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工商月刊

the Bulletin

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Making the Minimum Wage Work
制訂切實可行的最低工資

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貿易展維持強勢增長

Mike Rowse on the HarbourFest Fiasco
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The Rags-to-Riches Story
of the Harilela Group
夏利里拉集團白手興家的故事



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Voice of Business

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

從1861年開始，香港總商會一直代表商界及捍衛它們的利益。

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Earlier warnings of a 9% drop in global trade this year may not pan out, but international commerce is still in for a rough ride. 儘管全球貿易今年下跌9%的預警未必實現，國際商貿無疑正陷入艱難的一年。

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Expecting China to 'save' Copenhagen is overly optimistic, but it could make other countries follow by example.

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Hong Kong General Chamber of Commerce
香港總商會 1861

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盧維思在上月發表的新作中，親自解說維港巨星匯的失敗。

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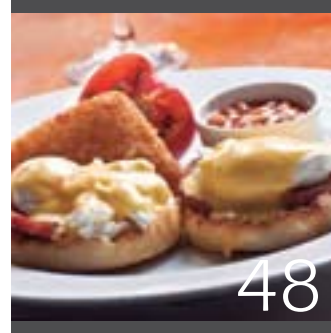
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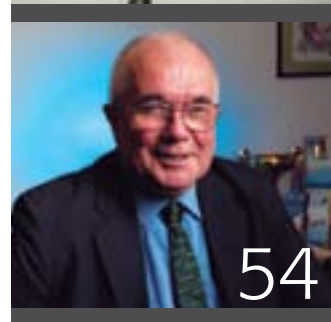
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制訂切實可行的最低工資

包立賢

Andrew Brandler is Chairman of the Hong Kong General Chamber of Commerce. 包立賢為香港總商會主席。

臨時最低工資委員會的職責，是訂立首個法定最低工資的水平，這項工作本身已使人卻步。令事情更加複雜的是，委員會必須「確保法定最低工資在保障基層勞工、防止工資過低、盡量減少低薪職位流失，以及維持本港整體經濟發展及競爭力等各關鍵層面，

於現行的市場水平，將會導致嚴重後果，最低工資愈偏離市場水平，影響愈嚴重。

企業東主都知道，加價（其他維持不變）會引致需求下跌，不可能維持營業額或增加顧客消費。事實上，經濟不景時，許多企業首先減價，以免盈利和市場佔有率受影響。

在法定最低工資下，如果市場對勞工的需求下跌，企業卻不能調整工人的工資，其結果是——無論我們喜歡與否——將有更多人失業，加重了社會對綜援和其他福利開支的需求。因此，失業率上升的代價並非只由失業人士來承擔，而是整個社會。

新訂立的最低工資每高於市價一元，就會多幾千人面臨裁員。面對額外的成本，部分僱主會轉嫁給消費者，或接受利潤減少的事實。然而，我們最近的調查顯示，部分企業（特別是中小企）根本無法在開支大幅增加的情況下維持營運。因此，它們只好選擇裁員。

首當其衝的一批將會是對業績貢獻不大的員工。他們很可能是教育水平較低、缺乏技術或經驗不足的工人。考慮到本港低收入勞工的概況，當中約三分之二可能是女性。除非他們能夠獲得即時的全面再培訓協助，否則很多都未必可再次就業。

儘管不同情況對就業的確實影響仍有待討論和調整，以切合不同的假設或政治觀點，但主要的結論並沒改變：高於市場水平的最低工資將無可避免地推高失業率。與大多數的經濟體一樣，香港失業率的升速遠比跌速快，因此，在如此重大的政策上做了錯誤決定，後果將會十分嚴重。歸根究底，問題的癥結在於：我們到底可以接受多嚴重和多久的失業情況？

“
在法定最低工資下，如果
市場對勞工的需求下跌，
企業卻不能調整工人的工資，
其結果是——無論我們喜歡
與否——將有更多人失業。
”

取得適當的平衡。」總括來說，他們希望滿足整個政治光譜的所有訴求，但實際上可能取悅不了任何人。

本會作為你們的代表，一直就有就委員會應著眼的議題和事件提出意見，確保有關結果對本港經濟、競爭力和就業的損害減至最少。我們多次重申，若法定最低工資大幅高

Making the Minimum Wage Work

Andrew Brandler

The Provisional Minimum Wage Commission is charged with determining the initial minimum legal rate of pay, a daunting task by itself. To further complicate matters, it must “ensure a sensible balance between safeguarding the interests of grassroots workers and forestalling the loss of low-paid jobs, while sustaining our economic growth and competitiveness.” Given such a contradictory set of principles, the results are more likely to satisfy no one than to meet the expectations of all segments of the political spectrum.

As your representative, we have been offering our views on the issues and concerns the commission should take into consideration, with a keen eye to ensuring that the results do the least damage to our economy, our competitiveness and our employment situation. We have done so by pointing out, on more than one occasion, that there are consequences to setting a legal minimum wage significantly higher than the prevailing market rates, and that the further from the market’s view the rate is set, the more severe will be the impact.

Business owners know that putting up prices (all else remaining constant) is much more likely to reduce demand than it is to either maintain sales or increase consumer spending. Indeed, when times are tough, the first inclination in many businesses is to reduce prices, so as to minimize deterioration in profits and market share.

Under a minimum wage law, adjusting the price paid to workers for their labour will no longer be an option when demand for such labour falls. The result, whether we like it or not, will be higher unemployment, which will add to the need for higher spending on CSSA and other benefits. The cost of higher unemployment is therefore not just borne by those who lose their jobs, but the rest of the community.

For every dollar above the market rate that the new minimum wage is set, thousands more workers will face redundancy. Some employers will absorb the extra cost, either through passing it on to consumers or by accepting a lower profit margin. But, our recent survey shows that some companies, in particular the SMEs, simply cannot

afford to pay too much more and still remain in business. For them, the choice is laying off workers.

The first to go will be those who only marginally contribute to the success of the business. These are most likely to be the less educated, unskilled or less-experienced workers. Given the profile of our low income workforce, about two-thirds of them are likely to be women, and unless they receive immediate and comprehensive retraining assistance, many are unlikely to ever find jobs again.



Under a minimum wage law, adjusting the price paid to workers for their labour will no longer be an option when demand for such labour falls. The result, whether we like it or not, will be higher unemployment.



While the exact impact on employment under various scenarios can be debated and adjusted to suit various assumptions or political perspectives, the key conclusion does not change: a minimum wage rate set above the market rate will inevitably increase the number of unemployed. As in most economies, the unemployment rate in Hong Kong moves up much faster than it falls, and so the consequences of getting a major policy decision such as this wrong are sobering. In the end, it boils down to the question of how much new, and potentially long term, unemployment we are prepared to accept. ❀

Heads Up

會員新知

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總商會會員可把他們的最新消息電郵至editor@chamber.org.hk, 如有合適的篇章,《工商月刊》有權編輯及刊登有關內容。

很多僱主仍未決定2010年的加薪幅度

根據香港人力資源管理學會的2009年薪酬趨勢調查結果,企業對明年僱員薪酬檢討的態度審慎。2009年,36%受訪公司表示會加薪,64%則表示整體凍薪。

至於2010年,59.3%受訪公司表明仍未確定明年的薪金調整預算,而37間提供預算數據的公司中,78.4%預料其預算整體加幅約為2%。

消費信心回升

根據市場調查公司尼爾森公布的全球消費者信心指數,香港的消費信心已回升至2007年以來的最高水平,達到93分,原因是消費者對本地就業前景感到樂觀,並開始恢復衰退前的消費習慣。香港的第三季消費者信心指數較上季增加14分,在受訪的54個市場中錄得最大升幅。

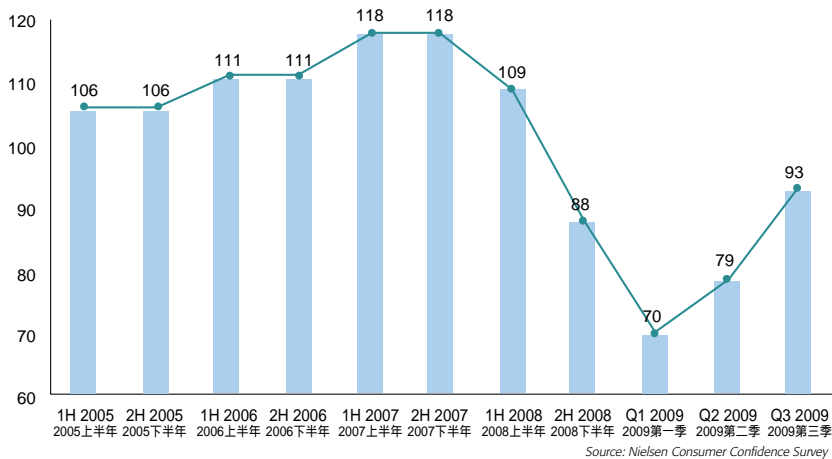
儘管消費信心在過去六個月顯著回升,經濟狀況仍然是香港消費者的最大憂慮。

Many employers undecided on pay rise for 2010

Companies are taking a prudent approach towards next year's pay review, according to the 2009 Pay Trend Survey conducted by the Hong Kong Institute of Human Resource Management. For 2009, 36% of companies reported a pay increase while 64% made an overall zero adjustment.

For next year, 59.3% of companies polled indicated they have not yet confirmed a pay adjustment budget for 2010. Of the 37 companies that provided their budgeted data, 78.4% forecast an overall budgeted pay increase of around 2%.

In Hong Kong, consumer confidence in Q3 saw a rebound for the first time since 2007
香港的第三季消費信心自2007年以來首次回升



Consumer Confidence Increases

Consumer confidence in Hong Kong rebounded to its highest level since 2007 at 93 points as consumers regained optimism in local job prospects and started to return to pre-recession spending habits, according to the Nielsen Global Consumer Confidence Index. Hong Kong's consumer confidence index (CCI) jumped 14 points in the third quarter compared to the previous quarter – the highest increase among 54 markets surveyed.

Despite the buoyant turnaround in consumer confidence in the past six months, the economy remains the top concern for Hong Kong consumers.

Hongkongers' top concerns in the next 6 months

香港人未來六個月的最大憂慮



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High street faces cheerless Christmas

生意淡靜的聖誕節

Shopkeepers are anticipating a cheerless Christmas as consumers resolve to avoid temptation in the run-up to the festivities. Some 41% of people plan to spend less on presents this year than they did in 2008, according to research by TNS Omnibus. Almost 1 in 5 gift givers (17%) will select their presents based on the best bargain they can bag in the pre-Christmas sales, with 12% admitting that value is more important to them than buying a gift that is personal to the receiver.

Financial pressures will also drive many to start their shopping earlier, with 19% of shoppers planning to do this. Again this isn't good news for the high street, because the plan is to spread the cost and be more organised in order to rein in their spending. A third of people say that they will work to a tight, pre-planned gifting budget this year, reducing the likelihood that shops will be able to cash in on last-minute speers.

零售商預料聖誕節生意淡靜，因為消費者決意在臨近佳節時避開引誘。

根據TNS Omnibus的調查結果，約41%受訪者計劃今年較2008年減少禮物開支。在表示會送聖誕禮物的人當中，接近五分之一（17%）會根據聖誕大減價的最低價格挑選禮物，當中有12%受訪者承認，他們認為價格比切合朋友個人需要更為重要。

經濟壓力也促使很多人（19%）提早購物。同樣，這個計劃不利零售商，因為這會分攤成本，消費者會變得更有組織，務求控制消費。三分之一受訪者表示，他們今年會制訂緊縮和預先計劃的禮物預算，零售商難望在年底大賺一筆。

Editor's Note

In our October cover story, "More than just good food," the company name 'MAX Concepts' should have been written as 'm.a.x. concepts.'



MICHAEL HOGUE/INCT

Workers beyond retirement age to double in 10 years

Prudential has revealed that 24% of companies in the U.K. are bracing themselves for a surge in staff looking to delay retirement with around 1.8 million people expected to be working beyond traditional retirement ages in just 10 years.

Companies anticipate this will mean around 6.3% of their workforce (equivalent to 1.8 million people across the U.K. working population) will be made up of people working beyond statutory retirement ages in 10 years, more than double the current proportion of 2.6% of company workers who currently work past retirement.

Martyn Bogira, Prudential's Director of Defined Contribution Solutions, said: "As health and longevity continue to improve and people look to fund a longer life in retirement, it is inevitable that compromises have to be made. Workers face the stark choice of either having to save more for their pension from an earlier age or having to work longer if they are to avoid taking a significant drop in their standard of living in retirement."

未來10年在退休年齡後繼續工作的人數將會倍增

英國保誠透露，英國有24%企業已經作好準備，計劃延遲退休的職員人數將會大幅上升，預期10年後約有180萬人在已屆傳統退休年齡後繼續工作。

企業預料，未來10年約有6.3%的勞動人口（相當於整體英國勞動人口中的180萬人）將會是已屆法定退休年齡但繼續工作的人士，有關比例是現時2.6%的兩倍以上。

英國保誠界定供款方案主管Martyn Bogira表示：「隨著人們的健康和壽命不斷改善，他們希望儲備更多金錢來享受更長的退休生活，因此必然要作出妥協。在職人士如果想避免退休後的生活水平大幅下降，則要面臨嚴峻的抉擇，要不在退休前盡早儲備更多退休金，要不延遲退休繼續工作。」

Cash, credit or cheque?

While almost three out of ten global respondents are using cash more often than a year ago, nearly a third of Australians are using cash less. In a similar move towards being more mobile and cashless, 60% of Aussies don't use cheques at all, and 22% are using them less than a year ago. A quarter of Aussies are using EFT more than a year ago (electronic funds transfer via the internet), more than the global average of 12%.



TRACY COX/INCT

現金、信用卡還是支票？

當接近三成全球受訪者表示比去年更多使用現金，近三分之一澳洲人卻減少使用現金。同樣，隨著他們變得愈來愈靈活和少用現金，六成澳洲人完全不會使用支票，而22%則比去年減少使用支票。四分之一澳洲人比去年更多使用EFT（即通過互聯網使用電子轉賬過戶），比全球平均的12%還要多。



信保局連串措施 加強支援出口商

經歷金融海嘯後，主要市場經濟漸見穩定，但出口商仍需面對營商挑戰及買家信用風險的問題。香港出口信用保險局(信保局)為協助出口商特別是中小企妥善管理風險，推出連串措施支援出口業界，包括豁免年費、延長3個免費買家信用評估、加快審批小額信用限額以及在信保局網頁登載最新市場資訊等。

豁免年費

凡保單於2010年12月1日前生效，均可獲豁免保單年費，所有保戶及新客戶均可受惠，措施有助出口商降低經營成本。

延長免費買家信用評估

每位出口商可免費獲得3個買家信用評估及諮詢服務，出口商只須提交買家名稱及地址，便能獲得專業評估服務。是項免費買家信用評估服務的實施期限已延至2010年3月31日，以便更多出口商能夠受惠。

加快審批

加快審批100萬元或以下的小額信用限額申請，並且靈活處理這類申請，若資料齊全，最快可於2至3個工作天內完成審批。

提供網上經濟資訊服務

信保局在網頁(<http://ec-link.com.hk>)登載市場資訊，包括有關其他市場的經濟資訊、破產數字等，信保局會不時更新，以協助出口商了解市場情況，改善風險管理。



加強支援出口貿易

信保局自2008年第四季起不斷推出措施，加強支援出口商應對金融危機(見附表)，收到的信用限額申請、批出數目及金額均顯著上升。信保局預計，在推出延續部分支援措施後，會有更多出口商特別是中小企受惠。

信保局支援出口商措施

日期	措施
2008年 10月	<ul style="list-style-type: none"> 免費提供3個買家信用評估服務 在收到足夠資料下，將審批信用限額申請時間由5天縮短至4天
11月	<ul style="list-style-type: none"> 調高6個新興市場評級，包括巴西、智利、捷克共和國、科威特、馬來西亞及阿聯酋 盡力在2至3天內審批50萬元或以下的信用限額申請 按個別情況，以墊底費及較低賠償率為出口商承保風險
12月	<ul style="list-style-type: none"> 豁免保單年費1年
2009年 2月	<ul style="list-style-type: none"> 法定最高負責總額由150億元大幅提高至300億元
5月	<ul style="list-style-type: none"> 調高小額信用限額上限至100萬元 網頁提供最新市場資料
6月	<ul style="list-style-type: none"> 提高摩洛哥及烏拉圭的市場評級
9月	<ul style="list-style-type: none"> 延長免費買家信用評估至2010年3月31日
10月	<ul style="list-style-type: none"> 延長豁免保單年費至2010年年底



「冷靜期」建議引起關注

林健鋒

Jeffrey Lam is the Chamber's Legco Representative.
林健鋒為香港總商會立法會代表。

最近，證券及期貨事務監察委員會（證監會）發出《建議加強投資者保障措施的諮詢文件》，就雷曼兄弟「迷你債券」事件所暴露的一連串有關對投資產品的監管及銷售手法的問題，提出一系列改善建議，其中包括引入冷靜期，容許投資者在初步決定認購後，在指定時間內撤銷交易。

這項建議一出，惹起了業界一片議論之聲。在立法會上我除了提出有關的口頭質詢外，亦在小組會議上反映了業界的意見。事實上，有不少業界人士向我反映，證監會事前並沒有向他們了解方案對業界所帶來的衝擊，以及他們的意向；其實他們對有關建議有很大的保留。究竟證監會是基於甚麼評估和研究而認為建議在香港是可行的？我們亦不得而知。證監會應該在提出建議的過程中增加透明度。

對於設立冷靜期，業界是有很多擔憂的。首先，投資者最終決定取消交易時，投資產品在冷靜期內價格的差額應該由誰來承擔？證監會解釋投資者一般可獲全數退回投資本金，但需扣除合理的行政成本及市值調整，因此證監會相信投資者不會草率地改變主意。我不知道證監會是否過分樂觀，但很多業界人士均覺得這樣會製造和鼓勵「輸打贏要」的取巧行為；而業界亦無可避免要承擔部分差額，在人手或運作成本上，均有不少的額外負擔，這樣會

否合乎業界運作的成本效益？對金融業的發展又會構成多少損害和打擊？

此外，我曾經表達引入冷靜期可能會令「炒家」有機可乘，在市場上投機炒賣，擾亂了金融市場的良好運作。但證監會認為投資者即使取消交易，最多只能取回投資本金總額，應該足以防範投機問題。然而，有產品發行商表示，為產品進行對沖時，往往牽涉多重交易；假如投資者在冷靜期內撤回交易，將會牽連甚廣。其實，以上的問題只是其中的一部分，假若真的設立冷靜期，所引發的問題相信會更多。

為了在保障投資者與促進市場健康發展兩者之間作出妥善的平衡，我曾建議證監會以臨時合約的形式執行該項建議，待冷靜期過後，並經投資者確認交易後才對產品進行定價。證監會表示會予以考慮，亦曾討論以暫緩執行交易的方式設立「冷靜期」的可行性。

是次諮詢將會於12月31日結束，我希望各位業界人士和投資者積極向當局發表意見，使證監會確切了解到冷靜期對金融業發展所帶來的實際影響，從而作出對投資者和業界最好的做法，繼續加強香港作為國際金融中心的地位。✿

歡迎你把意見和看法直接寄給我，

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Proposed Cooling-off Period Raises Concerns

Jeffrey Lam

The Securities and Futures Commission (SFC) recently issued the “Consultation Paper on Proposals to Enhance Protection for the Investing Public.” In the wake of the Lehman Brothers Minibonds incident, a series of proposals have been made to enhance the regulatory regime and prevent the mis-selling of investment products.

One of the proposals calls for the introduction of a cooling-off period, which will allow investors who subscribe to a product to exit the investment if they change their mind within a prescribed period. The proposal has sparked much controversy within the investment industry. In addition to questioning the idea in Legco meetings, I have also voiced the views of the sector to the commission by listing out the possible side-effects. Many companies said that the SFC failed to consult them about what impact the proposal would have on the financial industry if it came into being. So far, it has failed to explain which assessment or research the proposal is based upon, and why it believes the idea is feasible for the Hong Kong market. Obviously, greater transparency is needed to support proposals when they are put forward.

The investment sector is very worried about the implementation of a cooling-off period for a number of reasons. Firstly, if an investor decides to cancel the transaction order, who will be responsible for the price difference from the time the investor bought the investment product to when he decided to withdraw?

Under the SFC plan, investors will be entitled to a full refund of the principal invested, but reasonable administrative costs and market price adjustments must be deducted. The commission believes this will be sufficient to stop investors changing their minds on a whim. However, I think the SFC is being overly optimistic; so do many in the industry. They worry that such an option will result in fallacious arguments for avoiding investment losses.

Moreover, companies would inevitably be forced to bear part of the price difference, which would impose the additional burden of greater manpower and operating costs on them. Is this how a cost-efficient business should run? What damage would this inflict on the development of our financial sector?

I also pointed out that it could encourage speculation and disrupt market order. To counter this argument, the SFC said even if investors cancel the transaction order, they will only receive a full refund of the principal invested, so the administrative charges should be sufficient to deter speculators.

However, issuers of investment products argue that because product hedging involves multiple transactions, if an investor decides to exit during the cooling-off period, other parties could be affected. These are just a few of the problems that will arise if the proposal goes ahead.

To strike a healthy balance between protecting investors and promoting the healthy development of the industry, I have suggested that the SFC implement the proposal through temporary contracts. Investment products will only be priced after the cooling-off period and the investor has confirmed that they want to buy the product. The commission said it will consider this suggestion. It has discussed the feasibility of introducing the cooling-off period during which the execution of the trade is suspended.

The consultation closes on December 31, 2009. I hope that members and investors will express their views to enable the SFC to clearly understand how a cooling-off period will affect the development of our financial industry. By voicing our collective wisdom, investors and the industry can continue to enhance Hong Kong’s position as one of the world’s leading financial centers. ❀

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



展望更美好的一年

方志偉

Alex Fong is CEO of the Hong Kong General Chamber of Commerce.
方志偉為香港總商會總裁。

2010年將至，很多人都希望未來十年會比過去十年順遂，《時代雜誌》就稱新千禧時代的首十年為「地獄十年」。從9-11事件、反恐戰爭、沙士疫潮以至2004年傷亡慘重的聖誕海嘯，全球實在經歷了太多死亡和苦難。商界方面，我們渡過了空前最大的金融危機，以及自上世紀30年代大蕭條以來最嚴峻的全球衰退。

年底傳統上是反思的時機，我希望藉著今期專欄，回顧總商會過去一年為會員所做的部分工作。在經濟危機爆發後，本會隨即向香港特區政府提出「控制破壞程度」是整體經濟的當務之急。去年，我們不斷促請政府集中支援中小企，一方面協助它們渡過金融危機，另一方面避免解僱數以百萬的本地僱員。為保障我們的經濟骨幹——中小企，本會曾經就施政報告和財政預算案提交建議，促請當局向中小企提供免稅和稅務寬減措施，協助企業應對銀行信貸緊縮下的資金周轉問題。

全球經濟於今年初轉趨穩定之際，新經濟秩序卻令保護主義在許多市場蔓延。面對上海和各地國際金融中心的競爭，本會建議加強香港作為財富管理中心的角色，以維持競爭力。

作為您們的代表，我們一直就影響香港營商環境的事宜向政府反映意見和關注。我們一直支持「小政府、大市場」的原則，在這經濟模式下，香港的競爭力應由簡單的低稅制、資訊的自由流通，以及最少的政府規管干預所推動。當世界各地正從金融海嘯恢復過來，這一點尤其重要。只有透過合適的政策目標來建立穩健的基礎和繁榮的經濟，我們才能帶領香港迎向新全球經濟秩序下的熾熱競爭。

今年，本會已向臨時最低工資委員會明確表示我們對引入法定最低工資的關注。我們重申有關建議會對企業、香

港的競爭力和失業情況造成影響。法定時薪必須小心釐定，以免善意的法例最終導致預期以外的失業問題，特別是影響到技術及教育水平較低的工人。

我們也會藉著定期到訪內地不同城市探索商機，以及每月多個代表團到訪本會時，分別向內地機構和各代表團反映您們的意見和建議。這些活動也是會員拓展人脈的好機會，真正為您們的日後發展打開大門。不論是本會的午餐會、研討會、酒會或訪問團，所有活動都讓您們有機會認識其他企業家和官員。通過簡單的介紹或閒聊，可能會為您帶來意想不到的商機！

年內，本會曾舉辦兩個高層代表團，訪問對於香港對外關係至為重要的兩大首都，分別是本會主席率領的6月北京訪問團，以及由總裁率領於10月13至16日舉行的華盛頓訪問團。此等訪問團的收穫和成果，將有助本會日後為會員制訂活動計劃。

總商會將於18個月後慶祝成立150周年。在過去的一個半世紀，我們竭誠為閣下和香港商界服務，致力協助會員發展業務，捍衛和改善香港的營商環境。我們不時進行資料搜集、商業調查和經濟分析，以作為倡議工商政策的依據，並代表您們向政府表達關注。

感謝您們一直支持這個全港規模最大、歷史最悠久的商界組織，我們期待未來十年更安定、更平穩，並繼續為您們服務。謹祝您們和家人2010年生活愉快，身體健康！



Looking to a Brighter Year Ahead

Alex Fong

As we stand on the eve of 2010, many people will be hoping that the new decade will be much smoother than the first one of the new millennium, which Time Magazine calls the decade from hell. From the 9-11 disaster, to wars on terror, to SARS and the deadly Tsunami of Christmas 2004, the world has seen so much death and suffering in the '00s. For businesses, we have lived through the greatest financial crisis in history, and the severest global recession since the Great Depression in the 1930s.

As year-end is traditionally a time for reflection, I would like to highlight in my message this month some of the work that the Chamber has done in this past year on your behalf. Immediately after the economic crisis broke out, your Chamber proposed to the Hong Kong SAR Government that "damage control" should be the top priority for the whole economy. Last year, more than any other in recent memory, we relentlessly urged government to focus assistance on SMEs, both to help them survive the financial crisis, and to avoid laying off their millions of employees in Hong Kong. To protect our SMEs, which form the backbone of our economy, we proposed in both our submissions on the Policy and Budget addresses that tax allowances and waivers be provided to SMEs to improve cash flow for business owners in the wake of credit from banks drying up.

When some stability returned to the global economy earlier this year, protectionism was encroaching on many markets due to the new economic order. Together with competition from Shanghai and international financial centers around the world, we advocated maintaining Hong Kong's competitiveness by strengthening our role as a wealth management center.

As your representatives, we have been offering our views and concerns to the administration on matters that affect Hong Kong's business environment. We have been pressing for 'small government' and 'large market' where the competitiveness of Hong Kong is facilitated by a simple and low tax regime, the free flow of information, and minimal government regulatory intervention. This is particularly important when the world is still recovering from the financial tsunami. Only with strong fundamentals and a thriving economy built on suitable policy objectives will we be able to steer Hong Kong through the keen competition that has resulted from the new global economic order.

This year, we told the Provisional Minimum Wage Commission in no uncertain terms our concerns about a mandatory minimum wage. We reiterated concerns both on its impact on businesses, on Hong Kong's competitiveness and not least on unemployment. The mandatory hourly rate has to be calculated with great care so that a law with good intentions will not result in unintended unemployment, particularly for less-skilled and less-educated workers.

We also presented your views and suggestions to authorities on the Mainland during our regular trips around the country looking for business opportunities, as well as to the dozens of delegations that visit us every month. These are also excellent networking opportunities that can really open doors for members. Whether it is through our luncheons, seminars, cocktails or missions, all provide an opportunity for you to meet fellow businesspeople and officials. Who knows what deals might be initiated as the result of an introduction, or a casual word that sparks an idea!

During the year, the Chamber organized two senior delegations to visit the two most important capitals in Hong Kong's external relations. A delegation led by the Chairman visited Beijing in June and a delegation led by the CEO visited Washington DC from October 13 to 16. The findings from these visits will be taken into account as we formulate program plans to serve our members.

In 18 months' time, we will be celebrating our 150th Anniversary. Over our past century and a half of service, we have truly cared about you and the Hong Kong business community. We strive to help our members survive and grow, and to safeguard and improve the highly business-friendly environment. We collect information and conduct business surveys, and economic analysis from time to time to support our business advocacy functions, for which we will never shy from making known your concerns to government on your behalf.

Thank you for your continued patronage of Hong Kong's largest and oldest business organization, and we look forward to serving you in what we all hope will be a much smoother year ahead. May I wish you and your family a happy, prosperous and healthy 2010. ❀

The Harilela Business Empire

夏利里拉的商業王國

The rags-to-riches story of the Harilela Group stems from honesty, integrity and the determination to succeed

夏利里拉集團白手興家的成功故事建基於忠實、誠信和決心



Honesty and integrity may not sound like the sexiest or most revolutionary business tools, but they are the foundations on which the Harilela business empire has built its success.

“I think there is always an element of luck in anything, but if you are honest, have integrity and you carry these traits onto your business and personal life – call it luck if you want – then people will trust you and want to do business with you,” says Dr Hari Harilela. “Let me put it another way. If you have rice, you still need other ingredients to make a meal. If you have luck, you must add other

Rather than missing the chance to cash in, the Harilelas’ integrity made them their fortune. Impressed by their honesty, the army appointed the Harilelas as their main supplier for everything from laundry to groceries, as well as the supplier of uniforms.

Hari, speaking at the Chamber’s “Meet the Corporate Architects Series” with his son Aron, said that was really the start of the business and the family hasn’t looked back since. Aron shares his philosophy: “If you don’t rely on luck, but rely on integrity and honesty, you will have much more success in your personal life and business,” he said.

“

My father always used to say:
“Make whatever profit you want, but
don’t be greedy and don’t cheat.”

”

ingredients, like your hard work, your sincerity, honesty and your integrity to make your business succeed.”

He inherited this philosophy from his father, Naroomal Harilela, and saw for himself as a boy how powerful they can be. After the war had ended, Hari and his brothers used to help the army buy groceries and fresh produce for the troops. At the time, the British had no money, so instead they would open the Kowloon Godown and told them to take what they wanted in exchange for the food.

Hari recollected that the warehouses were packed with Red Cross mercy packages that the Japanese had hoarded. But the Harilelas only took two cases of scotch and about 20 cartons of cigarettes.

“They were very surprised that we took so little, and said others are taking 10 or 20 cases of scotch so we should take more. But I said no! I said my father always used to say: ‘make whatever profit you want, but don’t be greedy and don’t cheat,’ he says. “Greed destroys the fabric of the family.”

Knowing when to diversify

Diversifying from tailoring into real estate was a smart move for Hari. But his brothers were dead against it. They argued that they should stick to what they know best. Eventually, they agreed to support him, and over the years the family has built up a global hotel empire. It also diversified into new areas, including trading companies, healthcare, logistics, and restaurants among others.

Despite its broad experience, Aron said he believes it is very important for companies to concentrate on their core business. If there is any need to diversify, he stressed it should be borne out of data. “If the data says we should diversify into another industry, we will certainly look at that, but our mainstay will remain for the foreseeable future real estate and hotels,” he said.

For the past 40 years, the six brothers have helped shape policies for the group, but have maintained a strict hands-off policy on the running of the businesses, which is left to profession-

Harilelas no strangers to China

夏利里拉家族與中國的淵源



The Harilelas’ rags-to-riches story began in 1922, when Hari’s father, Naroomal Harilela, left his hometown of Hyderabad, Sind (now Pakistan) and journeyed to Canton in search of his fortune.

He set up a small shop and flourished on the West’s fascination with the Orient, exporting a steady stream of Chinese antiques, jade and other curios around the world. Business was booming. Eight years after arriving in Canton, he was able to send for his wife, Devibai, and three sons – George, Hari and Peter – to join him.

They arrived as the Great Depression of the 1930s began devastating commerce around the world. Naroomal’s business was among the casualties, so the family decided to come to Hong Kong and start over.

夏利里拉家族白手興家的故事始於1922年，當時夏利萊的父親

Naroomal Harilela離鄉別井，從信德省海得拉巴（今巴基斯坦境內）的家鄉跑到中國廣東找機會。

他開了一家小店，有見西方人對東方有濃厚的興趣，因此定期向世界各地出口大批中國古玩、玉器和其他珍品，生意很快就興旺起來。到廣東後第八年，他終於可以接妻子Devibai和三個兒子

George、夏利萊和Peter到中國團聚。他們來到中國時，剛巧1930年代的大蕭條開始嚴重打擊全球商貿活動。

Naroomal的生意損失慘重，所以決定舉家移居香港，重新開始。

als. Even children and grand children are not allowed to work in any of the group's hotels.

"The weakness today that I see in many Indian families, I am sorry to say, is they send their children to university, and when they graduate, let them take the driving seat of the business," he says. "But they do not have enough experience. They may have a university degree, but don't know how to run a business, and unfortunately many families have been ruined in this way."

Aron is tipped to take over the Harilela throne when his father retires, but Hari was keen to point out that when he was asked who would run the Harilela business, he said anyone who is highly professional would be entrusted with the reins.

"Leadership is about not favouring your family for the job, but favouring the right person," he said.

"What we have here is an institutionalized system in which we have professionals running the businesses," Aron

added. "Once you have children and grandchildren coming into the boardroom, then that makes it difficult to operate effectively."

From secrets of success, to secrets of long life

At 87, Hari says he has no plans to slow down or to retire. In fact, he attributes his longevity and sharp mind to hard work. "I sincerely believe that as long as you keep working and you keep your mind active then that is the secret of long life. Retirement is not in your hands. Retirement is in the hands of God."

He also believes it is important to understand youngsters, and at the same time try to open their minds. He revealed that he has learned many lessons simply by keeping quiet and learning what the young generation is doing. "That is something that many people forget. They have something to share, but a lot of people suppress the younger generation by rejecting their ideas, which also

stops them from expressing their ideas and feelings later."

What makes an entrepreneur?

No one really has managed to put their finger on exactly what is an entrepreneur and what are the qualities that make a person entrepreneurial. Aron explained that it boils down to a few key elements. One is access to information and the ability to act upon it, which leads to the courage to make certain decisions.

"As my dad was saying, not all the decisions that you make are going to be correct, some of them will be wrong, and it is important to learn from the failures, take that on board and keep on going," he said. "Where do you learn all those qualities? Do you learn them in the boardroom? In the classroom? Or sitting next to an entrepreneur?"

Returning to their roots

Birth and cultural ties draw many people to invest in their roots, but are the Harilelas looking at investing in India? Hari explained that they have been trying to get into India for more than 40 years, but "we just cannot get over the system of corruption," he said. "We love India. We would love to go to India. It is one of the world's largest and fastest emerging economies, but many people have burnt their fingers when trying to go into India, including us."

Aron pointed out that the decision to go into any new market should be made without the emotional attachment, whether that be India, China or elsewhere; business decisions have to be made based on the facts.

"The problems that I see in India are twofold for our business. One is the infrastructure, which everybody recognizes is a very large issue there. Secondly there have been a lot of economic liberalization measures, but I think the problem is there has not been the corresponding change of mentality in the people," he said. "A lot of people who do business there, when they see a foreigner coming to India, they understand that he or she does not understand the business acumen – call it the economic roadmap – and therefore it is very easy to be taken for a ride there." ❀



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忠實和誠信聽起來未必是最吸引或創新的商業工具，但它們卻是夏利里拉商業王國的成功基礎。

夏利萊博士說：「我認為凡事都有幸運元素，但如果你能夠以忠實和誠信的態度待人接物，並把這些特質融入你的業務和生活（你可稱之為幸運）中，別人就會信任你，期望與你合作。」他續說：「換個比喻，即使有米，你也得配合其他材料才能弄成一頓飯。如果你有運氣，也必須加入其他要素，例如你的努力、誠意和誠信，方可令業務達致成功。」

他從父親Naroomal Harilela身上學會這種人生哲理，並且從小已親身體驗到忠誠所帶來的強大力量。大戰結束後，夏利萊與他的兄弟曾經協助軍隊購置雜貨和新鮮產品。由於英軍當時缺乏資金，因此他們會開放九龍貨倉，叫夏氏兄弟拿取想要的物資以作交換。

夏利萊記得，那些貨倉擠滿了日軍積存的紅十字救濟包，但他們只取了兩箱蘇格蘭威士忌和大約20條香煙。

「對於我們拿取那麼少的貨物，他們感到十分意外，並表示其他人會取走10至20箱蘇格蘭威士忌，所以我們應多取一些。但我說不行！我的父親時常說：『即管賺取你想得到的利潤，但切忌貪心或欺詐。』」他說：「貪婪會損害家族的名聲。」

夏利里拉家族不但沒有因此而喪失賺錢的機會，他們的誠信反而帶來了好運。英軍受到他們的誠信打動，決定委任夏利里拉作為軍方的主要供應商，負責供應洗衣服務、食品雜貨和制服。

夏利萊與兒子夏雅朗出席本會的「與企業領袖會面」系列講座時表示，他們的集團業務確實是這樣開始的，而他們的家族自此也日漸強大。夏雅朗分享說：「假如你不靠運氣，只靠誠信和忠實，你的個人生活和業務就會更加成功。」

懂得何時分散業務

由成衣業進軍房地產市場是夏利萊明智的一步。然而，他的兄弟卻堅決反對，認為應該堅守他們最熟悉的行業。最後，他們也答應支

“
我的父親時常說：「即管賺取你想得到的利潤，但切忌貪心或欺詐。」
”

持他。經過多年打拚，夏利里拉家族除了建立了一個全球酒店王國，還拓展多個新的業務領域，包括貿易公司、醫療物流和餐飲業等。

儘管集團擁有廣泛的營商經驗，但夏雅朗相信企業必須專注核心業務。他強調，任何業務擴展計劃都應以事實為依據。他解釋：「如果擴展計劃得到數據支持，我們固然會仔細考慮，但我們在可見未來的重點發展仍然會是房地產和酒店業務。」

過去40年，兄弟六人一直協助集團制訂策略，但在業務營運上卻採取嚴謹的不干預政策，留待專業人士來管理，就連他們的兒孫也不得在集團旗下的任何酒店工作。

「遺憾的是，現今許多印度家庭的缺點，是他們會把子女送上大學，當他們畢業後，就會讓他們接管家族生意。」他說。「他們縱使擁有大學學位，卻經驗不足，不懂如何經營業務。不幸地，很多家族生意就此斷送在他們手上。」

夏雅朗被視為接任其父親掌管夏利里拉王國的人選，但夏利萊熱切表示，當被問到退休後誰來管理夏利里拉的業務，他的回應是任何有能力的專業人士都可接管集團業務。

他指出：「企業領袖應該唯才是用，不可用人唯親。」

夏雅朗補充：「集團的制度是任用專業人員來管理業務。一旦有家族子孫進入董事局，就難以有效地經營業務。」

從成功要訣到長壽秘訣

年屆87歲的夏利萊表示沒有計劃淡出或退休。事實上，他認為自己之所以長壽和頭腦靈活，全因他仍然勤於工作。「我深信，只要你繼續工作，保持頭腦活躍，就是長壽的秘訣。退休並非掌握在你手，上帝自有主宰。」

他還認為有必要對年青人多加了解，同時嘗試開放他們的思想。他透露，純粹通過默默觀察和理解年輕一代在做些甚麼，已使他體會甚多。「那是很多人都遺忘的一點。年輕人想分享看法時，很多人卻會否定和壓抑他們的觀點，阻止他們表達意見和感受。」

企業家的特質

無人能夠確實指出何謂企業家和企業家應具備甚麼特質。夏雅朗解釋，這可歸納為幾個重要元素，而其中之一是掌握和運用資訊的能力，使人有勇氣作出若干決定。

「正如我父親所說，不是所有決策都是正確的，有時可能會出錯。重要的是，要從失敗中吸取教訓，然後繼續勇往直前。」他說。「那些特質可從哪裡學到？在董事會還是在課室呢？抑或是從一位企業家身上學懂？」

返本歸根

血統和文化聯繫促使許多人回國投資，但夏利里拉家族是否正考慮投資印度呢？夏利萊解釋，他們40多年來一直嘗試進軍印度，但「實在不能克服當地的貪污制度。」他說：「我們愛印度，我們希望進軍印度，因為它是全球最大和發展得最快的新興經濟體之一。然而，很多人（包括我們）嘗試打入印度市場時，都吃盡苦頭，最終虧本離場。」

夏雅朗指出，無論是印度、中國或其他地方，開拓任何新市場的決定都不應帶有感情色彩；商業決策必須以事實為基礎。

他認為：「對我們的業務來說，印度有兩方面的問題。第一是基礎建設，所有人都認同這是印度的一大問題。其次是當地有許多經濟開放措施，但我認為問題在於人們的思想未有作出相應轉變。」他續說：「很多當地商人見到外國人時，都知道他們不熟悉當地的商情和經濟環境，因此很容易成為行騙對象。」



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Green Shoots

經濟復蘇嫩芽

Earlier warnings of a 9% drop in global trade this year may not pan out, but international commerce is still in for a rough ride **By David O'Rear**

儘管全球貿易今年下跌9%的預警未必實現，國際商貿無疑正陷入艱難的一年 歐大衛



GENTRY MULLEN/MCT

Hong Kong's economy expanded in the July-September quarter by 0.4% over Q-2, which on the face of it would appear to signal better times to come. But, whereas the second quarter's +3.5% quarter-to-quarter annualized growth rate was the strongest since the post-SARS bounce in the same 2003 period, Q-3 was the slowest quarter of positive growth as far back as the data reach.

But, we are back in the black, at least by one measure and certainly, after a strong quarter, one might be a bit more charitable about a bit of downshifting. But, compared to a year

earlier, this was more akin to a bus driver hitting the brake pedal. Indeed, the drop in speed was much more acute than that from Q-3 to Q-4 2003, when the economy settled into a solid five years of good growth.

Year on year, the news was less rosy, as indicated in the first chart. The 2.4% drop was the fourth in a row, albeit the mildest decline in the year. While we did see rises in consumer demand and capital investment (and, the 12th straight rise in government consumption expenditure, mostly salaries), these were very modest. Private consumption showed the first year-on-year rise since Q-2 2008,

floating 0.2% higher than a year earlier. Capital investment also picked up for the first time in a year, rising 1.4%.

The second graph shows the boom-and-bust nature of our domestic economy. Within the category of private consumption, only services rose, but as the largest segments, that was good enough. Behind these inflation-adjusted (i.e., 'real') figures is the change in prices. Although service providers have been cutting their prices over the past six or seven quarters, their paltry 5.3% discount from peak to trough pales in comparison to the 19% decline in consumer durable goods. The big boom in dura-

bles sales in 2006-07 was accompanied by a very sharp decline in prices.

On the investment side, capital investment rose 22.4%, unless one does the usual amendment and excludes the build-up of inventories. Under the more common measure, gross fixed capital

times as severe as the rise in domestic economic activity. Exports trailed imports for the 11th quarter in a row, dropping 10.7% as compared to imports' 7.8% dive. The final graph illustrates the two-faced nature of our economy.



While we should rightly celebrate the beginnings of a recovery in the domestic market, the other three-quarters of the economy remains hostage to consumers in the U.S., EU and Japan.

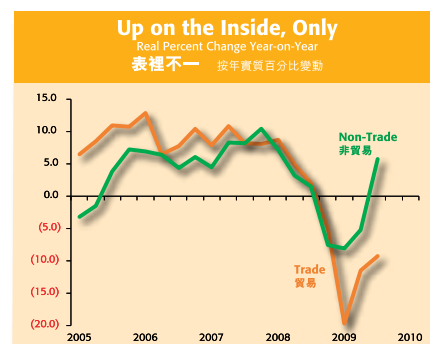
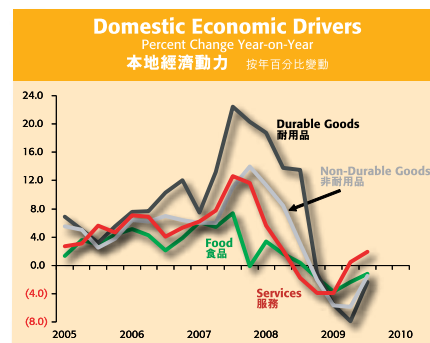


investment was up just 1.4%. In truth, stock building, the rebuilding of inventories drawn down as demand evaporated, was the largest domestic contributor to growth in the latest period. Inventories shot up to the largest share of GDP in over 14 years, contributing 87.5% of non-trade economic activity.

Sluggish trade

To put it another way, the real decline in two-way trade was just under eight

Although earlier warnings of up to a 9% drop in global trade this year may not pan out, there is no doubt that international commerce is having its worst year, and its worst two-year run of any time since the end of World War II. While we should rightly celebrate the beginnings of a recovery in the domestic market, the other three-quarters of the economy remains hostage to consumers in the U.S., EU and Japan. ❀



Chewing the Fat

Consumer goods cheaper than a decade ago

Over the past 10 years, U.S. exports rose 48.7%. Sales to its largest market, Asia, which surpassed the EU and Canada during the decade, rose 88.9%. Imports, of course, did even better or we wouldn't be concerned about the U.S. trade deficit. Purchases from abroad rose 50% and those from Asia 89.1%. That boosted the trade deficit to \$360 billion in January-September, up 53% on the same 1999 period.

But something else changed, too. Even as total imports from Asia rose from 27% to 34.1%, the share coming from Japan dropped by more than half, from 12.7% to just 6%. Imports from ASEAN, Taiwan and Korea also fell, replaced by purchases from China, which rose from 7.9% to 18.9%.

The same phenomena took place in America's exports to the world. Ten years ago, the U.S. sold 18.4% of its

exports to Asia; today, that figure is 23.4%. And, as is the case with imports, sales to Japan, Korea, Taiwan and ASEAN all fell while those to China rose, from 1.9% to 6.2%.

Even as imports soared, however, prices didn't. Consumer goods durables, which comprises nearly 11% of household spending (and, one where Asia dominates), fell in price by an average of 2% a year over the past decade, or 18.3% in total. Clothing and footwear, another big Asia export, fell 1.3% a year in price, even as demand grew 4.1%.

If we net out things that either aren't purchased internationally, or are unlikely to be bought from Asia (in other words, energy, food and services), prices for consumer goods fell by 14.5% over 10 years, and as a result, saved the average U.S. consumer US\$308.50. That's a total of nearly \$90 billion, mainly on the basis of lower prices for imports from Asia.

香港經濟於7至9月的季度較第二季增長0.4%，從表面看，這似乎是經濟即將復蘇的訊號。然而，儘管次季的3.5%按季年度增長率是自2003年同期沙士後反彈以來最大的增幅，惟第三季卻是有數據以來正增長最緩慢的一季。

不過，以剛才的標準計算，我們至少重返增長的軌道。當然，經歷了一季強勁增長



本地市場呈現復蘇的嫩芽固然值得慶賀，但其餘四分之三
的經濟仍然受制於美國、
歐洲和日本的消費者。



後，人們對於經濟增長稍微減速的情況或會更加包容。然而，與一年前相比，這情況卻像巴士司機踩下煞車踏板。事實上，減速的程度更甚於2003年第三至第四季，當時經濟正步入整整五年的良好增長。

談天說地

消費貨品較十年前便宜

過去十年，美國出口增加了48.7%，而對亞洲這個最大市場的銷售（在這十年期間超越了歐盟和加拿大）亦上升88.9%。當然，進口的表現更加理想，否則我們也不會憂慮美國的貿易逆差問題。來自海外的進口上升50%，而來自亞洲的進口則增加89.1%。這使1月至9月的貿易逆差擴大至3,600億元，較1999年同期上升53%。

然而，其他因素亦有所改變。儘管來自亞洲的進口總額由27%增加至34.1%，當中日本所佔的份額卻下跌超過一半，由12.7%減少至只有6%。來自東盟、台灣和韓國的進口亦錄得下跌，取而代之的是來自中國的進口，由7.9%上升至18.9%。

美國對各地的出口也出現了相同現象。十年前，美國對亞洲的出口比率是18.4%，如今的數字為23.4%。與進口的情況一樣，美國對日本、韓國、台灣和東盟的出口亦同告下跌，而對中國的出口則由1.9%增加至6.2%。

進口急增之際，價格卻沒有上升。佔家庭開支近11%（並主要由亞洲進口）的耐用消費品，其價格在過去十年平均每年下跌2%，總跌幅為18.3%。衣服及鞋履（另一項亞洲主要出口）的價格亦每年下跌1.3%，即使需求上升了4.1%。

如果撇除非從海外購入或不大可能從亞洲購入的產品（即能源、食品及服務），消費品價格在過去十年的跌幅為14.5%，結果，普遍美國消費者都節省了308.50美元，合共接近900億元（以來自亞洲的進口價格較低為主要基礎）。

圖一顯示，按年方面的數據較為失色。雖然2.4%是年內最溫和的跌幅，但這已是連續第四次錄得下跌。儘管消費需求和資本投資有所增加（政府消費開支（主要是薪酬）也連續第12次上升），但升幅卻非常輕微。私人消

費自2008年第二季以來首次錄得按年增長，較一年前上升0.2%。資本投資也在一年內首次增加，升幅為1.4%。


圖二反映本地經濟大起大跌的本質。在私人消費的類別下，只有服務消費增加，但作為最大的組成部分，這已是足夠有餘了。在這些經通脹調整（即「實質」）的數字背後，是價格變動。雖然服務供應商在過去六至七季不斷減價，但與消費耐用用品的19%價格跌幅相比，它們從高位跌至低位所錄得的5.3%減幅則顯得相形見绌。隨著價格在2006至07年大跌，耐用用品銷售亦激增。

投資方面，除非有人作出慣常修正，並且不把存貨計算在內，否則資本投資的升幅是22.4%。以更常見的方法計算，固定資本投資總額只增加了1.4%。實際上，企業增加存貨（即補充需求下跌時耗盡的存貨）是近期經濟增長的最大本地動力。存貨急升，使其佔去本地生產總值14多年來最大比重，帶來87.5%的非貿易經濟活動。

貿易蕭條

換句話說，雙向貿易實質下跌的嚴重程度，相當於本地經濟活動升幅近八倍。出口下滑10.7%，是連續第11季落後於進口，而進口則減少7.8%。最後一圖說明了本地經濟表裡不一的性質。

儘管全球貿易今年下跌最多達9%的預警未必實現，國際商貿無疑正陷入最壞的一年，也是自二次大戰完結後最糟的兩年。本地市場呈現復蘇的嫩芽固然值得慶賀，但其餘四分之三
的經濟仍然受制於美國、歐洲和日本的消費者。




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China's Climate Change Conundrum

中國的氣候變化大難題

Expecting China to 'save' Copenhagen is overly optimistic, but it could make other countries follow by example

預期中國「拯救」哥本哈根會議未免過於樂觀，但它可以成為其他國家的效法對象

By Chris Horton

The overshadowing of U.S. President Barack Obama's first speech before the UN at the special climate change conference by Hu Jintao's address underscored the view held by many that China will make or break the upcoming climate change talks in Copenhagen this December.

"We will endeavour to cut carbon dioxide emissions per unit of GDP by a notable margin by 2020 from the 2005 level," Hu told the assembly of 100 world leaders. China, he said, is working to increase energy efficiency and will reduce its carbon intensity, the amount of carbon dioxide emitted per GDP unit.

Hu's omission of any specific targets may have been disappointing to those who are looking to China as a potential hero at the upcoming climate, but his refusal to commit to concrete targets underlines the challenge China faces in attempting to maintain economic growth while addressing climate change.

The upbeat speech by Hu in New York contrasted with the sober assessment of China's emissions trends one month earlier by Su Wei, director-general of the climate change department of China's National Development and Reform Commission.

Su said the country's emissions would peak in 2050 – the year by which developed countries are pressing China and India to reduce emissions by an average of 50% overall.

In 2007 China surpassed the United States to become the world's largest producer of greenhouse gas emissions,

emitting 1.8 trillion tons of fossil fuel carbon dioxide emissions compared to 1.5 trillion tons by the U.S. The drop-off after China and the U.S. is substantial, with third-largest producer Russia emitting 432 billion tonnes.

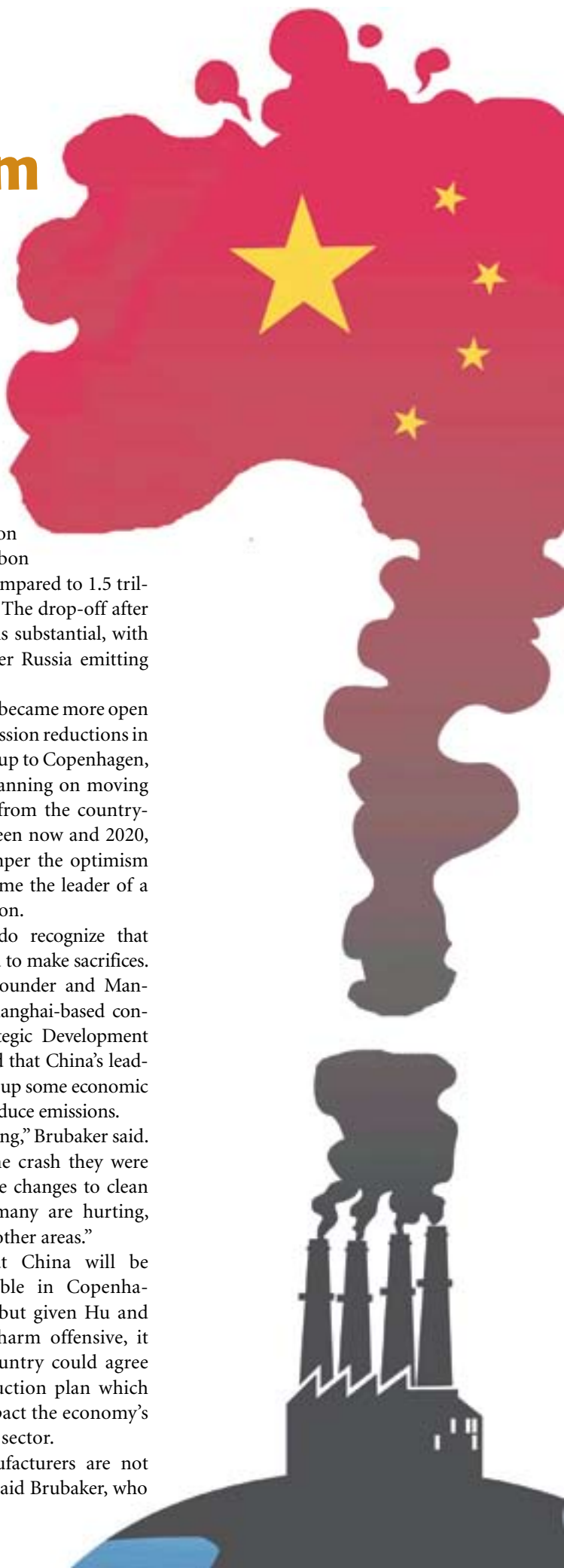
In general Beijing became more open about discussing emission reductions in the months running up to Copenhagen, but for a country planning on moving 400 million people from the countryside into cities between now and 2020, difficult realities temper the optimism that China can become the leader of a global green revolution.

Chinese leaders do recognize that the country will need to make sacrifices. Richard Brubaker, Founder and Managing Director of Shanghai-based consultancy China Strategic Development Partners (CSDP) said that China's leaders are willing to give up some economic growth in order to reduce emissions.

"It's all about timing," Brubaker said. "Last year, before the crash they were more willing to force changes to clean up, but now that many are hurting, they are working in other areas."

At present, what China will be bringing to the table in Copenhagen is still unclear, but given Hu and company's recent charm offensive, it is likely that the country could agree to an emission reduction plan which would adversely impact the economy's vital manufacturing sector.

"Of course manufacturers are not going to be happy," said Brubaker, who



focuses on corporate social responsibility and sustainability in China. “Where Beijing is going to have issues is in enforcement – not only on the installation but also on the usage – of cleaning technologies.”

bringing hundreds of millions of Chinese out of poverty in the coming years, massive amounts of energy-intensive steel and cement will be consumed.

If China’s energy consumption maintains its current trends, by 2050 its con-

1978 to 2008, by 2050 China’s coal consumption will reach around 27 billion tons. For some perspective, total global coal consumption last year was 16.1 billion tons.

Will China agree to hard targets in Copenhagen? The answer depends on the U.S. and E.U. as much as it does China, but CSDP’s Brubaker says it is possible.

“If China were to agree to a hard target, they would be the first to meet that target,” he said. “This is partly by design and also because they are making huge investments in infrastructure that will remove carbon short term.”

We will endeavour to cut carbon dioxide emissions per unit of GDP by a notable margin by 2020 from the 2005 level.

我們將會竭力使2020年的單位GDP二氧化碳排放較2005年顯著下降。

One of the things that China is expected to announce at December’s climate change summit is a carbon market standard. The China-Beijing Environment Exchange and French company BlueNext announced in late September that they would form a standard for the country with the goal of setting up a trading platform in Beijing.

A voluntary carbon standard for China would enable companies to have their emissions reductions verified and could also create credits which could be sold on a voluntary emissions market. But a carbon market cannot change the fact that China is the world’s largest producer of greenhouse gases – and will be for many years to come.

Results of a study by China’s Energy Research Institute (ERI) involving more than 100 researchers from 10 independent organizations including the Energy Foundation and WWF found it unlikely that the country’s emissions could be reduced enough to meet the two-degree reduction limit adopted by the G8 nations in July.

Expecting China to “save” Copenhagen is overly optimistic when looking at the country’s short term development plans. With the government focused on

sumption will surpass 100 billion tons of standard coal per year – well beyond global capacity – the ERI study said. Based upon consumption trends from

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Chinese outbound M&A flow remains resilient despite the financial crisis

Chinese outbound M&A flows have remained relatively resilient despite the global credit crisis, with quarterly deal values expanding from US\$1.3 billion (10 announced transactions) in Q1 this year to US\$8.9 billion (26 announced transactions) in Q3, according to the latest “The emergence of China: New frontiers in outbound M&A” report from Deloitte. There were 61 Chinese outbound acquisitions with an aggregate value of US\$21.2 billion during the first three quarters.

Lawrence Chia, Head of Deloitte China M&A Services & Global Chinese Services Group Co-Chairman, said: “On the back of the government stimulus package, the Chinese economy has remained somewhat insulated to the fallout from the financial crisis. This has contributed to the relative robustness of outbound M&A activity from China. The desire of Chinese companies to expand through acquisitions and support from the Chinese government are also driving outbound cross-border deals.”

Transactions in the energy, mining & utilities sector continue to dominate Chinese M&A purchases abroad. Since the beginning of 2003, acquisitions in this sector have accounted for 29% of the total outbound deal flow by volume and a massive 65% of the total deal valuations. Over Q1-Q3 2009, these proportions have increased to 40% and 93% respectively.

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在 聯合國氣候變化峰會上，胡錦濤道出了很多人的想法，他強調中國將會主宰12月哥本哈根氣候會議的成敗，這番說話使美國總統奧巴馬在聯合國首次發表的演說黯然失色。

胡主席向在場約100位各國領袖說：「我們將會竭力使2020年的單位GDP二氧化碳排放較2005年顯著下降。」他表示，中國正著手提高能源效益，並將降低其碳密度，即每單位GDP的二氧化碳排放量。

他並無提及任何具體目標，這或會叫那些指望中國可以在哥本哈根氣候會議中成為英雄的人失望。然而，他拒絕承諾任何具體目標，顯明了中國在應對氣候變化的同時，嘗試維持經濟增長所面對的挑戰。

胡錦濤在紐約發表的樂觀講話，與中國國家發改委應對氣候變化司司長蘇偉在一個月前進行的中國排放趨勢實際評估形成對比。

蘇偉表示，國家的排放量會在2050年達到高峰，而發達國家正催促中國和印度在2050年之前平均整體減排50%。

2007年，中國超越美國成為全球最大溫室氣體排放國，排放了18,000億噸化石燃料二氧化碳，而美國則為15,000億噸。第三大排放國為俄羅斯，排放量為4,320億噸，遠遠不及中美兩國。

在臨近哥本哈根會議前幾個月，北京大體上對討論減排的態度漸趨開放，但對於計劃由現時至2020年間，把4億人口從郊區遷移到城市的國家來說，困難的現實卻淡化了中國成為全球綠色革命領袖的樂觀想法。

中國領導人的確認同國家需要作出犧牲。上海顧問公司China Strategic Development Partners (CSDP) 創辦人兼董事總經理Richard Brubaker表示，中國領導人願意為了減排而放棄部分經濟增長。

「一切只是時機的問題，」Brubaker說：「去年經濟未受打擊前，他們較願意推行環保改革，但現時很多人遭受損失，所以他們已把目光轉投在其他範疇上。」

目前，中國會在哥本哈根會議上提出甚麼方案仍是未知之數，但觀乎胡錦濤等領導人近

日的魅力攻勢，中國很可能會同意一個不利製造業的減排計劃，而這個行業正是影響國家經濟的重要一環。

Brubaker專門研究中國的企業社會責任和可持續發展，他說：「當然，製造商一定會不滿。北京將會在推行清潔技術方面出現爭議，這不但關乎技術的安裝，還包括技術的使用。」

預期中國會在12月氣候變化峰會上提出的其中一項議題，是碳市場標準。北京環境交易所與法國企業BlueNext在9月底公布，他們會為國家制訂碳減排標準，務求在北京建立交易平台。

中國的自願減碳標準可讓企業核證其減排量，並可產生碳信用額在自願排放市場上出售。然而，碳市場不能改變中國是全球最大溫室氣體排放國的事實，而這個情況也將會維持多年。

中國能源研究所進行的一項研究，涉及來自能源基金會及世界自然基金會等10家獨立機構逾100位研究員，結果發現中國的排放量難以以下降至達到G8國家於7月達成的共識，亦即全球氣溫的升幅限制在攝氏兩度以下。

考慮到中國的短期發展計劃，預期它「拯救」哥本哈根會議未免過於樂觀。隨著中國政府在未來數年重點協助數以億計的人民脫貧，當地將會使用大量高耗能的鋼鐵和水泥。

能源研究所的研究顯示，假如中國維持現時的耗能趨勢，其消耗量到2050年將會超過每年1,000億噸標準煤，比全球用量還要多。根據1978至2008年的耗能趨勢，中國到2050年的耗煤量將會達到約270億噸。相比之下，去年全球總耗煤量為161億噸。

究竟中國會否同意哥本哈根會議的嚴格目標？這要視乎美國和歐盟的反應，但CSDP的Brubaker認為有可能。

「如果中國同意某個嚴格目標，他們將會是首個達到目標的國家。」他說：「這部分是因為他們刻意達標，也有部分是因為他們正進行大規模的基建投資，可以在短期內除碳。」

中國企業海外併購活動保持活躍 未受金融危機影響

根 據德勤最新發布的《中國崛起：海外併購新領域》報告，中國企業海外併購活動仍然相對活躍，並未受金融危機影響，季度交易金額由今年第一季的13億美元（10宗公布交易）增加至第三季的89億美元（26宗公布交易）。中國企業在首三季完成的海外收購交易總共有61宗，總計金額達212億美元。

德勤亞太及中國併購交易服務主管及全球中國服務組聯席主席謝其龍說：「在政府的刺激經濟計劃支持下，中國經濟在一定程度上免受全球金融危機的餘波影響，並帶動中國企業海外併購活動相對穩健地增長。中國企業希望通過收購實現業務擴張的願望，而來自政府的支持也推動了它們的海外跨境交易。」

中國企業海外併購活動持續集中於能源、礦業及公用事業。自2003年初起，該行業的交易佔海外併購總成交量的29%，價值則為總值的65%，並於2009年首三季分別上升至40%及93%。

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	HKTDC Hong Kong Baby Products Fair	12-16 Aug	HKTDC Food Expo
18-21 Jan	HKTDC Hong Kong Fashion Week for Fall/Winter*	Aug	International Conference & Exhibition of the Modernization of Chinese Medicine & Health Products
	HKTDC World Boutique, Hong Kong	6-10 Sep	HKTDC Hong Kong Watch & Clock Fair*
4-7 Feb	HKTDC Education & Careers Expo#	13-16 Oct	HKTDC Hong Kong Electronics Fair (Autumn Edition)* electronicAsia*
5-9 Mar	HKTDC Hong Kong International Jewellery Show*#	27-30 Oct	HKTDC Hong Kong International Lighting Fair (Autumn Edition)*
22-25 Mar	HKTDC Hong Kong International Film & TV Market (FILMART)#	Oct	Sports Source Asia
Mar	Hong Kong Music Fair		Eco Expo Asia – International Trade Fair on Environmental Protection
13-16 Apr	HKTDC Hong Kong Electronics Fair (Spring Edition)*		Hong Kong International Building and Decoration Materials & Hardware Fair
	HKTDC International ICT Expo	Nov	HKTDC Hong Kong International Medical Devices and Supplies Fair
	HKTDC Hong Kong International Lighting Fair (Spring Edition)*		HKTDC Hong Kong International Wine & Spirits Fair
20-23 Apr	HKTDC Hong Kong Houseware Fair*		HKTDC Hong Kong Optical Fair*
	World of Pet Supplies	Dec	HKTDC World SME Expo
	HKTDC Hong Kong International Home Textiles Fair		HKTDC Inno Design Tech Expo
27-30 Apr	HKTDC Hong Kong Gifts & Premium Fair*		
	Hong Kong International Printing & Packaging Fair		
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Do You Think You Can Lead?

你認為自己有領導才能嗎？

As we review the literature on attributes that are considered germane to successful leaders, there is a clear lack of consensus regarding what makes a great leader.

By **Dr Cindy Wahler**

當我們談及與成功領袖息息相關的特質，就會發現大家對於甚麼因素造就一位偉大領袖，明顯欠缺一致的共識。 Cindy Wahler博士

Poll senior leaders and you will most certainly receive an array of skills that are considered fundamental. These traits and behaviours include everything from emotional resilience, agility, drive for stakeholder success, conceptual thinking, ability to inspire and motivate, empathy, global mindset, integrity, relationship builder, change agent, business development skills, entrepreneurial risk taking, collaborator, navigator and negotiator of conflict, empowering others, and attracting and developing top talent.

This list of key success factors, although exhaustive, is not necessarily all-inclusive. The scope of the role, mandate, industry, competitive landscape, and global economy all determine which leadership traits are truly key, non-negotiable and critical to success.

Despite the vast array of recommended attributes and the conclusion that walking on water is the iconic model to aspire to, clearly there are divergent views. I would argue that there is a key requirement regardless of industry sector or the organization's strategic imperatives that must be required of all senior leaders.

In a matrixes system with many accountabilities, both at regional and global levels, influencing skills are paramount. It no longer holds true that "power and influence" are generated by virtue of a reporting relationship. Different stakeholders each come to the table with their own priorities and areas of expertise. Each



CHARLES BLOOM/MCT

constituent believes in and is highly committed to their agenda.

Furthermore, all leaders share a competitive edge and a need to win. Carving out a niche or having a pivotal segment of the business is highly desirable. Do leaders naturally "play nice" in the sandbox? Probably not.

If the critical skill set involves the ability to influence, the fact that most leaders are not naturally inclined to do so is not a surprise. Throughout one's career you are rewarded for finishing first. Meet performance objec-

tives, make a key contribution, be the first to the finish line is an "all about me" frame of reference.

Do you know any senior manager who doesn't ask themselves the question: "What do I need to do to become a VP?" The real question should be: "What do I need to do to add greater value to my organization?"

The art of influencing must start with a platform of empathy

How does one impact effectively without formal authority or the

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advantages of hierarchy? The art of influencing must start with a platform of empathy. It is critical to understand and convey that you have the ability to relate to a colleague's perspective.

Identifying and articulating an initial position sets the dialogue on a path of mutually shared goals. Although there are diverse agendas, a fundamental imperative is to demonstrate that all parties share a basis for decision making that will enhance business objectives.

An 'either / or' proposition sets up a framework of mine and yours. The intent is to look beyond turf to the

pivotal and underlies all communication. You need to demonstrate how your ideas will dovetail with your colleagues' needs and therefore drive desirable goals.

Collaboration also entails adaptation. An agility to incorporate another perspective is vital. Balance between getting the job done and maintaining good relationships requires leaving your ego at the door.

If your position is "right" and presented as the best and only solution, the dialogue is over before you hit the dance floor. The art of dialogue is about asking smart questions. Facilitative leadership is not about "telling" but rather drawing out



If your position is "right" and presented as the best and only solution, the dialogue is over before you hit the dance floor.



broader organizational mission. If you truly want to make a difference then contributing to the greater good intuitively must assume that you hold the key to only one component to the solution.

Effective influencing skills requires a sensitivity to understanding why constituents may be resistant to change. The variables underlying resistance might include lack of information, risk aversion, misinformation, threat to one's own area of competence and conflicting loyalties. Identifying the push back allows you to clarify, advance discussion and formulate mutually shared wins.

One of the most critical ingredients to successful influencing is to "get" what truly matters to others. In other words, "What's in it for them? Why should they care?"

This allows you to establish a common perspective. In essence, compromise is crucial for a successful outcome. Relinquishing your original starting point must be part of the equation, demonstrating a shift towards inclusion of another point of view.

There needs to be an expectation and understanding that this is a process over time and not a transactional event. Patience accompanied by rapport-building is essential. Trust between parties is

concerns in an environment that encourages divergent points of view. Tough conversations are aimed towards a collective working solution.

Building a network to cultivate alliances must be regarded not as an extra-curricular activity but germane to mobilizing peers. This network can act to shift an initial perspective and help transition towards a conjoint platform. Effective networks create advocates across the business platform. These advocates are invested in taking ownership and are prepared to be your internal champions.

There is tremendous currency in the role of advocate who is generally respected and seen as a key contributor to the organization. A groundswell is created by investing in colleagues who support and believe in a true partnership. This partnership aims towards the collective win.

We all know challenging conversations that are considered constructive will move the needle in a direction where all constituents feel empowered.

As the dialogue draws to a close ask yourself: "Am I a leader that attracts followers? Am I a leader that people want to stay for?" If you can answer "Yes" to both these questions, likely you have the making of an influential leader. ✨

Employers offering more benefit choices to employees

One in four employers now offers employees a choice in the benefits they receive, with a third of the remainder also considering doing so, according to a survey of more than 1,700 organisations in 47 countries, conducted by Mercer. The most important reason for providing choice is to "respond to diverse workforce needs and values," but a further factor is also the ability to manage costs. Nearly a third of organisations offering choice programmes said the strategy had helped them to reduce benefit costs.

According to the survey, 27% of employers provide at least some choice in the benefits they offer, while 14% have comprehensive flexible benefits programmes. Comprehensive or "full flex" programmes are defined as having core benefits and optional benefits, with credits and a spending account.

Of the employers who currently offer a standard package of benefits to all employees, 37% say they are either planning to add choice or are considering it. Beth Umland, Mercer's Head of Health & Benefits Research, commented: "In the current economic environment, many employers can't afford generous pay increases, so they are relying more on their benefit programmes to keep employees happy."

Current benefit choices offered

The types of benefits offered through flex programmes can vary widely by region and country. Across all survey respondents:

Insured benefits most likely to be offered are medical (71% for employees; 48% for dependents), life insurance (57%), dental (52%), accident (47%) and vision care (35%).

The range of allowances includes those for mobile phones/telecommunications (29%), cars (29%), gym memberships (28%), childcare (24%), food (18%), public transportation (15%) and housing (13%).

Other benefits commonly offered include retirement/employee savings plans including voluntary pension (46%), health screenings (28%) and holiday buy/sell options (24%).

假如就一些高級領袖進行調查，你可能會得出一份被視為基本技能的清單，當中所涉及的特質和行為包括：情緒復原力、靈活性、為利益相關者爭取成功、概念思維、啟發和激勵他人的能力、同理心、國際視野、誠信、建立關係的能力、改革推動者、業務發展技能、企業風險承擔力、合作性、糾紛的疏導和談判能力、權力下放，以及吸引和發展優秀人才等。

儘管這份成功關鍵因素的清單詳盡不過，但未必包羅萬有，因為角色、授權、行業、競爭環境和環球經濟等多項因素，都主宰著哪些領導特質才是不可或缺的真正成功關鍵。

雖然有眾多的建議特質，而結論是理想的領袖應該做到全能，但顯然各方對領袖應有的特質都有著明顯的分歧。我認為，無論是甚麼行業或公司有何策略需要，所有高層領袖都必須具有一個重要特質。

在一個有多重責任（地區和全球層面）的基礎制度下，影響別人的技巧至為關鍵。「權力和影響力」是由上司與下屬之間的工作匯報關係而產生的說法，已不合時宜。不同的利益相關者都會有各自的考慮和專長，而每位成員也會相信和高度投入各自的工作議程。

此外，所有領袖都有競爭優勢和求勝需要，因此，發掘個人優點或掌管公司的核心業務，都極為重要。領袖的傑出表現是理所當然的嗎？或許未必。

假如領袖的關鍵技能涉及影響能力，則大部分領袖均沒有這個傾向也不足為奇。在整個事業生涯中，你要最先完成工作，才會得到回報。達到表現目標、作出重大貢獻，以及成為最先完成工作的人，都是參照的準則。

你有否認識一些高級經理，他們不曾問自己：「我需要怎樣做才能成為副總裁？」真正

的問題應該是：「我需要怎樣做才能為公司增值？」

影響他人的藝術始於建立同理心

如何在沒有正式職權或等級優勢下發揮有效的影響力呢？影響的藝術始於建立一個同理心的平台。你必須明白和表達自己有能力理解同事的看法。

辨識和表明最初的立場可令雙方的對話建基於共同的目標。儘管工作議程各有不同，但



**如果你的立場「正確」，
而且自認為是唯一最好的方案，對話就會即時終止。**



最重要的是要展示各方都有共同的決策依據，這將有助促進業務目標。

一個「二擇其一」的建議，其目的是要領袖超越自己的管理範圍，把目光放遠到公司的使命之上。如果你真的希望做個不一樣的領袖，你則需要掌握有關方案的唯一關鍵，才能發揮最大的績效。

有效的影響技巧需要領袖有一種敏感度，能夠了解為何員工會抗拒轉變。抗拒的因素可能是資訊不足、風險規避、消息誤報、對個人能力構成威脅，以及雙重效忠等。辨識反對的聲音讓你可闡明和推進討論，開展共贏的局面。

要成功發揮影響力，最關鍵的要素之一是要「了解」甚麼是其他人真正關心的事，即

「他們想要甚麼？」「為何他們會在意？」

這樣，就可建立一個共同觀點。本質上，妥協是達成成果的關鍵。捨棄你原先的想法是必須的，因為這樣可以顯示你正作出改變，能夠包容他人的觀點。

你要預期和了解這是一個持久的過程，而不是一宗交易。耐性和建立密切的關係是必要的。各方之間的信任是所有溝通的基礎，不可或缺。你需要展示你的意念如何切合同事的需要，並且有助達成目標。

合作也需要適應。領袖必須能夠靈活地融入別人的觀點。要在完成工作與維持良好關係之間取得平衡，你得把自我意識拋諸腦後。

如果你的立場「正確」，而且自認為是唯一最好的方案，對話就會即時終止。對話的藝術在於提出一些精明的問題。引導式領導不是要下達「命令」，而是在一個鼓勵發表不同觀點的環境下提出重要的議題。艱難的會談旨在達成一個可行的共同方案。

建立同盟網絡不應被視為一種業餘活動，而是動員同事的適當手段。這個網絡可用以改變最初的觀點，協助過渡至一個共同平台。有效的網絡使領袖在整個業務平台上都有支持者。這些支持者的作用是替你爭取所有權，並作為你的內部軍師。

支持者的角色作用很廣，他們可為公司帶來重要的貢獻。支持和相信真正夥伴關係的同事，會為領袖造就一股龐大的力量。這種夥伴關係旨在達成集體勝利。

眾所周知，富挑戰性的對話可產生效益，因為它會令所有成員都感到被重視。

最後，你應該問自己：「我是否一位能夠吸引追隨者的領袖？我是否一位能夠使下屬留下來效力的領袖？」如兩個問題都答「是」，你就很有條件成為一位具影響力的領袖。✿

僱主為僱員提供更多福利選擇

Mercer顧問公司進行的調查顯示，在47個國家逾1,700家機構之中，有四分之一僱主現時會讓僱員自行選擇可享有的福利，而餘下的亦有三分之一考慮這樣做。提供選擇的最重要原因，是要「回應員工的不同需要和價值」，而另一個原因涉及成本的管理能力。近三分之一提供選擇性計劃的機構表示，有關策略有助他們減少福利成本。

根據該項調查，27%僱主最少會提供若干福利選擇，而14%則有綜合的彈性福利計劃。綜合或「全彈性」計劃的特色是包含核心福利和選擇性的福利，並設有福利配額和一個支用戶口。

至於那些仍然向所有僱員提供標準福利配套的僱主，有37%表示正計劃或考慮推出選擇性計劃。Mercer的醫療及福利研究主管Beth Umland指出：「在當前的經濟環境，很多僱主都負擔不了大幅加薪的成本，因此他們會更依靠福利計劃來討好僱員。」

僱主現時提供的福利選擇

不同地區和國家企業提供的彈性計劃所涵蓋的福利種類都各異。在所有受訪者之中：

最有可能提供的保險福利是醫療（71%保障僱員；48%保障家屬）、人壽保險（57%）、牙科（52%）、意外（47%）和視力保健（35%）。

津貼項目包括流動電話/電訊（29%）、汽車（29%）、健身會籍（28%）、育兒（24%）、膳食（18%）、公共交通（15%）及房屋（13%）。

其他常見福利包括退休/僱員儲蓄計劃，例如自願性退休金供款（46%）、健康檢查（28%）及假期買賣選擇（24%）。



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Dubai	AsiaWorld-Expo	1500	C37	6:20P	On Time
Taipei	AsiaWorld-Expo	1266	C34	3:55P	On Time
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Trade Shows Still Going

貿易展維持強勢增長



The exhibition industry has been growing at a robust pace for the past 15 years, and managed to weather the financial storm relatively well

展覽業在過去15年一直強勢增長，並且能夠順利渡過金融風暴

A new year is about to start, and for many businesses, no love will be lost in throwing out the 2009 baby, along with the bathwater, to welcome in what we all hope will be a peaceful, healthy and prosperous 2010.

For Hong Kong's exhibition industry, the growth of which has long reflected the health of the Mainland's economy, it appears to have escaped the brunt of the financial crisis, but not unscathed. Some fair organizers are reporting that they have experienced a slight drop in booths and attendees for the Hong Kong shows. This is in stark contrast to other countries, where exhibitions basically dropped off a cliff.

According to the Hong Kong Exhibition and Convention Industry Association (HKECIA) industry survey for

2008, Hong Kong's exhibition industry fared better than expected, with the number of trade visitors falling by 9.4% over 2007's figures, compared to a drop of 10-25% in other parts of the world. No comprehensive figures are available for 2009, but the industry is expecting the damage to be minimal, or even register a slight growth. Provisional figures compiled by HKTDC for January-November show the number of exhibitors participating in its shows rose 1.6% over 2008's figures, while the number of buyers was up 1%.

Tommy Wong, President of Global Sources Exhibitions, said for 2009 as a whole, the company saw a slight drop in booths and attendees for the Hong Kong shows. "However, buyers are back sourcing in large numbers. More than 40,000

buyers attended our Electronics & Components, Security Products and Fashion Accessories shows – up more than 10% from spring 2009," he said.

Government subsidies to encourage SMEs to participate in trade shows and find new markets were an important part of many countries' economic recovery packages during the height of the financial crisis. Consequently, HKTDC's sponsorship of overseas buyers to attend their shows should help limit the fallout.

However, Wong believes that such initiatives should have been used to promote the local exhibition industry as a whole, and not just government fairs.

"I think HKTDC and the HKSAR Government should focus more on promoting the Hong Kong exhibition industry, the shows organized by HKTDC, as



Strong

Review,” conducted by the Chinese University of Hong Kong, 11 exhibition organizers were operating in the city in 2004. This number had almost tripled to 30 in 2008, with HKTDC being the dominant player, accounting for 45% of exhibition space sold in 2008, followed by Global Sources at 16% of the total.

But ask any trading company in Hong Kong if they would like to rent more space at the key consumer products sourcing fairs in spring and autumn and you almost certainly will hear a unanimous yes. The problem is, there just isn't

“It is quite a dilemma. The mega shows in Hong Kong are the consumer products sourcing fairs, and their timing coincide with the Canton Fair,” he said. “This is very welcome by buyers because they can cover the most important sourcing shows in one trip. Some people might argue that some shows should be moved to other times of the year, but the reason they are so popular is because they are timed around other fairs and in the middle of the buying seasons.”

The opening of AWE was a significant development for the industry, because it

“
If we stop expanding, Guangzhou may take up this extra demand, which would diminish our strength as the region's sourcing hub.
”

enough space to accommodate every company that wants a booth, with an estimated 1,000 companies on the waiting list already, says Stanley Chu, Chairman of HKCECIA.

But this isn't to say Hong Kong has been stagnating on expanding capacity. According to the CUHK study, over the past 15 years, the market supply of exhibition space increased from 27,231 square meters to 140,900 square meters in 2008, representing a 5.2 times growth and an average growth rate of 14.7% per year. The market supply was further increased by the atrium expansion of the HKCEC in April 2009 to 160,663 square meters.

Chu says even with the opening of AWE and HKCEC's expansion, the fact that demand during the peak periods continues to grow annually means further expansions will be necessary to allow the shows to grow. Further, he thinks the expansion should be started as soon as possible as it will take at least seven to eight years for the third phase of HKCEC or second phase of AWE to materialize.

not only helped to increase the overall exhibition space, but also enabled new market players to enter the market. The main target for AWE was to bring new trade fairs to Hong Kong, especially the machinery fairs, but existing fair organizers feared competitors would poach shows, exhibitors and buyers.

To a certain extent this has happened, but it could be argued that fairs are driven by market forces. Hong Kong is ideal for consumer products sourcing fairs, not industrial fairs, as our industry has already moved into the PRD.

“Since AWE opened, many of its shows have been similar in nature to those being held in HKCEC,” said Chu. “But because major fairs in HKCEC had such a long waiting list, it was obvious for AWE to pick up this demand.”

However, with HKCEC running at close to 100% occupancy during the peak spring and autumn buying periods, there is not much room left for the fairs to grow. The recently completed HK\$1.4 billion atrium expansion project has increased the HKCEC's available space by 42% to 66,000 square meters. Phase

well as other private trade show organizers,” he said. “This will increase the competitiveness of Hong Kong's exhibition industry as a whole and further cement the city's position as 'Asia's trade show capital.’”

Steady growth

Hong Kong is the exhibition industry's undisputed Asian capital. Over the past 15 years it has enjoyed remarkable growth. Between 1996 and 2008, the net exhibition space sold increased by 3.5 times from 253,896 square meters to 880,961 square meters, representing an average growth rate of 10.9% per year.

At the same time, the number of exhibition organisers has exploded. According to a recently released survey “Hong Kong Trade Exhibition – An Industry



two of AWE's expansion is difficult to justify presently until the facility can raise its average annual occupancy rate and have more fully occupied days during the peak seasons.

Critics to expansion plans say money should only be invested when utilization rates reach 70%. Chu, however, calls this figure unrealistic as no exhibition facilities in the world can claim to have an average annual occupancy rate of over 60%. Most centres are built to a size that could accommodate their largest fair. A typical example is the Pazhou Centre in Guangzhou which has a size of 340,000 square meters just to ensure the Canton Trade Fairs can be kept in the city.

Some people, including the CUHK study, suggest that some of the demand for exhibition space can be eased by organizing one fair at two exhibitions.

"One fair, two venues is an innovative idea that has been successfully put into use. The September Hong Kong Jewellery and Gem Fair 2009 in September 2009 was a successful example. The practice has been welcomed by key industry stakeholders such as exhibitors, buyers, the jewellery industry associations, the organiser and the Commerce and Economic Development Bureau," the study said.

"If HKTDC tries to expand their mega events at HKCEC to AWE, these will clash with competitive Global Sources events," said Chu. "The report says the problem can be solved by having one show, two venues, but this can only apply to one or two exhibitions, so we are stuck."

Looming competition

The big worry for the industry is that unless Hong Kong can meet demand for exhibition place, companies may decide to rent booths in Guangdong, which can host shows of up to 340,000 square meters, compared to Hong Kong's limit of 150,000 square meters.

The Guangdong Government considers that the Canton Trade Show triggers business for related service industries, such as professional services, hotels, restaurants etc. In Hong Kong, it is estimated that exhibitions contribute about HK\$26.4 billion to the local economy.

"If we stop expanding, Guangzhou may take up this extra demand, which would diminish our strength as the region's sourcing hub. Guangzhou already has an international airport, quality hotels, and produces on display are getting close to what Hong Kong trade fairs can provide," said Chu. "So we need to be very careful that we don't become complacent."

However, not everyone sees the Mainland as a threat. Although more and more trade shows are taking place the Mainland, these – as in Tokyo – are organized with mainly local exhibitors and focus on local markets.

"Trade shows in Hong Kong, on the contrary, are focused on exports and visited by international buyers. Therefore, I don't think they are in direct competition," said Wong.

Singapore, once seen as a threat to Hong Kong's exhibition industry, had the goal of serving as the exhibition hub for ASEAN countries. Now, as these countries' economies and infrastructure advance, they want to operate their own fairs at home.

Similarly, Macau has dropped off the radar threat that people worried about during the building blitz just last year. Fears that its ability to host large scale exhibitions have not materialized as it lacks local exhibitors and buyers. However, Macau has proven it can succeed in the meetings and convention business.

Still, this doesn't mean Hong Kong can rest on its laurels. The MICE industry is urging that the West Kowloon Cultural Center also be designed so that its facilities for performing arts, museums, and art exhibitions can also be put to use for international conventions and corporate meetings. These facilities would be supported by nearby hotels, and banqueting facilities. Hong Kong has a very successful exhibition industry, but for its incentive, meetings and convention usiness it still has a very large potential for growth, says Chu. New facilities will allow new industry players to enter the market, and encourage existing players to improve their services. ❀





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Food lovers and chefs marvel at some of the dishes created at HOFEX 2009. The show has almost doubled in size in recent years.

各地老饕和大廚對第十三屆亞洲國際食品及飲料、酒店、餐廳及餐飲設備、供應及服務展覽會（HOFEX 2009）的精美菜式讚嘆不已。這個展會的規模近年幾乎大了一倍。

PHOTO BY MARCO VERINGA

新一年即將開始，對很多企業來說，2009年的離開絕對不值留戀，大家只期待著和平、穩健和繁榮的2010年到來。

至於香港的展覽業，其增長一直反映內地經濟穩健，似乎未受金融危機的嚴重打擊，但也未至於絲毫無損。部分展覽主辦商指出，香港展銷會的攤位和入場人數都錄得輕微下跌。這個情況與其他國家相差甚遠，外地展覽會基本上都受到重挫。

根據香港展覽會議業協會（HKECIA）的2008年業界調查，香港展覽業的情況遠較預期理想，與2007年比較，2008年的展覽訪客僅下跌9.4%，而其他地區均錄得10%至25%的跌幅。2009年未有綜合數字，但業界預期影響極少，甚或出現輕微增長。香港貿發局編製的2009年1至11月臨時數據顯示，與2008年比較，參加貿發局展覽的參展商數目增加1.6%，而買家數目則上升1%。

環球資源展覽部總裁黃譚偉表示，根據2009年的整體數字，公司的香港展會攤位和入場人數都錄得輕微下跌。他說：「然而，大批買家正返回香港採購。超過4萬位買家參觀我們的電子產品及零件、安防產品及服飾配件展銷會，較2009年春季的數字增加逾10%。」

在金融危機的高峰期，很多國家的經濟復

“ 如果我們停止擴充，廣州可能會吸納這些額外需求，削弱我們作為地區採購樞紐的優勢。 ”

蘇計劃都包含一項重大政策，就是資助中小企業參與貿易展和物色新市場。因此，香港貿發局贊助海外買家出席他們的展銷會，應有助控制海嘯餘波。

然而，黃先生相信此等措施應用以推動整個本地展覽業，而非單單政府舉辦的展覽。

「我認為，香港貿發局和香港特區政府應加強推廣香港展覽業，同時惠及香港貿發局和其他私人展覽主辦商所舉辦的展銷會。」他說：「此舉可提升香港展覽業的整體競爭力，並進一步鞏固本港作為『亞洲貿易展之都』的地位。」

穩定增長

香港是展覽業未受擾亂的亞洲都市。過去15年來，本港展覽業一直錄得顯著增長。在

1996至2008年期間，售出的淨展覽面積上升了3.5倍，由253,896平方米增加至880,961平方米，每年平均增長率達10.9%。

同時，展覽主辦商的數目也大增。根據香港中文大學近日發表的「香港貿易展覽 行業回顧」調查報告，2004年本港共有11個展覽主辦商，直至2008年有關數字已增加至30個，幾乎是當年的三倍。香港貿發局是當中的主要主辦商，佔2008年售出展覽面積的45%，其次是環球資源，佔總面積的16%。

但如果問香港任何一家貿易公司，他們可在春秋兩季的主要消費品採購展覽中租用更多面積，你得到的答案幾乎會是異口同聲的「想」。香港展覽會議業協會主席朱裕倫說，問題是根本沒有足夠面積容納每一家想租攤位的公司，估計現時已有1,000家公司正在輪候展覽攤位。

但這不是說香港並無擴展的能力。根據中大的研究，在過去15年，展覽面積的市場供應已由27,231平方米增加至2008年的140,900平方米，增長幅度為5.2倍，每年平均增長率達14.7%。隨著會展中心的中庭擴建工程在2009年4月落成，市場供應已進一步增加至160,663平方米。

朱先生說，即使亞博館已正式啟用，會展中心也進行擴建，但事實是旺季的需求仍然年

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年上升，這代表香港需要進一步擴展，展會才可繼續發展。此外，他認為擴展計劃應盡快開始，因為會展中心第三期或亞博館第二期最少都要七至八年才可正式實現。

「這可說是兩難局面。香港的大型展銷會是消費品採購展覽，但它們卻與廣交會的時間相撞。」他說：「買家非常歡迎這個安排，因為他們可以一次過參觀幾個最重要的採購展銷會。有人可能會說，部分展會應調往年內其他時間，但這些展覽受歡迎的原因正是因為他們與其他展覽的時間相若，而且都是在採購季節的中段。」

開設亞博館是業界的重要發展，因為它不但有助增加整體展覽面積，也可讓市場新手進入市場。亞博館的主要目標是為香港帶來新的貿易展，特別是機械展銷會，但現有的展覽主辦商擔心，競爭者或會搶佔展會、參展商和買家。

在某程度上，這個情況已經發生，但有人認為展銷會是由市場力量帶動的。香港是舉辦消費品採購展覽的理想地點，而非工業展覽，因為本港的工業早已遷移至珠三角地區。

「自亞博館啟用以來，該館的很多展會都會與會展中心所舉辦的性質相似。」朱先生說：「但由於大型展覽需輪候多時才能在會展舉行，所以亞博館自然會吸納這個需求。」

然而，隨著會展在春秋兩季採購高峰期的使用率接近100%，展覽會的發展空間相當有限。剛落成的14億港元中庭擴建工程為會展的整體展覽面積增加42%至66,000平方米。至於亞博館應否擴建第二期，現時仍然難以定論，除非該場館可提升其年均使用率，以及在旺季期間增加其100%使用率的日數。

反對擴展的人士認為，當使用率達到七成，才應該進行投資。然而，朱先生卻指有關



比率不切實際，因為世上沒有展覽設施可以聲稱其年均使用率達到六成以上。大部分場館的面積都會以能夠容納它們最大規模的展覽為標準。以廣州的琶洲國際會議展覽中心為例，該館提供34萬平方米的展覽場地，確保廣交會能夠在市內舉行。

有人（包括中大的研究）提出，「一展兩地」的展覽方式可紓緩業界對展覽用地的部分需求。

研究指出：「一展兩地是一個能夠成功落實的創新概念，2009年9月舉行的『九月香港珠寶首飾展覽會』就是一例。這個做法受到相關的業界人士歡迎，包括參展商、買家、珠寶業界組織、主辦商和商務及經濟發展局。」

朱先生說：「如果貿發局嘗試把會展的大型活動移師到亞博館，就會與環球資源的活動相撞，造成競爭。報告指出，這個問題可以透過『一展兩地』的形式解決，但這做法只適用於一至兩個貿易展，因此我們正陷入困局。」

競爭湧現

業界的最大憂慮是，除非香港能夠滿足企業對展覽場地的需求，否則他們或會決定租用廣州的攤位。相對香港最多只能提供15萬平方米的展覽空間，廣州的場館可提供達34萬平方米的展覽面積。

廣東政府認為，廣交會可帶動專業服務、酒店和餐飲等相關服務業的業務。在香港，預計貿易展為本地經濟帶來約264億港元的收入。

朱先生說：「如果我們停止擴充，廣州可能會吸納這些額外需求，削弱我們作為地區採購樞紐的優勢。廣州已具備一個國際機場和不少優質酒店，而展覽產品也愈趨接近香港展會所能提供的產品，所以我們必須保持警覺，不可自滿。」

然而，並非人人都視內地為威脅。儘管愈來愈多貿易展在內地舉辦，但與東京的情況一樣，這些展覽的參展商主要是當地企業，而對象也是當地市場。

黃先生表示：「相反，香港展會的重點是出口貨品，訪客則是國際買家。因此，我不認為兩者會構成直接競爭。」

過往被視為對香港展覽業構成威脅的新加坡，曾經銳意成為東盟國家的展覽樞紐。如今，隨著這些國家的經濟和基建不斷進步，它們也希望在本國舉辦自己的展覽。

同樣，澳門去年的建築潮也一度使香港業界憂慮不已，但有關威脅現已解除。由於當地缺乏本地參展商和買家，人們恐怕澳門有能力舉辦大型展覽的惡夢，最終亦未有實現。不過，澳門卻成功開拓了會議業市場。

然而，香港仍然不能就此滿足，不思進取。會議、展覽及獎勵旅遊業正促請政府把西九龍文化中心的表演藝術、博物館和藝術展覽設施，設計成可供舉行國際會議和企業會議之用，並由鄰近的酒店和宴會設施提供支援。朱先生認為，香港的展覽業十分成功，但其會議及獎勵旅遊業卻仍有龐大的發展潛力。新設施將可讓業界新手進入市場，同時鼓勵現有參與者改善服務。✿



Major Exhibitions in Hong Kong in 2010

Date	Event	Information
Jan 11-13	HKTDC Hong Kong International Licensing Show	http://hklicensingshow.hktdc.com
Jan 11-14	HKTDC Hong Kong Toys & Games Fair	http://hktoyfair.hktdc.com
Jan 11-14	Hong Kong International Stationery Fair	http://hkstationeryfair.hktdc.com
Jan 11-14	HKTDC Hong Kong Baby Products Fair	http://hkbabyfair.hktdc.com
Jan 18-21	HKTDC Hong Kong Fashion Week for Fall/Winter	http://hkfashionweekfw.hktdc.com
Jan 18-21	HKTDC World Boutique, Hong Kong	http://worldboutiquehk.hktdc.com
Feb 4-7	HKTDC Education & Careers Expo	http://hkeducationexpo.hktdc.com
Feb 25-28	2010 Hong Kong International Fur & Fashion Fair	www.hkff.org
Feb 26-28	2010 Baby Show In Spring & Child Growth Education Expo	http://www.eugenegroup.com.hk
March 3-6	Asia's Fashion Jewellery & Accessories Fair - March	http://exhibitions.jewellerynetasia.com
March 5-9	HKTDC Hong Kong International Jewellery Show	http://hkjewellery.hktdc.com
March 16-18	Cartes in Asia	http://www.cartes-asia.com
March 17-19	Interstoff Asia Essential - Spring 2010	http://interstoff.messefrankfurt.com
March 22-25	Hong Kong International Film & TV Market (FILMART)	http://www.hkfilmart.com/filmart
March 29-31	Fashion Access	http://www.aplf.com
March 29-31	APLF - Materials, Manufacturing and Technology	http://www.aplf.com
March 30-31	Hong Kong Mode Lingerie	http://www.hongkong-mode-lingerie.com
April 12-15	China Sourcing Fair - Electronics & Components	http://tradeshaw.globalsources.com
April 12-15	China Sourcing Fair - Security Products	http://tradeshaw.globalsources.com
April 13-16	HKTDC Hong Kong Electronics Fair (Spring Edition)	http://hkelectronicfairse.hktdc.com
April 13-16	HKTDC International ICT Expo	http://ictexpo.hktdc.com
April 13-16	HKTDC Hong Kong International Lighting Fair (Spring Edition)	http://hklightingfairse.hktdc.com
April 20-23	China Sourcing Fair - Home Products	http://tradeshaw.globalsources.com
April 20-23	India Sourcing Fair - Home Products	http://tradeshaw.globalsources.com
April 20-23	China Sourcing Fair - Gifts & Premiums	http://tradeshaw.globalsources.com
April 20-23	China Sourcing Fair - Underwear & Swimwear	http://tradeshaw.globalsources.com
April 20-23	China Sourcing Fair - Fashion Accessories	http://tradeshaw.globalsources.com
April 20-23	China Sourcing Fair - Baby & Children's Products	http://tradeshaw.globalsources.com
April 20-23	HKTDC Hong Kong International Home Textiles Fair	http://hkhometextilesfair.hktdc.com
April 20-23	HKTDC Hong Kong Houseware Fair	http://hkhousewarefair.hktdc.com
April 20-23	World of Pet Supplies	http://worldofpetsupplies.hktdc.com
April 27-30	Hong Kong International Printing and Packaging Fair	
April 27-30	HKTDC Hong Kong Gifts & Premium Fair	http://hkgiftspremiumfair.hktdc.com
April 27-30	Hong Kong International Printing & Packaging Fair	http://hkprintpackfair.hktdc.com
May 13-15	Asia Funeral Expo	http://www.verticalexpo.com
May 13-15	Asia Senior Fair 2010	http://www.verticalexpo.com
May 21-23	Asia International Arts & Antiques Show 2010	http://www.aiaa.com.hk
May 25-27	Vinexpo Asia-Pacific	http://www.vinexpo.com
May 27-30	ART HK 10 Hong Kong International Art Fair	http://www.hongkongartfair.com
June 2-4	Asian Securitex 2010	http://www.hkesallworld.com
June 2-4	Asian Elenex 2010	http://www.hkesallworld.com
June 2-4	Asian Building Interiors 2010	http://www.hkesallworld.com
June 2-4	Asian Building Technologies 2010	http://www.hkesallworld.com
June 10-13	ITE 2010 - The 24th International Travel Expo Hong Kong	http://www.itehk.com/ITEHK
June 10-13	The 5th MICE, Business & Incentive Travel Expo	http://mice.itehk.com/itemice
June 22-24	Retail Asia Expo & Congress	http://www.retailasiaexpo.com
June 24-27	June Hong Kong Jewellery & Gem Fair	http://exhibitions.jewellerynetasia.com
June 24-27	Asia's Fashion Jewellery & Accessories Fair - June	http://exhibitions.jewellerynetasia.com

Major Exhibitions in Hong Kong in 2010

Date	Event	Information
July 5-8	HKTDC Hong Kong Fashion Week for Spring/Summer	http://hkfashionweekss.hktdc.com
July 5-8	HKTDC Summer Sourcing Show for Gifts, Houseware & Toys	http://summersourcingshow.hktdc.com
July 21-27	HKTDC Hong Kong Book Fair	http://hkbookfair.hktdc.com
July 30-Aug 1	6th Hong Kong International Pet & Accessory Expo	http://www.petexpo.hk
July 30-Aug 1	Hong Kong International Aqua & Family Expo 2010	http://www.petexpo.hk
July 30-Aug 4	2010 - 12th Ani-Com & Games Hong Kong	http://www.ani-com.hk
Aug 6-8	2010 Hong Kong High-End Audio-Visual Show	http://www.audiotechnique.com
Aug 6-8	The 18th International Baby & Children Products Expo	http://www.eugenegroup.com.hk
Aug 12-14	Hong Kong International Tea Fair	http://www.hkteafair.com
Aug 12-15	International Conference & Exhibition of the Modernization of Chinese Medicine & Health Products	http://icmcm.hktdc.com
Aug 12-16	HKTDC Food Expo	http://hkfoodexpo.hktdc.com
Aug 20-23	Hong Kong Computer & Communications Festival 2010	http://www.hkccexpo.com
Aug 26-28	The 8th Natural Products Expo Asia	
Sept 6-10	HKTDC Hong Kong Watch & Clock Fair	http://hkwatchfair.hktdc.com
Sept 7-9	Restaurant & Bar Hong Kong 2010	http://www.restaurantandbarhk.com
Sept 14-17	Asia's Fashion Jewellery & Accessories Fair	www.asiafja.com
Sept 14-18	Hong Kong Jewellery & Gem Fair 2010	http://exhibitions.jewellerynetasia.com/exhibitions
Oct 12-15	China Sourcing Fair - Security Products	http://tradeshow.globalsources.com
Oct 12-15	China Sourcing Fair - Electronics & Components	http://tradeshow.globalsources.com
Oct 13-16	HKTDC Hong Kong Electronics Fair (Autumn Edition)	http://hkelectronicfairae.hktdc.com
Oct 13-16	electronicAsia	http://electronicasia.hktdc.com
Oct 20-23	China Sourcing Fair - Baby & Children's Products	http://tradeshow.globalsources.com
Oct 20-23	China Sourcing Fair - Home Products	http://tradeshow.globalsources.com
Oct 20-23	India Sourcing Fair - Home Products	http://tradeshow.globalsources.com
Oct 20-23	China Sourcing Fair - Gifts & Premiums	http://tradeshow.globalsources.com
Oct 20-23	China Sourcing Fair - Fashion Accessories	http://tradeshow.globalsources.com
Oct 20-23	China Sourcing Fair - Underwear & Swimwear	http://tradeshow.globalsources.com
Oct TBC	HKTDC Hong Kong International Lighting Fair (Autumn Edition)	http://hklightingfairae.hktdc.com
Oct TBC	Sports Source Asia	http://www.sportssource-asia.com
Oct TBC	Hong Kong International Building and Decoration Materials & Hardware Fair	http://hkbdh.hktdc.com
Oct TBC	Eco Expo Asia - International Trade Fair on Environmental Protection	http://www.ecoexpoasia.com
Oct TBC	HKTDC Hong Kong International Medical Devices and Supplies Fair	http://hkmedicalfair.hktdc.com
Oct TBC	HKTDC Hong Kong International Wine & Spirits Fair	http://hkwinefair.hktdc.com
Nov 4-6	HKTDC Hong Kong Optical Fair	http://hkopticalfair.hktdc.com
Nov 5-7	Global Mayors Forum	http://hk-imcc.com
Nov 24-26	Railway Interiors Expo 2010	http://www.ukipme.com

HKTDC Hong Kong Baby Products Fair

11-14 Jan, 2010

Hong Kong Convention & Exhibition Centre



Baby care is one area in which consumers will not compromise quality. Wholesalers, retailers and distributors of baby products are still challenged in the present economic environment to source quality goods at reasonable prices and the new **HKTDC Hong Kong Baby Products Fair** brings the chance to do just that.

The inaugural Hong Kong Baby Products Fair will be held 11 - 14 January 2010, at the **convenient downtown location** of the **Hong Kong Convention & Exhibition Centre**. It is a spin-off event from the HKTDC Hong Kong Toys & Games Fair, the second largest fair of its kind in the world. With a 35-year history, the Hong Kong Toys & Games Fair featured over 2,000 exhibitors from 37 countries & regions and welcomed over 28,000 buyers in 2009.

Exhibitors from around the world will showcase their latest offerings at the new fair.

Meeting buyers' needs

Products at the fair cater to the '0-4' age group. Exhibitors will offer a wide variety of goods in a range of price points. Volume buyers can expect to meet their needs for mass merchandise while specialist buyers will be able to find suppliers willing to work with smaller orders.

There will be a broad choice of goods answering basic needs as well as designer items for the higher end of the market. To make it easier to navigate the fair, buyers will be able to source goods in eight different theme zones. They are:

- Baby Wear and Footwear
- Strollers and Gear
- Skincare and Bath Products
- Feeding and Nursery
- Bedding and Furniture
- Baby toys and Activities
- Gift Sets
- Maternity



Boosting your business

At the same time, and at the same venue, buyers can take in important concurrent events, including the **HKTDC Hong Kong Toys & Games Fair**, with its multiplicity of opportunities for additional sourcing; **Hong Kong International Stationery Fair** and **HKTDC Hong Kong International Licensing Show**, which will give a broader market overview and provide opportunities for buyers with specialist interests.

Well-rounded event

HKTDC is renowned for going just that vital bit further to give trade visitors a full and rewarding experience. HKTDC Baby Products Fair 2010 attendees can participate in social events such as the networking cocktail and increase market and product knowledge through seminars and product demonstrations. In order to promote Hong Kong's babywear products, the fair also showcases the talents of up-and-coming babywear designers with the staging of the inaugural Hong Kong Babywear Design Competition. All winning pieces with the theme of "The Blessings of Life", will be on display during the fair period.

Act now for FREE admission!

This debut event will give new impetus to businesses providing baby products. Make the decision to attend and pre-register at www.hktdc.com/hkbbabyfair on or before 6 Jan 2010 from outside Hong Kong and 4 Dec 2009 for local buyers, to receive your **FREE admission badge** by mail and to access a rewarding range of cyber services.

Alternatively, trade buyers can register now for your FREE admission badge through one of the following channels: **iPhone Info Site** – go to iPhone App Store and download HKTDC FAIRS; **Mobile Info Site** – visit hktdc.com/wap/en.

Of MICE and Macau

Can Macau make it as a MICE destination and will it provide the necessary air and ferry links to make travel seamless for both business and leisure travellers?

Macau Tourism's Helena de Senna Fernandes says the Macau government recognizes the challenges that lie ahead and will actively look for events to make the MICE sector sustainable here.

"We are going from what was almost a non-existent exhibition industry, to a city that now has one of the biggest MICE players in the world," she says. "This is certainly a challenge, but I do believe we will be able to drive it. If we build it, it does not necessarily mean they will come. We will have to look for medium and small events as well to make this sustainable. We'll also have to keep the novelty going to help Macau remain a good proposition."

Today, a majority of visitors are leisure travellers looking for a different experience, so Jonathon Galaviz, a partner of Globalysis, a firm that tracks world gaming and travel trends, says it will be very interesting to see what sort of value the MICE visitor will mean for Macau in the future.

"Macau's new value proposition will become increasingly interesting," Galaviz says. It will be interesting to see whether the consumer, leisure visitor will have more or less value than the MICE visitor compared with Vegas. In Vegas today, the value of both the leisure and MICE traveller is pretty much on par with one another. If it works out that MICE is just as valuable, you will see more operators and developers responding to that value proposition."

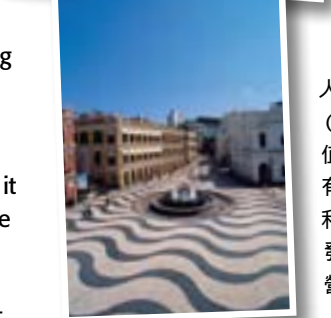
Melco-PBL's Garry Saunders is positive. "If you look at Vegas, and you plug in the same elements that are already working there in terms of MICE, it will work. Conventions always bring a dramatic increase in attendance, and I see Macau moving in the same direction. This is allowing businesses to "price up" their products."

But one of the key issues that remains, is whether air and sea access can match up with the speed of development.

"What is central to Macau's moving forward will have to be a seamless experience for the business traveller," Galaviz says. "Airline access is key, and it is important to meet the needs of the business traveller looking for a leisure experience after their meetings. Macau has a good, strategic opportunity to compete with other Asian destinations."

Fernandes says the Macau Government Tourist Office is working closely with the Hong Kong Airport Authority to boost ferry links from the Hong Kong airport.

"We're working with the Hong Kong Airport Authority to improve ferry links which means not just servicing transits. We will work hard to better link travellers from the Hong Kong International Airport (HKIA) to Macau, and the HKIA is a very important, strategic partner for us. We still see a majority of international travellers going through Hong Kong, so what better than for us to work more closely with them?"



關於MICE和澳門

澳門能否成為會議、展覽及獎勵旅遊業（MICE）的扎根之地，並提供所需的航空航線，方便商客和遊客往返？

澳門旅遊局文綺華表示，政府明白到當前面對的挑戰，並將積極物色相關活動，使MICE行業可以在澳門持續發展。

「我們由一個幾乎沒有展覽業的地方，發展成為現擁全球MICE最大參與者之一的城市。」她說：「這無疑是個挑戰，但我確信我們做得到。如果我們發展這個行業，不一定代表業界人士會來參與。我們也要物色中小型的活動，使這個行業持續發展。此外，我們需要不斷創新，使澳門保持良好定位。」

現時，大部分訪客都是尋求嶄新體驗的觀光遊客，所以全球博彩及旅遊業趨勢顧問公司Globalysis合夥人Jonathon Galaviz表示，觀察MICE訪客在未來對澳門有何價值，將會是有趣的事。

「澳門的全新價值定位將會愈來愈引人關注。」Galaviz說：「觀察消費者（即觀光遊客）是否較MICE訪客更有價值，然後與拉斯維加斯比較，將會非常有趣。在現今的拉斯維加斯，觀光遊客和MICE訪客的價值幾乎看齊。如果最終發現MICE也同樣重要，你會看見更多經營者和發展商回應這個價值定位。」

新濠博亞的Garry Saunders也有正面的看法：「只要看看拉斯維加斯，然後把當地在MICE方面的相同元素連接起來，這是可行的。會議經常使訪客人數大幅上升，我亦看見澳門正朝著這個方向走。此舉可讓企業抬高產品價格。」

但現時仍有一大問題，就是航空交通能否配合這個發展速度。

「澳門的發展關鍵是商務旅客的『無縫體驗』。」Galaviz說：「航空交通非常重要，同時要滿足商客在會議結束後尋求休閒體驗的需求。澳門有策略性的良好機遇，能夠與亞洲其他地區競爭。」

文綺華表示，澳門政府旅遊局現正與香港機場管理局緊密合作，推動香港機場對外的航海交通。

她說：「我們現與香港機場管理局合作改善航海交通，意思是不再局限於提供中轉服務。我們會竭力改善香港國際機場與澳門之間的旅客交通，而香港國際機場是我們非常重要的策略性夥伴。我們仍然看見大部分國際訪客途經香港，相信與他們加緊合作是最好的做法。」

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Fortress Hill's new five-star hotel is off to a good start
炮台山新開業的五星級酒店邁向好的開始

Room with a View

海景客房

Looking over the lobby of the Harbour Grand Hong Kong, Benedict Chow has a lot to smile about. Since the hotel opened in June this year it has been voted 'Best New City Hotel 2009' by *TTG Asia*, the leading travel trade magazine for the region, and received glowing online reviews by people who have stayed at the hotel.

As general manager of the 828-room hotel, he attributes its early success to his staff, which he eagerly points out are never called staff, but "ambassadors."

"We don't call them room attendants, or receptionists, we call them 'guest service ambassadors,' or 'concierge ambassadors' instead of bell boys to give them pride in what they do," he explained. "It also reminds them that they are the ambassadors of the hotel who build up relations with customers."

He also holds regular meetings to make staff understand that everyone is equal. "I tell them as general manager I just have different responsibilities from the cleaners, for example, but at the end

of the day we all have the same function – to serve our customers – just that our responsibilities are different," he added.

Meeting targets

During the peak trade show month of October, Chow said the hotel's room occupancy rate was running at around 90%. Although he said providing an average room occupancy rate since it opened would not be representative, he did say he is aiming for an annual average rate of 70%.



Benedict Chow, General Manager of the Harbour Grand Hong Kong says the hotel's high ceilings and chandeliers add to its appeal.

港島海逸君綽酒店總經理鄒祖耀說，大堂的極高樓底和水晶吊燈為酒店增加了不少吸引力。

Room rates are in line with his primary competitors – Park Lane, Excelsior New World Renaissance – but Chow is confident that travellers will be swayed by the fact that all rooms have a harbour view. Due to the building's 'L' shape, the back of the property houses lift shafts and service rooms, leaving the front of the hotel facing the harbour exclusively for rooms. "I believe we are the only hotel that can truly claim all rooms have a harbour view," he said.

The eye of the beholder

While online reviews heaped praise on the service, the hotel's restaurants have received a few grumbles about steep prices.

Chow admits that the hotel's buffet, for example, is more expensive than his primary competitors' restaurants.

"We tried their buffets and we decided there is no point to try and compete with them head on to match price. So we have decided to offer more variety – we have lobster, sushi, 12 kinds of Haagen-Dazs ice cream, etc. – so I wouldn't say we are very expensive, rather we are slightly higher than mid-range," he explained.

Another frequent comment from guests who have stayed at the hotel is its location in Fortress Hill. Chow feels being located between the two main commercial districts of Taikoo and Causeway Bay actually gives the hotel an advantage, particularly as it is close to an MTR station.

New competition

Although the hotel has only been open for around six months, Chow is worried that retaining and finding quality staff could become more difficult as half a dozen new hotels open their doors this year.

"There is lack of supply of quality hoteliers in Hong Kong and I think the situation is quite serious," he said. "We are working closely with Vocational Training Council and other training schools to groom students. But we are not alone, finding good staff is an issue that all hotels and businesses face." ❀

"Of that, we are looking at 70% MICE/ corporate guests, 10% service suites, 20% tour groups," he said. "Our main market at the moment is corporate clients."

Some 120 of the property's 828 rooms come with a pantry to cater to long-staying guests, or people looking for luxury service suites.

Because the MICE (meetings, incentives, conventions and exhibitions) market usually books well in advance, he expects this segment to pick up as the hotel becomes visible on agents' booking screens.

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置身港島海逸君綽酒店大堂，鄒祖耀一臉自豪。酒店自今年6月開業以來，已榮獲區內知名旅遊貿易雜誌《TTG Asia》選為「2009 最佳新城市酒店」，而曾經下榻的旅客也對酒店讚口不絕。

作為這家擁有828間客房的酒店總經理，他把酒店一開始就取得成就歸功於全體員工。他熱切表示，酒店從來不視他們為員工，而是「大使」。

他解釋：「我們不會稱他們為客房服務員、接待員或門僮，而是『顧客服務大使』或『禮賓服務大使』，這樣可以令他們為自己的工作而自豪，也可提醒他們身為酒店的大使，應與顧客建立良好的關係。」

他亦會定期舉行會議，使員工知道人人平等。他續說：「我告訴他們，作為總經理，我只是職責上與清潔員工有所不同，但我們最終

的功能都是一樣，就是為客人服務，因此我們只是職責有別。」

達到目標

鄒先生說，10月是貿易展的高峰期，酒店入住率約達九成。他指出，雖然提供自開業以來的平均客房入住率並不具代表性，但他表示酒店正致力使每年平均入住率達到七成。

他說：「當中，我們期望70%的業務來自會議、展覽及獎勵旅遊業（MICE）/ 公司客戶、10%來自服務式套房，以及20%來自旅行團。我們目前的主要市場是公司客戶。」

在酒店的828間客房中，約120間設有小廚房，以迎合長住賓客或尋求豪華服務套房人士的需要。

由於會議、展覽及獎勵旅遊業市場的預訂普遍較早，隨著酒店日漸成為旅遊代理的預訂

選擇之一，他預期這方面的業務將會有所增長。

儘管房租與柏寧酒店、怡東酒店和九龍萬麗酒店等主要競爭者相若，但鄒先生深信旅客會被他們全數客房坐擁的醉人海景所動搖。由於酒店設計呈「L」型，因此升降機槽和服務室都設於建築物的背面，臨海的一面則全是客房。他說：「我相信，我們是唯一一家能夠真正聲稱所有客房全擁維港景致的酒店。」

賣花讚花香？

雖然很多網上評論都對酒店服務評價甚高，但少數人卻不滿餐廳的食品價格過高。鄒先生承認，酒店的自助餐收費確實高於其他主要競爭對手的餐廳。

他解釋：「我們試過它們的自助餐後，覺得無必要嘗試跟它們展開正面的價格競爭。於是，我們決定提供更多食物選擇，例如龍蝦、壽司和12款Haagen-Dazs雪糕等。因此，我不認為我們的收費十分高昂，只是略高於中價水平。」

另一個常見的旅客批評，是酒店坐落於炮台山。鄒認為，酒店位於太古和銅鑼灣這兩大商業區之間，其實是一種優勢，特別是其鄰近港鐵站。

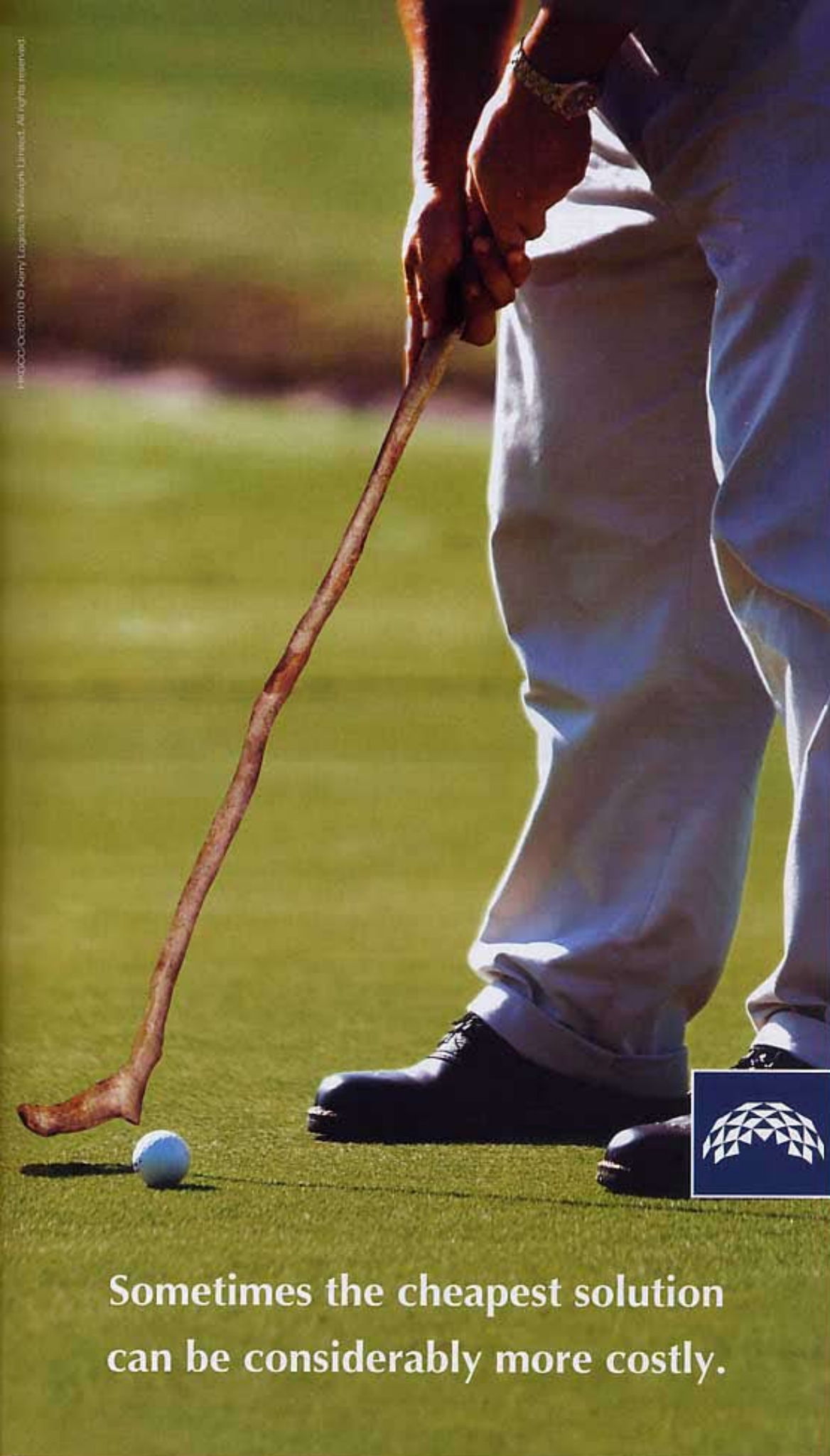
新競爭

儘管酒店開業只有約6個月，但隨著六家新酒店於今年先後開業，鄒先生憂慮保留和物色優秀員工會變得愈加困難。

「香港缺乏優質的酒店從業員，我覺得這情況頗為嚴峻。」他說：「我們正與職業訓練局和其他訓練學校緊密合作，積極培訓學生。然而，我們不是孤軍作戰，物色良好的員工是所有酒店和企業共同面對的難題。」



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放鬆還是放縱？

‘Doing brunch’ at the Peak Lookout is a great way to relax, recharge your batteries and ease into a nice lazy weekend **By Gerry Ma**

放假的日子，不一定要老遠跑往外地渡假，事實上，香港還有很多好地方。太平山山頂不一定只是訪港遊客的景點，而是一個現成的好地方，只是平日我們忽略了。一個假日的早晨，放下一切繁瑣，享受一下優閒，來個豐富的早午餐，不管只是放鬆還是放縱，關鍵還是看你對生活的態度。 馬桂榕

Classic Eggs Benedict
傳統荷蘭汁焗波蛋 (\$88)
Poached eggs and grilled Canadian bacon on a buttered English muffin, topped with hollandaise sauce.
波蛋與加拿大烤煙肉放於英式牛油輕餅上，再淋上荷蘭醬。





when I am in Hong Kong I spend so much time absorbed in work that I hardly see my family. It reminded me of one of Benjamin Franklin's many quotes: "Dost thou love life? Then do not squander time, for that's the stuff life is made of." All of which made me feel guilty and a little uncomfortable, so I excused myself to freshen up a bit in the bathroom.

Returning to my friends, I overheard a waiter recommending a special holiday brunch to a customer. My curiosity drove me to ask staff for more details, and I was told that the restaurant serves special brunch on Saturday, Sunday and public holidays.

"Doing brunch" is very common in Europe and the United States, and is starting to become increasingly popular in Hong Kong. Although it could be said that Hong Kong people have been doing brunch in the form of dim sum with their families for centuries, Westerners like to use the occasion to meet with friends. Although I was not interested in brunch, I thought it would be a nice treat for myself and my family to spend some time together so I made a reservation for a Sunday brunch.

Visiting the restaurant on a Sunday morning and on a weekday evening are two completely different experiences. I had reserved an indoor table in the corner of the big conservatory which gave us a good view of the garden while allowing us to stay cool. As part of the brunch, my wife was offered a free-flowing glass of champagne, while I preferred the fresh orange juice. Although I was

(From L-R 左至右)

Welsh Rarebit with Oysters & Bacon
威爾斯乾乳酪螺粒煙肉多士

(\$528 with free flow of champagne; \$398 with free flow of soft drinks. \$528/香檳無限量供應; \$398/汽水無限量供應)

Asian Breakfast
亞洲早餐 (\$96)

Prawn or chicken congee with condiments served with crispy chips and fried noodles with Yunnan ham.

蝦或雞粥配薄脆, 伴以金華火腿炒麵。

Warm Goat's Cheese Salad
暖羊奶芝士沙律 (\$142)

The smooth, creamy goat's cheese is a nice contrast to the crisp salad. 軟滑濃郁的羊奶芝士與爽脆的沙律形成強烈對比。

When several business friends visited Hong Kong recently, I took them out for a nice dinner, followed by the spectacular night view of Hong Kong from the Peak. The air was clear that evening so we were able to appreciate the scenery. While looking down from the podium, I caught sight of an elegant little building – the Peak Lookout. Seeing this little house brought back many fond childhood memories for me.

When I was young, I used to go there on Sundays to enjoy refreshing red bean ice in summer, and hot chocolate in winter. As my friends suggested going for a drink after the view, I suggested the Peak Lookout in the hope that it would rekindle some of my long forgotten memories.

However, a sense of loss crept in after a while, as if I was missing or had forgotten something. Maybe it was my busy schedule and frequent business trips that made me realize how valuable time is. Even



The Peak Tower 凌霄閣
Findlay Rd. 芬梨道
Peak Rd. 山頂道
Peak Road Garden 山頂道花園
The Peak Galleria 山頂廣場

The Peak Lookout
太平山餐廳
121 Peak Road,
The Peak
山頂山頂道121號
2849 1000



Seafood Platter

海鮮冷拼盤

(\$488 for 1-2 people 一至兩人)

A huge selection of fresh seafood

goes wonderfully with champagne.

多款新鮮海鮮與香檳的搭配奇佳。

a bit hungry, we still had plenty of time to enjoy the brunch, which runs from 11 a.m. to 3 p.m., so I wanted to leisurely enjoy the experience.

A distinguishing feature of the holiday brunch is that free-flowing champagne or non-alcoholic drinks are available with the brunch menu.

The long-lost *corned beef hash 'Holstein'* and *eggs Benedict* used to be my old time favourites. These two decadent items are indeed comfort food in the morning. For the more health conscious, the menu also includes a healthy *Peak Lookout salad*, *Welsh rarebit with bacon and oysters*, which my wife decided to have and *smoked salmon with cream cheese crepes*, *lemon and chive butter*, for my other son.

Faced with two difficult choices, I finally ordered *eggs Benedict* and persuaded my son to have *corned beef hash*. He is not a big fan of corned beef but loves the fried potatoes, which allowed me to try my two favourite brunch dishes. After brunch, we moved to a table in the open garden to have a refreshing cup of tea amidst the fresh air, greenery and sunshine.

As the restaurant itself is a Grade II historic building, I suddenly felt like I was on vacation in a foreign resort. These days, when quality time with family is hard to come by, I am discovering just how priceless it is to enjoy weekends with my family in such a relaxing place. Feeling light-

入秋的一個晚上，一班商務朋友從外地來港，晚飯後有人建議上山頂看夜景。當晚天色還算不錯，夜景還可欣賞得到。在觀景台頂層走一圈的時候往下望去，忽然特別留意到位於馬路對面一旁、獨立而優雅的太平山餐廳。每次凝望著這被花園圍著的小平房，總會挑起不少兒時回憶。

小時候很多個星期天也會在這裡渡過，夏天喝紅豆冰，冬天喝熱朱古力……一幅幅的回憶在眼前掠過。反正大夥兒都要找地方喝一杯，我建議就在太平山餐廳吧，順帶可懷舊一番。

雖然當天晚上沒有談公事，話題也很輕鬆，而環境亦很優美，但唯獨我總是感覺欠缺了些甚麼似的。可能最近公事繁忙，總是離港出門的時間比較多，就算留在香港，商務應酬總是多，沒有太多時間跟家人一起。這使我想起本傑明·富蘭克林的名句：「你熱愛生命嗎？那就不要浪費時間，因為生命就是時間。」心裡想著，總是有點歉意。若然今晚在山頂這美好的環境與家人一起渡過就最好了。

想得納悶的時候，趁機往洗手間走開一下，路上聽到餐廳的侍應正在向客人介紹假日特備的早午餐。好奇地走走收銀處探問詳情，得知每逢星期六、日及公眾假期都推出「假日早午餐」。

這種歐美特別流行的玩意，近年在香港也愈見普遍。香港人愛在假日與家人共



Charcoal Grilled Sirloin

炭燒頂級西冷 (\$318)

Steak cooked over coals has a wonderful flavour.

以炭火烘烤的牛扒滲出陣陣的炭燒香味。

hearted, I joked about my difficult choice between my old and favourite brunches, and how I gave in to temptation to have both. After all, we all need to spoil ourselves once in a while. Besides the brunch menu, the restaurant also has its regular menu, which offers a wide variety of treats, from *charcoal grilled sirloin*, to *tandoori sea bass*, to a vast *seafood platter*.

You do not need to be as self indulgent as I was to have *corned beef hash*, and *eggs Benedict* in a single morning! Simply having a glass of nostalgic red bean ice can also be a wonderful experience. ❀

聚，相約在中式酒樓吃點心極是普遍。歐美人士則利用早午餐與家人共渡假日，一起享受四、五小時的歡樂。我從來對早午餐的形式沒多大興趣，但想起在這優美的環境與家人共聚，想來也是一大樂事，所以二話不說，即時安排幾天後星期天的早午餐預訂。

天公造美，星期天的天氣特別好，風和日麗，入秋的早上，天清氣爽。家人知道這個周日改為上山頂吃早午餐，起初沒有太大反應，但聽說要一改平常周日較遲起床的習慣，提早先在山頂公園逛逛的建議，反而大表支持。星期日的早晨原來可以這樣的美，不經意的在山頂公園裡漫步，原來久違了的鳥語花香可以這麼近。不知不覺在山頂公園走了一個多小時，肚子也有點餓，正是時候走向太平山餐廳去。

周日早上的餐廳，感覺與幾天前的晚上截然不同。我們選在室內大玻璃屋的角落位置，看到園林風景的同時，也可用餐時涼快點，畢竟香港入秋的中午，氣溫仍是這麼熱。走了一段路，太太對奉上的香檳最為受落，我就覺得手上那杯鮮榨橙汁特別甜美。這時剛過了早上十一時，假日早午餐提供至下午三時，雖然已有點餓，反正時間非常充裕，那又何用急，慢慢享受才是最好的。

太平山餐廳提供的假日早午餐，最大特色是客人可選擇香檳或非酒精的果汁早午餐，不限制地任飲。早午餐的選擇也算有特色，久違了的鹹牛肉配洋蔥炒薯（Corned Beef Hash “Holstein”）及荷蘭汁焗波蛋（Eggs Benedict），這兩款重份量的魔鬼，曾幾何時都是我的優先選擇；事實上，這兩款仔實確是早晨的comfort food。早午餐的餐單上當然也有非常健康的太平山特式沙律、威爾斯乾酪蠔粒煙肉多士或煙三文魚忌廉芝士煎餅等選擇。

最後，我在難於抉擇的情況下選了Eggs Benedict，同時誘導我的小兒子點選Corned Beef，事實上他不是太喜好鹹牛肉，只是他愛吃炒薯吧了。故此，我也可幫他一把，滿足了我兩款早餐也可吃到的願望。

一頓豐富的早午餐，與家人享受了一個懶洋洋的中午。最後還是受不了餐廳外花園與陽光的吸引，移坐於戶外，喝口茶。從太平山頂往下望，可鳥瞰薄扶林郊野公園和南中國海，加上餐廳本身是二級受保護建築物，突然像是身處外地，極有渡假風情。近日公



Mojito Cheesecake 薄荷青檸芝士餅 (\$78)

Spoil yourself now and then with a dessert and pot of tea in the garden. 在花園細嚐甜品和香茶，偶然放縱一下。

事繁忙，難得與家人共聚，一個風和日麗的假日，借助山頂餐廳提供的優美環境，不用談公事，不用應酬，漫不經意的一頓早午餐，正是最佳的放鬆，在放鬆的心情下，碰上兩大魔頭——Corned Beef與Eggs Benedict，真是又愛又恨，最後都是受不了引誘，偶然放縱一次，又有何大不了的，況且坐在身旁的太太，只顧喝著細細的香檳，懶得理我。除了早午餐外，餐廳還供應多款日常菜式，包括炭燒頂級西冷、印度烤海鱸魚及海鮮冷併盤等。

事實上，太平山餐廳對我來說完全不陌生，曾幾何時，我還在花園道上班時，經常驅車前往午膳。這間餐廳的好處是中西、亞洲美食都有，印度烤雞、咖喱，或是海南雞飯都有供應。還記得那時每當早上遇到惱人事務或經歷整個早上的沉悶會議，我總會選擇前往山頂太平山餐廳去，鬆一口氣，身處山頂，看得比人高，心情也會平穩下來。這裡不愧為我的心靈綠洲。

不一定像我那麼放縱，一個早上同時來個Corned Beef及Eggs Benedict，在山頂的太平山餐廳，來一杯懷舊紅豆冰，放鬆一下，也是賞心樂事。✿

Tandoori Sea Bass 印度烤海鱸魚 (\$236)

Chunky sea bass served with naan and condiments. 肥美的海鱸伴以印度烤餅及配料。



Juice Detox Going Mainstream

果汁排毒法成為主流

Juice fasting has moved from an oddity of alternative medicine to a mainstream therapy which claims to cleanse the body and mind

果汁斷食法已經由一種另類醫學進展為主流治療，據稱可以潔淨身心

A juice fast is like giving your body a good cleaning from the inside out. It involves the short-term intake of raw vegetable and fruit juice and water only, which clean out toxins that have accumulated in our bodies. Because our bodies can become overloaded with toxins, these can affect one's overall well-being, with the most common types of health complaints associated with a toxic build-up being stress, fatigue, headaches and weight gain.

The idea has also caught on with the stars, with many of Hollywood's most beautiful celebrities spending long periods subsisting only on fruit and vegetable juices.

Fresh juices are thought to be a good source of vitamins and antioxidants that help expel toxins from the body. Many people who have subjected themselves to this fast swear they feel healthier, have more energy and their mind and memory are much sharper.

So what is a juice fast, also called a fruit juice detox? Basically, you fast on fresh fruit and vegetable juice only (no solids or processed juices) for anywhere between one to ten days. For most typical fruit juice detox regime lasts three days. Just as important as the fast is the need to slowly break your fast with simple, natural solid foods.

Getting started

If you are new to detoxing, it is recommended that you start slowly, taking it one day at a time, since your only calorie intake will be fruit juice. Moreover, unless a doctor tells you otherwise, only use the fruit juice detox method for three consecutive days.

Also, fruit juice contains a lot of sugar, so if you are diabetic, this is not for you.

Ideally, a week before beginning a fruit juice detox, it is best to reduce alcohol, nicotine, caffeine, sugar, dairy, and meat from the diet. It is important to drink plenty of water while you are detoxing in addition to the juice. Some people dilute their juice with water to make it even easier to digest.

Green vegetables and sprouts contain the chlorophyll pigment, which juice proponents believe are especially beneficial during a juice fast, and it is important to have combinations of fruits and vegetables.

There are only a few cons to the fruit juice detox process. As your vital nutrients and vitamins intake will be down, some practitioners suggest taking multi-vitamin supplements. Some side-effects can include headache, dizziness, and fatigue, but by the third day these would have been generally replaced by a noticeable rise in mental agility and energy.

It's important to consult a qualified health professional before trying a juice fast. ❀

Fasting: Detox and repair 禁食：排毒及修復

Two processes go on simultaneously in the body while fasting 禁食期間，人體會同時進行兩個過程：

1 Dissolving and elimination of toxic or damaged deposits 分解及清除毒素或受損的沉澱物

Enzymes – now free from breaking down food – enter bloodstream to wash out metabolic waste, damaged/dead cells, pollutants, bacteria
酵素——由於此時無需用作分解食物，因此可進入血管清除新陳代謝的廢物、受損/死去的細胞、污染物和細菌

Cells, tissues are purified, repaired; can better absorb oxygen and nutrients
細胞和組織得到淨化、修復，能夠更有效地吸收氧氣和營養

Blood and lymphatic system cleared of toxic waste; later kidneys, bladder, colon, lungs, skin get rid of toxins
血液和淋巴系統清理有毒的廢物，然後透過腎臟、膀胱、結腸、肺部 and 皮膚排出毒素

Body is revitalized; immune function and resistance to disease enhanced
身體恢復動力，免疫功能 and 抵抗能力都得以提高

2 Gradual exhaustion of stored nutritional reserves 逐漸耗用體內的養分儲備

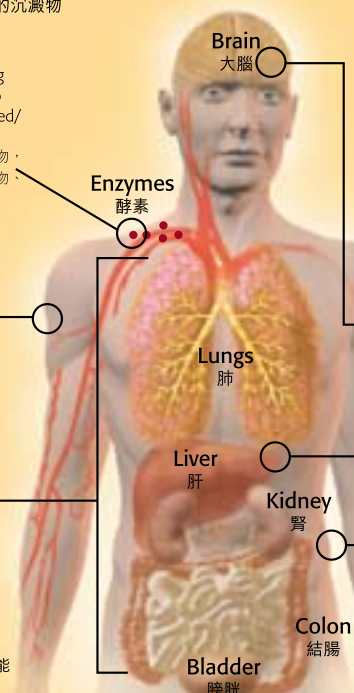
Liver runs out of glycogen stores in 8-10 hours; blood sugar level drops, body begins using muscle tissue as source of energy
肝臟儲存的糖原會在8至10小時內被耗盡；血糖水平下降；身體開始利用肌肉組織提供能量

Brain and certain organs begin to shift to fatty acids as energy source
大腦和若干器官開始轉用脂肪酸作為能量來源

Body fat converted into sugar for energy fuel
體內脂肪轉化為糖分以供給能量

Liver releases new substances for use in metabolic process
肝臟釋放新的物質以用於新陳代謝的過程

Fasting must be ended when most of the body's nutritional reserves are exhausted
當體內大部分的養分儲備都耗盡，則必須停止禁食



Dangers 危機

• Blood pressure decreases
血壓下降

• Muscle loss, due to increased breakdown of protein; heart muscle can be affected
蛋白質加強分解會令肌肉耗損；可能會影響心肌

• Internal "cleaning" uses up much energy, causing exhaustion, headache
內部「清潔」消耗大量能量，導致疲倦、頭痛

Popular vegetable juice blends

- ☑ Carrots, wheatgrass and kale
- ☑ Carrots seasoned with garlic, onion and ginger
- ☑ Tomato, cucumber, parsley, celery and broccoli
- ☑ Tomato, green pepper, celery, cucumber, parsley and sea salt
- ☑ Carrots, parsley and celery
- ☑ Carrots, cucumber and celery
- ☑ Carrots, spinach and kale

果汁斷食法就好像讓你的身體由內至外好好潔淨一次，方法是在短期內只攝取未經烹調的蔬果汁和清水，把積聚體內的毒素排出。由於身體的毒素會積存過多，這會影響我們的整體健康，而與積聚毒素有關的最常見問題包括壓力、疲勞、頭痛和體重增加。

這種斷食法也因明星效應而流行起來，因為很多荷里活的絕色名人長期都賴以蔬果汁維生。

人們認為，鮮果汁蘊含豐富的維他命和抗氧化物，有助身體排出毒素。很多進行果汁斷食法的人堅稱，他們感覺比以前更健康和更有活力，頭腦和記憶力亦清晰得多。

究竟何謂果汁斷食法，又稱果汁排毒法？基本上，你只可攝取新鮮蔬果汁（不含固體及未經處理），為期一至十天。大部分典型的果汁排毒法都是維持三天，其後需要進食簡單天然的固體食物，慢慢終止斷食過程。

如何開始？

由於你只可倚賴果汁來攝取卡路里，如果你未試過排毒，建議你慢慢開始，每次為期一天。除非醫生另有指示，否則果汁排毒法只可連續進行三天。

另外，果汁含有很高糖份，如果你是糖尿病患者，則不宜採用這個方法。

最理想的做法，是在果汁排毒法開始前一星期，減少攝取酒精、尼古丁、咖啡因、糖份、乳製品及肉類。在排毒期間，除了飲果汁也要緊記飲大量的水。有人會用水沖淡果汁，使之更易消化。

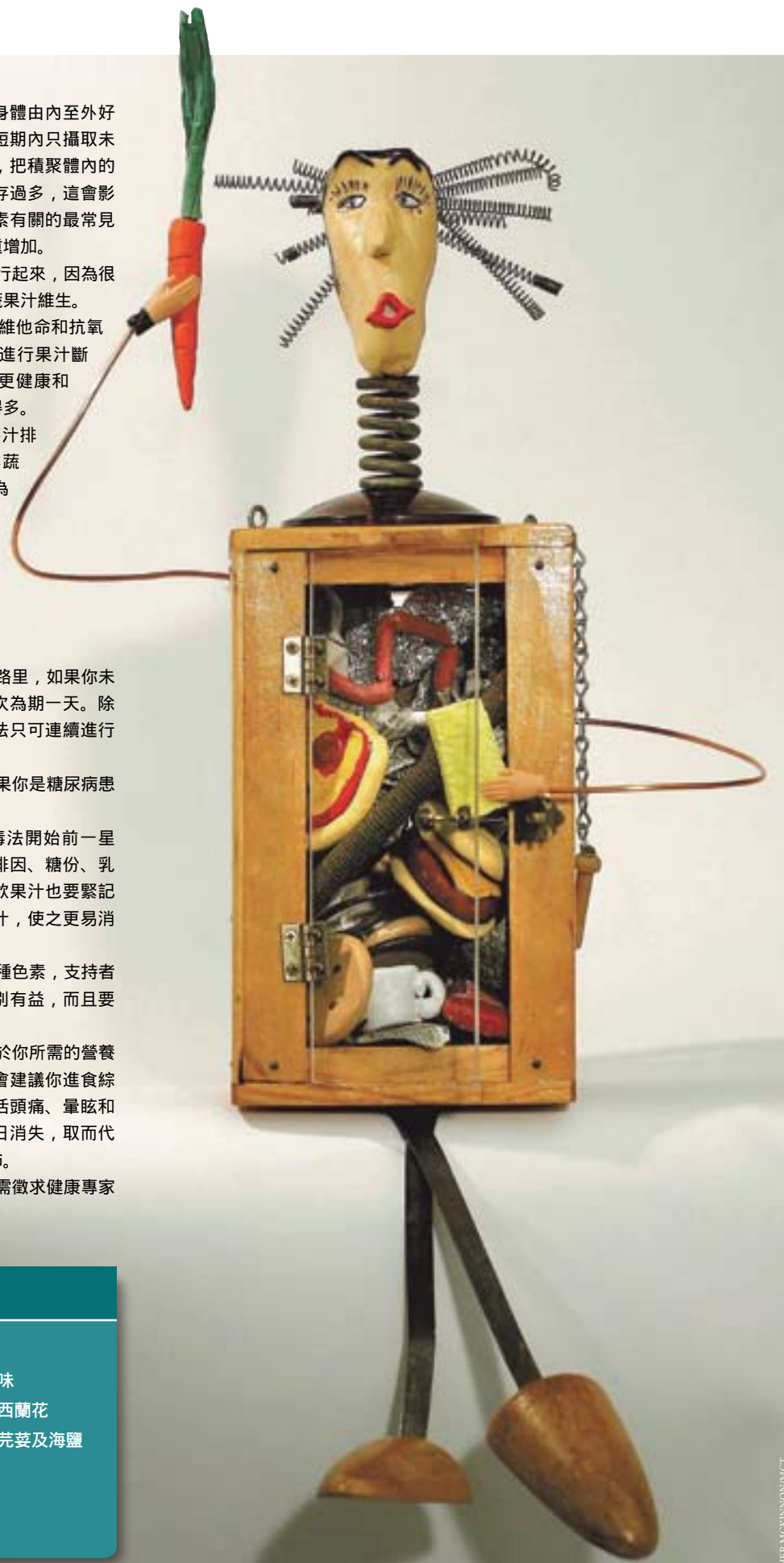
綠色蔬菜和苗芽含有葉綠素這種色素，支持者相信這些植物在果汁斷食法中特別有益，而且要同時進食水果和蔬菜。

很少人會反對果汁排毒法。由於你所需的營養和維他命攝取量會下降，醫生或會建議你進食綜合維他命補充品。部分副作用包括頭痛、暈眩和疲勞，但這些症狀一般會在第三日消失，取而代之的是顯著的頭腦清晰，精力充沛。

嘗試進行果汁斷食法之前，必需徵求健康專家的意見。✿

常見的什果汁

- 甘筍、小麥草及甘藍菜
- 甘筍配以蒜頭、洋蔥及薑調味
- 蕃茄、青瓜、芫荽、西芹及西蘭花
- 蕃茄、青椒、西芹、青瓜、芫荽及海鹽
- 甘筍、芫荽及西芹
- 甘筍、青瓜及西芹
- 甘筍、菠菜及甘藍菜



Mike Rowse tells his side of the HarbourFest fiasco in his new book released last month. The Bulletin's Editor, Malcolm Ainsworth, caught up with Mike last month to discuss what went on behind the scenes, and his motivation for writing the book. Following is an abridged version of that interview.

盧維思在上月發表的新作中，親自解說維港巨星匯的失敗。本刊總編輯麥爾康上月專訪了盧維思，了解維港匯背後的故事，以及激發他撰寫此書的原因。以下是當天訪問的節錄內容。

The Bulletin: Why did you want to write this book, especially since the court ruling had already cleared your name?

Mike Rowse: I think the court case was necessary to put right a terrible wrong. You wouldn't believe the things that were going on. Everything that could be done unfairly was being done unfairly. But there were three rulings that made up my mind to write the book.

First of all, in the disciplinary inquiry, I needed a lawyer to represent me, so I applied for one and was turned down. That was actually one of the points on which I won when it went to court.

Then my lawyer said if he couldn't be present at the inquiry, at least get a transcript of what happened, so he can give advice on the line of questioning to take. So I put in an immediate application to get one of those wonder-women who can type up things as you say it. When I asked for it, they said: no, there are no resources and it is not policy. They did say they would give me a tape every day, but the sound quality on that was so awful that even the transcription service couldn't make head or tail of it.

So I offered to pay myself for the wonder-woman, and that I would give the transcript free of charge to the prosecution and the enquiry committee. No! That was also rejected. And I thought, well screw the lot of you. That is absurd. That is really, when in my heart, I decided I was going to write the book.



‘No Minister & No, Minister’

B: How did you come up with the title?

MR: Originally, it was “No Minister.” Because I still don’t know who the minister for HarbourFest was, because there wasn’t one. So “No Minister” was obvious. Then I later added “& No, Minister,” after an afterthought. I thought: ‘you really set out to screw me and though you were going to get away with it, didn’t you?’ “No, Minister”

B: How did HarbourFest come to land in your lap then?

MR: I wasn’t there at the meeting. I think that is why I got stuck with it. Anthony Leung (then Financial Secretary) had asked Henry Tang (then Secretary for Commerce, Industry and Technology) if he could borrow my services to support this post-SARS Economic Relaunch effort. So we ended up as secretary for the Economic Relaunch Working Group (ERWG), and also the Strategy Group. We provided the secretary service, parcelled the money out in accordance with the decisions, and because this did not have a home, so to speak, it just got lumbered on InvestHK.

B: Who was giving you instructions?

MR: It was the ERWG chaired by Anthony. Once it had been approved, it was Jim Thomson (then Chairman of AmCham, which had proposed Harbour Fest) in charge. Anthony, in his evidence to the panel of enquiry, said the reason they had given it to InvestHK was because of our experience in vetting all the investment proposals that we dealt with. We never vet any investment proposal. Our job is to put in front of a company the advantages of doing business in Hong Kong, and if they say yes they are coming, to help them to do so.

He went on to say I was the controlling officer. And it is true, the \$100 million, while it is in my hand, I am the controlling officer. But then, under his instruction, I gave it to AmCham. Once it is in AmCham’s pocket I am not the controlling officer. I cannot be the controlling officer of AmCham, but all of the charges against me assume that I am the controlling officer.

People still ask me: why did you give \$100 million? That was the instruction that I was given in writing. Then they ask: why didn’t you take a hand in the organization? Because the instruction, in writing, was that the government be a sponsor only, and that I give the entire responsibility for organizing the entire thing to AmCham.

B: Should the government have opted to be a co-organizer, instead of sponsor only?

MR: I think the Director of Audit was right when he said given that as the government was responsible for almost 90% of the budget, sponsorship was not an appropriate form of funding. No one listened to him, but he was totally correct. Having said that, if you want something to happen within less than 100 days, you have to have a clear cut chain of command, with only one person in charge. You cannot muffle it and strap it into government procedures.

It is so obvious with hindsight that we should have used an existing venue, such as the government stadium, and it should have been a weekend-long celebration with all the local artists on Friday night, a hodgepodge of local and regional talent on Saturday, and international headline names on Sunday. And tickets should have been rock bottom prices to get people in. The whole idea was to show Hong Kong was back, SARS was a thing of the past, and the whole community had come back to life.

If we were going to be a co-organizer, the event would not have happened for a year. So I don’t blame the ministers for the decision they made, I blame them for running away when the decision they made turn out to be wrong or was criticized.

B: Like you said, hindsight is a wonderful thing. If you could turn back the clock, what else would you change?

MR: If I had been at the meetings, I hope I would have said: ‘now who is the minister for this? What is the policy objective of this thing we are proposing to do? Let us be clear about which minister is responsible, and that would tell us which executive department should be responsible to do the work.’

B: You have not pointed your finger directly at anyone, why not?

MR: I think finger pointing goes to the motive. My motive in writing the book was to tell my side of the story. Now if people read the book and reach the conclusion that certain people should be pointed at that is their judgment. But it wasn’t why I wrote the book. The point was the court case set aside the official record, and stopped the injustice, but it didn’t explain my side of the story to the wider public. That was the objective.

B: What is the big takeaway message from your book?

MR: That the ministerial system which has been brought in is a mess. It is like a promotion position for civil servants, without having to go through the Public Service Commission. These people are not accountable, and when something goes wrong, no one fires the minister. Eventually E.K. Yau did quit after SARS, although his role was not that bad. He resigned to take responsibility for the things that happened in his policy on his watch. That is how accountability is supposed to work. Now ministers are protected in a cocoon, no matter what kind of a pig’s ear they make of it. ❀



Members can watch Mike Rowse talk about his book during a Chamber roundtable luncheon at iBulletin, www.chamber.org.hk/bulletin
會員可登入《i工商月刊》觀看午餐會錄影 www.chamber.org.hk/bulletin

Congratulations to the winners of
**Everything I Know About Business
I Learned at McDonald’s**

Mary Lam
William Ma
Frank Wilson

Li Ngai
Julius Shum
Raymond Wong

Congratulations to the winners of
Executive Warfare

Lily Agonoy
Shirlina Chu
Peter Liu

陳樂生
Wilson Ho
Maria Ma

問：為何你想寫這本書，特別是在法院已經裁定你上訴得直之後？

答：我認為這宗法庭案件有必要為我平反。整個過程都叫人難以置信，所有不公平的事都發生了。然而，有三項裁決使我決心撰寫這本書。

首先，在紀律研訊時，我需要一位代表律師，但有關申請卻遭到拒絕。事實上，這是我入稟法院後獲判勝訴的其中一個原因。

後來我的律師說，如果他不能出席紀律研訊，最少也要取得一份研訊謄本，讓他就提問的方向給予意見。於是我立即申請要求一位可以即時速記的「神奇女俠」。當我向他們提出這個要求，他們拒絕了，說沒有這些資源和慣例。雖然他們說每次研訊後會給我錄音帶，但音質卻極為差劣，即使是謄寫服務也教人一頭霧水。

於是我提議自行聘請速記員，並向控方及研訊委員會免費提供謄本，但不行！他們再次拒絕我。你們這班好傢伙！我覺得這真的很荒謬，所以決定要寫這本書。

問：你怎樣想到這個書名？

答：原本書名是《No Minister》，因為我仍然搞不清誰是負責維港巨星匯的局長，因為從來

就沒有人負責。所以這顯然是「沒有局長」。後來經我再三思量，加了《& No, Minister》。我想，你真的打算壓迫我，然後可以置身事外？「不，局長。」

問：你是如何被牽連進去的？

答：他們開會時我不在場，我想這就是我受到牽連的原因。梁錦松（當時的財政司司長）問唐英年（當時的工商及科技局局長）可否借用我們的服務來支持這項在沙士後重振經濟的活動。最後，我們成為了「重建經濟活力工作小組」（ERWG）及「策略小組」的秘書。我們提供秘書服務，根據決議分配撥款，但由於撥款並無收容之所，因此只可以說是積存在投資推廣署。

問：是誰給你工作指令？

答：是由梁錦松擔任主席的ERWG。一旦指令獲得批准，就交由詹康信（當時的美國總商會主席，維港巨星匯乃由該會提出）負責。梁錦松在紀律研訊的供詞中表示，他們向投資推廣署發出指令，是因為我們有審查投資建議書的豐富經驗。事實上，我們從不審查任何投資建議書。投資推廣署的工作，是向企業推廣在港營商的好處，如果他們願意來港，我們就提供協助。

梁續說，我是維港匯的管制人員。沒錯，當那1億元在我手上，我就是管制人員。但其後我已經根據梁的指示，把款項轉交美商會。只要撥款在美商會的口袋，我不再是管制人員。我不可能是美商會的管制人員，但所有對我的指控都假設我是管制人員。

人們依然問我：「為何你要斥資1億元？」這是我收到的書面指示。然後他們就問：「為何你沒有參與舉辦維港匯？」因為書面的指示是，政府只是贊助商，而且我要把整個舉辦活動的責任交給美商會。

問：政府是否應選擇擔任合辦機構，而非只是贊助商？

答：當審計署署長說，由於政府承擔近九成財政預算，贊助並非適當的資助方式，我認為他說得對。沒有人聽他的說話，但他是完全正確的。話雖如此，如果你想在不足100天的時間內做好一件事，就必須有清晰的指揮架構，並且只由一個人負責。你不能以政府程序來束縛它。

事後想來，我們顯然應該用一個現有的場地，例如是政府大球場，然後在整個周末大肆慶祝，安排本地藝人在周五晚上表演，周六是本地和亞洲明星大匯演，而周日則由國際巨星壓軸演出。門票應該以最低價來吸引市民入場。整個概念是想顯示香港已經回來了，沙士已成過去，社會上下已經回復原狀。

如果我們是合辦機構，這個活動可能要籌備一年。因此，我不會責怪局長作出這個決定，我只責怪他們在發現決策失誤或備受批評時逃之夭夭。

問：如你所說，後見之明的確很好。如果時光可以倒流，你還會作出甚麼改變？

答：如果我有出席會議，我希望我會說：「現在誰是負責這個活動的局長？這個建議的政策目標是甚麼？讓我們搞清楚誰是負責的局長，那我們就知道哪個執行部門應該負責這活動。」

問：你沒有直接指責任何人，為甚麼？

答：我認為指責與否在乎本身的動機。我寫這本書的動機是要說我的故事。如果有人看完這本書，得出的結論是某些人應該受到指責，這是讀者的判斷，但並非我寫這本書的原意。重點是，法庭推翻了政府的裁決，終結了這件不義之事，卻沒有向公眾解釋我這一方的故事。這是我寫這本書的目的。

問：這本書想帶出甚麼主要訊息？

答：就是新引進的局長制混亂不堪。它就好像一個讓公務員晉升的職位，但無需經過公務員銜用委員會的審批。這些人無需問責，而當出了岔子，沒有人會革退局長。最後，楊永強在沙士後辭職，儘管他的表現不算太差。他辭職是要為他任內所出現的政策問題承擔責任，而問責制理應如此運作。現時無論局長如何把事情弄糟，仍然會受到保護。✿

Win a Copy of "No Minister & No, Minister"

歡迎來信索取《No Minister & No, Minister》

The Bulletin is giving away three copies of 'No Minister & No, Minister,' by Mike Rowse. The contest is open to HKGCC members only, and limited to one entry per person. three entries will be randomly drawn from the hat and winners will be announced in the January issue of The Bulletin. Deadline for entries is December 28.

Simply complete the entry form and send it to: The Hong Kong General Chamber of Commerce, 22/F, United Centre, 95 Queensway, Admiralty, Hong Kong. Please mark your entry 'No Minister & No, Minister.'

《工商月刊》將送出三本由盧維思撰寫的《No Minister & No, Minister》，每人只限索取乙本，歡迎會員來信參加。本會稍後將抽出三位幸運兒，結果將於1月號的《工商月刊》內公布。截止日期為12月28日。

請填妥索取表格，並郵寄至香港總商會（地址：香港金鐘道95號統一中心22樓），來信請註明《No Minister & No, Minister》。



Name 姓名 :	HKGCC Membership No. 會員編號:
Company 公司名稱 :	
E-mail 電郵 :	Telephone 電話:

(Winners will be notified by e-mail and be required to pick up their book at HKGCC's head office.)
(得獎者將獲電郵通知，並須前往本會總辦事處領取書籍。)



Congratulations to the winner of online subscription to hkej.com, Chan Hong

Chamber in Review

Delegations | Roundtables | Seminars | Missions | Committees



Forty citizens who helped the police fight crime were commended at the Good Citizen Award Presentation Ceremony last month. See page 68
 四十名協助警方撲滅罪行的市民在上月的「好市民獎頒獎典禮」上獲表揚。 見64頁

代表團

小型午餐會

研討會

考察團

委員會

Luncheon with the Chief Executive Donald Tsang
 行政長官曾蔭權午餐會



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Turning Japanese at Chamber Happy Hour
 總商會歡樂時光



Page 70

Carbon Accounting
 碳審計



Page 72



Anthony Wu, Chamber Deputy Chairman, led HKGCC's delegation to attend the 13th Beijing-Hong Kong Economic Cooperation Symposium, which took place in Beijing from 29-30 October.

總商會常務副主席胡定旭率領本會代表團出席10月29至30日假北京舉行的第13屆京港經濟合作研討洽談會。

Americas



Lawrence Collins, International Services Director, Louisiana Economic Development, led a delegation to visit the Chamber on October 29. Erica Ng, Director for Program and Business Development, welcomed the visitors who wanted to update the Chamber on new business and investment opportunities in Louisiana, USA.



Christopher Clement, International Investment Specialist of Invest in America, called on the Chamber on November 6. Erica Ng welcomed the visitor, and exchanged views on the economic environment and business

opportunities in the U.S. and Hong Kong.

Asia/Africa

Dr Tran Van Ta, Vice Chairman and Chief Executive Officer, State Capital Investment Corporation, called on the Chamber on October 16 and was received by Erica Ng, who was updated on the latest business developments in Vietnam.

Dr Mahani Zainal Abidin, Director-General of Institute of Strategic and International Studies, paid a courtesy call on the Chamber on November 2, and met with David O'Rear, the Chamber's Chief Economist.

David Litchfield, Executive Director of International Market Development, South Australian Government, called on Erica Ng on November 12 to promote investment opportunities that are available in South Australia, particularly for the wine sector.

Saleh Al Akrabi, Manager of DIFC Global from Dubai headquarters, paid a courtesy call on the Chamber to seek opportunities for financial management services. Erica Ng welcomed the visitor and provided him with potential leads.

China

Jason Cheung, Legal Consultant, Aoba CPA Limited, spoke at the Chamber's roundtable luncheon on October 23 on "Mainland Labour Contract Law and Social Insurance Law."

Cui Jian, Deputy Director, Foreign Investment Division, Department of Foreign Trade & Economic Cooperation Jiangsu Provincial Government, led a delegation to visit the Chamber on October 27, where they were welcomed by Alex Fong, Chamber CEO.

Su Binggong, President, Shanghai Luwan District

Chamber of Commerce, led a delegation to visit the Chamber on November 2. Alex Fong, Chamber CEO, received the delegation.

Wen Xiaohong, Deputy Director General, Xiamen Foreign Investment Bureau, led a delegation to visit the Chamber on November 13. Wendy Lo, China Business Manager, received the delegation.

Europe

Beat Vonlanthen, Minister of Economy of Canton of



Fribourg, Switzerland, visited the Chamber on October 19 and was welcomed by CEO Alex Fong. During the meeting, he also met with the Chamber's leadership and exchanged views on the direction of bilateral business cooperation between the two regions.

Joel Gaysot, Director General of Agence de developpement du Val-de-Marne, France, led a delegation to call on the Chamber on October 23. Erica Ng welcomed the delegation and exchanged potential business opportunities with members.

Jose Antonio Ferreira de Barros, President of Associacao Empresarial de Portugal (AEP), met with Erica Ng on October 23 to learn more about market developments in Hong Kong and the Mainland. He also discussed further expanding opportunities for cooperation between the two chambers based on the signing

of a Memorandum of Understanding in 2001.

Sorin Vasile, Consul General of Romania, led a delegation to the Chamber on October 28, where they were welcomed by the Europe Committee's Vice Chairman Marc Castagnet. Delegates were interested in learning about developments in Hong Kong and finding possible business partners.

Jose Luis Garcia-Tapia, Trade Commissioner of the Consulate General of Spain, and **Jorge Dajani**, Managing Director of Invest in Spain, paid a courtesy call on the Chamber on November 4 and met with Erica Ng. The visitors were seeking Hong Kong and Mainland companies interested in exploring business opportunities with Spanish companies.

Environment & Sustainability

Oscar Chow, Chairman of the Environment and Sustainability Committee, hosted a luncheon with his vice chairmen and secretariat on October 30 to discuss a working plan for the committee.

Emil Yu, Chairman of the China Committee and, **Thinex Shek**, Senior Manager for Business Policy, attended the Project Management Committee meeting of the government's \$93 million Cleaner Production Partnership Scheme on November 11. Committee members agreed to extend the scope of the Cleaner Production Partnership Programme to assist Hong Kong enterprises in treating

and reducing effluent discharge.

Industry and SME

The Chamber submitted a paper to the **Commerce and Economic Development Bureau** on October 22 recommending that the government provide information on changing regulations and standards in major overseas markets. It also suggested that it should pursue greater recognition of Hong Kong's accreditation services by the Mainland authorities under CEPA.

KC Leung, Vice Chairman of the Industry and Technology Committee, represented the HKGCC Judging Panel to attend the Final Judging Panel meeting of the 2009 Hong Kong Awards for Industries on October 23. The Chamber is the lead organiser of the Innovation and Creativity category. Six winners were nominated and endorsed for this year's award.

The Chamber helped to co-organize and supported a number of Mainland trade and investment promotions recently. These included: 最近，本會曾協辦及支持多項內地貿易和投資推廣活動，包括：

Fujian Logistics Industry Promotion Seminar
投資海西市共創商機——構建閩港外貿物流配送平台推介對接會

Jiangsu Outsourcing Services Seminar
江蘇服務業及外包產業推介會

Zhuhai Hengqin Development Planning Symposium
珠海《橫琴總體發展規劃》說明會

Sichuan Modern Services Industry Seminar
四川省現代服務業（香港）推介會

2009 Ningbo-Hong Kong Economic Cooperation Forum
2009甬港經濟合作論壇

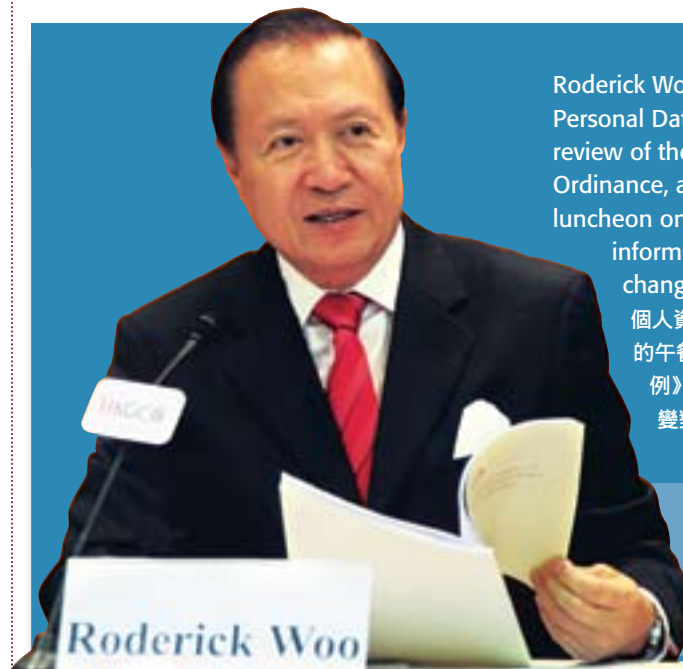
The 8th High-level Roundtable Meeting for Major Chambers in Guangdong, Hong Kong and Macau
第八次粵港澳主要商會高層圓桌會議

Service Industries

Sam Hui, Deputy Representative, Geneva Office of the HKSAR Government, met with HKCSI Chairman **David Dodwell** and **Adrian Cheung**, the Chamber's Senior Director for Strategy & Research, on October 27 to discuss trade-in-services

liberalization matters.

Stephane Boutiton of Vinomania, a wine cellar and restaurant franchisor from France, met with **Charlotte Chow**, Senior Manager for Business Policy, and General Manager of the Hong Kong Franchise Association, on November 5 to discuss the possibility of franchising the concept to Hong Kong. 🌸



Roderick Woo, Privacy Commissioner for Personal Data, highlighted key areas under review of the Personal Data (Privacy) Ordinance, at the Chamber's roundtable luncheon on November 9. He also

informed members what impact the changes might have on data users.

個人資料私隱專員吳焯菴臨本會11月9日的午餐會，闡述《個人資料（私隱）條例》的檢討重點，並向會員解釋有關轉變對資料使用者可能造成的影響。

Members can watch this luncheon at iBulletin
會員可登入《i工商月刊》觀看午餐會錄影
www.chamber.org.hk/bulletin



Cheers Europe!

Members of the Chamber's Europe Committee attended the grand VIP opening night of the German Bierfest at Marco Polo Hong Kong Hotel on October 22. Everyone had an enjoyable evening and indulged themselves in German beer and dishes, laughter and good conversation.

歐洲委員會酒會

總商會歐洲委員會成員於10月22日出席假馬可勃羅香港酒店舉行的德國啤酒節開幕典禮。當晚，眾人一邊暢飲德國啤酒，一邊品嚐傳統美食，盡情歡渡了一個愉快的晚上。

主席周維正於10月30日與副主席及秘書處午宴，討論委員會的工作計劃。

本會中國委員會主席于健安及工商政策高級經理石平(弟於11月11日出席「清潔生產伙伴計劃」的項目管理委員會會議。該計劃由政府撥款9,300萬元，協助港商在珠江三角洲開展清潔生產。會上，委員同意擴大「清潔生產伙伴計劃」的涵蓋範圍至污水排放管理。

工業及中小企

總商會於10月22日向商務及經濟發展局提交一份文件，建議政府就主要海外市場的規管和標準轉變提供資訊，並促請當局向內地機關爭取給予香港檢測鑑定服務更大的認可。

工業及科技委員會副主席梁廣泉於10月23日代表總商會評審委員會出席「2009香港工商業獎」的最終評審委員會會議。本會是「創意」組別獎項的主辦機構。今年有六家企業獲提名及得獎。

服務業

商務及經濟發展局工商及旅遊科駐日內瓦經濟貿易辦事處副代表許澤森於10月27日與香港服務業聯盟主席杜大偉及本會策略及研究高級總監張永翔會面，討論服務貿易的開放事宜。

法國葡萄酒商及餐廳特許經營商Vinomania的代表Stephane Boutiton於11月5日與本會工商政策高級經理及香港特許經營權協會總經理周育珍會面，討論把其概念經銷到香港的可行性。✿

美洲

路易斯安那州經濟發展國際服務總監Lawrence Collins於10月29日率領代表團到訪，由本會項目及商務發展總監吳惠英接待。團員向本會介紹美國路易斯安那州最新的商業和投資機遇。

Invest in America國際投資專家Christopher Clement於11月6日到訪，由吳惠英接待，雙方就美國與香港的經濟環境和商業機遇交換看法。

亞洲/非洲

越南國家資本投資公司副主席及總裁Tran Van Ta博士於10月16日到訪，由吳惠英接待，並由Tran博士概述越南的最新商業發展。

馬來西亞策略與國際研究院院長Mahani Zainal Abidin博士於11月2日到本會作禮節性拜訪，並與本會首席經濟師歐大衛會面。

南澳洲政府國際市場發展行政總監David Litchfield於11月12日與吳惠英會面，推廣南澳洲的投資機遇，特別是葡萄酒業。

DIFC Global杜拜總部經理Saleh Al Akrabi到本會作禮節性拜訪，尋找金融管理服務的商機，由吳惠英接待，並向其提供潛在的機遇。

中國

青葉會計師有限公司法律顧問張健出席本會10月23日的午餐會，剖析「內地的勞動合同法和社會保險法」。

江蘇省對外貿易經濟合作廳外資處副處長崔健於10月27日率領代表團到訪，由本會總裁方志偉接待。

上海盧灣區商會會長蘇秉公於11月2日率領代表團到訪，團員由本會總裁方志偉接待。

廈門市外商投資局副局長溫曉虹於11月13日率領代表團到訪，由本會中國商務經理盧慧賢接待。

歐洲

瑞士費里堡經濟局局長Beat Vonlanthen於10月19日到訪，由本會總裁方志偉接待。期間，他亦與本會領導層會面，就兩地雙邊商業合作機遇的發展方向交流意見。

法國Agence de developpement du Val-de-Marne主任Joel Gayssot於10月23日率領代表團到訪，由吳惠英接待，雙方交流潛在商機。

葡萄牙企業協會主席Jose Antonio Ferreira de Barros於10月23日與吳惠英會面，了解香

港與內地市場發展。他亦表示期望在2001年簽署的合作協議備忘錄基礎上，進一步擴展雙方的合作機遇。

羅馬尼亞總領事Sorin Vasile於10月28日率領代表團到訪，由本會歐洲委員會副主席Marc Castagnet接待。團員有興趣了解香港的發展和物色潛在的商業夥伴。

西班牙領事(商務專員) Jose Luis Garcia-Tapia及Invest in Spain執行總監Jorge Dajani於11月4日到本會作禮節性拜訪，並與吳惠英會面。兩人正物色有興趣與西班牙企業合作的香港和內地企業。

環境及可持續發展

本會環境及可持續發展委員會

Greater Pearl River Delta Business Council co-organized a study mission for Guangdong enterprises to visit Hong Kong together with Invest Hong Kong and the China Council for the Promotion of International Trade (CCPIT) Guangdong Sub-Council from November 2-3. Over 60 Guangdong enterprises came to Hong Kong to study the business environment. Alex Fong, Chamber CEO, give an opening speech at the ceremony.

大珠三角商務委員會聯同投資推廣署及中國國際貿易促進委員會廣東分會於11月2至3日為廣東企業舉辦香港考察團。逾60家廣東企業到香港考察商業環境。本會總裁方志偉為典禮致開幕辭。

Dr Hari N Harilela, Chairman of the Harilela Group, and his son Dr Aron Harilela, shared the secrets of the company's success at the Meet the Corporate Architect series on November 23. Members later chatted with the two speakers and other members of the Harilela business empire at a cocktail reception. See page 14 for highlights of the talk. ✿



Meet the Corporate Architects: The Harilela Legend

與企業領袖會面：夏利里拉傳奇



夏利里拉集團主席夏利萊博士及其兒子夏雅朗博士蒞臨11月23日的「與企業領袖會面」系列研討會，分享集團的成功秘訣。會員其後在招待酒會上與兩位講者及夏利里拉商業王國的其他成員歡聚交流。有關演說的精彩內容，詳見第14頁。✿



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Bank Consortium Trust Company Ltd
Bauhinia Foundation Research Centre Ltd
Beacon College Ltd
Best Friends Co Ltd
BM Trada (HK) Ltd
Boyden Management Consulting Asia
British Dubai Inc Ltd
BTZ Partner Ltd
C K Lo & S Lam Ltd
Cable & Satellite Broadcasting Association of Asia
Carthy Ltd
Celestial Asia Securities Holdings Ltd
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Ferguson International Freight Forwarders Ltd
Fiducia Ltd
Flex System Ltd
Food & Beverage Logistics (HK) Ltd
Fordpointer Shipping Co Ltd
Formia Airline Supplies Ltd
Francis Chan Chok Fai & Co CPA
Fukutomi Company Ltd
Full Flush Holdings Ltd

Futurekids o/b Futurecyber Technology Solution Ltd
G2000 (Apparel) Ltd
Gammon Construction Ltd
Global Alliance for Chinese Enterprises Ltd
Global Energy Management Ltd
Global Institute For Tomorrow Ltd
Goddess International Ltd
Goodwell Property Management Ltd
Harbour Plaza Hotel Management Ltd
Harilela (George) Ltd
HCL Hong Kong SAR Ltd
Hing Yu Metal Works Ltd
Hi-Style Manufacturing Company
HK Institute Of Languages
HKT Services Ltd
Holiday Inn Golden Mile
Hong Kong Broadband Network Ltd
Hong Kong Export Credit Insurance Corporation
Hong Kong Land Group Ltd
Horizon Hotels & Suites Ltd
IBM China / Hong Kong Ltd
JEF Ltd
Kinetics Medical & Health Group Co Ltd
Kings Mark Designer & MFY Ltd
KND Enterprise Ltd
KSB Ltd
Leannie Co Ltd
Leighton Contractors (Asia) Ltd
Long Data Technology Ltd
Magic Media Co Ltd
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Max Fortune Industrial Ltd
Maxim's Caterers Ltd
McDonald's Restaurants (Hong Kong) Ltd
Metadesign Ltd
Metro Broadcast Corp Ltd
MJS Trade Fairs (Int'l) Ltd
Modest International Ltd
Mott Macdonald Hong Kong Ltd
MTR Corporation Ltd
Nelson Jewellery Arts Co Ltd
New Growth Co
New Town Medical & Dental Services Ltd
New World Telecommunications Ltd
Newpower Group
Nisha Electronic Industries Ltd
Nomenta Industries (HK) Ltd
Novation Solutions Ltd
Nuance-Watson (HK) Ltd
Nuthon IT Solutions Ltd
Oasis Stores Ltd
Ocean Park Corporation
Oracle Systems Hong Kong Ltd
Ove Arup & Partners Hong Kong Ltd
Pacific International Lines (HK) Ltd

Pat Chun International Ltd
Permex Co Ltd
ProMexico Investment & Trade
Prosperity Research Ltd
Prudential Brokerage Ltd
Radica Systems Ltd
Ready to Learn HK Ltd
Regal Hongkong Hotel
Regal Hotels International Ltd
Regal Kowloon Hotel
Regal Riverside Hotel
Richburg Corporation Ltd
Sharp China Buttons & Trimming Co Ltd
Shing Vai Knitwear Ltd
Signal Communications Ltd
Sino Group of Hotels
Sino Land Company Ltd
Sinocrea Chemical Industry Ltd
SOGO Hong Kong Company Ltd
Sopaf Asia Sarl
Specialife Industries Ltd
Staccato Footwear Co Ltd
Sun Hung Kai Real Estate Agency Ltd
Switch Group Ltd
Synesthesiad Phostech Corporation Ltd
Tai Cheong International Trading Ltd
TeleEye Holdings Ltd
Tenson Medicare Co Ltd
The China Water Company Ltd
The Dairy Farm Company Ltd - 7-Eleven
The Dairy Farm Company Ltd - Mannings
The Hong Kong & China Gas Co Ltd
The Jardine Engineering Corporation Ltd
The Orthodontic Centre Ltd
Time Search Recruitment (HK) Co Ltd
Toy2R (Holdings) Co Ltd
Tranzendia Ltd
Treasure Business Technology Development Ltd
ViewPoint (Asia) Ltd
Vita Green Health Products Co Ltd
Watson Wyatt Hong Kong Ltd
Wilfred Enterprises Ltd
Wwwins Consulting Hong Kong Ltd
Yahoo! Hong Kong Ltd

.....and many more.....

as of 25 Nov 2009

HKGCC

Hong Kong General Chamber of Commerce
香港總商會 1861

Strategic Partners 策略伙伴 :

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HKGCC

Hong Kong General Chamber of Commerce
香港總商會 1861

Q&A with the Chief Executive 與行政長官對談



Question: We feel that this year's Policy Address has not touched on support measures for SMEs in the manufacturing industry. We consider that the government should do a little bit more in this area.

Chief Executive: You understand that SMEs are the backbone of Hong Kong's economy. We cannot do without them. Remember, first of all, we have a whole range of funding schemes to help SMEs to obtain finance, increase their competitiveness, help them to upgrade their own methodology in the Mainland, in particular the Pearl River Delta.

On top of that, we have this special loan scheme introduced in December last year to assist local enterprises to tide them over the difficult period. Our commitment of \$100 billion underwrites the loans of banks. In fact, it provided 80% of the loan guarantees for all successful applicants. This loan scheme so far has approved over 22,000 applications over the last year. That was quite a remarkable figure. As you know, the Financial Secretary announced that he will fur-

ther the life of this scheme for another six months. On the IT front, you know about the cash rebate scheme.

So, we are doing all we can and I assure you that we will help you while the country as a whole, in the Mainland, is concentrating on promoting domestic consumption. Our SMEs are going to have a share of that action and we are going to help them as far as we can.

Q: Hong Kong has great potential to be the wealth management centre, not only of the Mainland, but also of the region which differentiates us from other cities in Asia. Is there anything the administration will do to strengthen the role of Hong Kong as the wealth management centre of the region?

CE: Hong Kong specializes in services, particularly high-end services, and corporate management, enterprises management, certainly, is a very important skill and an area of excellence in Hong Kong for a long time. As a government, we are not as specific as such about management services, but what we are doing

are conducive to a growth of industry in that sector.

First of all, we have a very liberal immigration policy. We want to attract the best management consultants, the best management people to come to Hong Kong, not only to work but to settle here and live here, providing a whole range of international schools, supermarkets catering for all kinds of diets and at the same time a very cosmopolitan, very friendly atmosphere in Hong Kong. We maintain a highly low tax structure to ensure that they are able to stay here. We have the best universities in the nation as a whole.

All these are important assets and what's more, we are working on improvement of our air quality, preservation of Hong Kong as a vibrant city, particularly with a strong heritage, and improving our standards of sports and culture and so on. All these are geared to produce a community with a strong underpinning of all the ingredients that make up a good cosmopolitan city. I believe these are the ingredients that will make



The Chief Executive, Donald Tsang, seemed a little uneasy at the soft questions that businessmen bowled him at the Hong Kong Business Community Luncheon on November 2, particularly a googly asking how he slept at night. Following is an abridged version of that Q&A session.

行政長官曾蔭權於11月2日出席香港商界舉辦的聯席午餐會。當他回應商界提出的連串軟問題，特別是一名與會者問他晚上睡得可好時，似乎顯得不太自在。以下是當天問答環節的節錄內容。

Hong Kong very strong as a provider of management services. If there are areas in which we have been missing, I will humbly be listening to your views.

Q: We welcome your identification of the testing and certification industry, but it's also an independent industry with legs on its own right. I would like to hear more about what measures and what resources the government will be prepared to devote to support this industry in the future?

CE: As you know, we established in September the Hong Kong Council for Testing and Certification. That was a major formal step we took. The council will be working out a three-year business plan to make sure that it can take forward the certification and testing capability of Hong Kong to a new plateau.

The government will be waiting to complement what it plans to do. Meanwhile, there is a lot of government testing and certification work we wish to farm out to the private sector in this

regard. In other words, we are deliberately trying to encourage the growth of this industry using the government requirements. All this can be farmed out to make sure we have a good head start in this regard.

We will be working very hard to secure recognition also in the Mainland of the testing standards Hong Kong is going to provide and the testing certification that we are going to publish in Hong Kong. We will be working with the Productivity Council, the Trade Development Council and our economic offices to ensure that all these work will be propagated, not only in Hong Kong, but elsewhere as well.

I agree that this is an area which has great strength and great potential. That is, derived from one fact, Hong Kong itself is a good brand name. We must leverage on it and on things that we are able to do better, providing a range of services that Hong Kong, because of its integrity of services, because of the honesty of businessmen, we are going to provide new economic opportuni-

ties for the people here and for the businessmen here.

Q: This must be very pleasing to you because you know and I know that outside this hall there are many more thousand people who are attacking you, mainly about very trivial matters. Mr Tsang, with all this criticism, are you being bothered or do you have sleepless nights?"

CE: All I can say is, Hong Kong is a diverse, huge, open economy, an open society where freedom of speech is cherished, freedom of press is cherished. I would not trade them in for anything else on Earth. This represents Hong Kong. Someone in my position, I am afraid, I have to take on certain heat, certain criticism from certain sectors of the community who either disagree with my programs or disagree with my work, or are not satisfied with my work, and I accept all this. To answer your question, it all depends on the level of complaint and the veracity and sincerity of those complaints. All I can tell you is occasionally I am bothered. But I sleep very well. 🌸

問：今年的施政報告未有向製造業的中小企推出支援措施。我們認為政府應在這方面多加協助。

答：中小企是香港經濟的骨幹，是不可或缺的一群。首先，政府已推出一系列資助計劃，協助中小企融資，提高它們的競爭力，協助他們把內地（特別是珠江三角洲）的業務升級。

此外，我們去年12月亦實施了一個特別信貸計劃，承諾提供1,000億元的銀行信貸保證，以協助本地企業渡過逆境。事實上，所有成功申請人都獲得八成的信貸保證。這個信貸計劃去年已批出逾22,000宗申請，成效顯著。眾所周知，財政司司長亦已宣布將計劃延長六個月。至於資訊科技方面，相信你們也聽過現金回贈計劃。

由此可見，政府正全力採取行動，而我向你們保證，當內地正集中推動全國本地消費，我們將助你從中受惠。香港的中小企可在這過程中分一杯羹，我們也會盡力協助。

問：香港有龐大潛力成為內地以至亞洲的財富管理中心，這優勢使我們有別於亞洲其他城市。政府會否推出任何政策，加強香港作為地區財富管理中心的角色？

答：香港的服務（尤其是高端服務）和集團管理以專業見稱，而企業管理固然是非常重要的技能，也是香港長久以來的優勢。作為政府，我們對於這類專業的管理服務不太精通，但我們所做的，將有助於該行業的發展。

首先，我們有非常開放的入境政策。我們希望吸引優秀的管理顧問和出色的管理人才來港工作、定居和生活，並提供多所國際學校，以及各式各樣的超級市場來迎合各國口味，務求在香港營造一個國際化的親切環境。我們的稅率維持在極低水平，確保海外人才能夠留港。我們還有全國一流的大學。

這些都是重要的資產。此外，我們正致力改善本港空氣質素，維持香港作為一個擁有豐富歷史遺產的活力之都，以及提升本地的運動和文化水平等。上述這些都是一個良好國際城市應具備的要素，而香港在這些方面亦已有穩固的基礎。我相信，這些要素將可使香港成為強大的管理服務供應商。如果我們在某些範疇上有所遺漏，我會虛心聆聽你們的意見。

問：我們歡迎你對檢測和認證業的認同，但那是一個獨立行業。我想知道，政府會推出甚麼措施或投放甚麼資源，以支持這個行業的未來發展？

答：你們都知道，政府於9月成立了香港檢測和認證局，那是我們踏出的重要一步。該局將為業界訂立一個三年發展藍圖，確保香港的檢測和認證水平得以提高。



政府將配合該局的計劃。同時，政府希望把眾多的檢測和認證工作外判給私人機構。換言之，我們正刻意嘗試利用政府的外判需求，鼓勵這個行業的發展。這些措施都可確保我們在這方面有好的開始。

我們將努力爭取內地認受香港的檢測水平和檢測認證。我們會與生產力促進局、貿易發展局及各地的經貿辦事處合作，確保這些工作在香港以至外地都得到推廣。

我同意這是一個具有龐大優勢和潛力的領域，因為香港本身已是一個出色的品牌。我們必須善用這點和一些能夠做得更好的地方，提供一系列的服務。由於香港有廉潔的服務和誠實的商家，我們將可為這裡的市民和商人提供

新的經濟機遇。

問：曾特首，眾所周知，在這演講廳外有數以千計的人正基於一些很瑣碎的事情而攻擊你。面對眾多批評，你有否感到困擾或失眠呢？

答：我只能說，香港是多元、龐大而開放的經濟體系，也是言論自由、新聞自由受到重視的開放社會，我不會以任何東西來交換，因為這代表香港。作為特首，我就得承受社會各方的輿論和批評，無論批評者不同意我的施政或不滿我的工作，我都全盤接受。至於如何自處這個問題，則要視乎批評的程度及真誠度。我可以告訴你，我偶爾會感到苦惱，但我仍睡得很好。✿

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好市民獎頒獎典禮2009第2期

Good Citizen Award Presentation Ceremony 2009 Phase II



40 Good Citizens Awarded for Helping Police Fight Crime

Award contributes to making Hong Kong one of the safest cities in the world

Forty citizens who helped the police fight crime were commended at the Good Citizen Award (GCA) Presentation Ceremony on November 12.

The award, presented twice a year, is organised by the Police Public Relations Branch, and has been sponsored by the Hong Kong General Chamber of Commerce since its inception in 1973.

Two of the awardees received the Good Citizen of the Year Award (GCYA). With their help, more than 40 people

were arrested for a variety of offences including murder, robbery, burglary, theft, indecent assault, deception and arson.

Winners of the GCYA Leung Ting-ki and his son Leung Ka-chu helped the police arrest a robber. In June 2009, a man took a taxi on Yen Chow Street, Sham Shui Po. On the way, he suddenly strangled the taxi-driver with a nylon rope and declared robbery. Leung Ting-ki who, was driving past the scene with his son, witnessed the incident and assisted in subduing the culprit. Subsequently, they were slightly injured but managed to subdue the culprit who was then arrested by the police.

They were presented with a plaque and each a cash award of \$3,000. All other GCA winners each received a certificate and a cheque for \$2,000.

Tse Yin-tak, a GCA winner, assisted the police in the detection of a murder case. A 16-year-old girl was reportedly missing in April 2008. Mr Tse then received a phone call from his friend who said that he had strangled a girl and dismembered her body. Mr Tse suspected his friend was connected to the missing girl case and reported it to the police. Acting on the information provided by Mr Tse, the police arrested his friend who was subsequently convicted of murder and preventing the lawful

四十名英勇市民獲頒好市民獎

透過獎勵計劃表揚守望相助、攜手滅罪的精神，香港可繼續成為世界上最安全的城市之一

四十名協助警方撲滅罪行的市民於11月12日在「好市民獎頒獎典禮」上獲表揚。

「好市民獎頒獎典禮」每年舉行兩次，由警察公共關係科主辦，香港總商會全資贊助。自頒獎典禮在1973年首次舉行以來，總商會一直是其獨家贊助機構。

得獎者除了兩名獲本年度「最傑出好市民獎」的得主外，還包括獲得「好市民獎」的38名市民。透過他們的協助，警方拘捕了40多名分別涉及謀殺、行劫、爆竊、盜竊、非禮、詐騙及縱火等案件的疑犯。

獲頒發「最傑出好市民獎」的梁定奇及其兒子梁嘉柱協助警方拘捕一名劫匪。2009年6月，一名男子在深水埗欽州街登上一輛的士，途中突然以尼龍繩勒住司機頸部聲稱「打劫」。梁定奇駕車經過，與兒子梁嘉柱目擊事件經過，二人立即提供協助，過程中父子二人同告受傷，但最終成功制服疑犯，交由警方處理。

兩名梁先生獲頒發獎牌及各得三千元獎

金；每名「好市民獎」得主則獲發獎狀及二千元獎金。

獲「好市民獎」的謝彥德協助警方偵破一宗謀殺案。2008年4月，一名16歲少女據報失蹤。謝先生其後接到一名朋友來電，表示扼斃了一名少女並將她肢解。謝先生懷疑他的朋友與該宗失蹤人口案件有關，於是向警方報案。警方根據謝先生提供的資料，拘捕該名男子。被捕男子最終因謀殺及阻止屍體合法埋葬罪成，被判處終生監禁。

警務處副處長（行動）任達榮在典禮上感謝得獎者的見義勇為。他相信透過「好市民獎勵計劃」表揚得獎者伸張正義的行為，能感染更多市民發揮守望相助的精神，與警方攜手撲滅罪行，使香港繼續成為世界上最安全和穩定的城市之一。

出席頒獎典禮的主禮嘉賓還有香港總商會人力委員會委員馬盧金華、撲滅罪行委員會委員邱小菲及著名藝人陳慧琳。馬盧金華表示，香港擁有一支具國際水平的紀律部隊，保護市民財產及生命安全，而維持社會繁榮及社區安全實有賴各方的配合。因此，香港總商會將繼續支持「好市民獎勵計劃」，鼓勵市民與警方攜手合作打擊罪案。✿



Member of HKGCC's Manpower Committee Virginia Ma presents awards to two good citizens. The Chamber has been the sole sponsor of the award since its inception in 1973.

總商會人力委員會委員馬盧金華向兩名好市民頒發獎項。自頒獎典禮在1973年首次舉行以來，總商會一直是其獨家贊助機構。



Deputy Commissioner of Police (Operations) Yam Tat-wing presents Virginia Ma, Sylvia Yau Siu-fee and Kelly Chan with mementoes.

警務處副處長（行動）任達榮向馬盧金華、邱小菲及陳慧琳致送紀念品。



burial of a body, which resulted in a sentence of life imprisonment.

Speaking at the ceremony, Deputy Commissioner of Police (Operations), Yam Tat-wing, commended and thanked the awardees for their bravery. He believed that the GCA scheme helps to promote the spirit of mutual help in the community and inspires more people to join the police in the fight against crime, which makes Hong Kong one of the safest cities in the world.

Member of HKGCC's Manpower Committee Virginia Ma, member of the Fight Crime Committee, Sylvia Yau Siu-fee, and Hong Kong celebrity Kelly Chan also attended the ceremony. Ma said that

while the Hong Kong Police was widely recognised as a professional and efficient disciplined service, the protection of lives and properties relies on the collaboration of different parties. As such, HKGCC will continue to support the GCA scheme and encourage the public to join hands with the police in fighting crime. ✿

Winners of the Good Citizen of the Year Award Leung Ting-ki and his son Leung Ka-chu helped the police arrest a robber.

獲頒發「最傑出好市民獎」的梁定奇及其兒子梁嘉柱協助警方拘捕一名劫匪。



Kanpai Sake

總商會歡樂時光

Chamber members were turning Japanese for Happy Hour on November 5, as this month's cocktail took place at the Japanese restaurant Roka. Five lucky members had their business cards pulled out of the hat to each win a \$300 dining voucher at the restaurant. ❀

總商會最近一次的「歡樂時光」酒會於11月5日假日式餐廳Roka舉行，讓會員歡渡了一個充滿日式風情的晚上。五位會員在大抽獎中成為幸運兒，各自贏得Roka餐廳的300元现金餐券。 ❀



MILBERT O. BROWN/MCT





The lucky draw winners: 得獎幸運兒

Francis Chan
陳作輝

Jimmy Huen
文匯

Ian Robinson
羅賓信

Margaret Burke
Margaret Burke

Grace Mak
麥馮慧敏

Francis Chan Chok Fai & Co CPA
陳作輝會計師行

CSR Asia Ltd
企業社會責任亞洲

Robinson Management Ltd
羅賓信顧問有限公司

Ella Cheong (Hong Kong) Ltd
張淑姬(香港)有限公司

National Australia Bank Ltd
澳洲銀行





Carbon Accounting 碳審計

A quick flick through any business magazine reveals that the tide on good environmental business practices is quickly coming in. Instead of being seen as good social responsibility, it is increasingly being seen as good financial sense.

The simple reason is money. Diana Tsui, Director, Corporate Social Responsibility, KPMG, said by steering the staff to reduce paper usage, the company saved over a million dollars in paper alone in 2008.

"In 2007, one employee was probably responsible for consuming 1.1 trees in paper," she explained. "In 2008, each employee was responsible for around 0.8 trees. So in absolute terms, we saved HK\$1.2 million in paper costs."

To accomplish this, KPMG's offices in Hong Kong and the Mainland replaced all its printers with models capable of

double-side printing, and encouraged staff to reduce their paper usage, and with it their carbon footprint.

Speaking at a Chamber EcoSmart Series seminar on November 4, she admitted that getting management to

ment, get your calculations right and present the data. In our case, the printers cost about half a million Hong Kong dollars, so within the first year we easily recovered our investment," she said.

However, not everything is as tangible as paper usage. Moreover, paper usage accounts for a minor proportion of office costs, and their carbon footprint. Dr William Yu, Head of Climate Program, WWF Hong Kong, said energy consumption is a major expense.

He reckons that commercial businesses consume about 37% of all energy produced in Hong Kong, 48% of which is eaten up by air

conditioners. But how much energy are companies using? And how can they calculate how this and other aspects of their operations affect their carbon footprint?

These are just a few of the questions that have led to the establishment of

“It does take investment. It is a chicken and egg thing, but you have to be able to invest before you can save.”

環保措施是需要投資的。這是雞與雞蛋的問題，但你一定要先用錢，才可省錢。

buy into green initiatives – and staff to follow them – is not always easy.

"It does take investment. It is a chicken and egg thing, but you have to be able to invest before you can save. So when you want to make a case for your manage-

Simple measures to reduce companies' carbon footprint can produce significant cash savings, says Tsui.
徐女士說：「簡單的減少碳足印措施，已經可以為公司節省大量成本。」

the WWF's Low Carbon Office Operation Programme (LOOP). By encouraging companies to implement "carbon accounting" practices, they will be able to accurately measure, track, allocate and report greenhouse gas emissions from a site, company or activity.

The programme is split into 3 key areas:
Scope 1: Direct emissions,
Scope 2: Indirect emissions from general energy use,
Scope 3: Other indirect emissions.

Companies pay HK\$7,500 per year to participate in the LOOP programme, which will give them access to the organization's online carbon accounting tools, database, and proven plans that help companies reduce their carbon footprint and save money.

Francis Mok, Group Human Resources Director, Jebson & Co Ltd, who also spoke at the seminar, said his company has managed to reduce fuel usage within the company by 10% in the first six months of 2008, and electricity usage by 20%.

A key factor in the success of companies looking to reduce their carbon footprint has been in staff education. Tsui said KPMG set up a website for staff to learn more about how they can be more environmentally responsible, as well as make suggestions on what they think can be done in house.

"At the end of the day, what it takes to make it successful is staff awareness," she said. "Communication is very important because it is about inducing behavioural change."

Besides including a carbon calculator for staff to calculate their own carbon footprint on the website, it also posts simple suggestions, such as no hairspray day, or no free newspaper day.

"All these little things can help, because we all have a role to play in changing the environment," she said. 🌸



Members can watch this luncheon at iBulletin
會員可登入《i工商月刊》觀看午餐會錄影
www.chamber.org.hk/bulletin

要隨手翻閱任何商業雜誌，都會發現良好環境商業實務的熱潮將至。與其視之為良好社會責任，不如看為良好理財觀念。

最簡單的原因，就是節省金錢。畢馬威會計師事務所企業社會責任總監徐丹說，帶領員工減少用紙，使公司在2008年單在紙張方面就節省了超過100萬元。

她解釋：「2007年，每位僱員大概耗用了1.1棵樹的紙張。2008年，每位僱員大約用0.8棵樹。因此，按絕對價值計算，我們節省了120萬港元的紙張成本。」

為節省用紙，畢馬威在香港和內地的辦公室全部換上可以雙面列印的打印機型號，並鼓勵員工減少用紙，從而減少碳足印。

在本會11月4日的「智環保」系列研討會上，徐女士承認，要管理層接受環保措施，並且要員工遵從，並非易事。

她說：「環保措施是需要投資的。這是雞與雞蛋的問題，但你一定要先用錢，才可省錢。所以當你希望公司管理層採取環保措施，你就必須準確計算，然後提交數據。以我們為例，新打印機的成本大約是50萬港元，所以我們在第一年已經輕易收回投資成本。」

然而，並非任何東西都如紙張般有形可見。此外，紙張只是佔辦公室成本和碳足印的一小部分。世界自然基金會香港分會氣候項目主管余遠驊博士說，能源才是主要開支。

他推斷，商界耗用了全港產電量約37%，其中48%用於冷氣機。但究竟企業使用了多少能源？他們又怎樣計算各方面的營運如何影響

碳足印？

上述等一連串疑問，促使世界自然基金會創立了「低碳辦公室計劃」(LOOP)。藉著鼓勵企業實施「碳審計」實務，他們可以準確計算、追蹤、分配及報告某地點、公司或活動的溫室氣體排放。

計劃分為三個主要評估範圍：

範圍一：直接排放

範圍二：一般能源使用引致的間接排放

範圍三：其他間接排放

企業每年只需繳付7,500港元就可參加LOOP計劃，使用世界自然基金會的網上碳審計工具、數據庫及範本，協助他們減少碳足印及節省成本。

同場的捷成洋行有限公司集團人力資源董事莫家麟說，他們在2008年首半年的耗油量減少了10%，而耗電量更減少20%。

企業減少碳足印的主要成功因素是員工教育。徐女士說，畢馬威設立了一個網站，讓員工學習如何對環境負責，並建議如何在公司實踐環保。

「最終，成功的關鍵在於員工的環保意識。」她說：「溝通是非常重要的，因為這關乎改變他人的行為。」

除了在網站為員工提供碳足印計算器，公司還提出簡單的環保建議，例如「無噴髮劑日」或「無免費報紙日」。

她說：「即使是簡單的行動也可為環保出力，因為人人都有責任改善環境。」 🌸



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December 2009

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
		<p>S Key Trends on Employee Equity Incentives & Assignment Benefits in 2009-10</p> <p>N Chamber's Christmas Cocktail</p>	<p>S Trade in Services – An Enabler of Global Economic Recovery and A Facilitator of the Doha Round</p>
<p>N Hong Kong 2009 East Asian Games – China's Night</p> 	<p>S Series on HR Trends & Updates: Module III – Sharing Session on “Cost Effective Way of Using e-Learning in Your Company”</p>	<p>N Cultural Extravaganza cum Cocktail Reception</p> <p>T Presentation Skills: Creating Personal Impact</p> <p>T Be a Successful Supervisor / Team Head / Manager!</p> <p>T Foreign Exchange Control Regulations and Financial Arrangement for Foreign Companies in Mainland China</p>	
		<p>T Game Design Workshop For Team Cohesion</p> 	

Chamber Committees 總商會委員會

Americas Committee 美洲委員會
Mr Douglas Van 萬祥生先生

Asia/Africa Committee 亞洲/非洲委員會
Mr Neville Shroff

China Committee 中國委員會
Mr Emil Yu 于健安先生

CSI – Executive Committee
香港服務業聯盟 — 執行委員會
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Telecommunications Committee
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Mr T C Chan 陳子政先生
Industry & Technology Committee 工業及科技委員會
Mr Edmond Yue 余國賢先生

Training Luncheon Roundtable Luncheon Seminar
 Forum Committee Meeting Mission Study Tour Networking

THURSDAY	FRIDAY	SATURDAY
3	4	5
<p>C HKCSI Executive Committee Meeting</p> <p>C Shipping & Transport Committee Meeting</p> <p>T 了解自己的溝通模式?</p> <p>T Professional Telephone Skills</p> <p>T Collecting More Dollars by Telephone</p> <p>T Legal Issues Relating to Real Estates and the Right on Use of Land in Mainland China</p>	<p>S Building Positive Relationship..... GETTING GREAT RESULTS</p> <p>R Perspectives for EU Trade Policy after the Lisbon Treaty</p> <p>F "Meet the Ministers" Town Hall Forum with: The Hon Mrs Carrie Lam, JP, Secretary for Development</p> <p>N HKGCC – Mercedes-Benz Test Drive cum Coffee Tasting Event</p>	
10	11	12
17	18	19



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Views of Women Directors

The majority of women were surprised to discover that just 8.9% of board positions were held by women, saying that this was lower than they expected. The women came up with various reasons for this low percentage. The most commonly cited reasons were the limited talent pool (perceived or actual), Hong Kong's male dominant society and the so-called 'invisible filter' – a process whereby women themselves opt out of senior roles because of family obligations. They also highlighted that women tend not to be as well networked as men and therefore often do not get considered for appointments to board positions.

The majority of women agreed with the statement that more needs to be done – mainly by companies rather than government, to encourage greater participation of women on boards. However, all but one were opposed to the introduction of legislation or quotas – an approach adopted by some countries in Europe. They highlighted the need for more education and awareness about the importance of diversity on boards and its link with business success. What was clear from most of the women was that they do not want, or expect, preferential treatment. ❀

The full report can be downloaded at www.communitybusiness.org

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 Mr Stanley Hui 許漢忠先生
 Women Executives Club 卓妍社
 Miss Sonya Wu 胡安小姐

Are Women Hitting a Glass Ceiling?

女性在職場上遇到無形的升遷障礙？

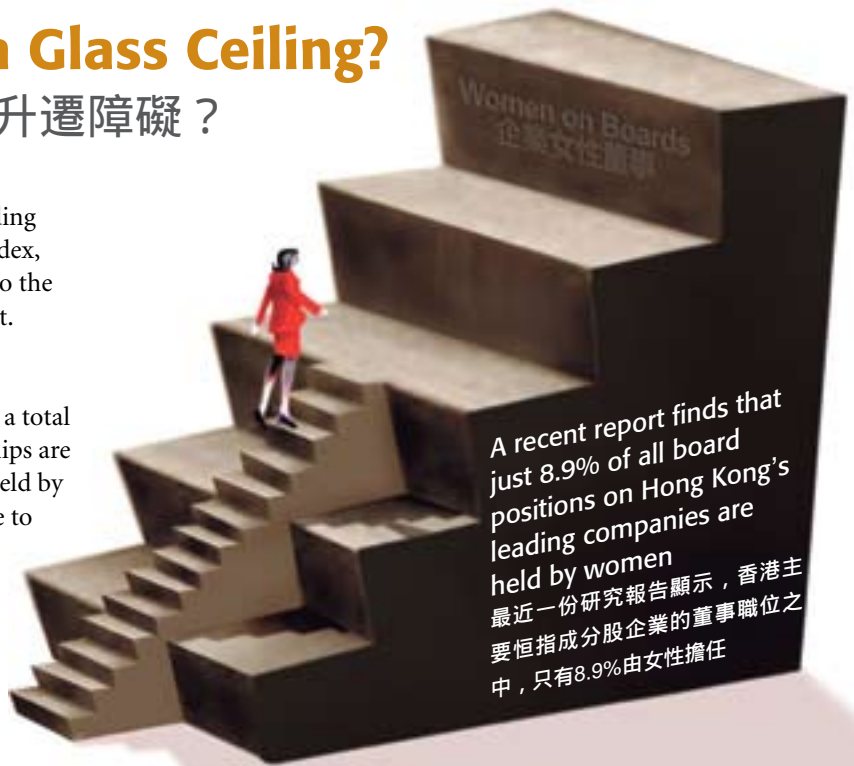
Of all board positions on Hong Kong's leading companies, as listed on the Hang Seng Index, just 8.9% are held by women, according to the "Women on Boards: Hang Seng Index 2009" report.

Key Findings

The first year of this research reveals that out of a total of 585 directorships on the HSI, only 52 directorships are held by women, or 8.9%. These directorships are held by 47 different women. This percentage is comparable to Australia (8.3%) but lower than the U.K. (11.7%), U.S. (14.5%) and Canada (15%). Out of the total of 42 companies listed on the HSI, 28 companies (66.7%) have women on their boards – which means conversely 14 companies (33.3%) have no female representation at all.

In addition, 15 companies (35.7%) have more than one female director, 13 companies (31.0%) have female executive directors and 7.0% of all executive director roles are held by women. Of all new appointments made in 2009 (as of August 24, 2009), 12.7% were women. All these percentages are in line with, or compare favourably with the UK FTSE 100. One company (Sun Hung Kai Properties Ltd) has a female Chair and one company (Hang Seng Bank Ltd) has a female CEO.

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根 據「2009年度恒生指數企業女性董事概況」報告，在恒生指數上市的香港主要企業之中，只有8.9%董事職位由女性擔任。

主要研究結果

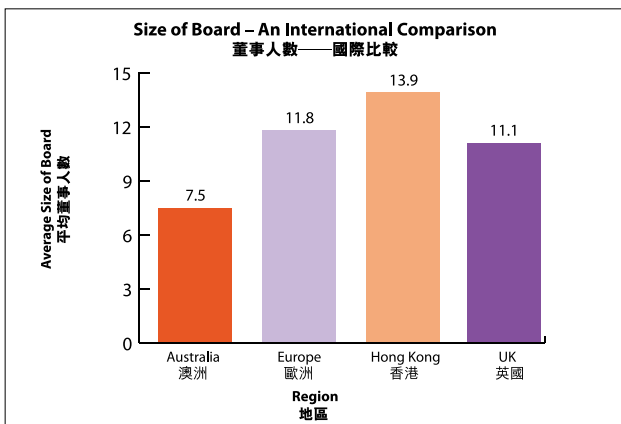
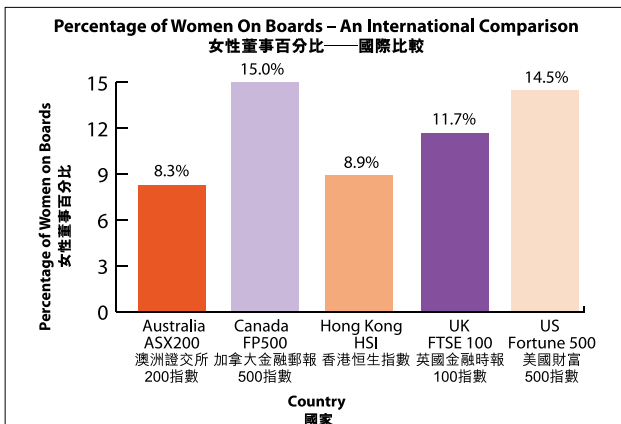
是次研究是第一年進行，結果顯示恒指成分股企業合共585個董事職位之中，只有52個由女性出任，所佔百分比為8.9%。這52個董事職位分別由47位女士擔當。上述百分比與澳洲（8.3%）相若，但低於英國（11.7%）、美國（14.5%）和加拿大（15%）。在42家恒指成分股企業之中，有28家（66.7%）委任了女性擔任董事會成員，即代表董事會內完全沒有女性的企業有14家（33.3%）。

此外，有15家企業（35.7%）委任了超過一位女性董事；13家企業（31.0%）有女性出任執行董事，而所有企業的執行董事職位，有7.0%由女性擔任。至於2009年所委任的新董事（截至2009年8月24日）方面，則有12.7%為女性。這些百分比與英國金融時報100指數成分企業的狀況比較，有過之而無不及。有一家企業（新鴻基地產發展有限公司）由女性擔任董事會主席，另有一家企業（恒生銀行有限公司）由女性出任行政總裁。

女性董事的見解

大部分受訪的女性董事均對只有8.9%董事職位由女性擔任感到詫異，因為比率低於她們預期。她們就這個低百分比提出多項解釋，最普遍的原因包括人才有限（不論是意識上的認知或實際情況）、香港是男性主導社會，以及所謂的「無形過濾」，意指女性由於家庭責任，自願選擇放棄高級職位的過程。受訪的女性董事亦指出，女性的人際網絡往往不及男性，因此經常不獲考慮出任董事職位。

大部分受訪女性董事均同意，董事會性別多元的問題仍須努力解決，並且應由企業而非政府帶動，以鼓勵更多女性參與董事會。然而，除了一位之外，所有受訪女性董事均反對效法歐洲一些國家，於這方面立法或推出配額。她們指出推廣教育董事會性別多元的重要性，以及這項意念如何有助推動業務成功，才是目前社會所需，而且大部分受訪女性董事均清晰表示，並不希望獲得或要求優先待遇。



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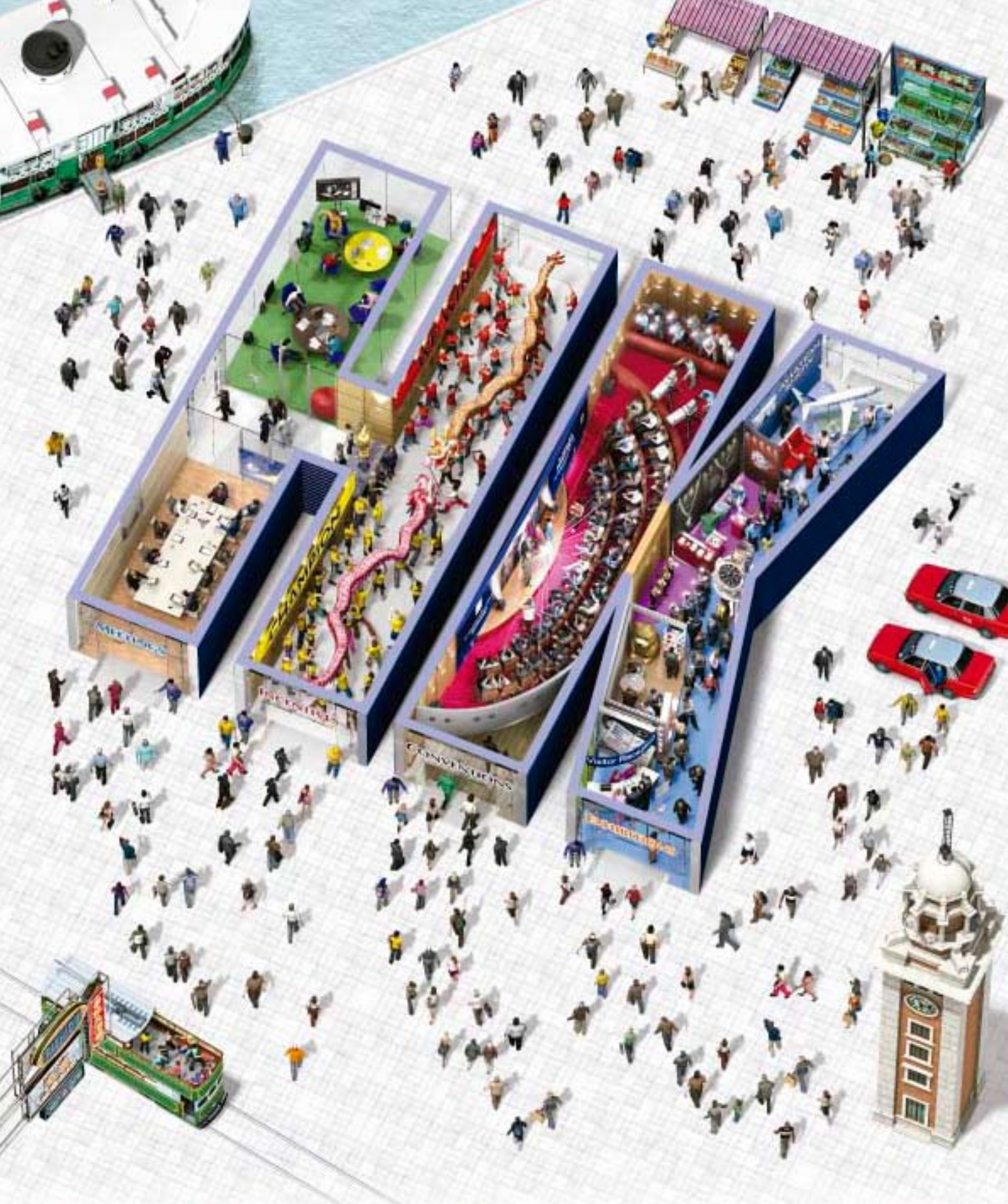
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