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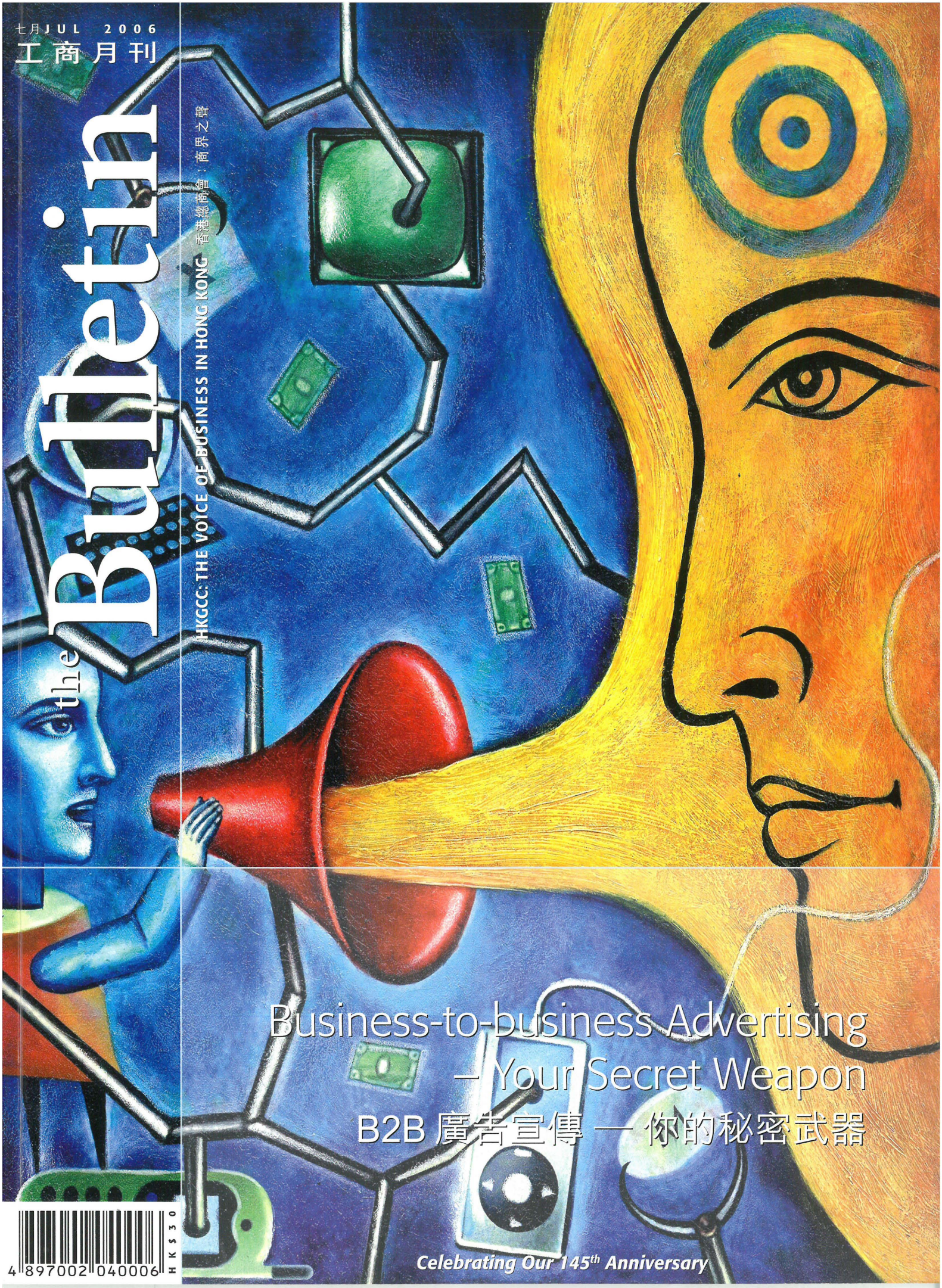
工商月刊

the Bulletin

HKGCC: THE VOICE OF BUSINESS IN HONG KONG 香港總商會：商界之聲



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Contents 目錄

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Voice of Business 商界之聲

The Hong Kong General Chamber of Commerce has been representing and safeguarding the interests of business in Hong Kong since 1861.

從 1861 年開始，香港總商會一直代表商界及捍衛它們的利益。

Talking Points 議論縱橫

Members' Standpoint 會員傳聲 | 02

Chairman's Desk 主席之言 | 04

Legco Viewpoint 立法會視窗 | 08

Cover Story 封面故事

Business-to-business Advertising – Your Secret Weapon B2B 廣告宣傳 — 你的秘密武器 | 12

Economic Insights 經濟透視

Indexing Depends on the Base Year 指數與基準年的關係 | 26

China's Textile Industries Face Uphill Battle 中國紡織服裝行業面臨的挑戰 | 30

Special Reports 專題報導

Meet Andrew Brandler 包立賢專訪 | 34

Chamber Launches Online CO Service 總商會推出網上簽證服務 | 42

Good Eating 分甘同味

Viva la Mexico! 火熱墨西哥菜 | 70

In Review 活動重溫

Battle on PRD Air Pollution Going Global 珠三角空氣污染引起國際關注 | 52

Winds of Change 風力發電新趨勢 | 62

What's Next 未來動向

Events 活動預告 | 76

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Hong Kong General Chamber of Commerce
香港總商會 1861

Celebrating Our 145th Anniversary

Talking Points

Members' standpoint 會員傳聲

議論縱橫

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Preserving our Cultural Legacy

In the June issue of *The Bulletin*, your cover story, "Preserving our Cultural Legacy," looked at what is being done in Hong Kong to protect our historic buildings, an issue which seldom seems to be taken seriously these days. Hong Kong has a fascinating and unique history that few cities can hold a candle to, and as such we should treasure what we have, a point which your article argues for. As such, we should not rush to demolish buildings and in some cases whole streets in the name of development. Once these are gone, they are gone forever. I still cannot understand why the beautiful former building that housed the Hong Kong Club was pulled down to make way for the grey wall of concrete that now stands in its place.

Your feature also showed an artist's impression of how the former Marine Police Headquarters will look. This is the first glimpse for me of the "new" development, and I am glad to see most of the building will remain intact. I hope that other important buildings can be incorporated into developments like this.

Cyril Groom
Central

保存本港文化遺產

貴刊6月號的封面故事「保存本港文化遺產」談本港古蹟保存工作。現今社會對這課題不太重視，但香港歷史文化遺產之豐富，卻沒有多少個城市能及。因此，正如貴刊文章所言，我們應好好珍惜這些文物古蹟，不應為著城市發展而急於把富有歷史價值的建築物拆卸，甚至把整條街道夷平，令到珍貴的古蹟永遠消失。以香港會所舊址為例，至今我仍不明白，為何要把這座美麗的建築物拆卸，換上一幢平平無奇的灰色樓宇。

貴刊還刊登了前水警總部重新發展的構想圖，我還是首次看到這圖，亦喜見當中大部分建築得以保存原貌。盼日後其他具有重要歷史價值的建築物也能沿此方式重新發展。

中環
Cyril Groom

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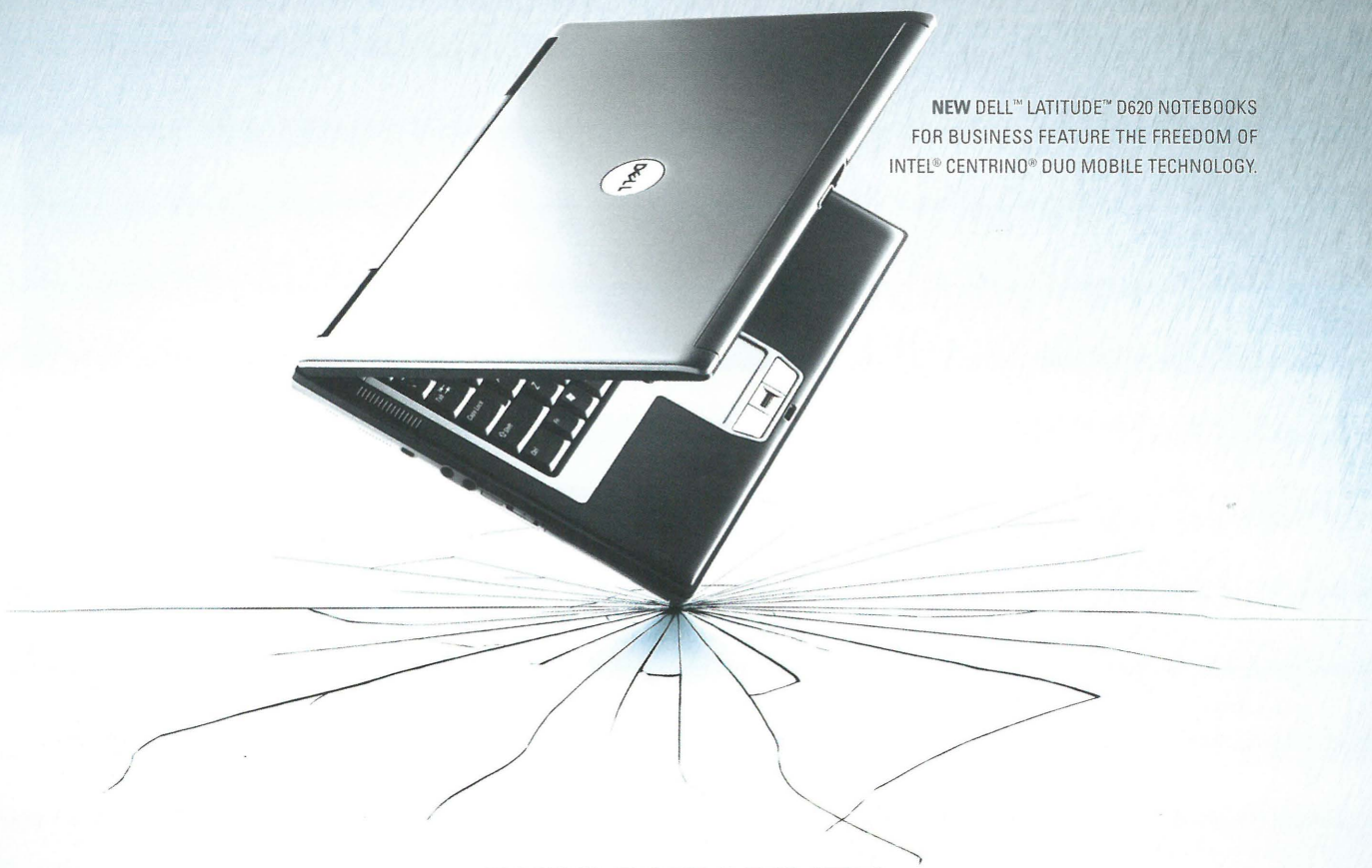

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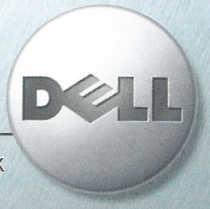

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Talking Points 議論縱橫

Chairman's desk
主席之言

David Eldon 艾爾敦

Is Marginalization Really an Issue for Hong Kong?

It seems to be fashionable of late to worry about Hong Kong's "marginalization" but, for some reason, I haven't lost any sleep over it. Of course, it helps that no one seems to really know what it is that is being marginalized, nor by whom.

Certainly there are tremendous opportunities opening up all over China, Asia and indeed elsewhere that are newer (or at least less market-saturated) than those in Hong Kong. But our companies, judging by the outward investment flow numbers, have no trouble capitalizing on such good fortune: we are the top investor in every single part of China, and among the top five in most countries around Asia.

Exactly, the argument goes. The investment opportunities are elsewhere, not in Hong Kong. We are being by-passed; we're being marginalized.

I cannot agree.

Hong Kong is as much a provider of capital, as a destination. The hundreds of billions of dollars we raise in IPOs each year are not to build grand industrial estates in our beautiful country parks, but are put to work somewhere else. Companies would no more build vast manufacturing complexes in Hong Kong

香港真要提防
被「邊緣化」?

than they would in Manhattan or the City of London. By the same token, the up-and-coming companies of the world don't look to Phuket or Bali when considering an initial public offering. That's not what they do.

If Hong Kong were to truly experience marginalization, we would have to face it on a very broad front, and on the competitive factors that make Hong Kong special. From my own background in banking, it seems clear that few places in the world – and almost none in Asia – have the depth and breadth of our financial markets. The number and international character of our financial institutions, and the high standards under which they operate are one of our top competitive advantages.

Perhaps another finance centre may emerge some day, and challenge our near-monopoly on these services in the Asian half of the world. To do so, that other centre would need to have a highly developed rule of law, a convertible currency, no foreign capital controls and a world-class collection of support services. I don't think we need to worry about that happening any time soon.

The same conditions apply to our other key sectors as well, such as trade and logistics. We are the top international air cargo terminal in the world, and first or second (depending on how containers are counted) in sea cargo. The infrastructure for such business can be built in a few years (and, for a not-so-few billions of dollars), but that is only the physical side. The sanctity of contracts, safe and reliable power and communications, the easy availability of insurance and the wide range of legal and accounting services that support such activities are more difficult to duplicate.

Underlying all this is the honest, competent and transparent system of government administration; a low and simple tax regime; and, so far anyway, the easy movement of people into and out of our workforce. From finance to trade, marketing, IT, product design and investment management companies are attracted to Hong Kong because it is easy to do business here.

That doesn't mean we should rest on our laurels. Some of the proposals for amending labour legislation or enacting a competition law, for example, might be worth considering. However, when we make such fundamental changes in the way all businesses in Hong Kong have to operate, we need to do so with a very clear idea about the pros and cons of changing what is an enormously successful formula.

When you get right down to it, we are more marginalizers than the marginalized. And, as long as we are cognisant of what it is that makes Hong Kong work, we have the necessary qualities to stay ahead of the competition.

David Eldon is Chairman of the Hong Kong General Chamber of Commerce.

這陣子，似乎人人都在擔心香港會否被邊緣化，但基於某些原因，我對此一點也不憂心。況且，看來大家也摸不著邊緣化確實是怎樣的一回事，也不知道香港會被誰邊緣化。

中國、亞洲以至其他較香港後起 (或至少市場尚未飽和) 的地區均存在大量機遇，香港企業一直善於把握這些商機，積極對外投資。據統計，港商在中國各地的投資額最高，也是亞洲主要地區的五大投資者。

正因如此，便有人說投資機會都在外地，不在香港。香港的重要性降低、香港被邊緣化之說不逕而走。

對此我並不苟同。

香港最主要的角色，是供應資金，而非作為投資目的地。每年在香港進行的招股活動，動輒籌得千百億元。當然，這些資金會被轉移至其他地區作投資，而不會用於在香港建大規模廠房。香港就像曼克頓或倫敦，已不再是企業建大型製造廠之目的地。同樣，各地一些新進的公司考慮作首次公開招股，亦不會到布吉和峇里去，那裡根本沒有它們需要的專業或服務。

> "When you get right down to it, we are more marginalizers than the marginalized.
> 細想之下，香港應是有實力把其他地區邊緣化才對。"

若香港真的被邊緣化，即意味香港經濟大範圍受到影響，我們的獨特競爭優勢亦被挑戰。以我個人於銀行業的經驗看，全球沒有多少個地方 (在亞洲更是絕無僅有) 的融資市場及得上香港那般成熟而全面。本港金融機構眾多，大部分深具國際特色並嚴按業界最高標準運作，形成本港其中一項強大的競爭優勢。

有朝一日，也許會有另一個金融中心出現，挑戰香港於亞洲金融服務市場的龍頭位置。然而那新的金融中心必須擁有高度成熟的法治、可兌換的貨幣、不設外資管制，還有齊各類世界級支援服務。因此，我認為大家毋需太擔心，這樣的一個金融中心不會於短期內出現。

本港其他主要行業，如貿易及物流業，亦會面對同樣的挑戰。香港現為全球最繁忙的國際航空貨運站，也是世界上數一數二 (視乎怎樣計算貨運吞吐量) 的貨運港。建造貨運業務的基建需時數年 (當然還得付上數以十億元計的建造費)，然而這不過是硬件，真正有難度的，是制訂合同、提供安全可靠的電力和通訊服務、保險服務以及支援貨運業務的各類法律和會計服務。

此外，還要有一套公正、有效率和高透明度的政府管治系統、簡單低稅制和寬鬆兼具彈性的人才進出境制度。許多金融、貿易、市場推廣、資訊科技、產品設計及投資管理公司正是被香港的優良營商環境所吸引，因而前來開設辦事處。

不過，我們不能就此自滿。坊間有關修訂勞工法例或制訂競爭法的建議值得深思。然而，當考慮對本港營商方式作出基本改變時，我們必需清楚瞭解這做法之利弊，以免削弱香港一直賴以成功之優勢。

細想之下，香港應是有實力把其他地區邊緣化才對。只要懂得善用香港的優勢和特點，我們仍有條件領先其他對手。

艾爾敦為香港總商會主席。

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洞悉先機，駕馭「單一晶片、雙核心處理器」之勝人優勢。HP ProLiant伺服器位處業界最前面*，以領先的AMD Opteron™雙核心技術，全面提升企業的同步運算能力。推廣期間，企業客戶更可以優惠價 HK$15,990，選購配備AMD Opteron™雙核心處理器之HP ProLiant DL385伺服器，以更快的速度、更超卓的效能，為應付繁複應用系統作好準備，倍增IT資產價值，推動企業邁進新里程。

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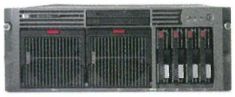

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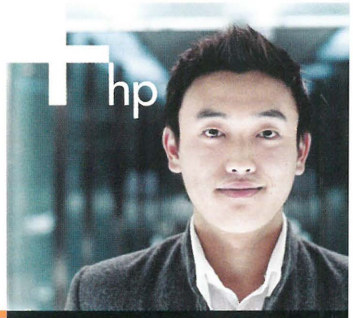

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Talking Points

議論縱橫

Legco viewpoint
立法會視窗

Jeffrey Lam 林健鋒

Facilitating Hong Kong-Mainland Cooperation

The Central Government's inclusion of the HKSAR for the first time in its 11th Five-Year Plan earlier this year highlighting our function, position and interaction with the Mainland has boosted our finance, logistics, tourism and information services sectors.

China's rapid economic development has transformed it into a major engine of the global economy, and our special relationship with the Mainland puts us in an enviable position. However, I believe that we need to keep in step with developments taking place north of the border if we are to maintain our edge and leading position in the region.

I raised this issue in Legco in early June, and also made amendments to a motion moved by a Legco member. I urged the government to formulate a blueprint for cooperation based on the 11th Five-Year Plan to make Hong Kong a platform for Mainland enterprises looking to go global and to attract foreign investment. I expressed hopes that through in-depth discussions with Legco and gauging the views of the business sector, the government can

formulate appropriate measures to help Hong Kong's service industries actively coordinate cross-border development. In general, the HKSAR Government responded positively to Legco members' requests and my amendment was passed.

Recently, I joined a study tour to Guangxi, led by Chief Executive Donald Tsang, with the Chamber and some business friends. The visit provided Hong Kong companies with a greater understanding of the province's rich natural resources, its planning and its development. I believe such exchanges can unearth more opportunities for Hong Kong businesses. Every year, the Chamber organizes missions like these to China, which not only provide members with in-depth, first-hand understanding of the development, direction, potential and strength of Chinese provinces and cities, but also create many new opportunities through Mainland-Hong Kong exchanges and cooperation. Similar exchanges initiated by the government or private sector can strengthen cross-border economic and trade cooperation, as well as lay a solid foundation for sustainable cooperation.

促進中港交流合作

The HKSAR Government will hold an economic summit in September to discuss matters relating to the 11th Five-Year Plan. During a Legco meeting, I asked if the government had taken any steps to assist Hong Kong's service industries penetrate the Mainland market and to facilitate co-ordinated development between Hong Kong and Mainland provinces and cities. The government said that high-level co-operation mechanisms have been established with local governments in Guangdong Province, the Pan-Pearl River Delta (Pan-PRD) Region as well as Shanghai and Beijing.

The government added it is particularly concerned about how many opportunities will be created for Hong Kong service industries as a result of Pan-PRD regional cooperation. As such, the government will continue to assist this sector to develop the Mainland market under the framework of the Pan-PRD regional co-operation.

Based on the building-block approach under CEPA, the government will further negotiate with mainland authorities on trade liberalisation with a view to incorporate new measures under CEPA. In addition, the soon to be established Economic and Trade Offices in Shanghai and Chengdu, as well as the Mainland Affairs Liaison Office, will help strengthen cross-border links to pave the way for future cooperation and development.

In the past, Hong Kong companies tended to focus on original equipment manufacturing (OEM) for their customers rather than developing original and innovative designs. However, as businesses are becoming more aware of sustainable development and industrial restructuring, they have been keener to expand into creative and high value-added industries. I look forward to seeing the government provide greater support for these businesses to help them speed up their transition, and in doing so enhance Hong Kong's competitiveness.

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.

在今年開始實施的《「十一五」規劃綱要》中，第一次論述了香港的功能定位和與內地的相互作用，為香港的服務業，包括金融、物流、旅遊、資訊等，打下一支強心劑。中國經濟高速發展，已毫無疑問的成為帶動全球經貿脈搏的引擎。香港在擁有「背靠祖國、面向世界」的優勢下，我認為要進一步配合內地的發展和方針，才可以更準繩的強化香港既有的優勢，維持我們在區內的龍頭地位。

六月初，本人就有關的問題，在立法會向政府提出了一項質詢，並因應議員同事相關的動議辯論，提出修正案，要求特區政府憑著《「十一五」規劃綱要》制定合作的藍圖，打造香港成為內地企業「引進來」、「走出去」的平台。透過議會的深入討論，及工商界的意見，各方集思廣益，制定出適當的措施，協助香港服務業積極參與協調香港與內地省市的發展。議員的各種訴求，政府都積極回應，我的修正案亦順利獲得通過。

> “We need to keep in step with developments taking place north of the border if we are to maintain our edge and leading position in the region.
>
> 要進一步配合內地的發展和方針，才可以更準繩的強化香港既有的優勢，維持我們在區內的龍頭地位。”

差不多同一時間，我和不少商界及總商會的朋友，參與了特首曾蔭權率領的廣西經貿考察團。這次訪問，有助大家對廣西豐富的天然資源和多元的規劃發展，有更深入的認識。我相信，透過交流和了解，可以開發、擴展港商的商機。香港總商會每年都會組織北上尋找商機的活動，不但為會員加深對內地各省市的發展方向和潛在優勢的認識，亦為中港交流合作帶來不少新機遇。類似的官、民活動，可以強化中港經貿合作，為香港與內地合作持續發展提供了穩固的基礎。

特區政府將於今年九月，就《「十一五」規劃綱要》的議題舉行經濟高峰會，我在立法會上詢問在會議召開前，政府有何措施協助香港服務業打進內地市場，及促進香港與各省市的協調發展。政府指出，特區政府與廣東、泛珠三角區域、上海和北京市政府成立了高層合作機制，特別關注泛珠三角區域的合作將可為香港服務業帶來不少新機遇。政府會在這個合作框架下，協助服務業拓展內地市場。政府會根據 CEPA 循序漸進的方式，繼續與內地就進一步推動貿易自由化進行磋商，深化 CEPA 的內容。而即將在上海和成都成立的經濟貿易辦事處，及已成立的內地事務聯絡辦公室，都會加強香港與各個省市的聯繫和溝通，為未來的合作和發展鋪路。

事實上，過去香港的公司主要以「原設備製造」(OEM) 的模式，為外資進行生產和加工，鮮有自己的原設計和創新意念。不過，隨著香港商界對長遠發展和轉型的概念加強，對創意工業與高增值的要求愈來愈熱熾，我期望政府可以為業界提供更多鼓勵，讓業界加快向高增值與創意工業轉型，使香港競爭力更強。

歡迎您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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Cover Story

封面故事

Business-to-business Advertising – Your Secret Weapon

B2B 廣告宣傳 — 你的秘密武器

By Stefan Ronnquist 羅啟思

Investing in systematic B2B advertising is far less risky and much more profitable than most other business development process you can put in place today. For a very limited investment, businesses can double or triple their sales productivity and see the payback in weeks or a few months.

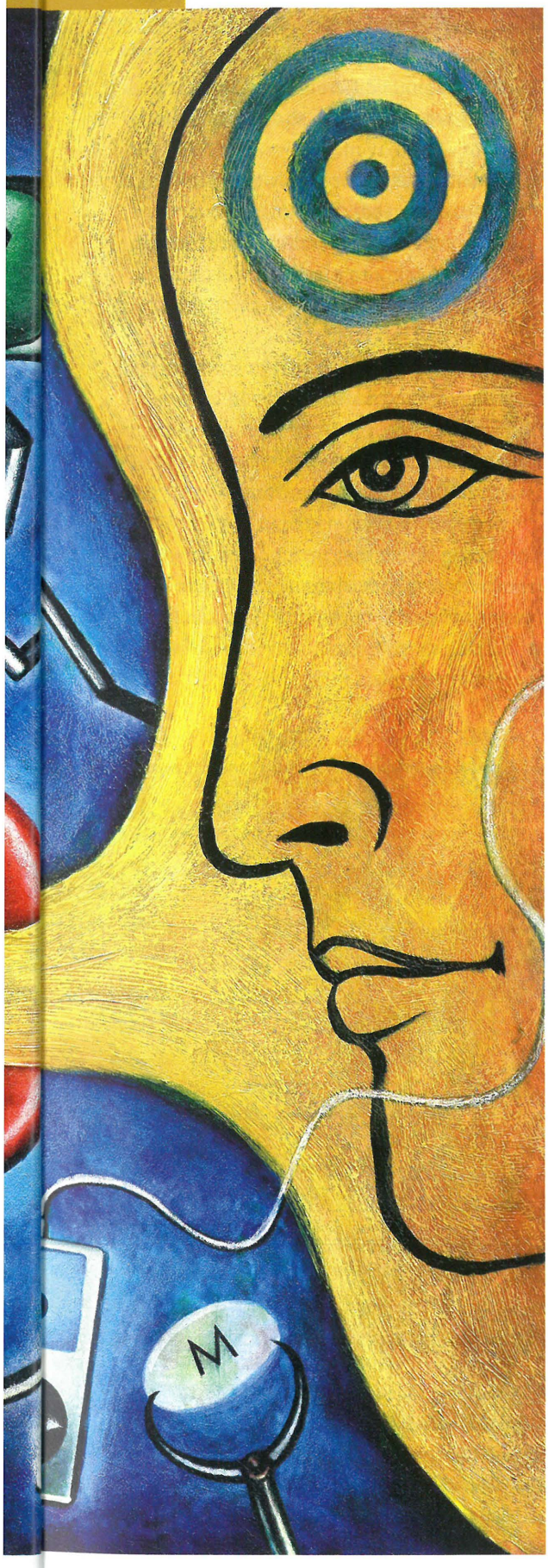
B2B 廣告宣傳若行之有道，其潛在回報遠高於其他商業發展策略。不單如此，其潛在風險亦很小。只要小量投資，企業便能把銷售團隊的生產力增加一倍甚至兩倍，而且只需數個月便見成效。

A well-planned B2B (business-to-business) advertising campaign is generally more profitable and less risky than any other investment in business improvement.

Other means of increasing sales volumes and market share –acquiring a competitor, building a new factory, developing a new product, entering a new market, developing your distribution chain, or starting a new sales team – are all more risky, less predictable and could take years or decades to show positive results.

A well-managed B2B advertising system brings back return-on-investment that often reaches three-digit levels yearly, and normally hard cash is brought back within weeks or months after every campaign.

However, B2B advertising is still something of an unknown field to many executives. Universities and MBA programmes seldom or never touch upon the subject, and many



LEVA AUGSTUMS/KRT

B2B marketers have burned their fingers (and their money) trying to apply consumer-marketing tactics to the B2B environment.This is doomed to failure and should be avoided at all cost.

So, what is B2B advertising? Why does it work? And how do you plan and execute successful B2B advertising?

What is B2B?

You are in business-to-business if your company sells mainly to other companies or organisations. Most companies do. Many companies sell exclusively to other companies or organisations – bus manufacturers, metal powder producers, mines, steel mills, and business consultants are all good examples.

Other companies sell to both businesses and individual consumers. Banks, insurance companies, news media, furniture sellers, and telecom operators fall into this category.

Even companies we automatically assume to be consumer companies sell much of their products to other companies. Coca-Cola and Nike, for instance, sell to wholesalers and retailers before their products are sold to the consumer. (Nike, by the way, doesn't own one factory itself. But they do own up to 30% of the customers in their segments). The Walt Disney Company sells rights, movies, and franchise programmes and products to many other companies. Even fast moving consumer goods – chewing gum, detergents, beer, and food – are sold and bought by companies repeatedly before the consumer picks them from the shelf.

Selling to professional buyers is different from selling to consumers. Many mixed B2B and B2C (business-to-consumer) companies realize this and maintain two separate sales forces to address their different customer needs – banks, telecom operators, insurance companies, and travel agents, are good examples. Some even appoint different advertising agencies – one for their consumer segment, and a specialist B2B advertising agency for their sales to business professionals.

There are very good reasons for this.

The B2B market

- 4-5 times larger than the consumer market
- Fewer but larger transactions
- Indirect need for production, not for consumption
- Thought-through buying decisions – no impulse buying
- Goods and services are bought – not sold
- Growing need for information transfer

B2B marketing:

- Strategy more important than tactics
- Selectivity instead of mass marketing
- Relevance rather than entertainment

The B2B market is totally different from the consumer market. Therefore, consumer-marketing methods don't work. You need specialised advertising that directly addresses the needs of businesses-B2B advertising.

Powerful B2B advertising is different
B2B advertising differs from consumer advertising in almost every respect. While consumer advertising should reach many, B2B advertising should reach an important, and carefully targeted, few. This affects your media choice.

Whereas consumer advertising tends to be shallow and attention grabbing, B2B advertising should deliver essential decision-making information to support important investments. This requires specialist skills from your advertising agency's key staff who must understand both business and advertising.

Consumer advertising is for simple, easy-to-understand products. B2B advertising is for more complex, professional products. This affects the content and appearance of your advertising.

Consumer advertising is designed to drive individuals to a store to buy your product. B2B advertising should pave the road for your sales force. This affects the coordination with your sales department, as well as the content and the distribution of your advertising. The list goes on.

The fundamental difference is that B2B products are never sold – they are bought. A discount offer may make consumers buy. But it's virtually useless for selling to businesses. If there are no needs, no plans, no budget, and no consensus within the buyer's buying team, no bargain price in the world could make them buy.

Another big difference is that business buyers like to see and read advertising. In surveys, decision-makers rank "Advertising in Trade Journals" as one of their three most important information sources.

The reason is that they get updated news from within their business sector in a few minutes, instead of having to spend an hour with a salesman – particularly if there is no current buying plan.

Some differences between B2C and B2B advertising.

B2C	vs.	B2B
Talk to everybody		Talk to professionals
Shallow		Informative
Attention		Relevant
Entertainment		Knowledgeable
Trendy		Long-term
Lure the buyer		Support the buyer
Grab attention		Solve business problems
Soft emotions		Hard business
Jokes		Proof
Make friends		Make money

Virtually everything you know about consumer advertising is 180 degrees different from the demands of business-to-business advertising. That's why consumer tactics don't work when you're selling to professionals.

Why is B2B advertising so profitable?
Some B2B companies advertise very little. They may have tried consumer-advertising tactics, found that they didn't work, and then resorted to using mainly sales people to reach their customers.

That's an extremely expensive way of selling, and something you can take advantage of. With a well-executed B2B advertising campaign, you reach your buyers for about HK$20-HK$50 per contact. The contact cost for a sales person is about 100 times more – in some cases, up to 1,000 times more.

In addition, your B2B campaign is seen by every decision – maker in the buying company, whereas your sales person sees only one or two.

But advertising can't sell, some executives say. You need a salesperson to sell.

That's true. But don't confuse information transfer with selling. Sales people don't sell anything in most of their meetings. At the best, they transfer information about your company, for the receiver to remember at a later stage.

This "non-selling" is extremely expensive – thousands of dollars per meeting. Moreover, you can't change it. It's a fundamental property built into every business market.

You know already that aside from seasonal fluctuations, only about 8% of your buyers are buying every month (100% of the market divided by 12 months). This means 92% are not buying this month.

Obviously, sending out the sales force in this environment is extremely expensive. The statistics show that nine out of ten companies are not ready to buy. So the best you can hope for is one order out of ten visits. (In reality, the conversion rate is much lower – closer to 1 order per 20 or 25 visits).

Note that this is not about the sales person's quality or work. It's about the fundamentals of the market. A buyer buys only when he is ready to buy, and a sales person can do very little about it.

How to kill your competitors

With a B2B advertising campaign, you reach the whole market in one go – all the buyers of the month, and all the rest. The contact cost is a fraction of that of your competitors' who use manual sales. At the same time, you reach every company in the market, not just a few.

In addition, you reach all decision-makers at the buyers' companies, not just the one or two your competitor's sales people are allowed to meet. This is a big difference.

As mentioned earlier, about 8% of the market is willing to buy in any given month. About half of them are in the short-listing stage and actively searching for providers. When they get your message, about half of them will contact you.

Again, this is a proven statistic. The response rate of a B2B advertising campaign is always 2-4% of the exposed targets – if the campaign is well planned and well executed.

Now, when you put the replies you receive in the hands of your sales people, they will only visit qualified buyers who have declared that they're ready to buy. Instead of making 20 visits to secure one order, your sales people will be bringing home orders at the rate of one per five to one per eight visits. A very big difference!

After a while, your competitors who are using little or no advertising will accumulate considerably higher sales-costs than you. Their sales productivity will be far lower than yours, and they will be constantly drained by their 100 times higher contact cost.

You, on the other hand, by rolling out three to four effective B2B campaigns per year, will maintain and increase your sales volumes and profitability.

Very soon, your competitors will pray for mercy.

How to plan a successful B2B campaign

Start by choosing the right product to advertise. Involve your sales people, and you'll soon discover which products are the easiest to sell. Find out for yourself which products are the most profitable to your company, and don't be surprised if it's not the one your sales people earn the most bonuses from.

Find out which customer segments to address. Some may be easier to sell to than others. For some applications or segments, you may be able to charge more (time-critical businesses, for instance, or quality-critical).

Get your market data right. Some high-profit markets or segments may be more difficult to figure out than others, and it could pay well to make a study of relevant media, addresses and other buyer-significant data.

Calculate the ROI (return-on-investment). There are three basic ROI models-fixed budget model, sales target model, or total market model. Usually, the total market approach gives the best yield.

Brief your advertising agency in writing. Include specific goals, product features and benefits to the buyer. If the agency is not used to your business, describe your business model including buyer behaviour.

You'll get the best advertising and the fastest and smoothest results if the person who is to approve the campaign in your company is present at the briefing, sharing his or her views.

No matter how good your agency is, they can't read the thoughts of somebody who isn't in the room, and you will end up with endless back-and-forth handling trying to get it right.

Return-on-investment (Total Market model)

Number of companies		8,500 Companies
Number of people/company	3	25,500 People
Reply rate	2.0%	170 Replies
Worth visiting	70%	119 Visits
Leave quote	70%	83 Quotes
Order rate	50%	42 Orders
Average income/order/year	250,000	HK$10,412,500
Margin	15%	HK$1,561,875
Campaign cost		HK$892,500
Net profit		HK$669,375
Interest Rate:		75.00

There are three ways of budgeting for your campaign-fixed budget model, sales increase model and total market model. The most profitable is, of course, the total market approach-if you can handle the number of responses and visits created. An alternative is to roll out the campaign in manageable portions.

How to create successful B2B advertising

1. **Forget everything you have learned about consumer advertising.** You are dealing with businessmen and critical experts, not teenagers and housewives. Your readers are knowledgeable, fast thinking and focussed. Design your advertising accordingly.

2. **Be relevant.** This is the No. 1 ground rule. Don't waste your audience's time with jokes or riddles. Present the benefits of your offer clearly and with a sense of immediacy.

3. **Talk about the reader, not about you.** Don't say "technological breakthrough" (about you), say "increases your productivity by 30%" (about the reader).

4. **Provide long text.** Remember 8% of your market is considering investing a lot of money in your company. They want to know everything. The 92% who will not buy, will also remember you have a lot to offer.

5. **Be specific.** Talk about facts and numbers, not general promises.

6. **Give the readers more.** Produce a brochure containing essential, buyer-relevant facts. Produce a campaign Web site, where interested buyers can find out more about your offer.

7. **Make it interesting.** There are no boring products, only boring advertising.

8. **Make a difference.** If you offer exactly what your competitors offer, why should they choose you?

There are ground rules for B2B advertising, as for any other business process. Work with these, and your investment will be more successful.

Start now

In the highly competitive markets in which all companies work, every means of lowering cost and increasing quality and productivity should be investigated.

Mechanisation, rationalisation, quality improvement, and process development have long been applied to the production processes of successful companies. Now is the time to apply similar thinking and mechanise and rationalise your information and sales processes as well.

規劃得宜的 B2B (企業對企業) 廣告宣傳往往比其他商業投資帶來更大效益，而且風險較低。

要增加銷售量和市場佔有率，你可以收購對手、興建新工廠、發展新產品、進軍新市場、開發銷售渠道、增設銷售隊伍..... 但這些方法都風險較高、較難預測，並且要經過多年才見成效。

可是，B2B 廣告系統只要經營有道，每年的投資回報率往往可達三位數字，而且通常在廣告計劃開展後數周或數月內就收回成本。

不過，不少行政人員對 B2B 廣告宣傳仍感陌生。大學和 MBA 課程鮮有觸及此一範疇，而很多 B2B 市務人員更在 B2B 環境裡應用消費者市場策略，結果無功而回，還造成虧損。這是不可不察的。

到底甚麼是 B2B 廣告宣傳？它為何有效？要如何計劃才能成功？

甚麼是 B2B？

若一家公司的銷售對象主要是其他公司或機構，該公司便是從事 B2B 業務。這類公司有很多。很多公司的銷售對象清一色為公司或機構，例子包括巴士製造商、金屬粉製造商、礦場、鋼鐵廠和企業顧問等。

有些公司則同時向其他公司及個人消費者銷售。銀行、保險公司、新聞機構、傢具店及電訊營運商都屬於此一類別。

Systematic B2B advertising offers a powerful tool for increased productivity within this area. In addition, it extends your information reach and brand distribution.

Most companies will experience a two-digit development rate in their sales, and three-digit increase in sales productivity at very limited investment levels.

Compared to any other means of increasing market share or presence, well-executed B2B advertising is by far the least risky. Buying competitors, investing in new production lines or more effective production methods all have far less potential. They cost more, and they all offer riskier and slower payback.

With B2B advertising, the initial investment is small and the results show immediately. Not every company realizes this – a fact that increases your opportunities even more when making B2B advertising your secret weapon for success.

即使我們直覺以為某些公司是以消費市場為主，它們其實也同時售賣很多產品給其他公司。例如可口可樂和 Nike。它們先把產品售予批發商和零售商，然後才由後者轉售予消費者。(Nike本身沒有任何工廠，但市場佔有率高達 30%。) 迪士尼也售賣版權、電影，以及特許專營項目和產品予很多公司。暢銷消費品如香口膠、清潔劑、啤酒和食品等，也通常輾轉經過數家公司之手，始抵達商店貨架，供消費者選購。

針對專業採購員和針對一般消費者的銷售完全是兩碼子的事。很多同時從事 B2B 及 B2C (企業對消費者) 業務的公司如銀行、電訊營運商、保險公司及旅行社等，都深有體會，並因此而設有兩個不同的銷售隊伍去針對兩類不同的顧客需要。

有些公司更會因而委託不同的廣告公司，一家專針對一般消費者，而另一家 B2B 廣告公司則針對專業採購員。這樣做當然有理由。

B2B 市場

- 比消費者市場大四至五倍
- 交易數量少，但數額大
- 買家需要從產品中生利，而非直接消耗產品
- 決定購買前經過深思熟慮，而非一時衝動
- 產品和服務是被買，而非被賣
- 對資訊轉移的需求越來越殷切

B2B 市場推廣：

- 全面策略比具體戰術重要
- 嚴選對象，而非大量推廣
- 適切性比娛樂性重要

由於 B2B 市場有別於消費者市場，故消費者市場的推廣方法並不適用。你要因應企業的需要度身訂做專門的廣告宣傳，這就是 B2B 廣告宣傳的要旨。

Stefan Ronnquist has over 20 years experience in international advertising. He is the Managing Director of The Tomorrow Group, a business-to-business specialist advertising agency in Hong Kong and Shanghai.

羅啟思在國際廣告方面擁有逾 20 年經驗，現任日新傳播有限公司董事總經理。日新傳播於香港和上海設有辦事處，專提供 B2B 廣告宣傳服務。

強大的 B2B 廣告與別不同

B2B 廣告和一般針對消費者的廣告 (B2C 廣告) 全然不同。B2C 廣告對象眾多，覆蓋面越廣越好；而 B2B 廣告應只針對少量經悉心挑選的重要對象。兩者所需的媒體也因而不同。

B2C 廣告的內容通常較淺白，旨在引人注目；B2B 廣告則要傳遞足以影響商業決定的重要資訊，協助客戶作出重要的投資抉擇。因此，廣告公司必須有專門人才通曉有關業務和廣告宣傳方式。

B2C 廣告推銷的多是簡單易明的產品；B2B 廣告則推銷較複雜和專業的產品，這關係到廣告的內容和包裝。

B2C 廣告旨在吸引消費者到商店購買產品；B2B 廣告則旨在為公司的銷售隊伍搭橋鋪路，故涉及與銷售部門之間的協調，以至廣告的內容及發佈渠道。兩者之間還有其他分別。

最根本的分別在於 B2B 產品從來不是被賣，而是被買。推出折扣優惠可以吸引消費者購買一件貨品，但對企業而言，如果本身沒有需要、沒有計劃、沒有預算，或團隊裡未有共識，那麼再優惠的價格也無法吸引它們採購。

另一個重大差異是企業採購員喜歡閱覽廣告。調查發現「貿易雜誌中刊登的廣告」是決策者得到資訊行情的三大來源之一。

原因是閱覽這些廣告，只需短短數分鐘，便能掌握市場行情，毋需花時間聽推銷員長篇大論的介紹 (尤其在尚未有採購計劃的時候) 。

B2C 和 B2B 廣告的差異：

B2C	vs.	B2B
以大眾為對象		以專業人士為對象
資訊淺白		資訊深入而豐富
旨在引起注目		講求適切合用
娛樂性		知識性
講求趨時		講求長遠
吸引買家		為買家提供支援
引人注目		解決商業問題
軟性，訴諸情感		務實，商業為本
講笑話		講證據
交朋結友		賺錢生財

幾乎所有和 B2C 廣告有關的知識，在應用到 B2B 廣告時，都要來個 180 度的轉變。因此，在向專業人士推銷時，B2C 那一套已不管用了。

B2B 廣告為何效益宏大？

有些 B2B 公司很少賣廣告。它們也許試過套用 B2C 廣告的做法，發現行不通，於是轉為靠銷售人員來接觸客戶。但這樣做成本太高，你其實有更好的選擇。

只要有推行得宜的 B2B 廣告活動，你接觸每名客戶的所需成本將降至 20 至 50 港元。透過銷售人員來接觸客戶，成本會是這數目的百倍、甚至千倍。

而且，客戶企業的所有決策者都可以從你的 B2B 廣告中得到資訊，若單靠銷售人員，則每次只能接觸到一、兩個人。

但有些行政人員會說：「廣告無法推銷產品，因此你始終需要一名銷售人員」。不錯，但請不要混淆了資訊傳遞及銷售。銷售人員與客戶會面時，多數並沒有銷售任何產品，他們最多只是把公司的資訊傳遞給客戶。這種「非銷售」會面的成本非常高昂，每次都得花上數千元，而且欠彈性，但一般做生意都少不了。

撇除季節性的波幅，每月中大概只有 8% 的客戶向你購買產品 (100% 除以 12 個月)。這意味在任何一個月裡，有 92% 的客戶是沒有購買任何產品的。顯然，派銷售人員和這些客戶會面等於浪費金錢。統計數字顯示，每 10 個客戶，有 9 個都不會光顧，故命中率只有十分一。 (在現實裡，命中率其實更低，每跟 20 至 25 名客戶會面才會得到一張訂單)。

要留意，問題並不在於銷售人員的素質或工作表現。買家只會在有意欲或有需要時才會購買，銷售人員可以做的不多。

如何擊退你的競爭對手

B2B 廣告宣傳能讓你一次過接觸整個市場 — 包括所有買或不買的企業。相比仍只靠銷售人員推廣業務的競爭對手，你的銷售成本遠低得多。而且你能夠接觸整個市場的所有企業，而不只是區區數家公司。

此外，你可以接觸到所有客戶公司的決策者，而你的競爭對手派出的銷售人員，卻只能接觸到企業的一、兩名人員。這實在有天壤之別。

如前述，每月只有 8% 的客戶有意向你購買產品。它們當中有一半已在積極搜尋供應商，當它們看到你的廣告訊息，約有一半會主動聯絡你。

這些比率均經過驗證。 B2B 廣告宣傳的回應率通常介乎 2-4% — 若那廣告宣傳策劃和推行得宜。

這個時候，你的銷售人員只需與有意採購的買家會面。以往，他們要走訪 20 家企業始能獲得一張訂單。如今，他們只需走訪 5 至 8 家企業，便能取得一宗生意，這分別可大了！

長此下去，那些不用或少用廣告的競爭對手的銷售成本會越來越高。它們在銷售方面的生產力遠遜於你，但成本支出卻是你的百倍。

反之，你只需每年推行三、四個有效益的 B2B 廣告宣傳計劃，便可維持甚至增加你的銷售量和盈利。

不用多久，你的對手已無法與你匹敵。

如何策劃成功的 B2B 廣告

首先要選擇合適的產品。和你的銷售人員談談吧！很快你便會知道哪一項產品最易銷售。也要瞭解哪一項產品的利潤最高，但那並不一定是你們最暢銷的產品！

看看要針對哪一個目標客群。有些客群較易推銷，有些客群可接受較高收費 (可能因為時限或講求質素)。

要確保你的市場資料準確。有些高利潤的市場或客群要費一番功夫才查探得到，研究相關的媒體、地址及其他買家相關資訊可為你帶來可觀回報。

計算你的投資回報率。基本的投資回報率模式共有三種：固定預算模式、銷售目標模式，以及整全市場模式。整全市場模式通常能帶來最佳回報。

以書面形式向廣告公司講解特定目標、產品特色及對買家的好處等資料。如果廣告公司並不熟悉你的業務，你也可以描述一下你的商業模式，尤其是買家行為。

在簡介會議中，公司裡負責審批這個計劃的人員最好在場，以便即時表達意見，這會提高廣告工作的成效。

不管你的廣告公司多麼能幹，要它猜想不在場人士的心思，只會費時失事。

投資回報率 (整全市場模式)

公司數目		8,500 公司
人員 / 公司數目	3	25,500 人員
回應率	2.0%	170 個回覆
值得探訪的	70%	119 個探訪
詢價的	70%	83 個詢價
訂購率	50%	42 張訂單
每年每張訂單的平均收入	250,000	港元 10,412,500
邊際利潤	15%	港元 1,561,875
廣告活動成本		港元 892,500
純利		港元 669,375
息率：		75.00

投資回報率模式共有三種：固定預算模式、銷售目標模式，以及整全市場模式。其中以整全市場模式帶來的回報最佳，然而你必須有能力處理隨之而來的大量回覆及拜訪活動。另一種做法是把廣告計劃分幾個階段推出，以便管理。

如何設計成功的 B2B 廣告宣傳

1. **把一切和 B2C 廣告相關的知識拋諸腦後。**你的對象是有要求的商人和專家，而非青少年和家庭主婦。你的對象知識豐富、思考敏捷而且專注。必須按這些特質來設計你的廣告。
2. **廣告內容適切。**緊記這點，不要打啞謎或說笑話來浪費客戶的時間，一矢中的地道出產品的優點。
3. **別談自己，緊記針對讀者。**別用「科技突破」這類旨在突出自己公司的用語，應採用「會令你的生產力增加 30%」這類語句來針對讀者需要。
4. **廣告內容詳盡。**別忘記市場上有 8% 客戶正考慮大舉投資於你的公司，它們渴望得知所有詳情。雖然有 92% 的客戶不會購買，但它們至少會對貴公司留下印象。
5. **內容具體。**講事實和數據，而非作出籠統的承諾。
6. **給讀者提供更多資料。**製作一本宣傳冊子，詳載所有重要、買家感興趣的資料。製作一個與廣告配合的網站，讓感興趣的買家得到更多資料。
7. **有趣。**沉悶的廣告令其宣傳的產品也變得沉悶。
8. **與別不同。**如果你的銷售重點和競爭對手無異，為何要選擇光顧你？

這些都是 B2B 廣告宣傳的基本原則，也適用於其他商業範疇。緊守這些原則，你的投資回報會更佳。

現在就開始

在競爭高度激烈的市場，任何能減低成本和提高質量及生產力的方法都值得用心研究。

成功企業的生產程序均早已採用機械化、合理化改革、質量提升、程序開發等方式。現在是時候把同一套思維引進貴公司的資訊和銷售程序。

有系統的 B2B 廣告宣傳能在這方面助你大大提升生產力。此外，它更擴大貴公司的資訊和品牌接觸面。

透過 B2B 廣告活動，大部分公司都達到雙位數字的銷售拓展率，以及三位數字的銷售生產力增長率，而其中所費不多。

相比其他增加市場佔有率的方法，推行得宜的 B2B 廣告宣傳的風險遠低得多。收購競爭對手、投資新的生產線或改善生產方法的效益均遠遜於 B2B 廣告，但它們所需成本較高、風險較大、回報也較慢。

相反， B2B 廣告宣傳的起始成本不高，卻立竿見影。然而，不是所有公司都有這樣的先見之明，因此，你可以把 B2B 廣告宣傳作為秘密武器，以把握更多機遇。

The Interactive Sapiens
互動新人類

By Tore Claesson 康樂

Make no mistake. There is a new type of a human life form out there, and it's not an alien from a distant planet. I have spawned four of them – creatures ranging between 21 years of age and 7 – interactive sapiens.

And with them the Internet has come to stay, to become even broader, deeper, stronger, more vital, and more interactive than ever. There's simply no stopping it.

Unlike TV, the reach is far beyond the sofa. Gaming is becoming borderless. Strangers from all over the world play against each other online . Skype and Yahoo offers voice via Internet connections which makes it basically free to call anyone, anywhere in the world for however long one would want to talk or chat or sing or perform. Video cameras make sure everyone can see each other as well.

The consumer today has more control over what, when, and where she is consuming content and advertising. With the confluence of TV, the iPod and such devices, computers of all kinds and shapes, outdoor signs and billboards, radio, etc., and with everything being interactive, it's wide open. Everything is possible besides thinking it will soon be back to "normal" again.

Interactive in its simplest form means choice. The comedy show at 7:30 p.m. on Thursdays is now whenever you want it.

Are people then going to suffer through the same old 30-second commercials repeated several times per hour? Not likely, whatever the advertising establishment's wishful thinking may be.

So will the Internet kill TV, and with it the15-30 second TV spot as we know it? It won't kill TV. However, it will change the way we view advertising and what we expect from advertising. It will change advertising, which requires change by those who advertise and those who create advertising. The typical commercial may not necessarily be 30 seconds. And it's not going to be boring and repetitive.

The Millennials, the 20-somethings, who grew up with games, and computers, have no patience or spare time for advertising the good old-fashioned way. AdWeek (USA) calls Bob Greenberg the 30-Second Spot Remover.

Mr. Greenberg is the founder of r/ga – one of the world's leading interactive agencies – and arguably the leading authority in the field of interactive advertising. "It's not about linear communication, and the millennials understand that; it's about symbols and icons and you click here and you click there and you control it," he says.

Which is basically as far as one can get from the typical 30-second TV spot. Even their parents used the break as an opportunity to help themselves to another cup of tea. The secret to keeping the original TV audience on the sofa was always to be as entertaining as possible.

Problem is that in a block of overwhelmingly boring commercials, it doesn't even matter if there's one brilliant 30-second spot. The audience has already gone.

With devices such as TiVo, they may stay put on the sofa, but simply skip your spot with the flick of a finger. Two million dollars in production down the drain, not counting the expensive and effectively useless media time.

The Internet offers something as unique as a true possibility of capturing your audience. You can tailor your message to the buyer. You can dazzle the buyer with something she is truly enjoying and willing to interact with. You can narrow your target and avoid spill. You can measure the effects.

But as always with intrusions – most advertising isn't sought out – one needs to engage. Even on the Internet. If it isn't memorable today, right now, it won't suddenly have accumulated memorability next week.

This talk about long-term effect as opposed to immediate effect was and is a great excuse for the poor performance of TV or print. On the Internet you can't get around it. It was hard to prove otherwise. The ad industry seems aware of the ways interactive will impact the way agencies work and what talent they need. More and more agencies are trying to integrate interactive with traditional advertising in a sort of media agnostic environment.

Driving this are clients who are beginning to shift money from TV and other media to interactive. And not just media spend. More and more production money goes toward interactive activities.

At this year's Cannes Lions, the 53rd International Advertising Festival, the number of TV spots sent in for judging decreased, while the category Cyber Lions saw an increase. What was formerly the battle of the nerds, somewhere in the shadows of all the glorious TV giants, is more and more becoming the future of even the most prestigious creative awards.

The Internet basically started out on a shoestring. Content was produced on a shoestring, often using unorthodox production models to get things done, outside the main bureaucracy, even when within the mainstream agencies. This is also why newer, more nimble, "not so set in old ways" (they didn't even know the old ways) smaller shops, often from smaller markets such as Sweden, have been leading the way.

The days of cheaply produced Interactive content are over. Big advertisers with a young consumer base spend serious money on celebrity and content production specifically designed to be interactive and to run exclusively on the Internet. (No wonder the big agency networks are starting to react.) Banners are featuring more interactivity and lead to complex and interesting microsites. This connectivity means that advertisers can stay in touch with the buyer all the way to the purchase. It just depends on how well the ads connect and engage in the first place.

The important thing to remember is that it's a dialogue; not sender to receiver. It's sender-receiver-sender-receiver-third party- sender, etc., – the combinations are infinite, and the possibilities for the advertiser mind-boggling.

Sports minute by minute on your handset or whichever device you choose to stay close to at that very moment. Advertisers will help create or finance content, which like sponsorship will generate goodwill and visibility for the brand. Placement in video games and other content, will help keep a brand exposed in a positive way.

There's nothing in the book that says that the only way a brand can be built and liked and remembered is by a 30-second spot on TV. A survey in the U.S. shows that 19.2% of respondents cited branding as the main objective of online advertisers in 2005, that figure more than doubled to 41.5% this year (source: The Death of Mass Marketing, by David Hallerman.)

The time-formatted spot was simply a very convenient package that many in our industry simply don't want to lose, because an entire industry is built around it.

Annoying?

There's a debate on whether people find banner advertising annoying or not. As people are clearly finding TV interruptions annoying, it is no surprise that some find banners equally annoying. However, the banner brings a direct and present opportunity to engage someone immediately. Numbers show that click-through rates vary a lot of course. But the most engaging, best-placed ads, draw a high number of participants (the viewer is gone, replaced by a more active person).

Audrey Fleisher, Creative Director and Senior Partner at Ogilvy Interactive, New York, says: "Everybody uses the web to get their message heard. That's the whole point. It's why it has flourished. It was not invented for advertisers or entertainers or online shopping. It was embraced by them as they saw the potential of its reach. It's measurable reach, and they are now realizing its potential to drive large communities of people to engage with a tool that will ultimately define a brand. If your ads suck you will know it. If your brand can't keep up with the times you will know it. Faster and more powerfully than ever before. And the smartest advertisers will know how to use the Web to help define their brands in the most positive and powerful ways."

In fact, the Internet has spawned brands perhaps quicker and more powerfully than any other media before. "If you want to find something, Google it." It's one of the most recognizable brands on the planet today.

Amazon. They didn't exist before they became an online bookstore. Now they sell pretty much everything you don't feel like going the extra steps to the shop for.

eBay. Everybody's garage-sale. And more and more retailers and b2b companies rely more and more on their sales and contacts to come from the Internet.

The music industry forever changed with shareware, the iPod, and the iTunes store.

Nope. The Internet will not go away.

"Any company that is not planning to use the Web to engage an audience on some level, even if it's just email, will seriously reduce its potential to reach its desired audience," adds Ms Fleisher.

Interactive is not only exclusive to the computer. Outdoor billboards can be "controlled" by viewers using cell-phones to communicate with the ad on display. And TV can be interactive.

"After some false starts, it seems that interactive advertising is gaining a foothold, as Denver-based Turner Media Group, both an ad agency and a provider of eight interactive TV channels, has created interactive TV spots for clients like Ford, the U.S. Navy, Lexus and home-security provider ADT," wrote Colorado-based Rocky Mountain News.

On all eight of Turner's interactive TV channels – which mesh product placements and original programming – viewers can use their remote to find out more about featured products, sometimes converting ads directly into sales.

For those who hope the Internet is a fad, this little quote may be encouraging: "If computers get too powerful, we can organize them into a committee – that will do them in." Bradley's Bromide.

For the rest of us: Embrace.

你沒有聽錯。世界上有一種新人類。他們不是外星人。我製造了四個，年齡由 7 歲至 21 歲。

他們促進了互聯網，並且令它更廣更深，更強而有力，及更為互動。沒有東西可以阻止互聯網演進。

互聯網無遠弗屆，不像電視只能去到安坐家中的觀眾。遊戲變得無國界，世界各地的陌生人都可在互聯網上一較高下。Skype 和 Yahoo (雅虎) 推出了網上話音傳遞服務，以後，打電話到世界任何角落都免費，你想講多久也可以，你想唱歌或表演也可以。攝像機讓大家可以互相見面。

現今的消費者有更大的自主權，可以選擇在何時、何地看甚麼樣的內容和廣告。電視、iPod 和類似的設備，各式各樣的電腦、戶外標誌和廣告牌以至收音機等等的界線越來越模糊，加上一切都變成互動，發展空間可說是無窮無盡。唯一不可能的是返回舊日所謂「正常」的日子。

簡單來說，互動便是選擇。你想看周四七時半的喜劇？隨時都可以。

還有誰會忍耐那些每小時重複播放數次的 30 秒廣告？沒有的了，不論賣廣告的人如何妙想天開。

那麼，電視會被互聯網淘汰嗎？那些 15-30 秒的電視廣告還能生存嗎？電視還會存在，只是，廣告的形式不同了。我們對廣告的期望不同了。廣告將會徹底地改頭換面。賣廣告和創作廣告的人都要作出改變。典型的廣告將不一定長 30 秒，而且不再沈悶而重複。

屬於千禧一代的二十來歲青年，都是玩電子遊戲和電腦長大的。他們沒有時間和耐性看傳統的廣告。AdWeek (USA) 稱 Bob Greenberg 為 30 秒廣告的終結者。

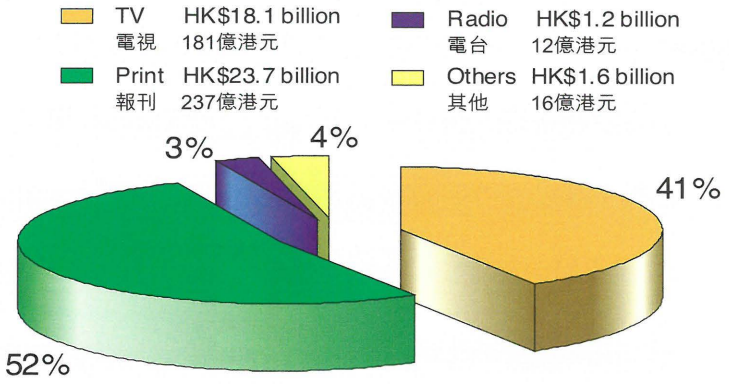
Greenberg 先生是 r/ga 的創辦人，那是全球最頂尖的互動廣告公司之一，也應該是互動廣告的業界權威。「這不是單向的溝通，千禧一代最明白了。你要有標誌和圖示 (icon)，只需點擊 (click) 便能操控。」

這大概是典型的 30 秒電視廣告的極致了。就連父母們也利用廣告時間去斟茶。若要令電視觀眾留在電視機前，廣告內容就要盡量有娛樂性。

問題在於大部分廣告都沈悶，即使你有一個非常突出的 30 秒廣告，播放時觀眾老早已走了。

TiVo 這類裝置更可讓觀眾安坐沙發，按一個鍵便跳走你的廣告。二百萬元的製作費就此付諸流水，還沒計算電視台徵收的昂貴廣告時間費。

Where do advertising budgets go in Hong Kong?
香港廣告開支分佈



Total Adspend: HK$45.3 Billion.
廣告開支總額：453億港元

Source資料來源：Nielsen Media Research

互聯網提供了一片新天地，讓你真正有機會吸引觀眾，度身訂做發放予買家的訊息，給買家一些他真正喜歡而又可以互動的東西，總之就是瞄準目標，彈不虛發，還可以量度成效。

不過，和其他不請自來的訊息一樣，廣告通常沒人問津，你要主動吸引目標，在互聯網也不例外。如果廣告不能即時令觀眾留下印象，到了下周，他們更會把那廣告忘得一乾二淨。

有些人把長期效果和即時效果視作對立，從而作為電視或印刷廣告表現欠佳的藉口。在互聯網便沒有藉口了，那藉口本身也無法言之成理。廣告業似乎也意識到互動的需求會改變廣告公司的運作方式及所需人才。越來越多廣告公司嘗試綜合互動和傳統的廣告，以求在一片迷霧中闖出生天。

背後推動的是廣告客戶，他們開始調撥更多資金製作及推出互動廣告。

在第五十三屆國際廣告節，參選的電視廣告數目下降，反而網上廣告的數目則節節上升。從前的主角都是電視廣告界巨子，互動廣告創作人只是配角。但如今後者正在冒起，勢將成為創作界的明日之星。

互聯網活動基本上不大花錢。內容經濟，通常都是用一些非傳統的製作方式來完成工作，省卻不少繁文縟節。即使是主流的廣告公司也一樣。所以一些較新和較靈活的小廣告商 (他們根本不知道傳統的做法) 一直領導潮流，他們大多來自較小的市場，例如瑞典。

平價製作互動內容的時代已一去不返。以年輕客群為主的大型廣告商都大灑金錢，聘請名人及製作互

動為主的廣告，只在互聯網上播放。(無怪乎大型的廣告公司網絡已開始反攻。) 網上橫額有更多互動功能，可帶領網客到更複雜和有趣的小型網站。這意味廣告商可以和買家由始至終一直保持聯繫，直至他購買。

成效要視乎廣告之間的聯繫是否妥當，及是否能吸引網客。關鍵在於必須有對話，不是發送者給接收者，而是發送者 — 接收者 — 發送者 — 接收者 — 第三方 — 發送者等，那組合變化無窮。

那可能性遠超出廣告商的想像。隨時會出現於你的手提電話，或任何你常用的電子產品。廣告商會創作內容或設法尋找資金。就像贊助費會帶來商譽和增加品牌曝光率。在電動遊戲和其他內容中安排廣告，可以正面地維持品牌曝光率。

沒有書本說過 30 秒電視廣告是建立品牌和令其深入民心的唯一途徑。美國一個調查顯示，在 2005 年，19.2% 的被訪者認為建立品牌是網上廣告商的主要目的，但這數字在今年已倍增至 41.5%。(資料來源：The Death of Mass Marketing， David Hallerman 所編)

以時間計算的廣告，構思製作都較容易，也養活了一整個行業的人，所以許多行內人仍不想放手。

惹人反感？

也有人爭論，說網民或會對網上橫額廣告反感。既然不少人對電視廣告反感，有人認為橫額廣告同樣惹人反感也不足為奇。可是，橫額能直截了當，立即吸引網民注意，這是有數據支持的。當然，點選率很參差，但最吸引人及位置最佳的廣告，往往能吸引眾多參與者 (他們不再是觀眾，已進化成更為主動的角色)。

紐約 Ogilvy Interactive 的創作總監和高級合夥人 Audrey Fleisher 說：「人人都透過互聯網傳遞訊息給他人。這就是實情，亦是互聯網發展一日千里的原因。互聯網不是為廣告商、娛樂商或網上商店而創立的，他們只是捕捉到互聯網無遠弗屆的特質。他們亦意識到互聯網能吸引一大個社群參與，這社群最終會決定誰是好品牌。要是你賣一個糟透的廣告，要是你的品牌不能與時並進，你就會知道後果了。這比過往任何渠道更快而有力。最精明的廣告商會懂得如何運用互聯網來建立正面和強大的品牌形象。」

事實上，在打造品牌方面，互聯網比任何過往的媒體都更強而有力。「要找什麼，上 Google 吧。」那是現今全球最多人認識的品牌。

Amazon 未變成網上書店時，根本不存在。但現在它甚麼都賣，你幾乎已不想再費功夫到商店去。

eBay 是任何人的拍賣場。也有越來越多零售商和 B2B 公司依靠互聯網來銷售和聯絡客戶。

共用軟件、 iPod 及 iTunes 網店徹底改變了唱片業。

互聯網是不會走回頭路的了。

Audrey Fleisher 說：「一家公司如果完全不透過互聯網接觸客戶，例如連宣傳電郵也不發，那它能接觸到的潛在顧客一定會大為減少。」

互動並不是電腦的專利。戶外廣告板可以讓觀眾透過手提電話來互動。電視也可以是互動的。

美國科羅拉多州的 Rocky Mountain News 這樣寫：「儘管起步不順暢，但現在互動廣告似乎已站穩陣腳。美國丹佛的 Turner Media Group 既是廣告公司也是八個互動電視頻道的供應商。它已為福特汽車、美國海軍、淩志和家居保安設施供應商 ADT 等客戶創作互動電視廣告。」

Turner 的八個互動電視頻道都已把節目和廣告混合起來。聽眾可以透過遙控器，索取更多產品的資訊，甚至可以直接購物。

對於希望互聯網僅是一時風尚的人而言，以下的引言能給他們一點寬慰：

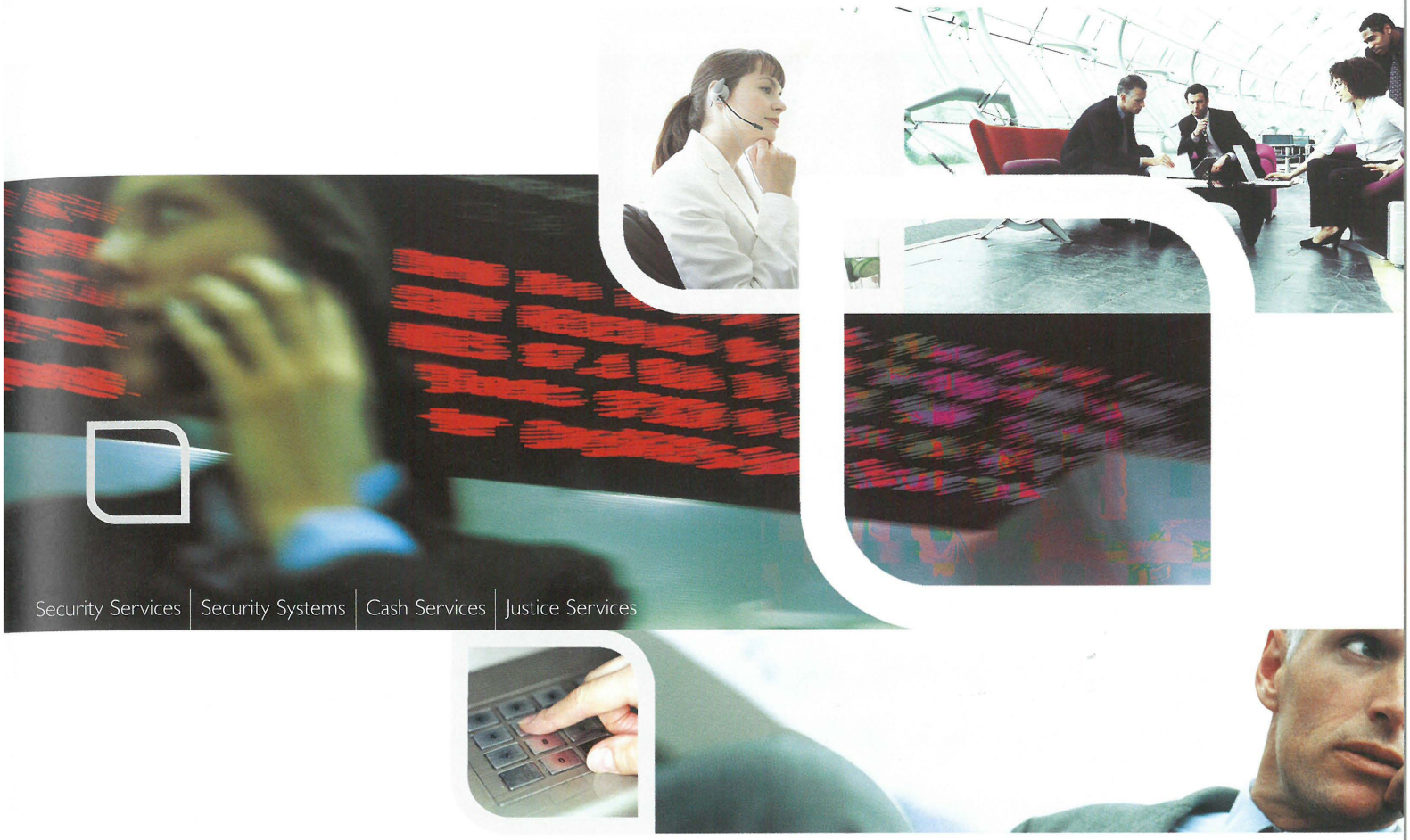
Bradley's Bromide：「如果電腦變得太有威力，我們可以把它們組織成委員會，它們就無能為力了。」

其他人呢？欣然迎接互聯網吧。

Tore Claesson 康樂

Tore Claesson has most recently worked as Group Creative Director and Senior Partner at Ogilvy Worldwide in New York, overseeing their worldwide interactive advertising campaigns for IBM. At the moment, he's working with the Tomorrow Group in Hong Kong and freelancing in New York).

康樂不久前是紐約 Ogilvy Worldwide 的創作總監及高級合夥人，曾負責 IBM 的環球互動廣告計劃。他現居紐約，是一名自由工作者，並為香港日新傳播工作。



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Economic Insights 經濟透視

Indexing Depends on the Base Year

指數與基準年的關係

By David O'Rear

歐大衛

Each month, governments around the world produce a host of data that keeps economists employed. There are other reasons, too, such as complying with international agreements, but many of us think those agreements are mainly to ensure jobs for those of us who think we can conclude something useful from the data provided.

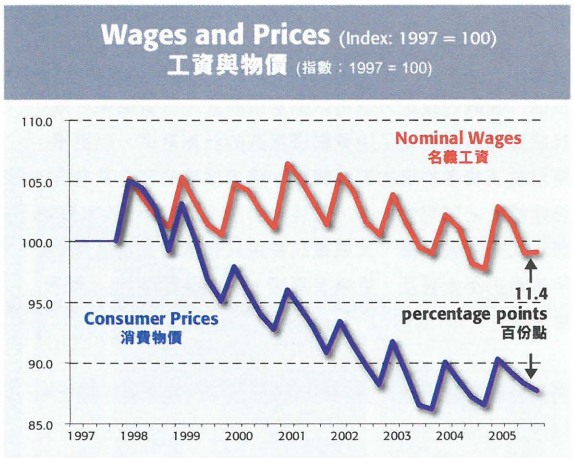
Some of the numbers will be raw millions or trillions of whatever currency unit, such as trade ("Hong Kong domestic exports in March were HK$10,669 million."). Others are indices, usually presented as a percent change from the same period a year earlier: "The Composite Consumer Price Index (CPI) for March was 94.2, up 1.8% from March 2005." Both are useful for understanding what's happening in the economy.

Indices, however, can be designed in ways that shape the results and this can be done intentionally or otherwise. The Census and Statistics Department recently revamped the CPI to better reflect the change in consumer buying habits, which is a perfectly legitimate reason for making an adjustment. Imagine if we were still using the 1980 household buying pattern to measure prices today, and all telecommunications costs were based on a simple phone line (not many faxes then, and certainly no broadband internet connections or mobile phones).

The second way an index can be adjusted is by changing the base year. While this is often done in conjunction with a remix of the underlying formula, it can also be done on a stand alone basis. In the latter case, changing the base year can dramatically change the implied economic results.

The first graph shows the current indices for Hong Kong wages and consumer prices. Using 1997 as a base year, the two price measures – the price of labor and general prices – diverged over eight years by 11.4 percentage points. In other words, in terms of buying power wages rose by 11.4%, or about 1.6% a year.

Given that information alone, one might be tempted to conclude that Hong Kong employees are getting a



pretty good deal, and in a narrow sense that it true. For Ms Average Employee hired in 1997, whose wages were adjusted exactly the same as the average for the economy as a whole, and whose consumption pattern exactly matched the CPI, life was pretty good.

But, what if the employee was hired a few years later, say in 2003? In that case, the results are far different. Whereas the Class of '97 employee "benefited" from falling consumer prices, the relative newcomer worked under conditions in which prices rose more often than fell.

The second graph shows the dramatic difference in real wages (nominal changes minus the change in prices) when calculated according to different base years.

Employees such as Ms Average who were hired in 2000 enjoyed a cumulative 3.5% increase in wages as compared to prices; those hired in 2003 lost 1.6% of their purchasing power over two years.

There are also differences depending on which industry segment one works in. According to the latest data, the mid-level manager or professional in the finance, insurance, real estate and business services sectors had a real wage index in 2005 of 123.8 (i.e., 23.8% higher than the base period). But, that is based on 100 being equal to wages in June 1995. If we adjust the base year to 2003 – the low point in our example – real wages were actually 1.1% lower.

Indices can be useful provided that they measure something useful, accurately, and are originate in an appropriate base year. As the saying goes, figures never lie but liars can figure.

David O'Rear is the Chamber's Chief Economist.
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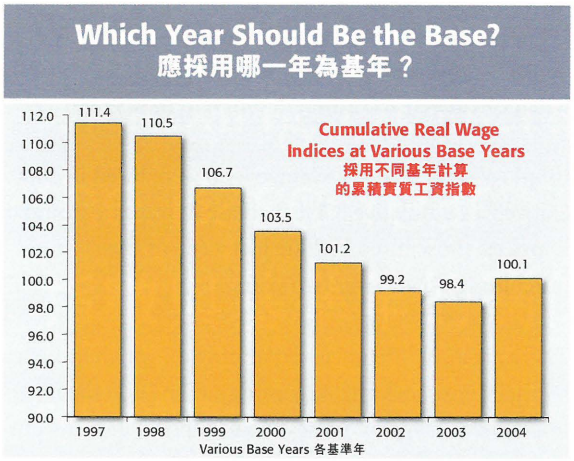
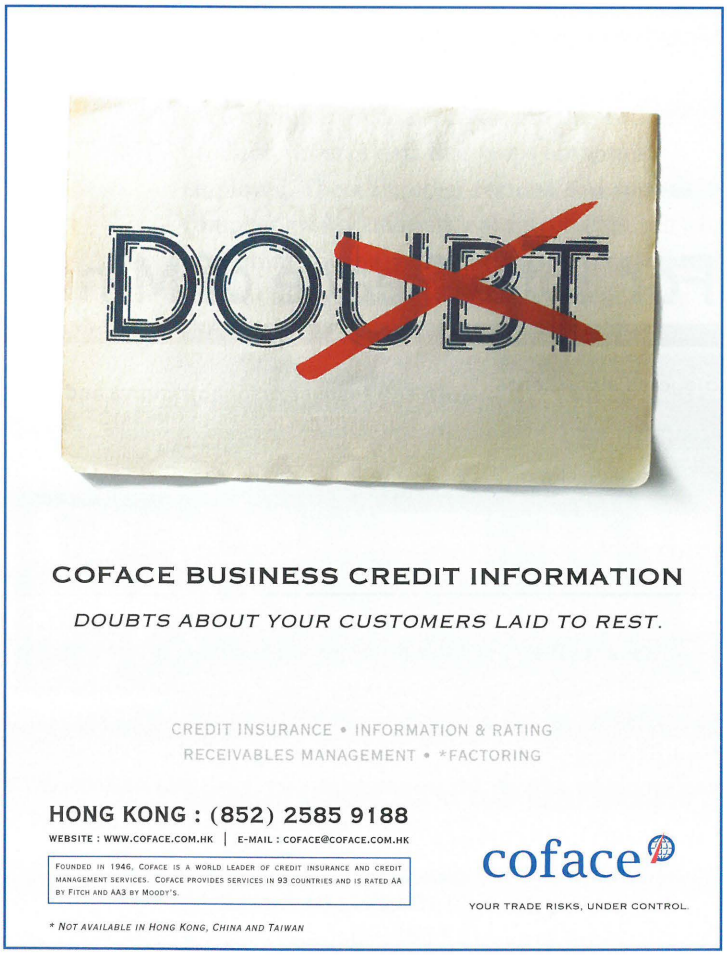


各地政府每月都會提供大堆數據，好讓經濟師們有事可忙。也有些數據是按國際協議之規定而公佈的，但我們經濟師多數認為那些協議的主要目的，是保住我們的差事，因為經濟師們都自信能透過分析數據，帶出一些值得深思的現象或結論。

有些數據，例如貿易數字，直接以貨幣把有關金額顯示，例如「3 月份本港產品出口為 10,669 百萬港元」。另一些數據則為指數，常用以表達與上年同期比較的百份比變幅，例如「3 月份綜合消費物價指數為 94.2，較 2005 年 3 月升 1.8%」。兩類數據均有助掌握經濟脈搏。



然而，指數的設定方法可以刻意或無意地影響結果。政府統計處最近更新了消費物價指數的計算基準，以更準確反映消費者的購物習慣轉變，這項調整是完全具有合法理據的。試想像一下，若現今仍按 1980 年代的家庭消費模式來衡量物價，又或電訊費用只包括固網電話費 (當年傳真仍不太普及，更未有寬頻上網或流動電話)，情況會怎樣？

調整指數的第二種方法，是轉換所採用的基準年，通常有關的計算程式也會被一併調整。然而，在某些情形下，會只改動基年，因而得出截然不同的經濟結論。

圖一分別顯示香港的工資和消費物價指數。以 1997 年為基年，8 年間兩項價格指數相距 11.4 個百份點，換言之工資較購買力上升了 11.4%，年增幅約 1.6%。

若只看上述資料，或會認為香港打工一族的收入頗佳，而從狹義的層面看，這亦是實情。以一個於 1997 年受聘的普通僱員來說，其工資調整跟從本地經濟之平均調整幅度，其消費模式也與消費物價指數一致。

於幾年後，像在 2003 年受聘的僱員，際遇卻很不同。在 1997 年受聘的一批僱員曾「受惠」於消費物價下跌，然幾年後始受聘的一群則要面對物價趨升。

圖二顯示計算實質工資（名義變動減物價變動）指數，採用不同基年可得出截然不同的結果。

例如於 2000 年受聘的普通僱員，其工資相對於物價累積增長了 3.5%，反觀於 2003 年受聘的僱員，其購買力於兩年間下跌了 1.6%。

指數結果也會因僱員從事之行業和職位而異。根據最新數據，金融、保險、房地產及商業服務業的中層管理人員或專業人士的 2005 年實質工資指數為 123.8，即比基期高出 23.8%，這是以 1995 年 6 月份工資為基點所計算出來的。若我們改以 2003 年 (圖中最低點) 為基年，那實質工資其實跌了 1.1%。

有云：「數字不騙人，惟騙子最會玩數字遊戲」。有意義的指數準確、有用，並且是採用合適基年的數據計算出來的。

歐大衛為香港總商會首席經濟師，
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Economic Insights 經濟透視

China's Textile Industries Face Uphill Battle

By Ruby Zhu 朱丹

中國紡織服裝行業面臨的挑戰

SUSAN WATTS/KRT

You may recall how trade conflicts between China and the U.S., and later the EU, over textile quotas created chaos for manufacturers in the middle of last year. All parties agreed on a new quota system, so the textile and apparel industries have, for the most part, now recovered. Today, almost a year later, China's textile and apparel sectors face new challenges under the revised quota systems, together with the appreciation of the renminbi, rising labour costs, tight energy supplies and soaring prices of raw materials. Given this long list of challenges, are China's textile and apparel products still competitive in the international market?

The longest march

China's textile and apparel industries are undergoing a critical transformation. According to U.S. statistics, in January and February this year, the U.S.'s textile imports from India, Pakistan, Indonesia and Vietnam all grew by more than 20%, while China's exports dropped. This shows that China's competitiveness is weakening, as the new quotas have increased the cost of exports and promoted major buyers to place orders with countries free from quotas.

At the same time, a number of foreign companies are moving their production lines elsewhere. For example, Nike now places its orders in Vietnam instead of Guangdong. The company has also expanded the production lines at its four factories in Vietnam. Meanwhile, Japan's largest apparel retail group UNIQLO recently announced it will slash the percentage of goods made in China from 90% to 60% by 2009.

New hopes emerge

Fortunately, there are signs of hope on the horizon for China's textile industry. Despite a slight decline in the first two months of 2006, China's textile exports for the first quarter grew 23%, compared to

the same period last year. Exports to the U.S. and EU grew by 3.8% and 13.3% respectively. Such apparently modest growth is deceptively strong considering during the same period last year there was a surge in exports as companies rushed orders through to avoid possible sanctions. Also, China's exports to Mexico, ASEAN, Korea and Japan grew by 141%, 53%, 43% and 22% respectively.

At the recent 99th Guangzhou Trade Fair, textile exhibitors were busy taking new orders, which was a sharp contrast to the quiet response last year. Orders from both the U.S. and EU have grown, and more importantly, the unit price for the first quarter grew 24% and 22%. Price increases were particularly obvious for products under quotas. Among 21 categories of exports to the U.S., five have recorded price increases of over 50%, and while among 10 types of exports to the EU, seven have recorded price increase of over 50%.

Given these changes, China's textile companies can survive only if they shift production to high value-added products. Cutthroat price competition is no longer a solution, because it only narrows profit margins and induces trade barriers.

Of course, upgrading production is easier said than done, especially when a stronger yuan, rising commodity and labour cost as well as other factors subjected enterprises to immense pressure last year. Some SMEs had no choice but to close down. For those who managed to survive through upgrading production and productivity, their competitiveness has certainly been enhanced.

Bumpy road ahead

Nevertheless, it seems that not all the storm clouds have cleared. The renminbi is expected to further appreciate, and as the Mainland is determined to narrow the gap between the rich and the poor, proposed policies, such as the "Labour Contract Law (Bill)," are being hotly discussed. Therefore, China's labour costs are expected to continue to rise. Moreover, a new macro-economic control measure launched to lower export rebate rates for light industrial products will add to enterprises' difficulties.

As most Hong Kong companies have production lines in other countries, they are in a better position to weather any changes, compared to Mainland enterprises. Nevertheless, switching to value-added products is the only way for companies to survive in the Mainland. Some key investors, such as Nike, are switching their production lines of low value-added products to other countries like Vietnam. However, the Mainland still offers plenty of opportunities for companies to profit by tapping its clustering of industries, developed infrastructure and growing domestic market.

Ruby Zhu is the Chamber's Senior China Economist. She can be reached at ruby@chamber.org.hk

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也許大家還記得去年這個時候中歐、中美的紡織服裝貿易摩擦帶給業界嚴重困擾，紡織服裝行業也隨著中歐、中美達成新的配額制度而重建秩序。將近一年過去，中國的紡織服裝行業不但要適應新的配額制度，人民幣升值的考驗、勞動力成本上升，甚至能源緊張、原材料漲價都不斷帶給業界新的挑戰，現在中國的紡織服裝業在國際市場上是否還有競爭力？

最困難的時刻

毫無疑問，中國的紡織服裝行業正在轉型的關鍵時刻。據美國方面的統計，今年1－2月，美國自印度、巴基斯坦、印尼及越南的進口增幅都在20%以上，而中國對美國的出口卻是負增長。配額增加了中國產品出口成本，競爭優勢自然受到挑戰。大的採購商逐漸將訂單轉向上述沒有配額限制的國家。

同時，不少外商開始從中國轉移出去。Nike將以前落在廣東的訂單下到越南，同時大規模擴充在越南的四個工廠的生產線。日本最大服裝零售集團UNIQLO最近宣佈到2009年，在中國生產的產品的比率將從90%減少到60%。配額、人民幣升值、勞動力成本上升、潛在的貿易摩擦都是外商轉移的原因。這些現象令人不免憂慮中國紡織服裝行業的競爭優勢是否逐漸消失。

曙光漸現

幸而，實際的情況似乎正向好的方面轉變。據1－4月的統計，中國的紡織品出口同比增長23%，對美國與歐盟的增長分別是3.8%和13.3%，由於去年同期在中歐、中美的貿易談判沒有達成以前，企業都搶出口，因此去年的基數相對較高，這個增長已不是太差。中國對墨西哥、東盟、韓國、日本的出口分別增長141%、53%、43%和22%。

在剛結束的第99屆廣交會上，紡織類展館又再生意興隆，與上一屆門可羅雀的場面完全不同，對美國和歐盟的成交都有增長。最為重要的是，中國第一季對歐美的出口服裝單價分別上升24%和22%，其中有配額限制的產品價格上升更為明顯，在輸美的21種產品和輸歐的10種產品中，分別有5種和7種產品的單價增幅在50%以上。

中國產品出口價格的提升正是大家希望看到的現象，因為只有生產高附加值的產品才能幫助企業解決行業目前面臨的困境。中國紡織品之所以受到歐美的貿易壁壘，重要的原因就是中國產品互相壓價搶佔市場，結果自己利潤降低，又受到貿易制裁。

正所謂説易行難，紡織服裝行業這一年來面臨的挑戰必然讓一些中小企業無力招架而結業。人民幣升值，原材料漲價，工資上升，配額有價這幾樣因素同時發生作用，企業面臨的壓力可想而知。本來技術及生產力進步必然會淘汰一些沒有競爭力的企業，但這一次的調整如疾風驟雨，相信可以渡過難關的企業的競爭力必然得到提升。

前路崎嶇

但紡織服裝行業似乎仍然沒有完全走出黎明前的黑暗。首先人民幣升值的預期仍然存在，勞動力成本上升的趨勢也未逆轉，而且在內地政府志在縮小貧富差距的目標下，相信還有上升空間，最近引發大量討論的「勞動合同法(草案)」就是一例。另外，中國的宏觀調控也陸續出臺新的措施，其中之一就是將下調輕工產品的出口退稅率，這無疑又令企業的負擔加重。

相比內地企業，港商多數在其他國家都有生產線，已能較好面對上述困難，但提升在內地產品的附加值是在內地繼續生存的不二法門。正如上文提到的Nike，他們也是將低附加值產品轉移到越南等地生產。內地的產業群集，基建優勢及日益成長的內銷市場都是企業盈利的前提和保障。

朱丹為香港總商會高級經濟師(中國)，
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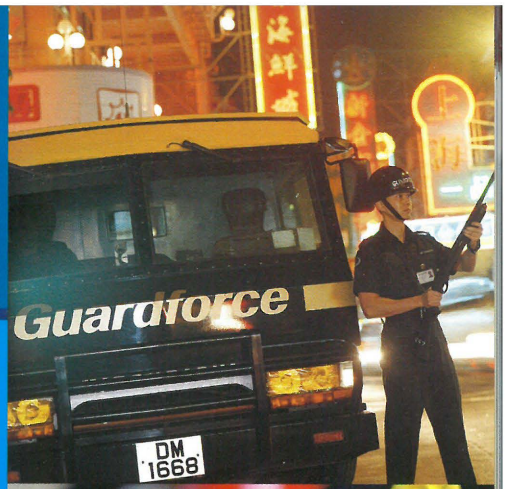

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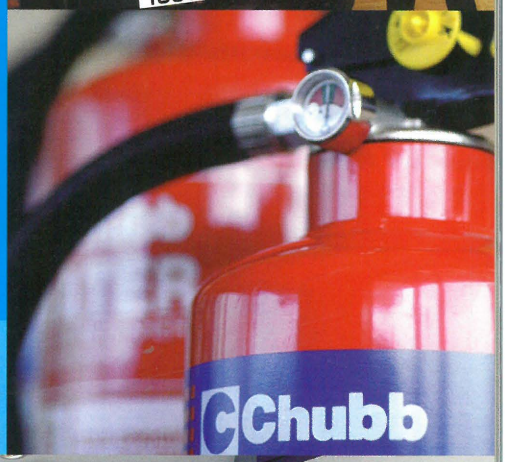

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Special Reports 專題報導

Andrew Brandler enjoys spending his weekends hiking around Hong Kong's country parks or trying to improve his golf handicap. *The Bulletin* Editor Malcolm Ainsworth spoke with Mr Brandler recently about life, work and the environment.

Bulletin: You used to be a banker, how did you get into the power business?

Andrew Brandler: I first started my career as a chartered accountant with Arthur Andersen. Then I did an MBA at Harvard Business School, that was in 1982, and then for almost the next 20 years I was a banker in North America, and Europe, before I came out to Asia in 1995 with Schroders as an investment banker. During this period, I began to know the Kadoorie family, whose commitment to professional management subsequently became an attraction for me to switch my career from a banker to becoming the CEO of the CLP Group.

B: You've signed up to the Chamber's Clean Air Charter, but surprisingly few other companies have. Why do you think businesses are reluctant to put their name behind the charter?

AB: I think 200 something companies have signed up so far, out of over 4,000 Chamber members. What we need to do is to get the message over that companies in Hong Kong have to be as responsible for their operations in the Mainland as they are in Hong Kong. You cannot turn a blind eye to operations that are going on 20-30 miles north of Central because it happens to be a different jurisdiction. At the end of the day, Guangdong and the rest of China will need to enforce their environmental laws if they are to combat pollution.

Another issue is that a lot of factories in the Mainland feel that unless their competitors are under the same obligations to reduce emissions, their competitiveness will suffer. So even though some of them may want to invest in technology to reduce their impact on the environment, at the end of the day they have to remain competitive. Therefore, the only significant impact on factory emissions will come with enforcement. There are laws but they need to be strictly enforced.

B: With air pollution being on everyone's mind, and fossil fuels becoming scarcer, do you think nuclear power will play a bigger role in Hong Kong's future energy needs?

AB: Nuclear already plays a very big role in Hong Kong's energy needs. Roughly one-third of CLP's energy is

Meet Andrew Brandler
包立賢專訪

from nuclear. If you look at CLP's fuel mix, only 10 years ago everything was coal. Now the mix is one-third coal, one-third gas, and one-third nuclear. Of course we get a lot of criticism for our one-third coal, but we have reduced total emissions by 40% to 80% in the past 10 years. The one-third mix is a prudent approach that many other power companies around the world follow.The key here is to ensure fuel supply security to keep a reliable supply of electricity at a reasonable cost and, at the same time, achieve environmental benefits.

B: CLP has started a feasibility study for a wind farm off Sai Kung, is there any timetable for that, and if it goes ahead, do you hope it will be the first of many?

AB: We set a target in 2004 that by 2010 a total of 5% of our energy will come from renewable sources like wind and hydro. This is across all CLP operations in Hong Kong, China, Australia, India, and other markets in the Asia-Pacific region.

In Hong Kong, the difficulty here is that there are not that many sites big enough to develop wind farms. Natural resources such as wind are not in regular supply or reliable either. The other challenge is cost which will then be translated to higher tariffs to consumers.

The government has set a target of achieving 1-2% of the power generation from renewable sources by 2012. In line with this direction as well as CLP's own 5% target across the region, we are undertaking a feasibility study on a wind farm off Sai Kung, which would potentially produce 150MW electricity. The study, which is still at a preliminary stage, would identify the potential of the project technically, environmentally and financially.

Around the world, government's support plays a key role in the development of renewable energy. For instance, it requires some sort of government subsidy through higher tariffs, such as what the Australian and the Mainland governments are offering, to offset their high cost of energy generation.

B: You've set up a wind farm in Changdao, what have been the results so far?

AB: It's only been running for a few months now, and so far so good. We have a number of wind projects in China in different stages, but the Changdao wind farm in Shangdong is the first to start commercial operations. In addition, we have hydro power stations in Huaiji, Guangdong, that have produced good results to the company.

There is bigger potential in China to produce renewable energy than in Hong Kong, but again it will require government subsidies to make it practical.

B: But aren't wind turbines becoming more efficient and cheaper all the time?

AB: Here, let me give you an idea of what is involved. If you were to remove the entire population of the Kowloon Peninsula and converted it into a giant wind farm, the energy produced would only meet about 4% of Hong Kong's total demand.

B: What are your top-three concerns regarding Hong Kong?

AB: I do think the issue that we talked about on the environment, especially air quality, is something that the government and the Chamber are right to focus on. However, the solution is not so easy. It is one thing we all recognize as a problem, but actually doing something about it is a completely different story. Hong Kong has dramatically reduced its emissions over the past 10 years, but the problem is that pollution knows no geographical boundaries. What is emitted in Dungguan at 11 O'clock in the morning will be here at midday if the wind is blowing from the north. While we all, including CLP, should continue to step up its efforts in Hong Kong, our hopes for a cleaner environment are also dependent on policies set in Guangdong as much as the commitment of all sectors to getting the acts right. Laws do exist, but the challenge is the extent to which they are enforced and how the government balances environmental improvement against economic development, which continues to experience exponential growth.

I also think Hong Kong can use the Clean Air Charter to rally the support of Hong Kong-owned owned factories operating in the PRD, and demonstrate good practices for the local operators to follow. Environmental improvement will come at a cost, and there is a limit to how much we can actually do, but unless factories start to take things into their own hands, regulations will force them to act.

The second issue is what the Chamber has spoken about a lot, and that is the need to broaden the tax base, which is far too narrow. Although the economy is booming today, if things turn down as they did not very long ago, with our very narrow tax base our deficit will balloon.

Thirdly, is the need for what I would loosely term the human resources competitiveness of Hong Kong. If you look at other major cities like New York or London, where there is a constant flow of people into and out of these cities, Hong Kong doesn't have that same infusion of talent. As a service industry, we need to be much more open in attracting people from the Mainland and elsewhere. The whole issue of human capital in Hong Kong is too bogged down in technicalities. We are a free port and it is very easy to bring goods in and out, but for people it is very difficult. Again, that is a very politically charged issue and as in all jurisdictions, immigration is a very difficult subject to address. However, I think Hong Kong has to recognize that at the end of the day it is a very small place with a limited supply of talent, and as such it needs to ensure it has a free-flow of professionals to keep alive.

B: I believe you are a bit of a hiker. What are your favourite walks in Hong Kong?

AB: Yes, I used to run all over the place as well, but after a second knee operation two years ago the doctor warned me not to run. There are some fantastic walks in Hong Kong, like the Dragon's Back, as well as dozens of great walks in the New Territories. Our country parks are a wonderful asset that we have right on our doorstep. No other world city can offer that.

B: What is your greatest ambition?

AB: To get my golf handicap down to single figures! I have made no progress in the past five years so I must be doing something wrong!

到郊野公園遠足，是包立賢喜愛的周末活動。閒時他也會練習高爾夫球，希望提高球技水平。本刊總編輯麥爾康最近專訪了包立賢，聽他談生活、工作和環境。

問：你以前是銀行家，後來為何加入電力行業？

答：我最初在 Arthur Andersen 當特許會計師，其後於 1982 年赴哈佛商學院修讀工商管理碩士課程，接下來約 20 年都任職於銀行界，曾先後於北美和歐洲的銀行工作。1995 年我轉到亞洲，加入寶源，成為投資銀行家。在這期間，我認識了嘉道理家族，他們對專業管理的堅持，後來吸引我從銀行業轉投中電，出任集團行政總裁一職。

問：你們簽署了《清新空氣約章》，然而願意簽署約章的公司並不多，你看是什麼原因呢？

答：總商會有 4,000 多名會員，其中約 200 家公司已簽署約章。我們要令港商明白，除了要對香港的業務負責，它們也應以同樣的態度對其內地業務運作負責。那只是距離中環二十至三十英里的地方，我們不能因為那兒屬於另一個司法權區，而對該地業務運作所產生的影響視若無睹。廣東省和中國其他地方為治理污染問題，預料最終都會加強環保的執法工作。

內地很多廠商都覺得，除非有規定強制其他同業，包括他們的競爭對手都必須採取公平的減排措施，否則，為著保住競爭力，他們都不願自發作出轉變。因此，即使有些廠家願意採用較環保的科技，以減低業務對環境的影響，他們仍最關心這會否有損其競爭力。所以，只有執法，才能令工廠排放大幅減少。現在不是沒有法例，只是需要加強執法力度。

問：現在人人都關注空氣污染，加上化石燃料的蘊含量越來越少，為應付能源需要，你看香港未來會否採用更多核能？

答：香港現時採用核能的比例並不輕。中電約三分一的發電能源來自核能。10 年前，我們還是全面用煤發電，但現

今中電的燃料組合已發展至煤、天然氣和核能各佔三分一。當然，仍然有很多人抨擊我們燃料組合中仍有三分一用煤，但在過去10年，我們已把排放總量減少40%至80%。事實上，採用三合一燃料組合是個審慎的做法，也為國際電力行業所常用。這組合旨在確保燃料供應穩定，讓我們得以提供格價相宜、質素可靠和具有環保效益的電力服務。

問：中電已展開研究，探索於西貢海面興建風場的可行性。這項目有否設下時間表？項目一旦落實，會否帶起一股新趨勢？

答：我們在2004年定下目標，希望到2010年，中電集團有5%能源是來自風能和水力等可再生能源。這目標適用於集團在香港、內地、澳洲、印度和其他亞太地區的業務。

在香港，難處是缺乏適合建造風場的廣闊土地。再者，風能這類天然資源的供應並不夠穩定可靠。另一個問題是風力發電成本較高，那意味消費者要多付電費。

政府也定了目標，期望在2012年香港有1-2%產電來自可再生能源。為配合政府的方向，以及實現集團本身的5%可再生能源目標，我們著手研究在西貢海面興建一個發電容量達150兆瓦的離岸風場。有關的可行性研究工作已初步展開，會從技術、環保、財務三方面入手。

綜觀世界各地，政府的支持對開發可再生能源十分重要。像澳洲和內地政府便提供補助，減低可再生能源發電成本，令電費不致太高。

問：中電在山東省長島縣建立了風場，成效如何？

答：風場至今只運行了數個月，成效還不錯。我們在內地也有多個風力發電項目，進度不一，而長島風場是首個投入商業運行的風力發電項目。此外，我們在廣東省懷集縣也有水力發電站，表現亦理想。

中國大陸比香港更有潛力發展可再生能源，但實際上還得靠政府資助才行。

問：但風力發電的成本效益不是一直在改善嗎？

答：讓我打個比喻。即使你把整個九龍半島變成一個大型風場，那發電量也只能應付全港4%的電力需求。

問：你認為香港目前最迫切的三大問題是甚麼？

答：第一是港府和總商會現正關注的環境問題，尤其是空氣質素的問題。可是知易行難，要解決這難題並不容易。過去10年，香港的排放量已大幅減少，問題在於污染不受地域所限。只要吹北風，早上11時在東莞市排出的廢氣，只消中午便會吹到香港。誠然，香港各界包括中電的環保工作都要再加把勁，但另一方面，也要靠廣東省於政策方面的配合，與及各界同心協力，身體力行，才能水到渠成。法例是有的，問題在於執法力度，還要看政府如何在環保和經濟迅猛增長之間求取平衡。

我亦認為《清新空氣約章》可以凝聚一批在珠三角設廠而又支持環保的香港廠家，他們可以發揮帶頭作用，為當地廠家樹立良好榜樣。環保是有代價的，香港這邊對區域性減排實際可以發揮的作用總有限度。內地廠家亦需自發行動，否則法例還是會迫令他們改變。

第二是是香港有需要擴闊稅基，總商會對此也著墨頗多。雖然現今經濟一片好景，但若不久前的經濟逆轉再度出現，而本港稅基又如此狹窄，我們的財赤勢必擴大。

第三個問題我可以概括稱之為香港的人力資源競爭力。看看紐約和倫敦等大城市，它們經常容讓人才進出。在香港，人才進出可沒有那麼容易。香港是服務型經濟，必須更為開放，從而吸引內地以至世界各地的人才。香港的問題是過分斟酌條文細節，因而形成很多掣肘。我們是自由港，貨物進出很容易，可是人才進出卻很困難。當然，這是個政治敏感的議題，無論在任何國家或地區，入境問題總難處理。可是，大家要明白，香港只是個彈丸之地，人才數目有限，必須吸納外來的專業人才，方可保持動力和競爭力。

問：我知道你喜歡遠足。在香港，你愛走哪些路徑？

答：我一向喜歡四處跑。可是，自從兩年前做過第二次膝蓋手術後，醫生勸我不要再跑步。香港有不少美麗的遠足徑，例如石澳郊野公園的龍脊，以及新界許多優美的山徑。沒有其他城市能像香港那樣，擁有多個近在咫尺的一流郊野公園。

問：你最大的抱負是什麼？

答：希望高爾夫球技術有所進步吧！過去五年都沒有什麼進展，一定是哪裡出了點問題。

Special Reports

專題報導

Young entrepreneurs can receive the finance and business advice that they need to get their ideas off the ground

為有志創業的青年提供資金及其他支援。

One evening last June, Eva and Andrew (photo) met up with some friends to hear about their holiday to Japan. They passed around photos, discussed the great food, culture and shopping, and, surprisingly, they also talked a lot about "umbrellas!"

They discovered that in Japan, umbrellas are a fashion accessory created in stylish designs using a wide range of fabrics. Being followers of fashion themselves, the two fresh graduates knew that Hong Kong's fashion culture closely mirrors that of Japan, and immediately realized that introducing umbrella fashion to Hong Kong and even worldwide markets was too good of an opportunity to miss.

They reasoned that every person in the world was a potential customer as everyone likes to protect themselves from the rain with an umbrella. "Even if it is sunny, a lot of people also use an umbrella to shade themselves from the hot sun, and elderly people sometimes use sturdy umbrellas as a walking stick," enthused Eva.

Dreams Can Come True!

創業夢，可成真！

"Also, businesses can use umbrellas as a reliable and moveable advertising platform, which is also cheap and effective," added Andrew.

The more they thought about it, the more they were convinced that they could make a successful business from umbrella fashion. They immediately began planning for their umbrella business, but it wasn't long before the two realized that they lacked both capital and experience to get their idea off the ground.

"That was when we came across Youth Business Hong Kong (YBHK) – a new youth entrepreneurship supporting programme operated by The Hong Kong Federation of Youth Groups (HKFYG). After undergoing a vetting process, our business idea was amongst the successful start-ups approved for YBHK support," explained Eva.

From concept to operation, the enthusiastic entrepreneurs took just three months to establish their own company, Etin (Hong Kong) Limited – specializing in custom designs and promotional umbrellas worldwide.

Some may think that Eva and Andrew established Etin too hastily, but Anthony Au, a business mentor assigned by YBHK to guide and support Etin, thinks just the opposite. Mr Au said that as long a sufficient planning and preparation work has been carried out, then three months is more than sufficient to establish a new business. In general, for business start-ups the shorter the start-up period the better, otherwise the idea and motivation which kick-started the concept in the first place will start to fade away.

Entrepreneurs' ideas which receive the green light from YBHK can get up to HK$100,000 interest-free seed money. More importantly, they will also be assigned a business mentor drawn from entrepreneurs, senior executives, consultants and other professionals in Hong Kong to provide them with the all-important business know-how. Mentors volunteer their time, expertise and experience to advise these fledgling businesses. In the case of Etin, Mr Au meets with Andrew and Eva on a monthly basis to provide them with advice and support, either through phone calls, e-mail, or face-to-face meetings.

YBHK also organizes training and workshops on law, business development, accounting, finance, sales techniques and successful business sharing sessions to provide young professionals with the skills they need to take their businesses forward.

The survival rate of start-ups is relatively low, but with the support of YBHK and a business mentor, Etin has greatly improved the odds. Today, it manages a wide business network and has steady orders.

Many young entrepreneurs have great business ideas but often lack the seed money, support and guidance to turn their dreams into reality. By working in partnership with the local business community, YBHK provides access to finance for business start-ups and support to young people through its extensive business mentoring programme.

YBHK hopes that more companies and organizations will offer to support the programme by volunteering to be mentors so that more youngsters like Eva and Andrew can achieve their entrepreneurial dreams.

If you would like to find out more about YBHK, call Louisa Lau at 3113 7999, or email: ybhk@hkfyg.org.hk; or visit their Website at www.u21.org.hk/ybhk

Eva and Andrew have an informal meeting with their business mentor Anthony Au (left) to discuss their development plans.
趙敏華和李德勝與創業導師區煒洪(左)談業務拓展大計。

去年6月，應屆大學畢業生趙敏華和李德勝約了幾個剛從日本旅行回來的朋友見面。聚會間他們分享旅途中體驗到的日本美食、文化和購物特色，而最想不到的，是他們竟大談當地的雨傘！

二人從朋友口中得知，日本街頭流行各具特色的透明雨傘。潮流觸角敏銳的趙敏華和李德勝知道，香港潮流文化深受日本影響，因而靈機一觸，想到把時款雨傘引入香港甚至全球市場，可以是一大商機。

他們認為，無論在哪個國家，每逢下雨，人們便會用雨傘，所以雨傘業務的潛在客戶幾乎是遍佈全球。趙敏華興致勃勃地說：「即使在陽光普照的日子，很多人亦會用傘遮擋太陽，老人有時也把傘子當作拐杖用。」李德勝補充：「除此以外，雨傘還可作為流動廣告平台，這個宣傳渠道既有效而且價錢相宜。」

二人愈想愈覺得這是一盤有前景的生意，遂馬上開始策劃，但不久便意識到缺乏資金和經驗，難以實踐其創業構思。

趙敏華解釋：「那時碰巧得知香港青年協會設立了『香港青年創業計劃』，為有志創業的本地青年提供支援。我們參加了計劃，經過一輪評審後，我們的申請成功入圍。」

由構思到開業，二人只需短短3個月便創立了倚天香港有限公司，專門向商業機構提供及訂造廣告雨傘，並批發給海外市場。

有些人可能覺得他們行事太倉促，但支援倚天的創業導師區煒洪的看法卻恰好相反。區氏認為，只要籌備功夫做足，3個月的時間已足夠有餘。他更相信創業一定要快，否則當初的意念和動力便會減退。

每名成功入圍的申請者可獲得最高10萬港元免息貸款，作為創業啟動金，計劃還會安排本港創業家、企業高層人員、顧問或專業人士擔任創業導師，為青年創業者提供必需的商業知識和技巧。這些導師會利用本身專長和經驗，義務為青年創業者提供意見和指導。作為倚天的創業導師，區煒洪每月透過電話、電郵或面談，與李德勝和趙敏華分享創業經驗及提供建議。

香港青年創業計劃還舉辦各類訓練和工作坊，內容涵蓋法律、業務發展、會計、財務、銷售技巧和創業家分享會等，讓青年創業家掌握所需技能，以進一步拓展業務。

現時社會上普遍認為在香港成功創業的比率不高，但倚天在創業計劃和導師的支持下，已建立起廣闊的商務網絡，並有穩定的訂單來源。

香港不乏有創業頭腦的青年，只是欠缺資金及支援。香港青年創業計劃與本地商界合作，為青年創業者提供所需支援。

香港青年創業計劃希望更多企業和機構願意派員義務擔任導師，讓更多像趙敏華和李德勝一類的有志青年能實現創業夢想。

如欲查詢香港青年創業計劃詳情，請與劉惠儀女士聯絡(電話：3113 7999；電郵：ybhk@hkfyg.org.hk) 或瀏覽計劃網頁：www.u21.org.hk/ybhk。

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Special Reports

專題報導

Chamber Launches Online CO Service

HKGCC's new Web CO Service allows users to prepare and check their Certificate of Origin applications over the Internet

總商會推出網上簽證服務

香港總商會新推的網證服務，讓用户透過互網聯預備產地來源證申請，更可查閱申請進度，省時方便。

Exporters looking for a way to reduce time and effort spent on applying for Certificates of Origin for their re-export and transhipment orders have had their prayers answered in the form of the Chamber's Web CO Service (www.webco.hk).

The service, which completed tough trials before going live last month, substantially simplifies the tedious and time consuming process of filling in forms, and eliminates errors which resulted in companies having to re-apply.

"I'd say 15-20% of CO applications tended to have some sort of data-entry error in them, which resulted in customers taking the forms back to their office and making another application," explained CC Chan (left), Senior Manager of the Chamber's Certification Division. "Obviously this could create many problems for exporters, especially if their shipment schedule was very tight. Now we can ensure their applications are in order before they send their staff to one of our CO offices for counter lodgement."

The Chamber started looking into the possibility of offering members a Web-based CO service around two years ago, following the success of online Hong Kong CO applications. The service, launched by Tradelink at the end of 2000, proved to be very popular with traders, and members started asking if a similar service could be offered to allow them to apply for re-export and transhipment COs online.

HKGCC invited three vendors to bid for the project and based on performance and price, selected a local company to develop the system.

"We have invested over HK$2 million to develop this service, which I believe will be a sound investment because Web-based services and applications is a trend that we cannot ignore. Also, for members, any system which helps them save time – and ultimately money – will be appreciated," Mr Chan explained.

Any company may use the service upon registering, and Mr Chan believes that most, if not all, existing HKGCC CO users will switch to the free service.

CO forms tend to be very tedious to fill in as much of the data, such as company name, address, registration, etc., is repeated. With the Web CO, users can simply modify old applications online and update only the necessary data, such as product quantity and shipping details. This allows users to complete online applications in two to three minutes.

Online applications are sent to one of HKGCC's six CO issuing offices for approval where Chamber staff examine submissions and if no discrepancies are found, applicants will be informed by email. Once applications are checked and approved, users bring in the approved forms together with the original supporting documents for counter lodgement.

Despite being very simple to use, the system offers a host of powerful tools which allows users to track individual CO applications, recall any or all COs to certain customers or products ... in short, manage just about every aspect of their CO usage. In addition, users can also track and manage their SmartCard payments with the Chamber, as well as receive all the latest news on COs.

At the moment, the site is in English only, as most countries require that COs to be in English. But for Mainland users, who accept Chinese COs, a Chinese version of the site is under development and is expected to be launched soon.

"With this free and very user-friendly service, plus HKGCC's excellent reputation for the integrity of its certificates of origin, I'm sure members will really appreciate Web Co," Mr Chan said. "The Chamber has been issuing COs since the Hong Kong Government designated HKGCC as the sole issuing body for Certificates of Origin in the territory in 1923. Some other organisations do offer CO services, but we are still considered the pioneer in the area."

出口商總希望有方便省時的渠道，為其轉口和轉載訂單申請產地來源證。總商會新推出的網證服務(www.webco.hk)，正能令他們的夢想成真。

新服務經嚴謹測試後於上月 (6 月) 正式推出，大大簡化了繁瑣費時的填表程序，有助減少因填報資料出錯而需重新申請的情況。

本會簽證部高級經理陳昌志解釋：「約 15% 至 20% 的產地來源證申請因資料錯漏而需重新申報。這當然會給出口商帶來麻煩，尤其當船期緊迫，影響就更大。如今，客戶可於網上預先提交申請供本會審閱，經核實正確無誤後，始派員赴本會任何一間簽證辦事處的櫃枱遞交正式文件。」

約兩年前，鑑於貿易通推出的產地來源證電子申請服務深受商企歡迎，有會員提出總商會能否提供類似服務，讓他們於網上申請產地來源轉口證和轉載證，本會遂著手研究提供網上簽證服務的可行性。

總商會邀請了 3 家供應商競投開發項目，最終按表現和價錢選擇了一家本地公司。

陳氏說：「我們已投資逾 2 百萬港元來發展這項服務，但我相信這是一項有價值的投資，因為網上申請服務已成為趨勢。新系統有助節省時間和金錢，會員們定會樂於採用。」

企業只需於網上登記，便可使用網證服務。陳氏預料本會現有的簽證客戶多會轉用這項免費的新服務。

填寫產地來源證申請表格是件煩瑣的工作，包括要重覆填上公司名稱、地址等資料。使用新的網證服務，用戶可利用舊申請表為藍本，只需更新當中某些資料，如產品數量和付運詳情等，整個網上申請過程只需 2 、 3 分鐘便完成。

網上申請會傳送至總商會任何一間簽證辦事處 (共有 6 間)，供本會職員審閱，若資料無誤，將以電郵通知申請人。網上申請一經通過，用戶便可列印有關申請表，連同適用之證明文件正本一起交往本會簽證處服務櫃枱。

系統不但簡單易用，還附設多項實用功能，例如可查閱簽證申請進度、檢索與個別客戶或產品有關的任何或所有產地來源證。換言之，所有簽證申請資料均儲存在案，易於管理和檢索。此外，用戶還可查閱及管理其「聰明卡」帳單，以及收取有關簽證服務的最新資訊。

目前網證服務之網頁只備有英語版本，以應付大部分國家要求英文產地來源證之規定。為照顧接受中文產地來源證的內地用戶，本會現正編製中文版網頁，預計可於短期內推出。

陳氏表示：「我們的網證服務易於使用，而且費用全免，加上總商會來源證制度的認受性一向甚高，相信新服務會受到會員歡迎。香港政府於 1923 年指定總商會為本港唯一可簽發產地來源證的機構，自那時起，本會一直提供簽證服務至今。雖然後來有其他機構也提供簽證服務，但我們仍被視為這方面的先驅。」

How it works 申請步驟

The Chamber's Web CO service has been designed with functionality in mind to make the service as simple and practical to use as possible.

Data Input
Registered users input their CO data directly into a Web Form, or pull up a past application to modify.

Checking
Users click the "Submit" button to send completed forms to any one of the Chamber's six CO offices for checking.

Print
Once an online application has been flagged as 'In order,' users print out the completed form and bring it to any HKGCC CO Office with supporting documents for counter lodgement.

網證服務的系統設計講求實用和簡單易用。

輸入資料
已登記用戶可把簽證資料直接輸入網上表格，或以過往申請作藍本，只需更新當中部分資料。

審閱
填妥表格後，只需按「遞交」鍵，表格即會傳送至本會任何一間簽證辦事處(共有 6 間)供審閱。

列印
當網上申請被標示為「In Order」，用戶便可印列申請表，蓋印簽署後連同證明文件交往本會任何一間簽證辦事處的服務櫃位。

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In Review 活動重溫

Chief Executive Visits Chamber

The Chief Executive, the Honorable Donald Tsang, visited the Chamber on June 22 to exchange views with members of the Chamber's Council on a number of issues affecting Hong Kong. The Chief Executive traditionally visits the Chamber for the first Council meeting following HKGCC's Annual General Meeting every year.

行政長官到訪本會

行政長官曾蔭權先生於6月22日到訪本會，與本會理事就關係香港之多個議題交流看法。按慣例，行政長官每年均出席會員周年大會後舉行的首個理事會會議。

Americas

David McCormick, Under Secretary, U.S. Department of Commerce, visited the Chamber on May 17 and met with Eric Chin and Cindy Cheng, Vice Chairmen of the Chamber's Digital, Information and Telecommunications Committee, to discuss the latest developments in the IT industry in Hong Kong.

Steve Wong was re-elected Chairman of the Americas Committee at its meeting on May 25, while Gary Ahuja and Douglas Van were both re-elected as Vice Chairmen. During the meeting, Stewart Ballard, Chief Commercial Consul of the U.S. Consulate General in Hong Kong, briefed members on "Financing Pollution Prevention and Energy Efficiency" (P2E2) projects in China.

Leal Campos, Consul General of Mexico, spoke at the Chamber's May 25 roundtable luncheon on "Business Opportunities in Mexico, including Tourism."

Chamber Chief Economist **David O'Rear** received a delegation of 30 Hong Kong university students on May 30 and briefed them on economic developments in Hong Kong and China.

Asia / Africa

Nguyen Thi Kim Ngan, Vice Minister of Trade, Vietnam, led a 10-member delegation to the Chamber on May 22 and was received by K L Tam, Chairman, Asia/Africa Committee, and Dr W K Chan, Senior Director for the Chamber's Business Policy Division. During the meeting, the Vice Minister discussed Vietnam's preparations for accession to the World Trade Organization and development in the central part of the country.

Tim Dillon, Acting Chief Representative North Asia, Victorian Government Business Office, State Government of Victoria, Australia, called on the Chamber on May 24 and was received by Eva Chow, Director, International Business.

Dato' Seri Rafidah Aziz, Malaysian Minister of International Trade and Industry, hosted a luncheon address for the Hong Kong business community on May 30. David Eldon, Chairman of HKGCC, chaired the event.

Madhav Sharma, Chief Representative of the Confederation of Indian Industry China Office, called on the Chamber on June 8 to discuss future cooperation opportunities with the Chamber to promote business between Hong Kong and India.

China

A 30-member delegation from various enterprises in Guangdong, organized by Guangdong CCPIT and Guangdong Association of Enterprises with Foreign Investment, visited the Chamber on May 16. David Lie, Chamber China Committee Chairman, received the visitors and briefed them on how Mainland enterprises can use Hong Kong services to help them expand their businesses internationally.

Anhui-Hong Kong Stated Owned Asset Merging Projects Promotion took place in Hong Kong on May 17. Alan Wong, Vice Chairman of HKGCC's China Committee represented the Chamber at the event.

Anhui China (Hong Kong) Investment and Trade Expo 2006 took place in Hong Kong on May 18. Dr Lily Chiang, Chamber Deputy Chairman, represented chamber at the opening ceremony.

Lawrence Fok, Executive Vice President and Head of Business Development, Hong Kong Exchanges and Clearing Limited, shared his views at the Chamber's roundtable luncheon on May 22 on the impact Mainland China's stock market reform on Hong Kong's financial market.

Zhejiang Shaoxing (Hong Kong) Co-operation and Development Week, took place in Hong Kong on May 24. David Lie, HKGCC China Committee Chairman, represented the Chamber at the opening ceremony.

The Greater PRD Business Council (GPRDBC) and Invest Hong Kong organized a visit by a delegation of Guangdong private enterprises to Hong Kong. This was a major programme coordinated by the Joint Investment and Trade Promotion Subgroup of the GPRDBC. The delegation's visit included a meeting with the Chamber's China Committee to discuss using Hong Kong as a platform for international expansion.

A meeting of the Joint Investment and Trade Promotion Subgroup of the GPRDBC was held on June 1 to discuss support for Guangdong private enterprises entering Hong Kong. The subgroup is chaired by former Chamber Chairman Anthony Nightingale.

Dr Patrick Kulesa, Global Research Director of International Survey Research, shared the findings of his latest research on talent engagement in the Asia-Pacific region, particularly in China, at the Chamber's roundtable luncheon on June 2. Vicky Wong, Managing Consultant, EPC Consulting Limited, discussed some companies' case studies on managing talent in China.

2006 Sanxia Yichang (Hong Kong) Investment Symposium took place in Hong Kong on June 7. K K Yeung, HKGCC Vice Chairman, represent the Chamber at the opening ceremony.

2006 Hubei-Hong Kong Week took place in Hong Kong on June 7. Anthony Wu, HKGCC Vice Chairman, and David Lie, China Committee Chairman, represented the Chamber at the event.

Alan Wong, HKGCC China Committee Vice Chairman, represented the Chamber at the opening ceremony of the 2006 Hubei Hong Kong Service Industry Symposium, which took place in Hong Kong on June 8.

Europe

Professor Joan K Stringer, Principal & Vice Chancellor, Napier University, U.K., met with Chamber Chairman David Eldon on May 30 to discuss how universities can better meet the needs of students and employers in Hong Kong.

Michael Lintern-Smith and **Bart Kimman** were re-elected Chairman and Vice Chairman, respectively, of the Europe Committee at its meeting on June 5, while Michael Pas was also elected as Vice Chairman.

SME Smoke Free Workplace Award

The Hong Kong Council on Smoking and Health organized the "Hong Kong Smoke Free Workplace Leading Company Award 2006" to encourage smoke free policies in small and medium enterprise. The award is supported by 116 organizations and commercial chambers, including HKGCC. At a presentation ceremony on June 6, the chamber was presented with a "Hong Kong Smoke Free Workplace Leading Company Award 2006."

中小企無煙工作間大獎

香港吸煙與健康委員會舉辦「全港領先中小企無煙工作間大獎2006」，鼓勵中小企推行無煙政策。這活動得到116家機構和包括香港總商會在內的多家商會支持。在6月6日的頒獎禮上，本會獲頒發「全港領先中小企無煙工作間大獎2006」。

Rudolf Hykl, Consul General of the Czech Republic in Hong Kong, spoke at the Chamber's roundtable luncheon on June 5 about the economic and business environment in his country.

Environment

A media briefing to launch the "**Quick Business Guide**" of the Clean Air Charter to the public took place on May 18. Convenor of the Business Coalition on the Environment James Graham and Divisional Senior Director Dr WK Chan explained the project at the briefing and its objectives.

Dr WK Chan, Chamber Senior Director for Business Policy, attended a meeting of the Greater PRD Business Council (GPRDBC) Sustainable Development Subgroup on May 30 and presented the latest progress of the Project Clean Air.

The Chamber's Environment Team called on the GPRDBC's counterpart in Guangdong and held a working meeting to discuss launching the **Project Clean Air** in the PRD. The Chamber team was accompanied by Andy Wong, staff officer of the Hon Cheng Yiu Tong who chairs the GPRDBC Sustainable Development Subgroup, and were received by Chairman Hu Qingxin, Mr Cheng's opposite number in Guangdong, as well as senior officials of CCPIT. Both sides agreed to cooperate on promoting the Project Clean Air in the PRD.

Industry and SME

Stephen Fisher, Deputy Secretary for Homes Affairs, discussed the Racial Discrimination Bill on May 29 with members of the SME and Manpower committees on May 29. The two committees also met again on June 13 to discuss amendments to the Employment Ordinance and the issue of minimum wages.

Terry Grose, Vice Chairman of the Economic Policy Committee, spoke at the Chamber's roundtable luncheon on June 7 on the complex procedure of selling one's business.

Service Industries

Dr WK Chan, Chamber Senior Director for Business Policy, gave a talk to 40 WTO officials attending a HKU/WTO trade policy training course on June 9. The subject of the talk was on the Chamber's role in CEPA and HKCSI's advocacy work on GATS.

Eric Chin, Vice Chairman of the Chamber's DIT Committee, represented the Chamber on June 12 at a focus group meeting convened by the government's Office of the Chief Information Officer. The government was conducting a consultancy study on the institutional framework and corporate governance for the administration of Internet domain names in Hong Kong.

Mohammed bin Essa Al Khalifa, Chief Executive of Bahrain Economic Development Board, led a delegation to the Chamber on June 9. Chamber Chairman David Eldon welcomed the visitors and updated them on the latest economic developments in Hong Kong.

巴林經濟發展局總裁穆罕默德・本・艾薩・阿勒・哈利法於6月9日帶領代表團到訪，由本會主席艾爾敦接見並講述香港近期經濟發展。

美洲

美國商務部副部長**麥考密克**於5月17日到訪，與本會數碼、資訊及電訊委員會副主席錢樹楷和鄭韓菊芳會面，討論香港資訊科技業的最新發展。

本會美洲委員會於5月25日舉行會議，會上**黃兆輝**再度獲選為主席，加利及萬祥生則連任副主席。會上，美國駐香港總領事館商務署商務參贊史德華向會員介紹中國的「防止污染和能源效益融資」項目。

在本會5月25日小型午餐會，墨西哥駐港總領事**李奧**談墨西哥和當地旅遊業帶來的商機。

由30名本港大學生組成的代表團於5月30日到訪，由本會首席經濟師**歐大衛**接見並向他們簡介中港經濟發展。

亞洲 / 非洲

越南貿易部副部長 Nguyen Thi Kim Ngan 於5月22日率領10人代表團到訪，由本會亞洲及非洲委員會主席譚廣濂和本會工商政策副總裁陳偉群博士接待。會上，副部長談越南在加入世界貿易組織方面的準備工作和該國中部的發展。

澳洲維多利亞州政府商務部北亞署理首席代表 Tim Dillon 於5月24日到訪，由本會國際商務總監周紫樺接待。

馬來西亞國際貿易及工業部長**拉菲達**5月30日為香港商界午餐會發表演說，本會主席艾爾敦負責主持當天盛會。

印度工業聯合會中國辦事處首席代表**馬德武**於6月8日到訪，與本會討論未來合作機會，盼促進港印商貿。

中國

由中國國際貿易促進委員會廣東省分會和廣東外商投資企業協會組織的**30人粵企代表團**於5月16日到訪，由本會中國委員會主席李大壯接待，並向團員介紹香港服務如何協助內地企業走向國際。

皖港企業家對接會暨國有資產併購項目洽談會於5月17日在香港舉行，本會中國委員會副主席黃照明代表本會出席會議。

2006 國際徽商大會 (香港) 5 月 18 日在香港舉行，本會常務副主席蔣麗莉博士代表本會出席開幕儀式。

香港交易及結算所有限公司執行總監及業務發展主管**霍廣文**蒞臨本會 5 月 22 日小型午餐會，分析中國內地股市改革對香港金融市場的影響。

2006 浙江省紹興縣香港合作發展周 5 月 24 日在香港舉行，本會中國委員會主席李大壯代表本會出席開幕儀式。

大珠三角商務委員會與投資推廣署組織廣東民營企業來港訪問，有關項目由大珠三角商務委員會聯合投資貿易推廣小組負責統籌。代表團訪港行程包括與本會中國委員會會面，討論香港作為協助內地企業走向國際的平台角色。

大珠三角商務委員會聯合投資貿易推廣小組於 6 月 1 日舉行會議，討論如何支援廣東民營企業來港投資。該小組主席現由本會前主席黎定基出任。

在本會 6 月 2 日小型午餐會，International Survey Research 全球調查研究總監 Patrick Kulesa **博士**發表關於亞太區 (特別是中國) 的人才研究結果，樂華管理顧問有限公司執行總顧問王慧恩則談企業管理中國人才的個案研究。

2006 三峽宜昌 (香港) 投資洽談會 6 月 7 日在香港舉行。本會副主席楊國琦代表本會出席開幕禮。

2006 香港湖北周 6 月 7 日在香港揭幕，本會副主席胡定旭和中國委員會主席李大壯代表本會出席開幕儀式。

2006 鄂港現代服務業暨武漢外資密集區合作洽談會 6 月 8 日在香港舉行，本會中國委員會副主席**黃照明**代表本會出席揭幕禮。

歐洲

英國龍比亞大學 (Napier University) 校長 Joan K Stringer **教授**於 5 月 30 日與本會主席艾爾敦會面，討論大學如何配合學生和僱主的需要。

歐洲委員會於 6 月 5 日舉行會議，**史密夫**和**金博仁**分別連任主席及副主席，另外邁克尼斯亦當選副主席。

捷克共和國駐港總領事**魯道夫 • 赫克**於本會 6 月 5 日小型午餐會談捷克經濟和商貿環境。

環境

本會於 5 月 18 日舉行記者會，公佈推出「**企業簡易指引**」以協助商企實踐《清新空氣約章》。香港商界環保大聯盟召集人關正仕和本會工商政策副總裁陳偉群博士於會上講解指引內容和目的。

本會工商政策副總裁**陳偉群博士**於 5 月 30 日出席大珠三角商務委員會可持續發展小組的會議，講述「清新空氣計劃」的最新進展。

本會環境小組與大珠三角商務委員會的粵方代表舉行工作會議，討論於珠三角推行「**清新空氣計劃**」。大珠三角商務委員會可持續發展小組召集人鄭耀棠的執行代表王金偉陪同本會代表出席會議，並獲得粵方的胡慶新主席及中國國際貿易促進委員會高層人員接待。雙方同意於珠三角合作推廣「清新空氣計劃」。

工業及中小企

民政事務局副秘書長**余志穩** 5 月 29 日與中小型企業委員會及人力委員會成員討論種族歧視法案。兩委員會於 6 月 13 日再度舉行會議，探討《僱傭條例》的修訂及最低工資。

經濟政策委員會副主席**顧誠德** 6 月 7 日於本會小型午餐會講解出售業務的程序。

服務業

40 名參與世貿工作的多國政府人員參加由港大與世貿合辦的貿易政策課程，本會工商政策副總裁**陳偉群博士**於 6 月 9 日為該課程作演說，主題為總商會於 CEPA 之角色及香港服務業聯盟於服務貿易總協定方面的游說工作。

本會數碼、資訊及電訊委員會副主席**錢樹楷** 6 月 12 日代表本會出席政府資訊科技總監辦公室召開的專題小組會議，談論政府就香港互聯網域名管理機構的組織框架和企業管治進行的顧問研究。

In Review 活動重溫

Good Citizens Commended

好市民助警滅罪獲嘉許

Thirty-nine good citizens who had helped the Police fight crime were commended at the Good Citizen Award (GCA) Presentation Ceremony on June 22. The awardees comprised 33 men and 6 women with one of them receiving two awards. With their help, more than 40 culprits were arrested for a variety of offences including wounding, robbery, theft, indecent assault, blackmail and arson.

The presentation ceremony is organised twice a year and has been sponsored solely by the Hong Kong General Chamber of Commerce since its inception in 1973. The Chamber also conducted a fund-raising drive for the award early this year and raised over HK$1 million, which will be given to Good Citizens as cash awards. The Chamber would like to thank all those companies and individuals who donated to the fund.

At the ceremony, To Kin-fai received two awards for helping to arrest a robber and a thief in Mong Kok and Sham Shui Po respectively.

On the night of December 14, 2005, three men attacked an expatriate woman and robbed her mobile phone and handbag in Mong Kok. Alerted by the victim, Mr To, a lorry driver, chased after the culprits, subdued one of them and recovered some of the stolen property. The man was arrested and later sentenced to a training centre upon conviction of robbery.

In the second case, a man made off with a handbag left unattended in a shop in Sham Shui Po on the night of January 17, 2006. The victim shouted for help and chased after the man. Mr To joined in the chase and intercepted him. The stolen handbag was recovered and the suspect was arrested. He was sentenced to a drug addiction treatment centre upon conviction of theft.

Commending the awardees for their courage, vigilance and spontaneity, the Deputy

for Fighting Crime

39 名曾協助警方撲滅罪行的好市民 6 月 22 日於「好市民獎頒獎典禮」上獲嘉許。得獎者包括 33 名男子和 6 名女子，其中一位更獲兩個獎項。他們協助警方拘捕了逾 40 名分別涉及傷人、行劫、偷竊、非禮、勒索和縱火等案件的疑犯。

「好市民獎頒獎典禮」每年舉行兩次。獎項自 1973 年設立以來，一直由香港總商會獨力贊助。今年初，總商會更特別舉辦籌款活動，為「好市民獎」籌得過百萬港元，有關善款將用作獎金，以獎勵更多好市民。總商會非常感謝捐款支持「好市民獎」的所有企業和人士。

得獎者中，杜建輝因兩度將匪徒繩之於法而一人獨得兩個獎項。

2005 年 12 月 14 日晚上，一名外籍女子在旺角遭 3 名男子襲擊及搶去手提電話和手袋。貨車司機杜先生聽到事主高聲呼救，於是追捕疑犯，制服其中一人，並且起回部分失物。該名疑犯被警方拘捕，後因行劫罪名成立，被判入教導所。

此外，在 2006 年 1 月 17 日晚上，一名男子在深水埗一間商舖偷走一個無人看管的手袋，事主高聲呼救和追捕該名男子。杜先生加入追截，將他擒獲，起回失竊手袋。疑匪被警方拘捕，其後被裁定偷竊罪成被判入戒毒所。

警務處副處長 (行動) 鄧竟成讚揚得獎者在案件中表現的勇氣、機智和自發性，認為他們是全港市民的典範。

他亦感謝香港總商會在 4 月舉行的總商會周年晚宴上為「好市民獎」基金籌得一百萬元善款。

香港總商會理事許漢忠在頒獎禮上表示，總商會早於 1973 年開始贊助「好市民獎」，至今已表揚超過 3,000 名市民。總商會對此引以自豪，並將繼續支持這極具意義的獎項。

撲滅罪行委員會委員陳韻雲於典禮上致辭時表示，香港市民的支持和合作，對有效打擊罪案最為重要。

Commissioner of Police (Operations), Tang King-shing said that they had set good examples for other citizens of Hong Kong.

He also thanked HKGCC for having raised over one million dollars for the GCA fund at its anniversary dinner held in April.

HKGCC General Committee Member Stanley Hui, said at the ceremony that the Chamber is extremely proud to have sponsored the award since 1973, and with over 3,000 citizens commended, the Chamber will continue to support the meaningful scheme.

Also speaking at the ceremony, Member of the Fight Crime Committee, Vivien Chan noted that the full support and cooperation of Hong Kong citizens was crucial in the fight against crime.

Battle on PRD

"Hong Kong's air pollution is increasingly the topic of international comment," says U.S. Consul General James Cunningham.
美國總領事郭明瀚說：「香港的空氣污染問題引起愈來愈多國際輿論。」

Combating air pollution in Hong Kong has now become an international effort involving the Mainland and U.S. governments, as well as the Asian Development Bank.

The territory's worsening air pollution was highlighted in independent research released in June that said 1,600 people died every year in Hong Kong as a result of air pollution, mostly from heart attack, stroke, or lung diseases.

Material losses were estimated at over HK$2 billion; HK$1.5 billion for medical care costs and HK$500 million in lost productivity, according to the research team, comprising experts from the Hong Kong University, the University of Science and Technology and the Chinese University. The problem has also gotten into international media, as CNN recently reported that around 20% of the smog in the West Coast of the United States originates from China.

"Hong Kong's air pollution is increasingly the topic of international, as well as local, comment," U.S. Consul General James Cunningham told members at a joint Chamber luncheon on June 6.

Although Hong Kong's own traffic and power generation contribute to the smog we breathe, studies estimate that 80% of the air pollution is created by power generation, factories and motor vehicles in the Pearl River Delta. But it is the factories that are at the core of the problem, over 70,000 factories of which in the PRD are owned or financed by Hong Kong businesses.

Air Pollution Going Global

珠三角空氣污染引起國際關注

Government and organizations are urging businesses to clean up their act. A handful are responding, but the majority complain that they can't afford to upgrade their factories if doing so undercuts their competitiveness. Mr Cunningham said government regulation and enforcement can and will eventually compel industry to do so, but businesses should take the initiative before that happens.

"They can adopt environmentally-friendly technologies now without affecting their bottom line. Experience indicates that one of the most effective ways to tackle the pollution problem is to motivate people to act in their own self-interest," he said.

The Consul General explained that the "P2E2" model (pollution prevention and energy efficiency) gives no excuse for companies not to upgrade their factories as it requires no upfront capital, and pays back a loan through cost savings from increased energy efficiency and pollution reduction.

The P2E2 initiative uses loan guarantees from the Asian Development Bank (ADB) or International Finance Corporation, as well as credits from the U.S. Export-Import Bank, to facilitate loans by Hong Kong commercial banks for green equipment.

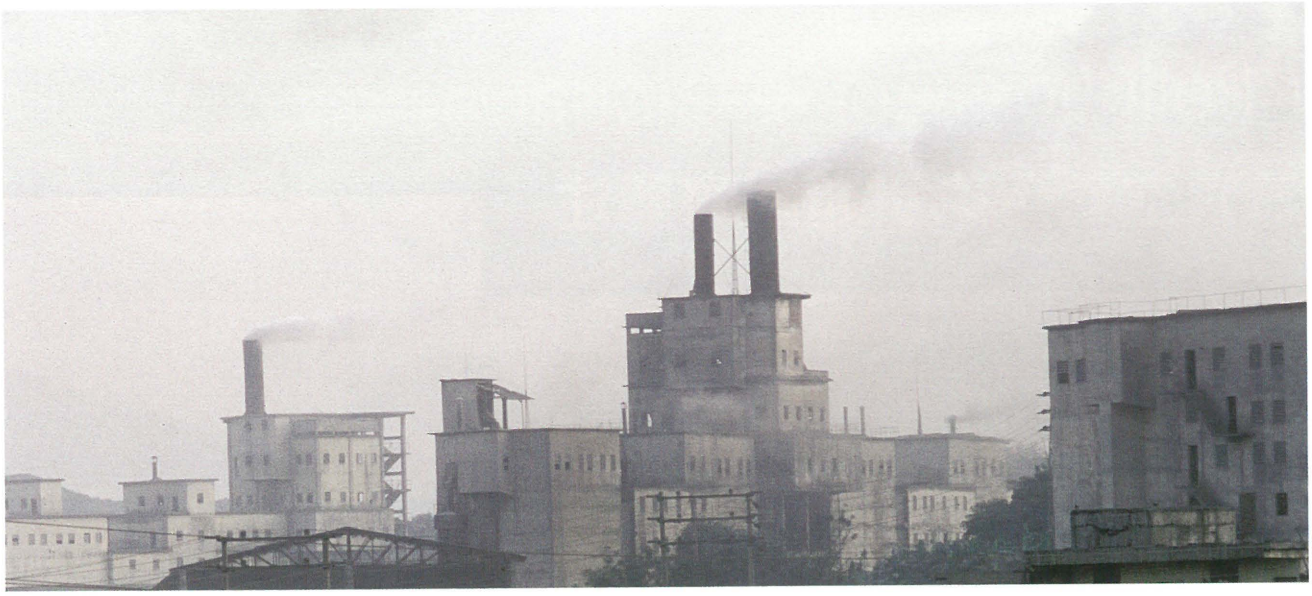
"The introduction of cost-saving P2E2 technologies under a performance contract between the Hong Kong service company and the Mainland business would not reduce that business's cash flow. Payment would be made only out of new cost savings generated under the performance contract – that is, with the upgraded equipment," he explained.

Nine Hong Kong commercial banks and two investment funds are interested in participating so far. Approximately 20 Hong Kong environment and energy service companies are pursuing opportunities on the Mainland, and eight firms are interested in measuring and verifying the cost savings achieved.

CITIC Ka Wah Bank is the first Mainland Chinese bank in Hong Kong to apply for a Master Guarantee Agreement with the U.S. Export-Import Bank in order to increase its capability to lend to the environmental sector. CITIC Ka Wah Bank intends to offer P2E2-related financial solutions to its end-user customers in textiles, electronics, paper and pulp, and other manufacturing services in the greater China region.

"Indications are that this model will achieve really significant cost savings. For example, in one projected case, a medium sized steel plant in Guangdong Province annually budgets around US$73 million for power. A conservative estimate of annual cost savings from P2E2 applications would be 45%, thus producing US$33 million in cost savings annually," Mr Cunningham explained.

"With the help of Hong Kong lease financing, these annual cost savings can pay for the installation and use by the Hong Kong service company in that Guangdong steel plant of P2E2 equipment worth many times that amount, perhaps as much as $380 million. As results from these projects are documented, we expect there will be increased interest from Hong Kong owners of manufacturing operations in the Pearl River Delta."



香港的空氣污染問題已引起國際關注。內地政府、美國政府和亞洲發展銀行均想方設法，盼改善污染情況。

於 6 月發表的一項獨立研究指香港空氣污染日趨嚴峻，全港每年有 1,600 人因空氣污染而死亡，當中大部分死於心臟病發、中風或肺病。

該研究小組由港大、科大及中大的專家組成，小組表示空氣污染帶來的實際損失預計超過 20 億港元，其中 15 億港元是醫療開支，其餘 5 億港元則為生產力方面的損失。香港的污染問題亦引起國際傳媒的關注，美國有線電視新聞網的報導指美國西岸的煙霧約有 2 成源於中國。

美國總領事郭明瀚於本會 6 月 6 日舉行的聯席午餐會中表示：「香港的空氣污染問題引起愈來愈多本地及國際輿論。」

儘管籠罩本港煙霧的源頭包括境內交通及電廠排放，該研究估計 8 成的污染源自珠三角的電廠和汽車排出的廢氣。珠三角的工廠是污染問題癥結所在，而當地 7 萬多家工廠均屬港資或由港商擁有。

政府及個別組織呼籲商界承擔責任，設法減少營運所產生的污染，但只有少數企業響應，大多數企業稱沒有財力提升廠房設備，若勉力而為，會削弱其競爭力。郭明瀚稱政府最終必會立例強制業界承擔環保責任，而在這發生之前，商界可先行一步，主動採取措施。

他說：「如今商企可在盈利不受影響的情況下採用環保科技。根據過往經驗，人們都關心本身利益，故動之以利，是解決污染問題的最有效對策。」

總領事先生解釋簡稱為「P2E2」的防止污染及能源效益模型，商企毋須預付資本，償還貸款之款項將來自公司因能源效益提升、污染減少所節省之成本，因此企業不能再以財力不足為藉口，而逃避為廠房加裝環保設備。

「P2E2」可採用亞洲發展銀行或國際金融公司 (International Finance Corporation) 發出的貸款擔保，與及美國進出口銀行的信貸，便利本港的商業銀行提供貸款，以協助商企添置環保設備。

他解釋：「根據香港服務公司與內地企業簽訂之履約合同而引入減省成本的 P2E2 科技，不會削減有關業務之現金流量。償還貸款的款項只會來自履約合同下 (亦即經升級之設備) 新節省之成本。」

迄今本港有 9 家商業銀行和 2 個投資基金有興趣參與，約 20 家環境及能源服務公司正於內地探索商機，另有 8 家公司擬提供服務，助商企衡量和核實環保措施所帶來的成本減省。

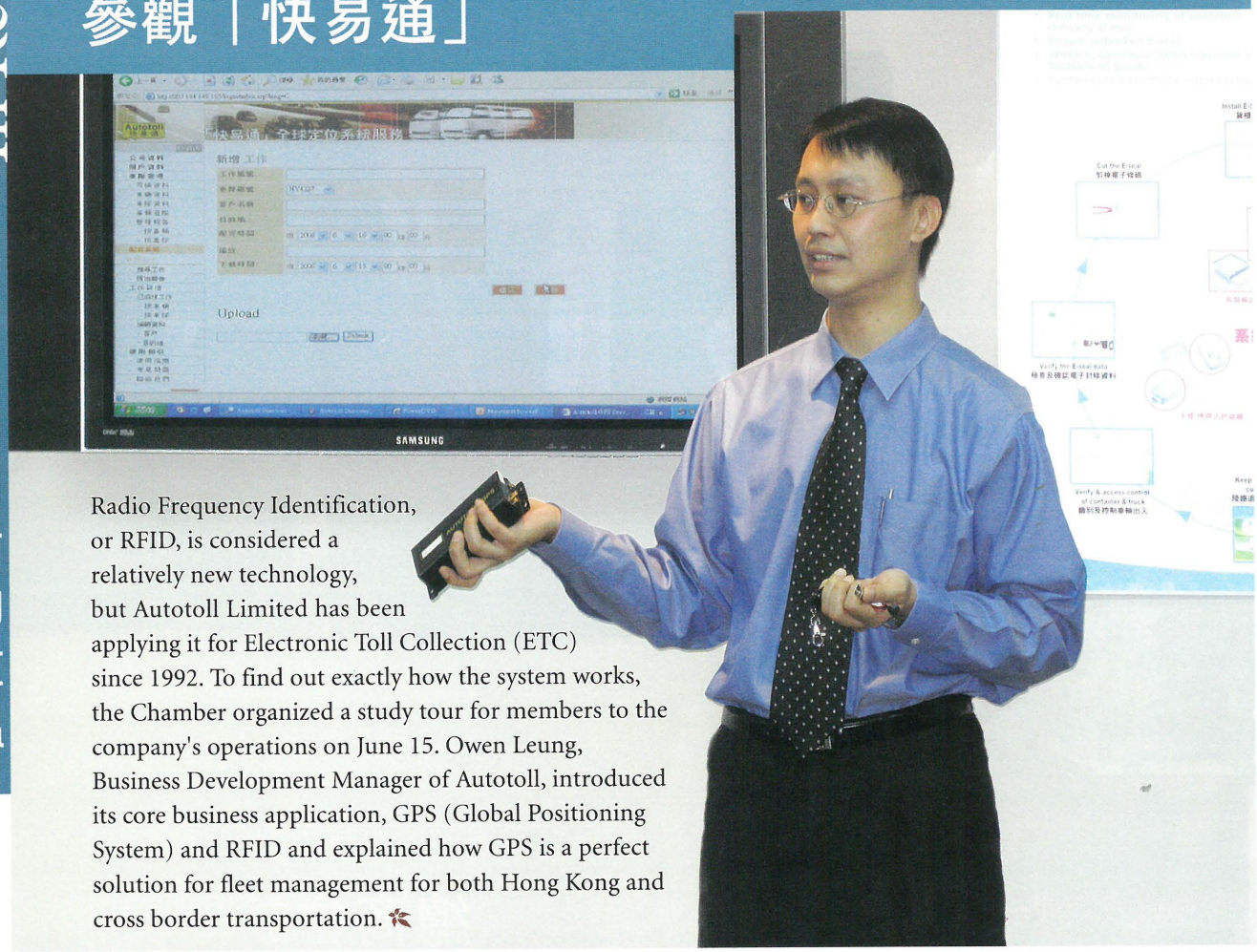
中信嘉華銀行是香港首家內地銀行向美國進出口銀行申請擔保總協議，以加強其提供環保貸款的能力。中信嘉華銀行擬向大中華區的紡織、電子、造紙業及其他製造服務業的最終客戶提供與「P2E2」相關的融資解決方案。

郭明瀚說：「應用這模型可節省一筆可觀的成本。以廣東省一家中型鋼鐵廠為例，其預算全年電費為 7,300 萬美元左右。若應用 P2E2，保守估計這工廠全年可節省成本 45%，即全年可省 3,300 萬美元。」

「得到香港融資租賃之助，每年省下來的成本可供香港服務公司運用及支付在廣東廠房裝置 P2E2 設備之費用，有關設備的價值有可能高達 3.8 億元。由於這些項目的成果會被記錄在案，我們預期會有更多於珠三角設廠的港商對此感到興趣。」

Chamber Visits Autotoll

參觀「快易通」



Radio Frequency Identification, or RFID, is considered a relatively new technology, but Autotoll Limited has been applying it for Electronic Toll Collection (ETC) since 1992. To find out exactly how the system works, the Chamber organized a study tour for members to the company's operations on June 15. Owen Leung, Business Development Manager of Autotoll, introduced its core business application, GPS (Global Positioning System) and RFID and explained how GPS is a perfect solution for fleet management for both Hong Kong and cross border transportation.

無線射頻識別被視為一種先進科技，然而「快易通」早於1992年已利用此技術來提供電子道路收費服務。本會於6月15日帶領會員參觀快易通有限公司，以瞭解有關系統運作。快易通業務發展經理梁家禮介紹公司的全球衛星定位及無線射頻識別兩大業務，並解釋全球衛星定位如何適用於管理本港或跨境車隊及運輸。

Chamber Mission to Kunming

Tian Yunxiang (5th from right), Vice Secretary General of Kunming CPC Municipal Committee, and Xu Yun (3rd from right), Kunming Vice Mayor, meet with Chamber members.
昆明市委副書記田雲翔 (右五) 及副市長許雲 (右三) 會見香港總商會訪問團。

HKGCC organized a study mission to Kunming, Yunnan, from June 4-7, led by Chamber China Committee Chairman David Lie. The delegation was welcomed by Tian Yunxiang, Vice Secretary General of Kunming CPC Municipal Committee, as well as other senior officials.

Kunming Vice Mayor Xu Yun briefed members on Kunming's economic development, rich natural resources, business opportunities, and encouraged Hong Kong entrepreneurs to invest in the city.

Mr Lie pointed out that Kunming, with its rich natural resources, should not limit itself to being a tourism and conference destination. He believes Chamber members can provide professional services, such as financial, trading, logistics, hospitality, property, legal and accounting services, to facilitate the city's growth.

Mr Xu added that Hong Kong's financial and management strengths can help improve the city's investment environment and attract more foreign investors. Hong Kong's expertise could also help Kunming enterprises go global, and increase its connections across the Mainland and the around the world.

During the mission, Mr Lie represented HKGCC to deliver a speech at the Kunming International Trade Promotion Symposium on Hong Kong's role in regional economic integration. Unlike other PRD regions that focus on exchanges of resources and

香港總商會雲南昆明訪問團一行 10 人於 6 月 4 至 7 日赴昆明作為期 4 天的訪問。是次訪問團獲得當地政府高度重視，昆明市委副書記田雲翔、昆明市副市長許雲、雲南省對外經濟辦公室朱曉陽、雲南省商務廳陳漢皐熱情款待訪問團成員。此行由本會中國委員會主席李大壯任團長。

昆明市副市長許雲先生在百忙中仍抽空接見訪問團，向團員介紹昆明經濟發展情況，讓會員瞭解到昆明自然資源豐富，充滿商機，並希望香港投資者可以踴躍參與昆明的投資項目。

團長李大壯指出，昆明擁有豐富的自然資源和旅遊資源，不應僅僅局限於作為旅遊和會議目的地。香港的服務業非常發達，應該利用香港總商會這個平台將香港在金融、貿易、物流、酒店、房地產、法律、會計等方面的服務產業帶到昆明，帶動昆明第三產業的發展。香港和昆明可以優勢互補，發揮各自優勢，獲得雙贏的效果。

許雲副市長也表示，要加強投資環境優化及招商引資，充分利用香港在資金、管理等方面的優勢，促進雙方互惠共利，增加貿易往來，讓昆明的企業走出去，利用香港作為平台，加強與國內及國際各省市的聯繫，讓政府起到橋樑和紐帶的作用。

在是次訪問期間，團長李大壯及副團長黃照明還代表總商會出席了兩個重要會議，分別是「昆明國際貿易促進論壇會議」及「第三屆泛珠三角區域商會聯席會」。李大壯在貿促論壇會議上擔任演講嘉賓，講及香港在區域經濟一體化的角色，他說香港在泛珠合作中的作用主要應體現為區域商業中心的作用，這有別於其他地區所專注的優勢資源以及產品的交換。這一點決定了香港與所有地區之間將建立更緊密的合作關係。

黃照明在第三屆泛珠三角區域商會聯席會上代表本會與 9+2 地區的 15 個商會簽署了 2006 年度的《關於深化泛珠三角區域商會合作的框架協議》，並見證了中國泛珠三角區域商會聯席會議與大湄公河次區域商務論壇合作框架協議的簽署儀式。

訪問團並於 6 月 6 日參加了「第三屆泛珠三角區域經貿合作洽談會」。香港行政長官曾蔭權先生也出席了開幕儀式以及香港經貿代表團交流酒會。團員們參加了各項專題研討會及參觀當地知名企業「雲南白藥」，以及多項房地產開發專案，獲益匪淺。

products, Mr Lie said that Hong Kong serves as a regional business hub, which builds upon its close cooperation with all other regions in the Pan-PRD.

Alan Wong, Vice Chairman of the China Committee, also representing HKGCC, signed the "Strengthening of the Pan-PRD Regional Chambers of Commerce Cooperation Framework Agreement" with 15 business chambers from "9+2" regions at the 3rd Pan-Pearl River Delta Regional Chambers of Commerce Joint Conference. He also witnessed the signing ceremony of a cooperation framework agreement between Pan-PRD Regional Chambers of Commerce Joint Conference and Greater Mekong Subregion Business Forum.

During the trip, the delegation also joined the 3rd Pan-Pearl River Delta Regional Economic and Trade Cooperation Fair on June 6. HKSAR Chief Executive Donald Tsang attended the opening ceremony and a cocktail reception for Hong Kong businesses at the fair. The mission proved to be very fruitful as it gave members the opportunity to participate in discussions, attend property development seminars as well as visit local enterprises such as Yunnan Baiyao.

Chamber China Committee Chairman David Lie (right) and Vice Chairman Alan Wong (left) meet with the Vice Governor of Jiangxi Province Sun Gang.
總商會中國委員會主席李大壯 (右) 和副主席黃照明 (左) 與江西省副省長孫剛會面。

In Review 活動重溫

Tomorrow's Business Leaders
未來的商界棟樑

中華電力常務董事阮蘇少湄在5月23日透過本會人力委員會所辦的「商校交流計劃」，參與迦密主恩中學一個輕鬆簡單的午餐聚會——「好書推介茶敍」，與該校學生交流和暢談。

數名中電行政人員亦與阮氏一起參加是次活動，與學生分享閱讀心得。阮氏建議學生養成閱讀雜誌的習慣，定期閱讀《時代雜誌》一類的報刊，有助拓闊視野，認識世界。

其後，她向學生談自己的管理哲學：「無論做任何事，成功都要靠自信和勇於決策。」

她認為這一代的年青人不僅要有良好學術知識，還要抱著開放態度，積極學習新事物，擁有樂觀、正義的心態和良好的溝通技巧。

總商會自2001年起與香港英文中學聯合會合辦「職業英語合作計劃」。去年，該計劃已更新為「商校交流計劃」，由本會人力委員會監察。來自人力委員會之8家公司：ESRI中國(香港)、香港置業、匯豐銀行、安勤行、理光(香港)、香港學訊(亞洲)、香港中華煤氣及中電，均已主動與夥伴學校展開試驗性合作，與師生進行不同類型的交流活動。「商校交流計劃」旨在促進商校多元化溝通和交流，以增進彼此認識，也為學生投身商界提供準備。

人力委員會盼下個學年會有更多會員公司加入計劃。如欲瞭解計劃詳情，歡迎致電2823-1240與馮嘉寶聯絡。

Betty Yuen, Managing Director of CLP Power, joined students at the Carmel Divine Grace Foundation Secondary School on May 23 for a casual lunch and chat with students during the school's "Book Cafe," as part of the Chamber's new Business-School Partnership Program, initiated by the Manpower Committee.

Other executives from CLP also joined Betty to share their views on books with students. She also recommended that students get into the habit of reading magazines, such as Time, to broaden their knowledge on what is happening around the world.

Later on, she gave a talk to students about her management philosophy. "Having the courage to make decisions and being confident in yourself are the keys to be successful in whatever you do," she said.

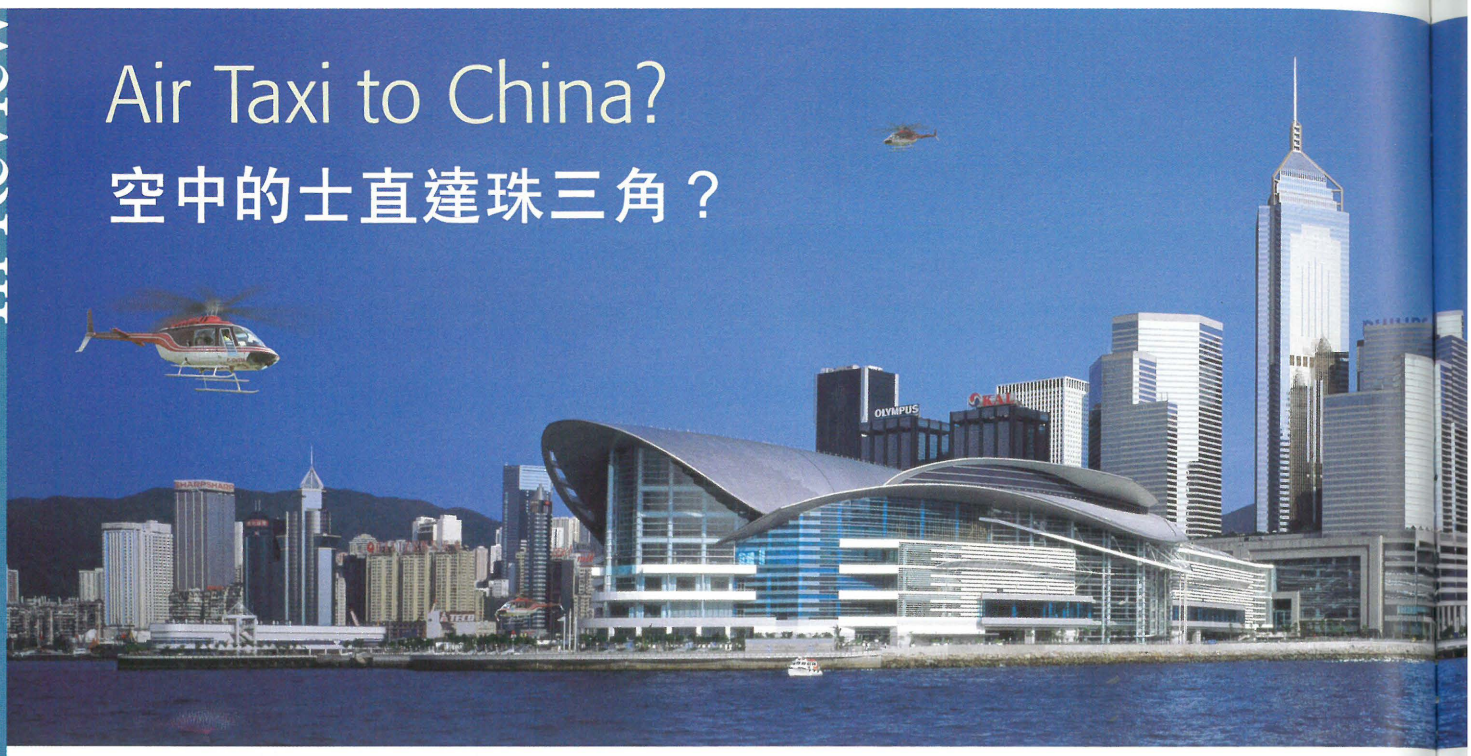
She said it is also important that today's young people should not only possess good academic skills, they also need to have an open mind to learn new things, have a positive frame of mind and good communication skills.

Since 2001, the Chamber has organized the Workplace English Business-School Partnership Program together with the Association of English Medium Secondary Schools. Last year, this project was rejuvenated under the Business-School Partnership Program banner monitored by the Manpower Committee. As a pilot program, a total of eight companies – ESRI China (Hong Kong), Hongkong Land, HSBC, On Kun Hong, Ricoh Hong Kong, Schoolteam (Asia), The Hong Kong and China Gas Company, and CLP – from the Manpower Committee have volunteered to adopt a school to arrange different kinds of activities for teachers and students. The program aims to develop a flexible channel of communications between students, teachers and businesses to enhance understanding of both sides and enable students to be better prepared for the business world.

The Manpower Committee is looking forward to having more member companies joining the program in the coming school year. Members interested in participating in the scheme can contact Karen Fung at 2823-1240 for more details.

Air Taxi to China?

空中的士直達珠三角？



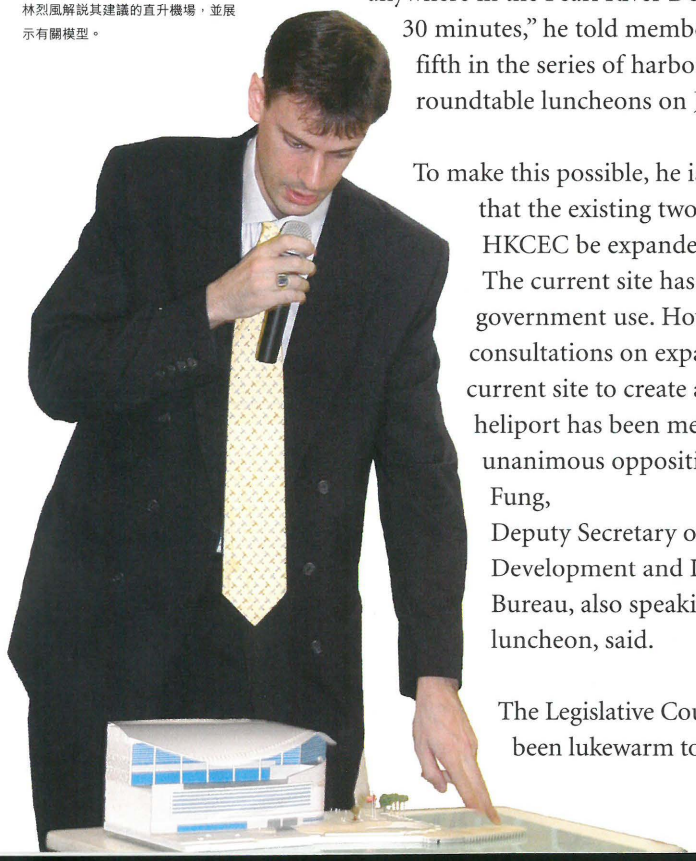
Hopping into a helicopter and whirling off to any destination in the Pear River Delta sounds more than brilliant; "it is essential if Hong Kong is to maintain its competitiveness," says Chris Buchholz, from the Hong Kong Regional Heliport Working Group.

"With a helicopter service, you could leave from the Convention Centre and land anywhere in the Pearl River Delta in under 30 minutes," he told members at the fifth in the series of harbour roundtable luncheons on June 14.

To make this possible, he is proposing that the existing two heli-pads at HKCEC be expanded to four. The current site has two pads for government use. However, public consultations on expanding the current site to create a mini heliport has been met with unanimous opposition, Wilson Fung, Deputy Secretary of Economic Development and Labour Bureau, also speaking at the luncheon, said.

The Legislative Council has also been lukewarm to the idea.

Mr Buchholz shows a model of how the proposed four-pad heliport will look.
林烈風解說其建議的直升機場，並展示有關模型。



Despite Mr Buchholz's survey which says expanding the site would not increase the overall ambient noise in the area, legislators do not want to upset the thousands of residents within earshot of the site to noise pollution for the benefit of the privileged few who would likely use the service.

Mr Buchholz explained that as a world city, there is huge demand for such a service in Hong Kong. Moreover, if we are to maintain our advantage over Shanghai, which is building the world's largest heliport with 13 pads, it is essential that Hong Kong provides helicopter services to the PRD.

"I totally agree that we need to expand our helicopter sites," Mr Fung added, "but where should they go if everyone has a 'not in my back yard mentality'?"

Interestingly, a private company used to operate helicopter taxi services between Hong Kong and Shenzhen some years ago, but due to poor demand decided to scrap the service.

Mr Fung believes the venture wasn't successful because it didn't offer point-to-point services, and if cross-border services are to begin again, then this will be key for its success.

Mr Fung believes previous attempts to run cross-border helicopter services failed because they didn't provide point-to-point services.
馮氏認為企業營辦跨境直升機服務失敗的原因，在於沒有提供點對點服務。

跳上直升機，瞬間前往珠三角任何目的地，這聽來有點天馬行空，但香港區域直升機場工作組林烈風認為，香港未來的競爭力正繫於此。

他於 6 月 14 日舉行的「海港發展系列」午餐會中說：「在會展乘坐直升機，30 分鐘便可抵達珠三角各地。」

為實現這構思，他建議把會展的直升機坪由 2 個增加至 4 個。現有的兩個直升機坪只供政府使用。可是，會上另一位講者 —— 經濟發展及勞工局副秘書長馮永業表示，就擴充直升機場進行的公眾諮詢，收到的幾乎全是反對聲音。

立法會對有關提議亦不感興趣。雖然林烈風的調查顯示擴充直升機場大致不會增加該區噪音，但立法會議員不希望為方便少數人士，而騷擾到附近一眾居民。

林烈風解釋，香港作為世界級城市，對直升機服務的需求甚為殷切。再者，上海正興建全球最大的直升機場，內將設有 13 個直升機坪，故香港也應提供直達珠三角的直升機服務。

馮永業說：「我完全贊成擴建直升機場，問題是選址在哪裡，人人都不希望直升機場建在自家附近。」

數年前，一家私人公司曾營辦直升機載客服務，來往香港和深圳，但由於需求太少，服務已停辦。

馮永業認為這家公司業務失敗的原因，在於沒有提供點對點服務。如今討論的跨境直升機服務若然成事，其成敗關鍵亦正繫於此。

他說：「若乘直升機只能到達珠三角偏遠地區的機場，還得再乘一至兩小時的士才能抵達目的地，那倒不如直接從香港乘汽車前往好了。」

任何新的跨境航空路線都必須先經中央政府審批，估計要成功獲准在珠三角工廠或其他區域開闢直升機場並不容易。即使過了此關，管制中國領空的軍方亦會關注直升機飛越敏感區域。再者，還有海關、入境、檢疫等問題有待解決。

有與會者問為何直升機場要建於海旁區的中心位置，尤其是正正位於熱門旅遊點金紫荊廣場旁邊。建在市郊不是更好嗎？

選址首重方便。於繁忙商業區提供跨境直升機服務，對客戶具有吸引力。林烈風亦補充，為了令服務的價格較相宜，要採用成本較低的單引擎直升機，而它們只能從地面起飛，這有別於來往香港和澳門的雙引擎直升機。

"There is no point in flying from Hong Kong to some remote airfield in the PRD and then having to spend one or two hours taking a taxi or car to the place they want to visit. They might as well take their limousine directly from Hong Kong," he said.

Opening a new cross-border air route requires approval from the Central Government, so gaining permission to open landing sites at factories or other areas across the PRD would be, to say the least, difficult. Even if that obstacle could be overcome, all aerospace in China is controlled by the military, which would be uneasy about helicopters flying over sensitive areas. On top of that, there is the question of customs, immigration and quarantine.

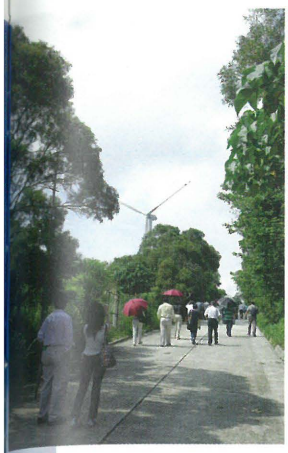
Some members of the audience asked why a heliport has to be located in the heart of the harbour, especially next to the popular tourist spot Bauhinia Square, and not inland at some site away from built up areas?

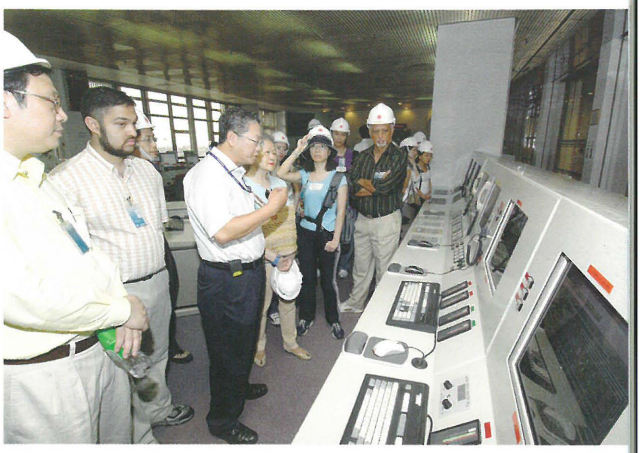
Convenience was given as the main reason, because for a cross-border helicopter service to be attractive, it will need to be in the heart of the business district to appeal to potential users. Also, Mr Buchholz said single-engine helicopters, which need to take off from ground level, as opposed to twin-engine helicopters such as those used for the Hong Kong-Macau service, were the preferred choice to make the service more affordable.

Winds of Change
風力發電新趨勢

Alternative energy sources are getting a fresh look from power companies around the world as the demand and price for fossil fuels rise and technical innovations help reduce the cost of alternatives. To study the feasibility of applying wind farms in the territory, the Chamber organized a tour on May 26 to Lamma Winds, a commercial-scale wind power station installed by Hongkong Electric. Members also had the chance to look into the heart of Hongkong Electric's operations on the island.

The 800-kW wind turbine perched atop Tai Ling on the northern part of Lamma Island came into operation in February 2006. It is a pilot project to increase the company's understanding of wind-generated power as well as that of the public. Although Lamma Winds is a single generator, the turbine is capable of generating enough power for about 250 households on the island.





The cost per kilowatt of power generated by wind turbines has plunged fourfold since 1980, and the efficiency of windmills has increased substantially. However, construction and maintenance costs are still high, CT Wan, Director & General Manager (Corporate Development), Hongkong Electric Holdings Ltd explained. For example, the 800-kW Lamma Winds, which is relatively small compared to the biggest turbines that can produce 2.5MW of electricity, cost a total of HK$15 million to set up.

While the technology is available to produce clean, renewable energy, one of the biggest stumbling blocks is convincing the public to pay for clean energy.

Renewable energy projects tend to produce lower returns due to their higher capital costs, compared with fossil fuel projects such as coal-fired power plants. However, some countries consider it a price worth paying. In Denmark, the Danish energy plan, Energi21, from 1996 set a target for 4,000MW to be generated by offshore wind power by 2030. These wind farms in the sea are expected to produce 13.5TWh of electricity per year, equivalent to 40% of Denmark's electricity consumption.

China's surging demand for energy and vast landmass makes it an ideal candidate to lead the world in wind power usage. Greenpeace China recently announced the Chinese Renewable Energy Industries Association's (CREIA) release of a report, sponsored by Greenpeace and the European Wind Energy Association (EWEA), which finds that China could "at least double its current wind energy target for 2020."

According to Greenpeace, the report, titled "Wind Force 12 in China," indicates that while the country's current wind energy plan is to reach 20GW by 2020, experts within the Chinese industry believe that 40 GW can be delivered within 15 years, rising to 10 times that figure by 2050.

Greenpeace noted that such a scale of wind power would require 20,000 typical modern wind turbines by 2020.

"According to the China Meteorological Administration, there is enough viable wind resource in China to power the whole country completely," said CREIA director and lead report author Li Junfeng. "The capacity of wind potential in viable windy locations in China could match current total national capacity of all China's existing power stations combined, four times over."

Given Hong Kong's limited land supply, it would seem to make sense to build wind farms in the ocean. However, because much of the waters around Hong Kong are deep, wind farms in the ocean would be extremely expensive to build and maintain, but not out of the question.

CLP, in collaboration with leading U.K. wind power developer Wind Prospect, has begun work on the feasibility study for a potential 150MW offshore wind farm off Sai Kung. Based on Wind Prospect's pre-feasibility work, the proposed site is 7.5 km east of Clearwater Bay Peninsula and approximately 3 km to the East of Ninepin Island. To achieve a proposed installed capacity of 150MW, the proposed wind farm could involve 30-50 latest generation offshore wind turbines, which could potentially produce electricity for between 70,000 and 80,000 households of four in Hong Kong.

鑑於全球對化石燃料的需求日趨殷切，其價格亦不斷飈升，而科技進步令採用另類能源的成本漸降，故世界各地的電力公司紛紛研發另類能源。為瞭解本港建立風力場的可行性，本會於5月26日率團參觀港燈所興建的、一座具有商業規模的「南丫風采發電站」，此行也順道參觀島上的港燈電廠。

該台風力發電站座落於南丫島北面的大嶺一處山丘上，容量為800千瓦，於2006年2月落成投產。項目屬試驗性質，主要供港燈作研究和教育公眾之用。雖然南丫風采發電站只有一台發電機，但其發電量已足以供應島上約250個家庭所需。

自1980年以來，風力發電站的每千瓦電力產電成本已大減4倍，風場的效率顯著提高。然而，香港電燈集團有限公司董事兼集團發展總經理尹志田表示，風站的建造和維護成本仍高。最大型的發電機可產電2.5兆瓦，相比之下，容量800千瓦的南丫風采發電站規模甚小，但其造價仍高達1,500萬港元。

現有科技已能生產較環保的可再生能源，不過，要說服市民支持採用可再生能源，也並非易事。

可再生能源項目需要投入較高資本，故回報往往比燃煤發電等化石燃料項目低。然而，有些國家仍認為值得推行。丹麥自1996年起推行的Energi21能源計劃，旨在利用離岸風能，以達致2030年產電4,000兆瓦的目標。該國的海上風場估計每年可產電13.5太瓦時，相當於全國的耗電量4成。

中國的能源需求殷切，並擁有大量遼闊土地，有條件引領全球的風能應用發展。中國綠色和平最近公佈，中國可再生能源專業委員會發表了一份名為「風力12在中國」的報告（該報告得到綠色和平和歐洲風能協會支持），指中國現有的2020年風能發電目標可至少提高一倍。

綠色和平於報告中提到，中國現時定下的目標，是屆2020年時，風能發電達到20千兆瓦。內地的業界專家則認為，15年內風能發電已可達40千兆瓦，屆2050年有關數字更將跳升10倍。

綠色和平指出，為配合如此大規模的風力發電，中國需於2020年前配備好2萬台標準的現代化風力發電機。

可再生能源專業委員會主任兼報告主編李俊峰說：「中國氣象局表示，中國的風能資源足夠生產全國需要的電力。內地可用風場的風能發電量，可以是全國現有發電站總發電量的4倍。」

鑑於香港土地有限，在海上興建風場是合理之舉。不過由於本港四周水域海床頗深，建造及維修海上風場將所費不菲，然而有關方案仍值得研究。

中電與英國主要風場發展商Wind Prospect合作，研究在西貢海面興建一個容量達150兆瓦的離岸風場，有關計劃的可行性研究工作現已展開。根據Wind Prospect在研究前進行的初步評估建議，項目場址位於清水灣半島以東7.5公里及果州群島以東約3公里，裝機容量達150兆瓦，即需要興建30至50台最新的風力渦輪機。項目啟用後可為本港7至8萬戶4人家庭提供電力。

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Mr Kempe says we are now watching the slow erosion of five centuries of Western predominance of global trade.
Kampe 表示，西方過去五個世紀在全球貿易的霸主地位正慢慢被削弱。

Countries who once opposed a free-market system have now become its major benefactors under globalization, says one of the world's most influential Europeans.

Those who once promoted it, on the other hand, are starting to turn to protectionism to guard themselves from just what they wanted to create, which was for countries to embrace the system.

Frederick Kempe, Columnist and Assistant Managing Editor, International, The Wall Street Journal, said developing countries, especially China, have embraced the rules of globalization so well that they are now outplaying Europe and America.

"Many people feel that globalization is American, but the ability of China and others to leverage it that has given them their edge," he told members at a joint luncheon on June 20.

He calls this shift "Globalization 2.0," and although there will be winners and losers in this new era of economic development, Asian and African countries see more opportunity than threat from embracing the new social market economy.

"What we are entering now, is the multi-polar era. The broad rules of the period have been written by the West, but there are now all manner of interesting styles emerging of how to play this essentially global capitalist game," he said. "What we are watching – and because it has been going on for so long that we haven't noticed – is the slow erosion of five centuries of Western predominance."

Mr Kempe pointed out that the inflexibility of the labour systems and underlying domestic problems in Europe puts the continent at risk of being left behind in this new era of global development. He believes

Globalization 2.0
全球化 2.0

By Carol Cheng 鄭蝶兒

曾幾何時激烈反對自由市場的國家，到今天都變成了全球化的主要受惠國。相反，一些曾積極推動全球化的國家，到今天卻反其道而行，開始採取保護主義措施。

《華爾街日報》國際版專欄作家及副總編輯 Frederick Kempe 說，發展中國家，尤其是中國，現已比歐美國家更善於掌握全球化的遊戲規則。

他在 6 月 20 日的聯席午餐會中說：「一提起全球化，很多人便聯想到美國，事實上中國和其他國家亦深懂借助全球化來為自己建立優勢。」他稱這轉變為「全球化 2.0」。在這經濟發展新世代裡，雖然會有贏家及輸家，但亞非國家邁進社會市場經濟，看來是締造機遇多於構成威脅。

他續說：「我們正進入一個多極世代 (multi-polar era)。西方扮演主導者角色已久，而近年有更多新來者以各種有趣、不拘一格的方式參與這個全球資本主義遊戲。西方過去五世紀的霸主地位正漸被削弱，只因過程很慢，大家都不大察覺。」

Kempe 指出，歐洲的勞工體制欠缺彈性，加上潛在本土問題，將會令歐洲在新一輪全球發展中落後於人。他認為美國的情況稍好，但仍需致力改善中小學教育，以及放寬過於自我保護的入境政策，才能維持競爭力。

可是，儘管他認為發展中國家從社會市場經濟中得益不淺，它們鮮有積極令市場系統更臻完善和成熟。貪污是另一個值得憂慮的問題，在很多發展中國家，貪污依然猖獗；故雖然國家財富增加，大量國民仍活在貧困中。它們亦要對知識產權多加重視和保護，讓各地創作者發揮創意之餘可了無後顧之憂。

為了讓「全球化 2.0」的新來者能多參與制訂及執行規則，Kempe 提議讓它們在規管全球政策的組織裡擔當更重要角色。

他指出，如果不讓中國等國家參與安理會及 G8 一類組織的政策制訂工作，很可能會迫使它們另外自成組織，引起競爭。他說：「有慮於此，這些國際組織會作出改變，但未必會如新興國家所願迅速轉變。由於新興國家未能達成多邊協定，它們惟有自行簽訂更多雙邊協議。」

the United States is slightly better off, but will need to focus on improving pre-university education and loosening its protectionist immigration policy if it is to remain competitive.

However, while the columnist said developing countries have excelled in capitalizing on the social market system, few are putting any effort into maintaining or building the system. Another concern is corruption, which is still widespread in many developing countries, and despite being awash in money, many of these nations' citizens still live in poverty. Protection of intellectual property also needs to be at the top of nations' agenda to ensure creativity in all economies continues to flourish.

To allow the upcoming players in Globalization 2.0 to play a bigger role in writing and enforcing the rules of the game, Mr Kempe suggests they should be allowed to play a bigger role in the institutions that govern global policies.

The danger of not allowing countries like China to participate in policy making of organizations like the Security Council and G8 will force them to set up competing institutions, he says. "But that is a great motivating factor to open these institutions as well. These institutions will change, but not as quickly as the new players would like, so in the meantime this will give rise to more and more bilateral deals because they cannot get multilateral agreements."

In Review 活動重溫

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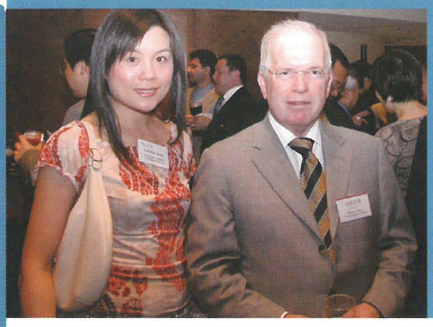

K L Tam, Chairman of the Chamber's Asia/Africa Committee, hosted a cocktail reception at the Hong Kong Club on June 21 in honour of Consuls General and Commercial Consuls of countries in the Asia-Pacific and Africa. Consuls General and Trade Consuls from 16 countries attended the event to network with members who are interested in business and investment opportunities in these regions.

本會亞洲及非洲委員會主席譚廣濂6月21日主持假香港會所舉行的酒會，招待亞太區和非洲多國總領使及商務參贊。來自16個亞太／非洲國家的駐港總領使及商務參贊出席酒會，與有意發掘當地商貿機遇的會員聯誼及交流。

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Hong Kong General Chamber of Commerce
香港總商會 1861

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Good Eating 分甘同味

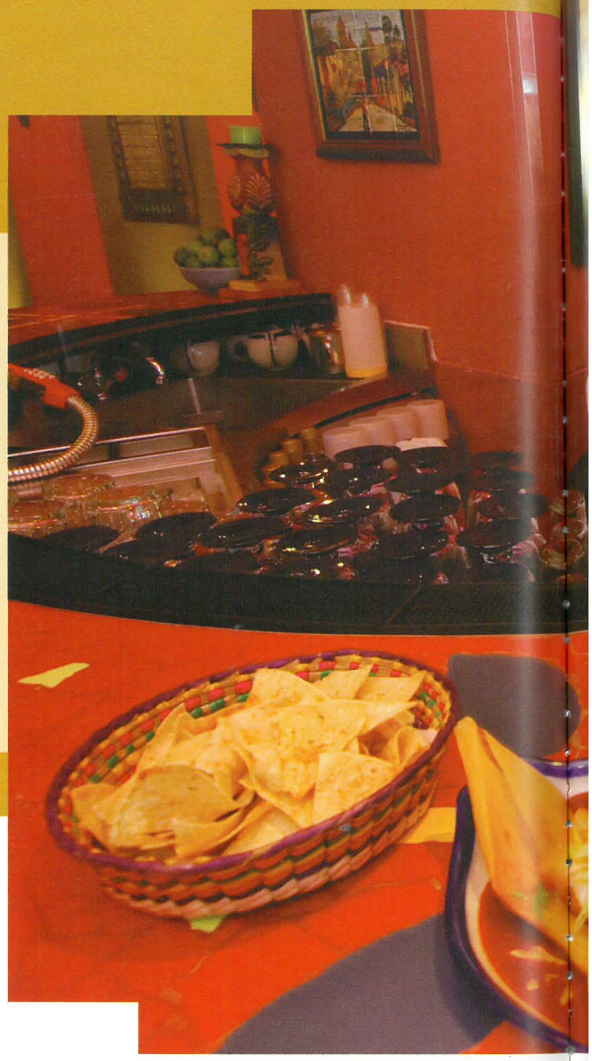
Viva la Mexico!

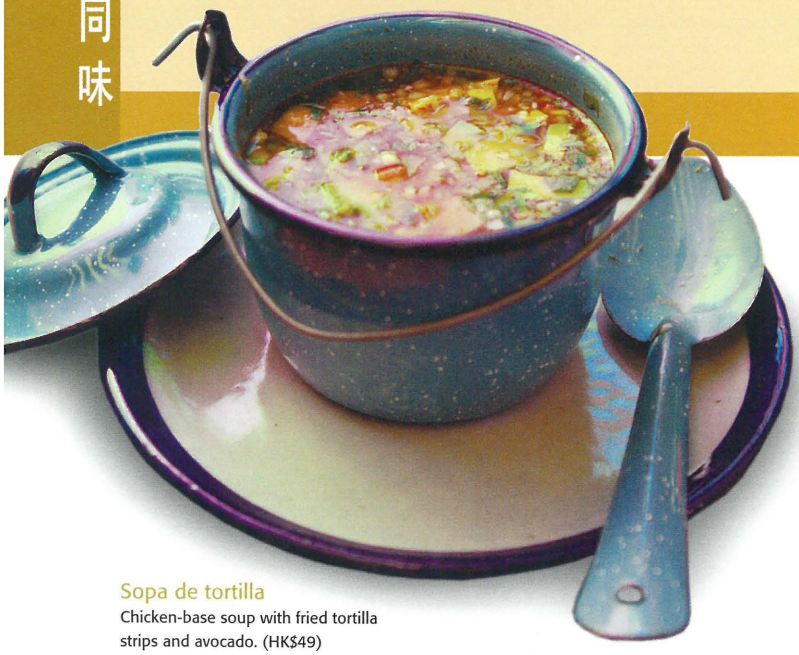
火熱墨西哥菜

By Gerry Ma 馬桂榕

How do you spend your summer weekends? Shutting yourself up in air-conditioned places watching football with a cold beer? As good as that sounds, how does enjoying a late Mexican lunch with a cool Tequila cocktail grab you? Just relax and watch the world go by like on a hot, lazy summer afternoon in Mexico. – **Gerry Ma**

在酷熱的夏天，不一定要留在室內享受冷氣，也不一定要喝啤酒看世界盃。試試來個墨西哥周末「late lunch」，喝不喝 Tequila 也好，體驗一個充滿墨西哥風情的懶洋洋夏日。 — **馬桂榕**





Sopa de tortilla
Chicken-base soup with fried tortilla strips and avocado. (HK$49)
以雞湯底和牛油果煮成，配以薄粟米片碎及香草。

Some years ago, I visited San Diego for a conference. Given the city's proximity to the U.S-Mexico border, Mexican restaurants are everywhere and I tried many of them. After the conference, my colleagues headed south of the border to do some sightseeing. I couldn't join them because I needed to rush to Los Angeles for a meeting, and regretted missing the chance to enjoy "real Mexican food." My experiences in San Diego, however, did change my perception of Mexican dishes, which I used to think were limited to nachos and tacos, and usually served covered in cheese.

After returning to Hong Kong, I looked for some Mexican restaurants to try to see how they compared to the flavours of San Diego, but the few offerings in town were mostly limited to bar food. Fortunately, I recently found "Agave," which although looks like a bar, actually has a restaurant at the back.

Its menu offers a wide selection of Mexican dishes, which are well-known for their vibrant colours and tastes. But don't assume that every dish is spicy and covered in cheese as I used to do.

Chef Lee and some of his dishes.
主廚李先生與其泡製的墨西哥美食。

For starters, I ordered ceviche a capulco – a cold starter made with cubed sea bass marinated in lime juice, onion, cilantro and tomato, and served with crisp tortilla chips – very refreshing. It is not often that you get the chance to try a Mexican soup in Hong Kong, so I opted for sopa de tortilla, cooked with chicken broth and avocado, which also has a fresh, crisp flavour. Beans are an important part of the Mexican kitchen, and frijoles borrachos (drunken beans) is a specialty made with stout and staples of Mexican dishes like tomato, onion, cilantrio and jalapeno peppers. It goes very well with a soft corn bread livened up with a few drops of fresh lime juice drizzled on it. For chili con carne lovers, try their version of this classic made

Agave
Shop C & D,
G/F Beverley House,
93-107 Lockhart Road,
Wanchai
香港灣仔駱克道 93-107 號
利臨大廈 C&D 舖
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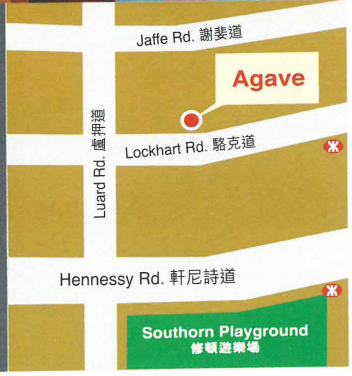

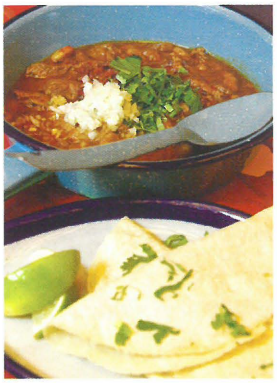

Carnes en su jugo
Beef, sliced and braised in its juices, served with crispy bacon, fresh onion and cilantro, lime wedges and small corn quesadillas. (HK$140)
牛肉先用清水煮好，然後配以煙肉粒，鮮洋蔥、香菜、青檸一起煮成，味道濃郁。

Tamal de pescado
Grilled sea bass fillet wrapped in corn husk. (HK$150)
用玉米葉將鱸魚包裹著燒成。

Chili con carne
Braised U.S. beef brisket in a special six-chili sauce (Ancho, New Mexico, Chipatle, Cayenne, Habanero and Anaheim), served with Mexican rice or flour tortillas. (HK$95)
是用六種不同的墨西哥特產辣椒泡製牛肉而成，吃時可配以墨西哥飯。

with beef and six kinds of Mexican chilies. The beef and chilies are cooked down to a paste, and served with Mexican bean sauce.

For something lighter, try tamal de pescado – grilled sea bass wrapped in corn husks – which somehow looks a bit like our Chinese rice dumplings. The grilled fish tastes slightly sweet with a hint of corn. This dish goes well with cochinita pibil – pork served with pickled red onions. And yes, Mexicans do eat steamed rice some times, and you will know why if you try their braised chicken in green mole sauce made with pumpkin seeds and spices. Carnes en su jugo – braised beef with bacon, onion, cilantro and lime wedges – also goes well with rice.

Mexicans love tasty dishes with a bit of a kick, and what has more kick than the national drink, Tequila? Agave's bar stocks over 150 types of Tequila, and the colourful Tequila bottles lining the shelves create an impressive sight. If straight Tequila makes your toes curl up, they also serve a vast array of Tequila cocktails.

Agave is very Mexican in taste and décor, and a great place to unwind on a hot, lazy afternoon with a cool beer while slowly enjoying some special Mexican food.

Mole verde de pollo
Braised chicken in green mole sauce made with pumpkin seeds and spices, served with steamed rice and sauteed zucchini. (HK$130)
用南瓜子和香料泡製而成的 green mole sauce 煮雞肉，吃時配以米飯更覺滿足。

多年前因工作關係前往美國聖地牙哥，在當地逗留了一個多星期。由於聖地牙哥鄰近墨西哥，所以墨西哥菜式十分普遍，因此在停留期間，我曾多次品嚐墨西哥菜。聖地牙哥的會議過後，大夥兒順道往墨西哥遊覽一天，但我要趕回洛杉磯，所以錯失機會，不然便能一嚐真正地道的墨西哥菜了。不過那次在聖地牙哥的經驗加深了我對墨西哥菜的認識。從前印象中的墨西哥食物只有 nachos 或 tacos，一般用很多芝士。

在香港，我也試過尋找墨西哥餐廳，希望可重溫那種風味。然而香港的墨西哥餐廳實在很少，而且大部分都以酒吧為主，食物選擇不多。近期有幸發現一間位於灣仔的墨西哥餐廳「Agave」，雖然外觀看上去像酒吧多些，但所提供的食物選擇非常豐富，分類也有板有眼。店內設計也分開餐廳和酒吧兩部分，用餐時絕對可安心享用。

墨西哥菜顏色鮮豔，味道看似濃烈，以為味道大同小異，不過細心品嚐下，發現每道菜的味道也有所不同。可能很多朋友往墨西哥餐廳都以喝酒為主，會隨意點選幾款食物一同分享，這個吃一點，那個吃一點，容易會將食物味道混淆。既然餐牌上把頭盆、湯、沙律、主菜、甜品分類得清清楚楚，為了嚐到真正味道，我便跟著程序逐樣點選。

Cochinita pibil
Braised pork marinated in achiote paste, garlic, oregano and orange juice, served with pickled red onions and soft corn tortillas. (HK$140)
豬肉配以紅洋蔥吃特別開胃。

The restaurant stocks over 150 brands of Tequila imported directly from Mexico – the largest 100% Agave Tequila selection in the Asia-Pacific Rim and Europe, and one of the top-10 in the world.
店內存有超過 150 種 Tequila，全部從墨西哥直接入口，是全球十大最多 Tequila 種類的餐廳之一。

Frijoles borrachos
"Drunken" beans with stout, tomato, onion, cilantrio, jalapeno peppers and chorizo, served with small corn quesadillas. (HK$70)
「醉豆」值得一試，是用黑啤將豆跟蕃茄、洋蔥、香草、jalapeno peppers 等泡製而成，吃時可用軟粟米包裹著來吃。

首先點了一份冷頭盆 ceviche acapulco，是用新鮮鱸魚切粒，拌以青檸汁、洋蔥粒、香菜及鮮蕃茄，吃時配以粟米片，美味可口，酸酸的，開胃無比，賣相亦討好。再來點了一份湯，sopa de tortilla 以雞湯底和牛油果煮成，配以薄粟米片碎及香草，吃時倍覺香草鮮味。墨西哥菜一般給人的印象是用很多豆類煮成，其中一款「醉豆」(frijoles borrachos) 值得一試，是用黑啤將豆跟蕃茄、洋蔥、香草、jalapeno peppers 等泡製而成。吃時可用軟粟米包裹著來吃，加些少青檸汁更能帶出味道。喜歡吃辣的，應點選 chili con carne，是用六種不同的墨西哥特產辣椒泡製牛肉而成。牛肉煮至跟辣椒混成一體，吃時更可拌以墨西哥豆醬。

想吃魚的可選 tamal de pescado，製法特別，用玉米莢將鱸魚包裹著燒成。外形看似我們中秋節的稷子，燒魚帶有葉香，味道非常特別。另一款 cochinita pibil 豬肉有不同風味，豬肉配以紅洋蔥吃特別開胃。愛吃雞的可點 mole sauce 煮成的 mole verde de pollo，所選用的 green mole sauce 跟南瓜子和香料，吃時配以米飯更覺滿足。喜歡吃牛肉又愛味道複雜的可選 carnes en su jugo，牛肉先用清水煮好，然後配以煙肉粒，鮮洋蔥、香菜、青檸一起煮成，味道濃郁。

墨西哥食物味道較濃，加上當地天氣酷熱潮濕，嗜辣也是飲食習慣之一。墨西哥人較愛喝酒，尤以 Tequila 為至愛。提起 Tequila，如果你想一嚐滋味，「Agave」一定不會令你失望。這裡經常存有超過 150 多種不同品牌、不同口味的 Tequila。一進入店內，看見酒吧上陳列的酒瓶，已覺非常震撼。若嫌淨喝 Tequila 太烈的話，可試試以 Tequila 調校出來的各款雞尾酒。「Agave」整個裝修環境都充滿墨西哥氣氛，在炎炎夏日的周末，來這裡喝一杯 Tequila，或悠閒的享用墨西哥菜，也是個不錯的消遣。

Ceviche acapulco
Marinated sea bass in fresh lime juice, onion, cilantro and tomato sauce, served with crisp tortilla chips. (HK$75)
用新鮮鱸魚切粒，拌以青檸汁、洋蔥粒、香菜及鮮蕃茄，吃時配以粟米片，美味可口，開胃無比。

2006 Member-Get-Member Programme

Help the Chamber recruit more members by referring your friends, contacts and business associates and receive 10% off your membership fee for every successful corporate member you help recruit. Moreover, with any new member you bring in, your name will be entered into the Grand Lucky Draw at the next Annual Members' Cocktail. In 2004 we had Business Class round-trip tickets to London as the grand prize and return Business Class tickets to Sydney in 2005. This year we will have an even more exciting selection of prizes!

For enquiries, please contact 2823 1203 or email at membership@chamber.org.hk

Chamber New Year's Cocktail

HKGCC Chairman David Eldon hosted the Chamber's New Year Cocktail at Hong Kong Club on January 19, 2006. Over 500 members attended the event to celebrate the start of 2006 and the Year of the Dog, as well as to meet both old and new friends at the Chamber. The cocktail also kicked off the 2006 Member-get-Member Programme, as well as the new HKGCC Membership Benefits Programme.

*** The Chamber would like to thank Cathay Pacific for sponsoring the Grand Prize, Aspirations for the design and printing of the invitation cards as well as the New Year decorations and Le Meridien Cyberport's corporate gift.*

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Chamber Committees 總商會委員會

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Dr Cliff Chan	*陳作基博士*
Legal Committee	法律委員會
Mr Kenneth Ng	*伍成業先生*
Manpower Committee	人力委員會
Mr Steve Tait	*戴兆孚先生*
Membership Committee	會員關係委員會
Dr Lily Chiang	*蔣麗莉博士*
Real Estate & Infrastructure Committee	地產及基建委員會
Mr Kyran Sze	*施家殷先生*
Retail and Distribution Committee	零售及分發委員會
Mr Y K Pang	*彭耀佳先生*
Shipping & Transport Committee	船務及運輸委員會
Mr Sean Kelly	*柯禮賢先生*
Small & Medium Enterprises Committee	中小型企業委員會
Mr Emil Yu	*于健安先生*
Taxation Committee	稅務委員會
Mrs Moi Ying Rule	*周梅影女士*

Chamber Special Groups 總商會專題小組

HKTBCC-Cooperation Committee	香港—台北經貿合作委員會
Dr Lily Chiang	*蔣麗莉博士*
Women Executives Club	卓妍社
Ms Sylvia Chung	*鍾慧敏女士*
Russian Interest Group	俄羅斯小組
Mr Peter Gordon	*戈登先生*

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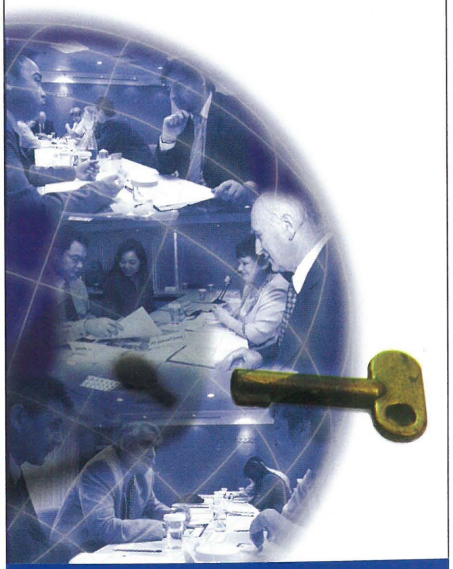
香港總商會 1861

Chamber
Business Matching
Service

Offered exclusively to Chamber members, our **free Business Matching Service** provides you with the perfect platform to locate your potential business partners!



Members interested in obtaining further details about these and other trade leads can contact Annie Ho at 2823 1248 or email to annie@chamber.org.hk@chamber.org.hk

What's Next 未來動向

Events
活動預告

Training

19 JUL
Training: Offshore Planning – It's Time to Review & Change! *(Cantonese)*
培訓課程: 離岸公司安排 *(廣東話)*

19 JUL ~ 25 OCT
Training: English Grammar at Work "Plus" *(English Supplemented by Cantonese)*

25 JUL
Training: Developing Managers *(Cantonese)*

25 JUL
Training: How to Execute Effective "On The Job Training" *(Cantonese)*
培訓課程: 如何有效推動在職培訓 *(廣東話)*

25 JUL ~ 29 AUG
English Workshop: Writing Press Releases *(English)*

26 JUL
Training: Customer Service on the Telephone *(Cantonese)*

Networking Functions

27 JUL
Chamber Happy Hour

Subscription Luncheon

25 JUL
Distinguished Speakers Series Luncheon Yu Youjun, Governor of Shanxi Province – "Business Opportunities from the Emerging Market – Shanxi" *(Putonghua)*
特邀貴賓演説系列午餐會: 山西省省長于幼軍先生 —「崛起的山西，商機遍地」 *(普通話)*

Roundtable Luncheon

14 JUL
China Property's Market Roundtable Luncheon Series : New Policies in China's Property Market and its Impacts *(Putonghua)*
中國房地產午餐會系列：《中國房地產最新措施及其影響》*(普通話)*

19 JUL
小型午餐會: "如何利用高效的一站式企業通訊方案為企業增值？" *(廣東話)*

20 JULY
The RMB : One Year After Appreciation *(English)*

Committee Meetings

20 JUL
Economic Policy Committee Meeting

30 AUG
Legal Committee Meeting

14 SEP
General Committee Meeting

12 OCT
General Committee Meeting

Online Bits
網上新知

www.chamber.org.hk/bulletin

Hongkongers the World's Greatest Shopaholics

Some 93% of Hongkongers admit to shopping as entertainment, not necessity, while one third of Chinese consumers say shopping is their favorite thing to do! A recent ACNielsen global online survey conducted among 22,000 Internet users in 42 markets revealed that 74% of world's consumers admit to shopping as 'a form of entertainment' compared to 93% here. Hongkongers ranked first again for shopping as frequent as twice a week just 'for something to do,' followed by Thailand's distant second (9%) and Singapore the third (7%).

逛街購物，港人全球稱冠

AC 尼爾森最近進行了一項全球性的研究調查，訪問了全球 42 個地區共 22,000 名經常上網的消費者。調查發現，全球 74% 消費者視逛街為一種娛樂，香港更約有 93% 消費者承認非必要也會逛街，另外 3 成內地消費者表示最愛逛街購物。香港亦是全球最多人會每周逛街兩次來消磨時間的地方，比率遠高於排第二位的泰國 (9%) 和第三位的新加坡 (7%)。

詳情載於《i 工商月刊》網頁

Chamber Services Limited

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Organizing your Business Concepts into Reality

Leveraging our extensive networks and with the full support of HKGCC, Chamber Services Limited is one of Hong Kong's leading professional event management and conference organizing companies that has the skills, knowledge and capabilities to provide end-to-end solutions for companies in the region.

Backed by a resourceful and experienced team of professionals, Chamber Services Limited specializes in organizing large-scale international conferences, business seminars, press conferences, exhibitions, awards ceremonies, and other first-class corporate events for both local and overseas companies. We have the skills and tools to provide a comprehensive package of services and one-stop solutions that go beyond clients' expectations and needs. Our service-oriented team strives for perfection in executing each program to provide total customer satisfaction.

For any inquiries, please call ***2823 1266*** *or email to* ***csl@chamber.org.hk***

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October 11-14, 2006
AsiaWorld-Expo
Hong Kong

global sources
Fashion Accessories
China Sourcing Fair

October 11-14, 2006
AsiaWorld-Expo
Hong Kong

global sources
Gifts & Home Products
China Sourcing Fair

October 19-22, 2006
AsiaWorld-Expo
Hong Kong

Meet more new suppliers and see more new products at the expanded China Sourcing Fairs in October.

Perfect timing

The China Sourcing Fairs are perfectly timed to be right at the start of the fall buying season. Meet new suppliers and see their quality and pricing at the China Sourcing Fair. Then go onto other shows in Hong Kong and the region.

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- 28 minutes from Central

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