

BULLETIN

HKGCC: THE VOICE OF BUSINESS IN HONG KONG

MANAGING OUR HARBOURFRONT 海濱管理

Nicholas Brooke shares his vision for making a world-class harbourfront
蒲祿祺分享對打造世界級海濱的願景

IRAN: BRIDGE OF TURQUOISE

伊朗：綠松石橋樑

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團結一致

如果你有緊貼時事，可能會不禁懷疑這個世界是否已開始演變成四眼雞丁（Chicken Little）所處的世界。儘管過去數年的經濟反覆不穩，但與過去數月因社會情緒急轉直下和市場陷入谷底而引發的事件相比，也不過是九牛一毛。那些仍有投資於股市的人士或會尤其忐忑不安，因為數十億元計的資產已蒸發無蹤。

對香港來說，經濟前景黯淡無光。作為一個倚重外貿的真正開放經濟體，我們極易受到變幻無常的外圍市況影響。觀乎國際貨幣基金組織看淡經濟前景，把2016年的全球增長預測由先前2015年10月預測的水平下調0.2個百分點至3.4%，預料情況會持續轉壞。美國和歐盟雖然呈現復蘇的跡象，預測分別增長0.2%到2.6%和1.7%，但鑒於全球風險日益增加，有關升幅似乎站不住腳。考慮到市場對中國經濟增長的憂慮、商品價格崩潰，以及美國聯邦儲備局有意令貨幣政策正常化等發展，2016年的前景更見堪虞。

對內方面，隨著內地訪港旅客人數大減，香港需應對零售和旅遊業的逆境。從數字來看，訪港旅客在2015年按年下跌2.5%，是本港於2003年受到沙士一役打擊以來，表現最差的一年。零售收入亦未見理想，連續10個月錄得跌幅。貿易方面，出口和進口表現不濟，後者下跌4.1%，前者亦減少了1.8%。

在往後的三季和未來，我們將會十分忙碌，因為香港必須奮力掙扎，才能安然渡過從四方八面來襲的經濟風暴。若你感到灰心絕望，值得安慰的是我們已建立了龐大的儲備，協助香港克服惡劣的環境。行政長官提出把香港發展成為「超級聯繫人」的願景，以配合國家的「一帶一路」策略，亦令人鼓舞。商界方面，我們應做好準備迎接挑戰，透過技術創新、創意和卓越多元的技能，重振經濟。

面對逆境，香港和港人以靈活變通和積極抓緊機遇的非凡能力見稱。每當遇上看似嚴峻的危機時，我們總能重整陣腳，並有充足的實力回復狀態。因此，我深信我們必可克服未來接踵而來的挑戰。然而，關鍵在於我們社會各界要團結一致，齊心一意地跨過這些難關。我們絕不能再糾纏於無謂的紛爭和一己的私利上，而是應把焦點放於集合所有的力量和資源，透過加強競爭力和創造經濟增長，令人人受惠，以應對「新的非常狀態」。

United We Stand

If you have been following the news, you would have been wondering whether the world had begun to take on some semblance of that inhabited by Chicken Little. While economic conditions over the past few years have been quite volatile, these pale in comparison with events over the last few months as sentiment turned on a dime and the bottom fell out of markets. Those still invested in the stock market may be feeling particularly vulnerable as billions in value have evaporated into thin air.

For Hong Kong, the outlook could not have been more depressing. As a truly open economy that is heavily dependent on foreign trade, we are extremely exposed to the vagaries of external market swings. Expect conditions to get worse from here on out as the IMF takes on a bleaker view of global growth forecast for 2016 by subtracting 0.2 percentage points from its previous projection in October 2015 to 3.4%. Despite some signs of recovery in the U.S. and the EU, which are predicted to grow by 0.2% to respectively 2.6% and 1.7%, these gains appear quite shaky given growing global risks. The outlook for 2016 becomes even gloomier as we take into account such developments as concerns about Chinese economic growth, the collapse in commodity prices, and the U.S. Federal Reserve's intent on normalizing its monetary policies.

Internally, Hong Kong has to cope with a reversal in retail and tourism volumes as Chinese visitors abandon the SAR in droves. Looking at the numbers, visitor arrivals for 2015 fell by 2.5% on a year-on-year basis, making last year the worst since 2003 when Hong Kong was beset by SARS. Retail receipts also underwhelmed, registering 10 consecutive months of decline. In terms of trade, exports and imports fared poorly with the latter falling 4.1% and a decrease in the former by 1.8%.

It goes without saying that we shall have our hands full over the next three quarters and beyond as Hong Kong struggles to keep an even keel when it is buffeted on all sides by economic storms. Lest we despair, we should be comforted by the fact that we have built up a war chest of reserves to tide us through inclement weather. We should also be encouraged by the Chief Executive's vision for transforming Hong Kong into a 'super connector,' complementing our nation's 'Belt and Road' initiative. For the private sector, we should be prepared to take up the gauntlet of reinventing our economy through technological innovation, creativity and all round excellence.

Hong Kong and its people are renowned for their resilience and uncanny ability to seize opportunities in the face of adversity. We have been able to recover our footing and bounce back strongly each and every time we were confronted with a seemingly intractable crisis. I am therefore confident that we shall be able to overcome the challenges that are being thrown our way. It is, however, imperative that we face these single-mindedly as a united community. We simply cannot afford petty strife and self-serving interests when the singular focus should be on marshalling all our efforts and resources to address the new abnormal by bolstering our competitiveness and creating economic growth to benefit everyone in Hong Kong.

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總商會立場。

Creating a Harbourfront for All 締造全城共享的海濱

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Hong Kong General Chamber of Commerce
香港總商會1861

Voice of Business 商界之聲

The Hong Kong General Chamber of Commerce has been representing
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Budget Brings Relief for Businesses

Faced with global economic uncertainties, downward pressure on the Mainland's economy, as well as falling financial and property markets, Hong Kong's economy is expected to be in for a rough ride in the Year of the Monkey.

The Hong Kong Trade and Development Council recently lowered its expectations for Hong Kong's total export value last year to -1.5% and it is predicting "zero growth" this year. Tourism, one of Hong Kong's pillar industries, is also in decline as a continuous drop in the number of Mainland visitors to Hong Kong has forced many retailers to close down.

Given so many economic uncertainties, the Government must boost domestic demand and improve the business environment to drive economic growth. I am pleased to see that Financial Secretary John Tsang has accepted many of our suggestions and put forward a slew of one-off relief measures in the Budget, including tax rebates, extending and enhancing the SME Financing Guarantee Scheme, and waiving business registration fees for 2016-2017, among others. These measures will help stabilize the employment market, and support SMEs with their cash flow problems.

The Budget includes initiatives to facilitate trade in goods, for example: the establishment of a "single window" for easy trade declaration and customs clearance. It also launches a \$500 million Pilot Voucher Programme and increases R&D tax deductions to subsidize SMEs to use technological services.

As for tourism, the Budget waives the license fees for travel agents, hotels and guesthouses, and restaurants for one year. It also allocates 240 million for the Government and the industry to expand the scale of major events, and for the Hong Kong Tourism Board to launch a new round of publicity campaigns. I hope these measures can lower the operating costs of the industry, and enhance Hong Kong's attractiveness as a tourist destination.

However, filibustering by pan-democratic legislators has blocked funding proposals of many public works projects and derailed the work of the Legislative Council. If the relief measures announced in the Budget cannot be implemented on schedule, I believe many citizens will be affected and upset. Therefore, I hope the pan-democratic legislators will consider the needs of people, stop filibustering and approve the funding proposals as soon as possible.

As your LegCo Representative, I have been working closely with all concerned parties in scrutinizing and approving funding for the projects concerned. As we embark on the Year of the Monkey, we should learn from the intelligent and agile monkeys, who live and work together to overcome challenges. Faced with so many economic uncertainties, we should strengthen our cooperation, avoid confrontation and focus on enhancing our competitiveness and wellbeing. 🌸

預算案從善如流 扶貧紓困助企業

環 球經濟陰晴不定，內地經濟有下行壓力，加上近期本港股市和樓市下跌，預料本港在猴年的經濟前景並不樂觀。

香港貿發局早前調低去年本港出口貨值預期至跌1.5%，並預測今年本港出口總值將出現「零增長」。另外，作為本港支柱產業之一的旅遊業亦遇上「寒冬」，近月訪港內地遊客人數持續下跌，不少零售店舖被迫結業。

在不明朗的經濟下，政府必須加強內需和推出改善營商環境的措施，以推動本港經濟的增長。我很高興財政司司長曾俊華接納了我們的建議，在預算案中推出多項一次性的紓緩措施，包括退稅，延長及優化中小企融資擔保計劃，寬免商業登記費等來穩定就業市場及支援中小企，以應付資金周轉的問題。

我很高興預算案亦推出便利貨物貿易的措施，包括設立「單一窗口」，以便利報關和清關，並推出五億元的「科技券先導計劃」，以資助中小企使用科技服務，以及增加科研扣稅比例等。

至於旅遊業方面，這份預算案豁免了旅行社、酒店、旅館及食肆一年的牌照費，並撥款2.4億元，聯同業界舉辦大型活動，讓旅發局推出新宣傳攻勢。我希望措施能減輕業界經營成本和加強香港的吸引力。

然而，泛民議員持續的「拉布」已阻礙了不少民生項目的撥款，更令議會工作受到延誤。如果預算案的紓緩措施未能如期推出，相信不少市民都會感到失望。因此我希望泛民議員急市民所急，停止「拉布」，並且盡快通過有關撥款。

作為你們的立法會代表，我一直尋求與各方面合作，為審議及通過有關撥款作出努力。大家剛剛慶祝猴年的來臨，猴子靈活變通，通常以群居生活，四時生活皆團結一致，這或許帶給我們一點啟示。面對外圍經濟不明朗，大家應加強合作，減少對立和爭拗，集中提升本港競爭力，改善民生。🌸

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CEO Comments 總裁之見

Shooting Ourselves in the Foot

Hong Kong has always prided itself as being a place where things get done with precision, efficiently and, in most cases, on time. These disciplines are revered and practiced in both the public and private sectors. For the former, this typically applies to infrastructure investment, which is critical to sustaining Hong Kong's economic well-being and promoting the SAR's long-term competitiveness.

Some people may sometimes refer to such capital investments facetiously as "pouring concrete." However, the importance of these projects in consolidating Hong Kong's status as a global city and laying the foundations for sustainable development cannot be dismissed out of hand. In general, public expenditure is welcomed because of the multiplier effect it brings to the broader economy. This means when the Government spends \$1, this would snowball into, say, \$5 in economic gains depending on the number of interdependent factors at play. Government infrastructure investment is an especially potent stimulant too, and it has a longer lasting effect on the economy because completed projects will facilitate growth by greasing the wheels of commerce during their lifespan. A prime example that comes to mind is the Airport Core Programme.

Unfortunately, Hong Kong's 'can-do' reputation has been on a steady decline in recent years due to a worrying trend in the Legislative Council to willfully undermine and obstruct the Government's efforts to implement its policies. While legislators are obliged to scrutinize project and funding applications to ensure that public revenues are appropriately disbursed, there is a notable tendency to abuse this system of checks and balances to the point of slowing the government machinery to a crawl and, on a number of occasions, almost to a complete halt. The progress of funding approval in LegCo for capital works projects in the 2015-16 legislative session has been extremely slow. Out of the 72 new projects valued around \$67 billion that the Government planned to submit to the Finance Committee, only five projects have been approved as of the end of January 2016. Meanwhile, the Public Works Sub-committee has endorsed only four new projects. Such brinkmanship does not bode well for Hong Kong. It creates uncertainties and complexities that eat into Hong Kong's ability to compete for business.

Construction and ancillary professional services sectors obviously suffer from the delays, which also spill over to the wider economy and decreased opportunities for other sectors. For the working population, concerns about job losses and weaker career prospects can be very real. Think of this as the multiplier effect mentioned earlier, but in reverse. Delays or retrenchment in public projects can result in spiralling costs. It is no secret that many projects have had to deal with the problem of spiralling costs because of delays and labour shortages. Consequently, we will be faced with more expensive bills as legislators go through the torturous process of deciding whether or not to provide funding for infrastructural projects. ❀

作繭自縛

香港一直以精確、高效和準時的辦事方式而自豪，無論公私營部門都尊重及謹守這紀律。就公營部門而言，這可應用於基建投資，對維持香港的經濟福祉和提升特區的長遠競爭力至關重要。

這類資本投資有時會被打趣稱為「落石屎」。然而，這些工程對鞏固香港國際城市的地位和奠下可持續發展的基礎十分重要，實在不容忽視。一般來說，公共開支都受到歡迎，因為可為整體經濟帶來倍增效應。也就是說，政府每用1元，就會像滾雪球般帶來5元不等的經濟收益，視乎當中的相互影響而定。政府的基建投資尤其能夠產生刺激作用，而且可發揮更持久的經濟效用，因為竣工的項目有助推動商業發展，促進經濟增長。「機場核心計劃」就是典型的例子。

遺憾的是，鑒於立法會蓄意影響和阻撓政府施政的趨勢令人擔憂，香港「我做到」的名聲近年正日漸褪色。儘管議員有責任審批項目和撥款申請，確保公共收入用得其所，但議會有明顯的傾向濫用這種制衡機制，以致拖慢政府運作，甚至幾近陷入癱瘓。立法會在2015至16立法年度審批基本工程項目撥款的進度極為緩慢，截至2016年1月底，在政府計劃提交財務委員會、總值約670億元的72個新項目中，只有五個項目獲得通過。與此同時，工務小組委員會亦只通過了四個新項目。這種邊緣策略預示香港未來不容樂觀，只會徒添不明朗的因素和複雜性，蠶食香港的商業競爭力。

建築及相關專業服務業明顯受到延誤的影響，而這亦會蔓延到整體經濟，並減少其他行業的發展機遇。對工作人口來說，職位流失和就業前景轉壞的情況確實令人憂慮。試反過來想想上文提及的倍增效應，當公共項目延誤或緊縮開支，便會導致成本飆升。眾所周知，許多項目因延誤和勞工短缺而需處理成本急增的問題。因此，隨著議員正經歷痛苦的審議過程，決定是否為基建項目提供撥款，我們也得承擔更高昂的費用。❀



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Creating a Harbourfront for All

締造全城共享的海濱



Nicholas Brooke, Chairman of the Harbourfront Commission, has a vision to deliver a world-class harbourfront that will make the jewel in Hong Kong's crown shine, writes *the Bulletin's* Assistant Editor **Esther Cheiu**

海濱事務委員會主席蒲祿祺致力將維港兩岸打造成世界級海濱，令香港更閃爍生輝
本刊助理編輯招淑蘭

BULLETIN: *The Harbourfront Commission recently submitted its proposals to the Government on setting up a Harbourfront Authority (HFA) to plan and manage harbourfront projects. Why is there a need to set up the HFA?*

NICHOLAS BROOKE: The Harbourfront Commission is an advisory body without executive functions. Our idea of HFA is to take charge of the process from design, planning and implementation, through to management and operation of the waterfront.

By setting up the HFA, we aim to deliver a holistic solution for the waterfront and create a world-class harbourfront of which Hong Kong can be proud. As the Government operates in strict departments, it cannot deliver the solution that we are looking for. For example, the Leisure and Cultural Services Department's parks

along the waterfront can only build to certain standards. The rules are very strict and many activities are prohibited, such as walking a dog, riding a bike, sitting on the grass and fishing. I hope, with an authority, we can move from a "can't-do model" to a "can-do model." We can be much more creative on what we do on the waterfront.

B: *What specific plans would you like to see come into being?*

NB: Connectivity is our number one priority. We hope to get people to the water and along the water. Hong Kong has a 73km long harbourfront and we recommend adopting an incremental strategy by allocating 10 sites to HFA initially. Phase 1 would include Central, Wan-chai, Causeway Bay, North Point and Quarry Bay harbourfronts.



Photo by Nicholas J Kitto

B: *The public longs for a continuous promenade along the harbour. Do you think it is feasible?*

NB: In most cases, we can provide access to the waterfront and along the water. In some cases, there are physical obstructions, like private buildings, government structures and piers. In those cases you have to go around. In the future we can negotiate with private sectors to facilitate our promenade development so that ultimately I think at least 80% of the waterfront could be accessible.

B: *Can Hong Kong learn from other harbourfront cities like Sydney, Auckland, San Francisco and Singapore? Is it a good idea to follow them?*

NB: No doubt we can learn from these cities. But it is more about what works and what does not work here in Hong Kong. We can make reference to the experience of harbourfronts overseas and come up with a solution for Hong Kong. For example, we may want to explore the possibility of using water taxis as a means of transportation to take people along the harbour line.

It is worth noting that these cities have an independent agency that runs and manages the harbourfront on behalf of the community. When working on

the harbourfront here, the problem is that it may cover 10 or 20 government departments and there is no fully joined-up thinking. We see a real need for reducing red tape within and between government departments in taking forward enhancement measures.

B: *What challenges do we face in becoming a world-class harbourfront city?*

NB: The first challenge is uncertainties in setting schedules. To move on with our harbourfront projects, we have to wait until the infrastructure is complete. Right now we are facing public works delays, which result in holding up planned harbourfront projects.

Another challenge is to change people's mind-set about sharing. Hong Kong people do have good ideas. However, some people have a "not in my backyard" mind-set. I would say for every successful harbourfront around the world, people share the waterfront. Children, old people, runners, dogs and bikes all share the same spaces. When we talk to District Councils, they may agree with our idea of sharing. But if we suggest that it take place on their waterfront, they might have reservations. I think the harbourfront is a community asset for everybody. We need to change people's mind-set.

B: The business community wants to explore the possibility of public-private partnership (PPP) for harbourfront projects. Many great ideas have been floated over the years, but very little appears to get carried forward. Why do plans just sink? How can this be changed?

NB: I think PPP is one of the models the HFA should consider. There are other possible partnerships with NGOs. In some cases, the authority can also do the work itself.

I think successful waterfront projects around the

B: Some people are concerned that there is too much involvement from the business community in the harbour. How can the right balance be achieved?

NB: In point of fact, the private sector is not very involved in the harbourfront itself although many privately owned buildings overlook the waterfront. I think the argument for PPP is strong. If we do not attract investment, we have to find money from the Government to invest.

To strike a balance, we recommend having a govern-



world are largely driven by PPP, because the private sector can achieve better results when it comes to vibrancy, creativity and business acumen. If a PPP model is the major option, we have to be very transparent. The planning, bidding, tendering and decision making processes should be clearly set out and understood by the community. By doing it transparently, I am sure we can bring interesting and exciting events to the waterfront.

Over the years we did hear great ideas, but many of them did not get implemented. I think this is partly because of the difficulty in reaching a consensus. Again, that is why we need an authority because the Government is not in a good position to deliver complicated projects. With an authority, we should be able to have the skills and expertise to do what the community wants.

ing board with broad-based representation, comprising not more than 20 members, in our proposal for setting up the HFA. In this case, businesses will not be the dominant players. All harbourfront proposals have to be reviewed and approved by the board and will also need Town Planning Board approval if a change in use is proposed. This approach can provide checks and balances to safeguard public interests.

B: What will it take to get the establishment of the HFA approved by LegCo under the current political climate?

NB: I am an optimist. I believe everybody cares about the harbour and the public agrees there is a need to set up an authority to take charge. It should be one of the few projects that could avoid filibustering and delay

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Photos by Rogan Coles

because the harbour is important for all.

The Harbourfront Commission has been engaging with different political and interest groups, explaining to them how the HFA would work. Once they understand our proposal is in the interest of the community, I think we can get a high level of support.

B: If you were given three wishes to develop the harbourfront, what would you wish for?

NB: First, I would wish to have the HFA established early, hopefully in 2017.

Secondly, early completion of the infrastructure work as this is holding up harbourfront projects.

Thirdly, I'd like to see the harbour becoming a way of bringing people back together. I want it to become a community project and everybody has an interest in deciding the future direction. I hope it can be a way to reduce polarization as we try to achieve dialogue on the harbour.

B: You have been in Hong Kong since 1980, how do you think Hong Kong has changed?

NB: When I came here it was in the lead up to the Sino-

British Joint Declaration. There were a lot of uncertainties about future of Hong Kong, and people were not sure about their future. Everybody was thinking short term. Now, I notice that the people have become much more committed to Hong Kong. I think people have developed a sense of belonging and ownership after 1997, which is great to see.

More recently, because of the electoral reform and other issues, Hong Kong society has become very polarized and we do not have dialogue between the different proponents. I think polarization is a concern. People are unsettled by the different events happening in Hong Kong, and the present situation in LegCo is not tenable.

The other change is a lack of trust. We have a lack of trust between the Government and the community, between the community and the business sector, and between the Government, the community and young people. If society is going to move forward, we have to put a lot of work into re-establishing trust.

I think these changes are understandable. As Hong Kong people develop a sense of belonging, they want to be involved and have a say. Now people are frustrated

because they cannot have a say when making decisions. The Government is trying to achieve consensus through public engagement exercises. In my view, the Government has adopted this engagement model as a substitute for democracy. But that's not a tenable substitution and so we see many things we want to do never reach consensus. This makes it hard for us to move forward.

B: *What are the main changes that you have witnessed to Hong Kong's physical infrastructure during your time here?*

NB: When I came to Hong Kong, the city relied heavily on road transport and there was only one tunnel that connected Hong Kong and Kowloon. The construction of the first MTR project, the Island Line which was to serve Taikoo Shing, then a dockyard and a sugar refinery, had only just started. My first job in Hong Kong was to oversee the redevelopment of Taikoo Shing. Now Hong Kong is much more connected with a higher degree of convenience through infrastructure. That's the biggest change that I notice.

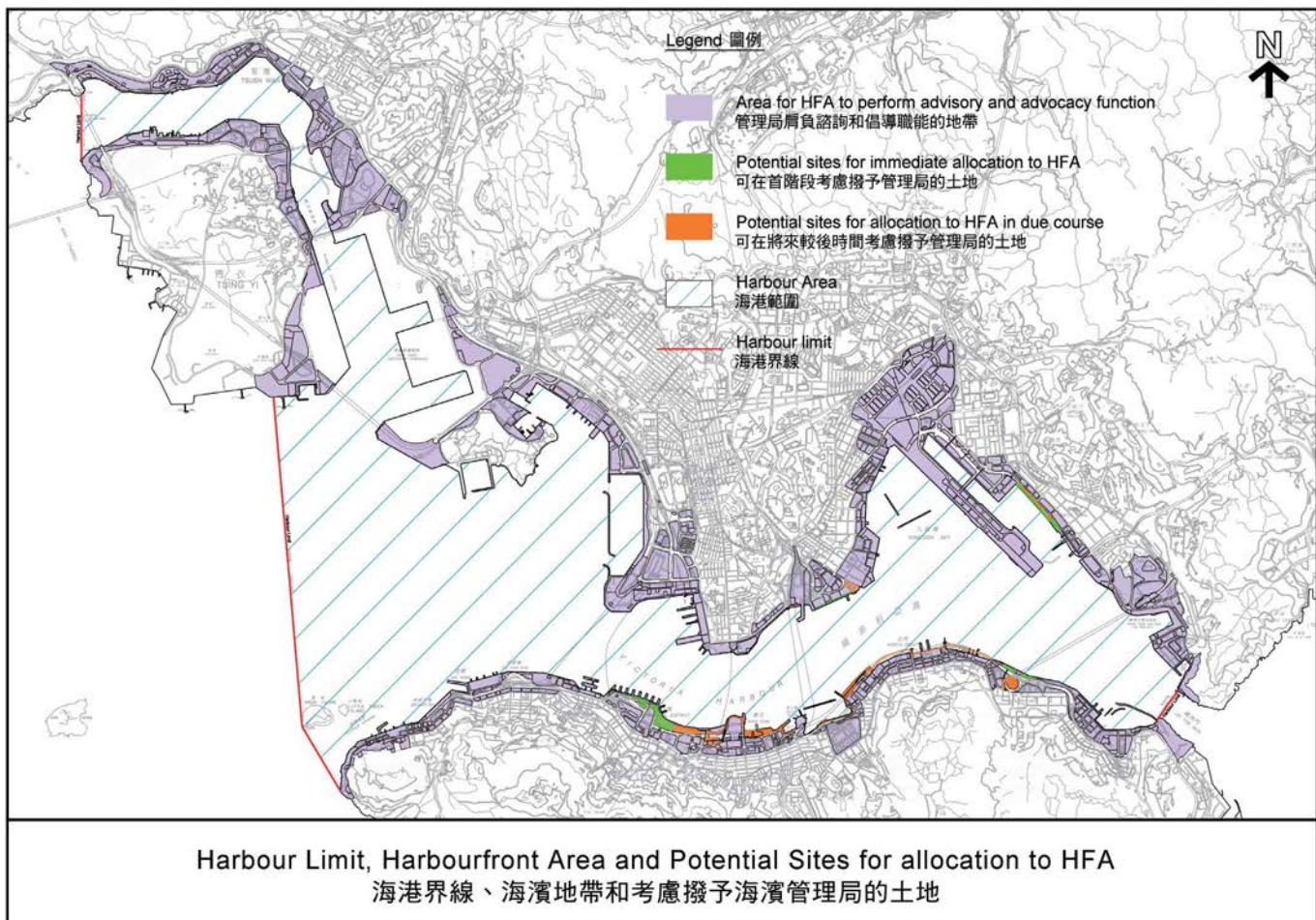
B: *In addition to being on HKGCC's General Committee, you also wear many other hats relating to town planning, housing, innovation and technology, among others. Why do you invest so much time into so many organizations?*

NB: Hong Kong is my home and I care about Hong Kong and wanted to pay back to the community in areas where I could contribute value. Housing and town planning are my areas of expertise.

Innovation and technology is another area about which I am passionate. I was keen to create an innovation and technology platform in Hong Kong. That's why I was happy to take up the role as Chairman when the Science Park invited me, and I was very much involved in building the park in Shatin and in creating the success it is today.

For my present role as the Chairman of Harbourfront Commission, I do it out of a passion to create a world-class harbourfront for Hong Kong. To me, the harbour is the jewel in the crown. It is about Hong Kong's heritage and binds the people in Hong Kong together. 🌸

Photos by Rogan Coles and Nicholas J Kitto were taken for the exhibition "Harbour, City, Sky," at the Hong Kong Maritime Museum, sponsored by Wheelock Properties Limited.



問：海濱事務委員會近日向政府呈交建議，提出成立海濱管理局（管理局），專責海濱項目的規劃和管理。為何有需要成立管理局？

答：海濱事務委員會乃一個諮詢組織，並沒有行政職能。我們建議成立海濱管理局，主要是統籌海濱的設計、規劃、執行，以至管理和營運。

透過成立管理局，我們旨在為海濱提供一個全面的發展方案，並建立一個香港引以自豪的世界級海濱。由於政府在運作上有明確的部門分工，令我們所期待的方案一直無法實現。例如，康樂及文化事務署轄下的海濱公園只能按照若干標準來建造，而有關守則也十分嚴緊，許多活動如遛狗、踏單車、坐草地和釣魚等均被禁止。我希望藉著成立一個專責管理局，我們可從一個「做不到的模式」轉移至「做得到的模式」，就海濱的用途發揮更大創意。

問：你有何具體計劃？

答：加強海濱一帶的連繫是優先重點。我們希望市民能夠享用海港和海濱一帶。香港擁有全長73公里的海濱，我們建議採取循序漸進的策略，先向管理局撥出10幅用地，第一期將包括中環、灣仔、銅鑼灣、北角和鰂魚涌的海濱。

問：市民期望建造一道沿海傍一直伸延的海濱長廊，你認為是否可行？

答：在多數情況下，我們都可提供往來海濱和沿岸地區的道路；在某些情況下，則會出現私人樓宇、政府建築物和碼頭等障礙物，必須繞道而行。我們未來可與私營界別商討如何促進海濱長廊的發展，希望最終可讓市民享用至少八成的海濱用地。

問：香港可否向悉尼、奧克蘭、三藩市和新加坡等其他海濱城市借鏡？仿效它們是否一個好方法？

答：無疑，我們可向這些城市學習，但關鍵在於是否適用於香港。我們可參考外地海濱的經驗，為香港尋找方案，例如探索水上的土作為交通工具的可行性，在維港沿岸接載乘客。

值得注意的是，這些城市都有獨立的機構，代表市民管理海濱。當處理本港海濱事務時，有時要接觸10個、甚至20個政府部門，而當中並沒有連貫一致的思維。我們認為確實有需要減少政府部門內部和它們之間的繁文縟節，以推進海濱優化措施。

問：要成為世界級海濱城市，我們面對甚麼挑戰？

答：首個挑戰是缺乏清晰的時間表。要開展海濱項目，我們必須等待基建工程完成。我們現在面對的問題是公共工程延誤，導致原定的海濱項目亦被耽誤。

另一挑戰是要改變港人對分享公共空間的態度。香港人確實有很多好主意，但部分人仍抱持一種「別在我家後院」的心態。我想指出，世界上每個成功的海濱都由全民共享，無論兒童、長者、跑步人士、狗隻和單車，都可共用同一空間。我們與區議會討論時，他們或認同公眾共享這個概念，但若然將之應用到其海濱，他們就可能有所保留。我認為海濱是大眾的社會資產，我們必須改變人們的思維。

問：商界希望探討採用公私營合作模式發展海濱項目的可能性。多年來，雖然有許多良好的構思，但能夠落實推行的卻少之又少。何以意見未有落實？怎樣改變這個情況？

答：公私營合作是管理局應考慮的其中一種模式，其他可行的



我是個樂觀主義者，我相信每個人都關心海濱的發展，公眾亦認同有需要成立管理局負責相關工作。維多利亞港對所有人來說都非常重要，有鑒於此，這應是少數能避過「拉布」及延誤的項目。



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方式是與非牟利機構合作。在某些情況下，管理局亦可自行推出項目。

全球各地的成功海濱項目主要由公私營合作推行，原因是商界在活力、創意和商業頭腦方面，可發揮更大的成效。如果公私營合作模式是主要的方案，就要做到極高透明度，除了清晰訂立規劃、投標、招標和決策的過程，亦要令公眾對此有所了解。若能保持高透明度，相信必能為海濱帶來有趣、精彩的活動。

多年來，我們確曾聽過一些不錯的構思，但很多都未有落實推行，部分原因是難以達成共識。這正好說明我們有需要成立管理局，因為政府的角色不太適宜推行複雜的項目。成立管理局之後，我們將可掌握專門的技術和知識，以實踐社會大眾的期望。

問：不少人關注商界過度參與海濱發展，我們應如何取得平衡？

答：事實上，海濱一帶雖然有很多私人樓宇，但私營機構並沒有積極參與海濱發展。我認為公私營合作的模式具有充分理據支持，若不引入商界的投資，政府便須承擔所涉及的開支。

要從中取得平衡，我們在擬議成立海濱管理局的建議書中，提議設立一個成員不超過20人、且具廣泛代表性的董事局。在此情況下，商界將不會擔當主導的角色。所有優化海濱的計劃須經董事局審議及批准，如涉及改變土地用途，也須獲得城市規劃委員會批准。社會各界能藉此互相制衡，以維護公眾利益。

問：在現時的政治氣氛下，你會如何盡力讓立法會通過成立海濱管理局的建議？

答：我是個樂觀主義者，我相信每個人都關心海濱的發展，公眾亦認同有需要成立管理局負責相關工作。維多利亞港對所有人來說都非常重要，有鑒於此，這應是少數能避過「拉布」及延誤的項目。

海濱事務委員會一直積極與不同政治及關注團體接觸，向他們解釋海濱管理局的運作，只要他們明白管理局是為了公眾利益而成立，我相信能獲得廣泛支持。

問：如果給你三個發展海濱的願望，哪會是甚麼？

答：首先，我希望海濱管理局能盡快成立，期望在2017年開始運作。

第二，我希望各項基建工程能盡早竣工，因這些工程正延誤海濱發展的工程項目。

第三，我希望海濱發展能讓港人再次團結起來。我期望優化海濱計劃能成為「社區計劃」，讓社會上每位成員都能參與其中，決定海濱的發展方向。我也希望海濱事務能讓各界人士建立對話，改善社會兩極化的情況。

問：你自80年代起便於香港定居，你認為香港經歷了甚麼轉變？

答：我剛來香港的時候，《中英聯合聲明》談判正在進行中，香港的未來充滿未知數，港人對前景亦感到迷茫。每個人都不



Photos by Rogan Coles

會想得太長遠。現在，我留意到市民對香港更有承擔。我認為港人在1997年後逐漸對香港產生歸屬感，視香港為自己的家園，這是一件好事。

最近，香港社會由於政制改革等議題而走向兩極化，持不同意見的人士欠缺溝通與交流，我認為情況令人憂慮。近日在香港發生的不同事件，亦令市民擔心，而立法會的現狀，長遠亦不可取。

另一個轉變是缺乏信任，政府與社會之間、社會與商界之間，以及政府、社會與年輕人之間，均欠缺互信。若社會想繼續向前發展，我們需要付出努力，重新建立信任。

我認為這些轉變是可以理解的，當港人對香港建立了歸屬感，他們自然希望能有發言權，並積極參與城市的決策。現在人們感到沮喪，是因為在決策過程中，他們的意見往往未獲充分考慮。政府正努力通過公眾諮詢，務求取得社會共識。在我看來，政府嘗試以公眾諮詢的模式來代替民主，但前者終究無法取代後者，因此，很多我們想做的事情往往無法達成共識。這樣的情況令我們的發展舉步維艱。

問：在你居港期間，香港在基建方面有何轉變？

答：在居港初期，香港主要依賴陸路運輸，只有一條連接港島與九龍的隧道。地鐵首個項目港島線才剛動工，太古城是沿線的其中一站，其舊址為船塢及煉糖廠。我在香港的首份工作，便是負責太古城的重建工程。時至今日，香港的交通更便利，各區的交通連接得更好。這是我留意到的最大轉變。

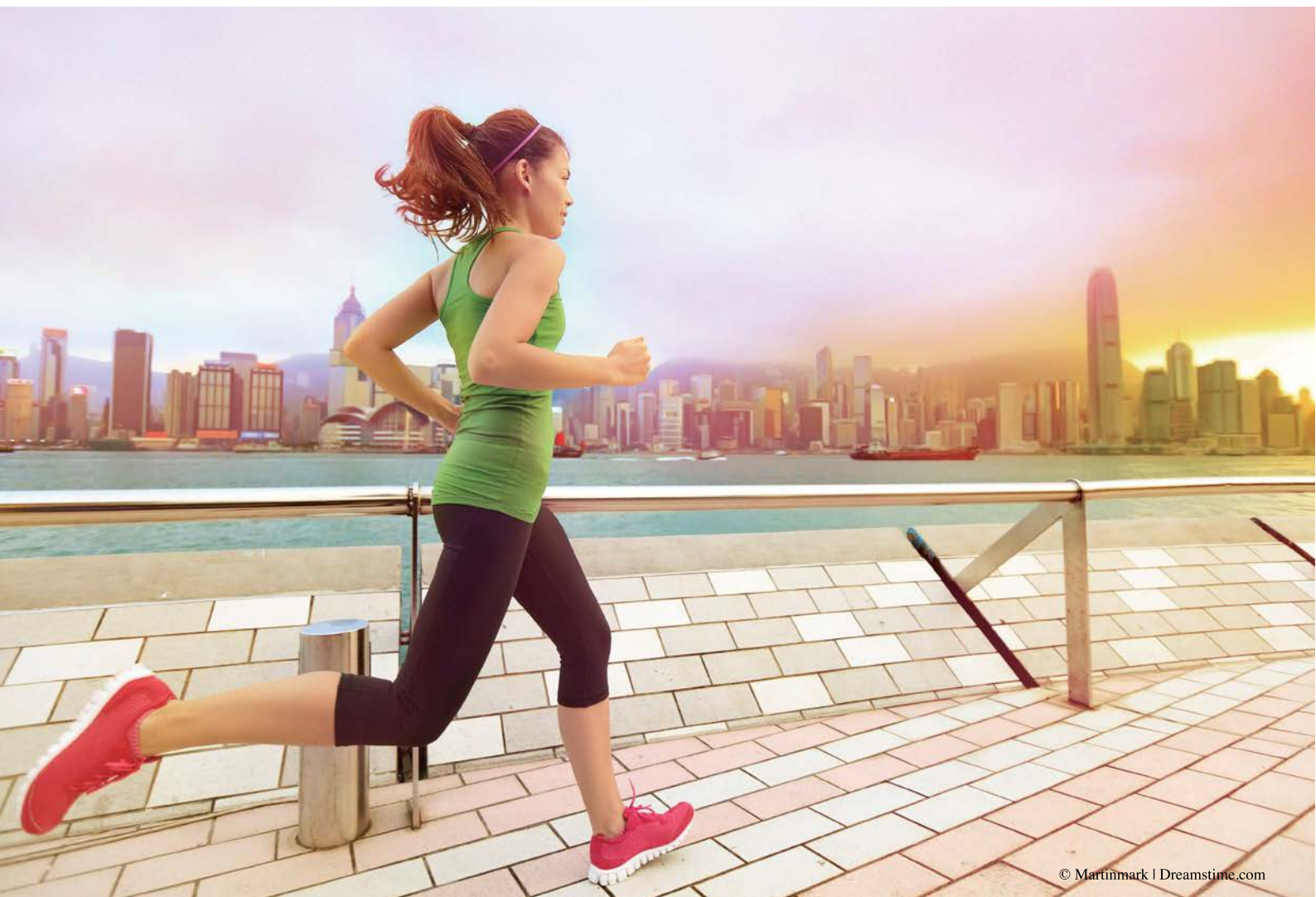
問：除了擔任香港總商會理事，你還身兼其他公職，涵蓋城市規劃、房屋、創新與科技等範疇。你為甚麼熱衷於參與公共事務？

答：香港是我家，我十分關心香港，也希望發揮自己所長，回饋社會。房屋及城市規劃正是我的專長。

創新與科技是另一個我深感興趣的範疇。我希望為香港建立創新與科技的平台，亦欣然接受科技園的邀請，擔任主席一職，積極參與在沙田興建科學園的計劃，為科學園今天的成績奠下基礎。

我現時擔任海濱事務委員會主席，是出於一份熱誠，希望能夠為香港打造世界級海濱。對我而言，維多利亞港是香港最珍貴的資產，蘊含深厚的歷史意義，將港人連繫一起。✿

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Concerns about the U.S. economy returned when the “advance” estimate of its annualized seasonally adjusted real GDP growth slowed to 0.7% in 4Q2015, compared to the 3% average annualized expansion for the two previous quarters. The concerns were magnified as the announcement coincided with the IMF lowering its growth estimate for the U.S. economy for 2016 and 2017 by 0.2 percentage points from its previous forecasts. Playing the devil’s advocate, we would suggest that the U.S. economy could surprise us to the upside in 2016.

First of all, we would like to clarify that the headline 0.7% annualized growth rate was based on quarter-on-quarter calculation, and such quarterly GDP figures tend to be rather erratic. Although the peaks and troughs of such trends tend to lead actual GDP performance by one to two quarters, the quarterly figures are quite volatile and fluctuate more wildly than the actual performance of the economy (see Chart 1). As a result, we argue that the change in 4Q2015 alone should not be referenced as the major indicator for the overall trend in 2016.

In real terms, the U.S. economy saw growth of 2.4%YoY in 2015. As a whole, domestic demand contributed positively to the U.S. economy in 2015, and compensated for the lacklustre external environment. In 2015, private consumption expenditure (PCE) averaged 3.1%YoY growth and private domestic investment expanded 4.8%YoY during the year, both higher than the 2.4% headline figure. Such trends suggest that the downside pressure on the economy largely came from government expenditure and external demand. Indeed, government consumption expenditures and investment only grew 0.8%YoY during the year, while net imports ballooned from 2.8% of GDP in 2014 to 3.3% in 2015; both of these were drags of the US economy.

美國維持適度增長， 經濟憂慮或被誇大



Some speculators argue that growth momentum was front-loaded in 2015 and the trends seemed to ease notably in the fourth quarter. Indeed, PCE growth eased to 2.6% in 4Q2015, comparing to the 3.2%YoY growth for the first three quarters. At the same time, private domestic investment growth slowed to 2.5%YoY in the fourth quarter, while averaging 5.6%YoY increase during the first three quarters.

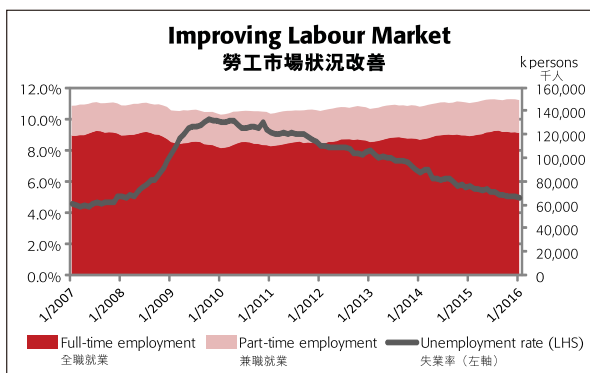
While these less-dynamic growth indicators could continue to cloud the economic outlook, it would also

Chart 1 圖一



Source: CEIC data, HKGCC economic analysis
資料來源: CEIC數據、總商會經濟分析

Chart 2 圖二



Source: CEIC data, HKGCC economic analysis
資料來源: CEIC數據、總商會經濟分析

U.S. Growth Remains Modest, But Concerns May Be Overblown



add pressure to the Fed as it makes rate-hike decisions. Assuming that the pace of rate hikes will be slower than suggested by the Federal Open Market Committee (FOMC) meeting in December (i.e. four rate hikes in 2016), the extended period of an accommodative monetary environment, together with improving the labour market conditions, will serve as the key drivers for moderate economic growth for 2016.

The interest rate has remained unchanged as expected after the FOMC meeting in January, and the statement suggests that interest rate movements would likely be slow.¹ Indeed, in the semi-annual testimony to Congress in February, Fed Chair Janet Yellen said that a lower path of the Federal Funds Rate would be appropriate if the economy disappoints.² During the Q&A session, Yellen also admitted that market conditions (e.g. oil prices) have surprised the Fed, and the central bank is taking a look at the potential of negative rates if economic conditions worsen. With the volatility seen in the global financial markets, and the adoption of negative interest rates by the European Central Bank and the Bank of Japan, we suspect the Fed leaders will become less aggressive in its monetary policy movement, which will help boost economic activities.

Meanwhile, labour market conditions have been improving steadily. As of the end of 2015, employ-

ment in the U.S. expanded 1.7%YoY, led by strong growth of full-time employment (+2.2%YoY). The addition of management, professional and related jobs the so-called high value-added jobs expanded even quicker (+3.8%YoY), and representing 39.4% of total employment. At the same time, the unemployment rate dropped to 4.9% in January 2016 (see Chart 2), breaking the 5%-mark for the first time since February 2008, while average weekly earnings also picked up by some 2.6%YoY in January 2016. The strong employment and income trends will continue to act as a tailwind for the economy.

Lastly, history suggests that as presidential debates take to the stage, we may see a pickup in economic growth. In the past 80 years and 20 quadrennial presidential election cycles, the U.S. economy expanded at the fastest pace during the year of a presidential election (see Chart 3).

As is always the case, the economic outlook remains uncertain, but it is not the time to become too pessimistic just yet. 🌸

¹ Board of Governors of the Federal Reserve System (27 January 2016) Press Release.

² Yellen, J. (10 February 2016) Testimony by Chair Yellen on the semi-annual Monetary Report to the Congress.



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美國經濟於2015年第四季經季度調整的實質GDP按年增長預料會放緩至0.7%，相比前兩季平均按年增長3%，令市場對當地經濟的憂慮再度浮現；再加上國際貨幣基金組織同時把2016及2017年美國經濟的增長預測下調0.2個百分點，令憂慮進一步升溫。就此，我們從另一角度看，認為美國經濟於2016年或比預期為佳，為我們帶來驚喜。

首先要澄清的是，整體0.7%的年度增長率乃按季計算所得，而這類季度GDP數字都傾向反覆不定。儘管這些趨勢的高低起伏或會領先實際GDP表現一至兩季，但季度數字變化無常，比實際經濟表現更為波動（見圖1）。因此，我們認為單憑2015年第四季的變動，不足以作為2016年整體趨勢的主要指標。

以實質計算，美國經濟於2015年錄得2.4%的按年增長。整體而言，國內需求在2015年對當地經濟起了積極作用，並彌補了外圍環境疲弱乏力的不足。2015年，私人消費開支平均按年增長3.1%，而私人本地投資則按年擴張4.8%，兩者皆比2.4%的整體數字為高。這些趨勢顯示，經濟下行的壓力主要來自政府開支和外部需求。事實上，政府消費開支和投資在年內只按年增長0.8%，而淨進口卻從2014年佔GDP的2.8%激增到2015年的3.3%；兩者均拖累美國經濟。

有投機者指出，增長勢頭集中於2015年前期，似乎在第四季顯著放緩。實際上，私人消費開支增長於2015年第四季的確減慢至2.6%，而首三季的按年增幅為3.2%。與此同時，私人本地投資增長於第四季按年減少至2.5%，而首三季則平均按年增長5.6%。

這些乏力的增長指標一方面或持續為經濟前景蒙上陰影，但另一方面這些因素也會對聯儲局的加息決定添加壓力。假設加息速度較聯邦公開市場委員會於12月會議上所暗示的幅度（即2016年加息四次）為慢，寬鬆的貨幣環境得以持續，加上勞工市場狀況改善，將會為2016年的溫和經濟增長提供主要動力。

在聯邦公開市場委員會1月的會議後，利率一如所料維持不變，有關聲明顯示利率變動可能會減慢。¹事實上，聯儲局主席耶倫於2月出席國會半年一度的聽證會時表示：「若經濟表現令人失望，把聯邦基金利率維持於較低的水平會較為合適」²。在問答環節中，耶倫亦承認市場狀況（例如油價）讓聯儲局感到

驚訝，而央行正探討一旦經濟狀況轉壞，實施負利率的可能性。鑒於環球金融市場動盪不安，以及歐洲央行和日本銀行實施負利率，我們推測聯儲局領袖對貨幣政策變動不會過於進取，而這將有助刺激經濟活動。

與此同時，勞工市場狀況一直穩定改善。在全職就業強勁增長（按年+2.2%）的帶動下，截至2015年年底，美國就業率按年上升1.7%。管理、專業和相關職位等所謂高增值職位的增長速度更快（按年+3.8%），佔就業總人數的39.4%。失業率亦於2016年1月跌至4.9%（見圖2），是自2008年2月以來首次跌破5%的水平，而平均每周收入亦於2016年1月按年上升約2.6%。我們相信，強勁的就業和收入趨勢將持續推動經濟。

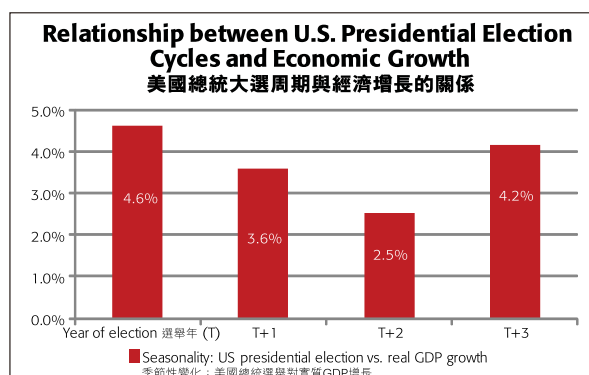
最後，從歷史可見，隨著總統選舉辯論展開，經濟增長或會加速。從過去80年的20次四年一度總統大選周期觀察所得，美國經濟均於大選年錄得最快的增長（見圖3）。

一如以往，經濟前景仍然不穩，但尚未至於值得我們過於悲觀。✿

¹ 聯邦儲備委員會（2016年1月27日）新聞稿。

² 耶倫（2016年2月10日）。主席耶倫向國會發表半年一度貨幣報告的證詞。

Chart 3 圖三



Source: CEIC data, HKGCC economic analysis
資料來源：CEIC數據、總商會經濟分析

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NEW!



Budget Initiatives will Help SMEs, Boost the Economy, and Foster New Growth

HKGCC Chairman Y K Pang described the measures presented in the Financial Secretary's Budget address as pragmatic, all-rounded and forward-looking. He said, "The Government has come out with concrete steps to support and provide relief to SMEs during these very challenging times. We also welcome the range of counter-cyclical programmes to help businesses in Hong Kong."

New and notable initiatives to assist and enhance SMEs' competitiveness include the decision to establish a "single window" for trade declaration and customs clearance, as well as the launch of a \$500 million Pilot Technology Voucher Programme under the Innovation

and Technology Fund to subsidise the use of technological services and solutions.

Pang applauded government efforts to devote much-needed support to industries in the new economy. He said, "It is encouraging to see that the Government will spearhead the initiative to tap into and grow our creative and knowledge industries. The potential and promise on offer are limitless, but plans will need to be nurtured carefully to ensure their healthy and sustainable growth."

It is therefore encouraging that the FS has taken action by announcing a slew of financial measures that include earmarking \$8.2 billion for the promotion of smart production and research by Science Park, \$500 million for an Innovation and Technology Fund for Better Living, and \$2 billion for setting up an Innovation and Technology Venture Fund, among others.

HKGCC supports the development of financial technologies (Fintech) in Hong Kong as this represents an organic and natural extension of Hong Kong's core capabilities as a premier international financial centre. We look forward to obtaining a better understanding of the recommendations made by the Steering Group on Financial Technologies so that we can provide comments on and take forward the suggestions for the future development of Fintech in Hong Kong.

Initiatives to support an environment that is conducive to entrepreneurship and new businesses will also boost Hong Kong's competitiveness. The provision of new space with the planned expansion at the Science Park and the allocation of fresh funds to the tune of \$200 million by Cyberport are excellent examples of the Government's commitment to that end.

Incremental measures to develop a mature and diversified debt market in Hong Kong by promoting the issuance and trade of green bonds by Chinese financial institutions and the Airport Authority, as well as further issuance of iBond and sukuk, are positive steps for Hong Kong. Plans for a pilot Silver Bond also augurs well for reinforcing our reputation as an international capital market.

While the working public is likely to view favourably the proposal to adjust two categories of personal allowances, shouldn't the business sector receive similar treatment? We urge the Government to give serious consideration to our proposal for introducing a two-tiered



profits tax regime that will have the twin benefits of bolstering Hong Kong's attractiveness and competitiveness as a place to do business, and in providing assistance to SMEs in an efficient and effective manner. Equally important is that our proposal will not reduce the overall tax base.

HKGCC also stresses the importance of maintaining a business-friendly environment. Pang said, "Although the measures unveiled by the FS will help Hong Kong ride out the difficulties that we are facing, these are mostly one-off and therefore stop-gap in nature. We

should continue to be vigilant in ensuring that Hong Kong upholds its reputation as the leading business city in Asia and that this will not be compromised by well-meaning but poorly-thought out legislation."

Pang also appealed for common sense and rationality to prevail in LegCo. He said, "Hong Kong cannot afford the kind of shenanigans that go on in the legislature while there is the real and present danger of deteriorating global conditions. The inability to process funding proposals in a timely manner impacts every one of us who live and work here." ❀



預算案支援中小企 提振經濟促進增長

總 商會主席彭耀佳認為預算案所提出的措施務實、全面和高瞻遠矚。他說：「政府採取了具體的措施，支援和協助中小企渡過這個艱難時期。我們亦歡迎一系列的反周期措施，為本港企業提供援助。」

為協助中小企和加強其競爭力而建議的主要新措施，包括設立「單一窗口」，以便利報關和清關，並在「創新及科技基金」下推出五億元的「科技券先導計劃」，資助中小企使用科技服務和方案。

彭耀佳贊同政府積極為新經濟下的產業提供急需的支援。他表示：「政府牽頭推出計劃，以發展本地的創意和知識產業，實在令人鼓舞。這些計劃可帶來無限的發展潛力和前景，但需要悉心培育，才能確保能健康和持續發展。」

財政司司長宣布的一系列相關的財政措施令人鼓舞，包括撥款82億港元予科技園，推動智能生產和研發、預留5億元成立「創科生活基金」，以及成立20億元的「創科創投基金」等。

本會支持香港發展金融科技，有助鞏固和發揮香港作為領先國際金融中心的核心理念。我們期望能更深入了解金融科技督導小組所提出的建議，讓我們提出意見，並在日後落實有關建議，推動金融科技在香港的未來發展。

財政預算案提出多項措施，以營造有利於創業及初創企業的環境，提升本港的競爭力。政府計劃通過擴建科學園，提

供額外辦公空間，並撥款2億元成立數碼港「投資創業基金」，均可見在這方面的決心。

政府循序漸進推行多項措施，讓香港發展成熟、多元化的債券市場，將為本港帶來正面的影響。當中的措施包括推廣中國金融機構及機管局發行的綠色債券，以及再發行零售通脹掛鉤債券及伊斯蘭債券。政府推出的「銀色債券」試驗計劃，亦將有利香港鞏固國際資本市場的地位。

在職人士預期會歡迎調整兩項個人免稅額的措施，但商界是否也應獲得同等待遇？本會促請政府慎重考慮引入雙層利得稅制，這將有助提高本港作為營商地點的吸引力及競爭力，同時亦能有效為中小企提供支援。同樣重要的是雙層利得稅制的建議並不會收窄稅基。

本會強調維持良好營商環境的重要性。彭耀佳表示：「儘管財政司司長公布的措施有利於香港渡過現時面對的難關，但大部分為一次性措施，只能起治標的作用。我們應繼續保持警覺，確保香港能維持其亞洲首屈一指商業城市的美譽，我們不希望善意但未經深思熟慮的法例，令此地位受到損害。」

彭耀佳亦呼籲立法會採取理性的態度。他說：「環球形勢正出現真正的危機及不斷惡化，香港不能再容忍立法會出現鬧劇。撥款建議不能及時通過，將影響每一位在港生活及工作的人士。」 ❀

Staying on the Right Side of Hong Kong's Competition Law

Although no cases have so far been brought by the Commission in the Tribunal since Hong Kong's Competition Law came into being on 14 December 2015, businesses should nonetheless remain vigilant and keep a close eye on their agreements, policies and practices to ensure they do not fall foul of the Ordinance

Amidst a general trend towards increased regulation across a large number of industries and sectors, businesses in Hong Kong may be left wondering what, if anything is special about competition law?

Put simply, the risks of non-compliance with the Ordinance mean ignoring it is not a viable option for those doing business in Hong Kong. Businesses may be fined up to 10% of their Hong Kong turnover for each year of the infringement. Their directors may face disqualification orders. They may be sued by their customers in so-called 'follow-on' actions. These sanctions aside, companies caught up in an investigation face losing many hours in lost management time and money in legal fees.

Key Risk Areas

(1) Information Exchange

As the guidance for SMEs prepared by the Commission helpfully points out "businesses often share information. This is normal commercial behaviour that rarely has anti-competitive impacts." However, there remains significant scope for information exchange to be sanctioned under the Ordinance.

- The Commission has said it will treat the exchange of information on competitors' future pricing intentions as presumptively unlawful. At clear risk here is the casual conversation on the shop floor (or in the bar) as to future pricing intentions.
- Similarly, exchanging future pricing intentions via a third party also raises equally serious issues under the Ordinance. Examples of such behaviour include a

What is the Competition Ordinance about? 《競爭條例》知多少

Compete. Don't cheat – The Four Don'ts

合謀如出千，贏要競爭先記住四個「不」！

Regardless of their size, there are four things businesses should **never** agree with their competitors to do.

無論大小企業都要切記，**不可**與競爭對手作出以下協議：



1. Fix prices 合謀定價

- including an agreement on a formula to calculate prices or elements of price such as discounts, rebates, promotions or credit terms
包括協定計算價格的程式或與價格相關的元素，例如折扣、回贈、推廣或信貸條款
- verbally or in writing, including 'a wink and a nod', or at an association's meeting
包括口頭或書面協議，明示或暗示，或於協會的會議上協定

"Let's sell our items for cost plus 10% to ensure market stability."
「為了確保市場的穩定性，就讓我們一同把價格定於高出成本的10%吧！」

Just say "No!"
立即說「不！」



2. Restrict output 限制產量

- including restricting the volume or type of particular goods or services
包括限制某產品或服務在市場上的數量或種類

"We should cut our production to address this oversupply."
「我們應該一同降低產量來應付供過於求的問題。」

Just say "No!"
立即說「不！」



3. Share markets 瓜分市場

- including allocating customers by geographic area, agreeing not to compete for each other's customers and agreeing not to enter or expand into a competitor's market
包括以地域分配顧客、協議不爭奪彼此的顧客、及同意不進入或拓展業務至競爭對手的市場

"If you don't compete with me in Kennedy Town, I won't compete with you in Sai Ying Pun."
「如果你不跟我在堅尼地城搶生意，我也不會在西營盤與你競爭。」

Just say "No!"
立即說「不！」



4. Rig bids 圖標

- agreeing who should “win” a bid
協定誰會「中標」
- supporting the designated winner by refraining from bidding, withdrawing bids or submitting bids with higher prices / unacceptable terms
包括放棄競投、撤回標書、或提交高價或包含不合理條款的標書，以支持指定的中標者

“I’ll bid high on this tender if you let me win the next tender.”

「這次我抬高價格讓你中標，下次便換轉你幫我吧！」

Just say “No!”
立即說「不！」



Such arrangements, sometimes known as cartels, undermine the competitive process and contravene the First Conduct Rule of the Ordinance.

The Commission will take action to stamp out such practices where they impact Hong Kong. This may include taking action against the individuals involved in cartels, as well as their businesses.

這些被稱為「合謀」的安排，會損害競爭過程，並觸犯《條例》的第一行為守則。

當這些反競爭行為影響香港時，競委會將採取行動加以制止，對象包括參與合謀的人士及其企業。

Other arrangements between businesses that can harm competition

其他可能有損競爭的安排

Information sharing

資料分享

Businesses often share information. This is normal commercial behavior that rarely has anti-competitive impacts.

企業間經常會分享資料，這是常見的商業行為，甚少會造成反競爭的影響。



Hypothetical Example 虛構事例:

The only five suppliers of pre-packaged fresh fruit in Hong Kong are facing considerable wastage of unsold products, as demand is unstable over seasons. To address the issue, they hire an independent market research company to collate unsold fruit data. Each week, the company publishes on its website the consolidated data so as to allow suppliers to better predict demand. Individual suppliers are not able to elicit an individual's competitively sensitive information.

香港只有五間供應包裝鮮果的商號。因鮮果的需求按季節而有所不同，各供應商均經常產生大量未售並壞掉的貨品。為了解決這問題，供應商聘用一間獨立市場研究公司，負責每天整理未售水果的資料。該公司每週在其網站上綜合公布這些資料，讓供應商可更準確預測需求。各供應商亦無法從有關數據得知個別競爭對手具競爭性的敏感資料。

The Commission is **unlikely** to consider that this information exchange has the object or effect of harming competition. The aggregated and arguably historic nature of the information exchanged, and the fact that the information is exchanged in public makes it less likely that harmful effects will arise. Moreover, the information exchange appears to give rise to efficiencies.

競委會將不大可能視上述資料交換為具有損害競爭的目的或效果。由於所交換的資料屬累計性質，且可說是歷史性的資料，並公開進行交換，這種種因素均會減低造成損害的可能性。此外，上述資料交換亦有可能提升經濟效率。



However some information sharing harms the competitive process. Businesses competing vigorously for customers rarely seek private conversations with their competitors. Sharing **commercial secrets** like **future prices** with your competitors can be the same as price fixing.

然而，某些資料分享確實會損害競爭的過程。事實上，為贏取顧客而作激烈競爭的對手，絕少會私下對話。與競爭對手分享**商業秘密**，如**未來價格**，有可能等同於合謀定價。

Hypothetical Example 虛構事例:

A trade association for junk owners collects from and circulates to its members information on their respective proposed future prices. This includes information as to the proposed prices for specific journeys. The information is not made available to the public and is circulated in advance of a seasonal price review by the association members.

帆船業協會向會員收集並發放會員各自擬訂的未來價格資料，其中包括各特定航線的訂價資料。該等資料並不會向公眾公開，而是在各會員進行季節性價格調整前傳閱。



The Commission would consider this arrangement as having the object of harming competition. The information exchange allows the junk owners to adjust their future pricing to reflect the proposed pricing of competitors and thus reduces price competition in the market. The information exchange arrangement is an indirect form of price fixing.

競委會將視上述安排為具有損害競爭的目的。上述的資料交換，讓帆船業經營者可根據競爭對手所擬訂的價格，來調整他們的未來價格，因而減低了市場上的價格競爭。這項安排是一種間接合謀定價的模式。



If you share commercial secrets to cooperate rather than compete with your competitors, you are probably breaching the Ordinance.

如你透過分享商業秘密和競爭對手合作，你很有可能已經觸犯《條例》。

遵循香港競爭法

自競爭法於2015年12月14日在港生效以來，儘管競委會至今未向審裁處提出個案，但企業仍應保持警覺，並密切留意公司的協議、政策及做法，確保符合條例的規定

面 對各行各業規管日增的普遍趨勢，本港企業可能想知道競爭法有何特別之處。

簡單來說，在港營商的企業不可忽視不遵循條例的風險。企業的最高罰款是在違反行為發生的每一年度香港營業額的10%，而公司的董事或面臨取消資格令，或在所謂的「後續訴訟」中被客戶起訴。除了受到法律制裁，受調查的公司也得花上大量的時間和訟費。

主要風險領域

(1) 資料交換

正如競委會發表的中小企指引指出：「企業間經常會分享資料，這是常見的商業行為，甚少會造成反競爭的影響。」不過根據條例，很多資料交換行為仍屬違法：

■ 競委會表示會視競爭對手之間交換未來定價意向的資料為違法。就此，在工作地點（或在酒吧）閒談未來定價的意向，顯然會構成風險。

■ 同樣，透過第三方交換未來定價意向亦會引起嚴重的問題。這種行為的例子包括，一家供應商調解分銷商或零售商之間的定價爭議。其他類別的資料分享將視乎其效果而決定是否違法。一般來說，儘管可採取保障措施，但交換現有的價格和數量資料仍可能會產生問題。

(2) 工商組織

工商組織經常涉及競爭對手參與相關市場的討論，因此或會引起資料交換 / 合謀的問題。組織應積極檢討他們的做法和政策，並推出合規保障措施（包括作業程序、指引，以及為會員提供培訓）。參與工商組織的企業必須確保：（i）他們的參與乃出於一個合法的目的；（ii）保留相關的紀錄 / 會議紀錄；以及（iii）避免不當的討論。值得注意的是，與其他司法管轄局一樣，競委會或會以組織的形式提出起訴——當出現不當的討論，而你又身在現場，但卻未有明顯地避免有關討論，則即使你從未參與或就你所聽到的討論內容採取行動，亦已可能觸犯條例。

(3) 維持轉售價格

當供應商要求分銷商或零售商，以固定或最低轉售價格轉售其貨品或服務，即為維持轉售價格。維持轉售價格妨礙分銷商或零售商在價格上積極競爭，最終可能要消費者以較高的價格購買貨品或服務，損害他們的利益。

競委會表明，一般會視控制轉售價格為違反條例的行為。事實上，這促使很多供應商檢討及修訂其分銷協議。

Joint ventures

聯營商號

Joint ventures, particularly those between SMEs seeking to deliver a product or service they could not deliver alone, are often good for competition.

聯營商號，尤其是中小企之間成立聯營商號，以生產他們沒能力獨自提供的貨品或服務，通常都有利競爭。

Hypothetical Example 虛構事例：

A tender is announced to construct a high-rise office building in Mong Kok. The tender requires bidders to have significant manpower to be able to complete the project and sets out a minimum financial resource threshold for the bidder. Two small construction companies, TungBuild Ltd and ChungConstruct Co, considered independently bidding for the tender. However, neither company has sufficient manpower or financial capital to satisfy the tender specifications. Tung and Chung therefore submit a joint bid where they would combine their resources to deliver the project. Six other bids were submitted by larger construction companies.



旺角區一個辦公室大樓的建築項目招標。標書設有投標者資金最低門檻，並要求投標者須投入大量人手以完成項目。兩間小型建築公司，TungBuild Ltd及ChungConstruct Co分別打算投標，但兩間公司均不符合標書對人手及資金的要求。於是，兩間公司決定聯合投標，並結合資源去完成項目。除Tung及Chung外，亦有6間較大型的建築公司參加競投。

Such a joint venture will not contravene the Ordinance. It creates competition where there would have been less. However, Tung and Chung would need to be careful that any competitively sensitive information they share is used strictly for the purposes of the Joint Venture.

上述的聯營合作不會違反《條例》。這合作實際上帶來了更多競爭。但是Tung及Chung須留意，他們所分享的任何具競爭性的敏感資料，均只可用於聯營商號的業務。



(4) 中小企與市場權勢

第二行為守則載有額外禁止若干行為類別的條文，而此等行為或被視為「濫用市場權勢」（即第二行為守則）。條例訂明擁有市場權勢本身並不違法。

可能的濫用權勢情況例子包括：

- 採取掠奪性/ 低於成本的定價；
- 綑綁銷售或搭售不同產品；或
- 拒絕供應主要資源，以妨礙或排斥下游市場競爭

SMEs must take care not to allow the terms of the joint venture to impact other aspects of their business by, for example, fixing prices at which they supply their non-joint venture products. Such conduct is likely to amount to a cartel and one of the 4 Don'ts.

中小企需留意，不要讓聯營商號的條款影響到他們其他的業務範疇。例如，在供應非聯營商號的產品時合謀定價，便有可能等同於合謀行為，及四個「不」的其中之一。

Agreements with suppliers and customers

與供應商或顧客的協議

Entering into arrangements with suppliers and customers is the life-blood of a market economy. Almost all of these arrangements – known as vertical arrangements – do not harm competition so will not contravene the Ordinance. This is particularly the case when vertical arrangements only involve SMEs.

However, some vertical arrangements can cause major harm to competition.

Where there is a risk a vertical arrangement may contravene the Ordinance, its effects are considered on a case by case basis.

企業與供應商或顧客訂定協議，即縱向協議，是市場經濟的命脈。絕大部分的縱向安排，尤其是只牽涉到中小企時，均不會損害競爭，故不違反《條例》。

但是，某些縱向安排可以對競爭造成重大損害。

遇有可能觸犯《條例》的縱向安排，競委會將按個別個案的效果作出考慮。

If you think a vertical arrangement is quashing your ability to compete, you should report this to the Commission.

如你認為某些縱向安排壓制了你的競爭能力，請向競委會舉報。

Hypothetical Example 虛構事例:

SportCo, a global brand, is a medium-sized player in the HK market for sports equipment. As in other places, it appoints an exclusive distributor for Hong Kong. To become the SportCo exclusive distributor, the company is obliged only to sell SportCo products and not to sell products from SportCo's competitors. The distributor is responsible for all promotional activities.

全球品牌 SportCo 在香港的運動器械市場屬中等規模。一如在其他地區的做法，SportCo 在香港亦委任了一家獨家分銷商。要成為 SportCo 的獨家分銷商，該公司只可銷售 SportCo 的產品，而不能銷售 SportCo 競爭對手的產品。所有的促銷活動均由分銷商負責。



Exclusive distribution agreements will not generally be considered to have the object of harming competition. The restrictions placed on the distributor serve to incentivise the promotion of the SportCo brand and are likely justifiable.

競委會一般不會認為獨家分銷協議具有損害競爭的目的。上述對分銷商的限制條款，有激勵其推廣 SportCo 品牌的作用，屬合理解釋。



supplier mediating pricing disputes between distributors or retailers. Other types of information sharing will be subject to an effects-based test. Generally, the exchange of current information about prices and volumes is likely to still be problematic, although safeguards can be put in place here.

(2) Trade Associations

Trade associations frequently involve competitors participating in discussions related to their respective markets, and therefore can raise information exchange / collusion concerns. Associations should actively review their practices and policies, and put in place compliance safeguards (including operating protocols, guidelines, and training for their members). For businesses participating in trade associations, it will be increasingly important to ensure that: (i) their participation serves a legitimate purpose; (ii) appropriate records/minutes are kept; and (iii) problematic discussions are avoided. A particular challenge is that, as in other jurisdictions, the Commission is likely to follow guilt by association approach – if you are in the room when problematic discussions occur, and you do not demonstrably distance yourself from these discussions, you may be found liable for infringing the Ordinance, even if you have never participated or acted upon what you hear.

(3) Resale Price Maintenance (RPM)

RPM occurs when a supplier requires a distributor or retailer to resell its goods or services at a fixed or minimum resale price. RPM prevents distributors or retailers from competing aggressively on price which can ultimately harm consumers who may have to pay higher prices for products and services. The Commission has stated that it will generally regard RPM as unlawful under the Ordinance. In practice, this has led many suppliers to review and amend their distribution agreements.

(4) SMEs and Market Power

The Second Conduct Rule contains additional prohibitions on certain categories of behaviour which might be considered as “abusive” (i.e. the Second Conduct Rule). The Ordinance makes clear that having market power in itself is not unlawful.

Examples of potential abuses include:

- Engaging in predatory / below cost pricing;
- Tying or bundling separate products; or
- Refusing to supply an essential input where this hinders or excludes competition in a downstream market. ❌



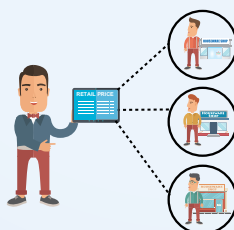
The main exception to usually considering the effects of vertical arrangements on a case by case basis is **Resale Price Maintenance (RPM)**. RPM is when one business (such as a manufacturer) tries to set the price at which its customer (such as a retailer) can sell an item or imposes a minimum resale price on the customer. Such arrangements can undermine retailers' and similar businesses' pricing freedom. While the Commission says RPM may have the object of harming competition in certain cases, this will depend on the specific arrangement including if there is a sufficient efficiency justification for the RPM.

競委會考慮縱向安排在個案中效果的一般做法卻不適用於操控轉售價格。操控轉售價格指某一企業（如製造商）試圖訂立其顧客（如零售商）銷售產品時的定價或最低價格。此類安排損害零售商及類似企業的定價自由。競委會認為，操控轉售價格在某些情況下可能具有損害競爭的目的，而這取決於操控轉售價格的具體安排，包括其是否帶來足夠的經濟效率。

Hypothetical Example 虛構事例：

NailCo, a manufacturer of nails and screws for DIY and construction purposes sells its products in Hong Kong through independent retail stores. NailCo requires each of the stores to sell its products at a price stipulated by NailCo.

NailCo justifies its pricing policy as a means of ensuring an



orderly market and to avoid customer confusion as a result of differing prices across Hong Kong. NailCo claims the arrangement affords retailers a healthy profit margin.

NailCo 是一間釘子和螺絲的製造商，專門製造用作DIY和建築用途的標準釘子和螺絲，並於香港多間獨立零售店銷售其產品。

NailCo要求每間零售店均按照其列明的價格銷售產品，理由是為確保市場秩序，以及避免顧客因各店出現不同價格而感到無所適從。NailCo聲稱相關安排亦會為零售商帶來合理的利潤。

The Commission would view this arrangement as having the object of harming competition. NailCo's justifications appear merely to suggest that RPM is a good way of keeping prices high.



競委會將視上述安排為具有損害競爭的目的。NailCo的理據似乎只說明了操控轉售價格是維持高價的好方法。

If you are being forced into RPM arrangements by your customers or suppliers, you should report this to the Commission.

如你的供應商或顧客強迫你接受操控轉售價格的安排，請向競委會舉報。

工商月刊



www.chamber.org.hk/bulletinads



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華賢仕為總商會亞洲及非洲委員會主席

From the 2nd to the 9th of April the Chamber's Asia Africa Committee will lead a mission to Iran, to explore the sensational opportunities that have arisen for Hong Kong business as a result of the lifting of economic sanctions on Iran by the USA, the European Union and others.

In the January issue of *The Bulletin*, Chamber member Mr Behzad Mirzaei, a very experienced operator in Iran Hong Kong trade, set out some of the key economic indicators that point to the opening of a new frontier in Hong Kong's international business network. Few, if any, such frontiers remain to be exploited and explored.

Since then, I have received numerous questions about the political, cultural and historical background of Iran from members who are seriously interested in such an unusual opportunity, but for whom nevertheless Iran has an aura of mystery as a result of the relative isolation that resulted from the sanctions regime. I myself have been fascinated by Iranian history and culture since secondary school and worked briefly in Iran – in the automotive industry – before coming to Hong Kong. The following paragraphs are intended to answer some of the queries I have had from an unashamedly personal perspective.

Iran's remarkable history

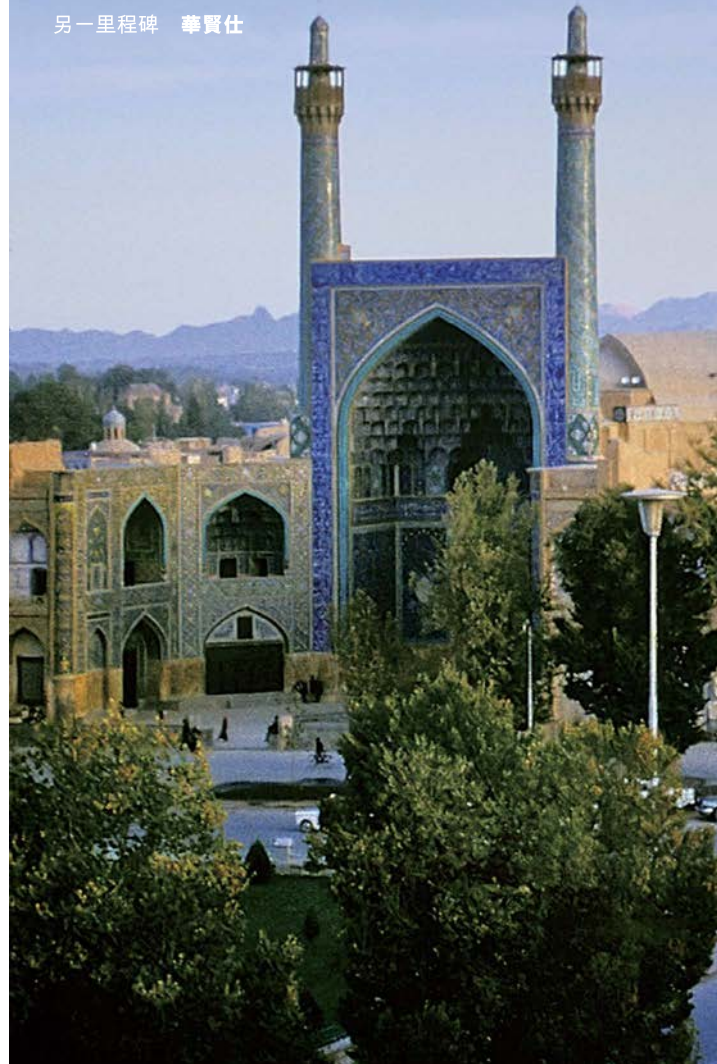
The historical context is crucial to any basic understanding of Iran. Iran is comparable to perhaps only two other countries in terms of the length of its history and civilization: Egypt and China. Its history, like China's, has been characterized by periods of great national – and sometimes international – strength, alternating with shorter periods of instability and foreign interference.

The Iranians are an Indo-European people, which means that modern Farsi is closer to English than to Arabic, although it is written in a similar script (think of Chinese and Japanese). The Iranians moved from Central Asia into what is now Persia early in the first millennium BC. During this period, they created what was at the time the world's largest political entity, the Achaemenid Empire, the borders of which stretched from the Balkans and North Africa to Northern India.

After the defeat of the Achaemenids by the Macedonian adventurer Alexander (miscalled "the Great"), their empire was divided between a bewildering variety of local satraps and Macedonian generals. Unity was restored, at least in the Persian heartland, by the Parthian Dynasty in the 2nd century BC, and then by the more powerful Sassanids in the 3rd century AD. Throughout this period Iranian architecture, language and culture attained a highly sophisticated level, easily comparable to that of China or Byzantium.

伊朗綠松石橋樑

伊朗開放標誌著這個非凡國家歷史上的
另一里程碑 華賢仕

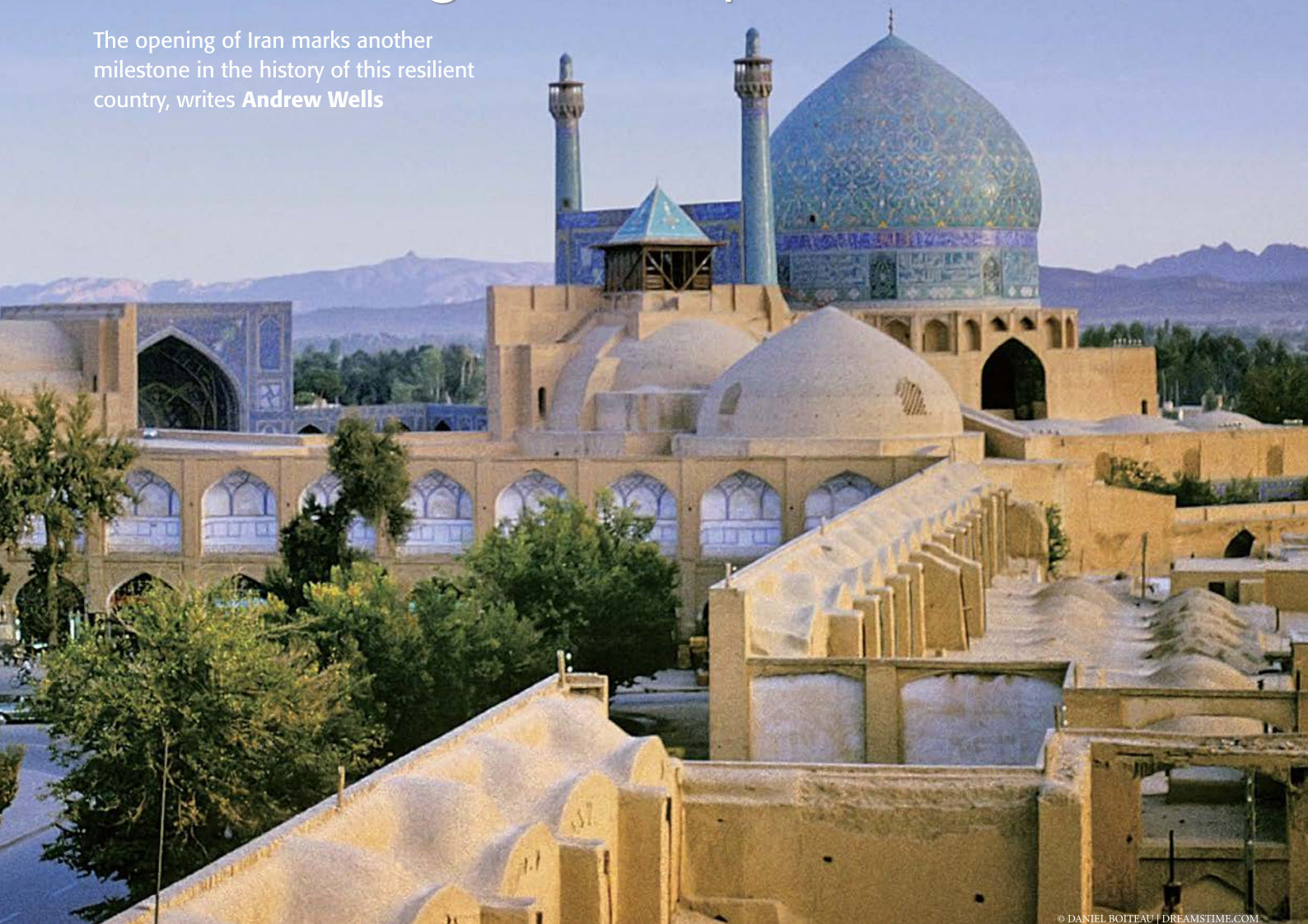


The transforming event in the history of Iran was its sudden and swift conquest by the Arabs in the first half of the seventh century. The Sassanids (Iranians) had just been weakened by a long and pointless war with Byzantium, but what ensured their defeat was the vital new religion of Islam brought by the conquerors, who had been united politically and spiritually by the Prophet Muhammad (on whom be blessings and peace). It was to be the fusion of Islam with the ancient culture of Persia that was to produce the unique features of modern Iran.

This did not, of course, happen overnight. In the early days of the Arab Caliphate (as the domain of Muhammad's successors was known), there were tensions

Iran: Bridge of Turquoise

The opening of Iran marks another milestone in the history of this resilient country, writes **Andrew Wells**



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between those who viewed Islam as a purely Arab preserve with those who realized its potential universality. The height of the Caliphate was reached after its capital was transferred from Damascus to Baghdad in the 8th century: this is the period associated in the European imagination by the “Thousand and One Nights” and Harun al-Rashid. Persian cultural influences became dominant amongst all classes within the Empire, especially in Iran itself.

There followed another period of division during the Middle Ages, when Iran (and the rest of the Middle East, China, most of India and Eastern Europe) were subject to a series of devastating nomad invasions by the Mon-

gols and others. But Iranian culture continued to flourish; this was a golden age for Persian poetry: Ferdousi, Hafiz, Rumi and Sa’adi are all household names in Iran today. (Omar Khayyam is better known outside Iran only because of Edward Fitzgerald’s splendidly inaccurate translation.)

By the beginning of the 16th century, a strong central Iranian authority had taken shape again in the form of the Safavid Empire. The Safavid Shahs consolidated Iranian achievements over previous centuries, produced some of the world’s most magnificent architecture and institutionalized Shi’a Islam, with its markedly sophisticated and mystical traits, as the official national creed.



The 19th century saw yet another period of relative decline, as Western colonial powers competed for influence in what was even then recognized as the world's most crucial geopolitical bridge between East and West. In the 20th century, attempts were made by the short-lived Pahlavi dynasty to strengthen and modernize the country; but this was at best partially successful and more seriously was achieved at the expense of effectively making Iran into a client state of the USA.

Discontent with this dependency amongst all sectors of society, coupled with increasing administrative corruption, came to a head in 1979, when the exiled Ayatollah Khomeini returned from exile to a hero's welcome. Unfortunately the USA showed no desire to relinquish its dominance (although it had also refused asylum to the deposed Shah) and anti-American sentiment in Iran came up against increasingly anti-Iranian rhetoric in the West.

Sanctions were imposed by the Western powers, which (as is usually the case) simply meant that those same countries were unable to take advantage of the opportunities that a positive relationship with Iran would have created. At the same time, ordinary Iranians were unable to realize the full potential afforded their country by its geographical position, highly educated population, sophisticated culture and vast natural resources.

An exciting future

This highly simplified background story is necessary to explain both the crucial importance of Iran's being welcomed back into the entire international commu-

nity, and the strength and resilience of the Iranian Government and people.

China has throughout the recent difficult years taken a more enlightened attitude towards Iran than many other countries, and is already Iran's largest trading partner. But as the difficulties of banking restrictions, security concerns and over-regulation of trade and investment fade into the past, the role specifically of Hong Kong in this trade can only grow exponentially. As a cornerstone of the "One Belt, One Road" initiative, Hong Kong is ready for business with Iran – the traditional "Bridge of Turquoise".

There could therefore be no better time for the Hong Kong General Chamber of Commerce to organize an Iran mission (details can be found on the Chamber's website). I would urge members interested in the chemical industry, agriculture, finance, construction, hotels and tourism, mining, car manufacture, cultural exchange, electronics, telecommunications, pharmaceuticals (and, of course, carpets and caviar) to register quickly.

You will visit the three largest cities in Iran by population: the capital, Tehran, with some 10 million inhabitants; Mashhad, the capital of the strategic province of Khorasan; and Isfahan, a cultural and commercial centre whose sights include the gorgeous Central Maidan, which is nearly ten times the size of the Piazza San Marco in Venice. You will meet one of the world's most hospitable people – and the streets are safe to walk at night.

The Iranian New Year, Nowruz, follows closely on Chinese New Year. So, until the mission, sale no mobarak! ❀

總

商會亞洲及非洲委員會將於4月2日至9日率團訪問伊朗，探索美國、歐盟和其他國家解除對伊朗的經濟制裁後，當地可為香港企業帶來的龐大商機。

在《工商月刊》的1月號中，在伊朗與香港貿易方面擁有豐富經驗的總商會會員苗澤文先生提及若干主要經濟指標，說明伊朗為香港的國際商業網絡打開了新的領域。這類有待開發和探索的商業領域實在少之又少。

自此，會員紛紛向我提出連串有關伊朗政治、文化和歷史背景的問題，因他們確實對這個非一般的機遇深感興趣，但對他們來說，伊朗於制裁時代所處的相對孤立狀況，令當地更添一重神秘的色彩。自中學時代起，我已開始對伊朗的歷史文化深深著迷，而來港前亦曾於當地從事汽車業。以下乃本人的淺見以供參考，希望能夠解答會員的部分疑問。

伊朗的顯赫歷史

要對伊朗有基本的認識，就要從當地的歷史背景開始。伊朗歷史文化源遠流長，也許只有埃及和中國這兩個國家能夠與之媲美。跟中國一樣，伊朗歷史盛衰交替，國力一度雄霸天下，亦曾經歷短暫的動盪和外來干預。

伊朗人屬印歐族，因此儘管現代波斯語採用的文字與阿拉伯語近似（如中文和日文使用的漢字），但實際上卻較為接近英語。伊朗人早於公元前1000年由中亞遷移到現今的波斯，並建

這兩派人當時處於緊張對立的狀態。哈裡發國在八世紀時從大馬士革遷都至巴格達之後，國力步入鼎盛時期：為西方帶來無限聯想的《一千零一夜》，便是在此期間結集成書，而哈倫·拉希德（Harun al-Rashid）亦是在這個時期執政。波斯文化的影響滲透國內的所有階層，尤其是在伊朗本土。

其後，中世紀出現了另一分裂時期，當時伊朗（及中東餘下地區、中國、印度大部分地區及東歐）受到蒙古及其他游牧民族連番大舉入侵。然而，伊朗文化持續興盛：這是波斯詩歌的黃金時期：詩人菲爾多西（Ferdusi）、哈菲茲（Hafiz）、魯米（Rumi）和薩迪（Sa'adi）都是伊朗家傳戶曉的名字。

（奧瑪·開儼（Omar Khayyam）於伊朗國外更為人認識，原因是英國作家愛德華·菲茲傑拉德（Edward Fitzgerald）將其著作編譯成華麗的詩集。）

到了16世紀初，一股強大的伊朗核心勢力再次成形，也就是薩法維帝國（Safavid Empire）。薩法維的沙王把伊朗在之前數個世紀的成就整合和發揚光大，建造了世上一些最宏偉的建築，並把優雅超凡的伊斯蘭教什葉派正式定為國教。

19世紀見證了另一個相對衰落的時期，因為當時的伊朗已被視為全球最重要的東西地緣政治橋樑，故吸引了西方殖民主義列強競爭奪勢力。在20世紀，國祚短暫的巴列維王朝（Pahlavi dynasty）曾嘗試提升國力，令國家變得現代化，但成效有限，甚至最終令伊朗成為美國的附庸國。

社會各界對這種附庸關係的不滿情緒，隨著行政日益腐敗，終於1979年到達頂峰，當年被流放的霍梅尼（Ayatollah Khomeini）回國時受到英雄式的熱烈歡迎。可惜，美國並無意放棄其支配地位（儘管亦拒絕為被罷免的沙王提供庇護），而西方日益反伊朗的言論亦激起伊朗的反美情緒。

西方列強實施的制裁，往往只令自己無法受惠於與伊朗建立正面關係所創造的機遇。與此同時，一般伊朗人亦無法充分發揮其國家地理位置、高學歷人口、博大精深的文化和豐富的自然資源所提供的潛力。

璀璨多彩的未來

這個極度簡化的背景故事，旨在說明伊朗重返國際社會的重要性，以及伊朗政府和國民的強大實力和復原能力。

面對近年的困境，中國相比許多其他國家，一直對伊朗採取更開明的態度，並已成為伊朗最大的貿易夥伴。然而，隨著銀行限制、安全考慮及貿易投資過度規管等問題已成過去，香港在兩國貿易中所扮演的特別角色只會日益重要。作為「一帶一路」策略的重要部分，香港已準備好與伊朗這道傳統的「綠松石橋樑」通商。

因此，現在正好是香港總商會舉辦伊朗考察團（詳情請瀏覽總商會網站）的最佳時機。我呼籲對化學、農業、金融、建築、酒店旅遊、礦業、汽車製造、文化交流、電子、電訊和藥品（當然還有地毯和魚子醬）等行業有興趣的會員從速報名。

此行將到訪伊朗人口最多的三大城市：約1,000萬人居住的首都德黑蘭；戰略省份呼羅珊的首府馬什哈德；以及文化與商業中心伊斯法罕，名勝包括絢麗的伊瑪目廣場，其面積差不多是威尼斯聖馬可廣場的十倍。你將遇到全球最親切友善的人——亦可放心地在入夜的街道上遊覽。

伊朗的新年Nowruz緊隨中國的農曆新年，在此以波斯語謹祝各位sale no mobarak（新年快樂）！✿

As a cornerstone of the “One Belt, One Road” initiative, Hong Kong is ready for business with Iran – the traditional “Bridge of Turquoise”.

作為「一帶一路」策略的重要部分，香港已準備好與伊朗這道傳統的「綠松石橋樑」通商。

立了當時全球最大的政體阿契美尼德王國（Achaemenid Empire），領土從巴爾幹半島一直延伸至北非以至北印度。

阿契美尼德人被馬其頓冒險家亞歷山大（誤稱「大帝」）擊敗後，他們的王國被一眾當地總督和馬其頓將軍割據，直到公元前兩世紀，由安息帝國（Parthian Dynasty）恢復統一（至少波斯腹地），其後在公元三世紀，由更強大的薩珊（Sassanids）王朝一統。在這期間，伊朗的建築、語言和文化均發展到一個精湛高超的水平，可媲美中國或拜占庭。

伊朗歷史的轉捩點是其於七世紀上葉突然被阿拉伯迅速征服。薩珊人（伊朗人）要應付漫無目的的拜占庭戰役已元氣大傷，但覆亡的關鍵是阿拉伯人把伊斯蘭教這個重要的新興宗教傳入，而先知穆罕默德（祝福與和平的化身）正是這些征服者的政治和精神領袖。伊斯蘭教與古波斯文化的交融，賦予了現代伊朗獨一無二的特色。

當然，這並非發生在一夜之間。在阿拉伯哈裡發國（穆罕默德繼承者的領地）建立之初，有一派人視伊斯蘭教純粹為阿拉伯獨有的宗教，另一派則意識到其發展成為普及宗教的潛力，

Automated Legal Services

法律服務自動化

Dragon Law is embracing technology to automate the tedious and time-consuming side of legal work, reports the Chamber's staff writer **Kitty Chan**

Dragon Law利用科技，協助企業更方便、更快捷地完成煩瑣費時的法律工作 本刊記者**陳芷琪**

Technology is transforming the way we live and work. It is also transforming how companies operate by raising their efficiency to levels that were previously unthinkable. Gains in efficiency in the retail and manufacturing sectors, among others, have been around for a while. For the legal sector, however, technology is only just starting to be embraced.

"When I worked as a lawyer, I saw how inefficient the work of law firms can be sometimes," said Rynne Lai, co-founder and Business and Product Director of Dragon Law. "My partners and I thought technology must be able to make the day-to-day work of law firms more efficient, which is how we came up with the idea for the business."

Law firms in the United States have been exploring for some years how they can use technology to lower costs and raise productivity, which results in lower fees. Lai said a big concern that people often have about engaging a law firm is that they are not always sure how much they will be charged, as it is difficult to estimate the time and cost needed for each case.

"Drafting business contracts consists of many standard variations of terms," she said. "This is why we want to introduce this idea to Hong Kong. We aim to provide easy access to legal services for all companies, regardless of their size, so that they can focus more on developing their business, rather than dealing with legal administration."

Work of a Dragon

Founded in 2013, Dragon Law now employs 30 staff from different professional backgrounds, including legal services, technology and consulting. In the past three years, they have developed an online "Document Builder" that gives users access to around 100 types of legal documents, such as employment contracts and

non-disclosure agreements. It operates a subscriber-based business model that its clients can use to create routine legal documents tailored to their specific needs.

Subscribers simply log on to the system and select the type of document that they need. The system will then ask them some questions to generate a legal document based on their needs. Subscribers can ask Dragon Law's in-house legal team to read through the document to make sure they have properly completed the questions in the Document Builder.

"The system shortens the process of drafting legal documents to minutes instead of days. Our in-house legal team built the templates based on their experience as lawyers," Lai added.

"If we receive regular requests from subscribers, such as adding or deleting certain clauses, we will incorporate these into our system so that the templates are constantly evolving and improving," she said.

Lai is a great believer in listening to the feedback from customers to not just improve the services that the company offers, but to also win their trust. "We engage with our subscribers and try to answer their questions immediately. If we cannot provide an immediate answer, we will look into their question and find the solution. To build trust, we cannot rely just on our software; we still need the human touch."

Legal challenges

Regular changes to Hong Kong's regulatory landscape have posed challenges for the company, as they have to ensure they are up to date on all the laws. To deal with the changes, her team monitors consultations and bills.

Another challenge is the diversity of the law. Lai admits that they cannot cover all regulations and eventualities, so when one of their subscribers has to deal with complicated legal issues, they connect them to an



We aim to provide easy access to legal services for all

companies, regardless of their size, so that they can focus more on developing their business, rather than dealing with legal administration

我們希望將法律科技這個概念引入香港，讓所有公司不管規模大小，皆能夠方便地使用法律服務，以助他們專注於發展業務，而非處理法律行政事務



appropriate lawyer who can also give a fixed quote.

Hong Kong has no shortage of legal talent, but Lai said as technology is at the core of their business, the lack of ICT talent in Hong Kong is a concern. “In Hong Kong, it is difficult to woo ICT talent away from stable, big companies or banks to join a start-up like us. Consequently, we have had to hire talent from overseas to fill the posts,” she said.

Tech future

Lai predicts that more and more tech-driven solu-

tions will appear and may disrupt traditional industries, particularly those in the professional sectors. “In fact, we are already seeing changes in the education and medical sectors, and law-tech is also a big hit in Western countries. So the prediction is really that more solutions of these kinds will appear in the near future,” she said. “This development is positive, but it will also mean more competitors for us. This may not necessarily a bad thing, as it will also mean Hong Kong is taking advantage of various tech services, which will also mean more customers.” ❀



DRAGON LAW
Legal Services Powered by Technology

Dragon Law Ltd

HKGCC Membership No.: HKD0756

Established: 2013

Website: www.dragonlaw.com.hk

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科技正改變我們生活與工作的方式，也為不少企業的經營模式帶來革新，使工作效率大大提高。以零售業及製造業為例，融入科技以改善工作效率已非新鮮事，但對法律科技而言，發展才剛剛起步。

「任職律師時，我看到律師行的運作有時候的確欠缺效率。」Dragon Law聯合創辦人兼商務及產品總監黎曉洋說：「我與其他合夥人都認為科技必定能提高律師行日常工作的效率，這亦是我們創業理念的由來。」

早在幾年前，美國已有律師行開始研究利用科技，減省成本並提高生產力，使收費得以下調。黎曉洋指出，聘用律師行處理法律事務的一大顧慮，是難以預算最終收費，因為客戶無法估計所需的時間及成本。

「草擬商業合約涉及很多標準條款，只是當中的細節視乎情況而有所不同。」黎曉洋續說：「因此，我們希望將法律科技這個概念引入香港，讓所有公司不管規模大小，皆能夠方便地使用法

律服務，以助他們專注於發展業務，而非處理法律行政事務。」

龍的力量

Dragon Law於2013年成立，現有30名來自不同專業背景的員工，包括法律服務、科技及商業諮詢。在過去三年，他們開發了網上「Document Builder」，提供僱傭合約及保密協議等約100種法律文件的範本，用戶訂購服務後即可使用該軟件系統，按照自己的需求製作日常法律文件。

用戶只要登入系統，點選所需的文件種類，再按照系統指示回答一連串問題，系統便能製作出符合用戶需求的完整法律文件。如有需要，用戶也可要求Dragon Law的法律團隊檢查文件，確保自己回答系統的問題時並沒有任何遺漏。

黎曉洋補充道：「這個系統縮短了草擬法律文件的時間，由幾天縮短至幾分鐘。系統中的文件範本，都是我們的法律團隊根據以往當律師的經驗撰寫而成的。」

Broadening Businesses' Networks 拓展商業網絡

Paul Wu relocated to Hong Kong in 2008 from Kolkata, India where he was born and raised. He has been with Jet Airways for 21 years, and is now the Deputy General Manager of Jet Airways (India) Ltd.

“We operate flights to 51 local and 22 overseas destinations, and Hong Kong is one of our key business areas,” he said. “We believe it is important to be a Chamber member to raise our brand awareness.”

Wu is responsible for the company's business in Hong Kong and North Asia, covering the Mainland, Japan, South Korea and Taiwan.

“As HKGCC is the oldest and most dynamic business organization in Hong Kong, we use the Chamber's platform to broaden our network with not only Hong Kong companies, but also Mainland and international corporations based in here. Being a member, I am able to engage the company in a wide spectrum of businesses, get in touch with potential business partners and clients, and enhance the visibility of our services. For example, we provide exclusive offers to fellow members through the Membership Benefits Programme.”

Wu attends Chamber functions occasionally, and despite his busy schedule, he is planning to participate in more events in the future to take further advantage of the Chamber's services.

Jet Airways joined the Chamber in March 2015. Its robust network, service excellence and on-time performance has enabled the company to become popular with business travelers. “We strive to make every effort to cater to travellers' requirements, and ensure that they have a refreshing experience each time they fly with us.” ✿

Paul Wu於2008年從印度加爾各答這個他出生成長的地方來到香港。他已任職捷特航空達21年，現時為印度捷特航空公司副總經理。

他說：「我們經營的航線遍及51個本地和22個海外目的地，而香港是其中一個主要業務地區。」他又稱：「我們認為，加入總商會有助我們提升品牌知名度。」

Wu負責公司在香港和北亞的業務，包括內地、日本、南韓和台灣。「由於總商會是本港歷史最悠久、最具活力的商業組織，我們利用總商會的平台拓展網絡，與本地企業，以至在港的內地及國際企業建立聯繫。作為會員，公司有機會接觸從事不同類型業務的潛在商業夥伴和客戶，並且讓更多人認識我們的服務。例如，我們透過『會員優惠計劃』，為會員提供獨家優惠。」

Wu偶爾會出席總商會的活動，儘管工作繁忙，他打算未來參與更多的活動，進一步善用總商會的服務。

捷特航空於2015年3月加盟總商會。該公司強大的網絡、卓越的服務和良好的航班準時度，使其受到商務旅客的追捧。「我們竭力滿足旅客的需要，確保每次旅程都為他們帶來新鮮的體驗。」 ✿

Company: Jet Airways (India) Ltd
HKGCC Membership No.: HKJ0234
Established: 2008
Website: www.jetairways.com

公司名稱：印度捷特航空公司
總商會會員編號：HKJ0234
創辦年份：2008
網站：www.jetairways.com



她說：「對於用戶重覆提出的要求，例如加入或刪減某些條款，我們會將意見納入系統當中，不斷完善範本的內容。」

黎曉洋深信聆聽用戶的意見十分重要，除了能提高服務質素，更重要的是能贏取用戶信任。她說：「我們與用戶接觸，盡可能即時回答他們的問題。若然無法立即回應，我們會細心研究問題，為他們找出解決方案。要建立信任，我們不能只依賴系統，人與人之間的交流依然不可取替。」

法律挑戰

香港的規管環境不斷變改，對Dragon Law而言實為一大挑戰，因為他們需要時刻緊貼法例更新。她的團隊一直密切關注不同的法例諮詢及法律草案，以應付法規轉變。

另一個挑戰是法律領域繁多，黎曉洋承認他們的系統無法處理所有法律條文，或其他可能出現的情況。因此，當用戶面對較複雜的法律問題時，他們會協助用戶尋找合適的律師來處

理，而律師將收取固定費用。

香港一向不乏法律人才，但資訊及通訊科技方面的人才卻不足。黎曉洋指出，公司以科技為主，人才缺乏的確是個問題。她說：「在香港，很難吸引科技人才離開環境穩定的大公司或銀行，加入像我們一樣的初創企業，所以我們需要在海外聘請專才，以填補空缺。」

科技的未來

黎曉洋預期未來會有愈來愈多企業將科技與傳統行業融合，尤其是法律、教育及醫療等專業，並改變行業生態。「事實上，科技已開始為教育及醫學業界帶來改變，在很多西方國家，法律科技亦廣為人知。在不久的將來，應該會有更多同類型的公司出現。」她續說：「我認為這樣的發展正面，雖然我們未來有可能要面對更多競爭者，但這未必是件壞事，因為這意味香港正逐漸適應科技服務業，亦代表市場更大，顧客更多。」

Partnering with the Chamber 與總商會緊密合作

Dr Robert Edmonson is the Principal Consultant of Paradigm21, a leadership and organizational development centre offering customized executive coaching and talent development programmes to inspire changes and help individuals unleash their full potential. With a team of seasoned professionals, the company has been helping their clients in 45 countries navigate through strategic planning and difficult decisions.

Paradigm21 joined the Chamber in 2009, and has worked closely with the Chamber by writing business articles in *The Bulletin* and delivering seminars and leadership workshops to provide new perspectives for business leaders. Robert says getting involved with the Chamber increases the company's visibility, credibility and reinforces their corporate image.

He and his colleagues also frequently attend the Chamber's social and business networking functions to broaden their network and hear about the views and concerns of local businesses. *The Bulletin* also provides their team with useful and valuable information that look at current and future trends.

"From our perspective, HKGCC is the oldest and most reputable chamber in Hong Kong. It is a very positive and trustworthy organization. Since we became

a member, everything we have done has so far been very effective and meaningful," Robert said, adding he believes HKGCC membership is a valuable asset for any business.

李楷哲博士是Paradigm21首席顧問。該公司為一家領先的領導及組織發展中心，提供度身訂造的行政人員啟導和人才發展課程，以啟發變革和協助個人充分發揮潛能。該公司的專業團隊憑藉豐富的經驗，致力協助遍及45個國家的客戶進行策略規劃和作出重大決策。

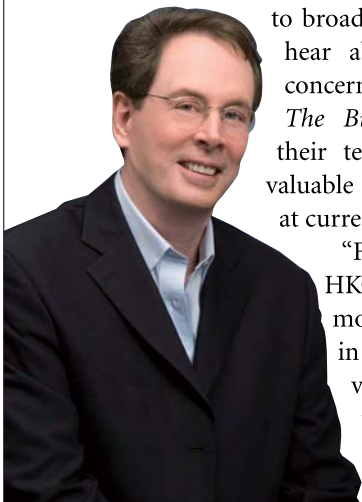
Paradigm21自2009年加盟以來，一直與總商會緊密合作，除了為《工商月刊》撰寫商業文章，還為研討會和領導工作坊主講，為商業領袖帶來嶄新視野。李楷哲表示，參與總商會活動提高了公司的知名度、信譽和企業形象。

他與同僚亦不時出席總商會的社交和商業聯誼活動，以拓展網絡和了解本地企業的看法和關切的問題。《工商月刊》亦為他們的團隊提供實用寶貴的資訊，以掌握當前和未來趨勢。

李楷哲說：「對我們來說，總商會是本港歷史最悠久、最備受推崇的商會，積極正面，值得信賴。自入會以來，我們的工作一直取得很大成效和意義。」他認為，總商會會籍是企業的寶貴資產。

Company: Paradigm21
HKGCC Membership No.: HKP0507
Established: 2006
Website: <http://www.paradigm21.com>

公司名稱：Paradigm21
總商會會員編號：HKP0507
創辦年份：2006
網站：<http://www.paradigm21.com>





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Going the Extra Mile

多走一步

The hotel sector has its fair share of challenges, but providing service excellence ensures guests keep coming back, reports the Chamber's staff writer **Rachel Shum**

酒店業正面對不少挑戰，但提供卓越服務卻可確保顧客再次光顧 本刊記者岑美怡

Visitors to Hong Kong have no shortage of accommodation to choose from. Whether travellers are looking for a touch of luxury at a five-star hotel, something a bit different at a chic boutique hotel, or simply a functional business hotels, travellers can find the perfect place for their requirements.

For hotel operators in Hong Kong, the high room-occupancy rates were the envy of hotel operators around the world. However, due to a decline in Mainland visitors, together with the downturn in the global economy making business travellers think twice about going on a business trip, hoteliers are experiencing tough times.

Calvin Mak, Founder and President of C.T.E.W. Group and Rhombus International Hotels Group, said life is full of ups and downs. However, if you give 100% for your business and customers, you will eventually get through the tough times. Speaking at the Chamber's Entrepreneur Series luncheon on 23 February, he said such philoso-

phy helped his business through the SARS period and the financial crisis, as well as other challenging times.

Sound training

Mak began his hotel career as a management trainee in Canada. He worked his way up the ranks of a renowned hotel chain and oversaw 16 hotels. As a regional head, he needed to travel frequently, which left him little time to engage his team. Frustrated by the lack of team communication and constant in-house politics, he decided to start his own hotel venture by returning to Hong Kong.

Since returning, he has managed to make the name Rhombus synonymous with stylish hotels. "Since opening, the occupancy rate of each of our hotels has been at over 90%," Mak said.

"It is better to rent out rooms to earn money for owners rather than leaving them vacant by clinging obstinately to the average room rate," he said. "This is totally fine, as long as we do not sell too cheaply."



It is better to rent out rooms to earn money for owners rather than leaving them vacant by clinging obstinately to the average room rate

Along the road of entrepreneurship, he discovered three principles which he always keeps in mind. One is feasibility. Mak said he will not take up projects if the location is undesirable, regardless of the investment amount, as in his experience location is crucial to the success of a project. Having a shared vision with investors is also crucial. While he respects investors' views, as they are the ones who are putting their money where their mouth is, he will not undertake projects if there are substantial differences between both sides in terms of vision and perspective. Profitability is the third concern, as he believed projects must make money to meet the goals and expectations of investors.

Mak attributes his success to his professional team. Hotels cannot operate without teamwork, which is why he values his staff and cares so passionately about communication. One achievement that he is very proud of is that most of his senior management have been working at Rhombus for around 10 years.

Growing competition or niche market?

In recent years, the growing popularity of bed and breakfast accommodation in Hong Kong has created some extra competition for the hotel sector. However,

Mak doesn't view such establishments as competition: "These operators are providing customers with more choice of accommodation, but this does not mean all visitors want to shift to B&B," he said. "So long as we do our job well, I am not worried about competition. Every product or service has its niche market, and if there is no market, it will simply disappear. Success very much depends on your products and services."

While service quality is core to the hospitality industry, environmental sustainability is increasingly a key priority. Some hotels have proactively sought to qualify for certification as eco-friendly as part of their promotion and marketing strategy. At Rhombus, however, green measures are viewed more as a corporate social responsibility rather than an advertising tool.

"Our hotels have also implemented various environmental protection practices and received several awards for energy saving, recycling, food recovery and the use of LED lighting," added Mak. "For us, the significant savings in cost and energy use is already a gain, but the original intent of adopting these measures is not to increase revenue. We should not calculate everything in terms of money. Going green is a common responsibility of everyone." ❀

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在香港，旅客的住宿選擇多不勝數，無論是豪華的五星級酒店、別具一格的精品酒店，抑或是實用的商務酒店，旅客必能找到稱心合意的住處。

本港酒店的客房入住率高企，讓全球各地的酒店經營者為之羨慕。然而，內地旅客減少，加上全球經濟下滑，都令商務旅客對出差公幹三思，酒店業正陷入艱苦經營。

C.T.E.W.集團和隆堡國際酒店集團創辦人及主席麥繼良說，人生充滿高低起伏，但如果你能夠為公司和顧客付出100%的努力，終可渡過難關。他為本會2月23日的「企業家系列」午餐會主講時表示，憑藉這個理念，他的公司得以順利跨過沙士一役、金融危機和其他困境。

與其死守平均房價，由得客房空著，
倒不如把它們租出，為業主賺錢。

完善培訓

麥繼良於加拿大開展其酒店事業，最初在一家知名的連鎖酒店擔任管理見習生，其後逐步攀上管理層，負責管理16間酒店。作為地區主管，頻繁的公幹令他無暇與團隊溝通交流。缺乏團隊溝通，加上連串的辦公室政治，使他感到沮喪洩氣，遂決心回港創業。

回港後，他成功把隆堡的名字打造成摩登時尚的酒店品牌。他說：「開業以來，我們每間酒店的入住率一直處於90%以上。」

「與其死守平均房價，由得客房空著，倒不如把它們租出，為業主賺錢。」他又稱：「這樣做也合理不過，只要訂價不是過低便可。」

在創業路上，麥繼良時刻謹守三大原則。其一是可行性；他表示若然地點不理想，則不論投資金額多少，也不會接手項目，因為根據他的經驗，選址是項目取得成功的關鍵因素。與投資者理念一致亦十分重要；投資者提供資金來源，故他會尊重他們的看法，但假如雙方的理念和觀點過於分歧，他亦絕不會開展有關項目。盈利能力是第三個考慮因素；他認為項目必須賺錢，以滿足投資者的目標和期望。

麥繼良把其成就歸功於他的專業團隊。沒有團隊之間的合作，酒店根本無法運作，而這正好解釋他為何如此重視員工和著重溝通。隆堡的高級管理人員大多已效力約10年之久，是其中一項令他引以自豪的成就。

競爭加劇抑或特色市場？

近年，民宿旅館在港日漸受到歡迎，或多或少為酒店業帶來額外的競爭。不過，麥繼良不會視這類住宿為競爭對手。他說：「這些經營者確實為顧客提供更多選擇，但這不代表所有旅客都會轉投它們。」他補充：「只要我們做好本份，就不用擔心競爭。每項產品和服務都有其獨有的市場，要是沒有市場，就會被淘汰。因此成功與否，很大程度上取決於你的產品和服務。」

儘管服務質素仍然是酒店業的核心，但環境可持續性亦日益成為業界的焦點。作為推廣和營銷策略的一部分，有酒店正積極爭取環保方面的認證。然而對隆堡來說，推行環保措施是一種企業社會責任，多於是一種宣傳工具。

他說：「我們的酒店已實施多項環保措施，並且在節能、循環再用、食物回收和採用LED燈方面，取得了多個獎項。」他解釋：「對我們而言，大幅節省成本和用電已經是賺了，而採取這些措施的原意並非在於增加收入。我們不應凡事都以金錢來衡量，環保是大眾的共同責任。」

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NEW!



Tuna Tartare

吞拿魚他他 \$148

Soft red tuna imported from Japan, crunchy cucumber and red onions are diced and mixed together with ginger and garlic, then topped with mustard soy sauce and specially prepared mango salsa made with mango, red chili, lime and sugar. A thin chip is placed in the middle to separate the tartare from the two sauces and give a crispy texture. This simple and refreshing appetizer is a perfect combination of distinct textures. 大廚先將日本吞拿魚赤身、鮮脆爽口的青瓜和紅洋蔥切粒，再加入薑及蒜，並澆上芥末豉酒及芒果莎莎醬，後者以芒果、辣椒、青檸和糖等材料秘製而成，酸辣開胃。隔在中間的芝麻脆餅將吞拿魚他他與兩種醬料分開，並增添香脆口感。此款前菜簡單、開胃，不同口感的食材搭配得宜，別有一番風味。



Slow-cooked Octopus & Pork Belly
慢煮八爪魚配豬腩肉 \$158

Meaty octopus is slowly cooked in a sous-vide to ensure it is not overcooked and succulently tender. Homemade pork terrine medallions are seared to a meaty flavoured oil to the seafood, which is a popular way of cooking Caribbean dishes. This octopus is served with butterscotch and pumpkin puree.

肥美的八爪魚以真空低溫的方法慢煮，確保沒有過熟，使肉質保持鮮嫩多汁。自家製無骨豬腩肉片則以高溫快煎，油香豐腴，將八爪魚的味道提升至另一層次，而這亦是常見的加勒比海菜烹調方法。最後以奶油糖與南瓜蓉伴碟。

法式加勒比風情

受過正統訓練的法國大廚，炮製出味道與色彩豐富的加勒比海菜，
必定能為食客帶來驚喜 本刊記者王靜雯

加 勒比海以白色沙灘、蔚藍海洋、豐富多采的文化與美食而為人熟悉。加勒比海菜以海鮮為主，由於受到非洲、印第安、歐洲、東印度、阿拉伯及中國等飲食文化的影響，菜式猶如世界美食的大熔爐，集各家之大成。

煙燻 (jerk) 是牙買加、以至加勒比海地區最受歡迎的菜式，指用一種特別辣的香料醃製魚肉及羊肉等食物。然而，加勒比海菜最吸引饕客的地方在於使用當地新鮮的海陸食材，菜式賣相吸引，而且色彩豐富。

Paradis的烹飪靈感，源自加勒比海群島多變的美食及法國的經典菜式，揉合了兩個風格迥異的飲食文化。在法籍大廚Pitet的帶領下，Paradis運用巧妙的法國菜烹調技巧，融入加勒比海的地道菜式，炮製出別具創意的精緻佳餚。

餐廳質樸的室內設計與精心挑選的擺設，為用餐環境增添神秘的熱帶風情，讓食客彷彿置身於加勒比島嶼。餐廳的名字「Paradis」，在法文解作「天堂」，不但完美形容加勒比島嶼的怡人景色，也代表餐廳能為食客帶來令人回味的美食。✿

Clams

蛤蜊 \$88

Clams steamed in sake may sound like nothing unusual, but, Paradis adds Spanish chorizo, white wine, garlic, basil and parsley to create a delicious broth to go with the clams. Chorizo oil adds to the flavor and goes surprisingly well with the fresh clams, without overpowering their delicate flavor.

以清酒蒸蛤蜊也許並不新奇，但Paradis在清酒加入西班牙臘腸、白酒、蒜、羅勒與香芹，使蛤蜊鮮湯更為美味。西班牙臘腸的油香沒有蓋過蛤蜊的味道，反之提升了鮮味。



When Caribbean Meets French

When the exciting flavours and colours of the Caribbean are in the hands of a classically trained French chef, the results make even the most jaded palates dance, writes staff reporter **Elmo Wong**

The Caribbean is well-known for its sandy white beaches, azure sea, vibrant culture and flavours. It is also a melting pot of influences from around the world, as African, Amerindian, European, East Indian, Arab and Chinese cuisines have all left their mark on the islands that dot the Caribbean Sea which teems with seafood.

The signature flavour of Jamaica and one of the Caribbean's most

loved dishes is "jerk," which is basically a very spicy marinated used on many dishes, from fish to goat. But it is the fresh, colourful ingredients, whether from the sea or farms, that give Caribbean dishes that ability to set taste buds ablaze.

Inspired by the vibrant islands and dishes of the Caribbean, and timeless dishes of France, Paradis is a living journey of converging culinary ideas from two distinct cultures. French

Chef Ben Pitet uses his classical French training to bring out the best of exotic Caribbean cuisine, which he combines into non-traditional dishes.

Paradis' rustic interior design and specially selected décor create a mysterious tropical dining environment to transport diners to the islands. "Paradis," meaning paradise in French, is an apt description of the beautiful Caribbean Islands as well as the dishes it serves. 🌺

Chef Profile 大廚小檔

Benjamin Pitet

French Chef Benjamin Pitet's introduction to cooking started when he used to help his mother in her restaurant in France. He later worked in restaurants in Paris, and has worked with famous chefs Christian Constant, Eric Freeman, Bernard Loiseau and Jean-Pierre Vigato, where he acquired his fine dining and plating skills.

Pitet believes that to cook great food is to give great pleasure. He also thinks that a good chef should be constantly trying to enrich themselves with knowledge and not be afraid to try new ingredients. Being curious and willing to adapt new dining trends around the world are essential in bringing diners new experiences.

法國主廚Benjamin Pitet的母親曾於法國經營餐廳，當年因協助她打理業務而開始接觸烹飪。他其後在巴黎任職於不同餐廳，與知名的大廚Christian Constant、Eric Freeman、Bernard Loiseau 與Jean-Pierre Vigato共事，從中學到烹飪及上碟技巧。

Pitet相信美味的食物能為食客帶來至高的享受。他認為優秀的廚師應該不斷增值自己，並勇於嘗試採用新食材，而且要保持好奇心，願意迎合世界美食潮流，才能為食客呈獻嶄新的餐飲體驗。





Scallop Ceviche

酸汁醃帶子 \$138

Ceviche is becoming increasingly popular as more people discover the joys of using lime juice to “cook” raw seafood. Thick pieces of Hokkaido scallops are marinated in a rich sweet and sour sauce made from passion fruit puree, Peruvian chili sauce and fresh lime juice. Sweet pomegranates are added on the top of the scallops for an interesting taste and texture. Avocado puree is dotted in the sauce provide a rich, creamy flavor. Although scallops have a very delicate flavor, this dish demonstrates how it is possible to create a harmonious balance between seafood, fruit and spices.

隨著愈來愈多人發現用青檸汁「煮」生海鮮的美妙之處，此類菜式亦愈來愈受歡迎。厚身北海道帶子用甜酸醬汁浸泡，醬汁以熱情果蓉、秘魯辣椒醬及新鮮青檸汁調製而成，味道香濃，並加入牛油果蓉，令口感更為濃郁。香甜的石榴果肉放在帶子上，更令味道與口感變得特別。這道菜示範了如何中和海鮮、水果及香料的味，保留帶子本身的鮮味。

Cocktails

雞尾酒

Gin and juice

氈酒配果汁

Old Tom Gin is mixed with clarified orange juice, Christmas Bitters and sprinkles of salt. A mild, simple but delicious cocktail.

這款雞尾酒由Old Tom Gin、橙汁（去橙肉）、Christmas Bitters，再加上少許鹽混合而成，製法簡單，酒味並不濃烈，味道甚佳。



44 Degree Cooked Salmon

44℃ 慢煮三文魚 \$220

Thick Scottish salmon steak, or suprême, is sous-vided at 44 degrees for 25 minutes, which the chefs in Paradis feel produces the perfect salmon suprême. The fish sits atop Asian elements - bean sprouts, string beans, deep-fried bean curd and a rich Malaysian Laksa broth. A poached quail's egg tops the fish off, and the creamy yolk goes beautifully with the salmon. This signature salmon dish is a real test of the chef's skills in balancing big, bold flavours with delicate ingredients.

Paradis的廚師相信烹調厚身蘇格蘭三文魚扒的最佳方法，是以44℃慢煮25分鐘。煮好的三文魚扒伴以銀芽、四季豆、豆腐卜及香濃的馬來西亞喇沙醬上碟，亞洲風味十足，而口感幼滑的鸚鵡蛋黃，配合魚扒更是恰到好處。此菜式能在濃厚的味道與精緻的食材之間作出平衡，十分考驗廚師的工夫。



Rum Baba

秣酒巴巴蛋糕 \$88

This French retro classic dessert will put hairs on your chest. The sponge baba is soaked in lime and orange flavoured “Element” rum, so you don't feel too guilty when eating it, and is topped with rum ice shavings. Served with custard, fresh cream and fresh fruit, this classic dessert is a fitting grand finale to a Caribbean food adventure.

這款經典法式甜品足以讓你飽足而歸。Baba（即海綿蛋糕）浸透了帶西檸與橙味的秣酒，讓你在品嚐蛋糕時不會感到酒味過於濃烈。蛋糕面上灑秣酒碎冰，伴以吉士、鮮忌廉與新鮮水果，為食客的加勒比美食之旅畫上完美句號。

Slow cooked gin and tonic

慢煮氈酒加通寧水

Gin is slowly cooked with lemongrass, lime, ginger and apples for two hours and served with a refreshing tonic. Caramelized oranges decorate the cocktail which is a great representation of the exotic Caribbean.

氈酒與檸檬草、西檸、薑和蘋果一起慢煮兩個小時，再配上通寧水飲用，口感清新。雞尾酒以焦糖香橙作裝飾，呈現出加勒比的異國風情。



Paradis

3/F, Winning Centre, 46-48 Wyndham Street,
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新!



China in Focus 中國焦點



Liao Jingshan, Director General of the Hong Kong and Macao Affairs Office of the People's Government of Guangdong Province, led a delegation to call on the Chamber on 27 January. YK Pang, Chamber Chairman, together with Chamber senior members and China Committee members welcomed the visitors. Both sides agreed to work closely together to overcome the current challenges affecting the economy. Liao stressed that Hong Kong entrepreneurs are important to Guangdong Province as they have contributed a lot to its development.

廣東省港澳辦主任廖京山於1月27日率團到訪總商會，並由總商會主席彭耀佳、本會資深會員及中國委員會委員接待。雙方認同要加強合作，以應對現正影響經濟的各種挑戰。廖京山強調，香港企業對廣東省的發展作出不少貢獻，對該省十分重要。



Dr Robert Johnson, President of the Institute for New Economic Thinking (INET), shared his views on a wide range of economic issues, including the economic slowdown in China, volatile stock markets, and the U.S. interest rate hike at a Chamber seminar on 28 January.

新經濟思維研究所所長Robert Johnson博士於1月28日出席本會研討會，就一系列經濟議題發表其個人見解，議題包括中國經濟增長放緩、股票市場波動與美國加息。



Anson Bailey, Partner, Business Development for KPMG China, shared his insights on China's e-commerce boom at a Chamber roundtable luncheon on 19 January. He explained why innovation is indispensable for e-commerce's future development in Mainland China, and provided case studies of several innovative companies. Angus Wong, Strategic Management Director of International Business Unit, SF Group, and Alexis Zirah, Co-Founder of Luxify.com, also shared their businesses' experience with members during the roundtable.

畢馬威中國業務拓展合夥人Anson Bailey於1月19日出席本會午餐會，分享他對中國正在快速發展的電子商務的見解。他表示中國電子商務的未來發展將離不開創新，並舉出若干創新企業的個案研究作為例子。順豐集團國際事業部戰略管理總監Angus Wong與Luxify.com聯合創始人Alexis Zirah亦在午餐會上，向會員分享相關的營商經驗。



PC Yu, General Committee Member and China Committee Chairman, attended the Tianjin Financial Innovation Seminar under the Beijing-Tianjin-Hebei Development Plan and met with Yan Qingmin, Deputy Mayor of Tianjin City on 19 January.

總商會理事兼中國委員會主席余鵬春在1月19日出席「京津冀協同發展下天津金融改革創新暨第10屆中國企業國際融資洽談會推介會」，並與天津市副市長閻慶民會面。

The Chamber and the Cheung Kong Graduate School of Business (CKGSB) jointly organized a luncheon entitled "China's Transformation and Its Impact on the Global Economy" on 29 January.

總商會與長江商學院於1月29日合辦午餐會，主題為「中國轉型及其對全球經濟的影響」。



Banny Lam, Managing Director & Co-head of Research of Agricultural Bank of China International, spoke at the Chamber's roundtable luncheon on 26 January, entitled "2016 China Economic Outlook: Turning Point of Structural Reforms." Dr Lam believes that the Central Government will implement proactive economic programmes to support domestic demand and boost the 13th FYP in 2016.

中國農業銀行國際研究部董事總經理兼聯席主管林樵基在1月26日出席「2016年中國經濟展望：結構性改革的轉捩點」午餐會。林博士認為中央政府將在2016年實施積極的經濟改革措施，以刺激內需和推動「十三五」規劃。

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Americas Committee 美洲委員會



Boosting Awareness of Mexico

Julián Ventura, Ambassador of Mexico in the People's Republic of China, called on the Chamber on 28 January to discuss increasing awareness among Hong Kong companies of the advantages that Mexico offers to firms doing business in North America. He explained that manufacturing makes up 80% of the country's economy and its labor costs are lower than in Mainland China. In addition, the NAFTA deal enables goods manufactured in Mexico to enter the USA and Canada duty free. Accompanied by Alicia Buenrostro Massieu, Consul General of Mexico in Hong Kong, the visitors were welcomed by Americas Committee Chairman Thomas Wong, Vice Chairmen Gary Ahjua and Mario Artaza and members.

提高對墨西哥的認識

墨西哥駐華大使溫利安於1月28日到訪總商會，討論如何讓更多香港企業得知墨西哥為北美營商者提供的有利條件。他解釋，製造業佔該國經濟八成，勞工成本亦比中國內地低，而且北美自由貿易協議容許墨西哥生產的貨品免稅進入美國及加拿大。當天，到訪嘉賓由墨西哥駐港總領事 Alicia Buenrostro Massieu 陪同，並由美洲委員會主席黃華樂、副主席加利與馬里奧阿爾塔薩，以及其他會員接待。



Qiu Xiaoqi, Ambassador Extraordinary and Plenipotentiary of the PRC to the United Mexican States, called on the Chamber on 5 February to exchange ideas with members on business and trade opportunities between China and Mexico. He said Mexico is the 15th largest economy in the world and the second largest economy in Latin America. After President Peña Nieto attended the Boao Forum in China in 2013, the relationship between China and Mexico was elevated to a comprehensive strategic partnership. Ambassador Qiu was welcomed by Americas Committee Chairman Thomas Wong, General Committee member Edmond Yue, Small & Medium Enterprises Committee Chairman William Wong, Asia & Africa Committee Chairman Andrew Wells and members.

中國駐墨西哥合眾國特命全權大使邱小琪於2月5日到訪總商會，就中墨兩國之間的商貿機會與會員交換意見。他指出，墨西哥是世界第15大經濟體，亦是拉丁美洲第2大經濟體。總統佩尼亞•涅托於2013年在中國出席博鰲論壇後，兩國關係提升為全面戰略夥伴關係。邱大使由美洲委員會主席黃華樂、理事余國賢、中小型企業委員會主席黃龍想、亞洲及非洲委員會主席華賢仕及其他會員接待。

Jim Cunningham, Senior Commercial Officer, U.S. Consulate General Hong Kong & Macao, called on the Chamber on January 29 to discuss working with the Chamber for Hong Kong and U.S. businesses. Americas Committee Chairman Thomas Wong, General Committee member PC Yu, and Assistant Director for Programs and PR Malcolm Ainsworth welcomed Cunningham and proposed a wide range of initiatives for trade, investment and business promotion between Hong Kong and the USA.

美國駐香港及澳門總領事館高級商務專員 Jim Cunningham 於1月29日到訪總商會，雙方商討如何合作，為香港與美國企業開拓商機。美洲委員會主席黃華樂、理事余鵬春及公共關係及項目副總監麥爾康接待到訪來賓，並提出一系列措施，以促進香港與美國的貿易、投資與商業往來。

Asia & Africa Committee 亞洲及非洲委員會



Phumelele Gwala, Consul General of South Africa, accompanied by Leon Naidoo, newly appointed Consul (Political), called on the Chamber on 23 February, where they were welcomed by Asia & Africa Committee Chairman Andrew Wells, and Assistant Director for PR & Programs Malcolm Ainsworth. The courtesy visit was to introduce Naidoo to the work of the Chamber and explore future collaboration. The visitors explained that South Africa will be focusing on promoting investments in a number of new areas, including jewellery, aquafarming and renewable energy, among others.

南非駐香港總領事Phumelele Gwala 和新上任的領事（政治）Leon Naidoo 於2月23日到訪總商會，由亞洲及非洲委員會主席華賢仕與公共關係及項目副總監麥爾康接待。Naidoo於是次到訪認識了總商會的工作，並與本會探討合作機會。兩位來賓表示，南非將集中推廣珠寶、水產養殖與再生能源等新產業，促進相關投資。

Avishek Prasad, Head - Business Development, at Cyril Amarchand Mangaldas (CAM) Advocates & Solicitors, called on the Chamber on 22 February where he was welcomed by Assistant Director for PR & Programs Malcolm Ainsworth. Prasad, who represents one of India's leading law firms, was interested in expanding cooperation between the Chamber and CAM, given the growing interest in Hong Kong businesses looking to establish a presence in India.

Cyril Amarchand Mangaldas律師事務所商務發展主管Avishek Prasad於2月22日到訪總商會，由本會公共關係及項目副總監麥爾康接待。Prasad 的公司為印度領先的律師事務所之一，隨著愈來愈多香港企業有意在印度拓展業務，他希望能與總商會加強合作。

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

Michelle Chan, Partner, and Clarice Yue, Senior Managing Associate of Bird & Bird, spoke at the Chamber's 28 January roundtable luncheon on Mainland China's draft "Cyber Security Law" and its legal implications to foreign companies operating in the Mainland.

鴻鵠律師事務所合夥人陳曼珊與高級管理律師余綺雯在1月28日出席「中國草擬的《網絡安全法》」午餐會，向會員講解此草案，以及草案對在內地營運的外國公司所帶來的法律影響。



Americas Committee
美洲委員會
Mr Thomas Wa Sun Wong
黃華樂先生



Asia/Africa Committee
亞洲/非洲委員會
Mr Andrew R Wells
華賢仕先生



China Committee
中國委員會
Mr P C Yu
余鵬春先生



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 & Telecommunications Committee
數碼、資訊及電訊委員會
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Mr Emil Chen On Yu
于健安先生



Learning About LegCo

About 20 HKGCC members visited the Legislative Council Complex, arranged by HKGCC's LegCo Representative Jeffrey Lam Kin-fung, on 2 February. The visit was rounded off with a luncheon and chat with Jeffrey at the Legislative Council's restaurant. During the morning, members visited LegCo's major facilities and learned more about the Legislative Council's history.

參觀立法會

總商會立法會代表林健鋒於2月2日帶領約20名會員到訪立法會綜合大樓，期間參觀立法會的主要設施，並了解立法會的發展歷史。其後，會員於立法會餐廳與林議員共晉午膳，交流意見。

Economic Policy Committee 經濟政策委員會



Ingrid Yeung, Commissioner for Transport, updated committee members about a public engagement exercise on the Electronic Road Pricing (ERP) Pilot Scheme in and around Central. She was accompanied by Cordelia Lam, Principal Assistant Secretary for Transport, and Ir Alfred Lam, Chief Engineer, Transport Planning Division.

運輸署署長楊何蓓茵向委員簡介「中環及其鄰近地區電子道路收費先導計劃」公眾參與活動的最新情況，運輸及房屋局首席助理秘書長（運輸）林璋琦與運輸署運輸策劃部總工程師林超宇亦陪同出席會議。

Manpower Committee 人力委員會

Assistant Director for Business Policy Charlotte Chow attended a seminar on 29 January to hear Government Principal Economist Desmond Hou discuss Hong Kong's experience in implementing a Statutory Minimum Wage.

總商會工商政策副總監周育珍於1月29日出席研討會。會上，政府首席經濟主任侯家俊談論香港實施法定最低工資的經驗。

Legal Committee 法律委員會

Committee Vice Chairman William Brown and Business Policy Assistant Director Simon Ngan met with Yeung Kok Wah, Director of Research & Administration of the Bauhinia Foundation Research Centre, on 20 January. Yeung visited the Chamber with her colleagues to discuss the likely effects of the Competition Ordinance and a Class Action regime on Hong Kong.

法律委員會副主席鮑偉林及總商會工商政策副總監顏偉業於1月20日與智經研究中心研究及行政總監楊楓華會面。楊楓華與她的同事於當天到訪總商會，雙方討論競爭條例與集體訴訟機制可能為香港帶來的影響。

Committee Chairmen 委員會主席

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

Financial Services Development Council Chairman Laura Cha met with members at the committee's 25 January meeting to share her vision and insights on developing Hong Kong's financial services sector and how the council could collaborate with other sector participants.

香港金融發展局主席查史美倫出席1月25日的委員會會議，就發展香港金融服務業，以及該局如何與其他業界合作，分享個人見解。



HKCSI Executive Committee 香港服務業聯盟執行委員會



WTO Deputy Director General Karl Brauner updated members at the committee's meeting on 21 January on the development of the WTO negotiations. Also at the meeting were Assistant Directors of Trade and Industry Vega Wong and Howard Yam, who updated members on the outcome of the APEC Economic Leaders' meeting and the progress of the WTO and Trade in Services negotiations respectively.

世貿副總幹事Karl Brauner於1月21日出席委員會會議，向委員講述世貿談判的最新進展。工業貿易署助理署長王秀慧與任向華亦有參與是次會議，分別向委員簡介亞太區經濟合作組織經濟首腦會議的成果，及世貿與服務貿易談判的進度。

Real Estate & Infrastructure Committee 地產及基建委員會

Watson Chan, Chamber Deputy CEO (Policy & Business Development) met with Emilie Potvin, Public Policy, Southeast Asia, and Vickie Cheng, Head of Public Policy, Hong Kong of Uber, on 22 January to discuss future collaborative opportunities between the Chamber and Uber.

總商會副總裁（政策及商務發展）陳利華於1月22日與Uber東南亞區公共政策主管Emilie Potvin及香港區公共政策主管鄭穎怡會面，雙方討論未來合作機會。

Shipping & Transport Committee 船務及運輸委員會

Simon Ngan, Assistant Director, Business Policy of the Chamber, met with Heidi Ho, Principal Consultant of GS1 Hong Kong, on 19 January to discuss future collaborative opportunities between the two organizations.

總商會工商政策副總監顏偉業於1月19日與GS1香港首席顧問何雅賢會面，討論雙方未來合作機會。



Legal Committee
法律委員會
Mr Stephen Crosswell
高善和先生



Manpower Committee
人力委員會
Mr Nicholas R Sallnow-Smith
蘇兆明先生



Membership Committee
會員關係委員會
Mr Stephen Ng
吳天海先生



Real Estate & Infrastructure Committee
地產及基建委員會
Mr Peter Churchouse
卓百德先生



Retail & Tourism Committee
零售及旅遊委員會
Mr Frank Lee
李敬天先生



Shipping & Transport Committee
船務及運輸委員會
Dr Kelvin Leung
梁啟元博士



Small & Medium Enterprises Committee
中小型企業委員會
Mr William Wong
黃龍想先生



Taxation Committee
稅務委員會
Mr Francis Lee
李安東先生



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



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



Young Executives Club
卓青社
Mr Oscar Chow
周維正先生



Welcoming in the Year of the Monkey

A Chinese Lion danced its way through the Chamber on 15 February to bring good luck and fortune to the Chamber, members and staff in the coming year. The Chamber would like to wish all members good health, wealth and happiness in the Year of the Monkey.

喜迎猴年

總商會在2月15日迎來舞獅表演，寓意為總商會、本會會員及職員帶來好運。本會在此祝願所有會員猴年健康富足、萬事如意。

Small & Medium Enterprises Committee 中小型企業委員會

The Trade and Industry Department hosted a reception on 21 January to thank mentors and various organisations over the past year for helping to make the Government's SME Mentorship Programme so successful. SME Committee Chairman William Wong, a dedicated mentor of the programme, joined the reception and exchanged his experience with participants.

工業貿易署於1月21日舉辦酒會，以答謝各導師及機構在過去一年對中小企業『營商友導』計劃的支持。中小型企業委員會主席黃龍想亦有參加此計劃，並於當天出席酒會，與其他參加者分享體驗。

William Wong, SME Committee Chairman, attended the 2016 Spring Reception hosted by the Secretary for Home Affairs on 15 February to celebrate the Year of the Monkey with various communities in Hong Kong.

中小型企業委員會主席黃龍想於2月15日出席民政事務局長主持的新春酒會，與本港社會各界共慶猴年。

Talent Development 人才發展



David Pope, Managing Director at All Voice Talent, demonstrated techniques for improving the volume, pitch and pace of speech to help people speak more authoritatively and confidently during an interactive lunch and learn session on 2 February.

All Voice Talent執行董事David Pope於2月2日的互動工作坊上，示範如何改善說話音量、音調和速度，以提高公開演講的技巧。

Working Group on FinTech 金融科技工作小組

Leland Sun was elected the co-convenor at the FinTech's fourth working group meeting on 29 January. Members discussed how the group could contribute views and expertise to the Government through a proposed Chamber submission.

孫立勳在1月29日舉行的工作小組第四次會議上，獲選為小組聯合召集人。成員討論了工作小組如何透過草擬建議書，向政府提出意見及建議。

Taxation Committee

稅務委員會

Davy Yun and Sandy Go, respectively Hong Kong Tax Controversy Leader and Senior Tax Manager from Deloitte China, provided a comprehensive account of tax audit investigation at a roundtable luncheon on 1 February. They offered advice on handling tax audits more effectively where the Field Audit & Tax Investigation of the Hong Kong Inland Revenue Department was concerned.

德勤中國稅務爭議香港領導人殷國煒及高級稅務經理吳鍾岷於2月1日出席本會午餐會，詳細講解稅務審核與調查的情況，並就如何更有效地處理稅務局實地審核及調查科的稅務審查，向會員提出意見。

On 3 February, the Taxation Committee met to discuss the Government's latest policy agenda, among other issues. Members also considered initiatives to promote Hong Kong as a favourable location for the establishment of regional headquarters.

稅務委員會於2月3日舉行會議，討論多項議題，包括政府最新的政策大綱等。委員亦就如何推廣香港作為企業設立地區總部的理想地點，提出多項建議。

Women Executives Club

卓妍社

WEC Chairman Margaret Leung, and Vice Chairman Cindy Cheng, attended the forum "Leading Asia: Women as Change Agents, Innovators and Entrepreneurs" co-organized by China Daily Asia Pacific and Asian Financial Forum on 19 January in the Hong Kong Convention and Exhibition Centre.

卓妍社主席梁甘秀玲及副主席鄭韓菊芳出席「亞洲女性領袖：變革推動者、創新者及企業家」圓桌論壇。活動由中國日報與亞洲金融論壇合辦，在1月19日假香港會議展覽中心舉行。

Anthony Cheung on Transport and Housing

張炳良暢談運輸與房屋

Professor the Honourable Anthony Cheung Bing-leung, Secretary for Transport and Housing, spoke at the Chamber's Town Hall Forum Series on 22 February about his views on Hong Kong's transport, housing and competitiveness. He also talked about challenges on several fronts such as road congestion and the imbalance in the supply and demand of land, and how they can be tackled.



運輸及房屋局局長張炳良教授出席2月22日的總商會「議事論壇」，分享了他對香港的運輸、房屋及競爭力的看法。他亦提及香港面對的挑戰，如交通擠塞和土地的供求失衡，以及解決方法。

Young Executives Club 卓青社

The Young Executives Club was a supporting organization of a Retirement Protection Forum organized by the Y.Elites Association on 1 February. Fifteen YEC members attended the forum together with around 200 young executives from other associations to look into issues on retirement protection from the youth's angle.

香港菁英會於2月1日主辦「從青年角度看退休保障」論壇，卓青社為活動的支持機構。出席論壇的15名卓青社會員，與約200名其他團體的青年代表一起探討有關退休保障的議題。

The Young Executives Club was a supporting organization of a mission to Hengqin on 22 January, organized by the Hengqin Liaison Office in Hong Kong. Two representatives from the YEC Executive Committee, Pat Kwong and Newman Tsang, joined the one-day mission.

中國（廣東）自由貿易試驗區珠海橫琴新區片區駐香港經貿代表處在1月22日舉辦香港青年及專業人士特邀橫琴商務考察團，卓青社為活動的支持機構，並由委員鄭雪詠及曾耀民代表參與。

Debra Meiburg, Master of Wine, hosted a wine workshop on 2 February to educate members on wine appreciation by teaching techniques to identify the different nuances of wine, and some useful dos and don'ts when it comes to choosing and drinking wine.

葡萄酒大師Debra Meiburg在2月2日主持葡萄酒品嚐工作坊，教導會員辨別各種葡萄酒的技巧，並講解挑選與飲用葡萄酒時應注意的事項，讓會員學習如何正確品嚐葡萄酒。



Boosting Our Economy 促進香港經濟發展



“There is no room for complacency, and we should not take economic growth for granted,” Hong Kong’s Chief Executive Leung Chun-ying told over 1,200 executives at the Joint Business Community Luncheon organized by HKGCC on 27 January.

On the external side, he said the world economy is one concern, while within Hong Kong, some

people are trying to slow progress, development and productivity down. “The Government, for example, is ready to launch 72 capital works projects with a total estimated value of \$67.5 billion, not including the Express Rail Link,” he said.

As of today, only one of the 72 projects has been approved by LegCo. Any funding proposal not passed before this summer will have to go to

the newly elected LegCo and reviewed from scratch in the autumn. So if this happens, Hong Kong will effectively be going backwards.

“These projects mean jobs for a wide range of sectors. LegCo members should be made aware of the consequences,” he said.

In the 2016 Policy Address, Leung emphasized the need to grow new and sustainable economic sectors to increase our competitiveness. However, little progress is expected to be made as long as certain LegCo members continue to believe that their job is to object for the sake of objecting, rather than helping Hong Kong.

Replying to concerns raised from business executives attending the luncheon about delays to crucial infrastructure projects and filibustering undermining Hong Kong’s productivity and competitiveness, he said there is a danger that complacency could weaken our city’s future prospects.





The community is becoming increasingly worried that delays to crucial infrastructure projects and filibustering are seriously harming Hong Kong and our future prospects

社會憂慮大型基建項目延誤和立法會拉布，正嚴重影響香港的發展前景

Innovation and technology

On diversifying our economy, the Chief Executive said Hong Kong relied too much on low-tech manufacturing for many years. No matter how lucrative the business was, we couldn't compete on costs, so had to compete on value and added-value services.

He iterated the need for Hong Kong to grow new sectors, particularly innovation and technology, which he highlighted in his Policy Address. "We will support and nurture the whole ecosystem of innovation and technology – from ideas to business venture, and from products to profits," he said.

Leung pledged to create a HK\$2 billion Innovation and Technology Venture Fund to co-invest in local start-ups with private venture capital funds on a matching basis.

The Cyberport will allocate HK\$200 million for a Cyberport Macro Fund, to be invested in ICT

start-ups. It will also expand its quotas for incubation schemes, adding new clusters in areas such as financial technology and e-commerce.

"When the third phase of the Science Park comes on-stream later this year, it will house 240 start-ups in a variety of clusters, including biomedical technology and electronics and green technology. The Science Park Corporation will focus on robotics, smart city and healthy ageing," he added.

To upgrade infrastructure for communications technology, the Government will double the number of free Wi-Fi hotspots over the next three years to 34,000.

Belt & Road

Leung said Hong Kong would make the most of its advantages under the Mainland's Belt & Road Initiative. As an international financial centre, Hong Kong is a hub for funding Belt & Road projects.

"As the Belt & Road Initiative gains traction, the renminbi will become more widely accepted and used. We are the world's leading offshore renminbi centre, complete with an established renminbi payment and settlement system," he said. "The Government will allocate HK\$200 million to support our professionals in their activities in the Belt & Road projects and other countries."

Leung will chair a high-level steering committee and set up a Belt & Road Office to co-ordinate efforts between government departments.

"This is where we hope you members of the business community will share your views with us. We would like to hear which countries and sectors you feel Hong Kong can cover as part of the Belt & Road project and our role as a super connector. In the next 12 months we will use this information to set out our plans on how Hong Kong can move forward," he added. ✿

行政長官梁振英出席總商會1月27日舉辦的商界聯席午餐會時，向在場逾1,200名商界行政人員表示：「我們決不能安於現狀，視經濟增長為理所當然。」

外圍方面，他指出全球經濟令人關注，而本港方面，則有部分人正試圖拖慢進度和發展，影響生產力。他說：「舉例說，除了高鐵項目，政府準備開展72個基本工程項目，預計總值675億元。」

截至目前為止，72個項目當中只有一項獲立法會通過。所有於今夏仍未通過的撥款建議，將需留待新一屆立法會於秋季上任後重新審議。一旦出現此情況，香港的發展必然會倒退。

他指出：「這些項目將為不同行業創造職位，立法會議員理應明白拖延帶來的後果。」

梁振英在2016年施政報告中強調要發

展新興、可持續的經濟產業，以提升香港競爭力。然而，如部分立法會議員依然為反對而反對，而非為香港謀福祉，預料本港產業發展將停滯不前。

對於大型基建項目延誤和立法會拉布，有與會的商界行政人員表示關注，憂慮本港的生產力和競爭力會被削弱。梁振英回應時指出，安於現狀、自我滿足的危機或會出現，會窒礙本港的未來發展。

創新與科技

至於推動經濟多元發展方面，行政長官表示香港多年來過份依賴低技術製造業，即使利潤豐厚，但香港已無法在成本上與對手競爭，因此需要在價值及增值服務上取勝。

他在施政報告中重申香港有需要發展新行業，尤其是創新及科技業。他說：「我們將支持及培育創新及科技業的生



Q&A with the Chief Executive

Following are excerpts from the Q&A session with the Chief Executive, which have been edited for length and clarity.

QUESTION: *We are concerned about the lack of movement on public works projects being obstructed by LegCo. What can the business community do to help push things along to make Hong Kong more economically efficient?*

CHIEF EXECUTIVE: Speak out. Let members of LegCo know that there will be economic and political consequences for Hong Kong and for themselves. The consequences of blocking projects will hold up \$60-plus billion dollars in funding. It will generate a lot of multiplying effects, not just for people and companies directly related to these projects. Everyone in Hong Kong will benefit one way or another, so I think we need to tell members of LegCo that they are controlling it and it is also important for LegCo to realize that they have a duty not to filibuster. When we have an uncertain economy ahead of us, public spending becomes all the more important.

Q: *The Government will set up a steering committee to look into the Belt & Road Initiative. How will you consolidate Hong Kong's advantages, and how can we as businesses co-operate?*

CE: The steering committee will look at two things: sectors and then countries. Then we will merge the two

tables to develop a working plan. We want to hear from our business friends as to which countries and which sectors we should focus our efforts on. In the next 12 months, a work plan based on level-headed prioritization is the key.

Q: *How can the Innovation and Technology Bureau help Hong Kong manufacturers, especially those operating in the Pearl River Delta to upgrade to the new technologies and move up the value-added ladder?*

CE: The bureau will work with the Hong Kong Productivity Council, which has been helping Hong Kong industries within and outside of Hong Kong, including those operating in the Pearl River Delta area. It will also co-ordinate the Productivity Council's work together with the work of others, including Cyberport, Innovation and Technology Commission or Science Park.

Most of our research resources, including brain power and financial resources, are in our universities. I think it'll be very useful if we could also leverage on the research capabilities of our universities and add them to the Productivity Council's efforts.

Q: *We welcome the Government's reindustrialization measures. However, a huge challenge for these*



態系統，由構思至創業，以及由產品研發至盈利。」

梁振英承諾將成立20億港元的「創科創投基金」，以配對形式，與私人風險投資基金共同投資於本地的創科初創企業。

數碼港將撥款2億港元成立「數碼港投資創業基金」，以投資於資訊及通訊科技初創企業，並增加其培育計劃的名額，吸納來自金融科技及電子商業等範疇的初創企業。

他補充道：「隨著科學園第三期於今年稍後正式啟用，將有240家來自各行業的初創企業進駐，包括生物醫學科技、電子及綠色科技。香港科技園將集中就機械人技術、智慧城市及健康老齡化進行研發。」

為進一步優化通訊科技設施，政府將於未來三年內擴大免費Wi-Fi覆蓋率一倍至34,000個熱點。

一帶一路

梁振英表示，香港應抓緊國家「一帶一路」戰略所帶來的機遇。作為國際金融中心，香港能成為相關項目的集資融資平台。

「在『一帶一路』戰略牽引下，人民幣的應用將更廣泛，認受性亦將提高。我們是世界領先的離岸人民幣中心，擁有健全的人民幣支付及結算系統。」他續說：「政府將撥款2億港元，支持香港專業服務業在其他國家參與『一帶一路』的項目。」

梁振英將主持高層督導委員會，並設立「一帶一路」辦公室，以協調各政府部門參與有關戰略的工作。

他指出：「我希望商界人士向我們反映意見。作為『一帶一路』的一部分及超級聯繫人，我們想了解香港可以參與哪些國家及行業的發展。在未來的12個月，我們會參考這些意見，以制訂香港的未來發展計劃。」

特首問答環節

由於篇幅所限，以下行政長官問答環節經過節錄。

問：我們關注公共工程項目於立法會受到阻撓，停滯不前。商界可如何協助推動有關進程，以提升香港的經濟效益？

答：商界必須發聲，讓立法會議員知道這會為香港和他們帶來經濟和政治後果。阻撓項目的後果，是耽誤了600多億元的撥款，這筆款項會產生龐大的倍增效應，除了讓直接相關的企業和從業員受益，還可從各方面惠及每位香港人。所以我們要告知議員，這筆撥款正控制在他們手中，而立法會也得明白到，他們的責任不是拉布。面對經濟前景不明朗，公共開支變得愈趨重要。

industries is the shortage of industrial talent and labour in Hong Kong. How can the Government address these problems?

CE: These industries cannot be labour-intensive, as we can't compete on cost with our competitors. In the Policy Address we encourage young people to study STEM subjects – science, technology, engineering, and mathematics. So that will help the supply side of talent.

We also need to develop related sectors before these aspiring industrial talents will actually take on such courses. Over the next few years, I would like to get the industry involved, so that not just university students, but also secondary school students will be interested in pursuing industry-related fields, particularly industries with high innovation technology content, as their career.

問：政府會成立督導委員會，研究「一帶一路」策略。您會如何加強本港的優勢？企業又可怎樣配合呢？

答：督導委員會將探討產業和國家這兩方面。然後，我們會把兩者綜合起來，制訂一個工作計劃。我們希望聽取商界朋友的意見，了解我們應把重點放在哪些國家和行業。未來12個月，最關鍵的任務是按緩急優次訂立一個務實的工作計劃。

問：創新及科技局可如何協助香港製造商，尤其在珠三角經營的廠商，升級轉型到新技術，並攀上增值的階梯？

答：香港生產力促進局一直為本港境內外包括在珠三角地區經營的港企提供協助，而創科局將與該局合作，並協調該局和數碼港、創新科技署或科學園等其他機構的工作。

我們大部分的研究資源，包括知識和財政資源，都來自本地的大學。如果我們可善用本港大學的研究能力，再配合生產力促進局的工作，就可發揮更大的效益。

問：我們歡迎政府的再工業化措施。然而，這些產業在港面對的最大挑戰，是工業人才和勞工短缺。政府可如何解決這些問題？

答：這些產業不能採用勞動密集的模式，因為我們在成本上無法競爭。在《施政報告》中，我們鼓勵年青人選修有關科學、科技、工程和數學的學科，以增加人才供應。

我們亦要在這些有抱負的工業人才選修這類課程之前，趕緊發展相關行業。未來數年，我希望業界能夠積極參與，吸引大學生甚至中學生投身工業相關的領域，特別是高新技術產業。



Welcoming in the Year of the Monkey

Over 500 members celebrated the arrival of the Chinese New Year at the Chamber's Spring Dinner on 24 February. Chief Secretary for

Administration the Honourable Carrie Lam, Deputy Minister of the Liaison Office of the Central People's Government in the HKSAR Madam Yin Xiaojing, and Secretary

for Constitutional and Mainland Affairs the Honourable Raymond Tam joined Chamber Chairman Y K Pang to perform the lion eye-dotting ceremony to welcome the Year of the Monkey with luck and prosperity.

HKSAR and Mainland government officials joined members for a fun-filled night of lively performances and exciting games. Dance performances by children, kung fu demonstrations by kids as little as three years old, hip hop dance by college students, and singing by local pop star Tang Siu Hau added to the entertainment. The Honourable Gregory So, Secretary for Commerce and Economic Development, also dropped in with his guitar to delight members with some classic songs.





The dinner was capped off by a Grand Lucky Draw with the top prize being two business class round trip tickets from Hong Kong to Tokyo sponsored by Cathay Pacific Airways. The Chamber would like to thank all prize sponsors and members for their support in making the evening such a memorable event for everyone. 🌸





喜迎猴年



逾

500名會員於2月24日出席香港總商會新春晚宴，共慶新年。政務司司長林鄭月娥、中聯辦副主任殷曉靜、政制及內地事務局局長譚志源，連同本會主席彭耀佳主持醒獅點睛儀式，祈求來年好運連連、百業興旺。

當晚，出席的本港及內地官員與會員一同觀賞精彩節目，參與遊戲，歡渡愉快時光。表演包括

兒童舞蹈及功夫表演，年紀最小的表演者只得3歲、大學生hip hop舞蹈表演，歌星鄧小巧亦到場演唱，商務及經濟發展局局長蘇錦樑更抱起吉他自彈自唱，演繹多首經典名曲。

晚宴的另一環節為幸運大抽獎，大獎為國泰航空公司送出的雙人往返香港至東京商務客位機票。本會謹此鳴謝所有禮品贊助商，也感謝會員的參與，令活動生色不少。✿



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Hong Kong's



Chan Wai-tak proves there is no age limit for the Good Citizen Award as he helped the Police foil a telephone scam.

陳偉德因協助警方偵破電話騙案而獲頒發好市民獎。

Forty citizens who helped the Police fight crime were commended at the Good Citizen Award (GCA) Presentation Ceremony on February 24. Speaking at the presentation ceremony, Police Director of Crime and Security Lo Mung-hung, pointed out that the crime figures in 2015 decreased to the lowest record since 1979 as a result of a law-abiding community, the effective law enforcement by the Police and a close partnership between the Police and the community.

While commending the GCA awardees for their exemplary alertness, judgment and courage, he

also urged members of the public to continue joining hands with the Police to fight against crimes.

General Committee member Emil Yu, representing HKGCC at the event, said the rule of law in Hong Kong is the bedrock of Hong Kong's success, and it is essential that the Police and citizens continue to work to uphold the law. This is why the Chamber has supported the Good Citizen Award since 1973 and will continue to do so.

One of the awardees also received the Good Citizen of the Year Award (GCYA). With the help of the awardees, about 40 persons were arrested for a variety of offences including



Good Citizens

telephone deception, theft, burglary, robbery, wounding and indecent assault.

Tsang Yik-tsun, winner of this year's GCYA, helped the Police in arresting a man who snatched a victim's mobile phone last July. During the chase, the man fired two shots at Tsang with a gun-like object. Tsang, who was not injured, continued to chase and he finally subdued the man. The man was convicted of theft and resisting arrest with imitation firearm and was sentenced to two years and eight months' imprisonment.

Another awardee, Chan Wai-tak, helped foil a telephone scam.

Chan received a call from a swindler who claimed that his son was being detained and demanded for a ransom. After Chan confirmed that his son was safe, he reported the case to the Police and helped the Police arrest the swindler.

Presented twice a year, the award is organised by the Police Public Relations Branch and sponsored by the Hong Kong General Chamber of Commerce. Each of the awardees receives a certificate and a cheque of \$3,000. The GCYA winner was also presented with a plaque and a cheque of \$4,000. More than 4,000 persons have been commended over the years.✿



表揚好市民

四名協助警方撲滅罪行的市民於2月24日在「好市民獎頒獎典禮」上獲表揚。警務處刑事及保安處處長羅夢熊在典禮上表示，2015年的整體罪案數字下降至1979年後的新低，有賴市民奉公守法、警隊有效執法及警民合作。他讚揚好市民獎得主表現的警覺性、判斷能力及勇氣，並期待警民攜手撲滅罪行的精神能延續下去。

理事于健安代表總商會出席頒獎典禮，他表示法治為香港成功的基石，警方與市民攜手維護法治極為重要。正因此，總商會自1973年起便贊助「好市民獎」，並會繼續支持此獎勵計劃。



是次的好市民獎得主中，一人同時獲得本年度「全年好市民獎」。透過各得獎者的協助，警方拘捕了約四十名分別涉及電話騙案、盜竊、爆竊、行劫、傷人和非禮等案件的人。

今年的「全年好市民獎」得主曾益峻，於去年7月協助警方拘捕一名搶劫手提電話的男子。該名男子用疑似手槍的物件向曾先生開槍，曾先生沒有受傷，繼續追截該名男子並將他制服。該名男子其後因盜竊及以仿製火器拒捕罪成，被判處監禁兩年零八個月。

另一名好市民獎得主陳偉德，則協助警方偵破電話騙案。陳先生接到騙徒電話，聲稱其兒子被拘留，要求贖金。陳先生在證實兒子安全後報案，並協助警方部署行動拘捕騙徒。

好市民獎由警察公共關係科主辦，香港總商會贊助，每年頒獎兩次，每名得獎者可獲頒發獎狀和獎金三千元，「全年好市民獎」得主更額外獲頒獎牌及四千元獎金。至今已有超過四千名市民獲表揚。

Good Citizen of the Year
Award winner Tsang Yik-tsun.

「全年好市民獎」得主曾益峻

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新!



Winning at Wine



The cold weather on 2 February didn't stop members from attending a wine workshop, titled "Let Me Introduce You to Your Tongue," with respected Master of Wine Debra Meiburg.

Dispensing with the usual jargon that surrounds wine tastings, she invited guests to really understand how to taste wine and discover their individual taste preferences. Practical exercises like "mapping the tongue" using q-tips coated with lemon juice, tea and honey, meant participants were able to see which part of the tongue was sensitive to sweet, bitter, sour and other sensations to understand the various characteristics within wine. They also dissected and ate grapes – first skin only, then flesh only, then as a whole to discover the true effects of tannin – a vital balancing component of wine.

Members then put their new skills into action tasting a full spectrum of wine flavors to better understand some of the more common grape varieties and wine styles. Meiburg guided guests on assessing a wine's quality, the principles of wine selection, and a no-nonsense introduction to the world's most popular grape varieties.

The practical elements of the course really struck a chord with attendees, highlighted in their post-event feedback.

"Very hands-on course - great presentation!" said one member.

"The delivery was excellent. Very practical, relevant and interesting," said another.

"Given wine culture in Hong Kong is still very new for many people, an introduction like this gives them confidence to experiment with wine for themselves. Having a few key concepts and phrases under your belt makes such a difference in this jargon-filled arena!

"As wine can be such an enjoyable part of the dining experience and unwinding with friends, I simply love introducing people to the basics, and to stir their enthusiasm, which is what I saw during this great event. I hope they continue to experiment with wine and enjoy the many wines our great city has to offer," she said.

Stay tuned for future events with Debra Meiburg MW and the Hong Kong General Chamber of Commerce. 🍷

品嚐葡萄酒之道

2月2日的天氣雖然寒冷，但無阻會員踴躍出席「葡萄酒品嚐工作坊」，從國際知名的葡萄酒大師Debra Meiburg身上學習品酒之道。

在工作坊上，Meiburg繞過艱澀難明的品酒術語，鼓勵參加者學習正確品嚐葡萄酒的方法，以及發掘適合個人口味的葡萄酒。參加者進行不同品酒練習，例如利用沾上檸檬汁、茶與蜜糖的棉花棒，找出舌頭對甜、苦、酸及其他味道較為敏感的部分，從而了解葡萄酒的特徵。他們亦將葡萄的果皮與果肉分開，再以不同方式吃葡萄——先吃葡萄皮，然後吃葡萄肉，最後吃整個葡萄，以了解單寧平衡紅酒味道的效果。

及後，會員運用新學的品酒技巧，品嚐不同種類的葡萄酒，加深對常見葡萄品種與葡萄酒風格的認識。Meiburg指導會員如何品評及挑選葡萄酒，並向他們介紹世界上最受歡迎的葡萄品種。

工作坊的內容實用，參加者在活動後都表示獲益良多。

一名會員說：「工作坊包含很多親身體驗的環節，非常精彩！」

另一名會員說：「工作坊的安排很好，內容十分實用、切題、有趣。」

Meiburg表示：「在香港，葡萄酒文化仍未普及，這次工作坊能提高品酒新手的信心，鼓勵他們品嚐更多葡萄酒。關於品酒的專業術語很多，認識當中幾個重要概念及詞彙，將為他們帶來新體驗。」

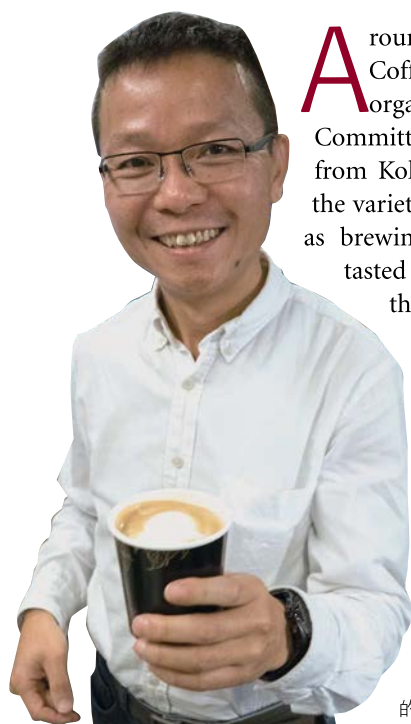
她續說：「葡萄酒不但能提升餐飲體驗，與朋友相聚時也能小酌怡情。我很喜歡向他人介紹葡萄酒的基本知識，以引起他們對葡萄酒的興趣，而今次活動也達到此效果。香港提供的葡萄酒種類眾多，我期望他們多作嘗試。」

香港總商會將聯同葡萄酒大師Debra Meiburg舉辦其他活動，敬請密切留意。✿





For the Love of Coffee 品味咖啡



Around 20 members participated in a Coffee Appreciation Workshop, organized by the Chamber's Europe Committee, on 29 January. Astrid Lai, from Kolb Group, explained the history, the varieties of coffee and blends, as well as brewing methods. Members then tasted different coffees to compare their characteristics, body, coffee cream, and sweetness. The workshop was capped off by baristas demonstrating latte art, after which members tried their hand at latte art themselves. ☘

約 20名會員於1月29日參加由歐洲委員會舉辦

的咖啡品味工作坊。當日，瑞士高比的代表黎思運向會員介紹咖啡的歷史、品種及沖調方法。及後，會員品嚐了不同咖啡，以比較其特色、質感、沖調用的奶及甜度，最後更有機會欣賞咖啡師示範咖啡拉花，並親自體驗拉花的樂趣。☘



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Pui Ching Students Visit CLP's Nuclear Resources Centre

Twenty-seven students from Pui Ching visited CLP's Nuclear Resources Centre in Kowloon Bay on 8 January. Students learned about the operation of a nuclear power plant, and the safety measures employed to prevent possible accidents. Students played interactive games at the exhibition centre, which taught them about radiation and the different radiation levels of things that we use or encountered in daily life. Students will visit Castle Peak Power Station and participate in job interview workshops in the coming few months.

培正學生參觀中電核能資源中心

27名培正中學學生於1月8日參觀中電位於九龍灣的核能資源中心，了解核電站的運作，以及站內如何採取安全措施，預防意外發生。學生在資源中心參與互動遊戲，從中學習有關輻射的知識，以及認識在日常生活使用及接觸的不同物件的輻射水平。在接下來的幾個月，學生將參觀青山發電廠，並參加求職面試工作坊。



Heep Yunn Students Explore the World of PR

The Chairman of Strategic Public Relations Group (SPRG), Richard Tsang, invited students from Heep Yunn School to his company in Admiralty Centre on 25 January to introduce them to the work of the PR industry, including the differences between working in in-house PR and a PR agency. He also shared how he developed his career from working in a PR department at a hotel to founding his own PR company.

"Diligence is important. I worked double the hours that my colleagues did so that I could get double the experience," Tsang told the students, adding that language and communication skills are also important for a PR professional. Students looked around the office to see

what different teams in a PR agency do. In the coming months, Tsang will give students an assignment to train their presentation skills and participate in a Corporate Social Responsibility programme in May.





Munsang Students Building the Future

Twenty-seven Munsang College students visited Woods Bagot's office to learn about the work of architects, from idea to design to construction. After visiting the office, students were given a tour of two finished projects – the Apple Store and CUBUS in Causeway Bay. Michael Cheng, Senior Associate of Woods Bagot who was involved in the projects, explained the design of the buildings.

"As an architect, the satisfaction always comes from seeing your designs turned into reality," he said. He advised students to pay attention to their surroundings if they are interested in being an architect. Students will be visiting other projects from the company during Easter.

民生學生建造未來

27名民生書院學生參觀伍茲貝格的辦公室，了解建築師由設計到建造的整個工作過程。他們之後前往銅鑼灣，實地參觀Apple Store及CUBUS兩個完成項目。有份參與項目的伍茲貝格高級理事鄭丹輝向學生解釋樓宇的設計。

他說：「作為建築師，最大的滿足感在於能夠看到自己的設計得以實踐。」他建議有意成為建築師的學生應多留意四周環境。學生將在復活節期間參觀該公司的其他項目。



協恩學生探索公共關係行業

縱橫公共關係顧問集團有限公司主席曾立基於1月25日邀請協恩中學學生到位於海富中心的辦公室參觀，並向她們介紹公共關係行業，包括任職於企業內部的公關部門與公關顧問公司的不同之處。他亦分享了發展個人事業的經驗，如何從在酒店的公關部門工作開始，到後來創立公關顧問公司。

曾立基告訴學生：「勤奮工作很重要。當年，我的工作時間是其他同事的兩倍，因此得到兩倍的經驗。」他同時指出，語言與溝通技巧是公共關係專業人員所不可或缺的。當天，學生參觀辦公室，以了解公關顧問公司內不同部門的工作。在接下來的幾個月時間，曾立基將透過習作，訓練學生的演講技巧，並讓她們參與5月舉行的一個社會企業責任活動。



Student Ambassadors Programme 學生大使計劃

Thirty-five students from seven local secondary schools will serve as Chamber Student Ambassadors this year. They will be engaging in various Chamber events and other business events throughout the year to enhance their understanding about the topical issues that companies in Hong Kong and the region face.

Four student ambassadors from Heep Yunn School joined the “Redefining the Next Asian New Town” forum organized by the Asia Society and AECOM on 21 January to learn about transforming new towns in China and Southeast Asia. Panelists from different cities exchanged ideas and observations in developing their own cities. Students were honored to greet CY Leung, the Chief Executive of HKSAR.

“This forum gave me a deeper insight into urban development. I learned too that you have to think out of the box and take care of different stakeholders when dealing with such issues,” said Kelly Chik, one of the student ambassadors.

Fourteen student ambassadors from three high schools attended the Joint Business Community Luncheon on 27 January to listen to a speech by the Chief Executive Leung Chun-ying on the key initiatives in his latest Policy Address and concern from the business sectors.

Shirley Yuen, Chamber CEO, talked with the students after the forum. “It’s important for young people to hear for themselves firsthand the views of the CE and businesspeople so that they can come to their own conclusions,” she said.

“It was a great opportunity for us to know more about the Policy Address and it made me realize how important the connection between the Government and business is,” said Sabrina Cho, one of the student ambassadors from St. Francis’ Canossian College.



來自本港7間中學的35名學生獲選為本年度的「總商會學生大使」，他們將有機會參與總商會的不同活動，對影響本港與區內企業的時事議題加深了解。

就讀協恩中學的4名學生大使於1月21日參加由亞洲協會及AECOM舉辦的「重新解讀亞洲新市鎮」論壇，了解中國及東南亞新市鎮的轉型。與會者來自不同城市，在會上就各自城市的發展，互相交流經驗與意見。學生當天更有機會與香港行政長官梁振英見面。

學生大使植曉彤表示：「這個論壇加深我對城市發展的認識，也讓我學習到在處理此議題時，需要突破思維，並考慮各持分者的立場。」

14名學生大使參與1月27日舉行的「商界聯席午餐會」。會上，行政長官梁振英就最新的《施政報告》重點及商界關切的問題發表演講。

總商會行政總裁袁莎妮於會後與學生對話，她說：「年輕人親身聆聽行政長官及商界的意見，將有助他們對事情作出個人判斷。」

嘉諾撒聖方濟各書院的學生大使曹暉娉說：「此活動讓我們深入了解施政報告的內容，亦讓我明白到政府與商界聯繫的重要性。」





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Mark Your Diary



07 Mar



10 Mar



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Town Hall Forum Series:
Meet the ExCo -
The Honourable C K Chow

Country Briefing Series:
Japan's Growing
Investment Wave

2016 Chamber Events

MARCH

01
MAR

China: How to End the Vicious Cycle?

02
MAR

Workshop: Dealing with Difficult People

China Taxation WG Meeting

03
MAR

Seminar: Trust in Cloud Assurance

04
MAR

Training: Labour Law in Macao

China Tax Reform Trends and Investment Opportunities

07
MAR

Roundtable by Carla Arellano,
McKinsey's VP and Global Client Leader
of Organization Solutions

Town Hall Forum Series: Meet the ExCo -
The Honourable C K Chow

Roundtable Luncheon: Latest HR trends,
organization health and agility

08
MAR

Workshop: Time Management

09
MAR

Seminar: Better Manage Your
Overseas Account Receivables

Audit Committee Meeting

Roundtable: Economic Stress Amidst
Geopolitical Tensions

WEC Breakfast Meeting Series: Dr Maggie Koong,
Chief Principal of Victoria Educational Organisation

10
MAR

Environment & Sustainability Committee Meeting

YEC Event: Business Over Meals –
Essential Dining Etiquette

Country Briefing Series: Japan's
Growing Investment Wave

Asia & Africa Committee Meeting

11
MAR

Retail & Tourism Committee meeting

Shipping & Transport Committee Meeting

Legal Committee Meeting

15
MAR

Workshop: Creating a Culture that
Engages & Retains Millennials

16
MAR

Joint Business Community Luncheon: 2016-2017
Budget, The Honourable John C Tsang

Membership Committee Meeting

New Members' Briefing



16 Mar

Joint Business Community
Luncheon: 2016-2017
Budget, The Honourable
John C Tsang



18 Mar

China Committee
Cocktail Reception



22 Mar

Visit to Smart
Living@Science Park
Exhibition and Innovators



31 Mar

Cocktail Reception
with Consuls General
of The Americas

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



MARCH

17
MAR

Seminar: Winning Strategies in the Planning
and Operation of E-commerce Logistics

Retail & Tourism Committee presents:
Visit to The Mannings Delivery Centre

YEC Volunteering Project -
"A Day with Food Angel"

18
MAR

China Committee Cocktail Reception

China Committee Meeting

Digital, Information & Telecommunications
Committee Meeting

19
MAR

YEC Outing: Family and Friends Fun Hike

22
MAR

YEC Volunteering Project -
"A Day with Food Angel"

Visit to Smart Living@Science Park
Exhibition and Innovators

Roundtable: Engaging with Customers
via WeChat

Training: Enhancing Personal Effectiveness
in Everyday Routine

MARCH/APRIL

23
MAR

Workshop: Dr Happy & The Search for
Ready-for-use Skillset

Workshop: Modern Warehouse
Design & Management

31
MAR

Cocktail Reception with
Consuls General of The Americas

02
APR

HKGCC Business Mission to Iran (Apr 2-9)

11
APR

Development and Management of
Intellectual Properties for SMEs

12
APR

LegCo Visit Cum Luncheon

13
APR

Collection and Use of Biometric Data

15
APR

Retail & Tourism Committee presents: Visit
to Wellcome Dry Grocery Delivery Centre

Visit to ICAC

Career Talent Jobs Strategy Innovation TRAINING & DEVELOPMENT Learn Concept Success Goals Employee



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Warehouse Design and Management skills 倉儲設計及管理技巧

Through this workshop, participants will strengthen their understanding of the latest approaches and technology in modern warehouse management:

1. Various operational models, storage and picking systems
2. Major considerations in warehouse design and on the number of pallet positions
3. Different pricing models of logistics service providers
4. Special requirements of cross docking operation
5. Metrics for performance measurement
6. Features of a WMS and how to select an appropriate WMS

透過此工作坊，學員將可深入認識現代倉儲管理的最新方法及技術：

1. 倉庫的各種運作模式、貨物儲存及揀貨系統
2. 設計倉庫及計算卡板數目的主要考慮
3. 物流服務的不同收費模式
4. 交叉配貨所需的特別規劃
5. 績效評估的指標
6. 倉儲管理系統的特色及如何作出合適的選擇

Trainer: Ir. Dr. Irene Poon
導師: 潘慧娟博士
Date: 23 March 2016
日期: 2016 年3月23日
Time: 2:30 p.m. — 5:30 p.m.
時間: 下午2時30分至5時30分
Venue: HKGCC Conference Room, 22/F United Centre
地點: 金鐘統一中心22樓香港總商會會議室
Language: Cantonese
語言: 廣東話
Fees: Member \$700 / Non-member \$900 (include coffee/tea refreshments)
費用: 會員\$700 / 非會員\$900 (包茶點)



Ir. Dr. Irene Poon,
DBA, MBus, CMILT, MHKIE, FMSTLA
潘慧娟博士
DBA, MBus, CMILT, MHKIE, FMSTLA

Secret of Interviewing Techniques with NLP

面試及甄選秘訣

This course will go through the key principles of an effective selection interview, evaluate the interviewer's competencies, do's & don'ts during interviews, how to apply NLP techniques in selecting skills during interviewing, tips to building rapport in NLP way, assess your interview and the use of other selection tools such as DISC etc.

本課程將教授甄選面試的主要原則、評估面試者的能力、面試的宜忌、如何在面試中應用NLP（身心語言程式學）技巧甄別技能、建立融和關係的秘訣、評估面試，以及採用DISC等其他甄選應徵者的工具。

Trainer: Marissa Tsang
導師: 曾麗芬
Date: 7 April 2016
日期: 2016 年4月7日
Time: 2:15 p.m. — 6:15 p.m.
時間: 下午2時15分至6時15分
Venue: HKGCC Conference Room, 22/F United Centre
地點: 金鐘統一中心22樓香港總商會會議室
Language: Cantonese
語言: 廣東話
Fees: Member \$800 / Non-member \$1000 (include coffee/tea refreshments)
費用: 會員\$800 / 非會員\$1000 (包茶點)



Marissa Tsang, MBA, MIHRM,
Certified COACH / NLP Trainer / Mediator / DISC Behavioral Analysis Consultant, Zen Meditation Coach
曾麗芬 MBA, MIHRM, 註冊行政領導教練 / NLP培訓師 / 調解員 / DISC行為分析顧問, 禪修導師

Think On Your Feet 駐足思考

Objectives

To be better able to:

- Structure ideas quickly, clearly and memorably
- Inform, influence and persuade clients using clear formats
- Handle tough questions under pressure

目的

更有效地：

- 迅速、明確和有力地構建想法
- 使用清晰的方法來知會、影響和說服客戶
- 在壓力下處理棘手問題

Trainer: Anthony Brophy
導師: Anthony Brophy
Date: 15 April 2016
日期: 2016 年4月15日
Time: 9:15 a.m. — 5:30 p.m.
時間: 上午9時15分至下午5時30分
Venue: HKGCC Conference Room, 22/F United Centre
地點: 金鐘統一中心22樓香港總商會會議室
Language: English
語言: 英語
Fees: Member \$3,800 / Non-member \$4,800 (lunch not included)
費用: 會員\$3,800 / 非會員\$4,800 (不包午餐)



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



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Automation Robot Master

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