

the Bulletin

工商月刊

HKGCC: THE VOICE OF BUSINESS IN HONG KONG

DECEMBER 2010

GREEN SHOOTS

復蘇嫩芽

Although global trade is unlikely to plunge back into recession, international commerce is still struggling to find a firm foothold
儘管全球貿易再現衰退的機會不大，但國際商貿仍然力求堅穩的立足點

PLUS

When Monuments Become Myth
當紀念像變成神話

FOOD 分甘同味

Food with a View
吃在看景的日子

BOOK TASTING 好書品評

Winter Reading List
冬日閱讀清單

The Rise of Chinese Cities
中國城市齊騰飛

Good Citizen of the Year Award Announced
好市民獎頒獎典禮

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32



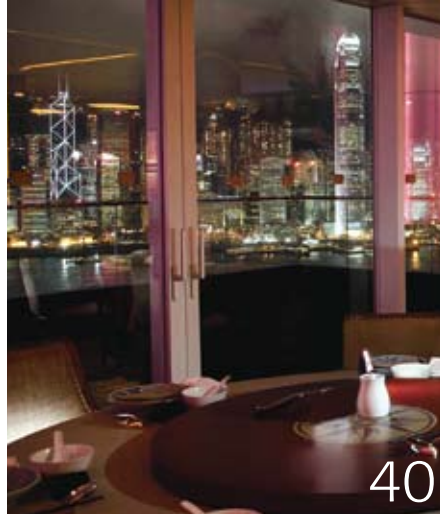
24



56



60



40



28



44



12

目錄 Contents December 2010

Talking Points 議論縱橫

- 2 Financial Assistance for SMEs
支援中小企融資
- 8 Poorly Drafted Competition Bill
Will Hurt Hong Kong
競爭法草擬不當將損害香港
- 10 HKGCC's 150th
Anniversary Icon
總商會150周年徽號

Economic Insights 經濟透視

- 20 Green Shoots
復蘇嫩芽

China in Focus 中國焦點

- 24 The Rise of Chinese Cities
中國城市齊騰飛
香港何去何從

Special Feature 專題報導

- 12 Think Differently on
the Trade Show Floor
貿易展上與眾不同的思維
- 28 Fractional Hospitality
in Southeast Asia
東南亞酒店渡假設施部分
所有權的發展趨勢

Manpower 人力資源

- 32 Leading in a Socially
Networked World
領導企業在社交網世界
邁步向前

Off Business 品味人生

- 36 When Monuments
Become Myth
當紀念像變成神話
- 40 Food with a View
吃在看景的日子
- 44 Can Those Sodas
戒喝汽水
- 46 Winter Reading List
冬日閱讀清單

Chamber in Review 活動重溫

- 54 The Love of Champagne
品味香檳
- 56 'The Times They Are
A-Changin'
變革的時代
- 60 Good Citizen Award
好市民獎
- 62 Cheers Asia & Africa
亞洲/非洲委員會酒會



See page 20
見20頁

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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。

支援中小企融資 Financial Assistance for SMEs

By **Anthony Wu** 胡定旭

The launch of the SME Financing Guarantee Scheme in the new year will mark a major step forward in the government's policy initiatives for assisting small- and medium-sized enterprises (SMEs). It captures another success of your Chamber in advocating for changes that benefit members and the wider economy.

As a public-private partnership platform to assist SMEs to obtain sustainable bank financing, the scheme receives our support, not least because the idea was first mooted in our ongoing engagement with the government and stakeholders.

You will recall that during the very difficult time of the financial tsunami, your Chamber had been instrumental in giving advice which led to the setting up of the Special Loan Guarantee Scheme. The scheme had helped many SMEs weather the storm. That will expire at the end of this year and the new scheme is a timely and sustainable measure that will help SMEs to cope with the continuing challenges as a result of uncertain economic turbulence.

At a time when quantitative easing in the U.S. is adding more uncertainties to the global economy, the new scheme is a much-needed aid, which will act as a stabilizer for SMEs. It will allow SMEs to rely on more readily available support for credit when they need it during turbulent times.

The scheme will provide assistance to non-listed enterprises with business operations in Hong Kong to allow them to obtain loans from banks as general working capital for their business operations or acquiring equipment and assets. The Hong Kong Mortgage Corporation will provide guarantee coverage ranging from 50% to 70% of the required bank financing, capped at \$12 million for the maximum loan amount for each enterprise or each group of enterprises under cover. It is noteworthy that the loan can be applied as both a term loan or revolving credit facility. These are two lifeblood issues for the SMEs and we are glad that the government has listened to our views.

SMEs are a cornerstone of the Hong Kong economy and our membership. Rest assured that your Chamber will continue to work tirelessly to support our SME members. 🌸

Anthony Wu is Chairman of the Hong Kong General Chamber of Commerce.
胡定旭為香港總商會主席。

在 新一年推出的「中小企融資擔保計劃」，將會在政府協助中小型企業（中小企）的政策措施上跨進重要的一步。總商會再次成功倡議當局推出惠及會員和整體經濟的新措施。

「中小企融資擔保計劃」是一個協助中小企取得可持續銀行融資的公私營界別合作平台，有關構思是在總商會與政府及利益相關者長期溝通下首次提出，我們當然支持當局落實有關計劃。

你應該記得在金融海嘯的最艱難時期，總商會已向當局提供意見，從而推動了「特別信貸保證計劃」的成立，協助不少中小企渡過難關。該計劃將於本年底屆滿，而新計劃將會是一項適時和長遠的措施，有助中小企應對經濟不穩所帶來的連串挑戰。

當美國的量化寬鬆政策正為全球經濟帶來更多不明朗因素，新計劃正好提供企業迫切所需的支援，

Rest assured that your Chamber will continue to work tirelessly to support our SME members.

總商會將繼續努力不懈地支持我們的中小企會員，讓你安心經營業務。

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中小企是本港經濟及我們會員網絡的基石。總商會將繼續努力不懈地支持我們的中小企會員，讓你安心經營業務。 🌸





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Pay Rises Rebound with Improved Economy

僱員薪酬增幅隨經濟復蘇上升



Anticipating a positive economic outlook, companies are prepared to offer higher pay adjustments in general for next year, according to the 2010 Pay Trend Survey conducted by the Hong Kong Institute of Human Resource Management (HKIHRM).

This year, 95.3% of companies reported a pay increase while 4.7% made an overall zero adjustment. For the coming year, 95.5% of companies are forecasting an overall budgeted pay increase, at an average of 3.3%.

香港人力資源管理學會進行的2010年薪酬趨勢調查結果顯示，不少企業預計來年經濟向好，故已作好準備，計劃在明年作出較高的薪酬調整。

今年，95.3%受訪公司錄得薪金加幅，4.7%則表示整體凍薪。另外，95.5%受訪公司預期明年會整體加薪，平均調整幅度為3.3%。

Hong Kong Consumer Confidence Reaches Highest in Two Years

香港消費者信心達兩年新高

Consumer confidence in Hong Kong continues to build momentum and has reached its highest in the last two years at 103 points in the third quarter of 2010, according to the Nielsen Global Consumer Confidence Survey. Consumer confidence index in Hong Kong has increased a total of 33 points since March 2009, marking Hong Kong's significant contribution to the buoyant consumer confidence in the Asian territory.

Globally, after an upbeat start to the year with two consecutive quarters of increases in optimism, global consumer confidence fell three points in September to an index of 90 as consumers' confidence fades in many parts of the world.

根據跨國市場調查公司尼爾森的全球消費者信心調查，香港消費者信心持續上升，有關指數在2010年第三季更升至103點，是近兩年的高位。香港消費者信心指數自2009年3月起合共上升33點，顯示香港積極帶動亞洲區消費者信心上漲。

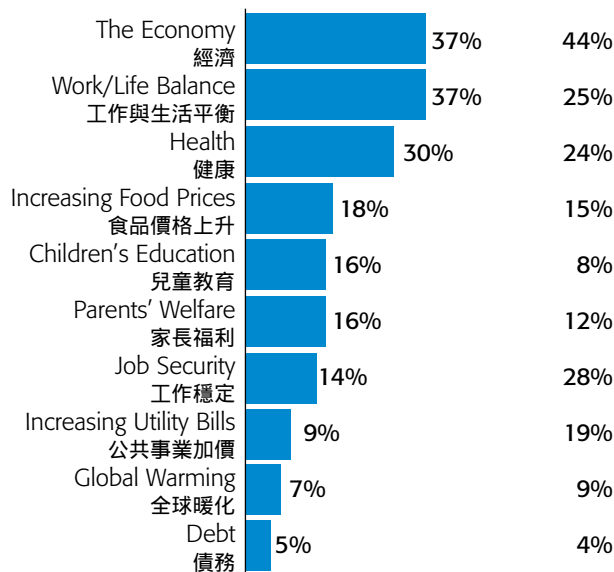
全球方面，自年初連續兩季錄得樂觀升幅之後，隨著各地不少地區的消費信心減弱，全球消費者信心指數於9月下跌3點至90點。

As the economy continues to pick up, Hong Kong consumers see work/life balance as a growing concern.

隨著經濟持續改善，香港消費者日漸關注工作與生活平衡。

Top 10 Concerns Over the Next 6 Months vs. Q3 2009

未來六個月的十大關注 相比2009年第三季



Source 資料來源: The Nielsen Company 尼爾森公司

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World Economic Recovery Slows As Business Expectations Fall

隨著商業預期下降，全球經濟復蘇放緩

Business expectations are falling worldwide despite improvements in the state of the global economy for the sixth consecutive quarter, according to the World Economic Survey (WES) published by the International Chamber of Commerce (ICC) and the Munich-based Ifo Institute for Economic Research.

The poll asked more than 1,000 economic experts from business and academic institutions to assess current and expected economic developments in their 113 respective countries last month. Their answers were analyzed to reach a quarterly figure representing today's world economic climate.

This quarter, the world economic climate indicator fell to 98.6 points from 104.1 in early 2010, largely due to economists' waning optimism for the six months ahead. But assessments of the current economic situation scored 95.3, up from a low of 46.7 in the first quarter of 2009.

"On the whole, the results indicate that the recovery of the world economy will progress in the coming half year, but at a slower pace," said Gernot Nerb, Ifo Director of Business Surveys. "Overall, WES experts expect only a temporary slowdown of the worldwide economic recovery process, not the end of the recovery."

根據國際商會 (ICC) 及慕尼黑Ifo經濟研究所發表的《全球經濟調查報告》(WES)，儘管全球經濟狀況已連續六季有所改善，但世界各地的商業預期正在下降。

調查人員上月訪問了超過1,000位來自商業及學術機構的經濟專家，邀請他們評估各自113個國家的現時及預期經濟發展。經分析他們的答案後，得出了一個代表現今全球經濟景氣的季度數字。

本季的全球經濟景氣指數由2010年初的104.1下跌至98.6，主要原因是經濟學家對未來六個月不甚樂觀。然而，現時經濟狀況的評估則為95.3，較2009年首季的46.7低水平大幅上升。

Ifo商業調查總監Gernot Nerb表示：「整體來說，結果顯示全球經濟將於未來半年繼續復蘇，但增長速度將會放緩。」他續說：「大致上，WES專家預期全球經濟的復蘇進程只是暫時放緩，並非走到盡頭。」

Mobile Banking

手機流動理財服務



Whether or not a bank offers mobile banking services impacts people's perceptions toward it and the bank they ultimately choose to do business with, according to the Mobile Banking Perception Study by global market research company Synovate. The study also found that of those who use mobile banking, close to 50% use it for stock trading.

Early adopters of mobile banking

The study found that 4% of Hong Kong respondents are currently using mobile banking. Among the early adopters of mobile banking, 49% have used it in the past 12 months to buy and sell stocks, 32% bought and sold foreign currencies, and 23% has purchased other banking products through this newest introduced banking channel.

Positive impact on banks' image from mobile banking services

The study found that for banks with mobile banking services, over 80% of respondents perceive these banks as keeping up with changing times and meeting their needs.

Across all Hong Kong respondents surveyed, whether they are current users of mobile banking or not, over 60% think banks that offer mobile banking are superior to other banks.

根據全球市場資訊公司思緯 (Synovate) 有關手機流動理財服務的研究報告，銀行有否提供手機流動理財服務會影響消費者對有關銀行的看法，並因而影響他們的銀行選擇。調查更顯示，在有使用手機流動理財服務的客戶之中，近五成會利用這渠道買賣股票。

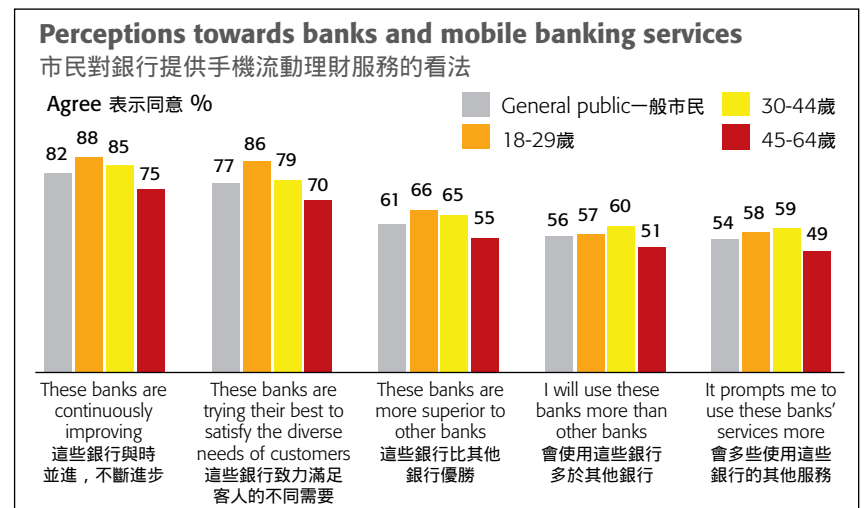
手機流動理財服務的早期用家

根據調查結果，現有4%香港受訪者有使用手機流動理財服務。在手機流動理財的早期用家中，49%曾於過去12個月以此服務買賣股票，32%用作買賣外幣，而23%則購買其他銀行產品。

手機流動理財服務對銀行的正面影響

調查發現，80%以上受訪者認為有提供手機流動理財服務的銀行是與時並進，能夠切合客人的需要。

在所有香港受訪者之中，不論是否手機流動理財的使用者，超過60%認同設有這項服務的銀行比其他銀行優勝。



Source: Synovate AsiaBus Hong Kong Oct 2010 資料來源：香港思緯2010年10月AsiaBus的調查結果

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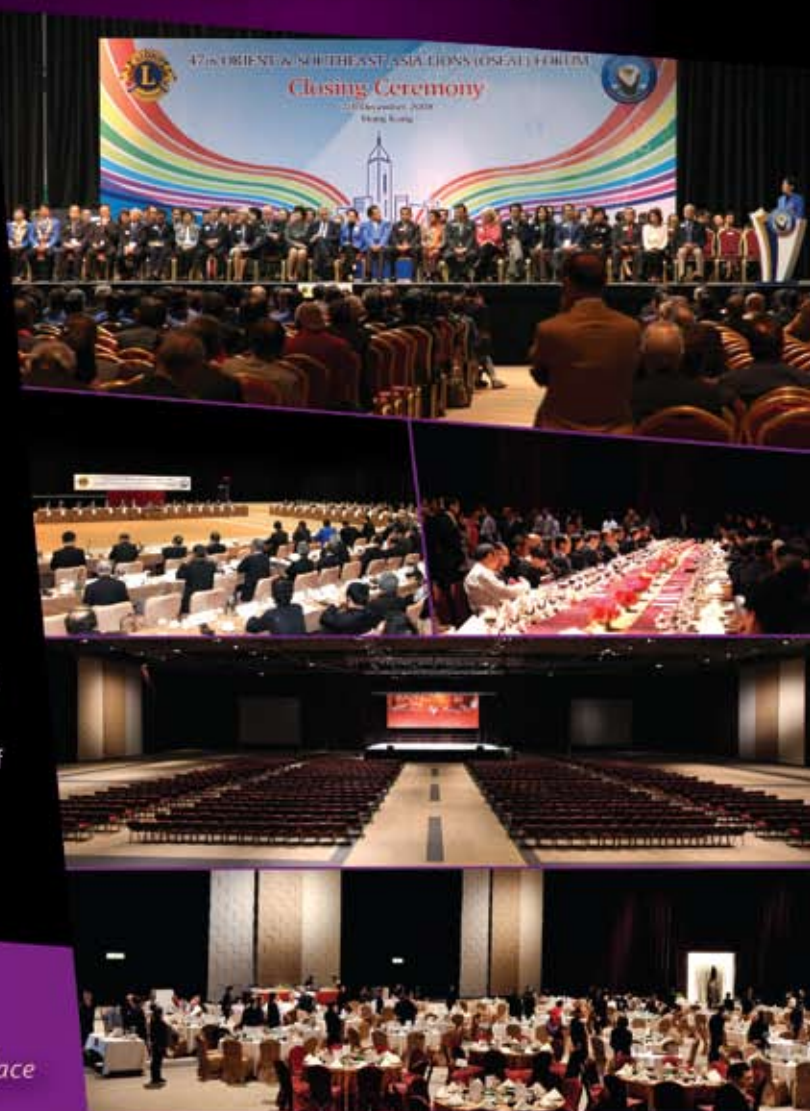
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競爭法草擬不當將損害香港

Poorly Drafted Competition Bill Will Hurt Hong Kong

By Jeffrey Lam 林健鋒

With the start of the new Legislative session, the first issue that the government must deal with is the hotly debated competition law. The Competition Bill has aroused a great deal of discussion in the business community. To help present businesses' concerns to government and facilitate an effective discussion on the draft law, I have been meeting and listening with companies to clearly understand their concerns and needs. I hope that the government will look at the shortcomings of the bill and make the badly needed amendments.

The bill tabled at Legco contains numerous loopholes and inadequacies. If not handled properly, I am afraid the bill will negatively impact Hong Kong's business environment and the economy. Among businesses' concerns is the maximum penalty for violation of the competition law, which is 10% of the company's global turnover, instead of local turnover. I feel the penalty is unreasonably high. With many enterprises having operations overseas, it would be very unfair if a subsidiary were in breach of the law and the whole company had to incur liability.

Such a penalty would only promote unnecessary litigation and astronomical fines. In Singapore for example, the penalty is based on a company's local turnover. I do not see the point of imposing a fine based on a company's global turnover, which will undoubtedly discourage foreign investment in Hong Kong.

There are also ambiguities in the Competition Bill. Many companies, especially SMEs, worry about the risk of inadvertently breaching the law because many of the violations and terms like "SME" and "market" have not been clearly defined.

The government once pledged that the draft implementation guidelines would be submitted together with the bill to clarify any uncertainty. But now the government said the bill will only set out the competition rules, while the Competition Commission will draw up the regulatory guidelines. This is very problematic. Many implementation details need to be clearly defined by law. The government cannot simply leave this to the future commission. Without such provisions in place, how can the government ensure that the law will not be abused? How can companies protect themselves from innocently falling foul of the law and having frivolous charges filed against them?

If the government continues to avoid these issues, a poorly thought-out competition law will ultimately hinder Hong Kong's economic development and drive investors away. I believe this is certainly not the outcome that any of us wants to see happen. ❀

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

新年度立法會復會後，政府第一擊便是就《競爭法》進行立法。然而，有關的條例草案確實引起社會很大爭議。為了協助業界發聲和有效審議法例，這段期間我都在馬不停蹄接見業界，了解他們的關注和擔憂，以便向政府反映條例的不足，希望當局可以就《競爭法》再作思量，作出適當的修改。

事實上，草案的內容實在有太多的漏洞和不足，假若未能妥善處理這些問題，我怕會適得其反，對香港的營商環境和經濟帶來負面影響。其中，《競爭法》的最高罰則惹來很大反響，因為違法的企業會被罰全球營業額的一成，而非只懲罰違規的本地業務，這個罰則極不合理。現時市場走向全球一體化，不少企業都會在境外發展業務，亦會從事多種不同性質的業務，假如只是子公司犯法而引致整個企業受罪，是極不公平的。這樣只會惹來更多無謂訴訟，而罰款亦可達天文數字。再者，現時新加坡都是用企業的本地營業額作為罰則標準，我不明白為何香港偏要作全球性罰款，這無疑會影響外商來港投資的意欲。

此外，草案亦有太多含糊不清的地方，不少中小企擔心誤墮法網而不自知。很多違法行為和重要名稱如「中小企」和「市場」等，在條文裡連定義也欠奉。

政府曾經承諾提交草案時，會提供草擬的「規管指引」，對不清晰的地方作出界定。不過，局方卻稱現在只提概括條文，將來會由競爭事務委員會自行訂立指引。這個做法大有問題，許多執行的細則都需要用法例來清晰界定，政府不能把有關責任留予未來的競委會承擔。沒有條文的保障，政府如何確保條例不會受到濫用？中小企又如何避免被人胡亂起訴？

假若政府繼續迴避這些問題，不完善的《競爭法》最終只會窒礙香港經濟發展，令投資者避之則吉，這又是否政府想看到的呢？ ❀





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總商會150周年徽號 HKGCC's 150th Anniversary Icon

By **Alex Fong** 方志偉

Few companies or organizations in Hong Kong – or even the world for that matter – can claim to have a history spanning 150 years. This is truly an historic milestone. To give you an idea of how early the Hong Kong General Chamber of Commerce was established, the colony of Hong Kong was only 19 years old when we were formed.

On May 29, 1861, some 62 business people, representing 51 merchant houses, five banks, and six individuals, got together and founded the Hong Kong General Chamber of Commerce. Then, as today, the Chamber was a very international business organization with our founding members being British, Parsee, American, Indian, German, Danish, French and Jewish. And just as today, our membership included large, medium and small businesses, coming from Hong Kong, the Mainland and many different international countries.

To commemorate our diverse, international character, we have launched a special 150th Anniversary Icon, which was unveiled this month at our Christmas Cocktail on December 3, fittingly at the very place where we were formed – The Hong Kong Club.

The tag line 'Steering Business for 150 Years' stems from the Chamber's roles as the voice for business and the business connector for our members. It encapsulates the many successful stories of how the Chamber has provided navigational aids to help our members cruise away from dangerous/unstable turbulence and sail onto blue ocean. It underlines the commitment of the Chamber in honing Hong Kong's competitive edge and sustainability, and brightening our prospects and future prosperity. The combination of Western type and Chinese calligraphy in the design of the icon reflects the "East Meets West" character of the Chamber. It emphasizes the strength of the Chamber in having a dual personality, being both "international & local," and communicates the positioning of the Chamber as "the most international of the local chambers, and the most local of the international chambers."

It gives me much pleasure to be able to unveil our new icon which marks the launch of a series of exciting events that we will be rolling out in the coming months. I hope you will join us in enjoying these programs, as we celebrate 150 years of serving Hong Kong. 🌸

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

在香港甚至世界各地，只有極少企業或組織可以宣稱自己有150年歷史，這的確是個具歷史意義的里程碑。為使你明白香港總商會如何歷史悠久，大概只提一提就足夠了：在我們創會當年，香港殖民地只有19年。

1861年5月29日，代表51家洋行、5家銀行及6位個別人士的大約62位商人聚首一堂，成立了香港總商會。正如今日一樣，當年的總商會已經是一個非常國際化的商業組織，創會成員有英國人、帕西人、美國人、印度人、德國人、丹麥人、法國人及猶太人，會員包括來自香港、中國內地及多個不同國家的大中小型企業。

為紀念本會多元化、國際化的特質，我們推出了一個獨特的150周年徽號，並在12月3日的聖誕聯歡酒會上揭幕，而酒會選址正是本會當年的成立地點——香港會所。

To commemorate our diverse, international character, we have launched a special 150th Anniversary Icon.

為紀念本會多元化、國際化的特質，我們推出了一個獨特的150周年徽號。

我們的口號「引領商界百五載」，源自總商會代表商界發聲及聯繫會員業務的角色，這歸納了總商會的眾多成功事例，引領我們的會員避開危險或不穩的局勢，安然地揚帆大海。它強調了總商會的承諾，矢志加強香港的競爭優勢及可持續性，造就我們的光明前景和未來繁榮。徽號的設計結合了西方字體及中國書法，反映總商會「中西薈萃」的特質。它強調了本會擁有雙重特性的優勢——「既國際化又本地化」，亦傳達了總商會作為「最國際化的本地商會，以及最本地化的國際商會」的定位。

有份參與我們的新徽號揭幕，我感到非常榮幸，這亦代表了我們將於未來數月推出一連串的精彩活動。在我們慶祝本會服務香港150年之際，希望你也會喜歡這些活動。 🌸



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Think Differently on the 貿易展上與眾不同的思維

Trade show coach **Susan A. Friedmann** provides expert advice on why some booths draw visitors like magnets, while others seem to have an invisible force field around them keeping people out

貿易展專業導師Susan A. Friedmann提供專家意見，剖析為何有些攤位像有攝人的魅力，有些卻像隱了形般毫不起眼

This week I was re-reading one of my favourite books, “A Whole New Mind,” by best-selling author, Daniel Pink. In it he claims, “we’re living in a different era, a different age. An age in which those who ‘Think Different’ will be valued even more than ever.” He discusses that right-brain thinking (the creative side – think in pictures) is every bit as important now – in some cases more important – than left-brain thinking (the analytical side – think in facts and figures).

Pink further discusses “six senses” or six “right-brain directed aptitudes,” namely, design, story, symphony, empathy, play, and meaning.

Now you might well be asking yourself: “what has all this got to do with exhibiting at trade shows?” I believe that these six aptitudes should make up your entire presence on the trade show floor – from your booth message to how your people interact with prospects.

In “Presentation Zen: Simple Ideas on Presentation Design & Delivery,” Garr Reynolds goes into great detail about these concepts. Definitely add this book to your library!

Let me share a very abridged version, and how these six ideas relate to your exhibiting experience.

1. Design – This concept expresses the need to start with the end in mind. Based on your exhibiting goals, you need time during your before show preparation, to really think about your key message and your target market. Then, together

with your exhibit designer (external or internal – small booth or large booth), take your ideas and make them visual. If you’re an analytic, get help. There’s an over-abundance of creative types out there in the marketplace, use their talents to help make you different and stand out from the crowd.

2. Story – If you remember back to your school days of “show and tell” didn’t you love to share your stuff with friends, classmates, teachers, and the like – in fact, anyone who would listen to your story. Believe it or not, we’re all born storytellers, and “storylisteners.” If you’ve ever been around kids at bedtime know that story time reigns supreme.

Think about how you could take your exhibiting message and turn it into a visual story. Admittedly, for some products and services, this is easier than others. Once again, seek out the creative help you need.

3. Symphony – This concept is all about “seeing the relationships between relationships.” In other words, taking an idea and talking about it in a whole new way that people truly relate to, and more importantly, remember. To better understand this, let me share what I experienced this week.

I’m currently working with Dino, a physical therapist at a local sport’s medicine clinic. During one of the exercises he had me do, he started to explain the muscle structure in “anatomicalese” – a language I’m not conversant in. He then took what he was saying and likened it to



Trade Show Floor



Susan A. Friedmann, CSP, The Tradeshow Coach, Lake Placid, NY, is an internationally recognized expert working with companies to increase their profitability at trade shows. She is also author of "Riches in Niches: How to Make it BIG in a small Market" and "Meeting & Event Planning for Dummies." www.thetradeshowcoach.com & www.richesinniches.com

Susan A. Friedmann 曾獲領專業演講者認證 (CSP)，是紐約普拉西德湖的貿易展銷技巧導師，也是獲國際認可的專家，專門與企業合作提高他們在貿易展上的盈利能力。此外，她也是《達人創業，稱霸小市場》及《會議及項目策劃入門》的作者。網址：www.thetradeshowcoach.com 及 www.richesinniches.com。



tasks a factory worker might do – some that needed more work (larger muscles), and others that needed less effort (smaller muscles). Eureka! I saw the relationships immediately. What Dino had done so skilfully, was to relate one thing to another in a unique way that allowed me to fully understand (and visualize) what he was explaining. This truly was symphony in action.

4. Empathy – the skill to understand and be able to put yourself in the position of your prospect, or customer – something so key on the trade show floor. How often do your sales staff take the time or energy to truly understand the prospect's situation? The more in tune they are with the other person, the easier it is to naturally adjust the conversation, and focus on what's most important to them.

5. Entertain – Play is about having fun. How often does that get forgotten in business? How about on trade show floor? To most people, the word “show” means some form of entertainment. However, it's very rare that I walk away from a booth feeling that people are having fun and enjoying what they do. Where is it written that doing business at a show has to be serious?

Meaning is about expression. It's an opportunity to make a difference. Your people can make or break relationships on the show floor. Do they make a difference? Are they proud company representatives? Do they show the industry they care about their company, products/services?

6. Connect – According to Pink, “few things can be more rewarding than connecting with someone by teaching something new, or sharing that which you feel is very important with others.” How does your trade show team make out in the connections department? Where is their focus – is it on what you're exhibiting, or is it on the visitor, and what's most important to them?

Lots of questions, and lots of food for thought! 🌸

Hong Kong's Exhibition Industry Shows Healthy Growth Signs

In 2009, net square meterage occupied by trade exhibitors rose 6.2% to more than 794,000. The figure indicates a solid recovery for Hong Kong's exhibition industry after the global economic recession in 2008, according to the Hong Kong Exhibition and Convention Industry Association's (HKECIA) 2009 Exhibition Survey.

The total number of companies exhibiting in trade shows rose 7% to over 55,700 in 2009. This included double-digit growth from Mainland China (15.7%), Asia (11.4%) and globally (19.6%), while Hong Kong participants fell by 4.0%.

The number of trade visitors from outside Hong Kong rose 3.7% to over 572,000 in 2009. Among those, more than 211,000 were trade visitors from Mainland China (2008: around 170,000). This notable 24% increase from the previous year suggests more Chinese buyers are using Hong Kong as a platform for their purchasing activities. The future completion of infrastructure projects that facilitate cross boundary traffic, including the Hong Kong-Zhuhai-Macau Bridge and the Hong Kong high-speed railway, will pave way for promising business activity development between Mainland China and Hong Kong.



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Hongkong International Trade & Exhibition Centre (HITEC) will be renamed
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這

個星期，我重溫最暢銷作者丹尼爾·平克所寫的《全新思維》，那是我最喜愛的著作之一。在書中，作者宣稱：「我們正活在不一樣的紀元、不一樣的時代。在這個時代，擁有『不一樣思維』的人將獲得前所未有的重視。」他指出，右腦思維（主宰創意——以圖像來思考）與左腦思維（主宰分析——以事實和數字來思考）同樣重要，而在某些情況下甚至更加重要。

平克進一步討論「六大感知」或六種「右腦指引的能力」，包括設計感、故事感、交響能力、共鳴感、娛樂感和探尋意義。

現在，你或會問自己：「這與貿易展有何關係？」我認為，這六大能力是讓你在貿易展上突圍而出的元素——從攤位所傳達的訊息，到員工如何與潛在客戶溝通，都應包含這六大元素。

在《演說之禪：職場必知的幻燈片秘技》中，加爾·雷納德對上述概念加以闡釋。此書是你書架上的必備讀物！

讓我在這分享書中的精華內容，概述一下這六大元素與你的參展經驗有何關係。

1. 設計感——這概念是指要「以終為始」。籌備展會期間，你需要根據參展目標，仔細考慮你的主要訊息和目標市場。接著，與你的展覽設計師（不論外聘或內部職員——小型或大型攤位）一起實踐你的構思，使它們形象化。如果你是「分析型」人士，就要尋求協助。市場上有大量的創意達人可助你一把，你可利用他們的才能使你變得與眾不同，傲視同儕。

2. 故事感——你或會記得求學時期課堂上的「展示與講述」（show and tell）環節，那時你很喜歡與朋友、同學、老師和其他人（任何聆聽者）介紹和分享個人物品。事實上，我們都是天生的「說書人」和「聽書人」，不管你相信與否。假如你試過哄小孩子睡覺，就會明白說故事的重要性。

想想怎樣帶出你的展覽訊息，把它變成形象化的故事。無可否認，這對於某些產品和服



務來說會較易做到。同樣，你也許要找所需的創意助手來幫忙。

3. 交響能力——這概念是關乎「理解關係之間的關係」。換言之，就是以一個與人有真正關聯（更重要是要使人易於想起）的嶄新方式談論概念。為了更清楚說明這點，讓我跟大家分享本星期的個人經歷。

我現正接受本地運動醫學診所物理治療師Dino的治療。於指導我練習其中一組動作期間，他開始以我毫不精通的專門術語，向我解釋肌肉的結構。接著，他把所說的比喻為工廠工人的勞動作業——有些工作需要多加用力（較大肌肉），有些所需的力度則較少（較小肌肉）。我發現了！我頓時理解當中的關係。Dino透過獨特的方式，巧妙地把一件事與另一件事連繫起來，讓我可完全理解（和想像）他的說話。這就是真正的交響作用。

4. 共鳴感——能夠了解和設身處地為潛在或現有的客戶設想，這種技巧是貿易展成敗的關鍵。你的銷售員工有否時常花時間或心思去真正了解準客戶的狀況？他們愈能融入對方的處

境，就愈容易自然地調節對話，並可專注於對方眼中最重要的話題。

5. 娛樂感——玩耍就是享樂。但在商場上，玩樂往往受到忽視，那麼在展銷場上又如何？對大部分人來說，「展覽」一詞意指某種形式的娛樂。然而，在我參觀過的展銷攤位之中，只有很少攤位的員工給人輕鬆幽默的印象，讓人感到他們樂在其中。哪裡有明文規定要以嚴肅的態度在展會上做生意？

意義在於如何表達。這是作出改變的機會。在展會上，你的員工可以建立或破壞一段商業關係。他們有否作出改變？他們是否優秀的公司代表？他們有否向業界展現對公司及其產品/服務的熱誠？

6. 聯繫——平克表示：「向人傳授一些新知識或分享你認為重要的事，能夠令你與人建立良好的聯繫。」你的參展團隊在聯繫方面的表現如何？他們的焦點是甚麼？是你正展銷的貨品或服務，還是攤位的訪客？他們認為最重要的又是甚麼？

問題眾多，發人深思！



香港展覽業正穩步發展

根據香港展覽業協會公布的2009年展覽業年度調查結果，經過2008年的環球經濟危機，2009年的商貿展覽攤位淨面積增長6.2%，總面積超過79萬4千平方米。此數字表明了香港的展覽業正穩定復蘇。

另外值得注意的是，同期的參展商數目增長7%，總數超過55,700家，當中獲得雙位數字增長的參展地區包括中國內地（15.7%）、亞洲（11.4%）和其他地區（19.6%），而香港則輕微下降（-4.0%）。

此外，2009年來港的展覽訪客人數上升3.7%至超過572,000人次。其中內地來港的人數約佔211,000（2008年：約17萬），顯著增加24%，表明中國買家正加大利用香港作為進口平台。未來落成的基礎設施項目，包括港珠澳大橋和高速鐵路（香港段）將進一步促進跨境交通，帶動中港之間的商業活動，發展前景樂觀。

HKTDC Hong Kong Toys & Games Fair

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If you are serious about building your business in toys and games, Hong Kong is the place to be in January 2011. The breadth of choice at Asia's largest toy fair means that you will be able to see products from all over the world, in virtually every sector of the industry.



The HKTDC Hong Kong Toys & Games Fair, which is the second largest in the world, featured over 1,900 exhibitors in its most recent edition in January 2010. With the economy on the upswing, 2011 is the time to check out the possibilities for enlarging your inventory.

In 2010, the fair introduced the **Brand Name Gallery**, which hosts design-driven products and brands with high consumer recognition. The Gallery returns in 2011, joining a large number of product-specific zones which make sourcing a breeze. Among the established favourites in 2011 are **Educational Toys & Games, Hobby Goods, Outdoor & Sporting Items, Paper Products & Toy Packaging, Party Items** and **Video Games**.

2011 sees the return of the **Testing, Inspection & Certification zone**, with expert exhibitors in these areas. Their presence gels with the fair's international reputation for intellectual property rights assurance and product safety.

This is also reinforced in the fair's information events which include seminars and workshops covering these issues as well as industry trends and marketing tips. Exhibitors give a close look at their products in the **Product Demo & Launch**

Pad. Buyers and exhibitors also mingle at social and networking events.

Running alongside the Hong Kong Toys & Games Fair are the **Hong Kong**



International Stationery Fair, the HKTDC Hong Kong Baby Products Fair and the HKTDC Hong Kong International Licensing Show

(10-12 Jan). Buyers will find these co-located events a rich source of additional and related products.



Hear what buyers say

"My company is a toys and games wholesaler in Japan, and I've been visiting this fair for many years and I find it very exciting. I don't come with a list of specific toys – I spend a lot of time walking around and looking to see what is new and interesting before making up my mind. As a result of the enquiries I make at the fair, I generally place orders worth around ¥100 million."

Tetsuo Koroyasu, President, Kawada Co., Ltd., Japan

"I come to this fair to look for new toys products, especially with an educational element. Parents in Bulgaria are increasingly concerned with safety, and they are also buying more toys for infants now. I've already placed orders for 10 containers of products at the fair this week. I think this fair gets better and better every year!"

Marian Kolev, General Manager, Hippoland Ltd., Bulgaria

Today's action

Don't forget to **pre-register** at www.hktdc.com/hktoyfair to receive your **free admission badge**.

Enquiries: (852) 1830 668

Major Exhibitions in

Date	Event	Organiser
Jan 10-12	Hong Kong International Licensing Show	Hong Kong Trade Development Council
Jan 10-13	Hong Kong International Stationery Fair	Hong Kong Trade Development Council, Messe Frankfurt (HK) Ltd
Jan 10-13	HKTDC Hong Kong Toys & Games Fair 2011	Hong Kong Trade Development Council
Jan 10-13	HKTDC Hong Kong Baby Products Fair 2011	Hong Kong Trade Development Council
Jan-11	The 11th Footwear Design Competition Hong Kong 2011	The Federation of Hong Kong Footwear Ltd.
Jan 17-20	HKTDC Hong Kong Fashion Week for Fall/Winter 2011	Hong Kong Trade Development Council
Jan 17-20	HKTDC World Boutique, Hong Kong 2011	Hong Kong Trade Development Council
Jan 29-30	Education UK Exhibition 2011	British Council
Feb 11-13	62th Valentine's Wedding Service & Banquet Expo	Hongkong-Asia Exhibition (Holdings) Ltd.
Feb 17-20	HKTDC Education & Careers Expo 2011	Hong Kong Trade Development Council
Feb 25-28	2011 Hong Kong International Fur & Fashion Fair	Hong Kong Fur Federation
Feb 25-27	CardioRhythm 2011	Hong Kong College of Cardiology , Chinese Society of Pacing and Electrophysiology
Mar 3-6	Asia's Fashion Jewellery & Accessories Fair - March	UBM Asia Ltd
Mar 4-8	HKTDC Hong Kong International Jewellery Show 2011	Hong Kong Trade Development Council
Mar 8-10	Asian Business Aviation 2011	Reed Exhibitions Hong Kong
Mar 8-10	Asia Pacific Airline Training Symposium (APATS 2011)	Reed Exhibitions Hong Kong
Mar 8-10	Asian Aerospace International Expo and Congress	Reed Exhibitions Hong Kong
Mar 8-10	Air Freight Asia	Reed Exhibitions Hong Kong
Mar 16-18	Interstoff Asia Essential - Spring 2011	Messe Frankfurt (HK) Ltd
Mar 12 - Apr 17	Entertainment Expo, Hong Kong	Hong Kong Trade Development Council
Mar 21-24	Hong Kong International Film & TV Market (FILMART), Hong Kong	Hong Kong Trade Development Council
Mar 23-24	Online Information Asia-Pacific	Incisive Media
Mar 30 - Apr 1	APLF - Materials, Manufacturing & Technology (APLF - MM&T) - The international fair for innovations in leather and fashion materials	APLF Ltd
Mar 30 - Apr 1	Prime Source Forum 2011 - The Annual Meeting Place for the Apparel Industry	APLF Ltd
Mar 30 - Apr 1	Fashion Access - The international trade fair for head-to-toe fashion	APLF Ltd
Apr 12-15	China Sourcing Fair - Electronics & Components	Global Sources
Apr 12-15	Korea Sourcing Fair - Electronics & Components	Global Sources
Apr 12-15	China Sourcing Fair - Security Products	Global Sources
Apr 12-15	China Sourcing Fair - Solar & Energy Saving Products	Global Sources
Apr 13-16	HKTDC Hong Kong International Lighting Fair 2011 (Spring Edition)	Hong Kong Trade Development Council
Apr 13-16	HKTDC Hong Kong Electronics Fair (Spring Edition) 2011	Hong Kong Trade Development Council
Apr 20-23	India Sourcing Fair - Home Products	Global Sources
Apr 20-23	China Sourcing Fair - Gifts & Premiums	Global Sources
Apr 20-23	HKTDC Hong Kong Houseware Fair 2011	Hong Kong Trade Development Council
Apr 20-23	China Sourcing Fair - Baby & Children's Products	Global Sources
Apr 20-23	HKTDC Hong Kong International Home Textiles Fair 2011	Hong Kong Trade Development Council
Apr 20-23	China Sourcing Fair - Home Products	Global Sources
Apr 20-23	China Sourcing Fair - Medical Products & Supplies	Global Sources
Apr 27-30	China Sourcing Fair - Garments & Textiles	Global Sources
Apr 27-30	India Sourcing Fair - Garments & Accessories	Global Sources
Apr 27-30	China Sourcing Fair - Fashion Accessories	Global Sources
Apr 27-30	China Sourcing Fair - Underwear & Swimwear	Global Sources

Hong Kong in 2011

Date	Event	Organiser
May 8-10	Hong Kong International Buddhist Products Fair	Kenfair Exhibition (Hong Kong) Limited
May 11-14	The 14th Asian International Exhibition of Food & Drink, Hotel, Restaurant & Foodservice Equipment, Supplies & Services (HOFEX 2011)	Hong Kong Exhibition Services Ltd.
May 19-21	Asia Funeral Expo 2011	Vertical Expo Services Company Limited
May 20-22	The 10th Parents' Journal Baby, Children & Family Expo	Peegaboo Corporation Limited
May 20-22	Hong Kong Senior Fair 2011	Vertical Expo Services Company Limited
May 26-29	ART HK 11 – Hong Kong International Art Fair	Asian Art Fairs Ltd.
Jun 3-5	63th Summer Wedding Service & Banquet Expo 2011 incorporating 12th HK Beauty Fitness & Makeup Fiesta 2011	Hongkong-Asia Exhibition (Holdings) Ltd.
Jun 9-12	ITEMICE 2011 - The 6th MICE, Business & Incentive Travel Expo	TKS Exhibition Services Ltd.
Jun 9-12	ITE 2011 - The 25th International Travel Expo Hong Kong	TKS Exhibition Services Ltd.
Jun 14-16	Retail Asia Expo 2011	Diversified Events Hong Kong
Jun 21-24	Asia's Fashion Jewellery & Accessories Fair – June	UBM Asia Ltd
Jun 23-26	June Hong Kong Jewellery & Gem Fair 2011	UBM Asia Ltd
Jul 4-7	HKTDC Summer Sourcing Show for Gifts, Houseware & Toys 2011	HKTDC
Aug 26-28	64th Fall / Winter Wedding Service & Banquet Expo	Hongkong-Asia Exhibition (Holdings) Ltd.
Sep 6-8	Restaurant & Bar Hong Kong 2011	Diversified Events Hong Kong
Sep 6-8	Asian Seafood Exposition 2011	Diversified Events Hong Kong
Sep 7-9	Vitafoods Asia IIR Exhibitions	
Sep 19-22	Asia's Fashion Jewellery & Accessories Fair – September	UBM Asia Ltd
Sep 19-22	September Hong Kong Jewellery & Gem Fair 2011	UBM Asia Ltd
Sep 21-25	September Hong Kong Jewellery & Gem Fair 2011	UBM Asia Ltd
Dec 16-18	65th Christmas Wedding Service & Banquet Expo	Hongkong-Asia Exhibition (Holdings) Ltd.
Dec 24-27	11th Homex & Household Expo incorporating Hong Kong Furniture & Interior Design Fair	Hongkong-Asia Exhibition (Holdings) Ltd.
Dec 24-27	9th Hong Kong Mega Showcase incorporating Electrical Appliances & Domestic Electronic Products Expo	Hongkong-Asia Exhibition (Holdings) Ltd.
Dec 24-27	9th Hong Kong Food Festival	Hongkong-Asia Exhibition (Holdings) Ltd.

While every care has been taken to ensure that this list is accurate, readers should check with the organizers to reconfirm the dates have not been changed.



Green Shoots 復蘇嫩芽

Although global trade is unlikely to plunge back into recession this year, international commerce is still struggling with its worst year in decades, writes **David O'Rear**

儘管全球貿易今年再現衰退的機會不大，但國際商貿仍然陷於數十年來最差的一年 歐大衛

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

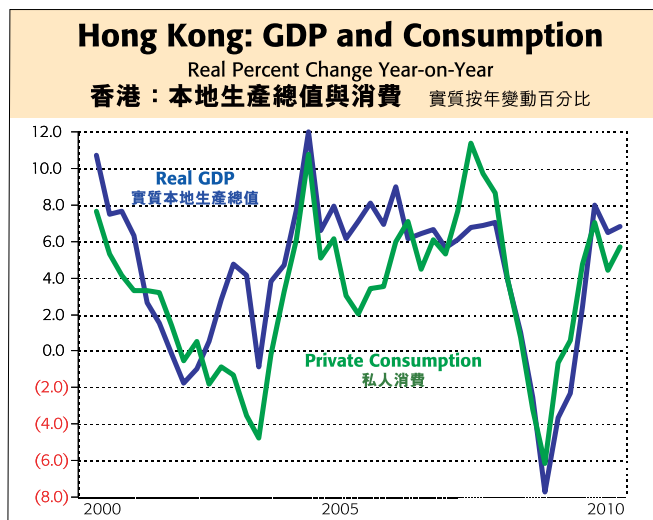
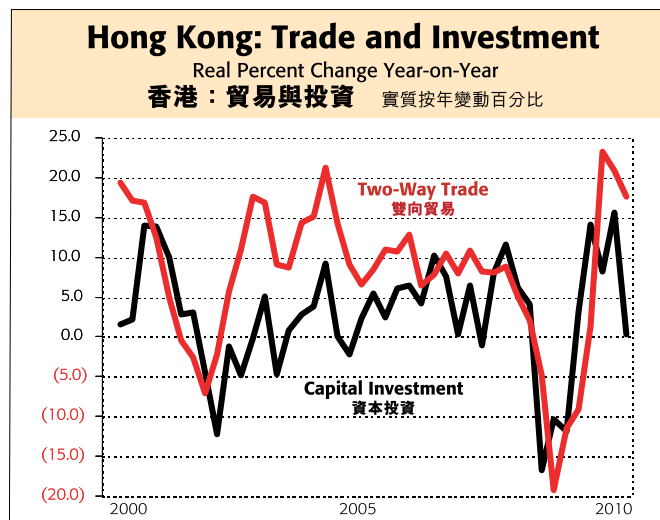
But, we are back in the black, at least by one measure and certainly, after a strong quarter one might be a bit more charitable about a bit of down-shifting. But, compared to a year ear-

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

Year on year, the news was less rosy, as indicated in the first chart. The 2.4% drop was the fourth in a row, albeit the mildest decline in the year. While we did see rises in consumer demand and capital investment (and, the 12th straight rise in government consumption expenditure, mostly salaries), these were very modest. Private consumption showed the first year-on-year rise since Q-2 2008, floating 0.2% higher than a year earlier. Capital investment also picked up for the first time in a year, rising 1.4%.

The second graph shows the boom-and-bust nature of our domestic economy. Within the category of private consumption, only services rose, but as the largest segments, that was good enough. Behind these inflation-adjusted (i.e., 'real') figures is the change in prices. Although service providers have been cutting their prices over the past six or seven quarters, their paltry 5.3% discount from peak to trough pales in comparison to the 19% decline in consumer durable goods. The big boom in durables sales in 2006-07 was accompanied by a very sharp decline in prices.

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



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ALEX LEARY/MCT

On the investment side, capital investment rose 22.4%, unless one does the usual amendment and excludes the build-up of inventories. Under the more common measure, gross fixed capital investment was up just 1.4%. In truth, stock building, the rebuilding of inventories drawn down as demand evaporated, was the largest domestic contributor to growth in the latest period. Inventories shot up to the largest share of GDP in over 14 years, contributing 87.5% of non-trade economic activity.

Sluggish trade

To put it another way, the real decline in two-way trade was just under eight times as severe as the rise in domes-

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

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

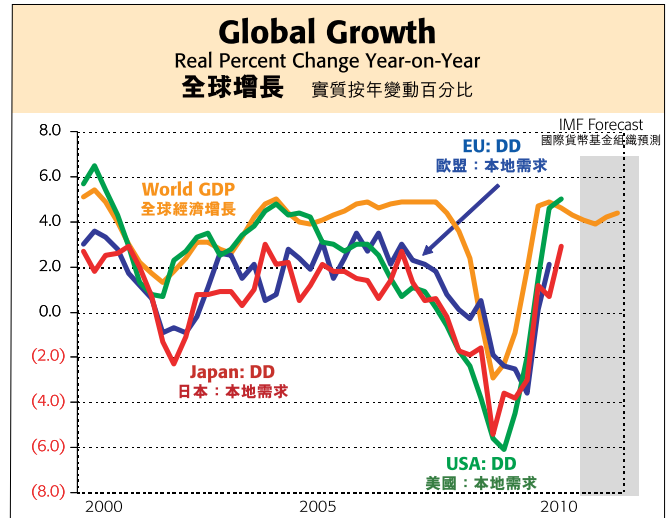
香港經濟在第三季7至9月較第二季增長0.4%，表面上似乎是經濟好轉的訊號。然而，儘管自2003年同期出現沙士後的經濟反彈以來，第二季的3.5%按季增長率是最強勁的數字，但第三季卻是錄得數據以來增長最緩慢的一季。

然而，我們已經重回升勢，最少有一個衡量標準錄得增長，而且經過一個強勁季度後，人們對於稍微下滑總會較為包容。但與一年前相比，這更像一位巴士司機踏上煞車掣。事實上，今次的減速比2003年第三至第四季急速得多，當年的經濟穩定下來後經歷了整整五年的理想增長。

如圖一所示，與去年同期相比，這個消息則較為遜色。儘管2.4%是年內最溫和的跌幅，但這已是連續第四次下跌。雖然消費需求和資本投資的確上升（以及政府消費開支連續第12年上升，主要是由於加薪），但有關升幅非常輕微。私人消費錄得自2008年第二季以來的首次按年升幅，較去年增加0.2%。資本投資亦在年內首次上漲，升幅為1.4%。

儘管我們應慶祝本地市場開始復蘇，但另外三季的經濟仍然取決於歐美和日本的消費。

圖二顯示了本地經濟的盛衰起跌。私人消費方面只有服務消費上升，但由於佔最大部分，所以已經非常理想。這些經調整通脹（即「實質」）數字的背後是價格變動。儘管服務供應商在過去六至七個季度一直下調價格，但相比消費耐用用品的19%跌幅，他們由頂峰至谷底的5.3%折扣則顯得微不足道。2006至07年的耐用用品銷售大幅上升，但同時價格亦急速下跌。



投資方面，除非進行慣常修訂及不計補充存貨，資本投資增加了22.4%。但根據較常見的計算方法，固定資本投資總額僅上升1.4%。事實上，庫存補充（重建因缺乏需求而減少了的存貨）是帶動最近期增長的主要本地因素。這是逾14年來補充庫存首度晉身為本地生產總值的最大份額，佔非貿易經濟活動的87.5%。

貿易蕭條

換句話說，雙向貿易的實質跌幅幾乎是本地經濟活動增幅的八倍。出口額已連續第11季低於進口額，跌幅為10.7%，而進口則急挫7.8%。最後一圖說明了本港經濟的兩可局面。

儘管早前指今年全球貿易會下跌多達9%的警告未必成真，但這肯定是自二戰結束以來，國際商貿表現最差的一年（或連續兩年）。儘管我們應慶祝本地市場開始復蘇，但另外三季的經濟仍然取決於歐美和日本的消費。

Chewing the Fat 談天說地

GDP, gross domestic product, focuses on production. On the supply side, it combines agriculture, mining, construction, utilities, manufacturing and services to give a picture of the whole economy. Flip it over, and the demand side measures consumption, investment and trade. We're going to stay on the demand side for now.

The 'P' in GDP is for product, or production. If more is produced than an economy can consume, it is exported. That, according to this mindset, is a good thing and therefore exports are given equal weight with consumption and investment. Imports, on the other hand, are seen as an evil necessity only to be tolerated when local production is insufficient to meet local demand. Unlike exports, which are added to consumption and investment to generate GDP, imports are subtracted.

For understanding Asian economies, this is fine. But, when we look to our markets in the US, EU or Japan, it is demand, not production that we must understand. The useful way of looking at the rich world economies is not how well they fulfil their own needs but how much surplus demand they generate. For this, we can reverse the treatment of trade so that extra demand beyond production generates imports (good) whereas exports represent a wasteful surplus over what is needed. The result is called domestic demand.

本地生產總值（GDP）集中於生產。供應方面，它結合了農業、礦業、建築、公共事業、製造及服務，構成整體經濟；而需求方面，則包含消費、投資及貿易。我們將繼續維持在需求一方。

GDP中的「P」是指產品或生產。如果一個經濟體所生產的多於所能消耗的，產品就會被出口到外地。按此思維，這是好事，故出口的重要性不下於消費和投資。另一方面，進口則被視為無奈而必要的做法，因為當本地生產不足以應付本地需求，才會迫不得已進口。與計入消費和投資而帶動GDP的出口不同，進口會從GDP中扣除。

上述說法有助了解亞洲的經濟體。然而，要理解歐美或日本市場，我們須考慮的則是它們的需求，而非生產。要有效探討富裕的全球經濟體，並不在於它們滿足本地需求的能力，而是它們超額需求的多寡。因此，我們可以相反的方式對待貿易，即生產力之外的超額需求會帶來進口（好事），而出口則代表供過於求，結果稱之為本地需求。



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The Bulletin 工商月刊 DECEMBER 2010 23

The Rise of Chinese Cities

中國城市齊騰飛 香港何去何從

Hong Kong must invest more in education if it is to keep its title as Asia's world city, writes **Mayee Lang**

香港如要維持其亞洲世界城市的地位，就必須增加教育投資 朗春梅

Hong Kong has long been far ahead of Mainland cities in the competitiveness race, but that lead has been narrowing in recent years. In the “2010 Blue Book on Urban Competitiveness,” released by the Chinese Academy of Social Sciences (CASS) in April, Hong Kong was ranked as the most competitive Chinese city, but it highlighted that Shanghai, Shenzhen and Beijing are hot on our heels. In particular, it said Hong Kong will soon be surpassed by Shanghai and Beijing in terms of economic scale and industry sophistication. High costs and slow technological advancement also drag the SAR down. How can Hong Kong maintain its competitiveness, while at the same time help Mainland cities move up the development ladder?

Hong Kong's national and international advantage

Compared to first-tier Mainland cities, Hong Kong's biggest advantages lie in its international appeal, comprehensive legal system and economic freedom under the principle of “One Country, Two Systems.” Unlike cities such as New York and London, it also has the Mainland hinterland to help its economy grow. However, despite this dependence, Hong Kong's relationship with Mainland cities is also about promoting mutually beneficial cooperation.

Professor Ni Pengfei, Director of Research Centre for City and Competitiveness at CASS, said that Hong Kong should position itself as a first-class world city, and use this strength to plan its economic development and drive growth in other cities in the Mainland and worldwide. I strongly agree with

him, given Hong Kong's capacity to develop into a world-class city in political, economic and culture terms.

In the proposed 12th Five-Year Plan announced last month, the Central Government stressed that it will support Hong Kong to consolidate and enhance its position as an international financial, trade and shipping centre, and increase innovation of its industries. This indicates that we have been given the green light to participate in opportunities presented by the country's economic growth.

Education: the key to Hong Kong's success

A study by Mok Ka Ho, Chair Professor of Comparative Policy of Hong Kong Institute of Education, found that the toughest challenges confronting the SAR in the coming three to five years are education, environment, economic stability, regional hub, financial centre, government capacity and strong government.

Education stood out as the main challenge, because it is the breeding ground for research and development. Consequently, he recommended that the government must invest far more in education, and R&D activities. Currently, investment in R&D for tertiary institutions accounts for around 2% of local GDP, far lower than the 6% suggested by the United Nations. At present, the world average is 4.9%, and 4.1% for underdeveloped countries. The Central Government has set the goal of increasing its national expenditure on education as a percentage of GDP to 4% by 2012. So why does Hong Kong not attach more importance to education? There



is an old Chinese saying which I think explains this well: “It takes 10 years to grow a tree, but 100 years to nurture a man.” Similarly, investment in education takes a long time to come to fruition.

Under the 12th Five-Year Plan, the Central Government has stressed that the growth of new industries is of strategic importance. It has singled out



seven technology-intensive industries – energy-saving and environmental protection, new energy, new-generation information technology, biology, high-end equipment manufacturing, new materials and new-energy vehicles – as priorities.

To dovetail this policy, Hong Kong has to upgrade the quality of its workforce

to ensure an adequate supply of talent. The percentage of people entering into higher education in advanced countries such as the U.S. and Japan is very high. In London, for example, around 50% of the population has had higher education, while the percentage in Hong Kong is only about 20% – which leaves lots of room for improvement.

Faced with the overall rise in competitiveness and the narrowing gap between first-tier cities and Hong Kong, we need to raise our game as a world-class city to sustain our competitiveness. To this end, Hong Kong needs to improve our education system and promote cooperation with different provinces and cities around the country. 🌸



LIPO CHING/MCT

過去30年，香港一直引領中國實現城市競爭力的提升，但在國內城市實力不斷增強的同時，香港開始面臨愈來愈大的挑戰。今年4月社科院發布的《2010年中國城市競爭力藍皮書》顯示，雖然香港依然是中國最具競爭力的城市，但其與上海、深圳及北京等城市之間的差距不斷縮小。特別是，香港的經濟規模即將被上海超越，產業層次的優勢也即將被北京超越，而香港在生產要素成本及科技投入等方面的競爭力明顯不足。那麼，香港未來應如何繼續保持其競爭優勢，並持續引領中國城市競爭力的提升呢？

香港是國家的，也是國際的

與內地的一線頂級城市相比，香港最大的優勢在於其國際化程度高、完備的法律制度，以及自由的經濟體系，充分體現了一國兩制。但相比紐約、倫敦等世界級城市，香港有中國內地作為發展的腹地，香港必須依靠國家的發展，但這不是依賴和附屬，是要達成互利共贏的合作。

中國社會科學院城市與競爭力研究中心主任倪鵬飛博士提出，香港未來宜定位為頂級世界城市，以高端的發展定位來規劃發展自身經濟，並帶動中國內地及全球其他城市的發展。

對此，我深表贊同，因為目前的香港無論從政治、經濟以及文化各方面，都具備發展成世界級城市的可能。

國家上月公布了制訂「十二五」規劃的建議，當中明確支持香港鞏固和提升國際金融、貿易、航運中心地位，增強產業創新能力。由此可見，香港獲賦予了參與國家高速經濟發展中機遇的權力，其次還有深厚的經濟基礎、國際金融服務、資訊等優勢，以及獲得中西方認同的文化優勢，香港完全可以搶在其他亞洲城市之前，率先打造世界性的頂級城市。

教育帶領香港飛躍

打造世界級城市，香港最缺乏些甚麼呢？香港教育學院社會科學系比較政策講座教授莫家豪的研究指出，香港未來三至五年最大的挑戰分別是：教育、環境、經濟穩定性、區域樞紐、金融中心、政府能力，以及強而有力的政府。

教育是排在首位的因素。然而，科技研發及教育辦學有公共產品的性質，政府當中需要擔當積極主導的角色。當前香港高校取得的科研開發投入為本港GDP的1.6%，大學只能取得0.5%。聯合國建議，教育投入的標準

應佔國家或地區GDP的6%。目前，世界平均水準為4.9%，欠發達國家平均水準是4.1%。就算是中國，也明確到2012年，國家財政性教育經費支出佔GDP比例要達到4%。富裕的香港究竟為何不重視對教育的投入？對此的解釋，我想到了一句中國的俗語：「十年樹木，百年樹人」，只因為教育投入的回報期是很漫長的。

國家正在制訂《戰略性新興產業發展「十二五」規劃》，加快培育和發展戰略性新興產業。現已公布涉及節能環保、新能源、新一代資訊技術、生物、高端裝備製造業、新材料和新能源汽車，合共七項科技含量較高的產業。只有提升香港勞動人口的素質，才能為經濟轉型和產業升級提供充足的人才準備。目前，美國及日本等先進國家已經普及高等教育，倫敦接受高等教育的人數比例亦已達約50%，而香港的比例則只有20%，故本港的教育發展仍有很長的路要走。

總而言之，國家的城市競爭力整體都在提升，一線城市與香港的差距日漸縮小，香港需要更高的定位打造世界性頂級城市，以保持其競爭力。這段期間，本港需要加強和發展教育，同時把握與國家不同區域和城市的合作。✿



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葡萄牙、西班牙、直布羅陀

11天豪華團「春節推介」

EIS 11-N(L) LX

暢遊：里斯本、依奴拉、塞維爾、直布羅陀、太陽海岸、馬德里、華倫西亞、巴塞隆那

- 里斯本、太陽海岸及巴塞隆那提升入住5星級酒店
- 漫步於被葡國皇族擁有五百多年的奧比多斯古城
- 前往大陸最西端大石角、聖母顯靈地花地瑪

2011年2月3(年三十)日

\$19,698起

土耳其/杜拜

12天「春節推介」

STY 12-N(L) EK

暢遊：伊斯坦堡、加歷奇、特洛伊、古薩達斯、以弗所古城、棉花堡、加柏都斯亞、安哥拉、杜拜、阿布扎比

- 全程入住五星級酒店及於加柏都斯亞入住岩洞酒店2晚
- 伊斯坦堡提升入住Hilton Hotel或同級。並於杜拜入住Atlantis The Palm(棕櫚島)2晚
- 住宿愛琴海度假勝地-古薩達斯。享受地中海風情
- 團費已包括機場稅及燃油附加費

2011年2月1(年廿九)日

\$22,998起

新西蘭南北島、斐濟

10天大自然歷奇「春節推介」

ANJ 10-N(L) FJ

暢遊：基督城、庫克山國家公園、皇后鎮、奧克蘭、懷托摩、羅托魯亞、豐盛灣、納迪、丹娜拉

- 特別安排乘坐特製穩定遊覽船漫遊塔斯曼冰川終端湖，親身體驗冰川及冰山的動態環境
- 特別安排乘坐觀光卡車參觀豐盛灣之奇異果農莊360，了解綠色及金色奇異果培植方法
- 斐濟到訪外國元首訪問必到的「維維特」村及沉睡巨人蘭花園

2011年1月29(年廿六)日

\$21,398起

專業旅遊 (中環德輔道) 3426 4698 350709	專業旅遊查詢熱線 8228 8832 350709	專業旅遊 (旺角) 2975 6188 350209	專業旅遊 (旺角) 3104 4938 350709	本公司服務專櫃 (紅色字為已截團出發日期)	
富麗華旅行社 (中環) 2524 8078 240059	中環旅遊 (旺角) 2975 6188 350209	富聯美國運通 (旺角) 2808 2828 352145	康達假期有限公司 (尖沙咀) 2956 1166 350898	觀塘：巧明街100號One Landmark East 30樓 (僅限團員及公眾查詢)	2956 6708
匯協旅遊 (佐敦) 2314 6933 351916	富聯美國運通 (旺角) 2808 2828 352145	智達旅遊 (旺角) 2139 2420 352345	新新麗華旅行社 (澳門) 2872 8050	尖沙咀：漆咸道南61-65號地下17A-B舖	2252 0288
學聯旅遊 (旺角) 2390 0421 350181	康達旅行社 (元朗) 2479 4119 352235	龍祥旅遊 (旺角) 2770 6155 351342	世強旅行社 (澳門) 2871 3717	銅鑼灣：百德新街2-20號恆理中心7樓712室	2252 0388
安達旅遊 (尖沙咀) 2316 1133 350296	時菜旅遊 (中環) 2301 1933 351583	太古旅遊 (銅魚涌) 3151 8888 350001	學聯旅遊 (澳門) 2831 1100	旺角：彌敦道639號雅蘭中心1期1602室	2252 0088
百福飛龍旅遊 (中環) 2525 0361 350087		得興旅遊 (大埔) 2657 0012 350039		沙田：沙田車站圍1號維城廣場726室	2252 0488
Priceline Travel (紅磡) 3192 0930 351033					

Although still in its infancy, fractional ownership is expected to continue to increase in popularity in Southeast Asia, writes **Benjamin A. Hirasawa**

儘管部分所有權發展項目尚處於萌芽階段，但這趨勢將在東南亞日漸流行

Observers of Southeast Asia know that even despite the global economic slowdown, opportunities for the hospitality and leisure sector to thrive are nearly limitless for both the near term and considerable future as the growth of this sector in Southeast Asia is still on the upswing. Developers, operators and lenders looking for new and innovative ways to capitalize on these opportunities are increasingly including fractional real estate developments in their portfolio due to the perceived advantages of this model of vacation home ownership.

Considerations for the developer/operator

Increased revenue and profit. Sales prices, and correspondingly profits, of a fractional ownership product can exceed what a developer would receive for a similar whole ownership development. Some exceptional developments have recently seen this number climb as high as 2.0, although typically the markup on a whole ownership sales price is around 1.2 to 1.5. Recent research performed by leading consulting firm C9 Hotelworks has shown that branding a development with an international well-

Fractional ownership lowers the cost of achieving the goal of vacation ownership for many consumers.

部分所有權對於許多消費者而言，降低達到擁有渡假屋目標的成本。

What does fractional ownership entail?

Unlike timeshare, where each purchaser receives only a usage right, each owner in a fractional development receives an ownership interest in the title to the property. This is usually via a percentage ownership of the actual title, or shares in a company that has an ownership interest in the real estate product. Typically, each purchaser of a fractional interest will own 1/15 to 1/4 of the fractionalized property. They will enjoy corresponding use of the asset, usually on a floating basis, that is allocated in advance among the owners each year. Each owner also pays an annual maintenance fee in addition to the purchase price of the fractional share.

renowned operator can add a 62% price premium to the sales price of a fractional unit. If the fractional development can be linked to an existing hotel or resort, maintenance and management costs can be further reduced on a per capita basis.

Greater numbers of potential buyers and users. Fractional ownership lowers the cost of achieving the goal of vacation ownership for many consumers and correspondingly opens up a market of potential purchasers that previously would not have existed for a whole ownership product.

Increased occupancy rates and operational income. Most owners of a vacation property actually only use their home a few weeks per year. Instead of a unit sitting vacant for long periods of



time, the multiple owners of a fractional property will be using the unit at a much greater percentage.

Creating operational synergies. Development of a fractional project in accordance with an adjacent or nearby hotel can be beneficial. If a proper sales and marketing program is implemented, the hotel can play a part in lead generation for sales of the fractional product through targeted marketing to the hotel guests, and the fractional owners will also create additional revenue for the hotel through their use of its amenities and food and beverage outlets.

Purchaser considerations

Lower barrier to entry. The lower purchase price and maintenance costs of a fractional project offers the opportu-



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Hospitality in Southeast Asia

酒店渡假設施部分所有權的發展趨勢

nity to own a vacation home to a much greater segment of the public.

Third-party management. Fractional developments have full-time property management companies to take care of the day-to-day maintenance and other mundane tasks.

Potential rental income. Increasingly, many fractional developments offer purchasers the ability to place their property in a rental pool and to share in the rental proceeds. However, although such proceeds may assist in offsetting maintenance fees, in most instances this amount is not enough for the purchaser to generate a positive cash flow.

Exchange program. Through a purchase of just one fractional interest, the owner often can stay at hundreds of similar resorts worldwide if the development is affiliated with a well-known exchange program.

Potential for appreciation. Owning a freely alienable interest in the deed gives the fractional owner the ability to ben-

efit from any capital appreciation of the property.

Key challenges – do your homework!

The inherent challenges in creating a successful fractional development combined with the region's differences ensure that success is not a matter of applying a one-size-fits-all cookie cutter formula to development. At the very inception of the development process, developers and operators must confront numerous legal, structural and operational challenges.

Practical considerations. Not every resort development is a candidate for a fractional development. Successful fractional developments usually have many, if not all, of the ingredients listed below.

Location, location, location. Purchasers of this type of product usually are fairly affluent people who want to repeatedly return to the same destination for a relaxing holiday. As such, developers

should target iconic or urban locales that have a history of well-off repeat visitors, steady demand for high-end vacation homes and a highly developed tourist infrastructure that provides easy access for its guests.

Lengthy high season. Since the home will have multiple users throughout the year, a developer will want to ensure that the destination is desirable to visit year round, and has a lengthy high season that can be fairly apportioned from year to year among the owners.

Amenities and services. Developers can add value to their product by including access to desirable amenities and services, such as swimming pools, golf courses, spas, restaurants, transportation services, preferred access to facilities and other similar items. Notwithstanding, developers must carefully balance the impact of these extras on monthly maintenance fees, as research shows that while purchasers often are willing to spend a significant sum on



the initial purchase of the fractional unit, they are loathe to incur exceptionally high monthly or annual maintenance fees.

Other considerations. Successful fractional developments often times choose to affiliate with a global exchange company such as The Registry Collection or Interval International to offer the purchasers the ability to exchange their right to use the property for another property at a different location. Each fractional share is assigned a credit value based on standard demand factors that in turn can be used for a stay at a different resort. Increasingly savvy consumers also are looking to whether a development includes a well-developed rental pool and resale program as part of their purchasing decision.

Legal Framework

Proper legal structuring of the fractional development is an absolute must to give owners peace of mind in the security of their investment and protect the developer and operator from liability. Southeast Asia makes this task challenging since many countries do not permit foreigners to own land or property in fee title. This impediment can be addressed in a variety of ways, including utilizing on and off shore ownership entities, creating the fractional ownership right via a long term lease of the property, and/or having purchasers owning transferable shares corresponding to their individual unit in a company that owns the property.

Both developers and purchasers have a vested interest in ensuring that any offshore entity is structured and located in a jurisdiction to provide favorable

tax advantages. In particular, both the developer and purchaser should assess the impact of capital gains, transfer and property taxes that will be incurred upon the sale of the shares in the land holding entity, as well as any operational or income tax liability that may result from rental income in both the jurisdiction where the property is located and the domicile of the purchaser.

Additionally, proper due diligence must be performed to ensure that the developmental structure and all sales and marketing efforts are in compliance with consumer protection regulations, as well as applicable law that may classify the sale of a fractional interest as a “security” and subject it to multiple disclosure and filing obligations.

Further muddying the waters are questions as to the extent in which interests in property can be recorded or registered to provide effective notice to third parties. Some jurisdictions do not permit recordation of options to renew or purchase, or leases beyond a certain period of time that can serve as effective controls over improper disposition or encumbering of the asset. Developers and operators also need to ensure that they consider local licensing requirements and any applicable foreign remittance regulations.

Still in its infancy, fractional ownership will continue to increase in popularity in Southeast Asia. Although substantial challenges are inherent in this development model, through proper planning and preparation, developers and operators have an opportunity to reap substantial benefits as this ownership structure takes hold in the region. ❀

東南亞觀察家都知道，儘管全球經濟放緩，隨著酒店和休閒業界在東南亞的增長仍在大幅上升，業界在短期和未來幾年將有無限的增長機遇。發展商、營運商和貸款人都在尋求創新方法，以滿足消費者在這趨勢中的需求，他們也紛紛察覺到發展擁有渡假屋部分所有權的模式所帶來的好處，因此愈來愈多把這種房地產發展項目納入他們的投資組合中。

擁有部分所有權的後果

與每名買家僅獲得使用權的分時渡假模式不同，擁有發展項目部分所有權的每名業主通常透過擁有實際業權的某個百分比，或持有房地產產品的所有權權益的公司的股份，獲得房產業權的所有權權益。一般而言，部分權益的每名買家將擁有部分房產1/15至1/4的業權，並將通常在浮動的基礎上享有相應的資產使用權，有關資產每年預先在各業主之間分配。除了部分業權份額的購買價外，每名業主還須支付每年的維修費。

開發商/營運商的考慮因素

收入和利潤增加。部分所有權產品的售價和相應的利潤可以超過發展商就類似的全部所有權發展項目所收取的金額。雖然一般而言，全部所有權售價在1.2至1.5左右，但一些特殊的發展項目售價最近曾攀升至高達2.0的情況。大型顧問公司C9 Hotelworks最近進行的研究顯示，把國際知名的營運商加上品牌，可以為部分所有權的單位售價增加62%溢價。如果部分所有權發展項目可以與一家現有的酒店或渡假場所聯繫起來，則維修和管理費用按人均計可以進一步降低。

更多潛在買家和用家。部分所有權對於許多消費者而言，降低達到擁有渡假屋目標的成本，並因而打開過去全部所有權產品原本不會存在的潛在買家市場。

入住率和營運收入增加。渡假房產的大多數業主實際每年只使用他們的渡假屋數星期。部分所有權房產的多重業主將不會讓單位長時間空置，而是以較高的百分率使用單位。

締造營運協同效應。根據毗鄰或附近的酒店發展部分所有權項目可以帶來好處。如果實施適當的銷售和營銷計劃，酒店可以通過向酒店賓客進行針對性的營銷，擔當促進部分所有權產品銷售的領導角色，而部分所有權產品業主亦將通過他們使用酒店的設施及餐飲場所為酒店帶來額外收入。

買家的考慮因素

門檻降低。部分所有權產品的較低購買價和維修費為更多的公眾人士提供擁有渡假屋的機會。

第三方管理。部分所有權發展項目有全職的物業管理公司處理日常維修及其他一般工作。



潛在的租金收入。愈來愈多部分所有權發展項目讓買家能夠將其房產撥入一個租金共用基金而從中分享租金收入。然而，雖然該等收入能夠有助抵消維修費，但在大多數情況下，這金額不足以讓買家產生正數的現金流。

交換計劃。如果發展項目與著名的交換計劃有聯繫，則通過購買的僅小部分權益，業主大多能夠入住世界各地數以百計的同類渡假屋。

增值潛力。在契約中擁有可自由分割的權益，讓部分所有權產品業主能夠從房產的任何資本增值中得益。

主要挑戰——請做好準備

在成功創造結合個別地區差異的部分所有權發展項目中的固有挑戰，確保成功並非將一成不變的方法套用在發展項目中。在發展過程的初期，發展商和營運商須面對不少法律、結構和營運上的挑戰。

實際考慮因素。並非每項渡假屋發展項目都適合作為部分所有權發展項目。成功的部分所有權發展項目若非全部的話，亦通常有許多下列要素。

地點最為關鍵。購買此類產品的人士通常相當富裕，他們會一再返回同一目的地以享受輕鬆的假期。因此，發展商應針對有特定風格或市區的地點，這些地點過往有較為富裕的重遊訪客，對高檔渡假屋及有高度發展、方便客人到達目的地的旅遊基建有穩定的需求。

漫長的季度。由於渡假屋全年有多重使用

者，發展商均希望確保目的地全年都適宜到訪，並有漫長的旅遊季度，能夠按年公平地分配給各業主。

設施和服務。發展商可以為其產品增值，方法包括提供理想的設施及服務以供使用，例如游泳池、高爾夫球場、溫泉旅館、餐廳、交通服務、使用設施及其他類似項目的優先權。儘管如此，發展商必須細心平衡該等額外設施對每月維修費的影響，因為有研究顯示，雖然買家往往願意在購買部分所有權單位之初花一大筆款項，但卻不願意承擔特別高昂的每月或每年維修費。

其他考慮因素。成功的部分所有權發展項目經常選擇與國際性的交換公司聯繫，例如 The Registry Collection 或 Interval International，以便讓買家能夠將其使用房屋的權利與在不同地點的另一房屋交換。每一部分所有權的份額根據標準的需求因素獲分配信用值，而使用這信用值，則可入住不同的渡假屋。日益精明的消費者在作出購買決定時，亦會查看某發展項目是否包括發展完善的租金共用基金和轉售計劃。

法律框架

部分所有權發展項目必須有適當的法律架構，使業主對於他們的投資是否安全可以放心，以及對發展商和營運商的責任提供保障。這項工作在東南亞極具挑戰，因為許多國家不允許外國人擁有土地或房產的永久業權。這障

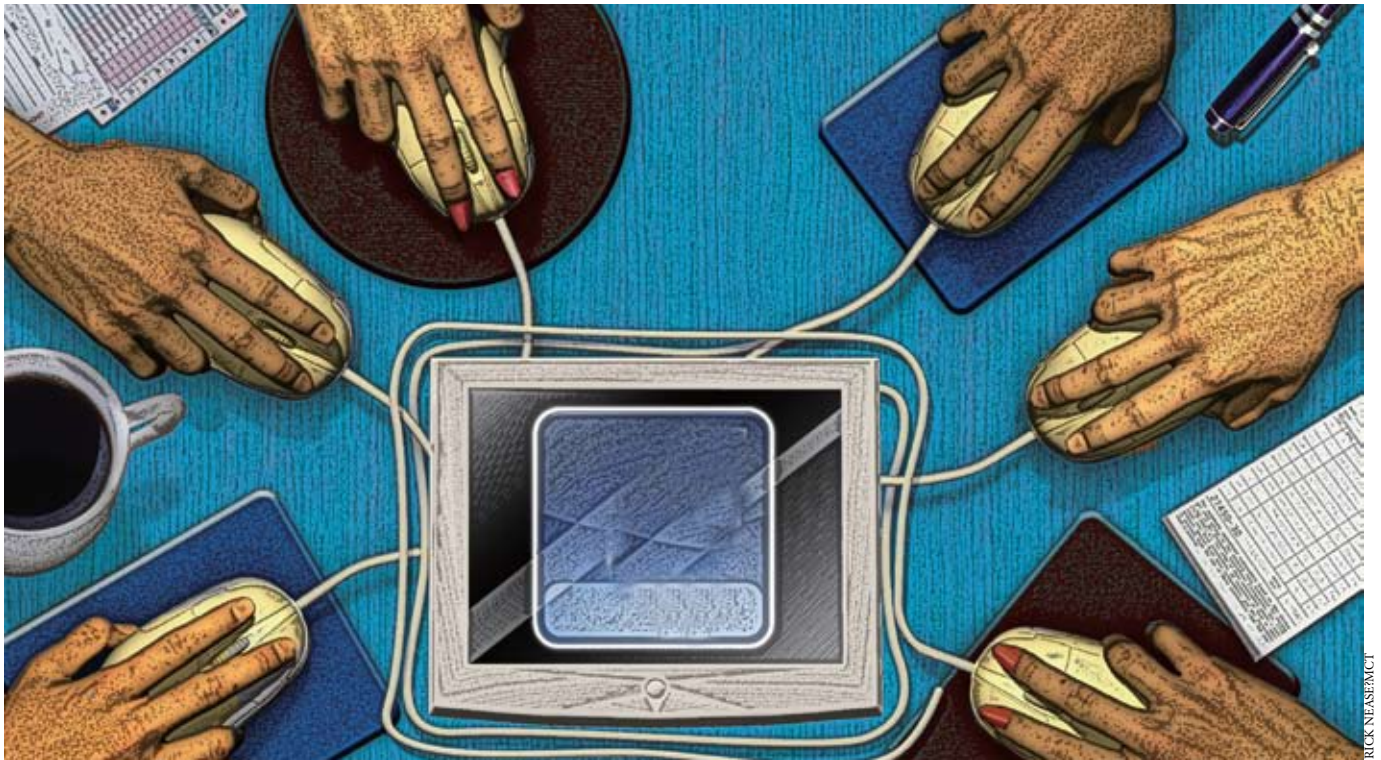
礙可以有各種不同的方法處理，包括使用境內及境外所有權實體、通過長期租賃房產設定部分所有權，及/或由買家在一家擁有房產的公司擁有與其個別單位相應的可轉讓股份。

發展商和買家均有既得利益，確保任何境外實體在某司法管轄區組建及設立，以提供優惠的稅務利益。特別要留意的是，發展商和買家均應評估在出售土地持有實體中的股份時將會產生的資本收益、轉讓及物業稅款所造成的影響，或可能因房產所在的司法管轄區及買家的居住地的租金收入而引起的任何營運或所得稅責任。

此外，適當的盡職調查也是必須的，確保發展結構和所有銷售及行銷工作均遵守消費者保障法規，以及可能將部分所有權權益的出售歸類為「保證」及規定其須履行多重披露及備案責任的適用法律。

更複雜的，是關於房產權益可以記錄或登記以便向第三方提供有效通知的範圍的問題。一些司法管轄區不允許對重訂契約或購買的選擇權予以記錄，或對期限超過某段時期的能夠有效控制資產的不當處理或設定產權負擔的租約予以記錄。發展商和營運商亦必須考慮當地的牌照申請要求及任何適用的國外匯款法規。

部分所有權發展項目尚處於萌芽階段，這趨勢將在東南亞日漸流行。儘管這發展模式存在重大挑戰，但隨著有關所有權結構在區內持續，通過適當的規劃和籌備，發展商和營運商有機會獲得重大利益。✿



Leading in a **Socially Networked World**

領導企業在社交網世界邁步向前

How do companies embrace the opportunities that social networking offers – without risking damage to the organization’s brand?

企業應如何把握社交網的機遇，同時平衡公司聲譽或會受損的風險？

By **Dominic Tong** 唐華

Companies are scrambling to take advantage of the marketing and public relations opportunities that social networking offers. Who wouldn’t jump at the prospect of seeing their product or service virally transformed into an overnight sensation via Facebook or Twitter?

But many companies actually discourage their employees from developing new-world social media skills. According to a recent study by Manpower, the vast majority of American companies – about 75% – have no “formal policy regarding employee use of social networking sites.”

Not everyone is comfortable with employees using social media. Organizations are understandably filled with

fear about social networking’s dark side, such as the possibility of employees’ disclosing intellectual property secrets on public sites. That’s not to mention the embarrassment if employees behave dubiously online. Today, every company is one YouTube video, Tweet, or Facebook update away from a public misstep.

So how do sceptical leaders deal with the meteoric rise in popularity of social media? Some companies do their best to stifle workers from freely exchanging ideas and opinions on the Internet. There are organizations that have simply ignored the trend as well as their employees’ participation. Others have banned their workers from participating outright, or during work hours. Then there are those companies who

have installed monitoring software that scans the online terrain for any relevant employee post.

But even as corporate leaders do their best to protect their companies, they understand that social networking is quickly becoming the way their employees collaborate and a means to attract new business. That’s where the customers are. And like it or not, social media is a powerful tool for recruiting and retaining the next generation of workers who are already using these tools 24/7.

Moreover, companies are beginning to realize it is important to have employees broadcast thoughts and ideas that reflect the values of their employer. So how does a leader embrace the opportunities that social networking offers –

without risking damage to the organization's brand?

Many employers, including my own, IBM, realized long ago that employees were blogging during their downtime. Stopping this revolution would be akin to attempting to push the ocean. Employees post their employer affiliations on Facebook, Twitter and other social networking sites the way people used to keep up with one another on the telephone.

So it makes sense to encourage employees to embrace these new tools – as long as you provide parameters so people know what is appropriate and what is not. That's why drafting a set of social computing guidelines, as IBM did back in 2005, is crucial to putting employees on a productive path to engaging in social media.

While such guidelines may differ in their specifics, it is important to:

- Urge employees to be transparent about their identities and be open about who they are, especially when writing about work-related topics.
- Emphasize that employees are personally responsible for every word they publish.
- Instruct employees to avoid controversial topics that aren't related to their companies or their own roles within them.
- Remind employees that they are building a permanent social reputation on the Internet – a place where there is no such thing as an eraser.
- Clarify for employees the fact that their virtual identities are becoming as important as – an inseparable from – their real-world ones.

It wasn't long ago, after all, that the prospect of a computer on every employees' desk gave corporate executives nightmares. Eventually, though, social norms and parameters – as well as laws – grew up around the PC to make it a safe and benign tool for business use. The world adjusted and flourished by using PCs.

So too it will be with social networking. The only question is whether your company will be at the forefront of this trend – or whether it will fall behind. ❁

Is Work Worth the Sacrifice?

*Amid continuing uncertainty about job security and the never-ending pressure to deliver more with less, the Great Recession has prompted a growing number of people to question whether the sacrifices they have made in the name of work are really worth it, writes **Bryan Amble***

A new study led by Florida State University Professor Wayne Hochwarter examined the recession's role in changing employees' attitudes towards work, their commitment to their families, and the pursuit of a more balanced lifestyle.

Hochwarter and research associates Tyler Everett and Stuart Tapley quizzed more than 1,000 full-time employees across a range of occupations and career stages. What they found is that employers' demands for more output with less support and fewer rewards is leading to some striking changes in thinking.

For example, almost half the employees questioned said that the recession has increased their appreciation of their family. A similar proportion said that it has helped them recognize the value of people over things.

"Many of the people that we talked to felt that having less faith in work afforded them opportunities to direct more faith toward other often-neglected areas of life, and in most cases, it was family and friends," Tyler Everett said.

Four out of 10 felt that most of what happens at work is out of their control, regardless of the commitment and effort they put in, while more than a third (37%) said that they now feel that work isn't as important as it once was in the grand scheme of things.

In addition, a quarter felt that the recession has brought home to them that their work-life balance has become too skewed toward work at the expense of their family and leisure time.

As Stuart Tapley pointed out, however, the very fact that many employees have begun to evaluate the importance of non-work factors may be the first step in reducing the stress associated with their imbalanced lives.

The study also suggests that recession-related stress tends to manifest differently in men and women.

"Digging a little deeper into the data, it was evident that men's reflective, and often remorseful, thoughts were driven by recession-related job insecurity and its subsequent role in encouraging hostile work treatment," Hochwarter said.

Women's thoughts, on the other hand, were triggered by more by conflicts between work and family obligations. Women said that their job obligations have increased in recent years, resulting in them having fewer hours to spend on family life.

The researchers add that attitudes towards work are also markedly different across different generations. For Millennial Generation employees in particular (those born roughly between the mid-1970s and the early 2000s) work-life balance is an issue that is not going to go away, with work sharing equal (or lesser) status with friends, family and leisure.

As one study participant, a 44-year-old accounting director, put it: "I've learned a lot from the younger people we hired here in the past few years. I've learned that there is a big world out there away from work where there are fun things to do and people who care about me not because I pay the bills, but because I'm dad. I wish management around here would take their lead, or better yet, let them run things. Everyone would feel less stressed out!"

Bryan Amble is Editor of Management Issues, which focuses on the leadership, management and people issues that are at the heart of the changing workplace.

社交網站風靡全球，吸引企業爭相在這個營銷和公關機會處處的虛擬世界發揮影響力。畢竟，誰不希望自己的產品或服務獲Facebook或Twitter網友品題，瞬間成為熱捧對象？

不過，很多企業其實不鼓勵員工發展新世代的社交媒體技巧。《Manpower》的最新研究指出，芸芸美國企業之中，多達七成五並無「就員工使用社交網站訂立策略」。

不少企業對員工使用社交媒體感到忐忑不安，它們既擔心員工在公開網站上洩露知識產權秘密，也害怕員工在網上言行輕率，使公司尷尬。這些憂慮確可理解，尤其今時今日，企業稍有差池，便有可能成為Youtube影片的主角，或惹來Twitter、Facebook等網友的批評，迅即成為公眾非議的目標。

面對社交媒體迅速爆紅，滿腹疑慮的企業領袖也得尋求應對方法。就目前所見，企業各有取態，各施各法，有些明令員工不得在網上任意發表言論，有些則對社交網潮流和員工參與採取不聞不問的態度。較嚴厲的會禁止員工參與社交網，或規定不得在辦公時間瀏覽，甚

至安裝監測軟件，掃描員工在網上發表的任何與公司有關的帖子。

不過，企業領袖一方面悉力保護公司，一方面亦知道社交網能促進員工協作，並有助吸納新客。此外，社交媒體也能發揮招攬和留住新一代人才的作用，因為新生代喜用社交媒體，企業投其所好，容易得到他們認同。

從積極的角度看，若員工發表的言論和觀點能反映公司的價值理念，豈不是相得益彰？問題是：企業領袖應如何把握社交網的機遇，同時平衡公司聲譽或會受損的風險？

很多僱主，包括我受僱的IBM，早已知道員工在休閒時熱衷寫網誌。要阻止社交網的風氣，猶如遏止長江後浪推前浪。員工與友好談及工作情況，其實司空見慣，只不過以前是用電話訴心聲，如今則在Facebook、Twitter及其他社交網站上分享感受而已。

因此，明智之道是鼓勵員工利用社交媒體作為提升效率的工具，並設定規範，讓大家明白言論行為的宜忌。IBM早在2005年已訂立這方面的指引，此舉十分重要，可促使員工善用社交媒體和保持生產力。

在制訂這類指引時，企業可因應情況加入不同細則，但重點是：

- 敦促員工不要隱瞞身份，在撰寫與工作有關的言論時，尤其要表明身份。
- 提醒員工須為言論負責。
- 指示員工迴避與公司或本身職責無關的爭議。
- 提醒員工在社交網發言，如同為自己在網上建立永久的社交聲譽，言論一出，就無法挽回。
- 讓員工清楚知道，虛擬身份與真實身份二者為一，對個人聲譽同樣重要。

前車可鑑：才不過是十多年前，企業主管都擔心為每名員工設置一部電腦將後患無窮。事實證明，社會對個人電腦的使用最終產生了共識、規範和法律，使個人電腦成為安全 and 有利企業使用的工具，而世界也因個人電腦的普及應用而煥然一新，飛躍發展。

社交網的發展亦然。因此，企業當前最迫切要考慮的問題反而是：究竟希望處身於這浪潮的前沿，還是落後於人？



Dominic Tong is General Manager of IBM China/Hong Kong Limited.
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值得為工作犧牲嗎？

面對就業保障持續不明朗和經常被要求事半功倍的無窮壓力，大衰退促使愈來愈多人質疑，他們為工作而作出的犧牲究竟是否值得？ Bryan Amble

——項由佛羅里達州立大學Wayne Hochwarter教授領導的最新研究，探討了經濟衰退如何改變僱員對工作、家庭責任和追求更均衡生活方式的態度。

Hochwarter與其研究夥伴Tyler Everett和Stuart Tapley訪問了逾1,000位來自各行各業和不同職級的全職僱員，發現僱主一邊要求僱員提高生產力，一邊削減支援和報酬，正導致僱員在思想上產生巨變。

舉例說，近半受訪僱員表示，衰退使他們更重視家庭。另有近半受訪者指出，衰退有助他們重視人多於物。

Tyler Everett說：「很多受訪者向我們表示，對工作失去信心，使他們有機會把更多信心投放在其他經常被忽略的生活範疇上，而這些範疇通常是家庭和朋友。」

四成受訪者認為，不論付出多少，公司的大部分事情都不在他們掌控之內，而超過三分之一（37%）受訪者表示，從大局來看，他們如今認為工作已不比以往重要。

此外，四分之一受訪者認為，衰退使他們了解到自己的生活與工作平衡已變得側重於工作方面，犧牲了他們的家庭和閒暇。

但正如Stuart Tapley指出，很多僱員開始評估非工作因素的重要性，這可能是他們為不平衡生活減壓的第一步。

研究亦提到，男性和女性一般會有不同的衰退相關壓力。

Hochwarter說：「再深入研究我們的數據後，就會明白男性的不安情緒是源自衰退使就業缺乏保障，繼而導致工作待遇差劣。」

另一方面，女性的不安情緒則主要由工作與家庭責任之間的矛盾而起。女性表示她們近年的職責增多，因而削減了家庭生活的時間。

研究員補充，不同世代的人對工作也有截然不同的態度。特別是對千禧年世代（大約出生於1970年代中至2000年代初的人）來說，生活與工作平衡非常重要，他們認為工作與朋友、家庭和閒暇有同等（或較低）地位。

其中一位研究對象是現年44歲的會計總監，他說：「公司在過去幾年聘請回來的年青人讓我獲益良多。我學習到工作以外的世界是多麼遼闊，那兒有很多樂趣，也有很多關心我的人，他們的關愛並非出自經濟利益，而是因為我是他們的父親。我希望這兒的管理層可以樹立榜樣，甚或放心讓他們辦事。這樣，人人都可減輕壓力！」

Brian Amble是《Management Issues》編輯。該網站集中探討領導、管理及人力資源等職場核心議題。

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When Monuments Become Myth 當紀念像變成神話

At once psychologically charged and amusing, Erbossyn Meldibekov's work upends the legends and histories of Kazakhstan and Central Asia. By **Irina Makarova**

梅蒂柏寇夫的作品既震撼又有趣，顛覆了哈薩克斯坦和中亞地區的傳說與歷史

From his 2009 "Asian Weapon" series of black-and-white drawings of household items converted into weapons, to his vividly coloured ceramic plates depicting camels with hi-tech rocket launchers on their backs, Erbossyn Meldibekov is known for politically loaded works that appropriate simplistic views of Central Asia as a region defined solely by barren landscapes and violent histories. Born in 1964 in southern Kazakhstan, Meldibekov lives and works in Almaty. Irina Makarova

you allow people to verbally and physically abuse you. How does this meekness relate to your views of the political situation in Kazakhstan?

EM: That period of protest against president Akayev was a time of optimism, and I was attempting to create protest art. But now, instead of violence and obscenity there is only laughter in my work. My rebuttal to the Pastan works is Shu-Chu (2009). Its title comes from the railway station in my hometown, where cannabis grows, and it means "I joke."

wolf and the back half of a ram sewn together in the middle. What are you implying with this piece?

EM: Kazakh mythology, nomads and animals play a big role in the aesthetics of most of my works. Wolves represent an idealized image of courage, bravery, skill and, most crucially, independence. Meanwhile, the ram, especially its backside, signifies stupidity and thickheadedness. With this work, I wanted to create a sort of hybrid animal because that's what it felt like after Kazakhstan gained its independence in 1991. Many artists tried to renew these kinds of mythologies and legends, not only here, but in the Ukraine and Russia as well. I, on the other hand, tried to demythologize these themes.

IM: What is your religious standpoint, especially in reference to the performance Hypermuslim (2006) in which you circumcise yourself a second time?

EM: The 16th-century general Mirza Muhammad Haidar Dughlat is one of the original founders of Mongolian-Islamic culture in the Kazakh homeland. I like his thoughts and teachings about Islam. I was born in the religious part of southern Kazakhstan, but I'm an artist and do not consider myself very religious. I was always interested in dead-end questions, such as these little pieces of ourselves, which we cut off, making them useless. It's very strange.

IM: You have become very popular in the European contemporary art world.

It was interesting to see how these Soviet symbols mutated and in some cases disappeared altogether.

spoke with him about the fictional nation of Pastan, cannabis and the evolution of Soviet monuments.

Irina Makarova: In a performance at the Venice Biennale in 2005, you introduced yourself to tourists as a native of Pastan, and they pretended they knew the country. Why do you think they did this?

Erbossyn Meldibekov: I think few people care where Tajikistan or Turkmenistan is. To them, Central Asia might as well be a meteorite that exploded out of Venus.

IM: In your 2005 performance, Pastan on the Street, and your 2004 video Pastan 2,

This is important, since the main quality of this herb is that it makes you laugh.

IM: Black Square (2005), is a parody of Russian Suprematist painter Kazimir Malevich's famous Black Square (1915)-yours is a square of live worms. What led you to appropriate this artist's work?

EM: I had a passionate period of applying my revisions to other artists' work. I wanted to take the static Malevich and connect it to the earth, like the nomads, who are in constant motion.

IM: Wolf-Ram (2006) is a taxidermied sculpture made from the front half of a



Irina Makarova is the Editorial Coordinator for ArtAsiaPacific.
Irina Makarova是亞太地區藝術刊物《ArtAsiaPacific》的編務統籌。



從 2009年《Asian Weapon》系列中把家居用品改裝為武器的黑白素描，到描繪了駱駝背上裝有高科技火箭發射器的七彩陶瓷碟，梅蒂柏寇夫（Erbossyn Meldibekov）以富有政治色彩的作品聞名。他的創作表達了對中亞的單純看法，並將之界定為一個只有貧瘠土地和殘暴歷史的地區。梅蒂柏寇夫1964年出生於哈薩克斯坦南部，其後在阿拉木圖生活和工作。Irina Makarova與他進行專訪，聽他談Pastan的虛構國度、大麻及蘇聯紀念像的演變。

問：在2005年威尼斯雙年展的演出中，你向遊客自稱為Pastan的原住民，而他們又假裝知道這個國家。你認為他們為何這樣做？

答：我想幾乎沒有人會關心塔吉克斯坦或土庫曼斯坦所在何地。對他們來說，中亞地區或許也只是從金星爆發出來的一塊隕石。

問：在你2005年的演出《Pastan on the Street》及2004年的錄像作品《Pastan 2》，你任人以言語和肢體虐待你。這種逆來順受的態度與你對哈薩克斯坦政局的看法有何關係？

答：針對阿卡耶夫總統的示威活動爆發時，是一個主張樂觀主義的時期，當時我正嘗試創作抗議藝術。但現在，我的作品沒有暴力和不安，只有歡笑聲。《Pastan》的對比作品是《Shu-Chu》（2009）。這個命題來自我家鄉的一個火車站，那兒長滿大麻，字面的意思

是「我開玩笑」。這是很重要的，因為這種植物的主要特質是令人發笑。

問：《Black Square》（2005）是你模仿俄羅斯至上主義畫家Kazimir Malevich著名作品《Black Square》（1915）的諷刺作品，當中利用活生生的蟲拼成一個正方格。為何你會選用這位藝術家的作品？

答：我有一段時期很熱衷於修改其他藝術家的作品。我想利用靜態的Malevich與大地相連，就好像遊牧民族一樣，不斷四處遊走。

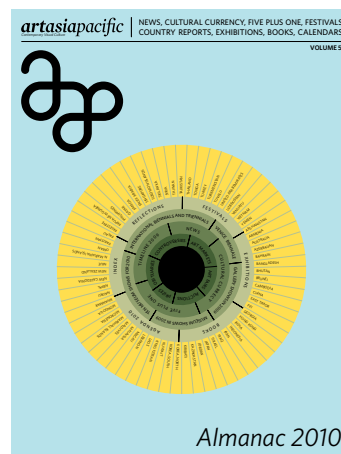
問：《Wolf-Ram》（2006）是一個標本剝製雕塑品，把狼的前半身與羊的後半身縫合起來。這件作品有何含意？

答：哈薩克神話、遊牧民族和動物在我大部分作品的美學中擔當重要的角色。狼代表了膽量、勇氣、技術，以及最重要的獨立，這些都是理想化的形象。與此同時，羊（特別是其後半部）象徵了愚鈍和呆笨。通過這件作品，我想創作一種混種動物，因為它就像哈薩克斯坦在1991年獨立後的景況。很多藝術家嘗試再續這類神話和傳說，不但在本國，即使在烏克蘭和俄羅斯也一樣。然而，我卻嘗試把這些主題去除神話的色彩。

問：你的宗教立場是甚麼？特別是關於《Hypermuslim》（2006）的演出，當中你為自己進行了第二次割禮？

I am a regular reader of ArtAsiaPacific - it is my preferred way to cover an art geography which is so heterogeneous that nobody else manages to focus on with comparable success as ArtAsiaPacific.

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答：16世紀的Mirza Muhammad Haidar Dughlat將軍是在哈薩克祖國建立蒙古伊斯蘭文化的原創人之一，我喜歡他的伊斯蘭教思想和教義。我生於哈薩克斯坦南部的宗教地區，但我是個藝術家，不覺得自己很虔誠。我以前總是喜歡鑽牛角，例如我們這些小東西，割下來就變得無用。這是很奇怪的事。

問：現時你在歐洲當代藝術界中很受歡迎。你在祖國受到怎樣的待遇？

答：在中亞，當權者對我這類藝術家非常反感。創作偏激的作品變得愈來愈危險，我現在害怕在當地製作這類作品。在烏茲別克，紀錄片攝影師Umida Akhmedova最近被告上法庭，指其作品「侮辱及誹謗烏國人民及傳統」，而俄羅斯商人Marat Guelman在展示政治挑釁的作品後，2006年在他經營的莫斯科畫廊中被毒打。摒棄了公然的悲觀主義，我現在採用諷刺和歡笑的手法。

看見這些蘇聯象徵如何演變，甚或消失得無影無蹤，是很有趣的事。

問：你至今的作品全部都與哈薩克斯坦有關。你認為有一天會耗盡題材嗎？還是哈薩克斯坦為你提供了無盡的主題？

答：可能因為我生於哈薩克斯坦、吉爾吉斯坦與烏茲別克之間的山區邊界，我覺得自己是個中亞藝術家，不能把哈薩克斯坦與鄰國分別開來。我認為自己較為關心吉爾吉斯坦的政治問題，而這亦比哈薩克斯坦的政治陰謀更為有趣。

問：你與兄弟一同製作的《Family Photo Album》系列（2007至09），展示了一家人重返他們數十年前到過的地方合照。當中，你的素材似乎是時間本身。

答：我很多新作都包含了被遺忘的烏托邦故事、事件甚至閒話。舉例說，烏茲別克有個紀念像在90年間被轉換了11次。最初在1912年，它是Kaufman總督，但在1917年，布爾什維克把他換為紅旗，稱為「革命紀念物」。之後的是史太林、馬克思和帖木兒。每10年換一次紀念像實在荒謬。另一次，我們找到一幅我們姊妹站在哈薩克斯坦列寧紀念像前拍攝的照片，並決定在那兒為她以相同姿勢再拍一次。奇怪的是，相片的背景比她更加突出。列寧的雕像被哈薩克英雄Baidiber-Batir的騎馬雕像所取代，但最後卻看似蘇聯軍事領袖Kotovskiy或紅軍司令官Chapaev。看見這些蘇聯象徵如何演變，甚或消失得無影無蹤，是很有趣的事。

What sort of treatment do you receive in your home country?

EM: In Central Asia, the people in power are allergic to artists like me. It is becoming more and more dangerous to make radical works. I am afraid to make these kinds of works there now. In Uzbekistan, Umida Akhmedova was recently taken to court [for photographs that allegedly “insult and slander the Uzbek people and traditions”], and the Russian dealer Marat Guelman was beaten up in his own gallery in Moscow in 2006 after he showed politically provocative work. Instead of blatant pessimism, now I employ irony and laughter.

IM: All of your work so far has been about Kazakhstan. Do you feel like you will ever run out of subject matter, or is Kazakhstan an endless theme for you?

EM: Perhaps because I was born on the mountainous border between Kazakhstan, Kyrgyzstan and Uzbekistan, I consider myself a Central Asian artist and cannot discern Kazakhstan from its neighbours. I find the political problems in Kyrgyzstan closer to my heart and more interesting than the political intrigue in Kazakhstan.

IM: Your “Family Photo Album” series (2007-09), which you made with your brother, shows family members posing in places they visited decades ago. Here, your medium appears to be time itself.

EM: Many of my new pieces consist of forgotten utopian stories, incidents and even gossip. For instance, there’s a monument in Uzbekistan that was changed 11 times in 90 years. At first, in 1912, it was governor-general Kaufman, but in 1917, the Bolsheviks replaced him with a red flag, calling it “Monument to Revolution.” Then it was Stalin, Karl Marx and Amir Temur. It’s absurd to change a monument every ten years. Another time, we found a picture of our sister standing in front of a monument of Lenin in Kazakhstan, and decided to photograph her there, in the same pose. The strange thing was that the background stood out more than her. Lenin’s figure was replaced by an equestrian statue of the Kazakh hero Baidiber-Batir, but in the end it looks like the Soviet military leader Kotovsky or the Red Army commander Chapaev. It was interesting to see how these Soviet symbols mutated and in some cases disappeared altogether.



ERBOSSYN MELDIBEKOV AND NURBOSSYN ORIS, Kazakhstan, from the series “Family Album,” 2007-09, a family portrait taken 20 years ago in Kazakhstan, paired with a recent portrait taken in the same location.

梅蒂柏寇夫及NURBOSSYN ORIS，哈薩克斯坦，出自《Family Album》系列(2007-09)。此乃一張20年前攝於哈薩克斯坦的家庭合照，旁邊放有另一張於同一地點拍攝的近照。



Air France unveiling a EUR110 million makeover of its business class seat



Air France continues to pursue its investment strategy by upgrading its long-haul Business offer for customers. As part of its commitment to constantly improve its customer travel experience, Air France will be introducing, by end-2010, a more comfortable seat for working, resting or enjoying time on board; a more varied choice of dishes and a host of new services throughout the trip.

A completely redesigned cabin

In terms of upgrading its Business seat, Air France based its research on ergonomics specialists' recommendations and consultations with customers on further improving the comfort for working, relaxing or enjoying time on board.

The Air France Business class seat, whose fixed shell guarantees the passenger's privacy, offers enhanced comfort thanks to different innovations.

- a new structure comprising a lie-flat seat bed measuring over 2m in length and a new fixed foot-rest
- simpler and more practical controls
- new storage space
- a 15-inch (or 38 cm) wide screen in 16:9 format

More practical to use, these redesigned Business class seats create a subdued and discreet ambience, lending a more light-filled dimension to the cabin and enhancing customers' comfort.

Starting from summer 2011, over 20 aircraft will be equipped with this new Business cabin. By 2013, some 40 Air France aircraft, including Airbus A330, Boeing 777, Airbus A380, will also be equipped with the new seat.

A French-style dining experience

Over the past few months, Air France has been further upgrading its catering service in Business class with the aim to offer its customers a more varied choice and a world of true, high-class restaurant-style inflight catering. To this end, Air France has rethought mealtimes to offer brand new dishes, renewed its menus more frequently and introduced new features for the benefit of its customers.

The menus are renewed every ten days on departure from Paris so that frequent travellers can discover new dishes every time they travel.

To accompany the meal, a selection of fine wines (two red wines, one white and one Champagne) chosen by Olivier Poussier offers the best from all the French wine-producing regions, whether it be well-known vintages or hidden treasures.

To facilitate the customer's journey at every stage of their trip, Air France has also enhanced the range of services available throughout their trip and improved the range of well-being services on offer in its lounges.

A reference product on the market

Air France decided to pursue investment in its Business class offer during the air transport crisis, investing 110 million euros over three years to equip new aircraft, upgrade aircraft already in operation, revamp its in-flight meal service and develop its lounges.

These investments currently give Air France an additional competitive edge and allow the airline to take full advantage of the upturn in business traffic.

The new Air France Business offer is designed to be a reference product on the market, offering enhanced comfort and optimum peace of mind thanks to streamlined service.



A number of landmarks have sprouted in the heart of Tsimshatsui, with each offering interesting shopping and dining options to those looking for something a bit different. iSQUARE, where the old Hyatt Hotel used to stand, is aiming to attract the middle to upper crust of Hong Kong with its diverse choice of restaurants for food lovers on its upper floors overlooking Tsimshatsui.

Good food and a great view should complement each other. But all too often restaurants with a beautiful view only serve average food, and customers feel they have been charged mainly for the view rather than dishes! So is it possible to enjoy a good view and good food in Hong Kong? Of course! There are always exceptions to every rule.

Nanhai No. 1, located on the 30th floor of iSQUARE has some of the best views among the new landmarks. The wall windows provide breathtaking views of Victoria Harbour in the day and at night. The restaurant has an open design so no matter where you sit you can enjoy a panoramic view of the city.

Although the menu tries to be creative, they remain faithful to traditional Chinese cooking techniques, with each dish, from dim sum to soups to noodles all being carefully prepared. Unlike other luxuriously restaurants which push their expensive dishes like abalone and shark's fin soup, Nanhai No. 1 offers a wide range of Cantonese dishes to suit all budgets.

For appetizers, they have old favourites like *Deep Fried Shredded Taro* and *Squid Tentacles with Spicy Salt* – neither of which is too oily. Its *Sliced Octopus with Bitter Gourd* is fresh and crunchy, and its unique *Deep Fried Beancurd Sheet Roll* has a very distinctive taste. The *Drunken Baby Pig Knuckles* and *Iced Tofu with Silver Prawns* are two of my favourite appetizers. Since all of them are mouth-watering, we ordered ten appetizers! These included the *Honey-Stewed Barbecue Pork* and *Pork Crackling*. We also enjoyed the fresh *sui mei*, even though it was dinner time.

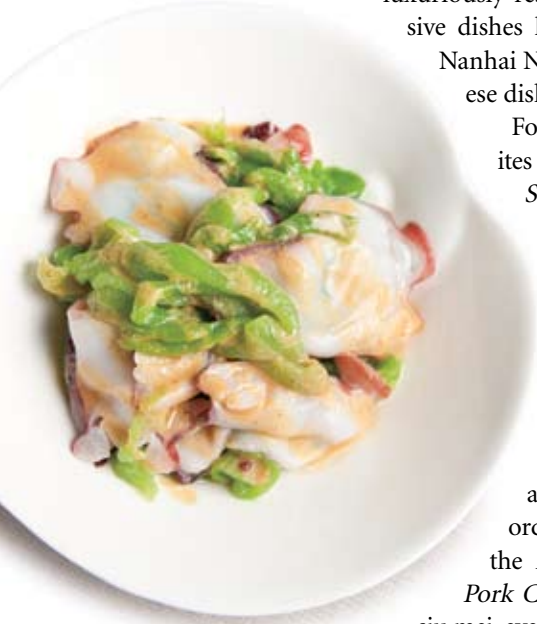
Then came the soup. The waiter didn't try to twist our arm to order the expensive soups, and we ended up ordering the chef's special soup of the day, which was *Double-Boiled Sea Whelk*



Soup. The soup was really tasty and thick, and the chef didn't skimp on the ingredients. Just as importantly, the price was very reasonable.

Next came the main courses. We tried the *Steamed Crab with Shaoxing Wine*. The price is clearly marked as "\$328 per serving," instead of the tricky "current price." When the waiter placed it on our table, we couldn't help but take in deep breaths of the fragrant Shaoxing wine aroma. The crab meat was firm and got our thumbs up. To satisfy our Japanese and Britain friends, we ordered *Jumbo Prawns in Red Coconut Curry* and

Sliced octopus with bitter gourd
涼瓜拌八爪魚片 (HK\$78)



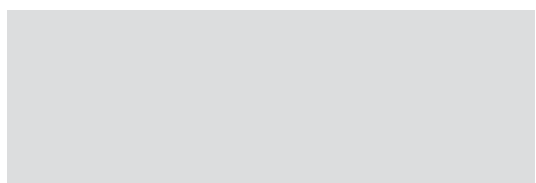
Gerry Ma is former guest host of the radio chat show, "Gourmet," and a judge for Hong Kong's "Best of the Best Culinary Awards."
馬桂榕為電台清談節目「飲食得喜」前任客席主持、「美食之最大賞」評判。

Food with a View

吃在看景的日子



Steamed crab in Huadiao wine
陳年花雕蒸紅蟹 (HK\$328 portion份)



Pan-fried giant scallop
燒汁香煎元貝皇 (HK\$98 pc隻)





▲ King prawn served in a spicy sauce
金榜醬煮大蝦 (HK\$88 磅隻)

▶ Sautéed asparagus with mushrooms and garlic
蒜香蘆筍雞腩菇 (HK\$160)



Pan-Fried Scallops in Teriyaki Sauce. The chef had already divided the dishes onto individual plates, so when they arrived at our table it was very convenient for everyone.

The Lettuce Wraps with Kurobuta Pork was made with minced pork instead of duck or pigeon, which was tangy and very crunchy. Lastly we had *Braised Garoupa's Fin with Bamboo Shoots and Chinese Mushrooms.* It is a very traditional Guangdong dish that allows good chefs to show off their skills. Priced at \$368 per serving, it was good value for such a good dish.

That was a wonderful, relaxing night. The food was very good and the night panorama was spectacular. We then moved to the other side of the restaurant which houses Eyebar to continue chatting and drinking – a perfect end to a very enjoyable evening. 🌸

這一陣子，尖沙咀好不熱鬧，多座黃金地段的重建地標先後落成，其中iSQUARE以高層景觀最為優勝，發展商順應市場需求，將中高檔食肆共治一爐，為顧客提供多元化餐飲選擇。

美景與美食本應相輔相成，角色沒有任何衝突，但景色優美的餐廳往往讓人覺得食物水準較為失色，客人付出較多的同時，最後卻是「食景、食裝修」，這好像是靚景食肆的宿命。究竟美景、美食和合理消費是否不能共存？世事總有例外。

位於iSQUARE 30樓的「南海一號」的確是個別例子。論景觀，南海一號可說是眾多新地標中的「靚景之最」，從餐廳的落地大玻璃向外望，港島區由東至西的海傍全景盡入眼簾，日間陽光從窗外射入，充滿活力氣息，晚間則好比一幅巨型銀幕，近距離放映東方之珠的美景。餐廳的高樓底更是難能可貴，好比六星級大酒店的大宴會廳或大堂。雖然場內可同時招待200多位客人，但座位布局得宜，舒適之餘，私隱度也極高。最值得一讚的是餐廳並沒有多設貴賓房，反而全場以開放式設計，使客人不論是否坐在窗旁，窗外的美景都一覽無遺。

菜式方面，南海一號並沒有故弄玄虛。雖然菜單中不乏一些較創新的菜式，但仍然保存著中國傳統佳餚應有的真功夫。在菜式的布局中，無論前菜、廣東燒味、湯羹、大菜、小炒以至粉麵都下過心思。這有別於一些賣靚景、賣豪裝的酒家，只顧推銷鮑參翅肚、山珍海味，忽略其他特式粵菜的選擇。魚、蝦、蟹、豬、牛、雞、鴨各有不同的特色菜式，所選用的材料都吃得出是新鮮食材，利用蒸、燉、焗、煎、炸、炒等不同的烹調方式，將食材的真味發揮得淋漓盡致。

單看前菜已經是琳瑯滿目，各有特色。愛香口的話，「金絲珠豆」（即炸芋絲）和「椒鹽龍鬚」都是極佳選

Nanhai No. 1
南海一號
30/F, iSQUARE,
63 Nathan Road,
Tsim Sha Tsui,
Kowloon
九龍尖沙咀彌敦道63號
iSQUARE 30樓
2487 3688



Diced pork with lettuce cups
冷味黑豚生菜盞 (HK\$108)



擇，雖是油炸，但一點也不過份油膩。「涼瓜拌八爪魚片」清爽無比，「蓬萊素鵝」的做法經過改良，在素鵝菜式中脫穎而出，而「花雕豬腳仔」和「銀蝦冰鎮豆腐」都是我的至愛。由於味味吸引，六個人點八至十小碟作為前菜也不為過。還好沒有錯過「蜜汁叉燒」及「脆皮燒肉」，晚飯時段還可吃到如此新鮮的燒味，真是無可挑剔。雖說十來份的前菜，但全都是佐酒佳品，不消一刻已被大家全消耗掉。吃完前菜來個湯吧，侍應並沒有硬銷鮑參翅肚，不管我們點的是老火靚湯還是燉響螺，態度依然良好。湯的用料確是十足，看看收費還是有良心的，沒有像城中「利」字當頭的美食集團，以湯割客。

該是主菜的時候了。在座不乏愛酒人士，就先來個「陳年花雕蒸紅蟹」，開張明義每份\$328，絕不以「時價」取巧。蒸蟹送上時，花雕酒香氣四溢，啖啖肉，大家都吃得津津有味。既然有外籍朋友在座，點了一份份奉上的「金榜醬煮大蝦」，日籍朋友吃得愛不釋手。為了

照顧另一位來自英國的朋友，同時點了「燒汁香煎元貝皇」，也是一份份奉上，方便至極。「冷味黑豚生菜盞」捨鴨鬆或鵝鬆而改用黑豚肉，做得夠滋味又清爽，大家都讚好。最後再來一份「古法雙冬燜斑翅」，基本功當下立見，不失傳統粵菜烹調之作，而且還是明碼實價，一份燜斑翅收\$368，算是合理。



Deep fried crispy squid
椒鹽龍躉 (HK\$58)

Crispy vegetables with a spicy meat topping
麻辣貴菜 (HK\$48)



整晚飯局，大家都輕輕鬆鬆的渡過，享受美食之餘，

同時被窗外的維港夜景所打動，飯後更留在餐廳另一端的Eyebars繼續暢飲，大家興奮之餘也同聲讚賞今晚的選擇，美食美景，朋友共聚，難得幾何？最後看看當晚花費，完全是在合理預算之內。喝著美酒，突然有感在南海一號這一刻，猶如身處大郵輪，正在維港海灣上漫遊一樣。✿

Can Those Sodas

Soft drinks and other sugar-sweetened beverages have been linked to an increased risk of type 2 diabetes and metabolic syndrome

A new study has found that regular consumption of soda and other sugar-sweetened beverages is associated with a clear and consistently greater risk of metabolic syndrome and type 2 diabetes. According to the Harvard School of Public Health (HSPH) researchers, the study provides empirical evidence that intake of sugary beverages should be limited to reduce risk of these conditions.

“Many previous studies have examined the relationship between sugar-sweetened beverages and risk of diabetes, and most have found positive associations, but our study, which is a pooled analysis of the available studies, provides an overall picture of the magnitude of risk and the consistency of the evidence,” said lead author Vasanti Malik, a research fellow in the HSPH Department of Nutrition.

Consumption of sugary drinks, the majority of which are sodas, has increased substantially across the globe and previous scientific studies have shown consistent associations with weight gain and risk of obesity. However, this study is the first meta-analysis to quantitatively review the evidence linking sugar-sweetened beverages with type 2 diabetes and metabolic syndrome. (Metabolic syndrome is a group of risk factors, such as high blood pressure and excess body fat around the waist, that increase the risk of coronary artery disease, stroke and diabetes.)

The researchers, led by Malik and senior author Frank Hu, professor of nutrition and epidemiology at

HSPH, did a meta-analysis that pooled 11 studies that examined the association between sugar-sweetened beverages and those conditions. The studies included more than 300,000 participants and 15,043 cases of type 2 diabetes and 19,431 participants and 5,803 cases of metabolic syndrome.

The findings showed that drinking one to two sugary drinks per day increased the risk of type 2 diabetes by 26% and the risk of metabolic syndrome by 20% compared with those who consumed less than one sugary drink per month. Drinking one 12-ounce serving per day increased the risk of type 2 diabetes by about 15%.

“The association that we observed between soda consumption and risk of diabetes is likely a cause-and-effect relationship because other studies have documented that sugary beverages cause weight gain, and weight gain is closely linked to the development of type 2 diabetes,” said Hu.

While a number of factors are at work in the development of type 2 diabetes and metabolic syndrome, sugar-sweetened beverages represent one easily modifiable risk factor that if reduced will likely make an important impact, say the researchers.

“People should limit how much sugar-sweetened beverages they drink and replace them with healthy alternatives, such as water, to reduce risk of diabetes as well as obesity, gout, tooth decay, and cardiovascular disease,” said Malik. ❀



戒喝汽水

喝汽水和其他含糖飲料會增加患上二型糖尿病和代謝綜合症的風險

最近一項研究發現，常喝汽水和其他含糖飲料明顯較易患上代謝綜合症和二型糖尿病。哈佛公共衛生學院（HSPH）的研究員指出，是次研究提供了經驗證據，說明我們應減少飲用含糖飲料，以降低罹患這些症狀的風險。

HSPH營養學研究員Vasanti Malik乃是次研究的領導主管。他說：「不少過往研究探討了含糖飲料與糖尿病風險的關係，而大部分都證實兩者有正向關聯，但我們的研究則對這些研究進行綜合分析，因此可全面了解風險的嚴重性，並且與之前的結果保持一致。」

含糖飲料（大多數為汽水）在全球的飲用量大幅增加，而以往的科學研究已顯示，喝含糖飲料與體重增加和過胖有一致的關係。然而，今次是首個根據若干較小型研究而進行的綜合分析，探討含糖飲料與二型糖尿病和代謝綜合症的關連。（代謝綜合症是一群風險因素，包括高血壓和中央肥胖等，可增加患上冠狀動脈疾病、中風和糖尿病的風險。）

由Malik和HSPH營養和流行病學教授兼是次研究高級主管

Frank Hu率領的一班研究員，綜合11項探討含糖飲料與上述症狀關係的研究結果，並進行統合分析。參與二型糖尿病研究的人數逾30萬人，當中錄得15,043宗個案，另有19,431人參加代謝綜合症的研究，並錄得5,803宗病例。

研究結果顯示，與每月飲用少於一份含糖飲料的人相比，每天喝一至兩份含糖飲料會分別增加26%和20%患上二型糖尿病和代謝綜合症的風險。每天飲用一份12盎司的甜飲可增加約15%罹患二型糖尿病的風險。

Hu說：「根據我們觀察，飲用汽水與糖尿病的風險很可能是因果關係，因為其他研究已證明含糖飲料會導致體重增加，而體重增加亦與二型糖尿病的發病率有密切關係。」

研究員認為，儘管一些因素會導致二型糖尿病和代謝綜合症，但含糖飲料是易於改變的風險因素，如果減少攝取，就可能產生重要的影響。

Malik表示：「人們應減少飲用含糖飲料，並以水等其他健康飲料代替，以降低罹患糖尿病、過胖、痛風、蛀牙和心血管疾病的風險。」



Winter Reading List

冬日閱讀清單

In this season of light, we bring you seven books that offer inspiration and hope for the New Year and beyond. This year's selections tie generations together through rich and timely stories that show the power that giving, sharing, and philanthropy can have around the world. These stories illustrate how one person's vision can create meaningful change throughout the world – and inspire millions more to create a brighter future.

This year's Holiday Reading List was culled from more than 300 non-fiction titles nominated by the members of J.P. Morgan's Private Banking Group globally. A review committee of advisors then made selections based on factors such as the quality of the book's content, geographical and generational reach, as well as its inspiration on the future. ✨

在這個喜慶季節，我們誠意推介七本讀物，為你的新年和未來帶來啟發和希望。今年的清單精選了內容豐富和切合時宜的故事，展現施予、分享和仁愛的力量如何改變世界，使不同世代的人緊密互連。這些故事說明了個人眼光如何為全球帶來有意義的轉變，並激發數以百萬的人同創更光明的未來。

在遴選過程中，摩根大通私人銀行的全球員工先推薦了逾300部非小說類著作，再由評審顧問委員會根據多項因素，包括書籍的內容質素、能否跨越地域和時代，以及對未來的啟迪，編製出今年的假日閱讀清單。 ✨





Promise Me

How a Sister's Love Launched the Global Movement to End Breast Cancer

《答應我》

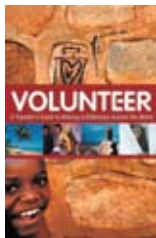
姊妹之情如何激發全球預防乳癌

By Nancy G. Brinker and Joni Rodgers

南茜·布林格爾及瓊尼·羅傑斯著

In this compelling memoir, the 64-year-old founder of Susan G. Komen for the Cure mixes details from her soap opera-like life with facts about breast cancer. Nancy Goodman of Peoria, Illinois, morphs from a chubby Jewish girl (in second grade, she tips the scale at more than 100 pounds) to a nearly six-foot glamazon. After breast cancer kills her beautiful 36-year-old sister, Suzy, Nancy starts the world's largest breast-cancer charity in her memory. At age 37, she discovers a lump in her own chest. Nancy gets by with a little help from her second husband, Norman Brinker, the casual-dining gazillionaire and a member of the Susan G. Komen board from its inception in 1982 until his death last year.

在這部令人感嘆的回憶錄中，64歲的蘇珊·寇曼乳癌基金會（Susan G. Komen for the Cure）創辦人把其肥皂劇般的生活細節與乳癌的相關資料融合起來。來自伊利諾伊州皮奧里亞的Nancy Goodman由圓胖的猶太女孩（二年級時已超過100磅）搖身變成近六呎高的窈窕淑女。她的姊妹Suzy於36歲時因乳癌病逝後，Nancy便設立了全球最大的乳癌慈善組織。37歲時，她發現胸部長了腫塊，其後在其第二任丈夫Norman Brinker的支持下康復過來。Norman Brinker是奉行簡約飲食的超級大富翁，而自蘇珊·寇曼乳癌基金會於1982年成立以來，他一直出任董事，直到去年與世長辭。



Volunteer

A Traveller's Guide to Making a Difference Around the World

《義工》

改變世界的旅遊指南

By Charlotte Hindle & Nate Cavalieri

Charlotte Hindle及Nate Cavalieri著

Are you looking for a more meaningful travel experience? Do you want to give back to the communities you visit, make a genuine connection with locals, meet like-minded travellers and build your skills? International volunteering opens up all these opportunities, and this book has all the advice you need to get you there. Much more than just a resource directory, Volunteer is packed with invaluable information and full-colour inspiration to get you planning your perfect short- or long-term volunteer experience anywhere in the world, whether it's monitoring sea turtles in Greece, helping set up handicraft businesses in Ghana or building community centers in Guatemala!

你正尋找更有意義的旅遊經歷？你希望回饋你曾經踏足的社區，與當地人建立真正的聯繫，認識志趣相投的旅人，並建立個人技能？國際志願服務就正好提供這些機會，而此書也包含一切所需的有關資料。除了是一本資源指南，《義工》更提供豐富的寶貴資料和彩色圖片；無論你想在希臘監察海龜、到加納協助發展手工藝業，或是在危地馬拉建設社區中心，此書都有助啟發讀者計劃個人的完美短途或長途義工體驗。



Green Living

Architecture and Planning

《綠色生活》

建築與規劃

By Dr Barbara Kenda & Steven Parissien

Barbara Kenda博士及Steven Parissien著

"Green" architecture is not only beautiful but imperative, making this volume indispensable for anyone interested in sustainable design. This book is the most thorough overview to be published on environmentally sound building and planning practices. It includes project descriptions, photographs, and detailed drawings that demonstrate that sustainability is not just good for the planet, but also offers new opportunities for creativity and innovation. Beginning with a survey of evolving strategies to step more lightly on the earth, like "graywater" recovery, green roofs, contextual design, and human-scale architecture, the book features essays by such noted experts as Andres Duany, Victor Deupi, Bruce King, Stephen A. Mouzon, and Norman Crowe.

「綠色」建築不僅美觀，也是個必然趨勢，因此對於所有對可持續設計感興趣的人士，此書是不能錯過的讀物。本書提供了同類書籍中最全面的環保建築和規劃綜述，內容包括項目詳情、照片和詳細繪圖，展示出可持續發展不但對地球有利，也提供創新的機遇。書中概述一系列不斷演進的環保建築策略，例如污水回收系統、環保天台、景觀設計及人體尺度建築等，並收錄了Andres Duany、Victor Deupi、Bruce King、Stephen A. Mouzon及Norman Crowe等知名專家的文章。



The Three Questions

《尼可萊的三個問題》

By Jon J. Muth

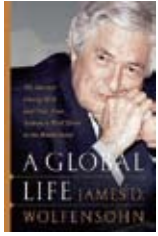
瓊·穆德著

Muth recasts a short story by Tolstoy into picture-book format, substituting a boy and his animal friends for the czar and his human companions. Yearning to be a good person, Nikolai asks, "When is the best time to do things? Who is the most important one? What is the right thing to do?"

He believes that if he can find the answers to his three questions, he will always know how to be a good person. His friends – a heron, a monkey, and a dog – try to help, but to no avail, so he asks Leo, the wise old turtle. Leo doesn't answer directly, but by the end of Nikolai's visit, the boy has discovered the answers himself.

這本圖書乃作者穆德根據俄國大文豪托爾斯泰的短篇小說而改編，原著內的俄國沙皇及其侍者則化身成小男孩及其動物朋友。小男孩尼可萊渴望成為好人，於是便提出三個問題：何時是做事的最佳時機？誰是最重要的？甚麼是應該做的事？

尼可萊相信只要找到這三個問題的答案，就會知道怎樣做好人。他的朋友蒼鷺、猴子和小狗嘗試協助解惑，但都幫不上忙。他決定求教睿智的老烏龜李奧。李奧沒有直接回答尼可萊的提問，但小男孩最終自行找到了答案。



Global Life

My Journey Among Rich and Poor, from Sydney to Wall Street to the World Bank
 《我的環球人生》
 穿梭於富與貧的旅程，從悉尼到華爾街到世界銀行
 By James D. Wolfensohn
 詹姆斯·沃爾芬森著

This is the autobiography of James Wolfensohn, who led the World Bank through one of its most tumultuous decades to struggle against global poverty. As the president of the World Bank, Wolfensohn explores the causes of continuing poverty and his approach to fighting it. With his experience in the banking sector, Wolfensohn motivated, devised, and charmed all the constituencies at his command to increase the world's wealth. Here he assesses his successes and failures. The visionary philanthropist also shares his experience in different parts of the world. As a Jew, he faced anti-Semitism in London's banking world, but as an international public servant, he has carved a distinct path in Asia, Africa and Europe for the bank. This is the story of an astonishing career and a fascinating personality.

這是詹姆斯·沃爾芬森的自傳。他曾引領世界銀行渡過最動盪的時代之一，掙脫全球貧窮。作為世界銀行主席，沃爾芬森探討持續貧窮的成因及解決方法。他利用其銀行業的經驗，以激勵、指揮和吸引所有支持者，達成全球財富增長。他在書中評價自己的成敗。這個有遠見的慈善家也分享其在世界各地的體驗。作為猶太人，他在倫敦的銀行界受到反猶太主義的衝擊；但作為國際公僕，他為亞洲、非洲和歐洲的銀行業開拓了不一樣的大道。這是一個關於輝煌事業與超凡人格的故事。

The Bulletin is giving away three copies of "Showing Up For Life: Thoughts on the Gifts of a Lifetime". The contest is open to HKGCC members only, and limited to one entry per person. Entries will be randomly drawn from the hat and winners will be announced in the next issue of *The Bulletin*. Deadline for entries is December 24.

Simply complete the entry form and send it to: The Hong Kong General Chamber of Commerce, 22/F, United Centre, 95 Queensway, Admiralty, Hong Kong.

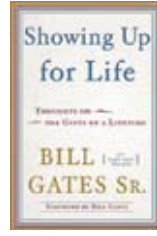
《工商月刊》將送出三本《比爾·蓋茲是這樣教出來的》。每人只限索取乙本，歡迎會員來信參加。本會稍後將抽出幸運兒，結果將於下月的《工商月刊》內公布。截止日期為12月24日。請填妥索取表格，並郵寄至香港總商會（地址：香港金鐘道95號統一中心22樓）。

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

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

Showing Up For Life: Thoughts on the Gifts of a Lifetime

Congratulations to the winners of **The Good Life Rules:**
 Farooq-Shaikh; Lee Suk Yee; Kamai Nankani; Donna Lam

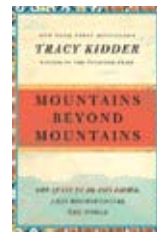


Showing Up For Life

Thoughts on the Gifts of a Lifetime
 《比爾·蓋茲是這樣教出來的》
 成功的關鍵，就在人格的養成！
 By Bill Gates Sr., Mary Ann Mackin, and Bill Gates
 老比爾·蓋茲、瑪麗·安·麥欽及比爾·蓋茲著

Bill Gates – attorney, philanthropist and father of the Microsoft scion – shares thoughts and family memories in this warm collection of short essays. Through revealing stories of his daughters, Kristi and Libby; his son Bill; his late wife, Mary, his current wife, Mimi; and his work with Nelson Mandela and Jimmy Carter, among others, he discusses the importance of hard work, getting along, honouring a confidence, speaking out, and what he has learned from these people. *Showing Up for Life* translates one man's experiences over fourscore years of living into an inspiring road map for readers everywhere.

律師、慈善家及微軟創辦人之父——老比爾·蓋茲把多篇溫馨小品輯錄成書，分享個人見解和家庭軼事。他透過記述其女兒Kristi與Libby、兒子比爾、已故妻子Mary、現任妻子Mimi，以及與南非首位黑人總統曼德拉、前美國總統卡特及其他人合作的故事，討論勤奮、與人為善、信任和敢於發聲的重要性，以及從這些人身上學到甚麼。此書把一位80多歲智者的生活歷練，轉化成啟發讀者的人生智慧指南。



Mountains Beyond Mountains

The Quest of Dr. Paul Farmer, a Man Who Would Cure the World
 《愛無國界》
 法默醫師的傳奇故事
 By Tracy Kidder
 崔西·季德著

At the center of *Mountains Beyond Mountains* stands Paul Farmer, a renowned infectious-disease specialist and anthropologist. Farmer was brought up in a bus, and in medical school he found his life's calling: to cure infectious diseases and bring the advanced lifesaving tools to those who need them most. This magnificent book shows how radical change can be fostered in situations that seem insurmountable. It also shows how one can create a meaningful life, like Farmer – a charismatic leader in international health and a doctor who finds time to make house calls in the mountains of Haiti.

A winner of the Pulitzer Prize, Tracy Kidder takes us from Harvard to Haiti, Peru, Cuba, and Russia as Farmer practices through his dedication to the philosophy "the only real nation is humanity."

本書的主角是知名傳染病學專家及人類學家保羅·法默。法默醫師自幼與巴士為伴，及後考進醫學院時，一天突然接到生命的呼喚，召令他治療傳染病，並為最有迫切需要的人提供先進的救生設備。此書顯示出在一些看似無法克服的情況下如何進行徹底改變，也說明了人如何可活得有意義，就像法默這位國際醫療魅力領袖及不時到訪海地山區為居民上門診症的仁醫一樣。

作者季德為普立茲文學獎得主，透過細膩的筆觸，他把讀者從哈佛帶到海地、秘魯、古巴和俄羅斯，深入體會法默醫師對實踐其理念——「人類才是唯一真正民族」的堅持。

MATRADE

Malaysia External Trade Development Corporation (MATRADE) was established in March 1993 as a statutory agency under the Ministry of International Trade and Industry (MITI).

As Malaysia's national export promotion agency, MATRADE is responsible for assisting Malaysian companies succeed in the international market. MATRADE's vision of positioning Malaysia as a globally competitive trading nation is paired with its mission to develop and promote Malaysia's enterprises to the world.

MATRADE serves to promote Malaysia's external trade with particular emphasis on the export of manufactured and semi-manufactured products and services. In addition, MATRADE formulates and implements export marketing strategies and trade promotion activities to increase Malaysia's exports, undertake market research, and create a comprehensive database of information for the development and improvement of Malaysia's trade. MATRADE also organises training programs to enhance the international marketing skills of Malaysian exporters, promote and assist in services related to trade, and protect Malaysia's international trade interest abroad as well as a focal point for disseminating information on Free Trade Agreements (FTAs) to Malaysian exporters.



MATRADE's objectives are:

- To raise the profile of Malaysian exporters in foreign markets;
- To disseminate timely and relevant information and market intelligence to help Malaysian companies gain a competitive edge in foreign markets;
- To introduce Malaysian companies to foreign importers seeking Malaysian suppliers; and
- To undertake activities to promote the export of Malaysian products and services in overseas markets.

MATRADE is also actively involved in assisting foreign companies to source for suppliers of Malaysian products and services, and is represented worldwide at 40 locations in major commercial cities. In Malaysia, MATRADE has five local branches in Penang, Terengganu, Johor, Sabah, and Sarawak.

Among the services provided by MATRADE are:

- MATRADE Business Library;
- Electronic Publications;
- Market Information;
- Organising overseas Trade Missions, Specialised Marketing Missions, International Trade Fairs, Promotion Booths, Malaysian Product Exhibitions and In-Store Promotions;
- Exhibition Centres (Domestic and International);
- Business Matching following Trade Enquiries;
- Incoming Buying Missions;
- Incoming Trade Delegations; and
- Seminars and workshops.

If you are looking for high value business propositions, Malaysia is your choice.

The international business community is convinced of the ability of Malaysian companies to create and capture value for their customers. Their signatures are not only about concluding a business deal, but testify to long-term business relationships. With a proven track record of delivering world-class quality products and services, Malaysian suppliers have established their presence worldwide.



For more information on MATRADE and its services, please visit www.matrade.gov.my or visit our nearest office:

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Consulate General of Malaysia (Trade Section)
19F, Malaysia Building, 50 Gloucester Road, Wanchai, Hong Kong SAR

Tel : (852) 2527 8109
Fax : (852) 2804 2866
Email : hongkong@matrade.gov.my

Chamber Happenings 活動重溫



Retirement Planning: Why We Have to Be Serious About It

退休計劃：為何值得重視？

Kerry Ching, Managing Director of Fidelity Hong Kong, and David Rossiter, Head of Human Resources at the Hospital Authority, spoke at the Chamber's November 10 roundtable luncheon on various options people need to consider regarding their retirement plans. They also discussed how you can better manage your MPF, and employee choice arrangement.

富達香港區董事總經理程劍慧及醫院管理局人力資源主管羅熙達於本會11月10日的午餐會上，探討僱員選擇不同退休計劃時所需的考慮，並分析更有效管理強積金的途徑，以及僱員自選安排。

Watch this roundtable online
會員可於網上觀看午餐會錄影
www.chamber.org.hk

Americas

Frank Lavin, Chairman, Public Affairs Practice, Edelman Asia Pacific, provided an overview at the Chamber's October 26 roundtable luncheon on the U.S. 2010 mid-term elections and what the results would likely mean for businesses and the United States' foreign trade policy.

A delegation from the Mexican Business Council for Foreign Trade, Investment and Technology (COMCE) paid a visit to the

Chamber on October 27, where they were welcomed by Chamber CEO Alex Fong. During the meeting they discussed the details of an MOU between COMCE and the Chamber.

Asia/Africa

Dr Eaksakdi Daengdej, Vice Minister, Office of The Prime Minister, Thailand, paid a courtesy visit to the Chamber on October 21 and was received by Alex Fong, Chamber CEO. Both sides discussed the latest economic

developments in Thailand and China.

Maung Maung Win, Deputy Governor, Central Bank of Myanmar, visited the Chamber on October 26. Erica Ng, Director, Program Development & Chamber Services, welcomed Win who discussed plans to expand in Hong Kong and the Mainland.

China

Xi Wen, Vice Division Chief of Development and

Reform Commission of Wuhu City, Anhui Province, called on the Chamber on October 25 and was welcomed by Dr Irene Lau, Chamber Chief Consultant for Business Development and Chamber Service.

HKGCC, together with the other three local major chambers of commerce, organized a meeting on October 29 with the People's Congress of Guangdong Province to further discuss the Third Revised Draft of The Regulations on the Democratic Management in Enterprises of the Guangdong Province and to express Hong Kong businessmen concerns about the regulation. Wendy Lo, Business Connection and Chamber Services Manager represented Chamber to attend the meeting.

Author Eddie Wang spoke at the Chamber's November 10 roundtable luncheon titled 'Looking South Towards Hong Kong' which looked at how Mainland Chinese perceive Hongkongers and what Hong Kong can do to optimize its pros and reduce the cons.



Ni Pengfei, Professor of Economics of the Chinese Academy of Social Sciences, Mok Ka Ho, Chair Professor of Comparative Policy of

Chamber Committees 總商會委員會

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

Asia/Africa Committee 亞洲/非洲委員會
Mr Neville Shroff 尼維利施樂富先生

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

CSI – Executive Committee 香港服務業聯盟 — 執行委員會
Mr David Dodwell 杜大偉先生
Digital, Information and Telecommunications Committee 數碼、資訊及電訊委員會
Ms Winnie Yeung 楊長華小姐

Economic Policy Committee 經濟政策委員會
Mr James Riley 詹偉理先生
Environment and Sustainability Committee 環境及可持續發展委員會
Dr Glenn Frommer 馮悟文博士

Europe Committee 歐洲委員會
Mr Serge G. Fajalen 范富龍先生
Financial and Treasury Services Committee 金融及財資服務委員會
Mr T C Chan 陳子政先生
Industry & Technology Committee 工業及科技委員會
Mr Edmond Yue 余國賢先生

the Hong Kong Institute of Education (HKIEd), spoke at the Chamber's November 11 roundtable luncheon titled 'A Competitiveness Study of Chinese Cities and the Positioning of Hong Kong's Future Development.'

Europe

Delfi Robinat Català, Chairman of Tàrraga Chamber of Commerce and the Managing Director of Casa Delfin, S.A., paid a courtesy visit to the Chamber on October 22. Europe Committee Chairman Serge G Fafalen and the Chamber's Director for Program Development and Chamber Services Erica Ng received Robinat and briefed him on the economic situation in Hong Kong and the Pearl River Delta.

Bruno L'ecuyer, Head of Business Development of Finance Malta, and Paul Alan Cardona, Regional Leader (Asia), Investment & Trade Promotion for Malta Enterprise, Embassy of Malta, met with Chamber CEO Alex Fong on November 10. Fong updated the visitors on the current market situation of the region and also discussed future bilateral cooperation between Malta and Hong Kong.

A delegation of representatives from **five Yorkshire companies** from the United Kingdom visited Hong Kong on November 15 and met with Erica Ng. The delegates were seeking potential business partners

and opportunities in Hong Kong and East Asia. Ms Ng explained the current market situation and the importance of Hong Kong's role as the business hub for regional markets.

Environment and Sustainability

Ippei Nakayama, Deputy General Manager of Smart Community Business Integration Office, Mitsubishi Corporation, led a delegation to the Chamber on October 22. The Environment and Sustainability Committee received the visitors, who introduced the "Smart Community Concept."

Industry and Technology

A Working Group on **SME Assistance Measures** was set up under the SME Committee on October 19 to discuss possible alternative options when the government's Special Loan Guarantee Scheme (SpGS) expires at the end of the year. Subsequently, a letter was sent to the Permanent Secretary for Commerce and Development Yvonne Choi calling for an alternate scheme to ensure a smooth transition between the two schemes.

Alex Fong, Chamber CEO, Charlotte Chow, Senior Manager for Business Policy, together with Chamber Legco Representative Jeffrey Lam and three representatives of the SME Committee – Gerry Ma, K L Tam and Emil Yu –



Hiroshi Fukuju, Executive Director, Tourism, Trade & Int'l Exchange, Kagoshima Prefectural Government (KPG), called on the Chamber on November 15. Together with **Shimadzu Takako**, Deputy Secretary-General of Executive Bureau, Kagoshima Trade Association, and Deputy Director, Kagoshima PR Division, KPG; and **Kazuhiko Kawamura**, Director, Hong Kong Office. They briefed the Chamber on the upcoming Kagoshima Food Fair, which will be held in Hong Kong. Chamber CEO Alex Fong welcomed the visitors and discussed ways to develop closer cooperation with KPG.

鹿兒島縣觀光交流局長福壽浩聯同鹿兒島縣貿易協會事務局長兼鹿兒島公共關係部副總監島津孝子及鹿兒島縣政府香港事務所所長川村和彥於11月15日到訪總商會。他們向本會簡介即將在港舉行的鹿兒島食品展，並由總商會總裁方志偉接待，雙方討論發展更緊密合作。

met with senior officials of the Hong Kong Mortgage Corporation for a briefing on the new **SME Financing Guarantee Scheme**.

Service Industries

Charlotte Chow, Senior Manager for Business Policy, attended the **World Franchise Council and the Asia Pacific Franchise Confederation** in Seoul, Korea from October 13-15 to exchange experiences on franchise developments and trends with national franchise associations around the world.

Julia Leung, Under Secretary for Financial Services and the Treasury, updated members of the Chamber's Financial and Treasury Services Committee and Legal Committee on October 27 on the progress of the consultation on the proposed establishment of an Investor Education Council and a Financial Dispute Resolution Centre.

The HKCSI Executive Committee had lunch with Permanent Secretary for Commerce and Economic Development (Communications and Technology) Elizabeth Tse

Minimising / Mitigating Tax Obligations in the Absence of Group Loss Relief / Loss Carry Back Concession in Hong Kong

缺乏「集團虧損寬免」及「本年虧損轉回」安排，怎樣減少/減輕稅務責任？

If your company is like most other Hong Kong businesses in organising activities through separate legal entities for reasons such as limiting the liability and risk of your investments or to reflect the structure of your business, you may be exposed to an inequitable tax situation. At this seminar, KPMG's Garry Laird, Senior Tax Advisor, and Alice Leung, Senior Manager, Corporate Tax, provided an overview of the concept of group loss relief and loss carry back, and tax issues that companies should be aware of.

如果閣下的公司像大多數香港企業一樣，通過獨立法人身份來運作，以控制責任及投資風險，或用以反映業務結構，那你便有可能遇上不公平的繳稅情況。在本會的研討會上，畢馬威高級稅務顧問黎嘉德及高級經理（稅務）梁愛麗簡介集團虧損寬免及本年虧損轉回的概念，以及企業應注意的稅務問題。



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Finance Malta商業發展主管 Bruno L'ecuyer及馬爾他大使館馬爾他企業投資及貿易推廣地區領導（亞洲）Paul Alan Cardona於11月10日與本會總裁方志偉會面。方先生向訪者講解地區市場的最新情況，並討論馬爾他與香港的未來雙邊合作。

來自英國約克郡五家企業的代表團於11月15日訪港，並與吳惠英會面。團員正在香港及東亞尋找商業夥伴和潛在機遇。吳女士解釋當前的市場環境，以及香港作為地區市場商業樞紐角色的重要性。

環境及可持續發展

日本三菱商事株式會社精明社區商業共融事務所部長代理中山一平於10月22日率領代表團到訪，由環境及可持續發展委員會接待，團員向本會介紹「精明社區概念」。

工業及科技

中小企委員會屬下的中小企支援措施工作小組於10月19日成立，探討政府的特別信貸保證計劃於年底結束後的其他可行方案。其後，小組致函商務及經濟發展局常任秘書長蔡璧瑩，促請當局推出另一計劃，確保兩個計劃之間的順利過渡。

總商會總裁方志偉、工商政策高級經理周育珍、本會立法會代表林健鋒，以及中小企委員會的三位代表——馬桂榕、譚廣濂及于健安，與香港按揭證券有限公司的高級官員會面，聽取新的中小企融資擔保計劃簡介。

服務業

工商政策高級經理周育珍出席10月13至15日於南韓首爾舉行的國際特許經營議會及亞太特許經營聯會，就特許經營的發展和趨勢，與各國的特許經營組織交流經驗。

財經事務及庫務局副局長梁鳳儀於10月27日向總商會金融及財資服務委員會與法律委員會的成員講解有關設立投資者教育局及金融糾紛調解中心建議諮詢

美洲

愛德曼國際公關公司亞太區公共事務主席雷文凱在總商會10月26日的午餐會上，論述2010美國中期選舉的概況，並解讀不同結果對企業和美國外貿政策的影響。



墨西哥外貿投資及科技委員會於10月27日率領代表團到訪，由

總商會總裁方志偉接待。會上，雙方討論簽署合作協議備忘錄的詳情。

亞洲/非洲

泰國總理辦公室副主任 Eaksakdi Daengdej博士於10月21日到總商會作禮節性拜訪，由本會總裁方志偉接待。雙方討論泰國與中國的最新經濟發展。

緬甸中央銀行副行長Maung Maung Win於10月26日到訪，由總商會項目發展及總商會服務總監吳惠英接待。Win先生談論香港及內地的擴展計劃。

中國

安徽蕪湖法改委副主任席文於10月25日到訪，由總商會商務發展及總商會服務首席顧問劉敏儀博士接待。

總商會聯同本地其他三大商會於10月29日與廣東省人大會議，進一步討論《廣東省企業民主管理條例草案修改三稿》，並表達

香港商界對有關規例的關注。商務聯繫及總商會服務經理盧慧賢代表本會出席會議。

作者王漪世出席本會11月10日的午餐會，主題為「南望香港的奧秘」，剖析內地同胞眼中的香港，以及香港應如何揚長避短。

中國社會科學院財政與貿易經濟研究所倪鵬飛教授與香港教育學院社會科學系比較政策講座莫家豪教授於11月11日蒞臨本會，就題為「中國城市競爭力分析及香港未來發展定位」的午餐會作演說。



歐洲

Tàrrega商會主席及Casa Delfin, S.A.董事總經理Delfí Robinat Català於10月22日到本會作禮節性拜訪，由歐洲委員會主席范富龍及總商會項目發展及總商會服務總監吳惠英接待，並向Robinat先生介紹香港和珠江三角洲的經濟概況。

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香港服務業聯盟執行委員會於10月27日與商務及經濟發展局常任秘書長（通訊及科技）謝曼怡午餐，討論與電訊業及競爭法相關的議題。委員會亦於11月15日與政制及內地事務局常任秘書長羅智光午餐，就深圳前海的發展與2012年行政長官及立法會選舉的新安排表達意見。

工商政策高級經理周育珍於10月29日與中華經濟研究院副研究員林昱君會面，介紹香港服務業聯盟的工作。

總商會於11月3日就成立獨立保險業監管局的建議，向財經事務及庫務局呈交意見。本會認為，政府未能提出有力的理據，以支持設立新的保險業監管機構來取代現行的自我監管機制。

總商會新設立的競爭法工作小組與香港服務業聯盟的競爭法專家小組於11月8日召開聯合會議，討論未來工作及政策倡議策略和項目的發展。

總商會於11月10日就打擊不良營商手法以加強保障消費權益

Regina Lau, Chairperson of Board of Governors of the Savantas Policy Institute, spoke at the Chamber's "Meet the Connectors" Townhall series on October 28. She shared her views on the development of technology-related industries in Hong Kong and the role of think tanks in public policy debate.

匯賢智庫理事會主席葉劉淑儀於10月28日蒞臨本會的「智庫精英系列」論壇，與會員探討科技相關行業在港的發展，以及智庫組織在公共政策討論中的角色。



的立法建議，向商務及經濟發展局局長提交意見。本會強調，當局必須在保障消費者的合法權益與避免對企業構成不必要的規管之間，取得適當的平衡。✿

on October 27 to discuss issues relating to the **telecommunications industry and the competition law**. The committee also lunched with Joshua Law, Permanent Secretary for Constitutional and Mainland Affairs, on November 15 to express our views on the development of Qian Hai in Shenzhen and the new arrangements for the elections of the CE and Legco in 2012.

Charlotte Chow, Senior Manager, Business Policy, briefed Nancy Lin, Associate Research Fellow of the Chung-Hua Institution for Economic Research, Taiwan, on October 29 on the work of the Hong Kong Coalition of Services Industries.

The Chamber presented our views to the Financial Services and the Treasury Bureau on the proposed establishment of an **Independent Insurance Authority** on November 3.

The Chamber is of the view that the government has failed to make a strong case for creating a new regulatory body for the insurance sector to replace the self-regulatory regime.

A joint meeting of the **newly formed Chamber Working Group on Competition Law** and the HKCSI Expert Group on Competition Law was held on November 8 to discuss the way forward and the development of a lobbying strategy and program.

The Chamber submitted our comments on November 10 to Secretary for Commerce and Economic Development on the proposed legislation to **enhance consumer protection against unfair trade practices**. The Chamber stressed the importance of striking a fair balance between protecting the legitimate rights of consumers and avoiding an unnecessary regulatory burden on businesses, among others. ✿

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：

Implementation of CEPA Cooperation Conference
香港經貿代表團訪問重慶暨出席落實CEPA加強合作研討會

8th Anniversary Celebration of the Establishment of the Hong Kong Economic and Trade Office in Guangdong
香港特別行政區政府駐粵經濟貿易辦事處成立八周年晚會

Anhui Investment Promotional Seminar & Projects Signing Ceremony
安徽省投資說明會

Anhui Province Seminar on Cultural and Tourism Industries
安徽文化產業發展促進會/安徽省旅遊推介會

Hefei (Hong Kong) Modern Services Cooperation Seminar
合肥（香港）現代服務業合作推介會

Inauguration Ceremony of the 3rd General Committee of Hong Kong (Xi'an) Trade Association
香港（西安）商會第三屆會董會就職典禮暨聯歡會

2010 The Second Canton Entrepreneur Convention
2010年第二屆新粵商大會



The Love of Champagne

品味香檳

Madam Evelyne Roques-Boizel, the owner and soul of Champagne Boizel, shared her passion for the love of champagne with a few select members last month. Corks were popping on three different types of champagne, and members learned how champagne is produced, and the subtle differences between them.

Organized by the Women Executives Club, and Europe Committee, the Chamber would like to thank Champagne Boizel, Vinoteca HK Ltd and L'Hotel for sponsoring this extremely interesting and enjoyable evening. 🌸



Champagne Boizel香檳的擁有人兼靈魂人物 Evelyne Roques-Boize女士上月與部分會員分享她對香檳的狂熱。席間，會員品嚐了三款不同種類的香檳，並認識到香檳的製造過程，以及三者之間的微妙差別。

是次活動由卓妍社及歐洲委員會聯合舉辦，總商會鳴謝Champagne Boizel香檳、Vinoteca HK Ltd及南灣海景酒店贊助這個輕鬆愉快的香檳之夜。✿





Chief Executive Donald Tsang quoted a line from Bob Dylan, *The Times They Are A-Changin*, to describe the undercurrent of his Policy Address, at the Business Community luncheon on November 3. Following is abridged version of that speech.

行政長官曾蔭權出席11月3日的商界午餐會時，引用Bob Dylan的歌曲《The Times They Are A-Changin》（《變革的時代》）來形容其施政報告的時代背景。下文乃當天演說的節錄內容。

This year's Policy Address is entitled "Sharing Prosperity for a Caring Society". Encouraging and promoting corporate social responsibility is a key element of achieving that goal.

Why is a responsible and healthy business culture so important to Hong Kong? I think the answer is simple: Hong Kong is first and foremost a business

city. Business is our business. Business gives us jobs. Business makes us buzz.

There are 285,000 small and medium-sized enterprises in Hong Kong. They account for 98% of all businesses in Hong Kong. And they employ 1.2 million people – just under half our workforce.

Services account for more than 92% of our GDP. Our major service sectors include finance, insurance, real estate and business services. The largest in terms of absolute size are wholesale, retail and import and export trades, restaurants and hotels. The fastest growing are community, social and personal services.

So business is not just our lifeblood – it is in our blood.

Social tension stirs

But ... times are changing. In recent years business success has sometimes been equated with business excess. Social tension is increasing because the fruits of busi-

ness prosperity have not been trickling down to the grassroots level. Some people feel that they are being ripped off. Social activism is on the rise.

Philosophy

All of this is a natural part and Hong Kong's socio-economic development and progress. It happens when a knowledge-based economy moves up the value-added ladder.

But as the economy becomes more sophisticated, so does the population. Conservation, social justice, civil rights, environmental protection, work-life balance – all of these issues are now coming to the fore.

Change for the better

Change is happening, ladies and gentlemen. You can help ensure that this is a change for the better. In this year's Policy Address, I have announced new policies or measures that will inevitably involve business sector input and co-operation.

For example, the minimum wage.





'The Times They Are A-Changin' 變革的時代

This is something that we have been discussing for a long time in Hong Kong. We initially preferred to see if we could do this without legislation. We gave the business community ample opportunity to come on board with, for example, our wage protection movement. But, alas, the response was rather tepid.

So, in the end we had to legislate. We passed the minimum wage law in July this year. We are now debating the level of the minimum wage. And we expect it to be implemented in the first half of next year.

This brings me to another issue closely related to wages, which is standard working hours. This is another sacred cow that we have to tackle in Hong Kong.

Standard working hours

Overly long working hours do impact on the long-term health of your company as well your employees. Increased stress, no exercise, poor diet, insomnia, lack of family or leisure time – all of this affects the physical and mental well-being of employees. Over prolonged periods, employees can become sick, or more prone to illness. All of this affects the productivity of your business, as well as a company's reputation as a caring employer.

I have asked the Secretary for Labour & Welfare to conduct a study on this

matter. We know that it is a highly complex matter, but I believe that it should no longer be ignored. In the meantime I would appeal to all companies in Hong Kong to try their best to help their employees enjoy a proper work-life balance. At the end of the day this will be good for business, because you will have happier and healthier staff, who in turn will be more productive and easier to retain.

We also need a competition law to maintain a level playing field, and a competitive environment which is conducive to new market entries and offers better protection for consumers. We introduced the Competition Bill into the Legislative Council last July. I hope you will give it the necessary support.

Sharing fruits of success

The Community Care Fund that I announced will allow the government and business community to work together to address some of the problems that can't be tackled by government programmes or services, or even non-governmental organisations.

The government will inject \$5 billion into the Fund, and I hope to raise another \$5 billion from the business community. So far the response has been very encouraging.

Working together

Some of my friends in the political circle have dismissed the fund as a Government-business collusion. I honestly fail to see the logic. Is it really something so objectionable when the government and the business community work together to help people in need?

When it comes to helping people, I believe that no one should be discouraged. When it comes to helping people, I believe we should take off our political lens and focus on people's needs. When it comes to helping people, the question is not whether to do it or not, but how to do it right and do it quickly.

The Chief Secretary is working hard to devise the operation mechanism of the fund and is talking to key stakeholders to gauge their views in order to devise the rules involved.

The Community Care Fund represents a partnership between Government and business for the benefit of society. We will combine the strengths of the public and private sectors to provide the most effective helping hand to those in need but out of reach of the conventional public welfare programmes.

Fresh approach

Now, let me mention something different – the property market, which has



本年度施政報告以「民心我心，同舟共濟，繁榮共享」為題，而鼓勵和提升企業社會責任，正是達成這一目標的關鍵。

為何負責任和健康的商業文化對香港如此重要？答案很簡單：香港是重要的商業城市，商界的事就是我們的事，企業為我們創造職位，商業使我們繁榮昌盛。

香港有285,000家中小型企業，佔本地所有企業的98%。它們聘有120萬名員工，接近全港勞動人口的一半。

服務業佔本地生產總值逾92%。香港的主要服務業包括金融、保險、房地產和商業服務，而絕對規模最大的是批發、零售、出入口貿易、餐飲和酒店業。增長最快的則是社區、社會和個人服務。

因此，商界不但掌握香港的命運，更是香港的命脈。

社會矛盾加深

然而，時代不斷轉變。近年，商業成就往往與商業暴行相提並論。社會張力日益增加，因為經濟繁榮的成果未能惠及草根階層，部分人感到被剝削，社會運動隨之冒起。

哲理

以上都是香港社會經濟發展的自然進程。當知識型經濟往上增值時，就會出現這個情況。

不過，隨著經濟高度發展，人口結構日趨複雜，保育、社會公義、公民權利、環保、工作與生活平衡等各類議題也紛紛湧現。

變得更好

各位先生、女士們，變化正在發生，你們可以協助確保這是向好的變化。我在今年施政報告中公布的不少新政策或措施，都需要商界的投入和合作。

以最低工資為例，這是在香港討論已久的議題。我們最初傾向以非立法方式達致工資保障，並且讓商界有足夠機會參與工資保障運動等行動，但企業的反應相當冷淡。

因此，我們最終也要立法，並於今年7月通過最低工資條例草案，而現正討論的是最低工資水平。我們預期，新法將於明年上半年實施。

這使我想起另一個與工資息息相關的議題，就是標準工時。這是香港必須解決的另一重大議題。

標準工時

工時過長確實會影響企業和僱員的長遠健康。壓力增加、缺乏運動、不良飲食、失眠、欠缺家庭或休閒時間等，都會影響員工的生理和心理健康。長此下去，僱員可能會生病或容易患病。這樣，公司的生產力及聲譽都會受損，不再是良心僱主。

我已吩咐勞工及福利局局長就此進行研究。我們知道，這是極度複雜的議題，但我相信，這個問題不應再備受忽視。與此同時，我呼籲所有香港企業盡力協助僱員達致工作與生活平衡。畢竟，這將使企業受惠，因為當員工變得更健康快樂，也就更有生產力和願意留任。

我們也需要競爭法來維持公平的營商環境，以及能夠吸引新投資和提供更佳消費者保障的競爭環境。我們本年7月向立法會提交《競爭條例草案》，希望你們會盡力支持。

分享成果

我宣布成立的「關愛基金」，將可讓政府與商界合力應對一些政府項目或服務、甚或非政府機構也解決不了的問題。

政府將向基金注資50億元，我希望向商界

always been a major concern of Hong Kong people. In this Policy Address I have announced various measures to ensure an adequate land supply, to refocus our urban renewal efforts, and to help the sandwich-class get onto the property ladder.

Most of all, I have stressed my guarantee for providing housing for the grassroot people, so that adequate public rental housing will continue to be a firm programme, and nobody on the queue eligible for public housing will have to wait more than three years on average. That is a commitment we will not back off. We will continue.

In a free and open economy such as Hong Kong, market forces will ultimately determine price levels. Corporate social responsibility comes in again when people put their money on the line to buy their home – the biggest investment most will ever make. The high prices concerning people now are thrown into sharper focus when the apartments they buy do not live up to the marketing hype.

Property sales to be regulated

Floor area calculations, green feature exemptions and the problem of so-called “inflated buildings” are all issues that

再籌集50億元，而至今的反應一直十分踴躍。

携手合作

我在政界的一些朋友批評基金為官商勾結，坦白說，我看不到當中的邏輯。政府與商界携手協助有需要的人，這是否真的如此惹人反對呢？

我相信無人會阻止我們向別人施予援手。我們幫人時，不應帶有政治眼光，而應聚焦在人們有何需要。談到助人，問題不在於做還是不做，而是如何做得對、做得快。

政務司司長正著力研究基金的運作機制，並與主要利益相關者進行商討，聽取他們的意見，以便制訂相關法則。

關愛基金代表了政商合作，共同促進社會的福祉。我們將結合公私營界別的力量，為未能受惠於一般公共福利計劃的需要人士，伸出最有效的援手。

新方法

現在就讓我談談另一議題。樓市一直是香港市民的關注焦點。在這份施政報告中，我宣布了多項措施，以確保充足土地供應、重新聚

consumers have been talking about, to put it mildly. We have tried to work with the property developers to address these issues, but still differences remain.

That is why we will regulate the sale of new properties more tightly. We expect recommendations within a year, including the use of saleable floor space as the only basis for listing the price per square foot to avoid misleading buyers and eradicate the problem of so-called “shrunk flats”. This will be done by legislation.

This is not to punish property developers. This is to ensure that new property transactions are fairer and more transparent, which is in the best interests of developers themselves, buyers and Hong Kong as a whole. And some developers have been telling me, “We don’t mind doing it. But unless you have

legislation, some other people might not obey what you have said and they will breach the rule and then we suffer.” And I appreciate that. The only way to ensure that there will be uniform fair rules is through legislation.

Creative ideas welcome

Support for social enterprises, for example, can be more than just about raising or donating money. Hong Kong’s corporate sector has a huge knowledge bank to share with others – different strengths, experience, skills – that can make a real difference to a fledgling social enterprise whose mission is simply to help people in need.

In the final analysis, what is good for society is good for business, is good for the economy, is good for Hong Kong as a whole. ✿

Hong Kong is first and foremost a business city. Business is our business. Business gives us jobs. Business makes us buzz.

香港是重要的商業城市，商界的事就是我們的事，企業為我們創造職位，商業使我們繁榮昌盛。

焦市區重建項目，以及協助夾心階層置業。

最重要的是，我強調會保證為低下階層提供居所，因此，充足的公共租住房屋將繼續是個堅定的計劃，而輪候公屋的合資格人士的平均輪候時間將不會超過三年。我們將貫徹履行這個承諾，並會繼續努力。

在香港這類自由和開放的經濟體，市場力量將最終決定價格水平。當市民把積蓄全數用來置業，亦即大部分人畢生最大的投資，企業社會責任的問題就會再次出現。當所購樓宇與之前的宣傳不符，令人憂慮的高昂價格就更加引人關注。

規管物業銷售

樓面面積計算、環保設施豁免及所謂的「發水樓」問題，都是消費者一直討論（說得婉轉些）的議題。我們已嘗試與地產發展商合力解決這些問題，但仍然未有共識。

因此，我們將收緊對一手樓宇銷售的規管。我們期望於一年內提出建議，當中包括以實用面積作為公布呎價的唯一標準，防止誤導買家，全面杜絕所謂「縮水單位」的情況。因此，我們將會就此立法。

這不是要懲罰地產發展商，而是確保更公

平和透明的一手物業交易，以達到發展商本身、買家及整個香港的最大利益。有發展商跟我說：「我們不介意這樣做。但除非已立法，否則其他人未必會聽從你，做出違規的行為，使我們受到損害。」我感謝他們的諒解。立法是確保有一致、公平規則的唯一方法。

歡迎創新意念

要支持社會企業，其實不限於籌款和捐獻。香港商界可分享其龐大的知識庫，例如不同的長處、經驗和技術，使新進的社會企業振翅高飛，協助有需要人士。

總括而言，惠及社會，也就是惠及商界、經濟以至整個香港。 ✿





Winners of the GCA pose with their certificates and officiating guests for a group photo.
「好市民獎」得主手持獎狀與主禮嘉賓合照。

四 十名協助警方撲滅罪行的市民在11月5日的「好市民獎頒獎典禮」上獲表揚。

得獎者除了一名獲本年度「最傑出好市民獎」的得主外，還包括獲得「好市民獎」的39名市民。透過他們的協助，警方拘捕了40多名分別涉及行劫、爆竊、盜竊、非禮、詐騙、刑事毀壞等案件的疑犯。

「好市民獎勵計劃」由警察公共關係科主辦，香港總商會贊助，每年頒獎兩次。

獲頒發「最傑出好市民獎」的潘任惠珍協助警方拘捕一名電話騙案的騙徒。

今年3月，潘女士收到一名男子的來電，聲稱她的兒子因作擔保人但沒有還債而被脅持，要求潘女士付錢贖回兒子。潘女士意識到這是電話騙案，於是藉詞往拿錢而要求對方不要掛掉電話，並用另一個電話向警方報案。在潘女士的協助下，警方安排她與騙徒會面，並在附近埋伏，將騙徒拘捕。該名騙徒最終被判處監禁32個月。

潘女士獲頒發獎牌及3,000元獎金；每名「好市民獎」得主則獲發獎狀及2,000元獎金。

今年「好市民獎」的得主中包括一名年僅10歲的男童李榮光，他與另一名得獎者吳績森協助警方拘捕一名盜竊犯。

今年4月，李榮光和表姐在秀茂坪一個公園玩耍期間，一名男子走近，向他的表姐借用手提電話。他的表姐正在猶疑之際，該名男子搶去手提電話便逃跑。李榮光追截賊人，期間要求途人吳績森協助，最終將賊人截停及報案。該名賊人因盜竊罪成，被判入戒毒所和向事主賠償2,500元。

警務處處長鄧竟成在典禮上表揚各得獎者協助警方撲滅罪行，保障社會安定。他亦感謝香港總商會多年來對「好市民獎勵計劃」的支持，認為該計劃表揚市民的英勇行為，正正是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副主席李繩宗和撲滅罪行委員會委員謝永齡博士。

李繩宗表示，香港總商會一直鼓勵警民同心協力，維持良好社會治安，早於1973年已開始贊助「好市民獎勵計劃」。他期望透過該計劃繼續宣揚見義勇為的精神，讓香港這個國際大都會繼續成為最安全的城市之一。✿



Poon Yam Wai-chun (left), winner of the GCYA, helped Police arrest a swindler.
「最傑出好市民獎」得主潘任惠珍協助警方拘捕一名電話騙案的騙徒。

Good Citizen Award

好市民獎

Forty good citizens were commended for fighting crime at the Good Citizen Award Ceremony last month
40名撲滅罪行的好市民在上月的「好市民獎頒獎典禮」上獲嘉許

Forty people who helped the police fight crime were commended at the Good Citizen Award (GCA) Presentation Ceremony on November 5.

One of the awardees received the Good Citizen of the Year Award (GCYA) while the others received the GCA. With their help, more than 40 people were arrested for a variety of offences including robbery, burglary, theft, indecent assault, deception and criminal damage.

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

Poon Yam Wai-chun, winner of the GCYA, helped Police arrest a swindler. In March this year, Poon received a call from a man claiming to have held her son for failing to repay a debt as a guarantor. The man demanded that she pay for the release of her son. Poon knew it was a telephone deception. She held

the line with an excuse of getting money and made a report to the police with another telephone. With her assistance, police arranged a meeting and ambush in the vicinity where they arrested the swindler. The man was subsequently jailed for 32 months.

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

One of the GCA winners was a 10-year-old boy, Lee Wing-kwong, who with another awardee, Ng Chik-sum, helped the police arrest a thief.

In April this year, Lee was playing with his cousin in a playground in Sau Mau Ping where a man approached his cousin and wanted to borrow her mobile phone. While the girl hesitated, the man snatched her mobile phone and fled. Lee chased after the man and requested assistance from Ng, who was just passing by. The duo succeeded in intercepting the man who was subsequently

convicted of theft and sentenced to the drug addiction treatment centre as well as to pay a compensation of \$2,500 to the victim.

Speaking at the ceremony, the Commissioner of Police, Tang King-shing, commended the good citizens for helping police fight crime and maintain law and order. He also thanked the HKGCC for supporting the GCA scheme, noting the scheme was a good example of engaging the community.

Other officiating guests included Vice-chairperson of Manpower Committee of the HKGCC, Matthias Li, and member of the Fight Crime Committee, Dr John Tse Wing-ling.

Li said that the Chamber, advocating a police-community partnership in combating crime, had sponsored the GCA scheme since 1973. He looked forward to continuing promote the spirit of courage through the scheme and keeping Hong Kong one of the safest cities in the world. ❀



Commissioner of Police, Tang King-shing, presents Matthias Li, Vice Chairman of the Chamber's Manpower Committee, with a small memento. The Chamber has been the sole sponsor of the GCA since its inception in 1973. 警務處處長鄧竟成向總商會人力委員會副主席李魏宗致送紀念品。自「好市民獎」在1973年創立以來，總商會一直是其獨家贊助機構。

Cheers Asia & Africa 亞洲/非洲委員會酒會



The Chamber's Asia/Africa Committee hosted a Cocktail Reception on October 28 in honour of Consuls General and representatives of Bangladesh, Egypt, Kazakhstan, and Saudi Arabia. Neville S Shroff, Chairman of the committee, welcomed members and guests, and thanked them for their support. Chamber CEO Alex Fong then took to the stage and hosted the dialogue with the Consuls General. ✨





總商會亞洲/非洲委員會於10月28日舉行酒會，招待來自孟加拉、埃及、哈薩克斯坦及沙特亞拉伯的駐港總領事及代表。亞洲/非洲委員會主席尼維利施樂富歡迎會員和嘉賓，並感謝他們支持。其後，本會總裁方志偉上台主持酒會，與一眾總領事對話交流。



What's Happening at the Chamber

UPCOMING HIGHLIGHTS

China Macro Policy Outlook in 2011

Date: Dec 7

Time: 12:30-14:00

Venue: Chamber Theatre

Speaker: Chris Leung, Senior Vice President, Senior Economist, Group Research,
DBS Bank (Hong Kong) Limited

Against the backdrop of QE2 and political pressure to appreciate the CNY, should China play defense or offense? In this post-crisis era, should China still allow the US to dictate the rules? Internally, China's leaders have a renewed focus on controlling inflation, which is beginning to create hardships at the worker level. The government has so far taken a reticent stance over wage increases. To fend off inflation risks, how far and how fast should China tighten its monetary policy? What effect would its policy actions have on asset prices? What are the consequences of keeping its policy behind the curve?



Property Market Series: Hong Kong Property Market ~ Challenging the Apex

Date: Dec 8

Time: 12:30-14:00

Venue: Chamber Theatre

Speaker: Michelle Kwok, Real Estate Analyst, Asia-Pacific,
HSBC Global Research

Property prices in the luxury market in Hong Kong have already risen above their peak 1997 levels. In fact, according to the Hong Kong Monetary Authority, by the end of October this year prices were 13.8% higher than the record level achieved during the third quarter of 1997. Even at this, the market remains rather bullish. Whilst the Chief Executive's 2010-11 Policy Address lays out various measures to stabilise the property market, their effectiveness have yet to be seen.



Exploring Technologies at CUHK

Date: Dec 14

Time: 9:30

Venue: CUHK

The Chamber is organising a laboratory tour to The Chinese University of Hong Kong hosted by its Faculty of Engineering to explore the latest technologies applicable to industrial and commercial sectors. Technologies to be demonstrated will include Design Automation Technologies, Logistics Technologies and Supply Chain Optimization, Precision Engineering Technologies, Video Tracking and Analysis Technologies.

TRAINING & SEMINAR

Bringing the Home-Grown Innovations to the Markets

3 Dec, 10:30 - 11:30
Chamber Theatre

Professional Telephone Skills

7 Dec, 14:15 - 18:15
Chamber Conference Room

Developing Managers

9 Dec, 09:15 - 17:15
Chamber Conference Room

LUNCHEONS

150th Anniversary Distinguished Speakers Series: Soldier & Businessman Too: Military Operation to Business

1 Dec, 12:15 - 14:00
Ballroom, Island Shangri-La Hong Kong

China's 12th Five Year Plan and its increasing power to be a World Player

2 Dec, 12:30 - 14:00
Chamber Theatre

Unlocking Hidden Customs Savings Opportunities

3 Dec, 12:30 - 14:00
Chamber Theatre

Heritage and Climate Change

6 Dec, 12:30 - 14:00
Chamber Theatre

China Macro Policy Outlook in 2011

7 Dec, 12:30 - 14:00
Chamber Theatre

Property Market Series: Hong Kong Property Market ~ Challenging the Apex

8 Dec, 12:30 - 14:00
Chamber Theatre

OTHER EVENTS

Asia/Africa Committee Meeting

1 Dec

Environment & Sustainability Committee Meeting

1 Dec

Economic Policy Committee Meeting

2 Dec

Industry & Technology Committee Meeting

3 Dec

Chamber's Christmas Cocktail

3 Dec, 18:00 - 20:00
Garden Lounge, The Hong Kong Club

Americas Committee Meeting

6 Dec

Shipping & Transport Committee Meeting

9 Dec, 12:30

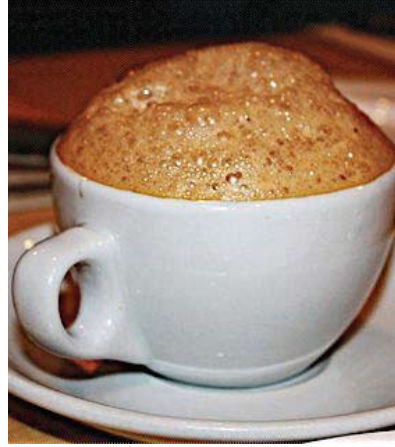
Exploring Technologies at The Chinese University of Hong Kong

14 Dec, 09:30 - 11:30

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Tel: +852-21436626

Cinta-J Bar & Restaurant

Shop G4, Malaysia Building, 69-75 Jaffe Road, Wanchai, Hong Kong.
Tel: +852-25296622

Good Luck House

G/F, 16 Wing Wah Lane, Central, Hong Kong.
Tel: +852-28680077

MaThai Restaurant

Shop No.UG03, Olympian City 2, Kowloon, Hong Kong.
Tel: +852-25239005

Shop No.197A, Level 1, East Point City, 8 Chung Wa Road, Tseung Kwan O, Hong Kong.
Tel: +852-26286906

Shop No.410-412, Level 4, Metroplaza, 223 Hing Fong Road, Kwai Chung, N.T., Hong Kong.
Tel: +852-24278812

Malaymama

Shop 11A, Mercer Street, Sheung Wan, Hong Kong.
Tel: +852-25424111

Prawn Noodle Shop

G/F, No.2, Shop 4, Landle Street, Wanchai, Hong Kong.
Tel: +852-25200268

Little Penang House

G/F, 20 Sung Kit Street, Hung Hom, Kowloon, Hong Kong.
Tel: +852-23624249

Traders Hotel Hong Kong - Café 508

508 Queen's Road West, Western District, Hong Kong.
Tel: +852-22136613

Malaysia (Port Klang) Cuisine

G/F, 143 Sai Yee Street, Mongkok, Kowloon, Hong Kong.
Tel: +852-25556444

Yeoh's Bah Kut Teh (HK)

Shop 61-62, Ground Floor, Midland Centre, 328 Queen's Road Central, Hong Kong.
Tel: +852-25432181

Golden Leaf Island Restaurant

G/F, Alliance Building, 130-131 Connaught Road Central, Sheung Wan, Hong Kong.
Tel: +852-21210507

Belachan

Shop B2A & 2, G/F, Kai Tak Factory Buildings, Stage II, No.39-41 Tseuk Luk Street, San Po Kong, Kowloon, Hong Kong.
Tel: +852-23210100

Malaysia Kopitiam

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