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工商月刊

the Bulletin

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

Chamber Mission
to Beijing
總商會北京訪問團

Building a New Economy
建設新經濟

Key to Growth in the Downturn
經濟不景時實現增長的關鍵

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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.

從1861年開始，香港總商會一直代表商界及捍衛它們的利益。

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時間管理

We all have 24 hours in a day, yet some people seem to cram far more into one day than most of us can manage in a week. 人人都是一天24小時，但有些人一天做的事卻比我們一周還要多。

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We face a challenging environment. But while some organisations struggle to survive, others will emerge even stronger. How can you give your company an edge? Making the right decisions, based on your unique strengths,

Why high performers shine even when the sun doesn't.

is more critical than ever. Whether your goal is maintaining your market position or improving it, flawless execution is a must. Having worked for decades with the world's most successful companies – through up cycles and down – we have the experience to help you come out on top. At a time when it's tougher than ever to be a Tiger, it's even more crucial to know what it takes. Talk to us to see how we can help.

the Bulletin

HKGCC: The Voice of Business in Hong Kong
香港總商會：商界之聲

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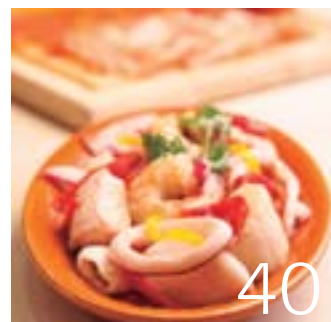
Hong Kong General Chamber of Commerce
香港總商會 1861

Off Work 生活閒情

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分甘同味：Tapas: 西班牙式的生活文化
There is no better way to sample the real essence of Spanish life and culture than by enjoying tapas with a nice drink and good friends.

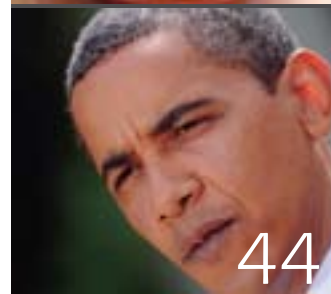
要體驗西班牙生活和文化的真髓，莫過於與好友一邊暢飲，一邊享用當地的佐酒小吃Tapas。



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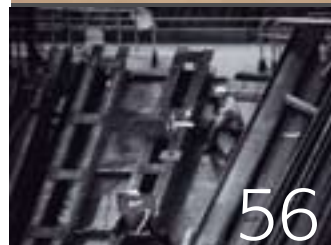
總商會北京高層訪問團
Mainland China remains the world's most dynamic economy, despite the global recession, and continues to present new opportunities for Hong Kong.
儘管全球經濟衰退，中國內地仍然是世上最具活力的經濟體，並繼續為香港帶來新商機。



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總商會訪京

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。

六月初，總商會的30人高層考察團訪問北京。代表團與國家領導人會面，包括國務委員劉延東、國家商務部部長陳德銘，以及發改委副秘書長楊偉民等，就企業要求出口商品「全退稅」、「走出去」政策，以及香港如何參與珠三角改革發展等議題作深入討論。

雖然全球經濟開始在谷底喘定，但國內進出口數字仍然未能樂觀，連續多個月錄得雙位數字下降，5月出口總額887.58億，按年下跌26.4%；入口額753.69億，跌幅25.2%。本港商界尤其關注出口退稅的安排，這不但能穩定出口，對解決香港進出口貿易商面對的困難也相當重要。

“

國務院計劃於2020年把上海發展成國際金融中心，不會對香港構成威脅。

”

商務部部長陳德銘與總商會北京考察團會面時表示，由於中國出口貿易下跌，企業大受影響，因此正研究擴闊出口退稅的產業種類，及調整退稅率，以刺激出口。

事實上，本會立法會代表林健鋒議員早於今年兩會期間建議出口商品「全退稅」，即「繳多少退多少」，由於出口稅率是17%，我們積極爭取出口退稅能達到17%的出口商品「全退稅」。

6月1日，國家宣布再次上調2,600多種商品的出口退稅率，覆蓋農產品、醫藥、食物加工、玩具、家具等，我們欣見國家積極回應，希望當局盡快落實有關擴闊全退稅措施。

此外，陳德銘部長表示國家會加大力度促進內需，包括推出「以舊換新」政策，鼓勵農民出售二手電器，並以政府津貼換取新電器，刺激內部消費。這些都是香港企業爭取擴大國內市場的機會，希望本會成員能把握新的政策，找到商機。

陳德銘部長談及「走出去」政策時表示，國家不只鼓勵企業向海外購買原材料，亦鼓勵收購海外的中小企、研發技術及銷售網。國內大部分企業的規模較小，欠缺熟悉國際運作、精通語言的人才，也對西方的法律、勞工法例認識不足。由於香港總商會的會員有豐富的國際併購經驗，他認為香港總商會有著重要的角色，國內企業目前只能邊做邊學，很多企業的合作協議都是在香港簽署，希望能與香港總商會加強合作。

國務委員劉延東會見訪京團時，談及香港將來的發展與國家的問題。她說，在中國的發展過程中，香港有舉足輕重、不可取代的地位，希望香港企業能與內地企業攜手，在珠三角改革發展中發揮作用。2009年1月份出台的《珠江三角洲地區改革發展規劃綱要》，提出「先行先試」的措施，不但對香港非常有利，亦會提升競爭力。至於香港金融中心的地位，她表示國務院計劃於2020年把上海發展成國際金融中心，不會對香港構成威脅。由於中國幅員廣大，兩個金融中心是十分需要的。

她說：「香港作為金融中心，非常成熟，上海要達至香港的水平，仍需相當長的時間。上海與香港不是零和遊戲，而是皆大歡喜的『互利雙贏』。」中央政府高度重視香港的地位，並會不遺餘力支持香港。她希望香港工商界努力探索如何調整香港企業，為將來的持續發展奠定基礎。

我呼籲會員積極提供方案，尤其於可持續發展方面出謀獻策，把握時機，配合內地的長遠發展。✿

Chamber Visits Beijing

Andrew Brandler

Last month the Chamber conducted its annual high-level visit to Beijing to meet with China's policy makers. This year, 30 delegates joined the mission. We called on several state leaders and had fruitful discussions on issues affecting Hong Kong businesses operating on the Mainland, on the country's going-out policy, as well as the future positioning of Hong Kong in the Pearl River Delta. Our economic integration with the Mainland will affect our future development, so it is vital that Hong Kong plays a role in the planning process, a view shared by the ministers that we spoke to.

Although China appears to have been less affected by the recession than most countries, trade figures clearly show how the financial crisis has impacted its industries. In May alone, exports were down 26.4% to US\$88 billion over the same period last year, while imports were down 25.2% to US\$75.369 billion. Hong Kong businesses, many of whom have operations in the Mainland, are particularly concerned about the plunge. To help stimulate exports, the Chamber has been lobbying the authorities to implement a full tax rebate.

Minister of Commerce Chen Deming said his ministry will help companies through these difficult times by expanding the number of industries that can qualify for tax rebates, as well as adjusting the rate. Our Legco Representative Jeffrey Lam proposed during the NPC and CPPCC meetings earlier this year to give companies a "full export tax rebate." As the current export tax rate is 17%, the Chamber has been lobbying for a tax rebate of up to 17%, equivalent to a full tax rebate. Our efforts paid off, as on June 1, the Central Government announced that it would raise the export tax rebates on more than 2,600 items across a broad range of sectors.

Additional economic stimulus measures include encouraging the rural population to upgrade their old electrical appliances for new, energy efficient models through government subsidies. The move is also in line with China's environmental protection efforts as it will help to reduce China's energy consumption, and ultimately reduce pollution. It also presents an opportunity for Hong Kong enterprises to expand their Mainland market.

Minister Chen also spoke about China's going-out policy. He explained that the country is encouraging enterprises to source raw material overseas, and to acquire foreign SMEs to boost their technology in

research and development, as well as their sales networks. Many Mainland enterprises are relatively small in size, and lack suitable talent with international experience and proficiency in foreign languages. They also lack adequate knowledge of Western laws and labour issues. As HKGCC members are very experienced in international mergers and acquisitions, he said the Chamber can play an important role in bridging these shortcomings.



The State Council's plan to develop Shanghai into an international financial centre by 2020 will not pose any threat to Hong Kong.



State Councillor Liu Yandong echoed these comments. She said that Hong Kong plays an important and irreplaceable role in the Mainland's development process, and hopes that companies will cooperate and participate in the development and reform process that the PRD is now undergoing.

The Framework for Development and Reform Planning for the Pearl River Delta Region, announced in January, outlined a number of pilot projects that will benefit Hong Kong and improve our competitiveness. Regarding Hong Kong's position as a financial centre, she explained that the State Council's plan to develop Shanghai into an international financial centre by 2020 will not pose any threat to Hong Kong. Given China's vast size and rapidly growing economy, it is inevitable that it will need more than one financial center.

Moreover, Hong Kong is a very mature financial center, far ahead of Shanghai. Instead of seeing Shanghai as a competitor, she suggested we look at its development as a mutually beneficial partner. From our observations, the Central Government truly values Hong Kong's contributions to the country's development, and as such will continue to support our development. ❀

Heads Up

會員新知

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The Bulletin has the unencumbered right to edit and publish contributions as it sees fit.

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

Economic Slowdown Cuts Deep into New Job Creation

A continuing decline in both staff turnover and job vacancy rates have indicated a worsening job market, according to the First Quarter 2009 Survey of Manpower Statistics conducted by the Hong Kong Institute of Human Resource Management (HKIHRM). Survey data also indicated a sign of negative job growth among companies in Hong Kong.

The overall turnover rate for the first quarter of 2009 was 1.56%, 0.44 percentage points lower than the previous quarter, and 2.38 percentage points lower than the same period in 2008. This was also the lowest turnover figure recorded since 2003. The retail sector recorded the highest turnover (3.79%), followed by the property development / real estate / construction (3.09%) sector. In terms of staff grade, the highest turnover rate was among clerical/frontline staff (1.81%), followed by the middle management / non-managerial professionals segment (1.66%).

Job vacancy rate

The overall average job vacancy rate for the first quarter of 2009 was 1.89%. This figure was 0.5 percentage points lower than the figure recorded for the fourth quarter of 2008, and 2.71 percentage points lower than for the same period in 2008. The community / social / personal services sector recorded the highest job vacancy rate (4.28%), followed by the property development / real estate / construction sector (3.92%). In terms of staff grade, the highest vacancy rate was found in both the middle management / non-managerial professionals and supervisory / officer segment (2.14%).

New positions/position cuts

The survey also revealed continued zero growth in new positions during the first quarter of 2009, but a sign of a negative trend was recorded for the first time since 2004 (-0.04%), meaning job cuts outnumbered newly created jobs. The figure was 1.16 percentage points lower than the figure recorded for the same period in 2008. Relatively higher net growth in job positions was recorded in the community / social / personal services sector (2.21%). Even negative figures were recorded in some sectors, including the wholesale, import/export, trading (-0.97%) and retail (-0.59%) sectors.

經濟疲弱影響新增職位

根據香港人力資源管理學會最新公布的「2009第1季人力數據調查」結果，僱員流失率及職位空缺率均持續下跌，反映就業市場繼續轉弱。數據更顯示本港企業的新增職位出現負增長。

2009年第1季的整體僱員流失率為1.56%，較上季下跌0.44個百分點，也較2008年同期下跌2.38個百分點，是自2003年以來的最低紀錄。零售業錄得最高的僱員流失率（3.79%），其次為物業發展/房地產/建築業（3.09%）。按僱員職級劃分，文職/前線人員錄得最高流失率（1.81%），其次是中層管理/非管理層專業人員（1.66%）。

職位空缺率

2009年第1季的整體平均職位空缺率為1.89%，較2008年第4季下跌0.5個百分點，也較2008年同期減少2.71個百分點。社區/社會/個人服務業錄得最高的職位空缺率（4.28%），其次為物業發展/房地產及建築業（3.92%）。按僱員職級劃分，中層管理/非管理層專業人員及督導級人員/主任職級人員的空缺率最高（2.14%）。

新增職位/削減職位百分比

調查結果亦反映2009年第1季職位持續零增長，而數據則顯示已出現輕微負增長（-0.04%），即企業在此時期削減職位的數目已稍為超過新增職位的數目，是自2004年調查以來首次錄得負增長。今年第1季的數據較2008年同期下降1.16個百分點。以社區/社會/個人服務業錄得較高的職位淨增長（2.21%），部分行業更錄得職位負增長，包括批發/出入口/貿易業（-0.97%）及零售業（-0.59%）。



The background of the slide features a collage of business-related images: a handshake, a man on a mobile phone, a computer keyboard, and a newspaper clipping with the headline 'REMEMBER WHEN HOTELS YOU MORE THAN THE STILL CAN.' and 'NEW ZEALAND'. A green diagonal bar runs across the bottom left.

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The pizza paradox

吃快餐的矛盾

Tucking into tacos, nibbling on nuggets and chowing-down on chips. More than a third of all respondents across the 12 markets surveyed say they like fast food too much to give it up.

But many of these people seem to make themselves feel better by paying for their actions in other ways, with 37% saying they exercise in order to compensate for other bad habits.

Steve Garton, Executive Director – Media for Synovate says: “These attitudes may not make complete sense, but when it comes to food, health and weight management, people are inherently contradictory.”

Indeed, the attitudinal questions posed by the survey were the clincher in realising just how mixed up people can be about food. An overall 55% agreed that they eat what they want, when they want. Yet 71% watch their food carefully and strive to be healthy.

“It all comes back to whether we think of food as pleasure or food as fuel... and it seems that most people vacillate between the two.”

狂吃墨西哥玉米餅、細嚼炸雞件、吞下一把又一把的薯條……有調查訪問了來自12個市場的受訪者，超過三分之一人表示快餐已經讓他們不能自拔。

然而，當中很多人似乎會以其他行動來讓自己心裡好過一點，有37%受訪者說他們會做運動來補償其他壞習慣。

Synovate媒體執行董事Steve Garton說：「這些態度或許不完全合理，但當涉及食物、健康和體重管理，人們就自然變得矛盾。」

事實上，這個調查所提出的態度問題，能讓我們了解到人們對於食物的混亂思緒。合共55%受訪者同意自己想吃就吃，但71%受訪者會小心飲食，追求健康。

他說：「這基本上關乎我們認為食物是一種享受還是身體的燃料……似乎大部分人都在兩者之間猶豫不決。」

The Bridget Jones effect

When Renee Zellweger, an American, signed on to play the very British Bridget Jones in the 2001 movie, the producers may have been making more of a statement than they realized ... it turns out the two groups who are most likely to link food to mood, emotionally eating their way through life, are American and British women.

An overall 29% of respondents across all 12 markets agreed ‘I tend to eat junk food when I am feeling down’, comprised of 34% women and 24% men. This jumped to 55% of all British women and 54% of their American sisters.

“There is a reason Bridget Jones was – and still is – so popular. It perfectly captures the ongoing battle that British women have with food and mood. The knee jerk reaction to bad news, or even boredom, is often a cup of tea and something sweet to wash it down. Similarly, a bad day can be made a whole lot better with a hefty glass or two of Chardonnay in the evening,” says Jill Telford, Chief Executive Officer of Synovate in the U.K.

The survey also showed that the U.K. was the biggest drinking nation of the 12 markets asked. Twenty-seven percent of Britons admitted to drinking alcohol on a daily or near-daily basis, comprised of 33% men and 21% women.

BJ效應

當美國女演員雲妮絲穎嘉落實演出2001年的英國電影《BJ單身日記》，製作人或許說明了一件事：最喜歡以飲食來發洩情感的兩種人，就是美國和英國女性。

在12個市場中，合共29%受訪者同意「我習慣在情緒低落時吃垃圾食物」，當中包括34%女性及24%男性，而表示同意的英國女性佔55%，美國女性則佔54%。

英國Synovate行政總裁Jill Telford說：「這就是BJ一直大受歡迎的原因，它完全捕捉了英國女性與食物和情緒長期鬥爭的心態。當她們聽到壞消息，甚至只是感到悶悶不樂，最自然的反應就是喝一杯茶或吃些甜點來沖走負面情緒。同樣，晚上喝一兩杯Chardonnay白葡萄酒，可以把一整天的壞心情拋諸腦後。」

調查亦顯示，英國是受訪的12個市場中最愛喝酒的國家。27%的英國人承認每天或幾乎每天喝酒，當中包括33%男性及21%女性。

Time Spent Viewing Video Online Up 49%

Overall online video usage and top online brands ranked by video streams for May 2009
網上視頻瀏覽時間增加49%（2009年5月整體網上視頻用量及按視訊串流量排名的最受歡迎網站）

Year-over-year, unique viewers, total streams, streams per viewer and time per viewer were up, led by a 49 percent growth in time per viewer.

由於每位訪客的瀏覽時間增加49%，按年變動率、單一訪客、總串流量、每位訪客串流量及每位訪客瀏覽時間均有所上升。

Overall Online Video Usage (U.S.)

整體網上視頻用量（美國）

	May-09 09年5月	Year-Over-Year 按年變動率	Month-Over-Month 按月變動率
Unique Viewers 單一訪客 (000)	133,797	12.8%	14.7%
Total Streams 總串流量 (000)	10,043,049	34.8%	6.2%
Streams per Viewer 每位訪客串流量	75.1	19.6%	-7.3%
Time per Viewer 每位訪客瀏覽時間 (min分鐘)	188.7	48.9%	-8.3%

Top Online Brands ranked by Video Streams for May 2009 (U.S.)

2009年5月按視訊串流量排名的最受歡迎網站（美國）

Video Brand 視訊網站	Total Streams (000) 總串流量	Unique Viewers (000) 單一訪客
YouTube	6,048,666	95,357
Hulu	382,322	10,106
Yahoo!	208,202	25,224
Fox Interactive Media	190,135	16,029
ABC.COM	175,102	6,309
Nickelodeon Kids and Family Network	153,414	5,699
MSN/Windows Live	148,358	12,454
Turner Sports and Entertainment Digital Network	141,350	6,848
MTV Networks Music	126,929	6,733
CBS Entertainment Network	98,228	6,647

Source: Nielsen Online, VideoCensus

Note: Includes progressive downloads and excludes video advertising. 備註：包括漸進式下載視訊，不包括視訊廣告。



信保局再推措施 加強支援出口商

踏進2009年第二季，金融危機帶來的挑戰仍然嚴峻，出口商繼續面對買家信用風險上升的問題。香港出口信用保險局(信保局)為協助出口商特別是中小企妥善管理風險，再推出數項支援措施，包括放寬小額信用限額上限至100萬港元，在信保局網頁登載最新市場資訊以及調高摩洛哥和烏拉圭的市場評級。

小額信用限額上限提高至100萬元

信保局將小額信用限額的定義由50萬元放寬至100萬元，並且靈活處理這類申請，若資料齊全，最快可於2至3個工作天內完成審批。信保局現時處理的信用限額申請中，超過一半是屬於100萬元或以下的信用限額申請。

提供網上經濟資訊服務

自2009年5月27日起，信保局在網頁 (<http://www.hkepic.com/eclink/infoCenter.jsp>) 登載市場資訊，包括有關其他市場的經濟資訊、破產數字等，信保局會不時更新，以協助出口商了解市場情況，改善風險管理。



調高兩個市場評級

信保局繼2008年11月調高6個新興市場評級後，由今年6月1日起，提高摩洛哥及烏拉圭的市場評級。信保局可以為出口往這兩個市場的貨物提供更高的信用限額，而保費率也會大幅下降。連同去年11月調高評級的巴西、智利、捷克共和國、科威特、馬來西亞及阿聯酋，至今已有8個市場的評級獲得提高，為出口商提供更大保障，協助他們開拓市場。信保局會繼續定期檢討市場評級，作出適當調整。

連串措施加強支援出口貿易

信保局自2008年第四季起推出連串措施，加強支援出口商應對金融危機(見附表)，收到的信用限額申請、批出數目及金額均顯著上升。信保局預計，在推出新一輪支援措施後，會有更多出口商特別是中小企受惠。

信保局支援出口商措施

日期	措施
2008年 10月	<ul style="list-style-type: none"> 免費提供3個買家信用評估服務 在收到足夠資料下，將審批信用限額申請時間由5天縮短至4天
11月	<ul style="list-style-type: none"> 調高6個新興市場評級 盡力在2至3天內審批50萬元或以下的信用限額申請 按個別情況，以墊底費及較低賠償率為出口商承保風險
12月	<ul style="list-style-type: none"> 豁免保單年費1年
2009年 2月	<ul style="list-style-type: none"> 法定最高負責總額由150億元大幅提高至300億元



對抗豬流感

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。

上月，有數間學校出現學生感染豬流感的個案，意味著豬流感已經在香港社區爆發，而世界衛生組織亦同時確認將全球流感大流行的警戒提高至最高的第六級，表示疫症已經在全球多個國家擴散。

為了阻止疫情蔓延，政府在第二日迅即宣布全港小學、幼稚園和幼兒中心停課兩周，這個決定是無可厚非的。經過數年前沙士疫症爆發的教訓後，今次我們絕不能掉以輕心。既然豬流感現已在社區爆發，預防戒備工作必須做得徹底和全面，才可以杜絕疫症擴散。

要戰勝疫症，政府和全港市民必須通力合作才能成功。由於豬流感病毒隨時可能變種，政府應該加強疾病防控工作，特別是各口岸的監控、檢疫、隔離安排、醫護人手和醫療資源調配等工作。

當局也應加強與各國的情報通報機制，以時刻緊貼疫情發展，特別是與廣州、澳門、台灣和其他鄰近地區的情報互換。我希望政府能提高資訊發放的透明度，以及加強社區有關的預防措施，特別是流感病毒的宣傳和教育工作，讓市民加強警覺性。

社區層面方面，無論是社區組織、公司或個人，都應該通力合作。學校、家庭和企業都要保持個人和社區衛生；商場和食肆要加強清潔和消毒。市民一旦發現不適要盡早求醫了解病情。

打擊經濟

疫症擴散，難免對社會經濟帶來負面影響，尤其是旅

遊、酒店和零售業。本港的零售銷貨價值於4月份已下跌了4.4%，而5月份訪港旅客的數字亦下跌逾13%，前景令人憂慮。為了應付金融海嘯和豬流感的雙重衝擊，政府應該加強海外宣傳，鞏固遊客對香港的信心。例如，當局可以考慮為入境旅客購買保險，若旅客在港感染新流感，將獲定額賠償。

暑假是旅遊業的旺季，期間亦會有多個大型展覽會舉行，我希望政府可推出一些創新的推廣手法，以吸引更多遊客來港。

5月初，立法會財務委員會便通過了政府建議設立的1億元「盛事基金」，而我亦有幸獲委任為基金評審委員會的主席。這個基金將會在未來三年資助非牟利機構在香港舉辦文化、藝術或體育的大型盛事，預計可創造2,800個職位。我會致力推動香港成為「亞洲盛事之都」，把更多著名的大型文化藝術和體育盛事帶來香港，讓世界各地的訪客得到更多元化的體驗。

透過資助大型盛事，基金可刺激消費和產生可觀的經濟效益，並會振興活動策劃、酒店、航空、零售和其他相關行業。我希望有意主辦盛事的本地或海外非牟利團體不要錯失這個資助良機，盡快提出一些創新意念，重振香港「活力之都」的名聲。✿

歡迎你把意見和看法直接寄給我，

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Combating Swine Flu

Jeffrey Lam

Last month, the World Health Organization raised its global influenza pandemic alert to its highest level, Phase 6, signaling that a global pandemic is underway. Meanwhile, several schools around Hong Kong confirmed that some of their students had contracted swine flu, indicating that the disease is spreading in the community.

The government promptly announced the closure of all primary schools, kindergartens and nursery centres for two weeks to slow the spread of the virus. The decision has been generally viewed as prudent. After the lessons we learned from SARS in 2003, a community-wide outbreak of swine flu makes us aware of the importance of swift action to slow the spread of any disease.

Success in the battle against swine flu will depend on close cooperation between the government and every person in Hong Kong. As the H1N1 virus may mutate at anytime, the government must beef up its disease prevention and control measures, especially in surveillance at control points, allocation of health care manpower and resources, etc.

It should also improve information exchange mechanisms between countries. This will ensure we are aware of developments in other cities, particularly in Guangzhou, Macau, Taiwan and other neighbouring regions. Increasing information dissemination, precautionary measures in the community, as well as education will all be key factors in raising the public's awareness and ultimately containing the spread of the disease.

Community organizations, companies and individuals should also collaborate with each other to fight the spread of the disease. Schools, families and companies have to increase their level of personal and community hygiene. Shopping malls and restaurants need to step up cleansing and disinfection, and people should consult a doctor as soon as possible if they feel unwell.

Afflicting the economy

The spread of the disease has inevitably inflicted some pain on the economy, especially for the

tourism and retail sectors. The total value of retail sales in Hong Kong dropped 4.4% in April, while the number of visitors fell by 13% in May, both of which point to a bleak outlook. To cope with the double blow from the recession and swine flu, the government should step up overseas promotions to boost tourists' confidence to visit Hong Kong. For instance, the government may consider buying insurance for travellers entering Hong Kong so that in the event they contract swine flu during their stay they would be compensated.

Summer is the peak holiday season, and it is also the time of the year when a number of major exhibitions take place in Hong Kong. As such, I hope that the government will introduce some innovative promotions to attract more tourists to visit Hong Kong.

In early May, the Legco Finance Committee approved the government's proposal to set up a HK\$100-million Mega Events Fund. I am honoured to have been appointed Chairman of the fund's Assessment Committee. The Mega Events Fund aims to encourage and assist non-profit-making organizations to host more cultural, arts and sports events over the next three years. Through these projects, it is estimated that 2,800 new jobs will be created. I will devote myself to promoting Hong Kong as the events capital of Asia by bringing in more internationally renowned events. This will go a long way towards ensuring that visitors from around the world will have an even more diversified experience during their stay in Hong Kong.

Financing these mega events will generate substantial economic benefits by stimulating consumption, as well as giving the event, hospitality, aviation, retail and other related industries a boost. Local and overseas non-profit-making organizations that are interested in hosting events should grasp this opportunity to provide some innovative ideas to reinforce Hong Kong's image as Asia's most vibrant city. 🌸

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



推崇綠色經濟 保持可持續發展

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。

為 應對國際金融危機，世界各國政府紛紛推出經濟刺激計劃，歐美日以及中國等各大經濟體都把發展可再生能源、新型環保技術，以及發展循環經濟作為重中之重。的確，這些經濟措施不僅關乎一個國家的可持續發展，也關乎所有人的健康、安全和生活品質。

早於去年12月在本會舉行的「高峰會」上，會員已提出提高香港環境質素的重要性，並倡導跨境綠色生活模式，同時希望通過香港商界與國家在環保技術相關領域的商業合作，形成可驅動香港社會可持續發展的強勁動力。

面對經濟發展中如影隨形的高消耗、高污染和資源環境約束問題，內地已開始積極尋求經濟增長模式的全面轉變，走節約型發展道路。

本會的高層訪問團上月訪京期間，商務部部長特別提到國家採用財政補貼的方式，實施鼓勵汽車、家電「以舊換新」的政策。該政策把耗能高的產品淘汰，進入市場的都是節能產品，這有利於國家能源資源的利用效率。此外，汽車和家電含有大量可回收利用的鋼鐵、有色金屬、塑膠及橡膠等資源，通過「以舊換新」，可加快完善汽車、家電回收拆解處理體系，使這些資源得到充分有效利用，促進「循環經濟」的發展。

然而，國內當前的電子回收產業規模小，現代化水準低，工藝技術水準參差不齊，特別是拆解過程中的排放和焚燒廢棄物，如果處理不當，很容易對空氣、地下水體和土壤造成嚴重的二次污染。這對香港商界來說是一

個機會，他們或可嘗試協助內地企業引入外國的先進回收處理技術，並通過發揮港企在管理理念、市場推廣等方面的優勢，促進回收處理技術在內地最終產業化。具體實施可嘗試通過在珠三角的「先行先試」，初期從電子產品的回收開始做起，然後逐步拓展至其他產品和行業，以及國內其他地區。

本會曾多次在CEPA建議中向兩地政府提出降低環保相關領域的市場准入限制。4月底，中央宣布准許香港企業參與內地清潔發展機制項目市場，我相信這對兩地相關企業合作是重大的突破。

最近，本會向大珠三角委員會遞交了有關粵港兩地在「先行先試」的大前提下發展綠色經濟的建議，主要就粵港兩地在具體排放標準、環保制度方面的規範和界定訴求，以及構建「回收技術合作平台」等方面提出意見。

要解決粵港的跨區污染，制訂兩地跨境管內的解決方案是必需的，因此本會的環境委員會及剛成立的綠色經濟工作小組將致力促進兩地在環境方面的長期戰略合作，同時也會為會員探索環保技術領域的商機。✿



Growing the Green Economy to Sustain Development

Alex Fong

To cope with the global financial crisis, countries around the world have put in place various economic stimulus packages. Major economies like Europe, the U.S., Japan and China have turned their focus to the development of renewable energy, new environmental protection technologies and the building of a sustainable economy. Indeed, these measures matter not only to the sustainability of a country, but also our health, safety and quality of life.

At the Chamber's Business Summit last December, members were acutely aware of the importance of improving the environmental quality in Hong Kong and promoting a cross-border green lifestyle. They also hoped to generate a strong momentum to drive Hong Kong's sustainability through cooperation between the Hong Kong business community and the Central Government in areas related to green technology.

Faced with the problem of high consumption, high pollution and limited resources associated with economic growth, China has begun to proactively plan for a thorough transformation of its economic growth model by pursuing an energy-efficient development path.

When the Chamber's high-level business delegation visited Beijing last month, the Minister of Commerce stressed that the state will introduce an "exchange old for new" policy, which encourages people in rural areas to sell their old vehicles and electrical appliances and exchange them for new ones with government subsidies. This policy will help to replace energy hungry appliances with energy-efficient products, which will result in improved energy efficiency and use of China's energy resources. In addition, old vehicles and home appliances contain substantial resources, such as steel, non-ferrous metals, plastics and rubber that can be recycled. Under the "exchange old for new" scheme, which boosts the disassembling and recycling sectors for old vehicles and electrical appliances, these resources can be fully and effectively utilized, thus fostering the development of the recycling economy.

However, the Mainland's electronics recycling industry is small and labour intensive.

Technological differences are also significant between firms. In particular, if waste is not properly treated in the disassembly, burning and emission processes, it may easily cause serious secondary pollution to the air, groundwater and soil. Rather than being a problem, this is actually an opportunity for Hong Kong businesses. The Hong Kong business community can try to assist Mainland enterprises to import advanced overseas recycling and treatment technologies. Hong Kong enterprises can also make use of their management and marketing advantages to help to promote the commercialization of the recycling and treatment technologies in the Mainland. This can begin with the recycling of electronic products in the Pearl River Delta on the basis of early and pilot implementation and gradually expand to cover other products, industries and Mainland regions.

The Chamber repeatedly proposed in our CEPA submissions to the Hong Kong and Mainland governments that the entry threshold for environmental-related industries should be lowered. At the end of April, the Central Government announced that it would allow Hong Kong companies to participate in the Mainland's Clean Development Mechanism market. I believe that the move is a significant breakthrough in business cooperation between the two sides.

Recently, we submitted to the Greater Pearl River Delta Business Council some suggestions on the development of a green economy under the approach of early and pilot implementation in Guangdong and Hong Kong. Our submission mainly included ideas on the emission level, the environmental protection system and the building of a cooperation platform for recycling technology between the two places.

To tackle cross-border pollution problems between Guangdong and Hong Kong, it is necessary to work out a cross-border management solution. Our Environment Committee and the newly set-up Green Economy Working Group will step up their efforts to boost long-term strategic cooperation between the two sides on environmental issues, as well as explore business opportunities in the environmental technology sector for members. ❀

High Performance Business's Key to Growth in the Downturn

卓越績效企業在經濟不景時 實現增長的關鍵

By Roger Yu 余凱歌

In the downturn, businesses and individuals tend to spend money more conservatively. Given that, what is the key thing that companies should do to survive and to thrive, even in these challenging times?

Accenture research has found that building and maintaining strong customer relationships plays an important role in a company's ability to manage through uncertain times-especially if their chosen strategy is one of growth. While smart companies have always focused on customer needs, today the customer relationship is a boardroom issue.

Because it is increasingly easy and cheap to reproduce a company's product or service, competitive advantage has become more fleeting than ever, and products sold across industry sectors, whether by the banking or fast food industry, can be increasingly similar across competitors. In this environment, the customer relationship is the only thing that cannot be commoditized.

How can companies create and maintain a stronger bond with customers-in other words, become more customer centric- in these uncertain times? It begins with "smart targeting" – aligning the right offer to the right customer-and making the offer at the right time through the right channel-based on information mined with sophisticated data analytics capabilities.

In an uncertain economy, companies should focus on acquiring the most profitable new prospects as well as building

loyalty and share of wallet among existing customers. They should also develop targeted solutions and offers for their best prospects-often by bundling services and products in unique, appealing combinations, which can increase the perceived value to customers and generate greater margins. They also should use econometric modelling and other sophisticated analytical approaches to determine the optimal allocation of investment across the right mix of media to boost marketing effectiveness while minimizing resource waste.

The implementation of the client centricity strategy in practice hinges on three things:

- 1) **Knowing the customers:** High performance businesses have the facts they need to succeed, gleaned through customer segmentation and deep analysis, and they have a differentiating ability to translate these insights into profitable decisions about products, bundling, pricing, campaign design, etc.
- 2) **Reaching the customers:** Through channel innovation, solution-centric selling and effective partnering, they are able to reach the right customers at the right times in the right places, and engage in a two-way exchange of information. They maximize marketing investments to reach the right customers, with the right messages for the right products in the right channels.
- 3) **Delivering a differentiated customer experience:** They deliver a consistent and highly relevant customer experience that



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fulfils the brand promise and creates trust and loyalty, while keeping customers at the center of strategic decision making, process design and management, organizational design and talent management. ✿

Can the Cloud Help?

Companies wary of being saddled with expensive, inefficient technology 'solutions' are turning to cloud computing to fulfil their IT needs, writes **Andrew Knott**

Information technology offers companies the ability to improve workforce efficiency and business processes. However, some systems promised more than they delivered, while others forced many companies to make do with technologies which have made them inflexible. Such IT systems, which were creaking even during the good times just a couple of years ago, are not going to fuel the innovation needed to thrive and survive in times of economic uncertainty.

Many companies are now turning to "cloud computing." It offers businesses the opportunity to use applications and services – from customer relationship management (CRM) to storage – which are managed by specialist service providers and accessed via the Internet.

The bonuses are plenty. There are very small upfront costs and no need to invest in expensive infrastructure to run applications on-premise. Likewise, management, updates and patching are carried out centrally by the service providers, reducing the strain on IT departments.

Consumer applications push enterprise IT

Cloud applications and services have been extremely popular in the consumer space for years. Yahoo! webmail, Google's Gmail and even eBay are good examples of such offerings. They are highly usable services where no component needs to be installed or managed on the user's desktop or server. An Internet connection is all that is needed and they are ready to go with rich functionality running on infrastructure beyond the means of all but the wealthiest companies.

And for several years that power, ease of use and accessibility, along with the popularity and ubiquity of the web have been forcing a revolution in enterprise IT as well. Increasing amounts of businesses are looking to bring in more flexible solutions, which map against a bigger mobile workforce with greater demands on what technology should deliver. They want IT that works, but doesn't need to be managed daily, and can deliver on shortened time scales while not breaking the bank before the project delivers any value. Cloud computing can enable businesses to react to change in days, not the months or years it used to take to deploy on-premise.

Flexibility first

Organizations can also now use a cloud-based platform to create bespoke software and



applications. Via a "platform-as-a-service" they can build and deploy their own solutions for immediate use across the enterprise without the need to deploy complex infrastructure. This too creates the ability to react to change in an agile fashion.

Because data is stored centrally and accessed remotely by all users, collaboration is far more simply achieved. There are no departments working on different releases of the same software, no duplication and no data which resides only on certain machines in silos which act as blocks on effective working.

Through such lean computing, business can trim the fat which they may have tolerated in good times but can no longer deal with.

No fuss deployment

Cloud computing will also enable companies to get enterprise quality technology up and running with no installation headaches. They will no longer face the management and ongoing support on-premise solutions demand. Today, companies need to concentrate on strengthening their business and streamlining their financial model. This focus should not be distracted by problems caused by the use of aging IT systems.

The rise of cloud computing began as businesses looked to innovate their way out of the previous downturn in 2001. The reasons, as above, were because they didn't want to be saddled with costs and problems which should be peripheral to their core business. They wanted IT that worked seamlessly in the background and freed the company to concentrate on delivering value, not running to stand still. ✨

Andrew Knott is Vice President, Marketing – Asia Pacific for Salesforce.com

在經濟不景時，企業和個人在消費方面都趨於保守。那麼，面對當前的困境，甚麼是企業求存和增長的關鍵呢？

埃森哲的研究發現，無論經濟是好是壞，以客為本的客戶關係管理策略都是企業實現增長的關鍵。客戶是所有企業的命脈，在經濟動盪時期，客戶尤其重要。與客戶建立並保持穩固的關係，是公司渡過經濟動盪時期的有力保障。當明智的企業一直都集中照顧客戶的需要，客戶關係如今已成了企業重要的議題。

事實上，競爭對手複製產品或服務變得愈來愈容易，而且成本也愈來愈低廉，因此競爭優勢變得比以往短暫易逝。從銀行業到快餐店，不同行業競爭對手之間所售的產品也日趨相似。然而，在這環境下，客戶關係是唯一不能被商品化的一環。

企業要在經濟不穩時建立並維持牢固的客戶關係，始於「明智的目標選擇」，即根據精確的資料分析，明智地選擇客戶、方案和市場管道。

在經濟波動時期，企業應把重點放於物色最佳的新客戶上，並在現有的客戶中建立忠誠度和「佔有份額」。企業還應為其最佳客戶開發針對性的方案及服務，例如把服務和

Develop and strengthen customer relationship by creating differentiated customer-centric experiences

透過創造不同的以客為本經驗來發展和加強客戶關係

1 Know the customer 認識客戶

- Understand changing needs and behaviors
了解不斷改變的需求和行為
- Stay close to valued customers
與重要客戶保持密切關係
- Know how to measure loyalty, it's more than just satisfaction
識別忠實客戶，而非單單感到滿意的客戶
- Invest in loyalty analytics to understand main drivers
投資於忠實客戶的分析，以了解主要推動力
- Recognize different loyalty types: conditional, emotional and passive
辨別不同的忠實客戶：有條件的、情感的，以及被動的

2 Reach the customer 接觸客戶

- Address channel proliferation e.g. digital & social networking channels and rising consumer control
擴闊市場渠道，例如數碼及社交網絡渠道，以及日漸增加的消費者自主
- Find new routes to markets
尋找新的途徑進入市場
- Create ongoing two-way dialogue via direct & indirect channels
透過直接和間接渠道促成持續的雙向溝通
- Develop loyalty even before the customer becomes your customer
在客戶成為你的真正客戶前，已經要培養他們的忠誠度
- Use analytics to measure effectiveness of initiatives
利用分析來評估措施的成效

3 Deliver the experience 提供經驗

- Define segment-based differentiated experiences and propositions
界定分段式的不同經驗和建議
- View the entire value chain to be consistent, e.g. 3rd party channels
檢視整個價值鏈的連貫一致，例如第三方渠道
- Consider and measure all factors: features, price, service channels...
考慮和衡量所有因素：特色、價格、服務渠道.....
- Manage complexity of differentiated experience cost-effectively
以符合成本效益的方式來管理不同經驗的複雜性
- Empower front-lines to build trust-based relationships
讓前線員工建立以信為本的關係

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雲端運算能扭轉乾坤？

擔心會被貴而無當的科技「方案」加重負擔的企業，現正改用雲端運算以滿足他們的IT需求

資訊科技(IT)往往能提升工作效率及優化業務流程。然而，不少企業受到欠缺彈性的科技設施所局限，當中的IT系統早於年前經濟良好時不敷應用，更遑論在目前經濟不穩的情況下，能夠為企業注入創新動力，扭轉乾坤。

「雲端運算」無疑成為了不少企業的靈丹妙藥。採用雲端運算方案的企業，能夠在專業服務供應商的管理下，透過互聯網操作一系列涵蓋客戶關係管理(CRM)至數據儲存的應用程式及服務。

企業可受惠於箇中無數裨益。首先，採用雲端運算方案的預付成本輕微，企業無需花費龐大資源，為辦公室添置啟動應用程式的IT基建。另外，雲端運算方案的管理、更新及維修，一應由服務供應商提供，無疑大大減輕IT部門的負擔。

消費市場導向應用程式推動企業IT方案

其實，雲端運算應用程式及服務已於消費市場領域風行多年，例如Yahoo!電郵、Google Gmail，甚至eBay都是當中的佼佼者。他們為可用性極高的服務，無需於用戶電腦桌面或伺服器上進行任何安裝、管理，便能發揮效能。換言之，只需接通互聯網，採用雲端運算方案的用戶，便能夠隨時操作不亞於商業巨擘IT基建所表現的強勁功能。

除此之外，多年來互聯網驚人的滲透速度，亦已促使企業IT部門進行革命性的轉變。面對高流動性員工對相應科技的要求有所增加，愈來愈多企業尋求更具彈性的IT方案。對這些企業而言，IT方案必須可靠運作，無需額外管理；隨選即用，確保於短時間內付運；在合理投資下獲得顯著成效。由此可見，雲端運算用戶得以省卻進行用戶端IT部署的資源，讓企業應付瞬息萬變的商業世界。

彈性方案

企業還能夠在雲端平台上，度身設計所需的軟件及應用程式。透過Platform-as-a-Service(平台為服務，簡稱PaaS)，他們能夠隨時建立、部署切合整個企業所需的方案，無需任何複雜的用戶端IT基建部署，亦可回應變幻莫測的市場環境。

由於數據均儲存於中央數據中心，並由所有用戶遙距存取，各方的協作得以化繁為簡。比方說，再沒必要安排不同部門處理同一軟件的不同版本；再也沒有部署過多IT基建的浪費問題；再也沒有因集中使用的伺服器損壞而帶來的流程延誤。

透過效能昭著的雲端運算，企業得以在經濟不景氣下，省卻更見彌足珍貴的資源。

省卻多餘部署

雲端運算不但容許企業在無需IT基建部署下帶來創新科技，更免除他們在管理、提升用戶端IT方案上的煩惱。目前，企業的首要任務為加強業務、優化財政狀況，而非為解決IT系統僵化問題大費周章。

雲端運算自2001年經濟衰退時興起，因為企業不想增加成本負擔，以及核心業務以外的問題。他們希望有效減低投放IT基建的資源及風險，讓企業專注創造價值，而非裹足不前。

Andrew Knott為Salesforce.com亞太區市場推廣副總裁。

產品以獨特的方式結合起來，既可增加顧客的認知價值，亦能為企業帶來更大的利潤。此外，企業也應利用經濟計量模型及其他精密的分析方法，確保在合適的媒體組合範圍內實現最佳的投資配置，從而提高營銷效果，同時使資源浪費減至最小。

以客為本的策略實踐取決於以下三大範疇：

- 1)了解客戶：卓越的企業具有成功所需的事實依據，這些依據源於深入的客戶分析，以及能夠把對客戶的洞悉轉化為有利於產品、捆綁銷售、定價、活動策劃等方面決策的獨特能力。
- 2)接觸客戶：透過管道變革、以解決方案為本銷售策略及有效的合作關係，在適當的時間和地點接觸適當的客戶，並致力發展雙向資訊交流。實現市場投資最大化，就能通過適當的管道發放適當的資訊，向適當的客戶推薦適當的產品。
- 3)提供客戶體驗：提供持續、高度相關的客戶體驗，從而履行品牌承諾，建立品牌信譽和強化客戶忠誠，與此同時，把客戶的關注放於企業戰略決策制訂、流程設計和管理、組織設計和人才管理的中心位置。



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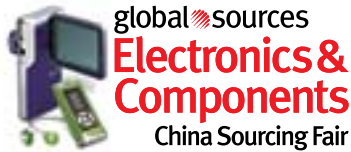
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The Unemployed Aren't Shopping

失業等如有空購物？

By David O'Rear

歐大衛



香港的失業率於今年大部分時間維持在5至5.5%，是自2006年來從未見過的水平，但也不算最差。還記得沙士時期的8.6%失業率嗎？

然而，有關數字很可能會轉壞。圖一顯示人口增長與勞動力上升的密切關係，那是合理的。撇除移民和人口老化等因素，兩者的走勢應是一致的。圖二反映職位空缺未必足以應付勞動人口的需求。

你閱讀本文時，相信當局已經公布4至6月份的就業數據，而結果很可能是就業率連續第六次錄得按年下跌。我估計失業率會超出3至5月份的5.3%，主要原因是勞動人口持續大幅增加。

失業率是指有工作能力但找不到工作的人口比率。當澳門或其他地區的工人被解僱，回流香港後又找不到工作，他們會被計入勞動人口的增幅，倘其他條件相同（我最愛用的技術），失業率便會上升。（如果某人從上海被調派到香港工作，則勞動人口和就業

人數都會同時增加，因此不會影響失業率。）

在3至5月份，勞動人口增加了1.6%，是21個月以來的最快增速。自1月起，本地的就業市場已增加了約20萬名工人，或僅逾1%。不過，固定工作的數量卻減少近13萬份，而全職工作職位的數量則下跌了近18萬個，同樣約1%。

與甚麼比較？

當與過往趨勢比較，以及分析和比較不同國家的表現時（假如所有數據的量度方式一樣），失業數據就最能發揮作用。可惜，新加坡的量度方式往往不同，因此也就更難取得最有用的分析。然而，我們仍可參考鄰近富裕國家的數據作為指引。

圖三顯示歐盟地區、美國和香港過去12個月的失業率。驟眼看來，本港的5至5.5%失業率似乎較歐美兩地的8至9%理想，但也要留意他們的比率增長速度驚人，一年內增長近一倍，而我們則粗略錄得三分之一的增幅。

歐洲的失業率幾乎一直高於美國，這主要由於制度因素所致。首先，歐盟企業要裁員比較困難（因為成本較高），結果令僱主招聘時更加謹慎，因此「正常」的失業率會較美國高出數個百分點。第二，歐洲的福利普遍較美國多，所以被裁的工人只會以極慢的速度重投勞工市場。

香港以全球最易招聘和解僱員工的地方見稱，我們的失業率正好反映這個事實。這裡的企業更願意冒險，而由於我們的福利有限，工人會有動力盡快重返就業市場。

最後一圖反映了失業對零售額的影響。儘管有人會說，失掉工作只會讓我們有更多餘暇購物，但有關數據並未支持這個說法。世界各地的銷售都在下跌，香港亦不例外。鑒於農曆新年效應，我特別加了一條虛線顯示撇除這個異數後的銷售走勢。即使作出了調整，情況也不樂觀。 ❀



Hong Kong's unemployment rate has remained in the 5-5.5% range for most of this year. It is a level not seen since 2006, but not terribly uncomfortable. Remember 8.6% jobless figures during SARS?

However, the figures are probably going to get worse. The first graph shows the close correlation between population growth and the rise in the labor force, which makes sense. Aside from issues such as migration and an aging population, the two should move in tandem.

however, has fallen by nearly 130,000 and amount number of full-time work by just under 180,000 positions, also about 1%.

Compared to what?

Unemployment data is useful when compared to past trends, and – if everything is measured the same way – when looking across national boundaries to analyze how one place is doing in comparison to another. Unfortunately for us, Singapore doesn't measure things the same way, or as often, as we do and so the



Although we may say losing a job just gives us more time for shopping, the data don't bear it out.

儘管有人會說，失掉工作只會讓我們有更多餘暇購物，但有關數據並未支持這個說法。



The second graph shows that having people ready to work doesn't always mean there are jobs available.

April-June labor data should be coming out just as you receive this issue, and the results are likely to be the sixth straight year-on-year decline in employment. My guess is that the 5.3% figure reported in March-May will be exceeded, mainly due to a continued significant rise in the labor force.

The unemployment rate is the share of people available for work, but unable to find it. When workers are laid off in Macau or elsewhere, and come back home to Hong Kong without a job, they are counted as an increase in the labor force. All else being equal (my favorite dodge), the unemployment rate rises. (If someone is transferred from Shanghai to Hong Kong, that would be an increase in both the labor force and the number of employed, and so would not affect the unemployment rate.)

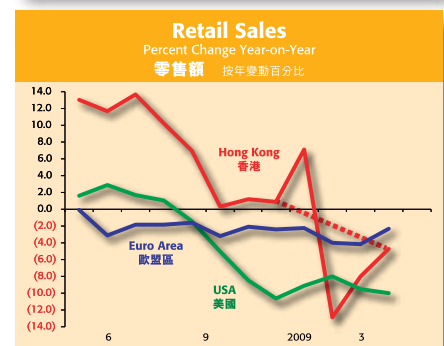
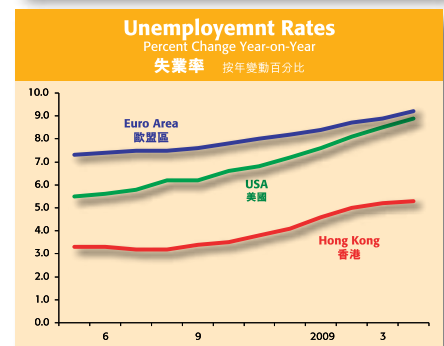
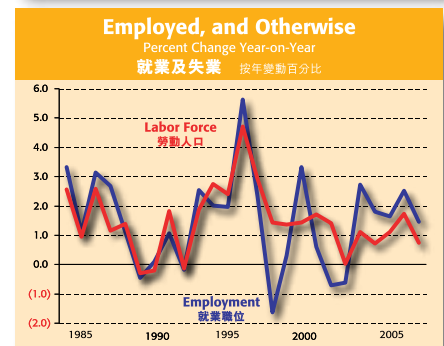
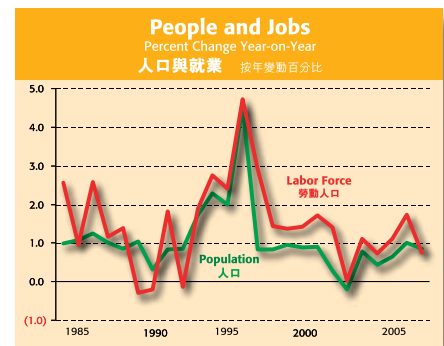
In the March-May data, the labor force increased by 1.6%, the fastest pace in 21 months. Since January, we've added about 200,000 workers to the labor pool, or just over 1%. The number of regular jobs,

most useful insights are more difficult to obtain. Still, we can look at our rich neighbors elsewhere for guidance.

The third chart shows unemployment rates in the Euro Area, the U.S. and Hong Kong over the past 12 months. At first glance, our 5-5.5% range looks better than the 8-9% rates on either side of the North Atlantic Ocean. But, also note that those higher rates are rising much faster, nearly doubling in a year's time, as compared to our own (roughly) one-third increase.

Europe has almost always had higher unemployment than the U.S., mainly because of institutional factors. First, it is more difficult (read: costly) to fire people in the EU. That, in turn, makes employers more cautious when hiring new staff, and so the “normal” rate of unemployment is several percentage points higher than in the U.S. Second, benefits are typically more generous in Europe than in America, which creates an incentive for laid off workers to only very slowly rejoin the workforce.

Here in Hong Kong we enjoy the reputation as the easiest place in the world to hire and fire workers, and our unemployment rate reflects that reality. Companies



are more willing to take a risk here, and because our benefits are microscopic, workers have an incentive to get back into the game as quickly as possible.

The final graph shows the impact on retail sales. Although we may say losing a job just gives us more time for shopping, the data don't bear it out. Sales are down around the world, and Hong Kong's no exception. Because of the seasonal Chinese New Year effect, I've added a dotted line to show where sales would have gone without such an anomaly. Even with that adjustment, the picture isn't a pretty one. ❀

Shanghai's Rising IFC Dreams

合則共贏 滬港金融不是零和

The State Council's announcement on March 25 that Shanghai will be developed into an international financial centre by 2010 has stimulated a lot of discussion and resurrected the old debate about the city displacing Hong Kong. Officially, the Central Government said the move is necessary to cope with China's growing economic clout and the liberalization of the renminbi.

Hong Kong's financial system is one of the most open and international in the world. Our strengths and standing are widely recognized, as reflected in our global ranking which puts us on a par with the world's leading financial centres of London, New York and Tokyo.

According to research conducted by the Bank for International Settlements in 2004, Hong Kong was ranked as the world's sixth largest foreign exchange market, and the seventh largest over-the-counter foreign exchange and derivatives market. Our equity market ranked second in Asia after Japan, while the debt market has the highest level of liquidity in the region.

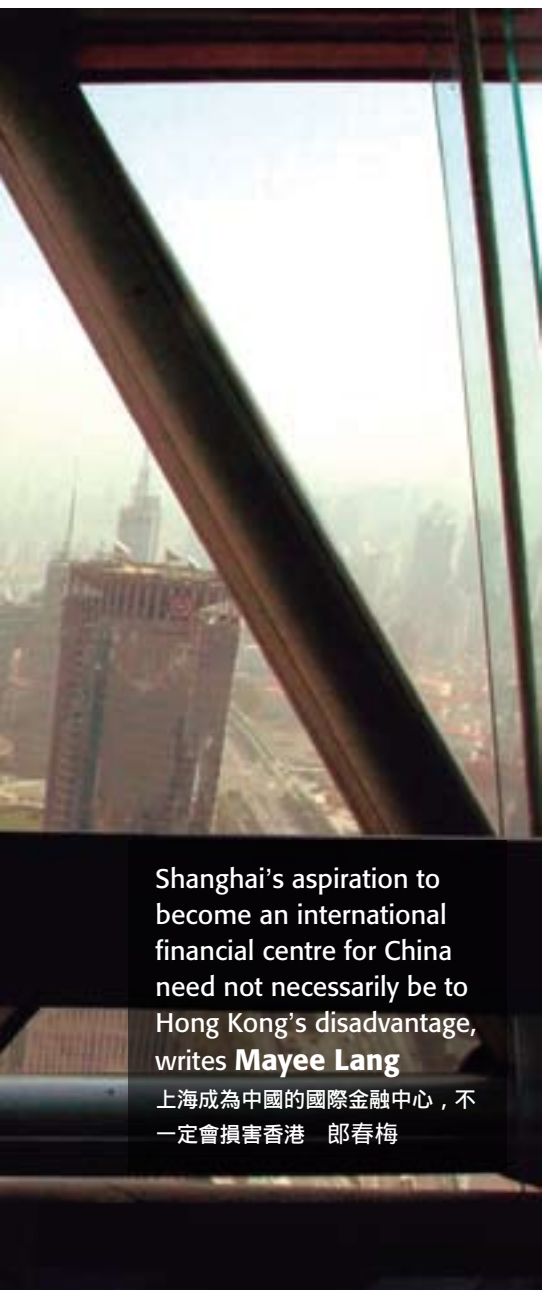
More recently, the Global Financial Centres Index (GFCI), launched by the City of London in 2007, placed Hong Kong in third place, behind London and New York respectively, while Shanghai was ranked 24th. In March 2009, Hong Kong and Shanghai slipped to 4th and

35th place respectively, which clearly shows the size of the gap between the two cities as financial centres.

China's economic strength is expected to push it into a leading role in the global financial markets. However, this won't happen overnight. Rather than just complain and worry, Hong Kong must think about how it can capitalize on its own advantages, and cooperate with Shanghai to the mutual benefit of both cities.

How close is Shanghai to becoming an international financial centre?

If Shanghai hopes to become an international financial centre, it must, on the one hand, be able to attract both domes-



Shanghai's aspiration to become an international financial centre for China need not necessarily be to Hong Kong's disadvantage, writes **Mayee Lang**

上海成為中國的國際金融中心，不一定會損害香港 郎春梅

SHERRI LAROSE/AGCT

tic and foreign investors, on the other hand, be able to attract enterprises seeking financing to use its funds. However, Shanghai is now constrained by the country's financial system. As the renminbi is unable to flow freely, the yuan is still not freely exchangeable. China's legal system is also not yet connected to the international system, and the financial market is vulnerable to the State's changing policies. Foreign investors say they only consider market risks when investing in other countries, but in China, they also need to consider policy risks.

According to the 2008 Blue Paper on the Development of Shanghai International Financial Centre published by

scholars from Shanghai Finance University, there are approximately 180,000 people working in Shanghai's financial sector, accounting for around 1% of the total Shanghai population only. While in New York, there are approximately 400,000 financial workers merely in Wall Street, accounting for around 13% of the city's total employment in 2007. More importantly, financial workers in Shanghai still lag far behind their international counterparts in terms of professionalism, service quality and work attitude. Only 0.2% of Shanghai financial workers have international work experience.

If we evaluate Shanghai's competitiveness by using 14 indicators of the authoritative GFCI, Shanghai is still far from being an international financial centre.

Hong Kong's uniqueness and deficiencies

As a special administrative region of China, Hong Kong has inherited and combined Western advanced management experience with Chinese culture. It is an independent economy, small yet punches well above its weight, and is well-developed. It is also the freest market in the world supported by a world-class pool of talent. Corporate and personal taxes are low and simple. With all these strengths, it is very difficult for any other city in the Mainland to compete with Hong Kong.

However, if we consider Hong Kong's potential as an international financial centre for China, it obviously falls behind Shanghai. Firstly, Hong Kong's financial sector relies mainly on manufacturing industries and international trade. With the Pearl River Delta's restructuring of its manufacturing industries, the rapid growth of China's shipping industry and the aftermath of the financial crisis, Hong Kong needs to explore new economic growth areas.

Shanghai, on the other hand, is a transportation hub and plays a leading position in economic and trade development in the region. Therefore, it receives strong support from China's economy, and has sovereign currency support. The value of renminbi reserves in Hong Kong is far lower than Shanghai's reserves, which is expected to continue to widen as China's importance

in the world economy continues to rise. Consequently, the yuan will grow in prominence as a world currency, and the government will need to put in place a mechanism for when the renminbi capital account becomes fully convertible.

Win-win partnership

How can Hong Kong and Shanghai complement each other's strengths and avoid a zero-sum game?

Professor Sun Lijian at the School of Economics, Fudan University, said that although both cities are international financial centres, they are at very different stages of development. Consequently, they perform very different functions. He pointed out that while Shanghai aims to become an international financial centre for China, Hong Kong is already a renowned global financial centre. In future, he suggests that Hong Kong could gradually divert some financial services to Shanghai, while at the same time consider opening up the futures and options markets. This would move Hong Kong closer towards becoming a pure financial services market, like London and New York, serving as a financial centre for wealth management at a higher level.

Hong Kong needs to continue to capitalize on its advantages in innovation and enhance its standard of financial services. This requires the full support of the country's financial market. As Shanghai has a strong domestic market and a solid economy backing it up, it can provide support services to Hong Kong as it develops towards a wealth creation centre. Shanghai should also learn from Hong Kong's advanced experience to foster the development of its own international financial business. For instance, Hong Kong's efforts to develop offshore renminbi business not only can help Hong Kong expand its financial market, but also can help the renminbi gradually go global, which in turn would encourage the free flow of capital to Shanghai. If the two cities can cooperate and develop an appropriate division of labour, future cooperation may not necessarily be a zero-sum game, but a win-win game for both. 🌸

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務院近日宣布要全力打造上海成為國際金融中心，一石激起千層浪，社會上比較香港和上海的聲音開始不絕於耳，不少人擔心香港的金融中心地位將會受到嚴重威脅。剛於5月16日在上海閉幕的「2009陸家嘴論壇」上，央行行長周小川也闡述了較為敏感的滬港關係定位問題，但他特別強調兩地互補及共同促進的作用是最首要的。

周小川認為香港和上海是中國的兩個重要優勢，香港作為特區，其金融市場有長遠的發展歷史和一定的國際地位。同時，上海的資本市場發展步伐也非常快。兩地市場之間如果能夠更好地配合，取長補短，可能會發展得更加順利，步伐也可以邁得更大。

的確，香港的金融體系高度開放和國際化，市場體系發達，功能齊全，在金融方面的優勢和地位是有目共睹的。過去10多至20年間，香港作為國際金融中心，已與倫敦、紐約、東京等四大國際金融中心齊名。根據國際結算銀行在2004年進行的每三年一度全球調查，香港已經成為全球第六大外匯市場及第七大外匯及場外衍生工具市場。香港股票市場在亞洲排名第二，僅次於日本，香港的債務市場已發展為區內其中一個流通量最高的市場。

英國倫敦金融城（City of London）於2007年公布的全球金融中心指數（GFCI）顯示，香港排名全球第3位，僅次於倫敦及紐約，上海排名只是第24位。2009年3月，GFCI指數對全球62個金融中心進行調查，結果顯示經歷金融海嘯的風暴之後，香港和上海分別排名第4和第35位，可見滬港之間仍存在頗大的差距。也許中國當前的經濟高速增長，讓人聯想到上海的巨大市場空間發展潛力，但

國際金融中心的地位是市場行為，並不會因政府今天確立明天就可形成。香港在抱怨和擔憂之餘，也許更應思考如何積極發揮自身的金融優勢，謀求和上海的錯位發展，避免惡性競爭，最終達成互利雙贏的合作。

上海距離國際金融中心有多遠

簡言之，一個地方要成為國際金融中心，就必須能吸引大量資金（包括境內、境外資金）進來，而且通過在這裡的運作，能夠取得可觀的回報；另一方面，它同時能夠吸引資金需要方前來融資。然而，縱觀上海的現狀，因受制於國家的金融體制，人民幣資本不能自由流通，人民幣尚未實現自由兌換，中國法律體系還不能和國際銜接，金融市場很大程度上需要受到國家政策的影響。所以曾有外國投資界的朋友感言，他們在國外經營時考慮的是市場風險，而在中國經營時還要考慮政策風險。

此外很重要的一點，就是這個地方對專業金融人才的凝聚力。根據上海金融學院專家學者編寫的《2008年上海國際金融中心建設藍皮書》，上海市目前的金融行業從業人員約有18萬人，僅佔上海總人口1%左右，而紐約僅在華爾街的金融從業員就有40萬人左右，2007年金融服務業從業人員佔紐約市全部就業人口的13%。更重要的是，從業人員在專業質素、服務質量和態度等方面與國際化專業人才有很大的差距，上海金融業內僅有0.2%的從業員具有國際化工作經驗。

如果引用權威的GFCI所羅列的國際金融中心競爭力14項指標（包括訓練有素的專業技術人員、監管環境、進入國際金融市場的容易

度、基礎設施、客戶的可獲得性、公平公正的商業環境、政府回應、企業稅制、運營成本、專業服務供應商的獲取、生活質量、文化和語言、商業樓宇的質量及供應、個人稅制）來衡量，上海要成為國際金融中心，的確還有一段很長的路要走。

香港的獨特和不足

作為國家的特別行政區，香港是傳承了百餘年西方先進管理經驗和東方傳統文化的特殊結合體，同時又是一個獨立完整的經濟體，雖然細小卻很發達。香港提倡兼奉行自由貿易，不設貿易屏障，香港金融業的自由度、開放度、行業監管及高素質的專業人才儲備等方面都屬世界一流。此外，香港擁有一個架構精簡而效率高超的政府，公司及個人課稅率低，而且易於計算，這些都遠非國內任何一個城市可以媲美。

不過，如果考慮到要發展香港成為中國的國際金融中心，相比於上海，香港又有以下兩個明顯不足。第一：香港目前的金融業所依賴的實體經濟支撐主要是製造業和國際貿易，但隨著珠三角地區的製造業轉型升級、國內航運貿易業的飛速發展，以及當前金融海嘯下對該類產業的衝擊，未來香港的經濟需要培育新的增長點。然而，上海是長三角地區的交通樞紐和貨運大港，也是區內經貿發展的龍頭，有強大的實體經濟支撐。第二：香港缺乏主權貨幣的支撐。目前，香港人民幣的儲備量和上海相距甚遠。隨着中國的經濟規模未來不斷增大，中國市場會成為世界經濟發展的主要推動力，中國貨幣在世界貨幣體系的話語權必然隨之增加，這就需要國家努力去構建一個「人民幣國際化」所需要的金融生態環境。上海要基本建成與我國經濟實力及人民幣國際地位相適應的國際金融中心，就正說明了這一點。

合則共贏

長遠而言，滬港金融如何才能互相補足，避免零和競爭呢？答案就是分工合作。

復旦大學經濟學院副院長孫立堅教授曾經表示，即使同樣是國際金融中心，也可有不同的級別和分工。他認為目前上海打造的是一個國家對外的國際金融中心，而香港已經是知名的金融中心了，未來可逐步把現有的金融服務更多地讓位給上海來做，香港則可考慮開展期貨、期權交易等，靠近倫敦、紐約等純粹金融服務市場的領域，主要是在更高一個層級負責財富管理的金融中心。

的確，創新是金融業的靈魂，香港未來需要繼續發揮在創新方面的優勢，不斷強化和提升金融服務的水準，這期間需要國家金融市場的大力支持。上海因為有強大的國內市場和實體經濟的支撐，未來可以做創造財富過程中的後台服務，期間可以借鑒香港的先進經驗培育國際金融業務。比如，香港積極開展人民幣的境外業務，一方面可以幫助香港的繁榮金融市場，另一方面也可以協助人民幣逐步走向國際化，最終有利上海資本市場的自由流通。

上海就像是國家的國防軍，而香港更像是國家的遠征軍。如果兩者做到合理分工和配合，未來的合作必然不是零和，而是歸零的突破。

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Hong Kong Lifestyle Showcase

香港潮流精品展

14-17 August 2009

Hong Kong Convention and Exhibition Centre

Unique Lifestyle Platform Connects Directly with Consumers

If your company produces consumer goods – be it anything from an electronic gadget to a handbag – you know the importance of good marketing. And before you can decide on your marketing strategy, you need to understand what “lifestyle” your target consumer aspires to. “Lifestyle” has become a buzzword in today’s commercial environment and attracts plenty of attention from suppliers of consumer products, particularly in today’s competitive economic climate.

Tapping into this trend is the **HKTDC Hong Kong Lifestyle Showcase 2009** – a brand new **consumer fair** that is making its debut at the Hong Kong Convention and Exhibition Centre from 14-17 August 2009. The fair also rides on Hong Kong’s reputation as a trend setter, especially within the Asia-Pacific region. Join this show as an exhibitor and you can make a big statement by exposing your lifestyle products and company image to a wide range of consumers. Face-to-face contact with consumers will enable you to obtain direct feedback on products as well as to understand more clearly the needs of the market.

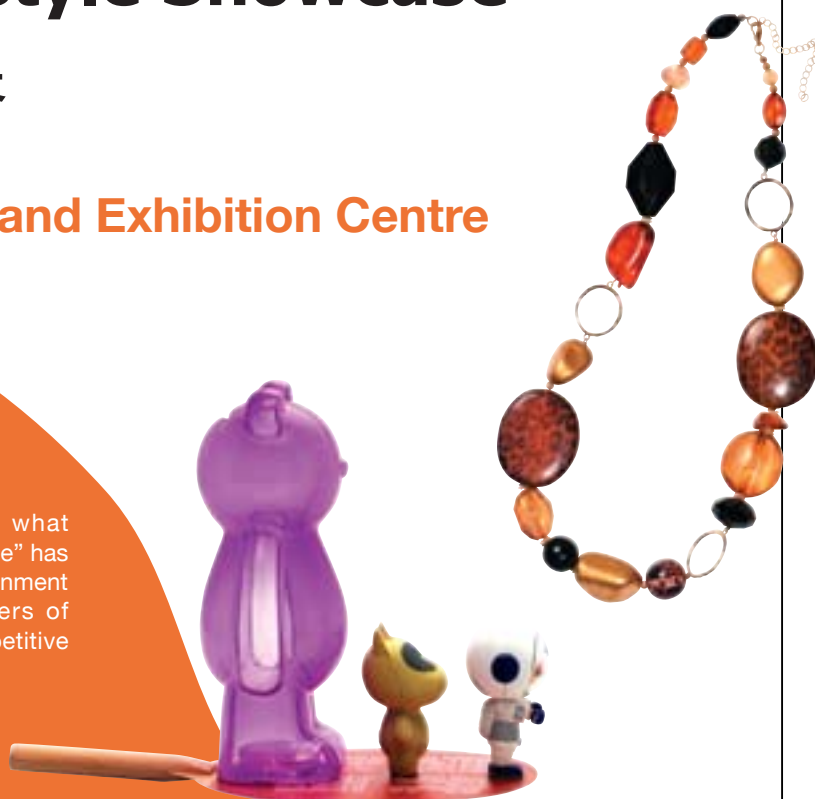
All lifestyle products are welcome at the show, including fashion & fashion accessories, jewellery, personal care & health products, sporting goods, and watches & clocks. Products will be grouped under four different zones, namely Lifestyle – Select, Lifestyle – Glamour, Lifestyle – Leisure, and Lifestyle – Living, so that consumers can easily locate the exhibitors of most interest to them.

In addition, the fair organiser, Hong Kong Trade Development Council, has developed two other specialist areas within the fair. Lifestyle – Select is an exclusive zone

dedicated to helping quality exhibitors build up strong identity and awareness. Enjoying a prime location at the fair, this section will be designed to catch the eye of discerning consumers and convey an image of style, sophistication and quality. The Hong Kong Q Mart Quality Living Zone, organised by the Federation of Hong Kong Industries, will showcase a variety of ‘Made-by-Hong-Kong’ quality products - including those of Q Mark licensees.

The fair coincides with the peak travel season for mainland visitors to Hong Kong, so offers exhibitors a great opportunity to reach buyers from the mainland even without domestic sales rights, as well as make your brand better known and understood among mainland consumers. The event also offers the opportunity to have direct contact with mainland consumers with a minimum of hassle, in a relaxing and efficient atmosphere. The organiser is working with the Hong Kong Tourism Board and travel agencies to promote the event and bring in more overseas visitors, particularly those from the Pearl River Delta region.

Make your decision to take part today! For enquires, contact Ms Karen Wong at (852) 2240 4609 or Ms Vicki She at (852) 2240 4624. You can also visit the show website at www.hktdc.com/hklifestyleshowcase/13/



Time Management

時間管理

We all have 24 hours in a day, yet some people seem to cram far more into one day than most of us can manage in a week. **Frank J. Adick** shares some of the secrets of good time management.

人人都是一天24小時，但有些人一天做的事卻比我們一周還要多。Frank J. Adick分享了良好時間管理的秘訣。

It has become increasingly obvious that in the last decade working hours appear to be getting longer and longer. Many companies have reduced their number of employees, and for the lucky ones who have kept their jobs, the workload has increased. This, unfortunately, has led to some rather unhealthy work practices.

Employees that work late are not necessarily more productive. In fact, quite often they achieve less than those who complete their work during regular work hours. In some cases, senior management establishes an organizational culture that encourages employees to waste productive work hours that can never be replaced even by excessive overtime.

Time is a resource. As a resource, it is often overlooked and mismanaged, but it is still one of the most valuable resources we have at our disposal. One of the reasons that we find the management of time so frustrating is because it means that we need to manage ourselves more effectively. In order to be more effective at time management, we must want to change, we must want to alter our behaviour. All the courses, books and notes in the world will not make any difference unless we ourselves have the desire to alter our priorities.

Take a look at your own time horizon, and see if you can focus on elements in

your own life and career that you want to change and improve.

Think in terms of the following:

Knowledge and Understanding:

What would you like to know more about and understand better?

Skills and Behaviour: What would you like to be able to do more effectively?

Relationships and Situations: What would you like to improve? With whom? What would you like to do differently?

Tasks and Projects: What would you like to undertake? What would you like to do more swiftly? What would you like to complete?

Responsibilities: What would you like more of? What would you like to shift to another department or to someone else?

Hobbies and Leisure: What new activity would you like to learn more about? Or do more frequently? Or begin?

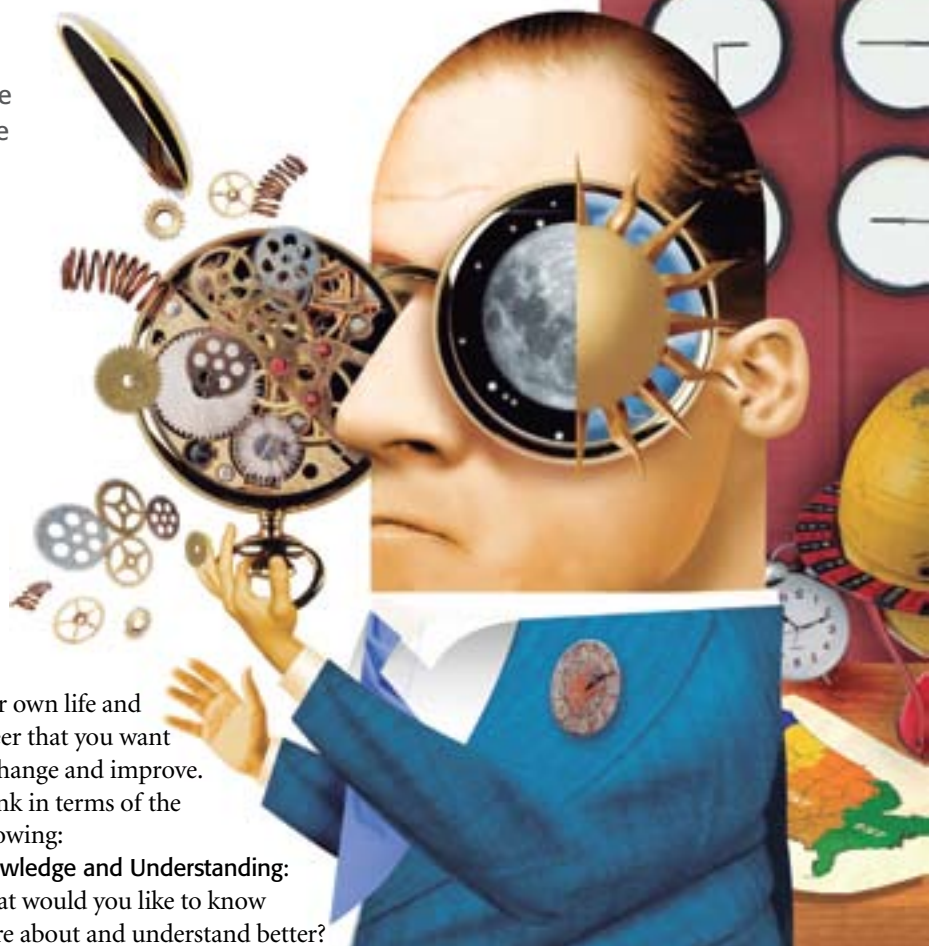
Time is an important asset. Because we do not usually think of it that way, we end up wasting a lot of it. So we must practice the self-discipline that is neces-

sary: Determine our priority objectives, work out how to achieve them, control our time so that it is devoted to the “key areas for concentration.” These key areas are the few critical tasks, items and elements in any job that will produce most of the results we want. Remember these four key words:

Objectives: What do you wish to accomplish, when, and why?

Priorities: From your activities, which are the most important to your objectives? What are your priority activities and your priority objectives?

Key areas for concentrations: What are the few areas that will contribute most to what you want to achieve? Where should you focus attention and energy?



RICK NEASE/MCT

Discipline: You must continually focus on those aspects of job, career, and life that will truly make a difference.

Time is the raw material of life. The passing of each day brings us the opportunities to evolve into something better than we were at the start of the day. Our personal success, or lack of it, is largely contingent upon the effective use of our time. Each of us is given the same 1,440 minutes per day and the 168 hours per week. This is true whether it be the paperboy or the president, the author or the home-maker, the farmer or the preacher. The clocks we buy run at the same speed. Yet, in spite of its preciousness and vast potentialities, there is nothing we squander quite so thoughtlessly as time. As the wise Sir Walter Scott said: "Dost thou love life? Then do not squander time, for that's the stuff life is made of."

Time can be our tool; we need not be its slave!

Peter Drucker wrote: "Time management takes perseverance and self-discipline, but no other investment pays higher dividends." Time is only saved by human discipline. The entire science of management deals with the way executives allocate their time. We so often hear, "I wish I knew how to manage my time better." Rarely do we hear, "I wish I knew how to manage myself better." For better time utilization we must learn to manage ourselves. Our mental attitude in the use of time is most important. If we don't want to do something, we can find a thousand reasons for not doing it. But, if we want to do something, nothing will stop us – obstacles are brushed aside as if they were nothing. Rather than ask the question: "Where has the time gone?" It is better to ask: "How could I have planned so poorly and left so much to be done in so little time?"

We all waste a certain amount of time – even the most productive among us. The trick is to keep it to a minimum, so start thinking about your favorite tricks to waste time.

Interruptions

In many ways, interruptions and distractions are the hardest to control. Learn to say "no." Ask people to see you later. Try asking your friends and family not to call during certain hours so you can reserve

the time for work. Perhaps you could ask your assistant to take messages for you. Many business leaders have begun getting up at 5:00 a.m. because it is the only way to get a few uninterrupted hours.

Waiting

Waiting time is infuriating. If friends are always late, tell them you're annoyed and that your time is as valuable as theirs. Perhaps you can get your personal assistant to go to the bank at a different hour to avoid the lines or bank online. Or try putting waiting time to good use: always have something to do with you – read a newspaper, write a list, catch up on some correspondence. Technology these days allows us inevitable possibilities to work "on-the-go."

How effectively do you utilize your most precious resource: time?

1. During the past year, did you keep a record for at least one week to reflect on your use of time?	Y	N
2. Do you use a weekly time planner to record your objectives, activities and priorities with time estimates?	Y	N
3. Do you regularly use a daily activity list prioritized and with time estimates indicated?	Y	N
4. Are you usually able to complete all your items on your daily activity list by the end of the day?	Y	N
5. Are you able to prevent interruptions and drop-in visitors from consuming your productive work hours?	Y	N
6. Do you help your managers to organize themselves and their teams to use their time more productively?	Y	N
7. Do you regularly leave your office on time as stated in your official working hour guidelines?	Y	N
8. Do you frequently get involved with the work that is being carried out by the people reporting to you?	Y	N
9. Do you have a lot of activities that you would like to get done if only you could find the time?	Y	N

Procrastination

Time management author Stephanie Winston advises watching out for two warning signs of procrastination: "I'll do it as soon as I ...," and "I'm going to start this enormous job and I'm not going to stop until I'm finished" only to find that the job is so enormous, you don't know where to begin.

Start with the easiest part of the project: write an outline, get background information, and make necessary phone calls. If you try to be a perfectionist and start with the most important part, you could get frustrated. But if you start with the easiest, you'll get a feeling of progress and success and can then go on to other, less scary elements.

You might also try setting a schedule for

yourself. Break the job into smaller, more manageable tasks and then do assigned tasks on Monday, others on Tuesday, and so on. You can give yourself small rewards after completing each assignment. Whatever your method of dealing with procrastination, keep remembering that the important thing is to make a start. Where or how doesn't matter.

Timewasters

When thinking about timewasters, you must have a sense of your objectives so you can set priorities. Unless you know what your objectives are you can't know what is a timewaster and what isn't. Look at your "To Do List" and see if you can identify your 10 biggest timewasters. Write them down. Decide whether each

was caused by someone or something else, or if it was your own fault (through procrastination or interruption). Write E or I (external or internal) next to each timewaster. Next, think of a possible solution to each item on the list. It could be as simple as rescheduling your morning coffee so that it's a reward for completing certain tasks, instead of a way to put off starting them.

One step at a time

Don't try to change all your habits at once – that's perfectionism again. But do tackle the biggest one first. If one solution doesn't work, try another. One of the biggest rewards you can get is to look back over the day and see how much more productive you've become. 🌸

在過去10年，我們的工作時間似乎愈來愈長，情況亦日趨明顯。不少企業精簡人手，即使員工有幸留下來，工作量也有增無減。不幸的是，這造成了一些不良的工作習慣。

僱員超時工作，不代表會提升生產力。事實上，他們的效率往往不及準時下班的同事。公司高層有時會形成一種組織文化，鼓勵僱員浪費具生產力的工時，即使其後加班工作亦無補於事。

時間就是資源。這種資源經常被忽視及錯誤管理，但它仍然是我們可以隨意使用的最珍貴資源之一。我們認為管理時間令人沮喪的其中一個原因是，這意味著我們需要更有效地管理自己。為了更有效地管理時間，我們必須希望作出轉變，希望改變自己的行為。除非我們願意改變自己，否則世界上所有課程、書本和筆記都不會有何分別。

目標：你希望達成甚麼目標？何時達成？原因是甚麼？

優先次序：在眾多活動之中，哪些對於你的目標最為重要？甚麼是你的優先活動和目標？

需要專注的重點範圍：哪些細節最能助你達到目標？你應該把注意力和體力放在哪裡？

紀律：在工作、事業和生活上，你必須長期專注在那些能真正帶來轉變的範疇。

時間是生命的原材料。日子每天過去，我們都有機會經歷蛻變。我們個人成就的高低，很取決於是否善用時間。人人都是每天1,440分鐘，每周168小時，不論你是送報員、主席、作家、主婦、農夫或牧師，也無一例外。我們所買的時鐘，全部以同一速度運行。然而，儘管時間既寶貴又蘊藏龐大潛力，我們卻輕率地大肆浪費。正如學識淵博的英國著名作家沃爾特·史考特爵士說：

干擾

在很多情況下，最難控制的是出現一些干擾和分散注意力的事情。這時你要學習說「不」，要求別人稍後再找你，吩咐你的朋友和家人不要在某段時間來電，好讓你專心工作，又或叫你的助理替你記下口訊。許多商業領袖都會在清晨5時起床，因為那數小時是全日唯一不被打擾的時段。

等待

等待是惱人的。如果朋友經常遲到，就直接向他們表達不滿，說你的時間同樣寶貴。你可叫你的私人助理於非繁忙時間才到銀行理財，避免排隊輪候，或使用網上理財服務。你也可善用等候時間來處理私人事務，例如閱報、寫清單及回覆訊息等。現今的科技使我們能夠「隨時隨地」工作。

拖延

時間管理學作者Stephanie Winston建議要提防兩個拖延的警號：「只要我……，就會開始做」、「我會著手進行這項艱巨的工作，不做好不罷休」，正因為工作十分艱巨，你會不懂從何入手。

從項目最易的部分入手：寫一份綱要、收集背景資料，並在有需要時致電尋求協助。如果你試圖追求完美，從最重要的部分著手，就會很易洩氣。然而，如果從最易的部分入手，你就會感到工作有進展，取得成功感之後，再處理其他較難的部分。

你亦可嘗試為自己訂立時間表，把工作分成更易管理的小任務，然後在星期一做特定的工作，星期二再做其他工作，如此類推。完成每項工作後，你可以給自己一些小獎勵。無論你怎樣避免出現延誤，都必須緊記最重要是有個開始，從哪裡或如何開始都不重要。

浪費時間的事

當談到浪費時間，你心中必然要有一些目標，然後訂下它們的優先次序。除非你了解自己的目標是甚麼，否則你不會知道甚麼事會浪費時間。檢視你的工作清單，看看能否找出十大浪費時間的事，然後一一記下，再決定每一件事是否由某人或其他事情導致，抑或是出於自己的錯（拖延和干擾所致），在每件浪費時間的事情旁邊寫上E或I（表示外在或內在因素）。接著，就清單上的每個項目想出一個可行方案，例如簡單像重新編配早上喝咖啡的時間。那麼，每完成若干工作就變成一種獎勵，而無需想辦法拖延。

循序漸進

別嘗試一下子改變你的所有習慣，那又是完美主義作祟。不過，你應先處理最大的問題。假如一個方案不可行，就試另一個。你得到的最大回報之一，是你回顧當天所做過的事情時，會發現你的時間變得十分充實。✿

你是否有效地運用你最寶貴的資源：時間？

- | | |
|--|-----|
| 1. 過去一年，你是否有保留最少一星期的紀錄，以檢討你如何使用時間？ | 是 否 |
| 2. 你是否有使用每周行事曆來記錄你的目標、活動和重要事項，以及預計所需的時間？ | 是 否 |
| 3. 你是否有定期使用每日活動清單，並列明做事的優先次序和預計所需時間？ | 是 否 |
| 4. 每天下班時，你是否經常都能完成每日活動清單上的所有事項？ | 是 否 |
| 5. 你是否能避免出現干擾和突然造訪的訪客，佔用你的工作時間？ | 是 否 |
| 6. 你是否有協助經理及他們的團隊編排工作，以更有效地運用時間？ | 是 否 |
| 7. 你是否時常按照公司的正式辦公時間準時下班？ | 是 否 |
| 8. 你是否時常要處理下屬的工作？ | 是 否 |
| 9. 如有時間的話，你是否有很多活動希望能夠完成？ | 是 否 |

考慮自己有多少時間，再嘗試專注在你生活和事業上想改變和改善的事。你可以從以下方向思考：

知識和理解：你有甚麼想更深入了解？

技能和行為：你想在哪方面提升效能？

關係和處境：你有甚麼想改善？與甚麼人改善？你想在哪方面改變處事方式？

任務和計劃：你想接受甚麼任務？你想加快甚麼工作？你想完成甚麼計劃？

職責：你想在哪方面承擔更多責任？你想把哪些責任轉交給其他部門或人士？

興趣和消遣：你有甚麼新活動想認識更多？或經常參加？或開始嘗試？

時間是重要的資產。由於我們不是經常這樣想，結果就浪費了很多時間。因此，我們必須實踐所需的自我約束：決定想優先達到的目標，制訂達到目標的方法，好好控制時間，適當地運用在「需要專注的重點範圍」上。這些範疇是任何工作的一些關鍵任務、事項及元素，它們會帶來我們想要的結果。請緊記以下四點：

「你熱愛生命嗎？那就別浪費時間，因為時間是構成生命的材料。」

時間可成為我們的工具；不要做時間的奴隸！

管理學大師德魯克曾經寫道：「管理時間需要毅力和自律，但是沒有其他投資比時間賺取更多回報。」要節約時間，人們必須自律。整套管理學就是關於行政人員分配時間之道。我們時常聽到：「我希望知道怎樣更好地管理自己的時間。」卻甚少聽到：「我希望知道怎樣更好地管理自己。」要加倍善用時間，我們必須學懂管理自己。我們運用時間的心理最為重要。如果我們不想做某件事，總會找到一千個理由支持。可是，若我們想做某件事，就甚麼東西也不能阻止我們，一切障礙視如無物。與其問：「時間溜到哪裡去？」，不如問：「我怎麼安排得如此差勁，以致剩下那麼多工作要在短時間內完成？」

我們大家都會糟蹋一些時間，連最具生產力者亦然。秘訣是盡量減少浪費時間，因此，現在就試想你最愛怎樣浪費時間。



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Asia's Trade Show Hub

亞洲的貿易展樞紐

Exhibition organizers are bucking the global downturn by expanding their shows in the hope of attracting more business
 展覽主辦商透過擴充展覽來招攬更多業務，以對抗全球經濟衰退

After seven years of strong growth, the global exhibition industry experienced its first decline in 2008 as it, together with the rest of the global economy, was pushed off a cliff by the financial crisis in the third quarter. The plunge was led by a 6% decline in the third quarter and a 5.7% downturn in the fourth quarter, according to the Center of Exhibition Industry Research (CEIR) Index, a leading measurement of the exhibition industry's performance.

2009 is expected to be similarly bleak, although the industry was anticipating a rough ride. 'The 2009 Exhibition and Conference Industry Outlook Survey,' conducted by *Tradeshaw Week* in November and December last year, showed only 7% of those surveyed said 2009 would be 'better' than 2008 in terms of growth.

Hong Kong's trade shows haven't been immune to the fallout, but have been holding up relatively well. Michael Duck, Senior Vice President for UBM Asia Ltd, said "the exhibition business has been somewhat resilient, with a few exceptions, where trade needs platform media such as exhibitions to stimulate their trade."

Some tradeshows have even been expanding. Daniel Cheung, General Manager, Hong Kong Exhibition Services, said the recently held biennial food-related show HOFEX expanded its exhibition space by 28% over the 2007 show.

"The reason we had a big surge in exhibitors is because as early as seven months before the show we began our marketing, and at the same time searched for new buyers to add to our database," he explained.

Government subsidies for SMEs in countries around the world to help them develop new business have also helped to shore up exhibitor numbers. Phil Ingram, Senior Trade Commissioner of Austrade said in Australia's case, this year, the country had 143 Australian exhibitors, compared to 82 in 2007.

"With the global downturn, the only place that is growing is Asia, so why waste your time elsewhere?" he said. "The point is if you are going to do anything, then you had better go to Asia."

The outlook survey also found that the most attractive geographic markets outside of North America for acquisition interest are Asia (62%) of respondents, Western Europe (53%), and the Middle East (24%).

Cheung, who is also Executive Vice Chairman of the Hong Kong Exhibition & Convention Industry Association, said many international exhibitors are trying to break into the Asian market, particularly the Mainland. The best way to do that is by participating in truly international shows, which Hong Kong excels in.

For companies looking to market themselves overseas, Dr WK Chu, General Manager (Group Commercial), Hongkong Electric, said at the end of the day, companies still need good, innovative products to win orders.

“For example, there is a trend in catering equipment for efficiency. At HOFEX we showcased energy-efficient equipment, heat pump, computerized roasting equipment, etc., which attracted a lot of interest from participants and visitors,” he said.

International appeal

Hong Kong's appeal to exhibitors and buyers is due in no small part to the quality of exhibitions, and their international flavour. The fact that the Mainland is also on our doorstep doesn't hurt either. Many national groups are helping their local manufacturers to export their products to other parts of the world.

“We don't just organize a show like TDC or Global Sources, say good luck to companies and leave them to it. “We are heavily involved in the Australian companies business activities,” said Ingram. “We see shows in Hong Kong as hub events, so we are trying to whittle smaller shows back, and concentrate on big shows.”

Accommodating mega shows is becoming easier with the expansion of HKCEC. Cheung said HOFEX took up 28% more exhibition space than the last show in 2007. Although space was available, exhibitors were spread over several levels, which made it very difficult to sell space on the upper floors.

“Exhibitors don't like the top floor because buyers start on the ground floor, and work their way up,” he said. “So people on the top floor would only receive visitors after lunch. Now with the expansion, the old and new wings can be connected so we could use up all 11 halls within two levels. Before that we had to use eight halls but on seven levels.”

While bigger shows are getting better, the cost for show organizers to

develop new shows is prohibitively expensive. With the exception of TDC, most companies are multinational show organizers. Local show organizers have no shows in Hong Kong because without an international network it is very difficult to promote and expand a new show. For a show to break even in Hong Kong, Cheung estimates organizers will need to sell about 300-400 booths.

“For a new show, if you only have 200 something booths, you are bound to lose money. You cannot reinvest and expand the show. So local exhibitors would prefer to go to the Mainland or Vietnam. If you only get 150 booths you can break even, then everything after that is profit, so why take the risk of developing a new show in Hong Kong?”

Staying focused

To attract more exhibitors and buyers, many show organizers try to incorporate new elements into their shows. However, this can dilute the core appeal of an exhibition. HOFEX ventured into wine this year, and its inexperience in

this new line showed, said Ingram. “They had better stick to what they are supposed to be doing.”

At the other end of the scale, some shows are springing up to zero in on a single product, like tea expos, chocolate expos. Wooing visitors and exhibitors to niche shows has always been difficult and will require a lot of marketing.

Even for established shows, getting the word out can be difficult, and requires overseas market publicity not just by show organizers but by governments too.

“If we can have more publicity about shows, that would be better,” said Chu. “We should get the message out to others who are not in the industry and the general media to attract more people to visit shows.”

Duck suggests the government step up overseas marketing campaigns as there is confidence in the exhibition market at present. “Through restocking and stock market increases, companies have a more optimistic outlook, and exhibition trends for the rest of the year follow this.” ❀

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Exhibition organizers are laying on more activities, such as cocktail, ice-carving and cook-off competitions at HOFEX, to keep shows fresh and sexy.

HOFEX的展覽主辦商正引入更多活動，如調酒、冰雕和烹飪比賽等，以保持展覽的新鮮感。

經過七年的強勁增長後，全球展覽業在2008年經歷了首次下挫，於第三季與全球經濟同步受到金融風暴的打擊而急跌。評估展覽業表現的展覽業研究中心指數顯示，展覽業於第三季的跌幅是6%，而第四季則下跌5.7%。

儘管業界已準備好面對艱難的前景，預料2009年的情況將同樣嚴峻。根據《Trade-show Week》去年11至12月進行的「2009年展覽及會議業前景調查」，只有7%的受訪者認為2009年的增長會「更勝」2008年。

香港的貿易展雖然不能獨善其身，但表現一直也相對理想，而有些貿易展甚至不斷擴張。亞洲博覽有限公司高級副總裁麥高德說：「除了少數個別例子外，展覽業務的復原力頗佳，因為許多行業都需要借助展銷會等平台媒介來刺激貿易。」

香港展覽服務有限公司總經理張偉雄表示，最近舉辦的兩年一度餐飲商貿展HOFEX，其展覽場地便較2007年擴闊了28%。

他解釋：「參展商激增的原因，是我們早於展覽的七個月前已開始進行市場推廣，並同時尋找新的買家，擴展我們的數據庫。」

各地政府為協助中小企發展新業務而提供的資助，也使參展商的數目有所增加。澳洲駐香港高級商務專員殷格林說，以澳洲為例，今年有143家澳洲展覽商參展，較2007年的82家為多。

他表示：「面對全球經濟下滑，亞洲是唯一仍在增長的地區，因此，何必再到別處浪費時間呢？重點是，如果你計劃做任何事，最好先到亞洲試試看。」

該前景調查結果亦反映，受訪者認為北美以外最具吸引力的併購市場分別是亞洲（62%）、西歐（53%）及中東（24%）。

身兼香港展覽會議業協會常務副會長的張偉雄亦指出，很多國際展覽商正嘗試進軍亞洲

市場，特別是內地。他說：「要達到這個目標的最佳途徑，是參與真正的國際展覽，而香港在這方面表現超卓。」

對於有意到海外推廣業務的企業，香港電燈集團商務科總經理朱永健博士表示，這些公司仍然需要以良好、創新的產品來爭取訂單。

他說：「舉例說，餐飲設備日益講求效率。在HOFEX展銷會上，我們展出一些節能設備、熱泵、電腦化的烘焙儀器等，吸引了不少參展商和訪客的興趣。」

國際吸引力

香港的展覽質素及國際特色，是吸引參展商和買家的主要原因。事實上，內地的競爭也不會對我們構成影響，不少國家組織正協助他們的本地製造商出口產品到世界各地。

殷格林說：「我們籌辦的展覽與貿易局或環球資源的不同，我們不會只隨口跟參展商說句生意興隆，然後就懶理他們的死活。我們會密切留意澳洲公司的商業活動。我們視香港的展銷會為核心項目，所以會減少參與較小型的展銷會，集中投資於大型的展覽。」

隨著香港會展中心擴建完成，舉辦大型展覽已容易得多。張先生說，今屆HOFEX的展覽面積較2007年上一屆多出28%。雖然場地供應充裕，但參展商分散在幾個樓層，令較上層的攤位難以租出。

「參展商不喜歡頂層的攤位，因為買家會從地下開始逐層參觀。」他續說：「因此，頂層的參展商只會在午膳後才有訪客。如今場館擴建完成，舊翼和新翼得以連接起來，因此我們可以盡用兩個樓層合共11個展覽廳。過往，我們只能使用八個展覽廳，分散在七個樓層。」

隨著大型展覽日臻成熟，展覽籌辦商發展新型展覽的成本也十分高昂。除了貿發局外，大部分企業都是跨國的展覽籌辦商。本地的展

覽籌辦商未有在港舉辦展銷會，因為在缺乏國際網絡的情況下，實在難以推廣和擴充一個新的展會。如果一個在港舉辦的展覽要達到收支平衡，張先生估計主辦商約需要300至400個攤位。

「假如一個新的展會只有200多個攤位，就一定會虧蝕。你不能重新投資或擴展展覽規模。因此，本地展覽商寧可到內地或越南參展，因為你只需要150個攤位就可達到收支平衡，其餘的都是利潤，那麼何必冒險在香港開辦新的展覽呢？」

保持專注

為吸引更多參展商和買家，很多展覽籌辦商都嘗試為展會引入新的元素。然而，這樣可能會削弱展覽本身的核心吸引力。HOFEX今年引入了餐酒作為展銷的一部分，殷格林對此表示：「他們在這方面經驗不足，所以最好是做回他們所擅長的範疇。」

另一方面，部分展會正集中展銷單一產品，例如茶葉展和朱古力展。要吸引訪客和展銷商參加這類特色展覽一直相當困難，主辦商將要進行大量的市場推廣。

即使是一些知名的展覽，要廣泛推廣也很困難，這需要展覽籌辦商和政府合力向海外市場進行宣傳。

朱博士說：「展覽得到愈多宣傳就愈好。我們應向業外其他人士和大眾傳媒傳達有關資訊，以吸引更多訪客。」

由於展覽市場現已重拾信心，麥先生建議政府加強海外的市場推廣活動，「從庫存增加及股市上揚可見，企業對前景更加樂觀，而下半年的展覽趨勢亦然。」

World-class events in Hong Kong



Hong Kong Trade Development Council fairs: Where the World Does Business

More than Asia's business hub, Hong Kong is the region's trade fair capital. The Hong Kong Trade Development Council puts together more than 30 world-class fairs each year. Eight are the biggest of their kind in Asia, while two are the world's largest. And with the recently completed expansion to the Hong Kong Convention and Exhibition Centre, other HKTDC trade shows now also have the potential to become among the world's largest.

Equally important, HKTDC fairs continue to be among the very best of their kind, attracting a world of buyers and sellers eager to do business with Hong Kong, the Chinese mainland and the rest of the world.

Date	Fair Name	Date	Fair Name
2009		2009	
6-9 Jul	HKTDC Summer Sourcing Show for Gifts, Houseware & Toys	3-5 Dec	HKTDC World SME Expo HKTDC Inno Design Tech Expo
22-24 Jul	HKTDC Hong Kong Fashion Week for Spring/Summer*	2010	
22-28 Jul	HKTDC Hong Kong Publishing Copyright Fair	11-13 Jan	HKTDC Hong Kong International Licensing Show
13-15 Aug	Hong Kong International Tea Fair	11-14 Jan	HKTDC Hong Kong Toys & Games Fair* Hong Kong International Stationery Fair HKTDC Hong Kong Baby Products Fair
13-17 Aug	HKTDC Food Expo	18-21 Jan	HKTDC Hong Kong Fashion Week for Fall/Winter* HKTDC World Boutique, Hong Kong
14-17 Aug	International Conference & Exhibition of the Modernization of Chinese Medicine & Health Products	4-7 Feb	HKTDC Education & Careers Expo#
2-6 Sep	HKTDC Hong Kong Lifestyle Showcase	5-9 Mar	HKTDC Hong Kong International Jewellery Show*#
2-6 Sep	HKTDC Hong Kong Watch & Clock Fair*	22-25 Mar	HKTDC Hong Kong International Film & TV Market (FILMART)#
13-16 Oct	HKTDC Hong Kong Electronics Fair (Autumn Edition)* electronicAsia*	Mar	Hong Kong Music Fair
27-30 Oct	HKTDC Hong Kong International Lighting Fair (Autumn Edition)*	13-16 Apr	HKTDC Hong Kong Electronics Fair (Spring Edition)* HKTDC International ICT Expo HKTDC Hong Kong International Lighting Fair (Spring Edition)*
28-30 Oct	Sports Source Asia	20-23 Apr	HKTDC Hong Kong Houseware Fair* HKTDC Hong Kong International Home Textiles Fair
28-31 Oct	Eco Expo Asia – International Trade Fair on Environmental Protection	27-30 Apr	HKTDC Hong Kong Gifts & Premium Fair*
4-6 Nov	Hong Kong International Building and Decoration Materials & Hardware Fair	Apr	Hong Kong International Printing & Packaging Fair
4-6 Nov	HKTDC Hong Kong International Medical Devices and Supplies Fair		
	HKTDC Hong Kong International Wine & Spirits Fair		
	HKTDC Hong Kong Optical Fair*		

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Objects of Desire

夢想愛驅

Owners of super cars take their dream to the next level

為超級汽車的車主實現更大夢想

The Aston Martin is often described as a rare breed of car. In fact, its manufacturer calls it the car that bridges the gap between the road and the track. As one of the most revered British marques, it is also an object of desire, not least because it is also James Bond's preferred set of wheels – albeit with some customization.

For the privileged few who take ownership of an Aston Martin in Hong Kong, they now also have the option of customizing their car. Although the spy gadgets are strictly for the movies, the German car modification specialist Mansory gives owners the option to put their own unique sense of style into their pride and joy.

Industrialists, property moguls and celebrities are among its regular clientele. “But every now and then we also have a normal customer who is not rich or famous, but just wishes to fulfil one of his dreams,” explained Gregory Hans Schoener, Regional Director for Mansory.

Although one might question why anyone would want to modify this revered British marquee, Gordon Choy, General Manager for Aston Martin (Hong Kong), said drivers want to put their own unique stamp on their car. “They want to take it to the next level of exclusiveness and personal taste. They want their Aston Martin to be unique.”

Other super car owners are also customizing their cars. Schoener explained that an owner of a Bentley GT loved his car so much that he wanted it to become an extension of his character.



“The automobile becomes an interpretation of the character who owns it, much like the person who prefers to buy a rare limited watch rather than your standard Rolex,” he said.

Driven by passion

Kourosh Mansory (main photo), the founding owner of Mansory, always had a passion for British luxury cars.

When he established the company in 1989, he focused on brands like Rolls Royce, Bentley and Aston Martin. Today, it has remained true to its founding focus, and added a few exclusive marques including Bugatti, Ferrari, Porsche and McLaren.

Tailored body kits to bring cool cars to the next level helped build the Mansory name, but Schoener said for the Hong Kong and Macau market, the company

will concentrate on interior design rather than on external parts.

“External body kits are possible, but remain exclusive to the line of super cars that we offer service for such as Aston Martin, Ferrari, Bentley, Porsche and etc. This means that Mansory Hong Kong & Macau is happy to receive an interior design job for a Mercedes or BMW, but we wouldn't do body kits for these models,” he said.

Perfection takes time

Gordon Choy explained that customers who order an Aston Martin have an option of 21 colours and leather interiors to choose from. Visualizing how colour combinations will work by flicking through a brochure is extremely difficult, so customers rely on the expertise of its trained fitters. As each customization is hand crafted, he said people also need to be patient, which is usually not a problem.

“When someone orders an Aston Martin, each car takes two months to build,” he explained. “The factory follows a very strict production schedule. If a customer wants customization, this is something that cannot be rushed.

Customers realise the need to be patient and are willing to wait for their dream to be realized.” ✿



雅士頓·馬田經常被形容為罕有的車種。事實上，其製造商稱之為打通道路與跑道的汽車。作為英國最知名的汽車品牌之一，雅士頓·馬田也是很多人的夢想座駕，尤其是占士邦的最愛之選。儘管汽車經過改裝。

對於香港少數擁有雅士頓·馬田的車主來說，他們現在也可以按喜好把汽車個人化。儘管間諜裝置只會在電影中出現，德國的汽車改裝專家Mansory讓車主可以將個人的獨特品味注入愛車。

Mansory的主要客源都是工業家、地產巨頭及社會名人。該公司的區域總監孫貴國解釋：「不過，有時我們都有些並非達官貴人的普通客戶，他們只想實現夢想。」

或許有人會問，為何要改裝這個英國經典跑車品牌的出品？雅士頓·馬田（香港）總經理蔡偉庭說，車主想為心愛的座駕注入個人風格。他說：「他們想汽車更加獨一無二，富有個人品味。他們希望自己的雅士頓·馬田與眾不同。」

其他超級汽車品牌的車主也會把汽車個人化。孫先生解釋，有賓利GT的車主由於太喜愛自己的座駕，所以想它凸顯自己的個性。

他說：「汽車已經成為車主的品味象徵，就好像有人會想買一隻珍貴的限量版手錶，多於一隻標準的勞力士。」



熱情驅使

Mansory的創辦擁有人Kourosh Mansory（主圖）一直鍾情英國豪華汽車。當他於1989年成立公司，就集中發展勞斯萊斯、賓利及雅士頓·馬田等品牌的市場。時至今日，公司除了繼續拓展這些品牌，還加入了布加迪、法拉利、保時捷及麥拿倫等名廠汽車。

憑著為名驅度身訂造汽車配件，Mansory成功打響名堂，但孫先生說對於香港和澳門市場，公司會集中研究車廂設計，多於外殼零件。

他表示：「我們也有做車身配件，但只限於雅士頓·馬田、法拉利、賓利和保時捷等超級汽車。意思是，Mansory香港及澳門很樂意

為賓士或寶馬設計車廂，但未能為這些型號提供配件。」

慢工出巧匠

蔡偉庭解釋，客戶訂購雅士頓·馬田時，可自行選擇21種顏色和皮座。單靠翻閱小冊子來想像顏色搭配極其困難，所以客戶會信賴裝配員的專業知識。由於汽車個人化需要人手製作，他說客戶亦需耐心等待，不過這通常不是問題。

他解釋：「客戶訂購雅士頓·馬田後，我們需要兩個月的製作時間。車廠會嚴格遵行生產時間表。如果客戶想要個人化的汽車，就絕對急不來。客戶明白要保持耐用，亦願意等待夢想成真。」




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Seafood salad in
vinaigrette \$88
香辣酸醋海鮮沙律



There is no better way to sample the real essence of Spanish life and culture than by enjoying tapas with a nice drink and good friends **By Gerry Ma**

要體驗西班牙生活和文化的真髓，莫過於與好友一邊暢飲，一邊享用當地的佐酒小吃Tapas 馬桂裕

Blood orange chicken with
garlic and paprika \$58
香蒜辣椒紅橙雞



If you have been to a bar in Spain, you probably noticed that drink is usually accompanied by food. In fact, the barman will usually ask “would you like anything to nibble?”

Also, it is very rare to see anyone drinking on their own, because drinking while enjoying a few nibbles is part of Spanish life. “*El tapeo*” is a way of meeting friends in different places to have drinks and conversation, a very Spanish way of relating to people. Not too dissimilar to the custom of enjoying *yum cha* in Hong Kong.

I am talking about, of course, Spain’s equivalent of *dim sum*, tapas, and like these Hong Kong nibbles, several tapas are usually ordered

to share with friends. These are traditionally small, bite-sized morsels that you can eat without interrupting the natural flow of conversation.

They can be made of anything. How about a plate of succulent, wafer-thin slices of Serrano ham or jamon Iberico? Or a nice strong wine with some salty and nutty Manchego cheese, or flavoured olives? These are some of the popular cold starters, and both cold and hot tapas are based on simple methods and the imaginative use of seasonal vegetables and local ingredients. In fact, you can make your tapas with anything you like, because there are no specific tapas ingredients.

But there are some classic dishes, like tortilla (omelette), albondigas (meatballs) and calamares (squid) that you must try if you get the chance. Hong Kong has a few Spanish restaurants that sell

TAPAS: A Way of Life

西班牙式的生活文化

tapas, but as in Spain, tapas are usually served in bars, not restaurants. As I am not usually a drinker, I seldom go to a bar, except when entertaining visitors. When some of my British customers were in Hong Kong recently, they suggested going out for a drink after work, and they also wanted to try some Spanish food. The British, in fact, after holidaying in sunny Spain for decades, have now become very fond of Spanish food and are quite the experts on tapas.

To kill two birds with one stone, I suggested we try a bar near my office called El Pomposo. I have had a few nibbles here on a couple of occasions, and am impressed by how the menu always offers something new to surprise me.

The place is mainly a bar, but sells tapas and a few other dishes. Unlike in Spain, however, the tapas here are quite large, so ordering two or three tapas per person is usually more than enough.

We ordered a jug of sangria to cool us down and decided on a few cold dishes.

First we tried a classic summer dish, *cantaloupe melon, Serrano ham, artichokes, onion, cherry tomato with olive oil and moscatel vinegar*. The nice cool, sweet melon contrasted with the salty ham and sour vinegar – a very refreshing dish.

Another tangy, refreshing dish was *seafood salad in vinaigrette*. Seafood in the coastal towns of Spain is hard to beat. It just tastes so fresh, yet is prepared very simply, as is the case for most of Spain's dishes, as was the case of our third cold dish: *cold meats platter*. Again served with some cantaloupe melon, the cured ham, sausage and salami (*jamon Serrano, chorizo gran doblon, salchichon gran Serrano, and lomo emburchado*) are typically salty, but eaten with the gherkins,

pickled onions and sour cream really get your palate wanting more.

One of the most popular hot tapas is snails. We ordered *sauteed snails with ham, garlic and sherry*, which was more similar to tapas sized portions. Another classic tapas is *meat balls in a tomato sauce*. El Pomposo makes its meat balls with beef, pork and red wine together with fresh herbs.



Tabla El Pomposo \$198
Jamon Serrano, Chorizo Gran Doblón, Salchichon Gran Serrano & Lomo Emburchado
西班牙冷肉拼盤
Jamon Serrano火腿、Chorizo Gran Doblón辣肉腸、Salchichon Gran Serrano 蒜味香腸和Lomo Emburchado香腸

Many of the dishes are served with fresh bread and olive oil, which goes very well with the more saucy tapas, such as *blood orange chicken with garlic and paprika*. This dish is quite sweet and has a slight kick, due to cayenne pepper used in the dish. Finally, we had grilled scallops skewered on a spear of fresh rosemary.

Other popular dishes at El Pomposo include pork loin with apples, onion and sherry, as well as sauteed clams with garlic and chilli. You can keep the dishes as simple or as complicated as you like, but whichever you prefer, tapas is best served with a nice drink among friends and lively company. There is no better way to sample the real essence of Spanish life and culture. 🌸



Jordan Rd. 佐敦道

West Kowloon Highway 西九龍公路

Lin Cheung Rd. 蓮翔道

Bus Terminus 巴士總站

El Pomposo

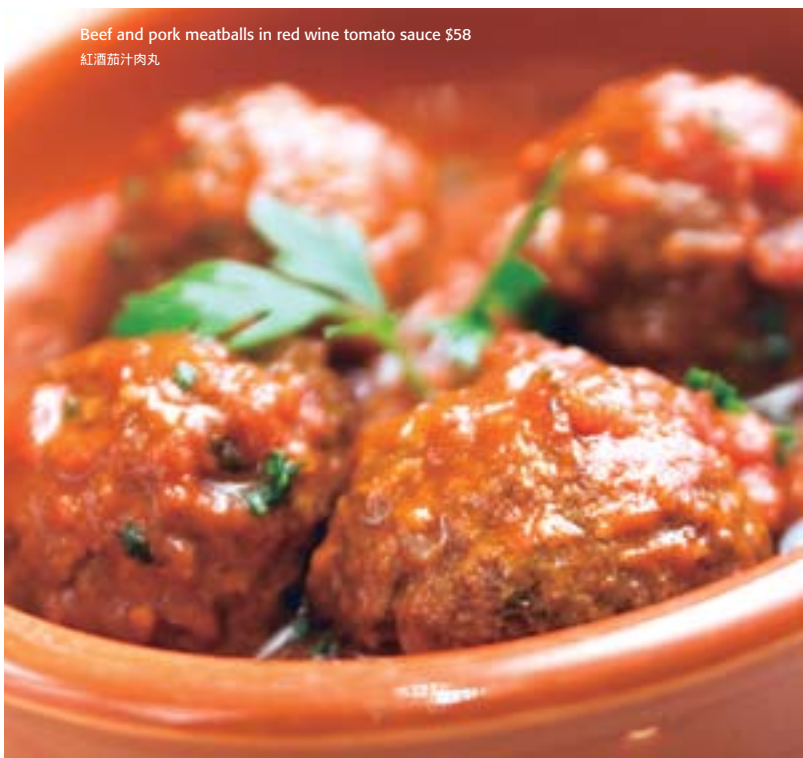
Kowloon Station 九龍站

Elements 圓方

Austin Rd W. 柯士甸道西

El Pomposo
Roof Garden R009,
Elements, 1 Austin Road West,
Kowloon
九龍尖沙咀柯士甸道1號
圓方平台R009號舖
2196 8123

Beef and pork meatballs in red wine tomato sauce \$58
紅酒茄汁肉丸



Grilled skewers of scallops wrapped in Serrano ham \$88
烤帶子西班牙風乾火腿卷



如果你曾光顧西班牙的酒吧，或會留意到飲品以外通常還會配上食物。事實上，酒保往往會問：「需要點些佐酒小吃嗎？」

在西班牙的酒吧中，很少會見到有人獨個兒喝酒，因為喝酒同時享用一些小吃可說是當地生活的一部分。西班牙語中的El tapeo一詞，是指與朋友在不同地方歡聚暢飲的一種傳統社交方式，與香港人愛飲茶的習慣大同小異。

我所說的當然是西班牙式的點心tapas，就像香港的點心一樣，當地人通常會點幾款tapas與朋友共享。傳統上，tapas都是一些精緻的一口小吃，方便食客能夠邊吃邊談。

這些小吃的款式多不勝數，可以是一碟鮮嫩多汁的西班牙白豬或黑豬薄切風乾火腿，也可以是一杯烈酒配以一些帶鹹的果仁羊酪芝士或醃製橄欖。這些都是常見的冷盤，而無論冷盤或熱盤，所有tapas均採用簡單的烹調方法，再加上時令蔬菜和當地材料的創意搭配而成。事實上，你可依個人喜好自創tapas，因為tapas並沒有特定的材料。

然而，有機會的話，你一定要試些經典菜式，例如tortilla（奄列）、albondigas（肉丸）和calamares（墨魚）等。香港有少數西班牙餐廳會供應tapas，但在西班牙，tapas通常只能在酒吧吃到，餐廳則不會提供。由於我不嗜杯中物，除了請客應酬外，我甚少上酒吧。最近，我公司有幾位英國客人到訪香港，他們提議下班後找個地方消遣暢飲，並希望順道品嚐一些西班牙菜。事實上，英國人前往陽光普照的西班牙渡假已有幾十年習慣，所以他們如今已非常鍾情西班牙菜，甚至可以說是tapas的專家。

要一次滿足兩個願望，我提議到公司附近一間名為El Pomposo的酒吧。我曾好幾次光顧這間酒吧，試過幾款小吃，而令我印象深刻的是，他們的菜單每次總會帶給我驚喜。

El Pomposo主要是一間酒吧，但也有供應tapas和少量其他菜式。不過，這裡的tapas份量頗多，與西班牙的不同，因此每人點兩至三款tapas通常已足夠有餘。

我們叫了一壺sangria雞尾酒來消暑，再點了幾道冷盤。先來的是一道典型的夏日菜式——哈密瓜西班牙風乾火腿伴朝鮮薊、洋蔥、車厘茄配橄欖油和醋汁。清甜的哈密瓜與鹹香的火腿和酸醋形成強烈對比，口味清新。

香辣酸醋海鮮沙律是另一道香氣撲鼻的清新菜式。你絕不能錯過西班牙沿岸小鎮的海鮮，簡單之中不失鮮味，就像大部分的西班牙菜式一樣，而我們的第三道西班牙冷肉拼盤就是典型例子。這道菜的材料包括燻火腿、香腸和莎樂美腸等，帶出鹹鹹的味道，再配上哈密瓜、小黃瓜、醃洋蔥和酸忌廉，令人胃口大開。

最受歡迎的tapas熱盤之一是田螺。我們點了西班牙雪利酒煮田螺伴香蒜火腿，份量與一般的tapas差不多。另一款傳統的tapas是茄汁肉丸，El Pomposo的肉丸以牛肉、豬肉、紅酒和香草製成，絕不馬虎。

很多菜式都會與新鮮麵包和橄欖油一起奉上，因



Sauteed snails with ham, garlic and sherry \$55.
西班牙雪利酒煮田螺伴香蒜火腿



為tapas普遍比較多汁，吃時可以麵包沾上醬汁共嚐，例如香蒜辣椒紅橙雞，這道菜香甜之中略帶輕微的辛辣味，主要是因為加上了辣椒。最後，我們來了一客烤帶子卷串，伴以新鮮的迷迭香。

El Pomposo其他受歡迎的菜式包括蘋果洋蔥西班牙雪利酒煮豬扒，以及香蒜辣椒炒蜆。你可任意挑選一些簡單或複雜的菜式，但無論你有甚麼喜好，tapas的最佳享用方式莫過於與一班好友邊吃邊暢飲，這就最能體驗西班牙人生活文化的精髓。🌿



Cantaloupe melon, artichoke, onion,
cherry tomato with olive oil and
moscatel vinegar \$64

哈密瓜、朝鮮薊、洋蔥、車厘茄配橄欖油和醋汁
(with Serrano ham 配西班牙風乾火腿 \$72)

Cooking Secrets 大廚教室

Blood orange chicken with garlic and paprika

This is a very tasty, yet simple dish
to make.

香蒜辣椒紅橙雞

這是一道簡單而惹味的菜式。

Ingredients 材料

Boneless chicken leg	120g
去骨雞腿肉	120克
Fresh orange	1
鮮橙	1個
Blood orange puree	¼ cup
紅橙醬	¼杯
Chicken powder	½ tsp
雞粉	½茶匙
Garlic	20g
蒜頭	20克
Cayenne pepper	½ tsp (or to taste)
辣椒粉	½茶匙或適量
Smoked Spanish paprika	½ tsp
西班牙煙燻辣椒	½茶匙
Salt and black pepper	to taste
鹽及黑椒	適量
Olive oil	liberal splash
橄欖油	適量
Parsley	sprinkle
洋芫茜	少許

Steps 做法

(1) Cut the chicken into medium-sized strips. Season with salt and pepper, and marinate in all the ingredients except the orange and ½ of the orange puree for at least 4 hours. (a)

把雞肉切條，以鹽和胡椒粉調味，然後加入所有材料（鮮橙和5克橙醬備用）醃製至少4小時。(a)

(2) Heat a liberal splash of olive oil in a pan until very hot, then add the chicken and brown on a high heat. (b)

在鍋上加入橄欖油燒熱，再放入雞肉，以大火煎至金黃色。(b)

(3) Turn down the heat to medium and continue cooking for around 3-4 minutes until almost cooked.

調至中火，繼續煮約3至4分鐘，直到接近熟透。

(4) Drain off excess oil. (c) Add blood orange puree (d) and cook on high heat until liquid is reduced. (e)

倒出過多的油(c)，加入紅橙醬(d)，並以大火爆調，直到醬汁逐漸收乾。(e)

(5) Stir in orange slices and chopped parsley, (f) then serve.

拌入橙肉和洋芫茜碎即成。(f)



Gerry Ma is former guest host of the radio chat show, "Gourmet," a judge for Hong Kong's "Best of the Best Culinary Awards," as well as Chairman of the Chamber's SME Committee.

馬柱榕為電台清談節目「飲食得喜」前任客席主持、「美食之最大賞」評判及總商會中小型企業委員會主席。





Say It Like **Obama**

《跟奧巴馬學演講》

The power of speaking with purpose and vision
充滿目標和願景的演講力量

Barack Obama has brought the power of oration back to American politics. Using well-practiced public-speaking skills, he not only rouses roaring applause, but inspires real change in his listeners.

Leadership expert Shel Leanne explains in her latest book *Say It Like Obama* how to combine oratory, body language, and the fine art of persuasion into a seamless presentation that builds trust and stimulates action. She teaches readers how to develop the skill to motivate individuals, teams, or an entire workforce to embrace your vision and put it to work.

In speech after speech, Barack Obama has "fired up" millions of enthusiastic supporters with his inspiring vision, rousing rhetoric, and charismatic presence. His outstanding communication skills gave rise to an unprecedented political movement and fuelled Obama's success in becoming the first African American President.

But inspiring and persuading millions isn't simply a product of innate ability – Barack Obama honed techniques that made him a highly effective speaker before audiences numbering thirty to

巴拉克·奧巴馬把演講的魅力帶回了美國政壇。通過久經磨礪的演講技巧，他不僅贏得如潮的好評，還激發了美國民眾採取真正的行動去改變世界。

領導力專家謝爾·利恩在其最新著作《跟奧巴馬學演講》中，為我們展示了如何將言辭技巧、肢體語言和說服藝術融合成激奮人心的完美演講。她教導讀者如何運用這些技巧來激勵個人、團隊，甚至整個員工隊伍，讓他們接受你的願景，並將之付諸實行。

通過一次又一次的演講，奧巴馬用激動人心的願景、鼓勵振奮的語言、使人著迷的風格點燃了數百萬支持者的熱情。他傑出的溝通技巧助他發起了一場前所未有的政治運動，最終成功當選美國歷史上第一位非洲裔總統。

然而，激勵和說服成千上萬名聽眾的演講才能並不是與生俱來的。奧巴馬也是經過多年的磨練，才成為一名無論是在幾十還是幾十萬聽眾面前都能打動人心的演講者。這些演講技巧不僅是政治家的必備條件，也是幫助商界精

200,000. These techniques are vital not only in the political arena, but also for business executives, managers, and leaders from all walks of life.

This book is about the art of persuasion, the power of presentation, and the most effective techniques of communication. From building strong arguments and facing tough issues to inspiring a team or workforce to new levels of innovation and productivity, *Say It Like Obama* gives you the tools you can use to instill positive change at every level of your organization by learning how to:

- Make a strong first impression
- Use body language and voice
- Establish common ground
- Gain trust and confidence
- Win hearts and minds
- Drive your points home
- Convey your vision through imagery and words that resonate
- Build to a crescendo and leave a lasting impression

Whether you're a manager, executive, or public speaker, a teacher, business owner, or community leader, *Say It Like Obama* will provide you with presentation techniques that have inspired and mobilized audiences of every size. ✨

英、管理階層和各行各業的領袖贏得成功的關鍵技能。

本書講述的是說服的藝術、表達的力量和有效的溝通技巧。從如何構建強而有力的論點和邏輯，到如何處理棘手的話題，以至如何激發團隊和員工的創造力與生產力，作者通過傳授關鍵的演講技巧，為各行各業的領導者提供了推動變革的演講工具。這些技巧具體包括如何：

- 創造深刻的第一印象
- 運用肢體語言和聲音技巧
- 建立共同立場
- 贏得信賴，樹立信心
- 深得人心
- 言達意指
- 以重複出現的圖像和語句傳達願景
- 創造高潮和留下難以磨滅的印象

無論你是經理、企業高管、演講者、教師、企業東主還是社區領導人，你都能從《跟奧巴馬學演講》中學到演講時所需要的關鍵技巧，從而激勵不同聽眾。 ✨

Win a Copy of *Say It Like Obama* 歡迎來信索取《跟奧巴馬學演講》



The Bulletin is giving away six copies (3 English, 3 Chinese) of 'Say It Like Obama,' by Shel Leanne. The contest is limited to one entry per person. Six entries will be randomly drawn from the hat and winners will be announced in the August issue of *The Bulletin*. Deadline for entries is July 20.

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》將送出六本(中英文版各三本)謝爾·利恩撰寫的《跟奧巴馬學演講》，每人只限索取乙本，歡迎會員來信參加。本會稍後將抽出六位幸運兒，結果將於八月號的《工商月刊》內公布。截止日期為7月20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)。

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I prefer the English / Chinese version
本人選擇 英文版/ 中文版

(Winners will be notified by e-mail and be required to pick up their book at HKGCC's head office.)

(得獎者將獲電郵通知，並須前往本會總辦事處領取書籍。)

Congratulations to the winners of *Travels with Aedas*

Amelia Chan
Jonas Tam
Michael Barrett



Congratulations to the winners of *From Products to Services*

Paul Chan
Behzad Mirzaei
Cheng Hiu Wan



Are All Diets Equal?

所有餐單都一樣？

Diets that reduce calories lead to weight loss, regardless of carbohydrate, protein or fat content
無論進食多少碳水化合物、蛋白質或脂肪，減少攝取卡路里就可減輕體重

Many popular diets emphasize either carbohydrate, protein or fat as the best way to lose weight. However, there have been few studies lasting more than a year that evaluate the effect on weight loss of diets with different compositions of those nutrients.

In a randomized clinical trial led by researchers at the Harvard School of Public Health (HSPH) and Pennington Biomedical Research Center of the Louisiana State University System, a comparison of overweight participants assigned to four different diets over a two-year period showed that reducing calories achieved weight loss regardless of which of the three nutrients was emphasized.

“This is important information for physicians, dietitians and adults, who should focus weight loss approaches on reducing calorie intake,” said Frank Sacks, professor of cardiovascular disease prevention at HSPH and lead author of the study.

The trial included 811 men and women who were randomly divided into four diet groups with different target nutrient compositions:

- **Low-fat, average protein:** 20% of calories from fat, 15% of calories from protein, 65% of calories from carbohydrate

- **Low-fat, high-protein:** 20% fat, 25% protein, 55% carbohydrate

- **High-fat, average protein:** 40% fat, 15% protein, 45% carbohydrate

- **High-fat, high-protein:** 40% fat, 25% protein, 35% carbohydrate

The participants were diverse in age, sex (62% women, 38% men), geography and income. The diets followed heart-healthy principles, replacing saturated with unsaturated fat and were high in whole cereal grains, fruits and vegetables. Each participant received a diet prescription that encouraged a 750-calorie reduction per day, however none were less than 1,200 total calories per day. Participants were asked to do 90 minutes of moderate exercise each week. They recorded their daily food and drink intake in a food diary and in a web-based program that provided information on how closely they were meeting their dieting goals. Individual counselling was provided every eight weeks over two years and group sessions were held three out of four weeks during the first six months and two out of four weeks from six months to two years.

The results showed that, regardless of diet, weight loss and reduction in waist circumference were similar. Participants lost an average of 13 pounds at six months and maintained a 9-pound loss at two years. Weight loss primarily took place in the first 6 months; after 12 months, all groups began to slowly regain weight, a finding consistent with other diet studies. However, the extent of weight regain was much less, about 20%, of the average regain in previous studies. Waistlines were reduced by an average of two inches at the end of the two-year period.

Most risk factors for cardiovascular disease improved for dieters at six months and two years. HDL (“good”) cholesterol increased and LDL (“bad”) cholesterol, triglycerides, blood pressure and insulin decreased. The metabolic syndrome, a group of coronary heart disease risk factors including high blood pressure, insulin resistance and abdominal obesity, also decreased.



Extreme diets: How the body reacts

極端餐單：身體如何反應

The low-carbohydrate Atkins diet is one of many crash weigh-loss diets. Some examples of others and the body's normal response to them:

低碳水化合物的「艾特金斯餐單」是眾多速成減肥法的其中之一。以下是其他減肥法的例子及身體會產生的正常反應：

Ultralow-calorie 極低卡路里

Less than 100 carbohydrate calories a day
每天攝取少於100碳水化合物卡路里

■ One pretzel or a small beverage
一件蝴蝶脆圈或一小杯飲料

Young female athlete almost stops eating to reach a goal weight

年青的女運動員幾乎停止進食，以達到目標體重

Cell damage causes these symptoms:

細胞損壞會造成以下徵狀：

- 1 Odor of acetone on breath
口氣帶有丙酮味
- 2 Muscle loss (wasting)
肌肉流失(消耗中)
- 3 Loss of body fat
體脂流失
- 4 Digestive problems
消化問題
- 5 Weakened immune system
免疫系統變弱

Why it happens:

原因：

1 The brain needs glucose to fuel its cells. The body gives that need top priority. 腦部需要葡萄糖來維持細胞運作，身體會視之為最首要的任務

2 If a person stops eating, the body breaks down fat, muscle or other tissue to make glucose
如果某人停止進食，身體會分解脂肪、肌肉或其他組織來製造葡萄糖



Ultralow-fat 極低脂肪

Less than 10 grams a day
每天攝取少於10克



■ Bread, rice, apple, carrot, egg, beans
麵包、米飯、蘋果、胡蘿蔔、雞蛋和豆類

Person tries to minimize health risk due to fat and lose weight at same time
人們想把脂肪引起的健康風險減至最低，同時減輕體重

No risk: Diets with as little as 5% of calories from fat appear to be safe and easy for the body to tolerate
零風險：進食少至5%來自脂肪的卡路里似乎並無危險，身體也容易接受

Main problem: Radically low-fat diet may not provide enough calories. Graph below shows that fat is the most concentrated form of food energy (calories).

主要問題：基本上，低脂餐單或許未能提供足夠卡路里。下圖顯示脂肪含有最多食物熱能(卡路里)。

Calories in 1 gram:

1克卡路里：



High-protein 高蛋白質

More than 200 grams a day
每天攝取多於200克



■ Meat, eggs, etc.
肉類、雞蛋等

"Training table" for active males; goal is to lower total body fat, increase muscle

好動男士鍛練身體時的餐單，目標是減少體脂總量，增加肌肉

1 Main need: The body needs 50 to 60 grams of protein daily to replace nitrogen lost in urine
主要需要：人體每天需要50至60克蛋白質，以補充隨尿液流失的氮

2 Another need: The body also breaks protein foods down into amino acids, which it uses to build new proteins in muscles and organs
另一需要：身體亦會把蛋白質食物分解為氨基酸，用來製造肌肉及器官的新蛋白質

3 Where excess protein goes: In most cases, the body breaks it down in the liver and other places and burns it as fuel
剩餘的蛋白質：在大部分情況下，身體會在肝臟及其他部位分解蛋白質，作為燃料般消耗

SOURCES: Current Medical Diagnosis & Treatment, Review of Medical Physiology

Graphic/LEE HULTENG/MCT

The main finding from the trial was that diets with varying emphases on carbohydrate, fat and protein levels all achieved clinically meaningful weight loss and maintenance of weight loss over a two-year period. "These results show that, as long as people follow a heart-healthy, reduced-calorie diet, there is

more than one nutritional approach to achieving and maintaining a healthy weight," said Elizabeth G. Nabel, M.D., Director, NHLBI.

Another important finding was that participants who regularly attended counselling sessions lost more weight than those who didn't. Dieters who attended

two thirds of sessions over two years lost about 22 pounds of weight as compared to the average weight loss of 9 pounds. "These findings suggest that continued contact with participants to help them achieve their goals may be more important than the macronutrient composition of their diets," said Sacks. ❀

很多流行的減肥餐單都強調，減少攝取碳水化合物、蛋白質或脂肪是最佳的減重方法。然而，有持續年多的研究正評估這三種不同營養成分餐單對減輕體重的影響。

美國哈佛大學公共衛生學院與路易斯安那州立大學彭寧頓生物醫學研究中心進行的一項隨機臨床實驗中，研究員為按照四種不同餐單進食的超重成年人進行比較。經過兩年的調查，結果顯示不管偏重吸收哪一種營養，減重關鍵都在於減少攝取卡路里。

是次研究負責人、哈佛大學公共衛生學院預防心血管疾病教授Frank Sacks表示：「對於醫生、營養學者和成年人來說，這是重要的訊息，反映出他們應以減少攝取卡路里作為減輕體重的重點。」

該項測試把811名男女隨機分成四組，而每組餐單的營養成分各不相同：

- 低脂、一般蛋白質：20%來自脂肪的卡路里，15%來自蛋白質的卡路里、65%來自碳水化合物的卡路里
- 低脂、高蛋白質：20%脂肪，25%蛋白質，55%碳水化合物

■ 高脂、一般蛋白質：40%脂肪，15%蛋白質，45%碳水化合物

■ 高脂、高蛋白質：40%脂肪，25%蛋白質，35%碳水化合物

參加者的年齡、性別（62%女性，38%男性）、地區和收入都各不相同。他們的飲食根據有益心臟的原則而制訂，以不飽和脂肪取代飽和脂肪，並多吃全麥食品 and 蔬果。該項研究鼓勵每位參加者每天在飲食中減少攝入750卡路里，但總攝取量則不少於每天1,200卡路里。他們也需要每周做90分鐘適量運動，並在網上寫節食日記，記錄曾進食的食物和飲品，以跟進他們是否達到節食目標。參加者會於兩年內與飲食顧問每8星期個別會面一次，並於首半年每月進行3次小組會面，其後則每月兩次。

結果顯示，四組飲食餐單對減輕體重和縮小腰圍的效果不相伯仲。參加者在6個月內平均減重13磅，而兩年後則維持平均減重9磅。與其他節食研究的結果一樣，減重主要於首6個月出現，所有組別在12個月後的體重均開始逐步反彈。不過，體重回升的程度則大為減少，增幅只是以往研究的平均

約20%。參加者兩年後的腰圍平均縮小兩吋。

節食者大部分的心血管疾病風險因素都在6個月後至兩年內得到改善。高密度（「好」）膽固醇增加，而低密度（「壞」）膽固醇、三酸甘油酯、血壓和胰島素則有所減少。新陳代謝症候群，即高血壓、胰島素抗拒及中央肥胖等罹患冠心病的風險因素，也得以減少。

該項測試的主要發現是，含不同碳水化合物、脂肪和蛋白質水平的飲食都可在兩年期間達致臨床上有意義的體重下降，而且效果得以維持。美國國家心肺血液研究所所長Elizabeth G. Nabel, M.D.說：「這些結果顯示，要達成和維持健康體重的節食方法其實不只一種，人們只需循著有益心臟、減少攝取卡路里的方向節食就行。」

另一項重大發現是，定期出席諮詢環節的參加者較其他人取得更佳的減肥效果。與平均減9磅的水平相比，在兩年內出席率達三份二的節食者足足減掉約22磅。Sacks表示：「這些結果顯示，與參加者保持溝通，能夠協助他們達標，這或許較食物的主要營養成分更加重要。」✿

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Chamber in Review

Delegations | Roundtables | Seminars | Missions | Committees



The Chamber's high-level business delegation visited Beijing on June 1-2. See page 54
本會高層訪問團於6月1至2日造訪北京。——見54頁

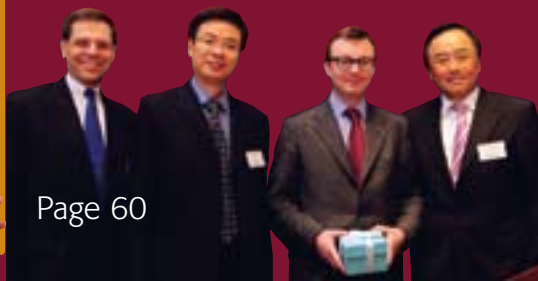
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CEO Manpower Conference:
Building a New Economy
人力資源總裁大會：
建設新經濟



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Financial Centre Jitters
金融中心陷入恐慌



Page 60

Good Citizen Award
Presentation
Ceremony
好市民獎
頒獎典禮



Page 64



Li Hongzhong, Governor of the People's Government of Hubei Province, led a delegation to the Chamber on June 12. The Chamber's Deputy Chairman Anthony Wu, General Committee member David Lie, China Committee Vice Chairman Wang Luyen, and CEO Alex Fong welcomed the delegation.

湖北省省長李鴻忠率領代表團於6月12日到訪，由本會常務副主席胡定旭、理事李大壯、中國委員會副主席王祿閻及總裁方志偉接待。

Emil Yu, Chairman of the China Committee, welcomed the visitors.

Competition

Gregory So, Under Secretary for Commerce and Economic Development and his team met with the HKCSI Expert Group on Competition Policy on June 12 to exchange views on the proposed competition law for Hong Kong.

Europe

Christian Noyer, Governor of Banque de France, gave a speech on June 11 on 'The Financial & Economic Crisis – Prospects after the G20.' He spoke on the economic and financial outlook and how the financial sector is likely to be regulated going forward.



Environment

Alex Fong, Chamber CEO, hosted a meeting with the Chairman and Vice Chairmen of the Environment Committee on May 26 to review and discuss projects, activities and initiatives. Afterwards, the newly formed Green Economy Initiatives Working Group held its first meeting to explore ideas on promoting green business across the border.

Industry and SME

Winnif Pang, Chairman of the Hong Kong Designers

Americas

Edvan Chan, Business Director for Asia, DataPipe Managed Global IT Services, headquartered in Silicon Valley, met with the Chamber's Director for Program and Business Development Erica Ng on May 27 to learn how to further penetrate the Mainland and Hong Kong markets.

Asia/Africa

Alan Oster, Group Chief Economist, National Australia Bank Limited, spoke at the Chamber's 'Taking the Economic Pulse Roundtable Series,' titled, 'The Changing Nature of Global Banking: Ramifications for the Global Outlook' on May 18. He spoke on the global outlook of the economic environment and recovery measures taken by banks.



Khalida Azbane Belkady, General Manager at Azbane group, and Vice President of the General Confederation of Moroccan Entrepreneurs, visited the Chamber on May 21. Erica Ng welcomed Azbane and discussed business opportunities between Hong Kong and Morocco.

China

Guo Jun, Vice President of CCPIT Changsha Branch, visited the Chamber on May 19 to discuss promotion of an upcoming seminar with China Business Manager Wendy Lo.

Emil Yu was elected Chairman of the China Committee on May 25. The secretariat thanked outgoing Chairman Alan Wong for his strong support of the committee under his chairmanship.

Professor Feng Bangyan led a research group from Jinan University to visit the

Chamber on May 27 to study the Hong Kong-Guangdong cooperation in services under the Framework for Development and Reform Planning for Pearl River Delta Region, and implementation of CEPA. Emil Yu, Chairman of the China Committee, received the group and exchanged views on these topics.



Alan Tsoi (centre) and **Kam Poon** (right) from Deloitte Touche Tohmatsu, spoke at the Chamber's June 15 roundtable luncheon on the key provisions of China's new M&A Tax Rules and their impact.

A delegation from various Tianjin associations visited the Chamber on June 15 to discuss the state of the economy and potential cooperation between the Chamber and Tianjin.

Association, shared his knowledge and experience at the Chamber's May 20 roundtable luncheon on how companies could enhance their competitiveness by fully utilizing design professionals. Ken Yeung, CEO of SiliconeZone, also spoke at the luncheon and showcased his company's experience in making use of design knowledge to become one of the top houseware brands in the U.S.

The 2009 Hong Kong Awards for Industries was launched on June 8, 2009. The Chamber is the Leading Organizer of the Innovation and Creativity category. If you are interested in entering your company in this year's award, visit www.chamber.org.hk/inc/

The SME Committee met on June 12 to discuss the economic situation among various industries. The committee also elected Francis Chan as Chairman, and Dr Cliff Chan, Dr Eric Chin & K L Tam as Vice Chairmen.

Service Industries

Charlotte Chow, Senior Manager of the Chamber's Business Policy Division, met Jonathan Chadd, Partner, Leathes Prior, U.K., and Andrea Sangiorgi & Amita Kaur of Barlow Lyde & Gilbert, Hong Kong, on June 5 and briefed them on the development of franchising trends in Hong Kong.

'Change Quotient' 「轉型商數」

Employers often lecture staff that they need to re-evaluate how they do things. However, often the most neglected link in this chain of change lies in the mentality of the employer. As overseers of change, they usually feel the same principle does not apply to themselves.

Dr Alice Luo, Executive in Residence, Business School of HKUST, tried to shed some light on how executives can better facilitate change throughout an organization during the Chamber's April 24 seminar 'Improving Your Change Quotient.'

An individual's 'change quotient' shows how enlightened and tolerant a person is towards change, while a company's 'change quotient' reflects how well management understands how to conduct change.

僱主時常訓示員工要重新評估他們的辦事方式。然而，在這連串改革之中，最受到忽視的一環往往是僱主的心態。作為監督者，他們普遍會覺得同樣的原則不適用於他們身上。

香港科大商學院駐校執行長Alice Luo 博士出席本會4月24日的「提升你的轉型商數」研討會時，剖析行政人員如何更有效地推動改革。

個人「轉型商數」顯示一個人對改革有多開明和容忍，而公司的「轉型商數」則反映管理層對於如何進行改革有多了解。



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：

The 2009 Promotion Seminar for the Investment Environment of Ganzhou, Jiangxi Province
2009江西省贛州市投資環境推介會

2009 Promotion Week of Jiangxi Province in Hong Kong
2009年江西（香港）招商引資活動周

Ningxia Shizuishan Investment Promotion
寧夏石嘴山市招商活動

The Top Leaders' Meeting of 2009 Hunan Province Accepting Industry Transfer and Hong Kong & Macau Investment Conference Week 2009
2009年湖南承接產業轉移（香港、澳門）投資洽談活動周

2009 Jiangxi-Jiujiang (Hong Kong) key industry projects Promotion seminar
2009江西省九江（香港）重點產業項目推介會

2009 Changsha Furong CBD (Hong Kong) Investment Symposium 2009
2009長沙市芙蓉CBD（香港）投資說明會

2009 Hubei-Hong Kong (Guangdong) Economic and Trade Cooperation Seminar
2009年鄂港戰略合作懇談會

7th High-level Roundtable Meeting for Major Chambers in Guangdong, Hong Kong and Macau
第七次粵港澳主要商會高層圓桌會議

5th Pan-PRD Economic and Trade Cooperation Symposium
第五屆泛珠三角經貿合作洽談會（廣西南寧）

2009 China Xuzhou (Hong Kong) Investment Promotion Seminar
2009中國徐洲（香港）投資推介會

The HKCSI Executive Committee met on June 10 to review the latest progress of the WTO Doha Round. Linda So, who succeeded Angela Lee as Trade and Industry Department's representative on HKCSI, also attended the meeting. David Dodwell of Strategic Access Ltd, was elected Chairman of the committee.

The HKCSI Financial Services Committee met on June 11 and agreed on renaming the committee to Financial and Treasury Services Committee. T C Chan, Consultant of The Bank of East Asia Ltd, was elected as Chairman, and Alan Wong, Director, Finance and Administration of DTZ Asia Pacific Ltd, Vice Chairman. ❀



Wang Zhenwei, Chairman, People's Government of Ningxia Hui Autonomous Region, led a delegation to pay a courtesy call on the Chamber on May 26. The Chamber's Vice Chairman C K Chow, General Committee member David Lie and CEO Alex Fong received the delegation.

寧夏回族自治區主席王正偉於5月26日率領代表到本會作禮節性拜訪，由本會副主席周松崗、理事李大壯及總裁方志偉接待。

美洲

總部設於矽谷的DataPipe Managed Global IT Services亞洲商業總監Edvan Chan於5月27日與本會項目及商務發展總監吳惠英會面，了解如何進一步滲透內地和香港市場。

亞洲/非洲

澳洲銀行集團首席經濟師Alan Oster蒞臨本會5月18日舉行的

Alderman Ian Luder, Lord Mayor of the City of London gave a speech to Chamber members on June 8 on the challenges of regulation, rebuilding confidence in the financial industry and promoting new financial services.

倫敦金融城市長陸毅安於6月8日為本會會員作演說，討論規管的挑戰、重建金融業的信心，以及推廣新的金融服務。

「掌握經濟脈搏系列」午餐會，探討環球銀行業的轉變性質及全球經濟前景，並剖析銀行所採取的復甦措施。

Azbane group總經理兼摩洛哥企業總會副主席 Khalida Azbane Belkady 於5月21日到訪本會，由吳惠英接待，雙方討論香港與摩洛哥的商機。

中國

貿促會長沙分會副會長郭峻於5月19日到訪，與中國商務經理盧慧賢討論「2009年湖南承接產業轉移（香港、澳門）投資洽談活動周」的推廣事宜。

于健安於5月25日獲選本會中國委員會主席，秘書處感謝卸任主席黃照明一直以來竭誠為委員會服務。

馮邦彥教授率領暨南大學的研究小組於5月27日到訪，了解《珠江三角洲地區改革發展規劃綱要》下的粵港服務業合作，以及CEPA的落實。中國委員會主席于健安接待代表團，並就上述議題交流看法。

德勤全球的蔡樹仁和潘錦出席本會6月15日舉辦的午餐會，闡釋中國新併購稅法的主要內容及影響。

由多個天津組織組成的代表團於6月15日到訪本會，討論經濟狀況及本會與天津之間的潛在合作機遇，由中國委員會主席于健安接待。

競爭

商務及經濟發展局副局長蘇錦樑及其率領的小組於6月12日與香港服務業聯盟的競爭政策專家小組會面，雙方就建議的香港競爭法交流意見。

歐洲

法國銀行行長Christian Noyer於6月11日為本會作演說，主題為「金融及經濟危機——G20峰會後前景」。會上，他分析經濟及金融現況及前景，以及金融業的未來規管。

環境

本會總裁方志偉於5月26日與環境委員會的主席及副主席會面，就多個項目、活動和措施進行檢討。其後，剛成立的

綠色經濟工作小組召開首次會議，探討如何推動跨境綠色商業。

工業及中小企

香港設計師協會主席彭志江於本會5月20日舉辦的午餐會上，就企業如何透過善用設計專才來提升競爭力，分享其知識與經驗。施理康辛集團總裁楊軒誠亦於會上闡述其公司如何運用設計知識，發展成為美國頂尖的家居用品品牌之一。



2009香港工商業獎於2009年6月8日正式展開。總商會為創意組別獎項的主辦機構。如果貴公司有興趣參加今屆的比賽，請瀏覽www.chamber.org.hk/inc/。

中小型企業委員會於6月12日開會討論多個行業的經濟情況。委員會亦選出新一任主席陳作輝，以及副主席陳作基博士、錢樹楷博士及譚廣瀛。

服務業

本會工商政策高級經理周育珍於6月5日與英國Leathes Prior合夥人Jonathan Chadd及香港博禮祈律師事務所的Andrea Sangiorgi和Amita Kaur會面，向他們介紹香港的特許專利發展趨勢。

香港服務業聯盟執行委員會於6月10日開會檢討世貿多哈回合的最新進展。接替李頌恩出任香港服務業聯盟工業貿易署代表的蘇碧珊亦有出席會議。會上，Strategic Access Ltd的杜大偉獲選為新一任委員會主席。

香港服務業聯盟金融服務委員會於6月11日開會，並同意改名為金融及財資服務委員會。會上，東亞銀行有限公司顧問陳子政獲選為新一任主席，而戴德梁行亞太區金融及行政董事黃照明則獲選副主席。✿



Chamber Happy Hour

總商會歡樂時光

General Committee Members Dr Fu Yu Ning and Pang-Chun Yu were among the many members networking and having fun at the Chamber's Happy Hour on June 9 at Talk of The Town. Chamber Happy Hour is a great way to unwind after work and do a bit of networking with other members and at least two of the Chamber's General Committee members. Keep an eye on our calendar for details of the next get-together. See you there! ✨



香港總商會理事傅育寧博士及余鵬春於6月9日出席本會假Talk of The Town舉行的「歡樂時光」聚會，與一眾會友聚首聯誼。總商會「歡樂時光」聚會是會員於繁忙工作過後開懷狂歡的好機會，也可與其他會友及最少兩位總商會理事歡聚交流。請密切留意下次聚會詳情！ ✨



China's Growing Might

總商會北京高層訪問團

Mainland China remains the world's most dynamic economy, despite the global recession, and continues to present new opportunities for Hong Kong

儘管全球經濟衰退，中國內地仍然是世上最具活力的經濟體，並繼續為香港帶來新商機

Hong Kong is in the ideal position to benefit from the rapid growth of China's economy and the nation as a whole. But for the business community to grasp these opportunities, it must change its mindset by looking to work closer with the Mainland, and companies should develop their own brands to expand the domestic market.

Businesses should also view the rise of Shanghai as a financial center not as competition, but rather as an opportunity that will offer mutual benefits, state leaders told members of the Chamber's high-level business delegation to Beijing on June 1-2.

Led by HKGCC Chairman Andrew Brandler, the 30-member delegation called on various officials and ministries, including State Councillor Liu Yandong, Minister of Commerce Chen Deming, and Deputy Secretary General of the National Development and Reform Commission Yang Weimin, among others.

Talks focused on new macroeconomic development policies, as well as how Hong Kong businesses could expand their operations in the Mainland.

State Councillor Liu touched briefly on China's remarkable progress over the past 30 years, and stressed Hong Kong's irreplaceable role in its economic development process. She said the Central Government treasures Hong Kong's prosperity and stability, and it will strive to support the city. She also urged Hong Kong enterprises to grasp opportunities that will enable them to integrate their businesses into the development of the PRD region. Such a move would upgrade Hong Kong's economic structure and lay a solid foundation for future sustainable development.

For the short term, Hong Kong needs to fully capitalize on its existing advantages in terms of talent pool, knowledge, financial system and environment, and promote regional eco-

nommic integration, Brandler said after the mission. Looking further ahead, he said Hong Kong enterprises should also consider how to benefit from the rise of the Yangtze River Delta, and other regions to leverage their advantages in services. Further refinements of CEPA, and Hong Kong's active participation in China's 12th Five-Year Plan, will help to facilitate this drive.

Global slowdown

A major challenge affecting China's economic growth is the plunge in global demand in the wake of the financial crisis, Minister of Commerce Chen Deming told delegates. To stimulate exports, the ministry will add more industries to the list that qualify for tax rebates. Support will also be given to foreign trading companies in the form of credit, and export credit insurance measures.

The global recession, however, does present some opportunities to facilitate

Mainland firms' 'going out' strategies. This is where Mainland enterprises need to learn from Hong Kong's experience and advantages in international trade and services, especially through cooperation with Chamber member companies.

Brandler echoed his sentiment and pointed out that Hong Kong's market regulatory system and strong experience in risk management can help companies reduce risks arising from overseas expansion as part of their 'going out' strategies.

Chamber CEO Alex Fong called the mission highly successful, as it enabled business leaders to learn firsthand about the Mainland's policies to help them develop their business strategies and Hong Kong's future development. He said enterprises need to pay close attention to new policies aimed at boosting domestic demand so that they can expand their Mainland market. He added that the Chamber will review its China consultation services from time to time to help members profit from these developments. ❀



年6月1至2日，本會主席包立賢擔任團長，親率30人一行的高層訪問團造訪北京。副團長為本會常務副主席胡定旭先生及本會立法會代表林健鋒先生。隨行團員除了本會理事會的成員、行政總裁、主要委員會的主席和副主席，還包括以色列、法國、比利時、日本、韓國及英國等國在本港國際商會的會長。本會亦特邀中聯辦的官員作為訪問團的諮詢顧問。訪問期間，團員與國務委員劉延東、國家商務部部長陳德銘，以及發改委副秘書長楊偉民等會面。雙方一起探討了國家宏觀經濟發展新政，以及香港企業如何在內地拓展更多商機等話題。

國務委員劉延東在人民大會堂接見了訪問團一行。她和團員回顧了國家於過去30年的發展中，在經濟、政治及社會民生方面取得的長足進步。她表示香港商界對國家的經濟發展有舉足輕重、不可取代的作用。中央政府會高度重視香港社會的繁榮穩定，並會不遺餘力支持香港。另外，她特別呼籲香港企業應抓住機遇，融入珠三角發展，藉此提升香港的經濟結構，為將來的持續發展奠定基礎。

本會主席包立賢表示，隨著國家經濟的飛速發展及國力的增強，香港商界的確要求新求變，積極探索和把握國家當前在拓展內需市場、鼓勵民族品牌過程中的商機。短期內，香港需要充分發揮現時在人才、知識、

體制和環境等方面的「知識優勢」，促進區域經濟一體化。未來，香港企業應思考如何把服務業的優勢惠及長三角、中西部，以及全中國，這需要CEPA的進一步落實和完善，也需要香港積極參與國家的「十二五」規劃。

全球放緩

商務部部長陳德銘在接見訪問團時表示，當前中國經濟發展所面臨的最大問題是外需的減少，國家正研究擴闊出口退稅的產業種類以刺激出口，還會從信貸、出口信用保險等其他方面對外貿企業給予支持。此外，陳部長表示國內大部分企業在「走出去」的過程中，需要借鑑香港企業的經驗和優勢，希望能與本會加強這方面的合作。包立賢主席對此表示贊同，他認為香港不僅擁有獨特的區位和人才優勢，而且香港完善的市場規管制度和較強的風險管理經驗，可以協助「走出去」的企業控制海外經營的風險。

本會總裁方志偉表示，是次北京訪問十分成功，它提供了一個可以讓香港商界領袖把握國家最新財經政策脈搏的機會，以便更好地探索和思考香港未來社會的發展路向。香港企業也需要關注國家的刺激內需新政，以爭取擴大國內市場。我們亦會不斷檢討秘書處所提供的服務，特別是加強中國諮詢服務，希望可以協助會員更快更準地掌握中國市場的發展情況。 ❀



Chamber delegates pose for a group photo with State Councillor Liu Yandong.
本會訪問團與國務委員劉延東合照。

How can companies manage their manpower needs during the recession, and should they be looking to new ways of doing business when the economy recovers?

企業如何在經濟衰退時應付人力需求？經濟復甦後，他們應以新的方法經營嗎？

As the smoke from the financial crisis starts to dissipate later this year (hopefully), will organizations be looking to get back to business as usual? Or will they be saying: something is broken, so we need to fix it?

The answers to these questions will affect not only companies' business plans, but also their manpower strategies.

Chamber Chairman Andrew Brandler said companies are inevitably focused on drawing up strategies to keep people in work until the economic storms abate. He added that the Chamber is also working hard on forming recommendations for government action.

"However, we also must focus on our longer-term structural manpower challenges – like how we address the structural mismatches between skills needed and skills available in such a fast changing business environment," he told members at the Chamber's third CEO Manpower Conference on May 21. "We need to look at how we keep our city open to the flow of appropriately skilled people into and out of the economy, and how we foster appropriately focused lifelong learning in an economy of small companies where SMEs inevitably do not train people."

Dr Fu Yuning, Director & President, China Merchants Group, said the language skills of employees in Hong Kong need to be elevated, particularly in Mandarin and English.

"When we come to overseas expansion, we still need expats to work for us, as the English skills of locals are still



Building a New Economy 建設新經濟

poor, despite being under British rule for 150 years," he said. "Hong Kong needs to strengthen this, and government policies in education should help."

Nicholas Sallow-Smith said companies also need to think long and hard about how they operate in the wake of the collapse of the global economy. "People are now asking what is normal, because normal does not work," the Chairman of The Link Management told members during the conference.

He believes there are two camps sitting on the fence contemplating these questions. The "business as usual" (BAU) camp thinks things will "get back to normal" once the recession ends. The "everything is broken" (EIB) camp says

we cannot go back and we should not go back to the old way of doing business.

For BAU believers, the slowing collapse of industries is being heralded as green shoots. Governments and markets are also venturing to put an expiry date on the recession, which further buoys their enthusiasm. Consequently, they are confident that the old system still works, albeit with a few layers of new regulations to avoid a repeat of the current crisis.

The EIB camp believes that markets will remain, and that markets will continue to be the best barometer to gauge trends. The recent crash was due to the fact that businesses and governments chose to ignore what the markets were telling them.

For example, markets said GM and Chrysler should pass the torch to people with new ideas, but the government ignored these signs. Instead, it offered to leverage its losses with even more leverage so that consumers would continue buying vehicles that they could not afford, or really want.

Similarly, markets for minerals have repeatedly said that the never ending quest for bigger and bigger profits and never ending growth is simply not sustainable. Governments around the world ignored these warnings. Consequently, besides the global economy now being broken, the global environmental balance is teetering on the brink of disaster.

“There is an overwhelming reason to pay attention to markets, and to substitute the market view with the views of one or two individuals is extremely risky,” said Sallow-Smith.

The problem is the arrogance of any individual to manage these complex systems effectively. We all like to think that we are smarter and more in control than during the last recession, but the fact remains the same old mistakes are repeated habitually – usually as a result of arrogance and greed.

Back to square one

At the last CEO Manpower Conference in the spring of 2007, executives were fretting how they were going to find sufficient talent to drive their companies’ growth. This year’s conference focused on how to avoid staff layoffs.

Companies often spend considerable sums of money and time to build up their workforces. Consequently, their big concern now is how can they hold on to their key employees amid layoffs and restructuring?

Cathay Pacific views its staff, particularly cabin crews, as its frontline troops. So any redundancies can come at a very high price.

“We don’t build our brand by advertising, we do it through people,” Tony Tyler, Chief Executive of Cathay Pacific explained. “When we recruit, we look for emotionally motivated people. They have to deal with emotional people who do not always listen to cold logic, so you need people with empathy. If we made

A Truly Global Hong Kong

Which locomotive should be driving Hong Kong’s economy in 20 years’ time? And how can we achieve this goal?

Lawrence Lau, Vice-Chancellor/President, Ralph and Claire Landau Professor of Economics, The Chinese University of Hong Kong, presented these and other questions to the audience during his keynote luncheon address at the CEO Manpower Conference.

Lau believes Hong Kong should capitalize on its innate advantages – international links, multiculturalism, bilingualism, rule of law, etc – to develop a unified stock market “in which the stocks of all major East Asian firms can all be traded in addition to the individual national markets.”

Within the centralized market, all trading activities should be conducted in a single currency in the form of “depository receipts.” Lau also touched on the rising influence of China’s currency. “If the unified market is to be located in Hong Kong, trading of the depository receipts can be conducted in either U.S. dollars or renminbi,” he said.

Hong Kong is ideally placed to carry his concept through to fruition as it does not tax cash dividends nor capital gains and there is no restriction on the movement of capital into or out of Hong Kong. In addition, he said government, businesses and other major stakeholders of the Hong Kong financial market need to join forces if they are to make the concept become a reality.

Besides becoming a regionally integrated stock trading market, he suggested that Hong Kong should also look at other long-term economic strategies, such as insurance and re-insurance, human capital, education, health care, etc.

Lau believes Hong Kong’s future lies in it being “more prosperous, more cosmopolitan, more cultured, more environmental friendly, and more international than London, New York and Shanghai.” But he cautioned to achieve these goals Hong Kong must step up to the plate.

“There is no place for complacency. There is no future in business as usual. Hong Kong cannot afford to be either protectionist or isolationist,” he said. “And time is not on our side.” ❀



deep cuts into their ranks, that would create emotions scars, and impact the long term stability of the staff.”

Similarly, the Airport Authority of Hong Kong is also a people business. “While we need to consider our business survival, we also need to reiterate the importance of people,” said its CEO Stanley Hui. “Without people we cannot do anything.”

In contrast, the financial industry has been shedding jobs en masse, resulting in tremendous stress for those who have avoided the axe. This insecurity is putting off job seekers from entering the sector, and also causing some people to question their priorities.

Based on the findings of a study, Stephen Golden, head of Asia Global Leadership and Diversity at Goldman Sachs, said women are more inclined to leave their existing jobs if they believe there are better opportunities elsewhere. These also include factors like work-life balance, as well as opportunities to spend more time with their family. Men, on the other hand, tend to adopt a more conservative attitude, probably due to the fact that they are usually the primary breadwinners.

In contrast, Teresa Yang, Vice Chairman of Esquel Enterprises, explained that recruitment and development have always been major challenges for garment manufacturing, because it is not seen as a ‘glamorous’ industry. One upside to the recession for this garment giant, however, is that job-seekers are more open to the idea of working in the sector.

Participants at the conference questioned if bonuses were useful in helping to retain key staff, or were they part of the problem? The more people depend on bonuses, then the more difficult it is to find the right balance. If mediocre staff are rewarded the same as the top performers, then companies could lose their top people, so it is a difficult balance, said participants.

Speakers also questioned the worth of consultants. According to the Grant Thornton International Business Report 2009, which examined what strategies companies used to increase their competitiveness, only 2% of Hong Kong companies said external advisors were



“People are now asking what is normal, because normal does not work,” the Chairman of The Link Management, Nicholas Sallow-Smith said.
領匯管理主席蘇兆明說：「大家都想知道何謂常規，因為常規根本不適用於當前的情況。」

useful, slightly higher than 1% of Mainland companies, and 1% for the world-wide average.

Ritchie Bent, Group Head, Human Resources, Jardine Matheson, said his company had tried to find quality consultancy services as part of a coaching program for its top execs, but after an extensive search was unable to find a suitable candidate. Therefore, they decided to use internal staff which has proven to be very successful.

Greener pastures

Avoiding layoffs by asking staff to take voluntary four-day weeks or leave is a strategy that some companies are hoping will help them avoid wasting their investments in staff. Some companies employed such a strategy during SARS, and many rewarded staff for their commitment when business recovered.

“If you just slash and burn to make the numbers add up, it is not going to work. Your costs will go down, but your business will start to fall as well,” said one participant. “You need to go back to doing your basic business better.”

“We need to put morality back into business. We need to think what we are doing and why we are doing it? Self-interest is fine, but greed in the long run is inimical to true self-interest,” Sallow-Smith summed up at the end of the conference. “We need to wake up: Look at what greed has achieved in the past 20 years – a reckless financial system and a wrecked planet. We cannot leave this to governments to manage.”

隨著金融危機的烽煙開始在下半年消散（但願如此），企業組織會一如以往地繼續經營，還是會說：「有些地方出了問題，我們需要糾正」？

這些問題的答案不僅會影響公司的商業計劃，還有他們的人力資源策略。

本會主席包立賢說，企業無可避免要擬訂策略保留人才，渡過經濟風暴。他補充說，總商會亦正積極擬訂建議，為政府出謀獻策。

他在本會5月21日的第三屆「人力資源總裁大會」上向會員表示：「然而，我們亦必須正視長遠的結構性人力資源問題，例如在瞬息萬變的營商環境解決『有工無人做、有人無工做』的錯配。」他續稱：「我們需要維持人才自由進出，以及在難以培訓員工的中小企之間推動終身學習。」

招商局集團董事兼總裁傅育寧博士說，本港僱員必須提升語言技巧，特別是普通話和英語的能力。

他表示：「當公司需要到海外擴展業務，仍然需要利用僑居外地的人，因為儘管香港被英國統治了150年，本地人的英語水平仍然很低。香港必須增強實力，而政府的教育政策也應作出配合，協助提升語文能力。」

領匯管理主席蘇兆明說，企業亦需具備長遠的目光，積極思考如何在全球經濟崩潰後經營業務。他在會上指出：「大家都想知道何謂常規，因為常規根本不適用於當前的情況。」

他相信現時有兩個陣營抱著觀望態度來考慮這些問題。認為應「如常經營」的人覺得一旦衰退結束，就會一切如常。認為「破鏡難圓」的人則說，我們不能亦不應沿用舊有的方式繼續經營。

對於支持「如常經營」的人來說，隨著經濟出現復甦的嫩芽，這預告了業界的衰退情況已逐漸放緩。各地政府及市場亦大膽預測衰退何時結束，使他們更加雀躍。結果，雖然要新增少量法例來避免重蹈是次危機的覆轍，但他們相信舊有的制度依然有效。

認為「破鏡難圓」的一派則相信，市場會保持原狀，而且會繼續最有效地反映趨勢。今次的崩盤，是由於商界和政府故意漠視市場的聲音。

舉例而言，市場認為通用和佳士拿應交由有創新思維的人接管，但政府卻充耳不聞。相反，他們提出以更多的槓桿借貸使虧損放大，因此消費者會繼續購買一些他們未能負擔或不是真正想要的汽車。

同樣，礦物市場已多次表示，如果不斷謀取愈來愈多的利潤和增長，業務根本不會持久，但各地政府卻不顧警告。結果，除了全球經濟陷入衰退，各地的生態平衡也瀕臨災難的邊緣。

蘇兆明說：「政府絕對有理由重視市場的聲音，而以一兩個人的想法來取代市場意見，實在非常冒險。」

員終日誠惶誠恐。由於缺乏保障，求職人士不敢入行，有些人也開始懷疑自己的選擇。

高盛全球領導力及多樣化亞洲區主管 Stephen Golden 說，一項研究結果顯示，女性如果相信外面有更好的機會，會較容易另謀高就，當中也包括生活與工作平衡，以及是否有較多時間與家人相聚等因素。另一方面，男性的態度則較為保守，大概是因為他們通常是家庭的經濟支柱。

另一邊廂，溢達企業副董事長楊敏賢解釋，招聘和發展一直是製衣業的重大挑戰，因為人們認為這並非「令人嚮往」的行業。然而，是次經濟衰退對這個製衣業巨頭帶來一個好處，就是求職人士現已較為接受加入製衣行列。

與會者質疑，花紅是否有助保留核心員工？



We need to wake up: Look at what greed has achieved in the past 20 years – a reckless financial system and a wrecked planet.

我們必須醒覺：看看過去20年的貪念造成今天怎樣的局面
就是一個馬虎草率的金融制度，以及遭受嚴重破壞的地球。



問題出於人們自以為可以有效處理這些複雜的制度。我們總覺得自己比上次衰退時更加聰明、更能控制局面，但卻往往因為傲慢和貪婪，再三地犯下相同錯誤。

重新出發

上屆的「人力資源總裁大會」於2007年春季舉行，出席的企業高層當年煩惱著如何發掘充足人才來推動公司增長，而今屆卻集中討論怎樣避免裁員。

企業往往花費大量金錢和時間來構建公司的人力資源，結果，他們現時最大的憂慮是如何在裁員潮和架構重組下保留核心僱員。

國泰航空視其員工（特別是機艙服務員）為前線部隊，所以任何裁員行動都可能帶來沉重的代價。

國泰航空行政總裁馮彥麟解釋：「我們不是靠廣告來建立公司品牌，而是靠我們的員工。我們招募人手時，會物色一些積極熱心的人。他們的工作要接觸有情感的人，而這些人往往不接受冷冰冰的邏輯道理，所以我們需要關懷體貼的員工。如果我們大幅裁員，這會觸動員工的情緒，影響他們的長期穩定性。」

同樣，香港機場管理局也是以人為本的機構。行政總裁許漢忠說：「雖然我們要顧及公司的存亡，但也要重申員工的重要性。沒有他們，我們甚麼也做不到。」

相反，金融業大舉裁員，使避過災劫的從業

抑或會造成問題？人們愈是依賴花紅，公司就愈難取得平衡。他們指出，如果公司不論表現，人人有賞，可能會流失最優秀的員工，難以平衡。

講者也懷疑顧問的價值。根據均富《國際商業問卷調查報告2009》有關企業運用甚麼策略來提高競爭力的結果，只有2%香港企業認為外聘顧問有用，略高於內地企業的1%，以及全球平均的1%。

怡和集團人力資源總監實禮治說，他們曾經嘗試尋求優質的顧問服務，作為公司高層培訓內容的一部分，但無論怎樣也找不到合適的人選。結果，他們決定起用內部職員，其後證實非常成功。

更美好的將來

為了避免裁員，部分企業要求員工自願地每周工作四天或放假，避免浪費員工投資。有些公司在「沙士」期間曾經推行這個政策，而很多都會在業務回復正常後答謝員工的支持。

一位與會者說：「如果你只是瘋狂地大肆裁員，根本不會奏效。公司成本的確減少了，但業務也會隨之下滑。你需要重返原地，更努力地維持基本業務。」

蘇兆明在會議結束前總結說：「做

真正全球化的香港

未來20年，甚麼是推動香港經濟的火車頭？我們又如何達到有關目標？

香港中文大學校長、藍鏡富暨藍凱麗經濟學講座教授劉遵義在「人力資源總裁大會」的午餐會演講上，向會眾提出了上述等問題。

劉教授相信，香港應善用其先天優勢，包括國際聯繫、多元文化、雙語能力及法治等，藉以發展一個一體化的股票市場，「讓所有主要的東亞企業股票除了在個別的國家市場買賣，還可以在這裡買賣。」

在這個集中市場，所有交易活動應以「預託證券」形式的單一貨幣進行。劉教授亦談及中國貨幣的重要性日增。他說：「如果這個一體化市場位於香港，預託證券的交易可以美元或人民幣進行。」

香港是實現以上概念的理想地點，因為這裡不會對現金股息或資本收益徵稅，資金也可以自由進出本港。此外，他說政府、商界及香港金融市場的其他主要利益相關者必需攜手合作，方可使這個概念成為事實。

除了成為區內的綜合股票交易市場，劉教授建議香港應同時放眼其他長遠的經濟策略，例如保險及再保險、人力資本、教育及醫療保健等。

劉教授相信，香港的未來將會「比倫敦、紐約及上海更繁榮、更世界性、更文明、更環保及更國際化。」但他警告說，要達至這些目標，香港必須立即行動。

他說：「我們不能自滿，也不能一成不變。香港沒有能力奉行保護主義或孤立主義，而且時間不會等人。」

生意要有良心，要檢討我們做事的方法和原因。講求個人利益並無不妥，但長遠來說，貪婪反而會損害真正的個人利益。我們必須醒覺：看看過去20年的貪念造成今天怎樣的局面
就是一個馬虎草率的金融制度，以及遭受嚴重破壞的地球。我們不能把問題留給政府處理。」

Dr Fu Yuning, Director & President, China Merchants Group, said the language skills of employees in Hong Kong need to be elevated. 招商局集團董事兼總裁傅育寧博士說，本港僱員必須提升語言技巧。



Financial Centre Jitters

金融中心陷入恐慌

There are two distinct classes of Asian financial centers. There are the established centers like Hong Kong, like Singapore, that are seeking to broaden an already very strong offering of financial services. Then you have the smaller centers which are primarily domestic based and are looking to grow from this low base. To do this, these new centers have sought very targeted strategies – broadly classified by geography, client market, critical success factors. But the fact remains, to be a truly international center like New York, London, Hong Kong or Singapore, you have to have

a strong competitive performance not just in one strategy or niche. You have to have a strong competitive performance right across the board.

I think this is a hard lesson which is right now being learned by some of the other centers. Dubai, unfortunately, is a very good example of this. Four years ago, the word on the streets in financial centers policy was that Dubai is the coming force. Dubai has been hard hit by the downturn, and that is because they had a niche strategy. New York and London do well because they are not a one-trick pony. They do not just focus on one thing.

Tangible and intangible advantages

I cannot overemphasize one thing, and that is some of the intangible advantages are absolutely critical to the success of financial centers. The skill of the workforce, a very fair and transparent business environment, practical and speedy enforcement of legal decisions, an independent judiciary ... these kinds of things are critically important.

But there is something overriding everything. There has to be in an international financial center a complete acceptance – not just among the government, but among businesses and

Time magazine coined the term 'Nylonkong' to describe a network of three cities: New York, London and Hong Kong, which it says drive today's global economy. Yet Hong Kong refuses to be complacent about its title, as it constantly analyses and benchmarks itself. Seth Thomas, Director, Citi Public Sector Advisory Unit, tried to shed some light at the Chamber's June 10 luncheon on how Hong Kong can strengthen its position in Asia as neighbouring cities try to take a bite out of our financial pie. Following is an abridged version of that speech.

《時代雜誌》提出了「紐倫港」這個新詞，以形容紐約、倫敦和香港三個城市所形成的一個網絡，而這個網絡正推動現今的全球經濟。然而，從香港不時就其自身條件進行分析和基準評估可見，這個城市不會因為獲享美譽而自滿。Citi Public Sector Advisory Unit 董事 Seth Thomas 在本會6月10日舉辦的午餐會上，嘗試剖析香港面對鄰近城市的競爭應如何鞏固其亞洲金融地位。下文乃當天演說的節錄。

the population as well – that an open economy is always subject to external competition.

Cost is another challenge. At one time London was a more expensive city to live in than Tokyo. The cost base is one of the reasons why the U.K. is putting more emphasis on the value chain. It is London and the U.K. better incorporating the lower cost cities into the overall international value chain. I venture that this kind of value chain approach is maybe something for Hong Kong to consider with the Mainland.

The greatest strength which Hong Kong has is international access. It is an

established international player and other countries are very comfortable doing business in Hong Kong. You have a good regulatory and legal system, and many of these intangible indicators are very good. Also expats love being in Hong Kong so you can attract talent.

Yet many of Hong Kong's previous strengths now need careful nurturing. The use of English is one obvious one. For better or for worse, English is and will remain for the foreseeable future the international language of finance and business.

There is also the need to ensure that the legal system in Hong Kong remains and, most importantly, is seen to remain fair and free of external interference. The range of markets in Hong Kong also needs to be broadened. At the moment Hong Kong is very much in the financial markets and equity focus. But if you are an investor or investment manager, you don't just want one or two asset classes. You want to be able to switch into a wide range of asset classes. So maybe Hong Kong needs to broaden its financial markets.

The elephant in the room

But the biggest challenge is the elephant in the room – the almost inevitable rise of Shanghai. For a number of years, other countries have been anticipating the time when Beijing anoints Shanghai as the international financial centre for China. As such the links are being built between these countries and Shanghai.

So for Hong Kong, the challenge now is to adapt. I understand that there is some concern in Hong Kong about the rise of Shanghai, particularly how Shanghai will transform itself into an international shipping and financial centre. But I think we have to be realistic here. China is one of the world's largest economies. One day it will become the world's largest economy. In terms of population, there are 1 billion reasons why financial services will continue to grow well ahead of GDP growth. I think we have to think less of market share, and more about the cake itself is getting bigger. The cake for financial services will grow in China.

Something to offer the world

It is useful to look at the context of a financial center, which is a lot more than newly built office blocks or a newly built airport. It encompasses a frame of mind. It is a cluster of experienced individuals and firms that actually make that financial market work. Right now Hong Kong has that cluster. It has got the financial mindset. And as London knows very well, you have got to move with the times to remain successful. The worst thing that London could ever say would be that the world needs us. The world needs London. That would be dangerously complacent. I think in post-War British industry, there have been some industries that felt the world needed them, but actually the world did not.

The world will only come to London or Hong Kong if we have something to offer the world. Whether this is access to professional people, deep pools of liquidity to a financial cluster that actually gets deals done. Whatever it is, we have to adapt in London, Hong Kong and New York to this changing world.

What does Hong Kong have to offer Mainland China? What does Hong Kong have to offer the world?

When Frankfurt was rising in the mid-1990s, many people said London was doomed. It was the end of London. It would become a satellite of Frankfurt. That didn't happen. But Frankfurt has done very well also over the years. Today, both Frankfurt and London enjoy success, and London remains the gateway to the European Union. This is an example of two financial centers in the region existing and enjoying co-existence.

China is not just going to have one or two financial centers. I suggest it is up to Hong Kong to lead the way in China. You have to think less about Shanghai as competition, and more as Shanghai as a partner. ❀



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



A financial center is a lot more than newly built office blocks or a newly built airport, says Seth Thomas.

Seth Thomas認為，金融中心並非只是興建新的辦公大樓或機場那麼簡單。

亞洲的金融中心有兩個明顯的等級。第一種是香港和新加坡一類已確立的中心，它們正尋求進一步擴展現有的強大金融服務市場。第二種是規模較小的中心，它們以本地市場為主，並正尋求拓展業務。為了達到這個目標，這些新興中心會採用一些針對性的策略——大體上可分類為地理、客戶市場、關鍵的成功因素。但事實上，要成為紐約、倫敦、香港或新加坡等真正的國際中心，你必須在各方面都有出色的競爭表現，不能只靠單一策略或範疇取勝。

我認為，這對於部分金融中心來說是一次嚴峻的教訓。杜拜就是一個很好的例子。四年前，有說杜拜是未來的金融力量。事實上，杜拜正面對當前經濟衰退所帶來的嚴重打擊，原因是它一直採取利基策略。紐約和倫敦則表現理想，因為它們的業務並非只集中於單一範疇。

有形及無形優勢

我想強調一點，就是部分無形優勢絕對可決定一個金融中心成功與否。勞動人口的技能、公平和透明度高的營商環境、法律裁決的實際和迅速執行、司法獨立……這些因素都至關重要。

不過，有一點凌駕一切。作為國際金融中心，當地的政府、商界和市民大眾都必須完全接納一點，那就是開放型經濟總得面對外來競爭。

成本是另一項挑戰。倫敦的生活指數曾經超越東京。成本基數是英國日益重視價值鏈的原因之一。倫敦和英國擅於把生活指數較低的

城市融入整體的國際價值鏈。我在此大膽建議，香港或可考慮以這種價值鏈方式與內地合作。

香港的最大優勢是國際化。它是一個完善的國際市場，而其他國家也可安心在港營商。這裡有良好的規管和法律制度，而很多這些無形指標的表現都很好。外國人也喜歡在香港居住，因此可以吸納人才。

然而，很多香港以往的優點現在都需要重新悉心栽培，英語使用就是其中之一。不管怎樣，在可預見的未來，英語仍然會是國際金融和商業語言。

香港亦需要確保其法制維持公正，不受外來干預，而更最重要的是要給人同樣的印象。香港的市場範圍也需要擴大。現時，香港是多個金融和資產市場的焦點。然而，如果你是投資者或投資經理，你也不想只有一至兩個資產類別以供選擇，你會希望能夠涉足多元化的資產類別。因此，香港或需拓展其金融市場。

避而不宣的議題

可是，最大的挑戰莫過於大家都避而不宣的議題——上海無可避免地崛起。多年來，其他國家一直期待北京宣布發展上海成為中國國際金融中心的一刻，所以這些國家早已與上海建立了聯繫。

因此，對香港而言，當前的挑戰是要適應有關轉變。我明白，香港對上海的冒起不無憂慮，特別是上海如何轉型成為國際航運及金融中心。但我認為，我們需要面對現實。中國是全球最大的經濟體之一，終有一天亦會成為世界第一大經濟體。以人口來說，有10億個理

由解釋金融服務的增長為何會持續超出國內生產總值的增長。我覺得，我們不應太著重市場份額，而更應留意的是市場正日漸擴大。金融服務市場將會在中國有所發展。

服務全球

了解金融中心的背景或會有些幫助。金融中心並非只是興建新的辦公大樓或機場那麼簡單，當中還涉及思維。事實上，金融市場的運作有賴一班具經驗的人才和企業。香港現在已有這個群體，擁有金融思維。倫敦深明必須與時並進才能持續成功的道理。倫敦不會自詡：世界需要我們，世界需要倫敦，那是一種極為危險的自負心態。在戰後的英國工業中，有些行業以為世界需要他們，但實情並不如此。

要吸引世界各地的人前來倫敦或香港，兩地必須提供一些服務優勢，而那些優勢可以是人才、龐大的資金流，或促進貿易的各項金融支援服務。無論怎樣，倫敦、香港和紐約也得使自己適應這個瞬息萬變的世界。

香港可為中國內地提供甚麼服務？香港可為世界提供甚麼服務？

法蘭克福在90年代中冒起時，很多人說倫敦已經完蛋，那是倫敦的末日，法蘭克福會取代其地位，但這情況並沒有出現。不過，法蘭克福多年來的表現確實相當優秀。時至今日，法蘭克福和倫敦都很成功，而倫敦仍然是進入歐盟的門戶。這正好是兩個金融中心能夠在同一地區共存的例證。

中國未來不會有一至兩個金融中心。我建議香港可引領中國發展，你們不應視上海為競爭者，而是合作夥伴。✿

Asia-Africa Cultural Extravaganza

亞洲非洲文化匯聚



本會亞洲/非洲委員會於5月26日舉行以「文化匯聚」為主題的酒會，招待來自汶萊、韓國、馬來西亞、新西蘭及巴基斯坦的駐港總領事。會上有來自上述國家的特色食品、傳統小吃、紅酒和工藝，各具特色。亞洲/非洲委員會主席Neville S Shroff先向會員及嘉賓發表歡迎辭，其後，本會總裁方志偉亦與一眾領事暢談交流。✿



The Chamber's Asia-Africa Committee hosted a cocktail reception on May 26 under the banner 'Cultural Extravaganza' for Consuls General of Brunei, Korea, Malaysia, New Zealand, and Pakistan. Specialty foods, traditional snacks, wines and art from the respective countries were featured at the event. Neville S Shroff, Chairman of the Chamber's Asia-Africa Committee, welcomed members and guests, before handing the microphone over to Chamber CEO Alex Fong to host a dialogue with the Consuls General. ✿





Citizens Commended for Helping Police

Forty citizens who helped the police fight crime were commended at the Good Citizen Award (GCA) Presentation Ceremony on June 18.

The award, presented twice a year, is organised by the Police Public Relations Branch with full sponsorship from the Hong Kong General Chamber of Commerce (HKGCC).

With the help of the awardees – 34 men and six women – more than 50 people were arrested for a variety of offences including theft, burglary, robbery, criminal damage, illegal immigration and indecent assault. Each awardee received a certificate and a cheque for \$2,000 at the ceremony.

One of the awardees, Liu Wai-yan, helped Police arrest a man who had obtained a large amount of money by deception.

A victim made a report to Police when he did not receive a dividend warrant of around HK\$46 million. An investigation revealed that the payee's name on the dividend warrant was changed from that of the victim to the suspect who was out of Hong Kong. The suspect later made several phone enquiries in relation to his bank account. As a bank staff member, Liu managed to tactfully answer all the suspect's enquiries without disclosing the police investigation and later convinced the suspect to return to Hong Kong to handle his bank account in person.

The suspect was subsequently arrested on his return. He was charged and jailed for three years.

In another case, Yeung Kwok-ying, Leung Sau-ying and Cheung Wai-kit assisted police in the arrest of a fraudster.

Yeung was cheated out of a ring and a mobile phone by a woman in April 2008.

Last October, she spotted the suspect again who was talking to an old woman in Tsui Yan Street, Sha Tin. Believing that the suspect was cheating others, Yueng shouted for help and alerted two passers-by, Leung and Cheung, who managed to subdue the suspect.

Police subsequently arrested the woman who was also wanted in connection with another similar case. She was charged with two counts of theft and jailed for eight months.

Speaking at the ceremony, Police Director of Personnel and Training, Tang Hau-sing praised the awardees for their courage and sense of justice.

He pointed out that their support for the police was vital in maintaining a stable and harmonious society. Putting together their efforts and joining the police in the fight against crime served as a good example of mutual help in the



40名協助警方滅罪的市民獲表揚

四十名協助警方撲滅罪行的市民於6月18日的「好市民獎頒獎典禮」上獲表揚。

好市民獎由警察公共關係科主辦，香港總商會贊助，每年頒發兩次。

今次的得獎者包括34名男士和6名女士。他們協助警方拘捕了50多名分別涉及盜竊、爆竊、行劫、刑事毀壞、非法入境和非禮等案件的疑犯。得獎者各獲頒發獎狀和獎金二千元。

得獎者之一廖煒欣協助警方拘捕一名以欺騙手段取得巨額款項的男子。

案中事主因沒有收到一張約值港幣四千六百萬元的股息證而報警求助。警方調查顯示，該股息證的收款人姓名遭刪改為身處外地的疑犯姓名。疑犯其後多次致電銀行，負責的銀行職員廖女士每次均機智地回覆，沒有讓對方發覺警方正調查該宗案件；其後更成功遊說疑犯親身回港處理戶口事宜。疑犯抵港時隨即被警方拘捕，最終因以欺騙手段在銀行紀錄內促致記項罪成，被判處監禁三年。

另外三名得獎者楊嘜英、梁綉英及張偉杰則成功協助警方拘捕一名騙徒。

楊女士曾於去年4月被一名女子騙去介指和手提電話。至同年10月，楊女士發現該名女子在沙田翠欣街與另一名老婦談話，相信她正在欺騙該名長者，於是高聲呼叫。途人梁女士和張先生協助追截該名女子，最終成功把她截停，並交警方處理。經警方調查後，被捕女子涉嫌與另一宗同類案件有關，最終因兩項盜竊

罪成，被判處監禁八個月。

警務處人事及訓練處處長鄧厚昇在典禮上，讚揚得獎者見義勇為的表現。他表示市民對警隊的支持，對保障社會安定和諧是十分重要。他們與警方攜手撲滅罪行，實在是社會各界互助精神的最佳例證，亦是警方推動社群參與的成功例子。

出席頒獎典禮的主禮嘉賓還有香港總商會人力委員會委員劉嘉時及撲滅罪行委員會委員丘頌云。

劉嘉時表示，1973年推出「好市民獎勵計劃」至今，已超過3,500名熱心的市民獲表揚。警民合作是維持社會良好治安的重要元素，她期望市民繼續與警方攜手打擊罪案。香港總商會將繼續支持這項計劃。

大會在頒獎前播放了一套以「慎防爆竊」為主題的電視宣傳短片，為2009/10年度撲滅罪行宣傳運動揭開序幕。

宣傳短片配有粵語及英語版本，輔以粵語、英語及普通話版本的電台宣傳聲帶，分別在本港的電視台及電台播出，呼籲市民時刻提高警覺，鎖好門窗，以免讓賊人有機可乘。✿

Fight Crime

community as well as the Police success in engaging the community.

A member of HKGCC's Manpower Committee Lau Ka-shi, and member of the Fight Crime Committee, Yau Chung-wan, also attended the ceremony.

Lau said more than 3,500 people had received Good Citizen Awards since the scheme was launched in 1973. A police-community partnership was crucial to maintaining law and order in the society, and she hoped the co-operation between police and the public in the fight against crime would continue. The HKGCC would continue to support this meaningful scheme.

Before the award presentation, a new TV Announcement in the Public Interest (API) "Beware of Burglaries" was premiered to launch the Fight Crime Publicity Campaign 2009-10.

The TV API with Cantonese and

English versions, and its corresponding radio API with Cantonese, Putonghua and English versions will be broadcast on local TV and radio stations starting tonight, calling on the public to stay alert and not to give burglars a chance. ✿



July 2009 2009年7月

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
	Highlights Kopi Luwak Coffee Tasting Chamber Theatre July 17		1
5	C Environment Committee Meeting	C Real Estate & Infrastructure Committee Meeting	C Industry & Technology Committee Meeting S The 3rd Mainland-Hong Kong Services Industry Symposium
12	6	7	8
		T Legal issues relating to real estates and the right on use of land in Mainland China T Effective Meetings – Dealing with Difficult People	15
19	20	21	22
		T Professional Telephone Skills T All You Need to Know about Letters of Credit – Essential Tips for Legal & Finance Professionals T Presentation Skills	R Management Philosophy – How to Bring International Management Practices into Chinese Companies T Clarity, Brevity & Impact
26	27	28	29

Chamber Committees 總商會委員會

Americas Committee 美洲委員會
Mr Douglas Van 萬祥生先生Asia/Africa Committee 亞洲/非洲委員會
Mr Neville ShroffChina Committee 中國委員會
Mr Emil Yu 于健安先生CSI – Executive Committee
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Mr David Dodwell 杜大偉先生
CSI-Financial Services Committee
香港服務業聯盟 — 金融服務委員會
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Dr Cliff C K Chan 陳作基博士

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

THURSDAY	FRIDAY	SATURDAY
2	3	4
<p>C Economic Policy Committee Meeting</p> <p>S The 3rd Mainland-Hong Kong Services Industry Symposium</p> <p>R Carbon Roundtable Series III: Renewable Energy – Obstacles v.s. Opportunities</p>	<p>R Getting Innovations to Market – Fixing a Flawed System</p> <p>R Recovery or Deterioration – A Global Economic Forecast</p>	11
<p>T How to be a Mentoring Manager?</p> <p>T Introduction to Labour Contract Law in Mainland China</p> <p>T Consultative Selling Suitable for all sales staff who wish to upgrade their selling skills</p>	<p>S Kopi Luwak Coffee Tasting</p> <p>T Winding Up Foreign Enterprise in Mainland China – Procedures and Tax</p>	17
<p>C Legal Committee Meeting</p> <p>T Introduction to NLP</p> <p>T Influencing & Negotiation</p>	<p>R Return on Ideas: Generate Greater Returns through Closer Finance and Marketing Collaboration</p>	24
30	31	



LEI KIT WONG/MCT

均富《國際商業問卷調查報告2009》的最新調查結果顯示，認為本港商界有良好環保意識的香港私營企業達27%，但仍較全球平均的30%為低；而上海(24%)、北京(-12%)、廣州(-5%)和台灣(10%)所錄得之百分比皆低於全球平均水平。

該調查訪問了全球36個國家/地區的7,200家私營企業的高級行政人員，要求他們為所在地的商界環保程度作出評級，從而了解全球企業在環保意識方面的整體表現。結果顯示，亞洲國家包括菲律賓(78%)、印度(69%)和泰國(68%)的環保意識高踞榜首。

香港均富會計師行稅務合夥人 Gary James 表示：「雖然全球經濟下滑，但調查結果卻清楚顯示，盈利並不是私營企業唯一的考慮因素。他們對於建立可持續發展業務的熱忱和決心，都值得我們鼓舞。」

雖然上海的表現較好，但內地其他城市的企業社群，例如北京(-12%)和廣州(-5%)的環保意識低落，卻是不容忽視的問題，也是拖累中國內地整體相差百分比低至2%的主因。

均富中國業務管理合夥人袁國強解釋：「在刻意栽培上海成為國際金融中心的政策下，當地的私營企業開始感到來自國際客戶及當地監管機構的莫大壓力。他們必須成為更環保的企業，因此推行環保作業和展示綠色成就已日漸變成他們的首要任務，以維持他們在國際市場上的競爭力。不過，其他城市則認為有關議題的重要性較低。」

Gary James 表示：「公眾對環保議題日益關注，因此企業亦不敢怠慢，紛紛推行環保措施，並密切留意有關環境方面的問題。香港及上海對這些關注作出了正面的回應，亦表現出良好的環保意識，令人鼓舞，但成績並不足夠。特別是香港的經濟體系較為成熟，資源也較為豐富，企業理應在推行環境保護工作方面得到更多鼓勵。我們認為，能夠在經濟低迷時仍然堅持按計劃推行環保政策的企業，將會在經濟復甦之時穩佔競爭優勢的上風。」

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The Colour of Money

金錢本色

Hong Kong businesses beat Mainland and Taiwan at environmental friendliness, but still lag behind the global average

香港商界環保意識兩岸三地稱首，但仍落後全球平均水平

Some 27% of Hong Kong privately held businesses consider the local business community as environmental friendly, which is still below the global average of 30%, according to Grant Thornton International Business Report 2009. In comparison, Shanghai (24%), Beijing (-12%), Guangzhou (-5%) and Taiwan (10%) all recorded lower-than-average percentages.

When asked to rate the environmental friendliness of their business community, the 7,200 senior executives in privately held businesses across 36 economies created a global picture of perceptions of environmental friendliness. Asian countries including Philippines (78%), India (69%) and Thailand (68%) top the league table.

Gary James, Tax Partner at Grant Thornton Hong Kong remarks, "Despite the downturn, profit is clearly not the only factor driving privately held businesses. We should take great encouragement from their desire and resolve in building sustainable businesses."

Other Mainland cities fall far behind Shanghai. Although Shanghai outshines all the other cities in mainland China, one may not overlook the low perception of environmental friendliness within the business community in Beijing (-12%) and Guangzhou (-5%), resulting in the overall percentage balance of mainland China at only 2%.

Desmond Yuen, Partner and Head of China Practice at Grant Thornton in Hong Kong explains, "Echoing the government's inclination to build Shanghai as an international finance centre, local privately held businesses are experiencing the greatest pressure from their multinational customers as well as local authorities, to become a more environmental friendly supplier. As a result, green practices and credentials become one of their top priorities as they compete in the global marketplace. However, in contrast, it is seen as less important in other cities."

"Amid rising public concern with the environment, businesses are keeping a closer watch on green practices and environmental issues. It is fascinating to see Hong Kong and Shanghai giving a positive response to these concerns, and showing a good perception of environmental friendliness," comments Gary James. "But we expect more than that. Especially in Hong Kong, where the economy is more mature and resourceful, businesses should have stronger incentives towards environmental protection. In my view, those who persist with their green agenda during a downturn will be the businesses best placed to seize competitive advantage when the upturn comes." ❀



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