

工商月刊

BULLETIN

HKGCC: THE VOICE OF BUSINESS IN HONG KONG

FEBRUARY 2015



INNOVATIVE RETAILING

零售創新

POPULATION POLICY:
STRATEGIES AND INITIATIVES

人口政策：策略與措施

SPAIN'S ECONOMY
SET TO TAKE OFF

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把握機會 推進政制發展

政 府上月已發表第二階段的《行政長官普選辦法諮詢文件》，預示香港已進入歷史性的時刻。我們所面對的難題，就是要綜合所有持份者的不同意見、理想和願望，從而訂立合理和務實的目標。假若我們未能達成共識的話，便會造成不能逆轉的結局。

《基本法》及全國人大常委會的相關決定是香港普選的憲制基礎。我們在制訂任何方案時，必須堅守「一國兩制」的原則。然而，眾人的期望都不盡相同，因此我們必須設法尋求共識。

諮詢文件中闡述了循序漸進地達致普選的框架。第一步絕不會是最後一步，但我們也得踏出這一步，才能在未來逐步取得更大的進展。漫長的進程才剛開始，我們必須謹慎地處理相關議題，同時尊重所有人的意願。

香港是一個自由、開放和多元化的社會，我們向來講求法治、珍惜社會秩序及尊重他人權利。我們都有權表達意見，並爭取我們認同的最佳解決方案。縱然如此，我們必須接受現實，在既定的框架下行事，以免錯失這個邁步向前的良機。

部分人士拒絕接受遊戲規則，更揚言會阻撓政制發展過程，損害社會秩序。假如他們得逞的話，我們只會在現時仍有改善空間的普選程序上停滯不前，這種情況絕對不容發生。✿

Seize the Opportunity to Further Our Political Development

Last month, the Government released the second round consultation document on the method for selecting the Chief Executive by universal suffrage, which places Hong Kong at a historic juncture. We are now faced with the difficult task of combining the different ideas, ideals and aspirations of all stakeholders with reasonable and realistic goals, and it would be an unforgivable tragedy for us to fail to arrive at a consensus.

The constitutional basis for universal suffrage is our Basic Law, and the relevant decisions of the Standing Committee of the National People's Congress. When we formulate proposals, we must adhere to the principle of "One Country, Two Systems." However much some people may wish for something different, this is the arena in which we must find common ground.

In these documents are parameters for moving toward universal suffrage in a gradual and orderly manner. The first steps will not be the last, but we must take that step if we are to follow on with even more progress in the years to come. This is the beginning of a long process, and it is one we must handle with great care and respect for all concerned.

Hong Kong is a free, open and pluralistic society where we uphold the rule of law, cherish social order and respect the rights of others. Every one of us has the right to express our views, and work toward what we each believe to be the best possible solution. However, we must realistically accept that there are parameters within which we must work. We must not lose this opportunity to move forward.

Those who refuse to accept the rules of the game threaten to derail the process and undermine the fabric of society. If they are allowed to succeed, we will be left with the existing selection process, which we all agree needs improvement. We should not let that happen. ✿

February 2015 Contents 目錄



Population Policy: Strategies and Initiatives

人口政策：策略與措施

Longer life expectancy and a declining birth rate mean that Hong Kong's population is ageing, and ageing fast
由於市民的預期壽命延長，加上出生率下降，香港人口正在老化，而且老化的速度很快。

18



How Will You Fare In the Year of the Goat?

羊年生肖運程

Peace and tranquility hopefully await us in the Year of the Goat
羊年有望是和平、安穩的一年

38



White Truffle Magic

白松露魔法

Foodie checks out two new restaurants serving some fantastic dishes
Foodie介紹兩家提供特色佳餚的餐廳

48



Plugging the Gap

尋找機遇

Centaline founder Shih Wing Ching advises entrepreneurs to seek out problems affecting various business sectors, then develop solutions
中原創辦人施永青認為不同行業都有不足之處，創業者應由此著手，尋找發展空間

56

Talking Points 議論縱橫

- 01 Seize the Opportunity to Further Our Political Development
把握機會推進政制發展
- 04 A Policy Address to Boost Economic Development
《施政報告》有利經濟發展
- 06 Hong Kong's Sustainable Development
香港的持續發展

Economic Insights 經濟透視

- 14 Year of the Ram
羊年經濟前景

On the Horizon 談商論政

- 24 Establishing a Harbourfront Authority
成立海濱管理局

China in Focus 中國焦點

- 30 National Treatment for HKSAR Companies Doing Business in the Mainland Under CEPA
CEPA賦予在內地營商的港企「國民待遇」

Member Profile 會員專訪

- 32 JAL Flying High
日航展翅高飛



**Spain's Economy
Set to Take Off**
西班牙經濟蓄勢待發

60



Feature Story
專題故事

Revolutionizing Retailing
零售革新

8

HKGCC

Hong Kong General Chamber of Commerce
香港總商會1861

Voice of Business 商界之聲

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

Special Reports 專題報導

36 Peace of Mind
安心無憂

Off Business 品味人生

46 Salty Foods Harm Your Heart
食鹽過多有害心臟健康

Chamber in Review 活動重溫

55 Cocktail Evening at S.T.Dupont
S.T.Dupont酒會

59 Breakfast with Betty Yuen
與阮蘇少涓共晉早餐

64 Shenzhen's MTR Metro Line 4
港鐵深圳龍華線

66 Power Generation
電力供應

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A Policy Address to Boost Economic Development

Chief Executive C Y Leung recently presented his Policy Address in LegCo and proposed initiatives to address the concerns of Hong Kong people, aiming at maintaining our long-term prosperity and economic development.

He opened his address on Hong Kong's constitutional issue, and stressed that we have to be wary of the negative impact that Occupy Central has had on the city's reputation and stability. He explained that some people do not completely understand the Basic Law and the principle of "One Country Two Systems." Therefore, I think the Government should do more to enhance people's understanding of the Basic Law and "One Country Two Systems." This will improve the relationship between Hong Kong people and the SAR and Central governments.

I welcome the initiatives announced in the address to improve our business environment and diversify our economy, including increasing the number of Economic and Trade Offices in the Mainland and abroad, boosting commercial land supply and developing innovation and technology. The Policy Address focused on economic development to avoid political arguments, which fits in with the public's desire to alleviate social divisions.

Housing tops the list of issues that are of public concern. The Policy Address states that the Government will continue to carry out land use reviews, including two stages of the Green Belt review. It also will make better use of brownfield sites and reduce planning red tape. Regarding the plan to convert the Greet Belt for housing development, I believe it is a suitable way to address our land shortage problem. However, these proposals may be opposed without reason as the city's current political atmosphere is tense. I hope the Government can stay firm to fulfil the people's aspirations of purchasing their own homes.

To meet major infrastructure and housing demands, C Y Leung's address suggests allowing imported skilled workers to work across various public sector work projects to maximize their productivity and control costs more effectively. I agree that such measures can address our labour shortage in particular sectors and reduce difficulties in hiring local workers, while at the same time enhancing Hong Kong's competitiveness.

Regarding the setting up of a Youth Development Fund to assist young people in starting their own business, I think the Government can seek co-operation with the business community and invite entrepreneurs to be mentors for the youngsters. Many youngsters are creative and farsighted. Yet they are inexperienced and need advice from business veterans.

We are also concerned about the shortage of international school places and further improvement of air quality. I hope the Government will roll out more proactive measures to alleviate such problems. Otherwise, it would only discourage investors or overseas talent from moving to Hong Kong, eventually undermining our competitiveness. ❀

《施政報告》 有利經濟發展

特首梁振英日前在立法會發表《施政報告》，就市民關心的問題提出多項政策，長遠有利社會繁榮穩定和經濟發展。

特首在《施政報告》開首就提到香港政制問題，並警惕「佔中」影響香港聲譽及破壞香港穩定繁榮。由於「佔中」反映了部分人對《基本法》和「一國兩制」的認識仍有偏差，因此我認為政府應加強宣傳工作，令市民認識《基本法》和「一國兩制」的內容，以改善市民和特區及中央政府的關係。

我認同報告內多項經濟措施，包括在國內外增設辦事處，繼續增加商業土地供應和發展創新及科技，以改善營商環境及令經濟更多元化。報告將焦點放在經濟發展方面，避免政治爭拗，切合市民渴望緩和社會撕裂的想法。

針對市民最關心的房屋問題，報告指會繼續檢討土地用途，包括兩個階段「綠化地帶」的檢討，善用「棕地」和簡化繁瑣的規劃程序等。對於政府有意把部分「綠化地帶」改劃作房屋用途，我認為是適切解決土地不足的方法，但礙於現時政治氣氛緊張，有人會為「反對」而反對，我希望港府能堅持這些做法，以滿足市民安居樂業的心願。

為了應付大型基建和住屋需求，報告提到容許輸入的技術工人先後在不同的公營工程項目工作，以充分利用技術工人的生產力及有效控制成本。我認同此舉有助解決特別工種短缺或招聘本地員工困難的問題，並對提升本港人均本地生產總值及競爭力起着重要的作用。

報告提到成立「青年發展基金」，協助年輕人創業。我認為基金應與商界合作，邀請商界人士擔任導師（mentor），因為青年的優點是有創意、有遠見，但經驗不足，需要有營商經驗的前輩協助。

至於國際學校學位不足和進一步改善空氣質素的問題，我們仍然十分關注，希望政府推出積極的措施加以改善，否則會令有意在港投資人士或外國專才卻步，不利提升本港的競爭力。❀

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CEO Comments 總裁之見

Hong Kong's Sustainable Development

The Chief Executive's 2015 Policy Address was a nuanced, practical and prudent response to the challenges we face. The past year was not an easy one for Hong Kong, and we have both social and economic issues that must be addressed head on. This blueprint takes us a step further toward reuniting our diverse and sometimes divided society.

The CE showed his determination to maintain Hong Kong's competitiveness in both the international and Mainland markets, which is clearly necessary to safeguard people's livelihood and foster our economic development. In this regard, we are pleased to see that several of the Chamber's recommendations were well received. Among these are measures to improve the land supply situation, reducing planning red tape and ensuring that adequate skilled workers are available in the economy.

The Government is moving forward on updating the Hong Kong 2030 Strategy, which will prioritise deployment of resources over the next 15 years. Developing Kai Tak and the Kowloon East 'Smart City' project will ensure that we fully utilise our physical space. Promoting sustainable public housing will add living space while ensuring that we minimise our impact on the environment.

The acute labour shortage that has plagued us for so long years needs to be addressed in the coming years. Last year, our unemployment rate was the lowest in 17 years. Among the steps outlined in the Policy Address to help fill the tens of thousands of job vacancies are efforts to encourage the 'latent labour force' to participate more fully in the economy, extending the retirement age, pro-active steps to recruiting highly skilled and professional people, and where appropriate, importing labour to fill available positions. For example, under the General Employment Policy and Admissions Scheme for Mainland Talents and Professionals, conditions of stay will be relaxed so as to encourage qualified individuals to commit to building their careers in Hong Kong. *(For more information on population policy initiatives, please go to page 18).*

Social support measures focusing on helping the needy will ensure that the bounty arising from Hong Kong's unique positioning in the world are more broadly shared among all parts of the community. Additional funding for the elderly and particularly for those in need is both appropriate and welcomed. We also welcome the note of caution injected into consideration of a wide-ranging pension scheme.

One of the best ways to spread opportunity throughout society is to ensure our hundreds of thousands of SMEs are given ample room to thrive. The proposal to inject an additional \$5 billion into the Innovation and Technology Fund, and to establish an Enterprise Support Scheme will help companies develop the next generation of products and industries that Hong Kong needs to remain competitive. 🌸

香港的持續發展

行政長官梁振英2015年的《施政報告》以仔細、務實及審慎的方式，回應本港所面對的挑戰。香港剛經歷了艱辛的一年，必須盡快處理多項社會及經濟議題。對於香港這個多元社會，不時出現意見分歧，此施政藍圖正好為團結社會踏出了重要一步。

行政長官有決心維持香港在國際及內地市場的競爭力，正是維護民生及促進經濟發展所必須的。在此方面，我們欣見《施政報告》廣泛採納了總商會的多項建議，包括推行改善土地供應的措施、簡化繁瑣的規劃程序，以及確保本港有充足的技術勞工。

港府正在更新2030規劃，旨在為未來15年訂立資源運用的優先次序。當中提及啟德及九龍東「聰明城市」的發展項目，可確保我們能充分運用空間。可持續的公共房屋發展則可增加居住面積，同時減低對環境的影響。

勞工嚴重短缺問題已困擾本港多年，必須在未來數年採取應對措施。去年，本港的失業率為17年以來的新低。《施政報告》提及的多項措施，將有助填補數以萬計的職位空缺，包括鼓勵「潛在勞動人口」更多參與經濟活動、延長退休年齡、更積極招攬高技術人才和專才，以及在有需要的情況下輸入勞工。舉例來說，根據「一般就業政策」及「輸入內地人才計劃」來港人士的逗留安排將會放寬，以鼓勵合資格人士在港發展事業（有關人口政策的詳情，請參閱第18頁）。

集中協助有需要人士的支援措施，將確保社會各界能夠更廣泛地分享香港獨特國際地位所帶來的經濟成果。為長者和有需要人士提供額外資助，亦是適切和可取的做法。本會亦認同當局應就覆蓋範圍廣泛的退休保障計劃，進行審慎研究。

總商會認為，在社會上提供更多機會的其中一個最佳方式，是確保本港數以十萬計的中小企有充分的空間發揮。向「創新及科技基金」注資50億元，並設立「企業支援計劃」，將有助企業開發新一代產品和產業，令香港能夠維持競爭力。🌸



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A STAR ALLIANCE MEMBER



Revolutionizing Retailing

零售革新

The 2014 Hong Kong Awards for Industries Innovation and Creativity Grand Award winner hopes his invention will revolutionize the retail sector, writes *The Bulletin's* assistant editor **Esther Cheiu**

「2014香港工商業獎」的創意大獎得主期望他的創意會為零售業帶來革新 本刊助理編輯招淑蘭

Technology has changed the way we live, work and play. Many retailers, from fashion boutiques to restaurants and now even taxis, have embraced mobile devices to attract business, provide a better customer experience and speed up and improve the quality of service. One sector that has been relatively slow to embrace technology in their daily operations, however, is jewellery and watch retailers.

This sparked an idea for Matthew Man, CEO of Megabyte Limited, who developed a portable jeweller's tray specifically to serve the needs of watch and jewellery retailers. The tray looks unassuming, but monitors stock, increases security, speeds up sales, improves the customer experience and even educates frontline sales staff. The idea earned him the Innovation and Creativity Grand Award, which the Chamber organizes, in the 2014 Hong Kong Awards for Industries.

Retailers' eyes, ears and brain

To demonstrate exactly how the mTray works, Man placed a bracelet tagged with a RFID label on the tray. Within seconds, a touch-screen display on the side of the tray listed all the details of the bracelet.

"When shopping at jewellery stores, customers always want to get a comprehensive understanding of the product, such as size, length, materials, weight and price," he explained. "These bits and pieces of information, if made available to sales staff at a glance, can make their job significantly easier, satisfy all customers' questions, and at the end of the day speed up service and improve the customer's experience."

Pricing jewellery is very different from say a pair of shoes, as the price of gold and other precious metals

is constantly changing. Anyone who has bought gold knows the sales staff always check the latest price of gold and calculate the price at the point of sale. With the mTray, which is connected to the Internet and store database via Wi-Fi, all prices are displayed automatically based on the current gold price.

The tray also recommends other products that a customer might like based on what they have looked at. They can also share details of the products with their friends by connecting to the mTray with their smartphone to receive the information.

"It can also detect VIP customers who have used the mobile service before, so sales staff can welcome them with first class service," he said.

Sailing into the Blue Ocean

Turning an idea into reality is never easy. Man said he had to contend with a great deal of unknowns to develop the product as well as make some technological breakthroughs. "Moving from the red ocean to the blue ocean is challenging. You have to be creative, while at the same time not go overboard to make sure your ideas are feasible," he said.

"Another challenge is leading staff to believe in your vision so everyone works towards the same goal. Even when you have addressed everything and are ready to launch the product, you then have to convince companies to use your product. My approach is to target luxury and chic brands, because they tend to be more likely to accept new ideas and invest in technology."

The key to fostering an innovative culture is to be open minded and receptive to ideas. Man said he also lets his team try out their ideas. "Even if we don't get



Feature Story 專題故事

the results that we had hoped for, we all learn something from the process,” he said.

Enhanced security

For example, security is a major concern for jewellers due to potentially huge losses. By working closely with retailers, his team found out that sales staff usually take a written “in and out” record of products removed from showcases to show customers. When a salesperson takes a product out to show a customer, they write down the stock number of the item, and ensure the “out” items on their list are put back to the showcase.

“This is a very manual and cumbersome, but necessary procedure, and it is easy for overstretched staff to lose track,” said Man. With mTray, we automate the process. The mTray records all “in and out” items so sales staff no longer need to write the numbers down, which saves time and avoids errors. It also enhances security, because you can easily track the movement of products.”

Business intelligence

His invention has made it much easier for retailers to serve customers and improve security, but a huge

advantage is the data it collects, which allows retailers to see customers’ preferences, tastes, price points, etc. Retailers can then see at a glance what types and price of products they should order to increase turnover.

“It makes retailing much simpler, secure and saves time. The RFID tags also make stocktaking simple, and the data can be correlated based on various criteria which gives businesses a real insight into how their stock is moving. Retailers can turn these data into business intelligence and formulate strategies to boost sales,” Man added.

Local brand to go global

The success story of Man is a good example of how the integration of technology applications can benefit businesses. This home-grown retail technology is now branded under the name “Myndar,” and Man is very optimistic the technology can be applied in other sectors.

His next step is to further expand its application to the healthcare sector. “I plan to create a solution to help optimize healthcare operations. This would benefit the industry by reducing drug dispensing errors, wastage of medicines, etc, so I think there is huge potential,” he added. ❀



It makes retailing much simpler, secure and saves time. The RFID tags also make stocktaking simple, and the data can be correlated based on various criteria which gives businesses a real insight into how their stock is moving.



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科技改變了我們的生活、工作和娛樂方式。從時裝店到食肆，現在甚至連的士，一眾零售商已紛紛採用流動裝置，以吸引顧客、提升購物體驗和改善服務效率。相對其他零售商，珠寶和鐘錶商在日常運作上似乎仍未趕得上科技的步伐。

為針對珠寶和鐘錶零售商的需要，萬誠電子科技有限公司行政總裁文振聲研製了一款名為mTray的首飾展盤。展盤雖然看似平平無奇，但卻可用作監察存貨、加強保安、提高效率、改善顧客體驗，甚至培訓前線銷售員工。此創新意念的成功，讓他成為「2014香港工商業獎」創意大獎的得主。



零售商的眼、耳和腦

為展示mTray如何運作，文振聲把一條附有無線射頻識別標籤的手鐲放上展盤，只需幾秒，展盤旁邊的顯示屏便列出手鐲的所有資料。

他解釋：「顧客到珠寶店購物時，總希望全面了解貨品各方面的資訊，例如大小、長度、物料、重量和價格等。若能把這些零碎的資料變得一目了然，便可令銷售人員的工作變得更輕鬆，並迅速解答顧客的疑問，從而提高服務效率和改善顧客體驗。」

珠寶跟其他產品如鞋履的定價截然不同，因為黃金和其他貴金屬的價格時有變動。買金人士都知道，銷售人員會不時查看最新金價，並以購買時的價位計價。而mTray則可省卻計算上的麻煩，因為它可按照當時的金價自動計價。

該展盤亦會根據顧客先前看過的產品款式，向他們推介其他可配襯的飾物。顧客亦可利用智能手機連接mTray，與朋友分享產品資料。

他說：「展盤還可辨識曾經使用這項流動服務的貴賓，讓銷售人員以一流的服務款待他們。」

駛向藍海

要實踐意念絕非易事。文先生表示在研發產品過程中，要應付許多變數，並在技術上作出突破。他說：「由紅海駛向藍海的過程充滿挑戰。你必須富有創意，但又不能過於天馬行空，以確保你的構思切實可行。」

「另一個挑戰是帶領員工認同你的構思，使公司上下都朝著同一目標邁進。即使你已克服所有難關，並準備推出產品，你

也得游說企業採用你的產品。我的策略是鎖定奢侈和時尚品牌，因為他們較易接納嶄新的概念和投資科技。」

推動創新文化的關鍵，是保持開放的態度，樂於接受不同意見。文振聲表示會讓團隊試行他們的構思。他說：「縱然未必每次都能達到預期的效果，但我相信每位員工都能從中有所得著。」

加強保安

舉例說，珠寶商最關注保安問題，因為偶一不慎就可能導致龐大的損失。透過與零售商密切合作，他的團隊發現銷售人員向顧客展示產品時，通常會記下產品進出飾櫃的紀錄。當銷售人員取出產品讓顧客試戴，他們都會寫下產品編號，並確保取出的產品已放回飾櫃。

「這是一個人手操作、繁瑣卻又必須的程序，但面對繁重的工作，員工很容易會忘記某些步驟。」文先生說：「mTray可記下所有進出飾櫃的產品，令過程自動化，從此售貨員無需再寫下產品編號，省時之餘，又可避免出錯。此外，由於裝置可讓你輕易追蹤貨品的進出紀錄，有助加強保安。」

具參考性的商業資訊

他的設計除了可協助零售商提升客戶服務和保安，其最大的優點在於能夠收集數據，讓零售商掌握顧客的喜好、品味和價格水平等資料，從而提供相應種類和價格的產品，以增加營業額。



這項技術令零售過程變得更簡便、安全和快捷。無線射頻識別標籤亦簡化了盤點過程，而所收集的數據可根據不同的準則互相串連起來，有助企業清楚了解庫存狀況。



文先生指出：「這項技術令零售過程變得更簡便、安全和快捷。無線射頻識別標籤亦簡化了盤點過程，而所收集的數據可根據不同的準則互相串連起來，有助企業清楚了解庫存狀況。零售商可把這些數據轉化成具參考價值的商業資訊，再制訂促銷策略。」

本地品牌進軍國際

文振聲的成功故事是良好的例子，說明技術應用的融合如何為企業帶來效益。這項本地開發的零售技術現已取名為「Myndar」，而對於有關技術能否應用在其他行業，文先生感到十分樂觀。

他的下一步計劃是把技術推廣至醫療界。他補充：「我正在構思一個方案以優化醫療運作，令業界減少配藥錯誤、浪費藥物等，我認為這個市場的潛力龐大。」

採納彈性 上班時間

Adopt Flexitime

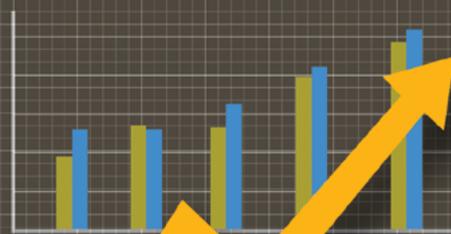


締造家庭 友善工作間

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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Year of the Ram

羊年經濟前景

Is the *yang* a goat, sheep or ram? Tastes vary, but whatever the translation, this year is going to be interesting. Man-made vehicles will visit the far reaches of the solar system, including flying by Pluto and other chilly rocks. And, if all goes according to plan, an unmanned ship from China will land on our own moon.

Israel and Egypt (among many others) will hold presidential elections and the United Kingdom's House of Commons is due for a reshuffle. In a welcome sign of optimism, Lithuania on 1 January, 2015 became the 19th EU member to adopt the euro (10 others, including Monaco, Kosovo and Montenegro use the currency without being full members).

The last Year of the Yang saw SARS empty the streets of Hong Kong, and the one before that marked the end of Japan's asset price bubble and the Soviet Union. Three cycles back, the U.S. and China established diplomatic relations and 48 years ago was the famous Summer of Love.

The longer, 60 year Wood Yang cycle ushered in Scrabble, Kermit the Frog, McDonald's, Disneyland, the Guinness Book of Records, and Parkinson's Law (work expands so as to fill the time available for its completion). ASEAN's precursor, the South-east Asia Treaty Organisation (SEATO) was founded. Among famous people celebrating a full cycle are Premier Li Keqiang, Nobel Laureate Mo Yan and our own Chow Yun-fat.

Bi-cycling in at 120 years are X-rays, HP Sauce and a patent on the automobile. Among the tri-cyclers are photography, and the City of Melbourne, established in 1835. Four cycles back, James Watt built the first steam engine and tea taxes lost their flavour in Boston (1775).

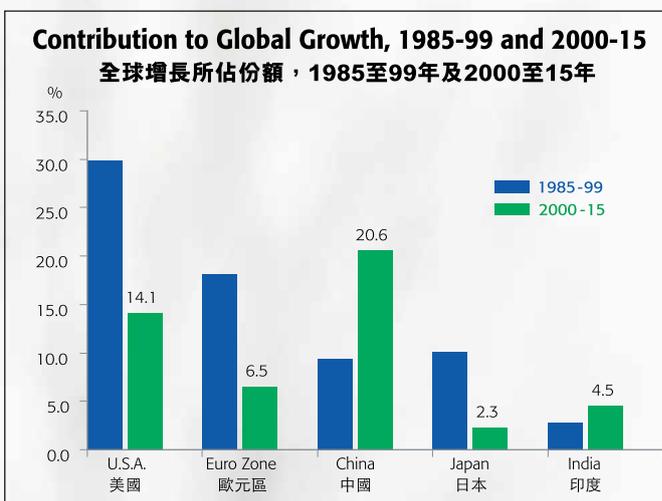


Looking ahead

What does 2015 hold in store? Global growth remains sluggish, particularly in Europe and increasingly in Japan. In the quarter century prior to the North Atlantic Financial Crisis, the U.S. generated 27.7% of global growth, but it expected to produce only about 18% this year. China, which added 12% to the world's GDP pre-crisis should contribute over 20%. Europe and Japan will see their share fall from more than 25% to barely 7.5%.

Germany, which accounts for about one-third of the Euro Zone's total growth, will contribute less to the world total than either ASEAN or India. The latter drove global GDP faster than Germany in the 10 years prior to the crisis, and is likely to continue to do so in this decade.

That puts Asia in the driver's seat, as indicated in our graph. And, as often happens when a new chauffeur takes control of the car, backseat driving in the form of new rules and restrictions, may be heard from the passengers. ❀



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羊 這個生肖應譯作goat (山羊)、sheep (綿羊) 還是ram (公羊)呢? 人人喜好不同, 但無論英譯如何, 今年都會是有趣的一年。人造飛行器將抵達太陽系的邊際, 飛越冥王星和其他星體; 還有, 如果一切按計劃進行, 中國一艘無人駕駛飛船將登陸月球。

以色列和埃及 (以及眾多國家) 將舉行大選, 而英國的下議院也將進行改組。可喜的是, 立陶宛於1月1日成為歐元區的第19個歐盟成員國 (另有10個非成員國, 包括摩納哥、科索沃和黑山, 亦使用歐元)。

上一次的羊年經歷沙士一疫, 令香港儼如死城; 再之前一次則遇著日本的資產泡沫破滅, 以及蘇聯解體; 追溯至三個循環之前, 見證了中美建交; 而48年前, 美國舊金山則發生著名的「愛之夏」(Summer of Love) 運動。

60年前的木羊年見證了英文拼字遊戲Scrabble、青蛙布偶Kermit the Frog、麥當勞、迪士尼、健力士紀錄大全, 以及帕金森定律 (工作會自動膨脹, 以填滿法定工作時間) 的面世。東盟的前身——東南亞條約組織亦在該年成立。今年慶祝花甲之年的名人, 分別有總理李克強、諾貝爾獎得主莫言, 以及本

港影星周潤發。

踏入雙甲子120周年的, 有X光、英國調味料HP醬, 以及汽車專利權。三個甲子前的1835年, 則有攝影術和墨爾本市的誕生。回溯至四個甲子循環 (1775年), 詹姆斯·瓦特發明了首部蒸汽機, 而波士頓的茶稅亦告一段落。

展望未來

2015年前景如何? 全球增長仍然疲軟, 特別是歐洲和近期的日本。在北大西洋金融危機前的四分之一世紀, 美國為全球帶來了27.7%的經濟增長, 但預期今年的比率只有18%左右。危機爆發前, 中國佔全球GDP的12%, 今年的比率應達到20%以上。歐洲和日本的份額將從25%以上, 跌至只有7.5%。

德國為歐元區帶來約三分之一的整體增長, 而當地對全球增長所作出的貢獻, 將及不上東盟或印度。在危機前十年, 印度推動全球GDP的速度超越德國, 有關趨勢很可能在這十年持續。

上述現象令亞洲處於主導位置, 可見附圖。當汽車由新的司機操控, 後座乘客或會諸多意見, 訂立各種新的規則和限制, 這種情況時有發生。✿

Liaoning Laser Industrial Park Powers into New Era

Located at the State-level Anshan High -Tech Industrial Development Zone, Liaoning Laser Industrial Park was established in 2011 with the approval of Liaoning Provincial Government. Covering a planned area of 37 square kilometers, it is a specialized laser industrial base operating under the State torch program, which was approved by the Ministry of Science and Technology in 2013.

Strengths

Complete infrastructure: With convenient traffic access, the industrial park has built a wide range of facilities. A total of approximately RMB 5 billion has been invested in infrastructure. Twenty-five standard workshops were built with a total floor area of 600,000 square meters.

Low cost: Enterprises settled in the industrial park can obtain a free, three-year lease for standard workshops, and a favorable discount for buying them.

Strong support of science and technology:

Six prestigious universities have been attracted to set up R&D facilities in the industrial park, including Harbin Institute of Technology, Northeastern University and Dalian University of Technology.

Fledging laser industrial cluster: Currently, the industrial park is home to over 180 enterprises. More than 60 projects, which carried out by famous enterprises engaging in laser industry from major cities such as Shenzhen, Shanghai, Beijing, Kunshan, Wuhan, have been put into operation.

Liaoning Laser Industrial Park is now looking to attract investments in the following sectors.

Laser Processing: laser materials, laser components, optical masers, laser equipment, laser processing, and other related projects

Opto-Mechatronics: numerically-controlled machines, industrial robots, automatic flaw detectors, shape recognition devices, CT scanning equipment, and other related projects.

Laser Communications: passive devices, active devices, optical transmitters, optical receivers, optical modules, and other related projects.

Smart Devices: glass cover-plates, touch screens, smart phones, smart wearable devices, automotive electronics, and other related projects.

With preferential policies, sound infrastructure, an excellent business environment and quality public services, Liaoning Laser Industrial Park is waiting for investors from home and abroad. Please visit our website at www.asht-zone.gov.cn or contact us on 5226985@163.com.

Overview of Anshan

Anshan, located in the mid-south of Liaodong Peninsula and richly endowed in mineral resources, is hailed as the "steel capital of China". With the famous port city of Dalian to its south and the Liaoning provincial capital city of Shenyang to its north, Anshan covers a total area of 9,252 square kilometers and is home to four million people. The GDP of Anshan hit RMB 272.1 billion in 2014. It is the third largest city in Liaoning province, and the fifth largest in Northeast China.

Anshan boasts a widespread transportation network, covering air, railway and highway. It is only 260 kilometers to Dalian Port and 90 kilometers to Bayuquan Port. Anshan airport operates daily direct flights to a range of cities including Beijing, Shanghai and Guangzhou.



遼寧鐳射科技產業園

遼寧鐳射科技產業園位於鞍山市國家級高新技術產業開發區內，於2011年底經遼寧省人民政府批准成立，園區規劃面積37平方公里，2013年經國家科技部批准為國家火炬鐳射科技特色產業基地。

發展優勢：

- 1、**配套設施優勢。**產業園基礎設施及配套投入已達50餘億元，已建成標準廠房25棟，面積約60萬平方米。
- 2、**投資成本優勢。**入住企業租用標準廠房免3年租金，購買優惠。
- 3、**科技支撐優勢。**引進哈工大、東北大學、大連理工等6家院所建立研究院、中心等科技支撐平臺。
- 4、**產業集聚優勢。**入園企業180餘家，來自深圳、上海、北京、昆山、武漢等地諸多知名鐳射企業的60餘個項目已經投產運行。

重點招商專案

鐳射加工：重點引進鐳射材料、鐳射元器件、雷射器、鐳射裝備及鐳射加工等相關項目。

光機電一體化：重點引進數控機床、工業機器人、自動探傷機、形狀識別裝置和CT掃描設備系統等相關專案。

鐳射通信：重點引進無源器件、有源器件、光發射器、光接收器、光模組等相關專案。

智慧型終端：重點引進玻璃蓋板、觸摸屏、智慧手機、智慧穿戴設備、汽車電子等相關專案。

遼寧鐳射科技產業園將以優惠的政策，優越的配套設施、優良的經商環境，優質的服務，歡迎來自國內外的投資者蒞臨考察、投資興業。

請流覽我們的網站www.asht-zone.gov.cn或電郵至5226958@163.com。

鞍山市概況

鞍山地處遼東半島中南部，礦產資源豐富，享有中國鋼都的美譽，南鄰著名港口城市大連，北接省會城市瀋陽，全市總面積9252平方公里，全市總人口400萬人。2014年GDP達2721億元，是遼寧第三大城市，東北第五大城市。

鞍山交通便捷，高速鐵路、高速公路縱貫全境。距大連港260公里，距鮫魚圈港90公里。鞍山機場已開通直飛北京、上海、廣州等國內定期航班。





Population Policy: Strategies and

Longer life expectancy and a declining birth rate mean that Hong Kong's population is ageing, and ageing fast. According to estimates, nearly one-third of Hong Kong's population will be 65 or above by 2041. An ageing population will lower our labour force participation rate (LFPR), or the proportion of the labour force within the total population aged 15 or above, and as a result, our labour force is expected to peak at 3.71 million by around 2018 and then decline to 3.51 million by 2035 before returning to modest growth. The LFPR will drop from 59.4% in 2013 to 49.5% in 2041. Another consequence of an ageing population is a worsening of the dependency ratio, which will deteriorate quickly from 4.7 working age persons (aged 15 to 64) per elderly in 2014 to 1.8 in 2041.

In recognition of the challenges posed by Hong Kong's ageing population the Chief Executive has made population policy a priority area based on recommendations set out in a report released a day after the 2015 Policy Address by the Standing Committee on Population Policy (SCPP), chaired by the Chief Secretary for Administration.

In the SCPP's report, around 50 initiatives were put forward covering several areas: promoting sustainable growth; unleashing the potential of the local labour force; enhancing the quality of home-grown talent; attracting talent from outside; importation of labour; fostering a supportive environment for forming and raising families and embracing opportunities in an ageing society.

Key measures from the SCPP report covered in the Chief Executive's Policy Address on 14 January, as well as other major initiatives to address Hong Kong's ageing society include:

Extending working life

- Extend retirement age of newly recruited civil servants starting from mid-2015;
- Relax upper age limit of Category B Security Personnel; and
- Encourage schools and other sub-vented and not-for-profit organisations to extend their own retirement ages.



Initiatives 人口政策：策略與措施

Improving the quality of local talent

Implement a range of education and training measures for young people, which fall under the broad categories of enhancing vocational education and providing more subsidized post-secondary education places, as announced in the 2014 Policy Address.

Attracting talent from outside

Refine existing talent admission arrangements by:

- Facilitating return of second generation of Hong Kong emigrants through a pilot scheme;
- Relaxing the stay arrangements under the General Employment Policy and Admission Scheme for Mainland Talents and Professionals to attract talent to settle in Hong Kong;
- Refining the Quality Migrant Scheme by relaxing the stay arrangement and adjusting the point test to attract more young talent who are graduates of internationally recognised institutions or with international experience;
- Attracting more overseas investors to establish business in Hong Kong by specifying the consideration

factors under the General Employment Stream and given favourable consideration to start-up businesses supported by government-backed programmes. The Capital Investment Entrant Scheme will be suspended from 15 January 2015 in view of the current abundance of liquidity in our investment market; and

- Studying the feasibility of drawing up a talent list having regard to overseas experience to attract quality people in a more effective and focused manner to support Hong Kong's development into a high-value and diversified economy.

Importation of labour

Explore further enhancement measures for the labour importation mechanism for the construction industry which is facing severe manpower shortages

Fostering a supportive environment for forming and raising families

- Enhance child and elderly care service provisions to encourage stay-at-home spouses to work;



於市民的預期壽命延長，加上出生率下降，香港人口正在老化，而且老化的速度很快。據估計，到2041年，香港人口中有接近三分之一屆65歲或以上。人口老化會減低勞動人口參與率，即勞動人口佔整體15歲或以上人口的比例。結果，預期香港的勞動人口將由2018年左右達到371萬的頂峰後，下降到2035年的351萬，然後才回復溫和的增長，而勞動人口參與率會由2013年的59.4%降至2041年的49.5%。人口老化的另一個後果，是本港的撫養比率將會迅速惡化，由現時每4.7名適齡工作人士（15至64歲）撫養一名長者，下降至2041年的1.8。

為應對本港人口老化所帶來的挑戰，由政務司司長率領的人口政策督導委員會（督導委員會）於2015年《施政報告》發表翌日提交了一份報告，而行政長官亦已根據報告提出的建議，把人口政策列為重點施政範疇。

督導委員會的報告羅列約50項措施，涵蓋不同範疇：推動可持續發展；釋放本地勞動潛力；提升本地培育人才的質素；吸引外來人才；輸入勞工；締造有利生育的環境；以及發掘人口老化帶來的機遇。

行政長官於1月14日發表的《施政報告》中，採納了督導委員會在報告中所提出的主要措施，以及其他應對本港人口老化的重要措施，包括：

延長工作年期

- 從2015年中起，延後新入職公務員的退休年齡；
- 放寬乙類保安人員的工作年齡上限；以及
- 鼓勵學校和其他資助及非牟利機構延後僱員的退休年齡。

改善本地人才質素

落實2014年《施政報告》公布的一系列教育和培訓青年人的



Hong Kong should be proactive in re-using existing land in a more productive manner through better town planning.

香港應積極透過改善整體城市規劃，以有效地運用現有的土地。



- Encourage employers to implement family-friendly measures (e.g. part-time jobs, flexible working hours, parental leave, extended maternity leave).

Promoting active ageing

- Create an age-friendly environment in the community (e.g. continue to implement the Universal Accessibility Programme);
- Promote the development of the silver hair market;
- Consider the feasibility of the Guangdong Scheme, which allows elderly Permanent Residents residing in Guangdong to receive Old Age Allowance to cover Old Age Living Allowance.

Better infrastructure planning

In its report, the SCPP also acknowledged concerns that continuous population growth may exert pressure on existing transport infrastructure, public facilities and services, housing, the natural environment and other resources. However, it was pointed out that a self-imposed cap or slower population growth would not be a useful solution. Rather, Hong Kong should be proactive in re-using existing land in a more productive manner through better town planning. Bold and innovative ideas should also be adopted to create more developable

land, to support our sustainable development strategy and enhance Hong Kong's economic vibrancy while providing higher quality living for Hong Kong residents.

To that end, the Development Bureau and the Planning Department will co-ordinate the updating of the "HK2030: Planning Vision and Strategy," first published in 2007. The exercise will examine the strategy and possible options for overall spatial planning and land and infrastructure development beyond 2030 from the perspectives of creating capacity for growth, improving our living environment, strengthening economic competitiveness and promoting sustainable development.

Population policy will now be integrated into the day-to-day responsibilities of all bureaux. The next steps will focus on implementing the initiatives and monitoring their effectiveness. The SCPP, led by the Chief Secretary for Administration, will continue to be responsible for overseeing related work on fulfilling the objective of Hong Kong's population policy, which is:

"To develop and nurture a population that will continuously support and drive Hong Kong's socio-economic development as Asia's world city, and to engender a socially inclusive and cohesive society that allows individuals to realise their potential, with a view to attaining quality life for all residents and families." ❀

Vale Dr Hari Naroomal Harilela Hong Kong Loses a Great Man 深切哀悼夏利萊博士—香港痛失英才



(10 August, 1922 – 29 December, 2014)
(1922年8月10日至2014年12月29日)

Dr Hari Naroomal Harilela GBM, GBS, OBE, JP passed away on 29 December, 2014. He was 92. Born in Hyderabad, Sindh, British India, on 10 August, 1922, Hari was one of Hong Kong's most admired and successful businessmen. As Chairman of the Harilela Group, he oversaw the company's hotel, real estate and trading businesses until he stepped down as head of the company in 2012, but remained honorary chairman until his death.

Hari served on the Hong Kong General Chamber of Commerce's General Committee between 1989 and 2006. During that time he made invaluable contributions that helped improve Hong Kong's business environment as well as social challenges. He was a regular face in the Chamber's Bulletin, sharing his views and ideas on a wide range of topics, from boosting Hong Kong's competitiveness to helping underprivileged members of society.

He was awarded a number of honours, starting in 1963 when he was made Justice of the Peace, and awarded the

Officer of the Order of the British Empire (OBE) in 1969. He received the Gold Bauhinia Star in 2000 and the Grand Bauhinia Medal in 2009 for his contributions towards the betterment of Hong Kong and his philanthropy work. He was also a recipient of the Pravasi Bharatiya Samman Award from the Government of India.

Hari was highly regarded among Government officials, businesses as well as the local community, in particular the local Indian community, for his unbiased and practical views. These traits made him the ideal choice to be a member of the Hong Kong Basic Law Consultative Committee in 1985 and later appointed Hong Kong Affairs Advisor to the Government of the People's Republic of China in the 1990s.

Always eager to contribute to Hong Kong, he served on the Hong Kong SAR Election Committee from 1996 to 2006 for the Commercial (First) sector. He was the Honorary Consul of Niger in Hong Kong until 2012.

May you rest in peace Dr Hari Harilela, for Hong Kong is a far better place because of you. 🌸

夏利萊博士GBM, GBS, OBE, JP於2014年12月29日與世長辭，享年92歲。夏博士在1922年8月10日生於英屬印度信德省海得拉巴，是香港最受尊崇的傑出商家之一。作為Harilela Group主席，他一直主管公司的酒店、房地產和貿易業務，其後在2012年卸任，並轉任榮譽主席一職，直到離世。

在1989至2006年，夏博士擔任香港總商會理事，期間對改善本港的商業環境和應對社會挑戰不遺餘力，建樹良多。他不時就廣泛議題在總商會的《工商月刊》分享獨到的想法和見解，內容涵蓋如何推動香港競爭力，以及扶助弱勢社群等。

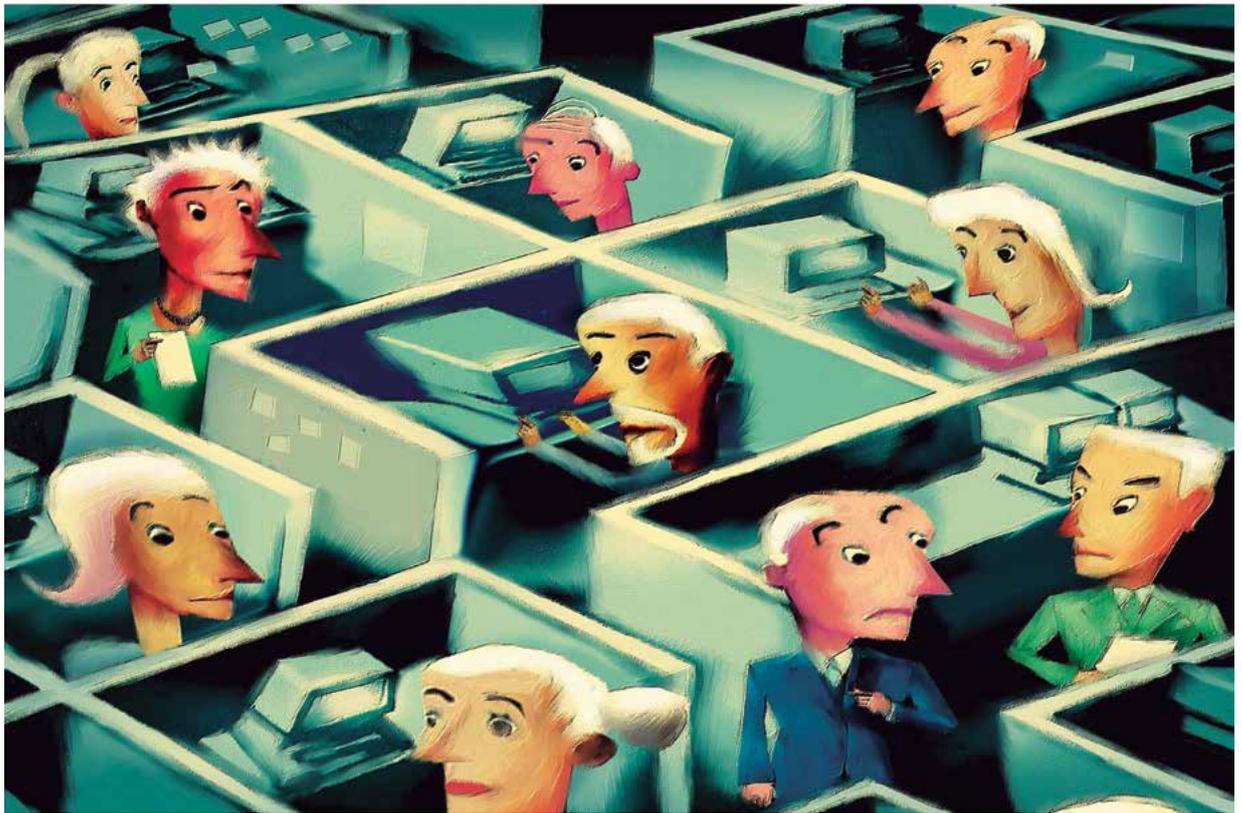
夏博士生前獲頒多個榮譽，包括於1963年獲委任為太平紳士，並在1969年獲頒英帝國官佐勳章（OBE）。他先後於2000年和2009年

獲授金紫荊星章和大紫荊勳章，以表揚他對香港發展及慈善事業的貢獻。他亦獲印度政府頒予Pravasi Bharatiya Samman傑出貢獻獎，此乃當地政府向海外國民頒授的個人最高榮譽獎項。

夏博士以公正無私、實事求是的作風著稱，在政界、商界及社會，尤其是印度社區的聲望甚高。憑著良好的聲譽，他在1985年成為香港基本法諮詢委員會成員，並於1990年代獲中華人民共和國政府委任為香港事務顧問。

他一直熱心貢獻社會，曾於1996至2006年期間獲選香港特區選舉委員會商界（第一）界別委員。他亦曾出任尼日爾駐港名譽領事，直至2012年。

夏利萊博士，香港因您變得更美好，願您安息。 🌸



措施，主要分為兩大類：提升職業教育，以及提供更多資助專上教育名額。

吸引外來人才

優化現行輸入人才安排，包括：

- 透過試驗計劃，鼓勵香港移民的第二代回流；
- 放寬「一般就業政策」和「輸入內地人才計劃」下的逗留安排，以鼓勵外來人才以香港為家；
- 優化「優秀人才入境計劃」，包括放寬計劃下的逗留安排，並調整「綜合計分制」，以吸納更多畢業於公認國際知名院校或擁有國際工作經驗的年輕優秀人才；
- 吸引更多海外投資者來港創業，例如清晰列明「一般就業政策」對申請人的考慮因素，以及考慮批准已獲香港政府支援的計劃支持的初創企業家之申請。鑒於香港投資市場目前不乏資金，「資本投資者入境計劃」已於1月15日起暫停推行；以及
- 參照外國的做法，研究制訂一份人才清單的可行性，使我們能更有效及聚焦吸引高質素人才，以配合香港經濟朝向高增值及多元化發展。

輸入勞工

探討進一步優化建造業輸入勞工機制，以紓緩業界嚴重人手不足的問題。

締造有利生育的環境

- 優化託兒和護老支援服務，鼓勵在家配偶出外工作；
- 鼓勵僱主推行家庭友善措施（如半職工作、彈性工作時間、

親職假及額外產假）。

推廣積極樂頤年

- 締造友待長者的社區環境（如繼續推行「人人暢道通行」計劃）；
- 促進銀髮市場的發展；
- 考慮擴展廣東計劃，讓移居廣東的香港長者同時可領取高齡津貼及長者生活津貼。

改善基建規劃

督導委員會亦在報告中指出，市民擔心人口持續增長會對現有基建交通、公共設施及服務、房屋供應，以至自然環境和其他資源構成壓力。然而，人為地限制或減慢人口增長並非可取的方案。反之，香港應積極透過改善整體城市規劃，以有效地運用現有的土地，並以大膽創新的手法開拓可供發展的用地，讓香港可以在可持續的基礎上發展，達致經濟增長之餘，同時讓市民享有更佳的生活環境。

為此，發展局及規劃署將統籌更新2007年發表的《香港2030：規劃遠景與策略》，從創造容量、改善生活環境、加強經濟競爭力及推動可持續發展等方面，探討香港在2030年後的整體空間規劃、土地及基建發展的策略和可行方案。

人口政策將滲入每個政策局的日常工作中。下一步的工作將集中在措施的推行及成效監察。由政務司司長率領的督導委員會將繼續監察相關的工作，以達致香港人口政策的目標：

「發展及培育人才，使香港的人口可持續地配合及推動香港作為亞洲國際都會的社會經濟發展，創設共融及有凝聚力的社會，使人盡其才，讓市民和家庭享有優質的生活。」

中銀香港企業銀行 與你「同成就·共商贏」

SML集團銳意科技研發 開創標籤行業新領域

釘在衣服上的小小一塊品牌標籤，背後蘊藏著一個企業奮進求變的傳奇故事。從事服裝商標織造的SML集團，矢志為全球零售商提供一站式品牌標籤服務。SML集團創辦人及主席孫少文博士，憑著他的信念邁出成功的第一步，並以堅定的意志將他的理想一一實踐，當初的遠大目光為他的跨國集團奠定了重要的基石。

孫博士早期已意識到轉型升級的重要性，1997年起陸續於美國及世界各地設廠，建立環球網絡，同時引入專業管理團隊，並結合科技、創意、設計及品質的一站式解決方案，將標籤行業提升一個新的領域。時至今日，SML集團已躋身成為全球第二大品牌標籤服務供應商，客戶名單盡是歐美及中國內地的著名服裝品牌，生產線及業務遍佈全球三十多個國家。

「誰掌握科技，誰領導市場」

科技發展日新月異，孫博士秉持「人無我有，人有我優，人優我變」的精神，早已洞察先機，將產品結合科技及創意，大力拓展RFID無線射頻識別技術，確立SML集團在標籤行業的領導地位。集團成功背後的秘訣，除靈活性及卓越客戶服務，全靠RFID標籤內藏的一塊晶片，結合集團為客戶設計的供應鏈軟件，建構一個完整的數據庫，讓客戶跨越地域的限制，通過雲端數據管理平台，瞬間掌握其遍佈全球門市的商品庫存及銷售情況，不但提高了運作效率及縮減貨品上架時間，更減少了盤點貨品



- SML集團大力拓展RFID無線射頻識別技術，確立集團在標籤行業的領導地位。



- 孫博士憑著他的信念邁出成功的第一步，並以堅定的意志將理想一一實踐，成就了今天的環球性企業SML集團。

所需的人力，有效加強物流追蹤及供應鏈管理，真正實現了「數據追蹤到門店」的一站式服務。為了進一步發展此先進技術，孫博士表示集團策略性地進行海外併購，並計劃在內地投資建立創意研發中心及生產線，期望透過規模效應，降低研發及生產成本。

SML集團在過去三十年間規模逐步擴大，如今已遍佈全球三十八個國家和地區，然而在世界各地的每一個經營點，孫博士都遵循「全球化網絡，本地化團隊」的用人之道。他深信，只有本地人最熟悉本土文化，懂得如何和當地的客戶打交道，多元文化更為集團發展不斷注入創新活力。除了員工的專業知識、學歷及經驗外，他亦十分重視管理層的文化道德，對德才兼備的人珍而重之，並積極培育年輕人才接棒為未來的管理層。正是孫博士不拘一格的用人之道，SML集團多年來吸納和凝聚了一批優秀的管理人才和技術精英，整個SML團隊上下齊心，在孫博士的帶領之下屢創輝煌。

首選穩健務實的夥伴銀行 助集團把握商機

SML集團由傳統商標生產公司發展為提供一站式科技解決方案的跨國企業，孫博士坦言穩健務實的夥伴銀行對集團的信任及支持十分重要。由當年孫博士隻身前赴美國考察、洞察到標籤行業的無限潛力，到現時銳意創新研發科技、積極擴展全球業務，中銀香港均一直與他並肩作戰，配合集團業務發展的需要，提供多元化的銀行產品及服務。中銀香港的專業團隊熟悉中國內地營商環境及政策法規，經常提供市場最新動態，幫助孫博士及他的管理團隊把握每一個業務商機，雙方亦藉此建立了長久的合作夥伴關係。



- 在世界各地的每一個經營點，孫博士都遵循「全球化網絡，本地化團隊」的用人之道。

重視人文價值 熱心弘揚中華文化

孫博士不但營商有道，亦熱愛中華傳統文化。當問到中華文化藝術對其營商管治有何啟發時，孫博士表示，歷代沉澱下來的文化經典，價值極高。所謂博古通今，古人的智慧在當今時世一樣能啟迪思維，領悟出用不同視角去看問題。「水流心不競，雲在意俱遲」，是孫博士多年來的座右銘，提醒他作重大決策時，必須保持冷靜客觀，深思遠慮。孫博士勸勵年青人不要急功近利，要有廣闊的視野，重視傳統文化的優良價值。多年來，他一直支持本地多所大學，傳揚中華傳統文化；亦籌備於2015年在觀塘成立「一新美術館」，讓公眾有機會欣賞中國書畫藝術，走近中國及香港藝術家，透過美麗的藝術，以新的視角認識中國文化。

孫博士簡介：

孫少文博士，太平紳士，SML集團創辦人及主席，獲安永企業家獎·2013中國。他亦是香港浸會大學諮議會成員，孫少文伉儷人文中國研究所榮譽所長，饒宗頤學術館之友創會會長及主席。



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Establishing a Harbourfront Authority

成立海濱管理局

The Chamber supports the proposed establishment of a dedicated agency to coordinate the planning, development and management of Hong Kong's waterfront, but its power and authority needs to be clearly defined

總商會支持成立擬議的專責機構，統籌香港海濱的規劃、發展和管理事務，惟該機構的權力和職權需有明確的界定

In October 2012, the Harbourfront Commission (HFC) submitted a proposal to the Government for setting up a dedicated Harbourfront Authority (HFA) to oversee harbourfront development in a holistic manner. The Development Bureau and HFC subsequently launched Phase 1 Public Engagement exercise from October 2013 to January 2014 to seek public views on whether an HFA should be established and which model or approach was more suitable. Views collected in Phase 1 PE indicated that there was general support for the establishment of a dedicated authority though there were different views on the exact model to be adopted.

Objectives

Recently, the Development Bureau and HFC have conducted Phase 2 Public Engagement exercise to consult the general public on the vision, functions, financial arrangements, land allocation and public accountability of the proposed HFA. In addition to protecting, preserving and enhancing Victoria Harbour as the primary objective, it is purported to facilitate and enhance part-

nership and collaboration among the proposed HFA, Government, NGOs and the private sector in pursuing harbourfront projects from planning, design, construction, operation to management with a view to achieving a balance in economic benefits, social objectives and environmental well-being.

Functions

The proposed HFA is expected to perform (a) governance and management, (b) advisory and advocacy, and (c) executive functions.

Governance and Management

Board composition – HFA Board will have a broad-based representation, comprising not more than 20 members to ensure effective operation. The board will consist of a chairman and a vice chairman (one being a public official and the other a non-public official), senior public officials from relevant bureaus and departments, head of HFA executive arm, a LegCo/District Council member from harbourfront districts, and non-public official members with a mix of professional



expertise and experience. HFA will also establish committees to involve or co-opt external members.

Accountability – HFA will deploy public resources in a prudent and transparent manner with reference to the accountability arrangements of similar statutory bodies, including submission of corporate plans and business plans for the Government's approval, submission of annual reports to the Government and LegCo, being subject to the examination of the Director of Audit, opening meetings except confidential issues, and disclosure of interests by board members.

Land allocation – Victoria Harbourfront is some 73 km long and part of it has been developed for port operation. It will not be feasible for HFA to take up and manage the entire harbourfront. HFA will therefore adopt an incremental development strategy and the initial allocation of land to HFA for development and management will be relatively modest. Possible sites which will be allocated to HFA include the New Central harbourfront, Wan Chai-North Point harbourfront, Quarry Bay harbourfront, Kwun Tong harbourfront and Hung Hom harbourfront.

Financing – A dedicated fund will be set up to cover capital cost for the development of designated sites and an initial funding out of the dedicated fund will be provided to cover the first five years of operation. Similar to other public works projects, LegCo's approval for funding is required. Financial consultancy studies will be conducted to assess funding requirements for potential sites under various development scenarios.

Advisory and Advocacy

HFA will take over the current advisory and advocacy role of HFC in relation to Victoria Harbourfront as

a whole and HFC will be disbanded to avoid confusion or duplication.

Executive Function

HFA will be empowered with executive functions to develop and manage dedicated harbourfront sites allocated to it. HFA will not derogate from the existing powers and functions of the relevant government bureaux and departments as well as statutory bodies such as the Town Planning Board regarding the statutory planning process. The establishment of HFA will not affect the scope of existing laws such as the Protection of the Harbour Ordinance.

A dedicated team with experienced civil servants from relevant disciplines will be seconded to HFA to support its operation and report to HFA's board during its initial establishment. HFA may recruit talent with expertise not readily available in the civil service to ensure a well-rounded team for holistic planning and development of projects.

The Chamber's Views

The Chamber welcomes and supports the proposed establishment of a dedicated agency to coordinate the planning, development and management of Hong Kong's waterfront.

The power and authority of the proposed HFA should be clearly defined. Given that HFA would be granted with power for land allocation and development, its relationship with and power and authority over other public bodies and agencies may need to be explicitly spelt out. The authority should have the power to access public funds to execute proposals, zone land for various uses, sell or lease sites or buildings on its land to other parties to build or operate, undertake joint

ventures with the private sector, and direct related Government departments and agencies to provide necessary infrastructure, facilities and services.

Although the consultation document says that HFA would not derogate from the existing powers and functions of existing statutory bodies and Government agencies, we query how the proposed authority could fit well with some of them such as the Town Planning Board, Planning Department, Leisure and Cultural Services Department, Environmental Protection Department, Energizing Kowloon East Office, and West Kowloon Cultural District Authority. It will be useful to have a clear delineation of their respective roles and responsibilities to enhance public understanding of their relationships.

As to HFA's governing board, it should broadly represent both public and commercial interests. The Government may consider following the composition of the Harbourfront Commission in formulating the board with a well-balanced representation of various stakehold-

ers and an independent chairman from the private sector.

The proposed HFA is expected to devise a long-term strategic plan in developing and managing our waterfront. Along the waterfront, there are large stretches of the shoreline that house premises and facilities of different land uses. These land uses may somehow be incompatible with the proposal to make the harbourfront a revitalized place for community, recreation and leisure purposes. Many of these facilities, in particular those unwelcomed by the community such as pumping stations, sewage plants, waste transfer stations, concrete plants, fish and wholesale markets and fuel stations, need not locate at the waterfront. A comprehensive master plan should be put in place to determine what land- and water-based activities and facilities are preferred and needed by the community, and how these facilities could be accommodated.

A series of detailed local plans should also be worked out to allow land either developed by the public or pri-



The proposed HFA is expected to devise a long-term strategic plan in developing and managing our waterfront.



2012年10月，海濱事務委員會（委員會）向政府提交建議書，倡議成立海濱管理局（管理局），專責管理本港海濱的整體發展。發展局聯同委員會由2013年10月至2014年1月，就有關建議展開第一階段的公眾參與活動，務求收集公眾意見，探討政府應否成立管理局，以及哪種模式或方案將更為合適。第一階段公眾參與活動所收集到的意見顯示，市民普遍支持成立一個專責的管理局，惟對管理局應採納的模式持不同意見。

目標

發展局與委員會近期已進行第二階段的公眾參與活動，以諮詢公眾對擬議管理局的願景、職能、財務安排、撥地，以及向公眾問責措施的意見。除了以保護、保存和優化維港為首要目標外，管理局亦旨在促進及加強該局與政府、非政府組織及私營機構之間的夥伴與合作關係，在規劃、設計、建造、營運和管理海濱項目時，致力於經濟利益、社會目標及創造美好環境之間取得平衡。

職能

擬議成立的管理局可履行 (a) 管治與管理；(b) 諮詢與倡議；以及(c) 行政職能。

管治與管理

董事局的組成——管理局的董事局應有廣泛代表性。為確保董事局的有效運作，其成員人數不應超過20人。董事局應包括主席和副主席（其中一位為公職人員，另一位則為非公職人員）、相關政策局和部門的資深公職人員、管理局的行政部門

主管、立法會議員 / 維港海濱地區的區議員，以及具備專業知識和經驗的非公職人員。管理局亦將成立委員會，讓董事局成員以外的人士也能參與有關工作。

問責措施——管理局會以審慎及具透明度的方式運用公共資源，並參考了相若法定機構所採用的問責安排，包括提交業務綱領和計劃供政府審批；向政府及立法會提交年度報告；接受審計署署長的審查；公開進行董事局會議（除討論機密議題外）；以及披露董事局成員的利益關係等。

撥地事宜——維港沿岸全長約73公里，而且部分用地已發展作港口運作用途。因此，由管理局接管整個維港海濱的做法並不可行。有見及此，管理局應採取循序漸進的發展策略，而政府最初只會相對審慎地將土地撥予該局發展和管理。可供考慮撥予管理局的用地包括中環新海濱、灣仔—北角海濱、鰂魚涌海濱、觀塘海濱及紅磡海濱。

財務事宜——政府應成立專項基金，金額要足以支付指定用地的資本成本，並從基金向管理局提供初期資金，應付首五年的營運費用。與其他工務工程項目相若，撥款申請須獲立法會批准。政府亦應進行財務顧問研究，以評估可能撥予管理局的土地，在不同發展方案下的撥款要求。

諮詢與倡議

管理局將肩負起委員會現時對維港海濱整體的諮詢和倡議角色。委員會隨後將會解散，以免公眾混淆或資源重疊。

行政職能

管理局應獲賦予行政職能，以發展及管理撥予該局的指定海濱用地。然而，管理局不會減損政府相關政策局、部門和法定

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vate sector to be allocated for intended uses. In these detailed plans, HFA should have the authority to determine the design parameters, functionality, development intensity, pedestrian and vehicular connectivity for all developments under its remit.

The Chamber applauds the adoption of a prudent approach in allocating a small amount of land in phases to HFA at the initial stage. HFA should be vested with certain land where government departments or the private sector are unlikely to provide the facilities and services desired by the community. This will allow HFA to demonstrate its ability and secure public support before any large-scale land allocation.

Nevertheless, we understand that the land allocation to HFA will be granted by the Government at a nominal or reduced land premium. If HFA charges rentals at market rates on the established facilities and pockets the profits, such subsidization will be perceived as an unfair treatment to private operators of premises on land which is acquired at market price. We therefore

would like the Government to clarify the purpose of any intended subsidies to HFA.

Long-term financial sustainability is always an issue of concern. HFA needs to consider whether it would be positioned as a profit-making, self-sustaining venture. It should be required to follow certain guidelines on costs and other financial implications of its proposals and projects funded by public coffers.

We are of the view that the proposed establishment of HFA is long overdue, and thus expediting the set-up process without further delays is most welcome. The community is expecting to have an attractive, vibrant, accessible and sustainable harbourfront sooner rather than later. Also, we would appreciate if it would take a more proactive role in forging collaborative relationships with government agencies and the private sector to facilitate public and private partnership.

The Chamber supports the establishment of the new authority and look forward to working with it in the near future. ✿



預料擬議的管理局將制訂長遠的策略計劃，以發展和管理海濱。



機構的現有權力和職能，包括城市規劃委員會對法定規劃程序的職權。此外，成立管理局亦不會影響《保護海港條例》等現行法例的涵蓋範圍。

政府應成立一支由來自不同相關範疇、富經驗的公務員組成的專責團隊，在管理局成立初期借調予該局，以支援其日常運作，並向管理局的董事局負責。管理局亦可招聘一些未能即時在公務員團隊中覓得的合適專才，以確保擁有一支具備多方才能的團隊，令海濱項目得以全面規劃及發展。

本會意見

總商會歡迎和支持成立專責機關的建議，以協調香港海濱的規劃、發展和管理。

管理局的權力和職權應有明確的界定。由於管理局將獲賦予土地分配和發展的權力，因此它與其他公共機構和機關之間的關係、權力和職權，或需要清楚訂明。管理局應有權使用公帑以推行項目；劃地作不同用途；向各方出售或出租海濱用地或建築物以作興建或營運；與商界合資；指示相關的政府部門和機關，提供所需的基建、設施和服務。

儘管諮詢文件指出，管理局的成立不會減損現有法定組織和政府機關的權力和職能，惟我們質疑建議的管理局如何與城市規劃委員會、規劃署、康樂及文化事務署、環境保護署、起動九龍東辦事處，以及西九文化區管理局等作出協調和配合。清楚劃分它們各自的角色和職責，將有助公眾了解它們之間的關係。

至於管理局的管治，董事局應廣泛代表公共及商業利益。政府可考慮仿效海濱事務委員會的組成，確保董事局能夠均衡代表不同的持份者，並從商界委任獨立的人選擔任主席。

預料擬議的管理局將制訂長遠的策略計劃，以發展和管理海

濱。現時，海濱沿岸一帶興建了不同土地用途的建築物和設施。在某程度上，這些土地用途與把海濱活化成社區、娛樂和消閒地點的建議，或會出現不協調的現象。這些設施有許多都無需設於海濱，尤其是那些不受社區歡迎的設施，例如泵站、污水處理廠、垃圾轉運站、混凝土廠、魚類批發市場及燃料供應站。當局應進行全面的總體規劃，以決定社區首選和需要的水陸活動設施，以及如何提供有關設施。

政府亦應制訂一系列的詳細計劃，容許由公營或私營機構所發展的土地分配作特定用途。在這些詳細計劃下，管理局應有權決定其職權範圍內所有發展項目的設計準則、功能、發展密度，以及行人和車輛的連接。

本會贊成於初期只審慎地向管理局分階段撥出小量土地。對於一些公私營機構都未必能提供社區所需設施和服務的用地，政府應撥予管理局以供發展，從而讓該局可在任何大規模的土地分配之前，展示其實力和取得公眾支持。

然而，我們明白政府會以象徵式或低於市值的地價撥地予管理局。假如該局就設施徵收市值租金並獲取收益，有關資助會被視為對私人營運商不公，因為他們以市值取得用地。因此，我們希望政府闡明任何擬議資助的目的。

長遠的財務可持續性一直是關注所在。管理局需要考慮其定位，即會否以牟利、自負盈虧的方式經營，並就公帑資助的計劃和項目所帶來的成本和其他財政影響，遵守若干指引。

我們認為政府早應設立管理局，故必須加快成立過程，避免進一步延誤。市民大眾也期望盡快享有一個富吸引力、朝氣蓬勃、暢達及可持續發展的海濱。此外，我們希望管理局可更積極推動政府機構與商界的協作，促進公私營部門的夥伴關係。

總商會支持成立新的管理局，並期望在不久的將來有合作機會。 ✿

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National Treatment for HKSAR Companies Doing Business in the Mainland Under CEPA

The Mainland and Hong Kong Closer Economic Partnership Arrangement (CEPA) achieved a breakthrough development with the signing of an agreement at the end of last year to liberalize trade in services between Hong Kong and Guangdong.

Over the past decade, the Chamber has played an active role in submitting recommendations to the Hong Kong and Guangdong governments regarding further liberalization measures under CEPA. The latest measures include the introduction of a “negative list,” which will be first implemented in Guangdong. The granting of pre-entry national treatment will help lower the threshold for setting up business in the Mainland, facilitating Hong Kong SMEs’ entrance into the Mainland market. The agreement also makes it easier for young people to develop their careers in the Mainland.

The new agreement aims to achieve basic liberalization of trade in services between Guangdong and Hong Kong, which is consistent with the “early and pilot implementation” approach supported by the Chamber. As this experience can be used to test the waters, liberalization measures could later be extended nationwide.

Although only Hong Kong service enterprises established in Guangdong can enjoy “national treatment,” there is no restriction, in principle, on serving clients beyond Guangdong, which is in line with Mainland enterprises, except for those restrictions stated on the negative list.

The Chamber is pleased that many of our proposals have been adopted in the new agreement, and that trade liberalization measures in legal, accounting, insurance, banking, telecommunications, technology testing and analysis, will boost opportunities for Hong Kong companies. ✨

CEPA賦予在內地營商的港企「國民待遇」

《內地與香港關於建立更緊密經貿關係的安排》(CEPA)於去年底有突破性發展，香港與廣東簽訂服務貿易自由化協議。

過去十年，總商會一直致力向兩地政府遞交CEPA開放的相關建議。最新措施包括設立「負面清單」，並率先在廣東落實；而准入前國民待遇，則有助

減低到內地開設公司的門檻，令香港中小型企業更易於進軍內地市場，對年青人到內地開創事業也有幫助。

新協議先讓廣東與香港體現服務貿易自由化，與本會倡議的先行先試理念一致。待相關措施累積足夠經驗，去蕪存菁後，再推廣至全國各地。

雖然只限在廣東設立的港資服務企業享有「國民待遇」，但原則上，除了「負面清單」另有規定，其服務對象、營運地域與內資企業看齊，並不局限於廣東。

總商會欣見新協議採納了我們的多項建議，在法律、會計、保險、銀行、電訊及技術測試和分析等行業，都有進一步的開放措施，為港商帶來更多機遇。 ✨

Gammon Commits to Cordless Practice at Midfield Concourse Works with Hilti

Going cordless for elevating industry safety and productivity



01

The Midfield Concourse Works, a HK\$6.2 billion five-level development, highlights Hong Kong's importance as an international airline hub. It expands the facilities at the busy Hong Kong International Airport with more taxiways and aircraft stands.

Confronted with the challenges of tight programmes, Gammon Construction, the main contractor, aspires to enhance productivity and safety, which are crucial elements for success. In view of the benefits of cordless practice, the company has widened its implementation and introduced a host of new initiatives to convince subcontractors of its competitiveness.

Widening the cordless implementation

Corded power tools come with many safety problems. Unightly wires and the need for electrical outlets can be the cause of many accidents due to tripping over wires and electric shocks.

"Additionally the time spent in providing temporary power supplies, cable hangers and cables to various work areas leads to lower production rates," said Mr. Richard Ellis, Contracts Manager of the Midfield Concourse project, Gammon Construction.

The necessity to electrically test every 110/220V power tool every three months consequently increases the electricians' workload, presenting a challenge to operations.

In pursuit of productivity and safety, Gammon Construction has exercised cordless practice across its business. At the Midfield Concourse site, the company has extended its implementation by going beyond E&M (electrical and mechanical) and involved the whole building construction.

Hilti partnership eases subcontractor burdens

Convincing subcontractors to adopt cordless practice is vital to its success. Therefore, Gammon Construction has partnered with Hilti to proactively promote a new way of calculating equipment costs. It has also reinforced this initiative by explaining to subcontractors the safety and commercial benefits of going cordless.



02

"There is an initial upfront cost in that replacement batteries and chargers are required by cordless power tools, but this is soon offset by greater flexibility in the work place. In addition, the battery pack up to 36V is extremely unlikely to cause a dangerous

electric shock as opposed to 220/110V supplies for conventional tools. It is much safer, and saves money by eliminating risks," said Mr. Ellis.

The company backs its commitment by easing the subcontractors' immediate budgetary constraints. It directly sponsored and purchased cordless tools from Hilti for the use of subcontractors, and offered all charging stations for free.

Subcontractors witness profound impact on safety and effectiveness

The subcontractors have reaped immediate benefits.

"We have found that there are far less requirements for temporary power supplies and removing cables, which can get damaged or cause tripping if not secured properly. In fact, the risk of electric shock is virtually zero due to the low operating voltage," said Mr. Banson Lam, Contracts Manager of Gammon Electrical and Mechanical, who worked in the Midfield Concourse project.



03

More importantly, subcontractors expressed their appreciation for the various benefits of cordless practice. "Once sub-contractors make their initial purchase of suitable power tools and experience the positive cordless environment, they will be pleased with appealing cost reduction," he added.

A cordless future

So will cordless be the future of construction?

"I believe that in the near future the use of cordless power tools will become a company-wide policy," said Mr. Lam.

He also advised other companies to consider cordless practice seriously. "It is worthwhile to start going cordless with your stakeholders as soon as possible."

01. Cordless Practice removed unsightly wires, improved safety and increased productivity at the Hong Kong International Airport's Midfield Concourse Works job site.

02. Gammon Construction's Contracts Manager Richard Ellis sees going cordless can enhance safety.

03. Subcontractor extended Cordless Practice by going beyond E&M works.



JAL Flying High 日航展翅高飛

Few people would disagree that Japan sets the benchmark when it comes to service excellence. The Japanese are known for being very hospitable, while at the same time aiming to do more than their best, whatever the situation, a trait called “*Ganbaru*.”

Ganbaru epitomizes Japan Airlines. Flying to 280 destinations in 45 countries and regions with its codeshare partners, JAL is one of Asia’s largest airlines, operating more than 220 aircraft. Yet just five years ago, the airline was on the verge of corporate collapse, when it filed for bankruptcy in January 2010 to restructure its debt and slash costs after years of fiscal deficits. The *ganbaru* of its dedicated employees, coupled with a loyal customer base and redevelopment strategies, saw the company surprise many by making a modest market return in less than three years. It was re-listed on the Tokyo Stock Exchange in September 2012.

“There are two key points that the past few years have taught us,” Yasuhisa Ikeda, Regional Manager of JAL Hong Kong explained. “Our new strategy is refining our ‘JAL Philosophy’ to reinforce understanding across all divisions in the company. This is to ensure all staff work together to achieve the company’s goals.”

The airline has also introduced a profitability management system for each division. “We encourage all employees to practice profitable management. They can clarify

their responsibilities, ask about revenues and expenses by divisions, etc, which enhances commitment, productivity and more effective use of resources,” he added.

Customer focused

Since its rebirth, JAL constantly looks for ways to improve efficiency and services, as well as carefully tracks and sets new goals. In particular, the airline has set its sights on achieving “Customer Satisfaction No. 1” by 2016, as the world’s most preferred airline on the foundation of flight safety.

“We place a great deal of emphasis on staff development to equip them with the skills to provide flight safety, excellent customer service, language and empathy skills,” said Ikeda. “We also have an internal as well as external evaluation system to identify customers’ needs and expectations, which allows us to provide them with a fresh and enjoyable travel experience every time they fly with us.”

Business travel is a key income generator for airlines. To meet business travelers’ demands, JAL has upgraded its business class offerings and increased its “Sky Suite” fleet, which was named the “Best Business Class Airline Seat” by Skytrax in 2013. “Our fleet is retrofitted with seats that extended into a completely flat bed with extra legroom,” he explained.



Japan Airlines has its sights set on delivering outstanding customer service to keep recovery securely on course, writes staff reporter **Hilda Pun**

日本航空致力提供優質的客戶服務，務求使業務穩健地重上軌道 本刊記者潘茵

The jury is still out on whether Wi-Fi is a good idea on planes, as it is the only time business people can escape from their emails, but JAL took the plunge in 2012 to offer onboard high-speed Wi-Fi. It also cooperated with a Japanese telecoms company to offer JAL passengers free Wi-Fi across the country during their stay in Japan.

More passengers, yet more competition

More people are travelling today than at any time in human history. Despite more customers, there is also more competition. Traditional, full-service airlines are upping their offerings to attract passengers. Although full-service airlines are competing for a different clientele from low-cost carriers, Ikeda believes as more people try budget airlines, they could affect full-service airlines. However, he is confident that JAL can overcome the situation by providing customers with new and innovative products and services under the banner “Embrace new challenges JAL.”

“It is always important to differentiate your company from other companies, and airlines are no different. JAL targets passengers who demand high-quality, full service and are prepared to pay for that standard of excellence,” he said.

Ikeda is confident more people will travel to Japan flying JAL, as the weak Japanese Yen conversion and active sales promotions are providing a strong boost to the country’s tourism industry.

“The Asia region is our fastest growing market, followed by the North America-Asia, with 2.8 million travelers making a stopover on this route annually,” he said.

JAL is a member of One World Alliance, which provides a broad network around the world. JAL’s growth in the Pacific route is partly due to its cooperation with American Airlines which allows travelers from Hong Kong and the Mainland to fly to North America via Japan with a same-day connection.

Future development

Ikeda said JAL, which celebrates its 60th anniversary of direct flights between Japan and Hong Kong this year, maintains profitability management while moving forward where there is demand, opportunities and new markets. 🌸

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Our new strategy is refining our 'JAL Philosophy' to reinforce understanding across all divisions in the company.

我們的新策略是建立一套『日航哲學』，以加強公司各部門的溝通。

Yasuhisa Ikeda,
Regional Manager of
JAL Hong Kong
日本航空香港支店長
池田泰久

大部分人會認同日本有著世界頂尖的服務水平。眾所周知，當地人友善好客，凡事力臻完美，這就是他們的「頑張る」民族特性。

日本航空近年的發展，正好充分體現了「頑張る」精神。日航是亞洲規模最大的航空公司之一，與代碼共享夥伴共同服務全球280個航點，飛行網絡遍布45個國家及地區，機隊由逾220架航機組成。然而，日航在僅僅五年前曾瀕臨企業倒閉的邊緣。該公司於2010年1月申請破產保護，以便推行債務重整和削減開支，填補長達數年的虧損。多得員工的無私奉獻和「頑張る」精神，加上忠實顧客群及重建策略，日本航空得以東山再起，在不到三年間逐步回歸市場，並於2012年9月在東京證券交易所重新上市，讓不少人大感意外。

「過去數年的經歷讓我們獲益良多，當中包括兩大重點。」日本航空香港支店長池田泰久解釋：「我們的新策略是建立一套『日航哲學』，以加強公司各部門的溝通，並確保所有員工能攜手合作，實現企業目標。」

日航同時為各部門引入盈利管理制度。他補充：「我們鼓勵所有員工採用盈利管理模式，藉此闡明職責、了解所屬部門的收入和支出等，讓他們對公司更有歸屬感，從而提升整體生產力，以及更有效地運用資源。」

以客為本

日航捲土重來後，仍不斷設法改善績效和服務，並仔細制訂新目標。他們期望於2016年達到「顧客滿意度第一」的目標，在確保飛行安全的基礎上，成為全球最受旅客喜愛的航空公司。

「我們十分重視僱員培訓，讓每位員工都具備飛行安全、卓越的客戶服務和語言技能，並學會設身處地為客人著想。」池田泰久表示：「我們同時制訂了內部與外部評估制度，以了解客人的需要和期望，從而為他們提供嶄新、舒適的旅程。」

商務旅遊現時是航空公司的主要收入來源。為滿足商務旅客的需求，日航已積極提升其商務艙設施，並增加「Sky Suite」航班數量，有關的商務客位更獲Skytrax評為2013年「最佳航空

公司商務客位」。他解釋：「經翻新後，我們的商務艙特設全平躺式座椅，配以寬敞的腿部伸展空間。」

鑒於很多商務旅客僅能在航機上稍作休息，遠離工作，坊間對於應否在航班上增設無線上網裝置（Wi-Fi）仍未有定論。話雖如此，日航已於2012年正式在航機上安裝高速Wi-Fi。他們亦與日本電訊商合作，為乘搭日航的外國遊客提供在日免費Wi-Fi服務。

旅客日增，競爭激烈

今時今日，外遊人數創下有史以來的新高。儘管航空公司有望受惠於日益增加的旅客量，他們同時要面對日趨激烈的競爭。傳統航空公司必須提升服務質素，才能吸引更多顧客。傳統與廉價航空的目標客戶雖然各不相同，但池田泰久認為，隨著愈來愈多旅客選乘廉航，傳統航空公司亦有可能受到影響。然而，他有信心日航只要堅持「迎接新挑戰」的理念，為客人提供創新的產品和服務，便能克服種種挑戰。

他說：「最重要的是清楚界定公司的定位，務求從競爭對手脫穎而出，航空公司也不例外。日航的目標客戶為追求優質、全面服務的旅客，他們都樂於為卓越的體驗花費。」

鑒於日元近期持續貶值，加上日本積極的營銷推廣措施，勢必進一步振興當地的旅遊業，池田泰久有信心愈來愈多赴日旅客將會選乘日本航空。

他指出：「亞洲是我們增長最快的市場，緊接的是北美洲至亞洲航線，每年約有280萬旅客往來兩地。」

日本航空為「寰宇一家」的成員之一，該航空聯盟的飛行網絡遍布世界各地。日航太平洋航線的增長，部分源於他們與美國航空的合作，讓在日本轉機的香港和內地旅客，得以即日飛往北美地區。

未來發展

池田泰久表示，今年是日航開通香港航點的60周年，該公司會致力維持盈利管理制度，並朝著需求殷切、機遇處處的新興市場進發。

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Peace of Mind 安心無憂

A new mobile safe service hopes to take the hassle out of keeping valuables in banks' safety deposit boxes

嶄新的移動保險箱服務，免卻把貴重物品存放於銀行保管箱的煩憂

We are lucky to live in one of the safest cities in the world, where muggings and burglaries are not that common, so most people are comfortable with keeping some valuables at home. But for people lucky enough to have a sizable stash of valuables, they usually don't tempt fate so take out a safety deposit box at their local bank, or install a safe at home. Both options have their pros and cons.

High demand for safety deposit boxes

Safety deposit boxes at banks are in high demand, as they are relatively cheap to keep, from as little as \$240 to \$3,250 per year, according to a Consumer Council report published in June last year. Users also enjoy a high level of security maintained by the custodian banks. However, they are not always readily available. For example, of the 427 branches maintained by Hong Kong's three major banks, only 119 of those have safety deposit boxes (see chart).

The more centrally located bank branches with safety deposit boxes are so popular that new applicants usually have to wait years for one to become available.

A market research company found that a common complaint that users have about safety deposit boxes is the hassle of travelling to the bank to access their items. Interviewees also found having to fit their schedule around the banks' operating hours a pain.

"Sometimes I have a last-minute invitation to a dinner and the bank is about to close. It is difficult for me to get to the bank and get my jewellery," one interviewee said in the report.

The security risk of taking the valuables home after retrieving them is also a worry. "I always have concerns with my safety every time I leave the bank, worrying I might be robbed on the way home," another interviewee commented.

Home safes convenient but not fail-safe

Installing a home safe may resolve some of these issues – home safes of different sizes are readily available in the market, and they are easily accessible with no risk issues for retrieving valuables from the safety deposit boxes.

Yet a spate of break-ins with home safes highlight the fact that this is not a fail-safe solution.

Police crime figures for the first half of 2014 showed that the number of burglaries of luxury homes increased 38%, in contrast to the 20% decline in burglaries of average homes. Upgrading surveillance systems or security manpower for private homes will help reduce the risk of break-ins, but as evidenced by recent headline-grabbing cases, even with CCTV, and security guards, thieves can get around security systems.

Mobile safes

Given the need for more options to safeguard personal valuables, security company Guardforce recently introduced a new mobile safe service. Users of the service can keep their valuables in a safe deposit box at the company's secured vault. Whenever they need something, they can call the company who will dispatch its guards to deliver the valuables to the owners around the clock.

The service also comes with an enhanced insurance option that provides coverage for the contents when they are used in Hong Kong or overseas by the owners, or the owners' immediate relatives.

The service is obviously more expensive than safety deposit boxes at the bank, or a home safe, but for some, the convenience of 24-hour access and reassurance of having them delivered by security personnel is money worth spending. ✿

Bank 銀行	Total Branches 分行總數
HSBC 匯豐銀行	109
Hang Seng 恆生銀行	117
Bank of China 中國銀行	201
Bank 銀行	Branches with safe deposit boxes 設置保管箱分行數目
HSBC 匯豐銀行	12
Hang Seng 恆生銀行	29
Bank of China 中國銀行	78

Source: Hong Kong Monetary Authority, Banks' official websites
資料來源：香港金融管理局、相關銀行網站



我們很幸運能夠生活在全世界其中一個最安全的城市，搶劫和盜竊並不常見，因此大部分人都會放心在家中存放一些貴重物品，但要保存大量的財物，他們往往不敢冒險，通常會租用銀行保管箱，又或在家中安裝夾萬。然而，兩者各有利弊，並非十全十美。

銀行保管箱需求高

由於收費大眾化，市場對銀行在分行設置的保管箱需求甚殷，根據消費者委員會去年6月的調查，銀行保管箱的年費只需

240元至3,250元不等，而設有保管箱的銀行，亦有一定程度的保安，令用家放心。然而，設有保管箱的銀行分行數目有限，綜觀香港三家主要銀行，在為數427家分行中，只有119家設有保管箱（見附表），顧客不一定能在方便自己的分行租用到保管箱。尤其是位於商業購物區的分行，設有保管箱的大都已經告滿，新申請者輪候需時，等候時間甚至是以年計。

一項市場調查引述保管箱使用者的意見，用家對於要長途跋涉前往銀行才能提取物品，而又必須在銀行辦公時間內進行，最感不便。

其中一位受訪者說：「如果我臨時獲邀參加晚宴，而銀行快要關門，便很難趕及在關門前到保管箱提取首飾。」

提取物品後，從銀行回家途中也不免擔心自身的安全，正如另一位受訪者說：「每次從保管箱提取東西後，回家途中都擔心會遇劫。」

家居夾萬方便卻非萬全

在家中安裝夾萬，或可避免使用銀行保管箱的種種不便。市面上家居夾萬大小樣式繁多，大可選擇適合家居環境和存放需要的型號，而且儲存的物品隨手拿來，也不必擔心貴重物品提存過程產生的保安問題。

可是，近期時有家居爆竊的報導，案中家居夾萬遭爆破甚至整個被移走，突顯家居夾萬的不足。

根據警方罪案數字，2014年上半年因爆竊遭財物損失的案件數字，增加了38%，與整體爆竊案數字下降兩成呈相反趨勢。加強家居保安系統或保安人手，有助減低爆竊的風險，但從近日有關豪宅遭爆竊的報導可見，就算裝上閉路電視系統，又有守衛駐守門口，保安措施做足，也難保萬無一失。

移動保險箱

有見市場需要更多的財物保管方案，保安押運公司衛安最近推出了嶄新的移動保險箱服務。顧客可把財物存放在該公司保安庫內的保管箱，需要存取時，該公司的專業團隊便會把保管箱送到客戶指定地點，全日24小時服務。

此外，客戶還可選擇採用附帶的特別保險安排，使保管箱內的珠寶等貴重物品，在香港或海外由擁有人或其親屬使用時，獲得保險保障。

與銀行保管箱和家居夾萬相比，這種貼身服務的收費固然較高。然而對部分人來說，全日24小時存取服務所帶來的便利，以及由保安人員把財物穩妥地送往指定地點，也是物有所值。✿



Year of the Goat: Chewing on Uncertainty

Peace and tranquility hopefully await us in the Year of the Goat

The Year of the Goat is said to bring harmony and tranquility, which may not be a bad thing after the rough ride in the Year of the Horse in 2014. The last goat year was 2003, the year that allied forces invaded Iraq to oust Saddam Hussein. In Hong Kong, SARS struck, which did in fact bring the community together as we battled the disease together and soldiered on to help the spluttering economy recover. The previous goat year, 1991, was also scared by war — the four-year Croatian War of Independence — and a cholera outbreak in South America that affected millions of people.

Hopefully, war and disease won't strike in the wooden goat year, as the stars are twinkling for a period where wars will be averted, and the year will be one of mending fences and compromise. Following is a roundup of Chinese astronomers' forecasts for readers to chew on as you contemplate your fate in the Year of the Goat.

Business outlook

Hong Kong usually does well in years of metal or water, so we could be in for a year of change and fluctuations. The lucky star *Jiu Zi*, shining on the northwest of the world, should see the U.S. economy continue its strong growth in the coming year. However, it also means that interest rates will start to rise once the growth gains traction.

Given that the star of unexpected wealth *Liu Bai* is

shining on the northeast, East Asian economies, such as South Korea, Japan and northeast China, will enjoy a stable economic development. The stock and real estate markets in Beijing and Shanghai may experience a sudden boom in the middle of the year. Taiwan and India could also enjoy a bit of a boom on the back of political and economic stability in 2015.

Europe, however, won't be as lucky. The debt crisis may resurface in some Eurozone countries, as the water element in the north will dampen the fire element that brings growth.

Play it safe

The real estate market in 2015 could see a slight adjustment after strong growth in 2014. Purchasing a flat to live in shouldn't be risky, but speculation should be

avoided. The stars are sending mixed signals regarding Hong Kong's economic prospects, so when in doubt businesses should take a conservative approach in the Year of Goat.

Lucky tigers

Tigers will fare the best this year, as they are blessed by the star of relationship *Tian Xi*. In romance, tigers could meet someone special or start a family, and they can expect an excellent year where their career and financial luck is concerned.

Those born in the Year of Ox will have the worst luck that will see significant changes in to their lives, careers and relationships. Oxen will also have to work hard for their money. To deflect the ill winds, oxen should keep their heads down and put a glass of water and a music box on the south side of their homes to bring luck. ❀

羊年運程： 慎防不明朗 因素

羊年有望是和平、安穩的一年

羊年有望帶來和諧、平穩的局勢，在經歷動盪的馬年後，這也不失為一件好事。

上一次羊年為2003年，正值多國聯軍入侵伊拉克，俘虜薩達姆·侯賽因之時。同年SARS疫情大規模爆發，反使香港社會變得更團結，合力抗疫之餘，更令陷入低迷的經濟逐漸復蘇。同是羊年的1991年亦飽受戰火牽連，包括歷時四年的克羅地亞戰爭。南美洲當年爆發霍亂疫症，受影響的人民數以百萬計。

木羊年多得吉星臨照，我們有望免受戰爭和疫病之災，2015年亦有利作出亡羊補牢及妥協之舉。以下是多位風水命理大師對來年的預測，有助讀者掌握羊年運程。

商界運勢

香港一般在金年或水年表現較好，因此2015年仍是變化反覆的一年。吉星「九紫」坐落於世界的西北方，預期美國的經濟將持續向好。然而，經濟增長亦意味著加息的可能性。

另一方面，橫財星「六白」出現在東北方，南韓、日本及中國東北部等東亞國家的經濟發展持續穩定。北京、上海的股市和樓市到年中時或出現「小陽春」。台灣及印度於2015年受惠於穩定的政局和經濟，發展亦會穩步上揚。

反之，歐洲在羊年霉運未過，債務危機或在部分歐元國家再度浮現。五行屬水的正北方與火年相剋，因此當地的增長前景未許樂觀。

穩守為上

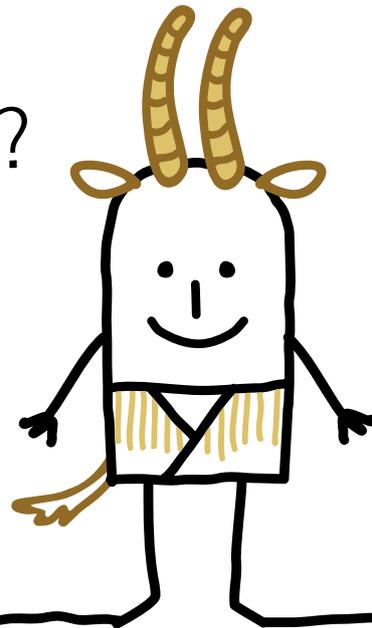
樓市在2014年經歷強勁增長後，或於2015年略為調整。置業自住的風險不大，但投機卻可免則免。香港經濟前景方面，由於羊年的星象好壞參半，企業遇有疑問時，應採取謹慎、保守的態度。

幸運之虎

肖虎今年運勢最佳，因有吉星「天喜」相照。感情方面，屬虎人士有機會遇上良緣，或成家立室，而事業及財運亦稱心順意。

牛年出生者的運勢最差，無論在生活、事業和人際關係上，都會遭逢大變。肖牛今年亦為辛苦得財之年。要化解凶災，就應保持低調，並於家中南方放置一杯水和音樂盒，以趨吉避凶。❀

How Will You Fare In the Year of the Goat? 羊年生肖運程



Monkey 猴

(1932, 1944, 1956, 1968, 1980, 1992, 2004)

Wily and cunning. Ignores regimented rules. Free spirit. Loves movement and change. Can be rather selfish.

詭計多端、狡猾奸詐。抗拒規範、追求自由。好動、愛變化。為人較自私。

Blessed by the powerful star *Hong Luan*, Monkeys could enjoy luck in love and interpersonal relationships. Although you will have to work hard for money, the positive influences on your life will rub off on your career. However, monkeys need to be careful with money as the unlucky star *Jie Sha* signifies financial losses. Try to avoid providing a guarantee or lending money to people that you do not know well.

肖猴者今年紅鸞星動，愛情運及人緣甚佳。雖然你要辛勤工作，多勞多得，藉「紅鸞」之助始終對仕途有正面作用。然而，肖猴人士應謹慎理財，凶星「劫煞」預示你或有破財之災。避免為他人債務作擔保，或借錢予不相熟的人。



Rooster 雞

(1933, 1945, 1957, 1969, 1981, 1993, 2005)

Brave and enthusiastic. Notoriously picky. Highly intelligent. Rarely has wool pulled over its eyes.

勇敢、熱情。吹毛求疵。聰穎精明、甚少受騙。

Roosters will enjoy a nondescript year without any major ups or downs, so just go with the flow and take things as they come. Be warned, however, that the rumormongers will be after you, so stay safe and you should be fine. Since you are not expected to get any help from others, you will have to rely on yourself to get things done and make money. One positive is that 2015 is a good year for relationships for roosters.

肖雞者將經歷平淡無奇的一年，只要順其自然，隨遇而安即可。不過，要提防別人在你背後造謠生事，務必遠離搬弄是非的人。由於今年並無貴人相助，你必須事事親力親為。可幸的是，肖雞人士在2015年的愛情運甚佳。

Goat 羊

(1931, 1943, 1955, 1967, 1979, 1991, 2003, 2015)

Sensitive, creative and multi-talented. Eccentric. Has much fortitude. Loves to be loved, hates to be pushed.

敏感、具創意、多才多藝。怪異反常。堅毅不屈。喜歡被愛，抗拒壓迫。

肖 羊者踏入本命年，今年犯太歲。受凶星「華蓋」影響，情緒將會起伏不定，常感孤獨不快。負面情緒將於6月達至高峰，宜多找朋友傾訴或旅遊散心。從好的方面看，肖羊人士應於2015年把握進修機會，增值自己。

Despite this being your year, goats are offending the presiding god, so influences from the star *Hua Gai* will make you feel bothered by unstable emotions and loneliness. Your negativity will peak in June, so find ways to cheer yourself up by seeking companionship or travelling abroad. Looking on the bright side, goats should leap at the chance to invest in their education in 2015.

Dog 狗

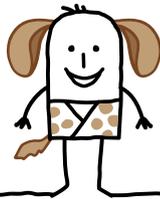
(1934, 1946, 1958, 1970, 1982, 1994, 2006)

Honest, loyal, sincere. Believes in justice for all. Fights for principles. Sometimes bad tempered, self-righteous.

忠誠正直。相信公義。堅守原則。偶爾比較易怒，自以為是。

Dogs are said to be “torturing” the presiding god, which could result in some drastic changes in terms of health, love and interpersonal relationships. Fortunately, the lucky star *Di Jie* will help turn mishaps into good luck. Another star *Tai Yin* indicates that powerful female figures will bring you luck and guide you.

肖 狗今年與太歲相刑，在健康、感情和人際關係上或遭逢大變。幸好吉星「地解」有助逢凶化吉，另一吉星「太陰」則代表女貴人能為你帶來好運，並引導你走出難關。



Pig 豬

(1935, 1947, 1959, 1971, 1983, 1995, 2007)

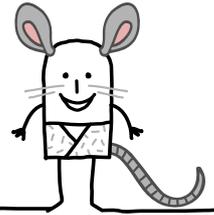
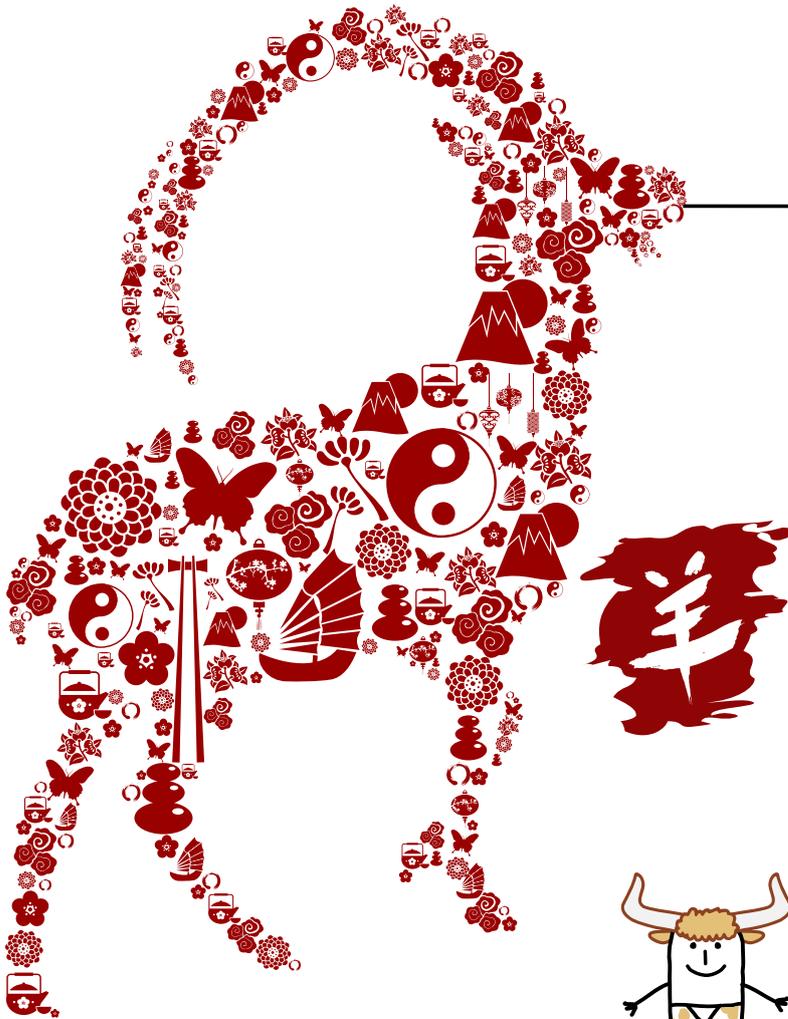
Kind and thoughtful. Sincere and honourable. Self-sacrificing and altruistic. Occasional fits of wilfulness and rage.

親切體貼。誠懇正直。自我犧牲，成全別人。有時顯得倔強、任性。

It will be a stable year for all pigs, as you have no clashing stars to bother you, so use this year to take stock of your life and plan for the coming years. Although your union with the presiding god will bring some luck, watch out for the star of gossip *Zhi Bei*, which will cause people to stab you in the back. Try to avoid arguments or put a pink object in the centre of your home or office to offset negativity.

肖 豬者今年相對平穩，整體運勢無刑無沖，故應善用這一年反思生活，積極計劃來年的目標。與太歲相合將為你帶來好運，但要小心是非星「指背」，代表有人在你背後指指點點，說三道四。切記避免捲入無謂的紛爭，並在家中或公司的正中心擺放粉紅色物件，以化解是非。





Rat 鼠

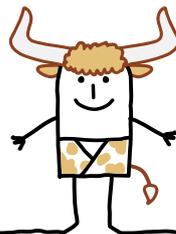
(1936, 1948, 1960, 1972, 1984, 1996, 2008)

Essentially charming. Compassionate. Renowned for thrift and love of family. Rather superficial at times.

本質迷人。富同情心。節儉，熱愛家庭。有時流於膚淺。

Given that you were offending the presiding god last year, its negative influence will still linger in the first half of the year. As things remain unpredictable and unstable, rats should think carefully before they leap. The star of forgiveness *Yue De* will enhance your luck and interpersonal relationships, while the unlucky star *Xiao Hao* suggests that you may lose a bit of money, so take this opportunity to buy something that you long for before you lose it.

肖鼠去年犯太歲，其負面影響將延續至今年上半年。凡事難以預料，反覆無常，因此肖鼠者在行動前必先三思。寬宏之星「月德」能提升運氣及人緣，不過凶星「小耗」表示你容易破財，不妨趁機購買心儀已久的物品。



Ox 牛

(1925, 1937, 1949, 1961, 1973, 1985, 1997, 2009)

Calm, patient, studied character. Takes things slow, steady pace. Is rather dictatorial but very industrious.

冷靜、忍耐、深思熟慮。處事按部就班、循序漸進。頗為獨裁，但勤奮可加。

Oxen are in conflict with the presiding god, which could result in major changes this year. If you are prone to injuries or accidents, donate blood and get your teeth cleaned to help pre-empt the destined risk. The star of financial loss *Da Hao* implies that you are likely to lose money. The lucky star *Yue Kong* might offset some of your bad luck, but as this is not a good year for oxen, you should take additional care and stay alert.

肖牛今年沖太歲，將會經歷重大的變化。易見損傷或意外者，宜捐血及洗牙化解血光之災。破財星「大耗」預示你將破財損利，幸得吉星「月空」保佑，或能化解部分霉運。肖牛者流年不利，故應格外小心謹慎。



Tiger 虎

(1926, 1938, 1950, 1962, 1974, 1986, 1998, 2010)

Very warm, loving. Independent-minded. Pays scant regard to others when pursuing fun and freedom.

熱情澎湃、忠誠。思想獨立。不顧一切地追尋快樂和自由。

Blessed by the star of relationships *Tian Xi*, tigers are expected to charm the birds out of the trees this year, which will boost their social status. The lucky stars *Zi Wei* and *Long De* will bring you help from others, which will mean a year of promotion and success for all tigers. On the down side, the unlucky star *Wang Shen* suggests you will lose some personal belongings that you treasure. Although annoying, it will not cause you any harm.

主姻緣的「天喜」星入宮，肖虎者今年的桃花運極旺，權力和地位亦有所提升。流年吉星有「紫微」和「龍德」，意指易得貴人相助，有望升職加薪，大獲成功。然而，凶星「亡神」代表你或會丟失珍愛的個人物品，讓你懊惱不已，但不致造成損失。

工商月刊

BULLETIN



WISHING ALL OUR READERS HEALTH, WEALTH AND HAPPINESS IN THE
YEAR OF THE GOAT

《工商月刊》恭祝讀者羊年身體健康、生意興隆、事事順遂！



Rabbit 兔

(1927, 1939, 1951, 1963, 1975, 1987, 1999, 2011)

Very sensitive soul. Discreet but quietly ambitious.
Self-indulgent.

非常敏感。謹慎而又雄心萬丈。任性。

All rabbits will enjoy luck in love and see their social circles expand to include some powerful figures who will be willing to offer you a helping hand when needed. With the lucky star *Jin Gui* in your constellation, money should come easy, and influences from *Jiang Xing* could lead to a promotion at work. On the down side, the unlucky star *Fu Chen* could hinder your development in the coming year, and frustrate entrepreneurs.

屬 兔者今年在感情和人際方面發展順利，會得到貴人相助。因有吉星「金匱」高照，今年財運甚佳，而「將星」亦會為你帶來晉升機會。不過，凶星「浮沉」或會窒礙來年的個人發展，不利自僱人士。



Snake 蛇

(1929, 1941, 1953, 1965, 1977, 1989, 2001, 2013)

High moral principles, mostly when applied to others.
Sophisticated and charming. More than meets the eye.

講求道德原則，待人尤其嚴苛。老於世故、富有魅力。為人深沉內斂。

Snakes are in hidden union with the presiding god, which means you can get help when in need. The star of temporary love in luck is still lingering around, so you may try your luck to meet someone special in the first half of this year. The star of mobility *Yi Ma* is shining on you, so you are likely to travel more frequently or move house, and the lucky star *Ba Zuo* will bring you luck in money and boost your reputation.

肖 蛇者今年太歲暗合，代表易得貴人扶助。由於去年霧水桃花的力量仍在，因此有機會於上半年覓得心儀對象。在「驛馬」的帶動下，今年容易有遷移外出之動象；而吉星「八座」令你財運亨通之餘，地位亦得到提升。



Dragon 龍

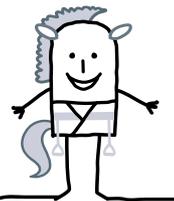
(1928, 1940, 1952, 1964, 1976, 1988, 2000, 2012)

Charismatic and colourful. Wants to be centre of attention.
Very arrogant, lucky and successful.

富吸引力，多姿多采，渴望成為焦點。高傲、幸運、成功。

Dragons are at risk of succumbing to tummy bugs this year as the unlucky star *Pi Ma* is in your constellation, so you should also pay close attention to the health and what you eat. Fortunately, the lucky star *Tian De* can turn mishap into good luck. Dragons are encouraged to pursue further learning and investment with both lucky stars *Fu De* and *Fu Xing* influencing how much assistance you will get from powerful figures.

肖 龍今年有凶星「披麻」侵襲命宮，容易出現腸胃問題，因此要特別注意飲食健康。好的方面，今年有「天德」之助，令你逢凶化吉。屬龍者亦得「福德」和「福星」臨照，易得貴人扶助，不妨借勢進修和投資。



Horse 馬

(1930, 1942, 1954, 1966, 1978, 1990, 2002, 2014)

Confident and proud, but prone to erratic behaviour. Heart is in right place. Can be flighty and emotional.

自信、傲慢、難以捉摸。心性善良。反覆無常、情緒化。

Horses are in union with the presiding god this year, which will bring good interpersonal relationships. Horses are one of the luckiest signs this year, especially in wealth, so you should work hard to make up for last year. However, be aware that the unlucky star *Gu Xu* will make you feel a bit sad and lonely sometimes. Spend time having fun with family and friends to shake of the negative emotions.

肖 馬太歲相合，有利人際社交。馬亦是今年運氣最佳的生肖之一，尤其是財運方面，因此你應努力彌補去年的財耗。然而，凶星「孤虛」難免會讓人常感孤獨不快，不妨多花時間與親朋好友共聚，以化解負面情緒。

Salty Foods Harm Your Heart

Many people tend to count calories in their diets but few keep an eye on their salt intake. Research shows that consuming too much salt can lead to high blood pressure, and greatly increase the risk of heart disease and stroke. If you often dine out and eat processed foods, it is likely that you are taking in too much salt because restaurant meals and processed foods are usually high in salt. So it's time to count your salt intake.

Are you eating too much salt?

Salt is found naturally in a variety of foods, such as milk, meat and shellfish. It is often found in high amounts in processed foods such as breads, processed meat and snack foods, as well as in condiments such as soy source and fish sauce. According to the World Health Organization (WHO), 80% of salt intake comes from processed foods in many countries.

WHO recommends that adults consume less than 5 g (just under a teaspoon) of salt per day. Most people consume on average 9-12 g per day, or around twice the recommended level of intake. ❀

很多人會計算每餐攝取多少卡路里，卻很少留意自己的鹽分攝取量。研究顯示，食用過量鈉鹽可引致高血壓，並大大增加患心臟病和中風的機會。假如你經常外出用膳及進食加工食品，有可能已攝取過量鹽分，因為餐廳膳食及加工食品往往含鹽量甚高。由現在開始，是時候計算一下你是否吃得太鹹。

你的鹽分攝取量有否超標？

多種食材例如牛奶、肉類和貝類動物均蘊含天然鹽分，而麵包、加工肉類和零食等加工食品，以及豉油、魚露等調味料更含有大量鈉鹽。世界衛生組織（世衛）的調查發現，在全球多個國家，八成的鹽分攝取量都來自加工食品。

世衛建議每名成人每日攝取不多於5克（接近一茶匙）鹽。然而大部分人每日平均食用9至12克鹽，約等於建議攝取量的兩倍。❀



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Ways to reduce salt in your diet

If you think your diet is over-salted or over-seasoned, the following advice may help you shake the salt habit.

- limit use of canned, processed and frozen foods
- read food labels when buying processed food to check salt or sodium levels
- limit the amount of salt added in cooking to a total maximum amount a fifth of a teaspoon over the course of a day
- cook with herbs and spices to replace salt
- avoid too much sauce or dressing over your food as they are loaded with salt
- remove salt dispensers and bottled sauces from dining tables

食鹽過多 有損心臟健康

減少食鹽的方法

假若你日常飲食中的鹽分或調味過多，以下的建議或能助你戒掉陋習：

- 減少食用罐頭、加工及急凍食品
- 購買加工食品時，查閱食物標籤中的鈉鹽含量
- 限制每日烹調中添加的鹽量為最多五分之一茶匙
- 下廚時以香草和香料取代食鹽
- 避免加入過量醬汁，因為醬汁的鹽分甚高
- 避免把鹽瓶和瓶裝醬料放在餐桌上

Misconceptions about salt reduction

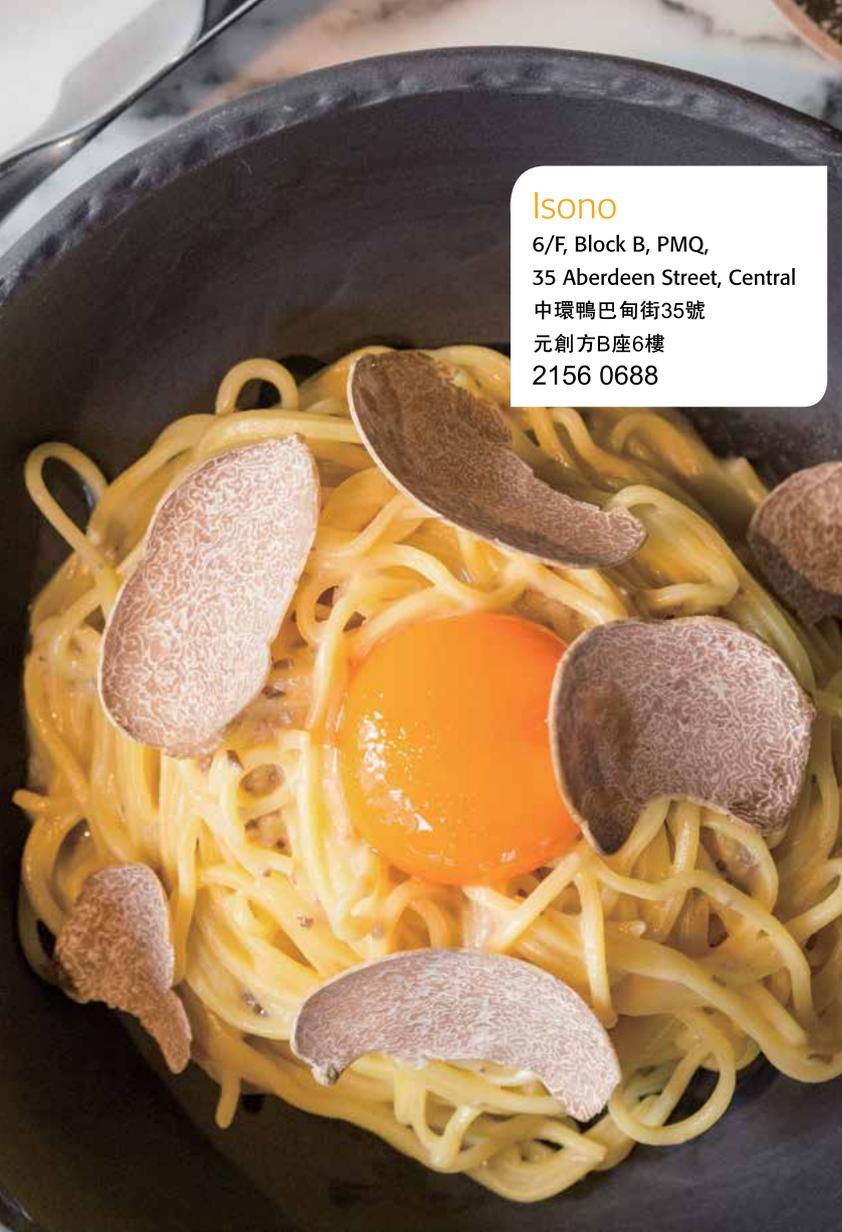
You may hear a lot about salt reduction. But do you know whether the information is right or not? Here are some common myths and misconceptions, corrected with the truth by WHO.

- **"On a hot and humid day when you sweat, you need more salt in the diet."** There is little salt lost through sweat so there is no need for extra salt even on a hot and humid day, although it is important to drink a lot of water.
- **"Sea salt is not 'better' than manufactured salt simply because it is 'natural.'"** Regardless of the source of salt, it is the sodium in salt that causes bad health outcomes.
- **"Salt added during cooking is not the main source of salt intake."** In many countries, about 80% of salt in the diet comes from processed foods.
- **"Food has no flavour without salt."** Whilst this may be true at first, taste buds soon become accustomed to less salt and you are more likely to enjoy food with less salt, and more flavour.
- **"Foods high in salt taste salty."** Some foods that are high in salt don't taste very salty because sometimes they are mixed with other things like sugars that mask the taste. It is important to read food labels to find out sodium levels.
- **"Only old people need to worry about how much salt they eat."** Eating too much salt can raise blood pressure at any age.
- **"Reducing salt could be bad for my health."** It's very difficult to eat too little salt since there are so many everyday foods containing salt.

對減少用鹽的誤解

你或許聽過很多關於減少用鹽的說法，但可知道哪些資訊才是正確？世衛列出一些常見的疑惑及誤解，並作出解答。

- **「在炎熱潮濕的天氣下經常流汗，需要攝取更多鹽分。」**流汗時流失的鹽分其實極少，即使在炎炎夏日，亦無需額外補充鹽分，反而應大量喝水。
- **「海鹽縱使『天然』，也不比經過加工的食鹽『健康』。」**不論鹽分出自何處，當中的鈉才是影響健康的元兇。
- **「下廚時添加的食鹽，並不是我們攝取鹽分的主要來源。」**在全球多個國家，約八成的鹽分攝取量來自加工食品。
- **「沒鹽的食物淡而無味。」**起初的確如此，但隨著味蕾逐漸習慣少鹽的味道，你或許更享受低鹽飲食，以品嚐食物的天然滋味。
- **「含鹽量愈高的食物愈鹹。」**有些食物的含鹽量雖高，但吃的時候卻不覺得太鹹，是因為我們有時會加入糖等調味料，其鹽分並沒有因而減少。緊記要查閱食物標籤中的鈉鹽含量。
- **「長者才要注意鹽分攝取量。」**對任何年齡人士來說，食鹽過多均可導致血壓上升。
- **「減少用鹽有損健康。」**含鹽的食物多不勝數，食鹽過少的情況甚少出現。



Isono

6/F, Block B, PMQ,
35 Aberdeen Street, Central
中環鴨巴甸街35號
元創方B座6樓
2156 0688

What is it? Brand new at PMQ from Drawing Room Concepts is this much-anticipated sister restaurant to AMMO and its upstairs fine dining establishment, Vasco. This Spanish/Italian eatery is all copper and wood mixed with steel and glass with warm tones from the industrial lighting. It's a beautiful space to enjoy a meal.

The drinks: A cool list of suggested cocktail pairings makes it easy to choose. If you're having the beef tartare, go with 'The Fix,' or if you're tasting the mussels, a 'Sparkling Santorini' is for you. We love recommendations, and having them laid out on the menu makes it all the easier in our quest for compatible flavours.

The menu: Their white truffle menu is in full swing with three hearty dishes smothered with the potent fungus beloved by chefs. The rare mushroom needs to be handled delicately, so it's white gloves and all here and although the dishes seem pricey, a truffle lover will not be disappointed by the generous shavings and intense aroma and flavour they deliver.

The scrambled eggs (\$500) are the best bet for those who love a burst of truffle in every bite and like a simple ingredient to fully allow the woody taste to come through. Chef Luca says that they purposely store the truffles with the eggs as eggshells can actually breathe in the aroma of the truffle into the eggs, enhancing the overall truffle pairing.

The taglioni (\$680) comes with a perfect egg yolk on

主打：用心巧製的大眾化、新派點心

環境：唐宮小聚位於The Salted Pig舊址的L Place 2樓，在寬敞熱鬧的環境下，為食客打造有趣的午食體驗，並主打摩登時尚的精美點心。客人既能一嚐在乒乓球桌上用膳的滋味，又可安坐酒吧區，或用餐區的長椅上享用美食。餐廳內柔和的燈光和木飾，配襯湛藍的牆身，別具一格。忙個不休的開放式廚房，每天源源不絕地供應午市、下午茶及晚市菜式。唐宮小聚的氣氛輕鬆自在，是與三五知己相約一聚的好地方。

菜式：我們品嚐了油而不膩、風味十足的「猛虎咬豬」（\$28件），以及香濃惹味的「辣鴨拉皮」（\$48）。伴以菠蘿串的「黑醋雞花」（\$58 / 4件）令人回味無窮，而「煸四季豆」（\$48）則是一道不錯的素菜。時令的「蟹粉窩粿」（\$98）以米通狀的窩粿，沾上濃郁軟滑的蟹粉，甘甜味。

最令人難以抗拒的是「松露香菇」（\$43 / 3件）。賣相維妙維肖的香菇包，表面特意灑上Valrhona朱古力粉，以模仿香菇外形。鬆軟的包內滿載香菇粒和黑松露餡料，芳香四溢。今次到訪未有機會品嚐餐廳的得獎菜「白玉玉鴿」，只能留待下次了。

唐宮小聚除了主打中式點心外，同時供應本地釀製的啤酒及一系列優質紅酒。

評價：美味、非凡、令人愉快的中餐體驗。✿

What is it? Casual, contemporary dim sum made from the heart.

The place: Occupying the second floor of L Place, formerly The Salted Pig, it's a large and loud space to enjoy a bustling lunch of delicious dim sum with cool stylistic touches. A ping pong table, complete with net is one such surface you may dine from, there is also a noodle bar and comfy back dining area with benches. The warm lighting and woods are complemented by the cool blue walls and a busy kitchen area that is open for lunch, afternoon tea and dinner. Social Place has a nice atmosphere and yes, we'll say it, it's a social place to hang out.

The menu: We devoured the fatty and flavourful pork belly slider (\$28 per piece), enjoyed the tang of the spicy duck and rice noodles salad (\$48), while the aged balsamic chicken wings (\$58 for four) served with pineapple are finger licking delicious. The green beans with chili minced pork (\$48) are a lovely veggie addi-

top and when mashed in with the truffles the balance of pasta and truffle works exceptionally well together and is a delectable dish. There is also an intriguing cheese fondue with truffles (\$500), which we look forward to returning for a sampling.

Their a la carte menu has just had a revamp and includes several charcuterie options as well as octopus (\$148), anchovies (\$140), duck rillettes (\$130) that are supremely spreadable and paired excellently with pickled gherkins and onions, and scallop carpaccio (\$160). Paellas and pastas along with a large fish menu from sea bass (\$340) and Bluefin tuna cheek (\$290) to Iberian pork shoulder (\$245) and beef bourguignon (\$245). Braised black cabbage (\$80), sauteed mushrooms (\$70), ratatouille (\$70) and delicious char-grilled baby corn (\$70) make sure you get your veggies in so you can move on to their impressive selection of artisanal cheeses or moderately priced desserts.

We say: It's cool, delicious and definitely worth a visit — especially if you're a truffle lover. Try a seat on the balcony; it's very sweet out there when the weather's fine. 🌸

Isono是Drawing Room Concepts於元創方開設的全新食肆，這家萬眾期待的西班牙 / 意大利餐廳是AMMO及樓上高級西班牙菜餐廳Vasco的姊妹餐廳。全店以銅和木為主調，配以鋼鐵和玻璃，而帶有工業風格的燈飾，卻滲出溫暖柔和的氣氛，營造了一個舒適愜意的用膳環境。

tion and the special crispy rice with crab roe paste (\$98) comes served like hardened rice krispie square crackers on which you smother the rich and creamy paste.

The real piece de resistance was the truffle shiitake buns (\$43 for three). These buns are dusted with valrhona chocolate powder and made to look like shiitake mushrooms from the outside, but one bite reveals a mouthful of doughy goodness and warm interior of chopped mushroom and truffle filling. They are famed for their award-winning roasted pigeon, which we'll be back to sample next time. They also serve locally brewed beer and a selection of wine along with your dim sum selection.

The verdict: Cool, unusual and positively delectable. 🌸



Social Place

2/F, L Place, 139 Queen's Road Central
中環皇后大道中139號L Place 2樓
3568 9666

飲品: 餐廳貼心地提供雞尾酒與佳餚的搭配建議，方便食客選擇，如牛肉他他可配以「The Fix」，吃青口的話，不妨來一杯「Sparkling Santorini」。在菜單上逐一列出搭配建議的做法值得一讚，顧客可免卻左挑右選的煩惱之餘，亦可享受協調、諧和的味道。

菜式: 餐廳現正呈獻特色的白松露菜單，當中的三道菜全是大廚們的精心力作，每道均芳香撲鼻。矜貴的白松露菌需要悉心烹調，儘管價錢稍為昂貴，但份量十足，加上松露片散發的濃郁香氣和味道，保證不會令松露愛好者失望而回。

炒蛋 (\$500) 最能滿足喜歡每口盡是松露清香的人士，因為這種簡單的食材，能夠充分帶出淡淡的木香。大廚Luca表示，他們刻意把松露與雞蛋一同存放，因為松露的香氣可透過蛋殼滲入蛋內，兩者配搭可謂一絕。

松露意粉 (\$680) 配上金黃圓渾的蛋黃，當蛋漿拌入松露，麵條跟松露的搭配令人喜出望外，欲罷不能。松露芝士火鍋 (\$500) 聽起來亦十分吸引，期望改天再來一嚐。

店子最近換上全新的自選菜單，提供幾款醃肉菜式之外，還有章魚 (\$148)、鯉魚 (\$140) 和鴨肉醬 (\$130)，加上醃漬小黃瓜和洋蔥，以及鮮貝 (\$160)，絕對不容錯過。另有西班牙飯和各式意粉，配以海鱸 (\$340) 和藍鱸吞拿魚頰 (\$290) 等大魚，以及黑毛豬肩 (\$245) 和紅酒燉牛肉 (\$245)。菜類方面，燜黑椰菜 (\$80)、嫩煎雜菌 (\$70)、法式燴雜菜 (\$70) 和美味的炭烤玉米筍 (\$70)，任君選擇；吃罷別忘了品嚐多款精巧別緻的優質芝士，或價格相宜的甜品。

評價: 店子的食物、環境一流，絕對值得一試，而松露迷更不必多說。天氣好的話，不妨坐在陽台用餐，享受一下難得的悠閒。🌸

foodie

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.

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！

Meet the ExCo: The Hon Fanny Law Fan Chiu-fun 與行政會議成員羅范椒芬會面

Executive Council Member Fanny Law Fan Chiu-fun spoke to members about constitutional development in Hong Kong at the Chamber's Town Hall Forum on 26 January. She also shared her views on democracy, governance and the economy. The Chamber regularly organizes such talks to give members and officials an opportunity to candidly exchange views. These meetings are closed door and off the record.

行政會議成員羅范椒芬於1月26日出席總商會的「議事論壇系列：行政會議」，向會員闡述香港的政制發展，並分享她對民主、管治及經濟議題的見解。總商會定期舉辦「議事論壇系列」，讓會員有機會與多位政府高官親自交流。此論壇僅供會員參加，並不設傳媒採訪。



Asia & Africa Committee 亞洲及非洲委員會

Doaa Mounir, project manager, Annual Investment Meeting, UAE Ministry of Economy, called on the Chamber on 21 January, where she was welcomed by the Chamber's assistant director for Programs and PR Malcolm Ainsworth. Mounir explained that the Annual Investment Meeting, organized by UAE's Ministry of Economy, will take place from 30 March to 1 April, this year.

阿聯酋經濟部年度投資大會項目經理Doaa Mounir於1月21日到訪總商會，由本會公共關係及項目助理總監麥爾康接待。Mounir表示，阿聯酋經濟部主辦的年度投資大會將於今年3月30日至4月1日舉行。



Committee Chairman Andrew Wells, and Vice Chairmen Neville Shroff and Ashwani Goel, represented the Chamber at the 66th Republic Day of India cocktail reception on 26 January. Consul General of India to Hong Kong SAR and Macau SAR Prashant Agrawal welcomed guests and explained that the "Make In India" campaign will be a focus for the country in the coming years.

委員會主席華賢仕、副主席尼維利施樂富及高成偉代表總商會出席1月26日的印度共和日66周年酒會。印度駐港澳總領事Prashant Agrawal在會上歡迎一眾來賓，並解釋印度來年主打的「印度製造」（Make in India）計劃。

China Committee 中國委員會

The Guangdong Regulation on Collective Contracts was passed by the Standing Committee of the National People's Congress of Guangdong Province on 25 September, and came into effect on 1 January, 2015. The Chamber and other local major chambers jointly invited Huang Yebin, Vice Chairman of the Standing Committee of the National People's Congress of Guangdong, to brief our representatives about the implementation measures and answer questions related to the new regulation. KC Leung, Industry and Technology Committee Chairman, represented the Chamber at the meeting, which took place in Shenzhen on 9 January.

《廣東省企業集體合同條例》已於去年9月25日獲廣東省人大常委會通過，並於2015年1月1日生效。總商會與其他本地主要商會聯合邀請廣東省人大副主任黃業斌，向我們的代表講解有關執行措施，並回答新例的相關問題。工業及科技委員會主席梁廣泉於1月9日代表總商會赴深圳出席會議。

Committee Chairmen 委員會主席



The China Committee organized a visit to Shenzhen Metro Line 4 (Longhua Line) on 16 January to learn about the joint venture project between Hong Kong and Shenzhen, as well as Hong Kong's future railway connection with the Mainland.

中國委員會於1月16日率團考察深圳市軌道交通4號線（港鐵深圳龍華線），了解這個港深聯營項目，以及中港兩地的未來鐵路聯繫。

Edmond Yue, China Committee Chairman, attended a luncheon meeting in Shenzhen on 19 December entitled "Beijing-Hong Kong Cooperation for Going-Out." Yue met with Chen Hong, Vice Mayor of Beijing, and pointed out how Hong Kong's professional services can help Mainland companies expand into international markets.

中國委員會主席余國賢於12月19日赴深圳出席「京港合作 走向海外」高端交流暨午餐宴，並與北京市副市長程紅會面，指出香港的專業服務如何有助內地企業進軍國際市場。

Luo Shuangfeng, Vice Director of the Department of Commerce, Hunan Province, called on the Chamber on 6 January to promote Hunan, which is a major supplier of agricultural produce and minerals. He also invited the Chamber to visit the province. Edmond Yue, China Committee Chairman, welcomed the group and said the China Committee would look into visiting Hunan in April.

湖南省商務廳副廳長羅雙鋒於1月6日到訪本會，以推廣擁有豐富農產品和礦物資源的湖南省。他亦邀請總商會訪問該省。中國委員會主席余國賢歡迎代表團，並表示委員會正研究於4月到訪湖南。



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

Europe Committee 歐洲委員會



Finnish Green Technologies

Matti Anttonen, Under-Secretary of State for External Economic Relations, Ministry for Foreign Affairs, Finland, and Jari Sinkari, Consul-General of Finland, called on the Chamber on 16 January. Chamber CEO Shirley Yuen, the Europe Committee's Chairman Neville Shroff, and Vice Chairmen Jennifer Chan and Stephen Weatherseed welcomed the visitors. Anttonen explained that high tech engineering, clean technologies, and machinery exports are growing steadily in Finland. Tourism in the country has been growing at 20% annually, mainly due to visitors from Mainland China.

芬蘭的綠色技術

芬蘭外交部對外經濟事務副國務秘書Matti Anttonen，連同芬蘭駐港總領事Jari Sinkari於1月16日到訪總商會，由總商會總裁袁莎妮、歐洲委員會主席尼維利施樂富、副主席陳佩君及章大象接待。Anttonen解釋，芬蘭的高科技工程、環保技術和機械出口都在穩步增長。當地的旅遊業亦按年增長兩成，主要源於內地旅客的增加。



Dr Aymo Brunetti, Professor from Department of Economics of University of Bern, Switzerland, called on the Chamber on 15 January to discuss the economic development and business environment in Hong Kong. The Chamber's Europe Committee Vice Chairman Jennifer Chan and members welcomed the visitor. Brunetti explained that the strong Swiss Franc and new immigration quota are the two key challenges facing the Swiss economy.

瑞士伯爾尼大學經濟學系教授Aymo Brunetti博士於1月15日到訪總商會，以探討香港的經濟發展和營商環境，由歐洲委員會副主席陳佩君及其他委員接待。他解釋瑞士法郎的強勢，以及新移民限額是瑞士經濟正面對的兩大挑戰。

Juan Manuel Lopez-Nadal, Consul General of Spain in Hong Kong, kicked off the Chamber's Country Briefing Series on Spain on 23 January. Javier Sanz, Spanish Trade Commissioner, Bernardo Cabot, Vice President of Sol Melia in Asia, and Lourdes Hernansanz, Real Estate Consultant, Hong Kong Sotheby's International Realty, also spoke at the event, which focused on opportunities in the services, tourism and real estate industries. The Europe Committee is planning a mission to Spain and Italy in mid-May. Members wishing to know more details can email deanna@chamber.org.hk.

西班牙駐港總領事Juan Manuel López-Nadal為總商會1月23日的「國家簡介系列：西班牙」午餐會揭開序幕。西班牙駐港貿易專員Javier Sanz、Sol Meliá亞洲區副主席Bernardo Cabot，以及香港蘇富比國際物業顧問房地產顧問Lourdes Hernansanz亦在會上剖析當地服務、旅遊和房地產業的機遇。歐洲委員會正籌備商務考察團，於5月中到訪西班牙及意大利。有興趣了解詳情的會員，歡迎聯絡郭小姐，電郵：deanna@chamber.org.hk。



Committee Chairmen 委員會主席



Italian Consul General Antonello De Riu spoke at the Europe Committee's meeting on 23 January about the Italian economy, and opportunities for investment in the country. He also introduced the various visa schemes that have been launched recently to encourage investors to set up businesses or buy property in Italy. Italian Consul Sarah Negro and Commercial attache Luca Formentini also joined the meeting.

意大利駐港總領事Antonello De Riu在歐洲委員會1月23日的會議上，闡述意大利的經濟發展和投資機遇。他亦介紹了近期推出的多個簽證計劃，旨在鼓勵投資者到當地經商或置業。意大利領事Sarah Negro及商務專員Luca Formentini亦有赴會。

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

W C Mok, Assistant Director (Air Policy) of the Environmental Protection Department, updated members at the committee's 17 December meeting on the latest developments relating to Hong Kong's Clean Air Action Plan.

環境保護署助理署長（空氣質素政策）莫偉全出席委員會12月17日的會議，向委員講解「香港清新空氣藍圖」的最新發展。

Manpower Committee 人力委員會

The Manpower Conference Organizing Committee held its first meeting on 27 January to brainstorm ideas for the 6th CEO Manpower Conference. The conference is a biennial event for business leaders, people management specialists, academics, and senior government officials to share their proposals and expertise on manpower strategies.

人力資本大會籌備委員會於1月27日舉行首次會議，就第六屆「CEO人力資本大會」收集意見。這個兩年一度的會議，雲集商界領袖、人力管理專家、學者和政府高官，分享對人力策略的建議和灼見。



Andrew Ma, Founder and Executive Director of Chorev Consulting International Co Ltd, spoke on "Best Practices in Administering 360 Degree Feedback in Chinese Culture" at the Chamber's roundtable on 14 January. He explained the technique is useful for assessing measures to enhance leadership and corporate performance.

高宏國際顧問有限公司行政總監及創辦人馬文藻出席本會1月14日的午餐會，講解如何在華人文化中使用360度反饋法。他解釋，有關技巧有助評估領導力及企業表現提升措施的成效。



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

Women Executives Club 卓妍社



Betty Yuen, Vice Chairman of CLP Power Hong Kong Ltd, and Vice Chairman of the Chamber, was the guest speaker at the Women Executives Club's breakfast meeting on 20 January.

中華電力有限公司副主席及總商會副主席阮蘇少淵為卓妍社1月20日的早餐會擔任演說嘉賓。

Legal Committee 法律委員會

Simon Ngan, Legal Committee Secretary, attended the inaugural meeting of the Advisory Committee on the Promotion of Arbitration, held on 18 December. The committee, chaired by the Secretary for Justice, is tasked with further promoting Hong Kong as a leading centre for international arbitration services in the Asia-Pacific region.

法律委員會秘書顏偉業於12月18日出席仲裁諮詢委員會的首次會議。該委員會由律政司司長擔任主席，旨在進一步推廣香港作為亞太區國際仲裁服務中心的領導角色。

Taxation Committee 稅務委員會

Base Erosion and Profit Sharing: Why Should Businesses be Concerned 稅基侵蝕和利潤轉移：經合組織的行動方案對港商的影響

The OECD has, in recent years, been working on an international platform for governments to redesign a common taxation architecture aimed at promoting transparency and minimising double non-taxation. Dubbed Base Erosion and Profit Shifting (BEPS), an initial framework was unveiled on 16 September, 2014, by the OECD providing useful insights for taxpayers engaged in cross-border transactions. BEPS represents one of the most significant developments on the international taxation landscape as ever more governments, including China, strive to safeguard their tax base and curtail tax avoidance. As an international standard, BEPS will surely affect Hong Kong businesses. Anthony Lau and Patrick Cheung, Tax Partners at Deloitte China, shared their views on the potential impact of BEPS, as well as its effects on transfer pricing arrangements on intangibles and service transactions, and transfer pricing documentation.

經合組織（OECD）近年為各國重新制訂稅務框架，倡議稅收透明度，以及打擊雙重避稅。OECD於2014年9月16日發布了第一批稅基侵蝕和利潤轉移（Base Erosion and Profit Shifting，簡稱“BEPS”）的行動方案報告，為納稅人進行跨境交易提供指引。BEPS是國際稅收領域的一大範疇，多國政府包括中國內地均積極加強稅基的保護及防止避稅。作為國際標準的BEPS，必定對港商帶來影響。德勤中國合夥人劉明揚及張柏寧向會員剖析BEPS的潛在影響，以及BEPS將如何影響無形資產、服務交易的轉讓定價安排和轉讓定價報告。

Industry & Technology Committee

工業及科技委員會

Sandro Desideri, Head of Greentech & Precision Engineering Clusters of the Hong Kong Science and Technology Parks Corporation, met with Watson Chan, Senior Director of Policy & China Business, and Thinex Shek, Assistant Director, Policy & Development, on 7 January to discuss a joint programme to promote the smart city concept to businesses.

香港科技園公司綠色科技及精密工程產業群主管狄斯理於1月7日與政策及中國商務副總裁陳利華和政策及發展助理總監石平傑會面，討論一項合作計劃，向企業推廣智慧城市概念。

Agnes Mak, Executive Director of the Hong Kong Productivity Council, spoke at the Industry & Technology Committee's meeting on 19 January about HKPC's new initiatives to promote Hong Kong's industry and technology sectors.

香港生產力促進局總裁麥邵碧儀出席1月19日的工業及科技委員會會議，講解該局推廣本港工業和科技業的新措施。

Real Estate & Infrastructure Committee

地產及基建委員會

Yau Shing Mu, Under Secretary for Transport and Housing, briefed members at the committee's 18 December meeting on seven railway projects presented in the Railway Development Strategy 2014. During the meeting, Nicholas Brooke, Chairman of the Harbourfront Commission, also briefed members on Phase II of the public engagement exercise for the proposed establishment of a Harbourfront Authority.

運輸及房屋局副局長邱誠武出席委員會12月18日的會議，向委員會簡介《鐵路發展策略2014》所提出的七個鐵路方案。會上，海濱事務委員會主席蒲祿祺亦向委員概述就擬議成立海濱管理局的第二階段公眾參與活動。

Cocktail Evening at S.T. Dupont

The Women Executives Club and the Young Executives Club jointly hosted a cocktail reception at S.T. Dupont Boutique in Central. Over 50 members enjoyed the evening learning about the finer points of fine writing instruments and luxury personal items, while doing some networking. A fortune teller was also on hand to tell members how they will fare in the Year of the Goat. ❀



S.T. Dupont 酒會

卓妍社及卓青社假S.T. Dupont中環店舖合辦酒會，讓逾50位會員認識其優質書寫工具和尊貴個人產品，並藉此機會聯誼交流。算命大師更即席為會員預測羊年運程。❀



Plugging the Gap 尋找機遇

Centaline founder Shih Wing Ching advises entrepreneurs to seek out problems affecting various business sectors, then develop solutions

中原創辦人施永青認為不同行業都有不足之處，創業者應由此著手，尋找發展空間

When Shih Wing Ching was 29, he had had enough of the daily grind. He wanted to be his own boss. In 1978, with just HK\$10,000, he started a little realty agency. That startup today is called Centaline, a household name, employing 47,000 staff in 1,800 branches across Hong Kong, the Mainland China, Macao, Singapore and Taiwan.

But how does one go about turning \$10,000 seed money into a multi-million-dollar business empire?

“I was actually very lucky, because I didn’t have a lot of choice,” he told members at the Chamber’s Meet the Entrepreneur Series on 13 January.

He explained that after leaving secondary school, career opportunities were few and far between. He managed to find a job in a night school, but eight years later joined a property developer as a messenger. The job sparked a hidden passion in Shih. On his days off, he would volunteer to research prices and present price adjustment proposals to his supervisor. Finally, his proposals started to be adopted, which boosted the company’s profits.

“Although I got a pay rise for my efforts, I still think that I deserved a higher pay rise, given how much money I helped the company make,” he said. “This is what really drove me to start my own business. I believe you should reap what you sow.”

Shih also admitted that he was not always happy about following orders from his boss.

“You always have to follow the instructions from your boss. Even if you have a better idea, very often you have little say, so even if you have the best idea in the world, it is useless if the boss doesn’t accept it.”

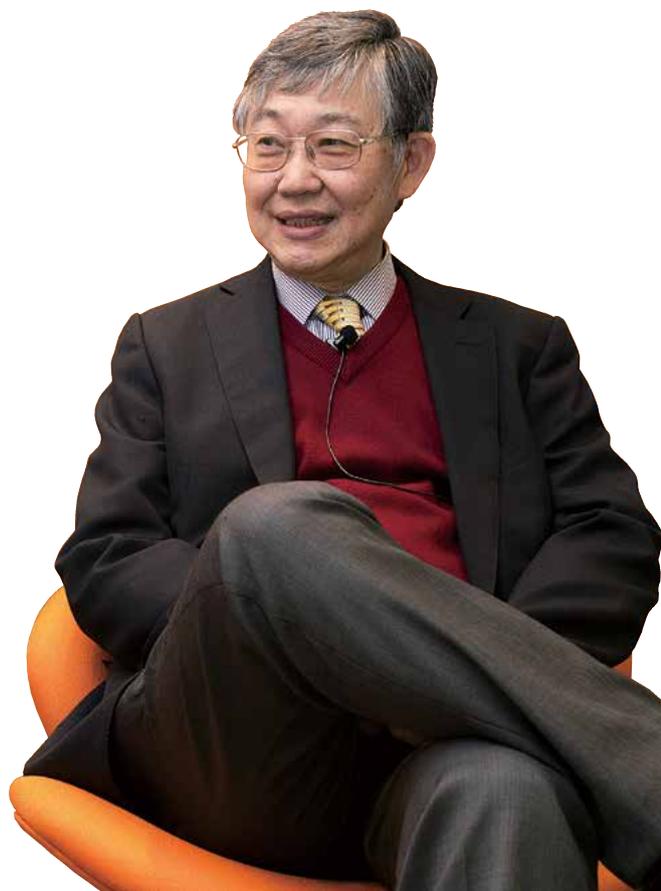
Seeking out opportunities

For any business with limited money and resources, Shih said a strategy that he always follows is to choose where you can make a difference and set yourself apart from the competition. He believes that every business



What I have learned over the years is not to focus on profits. Instead, you should focus on increasing your market share while your competitors are downsizing.

從多年來所累積的經驗，讓我領略到做生意不要只顧賺錢，反之當競爭對手正在縮減規模，正是增加公司市場份額的時機。





sector has a few weaknesses or shortcomings that can be improved. The key for entrepreneurs is to spot those opportunities and develop solutions that address the problems.

Shih explained that when he started his realty business, estate agents were considered dodgy characters, due to quite a number of questionable sales practices that went on. Many agencies were also involved in property speculation, and salesmen would recommend properties which they could make the most commission on.

“I think estate agents should remain neutral and act in the best interests of the buyer or seller. Engaging in property speculation poses a conflict of interest for estate agents. Luckily for me, however, such misconduct at the time was an opportunity for me to break into the sector,” he explained. “I positioned my agency as a service provider for home buyers and sellers, and pledged that we did not get involved with speculation. We upheld our business philosophy, which earned our clients’ trust, and was the foundation for growth.”

In 2005, he later saw an opportunity in the media industry, and invested around HK\$100 million of his savings to launch the free tabloid *am730*.

“The readership of paid newspapers was dropping, but people still wanted to read the news, so I figured the public would welcome a free daily newspaper,” he said.

His business acumen was spot on, and after 23 months, the free daily started to make a profit. Today, its daily circulation is around 400,000 copies.

Overcoming tough times

It hasn’t always been smooth sailing for Shih. He said Centaline was badly affected by the deadlocked Sino-British negotiations in 1982, which led to an outflow of funds from Hong Kong. At that time, just four years after starting his business, he had diversified into residential, commercial and industrial properties.

“It was a mistake for me to expand the business so much into other areas where our competitors clearly outperformed us,” he admitted.

The property crash in 1997 was also a very difficult time for Centaline. Many realty agencies were forced to downsize their operations to survive.

“They did this to maintain their profit margins. What I have learned over the years is not to focus on profits. Instead, you should focus on increasing your market share while your competitors are downsizing,” he said.

Sharing the gravy

Shih’s memory of his former employer not giving him a fair reward for his hard work has stayed with him through the years, which is why he set up a profit-sharing system in his business. The company’s profits are split three ways: one-third go to employees, one-third to shareholders and one-third of profits are reinvested into the business.

“The system aims to share profits with employees in a fair and transparent manner. I believe it is the best way to reward employees and keep them motivated,” he said. 🌸

施永青在29歲時，決定結束打工生涯，成為自己的老闆。當時是1978年，他僅以一萬港元，開設了一家小型地產代理公司。當年的新進企業就是現在的中原地產，一個家喻戶曉的名字，在香港、內地、澳門、新加坡和台灣共設有1,800間分行，僱用47,000人。

然而，究竟如何能把一萬元創業資本，變成一個數以百萬元的商業王國呢？

施永青於本會1月13日的「企業家系列」午餐會上表示：「我其實很幸運，因為我當時選擇有限。」

他表示自己中學畢業後，就業機會並不多。他在一間夜校覓得工作，但八年後，他轉投一家地產發展商當辦公室助理。該份工作激發了施永青對行業的濃厚興趣。公餘時，他主動進行價格調查，並向上司提交價格調整建議。最終，他的建議備受採納，為公司帶來盈利增長。

他說：「儘管我的努力令我獲得加薪，但我仍然覺得自己為公司賺了大錢，理應獲大幅加薪。」他續道：「我覺得打工不能給予我合理的報酬，因此我選擇創業，因為我相信一分耕耘，一分收穫。」

施先生亦坦言不喜歡事事遵照老闆的指示。他說：「作為打工仔，你總得依循老闆的吩咐行事，即使有更好的構思，往往卻沒有話事權，那麼就算你有世上最好的點子，但不獲老闆採納，也只是徒然。」

尋找機會

對於任何缺乏資金和資源的業務來說，施永青表示自己總是堅守一個策略，就是選擇一個能夠為行業帶來改變的範疇，尋找發展空間，藉此從競爭對手之中突圍而出。他認為，每個行業都有缺點和不足之處，有待業界改善。企業家的成功之道，是發掘潛在的機遇，並制訂解決問題的方案。

施先生解釋，在他開展地產業務之初，業界不時出現一些令人存疑的銷售手法，故地產代理總予人負面的印象。問題在於當時許多從業員亦有參與物業投機，會向客戶推銷能夠賺取最多佣金的物業。

他解釋：「我認為地產代理應保持中立，並為買家或賣家爭取最大利益。地產代理參與物業投機是涉及利益衝突的行為。

對我來說，這些不良行為提供了一個機會，讓我進軍業界。」他續道：「我將公司定位為住宅買賣雙方的服務供應商，並保證不會參與投機。我們堅持這個營商理念，令我們贏得客戶的信任，為業務增長建立基礎。」

其後，他窺準傳媒業的另一個機遇，於2005年投資約一億港元創辦免費日報am730。他說：「收費報章的讀者人數不斷下降，但市民大眾仍想閱讀新聞，因此我認為免費日報會大受歡迎。」

他的商業觸覺果然準確，該免費日報在23個月後開始錄得盈利，如今每日發行量約達40萬份。

克服逆境

施永青的創業之路並非一帆風順。他憶述1982年中英談判陷入僵局，導致資金流出香港，令中原的業務大受打擊。當時他的公司只成立了短短四年，而業務已擴展至住宅和工商物業。

他坦言：「公司發展初期不夠專注是我的失策之舉，當時我把業務範圍發展得太廣，而競爭對手在某些範疇的表現明顯比我們出色。」

1997年樓市市道轉差，也使中原陷入困境。不少地產代理都被迫裁員以求渡過難關。

他說：「他們這樣做是為了維持利潤。從多年來所累積的經驗，讓我領略到做生意不要只顧賺錢，反之當競爭對手正在縮減規模，正是增加公司市場份額的時機。」

共享成果

施永青多年來仍不時想起打工時縱然努力工作，也未能獲得合理的回報，這促使他設立利潤分享制度，也就是公司的利潤會分作三份：三分一給員工、三分一給股東，其餘三分一用於長遠業務投資。

他說：「此制度旨在透過一個公平、透明度高的方式，與員工分享利潤。我認為這是報答和激勵僱員的最佳途徑。」





Breakfast with Betty Yuen 與阮蘇少湄共晉早餐



In 2004, Betty Yuen became the first Hongkonger to be named “Business Woman of the Year” in the internationally acclaimed Veuve Clicquot Award. Her rise up the corporate ladder in a male-dominated business world is admired by many aspiring women executives today. But Yuen, who is Vice Chairman of CLP Power Hong Kong Ltd, and Chairman of CLP Nuclear Investment Company, makes light of her achievements.

“Women should have confidence in themselves and shouldn’t think men look down on them,” she told members at a Women Executives Club (WEC) breakfast meeting on 20 January.

She told members how her life changed when her boss asked her to take up business development for the company when she was an accountant.

“I told him, ‘but I am just an accountant! What do I know about business development?’ His reply is something that has always stuck with me and I will never forget. He said, ‘You can do many things, but you just don’t know it yet.’”

When asked what strengths do women have over men, Yuen said that she seldom compares people based on their gender, preferring instead to look at an individual’s capabilities.

On achieving success, Yuen said good communication skills are very important, as well as the ability to instill trust and confidence in people to believe in your ideas. Having the ability to focus on the big picture, rather than getting lost in the tiny details, is also an important trait of a leader.

“A leader does not need to know every single detail, which should be left to staffs’ judgment, based on their

2004年，阮蘇少湄成為首位獲得凱歌香檳「傑出女企業家大獎」的香港人。她在男性主導的行業中攀上事業階梯的奮鬥史，一直鼓舞著很多有抱負的女行政人員。儘管阮蘇少湄身居要職，現為中華電力有限公司副主席及中電核電投資有限公司主席，她對自己的成就仍處之淡然。

在卓妍社1月20日的早餐會上，她向會員表示：「女性應有自信心，不要認為男性總會看輕自己。」

阮蘇少湄向會員提到，當她還是一名會計師時，上司調派她至業務發展部，自此改變了她的人生。

「我當時的反應是：『我只是一名會計師！我對業務發展有何了解？』我永遠記得他跟我說：『你具備多方面潛能，可作多元發展，你只是還不知道吧。』」

當被問到女性較男性有何優勢時，阮蘇少湄表示她甚少以性別來作出判斷，反而會著眼於個人能力。

要在事業上獲得成功，阮蘇少湄認為良好的溝通技巧，以及有能力贏取別人信任均十分重要。懂得顧全大局，而非為瑣碎事分心，亦是成功領袖的必備特質。

她說：「領袖不需了解每一項細節，最重要的是了解每位下屬的職責和專長，放手交給他們處理。真正的領袖應專注於凝聚員工，帶領公司邁步向前。」

阮蘇少湄的工作雖然繁重，但她表示自己一直享受家庭生活，尤其在兩名子女還小的時候，總會在公餘時與他們聊天和說故事。✿

responsibilities and expertise. A true leader should focus on bringing people together to take the company forward,” she said.

Despite her busy work schedule, Yuen said she always enjoys her family life, especially when she would talk and read to her two children after work when they were little. ✿

Spain's Economy Set to Take Off

Rising employment, growing tourist arrivals, and upward revision of its GDP forecast for 2015 indicate Spain has turned the corner



The Spanish economy looks to be on the road to recovery, despite the rest of the Eurozone struggling to gain traction. The expansion of the Eurozone's fourth largest economy is expected to be 2% for 2015, while faster job creation is lowering unemployment. Tourist arrivals are on the up, with Mainland tourists being the fastest growing market, and housing prices in the country's main cities seem to have bottomed out.

"Some say Spain is out of the crisis, I am not so sure the crisis is over for everyone, but there are a lot of encouraging signs," Juan Manuel

Lopez-Nadal, Consul General of Spain in Hong Kong, told members at the Chamber's Country Briefing Series: Spain, on January 23.

The weaker euro is helping growth and also making the Eurozone more attractive as a whole to investors. Javier Sanz Munoz, Spanish Trade Commissioner, said there has been a change in the perception of Spain in the international arena.

"The recession is over. We officially left the recession behind last year as the economy grew 1.4% last year. For 2015, the IMF has just upgraded its GDP growth for Spain to 2%," he said. "Lot of people and

companies are still suffering, but even so, without doubt the Spanish economy is recovering, which is seen in the number of new jobs being created."

Those waiting for property prices to bottom out may be in luck as residential and retail property prices in major cities, such as Barcelona and Valencia are just starting to rise. "There are some very good opportunities in real estate at the moment," Sanz Munoz said.

He suggested investors look at opportunities in hotels and shopping malls, as Spain's tourism sector is a key driver of the economy.

"Some say Spain is out of the crisis."

「有人說西班牙已從危機中復蘇。」

Juan Manuel Lopez-Nadal,
Consul General of Spain
in Hong Kong
西班牙駐港總領事

Juan Manuel López-Nadal



"The golden visa is very attractive, because Spain has very good healthcare, good infrastructure, and lots of good schools."

「『黃金簽證』極具吸引力，皆因西班牙擁有良好的醫療制度、基礎設施和學校，現時更有機會獲得五成按揭擔保。」

Lourdes Hernansanz Hernando,
Real Estate Consultant,
Hong Kong Sotheby's
International Realty
香港蘇富比國際物業顧問房地產
顧問 Lourdes Hernansanz Hernando



西班牙經濟蓄勢待發

就業率上升、遊客數目上升，以及2015年GDP的預期增長，都顯示西班牙已走出低谷



“Over 65 million tourists visited Spain last year,” Bernardo Cabot, Vice President of Sol Melia in Asia, told the full house. “Tourism is a very important part of the economy because it provides 12% of jobs in Spain, and also contributes 11% of our GDP.”

Many tourists are regular visitors to Spain, and Cabot expects the rapidly growing number of Mainland tourists visiting Spain offers huge opportunities for the industry.

“Hotel companies around the world are not really ready for the rapid growth in Mainland tourists,” he said.

Between January and October last year, 240,000 Chinese tourists visited

Spain, a growth of 20% on the previous year, with Barcelona and Madrid being their preferred destinations.

Cabot said Spain has the opportunities but lacks the understanding of Mainland visitors. Therefore, there is enormous room for cooperation between Spanish and Hong Kong companies to team up to bring Mainland tourists and businesses to Spain.

Mainland visitors are also interested in exploring opportunities in real estate. However, interest in Spain’s controversial ‘golden visa’ scheme, which grants Spanish residency to people who spend at least 500,000 on property in the coun-

try is still below expectations, but Lourdes Hernansanz Hernando, Real Estate Consultant, Hong Kong Sotheby’s International Realty, said interest is slowly starting to pick up.

“The golden visa is very attractive, because Spain has very good health-care, good infrastructure, lots of good schools, and it is easier now to get 50% mortgage guarantee,” she said.

Real estate prices are now about 40% below their peak in 2008. Hernansanz Hernando said she expects the recovery in the real estate market to start this year, as foreign buyers – especially from the U.S., France and U.K. – are taking advantage of the weak euro. ❀

“There are some very good opportunities in real estate at the moment,”

「目前正是投資房地產的良機。」

Javier Sanz Munoz, Spanish Trade Commissioner
西班牙駐港貿易專員
Javier Sanz Munoz

“There is enormous room for cooperation between Spanish and Hong Kong companies to team up to bring Mainland tourists and businesses to Spain.”

「西班牙及香港企業的合作空間龐大，此舉有助促進更多內地遊客和企業前往西班牙。」

Bernardo Cabot,
Vice President of Sol Melia
in Asia
Sol Melia亞洲區副主席
Bernardo Cabot



儘管歐元區的經濟仍掙扎向前，西班牙經濟已踏上復蘇之路。作為歐元區第四大經濟體，西班牙於2015年的預期經濟增長可達2%，而職位增加有助降低失業率。到訪西班牙的遊客日益增加，當中內地旅客增長最快，當地主要城市的樓價亦已從谷底反彈。

在總商會1月23日的「國家簡介系列：西班牙」午餐會上，西班牙駐港總領事Juan Manuel López-Nadal向會員表示：「有人說西班牙已從危機中復蘇，我不確定是否所有人都已渡過難關，但我們的確目睹了很多令人鼓舞的跡象。」

疲弱的歐元有助恢復增長，同時令歐元區對投資者的整體吸引力大增。

西班牙駐港貿易專員Javier Sanz Munoz指出，國際市場對西班牙的固有觀念已有轉變。

他說：「經濟不景氣已成過去。我們在去年錄得1.4%的經濟增長，正式擺脫了衰退。國際貨幣基金組織剛把西班牙於2015年的GDP增長率上調至2%。」

「很多人民和企業仍在苦苦掙扎。縱然如此，從新職位的增加來看，西班牙經濟無疑正踏上復蘇之路。」

一直等候樓價從谷底反彈的人有望否極泰來，巴塞隆拿及華倫西亞等主要城市的住宅和零售物業價格已開始回升。Sanz Munoz說：「目前正是投資房地產的良機。」

鑒於旅遊業是推動西班牙經濟的火車頭，他建議投資者探索發展酒店及商場的商機。

「去年約有6,500萬名遊客到西班牙觀光。」Sol Meliá亞洲區副主席Bernardo Cabot在座無虛席的會上表示：「旅遊業對當地經濟非常重要，創造了西班牙12%的職位，並佔當地GDP的11%。」

很多遊客都是到訪西班牙的常客，Cabot預計數目急升的內地旅客，將會為行業帶來龐大的商機。

他坦言：「世界上沒有任何酒店集團已準備好接待急增的內地遊客。」

去年到訪西班牙的中國遊客約有24萬，相比前一年增加了兩成，巴塞隆拿及馬德里是他們首選的城市。

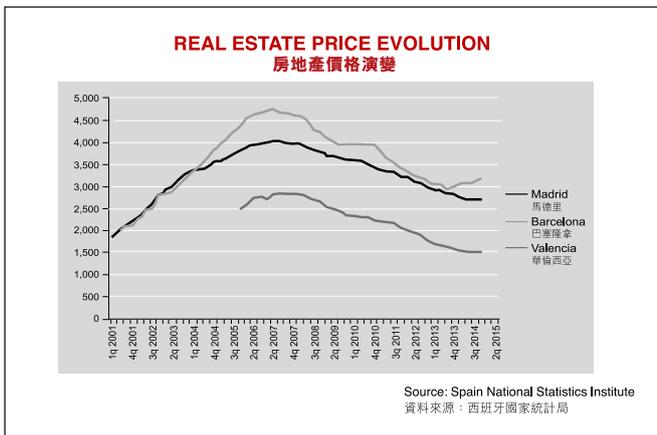
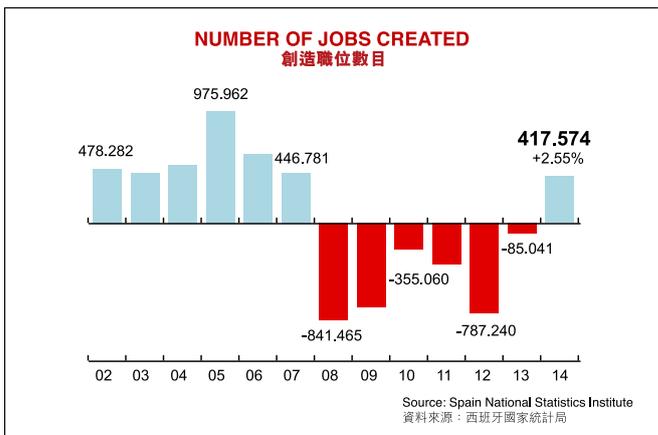
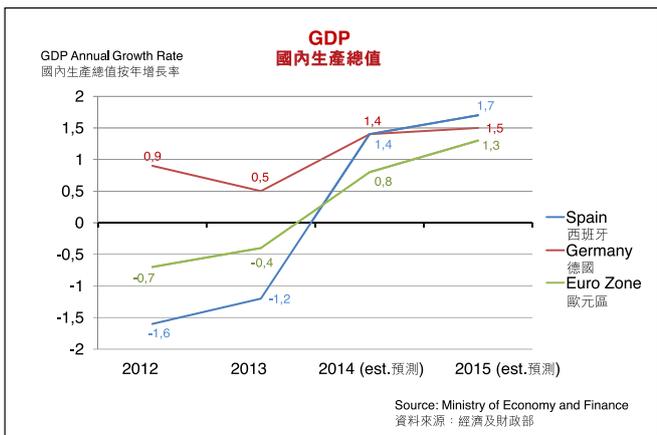
儘管機遇處處，但西班牙對內地旅客仍是一知半解。Cabot認為西班牙及香港企業的合作空間龐大，此舉有助促進更多內地遊客和企業前往西班牙。

內地旅客亦有興趣探索房地產業的商機。然而，西班牙具爭議性的「黃金簽證」計劃的反應仍低於預期。有關計劃規定，任何人只要在當地投資至少50萬歐元的物業，即能獲得西班牙居留權。香港蘇富比國際物業顧問房地產顧問Lourdes Hernansanz Hernando卻表示，投資者對「黃金簽證」的興趣已逐漸上升。

她指出：「『黃金簽證』極具吸引力，皆因西班牙擁有良好的醫療制度、基礎設施和學校，現時更有機會獲得五成按揭擔保。」

相比2008年的高峰期，目前的房地產價格約下跌了四成。Hernansanz Hernando表示隨著外地買家，尤其是美國、法國及英國人已趁歐元疲弱的機會入手，她預期房地產業將於今年開始復蘇。

Watch the seminar online:
網上重溫研討會：



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工商月刊



What's Next for Ricky Wong?

Midnamed telecommunications magic boy? Ricky Wong seems to have a knack for overcoming insurmountable odds. The Bulletin's Assistant Editor Cathy Au Young spoke with Wong about how he grew his IPO into a business empire worth \$2 billion, the unique management style, as well as what is next for this quintessential Hong Kong entrepreneur.

吳靄儀：「靄儀與吳靄儀的交談，是吳靄儀與吳靄儀的交談。吳靄儀與吳靄儀的交談，是吳靄儀與吳靄儀的交談。」

Young entrepreneur
Wong, identified his entrepreneurial spirit while studying in Taiwan in his teens. He moved there soon thereafter to start a business. He and his students began to improve their grades. In Hong Kong, he found his niche in pursuing to have a career with no title, which is not an option for the technocrats.

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Executives Club: The next generation of business leaders

卓青社：培育新一代的年青商界領袖

The Executive Club launches the Young Executives Club (YEC) this month to strengthen leadership and develop the next generation of business leaders.

The Executive Club launches the Young Executives Club (YEC) this month to strengthen leadership and develop the next generation of business leaders. The club's members, including members of the club's Executive Council, are all first-time business leaders. The club's members are all first-time business leaders. The club's members are all first-time business leaders.

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Exports	100	105	110	115
Imports	100	105	110	115

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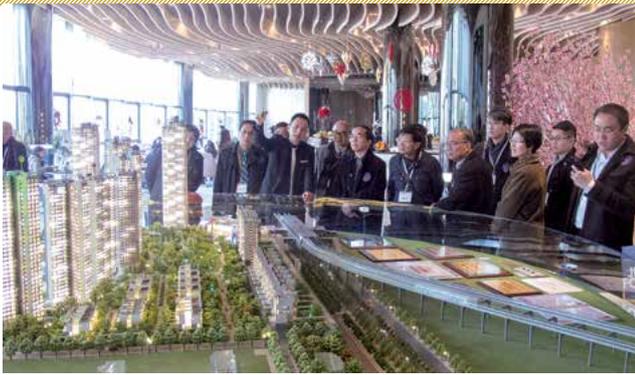
Shenzhen's MTR Metro Line 4 港鐵深圳龍華線



總商會於1月16日率團考察深圳市軌道交通4號線的控制室及維修中心。4號線，又稱為龍華線，是CEPA正式實施以來，深港合作的首個大型基建項目，亦是內地迄今唯一一條採用BOT（建設—運營—移交）方式，並由港鐵公司投資、建設和營運的運輸項目。港鐵致力把優質的服務和管理模式應用於龍華線的營運，以及內地的員工培訓。

總商會考察團參觀了深圳北站，該站將會成為廣深港高速鐵路，以及杭福高鐵的轉乘站。

當日，會員對龍華線的每日載客量（每天載客32,000人次），以及前往福田區和寶安區東部等內地城市的便捷服務，均留下深刻的印象。✿



The Chamber visited the operations control center and maintenance depot of Shenzhen's MTR Metro Line 4 on 16 January. Line 4, also called the Longhua Line, is the first major Hong Kong-Shenzhen cooperation infrastructure project since the inauguration of CEPA, and is the only Mainland transportation project under BOT that is invested, constructed and managed by MTR Corporation Limited. MTR Corporation has applied its high quality service and management model to

manage the Longhua Line, as well as train local staff.

The Chamber delegation rode the line to Shenzhen North Station, which will be the future interchange station for the Guangdong-Shenzhen-Hong Kong high-speed railway line, as well as the Hangzhou-Fujian high-speed railway line.

Members were impressed by the daily capacity of the Longhua Line (32,000 passengers per day) and how it makes travelling to Mainland cities in Futian District and the eastern part of Bao'an District a breeze. ❀



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Power Generation 電力供應

Students learn how various fuel sources are used to power our city, and what career opportunities are open to them, reports staff writer **Kylie Lau**

學生了解各種燃料如何為我們的城市供電，以及業界的就業機會 本刊記者 劉寶馨

Hong Kong is a city that never sleeps, and is always switched on. We never give a second thought to how lucky we are to have an extremely reliable power supply that keeps our dynamic city running. To find out how CLP Power Hong Kong Limited (CLP) accomplishes this, 22 students from Carmel Divine Grace Foundation Secondary School had a guided tour

of the company's Nuclear Resources Centre in Kowloon Bay, under the Chamber's Business-Schools Partnership Programme.

"Nuclear energy is a green and viable mix for our power supply," Iris Wong, Communications Officer of Group Public Affairs of CLP told students during the tour, which showed how a nuclear power station operates and what safeguards are in

place to prevent incidents.

A second group of students from the school also visited CLP's power station and ElectricCity, a museum at the Castle Peak Power Station, to get a better understanding of how power is generated from coal.

Helen Chee, Acting Human Resources Manager — Talent Management of CLP, gave students a briefing about career opportunities with the company. Young CLP staff also shared their experiences with students.

"Career development and training opportunities are two important elements that I look at when choosing job," said one engineer who started working at CLP as a graduate trainee.

He continued to share his career life in CLP and how he gained his skill throughout these years. He told the students on the requirements for being professional engineer. Besides the basic education on physics and



Students' View 學生評價：



"One thing I worry about is how to get along with colleagues when I start work. I don't have any work experience, so worry I may ask my colleagues too many questions and get on their nerves."

— Chan Wai Man

「我擔心日後投身職場時，怎樣與同事融洽相處。由於我毫無工作經驗，因此我怕自己會向同事每事問，不受他們歡迎。」

— 陳慧敏



"The programme gave us the chance to understand how big organizations operate, which is useful in helping us plan our careers."

— Au Yeung Tai Shan

「計劃讓我們有機會了解大機構的運作，有助我們規劃就業路向。」

— 歐陽大山



mathematics, language and communication skill were important as engineers need to communicate with internal staffs and public, good interpersonal skills and positive attitude were another essential criteria. He also gave three advices to students if they want to become an engineer: choose the right subjects,

have self-development plan and have more exposures as there are different routes to become engineer.

The visit ended with a tour of the Castle Peak Power Station for students to see what they had learned so that they fully understood how electricity is generated and transmitted. ❁



“This visit changed my perception of nuclear energy. It used to think it was unstable, but the visit showed us it is in fact safe when all the safety precautions are carefully followed.”

— So Wai Hin

「是次考察令我對核能改觀。我過往以為核能發電並不穩定，但今次的活動讓我們明白，當做足所有安全措施，核能其實是安全可靠的能源。」

— 蘇偉軒



“I was impressed with the display models in the nuclear resources centre, which showed the radiation level of different things that we use or encounter in daily life. I was really surprised that even a banana gives off radiation.”

— Chan Chon Ting

「核能資源中心內的展覽模型，顯示出我們日常接觸的各種物品的輻射水平，讓人眼界大開，而令我更驚訝的是，原來一根香蕉也會釋放輻射。」

— 陳駿霆

Chamber in Review 活動重溫



香港是個不夜城，每晚燈火璀璨。很多人都從未想過能夠享受可靠穩定的電力供應，令這個活力之都時刻運作無間，是一件多幸運的事。為了解中華電力有限公司（中電）如何提供可靠的電力，22位迦密主恩中學的學生在總商會「商校交流計劃」安排下，考察了該公司位於九龍灣的核能資源中心。

中華電力有限公司公共事務部傳訊主任黃潔鈴帶領學生參觀，講解核電站的運作，並如何採取安全措施以避免發生事故。她說：「在本港的發電燃料組合中，核能是環保、可行的能源方案。」

該校的另一批學生亦考察了中電的發電站及位於青山發電廠內的「電力世界」，深入了解燃煤發電的過程。

中電署理人力資源經理一人才發展池月鳳向學生簡介該公司的就業機會。年



青的中電員工亦與學生分享個人經驗。

一位在入職時擔任見習生的工程師表示：「職業發展和培訓機會，是我求職時所考慮的兩大條件。」

他其後分享在中電的工作經驗，以及如何提升個人技能。他向學生講述成為專業工程師的要求時表示，除了物理和數學的基本知識，語文和溝通技巧亦很

重要，由於工程師要與內部員工和公眾溝通，因此良好的人際技巧和正面的態度亦不可或缺。他向有志成為工程師的學生給予三個忠告：選擇合適的學科、訂立個人發展計劃，以及擴闊視野，因為要成為工程師，其實有各種不同的途徑。

最後，學生參觀了青山發電廠，親身了解發電及輸電過程。✿



“We learned more about different jobs, duties and requirements, which was interesting because some jobs are not as simple as I used to think they were.”

— Lee Kwun Wah

「我們深入了解不同的工作、職責和要求，內容十分有趣，因為有些工作並不如想像中簡單。」

— 李冠華



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Feb 9



Joint Business Community
Luncheon with the Honourable
Leung Chun-Ying

Feb 26



Entrepreneur Series:
William Lai, CEO,
Fortune Pharmacal

2015 Chamber Events

FEBRUARY

02
FEB

Young Executives Club
Networking Luncheon with Henry Tang

Joint Business Community Consultation
Forum on Constitutional Development

03
FEB

Powerful, Persuasive Presentation
Skills Workshop

04
FEB

Manpower Committee Roundtable
Luncheon: Standard Working Hours
Implications and Practice

Seminar: Major US and European
Bankruptcy Laws & Essential Protection
Actions

Manpower Committee Meeting

06
FEB

Training: Effective Workplace
Relationships

09
FEB

Joint Business Community
Luncheon with the Honourable
Leung Chun-ying

10
FEB

Tseung Kwan O Landfill Re-Visited

Visit to CUHK Marketing Engineering Lab

Essential People Skills for Newly
Promoted Managers

Good Citizen Award Presentation Ceremony

12
FEB

Unlocking Latin America's Potential

Instructional Design for
Professional Trainers Workshop

Americas Committee Meeting

Legal Committee Meeting

13
FEB

Secret of Interviewing Techniques
with DISC

China's Economy: outlook for 2015

26
FEB

Entrepreneur Series
William Lai, CEO, Fortune Pharmacal

27
FEB

Joint Post-Budget Meeting between
the Economic Policy & Taxation
Committees

Mar 2



Mar 3



Mar 19



May 18



Forum on Constitutional Development: The Hon Rimsky Yuen, Secretary for Justice

Townhall Forum Series: The Hon Gregory So, Secretary for Commerce and Economic Development

Joint Business Community Luncheon: 2015-2016 Budget, The Hon John C Tsang

Annual General Meeting

For further details and a complete listing of all our events, visit us online



MARCH

02
MAR Consultation Forum on Constitutional Development by The Hon Rimsky Yuen, Secretary for Justice

03
MAR Townhall Forum with The Hon Gregory So, Secretary for Commerce and Economic Development

05
MAR Chinese New Year Dinner

09
MAR New Members' Briefing

10
MAR Retail & Tourism Committee Meeting

12
MAR Workshop: Press Release Writing

13
MAR Shipping & Transport Committee Meeting

17
MAR China Roundtable: 2015 China Economic Compass: Risk and Opportunity by Coface
SME Committee Meeting

18
MAR Financial & Treasury Services Committee Meeting

Environment & Sustainability Committee Meeting

19
MAR Joint Business Community Luncheon: 2015-2016 Budget, The Hon John C Tsang

20
MAR China Committee Meeting
China Roundtable: China Tax Update by Deloitte

25
MAR Visit: See Creative Multimedia at CityU
Asia & Africa Committee Meeting

Roundtable Country Briefing: India

27
MAR Green Tour to Civil Aviation Department HQ

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Project Management 項目管理

This one-day introduction to Project Management will equip participants with a basic understanding of the principles, tools and techniques for successful project planning and implementation. It will enable participants to understand the role of a project manager, manage project timelines, resources and risk more effectively, and provide tips for successful project implementation.

為期一天的項目管理簡介課程可讓學員基本掌握項目管理的原則、手法和技巧，為項目的策劃和實施做好準備。學員可從中了解項目經理的職能、有效地管理項目時間表、資源和風險等，並提供成功實施項目的貼士。

Trainer: Anthony Brophy
導師: Anthony Brophy
Date: 18 March, 2015
日期: 2015年3月18日
Time: 9:15 a.m. — 5:15 p.m.
時間: 上午9時15分至 下午 5時15分
Venue: HKGCC Conference Room, 22/F United Centre
地點: 金鐘統一中心22樓香港總商會會議室
Language: English
語言: 英語
Fees: Member \$1,980 / Non-member \$2,500 (Lunch not included)
費用: 會員\$1,980 / 非會員\$2,500 (不包午膳)



Anthony Brophy,
Managing Director of
H. R. Solutions
Anthony Brophy
H. R. Solutions 董事總經理

Press Release Writing Workshop 「有效新聞稿寫作」工作坊

This two-hour workshop is designed to help participants understand how to write press releases that get noticed and get published. Powerful, compelling press releases that contain anecdotes, details and quotes help bringing the story to life and are more likely to generate positive media coverage.

本工作坊旨在協助參加者了解如何撰寫備受注目和會被刊登的新聞稿。新聞稿內容包括精要、詳情和引述受訪者的說話，可令所述事件更生動吸引，有更大機會獲得媒體作正面報導。

Trainer: Jeffrey Timmermans
導師: Jeffrey Timmermans
Date: 12 March, 2015
日期: 2015年3月12日
Time: 9:15 a.m. — 11:15 a.m.
時間: 上午9時15分至11時15分
Venue: HKGCC Conference Room, 22/F United Centre
地點: 金鐘統一中心22樓香港總商會會議室
Language: English
語言: 英語
Fees: Member \$600 / Non-member \$800 (include morning refreshment)
費用: 會員\$600 / 非會員\$800 (包茶點)



Jeffrey Timmermans,
Media Consultant of Connect
Communication
Jeffrey Timmermans
Connect Communication 媒體顧問

Transform Your Company into an Effective Learning Organization with ISO 10015

利用培訓品質保證系統「ISO 10015」
把公司轉化成有效的學習型企業

The role of ISO 10015 is to provide guidance that can help an organization to identify and analyse training needs, design, plan and provide training, evaluate training outcomes, monitor and improve the training process to achieve the objectives. This seminar is to help participants gain an understanding of ISO 10015 and its relation with ISO 9001, how to design an effective training system, the basic elements of ISO standard, and its application within a corporate environment.

ISO 10015系統在企業中擔任一個指導角色，可助企業識別和分析培訓需求、設計、規劃和提供培訓、評估培訓效果，以及監控和改善培訓過程，以達到培訓的目標。講座旨在協助參加者了解ISO 10015系統及其與ISO 9001的分別、如何設計有效的培訓體系，以及ISO 10015系統的基本元素與應用。

Trainer: David Chung
導師: 鍾大為
Date: 24 March, 2015
日期: 2015年3月24日
Time: 2:30 p.m. — 5:00 p.m.
時間: 下午2時30分至5時
Venue: HKGCC Conference Room, 22/F United Centre
地點: 金鐘統一中心22樓香港總商會會議室
Language: Cantonese
語言: 廣東話
Fees: Member \$320 / Non-member \$650 (include refreshment)
費用: 會員\$320 / 非會員\$650 (包茶點)



David Chung,
Manager of SGS Academy (HK)
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