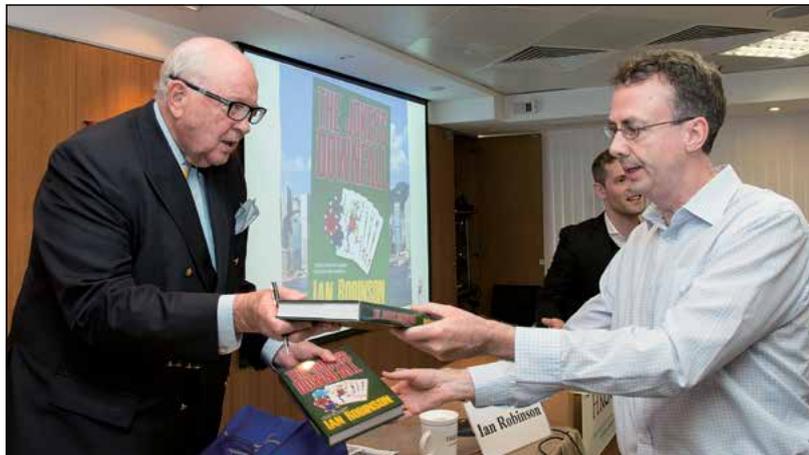
Sunny Ho, President of the Chartered Institute of Logistics and Transport in Hong Kong, spoke at the committee's 9 December meeting on issues relating to licensing requirements and customs clearance procedures of air cargo transshipment in Hong Kong. He discussed whether and how these requirements and procedures could be relaxed and streamlined to facilitate the future development of Hong Kong as a logistics hub.

香港運輸物流學會會長何立基出席委員會12月9日的會議，闡述有關香港航空貨物轉運的發牌規定及清關程序等議題。他探討上述規定和程序應如何放寬及簡化，以促進本港作為物流樞紐的未來發展。

Labour Strategy Working Group 勞工策略工作小組



Taxation Committee 稅務委員會



Forensic accountant Ian Robinson tells a true story of murder, mystery and mayhem, which led to the biggest corporate collapse in Hong Kong history, in his new book, 'The Joker's Downfall.' The Carrian case that shook Hong Kong in the 1980s was viewed by many as a best-seller waiting to be written.

資深的法證會計界人士、安永香港和澳洲辦事處的前合夥人羅賓信在12月5日的午餐會上，詳述佳寧集團的崛起與衰落，這也是其新書《小丑的墮落》的主題。

Joe Chan, Partner of Ernst & Young, spoke at the Chamber's roundtable luncheon on 24 November on field audits and investigation procedures carried out by the Inland Revenue Department.

安永稅務審查及爭議調解合夥人陳祖慶在總商會11月24日的午餐會上，剖析稅務局的實地審查及調查程序。



A list of prospective countries for Hong Kong to enter into Comprehensive Avoidance of Double Taxation Agreement (CDTA) was presented to the Financial Services and the Treasury Bureau on 21 November. The Chamber continues to favour CDAs over Taxation Information Exchange Agreements (TIEAs) as the former offers more benefits for enhancing trade and investments flows to Hong Kong.

財經事務及庫務局於11月21日收到全面性避免雙重課稅協定（全面性協定）的潛在合作國家清單。總商會繼續傾向主張推行全面性協定，多於稅務資料交換協定，因為前者對增加本港的貿易及投資流動更為有利。

Views on a proposed regime for an "Automatic Exchange of Information for Taxation Purposes" were made to the Financial Services and the Treasury Bureau on 14 November.

委員會於11月14日就「自動交換稅務資料」的建議制度，向財經事務及庫務局提呈意見。

Assistant Commissioner for Labour Charles Hui updated members of the Working Group on 19 November on the development of the 4-18 continuous contract formula. This is defined as an employee who has been employed continuously by the same employer for four weeks or more, with at least 18 hours worked in each week. As they are regarded as being employed under a continuous contract, they should enjoy full employee benefits such as rest days, paid annual leave, sickness allowances, severance payment and long services payment, etc.

勞工處助理處長許柏坤於11月19日向工作小組成員闡述連續性合約（俗稱「4-18」規定）的最新發展。這項規定意指僱員必須受僱於同一僱主四星期或以上，而每周工時不得少於18小時。以連續性合約受僱的僱員應享有所有僱員福利，例如休息日、有薪年假、疾病津貼、遣散費及長期服務金等。

Women Executives Club 卓妍社



Margaret Leung was re-elected Chairman of the Women Executives Club at its meeting on 5 December, while Suzie Wakai, Jennifer Chan and Cindy Cheng were re-elected as Vice Chairmen. Following the meeting, members attended a networking dinner at Wing Lai Yuen Restaurant, where they were greeted by Wong Siu Ling, Managing Director of the restaurant.

梁甘秀玲在卓妍社12月5日的會議上獲選連任主席，若井節子、陳佩君及鄭韓菊芳則獲選連任副主席。委員隨後出席假詠黎園舉行的聯誼晚宴，獲詠黎園董事長王小玲熱情款待。

The Women Executives Club and Young Executives Club jointly hosted a cocktail reception at S.T. Dupont Boutique at Landmark on 18 December for members to learn about the finer points relating to the care and wear of fine writing instruments, while doing a little networking.

卓妍社及卓青社於12月18日假S.T. Dupont置地廣場店舖合辦酒會，讓委員了解保養優質書寫工具的細節，並藉此機會聯誼交流。

HKCSI 香港服務業聯盟



Vega Wong, Assistant Director General of Trade and Industry, spoke on the outcome of the APEC Economic Leaders' Meeting in Beijing at HKCSI Executive Committee's 2 December meeting. Amy Cheung, also from the Trade and Industry Department, updated members on the progress of the WTO and TiSA negotiations.

工業貿易署助理署長王秀慧在香港服務業聯盟執行委員會12月2日的會議上，講述假北京舉行的「亞太經合組織領導人非正式會議」的成果。工業貿易署的張寶卿則向委員闡述世貿與服務貿易協定談判的最新進展。

A delegation from the Shenzhen Services Trade Association met with members of the HKCSI on 21 November to gather views on obstacles that Hong Kong companies have run into in the services sector in Shenzhen. Members were concerned about the narrow scope of insurance coverage offered in the market for Hong Kong services companies operating in the Mainland, among others.

深圳市服務貿易協會的訪問團於11月21日與香港服務業聯盟的委員會面，希望了解香港服務業在深圳營商的難處。會員尤其關注內地保障本港服務企業的保險範圍狹窄。

Young Executives Club 卓青社



Bernard Chan Shares Views with YEC

Members of the Young Executives Club (YEC) hosted a luncheon for Asia Financial Holdings President Bernard Charnwut Chan on December 4. Chan, who is also Hong Kong Deputy to the National People's Congress of China and also a member of the Executive Council, is well known for his public service. He shared his views on a wide range of topics, from politics to the environment and from engaging the young generation to taking care of the elderly.

YEC regularly holds networking events to give members a chance to engage with successful leaders in the community, as well as other events to enhance members' professional and personal development. For more information on YEC, contact fanny@chamber.org.hk.

陳智思與卓青社交流意見

卓青社委員於12月4日為亞洲金融集團（控股）有限公司總裁陳智思舉行午餐會。陳智思亦是香港地區全國人民代表大會代表，以及行政會議成員，積極參與不同的公職。他當天與會員分享見解，涉及的廣泛議題包括政治、環境、鼓勵年青一代照顧長者等。

卓青社定期舉辦聯誼活動，讓會員有機會接觸社會上的成功領袖，還會籌辦其他活動，以促進會員的專業及個人發展。有關卓青社的詳情，請聯絡 fanny@chamber.org.hk。

YEC members had the chance to test drive the new Tesla Model S at Tesla's showroom in Sai Ying Pun on 3 December. Before taking to the road, Tesla's Director for Hong Kong Isabel Fan briefed members on the technology that makes the electric sedan possible.

卓青社委員於12月3日前往Tesla位於西營盤的試駕中心，即場試駕最新的高級電動房車Model S。試駕活動開始前，Tesla香港總經理范菁怡向他們簡介製造電動房車的技术。





Chamber Staff Dinner 總商會員工聯歡晚宴

Chamber Chairman YK Pang attended the Chamber's staff party on 12 December to thank staff for all their hard work during the past year, and to present long-service awards to three staff – Charlotte Chow, Leung Tsan Sing and Heidi Lui – who have worked for the Chamber for over 30 years.

CEO Shirley Yuen presented 38 awards to staff who have served the Chamber for over 20 years, and 18 awards to staff for over 10 years' service. A total of 179 Chamber staff and guests attended the party, and had a very enjoyable evening. The Chamber would like to thank Lab Made for serving amazing ice cream all evening, and all members who generously donated lucky draw prizes to make the evening an overwhelming success.

總商會主席彭耀佳於12月12日出席總商會員工聯歡晚宴，感謝員工過去一年的努力，並向三位效力總商會逾30年的員工——周育珍、梁贊成和呂惠賢，頒發長期服務獎。

總裁袁莎妮向38位服務本會逾20年，以及18位效力逾10年的員工頒發獎項。當晚共179名總商會員工及賓客蒞臨晚宴，歡渡了輕鬆暢快的一夜。總商會謹此鳴謝Lab Made為晚宴提供特色美味的雪糕，以及慷慨贊助豐富獎品的一眾會員，令當晚活動得以圓滿舉行。



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Email: chamber@chamber.org.hk

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Merry Christmas Members!

Chamber Chairman YK Pang, CEO Shirley Yuen and General Committee members welcomed members to the Chamber's Christmas Cocktail Reception on 15 December. Over 700 members signed up for the event at the Hong Kong Club's Garden Lounge, which was full to capacity. Even Father Christmas arrived to hand out gifts to members.

For the annual Member-Get-Member Grand Prize, Connie Tse (1) from Heng Yue Yen Long Kwon Kung Fu Ltd, won a Marco Polo Hong Kong voucher sponsored by The Wharf (Holdings) Limited. For the lucky draw, Teresa Chan (2) from Hong Kong Catamaran Club won two return tickets to any destination in Japan, sponsored by Japan Airlines, while CoCo Wong (3) from New World property Management Company Limited was runner up and won a Hullett House dining coupon, sponsored by GR8 Leisure Concept Limited.

The Chamber would like to thank all sponsors and members for making the reception such an enjoyable evening. ❁









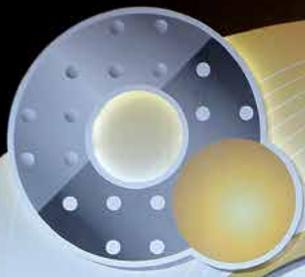
聖誕快樂！

總商會於12月15日假座香港會 Garden Lounge 舉行聖誕聯歡酒會，吸引逾700位會員參加。本會主席彭耀佳、總裁袁莎妮及多位理事代表總商會歡迎眾會員，聖誕老人更到場派發禮物。

當晚，「會員推薦計劃」幸運大抽獎的大獎得主為恒宇仁龍功夫有限公司的謝淑敏，獲九倉集團贊助的馬哥孛羅香港酒店禮券。聖誕酒會幸運大抽獎的得主是香港雙體船會的陳麗君，獲日本航空公司贊助的雙人來回日本機票；另一位得獎者為新世界物業管理有限公司的王家慶，獲GR8 Leisure Concept Limited贊助的Hullett House 禮券。

總商會謹此鳴謝是次活動的所有贊助商及會員，令酒會生色不少。🌸





2014 香港工商業獎頒獎典禮暨晚宴 Hong Kong Awards For Industries Awards Presentation Ceremony-cum-Gala Dinner

25
YEARS
ANNIVERSARY
三十五周年紀念

ASIA'S WORLD



Daring to Be Innovative 敢於創新

Companies demonstrate how they stay ahead of the pack by daring to be innovative

企業展示他們如何敢於創新，致力走在市場最前線

Seven companies were honoured at a presentation ceremony for the 2014 Hong Kong Awards for Industries (HKAI) on December 18, for showing outstanding innovation in their businesses.

“Tonight’s award winners have demonstrated beyond doubt vision and dedication, with outstanding insight into today’s marketplace and what it takes to succeed,” Chief Executive C Y Leung told participants at the event. “They take their companies, and offerings, confidently into the future. And, because of them, Hong Kong is energized, has more to offer and more to work with, in this competitive global economy.”

The HKAI is the premier business awards scheme championed by the HKSAR Government. Fifty-six winners were selected from a total of 253 entries for six award categories: Consumer Product Design, Machinery and Machine Tools Design, Customer Service, Innovation and Creativity, Productivity and Quality, and Technological Achievement.

The Hong Kong General Chamber of Commerce is the lead organizer of the “Innovation and Creativity” category, which aims to promote a culture of innovation and creativity amongst Hong Kong industries.

The Grand Award of the Innovation and Creativity category this year went to Megabyte Limited. Other winners included Gammon Construction Limited, Octopus Cards Limited, and Viss Me Co & Limited. Cathay Pacific Airways Limited, Global

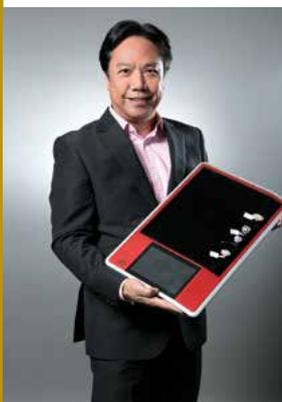
Investigation And Security Consultancy Limited and Senior Citizen Home Safety Association received Certificates of Merit.

The HKGCC Judging Panel and Assessment Team scrutinized 39 entries to come to their nominations for the Final Judging Panel to consider, chaired by Professor Tony F Chan. Members of the HKGCC Judging Panel were K C Leung, Linda So, Emil Yu, Agnes Tang, Hon Yee Wong, Simon Ngo and Watson Chan.

“I am pleased to see that a significant number of participants in this year’s awards have demonstrated a strong culture of innovation and creativity,” said HKGCC Chairman Y K Pang. “All the winners should be lauded for their achievements in establishing a new benchmark of excellence that has earned them this highly acclaimed Award.”



Grand Award Winner 創意大獎得主



Megabyte Limited
萬誠電子科技有限公司

Megabyte's achievements are demonstrated by its ability of putting together advanced technologies into a smart product that addresses the practical needs of jewellery retailers. The idea of m-Tray may be simple, but its development accounts for a diversity of value-added functions – from security control to stock-taking and data collection of consumption pattern. It is a one-stop solution enhancing operational and marketing excellence for jewellery and watch retailers, with substantial business potential in the luxury market and impact on the traditional retailing model. The local innovation behind the technology is a showcase of Hong Kong's capability and passion in technological development.

– Comments by the HKGCC Judging Panel

萬誠的成功之處，在於能夠將先進技術組合和融入智能產品中，以滿足珠寶零售商的實際需要。m-Tray的概念看似簡單，但此技術可帶來一系列的增值功能，包括防盜監察、庫存盤點，以及消費模式的資料收集等，為珠寶和手錶零售商提供一站式的方案，以提升業務運作和市場營銷表現，除了改變傳統的零售模式，並在奢侈品市場具有龐大的發展潛力。這種技術展現了本地創意，足證香港在科技發展方面的才能。

— 香港總商會評審委員會之評語



「2014香港工商業獎」頒獎典禮於12月18日舉行，七家傑出的企業以創新的業務勇奪殊榮。

「今晚的得獎者展示了非凡的遠見和貢獻，他們具有敏銳的觸覺，了解現今市場的需要，同時深明成功的必要條件。」行政長官梁振英在頒獎禮上表示：「他們引領業務和產品邁向未來。憑著企業的創新精神，香港才能成為一個活力充沛的城市，得以在競爭激烈的環球經濟環境下，不斷尋求新發展。」

香港工商業獎是一個由香港特區政府全力支持的工商業獎勵計劃，今年共有253家企業競逐六個類別獎項，分別是「消費產品設計」、「設備及機器設計」、「顧客服務」、「創意」、「生產力及品質」及「科技成就」，當中56家企業獲得嘉許。

香港總商會是「創意」組別的主辦機構，旨在推動香港工商界的創意文化和創造力。

本年度的「創意大獎」得主是萬誠電子科技有限公司，而「創意獎」則由金門建築有限公司、八達通卡有限公司及Viss Me Co & Limited奪得。此外，國泰航空有限公司、宏智國際調查顧問有限公司及長者安居服務協會亦獲頒「創意優異證書」。

香港總商會評審委員會及評核小組審閱了39家參選機構，再推薦給由陳繁昌教授擔任主席的最終評審委員會考慮。總商會評審委員會成員包括梁廣泉、蘇碧珊、于健安、陳國萍、黃漢儀、敖少興及陳利華。

「我很高興看見本年度的多家參賽機構都展示了極具創意的企業文化。」總商會主席彭耀佳表示：「所有得獎者均是卓越的典範，憑實力奪得此項殊榮，實在值得嘉許和表揚。」

Award Winner 創意獎得主

Gammon Construction Limited
金門建築有限公司

Gammon's corporate emphasis towards innovation is proven by its continual efforts in raising the bar of excellence of the construction industry, showcased by the use of precast concrete panels and double-layer hanging working platform to construct retaining wall in the Tolo Highway Widening project. Precast materials have been used for wall refinement, but Gammon is able to turn precast panels into permanent formwork to reduce construction time and cost substantially. It also invents a self-developed working platform to improve the safety of frontline workers. The new approach has created a significant impact, and a benchmark for other construction companies to follow.

– Comments by the HKGCC Judging Panel

金門努力不斷地運用創意來提升建造業的水平，從吐露港公路擴闊工程中，利用預製混凝土組件和雙層懸浮工作平台建造擋土牆，便可見一斑。預製物料一般用於牆壁修繕工程，但金門能夠把預製件變成固定的模板，大幅減少了施工時間和成本，並採用自行研發的工作平台，以改善前線工人的安全。這種嶄新的施工方案開創業界先河，成為同業效法的新基準。

— 香港總商會評審委員會之評語



Award Winner 創意獎得主

Octopus Cards Limited 八達通卡有限公司

Since its commencement in the late 1990s, Octopus Card has been continuously expanding its service coverage from transport to other business sectors, and the process of transformation from a secured foothold to different business models has demonstrated a strong corporate culture of innovation. With the combined use of a smart payment card and NFC-enabled mobile device, the new Octopus Online Payment Service is developed to facilitate small amount online payments on Taobao Marketplace with ease, convenience and security. It has become a niche financial intermediary not only delivering a new “shop and buy” experience to clients, but also facilitating business development of small merchants.

– Comments by the HKGCC Judging Panel

八達通卡自1990年代末啟用以來，一直致力開拓新服務，從交通擴展至其他商業領域。該公司能夠由一個穩固的業務基礎擴展至不同業務範疇，期間的演進過程充分展現其敢於創新的企業文化。全新的「八達通網上付款服務」結合了智能付款卡與具備近場通訊功能（NFC）的流動裝置，可支援淘寶網的小額網上付款，以提供更輕鬆、便捷和安全的服務。這項獨特的中介服務，不但為顧客提供嶄新的購物體驗，還可促進小商戶的業務發展。

— 香港總商會評審委員會之評語



Certificate of Merit 創意優異證書得主



Cathay Pacific Airways Ltd
國泰航空有限公司



Global Investigation And
Security Consultancy Limited
宏智國際調查顧問有限公司



Senior Citizen Home Safety Association
長者安居服務協會

Award Winner 創意獎得主

Viss Me Co & Limited

“VISS” is an innovative and interesting mobile application consolidating media, image recognition and e-commerce technologies into a unique business platform. It allows tastemakers to be popularized, facilitates immediate purchase of subscribers, provides business opportunities for fashion designers, and generates revenue without substantial operating costs. Viss Me is appraised for initiating a creative business model driven by a strong passion towards innovation, an essential spirit of Hong Kong’s entrepreneurs.

– Comments by the HKGCC Judging Panel

「VISS」是一個創新而有趣的流動應用程式，集媒體、形象推廣和電子商貿技術於一身，成為獨一無二的商業平台，讓一眾時尚潮人用作個人宣傳和方便用戶即時購物，並為時裝設計師提供商機，無需龐大的經營成本，也可以創造收入。Viss Me 憑藉對創新的不懈追求，成功引入一個創意十足的商業模式，充分發揮香港企業家的創意和熱誠。

— 香港總商會評審委員會之評語



Social Media: China's New Recruitment Trend

社交媒體：國內招聘新趨勢

With the Internet spreading to all corners of China, social media has become a new recruitment channel for businesses looking for talent in the Mainland.

China Talent Group's Recruitment Director Harry Zhang (below) said there is a real shortage of middle- and senior-level professionals in the Mainland – not just junior-level workers that are usually reported by the media as being in short supply.

“The manufacturing industry, for example, finds it very difficult to hire staff. Companies are facing intense competition in attracting talent,” he told members at a Chamber seminar on 24 November.

He predicts recruitment trends in future will place more emphasis on interaction between employers and job applicants. Social media will also become a key recruitment channel in the Mainland.

Zhang said traditional recruitment websites' advantages lie in their volume of information and job vacancies. However, this recruitment practice requires employers to spend a great deal of time screening CVs, while applicants also have to spend a significant amount of time searching for job information. As such, good matches are few and far between. Foreign enterprises are especially vulnerable to these problems, as they are unfamiliar with the Mainland's job market culture.

With its precise, fast flowing information and low cost, social media is more appealing, especially for companies who failed to find suitable candidates through traditional recruitment channels. LinkedIn is aggressively promoting itself as a recruitment platform, but popular social media platforms in the Mainland, such as WeChat and Weibo, have also launched recruitment services.

“To find suitable candidates quickly, companies need to first analyse the online habits of their target groups and identify a suitable recruitment channel,” said Zhang. ✿



隨著互聯網的普及，社交媒體逐漸成為企業在中國招聘的新渠道。易才集團招聘支援總監、無錫分公司總經理張銳（左圖），於本會11月24日的研討會上向會員表示：「現時國內欠缺中高層的專業人才，基層人手亦見緊絀，如製造業出現招聘困難等，人才競爭十分激烈。」未來招聘將更加著重僱主與應徵者的互動，社交媒體將成為國內人才招聘的新趨勢。

張銳指出，傳統招聘網站的優勢是訊息量大，可以提供大量職位空缺資料。然而在此招聘方式下，僱主需花大量時間篩選履歷，求職者也需付出不少時間搜尋職位資料。因此，作出理想的職位配對並不容易。外資企業對中國招聘市場不了解，將直接面對這些挑戰。

由於社交媒體具備定位精準、傳播速度快、成本低的優點，愈來愈多企業開始嘗試利用社交媒體招聘。微信、微博、LinkedIn等社交媒體已推出了招聘服務。張銳指出，若要快速找到合適的應徵者，應先分析目標群體的上網習慣，再確定合適的招聘渠道。

例如前線銷售人員常活躍於社交網站，微博、微信等社交媒體就可能是較佳的選擇。如果是甄選專業人才或管理人員，就要有效利用網上的專業人士社區或興趣小組。✿

The Future of Driving!

未來駕駛體驗

Thirty five members visited Tesla Test Drive Center in Sai Ying Pun on 3 December to try out Tesla's new electric family saloon, Model S, and see for themselves if Hong Kong is suitable for electric cars.

"The city's geography is ideal for EV driving," Isabel Fan, Country Director of Tesla Motors, Hong Kong, told members during a briefing. "Its well-developed infrastructure makes charging facilities highly accessible. There are over 1,000 standard- and 100 medium-charging points across Hong Kong, and we opened four Supercharger sites in the last few months."

Members were impressed with the Model S's rapid acceleration, impressive torque performance, and other unique features, as they took the cars out for a spin around Hong Kong. The Model S can accelerate from 0-100 km/hour in 3.4 seconds and travel up to 460 km on a single charge. It is equipped to support driving for many days without a recharge with a simple battery panel that replaces the complex systems found in conventional vehicles. Fan said this also reduces mechanical problems and significantly lowers maintenance costs. The Model S was awarded the highest 5-Star rating for overall safety by the U.S. National Highway Traffic Safety Administration. 🌸





35位會員於12月3日前往Tesla位於西營盤的試駕中心，即場試駕最新的高級電動房車Model S，體驗其超卓表現，並親身了解香港是否適合駕駛電動車。

Tesla 香港總經理范菁怡於簡介會上向會員表示：「香港的地理環境非常適合使用電動車。」她解釋：「本港完善的基建配套亦令充電設施十分普遍。除了全港各區約1,000個標準電動車充電點及超過100個中速充電點外，Tesla亦在過去數月增設了4個Supercharger充電站。」

會員親身試駕Model S暢遊一番後，對其加速性能、扭力表現和其他特色表示讚賞。Model S可在3.4秒內由0流暢加速至100時速公里，其單次充電可行駛多達460公里。一般用戶就算駕駛多日亦無需重複充電。簡單的電池板取代了傳統汽車內繁複的系統，減低機械故障的機會，從而大大減少維修方面的開支。Model S亦獲美國國家公路交通安全管理局（NHTSA）在整體及各個功能上都給予最高的五星評級，為經測試最安全的汽車之一。✿



The Business of Protecting the Environment

Students learn how BEC is helping companies reduce their impact on the environment and win more customers

Companies are increasingly incorporating more environmental protection practices into their businesses, which not only can reduce costs and waste, but also improve their standing with their clients and general public. Business Environment Council Limited (BEC) has been promoting environmental excellence and advocating the need for businesses to embrace sustainability. To learn more about its work and progress, 60 students from Carmel Divine Grace Foundation Secondary School visited BEC's headquarters under the Chamber's Business-Schools Partnership Programme.

Dr Veronica Chan, Programme Manager, Education of BEC, introduced the green features at its Kowloon Tong office. She explained how the green facilities and operational practices save energy by carefully controlling light, water, air and electricity.

Light and motion sensors in rooms automatically adjust lighting based on ambient light intensity, and the

presence of a user. LED lights are also fitted in the office to reduce energy consumption when in use. A rainwater collection system was installed for irrigation, washing and other purposes to reduce water usage. Dr Chan said the variety of potted plants around the office purifies the indoor air.

"Technology is important to make these innovations possible, but people are the most important factor. Our staff are encouraged to save energy and protect the environment through recycling materials, turning their computers to sleep mode when idle and making sure everything is switched off when they leave the office," she said.

Agnes Li, CEO of BEC, told students that BEC aims to enhance the Hong Kong business community's understanding of sustainability to help their businesses succeed and grow. She also encouraged the students to develop an entrepreneurial spirit. "Everyone can be an entrepreneur if they cultivate personal character, think out of the box, keep reflecting on how they can improve and serve others passionately," she concluded. ❁

Students' View 學生評價：

商界環保之道

學生了解商界環保協會如何協助企業保護環境，從而贏取更多客戶

企業漸漸在業務上融合更多環保措施，此舉不但能減省成本和廢物，更有助改善公司在客戶和公眾之間的形象。商界環保協會有限公司（協會）一直致力推廣環境保護，並提倡商界的可持續發展。在總商會「商校交流計劃」的安排下，60名迦密主恩中學的學生有機會參觀協會總部，了解他們的工作進展。

商界環保協會教育項目經理陳慧儀博士於九龍塘辦公室內向學生簡介協會的環保設備，其綠色設施和運作模式可透過準確控制燈光、水流、空氣和電力，以節約能源。

房間內的燈光及動作感應器會根據光線強弱和用戶存在與否，自動調節燈光。辦公室亦安裝了LED燈，以減少能源消耗，並採用雨水收集系統作灌溉、清洗等其他用途，以節約用水。陳慧儀博士表示，辦公室的各種盆栽有助淨化室內空氣。

她說：「科技對推行這些創新措施固然重要，但個人習慣才是最關鍵的因素。我們鼓勵員工透過回收物料、在電腦閒置時將之轉為睡眠模式，以及離開辦公室前確保關掉所有設備等，達至節約能源和保護環境的目標。」

商界環保協會行政總裁李家慧向學生表示，協會旨在增加本港商界對可持續發展的認識，從而協助他們的業務發展。她同時鼓勵學生培育企業家精神，並指出：「只要培養個人品格、跳出傳統思維框框、時刻檢討反省，以及樂於服務他人，任何人都可以成為企業家。」✿



“I was impressed by the CEO talk, because entrepreneurship is important for developing ourselves as well as our careers.”

— Siu Hiu Ching

「行政總裁的演講令我印象難忘，企業家精神對我們的個人及職業發展同樣重要。」

— 蕭曉晴



“I understand more about environmental protection and how as individuals we can do more to save our Earth.”

— Keung Wing Sze

「我了解到更多環保之道，以及如何能多出一分力愛惜地球。」

— 姜穎詩



“It’s good to know BEC is promoting the green message to other companies so they fulfill their corporate social responsibilities and not just focus on making money.”

— Wong Wing Yan

「我很高興得知協會正致力向企業推廣環保訊息，讓他們在賺取利潤的同時，不忘履行企業社會責任。」

— 黃詠恩



Chamber Events

JANUARY

8 • Investment committee Meeting

13 • Building Trusted Relationships
• Entrepreneur Series: Embracing Risk to Find Success by Shih Wing Ching



14 • Best Practices in Administering 360 Degree Feedback in Chinese Culture

16 • Hong Kong-Shenzhen Cooperation: Visit to Shenzhen Metro Line 4 (Longhua Line)

19 • Industry and Technology meeting
 • Taxation Committee Roundtable Luncheon: What is Base Erosion and Profit Sharing and Why Should Businesses be Concerned About the OECD's Action Plan to Address This

20 • Legal Committee Roundtable Luncheon: Rethinking Independent Directorships in Hong Kong
• Women Executives Club Breakfast Meeting Series: Betty Yuen



21 • Dealing with Complaints and Difficult Customers on the Telephone

22 • Debt Collection in China: Collection Process, Litigation & Arbitration

23 • Green Tour to Civil Aviation Department Headquarters
 • GC Meeting
 • County Briefing: Spain

26 • **Townhall Forum with the Hon Fanny Law**



27 • **China Committee Cocktail Reception**



28 • Visit HKC Cable Tunnel & Power Control Centre

29 • Lawful Wages Calculation Workshop
 • YEC Launch Cocktail

Mark Your Diary

Feb 9

Joint Business Community Luncheon with the Honourable Leung Chun-ying



Mar 5

HKGCC Chinese New Year Dinner



Mar 19

Joint Business Community Luncheon with the Honourable John Tsang



Business Made Easy with Certification and Documentation Services

Certificates of Origin (CO)

Re-export · Without Transit / With Transhipment
CEPA · Hong Kong · Processing
Largest web-based CO platform and
issuing organization in HK

Certification of Document

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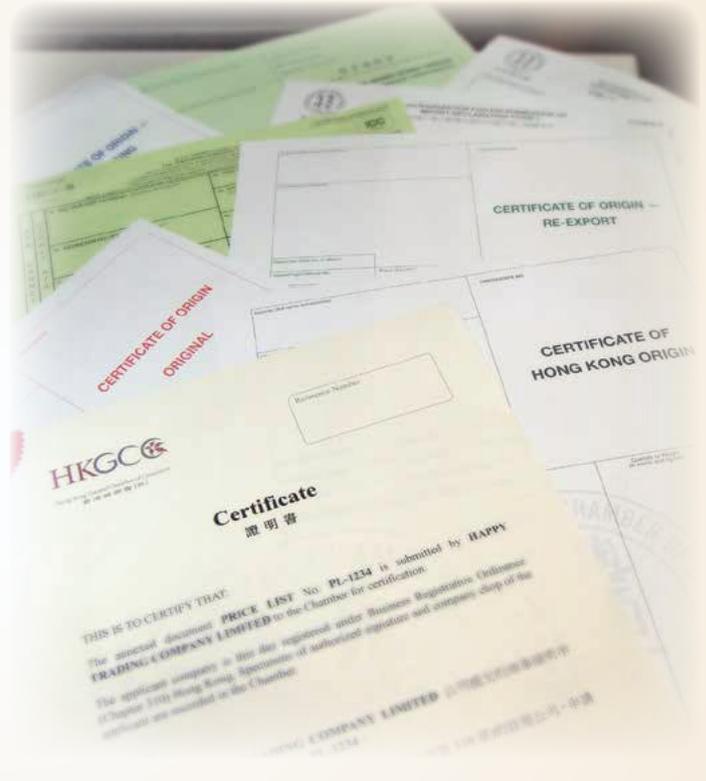
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