

一月刊 工商月刊

the Bulletin

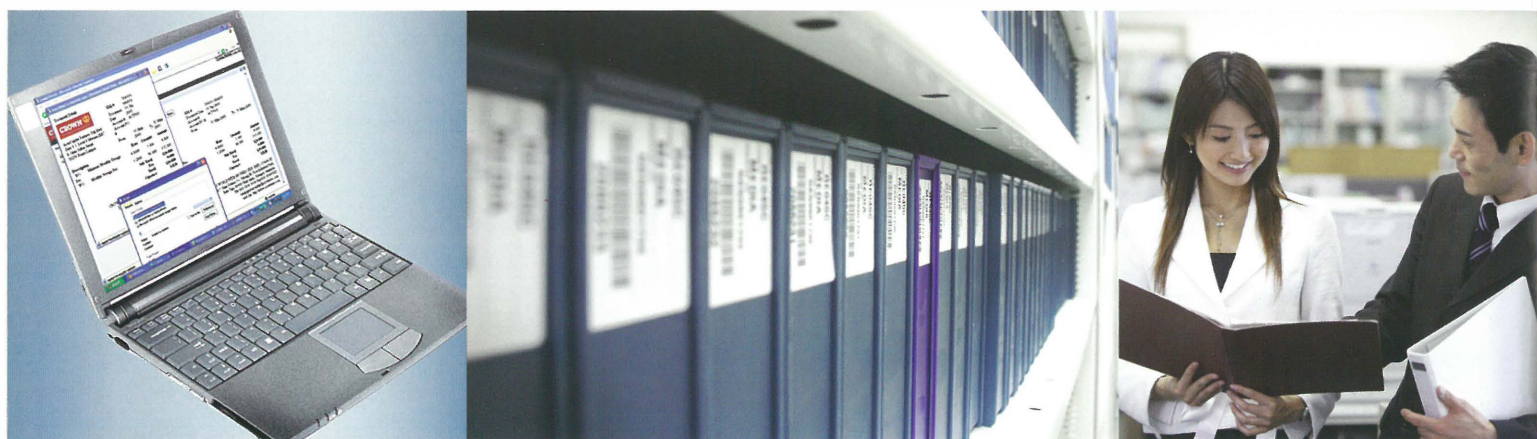
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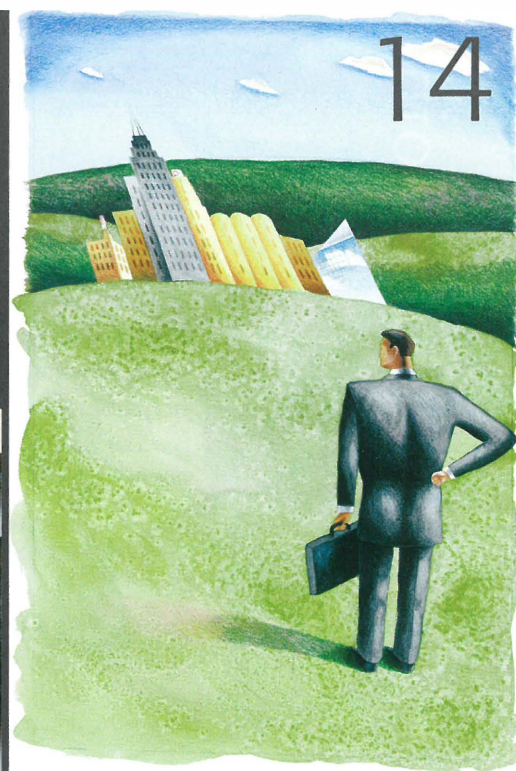


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Hong Kong General Chamber of Commerce
香港總商會 1861



Chairman's desk 主席之言

Dr Lily Chiang 蔣麗莉博士

Investing in Our Future

After another strong year of growth, we may be moving into a more uncertain near-term outlook. Although opinion is still mixed as to the impact that the slowly declining U.S. economy and the inflating Mainland economy will have on Hong Kong, there does seem to be a consensus that we need to be prepared for a tougher year ahead. To ensure we are ready for volatility and the unexpected, we need to invest in Hong Kong's competitiveness.

This year, we may have a fiscal surplus getting close to \$100 billion, or near enough after money is filed away in various pockets. That comes on top of a \$58 billion surplus in the previous, 2006/07 fiscal year, and comprises the largest two-year "profit" on record. In our submission to the Financial Secretary, we have urged that these excess funds be, at least in part, returned to taxpayers through reduced tax rates, to 15% as soon as practical. And, after the Chief Executive's Policy Address it seems a safe bet that we will see at least some relief.

Returning the excesses to the taxpayer is the right thing to do but the benefits may not be shared by the entire community. Given our narrow tax base, fully 82% of the population cannot receive any refund or reduced rates on their salaries taxes because they do not fall within the tax net in the first place. In the longer term, broadening our tax base remains a position which we have urged government for many years. But in the meantime, we should explore options on returning the surplus funds in a way that benefits the whole of Hong Kong.

投資未來

One option, and perhaps the best long-term choice, would be to use a portion of the surplus to invest in Hong Kong's own competitiveness. In our submission, we recommended that the various aspects of our regulatory environment and the processes by which businesses have to comply with regulation be examined with an eye to ensuring we are second to none. Benchmarking our cost of compliance against the best in the world would show us exactly where we should focus our efforts, and why.

As part of the exercise, we should look to our tax regime and the way in which we assess and collect money from companies and individuals. One area that clearly stands out as sub-optimal is the lack of a group loss relief and loss carry-back. This practical, simple means of consolidating the accounts of several companies in a group would reduce the cost of compliance while raising our standard of corporate governance and transparency to the top rung.

A third step toward investing in our long-term sustainability would be to significantly reduce the reporting and tax obligation of smaller companies. A very small amount of revenue comes from smaller companies – less than 2.5% of government revenue from the 85% of companies that have taxable profits of under \$3 million a year. For these businesses, audits and tax returns comprise a significant cost of doing business and we should look for ways to ease their burden. The smaller companies employ most people in Hong Kong.

Finally, there is the overall size and cost of government itself. We all recognize and accept that there are certain services that government performs best, and others that should be left to the private sector. Some years back, there was a lively debate about how to reform the public sector through delayering, privatization, public-private partnerships and, ultimately, reduced headcount. That topic is not so fashionable these days, and as a result our spending is now over \$250 billion a year. Moving some government functions such as licensing, registration or management out of the public sector has been successfully achieved elsewhere, and it is time for us to make an effort here.

We will be watching the Financial Secretary's budget speech with keener than usual interest this year, to see how the tremendous excess accumulated in the past will be most productively utilized for the benefit of the community. Let's hope that the Year of the Rat is a good one for us all, and may I take this opportunity to wish you and your family good health, prosperity and happiness in the year ahead – "Kung Hei Fat Choi!" 🌸

Dr Lily Chiang is Chairman of the Hong Kong General Chamber of Commerce.

經歷另一年的強勁增長後，我們的經濟前景可能面對更多不明朗因素。對於美國經濟放緩和內地經濟熾熱為香港帶來的影響，我們意見不一，然而，大家似乎有一個共識：來年充滿挑戰，我們需要作好充分準備。為確保我們有能力應付未知的波幅和變數，我們必須為香港的競爭力作出投資。

今年，我們的財政盈餘或會接近1,000億元，包括2006/07財政年度的580億盈餘，創下兩年以來最高的「溢利」紀錄。在本會向財政司司長提呈的建議書中，我們促請政府盡快把稅率削減至15%，至少把部分盈餘退還納稅人。行政長官發表施政報告後，我們應可期盼政府至少會推出一些稅項寬減措施。

退還盈餘予納稅人固然是正確的做法，但未必能惠及整個社會。鑒於本港的稅基狹窄，以致多達82%在稅網以外的人士將不能享有任何退款或削減薪俸稅的待遇。本會多年來一直促請政府擴闊稅基，長遠而言，這仍會是我們秉持的立場。然而，與此同時，我們應尋求其他合適的回饋方案，讓整個香港都能受惠。

其中一個方案——可能是最佳的長遠選擇——是利用部分盈餘投資香港的競爭力。在本會的提案中，我們建議政府應仔細審察規管環境的各個範疇和企業依法合規經營須遵循的程序，以確保香港能達到世界一流水平。透過進行基準指標調查，以比較香港與全球表現最佳地區在合規成本方面的差異，將能確切反映我們需致力改善的地方和原因。

作為調查的一部分，我們也應檢討香港的稅制，並探討政府向企業和個人的評稅和徵稅方法。其中一個明顯未及理想的地方，是政府仍未引入集團虧損寬免和本年虧損轉回的安排。合併同一集團內幾家公司的帳目是簡單而實際的做法，既可減低合規成本，也可提高企業管治水平和高級管理層的透明度。

投資香港長遠的可持續發展能力第三步，是要大幅減少小型企業的報告和稅務責任。政府只有極少收入來自小型企業，在每年擁有300萬元以下應課稅利潤的85%企業中，小型企業所帶來的政府收入只佔少於2.5%。對於這些企業而言，審計和報稅卻佔營商成本的相當比重，我們應尋求途徑舒緩它們的負擔，因為小型企業的僱員比率屬全港最高。

最後，我們應留意政府的整體編制和開支。我們都認同某些服務應由政府管理才最合適，而其他則可交由私營機構接管。若干年前，我們曾就如何改革公營部門積極進行討論，方案包括透過精簡架構、私有化、公私營合作以至削減人手等。有關議題如今已不再是關注焦點，結果，我們的開支已增至每年超過2,500億元。一些國家已成功把發牌、註冊或管理等一類的政府服務私營化，故我們也是時候再致力進行這方面的研究。

與以往相比，我們對財政司司長今年發表的財政預算案演辭將會有更熱切的期望和關注，希望了解政府將如何有效善用累積的巨額盈餘，讓社會大眾受惠。謹祝大家鼠年順景，身體健康，事事如意，恭喜發財！

蔣麗莉博士為香港總商會主席。

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Legco viewpoint 立法會視窗

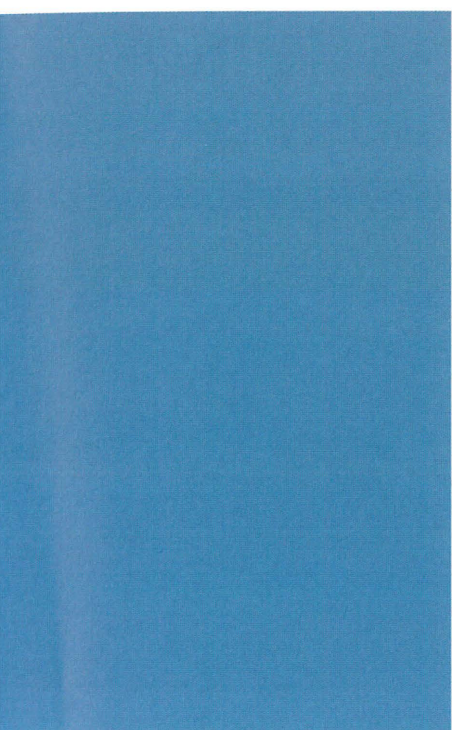
Jeffrey Lam 林健鋒

Everyone Has a Role to Play in Protecting the Environment

January should be the month when temperatures plunge as the worst of winter settles in, but this season, the overcoats stored at the back of our closets seem destined to remain there all year due to the unseasonably warm weather that we are having. Winter seems to have almost disappeared in recent years, possibly as a result of global warming – a phenomenon that has captured the world's attention.

Chinese Premier Wen Jiabao remarked last year that Hong Kong must do more to raise our competitiveness internationally in four key areas. He highlighted innovation, knowledge, talent and the environment, in particular our legal and ecological environments. Stressing the ecology underscores the urgency of arresting the damage that our environment is being subjected to. Recently, the Legislative Council moved a motion debate on global warming, which urged the government to formulate policies as soon as possible to tackle this challenge.

Hong Kong's greenhouse gas emissions are relatively low compared to other cities with similar levels of economic activity. Our emissions per capita in 2005 stood at 6.5 tonnes, far lower than other countries, such as Singapore (9 tonnes), Japan (11 tonnes) and the United States (24 tonnes). This is due mainly to the fact that there



are no power-hungry heavy industries in Hong Kong. However, despite our low carbon footprint, there is still a lot that we can do to strengthen our energy efficiency to curb emissions further.

Electricity generation is the leading source of greenhouse gas emissions in Hong Kong, accounting for over 60% of our total emissions. To reduce greenhouse gas emissions from power plants, Hong Kong's two power companies should proactively develop more renewable energy sources, such as solar and wind power generation, and reduce their use of coal. The government has set a target that by 2010, between 1-2% of energy generated in Hong Kong should be from renewable sources. I hope that this target is only a start, and that renewable sources will account for a much larger percentage of the electricity generation mix in Hong Kong.

Efforts to increase the public's awareness on the importance of energy conservation in their daily lives should also be stepped up. People should be encouraged to turn off all electrical appliances and computers when not in use, and to use more energy-efficient products, such as replacing tungsten bulbs with more efficient compact fluorescent light bulbs (CFLs), as well as using public transportation whenever possible. The business community also has an important role to play in reducing energy consumption, which could be achieved by improving the energy efficiency of their products. Companies operating vehicle fleets should also be encouraged to switch to more environmentally friendly vehicles, and support the government's switch off idling engines campaign. If the various sectors that make up our community conscientiously follow these energy saving efforts, I believe our collective contribution will pay off over time with significant benefits.

Greening our environment by planting more trees to reduce carbon in the atmosphere is another means to combat global warming. Therefore, the government should step up and strengthen efforts to green our city, especially at street level. The business community should also consider incorporating more green features into buildings, such as planting rooftop gardens, to green the city and generally improve our environment.

Tackling global warming is something that we cannot achieve alone. Guangdong and Hong Kong need to join forces to reduce energy consumption, develop sustainable energy sources and work hand in hand to green our environment.

At the APEC meeting in Sydney last September, member economies, including Hong Kong, pledged to reduce greenhouse gas emissions by 25% from 2005 levels by 2020. Given that target, Hong Kong is expected to reduce its greenhouse gas emissions by about 20 million tonnes.

I am sure all readers are aware that the 2007 Nobel Peace Prize is shared by former U.S. Vice President Al Gore and the UN's Intergovernmental Panel on Climate Change, who have dedicated their lives to educating us to the potential dangers of global warming. To promote peace and social harmony, we need to work hand in hand to maximize the results of our efforts to reduce emissions. 🌸

If you have any views or comments, please send them to me directly at, jefflam@fowind.com.hk, or visit my Website at www.jeffreykflam.com

Jeffrey Lam is the Chamber's Legco Representative.

一月應該是嚴冬季節，但在今個冬天，存放在衣櫃內的大襖，你又穿過多少次呢？近年的冬天，好像已變得愈來愈模糊，這正好反映全球各地擔心的氣候暖化問題已日趨嚴重。

國家總理溫家寶早前提出提升香港國際競爭力的四大方向，分別是創新、知識、人才和環境。他所講的環境，是指法治環境和生態環境，可見改善生態環境問題刻不容緩，與大家息息相關。立法會亦就全球暖化問題進行了動議辯論，促請政府盡快制定措施，全力以赴應對此挑戰。

雖然本港的溫室氣體排放量，較其他經濟發展水平相若的城市為低，於2005年本港的人均排放量為6.5公噸，新加坡為9公噸，日本為11公噸，美國為24公噸，這主要是由於本港沒有耗用大量能源的重工業。然而，我們仍然有空間提高能源使用和效益，減少排放。

本港的溫室氣體排放主要來自發電，佔總排放量超過六成。因此，要紓緩發電時排放的溫室氣體，兩電應更積極開發可再生能源，包括太陽能、風能等，減少燃煤發電。政府的目標，

是在2010年之前，可再生能源的發電量，可以滿足全港總電力需求的1%至2%。我希望這個目標只是一個開始，增長可以愈來愈快，使發電量愈來愈多。

市民在日常生活中，應多留意節省能源，要緊記關掉無用的電器、電腦；多採用具能源效益的產品，例如用恆電膽取代鎢絲燈泡，以及盡量以公共交通工具代步。工商界則應提升產品的能源效益，推出更多恆電產品供消費者選擇；公司車隊應多選用環保車輛，並響應停車熄匙。我相信，只要社會各階層多貫徹生活省電小貼士，成果將會一點一滴累積，日漸變得顯著。

綠化環境，以樹木吸收二氧化碳是應對暖化的另一方法。因此，政府應加快、加強、擴大全港街道綠化計劃，而工商界亦應多考慮在樓宇增設綠化設施，如利用天台位置，栽種合適的植物。

對付全球暖化，並不能單打獨鬥，必需加強地區合作。因此，粵港兩地應聯手合作研究節能、開發新能源和植樹造林。

在亞太地區方面，去年9月於澳洲悉尼舉行的亞太經濟合作組織領袖會議上，香港便與出席的20多個組織成員簽署及共同發表一份聲明，致力在2030年把能源強度由2005年的水平降低25%，預計本港屆時可減少排放約2,000萬噸溫室氣體。

我相信大家都有留意到，2007年諾貝爾和平獎的得主，是美國前總統戈爾和「聯合國政府間氣候變化專業委員會 (IPCC)」，他們均致力研究全球暖化和促使公眾關注氣候變化。因此，要世界和平，社會和諧，大家都要配合，讓減排效果達到最高。✿

歡迎你把意見和看法直接寄給我，電郵：jefflam@fowind.com.hk；或進入本人網頁：www.jeffreykflam.com

林健鋒為香港總商會立法會代表。

“

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CEO comments 總裁之見

Alex Fong 方志偉

HKGCC Membership: Outstanding Value for Money

Very often in our busy lives, at Chamber events for example, you see people you know by sight, or perhaps you know what business they are in, but rarely have the opportunity to get to know them better. But at the Chamber's annual Christmas Cocktail last month, hundreds of members used the occasion to stop and chat after exchanging name cards. I, too, managed to get to know many of you better, and to hear first hand what you like about the Chamber, what you don't, and what you want to see for your membership dues.

You should have received our membership renewal notice recently and as our Chairman Dr Lily Chiang pointed out during her speech at the cocktail, we hope you will fill out the invoice and send it back to use so that we can process your membership for 2008. We thank you if you have already done so. The Chamber membership fee of 4,000 dollars a year has been kept steady for the past decade. Through cutting costs and enhancing revenue every year, we have frozen membership dues since 1997. Consequently, we offer some of the best value for money in Hong Kong.

Our value offer can be simply stated as providing "ABC" service for our members. Under A, our "Advocacy" role is second to none. The Chamber works extremely hard to represent your views. We regularly undertake research and collect views from members on their concerns and issues affecting business to bring them to the attention of the authorities. Many of these affect the core of members' businesses, such as the recent changes to the processing trade policy in the Mainland, or reductions in profits tax which we lobbied the government

總商會會藉： 物超所值

hard on. Others are more wide reaching. A major initiative is “Project Clean Air,” which was initiated by the Chamber to accelerate efforts to clean up the air that we breathe. Our voice lobbying on members’ behalf will be particularly vocal in 2008 as the government plans to draft a number of regulations which, if badly thought out, could seriously hamper members and Hong Kong’s competitiveness. Another project is the talent development initiative which we have undertaken with our CEO Manpower Conference in 2007, and the establishment of a policy study group under HKCSI on education and manpower.

Under B, we provide “Business services” to our members. The more obvious business services that we provide include our Certificate of Origin and ATA Carnet trade services. But we also reach out to support your companies’ efficiency by providing quality training programs to member companies’ staff. Moreover, we offer rebates through our training fund for SMEs employees, and discount coupons for them to attend our many events. Through these programs, we offer guidance and information on how members could make better use of the Hong Kong business environment to develop their business.

For C, we help our members to “Connect.” Many of you make very good use of our functions, events and activities to develop connections with other business professionals in Hong Kong, the Mainland and internationally, all of which have the potential to generate business opportunities. Many members make use of our networking functions, like our recent Christmas cocktail, or Business Summit program which featured Britain’s former Prime Minister Tony Blair as dinner speaker this year, to connect with other members. Others join our “Meet the Minister” forums to gain access to government officials and other contacts relevant to their business needs. Members joining our Chamber trips and overseas missions always return home with some new, valuable information, leads or contacts that they plan to use to grow their business.

We are the biggest and the oldest chamber in Hong Kong with a good mix of membership from big to medium to small companies, as well as local, Mainland and international companies. Therefore, your membership with us represents an affiliation with the only local chamber that is international, and the only international chamber that is local. For members, old and new alike, we have much to offer you.

But we cannot do our job properly without your membership, your involvement and your contributions – both non-financial and financial. I sincerely hope that all of you will continue to support the Chamber with your presence, participation and by renewing your membership so that we can continue to work for and on behalf of you – and more importantly, so that you can continue to benefit from our services.

As we embark on the Year of the Rat, I would like to wish all our members good health and prosperity in the year ahead: “Kung Hei Fat Choi!” 🌸

Alex Fong is CEO of the Hong Kong General Chamber of Commerce.

在繁忙的生活中 (例如在本會活動上)，我們經常會遇到熟識的面孔，或許你知道他們從事甚麼業務，但甚少有機會進一步認識他們。然而，在本會上月舉行的年度聖誕聯歡酒會上，數百名會員終於能藉著這次機會聚在一起、互相交換名片、暢談聯誼。我也藉此加深對諸位的認識，並聽取各位對總商會的第一手意見，包括讚賞與批評，以及了解你們對本會會藉的期望。

你近日或已收到續會通知。正如本會主席蔣麗莉博士在酒會上致辭時指出，我們期望你能填妥續會表格，並寄回本會，以辦理2008年的續會手續。在此，我們對已經續會的會員深表謝意。本會會費在過去十年一直維持每年4,000元。我們每年透過開源節流，得以把會費自1997年起凍結至今。因此，我們的會藉堪屬本港最物超所值之選。

本會為會員提供的超值服務可簡分為三類。就第一類服務而言，本會「倡議政策」的角色無可比擬。本會傾力傳達商界的聲音，定期進行研究及徵集會員意見，以了解商界的關注和面對的問題，然後向有關當局反映。其中多項議題均會對會員的核心業務造成影響，例如近期內地加工貿易政策的轉變，或本會多番促請政府推出的利得稅寬減措施。本會也發起其他意義深遠的項目，例如我們提出的「清新空氣計劃」，旨在推廣環保和清新空氣的訊息。政府將於2008年計劃草擬多項規例，有關規例的內容若未臻完善便獲通過，可嚴重損害會員及香港的競爭力，故本會今年的重點工作之一，將會是致力代表會員向政府進行游說。另一個

須處理的項目是人才發展措施。在2007年，我們透過舉辦「總裁人力會議」，並在香港服務業聯盟轄下設立政策研究小組，以探討教育和人力的議題。

第二類服務是指本會為會員提供的多元化「商業服務」，較明顯的包括產地來源證及臨時入口免稅特許證的簽發貿易服務。我們也會向會員公司提供優質的員工培訓課程，協助提升企業效率。此外，我們透過設立培訓基金向中小企僱員提供回贈，他們也可獲發折扣優惠券，以參加本會舉辦的眾多活動。透過這些課程，我們可向會員提供指引和資訊，助他們更有效善用香港的營商環境發展業務。

第三類服務是我們協助會員建立「聯繫」。許多會員透過本會舉辦的各類活動與其他香港、內地及國際的商業人才建立聯繫，從而發掘潛在商機。不少會員也善用本會的聯誼活動接觸其他會員，例如近期舉行的聖誕聯歡酒會，以及今年邀得英國前首相貝理雅擔任晚宴講者的商業高峰會。此外，有些會員藉著參加「與局長會面」論壇，聯繫政府官員及其他相關人士，以解決他們的業務需要。參與

過本會舉辦的考察團及海外訪問團的會員均表示這些活動能為他們帶來新的實用資訊，並有助建立商務聯繫，以拓展業務。

本會是全港規模最大、歷史最悠久的商會，會員來自不同背景，涵蓋大、中及小型企業，以及本地、內地以至國際企業。因此，你若成為本會會員，就等於加入了獨一無二的國際化本地商會和本地化的國際商會。無論你是新或舊的會員，我們都竭誠為你提供多元化服務。

然而，若缺少你的加入、參與、財務和非財務方面的支持，我們的工作將無法有效延續。我誠盼各位會員透過續會和參與本會的活動，繼續支持本會，讓我們可以繼續為你效勞，扮演「商界之聲」，讓你可繼續受惠於本會的服務。

鼠年將至，我謹祝願各位會員來年身體健康、事事順景，恭喜發財！

方志偉為香港總商會總裁。

“

I sincerely hope that all of you will continue to support the Chamber so that we can continue to work for and on behalf of you.

我誠盼各位會員繼續支持本會，讓我們可以繼續為你效勞，扮演「商界之聲」。

”

百周年呈獻

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現有押匯客戶⁵

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每期⁶經本行辦理押匯業務量²較上年同期增長10%⁷或以上而同時增長金額達HKD10,000,000或其等值⁷，即可獲：

- 百周年誌慶精美禮品乙份
- 每HKD10,000,000或其等值之增長⁷可獲**HKD100**超市禮券⁸及**HKD100**押匯服務費現金券⁴，並額外獲得大抽獎機會一次⁶

大抽獎

獎品豐富，有機會獲得：

- 頭獎（一名）：太平洋信用卡免找數簽賬額**HKD15,000**³或手提電腦乙部
- 二獎（二名）：太平洋信用卡免找數簽賬額**HKD3,500**³或手提電話乙部
- 三獎（三名）：太平洋信用卡免找數簽賬額**HKD1,500**³或打印機乙部
- 額外獎賞（十名）：太平洋信用卡免找數簽賬額**HKD500**³或超市禮券**HKD500**

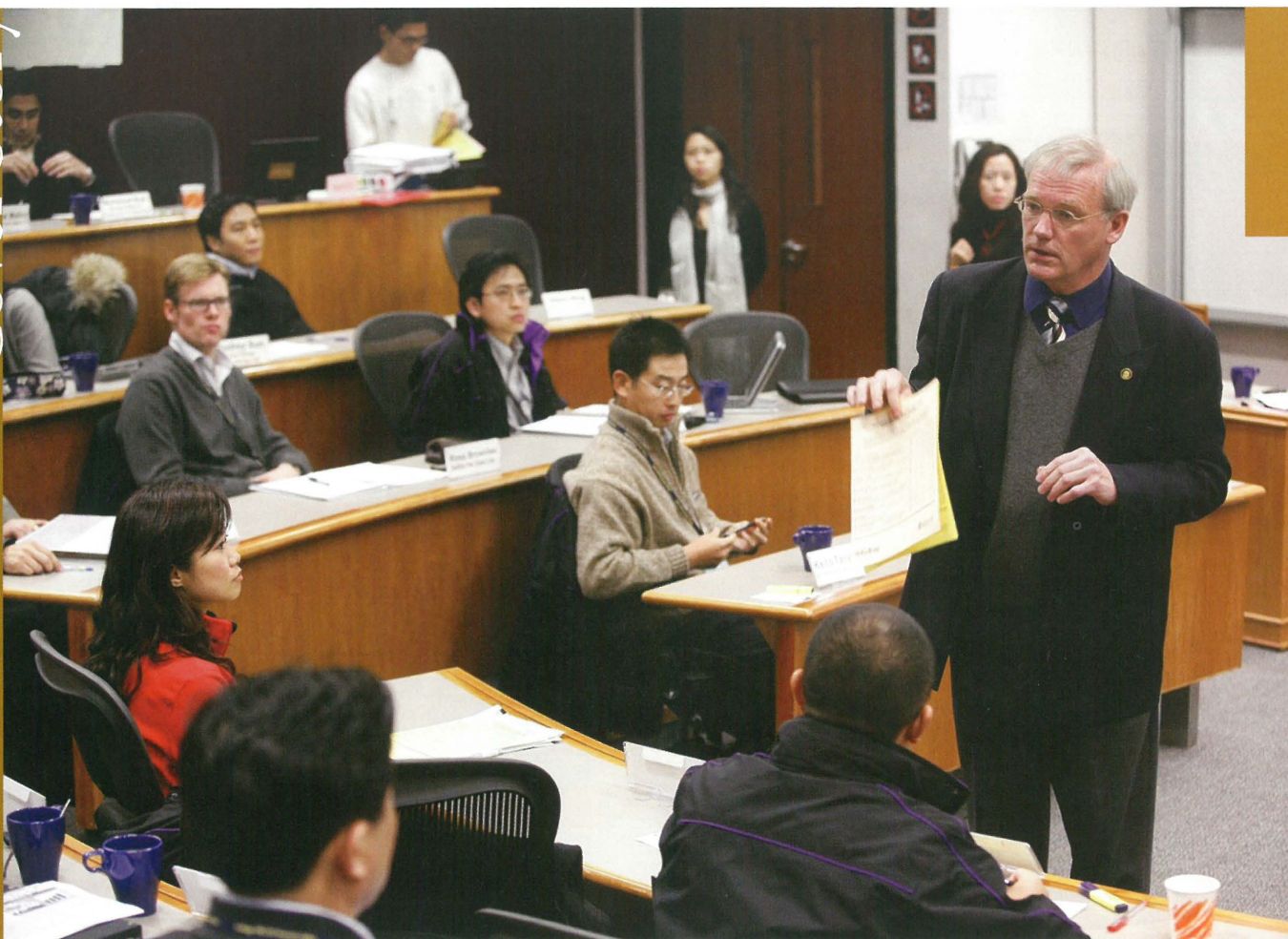
條款及細則：1. 新押匯客戶指 (a) 從未開立押匯戶口的企業客戶，或 (b) 曾開戶但其押匯戶口於2007年11月底前已取消的企業客戶。2. 押匯業務指開立信用證、進口托收單、出口單據/託收、出口信用證匯付/託收及進出口發票融資，而押匯業務必須於2007年12月1日至2008年3月31日（包括首尾兩天）內成功辦理。3. 如選擇領取免找數簽賬額，須提供決議摘錄（如是有限公司）或公司授權信函（如非有限公司）授權回贈於指定人士名下之太平洋信用卡。使用該信用卡將受交通銀行太平洋信用卡卡約所約束。信用卡免找數簽賬額不可兌換為現金及不可轉讓。提取或轉出該免找數簽賬額之任何金額將被視為現金透支。有關的現金透支手續費及利息費用將依照交通銀行太平洋信用卡收費表所列被收取。於信用卡免找數簽賬額存入得獎客戶的信用卡主卡賬戶時，賬戶須仍然有效及狀態良好，方可獲得獎賞。4. HKD100之押匯服務費現金券以兩張每張HKD50面值的形式提供。其使用條件請參閱現金券上之條款及細則。5. 現有押匯客戶指於2007年11月底或之前已開立之現有押匯戶口的企業客戶。6. 分兩期獨立計算，第一及二期分別為2007年12月1日至2008年1月31日（包括首尾兩天）及2008年2月1日至2008年3月31日（包括首尾兩天）。每兩期未結算不足HKD10,000,000或其等值之金額不會累計至下一期。大抽獎則在累計兩期結果後進行。抽獎次序會由頭獎開始計算，然後兩次二獎，之後三次三獎。如此類推。如合資格之抽獎機會較獎賞總金額少，則至所有抽獎機會均已獲止。各得獎客戶將獲個別發信通知領獎。7. 如現有押匯客戶於2007年3月31日後開立之押匯戶口，或於2006年12月1日至2007年1月31日（包括首尾兩天）或2007年2月1日至2007年3月31日（包括首尾兩天）交辦之押匯業務量少於3,800萬港元，本行將以3,800萬港元預設押匯業務量作每期基數。計算增長比較。例：押匯客戶於2006年12月1日至2007年1月31日之業務量為1,000萬港元，於2007年12月1日至2008年1月31日之業務量須最少為4,800萬港元以符合較上年同期增長10%或以上（4,800萬港元/3,800萬港元×100%=26%）而同時增長金額達HKD10,000,000（4,800萬港元-3,800萬港元=1,000萬港元）。8. 每位現有押匯客戶於2007年12月1日至2008年3月31日（包括首尾兩天），包括第一及二期，超市禮券總獎賞之上限為HKD1,600。例：現有客戶於2006年12月1日至2007年1月31日之業務量為10億港元，於2007年12月1日至2008年1月31日之業務量為11億港元，可獲超市禮券HKD1,000。而於2007年2月1日至2007年3月31日之業務量為20億港元，於2008年2月1日至2008年3月31日之業務量為22億港元，客戶可獲超市禮券HKD600（本可獲超市禮券HKD2,000，因獎賞之上限為HKD1,600，所以只可獲超市禮券HKD600）。新押匯客戶則沒有較上年同期增長押匯業務量之要求，而「推廣期」內超市禮券總獎賞之上限為HKD1,600。9. 本行對是次的獎賞獎品的品質概不負責。10. 是項推廣的任何爭議，本行保留最終決定權。11. 交通銀行股份有限公司香港分行有權修改上述條款及細則而毋須另行通知。

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In an era when companies are scrutinizing every cent that they spend, many are starting to question the value of paying for staff with advanced business degrees – once seen as the ticket to senior management echelons.

Professors Warren Bennis and James O'Toole, discussed some of the shortcomings of business schools in their article, "How Business Schools Lost Their Way," published in the Harvard Business Review. They said MBA programs face intense criticism for failing to impart useful skills, failing to prepare leaders, and even failing to lead graduates to good corporate jobs.

"These criticisms come not just from students, employers and the media, but also from deans of some of America's most prestigious business schools," they said.

They believe that MBA programs are so academically designed that they are more of an academic discipline than a business profession. As they remarked, "some of

the research produced is excellent, but because so little of it is grounded in actual business practices, the focus of graduate business education has become increasingly circumscribed – and less relevant to practitioners."

They pointed out that the problem is not that business schools have embraced scientific rigor, but that they have forsaken other forms of knowledge. "The entire MBA curriculum must be infused with multidisciplinary, practical, and ethical questions and analyses reflecting the complex challenges business leaders face," the professors argued.

Steven DeKrey, Associate Dean, Director of Masters Programs and Adjunct Professor of Management at the HKUST Business School, however, said top business schools regularly reform the curriculum to tailor to aspiring executives' needs.

"During the 1950s to '60s, work experience was the major criteria for selecting candidates

The Business of Education

商業教育：知行並重？

By Anita Lim 林明賢

of most of the MBA programs. But later on they were criticized for being too vocational, so they changed to become more research oriented,” he explained. “Recently, demand for a balanced program is so significant that many of the top MBA curriculums have been changed and carry out dual missions to educate practical leaders and to create knowledge through research.”

For the University of Science and Technology Business School, in addition to its dual tracks of applied knowledge and research analysis, Prof DeKrey feels that building partnerships with top business schools overseas is another way to ensure MBA programs remain competitive. He explained that UST’s Executive MBA program, which was launched in 1998, is taught in conjunction with the Kellogg School of Management.

“Not only can the quality of the program be improved through the partnership, but also its profile and the level of expertise. The fact that UST topped the list in this year’s Financial Times EMBA global rankings justifies our strategies and achievements,” he added.

Professor Kevin Au, Associate director of the Chinese University of Hong Kong’s MBA Programs, another top business school in Asia, agrees. He explained that CU’s MBA curriculum has been beefed up with practical modules ranging from leadership skills to the latest philosophies in corporate social responsibility. In addition, CU’s MBA program also tackles China and Asia’s business environments, making it particularly attractive to overseas students.

“We have been reviewing our curriculum to make sure that our research work can always

Business schools aim to equip executives with the necessary skills to take on the challenges of an increasingly complex business world, but are they hitting the mark?

商學院的辦學目的是向行政人員傳授所需技能，以應付日益複雜的商業社會及其所帶來的種種挑戰；然而，它們是否真的能達到此目標？

be justified by practical solutions. Since our mission is to train long-term leaders, we enrich the program from time to time, to reach its utmost breath and depth,” he said.

Aside from regular MBA and EMBA programs, Lawrence Chan, Administrative Director (Marketing and Student Recruiting) of CU’s MBA program, said dual degrees are growing in popularity. CUHK Business School has collaborated with HEC Paris to provide solid business training in an international environment. He explained that students who fulfill the requirements of both institutions, will be awarded with two MBA degrees, one from each institution.

Regaining relevance

As more institutions offer MBA programs, the issue of regaining the prestige, value and relevance of an MBA qualification has come into the limelight. Philosopher and mathematician Alfred North Whitehead once said: “Imagination is not to be divorced from the facts The tragedy of the world is that those who are imaginative have but slight experience, and those who are experienced have feeble imaginations.”

Professors Bennis and O’Toole said that for MBA programs to ensure their relevance, they must come to grips with the reality that business management is not a scientific discipline, but a profession, and as such both

imagination and experience are vital. As a profession, business schools also must deal with what a professional education requires, integrating knowledge and practice.

Roy Massey, Group Director – Human Resources, CLP Power Hong Kong, feels the growing popularity of MBA education has highlighted the question of the quality of MBA programs and schools' enrollment requirements.

Mr Massey earned his MBA from the Manchester Business School in 1985, after having to apply twice to make it through the rigorous selection process. At the time, holders of an MBA degree stood out. Today, he believes that MBA education is not as elite as it used to be.

“Over the past 20 years, there has been an explosion of institutions providing MBA education and, increasingly, it is being seen as a more common qualification that no longer can benchmark or differentiate people. So, the issue is not whether someone has got an MBA or not, but where did they get the MBA from,” he explained.

So does this mean the value and reputation of Master of Science in Business programs could rise to the point where they replace an MBA? Prof DeKrey thinks not. He explained that an MSc and MBA are designed for candidates heading for different career destinations.

“If you have a finance job and would like to get promoted, you are likely to take an MSc program,” he said. “But if you are targeting yourself as a business leader equipped with a strong knowledge base and with the right mindset of risk taking and innovative thinking, an MBA would be the right choice.”

But how do big enterprises view an MBA qualification?

YK Pang, Director of Jardine Matheson Ltd, said that although an MBA is not necessarily a “must-have qualification” for management, it gives young executives an advantage if they can apply what they learned from an MBA program.

“As business skills and knowledge – ranging from accounting methods, international relations to leadership and collaboration skills – are taught in the curriculum, an MBA degree holder is better equipped not only for the job, but also for his or her personal performance,” he said.

Mr Massey said when screening job applicants, an MBA qualification is just one aspect in the selection criteria, along with a candidate's background and work experience, that he considers.

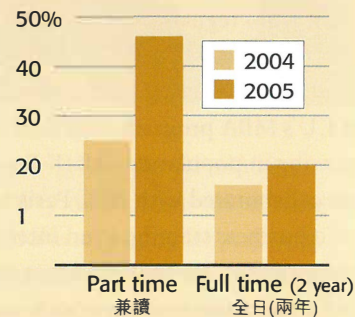
“An MBA can help you to do your job better,” he said. “But because your career is based on how you do your job, an MBA is no substitution for performance.”

MBA applications

工商管理碩士申請

Percentage of MBA programs with application increases:

申請人數上升的工商管理碩士課程百分比



Source: Graduate Management Admission Council USA

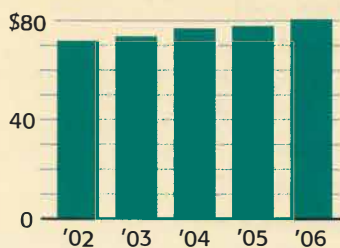
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MBA salaries, recruiting

工商管理碩士薪酬及招聘

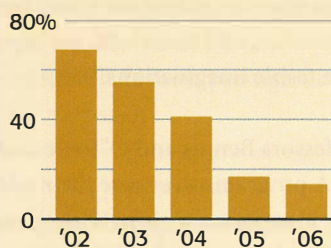
Base salaries for MBAs have been on the rise in recent years
工商管理碩士畢業生的基本薪酬近年不斷上升

In thousands U.S. 1,000美元計



Source: GMAC Corporate Recruiters Survey

Percentage of corporate recruiters who say they would restrict MBA recruitment because of economic concerns
企業因經濟考慮擬限制聘用工商管理碩士畢業生百分比



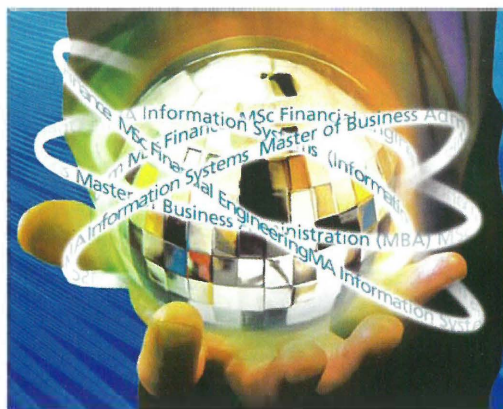
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CityU's Faculty of Business

International Excellence with Local Relevance



香港城市大學
City University
of Hong Kong



- ▶ CityU has been ranked 149th by the Times Higher Education Supplement 2007
- ▶ CityU's Faculty of Business is accredited by AACSB International and EQUIS, the two leading accrediting agencies for business schools worldwide
- ▶ CityU's Faculty of Business ranks amongst the top 100 business schools in the world according to the School of Management of the University of Texas at Dallas
- ▶ We have a team of 170 academic faculty members in the Faculty of Business, most of whom are PhD holders
- ▶ We are encouraged and aided by a large group of enthusiastic industry experts
- ▶ We are at the cutting edge in Asia in the use of information technology and indigenous case studies in our programmes

Knowledge Nexus Business Consortium

The Faculty of Business at CityU is committed to excellence in providing business education for the knowledge-based economy. To promote life-long learning and continuous executive development, the Faculty of Business has established a Knowledge Nexus Business Consortium for its Master's degree programmes. The Consortium offers substantial flexibility in credit transfer between the programmes and provides a broad range of electives.

Teaching is fully supported by all departments in the Faculty of Business, including:

- | | |
|---------------------------------------|-------------------------------------|
| ▶ Department of Accountancy | ▶ Department of Management |
| ▶ Department of Economics and Finance | ▶ Department of Management Sciences |
| ▶ Department of Information Systems | ▶ Department of Marketing |

Professional Doctorate Programme

- ▶ Doctor of Business Administration (DBA)

Taught Postgraduate Programmes

- | | |
|--------------------------------------------------------|----------------------------------------------------|
| ▶ Executive Master of Business Administration (EMBA) | ▶ MSc Business Information Systems |
| ▶ Master of Business Administration (MBA) | ▶ MSc Electronic Business and Knowledge Management |
| ▶ MSc Professional Accounting and Corporate Governance | ▶ MSc Electronic Commerce # |
| ▶ Postgraduate Certificate in Professional Accounting | ▶ MSc Information Systems Management |
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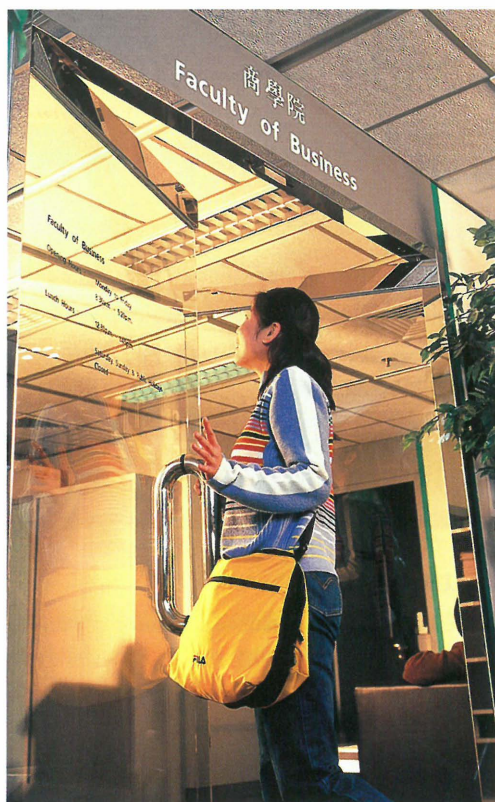


Graduate Studies Information Day

Date : 12 January 2008 (Saturday)

Time: 1:00 - 6:30pm

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曾幾何時，高級商業學位都被視為晉身高級管理層的先決條件，然而，在商界力求嚴控開支的時代，不少企業或會質疑聘用具高級商業學歷人士的實際價值。

Warren Bennis和James O'Toole兩位教授在《哈佛商業評論》發表了一篇題為「商學院何以迷途」的文章，討論商學院的一些缺失。他們指出，商學院開辦的工商管理碩士課程受到猛烈批評，原因是課程不但未能傳授實用的技能、未為領袖提供合適的培訓，甚至未能為畢業生帶來良好的就業機會。

他們說：「這些批評不只來自學生、僱主和傳媒，還有來自一些美國知名商學院的院長。」

他們認為，工商管理碩士課程的設計過於偏重理論，較像一門學術性科目，而多於商業實務課程。他們寫道：「部分研究雖然做得相當出色，但由於只有很少部分建基於實際的商業應用，導致高級商業教育的重點點漸變得規範，偏離實際的商業運作。」

他們指出，問題不是出於商學院的課程內容變得科學化，而是它們摒棄了其他種類的知識。兩位教授認為：「整個工商管理碩士課程必須涵蓋跨學科、實用和道德性的問題和分析，以反映商業領袖所面對的複雜挑戰。」

然而，香港科大商學院副院長、碩士課程主任及管理副教授戴啟思表示，一些頂尖的商學院會定期改革課程內容，以迎合行政人員的需要。

他解釋：「在1950至60年代，工作經驗是大部分工商管理碩士課程的主要收生標準，但由於這些課程被批評過份職業化，故後來才改以研究為主。近年，隨著行政人員對均衡課程的需求顯著增加，許多優質的工商管理碩士課程亦緊隨改革，在教學上推行雙向發展，知行並重，務求培訓出務實的領袖，以及透過研究創造知識。」

戴教授續說，香港科大商學院的工商管理碩士課程能成功保持競爭力，除了是因為院方實行應用知識與研究分析兼備的雙軌教學外，科大與海外頂尖的商學院建立夥伴關係，也是原因之一。他解釋，自1998年起，科大已開始與凱洛格管理學院合辦行政人員工商管理碩士課程。

他說：「透過與其他院校合辦課程，學院不僅能改善課程質素，也可提升其名氣和專業水平。事實上，科大的行政人員工商管理碩士課程在《金融時報》今年公布的排名榜上奪得全球第一，已足證我們的策略和成就。」

香港中文大學商學院是亞洲區內另一所的頂尖商學院。對於課程應理論與實踐兼備，該學院的工商管理碩士課程副主任區玉輝教授亦表認同。他解釋，中大的工商管理碩士課程已增設一些實用性的單元，不論是領導技巧或近年引起關注的企業社會責任等內容，均有涉獵在內。中大的工商管理碩士課程亦有探討中國和亞洲的商業環境，對海外學生尤具吸引力。


他說：「我們一直在檢討學院的課程，以確保我們的研究工作能夠得到實質方案的支持。我們的宗旨是培訓未來長遠所需的領袖，因此必須不時豐富教學課程，使其變得更成熟和全面。」

除了一般的工商管理碩士課程及行政人員工商管理碩士課程外，中大工商管理碩士課程行政主任（課程推廣及招生）陳行健表示，雙學位已日趨普遍，而中大工商管理學院亦正與法國巴黎高等商學院合辦課程，讓學生在國際環境下接受實用的商業培訓。學生成績若能符合兩所學院的要求，畢業時將可兼取兩校各自頒發的工商管理碩士學位。

與現實重新接軌

隨著更多學院提供工商管理碩士課程，如何提高工商管理碩士資歷的名聲、價值和實用性，已成為業界的焦點。哲學和數學家Alfred North Whitehead曾說：「創意不可脫離現實……然而，令人遺憾的是，富創意的人往往缺乏經驗，經驗豐富的人卻往往欠缺創意。」

Bennis和O'Toole兩位教授認為，要確保工商管理碩士課程能切合實際應用需要，商學院必須理解工商管



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理不是一門科學學科，而是一門專業，故創意和經驗都極其重要。有關課程作為一門專業，亦必須達到專業教育的要求，力求知行合一。

香港中華電力有限公集團人力資源總監馬思齊指出，工商管理碩士教育日益普及的趨勢，令人關注到工商管理碩士課程的質素和入學要求。

馬先生在1985年於曼徹斯特商學院取得工商管理碩士學位，他憶述當年也需經過兩次的入學申請，才能通過嚴格的篩選過程。當時，工商管理碩士課程培訓出來的畢業生盡是精英，惟他認為，現今的工商管理碩士教育已不如以往般優秀。

他解釋：「過去20年，開辦工商管理碩士課程的院校數目激增，有關學位也逐漸被視為普通資歷，不能再用作評估或識別人才的基準。因此，問題重點並不在於有否取得工商管理碩士學位，而是他們從哪裡獲得有關資歷。」

隨著商業理學碩士的價值和名聲有所提升，這是否意味著它將取代工商管理碩士課程的地位？戴啟思教授對此不表認同。他解釋，理學碩士和工商管理碩士的課程所針對的，是追求不同事業目標的人士。

他說：「若你從事金融工作，並希望獲得晉升，修讀

理學碩士課程將會是途徑之一。然而，若你的目標是成為商業領袖，具備廣博的知識基礎，以及擁有敢於承擔風險的心態和創新的思維，則工商管理碩士課程會是正確的選擇。」

然而，大型企業如何看待工商管理碩士課程的資歷？

怡和管理有限公司董事彭耀佳表示，儘管工商管理碩士學位未必是一項「必備的資歷」，但假若年輕的行政人員能實踐工商管理碩士課程傳授的知識和技能，則有關學歷確實可為他們帶來優勢。

他解釋：「由於課程涵蓋商業技能和知識，包括會計方法、國際關係及領導和合作技巧等，因此，工商管理碩士畢業生不只具備更佳的工作知識，也能夠提升其個人表現。」

雖然如此，馬先生表示，甄別應徵者時，工商管理碩士資歷只是遴選準則之一，求職者的背景和工作經驗也是考慮的因素。

他說：「工商管理碩士課程能助你把工作做得更好，但你的事業成功與否，在乎你如何把工作做好，因此工商管理碩士學位並不能取替工作表現。」

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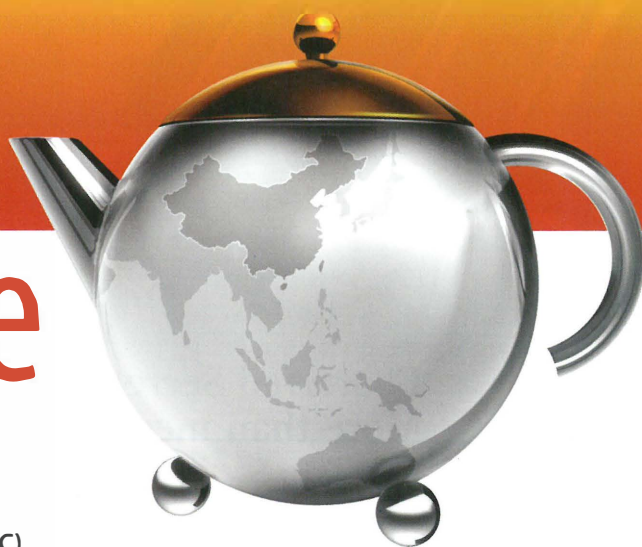
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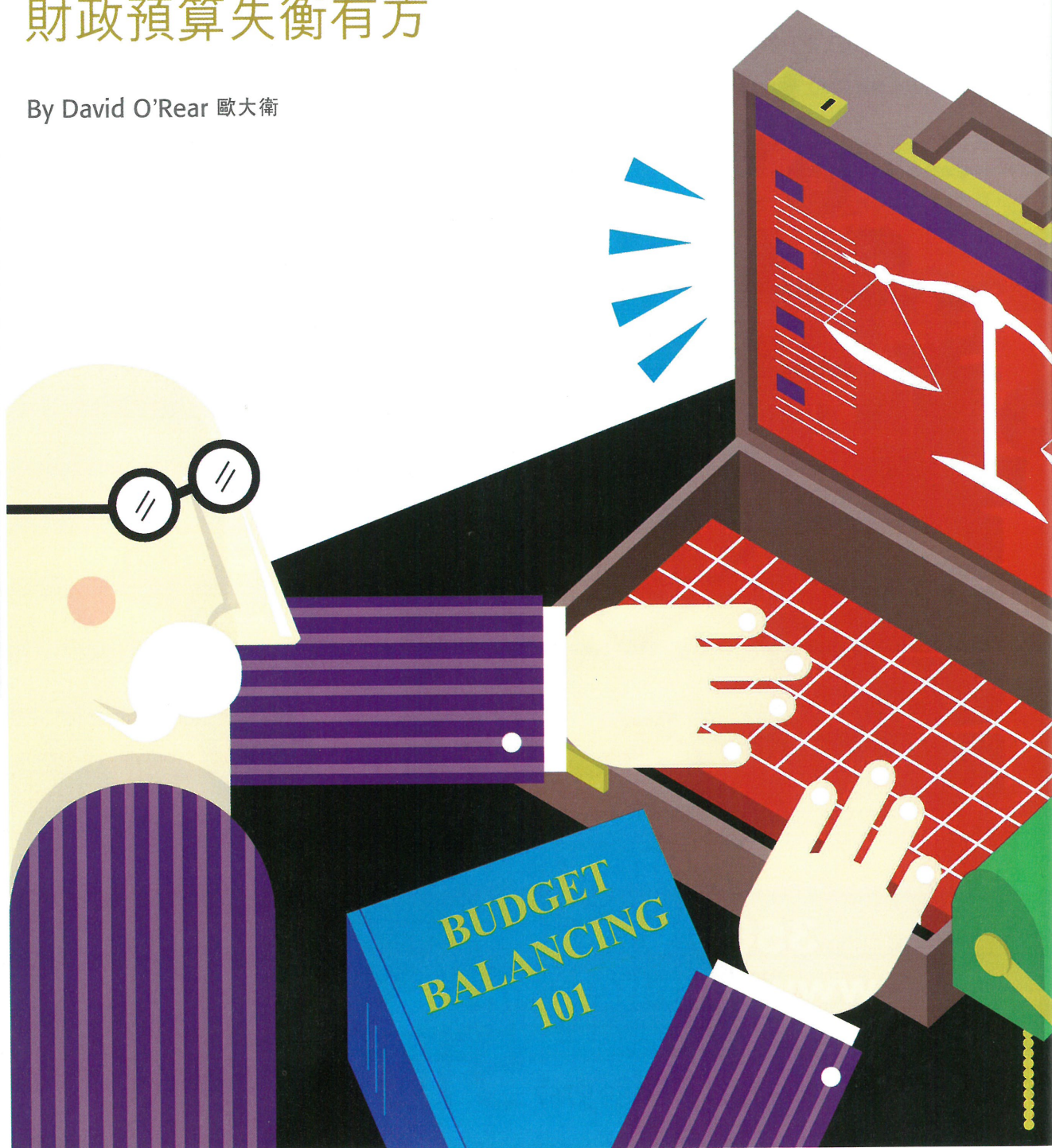
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How Not to Balance a Budget

財政預算失衡有方

By David O'Rear 歐大衛



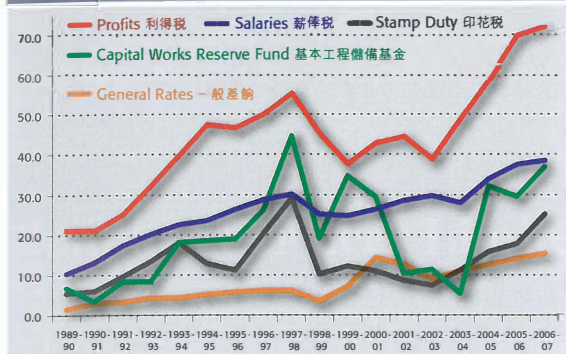
As any business executive knows, a budget has two parts: income and out-go. For balance, it is usually a good idea to spend roughly equal amounts of effort on each. Otherwise, income will suffer or spending will get out of control. A department head that brought a budget too heavily weighted to one side or the other had better have a pretty good explanation as to what the end results are supposed to be. Very straight-forward stuff.

Not so in government. If one goes by Hong Kong's annual budget, spending is eight times more important than finding ways to pay for it. If you don't believe me, have a look at any budget speech. The last one, which is quite typical of the style, had only 11 paragraphs of the 88 dealing with revenue. Perhaps this explains why we seem to get that part of the budget so badly wrong year after year.

Critical Revenue Sources

Recurrent income over \$15 billion in 2006/07

重要收入來源 2006/07年度逾150億元的經常性收入



The first graph shows some of the main sources of recurrent revenue. What stands out most prominently is the very strong rise in income from profits taxes, not only on its own but also in comparison to the other sources. (For simplicity, I've only included sources that generated at least \$15 billion worth of revenue in the last fiscal year.) Salaries taxes, on the other hand, show a predictable upward trend largely in keeping with the pace of growth in the economy.

One category dips and soars like a plastic bag in a typhoon: the Capital Works Reserve Fund. This little cash stash is an account into which financial secretaries hide embarrassingly large piles of surplus money, ostensibly to pay for public works projects some day in the future. Why we do it this way is beyond me, as the logical way to finance investments that pay off only over the very long terms (think of the 75-year lifespan of a bridge) is with long-term bonds. Such are the idiosyncrasies of Hong Kong budgeting.

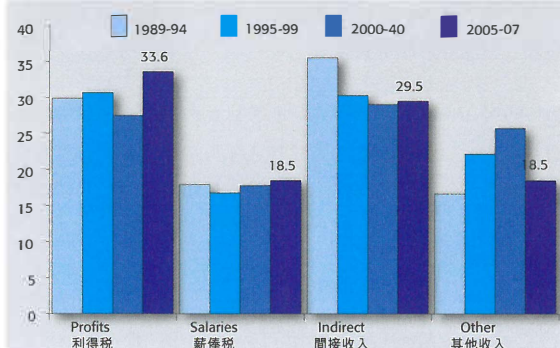
General rates are fairly predictable, fluctuating mainly when government gives a rebate, but the stamp duty is quite interesting in that it shows so very clearly the real estate bubble of 1997. (Property owners will want to ignore the rapid run-up on the right hand side of the chart.)

Tis better to give...

Spending is another matter altogether. To balance out the 11 key sources of revenue, we have 81 different independent spending categories (called "heads," a term which I shall carefully leave alone). These 81 include obvious ones such as the RTHK, Leisure and Cultural Services and InvestHK. But, many others seem better designed to confuse (or,

Operating Revenue Sources

經營收入來源



to protect turf) than to facilitate budgeting. Do we really need three budgets for Justice, the Judiciary and Legal Aid? It isn't hard to understand why the Independent Commission Against Corruption has its own budget, but why is Housing, Planning and Lands separate from the Housing Department and the Lands Department?

Maybe there's a good reason why Auxiliary Medical Service isn't under the Department of Health, or the Hospital Authority (three separate budgets), but couldn't we save money by having one budget for "General Expenses of the Civil Service," the Civil Service Bureau and the Public Service Commission?

To return to revenues, the second graph shows changes in sources of operating revenue during three five-year periods, and the latest three years, 2005-07. Salaries taxes have remained very constant, providing between 16.3% and 18% of government revenues. Profits taxes, on the other hand, have increased from 26.7% in 2000-04 to 32.7% in the more recent period. That rise came at the expense of indirect taxes such as betting revenue, stamp duties and general rates. The "other" category covers income from the Land Fund, fines, investments, utilities and various fees.

What is striking about our emphasis on spending over revenues is that the revenue base is so narrow, and so very highly mobile that it really shouldn't be taken for granted. Readers of this column will recognize themselves among the main contributors to government coffers, and might on occasion like to remind the powers that be of that relationship. 🌸

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He can be reached at david@chamber.org.hk

任何商業行政人員都知道，每份財政預算都分為兩部分：收入及支出。要達至收支平衡，最佳辦法是做到收入與支出相稱。否則，不是收入受損，就是支出失控。若部門主管提出偏重其中一方的預算案，則最好提供合理的解釋，說明最終會得出甚麼結果。道理非常簡單直接。

然而，政府的做法卻有所不同。香港每年的財政預算案中，開支的重要性要比開源高出八倍。若然你不相信，大可以翻看任何一篇預算案演辭。最近的一份預算案是典型的例子，在88段中只有11段談及收入。這也許解釋了為何我們每年預算案的收入部分都出現重大的偏差。

圖一顯示經常性收入的一些主要來源。最顯著的是利得稅收入的強勁增長，不單錄得同比增加，與其他收入來源相比也見上升。（為簡單起見，我只計上個財政年度產生最少150億元的收入來源。）另一方面，薪俸稅亦呈上升趨勢，大致與經濟增長速度相符。

有一個類別則如颱風中的塑膠袋般狂升暴跌，那就是基本工程儲備基金。歷任的財政司司長都會把巨額盈餘隱藏在這項現金儲備的賬目下，表面上為支付日後的公共工程項目而設。為何我們要這樣做實在令我費解，要為長時間才可取得回報的投資項目（例如一條可用年期為75年的橋樑）融資的合理方法，是發行長期債券。這正是香港預算案的特質。

一般差餉的走勢頗易預測，波幅主要源於政府推出退稅措施，但是印花稅卻特別有趣，能夠清楚反映1997年房地產市場的泡沫狀況。（物業業主想必不希望看見圖右方迅速攀升的趨勢。）

花費較容易...

支出是另一回事。為平衡11項主要收入來源，我們也有81個不同的獨立支出類別（稱為「總條」，這個詞容我不作闡釋）。這81個類別包括香港電台、康樂及文化事務署和投資推廣署等較明顯的項目；然而，許多其他項目的設立卻似乎旨在魚目混珠（或自保財力），多於有助制訂預算。我們真是需要為律政司、司法機構和法律援助署設立個別賬目嗎？廉政公署設有一盤獨立賬目的原因不難理解，但為何房屋及規劃地政局的賬目要與房屋署和地政總署的賬目分開處理？

也許有足夠理由解釋為何醫療輔助隊並不隸屬衛生署或醫院管理局（三份獨立的財政預算），但我們難道不能把「公務員一般開支」、公務員事務局和公務員敘用委員會的賬目合而為一，以節省金錢？

收入方面，圖二顯示三個五年期間及最近三年（即2005年至07年）的經營收入來源變動。薪俸稅一直維持穩定，為政府帶來介乎16.3%至18%的收入。另一方面，利得稅已由2000年至04年的26.7%增加至較近期的32.7%，相對期間來自博彩收益、印花稅及一般差餉等間接稅收較遜色。「其他收入」類別涵蓋來自土地基金、罰款、投資、公用事業及各類徵費的收入。

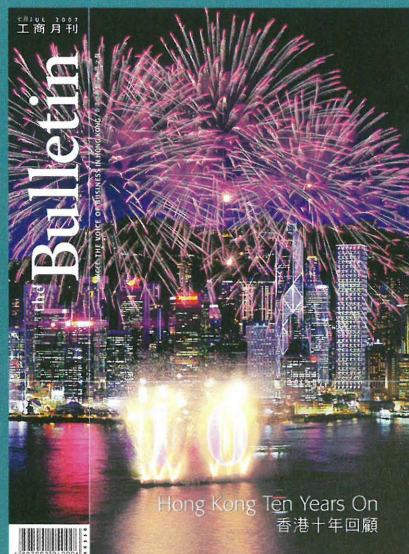
財政入不敷支的情況帶出的關注焦點，是政府的收入基礎非常狹窄，而且變數甚高，委實不應視之為理所當然。本欄讀者作為政府庫房的主要貢獻者之一，有時或可提醒當權者這方面的關係。✿

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

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'Desk Top' has Market in the Bag

「星系」妙手偶得手袋市場

When you are walking home, laptop in hand, have you ever wondered who actually makes the seemingly millions of bags that just about everyone seems to carry? Whether you own a Dell, IBM or HP laptop, the chances are high that the case you carry it around in was produced in one Owen Inglis' factories.

The Australian entrepreneur employs an army of 9,000 workers in his Guangdong factories turning out millions of bags every month, from baby bags, to laptop carrying cases to luxury handbags. Today, his company accounts for a sizable percentage of all bags produced in the world – not bad considering that only 12 years ago he was running a family business in Hong Kong importing food and beverages.

In 1995, a friend introduced him to a businessman who was looking to set up a trading company dealing in office accessories, and persuaded Mr Inglis to join him as a partner of the new company that they christened Desk Top.

The business got off to a strong start, exporting office accessories and a few bags to the U.S. Their bag business went into high gear after Desk Top struck a deal with Decor, an Australian bag company, to design a new line of cooler bags. Soon after, Desk Top was supplying around 90% of the Australian cooler bag market under the Decor brand.

"That was the first major success that we had in the bag manufacturing business," Mr Inglis said. "I guess our success was through innovation, clever designs and different shapes. Also, you have to remember that the market hadn't seen anything like that at the time, and of course the product that we introduced was a quality bag."

Hundreds of copycats seized on the success of his cooler bags to manufacture cheap, low quality imitations. Faced with cut-throat competition and razor-thin margins, Mr Inglis decided to withdraw from the mass cooler bag business four years ago, but still produces quality baby bags.

"These are more complicated to produce and also mothers are willing to pay a decent price for a quality product," he said.

At that time, lap top computers were starting to go mainstream, so knowing an opportunity when he saw one, Mr Inglis switched production to portable computer carrying bags, and managed to secure a major deal with Targus, which sells around 60% of the world's computer carrying case market.

His business partner, however, disagreed with the switch, which was struggling to make a profit at the start. Confident the new line had huge potential, Mr Inglis, as the major shareholder, sold his family's food company to buy out his partner and focused on growing the bag business.

It quickly became obvious that he had made the right decision. Desk Top soon moved back into the black, and has been growing by leaps and bounds annually ever since, supplying computer bags to Targus' OEM customers, Dell, Lenovo, HP and other companies.

To diversify production, two years ago, Mr Inglis ventured into the luxury handbag and fashion bag market. Currently, he has 1,400 workers dedicated to producing handbags, which is expanding quickly with orders from some of the most prestigious names in the luxury handbag business being among his client list.

Like many manufacturers in Southern China, however, Desk Top is facing new challenges, not





"Now that the laptop market is getting mature, we are focusing on luxury handbags and fashion bags," Mr Inglis said.

英先生表示：「隨著現時的手提電腦市場趨成熟，我們也因此而專注發展名牌手袋和時尚手袋業務。」

least rising costs and finding the right workers to keep up with rising orders. Doing business in China is also becoming increasingly difficult, especially with revisions to the processing trade policy.

"When I started 15 years ago, manufacturing in China was a lot easier than it is today. A lot of things are much more difficult today – transportation, manpower, regulations, etc. Now, the business environment in Southern China for light industry manufacturers like myself has changed entirely, and costs just keep going up 20-30% every year," he said.

Although his workforce is quite stable, he would like to raise the headcount by about 15%, and

hopes that offering new workers a solid training program will encourage job seekers to join his company. He expects the Mainland's new Labour Contract Law, which came into effect on January 1, 2008, will help companies retain staff. "To have a contract actually will be beneficial to both sides," he said.

Despite the challenges of operating a successful business in today's China, Mr Inglis is confident Desk Top can continue to enjoy its annual double-digit growth, which he attributes to the close relationship he has built up with customers, good service and creative design capabilities that he has developed for the mature market. ❀

當你帶著手提電腦走在回家的路上時，曾否想過是誰製造數以百萬計幾乎人人必備的電腦手提袋？無論你擁有的是戴爾、IBM還是惠普手提電腦，你攜帶的電腦手提袋都極有可能是由英豪雲開設的工廠所生產。

這位澳洲企業家在廣州設立的廠房僱用多達9,000名工人，每月生產以百萬計的手提袋，由嬰兒用品袋、電腦手提袋以至名牌手袋不等。目前，他的公司在世界各類手袋市場上都有相當大的佔有率，毫不遜色於他12年前經營香港進口食品及飲品的家族企業的業績。

1995年，英先生透過一位朋友，認識了一位有意成立辦公室用品貿易公司的生意人，並游說英先生加盟為新公司的合夥人。其後，他們把新公司命名為星系有限公司。

公司的業務開展得十分順利，主要出口一些辦公室用品和少量手提袋往美國。後來，星系與澳洲手提袋公司Décor達成一項交易，為該公司的新產品線設計冷藏袋，星系的手提袋業務亦隨之而起飛。不久，星系以Décor品牌在澳洲推出的冷藏袋已取得當地市場約九成的佔有率。

英先生表示：「那是公司在手袋生產業務上首次取得佳績。我認為，我們的成功有賴創新、靈巧的設計和多元的款式。此外，還得注意的是，市場當時尚未出現這種產品；當然，我們推出的也是一款優質的冷藏袋。」

眼見英先生的冷藏袋業務取得空前成功，數以百計的企業也乘勢抄襲其設計，生產一些價廉質劣的仿製品。面對割喉式競爭和微薄的邊際利潤，英先生遂在四年前決定撤銷冷藏袋的龐大生產業務，但仍有生產優質嬰兒用品袋。

他說：「這些產品的生產程序較為繁複，而一些母親也願意為優質的產品付出合理的價格。」

當時，手提電腦開始成為主流，英先生遂看準這個商機，轉而生產電腦手提袋，並與Targus達成一份主要合作協

議。Targus是全球約六成電腦手提袋的銷售商。

由於新產品線早期的盈利表現未如理想，英先生的業務夥伴對有關經營方式產生了分歧。然而，英先生作為主要股東，深信新產品線的潛力巨大，因此決定把家族食品公司出售，並購下業務夥伴持有的股份，專注發展電腦手提袋業務。

英先生隨即發現所作的決定正確。星系迅速轉虧為盈，自此業務更蒸蒸日上，甚至向Targus的原設備生產商客戶——戴爾、聯想、惠普等企業供應電腦手提袋。

為了使產品多元化，英先生在兩年前毅然進軍名牌手袋和時款手袋市場。現時，他聘有1,400名工人主力為他生產手袋，公司也取得一些知名手袋品牌的訂單，業務正迅速增長。

然而，星系與許多南中國的製造商一樣，正面對許多新挑戰，包括成本上漲和難以物色合適的員工應付日益增加的訂單等問題。在中國營商也愈趨困難，尤其是受到加工貿易政策調整所影響。

他表示：「15年前在中國經營製造業較現在容易得多。現時，運輸、人力資源、規管等多項因素都變得更加複雜。對於我這類輕工業製造商而言，目前南中國的營商環境已徹底改變，成本按年躍升兩至三成。」

儘管公司的人力相當穩定，他仍有意增聘約15%人手，並希望為新入職員工提供實用的培訓課程，以吸引求職者加入其公司。他預期內地於2008年1月1日起生效的新《勞動合同法》將有助企業挽留員工。他說：「訂立合同對勞資雙方均有好處。」

今時今日，要在中國市場有所成就，縱然需克服重重挑戰，惟英先生相信，公司與客戶建立的緊密關係、良好的服務及為成熟市場開發創新設計意念的潛力，都能夠讓星系繼續錄得雙位數字的年度增長。✿

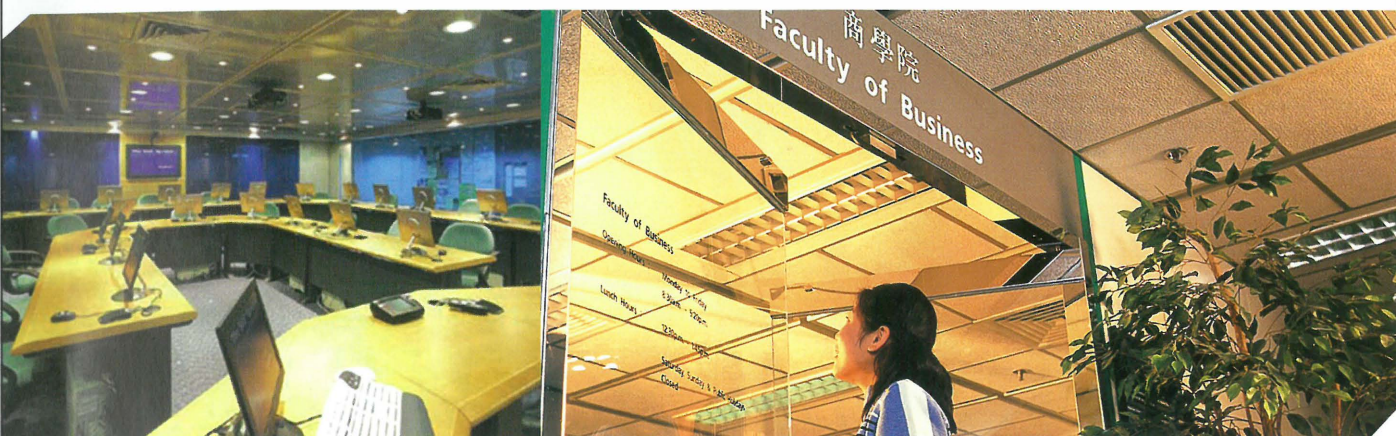
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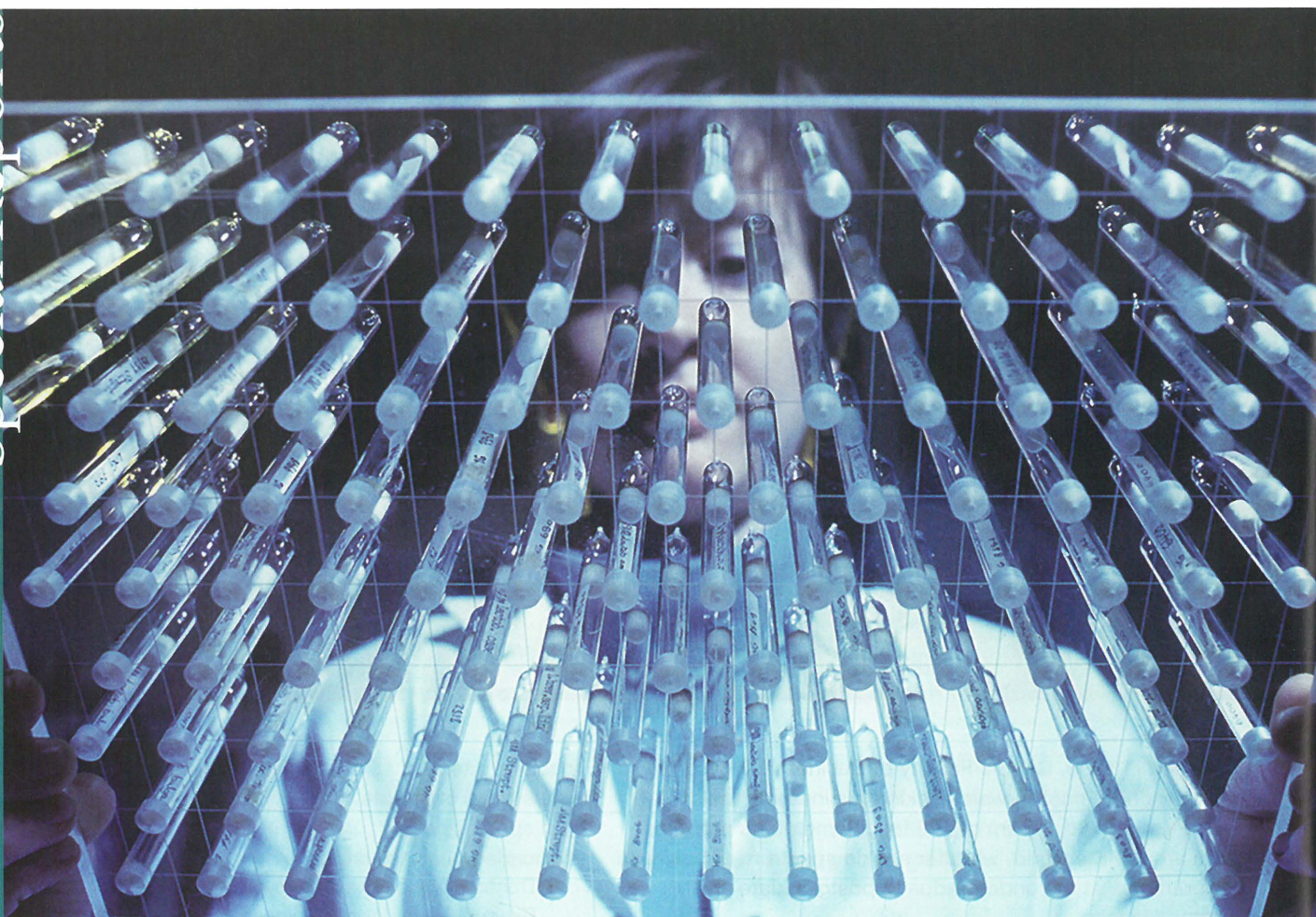
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In June 2007, the European Union launched REACH (Registration, Evaluation, Authorization and Restriction of Chemicals), a new regulation designed to control risks, and safeguard the public's health and the environment from unsafe chemicals in manufactured products. The regulation will affect all manufacturers exporting consumer products to Europe.

To clearly understand its implications, image that you went shopping and picked up a pack of biscuits or medicine, and read on the label: "Consume with Caution – 20% of substances unknown?" Would this be acceptable to you? Of course not, because we have been conditioned to expect full transparency of substances contained in these products, which are listed in the ingredients.

With the enactment of REACH, manufacturers and importers will need to provide full transparency of substances contained in their exports to the EU. As such, manufacturers will need to know what chemicals are in their products and if the substances are a danger to human health or the environment. The key determining factors are: (1) whether the substances are intended to be released, (2) whether the substances

are 'Substances of Very High Concern' (SVHC), i.e., dangerous for human health and the environment.

Let's take an example from the toy industry. Mr Chan, who runs a toy factory producing colouring pens for a European retail chain store must advise his client (EU importer) of all substances in his products, the quantities and if the substances are intended to be released (a colouring pen is a good example of intended release, as a dye has to be released for the pen to work).

Most importantly, the substances in his products may need to be pre-registered by the importer, or by Mr Chan, between June and December 2008. To determine this, he needs to identify the substances that make up the colouring pens (inks, dye, filament, plastic, cap, packaging etc), then determine if substances are intended to be released and consolidated tonnage volumes. Assuming that pre-registration is required, he will need to do this to protect his business and be compliant with the law. If he does not pre-register and the substances in his products are found by the regulators not to be pre-registered then he will need to take his products off the market.

Implications of REACH

歐盟新法規「REACH」的影響

By David Horlock 何諾偉

Consumer goods exported to the European Union will be subject to a new regulation designed to monitor and control the use of chemical substances across the supply chain

出口歐盟的消費產品將會受到一條新法規的管制，以監管和控制供應鏈上化學物質的使用。

Mr Chan does not know what exact chemical substances have been used in producing his colouring pens throughout the production chain. In this case, he needs to mobilize his supply chain team systemically, to build a Bills of Materials (BOM) which are the individual components that make up his product (ink, filament, cap, plastic etc) and then Bills of Substance (BOS) which are all the individual substances (dyes, solvents, chemical compounds) which make up each of these components.

Mr Chan will need to calculate the weight of these individual components as REACH requires him to calculate the percentage of individual substances in a product and how much he places on the EU market.

The second step is to identify if the substance is intended to be released from the products. Intended release refers to those releases which are essential for the end use function of the product. Without the release of the substances, the product would not work.

Products containing substances intended to be released will be of a higher risk because these chemicals become exposed to consumers and the environment, so it is necessary to understand what they are. Other intended release products include bubble solutions, candles, fragrant and scented products to name a few.

Mr Chan will also have to identify individual chemical substance which will have a CAS number (Chemical Abstract Services) which is an international classification / identification code. Knowing the identity of a substance will enable him to determine

if it is a substance of very high concern and its classification – carcinogenic, mutagenic or toxic.

There are a few examples of chemicals quite commonly used in toy manufacturing which may contain chemical substances of very high concern, such as:

CADMIUM: It is used in electroplating, paints, pigments, and plastics to enhance the colour. Excessive levels could cause health problems such as kidney damage, bone disease, anaemia and cancer.

BENZENE: It is an important industrial solvent precursor in the production of plastic, synthetic rubber, and dyes. Excessive levels can cause health problems such as anaemia and cancer.

TOLUENE: It is usually in adhesives and spray paints as a thinner. Excessive levels can cause health problems such as cancer and disorders effecting the nervous system and kidneys.

If Mr Chan uses any of these chemicals in his products, he will need to advise his importer and determine who should be responsible to pre-register with the European Chemical Agency (ECHA).

Upon pre-registration, Mr Chan will need to register the solution in order to be REACH compliant, with the deadline depending on export volumes.

While putting in place a system to comply with REACH may seem daunting to many manufacturers, the ultimate benefits that it brings to the community, in the EU and other countries, is well worth the investment. Manufacturers in the Pearl River Delta need to work closely with their customers and suppliers to build a knowledge database to identify and control the use of the chemical substances in their products. Achieving REACH compliance will help manufacturers protect and grow their EU business. 🌸

David Horlock is Vice President of New Services Development at Bureau Veritas Consumer Products Services.



歐盟已於2007年6月起實施REACH法規(《化學品註冊、評估、許可和限制規則》),監管輸往歐盟國家的產品在製造過程中使用的化學物質,藉此減低對人類健康及生態環境造成的不良影響。究竟甚麼是REACH法規?REACH法規與珠三角的生產商有何關係?

假如你仍未能掌握REACH法規的精髓,請先想想以下有關食物、化妝品及藥物的例子:選購餅乾或藥物時,你會否購買包裝上印有「請小心使用—20%成分不詳」的產品?答案當然是不會。這是因為我們習慣了這些產品所附帶的產品成分表會詳列其內含物質。

REACH法規推行之後,生產商及入口商須為輸往歐盟的產品申報其所含成分。換言之,生產商必須清楚了解產品內含的化學物質,確保這些成分對人體及環境無害。達致REACH法規要求的因素包括:(1)物質自產品中釋放出來的可能性;(2)有關物質是否對人類健康及生態環境造成不良影響的高度關注物質(SVHC)。

普羅大眾如何才可理解REACH法規,且讓我們看看以下例子。陳先生經營的玩具廠會為歐洲一家連鎖零售店生產顏色筆。在REACH法規下,陳先生須向該客戶(歐盟入口商)提供詳盡資料,說明顏色筆內含的化學物質與數量,以及物質自產品中釋放出來的可能性。

更重要的是,陳先生或入口商須於2008年6月至12月期間,預先註冊產品內含的物質。要達到要求,他先要確認產品內含的物質成分(墨水、染料、塑膠、筆蓋及包裝等),並確認這些物質自產品中釋放出來的可能性及總數量。如須預先註冊,陳先生須確認這些資料以保障其業務,並達至法規要求。假如陳先生的產品被發現含有未經註冊的物質,將被禁止輸入歐盟市場。

然而,在顏色筆的生產過程中,陳先生未必能夠掌握每種曾經使用的化學物質。在此情況下,他必須協調各供應商,建立「物料清單」(Bill of Materials, BOM),確認產品內的各

個組成部分(例如墨水、筆蓋及塑膠等),繼而建立「物質清單」(Bill of Substances, BOS),確認各個組成部分內的物質(例如染料、溶劑及化合物等)。

在REACH法規下,陳先生必須計算各項組成部分的重量,並計算產品內含各項物質的百分比,以及計算輸往歐盟市場的份量。

要達致REACH法規的要求,第二步就要確認物質自產品中釋放出來的可能性。釋放出來的可能性是指因維持產品功能而釋放的物質,如果產品不釋放這些物質,則不能維持正常的功能。

顏色筆是一個「因維持產品功能而釋放物質」的最佳例子。由於消費者會接觸到從產品釋放出來的物質,而這些物質又暴露於空氣中,因此會釋放物質的產品往往較為危險。其他釋放物質的產品還包括肥皂泡、蠟燭、香氛及各種帶有香味的產品。

此外,陳先生須確認每種擁有國際分類代號CAS編號(CAS即化學摘要服務)的化學品名稱。把物質分類之後,陳先生便能確認物質是否屬於高度關注物質,並把它們歸類為可致癌、可引致基因突變,又或具有生殖毒性(即導致生殖障礙,如生殖能力下降、胎兒發育不正常等),從而監控有關物質在產品中的使用以及用量限制。

在玩具生產過程當中,有不少常用化學品都含有高度關注物質。以下是三個例子:

鎘(Cadmium):通常用於電鍍、油漆、顏料及塑膠以增加色澤。過量的鎘可引致腎功能受損、骨科疾病、貧血及癌症。

苯(Benzene):一種重要的工業用溶劑,用於生產塑膠、人造橡膠及染料。過量的苯可引致貧血及癌症。

甲苯(Toluene):常用於膠黏劑及噴漆中作稀釋劑。過量的甲苯可引致癌症、神經系統及腎功能失調。

要是陳先生的產品含有上述化學物質,必須向入口商提供詳盡資料,並確認應由陳先生本人或由入口商向歐洲化學物品管理局(ECHA)預先註冊。

完成預先註冊程序後,陳先生須向有關當局提交解決方案並註冊,以達到REACH法規的要求,而確實限期則視乎出口量而定。

雖然遵從REACH法規所涉及的成本看似高昂,但這項法規最終會令整個社會、歐盟以至世界其他國家受惠,是一項值得投資的項目。珠三角的生產商必須與客戶及供應商緊密合作,建立一個產品化學物質資料庫,以確認產品內的化學物質成分並監控其用量。達至REACH法規要求,有助生產商維持甚至增進與歐盟國家的貿易往來。✿

此文章由立德國際公證香港有限公司服務開發部副總裁何諾偉(David Horlock)供稿。

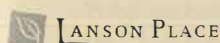
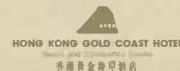
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Meet Matthew Cheung, Secretary for Labour and Welfare 與勞工及福利局局長張建宗會面

Matthew Cheung, Secretary for Labour and Welfare, exchanged views with members at the Chamber's "Meet the Ministers Town Hall Forum" on November 23. Mr Cheung assumed the post of Secretary for Labour and Welfare in July 2007, and is charged with equipping Hong Kong's workforce with the skills needed to drive our economic development forward, as well as ensuring that different sectors of the community share the fruits of the city's economic prosperity.

勞工及福利局局長張建宗蒞臨本會11月23日舉辦的「與局長會面」議事論壇，與會員交流看法。張先生於2007年7月上任勞工及福利局局長，專責發展本地工人所需的技能，以推動香港經濟發展，並確保社會各階層均能分享經濟繁榮的成果。



on the Chamber on December 14 to discuss with Roy Ying, Director of Business Development, HKGCC, ways to strengthen ties between Hong Kong and Busan.

Asgaroladi Asadollah, President of the Iran-China Chamber Of Commerce & Industries, led a 20-member delegation to the Chamber on December 12 for a business-matching meeting with members.

China

The entry of Mainland talent and investors into Hong Kong was discussed at the Joint Investment and Trade Promotion Subgroup of the Greater Pearl River Delta Business Council meeting on November 20. The subgroup is chaired by the Chamber's former Chairman Anthony Nightingale, with Dr WK Chan as staff officer. The issue was further discussed at a follow-up meeting on December 6.



Professor David K Tse, Chair Professor of International Marketing, the

University of Hong Kong, discussed at the Chamber's roundtable luncheon on November 22 the characteristics of the Chinese market, how firms might capture its huge potential, as well as why it is both the most competitive and the exciting market in the world.

Wang Yongqing, Economic Bureau Chief, United Front

Americas

Mario Matus, Ambassador and Permanent Representative of Chile to the WTO, paid a courtesy call to the Chamber on December 4 and was received by Dr WK Chan, Senior Director of Business Policy. During the meeting, the two discussed the progress of the Doha Round of negotiations.

Prof Robert Lawrence, International Trade and Investment, John F Kennedy School of Government, Harvard University, called on the Chamber on December 11, and was greeted by David O'Rear, the Chamber's Chief Economist, who exchanged

views on international trade and economic developments in Asia and the U.S.

Louis Bowen, Managing Director of China Advisors Limited, and Anna Janik, Global Business Development of Asia, visited the Chamber on December 7 to discuss with members real estate development and investments in the USA.

Asia/Africa

Alasdair David Thompson, CEO, Employers and Manufacturers Association, New Zealand, called on the Chamber on December 5 and was received by Chamber CEO Alex Fong.

AO Kuruvila, Director of

Research, World Trade Center Mumbai, met with Roy Ying, Director of Business Development, HKGCC, on December 11. During the meeting the two discussed trade in Hong Kong, India and greater Asia.

Sud Almazrouee, Deputy Director for Commercial Affairs, Hamriyah Free Zone Authority, United Arab Emirates, visited the Chamber on December 17 and was welcomed by Roy Ying.

Kim Chae Soo, Head of Investment Promotion Bureau, Busan Metropolitan City, Investment Promotion Bureau, Korea, called

Work Department of the CPC Central Committee, led a 20-member delegation to the Chamber on November 23 to pay a courtesy call on Alex Fong.



Chen Jiadong, Acting Mayor, Ningde Municipal People's

Government led a delegation to call on the Chamber on November 27 and were welcomed by Alex Fong.

Frederick Ma Si-hang, Secretary for Commerce and Economic Development, led a Hong Kong delegation to Jiangxi, Ganzhou, on December 12-14 to study processing trade relocation opportunities. The Chamber's CEO Alex Fong represented HKGCC on the trip.

Europe

Denis Redonnet, Deputy Chief, Cabinet of Trade Commissioner, European Commission, called on the Chamber on November 29 and met with Dr WK Chan.

Dr Monika Staerk, Executive Member of the German-Asia Pacific Business Association (OAV) – Germany, met with Erica Ng, Director of Program Development at the Chamber, on December 6 to discuss how the two organizations could boost cooperation.

Tomasz Ostaszewicz, Director of the the Bilateral Economic Cooperation, Ministry of Economy of Poland, and

Stanislaw Lesniewski, Chief Coordinator for Asia met with Erica Ng on December 7 to discuss cooperation between Poland and the region.

Wladyslaw Majka, Deputy Chairman, Polish Agency for Enterprise Development (PAED) met with Erica Ng on December 14 to explain to members the role of PAED, a governmental body responsible for policy making and supporting SMEs in Poland.

Environment

Edward Yau, Secretary for Environment, hosted a luncheon for representatives of the four major chambers in Hong Kong on December 3. Chamber Chairman Dr Lily Chiang, and Environment Committee Chairman Oscar Chow represented HKGCC.

The Hong Kong Business Coalition on the Environment, of which the Chamber is secretariat, met on December 6 with officials from the Environmental Protection Department to discuss the “cleaner production project” announced in the recent Policy Address. The project will be coordinated by the Hong Kong Productivity Council, and the Chamber will participate in its project management committee. The meeting was also the last to be chaired by James Graham, who stepped down as convenor and

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

Nov 21 – Hong Kong-Nanjing Modern Service Industry Cooperation Symposium 2007

11月21日 — 2007南京香港現代服務業合作發展說明會

Nov 22 – Hong Kong-Luqiao Investment Promotion Lunch 2007

11月22日 — 2007香港路橋投資說明會暨招待午餐

Nov 22 – 50th Anniversary Dinner of China Council for the Promotion of International Trade, Guangdong Sub-Council

11月22日 — 中國國際貿易促進委員會廣東分會五十週年晚宴

Nov 23 – Seminar on Helping Hong Kong Enterprises to Upgrade, Transformation and Relocate in the Pan-PRD

11月23日 — 在泛珠推動港資企業升級、轉型和轉移研討會

Nov 26 – 2007 Fujian, Lingde, Hong Kong Investment Promotion Seminar

11月26日 — 2007福建寧德——香港投資項目推介洽談會

Dec 7 – Shangdong, Dezhou, Hong Kong Investment Promotion Fair

12月7日 — 山東德州 (香港) 投資說明會



Dec 7 – 2007 Zhejiang, Huzhou, Hong Kong Service Industry Promotion Seminar

12月7日 — 2007中國湖州服務業 (香港) 推介會

Dec 10 – 10th Anniversary Dinner of Tianjin Development Ltd's listing in Hong Kong

12月10日 — 天津發展上市十週年慶祝宴會

Dec 12 – Shanghai, Nanhui District Modern Service Industry Investment Environment Seminar

12月12日 — 上海南匯區現代服務業投資環境說明會

Dec 13 – International Cooperation Forum Between CEOs in the Asia-Pacific Region and Provincial Governors in China

12月13日 — 亞太總裁與省市長國際合作大會

Taiwan 台灣

Nov 29 – Second Straits Forum: Development Review of the Past 20 Years and Future Prospects

11月29日 — 第二屆「兩岸論壇」：兩岸關係發展廿年之回顧與展望

Dec 6 – Taiwan Forum on Developing Peaceful Cross Strait Relations

12月6日 — 香江論壇——由企業合併到建構兩岸和平

美洲

智利常駐世貿組織大使兼代表 **Mario Matus** 於12月4日到本會作禮節性拜訪，由本會工商政策副總裁陳偉群博士接待，雙方討論多哈回合談判的進展。

哈佛大學甘迺迪政府學院國際貿易及投資教授 **Robert Lawrence** 於12月11日到訪，由本會首席經濟師歐大衛接見，雙方交流對國際貿易的看法，並討論亞洲和美國的經濟發展。

中華投資顧問有限公司董事總經理博文及亞洲全球業務發展代表 **Anna Janik** 於12月7日到訪本會，與會員討論美國的房地產發展和投資。

亞洲/ 非洲

新西蘭僱主和製造商協會行政總裁 **Alasdair David Thompson** 於12月5日到訪，由本會總裁方志偉接待。

孟買世界貿易中心研究總監 **AO Kuruvila** 於12月11日與本會商務推廣總監殷暉會面，討論香港、印度及大亞洲區的貿易。

阿拉伯聯合酋長國沙迦自由區商業事務副部長 **Sud Almazrouee** 於12月17日到訪本會，由殷暉接待。

韓國投資推廣局釜山市分局局長金采守於12月14日到訪，與本會商務推廣總監殷暉討論如何加強香港與釜山的聯繫。

伊朗中國商會主席 **Asgaroladi**

was succeeded by Jens-Erik Olsen of the Danish Chamber of Commerce.

Social Development

Tsang Tak Sing, Secretary for Home Affairs, met with Chamber Chairman Dr Lily Chiang, and CEO Alex Fong on November

Asadollah 率領20人代表團於12月12日到訪本會，與會員進行商貿配對活動。

中國

大珠三角商務委員會聯合投資貿易推廣小組於11月20日召開會議，討論內地人才和投資者進入香港的有關事宜。該小組由本會前主席黎定基率領，陳偉群博士則出任事務主任。有關議題於12月6日的跟進會議上進一步備受討論。

香港大學國際行銷學教授謝貴枝出席本會11月22日舉辦的小型午餐會，分析中國市場的特質，並探討企業應如何掌握有關市場的龐大潛力，以及中國為何能成為全球競爭最激烈和最具吸引力的市場。

中共中央統一戰綫工作部經濟局局長王永慶於11月23日率領20人代表團到本會，向方志偉作禮節性拜訪。

寧德市人民政府代市長陳家東率領代表團於11月27日到訪本會，由方志偉接見。

商務及經濟發展局局長馬時亨於12月12日至14日率領香港代表團前往江西贛州，考察加工貿易轉移的商機。本會總裁方志偉代表總商會隨團訪問。

歐洲

歐盟委員會貿易總署副署長 **Denis Redonnet** 於11月29日到訪本會，與陳偉群博士會面。

16 to discuss informally the development of social enterprises in Hong Kong and the role of the private sector.

Frederick Ma, Secretary for Commerce and Economic Development, led a visit to Tin Shui

德國亞太商務協會—德國執行委員 **Monika Staerk** 博士於12月6日與本會項目發展總監吳惠英會面，討論如何推動兩會合作。

波蘭經濟部雙邊經濟合作司司長 **Tomasz Ostaszewicz** 及亞洲事務統籌總司 **Stanislaw Lesniewski** 於12月7日與吳惠英會面，討論波蘭與區內的合作事宜。

波蘭企業發展協會副主席 **Wladyslaw Majka** 於12月14日與吳惠英會面，並向會員解釋協會的角色。該協會為波蘭政府組織，負責制定政策和支援當地的中小企。

環境

環境局局長 **邱騰華** 於12月3日設午餐款待香港四大商會代表，由總商會主席蔣麗莉博士及環境委員會主席周維正代表本會出席。

香港商界環保大聯盟 (本會為秘書處) 於12月6日與環境保護署的官員召開會議，討論最近於施政報告公布的「清潔生產計劃」。該項計劃將由香港生產力促進局負責統籌，本會將參與有關計劃的管理委員會。會上，關正仕卸任召集人一職，並由丹麥商會代表歐迪生接任。

社會發展

民政事務局局長曾德成於11月16日與本會主席蔣麗莉博士及總裁方志偉會面，就香港社會企業的發展和商界的角色進行

Wai, organized by the Democratic Alliance for the Betterment of Hong Kong, on December 10, for the four major chambers to share their views on business, economic and social issues in the development of the Tin Shui Wai

非正式討論。

商務及經濟發展局局長馬時亨於12月10日率領工商界代表前往天水圍考察。該活動由民主建港協進聯盟負責組織，團員來自本港四大商會，此行旨在讓他們交流對天水圍新市鎮的商業、經濟及社會問題的看法。陳偉群博士代表本會參與考察。

服務業

香港服務業聯盟於11月20日與香港駐世貿組織常設代表郭立誠進行工作午餐，討論多哈回合談判的最新發展。

歐盟委員會貿易總署署長 **Denis Redonnet** 於11月29日與本會陳偉群博士會面，討論世貿多哈回合的進展，特別是有關服務貿易的談判。

本會總裁方志偉及工商政策副總裁陳偉群博士於12月7日參與博鰲論壇在深圳舉辦的服務業國際會議。美國服務業聯盟總裁 **Bob Vastine** 及香港財政司司長曾俊華為會議的主題講者。

香港服務業聯盟是「向領袖呼喚——多哈回合商界聯合聲明」的簽署組織之一。有關聲明由美國國家外貿委員會統籌，於12月10日向外發表，並已獲19個地區的37個機構簽名支持。✿

new town. Dr WK Chan represented the Chamber on the trip.

Service Industries

HKCSI hosted a working lunch with Hong Kong's Permanent Representative to the WTO **Martin Glass** on November 20 to discuss

Members Visit Da Chan Bay Terminal One

會員參觀大鰲灣碼頭 (一期)

Da Chan Bay will be the latest addition to the network of container terminals in South China that currently includes Yantian, Shekou, Chiwan, and Nansha. Managed by Modern Terminals Limited, Da Chan Bay Terminal One opened two of its berths for business in December 2007, and a further three are expected to come on-stream in 2008.

To learn more about the new container port and how businesses operating in the west of Shenzhen might be able make use of the port, the Chamber organized a site visit to the facility on December 10.

The terminal is located in the Pearl River Delta's manufacturing heartland close to key industrial sites such as Dongguan, Huizhou and Shenzhen in the east and Foshan, Shunde and Zhongshan in the west and is easily accessible by established road and water links.

Da Chan Bay Terminal One's five berths will be accessible to ships sailing up the relatively shallow Pearl River Estuary through the dredged Tonggu Channel. Covering an area of 112 hectares with a quayside area of 1,830 metres and 600 metres wide, its current quay depth of 15.5 metres will be dredged to 18 metres to handle the world's largest existing and planned container vessels.

Da Chan Bay Terminal One's main shareholders are Modern Terminals (65%) and Shenzhen Dachan Bay Port Investment and Development Company (35%), a state-owned enterprise of the Shenzhen Municipal Government.

大鰲灣碼頭 (一期) 將會繼鹽田、蛇口、赤灣和南沙之後，成為南中國貨櫃碼頭網絡的最新一員。大鰲灣碼頭 (一期) 由現代貨箱碼頭有限公司管理，其中兩個貨櫃泊位已在2007年12月投入營運，預計另外三個將於2008年陸續投入服務。

為進一步認識這個新貨櫃碼頭，以及了解在深圳西部經營的企業可如何運用這個港口，本會在12月10日組織了一次參觀活動。

碼頭位處珠江三角洲工業區的中心地帶，鄰近主要工業帶，東臨東莞、惠州和深圳，西連佛山、順德和中山，陸路和水路均建設完善，方便易達。

大鰲灣碼頭 (一期) 擁有一條人工開發的銅鼓航道，讓貨櫃船可駛入水深較淺的珠江口，直達碼頭的五個貨櫃泊位。碼頭佔地112公頃，長1,830米、闊600米，而現有15.5米深的碼頭前沿將會被挖掘至18米深，以處理今後世界最大型的貨櫃船。

大鰲灣碼頭 (一期) 的主要股東是現代貨箱碼頭 (佔65%股份) 和深圳市政府轄下的一家國有企業——深圳大鰲灣港口投資發展有限公司 (佔35%股份)。



Members of the Chamber delegation on the quayside of Da Chan Terminal One.
本會會員於大鰲灣碼頭 (一期) 岸邊合照。

the latest development of the Doha Round of negotiations.

Denis Redonnet, Chief of Cabinet of the Trade Commissioner of the European Commission, met with the Chamber's Dr WK Chan on November 29

to discuss the progress of the WTO's Doha Round, particularly negotiations on trade in services.

The Chamber's Alex Fong and Dr WK Chan joined the **International Conference on the Service Industry** organized

by the Boao Forum on December 7 in Shenzhen, at which USCSI President Bob Vastine and Hong Kong Financial Secretary John Tsang were keynote speakers.

HKCSI is signatory to "A Call to Leadership

– the Joint Business Statement on the Doha Round" coordinated by the U.S. National Foreign Trade Council. The statement was signed by 37 organisations from 19 jurisdictions, and was released to the public on December 10. 🌸

HKGCC Members Christmas Cocktail

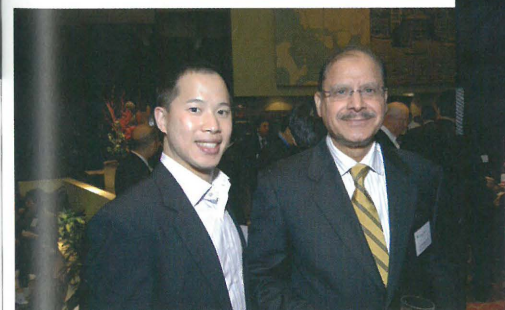
會員聖誕聯歡酒會

Dr Lily Chiang, Chairman of HKGCC, hosted the Chamber's Members' Christmas Cocktail at Hong Kong Club on December 6. Over 400 members attended the event to celebrate the festive season and to meet both old and new faces at the Chamber. Alex Fong, Chamber CEO, officiated over the lucky draw for the Member-get-Member Contest. Gerry Ma won the first prize – two business class return tickets to Vancouver, courtesy of Oasis Hong Kong. Dr Chiang won second prize – two economy class return tickets to Kuala Lumpur sponsored by Hong Kong Express. Edwin Lee won the third prize – four dinner buffet coupons for Hotel Miramar. ❀





總商會主席蔣麗莉博士主持本會12月6日假香港會所舉行的會員聖誕聯歡酒會，當晚400多名會員蒞臨共聚，一起慶賀佳節。會上亦舉行「會員推薦計劃」幸運大抽獎，由本會總裁方志偉主持抽獎。大獎得主馬桂榕先生獲得甘泉香港航空贊助來回溫哥華商務客位機票兩張；二獎得主為蔣博士，她獲香港快運航空送出來回吉隆坡經濟客位機票兩張；三獎得主李根興先生則獲得美麗華酒店贊助的自助晚餐卷四張。



Gerry Ma won first prize in the Member get Member Contest – two business class return tickets to Vancouver, courtesy of Oasis Hong Kong.
大獎得主馬桂榕先生獲得甘泉香港航空贊助來回溫哥華商務客位機票兩張。



Forty-one Good Citizens Commended



四十一名協助警方滅罪的好市民獲嘉許

Forty-one citizens who had helped the Police fight crime were commended for their actions at the Good Citizen Award Presentation Ceremony on December 6, with one recipient being presented the Good Citizen of the Year Award.

The presentation ceremony, held twice a year, was organised by the Police Public Relations Branch with full sponsorship from the Hong Kong General Chamber of Commerce. The Chamber has

been the sole sponsor of the award since its inception in 1973.

Choi Fu-cheung (left), winner of the Good Citizen of the Year Award, helped Police arrest two of three men who attacked two jewellery traders with knives and robbed them of their \$3 million worth of jewellery near their Jordan office on June 23, 2006.

Mr Choi, the security manager, saw the attack and immediately grabbed a metal pipe to stop the attackers. They fled with the jewellery after wounding Mr Choi, who chased after them



for Fighting Crime



despite his wounds. Acting on intelligence, Police later arrested six Mainland illegal immigrants. Two of them were found in connection with the case and were charged with robbery.

Mr Choi had demonstrated tremendous courage, otherwise the victims could have suffered more serious injuries.

Mr Choi was presented with a plaque and a cash award of \$3,000. All other GCA winners each received a certificate and a cheque of \$2,000.

Commending the awardees for their vigilance and bravery, the Acting Commissioner of Police, Fung Siu-yuen, said that GCA was a

good example showing how citizens supported and co-operated with the Police to fight crime. It also showed the importance of Police-community partnership in combating crime.

Other officiating guests included Vice Chairman of the Chamber's Manpower Committee Matthias Li, and member of the Fight Crime Committee the Hon Vincent Fang Kang. Mr Li said that more than 80 brave and righteous citizens are commended each year for their contribution to the stability and prosperity of Hong Kong.

One of the GCA recipients, Shum Kong-tsang, assisted Police in netting three men who conspired to defraud. On January 19, 2007, Mr Shum received a phone call from a man asking for help to sell some gold artefacts unearthed from a construction site. So Mr Shum went to meet three men. During the meeting, Mr Shum suspected that it was a trap and he made an excuse that he had to leave. On January 23, the three men called again for a meeting and Mr Shum made a report to the Police.

On the following day, Mr Shum met the trio under police surveillance. Police arrested the trio and seized a large quantity of fake gold artefacts. The trio were later found to be involved in two other similar cases involving \$590,000. They pleaded guilty to charges of conspiracy to defraud and were sentenced to imprisonment from two to three years.

With the help of these citizens, over 50 culprits were arrested for a variety of offences including wounding, robbery, deception, theft and outraging public decency. ❀



41名曾協助警方撲滅罪行的好市民於12月6日舉辦的「好市民獎頒獎典禮」上獲嘉許。當中包括一名獲全年最高榮譽獎，即「最傑出好市民獎」的得主。

「好市民獎頒獎典禮」每年舉行兩次，由警察公共關係科主辦，香港總商會全資贊助。「好市民獎」自1973年設立以來，一直由本會獨力贊助。

Good Citizen Award Fund 「好市民獎」基金

The Chamber has been the sole sponsor of the Good Citizen Award since its inception in 1973. The award was set up as part of the first Fight Crime Campaign, funded by donations from members and the community. The purpose of the fund is to provide an immediate reward to citizens who have helped make Hong Kong one of the safest cities in the world to live and do business. Over the years, almost 3,300 citizens have been commended for their bravery in combating crime.

「好市民獎」自1973年設立以來，一直由總商會獨家贊助。當年「好市民獎」的創立，乃首屆「撲滅罪行宣傳運動」的內容之一。「好市民獎」基金來自本會會員和社會人士捐款，旨在獎勵協助警方滅罪的市民。他們見義勇為的行動，有助香港成為全球治安最佳的城市之一，適合安居和營商。歷年來，已有近3,300名英勇市民獲嘉許。



獲頒「最傑出好市民獎」的蔡富祥於2006年6月23日，協助警方追捕持刀行劫的匪徒。當日午膳期間，兩名珠寶商人拿著300萬元珠寶返回位於佐敦的公司時，被三名持刀男子襲擊，搶去財物。

保安經理蔡先生立即用鐵管上前制止賊人。匪徒斬傷蔡先生後逃離現場。雖然身負刀傷，蔡先生仍然奮力追捕賊人。警方其後根據情報成功拘捕六名非法入境者，其中兩人涉嫌與上述案件有關，被控以行劫罪。蔡先生在事件中表現英勇，令兩名事主不致受更嚴重傷害。

蔡先生獲贈一面獎牌和3,000元獎金，而每名「好市民獎」得主則獲發獎狀和2,000元獎金。

署理警務處處長馮兆元讚揚得獎者在案件中表現機智勇敢。他表示「好市民獎」計劃切實印證了市民對香港警隊的支持，與警方攜手撲滅罪行，亦顯示警隊與社區的合作有效打擊罪案。

出席頒獎典禮的主禮嘉賓還有香港總商會人力委員會副主席李繩宗和撲滅罪行委員會委員方剛。李繩宗表示，「好市民獎」計劃每年平均頒發獎項予80多名勇敢、正義的市民，表揚他們對維持香港繁榮安定的貢獻。

沈幹爭是其中一名「好市民獎」得主，他協助警方拘捕三名串謀詐騙的男子。2007年1月19日，沈先生接獲一名男子的電話，要求沈先生協助出售一批在地盤掘到的金器，沈先生於是與三名男子會面。其間沈先生懷疑這是一個騙局，便藉詞離開。1月23日，三人又再致電要求見面，沈先生暗中報警，並於翌日在警方的監視下與該三名男子會面。警方其後拘捕三人，起出大量假金器，證實他們與另外兩宗類似案件有關，涉及金額達59萬元。三名被捕男子承認串謀詐騙罪，分別被判入獄兩至三年。

警方在這些好市民的協助下，拘捕了50多名疑犯，涉及傷人、行劫、詐騙、盜竊和違反公眾體統等罪行。✿

Chamber Visits Watsons Water

考察屈臣氏蒸餾水中心



A.S. Watson Industries Beverages Plant Manager Wolfgang Reitz explains to members the refilling process before touring the bottling plant. (Due to photography being prohibited inside the plant, The Bulletin cannot show readers the operations.)

屈臣氏實業飲品製造廠經理黎偉振帶領會員參觀裝瓶廠前，先解釋有關加溫過程。（由於廠房內嚴禁攝影，《工商月刊》未能向讀者展示有關運作。）

曾經有人問道：「水是地球上的有機生命體嗎？」既然水是地球的生命之源，這個說法也不無道理。我們每週都會飲用大量的水，但與生命中其他重要的事物一樣，久而久之，我們便會不以為然。

為加深會員對樽裝水的認識，總商會於12月5日特別率團前往屈臣氏蒸餾水中心考察，了解廠房內的生產設施。

屈臣氏蒸餾水在2003年慶祝成立100週年，但早於1824年，集團已在廣東開辦藥房，向廣州一帶的平民贈醫施藥。屈臣氏蒸餾水總經理董國雄向會員表示，藥房把水進行蒸餾的最初目的是用以製藥，但隨著市場對蒸餾水的需求日增，有關生產亦發展成為大規模的業務。

自五十年代起，集團開始為辦公室提供商用裝蒸餾水。時至今日，蒸餾水的產量已達每年約4.3億公升。廠房的水源來自一般的食水供應，經過去除雜質和軟化等多個過程，最後便會製成蒸餾水。董先生指出，蒸餾是唯一能夠去除水中所有雜質和金屬的過程。✿

Someone once asked: "Is water a living organ of the living Earth?" Given that all life on Earth is dependent on water, he could have a point. We all drink buckets of the stuff every week, but like most things in our lives that are so important to us, we tend to take them for granted.

To try and shed some light on the stuff of life, HKGCC organized a special tour of Watsons Water production facility on December 5 to learn about its production facilities and about water in general.

Watsons celebrated its 100th birthday in 2003, but it first opened its doors in Canton in 1824, as a dispensary providing free medical services to peasants in Guangzhou. Terence Tung, General Manager for Watsons Water, told members that the pharmacy distilled water to use in the production of medicines, and later demand for distilled water developed into a full-fledged business.

The company has been delivering large bottles of water to offices since the 1950s, and today produces around 430 million litres of water annually. Its water is distilled from the regular municipal water supply, which goes through several processes to remove impurities and to soften it. Mr Tung said distillation is the only process that can remove all impurities and metals from water. ✿

(L-R) Dr Cliff C K Chan, Chairman of the Chamber's Industry and Technology Committee, presents Plant Manager Wolfgang Reitz, Mr Tung, and Operations Director Gordon Ma with a small souvenir. (左至右) 本會工業及科技委員會主席陳作基博士向廠房經理黎偉振、總經理董國雄及生產總監馬錦洪致送紀念品。



Saving the Environment: Reasons for Hope

“How is it possible that, arguably, the most intellectual being ever to walk on the planet is the only animal which will destroy its home?” asks Dr Jane Goodall.

People are using resources up at such a rate that scientists calculate we will need at least five new planets like the Earth if everybody aspires to the standard of living that we accept as “normal,” she told members at the Chamber’s November 28 roundtable luncheon.

“We don’t have five new planets, we don’t have even one new planet, so something has to change. If we care about our children, our grandchildren, children of the future, if we truly care, then something has to change,” she said.

Dr Goodall has witness heartbreaking desecration of forests and dozens of species of animals during the course of her work. The root of the problem, she believes, lies in poverty. As such, if any progress is to be made in sustaining our natural resources and environment, it is essential that assistance be given to help people get out of poverty.

“When people don’t have enough food, they will continually destroy the environment and exhaust the land. At the same time, we have got to bring down our expectations on standards of living,” she said.

People hunting and destroying chimpanzees have resulted in the once healthy chimp population in Africa being put on the endangered list. Only about 150,000 chimps are left in tiny isolated fragments of forests across the African continent, and she laments that those have very little chance of survival.

“The first thing that became obvious to me was that if you had a small area of forest



surrounded by desperate people, then there was no future at all. So what is the answer?” she asked. “The answer is trying to improve the lives of the desperate people living around wildness areas. And that is how we started our program that we call ‘Take Care,’ which aims to improve the lives of the villagers in a very holistic way.”

拯救環境：希望有理

Instead of doing what scientists and aid workers think those local people want, teams of Tanzanians asked villagers what they thought they needed to make their lives better. It was not anything to do with the environment, but education and health. Gradually, groups of women were empowered.

Realizing how degradation of the environment in Africa was taking place in other parts of the world, Dr Goodall began to offer her model in Africa to other communities in North America, Europe and Asia.

During her travels, she met many young people who seemed to have lost hope in the future.

“When I began talking to these young people, they all said the same thing: ‘We feel like this because we feel you compromised our future, and there’s nothing we can do about it.’”

“Are they right? Is there nothing that we can do about the future? There’s a lot that we can do about it, which is how I started ‘Roots and Shoots,’ a program that I want to seed in Hong Kong,” she said.

“Roots and Shoots,” which involves groups of young people, starting from tiny 2-year olds to university students to senior citizens, was established in Tanzania and has now taken root in 98 countries. Each group thinks about a problem and decides what they would like to do to make a difference in three areas: for their own community, for animals and for the environment that we all share.

“It’s amazing to me – and my greatest reason for hope – what some of these young people have come up with and that they want to roll up their sleeves and get out there to make a difference,” she said. “It’s one of the greatest reasons for hope, because when young people know what the problems are, and are empowered to act, they have so much energy and passion and courage.”

What are her other reasons for hope? “This extraordinary brain of ours. I mean we are problem-solving creatures. That’s why we came to dominate the planet,” she said.

Animals on the brink of extinction can be given a second chance if certain committed individuals are determined to do something to keep them alive. Similarly, a polluted river can be cleaned up and dirty air can be purified. Because we have the technology, we can do it. All it takes is the money and the will.

“This is my last reason for hope; the indomitable human spirit. People who tackle the seemingly impossible task never give up,” Dr Goodall said. 🌸

There is a lot that every individual can do to help sustain our environment, says Dr Jane Goodall.
珍古德博士說，人人都可以在多方面出力，協助維護我們的環境。



珍古德博士質疑：「試問地球上智商可能最高的生物，怎可能是唯一會摧毀自己家園的動物？」

她出席本會11月28日舉辦的小型午餐會時表示，科學家估計，以我們耗用資源的速度計算，我們若希望能維持可接受的「正常」生活水平，則需要最少五個如地球般的行星。

她說：「我們並無五個新行星，甚至連一個也沒有，所以需要作出一些轉變。若我們真正關心自己的子女、孫兒和下一代，就必須作出改變。」

在工作期間，她目睹森林和多個品種的動物慘遭危害，情況令人悲哀。她相信，問題的根源在於貧窮。因此，如要保護地球的天然資源和環境，協助人們脫貧會是一項重要的工作。

她說：「人們沒有足夠食物時，便會不斷破壞環境，耗盡土地資源。與此同時，我們得降低對生活水平的要求。」

人類獵殺和迫害黑猩猩的行為，已導致一度數目眾多的非洲黑猩猩被列入瀕危動物。珍古德博士悲嘆說，目前全球只剩下15萬隻黑猩猩，分佈在非洲大陸的零散森林，但牠們的生存機會也很渺茫。

她問道：「若一片細小森林的四周都是絕望的人，那就根本沒有將來，我認為這是明顯不過的事情。那麼，解決方法為何？答案是嘗試改善荒野居民的生

活，讓他們不再感到絕望。就此，我們開展了『關懷』計劃，旨在全面改善村民的生活。」

科學家和支援人員一般只會從單方面出發，提供他們認為當地人所需的支援，但坦桑尼亞的小組卻會詢問村民希望得到甚麼協助，以改善他們的生活。事實上，村民需要的不是環境方面的支援，而是教育和健康方面的援助。於是，一些由女性組成的小組也逐漸發展起來。

珍古德博士意識到環境質素下降的情況並不限於非洲，而正在蔓延至世界其他地方，故決定把計劃推廣至北美、歐洲和亞洲的其他社群。

她在遊歷期間，遇到許多看似對未來失去希望的青少年。

她表示：「我開始與這些青少年傾談時，他們說的都是同一番話：『我們有這樣的感覺，是因為覺得你已損害我們的未來，而我們卻對此無能為力。』」

她續說：「他們說得對嗎？我們真的不能為未來做些甚麼嗎？我們可以做的其實也很多，正是這個原因，便創立了『根與芽』計劃，希望藉此計劃在香港播種。」

「根與芽」計劃由多個組別的青年（由只有兩歲的幼童以至大學生）和長者組成，最初在坦桑尼亞成立，現已擴展至98個國家。每個小組都會探究一個問題，並會想出方案，以改善和關注三個範圍的發展，包括他們所屬的社區、動物和我們共享的環境。

她說：「其中一些青年能夠投入參與和坐言起行，致力為世界作出改變，他們所展現的態度令我感到驚訝，也是我對未來抱有希望的最大原因之一，因為當年輕人知道問題所在，便會積極行動，他們有的是活力、熱忱和勇氣。」

除此之外，還有甚麼可為她帶來希望？她說：「是人類這個不平凡的腦袋。我是說，人類是懂得解決難題的生物，因此，我們得以管治地球。」

假如一些有志人士能決心採取行動拯救瀕臨絕種的動物，牠們的命運便有機會扭轉過來。同樣地，受污染的河流也可以變回清澈，骯髒的空氣亦可以回復潔淨。這是由於我們擁有技術，令我們能夠做到，而所需的只是金錢和決心而已。

珍古德博士說：「我存有希望的最後一個原因，是人類不屈不撓的精神。面對看似不可能達成的任務時，人類總是永不言棄。」

HKGCC Chairman Dr Lily Chiang thanks Dr Goodall for sharing her experiences and vision with Chamber members.

本會主席蔣麗莉博士感謝珍古德博士與會員分享經驗和願景。





the Bulletin

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Domestic Consumption to Fan China's Economic Growth

Companies can look forward to a rosy 2008 with regards to doing business in China, but increasing competition will be one of the main challenges that they will have to face in the Year of the Rat, "The Ten Highlights of China's Commercial Sector 2007-2008," predicts.

The report, based on the views of 180 top-tier experts, highlighted the increasingly important role that China's rapidly growing consumer market is playing in the country's economic performance. In the past decade, retail sales growth has been driven by rising incomes, a burgeoning middle class, a booming stock market and government initiatives to boost domestic consumption, Francesca Lim, one of the authors of the report, said at a Chamber roundtable luncheon on December 10.

Consumer goods sales rose by 13.7% in 2006 to 7.6 trillion yuan, and that figure is expected to grow by at least 16% for 2007. However, she pointed out that China's retail sales are being driven by urbanites, with 44% of the total population contributing 60% of consumption. The government's efforts to develop consumption in rural areas are starting to bear some fruit. In 2005, the

Ministry of Commerce launched its Rural Retailing Network Project to facilitate chain businesses setting up in rural areas. The project has attracted local and international companies, such as P&G, Carrefour, Yili Group and Huiyuan Group.

Heavyweights moving into emerging markets is resulting in a rise of mergers & acquisitions, and foreign enterprises are looking for new ways to grow their market share by reaching into lower-tier cities.

Chang Ka-mun, Managing Director of Li & Fung Development (China) Ltd, which produced the report, recommended that enterprises "pick the right ground for battle." Second-tier or third-tier cities could be the best place to launch a business, for example, Taiyuan in Shanxi Province, is home to many rich coal miners, and in Chengdu, Sichuan Province, people enjoy spending their money. Entrepreneurs should also consider commercial development and transportation plans for cities, which are important barometers of a city's growth.

Secondly, enterprises need to keep a close eye on policy changes, which can lead to disputes with China's major trading partners, especially the U.S., he warned.

Mr Chang said he believes that China's economy is sustainable as Chinese consumption is growing. He says branding holds the key to win customers, as evidenced by the rapid growth in the luxury market in recent years. In addition, product quality and safety will also be key factors in determining consumers' decisions. ✿



Urbanites are driving China's consumption boom, says Ms Lim.
林女士表示，都市人正推動中國的消費熱潮。



內部消費帶動中國經濟增長

「2007至2008年中國商業十大熱點」研究報告顯示，企業2008年在中國的營商前景可觀，惟熾熱的競爭將會是它們在鼠年要面對的主要挑戰之一。

報告以180名高級專家的意見為基礎，重點討論中國迅速增長的消費市場在國家經濟表現方面所扮演日益重要的角色。報告其中一名作者林景華在本會12月10日舉辦的小型午餐會上表示，過去十年，零售增長一直由上升的收入、崛起的中產階級、暢旺的股市及政府促進內部需求的措施所帶動。

消費商品的銷售額在2006年增加13.7%至人民幣7.6萬億元，預計有關數字在2007年增加至少16%。然而，她指出，中國零售銷量受都市人帶動，都市人佔總人口的44%，卻造就六成的消費額。政府在鄉村地區推動消費的措施已漸見成果。商務部在2005年推出「萬村千鄉工程」，以發展鄉村地區的連鎖業務。該項工程吸引了P&G、家樂福、伊利集團和匯源集團等本地及國際企業參與。

大型企業紛紛進軍新興市場的趨勢，掀起連串的併購潮。外資企業正尋求新的途徑，增加市場份額，例如透過發展次級城市市場。

利豐發展(中國)有限公司執行董事張家敏也是報告作者之一。他建議企業應「挑選合適的戰場」。次級或三級城市或許是開展業務的最佳地點，例如，山西省太原市是許多大型煤礦開採企業的基地，而四川省成都市的人民則樂於消費。企業家也應考慮城市的商業發展及運輸規劃，因為這些因素都是城市增長的重要指標。

其次，他提醒企業需密切留意政策的轉變，因為有關轉變可導致中國與主要的貿易夥伴(尤其是美國)產生爭端。

張先生相信，中國經濟可隨消費增長而持續發展。他說，品牌是贏取客戶的關鍵，近年奢侈品市場的急速增長便是明證。此外，產品質素和安全將會是影響消費決定的主要因素。✿

‘Silicon Dragon’ 「矽龍」

In her new book, “Silicon Dragon,” Rebecca Fannin examines how China’s new entrepreneurs are not simply redefining, but winning the global technology race. *The Bulletin’s* Editor Malcolm Ainsworth spoke with Ms Fannin during her trip to Hong Kong last month about China’s growing prowess in the information technology race. Following are excerpts from that interview.

范碧嘉在其新書「矽龍」中，探討中國的新一代企業家如何為全球的科技競賽重新定義，以及在競賽中節節得勝之道。本刊總編輯麥爾康於范女士上月訪港期間，與她進行了專訪，聽她談中國在資訊科技競賽中的超卓表現。以下乃當天訪問的內容精華。



Bulletin: When did you get the idea for your book?

Rebecca Fannin: I got the idea about two years ago. I mentioned it to a lady that I know in New York – who is a former journalist and now book editor – and she loved the idea. So it just happened very quickly.

B: The book focuses on what you describe as China’s best and brightest “techno-preneurs.” How did you decide who to interview for the book?

RF: I talked to venture investors and I asked them about their companies. They gave me a rundown of their companies, and I looked at them, evaluated them, and decided which

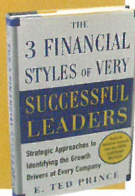
ones seemed to be in the most interesting sectors. Then I narrowed it down by doing interviews with probably as many as 30 Chinese entrepreneurs, which I further narrowed down to 12.

B: What was wrong with the rejects?

RF: Nothing really. Either I wasn’t convinced that their technology was all that innovative, or I wasn’t really sold on their market sector. For instance, Robin Li, founder of Baidu, is my chapter one. I thought he was interesting because his business is an online search company, and with Google being such a hot company in the U.S. here is this competitor that is actually beating Google in China. Then

Congratulations to the winners of “The 3 Financial Styles of Very Successful Leaders.”

Robert Hon,
Hong Kong Gold Coast Hotel
Donna Lam,
Discount Shopper (HK)
Christina Ng,
Longking Company
Chris Dillon,
Dillon Communications
Lisa Yip,
FTC Kaplan



I had seen Jack Ma give a speech at the Asia Society in California, and I was mesmerized by his personality. I thought he was very interesting, so I wanted to profile him and find out more about him.

B: A lot of the companies you profile have built their success on a copied idea, but that will only carry them so far. Without innovation, how do they think they will be able to survive?

RF: That is the premise of the book. The first half profiles the copycats, and then the second half focuses on the new breed of innovators who are emerging from China. Many of them grew up in China, were educated in China, some have never been out of China, and they are funded by domestic Chinese investors. Whereas the first group, the copycats, many of them are returnees to China, like Robin Lee.

B: Are they worried about start-ups copying them?

RF: Right, for instance they are getting some competition from American companies that are coming in and copying what they have. But they are also becoming more innovative through exposure to new ideas, and cross fertilization of ideas. The young entrepreneurs are hooked up to the Internet, free enterprise, and starting their own business. This is the first generation that has had to deal with this, they are pioneers.

B: With the exception of Alibaba, why don't these companies have any international ambitions?

RF: Baidu is also in Japan, but less than half have any international ambitions. The Chinese market is so huge and growing so fast, they have so many opportunities there. There is no reason to look elsewhere.

B: There is some fears among developed countries that China will come to dominate industries around the world, similar to the rise of Japan's economy. Do the people that you interviewed feel the same?

RF: I don't think they think they are going to take over the world. They are very humble. I think some of their venture investors would love for them to be like how Japan took over Detroit, but when you interview the entrepreneurs they are so focused on what they are doing that they don't think about that.

B: Are they driven by fame and fortune, or do they have a long-term vision?

RF: I think they are very committed to what they are doing and they do have a long-term vision. That was really remarkable for me, because there wasn't this hunger for only money that I am so used to seeing. When I asked them, do you want to be rich? Do you want to be famous? They said, "no, I want to do this for the good of society, I want to help my country." I know this sounds public-relationsish, but I didn't encounter a single PR professional during my interviews.

B: What is the big takeaway message of your book?

RF: The next Steve Jobs could come from China. America's dominance of high tech innovation is being challenged, not just by China, but also by India and Korea, with China being its biggest challenger. 🌸

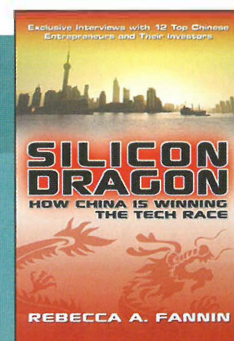
Win a copy of "Silicon Dragon" 歡迎來信索取《Silicon Dragon》

The Bulletin is giving away three copies of 'Silicon Dragon,' by Rebecca Fannin. The contest is open to HKGCC members only, and limited to one entry per person. Three entries will be randomly drawn from the hat and winners will be announced in the February issue of *The Bulletin*. Deadline for entries is January 23.

Simply complete the entry form and send it to: The Hong Kong General Chamber of Commerce, 22/F, United Centre, 95 Queensway, Admiralty, Hong Kong. Please mark your entry "Silicon Dragon."

《工商月刊》將送出三本范碧嘉的著作《矽龍》，每人只限索取乙本，歡迎會員來信參加。本會稍後將抽出三位幸運兒，結果將於二月號的《工商月刊》內公布。截止日期為1月23日。

請填妥索取表格，並郵寄至香港總商會（地址：香港金鐘金鐘道95號統一中心22樓），來信請註明「矽龍」。



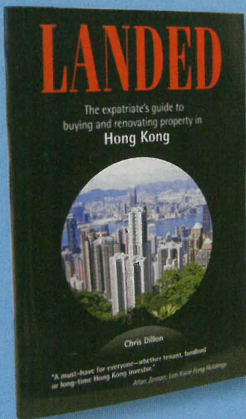
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(Winners will be notified by e-mail and be required to pick up their book at HKGCC's head office).
(得獎者將獲電郵通知，並須前往本會總辦事處領取書籍。)

Foreigners' Handbook on Buying Property in Hong Kong 外國人在港置業指南

In "Landed," the expatriates guide to buying and renovating property in Hong Kong, author Chris Dillon methodically lists out everything would-be property buyers could wish to know, from how to apply for a mortgage to where to buy your fixtures and fittings.

Written as a no-nonsense manual, he also includes three case studies of his own experiences in buying an office, apartment and a factory that he converted into a photographer's studio for rent. This handy little guide takes out much of the guesswork and pain of becoming your own landlord in Hong Kong.



在 "Landed" —— 外國人在港購置和翻新物業指引——一書中，作者Chris Dillon清楚列舉準物業買家應注意的事項，由申請按揭以至購置配件和傢具等資料，都有詳細的記載。

作品作為一本實用的指南，他亦以自己的經驗作為例子，分析如何購置辦公室、住宅，以及把工廠單位放租為影樓。這本方便的指南有助排解準買家的眾多疑難，讓他們可輕鬆在港成為業主。

Win a copy of "Landed"

歡迎來信索取《Landed》

The Bulletin is giving away three copies of 'Landed,' by Chris Dillon. The contest is open to HKGCC members only, and limited to one entry per person. Three entries will be randomly drawn from the hat and winners will be announced in the February issue of The Bulletin. Deadline for entries is January 23.

Simply complete the entry form and send it to: The Hong Kong General Chamber of Commerce, 22/F, United Centre, 95 Queensway, Admiralty, Hong Kong. Please mark your entry "Landed."

《工商月刊》將送出三本Chris Dillon的著作《Landed》，每人只限索取乙本，歡迎會員來信參加。本會稍後將抽出三位幸運兒，結果將於二月號的《工商月刊》內公布。截止日期為1月23日。

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(得獎者將獲電郵通知，並須前往本會總辦事處領取書籍。)

問：你何時得出書中的概念？

答：我兩年前已得出這個概念，當時我向紐約一位前新聞工作者和現任編輯提出有關構思，她表示十分欣賞，因此便隨即著手寫書。

問：你的作品集中討論你所謂的中國最優秀「科技家」。你如何選定訪問對象？

答：我與企業投資者傾談間，詢問有關他們公司的事務，他們遂向我提供公司的簡報。經過仔細分析和評估後，我再決定哪些企業的所屬行業最有趣味性，並與多達30位中國企業家進行訪問，最後把對象進一步收窄至12位。

問：那些被淘汰的企業有何不妥？

答：其實沒有甚麼原因。也許是我認為他們的技術不夠創新，又或是他們的行業不在我的討論之列。舉例說，書內第一章的內容是百度創辦人李彥宏的故事。我之所以覺得他有趣，是因為他成立的是一家網上搜尋公司，而面對美國的熱門公司Google，百度竟有能力在中國擊敗這位競爭對手。後來，我在亞洲協會加州分會舉辦的活動上遇見馬雲，他為大會發表演說期間，我被他那性格所吸引，我覺得他很有趣，因此我希望在作品中輯錄他的事跡，加深了解他這個人。

問：書中記述的許多企業雖然都是以參考別人的構思而發跡，然而他們的成功在於能夠把有關構思加以發揮。倘若缺乏創意，你認為他們還能否在市場上生存？

答：這正是此書探討的前提。作品前半部主要是關於那些抄襲者的個案分析，後半部則集中研究在中國日漸冒起的新一代創新企業家，當中有很多在中國長大和接受教育，有些甚至不曾離開過中國，而他們都獲本地的中國投資者提供資助。至於第一組靠抄襲而突圍的企業家，不少都是由海外回流中國，李彥宏便是其中之一。

問：除了阿里巴巴外，何以這些企業都沒有進軍國際的雄心？

答：百度也有在日本開展業務，但有意打入國際市場的企業不過半數。龐大的中國市場在迅速增長，當地商機處處，故沒必要向外發展。

問：發達國家都擔心中國未來會主導全球工業，情況有如日本經濟的崛起。受訪人士也有同樣的憂慮嗎？

答：我認為中國企業不會主導全球工業，因為他們都很謙遜。雖然部分中國企業投資者或會希望像日本接管德勤般，成為一些國際企業的主導，然而在訪問期間，我發現受訪的企業家都只顧專注工作，根本沒有這個想法。

問：受訪企業的成功之道在於模仿其他公司的概念，他們又是否擔心後起企業會抄襲自己的構思？

答：事實上，他們正面對美國一些後起公司的競爭，這些公司也在抄襲他們的構思。然而，他們亦透過不斷接觸新的概念和交流構思，從而變得更有創意。這些年輕企業家對互聯網認識豐富，有自由進取的精神，並敢於創業，是第一代在這背景下產生的企業家，可謂業界先鋒。

問：他們的動力是否源於對名利的追求？還是他們真的有遠大目標？

答：他們對工作充滿熱誠，也有遠大的目標。我認為這種態度很值得欣賞，因為他們不像我慣常遇到的企業家般只顧賺錢。當我問他們是否希望變得富有和出名時，他們說只希望為社會謀福，為國家作出貢獻。那聽來像公關式的回應，但在我的受訪者中，沒有一個是任職公關的專業人士。

問：你的著作帶出的重要訊息是甚麼？

答：下一位Steve Jobs（資訊科技巨擘）可能來自中國。美國在高科技產品方面的優勢已然受到挑戰，除了中國之外，印度和韓國已加入競爭，但最大的挑戰仍然來自中國。✿

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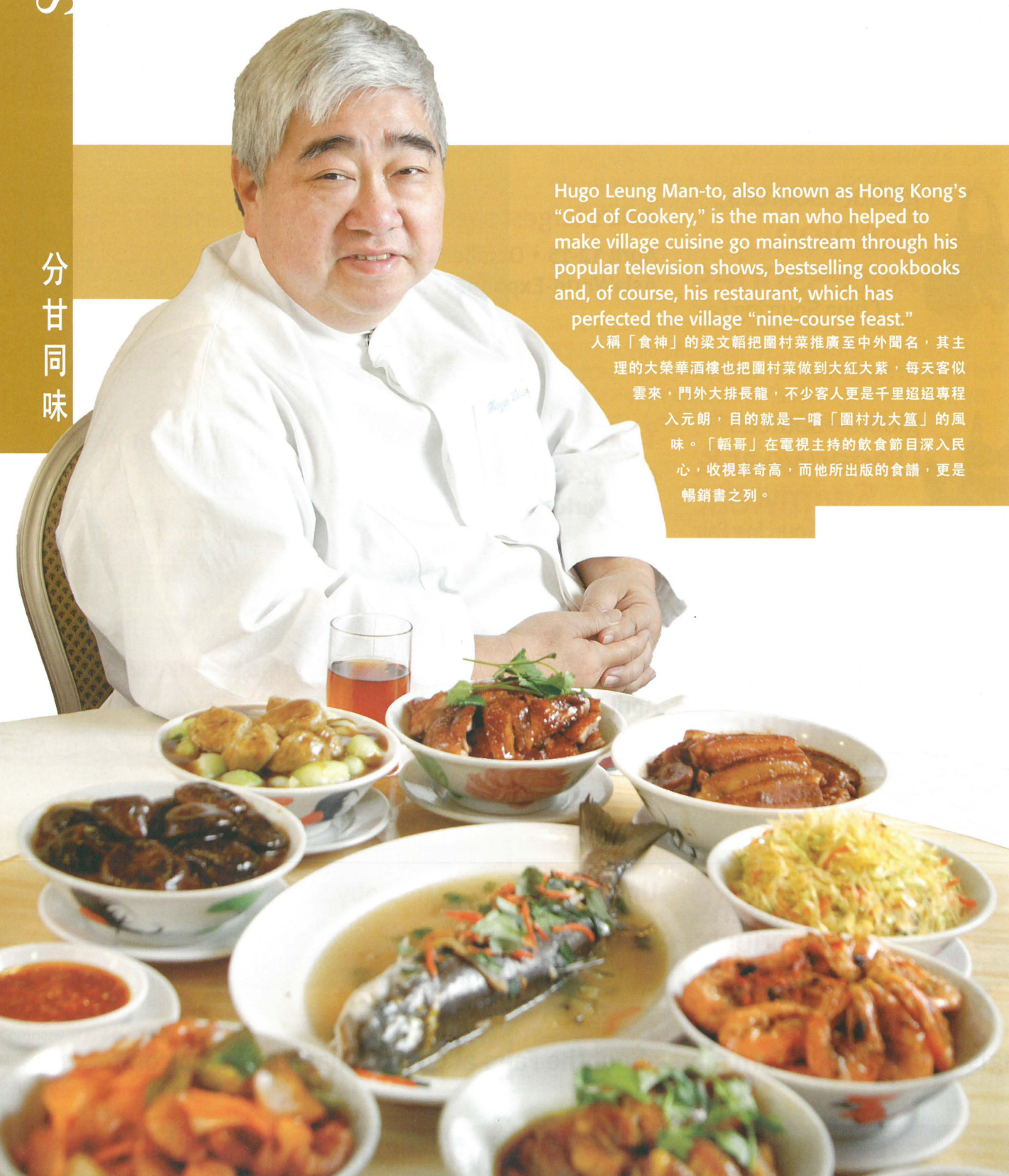
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The Village Cuisine Cult – In Search of the ‘Nine-Course Feast’

By Gerry Ma 馬桂榕

Hugo Leung Man-to, also known as Hong Kong’s “God of Cookery,” is the man who helped to make village cuisine go mainstream through his popular television shows, bestselling cookbooks and, of course, his restaurant, which has perfected the village “nine-course feast.”

人稱「食神」的梁文韜把圍村菜推廣至中外聞名，其主理的大榮華酒樓也把圍村菜做到大紅大紫，每天客似雲來，門外大排長龍，不少客人更是千里迢迢專程入元朗，目的就是一嚐「圍村九大簋」的風味。「韜哥」在電視主持的飲食節目深入人心，收視率奇高，而他所出版的食譜，更是暢銷書之列。



「圍村九大簋」——吃出風味

During Lunar New Year and Winter Solstice, Chinese families customarily gather together to enjoy a traditional feast, with “*pun choy*,” or “Big Bowl Feast,” being a popular favourite. “*Pun choy*,” a large dish containing layers of several dishes, is often associated with Yuen Long, especially the town’s decades old Tai Wing Wah Restaurant, which helped to popularize this village cuisine. Hugo Leung Man-to, Chef and Director of the restaurant, also known as Hong Kong’s “God of Cookery,” helped popularize village cuisine in Hong Kong through his popular television shows, bestselling cookbooks and, of course, his restaurant.

Pun choy is usually shared with family and friends, and part of its appeal is tucking into the different layers – prawns, pork, vegetables, duck, chicken, etc – as diners work their way down through the dish. In villages, families like to prepare a slightly different take on *pun choy*, which is nine different casseroles. Tai Wing Wah Restaurant has perfected this “nine-course feast,” which incorporates simple ingredients, such as mullet, duck, chicken, mushrooms, etc, cooked in a conventional way. Despite this, each dish is unique in flavour, and each has an interesting story behind it – usually symbolic of the sacrifices and joys that families living in walled-villages used to have to make. Consequently, the nine-course feast is almost always enjoyed among family and friends and creates an overwhelming sense of togetherness.

“Barbecued rice duck and coriander” is one of the highlights of the nine-course feast. The duck’s cavity is stuffed with *chu hou* paste and coriander, blanched in boiling water, and then coated in a special sauce before being roasted for around 30 minutes. Rice ducks used to be bred in ponds in Yuen Long and fattened up with rice, in addition to the prawns and conches which also used to be raised in the ponds. This gave them a thick layer of fat, which ensured that they were juicy and tender after roasting.

Another must-have poultry dish for the traditional village banquet is the “five-spices chicken.” Supreme soy sauce and a mix of five spices – star aniseed, tangerine peel, tsaoko, clove and cinnamon – produce a wonderfully aromatic marinade for the chicken, which also tenderizes the chicken meat.

The heavy “pork belly” traditionally makes up the forth layer and is the soul of *pun choy* because it flavours the entire dish. The soft pork fat contrasts nicely with the juicy, chewy meat. Although high in calories, the dish is popular among villagers who quickly burn up calories working in the fields.

“Tangerine prawns with fermented black beans” is another popular layer in *pun choy*, and is usually placed near the top as an appetizer. Since tangerine peel and fermented black beans have a strong, tangy taste, these are added after the prawns have been briefly fried.



“Barbecued rice duck with coriander” gains its flavour from the “*chu hou*” paste and coriander which is stuffed inside the duck before roasting. 「香酥燒味鴨」吃時除有柱侯醬的味道，更有芫茜帶出的香味。



“Five-spices chicken” is marinated with supreme soy sauce and five spices – star aniseed, tangerine peel, tsaoko, clove and cinnamon – to produce a very tender, meaty taste.

「圍頭五味雞」一用八角、陳皮、草果、丁香及桂皮五種香料烹調過的頭抽醬油，美味無比，雞味更見濃郁嫩滑，更有一股清香的黃豆味。



The “pork belly” fat is especially soft and contrasts nicely with the chewy meat and taro.

「盆菜豬肉」一味道香濃，入口即溶，肥肉入口時鬆軟甘香，絕不肥膩，瘦肉多汁酥軟而不黏牙，第二主角荔芋，絕不是配角，很多時候最有潛力成為第一主角。



“Tangerine prawns and fermented black beans.” Medium-size prawns are quickly fried before the tangy tangerine peel and fermented black beans are added to the dish.

「陳皮豆豉蝦」一蝦選用中蝦，陳皮和豆豉都是味量的配料，加上蝦用油泡過，更香上加香。

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"Crab meat with vermicelli" stems from a well-known walled-village story (see article). 「蟹肉河口絲」又稱炒長遠，背後有一個新界圍村故事（詳情請參看內文）。加入椰菜絲，更見爽口。



The secret to these "dace and vegetable balls" is to mix tangerine peel and preserved meat in a clockwise direction! Stirring the mixture anticlockwise or adding ginger makes the texture too loose.

「時菜鮑魚球」—好吃的秘訣在於加入了陳皮與臘味，要順時針方向打，期間不可亂轉方向，亦不可以加薑，不然肉質會變得鬆散。



"Braised mushrooms in oyster sauce" cover a bed of green vegetables and go very well with oyster sauce.

「蠔油炆北菇」—冬菇整齊的排在時菜上，冬菇和蠔油的味道最配，冬菇能吸盡蠔油的鮮味，吃時更覺軟滑。



Crispy "sweet and sour pork" is a classic favourite.

「糖醋酥肉青」—炸得夠鬆化，廚汁清、不糊口，酸味不太濃。

"Crab meat vermicelli" has an interesting walled-village story behind it. In the olden days, many young villagers left their homes and went to work abroad. Before leaving, their mothers would make a dish called "silver prawns and clam vermicelli." The prawns, usually caught in the deep sea, signified the young villagers travelling overseas, while clams, harvested from the bay, represented the family at home. As vermicelli represents links, the dish was seen as a wish for the family to keep in touch with one another. Although pollution has driven out the silver prawns and clams from Yuen Long, they have been replaced with crab meat, but the story behind the dish remains unchanged.

Another great value and tasty dish is "dace and vegetable balls," made with fresh dace, dried shrimps, dried pork, tangerine peel and mushrooms.

The quality of the mushrooms used in "braised mushroom in oyster sauce" can make or break this dish, as well as the quality of the oyster sauce. Both dishes are basic *pun Choi* fare, together with "sweet and sour pork," which is a popular favourite among the kids.

The finest grey mullet, farmed in the clear, salty waters off the deep bay, are soaked in a vegetable stock and poached over a low heat, before pickled lemons and mixed vegetables are added to the pot. Poaching the grey mullet in broth makes the fish meat exceptionally soft and is a traditional cooking technique of village cuisine.

Listening to Hugo telling village stories about the "nine-course feast," you soon discover that he is an encyclopaedia of fine food. Whether you ask him a question about Chinese or

Western dishes, he knows everything about the ingredients, the sauces, and cooking techniques. He has also created a number of new dishes to add a bit of variety to the "nine-course feast," such as "salty oysters and tofu," "Bombay duck with Chinese chives," "stuffed chicken cage," "salty vegetable cake" and "village taro" to mention a few.

Some people may feel that Tai Wing Wah Restaurant serves only traditional fare, but I cannot disagree more. For example, I recently asked Hugo to introduce me to some of his new dishes, which included his take on Japanese fried beef slices, fried cabbage and fried rice. So if you take the advice of Hugo, you too could be pleasantly surprised by the "God of Cookery."

It used to be a bit of a hassle to travel to Yuen Long to eat walled-village cuisine, but since Hugo opened a new restaurant in Kowloon Bay, this "nine-course feast" can be enjoyed much closer to downtown. However, its popularity means you will need to book well in advance to make sure you get a table. 🌸

農曆新年將至，無論年尾冬至，或是新年期間，一家大小總會一起過節，有人喜歡在家弄菜，有人則喜歡外出用膳。近年，很多人喜歡預訂盆菜與親友同享，貪其方便及多選擇，又能配合過年氣氛。提起盆菜，總會令人聯想起元朗，無論想吃盆菜或是買盆菜的，都會專程入元朗選購。談到吃在元朗，不難令人想到著名的大榮華酒樓。事實上，做圍村菜做到大紅大紫的大榮華，每天客似雲來，門外大排長龍，不少客人更是千里迢迢專程入元朗，目的就是一嚐元朗圍村菜的風味。將圍村菜推廣至中外聞名的，就是元朗大榮華酒樓的主理人梁文韜先生。人稱「食神」的韜哥，在電視飲食節目中現身說法，講述飲食文化，道出食材的出處及搭配，他主持的飲食節目深入民心，收視率奇高。到現在為止，仍然未有同類型飲食節目可媲美，而他所出版的食譜，更是暢銷書之列。

很多人以為圍村菜就等於盆菜，但事實上傳統的盆菜只屬粗菜。從前每逢喜慶時節，鄉下人愛將餸菜一層層的放在盆內，招待親朋戚友。不論是豬肉、雞白、豬皮、雞、鴨或冬菇，都放在一起，吃起來，煞是熱鬧，但所有味道混在一起，從味道的搭配來說，是另一回事。圍村人請客「食九碗」（即九大簋）才較矜貴。因此，從前說晚上要去飲宴，吃好東西都會說去吃「九大簋」。

圍村人在酬神、嫁娶等大時大節，主人家便會悉心炮製九種美食，分別置於九個大鉢中，與親朋好友一

Grey mullet in a tangy lemon broth with vegetables.

「白水浸烏頭」—加入頭菜和鹹檸檬，魚肉夠滑身，沒有半點泥味。



齊分享。大榮華酒樓所提供的「九大簋」，天天都有供應。到底吃「九大簋」的菜餚包括有甚麼呢？一圍標準的九大簋，包括有「香茜燒米鴨」、「圍頭五味雞」、「盆菜豬肉」、「陳皮豆豉蝦」、「蟹肉河口絲」、「時菜鯪魚球」、「蠔油炆北菇」、「糖醋酥肉膏」及「白水浸烏頭」。雖然菜式並非甚麼山珍海錯，但勝在夠風味，就像農家菜般不花巧、不造作，每一道菜都有獨到的烹調技巧，而且個別菜式背後都有一個圍村小故事；加上吃「九大簋」不能獨食，一定要一圍枱的人共享，所以在熱鬧的氣氛下共膳，更覺有人情味。

「香茜燒米鴨」是選用嫩鴨，用柱侯醬和莞茜把鴨肚填滿，然後用針將鴨肛縫好，鴨身過一過滾水後，把上皮醬料塗勻全鴨，接著風乾，然後再把風乾的鴨放入燒爐燒烤30分鐘，再取出斬件上碟。米鴨就是「吹過米」，即是將白米吹進鴨肚內的鴨，鴨皮脂肪會增厚，脂肪厚一點會較耐燒。講起米鴨，從前元朗原來有很多漁塘，漁塘的周圍養了許多鴨，鴨在漁塘附近覓食，漁塘裡的蝦、螺就是鴨子的天然食物；鴨將未完全消化的穀米等飼料排出時，漁民便會把這些含豐富營養的鴨糞放入漁塘餵魚，自然鴨壯魚肥，所以漁民喜歡在漁塘邊養鴨，而元朗的米鴨亦特別肥美，肉質也較好，但自從實行中央屠宰後，現在的鴨肉質已沒有從前那麼好吃了。

「圍頭五味雞」是從前圍村人宴請親朋時的必備菜式，香味就是來自頭抽醬油和「五味」。所謂「五味」，就是八角、陳皮、草果、丁香及桂皮五種香料，所以稱為「五味雞」。「圍頭五味雞」就是用豉油浸熟的，吃起來特別嫩滑，放在公雞碗上碟，賣相充滿圍村風味。

「盆菜豬肉」一般放在盆菜第四層，被稱為盆菜的靈魂，決定了盆菜整體的味道和質素。這味「盆菜豬肉」，味道香濃，肥肉入口鬆軟甘香，即時溶化，絕不肥膩，瘦肉部份又多汁，酥軟而不黏牙。由於在從前的農村社會，圍村人多從事體力勞動，故喜愛吃肉類，最常吃的便是豬肉。

「陳皮豆豉蝦」也是盆菜用料之一，通常鋪在中上層，吃其香口。陳皮和豆豉都是味重的配料，加上蝦用油泡過，所以令這道菜香上加香。為何選用陳皮和豆豉？原來因為這兩種東西都是由圍村自家出產，正是不假外求的調味料。



Canton rice is very rich in flavour and slightly chewy. A tablespoon of fermented pork fat and supreme soy sauce is sometimes added to make the well-known "rice in fat."

「絲仔蒸飯」選用廣東增城縣的「老鼠牙」絲苗、飯香四溢，口感煙燻而較硬身，加入香濃惹味的燒豬油及頭抽，就成為著名的「豬油撈飯」。



"Salty oysters in steamed tofu" is a typical walled-village dish.
「鹹蠔蒸豆腐」—圍村家鄉餸，日常家庭菜。



"Bombay duck with Chinese chives." This fish is normally deep-fried, but this is a much healthier option.
「蓮菜花煮九肚魚」—酥炸的九肚魚吃得多，煮的做法更覺鮮甜嫩滑。





"Custard sponge cake" – three layers of sponge cake and two layers of custard produce a fluffy, tasty treat.
「奶黃馬拉糕」—由面吃到底層都一樣軟滑，三層馬拉糕兩層奶黃，一定要趁熱吃。

「蟹肉河口絲」這道菜背後有一個新界圍村的温情小故事。話說幾十年前新界圍村的年輕人為了生計，或尋找更好的生活，離鄉別井，遠別父母，往外國發展。當時圍村人很重鄉情，送別的時候，母親都會做一大桌子菜，其中一道就是「銀蝦蜆肉炒長遠」。這道菜意味深長，銀蝦一般在近海的水裡摸到，代表出洋的人；蜆在淡水的河裡摸到，代表留守故鄉的親人；粉絲則代表長長遠遠，情牽一線，把海內和海外的人連在一起。圍村凡是饒別親友，必備這道菜式，意味大家互相珍重，情意深長。現在圍村的河水受到了污染，蜆肉已改用蟹肉，銀蝦仔更難找到，改良後名為「蟹肉炒長遠」，雖然用料不同，但當中所含的情義都是一樣的。

「時菜鯪魚球」用鯪

"Salty vegetable cake" – pork, dried shrimps, mushroom, Chinese chives and fried peanuts.
「鹹茶果」—餡料有瘦豬肉、腩肉、蝦米、冬菇、韭菜及炸花生。昔日圍村人每歲節日，就會做茶果。



魚打成，加入蝦米、臘肉、陳皮及冬菇，這道鄉下的便宜菜是「圍村九大簋」的其中一簋。「蠔油炆北菇」是另一道必備菜式，做得好與否，關鍵在於冬菇的材料，厚厚的大冬菇配以蠔油的鮮味，捧上桌時已香氣撲鼻。「糖醋酥肉青」甜甜酸酸的，小朋友最為喜歡。這道菜獻汁清、不糊口、酸味不太濃，炸得又夠鬆化，是傳統圍村的馳名菜式之一。

「圍村九大簋」怎可能沒有烏頭呢！元朗的烏頭最著名，出自后海灣的鹹淡水交界地，聞說有人用花生麩來飼養烏頭，蒸起來滲出黃油，特別香口。上湯浸烏頭，是以圍村菜古法炮製，把烏頭放入湯中，加點頭菜和鹹檸檬，用灶尾火浸著，魚肉特別滑，黃油由魚身溢出，甘香味美。

一面吃「圍村九大簋」，一面聽韜哥講述圍村菜的故事，甚有意思。知識廣博的韜哥活像一本飲食百科全書，對任何問題，不管是中外菜式或食材，都能即時一一解說，從不含糊，對於他用甚麼材料、哪裡找到、選用的醬料，以及如何才能烹調出那麼好吃的味道，他從不藏私，一定和盤托出。例如他那道馳名的「奶黃馬拉糕」，他就不諱言說是參考年前回加拿大度假時，吃了隔壁的南斯拉夫太太所做的一個很好吃的蛋糕後創造出來的，更直言在失敗多次後，終於想出以腸粉爐大火快速蒸熟法，並以分層蒸馬拉糕，棄烤焗改為蒸，並以奶黃取代果醬和牛油忌廉，做成了由面吃到底層都同樣軟滑的「奶黃馬拉糕」。

以為入元朗大榮華只是吃盆菜，你就錯過了鄉土人情味濃的「圍村九大簋」，若以為大榮華每天只是賣同樣的九大簋，你又錯了。稱得上食神的韜哥豈止這麼簡單，菜式常常有新意，但仍不失圍村風味，每次跟他通電話後總有得著，只要我略為提起一些食物，他即時便說出一道道令人食指大動的菜式，馬上就想跑入元朗一趟。「鹹燻豆腐」、「韭菜花煮九肚魚」、「釀雞籠」、「鹹茶果」、「家鄉蒸芋泥」……都是我好吃好問下得到的回報。有人說大榮華只賣粗菜，誰說的，我最近就嘗試過在大榮華吃過日本和牛中吃三道菜：炒牛片、炒椰菜、炒飯，水準奇高，但價錢就相宜得多。只要想得到，或應該說聽從這個「活食神梁文韜」的推介，那你就必定有「食神」了。

從前可以推說跑入元朗老遠只為吃圍村菜不太方便，但現在九龍灣已

有分店，那就更方便了，但無論元朗還是九龍灣，每天的生意總是那麼好，排隊等候在所難免，想吃特色的圍村菜，還是預早訂座，方為上策。✿

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Six Golden Rules for Doing Business in China

Research firm TNS has come up with six Do's and Don'ts before doing business or expanding in China:

- Don't view China as a single market. For most brands, China is not one market, it's at least several.
- Don't just focus on Beijing, Shanghai and Guangzhou. There are 273 cities in China with a population of more than 1 million.
- Don't ignore the rise of the female consumer. Nearly 80% of adult women are employed in the workforce.
- Do your research first. Businesses must be aware of entrenched local competition and the complex marketplace.
- Do understand the middle classes.
- Do be aware of local competition. For example there are more than 1,200 brands of shampoo in China.

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在中國營商的六條金科玉律

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- 企業必須先進行市場調查，留意長久以來固有的本地競爭及複雜的市場環境。
- 要了解中產階級的需要。
- 要留意本地競爭，以洗髮水為例，中國已有超過1,200家品牌。

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