

the Bulletin

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



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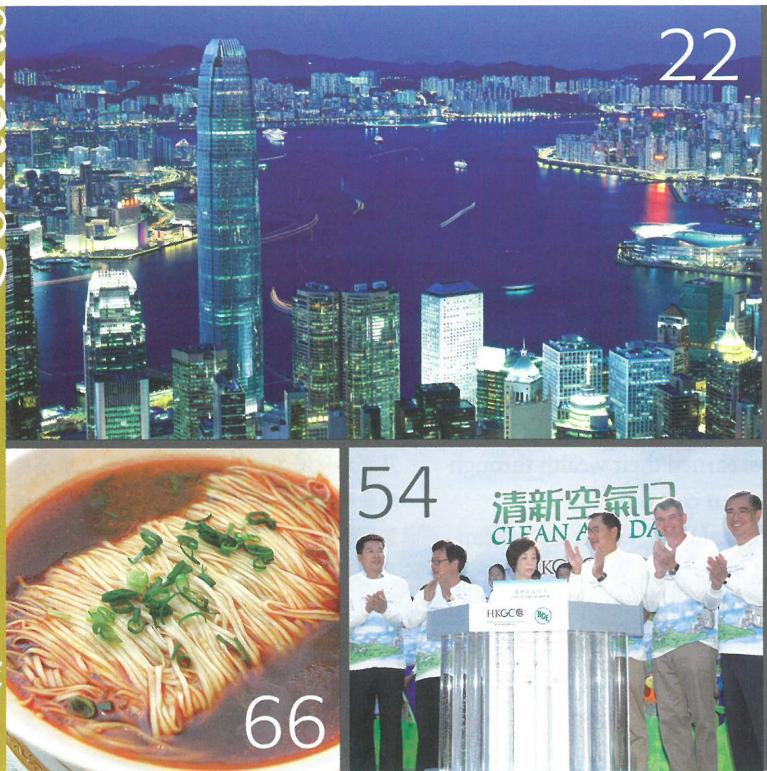


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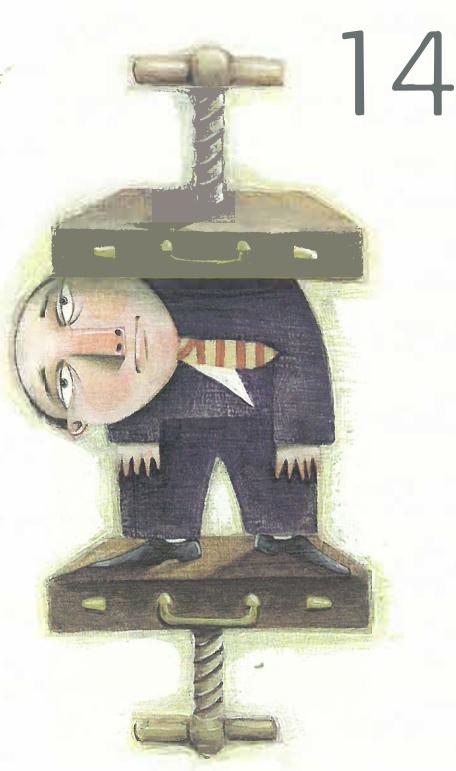
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商界之聲

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Talking Points

議論縱橫

Members' standpoint 會員傳聲

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The Chamber is apolitical
Any advertisement of a political nature does not necessarily imply endorsement by the Chamber
Published By: The Hong Kong General Chamber of Commerce
22/F United Centre, 95 Queenway, Hong Kong
Tel: 2529 9229 Fax: 2527 9843
www.chamber.org.hk
Produced By: OMAC Production House Ltd
Tel: 2893 0944 Fax: 2832 7903

Clean Air For Us All

I must congratulate HKGCC on your efforts to raise awareness that the battle to improve air quality is every citizen's responsibility, especially that of the business sector, who all too often put profits before public health.

As we all know, most factories and some power plants in the Pearl River Delta are owned by Hong Kong business people. Some have earned their wealth through the low labour costs and "strict environmental laws" which are seldom enforced, and have sent their children to live overseas in a "better environment" with the proceeds. Others have tried to be responsible companies and minimize their impact on the environment. Now that the PRD is choking in smog, local authorities there are saying enough is enough. Allowing the environment to be abused further will result in long-term health problems among the population which will cost far more to treat than the economic stimuli that polluting investors initially create. We all have to work together to solve this problem as we will all suffer together if we don't. Well done to HKGCC for taking the lead in this battle.

Marc Gaskel
Mid Levels



清新空氣 人人同享

改善空氣質素是每個市民的責任，商界尤其不應只顧盈利而忽略公眾健康。香港總商會積極向市民和商界推廣這種意識，誠意可嘉。

眾所周知，珠江三角洲大多數工廠和某些發電廠均為港商所有。當地勞工成本低廉，所謂的「嚴格環保法例」亦甚少執行。港商在珠三角賺了錢，便把子女送往海外，讓他們得以在「較佳的環境」下生活。不過，也有另一些企業設法履行企業責任，盡量減低業務運作對環境的影響。目前珠三角煙霧籠罩，有關當局表示情況已到了不能容忍的地步。若任由環境進一步受污染，長遠會引發市民健康問題，代價沉重，污染環境所換來的經濟效益亦遠遠不足以彌補。我們大家須合力解決這問題，否則，只會同吃苦果。如今總商會帶頭倡議改善空氣質素，實在做得很好。

Marc Gaskel
半山

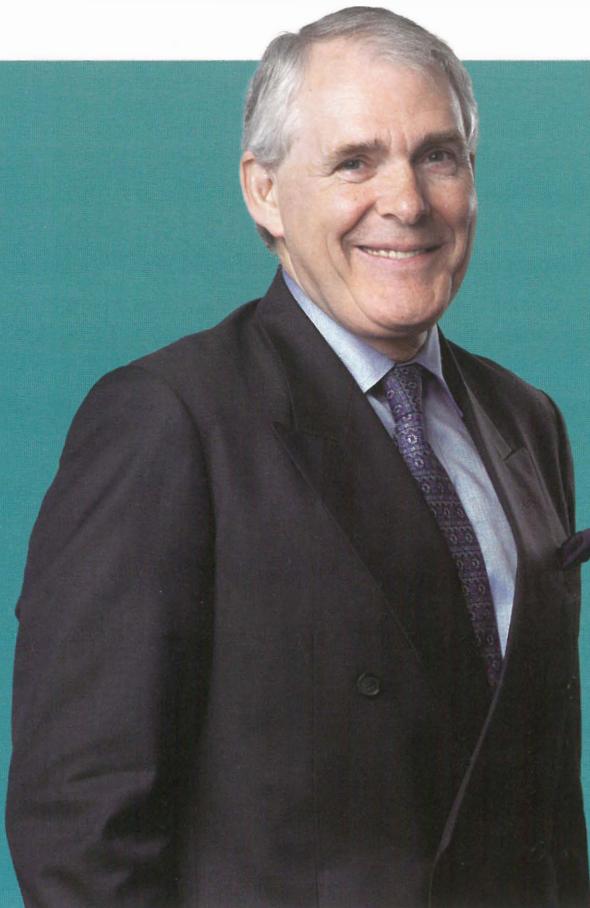
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出版：香港總商會
香港金鐘道統一中心廿二樓
電話：2529 9229
圖文傳真：2527 9843
網址：www.chamber.org.hk
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Chairman's desk 主席之言

David Eldon 艾爾敦

To Your Good Health?

What will Hong Kong's healthcare scene be like in 10-15 years' time? That is the question posed by the "Building a Healthy Tomorrow" consultation paper, and the answers will affect us all.

The overall structure of the healthcare industry will play a major role in what type of services are available, perhaps even limiting the options for those able to afford private care. But most importantly, the services provided to the majority of the population will still need to be funded, at least partially, from the public purse.

In most of your Chamber's positions on government-provided services, we strongly endorse the concept of user pays. Like education, however, healthcare is different in that it is a basic service that should not be denied to those who cannot afford it. Therefore, we believe the consultation paper's basic premise – that primary healthcare should mainly be in private hands – is sound, provided provisions are made for the most vulnerable members of society.

Throughout this paper we find sensible goals such as more attention to prevention, a city-wide medical records system and ensuring that those in need of emergency services are quickly and competently cared for. The tricky bits are in how we develop the private primary physician network that is to be the front line for general healthcare, and how we fund the system.

為未來健康綑繆？

Some 95% of health services in Hong Kong are provided or subsidized by the public sector. Encouraging development of a new private physician system will require considerably more thought and development. As patients, we are more comfortable with doctors who know our individual histories and families. As taxpayers, however, we do want to know how these services will be financed.

The options for financing are quite varied, from realistic fee structures (that is, more expensive, although perhaps with means testing for the less well-off) to different types of insurance, a Singapore-style compulsory savings scheme or additional direct taxation. Among these options, higher fees are the only solution that would discourage frivolous abuse of the system, and as such should be part of the financing model. Yet, we do not believe that higher fees alone are likely to be the only or the best solution.

Combined with an insurance or savings scheme option, higher fees would expand the choice of services available to the public while reducing nonessential demand for medical care. Getting the mix right is one of the thorniest problems in public policy around the world. Insurance premiums are expensive, and linked to payments. Reducing unwarranted demand for services would help hold down the cost of care for the entire community. Savings schemes, such as the mandatory one in place in Singapore, are less popular but do provide greater flexibility for individuals. Those who feel they need to see a doctor for something that is not generally covered by healthcare insurance would have the option to tap into their own funds.

Direct taxation, on the other hand, is the least attractive alternative. Even if fees are raised to reduce demand, the simple fact is that we have a very large mismatch between the size of our tax base and the demand for healthcare services. Only 18% of our population currently pays salaries taxes, but all residents need to know that their medical needs will be addressed. Without dramatically broadening the tax base – which is a position the Chamber endorses – there cannot be a tax-only solution.

Your Chamber welcomes the Government's consultation document on how to restructure Hong Kong's healthcare services. We have long viewed the high cost / low revenue service provision model with concern, and we believe that this consultation paper is a positive step forward in addressing one of the two key challenges: high costs to taxpayers.

Previous efforts to reform Hong Kong's healthcare system have faltered on the financing question, sometimes for good reason. While we recognize that there is a pressing need to move toward a better system, we also understand that different financing models will allocate the burden on different interest groups. Getting both sides of the equation right – the provision of services and the financing – is critical for a healthy future. **B**

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

香港的醫療服務在 10 至 15 年後會變成怎樣的光景？這是「創建健康未來」諮詢文件中提出的問題，而答案與所有市民息息相關。

醫療系統的架構，關係我們日後可獲得哪些醫療服務，甚至對有能力負擔私營醫療服務的市民限制其公營醫療服務的選擇。然而，最重要是為大部份市民提供的醫療服務仍需由公帑支付（或至低限度部份承擔）費用。

對於許多政府服務，本會大力支持用者自付的原則。然而醫療服務像教育，性質有別於其他服務，它屬於基本服務，即使病者無能力負擔，也必須向他們提供。因此，我們認為諮詢文件提出的基本假設——基本醫療服務應主要由私營機構負責——是合理的，但必須同時有措施照顧社會上大多數弱勢社群的醫療需要。

這份文件列出多個合理目標，例如加強注重疾病預防，設立全港病歷系統，及確保有需要的病者能獲得適切的緊急醫療服務。問題是怎樣發展一個能發揮一般醫護前線作用的基本醫生網絡，以及系統如何融資？

“

Getting both sides of the equation right – the provision of services and the financing – is critical for a healthy future.

如何在提供服務和融資兩者間取得平衡，對本港創建健康未來至關重要。

”

本港約 95% 的醫護服務由公帑支付或資助。鼓勵發展一套新的私營醫療系統，需涉及更周詳的考慮和設計。作為病人，讓熟悉自己家庭和病歷的醫生診治自然較安心；作為納稅人，則關注這些醫療服務如何融資。

有不同的融資方案可以考慮，包括推出真實收費制度（即調高收費，但對收入低於某標準的人士給予資助）、各種保險、仿效新加坡的強制性儲蓄計劃或額外徵稅。由於調高收費是減少濫用醫療系統的唯一方法，因此必須納入融資模式之內，但我們並不認為只調高收費會是唯一或最佳方案。

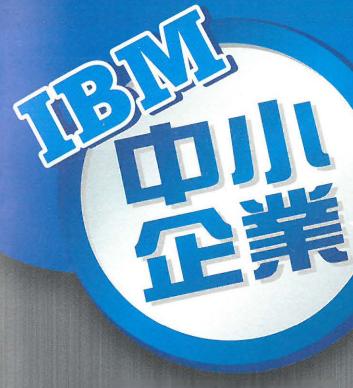
調高收費若能與保險或儲蓄計劃結合，則既可擴大市民的醫療服務選擇，又可減少非必要的醫護需求。至於怎樣組合，是令世界各地公共政策制訂者最頭痛的問題之一。保費不但昂貴，也與補償金額掛鈎。減少非必要的醫療服務需求，有助減低整個社會的醫療服務成本。至於儲蓄計劃，像新加坡那類強制儲蓄計劃，雖然不太受歡迎，但給予市民較大彈性。市民若要就醫療保險範圍以外的病症求診，可選擇用自己的儲蓄支付費用。

直接徵稅方案反而最不吸引。縱使當局調高收費以減少需求，然而比例上，本港稅基與醫療服務需求差距嚴重。現時全港只有 18% 人口須繳納薪俸稅，醫療服務卻要照顧全港所有市民的需要。除非當局如本會所願，大幅擴闊稅基，否則不宜單獨採取徵稅之方案。

本會歡迎政府就如何改革本港醫療服務發出諮詢文件。我們一直關注高成本／低收入的服務供應模式，並認為這份諮詢文件是適切的一步，有助醫療界正視面對的兩大挑戰，其中之一更關係著納稅人的負擔。

過去香港醫療系統改革工作因融資問題而舉棋不定，可以理解。然而，我們意識到改革之需要已愈來愈迫切，也明白不同的融資模式，會令醫療成本的重擔落在不同的社群身上。因此，如何在提供服務和融資兩者間取得平衡，對本港創建健康未來至關重要。B

艾爾敦為香港總商會主席。



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Legco viewpoint 立法會視窗

Jeffrey Lam 林健鋒

WTO Puts Hong Kong Under Global Spotlight

The long-awaited Sixth Ministerial Conference of the World Trade Organization will take place in Hong Kong this month. This is probably the highest level international conference ever held in the territory and certainly an opportunity for Hong Kong to prove its ability to host world-class conferences smoothly.

The ministerial conference is the highest decision-making body of the WTO, and the highest level meeting that focuses on international trade cooperation. Any decision made during the ministerial is going to affect the future economic development of many countries and the livelihoods of billions of people. As the WTO has 148 member economies, negotiating multi-lateral trade agreements is extremely complex and, as a result, a tug of war between the rich and the developing economies is common. This year will be no exception, as one of the key issues to be discussed will be development of agricultural trade.

According to conservative estimates, the number of delegates attending the conference is expected to be over 10,000 alone. Protesters from all over the world will also use this opportunity to present their messages. During past

世貿會議令香港 成為全球焦點

ministerial, we heard how protesters resorted to radical means – including violence – to present their cause. Hong Kong residents are therefore worried that such incidents will also happen in our city.

Our basic civil rights gives everyone the right to demonstrate and protest, and different opinions should also be respected. However, we do hope that the organizations helping arrange for protesters to visit Hong Kong can clearly convey to them the message that: 'Hong Kong is a peaceful city. Demonstrators should avoid resorting to radical and violent means to present their cause to WTO delegates.' The HKSAR Government should also be on high alert and prepared for any crisis. To this end, sufficient risk assessment, coordination and communication should be done before the conference. We should have comprehensive security and contingency plans in place and be on our guard throughout the ministerial period.

Aside from possible violence by protesters during demonstrations, the government must also seriously prepare for any hidden crisis. Prominent political leaders and influential figures will get together in Hong Kong during the ministerial period, so we should gather intelligence and formulate plans and procedures to handle any unpredictable incident.

As the host city, Hong Kong has a significant role to play in this ministerial. Success of the conference will enhance Hong Kong's position as an international financial and trade centre. We will also get valuable experience from hosting such a mega international conference in terms of security, traffic, administration, economic, trade and tourist arrangements, as well as giving Hong Kong residents a very good lesson on civil education.

Businesses and Hong Kong residents in general are willing to work together for the success of the conference. For example, operators of the Eastern Harbour Tunnel and Western Harbour Tunnel will offer discounts during the six-day ministerial period to help ease traffic congestion in Wanchai and Causeway Bay. Those taking buses may need to walk slightly further than usual, as some of the bus routes will be changed. Motorists should also try to avoid driving their vehicles near the convention zone. Moreover, it is important for all of us living in Hong Kong to always have a smile on our face and to show our hospitality to those visiting our city.

Although the conference may create some inconvenience while it is taking place, proper planning and coordination will ensure the hosting of the conference is a success. The ministerial will show the world our competency, raise our international image to another level, as well as strengthen investors' confidence in Hong Kong.

I sincerely hope this international conference will go smoothly and turn out to be a great success. **B**

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

Jeffrey Lam is the Chamber's Legco Representative.



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籌備多時的世界貿易組織第六次部長級會議，即將要在香港舉行了，這大概是香港舉辦國際性會議中最高層次的一次。對香港整體而言，這絕對是一次展示我們舉辦大型會議實力的機會，證明在協調保安、交通、旅遊等方面都可以做得妥善順利。

世貿部長級會議是世界貿易組織的最高決策機關，是國際間貿易合作的最高層會議。任何決議，均可影響多國未來的經濟發展進程，牽連上數十億計的人民生計，意義重大。由於世貿組織擁有全球一百四十八個成員國，在制定多邊貿易協議時，往往出現強國與發展中國家之間的角力，今年亦不例外。今次世貿會議的其中一個重點議程，就落在農貿的發展上。

據保守估計，在這段會議期間，單是與會者便會有超過一萬人，另外會有來自不同國家地區的示威者，希望藉著今次機會，向與會者表達訴求。過去我們從新聞報導上，看到世貿會議會場外，有示威人士採取十分激烈的手法進行示威，這都令本港市民擔心這樣可怕的事情會發生在我們這個小島上。

示威遊行是公民的基本權利，不同意見的，亦理應受到尊重。只是，我們希望負責協調今次來港示威的團體，可以代香港人清楚向他們傳達一個訊息，就是香港乃一個和平之都，他們來港向世貿大會表達意見，千萬不要做出一些過激的行為。特區政府亦必要有強烈的危機意識，做好一切風險評估，妥善協調和溝通，制定完善的保安和應變措施，以防萬一，切忌掉以輕心。

除了有可能出現的示威暴力衝突之外，一些暗藏的危機亦是特區政府必須正視。世貿會議期間，冠蓋雲集，全球各國政要聚首一堂，我們必需做足保安情報工作，嚴陣以待，才不致在突發意外事件發生後，手足無措。

香港作為今次會議的東道主，扮演著舉足輕重的角色，成功主辦這次盛大國際會議的話，不單可以提升香港作為世界金融、貿易橋頭堡的地位，還加強我們舉辦國際大型會議的經驗，從保安、交通、行政管理、經貿、旅遊、到公民教育方面，都是一次難得的實戰機會。

很多商界和普羅市民都願意為會議出一分力，例如東隧和西隧在會議舉行的六日期間，會提供折扣優惠，協助疏導灣仔、銅鑼灣一帶的擠塞。而部份巴士路線亦會改道作配合，市民乘巴士時亦會耐心地比平時多走幾步，並且盡量避免駕車駛入該區。還有的是時時刻刻展示微笑，令訪港客人感受到我們以禮待人，賓至如歸的好客之道。

雖然會議舉行期間可能會引起一些不方便，但只要能完善妥當的安排和計劃，定能成功辦好今次會議，向世界顯示我們的能量，把香港的國際形象帶到另一個層次，進一步使投資者對香港投下信心的一票。

我在此謹祝香港在一片和諧、順利中成功辦好這個世界級會議。 **B**

歡迎您把意見和看法直接寄給我：電郵 jefflam@fowind.com.hk；或進入本人網頁：
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林健鋒為香港總商會立法會代表。



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CEO comments

總裁之見

Dr Eden Woon 翁以登博士

What Some Of Our Members Are Saying About Us ...

You should have received our membership renewal notice very recently. Please take one moment to fill out the invoice and send it back to us, so that we can process your membership for 2006. We thank you if you have done so already.

The Chamber membership fee of 4,000 dollars a year has been kept steady for six years now. Through cutting costs and enhancing revenue, the Chamber has been able to have a small surplus every year while freezing our membership dues. As a result, the amount we ask from you is lower than for almost all other chambers in town.

Throughout the year, I have tried to tell you about the comprehensive services we offer for that low membership fee: from policy lobbying to specific business assistance to our two economists' analysis to our many programs to our China connections, to our business matching and to our CO service. I don't need to repeat them here, but I simply want to, in this issue, quote some of our members on the worth they see in the Chamber. Please take a look at what some of them are saying about the Chamber:

"The Chamber has the best knowledge about Hong Kong business. It represents Hong Kong commerce and is the voice of all businesses here."

— Allan Zeman, LKF Holdings

“The Chamber provides useful and timely China information, I'm a loyal reader of the monthly China Economic Update.”

— CC Tung, OOCL

“The Chamber can be very helpful when it comes to dealing with Hong Kong or Mainland governments. For example, we had a specific problem with a factory in Hong Kong, and the Chamber introduced us to the right channel in the Hong Kong Government, which resulted in our problem being resolved.”

— Emil Yu, Keystone Electric Wire & Cable

“Responding to Hong Kong's dynamic and fast evolving business environment, the HKGCC has continuously anticipated the needs of the corporate and wider community in areas as diverse as relations with Mainland China, management best practices and environmental protection. The Chamber provides a unique platform for interaction with policy makers, insights into current issues and answers to complex questions.”

— Michael Berchtold, Morgan Stanley

I hope that you agree with them as to the Chamber's value, and as to your membership's worth and renew soon. Thank you again. **B**

Dr Eden Woon is CEO of the Hong Kong General Chamber of Commerce.

一些會員對我們的評價

最近，你們應該已收到本會的續會通知書。請您撥出少許時間填妥並寄回續會回條，本會即能為您延續 2006 年會籍。若你已續會，我們先表謝意。

本會會費每年 4,000 元，這金額已凍結了 6 年。期間我們積極開源節流，令本會每年依然有少量盈餘，便能繼續凍結會費。我們目前的會費已經低於本地大多數商會。

過去一年，我向你們介紹過本會全面及多元化的會員服務，你只需付出低廉會費，即可享用，這些服務包括工商界遊說／政策工作、各式商務支援、兩位經濟師的專業分析、各類型活動及項目、中國聯繫、商貿配對、簽證服務等，細節在此不贅。然而，我在下文列出部分會員對本會的評價，讓大家參考：

「總商會對香港商界瞭如指掌，它代表香港商界，也扮演本地商界之聲的角色。」

— 蘭桂坊控股盛智文

「總商會提供非常及時和有用的中國資訊。例如『中國快遞』，我就每期必讀。」

— 東方海外國際董建成

「談到跟香港或內地政府部門交涉，總商會是個好幫手。舉例說，我們在香港的一個工廠遇上特別的問題，總商會介紹我們找適當的港府部門處理，令問題迎刃而解。」

— 啓東電線電纜于健安

「總商會能不斷因應香港營商環境之變化，預測商界和社會的各種需要和關切，包括與中國內地的關係、最佳管理實務、環保事宜等。總商會也提供不可多得的平臺，讓商界與政策制訂者交流，深入瞭解近期議題，以及為複雜的商務問題尋找答案。」

— 摩根士丹利白德邁

希望你們都認同上述對本會以及其會籍的評價，並盡快續會，謝謝你！ **B**

翁以登博士為香港總商會總裁。

Middle Management Problem? ... What Problem?

中層管理人員出了甚麼問題？

Hong Kong employees rank among the most efficient and diligent staff on the corporate planet, but after years of economic gloom, the workhorses of Hong Kong Inc – middle managers – have become a little battle scarred.

By Trevor Sunderland

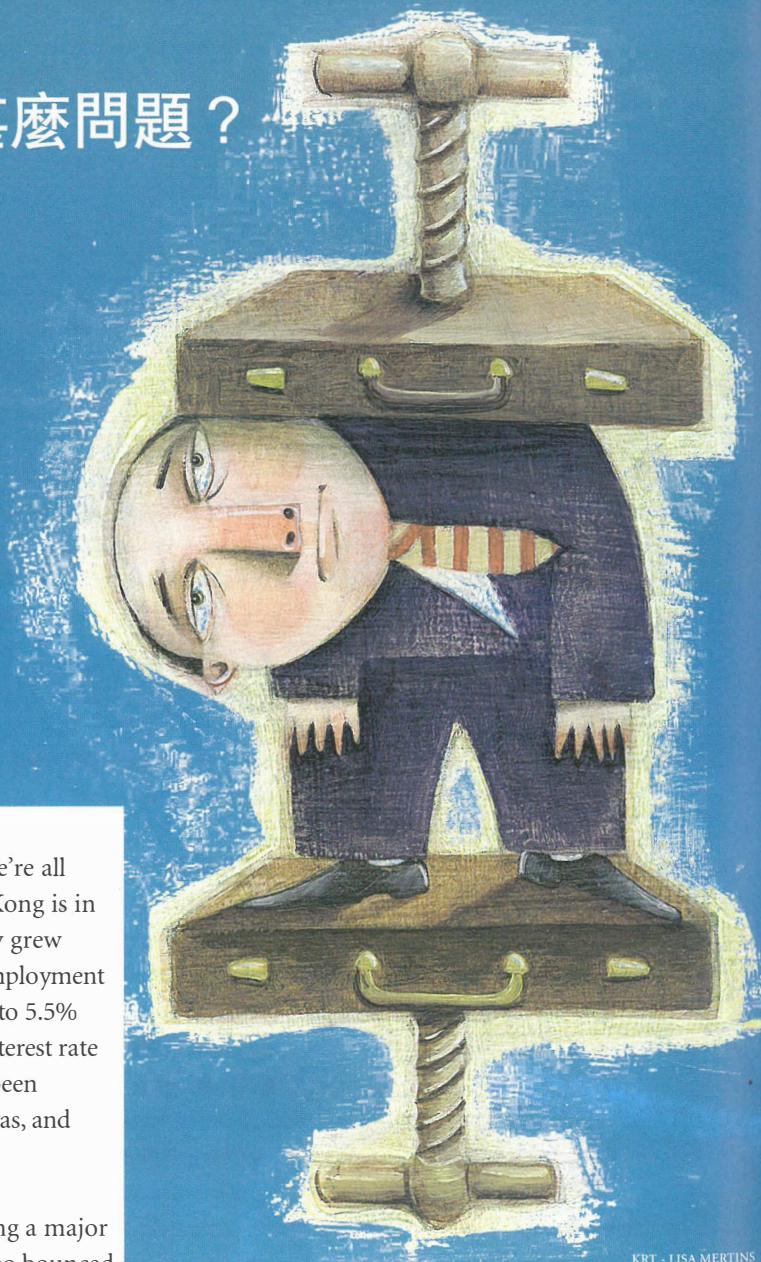
論效率和勤勞，香港僱員一向在國際上名列前茅，然而，經歷了多年經濟不景，為香港企業勞心勞力的中層管理人員心裡，不免留下了陰影。

沈連能

Dateline... Hong Kong Inc... We're all familiar with the story: Hong Kong is in recovery. In 2004, the economy grew faster than anticipated, the unemployment rate fell from 8.6% in mid-2003 to 5.5% and, until the recent round of interest rate hikes, the property market had been rebounding, and employment was, and still is, on the rise.

The service sector – representing a major block of the local economy – also bounced back strongly after suffering, in boxing terms, a technical knockout by SARS in 2003. The stream of tourists into Hong Kong was particularly encouraging, with 20-plus million foreign visitor arrivals – an increase of approximately 6 million over 2003 – with a great majority originating from the Mainland, as a result of relaxed restrictions on personal travel.

Then, why is it, with so much around us going 'right,' are some Hong Kong employers, local and multinational,



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bemoaning the fact that our workforce, particularly the middle-management group, lags behind this recovery? Certainly, it's not an unwillingness to work – Hong Kong managers are one of the hardest working groups of men and women on the corporate planet – but their perceived ability to rise to the current tasks at hand and generate the results senior management expects and, indeed, require for business survival.

Short answer: the past few years of economic decline will do that to an employee – leave them scarred and scared, that is – particularly when that group has long been considered the ‘engine-room’ of our white-collar population – the one that worked long hours and delivered the goods.

There are three levels of management in the world of work hierarchy: entry, middle and senior management. Entry- and graduate-level staff come and go, armed with a good attitude, a willingness to work hard and hope of surviving the steep learning curve. Senior management, on the other hand, possess the serious operational know-how to take on the everyday running of a business if required, however cannot afford to take their eye off the strategic ball for any longer than the short-term. As such, middle managers have always been the traditional ‘business executors’ and for the longest period of time, did a pretty good job. And still do.

But, something occurred during the past six years of economic slump and SARS that impacted us all deeply – redundancies and, to

a lesser extent, business closure, year-end/CNY bonuses were eliminated and, if your salary wasn’t frozen, you may have been asked to accept a pay cut. While the economy may have or, more appropriately, continues to recover from these setbacks, the toll taken on Hong Kong’s human capital is taking somewhat longer to return to form.

Unemployment is at slightly under 6%. However, our collective working psyche remains somewhat fragile, wary that the heady 1%-2% unemployment of the early to mid-1990s are gone forever, and that the next economic or, for that matter, the first big China crash may be right around the corner. Many fear the escalating bird flu may be the next SARS. Or worse.

Furthermore, the world has changed drastically in recent time – the markets of China and India have continued to strengthen, while mature nations within the region, particularly Singapore, have become relentless in their drive to capture ‘head office’ business and to dominate as hubs for IT, call centre, conference and transportation.

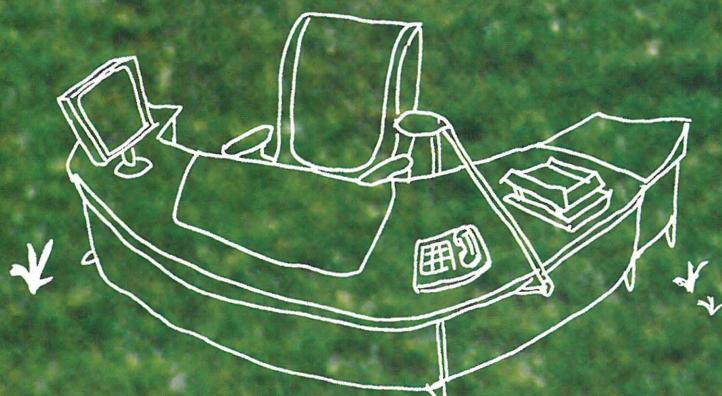
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To top it off, as a workforce, we are aging and a growing number of middle-management employees in Hong Kong will reach retirement in the mid-term. And we're having less children – Hong Kong's birth rate is falling which, over the long-term, may cause labour shortages, a dependency on imported labour, wage inflation and lower economic growth.

For its part, the government of Hong Kong has undertaken a number of good strategic approaches – direct job creation, training for young and displaced workers, and increased opportunities for education. These tactics should continue to lower the jobless rate, particularly within the service and entry-level sector where they were specifically targeted.

However, what of middle management and the pressure of their lot, both psychological and technical?

Salary levels are always a concern at middle management, a group that traditionally makes payments on a home mortgage, often several educations and, perhaps, the caretaking of an aging parent. Thankfully though, after several years of frozen salary levels, these concerns may be alleviated somewhat as most local surveys are reporting that many Hong Kong employers will be providing salary increases for 2006.

Performance-based pay now the norm
But, what if you can't increase salaries this time around? How can companies improve productivity and stimulate manager output? For many companies in Asia, a shift in compensation strategy – from traditional or 'fixed' pay systems toward performance and incentive-based compensation – have proven highly-successful in stimulating output and greater productivity among middle managers.

In fact, my Manpower colleagues in Japan – that last definer of the corporate 'salary-man' – now report the number of 'kaisha,' (company) having linked compensation and manager incentive programs to business achievements now outnumber those that do not.

Related examples of this emerging 'best-business practice' can also be found in China, Korea, Thailand, the Philippines and our own backyard. Indeed, for those companies having chosen to install pay systems rewarding individual, department or company performance; productivity and profits have shown increases, in addition to creating a competitive edge in recruitment and retention of employees over companies that don't have such a structure.

However, when implementing such a system, it must be noted, that companies clearly explain the reward system to managers and that any installed incentive system is fair, balanced and, above all, achievable. Then watch your managers thrive.

Re-emphasis on learning

In addition to the stagnant pay and depleted staff counts of the past six years, many companies sacrificed a number of budgetary lines that allowed them to be competitive – training being one such item. As such, already stressed managers had to 'make do' with their existing knowledge base and skills, a sacrifice that may now be beginning to impact.

Long-term training – or, more appropriately, learning (and there is a difference: bringing someone up to speed on Sarbanes-Oxley is training; implementing TQM or Six Sigma practices into the culture and values of your company is learning) – must now be

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相信大家都對這類資料耳熟能詳：香港正處於復甦之中，2004年經濟增長較預期快；失業率由2003年中的8.6%回落至5.5%；在新一輪加息潮之前，樓價持續回升；就業率亦不斷上升。

服務業作為本港經濟支柱之一，於2003年飽受「沙士」打擊後，亦已強勁復甦。其中訪港旅客數突破2千萬人次，較2003年增加約600萬人次，尤其令人鼓舞。大部份旅客來自中國，是內地放寬居民來港旅遊的結果。

既然周遭一切都向好，為何一些本地和跨國企業，都慨嘆本港僱員，尤其是中層管理人員趕不上目前的復甦步伐？香港管理級人員是全球企業界中最勤奮的一群，這肯定並非因為他們不願工作，而是僱主質疑他們能否勝任手頭工作，以及能否做出符合高層期望和確保公司能繼續生存的業績。

答案很簡單：過去數年經濟下滑，嚇怕了僱員，給他們造成陰影，尤其中層管理人員向來被視為白領中的「引擎」，他們長時間工作，為公司帶來成績。

在工作世界裡，管理職位分為三級：初入行的管理新秀、管理中層和管理高層。初入行和剛畢業的管理新秀流動率高，他們態度良好，肯拼博，並積極學習。管理高層則深入瞭解營運，可在有需要時管理公司日常運作，但長遠來說，他們的首要職務，仍是公司的策略發展和管理。因此，傳統上中層管理人員通常是「業務執行者」，由過去至今亦一直勝任這個角色。

然而，過去6年經濟下滑，加上「沙士」的嚴重打擊：裁員、結業、雙糧或年終花紅取消，不是凍薪，便是減薪。儘管香港經濟逐漸從逆境中恢復過來，香港僱員所受的影響卻並非一時間便能消退。

re-implemented in order to increase those skills, competencies and productivity of staff possibly lost over the past several years. I doubt many employers would argue against the fact that learning is their most important investment in human capital. Unfortunately, the reason many companies, particularly locally-based firms, do not place a significant emphasis on management learning is it takes time to quantify the benefits – sometimes years. As such, given the average length of employment of local managers within an organisation is approximately three years, many employers remain indifferent to long-term learning. This has to change.

In Manpower's experience, corporate Hong Kong traditionally spends approximately 3% of their payroll on employee learning, while Singaporean-based companies spend better than 4% – not altogether surprising then that Singapore is widely regarded as having one of the world's best systems for employee training.

Hard to beat

While the psyche of middle management in Hong Kong may still be recovering from the effects of the past several years and our skill sets may have been set back somewhat due to training cuts, unemployment and added work loads resulting from staff depletions – it's not that bad.

Consider this: according to the '2004 Annual Survey of Regional Headquarters Representing Overseas Companies' conducted by the Census and Statistics Department, the number of regional headquarters operating in Hong Kong reached an all-time high of 1,098 in 2004 (compared to 714 in 1994). So, what made us so attractive?

In addition to the historic reasons of advanced infrastructure, political stability, strong telecommunications and transportation, tax legislation, mature legal system and free flow of information, our 'people skills' were often a deciding factor. Hong Kong ranks among the best in the world in terms of management know-how in international business, represented by a well-educated and adaptable workforce who are computer-literate, resilient, flexible and entrepreneurial.

As a group in SE Asia, Hong Kong middle managers are still the best that was, the best that is... the best there will ever be. **B**

*Trevor Sunderland, Manager,
Manpower Services (Hong Kong) Limited.
www.manpower.com.hk*



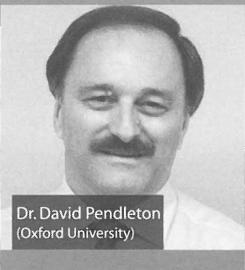
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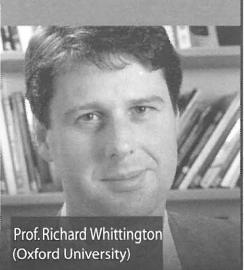
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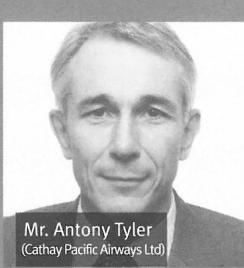
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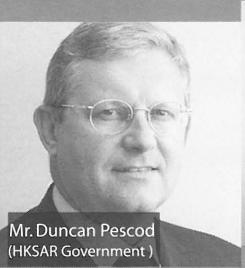
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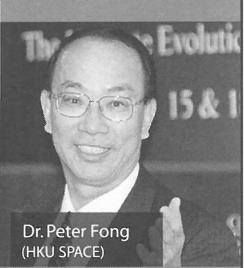
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目前失業率略低於 6%，但受薪階層整體上人心虛怯，既悲觀相信 90 年代初、中期失業率低見 1 至 2% 的日子一去不返，也憂慮下次經濟逆轉，又或中國經濟泡沫爆破也許快要來臨，還有許多人擔心禽流感問題不斷升級，可能會步上「沙士」的後塵，甚至更壞。

再者，近幾年世界上出現重大轉變：中國和印度市場繼續壯大，而亞太區內發展成熟的國家，尤其是新加坡，不斷把各大企業總部吸引了過去，並致力成為區內資訊科技、傳訊服務、會議和運輸中心。

最糟的是香港工作人口正持續老化，愈來愈多中層管理僱員將於中期內屆臨退休之年。香港出生率亦不斷下跌，長遠可能導致勞工短缺，令本地需要依賴外勞，引致工資上升及經濟增長減少。

為此，港府已推出多項對策，包括直接創造就業，為年青及被裁僱員提供培訓，以及提供更多受教育的機會。

這些對策應可持續降低失業率，尤其在針對服務業和初次就業人士的策略，成效應較顯著。

然而，在心理上和技能方面，中層管理人員在承受什麼壓力呢？

中層管理人員都關心薪酬，他們通常有一筆住宅按揭要償還，要負擔子女的教育費用，也許還要供養年邁的父母。幸而，經歷了數年凍薪的日子，情況可望好轉，因為本地多項調查指出，許多香港僱主計劃 2006 年加薪。

薪酬與表現掛鈎成主流

不過，若果你今次不獲加薪，怎辦？企業如何提升公司生產力和經理們的成績？亞洲許多企業把傳統的「固定」薪酬制度，改為一套與表現掛鈎的報酬和獎勵制度，而這種轉變，已證明能有效刺激及提高中層管理人員的業績和生產力。

事實上，我們 Manpower 在日本（實行固定薪酬制度的最典型國家）辦事處的同事也表示，現時多數日本企業已實行薪酬和管理人員獎勵計劃與公司業績表現掛鈎。

類似這種新興的「最佳商務作業方法」也紛紛被中國、韓國、泰國、菲律賓和香港企業採用。設立薪酬制度以獎勵個人、部門或公司表現的企業，其生產力和盈利實際上均有所提升，在招聘及保留僱員方面，這些公司亦較沒有實行類似制度的公司更優勝。

不過，推行這種獎勵制度的公司，須注意向管理人員清楚解釋當中細節，並須確保有關制度公正、平等而且實際可行，以鼓勵旗下的管理人員朝著目標而努力。

進修應重新受重視

過去 6 年，除了凍薪及裁員，許多企業在預算中甚至捨棄一些能保持公司競爭力的項目，培訓便是其中一項，令管理中層百上加斤，只能靠既有知識和技能來勉強支持工作所需，而這種做法的不良影響可能已漸露。

如今，企業必須再度為員工提供長期培訓（或者稱之為學習較貼切，培訓和學習是有分別的，舉例說，教員工熟悉 Sarbanes-Oxley 法案是一種培訓，把「全面品質管理」或「六西格碼」作業方法引進公司文化和價值觀，則需要員工學習）機會，以提升員工可能在過去幾年裡錯過學習的技術、技能和生產力提升知識等。我相信很多僱主都會贊同，讓員工學習是人力管理方面最重要的投資；可是許多企業，特別是本地公司，不太重視讓管理人員學習，因為效益不會即時顯現，有時甚至數年後才會看見。在香港，管理層僱員在一家機構平均服務 3 年，因此許多僱主並不熱衷策劃員工的長期學習，而這種態度必須改變。

據 Manpower 經驗所知，香港企業用於僱員進修方面的支出，一般約為員工薪酬支出的 3%，新加坡公司則超過 4%，難怪新加坡普遍被認為是全球僱員培訓制度最佳的國家之一。

結語

雖然香港中層管理人員心理上可能還未能完全走出過去幾年的陰影，企業削減培訓開支、失業以及裁員導致工作量增加，或許導致我們在技能方面有所落後，不過，情況也並非那麼壞。

政府統計處進行的「2004 年海外公司駐香港地區總部按年統計調查」結果顯示，2004 年地區總部駐在香港的企業數目創出新高，達 1,098 間（1994 年有 714 間）。究竟香港的吸引力何在？

除了基建先進、政局穩定、電訊和運輸設備完善、稅法和法律制度成熟健全、資訊自由流通等歷來吸引企業之優點外，我們的「人」和「才」往往都是關鍵。香港人才的國際商業管理知識和技術在國際上名列前茅，學歷和適應力俱佳，而且他們熟悉電腦操作，善於靈活變通和具有企業精神。

在東南亞區內，香港中層管理人員無論在過去、現在或將來，都仍然是最優秀的一群。B

本文作者沈達能是 Manpower Services (Hong Kong) Limited 經理。
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What a Difference Five Years Makes

5 年的分別

By David O'Rear 歐大衛

As we approach the end of the year, it is usual to take stock of what kind of year it has been. At mid-decade, perhaps we should take a bit of a longer perspective, and see how the 2000s are shaping up.

For Hong Kong, the second half of the decade is almost certainly going to be better than the first half, if only because we've been through the longest deflation in modern history. What we will have to watch out for, however, is the tendency to think that the past 18-24 months are normal, rather than the top of the business cycle.

We're starting to see some third quarter statistics in the major markets, both preliminary GDP and trade figures, and the results look quite similar to what we saw in 2000. That's too bad, because that year, and this one, were as good as it gets. At some point, say, 2006, that has to stop. Well, let's enjoy it while we can.

Trade is certainly buoyant this year, with East Asian exports up 13.7% in the first 8 months of this year. Imports by the U.S. are up 12.3% over the same period, while those of Japan and China are up 15.3% and 16%, respectively, in the first three quarters. All of those figures are among the best – if not the best – in recent years, but not quite up to the standards of 2000, as evidenced in the first chart on page 24. (I use imports rather than exports because if your economy isn't doing well, the first thing to go are the imports. Strong imports are a healthy sign.)

We saw those same characteristics in 2000, when Hong Kong's economy grew more than 10% in real terms. This year, however, we're growing about 6.5% and probably going to slow down a bit from that pace in the second half.

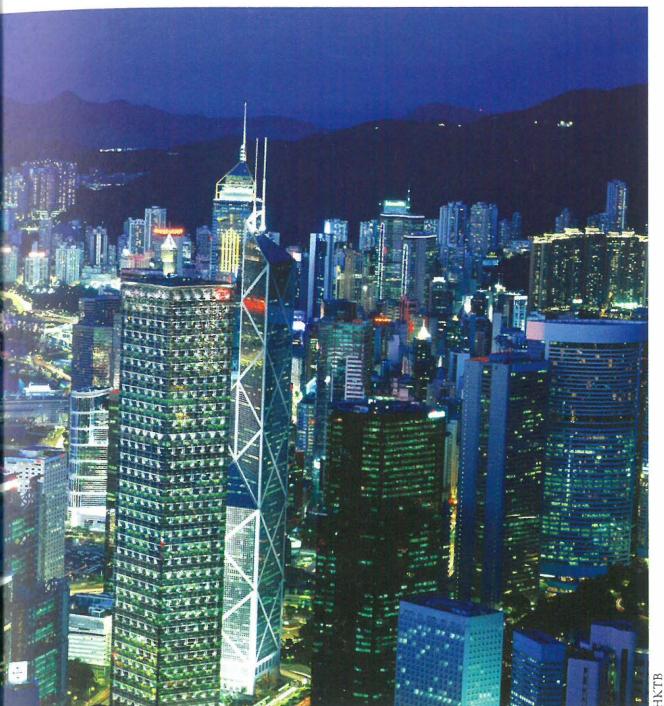
Five years on

What are the differences between now and 2000? For one thing, Hong Kong has 218,000 more people than in 2000. The number of people over the age of 40 is up by 445,000, while we have 217,000 fewer people below that age of 40. There are 168,000 more people with jobs (a record), but also 39,000 more people unemployed. That's because our labor force increased almost as fast as the population, by 206,000 (see the second chart). Now, you might think that means we're putting 5 year-olds to work, but actually what it means is that we are receiving migrants who are primarily of working age. About 200,000 of them over 5 years.

We also have 24,000 fewer civil servants than in 2000 – which is a really good start, but appears to be the end of the campaign to shrink the size of government. That's too bad, because they cost us the same as they did in 2000. That is, it costs us almost 6.5% more to pay for each one.

Sticking to the budget for a moment, this year we'll spend 8.4% more on education than five years ago, but 1.2% less on healthcare. We're probably about half way between SARS and the Avian Flu, so we might want to keep an eye on the latter. We'll also spend 21.1% more on Social Welfare than in 2000.





Of course, five years ago we had a budget surplus, but now we're running a deficit. In the first half of this fiscal year, from April to September, the government ran a deficit 14.2 times larger than in the same 2004 period. Revenues this year are down 42.9%, and spending 7.6%. Extrapolating from the first six months performance of the past five years and it looks like last year's \$11.9 billion "surplus" (due to \$20 billion bond sale) will turn into a sizable deficit.

What else? Consumer and property prices are rising instead of dropping, which is the main characteristic differentiating the two years, 2000 and 2005. Domestic retail sales are rising twice as fast as five years ago. Mainland tourists now comprise more than 55% of all visitor arrivals, as compared to less than 30% in 2000 (see the third chart).

Interest rates in 2000 were more than seven times what they are today, as expressed in the last chart. That means a \$10,000 deposit for a year in 2000 would have earned \$447. Today, you'd have an extra \$63. Of course, that's just in nominal terms. If you take into account deflation then and inflation now, the \$820 you would have earned in 2000 is now a \$14 loss.

The world has changed a lot in five years, mostly for the better as far as Hong Kong is concerned. Let's hope it stays on the right path. **B**

*David O'Rear is the Chamber's Chief Economist.
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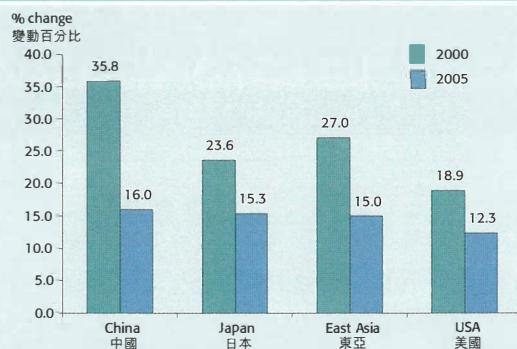
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Imports, 2000 and 2005 2000年及2005年進口



臨近年底，通常會總結年內表現。千禧年至今已過了5年，我們也許應看得宏觀一點，分析2000年以來的大形勢。

香港未來5年經濟應該較前5年為佳，至少香港已走過近代史上最長的一段通縮時期。但我們要留意，別以為過去18至24個月的經濟表現是常態，其實那代表經濟週期的頂峰。

各主要市場開始公佈第3季數據，包括本地生產總值和貿易方面的初步數字，它們頗像2000年的數據。2000年和2005年的表現都不俗，但到了某個時刻，譬如說，2006年，增長便會放緩。

今年貿易表現蓬勃，首8個月東亞出口上升13.7%，而同期美國進口升12.3%，日本和中國的首3季進口亦分別增加了15.3%及16%。這些增幅若非近幾年最佳，也是接近最佳，不過跟2000年的水平還有一段距離（見圖1—這裡採用進口而非出口數字，因為每當經濟欠佳，進口就會首當其衝，所以進口強勁是好徵兆。）

2000年經濟方面亦有相同的特點，當年香港經濟實質增長逾10%。然而，預計今年本港經濟增長只有6.5%左右，而且下半年的增長步伐可能輕微放緩。

轉變

現今和2000年那時有何分別？首先，現時香港人口較2000年多218,000人，40歲以上的人口增加445,000人，40歲以下的則減少217,000人。就業人口增加168,000人（刷新紀錄），但同時也多了39,000人失業，原因是香港勞動人口增加了206,000人，與全港人口增幅相若（見圖2）。你可能以為我們把5歲小孩也計入了勞動人口，事實卻是不斷有適齡工作的移民來港，這5年內來了約20萬人。

香港公務員亦較2000年減少24,000人，這實在是好的一步，但這勢頭似乎快要結束。真不好了，因為公務員成本並沒有比2000年減少，相反，平均每名公務員增加近6.5%。

按今年財政預算，今年教育開支將比5年前增加8.4%，醫療開支則減少1.2%。「沙士」一役過後，如今全球正提防禽流感爆發，香港在醫療開支方面更要當心。此外，社會福利開支也較2000年上升21.1%。

當然，5年前我們有預算盈餘，如今卻有赤字。今個財政年度上半年（4至9月），政府的赤字比2004年同期高出14.2倍；今年收入和支出則分別下降42.9%及7.6%。按過去5年首6個月的政府財政狀況推斷，看來去年的119億元「盈餘」（來自發售200億元債券）會轉化為龐大赤字。

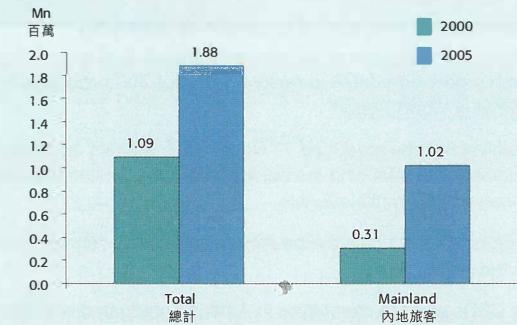
另外，今年與2000年的最大分別，是今年消費物價和樓價皆向升。目前，本地零售業銷貨額升幅是5年前的兩倍。今年訪港旅客中，逾55%是內地旅客，在2000年時，這比率不足30%（見圖3）。

還有，圖4顯示2000年的利率是現時利率7倍以上，即是說1萬元存款在2000年可得到447元利息，而今天卻只有63元。當然，這只是從名義上看，若計及當年的通縮和現今的通脹，在2000年賺到820元，在今天卻是倒蝕14元。

5年以來，世界已變了很多，香港基本上比5年前好，但願這勢頭能繼續。B

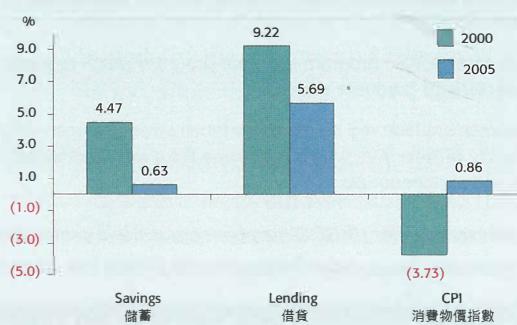
Tourism Arrivals 訪港旅客人次

Monthly Average 每月平均數



Interest Rates and Prices 利率及物價

Monthly Average 每月平均數



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Apr 8-11	HK International Film & TV Market (FILMART) #
	Mobile Leisure - HK International Auto, Boat & Leisure Show
	HK International Auto Parts Fair
	HK International Printing & Packaging Fair
Apr 14-17	HK Electronics Fair (Spring Edition) *
Apr 21-24	HK Houseware Fair *
Apr 28-May 1	HK Gifts & Premium Fair *
Jul 4-6	HK Licensing Show
Jul 4-7	Summer Sourcing Show for Gifts, Houseware & Toys
Jul 11-14	HK Fashion Week for Spring/Summer 2007 *
	HK International Textile & Garment Machinery & Technology Fair
Aug 17-21	Food Expo
	International Conference & Exhibition of the Modernization of Chinese Medicine & Health Products
	HK International Medical & Health Care Fair
Sep 6-10	HK Watch & Clock Fair *
Oct 13-16	HK Electronics Fair (Autumn Edition) *
	electronicAsia * #
Oct 27-30	HK International Hardware & Home Improvement Fair #
	HK International Lighting Fair
	Eco Expo Asia - International Trade Fair on Environmental Protection
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中美紡織品協議為業界帶來穩定前景

After seven rounds of negotiations over three months, the heated Sino-U.S. textile trade talks finally came to an end with the signing of a memorandum of understanding on November 8. The agreement lays out growth limits for China's textile exports to the U.S. between 2006-08, and China's Ministry of Commerce is expected to soon unveil how the textile export quotas will be distributed, as well as open tendering for part of the quotas.

The U.S. began slapping growth caps on Chinese textile exports in April this year. This started with a 7.5% growth cap on three categories of Chinese textile products including cotton shirts and blouses. To date, the U.S. has imposed growth limits on 10 categories (19 types) of Chinese textile products. The latest agreement stipulates growth limits on 11 garment categories and 10 textile categories

(34 types in total, including the existing 19 types) for 2006-08. Under the agreement, the U.S. will allow Chinese imports to increase by 10-15% in 2006; 12.5-16% in 2007 and 15-17% in 2008. The rate is based on export volumes of the previous year. The U.S. has also promised to refrain from using special protectionism measures to block Chinese textile products falling outside these categories.

The 34 types of textile products that fall under the new arrangement account for about one third of the 103 types of textile products exported from China to the U.S., or 46% of total value of textile exports to the U.S. Currently, 25% of textiles that the U.S. imports are made in China. As Chinese textile products are 76% cheaper than U.S. equivalents, and also 58% lower than the average price globally, the highly competitive Chinese products are set to accelerate the

Sino-U.S. Agreement Brightens Textile Industry Outlook

By Ruby Zhu 朱丹



KRT PHOTO BY RALPH LAUER/FORT WORTH STAR-TELEGRAM

withering of the U.S. textile manufacturing industry, as market forces will eventually mean U.S. products will be unable to compete.

You may have noticed that the Sino-EU textile trade agreement signed on June 11 this year only limited 10 categories of textile products, moreover, the effective period lasts only to the end of 2007. The Sino-U.S. agreement, in contrast, imposes growth limits on 21 categories of products and will last until the end of 2008. Little wonder then that Minister of Commerce, Bo Xilai, said the Sino-U.S. agreement fell below his expectations. According to various sources, China consented to 2008 in return for the U.S. giving up its 7.5% growth cap.

For textile manufacturers in the Mainland and Hong Kong, any agreement is better than nothing.

The previous uncertainties have already resulted in a drop in orders from U.S. buyers at the recent October Guangzhou trade fair by over 30%. With empty order books, Mainland manufacturers were in danger of being forced to close down if U.S. buyers continued to order from factories in Southeast Asia and South Africa. Therefore, the MOC had to consider the 20 million jobs in the Mainland textile industry that rely on exports to the U.S.

China's textile trade agreements with the EU and U.S. have created some certainty for Hong Kong companies. Now they can make production plans, go after orders, and transfer quotas. Companies planning to expand their business can consider enlarging their production base in Hong Kong with the help of the labour importation programme (employers need to employ three local workers for every imported worker).

China's textile industry owes its competitiveness to its resources, scale, skills, labour cost, productivity and facilities that the industry clusters create. From 2006 to 2008, while restrictions are in place, China's competitors will have a unique opportunity to win more orders. For Chinese enterprises, as export growth is shackled, they should use this period to raise their quality. This would raise their profits and dismantle trade barriers, which is vitally important because in addition to the EU and U.S., developing countries like Columbia, Mexico and Peru, have also begun imposing special protectionism measures to block Chinese textile exports. Some Chinese enterprises are also using the "going out" strategy to establish factories overseas closer to their markets, or relocate production processes in other countries.

We do hope that China's textile products will be free from restrictive measures after 2008, and that China will be able to truly enjoy the benefits of free trade. **B**

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She can be reached at ruby@chamber.org.hk*



歷時三個多月，經過 7 輪磋商，中美就紡織品貿易的談判終於完成，雙方在 11 月 8 日簽署了「備忘錄」。紡織品貿易的不明朗因素一掃而空，從 2006 年至 2008 年的紡織品出口增長幅度已有定論，相信商務部會立即推出對美國紡織品出口的配額分配辦法，並對部分配額進行招標。

從今年 4 月起，美國開始對中國的棉織恤衫及上衣等 3 類產品設定 7.5% 的增長上限至今，美國已對 10 類 (19 種) 中國紡織品設限，剛剛簽署的協議對 11 類服裝產品和 10 類紡織產品 (共 34 種，包括已設限的 19 種) 在 2006 年到 2008 年的增長幅度訂立了上限。分別為 2006 年：10-15%，2007 年：12.5-16%，2008 年：15-17%。增長率的計算基於上一年的出口量。美國還承諾將對設限產品以外的產品克制使用特保條款。

新設限的 34 種紡織品佔中國對美國出口 103 種紡織品的 1/3，也佔出口額的 46% 左右。目前美國進口紡織品的 25% 來自中國。中國紡織品價格比美國低 76%，比世界平均水平低 58%，中國紡織品的競爭力勢必導致美國紡織製造業的進一步萎縮。雖然現在通過協議限制中國產品的進入，但相信這最多只是稍微減慢美國紡織業的萎縮速度。因為在市場力量下，高成本的美國紡織品必然會逐步被淘汰。

也許大家注意到今年 6 月 11 日中歐達成的紡織品貿易協議中，設限的產品種類僅有 10 類，而且期限至 2007 年底。相比之下，中美協議設限的產品達 21 類，而且到 2008 年底，難怪商務部薄熙來部長認為比中國預期的結果為差。據說中國最終在年限上讓步，即到 2008 年，而美國則在增長率上讓步，放棄 7.5% 的要求。

對於內地及香港業界來說，基本上任何結果都好過沒有結果。由於中美紡織品貿易的不確定性，今年 10 月在廣州的廣交會紡織品出口來自美國的訂單較上年減少三成以上。美

國採購商不敢落單，國內廠商無法安排生產，如果情況持續下去，不少內地生產商不得不關門。而美國的採購商卻轉向東南亞、南非等地落單，雖然這些地區的質量和價格都不如中國產品般有競爭力。相信商務部在這種情況下，不得不作出讓步，內地的紡織業有 2 千萬個工作崗位，中國難以承擔由於紡織品貿易的不明朗帶來的大規模失業。

中歐和中美在紡織品貿易上達成的協議，使在這將近一年的時間裏不知何去何從的港商終於可以制定明確的生產計劃，因應自己的實力接單，配額又可以轉讓，彈性很大。在未來 3 年，貿易摩擦引發的未知變數不多，給了企業一個穩定的生產環境。對於要擴張業務的企業，在「一拖三」的勞工輸入計劃下，增加在港的生產，相信是不俗選擇。

由於中國紡織業在資源、規模、技術水平、人工成本、勞動生產率和產業聚集的配套等六個方面具有國際比較優勢，遲早這些優勢都將得到發揮。但這三年無疑給中國的競爭對手一個良機。對於中國企業來說，既然規模的擴張受到限制，就應當在提升產品的檔次上下功夫，既可增加產品的利潤，又可避免貿易壁壘。因為除了歐美之外，其他國家如哥倫比亞、墨西哥、秘魯等發展中國家已開始向中國紡織品提出特別保護限制。另外，許多企業選擇「走出去」，在外設廠貼近市場，或者在外完成部分工序，以取得當地的原產地證。

希望在 2008 年之後，中國的紡織品可以不受配額的制約，真正享受自由貿易的好處。B

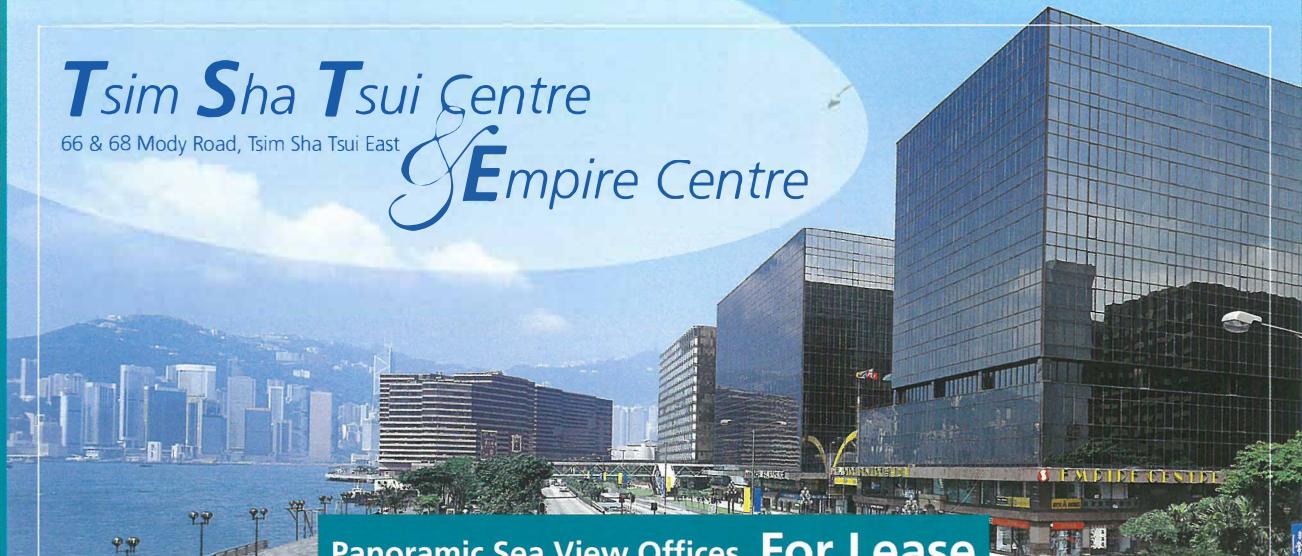
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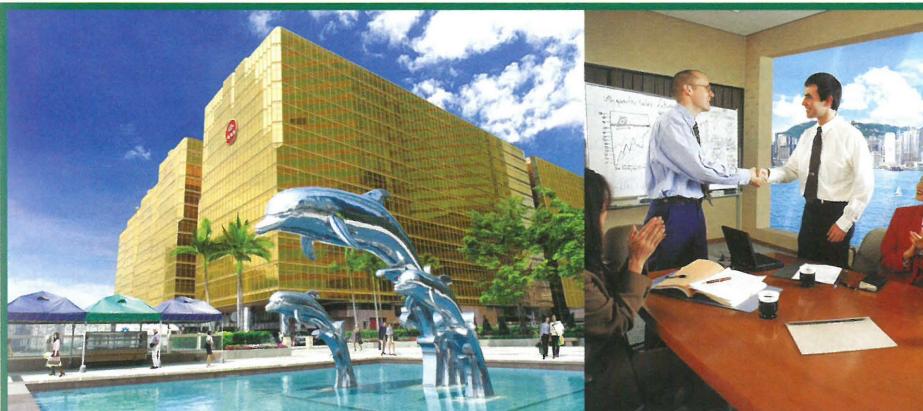
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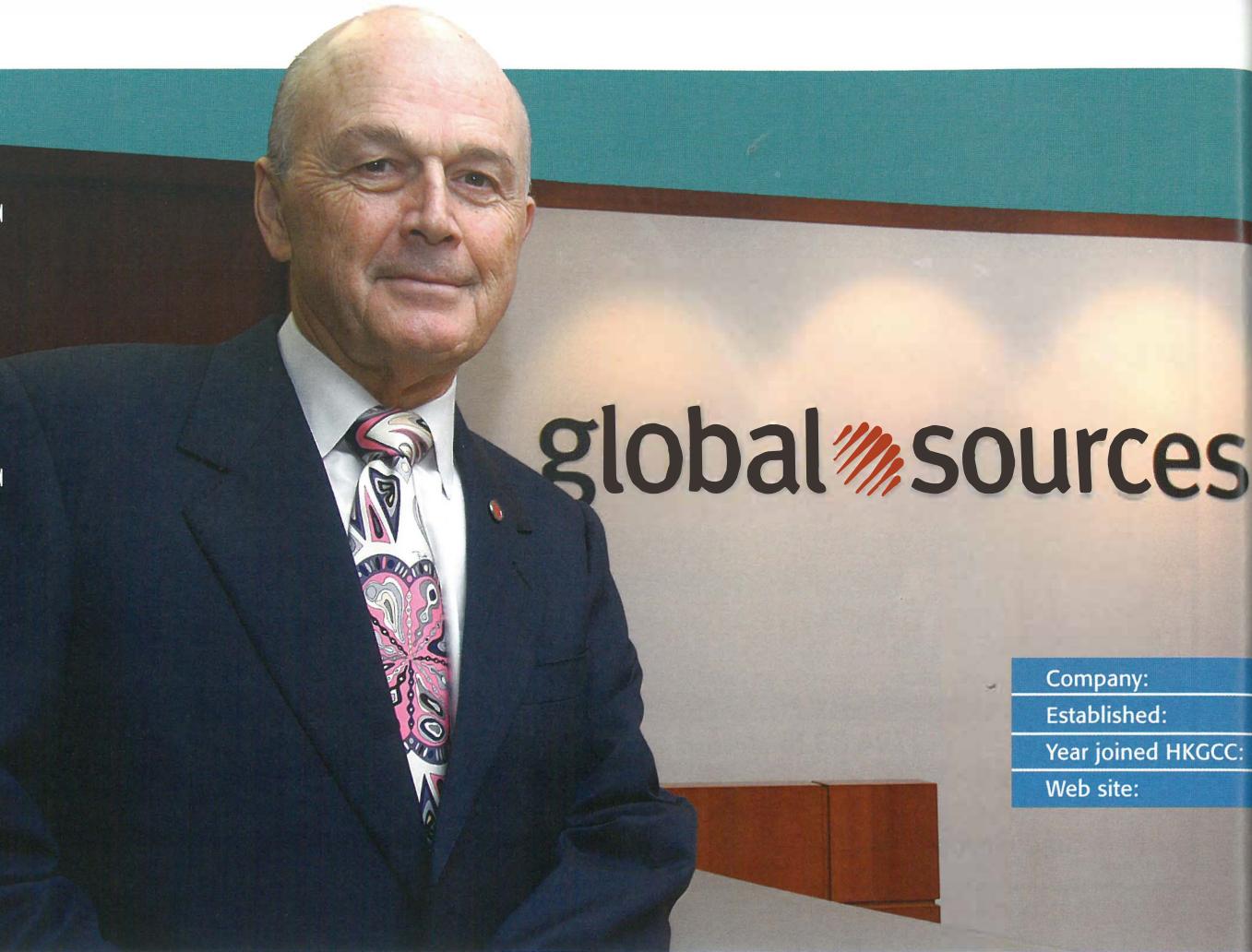
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People call Merle Hinrichs (above) the grandfather of online B2B trade. "And that is not just because of my age," the 64-year-old quips. As Chairman and CEO of Global Sources, he has been blazing the global trail of trade since he published his first export trade magazine in February 1971, under the banner Asian Sources.

"We have always led the industry, in terms of technology, in terms of providing new areas of sourcing, in how we specialize our publications, Websites and trade shows," he said. "And, we've been copied by many, many companies over the decades."

Mr Hinrichs got the idea for Asian Sources after moving from his native USA to Asia in 1965 to try his luck shortly after graduating from Thunderbird, the American Graduate School of International Management, with a master's degree. He landed a job selling ads for trade journals in Hong Kong and Tokyo. Many of his clients were no-name companies seeking buyers and retailers in the U.S. and Europe, who were also trying to find suppliers. And so, Mr Hinrichs stepped in to fill the void.

As Global Sources prepares to celebrate its 35th anniversary next year, it has never wavered from its founding vision of "providing buyers worldwide with accurate, reliable information about suppliers and the products that they offer for export."

It may sound unassuming, but it has built up a global network of over 463,000 active buyers in 230 countries and territories. "We have always focused on the buying community. We believe we cannot be providing a service to the suppliers and manufacturers unless we are engaged in identifying who the buyers are, what products they want, what are the changes in buying trends, and what are buyers looking at and what do they need from Asia," he explained.

That is much easier said than done, as buyers' needs are in a state of constant flux. To crystallize these needs, Global Sources monitors buyers, source markets, as well as what they are looking for from suppliers. "So far we've been very accurate and responsive to their needs," he said.

The company invested heavily to establish Global Sources Online in October 1995 amidst widespread scepticism about this new, untested technology. By 1997, he was warning clients that unless they set up an email account, within two or three years time no one would want to do business with them.

"No one believed us. We were at the forefront of introducing this technology to traders, and now we are at the forefront of telephony services to customers," Mr Hinrichs said.

Rather than cannibalising the print side of the business, the online arm complemented it by allowing Global

Sources to tailor its information to individual client's needs. "We love our print products, but just because we love it we are not married to print," he said. "It is all about giving buyers the information they require in the media they prefer."

Exhibition growth

Global Sources entered the trade show business 13 years ago. Limited exhibition space in Hong Kong had restricted its growth in this area, but with the opening of AsiaWorld-Expo next to the airport this month, Mr Hinrichs is confident the new facility will boost his exhibition business as well as the MICE industry here in general.

He has earmarked US\$50 million to develop the China Sourcing Fairs, as well as bring in other shows from

around the region, and is AsiaWorld-Expo's largest client. A number of shows Global Sources will be hosting at the facility will overlap existing ones, but the pulling power of

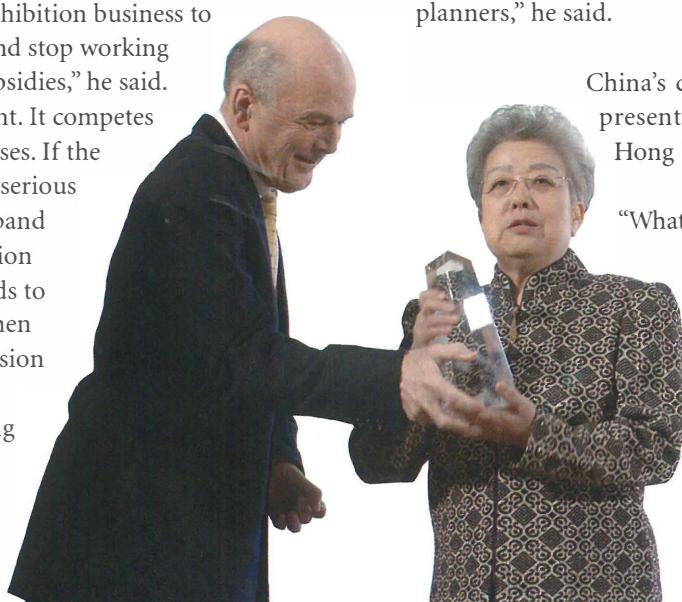
Global Sources' fairs will be the all-new suppliers from Mainland and Greater China exhibiting in Hong Kong for the first time.

"Our shows will feature all-new companies, companies that are really focused on export. Visitors can rest assured that they will be able to find new products and suppliers," he said.

Rather than compete with TDC for visitors during concurrent shows, Mr Hinrichs said he has asked TDC to jointly promote certain shows and organize shuttle buses between the two venues, but "TDC has refused to give us any cooperation," he lamented.

"If the TDC really believes in private enterprise, it should leave the exhibition business to private enterprises and stop working with government subsidies," he said.

"TDC is half pregnant. It competes with private enterprises. If the government is really serious about wanting to expand Hong Kong's exhibition business, then it needs to get TDC out of it. Then you will see an explosion of exhibitions and benefits to supporting businesses, from hotels, to retailers to exporters."



In 2004, 3.6 million tradeshow visitors came to Hong Kong, a 29% rise over the 2.8 million two years earlier. Mr Hinrichs believes Hong Kong has the potential to double that number, which will create enormous benefits to runoff industries like hotels, banks, restaurants and other sectors of the services economy. But to do so, he believes the government and TDC must sit back and let free enterprise take over.

China's potential

Mr Hinrichs said he is extremely bullish on China's potential, both as an exporter and consumer. The China Government has been ensuring that support facilities to the MICE industry are being put in place to capitalise on the industry's potential.

China's incredible annual growth rate of around 9% has been driving much of this demand, and even if it slows, as pundits predict, the exhibition sector still has room to double in size. In anticipation of this, the company opened on November 5 this year its new 9,000 sq. metre China headquarters in the Shenzhen International Chamber of Commerce Tower in Shenzhen's new central business district.

Despite criticisms from its trading partners, Mr Hinrichs says China's leadership has "demonstrated an incredible capacity to elect and select the right methodology of developing their trade and overseas commitments and relationships."

Even amid international pressure to revalue the renminbi, China has maintained a steady hand on the tiller. Although he agrees that the renminbi is being kept artificially low to maintain growth of China's exports, China is managing its revaluation skilfully.

"In my view, Chinese management of this is pretty adept, they are doing a phenomenal job. I think the history of the yen has not been lost on the Chinese planners," he said.

China's careful planning and resilience presents exceptional opportunities for Hong Kong given our position.

"What we need in Hong Kong is leadership and vision, and given that we really focus on what will differentiate our economy and its value to China will determine the success we will have," he said. **B**

Merle Hinrichs presents Madam Wu Yi with a souvenir following her talk at a Chamber luncheon at which Global Sources was the main sponsor.

Global Sources is總商會的真儀女士演說午餐會的主要贊助商，
Merle Hinrichs 於演說後向吳女士致送紀念品。

L-R: Craig Pepples, Chief Operating Officer, Global Sources; Wang Hui, Deputy Director-general, Economic Affairs Department, Liaison Office of the Central People's Government, HKSAR; Merle A. Hinrichs, Chairman and Chief Executive Officer, Global Sources; Zhang Litong, Governor of the People's Government of Futian District, Shenzhen; and Sarah Benecke, Director, Global Sources, open Global Sources' new headquarters in Shenzhen. 左至右: Global Sources 執行總裁
裴克為、中央人民政府駐香港特別行政區聯絡辦公室經濟部副部長
王輝、Global Sources 主席兼行政總裁 Merle A. Hinrichs、
深圳市福田區人民政府區長
張禮銅和 Global Sources 董事
Sarah Benecke 創立於 Global
Sources 深圳總部開幕儀式上。



人們稱 Merle Hinrichs 為網上商對商 (B2B) 貿易的始祖，64 歲的 Hinrichs 笑說：「那並非只因為我的年齡。」身為 Global Sources 的主席兼行政總裁，Hinrichs 於 1971 年 2 月首度出版名為「Asian Sources」的出口貿易雜誌，為全球貿易創出先河。

他說：「在技術、新的採購範圍以至專門的刊物、網站及貿易展等方面，我們經常領先同儕，多年來仿效我們的機構很多。」

生於美國的 Hinrichs 畢業於雷鳥美國國際管理學院 (Thunderbird, the American Graduate School of International Management) 並取得碩士，不久，他於 1965 年離開美國，赴亞洲尋找事業機會。後來他找到一份工作，在香港和東京為貿易雜誌銷售廣告，眼見許多客戶是寂寂無名的公司，它們都在尋找歐美買家和零售商，而那邊廂歐美買家也在找尋供應商，Hinrichs 看準這個市場，並興起辦「Asian Sources」的念頭。

Global Sources 明年將慶祝成立 35 週年，公司多年來一直秉持開業時之宗旨：「為全球買家提供準確、可靠的供應商資訊以及他們的出口產品資料。」

聽來很實在，而 Global Sources 已朝著這方向，建立了一個連結 230 個國家及地區逾 463,000 名活躍買家的環球網絡。他解釋：「我們一向把焦點放於買家社群，並認為只有知道買家在那裡，了解他們想買什麼，掌握採購趨勢變化，他們對什麼感興趣，要在亞洲購買哪些產品等資料，才能對供應商和製造商提供適用服務。」

雖然如此，說易行難，因為買家需要時刻在變。故此，Global Sources 亦不斷留意買家需求、採購市場動態，以及買家希望從供應商那裡買什麼。他說：「一路以來我們都能高度準確和快速地回應買家需要。」

公司於 1995 年 10 月斥巨資成立 Global Sources Online，當時市場對這種未經試驗的嶄新科技普遍有所保留。至 1997 年，Hinrichs 提醒客戶，若不開設電郵帳戶，兩三年內便會生意凋零。

Hinrichs 說：「當年我們率先向商企介紹這種科技，但那時卻沒有人相信。如今我們亦率先向客戶推介電話語音服務。」

Global Sources 的網上業務並沒有取代其雜誌業務，反之，前者令公司的資訊更切合個別客戶所需。他說：「我們重視雜誌業務，正因如此，我們不會局限公司業務於這方面。始終，最重要是透過買家喜歡的媒介，向他們提供所需資訊。」

展覽業務增長

Global Sources 於 13 年前進軍貿易展覽業，但香港展覽場地不多，令這方面業務增長有限。然而，隨著機場旁的亞洲國際博覽館於本月開幕，Hinrichs 相信新的展覽場館能刺激展覽業務增長，也能促進本港的會展及獎勵旅遊業發展。

他計劃以 5 千萬美元策劃中國採購展，並且把亞太區的其他展覽安排在香港舉行，成為亞洲國際博覽館的最大客戶。Global Sources 將於新展館舉辦的多項展覽，主題方面或會與本港現有的某些展覽有所重覆，但 Global Sources 的展覽將吸引另一批首次來港參展的內地及大中華區供應商。

公司：	Global Sources
成立年份：	1971 年
入會年份：	1991 年
網址：	www.globalsources.com

他說：「我們的展覽內全部都是新的參展商，它們都是真正從事出口業務的公司。訪客大可放心，他們定能在展場內找到新產品和供應商。」

當市場上有兩個展覽同時間舉行，Hinrichs 並不擬與貿易發展局競爭，他表示曾與貿發局洽商聯手進行宣傳，並安排穿梭巴士來往兩個展場，但慨歎「貿發局拒絕與我們有任何合作」。

他說：「若貿發局真的信任商界，便應把展覽事業留給商界發展，不用再靠政府資助來做什麼。貿發局在裝樣兒，與私人企業競爭。若政府認真要擴展本港的展覽事業，便需把貿發局的角色除去，那本港的展覽業便會興盛起來，酒店、零售及出口等相關行業也會大大受惠。」

2004 年，本港各類貿易展吸引了 360 萬名訪客來港，較 2 年前的 280 萬人增加 29%。Hinrichs 認為這數字有潛力上升一倍，屆時酒店、銀行、飲食及其他服務行業也會受惠不淺。但他相信，要實現這目標，政府和貿發局必先要放手讓商界做主導。

中國的潛力

Hinrichs 表示極之看好中國的出口和消費潛力。中國政府一直設法為會展及獎勵旅遊業提供所需的支援設施，以發揮行業的潛力。

中國的增長速度驚人，年增長率約 9%，很大程度帶動了業內需求。即使增速如某些專家預期般放緩，展覽業仍有一倍的增長空間。因此，Global Sources 剛於 11 月 5 日設立中國總部，總部辦事處位於深圳新中央商業區的深圳國際商會中心，面積 9,000 平方米。

儘管 Global Sources 的貿易夥伴有批評，Hinrichs 指中國領導人「展示出驚人的能力，能選取合適方法以發展其貿易、對外國的商貿承諾和關係。」

在國際間，中國雖然面對人民幣升值的壓力，但仍能沉著穩定的掌著舵。他同意人民幣值被刻意控制於低水平，以維持中國的出口增長，但中國在處理人民升值一事上很有技巧。

Hinrichs 說：「我認為中國處理這事的手法圓熟，他們的表現很出色，相信中國的策劃員並沒有忘記以往日圓升值的教訓。」

香港憑藉本身地位，可善用中國審慎規劃和保持彈性所帶來的良機。

他說：「香港需要有領導和遠見，然後便能專注研究如何發展本地經濟特長與及對中國的獨特價值所在，這關係著我們日後的成就。」 B

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Exhibition Business Looks Rosy

展覽業前景樂觀



Cities around the region are jockeying for first position in the exhibitions race. Much is at stake. Last year, the exhibition industry contributed an estimated HK\$8.5 billion to the local economy, a figure which has been rising steadily.

Some 3.6 million tradeshow visitors came to Hong Kong last year, a 29% rise over the 2.8 million two years earlier. The key driving force behind the exhibitions race is China, which is fuelling both external and internal demand. A survey conducted by the Hong Kong Exhibition and Convention Industry Association (HKECIA) indicates that Hong Kong maintains a significant edge in its ability to attract large numbers of high-quality exhibiting companies and visitors from around the world.

According to the survey, the number of exhibiting companies in 2004 reached 39,517. This number represents a rise of almost one-third over the 30,000 exhibiting companies in 2002 and by a half over the number in 2000. Mainland companies have driven this growth; from 3,257 in 2002, the number of

exhibiting companies from the Mainland has soared by 95% to 6,350. These figures show that despite the duplication of exhibitions on the Mainland, many businesses there are willing to pay for the quality and superior visitor base available at Hong Kong events. Meanwhile, exhibiting companies from regional and overseas countries have remained steady, while the number of Hong Kong-based companies continues to rise, from 16,000 two years ago to over 20,000 in 2004.

The star performer was Mainland China, from which over 128,000 attended exhibitions in Hong Kong in 2004: this compares with just 85,000 in 2002, and a mere 49,000 back in 2000.

"The rise in Mainland visitor numbers shows how keen these visitors are to do business here in Hong Kong if we make it easy for them," explained HKECIA Chairman Stanley Chu. "Our Mainland visitors these days come with very strong purchasing power, and as their numbers grow we are seeing the rise of a powerful new force in Hong Kong's exhibition environment."

Hong Kong International Stationery Fair

– ideally placed to cater to buyers from across the entire Asia Pacific region



The Hong Kong International Stationery Fair, considered by the industry as one of the leading stationery fairs in Asia, will take place at the Hong Kong Convention and Exhibition Centre from 10 - 13 January 2006.

Located in Asia's sourcing centre for consumer products, the Hong Kong International Stationery Fair is ideally placed to cater to buyers from across the entire Asia Pacific region. As well as traditional stationery items, the fair will also showcase related office products which are widening the boundaries of the stationery sector.

The stationery industry has evolved well beyond being a simple 'back-to-school' business. With ongoing advances in technology and the increasingly widespread use of computers, the industry now encompasses a far wider range of products that sell all year round, such as computer discs, mouse pads and disc organisers.

The fair gets bigger and better each year

Over 220 companies have registered to exhibit at the 2006 Hong Kong International Stationery Fair, more than half of which will come from outside of Hong Kong. In its sixth edition, the Hong Kong International Stationery Fair will bring together exhibitors of stationery and office products from Hong Kong, the Chinese Mainland, France, Germany, United States, Thailand, Taiwan, Korea and a number of other countries and regions.

The fair has continued to grow in size and importance since its debut in 2001. Visitor numbers were up 29% at the 2005 show and totaled 15,856, with buyers coming from 113 countries and regions. Exhibitor numbers have also

increased with 265 companies participating in 2005; 19% more than in 2004.

Co-organisers of the fair, Messe Frankfurt (HK) Ltd. and the Hong Kong Trade Development Council (HKTDC) expect next year's fair to attract over 16,000 visitors. An impressive 1,500 buyers have already pre-registered to attend the fair, a third of whom will come from overseas.



The fair will offer a wide range of products from all over the world. Renowned as an ideal sourcing platform, the Hong Kong International Stationery Fair is an event not to be missed. A visitor to the 2005 show, Mr Rashed Al Kaitoob, Managing Director of Dubai Library Distributor said, "I have placed a total of US\$250,000 worth of orders here at the show. I've also found three new business suppliers and I am comfortable with the quality and price level these manufacturers offer. I am really happy with the results of this fair, and will definitely return next year."

In addition to the exhibits, there will be a series of informative seminars that will enable visitors to keep up to date on the state of the industry. Organisers will run a match-making programme during the fair to facilitate networking among visitors and exhibitors.

The Hong Kong International Stationery Fair will run concurrently with the Hong Kong Toys and Games Fair, the second largest trade show of its kind in the world.

For more information on the Hong Kong International Stationery Fair please visit <http://hkstationeryfair.com> or email stationery@hongkong.messefrankfurt.com

Regarding regional and overseas visitor numbers, both these groups showed growth over 2002, with regional visitor numbers rising by 13% and overseas visitors (i.e. those typically having to make long-haul flights to attend) by an impressive 34%, according to the survey.

Mr Chu is adamant these figures tell a very different story from the popular myth that Hong Kong is being “by-passed” by international buyers. “The truth is just the opposite. More and more regional and overseas buyers are seeing Hong Kong as a crucial bridging point into Asia and the Mainland. And they know too that Mainland companies exhibiting in Hong Kong tend to be of an extremely high standard, because Hong Kong exhibitions act almost as a ‘quality control’ mechanism.”

Hong Kong itself is often thought of as a mature market with minimal growth potential, but the ongoing rise in Hong Kong visitors seems to belie this perception. From 2.44 million in 2002 this group rose to over 3 million in 2004, as more Hong Kong buyers find significant value in trade fairs held here. The internationalism of Hong Kong exhibitions is increasingly being underpinned by a large and business-savvy local clientele, something that cannot easily be reproduced in newer locations and venues across the region.

The strong growth in Hong Kong’s exhibition industry comes with many positive economic benefits for the city and exhibition companies based

here. Rental revenues from exhibition stands in 2004 amounted to over HK\$1.5 billion, and 44% of this amount was generated from outside Hong Kong.

“While the survey shows considerable and robust growth in exhibition numbers, visitor numbers and revenue,” notes Mr Chu, “the actual rise in the total square metreage of exhibitions has been minimal, up from 515,000 sq metres two years ago to just 548,000 sq m in 2004. These figures reflect something of the space constraints which our industry is having to deal with. Fortunately, major developments are underway which should change this situation for the better in coming years.”

Asiaworld-Expo, which opens this month at the airport, will add 70,000 sq metres of space to the industry. As many of the shows planned at this new facility next year will feature completely new exhibitors, the new addition to the industry is expected to also draw significantly more buyers.

Overall, the latest HKECIA survey gives Hong Kong’s exhibition industry many reasons for optimism. Both exhibitor and visitor numbers are rising steadily and in some cases spectacularly. Despite some gloomy predictions about the impact of rapidly spreading exhibition venues in the region, the survey results confirm that Hong Kong’s reputation as the “Trade Fair Capital of Asia” remains fully justified, based on its reputation for quality, its ease of doing business, and its strategic position as a bridge into China. **B**



Hong Kong Fashion Week for Fall/Winter 2006

香港時裝節 2006 秋冬系列

17-20 / 1 / 2006

Hong Kong Convention & Exhibition Centre 香港會議展覽中心
<http://hkfashionweekfw.com>



When it comes to locating the latest rag trade styles, looks and colours, the show with the key to top trends and best business is Hong Kong Fashion Week for Fall/Winter.

One constant trend is Hong Kong's leading position in the fashion stakes. During the first nine months of 2005, Hong Kong's total exports of clothing and clothing accessories were valued at US\$20.2 billion: a 11% increase over the corresponding period in 2004.

This robust business environment attracts exhibitors. A total of 1,087 companies from 16 countries and regions exhibited at Hong Kong Fashion Week for Fall/Winter 2005. Buyer figures increased as well, with 25,401 total buyers attending the fair.

From complete outfits to buttons and labels, and from high fashion to mass-market items, you'll be sure to find whatever you're after at Hong Kong Fashion Week for Fall/Winter. In the Garment and Accessories Mart you can find mass-volume value-for-money items. Meanwhile the Fashion Gallery includes high fashion designs from Hong Kong and elsewhere. The fair is also a great place to keep abreast of the latest ideas in the fashion design and garment industry world, with a series of seminars on trends, textiles and trade matters.

A concurrent event is World Boutique, Hong Kong. This fair, unique to Asia, showcases all sorts of lifestyle products and ranges such as fashion designers' collections, branded fashion products, fashion accessories, home fashion and lifestyle products, and small gifts.



香港時裝節秋冬系列展示最新的服裝款式和流行色彩，是業者緊貼潮流趨勢、掌握生意良機的不二渠道。

香港時裝業領導地位穩如泰山。於2005年首9個月，香港的服裝及衣服配件出口總值達202億美元，較2004年同期增長11%。

鑑於香港服裝業一片蓬勃，全球各地業者均踴躍參加香港時裝節。去年共有1,087家來自16個國家和地區的商號參展，並吸引了25,401名買家到場參觀。

香港時裝節秋冬系列展出的產品林林總總，由成衣套裝以至鈕扣及標籤、由高級時裝以至大眾化服飾，應有盡有。「服裝及飾品館」集中展示物有所值的大眾化服裝。「時尚廊」則匯聚香港及全球各地的高級時裝設計。此外，時裝節期間將舉行連串研討會，探討市場趨勢，讓業者掌握最新的設計意念及服裝業發展。

與香港時裝節同期舉行的「香港國際時尚薈萃」，展示各類時尚產品，包括時裝設計師系列、品牌時裝、時裝配飾、家居時尚和生活用品及精巧禮品，在亞洲獨一無二。



Meet new suppliers at the China Sourcing Fairs in Hong Kong



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**Electronics &
Components**
China Sourcing Fair

April 15-18, 2006
October 11-14, 2006
AsiaWorld-Expo, Hong Kong



global sources
**Fashion
Accessories**
China Sourcing Fair

April 15-18, 2006
October 11-14, 2006
AsiaWorld-Expo, Hong Kong



global sources
**Gifts & Home
Products**
China Sourcing Fair

Co-located with
Practical World Hong Kong
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AsiaWorld-Expo, Hong Kong

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And now you can meet with these
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China Sourcing Fairs bring thousands of new products to Hong Kong buying circuit



More than 3,300 booths at China Sourcing Fair: Gifts & Home Products co-located with International Hardware Fair/Practical World



More than 2,000 booths at China Sourcing Fair: Electronics & Components.

In April 2006, Global Sources brings its successful China Sourcing Fairs to Hong Kong at the AsiaWorld-Expo — Hong Kong's newest and most modern exhibition facility.

AsiaWorld-Expo has 10 ground-level exhibition halls equipped with world-class buyer services and convenient transportation links. From the airport, buyers can get to the trade show by train in just one minute.

Confirming the ready acceptance of Hong Kong as the most convenient trading hub in Asia, the China Sourcing Fair: Electronics & Components will be double the size of previous events held in fall 2005; the China Sourcing Fair: Gifts & Home Products show will be four-times the size of the 2005 event.

Buyers can also expect to see a huge range of hardware, home improvement, tools and DIY supplies at the co-located International Hardware Fair/Practical World.

Mainland China's most competitive exporters of fashion accessories will mingle with cutting edge, leading design manufacturers from Hong Kong and Taiwan and compete with handcrafted specialty designs from India and Thailand at the inaugural China Sourcing Fair: Fashion Accessories.

In addition to putting buyers face to face to buy direct from the region's leading suppliers, Global Sources is offering buyers free admission for pre-registration; discounts on hotel rooms, free conferences, product sourcing forums and seminars.

Check the website at
www.chinasourcingfair.com



亞太區各大城市正各出其謀，務求在區內展覽業競爭中獨佔鰲頭。展覽業是本港經濟中重要的一環，去年估計為本地經濟進帳 85 億港元，這數字並持續穩步上升。

去年，各類商貿展吸引了 360 萬名訪客來港，較 2 年前的 280 萬人增加 29%。中國是推動展覽業競賽的主要動力，帶動外地和本地需求。香港展覽會議業協會的最新調查顯示，香港維持一貫優勢，仍能吸引大量來自世界各地的優質參展商及訪客。

調查顯示，在 2004 年，共有 39,517 家公司參加於香港舉辦的展覽會，較 2002 年的 30,000 家增加近三分之一，亦比 2000 年增加五成之多。這增長主要由內地企業帶動，來自內地的參展商從 2002 年的 3,257 家激增至 2004 年的 6,350 家，增幅高達 95%。這些數字說明，雖然近年在內地舉辦的展覽會不斷增加，但由於在香港舉辦的展覽會可吸引實力雄厚、優質專業的國際買家，不少國內廠家仍樂意來港參展。同時，來自亞太區或海外國家的參展商數目保持平穩，而以香港為基地的參展公司則持續增加，從 2002 年的 16,000 家增至 2004 年的逾 20,000 家。

其中以內地訪客的增幅最為突出：2000 年僅為 49,000 人，2002 年已增至 85,000 人，到 2004 年更超過 128,000 人。

香港展覽會議業協會主席朱裕倫指出：「內地訪客數目增長，證明只要我們為他們打開方便之門，他們是極渴望來港尋找新產品和服務的。這批擁有強大購買力的訪客人數若持續增長，勢將成為香港展覽業的新興力量。」

調查亦發現，亞太區及海外訪客人數均較 2002 年增加：亞太區訪客增加 13%，遠道而來的海外訪客則有 34% 的可觀增幅。

朱氏堅信，這些數字正好粉碎了「國際買家紛紛繞過香港」的臆測。他說：「事實剛好相反，愈來愈多亞太區及海外買家視香港為通往亞洲和內地的跳板。這些買家也知道，由於香港的展覽起著近乎『品質控制』的作用，來港參展的內地廠商水平甚高，能滿足買家的需要。」

一般認為，香港市場已趨成熟，增長潛力有限，但本地訪客的持續增長看來打破這種謬誤。隨著愈來愈多本地買家洞悉在香港舉辦的展會為他們提供無限商機，讓他們接觸到來自世界各地的供應商及獲取行業最新資訊，本地訪客人數由 2002 年的 244 萬上升至 2004 年的 300 多萬。香港展覽會向以國際化見稱，並以人數眾多、深諳營商之道的本地客戶為強大支柱，相信這條件是亞太區內一些新興城市難以仿效的。

香港展覽業的強勁增長為本地經濟和有關行業帶來眾多裨益。2004 年，展覽攤位租金收入超過 15 億港元，其中 44% 來自香港以外的參展公司。

朱氏指出：「雖然調查顯示展覽數目、訪客人數和展覽攤位租金等方面都有強勁增長，但展覽會面積的實際增幅輕微，2 年前展覽會的總面積有 51.5 萬平方米，2004 年則有 54.8 萬平方米。這些數字反映本地展覽業正面臨場地限制的問題，必須盡快解決。可幸的是，本港正進行有關大型發展項目，相信在未來幾年內，展覽場地供應可獲改善。」

位於香港機場旁的亞洲國際博覽館於本月啟用，可多提供 7 萬平方米的展覽場地。計劃明年於這新場館舉行的展覽會將有一批新的參展商，故料可吸引更多買家。

整體而言，是次調查結果令香港展覽業界對未來發展感到樂觀。無論是參展商或訪客數目，都有平穩增長甚至可觀升幅。儘管亞太區展覽場地的急速擴展曾引起一些負面預測，但這次調查結果印證，香港素以優質服務見稱，營商方便，位處通往中國的要津，「亞洲展覽之都」的美譽是實至名歸的。B



Prime Source 國際服飾業採購會

Addressing the needs of the global apparel industry brought on by the ending of the quota system and a new operating environment, Prime Source, comprising a senior-level forum and a trade show, for international apparel sourcing, will be held in Hong Kong from 28 - 31 March 2006. The event is organized by APLF Ltd, a joint venture formed by CMP Asia Ltd and the SIC Group of France.

The two-day International Apparel Forum (28th-29th March 2006) will bring senior industry executives together with ministerial-level government representatives and policy-makers of apparel exporting and importing countries, alongside senior officials from major international institutions and NGOs, as well as major buyers and retailers.

The three-day Prime Source Trade Show (29th - 31st March 2006) provides a strategic sourcing platform involving all suppliers to the industry as exhibitors, focused on offering complete purchasing solutions, including apparel manufacturing capabilities and supply chain management solutions, to worldwide apparel buyers.

The event is endorsed by the American Apparel & Footwear Association (AAFA), the US Association of Importers of Textile & Apparel (USA-ITA), the Foreign Trade Association (FTA), and supported by the Textile Council of Hong Kong (HKTC) and the Retail Industry Leaders Association (RILA).

Furthermore, it has an impressive Advisory Board, with 17 top-level decision makers from Liz Claiborne, H&M, Jones Apparel, Jockey International, JC Penny, Tommy Hilfiger, as well as manufacturers and leading trade associations from around the world.



國際服飾業採購會 (Prime Source) 將於 2006 年 3 月 28 至 31 日在香港亞洲國際博覽館舉行，全方位滿足全球服飾業在配額取消後的新經營需要。採購會由高峰論壇及貿易展覽會兩部分組成，主辦機構為亞洲博覽有限公司和法國 SIC 集團之合資公司—亞太區皮革展有限公司。

為期兩天 (2006 年 3 月 28-29 日) 的「國際服飾業採購會」將匯聚業界知名人士、服飾進出口國的政府高層代表、國際組織及非官方組織要員、以及專業分析員及商貿顧問。

為期三天 (2006 年 3 月 29-31 日) 的「國際服飾業高峰論壇」提供最佳平臺，讓各國服飾生產商向全球業內買家提供「一站式」採購服務、重點展示其產能、產量及供應鏈整合方案。

國際服飾業採購會得到三大協會認可，包括：美國衣履協會 (American Apparel & Footwear Association, AAFA)、美國紡織品及服飾進口商協會 (United States Association of Importers of Textile & Apparel, USA-ITA) 及歐洲外貿協會 (The Foreign Trade Association, FTA)。同時亦得到香港紡織業聯合會 (The Hong Kong Textile Council, HKTC) 及美國零售業協會 (The Retail Industry Leaders Association, RILA) 的全力支持。

與此同時，採購會的顧問團亦是陣容鼎盛，雲集 17 位來自世界各地貿易組織、知名廠家及頂級品牌如 Liz Claiborne、H & M、Jones Apparel、Jockey International、JC Penny、Tommy Hilfiger 代表。

Special Reports

專題報導

Hong Kong companies are still discriminating against disabled workers despite legislation to protect their right to work. With their patience wearing thin, pressure groups' calls for the government to do more are growing louder

儘管本港有法例保障殘疾人士的工作權利，但香港企業普遍仍歧視殘疾工人。壓力團體的耐性已愈來愈少，要求政府更著力改善這情況的聲音更大。



Jane Lam never used to consider herself creative. Interpreting financial data was the only art she used to be interested in.

Yet Ms Lam works her loom with the deftness of a concert pianist. She is part of a team that weaves yarns into place mats, scarves, shawls or chopstick holders using a technique developed in Japan called Saori. Her current creation is a vibrant pink shawl. Her fingers dance along a three-foot-wide wooden loom, plucking apart a pinch of the hundreds of threads where she will insert a pattern, or perhaps a different colour – wherever her creativity takes her.

Her employer, a Salvation Army work shelter, pays Ms Lam \$1,500 per month, and Linda Hung, Service Supervisor for the Salvation Army's rehabilitation work shelter in Ma On Shan, says no worker produces as creative designs. The work is monotonous, but it is the freedom to create and visualize the end product that keeps her focused, along with the hope of reentering Hong Kong's workforce, which she was forced to quit three years ago due to a nervous breakdown.

She is one of Hong Kong's estimated 270,000 people with disabilities (excluding mentally handicapped persons), representing 4% of the total population, who hopes employers will start looking beyond their disability and instead focus on their ability.

"We don't want charity, just the opportunity to show employers that people with disabilities can do a job just as well – and in some cases even better – than able-bodied staff," Ms Hung said.

Yvonne Yue, who has been paralyzed from the waist down as a result of hereditary muscular atrophy, is just one of the thousands of employed disabled proving her correct. In 1996 she won the Outstanding Disabled Employees Award for her performance at the Hong Kong and China Gas Company, where she has worked as Customer Service and Technical Support Officer for the past 10 years.

Hong Kong's Disability Discrimination Ordinance is supposed to protect the rights of the disabled. Yet discrimination is part of everyday life for the physically challenged. "When I sent in my resume for a job in the past, I would always be asked to come in for an interview," explains Ms Yue. "But when I told them I was in a wheelchair, they would tell me to forget about it."

Many disabled citizens work in sheltered workshops, where discrimination is rare. But the pay in such workshops is usually very low, and there are few opportunities for promotion or for mixing with people who are not disabled.

When Work Is The Cure

殘疾人士就業路

The unemployment rate among the physically handicapped is approximately 80%, with roughly 52,000 physically challenged people in Hong Kong being employed, or 1.4% of the total workforce. As surprising as these figures by the Census and Statistics are, a more startling fact is that the majority of people are actually in work when they become disabled, but one in six of those people actually fall out of employment within a year of acquiring a disability.

Some governments have mandated that companies must hire a certain percentage of disabled workers, which has as much to do with lowering welfare costs as making firms good corporate citizens. In Hong Kong, pressure groups' calls for the government to act are growing louder.

"The government has done a lot to help handicapped people secure jobs. They offer subsidies to companies who hire disabled workers and pay for modifications to workstations or offices if necessary, but most companies still refuse to even consider hiring disabled workers," David Man, who works with Ms Yue in the Tawngas's call center said. "Making it mandatory would be a good step, because it would start to build up employers' confidence in the abilities of the disabled to do a good job. Once employers realize this, they won't

feel like they are being forced to hire them because they will recognize the disabled are just as capable at doing certain jobs as able-bodied staff."

Many executives are concerned about what kind of trouble or cost such a law might cause them. Employment of disabled workers used to be considered a health issues which more recently has become a human rights issue. Now, "whether you like it or not, this is a political issue," KS Yeung, Head of Corporate Human Resources at Tawngas, explained. "Employers may think they can get away from the issue this time, but this is a topic that will come back time and time again. Companies need to face up to their corporate social responsibility seriously and not just pay lip service."

The government has been trying to persuade pressure groups to give it more time to educate employers, saying it is making some progress. Since June 2001, the Social Welfare Department's Marketing Consultancy Office (Rehabilitation), which tries to place handicapped workers in jobs, has found work for hundreds of workers – either full-time or part-time – in job placements or workshops. Companies receive a HK\$2,000 monthly subsidy for the first two months that they hire a disabled worker. The Social Welfare and Labour departments will follow up and work closely with them to make sure the placement goes smoothly.

A graphic designer works on a promotion campaign for an arts festival. The company, which employs mostly handicapped staff, serves an impressive list of international blue-chip companies.

一名平面設計師為一個藝術節的宣傳計劃做設計。這公司的僱員多是殘疾人士，服務的客戶包括多家國際藍籌公司。

Employed Persons with Disabilities by Industry

Industry	All employed persons with disabilities (excluding mentally handicapped persons)	
	Total	Per cent
Manufacturing	7,300	14.0
Construction	5,400	10.3
Wholesale, retail, and import/export trades, restaurants and hotels	13,100	25.0
Transport, storage, and communications	5,000	9.5
Financing, insurance, real estate, and business services	6,200	11.8
Community, social, and personal services	14,500	27.6
Others	1,000	1.9
Total	52,500	100.0

Source: Special Topics Report No. 28, Census and Statistics Department.





Handmade goods produced by handicapped workers for sale in a shop.
殘疾人士製造的手工藝品放於店內售賣。



"Interestingly, less than one third of those companies that are willing to give the disabled a chance actually claim back the subsidy, because they wrongly underestimated their abilities," Ophelia Chan, Assistant Director for Rehabilitation and Medical Social Services at the Social Welfare Department, explained.

"The last thing we want is to force a law down employers' throats. That will create resentment towards the disabled so it won't benefit anyone. Employers need to look at their skills; then they see a disabled employee can be an asset to a company, not a burden as some currently think. Unless companies start to do this, the government may be forced to act," Mr Yeung, who also serves as chairman of the Sub-committee on Employment of the Rehabilitation Advisory Committee, said.

Most disabled citizens feel it is time the government did act. Since the Disability Discrimination Ordinance came into effect in 1996, some progress has been made on making public services and buildings more accessible to disabled people, but employment remains stuck, Eddie Suen, Executive Director of the Hong Kong Federation of Handicapped Youth, lamented.

"The government maintains that employment of the handicapped should be left to the free market, but this passive policy has kept employment of disabled citizens very low," he said. "We hope the government can follow Mainland China, Taiwan and Japan's examples of a quota system for

disabled workers. In Guangzhou, for companies that employ over 100 staff, 2% of its workforce must be disabled. We hope the government can set up something like this in Hong Kong."

Mr Suen doesn't believe such a move would brand handicapped workers as a burden forced upon employers. "Hong Kong businesspeople are very practical. Show them there is something in it for them and they will be lining up to participate. Besides establishing a quota system, the government could give tax breaks for each disabled employee that a company hires. My point is there is no excuse why companies should not hire a disabled worker. There is only a lack of will, which is usually a result of ignorance," he said.

He believes the government should be taking the lead on hiring disabled workers. A motion passed in Legco in 2003 recommended that government departments and publicly funded organizations take up a self-imposed 2% quota for disabled workers. He believes the more handicapped people are seen performing their jobs competently, the sooner the general public will view them as an integral part of the workforce.

"We were glad that the initiative was passed, but again no one is following this issue through; it is just a passive approach by individual departments who can implement the quota if they wish," he said.

Misconceptions

Besides not understanding the abilities of the disabled, other misconceptions abound. Those scariest for employers is that if a new employee doesn't work out and was asked to leave, then their company will become headline news for sacking a handicapped worker. Mrs Chan at the Social Welfare Department said she has no idea how such



Yvonne Yue (left) won the Outstanding Disabled Employees Award for her performance at Towngas where she has worked as Customer Service and Technical Support Officer for the past 10 years
余鳳鳴(左)10年前獲香港中華煤氣有限公司聘用，任職客戶服務及技術支援主任，並憑傑出表現獲得「模範殘疾僱員獎」。

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a rumor managed to get into the business community but insists that such an incident has never happened and probably never will.

“It is perfectly normal for even normal people to sometimes not work out in a new job, so employers don't need to single out a disabled worker if they do



Eddie Suen, Executive Director of the Hong Kong Federation of Handicapped Youth, shows off one of the oil paintings produced by handicapped workers for export. His organization has trained a team of workers to produce several oil paintings for commercial sales.

“We trained a former taxi driver, cashier, and clerks and after four months of intensive training – nine to five, five days a week – they are able to produce quality paintings for export,” he said. “All of these people never had any interest in art before, but by giving it 101%, they are able to produce results like these, which just goes to show how willing and capable the handicapped are to be retrained.”

His office has also set up a florist, printing business, graphic design house, and several other enterprises to employ handicapped workers. But these are not charities, they are profitable businesses. They pitch bids to prospective clients to win businesses and have managed to build up a very impressive list of clients, including a very well-known local bank and a luxury fashion brand from the U.K.

Visit www.hkfy.org.hk for more information.

香港傷殘青年協會行政總監宣國棟展示其中一幅由殘疾人士繪畫、並將出口外國的油畫。該協會培訓了一個小隊，專繪製油畫供商業銷售。

他說：「其中一人以前是的士司機、一個是收銀員、有些以前是文員，經過一星期5日、朝九晚五的4個月密集式訓練後，他們已能繪製優質的出口油畫。以前，他們都對藝術沒有任何興趣，但憑著過人努力，他們做出優秀的成績，可見殘疾人士很樂於接受再培訓，而且極具潛質。」

該會亦辦花藝、印刷、平面設計和其他幾種生意，以僱用殘疾人士。這些業務並非旨在慈善，而是真能賺取利潤。它們透過投標取得生意，並已建立了可觀的客戶名單，包括一家有名的本地銀行和一個高檔的英國時裝品牌。

詳情請瀏覽 www.hkfy.org.hk。

not fit in. We follow up very closely with employers and employees, and I can guarantee that the ‘headline excuse’ will never materialize because we never drop a disabled worker off at your door and turn our backs,” she said.

Companies also worry about higher insurance premiums and medical bills for staff if they hire disabled workers. Mr Suen says insurance premiums are marginally higher for disabled workers, but nowhere near as high as that imagined. “I hire ten staff, seven of whom are disabled, and the insurance savings I would get from employing able-bodied staff are negligible,” he said.

Some employers are also concern about how existing staff will adapt to disabled colleagues. David Man at Towngas says any new staff coming into an office is always treated a little gingerly until people are acquainted with them. His colleagues now treat him no differently from others.

Mentally disabled workers

Convincing an employer to hire a mentally disabled worker may not be easy, but some companies are finding out they are exceptionally capable of doing certain kinds of jobs. Businesses who need workers to do repetitive tasks, such as washing dishes, waiting on tables, letter shopping or cleaning cars find mentally disabled workers to be ideal.

At a worktable in the Salvation Army's workshop in Heng On, Annie Huang has a stack of cardboard that she has to fold into boxes and pack CDROMs. She sits close to the table, her head pressed close to her work. She takes a transparent plastic bag and carefully slides in a CDROM. Then she takes a warranty card, instruction manual and a driver from the three other piles in front of her and carefully places them into the bag which she seals with sticky tape. She places the whole package into a protective corrugated cardboard box and then into the final packaging before starting the same routine again.

It may look like dull work, but Annie gives the job her full attention, and looks as if she enjoys it. “I do whatever my boss wants me to do,” she said. “I just do it. I like to work every day. There's nothing hard if you know what you're doing.” B

For more information on employing handicapped workers, contact Tiffana Chow at Tel. 2835-2401, email gmmcor@swd.gov.hk; or Eddie Suen, 2338-5111, chiefexe@hkfy.org.hk.



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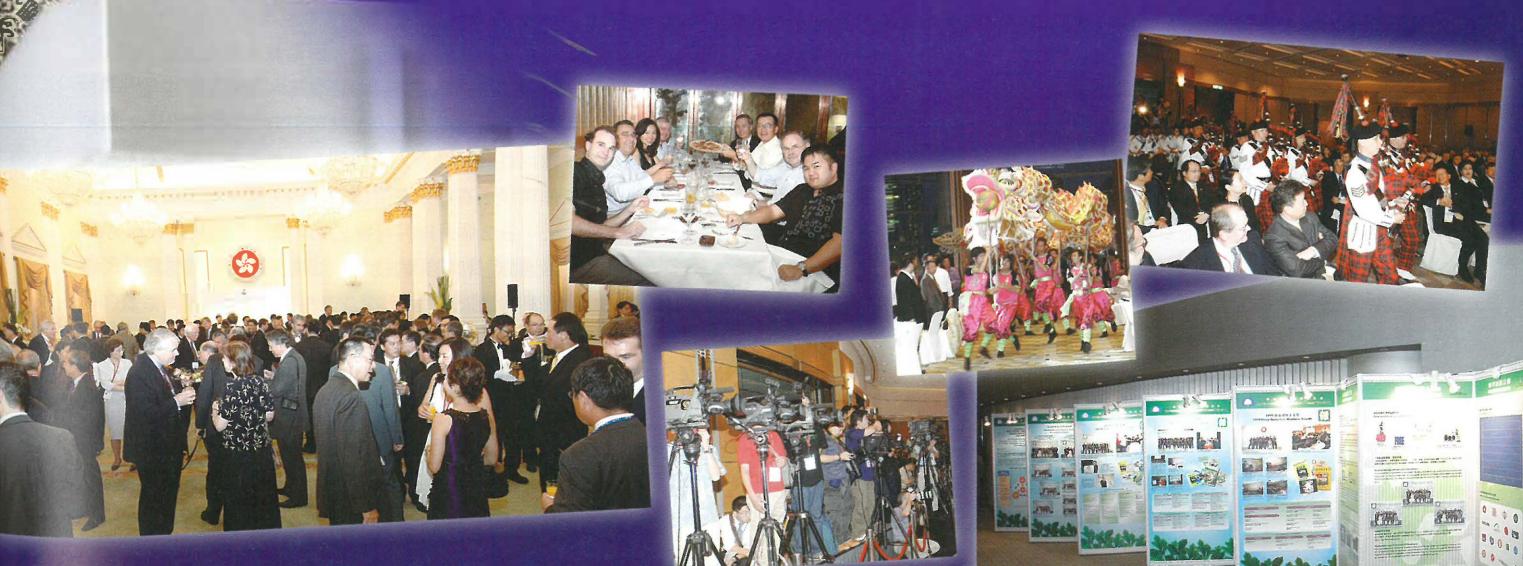
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disabled waitress serves
drinks at SA Poolside
Restaurant. Set up in April
this year, the restaurant
employs handicapped
waitstaff and cashiers.
Even though some of the
staff are overseas
university graduates, they
still have difficulty finding
jobs to match their level
of education due to
disability.

在 SA 池畔餐廳當侍應的一名殘疾人士正為客人端上飲料。餐廳於今年 4 月開業，僱用殘疾人士當侍應和收銀員。部分員工雖擁有海外大學學歷，但殘障令他們難以找到與學歷相配的工作。



A handicapped worker packs CDROMs at a shelter workshop in Ma On Shan.

在馬鞍山庇護工場內，一名殘疾工人在包裝光碟。

以前，林欣欣從不認為自己有創意，她只會分析財務數據。

現在，林欣欣善於操作織布機，十指靈活純熟得像在彈鋼琴。她和其他學員利用日本開創的「紗織」技術，用紗線編織出餐墊、頸巾、披肩或筷子套。她現正編織一條鮮粉紅色披肩，手指在 3 尺寬的木織布機上不停穿梭，並隨著靈感，不時在數百條紗線中拉出一叢，加入圖案或不同顏色。

林欣欣受聘於救世軍轄下的庇護工場，月薪 1,500 元。馬鞍山救世軍復康庇護工場高級主任孔好蓮稱林欣欣的設計充滿創意。編織工作雖然單調，但林欣欣很專注，因為她可以自由發揮，也能看到自己的創意成果，更寄望有一天能重投社會工作。3 年前，精神病令她被迫放棄工作。

香港現時估計有 27 萬名殘疾人士（不包括弱智人士），佔總人口 4%，林欣欣是其中之一，他們都希望僱主可多留意他們的工作能力。

孔女士說：「我們不要接濟，只想有機會向僱主證明，殘疾人士的工作表現可媲美健全的員工，有時甚至比他們更優勝。」

孔女士所言非虛，事實上，本港許多殘疾人士能成為出色的僱員，余鳳鳴便是一例。她患上遺傳性肌肉萎縮，導致腰部以下癱瘓。10 年前，她獲香港中華煤氣有限公司聘用，任職客戶服務及技術支援主任，並憑傑出表現於 1996 年獲得「模範殘疾僱員獎」。

香港的《殘疾歧視條例》旨在保障殘疾人士的權利。可是，殘疾人士在日常生活中仍常遭遇各式歧視。余鳳鳴解釋：「我以前寄信求職，對方常會要求我前往面試，但當對方知道我要坐輪椅，他們即叫我不用來了。」

許多殘疾人士都在庇護工場工作，在那裡，歧視情況少有出現，不過庇護工場的薪水通常很低，而且晉升機會少，殘疾人士亦難有機會與健全人士交往。

政府統計處的資料顯示，香港傷殘人士的失業率約為 80%，目前全港約有 52,000 名殘疾人士在職，僅佔全港工

作人口的 1.4%，比率出奇地低。令人更詫異的是，大部分殘疾人士在傷殘之前均有工作，成為傷殘後，平均 6 人中有 1 人於 1 年內失業。

有些政府已強制企業必須有一定比例的殘疾僱員，以減少福利開支，也培養公司成為良好的企業公民。在香港，壓力團體要求政府採取行動的聲音愈來愈大。

與余鳳鳴同樣於煤氣公司接聽客戶服務熱線的文志強說：「在幫助殘疾人士就業方面，政府已做了不少，包括為僱用殘疾人士的企業提供津貼，工作間或辦公室如需改裝，政府亦承擔有關費用，可是大多數公司仍不會考慮聘用殘疾人士。我認為強制的做法是可取的，因為可逐漸令僱主建立信心，知道殘疾人士有能力把工作做好。僱主一旦領會這點，便不會覺得是被迫聘用殘疾人士，因為他們都會認同在某些崗位上，殘疾人士的工作能力與健全人士一樣。」

許多公司關注立法若然成事，對他們帶來麻煩或成本增加。過去，殘疾人士就業一直被歸類為健康議題，但近年已變成人權問題。煤氣公司企業人力資源總監湯家聲說：「不管怎樣，現在這已成了政治議題。有些僱主以為今次可以避過這事，但其實終有一天要面對。公司要勇於承擔企業社會責任，不要口惠而實不至。」

政府一直勸籲壓力團體耐心一點，因為教育僱主並非一蹴而就，並謂有關工作正取得進展。社會福利署轄下康復服務市場顧問辦事處致力協助殘疾人士就業，自 2001 年 6 月以來，該處已替數以百計的殘疾人士找到全職或兼職工作，有些重投外界工作環境，有些是在庇護工場內工作。企業每僱用一名殘疾人士，首 2 個月每月可得 2,000 港元津貼。社署和勞工處會緊密跟進僱主和僱員的情況，以確保僱傭雙方均能順利適應。社會福利署助理署長（康復及醫務社會服務）陳肖齡表示：「有趣的是，願意聘用殘疾人士的公司中，向政府索取津貼的少於三分之一，因為他們低估了殘疾人士的能力。」

湯家聲亦為康復諮詢委員會就業小組委員會主席，他說：「立法強制僱主聘用殘疾人士，是我們最不希望看見的事，此舉會令僱主厭惡殘疾人士，這對大家都沒有好處。僱主應

按行業劃分的殘疾人士在職情況

行業	所有在職的殘疾人士 (不包括弱智人士)	
	總數	百分比
製造業	7,300	14.0
建造業	5,400	10.3
批發、零售及進出口貿易、飲食業及酒店	13,100	25.0
運輸、倉儲及傳訊	5,000	9.5
金融、保險、房地產及商業服務	6,200	11.8
社區、社會及個人服務	14,500	27.6
其他	1,000	1.9
總計	52,500	100.0

資料來源：政府統計處第28號專題報告書

瞭解殘疾人士都有技能，他們也可成為公司的資產，而不是現時某些人眼中的包袱。除非企業開始改變態度，否則政府可能會被迫採取行動。」

殘疾社群大多認為政府是時候落實行動。香港傷殘青年協會行政總監宣國棟無奈表示，自《殘疾歧視條例》於1996年生效以來，已見到公共服務及樓宇增加殘疾人士設施，然而，殘疾人士就業情況卻未有改善。

他說：「政府依然認為殘疾人士的就業應由自由市場決定，這種被動的政策令殘疾人士的就業率一直處於極低水平。我們希望港府可效法中國內地、台灣和日本，設立殘疾人士就業配額。在廣州，凡聘有過100名員工的企業，其中2%員工必須是殘疾人士。我們盼望港府也能訂立類似制度。」

宣氏不認為殘疾員工會因此被標籤為僱主包袱，他解釋：「香港商界最實際，只要向他們證明箇中有好處，他們自會不甘後人。除設立配額制度外，對僱用殘疾人士的公司，政府可給予稅項優惠。我認為企業沒有藉口不僱用殘疾人士，企業的低意欲多由於對殘疾人士缺乏認識。」

他認為政府應帶頭聘用殘疾人士。立法會於2003年通過一項動議，建議政府部門和公營機構自發實行2%殘疾僱員配額制。他相信，當愈來愈多殘疾人士於工作崗位上表現出色，會令公眾更快接納他們。

他續說：「我們喜見該項動議獲通過，但由於有關議題缺乏跟進，故只淪為一項被動的措施，個別部門可自行決定是否實行。」

誤解

除了不瞭解殘疾人士的能力，僱主還有許多誤解。僱主最害怕的是，若新請回來的殘疾員工最終因不適合而被辭退，不久便有報章大字標題指該公司解僱殘疾員工。社會福利署的陳肖齡女士表示，不明白傳言何來，但強調這類事件從未出現，也應該不會發生。

她說：「即使是一般人，也有機會不適應一份新的工作，這情況極之常見。因此，若相同的情況發生在殘疾僱員身上，



Linda Hung, Service Supervisor for the Salvation Army's rehabilitation work shelter in Ma On Shan, sits in front of Saori scarves and shawls woven by the disabled. Producing Saori products is time consuming but provides a strong sense of accomplishment and pride for the disabled weavers.

救世軍轄下馬鞍山復康庇護工場高級主任孔好蓮身後全是由殘疾人士織造的「紗織」圍巾和披肩。織造「紗織」產品很花時間，但殘疾人士卻能從中感到莫大的滿足和自豪。

僱主亦毋須特別憂慮。我們會密切跟進僱傭雙方的情況，我可保證，『上頭條』這藉口是沒有根據的，因為我們決不會為你找來殘疾僱員後便甚麼都不理。」

有公司憂慮若僱用殘疾人士，便要支付更多保險費和醫療費。宣氏表示，殘疾僱員的保費只輕微高於一般員工，但遠不及外界所想的那麼高。他說：「我僱用了10名員工，其中7名是殘疾人士，若我全部聘用健全員工，保費方面亦省不了多少。」

有些僱主亦關注現有員工與殘疾員工的合作和相處。煤氣公司的文志強表示，人們總會對新同事有點戒心，但逐漸便會熟落。他表示，現時同事對他的態度和其他人一樣。

聘用弱智人士

說服僱主聘用弱智人士也不易，但有些公司漸漸發現，弱智人士特別擅長某類型工作。在一些重複或單調的工作上，例如在食肆洗碗碟、侍應、將信件分類或洗車，弱智員工的表現都很理想。

在救世軍的恒安工場，黃小英的工作桌上放有一疊咭紙，她要把咭紙摺成紙盒並包裝光碟。她坐在桌前，埋首工作：拿起一個透明膠袋，小心地放入一張光碟，繼而逐一放入保養證、操作手冊和驅動器，然後用膠紙封口，再整袋放入用瓦通紙造的保護盒內，並套入最後包裝，她的工作便是不斷重覆這套工序。

這工作看來沉悶，但黃小英卻全神貫注，看來樂在其中。她說：「老板吩咐我做甚麼，我便做甚麼。我喜歡每天工作，只要曉得怎樣做，便不會難。」B

關於僱用殘疾人士的詳情

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In Review

活動重溫



Hu Yanzhao (5th from left), Vice Mayor of Shanghai, and his delegation had a breakfast meeting with David Lie, Chamber China Committee Chairman on November 11.

上海副市長胡延照(左五)及其率領之代表團於11月11日與本會中國委員會主席李大壯舉行早餐會。

Americas

Karen Poniachik, Vice President of the Foreign Investment, Chile, visited the Chamber on November 11 to talk about the latest developments in her country.

Asia/Africa

Ong Keng Yong, Secretary General, ASEAN Secretariat, called on the Chamber on November 2 to learn about the latest economic situation in Hong Kong and issues affecting HKSAR-ASEAN trade.

Girija P Pande, Head and Regional Director – Asia Pacific of TATA Consultancy Services, shared with members at the Chamber's November 9 roundtable luncheon his experiences on global outsourcing trends.

YBhg Datuk Mustafa bin Mansur, President, Federation of Malaysian Manufacturers (FMM), visited the Chamber on November 10 to discuss future cooperation between FMM and HKGCC.

China



Dr Lily Chiang, Chamber Deputy Chairman, and **Dr Eden Woon**, Chamber CEO, represented HKGCC at the Alxa SEE Ecological Association Environmental Forum 2005 "Destiny of our Future," which took place in Hong Kong on October 17.

Liu Jinhua, Chairman of Ning Xia Federation of Industry & Commerce, led a delegation to call on the Chamber on October 17 to discuss widening future cooperation between the two organizations.

Xia Deming, President, Shenzhen Chamber of Investment led a delegation to pay a courtesy call on the Chamber on October 18.

David Lie, Chairman of Chamber China Committee, and **Stanley Hui**, Chamber China Committee Honorary Chairman, represented HKGCC at the 2005 Gui Yang Investment Environment Promotion Seminar, which took place in Hong Kong on October 18.

Li Bozhou, Chairman of CCPIT Dalian Sub-council, led a delegation to call on the Chamber on October 18 to discuss future cooperation between two the organizations.

The "Cross-Boundary Infrastructure and Strategic Positioning of Hong Kong" seminar, organized by the Central Policy Unit and co-organized by four local chambers took place on October 24 in Hong Kong. The seminar discussed the significance of the development of major cross-boundary infrastructure to Hong Kong's strategic positioning, and explored business opportunities that these infrastructure projects would open up.

Li Guikang, Deputy Director of Liaison Office of the Central People's Government in the HKSAR, attended a luncheon with five Hong Kong chambers on October 25, hosted by Dr Lily Chiang Chamber Deputy Chairman, and K K Yeung, Chamber Vice Chairman.

Zhao Shan, Mayor of Zunhua Municipal People's Government, led a delegation to call on the Chamber on October 26 to exchanged ideas on mutual cooperation.



Wang Hongfu, Director of the Bureau of Commerce of Auhui Province, led a delegation to call on the

Chamber on October 28 to discuss their planned events for 2006.

Wei Ye Jian, a lawyer with GFE Law Office, briefed members at the Chamber's November 3 roundtable luncheon on China's intellectual property law.

Guo Xiangyang, President, Guangzhou Merchant Association led a delegation to visit that Chamber on November 7 and signed an MOU with Chamber CEO Dr Eden Woon on behalf of HKGCC.

Europe

Pieter Timmermans, Director General, Federation of Enterprises in Belgium, visited the Chamber on October 19 to discuss the

latest developments in Hong Kong, especially business opportunities under CEPA and the development of the PRD.



Hanna Zdanowska,
Director of
Lodz
Chamber of

Industry and Commerce, Poland, led a 13-member delegation to the Chamber on October 20 for a business-matching meeting with members.

A delegation from the European Economic and Social committee met with Chamber Chief Economist David O'Rear, and Chamber Europe Committee Vice Chairman Bart J Kimman during their visit to

Hong Kong on October 24 to discuss Sino-EU relations.

Thierry Renault, Deputy Managing Director, Reed MIDEM, France, visited the Chamber on October 25 to discuss the company's upcoming exhibitions in Asia.

Rudolf Hykl, Consul General, Czech Republic, visited the Chamber on October 26. The newly appointed Czech Republic Consul General met with Chamber CEO Dr Eden Woon and discussed how the Czech Consulate can work more closely with the Chamber.

Timo Summa, Director (Acceding Countries), Enlargement Directorate

General, European Commission, visited the Chamber on October 31 to discuss with the Chamber's Chief Economist David O'Rear economic developments in Hong Kong.

David Martin, Member of European Parliament, visited the Chamber on November 1 to learn more about the latest political and economic developments in Hong Kong.

A nine-member delegation led by Herman De Croo, President of the House of Representatives, Belgium, met with Chamber CEO Dr Eden Woon and discussed on the latest political, economic and social developments in Hong Kong. **B**

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美洲

智利外國投資委員會副總裁 Karen Poniachik 於 11 月 11 日到訪，向本會講述智利的最新發展。

亞洲 / 非洲

東盟秘書處秘書長王景榮於 11 月 2 日到訪，以瞭解香港新近經濟情況，和影響香港—東盟貿易的事宜。



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於 11 月 9 日本會小型午餐會與會員分享對環球業務外判趨勢的看法。

馬來西亞製造商聯盟主席 YBhg Datuk Mustafa bin Mansur 於 11 月 10 日到訪，與本會討論雙方未來合作事宜。

中國

本會常務副主席蔣麗莉博士和總裁翁以登博士代表本會出席 10 月 17 日在香港舉行的「阿拉善 SEE 生態協會環保論壇 2005」，論壇主題是「共同的命運」。

寧夏工商聯會會長劉金虎於 10 月 17 日率領代表團到訪，與本會討論擴大未來合作。



深圳市投資商會
會長夏德明
於 10 月 18 日
帶領代表團到訪
本會。

本會中國委員會主席李大壯和榮譽主席許漢忠代表本會出席 10 月 18 日假香港舉行的「2005 貴陽市 (香港) 投資環境推介會」。



中國國際貿易促進委員會大連市分會會長李泊洲
於 10 月 18 日率
領代表團到訪，
與本會商討未來合作事宜。

由中央政策組主辦及本地 4 家商會協辦的「跨境基建與香港的策略定位研討會」於 10 月 24 日在香港舉行。研討會探討大型跨境基建發展對香港策略定位的重要性，以及這些基建項目可帶來的商機。

中央人民政府駐香港特區聯絡辦公室副主任黎桂康於 10 月 25 日

出席 5 個香港商會的聯合午餐會，本會常務副主席蔣麗莉博士和本會副主席楊國琦擔任午餐會主持。

遵化市人民政府市長趙山於 10 月 26 日帶領代表團到訪，與本會就雙方合作交流意見。

安徽省商務廳廳長王福宏 10 月 28 日率領代表團到訪，與本會討論商務廳的 2006 年項目大計。



廣東恒益律師事務所律師為葉儉
於 11 月 3 日日本
會小型午餐會向
會員簡介中國的
知識產權法。

廣州市招商協會會長郭向陽於 11 月 7 日率領代表團到訪，本會總裁翁以登博士代表本會與郭氏簽署「合作協議備忘錄」。

歐洲

比利時企業聯盟總幹事 Pieter Timmermans 於 10 月 19 日到訪，與本會談論香港最新發展，尤其是 CEPA 帶來的商機及珠三角的發展。

波蘭羅茲工商會會長 Hanna Zdanowska 於 10 月 20 日帶領 13 人代表團到訪，並與本會會員進行商貿配對。

歐洲經濟及社會委員會代表團訪港，其間代表團於 10 月 24 日與本會首席經濟師歐大衛和本會歐洲委員會副主席金博仁會面，一起討論中歐關係。

法國 Reed MIDEM 副常務董事 Thierry Renault 於 10 月 25 日到訪，談該公司即將在亞洲舉行的展覽。

捷克共和國新任總領事 Rudolf Hykl 於 10 月 26 日到訪，與本會總裁翁以登博士會面，並討論如何與本會更緊密合作。

歐洲委員會擴大事務總署署長 (加盟國家) Timo Summa 於 10 月 31 日到訪，與本會首席經濟師歐大衛談論香港經濟發展。

歐洲議會成員 David Martin 於 11 月 1 日到訪，以瞭解香港最近政治和經濟發展。

比利時眾議院議長 Herman De Croo 率領 9 人代表團與本會總裁翁以登博士會面，談論香港最新政治、經濟和社會發展。 **B**

尋寶

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香港特別行政區政府
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Intellectual Property Department
the Government of the HKSAR



Arnold Schwarzenegger and Jackie Chan Team Up to Fight Piracy

阿諾舒華辛力加與成龍聯手打擊盜版



California Governor Arnold Schwarzenegger and Hong Kong film star Jackie Chan unveiled a new anti-piracy campaign at a special Chamber luncheon on November 18. Over 700 people attended the luncheon organized by the Hong Kong General Chamber of Commerce, and AmCham. This was Mr Schwarzenegger's first trip to Hong Kong since he was elected Governor of California State in 2003. **B**

加州州長阿諾舒華辛力加和香港影星成龍於 11 月 18 日總商會特別午餐會啟動一項新的反盜版運動。

是次午餐會由香港總商會和美國商會合辦，出席者逾 700 人。

此行也是阿諾舒華辛力加自 2003 年獲選加州州長以來首度訪港。 **B**

活動重溫

In Review

Clean Air Day

清新空氣日



The Hong Kong General Chamber of Commerce organised Clean Air Day on November 20 to launch the Clean Air Charter and the 7-7-7 Care-for-Air public guideline. This is a major effort by the Chamber to engage the government, business sector and the community to improve our air quality



香港總商會在 11 月 20 日舉辦「清新空氣日」，啟動《清新空氣約章》和《7-7-7 清新都市》指引，促使政府、商界和市民攜手改善空氣質素

Over the years, Hong Kong's deteriorating air quality has caused great concern among the general public, tourists and investors. The Hong Kong General Chamber of Commerce and the Hong Kong Business Coalition on the Environment (HKBCE) are therefore leading a business sector effort – *Project CLEAN AIR*. The focal point of the project is the Clean Air Charter, which is supported by a series of educational campaign activities.

Charter already signed by 178 companies Project CLEAN AIR is implemented by the HKGCC, and supported by HKBCE, which consists of 29 business organisations in Hong Kong. The Greater Pearl River Delta Business Council (GPRDBC) is the strategic partner of the Project. Already, 178 organisations and companies have signed the Clean Air Charter.

This voluntary Charter consists of six key areas in which businesses can make a difference to reduce air pollution, such as monitoring emissions, publishing types of fuel and emissions, adopting energy-efficient measures, as well as identifying what measures businesses can take on days when air pollution is high.

As the Pearl River Delta is the production base for many companies, HKGCC has, through the GPRDBC, secured support from major stakeholder organisations in Guangdong, including the China Council for the Promotion of International Trade – Guangdong Sub-Council and Guangdong Association of Environmental Protection Industry to promote the Charter to the Mainland.



清新空氣日 CLEAN AIR DAY

HKGCC

Hong Kong Chamber of Commerce

1801 - 1802



BUCKLE UP FOR THE ENVIRONMENT



7-7-7 Public Easy Steps

In 2004, Hong Kong experienced 87 days when the Air Pollution Index exceeded 100, compared with 53 days in 2003. The HKGCC and HKBCE have therefore developed a "7-7-7 Care-for-Air" Guideline for the general public to take immediate, practical steps to contribute to improving air quality at home (7), at work (7) and while travelling (7), especially when the API exceeds 100.

The 7-7-7 Guideline advises the general public to lessen emissions by reducing unnecessary electricity usage. It also incorporates some public guidelines being promoted by the government and the community, such as walking instead of driving, flexible working hours and switching off idling engines.

Clean Air Day

Speaking at Clean Air Day, Dr Sarah Liao, Secretary for the Environment, Transport

and Works, said that "although we have achieved noticeable achievements in air quality improvement, continual support is needed from all sectors of the community. We are pleased to see this clean air programme initiated by the business sector."

Dr Eden Woon, CEO, HKGCC, said the Chamber organised Clean Air Day to encourage the general public to join in the clean air effort. "It is very important that we provide practical, hands-on guides which everyone can do, because, after all, clean air is everyone's business," he said

To tackle the air pollution problem effectively, we invite all sectors to support the clean air guidelines. Let us work together to restore the blue sky to Hong Kong and the PRD! Visit www.cleanair.hk for more information. B



多年來，本港空氣質素惡化已引起了公眾、遊客和投資者的關注。因此，香港總商會和香港商界環保大聯盟向商界倡議推行「清新空氣計劃」，重點是鼓勵企業簽署及實踐《清新空氣約章》，及組織一系列教育宣傳活動。

178 企業已簽署約章

「清新空氣計劃」由香港總商會執行，並得到由 29 個工商組織組成的香港商界環保大聯盟支持，大珠三角商務委員會是這項計劃的策略夥伴。到目前為止，已有 178 家本港機構和企業自發地簽署約章。

約章臚列企業可採取的 6 種措施，以協助減少空氣污染，如監察廢氣排放、公佈燃料和排放物種類、採納節能措施以及制訂適用於空氣污染指數偏高日子的環保措施等，鼓勵工商企業自發地執行。

由於珠三角是很多企業的生產基地，故此總商會透過大珠三角商務委員會與廣東省有關機構磋商，並獲得廣東省貿促會和環保產業協會的支持，將約章推展至內地。

7-7-7 指引簡易可行

在 2004 年，香港有 87 天的空氣污染指數超過 100，較 2003 年的 53 天為多。因此，總商會和大聯

盟編制一套《7-7-7 清新都市》指引，提供 21 項簡易可行的公眾守則，鼓勵市民在家居 (7)、工作 (7) 和路途 (7) 中協助改善空氣質素，尤其是空氣污染指數超過 100 時，即時採取有效措施。

7-7-7 建議市民在日常生活中，減少不必要的能源消耗，從而減低廢氣排放，當中還包括一些由政府和民間組織一直推行的良好守則，例如多步行、彈性上班時間和停車熄匙等。

清新空氣日

環境運輸及工務局局長廖秀冬博士於揭幕禮上表示：「雖然特區政府在過往所採取的改善空氣質素措施已見成效，但我們仍需各界和社區的持續支持。我喜見商界自發地推行清新空氣計劃。」

香港總商會總裁翁以登博士指總商會籌辦「清新空氣日」，乃旨在鼓勵市民攜手改善空氣質素，他說：「我們提供簡易的公眾指引，讓市民與我們一起身體力行，因為，要改善空氣質素，是每一個人應該參與的事。」

為有效應付空氣污染問題，我們誠邀各界支持「清新空氣計劃」，透過共同努力，讓香港和珠三角再現藍天。更多資訊，請瀏覽 www.cleanair.hk。B





Hong Kong General Chamber of Commerce
香港總商會1861

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Draw date: Chamber New Year Cocktail, January 19, 2006 at the Hong Kong Club.

抽獎日期：2006年1月19日（假香港會所舉行的香港總商會新年聯歡酒會中進行）

For inquiries, call Angela Lam at 2823-1236 or email membership@chamber.org.hk

查詢詳情，請聯絡林學修小姐（電話：2823-1236；電郵：membership@chamber.org.hk）

Europe and China in the New Century 新世紀下的歐洲和中國

活動重溫



Former Governor of Hong Kong, Lord Patten, spoke to members at the Chamber's Distinguished Speakers Series luncheon on November 10 on "Europe and China in the New Century." Following is an abridged version of that talk. Visit iBulletin to listen to Lord Patten's entire speech and Q&A session, www.chamber.org.hk/bulletin

For the past two centuries, the world has been dominated by the transatlantic community – by America and by Europe. But I think Americans and Europeans have to recognize that as we begin this century, the world is changing and changing fundamentally. We are seeing the spin of the wheel, and it is a pity that not everybody seems to recognize that.

China has been growing for 25 years at virtually double digit. India is now growing at 7.5%. That economic strength is fundamentally changing geo-politics, and changing the way in which we have to look at the world. There isn't, in my judgement, a single important problem

that America and Europe can tackle and deal with without cooperating with China and India. And that doesn't mean telling Asia what it should do. It means discussing the best way of coping with these problems.

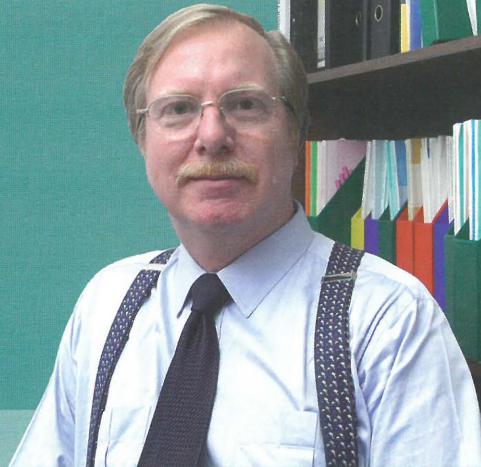
Now we are going to see that very clearly in a few weeks time here in Hong Kong when you host what should be the concluding changes of the WTO Doha Development Round. There couldn't be a better venue for a discussion about the merits of free trade than Hong Kong. Hong Kong is what it is today because of free trade. I guess you have two approaches you can take to the intellectual arguments about free trade. You can encourage people to read Adam Smith, or you can give them an airline ticket to Hong Kong.

If it were just up to Hong Kong, there will be a deal. But it is not. Europe is going to have to move, not least on the protection of agriculture, particularly in the area in tariffs. America will have to move. The G10 countries will have to move even further.



Your Chief Economist

您的首席經濟師



A major aspect of the Chamber Chief Economist's work is responding to consultations on wide-ranging topics, from anti-racial legislation, to offshore taxability to personal data privacy issues.

"Our input to government on these issues is formulated through the various committees of the Chamber, so if a member wants to submit their comments for consideration in a submission, they are most likely to be heard through one of the committees," says David O'Rear, the Chamber's Chief Economist. "We also ask members their views on other issues through various means, including the annual Business Prospects Survey."

Members are free to call David to draw on his expertise if they have a question about economic forecasts, legislation or doing business in Hong Kong in general. He also does briefings for members hosting strategic gatherings for their staff or visitors.

"Usually we do these for members for free, but if they require considerable time researching a specific issue they want to focus on, then we sometimes would make a small charge – the same for speech writing," he explains.

If you have a question, members can call David at 2823-1242, or email david@chamber.org.hk

總商會首席經濟師的主要工作之一，是負責回應廣泛議題的諮詢，如反種族歧視立法、離岸課稅以至個人資料私隱等。

本會首席經濟師歐大衛說：「本會就這些議題撰寫提呈予政府的建議書，均會諮詢轄下多個委員會的意見。因此，若會員希望透過本會的建議書向政府反映意見，可向本會的相關委員會提出。我們還通過不同渠道，例如進行一年一度的『商業前景問卷調查』，瞭解會員對其他事項的看法。」

會員如對於經濟預測、法規或本港營商有任何疑問，可致電歐大衛，諮詢其專業意見。他也可出席會員為職員或訪客舉行的策略性會議，簡介一般經濟商貿事宜。

他解釋：「我們通常不會向會員收費，除非會員要求我們花較多時間研究指定題目，那我們會考慮酌量收費，為會員撰寫講辭亦一樣。」

歡迎向歐大衛查詢詳情，電話：2823-1242，電郵：david@chamber.org.hk。

And others are going to have to accept that they have to change as well. What is essential against that background is to work very, very hard to get a settlement. I'm slightly depressed when I read articles saying: 'Well, it doesn't really matter if we don't get a settlement this year. And it doesn't matter if the settlement isn't as ambitious as we once thought; maybe we can let this ride.'

I worry about growing protectionism in America and in Europe. I spoke out this summer about the lamentable bra wars that broke out between Europe and China. And I could speak out similarly about textile protectionism in America. I spent five years as a commissioner chairing meetings at which we discussed what we all knew would be the consequences of winding up the protectionist Multi Fibre Agreement. We all knew that there would be a surge in Chinese exports. We all knew that what we had to do was to make our own textile industry more efficient – go for niche markets as happened in Britain and some of the Nordic countries.

前港督彭定康於 11 月 10 日總商會「特邀貴賓演說系列」午餐會發表演說，講題是「新世紀下的歐洲和中國」。以下是當天演說內容精華。彭定康演說全文和問答環節全部內容，已載於《i 工商月刊》網頁 www.chamber.org.hk/bulletin。

上兩個世紀，全球一直由大西洋兩岸的歐美國家主導。然而，我認為美歐國家必須意識到在新世紀下，世界在變，並出現了全新的局面。我們看見轉變，可惜，不是所有人都有這種意識。

中國經濟持續 25 年錄得近雙位數字的增長，目前印度經濟增長達 7.5%。這種經濟力量令地緣政治起了根本變化，也改變我們看世界的態度。依我看，若美歐不跟中國和印度合作，就無法應付任何重大問題。我指的合作，並非要告訴亞洲應怎樣做，而是大家一起商討最佳對策。

這種合作，在幾個星期以後便能清楚看到。香港即將主辦的世貿部長級會議，將決定「多哈發展議程」何去何從。要討論自由貿易的好處，沒有一處地點比香港更理想，香港有賴自由貿易才有今天之成就。若要

So we shouldn't have been surprised at what did happen at the beginning of the year when the MFA was buried.

I think we have to be very careful in Europe and America that we don't look to China as though we are saying to China: 'You've got to join a rules-based system of economic

令人明白自由貿易的好處，可建議他讀亞當・史密夫的書，又或給他一張機票，讓他來香港看看。

談判若由香港作主，自可達成協議，但事實並非這樣。歐洲在保護農業，尤其在關稅政策方面的態度要有所轉變，美國也要轉變，而 10 大工業國的態度要改變更多。其他國家亦要接受，它們也須作出轉變。最重要是在這環境下，各國盡最大努力達成共識。看見一些文章說：「就算今年未能達成協議也不打緊，若最終達成的共識沒有預期般積極，亦不緊要，順其自然吧。」我有點悶悶不樂。

美歐的保護主義日漸抬頭，我對此感到憂慮。今年夏天，我就中歐之間的胸罩貿易戰發表過意見，同樣，我也可就美國紡織品保護措施表達看法。我曾當歐盟專員 5 年，主持過不少會議，都是討論具保護性質的《多纖協定》終結所引發的後果。當時我們都知道，中國出口將隨之而激增，所以我們要提升本土紡織業的效率，或針對特殊市場，英國和一些北歐國家便是這樣做。因此，當今年初《多纖協定》告終，我們理應不會對隨後出現的情況感到意外。

我認為歐美要非常小心，不宜對中國擺出一個姿態，像在說：「你必須引入一套建基於規則之上的經濟管治系統，但規則一旦不符合我們的期望，便

governance, but whenever the rules don't suit us, we'll change them.' That is not the way in which we can get China and India more centrally involved in a better way of running the affairs of this planet. It may sound a bit 'Pollyannish,' but that is what it is about.

So I think what happens here in December on trade, is a sort of paradigm for the way we have got to handle international affairs in the future. And I think if we work closely with

China, and closely with India, and if Asian countries recognize that they have got even more at stake in these talks than others, then it should be possible to save these talks from failure.

Whatever problem you look at, we need to work with China and India. Can we deal with the question of nuclear proliferation without China



Lord Patten signs copies of his latest book for members following his talk.
彭定康演說後為會員在其新書上簽名。

要更改。」若希望讓中國和印度參與更多，以改善國際間事務的運行，這並非適當方法。這聽來有點過份樂觀，但事實如此。

因此，我認為12月的世貿會議，可塑造日後國際事務處理方法的模範。再者，若我們與中國和印度緊密合作，若亞洲國家明白，其實這類談判最關係它們的利益，那麼這些談判應可免於失敗告終。

不管是甚麼問題，我們都要與中國和印度合作。沒有它們，我們能否解決核擴散問題、韓國的核問題、伊朗的核問題？若國際間不盡力加強合作，我們能否應付全球愈來愈多的各種可怕威脅，如恐怖主義活動、禽流感疫潮？答案都是否定的。

關於與敗國交涉，我們要嘗試與作為安理會理事國的中國一起制定共同方針，因為過去威脅一向來自強國，而如今卻來自敗國。它們危害地區環境，甚至全球環境。

因此，我衷心盼望，大家會學習更好地合作，並試把中國納入引領全球方向的組織網絡中。我相信第一位布殊總統深明這道理，亦盼望第二位布殊總統也會適時徹悟這一點，更希望歐洲國家領袖都明白，並作出適當行動。B

and India? Can we deal with it in Korea? Can we deal with it in Iran? Of course we can't. Can we deal with the increasing and grim lithify of global threats from terrorism to avian flu without an unprecedented degree of international cooperation? No we can't.

We have to try to work out with China as a member of the Security Council a shared approach to dealing with failed or failing states, because whereas in the past the threats to all of us used to come from conquering states, now they come from failing states, which not only poison the regional environment, but poison the global environment as well.

So I hope, I hope very much, that we will learn to cooperate rather more successfully, and will try to draw China into the network of institutions which provide global leadership. I think the first President Bush understood that extremely well, and I hope that the second President Bush will understand it in due course as well. And I hope that European leaders will understand it on their part and act on it. B

生意成功 - 點通

2005年12月17-18日(星期六及日)

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- 建立充滿樂趣的企業
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- 如何正確分析和發揮財務報表功能
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- 突破營業額的五倍法則
- 市場和銷售學一點通
- 建立營運系統優勢
- 爆發生意盈利四大系統
- 標準化的原理
- 記錄系統的規則
- 公司系統建設的九個步驟
- 如何授權及委任
- 建立士氣高昂的工作團隊
- 如何領導和管理人才
- 如何建立優秀團隊
- 團體合作的四大象限
- 如何在兩星期內找到理想人才
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你的課程導師：



葉齡英 (Patricia Yip)
是工商管理碩士，曾在多間財星 500 公司工作，有豐富的企業管理經驗，全港首位 Action International 商務教練，常於總商會及公眾場合發表演講。



鄭君成 (Peter Cheng)
是一位執業會計師，曾在國際性會計師事務所工作，有超過 20 年會計、稅務及財務策劃經驗，在營銷，團隊建設及企業系統方面向客戶提供諮詢服務。



李海東 (Eric Lee)
曾協助管理家族的貿易生產及分銷生意。他以 Action 獨特的管理方式把生意帶上軌道，專長於協助家族生意企業化，改善企業文化，建立高效能團隊。



梁志華 (Victor Leung)
是工商管理碩士及註冊企業教練。曾任上市公司董事副總經理，具豐富企業經驗。擅長分析企業健康狀況和協同企業負責人尋找發展利潤的機會。

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Chamber Mission to Dubai and Tehran

總商會訪問杜拜及德黑蘭



Chamber Chairman David Eldon led a 12-member business mission to Dubai and Tehran on November 6-9.

The purpose of the mission was to explore business opportunities and to promote mutually beneficial business cooperation between Hong Kong and the Middle East. This mission was jointly organized by HKGCC and the Hong Kong Trade Development Council.

In Dubai, the delegation met with Salma Hareb, CEO of Jebel Ali Free Trade Zone Authority, and Soud Ba'alawy, CEO of Dubai Investment Group, which has chosen to set

up one of its first overseas offices in Hong Kong. The delegates were briefed on the investment environment of Dubai, its strategic development plan and the challenges that the emirate is facing.

The delegates also visited Sharjah, one of the seven emirates of the United Arab Emirates, and some landmark projects such as Ibn Battuta Mall, an upscale Dubai shopping mall, which has been designed based on the theme of a 14th century Arab explorer.

During a two-day visit to Tehran, the capital of Iran, delegates were warmly welcomed by the Iran-China Chamber of Commerce, the



▲ HKGCC Chairman David Eldon meets with Sheikh Hasher Maktoum Juma Al Maktoum, during the Chamber's mission to Dubai.

訪問杜拜期間，總商會主席艾爾敦與
Sheikh Hasher Maktoum Juma Al
Maktoum 會面。



Iran Chamber of Commerce, Industries and Mines, as well as Liu Zhen Tang, Chinese Ambassador to Iran.

Dr Mehdi Ghazanfari, Vice Minister of Commerce, Ministry of Commerce, and Dr Nasser Homapour, HSBC's Chief Representative in Iran, briefed members on Iran's economy. They also brought members up to speed on Hong Kong's role in promoting trade between China and Iran, and about investment opportunities in Iran's infrastructure projects. **B**

Members interested in obtaining further information on business opportunities in Dubai and Iran can call Annie Ho on 2823 1248, or email annie@chamber.org.hk.

總商會主席艾爾敦於 11 月 6 日至 9 日率領一行 12 人的商務代表團訪問杜拜和德黑蘭。

是次訪問活動由香港總商會及香港貿易發展局合辦，旨在探索商機以及促進香港與中東之間互惠互利的商貿合作。

在杜拜期間，代表團與 Jebel Ali 自由貿易區總裁 Salma Hareb 及杜拜投資集團總裁 Soud Ba'alawy 會面，以瞭解杜拜的投資環境、策略發展計劃和面臨的挑戰。香港已成為杜拜投資集團設立海外辦事處的首選目的地之一。

團員還到訪阿拉伯聯合酋長國七大成員國之一的沙迦，及參觀地標項目，如杜拜高級購物商場伊本·白圖泰廣場，其設計主題源自 14 世紀一名阿拉伯探險家。

另外，代表團赴伊朗首都德黑蘭訪問 2 天，期間獲伊朗一中商會、伊朗工商協會及中國駐伊朗大使劉振堂熱情接待。

伊朗商務部副部長 Mehdi Ghazanfari 博士及滙豐駐伊朗首席代表 Nasser Homapour 博士向團員介紹伊朗經濟，並談香港在促進中國與伊朗貿易上扮演的角色，以及伊朗基建項目帶來的投資機遇。 **B**

會員如欲進一步瞭解杜拜和伊朗商機，請與何倩雲聯絡（電話：2823 1248；電郵：annie@chamber.org.hk）。



In Review

活動重溫

Cheers Europe!

歐洲委員會酒會



The Chamber's Europe Committee hosted a cocktail reception in honour of Consuls General of European countries in Hong Kong on November 3 at the Hong Kong Club. Michael Lintern-Smith (left), Chairman of the committee, welcomed guests and gave a toast to the further develop and strengthening of Hong Kong-Europe trade and cultural ties. Members had the opportunity to meet, chat and have their questions answered by Consuls General and Trade Commissioners at the cocktail reception. B



總商會歐洲委員會 11 月 3 日假香港會所舉行酒會，招待歐洲各國駐港總領事。委員會主席史密夫向賓客致歡迎辭，並祝願港歐兩地繼續促進商貿關係和加強文化交流。當晚酒會讓會員有機會與歐洲各國總領事和貿易專員會面暢談，直接瞭解當地情況。B

HOTEL MIRAMAR

Christmas Celebration for Pairs and Parties

寧謐世界與熱鬧派對



Christmas - it's that special time of year when lovers, friends and families come together for joyful reunions. And there's no better place to share a special sumptuous holiday meal than at the Hotel Miramar.

For upcoming seasonal parties, Hotel Miramar offers a brand new dinner buffet that combines a superb array of tasty abalone creations with delicious bird's nest and chestnut desserts; it's an exciting blend of new tastes and textures. Each guest will also receive a complimentary *Braised Fresh Abalone with Taro Sauce and Prawn Cutlet*. Served with an exotic coconut sauce it gives this dish a wonderful seasonal touch. What's more, with every table reservation of four, Hotel Miramar will offer a FREE bottle of homemade Abalone X.O. Sauce (valued at \$138).

Lovers seeking a more romantic ambience will want to visit the Miramar's Xi Restaurant, the perfect cozy haven for a wonderfully refined dining experience. Here you can sample exceptional Western fare infused delightful Eastern flavours, leaving a lasting impression on your loved one for the holidays.



聖誕節是一個屬於情侶、朋友及家人歡樂共聚的特別日子。美麗華酒店為這個節日，準備了各式豐盛的節慶美食。

一眾好友或家庭聚會，正好選擇美麗華酒店之全新百變鮑魚自助晚餐，增添熱鬧氣氛。美食包括一系列滋味鮑魚菜式及燕窩栗子甜品，更敬備矜貴的香蝦芋汁燴原隻鮮鮑魚，送予每位客人，充滿芋香的原隻鮑魚，帶出美妙的冬季感覺。此外，每四位客人惠顧，即免費獲贈價值港幣138元、由酒店自家製造真材實料之鮑魚X.O.醬乙瓶。

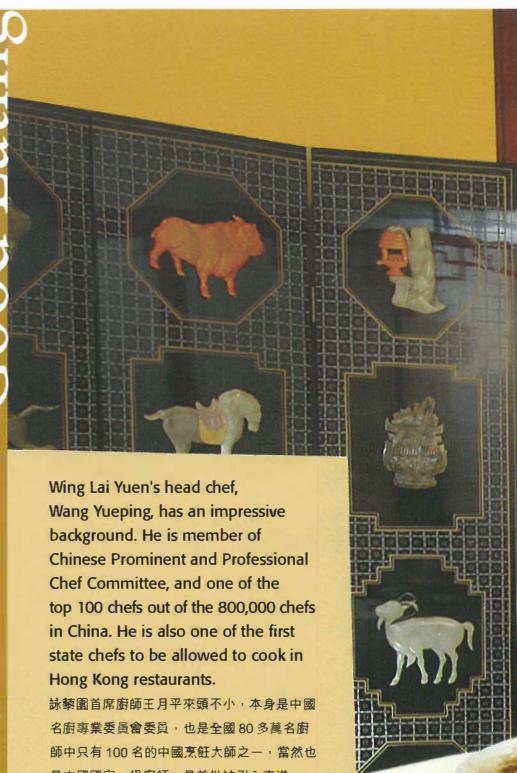
置身於美麗華酒店寧謐舒雅的西宮，卻是另一個充滿詩意的二人世界。在這浪漫的聖誕，享用大廚精心設計的佳節晚餐，品嘗糅合中西特色的美酒佳餚，彷彿將那份溫馨感覺烙印在心。



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Xi Restaurant 西宮：2315-5155
the atrium : 2315-5199
www.miramarkh.com

Good Eating

分甘同味



Wing Lai Yuen's head chef, Wang Yueping, has an impressive background. He is member of Chinese Prominent and Professional Chef Committee, and one of the top 100 chefs out of the 800,000 chefs in China. He is also one of the first state chefs to be allowed to cook in Hong Kong restaurants.

詠藜園首席廚師王月平來頭不小，本身是中國名廚專業委員會委員，也是全國80多萬名廚師中只有100名的中國烹飪大師之一，當然也是中國國家一級廚師，是首批被引入來港服務之中國國家級廚師。



Noodles in red oil
These quality noodles will delight you. (\$19/bowl)
紅油拌麵——吃出麵條的真正爽滑，富口感。(\$19/碗)

When it comes to dan dan noodles, "Wing Lai Yuen" has earned great fame both at home and abroad with its award-winning noodles. Even during its humble beginnings as a little noodle shop in Diamond Hill, people came from near and far to enjoy its noodles – it was even popular with Japanese tourists who came especially to eat its delicious dan dan noodles.

When the area in which it had stood for over 40 years was demolished in 2000 to make way for redevelopment, the founder, Old Mr Yeung, thought about hanging up his apron and calling it a day. Seeing how upset his old customers were at the loss, he decided to reopen a new restaurant in Whampoa Gourmet Place.



Old Yeung Dianhu, heir of the royal chef who served Empress Dowager in the Qing Dynasty, arrived in Hong Kong in 1945 before the end of the war and sought shelter with his Sichuan friend who ran a noodle shop in Diamond Hill. After a fire in the squatter area where it operated wiped out the business, the owner gave up on the restaurant and told old Mr Yeung he was welcome to what was left of the business. He worked day and night to get the restaurant running again.

He managed to scrape together HK\$2,000 from the then famous actress Li Lihua, director Yan Jun, and Li Honhsiang, who was still a screenplay writer at that time. His wife also journeyed from their hometown of

From Simple Dan Dan Noodles to Imperial Delights

平民擔擔麵與宮廷御膳的故事

By Gerry Ma 馬桂榕



Yangzhou to join him and managed to sneak into Hong Kong to help her husband run the business.

In 1951, Old Mr Yeung met Tam Sheung Leung and was impressed by his family's noodle making tradition. He employed Mr Tam to make noodles, which is where the legend of Wing Lai Yuen began.

You may ask: How special are these noodles? Well, they have been crowned the best noodles in Hong Kong! Their preparation seems simple, but the secret lies in the noodle's texture. Great skill is needed to cook the noodles so that they become soft but not too soft. According to the restaurant owner,

Wing Lai Yuen has grown from its humble origins as a little food stall selling Sichuan dan dan noodles 50 years ago, into one of Hong Kong's best Chinese restaurants. Today it offers exquisite state banquets and imperial dishes prepared by some of China's top chefs. But its humble noodles are still its most famed dish. Now that the owner has passed on the secret noodle-making formula to the next generation, the restaurant plans to expand across Asia to allow many more generations around the region to enjoy its simple treasure.

— Gerry Ma

50多年前從鑽石山的一碗四川擔擔麵開始，發展到今天聘用多位國家一級廚師主理的國宴菜式、宮廷菜式及御膳菜式，業務開始進軍海外，與昔日的規模不可同日而語，食物的質素不斷提升，不變的是價錢依然大眾化。從前的鎮店之寶——擔擔麵，並沒有因巧奪天工的菜式而被遺忘，皆因那一套打麵的獨門秘技得以相傳，那為人津津樂道的香港擔擔麵故事亦得以延續。

— 馬桂榕



Wing Lai Yuen
Shop 102-105, 1/F
Site 8, Whampoa Garden
Hung Hom, Kowloon

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www.winglaiyuen.com.hk

noodle making is easy to do, but difficult to master. The noodles are made with nothing more than strong white flour, water and eggs. Yet, because the weather can affect the texture of the flour, the noodle maker needs to adjust the weight of the ingredients during exceptionally dry or wet weather. Of course, mixing the flour and making the dough by





Cold starter platter.

This cold starter platter includes spiced corned beef, drunken chicken, pig knuckle, wasabi coated chicken gristle and cold jellyfish. (\$128/5 flavours, \$68/3 flavours) **涼菜拼盤**——5色大拼盆包括有五香牛肉、花雕醉雞、鎮江肴肉、芥辣鳳根(即雞腳根)及放在中間的涼拌海蜇。(\$128/5色大拼盆, \$68/3色拼盆)

hand also requires great skill. On top of that, the Yeungs have their own formula for the noodle soup base – made from chicken, pig bones, ham, etc. – which is mixed with peanut paste, home-made chili sauce and preserved Sichuan pickles.

Noodle master Mr Tam has accumulated 50 years of experience in noodle making. As he is getting old, he passed on the secret of noodle making to one of the sons of the Yeung family, who now makes 1,800 bowls of fresh noodles every day by hand!

As noodle production is limited – they insist all noodles be freshly made daily – they also offer Sichuan and Jiangsu specialties. Although their new restaurant is larger and nicely decorated, their prices still emphasize quality, yet affordable, dishes.

Something different

Cold starters are one of the restaurant's specialties, and they offer 20 choices, from

spicy ox tripe and tongue, to drunken duck tongues. Sliced pork loin in spicy Sichuan sauce is another signature dish here. The slices of pork loin are cut paper thin and flavoured with a spicy sauce. Their red hot diced chicken with dried chili, peanuts and peppers is another dish that tastes incredible.



Deep-fried sweet and sour fish

This sweet and sour mandarin fillet is another award winning dish. (\$288/dish – 2 fish/dish)

Q 版松鼠魚——另一得獎名菜，選用每條約2斤半至3斤重的桂魚，取其最嫩滑部分，刀工之功力可見一斑。豐富的配料有青椒、紅椒、洋蔥、松子及蝦仁等，並混以味道適中的甜酸汁，令魚味更覺可口。(\$288/份，每份兩條)

But the restaurant offers more than just spicy Sichuan fare. For example, their deep-fried sweet and sour mandarin fish is a tasty dish that the whole family can enjoy. Another tasty favourite is their deep-fried marinated duck, which has an exquisite, light herbal flavour, crispy skin and juicy meat, which stands out from similar dishes in town.



Cold bean curd noodles

This new starter highlights excellent slicing skills to appeal to both the eyes and the palate. **涼拌有機豆腐麵**——豆腐麵的刀工細膩，無論賣相、口感都一流。即將推出之新款涼菜。

Although the Yeungs have carried on the family's traditional recipes, it has also been innovative, not least by employing some of the best chefs in China to add new treasures to their menu. Wing Lai Yuen is reputedly the first restaurant in Hong Kong to hire top chefs from China. Most of them used to be responsible for state banquets in China, and one of them was even former President Jiang

Sliced pork loin in spicy Sichuan sauce

This prize-winning specialty uses very tender pork loin sliced paper thin and is served with a secret sauce which has charmed many chefs and restaurant owners. (\$48/dish)

金獎雲白肉——當然又是得獎名菜。一片片的薄片豬肉，白裡透光，幼滑無比。獨門炮製的醬汁，不知令多少廚師和食店老板專程前來觀摩。(\$48/份)



Diced chicken with chili, peanuts and peppers

This red hot dish stands head and shoulders above similar dishes in other restaurants. (\$55/dish)

巴蜀香辣雞——一出場已霸氣十足，一般的同類菜式不能比擬，能真正做到「入口香、落口辣、回口麻」的最高境界。(\$55/份)

**Braised eggplant with royal sauce**

Choice large eggplant braised with an imperial secret sauce. This refreshing royal dish was perhaps one of the favourites of Empress Dowager. (\$38/dish)

古法鹽焗茄子——精選原條大茄瓜，以秘製醬汁燒成，不肥不膩，人見人愛。此菜式也是宮廷菜之一，不知是否慈禧太后之至愛？(\$38/份)

**Deep fried marinated duck**

This dish won the gold award in a local gourmet competition. The duck is marinated with herbs and spices, to create a herbal bouquet, crispy skin and juicy meat. (\$128)

招財蜜鴨——曾獲全港美食之最的至尊金獎名菜。香料份量適中，外皮香脆，鴨骨鬆化，肉質保持嫩滑，難怪馳名中外。

(\$128)

Zemin's personal chef. As a result, the restaurant is able to offer gorgeous – both visually and taste wise – state banquet dishes.

One example is steamed wax gourd and chicken soup – simple ingredients but an extraordinary dish.

Another state banquet specialty loved by everyone is pan-fried shrimps with green tea. "Longjing" green tea and shrimps is a refreshing combination. A wine glass half full of tea is placed upside-down on the dish for more than simply decoration. As a bubble escapes every 20 seconds from the glass, a tiny amount of fragrant tea seeps out under the prawns – a creative application of physics.

I must mention Wing Lai Yuen's clay pot chicken with wonton, one of their signature dishes, which won the gourmet award in France. Made using a fresh whole chicken, the soup is delicious and nutritious, absolutely MSG free, and tastes totally different from soups made using chopped and chilled chicken. As the preparation takes a considerable amount of time, they can only offer a limited amount every day.

**Duck's tongue in Chinese wine**

This cold starter is made with Brazilian duck tongues marinated in wine – the ladies' favorite. (\$42/12 pieces)

貴妃鴨舌——酒槽冷菜之一，選用進口巴西大鴨舌，去骨。女士尤其喜愛這菜式。(\$42/12條)

Despite employing some of China's top chefs and adding imperial dishes to the menu, Wing Lai Yuen's prices remain affordable. For example, to appreciate the superior cutting skills that make the imperial shredded bean curd soup,

you only need to pay \$28.

Wing Lai Yuen not only attracts diners, it has also attracted businesspeople eager to franchise its recipes. Until recently, it has resisted these offers. Now, it has decided to partner with a Japanese group which is keen to develop Wing Lai Yuen outlets in Japan. Both sides are careful laying the groundwork for this cooperation. It has also recently opened a restaurant in Macau with the support and help of local organizations.

The Macau outlet has employed prominent chef Lau Jim Keung – a veteran in imperial dishes and an apprentice of the royal chef, Zhang Dianfa, serving Puyi, the last emperor of China. So you can taste imperial dishes like "Last Emperor's mashed potato" and imperial desserts like "Golden Fingers," and you will find that even the emperor was fond of delicious, yet simple food. B

Drunken shrimps

One of the restaurant's signature Chinese wine dishes uses delicious Macanese shrimps. (\$38/pot)

貴妃醉蝦——試驗園的拿手酒槽製法，配以澳門特有水域之鮮蝦，簡直一絕。價錢不貴，求多兩盤又如何。(\$38/盤)





Fried shrimps with green tea

Another state banquet specialty. A wine glass half full of tea is placed upside-down on the dish for more than simply decoration. As a bubble escapes every 20 seconds from the glass, a tiny amount of fragrant tea seeps out under the prawns – a creative application of physics.

國宴龍井蝦仁——國宴菜一定要排場，放在中間的龍井茶，不只作裝飾，實際上有其作用。利用物理原理，龍井茶從杯中定期滲出，不快不慢，令蝦仁更有茶香味。關鍵之處在於調校龍井茶的濃淡度。



Shredded bean curd soup

An imperial specialty. Slicing the bean curd requires great skill, as does getting the cooking time just right. (\$28/head)

宮廷菜「文思豆腐羹」——將豆腐切成幼絲做成，無論刀工、落鑊、火路都極考功夫。（\$28/位）



Chicken soup with ginseng

This milky soup was originally made for the Last Emperor Puyi using fresh ginseng, fresh whole chicken stuffed with shrimps, chicken chunks, pork, Jinhua ham, dried scallops and other delights.

八寶人參雞湯——末代皇帝溥儀御膳之一，是溥儀御廚傅人劉師傅之精選菜式，原條鮮人參，原隻鮮雞內藏有鮮蝦、雞肉、豬肉、金華火腿及瑤柱等。雞湯奶白色，其味無窮，差人好感。此菜式快將上市，將首先在澳門分店推出。（未有定價）

在香港，若提起擔擔麵，一定會聯想起「詠藜園」，因為她獲獎無數，中外馳名，早在鑽石山老店的時候，天天都有客人大排長龍，日本遊客更千里迢迢來港，目的只是想吃一碗美味的擔擔麵。2000年鑽石山店面臨清拆，東主楊先生曾想過就此結業，皆因楊先生已有退休之意，子女各有專業又不想繼承。但後因捨不了長期光顧的老客人而回心轉意，遂把店舖遷往現址——黃浦「蔡瀾美坊」。

到底這碗麵有何特別？製擔擔麵的過程看似簡單，但要使麵久煮而不爛，軟中帶爽，難度極高。店主透露，麵要做得好，關鍵在於材料。雖然材料看來簡單，只是白麵粉、筋麵粉、水及雞蛋，但麵粉的質地會隨著天氣變化，遇上天氣潮濕或乾燥，份量便要相應調整。除材料份量要配合得宜外，當然就是搓麵的技巧。麵底外，湯底也非常重要。湯底以雞、西施骨、火腿等煮成，特點是油少，另混入花生醬、自製辣椒、榨菜等。

Steamed wax gourd with chicken soup

Presented as a bunch of grapes, this dish tastes refreshing and also appeals to the eyes.

(\$62/dish)

白玉葡萄——宮廷菜之另一精粹，看似葡萄，當然不是葡萄。一看已感覺到那份清雅脫俗，也是著名的觀賞菜。

(\$62/份)

創辦人楊老先生（楊殿湖）於1945年來港，是清朝慈禧太后果代御廚楊太公的後人。楊老先生原在上海從商，二次大戰後，上海面臨解放，他於是奔向香港，為求糊口而投靠在鑽石山開食檔的四川友人。後來，一場大火將店子付諸一炬，友人心灰意冷，退出經營。為求生活，楊老先生四出張羅，希望店子能繼續經營。後得到當時的大明星李麗華、導演嚴俊和當時還是編劇的李翰祥合

力借出2千元，令詠藜園得以繼續經營，妻子楊老婆婆亦從老遠的楊州家鄉偷渡來港，兩夫婦合力打理業務。

1951年，出身打麵世家的良叔（譚雙良）獲詠藜園老板賞識，加入詠藜園負責打麵。詠藜園就憑這碗擔擔麵打出天下。



老師傅良叔搓麵經驗累積50年，成為一套獨門秘技。由於近年年事已高，退休前，將這套不易外傳的獨到功夫只傳授予楊家第三代的大兒子。現時所用麵條全由楊公子親手打成，每天可製1,800碗麵，但依然供不應求。新店雖然規模大了，地方也比從前精緻，但價錢仍走大眾化路線，用料亦更講究。除了老店原有一些飯麵冷菜、幾款川淮菜，也加入更多菜式供客人選擇。

別有風味

招牌涼菜包括夫妻肺片、鎮江肴肉、油炆筍、涼拌海蜇、雞絲粉皮等，款款精美，單是涼菜頭盆已超過20款。這裡的雲白肉可稱鎮店之寶，一片片的雲白肉表現出刀工非凡，特製醬油正是靈魂所在。巴

蜀香辣雞一出場已經霸氣十足，紅紅的辣椒佈滿全碟，與別不同之處是能真正做到「入口香、落口辣、回口麻」，廚藝境界高超。

不要以為這裡的菜式只適合嗜辣的客人，不吃辣的怎麼辦？事實上，這裡有很多菜式都不辣，適合一家大小，如松鼠魚，甜酸酸的味道惹人好感，現改良成為較精緻的Q版松鼠魚，每份奉上松鼠魚2條。招財寶鴨是另一精彩之作，配合香料酥炸而成，外皮香脆，內骨鬆化，肉質保持香滑，香料份量適中得宜，是同類菜式中出類拔萃之作。

詠藜園除將祖傳御廚秘方發揚光大外，更安排多位國家一級名廚坐鎮，令菜式更千變萬化。據知詠藜園是全港首家成功引入內地國家級名廚的食肆，當中不少是從前在國內負責國宴的大廚，其中更有一位是前國家主席江澤民的家廚。因此，詠藜園菜譜內很多菜式都是國宴菜式甚至觀賞菜式，其中「白玉葡萄」更是表表者。材料簡單，造型清雅，但味道殊不簡單。國宴龍井蝦仁更是人見人讚，龍井茶葉配以蝦仁，清香脫俗。放在碟中的反轉酒杯，本以為純作裝飾之用，其實大有學問，利用物理原理，茶香定時從杯中滲出，不多不少、不快不慢，堪稱一絕。

我不能不提詠藜園的招牌菜「砂鍋雲吞雞」，這道菜榮獲法國美食大獎，關鍵在於堅持選用原隻鮮雞，取其兼具鮮味、營養和補氣之效。跟一般食肆為減低成本，大多會斬件雞隻入湯不同，而且全無味精，難怪連法國人也垂青。但因選料上乘，而且製作需時，所以每天限量供應。

為了加強菜式陣容及提升食物質素，詠藜園近期增聘國家級廚師助陣，其中不乏御廚的傳人，讓客人能以大眾化價錢嚐到從前皇帝享用的宮廷菜。一份簡單的「文思豆腐羹」，湯羹刀章細緻，每份只需28元就可嚐到，可謂當皇帝也所費無幾。

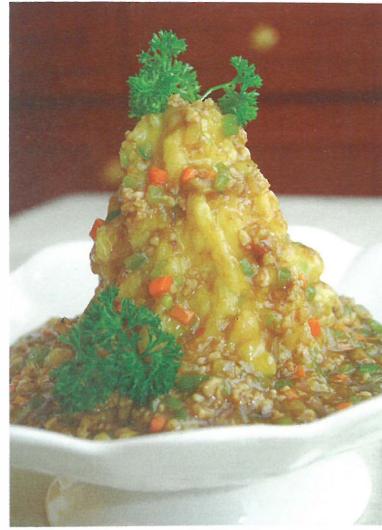


Sliced fish with Chinese wine

Sliced mandarin fillets cooked with Chinese ham. A simple dish commonly sold at many Sichuan and Jiangsu restaurants, but few can master it.

糟溜魚片——嫩滑的桂魚片，配以怡人的靈腿，簡單的材料，是川淮館子必有的菜式，但要有這麼好的水準，也不是個個都能做到。

由於詠藜園出過不少招牌菜式，聞名遐邇，不但各方食客慕名而來，世界各地同業也提出合作經營海外店的方案，當中以日本的反應最為熱烈。雙方對合作事宜非常慎重，所以寧花較長時間進行研究、探討，並主張不能急進。另一方面，澳門近年大力發展當地旅遊業，詠藜園通過有關機構積極協助，最近於當地最繁旺的大馬路議事亭附近開設首間海外分店。在澳門店，食客可優先品嚐由末代皇帝溥儀御廚張殿發的傳人、宮廷菜名廚劉占強炮製的多道宮廷菜式。其中名為「源定江山」(暫用菜名)的肉末土豆泥，用料簡單，但配搭得宜。另外一款甜點「拔絲黃金條」，更是拔絲甜點中之極品，吃後方知原來皇帝也喜愛吃得很簡單。B



The Last Emperor's mashed potatoes

A mixture of green and red peppers, onion, garlic and minced meat creates an attractive combination of textures and taste.

源定江山(暫定菜名)——另一即將推出之溥儀御膳名菜，充滿蒜香，由青、紅椒、洋蔥、肉末混合而成，味道適中。極之西化的溥儀，是否因當年吃過Malcolm 須先炮製的英式土豆泥，故把它納入自己的食譜中？

Organic sweet potato soup

Wing Lai Yuen emphasizes quality in everything, even with this simple bowl of sweet potato and ginger soup. (\$15 per bowl)

有機蕃薯糖水——一份簡單的甜品也絕不馬虎。

(\$15 /份)



Golden Fingers

An imperial dessert made by coating a special French toast with crispy caramel.

拔絲金條——溥儀御膳之一。外面包着一層糖衣，內裡是香脆鬆化的秘製「蛋黃多士」。單看感覺不到，吃時才知非常鬆化，不知是否當年改良法

式多士的Fusion 菜？



► Wing Lai Yuen's new spacious restaurant in Macau is located in the popular Largo do Senado district. 詠藜園的澳門新店位於繁旺的議事亭前地附近。

▼ The original restaurant in Diamond Hill attracted noodle lovers from all over the world.

原址在鑽石山的老店，曾是世界各地人士之擔擔麵朝聖地。



What's Next

Events

活動預告

未來動向

Training

9 JAN

Training Course: Setting Up Business in Mainland China (*Cantonese*)

培訓課程：如何在內地成立公司（廣東話）

10 JAN

Training Course: Latest Taxation Development in Mainland China (*Cantonese*)

培訓課程：最新內地稅制發展趨勢
(廣東話)

11 JAN

Training Course: Foreign Exchange Control Regulations and Financial Arrangement for Foreign Companies in Mainland China (*Cantonese/Putonghua*)

培訓課程：內地外匯制度及外資公司資金運作解決方案（廣東話／普通話）

11 JAN

Training: Customer Service on The Telephone (*Cantonese*)

12 JAN

Training Course: Legal Issues Relating to Real Estates and The Right on Use of Land in Mainland China (*Cantonese/Putonghua*)

培訓課程：在國內處理土地使用權和房地產問題時應注意的法律問題
(廣東話／普通話)

12 JAN

Effective Time Management (*Cantonese*)

12 JAN

Training: How to be a Mentoring Manager? (*Cantonese*)

13 JAN

培訓課程：香港公司法－股東與董事的責任和權力（廣東話）

23 JAN

Creating Wins: Effective Negotiating (*English*)

Roundtable Luncheons

19 DEC

Roundtable Luncheon: The Impact of the new agreement on textile trade between the US & China

小型午餐會：最新中美紡織品貿易協議的影響

20 JAN

Roundtable Luncheon: Recent Revision of PRC Company Law (*Putonghua*)

小型午餐會：最新修訂中國公司法
(普通話)

Study Mission

14 - 16 DEC

HKGCC PRD Study Mission to Foshan & Jiangmen

香港總商會珠三角考察團 — 訪問佛山及江門

Networking Function

19 JAN

Chamber's New Year Cocktail

Committee Meetings

12 JAN

Chairman's Committee Meeting

18 JAN

SME Committee Meeting

23 JAN

General Committee Meeting

Online Bits 網上新知

www.chamber.org.hk/bulletin

City Well Prepared for WTO Protests?

Some 78% of Hong Kong residents believe that the city is well prepared to handle the expected WTO conference protests, according to a survey by Synovate. Residents are also well informed about the upcoming WTO meeting, with 70% aware that the conference is being held in Hong Kong in December. Most people in Hong Kong are supportive of the WTO's free trade goals as they affect their city with 79% believing that increasing globalisation is beneficial to Hong Kong's future. Residents were more uncertain about the effects of free trade on the overall prosperity of nations, with 46% neither agreeing nor disagreeing with the statement that 'recent advances in free trade have resulted in increased wealth for many nations around the world' and just over one third (36%) agreeing. To read the full survey, visit iBulletin, www.chamber.org.hk/bulletin

More>> at iBulletin

香港是否已預備好應付世貿示威？

Synovate 一項調查顯示，約 78% 市民相信香港已準備就緒，能應付隨世貿會議而來的示威活動。7 成市民知道世貿會議將於 12 月在香港舉行。世貿的自由貿易目標關係香港，故獲得大部份市民支持，79% 市民認為全球化對香港未來有利。多數市民不清楚自由貿易對各國繁榮發展的影響，46% 受訪者對於「近年自由貿易的進步增加了全球多個國家的財富」的說法既不同意也不反對，而同意的受訪者只略多於三份一（36%）。有關調查詳情，請瀏覽《i 工商月刊》網頁。

詳情載於《i 工商月刊》網頁

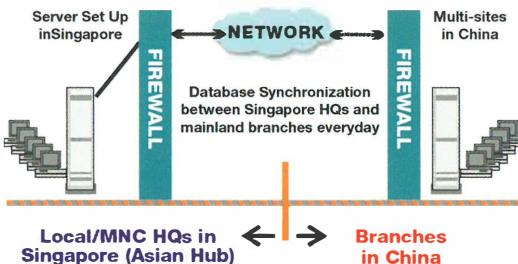


Think 2006, Act Local

How to connect your worldwide business to China from Hong Kong?

100% China Taxation Compliant Financial Management System with 400, 000 Customer reference connecting with 'No. 1' cross-border Network Connectivity Service in Asia on the No.1 Best Selling Server Platform

A Typical Cross-Border Enterprise Accounting Solution



Flying pace of economics development in China (PRC) and encouragement by WTO and CEPA, Local and foreign enterprises are aggressively expanding its business venture into China. To thrive for its market share and maximizing the return on investment in the region, effective management with ability in grasping business opportunity, establishing rapport relationship with local authorities as well as to cope with the complex rules and requirements of the government how should the foreign enterprise overcome the challenges and grow with the economic boom in China?

A strong partnership among Kingdee, IBM and CPCNet with its all-in-one solution is the best Solution for your enterprises. Kingdee's Multi-language Financial Management system that complies to statutory requirements & expandable to fully suite ERP solutions with reliable IBM Server platform plus a secure cross-border network connectivity service from CPCNet is the right solution in equipping enterprises face with today's business challenges.

CHARACTERISTICS

- Cross-border One-stop Solutions
- Support Local Tax, Accounting and HR Statutory Requirement
- Provide Support in All Major Cities in China, Hong Kong and Asia
- Support Multiple Languages and International Standards
- Served by Professionals with China and International Experience
- Integrated with Major Financial or ERP Systems

SPECIAL PACKAGE PRICE: HK\$68,888 (Valid until 31 Dec 2005)

Free Software Installation, Implementation, One-year on-site maintenance support
Free CPCNet Network Installation (HK\$ 2,000)

Kingdee K3 Financial Solutions

Compliant with China's regulatory and statutory standards.

Modules
G/L, Analysis & Reporting, Cash Flow, Payroll, Fixed Assets, A/R, A/P, Cash.

IBM eServer x206 (84821H)
Intel P4 Processor 3.0GHz (1MB L2 Cache)
1GB PC2700 ECC DDR DIMM (06P4053)
Two 80GB SATA Hard Disks (73P8002)
3 years maintenance service

IBM-The #1 Vendor in Hong Kong x86 server market in revenue terms in 2004**

** According to IDC Asia/Pacific Quarterly Enterprise Server Tracker, Q4 2004.

CPCNet TrueCONNECT™ EXPRESS
Cost-Effective & Secure Private Network

Network service Fee Special HK\$ 2,500/month/site*

- Single site 256kbps connection, hardware router and customer service
- Service among multiple client nodes over customer's existing Internet (local ADSL) connections
- The China Area 1 Remote Gateway price is for customer locations within cities of Beijing, Shanghai, Guangzhou, Shenzhen, Dongguan, Panyu and Suzhou.

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Contact Kingdee Partners for details:



"All over China" by renowned Modern Chinese oil painter, Song Hai Zeng



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