

BULLETIN

HKGCC: THE VOICE OF BUSINESS IN HONG KONG

INNOVATION BRAINWAVES 創新構想

Nicholas Yang discusses plans to drive innovation and technology in Hong Kong
楊偉雄討論在港推動創新科技的計劃

MISSION TO IRAN 伊朗考察團

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An Amazing Two Years

How time flies. As clichéd as it may sound, it seemed only yesterday that I took on the role of the Chamber Chairmanship. So much has happened in Hong Kong since, although regrettably, a few of the events occurring outside this Chamber over the past two years have been detrimental to the progress of Hong Kong.

In the aftermath of Occupy Central, our community has not been able to shake off the atmosphere of divisiveness, which has since become even more entrenched as incivility and disruptive behaviour has invaded public discourse to the point of stalling our legislative process. The culture of threats and bluster have become so ingrained that this has affected our ability to concentrate on issues which are sensible and really matter, such as working together for the benefit of Hong Kong. I do hope, that as we begin to face economic headwinds, that everyone in our society irrespective of their political persuasion, will work hand-in-hand to strengthen our competitiveness and help maintain the momentum and growth of our economy.

On the other hand, I am most pleased that we have been able to fulfil the goal of ensuring that the Chamber brings even more value to members. We have done this through a number of meaningful ways. In addition to the usual full programme of activities such as seminars, committee meetings, missions and submissions, we have completed the important task of expanding and renovating the Chamber's facilities and head office which has almost doubled the usable space, and provide a much improved environment for members, visitors and staff.

In terms of international outreach, I am proud to say that we have been able to offer members a rich and diverse programme. This included the recent ground-breaking mission to Iran, a three-city visit to Europe and high-level delegations to Beijing and Shanghai to mention a few. These activities are important in enabling members to learn, network, exchange information and generate new contacts and business opportunities.

The Chamber has also launched a number of new initiatives. These include a mobile application

to help members stay abreast of Chamber happenings in real time and to sign up for activities and events using their mobile devices, and the establishment of a Young Executives Club to strengthen fellowship and develop the next generation of business leaders.

The Chamber continues to walk the talk in fighting against regulatory creep in Hong Kong. We have been vocal in expressing our views on a number of proposed regulations which can have a significant impact on business, such as the Minimum Wage Ordinance, the expansion of the Personal Data (Privacy) Ordinance and Trade Descriptions Ordinance and the Competition Ordinance. We have also actively engaged with the Government on the debate about standard working hours and retirement protection in Hong Kong.

I believe our hard work and successes have not gone unnoticed by members, because in 2015, we achieved the highest membership renewal rate for many years, despite the challenging business environment. This clearly demonstrates the tremendous value that members feel they get out of being a part of the Chamber – not least our usefulness in helping them grow their businesses.

It has been a great honour and privilege for me to serve as the Chamber's Chairman for these last two years, and I am most grateful to everyone who has devoted his/her time and expertise so generously to the advancement of the Chamber and Hong Kong despite a politically hostile external environment.

In particular, I would like to thank Deputy Chairman Stephen Ng, Vice-Chairmen Victor Li, Aron Harilela and Betty Yuen, Legislator Jeffrey Lam, all members of the General Committee, and the Chamber staff under the leadership of Chief Executive Officer Shirley Yuen who has given me such tremendous support and wise counsel during the last two eventful years.

I shall continue to be an active member of the Chamber after stepping down from the Chairmanship, and give the incoming Chairman and the General Committee my fullest support.

Thank you and God Bless! 🌸

豐盛的兩年

時 光飛逝！聽起來或許有點俗套，回想當天接任總商會主席，仍恍如昨天的事。自肩負主席職務以來，香港接二連三發生了很多事情，可惜的是，過去兩年在社會上發生的部分事件，已損害了香港的整體發展。

「佔領中環」結束後，社會一直無法消除分化對立的氣氛。這種氣氛日益加劇，不文明及擾亂秩序的行為已影響公眾討論，拖延了立法程序。威脅及謾罵文化繼續令我們無法專注處理重要的事情，妨礙我們共同努力，為香港謀福祉。我衷心希望，社會上持不同政見的人士，在香港面臨經濟逆境之時能攜手合作，共同提升香港競爭力，維持本港經濟發展動力和增長。

另一方面，我對本會能夠實現為會員創優增值的目標感到高興。我們通過多個務實的方法達成此目標，除了恆常舉辦各式各樣的活動，如研討會、委員會會議、考察團及提呈建議書外，更完成擴充及翻新總商會設施和總部的工程，新總部的可用空間增加近一倍，為會員、訪客及職員提供更優質的環境。

拓展海外聯繫方面，本會致力為會員提供豐富且多元化的活動，其中包括近期首次舉辦的伊朗考察團、行程遍及三個城市的歐洲考察團，以及北京和上海高層訪問團。這些活動意義重大，讓會員能夠從中學習、擴闊人脈、交換資訊、建立新聯繫和新商機。

總商會亦實行了一系列的新服務及計劃。我們推出流動應用程式，讓會員能實時緊貼總商會動態，並利用個人流動裝置報名參加不同活動。此外，我們也成立了卓青社，以加強新一代商界領袖之間的聯繫和專業發展。

面對香港規管日增的情況，總商會繼續以實際行動尋求應對方法。我們一直就多個可能為商界帶來重大影響的擬議條例，積極表達意見，例如《最低工資條例》、擴大《個人資料（私隱）條例》及《商品說明條例》涵蓋的範圍，以及《競爭條例》。我們也主動接觸政府，以表達對在香港引入標準工時及退休保障的立場。

我相信，我們的努力和成果已獲得會員的肯定，因為在2015年，儘管營商環境挑戰重重，但續會數字仍創下多年新高。這充分顯示會員認同加入總商會能助他們創優增值，尤其是協助他們拓展業務。

本人能夠在過去兩年擔任總商會主席一職，實在深感榮幸，並感激所有在政治氣氛緊張的環境下，仍不吝投入時間及專長，為總商會及香港發展作出貢獻的人士。

我特別在此感謝常務副主席吳天海、副主席李澤鉅、夏雅朗和阮蘇少涓、立法會代表林健鋒、各位理事，以及由總裁袁莎妮領導的全體總商會職員，在過去忙碌的兩年時間，給予我極大的支持及明智的意見。

在卸任主席後，我將繼續以會員身份積極參與總商會活動，並鼎力支持來屆主席及理事會的工作。

多謝各位！✿

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《工商月刊》刊載的文章內容乃個別作者意見，並不反映香港總商會立場。

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聯手·跨越



May 2016 Contents 目錄



HKGCC Seizes First-mover Advantage in Iran 總商會在伊朗早著先機

The first major Hong Kong business delegation to visit the country since the lifting of sanctions explored trade and investment opportunities in Tehran, Mashhad and Isfahan 自制裁解除以來，香港首個主要的商業代表團到訪伊朗，探索德黑蘭、馬什哈德及伊斯法罕的貿易投資機遇

28



Strengthening Shanghai-Hong Kong Cooperation 加強滬港合作

As China is actively pushing forward with its 13th Five-Year Plan and the Belt and Road initiative, these development plans will foster even closer cooperation 隨著國家積極推動「十三五」規劃及「一帶一路」策略，這些發展將促進兩地更緊密合作

36



Customizing Web Design for Enterprises 為企業度身設計網站

Web design is not just “eye candy” but an integral part of a company’s website 網站設計並非只為粉飾網頁的外觀，而是建設企業網站不可或缺的一環

46



Paying Homage to the Deep Sea 尋找大海真滋味

The Ocean takes diners on a culinary maritime voyage
The Ocean帶領食客體驗海洋美食之旅

52

Talking Points 議論縱橫

- 01 An Amazing Two Years
豐盛的兩年
- 06 Appealing to New Tourism Markets
During the Economic Downturn
開拓旅客客源 應對經濟困境
- 08 Staying Ahead of
the Mainland China Curve
在內地維持領先的優勢

Economic Insights 經濟透視

- 18 Japan’s Economic Outlook
日本經濟前景

On the Horizon 談商論政

- 24 Preserving Biodiversity in a
Concrete Jungle
在石屎森林中保育生物多樣性

Thoughts from the Fiscal Front 財務前線

- 42 Switzerland: The Place to Be
瑞士：當然之選



**New Technologies
and Business Models
Reshaping the
Commercial Landscape**
創新科技及新興業務模式
重塑商業市場格局

The Fung Business Intelligence Centre has recently published the "10 Highlights of China's Commercial Sector 2016"
馮氏集團利豐研究中心發布
《2016年中國商業十大熱點展望》
報告

54



Innovation Waves
創新浪潮

10



Voice of Business 商界之聲

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

China in Focus 中國焦點

58 VAT Reform Concludes with Final Stage
「營改增」進入最後階段

Chamber in Review 活動重溫

74 Cheers the Americas!
美洲總領事酒會
76 Maintaining Hong Kong's Clean Image
守護香港廉潔形象
78 Efficient Picking in Action
高效率配送服務

80 Heartwarming Meals
熱飯送暖展關懷
82 Business-School Partnership Programme Activities Review
「商校交流計劃」活動回顧



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Appealing to New Tourism Markets During the Economic Downturn

開拓旅客客源 應對經濟困境

Since the “one trip per week” Individual Visit Endorsement was introduced a year ago, the number of Mainland visitor arrivals has been decreasing, not only in terms of same-day arrivals, but also overnight and group tour visitors. In February 2016, Hong Kong's total visitor arrivals declined 20.5% year-on-year, with the number of Mainland visitors recording a 26% drop compared to the same period last year. The value of total retail sales plummeted 20.6% year-on-year, representing the largest decrease in 17 years. As a large number of people in the workforce in Hong Kong are engaged in the services sectors, such as tourism and retail, if this issue is not addressed quickly it may lead to rising unemployment and affect the economic development and social stability of Hong Kong.

The “one trip per week” policy aimed to limit parallel trading activities which have affected the daily lives of some Hong Kong residents. However, while the measure limits the number of visits Mainland residents can make to Hong Kong, parallel trading is still thriving, with some local residents participating in it. The issue stems from the differences in prices in Hong Kong and the Mainland, and also the safety and quality assurance of Hong Kong products. As such, the “one trip per week” policy does not address the root cause or serve as a deterrent to parallel trading activities. Neither does it help ease tensions between Hong Kong and Mainland residents. Instead, it has created an impression among Mainland Chinese that Hong Kong does not welcome them, causing a further decline in the number of tourists to Hong Kong.

The Government and the tourism sector should look for ways to explore new opportunities amid the recent downturn in tourism. First of all, the Government and the Hong Kong Tourism Board have to boost Hong Kong's image as a tourism mecca to Mainland and overseas visitors. Hong Kong should also strengthen its cooperation with neighbouring regions and develop “multi-destination itineraries” to attract long-haul visitors. In addition, Hong Kong could discuss with the Central Government the possibility of allowing Mainland residents with e-passports to apply for a permit online to visit Hong Kong. As this segment of Mainland Chinese are well travelled and have significant spending power, they will serve as a new source of tourists.

However, as policy adjustments can only offer temporary relief, Hong Kong needs to continue developing new tourism resources to attract more visitors in the long term. ❀

自「一周一行」政策一年前開始實施以來，內地訪港旅客數字持續下降，不僅非過夜旅客數字減少，連過夜旅客及團隊旅客數字亦錄得下跌。今年2月整體旅客人數較去年同期下跌20.5%，其中內地旅客人數較去年減少26%。2月份的零售業總銷貨額按年大跌20.6%，創下17年來最大跌幅。本港有大量勞動人口從事旅遊及零售業等服務行業，若不及時應對，將可能導致失業率上升，影響本港經濟發展及社會穩定。

「一周一行」政策的原意是打擊水貨活動，避免影響部分本港居民的日常生活。不過，政策雖然限制了內地居民每日往返香港的次數，但水貨活動仍然活躍，甚至有不少本地居民參與其中。事實上，水貨問題出現的主要原因在於兩地商品價格的差異，以及本港產品的安全和質量保證。「一周一行」對於水貨活動既不治標也不治本，亦無助緩和內地與香港市民之間的矛盾，反而令內地市民產生了本港不歡迎內地遊客的印象，導致訪港旅客數字進一步下降。

面對旅遊業不景的情況，政府及旅遊業界應尋求方法，以探索新的發展機遇。首先，政府及旅發局需要提升本港旅遊之都的形象，加強向內地及海外旅客宣傳香港，並與周邊地區加強合作，推廣「一程多站」旅遊，吸引長途旅客。此外，港府可與中央政府商討，容許持有電子護照的內地居民申請網上簽證赴港自由行。這些內地居民有豐富的外遊經驗及相當的消費力，將成為本港新的旅客客源。

政策上的調整只能短暫舒緩旅遊業的困境，長遠而言，香港需要不斷豐富旅遊資源，吸引更多旅客前來觀光。❀

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CEO Comments 總裁之見

Staying Ahead of the Mainland China Curve

For an economy that is as large as it is complex, the Mainland can pose quite a challenge even to seasoned businesspersons and particularly the uninitiated. There is no single playbook about how to survive and thrive in the Mainland market. However, the practice of due diligence and the ability to access timely and accurate information can often make a real and major difference between success and failure.

Consider Premier Li Keqiang's announcement in January 2016 to institutionalize Value-Added Tax (VAT) on a nationwide basis following the announcement in 2011 to replace Business Tax. The process of conversion began in early 2012 with the introduction of a pilot programme in Shanghai involving a few selected industries and was eventually expanded to include other cities and sectors later in the same year. Full geographical coverage was achieved in 2013. Despite the benefit of lower taxes as a result of the conversion to VAT, companies will have to ensure that they are ready and able to make the transition. According to a Big Four accounting services firm, new VAT taxpayers involved in the Shanghai pilot programme invariably underestimated the financial and operational impact of the change on their companies.

The Chamber's China Committee has been actively engaged in educating and informing members on the latest developments, including VAT reform, on the Mainland. Other than providing updates through its dedicated webpages and the organisation of topical seminars, the Committee is also actively engaged in sending missions to different places in Mainland China. Last month, a high-level Chamber delegation visited Shanghai to facilitate a better understanding of developments in one of China's most dynamic cities and to grease the wheels of commerce between Shanghai and Hong Kong. The mission also allowed the Chamber leadership to have a better grasp of the effects of VAT reform that is now being implemented in earnest across the country to cover more industries.

Participants in our missions particularly value the opportunity of gaining access to senior Chinese government officials. The Chamber delegation to Shanghai, for example, was received by Han Zheng, Secretary of the Shanghai Committee of the Communist Party of China, and Shan Yuying, Chairwoman, Shanghai Municipal Commission of Commerce. Delegates also came away with a better sense of developments in Shanghai and their implications to Hong Kong through interactions with the Shanghai Chapter of the Hong Kong Chamber of Commerce in China. Members were able to gain invaluable first-hand insights from their counterparts who were top businesspeople and SMEs with extensive experience living and working on the Mainland.

I would urge members to get the biggest bang for their membership buck by actively participating in the suite of services and activities that we honestly think are the best around town. 🌸

在內地維持領先的優勢

中國這個龐大而複雜的經濟體，無論對外行的新手或經驗豐富的商家來說，都是一大挑戰。要在內地市場立足和發展，並無不二法門。然而，進行嚴謹的審查和掌握適時、準確的資訊，往往是成敗的關鍵。

繼2011年公布取締營業稅後，李克強總理於2016年1月宣布在全國推行增值稅。營業稅改徵增值稅（營改增）的改革於2012年年初展開，由上海率先試行，涉及若干指定行業，並在同年稍後擴展至其他城市和行業。2013年，營改增試點範圍進一步擴大至全國。儘管營改增有助減少稅負，惟企業必須確保已做好準備，能夠順利過渡。根據其中一間四大會計師事務所進行的調查，上海試點計劃下的新增增值稅納稅人總是低估了有關轉變為公司帶來的財務和運作影響。

總商會中國委員會一直積極就內地的最新發展包括營改增，為會員提供指導和資訊。委員會除了透過本會網站專頁和主題研討會提供最新資訊，還不時率領訪問團前往內地的不同省市考察。上月，總商會高層代表團便到訪上海，深入了解中國其中一個最具活力的城市之發展，以及促進滬港兩地的商貿合作。此行亦讓本會領導層更充分掌握營改增在全國多個行業開展的成效。

團員尤其珍惜與內地高官會面交流的難得機會。例如，代表團獲上海市委書記韓正及上海市商務委員會主任尚玉英等領導接見，而拜會上海中國香港地區商會會員，更進一步認識到當地的發展及其對香港的意義。此外，團員亦獲安排接觸相關業界的翹楚和中小企，他們在內地廣泛的生活和工作經驗，都是難能可貴的一手資料。

我鼓勵會員積極參與總商會各式各樣的優質服務和活動，讓您的會籍發揮最大的效益。🌸



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Innovation Waves

創新浪潮

Nicholas Yang, Secretary for Innovation and Technology, aims to steer Hong Kong along an innovative and high-tech path

創新及科技局局長楊偉雄致力引領香港踏上高新科技之路

BULLETIN: *Why is it important for Hong Kong to develop its own innovation and technology industries?*

NICHOLAS YANG: We're in a globalized Internet-driven world, so you can't do without innovation and technology. Almost every country in the world is talking about technology to drive their economies forward. Of course, you still can have traditional industries, but even with those you still have to be innovative if you want to be competitive.

B: *What factors are constraining the development of innovation and technology in Hong Kong?*

NY: I think the ability to accept failure is very important. If you look at Silicon Valley, for example, it is full of people who didn't succeed at first. When I visited Israel, I attended a talk by an entrepreneur who said he failed three times before succeeding on his fourth attempt to run a successful business. You won't hear anybody in Hong Kong saying they failed.

The ability to embrace failure and also generate repeated successes are linked. It's not that we can't deal with failure, but we don't talk about it. You don't learn positively from it if you are secretive about it or feel ashamed. We tend to sweep it under the rug and don't talk about it.

We have no problem dealing with failure, but we have a problem admitting failure. We treat failure as taboo. We need to train young people so that when they fail they can get up and try again. If they think they can succeed at the first attempt, they will be miserable when they fail and then will never try again.

B: *The Chief Executive said that re-industrialization is a potential new area of economic growth for Hong Kong. Why should we go back to old pastures?*

NY: This re-industrialization is not about bringing back old manufacturing that has migrated to the Pearl River Delta. It is about reinventing manufacturing – smart manufacturing. This consists of three areas: robotics, smart cities and healthy ageing.

In smart cities, you'll have the Internet of Things – things with the ability to connect to the Internet – which will change the world.

Hong Kong people are aging rapidly. Our median age is almost 44 and our birth rate is 1.2 for every two people. The population is ageing and our longevity is getting longer, especially for Hong Kong females.

On top of that we are quite affluent. With that kind of environment, with that kind of longevity and that kind of wealth, there are lots of areas with great potential.

B: *Shenzhen is developing into an innovation and technology development center for Mainland China. How should Hong Kong position ourselves in view of such development? Should we complement Shenzhen or engage in a friendly competition?*

NY: I like to think of Shenzhen as a competitive collaborator, rather than a collaborative competitor, because there's a lot of things we have that Shenzhen doesn't, like world-class universities. They may be the most entrepreneurial city in the Mainland, but they don't have a world-class university yet to sustain the supply of entrepreneurs. But the good news is we supply this through

our universities since a large percentage of our university undergrads are Mainlanders.

I don't think we need to compete with them, but we need to leverage our own strengths and advantages so we can co-exist as competitive collaborators.

B: What about Qianhai and Shanghai?

NY: Qianhai's model is meant to be like a Hong Kong within the Mainland, focusing mainly on core financial and professional services, which is probably what Shenzhen is lacking right now. But Qianhai is not big, it's just a few square kilometres. Things like that take time. You can't just say you want to be like Hong Kong and turn on a switch and then be like Hong Kong.

Shanghai is very different because it has world-class universities, and a much larger population. Shanghai's economic structure is different as it's a municipality. It's got everything, a well-balanced GDP, a lot of resources, a lot of people and a lot of talent. Shanghai is very formidable competition, but the world is so large, why do you need to compete with Shanghai?

B: For the Government to push forward the agenda on innovation and technology in Hong Kong, it requires inter-bureau cooperation. Is there any overarching mechanism within the Government to make sure that ITB will obtain the needed inter-bureau support?

NY: You try to find some common ground. For example, the Transportation Department recently changed its mind on allowing the autopilot in Tesla cars to be turned on, which was a big surprise. The fact there is an innovation bureau that goes around and sparks innovation here and there will make people take notice.

Another recent thing we've done is data centres in old industrial buildings. We've extended a policy in which you are charged no premium if you use old industry buildings for data centres by making a simple application. There is a guaranteed short-time turnaround. This offer will be continued indefinitely. These are examples of working with other bureaus, in this case, the Land Bureau, to relax or adjust regulatory mechanisms so it'll be suitable for innovation and technology development. But we have to do that carefully as we have to balance the pros and cons.

B: Do businesses come to you and ask for help in dealing with other bureaus?

NY: In the case of data centres it is a no-brainer. For example, industrial buildings were meant for production or manufacturing. When people first heard about data centres, they didn't understand. But a data centre is a modern way of production. Instead of producing

hardware you're producing knowledge. You're doing that inside a computer – the data centre – so it's a different way of doing manufacturing – knowledge manufacturing.

Another area we're looking at is open data. How do you open up government and NGO data to facilitate the public so they can use it to create value? However, we have to worry about information privacy protection and people having access to data who might misuse it. Security is something we have to watch out for, because with the internet being more and more a driver of our economy we need to be on the alert.

B: Do you have any plans to collaborate with the private sector?

NY: Yes we do. We have open Wi-Fi which is done through public-private partnership (PPP), which was actually mentioned in a Gartner report as being innovative. Most countries like Singapore pay to build hotspots, only to then find out it costs a lot of money. In Hong Kong, the Government will start something in one area, then collaborate with the private sector in other areas, so that we don't end up with too much liability.

For instance, we have 17,000 hotspots, of which 3,000 were paid for by the Government and the rest by the private sector. So why does the Government have to do everything if we can share the work with the private sector?





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B: Startups are essential for contributing to the development of innovation and technology. What new strategies would the ITB like to adopt to nourish the startup culture in Hong Kong?

NY: First we need to identify the role of the Government. Because of the procedures and constraints we face, the Government is not very good at choosing technology. When we choose technology, by the time we have gone through the consultation and tendering processes, the technology might already be obsolete. The Government's role is to facilitate, connect, and build a robust ecosystem. For instance, facilitating initiatives if the private sector comes out with something by providing funding or establishing NGOs. There are some so-called innovations, which are probably not economically rewarding, but socially rewarding. That is where the Government can come in.

For the private sector to thrive, you need to have a favourable ecosystem. This includes angel investors and venture capitalists, private equity people, all of which are needed to sustain funding cycles as start-ups progress to become big companies.

There's a lot of angels in Hong Kong. But there's a series A gap. When a start-up proves it's ready to scale up, that funding is called series A funding, so we are trying to fill that gap at the moment. There are lots of angel investors here, and there are a lot of Hong Kong people willing to fund businesses, but the problem is when start-ups are ready to scale, they don't have that funding. There's a need to bring in VCs so they can fund pre-series A start-ups. What they bring in is not just money, but also their knowledge which can help the companies grow.

B: What would be the top priorities of ITB given the remaining term of the existing Administration is slightly more than one year?

NY: I don't look at the timeline; I look at the mission. Number one is to help the transition of Hong Kong into a knowledge-based economy. Number two is to diversify Hong Kong's economy. Number three is to provide quality jobs so young people can have better jobs, while number four is to use technology and innovation to solve social problems.

B: Hong Kong's regulatory regime is said to be lagging behind technological development, like the Copyright Bill, which has been put on the backburner. How can sufficient regulations be put in place to protect businesses and the public without being a deadweight?

NY: We need to be careful about picking examples. The Copyright Bill is from June 1997,

but before that we just used British laws as a reference. We tried to amend it as the world has change a lot since 1997, but the amendments were blocked due to political differences. It was labelled as Article 23 but it had nothing to do with Article 23, which was very unfortunate.

People always say Hong Kong should be more like Singapore as it moves faster than we do when it sees an opportunity. But the Singaporean Government is different. It has always been a big player in the economy, so when it loosens regulations the government benefits more than other businesses.

The fact that in the financial sector Hong Kong is more successful than Singapore probably caused us to be a little conservative. When you are second or third, you always want to catch up and be more aggressive. I believe Hong Kong can change but it will take time.

B: If you had three wishes to boost the innovation and technology sector in Hong Kong, what would you wish for?

NY: Rather than wishing, I'd like to see Hong Kong make its third innovative wave of transition. I'd like to see everyone in Hong Kong working together to embrace innovation and technology, and to not bash people who fail trying. ✿



問：發展創新及科技產業，何以對香港如此重要？

答：我們身處一個全球化、互聯網驅動的世界，創新和科技是不可或缺的元素。全球幾乎每個國家都在討論科技如何推動經濟發展。當然，你仍可保留傳統的產業，但儘管如此，你也得不斷創新，方能維持競爭力。

問：甚麼因素限制了創新科技在香港的發展？

答：我認為勇於接受失敗的態度十分重要。以矽谷為例，當地許多人也不是一開始便成功。我到訪以色列時，曾出席一位企業家的講座，該講者表示自己經歷過三次失敗，到了第四次才成功創業。但在香港，你不會聽到任何人談論自己失敗。

正視失敗與持續取得成功息息相關。這不關乎我們不能面對挫折，而是我們對失敗避而不談。如果你絕口不提或感到羞愧，就不能從中學習。我們傾向隱瞞失敗，不會公開談論。

我們能夠應對失敗，卻不能承認失敗，並視之為禁忌。我們要教導年青人，跌倒時要再次站起來，重新嘗試。假如他們認為自己能夠一試便成功，當遇到挫折時便會感到沮喪，從此不會再作嘗試。

問：行政長官提出再工業化是本港經濟發展的潛在新領域。為何我們要走向回頭路？

答：再工業化不是指把已遷往珠江三角洲的舊式製造業帶返香港，而是革新製造業，即發展智能製造。這包含三個範疇：機械人技術、智能城市和康健樂頤年。

在智能城市，你可應用物聯網技術，把物品連接至互聯網。這項技術將可改變世界。

香港人口迅速老化。我們的年齡中位數接近44歲，出生率為每兩人生育1.2名子女。人口正在老化，而我們的壽命亦愈來愈長，尤其是本港女性。

此外，我們的生活亦十分豐裕。在此等環境下，加上壽命長和生活富足，很多領域都具備龐大潛力。

問：深圳正發展成為中國內地的創新科技開發中心。就有關發展，香港應如何定位？我們應與深圳互相補足，抑或與之進行良性競爭呢？

答：我認為深圳是具競爭性的夥伴，而不是互相合作的競爭者，因為我們擁有很多深圳所沒有的特質，如世界級大學。深圳可能是內地最具創業精神的城市，但卻缺乏一所世界級大學，以持續供應創業人才。然而，好消息是我們的大學可為他們供應人才，因為本港大學有不少學生均為內地人。

我認為我們無需與他們競爭，但卻需要發揮自身的長處和優勢，才能與這個具競爭性的夥伴並存。

問：如何看前海和上海？

答：前海的模式猶如在內地打造一個類似香港的地區，主力提供核心金融和專業服務，而這正是深圳欠缺的服務。不過，前海面積細小，只有幾平方公里，而且發展需時。你不能單說想變成香港，然後就會立刻成為香港。

上海的情況截然不同，因為當地擁有世界級大學和龐大的人口。上海是一個直轄市，其經濟結構亦有所不同。當地甚麼都不缺，均衡的GDP、豐富的資源、大量的人口和充足的人才。上海是強勁的競爭對手，但世界那麼大，又有何必要跟上海競爭呢？

問：政府要推進香港創新科技的進程，需要部門之間互相合作。政府內部有否任何整體機制，確保創科局取得部門間的支持？

答：你要嘗試尋求共識。舉例說，運輸署最近改變主意，容許Tesla電動車啟動自動駕駛功能，實在讓人意想不到。事實上，成立一個創科局擔當啟發創新的角色，將可引起市民的注意。

我們近日從事的另一項工作，是把舊工業大廈發展成數據中心。我們已延長一項政策，就是透過簡易的申請手續，便可免補地價把舊式工廈改建為數據中心，並保證在短時間內完成審批，而這項優惠將會無限期延續下去。這些都是與其他局合作的例子，而在上述的個案中，地政總署放寬或調整了規管機制，以配合創新與科技的發展。然而，我們必須審慎處理，以平衡利弊。

問：企業有否尋求貴局協助與其他局溝通？

答：就發展數據中心而言，是比較容易處理的事情。例如，工業大廈用作生產和製造。人們初次聽到數據中心時，往往缺乏理解。然而，數據中心是現代的生產方式，生產的是知識，而不是硬件，並需透過電腦即數據中心來進行，因此那是截然不同的製造方式，涉及知識的製造。

另一個我們正探討的範疇是開放數據。我們應怎樣開放政府和非政府機構的數據，以方便公眾使用，創造價值？不過，我們亦關注到資料的私隱保障，以及查閱資料的人士或會濫用資料。保安是需要密切留意的議題，因為隨著互聯網日漸成為本港經濟的動力，我們必須提高警覺。



I'd like to see everyone
in Hong Kong working together
to embrace innovation and
technology, and to not bash
people who fail trying.



我希望看到港人合力推動創新科技，
並別再抨擊曾努力嘗試卻又失敗的人。



問：貴局有否任何與商界合作的計劃？

答：當然有，我們透過公私營合作模式，提供開放的Wi-Fi服務，而國際資訊科技分析公司Gartner亦在其發表的一份報告中，提及這個創新的個案。許多國家如新加坡都斥資建立熱點，其後卻發現所費不菲。在香港，政府會牽頭開展某個範疇，再於其他範疇與商界協作，以免最終承擔過多債務。

例如，我們設有17,000個熱點，當中有3,000個由政府撥款，其餘則由商界支付。因此，如果我們可與商界分擔工作，政府又何需事事獨力承擔呢？

問：初創企業對創新及科技業的發展極為重要。創科局會採取甚麼新策略，以培育本港的初創企業文化？

答：首先，我們要界定政府的角色。鑒於我們面對各種程序和限制，政府不太善於投資科技。當我們選擇了採用的科技，到我們完成所有諮詢和投標過程之時，有關科技可能已經變得過時。事實上政府的角色是促進、聯繫和建立一套健全的生態系統。譬如商界提出一些意見，政府可提供資助或成立非政府機構，以推進有關計劃。某些範疇的創新可能沒有經濟回報，但卻對社會有裨益。這個時候，政府就可介入參與。

商界要蓬勃發展，就要具備有利的生態系統，當中需包括天使投資者、創業資本家和私募基金公司等，以便在初創企業發展成為大企業的過程中，持續融資周期。

香港有許多天使投資者，但卻會出現首輪募資不足。當初創企業能夠證明自己已準備好擴充規模，有關基金就稱為首輪募資，因此我們現正嘗試填補有關不足。這裡有很多天使投資者，很多港人願意資助企業，但問題在於當初創企業做好擴充的準備，卻無法取得資金。本港有需要引入創業資本家，為進行首輪募資前的初創企業提供資金。他們引入的不單是資金，還有他們的知識，以協助企業茁壯成長。

問：在現屆政府餘下略多於一年的任期內，創科局的重點工作是甚麼？

答：我所考慮的不是我們的時間表，而是我們的使命。首要是協助香港轉型為知識型經濟；其次是促進香港經濟多元化；第三是提供優質的職位，讓年青人有更佳的工作；第四是利用科技和創新來解決社會問題。

問：香港的規管機制被視為落後於科技發展，例如版權條例草案被擱置。當局如何實施足夠的規管以保障商界和公眾，而不致成為負擔？

答：我們要小心選擇例子，版權條例自1997年6月起生效，在此之前我們只以英國的法律作參考。由於自1997年以來，世界已改變了很多，所以我們嘗試作出修訂，但基於政治分歧，有關修訂未能獲得通過。遺憾的是，它被標籤為23條，但實際上卻與23條無關。

很多人說香港應仿效新加坡，因為它比我們更能迅速把握機遇。不過，新加坡跟我們不同，當地政府一直主導經濟，所以當它放寬規管，得益也會比其他企業多。

香港的在金融業方面的表現比新加坡出色，這或會令我們趨向較為保守。當你排名第二或第三，你總想奮起直追，變得更進取。我相信假以時日，香港將會有所改變。

問：如果你可以許三個願以促進香港的創新及科技業，你的願望會是甚麼？

答：與其許願，倒不如說我希望看到香港經歷第三波的創新轉型，希望看到港人合力推動創新科技，並別再抨擊曾努力嘗試卻又失敗的人。✿

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Japan's Economic Outlook

Despite Japan enjoying persistently stable employment, the performance of its domestic consumption has been disappointing. In addition, the recent earthquakes in Kumamoto will further dent confidence in the near term.

An earthquake measuring 6.5 struck Kumamoto Prefecture on 14 April, followed by another magnitude-7.3 earthquake on the 16 April, and aftershocks were still occurring as of the time of writing. Our prayers go out to the victims and affected families.

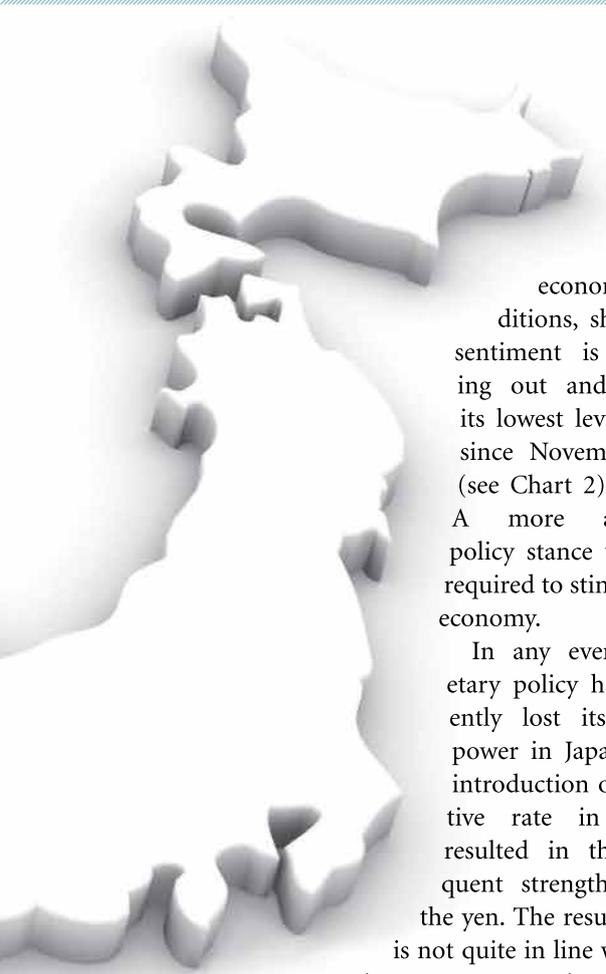
As Kumamoto is a major production base, disruption to supply chains might be more widespread than initially estimated. While many companies adopted business contingency plans and decentralized production arrangements after the 2011 earthquake, many companies still operate their manufacturing functions in the region. Depending on the seriousness of the damage to the pro-

duction facilities of major automobile and electronics companies, the complexity and clusters of modern production chains mean that damage to any single factory may still have a domino effect on Japan's economy.

The disaster came at a time when the world's third largest economy was facing weakening economic momentum. At first glance, the labour market in Japan has arguably maintained its momentum, with an unemployment rate remaining around the 3.3% mark for the first two months of 2016. However, total employment seems to have gone down and wage growth has turned negative. Taking the average monthly cash earnings

for employees in companies with more than five employees as a proxy, nominal cash income of employees declined by 0.9%YoY during 2015, the first annual decline since 2012. The negative earnings have, in turn, eroded consumption expenditure. Monthly household expenditure dropped 1.2%YoY in 2015, which was driven by the slowdown in spending on discretionary and non-durable goods (see Chart 1).

To stimulate the economy, the Bank of Japan (BoJ) announced the imposition of a negative rate on marginal reserve deposits in January, but the move has failed to achieve its goal and has instead rattled investor sentiment. The Sentix Economic Indicator, which measures financial market participants' expectation of



economic conditions, shows that sentiment is bottoming out and reached its lowest level (-10.1) since November 2012 (see Chart 2) in April. A more aggressive policy stance would be required to stimulate the economy.

In any event, monetary policy has apparently lost its magical power in Japan, as the introduction of a negative rate in January resulted in the subsequent strengthening of the yen. The result-to-date is not quite in line with what interest rate parity suggests.

Indeed, the Japanese yen has appreciated by about 10% against the USD and 8% against the RMB since the announcement of the negative interest rate policy on 29 January.

The appreciation of the yen will weaken exports' competitiveness. While it can be argued that the appreciation of the yen may have a limited impact on the export of goods as Japan is now focusing on high-value

products, a strong yen – particularly the cross rates against the USD and RMB – would hurt its blooming tourism industry, which represents around 8% of the country's GDP (see Chart 3).

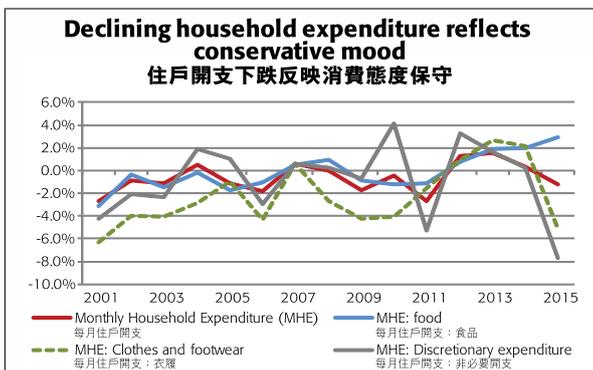
With the IMF now projecting growth in Japan to remain at 0.5% percent in 2016 and slip to -0.1%YoY in 2017, one way to revitalise the economy is to defer the planned value-added tax (VAT) hike of two percentage points in April 2017, as the previous hike had a negative impact on consumption between 2Q2014 and 1Q2015.

Conclusion

At this stage, it is still too early to quantify the overall impact of the disastrous event in Japan. In economic terms, while the rebuilding process would add to investment expenditures, the disruption to supply chain operations and weak consumption sentiment should not be neglected.

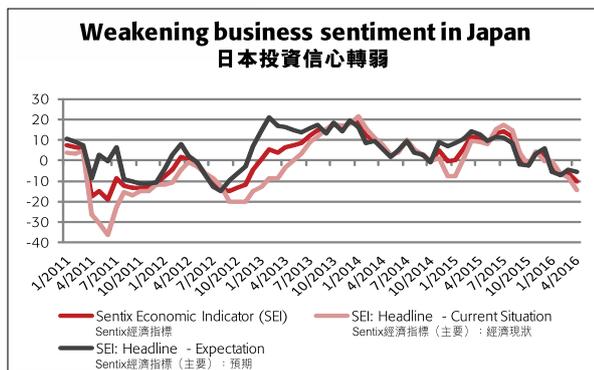
With the economy now at a fragile juncture, there is an increasing need for broad-based policy adjustments, for example Prime Minister Shinzo Abe's "Three Arrows." On the monetary front, the BoJ will need to find a way to halt the rise of the yen, which is easier said than done. On the fiscal front, the Abe administration will need to introduce further stimulus to foster growth, and postponing the scheduled VAT hike seems to be a viable option. Last, but not least, the acceleration of structural reforms, including speeding up productivity gains and the deregulation of product and services markets, is essential for avoiding any further deterioration of the economy. ❀

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

日本經濟前景

儘管日本就業市場維持平穩，但國內消費表現令人失望，加上近日熊本地震造成破壞，短期將進一步削弱市場對日本經濟的信心。

熊本縣在4月14日發生6.5級地震，其後在4月16日再發生7.3級地震，執筆之時，當地仍有餘震，我們在此向受地震影響的災民及家庭送上慰問。

鑒於熊本是日本的工業重鎮，地震對供應鏈的影響可能比最初估計更為廣泛。雖然不少企業在2011年地震後，已實行業務應變計劃，分散生產據點，但該地區仍有不少企業的工廠繼續營運。現今產業鏈密集，而且環環相扣，視乎各大汽車及電子公司的生產設施的損毀情況，單一工廠受破壞仍有可能對日本經濟造成骨牌效應。



A strong yen – particularly the cross rates against the USD and RMB – would hurt its blooming tourism industry, which represents around 8% of the country's GDP.

隨著日圓轉強，特別是兌美元及人民幣的匯價上升，將損害日本蓬勃增長的旅遊業，而該行業佔日本GDP約8%。



熊本地震的發生，正是日本經濟增長乏力之時。這個世界第三大經濟體的勞動市場在表面上保持動力，失業率在2016年首兩個月維持大概3.3%水平，但事實上，總就業人數似乎有所輕微下降，工資也呈現負增長。參照受僱於五人以上公司員工的每月平均現金收入，員工的名義現金收入在2015年按年下跌0.9%，是自2012年以來首年錄得下跌。收入減少削弱消費開支，非必要及非耐用物品消費開支放緩（圖一），拖累2015年的每月住戶開支按年下跌1.2%。

為刺激經濟，日本銀行在1月宣布對超額儲備實施負利率，但此舉並沒有達到其預期目標，反而令投資者感到憂慮。反映金融市場參與者對經濟預期的Sentix經濟指標（Sentix

Economic Indicator）在4月跌至-10.1，為2012年11月以來最低（圖二），顯示投資者信心正往下沉。要促進經濟，當局或需採取更積極進取的政策。

總而言之，日本實施貨幣政策的成效明顯不大，在1月推出負利率後今日圓轉強，現時的情況並不太符合利率平價理論下的預期結果。實際上，自1月29日宣布實施負利率政策以來，日圓兌美元上升約10%，兌人民幣的匯價也上升8%。

日圓升值削弱日本在出口方面的競爭力。或許會有評論指出，日本現時集中出口高價值產品，日圓升值對貨品出口的影響有限，但隨著日圓轉強，特別是兌美元及人民幣的匯價上升，將損害日本蓬勃增長的旅遊業，而該行業佔日本GDP約8%（圖三）。

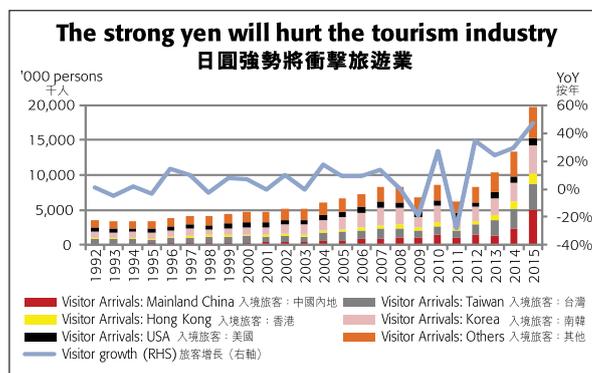
國際貨幣基金組織預測日本經濟在2016年按年增長0.5%，並在2017年轉向下跌0.1%。參考日本早前調高稅率的影響，2014年第二季至2015年第一季的消費均為負數，因此我們相信振興經濟的方法之一是推遲原定於2017年4月上調銷售稅2%的計劃。

結語

要量化這次日本天災帶來的整體影響，現階段仍言之尚早。就經濟方面而言，重建過程會增加投資開支，但供應鏈受創及消費氣氛疲弱的影響也不容忽視。

面對脆弱經濟，日本當局越發需要進行廣泛的政策調整。就以首相安倍晉三提出的「三支箭」為例，貨幣方面，日本銀行需要找出抑制日圓升值的方法，但這個任務知易行難。財政方面，安倍內閣需要推出更多刺激增長的措施，延遲增加銷售稅或許是個可行方法。最後，加快推進結構性改革也十分重要，當中包括加快提高生產力，以及放寬對產品與服務市場的管制，以防止經濟進一步惡化。

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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- ➔ 登入 www.ip.gov.hk/ipmtp 報名及瀏覽課程詳細內容和費用
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* 凡在香港從事製造業而聘用少於100名僱員，或從事非製造業而聘用少於50名僱員的公司，均被界定為中小企。

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DISRUPTIVE TECHNOLOGIES

McKinsey & Company



THE RE-INDUSTRIAL REVOLUTION

As machines begin to collaborate, breakthroughs are inevitable

香港工業再起動

源於機器互相「溝通」 科研突破勢不可擋

HISTORY IS ABOUT TO BE MADE. It is well known that Hong Kong went from being a manufacturing base to being a services center — but its economy is quietly taking a new step, moving towards hi-tech re-industrialisation, according to a recent gathering of top technology brains.

A steady flow of research and development breakthroughs at Hong Kong Science Park, now in expansion mode, means that Hong Kong is set to become a serious international player in its three technology platforms: robotics, the smart city applications, and the development of services to enable healthy ageing.

TOP TECH HUB

Solid results in these areas and others are cementing Hong Kong's position as one of Asia's top science and technology hubs.

That was the message from a conference of top-level experts who met at the Science Park on the Tolo Harbour waterfront for the first Internet of Things (IoT) Conference, the first event under APAC Innovation Summit 2016 Series on 7 and 8 April 2016.

While Hong Kong Science Park is already the home of cutting edge companies in many areas, such as hi-tech home devices, big data analytics, biotechnology and so on, the hub's three technology platforms are all on areas with powerful upward momentum:

- Robotics** is being explored in numerous contexts, from factory automation to use in private homes;
- The **smart city** applications look at ways to cross-link sources of machine intelligence to improve life for all the citizens of an urban conglomeration;
- Healthy ageing** is key to Hong Kong, as a community with a relatively high median age, and is also a topic of global interest.

With these focuses, there will be a lot of demand in the use of IoT technologies.

EXPERTS' GATHERING

"We've seen IoT in almost everything from drones to augmented reality and smart home," said Allen Ma, Chief Executive Officer of Hong Kong Science and Technology Parks Corporation (HKSTP). "IoT technologies help us

歷史即將改寫

香港早已從製造業基地轉型成為服務業中心，然而，在最近舉行的一個科技高峰會議中揭示，香港的經濟已悄悄地跨出新一歩，正朝著高端科技與再工業化方向發展。

在香港科學園裡，科研技術不斷突破，特別是在三大重點發展的平台，即機械人技術、智慧城市的應用方案，以及為健康老齡化開發的服務。這些研發成果與日俱增，為香港成為國際科技舞台的一份子奠下基石。

頂尖科技樞紐

香港在上述多個領域擁有卓越的科研成就。要數亞洲最頂尖的科技樞紐，香港亦早已榜上有名。亞洲區每年一度的科技界盛事《亞太創新峰會系列》，都會在科學園盛大舉行，並齊集世界級專家分享見解。今年在科學園舉行《亞太創新峰會系列》的首個活動，亦剛在4月7至8日以「物聯網」為題揭開序幕。

不少擁有尖端技術的科技企業已選擇科學園作為發展基地，包括太陽能光伏板製造、

visualise data and see it in context. Most importantly, they are going to bring a lot of benefits to mankind.”

The message was reinforced by Nicholas W Yang, HKSAR's Secretary for Innovation and Technology, who identified machine interconnectivity as vital to the Hong Kong's future. “I do believe that the application of IoT is one of the key drivers of re-industrialisation. Hong Kong, as an international trade and financial center, has the unique advantage to pursue innovative research and application of IoT.”

Business prospects in cutting-edge areas were also very promising, said Chris Ip, Senior Partner (Hong Kong) of McKinsey & Company, told the audience that while many people associate IoT with wearable applications and connected homes, his firm's research showed that “70% of the total value actually lies in corporate enterprise applications”.

Growth in the science and technology sector also got a boost from Li Beiguang, Deputy Director General, Department of Planning, Ministry of Industry and Information Technology of the People's Republic of China, who shared a vision in establishing a network of manufacturing innovation centres nationwide.

The clear message from the conference was that the Internet of Things already had a strong presence in Hong Kong industry, as an increasing number of everyday objects were gaining an interconnectivity advantage.

POWER OF COLLABORATION

HKSTP's head Allen Ma commented that collaboration, whether it was between humans or between machines, had to be the way forwards. “In recent years, we have begun to realise that machines can collaborate too, and that's when amazing magic can really happen,” he continued, “You can see yourself as a drop of water. But together we are an ocean – an ocean that delivers wave after wave of technological advancement”.

And that is the power of collaboration.

EXPLORING FUTURE ROBOTICS

HKSTP will continue to steer cross-border and cross-discipline collaborations. The next conference under APAC Innovation Summit 2016 Series will be on robotics on 2-3 June. The main conference will identify new challenges and trends of robotics, with track sessions which explore the robotics applications in Industrial Automation, Assistive/Home Care, Edutainment and Medical use. Stay tuned!

For more information about APAC Innovation Summit 2016 Series, please visit www.apacinnosummit.net.

高科技家居設備、大數據分析、生物科技等等，此外，三大重點科技平台正在這科技樞紐裡面蓬勃發展中，包括：

- **機械人技術**現正向多方面發展，包括工廠自動化以至私人家居的應用；
- **智慧城市**的概念著眼點在於如何在人煙稠密城市裡連接智能設備的各種資源，以改善城市居民的生活；
- **健康老化**是全球關心的課題，香港社會因有中年人的比例相當高，故這方面的科技發展在香港尤其重要。

對應上述重點方向的發展，物聯網科技的應用將需求大增。

匯聚科研專家

「從無人飛機、擴增實境技術以至智慧家居等多方面，我們已知物聯網科技其實無處不在。」香港科技園公司行政總裁馬錦星在物聯網會議上致辭時說：「物聯網科技幫助我們把數據具體化，更重要的是，這些科技確能夠為人們帶來更便利的生活。」

香港特別行政區政府創新及科技局局長楊偉雄亦贊同物聯網對香港的未來十分重要，他說：「我深信物聯網的應用是推動香港走向再工業化的關鍵之一。作為一個

國際貿易及金融中心，香港在發展創新科技研究及物聯網應用方面實有獨特的優勢。」

麥肯錫公司大中華區香港分公司的董事葉遠揚亦指尖端科技的商業前景一片大好。他表示，很多人以為物聯網技術多只用於穿戴式設備及智能化家居，但麥肯錫公司的研究報告卻指出，當中七成的總體價值其實來自企業應用。

中國工業和信息化部規劃司李北光副司長在會上亦提到，中國在科學及技術的領域不斷增長，中國政府正為全國的製造業構建創新中心網絡。

是次會議勾劃了物聯網的發展狀況，明顯的是，物聯網科技現已在香港工業界隨處可見，而且越來越多的日常物件亦正連接起來，互相「溝通」，改善生活質素。

協作的力量

談到協作力量，香港科技園公司行政總裁馬錦星指出無論是人與人之間，還是機器之間的互通合作，均是推動世界不斷向前的力量。「近年來，我們開始認識到機器也能夠互聯協作，從而發生了像魔法似的神奇事情！」他續說：「你可以把自己看成小小的水滴，然而，小水滴可聚成大海汪洋，並能捲起一浪接一浪的科技巨潮。」

這就是協作的力量。

探索未來機械人技術的發展

香港科技園公司將繼續推動跨界別及跨學術的合作。《亞太創新峰會2016系列》的下一個峰會將於6月2至3日舉行，屆時將會介紹機械人技術的最新挑戰及趨勢，並會有專題環節探討機械人技術在工業自動化、輔助/家庭護理、教育娛樂及醫療等各方面的應用，敬請密切留意。

如欲了解更多有關《亞太創新峰會2016系列》的詳情，請瀏覽www.apacinnosummit.net網頁。



▲ Nicholas W Yang, Secretary for Innovation and Technology, HKSAR
香港特別行政區政府創新及科技局局長楊偉雄

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Preserving Biodiversity in a Concrete Jungle 在石屎森林中保育生物多樣性

Biodiversity is inherently spatial – each place is unique with different species and eco-combinations. Although much of Hong Kong is a compact urban centre, we are actually disproportionately rich in biodiversity nurtured by over 1,000 square kilometres of rugged coastline, mountain ranges and country parks. You may be surprised to know that over 260 butterfly species make their home here, four times more than in Britain; there are 1,000 types of fishes in Hong Kong waters that account for one-third of the total in the entire South China Sea; and we have almost 3,000 varieties of flowering plants, including 120 orchid and over 300 native tree species in this small territory.

What does biodiversity mean to us?

Biodiversity is more than plants, animals, micro organisms and their ecosystems – it is also about people and our need for fresh air, clean water and shelter, as well as food supplies, medicines and a livable environment. No one would argue that a rich biodiversity system brings on social and economic benefits, and a diverse ecosystem is more productive than a non-diverse

one, but such values are generally not easy to quantify. For this reason, public attention on biodiversity issues has been diverted by other more direct and immediate environmental challenges such as air pollution and waste problems.

On the global stage, world leaders signed the Convention on Biological Diversity (CBD) in 1992, promising to take steps to conserve biodiversity and fairly share the benefits of biodiversity among the general public. China joined the CBD in 1993, and extended it to Hong Kong in 2011. Although Hong Kong is not itself a Party to the CBD, we should contribute to the global targets and China's national Biodiversity Strategy and Action Plan (BSAP).

The Chamber's advocacy

The HKSAR Government and many organizations have taken a number of initiatives to promote biodiversity and nature conservation, ranging from public campaigns like the Hong Kong Biodiversity Festival to breeding programmes for specific species such as sharks and white dolphins. Other conservation measures, such



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as protection of land with high ecological values and ex-situ conservation programmes, have yielded some positive results. However, all these initiatives are rather piecemeal approaches.

The Hong Kong General Chamber of Commerce, in its response to the public consultation on developing the HKSAR's first five-year BSAP, calls for a holistic approach to develop strategic enhancements of overall ecological functions. We possess extraordinary biodiversity assets with international value, allowing us to position Hong Kong as a showcase of biodiversity in a concrete jungle.

Since public concerns over social and economic issues tend to be short-term expediency, the BSAP should focus on enhancing our existing biodiversity strengths, mainstreaming the understanding of biodiversity across the society, and engaging different sectors in the dialogue and actions, so as to enable the community to adopt a long-term common goal. To achieve this, it is essential to enhance and publicize the listing of keystone species and species with important ecological functions, in order to raise public awareness and facilitate businesses in fulfilling corporate responsibility.

The gaps

However, the consultation document seems to be vague in identifying key biodiversity issues affecting Hong Kong, as well as major knowledge gaps concerning specific ecosystem services that are important to the community. It is difficult for the general public to evaluate the opportunity cost of sacrificing biodiversity for the needs of Hong Kong people. As the successful conservation of biodiversity greatly depends on the full extent of available knowledge, as well as the commitment and participation of the community, we need to ensure that the business sector and general public are well informed about the implications and impact of deteriorating biodiversity, and to develop a positive attitude to protect our ecosystems.

Another gap is the “inter-departmental disconnection” within the Government in implementing various environmental initiatives, probably due to the lack of expertise in government authorities and a strong leadership to coordinate a collective effort. As conservation policy is intimately linked to economic, land, development and other major policies, the Government should

生物多樣性在本質上涉及空間因素——每個地方都各有不同的物種和生態組合。香港雖然是個人煙稠密的都市，但卻擁有超過一千平方公里的曲折海岸線、綿延的山脈及風景怡人的郊野公園，孕育出異常豐饒的生物多樣性。你或許會對以下數據感到驚訝：超過260種蝴蝶以香港為家，比英國多出四倍；香港水域擁有約1,000種魚類，佔整個南中國海魚類總數的三分之一；我們還可在這彈丸之地找到約3,000種開花植物，包括120種蘭花和超過300種本地樹木。

生物多樣性對我們有何意義？

生物多樣性不僅牽涉動植物、微生物和牠們的生態系統，還關乎人類，以及我們對清新空氣、清潔食水和居所、食物供應、藥物和宜居環境的需求。無疑，富饒的生物多樣性系統可帶來社會和經濟效益，而具多樣性的生態系統亦比缺乏多樣性的生態系統更具生產力，但這些價值一般難以量化。因此，公眾對生物多樣性的關注已轉移至其他更直接和迫切的環境議題，如空氣污染和廢物問題。

在國際層面上，全球領袖於1992年簽署了《生物多樣性公約》（《公約》），承諾採取行動保育生物多樣性，並公平分享生物多樣性帶來的惠益。中國於1993年簽署《公約》，並於2011年把其適用範圍延伸至香港。雖然香港本身並非《公約》締約方，但我們也應為全球目標和國家推行的《生物多樣性策略及行動計劃》（《計劃》）盡一分力。

總商會倡議

香港特區政府和許多機構已推出了多項措施，推廣生物多樣性和自然保育，包括公眾活動如香港生物多樣性節，以及鯊魚和白海豚等特定物種的繁殖計劃。其他保育措施如保育具高生態價值的土地和遷地保護計劃，亦已取得若干正面的成效。然而，此等措施均流於零散。

政府已就擬訂香港特區的首個五年《計劃》展開公眾諮詢。香港總商會在建議書中，促請當局制訂全面的方案，策略性地優化整體生態功能。我們擁有極其豐富、具國際價值的生物多樣性資產，可以把香港這片石屎森林定位為生物多樣性的示範平台。

strengthen its understanding of the links between biodiversity and other policies, advocate a more integrated approach to engage all departments in policy development and implementation, and develop a review mechanism to deal with conflicting policy interests.

The business perspectives

Market mechanism is always a powerful complement to the Government's policies and strategies, and so bringing conservation and business together to deliver concrete biodiversity outcomes through the market should be the most effective way to drive ecosystem management. Unfortunately, under the current CBD framework, businesses do not have a clearly defined role in the process of formulating policy solutions to tackle biodiversity loss. To scale up an effective policy development, it is important to leverage market forces

鑒於大眾對社會和經濟議題往往傾向於滿足短期需要，因此《計劃》應專注加強現有的生物多樣性優勢、把生物多樣性的認知主流化，並邀請各界參與討論和行動，讓社會能夠邁向長遠的共同目標。為此，政府必須優化和推廣獲指定為關鍵和具重要生態功能的物種，以提高公眾的意識，並促進商界履行企業責任。

缺口

不過，諮詢文件似乎未有清楚識別影響香港的主要生物多樣性議題，以及特定生態系統服務的主要知識缺口。因此，市民實在難以評估為滿足港人需要而犧牲生物多樣性的機會成本。要成功保育生物多樣性，很大程度上取決於對現有知識的充分了解，以及社會的承擔和參與，因此我們要確保商界和市民明白生物多樣性日漸減少的後果和影響，並建立正面的態度，以保護生態系統。

另一缺口是政府在推出不同環保政策時，部門之間往往不能互相配合，原因可能是政府部門缺乏專門技術和強而有力的領導，就一項集體工作進行協調。由於保育政策與經濟、土地、發展和其他重要政策息息相關，政府應加強各部門認識生物多樣性與其他政策之間的關聯；採取更綜合的方式，讓所有部門參與政策的發展和實施過程；以及制訂檢討機制，以處理政策上的利益衝突。

商業觀點

市場機制一直為政府政策和策略提供有效的支援，故此讓商界參與保育，透過市場達到具體的保護生物多樣性成果，應為推動生態系統管理最有效的方法。可惜在現有的《公約》框架下，為應對生物多樣性的損失而制訂政策方案的過程中，商界並沒有明確的角色。為促進有效的政策發展，當局必須運用市場力量，為保育創造經濟誘因，以推動企業把生物多樣性和生態系統的價值納入商業決策過程，並為企業提供公平的競爭環境。除了風險管理，也應探討生物多樣性保育所衍生的生態產品和生態商業服務的市場潛力和商機。

《計劃》的實施或會影響部分企業，以物業發展和建築業尤甚，並為供應鏈的運作帶來其他較不明顯的轉變。由於主流化是

and create economic incentives for conservation to drive the inclusion of biodiversity and ecosystem value in the business decision process, and level the playing field between businesses. Apart from risk management, it is also worthwhile to conduct research on the market potential and opportunities for ecological products and eco-business services brought about by the conservation of biodiversity.

The implementation of the BSAP may impact some businesses, in particular property development and construction sectors, and bring in other less visible changes in supply chain operations. As mainstreaming is the key for biodiversity conservation, the Government should provide more support to the business sector, especially SMEs, and introduce incentive schemes for businesses to develop biodiversity enhancement projects. These could include educational programmes

生物多樣性保育的重點工作，政府應為商界特別是中小企提供更多支援，並推出計劃推動企業開發生物多樣性的優化項目，當中包括教育計劃，以鼓勵在管理決策中引入生物多樣性的因素、以土地換取高生態價值的私人土地、在市區物業發展中推廣原生植物景觀設計，以及類似的措施。

參與及務實的方案

我們認為政府應持續加強現有的保育措施，並在主要發展政策中引入生物多樣性的因素，同時強調明確性和可預測性乃至關重要，讓企業可及早計劃，以應對任何的 policy 轉變和新規定，例

如法例修訂，以填補環境影響評估與公眾期望之間的差距，並促進發展項目的前期決策過程，特別是一些位於生態易受影響的地方的項目。若針對特定不可持續的產品引入進口禁令，政府應在制訂政策前與供應鏈上的貿易業界進行討論，並給予適當的寬限期，以便有效過渡。

隨著香港經濟不斷發展，生活空間日趨都市化，氣候變化的影響亦愈來愈明顯，我們必須謀事以智，把生物多樣性的價值融入社會各界的主流。我們鼓勵政府及早就發展項目進行持分者參與活動，探求務實的解決方案，以達至可持續發展和保育生物多樣性之餘，同時亦可促進本港的經濟發展和維持競爭力。✿



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to encourage the incorporation of biodiversity considerations into management decisions, land exchange for high ecological private land, promotion of native plant landscape design in urban property developments, and similar measures.

Engagements and pragmatic solutions

While the Government should continue to enhance existing conservation measures and incorporate biodiversity considerations into major development policies, we would like to emphasize the critical importance of providing certainty and predictability so that businesses can plan well ahead in response to any policy changes and new requirements such as regulatory amendments to fill the gap between the Environmental Impact Assessment and public expectations, and facilitate their decision-making process in carrying out development

projects at an earlier stage, particularly those in ecologically sensitive areas. If import bans on specific unsustainable products are to be introduced, the Government should engage the trade sectors along the supply chain in discussion prior to policy formulation and provide an appropriate grace period for effective transition.

As Hong Kong's economy continues to develop, living places become more urbanized, and the impact of climate change becomes more apparent, we have to work harder and smarter to mainstream the value of biodiversity across all sectors. We encourage the Government to conduct early stakeholder engagement exercises on development projects to find pragmatic solutions that will achieve sustainable development and conserve our biodiversity, while facilitating Hong Kong's economic development and maintaining our competitiveness. ✿

HKGCC Seizes First-mover Advantage in Iran

總商會在伊朗早著先機

The first major Hong Kong business delegation to visit the country since the lifting of sanctions explores trade and investment opportunities in Tehran, Mashhad and Isfahan

自制裁解除以來，香港首個主要的商業代表團到訪伊朗，探索德黑蘭、馬什哈德及伊斯法罕的貿易投資機遇

“Iran is very different from how I imagined it would be,” said Kelven Ka-shing Lit, Director, Censpot Trading Corporation. “People are very friendly, well-educated and open; shopping centres have the latest electronics and everywhere is so clean!”

Lit wasn't the only person on the Chamber's 19-member delegation to Iran who felt that way. The eight-day mission from 2-9 April visited the major cities of Tehran, Mashhad and Isfahan to explore opportunities for business cooperation and meet potential partners in line with the Mainland's Belt & Road ini-

tiative, and following the lifting of sanctions on Iran as a result of the successful outcome of the “five plus one” negotiations.

Commenting on the trip upon returning to Hong Kong, Chairman of HKGCC's Asia & Africa Committee and mission leader Andrew Wells, said that delegates were surprised by the level of sophisticated development that the country had achieved, despite years of sanctions, largely on its own initiative.

“People were welcoming and open, well-educated, proud of their heritage and eager to engage with international businesses,” he said.

“Delegates agreed that Iran today is completely different from the way it is often portrayed in the international media. We have no doubt that there are highly profitable opportunities in a wide range of sectors for Hong Kong companies entering the world's largest remaining untapped market in the year ahead.”

The Chamber's mission was the first major business delegation to visit the country since the lifting of sanctions. The potential for Hong Kong businesses to invest in everything from airports to hotels to health spas is great, and entirely practical given normal due diligence. The country is in need of new infrastructure and public utilities which are aging due to sanctions. Iranian SMEs are eager to partner with Hong Kong companies for trading in goods and services.

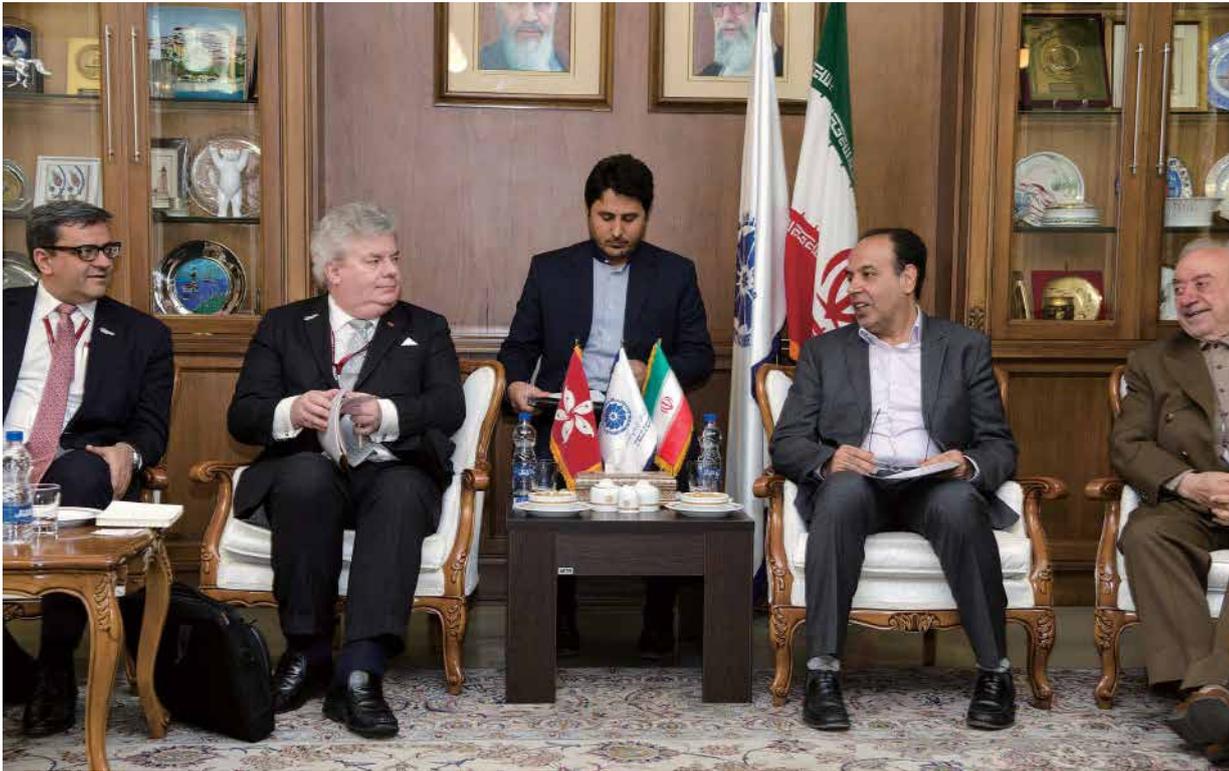
Mainland Chinese and Taiwanese companies, and also some Hong Kong firms, have been doing business with Iran for many years and are looking to expand their footprint in the country now that sanctions have been lifted, said mission advisor and deputy leader Behzad Mirzaei.

Hong Kong's competitors, such as Singapore, are actively exploring opportunities. A 57-member delegation led by the Singapore Business Federation organized a five-day mis-



Dr Abdolnaser Hemmati, Chairman & Managing Director, Bank Melli Iran, said foreign banks are being cautious about restarting financial services with Iran, but he is optimistic this will change later this year.

伊朗國家銀行主席及董事總經理Abdolnaser Hemmati博士表示，外國銀行對在伊朗重新提供金融服務，仍持謹慎態度，但他認為情況將於今年稍後好轉。



Mohsen Jalalpour, President, Iran Chamber of Commerce, Industries, Mines & Agriculture, welcomed the Chamber's delegation to Iran.

伊朗商工礦農總商會主席Mohsen Jalalpour 歡迎總商會代表團到訪伊朗。

Members met with Iranian SMEs looking for products and services during business matching meetings.

團員在商業配對期間，與尋求不同產品和服務的伊朗中小企業會面。

sion to Iran on 26 February. “The delegation was eager to get in on the second-largest economy in the Middle East with an estimated gross domestic product (GDP) of US\$406.3 billion in 2014”, said Mirzaei.

“Companies around the world are all hoping to get a first-mover advantage in this last frontier market. Of course some difficulties still exist in opening letters of credit and payments, but these will ease once financial services are fully normalized.”

Banking frustrations?

Dr Abdolnaser Hemmati, Chairman and Managing Director of Bank Melli Iran, explained that the lifting of sanctions means that overseas banks are free to provide banking services for business transactions in Iran. Some European banks, notably in Switzerland and Austria, were already offering financial services to their customers doing business with Iran and others are expected to follow.

Following the visit on 12 April to Tehran of Italian Prime Minister Matteo Renzi, for example, deals worth billions of dollars were signed between Italy and Iran, and Italian banks agreed to extend US\$5 billion to Iran in credit and export guarantees. France and other countries previously wary of the sanctions regime have made comparable moves.

Dr Hemmati admitted that many banks remain cautious, as



Members attended a briefing with Invest in Iran to hear what assistance the government can give to foreign businesses investing in Iran. 團員出席Invest in Iran的簡介會，了解伊朗政府為當地投資的外國企業提供的協助。



Pang Sen, Chinese Ambassador to Iran, hosted a dinner for the Chamber's delegation and said he has seen a steady flow of business delegations from around the world visiting Iran.

中國駐伊朗大使龐森設晚宴招待本會代表團，並表示有愈來愈多來自世界各地的商務考察團到訪伊朗。

they await the U.S. to clarify the details of its post-sanctions financial relations with Iran. Whilst the U.S. State Department has said that it is not standing in the way of foreign banks, as long as those transactions do not go through the U.S. financial system, the fact that most international banks do have important operations in the U.S. understandably leads to nervousness in the short term. Iranian Prime Minister Hassan Rouhani has urged investors to look at the wider picture. “All countries with successful economies – like China, India and South Korea – owe their achievements to foreign investment, technology and exports,” he said in a recent interview with the Financial Times.

He who hesitates

China's Ambassador to Iran, Pang Sen, gave HKGCC's delegates seasoned advice during their meeting with him in Tehran. He encouraged HKGCC to play an active role in promoting economic cooperation between Hong Kong and Iran. Bilateral trade between China and Iran stood at US\$31.09 billion in 2015, and although a large proportion of that figure was energy and commodity exports, Iran imported around US\$14 billion worth of goods from China, with foodstuff accounting for the lion's share of imports. Ambassador Pang has been the recipient of a flow of delegations from around the world since Iran's re-entry into the global economy, but he agreed that some businesses

worry about the legal protection of their investments.

Addressing this concern, Dr Mojtaba Mousavian, Director General of Foreign Trade, Ministry of Industry, Mine and Trade Promotion, explained to delegates that all foreign investments are protected under the Iranian Foreign Investment Protection and Promotion Act. Tax incentives are also available to foreign investors, including lengthy import duty and profits tax holidays for businesses in certain sectors operating in investment zones.

For general trading, deputy mission leader Neville Shroff emphasized that Iranian companies were eager to do business with Hong Kong companies. He himself has been doing business for many years



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主辦機構 Organiser:



Hong Kong General Chamber of Commerce
香港總商會1861



Members discussed potential opportunities with local firms during business matching meetings.
團員在商業配對期間，與當地企業討論潛在的合作機會。

with customers in Iran, who are in fact among the most demanding when it comes to quality.

“They are very concerned about the quality of goods and not just worried about the price,” he said. “We saw this with companies that we met with in Isfahan, so I would advise Hong Kong companies to examine how they can help satisfy demand for quality goods and services.”

Isfahan, home to developed heavy and service industries contributing nearly 10% of the country’s GDP, is also a key tourism destination. It is also home to many UNESCO sites, and is actively seeking investment in hotel and supporting infrastructure to accommodate the rising inflow of tourists.

Delegate Shanling Guo, founder of the travel-focused China Golden Bridge Group, said that the natural and historical sights of Isfahan, and other Iranian UNESCO sites, would have great appeal for Hong Kong tourists looking for unique holidays – without giving up their creature comforts.

Dr Fereydoun Allahyari, General Manager, Cultural Heritage, Handicrafts & Tourism, Isfahan Province, agreed that there was a pressing need to build more quality hotels in Iran’s number-one tourist destination to accommodate the expected influx of tourists that are expected to start flowing with the lifting of sanctions.

Summing up the mission, Wells said: “Hong Kong businesses need to get ready to play an important role in restoring Iran’s international trade potential and its role as a key junction in China’s Belt & Road initiative, which has a high place on the agenda both of the Government of the Hong Kong SAR and the Central Government of the PRC. Chamber members now have a first-mover advantage: we know both the opportunities Iran can offer, as well as the challenges. I advise other Hong Kong businesses to see for themselves and talk to Iranian companies as soon as possible – or risk being left behind by our competitors.”



Members toured Seraj Noor Toos Manufacturing Company's factory, which is a successful joint venture with a Taiwanese automobile parts company.
代表團參觀Seraj Noor Toos Manufacturing Company的工廠。工廠由該公司與台灣一家汽車零件公司聯合經營。

Mojtaba Mousavian, Director General, Foreign Trade Promotion Organization of Iran, said he hoped the Chamber's visit will help strengthen trade between Hong Kong and Iran. 伊朗工礦貿易部貿易促進組織亞太司總司長Mojtaba Mousavian希望是次考察能有助加強香港及伊朗的貿易往來。



Dr Fereydoun Allahyari, General Manager, from the Tourism Organization of Isfahan, hosted a meeting with delegates at the famous Hotel Abbasi to discuss opportunities in the city's tourism sector. 伊斯法罕省文化遺產、手工藝及旅遊總經理 Fereydoun Allahyari 博士在著名的 Hotel Abbasi 主持會議，與團員討論該市旅遊業的商機。

「真正的伊朗，與我想像中的截然不同。」明匯經貿有限公司董事列家誠說：「當地人親切友善、教育程度高、思想開明；購物商場設有最新的電子設備，到處都很潔淨！」

除了列先生，其他團員亦有同感。總商會於4月2日至9日率領19人代表團赴伊朗考察，在為期八天的行程中，團員先後到訪德黑蘭、馬什哈德及伊斯法罕這三大城市，探索伊朗於「五加一」談判取得成果而獲解除制裁後，配合中國「一帶一路」策略所創造的商業合作機遇，並與潛在的業務夥伴會面。

總商會亞洲及非洲委員會主席及團長華賢仕於返港後表示，儘管經歷了多年

的制裁，該國仍能憑一己之力達到高度的發展水平，團員對此感到驚訝。

他說：「當地人熱情好客、思想開明、教育程度高，對國家的文化傳統感到自豪，並且渴望接觸世界各地的企業。」他續道：「團員認同如今的伊朗與國際傳媒普遍描繪的面貌截然不同。我們深信，當地不同的行業將帶來可觀的商機，香港企業可藉此進軍全球最大的未開發市場。」

自解除制裁以來，總商會為首個到訪伊朗的主要商業代表團。當地從機場、酒店到保健水療等各個領域，都為港企提供龐大的投資潛力，而通過一般的盡職審查，商機往往切實可行。經過多年

制裁，該國的基建和公用設施都已老舊，急需翻新。伊朗中小企熱切希望與香港企業合作，開展貨物及服務貿易。

訪問團顧問及副團長苗澤文表示，內地、台灣及部分香港企業多年來一直與伊朗經商，隨著制裁解除，他們正尋求更多發展機會。

香港的競爭者如新加坡，正積極探索當地商機。新加坡工商聯合總會於2月26日帶領57人代表團，前往伊朗展開為期五天的考察行程。苗澤文說：「代表團渴望進軍中東第二大經濟體，當地2014年的GDP估計達到4,063億美元。」

「各地企業紛紛希望在全球最後一個邊陲市場中先拔頭籌。當然，簽發信用



Delegates toured Bita Saffron Factory to see food processing in action in Mashhad.

代表團在馬什哈德參觀Bita Saffron Factory，親身了解食物加工的過程。

狀及付款仍然存在種種困難，但當金融服務全面規範化後，這些困難應可得到解決。」

銀行服務欠全面？

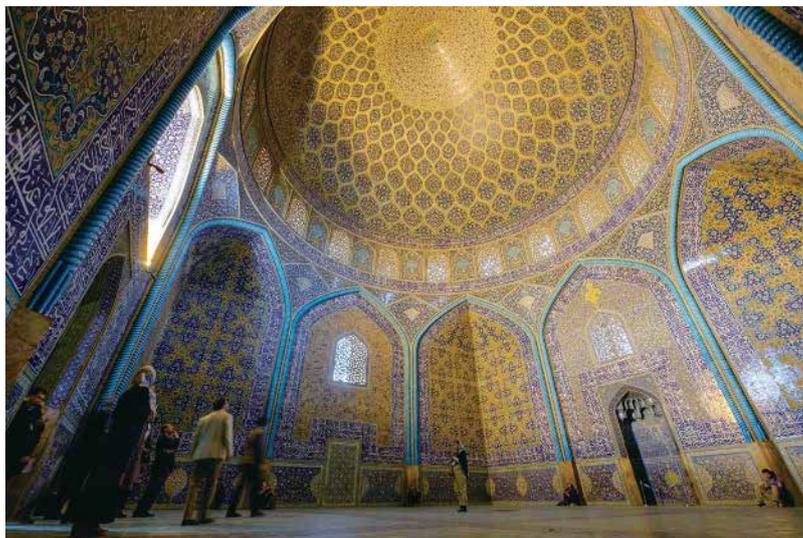
伊朗國家銀行主席及董事總經理 Abdolnaser Hemmati 博士解釋，解除經濟制裁代表海外銀行可為伊朗的業務交易提供服務。部分歐洲銀行，尤其是瑞士及奧地利銀行，現已為在伊朗經商的客戶提供金融服務，預期其他銀行將會陸續跟隨。

例如，繼意大利總理倫齊於4月12日出訪德黑蘭後，意大利與伊朗簽訂了總值達數十億美元的交易，而意大利銀行亦同意向伊朗提供50億美元的信用和出口擔保。法國及其他國家先前對制裁持謹慎態度，如今亦已推出類似的措施。

Hemmati 博士承認，許多銀行仍持謹慎態度，有待美國釐清後制裁時代與伊朗的金融關係。儘管美國國務院已表明，只要交易不經美國的金融體系進行，外國銀行就不會遇到障礙，但事實是大部分國際銀行都在美國設有重要的業務，這難免在短期內帶來緊張不安的氣氛。伊朗總理魯哈尼已呼籲投資者放眼大局。他近日接受《金融時報》專訪時表示：「所有成功的經濟國家——如中國、印度和南韓，都應把他們的成就歸功於外國投資、科技和出口。」

當機立斷

中國駐伊朗大使龐森於德黑蘭接見本會代表團期間，為團員提供了一些寶貴意見，並鼓勵總商會擔當積極角色，推廣香



港和伊朗之間的經貿合作。2015年，中國與伊朗的雙邊貿易額為310.9億美元，雖然有關數字很大部分來自能源和商品出口，惟伊朗從中國進口的貨物亦達140億美元左右，種類以食品為主。伊朗重返全球市場以來，龐大使先後接待了多個來自世界各地的代表團，他承認部分企業擔心在當地投資的法律保障。

就此，伊朗工礦貿易部貿易促進組織亞太司總司長 Mojtaba Mousavian 博士向團員解釋，海外投資一律受到《伊朗外商投資促進與保護法》的保障。海外投資者亦可享有稅務優惠，包括為進駐投資區而又從事若干產業的公司提供進口稅及利得稅免稅期。

一般貿易方面，副團長尼維利施樂富強調，伊朗公司期望與港企合作。根據

他多年在伊朗從商的經驗，當地客戶對質素極之講究。

「他們十分注重產品質素，而非只著眼於價錢。」他又說：「在伊斯法罕接觸多家企業期間，我們觀察到他們重視品質，因此我建議香港企業探討如何協助滿足當地對優質產品和服務的需求。」

伊斯法罕是主要的重工業及服務業中心，佔伊朗GDP約10%，亦是重要的旅遊目的地，擁有眾多UNESCO世界文化遺產。該市現正積極尋求酒店業及配套基建方面的投資，以滿足日益增加的旅客。

團員及旅行社中國金橋集團創始人郭善玲指出，伊斯法罕和伊朗擁有19項UNESCO世界遺產，這些自然和歷史名勝對香港遊客極具吸引力，既可體驗獨特難忘的旅程，同時亦可滿足物質上的享受。

伊斯法罕省文化遺產、手工藝及旅遊總經理 Fereydoon Allahyari 博士認同，隨著當地解除制裁，預期遊客會蜂擁而至，故當局急需在伊朗首要的旅遊點興建更多優質酒店，以應付市場需求。

華賢仕總結是次行程時表示：「伊朗正恢復國際貿易的潛力，並成為『一帶一路』的重要樞紐，香港企業應做好準備，從中發揮重要的角色，以配合香港特區政府和中央政府的目標。總商會會員可早著先機，藉今次行程了解當地的機遇及挑戰。我建議其他香港企業及早親身了解伊朗的情況，與當地企業多作溝通，以免落後於競爭對手。」



Delegates enjoyed a traditional Iranian dinner on the final evening of the mission. 代表團在回港前一晚享用傳統伊朗晚餐。

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What's Next for Ricky Wong?

Nicknamed 'telecommunications magic boy', Ricky Wong seems to have a knack for overcoming entrepreneurial odds. The Bulletin's Assistant Editor Cathy Au Young spoke with Wong about how he grew L300 into a business empire worth \$2 billion. He shares management tips, as well as what is next for this entrepreneurial Hong Kong entrepreneur.

吳錫儀 在通訊業中展現了驚人的才華，他創辦的 L300 通訊集團在短短幾年內，便成為香港最大的通訊服務商之一。他與本報副編輯 Cathy Au Young 分享了他是如何將 L300 發展成一個價值 20 億美元的商業帝國，並分享了他在管理方面的經驗。此外，他也談到了他對未來的展望。

把夢想變為事實的

Covers Story 封面故事

The Chamber officially launches the Hong Kong Entrepreneur Club (HKEC) this month with the launch of the next generation of young business leaders. The Club's Executive Editor Cathy Au Young spoke with the club's members: Chairman Oscar Chan, and Vice Chairmen Eric Fok, Joseph Chan and Bill Wong, about their unique backgrounds, as well as their own strategies for success. Interview by Jeremy Chan.

Executive Club: 培育新一代的年青商界領袖

本會將於本月正式推出香港創業家俱樂部 (HKEC)，並邀請本會副編輯 Cathy Au Young 專訪該會成員：主席陳國強、副主席何國輝、何國輝、何國輝、何國輝，談談他們的獨特背景，以及他們的成功策略。訪問：陳傑明。

- Reach Hong Kong's Business Community

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Flat Trade, Slow Economies

The first half of 2013 didn't look so good as many might have hoped, writes David Osher

雖然 2013 年上半年的表現可能不如許多人所希望的那么好，David Osher 如是寫道。

Economic Insights 經濟透視

The Land Policy dilemma

地政政策的困境

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China Trade

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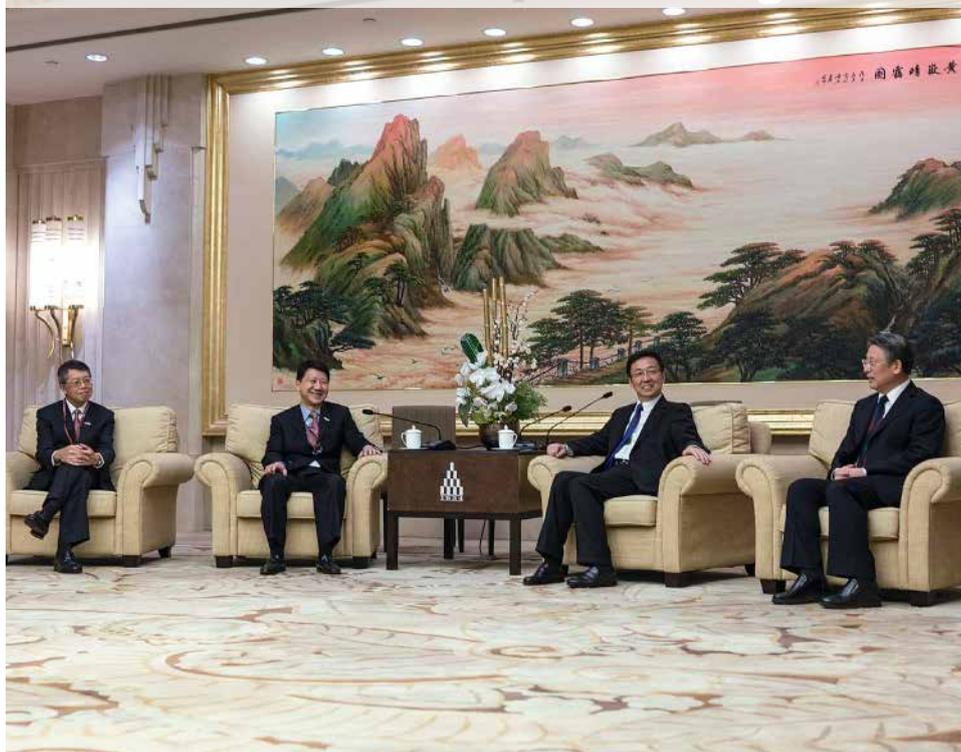
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The HKGCC delegation met with Han Zheng, Secretary of the Shanghai Committee of the Communist Party of China, second from right.
總商會代表團與上海市委書記韓正（右二）會面。



Strengthening Shanghai-Hong Kong

Shanghai's rapid development over the past decade has transformed the city into the Mainland's leading trading and financial centre. It also has its eye on becoming an internationally renowned sustainable metropolis.

Hong Kong has maintained close and mutually beneficial relations with Shanghai, which expanded following the establishment of the Shanghai Free Trade Zone and the launch of the Shanghai-Hong Kong Stock Connect.

As China is actively pushing forward with its 13th Five-Year Plan and the Belt and Road initiative, these development plans will foster even closer cooperation, said Chamber Chairman YK Pang, who led the Chamber's high-level busi-



Delegates met with Zhang Xiaosong, Director General, and Zhou Yajun, Deputy Director of the Hong Kong and Macao Affairs Office of the Shanghai Municipal People's Government.
團員與上海市港澳辦主任張小松、副主任周亞軍會面。



Cooperation 加強滬港合作

ness delegation to Shanghai on 13 April. During the two-day trip, delegates called on leaders from the Shanghai Municipal Government and visited Lujiazui Financial Area of the Shanghai Free Trade Zone.

Shanghai's 13th Five-Year Plan

Han Zheng, Secretary of the Shanghai Committee of the Communist Party of China, told members he is confident that Shanghai can develop into an international economic, financial, trading and shipping centre within the 13th Five-Year Plan period.

Han explained that in addition to fostering economic development, the Shanghai Government also strives to build a comfortable,

warm and harmonious community for its residents. However, the city has its problems. Given its aging population, as well as transportation, housing and energy challenges, he said the government aims to cap the city's population at 25 million

by 2020. While these may be challenges for the administration, they are opportunities for businesses.

“Cooperation between Shanghai and Hong Kong will not be limited to economic and trade development, but will also cover other areas, such as



The delegation attended a lunch hosted by Zhang Xiaosong, Director General of the Hong Kong and Macao Affairs Office of the Shanghai Municipal People's Government. 代表團出席由上海市港澳辦主任張小松主持的午宴。



The delegates met with Jian Danian, Deputy Director, China (Shanghai) Pilot Free Trade Zone Administration, and Deputy Governor, Shanghai Pudong New Area.
團員與上海自貿區管委會副主任、浦東新區副區長簡大年會面。

social, transport infrastructure, cultural and medical services,” he said.

Mission leader YK Pang said Shanghai is the preferred city for Hong Kong businesses investing in the Mainland. The HKSAR has been the leading foreign investor in the city for several years. In 2015, more than 2,500 investment projects in Shanghai originated from Hong Kong, valued at US\$40.9 billion.

“Shanghai is the Mainland’s largest economic centre and an important coastal city. As a leading city in the Yangtze River Delta, Shanghai will play a key role in developing a world-class cluster of cities in the Yangtze River Delta under the 13th Five-Year Plan. Hong Kong businesses will certainly grasp these opportunities,” he said.

Han said building a world-class technological innovation hub is a key socio-economic development objective for Shanghai under the 13th Five-Year Plan. To achieve this, the city will focus on attracting investment from the innovation and technology sector and commit to establishing a comprehensive national science centre.

Shanghai-Hong Kong financial cooperation

The Shanghai-Hong Kong Stock Connect, officially launched in 2014, has established mutual stock mar-

ket access between Hong Kong and Shanghai, which helps deepen and broaden the capital markets in both places. Pan Xuexian, Chairman of the Board of Supervisors, Shanghai Stock Exchange, said the scheme has achieved great results. He believes that since Mainland enterprises were mainly financed by bank loans in the past, there is much room for the development of onshore and offshore bond markets as these enterprises can now raise funds via the bond and stock markets.

While the Shanghai Municipal Government has rolled out 40 financial reform measures, Hong Kong’s mature financial sector and the Mainland’s support under the 13th Five-Year Plan will strengthen Hong Kong’s role as an offshore RMB centre and an international asset management centre.

“Building on the foundations of the ‘Shanghai-Hong Kong Stock Connect,’ Shanghai and Hong Kong can seek to further cooperate by providing more innovative financial products and services for cross-border investment and financing,” said Stephen Ng, deputy leader of the mission.

Shanghai FTZ as the most open window in China

The China (Shanghai) Pilot Free Trade Zone (Shanghai FTZ) will celebrate its third anniversary

in September this year, and is now embarking on a three-year review. The Shanghai FTZ became the first pilot zone to adopt a “negative list” management mode for foreign investment in the Mainland. The move signified a fundamental change from the traditional investment approach.

Jian Danian, Deputy Director of China (Shanghai) Pilot Free Trade Zone Administration, said, “Over the past two years, the Shanghai FTZ continued to expand and proactively promoted administrative and financial reforms. Our goal was to improve and streamline the system in line with international practices, which resulted in a lot of foreign enterprises and banks setting up offices in the zone.”

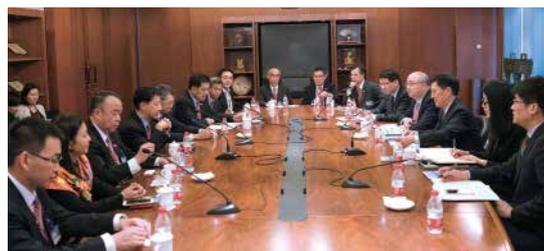
Despite the Shanghai FTZ occupying only roughly 1/50th of the city’s area, it generates one-quarter of the city’s GDP. The implementation of the cross-border cash pooling and filing regime for foreign invested projects has made the Shanghai FTZ the most open window in Mainland China.

Breakthroughs in foreign investment

Shan Yuying, Chairwoman of the Shanghai Municipal Commission of Commerce, said contracted foreign investment and foreign



The new face of Lujiazui Financial Area, which delegates visited.
代表團參觀全新面貌的陸家嘴金融城。



Delegates met with Pan Xuexian, Chairman of the Board of Supervisors, Shanghai Stock Exchange.

代表團與上海證券交易所監事長潘學先會面。

direct investment exceeded US\$50 billion in 2015, and that more than 500 multinational enterprises had set up their regional headquarters in the city. She added, “In addition to developing into an international trading centre and scientific innovation hub, Shanghai is also looking to establish itself as an international consumer city and fashion capital.”

Shanghai and Hong Kong businesses go global together

The Shanghai Municipal Government is encouraging local companies to go global. At present, more than half of the city’s overseas investment is in the form of M&As, which has helped China’s global integration and enhanced its companies. The Shanghai Municipal Government has signed trade agreements with 64 countries and regions along the Belt & Road route, and it is encouraging businesses to invest in those countries.

Deputy leader PC Yu said, “Hong Kong businesses have taken a keen interest in the investment opportunities presented by the Belt & Road initiative. With our talent pool, sound financial and legal systems, as well as close ties with Southeast Asian countries, Shanghai enterprises can utilize Hong Kong as a financing platform so that we can develop Belt & Road projects together.”

Pang added that as both cities have their own unique advantages, there is still ample room for cooperation. He encouraged enterprises in both areas to seize opportunities arising from the 13th Five-Year Plan and the Belt & Road initiative, explore mutually beneficial areas for cooperation and make stronger contributions to the future development of the country. 🌸

The delegation called on leaders from various ministries and departments, including:

- Han Zheng, Secretary of the Shanghai Committee of the Communist Party of China
- Shan Yuying, Chairwoman, Shanghai Municipal Commission of Commerce
- Zhang Xiaosong, Director General, and Zhou Yajun, Deputy Director of the Hong Kong & Macao Affairs Office of Shanghai Municipal People’s Government
- Jian Danian, Deputy Director, China (Shanghai) Pilot Free Trade Zone Administration, and Deputy Governor, Shanghai Pudong New Area
- Pan Xuexian, Chairman of the Board of Supervisors, Shanghai Stock Exchange
- Jin Liang, Deputy Chairman of the Shanghai Federation of Industry and Commerce
- Victoria Tang, Director of the Hong Kong Economic and Trade Affairs in Shanghai, Government of the Hong Kong Special Administrative Region
- Samson Chan, Vice Chairman of the Hong Kong Chamber of Commerce in China-Shanghai



Delegates visited the Shanghai Stock Exchange. 代表團參觀上海證券交易所。

過去十年，上海發展一日千里，不僅成為國內主要的商貿和金融中心，更致力建設可持續發展的國際級大都會。香港與上海一直保持緊密互利的合作關係，近年上海自貿區的成立，加上滬港通的推出，兩地的合作領域進一步擴大。

總商會主席彭耀佳於4月13至14日率領高層代表團訪問上海時表示，隨著國家積極推動「十三五」規劃及「一帶一路」策略，這些發展將促進兩地更緊密合作。在兩天的考察期間，團員拜訪了上海市領導及多個單位，並參觀了上海自貿區陸家嘴金融城。

上海「十三五」目標

上海市委書記韓正會見訪問團時指出，上海有信心在「十三五」期內基本建成國際經濟、金融、貿易和航運中心。

他解釋，上海政府在經濟發展上不斷努力外，也積極為市民建設人性化、溫馨和諧的社區環境。然而，人口老化、交通運輸、住房和能源消耗，都是當地面對的問題。他指出，政府的目標是到2020年把人口控制在2,500萬之內。儘管這些問題或會為政府帶來挑戰，但卻為企業創造機遇。

他說：「未來滬港合作，將不限於經濟貿易層面，而是擴展至多方面，如社會、交通建設、文化和醫療等領域的合作。」

團長彭耀佳表示，上海是香港首選的國內投資城市，香港近年一直在上海外資投資排名首位。單在2015年，香港在上海投資的項目已超過2,500個，合同外資金額達409億美元。

他又說：「上海是內地最大的經濟中心，也是重要的港口城市，在長三角擁有領先地位。「十三五」規劃提出要『建設長三角世界級城市群』，上海在達成這目標上將擔當重要的角色，香港商界必然會把握先機。」

韓正續說，建設全球科技創新中心是「十三五」時期，上海社會經濟發展的重大目標。為此，該市將重點吸引更多科研創新的產業落戶，並積極建設綜合性國家科學中心，為上海的長遠經濟發展打好更穩固的基礎。

滬港金融合作

「滬港通」在2014年正式啟動，打通了香港與上海的證券市場，有助深化和擴闊兩地資本市場。上海證券交易所黨委副書記、監事長潘學先表示「滬港通」的效果不錯，並認為在岸離岸債券

市場有很大發展空間，因為國內企業以往主要依賴銀行貸款，未來可透過債券和股票市場融資。

此外，上海市政府全力鼓勵金融創新，並推出了「金改40條」。香港金融業發展成熟，加上國家「十三五」規劃的支持，將可加強香港作為全球離岸人民幣業務樞紐的地位，以及國際資產管理中心的功能。

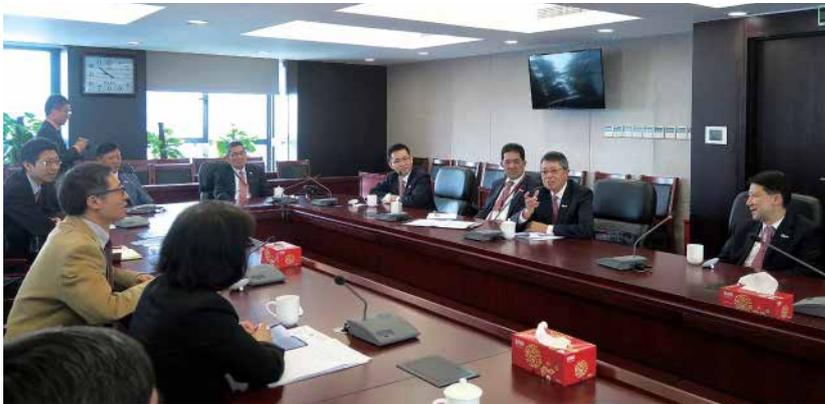
副團長吳天海說：「在『滬港通』的基礎上，兩地金融機構可進一步加強合作，為企業跨境投融資提供更多創新的金融產品和服務。」

上海自貿區為中國最開放的窗口

上海自貿區於今年9月便營運了三年，現正著手三年檢討。該區是國內首個以「負面清單」管理外商投資的試驗基地，將傳統管理思維根本改變。

上海自貿區副主任簡大年表示：「過去兩年多，不斷擴區及積極推動行政管理及金融改革，務求簡化制度，與世界接軌。現時，區內已吸納了相當多的外資企業及銀行進駐。」

上海自貿區雖佔上海市僅約1/50的面積，卻創造了全市1/4的生產總值。事實上，跨境資金池的政策及投資備案制的實行，使該區成為中國最開放的窗口。



Shan Yuying, Chairwoman, Shanghai Municipal Commission of Commerce, met with the delegation. 上海市商務委員會主任尚玉英接見代表團。



The delegation enjoyed camaraderie and laughter during dinner. 代表團在晚宴期間廣交朋友，歡渡愉快晚上。



Jin Liang, Deputy Chairman of the Shanghai Federation of Industry and Commerce, hosted a lunch for the delegates.
上海市工商聯合會副主席金亮設午宴招待代表團。



上海三個突破

上海市商務委員會主任尚玉英指出，2015年上海突破了三個500，包括新增合同外資及對外直接投資均突破500億美元，以及跨國公司地區總部超過500家。她又說：「上海除了目標建設國際貿易中心、科創樞紐，還研究發展成為國際消費城市、時尚之都。」

滬港企業攜手走出去

上海市政府鼓勵企業走出去，現時超過一半的對外投資是以併購形式實現全球資源整合，改善企業的效率。當地政府已與「一帶一路」沿線64個地區簽署了貿易合作協議，並鼓勵企業到這些地區投資。

副團長余鵬春說：「香港企業非常關注『一帶一路』的投資機遇。香港有人才、金融及法治制度完善，與東南亞國家有緊密的聯繫，上海企業可以來港

融資，共同參與『一帶一路』的建設。」

彭耀佳又說，上海與香港各具優勢，合作空間仍然相當廣闊，兩地企業應該好好把握「十三五」及「一帶一路」的機遇，互利共贏，合力為國家未來發展作出更大的貢獻。✿

The delegation attended a meeting with Victoria Tang, Director of the Hong Kong Economic and Trade Affairs in Shanghai, Government of the HKSAR; and Samson Chan, Vice Chairman of the Hong Kong Chamber of Commerce in China-Shanghai. 代表團出席由香港特區政府駐上海辦事處主任鄧仲敏及中國香港（地區）商會—上海副會長陳詠東主持的會議。

訪問團拜訪了以下單位及領導：

- 上海市委書記韓正
- 上海市商務委員會主任尚玉英
- 上海市港澳辦主任張小松、副主任周亞軍
- 上海自貿區管委會副主任、浦東新區副區長簡大年
- 上海證券交易所黨委副書記、監事長潘學先
- 上海市工商聯合會副主席金亮
- 香港特區政府駐上海辦事處主任鄧仲敏
- 中國香港（地區）商會—上海副會長陳詠東



Paolo Balen is the Vice Chairman of Fidinam Group Worldwide Limited
Paolo Balen是Fidinam Group Worldwide Limited副主席



Switzerland: The Place to Be 瑞士：當然之選

Switzerland is ranked as one of the top countries in the world in many categories. **Paolo Balen** examines why
瑞士在多方面均被列為全球排名最高的國家之一，
Paolo Balen將探討箇中原因

The Swiss Confederation was founded in 1291 and consists of 26 cantons, with Bern as the seat of the federal authorities. The country is situated in western Europe and is bordered by Italy to the south, France to the west, Germany to the north and Austria and Liechtenstein to the east. While the Alps occupy the greater part of the territory, the Swiss population of approximately eight million people is concentrated mostly on the plateau where the major cities lie. The country has a long history of neutrality and tradition of confidentiality. It is the birthplace of the Red Cross and home of numerous international organizations including the United Nations. Switzerland is a founding member of the European Free Trade Association though it is not part of the European Union. The country does participate in the Schengen Area and the EU single market through several bilateral treaties. The currency is the Swiss Franc which historically has been considered a safe-haven currency with virtually zero inflation.

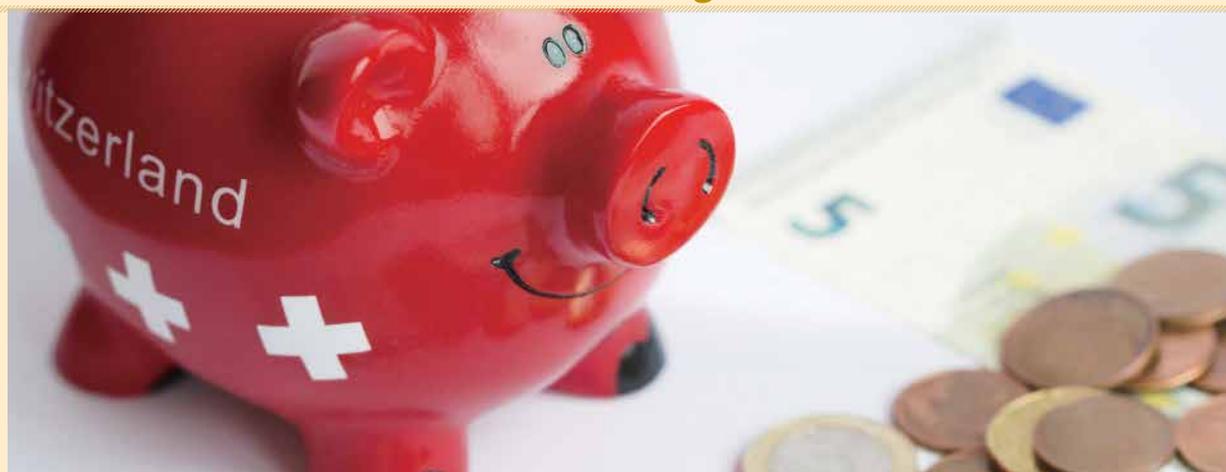
Setting the benchmark

Switzerland ranks at the top or near the top in several categories of national performance, including government transparency, civil liberties, quality of life, economic competitiveness and human development. Zurich and Geneva have always ranked among the top 10 cities in the world on quality-of-life lists. The cantons have a permanent constitutional status and a high degree of independence. Switzerland has four official languages including German, French and Italian. The fourth official

language is Romansh. Federal laws and other official acts need to be decreed in German, French and Italian.

The Swiss economy and taxation

Switzerland has a stable, prosperous and high-tech economy that is one of the most competitive in the world. For these reasons, Switzerland has been chosen by several large multinational companies to be the home of their European headquarters. Switzerland's most important economic sector is manufacturing that consists largely of the production of specialised chemicals, health and pharmaceutical goods, and scientific and precision measuring instruments. The service sector, especially the financial sector that includes banking and insurance, and tourism are other important industries for Switzerland. Switzerland is broadly considered as one of the gateways to Europe just as Hong Kong is seen as gateway to Mainland China. Switzerland looks at the Greater China region, especially the Mainland and Hong Kong with a lot of interest and attraction. Economic cooperation between these countries has been strengthened by the Free Trade Agreement between Mainland China and Switzerland, a comprehensive bilateral free trade agreement effective as of 1 July 2014 and the new Double Taxation Agreement between Switzerland and Hong Kong effective as of 1 January 2013. The Swiss tax system mirrors Switzerland's federal structure. All cantons have the full right of taxation except for those taxes that are exclusively reserved for the federal government. Switzerland thus has two levels of taxation: the federal and the cantonal/communal level. 🌸

**DIRECT TAXATION: COMPANIES****Resident companies**

Residence	<ul style="list-style-type: none"> a corporation is resident in Switzerland if it has its legal seat (registered office) or place of effective management in Switzerland
Tax base	<ul style="list-style-type: none"> worldwide
Corporate tax rates	<ul style="list-style-type: none"> 8.5% (effective rate 7.83% if the deductibility of the federal tax due is taken into consideration)
Capital gains	<ul style="list-style-type: none"> part of business income; participation relief if minimum 10% capital holding
Loss carry-forward	<ul style="list-style-type: none"> yes, for 7 tax years

Non-resident companies

Corporate Income Tax	<ul style="list-style-type: none"> 8.5% (effective rate 7.83% if the deductibility of the federal tax due is taken into consideration)
Capital gains on sale of shares in resident companies	<ul style="list-style-type: none"> participation relief if minimum 10% capital holding
Capital gains on sale of immovable properties	<ul style="list-style-type: none"> part of business income

Withholding tax rates:

Branch profits	<ul style="list-style-type: none"> no
Double tax treaty	<ul style="list-style-type: none"> 35%
Interests	<ul style="list-style-type: none"> 35% on bonds issued by Swiss debtors and on bank deposits 3% on loans secured by immovable property 0% for qualifying interest under EU-Swiss Savings Agreement
Royalties	<ul style="list-style-type: none"> no
Fees (technical)	<ul style="list-style-type: none"> no
Fees (management)	<ul style="list-style-type: none"> no

DIRECT TAXATION: INDIVIDUALS**Resident Individuals**

Residence	<ul style="list-style-type: none"> residence is based on several factors, such as the centre of vital interests or the place of abode (30 days combined with a gainful activity or a stay of 90 days without such activity)
Taxable income	<ul style="list-style-type: none"> worldwide
Income tax rates	<ul style="list-style-type: none"> progressive top rate 13.2% (up to CHF 755,200) 11.5% on whole income if income exceeds CHF 755,200
Capital gains	<ul style="list-style-type: none"> not subject to tax, if derived from private transactions
Social security contributions	<ul style="list-style-type: none"> public pension, pension plan, health insurance



Non-resident individuals	
Income tax rates	<ul style="list-style-type: none"> • progressive • top rate 13.2% (up to CHF 755,200) • 11.5% on whole income if income exceeds CHF 755,200
Capital gains on sale of shares in resident companies	<ul style="list-style-type: none"> • capital gains are not subject to federal income tax unless they are derived in the course of a business
Capital gains on sale of immovable property	<ul style="list-style-type: none"> • depends on the canton
Withholding tax rates:	
Employment income	<ul style="list-style-type: none"> • regular wage withholding applies
Dividends	<ul style="list-style-type: none"> • 35%
Interests	<ul style="list-style-type: none"> • 35% • 3% on loans secured by immovable property • 0% on interest under EU-Swiss Savings Agreement
Royalties	<ul style="list-style-type: none"> • 5%
Fees (technical)	<ul style="list-style-type: none"> • 0%
Fees (directors)	<ul style="list-style-type: none"> • no
INDIRECT TAXATION: Value added tax (VAT)/Goods and services tax (GST)	
Taxable events	<ul style="list-style-type: none"> • supply of goods for consideration • supply of services for consideration • private use of goods and services • import of services for consideration • import of goods
VAT/GST (standard)	<ul style="list-style-type: none"> • 8%
VAT/GST (reduced)	<ul style="list-style-type: none"> • 0%, 2.5%, 3.8%
VAT/GST (increased)	<ul style="list-style-type: none"> • no
Registration/deregistration threshold	<ul style="list-style-type: none"> • CHF 100,000 annually (CHF 150,000 for non-profit sports and cultural associations and certain charitable institutions)
Interests	<ul style="list-style-type: none"> • 35% on bonds issued by Swiss debtors and on bank deposits • 3% on loans secured by immovable property • 0% for qualifying interest under EU-Swiss Savings Agreement
OTHER TAXES	
Inheritance and gift taxes	<ul style="list-style-type: none"> • no, depending on the canton
Net wealth tax (individual)	<ul style="list-style-type: none"> • yes, depending on the canton
Net wealth tax (corporate)	<ul style="list-style-type: none"> • yes, depending on the canton
Real estate taxes	<ul style="list-style-type: none"> • yes, depending on the canton
Capital duty	<ul style="list-style-type: none"> • no
Transfer tax	<ul style="list-style-type: none"> • on real estate: depending on the canton • on securities: 0.15% for domestic securities and 0.3% for foreign securities
Stamp duty	<ul style="list-style-type: none"> • yes (1% on the issuance of securities above CHF 1 million)
Excise duties	<ul style="list-style-type: none"> • yes



瑞士聯邦於1291年成立，共有26個州份，當中伯恩是聯邦政府所在地。瑞士位於歐洲西部，與意大利北部、法國東部、德國南部，以及奧地利和列支敦士登西部接壤。雖然阿爾卑斯山佔據了瑞士的大部分，約800萬瑞士人大多集中於主要城市所在的高原上。瑞士長久以來都堅守中立和保密的傳統。瑞士是紅十字會成立的地方，亦是多間國際機構的根據地，包括聯合國。雖然瑞士不是歐盟的一部分，但該國卻創立了歐洲自由貿易聯盟。通過多項雙邊條約，瑞士亦有參與申根區和歐盟的單一市場。當地貨幣瑞士法郎歷來被視為避險貨幣，通脹率幾乎為零。

訂立基準

瑞士在多項國家績效統計數據中均位列前席，包括政府透明度、公民自由、生活質素、經濟競爭力和人類發展。蘇黎世和日內瓦一直被視為世界十大最高生活質素的城市之一。各州份擁有永久的憲法地位和高度的獨立性。瑞士有四種官方語言，包括德語、法語和意大利語，第四種官方語言是羅曼什語。聯

邦法律和其他官方法案需以德語、法語和意大利語頒布。

瑞士經濟及稅制

瑞士擁有穩定、繁榮和高科技的經濟，也是全球最具競爭力的國家之一。基於這些原因，多間大型跨國企業均選擇瑞士作為他們在歐洲的總部。瑞士最重要的經濟行業是製造業，主要包括生產專業化學品、衛生和醫藥品，以及科學和精密測量儀器。服務業尤其是金融行業，包括銀行業、保險業，以及旅遊業亦是當地的重要產業。瑞士被廣泛視為通往歐洲的重要途徑之一，正如香港被視為通往中國內地的門戶一樣。瑞士重視大中華區，尤其是具有吸引力的內地及香港。這些國家之間的經濟合作，因中國與瑞士簽訂於2014年7月1日生效的全面性雙邊自由貿易協定，以及瑞士與香港簽訂於2013年1月1日生效的新避免雙重徵稅協定而得以加強。瑞士的稅制反映了其聯邦結構。所有州份都有徵稅的權利，而那些專門保留予聯邦政府徵稅的項目則除外。因此，瑞士的稅制有兩個層面：聯邦政府及

Customizing Web Design for Enterprises

Web design is not just “eye candy” but an integral part of a company’s website combining practical usage and good design, reports the Chamber’s staff writer **Ray Lai**

The internet has become an essential part of our life while computers and smart phones are indispensable daily tools. As a result, many companies have realized that e-commerce and online websites are important for doing business. This has given rise to a growing demand for web design.

This is what led Kenneth Wan, Business Development Director of Black Media Group, to quit a marketing job seven years ago and start his own business.

“When I was working in a marketing company, I found out about the demand for web design,” said Kenneth. “Black Media was founded with the intention of offering enterprises and businesses graphic design services and a customized range of web development.”

“Nowadays, many people prefer to visit a company’s website to research the company’s products and services before they visit a store,” he said. “The website represents the company. New customers may not visit your company but they must visit your website to know about your services. If your website has a stylish design, it will attract their attention.”

Some companies have already recognised that a stylish website with attractive effects is beneficial for their business. “A few years ago, some companies started to feature more attractive designs and special effects on their websites. Even some corporations and non-governmental organisations were willing to try new designs,” he said.

Quality Service

Kenneth believes there is no such thing as one size fits all when it comes to designing websites. Black Media Group develops unique solutions for each client instead of just using a design template. “We are not an assembly line and our designs are not crudely made,” he said. “We are proud to stand tall among other design companies in Hong Kong for our stylish designs and creative originality.”

“We ensure the design is suitable for the client’s unique vision, brand values and core messages. We research companies’ backgrounds, their local competitors and their counterparts in foreign countries before starting projects,” He said. “From print media to web development and complete corporate branding, we are committed to providing clients





with a range of sophisticated graphic design services, custom designed to fit each customer's unique business ambitions and goals.”

Kenneth said on every project they design, thorough discussions are held between his team and clients to ensure quality and to prevent any unsatisfactory outcomes. “Communicating with clients is important. We take time to listen to our clients, and then incorporate their own unique brand vision, business goals and ambition into the overall design. We try to approach every project without any preconception about how the objects should be designed,” he explained. Unlike other outsourcing web design firms, all of their projects are produced in-house with a team. Also, all projects are then followed up by holding meetings with clients and not only email communication.

Black Media Group also provides other services such as their IR Solution, which is fully capable of fulfilling the new Hong Kong Exchange (HKEx) announcement posting compliance which requires companies to post information on their own corporate websites within one hour after being submitted to the HKEx website. The solution consists of a Content Management System (CMS), File Submission System (FSS), and a 24-hour Content team to ensure all the official and financial documents and files of clients are posted onto corporate websites within the required time. The company also offers clients a dedicated posting hotline and email address to ensure that announcements or other related documents could be uploaded within 30 minutes onto the client's corporate website. “This service enables firms to avoid delayed posting, which would risk punishment from HKEx,” he said.

Challenges

The biggest challenge is combining aesthetics with the client's needs since different companies have different backgrounds and values, says Kenneth. However, he is confident in dealing with this. “We have a professional team who have high technical skills and are able to overcome even the most difficult technical challenges.”

Building customer trust and confidence is crucial for success in any business so it is important to show off the quality of your services to clients. “We treat every project like a competition to fight for, which encourages staff to strive as much as possible to ‘win.’ Also, we enter competitions regularly to try to win awards so that we can gain recognition,” he said.

Company: **Black Media Group Ltd**
HKGCC Membership No.: HKB0502
Website: <http://www.bmg.com.hk>
Telephone: (852) 3488 0550

公司名稱: **Black Media Group Ltd**
總商會會員編號: HKB0502
網站: <http://www.bmg.com.hk>
聯絡電話: (852) 3488 0550

Chamber Events Inspire Us to Think Big

緊貼市場 安渡危機

As the person in charge of business development at Tenson Medicare Co Ltd, Shirley Ng has often had to use her extensive sales and marketing experience to help the company survive difficult times and grow over the years.

“Running a business is not an easy task, and we have had to weather storms one after another,” said Ng, a Chamber member since 2001. “But challenges always come with opportunities so we always need to think carefully about finding the way out.”

Tenson supplies a wide range of medical and surgical items, elderly products, and beauty and baby accessories. When the SARS outbreak in 2003 hit beauty parlours, Tenson’s main customers at that time, the company still managed to expand its business significantly by increasing its supply of hospital consumables such as face masks and protective gowns.

Today, Tenson has diversified its wholesale business into the retail sector so that besides selling to hospitals, elderly homes, beauty parlours, pharmacies and departmental stores, it also sells to consumers in stores, including its own retail outlet.

Ng enjoys attending business talks and training workshops organized by the Chamber, and she reads *The Bulletin* to keep abreast of the latest economic and market developments favouring or threatening her businesses.

“All these Chamber events inspire us to think big and help us survive and grow.” Ng concluded. “The HKGCC, being one of the largest business associations in Hong Kong with many large member companies, is the place where SMEs like us can gain the impetus to move forward.”

身為天誠醫護長者用品有限公司的商業發展主管，吳小卿多年來不時要運用其豐富的市場營銷和推廣經驗，協助公司渡過時艱，不斷發展。

吳小卿自2001年起加入總商會，她表示：「經營一家公司絕非易事，我們要經歷一個又一個的風浪。但挑戰總會帶來機遇，所以我們必然會審慎思考，謀求出路。」

天誠提供各式各樣的醫療和手術用品、長者產品，以及美容和嬰兒用品。當沙士疫潮於2003年來襲，對天誠當時的主要客戶——美容院造成打擊，公司仍能透過增加醫院消耗品如口罩和防護衣的供應，大幅拓展業務。

現時，天誠的業務已從批發擴展至零售，除了向醫院、護老院、美容院、藥房和百貨公司供貨，產品也會銷售給商舖顧客，包括其自家的零售點。

吳小卿喜歡參加總商會舉辦的商業講座和培訓工作坊，亦會細閱《工商月刊》，以緊貼最新的經濟和市場趨勢，並衡量對其業務發展的利弊。

「這些活動激發我們大膽設想，有助我們維持和拓展業務。」她總結說：「總商會作為本港規模最大的商業組織之一，許多大型企業皆是其會員，這正好為我們這些中小企提供動力，激勵我們勇往直前。」



公司名稱：天誠醫護長者用品有限公司

總商會會員編號：HKT0491

創辦年份：1992

網站：<http://www.tensonmedi.com.hk>

Company: Tenson Medicare Co Ltd

HKGCC Membership No.: HKT0491

Established: 1992

Website: <http://www.tensonmedi.com.hk>

Future Development

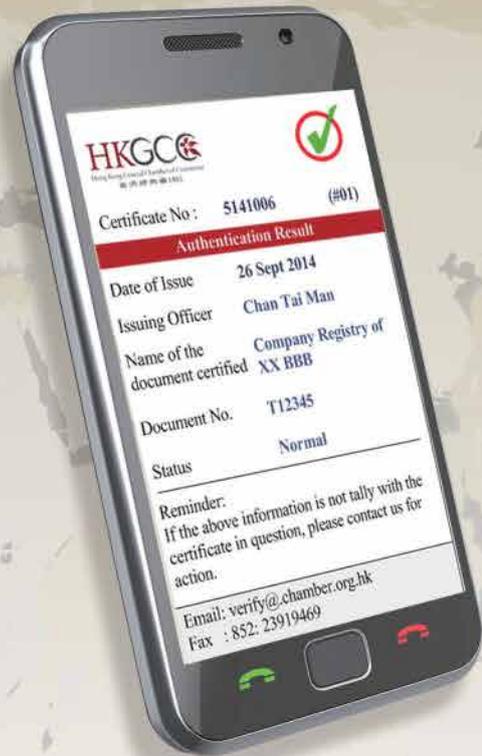
Kenneth said graphics design is an evolving industry. For instance, the emergence of mobile device usage means web designs also have to be mobile-friendly. This means his team has to fulfill technical challenges for an increasingly complex range of device types. He believes more people will focus on using phones and tablets instead of computers to go online. He also believes encouraging staff to further their learning of new things is a good way to maintain their abilities. “Apart from web design, staff are encouraged to attend design shows and reference designs from Europe and America to get new ideas and techniques for their next projects.”

Kenneth is also optimistic that with the global trend of digitization with businesses, the importance of good web design will only grow stronger. “We are already seeing changes in the e-commerce business. Although there is an increasing number of media firms and multimedia courses, there is no harm to our business since I believe not many competitors provide services that are as good as our team’s,” he said. “We keep on learning and improving by looking at foreign designs.”

Kenneth hopes that Hong Kong web design can become famous internationally in the future. “I hope the web design industry in Hong Kong can reach an international level and that Western companies will use designs from Hong Kong as an influence,” he said.

Certification of Documents

A Service for Business Document



Online Authentication
The Chamber's certificate
can be verified via smartphone or
website at <http://cert.chamber.org.hk/verify>

The Key to Document Credibility
and Mutual Trust

We Certify

Business Registration Certificate, Minutes, Company Registry, Conformity, Contracts, Reports,
Invoice, Quotation, Price List etc ...

Office Locations

Head Office
Mong Kok 3/F, Silvercorp International Tower, 707 - 713 Nathan Rd
Tel : 2398 6033 Fax : 2391 9469

Branch Offices
Central Rm 202, 2/F, Prosperous Bldg, 48 - 52 Des Voeux Rd Central
Tel : 2525 2131 Fax : 2877 2032

TST Rm 1301, 13/F, Podium Plaza, 5 Hanoi Rd
Tel : 2730 8121 Fax : 2735 7093

Lai Chi Kok Rm 904, 9/F, Saxon Tower, 7 Cheung Shun St
Tel : 2310 1378 Fax : 2310 1360

Admiralty Branch

Address: 22/F United Centre, 95 Queensway,
Hong Kong (MTR Admiralty Station, Exit D)
Tel: 2823 1275

Kwun Tong Rm 1508, 15/F, Futura Plaza, 111 - 113 How Ming St
Tel : 2344 8713 Fax : 2342 5574

Tsuen Wan Rm 1047, 10/F, Nan Fung Centre, 264 - 298 Castle Peak Rd
Tel : 2416 0844 Fax : 2412 2799

Fo Tan Rm 1406, 14/F, Shatin Galleria, 18 - 24 Shan Mei St
Tel : 3586 8180 Fax : 3586 9290

Email : support@chamber.org.hk

Website : <http://cert.chamber.org.hk/certdoc>



NEW!

為企業度身設計網站

網站設計並非只為粉飾網頁的外觀，而是建設企業網站不可或缺的一環，以結合實際應用和良好設計 本刊記者黎泓江

互聯網已成為生活的一部分，而電腦和智能手機則是必備的日常工具。因此，許多公司都意識到電子商務和網站對業務的重要性，令網站設計的需求日增。

Black Media Group業務發展總監溫嘉翹洞悉這個趨勢，於七年前辭去市場營銷的工作，並開設自己的公司。

「我任職市場營銷公司時，發現市場對網站設計的需求殷切。」溫嘉翹又說：「創辦Black Media的目的，是為企業提供度身訂造的平面設計和網站建設服務。」

「現時，很多人於到訪商舖前，都喜歡瀏覽公司的網站，以了解其產品和服務。」他續道：「網站代表著公司，新客戶未必會前往你的公司，但卻必然會到訪你的網站，了解你的服務。設計時尚的網站，可吸引他們的注意。」

部分企業已經意識到，一個時尚吸引的網站有利於發展業務。他指出：「幾年前，有公司開始選用富吸引力的網頁設計和特別效果，連一些大集團和非政府機構亦願意嘗試嶄新的設計。」



I hope the web design industry in Hong Kong can reach an international level and that Western companies will use designs from Hong Kong as an influence.

我希望本港的網站設計業能夠達到國際級水平，令海外企業採用香港的設計。



優質服務

溫嘉翹認為網站設計沒有通用的方案。Black Media Group為每個客戶提供獨一無二的方案，而非只使用一式一樣的設計模板。他說：「我們不是生產線，設計不會一成不變。我們憑前衛的設計和原創性，在本港的設計公司之中突圍而出，實在深感自豪。」

「我們確保設計能夠切合客戶的願景、品牌價值和核心訊息，因此在開展項目之前，會先研究公司的背景、他們的本地

競爭者和海外的同業。」他補充：「無論是印刷刊物、建設網站或建立企業品牌，我們致力為客戶提供多元化的平面設計服務，以滿足每位顧客不同的業務大計和目標。」

溫又說，在進行每個設計項目前，他的團隊會與客戶進行深入的討論，以確保質素和避免效果不符合預期。他解釋：「與客戶溝通十分重要。我們會細聽客戶的想法，再把他們獨有的品牌願景、商業目標和抱負融入整體設計。對於每個項目應怎樣設計，我們都盡量不存任何先入之見。」有別於其他外判的網站設計公司，他們堅持由內部團隊自行創作，並會不時約見客戶作出跟進，而非純粹透過電郵溝通。

Black Media Group亦提供其他服務，如投資者關係解決方案，以遵從香港交易所最新的訊息發布規定，即企業向港交所網站發布資訊後的一小時內，必須於公司網站發布有關資訊。該方案包含內容管理系統、檔案提交系統和24小時內容更新服務，確保客戶的所有財務文件和檔案可於指定時限內在他們公司的網站發布。公司亦為客戶設立專用的資訊發布熱線和電郵地址，確保通告或其他相關文件能夠在30分鐘內上載到客戶的公司網站。他說：「這項服務讓企業避免發布延誤，否則或會面對港交所的處分。」

挑戰

由於企業各有不同的背景和理念，故溫嘉翹認為最大的挑戰在於把美學與客戶的需要結合起來。然而，他有信心處理這個難題。「我們的專業團隊擁有高水平的技術，能夠克服種種技術上的挑戰。」

建立客戶的信任和信心是企業成功的關鍵，所以你必須向客戶展示卓越的服務質素。他說：「我們視每個項目如競賽，會鼓勵員工全力爭『勝』。我們亦會定期參加比賽，期望透過贏取獎項以獲得認同。」

未來發展

溫表示，平面設計是不斷演進的行業。例如流動裝置興起，意味著網站設計亦要方便流動裝置的用戶。現今流動裝置種類推陳出新，這亦代表其團隊要不斷應對由此而來的技術挑戰。他認為，愈來愈多人會集中利用手機和平板電腦上網，而較少使用電腦。他亦相信，鼓勵員工持續進修是提升個人技能的好方法。「除了設計網站，公司亦鼓勵員工參加設計展覽，並參考歐美的設計，為日後的項目啟發新的靈感和技巧。」

溫表示企業數碼化的全球趨勢，會令優質的網站設計變得更形重要。「電子商務業正經歷轉變。儘管市場上出現愈來愈多媒體公司和多媒體課程，但這並不太影響我們的業務，因為不是許多競爭者的服務質素能夠媲美我們的團隊。」他又說：「我們會參考外國的設計，不斷學習和改進。」

展望未來，溫嘉翹希望香港的網站設計可以揚威國際。他說：「我希望本港的網站設計業能夠達到國際級水平，令海外企業採用香港的設計。」



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Building Ties 建立聯繫

As a pioneer of the Rocksgrass® system for growing vegetation on concrete and stone slope surfaces – even those at 90-degree angles – the work of John So's company can be seen along many major roads in Hong Kong, including the greenery at the entrances and exits of the Eagle's Nest Tunnel, a local regreened slope.

So established Spray Engineering Corp in 1987, which is the exclusive distributor and agent for HUESKER Geosynthetics in Germany and Bonar BV in Holland. The company is also a franchise of Protex Chemical Inc, the second-biggest U.S. concrete additive manufacturer, whose products So started manufacturing and distributing in the Pearl River Delta in 1990.

A long-time member, So often attends Chamber events and has benefited from meeting potential busi-

ness partners in Mainland China and Hong Kong, and picking up lots of industry knowledge.

"I joined the Chamber in 1991 to expand my business network and trade contacts in Mainland China and overseas," said So. "I enjoy participating in trade missions, luncheon seminars and local visits to be in the know."

"The HKGCC is the only trade organization that I would consider being a member of," he said.

In addition to networking, So has been very active in the Chamber, being a long-time member of the Chamber SME Committee. Also, as a spray paint specialist and a chemical expert, he represented HKGCC in the Dangerous Goods Standing Committee of the Fire Department for six years. He was also a member of the Lions Club of Hong Kong Harbour for 18 years, serving in various posts including first, second and third vice president and club secretary. ✿



蘇國基的公司多年前已率先採用坡草®系統，在混凝土及石面斜坡上種植植被，斜度可高達90度。他們的工程成果可見於香港眾多主要公路，例如尖山隧道出入口的綠化斜坡。

雄輝工程公司由蘇國基於1987年創立，是德國公司HUESKER Geosynthetics及荷蘭公司Bonar BV的獨家分銷商及代理，而且擁有美國第二大混凝土添加劑製造商Protex Chemical Inc的專營權，自1990起於珠三角地區生產及分銷該製造商的产品。

蘇國基是總商會的資深會員，不時出席總商會活動，結識內地及香港的潛在商業夥伴，並增進業內知識。

「我在1991年加入總商會，以擴展在內地及海外的商業網絡，開拓貿易聯繫。」蘇國基續說：「我有興趣參加商務考

察團、午餐會及本地參觀活動，以掌握市場資訊。」

他補充道：「香港總商會是我唯一考慮加入的商業組織。」

除了參加聯誼活動，蘇國基亦積極參與總商會事務，多年來一直擔任中小型企業委員會的委員。作為噴漆及化學品專家，他曾代表總商會擔任消防處轄下危險品常務委員會的委員達六年之久。另外，他在參加香港獅子會的18年期間，曾擔任第一、第二及第三副會長及秘書等多項職務。✿



Company: **Spray Engineering Corp**
 HKGCC Membership No.: HKS0316
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公司名稱：雄輝工程公司
 總商會會員編號：HKS0316
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尋找大海 真滋味

The Ocean帶領食客體驗海洋美食之旅
本刊記者王靜雯

擅長描繪海洋生態的藝術家Robert Wyland 曾經說過：「大海觸動心弦，激發想像力，為靈魂帶來永恆的喜樂。」The Ocean座落於寧靜的淺水灣岸邊，創意裝潢貫徹海洋主題，提供各式海洋料理，讓食客感受大海的魅力。

餐廳的裝潢以藍白為主色調，水族箱、落地玻璃窗，以及珊瑚造型的圓拱形座位，營造出藍天碧海的感覺。餐廳的烹飪團隊由行政總廚Agustin Balbi帶領，秉承簡約原則，以海洋為靈感創作菜式，並選用可持續發展海產。菜式凸顯當造食材的天然味道之餘，更蘊含海洋的不同特色。



Sea Breeze

This beautiful light salad features pieces of marinated scallop, diced conch and shredded carrot and green papaya, accompanied by an Asian dressing made of ginger, garlic and soy sauce served on the side in a seashell. The natural sweetness and freshness of this dish stimulates diners' taste buds like a gentle breeze as they start their meal.

這款沙律口感輕盈、賣相精美，用料包括醃製的扇貝、海螺粒，以及胡蘿蔔和青木瓜絲。亞洲風味十足的沙律醬料由薑、蒜及醬油製成，盛於貝殼內。天然的鮮甜味道仿如一縷清風，洗刷食客的味蕾。



First Wave

The three simple elements of the dish – white asparagus, lobster confit and white sturgeon caviar – surprise diners with layers of rich flavours. It is served with a slightly sour Hollandaise sauce which the chef grills to create the “brulee” texture, giving rise to a rich aroma that draws out the flavours of the ingredients.

此菜式選用白蘆筍、龍蝦及白鱈魚子醬三種簡單材料，口感層次豐富，為食客帶來驚喜。廚師將微酸的荷蘭醬烘烤至面層微焦，增添香氣以帶出食材的味道。



Blue Lagoon

Charcoal grilled fresh langoustine is served with healthy faro, kale and ramp. Farro is made with grains of certain cereals and cooked by the chef like risotto. Decorated with drops of potato puree and lingonberry, this dish is a fine showcase of different flavours complementing each other.

新鮮的小龍蝦以木炭燒烤，再伴以健康的麥米、羽衣甘藍及北美野韭上碟。麥米由多種穀物的穀粒製成，並由廚師以烹調意大利燴飯的方式煮熟，最後用少量薯蓉及越橘裝飾。此菜式完美展示出如何配搭不同味道的食材。

Chef's Profile 大廚小檔

Born in Argentina, Chef Agustin Balbi started cooking when he was only 14. His passion for food led him to work in some of the world's most renowned kitchens, including two Michelin-star restaurant Cuisine[s] Michel Troisgros in Tokyo, where he was selected as one of the 10 Best Young Chefs of 2015 in the San Pellegrino Selection for Japan.

Chef Balbi's detail-oriented cooking style helped him transform his creative ideas inspired by daily life into unique dishes that bring out the natural flavours of ingredients. At The Ocean, his goal is to keep cooking memorable dishes that will surprise diners in Hong Kong.

出生於阿根廷的主廚Agustin Balbi 14歲開始入廚，自小鍾情美食，曾任職於多間世界知名的餐廳，包括位於東京的米芝蓮兩星餐廳 Cuisine[s] Michel Troisgros，期間更獲選為2015年San Pellegrino 日本十佳青年廚師之一。

主廚Balbi的烹飪靈感源自日常生活，其別具創意的風格注重細節，有助他將構思實踐，製作與眾不同的佳餚，帶出食材的天然味道。Balbi期望為The Ocean炮製出令人難忘的菜式，為香港食客帶來驚喜。

The Ocean

3/F, Lobby C, The Pulse,
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The Pulse 3樓303至304號
2889 5939



Paying Homage to the Deep Sea

The Ocean takes diners on a culinary maritime voyage, reports the Chamber's staff writer **Elmo Wong**

Marine life artist Robert Wyland once said: "The ocean stirs the heart, inspires the imagination and brings eternal joy to the soul." Located by the tranquil shores of Repulse Bay, The Ocean restaurant looks to do that with seafood served up in creative, nautical-themed arrangements.

Fitted out in a mainly blue and white color scheme, the restaurant features built-in aquariums, sweeping floor-to-ceiling windows, and curved booths inspired by coral reefs. The kitchen team, led by Executive Chef Agustin Balbi, uses a minimalist approach to create sea-inspired dishes while supporting ocean sustainability. The result is dishes that amplify the natural flavours of seasonal ingredients served on plates that resemble different elements in the sea.



Great Reef

This fish-in-a-puff almost guarantees immediate satisfaction. Similar to the famous Beef Wellington, this dish features arctic char layered with spinach, truffles and mushrooms and wrapped in a golden-brown pastry crust. Diners should prepare for an aromatic explosion when cutting the crispy crust before enjoying the juicy and tender fish. The dish is served with creamy broccoli puree and micro green salad.

此菜以北極紅點鮭為主食材，做法與有名的威靈頓牛排相似，魚肉外面包著金黃色的酥皮，中間夾著菠菜、松露和蘑菇。切開酥皮的一刻，香氣隨即四溢，加上鮮嫩多汁的魚肉，必定能滿足各位食客。此菜伴以幼滑的西蘭花泥及蔬菜沙律上碟。



Decompression

A light dessert of sour passion fruit, champagne granite (crushed ice) and milky coconut foam layered in a glass and topped with pieces of sweet, crispy meringue in a perfect expression of the harmony of distinct textures and flavours.

這款輕盈的甜品將帶酸的熱情果、香檳碎冰和乳白的椰子泡沫，逐層放入杯內，面層放幾片香甜酥脆的蛋白餅，完美結合了不同的口感及味道。



Coastal View

Not your regular black forest gâteau, this deconstructed dessert is presented with chocolate and hazelnut "soil" and served with refreshing sweet and sour raspberry sorbet and balsamic vinegar.

這道甜品與傳統黑森林蛋糕不同，巧克力及榛子散落在碟上，看上去猶如海岸旁邊的「泥土」，再配上酸酸甜甜的紅莓雪葩及意大利黑醋，味道清新怡人。



Teresa Lam, Vice President, Fung Business Intelligence Centre
馮氏集團利豐研究中心副總裁 林詩慧



Lucia Leung, Research Manager, Fung Business Intelligence Centre
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New Technologies and Business Models Reshaping the Commercial Landscape

This year marks the beginning of Mainland China's 13th Five-Year Plan (2016-2020). With the country's ongoing transition to a more sustainable growth model, a lower economic growth target at around 6.5% is expected. However, as the Mainland evolves into a more consumer-driven economy, this transition is set to play a more significant role in driving economic growth in the years ahead. The Central Government has been very supportive in developing the commercial sector and has promulgated a number of policies and regulations to promote the orderly development of sectors that include retail, e-commerce, logistics, finance and many others. In particular, the "Internet Plus" concept advocated by the government calls for a new model to propel traditional industries, given the proliferation of Internet-based businesses. This will provide myriad new development opportunities for commercial enterprises in the online-to-offline (O2O) era.

The Fung Business Intelligence Centre has recently published the "10 Highlights of China's Commercial Sector 2016" with the secretariat of the Expert Committee of the China General Chamber of Commerce in January 2016. The 10 highlights were identified after a series of votes and formal, in-depth panel discussions by a group of over 170 top-tier experts in Mainland China.

Consumer market enters a 'new normal;' consumption increasingly becomes a driver of growth

China is undergoing the process of transitioning into a "new normal" economy. Along with domestic consumption, entrepreneurship and innovation are set to be major generators of growth in the coming year. The role of the Internet is becoming more prominent in driving transformation and upgrading traditional industries while facilitating the development of new business models. It is expected that such innovative business models will facilitate the creation of new retail formats, distribution channels and consumption patterns as well as help industries transform and upgrade.



Government delivers multiple policies to support distribution sector development

The government has placed a strong emphasis on domestic trade. The State Council and relevant government departments promulgated a number of major policies in 2015 to facilitate the development of the distribution sector. Major policy directions include the creation of a better business environment, facilitation of regional development, e-commerce, "Internet Plus" and O2O development, logistics and consumer services. It is believed that the government will continue to launch more favourable policies and supporting measures to foster the growth of the distribution sector over the coming years. Given the broad scope and complex principles enshrined in these policies, our experts urge the government to place more emphasis on implementation.

創新科技及新興 業務模式重塑 商業市場格局

this went mainstream. To adapt to the digital era, many retailers have increasingly leveraged advanced technologies to create a seamless shopping experience across all channels – online, mobile and brick-and-mortar. A significant O2O development in 2015 was the manifestation of different forms of O2O business practices across various industries, particularly service subsectors such as catering, travel, education, automotive and real estate. This trend will continue into 2016 and become a norm in the commercial sector. Moreover, to stay competitive, some retailers have made vigorous efforts to revamp, upgrade and explore new business opportunities.

Strategic partnerships in the Mainland's commercial sector intensify

China's commercial sector witnessed robust business collaborations and partnership activities in 2015. Companies which were rivals in the past have tended to redefine their competitive strategies and form business ecosystems to enhance their offerings and regain a firmer foothold in the market. Compared to the past, the strategic alliance activities that took place in 2015 showed some distinctive features – modest strategic collaborations, a “step out” approach and the integration of offline and online businesses. It is expected that strategic partnerships between commercial enterprises will continue in 2016 and over the next few years. The trend will be further accelerated through the compulsive force of “Internet Plus.”

Exploring innovative business practices and new retail formats

Today, many retail operators are encompassing a broader range of new formats, designs and technologies to respond to the rapidly changing needs of consumers. Specifically, shopping mall and department store operators are endeavouring to provide more “experiential” elements to enhance their trade mix and diversify consumer offerings. On the other hand, a number of large-scale traditional retail commercial property projects are becoming smaller-scale, in the hope of achieving a better market position. This trend is set to continue over the coming year.

'Internet Plus' initiative drives e-commerce expansion

Mainland China's e-commerce sector continues to attract the world's attention with its explosive growth and transformative effect on the commercial landscape. E-commerce is also a major driver of growth in the “new normal” economy as many traditional industries have now embraced this digital channel. Meanwhile, the government's “Internet Plus” strategy further supports the growth of the sector, particularly mobile commerce and rural e-commerce.

Traditional retailers reinvent and upgrade; embracing 'O2O' strategies becomes an industry consensus

While O2O integration has been a term in use over the past few years, it was not until around 2015 that



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2016年是中國內地第十三個五年規劃（「十三五」）的開局之年。中國經濟朝向更可持續的增長模式轉型，預計未來五年的經濟將維持按年6.5%左右的較慢增速。然而，隨著內地經濟逐漸轉變為消費者主導，國內消費仍會是經濟增長的主要動力。中央政府一直大力支持商業市場的發展，並頒布了一系列的政策和規定，以促進不同業界的發展，如零售、電子商務、物流和金融業等。在政府重點提倡的「互聯網+」概念帶動下，更多創新科技及新興業務模式將隨著流動網絡的普及而相繼應運而生。在現今的O2O（線上到線下）時代，這將為商貿企業帶來無數前所未有的發展機遇。

今年1月，馮氏集團利豐研究中心及中國商業聯合會專家工作委員會聯合發布了《2016年中國商業十大熱點展望》報告。一如既往，2016年《十大熱點》羅列出今年中國商業市場的重要發展趨勢。這些趨勢乃經由逾170位內地頂尖專家的多重投票和深入探討所得。

消費市場進入「新常態」，消費日漸成為經濟增長動力

中國經濟進入「新常態」，消費、創業和創新將成為未來一年經濟增長的主要動力。互聯網已成為重要的引擎，推動傳統產業升級轉型，並促進新商業模式的發展。預期這些創新的商業模式將會帶來一些新的零售業態、分銷渠道及消費模式，同時亦有助產業升級轉型。

政府推出多項政策支持分銷業發展

政府相當重視國內貿易發展。2015年，國務院及相關政府部門頒布了一系列主要政策，支持分銷業的發展。政策旨在創造更好的營商環境、促進地區發展，並帶動電子商貿、「互聯網+」、線上線下融合、物流及消費市場服務。預期政府將在未來數年陸續推出更多有利的扶持政策，以促進分銷業的發展。鑒於政策牽涉範圍廣泛及其條例複雜，專家建議政府多關注相關政策的落實力度。

「互聯網+」概念推動電子商務快速發展

中國內地電子商務市場爆發式增長，為商業格局帶來種種變革，引起了世界各地的關注。電子商務是推動「新常態」下經濟發展的重要一環，很多傳統企業紛紛投向這種數碼渠道。與此同時，政府推出「互聯網+」行動計劃，進一步支持整個電子商務行業的發展，令流動商務及農村電商成為新藍海。

傳統零售商升級轉型，發展O2O策略成為業界共識

儘管線上到線下整合的商務模式已在近年崛起，但直至2015年才成為業界主流。在數碼時代下，零售商紛紛利用先進的科技，締造全渠道的無縫購物體驗，打通網絡、流動裝置和實體店。2015年，不同行業都出現了多種O2O作業模式，特別是服務業如餐飲、旅遊、教育、汽車和房地產業。這趨勢將持續至2016年，並成為商業領域的常態。此外，為了保持競爭力，一些零售商積極升級轉型，探索新的商機。

國內企業策略聯盟愈趨頻繁

2015年，內地企業頻繁結成策略聯盟，很多昔日是競爭對手的企業，都希望通過結盟來鞏固他們的市場地位。與過往的併購整合潮相比，2015年的結盟活動相對溫和，多為交叉持股、戰略投資、尋找「轉型突破」的方式、融合線上線下資源等。專家預



計，這種企業之間的策略結盟活動將於2016年及往後數年持續，並在「互聯網+」的強勁勢頭下進一步加劇。

探索創新的商業模式和開拓新的零售業態

近年，許多零售商擴展業務、引進新的設計和技術，以回應消費者急速變化的需求及期望。例如不少購物中心和百貨店為消費者引入更多「體驗」元素，在銷售產品以外提供更豐富有趣的體驗。另一方面，一些傳統大型零售商業地產項目的規模日漸縮小，以期切合市場需求。這種趨勢將在未來一年持續發展。

跨境電商進口業務增長迅速

內地的跨境電子商務發展，成為了全球焦點。不少外國品牌及零售商現正透過跨境電商平台銷售產品。與此同時，跨境電子商務亦逐漸成為零售商轉型的常見方式。愈來愈多傳統零售商，特別是百貨公司及大型超市，近年備受銷售增長放緩所困擾，正積極拓展跨境電商業務。

快遞行業進入「新服務時代」

近年，快遞行業經歷迅速轉型和升級，許多快遞公司不斷擴



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展服務和提升服務質素，以配合市場不斷變化的需求。新興業務模式日漸受到歡迎，當中包括連鎖社區服務店提供的網購配送服務，以及利用網上系統為分散各地的快速需求和閒置供應作配對的眾包物流平台。

數碼餐飲備受關注

近年，大眾餐飲和休閒餐飲已成為餐飲業的主流。隨著電子商務和流動商務的急速發展，提供團購和外送餐飲服務的網上外賣平台如百度外賣和餓了麼等公司，日益受到消費者的歡迎。隨著大眾餐飲和休閒餐飲保持良好的增長勢頭，餐飲業有望在未來數年進入高速發展的軌道。

加強營商規範，優化消費環境

儘管近年中國商貿市場發展蓬勃，業界依舊存在不良的營商行為，當中以食品安全、產品質素、網上購物及廣告誤導和欺詐等問題，尤其受到廣泛關注。政府已加大力度規範市場，主要措施包括抽查產品質素、通過新修訂的《廣告法》，以及與國內行業協會緊密合作，以加強監察和規管消費品市場。✿

Cross-border e-commerce import businesses see rapid growth

The Mainland's cross-border e-commerce development has captured considerable attention globally. Many foreign brands and retailers are selling their products via cross-border e-commerce platforms. At the same time, cross-border e-commerce is increasingly becoming a popular way for retailers to transform their businesses. An increasing number of traditional retailers, particularly department stores and large-scale supermarkets, which have suffered from slowing sales growth in recent years, are actively tapping into cross-border e-commerce businesses.

Express delivery sector enters 'new era of service'

In recent years, the express delivery sector has undergone rapid transformation and upgrading. Many express delivery companies are constantly expanding their service offerings and improving service quality to keep pace with the changing needs of the market. New business models are gaining popularity; they include community service store chains offering click and collect services for online orders and crowd-sourced delivery platforms connecting enterprises with part-time individuals who can offer their time to provide delivery services.

Digital catering receives increasing attention

Mass and casual dining have become more mainstream in the catering sector in recent years. Alongside the rapid development of e-commerce and mobile commerce, some digital catering platforms such as Baidu Waimai and Eleme providing group-buying and food delivery services are gaining popularity. The catering sector is expected to enjoy rapid development over the coming years as mass and casual dining are set to undergo impressive growth.

Better business regulations, better consumption environment

Despite the extraordinary development of China's commercial sector in recent years, business malpractices remain a major concern for the sector. In particular, food safety and product quality issues, concerns over online purchasing and misleading and deceptive advertising have drawn extensive attention. The government has stepped up efforts to better regulate the market. Major initiatives include carrying out random quality inspections, passing the new Advertising Law and working closely with local industry associations to strengthen the supervision and regulation of the consumer goods market. ✿



Sarah Chan, Tax Partner of Deloitte China
德勤中國稅務合夥人陳嘉華

After four years of a pilot run, the Ministry of Finance (MOF) and the State Administration of Taxation (SAT) issued Caishui [2016] No. 36 (Circular 36), which provides detailed implementation guidance on the further rollout of the Value-Added Tax (VAT) reform to the last four major industries that were not already covered – construction, financial, lifestyle and real estate – as well as modifications to the current VAT rules for industries already covered in the previous phases. The business tax (BT) was completely phased out and replaced by VAT from 1 May 2016.

Construction & real estate – 11% VAT rate (3%/5% for simplified method)

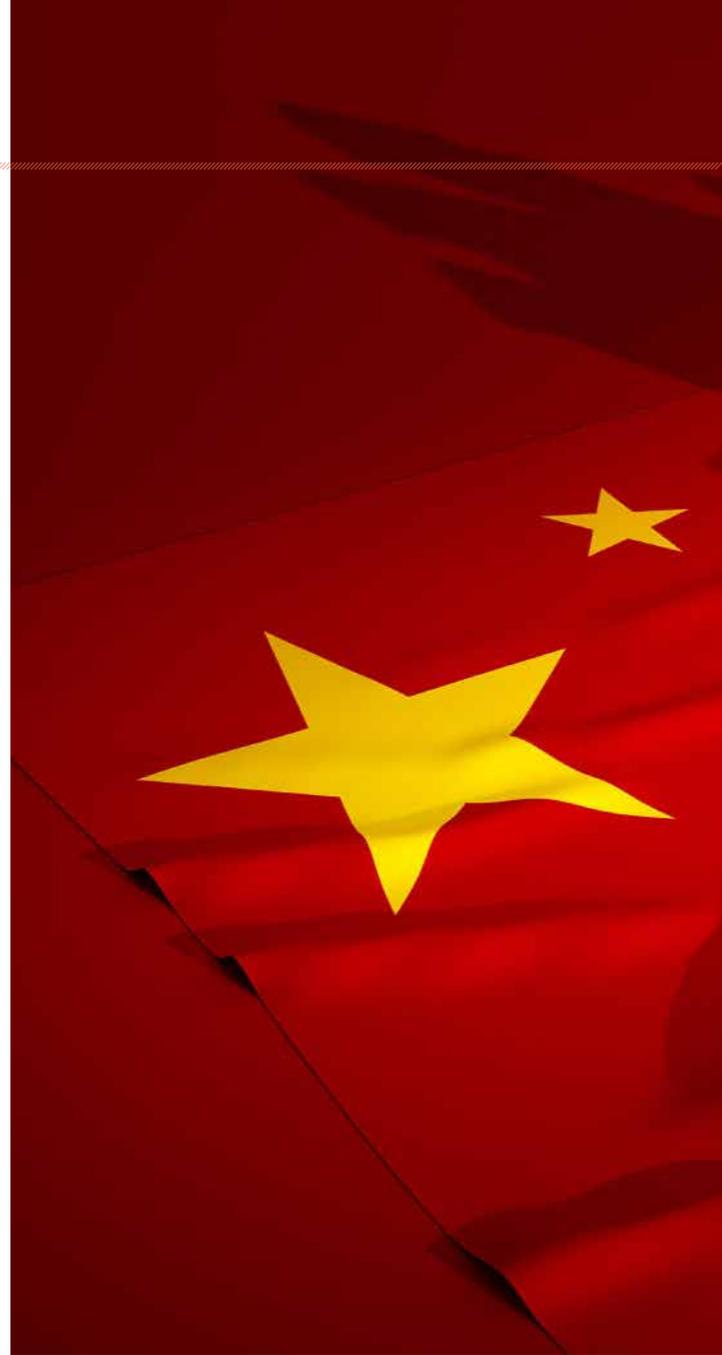
This industry has great importance for Mainland China's economy. In general, Circular 36 allows for the deduction of subcontracting fees and cost of land use when calculating taxable income. As a transitional measure, taxpayers of certain projects may choose the simplified method of taxation.

In practice, it is relatively difficult for the construction companies to pass on the additional VAT cost (tax rate increase from 3% to 11%) to their customers, who are generally real estate developers, and obtain input VAT deductions for labour and materials costs. This may, in the short run, impact the profitability of these companies which therefore should accurately forecast the eligible input VAT deduction and re-assess suppliers with the focus not merely on pricing but also cost control. Tax clauses should also be added in business contracts in order to avoid any unnecessary disputes.

Real estate development businesses generally have a long investment period, complicated operating structures and huge financing requirements. The transitional measures provided under Circular 36 should help stabilize the tax burden of the taxpayers. However, since no input VAT deduction will be available for the labour and interest costs (the majority of the development costs), the companies' tax costs may increase in the long run. Nevertheless, having considered the current property market situation in China and the expected return from investments in real estate, the input VAT deduction policy (see below) may to a certain extent benefit the sales of commercial properties.

Financial services – 6% VAT rate

China will become the first jurisdiction to subject the financial services sector to VAT.¹ The banking industry, in particular, will face a big challenge. Circular 36 retains certain fundamental tax exemptions currently available under the BT regime. As input VAT that is incurred for fees charged by the banks for providing different types



of services to the corporate customers and inter-banks is deductible, there will likely be a huge increase in the demand for the issuance of VAT invoices. Additionally, since no input VAT deduction will be available for loan interest and related fees, for those companies which are relying heavily on loan financing, they may face an increase in borrowing costs.

Lifestyle services – 6% VAT rate

For this sector, the majority of the policies under the existing BT policy have been adopted in Circular 36, for example with the calculation of taxable income and tax exemption treatments. General VAT payers may reduce the overall tax costs by claiming input VAT. Since a variety of services are included in this sector and the operations may cover different types of businesses and locations, management would need to exercise more strin-



VAT Reform Concludes with Final Stage

「營改增」進入最後階段

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gent control at the group level in terms of issuance of invoices and VAT compliance formalities.

Customers and suppliers in the four industry sectors may also directly or indirectly benefit from the VAT reform. For example, input VAT can be used to reduce tax costs. Also, regarding the acquisition of real estate properties, a deduction of input VAT over two years is granted under Circular 36. This new policy will significantly reduce the tax burden of the relevant taxpayers.

This concluding stage of VAT reform will no doubt bring benefits to businesses as a whole. However, having considered the increasing complexity of businesses and continuously changing environment, there is a higher demand for tax compliance. Taxpayers need to formulate adequate management and implementation guidelines and control risks in a systematic way. At the same time, they need to communicate timely and effec-

tively with the tax authorities to understand the different requirements.

In 2014, the VAT pilot reform resulted in a tax reduction to more than 95% of the relevant taxpayers (approximately RMB89.8 billion). Other taxpayers also benefited from the input VAT deduction, which reduced approximately RMB100 billion in taxes.² It is therefore reasonable to assume that for the four newly added industry sectors, consisting of almost 10 million new taxpayers, this final stage of reform will lead to further reduction of their tax burden.

Opportunities come with challenges. With these four industry sectors being covered by the VAT regime from 1 May 2016, the chain of VAT deduction should be complete and double taxation within the supply chain should be eliminated. The VAT reform will have a significant impact on all businesses operating in China. 🌸

經過四年多的試點探索，財政部和國家稅務總局近日發布財稅〔2016〕36號檔（以下簡稱36號文），明確了最後納入增值稅範圍的四大行業——建築、金融、生活服務和房地產業，並修訂了現行適用於其他行業的規定，標誌著增值稅將於2016年5月1日起全面替代營業稅。

建築及房地產業—適用稅率為11%（簡易法適用3%或5%）

建築和房地產業在整個國民經濟中佔有重要地位。整體而言，36號文一方面允許相關納稅人支付的建築分包款和土地出讓金從銷售額中扣除，另一方面制定過渡期政策，允許對某些項目選擇簡易計稅方法。

實務上，建築業較難通過價格調整把額外的增值稅負轉移到下游，即房地產開發商，而且人工、材料等費用也較難取得增值稅專用發票進行抵扣，估計短期內營改增將對企業利潤帶來壓力。因此，建築企業在投標時應對未來專案施工過程可取得的進項稅額進行預測，並評估供應商的增值稅納稅人狀態，而非純粹著眼於採購價格的高低，而是綜合考慮營改增帶來的成本負擔。在合同方面，還應注意闡明涉稅條款，避免不必要的糾紛。

This concluding stage of VAT reform will no doubt bring benefits to businesses as a whole. However, having considered the increasing complexity of businesses and continuously changing environment, there is a higher demand for tax compliance.

無疑，是次營改增的全面推開是一大利好因素，但考慮到當前經濟業態的複雜多變，營改增對稅務合規管理的要求更高。

針對房地產企業開發週期長、資金需求大、複雜化等特點，36號文制訂的過渡政策應可在短期內維持稅負平衡。長遠來看，由於房地產開發成本中佔大部分的人工、利息支出沒有進項稅額抵扣，未來稅負或會增加。儘管如此，考慮到目前內地房地產市場的走勢及不動產投資帶來的保值增值效果，不動產抵扣政策（見下）或在一定程度上促進商業房地產的銷售。

金融服務業—適用稅率為6%

中國將成為全球首個對金融服務業徵收增值稅的國家¹，銀行業尤其面臨較大的挑戰。36號文基本保留了營業稅下的免稅優惠，新制度下企業客戶和金融同業支付各類服務費用所對應的進項稅仍可以抵扣，故此或出現大量索取增值稅專用發票的情形。此外，因企業貸款利息及費用支出對應的進項稅不得抵



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扣，對於以貸款為主要融資渠道的企業來說，融資成本或會有所增加。

生活服務業—適用稅率為6%

大部分營業稅政策，如應稅銷售額的計算方法及免稅優惠，36號文將繼續沿用。生活服務業一般納稅人可獲得進項抵扣，因此成本也可能得以降低。由於涉及行業廣泛，對於大量跨業態、跨地區經營的企業，不同的服務將對應不同的開票處理，不同區域成員主體的增值稅合規事項需要更多集團層面的協調。

上述四大行業的上下游企業也可從是次營改增擴圍中直接或間接受益。例如從供應商獲得可抵扣的進項稅額，從而降低自身稅負。特別是對於購進不動產的企業，36號文正式規定相關進項稅額抵扣期間為兩年，這將大大降低相關企業的稅負。

無疑，是次營改增的全面推開是一大利好因素，但考慮到當前經濟業態的複雜多變，營改增對稅務合規管理的要求更高，納稅人需建立一套完善的增值稅管理規範和操作指引，通過系統化的手段控制風險，並與稅務機關時刻保持有效的溝通。

2014年，營改增為超過95%的試點納稅人減少了約898億元的稅負，而原增值稅納稅人亦因進項稅抵扣額的增加而減稅約1,000億元²。有理由相信，對於新增四大行業將近1,000萬的試點納稅人而言，還有更大的減稅空間。

機遇與挑戰並存。隨著四大行業於2016年5月1日起納入增值稅範圍，增值稅抵扣鏈將徹底打通，消除供應鏈中的重複徵稅。這對於所有在中國營商的企業來說，無疑具有重大的意義。✿

1 <http://wallstreetcn.com/node/234553> 「營改增」5月收官戰：5000億紅包花落誰家

2 <http://www.chinatax.gov.cn/n810341/n810780/c1481359/content.html>
新華網：營改增去年累計減稅1,918億元

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新!



Chamber Chairman YK Pang led a High-Level Delegation to Shanghai from 12 to 14 April. For more details, please see page 36.

總商會主席彭耀佳於4月12至14日率領高層代表團訪問上海。詳情請參閱本刊第36頁。

Upcoming Highlights 重點活動

- **May 11 - 14**
5月11至14日
HKGCC Mission to Xi'an
香港總商會西安考察團
- **May 19**
5月19日
The Transformation of China's Innovative Capacity and Innovation Strategies for MNCs in China
中國創新能力的轉型和在華跨國企業的創新策略
- **May 20**
5月20日
Chinese Cuisine & Chilean Wines Pairing Luncheon
「中式美饌伴智利佳釀」品味午宴
- **May 23**
5月23日
Claims and Collection Tactics to Shelter against Rising Corporate Debt in China
應對內地企業負債：理賠及海外索償策略

Dr Wang Tianyi, General Manager of China Everbright International Limited and Chairman of China Everbright Water Limited, spoke at the Chamber on 15 April about China's Public-Private Partnership (PPP) development. He described the progress of PPP and effective PPP projects, and provided advice about investment opportunities along the "Belt and Road."



中國光大國際有限公司總經理、中國光大水務有限公司董事長王天義博士在本會4月15日舉行的午餐會上，講解中國公私合營模式(PPP)的發展。他介紹了PPP項目的發展情況，以及有效推行的PPP項目，並就如何善用「一帶一路」沿線國家的投資機會，提出意見。

The Fung Business Intelligence Centre published "Ten Highlights of China's Commercial Sector 2016" in January 2016, providing a comprehensive overview of China's rapidly changing commercial landscape and the fierce market competition. Teresa Lam, Vice President, and Lucia Leung, Research Manager, both from Fung Business Intelligence Centre, spoke at a Chamber roundtable luncheon on 18 April and dissected the report for members.

馮氏集團利豐研究中心在2016年1月公布《2016年中國商業十大熱點展望》，全面分析中國急速轉變的商業環境及激烈的市場競爭。馮氏集團利豐研究中心副總裁林詩慧和研究經理梁詠璣於4月18日出席本會午餐會，為會員剖析報告內容。





Rocky Tung, Chamber Senior Economist, represented the Chamber at the working meeting for the 20th Beijing-Hong Kong Economics Cooperation Symposium on 31 March. He discussed with Su Hong, Deputy Director of Beijing Investment Promotion Bureau, preparations for the symposium, which will be held in Beijing in November.

總商會高級經濟師董一岳於3月31日代表總商會出席第20屆北京•香港經濟合作研討會的工作會議，與北京市投資促進局副局長蘇宏會面，商討11月於北京舉行的洽談會的準備工作。

Deloitte China's Tax Partner Sarah Chan and Tax Director Raymond Chan spoke at a Chamber roundtable on 12 April on Value-Added Tax (VAT) Pilot Reform in the Mainland. The completion deadline of the VAT Pilot Reform was 1 May 2016. For more details about the reform, please refer to the article on P.58.

德勤中國稅務合夥人陳嘉華與總監陳利民於4月12日出席本會午餐會，以內地營改增為題發表演講。營改增已於2016年5月1日正式全面實施。有關此改革的更多資訊，請參閱本刊第58頁。



A delegation from the Ganzhou Municipal Government, led by Guo Lan, Deputy Director of General Office, visited the Chamber on 14 April. Guo discussed economic and social developments in Ganzhou with Rocky Tung, Chamber Senior Economist, and hoped to strengthen mutual cooperation in the future.

贛州市政府辦公廳副主任郭瀾率團於4月14日到訪總商會，與總商會高級經濟師董一岳會面，討論贛州的經濟及社會發展。郭瀾表示，希望未來能與總商會加強合作。



HKGCC Chairman YK Pang and Deputy Chairman Stephen Ng met with Liu Cigui, Governor of Hainan Province, and Vice Governor Li Guoliang at the Hainan-Hong Kong Investment Seminar and Dinner held in Hong Kong on 8 April. Hainan is focusing on its development into an international tourism island and services industry development, including the medical, Internet, financial and exhibition industries.

總商會主席彭耀佳與常務副主席吳天海於4月8日在香港出席海南—香港投資推介會暨晚宴，並與海南省省長劉賜貴及副省長李國梁會面。海南省正集中發展成為國際旅遊島，以及推廣醫療、互聯網、金融及展覽等服務業的發展。

The Guangdong Government will organise their annual investment promotional symposium in Hong Kong on 14 July. A working meeting hosted by Chen Yuehua, Deputy Director General of Guangdong Commerce Department was held on 13 April in Hong Kong. Roy Chuk, China Business Officer, and representatives from major local chambers joined the meeting to discuss the theme of the forthcoming symposium.

廣東省政府7月14日將在香港舉辦年度投資推廣研討會。廣東省商務廳副廳長陳越華於4月13日在香港主持工作會議，總商會中國商務主任祝靜邦與本港其他主要商會的代表均有出席，以商討即將舉行的研討會的主題。



The Ministry of Commerce (PRC) and Hong Kong Trade Development Council jointly organised a China Investment Policy Seminar on 18 March, with HKGCC as one of the supporting organisations. Liu Haiquan, Assistant Minister of Commerce PRC, who led an official delegation to Hong Kong, introduced the latest Mainland investment policies at the Seminar. The restrictions in the Shanghai Pilot Free Trade Zone have been reduced from 190 (2013 version) to 122 (2015 version) and the cuts will also be applied to the other four free trade zones in the Mainland.

國家商務部與香港貿易發展局於3月18日合辦「2016中國投資政策研討會」，總商會為活動支持機構之一。商務部部長助理劉海泉率領官員代表團訪港，並於會上介紹內地最新的投資政策。上海自貿區負面清單的特別管理措施由2013年版的190項，減少至2015年版的122項，並將在內地其他四個自貿區實施。

The CCPIT Representative Office in Hong Kong & Macao, CCPIT Guangdong, CCPIT Guangzhou and CCPIT Shenzhen co-hosted a spring dinner in Hong Kong on 22 March. Shirley Yuen, Chamber CEO, attended the dinner.

中國國際貿易促進委員會駐港澳代表處、廣東省委員會、廣州市委員會及深圳市委員會於3月22日在香港合辦新春晚宴，總商會總裁袁莎妮亦有出席。

The Council for the Promotion of Guangdong-Hong Kong-Macao Cooperation organised a spring dinner in Hong Kong on 23 March. The Chamber was a supporting organisation. Deputy Chairman Stephen Ng, CEO Shirley Yuen, China Committee Chairman PC Yu and Chamber GC and members joined the dinner.

廣東省粵港澳合作促進會於3月23日在香港舉行新春晚宴，總商會常務副主席吳天海、總裁袁莎妮、中國委員會主席余鵬春、理事及中國委員會委員均有出席。



Anthony Wu, member of the Standing Committee of the CPPCC National Committee, and Jeffrey Lam, member of the CPPCC National Committee, shared their insight on issues relating to the 2016 NPC and CPPCC Annual Sessions at a roundtable luncheon on 21 March. They said the annual sessions delivered a clear message that the Central Government will continue with economic restructuring and try to avoid a "hard landing." With respect to Hong Kong's development, Premier Li Keqiang expressed strong confidence in the city's development and also pledged to support and maintain Hong Kong's long-term prosperity.

全國政協常委胡定旭與全國政協委員林健鋒出席3月21日的午餐會，分享他們對2016年兩會會議成果的看法。他們指出，兩會明確表明中央政府將繼續推動經濟結構性改革，避免經濟「硬著陸」。至於香港發展方面，李克強總理對本港發展充滿信心，並表示會支持及維持香港的長期繁榮。

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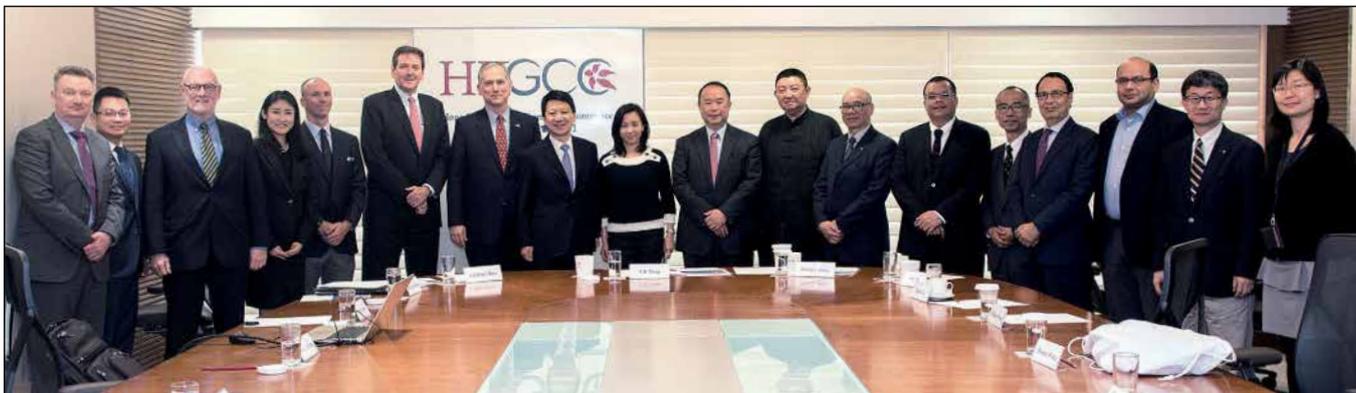
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NEW!



Chamber in Review 活動重溫

Americas Committee 美洲委員會



Investment Opportunities in the U.S.

Clifford Hart, Consul General of the United States of America, called on the Chamber on 1 April to discuss investment opportunities in the U.S. He said SelectUSA serves as one of the priority promotion platforms to attract foreign investment to the U.S. Heads of the U.S. Consulate's Commercial Service and Consular Sections spoke about the advantages of SelectUSA, as well as how to apply for a U.S. visa. Ernst & Young's U.S. Tax Desk Senior Manager Isabelle Wang also briefed members on taxation issues regarding investing in the U.S. The Chamber's Chairman YK Pang, CEO Shirley Yuen, General Committee members PC Yu and David Lie, and committee leaders and members exchanged ideas with the Consul General on their needs and challenges when investing in the U.S. If members would like to get more information about SelectUSA, please visit www.selectusasummit.us or contact fion@chamber.org.hk.

在美投資商機

美國駐香港總領事夏千福於4月1日到訪總商會，闡述在美投資的機會。他表示，「選擇美國投資峰會」(SelectUSA)是美國吸引外資的重點推廣平台之一，而領事館商務署及領事部的主管也闡述了投資峰會的優點，以及如何申請美國簽證。安永美國稅務中心高級經理王怡之向委員簡介在美國投資所涉及的稅務事宜。總商會主席彭耀佳、總裁袁莎妮、理事余鵬春和李大壯，以及委員會主席和成員，與總領事討論在美國投資的需要及挑戰。會員如欲了解SelectUSA的詳情，請瀏覽網頁www.selectusasummit.us，或電郵聯絡fion@chamber.org.hk。



Cocktail Reception with Consuls General of the Americas 美洲總領事酒會

About 100 members attended the Americas Committee's Cocktail Reception on 31 March at the Chamber's Theatre for a very productive evening of networking with Consuls General of the Americas and their representatives. Thomas Wong, Chairman of the Americas Committee, welcomed members and guests before the Chamber's Director for PR and Programs Malcolm Ainsworth proposed a toast to building stronger business cooperation between the countries and peoples of the Americas and Hong Kong.

約100名會員於3月31日出席假香港總商會演講廳舉行的美洲總領事酒會，與多位美洲地區的駐港總領事及代表會面，聯誼交流。美洲委員會主席黃華榮歡迎蒞臨的會員及嘉賓，總商會公共關係及項目總監麥爾康舉杯祝酒，祝願美洲國家與香港能加強商務合作。

Asia & Africa Committee 亞洲及非洲委員會



HKGCC in Iran 香港總商會考察伊朗

A 19-member delegation from the Chamber visited Iran in April to explore business opportunities. Led by Asia & Africa Committee Chairman Andrew Wells, the delegation visited Tehran, Isfahan and Mashhad and met with government officials, businesspeople and banks.

總商會組成19人考察團，在4月赴伊朗探索當地商機。考察團由亞洲及非洲委員會主席華賢仕帶領，到訪了德黑蘭、伊斯法罕及馬什哈德，並與當地政府官員、商界及銀行代表會面。

Ranganathan Jagannathan, Business Development Executive for the Kakinada Special Investment Region in India, visited the Chamber on 31 March to discuss opportunities for cooperation with the Chamber. Asia & Africa Committee Chairman Andrew Wells welcomed the visitor and discussed the current business climate and suggested how the two organizations could cooperate.

印度Kakinada 特別投資區業務發展主管 Ranganathan Jagannathan在3月31日到訪總商會，探討雙方的合作機會。亞洲及非洲委員會主席華賢仕接待來賓，簡述現時的商業氣氛，並建議合作的方法。



Ivan Chan, Vice President of the Hong Kong Myanmar Chamber of Commerce, visited the Chamber on 20 April to introduce the organization and discuss possible areas for cooperation with HKGCC Director of PR and Programs Malcolm Ainsworth.

Lata Kannoja, from the Export Promotion Council for Handicrafts, and Shubham Bansal, Group Manager, Comnet Exhibitions, called on the Chamber's Director of PR and Programs Malcolm Ainsworth on 19 April to explore how the Chamber could help promote India's trade exhibitions to Hong Kong companies. The Indian Fashion and Jewellery Exhibition will take place in Delhi from 21-23 July, while the India Handicrafts Fair will take place from 14-18 October

香港緬甸商會副會長陳永康於4月20日到訪總商會，與總商會公共關係及項目總監麥爾康會面，藉此介紹緬甸商會及討論雙方有機會合作的領域。

also in Delhi. The Indian Government can subsidize Hong Kong companies visiting the shows if they meet certain criteria.

Export Promotion Council for Handicrafts 代表Lata Kannoja及Comnet Exhibitions Group Manager Shubham Bansal於4月19日到訪總商會，與總商會公共關係及項目總監麥爾康會面，探討總商會可如何協助向港商推廣印度的貿易展。「印度時裝及珠寶展」和「印度手工藝品展」將分別於7月21至23日及10月14至18日在德里舉行，印度政府可資助合資格的香港企業參觀貿易展。



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



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數碼、資訊及電訊委員會
Ms Agnes Tan
陳國萍女士



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Mr George S K Leung
梁兆基先生



Industry & Technology Committee
工業及科技委員會
Mr Emil Chen On Yu
于健安先生

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



The Chamber and Microsoft Hong Kong co-organized the “CityNext Forum: Smart Manpower for Smart City” on 20 April. The event allowed business leaders, government officials, NGOs and the community to exchange ideas on how businesses as well as individual workers can embrace technologies available today to address the needs of a smart city in the 21st century and beyond.

總商會與微軟香港有限公司於4月20日合辦「CityNext論壇：智慧城市 智慧人才」，為商界領袖、政府官員、非政府團體及社區人士提供平台，探討企業及員工如何利用現今科技，滿足智慧城市在21世紀及未來的需要。

Daryl Choy, Director of Wisdomboom Limited, spoke at a Chamber roundtable about how companies can use WeChat as an effective online marketing tool to reach customers in Mainland China.

智衍有限公司總監蔡伯偉出席本會午餐會，探討企業如何運用微信達致有效的網上營銷，接觸內地顧客。



Members of the Working Group on FinTech, DIT Committee and Financial & Treasury Services Committee met with Nitin Gaur, IBM Blockchain Labs Director, on 29 March to discuss the applications of blockchain technology and how it can help reduce the middleman's role and enhance transaction efficiency, transparency and security.

金融科技工作小組、數碼、資訊及電訊委員會與金融及財資服務委員會於3月29日與IBM區塊鏈實驗室主管Nitin Gaur會面，探討區塊鏈技術的應用，以及此技術如何減輕中介的角色，提高交易效率、透明度與安全性。



Stephen Wong, Privacy Commissioner for Personal Data, Hong Kong, spoke at a Chamber roundtable on 13 April about the collection and use of biometric data.

香港個人資料私隱專員黃繼兒在本會4月13日的午餐會上，向會員講解收集及使用生物辨識資料的規定。



Finland 2.0 – Ideal Hub for Research and Tech 芬蘭2.0 — 科研的理想樞紐

Jari Sinkari, Consul General of Finland, highlighted the growing relationship between Hong Kong and Finland in technological development at the Europe Committee's meeting on 19 April. As one of the most research-intensive countries in the world, Finland is an ideal hub for businesses to develop R&D and innovation. It also provides a business-friendly environment for start-up businesses in the gaming, and information and communications technology industries, said Sinkari.



在歐洲委員會4月19日的會議上，芬蘭總領事Jari Sinkari 強調芬蘭與香港在科技發展上的合作關係日益緊密。芬蘭作為全球其中一個科研最密集的國家，是企業研發和創新的理想樞紐。Sinkari指出，當地亦為遊戲、資訊及通訊科技業的初創企業，提供一個有利的營商環境。

Committee Chairmen 委員會主席

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

Wander Meijer, GlobeScan's Asia Pacific Director, spoke at a roundtable luncheon on 7 April and presented several case studies of how successful global corporations embraced sustainability-led strategies to grow their business.

GlobeScan Asia Pacific 董事麥宏德在4月7日出席本會午餐會，分享多間跨國企業的研究個案，概述這些成功企業如何以可持續發展為策略，主導業務拓展。



The committee submitted a policy paper on "Biodiversity Strategy and Action Plan" on 6 April, advocating a holistic approach to developing strategic enhancements in overall ecological functions. We also emphasized the importance of providing certainty and predictability so that businesses can plan well ahead in response to any policy changes and new requirements.

委員會在4月6日就《生物多樣性策略及行動計劃》提呈政策建議書，促請當局全面地制訂一個優化生態功能的策略，同時強調方案應具有明確性和可預測性，好讓企業能及早規劃，應對任何政策轉變和新規定。

Europe Committee 歐洲委員會



Is Hong Kong still a Gateway for Investment in Mainland China and Europe? 香港仍否是投資中國內地和歐洲的門戶？

The Europe Committee held a talk to examine whether Hong Kong is still the gateway for investment in Mainland China and Europe. Davide De Rosa, Of Counsel, Gianni Origoni Grippo Cappelli & Partners, and Christian Heinen, Managing Director, Intertrust Hong Kong Ltd, explained that Chinese investments in Europe are growing impressively and that Chinese companies are diversifying their services and products to satisfy market demands. They forecast that the growth rate of global foreign investment in the Mainland will continue to grow and that Hong Kong still has a competitive advantage in facilitating this flow.

歐洲委員會舉行研討會，探討香港仍否是投資中國內地和歐洲的門戶。會上，Gianni Origoni Grippo Cappelli & Partners高級顧問律師戴偉德及富信香港有限公司董事總經理寧瀚信解釋，中國在歐洲的投資正錄得可觀的增長，而中國企業亦積極開拓更多元化的產品和服務，以滿足市場需求。兩位預計，全球在華的投資增長率將持續上升，而香港在促進資金流動的角色上，仍具有競爭優勢。

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Industry & Technology Committee 工業及科技委員會

Nicholas Yang on Innovation and Technology 楊偉雄暢談創新與科技



Nicholas Yang, Secretary for Innovation and Technology, spoke to a full house at the Chamber's Town Hall Forum Series on 18 April. The Secretary discussed what his bureau is doing to develop Hong Kong into an innovation hub for technology, and how technology can boost the economy and address environmental and social challenges.

創新及科技局長楊偉雄於4月18日出席本會「議事論壇」，講解該局在推動香港成為創新科技樞紐方面的工作，並闡述創新科技如何促進經濟發展，以及應對環境和社會的挑戰。

The 2016 Hong Kong Awards for Industries Scheme was launched on 5 April. The Chamber is the lead organizer of the "Innovation and Creativity" category, and will be organizing a seminar on "Innovating New Business Opportunities" on 13 May to promote the awards scheme.

「2016香港工商業獎」於4月5日開始接受報名。總商會為「創意」組別的主辦機構，並將於5月13日舉行「創意：市場趨勢與商機」研討會，以介紹此獎項。

Legal Committee 法律委員會

The Chamber submitted its views to a consultation exercise on the Hong Kong Liner Shipping Association's application for a Block Exemption Order under the Competition Ordinance. Essentially, the Chamber is supportive of exempting liner shipping agreements with respect to Vessel Sharing Agreements. It is also in favour of exempting Voluntary Discussion Agreements, another type of liner shipping agreement, if there is clear evidence that these give rise to net efficiencies that benefit Hong Kong.

總商會就香港定期班輪協會根據《競爭條例》申請集體豁免命令的公眾諮詢提呈建議書。基本上，總商會支持豁免「船舶共用協議」方面的班輪協議，亦支持豁免「自願討論協議」，即另一種定期班輪協議，惟前提是證據明確顯示此舉對香港利多於弊。

Stephen Crosswell, Chairman of the Chamber's Legal Committee, provided his perspective on the dynamics between a free market and the legal system at a lunchtime talk on 14 April.

法律委員會主席高善和出席4月14日的午餐會，就自由市場及法律制度之間的關係，發表個人看法。

Retail & Tourism Committee 零售及旅遊委員會

Twenty Chamber members visited Wellcome Supermarket's 500,000 square-foot Dry Grocery Delivery Centre on 15 April. The centre operates 24 hours a day, 365 days a year delivering goods to the chain's 300-plus stores in Hong Kong and Macao.

20位總商會會員於4月15日參觀惠康乾貨配送中心。該中心佔地50萬平方呎，每天24小時不停運作，全年無休地為香港及澳門逾300間分店運送貨物。



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

Dominic Chow, Principal Assistant Secretary (Works) 1, Development Bureau, updated members at the committee's meeting on 12 April about labour shortage issues facing the construction industry, and the Government's measures to address the shortages.

發展局首席助理秘書長（工務）周永恒出席4月12日的委員會會議，向委員闡述建造業勞工短缺的最新情況，以及政府的應對措施。

Chamber Assistant Director Charlotte Chow met with Logan Sears, CEO of Green Acres Franchise Group from New Zealand, on 11 April to discuss the group's plan to expand into the Mainland market through Hong Kong.

總商會副總監周育珍在4月11日與新西蘭Green Acres Franchise Group行政總裁Logan Sears會面，討論該集團通過香港進軍內地市場的計劃。

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

Anthony Tong, Deputy Chairman of the Copyright Tribunal, spoke at a Chamber roundtable luncheon on the development and management of intellectual properties for SMEs on 11 April. He gave an overview of trademarks, copyrights, registered designs and patents, and explained the rationale for businesses applying for these IP categories. He emphasized that enterprises should establish a comprehensive and traceable record-keeping system and integrate IP into business plans when managing the IP portfolio.



版權審裁處副主席湯達熙於4月11日出席「中小企業的知識產權管理與開發」午餐會，概述商標、版權、註冊外觀設計及專利等概念，並解釋企業應用上述知識產權項目的原因。他特別指出，企業管理知識產權組合時要著重建立可追溯性的紀錄系統和將知識產權納入商業計劃當中。

Taxation Committee 稅務委員會

The Chamber submitted its views on 5 April to a government consultation on Hong Kong Programme for Tax Treaty Negotiations in 2016. To further enhance Hong Kong's role as a "super connector" for trade and investments between Mainland China and Belt and Road countries, the Chamber has called for a CDTA-only approach to bilateral tax agreements with jurisdictions in Asia, Europe and Africa.

總商會在4月5日提呈建議書，回應2016年香港的稅務協定談判議程的政府諮詢。為進一步加強香港作為「超級聯繫人」的角色，促進內地與「一帶一路」沿線國家的貿易投資，總商會支持與亞洲、歐洲及非洲地區就雙邊稅務協議，簽訂全面性避免雙重課稅協定。

Women Executives Club 卓妍社

WEC Chairman Margaret Leung and Vice Chairman Jennifer Chan represented the Chamber at a dinner for the leadership of a local women association hosted by Madam Yin Xiaojing, Deputy Minister for Liaison Office of the Central Government in the HKSAR, on 18 April at their office.

卓妍社主席梁甘秀玲與副主席陳佩君於4月18日代表總商會出席香港各界婦女社團領袖餐敘。晚宴由中央政府駐港聯絡辦副主任殷曉靜安排，並在其辦公室內舉行。



Others 其他



Twenty members visited the ICAC's Headquarters on 15 April to talk with Simon Peh, ICAC Commissioner, and his colleagues about corruption trends in Hong Kong, as well as Hong Kong's standing in local and international surveys/rankings on probity. Members were also briefed on support programmes provided by the ICAC to listed companies, SMEs, individual trades and professions.

20名會員在4月15日參觀廉政公署總部，與廉政專員白韜六及其團隊討論香港的貪污趨勢，以及香港在本地與國際的廉潔指數調查的排名。會員亦了解到廉政公署為上市公司、中小企業、不同商業與專業團體所推行的支援計劃。

Talent Development 人才發展

Andrew Yau, General Manager of Marketing, and Ada Wong, Manager for Online Advertising-PLAN, both from New World iMedia Solutions Ltd, together with the Channel Sales Lead of Google Hong Kong, Terry Fung, spoke at a seminar on 8 April about “Effective Digital Marketing Trends.” They gave practical advice about common digital marketing strategies adopted by companies today, successful case sharing of O2O (Online to Offline or Offline to Online) marketing, and the use of different tools available in Google to help

新世界互動媒體有限公司市務總經理邱子恩、網上廣告一策劃及營運經理王雅，與Google合作夥伴業務總監馮竹雅在4月8日的「有效網上營銷趨勢」研討會上擔任演講嘉賓。他們針對現今企業應採取的網上營銷策略提出可行建議，分享成功的O2O營銷個案，以及探討如何利用Google的不同工具，分析最新的市場資訊，以提高銷量和品牌意識。三人特別指出，企業網站應方便流動裝置瀏覽，因為現時大部分人都使用流動裝置上網。

analyze the latest market data to drive sales and build brand awareness. The speakers stressed that having a mobile friendly corporate website is essential nowadays as the majority of people use mobile devices to browse the Internet.



Maxine Teo, Corporate Facilitator of Charisma Academy, conducted a workshop on “Powerful People Skills for Greater Business Results” on 13 April. Members learnt some quick and powerful tips on people skills such as turning difficult people into allies, clues and cues to connecting with people efficiently, and knowing how to ask the right questions to achieve greater business results.

Charisma Academy 講師張予璋在4月13日主持工作坊，主題為「如何迅速建立關係，達到更高效成果」。會員學習到一些快捷、有效的人際溝通技巧，例如讓刁難的人成為同盟、有效連繫他人的方法，以及如何發問正確的問題，以達到更佳業績。

Andrew Ma, Founder & Executive Director of Chorev Consulting International Co Ltd, spoke at a seminar on 22 April on “Recruiting and Retaining Fresh Graduates.” He shared with members the importance of building a leader-follower relationship with newly recruited graduates as part of a talent retention strategy, and gave some practical advice on ways to identify critical skills, potential and attitudes in the recruitment process.

高宏國際顧問有限公司創辦人及行政總監馬文藻博士於4月22日出席研討會，探討企業如何招聘及留住應屆畢業生。他向會員表示，作為挽留人才策略的一部分，領導應與新聘用的畢業生建立良好部屬關係（leader-follower relationship），另外亦提供實際建議，讓企業能在招聘過程中識別出求職者的關鍵技能、潛質及態度。



The Chamber's Mobile App

總商會流動程式

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管理總商會會員的會籍資料，以及已報名參加或已出席的活動。



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掌握總商會的最新動態、經濟資訊，閱覽政策建議書、《工商月刊》，以及重溫會議、研討會和講座。



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Exchange electronic business cards with fellow members around you simply by shaking your mobile.

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盡享所有會員優惠和折扣，包括各式各樣的產品和服務，從禮物籃到語言學習等包羅萬有。



Cheers the Americas!

美洲總領事酒會



Over 100 members attended the Americas Committee's Cocktail Reception on 31 March at the Chamber's Theatre for a very productive evening of networking with Consuls General of the Americas and their representatives. Thomas Wong, Chairman of the Americas Committee, welcomed members and guests before the Chamber's Director of PR & Programs Malcolm Ainsworth proposed a toast to build stronger business cooperation between the countries and peoples of the Americas and Hong Kong. 🌸





逾 100名會員於3月31日出席假香港總商會演講廳舉行的美洲總領事酒會，與多位美洲地區的駐港總領事及代表會面，聯誼交流。美洲委員會主席黃華樂歡迎蒞臨的會員及嘉賓，總商會公共關係及項目總監麥爾康舉杯祝酒，祝願美洲國家與香港能加強商務合作。





Maintaining Hong Kong's Clean Image 守護香港廉潔形象

Around 20 members visited the ICAC and met with Commissioner Simon Peh on 15 April to exchange views about anti-corruption efforts and the low level of corruption in Hong Kong.

Peh stressed that the ICAC's robust three-pronged strategy in eradicating graft, raising awareness and preventing corruption was widely recognised at home and abroad. With staunch support from the public and the business community, Hong Kong continues to rank as one of the cleanest places in the world in international corruption surveys.

However, the public has a perception that Hong Kong's corruption has risen. Peh said such a perception is due to the extensive media coverage of a few prominent corruption cases. He explained that the successful crackdown on these cases demonstrated the resolution and efficacy of the ICAC to bring the corrupt to jus-

tice, irrespective of the background, status or position of the persons and organisations involved.

Raymond Ng, Acting Director of Community Relations, acknowledged

Hong Kong continues to rank as one of the cleanest places in the world in international corruption surveys.

the business sector as a major partner in ICAC's battle against corruption.

He also highlighted some of the centre's recent initiatives including a three-year ethics promotion programme for listed companies

in Hong Kong, corruption prevention services for SMEs, an integrity management programme for banking industry and ethics promotion work targeted at young people.

With the support of HKGCC and nine other major chambers of commerce in Hong Kong, the ICAC set up the Hong Kong Business Ethics Development Centre (the Centre) in 1995 to serve as a bridge between the ICAC and the business community to promote business and professional ethics. Since then, the centre has promulgated business ethics to 800,000 people from different business organisations, business associations and professional bodies on different occasions.

As one of the founding members of the Hong Kong Business Ethics Development Advisory Committee, the Chamber will continue to play our part and work with ICAC closely in maintaining a level playing field for businesses in Hong Kong. 🌸



約

20名會員在4月15日參觀廉政公署，與廉政專員白韜六會面，就香港的反貪工作及低貪污水平，互相交流意見。

白韜六強調，廉政公署以嚴厲執法、提高公眾對貪污的意識，以及預防貪污的「三管齊下」策略，肅貪倡廉，成績受到海內外的認可。在公眾及商界的鼎力支持下，香港在國際貪污情況調查中繼續獲評為全球最廉潔的地方之一。

然而，公眾卻認為香港的貪污情況有上升的趨勢。白韜六表示，這是因為傳媒廣泛報導矚目大案，影響了大眾對廉潔程度的觀感。他解釋，成功就這些案件作出檢控，正好體現出廉政公署打

擊貪污舞弊的決心和能力，不會受涉案人士及機構的背景、身份和地位影響。

廉政公署社區關係處署理處長伍國明表示，商界是廉政公署打擊貪污的重要夥伴。



香港在國際貪污情況調查中繼續獲評為全球最廉潔的地方之一。



他特別提到香港商業道德發展中心近期的措施，包括向香港上市公司推廣商業道德的三年計劃、對中小企業的防貪支援、銀行業誠信管理計劃，以及針對年青人的道德推廣工作。

在香港總商會及香港其他九大商會的支持下，廉政公署在1995年創辦香港商業道德發展中心，作為該署與商界之間的橋樑，共同推動商業道德與專業操守。中心至今已通過不同渠道，向80萬來自不同商業機構、商業協會及專業團體的人士推廣商業道德。

作為香港商業道德發展中心的創辦成員之一，香港總商會將繼續與廉政公署緊密合作，以維持香港公平競爭的商業環境。





Efficient Picking in Action

Twenty Chamber members visited Wellcome Supermarket's 500,000-square-foot dry grocery delivery centre in the Kwai Chung Container Terminal on 15 April, where they learned about the company's various measures to improve efficiency and productivity.

The delivery centre management team has taken up the responsibility to change and re-arrange the work environment in order to allow staff to do things faster, instead of just simply raising targets.

In order to improve warehouse efficiency, Wellcome implemented a slotting optimization system to assign the location of products inside the delivery centre to minimize the distance for order picking. This entailed setting the location of

products by taking into consideration the distance to reach the product with the objective of reducing both the inbound and outbound travelling path of a product.

Within the warehouse, the picking path is defined. Relatively slow moving products are placed at the far end. This arrangement increases picking productivity as the majority of order picking can be completed after traveling 75% to 85% of the total pick path.

The arrangement of products is always an ongoing exercise as product movement always changes according to promotional and seasonal factors, as well as customer demand.

The company has implemented an incentive scheme for warehouse

staff based on the work process, job assignment and operating parameters such as product dimension, weight, and location. A "time and motion" concept is used for coming up with realistic targets for warehouse staff regarding the completion time of specific tasks. There is no hourly numerical target for the number of cases or pallets to be moved. ❀





高效率配送服務

20位總商會會員於4月15日前往葵涌貨櫃碼頭，參觀惠康超級市場面積達50萬平方尺的乾貨配送中心，了解惠康提高效率及生產力的措施。

配送中心的管理團隊負責改善與重新安排中心的工作環境，務求讓員工更快完成各項工作，而非只是提高目標。

為提高貨倉效率，惠康採用貨位優化管理系統來分配貨品的擺放位置，以減少揀貨時的走動距離。這系統在規劃貨品位置時會考慮前往該位置的所需路程，目標是縮短貨品入倉及出倉的路線。

貨倉內的揀貨路線都已預先設定，相對

流量慢的貨品會放在較遠的位置。此安排可增加揀貨的效率，大部分訂單在走過75%至85%揀貨路線後，已能夠完成揀貨。

貨品的排列方法需要不斷調整，因為貨品的流動受宣傳與季節因素，以及顧客需求而有所改變。

惠康亦向貨倉員工推行獎勵計劃，根據工作流程、工作分配及其他運作因素，如貨品大小、重量及擺放位置，予以獎勵。至於完成個別工作的時限，他們以「時間與動作」的概念，為倉務員計算出合理的目標時間，沒有訂立每小時必須移動的貨箱或貨板數目。✿





Heartwarming Meals

The Young Executives Club (YEC) volunteered to lend a hand to Food Angel to help prepare and serve food for the elderly and young on 17 and 22 March. A total of 37 members took part in the activity, including Chamber CEO Shirley Yuen and YEC Vice Chairman Joseph Chan.

On both visits, Chamber volunteers helped to prepare vegetables and serve meal boxes at Food Angel's Chai Wan kitchen and Sham Shui Po Community Cen-

tre. The volunteers prepared over 1,800 meals which were then distributed to single elderly folks and underprivileged children at different community centers.

At the Sham Shui Po Community Centre, volunteers had the opportunity to serve meals to the elderly and chat with them about their daily lives. Many members felt that the activity was very meaningful and made them more considerate about wasting food. 🌸





熱飯送暖展關懷

卓 青社於3月17日和22日分別舉行了兩次義工活動，協助惜食堂製作和派發食品予長者和兒童，合共37名會員參與，包括總商會總裁袁莎妮和卓青社副主席陳浩濂。

在兩次活動中，總商會義工協助處理蔬菜，並在惜食堂的柴灣廚房和深水埗社區中心派發熱飯餐。會員合力製作

了超過1,800份熱飯餐，而飯餐其後會派發予不同社區中心的獨居長者和基層兒童。

在深水埗社區中心，義工們更有機會即席派送熱飯餐予長者，並與他們傾談，藉此了解他們的日常生活。許多會員表示，是次活動別具意義，令他們對珍惜食物有更深切的體會。✿



Business-School Partnership Programme Activities Review



SKH Lam Woo Students Learn About Excellent Service

聖公會林護紀念中學學生體驗卓越服務

A group of twenty students from SKH Lam Woo Memorial Secondary School participated in a one-day activity about customer service with the Nuance Group (HK) Ltd. on 24 March. The students first visited Nuance Group's office in Tung Chung and learnt the six steps of the selling process like "add-on" and "greet and engage" to achieve service excellence, which they then acted out in a role-playing exercise. "The six steps helped me understand retail sales better. I used to think that selling things was very easy and only required you to promote products to customers. But now I've changed my mind. The selling process is not as easy as I thought," said student Yu Chun Hang.

20名聖公會林護紀念中學學生於3月24日參加The Nuance Group (HK) Ltd. 籌備的全日活動，學習何謂顧客服務。他們先參觀 The Nuance Group 位於東涌的辦公室，學習銷售的六個步驟，如「附帶銷售」及「問候及互動」，以提供優質客戶服務，並在角色扮演練習中實踐所學。學生俞春杏說：「這六個步驟加深了我對零售銷售的認識。我一向以為銷售就是向顧客推廣產品，十分簡單，但我現在的看法已改變，銷售過程並不像我想像中那麼容易。」

The six steps helped me understand retail sales better.

這六個步驟加深了我對零售銷售的認識。

Yu Chun Hang
俞春杏



「商校交流計劃」活動回顧

In the afternoon, students were given a guided tour of some of the stores operated by the Nuance Group in the restricted area of Hong Kong International Airport. Staff described the items sold in the store and explained how the merchandise assortment and store positioning help in their selling strategy. Students were then given the chance to serve as customer service ambassadors for an hour in two of the stores to allow them to experience real customer service and put what they had learnt that day into real practice. “I found out that it is quite challenging and not as easy as I had thought. I learnt from one of the sales staff that they need to understand the customers and take the initiative to approach them by having a friendly attitude and asking specific questions. Add-on selling is also encouraged to boost sales. I truly admire their spirit and hard work,” said Kong Wing Pui, a student who served as a customer service ambassador in the Sound & Vision store.

他們在下午參觀了The Nuance Group於香港國際機場禁區內營運的多間店舖，職員向他們介紹店內出售的產品，並解釋商品分類與店內佈局如何配合銷售策略。在其後的一小時，學生有機會在兩間店舖擔任顧客服務大使，嘗試在真實環境中提供顧客服務，實踐當天所學。學生江穎蓓在Sound & Vision 擔任顧客服務大使後說：「我覺得零售工作很有挑戰，並不如我想像中容易。我從職員身上學習到，銷售時要先明白顧客的需求，並要主動接觸他

們，以友善的態度發問。職員也鼓勵我嘗試附帶銷售，以提高銷量。我十分欣賞他們的工作熱情及辛勤工作。」



I found out that it is quite challenging and not as easy as I had thought.

我覺得零售工作很有挑戰，並不如我想像中容易。

Kong Wing Pui
江穎蓓





Tak Nga Students Enjoy Art in a Shopping Mall

A group of twenty-nine students from Tak Nga Secondary School visited the K11 mall owned by the New World Development Company Ltd on 12 April. The students were given an art tour to understand how the theme “art, people and nature” was incorporated into the mall and were excited to learn about the design concept for every art piece in the mall and how the art museum inside the shopping mall attracts customers. The students will also go on a hotel tour of the Hyatt Regency in the coming month to get an understanding about how a hotel operates.

德雅中學學生在商場體驗藝術

29名德雅中學學生於4月12日參觀新世界發展有限公司旗下的K11商場，欣賞展出的藝術品，以了解「藝術•人文•自然」的主題如何融入商場設計。學生都很有興趣認識不同藝術品的設計概念，以及藝術館如何幫助商場增加顧客流量。學生下月將參觀凱悅酒店，了解酒店的日常運作。



The students were given an art tour to understand how the theme “art, people and nature” was incorporated into the mall ...

學生參觀商場展出的藝術品，以了解「藝術•人文•自然」的主題如何融入商場設計。





BEC Shows Off Green HQ To The Students of The Mission Covenant Church Holm Glad College

Twenty students from the Mission Covenant Church Holm Glad College visited the headquarters of the Business Environment Council (BEC) in Kowloon Tong on 14 April where they were given a guided

tour of the green facilities, such as light and motion sensors, LED lights and rainwater collection system. Students were told that besides having green facilities, staff cooperation is the most important factor in saving energy, and were then encouraged to save energy and protect the environment.

商界環保協會向堅樂中學學生介紹綠色總部

20名基督教聖約教會堅樂中學學生於4月14日前往九龍塘，在職員的帶領下參觀商界環保協會的總部，認識當中的環保設施，如光度和動作感應器、LED燈及雨水收集系統。在參觀過程中，學生了解到環保設施雖然有助節省能源，但職員的配合亦十分重要。職員亦鼓勵他們節約能源，保護環境。

Stewards Pooi Kei Students Visit Link Reit's New Wet Markets

Fifteen Stewards Pooi Kei College students visited Link REIT's office in Kwun Tong on 1 April. Wing Wong, Assistant Learning & Development Manager, gave an overview of the company and their mystery shopper programme which is conducted to assess the performance of their staff.

After the talk, students went to Tuen Mun and Tin Shui Market. They were greeted by staff who explained to them how the new wet markets provide customers with a unique shopping experience. Students were amazed by the big contrast with traditional wet markets because the new markets had been redesigned to provide a more hygienic, cleaner and more pleasant shopping environment. ❀



香港神託會培基書院參觀 領展的全新街市

15名香港神託會培基書院學生於4月1日參觀領展位於觀塘的辦公室，助理人力資源培訓及發展經理黃穎妍向學生簡介公司背景，以及他們用作評核職員表現的神秘顧客計劃。

學生其後到屯門參觀領展旗下兩個經翻新的「H.A.N.D.S」及天瑞街市，職員向他們解釋新街市如何為顧客提供獨特的購物體驗。學生都讚嘆新街市的購物環境更衛生、乾淨、舒適，與傳統街市截然不同。 ❀

Mark Your Diary



19 May

16 May



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Cocktail Reception with Consuls
General of the Asia-Pacific, African
and Middle Eastern Regions:
Exploring the Belt & Road Countries

The Transformation of China's
Innovative Capacity and
Innovation Strategies for
MNCs in China

2016 Chamber Events

MAY

- 04 MAY** Roundtable: Proposed Tax Measures for Corporate Treasury Centres in Hong Kong – what are the business opportunities and challenges?
- 05 MAY** YEC: Business Over Meals – Essential Dining Etiquette
Seminar: Do's and Don'ts of Employee Compensation & Benefits Programmes
- 06 MAY** Workshop: "Press Release Writing" Workshop
Seminar: Retirement: Are We Saving Enough? What Are the Obstacles?
Roundtable: Breaking into Uncharted Territory – Taking off with Mobile Payment in Mainland China 1
- 10 MAY** Training: Managing Extraordinary Staff Situations
HKGCC Annual General Meeting
- 11-14 MAY** Mission to Xi'an
- 13 MAY** Seminar: Innovation & Creativity: Market Trends & Business Opportunities cum Introduction to the Selection Criteria of The 2016 Hong Kong Awards for Industries: Innovation and Creativity
- 16 MAY** YEC: Lifestyle and Recreation
Cocktail Reception with Consuls General of the Asia-Pacific, African and Middle Eastern Regions: Exploring the Belt & Road Countries
- 17 MAY** Workshop: Selecting & Interviewing Post '90s Job Candidates
- 19 MAY** Roundtable: The Transformation of China's Innovative Capacity and Innovation Strategies for MNCs in China
Seminar: Protecting Your Financial Data via Cryptography and Other Cybersecurity Strategies
- 20 MAY** Seminar: Government Consultation on "Trade Single Window"
Chinese Cuisine & Chilean Wines Pairing Luncheon
Financial & Treasury Services Committee Meeting
Taxation Committee Meeting
- 23 MAY** Meeting with Standard Working Hours Committee
Roundtable: Claims and Collection Tactics to Shelter Against Rising Corporate Debt in China
Town Hall Forum Series: Meet the LegCo - The Honourable Tsang Yok-sing
- 24 MAY** Workshop: Engaging Your Talent for Next Level Development
Joint Associations; Forum on Retirement Protection
- 25 MAY** Seminar: Payment situations in Europe and How to Handle Payment Difficulty Cases Effectively
Roundtable: Common Tax Disputes between Taxpayer and IRD
- 26 MAY** Workshop: Creating a Positive Work Environment and Enthusiastic People
Roundtable: China's New Normal
- 27 MAY** Training: Breaking Down Silos to Enable Collaboration and Cross-Selling
Americas Committee Meeting
Roundtable: Spain and Latin America's Role Along the Belt and Road



23 May

Town Hall Forum Series:
Meet the LegCo - The
Honourable Tsang Yok-sing



31 May

Smart City – Impact
& Opportunities for
Hong Kong



02 Jun

Young Executives Club
Networking Luncheon



20 Jun

Cocktail Reception with
European Consuls General
in Hong Kong

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



MAY

30
MAY Roundtable: Qianhai's Preferential Policies and
Entrepreneurs' Sharing

31
MAY Workshop: TL;DR – Too Long; Didn't Read
Smart City – Impact & Opportunities for
Hong Kong

JUNE

01
JUN Seminar: Big Data for Innovative People
Management

02
JUN Workshop: Building Trusted Relationships
Young Executives Club Networking Luncheon

07
JUN Women Executives Club Breakfast Meeting
Series: Jeny Yeung Mei Chun
Training: Issues on Employing Part-time Staff &
Freelance Workers

08
JUN Workshop: Joint Coffee Tasting & Latte Art Class

14
JUN Workshop: Don't Just Manage Your Team.
LEAP Your Team
Asia & Africa Committee Meeting
Meet the New Chamber Chairman

15
JUN Workshop: How Incoterms 2010 Benefit Importer /
Exporter in International Trade

JUNE

16
JUN China Committee Meeting
Roundtable: CBRE

Workshop: Executive Presence
Townhall Forum with Wong Kam Sing

17
JUN Advanced Media Workshop: "Master Storytelling
for Top Leaders"

20
JUN Cocktail Reception with European Consuls
General in Hong Kong

21
JUN Training: Essential Wills & Skills for Young
Executives' Next Step Up

22
JUN Investment Committee Meeting
Seminar: Establishing a Meaningful CSR
Environment and Sustainability Committee Meeting

23
JUN Training: MBTI Step I & II Certification
Programme (4-day course)
Roundtable: Snapask
Economic Policy Committee Meeting

24
JUN Roundtable: Capturing e-commerce opportunities
through supply chain modernization

28
JUN Workshop: Build Your Performing Team

29
JUN YEC x HKCEA Joint Happy Hour

30
JUN Shipping and Transport Committee Meeting

Career Talent
Jobs Strategy Innovation
TRAINING & DEVELOPMENT
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Advanced Media Workshop: "Master Storytelling for Top Leaders"

進階媒體工作坊：「頂級高管的講故事技巧」

What is the most powerful tool of a great communicator? Storytelling! Learn how you can be the best messenger for your message. Learn how to achieve win-win outcomes with the media.

This advanced media workshop is designed for top executives in business, NGOs and government who represent their organizations in public. Limited to eight people.

傑出的溝通者最有力的工具為何？答案是講故事。了解如何成為個人訊息的最佳傳訊者，學習怎樣與媒體共同實現雙贏的效果。

本進階媒體工作坊專為企業、非政府組織和政府的高級行政人員而設（不多於8人）。

Trainer: Farland Chang
導師：張可峰
Date: 17 June 2016
日期：2016年6月17日
Time: 9:00 a.m. - 6:00 p.m.
時間：上午9時至下午6時
Venue: Conrad Hong Kong, Pacific Place, 88 Queensway, Central
地點：香港港麗酒店，金鐘金鐘道88號太古廣場1座
Language: English
語言：英語
Fees: Member \$7,800 / Non-member \$9,000 (includes course material, interactive video media training exercises, lunch & morning/afternoon refreshments)
費用：會員\$7,800 / 非會員\$9,000 (包括課堂筆記，所有課堂上的資料和練習以及午餐和茶點)



Farland Chang,
CEO & Executive Producer
of WorldBizWatch
張可峰, WorldBizWatch
(媒體製作公司) CEO和執行製片人

Creating Positive Work Environment and Enthusiastic People

建立正面的工作環境及熱誠的團隊

In this seminar, you will focus on the skills that will help you make a positive impression on others. You will learn how to win enthusiastic cooperation instead of mere compliance, turn a "No" into a "Yes" and be diplomatic under pressure. You will also develop skills that will help you to be more flexible, enthusiastic, open and approachable. With leadership skills, you will soon gain enthusiastic cooperation from others, enabling you and your organization to be more productive.

透過此研討會，你將可掌握建立正面形象的技巧，並學懂如何促使員工積極合作，而非純粹服從指令，並把「No」轉化為「Yes」，而且在壓力下仍能保持面面俱圓的交際手腕。你也將變得更加靈活、熱情、開明，以及更具親和力。透過掌握這些領導技巧，你將可令公司上下眾志成城，從而提高自身及公司的生產力。

Trainer: Mark Cosgrove
導師：Mark Cosgrove
Date: 26 May 2016
日期：2016年5月26日
Time: 9:15 a.m. - 12:15 p.m.
時間：上午9時15分至下午12時15分
Venue: HKGCC Theatre, 22/F United Centre
地點：金鐘統一中心22樓香港總商會演講廳
Language: English
語言：英語
Fees: Member \$700 / Non-member \$900 (includes coffee/tea refreshments)
費用：會員\$700 / 非會員\$900 (包茶點)



Mark Cosgrove,
Director of Training, Dale Carnegie
Training Hong Kong & Macau
Mark Cosgrove
卡內基訓練香港及澳門培訓總監

TL;DR – Too Long; Didn't Read

TL;DR 「太長，不讀了」

This session will introduce you to the essential skills for writing effectively and efficiently to colleagues, clients or customers.

Content:

- We begin by thinking about our audience, our purpose and what kind of response we are looking for.
- Next, we work on designing a document that your reader will find accessible and easy to navigate.
- Finally, we look at some straightforward strategies for writing in a clear, credible and concise style.

本工作坊將介紹重要的寫作技巧，讓你學會更快、更有效地與同事、客戶或顧客溝通。

內容：

- 先考慮讀者、目的，以及期望得到甚麼回應
- 接著，為讀者構思一篇易讀、易懂的文章
- 最後，簡介一些直接的寫作策略，令文章更清晰、可信和簡潔

Trainer: Richard Charles
導師：Richard Charles
Date: 31 May 2016
日期：2016年5月31日
Time: 9:15 a.m. - 11:45 a.m.
時間：上午9時15分至11時45分
Venue: HKGCC Theatre, 22/F United Centre
地點：金鐘統一中心22樓香港總商會演講廳
Language: English
語言：英語
Fees: Member \$600 / Non-member \$800 (includes coffee/tea refreshments)
費用：會員\$600 / 非會員\$800 (包茶點)



Richard Charles
Consultant at Connect
Communication
Richard Charles
Connect Communication 顧問

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carnet



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- Track sessions which explore the robotics applications in **Industrial Automation, Assistive/Home Care, Edutainment and Medical Use**

Note: Information is subject to change without prior notice.

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