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Editor: Malcolm Ainsworth

Assistant Editor: Cathy Au Yeung

Editorial Board: David O'Rear, Watson Chan,  
Lok Yee Fan, Simon Ngan

Translated By: Rachel Shum, Hilda Pun

Graphic Design: Andy Wong

Advertising: OMJ Media

Tel: 2375 2311 Fax: 3020 8642

Email: [jeremy@omjmedia.com](mailto:jeremy@omjmedia.com)

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主席：周松崗

常務副主席：彭耀佳

副主席：李澤鉅、吳天海、白紀圖

總裁：袁莎妮

總編輯：麥爾康

助理編輯：歐陽雯

編輯委員會：歐大衛 陳利華 駱綺芬  
顏偉業

翻譯：岑美怡 潘茵

設計：黃惠強

廣告：OMJ Media

電話：2375 2311

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承印：奧瑪製作室有限公司

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電話：2893 0944

圖文傳真：2832 7903

電郵：[info@omac.com.hk](mailto:info@omac.com.hk)

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Chairman's Desk 主席之言

# 香港為何需要穩定的土地和勞工供應

## Why Hong Kong Needs a Steady Supply of Land and Labour

It seems every month brings a new survey or statistical analysis ranking economies by their freedoms, competitiveness or even 'style,' whatever that might mean.

For the most part, Hong Kong does very well in those that measure the things important to business, such as an honest and effective administration or confidence in the rule of law. Many of these indices combine hard statistics with opinion polls, in an effort to get beyond mere numbers.

One issue with measuring economic performance through indicators such as GDP per capita is that they capture activities that may have nothing to do with standards of living or the well-being of people. What they do provide, however, are indicators of where we are doing well, and where we need to improve.

In his recent blog, Financial Secretary John Tsang pointed to two critical areas where we need to improve upon if we want our economy to grow robustly – labour and land. For any economic activity to take place, you need somewhere to conduct business – whether that is a home office, or in a commercial building in the city – and you need manpower. Hong Kong is extremely short of both.

The Financial Secretary wrote in his blog that Singapore has been enjoying strong growth for the past decade because it has ensured a steady supply of land, and it has aggressively imported foreign talent, as well as workers to undertake the kinds of jobs that local residents shun. It has also offered various stimulus programmes and tax incentives to woo businesses to invest there.

The lack of land in Hong Kong is cited as the culprit behind our high property prices, but the Government's own surveys show there is plenty of land available if it is rezoned. This is starting to slowly happen, but changes need to come far more quickly. Hong Kong needs a predictable supply of developable land to facilitate planning and business expansion, which will keep prices in check far more effectively than stamp duties.

The acute labour shortage, which could easily be solved, has become a fact of life in all segments of our economy. Today, we wait longer than we used to for less attentive service as staff are often stretched too thinly. These labour shortages are causing the quality of work and service to deteriorate, as well as slowing down Hong Kong's development. As a result, our competitiveness is slowly being chipped away and unless things change, and change quickly, we risk falling further behind our competitors. ❀

每月似乎都會有機構就不同經濟體的自由度、競爭力甚或是「作風」等因素作出排名，並發表最新的調查或統計分析。在大多數情況下，香港在重要的商業指標上均表現卓越，例如誠實和有效施政，又或是對法治的信心。這些指數很多都綜合了統計資料與民意調查結果，而非純粹搬出一堆數字。

透過人均GDP等指數衡量經濟表現會出現一個問題，就是它們所紀錄的活動可能與市民的生活水平或福祉無關。然而，它們倒提供了一些指標，讓我們了解自身的優勢，以及有待改善的地方。

財政司司長曾俊華在其最近的網誌中提出，要促進本地經濟穩健增長，就必須改善勞工及土地這兩個關鍵領域。任何經濟活動，都要有經營地點，無論是設於家中或商廈的辦公室亦然，亦需要人力，但兩者在港皆極度短缺。

曾俊華指出，新加坡過去十年增長強勁，全因當地確保有穩定的土地供應，並積極輸入外地人才和勞工，以從事本地人抗拒的工種。該國亦提供多項刺激計劃和稅務誘因，以吸引企業投資。

本港土地短缺被視為樓價高企背後的原因，惟政府的研究顯示，改變土地用途便可有充足的土地供應。這個趨勢正開始慢慢出現，但改變的速度需要大大增加。香港需要可預測的土地供應，以促進規劃和商業拓展，這樣會遠比印花稅更能有效地壓抑價格。

勞工短缺雖易於處理，但勞動力嚴重缺乏已影響各行各業。我們如今需要輪候較長時間才能獲得服務，而服務質素亦大不如前。勞工短缺正導致工作及服務質素下降，並減慢香港的發展。結果，我們的競爭力正慢慢被蠶食，除非情況能迅速扭轉，否則我們將進一步落後於競爭對手。 ❀

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Jeffrey Lam is the Chamber's Legco Representative  
He can be reached at [www.jeffreylam.hk](http://www.jeffreylam.hk)  
香港總商會立法會代表 林健鋒，網址：[www.jeffreylam.hk](http://www.jeffreylam.hk)

# 對商界的無窮要求

## Endless Demands Being Put on Businesses

In the recent Policy Address, the Chief Executive stated that we must develop our economy to improve people's livelihoods. To realize that goal, the Government must introduce measures to enhance the city's business environment and competitive edge to attract investors.

The Policy Address focuses on addressing social issues to counter the growing disparity between the rich and the poor in Hong Kong. However, as the Chief Executive pointed out, all members of society will feel the pain unless the economy grows. Therefore, we expect the Government to roll out measures to improve the city's business environment and competitiveness. These will be necessary to deal with the challenges arising from the uncertain global economic outlook as well as the industrial upgrading and transformation.

The United States' decision to start reducing asset purchases is expected to tighten liquidity in Asian markets and lead interest rates to rise. If the low interest rate cycle ends, banks may start tightening their credit standards in response to an increase in the interest rate, which will add to companies' burden.

Over the years, I have urged the Government to set up funding schemes to help SMEs with acquiring business installations and equipment and working capital loan guarantees. Many SMEs relayed to me that they hope the Government will continue to extend the special concessionary measures under the SME Financing Guarantee Scheme, so that they will have more capital to run their businesses and launch research and development projects. The business community also hopes that the Government will offer a partial refund of the profits tax paid by companies to help them deal with the economic hardships.

On the MPF offsetting mechanism, the MPF system was set up many years ago after extensive negotiations and cooperation between the Government, business community and labour representatives. Any unilateral adjustments will go against the original intent of the legislation. Under the offsetting mechanism, employers can use their cumulative contributions to MPF accounts to offset severance payments or long service payments. The mechanism guarantees employees will get their severance pay should the company go under.

Within a couple of years, Hong Kong has successively introduced the Statutory Minimum Wage, raised the minimum wage rate, and discussed the possibility of implementing standard working hours, as well as a retirement protection scheme. With so many demands being put on businesses, further proposing that the abolition of the MPF offsetting mechanism be considered will eventually lead to strained labour and social relations.

Abolishing the MPF offsetting mechanism will severely increase the operating costs of employers, particularly SMEs. Therefore the Government must handle the issue carefully without any bias to ensure it maintains Hong Kong's long-term economic development, while serving the interests of all sectors of the community. ❀

鑒於《施政報告》提到要發展經濟以改善民生，因此港府必須推出改善營商環境的措施，以增強本港企業的競爭力和吸引更多外商來港投資。

針對本港貧富懸殊的問題，《施政報告》在處理民生問題上著墨較多，不過正如特首指出，沒有經濟增長，社會大眾都會受苦，故大家都期望政府推出改善營商環境的措施，令企業提高競爭力，以面對全球復蘇未明朗及升級轉型的挑戰。

今次預算案發表前，美國退市揭開序幕，預料將吸走亞洲市場資金，並有加息的可能，意味低息周期快將完結；銀行亦會就加息對貸款的批核趨趨嚴謹，這對企業的流動資金和成本都會造成壓力。

我多年來一直要求港府推出資助計劃，協助中小企業融資，用作添置營運設備、器材及營運資金信貸保證。不少中小企向我反映，希望當局繼續延長「中小企融資擔保計劃」下的「特別優惠措施」，讓企業有多些資金周轉及進行研發項目等。業界亦希望當局退還部分利得稅，令自資和艱苦經營的中小企受惠。

對於強積金對沖機制的爭議，強積金是多年前政府、商界和勞工界三方協商得來的成果，如今有人單方面提出修改，是不公平和不合理的做法。強積金對沖機制是指，強積金戶口內僱主累積供款權益用作抵銷僱員長期服務金及遣散費，企業若因經濟困難結業，員工遣散費可得到保障。

短短幾年間，本港實施最低工資，調高最低工資水平，又討論設立標準工時和全民退休保障等，現在又提議取消強積金對沖機制，勞資關係必然變得更加緊張，繼續下去，結果只會兩敗俱傷。

為了本港經濟的長遠發展，政府必須兼顧各界的利益，不能側重任何一方，況且取消強積金對沖機制將會加重僱主營運成本，令他們大失預算，對中小企更構成沉重壓力，因此政府必須小心處理有關問題。 ❀



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Shirley Yuen is CEO of the Hong Kong General Chamber of Commerce.  
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# 我們必須處理工時過長的根源

## We Must Address the Root Cause of Long Working Hours

Last month, I, together with the Chamber's Representative on the Labour Advisory Board Emil Yu and representatives from various business sectors, attended a consultation forum organized by the Standard Working Hours Committee to express opposition to legislating standard working hours.

We oppose legislating standard working hours, because we believe it will not alleviate the problem of excessively long working hours. We support the policy objectives that standard working hours advocates are trying to achieve. However, legislation is a blunt instrument. More importantly, we must not ignore the symptoms, while ignoring the root cause of the problem, which is there is an acute shortage of manpower in Hong Kong.

Job vacancies have been rapidly increasing for over a decade, except for a slight change in direction in 2008 due to the financial crisis. In December 2002, the number of job vacancies stood at 16,216, according to figures compiled by the Census and Statistics Department. This number had more than doubled to 36,507 by December 2007, and has continued to climb to 78,299 in September 2013 (the latest figures available). During this time, unemployment has steadily declined, and in the last quarter stood at just 3.1%. Put simply, there are not enough people to do the work that needs to be done, and the problem is becoming more acute.

Legislating working hours will not solve this problem, but it will lower the flexibility of the labour market, as well as constrain businesses' growth and Hong Kong's competitiveness. Businesses are aware that staff stretched too thinly are inefficient, which affects a company's standard of service and bottom line, as well as staff morale. They would love to hire additional staff, but are unable to find workers.

With companies being unable to adequately meet demand, stipulating standard working hours will only make it more difficult for them to survive. Moreover, overseas experience shows that standard working hours generally forces employers to hire more part-time or casual employees, which will fragment jobs.

As an international business hub, many companies set up their regional headquarters here, attracted by the rule of law, stable environment, flexible labour force and free-market economy principles on which Hong Kong has thrived. Over-regulation can be counter effective. Hong Kong is known the world over as the place that gets things done, with our flexibility and innovation. Other economies are copying our model for success by lowering their tax rates and adapting more flexible regulations, but if we continue to go in the opposite direction, we could end up shooting ourselves in the foot. (See page 20) ❀

我 上月聯同勞工顧問委員會本會代表于健安，以及來自不同工種的企業會員代表，出席標準工時委員會諮詢會，表達反對立法規管標準工時的意見。

本會反對立法規管工時，認為這無助紓緩工時過長的問題。我們支持標準工時倡議者試圖實現的政策目標。然而，立法向來是魯鈍的工具。更重要的是，我們不可忽略工時問題的徵兆和根源，就是本港勞工嚴重短缺。

過去十多年，職位空缺一直迅速增加，除了在2008年，金融危機導致升勢略為回落。政府統計處的數據顯示，2002年12月的職位空缺數目為16,216個。有關數字於2007年12月急增逾一倍至36,507個，並持續攀升至2013年9月的78,299個（最新數據）。同期，失業率不斷下降，於最近一季更跌至只得3.1%。簡言之，本港缺乏足夠的人手來完成工作，而這個問題正日趨嚴重。

立法規管工時無助解決問題，反之會削弱勞動市場的靈活性，窒礙商業發展，並動搖香港競爭力。企業亦意識到，長時間工作會令員工身心俱疲，工作效率下降，並會影響公司的服務標準和盈利，還有損員工士氣。他們都希望多聘人手，卻無法覓得員工。

當企業無法充分地滿足顧客需求，訂立標準工時只會使他們更難生存。外國經驗亦顯示，標準工時普遍會令僱主改聘更多兼職或散工，導致工作零散化。

作為國際商業樞紐，香港擁有法治、穩定的環境和靈活的勞動力，加上奉行自由市場經濟原則，這些都是我們一直賴以成功的基石，也是吸引眾多企業在這裡設立地區總部的因素，規管過多或會弄巧反拙。香港向以靈活、創新和高效的處事方式見稱。其他經濟體正透過調低稅率，並採用更彈性的規管，以仿效我們的成功模式，但假如我們繼續背道而馳，最終只會自討苦吃。(請翻閱第20頁) ❀

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E-mail : info@mendoza-bag.com



Rob Brown is the Founding Chair of the Social Media Panel of the Chartered Institute of Public Relations (UK)  
Rob Brown 是英國特許公共關係研究所社交媒體委員會的創會主席

# Selling Through Social Media

## 善用社交媒體促銷

**Rob Brown**, one of the UK's leading authorities on social media, analyses the role of digital channels in the marketing mix  
英國社交媒體權威人物Rob Brown分析數碼渠道在市場營銷中扮演的角色

**B**efore the advent of social media, conventional channels delivered advertising to the consumer and the most powerful of these channels was television. Studies carried out by Google show that now, though, over 80% of TV viewers also use a second screen, smartphone, tablet or laptop simultaneously whilst viewing television. That alone opens up a host of new ways to attract customers – the most obvious of which is via social media.

There is, however, a barrier to selling through social media. Users don't open their social media pages with the intention of making purchases. There are plenty of dedicated destinations on the web for consumers looking to buy something. If they are still in the consideration phase, they are more likely to seek out online reviews and consumer comments rather than eliciting opinion via social networks.

That said, the inspiration to buy something often comes via a recommendation from a friend or from someone you trust. That particular spur can also be provided by social media. Discovery, in terms of initial product awareness, is often the important first step which leads to inspiration and interest. This happens all the time in social networks. From there, if the vendor has his online ducks in a line, it is relatively straightforward for consumers to arrive at a point of purchase.

There is also the power of collective wisdom to be considered. We may be inspired by people with whom we have only a loose association if we see a trend emerg-

ing. If I see that a lot of people (who are broadly like me) like something, then I may reasonably assume that I will probably like it as well. Similarly, endorsements from journalists, celebrities and other opinion formers will also have an impact on our buying behaviour. In Europe and in the US, this is now starting to have a noticeable impact on product sales.

Fashion brands in particular are investing hugely in this form of marketing. H&M, the global fashion retailer, for instance, has been an early adopter of the Google+ social network, accumulating more than three million online followers.

The company turned to Google+ because it wanted "to be where our customers are, have a dialogue and share the latest fashions." Through Google+, H&M posts videos and photos promoting its latest fashion collections, with images of people wearing H&M clothes linked to transactional sites where visitors can quickly purchase the featured clothes.

Instead of replicating a conventional online shopping experience, H&M's Google+ page supplies content tailored to that particular social space, complete with exclusive previews and behind-the-scenes footage of fashion shows and photo shoots. When using AdWords (Google's pay-per-click advertising service) H&M integrates this social content and this has led to a 22% increase in its click-through rates.

Burberry is another fashion brand that is taking a pioneering approach to social media. According to



Burberry Kisses: chic to cheek communications. Burberry Kisses是一項與別不同的宣傳方式。

the company, 30% of the traffic on its site came from Facebook in 2012. Burberry has also gone the Google+ route, notably through Burberry Kisses, its latest social marketing initiative.

This new initiative lets users send a 'kiss' to anyone in the world via their phone or web-cam. Plant a kiss on your phone screen and it is automatically transformed into a digital kiss print. You can then select the lipstick shade (from Burberry's collection, of course) and send it, with an accompanying message, to someone you love. You can then watch the kiss 'fly' to its destination using the Google Earth facility.

Over 10 days people in more than 13,000 cities sent kisses to one another, with around a quarter of a million people engaging with the campaign. Given this, it is not hard to see why over half of Burberry's marketing budget is now allocated to the digital sector.

According to the company, its strategy is paying off, with company sales more than doubling and a stock growth of nearly 300% since social and digital strategy became the cornerstones of its marketing initiatives. Explaining the thinking behind its switch in promotional priorities, Angela Ahrendts, Burberry's Chief Executive, said: "I've seen what happens to brands, like Kodak, that did not keep up with digital change."

It's not just fashion and luxury brands that are adopting the innovative sales and marketing opportunities offered by social media. Enthusiasm is also high in the restaurant sector, where global chains, as well as small

independent operations, are now delivering campaigns to their loyal customers via social media channels. At the simplest level, restaurants have realised printing a voucher in a local newspaper represents a needless outlay when you can deliver the same promotional offer to a highly-targetted audience with virtually no cost through digital channels.

The automotive industry is also widely adopting social space as a means of selling more cars. As part of this initiative, Ford has released APIs (Application Programming Interfaces – software blueprints) to the public allowing anyone to design mobile apps for smartphones that will integrate with their vehicles.

There are few harder-nosed industries than retail when it comes to implementing marketing strategies and requiring a real return on investment. It is, therefore, a testament to the effectiveness and ubiquity of social media that Asda, a leading U.K. supermarket chain, is now integrating digital marketing into its point of sale (POS) promotions.

The Yorkshire-based retailer has invited customers to tweet and write posts about their products using the "#Chosenbyme" hashtag. The best posts will then feature on in-store POS stands and on-pack stickers.

Explaining the thinking behind the initiative, Dom Burch, Asda's Head of Social Media, said: "Pam from Peterborough talking about how our key lime pie is '#todiefor', says it far more credibly than if we said that ourselves."

## Responding to a social media attack

**Dr Aileen Ionescu-Somers and Professor Albrecht Enders** look at how Nestle dealt with a campaign against its Kit Kat brand

On March 17 2010, environmental group Greenpeace launched a social media attack on Nestle's Kit Kat brand. In a YouTube video parodying the "Have a break; Have a Kit Kat" slogan, it highlighted the use of unsustainable forest clearing in production of palm oil. This is used in the Swiss food group's products including Kit Kat.

Greenpeace had found that Nestle was sourcing palm oil from Sinar Mas, an Indonesian supplier that it claimed was acting unsustainably. Nestle said it used only 0.7% of global palm oil.

In the video, a bored office worker bites off a finger of Kit Kat that turns out to be the bloody digit of an orang-utan, one of many species threatened by unsustainable forest clearing for palm oil.

### The challenge

Nestle's initial response was to force the video's withdrawal from YouTube, citing copyright. This led to a viral outbreak of criticism on social media – Facebook users, for example, were irritated by its threats to remove posts on its fan page containing Kit Kat logos that had been altered to read "Killer."

The antipathy soon gained expression in mainstream media around the world.

After the video was withdrawn from YouTube, Greenpeace posted it on Vimeo, another social media site, where it had 78,500 views within hours; it reappeared on YouTube on March 21 and had been viewed 180,000 times overall.

The challenge for José Lopez, a senior operations manager, and his team was twofold. They had to limit the immediate damage. And in the longer term, Nestle needed to address the palm oil sourcing issue and turn the reputational risk into an opportunity.

### The strategy

Instead of trying to control social media conversations, Lopez's team had within two months adapted its approach.

First, to deal with the short-term damage, Nestle suspended sourcing from Sinar Mas, and the company held meetings with Greenpeace in which it provided details of its palm oil supply chains.



The retailer's Chosen by You range forms part of Asda's strategy to differentiate itself from other supermarkets in areas not directly related to price. The company believes that customer endorsements will prove persuasive in influencing buying decisions by other consumers, generating real value for the business.

Moving away from brands, social media has also become the channel of choice in terms of event marketing. Looking at major sporting event, for instance, it is not difficult to see why fans would choose to engage through social networks.

These networks, after all, represent a valuable source of real time information about such events. They can also function as a back channel, providing information on athletes/players not available elsewhere and can even provide an opportunity for fans to engage directly with their sporting heroes. Naturally, enough this creates a truly fertile environment within which to sell event tickets.

If we take Facebook as an example, its promoted post or boosted status mechanic allows any marketer to directly track small incremental levels of investment in line with ticket sales. If just US\$100 is spent promoting a link to a booking page and that is seen by 20,000 people, then that results in just 50 of those people buying two thirty dollar tickets, that's US\$3,000 gross income. Even if the margin on the tickets is just 10%, that would still represent a three to one ROI.

In order for social media to clearly establish its role within the marketing mix then, ultimately, it will have to demonstrate its ability to drive sales. Sometimes social media will directly result in a transaction, at other times it may only be a contributory factor in a purchase decision. At least part of the beauty of the Internet, however, lies in its ability to deliver detailed data. Whenever

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### Contacts

#### Macao

Tel: (853) 8798 9675

Email: [miecf@koelnmesse.com.hk](mailto:miecf@koelnmesse.com.hk)

#### Hong Kong

Tel: (852) 2511 8112

Email: [miecf@koelnmesse.com.hk](mailto:miecf@koelnmesse.com.hk)

#### Singapore & rest of the world

Tel: (65) 6500 6742

Email: [miecf@koelnmesse.com.sg](mailto:miecf@koelnmesse.com.sg)



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**在** 社交媒體出現前，電視是向消費者播放廣告的最有效渠道。谷歌（Google）進行的一項調查顯示，現時，超過80%的觀眾在收看電視節目時，會同時使用智能手機、平板電腦或筆記本電腦。由此可見，商家可有多種新渠道吸引顧客注意，當中社交媒體最為瞩目。

不過，通過社交媒體促銷亦有不足之處，就是消費者想購物時不會開啟社交媒體網站。互聯網有眾多專門的購物網站，方便消費者購買所需的物品。若消費者仍在考慮階段，多數會尋找網上評語和消費者評論，很少會在社交網絡徵求意見。

儘管如此，朋友或信任人士所推薦的物品，往往會引起人們的購買意欲，而社交媒體也能發揮這種作用。社交網絡為產品提供最初的曝光機會，是引起消費者注意的第一步。假如銷售商能好好利用社交網站，就較易吸引消費者購買其產品。

此外，社交媒體亦能發揮集思廣益之效。消費者可以從網友中得知產品趨勢。如果在社交媒體中看見很多與我們相似的人喜歡某種東西，我們也有理由認為我們也可能會喜歡這種東西。同樣地，記者、名人和意見領袖對產品的稱許，也會影響我們的消費行為。在歐洲及美國，社交媒體對產品銷路的影響日益明顯。

特別值得注意的是，時裝品牌在社交媒體上投入大量資源，進行市場推廣。以環球時裝零售商H&M為例，已率先使用Google+社交網站，並累積了300多萬名網上追隨者。

H&M加入Google+社交網站，是希望與顧客一起，互相討論及分享對最新時裝的意見。該公司在Google+上張貼短片及照片，宣傳最新時裝系列，顯示人們穿上H&M時裝的模樣，並有交易網站連結，方便瀏覽者購買照片中的時裝。

H&M摒棄傳統的網上購物模式，反而在其Google+網頁提供專為這個社交網站而度身訂造的內容，其中包括獨家時裝預覽，以及時裝表演的幕後花絮短片和照片。H&M把Google的每次點擊付費廣告服務AdWords與其社交網頁結合起來，令點擊率提升了22%。

Burberry是另一個率先利用社交媒體的時裝品牌。該公司指出，2012年，公司網站30%的瀏覽量來自Facebook。該公司亦通過Google+宣傳產品，其中最新的社交媒體市場推廣活動大受注目。

## 應對社交媒體上的抨擊

Aileen Ionescu-Somers博士及Albrecht Enders教授分析雀巢公司如何應付抵制旗下品牌Kit Kat的活動

2010年3月17日，環保團體綠色和平於社交媒體上，發動了一輪針對雀巢旗下Kit Kat品牌的攻擊。他們上載了一段諷刺Kit Kat廣告口號「輕鬆一刻，奇巧時刻」的短片至YouTube，強調生產棕櫚油時要砍伐大片不可持續發展的森林，而瑞士食品集團雀巢正是利用這類棕櫚油來生產Kit Kat等產品。

綠色和平發現，雀巢所用的棕櫚油購自印尼供應商金光集團（Sinar Mas），正正是該環保團體之前宣稱違法濫砍熱帶雨林的企業。然而雀巢表示，其品牌只消耗了全球0.7%的棕櫚油產量。

短片描述一名百無聊賴的辦公室員工想吃Kit Kat朱古力，不料該條朱古力實為一隻血淋淋的猩猩手指，而猩猩正是棕櫚油產業砍伐雨林的眾多受害者之一。

這項Burberry Kisses推廣活動讓用戶通過手機或網絡鏡頭，向世界任何人送上唇印。用戶只需在手機屏幕印上唇印，便會自動變為數碼唇印，並可選擇唇膏顏色（當然是從Burberry系列中選取），把唇印連同信息一同傳送給親友。用戶更可通過Google Earth查看唇印傳送到目的地的過程。

在10日內，全球各地超過13,000個城市共25萬名民眾參與這項活動，向親友傳送唇印。現時，Burberry的市場推廣預算有超過一半用於數碼推廣領域。

Burberry表示，上述策略已見成效。自社交及數碼媒體成為市場推廣策略的核心後，該公司的營業額增加逾倍，公司股價也上升了近300%。Burberry行政總裁Angela Ahrendts表示，很多品牌如柯達（Kodak）未能追上數碼時代的步伐，結果被市場淘汰，因此該公司改變市場推廣策略。

除了時裝及奢侈品品牌外，餐廳食肆也積極發掘社交媒體提供的創新營銷機會，無論大型的國際連鎖餐廳還是小型的獨立經營食肆，爭相採用社交媒體進行宣傳推廣活動，爭取更多食客光顧，其中最簡單的推廣方法，就是通過數碼渠道向目標客戶提供優惠券，無需再在報刊刊登，因此可節省成本。

汽車業也廣泛利用社交媒體促銷汽車。福特（Ford）推出APIs設計應用程式，車主可設計智能手機應用程式，融入福特汽車的系統內。

在執行市場推廣策略及衡量真實的投資回報時，零售業較其他行業更加小心謹慎。英國大型超市連鎖店Asda在其銷售點（POS）推廣活動中，融入了數碼市場推廣活動，正好說明社交媒體的效用及其流程度。

這家以約克郡為基地的零售商，邀請顧客利用井號標籤「#Chosenbyme」在社交網站撰寫產品評論，最佳的評論會在店內張貼及印在包裝袋的貼紙上。

Asda社交媒體主管Dom Burch解釋上述推廣策略時表示：「一名來自彼得伯勒的顧客在社交網站上讚揚本公司的青檸檸檬餅，他的言論較我們自己主動宣傳更加令人信服。」

此外，Asda推出了Chosen by You系列產品，藉此在同業中突圍而出，而這個策略並非直接與價格有關。該公司認為，顧客的支持對其他顧客的購物決定很具影響力，從而為公司產生真正價值。

## 挑戰

雀巢最初以侵犯版權為由，迫令YouTube抽起有關短片。然而，此舉卻引發人們利用社交媒體，對其作出猛烈的抨擊。舉例說，雀巢要脅會移除其主頁上所有把Kit Kat標誌改成「殺手」（Killer）的留言，因而觸怒了不少Facebook用戶。

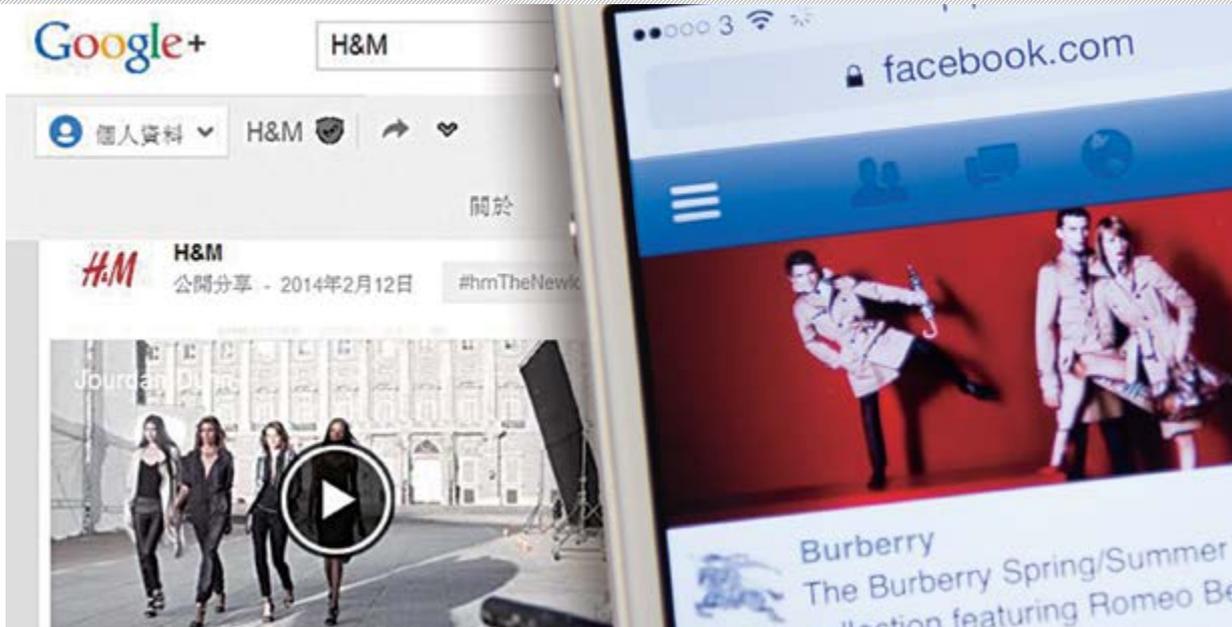
群眾對雀巢品牌的不滿，很快就引來全球主流媒體大肆報道。

YouTube抽起短片後，綠色和平將之上載至另一社交媒體網站Vimeo，短短數小時的點擊率已高達78,500次。同年的3月21日，它重新出現在YouTube，總共獲180,000人次觀看。

對資深營運經理Jos Lopez及其團隊來說，這次雀巢要面對的是一項雙重的挑戰。他們不單要減低對品牌形象的即時損害，長遠來說更要處理棕櫚油的採購問題，將是次的商譽風險轉化為機。

## 策略

與其花時間管制社交媒體上的言論，Lopez團隊在兩個月內制訂了應變方案。



除了品牌外，體育盛事也可選用社交媒體作為市場推廣工具，運動迷都會積極通過社交網站參與體育盛事。

畢竟，社交網絡可以提供體育盛事的即時資訊及運動員的背景資料，也可讓支持者直接與體育明星聯繫。毋庸置疑，主辦機構也可利用這個有利環境促銷入場門票。

以Facebook為例，其推廣貼文功能讓營銷人員以小量投資來推動門票銷情。如投資100美元推廣一個預訂門票網站連結，其後有20,000人看到，結果當中只50人各自購買兩張價值30美元的門票，即有3,000美元淨收入。縱使每張門票的邊際利潤只有10%，投資回報亦達三比一。

社交媒體必須證明有能力提高銷路，才可在市場推廣中佔一席位。社交媒體可以直接促成交易，但有時只是影響購物決定的其中一個因素。儘管如此，互聯網至少有一項好處，就是可以提供詳盡的資料。社交媒體直接促成的交易，均可被監察和計量，藉此準確計算出投資回報。

Mozilla Foundation基金是一家非牟利機構，旨在促進互聯網的開放程度、創新程度及參與程度，主席Mitch Kapor認為，從

互聯網獲取資訊，就好像打開消防栓喝水一樣，資訊源源不絕。

更加重要的挑戰是評估社交媒體對銷路的間接影響。Google的購物行為調查《Zero Moment Of Truth》指出，在作出購物決定前，消費者平均會參考10個資訊來源。

在這些資訊來源中，一些可能通過社交網站瀏覽。不過，除非這些來源是最重要的，並且附上連結，否則對消費者購物決定的直接影響有限。時下年輕人瀏覽社交網絡的時間較收看电视節目為多，因此，零售商若能善用社交媒體，肯定對產品銷路有利。

Rob Brown 是英國特許公共關係研究所社交媒體委員會的創會主席，也是《Share This》及《Share This Too》這兩本社交媒體解決方案指南的合著者。他亦是香港貿發局經貿研究的特約記者。承蒙香港貿發局經貿研究同意轉載 ([www.hktcd.com/Research](http://www.hktcd.com/Research))

首先，為了減低對企業信譽的短期損害，雀巢決定暫停向金光集團購入原材料，並與綠色和平會晤，提供其棕櫚油供應鏈的詳情。

長遠方面，雀巢亦物色了可靠的業外夥伴，以核證其棕櫚油供應商的可持續性。

公司選擇了與非牟利機構The Forest Trust (TFT) 合作，以助他們聯繫綠色和平，以及審查其原料供應商。

2010年5月，雀巢加入了「可持續棕櫚油圓桌倡議組織」(RSPO)，與其他企業和團體攜手合作，致力打擊無法持續的棕櫚油生產。

一年後，雀巢亦改變了其市場推廣和傳訊策略，聘請了Pete Blackshaw擔任數碼及社交媒體環球主管，寄望這位新成員可為公司帶來耳目一新的想法。

## 結果

2012年年初，Blackshaw成立了「數碼促進小組」，作為雀巢24小時全天候監察社交媒體的措施之一。小組一旦發現問題，傳訊部就會協調公司與相關方之間的溝通，例如供應商、

運動發起人、政府和消費者。此外，全球各地的行政人員均會遠赴瑞士雀巢總部的數碼促進小組中心考察，了解社交媒體傳訊及數碼營銷的管理。

Blackshaw表示：「就社交媒體而言，衡量成功的最佳標準也許是沉默無聲。」

在採購議題上，雀巢的目標是到了2015年，只採用經認證為可持續發展的棕櫚油。

## 教訓

在可持續發展的議題上展示領導力，已成為企業不可或缺的策略。當有關可持續發展的評論能夠於一夜間在全球瘋傳，其所帶來的潛在風險可以極高。

雀巢發現，與批評者密切溝通，並釋除他們的部分疑慮，比嘗試封鎖社交媒體上的討論更為有效。

Aileen Ionescu-Somers博士為瑞士洛桑國際管理學院 (IMD) 的全球持續領導力中心學習平台總監；Albrecht Enders為該學院的策略及創新教授，亦是其高級策略管理課程的總監。

With a focus on the longer term, Nestle sought a credible external partner to certify the sustainability of its palm oil suppliers.

The company chose the Forest Trust, a non-profit organisation that helped the company when it came to liaising with Greenpeace as well as helping Nestle to audit its suppliers.

In May 2010, Nestle also joined the Roundtable on Sustainable Palm Oil, a partnership of companies and other parties aimed at eliminating unsustainable production.

A year later Nestle had also changed its marketing and communications strategy by hiring Pete Blackshaw for the new post of global head of digital and social media. Blackshaw, a newcomer to Nestle, was recruited to help provide a fresh perspective.

#### The results

By early 2012, Mr Blackshaw had set up a "digital acceleration team" as part of Nestle's efforts to monitor social media sentiment 24 hours a day. When the team sees problems, the communications unit co-ordinates the company's engagement with the relevant parties, such as suppliers, campaigners, governments and consumers. In addition, Nestle executives from across the globe visit the digital acceleration team centre at the headquarters in Switzerland, to learn about managing social media communications and digital marketing.

"On social media," Blackshaw says, "perhaps the best measure of success is the resounding sound of silence."

On the issue of sourcing, Nestle now has a goal of using only palm oil certified as sustainable by 2015.

#### The lessons

Showing leadership on sustainability is becoming a business imperative. A sustainability risk is potentially big when the whole world can find out about it overnight.

Nestle discovered that engaging with its critics and addressing some of their concerns was more effective than trying to shut down discussion on social media.

*Dr Aileen Ionescu-Somers is the director of IMD's Global Center for Sustainability Leadership (CSL) Learning Platform. Albrecht Enders is Professor of Strategy and Innovation at IMD, where he directs the Advanced Strategic Management (ASM) programme.*

### Join the Chamber's Social Media Networks 歡迎加入總商會的社交媒體網絡



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social media directly leads to a transaction, it can be monitored and evaluated, allowing the return on investment to be measured with great accuracy.

Sometimes, however, in the words of Mitch Kapor, the First Chair of the Mozilla Foundation (a non-profit organisation promoting "openness, innovation and participation on the Internet") "getting information off the Internet is like taking a drink from a fire hydrant."

The far greater challenge will be assessing the impact of social media's indirect effect on sales. This will require a leap of faith. Google's study of purchase behaviour, Zero Moment Of Truth, maintains that, on average, people consult 10 sources before making a purchase decision.

While some of those sources may be accessed through social channels, unless they are the last in the chain and come with a link, the direct effect won't be clearly apparent. In an age where young people spend more time accessing social networks than they do watching television, one thing that is apparent is that an effective social media presence can only have a positive impact on sales. 🌸

Rob Brown is the Founding Chair of the Social Media Panel of the Chartered Institute of Public Relations (UK) and co-author of Share This and Share This Too, two guides to social media solutions. He is also the special correspondent of HKTDC Research. Courtesy of HKTDC Research ([www.hktdc.com/Research](http://www.hktdc.com/Research))

# 遵從 《消除性傾向歧視僱傭實務守則》 共建無歧視工作間

*Adopt the Code of Practice against  
Discrimination in Employment  
on the Ground of Sexual Orientation  
Create a Discrimination-Free Workplace*



《消除性傾向歧視僱傭實務守則》由香港特別行政區政府編製，旨在協助僱傭雙方自我規管，以消除僱傭範疇中的歧視措施和行為，並促進人人無分性傾向而享有平等的就業機會。《守則》全文可於 [http://www.cmab.gov.hk/tc/issues/code\\_of\\_practice.htm](http://www.cmab.gov.hk/tc/issues/code_of_practice.htm) 下載。

The Code of Practice against Discrimination in Employment on the Ground of Sexual Orientation, issued by the HKSAR Government, is to facilitate self-regulation on the part of employers and employees in eliminating discriminatory practices in employment. It seeks to promote equal employment opportunities among all persons - irrespective of their sexual orientation. The full text of the Code can be downloaded from [http://www.cmab.gov.hk/en/issues/code\\_of\\_practice.htm](http://www.cmab.gov.hk/en/issues/code_of_practice.htm).

政制及內地事務局

Constitutional and Mainland Affairs Bureau

如貴機構希望為促進不同性傾向人士的平等就業機會出一分力，請承諾遵從《守則》所建議的良好常規。有興趣成為支持採納《守則》的機構可致電2810 3205或電郵至 [gisou@cmab.gov.hk](mailto:gisou@cmab.gov.hk)。

If your organisation wishes to play a role in promoting equal employment opportunities on the ground of sexual orientation, please pledge to follow the good practices recommended in the Code. Organisations interested in becoming a supporting organisation can call 2810 3205 or send an email to [gisou@cmab.gov.hk](mailto:gisou@cmab.gov.hk).



David O'Rear is the Chamber's Chief Economist.  
He can be reached at david@chamber.org.hk  
香港總商會首席經濟師 歐大衛, 電郵: david@chamber.org.hk.

# The Domestic Economy

## 本地經濟

By David O'Rear 歐大衛

Hong Kong welcomed 5.7 million more visitors in 2013 than it did in the previous year, an increase of 11.7%. As might be expected, that neatly matches the 11% rise in retail spending. The first graph shows exactly how closely: over one, three or even five years, the growth in tourism has neatly matched – i.e., driven – that of retail sales. The same is not true for restaurant revenues.

And, lest we forget, our tourists are primarily visitors from across the boundary. Make that “overwhelmingly,” as in 75% and rapidly rising. That’s up from 60% in 2009 and just 40% back in 2002. The second graph illustrates the important role Mainlanders play in our tourism economy.

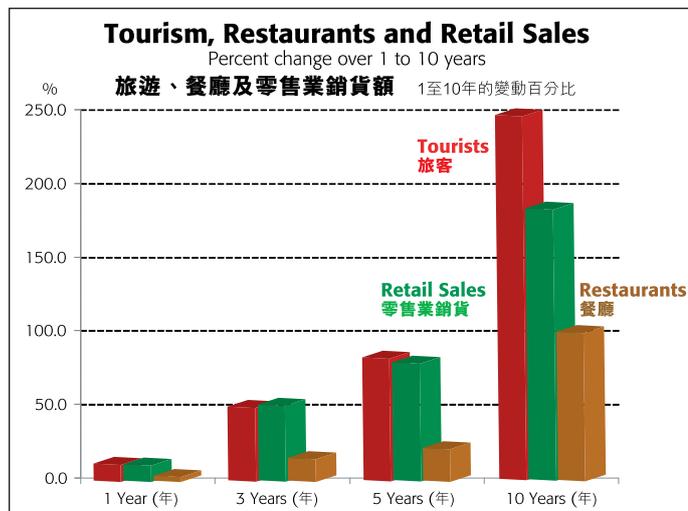
Interestingly, retailers have not been able to cash in on the boom in tourism. Retail sales are rising strongly, to be sure, but prices are not keeping pace with overall inflation, wages or the landlord’s vision of what that space is really worth. The third graph highlights the difference in pricing power between restaurants and other retail outlets. Bear in mind that these are based on fairly small sample sizes as compared to the usual CPI inflation measure. Still, the pattern is attention-grabbing.

The other major component of our domestic economy is construction, which is always a mixed bag of residential, infrastructure, office and retail space. By the broadest measure, private construction projects were off more than 13% in the third quarter (more complete data is pending) while public works were up 10%. That’s been the pattern for more than a year, and is unlikely to change as long as government projects absorb large amounts of labour.

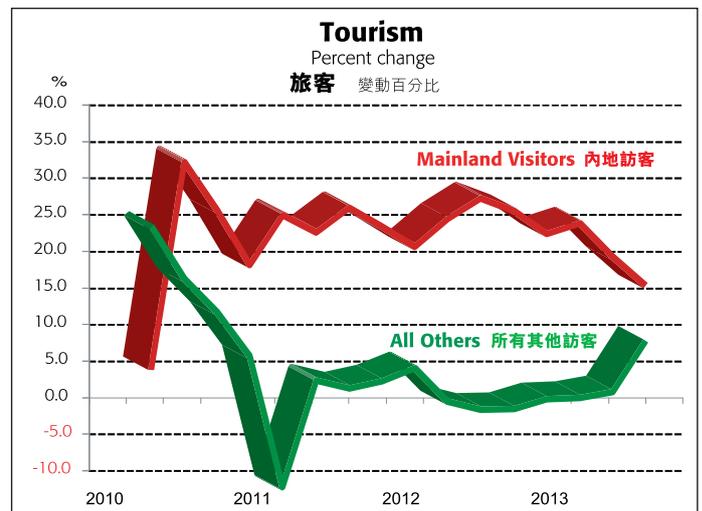
In the financial sphere the variety of products and services is simply too broad to do it justice in this space. Suffice to say double-digit growth in lending by financial institutions is not the norm in Europe, America, Japan or other advanced economies, and therefore a sign of strength. By significant sector, lending for domestic use was strongest in the personal residential property segment, followed by wholesale and retail trade, air transport and property development.

Hong Kong’s domestic economy is quite disconnected from the ebbs and flows of global trade and to a lesser extent, finance. When we consider the turmoil of recent years, that is a point very strongly in our favour.✿

Graph 圖一



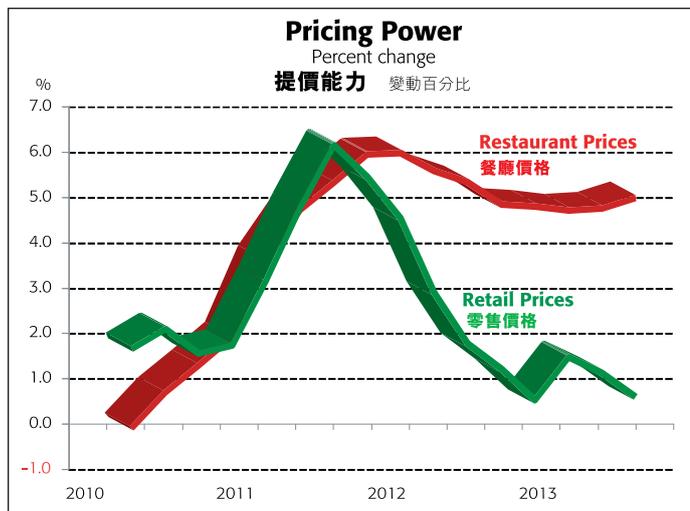
Graph 圖二



“ Hong Kong's domestic economy is quite disconnected from the ebbs and flows of global trade and to a lesser extent, finance. 全球貿易的高低起落對香港本地經濟影響不大，而對金融的影響則較大。

”

Graph 圖三



訪 港旅客人數在2013年增加了570萬人，按年上升11.7%；如預期一樣，這正好呼應零售支出所錄得的11%增幅。圖一清楚顯示，在一年、三年甚或是五年間，旅遊業的增長如何緊密呼應，也就是推動零售業銷售額的增長，但餐飲業的收入則不然。

值得注意的是，訪港的旅客主要來自內地。他們所佔的比率正急速上升，從2002年只有40%，上升至2009年的60%，再增加至現在高達75%。圖二說明了內地人在本地旅遊經濟中所扮演的重要角色。

有趣的是，零售商未能趁著旅遊業暢旺之勢而獲利。無疑，零售業銷售額正錄得強勁的增長，但價格卻跟不上整體通脹、工資，或業主對空間的定價。圖三凸顯出餐廳與其他零售商舖在提價能力方面的差異。要謹記的是，與慣常以消費物價指數作為量度通脹的方式相比，有關比較以相對較少的樣本數目為基礎。然而，結果仍引人注目。

本地經濟另一要素是建造業，涵蓋住宅、基建、寫字樓和零售空間。以最廣義的方式計算，私人建築項目在第三季減少逾13%（有待更完整的數據），公共工程則增加10%。這個趨勢已維持超過一年，只要政府項目繼續吸納大量勞工，有關情況不大可能逆轉。

金融方面，各式各樣的產品和服務，實在多不勝數。然而，金融機構出現雙位數字的借貸增長，在歐美、日本或其他先進經濟體已不常見，這個現象足以說明一切，是實力的象徵。按重要界別劃分，住宅貸款在私人住宅物業部分中表現最強，其次為批發及零售貿易、航空運輸及物業發展。

全球貿易的高低起落對香港本地經濟影響不大，而對金融的影響則較大。考慮到近年的亂局，這一點對我們極為有利。✿

Many international companies choose to set up their regional headquarters in Hong Kong because we are one of the world's leading financial and business hubs. Their decision also takes into consideration the rule of law, stable environment, flexible labour force and free-market economy principles on which Hong Kong has thrived.

Hong Kong is known the world over as the place that gets things done, with our flexibility and innovation, but businesses are increasingly being constrained, and Hong Kong's competitiveness affected, by the introduction of new legislation.

The debate on legislating standard working hours has caused a lot of concern among the business community. The Chamber opposes legislating standard working hours, because we believe it will not alleviate the problem of excessively long working hours, and risks lowering the flexibility of the labour market, as well as constraining Hong Kong's competitiveness and economic development.

The Chamber's CEO Shirley Yuen, Representative on the Labour Advisory Board Emil Yu, and representatives from various business sectors, attended a consultation forum organized by the Standard Working Hours Committee recently and expressed opposition to legislating standard working hours.

The issue of long working hours is due to the severe labour shortage, and the solution to that problem is increasing our labour force. According to Government statistics released in February, Hong Kong's unemployment rate stood at 3.1% in the November 2013 to January 2014 quarter, down slightly on the previous quarter, while underemployment also fell to 1.3%. The unemployment rate has been declining gradually for over a decade, and if current trends continue, it will fall below the 3% threshold for the first time since 1997.

Despite unemployment falling, the job vacancies have been rapidly increasing for over a decade, except for a slight change in direction in 2008 due to the financial crisis. To put it in numbers, in December 2002, the number of job vacancies stood at 16,216, according to figures compiled by the Census and Statistics Department. This number had more than doubled to 36,507 by December 2007, and has continued to rise to 78,299 in September 2013.

These data clearly show Hong Kong is suffering from a severe labour shortage, and stipulating standard working hours will only make it more difficult for companies to survive. Moreover, overseas' experience shows that standard working hours generally forces employers to hire more part-time or casual employees, which will fragment jobs and exacerbate underemployment.



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Legislating Standard Working Hours will  
Undermine Hong Kong's Competitiveness  
標準工時立法將動搖香港競爭力



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We support the policy objectives that standard working hours proponents are trying to achieve, but we do not believe that introducing legislation for standard working hours will solve the issue of long working hours. With Hong Kong's robust economy and acute labour shortage, legislating standard working hours will stretch our labour market even more thinly, push up wages and increase SMEs' operating costs.

The Government should uphold the free-market economy principles on which Hong Kong has thrived. Rather than standardizing working hours through legislation, employers and employees should draw up contracts based on the demands of work in individual sectors, stipulating job requirements, duties, working hours and arrangements for over-time pay.

Legislation is a blunt instrument. Appropriate regulation can help steer timely adjustments to cope with the changing economic landscape. However, over-regulation will constrain the flexibility of the market to adapt to different economic situations.

When the economy goes south and businesses need to look for ways to cut costs, companies will have little choice but to cut headcount if other means of adjustments are no longer available due to the need to comply with standard hours legislation. The risk of pushing up unemployment becomes much higher and the most vulnerable are the low-skilled and low productivity workers.

On protecting our grassroots workforce, our representative on the Labour Advisory Board Emil Yu explained that since the introduction of the Statutory

Minimum Wage, low-income workers' wages are calculated based on the number of hours worked, and their right to overtime pay is protected under the minimum wage law. The impact of standard working hours will have far-reaching consequences for both low-income employees and the entire workforce.

The 300,000-odd SMEs in Hong Kong currently account for more than 98% of local businesses, and they hire about 1.2 million employees. With small companies already struggling to cope with talent loss, increasing costs and cash-flow constraints, standard working hours legislation will deliver a double blow to SMEs.

The damage that legislating standard working hours would inflict on our economy cannot be ignored. The Government's Population Policy consultation paper points to the expectation of a decline in the labour force from as early as 2018, further exacerbating the situation. By simple calculations, a smaller labour force working the same number of hours reduces the pace at which our economy can grow. As the number of workers available shrinks, we can either work longer hours or accept slower growth.

Slower growth is not a viable option for Hong Kong. As popular demand for increased Government services, better education and more widely available cutting-edge healthcare grow, we need to grow faster, not slower. We need to generate more economic activity, not less. We need to fine tune our competitive advantages so that larger profits and higher salaries will be generated, thereby increasing and broadening our fiscal income. ❀

YCIS students are equipped with skills and abilities that will help them meet the challenges and opportunities of the 21st century

A child-centred approach to learning views children as active participants who are capable and competent learners



At YCIS, students are encouraged to learn how to learn



# An Early Child-Centred Approach is Essential for Future Success

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

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

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

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

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

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

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

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



The damage that legislating standard working hours would inflict on our economy cannot be ignored. The Government's Population Policy consultation paper points to the expectation of a decline in the labour force from as early as 2018, further exacerbating the situation.

規管標準工時對經濟所造成的損害不容忽視。政府的人口政策諮詢文件預期，勞動力將於2018年起下降，令情況進一步惡化。

**許**多國際企業都選擇在港設立地區總部，除了因為香港是全球領先的金融及商業樞紐之一，他們還考慮到這裡的法治、穩定的環境、靈活的勞動力，以及自由經濟原則，而這些都是香港一直賴以成功的因素。

香港素以靈活、創新和高效的處事方式見稱，但隨著新法例的引入，企業正日漸備受限制，而本港競爭力亦受到影響。

標準工時立法的討論已引起了商界的密切關注。總商會反對立法規管工時，認為這無助工時過長的問題，更會削弱勞動市場的靈活性，動搖香港競爭力，窒礙經濟發展。

總商會總裁袁莎妮近日聯同勞工顧問委員會本會代表于健安，以及來自不同工種的企業會員代表，出席標準工時委員會諮詢會，表達反對立法規管標準工時的意見。

工時過長是因為勞工嚴重短缺，要解決問題，就應該增加勞動力。根據政府2月公布的數據，本港在2013年11月至2014年1月的季度失業率維持3.1%，較上一季稍微下跌，而就業不足率則跌至1.3%。過去十多年，失業率一直逐步下降，假如當前的趨勢持續，有關比率將會自1997年以來首次跌破3%。

儘管失業率下跌，但職位空缺卻在過去十多年一直迅速增加，除了在2008年，金融危機導致升勢略為回落。政府統計處的數據顯示，2002年12月的職位空缺數目為16,216個。有關數字於2007年12月急增逾一倍至36,507個，並持續攀升至2013年9月的78,299個。

這些數據清楚反映本港勞工極度短缺，再訂立標準工時只會令企業更難聘請員工。外國經驗亦說明，標準工時普遍會使僱主改聘兼職或散工，導致工作零散化和加劇就業不足。

我們支持標準工時倡議者試圖實現的政策目標，但認為標準工時立法將無助解決工時過長的問題。現時本港經濟繁盛，勞動力極度短缺，一旦規管工時，劃一標準，定必令勞動市場更

為緊張，繼而推高薪酬，令中小企經營成本上升，百上加斤。

香港一直奉行自由市場經濟原則，實應由僱主和僱員按個別工作需要訂定合約，說明工作要求、需要、工時長短，以及超時工作的補貼安排，而不是劃一立法規定標準工時。

立法向來是魯鈍的工具。適當的規管，有助市場及時因應經濟環境作出應變，但過多不必要的法規，卻會限制了市場適應不同經濟情況的靈活性。

當經濟轉壞，企業一方面要設法降低成本，一方面要遵循標準工時法例，而無法採取其他應變措施，他們就別無選擇，只得減少人手。此舉或會大大推高失業率，而低技術、低生產力的員工將會受到最大影響。

對於保障基層勞工，我們的勞顧會代表于健安指出，訂立最低工資之後，低收入人士按工作時間計算薪酬，超時工作已有保障。不過，標準工時不但涉及低收入員工，更影響整體勞動力，影響深遠。

香港有逾30萬家中小企，佔企業總數98%以上，僱員人數超過120萬。中小企在面對人才流失、成本增加和資金短缺等問題下，若就標準工時立法，只會令他們雪上加霜。

規管標準工時對經濟所造成的損害不容忽視。政府的人口政策諮詢文件預期，勞動力將於2018年起下降，令情況進一步惡化。透過簡單的運算已可得知，在勞動力減少、但工作時數不變的情況下，我們的經濟增長速度定必減慢。隨著勞工供應收縮，我們要不延長工時，要不接受增長放緩。

對香港來說，增長放緩並非可行的選擇。隨著市民對政府服務、更優質教育，以及更廣泛的先進醫療服務的需求不斷增加，我們的增長必須加快，不能減慢。我們需要創造更多經濟活動，而非背道而馳。我們要調節自身的競爭優勢，以帶來更多的盈利、更高的工資，從而增加和擴大我們的財務收入。✿

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# Waste Charging

## 廢物收費

Charging people for the amount of waste they produce makes sense, but comprehensive recycling facilities need to be in place to encourage behavioural change

廢物按量收費制度合理可行，但當局需要推出全面的回收設施，以鼓勵全民改變行為習慣

Every day, over 13,000 tonnes of refuse is dumped in our three nearly saturated landfills, 67% of which is municipal solid waste (MSW) generated by businesses and households. Without any other large-scale waste disposal option, this is obviously unsustainable.

Hong Kong's waste disposal challenge is more acute than in other major cities around the world, due to our high population density and residents' wasteful habits. Every day, each person in Hong Kong generates an average of 1.36 kg of domestic waste, which is substantially higher than Taipei (1.00 kg), Seoul (0.95 kg) and Tokyo (0.77 kg) – all of which have implemented waste charging measures

Hong Kong urgently needs to build large-scale waste treatment facilities to cope with the amount of MSW produced, but reaching a consensus on how and where these should be built will take some time. The only option that the majority of the community seems to support is reducing waste at source.

### Changing behaviour by charging

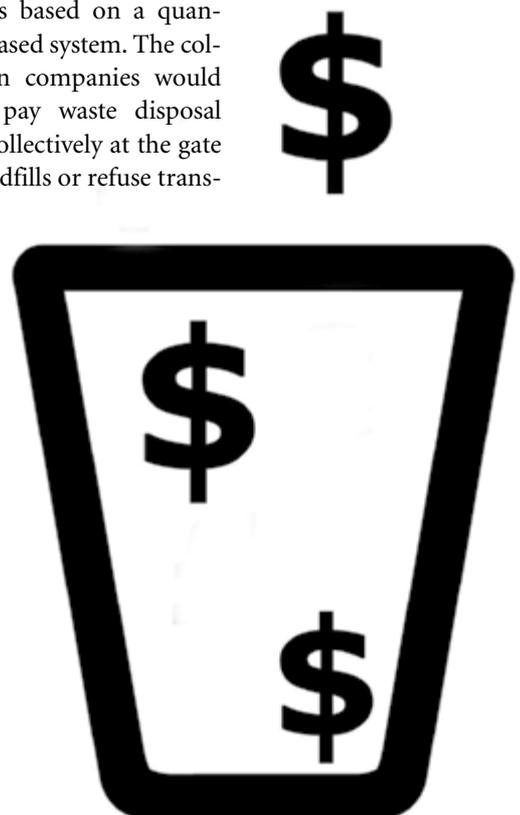
The HKSAR Government has laid out targets to reduce MSW by 20% and 40% in 2017 and 2022, respectively. It also aims to increase the waste recycling rate from 48% in 2011 to 55% by 2022. Charging has been proven to be an effective tool for encouraging people to change their habits, especially for waste prevention, reuse and recycling. However, the waste charging mechanism itself is a complicated and challenging issue. As it could give rise to many controversies and constraints, the Council for Sustainable Development has been soliciting views on how best to implement a waste charging scheme.

The Chamber has long been a supporter of the polluter-pays principle, and we believe that there has been emphatic discussion in relation to solid waste management in the community. The Government should start steps to implement a waste charging system in Hong

Kong, and the objective of waste charging – to reduce waste by discouraging wasteful habits and promoting the recycling industry – should be clearly spelled out to get everyone onboard.

### Recycling choice and support facilities

Most businesses in Hong Kong operate in high-rise commercial buildings, which employ private contractors to collect waste. Therefore, it would be feasible that these private waste collectors charge producers based on a quantity-based system. The collection companies would then pay waste disposal fees collectively at the gate of landfills or refuse trans-





fer stations. The Chamber recommends that the Government should engage building owners and property management companies to develop a flexible and easy system to administer waste collection mechanisms.

As the idea of a waste charging system is to encourage behavioural change rather than increasing Government income, people must be given the choice to recycle more of their waste. Therefore, the Government has the responsibility to provide sufficient outlets for the collection of recyclable waste. It also must develop infrastructure and specific facilities in various districts to support the ensuing increases in waste being recycled. Businesses also need a clear picture of the charging schemes and options so that they can plan accordingly.

Convenient facilities for the collection and recycling of waste also need to be established to allow people to reduce their overall waste charges – particularly for paper, bottles and cans – and encourage good practices.

Putrescible waste – mainly organic and food waste – is more difficult to deal with, so requires a targeted approach. In essence, support facilities for collecting food waste, such as setting up digesters among a cluster of eateries and restaurants and organic waste processing facilities, would be needed before a charge system could be imposed.

Businesses will also need clear guidelines on separating out dry and wet waste for appropriate recovery or recycling to minimize paying waste charges as well as diverting waste from landfills.

### Sustainable recycling industry

The experience of other countries confirms that financial support is necessary to help private recycling companies reach a financially sustainable critical mass.

Currently, the Government subsidizes the management of MSW, so the subsidies could be rechanneled to managing recyclables. With proper incentives, the Government could, over time, facilitate the development of a robust and financially viable recycling sector.

According to HKGCC's Business Prospects Survey, conducted in November 2013, some 74.9% of members supported subsidizing the recycling industry. The Chamber therefore welcomes the \$1 billion Recycling Fund earmarked in the recent Policy Address, and calls for more details, particularly on finding market solutions for recycled products, to raise the effectiveness and sustainability of the recycling industry.

To develop scalable markets and end-user demand for recycled products – including building materials and compost – the Government should lead by example. It should incorporate green procurement policies into tendering exercises, and approve the use of new products containing recycled materials for Government projects. ❁

香港每天有逾13,000噸廢物被送往三個將近飽和的堆積區，當中67%是由企業和住戶產生的都市固體廢物。在缺乏其他大規模的廢物處置設施下，現時的做法顯然不能持續。

人煙稠密，加上市民的浪費習慣，令本港比全球其他主要城市在廢物處置問題上面對著更嚴峻的挑戰。本港平均家居廢物產量為每人每日1.36公斤，大幅高於已實施廢物收費措施的台北（1.00公斤）、首爾（0.95公斤）和東京（0.77公斤）。

香港急需興建大型廢物處理設施，以處理每日產生的大量都市固體廢物，但要就如何及何處興建有關設施達成共識，還需假以時日。如今唯一得到廣大市民支持的方案，似乎是引入垃圾收費制度，從源頭減廢。

#### 透過徵費改變行為

香港特區政府已訂下目標，預料在2017年和2022年或之前，分別減少20%和40%的都市固體廢物，並在2022年或之前把廢物回收率由2011年的48%提升至55%。都市固體廢物收費已被證實為有效的途徑，能夠在減少、重用和回收廢物方面，鼓勵市民改變習慣。然而，廢物收費機制本身是一項複雜、具有挑戰性的議題，或會引起許多爭議和限制，故此，可持續發展委員會已就推行廢物收費計劃的最佳模式收集意見。

總商會一直支持污者自付的原則，而社會大眾已就固體廢物管理展開明確的討論，政府應落實在香港開展廢物收費制度，並清楚說明推行廢物收費的目的，是要改變浪費的習慣和推動回收業，鼓勵全港市民參與減廢。

#### 回收選擇及支援設施

大部分本港企業都設於多層商業大廈內，這些大廈會聘用私營承辦商來收集廢物。因此，透過私人廢物收集商以按量收費的模式向生產者收費，再由廢物收集公司就運往堆填區或廢物轉運站的廢物繳付費用，是實際可行的方案。總商會建議政府與業主及物業管理公司，共同制訂一套靈活和簡易的廢物收集

機制。

由於廢物收費制度的目的是鼓勵改變行為，而非增加庫房收益，故此我們有權選擇是否回收廢物，而政府亦有責任提供足夠的網點，以收集可回收廢物。當局必須在各區發展基建及專用設施，以支援隨之而增加的回收廢物，企業也需清晰了解收費計劃和選擇權，從而妥善作出規劃。

當局亦需設立一些便利廢物收集和回收的設施，尤其是針對紙張、膠樽和鋁罐等的設施，鼓勵市民養成良好習慣，從而減少廢物收費方面的整體支出。

一些較難處理的易腐爛廢物，主要是有機廢物和廚餘，必須有針對性的處理方法。事實上，在實施收費制度之前，政府有需要提供收集廚餘的支援設施，例如在食肆和餐廳附近設置消化器和有機廢物處理設施。

當局也需就乾濕廢物分類，向商界提供明確的指引，以適當地收集或回收廢物，從而盡量減少廢物收費和運往堆填區的廢物。

#### 回收業的可持續發展

其他國家的經驗顯示，若要私營回收公司在財政上達致可持續發展，財政支援不可缺少。

現時，政府是以公帑資助市民處理棄置的都市固體廢物，而廢物徵費可將有關資助轉而應用於可回收廢物的管理上，並透過推行適當的措施，促進回收業的蓬勃發展和財政穩健。

根據總商會於2013年11月進行的年度「商業前景問卷調查」，約74.9%會員支持當局資助回收業。本會歡迎近日公布的《施政報告》中，預留10億元設立「回收基金」，並促請當局提供更多細節，特別是為回收產品尋求市場方案，以提高回收業的效益和促進可持續發展。

政府亦應以身作則，把綠色採購政策推展至招標工作，並在政府工程中批准使用含再造物料的新產品，從而為建築材料和堆肥等循環再造的產品，開發可擴展的市場及最終用戶的需求。



# 2014年3月開始實施

## 新《公司條例》

### Commencement of New Companies Ordinance in **March 2014**

方便營商  
Facilitate Business

加強企業管治  
Enhance Corporate  
Governance

確保規管更  
為妥善  
Ensure Better  
Regulation

使公司法例現代化  
Modernise  
the Law

# The New Companies Ordinance

## 新《公司條例》

The new Companies Ordinance comes into effect on March 3, 2014. **Ada Chung & Karen Ho** highlight some of the major changes to the ordinance that companies should be aware of  
新《公司條例》於2014年3月3日生效。鍾麗玲及何劉家錦闡釋企業應留意的一些主要修訂

**T**he commencement of the new Companies Ordinance [Cap. 622] (the New Ordinance) on March 3, 2014, marks a new chapter in the company law of Hong Kong.

Comprising over 900 sections, the New Ordinance provides a modernised legal framework for the incorporation and operation of companies in Hong Kong, strengthens Hong Kong's status as a major international business and financial centre, and reinforces Hong Kong's competitiveness as a place to do business.

The New Ordinance, which was passed in July 2012, aims to achieve four main objectives, namely: enhancing corporate governance, facilitating business, ensuring better regulation and modernising Hong Kong's company law.

This article aims to highlight some of the major changes introduced by the New Ordinance to enhance corporate governance and modernise the law. The next article in this series, which will appear in the April *Bulletin*, will set out the major changes under other main objectives.

### ENHANCING CORPORATE GOVERNANCE

#### Strengthening the accountability of directors

There were provisions in the old law prohibiting all public companies, as well as private companies which are members of a group of companies of which a listed company is a member, from appointing a body corporate as their director. There was no restriction for other private companies. The New Ordinance requires, on top of these restrictions, that private companies must have at least one director who is an individual. To facilitate compliance, a six-month grace period from 3 March, 2014, is given for existing companies to comply with the new requirement.

Under the old Companies Ordinance, there are no provisions on directors' duty of care, skill and diligence. Further, the standard of the duty as adopted in the case law of Hong Kong, which focuses on the knowledge and

experience which a particular director possesses (the subjective test), is considered too lenient nowadays. In the light of overseas developments, the New Ordinance introduces a statutory statement to provide clear guidance to directors. The new provision stipulates that a director must exercise reasonable care, skill and diligence, and sets out a mixed objective and subjective test in the determination of the standard. The objective test looks at the general knowledge, skill and experience that may reasonably be expected of a person carrying out the functions of the director in question.

#### Enhancing shareholder engagement in the decision making process

To enhance the right of shareholders, the expenses of circulating members' statements or proposed resolutions for annual general meetings (AGMs), and members' statements relating to the proposed resolution or other business to be dealt with at AGMs, will be borne by the company if the required threshold for requests are met and the requests to circulate such documents are received in time for sending with the notice of the relevant meeting.

The threshold for demanding a poll is lowered from 10% to 5% of the total voting rights under the New Ordinance.

#### Improving the disclosure of corporate information

The New Ordinance requires public companies and companies not qualified for simplified reporting (details of simplified reporting will be given in the next article) to prepare a more comprehensive directors' report which includes an analytical and forward-looking "business review," whilst allowing private companies to opt out from the requirement by a special resolution. The review should contain, for example, information relating to environmental and employee matters that have a significant impact on the company. The new requirement is in line with the international trend on integrated reporting.



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### Modifying the “headcount test”

For a takeover offer or general offer to buy back shares, including a privatisation scheme, the “headcount test” is replaced by a new requirement that the number of votes cast against a resolution to approve the scheme must not be more than 10 percent of the votes attached to all disinterested shares.

### Fostering shareholder protection

To avoid potential conflict of interests, the old law prohibited a company from entering into loans or other similar transactions with a director. For a listed company or a private company that is within the same group as a listed company, the reference to “director” was extended to cover persons or corporations closely associated with a director. The New Ordinance expands the prohibition to cover a wider category of entities connected with a director. In the case of a “specified company”, i.e. a public company or a private company or company limited by guarantee that is a subsidiary of a public company, the prohibition also covers, among others, an adult child, a parent, a cohabitee, a minor child of the cohabitee and an associated body corporate.

To minimise the risk that a director may entrench himself in office, the New Ordinance also provides that the approval of members must be obtained for any contracts under which the guaranteed term of employment of a director with the company exceeds or may exceed 3 years.

### MODERNISING THE LAW

#### Rewriting the law in simple and plain language

The New Ordinance is written in simple and plain language. We have modernised the language and rearranged the sequence of some of the provisions in a more logical and user-friendly order, so as to make the New Ordinance more readable and comprehensible.

#### Abolishing the memorandum of association

The memorandum of association has been abolished for all companies. For existing companies, the conditions in the memorandum are deemed to be contained in the articles of association, except for conditions relating to authorised share capital and par value, which are regarded as deleted for all purposes. For companies

**新**《公司條例》（香港法例第622章）（下稱「新條例」）於2014年3月3日生效，為香港的公司法寫上新的一章。

新條例包含超過900項條文，為香港公司的註冊及運作提供了一個現代化的法律框架，鞏固香港作為主要國際商業和金融中心的地位，並提升香港作為營商地點的競爭力。

新條例於2012年7月通過，旨在達致四個主要目的，就是加強企業管治、方便營商、確保規管更為妥善，以及使公司法例現代化。

本文旨在闡述新條例在加強企業管治及使法例現代化方面，所作出的一些主要修改。《工商月刊》將於下期載錄本系列的下一篇文章，闡釋為達致其餘兩個主要目的有關修改。

## 加強企業管治

### 加強董事的問責性

舊法例禁止所有公眾公司及與上市公司屬同一集團的私人公司委任法人團體為董事，其他私人公司則無此限制。新條例規定，除以上限制之外，私人公司須有最少一名個人出任董事。原有公司會獲給予由 2014年3月3日起計6個月的寬限期，以遵

根據新條例，提出要求以投票方式進行表決的最低人數，由佔總表決權的10%下調至5%。

### 改善公司資料的披露

新條例規定，公眾公司及不符合擬備簡明報告（簡明報告的詳情將載於下一篇文章）資格的公司之董事報告，須包括一項具分析性及前瞻性的「業務審視」，以便披露例如對公司有重大影響的環境事務和僱員事務的資料。私人公司可藉特別決議，選擇不擬備業務審視。

### 修訂「人數驗證」

凡涉及收購要約或回購股份而作出的公開要約的計劃，包括私有化計劃，「人數驗證」的規定會被新規定所取代。新規定訂明，反對通過有關計劃的決議的票數，不得超過附於所有無利害關係股份的表決權的10%。

### 加強對股東的保障

為避免出現利益衝突，舊法例禁止公司貸款予董事或作出其他類似交易。就上市公司或與上市公司隸屬同一集團的私人公司而言，限制引伸至包括與董事有密切聯繫的人士或公司。



從這項新規定。

舊公司條例沒有關於董事須以謹慎、技巧及努力行事的條文。此外，香港普通法案例中所採納的主觀準則，即把重點放在董事本身具備的知識和經驗上，現今被視為過於寬鬆。參照海外的發展，新條例訂明董事須以合理水平的謹慎、技巧及努力行事，並就有關標準定出一套混合的客觀及主觀準則。客觀準則乃任何人在執行有關董事的職能時，可合理預期會具備的一般知識、技巧及經驗。

### 提高股東在決策過程中的參與程度

為加強股東的權利，成員就周年大會提出的決議，以及成員就周年大會上將會處理的決議或其他事務所作的陳述書，如公司及時收到足以令公司須傳閱該等文件的要求，使公司在發出有關大會的通知時可同時送交該等文件，則公司須承擔傳閱文件的費用。

新條例擴闊了相關限制，以涵蓋更多與董事有關連的實體。就公眾公司、附屬公眾公司的私人公司或擔保有限公司（即「指明公司」），禁止範圍涵蓋至成年子女、父母、同居者、同居者的未成年子女，以及有聯繫的法人團體。

新條例亦規定公司須獲成員的批准，才可訂立董事受僱於公司的保證年期超過或可超過三年的合約。

## 使法例現代化

### 以淺白的語文重寫法例

新條例以淺白的語文編寫。一些條文亦重新排列，使其先後次序更符合邏輯和便於使用，從而令新條例更易於閱讀和理解。

### 廢除組織章程大綱

新條例之下，所有公司的組織章程大綱已予廢除。載於原有

公司的章程大綱的條文（除了刪除關於法定股本及面值的條文外），會被視為公司章程細則的條文。根據新條例註冊成立的公司，只需提交法團成立表格及章程細則，後者須包括新條例所指明的條文，除此之外，公司可選擇採納所屬類別的章程細則範本的所有或任何條文。該等章程細則範本載於《公司（章程細則範本）公告》（第622H章）。

#### 廢除股份面值

為符合國際趨勢，新條例強制所有公司採用無面值股份制度。因此，「法定股本」、「股份溢價」及「面值」等相關的概念將不復存在。廢除面值概念簡化了會計記項，並且讓公司在改動股本結構方面有更大靈活性。

在新條例下，所有在廢除面值制度前發行的股份會被視為無面值，公司無需就此進行轉換程序。然而，個別公司仍可檢視本身的情況，以決定是否需要因應個別情況，對公司的文件作出特定的修訂，例如公司的章程文件、合約及信託契據。根據新條例，在2014年3月後發行的股票上不會再附有面值。

#### 簡化公司類別

新條例簡化可組成的公司類別。特別擔保有限公司，無論屬

which apply to be incorporated under the New Ordinance, they need to submit their incorporation form and articles of association only. In addition to the mandatory articles required for every company, companies may choose to adopt all or any of the provisions of the Model Articles prepared for the type of companies to which they belong. These Model Articles are set out in the Companies (Model Articles) Notice (Cap. 622H).

#### Abolishing par value

In line with international trends, the opportunity has been taken to migrate to a mandatory no-par regime for all companies. As a result, relevant concepts such as “authorised share capital,” “share premium” and “nominal value” no longer exist. Retiring the concept of par value simplifies accounting entries and gives companies greater flexibility in structuring their share capital.

The new law will deem all shares issued before the abolition to have no par value. There is no conversion process required for existing companies. Nonetheless, individual companies may wish to review their particular situation to determine if they need to introduce more specific changes to their documents having regard to their own unique circumstances, for example, the company’s constitutional documents, contracts and trust deed entered into by the company. Share certificates issued after March 2014 will bear no par value on the face of the certificates.

#### Streamlining the types of companies

The types of companies that can be formed under the New Ordinance are streamlined. In particular, compa-

私人或非私人性質，均被列作另一個公司類別。

在新條例下可組成的五類公司為：

- 公眾股份有限公司
- 私人股份有限公司
- 無股本的擔保有限公司
- 有股本的公眾無限公司，以及
- 有股本的私人無限公司

#### 釐清彌償董事的規則

為釐清有關法例，新條例訂明彌償董事的規則。除了某些法律責任及費用（如罰款及罰則）的例外情況外，公司可在符合指明條件下，就董事對第三者的法律責任提供彌償。

#### 實施新條例

為使大家作好準備，公司註冊處已發信予登記冊上逾100萬家公司，公布新條例的實施日期及概述主要的修改，並自2014年1月起設立熱線解答有關新條例的查詢。公司註冊處網頁（www.cr.gov.hk）內「新《公司條例》」一欄，亦載有新條例的資訊。我們的目標是希望所有相關人士能順利過渡至新制度。✿

nies limited by guarantee, whether private or non-private, are categorised as a separate type of companies.

The five types of companies that can be formed under the New Ordinance are:

- Public company limited by shares
- Private company limited by shares
- Company limited by guarantee without share capital
- Public unlimited company with share capital, and
- Private unlimited company with share capital

#### Clarifying the rules on indemnification of directors

To clarify the relevant law, the rules on indemnification of directors against third parties are provided for under the New Ordinance. With the exception of certain liabilities and costs (such as fines and penalties), a company is permitted to indemnify a director against liabilities to a third party if the specified conditions are met.

#### IMPLEMENTATION OF THE NEW ORDINANCE

To prepare all for the change, the Companies Registry has sent circular letters to over 1 million companies on the register to announce the commencement of the New Ordinance, highlighting the major changes. From January 2014, a dedicated hotline has been set up for answering enquiries relating to the New Ordinance. Comprehensive information about the New Ordinance is available at the “New Companies Ordinance” section on the Companies Registry’s website at www.cr.gov.hk. We target to achieve a smooth transition to the new regime for all concerned. ✿



ENQUIRIES  
Ms Sharon Chung  
Tel: (852) 2823 1203  
Email: [membership@chamber.org.hk](mailto:membership@chamber.org.hk)



**Angel Cosmetics International Ltd**  
天使化粧品國際有限公司  
Ms Yuet Sin CHEUNG 張月仙女士  
Director  
<http://www.angel.com.hk>



**Doha Bank Q S C**  
Mr Ivan Chee Bene LEW 廖志銘先生  
Chief Representative  
<http://www.dohabank.com.qa>



**ASB Biodiesel (Hong Kong) Ltd**  
Mr Anthony DIXON 狄克遜先生  
CEO  
<http://www.asb-biodiesel.com>



**GT Nexus Asia Pacific Ltd**  
Mr Tony LOW  
Managing Director  
<http://www.gtnexus.com>



**A-Swiss Corporate Services Ltd**  
金瑞豐企業諮詢有限公司  
Ms Doris YEUNG 楊婉琪女士  
Director  
<http://www.a-swiss.com>



**Haywards**  
Mr David NAZER  
Managing Director  
<http://www.haywards.com.hk>



**Cattivo Jewelry Co Ltd**  
Mr Thomas TJIONG  
Director  
<http://www.cattivojewelry.com>



**Igarashi Electric Works (HK) Ltd**  
力佳電機(香港)有限公司  
Ms Winnie WOO 胡瑞芬女士  
Director  
<http://www.jp-igarashi.com>



**CLS Communication HK Ltd**  
Mr Raymond MAK 麥耀邦先生  
Regional Financial Controller and  
General Manager Hong Kong  
<http://www.cls-communication.com>



**Interspace Ltd**  
Mr Sean LANGSTON  
Director  
<http://www.interspace.asia>



**Comtech International Ltd**  
Mr Vinay SUREKA  
Director  
<http://www.comtech-asia.com>



**JR Marriott Migration Consultancy Ltd**  
萬豪移民顧問有限公司  
Mr Raymond YIP 葉偉民先生  
Director  
<http://www.jrmigration.com>



**DFS Group Ltd**  
Ms Joey CHAN 陳家靜女士  
Director, Public Affairs  
<http://www.dfs.com>



**Kam Tai Fook Bullion Ltd**  
金大福金業有限公司  
Mr Kin Chung CHAN 陳建忠先生  
Director  
<http://www.ktfbullion.com>



### K-Matrix Digital Intelligence Ltd

Mr Edmund LEE 李志雄先生

CEO

<http://www.kmatrixonline.com>



### Simpleshow Asia Ltd

Mr Luc MOULIN

Managing Director

<http://www.simpleshow.com>



### Kreab Gavin Anderson (Hong Kong) Ltd

Mr Walter JENNINGS 鄭宇思先生

Managing Partner, Greater China

<http://www.kreabgavinanderson.com>



### SinoPac Securities (Asia) Ltd

永豐金證券(亞洲)有限公司

Mr Gary Cheung 張家利先生

Senior Vice President

<http://www.sinopacasia.com>



### Lab Made Ltd

Mr Ronald Hong Wang CHENG 鄭康宏先生

Director

<http://www.labmade.com.hk>



### Swindon Education Ltd

思博教育有限公司

Dr John Lai Yin LEUNG 梁禮賢博士

Chairman

<http://www.swindon.edu.hk>



### Lynter International Ltd

利泰國際有限公司

Mr Jonathan LAMPORT 林偉全先生

Director

<http://www.lynter.com.hk>



### Taste of Asia Group Ltd

亞洲國際餐飲集團有限公司

Ms Miranda Man Yan HO 何文茵女士

General Manager

<http://www.tasteofasia.com.hk>



### New Growth Co

新豐行

Mr Michael Chun Kwan CHEUNG 張鎮坤先生

Sales Manager

<http://www.newgrowth.com.hk>



### Trapezium Ltd

Mr Ken CROMBIE

CEO

<http://www.trapezium.com>



### Opal Asia Ltd

Mr Francois FORT

Director

<http://www.opal-asia.com>



### Wai Fung Enterprises International Ltd

維豐企業國際有限公司

Mr Michael Chun Hoi NG 吳俊凱先生

General Manager

<http://www.waifungltd.com.hk>



### The Park Lane Hong Kong

Mr Luc BOLLEN

General Manager

<http://www.parklane.com.hk>



### Winfield Enterprise

永輝企業

Ms Grace Yuen May LEE 李婉薇女士

President



Local designers use their creativity to help companies think outside the box, writes staff reporter **Deanna Kwok**

Company: Interspace Ltd  
HKGCC Membership No. HKI0318  
Website: [interspace.asia](http://interspace.asia)  
Contact: 3520 4330

公司名稱 : Interspace Ltd  
總商會會員編號 : HKI0318  
網站 : [interspace.asia](http://interspace.asia)  
聯絡電話 : 3520 4330

# Divergent Thinking

Walking into Interspace Asia's office is something of an experience. You won't find any dreary grey office cubicles with matching grey carpets and matching steel cabinets. What you will find are open workstations, colourful designer furniture, and a bright, cozy working environment where you actually feel like you want to work.

The interior design firm has come a long way since its establishment in 2004. Creative Director Desmond Wong, who co-founded the company with General Manager Louisa Chow, said they have no regrets about going into business, despite the economic gloom and struggles they have had to endure.

"Business wasn't too hard to find, because we already had close connections with many clients beforehand, as well as referrals from previous customers and friends," said Wong. "The biggest challenges were finding a suitable location for our office, trustworthy contractors and the right talent to grow the business. Luckily, we have maintained good relationships with both our clients and contractors, which helps ensure everything runs smoothly."

Interspace's corporate client base has changed over the last five years, as the company has changed its focus from serving predominantly small- and medium-sized enterprises to multinational organizations as their primary clientele.

"We are also looking to serve larger Mainland companies that are expanding into Asia, and those that are setting up branches in Hong Kong," said Sean Langston, Executive Director of Corporate Strategy of Interspace Asia.

The unique mix of backgrounds and culture of the top management differentiates Interspace from other local design firms. Having Wong with a design background nurtured in Hong Kong, Chow in marketing from Australia, and Langston in media from the USA, the cultural diversity and knowledge of the partners helps them click with international firms and tastes.

To add value to their retail clients, Chow has come up with the idea to provide a full-service package that integrates branding and development aspects in the design projects.

"The most important aspect is being able to let our clients feel that the design can represent their business in terms of quality and image. Otherwise, they will never come back," said Chow.

While many workplaces are still boxed in monochromatic shades and cubicle compartments, Interspace Asia

offers designs further out of the box. With office design being their main area of expertise, they are hoping more local companies will open up to new ideas and office layouts.

"In a typical office in Hong Kong, there are mainly cubicles and few areas for congregating. There is an overall lack of focus on the quality of the office environment – in short offices tend to be more functional. Most of the focus is on the reception area and conference rooms. Today, many multinational companies use a strategy called hot desking, wherein employees share an open workspace. They will have HR policies stating there has to be a certain amount of personal working space and an enjoyable working environment for staff. These can help companies focus more on the working environment so that the office is more conducive to collaboration," said Langston.

## Expanding in Asia

Interspace is starting to pursue partnership opportunities in Southeast Asia, with Singapore being its second key market after Hong Kong.

"More and more regional headquarters are setting up in Singapore," said Langston. "Local firms tend to miss out on international markets because they focus mainly on China. Our ambition is to go where decisions are made first, so that we can acquire the opportunities and speak directly to the people who are the ones evaluating projects. If we focus solely on Hong Kong, we will be missing much of the business that is coming into the region."

Langston feels there is huge potential to expand in key cities across Asia, particularly where Interspace is able to produce creative and brave designs. Hong Kong is only just starting to try new design concepts in the workplace, but he expects it won't be long until more local companies start to embrace international trends, which will make offices and retail stores more interesting to work in and visit.

As office rents continue to rise in core business districts, some companies are giving up the idea of grade-A-office space and moving to industrial districts, such as Kowloon Bay and Kwun Tong, but still want to retain their quality branding and design. At the same time, growing SMEs are expanding into new premises and are looking to raise their branding strategy and image.

"Every move is an opportunity for us," said Langston, "which is why we are optimistic about the future growth of our business." ❀



## 多元思考

本地設計師善用創意，協助企業跳出辦公室設計的框框

本刊記者郭嘉怡

**走**進Interspace Asia的辦公室，是一個難忘的體驗。在這裡你不會找到任何灰沉枯燥的辦公間隔，也沒有配以灰褐色的地毯和鐵櫃，取而代之的是一個個開放式工作區，擺放著色彩繽紛的名設計師家具。在如此亮麗、愜意的環境下工作，實在教人幹勁十足。

這家室內設計公司自2004年成立以來，已取得長足的發展。創作總監Desmond Wong當年與總經理Louisa Chow一起創辦公司，他說縱使公司曾經歷經濟低迷和各種考驗，但亦無悔當初創業的決定。

「公司生意並不難找，因為我們早已有不少熟客，以及很多舊客和朋友的轉介。」Desmond說：「物色理想的辦公室地點、值得信賴的承辦商及發展業務的人才，反而是最大的挑戰。幸好我們與客戶及承辦商關係良好，有助確保我們事事順利。」

Interspace的客戶群在過去五年來逐漸演變，其主要客戶已由中小型企業轉為跨國機構。

企業策略行政總監Sean Langston表示：「我們亦希望吸納更多正在進軍亞洲市場，以及於香港設立分行的內地大型企業。」

管理層來自不同的背景和文化，正是Interspace有別於一般本地設計公司之處。Desmond為本土設計師，Louisa曾在澳洲修讀市場學，而Sean則來自美國的傳媒界。幾位合夥人的多元文化與博學知識，讓他們對掌握國際企業的要求和品味更得心應手。

為協助零售客戶增值，Louisa想到可以提供全套服務，在設計項目內結合品牌推廣及發展。

她解釋：「最重要是讓客人感覺到，我們的設計能充分代表到他們的業務質素及形象，否則他們就永不回頭。」

當很多辦公室還在採用單色和間隔設計，Interspace Asia卻反其道而行，提供創新的設計藍本。作為辦公室設計的專家，

他們希望更多本地公司能對嶄新的思維和設計持開放的態度。

Sean指出：「典型的香港寫字樓都以小間隔為主，員工相聚的空間很少。這種設計往往忽略了工作環境的質素，也就是說辦公室的設計多以實用為大前提，重點都放在接待處及會議室。今時今日，很多跨國企業都採用一種稱為『辦公桌輪用制』（hot desking）的策略，意指多位僱員共用一個開放式的工作間，並會制訂人力資源政策，確保員工享有一定程度的私人空間及舒適的工作環境。這些制度有助提高企業對工作環境的關注，從而促進同事之間的合作。」

### 進軍亞洲

Interspace正積極尋求與其他東南亞企業合夥，而新加坡將成為繼香港後的第二重點市場。

「愈來愈多跨國企業將地區總部設於新加坡。」Sean說：「本地公司主要把目光放在內地，因而錯失了開拓國際市場的機會。我們的目標就是要進駐這些企業的最高決策地，爭取機會與評估項目的管理層直接對話。假若我們只把目光留在香港，一定會錯過很多湧入亞洲的生意機會。」

他認為，進軍亞洲有巨大的發展潛力，尤其是那些能讓Interspace發揮創意的重點城市。香港現只初步嘗試採納新的工作間設計概念，然而Sean預期，愈來愈多本地公司會很快與國際趨勢接軌，將辦公室與零售店設計成更有趣的地方。

鑒於核心商業地區的寫字樓租金不斷上升，有些公司已打消租用甲級寫字樓空間的念頭，轉而遷往九龍灣及觀塘等工業區，卻仍希望保持其優質的品牌推廣和設計。同時，日益增長的中小企現正擴展至新商廈，並打算提高其品牌策略及形象。

「每個趨勢對我們來說都是機會。」Sean說：「因此我們對業務前景感到樂觀。」✿

# Member Get Member Campaign

**HKGCC** 

Hong Kong General Chamber of Commerce  
香港總商會1861

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Company name: \_\_\_\_\_

Email: \_\_\_\_\_ Contact phone no.: \_\_\_\_\_



Lau Ming-wai is Vice Chairman  
of the Bauhinia Foundation Research Centre  
劉鳴煒是智經研究中心副主席

# Combining a Social Mission with Business Acumen

## 融合社會使命與商業智慧

More corporations are looking to use their business expertise to lend a much-needed helping hand to underprivileged groups, writes **Lau Ming-wai**

近數十年來，企業社會責任漸趨盛行。現今企業已不單純講求經濟價值，或運作是否合乎法律及道德，而是伸延至更高層次，重視慈善公益  
劉鳴煒

Corporate social responsibility (CSR) can take many forms, and companies are increasingly realizing the benefits of fulfilling their social missions through social entrepreneurship – a business process that takes into account the positive return to society. In other words, as good corporate citizens, companies should consider the impact of at least some of its business decisions on groups other than their shareholders.

What makes social enterprises more sustainable than CSR projects is an alignment of social entrepreneurship with companies' core business and strategies. Corporations that include social entrepreneurship in their operations have an advantage in a variety of areas.

From the manpower point of view, underprivileged workers hired by social-minded companies are usually more devoted to their jobs and more appreciative of the opportunity to work and make a living.

Staff are likely to commit more when they realise that they are attaining a broader array of social missions

by creating value for society other than just pursuing profit maximisation. This is particularly the case for the younger generations who are more motivated by the mission and values of an organisation.

We should not forget that social-minded businesses also have their niche markets. Some customers would prefer buying products from social-friendly producers, as it gives them a sense of pride if they are contributing to the well-being of the community. The recent Ethical Consumption Month campaign is a very good example. It has generated over 1 million extra sales for social enterprises since November 18, 2013.

Moreover, social entrepreneurship can help uphold customer loyalty and build solid customer loyalty, which saves on the cost of promotion and marketing.

Clearly, given the experience, knowledge, resources and network that the business sector possesses, business practitioners have every competitive edge over non-government organisations or religious groups in fulfilling





**企**業履行社會責任有許多不同的形式。隨著近年社會企業（社企）冒起，更多機構日漸體會到利用這種更靈活、顯著及有趣的新方式，以實踐社會使命。社企精神是一種能回饋社會的商業運作模式。換言之，作為「企業公民」，企業在進行商業決定時，除了要考慮股東的利益，亦要衡量該決定對社會上其他群體造成的影響。

社企精神比企業社會責任的可持續性更高，皆因前者能融入企業的核心業務及營商策略，達至雙贏。把社企精神注入企業運作，可以帶來很多好處。

從人力資源角度分析，受聘於良心企業的弱勢社群通常會更投入工作，更珍惜自力更生的機會。

當僱員意識到他們的工作並非純粹追求賺取最大利潤，還能創造社會價值，以體現社會使命，他們往往會更投入工作。對於重視機構使命及社會價值的年青一代來說，這種投入感更為明顯。

事實上，社企的市場優勢也不容忽視。有顧客會偏好購買社企產品，在購物之餘造福社會，令他們感到自豪。剛結束的「良心消費月」活動就是一個好例子。該活動在2013年11月18日開始，短短一個月便為社企帶來額外100萬元的銷售額。

此外，社企精神亦有助維持良好的客戶關係，建立穩定的顧客群，從而節省宣傳與市場營銷的開支。

相比一般非政府組織和宗教團體，商界擁有的經驗、知識、資源與人脈網絡，在肩負起社會使命甚至開辦社企方面，都有著明顯的優勢。

長遠而言，社企精神對塑造公司品牌形象的成效，比一般的企業社會責任項目更佳。令顧客印象難忘的，往往是一些在日常業務中對弱勢社群伸出援手的企業，而不是那些只懂組織義工團隊，在工餘時間幫助有需要人士的企業。

問題是，企業可如何協助社企發展？智經研究中心發表的《社企發展新思維》研究報告，或許能帶來一點啟發。

首先，我們鼓勵更多企業人才為社企提供專業建議及培訓，以促進社企的發展。以民政事務總署舉辦的「社會企業伙伴計劃」為例，計劃自去年2月起已成功為30家社企配對合適的商界及專業義務導師，為他們提供營商顧問服務。



另外，我們建議企業為社企提供租金優惠、外判工作及服務合約。位於銅鑼灣皇室堡的三家臨時商店（Pop-up Store）正是一個實例，該項目由華人置業發起，以1元的租金把舖位租予大學畢業生，讓他們一圓創業夢。

智經在研究中亦強調，社企要持續發展，通過金融中介機構發掘其他融資渠道也十分重要。

例如亞洲社會企業證券交易所，就為社企提供了一個傳統籌集資金的平台（建基於社企的社會/環境及財務表現），有助提高社企的知名度、透明度和流動性，吸引更多投資者。

報告也指出，海外由下而上籌集資金的群眾募集（crowdfunding），以及社會效益債券（social impact bond）等融資方法和經驗，均值得香港借鑒，畢竟社企發展在香港還處於起步階段。

金融機構可考慮為社企提供低息貸款，而傳媒也可積極協助提高公眾對社企的認知。《香港經濟日報》是首個為社企提供推廣平台的媒體，創立「社企廊」，致力把社企與大眾聯繫起來。同樣，我們亦鼓勵更多企業在內部及對外刊物中，刊載社企相關故事。

除了提供各方面的幫助及把服務外判給社企之外，商界還可以做些甚麼？何不創立社企？但如何發掘合適的社企項目，則是另一個問題。



PHOTO BY HAPPY VEGGIES

成功社企背後，往往需要一些對本地需求瞭如指掌的拓荒者，協助企業創造經濟效益的同時，實現自己的社會使命。

智經的研究建議社企引入特許經營模式，以發揮其影響力，因為好主意應該一傳十、十傳百，在市場還未飽和的情況下，好主意絕不應該被埋沒。特許經營能有效降低創業的風險與成本。

事實上，香港絕對有條件發展自己獨有的社企項目，而不一定要刻意完全模仿海外例子。以樂農素食館為例，它是香港首家專門推廣素食的社企，為不少聽障人士提供工作機會。餐廳經常爆滿，是少數成功的社企之一。隨著社會對素食的需求愈來愈大，市場還有一定的發展潛力。

過去，各類機構的定位簡單：企業以營利為目標；社會福利機構照顧弱勢社群；而慈善組織則介乎兩者之間，以作補足。

現在，社會企業家融合了社會使命與商業智慧，為社企的發展貢獻更多。縱使他們的貢獻未能被具體考量，但長遠而言必能反映社會效益。✿

Gallery, to bridge the gap between social enterprises and the community. Similarly, other corporations are encouraged to feature stories about social enterprises in their internal and external newsletters.

What else can be done? This question is sometimes raised by businesses who wish to do more than just offer help to social enterprises or outsource services to them. They are generally looking for business opportunities to develop or run a social enterprise of their own. But how should they go about it?

Successful social enterprises are usually set up by local experts who have a deep understanding of the demands of local communities. This allows them to help businesses generate economic benefits and simultaneously achieve their social missions.

In the Bauhinia's study, we suggest franchising models to maximise the impact of social enterprises. It would be a waste if good ideas could not be replicated in other areas, and social franchising also helps reduce risks and costs for start-ups.

Hong Kong has its own strength when it comes to nurturing social enterprises. Take Happy Veggies, the first local social enterprise to promote vegetarian food in Hong Kong, as an example. Providing job opportunities for the deaf and the hearing impaired, the restaurant is always fully booked and is one of the few very successful social enterprises in the city. As demand is potentially high and supply is currently limited, opportunities for expansion should be explored.

The business world today cannot simply focus on maximizing profits. It also needs to consider social aspects and how companies can play a valuable role in helping the underprivileged. Combining a social mission with business acumen, social entrepreneurs can contribute a lot more to the development of social enterprises. ✿

有關研究報告的詳情，歡迎瀏覽：

For more details on the study, visit [www.bauhinia.org/research\\_content.php?lang=eng&id=59](http://www.bauhinia.org/research_content.php?lang=eng&id=59)

# China in Focus 中國焦點

Sun Jianbo, Deputy Director-General, Department of Commerce, Shandong Province, led a delegation to the Chamber on January 20. David Hsu, Vice Chairman, China Committee, and 16 members welcomed the visitors. During the meeting, Sun briefed members about Shandong's business and economic environment, which ranked third in Mainland China's national GDP 2012 results.

Five major chambers held a meeting on January 23 to discuss the 'Regulation on Collective Negotiation and Collective Contract of Enterprises of Guangdong Province (Draft Amendments of Comments).' K C Leung, Chairman of the Chamber's Industry & Technology Committee Chairman, represented the Chamber at the meeting.

Hong Kong Guangdong Chamber of Foreign Investors organized a Spring Dinner on February 17. Zhao Yufang, Vice Governor of Guangdong Province, and officials from the HKSAR Government hosted the ceremony. Edmond Yue, China Committee Chairman, attended the ceremony on behalf of the Chamber.

Heilongjiang Provincial Government organised an investment promotion seminar in Hong Kong on February 25. Lu Hao, Governor of Heilongjiang Province, hosted the event, at which Stephen Ng, Chamber Vice Chairman, and Edmond Yue, China Committee Chairman, represented the Chamber at the seminar. ❀



He Zijun, Deputy Director-General, Authority of Qianhai Shenzhen-Hong Kong Modern Service Industry Cooperation Zone, led a delegation to the Chamber on February 12, where they were welcomed by HKGCC China Committee Chairman Edmond Yue, General Committee member David T C Lie, and China Committee members. The group updated members on new developments in Qianhai and its preferential policies and also exchanged views on further cooperation between Hong Kong and Qianhai.

深圳市前海深港現代服務業合作區管理局副局長何子軍於2月12日率領代表團到訪，由總商會中國委員會主席余國賢、理事李大壯及中國委員會多位成員接待。團員向會員講解前海的最新發展及優惠政策，並就香港與前海的進一步合作交換意見。

## Upcoming China Events 未來中國活動一覽

March 7  
Roundtable Luncheon: China Investment Prospect in 2014 – Stay Cool in the Heat  
3月7日  
午餐會：2014年中國投資前瞻——浴火重生

March 14  
Roundtable Luncheon: An Update on VAT Reform in China  
3月14日  
午餐會：中國增值稅改革最新動向

March 25  
How to Settle Cross-Border Commercial Disputes through Arbitration?  
3月25日  
如何通過仲裁解決跨境商業糾紛？

山東省商務廳副廳長孫建波於1月20日率領代表團到訪總商會，團員由中國委員會副主席許立慶及16位會員接待。會上，孫副廳長向會員簡介山東的商業和經濟環境，該省在2012年中國內地全國GDP中排行第三。

五大商會於1月23日開會探討《廣東省企業集體協商和集體合同條例》修訂草案。總商會工業及科技委員會主席梁廣泉代表本會出席會議。

廣東外商公會於2月17日舉行新春晚宴，由廣東省副省長招玉芳及多位香港特區政府官員主持。中國委員會主席余國賢代表總商會出席活動。

黑龍江省政府於2月25日在港舉行「2014黑龍江省投資發展潛力推介會」，由黑龍江省省長陸昊主持。總商會副主席吳天海及中國委員會主席余國賢代表本會出席會議。 ❀

Catherine Tsang, a Tax Partner in PwC's China Tax and Business Advisory Division, spoke at the Chamber's January 28 roundtable luncheon on: 'China Tax Reform Trends and Investment Opportunities in 2014.'

羅兵咸永道稅務及商務諮詢部合夥人曾惠賢出席本會1月28日的午餐會，闡述中國在2014年的稅制改革動向及投資機遇。





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聯絡人 Contact Person \_\_\_\_\_ 職位 Title \_\_\_\_\_

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# China's Top Ten Trends

## 中國商業十大趨勢

As China vows to open its vast domestic market to private sector and foreign investors, the country's commercial sector will present significant opportunities for both foreign and domestic investors. 隨著中國決心向私營企業和外國投資者開放其龐大的內銷市場，中國商業市場將於年內為國內外投資者帶來重大商機。

**T**he year 2013 was a special one for China. The country's new leadership announced a series of social and economic policies that place greater emphasis on market forces than ever before. As China seeks to widen market access to private sector and foreign investors, efforts are being made to speed up infrastructure development and create social conditions for the middle class to grow in size and spending power.

Competition is now a hallmark of China's commercial market, and remains fierce. To survive and prosper in this environment, enterprises should be able to stay aware of the latest policy developments, understand the customers, embark on a comprehensive mobile and social media strategy, provide customers a seamless cross-channel shopping experience and compete through innovation.

The Fung Business Intelligence Centre has recently published the Ten Highlights of China's Commercial Sector 2014 with the Secretariat of the Expert Committee of the China General Chamber of Commerce in January 2014. The ten highlights were identified after a series of votes and formal, in-depth panel discussions by a group of over 160 top-tier experts in China.

### Consumer market's steady growth, more rational consumption

The third plenary meeting of the Communist Party's 18th Central Committee, concluded on November 12, 2013, introduced a series of reform measures that are likely to reshape many facets of Chinese society. If successfully implemented, the reforms will guide China towards a

true, market-based economy, and significantly lift China's growth potential in the coming year. Having said that, the reform blueprint calls for the government to retreat from its role in regulating the market. With the government cutting back on various consumption subsidies, Chinese consumers are likely to become more rational.

### Pace of online and offline integration accelerates, concept of the omni-channel emerges

The integration of online and physical channels is gaining more attention. More brick-and-mortar retailers are launching online and mobile platforms, while pure-click companies are evolving from selling only online to building a physical presence. While many retailers focus on integrating their online and offline channels, omni-channel retailing is increasingly under consideration by some retailers. They hope to provide a seamless shopping experience to customers across different channels.

### Dominance by large retailers nears an end, downsizing becomes a trend

Amid weak sales and growing competition, an increasing number of large supermarket operators in China have turned their focus to small-format stores. At the same time, consumers increasingly look for "shopping convenience," while smaller-sized retailers, typically in the supermarket and convenience store sectors, are becoming more popular. To enhance their consumer experience, these smaller stores increasingly focus on offering value-added services.



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### Providing a more favourable business environment for SMEs

SMEs have played an important role driving the development of the commercial sector in China since the economic reforms of the late 1970s. However, the government has been providing greater support to state-owned enterprises and other large enterprises over recent years. The preferential policies or resources received by SMEs are far from adequate, which hampers their growth and development. Amid the recent global economic slowdown, many large enterprises have had to struggle to survive, and SMEs are no exception.

### M&As in China's commercial sector to gather pace

Today, both foreign and domestic retailers are increasingly using the M&A route to expand their market presence in China. Some distinctive features of the M&A deals that took place in 2013 include the acquisition of foreign counterparts by domestic retailers, integration

of traditional retailers and pure-click operators, and increasing numbers of regional chain retailers becoming M&A targets. Our experts believe that M&A activities between large retailers will remain a trend for 2014 and are set to have a significant impact on the competitive landscape of China's retail market.

### Department stores explore a direct sales merchandise model

Relatively weak economic sentiment, increasing operating costs, poor differentiation and the government's introduction of anti-extravagance policies led to significant sales slowdowns for department stores in 2012. To optimise performance and enhance competitiveness, some department store operators are now trying to develop a direct sales merchandise model, which is more sustainable. Others seek to differentiate themselves by launching new services and incorporating more entertainment features and catering services.

2013年對中國來說，是別具意義的一年。政府新領導層公布了一系列經濟和社會政策，當中對如何正確界定政府與市場之間的關係著墨甚多。此外，由於中國決心向私營企業和外國投資者開放其龐大的內銷市場，政府已積極改善基礎建設，並鼓勵中產消費。

眾所周知，中國市場競爭激烈，企業要成功突圍，必須留意最新的政策和法規發展，了解消費者不斷轉變的需求，制訂全面的流動和社交媒體策略，為消費者提供無縫的跨渠道購物體驗及銳意創新。

今年1月，馮氏集團利豐研究中心及中國商業聯合會專家工作委員會聯手發布了第11份的年度報告書—《2014年中國商業十大熱點展望》。一如往年，2014年《十大熱點》羅列出今年中國商業市場的重要發展趨勢。這些趨勢乃經由逾160位頂級專家多重投票和深入探討所得，極具參考價值。

### 消費品市場增速保持平穩增長，自主消費與理性消費特徵有所增強

2013年11月12日舉行的中共「十八屆三中全會」，提出了一系列改革措施。這些措施將引領中國走向真正的市場經濟體系，並有助中國發展其巨大增長潛力。然而，改革藍圖同時提出政府需減少對市場之干預。此外，隨著政府減少對刺激消費的財政補貼，內地消費者將更理性地消費。

### 網上銷售增勢不減，「全渠道零售」理念推動加快嘗試多種渠道組合

網店與實體店融合的趨勢日漸受到關注。愈來愈多實體店開始嘗試網絡及流動銷售；部分網店也開始積極打造實體店。許多商家正在研究通過「全渠道零售」的模式，為消費者帶來無縫式購物體驗。

### 大型超市優勢光環減弱，店舖規模小型化成為趨勢

隨著行業競爭加劇及銷售放緩，部分大型超市將發展小型店舖。同時，消費者愈來愈重視購物便利，社區店及便利店因而倍受歡迎。為了讓消費者享受更佳購物體驗，這些小店將提供更多增值服務。

### 中小商貿流通企業服務體系建設開始起步，生存發展環境將有望改善

自改革開放以來，中小型企業在提供就業和刺激內需等方面發揮了重大作用。然而，政府在過去數年多為國企和大型企業提供支持，對中小企的支援可謂乏善足陳，影響了他們的發展。面對全球經濟復蘇緩慢，大企業尚需掙扎求存，中小企面對的情況更為艱難。

### 商業加快兼併重組，一批大型區域連鎖零售商成為發展上的「翹楚」

現時，外資及內資零售企業頻頻通過收購合併，實現企業規模擴大。2013年零售企業收購合併個案的特點包括：內資企業併購外資企業居多，線上線下渠道企業合併，愈來愈多區域連鎖零售商成為收購目標等。專家認為，企業在來年將繼續進行收購合併，中國零售市場競爭格局將受影響。

### 百貨店自營模式繼續成為關注焦點，加快經營方式轉型勢所必然

2012年，隨著宏觀經濟市場不景氣、營運成本上升、產品「同質化」現象加劇及國家在反腐倡廉方面頒布的一系列規定，中國百貨行業銷售顯著放緩。為了提高競爭力，一些百貨企業積極探索自營模式，另一些則通過提供創新服務及加大餐飲娛樂項目的比例來獲取市場份額。

### 房租和用工成為流通成本持續上升的兩大「推手」，從政策上改善營商環境迫在眉睫

近年來，中國的營運成本持續快速上升，當中以商舖租金和勞動成本增長最快。商業企業大受影響，盈利被擠壓。幸而，政府意識到情況嚴重，已開始推出一系列措施，以支援受影響的企業。

### 政府致力推動綜合物流，並減低物流成本

中國經濟增長迅速，帶動物流服務需求不斷上升。不過，相比其他國家，中國整體的物流效率仍屬偏低，歸根究底，物流成本高企是效率低落的主因。國內政府已意識到高昂的物流成本會阻礙行業發展，並積極改善物流配備及效率。

### 為建設法制化營商環境連出「重拳」，打擊商業腐敗和壟斷行為成為重點

多年來，整頓和規範市場競爭秩序一直是中國政府的重點工作。2013年，政府主力打擊商業腐敗和市場壟斷行為。一連串查處內外資公司商業賄賂和市場壟斷行為的個案，凸顯政府執法的決心和力度。

### 新《消費者權益保護法》行將出台，助推商家回歸誠信本質

2013年，中國人大常委會通過修改《消費者權益保護法》，新法將於2014年3月15日實施。這是自該法1994年實施後的首次修訂。新《消費者權益保護法》明確了網絡購物的「無理由退貨制度」，完善了「三包」（包修、包換、包退）規定，廢除不公平條款，與時並進地制訂電子商貿規定，並加重了對違法經營者的懲罰。✿

#### 關於馮氏集團利豐研究中心

馮氏集團利豐研究中心通過其獨特的關係網，收集及分析中國經濟的市場資料，尤其著眼於採購、供應鏈、分銷及零售業。中心還發表有關其他亞洲國家的採購及貿易報告。除作為馮氏集團的智庫外，中心亦與世界各地的企業、學者及政府分享其研究成果。中心在中國的製造、分銷、物流及零售業未來發展的議題上，發表獨立看法，並定期向內外客戶提供意見及顧問服務。

請登入以下網址，閱讀英文版報告全文：

[http://www.funggroup.com/eng/knowledge/research/10\\_highlights\\_2013-2014.pdf](http://www.funggroup.com/eng/knowledge/research/10_highlights_2013-2014.pdf)



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## **Surging rental and labour costs: An operational challenge**

Over recent years, operating costs in China have spiked sharply, largely driven by surging rental and labour costs. Commercial enterprises have been hit hard and profit margins are tightly squeezed. The government has begun to acknowledge the problem, seeking to provide a more favourable business environment.

## **Government strives to promote integration, reduce costs of logistics**

China's rapid economic growth has led to an ever-increasing demand for logistics services. However, the country's logistics efficiency remains low compared to

its counterparts globally. High logistics costs are often cited as the root cause of the problem. The government realised that higher logistics costs would hinder the growth of the sector and has been striving to improve logistics capacity and efficiency.

## **Improved legal and regulatory environment; anti-corruption and anti-monopoly probes in focus**

For years, the Chinese government has prioritised the provision of a regulated business environment. In 2013, anti-corruption and anti-monopoly campaigns have been centre stage and a series of investigations targeting foreign and domestic companies demonstrate the determination of the government to provide a level playing field for all companies.

## **About the Fung Business Intelligence Centre**

The Fung Business Intelligence Centre, through its unique relationships, collects and analyses market data on China's economy, with special reference to sourcing, supply chains, distribution and retail. It also produces reports on sourcing and trading in other Asian countries. Serving as a knowledge bank for the Fung Group, the Centre also makes its market data and analysis available to businesses, scholars and governments around the world.

The full report can be downloaded at:  
[http://www.funggroup.com/eng/knowledge/research/10\\_highlights\\_2013-2014.pdf](http://www.funggroup.com/eng/knowledge/research/10_highlights_2013-2014.pdf)

## **New Consumer Protection Law: Aiming for an end to business malpractices**

The National People's Congress has passed amendments to China's Consumer Protection Law, which will come into effect on 15 March 2014. This is the first major overhaul since its implementation in 1994. Under the new law, the coverage of China's "three warranties" regime (whereby business operators must repair, replace or accept return of goods) will be extended, and unfair terms imposed on consumers will be abolished. The new law has also been adapted for modern times by including several provisions for e-commerce. Additionally, violations of the new law will lead to more serious legal consequences. ❀

# China Policy Updates

## Interim Provisions on Labour Dispatch

The Ministry of Human Resources and Social Security promulgated on January 24, 2014 the “Interim Provisions on Labour Dispatch,” which take effect from March 1, 2014. Three key points of the provisions include:

1. All enterprises should strictly control the number of labour dispatch employees, which should not account for more than 10% of the total workforce. Enterprises employing more than 10% of their workforce under labour dispatch prior to the implementation of the interim provisions should develop a labour adjustment policy to lower the labour ratio as required within two years after the date of implementation of the interim provisions. For cases involving legal contracts and labour dispatch agreements signed prior to the “Standing Committee of the National People’s Congress’ Decision on revising ‘The Labour Contract Law of the People’s Republic of China,’” and whose expiry date is two years after the date of implementation of the interim provisions, enterprises should continue to execute these contracts and agreements until their expiry date according to law. Enterprises failing to lower their labour dispatch ratio to comply with the interim provisions are not allowed to hire new employees under labour dispatch.
2. The restrictions on the labour ratio of provisional, supplementary and substitutive positions as well as labour dispatch do not cover permanent representative institutions of foreign enterprises, representative institutions of foreign financial institutions in China or enterprises which hire international seamen by labour dispatch.
3. All enterprises hiring labour dispatch employees by undertaking and outsourcing should comply with the interim provisions.

## 《勞務派遣暫行規定》

人力資源和社會保障部於2014年1月24日發布上述《規定》，自2014年3月1日起施行。主要內容包括：

1. 用工單位應當嚴格控制勞務派遣用工數量，使用的被派遣勞動者數量不得超過其用工總量的10%。用工單位在本規定施行前使用被派遣勞動者數量超過其用工總量10%的，應當制訂調整用工方案，於本規定施行之日起兩年內降至規定比例。《全國人民代表大會常務委員會關於修改〈中華人民共和國勞動合同法〉的決定》公布前已依法訂立的勞動合同和勞務派遣協議期限屆滿日期在本規定施行之日起兩年後的，可以依法繼續履行至期限屆滿。用工單位未將本規定施行前使用的被派遣勞動者數量降至符合規定比例之前，不得新用被派遣勞動者；
2. 外國企業常駐代表機構和外國金融機構駐華代表機構等使用被派遣勞動者的，以及船員用人單位以勞務派遣形式使用國際遠洋海員的，不受臨時性、輔助性、替代性崗位和勞務派遣用工比例的限制；以及
3. 用人單位以承攬、外包等名義，按勞務派遣用工形式使用勞動者的，按照本規定處理等。

Visit the following website for further details  
詳情請參閱以下網站



## 中國政策快訊

### Further Improvement and Adjustment of Foreign Exchange Administration Policies Regarding the Capital Accounts of the State Administration of Foreign Exchange

The State Administration of Foreign Exchange issued on January 24, 2014, this notice, which came into effect on February 10, 2014. Businesses should note four key provisions.

1. Finance leasing companies are not subject to existing limitations on the amount of foreign advances by domestic companies when expanding their finance leasing business overseas.
2. Abolition of the State Administration of Foreign Exchange's pre-management of foreign exchange receipts and disbursements and approval involved in the handling of non-performing assets overseas by financial asset management companies.
3. For any aggregate amount of front-end payments not exceeding US\$3 million and not exceeding 15% of the total amount of investment by the Chinese side to be transferred from China for foreign direct investment (front-end payment), domestic companies can complete registration for front-end payment with their local foreign exchange authorities with their business licence and organization code certificate.
4. Domestic companies can provide advances to foreign companies with which there is an equity relationship. The aggregate amount of foreign advances provided by a domestic company shall not exceed 30% of its ownership equity. The restriction of a 2-year validity period for foreign advances has also been removed.

### 《國家外匯管理局關於進一步改進和調整資本項目外匯管理政策的通知》

國家外匯管理局於2014年1月24日發布上述《通知》，自2014年2月10日起實施。主要內容包括：

1. 融資租賃類公司開展對外融資租賃業務時，不受現行境內企業境外放款額度限制；
2. 取消國家外匯管理局對金融資產管理公司對外處置不良資產涉及的外匯收支和匯兌核准的前置管理；
3. 境外直接投資前期費用（以下簡稱前期費用）累計匯出額不超過300萬美元，且不超過中方投資總額15%的，境內機構可憑營業執照和組織機構代碼證向所在地外匯局辦理前期費用登記；以及
4. 允許境內企業向境外與其具有股權關聯關係的企業放款。境內企業累計境外放款額度不得超過其所有者權益的30%，取消境外放款額度兩年有效使用期限限制等。

Visit the following website for further details

詳情請參閱以下網站



Source: GDETO Newsletter, published by the Hong Kong Economic and Trade Office in Guangdong, the Government of the Hong Kong Special Administrative Region (<http://www.gdeto.gov.hk/en/newsletter/>)

資料來源：香港特別行政區政府駐粵經濟貿易辦事處出版的《駐粵辦通訊》(<http://www.gdeto.gov.hk/tc/newsletter/>)



Edward Stokes is Founder and Publisher  
of The Photographic Heritage Foundation  
艾思滔是歷史遺珍攝影基金會創辦人及出版人

# Lee Fook Chee's Hong Kong

Three years ago, **Edward Stokes** came across a rare collection of Hong Kong photographs taken during the 1950s. Founder and Publisher of The Photographic Heritage Foundation, Stokes saw in the images a new photographic memoir of Hong Kong. The book of will be published later this year.

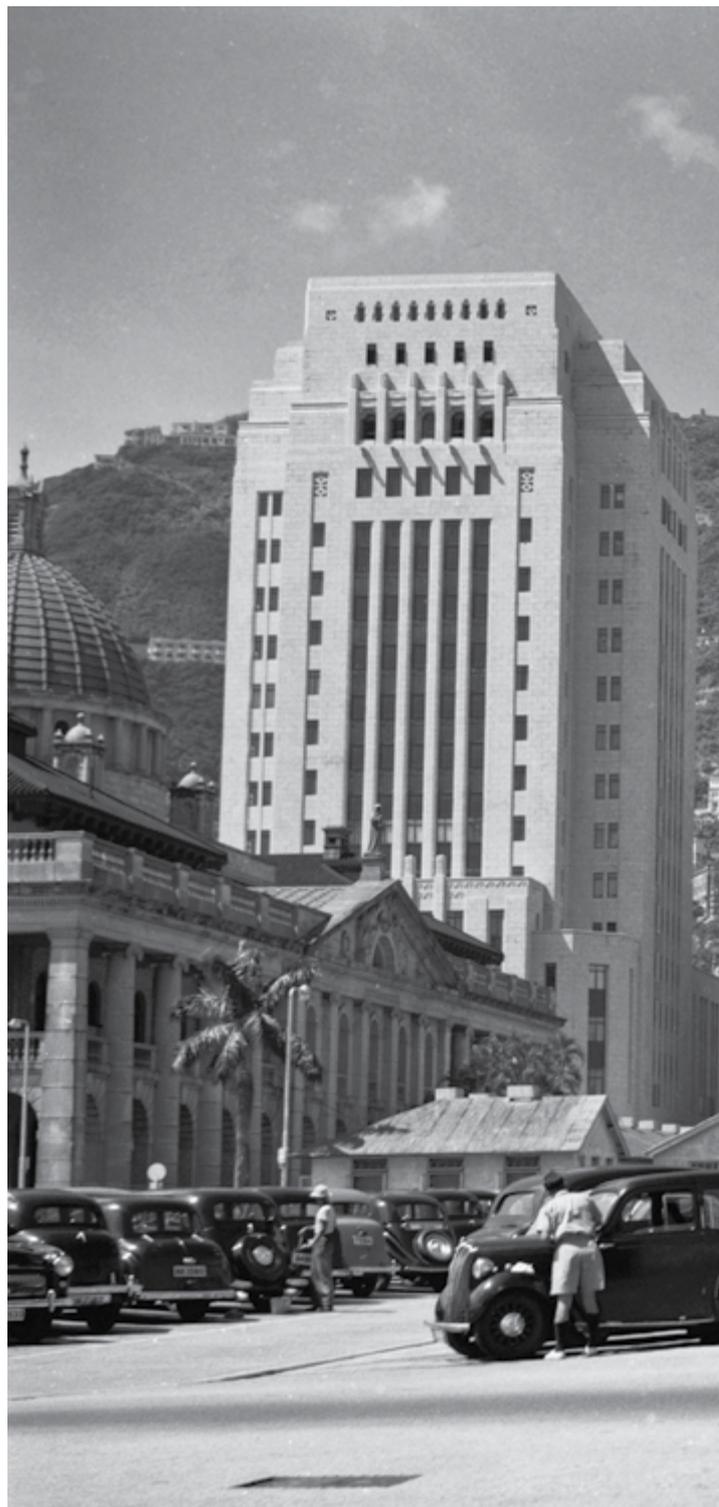
三年前，歷史遺珍攝影基金會創辦人及出版人艾思滔偶然接觸到一批於1950年代拍攝的珍貴香港舊照，他把這些角度清新的紀實寫真編彙成書，計劃今年稍後出版，與讀者分享昔日香港的面貌。

In April 2011, now some three years ago, I visited The Peak. There, near the Upper Peak Tram Station, I encountered an elderly man. Short, cheerful, engaging, and dressed in what I came to know as his trademark white singlet, he was selling laminated photo prints amidst throngs of tourists. I had seen many similar photos before, portraying the Hong Kong of the 1950s, and the quality of these was only middling.

Still, through the man's broken English, and my poorer Cantonese, we briefly connected. I bought a few prints as personal keepsakes and to help a little with his business. And we exchanged addresses. He was Mr Lee, from a Tai Po housing estate.

I thought nothing more of the passing encounter, even though The Photographic Heritage Foundation, a not-for-profit publisher dedicated and tasked to discovering, researching and publishing unknown and important historical photographs, cares greatly about 'lost' images from the past.

About a month later, I received an email from Singapore. Its central point was clear: 'My uncle in Hong Kong, Mr Lee Fook Chee, wants to meet and show you his photographs.' My mind was blank. Lee Fook Chee? Then slowly my mental mist cleared: 'Ah... Mr Lee, the old man on The Peak!'



# 李福志鏡頭下的香港



With time and projects pressing in on me, I sent off a typically non-committal response to unsought enquiries. ‘Yes indeed, I would like to see your uncle’s images. But I am unsure if there is any benefit, and I’m very busy. My sincere apologies...’ I did not comment on the image quality, though the prints I had purchased were mediocre at best.

Fortunately – how very fortunately! – Mr Lee’s Singapore niece persisted, replying that her uncle had been a ‘professional photographer.’ Now my curiosity was piqued, my antennae up. And my photographer’s eye knew, and as a previous Foundation book based on 1946-47 postwar photographs by Hedda Morrison had proved, poor prints do not necessarily imply poor negatives. As film photographers appreciate, one can have aesthetically and technically fine negatives yet only mediocre prints. So it was agreed by our intermediary: Lee Fook Chee and I would meet.

We rendezvoused in the Jardine House Starbucks, not in a *cha chaan teng*. My mistake! But despite this social gaffe, nonetheless immediately I felt a gregarious enthusiasm, as I had sensed on The Peak. Within an hour, Mr Lee and I had bonded. When we met, Lee had brought three unforgettable photographs: matted prints, with luminous tones and incredible detail, totally unlike the laminated prints bought on The Peak.

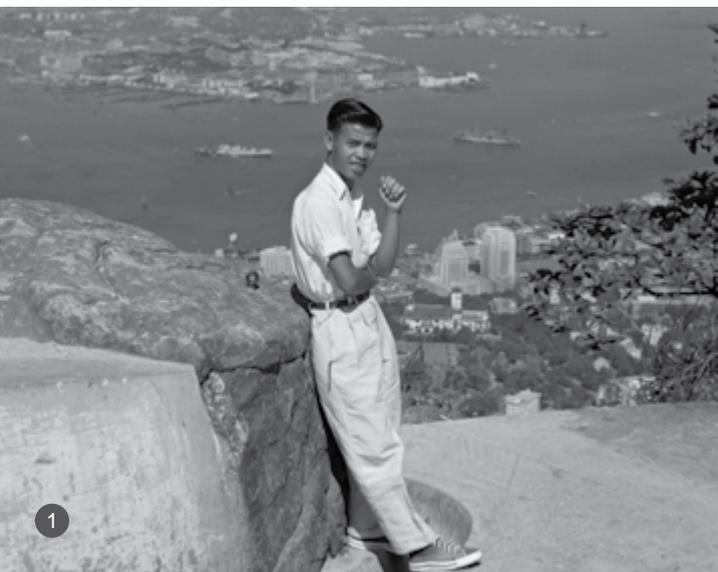
I hold the same prints in my hands now, the matts marked from the countless people who since have seen and admired them. In one image a pre-war built Star Ferry steadily churns across Victoria Harbour towards Central District, its stately buildings a white line against the barren hills. In another, the bulk of the Hong Kong & Shanghai Bank and the Bank of China rise, two massive ‘comprador’ monoliths, beside the Edwardian Prince’s Building. In the third pedestrians of all kinds proceed up and down one of the steep streets.

Soon after, I visited Mr Lee at his home in Tai Po. My photos taken that afternoon vividly recall our meeting place: his home so small – barely eleven feet by eleven



1 The young Lee Fook Chee landed in Hong Kong in 1947.  
年輕的李福志於1947年來港定居。

2 Lee carved out a modest living with his camera during the 1950s.  
李先生在1950年代靠相機幹活。



1



2



3 Lee at his humble home in Tai Po, where he processed many of his photographs.

李福志位於大埔的狹小居所，他在那兒製作了眾多出色的作品。

4 Edward Stokes goes through the treasure trove of photographs that Lee had taken of Hong Kong.

艾思滔翻閱李福志所攝的香港歷史珍貴照片。



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feet – that I could not imagine living there. On one side, opposite the bed, beside a wok burner, was where Lee made his laminated prints: a minute, well laid out ‘dark-room,’ with an enlarger, chemical trays, drying lines... The centre, as later I came to realize, of the enduring interest of his twilight years.

For, if taking and selling photos of the colony in the 1950s made it possible for Lee Fook Chee to house and feed his family, there is little doubt that, when four decades later he returned to The Peak in the early 2000s, to once again sell ‘heritage’ prints to tourists, this was passion: the love and memory of his old craft, the pleasure in being active.

From the highest shelves Mr Lee took down two tin mooncake boxes, the most cherished containers he possessed. In these two seemingly ordinary boxes were his best negatives, each placed in a poly sachet, many also named and dated. I was mesmerized, my mind whirling. As negative after negative was placed on my light-box, aspects of Hong Kong in the 1950s leapt into light and focus. Besides their fine photographic technique and appeal, and historical significance, the images showed my childhood Hong Kong.

Within mere hours I knew that this treasure trove deserved a book. And The Photographic Heritage Foundation was precisely tasked to discover, to research, and to re-contextualize such images. Soon after, reporting to the Foundation Board, I showed the three glistening prints and described the range of negative images: of Central, the harbour, Kowloon, the New Territories, and coastal fishing life. Every gamut of Hong Kong life... Moreover, the images were not the work of an outsider, such as Hedda Morrison, nor the work of a comfortable ‘salon’ photographer. They were the hard-scrabble images of an immigrant, one of the countless thousands who – for whatever reasons of need – made Hong Kong their home in the postwar years.

Lee Fook Chee had been born in Singapore in 1927. An orphan, he had been taken in by an unloving family; and, after labouring for the Japanese in Sumatra during the war, he became a seaman. He reached and landed at Hong Kong in 1947. Having learnt the basics of photography in Singapore, once settled in Hong Kong he refined his craft, all entirely self-taught. Then, with ‘can do’ spirit, converse of the struggle and broken relationships of the times, Lee carved out a modest living with his camera during the 1950s, selling his images to tourists on The Peak. But by the early 1960s, with the advent of colour prints and pocket cameras, business declined – and soon after ended. Most of Lee’s remaining working years were spent selling ice-creams and edible delicacies from a Dairy Farm bicycle. His negatives lay hidden and unseen. But by Lee Fook Chee they were never forgotten.

Thus our engagement began – and continued. In translation and otherwise greatly helped by Kin-ming Liu, originating editor of the book *My First Trip to China* and a consultant, the Foundation slowly deepened its relationship with Lee Fook Chee: gaining his trust to complete a calendar, then a book. Almost entirely unschooled, yet shrewd and practical, Lee allowed Kin-ming and myself to lead him through the many aspects of originating photo-led, well-researched books. A Hong Kong historian, Dr Patricia Chiu, was engaged to write about Lee’s life, based primarily on his oral history recollections and also on related contemporary sources.

In recent years, Lee sought to interest others in publishing his photographs. His images, despite his lack of formal education, he knew to be of heritage value. Some print shops ordered images, but exposure on a wider scale never could be had – and, in truth, seeking it probably was beyond Mr Lee’s capability. Now, with great regard for Lee Fook Chee, the Foundation took up the challenge.

Seeking adequate funding, the sine qua non of fine book publishing – and bedrock of the Foundation’s other not-for-profit educational objectives – was successfully found, when a kind and invaluable intermediary came to our assistance, introducing the Foundation to a philanthropist. Someone who lived through the 1950s, at present he wishes to remain anonymous. With the work well advanced, the book will appear in late 2014.

Lee Fook Chee and I encountered one another just in time. From being a healthy 84 year-old when we first met in April 2011, by early 2012 Lee had quite visibly declined. Then, beset with a severe life-threatening spinal condition, he lost the use of both legs. The vigorous octagenarian who had roamed with satisfaction each day from Tai Po to The Peak now was trapped, bed-ridden or in a wheelchair. His mind – and above all his spirits – plummeted.

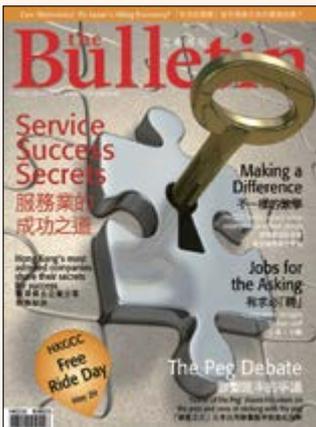
In September 2012 Lee Fook Chee passed away. Hong Kong had lost an immigrant son of the hard postwar era. Effectively unknown in his lifetime, was Mr Lee a photographer? Indeed so, given his wide-ranging collection from the 1950s. Yet, given his later decades earning a living off a bicycle, perhaps even more he was a believer: one of the countless thousands who, struggling down the years, made the most of often limited opportunities.

And, through grit and tenacity, sustained anonymous unsung lives.

Lee Fook Chee passed away knowing his treasured photographs, a legacy he held with great pride, at last had been recognized. He died knowing they would be published in ‘his’ book, a memorial that will not fade. ❀

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2011年4月，即大約三年前，我在山頂遊覽期間，在山頂纜車凌霄閣總站附近遇上一位個子不高、性格開朗健談的老伯。他當時身穿其招牌白色汗衣，正向絡繹不絕的遊人兜售過膠照片。這類描繪香港1950年代的懷舊照片我也看過不少，通常質素只是一般。

然而，透過老伯有限的英文，以及我那破爛不堪的廣東話，我們仍能勉強溝通得了。我買了一些照片留念，希望能夠幫他一把。最後我們交換了地址，原來他是來自大埔一個屋的李先生。

歷史遺珍攝影基金會是非牟利出版機構，極度珍視昔日的「逝影」，我們致力搜羅、研究和發表私人珍藏的重要歷史照片，可是我沒有把那次偶遇放在心上。

約一個月後，我收到一封來自新加坡的電郵，其重點很清晰：「我在香港的叔叔李福志先生希望跟您見面，讓您看看他的照片。」我腦海空白一片，李福志是誰？然後，我才慢慢想起：「啊 李先生，山頂那位老伯！」

在時間和工作的逼迫下，我只得作出典型的回覆，對其要求不置可否。「本人實在希望能夠欣賞您那位叔叔的照片，惟近日工作繁多，對於推廣他的作品恐怕愛莫能助，謹此深表歉意」其實先前購下的照片影像質素只屬一般，但我沒有多加評論。

可幸李先生的姪女堅持不懈，回覆指其叔叔曾經是一位「專業攝影師」，這觸發了我的好奇心。以我作為攝影師的眼光，以及從基金會早前出版的Hedda Morrison 1946至47年戰後照片影集可見，照片質素差劣未必等同底片質素差劣。所有使用菲林相機的攝影師也知道，有時即使底片的美學和技術水準俱佳，沖曬出來的照片卻平平無奇，於是我答應這位中間人安排約見李福志。



Lee Fook Chee captured daily life in Hong Kong in the 1950s and '60s in tremendous detail.

李福志的作品細緻地刻劃出香港在1950及60年代的生活面貌。

我們的會面地點不是茶餐廳，而是怡和大廈的星巴克，只怪我選擇失當！儘管李先生感覺有點格格不入，甫坐下我已感受到一股洋溢的熱情，就像在山頂跟他首次碰面一樣。我跟李先生往後的緊密聯繫，就在那短短一小時內建立起來。那次李先生向我展示了三張啞光照片，每張也色澤鮮明、細節豐富，令人印象深刻，跟我在山頂購買的過膠照片截然不同。

現在翻看這幾張照片，也可以想像到照片所以變得啞，是因為這些年來曾有無數的人欣賞和讚美過它們。其中一張是一般戰前的天星小輪緩慢地橫渡維多利亞港駛往中環，彼岸的雄偉建築物與荒禿山丘形成鮮明對比；另一張可見香港上海匯豐銀行及中國銀行這兩幢大樓，矗立在愛德華建築風格的太子大廈旁邊；第三張則可見中環一條饒富特色的石板路，行人熙來攘往。



Besides capturing the modern, successful side of Hong Kong, Lee also documented the hard life that many immigrants endured, as well as the unspoiled scenery in the New Territories.

除了反映香港現代、繁榮的一面，李先生的作品還記錄了當年一眾新移民的刻苦生活，以及新界的自然美景。

過了不久，我到訪李先生位於大埔的家，還拍了一些照片，現在重溫，讓我想起那天午後的相聚：他的住所很小，只得11平方呎，實在無法想像如何在那兒生活。在睡床對開的煮食爐旁邊，就是李先生製作其過膠照片的地方：一個狹小、精心布置的「黑房」，內裡配備了放大機、化學沖洗盤、乾燥設備等。我後來意識到，他在暮年仍鏗而不捨地追尋個人興趣，當中的動力正是源自這裡。

如果拍攝和售賣殖民地時代香港照片在1950年代足夠讓李福志養家糊口，那麼他在40年後的2000年代初回到山頂向遊客出售「歷史」照片，無疑是出於一股熱情：他對老手藝的熱愛和懷緬，還有生活的寄託和樂趣。

李先生從最高的層架拿下兩個他珍而重之的月餅盒。在這兩個看似平凡的盒子內，盡是一流的底片，每張各有小膠套保護，大部分還寫上名稱和日期。我被那些影像深深吸引，驀地興奮莫名。我把底片逐一放上燈箱，1950年代香港的面貌活靈活現。那些影像不僅展現出色的攝影技巧、感染力和歷史意義，還刻劃出我童年時代的香港。

我只想了幾個小時，便決定把這些照片珍藏輯錄成書。歷史遺珍攝影基金會的工作，正是要發掘、研究影像，以及將之重新脈絡化。不久，我把此事告知基金會董事會，向他們展示該三張珍貴照片，並說明底片所載的內容，包括中環、海港、九龍、新界以及沿岸的漁村生活，充分寫照香港的生活百態，而且這些作品並非出自Hedda Morrison等外地人之手，亦非由養尊處優的「沙龍」攝影師操刀，而是當年一位新移民的匠心之作。他跟數以萬計的移民一樣，都是基於不同的原因，在戰後南遷香港，並在這兒落地生根。

1927年在新加坡出生的李福志是位孤兒，從小在收養人的家庭長大，沒有太多疼愛；他於戰時在蘇門答臘為日軍當苦力，後來成為海員。他於1947年抵港，安頓下來後，便開始從事攝



影工作，無師自通。在1950年代的艱苦歲月，李先生憑著其拼搏精神，利用一部相機四出拍攝，再到山頂向遊客售賣照片，以賺取微薄的收入。然而，隨著1960年代初彩色照片和輕便相機面世，他的經營愈來愈困難，不久更結業。其後，李先生大部分時間都靠騎著牛奶公司單車到處售賣雪糕和涼果維生。他的底片從此隱沒在一角，不為人見。不過，李福志卻從未遺忘它們。

我倆的情誼就此展開，並一直持續下去。有賴《My First Trip to China》原作者和顧問廖建明在翻譯和其他方面提供協助，基金會與李福志的關係日益深厚，其後更得到他的信任，利用其作品編製月曆，稍後亦會出版攝影集。儘管李先生教育水平不高，但精明、務實的他與我們配合得很好，透過我和廖建明認識如何製作和出版以資料考實作隨筆的攝影圖文集，了解整個流程。影集的撰文由香港歷史學家招璞君博士執筆，主要根據李先生的口述回憶和相關的當代資料，回顧他的生平和足跡。

這些年來，李福志一直熱衷找人出版他的作品。儘管他從未受過正規教育，但他深信照片極具歷史價值。一些印刷公司曾向他訂購照片，但若作品廣泛流通，則非李先生的能力所及。為表對李福志的敬意，基金會接受了這項挑戰。

籌募經費是不可或缺的工作。出版優質書籍固然需要資金支持，基金會其他非牟利教育工作同樣必須靠資金運作。在一位善心中間人的協助和引見下，基金會接觸到一位慈善家，並成功籌得所需的資金。這位不願公開姓名的慈善家也經歷過1950年代的日子。出版工作的進展十分理想，新書將於2014年年底面世。

李福志跟我剛好來得及相遇。我們在2011年4月初次碰面，他當時雖已年屆84歲，但仍老當益壯，但到了2012年年初，他的健康顯著轉壞。其後，他受到嚴重的脊柱頑疾困擾，最終雙

腿失去活動能力。曾幾何時，這位精力充沛的八旬老人每天都會從大埔遠赴山頂，如今卻只能臥病在床，或被困在輪椅上，身心大受打擊。

2012年9月，李福志與世長辭。香港失去了一位戰後移民之子。李先生一生寂寂無名，能否算得上是攝影師？事實上，他在1950年代拍攝的照片題材之廣，已然說明一切。然而，他下半生幾十年都是當單車小販謀生，也許稱他為香港基層更加貼切的其中一人。憑著決心與堅毅，他們為自己寫下了段段值得歌頌的無名歷史。

李福志走得安詳，因為他知道他的珍貴照片——他引以為榮的遺產，最終能夠獲得肯定，他知道這些照片將刊載於其「個人」著作之中，永誌不渝。✿

Edward Stokes, a photographer and writer, is Founder and Publisher of The Photographic Heritage Foundation—a not-for-profit body dedicated to publishing books on Hong Kong's nature and heritage, together with community awareness and education.

攝影師兼作家艾思滔是歷史遺珍攝影基金會創辦人及出版人。該基金會乃非牟利組織，致力出版有關香港自然與歷史的著作，以提高社會的歷史意識，並推廣相關教育。

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# Back to Basics

## 返璞歸真

Letting quality ingredients speak for themselves is one of the best routes to delicious dishes, writes staff reporter **Cathy Au Yeung**

讓優質食材盡致發揮，是炮製美食的至高境界  
本刊記者歐陽雯



There are reportedly more restaurants per capita in Hong Kong than anywhere else in the world, so it is hardly surprising that local diners are always on the lookout for some culinary titillation. We are spoilt. From ethnic cuisines to fusion, molecular and vegetarian, we seem to have an endless selection of dining options. And we continue to be spoilt as new restaurants constantly open, such as the Blue Butcher and Brickhouse, and more recently Fish & Meat, which believes in letting ingredients speak for themselves.

Instead of propping up dishes with thick sauces, and add-ons, the restaurant simply focuses on the best produce cooked simply to deliver delicious food straight from the farm to the table.

“We have only three or four components on the plate to keep it rustic. We don’t need to mess around



Soft Duck Egg Raviolo (\$110, limited orders)  
鴨蛋意大利雲吞 (\$110, 限量供應)



with it too much. It is good as it is,” said Russell Dockett, Head Chef of Fish & Meat. “We try as much as possible to do everything homemade. I prefer to have a smaller menu so that everything can be made fresh, rather than having a big menu and pre-prepared ingredients.”

Russell explained that although many of his dishes look simple, prep-work behind the scenes can be quite demanding, such as spending two hours every morning making their own pasta. However, after trying one of their bestsellers, *Soft Duck Egg Raviolo*, I would say it is well worth it.

Filled with ricotta cream, chopped sage and a duck egg yolk in the centre, Russell explained it is inspired from a traditional family dish in Italy. He first browns some butter in a very hot pan, and then puts in the ravioli to crisp the outside, while the inside remains soft and creamy. It has a rich taste of duck egg and butter, and it is so tasty that I mopped up every last drop of the sauce. Since making the pasta is quite time-consuming, they only offer 25 portions a day. So go early if you want to give it a try.

Next came a very refreshing *Marinated Raw Ahi Tuna* to clear our palates. Having grown up and trained in Hong Kong, Russell loves Japanese and Asian cuisines, and this dish is a little play on those styles. Cubes of raw tuna are marinated with yuzu soy sauce and olive oil,

and topped with watermelon, a raw quail egg and basil vinaigrette. Watermelon is put in a vacuum bag and compressed to make it sweet and crunchy. The sauce is slightly sour and didn’t overpower the fresh fish.

*The Beef Carpaccio* here is a little bit different from what we are used to in most restaurants. In addition to a duck yolk, parmesan and fresh rocket leaves, pickled jalapenos are scattered around to add a bit of kick to the meat. Although it is a very simple dish, the Australian beef is full of flavour and speaks for itself.

After the meat came the *Roasted New Zealand Langoustines*. The seafood is split into half and seasoned with chilli powder, red pepper flakes and garlic. It is then flash roasted with a drizzle of butter and served topped with fresh lemon aioli. They are so tangy that we couldn’t stop eating them.

Finally, I ordered a *Lemon Tart* for dessert. Made with Italian lemons and served with country clotted cream, it is deliciously light and silky. My friend chose *Chocolate Pot*, a jar of chocolate mousse with roasted almonds and topped with Chantilly light cream – both highly recommended.

In addition to savoury dishes and desserts, Fish & Meat also offers cocktails that delight your palate. *Farm House Jam* served with homemade blueberry jam and *Charred Fennel Old Fashioned* are two very refreshing choices and perfect for a chit-chat with friends! ❀



Marinated Raw Ahi Tuna  
醃黃鱔吞拿魚 (\$135)



**據** 報道說，以人均計算，香港擁有全世界最多的餐廳食肆，難怪本地食客總是四出尋求新口味。在這個美食天堂，我們都被寵壞了。從民族菜、Fusion菜、分子料理到環保素食，我們似乎有數之不盡的餐飲選擇。隨著新餐廳愈開愈多，我們更加口福不絕。繼勇奪殊榮的Blue Butcher和 Brickhouse，城中近日還開設了Fish & Meat，標榜讓食材發揮天然的真味。

有別於以濃稠醬汁或大量配料刻意堆砌，Fish & Meat專門搜羅頂級的農產品，把天然食材從農場新鮮上桌。

「這裡每道菜只有三至四種元素，以保持簡樸風味。我們無需畫蛇添足，食物本身已經很美味。」Fish & Meat總廚Russell Doctrove說：「我們盡量每種材料都自家製作。我寧願以新鮮食材炮製較少種類的美食，也不想以預製食物供應大量菜式。」

Russell解釋，儘管他們很多菜式看似簡單，但背後卻下了不少預備功夫，例如單是製作自家麵條，每天早上就要花上兩小時。然而，吃過他們的熱賣菜鴨蛋意大利雲吞後，我敢說他們的功夫絕對沒有白費。

自家製的雲吞皮下，包著乳清奶酪、鼠尾草和飽滿的鴨蛋黃，Russell說靈感是來自一道傳統的意大利家常菜。首先把牛油放進燒紅的平底鍋，加熱融化至深褐色，再放入意大利雲吞，把外皮煎至香脆，內裡則保持軟滑。濃郁的鴨蛋黃加上牛油香，使雲吞份外惹味，好吃得我連最後一滴醬汁也不放過！由於麵條製作需時，餐廳每日只限量供應25份，想吃的話要趁早了。

接著是口味清新的醃黃鱔吞拿魚，酸甜醒胃。Russell在香港長大和學藝，鍾情日式和亞洲風味，而這道菜正是糅合了這些元素。切成小塊的吞拿魚刺身先以柚子醬油和橄欖油醃製，再配以西瓜粒、生鵝鶉蛋和羅勒油醋汁。西瓜經過真空壓縮，減少了原來的水份，效果香甜爽脆。油醋汁的酸味剛剛好，不會蓋過了魚的鮮味。

這裡的薄切生牛肉片與我們在一般意大利餐廳常見的略有不同。除了鴨蛋黃、巴馬臣芝士和新鮮火箭菜，大廚還灑上了醃墨西哥辣椒，為這些澳洲牛肉片加上一點辛辣。這道菜雖然做法簡單，但卻牛味十足，把天然的真味發揮得淋漓盡致。



Farm House Jam (\$110)



Charred Fennel Old Fashioned (\$120)



O'Connor Farm Grass-Fed  
Beef Carpaccio  
薄切生牛肉片 (\$180)



Roasted New Zealand  
Langoustines  
烤新西蘭小龍蝦 (\$195)

再來的是烤新西蘭小龍蝦。開邊小龍蝦以辣椒粉、紅椒片和  
大蒜醃製，澆上少許牛油快烤，配以新鮮的檸檬蛋黃醬，惹味非  
常，簡直讓我們欲罷不能。

最後，我點了檸檬餡餅作為甜品。鮮黃色的餡餅以意大利檸檬  
炮製，配以香滑的凝塊忌廉，清新怡人。朋友則選了朱古力杯，  
香濃的朱古力慕思鋪上烤杏仁碎和淡忌廉，兩款都很值得推介。

除了美味的菜式和甜品，Fish & Meat還提供多款雞尾酒。以  
自家製藍莓果醬及伏特加調成的 Farm House Jam，以及帶有  
香的Charred Fennel Old Fashioned，都是與朋友邊喝邊談的清  
新選擇。✿



Russell Doctrove, Head  
Chef of Fish & Meat, has  
worked in a number of fine  
kitchens, including The  
Waterside Inn in Bray and  
Restaurant Gordon Ramsay  
in London.

Fish & Meat總廚Russell  
Doctrove曾任職多家享譽全球  
的餐館，包括位於英國布雷的  
The Waterside Inn和倫敦的  
Restaurant Gordon Ramsay。

**Fish & Meat**  
2/F, Wyndham Mansion  
30-32 Wyndham Street  
Central, Hong Kong  
中環雲咸街30至32號  
雲咸大廈2樓  
2565 6788



Chocolate Pot (\$60, lunch  
menu only)  
朱古力杯 (\$60, 只限午市供應)



Sicilian Lemon Tart  
西西里檸檬餡餅 (\$70)

## Europe Committee

**Antony Taubman**, Director of the World Trade Organisation's Intellectual Property Division, called on the Chamber on February 14, to discuss a wide variety of issues with Chief Economist David O'Rear. On the agenda were the prospects for Hong Kong developing an intellectual property trading hub, judicial training on competition law concepts and WTO rules governing labour mobility.



The Rt Hon Dawn Primarolo led a delegation from the Commonwealth Parliamentary Association U.K. Branch on February 19, and were welcomed to the Chamber by Chief Economist David O'Rear. The delegation, comprising members of the House of Commons and House of Lords, were eager to gain insights into the workings of the Legislative Council, Hong Kong's Government structure and developments in Hong Kong and the Mainland.

## Industry and Technology Committee

**Pamela Lam**, Assistant Commissioner (Policy & Development) of the Innovation and Technology Commission, exchanged views with members at the committee's meeting on January 20 on the Government's new initiatives to promote innovation and technology development.

## Real Estate and Infrastructure Committee

The committee sent its submission on the **Stage 2 Public Consultation on Connecting Kowloon East – Environmentally Friendly Linkage System** to the Government on February 4.



## Constitutional Development Forum

*The task force on constitutional development continues to seek views on how to move towards universal suffrage*

Following a joint business consultation on constitutional development held in early January, the Chamber organized another special forum on February 10 with the three senior Government officials heading the consultation to provide members with a unique opportunity to communicate directly with the Government about the challenges ahead.

Chief Secretary for Administration Carrie Lam told a full house that the task force is grabbing every opportunity to listen to the views and suggestions from different sectors and the public at large.

To take forward the objective of having the Chief Executive elected by universal suffrage, there are at least two unresolved issues that allow room for discussion. One is the democratic procedures for nomination, as also elaborated by the Basic Law Committee Chairman Li Fei last November, and the other is the number of candidates to be put forth by the Nominating Committee.



The Chamber's Chief Economist David O'Rear met with Secretary General **John Murphy** of the Department of Jobs, Enterprise and Innovation of Ireland, on February 13 to discuss the recent trends affecting business in Hong Kong and commercial relations between the SAR and Ireland. He was accompanied by Jennifer Whelan, Second Secretary at the Embassy of Ireland in Beijing.

## Committee Chairmen 委員會主席



### 政制發展論壇

政改諮詢專責小組繼續聆聽商界就推進普選的意見

繼本港工商界於1月初合辦「政制發展諮詢論壇」後，總商會亦於2月10日舉行了另一場論壇，邀得率領政改諮詢的三位政府高官出席，為會員提供與政府直接溝通的良機，合力探討未來挑戰。當日全場座無虛席。

政務司司長林鄭月娥表示，專責小組會抓緊每個機會，聽取各行各業和市民大眾的看法和建議。

要推進普選行政長官這個最終目標，至少有兩項議題尚待解決，當下仍有討論空間。首先是提名的民主程序，而基本法委員會主任李飛去年11月亦有闡述這點，其次是提名委員會所提名的候選人數目。

### Taxation Committee

A submission was made to the Government on January 24 on prospective jurisdictions that Hong Kong should enter into Comprehensive Double Taxation Agreement negotiations.

### HKCSI Executive Committee

Anthony Nightingale, Hong Kong's long-standing APEC Business Advisory Council member, discussed at a Chamber roundtable luncheon on January 16 the role of APEC, and what policies China would be working on as it chairs APEC in 2014. 🌸

### Labour Strategy Working Group 勞工策略工作小組

Members of the Chamber Labour Strategy Working Group met on February 13 with the Standard Working Hours Committee and conveyed our position of objecting to the proposed introduction of legislation on working hours.

總商會勞工策略工作小組成員於2月13日與標準工時委員會會面，表達我們反對標準工時立法建議的立場。



**Americas Committee**  
美洲委員會  
Mr Michael Paulus  
馬國寶先生



**Asia/Africa Committee**  
亞洲/非洲委員會  
Mr Marc Castagnet  
馬克先生



**China Committee**  
中國委員會  
Mr Edmond Yue  
余國賢先生



**CSI - Executive Committee**  
香港服務業聯盟 — 執行委員會  
Mr Leland Sun  
孫立勳先生



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



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



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



**Europe Committee**  
歐洲委員會  
Mr Neville S Shroff  
尼維利施樂富先生



**Financial and Treasury Services Committee**  
金融及財資服務委員會  
Mr Weber Lo  
盧韋柏先生

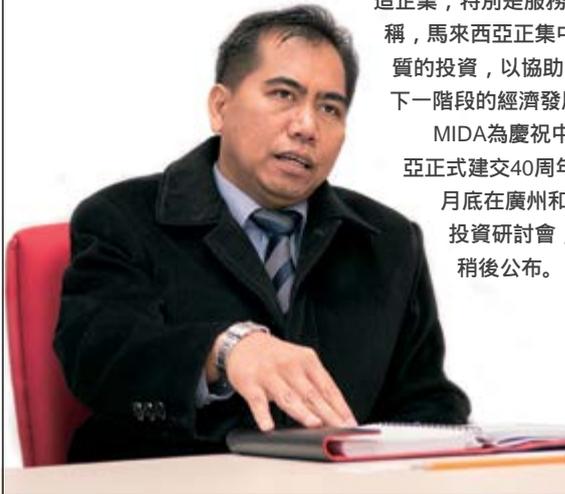


**Industry & Technology Committee**  
工業及科技委員會  
Mr K C Leung  
梁廣泉先生

馬來西亞投資發展局 (MIDA) 投資領事Ruzlisham Bin Mat Diah 及副領事Nurullydia Binti Ahmad於2月12日到總商會作禮節性拜訪，由本會公共關係及項目助理總監麥爾康接待，雙方探討進一步加強雙邊的聯繫與合作。

2014年1月剛上任的Mat Diah解釋，面對鄰近國家的低成本競爭，馬來西亞製造業正在萎縮，因此該國希望吸納較高增值的製造企業，特別是服務業。他續稱，馬來西亞正集中物色高品質的投資，以協助國家展開下一階段的經濟發展。

MIDA為慶祝中國與馬來西亞正式建交40周年，將於5月底在廣州和北京舉辦投資研討會，詳情將於稍後公布。



Ruzlisham Bin Mat Diah, Investment Consul of Malaysian Investment Development Authority (MIDA), and Vice Consul Nurullydia Binti Ahmad, paid a courtesy visit to the Chamber on February 12. The Chamber's Public Relations & Programs Assistant Director Malcolm Ainsworth received the visitors, and both sides discussed further strengthening bilateral ties and cooperation.

Mat Diah, who assumed office in January 2014, explained that Malaysia's manufacturing sector has been squeezed by competition from low-cost rivals in neighbouring countries, which is making the country look more to attracting higher value manufacturing, particularly services. He added that Malaysia is focusing on high quality investments in an attempt to develop the next phase of its economic development.

MIDA will organize an investment seminar in Guangzhou and Beijing at the end of May to celebrate the 40th anniversary of formal ties between China and Malaysia. More details will be announced later.

### 歐洲委員會

總商會首席經濟師歐大 於2月13日與愛爾蘭就業、企業及創新部秘書長John Murphy會晤，探討影響香港商界及兩地商貿關係的最新趨勢。隨行還有愛爾蘭駐北京大使館二級秘書Jennifer Whelan。

世界貿易組織知識產權部總監Antony Taubman於2月14日到訪總商會，與本會首席經濟師歐大 探討多項議題，包括香港發展知識產權貿易樞紐的前景、有關競爭法概念的司法培訓，以及世貿有關勞工流動性的規定。

### 工業及科技委員會

創新科技署助理署長 (政策及發展) 林雅雯於1月20日出席委員會會議，就政府新訂的創新及科技發展推廣措施，與成員交流意見。

### 地產及基建委員會

委員會於2月4日就「連繫九龍東——環保連接系統」第二階段公眾諮詢活動，向政府提交建議書。

### 稅務委員會

委員會於1月24日向政府提交建議書，就香港應與哪些司法管轄區展開全面性避免雙重課稅協定談判提供意見。

### 香港服務業聯盟執行委員會

亞太經合組織工商諮詢理事會香港成員黎定基出席本會1月16日的午餐會，討論亞太經合組織的角色，以及中國於2014年擔任主辦國期間所推出的政策。



Rt Hon Dawn Primarolo於2月19日率領來自英聯邦國會協會英國分會的代表團到訪，由本會首席經濟師歐大 接待。代表團由上、下議院的議員組成，他們渴望了解立法會的運作、香港政府架構及中港兩地發展。



**Breakfast Meeting with Selina Chow 周梁淑怡早餐會**

Selina Chow Liang Shuk-ye, CBE, JP, chairperson of the Liberal Party and ex-member of ExCo and LegCo, met with 22 members of the Chamber's Women Executives Club (WEC) on February 24.

During the breakfast meeting, Selina shared how she built a harmonious career and family life, despite a challenging career path.

"Both my husband and I have this very traditional work ethic, which is work comes first," she said. Selina feels it is important to choose the right partner, and focus on the positives. "I hate regretting things, so won't look back. My goal is to be happy," she said.

As a wife, mother and grandmother, she believed family is the most important thing in life, and it is also the source of her energy. "My grandchildren keep me young, they are precious. We are such as a close family and we always share things."

自由黨主席、前行政會議成員兼前立法會議員周梁淑怡太平紳士於2月24日，與總商會卓妍社的22位會員會面。在早餐會上，周梁淑怡分享如何建立和諧的工作與家庭生活，以及克服工作上的種種挑戰。

她說：「我和丈夫都很重視傳統的職業道德，一切以工作為先。」周梁淑怡認為，選擇合適的伴侶，並抱持正面、積極的態度，十分重要。她續道：「我討厭後悔，所以做事從不回頭。快樂就是我的目標。」

身為一位妻子、母親和外祖母，她認為家庭是人生最重要的部分，也是她的動力來源。「我的外孫讓我保持年輕，他們是無價的瑰寶。我們的家庭關係親密，喜歡事事分享。」



**Welcoming in the Year of the Horse  
喜迎馬年**

A Chinese Lion danced its way into the Chamber on February 6 where it was welcomed by CEO Shirley Yuen and staff to get the Year of the Horse off to an auspicious start.

總商會總裁袁莎妮與一眾員工於2月6日在總辦事處喜迎醒獅，祝願馬年吉祥。



Legal Committee  
法律委員會  
Mr William Brown  
鮑偉林先生



Manpower Committee  
人力委員會  
Mr Matthias Li  
李繩宗先生



Membership Committee  
會員關係委員會  
Mr Y K Pang  
彭耀佳先生



Real Estate & Infrastructure Committee  
地產及基建委員會  
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Retail and Tourism Committee  
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Mr P C Yu  
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Shipping & Transport Committee  
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Small & Medium Enterprises Committee  
中小型企業委員會  
Dr Cliff Chan  
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Taxation Committee  
稅務委員會  
Mr David Hunter  
夏棣榮先生



Taiwan Interest Group  
台灣小組  
Mr Stanley Hui  
許漢忠先生



Women Executives Club  
卓妍社  
Mrs Margaret Leung  
梁甘秀玲女士

二零一四年新春晚宴  
Chinese New Year Dinner



# A Night to Remember

Some 500 members and guests attended the Chamber's Chinese New Year Dinner at City Hall on February 18 to welcome in the Year of the Horse. Chief Secretary for Administration the Honourable Carrie Lam, Deputy Minister for the Liaison Office of the Central People's Government in the Hong Kong SAR Madam Yin Xiaojing, President of the Legislative Council the Honourable Jasper Tsang, together with Chamber Chairman C K Chow and

Deputy Chairman Y K Pang, dotted the eyes of two lions to bring luck and prosperity.

Members had a fantastic evening of networking, dining, drinking and entertainment, which included a lion dance, street dance performed by the HK Federation of Youth Groups, singing performed by students from Yew Chung International School, as well as calligraphy and beer drinking contests, and a lucky draw with some fantastic prizes.





## Chamber in Review 活動重溫



## 難忘的一夜

**總**商會於2月18日假大會堂舉行新春晚宴，吸引了約500位會員和嘉賓參加，一起歡聚聯誼，迎接馬年。政務司司長林鄭月娥、中央人民政府駐香港特區聯絡辦公室副主任殷曉靜、立法會主席曾鈺成議員，連同總商會主席周松崗及常務副主席彭耀佳，一起主持醒獅點睛儀式，祝願會員新春大吉、生意興隆。

當晚除了中式晚宴外，本會還安排了連串精彩的娛樂節目，包括舞獅、香港青年協會的街舞表演、耀中國際學校的學生獻唱、書法和啤酒競飲大賽，以及獎品豐富的幸運大抽獎等，讓會員盡興而歸。



# HKGCC

Hong Kong General Chamber of Commerce  
香港總商會



The Hong Kong Business Community  
Welcomes  
The Honourable Leung Chun Ying

## People's Livelihood and the Economy 民生與經濟

Chief Executive C Y Leung's recent Policy Address lays out a broad array of initiatives that support the needy. These initiatives, while in general welcomed by most people in Hong Kong, will require long-term financial commitment

行政長官梁振英近日發表的《施政報告》推出了多項扶貧助弱的措施。儘管有關措施普遍受到大部分本港市民的歡迎，但卻需要長期投放財政資源

Chief Executive C Y Leung's recent Policy Address focused on addressing social issues, which will increase recurrent spending. At a joint business community luncheon with the Chief Executive on January 23, a member of the audience asked: "where will the money to pay for those initiatives come from?"

In response, the Chief Executive said that it is important to take a dynamic view of the situation, rather than a straight-line analysis of the Government's income and fiscal reserves.

Speaking to a full house, he said the future income of the Government and demands on welfare, healthcare and caring for our aging population will be different from today.

"The business community believes it is important to provide assistance to the needy, and we would like a clearer picture of how those plans and assistance will be financed," Chamber Chairman C K Chow said. "We currently have a very healthy budget surplus, which the Government has been wisely saving for a rainy day, so we hope that will continue and at the same time the Government can do more to raise the competitiveness of Hong Kong's business environment."

### Labour and land shortages

On the issues of improving Hong Kong's competitive advantage, providing more business space, and raising the quality of our human capital, the Chief Executive said expanding Hong Kong's economic capacity

requires both physical space as well as intellectual capital to maximize output and productivity.

In addition to setting up a civil aviation training institute, Innovation and Technology Bureau, and a new statutory maritime body to support the development of these industries, he pointed out that matching the skills of our labour force to the requirements of industry is an ongoing challenge.

To tackle the land shortage, he said the Government is committed to “exploring every nook and cranny for the most viable options to make available more land for residential and commercial uses.” To meet the demand for office space, he said the Energizing Kowloon East project is progressing well and will eventually provide about twice the current amount of office space in Central.

### Regional cooperation

Leung emphasizes that the Government is committed to nurturing our relationship with the Mainland, and his administration is working hard to strengthen Hong Kong’s regional connectivity.

When the Hong Kong-Zhuhai-

Macao Bridge is completed in 2016 and the Tuen Mun-Chek Lap Kok Link in 2018, Lantau Island will become an essential link between Hong Kong and the vast west bank of the Pearl River Delta. Going forward, he believes the PRD region will be a very important factor in the ongoing development of Hong Kong, not just economically, but also socially.

His administration has also been working with the Ministry of Commerce to further liberalize trade in services between Hong Kong and the Mainland of China by the end of the National 12th Five-Year Plan period next year.

To identify new markets for Hong Kong and promote our city’s advantages as an international business and financial centre and premier gateway into and out of the Mainland of China, the Government is considering opening more Economic and Trade Offices in Asia.

### SMEs’ plight

One member of the audience lamented that SMEs’ concerns seem to be increasingly ignored, and increasing regulations are adding to their burden, citing the long-service

severance pay issue. He said cancellation of the Mandatory Provident Fund offsetting arrangement is clearly against the original legislation intention. He urged the Government to give a serious consideration to the huge burden that abolishing the offsetting arrangement would have on SMEs.

Leung agreed that it is a very important subject, not just to the business community but also for the labour sector.

“In my election manifesto, my pledge was to gradually offset. So how ‘gradual’ is something that we can discuss as well,” he said. “There are a number of ways by which we could achieve the goal, and we very much like to get the business sector and the labour sector on side to look at the possibilities, and also the consequential impacts of varying degrees on either or both sectors.”

Chamber CEO Shirley Yuen said following the luncheon, “We welcome the Government’s proposals to support the economic development and tackle some of the challenges we face. However, we would like to see more specific details on these proposals.” ❀



**行**政長官梁振英最新發表的《施政報告》集中處理民生議題，此舉將令政府的經常開支驟增。在1月23日舉行的行政長官商界聯席午餐會上，有商界代表問：「如何確保有足夠的金錢支付有關措施？」

行政長官回應指，我們必須因應情況彈性處理，而非直接分析政府的收入和財政儲備。

他向座無虛席的賓客表示，未來的政府收入，以及人口老化對福利、醫療和護理的需求，將會有別於現在。

總商會主席周松崗說：「商界認為必須向有需要人士提供支援，並期望看到更清晰的融資方案，以落實有關計劃和支援。」他續道：「政府一直未雨綢繆，為我們帶來穩健的財政盈餘，因此我們希望這個做法能夠持續下去，與此同時，當局可採取更多措施，以提升本港營商環境的競爭力。」

### 勞工及土地短缺

就改善香港的競爭優勢、提供更多商業空間和提升人力資本質素方面，行政長官說，擴展本港的經濟能力需要實際的空間和知識資本，以力求增加產量和生產力。

除了成立民航訓練學院、創新及科技局和新的法定航運機構，以支持業界發展外，他指出，要令勞動人口的技能與業界要求相配合，是個持續的挑戰。

為解決土地短缺的問題，他說政府致力「搜尋每一個角落，以制訂最可行的方案，提供更多可作住宅和商業用途的土地。」為滿足辦公空間的需求，他說「起動九龍東」項目進展良好，最終可提供的辦公空間，約相等於中環現有的兩倍。

### 地區合作

梁振英強調，政府矢志增進與內地的關係，並竭力加強香港的地區聯繫。

隨著港珠澳大橋及屯門至赤角連接路全段將於2016年及2018年相繼落成，大嶼山將成為往來香港與珠江三角洲西岸的必經之地。展望未來，他相信珠三角地區將會是香港持續發展的關鍵因素，這不單指經濟上，還指社會上的影響。

港府亦一直與商務部合作，務求在明年國家「十二五」規劃期末前，進一步實現中港兩地服務貿易自由化的目標。

此外，當局正考慮在亞洲增設經濟貿易辦事處，以便物色新市場，並推廣本



港作為國際商業及金融中心，以及進出中國內地主要門戶的優勢。

### 中小企的苦況

有與會者慨嘆，中小企的關注似乎日漸受到忽略，而愈來愈多的規管正加重他們的負擔，當中長期服務金和遣散費的議題就是一例。他表示，取消強制性公積金的對沖安排，明顯違背當初的立法原意。他促請政府慎重考慮，廢除對沖安排將對中小企帶來沉重負擔。

梁振英認同此乃事關重大，對商界

和勞工界同樣影響深遠。

「在我的競選政綱中，我承諾會逐步取消對沖。因此，『逐步』的定義仍有待商討。」他說：「現時有多個方法達致目標，而我們很歡迎商界和勞工界參與討論，研究各個可能性，以及不同程度地取消對沖，會對一方或雙方帶來甚麼相應影響。」

總商會總裁袁莎妮在會後表示：「我們歡迎政府提出建議，支持本港經濟發展，並解決我們面對的部分挑戰。然而，我們期望看到有關建議的更多具體細節。」

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總商會服務有限公司是香港總商會全資附屬機構，獲總商會全力支持，為企業提供全面的活動策劃及統籌服務。憑著龐大的商業網絡，與供應商良好的合作關係，加上內部專業團隊經驗豐富，令總商會服務有限公司成為市場上實力非凡的活動策劃公司，讓客戶安枕無憂。

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## HKGCC

Hong Kong General Chamber of Commerce  
香港總商會 1861



# Chamber Visits HIT

## 參觀香港國際貨櫃碼頭

**T**hirty members visited Hong-kong International Terminals (HIT) on January 16 to learn how the terminal operates and how this important sector is expected to perform in the coming years. John Harries, HIT's Port Development Director, who is also the Chairman of the Chamber's Shipping and Transport Committee, welcomed members and showed them around the facility.

"Recent data show that 70% of

container handling throughput at Kwai Tsing Port is transshipment," Harries told members in a briefing. "Transshipment activities and volumes are discretionary and shipping lines can easily transfer their transshipment operations to competing regional locations. We therefore need to stay competitive in terms of service quality and efficiency."

Having sufficient land and barge berths are the most critical factors

affecting the optimal operation of the port. However, the shortfall in container terminal storage areas at Kwai Tsing Port is currently around 25%. The lack of on-dock container terminal land and barge berths creates operational issues such as the challenge of accommodating mega vessels. To deal with the shortfall in facilities, the industry has called for the rationalisation of external port back-up land, conversion of some excess parking and queuing spaces within terminals, development of three waterfront sites as additional barge berth facilities, and integration of two existing short-term tenancy barge berth sites into the adjacent CT9 Kwai Tsing Port facilities.

The enhancement programme will be developed over the next decade in order to improve operational efficiency and accommodate the expected growth in Kwai Tsing Port's container handling throughput. ❁

“

**The shortfall in container terminal storage areas at Kwai Tsing Port is currently around 25%.**

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**30**位會員於1月16日前往香港國際貨櫃碼頭參觀，實地了解港口運作，以及這重要產業未來幾年的發展前景。當日由香港國際貨櫃碼頭有限公司港口發展總監及總商會船務及運輸委員會主席夏禮斯接待會員，並帶領他們到處考察。

參觀前，夏禮斯向會員簡介：「近日數據顯示，轉運佔葵青碼頭七成的貨櫃吞吐量。」他續道：「由於轉運活動和數量並無限制，航運公司可輕易把轉口業務移師至其他競爭地點。因此，我們必須在服務質素和效率方面保持競爭力。」

擁有充足的土地和駁船碼頭，是港口良好運作的最關鍵因素。然而，葵青貨櫃碼頭儲存設施的不足率現為25%左右。缺乏貨櫃碼頭用地和駁船碼頭，帶來了經營問題，例如接待大型船舶的挑戰。為解決設施不足，業界已促請當局盡快在港口以外提供額外的後勤土地、更改碼頭內多餘的停泊和輪候空間的用途、發展三幅海濱用地以供額外駁船碼頭設施之用，以及把現有兩幅短期出租的駁船碼頭用地融入鄰近的葵青九號貨櫃碼頭。

為改善營運效率和應付葵青港口貨櫃吞吐量的預期增長，有關優化計劃將於未來十年開展。✿

“

葵青貨櫃碼頭儲存設施的  
不足率現為25%左右。

”



# Showcasing Sustainability at Hysan Place

“Sustainable design and management help brand building,” said Dr Chan Lai Kiu, Project and Design Director, Hysan Development Company Limited. “Hysan’s commitment to sustainability is well recognized for staying ahead in the property market.”

Speaking to 40 members on the Chamber’s site visit to Hysan Place on February 19, led by Ir Cary Chan, Chairman of the Chamber’s Environment and Sustainability Committee, Dr Chan discussed sustainable building design and green property management. Hysan Place is one of the best green building showcases in Hong Kong for design, construction and operation. Completed in 2012, it has been awarded the LEED Platinum certification for Core and Shell by the U.S. Green Building Council, as well as the BEAM Plus Platinum certification for new buildings by the Hong Kong Green Building Council.

Hysan’s foundations in property investment, development and management have been built over the past 90 years when the Lee family founded the company with their plot of land in “East Point” (as Causeway Bay was then called). While the growing stream of traffic and tourists in this densely populated area brought in prosperity, it also made pollution an issue. Hysan’s senior management was eager to improve the environment by re-developing Hysan Place in the heart of Causeway Bay.

“It has not been an easy task to incorporate sustainable building design into a mixed office and vertical mall complex,” said Dr Chan. “We have adopted a permeable building design that encourages natural ventilation and provides green spaces for the public.”

Members were given the opportunity to see how the “Urban Windows,” “Artificial Wetland” and “Sky Garden” were built to reduce heat, as well as other green features to enhance water and energy efficiency. ❁





## 希慎廣場展現 可持續發展理念

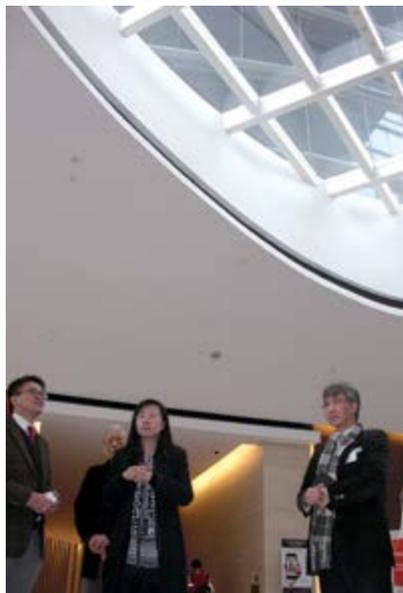
「可持續的設計及管理有助建立品牌。」希慎興業有限公司建築設計及項目總監陳麗喬博士說：「希慎致力推動可持續發展，在物業市場中已被公認為先驅。」

總商會環境及可持續發展委員會主席陳永康於2月19日率領40位會員考察希慎廣場。期間，陳博士向會員解釋何謂可持續的建築設計和綠色物業管理。希慎廣場於2012年落成，至今已先後獲頒美國綠色建築協會建築主體與外殼類別（LEED）的最高水平白金級認證，以及香港綠色建築議會綠建環評（BEAM Plus）新建建築鉑金認證，堪稱香港綠色大廈設計、建築和管理的最佳示範項目之一。

希慎的物業投資、發展及管理歷史可追溯到90年前，當時利氏家族購入位於「東角」（昔日銅鑼灣的名稱）的多幅土地，並創辦了該公司。隨著交通和遊人漸多，這個人煙稠密的地區日益興旺起來，同時亦帶來了污染問題。因此，希慎管理層渴望透過在銅鑼灣的核心地帶重建希慎廣場，力求改善環境。

陳博士說：「要把可持續的建築設計融入混合式寫字樓及垂直商場，並不容易。」她補充道：「我們採用了穿透式建築設計，鼓勵自然通風，並為公眾提供綠色空間。」

考察期間，會員有機會了解「城市綠窗」、「人工濕地」和「空中花園」如何有助降溫，以及參觀其他提升用水和能源效率的環保設施。✿



Ir Cary Chan (right) presents Dr Chan Lai Kiu, Project and Design Director, Hysan Development Company Limited, with a Chamber memento.  
陳永康（右）向希慎興業有限公司建築設計及項目總監陳麗喬博士致送紀念品。



# The Power of Knowledge

Students gain a better understanding of how the ICT industry operates and what it takes to succeed in the sector, writes staff reporter **Kylie Lau**

**T**he information and communications technology (ICT) industry is developing at a tremendous pace. Apple, Google, and Facebook are some of the companies that are changing the way we live and communicate, so it is hardly surprising that more young people are eager to develop their careers in the ICT sector.

But how can students increase their odds of having a good start in the ICT industry? Stephen Wat, Senior Director, Product and Solutions of CITIC Telecom CPC Ltd, explained to a group of fourth and fifth form students from St. Francis' Canossian College on January 16 that ICT knowledge is essential.

"ICT skills are in demand in every industry, and no matter what

job you do, you need to have ICT knowledge," he said. Wat was speaking to the students as the first out of five planned activities under Business-Schools Partnership Programme organized by Chamber.

ICT used to be among the less popular subjects among students entering university, but it is now a hot sector. "There are also different areas you can choose to work in the ICT industry, from programming, to communication technology to data analysis, and others," he added.

Wat also suggested that students should try to be more curious to things around them. "If you are amazed by the multi functions of Google, you could explore those in more depth. For example, the number of users of Google, the

history of its development, the latest launch of its products and services, and so on. This is because all the rapid developments in the ICT sector require that we have to continually learn and update ourselves about the history and development of products and services. This sector now requires talent with high capabilities, so in order to be successful, you need to focus on one particular area," he said.

By citing the examples of how Apple and Facebook were founded, Wat drove home the message of the importance of mathematics. "Most successful people in the industry are excellent in mathematics and logical thinking," he said.

ICT has always been considered a career for men, but Wat said he

# 知識的力量

學生了解到更多有關ICT行業的運作，以及當中的成功之道  
本刊記者劉寶馨

**信**息及通訊科技（ICT）行業的發展一日千里。蘋果、谷歌（Google）及Facebook等企業正在改變我們生活與溝通的模式，因此愈來愈多年輕人期望在ICT行業大展拳腳，實在不足為奇。

然而，學生如何能順利投身ICT行業？中信國際電訊（信息技術）有限公司產品拓展高級總監屈永全在1月16日，向來自嘉諾撒聖方濟各書院的中四、五生表示，具備信息及通訊科技知識是必要的條件。

透過總商會的「商校交流計劃」，中信國際電訊（信息技術）有限公司與該校將於今年籌辦五次活動。在是次首輪活動中，屈先生向一眾學生解釋：「每個行業都要用到信息及通訊科技的技能，不論你從事甚麼工作，都要具備有關方面的知識。」

ICT曾經是較為冷門的大學學科之一，時至今日反被視為熱門行業。他補充：「ICT行業涵蓋電腦程式設計、通訊科技，以至數據分析等，就業範疇其實很廣。」

屈先生同時建議學生應對周遭事物抱有好奇心。他說：「如果你對Google的多功能性驚歎不已，你可以嘗試深入地探索更多有關的資訊。比方說Google的總用戶量、發展歷程、最新推出的產品及服務等。正因ICT行業迅速發展，促使我們不斷去學習，掌握產品和服務的最新情報。這行業現正需要更多能幹的人才，因此想取得成功，切記專心發展某一特定範疇。」

藉著闡述蘋果公司及Facebook的發跡史，屈先生透徹地指出數理知識的重要性。他表示：「行內的成功人士大多擅長數學及邏輯推理。」

ICT長久以來都被視為一個男性主導的行業，然而屈先生相信，隨著行動裝置日趨普及，有關行業實際上需要更多女性提出新主意。他表示：「女性一般來說心思較細密，這對軟件開發及技術分析都很重要。了解每個工序，才能清晰而有效率地運作。」

在問答環節中，有學生問到該如何界定成功，屈先生說：「成功是指做事能夠持之以恆，而且不畏困難。這些都是在ICT行業工作不可或缺的特質。」

今年是中信國際電訊（信息技術）有限公司首次參與總商會的「商校交流計劃」。人力資源及行政部副總裁虞苑琦解釋，為何該公司樂意加入其中：「我們想協助學生透過互動形式，對信息及通訊科技行業認識更多。同時，這項計劃能提升我們的品牌形象與員工士氣，對所有參與者來說都是雙贏的局面。」



believes with the growing popularity of mobile devices, the industry needs more women to develop new ideas. “Women generally pay more attention to detail, which is important not just for software development, but also in technical analysis. You also need to understand every procedure in order to work clearly and effectively,” he said.

During a question and answer session, students asked Wat how he defines success: “Success is how you do one thing with persistence and do not fear difficulties. These are important traits for working in the

ICT industry,” he answered.

This year is the first time that CITIC Telecom CPC Ltd has joined the Business-Schools Partnership Programme. Catherine Lo, Vice President, Human Resources and Administration of CITIC Telecom CPC Ltd., explained why the company decided to join the programme: “We want to help students to know more about the ICT industry through some interactive activities. At the same time, this can enhance our brand image and staff morale. This is a win-win situation for all of us.”

## Chamber Events

### 05 Workshop

Building Better Client Relationships

### 06 Roundtable Luncheon

Implications of Ageing Population on Government's Fiscal Position

# MARCH

# 07

### Seminar

Country Briefing Series:  
Argentina cum Wine-Tasting Soiree



### 07 Committee Meeting

Retail and Tourism Committee  
Americas Committee

### 07 Roundtable Luncheon

China Investment Prospects  
in 2014 – Stay Cool in the Heat

### 13 Seminar

Talent Development Series:  
“Enhancing 21st Century  
Leadership Performance: Lead  
like Water”

### 14 Roundtable Luncheon

Development of VAT Reform &  
Effective Management of VAT

### 14 Committee Meeting

Environment and Sustainability  
Committee Meeting

### 17 Roundtable Luncheon

Success Strategies of Female CEOs  
in Non-traditional Professions in  
Hong Kong

### 18 Training

Professional Assistant to Top  
Management

### 18 Networking

Perfume Matching Workshop

# 18

### Study Mission

Visit to ASB Bio-diesel Plant



### 24 Roundtable Luncheon

Renminbi Fund Flows in Hong  
Kong: Developments and  
Prospects

### 25 Committee Meeting

Small & Medium Enterprises  
Committee Meeting

### 26 Study Mission

ASB Bio-diesel Plant Revisited

# 27

### Networking

Wine Tasting and Pairing Soiree Journey to Languedoc, France



### 27 Seminar

Seminar on Payment Situations  
in Europe and Cases on Handling  
Payment Difficulties Effectively

10 Committee Meeting  
Shipping and Transport  
Committee

11 Workshop  
Selecting & Interviewing Post '90s  
Job Candidates

11 Networking  
The Chamber Happy Hour



12 Forum  
Town Hall Forum Series:  
Meet the ExCo –  
The Hon Lam Woon-kwong



12 Roundtable Luncheon  
How Did We Get Here and the  
Challenges Ahead

12 Committee Meeting  
Digital, Information and  
Telecommunications Committee  
Meeting

13 Forum  
Launching of the 2014 Hong Kong  
Awards for Industries: Innovation  
and Creativity

19 Committee Meeting  
Financial and Treasury Services  
Committee Meeting  
Manpower Committee Meeting

19 Workshop  
Creative Thinking & Problem  
Solving Skills for Business  
Executives

20 Luncheon  
Joint Business Community Luncheon  
with the Honourable John Tsang,  
Financial Secretary of the HKSAR

20 Training  
Lawful Wages Calculation Workshop

21 Committee Meeting  
Real Estate & Infrastructure  
Committee Meeting



## Mark your Diary

08 April  
Hong Kong Property Market Outlook



09 April  
Cocktail Reception with Consuls General of the  
Asia-Pacific, African and Middle Eastern Regions

10 April  
Country Briefing Series: Turkey





The Chamber's CEO Shirley Yuen and senior executives welcomed representatives from new member companies to a briefing on February 24. Members learned more about the Chamber's work and how they can maximize the benefits of their membership. ❀

總商會總裁袁莎妮及一眾高層於2月24日，歡迎出席會員簡介會的新會員公司代表。會員從中了解到更多本會的日常工作，以及如何善用會員優惠。 ❀

### 新會員簡介會

## Welcome New Members



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