

十月 OCT 2009  
工商月刊

# the Bulletin

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Anatomy of a Recovery  
剖析經濟復蘇

China's Economy:  
Weathering the Storm  
金融海嘯中迎難而上的中國經濟

Visions of Sustainability  
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# Voice of Business

## 商界之聲

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

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出口訂單正慢慢回升，但內需才是內地經濟的真正動力。

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# the Bulletin

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Chairman: Andrew Brandler  
Deputy Chairman: Anthony Wu  
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CEO: Alex Fong  
Senior Managing Editor: Malcolm Ainsworth  
Editorial Board: David O'Rear, Simon Ngan,  
Erica Ng, Lavender Cheung,  
Christina Lau

Translated By: Rachel Shum, Cathy Au Yeung  
Graphic Design: Andy Wong

Advertising: OMJ Media  
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主席：包立賢  
常務副主席：胡定旭  
副主席：周松崗爵士 和廣北 李澤鉅  
總裁：方志偉  
高級總編輯：麥爾康  
編輯委員會：歐大衛 顏偉業 吳惠英 張宏艷 劉慧琪  
編譯：岑美怡 歐陽雯  
設計：黃惠強  
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Hong Kong General Chamber of Commerce  
香港總商會 1861

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### Health: Green Tea – | 50 More Than Just a Refreshing Drink 健康生活：綠茶——提神以外的功效

Research suggests that people who regularly drink green tea are less likely to develop a wide range of medical conditions, from high cholesterol to cancer.

研究顯示，常喝綠茶的人較少患上高膽固醇以至癌症等多種疾病。

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JPMorgan Private Bank released its tenth annual Summer Reading List recently, based on recommendations from its executives around the world.

摩根大通私人銀行每年都會根據全球各地行政人員的推薦，選出一份夏日閱讀清單。

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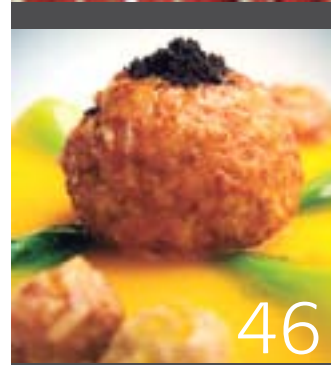
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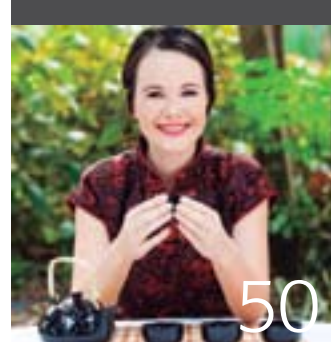
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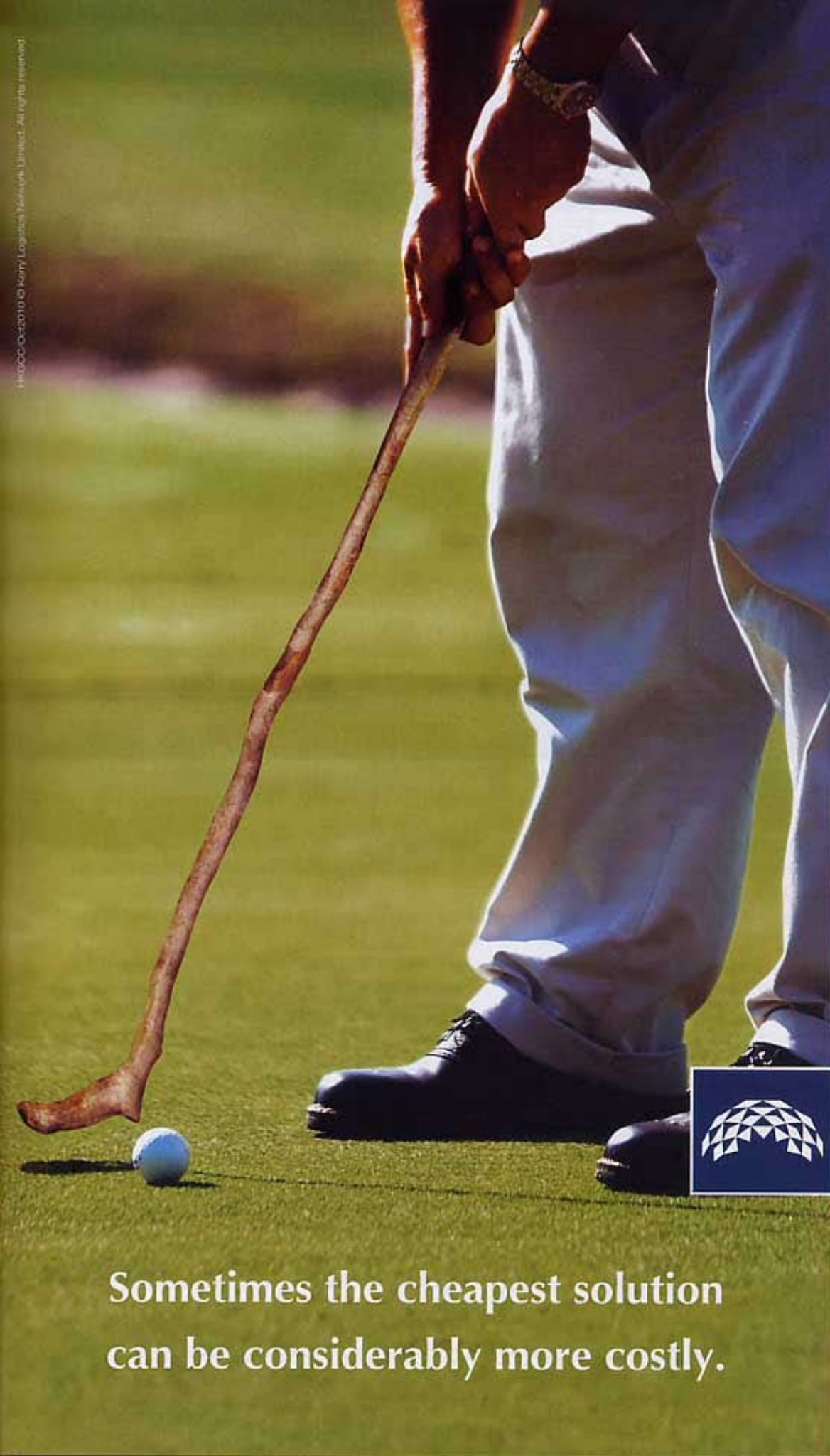


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## 長遠策劃香港未來

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。

**隨**著全球經濟陷入最嚴重的收縮，行政長官將於本月發表施政報告。儘管有跡象顯示某些國家的經濟可能正走出衰退，但很多企業仍在掙扎求存，特別是中小型企業。有見及此，總商會已向特首曾蔭權提呈一份建議書，期望他在制訂經濟藍圖時，能夠顧及中小企的苦況。

對許多企業來說，現金就是一切。雖然政府的信貸保證計劃已提供適時的紓緩，但僱主的首要考慮——削減成本——卻仍得不到解決。在本會的七頁建議書中，我們重申政府應凍結所有收費，直到經濟真正全面復蘇。我們認為，既然財政儲備達5,000多億元，如果還要向企業徵費而令他們受到額外壓力，實在不合情理，因為這最終只會為庫房多收100至120億元。

此舉雖然有助紓緩企業負擔，但我們亦強調當局需要積極採取行動，以提升本港的未來競爭力。其中一個非常有效的做法，是把利得稅和新僱稅稅率調低至15%或以下。正當全球其他地區紛紛降低稅率來吸引投資者，這項稅務寬減措施將有助恢復香港財政政策的吸引力。減稅政策也可作為策略性稅制改革的開端，進一步修訂中小企的財務合規程序、落實集團虧損寬免和本年虧損轉回、推動醫療融資，以及擴闊稅基。我們現在面對的挑戰，是如何確保公共財政能夠為香港企業創造一個更有利的營商環境。

有鑒於此，政府需要積極把現行規例所涉及的合規成本 (compliance costs) 減至最少，更要留意新法例帶來的額外成本。我們已向行政長官強調，實施新法規難免要付出一定代價。因此，在政策制訂過程中，政府必須仔細審視新法的成本效益；隨著政府進一步推動最低工資及競爭法的草擬工作，這將會是衡量合規成本的關鍵。

### 優化商業環境

有一些政策上的建議，主張進一步發展香港的知識型經濟，這是正確的施政方向，但政府必須小心避免「挑選優勝者」(picking winners)。本會現正以商界的角度詳細評估每個新「支柱」產業的潛力。無論這些建議的結果如何，香港都需要提升人力資源質素，以及從世界各地吸納更多人才，方能成功。為了達成這個目標，我們促請政府不應只著眼於商業硬件，也要關注「軟環境」。我們需要具體行動，建設一個充滿文化的活力之都，提供優良的文化環境，以及世界級的教育和醫療服務。

本會還建議政府採取堅定而有遠見的行動，改善環境。總商會去年向政府提交了43項建議，我們喜見部分意見將會落實；加上優化發電燃料、引入電動車和淘汰舊式汽車，以及改善公共交通網絡等其他措施，相信我們會向清新空氣的目標跨進一大步。

### 加強與內地及世界的聯繫

各國商討環保標準與其他跨境政策時，顯然面對很多困難，但我們促請政府設法克服這些挑戰。未來十年，政府需要投放額外的時間和資源管理跨境土地使用和基建發展，以減少商業發展的障礙。隨著主要的基建項目展開，當局有必要對這些工程進行全面的經濟影響評估，並委派監察機構跟進。

因此，我們認為政府應該投放更多資源，令內地——特別是北京和廣州——更理解香港的「政策」，這不僅能促進更緊密的聯繫，也有助處理兩地共同關心的實際政策措施，並確保香港的意見和關注得到清晰而有效的表達。✿

# Charting Hong Kong's Future with Vision

Andrew Brandler

This month, the Chief Executive will deliver his Policy Address in the wake of the worst contraction that the world economy has ever experienced. Although there are indications that some countries' economies may be emerging from recession, many companies are still struggling to survive, especially small- and medium-sized enterprises. In light of this, the plight of SMEs formed the heart of the Chamber's recommendations to Donald Tsang ahead of his blueprint for the economy.

Cash has proven to be king for many businesses. Although the government loan guarantee schemes have provided some relief, it has not addressed employers' main priority – to reduce costs. In our seven-page recommendation, we reiterated our call that the government should suspend all fees and charges until true economic recovery is fully in place. In our opinion, with over \$500 billion in reserves, it makes no sense to put extra pressure on companies to pay fees, which at the end of the day add only \$10-12 billion to the coffers.

While this will help to ease companies' pain, we stressed that more needs to be done to raise our future competitiveness. One very effective way of doing this would be to cut profits and salaries tax to 15% or below. This tax concession would help to restore Hong Kong's fiscal competitiveness at a time when other jurisdictions around the world are slashing their tax rates to attract investors. This should be undertaken as a precursor to strategically driven structural tax reforms, including revising fiscal compliance procedures for SMEs, moving forward on group loss relief and loss carryback, rationalizing healthcare financing, and broadening the tax base. The challenge we now face is how can we ensure that public finance creates a more favorable operating environment for businesses in Hong Kong.

On the back of this is the need for vigilance on minimizing compliance costs linked with existing regulations, and in particular the cost of new regulations on business. We stressed to the Chief Executive that new regulations are never cost-free. Consequently, they should be subject to the cost-benefit scrutiny as part of the policy formulation process. This will be crucial in determining compliance costs as the government goes forward on drafting minimum wage proposals and a competition law.

## Strengthening the business environment

Policy proposals aimed at further developing Hong Kong's knowledge-based economy are a step in the right direction, but we stressed that extreme caution should be exercised in any form of "picking winners." The Chamber is in the process of assessing in detail the potential of each of these new "pillars" from a business sector point of view. Whatever the outcome of these proposals, Hong Kong will need to raise the quality of its manpower and attract a deeper pool of talent from around the world to bring them to fruition. To accomplish this, we urged the government to look not just at the hardware side of business, but also the soft environment. We need to take concrete action to create a culturally exciting and vibrant city, with an outstanding cultural environment and world class services in education and health.

We also call on the government to move firmly and with vision to improve our environment. The Chamber forwarded 43 recommendations to the government last year and we are pleased that some of these will be implemented. In conjunction with other measures related to fuels for electric power generation, introducing electric vehicles and retiring old ones, and rationalizing public transport networks, we believe significant progress toward cleaning up our air can be realized.

## Strengthening connectivity with the Mainland and the world

Obviously there are a number of difficulties in negotiating environmental standards and practices and other cross-boundary policy initiatives across jurisdictional lines, but we urged the government that more must be done to overcome these challenges. Managing cross-border land use and infrastructure development will command additional time and resources over the coming decade if obstacles to business development are to be minimized. As key infrastructure projects move forward, it will be critically important that these are accompanied by fully-fledged Economic Impact Assessments, ideally overseen by a specifically-designated watch-dog.

In this regard, we believe significant new investment needs to be made in Hong Kong's "policy" presence on the Mainland (in particular in Beijing and Guangzhou), not only in order to facilitate closer links, but to tackle practical policy issues of joint concern, and to ensure that Hong Kong views and concerns are clearly heard and effectively presented. ❀

# Heads Up 會員新知

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## Significant Fall in Late and Default Payments

Payment experiences among Hong Kong businesses during Q2 revealed that both late and default payments dropped by 17.5% and 16.7%, respectively, compared to Q1 of 2009, when the figures were the highest since 2004, according to a survey conducted by Coface. The findings coincide with indications that there is a pick up in economic activity.

According to the survey, 33.1% of respondents experienced late payments in Q2, down from 40.2% in the previous quarter. Some 7.2% of respondents experienced default payments in Q2, compared to 8.6% in Q1.

**Hong Kong** – Some 10.4% of respondents experienced late payments by buyers in Hong Kong, down from 11.0%, while 2.4% reported default payments by buyers in Hong Kong.

**China** – Late payments by buyers in China decreased to 9.1% in Q2, compared to 10.2% in Q1, while payment defaults were down to 2.0% from 2.2%.

**United States** – Late payments by buyers in the U.S. declined to 8.6%, compared to 9.9% in the previous quarter. Payment defaults barely changed from 1.5% in Q1 to 1.4% in Q2.

## 逾期及拖欠付款大跌

國際信用集團科法斯的一項調查顯示，與第一季創下的2004年以來最高紀錄比較，香港企業第二季的逾期及拖欠付款分別下跌17.5%及16.7%，有關結果與經濟活動日漸回溫的跡象不謀而合。

根據調查，33.1%的受訪者曾在第二季遇到逾期付款，比率較前一季的40.2%為低；約7.2%受訪者則在第二季被拖欠付款，低於第一季的8.6%。

香港 — 約10.4%受訪者被香港買家逾期付款，較前一季的11.0%下跌；而2.4%則報稱被香港買家拖欠付款。

中國 — 中國買家逾期付款的情況由第一季的10.2%下降至第二季的9.1%；而拖欠付款則由2.2%下跌至2.0%。

美國 — 美國買家逾期付款的比率由前一季的9.9%減少至第二季的8.6%；而拖欠付款則僅由1.5%減少至1.4%。



MICHAEL HOGUE/MCT

## 金融服務的消費信心回穩

市場研究公司TNS進行的信心調查顯示，自消費信心於年初驟降後，消費者正慢慢開始對大型國家銀行、保險公司和經紀重拾信心。

2009年4月，61%的消費者表示對大型國家銀行的信任於前3個月下跌；而7月份的不信任比率則由61%降至47%。該調查指出，有關數據並不代表消費者的信心上升，而是反映消費者正變得更加「中立」或更趨穩定。

## Consumer Trust in Financial Services Stabilizes

Consumers are slowly starting to trust large national banks, insurance companies, and brokerages again following a plunge in confidence at the start of this year, according to TNS' Trust Survey.

In April 2009, 61% of consumers said that their trust in large national banks had declined over the previous three months. When asked about their level of distrust in July, the 61% fell to 47%. The survey pointed out that the data does not mean consumers are saying their trust is higher. It is more a function of consumers moving to a more "neutral" or stable place.



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## Post-Financial Crisis Attitudes Towards Social Risk Management

金融風暴對社會風險管理態度的影響

A telephone poll on the attitudes of Hong Kongers and Taiwanese towards managing social risks after the financial tsunami reveals that both societies endorse a strong role of the government in regulating the markets: 93.4% in Hong Kong and 75.9% in Taiwan. More Taiwanese were worried about social risks, such as the lack of income security in unemployment, low income in employment and poverty problems, compared to people in Hong Kong. People from both societies demonstrated strong expectations towards their governments to assist middle-lower income households should the economic situation worsen: 89.1% in Taiwan and 77.9% in Hong Kong.

Moreover, 58.4% of Hong Kongers and 41.3% of Taiwanese were willing to pay more taxes to improve social welfare. They also favoured regressive taxation: 86.2% in Taiwan and 79.3% in Hong Kong.

一項電話訪問研究了香港和台灣人在金融海嘯後對社會風險管理的態度，結果顯示兩地人（香港比率為93.4%，台灣則為75.9%）都認同政府在市場規管方面扮演重要角色。與香港相比，台灣有較多人對社會風險感到憂慮，例如失業時欠缺收入保障、在職貧窮及貧窮問題。若經濟環境轉壞，兩地社會人士（台灣比率為89.1%，香港則為77.9%）均強烈希望政府向中低收入家庭提供協助。

此外，58.4%香港人及41.3%台灣人願意多納稅款以改善社會福利。他們亦支持累退稅制：86.2%台灣受訪者表示贊同，香港則為79.3%。

## Remote Control for Life

More people are running their lives via their mobile phones, with the top three uses, besides calling and texting, being people's alarm clock, camera and games center. Overall, 17% of respondents to the Synovate survey said they use email on their mobile on a regular basis, led by 26% in the U.S. and 25% in the U.K. Similarly, an overall 17% use internet browsing, topped by the U.K. at 31% and the U.S. at 26%. 11% say they social network regularly via mobile.

- Three quarters of all respondents never leave home without their phone.
- One in four would find it harder to replace a mobile phone than a wallet or purse.
- 17% of Brits and 15% of Americans now social network via mobile.
- One in five across 11 markets set up a first date via text.
- 15% flirt with someone other than partner by text.

So which features do people want more of? What do they most want to see on mobiles of the future? The top three choices were:

- Don't know – 22%
- Better quality cameras – 21%
- More memory / storage space – 17%

## Curiosities 好奇心

**Risking** interrupted sleep, an overall 42% go to bed with their phones nearby. This was topped by 70% of Filipinos and 62% of Malaysians. Least likely to do this were Russian mobile phone owners.

即使有機會被吵醒，在整體受訪者中，有42%會在睡覺時把手機放在附近，當中以菲律賓的70%及馬來西亞的62%最多，而俄羅斯的手機用戶則最少這樣做。

**77%** of French respondents do not feel excited when their phone rings or beeps for a message. By contrast, 54% of Filipinos and half of all Malaysian mobile owners still get that frisson of pleasure that means someone needs them.

77%的法國受訪者已經對來電或短訊的鈴聲沒有感覺。相反，菲律賓及馬來西亞分

別有54%及50%的手機用戶仍然會感到興奮，因為這代表有人需要他們。

**An overall 37%** don't know how to use most of the functions on their phones, led by 46% of Taiwanese and 44% of Danes.

整體而言，有37%受訪者不懂使用手機的大部分功能，當中以台灣的46%及丹麥的44%最多。

**More than a third (36%)** of respondents across 11 markets would like to turn their phones off more often, but are worried they will miss something.

在11個市場中，逾三分之一（36%）受訪者時常都想關掉手機，但又擔心會錯過些甚麼。

## 生活中的「遙控器」

愈來愈多人依賴手機生活，除通話和發短訊這兩個主要功能外，人們最常使用的其他三項功能是鬧鐘、相機和遊戲機。根據市場研究公司思緯的調查，整體來說，17%受訪者表示他們經常利用手機收發電郵，其中以美國人（26%）和英國人（25%）居多。同樣，整體上有17%受訪者會使用手機瀏覽網頁，英美人士在這一項所佔的比例也是最高，分別為31%及26%。11%受訪者表示經常通過手機登錄社交網站。

- 四分之三受訪者表示從來不會不帶手機出門。
- 四分之一受訪者覺得手機比錢包更重要。
- 17%英國人及15%美國人現時通過手機登錄社交網站。
- 在11個市場之中，五分之一受訪者通過短訊安排初次約會。
- 15%受訪者通過短訊與伴侶以外的人調情。

那麼人們最喜歡哪些手機功能？他們最想未來的手機加入甚麼特色？最受歡迎的三項選擇為：

- 不知道 – 22%
- 更高質素的相機 – 21%
- 更多記憶/儲存空間 – 17%



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## 維持經濟復蘇

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。

香港在過去一年經過金融海嘯的肆虐後，在各界和政府的齊心協力下，終於走出了谷底，而經濟亦開始逐漸回穩。雖然如此，現在距離全面復蘇仍有一大段路，政府應該集中火力帶領經濟回升，加強對企業，特別是中小企的支援，以及積極推動經濟持續發展和創建新的發展路向，包括確定六大產業的發展藍圖。

為此，我於上月就施政報告的諮詢向行政長官作出了一系列的建議。首先，我希望政府可延長特別信貸保證計劃至2010年底。雖然近期訂單已經陸續回升，但外圍經濟是否已回穩仍是未知之數，不少買家均採取觀望態度，故此企業仍然需要資金周轉。若計劃如期於今年底取消，對企業會帶來震盪，因此我希望政府將計劃延長至明年底。此外，鑒於專營本地業務的中小企不涉及出入口貿易，不能獲得出口信用保險局的保障，我建議政府擴大信保局的承保範圍，為本地買賣的貿易提供保障，以減低中小企的貿易風險。

另一方面，政府應在稅務和推廣上積極提升香港的競爭力。由於香港與內地的合作和交流十分頻繁，我希望政府可向內地有關部門爭取，放寬港人在內地免交所得稅的逗留期限，由不超過183天延長至270天。我亦希望政府重新考慮引入「集團虧損寬免」和「本年虧損轉回」措施，以吸引外資來港，並減低企業因虧損而帶來的稅項負擔，幫助企業在經濟緊縮時

增加現金流。為配合企業升級轉型，我重申希望稅局對在內地轉型為三資的企業，繼續以50：50的比例來計算盈利，並給予機器折舊免稅額的優惠，以及擴大其涵蓋範圍。我亦建議政府成立二億元的推廣基金，協助港商在內地舉辦展覽會，以提升及擴大內地博覽會中香港館的規模，藉此拓展國內市場。

政府還要加強發展六大產業，特別是創新科技、文化創意和環保產業，並要作出長遠規劃和安排配套措施。為了促進創意產業和科研的發展，我建議政府給予企業研發、創意開支三倍扣稅優惠，鼓勵更多的私人研發投資，以產品研發、創意及設計推動企業朝高增值方向發展。在環保產業方面，我希望政府帶頭採購環保產品，如LED交通燈及電動車等，並為私人樓宇更換環保燈泡及資助工業大廈裝設節能設備。政府亦可考慮將環保車的首次登記稅，由寬減30%提高至50%，甚至全免。

我希望行政長官詳細考慮以上建議，盡早推行有關政策，以達致振興經濟的目標。✿

歡迎你把意見和看法直接寄給我，  
電郵：[jefflam@fowind.com.hk](mailto:jefflam@fowind.com.hk)；  
或進入本人網頁：[www.jeffreyklam.com](http://www.jeffreyklam.com)

# Sustaining Economic Recovery

Jeffrey Lam

**A**fter enduring the global financial crisis for the past year, Hong Kong has finally emerged from the storm on the back of collective efforts by the government and the community. Although our economy is gradually recovering, we still have a long way to go before we will see a full recovery.

To maintain the momentum, the government should concentrate on strengthening support for the business community, especially for small- and medium-sized enterprises. It should also examine potential new development paths and set out a blueprint for the proposed six economic drivers that the Chief Executive Donald Tsang announced in May.

Last month, I presented a series of proposals to the Chief Executive regarding his upcoming Policy Address. Firstly, I urged the government to extend the Special Loan Guarantee Scheme to the end of 2010. Although many companies' orders are starting to pick up, the short-term outlook is still unclear. Many buyers are still not certain if the economic recovery will continue, and are therefore taking a wait-and-see attitude. Consequently, many enterprises still need capital to keep their businesses solvent. If the scheme is terminated at the end of this year as scheduled, it will likely adversely impact companies. In addition, as SMEs engaging in local business – not importing or exporting – are not covered by the Hong Kong Export Credit Insurance Corporation (ECIC), I suggested that the government expand ECIC's services to cover local trade activities to reduce SMEs' risks.

Looking to the longer-term, Hong Kong should look to hone its competitiveness through tax incentives. We also need to do a better job of marketing ourselves internationally. In view of the close cooperation between Hong Kong and the Mainland, the government could propose to the PRC tax authorities that SAR residents be exempt from having to pay individual income tax if they stay in the Mainland for a period not exceeding an aggregate of 270 days in the year, instead of the current 183. Another tax advantage would be the introduction of group loss relief and loss carry-back arrangements to attract foreign capital to Hong Kong. Such measures can relieve enterprises' tax burden and increase cash flow during an economic contraction.

To spur companies to upgrade and restructure, I believe the Inland Revenue Department should continue to allow profits earned by Hong Kong enterprises operating in the mainland, which have switched to foreign-invested enterprises, to be apportioned and taxed on a 50:50 basis. Depreciation allowances for machinery and plants should also be expanded. I also suggested setting up a 0.2 billion marketing fund to assist Hong Kong companies wishing to take part in Mainland exhibitions. This fund could also be used to enlarge the size of the Hong Kong pavilion in Mainland expositions to boost our visibility.

On the development of the six economic pillars, especially in the areas of innovation & technology, cultural & creative industries, and the environmental sector, the government must formulate far-reaching strategies to plan and support for their growth. As an incentive for companies to expand in the creative industries sector and scientific research, I suggested that the government offer tax deductions equivalent to three times the amount invested in research, development and innovation. Such a move would encourage more private investment in R&D and spur companies to invest more in value-added activities such as product R&D, innovation and design.

To develop the environmental industries, the government should take the lead in procuring environmentally friendly products, such as LED traffic lights and electric vehicles. It can also encourage private building owners to replace old light bulbs with environment-friendly lighting and subsidize installation of energy-efficient equipment in industrial buildings. The government can also consider further reducing the first registration tax of environment-friendly vehicles from 30% to 50%, or even making them tax-free.

To revitalize our economy, I hope that the Chief Executive will examine closely the above recommendations and work out related policies so that they can be implemented as soon as possible. 🌸

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*If you have any views or comments, please send them to me directly at [jefflam@fowind.com.hk](mailto:jefflam@fowind.com.hk), or visit my Website at [www.jeffreykflam.com](http://www.jeffreykflam.com)*



## 總商會商業高峰會系列

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。

**總**商會已經向行政長官提交我們一年一度的建議書，傳達會員對施政報告的期望。有關本會2009年施政報告建議書的內容重點，請參閱本刊「主席之言」一欄。

我們的建議歸納自本會各個委員會在年內進行的討論，以及去年12月舉行「2008年商業高峰會」所得出的討論結果。我把高峰會的結論稱為本會的「15棵聖誕樹」，這15個工作計劃是



本會將密切留意哥本哈根會議的最新發展，以提高社會對氣候變化、清新空氣及可持續發展的關注。



會員認為非常重要的範疇，將會影響香港未來10年的競爭力。這次高峰會的結論亦成為本會的重要參考，以此為基礎分別向財政司司長及行政長官就2009年度財政預算案及2009年度施政報告提交建議書。

為了推進有關建議，我們決定2009年一改傳統的商業高峰會模式，代之以一個為期18個月的「總商會商業高峰會系列」。本系列活動已經於2009年第三季以「智環保」系列揭開序幕，其後將於第四季推出另一單元，以香港作為全球及地區性財富管理中心為主題，至於其他單元亦正在籌劃當中，並將於稍後陸續推出。

本會在籌備「總商會商業高峰會系列」不同單元時，重點關注「2008年商業高峰會」引申出來的「15棵聖誕樹」，以及香港特區政府在5月宣布的「六大產業」。六大產業是香港經濟的新增長點，分別為檢測認證、醫療、教育、文化創意、創新科技及環保產業。

「總商會商業高峰會系列」的首個單元是「智環保」系列。今年12月於哥本哈根舉行的氣候變化會議，將令公眾廣泛關注全球暖化問題。本會的環境及可持續發展委員會除了致力探索環保產業的潛在商機，還一直積極研究香港可如何改善環境，並於去年向政府提交了43項有關建議。我們也向大珠三角商務委員會提交建議，關注香港及珠江三角洲如何攜手打造循環經濟，實現綠化珠三角。本會將密切留意哥本哈根會議的最新發展，以提高社會對氣候變化、清新空氣及可持續發展的關注。

「總商會商業高峰會系列」的第二單元是關於香港作為全球及地區性財富管理中心。這個議題與匹茲堡G20峰會的討論息息相關，著眼於國際社會如何攜手建立世界金融新秩序。

無疑，中國內地將會在我們的未來發展中擔當重要角色。通過本會的中國委員會及其他委員會的協助，我們將會在其他單元中，探討如何創造一個更有利的環境，促進香港與內地之間的人流、物流、服務及資訊流通。

隨著本系列活動陸續展開，我們將會提供更多詳情，而本人也期待各位會員積極參與有關活動。✿





# HKGCC Business Summit Series

Alex Fong

The Chamber makes an annual submission to the Chief Executive reflecting members' expectations for the Policy Address. You can read about the highlights of our submission for the 2009 Policy Address in the Chairman's message.

Our recommendations were refined from discussions within the Chamber's respective committees during the course of the year, and the outcome of discussions stemming from the 2008 Business Summit, which took place in December 2008. I have christened the summit's conclusions as the Chamber's "15 Christmas trees." These are 15 projects that are considered extremely important by our members, because they will shape Hong Kong's competitiveness in the coming decade. The Chamber's submission to the Financial Secretary for the 2009 Budget and to the Chief Executive for the 2009 Policy Address drew heavily on the framework prescribed by the conclusions of the summit.

To take these recommendations to the next stage, we have decided not to organise the conventional HKGCC Business Summit in 2009, but instead, develop a HKGCC Business Summit Series which will be a program spanning 18 months. This program has already begun, with the launch of the EcoSmart Series in Q3 of 2009, which will be followed by a module on Hong Kong as the global and regional wealth management centre in Q4 of 2009. The remaining modules in the HKGCC Business Summit Series are under planning and they will be unveiled in due course.

When we developed the HKGCC Business Summit modules, we took into account "the 15 Christmas Trees," which emerged from the 2008 HKGCC Business Summit, as well as "the six pillars" announced by the HKSAR Government in May. These are the new drivers for Hong Kong's economy, namely: testing & certification; medical services; educational services; cultural & creative industries; innovation & technology; and the environmental industry.

The first module in our HKGCC Business Summit Series is the EcoSmart series. The conference on climate change in Copenhagen this December will stimulate attention on proposals to arrest global warming. Our Environment & Sustainability Committee has been hard at work looking into

how Hong Kong can improve in this area, in addition to growing potential business opportunities in the environment sector, and submitted 43 recommendations to the government last year. We have also submitted recommendations to the Greater Pearl River Delta Business Council on how Hong Kong and the Pearl River Delta could work together to



Your Chamber will be following developments in Copenhagen very closely as we seek to focus the community's attention on climate change, clean air, sustainable development.



create a circular economy as a practical manifestation of a greener PRD. Your Chamber will be following developments in Copenhagen very closely as we seek to focus the community's attention on climate change, clean air, sustainable development.

The second module in our HKGCC Business Summit Series is on Hong Kong as the global and regional wealth management centre. This is very much tied in with discussions by the G20 in Pittsburgh, which outlined ideas on how the international community could work together to recreate order in the financial world.

Mainland China, of course, will play a crucial role in our future growth. Consequently, through our China Committee and several other committees, we will examine in the remaining modules how we can create a more conducive environment to increase the flow of people, goods, services and information between Hong Kong and the Mainland.

We will provide more details as the series progresses, and I look forward to seeing our members participating actively in the program. 🌸



# More Than Just Good Food

## 美食背後的故事

Hong Kong's restaurant chain giants share their recipes for success **By Lavender Cheung**

香港的餐飲業連鎖巨頭分享成功秘訣 張宏艷

When the two Michaels mounted the stage, the whole audience fell silent. People were eager to hear what secret recipes were employed to grow their respective restaurant businesses, Café de Coral and Maxim's, into fast-food giants.

"Stick to our core competence," stressed Café de Coral Group's Executive Chairman Michael Chan. The tall, lean 57-year-old leader of the Chinese fast-food industry said his business phi-

losophy comes from the number 100. "We serve 100% excellence," he said, "to make customers who pay us \$100 or less feel happy."

Chan was ranked as the 35th richest person in Hong Kong on Forbes Rich List 2009, with a personal wealth of HK\$4.4 billion. He doesn't like talking about money, preferring instead to emphasize the satisfaction that he gains from work. In fact, his hard work has paid off. During the two decades that Chan has headed the group,

Café de Coral has grown 12-fold since it went public in 1986. It is now the world's largest Chinese fast-service restaurant chain, with 580 outlets under the Café de Coral, Spaghetti House, Ah Yee Leng Tong, Oliver's Super Sandwiches brands and the Manchu Wok in North America. It serves 300,000 customers in Hong Kong daily, and its U.S. and Mainland chains are also growing rapidly.

While sharing his secrets for success, Chan said: "It all boils down to people.

Café de Coral's Michael Chan (right), Maxim's Michael Wu have redefined the concept of fast food in Hong Kong. 大家樂的陳裕光(右)及美心的伍偉國為香港的快餐概念重新定義。

We want to make all stakeholders happy; we want to strike a balance among the customers, shareholders and employees.”

The younger Michael, 39-year-old Michael Wu, Chairman and Managing Director of Maxim's Caters Limited, has a similar maxim: “Keep our major stakeholders happy.”

Part of this strategy is maintaining an iron fist policy of sacking black sheep with bad habits. “We will fire a chef if we find him gambling,” Wu said gravely. “In the Chinese restaurant business, almost every chef gambles. Then once he gambles, his heart is not on the food and this can ruin the dishes and morale.”

His strong corporate governance was instilled in him when he started working at Maxim's at the very bottom. He waited on tables and manned cashier

I would rather leave a post empty than hire someone incompetent.”

Under his leadership, Maxim's has grown into the largest catering company in Hong Kong, operating 543 outlets and serving more than 540,000 people every day. On top of its bakery and Chinese restaurant lines, Wu introduced MAX concept restaurants in 1998 to serve international cuisine. In 2000, he brought Starbucks to Hong Kong. These moves changed the landscape of middle-upper class dining in the city.

The unprecedented talk by the two Michaels on the same stage was at the ‘Meet the Corporate Architects’ Series, where award-winning entrepreneurs chat with Chamber members over cocktails and snacks.

#### Not all roses

Both Chan and Wu have thrived in the food industry, but they have also learned some expensive lessons.

Café de Coral's biggest mistake

Pay them 20% higher than the market rate. I would rather leave a post empty than hire someone incompetent.

向他們支付高於市價20%的薪金。我寧可懸空一個職位，也不願聘用一個無能的人。

stations at various outlets, as well as delivered frozen food to Maxim's kitchens. That humble beginning planted his feet firmly on the ground from which he grew into management material, before finally ascended to the post of Managing Director in 1998.

“Never employ relatives or suppliers,” he said. “Once the management loses credibility, no staff will stay.” And he knows how to get the right people on board and make sure they stay. “Pay them 20% higher than the market rate.

occurred in the early 1990s when the company tried to break into the Mainland market too aggressively. “It was a huge failure,” recalled Chan. “Our pricing was HK\$35 per meal. We had to import expensive raw materials and the price went beyond local spending power.” The lesson taught him: “Never enter a market prematurely.”

For Maxim's, their biggest failure was the launch of cartoon theme restaurants. Twelve years ago, they operated a Hello Kitty restaurant which earned \$8 mil-



### Recipes for Success

#### Maxim's

- Keep major stakeholders happy.
- Be passionate, motivate staff to succeed.
- To retain good staff, pay them 20% higher than the market rate.
- Promote people from inside instead of parachuting people in from outside.
- Forbid gambling.
- Must have signature dishes.
- Vigilant on toilet cleanliness.
- Good food at a reasonable price.
- Search the web to find customers' comments.
- Take risks.

#### Café de Coral

- Make all stakeholders happy.
- Stick to core competence.
- Quality, service, caring, value.
- Take time to improve services.
- Get good people as branch managers.
- Develop a 5-year plan and keep goals in focus.
- Develop a restaurant that is scalable.
- Process meals in a central kitchen to control food quality.
- Buy properties at strategic locations to control the cost of rent.

lion in the first year, broke even in the second, but lost \$8 million in the third. “We then had an Ultraman restaurant,” said Wu. “It lost money at once because people stopped going there once the gimmicks had lost their attractiveness.” Now he is wiser for the experience: “Never do character restaurants because customers come for the character, not the food.”

On food, the duo gave good advice for picking restaurants. “It has to be good value for money,” said Chan. “Fast food chains with a central kitchen can control the quality of the food.”

“It has to be good and cheap,” said Wu. “The food should be better than good enough and reasonably priced to make me go back.” ❀





## 成功要訣

### 美心

- 令主要股東感到滿意
- 投入熱誠，激勵員工創出佳績
- 留住優秀員工，支付高於市價20%的薪金
- 內部晉升員工，而非從外面空降員工
- 嚴禁賭博
- 必須有招牌菜式
- 注意洗手間清潔
- 以合理價錢提供優質食物
- 上網搜尋顧客意見
- 勇於冒險

### 大家樂

- 令所有股東感到滿意
- 信守核心能力
- 優質、服務、體貼、價值
- 逐步改善服務
- 委任表現出色的員工擔任分店經理
- 制訂五年計劃，專注達標
- 發展具有增長潛力的餐廳
- 在中央廚房處理食物，以控制食物質素
- 在戰略地點購買物業，以控制租金成本

**兩**位Michael甫上台，全場都屏息靜聽。大家都渴望知道兩人究竟有何秘訣，能夠把他們的餐飲業務——大家樂和美心——發展成快餐業巨頭。

大家樂集團執行主席陳裕光（Michael Chan）強調：「信守我們的核心能力。」這位個子高瘦、年屆57歲的中式快餐業掌舵人表示，他的營商哲學來自100這個數字。他說：「我們要提供100%優質服務，務求令所有付上百元或以下的顧客都稱心滿意。」

陳裕光坐擁個人財富44億港元，在2009年《福布斯》香港富豪排行榜上躋身第35位。他不喜歡講錢，寧可強調工作帶來的滿足感。事實上，他的努力已得到回報。在陳先生領導集團的20年間，大家樂自1986年上市以來，業績已錄得12倍增長。現時，公司已成為全球最大的中式快餐連鎖集團，旗下擁有580家不同品牌的快餐店和特色餐廳，包括大家樂、意粉屋、阿二靚湯、利華超級三文治，以及北美洲的滿州鎮。集團每日為30萬名香港顧客提供服務，而其美國和內地的連鎖業務亦正迅速增長。

陳先生分享其成功秘訣時解釋：「一切都以人為本。我們希望令所有股東感到滿意；我們期望在顧客、股東及僱員之間取得平衡。」

另一位39歲較年輕的Michael，是美心食品

有限公司主席及董事總經理伍偉國（Michael Wu）。他亦有類似的座右銘：「力求令我們的主要股東感到滿意。」

這個策略的其中一部分是堅持採取鐵腕政策，解僱染有不良嗜好的害群之馬。伍先生鄭重地說：「如果我們發現廚師賭博，就會開除他們。在中式餐飲業內，幾乎每個廚師都喜歡賭博。廚師一旦賭博，就不能專心烹調食物，這會影響菜式質素和打擊士氣。」

他在美心由低做起的經驗，使他對良好企業管治有所領會。他曾在多家分店負責樓面和收銀工作，以及把冰鮮食物運送到各家美心分店。那段艱辛經歷使他變得踏實，把他磨練成管理人才，最後更在1998年登上董事總經理一職。

他說：「切勿僱用親戚或供應商。管理層一旦失信，就沒有員工願意留低。」他懂得任用合適人選，並確保他們不會離職。他續說：「向他們支付高於市價20%的薪金。我寧可懸空一個職位，也不願聘用一個無能的人。」

在他的領導下，美心已發展成為香港最大的飲食集團，設有543家分店，每日服務超過54萬人。除了經營麵包和中式酒樓業務外，伍先生也在1998年引入MAX concepts餐廳，以合理的價錢提供多國地方美食。2000年，他還把星巴克引進香港。這些發展改變了本港中上階層的飲食文化。

兩位餐飲業巨頭早前應邀為本會的「與企業建築師會面」系列演說。這系列活動以酒會的形式邀請多位得獎企業家與會員分享和交流經驗。

### 成功之路並不平坦

陳裕光和伍偉國都在飲食業闖出一番成績，但他們也受過慘痛的教訓。

大家樂最大的失誤，是集團在90年代初太急於進軍內地市場。陳先生憶述：「那是徹底的失敗。由於需要進口大量原材料，我們的定價是每餐35港元，但這個價錢已超出當地的消費力。」這次的教訓是：「切勿貿然進軍一個市場。」

對美心來說，他們最大的挫折是開設卡通主題餐廳。12年前，集團設立了一家Hello Kitty餐廳，在首年賺得800萬元，第二年則收支平衡，但第三年卻虧蝕了800萬元。伍先生說：「我們其後再開設一家超人餐廳，但甫開業就虧本，因為那些噱頭一旦失去吸引力，人們便不會再光顧。」這些經驗使他變得更精明：「切勿經營卡通主題餐廳，因為客人都是為了卡通人物而來，而非為品嚐食物。」

談起食物，兩人對挑選餐廳也各有見解。陳先生認為：「餐廳必須提供物超所值的食物。設有中央廚房的快餐連鎖店可控制食物質素。」

伍先生說：「餐廳必須做到價廉物美，維持高水平的食物品質，價錢亦要合理，才會令人再三光顧。」



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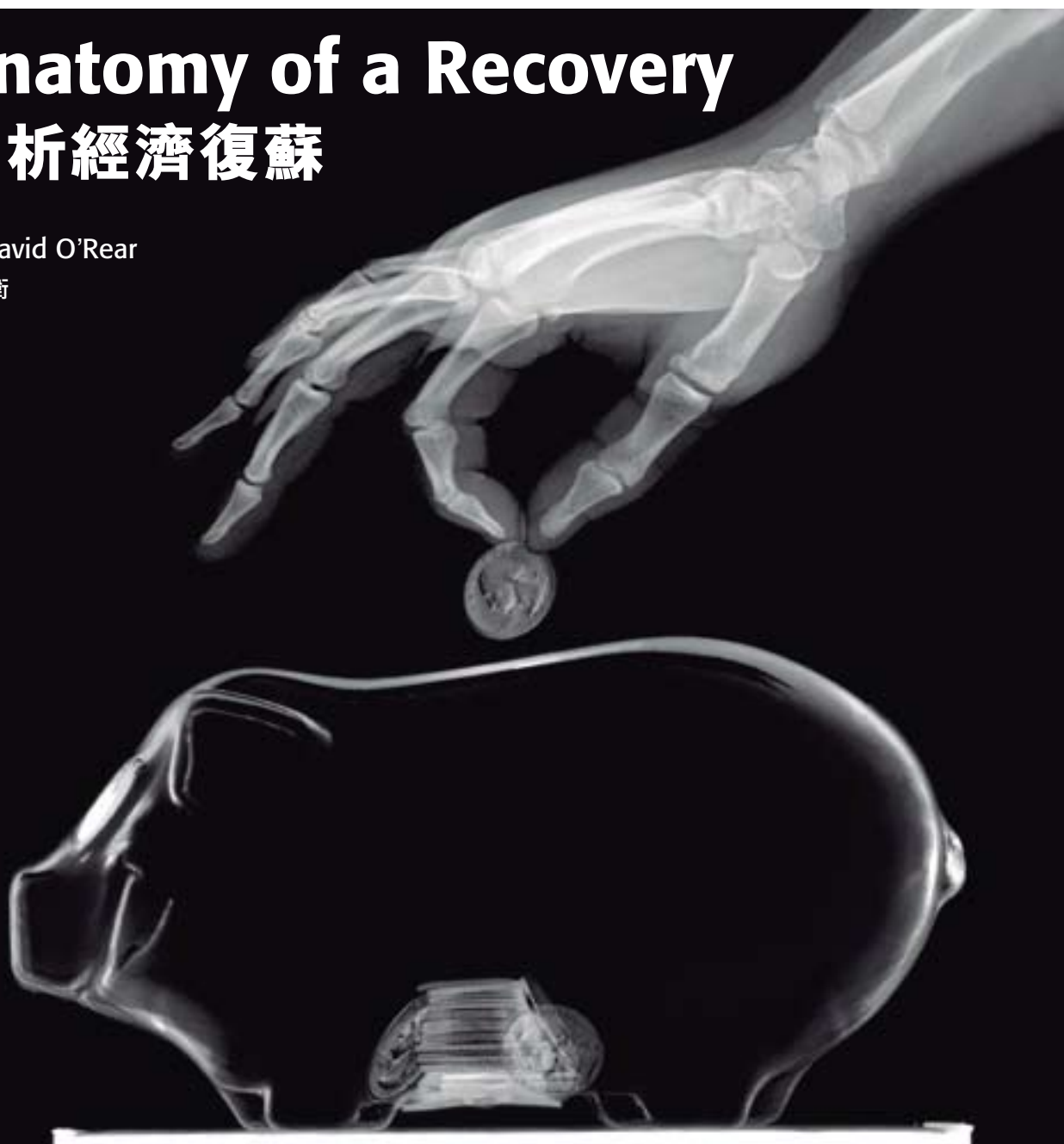


# Anatomy of a Recovery

## 剖析經濟復蘇

By David O'Rear

歐大衛



KEVIN MANNING/IC

**T**wenty-two months after the United States officially entered recession, and a year or more since the global financial system took a series of shots to the head and body, the short-term economic indicators are pointing to recovery. Clearly, this turn around will not closely resemble any recovery seen in living memory, but we should be able to sketch out some idea of what to expect.

We won't need any safety gear for this ride, folks. This one is going to

be much more of an uphill hike than a Formula 1 race. The good news is Americans are learning to save. The bad news is they're doing it at the expense of East Asia.

Unlike all previous recoveries, the generally robust U.S. consumer is unlikely to be in the lead. Gone are the days when stacks of the latest generation consumer electronics could be shipped across the Pacific with full expectation that however large the order, more would be required as soon as possible.

The year-on-year decline in real private consumption in America matched the longest post-War record (13 months, back in 1974-75) as of July this year. Real disposable incomes are still more than \$360 billion (3.5%) below the peak.

The OECD says 25 million jobs are at risk in the rich economies, despite signs of economic recovery. From a 25-year jobless rate low of 5.6% two years ago, unemployment rose to 8.5% in July. U.S. unemployment is now higher than in Europe, a rare occurrence. August's



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



9.7% rate is nowhere near a record, and in comparison to previous slumps the 13 months in which that number has remained above 6% is inconsequential. So far. The first graph shows how persistent high unemployment can be, and the second reminds us that this level is the highest among all post-war slumps. Employment is a lagging indicator, and so we should expect the rate to remain high throughout 2010.

In most of the world, consumers tend to try to live within their means, and high unemployment means lower standards of living. While this was less true in the U.S. than elsewhere, this year, there has been a monumental change: Americans, against all odds, are learning to save. And, in doing so they are cutting back on exactly the things that Asia sells. The last graph shows the close correlation between imported goods (excluding services) and private consumption expenditure over the past 25 years.

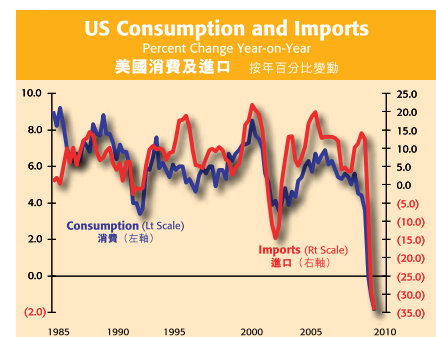
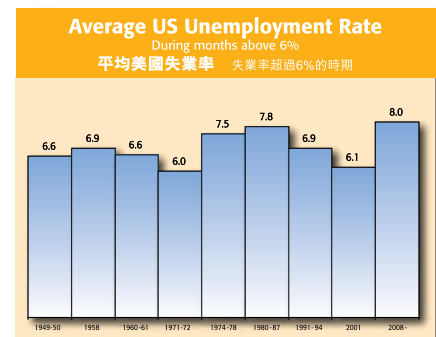
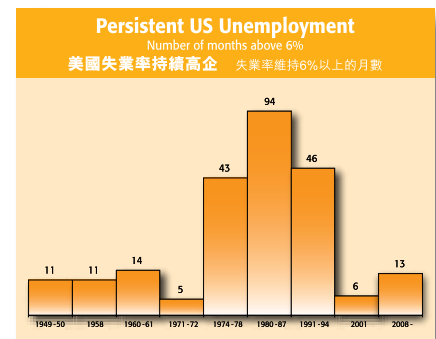
From the July 2008 peak, U.S. imports have fallen by one-third, but retail sales only by about 7%. Purchases from East Asia declined in nine of the 10 months to end-July, and by nearly 25% year-on-year since the end of the first quarter.

2009 is only the fourth time in the past 30 years when American imports

will contract on a full-year basis, and the results in those previous occurrences are instructive. In 1982, when imports fell 6.6%, North-east Asia (China, Japan, Korea, Taiwan and Hong Kong) managed a 9.2% rise in total exports, but then saw a mild, 1.5% decline the following year. The reverse was the case for ASEAN, where exports fell 1% before rising 2.1%.

The 1991 contraction (-1.5%) was largely ignored in Asia, with the North-east managing to sell 12.6% more than the year before and ASEAN an impressive 15.1% bump up. However, in 2001, the 6.3% decline in U.S. imports was matched by a 9.5% drop in North-east Asia, and 10.5% in South-east Asia. This year looks a whole lot more like 2001 than 1991, but with even larger declines.

The good news is that the resilient U.S. economy has not had two consecutive years of declining imports since 1960-61, and no large-scale contractions since the 1930s. The big shock next year is likely to be the huge numbers of Americans who don't buy new cars. This year's "cash for clunkers" cannibalized next year's sales. Add the expiring stimulus packages in the U.S. and elsewhere, and we're looking at a 2010 that will probably feel like one of the old style, normal recessions. ❀



## Chewing the Fat 談天說地

10 businesses that tend to do better during a recession. 衰退期間的10大暢旺行業。

- Fast food.** Five coffees for the price of a double skinny latte.  
快餐 以一杯大杯裝低脂牛奶咖啡的價錢可買到五杯咖啡。
- DIY and gardening.** Everyone between jobs wakes up to a list of things that need fixing, painting or planting.  
自己動手做及園藝 每個待業人士都會醒覺很多東西有待整理、塗漆或種植。
- Finance companies.** When the bank account is going through withdrawal pains, and your credit is X-rated, these folks are happy to lend you (expensive) money.  
財務公司 當銀行戶口現金被愈提愈少，而你的信貸評級並不樂觀，這些公司會很樂意向你提供（高息）貸款。
- Shoe repair shops.** In fact, just about any repair shop.  
補鞋店 事實上，任何種類的修理店也其門如市。
- Temporary staff agencies.** Rehiring remains risky until the recovery really proves itself to be durable.  
臨時員工中介公司 在復蘇真正持續前，重新招聘仍然具有風險。
- Greeting cards.** Can't afford an appropriate gift? Buy a card and put in as much money as you feel you can spend.  
賀卡 負擔不起一份得體的禮物？不妨在你財力範圍內購買一張賀卡。
- Pawn shops.** Most first-time customers appear during a downturn.  
抵押店 大部分顧客會在衰退期間首次光顧。
- Movie rentals.** For a fraction of the cost of dinner and a movie, the whole family can enjoy the show. While you're at it, enjoy some  
影片租賃 不足吃一頓飯和看一套電影的價錢，就可一家大小一起觀賞節目。不妨好好享受這個家庭節目。
- Comfort foods.** Tomato soup, meat loaf, pot pies are cheap and familiar. Top it off with  
簡便食品 蕃茄湯、肉卷和焗批都是便宜和常見的食品。
- Ice cream.** Can't afford a big luxury? Then splurge on the small ones!  
雪糕 不想花錢購買奢侈品？何不以廉價產品來暫時滿足一下！

**在**美國正式步入衰退後的第22個月，以及環球金融系統全面受到衝擊的1年多後，短期經濟指標正反映經濟開始復蘇。顯然，這次好轉將會與過往任何一次的復蘇不同，但我們大概可以預計到情況會是怎麼樣。

我們並不需要任何安全裝備，因為這次旅程都是上坡的路段，與一級方程式的賽道不一樣。好消息是美國人正在學習節儉，而壞消息是東亞的利益卻因此而受損。

與以往的所有復蘇不同，經濟條件普遍較佳的美國消費者今次將不會帶領消費。載滿新一代電子消費產品的貨輪一艘接一艘地橫渡太平洋的光景已經遠去。截至今年7月，美國實質私人消費的按年跌幅可媲美1974至75年戰後最長的13個月紀錄，而實質可動用收入甚至較最高點少逾3,600億元（3.5%）。

經濟合作與發展組織表示，儘管經濟出現復蘇跡象，但富裕經濟體系中就有2,500萬個職位面臨被削減的危機。失業率從兩年前的25年來低位5.6%，上升至7月份的8.5%。美國現時的失業率罕有地比歐洲還要高。8月份錄得的9.7%恐怕還未算最高紀錄，因為與過往的衰退相比，失業率至



GORDON M. GRANT/INCT

今連續13個月維持在6%以上的情況根本就不足為道。圖一顯示，失業率高企可以持續很久，而圖二則反映如今的比率是所有戰後衰退之中的最高水平。就業是一個滯後的指標，因此我們應預料失業率將於2010年全年維持高企。

在全球大部分地區，消費者都嘗試量入為出，而高失業率也代表生活水平下降。雖然

Unlike all previous recoveries, the generally robust U.S. consumer is unlikely to be in the lead.

與以往的所有復蘇不同，經濟條件普遍較佳的美國消費者今次將不會帶領消費。

這不太能反映美國的情況，但今年卻出現了重大的轉變：美國人竟然正在學習節儉。為此，他們正減少購買亞洲的出口產品。最後一圖說明了進口貨品（服務除外）與私人消費開支在過去25年的密切關係。

美國進口已從2008年7月的高位下跌了三分之一，但零售銷售只減少約7%。來自東亞的進口於7月底前的10個月之中有9個月錄得下跌，而自第一季尾起計的按年跌幅則接近25%。

美國於2009年經歷過去30年來僅第四次出現的全年進口收縮，而過往幾次的結果都具有啟發作用。1982年，當進口下跌6.6%，東北亞（中國、日本、韓國、台灣和香港）的總出口卻錄得9.2%的增長，但隨後一年則輕微下跌1.5%。相反，東盟的出口卻先跌1%，再上升2.1%。

1991年的收縮（-1.5%）備受亞洲地區廣泛忽視，因為東北亞的銷售額較前一年仍有12.6%的升幅，而東盟更錄得15.1%的顯著增長。然而，在2001年，美國進口下跌6.3%的同時，東北亞的銷售額亦出現9.5%的跌幅，而東南亞則下跌10.5%。今年的情況看來像2001年多於1991年，但跌幅甚至更大。

好消息是，反彈力強的美國經濟自1960至61年起未曾試過連續兩年錄得進口下跌，而自上世紀30年代以來也沒有出現大規模收縮。明年的重大衝擊很可能是美國購買新車的人數大減。美國政府今年推出的「舊車換現金」計劃攤薄了明年的新車銷量。加上美國和其他地區的刺激方案即將結束，我們預期2010年或許會像以往的正常衰退一樣。✿

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# Watch Out Starbucks, 85°C is the New Kid on the Block

## 85度C是業內的後起之秀 星巴克該



Peter Zhu is Assistant General Manager and head of the Factory Affairs department at 85°C, a bakery and coffee chain originating in Taiwan and now growing at a blinding pace in the Mainland. Here, he speaks about their business and operations strategy in China.

85度C是源自台灣的咖啡蛋糕烘焙專賣店，現正在中國內地迅速崛起。該連鎖店的副總經理兼廠務部主管Peter Zhu在此分享他們的故事。

**Q: Why is the brand called 85°C?**

**Peter Zhu (PZ):** We found that the best coffee is made at 85° Celsius. Then, by accident, we found most bread is baked at 85° Celsius as well, so that's where the name comes from.

**Q: When did you open in the Mainland?**

**PZ:** We opened our first store in Shanghai two years ago. We now have 42 stores – 31 are in Shanghai and the rest are in Hangzhou and Suzhou. We are planning to open another 91 stores in Shanghai by the end of the year. We built our factory in Song Jiang in June last year. Before that we had no factory. We made everything at the back of the stores.

**Q: Why did you choose to build your factory in Song Jiang?**

**PZ:** We needed a place big enough to accommodate us. We have around 6,500 square meters, which has the capability to supply 60 stores. Since we are growing so fast, a key issue that we face is how to supply the growing number of stores. We have already found a venue in Hangzhou which is 10,000 square meters, and we'll soon build another factory there.

**Q: Why do you need so many factories?**

**PZ:** We can't build a factory that is too big, because we need to supply the stores every day. If the distance between the stores and the factory is too far, then

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PHOTO: SISI GU

the transportation costs will go up. In Shanghai, the distance from the factory to each store is less than 100 kilometers.

When our business started in Taiwan, we calculated that our operation would be profitable only when our factory there supplied more than 60 stores. To make 50 crates of cakes takes almost the same time as 300 crates of cakes, but your business might only become profitable when the quantity is as big as 300.

**Q: How do you manage the logistics for each store?**

**PZ:** Currently, our 42 stores place their orders every day before 10 a.m. based on their previous day's sales. Then our

factories, which operate 24 hours a day, make the delivery before the following morning since our products have a short shelf-life. We need to pre-set product specifics for each item into our ERP system. So if I need to produce 1,500 pieces of cake today, then the system will tell me how much butter and dough we need and so on.

**Q: Do you outsource your logistics or manage it yourself?**

**PZ:** We do most of the distribution to the stores on our own. We also have over 110 suppliers, including importers and canning factories, which we deal with directly or through a dealer and they help us to deliver to the warehouse.

**Q: Where do you import your coffee from?**

**PZ:** The coffee we use is from Guatemala; the same as in Taiwan. In Taiwan, this coffee can only be found in either five star hotels or in our stores.

**Q: Is bubble tea a big seller?**

**PZ:** Most bakeries we see here only sell bread and cakes, which makes 85°C unique. The sales of bubble tea and coffee make up to 30-40% of our revenue, which is good because the net profits for coffee and bubble tea are higher than cakes and bread.

**Q: What are the differences between your operations in the Mainland and Taiwan?**

**PZ:** The basics are almost the same, except that we have 340 stores in Taiwan. We started our business there five years ago making coffee, cakes and bread. In Taiwan, most customers go to our stores for coffee, while in Shanghai we find people like bubble tea more than coffee, but of course, we see growth in coffee consumption. Taiwan is a mature market for us with coffee consumption contributing up to 80% of our business. There are also other differences, such as the Chinese preference for bread and buying habits. In Taiwan, sales volumes for cakes increase around Mothers' Day, since it's a tradition, whereas in the Mainland, people buy cakes during Spring Festival.

**Q: Compared with other bakeries and coffee outlets, what is 85°C's appeal?**

**PZ:** The media have called us *pin jia she hua* (low price luxury) in Taiwan. In light of the current economic situation, one alternative to maintain businesses is to offer customers a quality product at a lower price. The ingredients we use for making bread and cakes are top quality ingredients imported from France and New Zealand. Most of our bakers were used to making cakes or bread at five star hotels, where one cake might cost TW\$100 in the hotel but in 85 we sell it at TW\$30; same thing with coffee.

Another advantage is the speed at which we can open a new store. In Taiwan, our record for opening a new store is two days. Over 10 consecutive months, we opened 16 stores per month. Our target in the Mainland is the same, but sometimes getting permission for a new store takes longer. In Shanghai, currently we can open seven stores per month.

**Q: What's the average sales revenue of a store?**

**PZ:** The best shop can have revenue of RMB1.9 million per month in Shanghai, while our store in the U.S., can do in excess of US\$400,000 per month.

**Q: Has the economic slowdown impacted your business?**

**PZ:** Not very much. The least affected sector is the food industry. People may cut their budget for clothes and entertainment, but not their budget for eating.

**Q: What's the plan for the future?**

**PZ:** To be honest, we shareholders could just stay in Taiwan, stick with the business there and have a steady income. We see how the market is flooded with Western brands like KFC, McDonald's and Pizza Hut and given our success in Taiwan and the Mainland, we feel we can build this Chinese brand and promote it elsewhere. We see the opportunity, but we still need to enhance our management experience and that takes time. ❀

*This article first appeared in CHINA Magazine. For more information visit [www.chinaonline.com](http://www.chinaonline.com)*



**問：你的職責是甚麼？**

答：我是公司其中一位股東，也是85度C 十位共同創辦人之一。我們十人擔任不同部門的董事，本人就是總經理的助理兼廠務部主管。

**問：為甚麼你們的品牌稱為85度C？**

答：我們發現咖啡以攝氏85度沖煮最好喝，後來也意外得知大部分的麵包也是以攝氏85度烘焙，故公司以此命名。

**問：你們何時在內地開設第一家分店？**

答：我們兩年前在上海開設第一家分店，現時已擴展至42家，其中31家位於上海，其餘分布在杭州和蘇州。我們計劃年底前在上海再增設91家分店。去年6月，公司在松江興建了廠房，之前我們只是在店後生產，並沒有自己的廠房。

**問：為甚麼廠房選址在松江？**

答：我們需要一個足以容納我們的地方。廠房佔地約6,500平方米，能夠供應60家分店的需要。由於公司急速增長，我們面對的主要問題是如何為愈來愈多的分店供應產品。我們已經在杭州找到一個面積10,000平方米的地點，短期內會在上址興建另一家廠房。

**問：為何你們需要這麼多廠房？**

答：我們不能興建一家過大的廠房，因為我們要每天為分店供應產品。如果分店與廠房距離太遠，就會提高運輸成本。在上海，廠房與各分店的距離不足100公里。

我們在台灣開業時，計算過當地廠房必須為60家以上的分店供應產品，才會有利可圖。50箱蛋糕的製作時間幾乎與300箱蛋糕一樣，但我們必須生產多達300箱蛋糕才可賺取利潤。

**問：如何管理每家分店的物流工作？**

答：現行的做法是，全線42家分店會根據前一天的銷售情況，每天早上10時前向我們下訂單。然後，由於產品保質期較短，我們24小時運作的廠房會在翌日早上之前送貨。我們需要在企業資源規劃（ERP）系統內預先輸入每項產品的詳情。如果今天要生產1,500件蛋糕，系統就會自動計算我們需要多少牛油和麵糰等等。

**問：你們的物流工作會外判還是自行管理？**

答：大部分的分發工作都是我們自行負責。公司也有超過110位供應商，包括進口商和裝罐工廠，我們會直接或通過中介人與他們洽談，然後他們會幫我們把貨品送到倉庫。

**問：你們的咖啡從哪裡進口？**

答：我們選用的咖啡來自瓜地馬拉，與台灣所用的一樣。在台灣，這種咖啡只有在五星級酒店或我們的分店才可喝到。

**問：珍珠奶茶是否暢銷產品？**

答：這裡大部分的麵包店只賣麵包和蛋糕，這



更凸顯了85度C的獨一無二。珍珠奶茶和咖啡的銷量佔我們的收入達三至四成，這是好的現象，因為咖啡和珍珠奶茶的純利較蛋糕和麵包為高。

**問：你們在內地和台灣的經營方式有何分別？**

答：除了台灣有340家分店外，兩地的基本營運幾乎一樣。我們5年前在台灣開業，專門製作咖啡、蛋糕和麵包。在台灣，大多數顧客會到我們的店舖喝咖啡，在上海，顧客則喜歡珍珠奶茶多於咖啡，但當然我們也看到咖啡銷量正在增長。台灣對我們來說是個成熟市場，當地的咖啡銷量為我們帶來高達80%的生意額。其他的差異包括，內地人偏好麵包，還有一些獨特購物習慣。在台灣，蛋糕的銷量會在母親節增加，因為那是當地的傳統，而內地人則會在春節期間買蛋糕。

**問：與其他麵包和咖啡店相比，85度C的吸引之處是甚麼？**

答：台灣的傳媒形容我們為「平價奢華」。在現時的經濟環境下，維持業務的方法之一是為顧客提供價廉物美的產品。我們製作麵包和蛋糕的用料都是從法國和新西蘭進口的頂級材料。店內大部分的麵包師傅都曾任職五星級酒店，在那些酒店購買一件蛋糕可能要新台幣100元，但在85度C卻只需新台幣30元；咖啡的情況也是一樣。

另一個優勢是我們開設新店的速度。在台灣，我們開新店的最快紀錄是兩天。在連續10個月內，我們每月都有16家新店開張。公司在內地的目標亦一樣，但開設新店的審批過程往往需時較長。在上海，我們目前每月可開設7家分店。

**問：每家店舖的平均銷售收入是多少？**

答：在上海，營業額最高的分店每月收入可達人民幣190萬元，而美國則每月可達40萬美元以上。

**問：經濟衰退有否影響公司業務？**

答：影響不大。飲食業所受的影響最小。人們或會削減衣服和娛樂開支，但不會減少用膳消費。

**問：公司有甚麼未來大計？**

答：坦白說，我們的股東只會留守台灣的業務，賺取穩定的收入。我們看到市場上充斥著許多西方品牌，例如肯德基、麥當勞和必勝客，由於我們已在台灣和內地創出佳績，我們認為公司可建立這個自家中國品牌，並將之推廣海外。我們看到當中的商機，但仍然需要一些時日來增進管理經驗。✿

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# China's Economy: Weathering the Storm

## 金融海嘯中迎難而上的中國經濟

Export orders are slowly picking up, but domestic demand is the real engine of the Mainland's economy

出口訂單正慢慢回升，但內需才是內地經濟的真正動力



**T**he second quarter of 2009 brought a strong rebound on world financial markets, giving hope to Asian exporters and encouraging them to prepare for a recovery in demand for their products. In fact, signs are emerging that these exporters are already placing their bets. Rising purchases of semi-finished products by Mainland manufacturers is believed to be behind the recent pick up in Mainland imports. The year-on-year decline in imports narrowed from an average of 28.1% in the first five months of this year, to an average of only 14.1% in June and July.

This performance is echoed in Hong Kong's export numbers. The year-on-year decline in Hong Kong exports to the Mainland (which comprised a significant share of semi-finished products) narrowed markedly from 23.5% in the first quarter of this year, to just 5.4% in the second quarter. Thus, the supply

chain is back in action, and we can look forward to a rising trend in overseas exports in the coming months.

This uplift is likely due to the arrival of the long-anticipated replenishment of global inventories. But demand is still not strong across the board; consumers are being picky. Sales of consumer durables have been hit hard during this recession, while demand for daily necessities have held up remarkably well. Between September 2008 and June 2009, the value of retail electronics products sold in the U.S. fell by 7% year-on-year; meanwhile, grocery sales bucked the trend and rose by 1.5%.

China's exporters are in the best position to put products on the shelves at a price that the chastened American consumer is willing to pay. Thus, the U.S. shopper's new-found taste for thrift should channel more orders in China's direction. But is this a sure bet?

There are lingering doubts on whether demand is sustainable once inventory replenishment runs its course. Much of the recent improvement in the U.S. economy can be traced to President Obama's stimulus measures. The underlying fundamentals remain shaky.

Unemployment may still reach double digits by the end of this year, despite the surprise improvement in July. And even if employment holds up, wages are growing at a markedly slower pace. The continued weakness in the housing market is another concern. 22% of all U.S. homes, representing more than 20 million residences, were in "negative equity" in the first quarter. Mirroring the U.S. consumer's newfound taste for thrift, the U.S. personal savings rate increased to 5.2% in the second quarter. Rather than taking on debt for new purchases, U.S. households are paying back debt and deferring purchases. Hence, there is

little reason to be optimistic about consumer behaviour once the effect of the stimulus package wanes.

### The need to sustain domestic demand

The Sino-U.S. Strategic and Economic Dialogue, held in July this year, concluded that China could generate more stable and balanced economic growth by reducing reliance on exports and stimulating domestic demand. This is precisely the strategy that China has pursued in the wake of the financial crisis, and the country has succeeded very well at sustaining domestic demand throughout this period.

The RMB 4 trillion yuan economic stimulus package announced in November last year focused primarily on infrastructure and construction projects. Related industrial output, such as cement and large and medium sized tractor, has registered double-digit growth since the announcement. Government measures have also supported the motor vehicle industry. Following the introduction of an incentive of up to RMB 5,000 per household to boost car ownership in rural areas, motor vehicle production rose by 12% in the first five months of this year.

However, what has really distinguished China from other economies is consumer demand. This has remained resilient. Retail sales rose by 15% in the first six months of this year. Medical products, toys, furniture and garments are among the sectors that registered double digit growth in domestic sales. This has been critical in compensating for the collapse in demand from overseas.

Sustaining consumer spending required an extraordinary effort. China's manufacturing industry employs an estimated 28.8% of the labour force. The plunge in export orders late last year had a severe impact on manufacturing employment, as exporters shut down assembly lines. As a result, consumer confidence slid from a pre-crisis level of 93-94 to the 86-87 range in the first half of this year. This has also contributed to the return of deflation, which has hovered in the -1.5% range since the start of this year.

In order to jumpstart the domestic economy and prevent a slowdown in

consumer spending, Mainland banks were encouraged to boost lending. This resulted in the extension of RMB 7.73 trillion in new loans in the first seven months of this year.

Money supply (M2) growth surged to 28.4% year-on-year in July. The substantial monetary easing had the desired effect. A share of the extra liquidity found its way to the property and the equity markets, boosting prices. The resulting positive wealth effect in turn boosted private consumption.

### Rising risk of an asset bubble

However, just as elsewhere in the world, quantitative easing comes with a

in the second quarter. Combined with the money flowing from the government's stimulus package, the new money helped push the Shanghai A-share index up almost 80% in mid-August this year since the low last November and up nearly 50% from the immediate pre-crisis level in mid-September.

However, if export growth turns out to be slower than desired going into 2010, the divergence between the performance of the real economy and that of the asset market will become severe. The necessary correction of the asset market under this scenario will inflict significant damage on the economy. Couple this to a potential jump in bad

| YOY%             | Exports |                | Retail Sales |                |
|------------------|---------|----------------|--------------|----------------|
|                  | 2008    | 2009 (Jan-May) | 2008         | 2009 (Jan-May) |
| Medical products | 13.3%   | -10.4%         | 14.8%        | 17.6%          |
| Toys             | 1.8%    | -14.0%         | 22.6%        | 13.5%          |
| Furniture        | 21.5%   | -8.4%          | 22.6%        | 27.0%          |
| Garment          | 4.1%    | -8.1%          | 25.9%        | 17.3%          |

*Source: China Monthly Statistics*

price tag. In the West, the central banks took extreme measures to meet the funding gap when it became evident that the financial system could not function properly. As the financial system resumes normal (as is gradually happening at present), central banks will need to prepare to absorb the excess liquidity. Meanwhile, it will be necessary to monitor monetary policy effectively, as ultra-low interest rates could encourage inflation if left too low for too long. The situation in China is different.

The financial system is functioning well. Bank lending is buoyant, helping to stimulate domestic economic activity and pick up the slack in the export sector. The exit strategy calls for the flow of lending to slow as exports rebound, which is likely to occur in the coming months. With the core inflation rate at -1.4% in June, the threat of a pick up in general inflation is remote. The more immediate concern is asset inflation. In the global ultra low interest rate environment, China's relatively high growth potential is becoming ever more attractive to international capital. Capital inflows surged by an estimated US\$88bn

loans, following the surge in lending in the first half, and the challenge would be very serious indeed.

### Soft landing of the asset market?

Responding to the severity of the financial tsunami, China has undertaken the unconventional measure of boosting loan growth at a time of global economic recession. While the external financial storm has subsided, storm clouds are gathering around the domestic economy. At a time when China aims to upgrade its financial market, an asset bubble is the last thing the country wants to see. Prompt action is required to relieve the pressure so that financial markets track the gradual recovery of the global economy more closely. With the improving external economic environment, in the next few months the priority must turn to credit tightening to engineer a soft landing of the asset market. ❀

*This article was written by the BEA Economic Research Department. The viewpoints expressed in this article do not necessarily reflect those of management of the BEA.*



**環**球金融市場於2009年第2季開始顯著反彈，為亞洲出口商帶來盼望，憧憬市場對貨品的需求亦會隨之恢復過來。事實上，有跡象顯示出口商已增加採購原材料和半製成品，以迎接訂單上升，相信這是近月內地入口表現有所改善的主要原因，內地入口按年跌幅已經由今年首5個月平均28.1%，收窄至6、7月的平均14.1%。

香港方面的出口數據亦有類似的走勢。香港輸往內地的出口總額（其中半製成品佔相當部分）按年跌幅由首季的23.5%收窄至第2季的5.4%。這反映在海外訂單回升的預期下，本地製造業活動再度活躍起來。

全球正處於補充存貨的週期，因此內地出口在未來數月將顯著受惠。然而，由於現時消費者較以往謹慎，所以並非所有消費項目的需求都能出現復蘇。經濟衰退對消費耐用品的銷量打擊最大，而日常消費用品的需求則保持穩定。去年9月至今年6月期間，美國的電子產品零售銷售金額按年下跌7%，但雜貨項目的銷售額則上升1.5%。

中國製造的貨品價廉物美，對精打細算的消費者來說甚具吸引力，相信憑着低成本優勢，未來中國廠商可爭取更多海外訂單。

然而，在補充存貨週期過後，我們對美國的消費需求能否維持仍有保留。近月美國經濟數據轉好，很大程度跟其推出的刺激經濟方案有關，但當地經濟的基本因素仍未穩固。

縱使7月美國的就業情況較預期為好，但失業率仍有機會在年底前攀升至雙位數，而薪金升幅亦已顯著減慢。此外，房地產市場持續疲弱是另一個值得關注之處。美國負資產個案在第1季升至超過2,000萬宗，佔美國家庭總數的22%。事實上，美國個人儲蓄率在第2季升至5.2%，反映美國家庭正為減債而增加儲蓄。所以當刺激經濟方案的效力消退後，個人消費動力可能會減弱。

#### 中國需要維持內需

今年7月，中美雙方舉行戰略與經濟對話高峰會，會後的結論是，中國需要減低對出口的依賴，並刺激內部需求，以促進平穩和均衡的經濟增長。這正是中國今次金融危機當中所採取的策略，並成功通過維持內需幫助經濟渡過難關。

中央政府在去年11月推出4萬億元人民幣刺激經濟方案，當中主要涉及基建和建築項目，令相關行業如水泥、中型和大型拖拉機等工業生產均錄得雙位數升幅。此外，政府為每個農村家庭提供最多5,000元人民幣的汽車購置津

貼，以支持汽車業的發展。這項政策令汽車生產於首5個月按年上升12%。

與其他經濟體系比較，中國的個人消費增長可謂一枝獨秀。零售金額在今年首6個月按年平均上升15%。在各行業中，醫藥品、玩具、傢俬和衣服錄得雙位數的增長，內銷暢旺，為彌補海外需求萎縮起關鍵作用。

然而，在經濟不景下保持個人消費增長，需要用上非常手段。內地製造業估計聘用了28.8%的勞動人口，因此，去年底出口急挫不單打擊製造業，亦嚴重影響內地就業。結果，消費信心指數由金融海嘯前的93-94點水平下

為抽走市場上過剩的資金作準備。與此同時，當局在金融調控方面需要格外留神，低息環境維持太久將會刺激通脹升溫。

中國的情況跟西方國家不同，其金融系統運作順暢，銀行增加借貸，刺激國內的經濟活動，以彌補出口下滑。所以當出口在未來數月好轉時，減慢信貸增長將成為退出政策的主要策略。由於6月份核心通脹指數仍處於-1.4%，整體通脹升溫的風險仍然遙遠。反觀資產通脹才是現時需要迫切處理的問題。在目前環球超低息的環境下，中國較高的增長潛力對國際資金甚具吸引力。第2季流入內地的

“  
China could generate more stable and balanced economic growth by reducing reliance on exports and stimulating domestic demand.  
”

中國需要減低對出口的依賴，並刺激內部需求，以促進平穩和均衡的經濟增長。

滑至今年上半年的86-87點之間。這導致內地出現通縮，通脹率由年初至今一直在-1.5%水平徘徊。

為防止個人消費滑落，內地銀行在政策鼓勵下大幅增加貸款以刺激經濟，促使今年首7個月的新增貸款飆升7.73萬億元人民幣。

廣義貨幣（M2）供應在7月份按年上升28.4%。強大的貨幣寬鬆政策刺激內地商業活動，部分流動性資金更流入房產和股票市場，帶動資產價格上升，對個人消費產生正面的財富效應。

#### 資產泡沫的風險正在上升

然而，無論在任何地方，採取信貸寬鬆政策都需要付出代價。西方國家由於金融系統無法暢順運作，中央銀行需要採取非常手段填補資金供應大幅收緊所形成的空隙。隨着金融體系的運作逐步回復正常，致使中央銀行有需要

資金估計約有880億美元，加上政府的刺激經濟方案為市場注入大量資金，這些因素令上海A股指數由去年11月低位至今年8月中飆升近八成，亦較去年9月中金融海嘯前上升近五成。

不過，若2010年中國出口復甦的步伐未如預期般理想，實體經濟表現跟資產市場水平的差距將會擴大。在這個情況下，資產市場將無可避免出現調整，進而為經濟帶來嚴重傷害。加上今年上半年貸款金額顯著上升，壞帳惡化的潛在風險是中國另一個需要面對的挑戰。

#### 資產市場軟著陸？

為防禦金融海嘯對中國經濟造成災難性的破壞，內地已採取非常手段，在環球經濟衰退之際加快貸款增長。儘管現在外圍環境穩定下來，新的威脅卻在中國浮現。目前國家加快推行金融改革，若出現資產泡沫將對改革進程極為不利。因此，內地政府需要迅速採取行動，令金融市場發展更切合環球經濟緩步復甦的實況。隨着外圍環境在未來數月轉好，收緊信貸以協助資產市場軟著陸，乃當局現時需要優先處理的工作。✿

本文由東亞銀行經濟研究部供稿，其內容所表達的論點，並不一定反映東亞銀行管理層的立場。

| 按年變動% | 出口    |             | 零售銷售  |             |
|-------|-------|-------------|-------|-------------|
|       | 2008  | 2009 (1-5月) | 2008  | 2009 (1-5月) |
| 醫藥品   | 13.3% | -10.4%      | 14.8% | 17.6%       |
| 玩具    | 1.8%  | -14.0%      | 22.6% | 13.5%       |
| 傢俬    | 21.5% | -8.4%       | 22.6% | 27.0%       |
| 衣服    | 4.1%  | -8.1%       | 25.9% | 17.3%       |

資料來源：中國統計月報

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# Manage Your Cash Flow with Receivable Finance

## 應收賬戶服務 加強現金周轉

Finding working capital can be difficult, but companies can leverage their order books

By **Nixon Chan**

對中小企而言，要維持充足的現金流並不容易，但透過銀行的應收賬戶服務，企業可利用訂單套現，從而取得營運資金 陳力生

**H**aving enough cash flow to handle day-to-day expenses is critical to small businesses' survival. Working capital inadequacy is known to be a major cause of small business failures. Given the current economic downturn, it is getting more and more challenging for many businesses to maintain adequate funds.

It is advisable to work with a banking partner to find ways your company can allocate payments and receivables to maximize efficiency.

Receivable finance is one possible solution. The bank can provide business customers with working capital finance by purchasing their account receivables and giving them cash as a percentage of the invoices value. Receivables finance also offers credit protection and collection services. While receivable finance gives a fast access to cash which grows in line with sales, credit protection service provides peace of mind by protecting the business against buyer default or insolvency, and collection services means the bank collects the payments, so that you can focus on running the business.

One of our customers, a small manufacturer of leather products, found receivable finance very helpful. In late 2008, the company received orders



totaling HK\$1.2 million for leather accessories. In order to obtain the operating capital of HK\$800,000, the business owner sold his account receivables to the bank. Once he sent the invoices to the bank, he received 80% of the invoice amount in cash and was able to pay for

the materials and the salaries of his staff.

On our advice, he also took out a credit protection policy to protect his company against bad debts and losses in case his customer became insolvent. As the bank was responsible for collecting payment from the buyers, the owner



**有**足夠現金應付日常開支，對中小企保持營運能力至為重要。小生意的倒閉，往往是周轉不靈所致。在當前經濟低迷的情況下，不少企業愈來愈難維持足夠的營運資金。

在這情況下，小企業最好是與銀行合作，以妥善分配付款資金及應收賬款，從而盡量提升資金的運用效益。

應收賬戶服務是一個可行方法。銀行會按發票金額的某個協定比率，購入工商客戶的應收賬款，從而提供營運資金。這項服務讓商業客戶更快套現與銷售額同步增長的收入，更可提供信貸保險，保障客戶免受買家拖欠貨款或無力償債的影響。客戶還可採用收賬服務，由銀行代收賬款，自己則專心處理業務營運。

本人認識一位經營小規模皮革製造業務的客戶，覺得應收賬戶服務十分有用。在2008年底，該公司獲得一份總值120萬港元的皮革配飾訂單。為取得80萬港元的營運資金，東主將他的應收賬售予銀行。他將發票送交銀行後，便取得相等於發票金額八成的現金，用以支付原料費及員工薪金。

該東主亦接受我們的建議，購買了信貸保險，保障公司免受客戶拖欠貨款所帶來的壞賬及損失影響。由於銀行負責向買家收取貨款，東主不用擔心收賬問題，故可專注擴展業務。儘管最後買家宣告破產，但由於公司已有信貸保險，因此並無受到

was saved the hassle and could focus on growing his business. Though the buyer later became insolvent, the company was not affected badly since it had credit protection.

Today a large percentage of world trade is based on open account. To protect your business from losses resulting from fraudulent transaction or miscommunication, you are advised to take note of the following areas when selling on open account. This will also help improve your ability to obtain receivable finance from banks:

Ensure a proper purchase order is issued by the buyer. The purchase order should carry the specific trading terms, seller's full name and address, shipping address and date, list of services and products and their price. If possible, avoid accepting orders by phone.

Ensure every single detail in the invoice matches the purchase order. Double check that the following information is stated on the invoice: name

嚴重影響。

今天，世界上大部分貿易都是以記賬方式進行。為保障生意免受欺詐或溝通出錯所影響，你以記賬方式進行交易時，應注意以下幾點，以提高成功獲得應收賬戶服務的能力：

確保買家發出的訂單妥當無誤。訂單上應列明具體的交易條款、供應商全名及地址、付運地址及日期、服務及產品清單、價格等資料。如有可能，應避免接受以電話發出的訂單。

確保發票上每項資料均與訂單上的相同，並覆核以下各項資料均列於發票上：買賣雙方的名稱及聯絡人、訂單編號、產品及服務細節、應收款總額、交貨詳情、交易條款、結賬辦法等。賣家亦應覆核發票上的日期，確保正確無誤。

保留交貨單的副本，並確保交貨單上的各項資料與訂單及發票上的相同。

切勿只向單一的「大」客戶提供產品或服務。為分散風險，任何一個客戶所佔的營業額比重都不應超過三成。

清楚了解你的客戶。例如，你可以透過公司註冊處查核客戶是否註冊公司，或透過信貸調查機關取得該公司的信貸紀錄以作參考。如果客戶將業務資料上載其網站，亦可上網查閱。

為新客戶提供較短，例如30天的賬期，而對準時結賬的長期客戶，則可考慮給予較長的賬期。✿

and contact of seller and buyer, purchase order number, product and service details, total amount charged, delivery details, trading terms and settlement method. Double check that the invoice is correctly dated.

Keep a copy of the delivery note and ensure details printed on it match with the purchase order and invoice.

Do not sell to just one single "big" buyer. As a guideline to spread risk, ensure that no one buyer contributes over 30% of your business.

Know your buyers. For example, you can try to check if they are registered companies through the Companies Registry, obtain their credit reports via credit agencies, or get their financial information on their Website, if available.

Grant shorter credit terms, say 30 days, for new buyers. You may consider longer credit terms for longtime customers who have a track record with you of paying bills on time. ✿

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There's striking disagreement on the shape of the economic upturn – being touted are 'J', 'L', 'V', 'U', 'W' or even a 'saxophone shaped upturn', however what's sure is it's coming. With the upturn – welcome or not – is a complete shredding of the workplace rulebook! 市場對經濟復蘇的模式各有分歧，「J」、「L」、「V」、「U」、「W」型甚至「色士風型」的走勢都不乏支持者，但可以肯定的是經濟正在反彈。經濟好轉——不論受歡迎與否，隨之而來的是辦公室常規將被徹底打破！

By John Blackwell

## Shredding the Workplace Rule Book

### 打破辦公室常規

**T**oday's workplace consists of finely balanced interdependencies between people, space, technologies, culture, and management practices. It demands HR professionals talk fluent real estate, real estate professionals talk fluent talent and collaboration, technologists talk fluent culture, and managers be fluent in trust, agility, and social connection.

Get it right and the workplace is a vibrant, inspiring place that motivates creativity, innovation, and untold performance levels. Get it wrong and it's dull and disenfranchising, with staff bored by the tedium.

This isn't some abstract theory – everyone reading this article will, at some point, have experienced a dull workplace and equally will have experienced a vibrant one.

The current economic turmoil has brought about a unique combination of factors that's not merely overturning workplace rules; it is completely shredding the rule book!

Prominent factors in this upheaval are:

#### Unemployment

In OECD countries, unemployment has risen from 6.8% in 2008 to today's 7.8%, and is projected to top 10% by

2010. While any unemployment is distressing, the impact on remaining staff is possibly more dramatic.

How drastic? Research suggests that half of staff have lost trust in their employer and almost as many – 46% – would leave at the earliest opportunity if they had the chance.

This distrust is rooted in staff eyeing ranks of empty desks and an assumption that they'll voluntarily "pick up the slack." Staff are also disenfranchised over the lottery approach to downsizing and the lack of visionary thinking about alternatives. When cost avoidance is today's corporate mantra, this

John Blackwell is a sought after global thought-leader on effective business operation.

His is author of over 30 management books and a visiting fellow at three leading universities.

John Blackwell是全球知名的思想領袖，專門研究有效的商業運作。他曾撰寫超過30本管理書籍，也是三間頂尖大學的訪問學者。

discontent and churn could prove financially crippling.

### A shrinking talent pool

It's a myth that restructuring has created a labour market awash with talent. More than 60% of white-collar unemployed are turning their back on corporate life and investing redundancy monies in starting entrepreneurial businesses. Having walked away, this talent won't be returning corporate life.

Factor in a 17% decline in 'prime-age' labour (due to decreasing birth rate, increasing adult education, etc),

### Unsustainable office utilization

Prior to the economic downturn, office utilization was typically hovering around 50%. One of the first casualties of the recession was corporate real estate values, which has dropped by more than 44%. At the same time, almost every organization is being forced to – or taking the opportunity to – optimize headcount.

This has created the perennial conflict between dwindling occupancy and the inability to shift surplus real estate – a direct outcome being plummeting office utilization of 20% or

61% have successfully changed in the past, a gap that has trebled since 2006.

The report found that organizations financially out-performing their comparators are investing in radical interventions, broadly grouped into two areas – trust-based, and socially connected workplaces.

Trust-based workplaces allow staff complete temporal and spatial autonomy. Socially connected workplaces actively encourage staff to engage and collaborate with likeminded people far beyond traditional work boundaries. This significantly improves the response to weak signals – competitive and creative developments that might otherwise have been overlooked.

Clearly, these far-reaching changes to the traditional workplace demand precision metrics and a structured, scientific approach. Everyone involved must be 'on-board', and have a clear view of the 4 P's of change;

- **Purpose** – why change, what's in it for me?
- **Picture** – what will it look like after the change?
- **Plan** – what's the timeline and what should I expect?
- **Part** – what's my part and what's expected of me?

However, change needs to be tempered with caution – it mustn't be dismissed as merely 'engineering' processes or tasks; it's a complex problem of co-evolution at multiple levels (individuals, the community, the environment etc).

A mechanical approach is by its nature dehumanizing, and you must remember you get out what you measure. If you set targets, staff will attempt to realize the targets at all costs, ignoring context or the unstated goals that the change was hoping to realize. An awful amount of resource can be wasted managing a measurement system rather than letting the workplace flourish.

We all have a stake in addressing the current situation – organization and individual alike – in creating a brighter, smarter, and more vibrant "workplace of the future." And all of us can take immediate steps to embracing this new order. ✨

## It's a myth that restructuring is creating a labour market awash with talent.

有說架構重整會令勞動市場人才  
泛濫，但這並無事實根據。

this represents a notable shrinkage of an already rarefied talent market – something that is not expected to return to 'normal' until 2020!

### Virtual working

Staff are juggling a three-fold increase in project volumes since 2004, compounded by increased matrix working and the outsourcing of non-core activities, which is leading to an explosion in virtual working.

We've projected that, by 2010 staff will be spending just 5% of their day in the same place, on the project, at the same time as their colleagues. 95% of time will be spent working alone, at a different time, place, or on a different schedule.

Consequently, managers have a far looser understanding of their teams, and must rapidly learn how to migrate from command-control to mentoring, motivating, and coaching.

lower, and dispersed staff finding themselves forced into 'intra-office virtual working'.

This commonly leads to reduced business 'fluency'. Just consider, if you're more than four metres apart, the chance is you'll not know the other person in the office.

Shredding the workplace rulebook presents both formidable challenges and great opportunities. We're entering the 'era of interdependence'. A time when all business dimensions – HR, physical space, technologies, culture, and management practices – must work in harmony to deliver effective performance.

The recent "Workplace of the Future Report" shed considerable insight on how organizations are responding to changing work practices. Of the 1,100 business leaders interviewed, 83% perceive significant change, however only





PHOTO: EK MAI

**現**代工作間講求員工、空間、技術、文化和管理實務之間的良好平衡和互動。人力資源專家要對房地產有深入的知識，房地產專家要對人才合作有豐富的認知，技術專員要對文化有透徹的理解，經理也要對信任、機智和社交聯繫有全面的掌握。

一個工作間如果達到上述條件，就會變得充滿朝氣，員工的靈感、創意和表現潛能也得以開發；但若然做不到，就會有無生氣，使員工感到枯燥乏味。

這不是抽象的理論，相信本文的讀者也將有機會到一個沉悶的辦公室或一個朝氣蓬勃的辦公室工作。

現今的經濟亂局促成了一些獨特因素，把既有的辦公室常規徹底推翻！

是次動盪引發的主要因素包括：

#### 失業

經濟合作與發展組織成員國的失業率已由2008年的6.8%上升至現在的7.8%，並且預計會在2010年突破10%。失業固然惱人，但倖免的員工所面對的打擊或會更加沉重。

有多沉重？研究顯示，半數員工已對僱主失去信任，同時46%的僱員一有機會亦會盡快離開。

這種失信源於員工對一些離職空缺虎視眈眈，而公司卻假設他們會自願「收拾爛攤子」。此外，員工面對公司裁員時，也只能碰碰個人運氣，因為公司不會以長遠角度考慮裁員以外的其他選擇。當成本規避已成了當前企業營運的不二法門，這種不滿和掀動的情緒可能會對公司財政帶來嚴重影響。

#### 人才供應收縮

有說公司架構重整會令勞動市場人才泛濫，但這並無事實根據。逾60%的失業白領正選擇結束他們的打工生涯，以多餘的積蓄開展個人業

務。一旦離開職場，這班人才便不會重投就業市場。

此外，「青壯」勞動人口下降了17%（因為出生率下降、成年教育增加等），這意味著本已狹隘的人才市場出現了顯著收縮——這情況預料到2020年才會回復「正常」！

#### 虛擬工作

自2004年起，員工兼顧的項目數量增加了三倍，加上基本工作及非核心活動外判增加，引致虛擬工作急增。

我們預期到了2010年，同事之間每天只會有的5%的時間為同一項目同時同地工作，而其餘95%的時間則會在不同的時間和地點獨自工作。

因此，經理對團隊的了解會模糊得多，故必須迅速學懂如何由指揮式管理，改為採用指導、激勵和輔導的模式。

#### 辦公室使用率未能維持

在經濟衰退前，辦公室使用率一般徘徊在大約50%。在衰退之中首當其衝的是商用物業價格，跌幅超過44%。同時，幾乎所有機構都被迫（或趁機）精簡人手。

辦公室的佔用率愈來愈少，企業卻未能轉移多餘的物業，兩者不斷形成矛盾，直接使辦公室使用率急跌至20%或以下，零散的員工也會覺得自己被迫「在辦公室內虛擬工作」。

一般而言，這會減少業務的流暢性。試想想，如果你與同事相隔四米以上，你可能會不認識辦公室內的其他人。

打破辦公室常規可以是艱難的挑戰，同時也代表大好的機會。我們已經進入「互相依賴的年代」，所有的商業範疇——人力資源、實體空間、技術、文化及管理實務——必須和諧合作，發揮高效的表現。

最近發表的「未來工作間報告」顯示了商

業機構如何回應不斷轉變的工作實務。在受訪的1,100位商業領袖之中，83%意識到重大改變，但只有61%過去曾經成功改變，兩者的差距是2006年的三倍。

報告發現，財務表現較佳的機構正投資在基礎上的干預，這大致可分為兩個方面——以信為本工作間及社交聯繫工作間。

以信為本工作間容許員工在時間上和空間上有完全的自主權，而社交聯繫工作間則積極鼓勵員工與志同道合的人合作，衝破傳統的工作界限。這大大改善了對個別意見的回應，否則具競爭力和創意的發展或會被忽略和埋沒。

顯然，這些對傳統工作間影響深遠的改變是需要精確量度，以及一個組織完善和合乎科學的方法。所有參與轉變的人必須準備就緒，而且清楚了解當中的4個「P」：

- Purpose（目的） 為何要改變？與我何干？
- Picture（畫面） 改革之後會變成怎樣？
- Plan（計劃） 改變的過程是怎樣？我應該有甚麼預期？
- Part（崗位） 我的角色是甚麼？別人對我有甚麼期望？

然而，改變時必須小心謹慎——它絕對不能單單作為「策劃」的過程或任務，而是一個多層面（個人、社區、環境等）共同進化的複雜問題。

一個機械式的方法會變得非人化，而你必須緊記，你採用甚麼方法，就會得到甚麼結果。如果你訂下目標，員工會不惜一切地試圖達到目標，不顧前因後果，或者改革本身所希望實現的隱含目標。大量資源或會浪費在量度制度的管理上，而非讓工作間得益。

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# Progress or Perish

## Assessing New opportunities for SMEs

### 成功或消失：亞洲中小企業新商機

By KK Leung 梁國基

It's only been a few short months since the UPS Asia Business Monitor (ABM) revealed that many SMEs were eyeing a move to higher value-added products and services to help weather the financial storm, while others felt that exploring new markets offered new opportunities for growth. Even with markets starting to show early signs of healing, the road to full recovery is still far ahead and uncertain,

so it is natural that many SMEs will continue to seek ways to broaden their business bases and better protect themselves from continued or recurring slumps in traditional markets sectors.

While this may reflect the classic entrepreneurial spirit upon which many Asian economies have been built, this approach could be fraught with peril if SMEs fail to set a proper course before venturing into relatively uncharted waters.

#### **Asia's SMEs need to seek out new opportunities**

As demand plummeted in major traditional markets, many pundits recommended that small businesses stay close to home during these harsh economic times, concentrating on improving the quality of existing products and looking after domestic survival before exploring other markets. Other analysts, however, maintain that export oriented SMEs



KK Leung is Managing Director of UPS Hong Kong and Macau.  
梁國基是UPS香港及澳門區董事總經理。



Bryan Pelz has carved out a niche business for himself in times of economic hardship overseas. He co-founded VinaGame, which dominates Vietnam's nascent online game industry. The company's office is located in Ho Chi Minh City's trendy District 3. Pelz is a pioneer in Vietnam's emerging Internet commerce industry.

儘管面對經濟困境，Bryan Pelz已在海外成功開拓新業務。他與夥伴共同創辦了VinaGame，領導了越南剛剛起步的網絡遊戲業。公司辦事處位於胡志明市第三郡，是當地的潮流集中地。Pelz是越南新興互聯網商業的先驅。

experience much higher performance than totally domestic SMEs. By delving into new markets, SMEs can create opportunities to increase sales and can also gain new ideas and knowledge on how to grow their business.

As a new economic landscape begins to take shape, the massive economies of India and China seem set to play an even bigger role in the world export market. Backed by developing neighbors like Vietnam and Laos providing low cost production, intra-Asian trade poses a promising and lucrative option for regional SMEs.

At the same time, the shrinking U.S. and European markets have encouraged businesses to further their prospects in Latin America, the Middle-east and Africa. The survey found that SMEs' perceptions for Asia's trade growth with those three regions was significantly higher projections for trade between Asian and the U.S. and Europe.

### New opportunities bring new risks to mitigate

A company either moving up the value chain or into new markets, must first prepare adequately for "environmental shocks," which may result from major shifts in technology, economic forces, political regimes, or, in some cases, natural disasters. Planning and preparation are essential to gain the market insight necessary to help managers anticipate and mitigate risks of new market entry.

To begin with SMEs need to perform comprehensive research into the market opportunities such as unfilled niches, growth areas, and past performance of similar products. Issues that one is familiar with in present business activities may be quite alien in another sector or industry, and the learning curve can be steep. Pricing, innovation, supply chains and routes to market, for example, could be vastly different.

Since entering a new market could potentially compromise market share from an existing supplier, it is important for SMEs to have full knowledge of the competitive landscape, including consumer buying habits and preferences. Relationships with new partners need to be established and an effective marketing campaign will be required to educate the new target audience. But before that, decisions will need to be made on how to operate the sales channel, either through sales representatives, retail outlets or direct.

Most importantly, SMEs need to ensure supply continuity. As companies decide how to structure their operations in new markets and move into new product areas, they must revisit their overall supply chain strategy and adopt a compre-

can also lead to critical disruptions, and these second- and third-tier suppliers are often overlooked or are far less transparent. Who are they? How are they related to your primary suppliers? Are they stable and happy in the relationship? What are their quality assurance procedures and policies? These are all are issues which impact the supply chain.

### SMEs cannot venture out alone

But in all this it is important that an SME not to try and reinvent the wheel or go it alone. There is a wealth of data available on existing markets which SMEs should probe before planning a shift. Much of this can be acquired through regional cooperation and shar-



A company either moving up the value chain or into new markets, must first prepare adequately for "environmental shocks."

有意提升價值鏈或開拓新市場的企業，必先作好準備抵禦「環境衝擊」。



hensive Supply Risk Management process to monitor and validate the viability of a supply chain to avoid disruption. While each issue, such as a financially distressed supplier, will present new challenges, the underlying goal is to constantly protect the business from an unexpected supply interruption. One way to do so is to adopt a proactive approach to mitigating risk by simply building a better understanding of and becoming closer to suppliers.

Under the current global economic environment, financial pressures are the most common cause of supply chain disruption so it is vital that SMEs have the know-how to assess the financial standing of suppliers and have a thorough understanding of all risks that may impact the supply chain. Not only is it important to monitor primary suppliers, but problems with secondary suppliers

ing of knowledge with sophisticated foreign partners or by participating in such activities as trade fairs, trade missions and business matching with foreign buyers.

In addition SMEs can look to the government for private business advisory services. In particular, participation in business associations, which include industry trade bodies, professional bodies, national and local chambers of commerce and business clubs.

It is most likely SMEs will gain the most benefit to mitigating some of the risks associated with products or new markets through their supply chain and logistics partners. Those that have years of experience can act as an SME's eyes and ears to help bridge time zones, cultures and languages and proactively manage overseas suppliers and logistics. ❀



With the global economic recession, imports and exports both have declined by 20-30% in Brazil.  
隨著全球經濟衰退，巴西的進出口業務均下跌20-30%。

**數**月前公布的《UPS亞洲商業監察2009》研究報告指出，不少中小企業有意轉型增值能力較高的產品與服務，以抵禦金融風暴造成的影響，另一些企業則認為開拓新市場可望帶來業務發展新機遇。數月後的今天，即使一些市場開始有復蘇的跡象，但距離全面復原仍有漫漫長路，而且前景並不明朗。因此，不少中小企業繼續尋求擴大業務基礎的方法，以免因傳統市場持續或反覆出現低潮而受到不利影響。

雖然很多亞洲國家注重傳統企業精神，但假如中小企業在開拓未知領域前並未作好充足準備，這可能會危機重重。

#### 亞洲中小企業需要覓尋新機遇

隨著主要市場的需求大幅下跌，很多專家建議中小企業在此嚴峻時期，應盡量留守本土市場，全力提升現有產品質素，務求在原有市場繼續生存，然後才開拓新市場。然而，有些分析員指出在業績方面，出口主導的中小企業往往遠勝專注本土市場的同業。中小企業透過開拓新市場，便可創造新機遇，從而提升銷售額，並能就如何擴展業務方面，獲得嶄新的思維與知識。

新經濟局面開始形成，印度和中國成為亞洲兩大經濟體系，勢必在世界出口市場擔當更重要的角色。越南和老撾等發展中國家為中國和印度提供低成本的生產基地，這對從事區內貿易的亞洲中小企業來說是一個前景樂觀、利潤豐厚的選擇。

與此同時，歐美市場的需求萎縮，促使企業進一步發展拉丁美洲、中東及非洲等地區

業務。調查結果顯示，中小企業認為亞洲與上述三個地區之間的貿易增長幅度，遠超歐美市場。

#### 新機遇減少新風險

有意提升價值鏈或開拓新市場的企業，必先作好準備抵禦「環境衝擊」。造成這些衝擊的原因可能是因為科技發展、經濟力量或政治制度出現重大轉變，有些情況則是基於大自然災禍。有見及此，這些公司應當妥善規劃，作好準備，方能洞悉市場，早著先機，協助企管人員預測和減低開拓新市場的風險。

首先，中小企業需要進行全方位研究，探索市場商機，如未開拓的領域、業務增長的範疇，以及類似產品的往績。一些在現行業務中瞭如指掌的項目，在另一行業中可能頗為陌生（例如產品定價、創意念、供應鏈及行銷渠道，都可能截然不同），而學習過程亦會艱辛。

由於進軍新市場或會影響現有供應商的市場佔有率，所以中小企業必須充分了解競爭形勢，包括消費者的購物習慣與喜好。企業不僅要與新業務夥伴建立合作關係，亦必須推行有效的市場推廣計劃，以吸納新客戶。但在此之前，企業必須決定採取甚麼銷售渠道，究竟是透過營業代表、零售門市，或是直銷方式。

最重要的是，中小企業必須確保供應充裕。由於企業要決定如何安排新市場的業務運作，以及邁向新產品領域，所以必須重新審視整體供應鏈策略，並採取全面的供應鏈風險管理流程，監督並驗證供應鏈是否切實可行，以免對業務運作造成任何障礙。中小企業面對的每項問題（例如財政緊絀的供應商）都會帶來

新挑戰。有見及此，企業的基本目標應是防範供應會因突如其來的中斷而受到影響。其中一個解決方法是採取積極對策，加深了解供應商，與他們更加親近，自然能夠減低風險。

在當前的全球經濟環境下，導致供應中斷的最常見因素是財政壓力。中小企業因此必須懂得衡量供應商的財政狀況，透徹了解可能影響供應鏈的一切風險。密切監察第一層的供應商固然重要，但假若第二層的供應商出現任何問題，亦可能導致供應嚴重中斷。然而，第二層及第三層的供應商往往會被忽略，透明度比第一層的更低。究竟這些供應商是誰？他們與第一層供應商的關係如何？雙方的關係是否穩定，合作是否愉快？他們有何質量保證程序與政策？上述各項均會影響供應鏈的運作。

#### 中小企業切忌貿然行動

總括來說，中小企業切忌貿然行動。其實市場現時擁有大量資料，因此中小企業在計劃變革前，應深入鑽研相關資訊。這些資料大部分可經不同途徑獲取，如與經驗豐富、實力雄厚的海外夥伴合作及分享知識，或是參與一些相關活動如商品交易會、貿易代表團及商務配對活動。

與此同時，中小企業亦可向政府尋求商業諮詢服務，更可參加業界組織，例如工貿團體、專業協會、本地商會及商業會社。

中小企業如要減低轉型新產品或進軍新市場的風險，其中一個最佳方法是透過供應鏈及物流合作夥伴。這些夥伴國際貿易經驗豐富，而且脈絡遍布全球，可成為中小企業的耳目，縮窄因地域時區、文化和語言不同而造成的差異與隔閡，妥善管理海外供應商與物流事宜。✿



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# Visions of Sustainability

## 可持續發展的願景

Just what would 9 billion sustainable lifestyles look like?

By Professor Alan Knight, OBE

90億個可持續的生活模式會是怎麼樣？

Alan Knight教授, OBE



**H**eadlines scream about climate change, food and fuel security and millions dying of starvation leading us to an impression of chaos. Thoughts, ideas and efforts in the name of sustainability veer in all kinds of directions. From these headlines we can get the idea that sustainability is about the ultra greenie, rose-tinted view of living on a plot of land, raising your own animals and vegetables (which is great for the few but impossible for the millions of people that live in cities) and also at the same time

about claims by companies for greener food or fuel (which are disparaged in next weeks headlines). There are also those sterile indicators (KPIs) carefully considered by business and governments which are difficult to interpret in the context of wider society and which also don't seem to encourage excellence. We don't seem to be making any great headway towards a recognisable destination of what sustainability means in practice.

This is not to say that people are sitting around doing nothing. There have been many exemplary papers and

discussions by governments and non-governmental organisations. Business is getting to grips with the impact it makes on society. Millions of individuals are doing their bit through recycling, cutting down on waste and growing fruit and vegetables in their garden. Within the U.K., the government's sustainable development framework aims to deliver a 'strong, healthy and just society within global limits.' The challenge is for all of us to catch this vision for ourselves and to move to patterns of consumption that achieve both principles at once.



Professor Alan Knight, OBE, is Founder of Single Planet Living Ltd, and Group Sustainable Development Advisor for Virgin Group.  
Alan Knight教授, OBE是Single Planet Living Ltd創辦人，也是維珍集團的集團可持續發展顧問。



GARY PORTER/ACT

### What's happening in China?

Economic growth in China is 10%. This is solving poverty, China's economic boom has already lifted 490 million people from poverty, but 18% of the world's poor still live in China so the political imperative for China remains growth. In 2010, the population of China is likely to reach 1.5 billion. The average Chinese citizen earns just over \$1,000 a year but by 2020 this will have trebled. China will have grown from a low-income economy to a middle-income economy, meaning less poverty. More money means people having the means to buy more things. In China, there are already 40 million mobile phone owners with two million new own-

ers every month. China already has 26 million cars on its crowded roads. Many new affluent young in China increasingly aspire to a Western lifestyle, they like the Western brands. They seek Nike trainers, they eat at McDonald's and buy their music from HMV. The ultimate is the top designer labels and a high street in Beijing will have the same designer brands you would see in London or Paris. With that, however, comes an increasing unprecedented pressure on natural resources.

Nothing can be more basic than water. Wang Shucheng, China's Minister of Water Resources, said in 2004, "Water shortage and water pollution will be major challenges for the country to realise its goal of building up an affluent society in 20 years."

China's water challenge is three-fold – some areas do not have enough water, others suddenly have too much resulting in floods and, thirdly, the water they do have is becoming increasingly polluted. Around 110 cities in China report water shortages. It is estimated that more than 70% of China's rivers and lakes are polluted and more than 360 million rural Chinese lack access to drinking water. Then there is energy.

China's carbon emissions have increased by 33% since 1990 making it the world's second largest emitter. It is building 30 new nuclear power stations and has some the world's largest dams under construction. It is already beginning to feel the impact of climate change, Yao Tandong, Chinese Academy of Science has said: "As much as 64% of China's glaciers may disappear before 2050."

Pan Yue, Director of China's State Environment Protection Agency, recently said: "An environmental crisis is no longer a risk we predict for our children, it is a problem that our generation must face. The 1990s was the warmest decade in past 100 years for China, and since 1950 there has been a gradual reduction in rainfall nationwide. Since 1960, the volume of our six main rivers has steadily declined. Since the 1980s, our northern provinces have suffered intermittent droughts and flash floods. On the coast, sea levels are rising and inland our vegetation is moving to higher latitudes."

All this production and consumption produces mountains of waste. China is

the world's largest waste generator; solid waste will grow from 190 million tonnes in 2004 to 480 million tonnes per year by 2030. Again they are responding:

- Some regions of China have banned the use of disposable chopsticks. It seems like a small action but the country was using over 300 million a day!
- There have been debates about whether polystyrene and plastic carrier bags should be banned
- Several cities such as Hangzhou are campaigning to ban all forms of plastic packaging. Campaigners recently gave out 50,000 straw bags
- Local resident grassroots organisations such as Global Village in Beijing are working to implement community recycling campaigns.

However, China does not see sustainable development as a barrier to growth. Quite the opposite, it sees it as essential for success. This is best demonstrated by its attitude towards climate change. Unlike the USA, China has no ideological rejection of the concept of climate change. It is happy to embrace a low carbon economy but it wants ways to do this that helps its growth. China's latest five-year plan places emphasis on sustainable growth, or as the Chinese say: "living in harmony with nature." National targets include increasing the amount of energy coming from renewable sources to 12% by 2020 and there are policies to improve energy efficiency. Local officials also have the power to close enterprises that fail to meet emission standards and those powers are used; thousands of polluting factories and unsafe mines are being closed across the country. China is also building the world's first eco-city, situated on an island in the Yangtze – it will be three times the size of London. China's economic boom is good for China. It is helping to address poverty but finite natural limits will slow this growth down unless we all embrace a more sustainable way of life.

### Retailers and the consumption problem

It is important to realise that our consumption helps fuel China's economic growth. Last year, China made over 70 million new television sets. Thou-

## Descriptors of sustainable lifestyles

- 1) I manage my own self-esteem and health
- 2) I live within my financial limits
- 3) The products I buy help local and international trade
- 4) I only use clean and renewable energy
- 5) I am active in a vibrant community
- 6) I live in a high trust society in which I talk with, rather than at, people
- 7) I have found the right balance between technology and simplicity
- 8) My leaders (political and business) have courage
- 9) I use much less stuff but get the same level of service from the stuff and buy and use
- 10) The true value of nature is protected by economics

sands of shipping containers packed with products leave the ports of China every single day. Power tools, Christmas decorations, toys, toilet sets, light bulbs, T-shirts, you name it ... it is likely to have come from China. Last year Wal-Mart, bought \$100 billion worth of products from China, Tesco in the U.K. is estimated to have bought over \$2 billion worth. But we can help reduce the environmental impact of creating millions of new consumers through our impact on the shops we buy from.

The more pressure we put on retailers to take these issues seriously, the more pressure they will put on manufacturers to produce products in a more environmentally sound way. Retailers are now sensitive to working conditions in factories and are increasingly scrutinising their supply chain to eliminate exploitative child labour and wages that are below minimum standards. They can do the same for environmental protection. However, the evidence suggests that, historically, the green consumer has not been the tipping point in driving green innovation. Instead, choice editing for quality and sustainability by government and business has been the critical driver in the majority of cases. Manufacturers, retailers and regulators have made decisions that take away less sustainable products from our consumer view, raising the standard for all.

Many retailers are genuinely getting to grips with complex CSR and sustainability issues, but I wonder if any retail Chief Executive Officer or Sustainable Development specialist has imagined

what their stores and range would look like if we created a truly sustainable economy. Even the best case studies I can find don't tackle the embarrassing elephant in the room as far as retail is concerned: the need for customers to buy more and more stuff to maintain a healthy balance sheet, versus a sustainable economy which means using less stuff.

Retail is only one contributor to this excess but it is the most visible, so there is a responsibility to face up to it. Retailers can be more creative about responding to the new "credit crunch" dynamics and the longer term need to help customers to live more sustainable lifestyles. They can provide products which are designed for longevity (quality rather than quantity), help consumers conserve energy or use it more efficiently, introduce new ranges which help consumers to 'make do and mend,' offer 'green' services and work with suppliers to find technical solutions to energy hungry manufacturing. Some retailers are already on this road, but it is long and complex one.

### Principles of sustainable lifestyles

The way we choose to live our own lives will make a difference. The designer labels and brands are now appearing in Beijing or Shanghai because many of the new affluent young Chinese aspire to a "Western" lifestyle. Therefore the more mainstream we make living a great life using only products with a good environmental story, the more likely it is that the new Chinese consumers will as well.

I have listed 10 key descriptors of sustainable lifestyles (Table). If we could

look at these descriptors honestly and the understanding that we need to change, using technological advances as well as changing our own behaviours, we can surprise ourselves by changing what we think is acceptable and what is not.

### It is no different for food

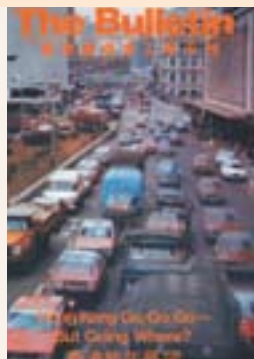
The evidence is clear that sustainable consumption and better nutrition can, and should, go hand-in-hand. Seasonal produce, extensively farmed meat in lower quantities, and a shift away from over-exploited white fish to sustainably-harvested oily species, are all changes that are desirable from a nutritional and sustainability perspective. Given the market share of the supermarkets, it is reasonable to explore what more they can do to 'edit out' unnecessary food miles, packaging and waste, and to prioritise more seasonal produce.

### Conclusions

In an article I wrote a couple of years ago, I pointed out the difficulty of predicting something that may or may not happen 10 or more years hence. For example, who would have thought 10 years ago that smoking would be outlawed in public places? Who would have thought that supermarkets would be fighting about who was greener? Who would have thought that creosote would be banned and that patio heaters would be a secret vice? Will there be 9 billion sustainable lifestyles in 2050?

Who knows? But I believe that we are beginning to move in the right direction. People, business and government each have a role in enabling, engaging, exemplifying and encouraging change and each is informed by and sensitive to the media. No one, or even two groups, can lead alone on sustainable consumption. Each leads at different times by doing what they can do best. None of this is easy and these groups may sometimes pull in different directions. Until now moves towards sustainability have often been accidental and always uncoordinated. But increasing coordination is developing an increasingly shared vision of sustainability in practice; the result should be that we will be able to give people an insight into the future and how we will all benefit from moves towards sustainability. ❁





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**報**章頭條紛紛譴責氣候變化、食品和能源安全，以及數百萬人死於飢荒的情況，使世界陷入一片混亂。各種以可持續發展為目標的想法、構思和行動因此乘勢冒起。從這些報導可見，可持續發展是一個講求極度環保的樂觀概念——各人都可在自己的農地上飼養動物和種植蔬果（這對於少數人來說是可行的理想國度，但對數以百萬的城市人來說卻難以達到），而企業亦會推崇更環保的食品或燃料（接下來幾周的頭條會對它們提出質疑）。商界和政府也曾仔細考慮採用一些作用不大的指標（關鍵績效指標），但這些指標難以獲得廣泛社會所理解，而它們似乎也未能協助達致卓越的成效。在可持續發展的目標

和實踐上，我們似乎尚未取得長足的進展。

這不是說人們只坐視不理。事實上，政府和非政府機構都曾多次就有關議題發表報告和進行討論。企業正嘗試探討其業務對社會造成的影響，數百萬人正積極參與廢物回收、減少浪費，以及在自己的花園種植蔬果。在英國，政府的可持續發展綱要旨在構建一個「全球限制以內的強大、健康和公平社會」。我們的挑戰是要落實這個願景，透過改變消費模式以即時履行上述原則。

中國現況

中國經濟錄得10%增長，使貧窮問題得到了紓緩。中國經濟的急速發展已令4.9億人脫

貧，但全球18%的貧窮人口仍然來自中國，因此維持經濟增長仍然是中國的首要政策。到了2010年，中國人口很可能會達到15億。一般中國人民每年僅賺得1,000多元，但到了2020年，他們的收入將會是現在的三倍。中國將由一個低收入經濟體，發展成為中收入經濟體，而貧窮人士會有所減少。收入增加代表人們有能力購買更多產品。中國已有4,000萬人擁有流動電話，而每月的新增使用者亦有200萬人。此外，中國有2,600萬輛汽車擠滿道路。很多富裕的內地青年日漸追求西式的生活，他們嚮往西方品牌，會購買Nike運動鞋，在麥當勞用膳，到HMV選購唱片。最終的目標是頂尖的大師級品牌產品，以及在北京的大街上看到倫敦或巴黎同樣有售的設計師品牌。然而，當中的代價是天然資源正面對空前沉重的壓力。

水是人類最基本所需。中國水利部部長汪恕誠曾在2004年指出：「要在20年內實現建設富裕社會的目標，國家所面對的主要挑戰將會是缺水和水質污染。」

中國的水源問題來自三方面——部分地區沒有足夠食水，其他地區卻突然湧入過多雨水造成泛濫，有些水源則日益受到污染。中國約有110個城市出現缺水問題，估計七成以上的內地河流和湖泊受到污染，而當地逾3.6億農民則缺乏食水。接著是能源問題。

中國的碳排放自1990年起增加了33%，成為全球第二大排放國。內地正興建30座新的核電站，一些世上最大的水壩亦正在施工。氣候變化的影響已開始呈現，中國科學院的姚檀棟說：「中國多達64%的冰川會在2050年之前消失。」

最近，國家環境保護總局局長潘岳表示：「環境危機再也不是我們下一代所面對的風險，而是我們這一代人必須正視的問題。上世紀90年代是中國過去100年來最暖的時期，而從1950年起，全國的雨量亦逐步下降。自1960年以來，內地六條主要河流的流量已持續下跌。自80年代起，北方的省份間歇性爆發旱災和暴洪。沿岸地區的海平面正日漸上升，而內陸的植物也遷移到更高的地區生長。」

以上的所有生產和消耗會製造排山倒海的廢物。中國是全球產生最多廢物的國家；每年的固體廢物量將會由2004年的1.9億噸，增加至2030年的4.8億噸。當局的對策是：

- 部分地區已禁用即棄筷子，這行動看似無足輕重，但當地的筷子用量曾經每天高達3億對以上！
- 內地一直討論應否禁用聚苯乙烯和塑膠製的購物袋
- 杭州在內的幾個城市正針對所有類型的塑膠包裝展開禁用行動，活動參與商最近派發了5萬個草袋
- 北京的當地民間組織（例如地球村）正推行社區回收運動。

然而，中國並不視可持續發展為經濟增長的障礙，反而認為它是成功的要素。這可見於中國對氣候變化的態度。與美國的情況不同，中國在意識形態上並不反對氣候變化的概念，

## Global ecosystem suffering 全球生態系統受損

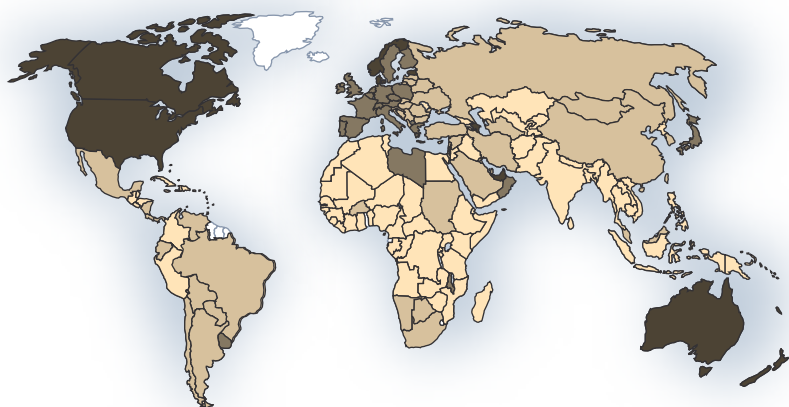
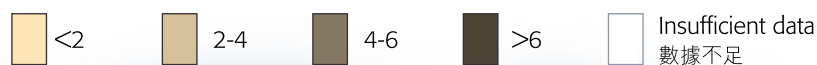
Demands on Earth's natural resources are almost one-third more than it can sustain, World Wildlife Fund report says.

世界自然基金會指出，各地對天然資源的需求幾乎超出地球所能承受的三分之一。

### National ecological footprint 國家生態足印

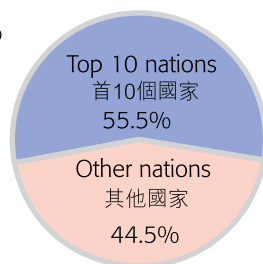
Amount of the Earth's land and sea needed to provide the resources used, in hectares per person:

足以為每人提供資源的所需土地和海洋（以公頃計）



National biocapacities\* (As percentage of world total, 2005)

國家生態承载力\*（佔全球總數百分比，2005年）



\*Biocapacity is an area's ability to generate an ongoing supply of renewable resources; unsustainability occurs if the area's ecological footprint exceeds its biocapacity

\*生態承载力是一個地區持續供應可再生資源的能力；當一個地區的生態足印超出其生態承载力，資源供應就不能持續

Source: WWF Living Planet Report 2008; GreenFacts  
Graphic: Junie Bro-Jorgensen © 2008 MCT



## 可持續生活模式的要點

- 1) 我可以管理自己的自尊和健康
- 2) 我審慎理財，量入為出
- 3) 我購買的產品可以促進本地和國際貿易
- 4) 我只會使用清潔和可再生能源
- 5) 我活躍於充滿朝氣的社群
- 6) 我一個充滿互信的社會生活，能夠與人彼此溝通
- 7) 我在科技和簡約中取得良好平衡
- 8) 我的領袖（政治和商業領袖）敢作敢為
- 9) 我大幅減少使用商品，但得到相同的服務水平
- 10) 大自然的真正價值受到經濟保障

也樂於發展低碳經濟，但同時卻需要尋找方案促進經濟增長。中國最新的五年規劃特別強調可持續增長，即中國人所說：「天人合一」，目標包括在2020年之前把可再生能源的用量增加至12%，以及推出改善能源效益的政策。此外，地方官員有權下令一些未能符合排放標準的企業停產，而他們也有行使有關職權；全國各地數以千計造成污染的工廠和危險礦場都被迫關閉。中國亦正在長江的一個島嶼上建設全球首個生態城市，其面積將會是倫敦的三倍。儘管中國經濟的高速增長有助當地減貧，但我們必須共同實踐一種更符合可持續發展模式的生活，否則有限的天然資源將會窒礙經濟增長。

### 零售商及消費問題

我們必須知道，消費有助促進中國的經濟發展。去年，中國製造了逾7,000萬台新電視機。每天，數以千計載滿產品的貨櫃離開中國港口，出口世界各地。電動工具、聖誕裝飾、玩具、浴室設備、燈泡、運動衫……凡是你說得出的，很可能都是來自中國。去年，沃爾瑪向中國購入價值1,000億元的產品，而估計英國的Tesco也購入了價值超過20億元的產品。然而，我們可以通過影響零售商店，在增加數百萬名新消費者的同時，減少對環境造成的影響。

我們愈是對零售商施壓，要求他們認真處理有關議題，他們就愈會對製造商施壓，促請他們以更環保的方式製造產品。零售商現時對於廠房的工作環境很敏感，而且對於他們的供應鏈愈來愈審慎，以防剝削童工或薪金低於最低水平。同樣，他們可以為環保出力。然而過往的證據顯示，環保消費者並非推動環保創新的引爆點，反而政府和企業對優質和可持續產品的選擇性採購，才是大多數情況下的關鍵推動因素。製造商、零售商及監管機構已經決定從消費者的選擇中剔除較難持續的產品，提高整體水平。

很多零售商的確正在探討複雜的企業社會

責任和可持續發展議題，但我懷疑是否有任何零售業的行政總裁或可持續發展專家曾經想過，如果我們打造了一個真正的可持續經濟，他們的商店和業務範圍會變成怎樣。只要涉及零售，即使是最深入的個案研究，也未能處理大家一直避而不談的問題：企業需要客戶買很多商品來維持穩健的財政狀況，但可持續經濟卻意味著減少使用商品。

零售只是當中的因素之一，但由於它最為明顯，所以有責任正視問題。零售商可以更有創意地回應「信貸緊縮」，以及更長遠地協助客戶實踐一些較符合可持續發展的生活模式。他們可以供應一些特別耐用的產品（重質不重量），幫助客戶節約或更有效地使用能源，引入新的業務讓客戶能夠修復產品並繼續使用，提供「環保」服務，以及與供應商合作，為高耗能的製造過程尋求技術方案。部分零售商已經著手執行，但這條路將會漫長而複雜。

### 可持續生活模式的準則

我們選擇怎樣生活都是重要的一環。名牌在北京或上海現已隨處可見，因為很多新一代的富裕青年追求「西式生活」。因此，只要我們使環保生活進一步成為主流，新一代的中國消費者也很可能會跟隨這種生活模式。

我列出了可持續生活模式的10項要點（見表）。如果我們了解這些要點的好處，明白我們需要改變，懂得利用技術發展和改變自己的行為，就會驚覺原來改變想法可以差之千里。

食物也不例外

顯然，可持續消費及均衡營養可以（和應該）互相配合。季節性的產物、粗放式飼養較少禽畜，以及由被過度捕獵的低脂白魚，改為進食可持續豐收的脂質品種，這些改變都合乎營養價值及可持續消費的原則。鑒於超級市場佔很大的市場份額，探討超市如何進一步減少不必要的食物里程、包裝和浪費，並且優先考慮較為季節性的產物，都是合理的做法。

### 總結

在我幾年前提寫的一篇文章中，我指出要預測未來10年或以上發生的事是何其困難。舉例說，10年前誰會想到公共場所會禁煙？誰會想到超級市場會爭紅門「綠」？誰會想到雜粉會被禁，以及室外暖爐會靜悄悄地破壞環境？2050年會有90億個可持續的生活模式嗎？

天曉得！但我相信，我們正開始朝著正確的方向。市民、企業和政府各自都有責任促進、參與、示範和鼓勵改革，而且各自都對傳媒很敏感。沒有任何一方（甚至兩方）可以獨自引領可持續消費。各方都要在自己的專長上努力，這個過程並不容易，而且有時可能會互相角力。直至現時為止，邁向可持續發展的行動經常都是未經策劃和協調的。然而，愈來愈好的協調可實際上使更多人建立可持續發展的共同願景；結果，我們可以讓人洞悉未來，了解可持續發展將如何使我們得益。✿



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Italian truffles and Japanese matsutake mushrooms are sought after for their unique flavours, but their high price makes them a very rare luxury. For mushroom lovers, however, one of Yunnan's best-kept secrets is that it is home to a wide variety of these little treasures, making a Yunnan mushroom feast both delicious and affordable.

**Gerry Ma**

意大利有白松露、黑松露，日本有價值不菲的松茸，備受追捧皆因各自獨有的野生菌幽香，以最簡單的調味已經能將優點發揮得淋漓盡致。無論是意大利松露或日本松茸，珍貴得來收費也很驚人。中國雲南也有松茸，雖然相比日本珍貴品種，其幽香可口的程度還有一段距離，但以容易花得起的價錢來說，品嚐一頓雲南野生菌宴也是一大樂事。雲南的野生菌除松茸以外，還有雞枞、牛肝菌、干巴菌、虎掌菌、青頭菌……就來一席雲南菇菌宴，共嚐野菌香。 馬桂榕



**Meat balls with black truffles**

The meat balls melt in the mouth and black truffles add a special flavour.

**黑松露丸子**

肉丸香滑，黑松露作為點綴，帶出幽香。

**Ganba mushroom spring rolls**

**干巴菌春卷**

The strong flavour of the ganba mushroom makes it a favourite among Yunnan natives. 用廣東春卷的做法加入雲南人最喜愛的干巴菌，使普通春卷變得不平凡。干巴菌霸道的香味令食者齒頰留香，一試難忘。



**W**hen I was young, a special treat on festivals would be braised black mushrooms, which I even preferred over chicken legs. Today, I still love eating these, and often order steamed chicken or double-boiled fish maw soup with black mushrooms.

I also love other kinds of mushroom dishes, particularly braised abalone with Japanese white striped mushrooms, veal with a side dish of morel mushrooms, and wild mushroom consomme. When they are in season, I also splash out once or twice a year to treat myself to black and white truffles.

I used to think that nothing could touch the taste of precious truffles before I had tried the prized matsutake mushroom on a trip to Japan which was a real eye-opening experi-

ence for me. Blue ribbon matsutake mushrooms are very valuable for their tender texture and pleasant aroma. My favourite dishes made with these little treasures are matsutake consomme, and steamed matsutake rice. The delicate flavour and sweet smell is amazing, and although I am not a big fan of deep-fried food, matsutake tempura is irresistible.

China also has its fair share of amazing mushrooms, especially Yunnan. The termite, boletus, ganba, blue, and of course the rare matsutake, are all common edible mushrooms that grow in Yunnan. Unfortunately, however, mushrooms lose much of their flavour within two to three days of picking, which makes imported varieties a mere shadow of their former fragrant self.

# The Scent of Wild Mushrooms

## 愛上野菌香



### Yunnan treats

Most Yunnan restaurants in Hong Kong serve a few mushroom rice or noodle dishes, but as they use farmed produce, they lack the distinctive aroma of the wild varieties. However, I have to admit that my knowledge of Yunnan cuisine is somewhat limited. Therefore, by a lucky coincidence, when a friend introduced me to Winnie Li, who owns the famous Ashima Yunnan Restaurant, I jumped at the chance to meet her.

To allow me to fully appreciate the delicate aroma of Yunnan's mushrooms, Winnie had flown in some popular varieties from her home for me to try, including the wild matsutake.

Even today, no one has managed to successfully cultivate wild matsutake mushrooms which grow in autumn in red pine forests, and certain deciduous forests. Besides being prized for its culinary properties, it is also used in Chinese medi-

cine. Winnie cleaned a matsutake mushroom and simply sliced it for us to try. We could taste its delicious natural flavour and freshness. Then, one of my friends suggested that we roast them like the Japanese do, which accentuated the aroma.

While we were still praising the qualities of the matsutake, in came some other dishes. If the matsutake is called the "king of mushrooms" then the sweet termite mushroom has to be the "queen." Following the Summer Solstice in the 5th lunar month, this mushroom will appear for three months. Its aroma fades quickly, so it is best eaten a day or two within picking, and tastes its best when simply pan fried.

Italy is famed for its porcini mushrooms, while in China, its sister is called boletus, which has pure white flesh and a very broad stem that can be as wide as the cap. Fresh boletus are delicious, and have a nice crunchy, yet silky bite. In Yun-

(From L-R 左至右)

### Superior soup with blue mushrooms 上湯青頭菌

Wild blue mushrooms, which give soups a sweet, silky taste, are hard to find in Hong Kong. 雲南野生青頭菌味道清甜，口感滑潤，用上湯燉煮加入火腿使菌鮮滑，香港不易吃到。

### Matsutake fried rice 松茸炒飯



Argyle St. 亞皆老街

Grand Tower 雅蘭中心

Nathan Rd. 彌敦道

Sai Yeung Choi St. 西洋菜街

Shantung St. 山東街

**Ashima**  
阿詩瑪

6/F Grand Tower  
Nathan Road  
Mongkok, Kowloon  
九龍旺角彌敦道雅蘭中心6樓  
3188 2555



### Yunnan rice noodles 雲南米線

Thanks to the soup, sauce and preserved vegetables, this simple bowl of noodles becomes something remarkable.

簡單的一碗米線，精髓在於湯底、醬料及酸菜，恰如其分，搭配得宜，其中酸菜最惹人好感。



### Braised Yunnan ham with ginkgo and pear 銀杏香梨扣雲腿

A traditional way of cooking the famous Yunnan ham. 名震中外的雲南火腿以古老的製法加入銀杏與香梨，使鹹味的火腿香酥回甜，入口酥化，是雲南火腿的另一吃法。



nan, a very popular dish is stir-fried prawns with boletus. Unlike most mushrooms, they become extremely aromatic when they are dried.

Although each type of wild mushroom has its own unique aroma and characteristic, most taste their best when gently pan-fried. Ganba mushrooms, on the other hand, have a strong aroma, so are commonly used to add that extra bit of flavour to spring rolls. At the other end of the flavour scale is the blue mushroom. This rare variety's mild flavour is usually used in superior soup and Yunnan ham dishes, and the peppery neungee mushroom is ideal for stir frying with bean sprouts or shredded chicken.

One of Yunnan's best known exports is its Yunnan ham. Winnie had her chef prepare "Braised Yunnan ham with ginkgo and pear" which is a very traditional dish – the ginkgo and pear help to sweeten the ham. She also told me that black truffles grow in Yunnan and one popular dish there is meat balls with black truffles. These huge deep-fried meat balls just melt in my mouth. To cap off the meal, we had matsutake fried rice, whose sweet aroma arrived at the table before we could see the dish.

If you want to try the unique flavours of wild mushrooms, you can book a mushroom feast for around HK\$300 per person, which is far greater value than treating yourself to Italian white truffles or Japanese matsutake mushrooms. 🌸

Matsutake mushroom  
松茸



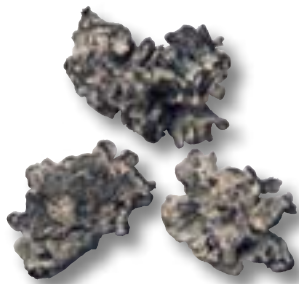
Blue mushroom  
青頭菌



Termite mushroom  
雞枞菌



Ganba mushroom  
干巴菌



Boletus mushroom  
牛肝菌



### Stir-fried boletus mushrooms with prawns 蝦爆牛肝菌

These delicate flavours complement each other. 雲南野生牛肝菌加蝦仁爆炒，牛肝菌與蝦的鮮味相得益彰。



過時過節，家裡總會做一道爛冬菇，小時候的總會寧吃大花菇，連大雞腿也看不上眼。遇上雲耳蒸雞，總是愛吃盡碟中的雲耳。吃中菜時總會點花膠燉北菇湯，曾經試過同桌吃飯，其他人選扣乾鮑，我寧吃扣日本天白花菇。西餐愛吃牛仔肉，原來是為了吃盡碟中的羊肚菌。人人愛喝濃的龍蝦湯，我偏獨愛野菌清湯。遇上合時季節，年中總會豪花一、兩次，品嚐黑松露菌、白松露菌。

原來自己這麼愛吃菌，又嚐過珍貴的松露菌，本以為已經滿足不已。因緣際會，一次日本關西之旅，吃過日本頂級的松茸，自此又是另一眼界。日本的上等松茸，價值不菲，最重要是肉質細嫩，香味濃郁，那種獨有氣質，令人難捨難離。松茸菜式中，最愛是松茸清湯，還有用松茸蒸飯，那種清鮮可口，香味馥郁，是簡約中帶有深度的珍饈。松茸天婦羅，連不太愛油炸菜式的我也難以抗拒。上天是公平的，除了歐洲的松露菌和日本的松茸，在地大物博的中國土地上，也能找到美味野菌的蹤影。

談及中國的菇菌，一定會想起雲南。雞枞、牛肝、干巴、青頭都是常見的雲南食用菌，當然還有名貴的松茸。雲南盛產菇菌，野生的菇菌滿山皆是，在採摘後兩、三天內享用最為美味。雖然香港也有不少雲南特色食肆，但大部分只注重賣米線，通常只順帶賣幾款雲南特色小吃、小菜，其中也會有些菇菌菜式，但所有菇菌很多時都是培植的，所以比較起來，野生菌獨有的幽香就欠奉了。這也難怪，野生菌的幽香只能在採摘後保持兩、三天，若然食肆備貨後，遇上沒有客人點選，豈不是太浪費了。

雖然我對菇菌特別喜好，但對雲南的菇菌就認識不深，況且印象中每次吃到的菇類都只是一般貨色，所以





(From L-R 左至右)

**Neungee mushrooms with bean sprouts and shredded chicken**  
三絲虎掌菌

Neungee mushrooms have a slight savoury taste, and go wonderfully with bean sprouts or shredded chicken.

香濃的虎掌菌經過複雜加工變得香味醇厚，輔以清淡的銀芽、雞絲，使虎掌菌的香味完全發揮出來，白裡透黑，色澤分明，美味無比。

**Stir-fried bamboo shoots**  
清炒甜筍

Bamboo shoots are generally bitter, but those from Xishuangbanna, Yunnan, are sweet and crunchy.

竹筍是苦澀的，來自雲南西雙版納的野生甜筍清甜脆口，肉質細嫩，炒食即可。

**Papaya herbal jelly**  
木瓜冰粉

A light refreshing dessert. 一份微甜的飯後甜品，清新怡人

一直沒有太主動光顧雲南菜館。在一次機緣巧合下，通過朋友認識了香港著名雲南酒家「阿詩瑪」的老闆李女士Winnie。當天晚上，我們的話題當然是圍繞著吃的，知道人家是做雲南菜的，加上她本身也來自雲南，我又怎會放過請教的機會，最後二話不說就相約在座幾位朋友，鐵定日子到訪「阿詩瑪」。

因為我們預早訂位，當晚發現Winnie專程為我們空運了一些新鮮採摘的不同菌類，當然包括大家期待的雲南野生松茸。到現時為止，松茸只有野生真菌，還未有培養品種。松茸又名松蕈，秋季生長在赤松林及其他闊葉樹混交林的地上。松茸不僅是名貴的食用菌，也是有特殊療效的藥用菌，蛋白質含量高。當天我們以最原始的吃法，不烤、不煮，只是清潔松茸帶泥沙的表面，切片奉上，吃到的就是香味

馥郁、清鮮可口。有人建議跟日本吃松茸的方法，烤一烤才吃，香味更覺飄逸。大家正在回味那種優雅時，其他一道道野生菌菜式陸續出場。松茸稱為「菌中之皇」，而獲稱為「菌中之后」的雞枞菌，味道鮮甜無比。每年農曆五月夏至後，雞枞有三個月的採摘時間，在出土一、兩天內香味便會消失，質感也大大改變。吃雞枞，用最簡單的方法炒食已經可將其味道發揮出來。

意大利有Porcini，中國也有牛肝菌。牛肝菌肉質潔白，有很大的菌腳，有些跟菌傘一樣粗大。新鮮的牛肝菌味道鮮美，一經乾燥後香味大增。野生牛肝菌的特色是脆、滑、鮮，加入蝦仁爆炒，牛肝菌與蝦的鮮味相得益彰。雖然野生的菌類款款都帶有天然的香味，簡單的做法已能發揮它的優點，但若能把每種野生菌的不同特質，菜式就會變得更出色。「干巴菌春卷」正是利用干巴菌霸道的香味炮製出來的春卷，讓人吃後齒頰留香。不說不知，原來干巴菌是雲南人最喜愛的菌類。青頭菌在香港並不容易吃到，事實上它不像其他野生食用菌那麼普遍，味道柔和鮮美，沒有特殊氣味，用上湯燴燉加入火腿，能令青頭菌更加清甜潤滑。香濃的虎掌菌經過複雜加工變得香味醇厚，配以清淡的銀芽、雞絲，使虎掌菌的香味完全發揮出來，白裡透黑，色澤分明。

事實上，雲南除了以菌類馳名外，野生的蔬菜也非常出色，當晚我們就吃到清甜爽口的甜筍。簡單的清炒，已能吃到甜筍的真味。說起雲南豐富的食材，不得不提馳名中外的雲南火腿。「銀杏雪梨扣雲腿」是用雲南火腿以古老的製法，加入銀杏與雪梨，炮製出香酥回甜的火腿，入口酥化，吃得出火腿絕非一般貨色。原來雲南也有黑松露，配以肉丸，入口即溶。壓軸好戲為松茸炒飯，飯未到，香味已到。

當晚吃得固然開心，最重要還有真正的雲南人逐一介紹雲南的好食材，使我差點忘了吃面前那份雲南米線。話說回來，這款米線也不是普通貨色，只因用料好，簡簡單單的一碗米線也可吃得津津有味。愛吃菌類的你，下次到「阿詩瑪」不妨多試不同種類的菌類，每種都各有特色。假若想吃野生菌類的鮮味，還是預訂一席菌類宴，品嚐過夠，消費每人只需約港幣300元，比品嚐意大利白松露菌或日本松茸，經濟得多。✿



**Stir-fried termite mushrooms**  
白油雞枞

"The queen of mushrooms" tastes its best fried simply to bring out its sweetness. 雞枞菌有「菌中皇后」之稱，其味鮮甜無比，用最簡單的方法炒食已可將其味道發揮得最鮮甜、最完美。





Research suggests that people who regularly drink green tea are less likely to develop a wide range of medical conditions, from high cholesterol to cancer  
研究顯示，常喝綠茶的人較少患上高膽固醇以至癌症等多種疾病

## 綠茶：提神以外的功效

**雖**然喝茶在幾百年以來一直被視為有益健康的習慣，但直到近年才有科學研究探討其藥用功效。綠茶能夠對心臟病、癌症和老人癡呆症等多種症狀產生正面的作用。

茶的健康效用主要來自其豐富的類黃酮素，即具有抗氧化功效的植物萃取複合物。綠茶是兒茶素的最佳食物來源。在試管實驗中，兒茶素比維他命C和E更能有效抑制細胞的氧化損壞，而且似乎還有其他抗病功效。多項研究發現，飲用綠茶可降低罹患多種癌症的風險，包括皮膚癌、乳癌、肺癌、結腸癌、食道癌和膀胱癌。

經常飲用綠茶和黑茶也可減低患上心臟病的風險。綠茶、黑茶和烏龍茶所含的抗氧化劑有助阻止低密度脂蛋白（壞）膽固醇的氧化、增加高密度脂蛋白（好）膽固醇，以及改善動脈功能。《內科醫學期刊》最近刊登的一項中國研究顯示，常喝烏龍茶或綠茶的人罹患高血壓的風險較不喝茶的人低46%至65%。

### 前列腺癌研究

在綠茶中發現的某種化學物質似乎可減緩前列腺癌惡化。在這項研究中，費城的研究員測試了一種稱為多酚E的複合物，並嘗試尋找

多種能夠顯示癌症正在形成的生物指標——分子，以及前列腺特異抗原——一種只能在前列腺找到的蛋白質。如果前列腺出現癌變，有關水平就會上升。

這項研究以26名41至72歲的男性為對象，他們都被診斷出患上前列腺癌，並獲安排接受前列腺切除手術。這些病人每天服食四顆多酚E膠囊，平均服用34天，直到手術的前一天，服用量相當於約12杯正常泡製的濃縮綠茶。結果發現病人體內的肝細胞生長因子、血管內皮生長因子及前列腺特異抗原的水平均大幅下降，部分病人甚至錄得超過30%的減幅。✿



# Green Tea: More Than Just a Refreshing Drink

**A**lthough tea drinking has been associated with health benefits for centuries, only in recent years have its medicinal properties been investigated scientifically. Green tea has been linked to a positive effect on a wide range of conditions, including heart disease, cancer and Alzheimer's disease.

Tea's health benefits are largely due to its high content of flavonoids – plant-derived compounds that are antioxidants. Green tea is the best food source of a group called catechins. In test tubes, catechins are more powerful than vitamins C and E in halting oxidative damage to cells and appear to have other disease-fighting properties. Studies have found an association between consuming green tea and a reduced risk for several cancers, including, skin, breast, lung, colon, esophageal, and bladder.

Additional benefits for regular consumers of green and black teas include a reduced risk for heart disease. The antioxidants in green, black, and oolong teas can help block the oxidation of LDL (bad) cholesterol, increase HDL (good) cholesterol and improve artery function. A Chinese study published recently in the Archives of Internal Medicine showed a 46%-65% reduction in hypertension risk in regular consumers of oolong or green tea, compared to non-consumers of tea.

## Prostate cancer study

A chemical found in green tea appears to slow the progression of prostate cancer. In this study, Philadelphia-based researchers tested a compound called Polyphenon E. They were looking for a number of specific biomarkers – molecules – which indicate developing cancer. They also looked for prostate specific antigen (PSA) – a protein only found in the prostate. Levels can rise if cancer is present.

The 26 men, aged 41 to 72 years, in the study had been diagnosed with prostate cancer and were scheduled for

radical prostate surgery. Patients took four capsules containing Polyphenon E for an average of 34 days, up until the day before surgery – the equivalent of around 12 cups of normally brewed

concentrated green tea. The study found a significant reduction in levels of HGF, VEGF and PSA, with some patients demonstrating reductions of more than 30%. ❁

## A Good Cup of Green Tea 一杯芳香健康的綠茶

### High cholesterol 高膽固醇

Green tea lowers total cholesterol and raises HDL (good) cholesterol in both animals and people.

綠茶可在動物和人類體內降低總膽固醇和增加高密度脂蛋白(好)膽固醇。

### Cancer 癌症

Several population-based clinical studies have shown that green tea helps protect against cancer. Laboratory studies have found that green tea extracts prevent the growth of prostate cancer cells in test tubes.

多個地區的臨床研究顯示，綠茶有助抗癌。實驗室研究發現，綠茶萃取物能阻礙試管內的前列腺癌細胞生長。

### Diabetes 糖尿病

Green tea has been used traditionally to control blood sugar in the body, and may help prevent the development of type 1 diabetes.

綠茶慣常用於控制體內血糖及可防治第一型糖尿病的形成。

### Liver disease 肝病

Green tea seems to protect the liver from the damaging effects of toxic substances such as alcohol.

綠茶似乎可保護肝臟，避免受到酒精等有毒物質的損害。

### Weight loss 減輕體重

Clinical studies suggest that green tea extract may boost metabolism and help burn fat.

臨床研究指出，綠茶萃取物可促進新陳代謝和有助燃燒脂肪。

### Other uses 其他功效

Drinking green tea has been found effective for dental caries, and may benefit arthritis by reducing inflammation and slowing cartilage breakdown.

飲用綠茶可防止蛀牙及舒緩關節炎，減少患處發炎，以及減緩軟骨損毀。



DELORES JOHNSON/MCT



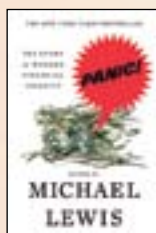
# Interesting Reads

## 精選讀物



JPMorgan Private Bank released its tenth annual Summer Reading List recently, based on recommendations from its executives around the world. Out of more than 450 submissions evaluated, the following 10 non-fiction titles were selected as the cream of the crop.

摩根大通私人銀行每年都會根據全球各地行政人員的推薦，選出一份夏日閱讀清單，今年活動踏入第十屆，結果已於近日公布。在超過450個提名之中，評審人員最後選出以下10部非小說類作品，列入今屆的推薦書目。



**Panic!**  
The Story of Modern Financial Insanity  
《恐慌：現代金融的瘋狂故事》

Michael Lewis  
麥可·李維

Noted author and journalist Lewis examines financial writing that was produced and published before, during and after different economic panics that have occurred since 1987. The results are greater insights into the workings of today's financial markets and his thoughts on global economic events to come.

知名作家和新聞工作者李維在書中探討了自1987年以來，在不同經濟危機發生之前、期間及之後所發表和出版的金融著作，使讀者更深入了解現今的金融市場運作之餘，同時透視未來的環球金融大事。



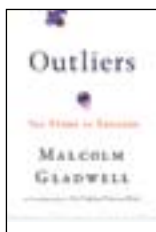
**Twitter Power: How to Dominate Your Market One Tweet at a Time**  
《Twitter的力量：如何利用Twitter快、準、省地開拓市場》

Joel Comm and Ken Burge

喬爾·康默及肯恩·柏格

Millions of short, 140-character "tweets" are changing the way news and information circulate today. Twitter Power is a chance to learn more about how businesses as well as individuals can harness the power of this wildly popular social media platform.

Twitter網站數以百萬以140個字元撰寫的簡短訊息，正改變現今新聞和資訊的流通方式。此書深入解構企業及個別人士如何善用Twitter這個廣受歡迎的社交媒體平台。



### Outliers: The Story of Success 《異數：超凡與平凡的界線在哪裡？》

Malcolm Gladwell

麥爾坎·葛拉威爾

Award-winning author Gladwell asks: What makes certain people become the successful people they are? In *Outliers*, common notions and beliefs are examined and challenged, using well-known and fact-based trends as the storyline. *Outliers* provides an understanding of how to include and structure education, training and interactions, so more individuals have the ability to achieve. 得獎作家葛拉威爾問：「是甚麼使某些人成為成功人士？」此書利用眾所周知的真實趨勢作為脈絡，探討和挑戰一些常見的概念和想法。《異數》讓讀者了解如何構建教育、培訓和互動，使更多人得以踏上成功之路。



### Be the Change 《作出改變》

Lisa Endlich

Interviews with notable philanthropists, from Melinda Gates and Connie Duckworth to Paul Tudor Jones, provide insights into approaches for sharing wealth and making a difference. With candid perspectives about how various individuals approach philanthropic giving, the book offers valuable lessons, particularly in a time when foundations and nonprofits are in need.

此書作者透過訪問Melinda Gates、Connie Duckworth及Paul Tudor Jones等多位著名慈善家，解釋如何與人分享財富，為世界帶來轉變。書中探討了不同人士的善舉，讓讀者了解基金會和非牟利機構的重要性。



### The Widow Clicquot: The Story of a Champagne Empire and the Woman Who Ruled It

《寡婦Clicquot：香檳王國及其女掌舵人的故事》

Tilar J. Mazzeo

A global brand leader, Clicquot has a compelling untold "back story." The heroine, Barbe-Nicole, assumed control of her family's wine business during the height of the Napoleonic Wars and emerged as a leader in an industry dominated by men and political machinations. The *Widow Clicquot* gives rightful homage to the business leader, woman and widow from Reims.

書中描述國際品牌領袖Clicquot一段鮮為人知的奮鬥故事。在拿破崙戰爭爆發得如火如荼之際，女強人Barbe-Nicole繼承了其家族的紅酒生意，並衝破了種種政治陰謀，在男性主導的釀酒業成為傑出的領袖。此書對來自法國蘭斯酒莊Clicquot這位商業領袖、女士和寡婦表達了崇高的敬意。



### Fruitless Fall: The Collapse of the Honey Bee and the Coming Agricultural Crisis

《夥粒無收：蜂群驟減與未來農業危機》

Rowan Jacobsen

With more than 30 billion bees disappearing mysteriously in 2007, and the decline continuing today, the impact on the environment, and floral and agricultural industries has been unprecedented. *Fruitless Fall* explores the amazing working world of the honey bee, how integral these bees are to global food production and flower growth, and how scientists are coming together around the world to address the crisis of their disappearance.

2007年，逾300億隻蜜蜂離奇絕跡，大量蜜蜂死亡的個案至今仍然持續，這情況對環境、植物和農業都帶來了前所未有的影響。作者在書中剖析蜜蜂世界的奇妙運作、牠們對全球糧食生產和開花植物生長的重要性，以及各地科學家如何合力解決蜜蜂日漸消失的危機。

**The Hong Kong General Chamber of Commerce** and the **Hong Kong Economic Journal** have teamed up to host an online video book review "**CEO's Favourite Reads**." Each month, *The Bulletin* will offer one free 1-year online subscription to hkej.com (worth HK\$598) to a HKGCC member. To win, simply fill in the form below and submit it to our lucky draw by October 25. The winner will be announced in *The Bulletin*. Please specify "HKEJ Online Subscription" on the envelope.

香港總商會與信報網站攜手推出網上書評《CEO要看的50本書》。本會將每月送出《信報》網上版一年訂閱，價值HK\$598。歡迎會員來信參加，本會每月會抽出一位幸運兒，結果將於《工商月刊》公布。請填妥表格，於10月25日前郵寄至香港總商會（地址：香港金鐘道95號統一中心22樓），來信請註明《信報》網上版一年訂閱。

Name 姓名：\_\_\_\_\_ Membership No. 會員編號：\_\_\_\_\_

Company Name 公司名稱：\_\_\_\_\_

E-mail 電郵：\_\_\_\_\_ Tel 電話：\_\_\_\_\_

(Winners will be notified by e-mail 得獎者將獲電郵通知)

Send your entry to: HKGCC, 22/F, United Centre, 95 Queensway, Admiralty, Hong Kong.



Congratulations to last month's winner, Stephen Lee.





## Born Digital: Understanding the First Generation of Digital Natives 《生來數碼：認識第一代數碼人》

John Palfrey and Urs Gasser

“Digital natives,” those born after widespread commercial and consumer use of the Internet, often seem to have a language, and a way of thinking and communicating, all their own. Born Digital explores key themes facing this generation, from privacy and safety to attention challenges and information overload, and provides all generations with valuable insights for working, living and growing old together.

「數碼人」是指那些在互聯網廣泛應用於商業和消費之後所出生的人，他們往往有自己的一套語言、思維和溝通模式。此書探討這一代面對的重要議題，例如私隱、保安、難以集中，以及資訊泛濫的問題，並提供一些與所有人的工作、生活和成長息息相關的實用見解。

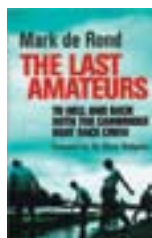


## The Architecture of Grosvenor Atterbury 《建築大師Grosvenor Atterbury的名作》

Peter Pennoyer, Anne Walker

With an acclaimed career spanning over six decades, Grosvenor Atterbury (1869-1956) had an architectural vision that left an indelible mark on city planning, building construction and American architecture. Included among his innovations is the creation of the country's first low-cost, prefabricated concrete construction system – a novel conceptual approach that helped open the minds of both consumers and builders that pre-fab, style and liveability can be synonymous.

Grosvenor Atterbury (1869-1956)從事建築事業達60多年，其卓越成就一直備受高度讚揚，並為近代的都市規劃、樓宇建築和美國的建築風格作出了不朽的貢獻。憑藉豐富的創意，他為美國開發了首個低成本的預製構件混凝土施工系統，這種嶄新的概念令消費者和建築商眼界大開，使他們了解到預製構件不但可帶出時尚風格，同時也適合居住。



## The Last Amateurs: To Hell and Back with the Cambridge Boat Race Crew 《劍橋划艇隊賽前鍛鍊的汗與淚》

Mark De Rond and Steve Sir Redgrave

Teamwork and camaraderie, relentless competitive drive and big egos make for a great sports story set on the water, with lessons that apply as much to everyday life as to business and the boardroom. What drives the competitive spirit, quest for victory and more is at the heart of The Last Amateurs.

團隊的合作與忠誠、堅毅不屈的拚勁，以及自信過人的傲氣，都是劍橋划艇隊每一位隊友的特質。這種堅忍的精神也適用於日常生活，甚至公司的業務。作者在書中剖析如何激發團隊的競賽精神，驅使他們奮發求勝。



## A Platter of Figs and Other Recipes 《簡約煮意》

David Tanis

Tanis, a long-time, award-winning chef at the Berkeley, California-based Chez Panisse, offers a refreshing, seasonal take on eating local and simple. Colleague and mentor Alice Waters, a vocal advocate of sustainable living and slow cooking, provides added perspectives on cooking a memorable meal for family and friends.

美國加州知名餐廳Chez Panisse的得獎廚師 Tanis提供耳目一新的時令簡約食譜。作者的同事兼良師Alice Waters積極提倡綠色生活和慢食文化，她在書中也分享了如何為家人和朋友炮製一頓難忘的美饌。

Congratulations to the winners of  
**Hong Kong As It Was**



Josephine Lin  
Alex Choi  
Boris Wong

Name  
姓名 : \_\_\_\_\_

Company  
公司名稱 : \_\_\_\_\_

HKGCC Membership No.  
會員編號 : \_\_\_\_\_

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。)



## Win a copy of "Born Digital: Understanding the First Generation of Digital Natives" 歡迎來信索取《生來數碼：認識第一代數碼人》

The Bulletin is giving away three copies of 'Born Digital: Understanding the First Generation of Digital Natives,' by John Palfrey and Urs Gasser. The contest is limited to one entry per person. Three entries will be randomly drawn from the hat and winners will be announced in the November issue of The Bulletin. Deadline for entries is October 23.

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.  
《工商月刊》將送出三本John Palfrey and Urs Gasser撰寫的《生來數碼：認識第一代數碼人》，每人只限索取一本，歡迎會員來信參加。本會稍後將抽出三位幸運兒，結果將於十一月號的《工商月刊》內公布。截止日期為10月23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）。





# Chamber in Review

Delegations | Roundtables | Seminars | Missions | Committees



Xiamen and Zhangzhou, an ancient city on the southern tip of Fujian Province, have become hotspots for investment. The Chamber organized a mission to these two cities last month to explore emerging opportunities in the province. See page 66

廈門和位處福建省最南端的古城漳州是現時的投資熱點。總商會上月率團到訪這兩個城市，探索當地的新興機遇——見66頁

代表團

小型午餐會

研討會

考察團

委員會

Chamber Mission to Wuhan  
香港總商會訪問湖北武漢

No Mutiny at Happy Hour  
歡樂時光：維港遊

EcoSMART Series  
「智環保」系列

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The Prime Minister of the Czech Republic Jan Fischer witnessed the signing of a Memorandum of Understanding on September 5 by Serge G Fafalen (right), Chairman of the Chamber's Europe Committee, and Zdenek Kocarek, Director of Foreign Department of Czech Chamber of Commerce. Both sides hope to grow business relations through facilitating promotions to improve economic cooperation and trade between Hong Kong and the Czech Republic.

捷克共和國總理Jan Fischer於9月5日見證總商會歐洲委員會主席范富龍(右)與捷克商會外交部總裁Zdenek Kocarek簽署合作備忘錄。雙方期望透過加強推廣,以促進香港與捷克之間的經濟合作和貿易,從而改善兩地的商業關係。

#### Americas

**Ken Stewart**,  
Commissioner  
of Georgia  
Department  
of Economic  
Development,



led a delegation to call on the Chamber on August 27 and was greeted by Erica Ng, Chamber Director for Program and Business Development. The delegation introduced their new Georgia representative office in Beijing, and the advantages that the state offers to businesses.

**Dr Richard Lee**, Professor of Medicine, State University of New York at Buffalo, and Medical Director of Ecology and Environment Inc., paid a visit to the

Chamber on September 4. Erica Ng, and Thinex Shek, Senior Manager for Business Policy, welcomed Dr Lee and discussed possibilities for collaboration in the areas of ecology and the environment.

**Claudio Elgueta**, Regional Director, Chilean Economic Development Agency, met with Erica Ng on September 7 to update the Chamber on incentives provided by the Chilean Government to companies setting up in the country.

#### Asia/Africa

**Madelein Mkunu**, Founder & President, Leading Women of Africa, Cape Town, South Africa,

paid a courtesy call on the Chamber and was warmly welcomed by Erica Ng on September 1. She was particularly interested in learning more about business opportunities in Hong Kong and how African SMEs and women organizations could access the Hong Kong and Mainland markets.

**Teng Theng Dar**, CEO of Singapore Business Federation and Chairman of APEC Business Advisory Council, visited the Chamber on September 10 and was received by the Chamber CEO Alex Fong. During the meeting, Mr Fong discussed opportunities to further enhance economic growth and prosperity for the region.

#### China

**Zhu Qi**,  
Deputy CEO of  
China Merchants  
Bank, and CEO  
of Wing Lung  
Bank, spoke at



the Chamber's seminar on August 28, titled: RMB Cross-Border Trade Settlement and Cooperation in Financial Systems between Hong Kong and The Mainland Cum Cocktail Reception. China University Alumni (HK) Association was a co-organizer of the event.

**Zhu Wenpo**, Deputy Director of Yantai Investment Promotion Bureau, led a delegation to visit the Chamber on September 3. The Chamber's China Committee Chairman,



Emil Yu, received the visitors and discussed members' investment experiences in the Mainland.

The Guangdong-Hong Kong-Macau Cooperation Promotion Association was established in Guangzhou on September 10. HKGCC is a Honorary Executive Member. Wang Luyen, Vice Chairman of the China Committee, represented the Chamber at the first meeting.

**Karmen Yeung** (photo), Principal, and **Ellen Mak**, Senior Manager, both from the China Tax Department of KPMG, spoke at the Chamber's September 14 roundtable luncheon on tax issues that companies need to keep in mind when developing their domestic sales in the Mainland.



exercise to seek views on a sustainable built environment that balances essential needs, green features and amenities. (See page xx)

#### Industry and SME

Entries for the **2009 Hong Kong Awards for Industries: Innovation and Creativity** have been shortlisted with the assistance of independent consultant Ernst & Young. The final candidates will be interviewed by HKGCC's Judging Panel in October.

#### Service Industries

HKCSI will organize a small delegation to participate at the **Global Services Summit**, which will be held on October 13-14 in Washington DC, USA. HKCSI is a sponsor of the summit. ❀

#### Environment & Sustainability

**Emil Yu**, China Committee Chairman, attended a meeting on August 26 to discuss publicity plans for the government's Five-Year Cleaner Production Partnership Scheme managed by the Project Management Committee. A number of demonstration projects to reduce emissions in the PRD were endorsed.

**Bernard Chan**, Chairman of the Council for Sustainable Development, kicked off the Chamber's EcoSmart series of events on September 2. He was joined by other environment and development experts who discussed the government's ongoing public engagement



繼香港總商會於2月推出「畢業生實習計劃2009」，香港特區政府亦在數月後展開「大學畢業生實習計劃」，協助畢業生投身職場。

計劃總監及高級勞工事務主任何錦標於9月16日蒞臨本會簡介上述計劃時，會員向他提出了一系列問題，包括計劃的申請程序、薪金和僱傭關係等。

有關計劃自推出以來，一直廣受香港各界的歡迎，而本會的會員企業亦有積極參與和支持，協助大學畢業生就業。有關計劃詳情，請瀏覽本會網站。

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：

**2009 Seminar on Cooperation in Modern Services between Hong Kong and Guangzhou**  
「深度合作 創新發展」——2009穗港現代服務業合作交流會

**2009 Fujian Nanping-Hong Kong Investment Project Promotion Seminar**  
2009福建南平香港投資項目推介洽談會

**Seminar on Cooperation between Hong Kong and Foshan under CEPA**  
佛山—香港CEPA合作交流會

**Gansu Lanzhou High-tech Zone (Hong Kong Zone) Project Promotion Seminar and Signing Ceremony**  
甘肅蘭州市高新區（香港）園區重點專案推介暨簽約儀式

**Seminar on Cooperation in Modern Services between Hong Kong and Wuxi cum the 2nd AGM of Wuxi Chamber in Hong Kong**  
中國無錫—香港現代服務業合作懇談會暨香港無錫商會第二屆會員大會

**The 2nd China International Financial Services Conference**  
第二屆中國國際金融服務貿易洽談會

#### More Traineeships Aid Graduates

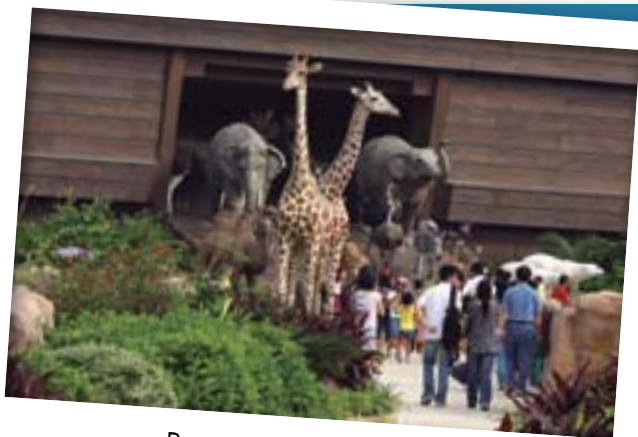
更多實習計劃協助畢業生

Following the unveiling of the Hong Kong General Chamber of Commerce's 'Graduate Trainee Campaign 2009' in February, the HKSAR Government launched its 'Internship Programme for University Graduates' a few months later to help graduates land their first job.

Questions about application procedures, wages, employment relationship, etc., were some of the questions that members raised about the programme when Raymond Ho, Programme Director & Senior Labour Officer, spoke at a Chamber briefing on September 16.

The campaign has been well received among various sectors in Hong Kong, including Chamber member companies who have already shown their commitment to help university graduates. Visit the Chamber's website for more details of the campaign.





Best Noah's Ark photo  
「挪亞方舟」最佳照片

## Chamber Staff Went in Two by Two 總商會員工參觀「挪亞方舟」

The Chamber organized a staff outing to Noah's Ark on August 8 and 15 to promote the importance of a healthy work-life balance. The outing was sponsored by Sun Hung Kai Properties, which developed the attraction.

The ark, which is operated by five non-governmental organizations, emphasizes the messages of love for one's family, life and the planet. The facility has five levels, each with a different theme – Ark Expo, Treasure House, Ark Life Education House and Seaside Restaurant. To add to the fun, the Chamber also held a staff photo contest for the best photo taken on the day.

總商會分別在8月8日及15日為員工舉辦「挪亞方舟」參觀活動，以推廣工作與生活平衡的重要性。是次活動由「挪亞方舟」發展商新鴻基地產贊助。

「挪亞方舟」由五個非政府組織經營，旨在宣揚熱愛家庭、生命和地球的訊息。設施共有五層，每層各有不同主題，包括方舟多媒體博覽館、珍愛地球館、方舟生命教育館及海濱餐館等。為了增加活動趣味，本會還舉辦了員工攝影比賽，選出當日最佳照片。



Best family portrait  
最佳家庭照



Funniest photo  
最有趣照片

## 美洲

喬治亞州經濟發展部部長 Ken Stewart於8月27日率領代表團到訪本會，由本會項目及商務發展總監吳惠英接待。代表團介紹了喬治亞州駐京辦事處的工作，以及該州為企業提供的優勢。

紐約州立大學水牛城分校醫學教授及美國生態與環境公司醫學總監Richard Lee博士於9月4日到訪，由吳惠英及本會工商政策高級經理石平倂接待，討論雙方在生態和環境合作方面的可能性。



智利經濟發展局地區總監 Claudio Elgueta (左二) 於9月7日與吳惠英會面，向本會概述智利政府向當地企業提供的最新措施。

## 亞洲/非洲

南非開普敦婦女組織Leading Women of Africa創辦人及主席 Madelein Mkunu於9月1日到本會作禮節性拜訪，由吳惠英接待。Mkunu有興趣詳細了解香港的商機，以及非洲中小企和婦女組織如何進入香港和內地市場。

新加坡工商聯合總會總裁及亞太經合組織企業諮詢委員會主席鄧騰達於9月10日到訪，由本會總裁方志偉接待。會面期間，方先生討論進一步促進區內經濟發展和繁榮的機遇。

## 中國

招商銀行副行長及永隆銀行行長朱琦蒞臨本會8月28日舉辦的人民幣跨境貿易結算及中港金融體系互動合作研討會暨交流酒會，並為大會作演說。中國高等院校香港校友會聯合會也是活動的合辦機構。

煙臺市投資促進局副局長朱文博於率領代表團於9月3日到訪，團員由本會中國委員會主席于健安接待，並討論會員在內地的投資經驗。

廣東省粵港澳合作促進會於9月10日成立。總商會乃該會的名譽常務理事。中國委員會副主席王祿閣代表本會出席首次會議。

畢馬威中國稅務部主管楊嘉燕及高級經理麥愛倫(圖)出席本會9月14日舉辦的午餐會，闡釋企業在內地發展內銷時應注意的稅務議題。



## 環境及可持續發展

中國委員會主席于健安於8月26日出席「清潔生產伙伴計劃」項目管理委員會會議，此計劃由政府推動，為期五年。會上，委員會通過多個珠三角減排示範項目，並制訂推廣計劃。

可持續發展委員會主席陳智思於9月2日為本會的「智環保」系列活動揭開序幕。會上，他與其他環境和發展專家一起討論政府的公眾參與計劃，了解大眾對可持續建築環境的看法，以期在市民的需要、環保特色及設施方面取得平衡。(詳見xx頁)



## 工業及中小企

「2009香港工商業獎：創意」評審小組在獨立顧問——安永會計師事務所的協助下，落實入圍名單。總商會的評審委員會將於10月與候選企業進行面試。

## 服務業

香港服務業聯盟將率領代表團參加10月13日至14日假美國華盛頓舉行的全球服務業峰會。香港服務業聯盟是峰會的贊助機構。

# 2010 Chamber Diary

This management diary is an ideal gift for yourself and your clients. Designed to match the Chamber's corporate colours, this diary comes in Chamber grey with a red spine. It is packed with essential information for doing business in the Mainland and Hong Kong, including important telephone numbers – government offices, consulates, airlines, hotels and banks in Hong Kong – as well as IDD codes, conversion guide, international time zones and international holidays, among other details.



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**HKGCC**

Hong Kong General Chamber of Commerce  
香港總商會 1861



# No Mutiny at Happy Hour

## 歡樂時光：維港遊

Chamber members got to walk in the footsteps of Mel Gibson and Anthony Hopkins at the Chamber's Happy Hour on September 21 aboard "The Bounty." The only European tall ship in Hong Kong is a full-scale replica built in 1978 for the Hollywood blockbuster "The Bounty" starring the two actors.

Members didn't have to act aboard the ship, but just relax, network and chat while enjoying a drink and sunset as they sailed through Victoria Harbour. Chamber Happy Hour is a great way to relax and meet new contacts. Keep an eye on our website for details of our next get-together. ✨

總商會最近一次的「歡樂時光」聚會於9月21日假仿古帆船「濟民號」舉行，讓會員重溫影星米路吉遜和安東尼鶴健士的足跡。濟民號這艘唯一長駐香港的歐洲高桅仿古帆船，是於1978年為拍攝荷李活巨片《叛逆巡航》而按照本船的原來尺寸建造。

當晚，會員無需像兩大影星般在船上演戲；在維港的夕照下，他們只需放鬆心情，一邊與會友歡聚聯誼，一邊開懷暢飲。本會的「歡樂時光」聚會是會員於繁忙工作過後舒展身心及交朋結友的好機會。有關下次聚會詳情，請密切留意本會網站。 ✨









# Living Within Our Means

## 量入為出

Is it time the world rewrote the book on Adam Smith economics?  
是時候讓世界重寫經濟學大師Adam Smith的金科玉律嗎？

Nothing makes people sit up and pay attention quite like a crisis. For the financial crisis, it showed us what happens when we try to live beyond our means. The speed at which it happened also shattered the misconception that we can spot smouldering time-bombs and defuse them before they blow up in our face.

Global warming shares many similarities to the financial crisis: we are living beyond our means; we believe that any climate change will be gradual; and we believe that the 'experts' will address problems before it is too late.

"But if we can't even understand finance, how can we understand something as complex as rain forests and climate cycles?" asked Professor Alan Knight, Founder, Single Planet Living Ltd.

Knight, who also advises the Virgin Group on sustainable development, threw out some very interesting case studies on sustainable business policies at the second of the Chamber's EcoSmart roundtable luncheons. He also believes that the time has come for countries to examine radical changes in how the world economy works. Among these is the abolishment of countries blindly following GDP growth as the yardstick for their economic health. The father of modern economics, Adam Smith, wrote the book on economics in

"Sustainable development is actually very commercial, as it is finding ways to sell more things with fewer resources," says Knight.

Knight教授說：「可持續發展其實很商業化，因為它只是找一些方法，以較少的資源賣較多的產品。」

the mid 1700s, which we all religiously follow today. Knight believes we need a fundamental change in Adam Smith economics.

“GDP growth breaks all logic that it is the best way to measure the economy,” he said. “We are slaves to the economy, rather than the economy being a tool to let us have a better quality of life.”

The time could be ripe for such a shift. He pointed out that when Obama was elected president of the United States, the world seemed like a different place. People were happy as they believed he was the right man to drive bold leadership that would bring about change that people wanted. The collapse of the financial sector, coupled with global warming, has made people stop and question governments and business. For example, in the U.K., people are questioning the need for domestic flights in such a small country in light of greenhouse gas emissions and airports demolishing homes for expansion to keep up with growth in air traffic. But tabling such proposals, which until recently were unthinkable, will require strong leadership and a global consensus on rewriting the rules of economics.

Similarly, a lot more economists are now involved in economies of the environment. They are beginning to question, for example, if South Africa needs the Congo for its rainfall, how much should it pay for this? They are creating models that show how rainforest loss is bad for economies around the world. So for countries in the Amazon to preserve their rainforests, for example, economists are calculating how much a global green tax would need to be to make it financially viable for these countries to preserve their forests, rather than chopping them down for timber in the name of economic growth.

“70% of things of the things that we get are free,” Knight said. “We don’t appreciate things that are free. The new economics needs to address everything down to the air that we breathe, to the clouds that produce the rainfall we need.”

### Circular economy

Although environmentalists have been labeled in the past as tree huggers, Knight argues that businesses have been

## Redrawing Our Environment

Shoe boxes in the sky are how many visitors to Hong Kong describe apartments. But why are they always so cramped? Why is there little or no public space? For those with public spaces, why are they always tiled over and devoid of any greenery? Why are massive buildings that create a wall, block ventilation, light and views being constructed?

These are just some of the questions that are being asked and, hopefully, answered as part of the government’s ongoing public engagement exercise to seek views on a sustainable built environment that balances essential needs, green features and amenities.

Bernard Chan, Chairman of the Council for Sustainable Development, kicked off the Chamber’s EcoSmart series of events on September 2 with a seminar detailing some of the complexities of this engagement exercise which is scheduled to run until the end of October.

The public will be able to make their views known on the gross-floor area (GFA) of buildings, which can have a big impact on the neighbouring environment.

For example, Chan said that the Elements development in Kowloon is great for people who live in there, but for people outside it just looks like one big block of glass and concrete. “For people outside, there is no street life, so if developments continue like this there will be no street life, which will be very sad for Hong Kong,” he said.

Jolyon Culbertson, Director & General Manager, Swire Properties Ltd, also speaking at the seminar, said GFA concessions for green features, on the whole, have been very successful and provided the greenery that people want. Should these concessions be removed, he warns this will be detrimental to the development of the city.

Another issue is the lack of district planning. Currently, Hong Kong only has site planning, so individual developers determine if creating public amenities at street level is economically viable. Simply creating more open or green space may not always work, as these will require maintenance, gardeners, etc, so the bigger picture needs to be carefully studied.

*For more details of this government engagement exercise and to make your views known, visit the Council for Sustainable Development’s website [www.susdev.org.hk](http://www.susdev.org.hk)*



Members can watch this seminar at iBulletin  
會員可登入《i工商月刊》觀看研討會錄影  
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unable to see the forest for the trees when it comes to sustainable growth. What many companies have failed to grasp in their quest for endless growth, is how they can produce more with less? How can companies make more “stuff” while using fewer resources?

“Sustainable development is actually very commercial, as it is finding ways to sell more things with fewer resources,” he said.

At the same time, companies need to ensure that their products or services are

sustainable. If a company knows it is producing unethical, unsustainable products, it should not offer them to consumers.

Unfortunately, many businesses believe they only need to respond to what customers ask for. But it is naive to expect consumers to be able to ask questions about the environmental impact of a company’s product. Customers expect that suppliers have already sourced sustainable products for them.

“This basic premise is now embedded in all British businesses,” he said. ❀



## A Low Carbon Lifestyle 低碳生活

If you tell the average Hong Kong citizen that their annual carbon footprint is around 6.6 tonnes of CO<sub>2</sub>, they inevitably give a blank expression before their eyes glaze over. This is part of the reason why people are not that concerned about trying to reduce their carbon footprint – they just don't understand what it is.

People cannot visualize the 5,800 kWh of electricity that each of us on average uses each year, let alone the equivalent emissions of 3,500 kg of CO<sub>2</sub>. Which is why the Hong Kong Carbon Reduction Campaign has tried to dumb down the calculations into plain English that everyone can understand.

Kalmond Ma (below right), Head of PRD Regional Programme, The Climate Group, said the organization has produced reusable shopping bags out of recycled PET bottles so that people can clearly see the benefits of their efforts to recycle plastic bottles.

It has also produced a Low Carbon Guidebook ([www.hkcarbon-reduction.org](http://www.hkcarbon-reduction.org)) to educate people on simple steps that they can take to reduce the amount of carbon and rubbish that they produce, which ultimately will result in dollar savings.

Eddie Cheng (below left), Director of Engineering & Facilities, JW Marriott Hotel, said the hotel encouraged staff to reduce their carbon footprint by challenging them to see how much they could save at home. By providing a supportive peer group and information, staff exchanged tips and achievements. This environmentally consciences mentality also trickled down into the hotel, which helped it to reduce its impact on the environment, as well as save money.

He stressed that getting people to change their culture is very difficult because it is human nature to worry about unknowns that change brings. To overcome this, he suggests people set clear, achievable goals so that they build upon the positive momentum that reaching each goal brings.

如果你告訴一般的香港市民，他們每年的碳足印大約是6.6噸二氧化碳，他們一定會木無表情，目光呆滯。這就是人們未曾積極減少碳足印的部分原因。他們根本不明白何謂碳足印。

人們無法想像每人每年平均使用5,800千瓦小時的電力究竟是多少，更遑論明白相當於排放了3,500公斤

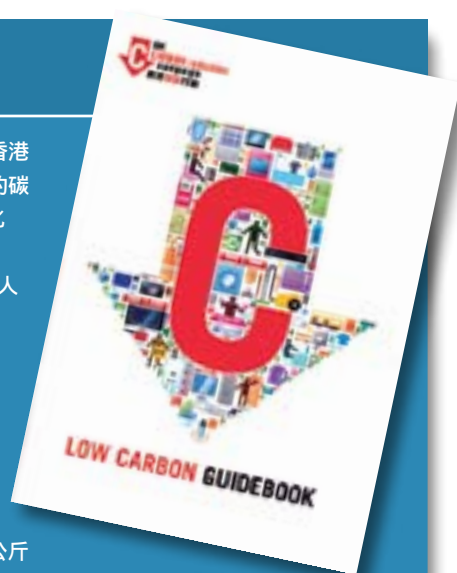
二氧化碳的嚴重性。因此，香港減碳行動嘗試棄用這些難懂的計算數字，改以顯淺的文字表達出來。

氣候組織珠江三角洲區域總監馬啟智(右下)表示，該組織以回收的塑膠水瓶製成可循環再用的購物袋，這樣人們就可清楚看到自己回收膠瓶的成效。

該組織也編製了一本《減碳小百科》([www.hkcarbon-reduction.org](http://www.hkcarbon-reduction.org))，教導市民一些既可減少碳排和垃圾，也可節省金錢的簡單步驟。

香港JW萬豪酒店工程及設施總監鄭桂謀(左下)說，酒店鼓勵員工減少碳足印，要他們看看可以在家節省多少能源。通過同輩支持和提供資訊，員工會分享心得和成果。這種環保意識也慢慢滲進酒店，協助公司減少對環境的影響，同時節省成本。

他強調，要人們改變文化是非常困難的，因為人的本性是會懼怕改變所帶來的未知之數。要克服這種恐懼，他建議大家訂立清晰可行的目標，在達到不同階段的目標時，可以憑著這股正能量繼續面對餘下的挑戰。



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TOM REISEN/AGF

**沒**有事情能像危機一樣叫人正襟危坐。金融危機正好顯示了我們嘗試透支時會發生甚麼事。它爆發的速度之快也粉碎了我們的誤解，以為自己可以偵測到正在倒數的計時炸彈，並且能在炸彈當面爆發之前順利拆彈。

全球暖化與金融危機有很多共通之處：我們透支生態資源；我們相信任何氣候變化都會徐徐而至；我們也相信「專家」會及時處理問題。

Single Planet Living Ltd.創辦人Alan Knight教授質疑：「如果我們連金融都未能掌握，試問又怎能理解雨林和氣候循環這些複雜事物？」

Knight教授兼任維珍集團的可持續發展顧問，他在本會「智環保」小型午餐會系列二上，分享了幾個關於可持續業務政策的有趣個案。他也相信，各國是時候對世界經濟的運作模式進行徹底改革。其中一項改變，是各國應停止盲目追求本地生產總值（GDP）的增長，以作為國家經濟穩健的標準。現代經濟學之父Adam Smith在17世紀中所撰寫的金科玉律，我們至今仍然堅信不移。Knight教授認為，我們需要徹底改變Adam Smith的經濟理論。

他說：「把GDP增長視為衡量經濟的最佳方法，完全不合邏輯。我們成為了經濟的奴隸，而非利用經濟作為工具，讓我們享有更優質的生活。」

現在是改革的成熟時機。他指出，奧巴馬當選美國總統時，世界好像變成一片新天地。人們感到興奮，因為他們相信奧巴馬是推動果敢領導的適當人選，會為人們帶來理想的轉變。金融界陷入崩潰，加上全球暖化危機，致使人們開始懷疑政府和企業。舉例說，英國人質疑在如此細小的國家是否需要內陸航線，因為他們考慮到飛機排放溫室氣體，而且擴建機場以應付頻繁的航空交通會破壞家園。然而，提出這些難以置信的建議需要傑出的領導，以及全球一致同意改寫經濟定律。

同樣，愈來愈多經濟學家關注到環境經濟，例如他們會開始研究，如果南非需要剛果雨林的降雨量，他們應該付多少錢？經濟學家正製造多個模型，顯示失去雨林對全球經濟所造成的壞影響。因此，假如亞馬遜河流域的國家要保護雨林，經濟學家正計算需要徵收多少全球環保稅，讓這些國家有經濟能力去保育雨林，而非以經濟增長的名義砍伐樹木。

Knight教授說：「我們所得的70%資源都是免費的，但我們不會珍惜免費的東西。新經濟需要還原基本，關注我們呼吸的空氣，以及製造雨水的雲層。」

#### 循環經濟

儘管環保人士過去被標籤為「抱樹者」，Knight教授表示企業在實踐可持續發展時，是不會看見樹木的。很多企業未能掌握的生財之道，是如何以少製多？企業如何利用較少的資源，製造更多的「商品」？

他說：「可持續發展其實很商業化，因為它只是找一些方法，以較少的資源賣較多的產品。」

同時，企業需要確保產品或服務符合可持續發展的原則。如果一家企業明知自己正在製造不合乎道德和可持續原則的產品，則不應向消費者出售。

可惜，很多企業認為只需滿足客戶的要求。然而，如果期望消費者會查詢公司產品對環境的影響，則未免過於天真，因為消費者預期供應商已經為他們物色了可持續的產品。

他表示：「這個基本的前提已經銘記在所有英國企業的心中。」



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## 優化環境

很多訪港旅客都會以「空中鞋盒」來形容香港的住宅大廈，但為何本港的居住環境總是如此狹窄？為何只有很少甚或沒有公共空間？即使設有公共空間，為何總是鋪磚蓋瓦，缺乏綠化環境？為何要興建巨型的屏風樓，阻礙通風、光線和景觀？

這些只是人們的部分疑問，但願能在政府持續進行的公眾參與活動中找到答案。通過這些公眾參與活動，政府希望收集市民意見，了解他們對可持續建築環境的看法，以期在大眾的基本需要、環保設施和社區設備方面取得平衡。

本會的「智環保」系列活動於9月2日由可持續發展委員會主席陳智思揭開序幕。在研討會上，他向會員介紹這項預期維持至10月底的公眾參與活動，並詳細解釋當中的複雜問題。

公眾人士可以對建築物的總樓面面積發表意見，因為總樓面面積會對四周環境構成莫大影響。

陳先生舉例說，位於九龍的「圓方」商場對於該區居民非常方便，但對區外市民來說，它只像一大座玻璃和混凝土的合體。他說：「對其他人來說，該處沒有街道生活。所以如果社會繼續這樣發展下去，市民就不會再有街道生活，這將會是香港的悲哀。」

太古地產董事兼總經理高晉年也在會上表示，環保設施的總樓面面積寬免大致上非常成功，能提供市民喜愛的綠化環境。他警告說假如當局撤銷這些寬免，將會損害市區發展。

另一問題是缺乏地區規劃。現時，香港只有地盤規劃，所以個別發展商需要決定在街道上興建公眾設施是否符合經濟效益。單單增設休憩或綠化空間並非萬靈丹，因為這些設施需要維修和園丁等配套服務，所以應仔細研究一個更全面的計劃。

有關這項政府參與活動的詳情，或如欲發表意見，請瀏覽可持續發展委員會的網站，網址：  
[www.susdev.org.hk](http://www.susdev.org.hk)







## Xiamen & Zhangzhou New Economic Hotspots

### 廈門、漳州——海峽西岸經濟區的熱點

**X**iamen and Zhangzhou, an ancient city on the southern tip of Fujian Province, have become hotspots for investment from Taiwan, which lies just a few miles across the Taiwan Strait.

In May, the State Council called for the rapid establishment of a cross-strait economic zone in Fujian. It also outlined the introduction of a pilot scheme that adopts a more open approach towards Taiwan in areas of economics, trade,

transport, tourism, postal services, culture and education, etc.

“With improving cross-strait relations and the Central Government’s efforts to boost development of 20 cities on the west coast of the Taiwan Strait, economic and trade cooperation between the Mainland, Taiwan and Hong Kong will accelerate,” mission leader and Chairman of the Chamber’s China Committee Emil Yu said. “The development on the west coast will bring huge benefits.

Therefore, Hong Kong enterprises have to grasp new opportunities that are unfolding in the area.”

The Chamber led a delegation to Xiamen on September 7-9 to explore potential business leads, and to participate in the 13th China International Fair for Investment & Trade (CIFIT).

Chamber CEO Alex Fong said the rapid development of economic cooperation between the Mainland and Taiwan will enhance the competitiveness of

Members pose for a group photo with Anhui Vice Governor Wen Haiying. 安徽省副省長王海英與團員合照。



the entire region, not least Hong Kong. “The professional services sectors in Hong Kong, such as the financial, tourism, legal and accounting services possess vast experience and advantages,” he said. “In light of increasing cross-strait trade and business exchanges, demand for professional services in terms of both quality and quantity will grow, and Hong Kong is ideally positioned to play a unique role in this development.”

Vice Minister of Commerce Jiang Zengwei told members that Hong Kong enterprises should seek to expand on opportunities created by CEPA. Since its implementation in 2003, the total number of service sectors covered by CEPA has been expanded to 42. With China’s surging demand for services, he urged Hong Kong’s service companies to seize this opportunity.

## Mission to Wuhan

The Chamber led a nine-member delegation to visit Wuhan, Hubei Province, on September 16-18 to take part in the 5th China Hubei Fair for Industries Research, Cooperation and Investment.

Commenting on the trip upon returning to Hong Kong, delegation leader and Vice Chairman of the Chamber’s China Committee Wang Lu-yen said: “Hubei Province is known as ‘the province of science and education.’ Its innovation and technological output are in the front ranks in China, but its rate of transition from research to actual production is not high.”

Consequently, he believes there is much scope for cooperation between Hong Kong and Hubei Province. “Hong Kong can play a very important role in promoting cooperation in industry, education and research, and accelerating the transition of R&D achievements,” he added.

In addition to calling on government leaders from Hubei and Wuhan, delegates also visited the Donghu New and High-tech Zone to exchange ideas with businesspeople and researchers from Huazhong University of Science and Technology, and Wuhan University.

Deputy mission leader Edmond Yue also encouraged Hong Kong companies to examine opportunities in the province. “Mainland enterprises have already attained a very high level of technological capability, but have not yet fully capitalized on them. This is where our expertise can help them to advance to the next level.”



Delegation Leader Luyen Wang (left) presents Hubei Vice Governor Duan Lunyi with a small memento.

團長王祿蘭(左)向湖北省副省長段翰一  
致送紀念品。

## West Coast Economic Zone

The architects of the West Coast Economic Zone hope to promote cooperation with Taiwan, Hong Kong and Macau to inject capital investment, advanced technologies and management skills. Hong Kong and Macau’s financial institutions are being encouraged to establish branches in Fujian, while local enterprises seeking to go public will find it easier to get listed in Hong Kong. New financing, sales and marketing, trade, logistics and tourism services will help to boost the government’s efforts to stimulate its “coming-in,” “going-out” policies.

The Zhangzhou Development Zone lies on the southern coast of Xiamen Bay and forms part of the West Coast Development Zone. Qin Xiao, Chairman of China Merchants Group, said his group will further invest 15 billion yuan in the zone to speed up its development.

## CIFIT

Now in its 13th year, CIFIT is the only fair in the Mainland that promotes two-way investment. This year’s event attracted a total of 492 organizations from 83 foreign countries and regions, and more than 13,000 foreign visitors – a record high. 🌸





Members visit Zhangzhou's Kong Zi Temple with the city's Vice Mayor Zhao Jing.  
漳州市副市長趙靜與團員參觀孔子廟。

## 香港總商會訪問湖北武漢

2009年9月16至18日，香港總商會訪問團前往湖北武漢，參加「第五屆中國湖北產學研合作暨創業投資洽談會」，並與湖北、武漢領導見面。團員亦考察東湖高新區及與當地企業、華中科技大學及武漢大學交流。今次考察收穫豐富，且趣味性極高，短短三天接觸到不少創新科技技術。

團長王祿聞說：「湖北是科教大省，原創能力和科技產出居全國前列，但科研成果在湖北本地轉化率不高。」他認為香港與湖北省的合作空間非常龐大，「香港可以扮演很重要的角色，協助推進產學研合作，加快科技成果轉化。」

副團長余國賢指出：「國內企業在技術上已達到很高的水平，但未有好好利用與開拓。」他認為當中有無限商機，香港企業要好好把握機會。

訪問團一行9人，團長為香港總商會中國委員會副主席王祿聞，副團長為工業及科技委員會主席余國賢，團員來自零售、房地產、建築、商業顧問、貿易、財務管理及投資、醫療器材，以及貿易促進等不同行業。

**漳**州位處福建省最南端，與台灣隔海相望。它是擁有一千三百多年歷史的古城，「土樓」遺跡聞名世界，亦保留了明清時期的古街格局和建築物，有濃厚的人文氣息。這個古城也是「海峽西岸經濟區」的投資熱點城市。

正值海西經濟區發展之際，香港總商會訪問團於9月7至9日參加中國商務部主辦的「中國國際投資貿易洽談會」，亦前往廈門及漳州進行了為期三天的訪問。

團長于健安表示：「隨著兩岸關係改善，加上中央政府正大力推動海峽西岸共20個城市的發展，兩岸三地經貿合作必會加速發展。」他認為今次考察收穫豐富，他說：「海西發展將會帶來相當多的機遇，香港企業要好好把握商機。」

國務院今年5月發表文件，支持福建省加快建設海西經濟區，賦予對台「先行先試」政策，在對台經貿、航運、旅遊、郵政、文化、教育等方面採取更加靈活開放的措施，先行先試，取得經驗。處於福建以南的漳州、廈門，可以說既得地利之便，又得政策優惠。

總商會總裁方志偉指出：「隨著海峽兩岸經濟發展，整體區域經濟競爭力將會增強，勢必也惠及區內的香港。」他表示：「香港的專業服務領域，如金融服務、旅遊、法律、會計等擁有先進的經驗和優勢，隨著日後海峽兩岸貿易及商業交流增加，業界對這些領域的服務需求在質和量方面都會有更高要求，而香港將繼續在兩岸經貿發展中發揮獨特的作用。」

事實上，深化與港澳合作亦是開發海西經

濟區的其中一個目標。在開發海西的過程中，引入港澳資金、先進技術和管理經驗，吸引港澳金融機構到福建設立分支，以及支持符合條件的福建企業到香港上市融資。在融資、營銷、貿易轉口、物流和旅遊等方面，海西經濟區將成為一個新的平台，促進「引進來」及「走出去」。

### 廈門與漳州

廈門作為海西經濟區的重要區域，整體發展不斷加快；已經舉辦了十三屆的「投洽會」，是中國目前唯一以促進雙向投資為目標的國際投資促進活動。本屆投洽會規模再超往年，境外共有64個國家和地區參展，參展面積達15,000平方米；境外共有83個國家和地區的492個機構參會；到會的境外客商超過13,000人，再創歷史新高。

至於廈門灣南岸的漳州開發區，也迅速加入海西建設的發展潮流。招商局集團董事長秦曉表示，該集團將在漳州開發區再投入150億元，實現提速發展。漳州南連廣東，東接廈門，面對台灣，臨靠海岸線，是現時海峽西岸經濟區的投資熱點。當地交通十分便捷，來往廈門市及機場只需約一小時車程。漳州最突出的資源是港口岸線資源，當地海岸線長達715公里，良港眾多，發展臨港工業及港口物流的綜合條件優越。

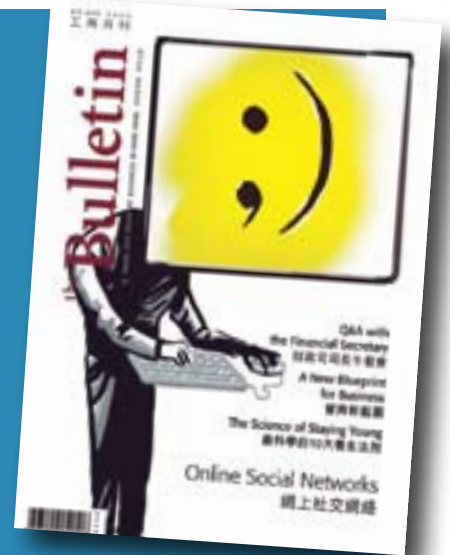
商務部副部長姜增偉接見本會訪問團時，呼籲香港企業要好好利用CEPA。CEPA已實施了六年，開放的服務業領域已達42個，加上現時國內對服務業的需求急增，對質量要求不斷提升，香港服務企業應該抓緊這個重要機遇。✿



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# October 2009 2009年10月

SUNDAY

MONDAY

TUESDAY

WEDNESDAY

Highlights  
焦點活動

Hong Kong Business Delegation to Beijing  
For the 13th Beijing – Hong Kong Economic Cooperation Symposium  
October 29-30



4

**R** Turning Hong Kong into a Creative City

5

**C** Financial and Treasury Services Committee Meeting  
**R** Remittance of Foreign Exchange to Non-trade Items in PRC  
**S** Smart Business Series: Dialogue with Leaders of The Hong Kong Export Credit Insurance Corporation

6

**C** Industry & Technology Committee Meeting

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11

**R** 最新企業通訊科技全面觀  
**T** Executive Writing Workshop

12

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**T** Practical HR Workshop Series: Module I – “Job Analysis & Job Description Design”  
**T** All You Need to Know About Letters of Credit – Essential Tips for Legal & Finance Professionals  
**T** 公司抗逆力 – 開源節流工作坊 如何在經濟逆轉時節省成本?

14



**R** Japan's Economic Outlook Under New Leadership  
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Mr Edmond Yue 余國賢先生

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

| THURSDAY   | FRIDAY  | SATURDAY   |
|--|---|--|
| 1  | 2   | 3  |
| <p><b>R</b> North Korea – Back from the Brink or Trouble Ahead?</p> <p><b>T</b> Better Buyer Relationships</p> <p><b>T</b> Speed Reading – A Tool of Efficiency</p>  | <p><b>R</b> EcoSmart Series V: Roundtable Luncheon on Promoting the Use of Hybrid and Electric Vehicles</p> <p><b>S</b> How Long will the Global Recession Last?</p>  |    |
| 8  | 9   | 10   |
| <p><b>C</b> Economic Policy Committee Meeting</p>  | <p><b>R</b> Increased U.S. Focus on Products Manufactured in China: Practical Solutions for Chinese Manufacturers and Exporters</p> <p><b>S</b> Navigating Hong Kong &amp; PRC Employment Law – Key Risks for Employers</p>   |  |
| 15   | 16  | 17   |
| <p><b>T</b> Practical HR Workshop Series: Module III – “Employee Performance Management &amp; Appraisal Interview Techniques”</p> <p><b>T</b> 在國內的法律追款途徑及問題賬款處理</p> <p><b>T</b> Customer Service on The Telephone</p>  | <p><b>St</b> EcoSmart Series VI: Sustainability Visit to Hong Kong Disneyland Hotel</p> <p><b>R</b> China Roundtable Luncheon: The Impact of Social Insurance Law (Draft) and Amendment to Regulation on Work-Related Injury Insurance (Exposure Draft) on Foreign Investment Enterprises</p> |  |
| 22   | 23  | 24   |
| <p><b>M</b> Hong Kong Business Delegation to Beijing For the 13th Beijing – Hong Kong Economic Cooperation Symposium</p> <p><b>T</b> Business Writing Skills for Executives</p> <p><b>T</b> Business Oral Communication for Administration &amp; Frontline Staff</p> | <p><b>R</b> Playing by the Rules: How to Navigate the Minefield of EC Competition Policy</p>  |  |
| 29   | 30  | 31   |

**雖**然經濟前景持續不明朗，香港人依然量入為出，但在子女的消費上，家長仍然會大破慳囊。

根據尼爾森公司最新的調查，除學校的相關費用外，七成受訪家長表示會另外花錢於孩子的額外學習、教材和補習班，超過八成表示會為孩子購買玩具及其他娛樂產品，另有超過半數會為小朋友報名參加運動及樂器等課外活動。

金額方面，每個受訪家庭平均月花3,000港元在每位子女身上，包括學校相關費用、額外學習、教材及補習班、課外活動、玩具及各種娛樂等。在眾多開支項目中，學校相關費用佔最大部分（40%），其次為額外學習、教材及補習班（19%），以及玩具及其他娛樂（15%）。

家長花在孩子身上的金錢並不限於日常活動上，接近六成（59%）的受訪家長表示平均月花340港元為孩子添置新衣，而且每月會給孩子約240港元作為零用錢。

儘管面對困難的經濟環境，三分之二的家長認為他們現時用於孩子身上的開支是適當的，超過八成（83%）更表示未有打算減少有關花費，這對於經營與兒童有關的行業實為喜訊。14%家長表示今年花在子女暑期活動上的開支比去年多，另有超過六成（61%）受訪者表示有關花費與去年相約。

父母願意花錢在孩子身上的同時，似乎並未善用公共設施及各種社區活動。95%受訪家長表示從未或很少與孩子共同參與義工及慈善活動，超過九成表示從未或甚少帶孩子到博物館，超過四成（45%）表示從未或絕少帶孩子到圖書館，另有三分之一家長表示從未或很少帶孩子到公園或郊外遊覽。

外出用膳及購物成為家長與孩子的主要活動，六成家長表示最少每星期與孩子外出用膳一次，接近四成（39%）表示每星期最少與孩子外出購物一次。

是項調查於2009年6月12至21日期間，訪問了302名在香港育有一個或以上16歲或以下子女的家長。✿

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# Parents' Spending on their Children – It's Recession-Proof!

## 經濟不景未影響家長對子女的消費

Survey shows parents spend an average of HK\$3,000 on each child per month, while participation in social service or use of public facilities is low on parents' priorities

調查顯示，家長平均月花3,000港元在每位子女身上，而社區服務/公共設施則未為家長所重視

People in Hong Kong continue to be cautious about spending amidst the uncertain economic outlook, yet parents are not holding back when it comes to spending on their children.

According to the latest survey by The Nielsen Company, besides school related fees, seven in 10 parents said they also spend on additional learning tools and tutorial classes for their children, over 80% spend on toys and entertainment for their children, and over half spend on extra-curriculum activities such as sports and music classes.

In money terms, a family spends an average of HK\$3,000 on each child per month to cover their school related expenses, additional learning tools, extra-curriculum activities, toys and entertainment, etc. Among all expense items, school related fees account for the biggest share (40%), followed by additional learning tools and tutorials (19%) and toys & entertainment (15%).

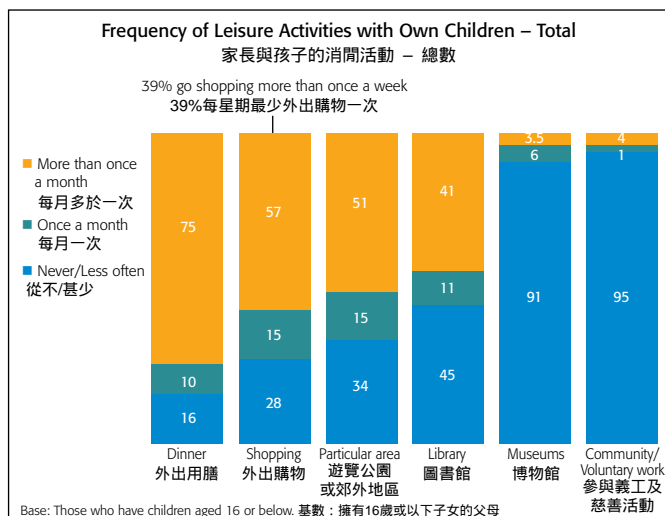
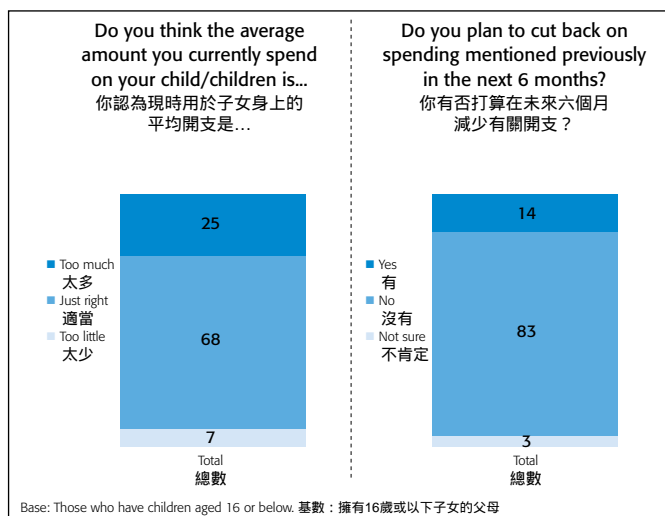
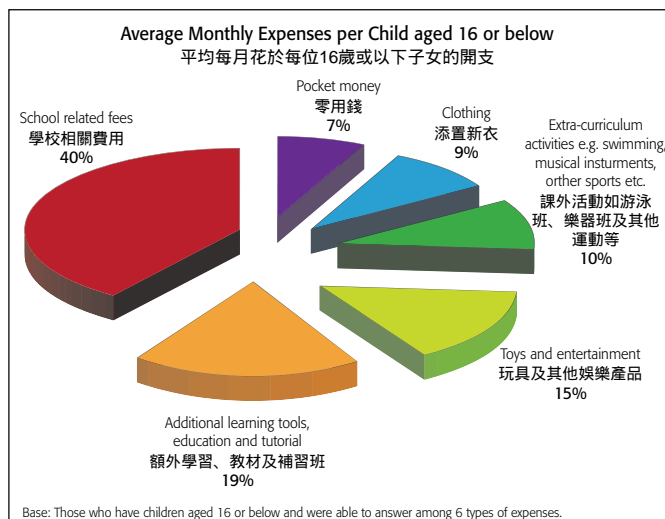
Parents' spending on children does not just stop at routine activities. 59% of parents surveyed said they spend an average of \$340 a month on new clothes for their children and they give them pocket money of about \$240 per month.

Despite a sticky economic environment, two thirds of the parents think their current spending on their children is just right and 83% do not have plans to cut back, which is music to the ears for children-oriented businesses. 14% of parents claimed to spend more on their children's summer activities compared to last year, while 61% would keep it at last year's level.

As much as parents are willing to spend on their children for their 'well-being,' the use of public facilities and participation in social activities do not seem to be on parents' radar screens much. 95% of parents said they never or rarely participate in any volunteer or charitable activities with their children, over nine in 10 never or seldom take their children to the museums, 45% never or rarely bring their children to the libraries, and a third said they never or seldom take their children to the park or rural areas.

The most common activities for families with children are dining and shopping, with 60% of parents saying they will dine out with their children once a week or more and 39% go shopping with their children at least once a week.

The survey interviewed 302 parents with one or more children aged 16 or below in Hong Kong between June 12 to 21, 2009. 🌸





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