

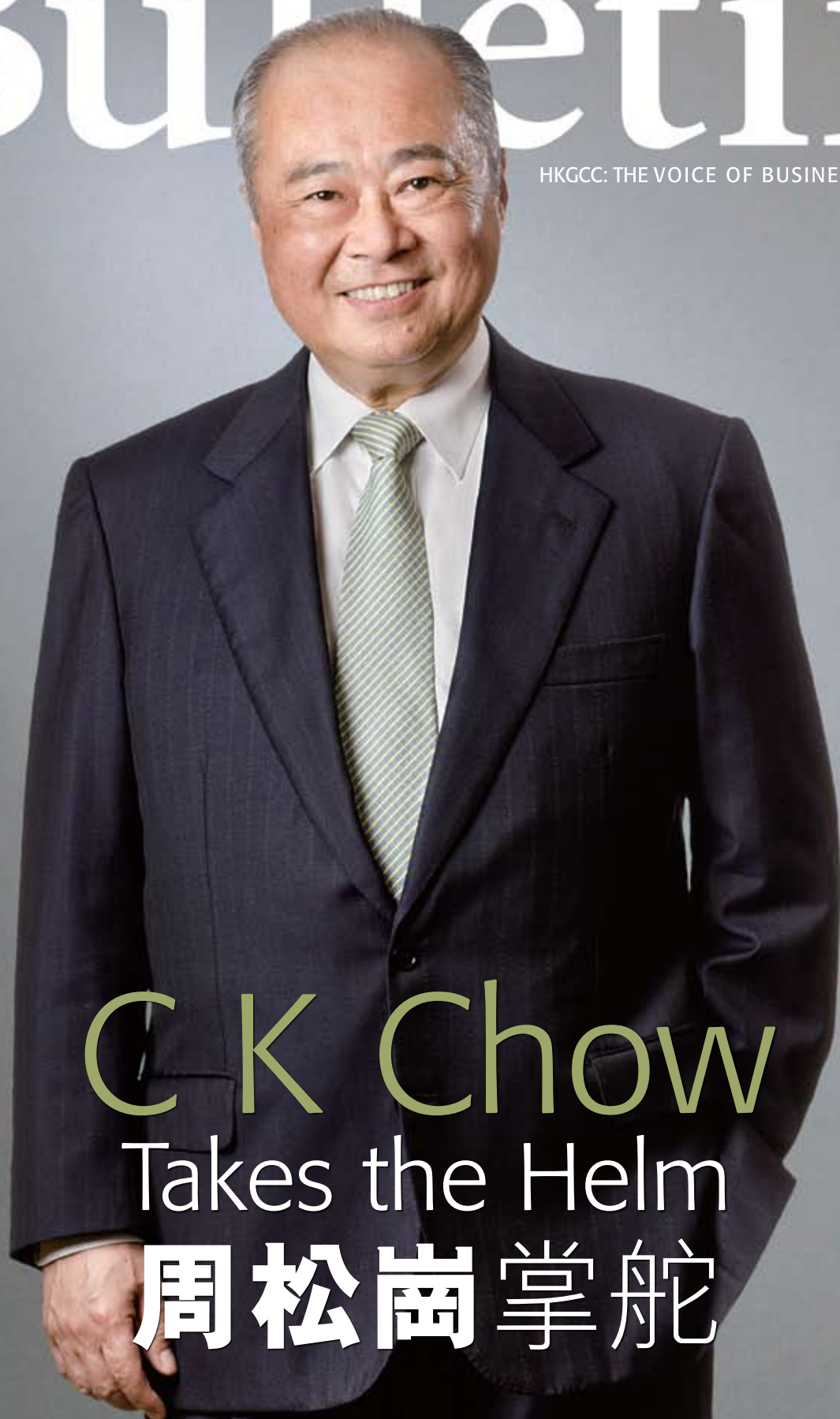
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# the Bulletin

工商月刊

JUNE 2012

HKGCC: THE VOICE OF BUSINESS IN HONG KONG



## C K Chow

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ON THE COVER 封面

The Bulletin interviews the Chamber's new Chairman C.K. Chow

《工商月刊》專訪總商會新主席周松崗

See page 12  
見第12頁

## 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。



Hong Kong General Chamber of Commerce  
香港總商會 1861

# 為會員和香港服務 Serving Members and Hong Kong

By **C K Chow** 周松崗

I am honored to have been elected Chairman of the Chamber. As it is traditional on occasions such as this, as the incoming Chairman I would like to share with you my vision for the Chamber. From my perspective, there are several key areas which require our continued attention.

First and foremost is Hong Kong's economic progress and development. It could be argued that Hong Kong has never been a place where people or companies have depended on grand visions by Government to determine the direction of the economy. In fact, Hong Kong's successful transformation from a manufacturing hub to a services centre was based on market forces and business people's entrepreneurial spirit rather than Government blueprints. However, from the discussions in our policy forums, it was clear Hong Kong needs a long-term plan to steer us forward. Key among these is our integration with the Mainland.

I believe we must pay attention to Hong Kong's positioning as an international business centre. Much of our success is based on our international connections. Now that Chinese companies are looking to expand overseas, our role has been reversed from bringing international investors into China, to helping Mainland businesses go out and invest around the world. But to do that, it is essential that we remain an international city inside China. Should we become another city in China, then our usefulness and appeal will be significantly less.

Our advocacy work is second to none, and we need to make sure the voice of the business community is clearly heard in Hong Kong. We are making some noticeable progress on this front recently by being more visible in the eyes of the public. Going forward, we need to continue to take a leading role and providing constructive input to relevant Government departments.

As Chairman of the Chamber's Membership Committee for the past two years, it was very clear that first and foremost we must ensure that as an organisation we remain responsive to our members. We need to continue to offer a broad range of activities that provide benefits for businesses of all sizes and all scopes and for individuals from all sectors. Again we are improving our work in this regard, whether it be assisting members in expanding their presence in Hong Kong and the Mainland or organising missions to explore untapped business opportunities in other parts of the world, we need to provide value for the membership.

As I assume the role of Chairman, I look forward to serving the interests of all of you. Ultimately, our goal is to ensure this great city goes from strength to strength and that members benefit from our advocacy work and from being members of the Chamber. 🌸

C K Chow is Chairman of the Hong Kong General Chamber of Commerce.  
周松崗為香港總商會主席。

**本**人很榮幸獲選為香港總商會主席。傳統上，新任主席都會與各位分享一下對總商會的願景。我認為，我們需要繼續關注幾個重要範疇。

首先是香港的經濟發展。有人說，香港從來不是一個倚靠政府來決定其經濟路向的地方，市民和商界都不用依賴政府的鴻圖大計。事實上，香港得以從製造業樞紐成功轉型為服務中心，並非依靠政府定下的施政藍圖，而是建基於市場力量 and 商家的創業精神。不過，在本會剛舉辦的來屆政府政策發展論壇卻發現，香港很明顯需要長遠的規劃，以引領我們前進，而當中的關鍵是中港兩地融合。

我認為，我們必須留意香港的國際商業中心地位。我們的成功實有賴與國際的聯繫。隨著中國企業紛紛尋求拓展海外市場，我們的角色已從協助中國吸納國際投資者，轉移至協助內地企業走出去，投資全球。但要達到這個目標，我們必須維持香港作為中國國際城市的地位。要是我們淪為中國一個普通的城市，那麼我們的作用和吸引力就會大大下降。

本會的政策倡議工作首屈一指，我們需要清楚傳達商界的聲音。隨著近日我們的曝光率不斷增加，我們在這方面已有顯著進步。展望未來，我們需要繼續擔當領導角色，並向相關政府部門提供具建設性的意見。

過去兩年，作為總商會會員關係委員會主席，我深切體會商界組織，首要確保能回應會員的需要。我們要繼續舉辦各式各樣的活動，讓各行各業和市民大眾受惠。本會正改善這個範疇的工作，無論是協助會員拓展香港和內地業務，或是組織考察團探索世界各地未開發的商機，我們都需要為會員創優增值。

隨著本人履新，我期望能為各位會員的權益服務。我們的最終目標是確保這個優秀城市能夠繼往開來、精益求精，而會員亦可因應我們的政策倡議工作和會員服務受惠。 🌸





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## C K Chow Elected Chairman of HKGCC

C K Chow, Chairman of Hong Kong Exchanges and Clearing Ltd, was elected Chairman of HKGCC at the inaugural meeting of the new General Committee, immediately after the AGM on May 24.

Speaking with reporters after the AGM, Chow said with the lingering uncertainty in the global economy, Hong Kong will face a very challenging time in the next 12 months. He added that the Chamber will continue to cooperate closely with the Government and new Administration by submitting constructive suggestions on how Hong Kong can boost its economy and create more job opportunities for citizens.

The updated list of the General Committee is as follows:

*Chairman:* C K Chow

*Deputy Chairman:* Y K Pang

*Vice Chairmen:* Victor Li, Stephen Ng, Christopher Pratt

*Legco Representative:* Jeffrey K F Lam

*General Committee Members:*

Nicholas Brooke, Christopher Cheng, Oscar Chow, Manohar Chugh, Fu Yu Ning, Aron Harilela, He Guangbei, Stanley Hui, Raymond Kwok, Ronald Lee, David Lie, James Tien, Peter Wong, Anthony Wu, K K Yeung, Pang-Chun Yu, Andrew Yuen, Betty Yuen, and Allan Zeman.

## 周松崗膺選總商會新主席

香港交易及結算所有限公司主席周松崗，在緊接5月24日周年會員大會後的新理事會第一次會議上，當選總商會新一屆主席。

周松崗會後接受記者提問時說，全球經濟陰霾不散，香港將於未來12個月面對重重挑戰。他補充，總商會將一如既往，積極與新一屆政府合作，提出具建設性意見，推動香港經濟，為市民創造更多就業機會。

以下為最新的理事會名單：

**主席：**周松崗

**常務副主席：**彭耀佳


**副主席：**李澤鉅、吳天海、白紀圖

**立法會代表：**林健鋒

**理事：**

蒲祿祺、鄭維志、周維正、文路祝、傅育寧、夏雅朗、和廣北、許漢忠、郭炳聯、李碩培、李大壯、田北俊、王冬勝、胡定旭、楊國琦、余鵬春、袁耀全、阮蘇少瀟、盛智文

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# 「拉布」損害香港競爭力 Filibustering Undermines Hong Kong's Competitiveness

By Jeffrey Lam 林健鋒

With the change of Administration fast approaching, and the current Legco term coming to an end, we all wish to see some long-debated bills enacted so that policies which will help people's livelihoods and the economy can be rolled out smoothly.

However, some radical Legislative Council members introduced over 1,300 trivial and unnecessary amendments to the Legislative Council (Amendment) Bill for their own political agendas. They hoped to use filibuster tactics to drag down the bill and stall effective governance. They abused Legco procedures and stopped attending meetings without reason, which resulted in failure to achieve a quorum. Consequently, many subcommittee meetings had to be cancelled.

The 1,300-plus trivial amendments resulted in a huge waste of manpower and resources of the Legislative Council Secretariat. More importantly, the lawmakers not only wasted public resources, but also delayed the passing of a number of major bills concerning Hong Kong's economy and people's livelihoods. These include the Inland Revenue (Amendment) Bill related to reductions in salaries tax and rates, the Competition Bill, the Companies Bill and a bill regulating the sale of first-hand flats.

Even the proposal of the next-term administration to reorganize the government structure may be affected, causing various new policies to be delayed. At the end of the day, Hong Kong's economic development, the government's effective governance and the people's well-being will be affected.

The abuse of legal procedures by some lawmakers in the past delayed many major development projects long enough to significantly weaken Hong Kong's competitiveness and investor confidence.

If another filibustering palaver happens, the Government should adjust the priority of the bills to be scrutinized and voted on, with priority given to those with an immediate impact on people's livelihood and the local economy. The President should also impose more stringent restrictions on speaking to stop members from ranting on. Undoubtedly, an amendment to the Rules of Procedure to prevent lawmakers from proposing numerous unnecessary and minor amendments as well as to limit the number of times they can speak is the ultimate solution. Various foreign legislatures also have in place a mechanism to prevent filibuster attempts. I hope that the next Legco will consider setting up a mechanism to end filibustering while providing adequate protection of the right to speak. ✿

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

時光飛逝，新舊政府換屆在即，今屆立法會亦快將完結，我們都希望在屆滿前議決一些審議多時的法案，令一些有利民生和經濟的政策能夠順利推出，不用留待下屆立法會重新審議。

然而，有些反對派議員為了一己政治目的，對《立法會議員出缺安排條例草案》作出過千項咬文嚼字和無聊瑣碎的修訂，以圖利用「拉布」戰將有關法案拖死，從而癱瘓特區政府的有效施政。他們不顧一切濫用議事程序，並無故缺席會議，導致立法會會議流會，很多小組會議也被迫取消，整個立法會秘書處的人力物力都虛耗在這一千三百多條無謂的修訂當中。他們浪費公帑之餘，也使多項有關經濟民生的重要法案被迫延遲表決，包括寬減薪俸稅及差餉的稅務條例、競爭法、公司法，以及規管一手樓銷售的法案等。

現在，甚至連新一屆政府提出的重組架構方案也可能受到波及，導致很多新政策延遲展開，香港的經濟發展、政府的有效施政和市民的福祉必會受到牽連。事實上，過去因為某些議員濫用司法程序，令很多大型發展項目大幅滯後，導致香港競爭力大受影響。假若投資者看到香港經濟政策不能順利推行，可能會對香港的投資失去信心，另投他方。

事到如今，當務之急是要阻止拉布的骨牌效應惡化下去。假如再有新一輪的拉布行動，政府應調整提交法案的先後次序，先行表決其他對民生和經濟更有迫切性的法案。此外，主席應對議員的發言作出更嚴厲的管制，限制他們作出與條例無關的發言。當然，通過修改議事規則，防止議員提出大量無聊、瑣碎的修訂和對發言次數設限才是最終的解決方法，外國不少立法機關也有設立防止拉布的機制。我希望下屆立法會能夠在保障議員充分的發言權下，研究如何堵塞議員惡意拉布的機制。 ✿







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# 邁步向前 Making Progress

By **Shirley Yuen** 袁莎妮

**A**t HKGCC's Annual General Meeting last month, members were reminded of just how much hard work the Chamber secretariat and its members put in over the past year. And, I am pleased to note, we are starting to reap the fruits of our labour. Recent amendments to the Competition Bill and the Companies Bill, for example, were hard earned, necessary changes that have been welcomed by businesses.

As outgoing Chairman Anthony Wu mentioned in his report at the AGM, the Chamber submitted 35 policy papers in 2011, all of which were quality, thoroughly researched and debated ideas. We believe that quality speaks for itself, and that will never change. One area of our policy advocacy efforts that we are changing, however, is our decision to be more vocal in presenting the views of business by cultivating relationships with like-minded business organizations, the media and opinion leaders. In short, we are raising our volume and people are listening.

We are also becoming more visible, as the HKGCC Free Ride Day on May 29 showed. Our new Chairman C K Chow, together with General Committee members, sponsors and staff kicked off Free Ride Day and handed out souvenirs to the public on the trams and Star Ferry. We hope that by inviting the public to celebrate our birthday with us, people will understand more about the Chamber and the work that we do.

Free Ride Day is just one part of the greater attention we are putting into community building work. In the coming months, you will be hearing more about our Good Citizen Award, which will celebrate its 40th anniversary next year, as well as our Business-School Partnership Programme, among others.

We, ourselves, are also listening to members and adjusting the mix of programmes and activities that we offer. Whether that is producing quality policies to help business, opening doors to government officials and opinion makers, to seminars and site inspections, to networking functions, to lifestyle events, we are working hard to serve members on all these fronts.

All of these positive developments make me feel excited about the Chamber's outlook in the coming years, because they will enable us to provide better services to members, be more effective in getting our views across to policy makers and, ultimately, make Hong Kong a more competitive, and prosperous city in which to live. 🌸

Shirley Yuen is CEO of the Hong Kong General Chamber of Commerce.  
袁莎妮為香港總商會總裁。

**在**上月的總商會周年會員大會上，會員獲悉總商會秘書處及會員去年一直努力不懈。我亦很高興見到，我們的耕耘開始有收穫。例如，近日有關《競爭條例草案》和《公司條例草案》的修訂，都是得來不易的成果，商界都歡迎這些必要的轉變。

正如前主席胡定旭在周年會員大會上發表的報告指出，總商會在2011年呈交了35份政策意見書，內容全都具有質素，而且經過深入研究和討論。我們深信，報告的質素不言而喻，而且永恆不變，保持水準。不過，本會的政策倡議工作將有改變，透過與看法相似的商業組織、傳媒和個別人士建立合作關係，務求更清楚明晰地反映商界的立場。總而言之，我們正擴大聲音，而各界亦在聆聽。

從我們在5月29日舉行的「香港總商會全程為您」活動可見，我們的曝光率亦日益增加。當天早上，本會新任主席周松崗聯同多位理事和贊助商代表為活動主持啟動儀

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以上種種正面發展，讓我對總商會的未來充滿憧憬。

式，並向電車和渡輪的乘客派發紀念品。我們期望，藉著邀請公眾一起慶祝生日，可加深市民對總商會的認識，讓他們更了解我們的工作。

我們正加緊建設社群的工作，而「香港總商會全程為您」只是其中一環。未來數月，您將會看到本會推出更多關懷社群的活動，包括將於明年慶祝創立40周年的「好市民獎勵計劃」，以及「商校交流計劃」等。

我們亦樂意聽取會員意見，推陳出新，為會員提供更多元化的活動。不論是提出具質素的政策協助商界、促進與政府官員和輿論人士的溝通，還是舉辦研討會、考察團、聯誼和休閒活動，我們都不遺餘力，為會員提供最優質的服務。

以上種種正面發展，讓我對總商會的未來充滿憧憬，因為我們可以提供更妥善的會員服務，更有效地向決策者傳達意見，繼而使香港成為一個更具競爭力、更繁榮昌盛的理想居所。 🌸



感受·完美時刻  
觸動·真摯心靈

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### 「城高港闊意閒暇」葡萄牙、西班牙、直布羅陀11天

ELA11

感受·完美時刻：

熱情洋溢的西班牙、閒適逸樂的葡萄牙，讓人緬懷昔日稱霸大航海時代的兩大王國，當中不少的古城遺跡，見證了舊時代的輝煌歷史。西班牙的最南端，在希臘神話中被譽為「世界盡頭」的直布羅陀，把守著地中海通往大西洋的門戶，既可遙望北非大陸的海岸線，更把遼闊的大西洋景致盡收眼底。

7月12日 8月9日 9月6日  
8月23日 9月20日 10月14日

\$17,498起

### 「石城海角景色開」西班牙、直布羅陀、葡萄牙11/12天

ELB11 / ELB12(L)

感受·完美時刻：

在歐洲大陸最西端的大石角，遠眺無邊浩瀚的大西洋，水天連成一線，仿如置身於天涯海角，浪漫情調油然而生。在鬥牛場外，感受西班牙熱情而爽朗的民風，在神聖家族大教堂前，薰陶著南歐獨特的藝術文化氣息，還有洋溢度假風情的直布羅陀，為這個南歐旅程添上繽紛色彩。

6月22日 7月20日 8月2日  
7月27日 8月24日 9月5日

\$17,998起

### 「城高港闊意閒暇」葡萄牙、西班牙、直布羅陀12天

ELE12(L)

感受·完美時刻：

熱情洋溢的西班牙、閒適逸樂的葡萄牙，讓人緬懷昔日稱霸大航海時代的兩大王國，當中不少的古城遺跡，見證了舊時代的輝煌歷史。西班牙的最南端，在希臘神話中被譽為「世界盡頭」的直布羅陀，把守著地中海通往大西洋的門戶，既可遙望北非大陸的海岸線，更把遼闊的大西洋景致盡收眼底。

6月8日 9月18日

\$17,498起

### 「壁壘古色醉醇醪」法國11/12天

EPF11 / EPF12(L)

感受·完美時刻：

流連於法國中世紀城鎮，一座又一座雄奇偉岸而又華麗不群的城堡，優美得有如紳士貴族般，充滿旖旎浪漫的情調，住宿在這些古堡當中，更是使人悠然神往。在波爾多舉世聞名的葡萄酒之鄉，在滿園芬芳的葡萄產區，嚐盡各式醇醇佳釀，不禁令人愜意愜懷。

6月8日 7月20日 8月5日  
7月27日 8月10日 9月17日

\$23,998起

以上所有資料只供參考，一切以行程單張及報名時為準。

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The Hong Kong General Chamber of Commerce



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# C K Chow Takes the Reins 周松崗掌舵

A chemical engineer by training, C K Chow is an internationally respected business executive who has spent much of his career steering global corporations along the rails to success. In 2006 he took up the reins as CEO of the MTR, and is credited with ensuring that Hong Kong has one of the best and most profitable subway operations in the world. He was appointed Chairman of the Hong Kong Exchange in April, and elected Chairman of the HKGCC at the Chamber's AGM last month. *The Bulletin* Editor Malcolm Ainsworth spoke with C K about his career, Hong Kong's economic prospects, and the booming Mainland economy. Following are excerpts from that interview.

出身化學工程界的周松崗，是備受國際推崇的商業行政人員，在他的職業生涯中，曾帶領多家環球企業邁向成功軌道。2006年，他出任港鐵行政總裁，任內確保香港擁有全球最佳、利潤最高的地鐵系統之一。今年4月，他獲委任港交所主席，並在上月膺選香港總商會主席。《工商月刊》編輯麥爾康專訪了周松崗，傾談其個人事業、香港經濟前景，以及內地經濟蓬勃發展。以下乃訪問的節錄內容。

*Bulletin: Congratulations on being elected Chairman of the HKGCC, and also Hong Kong Exchanges & Clearing. How will your new roles be different from when you were CEO of the MTR?*

**C K Chow:** First of all, I hope that I don't have to take midnight calls anymore! But seriously, as I have said before, I have always been very lucky to have strong executive teams and very capable CEOs working in the organizations that I serve. I hope that by working with other directors and colleagues we will all be able to contribute something positive to lead those organizations forward.

*B: You have led a number of companies that are household names around the world. How do you define leadership?*

**C K:** Leadership means different things to different people; there are nearly a million definitions of leadership on Google. I prefer to look at leadership in the sense of what does a manager do and what does a leader do? In today's business world, you need to be a good manager and a good leader to be successful. You cannot just have one without the other. When I was a young MBA student, there was a thick book written by Peter Drucker. In the first section of the first paragraph of the first chapter he started by asking the question: 'what is a manager?' I thought great! I want to know the answer to that. He followed up with: 'a manager is one who performs management tasks.'

I thought that doesn't really help me answer the question, but to be fair to Drucker, he went on to explain that what a manager performs is planning and budgeting, organizing and

staffing, and controlling. These are as true today as when he wrote the book in the 1970s. You could argue that the speed of business is much faster, capital flows freely, and technology becomes universal, so today we cannot manage by those standards alone, leadership is needed.

Then the question is: what do leaders do? Leaders create purpose and vision for the institutions that they lead. They align constituencies, they need to resolve differences from various stakeholders. Thirdly, they need to inspire and motivate. These are very different skills from the manager, but in business today, one needs both sets of skills to be successful.

*B: What do you feel is, or should be, the Chamber's core work?*

**C K:** I think the Chamber's contribution to Hong Kong as a whole plays a number of important roles, as well as to members. Firstly, we are the voice of business. Therefore, whenever there are changes in society, with regards to the legislation and regulations, we have to step up to represent the business community of Hong Kong to discuss in a constructive way, with government and various stakeholders, to ensure the views of business are heard and are given due attention.

Secondly, we are a networking facilitator. We have some of the biggest companies in Hong Kong as our members, and some smaller ones, so we are a very broad school of association. It is our responsibility to create the network that allows our members to get to know each other and to facilitate their cooperation with each other.



Thirdly, we are also here to create a positive image for business. Business is very much part of the community. It is an important part of Hong Kong, and we are a force for good. We are a positive force because we create jobs, we create prosperity, and we create economic growth. Our interests and the interests of the people of Hong Kong are actually inseparable.

*B: The financial crisis has seriously damaged the public's trust in business. Do you think this can be regained?*

C K: All societies, including Hong Kong, are becoming more diverse and more people want to express their views. That is natural in a diverse society, and in the long run that is good because we hear and understand what other people are concerned about. I think we will have to learn to cope with this. It is today's reality, which may make doing business a little more difficult sometimes. However, I am confident that we shall adapt as we have done so many times before. Charles Darwin once said: 'It is not the strongest species that will survive, nor the most intelligent, but the most adaptable.'

*B: Do you think the economic difficulties have changed business leaders' mentality?*

C K: Today's management and businesspeople cannot pay attention to profit alone. We have to pay attention to gain our license to operate from the public. Are we accepted by the

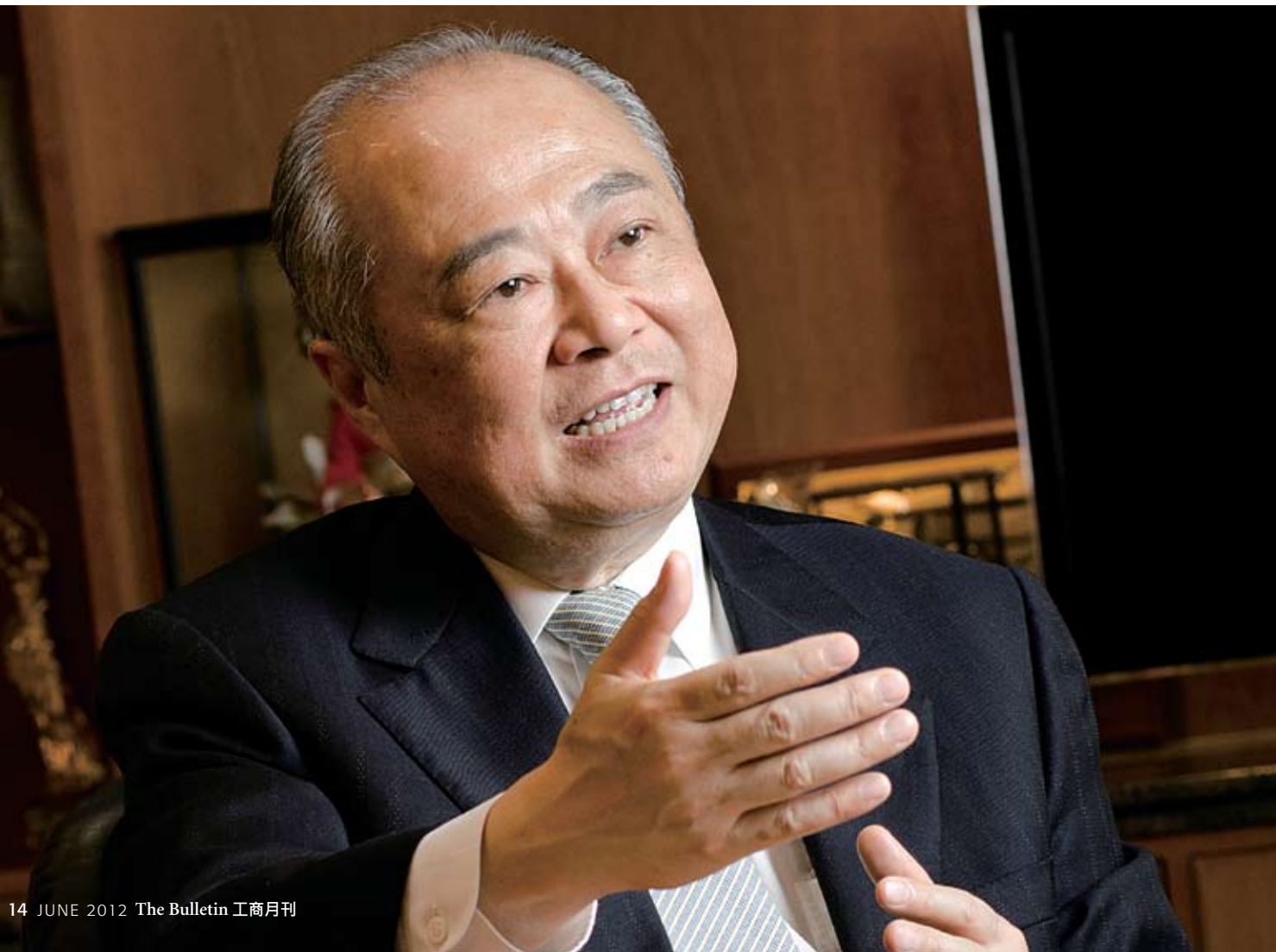
community as a corporation that provides a product or service that is valuable to them? In that respect, the Chamber is no different to our members.

You also have to remember that many of our members – both large and small companies – do a lot of community work. They help the elderly, the handicapped, the needy, et cetera. We need to make these known to the public. The Chamber itself has the HKGCC Free Ride Day as a symbolic gesture. So we are doing all these things for the betterment of Hong Kong, and I hope more companies will join us as members and contribute to helping the community.

*B: What is your view on Hong Kong's integration with the Mainland?*

C K: The positioning of Hong Kong has always been the combination of the Mainland of China and the rest of the world. We cannot succeed by being one or the other alone. Hong Kong's success relies on our ability to integrate and bridge China and the rest of the world.

If you talk about China's leading industrial centre, there's Shanghai. If you talk about the world's leading financial centres, you have New York and London. Hong Kong is unique in that we can combine the two. Going forward, we should play on our strength of how to integrate China with the rest of the world.







**We wish the Chairman and  
Members of the HKGCC  
General Committee a  
successful year in 2012/2013**

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Over the past 30 years, the world was beating a path to China's door and Hong Kong helped to open that door. Going forward, Hong Kong's role will be equally important but the direction will include investment from China going into the international arena. That is not just capital, but also technology and people too, and I think Hong Kong will play an important role in that shift. But we have to be careful that we do not become just a city in China. Similarly we cannot just be an international city. It is crucial that we are the most international city of China.

**B: Do you think China's rapidly rising cities are a threat to Hong Kong?**

**C K:** As far back as I can remember, there has been a sense of insecurity in Hong Kong; we thrive on it. In all my 61 years I have always heard that Hong Kong is going to fall, but we always find a way to go forward.

The success of any economic entity, any region, any country, at the end of the day is determined by how competitive it is. Hong Kong, like any city, has to compete. It is fantastic that many cities in China have caught up with Hong Kong in many aspects, and I am really pleased they have. They have their strength and we have ours. Competition is a threat, but it is also a strong driver for us to do better.

**B: You are involved in many charities and causes, do you have a personal favourite project?**

**C K:** I have always been engaged in activities outside of business, but a couple are really interesting for me. The first one is that I am a steward of the Hong Kong Jockey Club, which

is a major contributor to charity and community work. Every year we have a community day, and that is attended by 300 NGOs; the Jockey Club supports all of them. I wonder what would happen if we didn't have those 300 NGOs helping various underprivileged sectors of society? I think we would be living in a very different Hong Kong.

The second project came about two years ago when I was engaged in supporting the Chinese University of Hong Kong set up a university in Shenzhen. Shenzhen is a very dynamic city; it wants to be an international city that is service orientated. It has many competitive advantages, but one thing they need more than anything else is people talent. That project has not yet been finalized, but when it comes into fruition it will be a very meaningful and helpful project for the city.

**B: You were Knighted in 2000 for services to industry. What was it like to meet the Queen?**

**C K:** That was a long time ago, but it was an interesting experience. I went to Buckingham Palace on that day, and was led to the 'Green Room' within the palace. There was an admiral who taught us the protocol. He explained that when your name is called, you stand forward and kneel with one knee on the stool provided, then the Queen will tap you on both shoulders with her sword. Then he added, just one thing, do not bow your head; you are supposed to look up. So when my name was called, I followed the protocol, but then realized I was looking down. So I quickly lifted my head and saw the sword coming down on me and thought I was going to be the first knight to be beheaded! But it all went smoothly. The Queen is very experienced. ✿

# Congratulations and Welcome to The Chairman & Members of the 2012/2013 HKGCC General Committee



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**問：恭喜你膺選總商會及港交所主席。新的職務與你昔日擔任港鐵行政總裁有何不同？**

答：首先，我希望不用再接聽那些「午夜凶鈴」！但真的，正如我早前所說，我一直很慶幸所服務的機構都擁有出色的行政團隊和非常能幹的總裁。我期望通過與其他董事和員工合作，我們將可帶來貢獻，引領該等機構向前邁進。

**問：你曾領導多間家傳戶曉的國際企業。你認為甚麼是領導能力？**

答：領導能力對不同人有不同意義。隨便在谷歌搜尋一下，都可找到近百萬個有關領導能力的定義。對於領導能力，我傾向這樣看：經理的工作是甚麼？領袖的工作又是甚麼？在現今的商業世界，若要成功，就要當一個出色的經理和傑出的領袖，缺一不可。當我還是年青的工商管理碩士生，曾看過一本由管理學大師Peter Drucker撰寫厚厚的書。在第一章第一段的第一個部分，他便開宗明義問道：「何謂經理？」我想太好了！我也想知道答案。他其後解釋：「經理負責執行管理工作。」

我覺得這未有真正助我解答問題，但要對Drucker公道點，他接著解釋，經理負責規劃和預算編制、組織和人手調配，以及監控。他於1970年代撰寫此著作時的論點，至今仍然適用。你或會爭辯，現在的營商速度遠比以往快，資本流動更自由，科技無處不在，因此不能單憑那些標準作出管理，我們還要有領導能力。

接下來的問題是：領袖的工作是甚麼？領袖為他們所領導的機構創造目標和願景。此外，他們會協調不同部門，並消弭不同持份者的分歧。第三，他們要啟發和激勵員工。上述種種都與經理所需的技能截然不同，但要在現今的商界取得成功，就必須同時擁有這兩種技能。

**問：你認為，總商會的核心工作是甚麼？**

答：我認為，總商會對香港整體及會員的貢獻，可體現於幾方面的重要角色。首先，我們擔當商界之聲，所以每當社會出現立法或規管轉變，我們都會挺身而出，代表香港商界與政府和不同持份者展開建設性的討論，確保商界的意見得以傳達和獲得適切的關注。

第二，我們扮演促進聯誼的角色。香港的大小企業都是我們的會員，因此我們的人脈網絡甚廣。我們的責任，是為會員創造一個讓大家互相認識和促進相互合作的網絡。

第三，我們要為商界建立正面形象。企業是社會的一分子，是香港的重要部分，我們是一股正面的力量，因為我們創造就業、建設繁榮社會和促進經濟增長。商界的利益與香港市民的利益其實不可分割。

**問：金融危機已嚴重打擊公眾對企業的信心。你認為商界能否重拾市民的信心？**

答：所有社會包括香港，都正變得更多元化，愈來愈多人想表達個人意見。在一個多元社會，這個現象正常不過，長遠來說，這也是良好的趨勢，因為我們可藉此聆聽和了解其他人的關注。我們要學習面對這個現象。這是當前的現實，偶爾或會妨礙營商，但我相信，正如我們以往的眾多經歷一樣，我們最終都可適應過來。達爾文曾說：「能夠生存下來的物種不是最強壯的，也不是最聰明的，而是最能適應變化的。」

**問：經濟逆境是否改變了商業領袖的想法？**

答：今時今日，管理層和商家不能只著眼於盈利，我們還要取得公眾的認同。社會是否認同企業，取決於我們能否為他們提供有價值的貨品或服務。就此，總商會與其他企業會員無異。



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商界展關懷

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你也得留意，我們許多大大小小的會員公司亦有積極參與社區工作，例如協助長者、殘障和有需要的人士等。我們要讓大眾認識商界投入這些工作。總商會本身也舉辦了「總商會全程為您」這項別具象徵意義的活動，讓市民免費乘搭電車和天星小輪。由此可見，我們正著力推進這些工作，合力建設更美好的香港。我盼望更多公司會加入成為我們的會員，攜手貢獻社會。

**問：你如何看香港與內地融合？**

答：香港一直定位為中國內地與世界各地的交匯點，缺一不可。香港的成功，建基於我們能夠融合、連繫中西。

談到中國的領先工業中心，就會想起上海。至於全球領先的金融中心，就非紐約和倫敦莫屬。香港的獨特之處，在於我們能夠融匯貫通中西。未來，我們應繼續發揮優勢，把中國和世界各地結合起來。

過去30年，全球各地紛紛大力開拓通往中國的門路，而香港則可協助打開那扇大門。展望未來，香港將繼續扮演重要的角色，但將會變成促進內地投資走進國際市場。除了資本以外，技術和人力亦會有所轉移，我認為，香港從中將擔當重要的角色。但要留意的是，我們不會淪為中國一個普通的城市，也不會只是一個國際都會，我們必須成為中國最國際化的城市。

**問：你認為中國急速冒起的城市是否對香港構成威脅？**

答：就我記憶所及，港人一直有一種危機意識，而這種意識正正促使我們成功。在我活過的61個年頭，總有人說香港會垮下來，但我們每每找到出路邁步向前。

每個經濟體、地區或國家的成功，最終都取決於其競爭力。香港與

其他城市無異，都需要競爭。令人鼓舞的是，不少中國城市在多方面都已趕上香港，我確實很高興它們能迎頭趕上，大家其實各有長處。競爭既是威脅，也是激發我們不斷改進的強大動力。

**問：你參與很多慈善活動和其他事務，你個人特別喜歡哪個項目？**

答：工作以外，我一直參與許多活動，但有些特別讓我感興趣。第一，我擔任香港賽馬會董事，該會是慈善和社區工作的主要捐助機構。每年我們都會舉辦「社群日」，而賽馬會支持的300家非政府機構均會出席活動。如果沒有那300家非政府機構協助社會上不同的弱勢群體，實在難以想像情況會是怎樣。我猜想，我們將會居於一個很不一樣的香港。

第二個項目大概是兩年前，我協助香港中文大學到深圳辦學。深圳是活力十足的城市；當地希望發展為一個以服務為主導的國際城市。該市縱有許多競爭優勢，但最需要的還是人才。有關項目尚未完成，但落成之後，那將是個極具意義和實用的項目。

**問：2000年，你獲授爵士勳銜，以表彰你對工商業的貢獻。與英女皇會面時的情況是怎樣的呢？**

答：那是很久以前的事了，但也是一次有趣的經驗。當天，我抵達白金漢宮之後，獲安排進入「翠廳」(Green Room)，由一位上將教授有關禮節。他解釋，當呼喚你的名字時，你就得上前，以單膝跪在一張小檯上，接著英女皇會用劍輕觸你的肩膀。他補充道，要注意的一點是你不應垂頭，應仰望女皇。稍後，當他們正式喚我的名字，我就依照儀式去做，但驀地卻發現自己正垂下頭來。於是，我隨即抬起頭來，那時女皇的劍正好向著我的頭揮下來，我想難道我會成為第一位在受封時給砍掉首級的爵士！最後，整個儀式順利完成，多得經驗豐富的英女皇。✿

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# Early Indicators **Not Good**

## 早期指標不樂觀

The threat of a sharp global slowdown eased with improved activity in the United States and better policies in the euro area, but the improvements are very fragile, writes **David O'Rear**

隨著美國經濟活動好轉及歐元地區推出更適切的政策，全球急劇放緩的威脅已經緩和，但有關改善非常薄弱 歐大衛

**H**ong Kong's economy grew at its slowest pace since mid-2009 in the first quarter, rising barely 0.4% over January-March 2011. (The first graph illustrates the overall trend.) While the domestic side – private consumption (up 5.6%) and capital investment (a strong 12.2%) fared well, as always, our trading partners' woes defined the end result.

International merchandise trade is equal to nearly 3½ times our total GDP, and trade in services adds another 66.5%. Naturally, the net of exports minus imports is what really counts, but we need the two-way flow to earn a living, and it is failing us this year.

Merchandise trade fell 4.1% in real (two-way) terms in Q-1, and while the services flow rose 3.2%, that was a let down from previous quarters. To clarify a bit more, the domestic side of the economy grew by HK\$18,191 million in real terms, but that was more than offset by a \$35 billion (-3.8%) drop in goods and services exports.

The slowing economy, and the pause in the rise of the renminbi in the past year, has helped slow our inflation rate, as the second chart shows. On a consumer basket basis, we're coming down from an uncomfortable over 6% to nearly 5% in recent data. Economy wide, the much broader GDP deflator has slowed more sharply, from 5% to under 3%. The difference is primarily in international trade prices, and so has a much smaller effect on households than something such as real estate prices and rents.

More worrying is the deterioration in the pace of job creation. The third graph highlights the direction of the unemployment rate (softening) and the year-on-year percent change in the total number of jobs (slowing sharply). The coming year will be an interesting one for labour, as those advocating higher minimum wages, standardised working hours and collective bargaining run into the sobering effects of a slowing economy.

Unemployment has remained at 3.5% or less for over a year, and shows no signs of rising quickly. The number of full-time employees increased 3.5% over the past year, a strong but slowing trend.

### Elsewhere

The global economy will define our overall growth, with very different influences on the domestic, trade and tourism

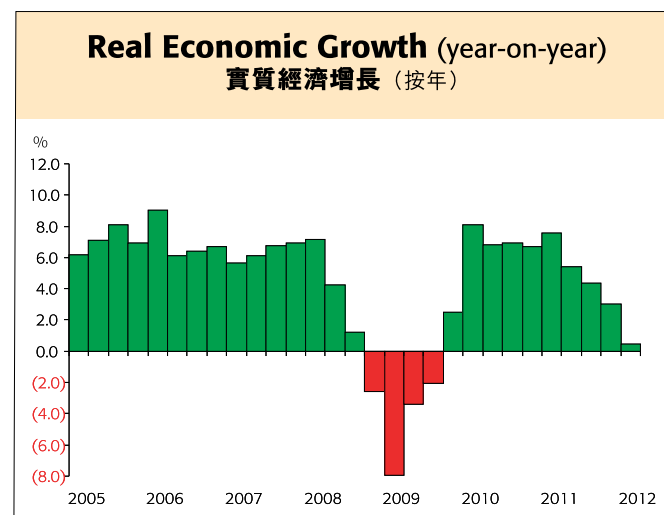
sectors. The outlook is not good, particularly in Europe, and the impact on trade is being felt around the region.

In the first quarter, combined imports and exports from Indonesia and Thailand rose less than 2%, as compared to 9.9% in Q-4 2011. For Japan, Korea and Taiwan, combined two-way trade was up 6.2%, barely one-third of the 17.9% pace of the previous three months.

Asia's economic growth rates are slowing across the board. Korea eked out 2.8% real growth in the first three months of the year, down from 3.4% in Q-4. Taiwan came in at less than 0.4%, down from 1.9% in the last quarter of 2011.

Still, there are some positive signs, for those who insist that this time the recovery is for real. In the U.S., real private spending on consumer goods rose 1.7% in the first three months of the year, with durable goods leading strongly (+7.6%), and nondurables lagging, at just 0.6%. Many of those products are made in Asia, and so have some direct bearing on our own economy.

Germany's preliminary rate in the first quarter was 2.2% (qq), well above expectations and nearly 2% higher than a year ago. But, much of that growth is based on exports and a larger share of the increase in sales abroad has been to Asia. As Asia slows, so will that portion of the German economy. ❀







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## Chewing the Fat 談天說地

### Funnelling FDI into China

**F**oreign investment in China totalled US\$37.88 billion in the first four months of this year (May figures will be out about the time you receive this copy of The Bulletin), down 2.4% from the same period in 2011.

Utilised foreign direct investment into China rose an average of 17% per annum since 1980, and the January-April figure was 10% larger than the cumulative amount invested in the first 15 of China's reform era. While investment is slowing, the four-month figure is still larger than any single full year up to 1995.

Over three decades, China has absorbed \$1.2 trillion worth of overseas capital, some unknown portion of which originated in China and was reinvested in the Mainland after "round tripping" through foreign financial centres such as Hong Kong to take advantage of tax and other regulations.

Annually, investment increased in every year except three, 1999, 2005 and 2009. By far, the largest share has come from (or, through) Hong Kong and Macau: 45.6% as of end-2011. Well back in second place is Japan (7.4%), followed by the US (5.9%), Taiwan (5.1%) and Singapore (4.6%).



中國吸引外商直接投資

**今**年首四個月的中國外商投資總值378.8億美元（在您收到今期《工商月刊》時，5月份的數字大概已經公布），較2011年同期下跌2.4%。

自1980年起，中國的實際使用外商直接投資每年平均上升17%，而1至4月的數字較中國改革時期首15年的累積投資總額還要高出10%。儘管投資正在放緩，但今年首四個月的數字仍然高於截至1995年之前任何一年的整年數字。

過去30年，中國已吸納價值1.2萬億元的外資，當中某部分源自中國，但透過香港等外地金融中心進行「返程投資」，在獲享稅務及其他規例的優惠後，再重新在內地投資。

外商直接投資每年都不斷增加，但1999、2005和2009年這三年則例外。到目前為止，最大部分的投資是來自（或透過）香港和澳門，截至2011年底為45.6%，其次是日本（7.4%）、美國（5.9%）、台灣（5.1%）和新加坡（4.6%）。



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**香**港首季經濟錄得自2009年中以來最緩慢的增長，較2011年首三個月僅上升0.4%（圖一顯示了整體趨勢）。雖然本土經濟表現不俗，私人消費增加5.6%，資本投資更大幅上升12.2%，但一如以往，本港貿易夥伴所面臨的困境決定了我們的最終結果。

國際商品貿易相當於香港本地生產總值近3.5倍，而服務貿易更多出66.5%。當然，出口減去進口的淨額才真正重要，但我們需要雙向的貿易交流來謀生，而今年的情況卻叫我們失望。

首季的實質（雙向）商品貿易下跌了4.1%，而服務流量則上升3.2%，但仍低於過去幾季的水平。說清楚一點，本土經濟實質增長了181.91億港元，但卻因貨品及服務出口下跌350億元（-3.8%）而被完全抵銷有餘。

經濟放緩加上去年人民幣暫停升值，有助減慢本港通脹率（如圖二所示）。根據消費籃子的概念計算，通脹率由令人不安的6%以上，下跌至近日的接近5%。整體經濟方面，宏觀得多的GDP平減數大幅放緩，由5%下跌至不足3%。有關跌幅主要來自國際貿易價格，因此與樓價和租金等相比，這對於家庭住戶的影響就輕微得多。

較令人擔心的是創造就業的速度減慢。圖三顯示了失業率漸趨緩和，以及職位總數的按年百分比變動大幅減慢。對勞動人口來說，來年將會是有意思的一年，因為提倡調高最低工資、標準工時和集體談判的人，將需面對正在放緩的經濟。

失業率維持在3.5%或以下已經超過一年，而且並無急速上升的跡象。全職僱員的人數較去年增加3.5%，增幅強勁但呈現放緩趨勢。

#### 其他地區

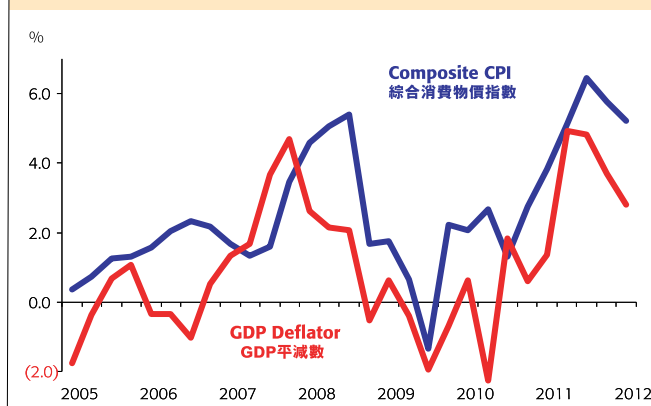
香港經濟增長取決於全球經濟表現，對本地貿易和旅遊業的影響也截然不同。經濟前景並不樂觀，特別是歐洲方面，整個亞洲區已體會到經濟不景對貿易的影響。

在首季，印尼和泰國的合併進出口增長不足2%，遠低於2011年第四季的9.9%。至於日本、韓國和台灣，合併雙向貿易上升6.2%，僅為上季17.9%的三分之一。

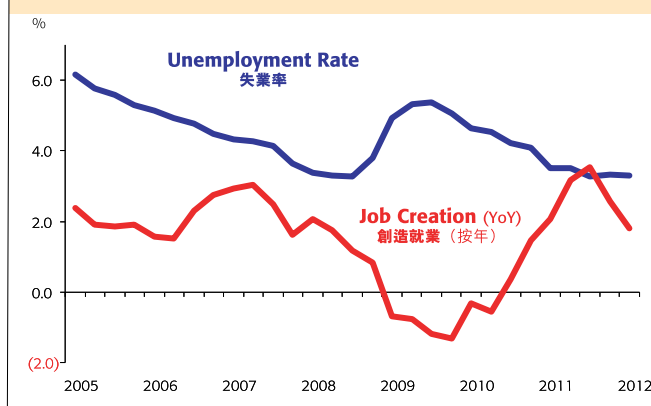
亞洲經濟的增長速度正全面放緩。韓國在今年首三個月勉強維持到2.8%的實質增長，低於去年第四季3.4%的水平。台灣的實質增長不足0.4%，較2011年第四季的1.9%還要低。

儘管如此，對於那些堅持今次是真正復蘇的人來說，我們仍然看到一些好現象。在美國，消費品的實質私人消費在本年度首三個月上升1.7%，其中耐用品遙遙領先（+7.6%），而非耐用品則以僅0.6%的水

### Prices Changes (year-on-year) 價格變動 (按年)



### Jobs and Unemployment 就業及失業



平落後。這些產品大多由亞洲製造，故對本港經濟有若干直接影響。

德國的首季初步數字為2.2%（按季），遠高於預期水平，比去年同期上升近2%。然而，有關增長大多來自出口貿易，而大部分的海外銷售升幅都是來自亞洲。隨著亞洲經濟放緩，德國經濟的相應部分亦不能倖免。✿



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# YCIS Prepares Students for a Multicultural Future

The increasing pace of globalisation has made corporations the world over realise the importance of multiculturalism. Over the past decade or so, this new mindset has greatly affected the general direction of education and, as a result, international education and its new way of teaching have taken centre stage.



Co-Teaching helps develop bilingual and global-minded future world citizens

To prepare children for this wider world, it is of vital importance to provide them with both the ability to communicate with a vast number of people and a better understanding and acceptance of different cultural perspectives. At Yew Chung International School (YCIS), its Co-Principal and Co-Teaching models are two of the innovative approaches to nurturing bilingual and global-minded future world citizens. This progressive system provides students with the best of East and West in terms of language, customs and values.

## Innovative Co-Teaching Model

Co-Teaching is implemented in Early Childhood Education (ECE) and Primary Sections in order to help students develop this global perspective and mindset early in life. Walking into a classroom at YCIS, one is amazed to observe the young students speaking English and Chinese interchangeably. The school strongly believes students must prepare themselves and be equipped with diverse linguistic skills and keen

cultural awareness in order to succeed in the globalised world.

At YCIS, students become fluent in at least two languages: English and Chinese. This bilingualism is achieved by having two teachers, one Western and one Chinese, in one classroom in its ECE and Primary Sections. Both teachers are fully qualified and work as equals.

The biggest benefit for students is an intuitive respect for another culture. But besides students, parents also benefit from having teachers from different cultures.

The classes are not only bilingual, but are also bicultural learning environments where students discover their teachers' cultures, values and customs. By having these two role models working well together, students learn about communication and cultural respect, which prepares them well for the modern, inclusive world.

Dr. Betty Chan, Director of YCIS, believes by exposing children to multicultural environments from a young age (as early as six-months old) they develop a deep and innate accept-

ance and appreciation of all cultures and perspectives. Dr. Chan stresses that teachers at YCIS must also learn to accept and value their teaching partner's cultural differences to be effective Co-Teachers.

## Cross-cultural Appreciation

Kam Oi Ping, Chinese Co-Principal of YCIS ECE, believes that one key to successful Co-Teaching is that, "Initially, both teachers must be able to accept each other's culture without bias, judgment or predetermined notions. They must have agreement on issues relating to basic management, best teaching methods, important stages and expectations."

"This is not a simple, one-step process; teachers must be able to communicate with each other openly, frequently and with trust. It takes continued communication and patience but, once established, Co-Teaching teams offer enormous benefits to their students by creating a respectful bilingual and co-cultural learning environment," Kam adds.

Nicola Weir, Western Co-Principal of YCIS ECE, explains the advantages of this model: "Co-Teaching helps give our students cross-cultural appreciation. They notice that two people from different cultures and two languages communicate and teach well together as a cohesive team."

As well as this unique perspective, students also gain exceptional linguistic skills. Many techniques are used, such as songs, visuals and activities to help learners absorb both languages quickly and effectively.

YCIS has a long and proud history of embracing innovative thinking in education going right back to its origins in Hong Kong, having been founded in 1932 on the theme of "East meets West".



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# Economy Continues to Slow, **Policies Loosen**

## 經濟持續回落 政策趨向寬鬆

By **Mayee Lang** 郎春梅

**M**ajor economic indicators released in April show that China's economy performed worse than expected. Investments continued their downward trajectory, which started last May, and the slowdown is starting to affect people's income and consumer confidence. Lingering uncertainties in Europe also took their toll on

China's exports, as the table (*see page 28*) shows.

The People's Bank of China tried to raise confidence by lowering the reserve requirement ratio by 0.5 percentage points. However, it has fueled concerns that the economy will likely continue its downward slide before bottoming out at the end of the second quarter. As a result,

market watchers expect more monetary policies to be rolled out to stimulate the economy.

### **Obvious slump**

The rate of growth in industrial added value (i.e. rate of industrial growth) is a good indicator of short-term growth, and also an important tool



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for formulating and tweaking macro-economic policies. Lackluster exports and weak investment in the real estate sector resulted in the industrial added value rate growing by 9.3% in April, the lowest in the past three years.

Despite the government's efforts to promote economic restructuring and expand domestic consumption, fixed asset investment remains a key driver of the economy. Year-on-year growth of fixed asset investment continued its slide down to 20.2% in the first four months of this year, down from 25.8% last May, due to a significant decline in real estate investments.

In November 2011, yoy growth in real estate investments fell below 30% for the first time, and continued sliding to the current 18.7%. Consequently, if the government is to stop the real economy from shrinking, future real estate investment policies will play a crucial role in the country's economic health.

When the financial crisis hit in 2008, the government launched the RMB 4

trillion economic stimulus package, RMB 280 billion of which was invested in affordable housing projects. Market watchers reckon the government might need to introduce similar stimulus measures unless things turn around.

### Loosening monetary policies

To stimulate economic growth, the government will need to relax its monetary policies. The recent move to reduce banks' reserve ratio is a direct response, which is expected to thaw RMB400 billion. To boost confidence and stimulate domestic consumption, the Central Government might also speed up financial reforms, such as introducing business tax concessions and accelerating tax reforms to lower production costs. Premier Wen Jiabao also said recently that a backup plan needs to be put in place to prevent the economy from slowing further.

However, loose monetary policies and an influx of capital from Europe

and the U.S. could easily lead to a flood of liquidity. Professor Sun Lijian, Institute of World Economy, Fudan University, wrote recently that an increase in liquidity has to be in step with the development of the financial system.

Loose monetary environments in Europe, the U.S. and Japan will also pose challenges to China's capital management and its exchange rate flexibility. Consequently, monetary policies are expected to remain prudent for a while until economic readjustment and financial development policies start to bear fruit.

Financial institutions believe the possibility of an interest rate cut is low, but they do not rule out that the reserve requirement ratio could be further lowered in the coming months.

China's slowing economy has eased inflationary pressures. In April, the CPI yoy growth rate was 3.4%, down from 3.6% in March, which seemed to ease the central bank's worry about inflationary instability. ❀

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## China's Major Economic Indicators (Feb. to Apr.) 中國經濟重要指標 (2月至4月)

Item (Year-on-Year Increase) 項目 (按年增長)	April 4月	March 3月	February 2月
CPI 消費物價指數	3.4%	3.6%	3.2%
PPI 生產者價格指數	-0.7%	-0.3%	0
Industrial Added Value 工業增加值	9.3%	11.9%	11.4%
Exports 出口	4.9%	8.9%	18.4%
Imports 進口	0.3%	5.3%	39.8%
Money Supply - M2 貨幣供應—M2	12.8%	13.4%	13%

(Source: National Bureau of Statistics of China 資料來源：中國國家統計局)

**國**家公布4月份經濟數據，多項指標都遜於市場預期。投資增速延續了自去年5月以來的下降趨勢；經濟下滑已經開始影響居民收入增長及消費者信心，導致消費增速疲軟；受到歐洲經濟形勢的影響，外需增長也低於預期，出口持續疲軟（詳見附表）。在經濟數據公布後翌日，央行即宣布年內第二次下調存款準備金率0.5個百分點，此舉一方面加大了外界對中國經濟在第二季度繼續探底的擔憂，另一方面也引發了市場對未來寬鬆貨幣政策的憧憬。

### 出口和房地產投資下滑明顯

工業增加值增長速度（即工業增長速度），可以判斷短期工業經濟的走勢和景氣程度，也是制訂和調整經濟政策、實施宏觀調控的重要參考和依據。由於出口及房地產投資減慢，國家4月的工業增長速度竟放緩至9.3%，是過去3年以來的最低值，大大低於市場預期。

雖然國家推進經濟結構調整，大力啟動消費市場，以拉動經濟增長，但目前，固定資產投資依然是拉動中國經濟增長的主要因素。自去年5月開始，國內固定資產投資同比增速從25.8%持續回落至今年首4個月的20.2%。其中房地產投資的大幅回落，是固定資產投資回落的主因，自2011年11月起，房地產投資同比增速首次跌破30%，並一直下滑至目前的18.7%，達至過去2年內的低點。換言之，要阻止實體經濟下滑，政府未來的房地產投資政策將成為關鍵。比如2008年金融危機爆發時，國家出台4萬億的經濟刺激計劃，其中2,800億元用於保障性安居工程的投資。也許在必要時，國家將推出類似的刺激政策。

### 貨幣政策走向寬鬆 嚴防流動性泛濫

政府要支持實體經濟的增長，勢必要放鬆銀根，刺激投資和消費。央行5月宣布下調存款準備金率(RRR)，可說已經是最直接的反應之一，此舉預計可釋放4,000億元人民幣的流動

性。然而，未來政府也許還會加大財政政策的支持力度來刺激內部消費。比如對企業實施稅務優惠，加快推進「減稅」的改革，降低企業生產成本。溫家寶總理近日也曾對外表示，需要考慮後備計劃，以防經濟增長進一步放緩。

另一方面，寬鬆的貨幣政策，加上歐美熱錢的湧入，容易引致虛擬經濟的流動性泛濫問題。復旦大學世界經濟研究所孫立堅教授最近撰文表示，流動性的增加要與國家金融體系的发展同步推進，而且歐美日寬鬆的貨幣環境將挑戰我們資本管理的效率和匯率變化的靈活性，所以國家的貨幣政策在未來相當長的一段時間還是會謹慎從事，以便為經濟調整和金融發展贏得時間和空間。同時，多家知名金融機構預測，政府在近期降息的可能性不大，但未來兩月之內或會進一步下調存款準備金率。

最後，值得一提的是通脹壓力正在減輕，4月份CPI同比增速從3月份的3.6%放緩至3.4%，似乎可緩解央行對於通脹反覆的擔憂，為出台寬鬆的貨幣政策提供空間。

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# The Chinese Timekeeper

## 中華時計匠

Frenchman Adrien Choux set up The Chinese Timekeeper in 2010 with the dream of developing his own watch brand with mechanical watches made in China. The entrepreneur recently opened his first shop in Hong Kong just in time for the launch of his second collection of watches. **Fion Chui** dropped by to learn more about his ambitious plans.

來自法國的安德烈於2010年在香港設立公司，夢想創立屬於自己的中國製機械腕錶品牌——中華時計匠。這名企業家最近在港開設了首家店舖，正好趕上公司第二個腕錶系列的推出。徐惠兒特意登門造訪這家位於灣仔石水渠街的新店，了解安德烈的鴻圖大計。

*Fiona Chui: Why did you decide to develop a brand for Mainland Chinese mechanical watches?*

**Adrien Choux:** China's heritage and association with timepieces is unique. China is also the manufacturing center of the world. We are proud to tell our customers that our timepieces are 100% crafted in China; and why shouldn't we? The quality of craftsmanship in China is getting better and better, and for those who understand mechanical watches, they know that many Swiss watches are fabricated in China – whether it's the strap, the case or the dial. These timepieces are merely assembled and inspected in Switzerland.

*FC: What about brand and prestige? Wouldn't people prefer to buy a Swiss or French brand?*

**AC:** The average price of our timepieces is HK\$20,000, for which you could buy a Longines, Rado or Tudor watch. They are Swiss made, but many timepieces sold today look very much like one that your grandmother might have bought half a decade ago. What's more, your grandmother's friend, your mother and your friends all wear the same watch!

Of course some consumers prefer to stick with established brands, but there are also others who want a quality watch that is unique, such as ours. For example, our first collection has six designs, and we limited production to just 168 pieces, so it is highly unlikely you would ever meet someone wearing the same watch.

*FC: Are you planning to increase production?*

**AC:** The French business mentality is very different from the Chinese mentality. Chinese businessmen want to make money on the first day that they start business. My goal is to first

build a well-known brand. I don't expect to make a profit in the first three years. However, I expect The Chinese Timekeeper brand to gain recognition in four to five years' time. So far, we have already opened our first shop, launched our first collection at the Basel Watch Fair and received a lot of positive coverage in the media about our brand and quality.

We are about to launch our second collection, with one of the pieces being inspired by the dragon. The price is HK\$62,800, and production is limited to only 18 pieces. Next year, I plan to launch the third collection, particularly smaller sized watches for ladies.

*FC: Where do you get your inspiration from for designs?*

**AC:** My inspiration comes from China's heritage. For instance, the case of our timepieces is composed of four columns, which is reminiscent of the ancient Chinese pagoda. We use an image of Su Song (1020-1101 AD), a renowned Chinese scholar, who invented a water-driven astronomical clock tower in the old days, which we print on the dial in the 12 position.

*FC: Wanchai isn't known for stores selling branded goods, especially watches, so why did you choose to open a shop next to the Blue House?*

**AC:** First, I live very close by. Second, there are many old buildings in the neighbourhood which creates a nostalgic atmosphere of old Hong Kong. It is true that the foot traffic is not brilliant here, but I think it is a good option for a new brand, as the rent here is much more affordable than in IFC. It is our responsibility to market our brand to encourage potential customers to visit our shop. 🌸









**問：為何當初會構思建立一個國產機械腕錶品牌呢？**

答：中國擁有獨特的文化，與時計有著深厚的淵源。中國也是世界製造業中心。我們可以自豪地告訴客戶，公司的腕錶是百分百中國製造，這又有何不可？中國的工藝日趨精湛，認識機械腕錶的人士都知道，很多瑞士製腕錶其實是在中國製造。無論是錶帶、錶殼，還是錶盤，統統如是。只有組裝和檢查工序是在瑞士進行。

**問：如何與有信譽的品牌相比呢？人們不就是喜歡購買瑞士或法國品牌嗎？**

答：我們腕錶的平均售價是港幣20,000元。以同樣的金額，你可以買到瑞士製造的浪琴錶、雷達錶或帝舵錶。但它們的腕錶款式數十年如一日，不少現時在市面上銷售的款式，跟半個世紀前的幾乎一樣。更甚的是，你祖母的朋友、你的母親，甚至是你的朋友，都戴著一式一樣的腕錶！

當然，有些消費者依舊喜歡知名品牌，但亦有部分人想擁有像我們公司設計的優質、獨特腕錶。以我們推出的首個腕錶系列為例，有六款不同設計，共限量生產僅168枚，故「撞款」的機會甚微。

**問：有否計劃增加產量？**

答：法國人做生意的心態跟中國人截然不同。中國商人希望在創業首

年便賺錢。我的目標是先建立一個知名的品牌，我不奢望在開業的首三年獲利。不過，我期望中華時計匠這個品牌，能在四、五年間獲得市場認同。直至今日為止，我已開設了第一家店、在巴塞爾鐘錶展推出首個腕錶系列，而不少媒體對公司品牌和產品質素也有正面報導。

我們即將推出第二個腕錶系列，其中一款設計的靈感源自龍。這款手錶售62,800港元，限量發售18枚。明年，我計劃推出第三個腕錶系列，特別是較小巧的女裝腕錶。

**問：你的手錶設計靈感源自哪裡？**

答：設計靈感來自源遠流長的中華文化。舉例來說，我們腕錶的外殼是由四層組件裝嵌而成，設計令人聯想到中國古代的多層樓塔。另外，錶面的12時位置印有中國著名學者蘇頌（公元1020年至1101年）的肖像，他當時建成了一座用水推動的天文鐘樓。

**問：灣仔並非銷售品牌產品的集中地，更遑論是手錶品牌。為何當初會選擇在藍屋附近開店呢？**

答：首先，這裡離我住的地方非常近。此外，這裡保留了许多古舊建築，營造出一個懷舊的老香港氛圍。的確，這裡的人流不旺，但對於新品牌來說，我認為是一個不錯的選擇，因為租金遠遠低於國際金融中心。更何況推廣公司品牌、吸引潛在客戶前來店舖，是我們的責任。✿

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# Women in Business

## 職場女性

Career women have come a long way since the 1980s, but do they really want to be at the top?

自1980年代起，事業女性的地位不斷提高，但她們真的想步步高陞嗎？

By Anna J H Fang 方靜華

Many people might say that I am an advocate of women in senior positions in government and in business; owning their own multi-million dollar enterprise or being at the helm of a multi-national, foreign or Hong Kong company. But are there barriers to women rising to the top of the corporate ladder? Are women playing on a skewed playing field in the business world? Or, have we finally smashed through the “glass ceiling” in the business world?

I recently attended a women’s business event and listened to the presentation by a woman who is a high ranking senior executive for a U.S. multi-national corporation. Her main goal in life is about continually rising in her career. Her every waking moment is spent continually networking to climb that career ladder to the top.

Some may say: “to the top of what?” Perhaps, she aspires to be the CEO of the company and sit on the board of directors one day. Her energy is focused on who she can impress, who she can meet and network with, and climbing up that “career ladder” to corporate heaven using whatever executive search person, senior executive, or CEO to attain her dream. Some people might say: “bravo for her – so ambitious, so driven, and working her way to the top.” Others might ask: “but doesn’t she have a life outside of the office?”

She is not alone. There are millions of ambitious women trying to rise through the corporate ranks. So that begs the question: why are there so few women in senior positions in government, universities, services industries, corporations and on boards and advisory groups in Hong Kong?

According to recent statistics compiled by the Women’s Foundation, women comprise 53% of the Hong Kong workforce. However:

- women make up 19% of the Legislative and District Councils;
- men hold 82% of the seats in the Legislative Council;
- 68% of the top-ranked civil servants are men;
- in law, women comprise 10% of senior lawyers;
- women comprise 17% of the judiciary; and
- in the Court of Final Appeal, there are no female judges.

In academia, women occupy 14% percent of senior jobs, however, there are no female presidents or chancellors in Hong Kong!

In business, women comprise 35% of senior managerial positions, but just 2% of the CEOs. Women hold just 9% of board positions of companies listed on the Hang Seng Index, with





one third of those companies having no female board members at all (the international average in 2011 was 16.1%).

In reality, this is not good news for women in business in Hong Kong. Are we making progress or going backwards in time in terms of progress? This is affecting the decision-making in business and in government – the policies and planning and this affects our society as a whole.

Are women in their 30s or early 40s forced or choosing to leave the workplace due to social pressure or other reasons? According to government data, women earn significantly less than men, even for the same position. And fewer women stay in the workforce long enough to attain top positions.

### **Being your own boss**

Women bear double duty in our society – in the workplace and in the home. In Hong Kong, women are also expected to look after elderly relatives – a phenomenon which will increase as Hong Kong's population continues to age and our parents' generation lives longer.

Perhaps that explains why more and more women are choosing to become entrepreneurs. By being their own boss, they don't have to deal with office politics and can select their own corporate clients. They can also surround themselves with people they find to be a positive influence, which helps them to do what they want to do and love – being their own boss!

## **Tomorrow's Leaders** 未來領袖

**T**hey say old prejudices and discrimination fade a little with each generation. So how do tomorrow's leaders feel about gender?

Dr Anne Peirson-Smith is Assistant Professor in the Department of English, City University of Hong Kong, said she has noticed that in the last five years, undergraduates are making the decision not to have a family.

"They feel having children hold women back, and that the best way to be independent is to have a good job," she said.

While well-educated women have that option, more challenged women in society may find themselves stuck between a rock and a hard place. Their husband may hold traditional views on women and make their wife feel guilty if they don't take care of the family.

"So gender equality has to be built into the education system, because that is when children are forming their ideas. In school books the old illustrations were always of a man as a doctor and a woman as a nurse. That has changed, but it needs to be go into all areas," she said.

**有**人說，舊日的偏見和歧視會隨著每個世代逐漸消除。那麼，未來的領袖對性別有何想法？

香港城市大學英文系助理教授Anne Peirson-Smith博士說，她留意到在過去五年，愈來愈多大學生決定不組織家庭。

她說：「他們認為生兒育女會為女性帶來制肘，而獨立的最佳方法是找一份好工作。」

雖然受過良好教育的女性有這個選擇權，但社會上面對較多挑戰的女性，或會感到左右為難。她們的丈夫或會對女性的角色抱持傳統思想，如果她們沒有留在家中相夫教子，就會感到愧疚。

她說：「因此，性別平等應納入教育制度，因為兒童正是在此階段形成各種觀念。在教科書中，舊日的圖解往往是男人當醫生，女人當護士。男醫女護的情況已經不同了，但我們需要改變各方面的有關觀念。」

As the head of the company, do women make better bosses than men? Which sex is easier to work with or for – including clients? Looking back at my previous life in the corporate world in China and Hong Kong, and in my present line of work – media relations and public relations – I would say it depends on the individual.

Of course, we have all had to deal with demanding clients – both male and female – but in my own experience for my PR consultancy which has been in existence for 10 years – men and women have their own individual styles when it comes to management and communication.

When I worked for a U.S. multi-national corporation, I had free reign and used my initiative, motivation and hard work to get things done. I just had to show results and was encouraged to embrace the work lifestyle. In both the Hong Kong corporation and foreign multi-national where I worked, I was shielded from internal politics and any power struggles. There was a good company culture in both companies.

In today's Hong Kong, however, the reality is women are starting to make different career choices versus a decade ago. They are thinking about the consequences of spending too much time travelling on business, waking up in 5-star international hotels, attending endless meetings, lunches and dinners, being “up in the air” at 30,000 feet, in taxis, and in airports.

Many are asking themselves: is this the type of life I aspire to? Or are there other rewards to be found in the form of family, children, friends and not living such a hectic and frenetic lifestyle? What are the personal sacrifices which have to be made?

Of course each individual, both men and women are faced with the same questions, but can we truly have it all? Or do we end up losing our personal lives and privacy and a little bit of our humanity along the way on the climb?

### 80-120 rule

Do women have to work harder to prove themselves in terms of performance? It can be said that it's a man's world in Hong Kong, and that the top echelons of politics and business are mostly dominated by the males. As a result, women often have to put in 120% effort to get 80% recognition. But whereas a man has no qualms about walking into the boss's office to tell him or her their achievements, women tend to be more passive. They feel their work will speak for itself and they will earn the recognition and respect that they deserve. But unless a manager stands up and blows their own horn, no one will notice, be they a woman or man.

This is why some men rise up the ranks over their fellow males. Each person has their own personality, and in retrospect, both women and men have to find their own path to what makes them happy.

**很**多人或許會說，我支持女性擔任政府高官和企業高層；坐擁市值數百萬元之企業；或掌管跨國、外國或香港企業。然而，女性在登上事業階梯的頂峰時，會遇到甚麼障礙？女性在商業世界的競爭環境是否公平？我們又是否終於衝破了商業世界的無形障礙？

最近我出席一個女性商業活動，聽到一位在美國跨國公司擔任高級行政人員的女士發表簡報。她的人生目標是在事業上不斷晉升，時時刻刻都在建立網絡，希望攀上事業頂峰。

有人會問：「何謂頂峰？」或許，她渴望有天成為公司的行政總裁，加入董事局。她的精力專注在可以給誰留下深刻印象，可以與誰會面聯誼，利用獵頭公司、高級行政人員或行政總裁讓自己扶搖直上，達成夢想。有人或許會說：「太好了！她熱誠積極，勤奮上進。」但其他人或會說：「除了工作，她有自己的生活嗎？」

有此想法的並不只她一人，數以百萬的女性正雄心壯志，嘗試在事業上不斷攀升。這帶出了一個問題：為何香港政府、大學、服務業、公司、董事局和顧問團的高級職位中，女性人數寥寥可數？

根據婦女基金會近日編製的統計數字，女性佔香港勞動人口53%，然而：

- 在立法會及區議會議員中，女性佔19%；
- 立法會議席中有82%為男性；
- 男性高級公務員佔68%；
- 法律界方面，女性高級律師佔10%；
- 司法機構中，女性佔17%；及
- 終審法院並無女法官。

女性在學術界的高級職位中佔14%；然而，香港從未出現過一位女性大學校長！

商界方面，女性高級管理層佔35%，但女行政總裁僅佔2%。在恒生指數上市的企業之中，只有9%董事職位由女性擔任，而三分之一的

I believe this is reflected in the slight increase of women going into non-traditional fields – engineering, computer programming, nanotechnology, the sciences, etc. However, over the past 10 years it appears that for the senior positions, women are opting not to go further in their careers. In some cases, they decide to stay with the middle management positions or get out of the corporate world completely when they reach a certain age due to various reasons.

In my opinion, women are starting to make a conscious choice on whether that CEO rank is really worth the struggle, time, effort and work. And is battling the corporate boardroom really worth the effort? They are asking would making money in other ways be just as fulfilling?

In Hong Kong, many things are possible for women rising up the corporate ladder and being the CEO of a multi-national corporation or a Hong Kong company. But many women are choosing not to go that route, or have other priorities and commitments which come up in their life – like starting their own entrepreneurial empire. ✿



Anna Fang is Director of Anna Fang Public Relations, which she founded in 2002, and a key contributor to the Hong Kong Association of Business and Professional Women from 1995 – 2008.

方靜華是Anna Fang Public Relations董事，該公司由方女士於2002年成立。在1995至2008年期間，她亦為香港商務及專業婦女協會貢獻良多。

這類上市公司更完全沒有女性董事（2011年的國際平均數為16.1%）。

事實上，這對於香港的職業女性來說並非好事。究竟我們正向前邁進，還是往後倒退？這個現象正影響商界和政府政策規劃上的決定，繼而影響我們的整體社會。

30至40歲左右的女性是否因社會壓力或其他原因，被迫或選擇離開工作崗位？根據政府數據，即使同一職位，女性的收入遠低於男性。此外，愈來愈少女性會長期留在職場，以攀上更高職位。

#### 自己當老闆

女性在社會上兼兩職，既要努力工作，又要照顧家庭。在香港，人們亦期望女性照顧年老親屬。隨著香港人口繼續老化，父母一代更加長壽，這個現象將會有增無減。

這或許解釋了為何愈來愈多女性選擇成為企業家。她們自己當老闆，無需處理辦公室政治，又可以選擇自己的公司客戶。她們亦可以安

級國際酒店內長期留宿，出席無窮無盡的會議、午餐和晚餐聚會，經常在30,000呎的高空、的士和機場之間穿梭。

很多人會問自己：這是我所渴望的生活嗎？我可以在家庭、子女和朋友間得到其他回報，不用再過著這種緊張忙亂的生活嗎？有甚麼個人犧牲是必須作出的嗎？

當然，人人（男女也好）都面對著相同的問題，但我們真的兼顧得來嗎？抑或在我們不斷往上爬時，結果喪失了個人生活和私隱，以及一點點的人性呢？

#### 80-120規條

女性要加倍努力，來證明自己的表現嗎？鑒於在香港這個男人天下，政商界的高層大都由男性支配，這個說法的確成立。因此，女性經常要投入120%的努力，以換取80%的認同。但由於男士並不羞於走進老闆的辦公室，向他們訴說自己的成就，女性就顯得較為被動。她們認為自己的努力會不言而喻，並會獲得應有的認同和尊重。然而，除非某位經理



排一些有正面影響力的人在身邊，協助她們做自己喜歡做的事，就是自己創業做老闆！

作為企業老闆，女士的表現會比男士優勝嗎？甚麼性別較容易合作和效勞（包括客戶）？回顧我在中港兩地的商業經驗，以及我現時在傳媒及公共關係方面的工作，我會說這取決於個人因素。

當然，人人都要應付苛刻難纏的客戶（不論男女），但根據我作為公關顧問的10年親身經驗，男女在管理和溝通方面，都有自己的個人風格。

我在一家美國跨國公司工作時，有很大的自主權，可以運用自己的進取心、推動力和努力去完成任務。公司只要求我做出成績，並鼓勵我投入職業生涯。在我任職過的香港公司和外地跨國企業，都未有遇過內部政治和任何權力鬥爭，兩家公司都有良好的企業文化。

但在今時今日香港，實情是女性所作出的事業抉擇，開始有別於10年前了。她們會有很多顧慮，例如花太多時間在外地公幹，要在5星

站出來自吹自擂，否則沒有人會留意得到，不論這位經理是男是女。

這解釋了為何有些男性比其他男同事晉升得更快。人人都有自己的個性，因此，男女都要尋找自己的快樂泉源。

我相信女性投身工程、電腦程式、納米技術、科學等非傳統行業的趨勢輕微上升，正反映了這個說法。但在過去10年，女性似乎不想在事業上更進一步，晉身高級職位。在某些情況下，她們決定在到了某個年齡後，因各種原因留守在中級管理層，甚或完全脫離企業世界。

我認為，女性開始有意識地選擇，究竟是否值得為了行政總裁這個職級，捲入公司的鬥爭，付出大量時間、精神和努力。此外，她們是否真的值得費勁與董事局作戰？她們會問，以其他方式賺錢，生活是否同樣充實？

在香港，女性絕對有條件攀上事業階梯，成為跨國公司或香港企業的行政總裁。然而，很多女性並不選擇這條路，她們的人生或有其他重要任務和責任，例如打造自己的企業王國。✿

Note: Statistics compiled by The Women's Foundation from the Census and Statistics Dept 2011; Hong Kong Bar Association 2011; University Grants Committee, 2011; Community Business' Women on Boards Report, 2012; and Grant Thornton International Business Report 2011

附註：統計數字由婦女基金會編製，參考自政府統計處2011年；香港大律師公會2011年；大學教育資助委員會2011年；公益企業2012年《女性董事概況》報告；以及均富《國際商業問卷調查報告2011》



## The Roller and 從擠牙膏看

**G**eorge Hongchoy, CEO, The Link REIT, and wife Dannie Hongchoy, Executive Director, Headstart Group Ltd, Hong Kong, have been extremely successful in their career and family lives. They seem to effortlessly achieve a perfect work-life balance.

Speaking at the WEC Summit, they allowed the audience into their private lives to share how they maintain their very close and affectionate relationship, as well as being there for their kids. George explained that it is no good trying to change the other person into something that you want them to be.

“In every relationship, there is always a squeezer and a roller when it comes to how couples use a tube of toothpaste,” he explained. “Dannie is the squeezer and I am the roller. I used to feel frustrated about why she did not press the toothpaste from the bottom of the tube up, but she just didn’t care. Overtime you learn to accept such things, which helps us to communicate more on more important things.”

Dannie, a successful executive in her own right, said when she has a difficult decision to make, she likes to bounce ideas off George, who is happy to share his experience.

## Removing **Gender Labels**

**S**uccess and likeability tend to correlate positively for men, but when a woman works her way up the career ladder she is viewed negatively, even disliked.

Agnes Chan (left), Regional Managing Partner (Hong Kong & Macau), Ernst & Young, thinks the stereotypical roles that women should be working hard on taking care of their family rather than building a career is lodged deep within our subconscious.

Even women view successful female executives negatively, as they perceive that successful must have come at the expense of her family to achieve a personal ambition – regardless of whether they know she is single, married or a mother.

“Let us start to change this with ourselves, from the way

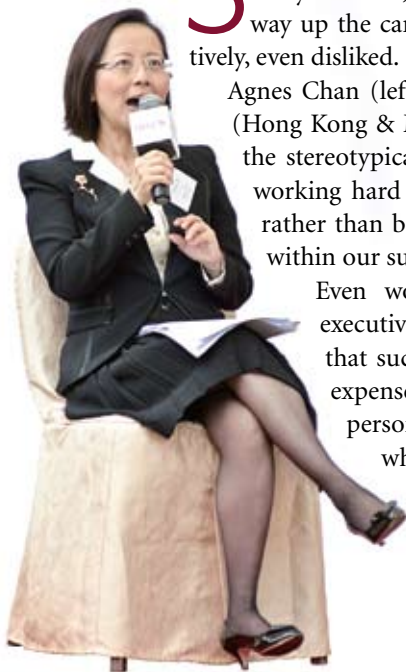
we look at ourselves and fellow women,” she said at the Women Executives Summit on May 11. “We cannot be liked by everyone, so let’s be ourselves, and earn respect, rather than change ourselves to accommodate people.”

Caroline Mak (right), Regional Director, North Asia, Dairy Farm Group, believes part of the problem lies in the way we label people.

“There is a bit of blame in ourselves for the way we treat other women. Why can’t we just call someone an executive? We don’t say a man executive, so why do we have to say woman executive? If we do that, then we are self-defeating,” she said.

Perhaps such negative connotations are partly why so few women hold senior positions in companies. Chan said that despite women’s rights being protected by law, and more than 50% of the population being female, only 22% of all senior positions in Hong Kong are held by women.

Perhaps another piece of the puzzle is that female executives, compared to their male counterparts, are often too humble. They work hard and wait for their efforts to be recognized, whereas men have no qualms about marching into the boss’s







## the Squeezer 夫妻之道

**領**匯行政總裁王國龍及太太Headstart Group Ltd HK執行董事凌紫卿在事業和家庭生活兩方面都很成功，兩人似乎不費吹灰之力，就可達成完美的生活與工作平衡。

在總商會「女行政人員會議」上，他們擔任演說嘉賓，讓與會者了解兩人的私生活，並分享如何維繫相親相愛的夫妻及親子關係。王先生

“Having George there can be very useful, because he can be my sounding board. We can talk about things and get different perspectives on things which is always useful for any problem,” she said.

表示，嘗試改變別人來迎合自己，那並不是一件好事。

「在每段關係中，夫婦兩人總會出現分歧，以擠牙膏為例，一人會在中段擠，另一人會在尾端擠。」他解釋：「太太習慣在中段擠，我則慣於在尾端擠。我最初會感到洩氣，難明她何以不能從牙膏的尾端擠上來，但她卻懶理。逐漸，你會學懂接受這些小事，這有助我們在更重要的事情上多加溝通。」

作為成功的行政人員，凌女士說面對艱難的決定時，她喜歡徵詢丈夫的意見，而她的丈夫亦樂於分享其經驗。

她說：「有丈夫從旁支持很重要，因為他會提供有用的意見。我們可以透過討論，得出不同的觀點，令問題得以解決。」

## 消除性別標籤

**成**功通常會令男性更受歡迎，但當女性努力攀上事業階梯，卻會招來負面的評價，甚至惹人厭惡。

安永香港及澳門區主管合夥人陳瑞娟認為，女性應專注照顧家庭，而非建立個人事業的傳統角色，已根深蒂固地植入我們的潛意識之中。

就連女性自己也會對成功的女行政人員產生負面看法，無論她們是否得知有關成功女性是單身、已婚還是已為人母，她們都認為要成功實現個人抱負，就要犧牲家庭生活。

「讓我們身體力行，透過改變對自身和其他女性的看法，著手改變這個觀念。」她說：「既然我們無法取悅所有人，那麼何不忠於自己，贏取別人的尊重，而不是改變自己，遷就他人。」

牛奶公司集團北亞區地區董事麥瑞琮相信，部分問題源於我們對別人的標籤。

office and telling them about their accomplishments and how they deserve a promotion.

“As an individual, we should search for the power within us and take charge of our life, we should master our own destiny,” Chan said. “If we have confidence we will win the respect and have courage to take leadership roles when the occasion arises.” ❀

她說：「我們也可歸咎於自己怎樣看待其他女性。

為甚麼我們不能只稱某人為行政人員？我們不會以男行政人員稱呼別人，那麼為何要有女行政人員這個標籤？這樣的話，我們就是自打嘴巴。」

也許，這些負面含義在某程度上可以解釋何以只有少數女性擔任企業高層。陳女士表示，儘管女性權益受到法律保障，女性亦佔逾五成人口，但全港只有22%的高級職位由女性擔任。

另一個因素或許是，女行政人員往往較男性謙遜。她們勤奮工作，靜待個人努力獲得認同；相反，男性會直闖老闆的辦公室，坦然告之自己的工作成就，以及應獲晉升的原因。

陳女士說：「作為獨立個體，我們應發掘自身潛能，掌握個人生活，主宰自己的命運。」她續道：「只要有信心，就會獲得尊重，等到機會出現時，自然有勇氣擔當領導角色。」 ❀



The media, marketing and public relations industries tend to attract a lot of women, and executives working in these sectors tend to make good use of their female charm, touch and powers of observation.

Jessica Ng, CEO, South China Media and Jessica Publications Ltd, said most employees at her company tend to be women.

“In media in general, it is predominantly women who enter this field, but at senior managerial and board level it is mainly men,” she said.

However, she doesn't believe it is due to discrimination, rather due to the fact that women decide they do not want the extra pressure, responsibility and ultimately longer working hours that come with promotion to the upper echelons of an organization.

“At our company, it has a lot to do with the choices that we make – we are daughters, we are wives, we are mothers – so it is a conscious decision among colleagues that they want to choose family above career,” Ng explained.

The idea of forcing companies to employ a percentage of women in senior management was floated at the summit, but most people believed legislation is not the answer.

Susie Cheung, General Counsel & Company Secretary, The Hong Kong Mortgage Corporation Limited, said, “It is one thing to have all the rules and regulations, but at the end of the day you have to be worthy of promotion; you have to do it yourself.”

She added that once you get to the top, you have to work hard to stay there, you have to compete with other directors, and ultimately you have to earn your keep.

“I never really feel I am treated differently as a woman or discriminated against. If people feel I am competent they will come to me for advice; if not they won't,” she added.

Audrey Eu, Member, Legislative Council, said it is impor-



tant to maintain a positive mindset and not be emotionally self-defeating.

“Very often it is up here in our heads, so the level of success we reach depends on how much you let your emotions get to you. If it is pouring outside but a sun is shining in your heart you can overcome any obstacle and succeed,” she said.

Eu also stressed the importance of not letting success dull women's sensitivity. “A lot of successful women are very strong, and sometimes in their personal relationships that can cause





You Can

problems. You can be very tough, very demanding, so it is important to put yourself into others' shoes, whether that is your partner, colleagues, or helper."

Moderator Philippa Stewart, Producer/Reporter, The Pearl Report, TVB, raised the question: "Why do we need to have as many women as men in senior positions the workplace anyway?"

Ng summed up the consensus succinctly: "It doesn't matter if you are a man or woman, but as long as you try your best, that is what brings success." ❀

**傳**媒、市場推廣和公關行業經常吸引很多女性入行，而業內的行政人員亦慣於善用她們的女性魅力、觸角和觀察力。  
南華傳媒及旭茉出版有限公司行政總裁吳旭茉表示，公司大部分僱員都是女性。

她說：「一般來說，傳媒行業都以女性入職為主，但在高級管理層和董事會，卻以男性居多。」

然而，她相信原因並非性別歧視，而是女性不想在晉升至更高職位後，要承受更多的壓力和責任，最終延長工作時間。

吳女士解釋：「在本公司，我們的選擇非常重要 我們是女兒、太太和母親，因此同事們都決定，她們寧選家庭，不選事業。」

會上有人提議強制企業聘請一定比例的女性加入高級管理層，但大部分人都認為立法無濟於事。

香港按揭證券有限公司首席法律顧問及公司秘書張秀芬說：「制訂規條是一回事，但到頭來你都要值得獲公司擢升；你要靠自己的實力往上爬。」

她補充說，一旦你攀上高職，就要努力工作來穩守地位，與其他董事競爭，最終你都要自食其力。

她續稱：「我從未試過因為女性的身分而真正感到待遇不同或遭受歧視。如果人們認為我能夠勝任，就會來問我意見；否則，他們不會找我。」

立法會議員余若薇表示，保持正面思維非常重要，不要被負面情緒自我打擊。

她說：「很多時，想法會決定命運，因此我們可以有多成功，取決於我們讓多少情緒牽引自己。如果外面滂沱大雨，但你的內心卻陽光普照，你就可以克服所有障礙，邁向成功。」

余議員亦強調，千萬不要因成功而變得麻木，減弱了女性的敏感度。「很多成功女性都很強悍，有時導致她們的人際關係出現問題。你或許會很固執、很苛刻，所以緊記要設身處地為人著想，不論是你的伴侶、同事還是家傭，都要顧及他們的感受。」

會議主持人兼無線電視《明珠檔案》製作人/記者Phillippa Stewart提出一個問題：「為何我們硬要職場上的高級職員男女比例均等？」

吳女士簡潔地把會上的一致意見總結起來：「不論你是男是女，只要你竭盡所能，就可以踏上成功之路。」 ❀



# The Perfect Balance

## 完美平衡

In an ideal world, what changes would women like to see to improve their personal and working lives? Following are the main points from the summit's group discussion session on the key to success

在理想世界，女性會希望看到甚麼轉變，以改善個人工作和生活呢？以下是「香港女行政人員會議」小組討論環節的重點，剖析成功之道

### Work-life balance

Work-life balance is not only about work, but also family and one's self. Women need to balance these three elements by prioritizing through good time management. Very often we can't find time to do what we want because we cannot say no.

Limiting the number of hours that women need to work would help achieve a work-life balance, but for that to succeed it would require the consensus of the government, employers and employees to all equally support the move.

To avoid getting mentally drained, women should have the discipline to find time to relax, enjoy music and sports. To achieve a good work-life balance, clear communication with your boss, colleagues and family is crucial.

### Healthy life

The simplest way to enjoy a healthy life is to enjoy what you do and your friends. Avoid getting emotionally drained by office politics and learn to love yourself to increase your emotional freedom. If necessary, seek professional therapy to get rid of emotional problems. Make sure you get a good night's sleep, and try to live a simple life.

### Female leadership

Women have to make a choice about running a company, and very often it becomes a balancing act between family



and work. To groom themselves for leadership, women need the support from their family and company, and ultimately the government has a role in supporting the advancement of women in the workplace. Men need to be considerate of their other half's desire to work and grow their careers, and perhaps consider the trend growing in North America that more men are deciding to become househusbands while women become the breadwinners.

### Successful career women's stories

The foundation of all women success stories is based on love, communication and understanding. Only with these three elements can women achieve a win-win solution in their work and personal lives. Women have to juggle a lot of different roles at work as well as at home, but many stories of women who are successful remain untold.

The Women Executives Club wishes to thank sponsors of the WEC Summit.





### Nurture the future generation

In Hong Kong, it is essential that people become true global citizens. We cannot think of ourselves as Hong Kong people, or Chinese people, we need to be international. Keep an open mind, and encourage children to try new real life experiences to help them grow into stronger adults. We have to encourage youngsters to embrace other nationalities and cultures. Parents need to give their children the tools to help them be the best that they can be, but it is important that parents also find the time to nurture themselves, and not just keep giving to others.

Women, as working parents, often need support from other working mums. Some companies organize activities and workshops for parents, such as hiring a tutor to teach mums and dads how to read to kids. Giving women the option of flexible working hours is important to support working mums, as employers' support is essential in helping women reach the top. ✿

### 生活與工作平衡

生活與工作平衡不僅關乎工作，也關乎家庭和個人生活。女性需要透過良好的時間管理，排列這三個元素的優次，從而作出平衡。我們往往未能抽空做自己想做的事，原因是我們無法向工作說不。限制女性的工作時數有助達致生活與工作平衡，但要成功推行，就需要政府、僱主或僱員的共識，合力支持和行動。

為避免心力交瘁，女性應分配時間放鬆一下、享受音樂和做運動。要達致良好的生活與工作平衡，與老闆、同事和家人之間有清晰的溝通非常重要。

### 健康生活

享受健康生活的最簡單方法，是享受你所做的事和與朋友共聚的時光。避免受辦公室政治影響至情緒低落，學習愛惜自己，進一步釋放情感。如有需要，可尋求專業治療，以解決情緒問題，確保有充足的睡眠，並嘗試過著簡單的生活。

### 女性領導

女性要面對創業的抉擇，這很多時講求家庭與工作之間的協調。要裝備自己成為領袖，女性需要家庭和公司的支持，政府亦有責任支援女性在職場的晉升。男士需要體諒伴侶對工作和事業發展的期望，或許可以參考北美日益增長的趨勢，就是愈來愈多男士決定投身「家庭主夫」之列，女士則負責出外謀生，養家活兒。

### 成功事業女性的故事

所有女性的成功故事都建基於愛、溝通和諒解之上。只有結合這三種元素，女性才可在工作和個人生活兩方面達致雙贏。女性需要在職場和家庭中兼顧眾多不同角色，但成功女性背後仍有許多鮮為人知的奮鬥故事。

### 培育下一代

在香港，人人都必須成為真正的國際公民。我們不應把自己視作香港人或中國人，我們需要放眼全球。保持開放的胸襟，並鼓勵子女嘗試嶄新的實際生活體驗，以協助他們提升自身優勢。我們要鼓勵年青人接納和欣賞其他民族和文化。家長需要給予子女所需的工具，協助他們盡展所長，但除了為子女不斷付出，家長也得花時間增值自己。

作為在職家長，婦女往往需要其他在職母親的支援。部分企業會為家長舉辦活動和工作坊，例如聘請導師教授父母親子閱讀的技巧。推行彈性上班時間，能夠為在職母親提供重要的支援，因為僱主的支持有助女性攀上事業高峰。 ✿

卓妍社特別鳴謝「香港女行政人員會議」的一眾贊助商。



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RESEARCH • COLLABORATE • CHANGE



# Creativity and Personal 創意與自我超越





# Mastery

Dr Srikumar Rao's philosophy flies in the face of many conventional views of leadership and what it takes to become a great leader. Yet more and more graduates from some of the world's finest business schools are starting to ask themselves if he isn't right after all. *The Bulletin* spoke with Dr Rao on his recent visit to Hong Kong.

Srikumar Rao博士的理論與很多關於領導力和如何成為傑出領袖的傳統思想背道而馳。然而，愈來愈多全球頂尖商學院的畢業生開始懷疑，Rao博士這一套才是正確的觀念。

*Bulletin: Your programme and book, **Creativity and Personal Mastery**, claim to change a person's life profoundly. Isn't that a bit of a bold claim?*

**Dr Srikumar Rao:** The first time that I made that claim, which was in my syllabus, there was a lot of scepticism. However, I stand by that and more importantly, people who have taken the course also stand by that. If you take my programme, if you do the exercises conscientiously – that is the key – it will profoundly change your life for the better.

*B: Where did you get the idea?*

**R:** It is not something that I dreamed up. I have been reading very extensively from the great wisdom traditions of the world. There were many people with immense spiritual stature who lived at different times and they completely understood the human predicament. They came up with very powerful concepts and solutions that have been tried and tested over millennia. I have taken these very powerful concepts and exercises, and adapted them so that they are acceptable to intelligent people in an industrialized society.

As Newton said: 'if I can see further than anyone else, it is only because I am standing on the shoulders of giants.' I am standing on the shoulders of some very powerful giants. So when I say that my programme will change your life, it really will. But it isn't my material. It is the sources from which I borrowed it that are so immensely powerful.

*B: Some people refer to these ideas as Raoism. How do you feel about such a label?*

**R:** I really don't like that. That is something that was coined by a reporter for the *New York Times*. I don't like Raoism, because as I mentioned before, this isn't my idea; I borrowed it from others. I just adapted these ideas and put them in a format that are acceptable to business executives.

*B: You say we all want to live happy, productive lives, which sounds simple, so what stops most of us from doing just that?*

**R:** Because we have different notions about what happiness is all about and how you achieve it. One of the biggest constraints that most of us face is we have in our heads a model that when a certain thing happens – a promotion, a bigger house, a new car – then we will be happy. We think there is always 'this is

問：你的課程和著作《創意與自我超越》聲稱可以徹底改變人的生命，這個說法會否有點大膽？

答：當我首次在課程大綱中這樣寫時，的確有很多人懷疑。然而，我堅持這個說法，而更重要的是，上過這個課程的人也深表支持。如果你上我的課，如果你認真做我的練習（這非常關鍵），你的生命將會徹底改善。

問：你是怎樣得出這套理論的？

答：這不是我空想出來的，我對各地的傳統大智慧素有研究。不同年代都有很多智者，他們深明人類的困境，提出了很有效的概念和方案，歷經幾千年來的試練。我採用了這些非常有效的概念和練習，悉心改良，使一些生於工業化社會的精英都易於接受。

You are not a victim of circumstances. If you don't like your life, you created it. Don't blame the economy. If you don't like it, there is a great deal you can do about it.

你並不是命運的犧牲品。如果你不喜歡你的人生，這都是你自己造成的。

不要埋怨經濟。如果你不滿意，你可以做很多事去改寫人生。

正如牛頓所說：「我之所以比別人看得更遠，只因為我站在巨人的肩膀上。」我也是站在一些強勁巨人的肩膀上。所以當我說我的課程將會改變你的生命，實在所言非虛。但這不是我自創的，只是我所借用的資料來源非常有效而已。

問：有人把這些理論以你的姓氏命名，稱為萊歐主義（Raoism），你對這個標籤有何看法？

答：我實在不喜歡，這個名詞是《紐約時報》一位記者創造出來的。我不喜歡這個稱號，因為正如我剛才所說，這不是我構想出來的，而是借用了他人的理論。我只是把這些理論加以修改，用一種商業行政人員可以接受的形式表達出來。

問：你說人人都想過愉快充實的生活，而且這聽起來很簡單，那麼，多數人追求完美生活的障礙是甚麼？

答：因為我們對於快樂的定義和如何獲得快樂有不同的見解。多數人面對的最大限制，是我們腦袋中有一個模式，當某件事情發生，例如升職、換大屋、買新車，我們就會快樂。我們經常認為「我需要這樣才會快樂」，但這個模式是錯的。你先要感到快樂，其他事情自然會井井有條。如果你明白到令你快樂的並非外在環境，而是你對事情的看法，這就是竅門。有太多事情我們需要感恩，但我們沒有認清要感恩的事，反而為了一些我們認為錯的事，製造很多負面情緒。

首先要為了自己所擁有的事物感恩，這樣就能掌握你的餘生。你愈能認清要感恩的事，你的餘生就愈會開始井然有序。如果你想改變外在環境，方法就是改變自己的想法。這樣，外在環境也就自然會明朗起來。

問：這是否代表我們不應為目標而煩惱？

答：有目標並無不妥，我甚至鼓吹人們要有宏遠的目標。但如所有事情一樣，有些你可以控制，有些不然。要訣是訂下目標並努力達成，但不

要為了目標而憂心忡忡。我會教人這樣想：「如果達到目標就極好；如果達不到也很好，這不是世界末日。我的幸福不是取決於此。」

問：你提倡行政人員在乎過程，不要太擔心結果。這肯定與所有商業邏輯大相逕庭，因為傳統認為工作必需帶來成果和達到目標，對嗎？

答：我們活在一個瞬息萬變的世界，因此，這個世界根本就不能預計。上我課的人想知道明天會發生甚麼事。他們大部分都是工商管理碩士生，喜歡利用自己的技巧來預測未來。我教導他們在出現結果時，以適當的方法去處理。即使結果與預期截然不同，他們都享受了當中的過程。這樣，他們的焦慮自會大幅減少。

問：你提倡的「10大啟發性領導理念」的確一針見血，但行政人員怎樣啟發員工？

答：有人會第一天上班，就說：「不消五年，我就會因為這份工作感到沉悶氣餒」的嗎？不會有人這樣說。當你加入一家新公司，你會覺得自己即將大舉成功，急不及待投入新崗位。

人人都想做好工作。最重要的是，他們想參與一個比自己更遠大的事業。沒有人想上班然後說：「我想助公司達成目標X」。但如果你可以解決某些重大的社會問題，或者成為某大事業的一分子，這會讓人感到鼓舞。我的方法是要人思考：你正在打石造磚，還是在建造一座大教堂？

問：我們甚麼地方出了錯？

答：這結合了很多問題。你被捲入一場鬥爭；你因官僚作風和辦公室政治而疲憊不堪；你遇到很多扼殺你思維和工作熱誠的人……。這就是為何我說生命中的外在因素根本無足掛齒。你要保持內心那份熱情熊熊燃燒，讓那璀璨的火花燃亮他人。

問：這本書想帶出甚麼重要訊息？

答：你並不是命運的犧牲品。如果你不喜歡你的人生，這都是你自己造成的。不要埋怨經濟、政客和父母。不論你過著怎樣的人生，都是因為你曾經這樣塑造你的命運。如果你不滿意，你可以做很多事去改寫人生。✿

## Professor Srikumar S Rao

Dr Rao has taught at top business schools including Columbia Business School, London Business School, the Kellogg School of Management at Northwestern University, and the Haas School of Business at the University of California at Berkeley. He has conducted workshops attended by and spoken before executives of Microsoft, Google, Morgan Stanley, American Express, Chubb, IBM, United Airlines, Allstate, Johnson & Johnson, and Goldman Sachs among others. He has been a contributing editor for Forbes and writes regularly on management practices, leadership and about the impact of technology on business processes.

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Congratulations to the winners of *Kiss That Frog!* :  
Alex Ho, Janis Lee, and Francis Lim



what I need to be happy; but that model is faulty. You have to be happy first then the other things will fall into place. If you realize it is not the external circumstances that make you happy, but the way you look at things, that is the key. There is so much we have to be grateful for, but instead of recognizing these we are stewing in our emotional negative energy about things that we think are wrong.

First be grateful for what you have then the rest of your life falls into perspective. The more you realize what you have to be grateful for, then the more the rest of your life starts falling into place. If you want to make a change in your external circumstances, the way you do that is to make a change between your ears.

**B: Does that mean we shouldn't fret over goals or milestones?**

R: There is nothing wrong with having milestones. I would even strongly advocate that people have ambitious milestones. But as with all things, some of them are within your control, some are not. The trick is to have milestones and work very hard towards them, but don't get hung up over them. I tell people to think: 'if it happens wonderful; if it doesn't still wonderful, but it is not the end of the world. My wellbeing doesn't depend on that.'

**B: You advocate that executives focus on the journey, and not worry too much about the outcome. Surely that is counter to all business logic where results have to be delivered and targets met?**

R: We live in a world where the greatest amount of change is happening across a shorter period of time. So, as a result, the world is inherently unpredictable. People who go through my programme want to know what is going to happen tomorrow. Most of them are MBA students who use their skills to make intelligent predictions about what will happen. I tell them to

deal with the outcome in an appropriate manner when it happens. Even if the outcome is completely different from what they forecast they enjoyed the journey. This way, their anxiety is reduced dramatically.

**B: Your 'top-ten inspirational leadership ideas' really hit the nail on the head, but how do executives inspire staff?**

R: Does anyone go to their new job and say: 'I can't wait for five years later when I am totally bored and desponded by my job.' No one says that. When you join a new company you feel you are going to set the world on fire. You cannot wait to get to work.

People want to do well. Most importantly, they want to belong to a cause that is bigger than themselves. No one wants to go to work and say I want to help my company achieve target x. But if you can solve some major social problem, or be a part of something big, that is what gets people excited. My approach is to get people to think: are you breaking rocks or are you building a cathedral?

**B: Where do we go wrong?**

R: It is a combination of many things. You get caught in a struggle. You get worn out by bureaucracy and office politics. You meet many people who drown your ideas and enthusiasm. That is why I say it doesn't matter about the external problems in your life. You have to keep your passion burning inside you and make the spark so bright that it ignites others.

**B: What is the big takeaway message of your book?**

R: You are not a victim of circumstances. If you don't like your life, you created it. Don't blame the economy. Don't blame politicians. Don't blame your parents. Whatever life you are experiencing, it is because you have had a hand in creating it. If you don't like it, there is a great deal you can do about it. 🌸

## Srikumar S Rao教授

Rao博士曾經任教多家頂尖商學院，包括哥倫比亞大學商學院、倫敦商學院、西北大學凱洛管理學院，以及柏克萊加州大學哈斯商學院等。他曾為多家大型機構的行政人員舉辦工作坊和演講會，包括微軟、谷歌、摩根士丹利、美國運通、集寶（Chubb）、國際商業機器（IBM）、聯合航空、好事達（Allstate）、強生及高盛等。他一直為《福布斯》雜誌擔任特約編輯，定期撰文分享管理實務、領導力，以及科技對業務流程的影響。

詳情瀏覽：[www.cpmstitute.com](http://www.cpmstitute.com)



# A Paragon of Regional Flavours

## 絕世好風味

Gerry Ma discovers signature dishes from around the Mainland in a little restaurant tucked away down a quiet street in Kowloon  
在舊區土瓜灣的一家小店內，您可以飽嚙中國各省的風味菜式 馬桂榕

When my friends are looking for a good restaurant to try, they often turn to me for recommendations. However, increasingly they ask if I know any restaurants serving special dishes, with a true local flavour. Suggesting a good restaurant selling traditional dishes in Hong Kong sounds simple, but you would be surprised.

Finding a restaurant that offers local flavours and, most importantly, consistently quality dishes, is not easy. Some “kai-fang” (neighbourhood) restaurants do offer local flavours, but with inflation biting and operating costs soaring, many of them are forced to use inferior ingredients. They worry about driving customers away if they increase their prices, so they add lots of additives to cover up the flaws and boost the flavours of poor ingredients.

Of course, this is not the case for all restaurants. One such restaurant is I delicious, which recently opened down a quiet street in the old district of To Kwa Wan. At first glance it looks just like any other “kai-fang,” but when you take a look at its menu you immediately notice that their dishes are far from ordinary. It offers over 100 dishes

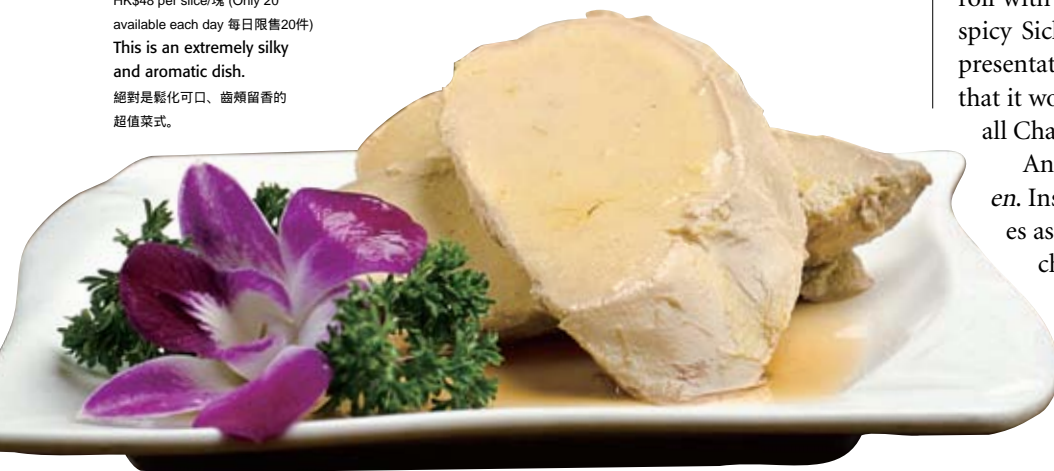
### Drunken Goose Liver 「酒醉鵝肝」

(Shanghaiese上海)

HK\$48 per slice/塊 (Only 20 available each day 每日限售20件)

This is an extremely silky and aromatic dish.

絕對是鬆化可口、齒頰留香的超值菜式。



Pork, Cabbage and Tofu in Broth  
濃湯粉條煮大白菜 (Shangdongese 山東) HK\$68

that highlight the classic flavours of Guangdong, Chaozhou, Sichuan, Shanghai, Hunan, and even Guizhou, Shandong and Xinjiang. With over 30 years of cooking experience around the whole of China, Chef Cheung Chi-choi specializes in serving famous dishes from all over China.

### Dishes with legs

Take their signature dish *Tai Chi Duck Two Ways* for example. This fusion appetizer makes a classic cold starter from Chaozhou – sliced duck roll with salted and preserved eggs – as well as a spicy Sichuan stir-fried duck. With its beautiful presentation and great flavours, it is little wonder that it won ‘Best Creativity Award’ and the ‘Overall Champion’ in a culinary competition.

Another eye-opener is its *Stand-up Chicken*. Instead of chopping the chicken into pieces as most Chinese restaurants do, the whole chicken is served standing up like a funny little gentleman, complete with a carrot top hat. The marinated chicken is dipped in progressively hotter and hotter oil, making its skin crispy and the meat juicy and tender.



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」前任客席主持及「美食之最大賞」評判。



Chef Cheung Chi-choi has over 30 years of experience cooking in provinces around China. He specializes in regional specialities that bring out the local flavours of their origin.

大廚張志才功力深厚，累積了30多年入廚經驗，加上多年來穿州過省，結集大江南北各地精華菜式，為客人奉上不同的地方風味。



**Crispy Beef Brisket**

「宮廷雪花牛」 HK\$98

The beef is slowly braised with cumin, thyme, Sichuan pepper and anise, making it very tasty.

以孜然、百里香和花椒八角慢火烹調的牛腩，配以薄脆的酥皮，肉質外脆內嫩，非一般酒家能做到。

▶ **Tai Chi Duck Two Ways**

「太極鴛鴦鴨」

(Chaozhouese + Sichuanese)

潮州 + 四川) HK\$128

Duck meat is rolled with salted and preserved eggs to form one part of this award-winning dish, while the bones are stir-fried Sichuan style.

冷盆的一邊是將米鴨全隻起骨，包裹鹹蛋和皮蛋成為卷狀再切片；熱盤則以四川麻辣醬爆炒米鴨件，鑊氣十足，是該店的得獎菜式。

▼ **Crispy Sea Cucumber**

「脆皮海參」

Sea cucumber is usually braised, so this dish really shows Chef Chueng's innovation.

海參一般都以燻燻為主，這道菜式盡顯大廚的創意。



Traditional Shanghai cuisine is famous for pickling food in wine. Based on the famous Shanghai *Drunken Chicken*, Chef Cheung cooks Hungarian goose liver slowly in a homemade *Hua Diao* wine marinade, which makes his *Drunken Goose Liver* extremely silky and aromatic. The icing on the cake is that it costs just \$48!

If you are a fan of Sichuan spicy food, don't miss their *Sichuan Spicy Clams*. The clams are half shelled, and have a perfectly balanced flavour of Sichuan pepper oil, vinegar, soy sauce and sugar. It is so tasty that the dish disappears as quickly as it arrives.

The restaurant's pan-fried prawns might look unattractive, but they taste beautiful. The thick, sweet Malaysian dark soy sauce creates a caramel kind of coating, which makes the prawns taste extra sweet and fresh.

Many people fall in love with the "*Lao Gan Ma*" (old grandma) chilli sauce after visiting Guizhou. The restaurant uses the sauce to make its *Stir-fried Frog in Lao Gan Ma Chilli Sauce*, which is very aromatic and full of black beans and chilli flavours. The frog is flash-fried to keep the meat moist and tender.

Another magical dish is *Crispy Beef Brisket*. After braising the meat for three hours, the beef has an amazing aroma of cumin, thyme, Sichuan pepper and anise. The meat is then deep-fried in a crispy batter, making it a unique dish. Other must-try dishes include *Xinjiang style Braised Lamb Ribs*, *Hunan Steamed Fish Head with Wild Peppers*,

and the innovative *Crispy Sea Cucumber*, among others. There are so many specialties that I recommend you go back to try other dishes with your friends.

**Chef Cheung**

Born in Shanghai, Chef Cheung is no stranger to Beijing and Shanghai cuisine. He served his apprenticeship under the late Chung Kam, a well-known chef from the East Ocean and Victoria City Restaurant Group. He worked with Chung all over China, and even learned cooking techniques in Europe and the U.S, to develop his knowledge of various cuisines. When he decided to open his own restaurant, he felt that the high rental costs are the biggest challenges to restaurant owners. Therefore, he decided to open in an old district where rents are much lower than in fashionable areas, so that customers pay for what they eat, rather than the rent. He is confident that as long as you have good food and a good reputation, food lovers won't mind making the journey to get there. Give it a try and you will discover the difference. 🌸





**經**常收到朋友來電，叫我介紹好餐廳，這絕對不足為奇。近日更多朋友要求的是特色小炒、風味小菜，這聽起來好像很簡單，但真正要找一家做得有風味又有特色，最重要是食材品質有保證的，確實不容易。不是嗎？做街坊小菜的，風味確是有，但論食材，為了迎合街坊大眾，價格不能太高，在現今百物騰貴、經營成本不斷上升的情況下，大多都只會將貨就價，食材用料哪會太講究，取而代之的就只有加重調味料，靠濃味來遮醜。

天下無難事，只怕有心人。近日一家遠離旺區鬧市，自成一角的小店，選址在舊區土瓜灣。驟眼看，這家餐廳跟街坊小店沒有兩樣，但只要細心留意餐牌，就會發現殊不簡單，菜式過百款，廣東、潮州、四川、上海、湖南，甚至貴州、山東、新疆等各省的地方風味都有。口味如此廣闊，皆因主理的大廚才哥（張志才）功力深厚，累積了30多年入廚經驗，加上多年來穿州過省，結集大江南北各地精華菜式，為客人一一奉上。

就以其中一道招牌菜「太極鴛鴦鴨」為例，這正是集合了潮州冷盆和四川熱炒的頭盤菜式。冷盆的一邊是將米鴨全隻起骨，包裹鹹蛋和皮蛋成為卷狀再切片，形成鴛鴦件；熱盤則以四川麻辣醬爆炒米鴨件，鑊氣十足，擺設精緻，色、香、味俱全，難怪這道菜曾獲廚藝比賽的最佳創意獎和全場冠軍。另一道菜式，一出場就先聲奪人，造型有趣猶如小紳士的「棟篤雞」，選用1斤12兩的農場雞，用醬油酒水先醃，再以低溫逐步調至高溫泡油，皮脆肉嫩。

上海的酒糟菜式一向馳名，利用上海冷盤花雕醉雞為基調，炮製自家風味的花雕汁，再以低溫慢煮浸醃匈牙利鵝肝，成為鬆化可口、齒頰留香的花雕鵝肝，每件才港幣48元，簡直超值。愛好四川「口水」菜式的，一定不能錯過「口水花甲」，用花椒油、醋、豉油及糖等調製，香、甜、酸、辣，各味恰到好處，配搭已去半殼的花甲，吃到停不了口。排列得齊齊整整的一碟口水花甲，不消一下子已經被消化掉。

看上去黑漆漆、「烏卒卒」的一份煎蝦碌，其貌不揚，但一吃就知其味無窮。皆因大廚用了馬拉黑醬油，這種醬油獨有的焦香甜味，就像吃焦糖一樣，外甜內鮮，確是馬拉菜式的完美變奏。很多去過貴州的朋友，都會愛上揚名貴州的地道辣醬「老干

媽」，大廚炮製的「老干媽炒田雞」，香辣並重，吃時同時有豆豉和辣椒的鹹脆辛香，田雞經過爆炒，因快勁鑊氣而能把田雞的肉質保持到鮮嫩，盡見大廚功架。

說到功架，一定要提才哥另一拿手傑作「宮廷雪花牛」，帶有孜然、百里香、花椒八角香的牛腩，正是經過三小時烹調的精華所在，配以薄脆的酥皮，肉質外脆內嫩，非一般酒家能做到，一吃就知與別不同。好菜式何止這幾款，新疆風味的「手抓羊肋骨」、湖南口味的「野山椒蒸魚頭」、另類食法的「脆皮海參」……真的數之不盡。要嚐盡才哥的拿手小菜，還是建議多光顧幾次，又或幾位朋友一起去，既可多點幾道菜，又可熱鬧一點。

人稱「上海哥」的大廚張志才，本籍廣東，出生於上海，本身已對京滬菜瞭如指掌。入行初期，跟隨享負盛名的東海及海都已故大廚鍾錦學藝，走遍中國各省地，甚至遠赴歐美學習美食及烹調技巧，故對各地的菜式也有深入研究，加上「上海哥」以開明博學見稱，因此能將所見所聞集其大成，於菜式上發揮得淋漓盡致，獲獎無數。由於功架獨特，一向追隨者甚眾，他的廚藝才華終遇上伯樂的賞識，投資開設食肆之餘，因有感香港飲食業的最大敵人正是高昂的租金，所以他寧選舊區，而非傳統的旺區開店，目的就是令客人所付出的，能達致物有所值，他亦深信只要食物做得好，有口碑，區外客人也會聞風而至。這店正是位於土瓜灣浙江街的「好知味」，你試過了嗎？只要你試一趟，就知所言非虛。✿



**Stand-up Chicken**  
「棟篤雞」 HK\$80 whole/隻

The chicken is served standing up like a funny little gentleman, but the waiter will help you chop it up.  
造型有趣猶如小紳士，侍應會幫忙斬件上桌。

▲ **Malaysian Prawns**  
「馬拉黑醬油煎蝦」

(Malaysian 馬拉)  
Sticky and sweet prawns cooked Malaysian style.  
外甜內鮮，是馬拉菜式的完美變奏。

◀ **Sichuan Spicy Clams**  
「口水花甲」

(Sichuanese 四川) HK\$38  
These very tasty cold clams are marinated in Sichuan pepper oil, vinegar, soy sauce and sugar.  
用花椒油、醋、豉油及糖等調製，香、甜、酸、辣，各味恰到好處。

**I delicious**

好知味  
G/F, Wang Fung Building,  
31A-31B Chi Kiang Street,  
To Kwa Wan, Kowloon  
九龍土瓜灣浙江街31號A-B  
宏豐大廈地下  
2364 1220

# Happiness Is the Best Medicine

## 快樂是最佳良藥

Positive feelings may help protect cardiovascular health  
正面情緒或有助保障心血管健康

Over the last few decades numerous studies have shown negative states, such as depression, anger, anxiety, and hostility, to be detrimental to cardiovascular health. Less is known about how positive psychological characteristics are related to heart health. In the first and largest systematic review on this topic to date, Harvard School of Public Health (HSPH) researchers found that positive psychological well-being appears to reduce the risk of heart attacks, strokes and other cardiovascular events.

The American Heart Association reports more than 2,200 Americans die of cardiovascular disease (CVD) each day, an average of one death every 39 seconds. Stroke accounts for about one of every 18 U.S. deaths.

“The absence of the negative is not the same thing as the presence of the positive. We found that factors such as optimism, life satisfaction, and happiness are associated with reduced risk of CVD regardless of such factors as a person’s age, socioeconomic status, smoking status, or body weight,” said lead author Julia Boehm, research fellow in the Department of Society, Human Development, and Health at HSPH. “For example, the most optimistic individuals had an approximately 50% reduced risk of experiencing an initial cardiovascular event compared to their less optimistic peers,” she said.

In a review of more than 200 studies published in two major scientific databases, Boehm and senior author Laura Kubzansky, associate professor of society, human development, and health at HSPH, found there are psychological assets, like optimism and positive emotion, that afford protection against cardiovascular disease. It also appears that these factors slow the progression of disease.

To further understand how psychological well-being and CVD might be related, Boehm and Kubzansky also investigated well-being’s association with cardiovascular-related health behaviors and biological markers. They found that individuals with a sense of well-being engaged in healthier behaviors such as exercising, eating a balanced diet, and getting sufficient sleep. In addition, greater well-being was related to better biological function, such as lower blood pressure, healthier lipid (blood fat) profiles, and normal body weight.

If future research continues to indicate that higher levels of satisfaction, optimism, and happiness come before cardiovascular health, this has strong implications for the design of prevention and intervention strategies. “These findings suggest that an emphasis on bolstering psychological strengths rather than simply mitigating psychological deficits may improve cardiovascular health,” Kubzansky said. ✿

An emphasis on bolstering psychological strengths rather than simply mitigating psychological deficits may improve cardiovascular health.

改善心血管健康的重點是提升心理質素，而非單單緩和負面情緒。

過去幾十年，眾多研究均顯示憂鬱、憤怒、焦慮和仇恨等負面狀況不利於心血管健康，但我們對正面心理特質與心臟健康的關係則所知不多。哈佛公共衛生學院就這個題目進行了迄今首個最大型的系統性研究，研究員發現正面的心理素質似乎可降低罹患心臟病、中風和其他心血管疾病的風險。

根據美國心臟協會的報告，每日有超過2,200名美國人死於心血管疾病，平均每39秒就有一人死亡，而在當地每18位死者之中，就有大概一人死於中風。

哈佛公共衛生學院社會、人類發展及健康系研究員Julia Boehm擔任是次研究主管。她說：「沒有負面情緒並不同擁有正面情緒。我們發現，無論任何年齡、社會經濟地位、吸煙狀況或體重的人士，只要保持樂觀、滿足和快樂，就可減輕患上心血管疾病的風險。」她續說：「例如，最樂觀的人罹患初期心血管疾病的風險，比相對悲觀的人士低50%

左右。」

綜合兩大科學數據庫發表的逾200項研究，Boehm與同系副教授及高級研究員Laura Kubzansky發現，樂觀和正面情緒這些心理條件可抵禦心血管疾病，而這些因素亦似乎可延緩疾病惡化。

為進一步了解心理健康與心血管疾病的關係，Boehm和Kubzansky亦探討了正面的心理與心血管相關的健康行為和生理指標之間的關係。他們發現，擁有正面情緒的人會有一些較健康的習慣，如做運動、飲食均衡和睡眠充足等。此外，心理愈健康，生理功能也愈佳，例如血壓較低、血脂水平較健康及體重正常。

假如未來的研究持續顯示滿足感、樂觀和快樂等正面情緒能帶來心血管健康，這對於制訂預防和干預策略將有重大的啟發作用。Kubzansky表示：「這些結果證明，改善心血管健康的重點是提升心理質素，而非單單緩和負面情緒。」 ✿



# Chamber Happenings 活動重溫



Chamber Vice Chairman Y K Pang attended the presentation ceremony of the 2011 Hong Kong Awards for Environmental Excellence held on May 4, and presented certificates to winners of the Construction Industry Category. The Chamber is one of the organizers of the awards scheme.

總商會副主席彭耀佳出席5月4日舉行的「2011香港環保卓越計劃」頒獎典禮，並向建造業的得獎者頒發證書。總商會是獎勵計劃的主辦機構之一。

for the Langfang Promotion Seminar on 18 April. The Chamber was one of the co-organisers of the event.



Lin Shuxi, President, China Council for The Promotion of International Trade Xiamen Sub-council, and other officials called on the Chamber on April 25 to strengthen ties with the Chamber. Alan Wong, Vice Chairman of China Committee, received the group.

Zhu Weiqun, Deputy Minister, The United Front Work Department of CPC Central Committee, visited Hong Kong and hosted a lunch for representatives of major chambers in Hong Kong on April 27. Chamber former Chairman Anthony Wu, Vice Chairman YK Pang, and General Committee member Stephen Ng represented the Chamber at the lunch.

The China Committee organized a mission to Beijing and Langfang City on April 25-27. Emil Yu, Committee Chairman, led the 20-member delegation, which met with various

## Americas Committee

David O'Rear, the Chamber's Chief Economist, gave a commencement address to Asian Studies graduates of the University of California, Berkeley, on May 12, in California.

A group of visiting students from the American University in Washington, DC, received a briefing from the Chamber's Chief

Economist on May 15, on current affairs in Hong Kong and China.

## Asia/Africa Committee

The Chamber's Chief Economist David O'Rear spoke to the Indian Businessmen's Association on April 20 on the topic of what to expect from the incoming HKSAR Administration.

## China Committee

Zhang Qingli, Secretary of Hebei Provincial Party Committee, led a delegation to Hong Kong on April 17 for the Hebei Province Investment Seminar, which was co-organized by the Chamber.

Jiang Hongjiang, Deputy Mayor of Langfang Municipal Government, led a delegation to Hong Kong

## Chamber Committees 總商會委員會

### Americas Committee

美洲委員會  
Mr Patrick Cheung  
張定遠先生

### Asia/Africa Committee

亞洲/非洲委員會  
Mr Marc Castagnet  
馬克先生

### 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



governmental departments, research institutes & organisations in Beijing (see page 66 for details).

Michael McGaughy, Director, Kairo Limited, spoke at the Chamber's



May 15 roundtable luncheon on his book, "Inside Corporate China," which examines China's dynamic corporate landscape and its operation.

### Digital, Information and Telecommunications Committee

The Sub-working Group of the DIT Committee, comprising eight members from both

telecommunications and broadcasting fields, met on April 25 to identify lists of issues in respect of the Government's review of the Telecommunications Ordinance and Broadcasting Ordinance.

### Europe Committee

Annikki Arponen, Consul General of Finland in Hong Kong, met with members of the Europe Committee on April 18 to encourage closer cooperation between Hong Kong and Finland businesses. Towards the end of the meeting, the Consul General joined members of the Europe Committee and Chamber staff to throw a small party to say farewell

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：

Wuxi-Hong Kong Economic and Trade Cooperation Seminar  
2012無錫—香港經貿合作交流大會暨招待晚宴

The 19th China Tianjin Trade Fair & Investment Talk & the 8th PECC International Trade & Investment Exhibition  
第19屆中國•天津投資貿易洽談會暨第8屆PECC國際貿易投資博覽會

Yantai-Hong Kong Strategic Cooperation Seminar on Advanced Marine Industry Technology  
煙台市(香港)東部高技術海洋經濟新區戰略合作懇談會

Handan City Investment Promotion Seminar  
邯鄲市暨冀南新區投資說明會

to J B M Litmaath, who has been a very active member since 1974. He will leave Hong Kong for good this year and this was his last Europe Committee Meeting.

Rustam Yuldashev, CEO of STS Asia, spoke at the Chamber's April 18 roundtable luncheon on the changes brought forth by the Joint Customs Union and Joint Economic Territory between Russia, Kazakhstan & Belarus, and how it will affect doing business in those countries.

Amel Kovacevic, Ambassador Extraordinary and Plenipotentiary, Embassy of Bosnia and Herzegovina in China, visited the Chamber on May 2 with Zorica Zirojevic, Minister Counsellor of the Embassy of Bosnia and Herzegovina in China, to learn more about the work of the Chamber and recent economic and trade developments in Hong Kong.

### Financial and Treasury Services Committee

Rebecca Smith, Vice President, Issuer Marketing Department of the Hong Kong Exchanges and Clearing Ltd, visited the



Lu Ming, Deputy Director General, Legal Affairs Department of CCPIT, led a delegation to the Chamber on May 17, where they were received by Senior Director for Operations Dr YS Cheung. The delegation included representatives from China Customs, and CCPIT regional offices. The visitors were interested in hearing about the Chamber's experiences of the ATA Carnet Service for Private Cars Self-drive Scheme, which was launched in mid April.

中國貿促會法律事務部副主任路鳴於5月17日率領代表團到訪總商會，由營運副總裁張耀成接待。團員包括中國海關和貿促會多個分會的代表，他們都有興趣了解總商會有關簽發私家車自駕遊暫准進口證的經驗。該試驗計劃於4月中推出。

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. Fafalen  
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

Legal Committee  
法律委員會  
Mr William Brown  
鮑偉林先生  
Manpower Committee  
人力委員會  
Mr Matthias Li  
李繩宗先生



The Chamber's delegation to Hunan poses for a group photo with Li Rongcan, Assistant Minister of Ministry of Commerce, PRC, and Chau Kaileung, Deputy Executive Director, HKTDC. 總商會中博會訪問團與國家商務部部長助理李榮燦、香港貿發局副總裁周啟良合影。



The Hong Kong delegation poses for a group photo with Secretary for Financial Services and the Treasury KC Chan at the Hong Kong Pavilion.

香港代表團與香港特區政府財經事務及庫務局局長陳家強在香港展區合影。

#### 美洲委員會

總商會首席經濟師歐大衛於5月12日在加州向加州大學柏克萊分校的亞洲研究畢業生發表畢業演說。

本會首席經濟師於5月15日向來自華盛頓美國大學的一班訪問學生簡介中港的時事議題。

#### 亞洲/非洲委員會

總商會首席經濟師歐大衛於4月20日與印度商人協會討論對下屆香港特區政府的期望。

#### 中國委員會

河北省委書記張慶黎於4月

17日率領代表團到港，出席河北省（香港）投資貿易洽談會。總商會是洽談會的協辦機構。

廊坊市副市長蔣洪江於4月18日率領代表團訪港，出席廊坊市投資推介會及晚宴。總商會是活動的協辦機構之一。

中國貿促會廈門市分會會長林樹溪與其他官員於4月25日到訪，以加強與總商會的聯繫。團員由中國委員會副主席黃照明接待。

中央統戰部常務副部長朱維群於4月27日訪港，並設午餐招待香港主要商會的代表。總商會前任主席胡定旭、副主席彭耀佳及理

事吳天海代表本會出席午宴。

Kairo Limited董事Michael McGaughy為本會5月15日的午餐



中國委員會於4月25至27日舉辦北京及廊坊考察團。委員會主席于健安率領20人代表團，與北京多個政府部門、研究院和組織會面（詳見第66頁）。

會作演說，介紹其著作《解讀中國企業架構》。該書探討中國充滿活力的企業環境及有關運作。

#### 數碼、資訊及電訊委員會

由電訊及廣播業8名成員組成的數碼、資訊及電訊委員會工作小組於4月25日開會，就政府對《電訊條例》及《廣播條例》的檢討，辨識多項須處理的議題。

#### 歐洲委員會

芬蘭駐港總領事Annikki Arponen於4月18日與歐洲委員會成員會面，鼓勵加強香港與芬蘭企業之間的合作。會議結束前，總領事聯同歐洲委員會成員和總商會員工，一起參與一個小型派對，歡送李馬先生。自1974年起，李馬先生一直活躍於委員會事務，他將於今年離港，而這是其最後一次出席歐洲委員會的會議。

STS & Asia行政總裁兼Board STS Logistics Group創辦人及會員Rustam Yuldashev蒞臨本會



4月18日的午餐會，探討俄羅斯、哈薩克斯坦與白俄羅斯之間成立的關稅同盟及統一經濟空間所帶來的轉變，以及有關轉變將如何影響與這些國家通商的企業。

波斯尼亞和黑塞哥維那駐華

#### Membership Committee

會員關係委員會  
Sir C K Chow  
周松崗爵士  
Real Estate & Infrastructure Committee  
地產及基建委員會  
Ms Angela Lee  
李慧賢小姐

#### Retail and Tourism Committee

零售及旅遊委員會  
Mr Roy Ng  
伍俊達先生  
Shipping & Transport Committee  
船務及運輸委員會  
Mr John Harries  
夏禮斯先生

#### Small & Medium Enterprises Committee

中小型企業委員會  
Dr Cliff Chan  
陳作基博士  
Taxation Committee  
稅務委員會  
Mr David Hunter  
夏棟榮先生

#### Taiwan Interest Group

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

大使館特命全權大使Amel Kovacevic與公使銜參贊Zorica Zirojevic於5月2日到訪，以進一步了解總商會的工作，以及香港的最新經濟和貿易發展。

#### 金融及財資服務委員會

香港交易及結算所有限公司上市推廣部總監麗貝卡於5月15日到訪本會，探索雙方的合作機遇。

#### 工業及科技委員會

60名會員分別於4月20日及5月8日考察位於香港國際機場的DHL中亞區樞紐中心，了解這座獨立貨運設施的運作。樞紐中心每小時可處理多達35,000份貨件和40,000份文件。

總商會於5月3日率團考察香港科技大學實驗室，了解環保、建築和資訊科技業的最新應用技術（見第80頁）。

在獨立顧問的協助下，總商會的評審小組從27位「2012香港工商業獎：創意」參賽者中選出10家入圍企業。評審面試將於5月底舉行。

#### 零售及旅遊委員會

零售及旅遊委員會與環境及可持續發展委員會於5月15日合辦考察團，參觀香港國際機場，以了解機場管理局如何協助租戶推行環保措施（見第78頁）。

#### 中小型企業委員會

澳門中小企業協進會理事長區宗傑及副理事長謝法於5月11日到訪本會，討論將於8月假台灣舉行的中小企論壇相關參與事宜。

#### 競爭法

總商會於5月11日在《南華早報》、《明報》和《星島日報》分別發表三份評論，集中討論《競爭條例草案》所引起的關注，例如中小企保障、「嚴重削弱競爭」測試，以及罰款。

#### 香港服務業聯盟—執行委員會

中國貿促會廈門市分會會長林樹溪及對外聯絡部部長王青於4月25日到訪，討論未來合作機遇。✿

Chamber on May 15 to explore cooperation opportunities between the two organizations.

#### Industry and Technology Committee

Sixty members visited DHL's Central Asia Hub at Hong Kong International Airport on April 20 and May 8, respectively, to study its standalone express cargo facility, which processes up to 35,000 parcels and 40,000 documents every hour.



The Chamber organized a laboratory tour to the University of Science and Technology on May 3 to learn about the latest developing technologies applicable to the environmental, construction and IT sectors (see page 80).

The HKGCC assessment team, assisted by an independent consultant, shortlisted 10 companies out of 27 applicants of the 2012 Hong Kong Awards for Industries: Innovation and Creativity. The judging interviews took place in late May.

#### Retail and Tourism Committee



The Retail and Tourism Committee and the Environment and Sustainability Committee

jointly organized a visit to the Hong Kong International Airport on May 15 to learn how the Airport Authority assists its tenants in implementing environmental initiatives (see page 78).

#### Small and Medium Enterprises Committee

Stanley Au, Chairman, and Che Fat, Vice Chairman of the Small and Medium Enterprises Association of Macau, visited the Chamber on May 11 to discuss participating in a SME Forum, which will be held in Taiwan in August.

#### Competition Law

Three Chamber Op-Eds were published on May 11 in the SCMP, Ming Pao and Sing

Tao, respectively, focusing on concerns on the Competition Bill, such as SME protection, “substantially lessening competition” test and pecuniary penalty.

#### HKCSI Executive Committee



Lin Shuxi, President, and Wang Qing, Director of International Liaison Department of CCPIT Xiamen Sub-Council, visited the Chamber on April 25 to discuss opportunities for future cooperation. ✿



#### Green Ideas 綠色概念

The Chamber's Legco Representative Jeffrey Lam (centre) and Senior Director of Policy Watson Chan (left), help open CLP GREENPLUS Resort, a new facility that showcases energy saving ideas to help businesses save on energy and running costs, with Richard Lancaster, Managing Director of CLP Power.

總商會立法會代表林健鋒（中）、政策副總裁陳利華（左）及中華電力常務董事藍凌志為中華電力「綠倍動力」環保村主持開幕儀式。該環保村乃一個專門展示節能方案的新建設施，協助企業節省能源和營運成本。



The tinkling of bells kicked off the opening ceremony of the HKGCC Free Ride Day on May 29, which allowed people to travel for free all day on trams and two Star Ferry routes. An estimated 300,000 people from all walks of life benefitted from the event.

C K Chow, Chairman of HKGCC, said that all members of the public and tourists enjoyed the free rides on all trams and two Star Ferry routes to show the Chamber cares for the community and also raise the public's understanding of our work.

Free Ride Day was launched to celebrate the Chamber's 150th anniversary

last year, with free ride services available on 15 trams sponsored by members and one Star Ferry route. After listening to opinions from members and the public, the Chamber decided to expand this year's Free Ride Day to about 150 trams in Hong Kong. The Star Ferry routes were also expanded to include crossings between Tsimshatsui and Wanchai, in addition to the Tsimshatsui-Central route.

Chamber CEO Shirley Yuen said she expects about 300,000 passengers benefitted from HKGCC Free Ride Day. She hopes the event will showcase the Chamber's desire to contribute to the commu-

nity, and that the public will get a better understanding of what the Chamber is about.

Chow said the Chamber will continue to act as the "voice of business" and provide constructive recommendations in the interest of Hong Kong citizens, the business community and the SAR Government. Just as the business community does a lot of important work to help less fortunate members of society, the Chamber wants to use Free Ride Day to highlight that the business community cares about building a prosperous Hong Kong with all members of society.

## Sponsors Support FRD 贊助商鼎力支持



# Success

Chow, together with Chamber General Committee members Manohar Chugh and Pang-Chun Yu, Legco Representative Jeffrey Lam, China Committee Chairman Emil Yu, and the representatives from participating and supporting organizations, distributed souvenirs to passengers travelling on trams and ferries.

The Chamber sincerely thanks the 40 participating and supporting members, as well as media partners Metro Radio and the Sing Tao Group for their strong support which ensured HKGCC Free Ride Day was a huge success. 🌸

Ernest Borel (Far East) Co., Ltd  
依波路（遠東）有限公司

**David So**, Chief Executive Officer, Asia Pacific (third from the right)  
亞太區行政總裁蘇大（右三）

*"Founded in 1856 in Switzerland, Ernest Borel has an even longer history than HKGCC. As a participating member of the HKGCC Free Ride Day, we regard it as a very meaningful event and a way to contribute to the community on the date of the Chamber's establishment. As part of the Free Ride Day, we invited our VIPs to ride between Causeway Bay and Western Market Terminus on the decorated antique tram. The evening not only allowed us to take in the spectacular scenery of Hong Kong, but we also took this opportunity to share our future development plans with our special guests."*

「依波路於1856年在瑞士成立，比總商會的歷史還要悠久。作為『香港總商會全程為您』的參與會員，我們認為是次活動饒富意義，讓我們可以在總商會的創會日回饋社會。為參與『全程為您』活動，我們邀請了一眾貴賓登上精心布置的古董電車，沿途不僅欣賞到銅鑼灣至上環（西港城）總站的美麗景色，還藉此與我們的特別嘉賓分享了未來的發展大計。」



Orient Overseas Container Line Ltd  
東方海外貨櫃航運有限公司

**Stephen Ng**, Director, Corporate Planning  
企業策劃董事伍紹裘

*"As a member of HKGCC, we are very happy to join the Chamber to celebrate its 151st birthday. On the night of the Free Ride Day, we decorated an antique tram nicely with our company's initials 'OOCL' using LED lights. We also had a light box showing images of our ships for added visual impact. The decorated tram not only drew the public's attention, but also helped them to gain a better understanding of us as a global container shipping and logistics service company in Hong Kong."*

「身為總商會會員，我們很高興能夠與總商會一同分享151歲的喜悅。在『全程為您』當晚，我們以LED燈在古董電車上悉心拼出東方海外的英文簡稱『OOCL』，並以燈箱展示公司貨輪的圖片，以加強視覺效果。這輛美輪美奐的電車不但吸引市民目光，還讓他們認識到本公司是香港的全球貨櫃航運及物流服務公司。」



### Good Citizen Awardees Join Free Ride Day 「好市民獎」得主參與「全程為您」

Four Good Citizen Award (GCA) winners were invited to join HKGCC Free Ride Day with their families and friends to spread the word about the GCA. The Chamber has been the sole sponsor of GCA since its inception in 1973.

The guests, Lee Mun Chung, Yuen Wai Hung, Li Siu Ki and Fung Kuen, were awarded for their bravery in helping the police catch criminals. Two of the awardees received the award in 2009, one received his award in 1990, and one received the award in the 1970s.

Five secondary school students from Raimondi College invited the crime busters who were happy to share their stories. The students were inspired by the Good Citizens' stories and will publish the interviews in their school newsletters to encourage others to also do the right thing when they see a crime committed. The awardees were later presented with a Free Ride Day T-shirt by HKGCC representative Emma Ho, and a souvenir by police representative Inspector Hormany Chan, in appreciation for their participation in the tram ride.

四位「好市民獎」得主獲邀與親朋一同參與「香港總商會全程為您」，以宣揚「好市民獎勵計劃」。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。

四位嘉賓分別是李敏聰、阮偉雄、李兆基和馮權，當中兩位於2009年得獎，另外兩位則分別於1990年和1970年代獲獎，以表揚他們協助警方撲滅罪行的英勇行為。

五位高主教書院的中學生邀請了幾位滅罪精英分享他們的得獎故事，並將會在學校通訊刊登這些發人深省的訪問內容，以鼓勵大家在遇到罪案發生時，同樣要挺身而出。其後，總商會代表何慧敏向一眾「好市民獎」得主致送「全程為您」T恤，而警隊代表陳宛求督察亦向他們頒贈紀念品，感謝他們參與是次電車活動。



## 「香港總商會全程為您」

在 一連串「叮叮」的清脆鈴聲響起後，「香港總商會全程為您」的啟動儀式於5月29日正式序幕，全港市民和遊客都可以免費乘坐電車和天星小輪，估計有30萬人受惠。

本會主席周松崗說，為了表達商界對社群的關懷，及加強市民對總商會的認識，今次免費請市民和遊客乘坐電車與天星小輪。

去年總商會150周年也曾請市民坐電車和渡輪，但只限於15部由會員贊助的電車和一條渡輪航線。在聽取會員和市民意見後，總商會決定今年擴展至全線約150部電車，以及天星小輪兩條往來尖沙咀到中環和灣仔的航線。

對於今次擴展優惠，本會總裁袁莎妮估計，約有30萬乘客可以受惠。她希望能藉著今次活動，表達總商會的點點心意，以期能回饋社會，加深



## Hit with the public 市民和遊客感想

**Eva Ho**  
何小姐

"The tram and ferry are my favourite forms of transportation in Hong Kong. The ride can help me to slow down and enjoy life more. Today, I will enjoy a free ride on a tram from Admiralty to Causeway Bay. Later, I will take a cross-harbour ferry ride from Central to Tsim Sha Tsui. It would be fantastic if the HKGCC Free Ride Day becomes an annual event."

「電車和渡輪是我最喜愛之本港交通工具，因為它們可以讓我放慢步伐，享受生活。今天我會由金鐘乘坐免費電車至銅鑼灣，然後再在中環乘搭渡輪小輪到尖沙咀。如果『香港總商會全程為您』可以年年舉辦下去就好了。」



**Simon Lam**  
林先生

"The ferry and trams are Hong Kong's iconic modes of transportation. I just took a ferry ride from Tsim Sha Tsui to Central, and will later take the tram to Wanchai. I wish the HKGCC would organize the event more often."

「電車和渡輪是香港極具代表性的交通工具。我剛剛從尖沙咀乘坐渡輪到中環，稍後會坐電車到灣仔。我希望總商會可以多些舉辦這項活動。」

### Tourists from Hangzhou

來自杭州的遊客

"I came to Hong Kong for a visit with my family. We plan to go to the Peak today, so we took a ferry from Tsim Sha Tsui to here in Central. I was wondering why we didn't have to pay for the ferry ride. It's great to know that HKGCC organizes such an event, and we enjoyed the nice leisurely ferry ride."

「我與家人來港觀光，今天打算到山頂遊覽，所以我們在尖沙咀乘渡輪過來中環，想不到今天不用付錢。很開心知道總商會舉辦這個活動，剛才我們在渡輪上非常愉快。」



## 再創佳績

公眾對總商會的認識。

隨著總商會踏入151歲，周松崗主席說，本會將繼續代表商界發聲，為港人、商界和港府出謀獻策，就如同今次活動的口號：「香港總商會關懷社群，建設繁榮香港與您同行。」

他聯同本會理事文路祝和余鵬春、本會立法會代表林健鋒、中國委員會主席于健安，以及一眾參與和支持今次活動的會員公司代表，向乘坐電車和渡輪的乘客派發紀念品。

總商會衷心感謝40家參與和支持的會員公司，以及兩家傳媒夥伴新城電台和星島集團的鼎力支持，讓「香港總商會全程為您」得以成功舉行，再創佳績。✿







# HKGCC Free Ride Day

## 香港總商會全程為您

### 香港總商會關懷社群

### 建設繁榮香港與您同行

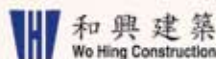
*This one's on us*



Hong Kong General Chamber of Commerce  
香港總商會1861

# Thank you

#### Participating Members 參與會員



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The Wharf (Holdings) Ltd



# Myanmar: New Government,

A country carrying a lot of historical baggage, yet full of expectations, Myanmar has turned a new page in its history

Long considered a pariah state, isolated from the rest of the world, Myanmar recently held its first partial direct elections in 20 years to move towards a civilian from military government. Foreign governments and observers have praised Myanmar for its reforms, prompting businesses from around the world to start exploring opportunities in the country.

The incredible speed of change has surprised even the most optimistic country specialists and Western nations are lifting sanctions, opening the door to this once secretive country.

To learn more about this once reclusive state, the Chamber's Asia/Africa Committee organized a five-day study mission to Myanmar on May 1.

Heading to the Myanmar Investment Commission for their first meeting of the visit, Chamber delegates were greeted with a sign at the office entrance proclaiming: "Resources are Limited, Creativity is Unlimited," written in big gold letters. The sign was symbolic of the new leaders' determination to drive the country forward and optimism flowing through the country.

U Soe Thein, Chairman of Myanmar Investment Commission and the Minister

of Industry, summed up the mood succinctly: "Everyone wants to visit Myanmar now. If you would like to invest, we now have a new Investment Law and a new Special Economic Zone Law to facilitate and protect investors. So it is a very investor friendly country, and we offer a lot of incentives for investors."

With Vietnam and Cambodia successfully wooing investors, Myanmar is also hoping to attract investments in mining, manufacturing, utility services – particularly electricity and water – as well as hotel and general construction as it sees huge growth potential in the tourism sector.



# 緬甸：新政府，新一頁

緬甸既背負著沉重的歷史包袱，但同時亦充滿期望，這個國家現已揭開歷史新一頁

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## New Chapter

The 30-member delegation called on officials in Yangon and the country's new capital Nay Pyi Daw. Commenting on the trip upon returning to Hong Kong, Marc Castagnet, mission leader and Chairman of HKGCC's Asia/Africa Committee, called the trip, "very illuminating."

"We gained a good understanding of the current political change, the business and investment climate as well as the challenges faced by the current government and local companies. Our delegates managed to get promising leads and contacts for potential investment or cooperation with local businesses," he said.

Following meetings with high level government officials from the Myanmar Investment Commission and Ministry of Commerce, the Chief Minister of Yangon the Chinese Ambassador, and former Ambassadors of Myanmar, delegates all came to the same conclusion: "This is the time to continue and pursue all the current leads and contact we have made in Myanmar."

However, some businessmen in the country and representatives of the Union of Myanmar Federation of Chambers of Commerce and Industry warned delegates that investors needed to be careful of empty promises when seeking a partner in Myanmar.

"You hear 'yes, I can do it, I can help you invest,' everywhere you go now," a businessman told delegates during a dinner to share experiences. "If you want to invest with a local, don't trust such opportunists."

Many businesspeople are looking invest in the country early, especially when production costs in China continue to rise, as well as in neighbouring countries.

At the same time, Myanmar's new government faces a historic opportunity to jump-start development and lift living standards. It has already drafted a host of incentives to attract foreign investors, including allowing 100% for-

**緬**甸這個長久以來備受排斥、與外隔絕的國家，在近日舉行的大選中，實現了20年來首次的部分議席直選，逐步從軍人掌政邁向平民政府。緬甸改革引人注目，外地政府和分析員都紛表讚揚，促使各地企業開始探索該國的機遇。

轉變之快，就連最樂觀的國家分析員也大感意外。西方國家正紛紛解除對緬甸的制裁，向這個神秘的國家開放門戶。

為深入了解這個曾經封閉多時的國家，總商會亞洲/非洲委員會於5月1日率領代表團前往緬甸，展開為期五天的考察。

行程的首站是拜訪緬甸投資委員會，代表團甫抵步，便看見辦事處入口掛有一塊標牌，以金色大字寫上「資源有限，創意無限」。這象徵著新領導人的決心，銳意推動國家進步，讓全國洋溢一片樂觀氣氛。

緬甸投資委員會主席及工業部部長U Soe Thein簡潔地描述：「現時，人人都想到訪緬甸。如果你有意投資，我們已引入新的投資法例和經濟特區法例，以便利和保障投資者。因此，這是一個有利投資的國家，我們亦為投資者提供許多優惠措施。」

隨著越南和柬埔寨成功吸引投資者，緬甸亦希望吸納礦業、製造業、公用服務特別是水電、酒店和一般建築等投資，因為該國認為當地旅遊業的增長潛力巨大。

代表團一行30人拜訪了仰光的官員和該國的新首都奈比多。總商會亞洲/非洲委員會主席、考察團團長馬克在回港後表示，此行「極富啟發意義」。

他說：「我們充分掌握了當前的政治轉變、投資氣氛，以及現屆政府和當地企業所面對的挑戰。團員亦有機會與當地企業建立聯繫，發掘潛在的投資或合作機遇。」

代表團先後與緬甸投資委員會及商務部的

高官、仰光市長、中國大使及多位前緬甸大使會面。其後，代表團成員均總結說：「現在是適當的時機，繼續拓展此行在緬甸所建立的人脈網絡。」

然而，當地商人和緬甸工商總會的代表忠告團員，投資者在物色緬甸合作夥伴時，必須提防誇誇其談的承諾。

一位商人與團員晚宴時分享說：「現在，你隨處都會聽到：『對，我做不到，我可協助你投資。』」他續道：「假如你想與當地人合作投資，就別相信這些投機取巧的人。」

不少商人都希望掌握當地的投資先機，特別是中國及鄰近國家的生產成本正持續上升。

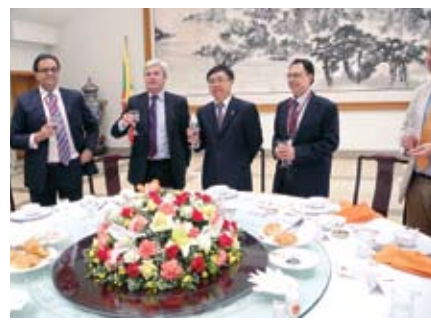
與此同時，緬甸新政府正處於發展和提高生活水平的歷史機遇。當局已經草擬多項優惠措施吸引外商投資，包括允許成立全外資企業、土地契約的年期長達60年，以及免稅期長達5年等。

官員又特別向代表團成員表示，政府承諾實行有管理的浮動匯率機制，在2012年底前統一匯率。當地貨幣多年來被嚴格控制，政府和個別市場採取多種匯率，窒礙了該國的貿易投資。

香港是緬甸第三大外資來源地，僅次於中國內地和泰國，自2001年以來的總投資額約為60億美元。來往香港與仰光的直航服務預料將於今年第三季起飛，有助加強兩地的商業和旅遊聯繫。

部分團員曾積極發掘小型投資機遇，甚或已於當地開展業務，但大多仍採取觀望態度，有待看看該國如何適應其新民主制度。

總括是次行程，團長馬克表示：「隨著亞洲四成人居於緬甸的毗鄰地區，緬甸有望成為亞洲下一個經濟新領域。如果政府能適切推行改革，當地的豐富天然資源和年青勞動力，將可成為吸引外商的主要優勢。」



foreign owned companies, land leases for up to 60 years, and tax holidays for up to five years among other sweeteners.

In particular, officials told members that the government is committed to unifying the exchange rates under a managed float by the end of 2012. For years the currency has been tightly controlled, with multiple rates used by the government and various markets, which deterred trade and investment in the country.

Hong Kong ranks as the third largest source of foreign investment in the country after Mainland China and Thailand, with a total of around US\$6 billion since 2001. Direct flights between Hong Kong to Yangon are expected to take off in the third quarter of this year, which should help to strengthen business and tourism ties.

Some of the Chamber's delegates were actively exploring small-scale investment opportunities, or even starting a business over there, but most were watching, and waiting to see how the country adjusts to its new democracy.

Summing up the trip, mission leader Castagnet said: "Myanmar, with 40% of Asia's population around its borders, could become the next economic frontier in Asia. If it can develop the appropriate reforms, it could be able to turn its rich natural resources and young labor force into major attractions for businesses in the region."



# Imparting Wine Wisdom 葡萄酒的奧秘



**港**府自2008年撤銷紅酒稅後，葡萄酒的消耗量和服務需求急速上升。現時，本港的人均飲用量為亞洲之冠，香港成年人每年平均喝掉約4.7公升葡萄酒，遠多於日本的2.4公升。

據稱適量飲用葡萄酒有益健康，促使一些不喝酒的人也間中淺嚐，但愈來愈多人純粹為了與親朋好友享受一瓶佳釀。然而，怎樣才稱得上是「佳」釀？隨著人們對城中迅速興起的葡萄酒吧（wine bar）趨之若鶩，很多人亦希望成為專業酒迷，深入了解一瓶頂級波爾多佳釀或果香濃郁的霞多麗白酒（Chardonnay），究竟蘊藏著甚麼懾人魅力。

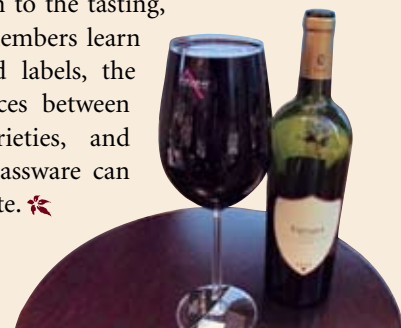
品味酒軒有限公司總經理及顧問首長袁通利先生在總商會5月11日的品酒工作坊上，與會員分享了其20年品酒經驗。在學習品酒之前，他還指導會員如何解讀標籤，認識各類熱門葡萄酒的主要差異，以及不同的玻璃器具會怎樣影響葡萄酒的味道。✿



**H**ong Kong's decision to scrap import duty on wines in 2008 led to a massive boom in wine consumption and services. Wine consumption here now is the highest in Asia. The average Hongkonger drinks around 4.7 liters of wine per year, far ahead of the Japanese at 2.4 liters.

The health benefits of an occasional glass of wine is encouraging some non-drinkers to have a tippie, but increasingly many simply want to enjoy a nice bottle of wine with family or friends. But what makes for a “nice” wine? With a growing number of people exploring the wine bars springing up in the city, many also want to become wine aficionados to understand more about the complexities of a fine Bordeaux, or a fruity Chardonnay.

Tony Yuen, General Manager & Chief Consultant, Wine Appreciation Consultancy Ltd, shared his 20 years of experience with members at a special wine appreciation workshop on May 11. Before getting down to the tasting, he helped members learn how to read labels, the key differences between popular varieties, and even how glassware can affect the taste. ✿





兩會期間，國家明確將刺激內部需求、加快經濟發展模式的轉變作為今年經濟工作重點。香港總商會中國委員會訪京團拜訪了國家商務部、稅務總局、中科院、北京大學等專家學者，以及中國貿促會和全國工商聯等重要工商機構，讓團員全面了解國家將通過完善各項民生保障制度來刺激居民的消費信心，增強內部需求，並將擴大服務貿易領域的對外開放，加快服務貿易企業「走出去」的步伐。對此，香港商界應及時把握良機，積極參與其中。

總商會於4月27日結束訪京之行，本會中國委員會主席、訪問團團長于健安表示：「此行收穫良多，會員不僅明確了國家兩會後的宏觀經濟走勢，以及未來一段時期的重大改革路



ENN conducts research into cleaner energy. 團員參觀新奧集團，認識清潔能源。

向，還探討了未來香港在國家經濟改革過程中可發揮的作用。更重要的是，團員通過與當地政界、商界及學術界的親身交流，可以思考自身的企業如何在當今國家大力拓展內需政策的過程中，把握香港服務業進駐內地的商機。」

商務部服務貿易和商貿服務業司周柳軍在會見訪問團時表示，去年9月，商務部發布《服務貿易發展「十二五」規劃綱要》，明確將擴大服務貿易領域對外開放、加快服務貿易企業「走出去」，以及鼓勵支持服務貿易領域的自主創新。國家正不斷加大對企業「走出去」的支持力度，希望香港商界可以充分參與，發揮先進服務業的國際化優勢，與內地企業攜手一起「走出去」，減低海外併購的風險。有關聯合「走出去」的具體落實細則仍有待制訂。全國工商聯副主席李路特別強調，資本「走出去」的過程也需要大量服務業支持，故香港企業應好好把握這些商機。

本會總裁袁莎妮回應時表示：「在企業『走出去』的過程中，香港的傳統角色一般集中在協助做戰略規劃、市場調研、知識產權保護和控制，以及財務和法律的專業援助等。現在『走出去』已上升到國家戰略的程度，相信未來兩地企業的合作內容和合作機制都將會作出相應提升和變革。總商會將會繼續努力為兩地企業締造有效的平台。」

稅務總局總經濟師張志勇向訪問團介紹了國家未來稅務改革的重要內容和方向，特別提及將對微小型企業提供更多的稅務優惠，包括

提高增值稅和營業稅起徵點；將小型微利企業減半徵收企業所得稅政策，延長到2015年底並擴大範圍；對金融機構與小型微型企業簽訂的借款合同免徵印花稅；加快推進營業稅改徵增值稅試點，逐步解決服務業營業稅重複徵稅問題。

此行期間，訪問團還特別拜訪了中國科院經濟研究所所長裴長洪，以及北京大學金融與產業發展研究中心主任何小鋒，通過與經濟專家學者的交流，多角度了解國家的宏觀經濟及金融的發展。專家認為，國家經濟仍然會有穩健的增長，國家未來的政策將傾向於保障民生和刺激內部需求。

#### 廊坊

除了拜訪北京，訪問團還前往河北省廊坊市考察，參觀了廊坊市項目中心、廊坊經濟技術開發區、燕郊國家級高新技術產業開發區及多家當地企業。通過在廊坊市的參觀，團員對素有「京津走廊、黃金地帶」之稱的廊坊市有更深入的了解。廊坊市位於北京和天津兩大城市之間，緊鄰規劃中的首都第二機場，除了地理位置優越外，該市的電子信息業、新型能源業和食品加工業等亦在快速發展。此外，在參觀燕郊國家級高新技術產業開發區的行程中，訪問團與三河市委書記張金波和市長谷正梅進行座談，並了解到該區正計劃興建公務機場，相信有關計劃對航空產業，以至服務業的未來發展具有重要意義。

**B**oosting domestic demand and accelerating China's economic shift will spearhead the Central Government's efforts to keep its economy growing in the coming year.

The Mainland aims to stimulate consumer confidence through various social security schemes, speeding up the pace of "going out" and the development of services industries, according to officials in Beijing. They also urge Hong Kong companies to proactively participate in these developments to seize new business opportunities.

Speaking to members during the Chamber's China Committee mission to Beijing on April 27, senior officials in the capital said many Mainland enterprises lack international expertise, and Hong Kong can play a role in plugging this shortcoming.

Emil Yu, China Committee Chairman and mission leader, said the visit was tremendously useful in helping delegates gain a sound understanding of macro-economic trends following policy directions unveiled in the NPC and CPPCC sessions earlier this year.

"Officials discussed Hong Kong's role in the country's future economic reforms. More importantly, through personal exchanges with local officials, businesses and professionals, members picked up some ideas about how their companies should take advantage of the opportunities arising from the state's efforts to expand domestic demand," he said.

Zhou Liujun, Director of Department of Trade in Services and Commercial Services, Ministry of Commerce,

pointed out that further liberalizing trade in services, accelerating the going out of service enterprises and encouraging innovation in service industries are central to the Framework for Development of Trade in Services under the 12th Five-Year Plan, announced by the Ministry of Commerce last September. It is also stepping up support for businesses to go global. He expressed his hope that Hong Kong businesses, with their international expertise, will partner with Mainland enterprises to reduce their risk when engaging in overseas mergers and acquisitions.

Li Lu, Vice Chairman of the All-China Federation of Industry and Commerce, also emphasized that Chinese companies expanding overseas will require support from different service sectors, and Hong Kong enterprises are perfectly positioned to capitalize on these developments.

Chamber CEO Shirley Yuen said that Hong Kong has a long history of acting as a bridge between international and Mainland companies.

"In assisting Mainland companies go global, Hong Kong has been playing an important role in strategic planning, market research, intellectual property protection, management, and financial and legal services," she said. "While going global has now become a national strategy, we believe cooperation between Hong Kong and Mainland enterprises will deepen accordingly. The Chamber will continue to provide an effective platform for these enterprises."

Zhang Zhiyong, Chief Economist of State Administration of Taxation intro-

duced the future direction of the state's future tax reforms. He highlighted that more tax incentives will be provided for micro and small businesses, such as raising the value-added tax and business tax thresholds; and extending the scheme to cut corporate income tax by half for micro and small enterprises through 2015, among others.

Delegates also called on Pei Changhong, Director of Institute of Economics of Chinese Academy of Social Science, and He Xiaofeng, Director of Financial & Industrial Development Institute of Peking University, who provided an overview of the Mainland's macroeconomic and monetary developments. They believe the economy will maintain steady growth this year, and future policies will focus on protecting people's livelihoods and stimulation of domestic demand.

## Langfang

The delegation also visited Langfang, Hebei Province, to gain a deeper understanding of this famous city, which lies between Beijing and Tianjin, adjacent to the planned second airport for the capital. Besides its strategic location, the city's information technology, new energy and food processing industries are undergoing rapid development.

Zhang Jinbo, Secretary of Municipal Committee of the CPC, Sanhe City and Gu Zhengmei, Mayor of Sanhe City, told delegates that an airport for business jets is under planning. They believe the project will be significant to the area's future development of aviation and services industries. ❀



Members visit Langfang Project Centre.  
代表團參觀廊坊項目中心。

Delegates of HKGCC's Mission to Beijing and Langfang pose for a group photo with Chief Economist, State Administration of Taxation People's Republic of China, Zhang Zhi Yong.  
總商會北京及廊坊訪問團與國家稅務總局總經濟師張志勇合照。



## Chairman's Report 主席報告

Despite the uncertainties created by the dramatic global events of 2011, the Chamber had a good year, celebrating the 150th anniversary of its founding in style with a gala dinner. As part of the festivities, we also launched 'Free Ride Day,' which allowed members of the public to join in our celebration by travelling for free on selected trams and ferries. Hongkong Post also marked our 150th milestone by issuing a set of stamps. Another milestone in 2011 was the appointment of the first female CEO of the Chamber, Shirley Yuen, who has helped to present a more modern, dynamic image of the Chamber.

### International Affairs

2011 was a difficult year for the local business community, especially when viewed from the broader international perspective. Global events dominated all else. Yet, amid the global turmoil, this part of the world remained relatively calm. Locally, we were lucky that our domestic market performed strongly. This was due in no small measure to the tourism sector, which has been driven by double digit growth in visitors

from the Mainland. Last year, Hong Kong welcomed 42 million visitors. Around 28 million of those were from the Mainland, representing around 66% of the total market. In short, Mainland visitors contributed towards keeping our domestic economy buoyant.

### Advocacy

The Chamber worked hard to lobby the Government to provide relief to businesses whose order books and cash-flow were drying up. Many of the proposals announced in the Financial Secretary's Budget to help companies cope with the global economic gloom were all measures proposed or strongly advocated by the Chamber. These included enhancement of the existing SME Financing Guarantee Scheme, a profits tax rebate, and waiving business registration fees.

In the 12th Five-Year Plan announced in March 2011, over 90% of the Chamber's suggestions to the Central and Hong Kong governments on how Hong Kong should position itself as an offshore RMB and wealth management centre were adopted.



ber of Commerce

MAY 2012



Many of the service liberalization, trade and investment facilitation measures contained in Supplement VIII to CEPA announced in December 2011 were taken from the Chamber's CEPA wish list.

In addition to our efforts to facilitate business, we submitted 35 position papers covering a wide range of issues. The Competition Bill occupied the lion's share of our policy division's time. I would particularly like to thank members of the Expert Working Group for all their hard work and time that they dedicated to present sound reasoning to the Government to revise the bill and maintain Hong Kong's competitiveness.

### Connecting Businesses

In addition to our advocacy work, 2011 was also a good year for your Chamber on the activities front, as we supported businesses through our networking, information and education programmes. We called on officials in the Mainland, including State Councillor Liu Yandong, during our visit to Beijing. We also organized town hall forums and cocktail receptions to help members expand their networks. Our Membership

Division launched a number of lifestyle events, ranging from golf to hiking to coffee appreciation for members. In short, we realize that everyone has different expectations from the Chamber, and we are listening to your suggestions, so please keep them coming.

I hope you will help the Chamber continue to grow and prosper and make a positive contribution to the community in which we live and do business. As Mainland China continues to emerge ever more confidently onto the world stage, I am sure a more prosperous future awaits us all – provided we are prepared to work hard for it in an ever changing, challenging and more competitive world. ✿

*Abridged from a speech  
by Anthony Wu,  
Chairman, HKGCC.*



儘管2011年發生的世界大事使全球陰雲密布，但總商會仍能創造佳績，以晚宴形式祝賀本會150周年會慶。此外，我們的會慶活動還包括「免費乘搭車船日」，讓全港市民免費乘坐本會特設的電車和渡輪服務，與眾同樂。香港郵政亦推出一套紀念郵票，標誌了本會成立百五載的重要里程碑。2011年的另一里程碑，是委任袁莎妮為總商會首位女總裁，協助本會展現更與時並進、活力充沛的形象。

#### 國際事務

2011年對本地商界而言是困難的一年，特別是從宏觀的國際視野來看，就更顯艱巨。世界大事主宰一切，但面對全球動盪，本區卻仍然相對平靜。香港方面，幸好本地市場表現強勁，這主要有賴旅遊業。內地旅客人數錄得雙位數增長，推動了業界發展。去年，香港訪客人數達4,200萬人，當中約2,800萬人為內地旅客，佔整體市場約66%。簡而言之，內地旅客使本地經濟持續暢旺。

#### 政策倡議

總商會致力游說政府協助企業紓困，減輕他們面對訂單和現金流日益減少的壓力。財政司司長在預算案中公布的不少建議，都是總商會所建議或大力提倡的措施，以協助企業應付全球經濟低迷，包括優化中小企融資擔保計劃、寬減利得稅，以及寬免商業登記費等。

2011年3月公布的國家「十二五」規劃，採納了總商會就香港作為離岸人民幣及財富管理中心應如何定位，向中央和香港政府提出的逾九成建議。

在2011年12月公布的CEPA補充協議八中，多項服務業開放、貿易投資便利措施等，都是取材自總商會的CEPA願望清單。

除了竭力促進商貿外，我們亦就多項議題遞交了35份立場書。本會的政策部門花了大部分時間研究《競爭條例草案》。我特別想鳴謝專家工作小組的成員，感謝他們付出不少努力和時間，向政府提出修訂草案的合理論據，以維持香港的競爭力。

#### 商務聯繫

除了倡議工作，總商會亦在2011年舉辦了多姿多采的活動。我們通過多個聯誼、資訊和培訓活動來支援企業。去年的訪京團期間，團員拜訪了國務委員劉延東等內地官員。我們亦舉辦了多個議事論壇和酒會，協助會員擴闊網絡。本會的會員關係部舉辦了連串的休閒活動，為會員提供哥爾夫球、遠足到咖啡品嚐會等不同體驗。我們明白會員對總商會的期望各有不同，我們會細心聆聽您的建議，歡迎各位繼續發表意見。

盼望您會協助總商會繼續茁壯成長，讓我們積極貢獻社會，市民安居樂業。隨著中國內地繼續在世界舞台上擔當更重要的角色，只要我們在這個瞬息萬變、充滿挑戰和競爭的環境下做好準備，我肯定面前將會是更璀璨的未來。✿

本文摘錄自總商會主席胡定旭發表的報告演辭。

## CEO's Report 總裁報告

During the first half of 2011, staff worked extremely hard on ensuring that our 150th anniversary was a celebration befitting such a distinguished milestone. 2011 was also the year that I took the reins of the Chamber Secretariat. Building on the solid foundations that have stood us in good stead for many years, I felt there was a need to refocus our sights on our core business: namely policy advocacy, and as a knowledge and networking platform for business.

We submitted 35 position papers last year to the Government setting out our concerns and recommendations on a full range of policy issues affecting businesses. On this, we are hugely indebted to the hard work of our various policy committees.

For instance, on the Competition Bill, we have been working tirelessly behind the scenes meeting with government officials and international experts to clearly present areas of serious concern. And, we have also been working very closely with our Legislative Representative, the Hon Jeffrey Lam, backed up by intellectual support and best practices of other jurisdictions, to ensure we get the business sectors' concerns across to legislators. We have had some successes in persuading the Government to accept our proposals, but we also remain concerned about the many ambiguities in the Bill and are urging the Government to act before it is too late as the Bill is scheduled for second and third reading very soon. The same applies to a couple of other Bills now before Legco.

In relation to this, I want to echo the Chairman's point that we need to be more vocal in presenting the views of business. We are making progress in cultivating our media relationships and with like-minded organizations and individuals to get the business sector's side of debates put forward loud and clear.

Some of you will be aware that we are in the process of preparing an important submission on key policy directions for



the new Administration. Following a series of brainstorming sessions with members who are acknowledged experts in their specific sectors, we are putting the final touches to your ideas and recommendations. We are confident that the solid, transparent recommendations, which aim to hone Hong Kong's competitiveness, will be welcomed by the new Administration. I encourage you to visit our website, which is now completely bilingual, to learn more about the constantly growing list of policies that we are working on and add your views to the debate.

As a member-driven organization, we are well aware that our diverse membership also has diverse needs and aspirations. Therefore, we have to ensure we offer something for everyone. I am excited about the Chamber's outlook for 2012, and I look forward to working with you to ensure we continue to thrive as Hong Kong's most versatile and dynamic business organization. 🌸

**2**011年上半年，全體員工都埋頭苦幹，確保我們的150周年會慶能夠凸顯這個卓越的里程碑。2011年亦是本人接管總商會秘書處的一年。除了強化多年來所建立的穩固基礎外，我認為有需要把我們的焦點重新集中在核心工作上，即政策倡議，以及作為企業的知識和聯誼平台。

我們去年向政府提交了35份立場書，就各項影響企業的政策議題，闡明我們的關注和建議。就此，我們衷心感激多個政策委員會的努力。

以《競爭條例草案》為例，我們一直在背後默默耕耘，不時與政府官員和國際專家會面，以清楚表達我們對草案高度關注的範疇。此外，參考過一些專業意見和其他司法地區的最佳做法後，我們亦與本會立法會代表林健鋒議員緊密合作，確保商界的聲音得以向各議員傳達。我們已成功游說政府接納我們的部分建議，但仍然關注條例草案的眾多含糊之處，並正促請政府趕緊行動，否則為時已晚，因為草案快將進行二讀及三讀，而部分正在立法會審議的條例草案亦有類似問題。



在這方面，我想和應主席的論點，就是我們要更多發聲，表達商界的意見。我們正致力強化傳媒關係，並與看法相似的組織和個別人士合作，務求清楚明晰地反映商界的立場。

部分會員將留意到，我們正就新一屆政府的主要施政方針，制訂一份重要的建議書。經過與不同業界的專家會員連番討論，我們現正歸納您們的看法和建議。我們深信，新一屆政府會欣然接受我們的務實、坦率建議，以提升香港競爭力。我鼓勵各位瀏覽本會的中/英文網站，以進一步了解我們日益繁重的政策工作，並發表您的意見。

作為一個以會員主導的組織，我們深明不同的會員有不同的需要和訴求，因此，我們必須確保能夠滿足每個人的獨特需要。我對總商會2012年的前景感到興奮，並期望與您們攜手合作，確保總商會繼續茁壯成長，成為香港最多才多藝、最具活力的商界組織。 🌸

*Abridged from a speech by Shirley Yuen, CEO.*

本文摘錄自總裁袁莎妮發表的報告演辭。



## 零售及旅遊委員會

2011年初，政府發表有關「打擊不良營商手法，立法保障消費者權益」的諮詢，涉及預繳服務和誤導廣告。我們於3月與商務及經濟發展局副秘書長會面，提出我們的關注，特別是條例草案建議引入的新增罪行，不但未有明確界定不良行為，而且涵義廣泛、含糊，容易觸及正常的商業活動。

除非有關罪行的適用範圍只列明局限於不良行為，否則只會窒礙企業，為市場引入創新的產品和服務，以免觸犯法例。這將有利於知名的大型品牌，卻不利於中小企。我們亦認為，詳細的實施指引應在條例草案通過之前公布。委員會將繼續監察有關立法審議。

去年，我們邀請不同政府部門的官員，就影響業界的措施與委員會成員交流意見。我們亦就「擴大塑膠購物袋環保徵費計劃」的公眾諮詢，與環境保護署的官員分享我們的看法。委員會的意見已反映於總商會一份建議書內，對政府擴大向所有零售商徵費，以維持公平競爭環境的建議，表示歡迎。為減少零售商，特別是中小企要遵循法例產生的成本和不必要的行政成本，我們建議政府考慮取消要求零售商就膠袋徵費發出收據或備存紀錄。

委員會成員還不時就租金成本不斷上升，以及競爭法、最低工資及即將進行的標準工時立法等其他議題，表達強烈的關注。這些議題都是委員會成員的關注重點，我們將繼續監察有關發展。

旅遊業方面，我們與香港旅遊發展局緊密合作，亦將繼續發掘嶄新旅遊產品的商機，以及監察酒店客房的供應。業界的挑戰之一，是技術勞工供應短缺。我們將尋求方案，以確保穩定供應優質技術勞工，協助鞏固香港作為地區旅遊勝地。

本文摘錄自零售及旅遊委員會主席伍俊達發表的報告演辭。



## Legco Report 立法會報告

After more than a year of persistent effort, the Government finally accepted our views and proposed major amendments to the Competition Bill to address the business sector's concerns. We welcome these changes as the chances of SMEs inadvertently falling into the law trap have already been greatly reduced. Last month, the Government also raised the turnover threshold to HK\$40 million a year. This means 95% of SMEs would be exempt, up from 86% under the original HK\$11 million threshold.

The Chamber, the business sector and the community have also been highly concerned about raising the minimum wage from HK\$28 to HK\$35 an hour and legislating standard working hours. I pointed out that these issues will not only affect the cost of business operations and labor interests, but also pose a daunting challenge to the prosperity and stability of Hong Kong society as a whole.

The minimum wages has added pressure on many SMEs. The restaurant and bar sector now finds it harder to hire workers. I have raised our concern repeatedly in the Legislative Council that the minimum wage is still a new thing in Hong Kong and not all effects of the new law have fully manifested. That is why adjustment of the wage and other labor issues should not be rushed. And if the society is to develop healthily, the business community needs to be heard.

In summary, other measures accepted by the Government that I put forward include:

- The "Special Loan Guarantee Scheme" (SpGS), to tide enterprises over the credit crunch problem, was introduced in December 2008.
- Following the end of the SpGS, the "SME Financing Guarantee Scheme" took off on January 1, 2011. In response to my suggestions, the Government refined the existing

### Retail and Tourism Committee

In early 2011, the Government published its consultation on "Legislation to Enhance Protection for Consumers against Unfair Trade Practices," which touched on pre-paid services and misleading advertising. We met with the Deputy Secretary for Commerce and Economic Development in March to raise our concerns, particularly the proposed new offences in the bill that fail to clearly identify bad conduct. These are so broad and vague that they would catch normal commercial activities.

Unless the offences are clearly restricted to bad conduct, businesses will be deterred from bringing innovative products and services to market. This will benefit the established major brands, at the expense of SMEs. We also suggested that detailed guidelines on the application of the law should

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過逾一年的持續游說，政府最終接納了我們就《競爭條例草案》提出的意見和主要修訂建議，以釋除商界的憂慮。我們歡迎這些修訂，令中小企誤墮法網的機會大大減少。上月，政府亦把營業額下限由原來1,100萬元提升至4,000萬元，令獲豁免的中小企由86%大增至95%。

總商會、商界和社會也高度關注把最低工資由每小時28元調升至35元，以及立法制訂標準工時等。我已指出，這些議題不僅會影響營商成本和勞工權益，更是對整體香港社會的繁榮穩定構成嚴峻挑戰。

最低工資已增加了很多中小企的經營壓力。餐飲業如今更難聘請員工。我已在立法會上多次表達關注，指出最低工資在港仍然是嶄新的概念，新法例的影響並未完全顯露出來。因此，當局不應促調整最低工資和推進其他勞工議題。要社會健康地發展，就必須聆聽商界的聲音。

概括來說，政府接納我所提出的其他措施包括：

- 「特別信貸保證計劃」於2008年12月推出，協助企業渡過信貸緊縮的難關。
- 「特別信貸保證計劃」完結後，「中小企融資擔保計劃」於2011年1月1日推出。政府亦回應了我的建議，於本月優化現行的1,000億元計劃，調低中小企須繳付的擔保費，並把最高信貸保證比率由70%提高至80%。
- 「小型貸款計劃」將於年中左右推出，為一些有意創業的人士，包括開業不足五年的中小企，提供創業貸款。
- 將於年中設立的10億元專項基金，旨在協助香港企業在內地市場發展品牌和推廣產品。
- 香港出口信用保險局（信保局）推出多項新措施，例如向保單持有人提供不同的保費折扣優惠等。早於去年12月，信保局亦已推出三項支援措施，包括豁免一年保費，以及為出口商提供免費買家信貸評估服務。
- 寬免企業的商业登記費和利得稅退稅75%。

有關「雙非孕婦」湧港產子所衍生的教育和醫療問題，我已透過提交一項《議員私人條例草案》，建議修改《入境條例》徹底根治問題。

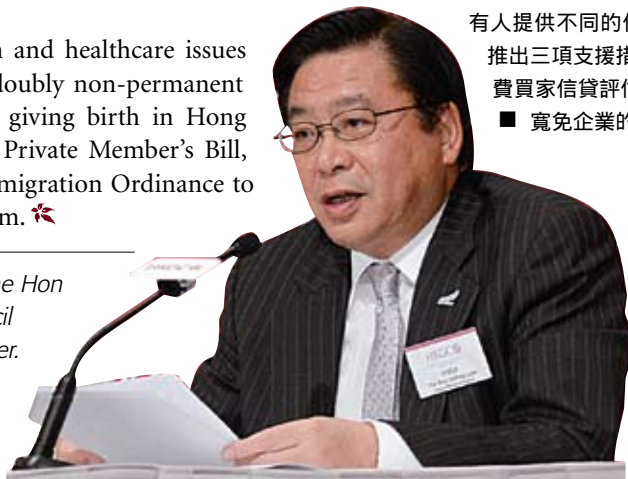
本文摘錄自總商會立法會代表林健鋒議員發表的報告演辭。

HK\$100 billion scheme this month by reducing the guarantee fee paid by SMEs and raising their maximum loan guarantee ratio from 70% to 80%.

- A “microfinance scheme” to provide business start-up loans to those who are dedicated to establishing their own business, including SMEs which have established business for less than five years, will take off around mid-year.
- A dedicated fund of HK\$1 billion, which aims to help Hong Kong enterprises to develop their brands and promote their products in the mainland domestic market, will be set up in mid-year.
- The Hong Kong Export Credit Insurance Corporation (ECIC) unveiled new measures such as offering policyholders various premium discounts. The measures are in addition to the three already launched by the ECIC last December including waiving its policy fee for one year and providing exporters with free buyer credit assessment service.
- Waivers of business registration fees and a rebate of 75% of profits tax for enterprises.

Regarding the education and healthcare issues brought by the influx of “doubly non-permanent resident pregnant women” giving birth in Hong Kong, I have, by way of a Private Member’s Bill, proposed to amend the Immigration Ordinance to get to the root of the problem. ❀

*Abridged from a speech by the Hon Jeffrey Lam, Legislative Council Representative of the Chamber.*



be issued before the Bill is passed, not afterwards. The Committee will continue to monitor deliberations on the legislation.

Over the past year, we invited officials from various Government departments to exchange views with Committee members on policies affecting the sector. We also shared our views with officials from the Environmental Protection Department on the public consultation on Extension of the Environmental Levy Scheme on Plastic Shopping Bags. The Committee’s comments were reflected in a Chamber submission welcoming the Government’s proposal to extend the levy to all retailers to maintain a level playing field. To reduce compliance and unnecessary administrative costs for retailers, especially SMEs, we suggested the Government consider removing the requirement for retailers to issue receipts or keep records for the plastic bag charges.

Committee members regularly express their serious concerns about rising rental costs, and other issues, such as the Competition Law, Minimum Wage and the forthcoming standard working hours legislation. All these issues are close to Committee members’ hearts and we will continue to monitor these development.

On the tourism side, we are working closely with the Hong Kong Tourism Board, and will continue to explore opportunities for new tourism products and monitor the supply of hotel rooms. One challenge encountered by the industry is the supply of skilled workforce for the sector. We will look into ways to ensure a steady supply of skilled and quality workers to help reinforce Hong Kong’s position as a regional tourism destination.

*Abridged from a speech by Roy Ng, Chairman, Retail and Tourism Committee.*

## China Committee 中國委員會

China's 12th Five-Year-Plan was the focus of our work in 2011, as the Central Government dedicated an entire chapter to Hong Kong and Macau – a significant show of support for the two SARs. Moreover, 90% of the Chamber's suggestions to the Central and Hong Kong governments, on how Hong Kong should position itself as an offshore RMB and wealth management centre, were adopted.

A key aspect of the plan is the Central Government's goal to speed up the country's transition by stimulating domestic consumption. It is also encouraging the services and emerging industries to play a bigger role in China's economic development. Urbanization, innovation and advances in technology are being encouraged as part of its "go global" strategy. All of these initiatives will bring tremendous opportunities for Hong Kong businesses.

Meanwhile, CEPA, an initiative originally proposed by the Chamber, has remained an important instrument for various business sectors from Hong Kong operating in the Mainland.



In addition to our regular missions, our 40-member, high-level business delegation to Beijing in November was very useful. We meet with State Councillor Liu Yangdong, as well as other senior officials, who provided us with very frank and useful briefings.

In the 2011-12 Policy Address, the Chief Executive announced that the Government would set up a dedicated fund of one billion dollars to assist Hong Kong companies grow their brands and marketing plans in the Mainland. Businesses that qualify can also use the fund to restructure and upgrade their operations in China. There were some concerns that the implementation of the proposed fund would make it impractical and deter companies from applying. Therefore, the China Committee, together with the SME, and Industry & Technology committees, submitted our views to the Government on how the application process could be improved to make the scheme more effective.

In December, Guangdong's Vice Governor Zhao Yufang led a delegation comprising of officials from 20 different depart-

**國**家「十二五」規劃是2011年的工作重點，因為中央政府以獨立篇幅詳述了港澳的未來發展大計，盡顯對這兩個特區的支持。此外，總商會曾就香港作為離岸人民幣及財富管理中心應如何定位，向中央和香港政府提出眾多建議，結果當中有九成獲當局採納。

「十二五」的重點內容是中央政府計劃刺激本地消費，加快國家轉型，並鼓勵服務業和新興行業在中國經濟發展中擔當更重要角色。推動城市化、創新和科技發展，都是「走出去」的部分策略。這一連串措施都會為香港企業帶來龐大商機。

與此同時，由總商會率先倡議的CEPA，仍然是香港各界在內地營商的重要措施。

除了定期的考察團外，本委員會在11月舉辦的40人高層訪京團亦非常實用。我們與國務委員劉延東及其他高官會面，細聽他們坦率實用的簡報。

在2011至2012年度施政報告中，行政長官公布政府將設立10億元專項基金，協助港企在內地發展品牌，實踐市場推廣計劃。合資格企業還可動用基金，為內地業務升級轉型。本會關注到建議基金的推行方式不

## Legal Committee

The past year has been a busy one for the Legal Committee. This was due mostly to a number of complex legislative proposals that the present administration was trying to push through before the close of the current Legislative Council session. These included:

- the modernization of the Companies Bill;
- a proposal to legislate against unscrupulous retail practices; and
- the incipient Competition Law.

Given the broad and potentially disruptive implications of these legislative developments, the Chamber has been paying close attention to the lawmaking process often with the Committee leading or supporting campaigns to engage with Government and legislators to highlight issues of concern to the private sector.

The Legal Committee also regularly was called upon to represent the Chamber at Legislative Council meetings to present the business perspective on the various draft Bills that were undergoing scrutiny. This channel of communication provides the Chamber with the further opportunity of ensuring that the opinions of business are actually heard and to augment the views that we have put forward in written submissions. It also allows us to respond quickly to emerging developments in Government and the Legislative Council. We have found this approach to be useful for major legislative proposals such those related to the Competition Bill and the Companies Bill. In particular, in respect of the Companies Bill, we have specifically addressed the issue of the headcount test.

Other than spending a lot of time on the Competition Bill and the Companies Bill over the last year, the Committee also put in submissions on other topics. These included:

ments of the Guangdong Government to Hong Kong. The officials were also keen to hear about members' concerns and experiences in doing business in Guangdong, and how the province could better facilitate businesses. Of particular concern was China's rapidly rising minimum wage. During the meeting, Vice Governor Zhao promised to delay increasing the minimum wage in Guangdong until next year.

An important part of the Committee's work is meeting with Mainland delegations. In 2011, we welcomed more than 70 delegations from all over China, as well as supported 80 trade and investment fairs. Moreover, we signed nine Memorandums of Understanding with regional governments and business organizations in the Mainland. These meetings and partnerships – albeit time consuming – are important, because they strengthen important connections and help members develop their Mainland networks. ❀

*Abridged from a speech by Emil Yu, Chairman, China Committee.*

太符合實際需要，或會妨礙企業申請。因此，中國委員會連同中小型企業委員會和工業及科技委員會向政府提交意見，致力改善申請程序，使有關計劃更加行之有效。

去年12月，廣東省副省長招玉芳率團訪港，團員包括來自廣東省20個不同政府部門的官員。會上，官員熱切探討會員的關注和在粵營商的經驗，以及該省可如何進一步便利企業經營。會員表示最關注的是中國急劇飆升的最低工資，招副省長隨即在會上承諾，延至明年才調高廣東省的最低工資。

與內地訪問團會面，是本委員會工作的重要一環。2011年，我們接待了逾70個內地訪問團，亦支持了80個貿易投資活動。此外，我們與內地多個地方政府和工商機構簽署了九項合作協議備忘錄。儘管這些會面交流和合作計劃花費不少時間，但是意義重大，因為我們可藉此加強重要聯繫，協助會員發展內地網絡。 ❀

本文摘錄自中國委員會主席于健安發表的報告演辭。

- a review of the patent system in Hong Kong;
- an arrangement with Macao SAR on mutual enforcement of arbitral awards; and
- a code of practice for service providers under the Copyright (Amendment) Bill 2011.

The Committee also was actively involved in the formulation of a Chamber view on a Hong Kong Stock Exchange proposal for environmental, social and governance reporting.

If members are interested in looking up any of these submissions they are available on the Chamber's website.

In addition during the year, two expert briefings were held. These were on:

- new corporate governance obligations for non-executive directors; and
- international developments on anti-bribery and corruption compliance measures.

## 法律委員會

去年是委員會繁忙的一年，主要是因為現屆政府嘗試在本年度立法會會期結束前，趕緊通過多項複雜的立法建議，包括：

- 更新《公司條例草案》；
- 規管不良營商行為的立法建議；以及
- 競爭法。

鑒於這些立法轉變或會帶來廣泛的不良影響，總商會一直密切注視有關立法過程，而委員會亦不時帶領或支持一些行動，以促使政府和立法會議員正視商界所關注的議題。

法律委員會也經常代表總商會出席立法會會議，就正在審議的多項條例草案，表達商界的看法。這個溝通渠道不僅讓總商會有機會進一步有效傳達商界的意見，並重申我們在書面建議書內提出的觀點，還可讓我們迅速回應政府和立法會的最新動向。對於《競爭條例草案》及《公司條例草案》這些重要的立法建議，我們認為這個方式相當奏效，特別是處理《公司條例草案》下的人數驗證議題。

除了投入大量時間探討《競爭條例草案》及《公司條例草案》，委員會去年亦就其他議題呈交若干建議書，包括：

- 香港專利制度的檢討；
- 與澳門特區相互執行仲裁裁決的安排；以及
- 《2011年版權（修訂）條例草案》下服務提供者的《實務守則》。

對於香港交易所就環境、社會及管治報告所提出的建議，我們也積極協助總商會制訂立場。

如會員有興趣參閱這些建議書，歡迎登入總商會網站下載。此外，委員會年內舉辦了兩個簡介會，邀請專家闡述：

- 非執行董事的企業管治責任；以及
- 符合國際發展的反賄賂和貪污措施。

我謹代表法律委員會主席鮑偉林向委員會全體成員由衷致謝，他們年內為會務付出了不少時間和努力，貢獻良多。

本文摘錄自總商會法律委員會副主席高德和發表的報告演辭。



On behalf of William Brown, Chairman of the Legal Committee, I would like to thank all committee members for the time and effort that they have contributed to the work of the Chamber during the past year. Their efforts are much appreciated.

*Abridged from a speech by Peter Caldwell, Vice Chairman of the Chamber's Legal Committee.*



# AGM Cocktail 周年大會酒會







## The Key to Every Girl's Heart 打開心扉的鑰匙

Chamber members had an exclusive opportunity to appreciate Tiffany Keys Collection on May 11, while enjoying high-tea at SEVVA. Members could try every style in the collection, while professional model Vanessa Yeung provided on-the-spot styling tips.

The keys are all exquisitely crafted in 18-karat white or yellow gold, platinum with diamonds or sterling silver. The designs include medallion-shaped keys, romantic heart-shaped keys, flower-topped keys and luxury keys that are set with sparkling Tiffany diamonds. ❀



總商會會員於5月11日獲享欣賞Tiffany Keys系列的難得機會，並於SEVVA品嚐美味的下午茶。會員可親身試戴各款鑰匙吊飾，專業模特兒楊崢小姐亦即場分享了不配襯心得。

Tiffany & Co的Tiffany Keys系列，靈感源自Tiffany典藏寶庫的鑰匙，設計劃破時空，經典華麗。各款吊飾均以18K白金、18K黃金、白金鑲鑽或純銀精心製作，包羅了古典橢圓形、浪漫心形、花瓣形，還有鑲上Tiffany美鑽的尊貴款式。 ❀



Two eight-member Chamber teams entered The 20th Dr Henry Fok Corporate Patron League tennis tournament at Victoria Park on May 5. Although HKGCC's teams didn't get through to the final, members still had a lot of fun playing at such a highly competitive level.

總商會派出兩隊8人小組參加5月5日假維多利亞公園舉行的第20屆「霍英東盃網球團體邀請賽」。儘管總商會的隊伍未能晉身決賽，但能夠參與如此高水準的賽事，隊員仍然樂在其中。

# Airport Authority's Green Retailing in Action

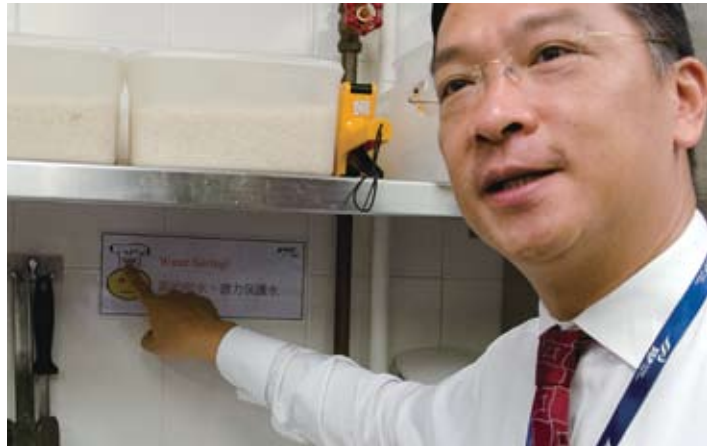
## 機管局的綠色零售管理

The Chamber visited the Airport Authority on May 15 to learn how it is working with tenants to make Hong Kong International Airport the world's greenest airport. HKIA's goal is to reduce airport-wide carbon emissions by 25% by 2015, based on 2008 emission levels.

Martin Putnam, manager for Business Continuity & Environmental at the airport, explained that air conditioning is responsible for around half of all electricity usage at the airport, followed by lighting. To reduce energy consumption, the airport is encouraging tenants to switch to energy efficient LED lights, and minimize lighting usage outside of business hours. As a result, many shops and restaurants at the airport now have two main light switches: one for normal business hours; one for restocking and cleaning hours.

Refuse is also being tackled by working with vendors to send goods to retailers in reusable plastic containers, rather than cardboard boxes wrapped in plastic sheeting. Food waste is also starting to be sorted by training wait-staff at the food and beverage outlets to collect leftovers in containers, which is then later turned into compost. He said progress is being made in all areas, but it requires continual training and encouragement of all parties involved to make headway.

Representatives from Pizza Express, Muji, and Nuance-Watson shared their experiences with members in minimizing energy usage, refuse waste, and eliminating waste, particularly packaging, at source. 🌸





**總**商會於5月15日考察機場管理局，了解他們如何與租戶合作，使香港國際機場成為全球最環保的機場。他們的目標是到了2015年，整個機場的碳排放量將較2008年減少25%。

機管局環保事務經理傅文同解釋，冷氣系統佔了機場約一半的總用電量，其次是照明裝置。為減少能源消耗，機場正鼓勵租戶轉用節能的發光二極管（LED）燈，並於營業時間以外盡量減少使用照明裝置。結果，許多機場商舖和食肆現已設有兩個主要開關燈掣：一個用於正常營業時間，另一個則用於補貨及清潔時段。

廢物問題亦正得到解決，方法是與供應商合作，以可再用的塑膠容器把貨物送交零售商，取代以往利用膠紙包裹紙箱的運送模式。此外，廚餘亦開始進行分類，餐廳會培訓侍應收集食物容器內的剩菜，其後再分解為堆肥。他說，各個範疇都進展良好，但要取得成功，就需要各方配合，持續培訓和鼓勵員工。

Pizza Express、無印良品及Nuance-Watson的代表亦與會員分享他們在減少用電和廢物，以及源頭減廢（特別是包裝）方面的經驗。



# Innovation at **HKUST**

## 科大的創新成就

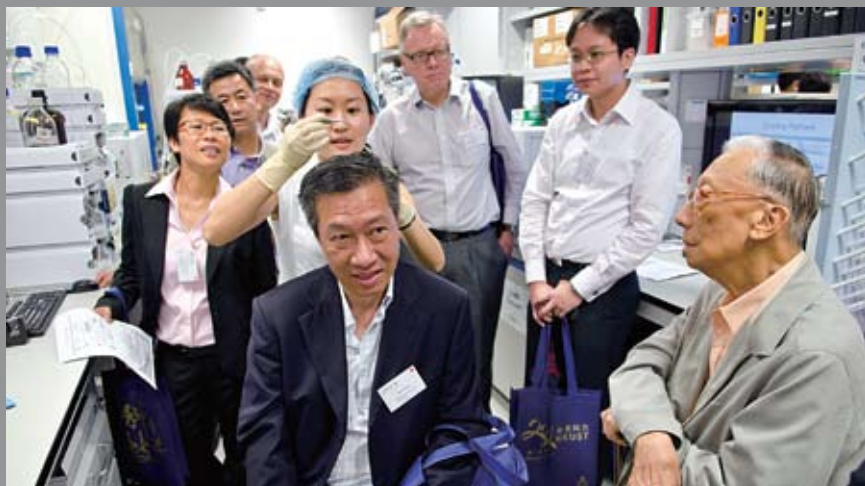
Chamber members explore technological innovation in construction, multimedia, and healthcare

總商會會員探索建築、多媒體和醫療方面的技術創新

Innovation and technology are seen as key areas for any economy to raise its competitiveness and development. In 2009, Chief Executive Donald Tsang announced in his Policy Address support for six new pillar industries to strengthen Hong Kong's economy. Two of which were innovation & technology, and cultural & creative industries. On the surface of things, it could be argued not a great deal is being done. But at the Hong Kong University of Science and Technology, researchers and students are pushing the boundaries of innovation and technology.

To see what commercial applications its technology could have, 22 Chamber members visited HKUST on May 3. Led by Industry and Technology Chairman Edmond Yue, members visited the university's Materials Research Lab, Controlled Environment Test Facility, Multimedia Technology Research Centre, and its Hair Drug Testing Lab.

Yue said it is vital for Hong Kong to build up its expertise in innovation and technology, and cited HKUST as a driving force in honing our future competitiveness. ✨



### The Root of Your History

尋「根」究底

Testing hair to detect illicit drug use, a procedure growing in popularity to screen employees, has been adopted by drug rehabilitation centers, and some schools. Unlike the traditional urine test, which can detect substances taken in the past one or two days, hair tests can detect when and what someone took for as long as the hair has been growing on their head.

While the jury is still out on the right to privacy – albeit people have to agree to be tested – there are wider applications for the technology. Dr Annie Ting, Technical Advisor for Wah Kin Holdings Limited, which conducts research at the Hong Kong University of Science and Technology, explained that hair can be used to test if a person

has ingested any harmful substances, such as heavy metals.

“There is a growing concern about chemicals and bio-toxins in food, and also the global phenomenon of increased drug abuse. With our technology, a woman who is planning to have a baby, for example, can check that there are no heavy metals or toxins in her body. Or if someone is planning on hiring a driver, they can check to see if a job applicant has taken drugs or drinks,” she explained.

Like the rings on a tree, the length of hair tells the history of how a person has lived in the past, with each centimeter representing roughly one month. To increase the sensitivity of hair tests, Wah Kin has developed a chip-mass spectrometer which is 1,000 times more sensitive than



**利**用頭髮驗毒來甄選僱員的做法日益普及，戒毒所和部分學校亦已採用這個檢驗方式。有別於傳統的尿液測試只能探測到人們過去一、兩天的吸毒情況，頭髮測試能夠探測到自頭髮長出以來，某人何時吸過甚麼毒品。

即使人們同意接受測試，但私隱權的問題仍然有待商榷。儘管如此，有關技術還可以更廣泛應用。華建集團有限公司在香港科技大學進行研究，其技術顧問Annie Ting博士解釋，頭髮可以用來測試一個

tradition forms of hair testing. As such it only requires five strands of hair to conduct tests.

These include alcohol, nicotine, heavy metals, pesticides, and 16 common drugs. "If we take a strand of hair, we can reveal the chemical intake history by examining different parts of the hair, from the hair root representing the present, to the hair tip representing months or years ago, depending on the length of the hair," Ting said.

人曾否攝取任何有害物質，例如重金屬等。

她說：「人們愈來愈關注食物所含的化學物和生物毒素，加上世界各地的吸毒問題亦日益嚴重。憑藉我們的科技，舉例說，計劃生育的女性可以檢測其體內是否含有重金屬或毒素。又或假如有人想聘請司機，他們可以檢驗應徵者曾否吸毒或飲酒。」

就如樹木的年輪一樣，頭髮的長短可以顯示一個人過往的生活歷史，每厘米大約代表一個月。為提高頭髮驗毒的敏感度，華建集團研發了一種晶片質譜儀（chip-mass spectrometer），較傳統頭髮驗毒方法的敏感度高1,000倍。因此，只需取得五根頭髮便可進行測試。

可以檢出的物質包括酒精、尼古丁、重金屬、殺蟲劑和16種常見毒品。Ting博士說：「只要我們拿到一根頭髮，就可以通過檢驗頭髮的不同部分，得悉物主攝取化學品的歷史。髮根代表近日，髮尖代表數月或數年前，視乎頭髮的長度。」

For more information, contact: [johnchee@ust.hk](mailto:johnchee@ust.hk)  
詳情聯絡：[johnchee@ust.hk](mailto:johnchee@ust.hk)

## Curing Wi-Fi Blues

科大研製無線多跳網絡軟件「簡捷網」

We all know how frustrating fading Wi-Fi signals can be, so to address this a research team at the Department of Computer Science and Engineering, HKUST, has invented and developed a new multi-hop wireless mesh network that strengthens Wi-Fi signals by as much as 100 times. The network software, called LAviNet, implements a set of innovative channels and routing algorithms to automatically select paths which effectively avoid traffic congestion and reduce signal interference.

Current Wi-Fi signals can be blocked or significantly weakened by physical barriers or objects. Where large areas need to be networked, cabling is not always possible. Wen Huang, Engineering Manager at the department, explained that the LAviNet solves this problem without the need to upgrade or buy more hardware. The software is installed into most Wi-Fi access points and wireless routers, which then maximizes wireless coverage areas and improves operation efficiency. The technology has successfully completed trials at Boeing Seattle, and is undergoing trials at Hong Kong's HAECO as well as Modern Terminals.

Streamphony, another technology that the department has developed, is a push-based overlay streaming network, designed to improve the streaming capabilities of online videos and games. One of the reasons why streaming video has been struggling to take off is that the picture breaks up, freezes or hangs completely as servers and bandwidth cannot handle demand.

Expanding servers and bandwidth can be a very costly exercise. Streamphony pushes signals to reliable proxy servers all over the internet, from which users can stream their video or play games, instead of connecting directly to the host server. The system reduces bandwidth requirements and has a host of applications, from streaming TV to webinars, stock quotes, as it also significantly speeds up data transmission.



眾所周知，Wi-Fi無線訊號不斷減弱是多麼令人洩氣。為此，科大計算機科學及工程學系的研究團隊研發了全新的Wi-Fi無線多跳網絡軟件「簡捷網」，大幅提升Wi-Fi無線訊號的強度達100倍。該軟件採用嶄新的智能訊道分配算法，能自動選取路徑，靈活避開干擾及擠塞區域。

現時，Wi-Fi無線訊號或會因四周的屏障或物件而中斷或大幅減弱。假如廣大地區要連接網絡，鋪設電纜會存在困難。該學系工程項目經理黃文解釋，用戶無需購買任何硬件或進行升級，都可以利用「簡捷網」解決這個問題。「簡捷網」可以配合大部分Wi-Fi接入點及網絡路由器（router），擴大無線網絡覆蓋面，大大提升營運效益。這項技術已經在波音公司成功通過實地測試，現正在本港的香港飛機工程和現代貨箱碼頭等企業進行試驗。

該學系開發的另一技術Streamphony是推送式的覆蓋串流網絡（push-based overlay streaming network），專門改善網上影片和遊戲的串流功能。串流影片一直難以興起的原因之一，是當伺服器及頻寬未能應用戶需求，影像就會斷開、停滯甚或完全當機。

擴大伺服器及頻寬或會非常昂貴。Streamphony可以把訊號推至互聯網上各個可靠的代理伺服器，用戶只需在這些代理伺服器上串流影片或玩遊戲，無需直接連接主機伺服器。這個系統可降低頻寬需求，還可大大加快數據傳送的速度，從而提供串流電視、參加網絡研討會（webinar）和股票報價等多個應用功能。

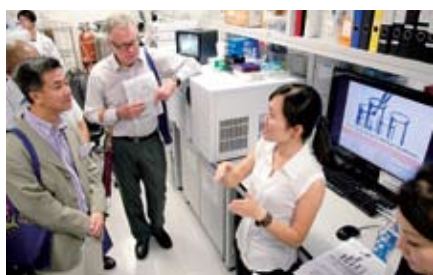
詳情瀏覽 For more information, visit <http://mwnet.cse.ust.hk/lavinet/> and 及 <http://mwnet.cse.ust.hk/streamphony/>



**所**有經濟體都視創新和科技為提升競爭力和促進發展的重要範疇。2009年，行政長官曾蔭權在施政報告中公布，支持發展六大優勢產業，以振興本港經濟，其中兩大產業為「科技創新」和「文化創意」。表面上，有人或會認為有關工作仍然無甚進展。但是在香港科技大學（科大），研究人員和學生正不斷開拓科技創新的界限。

為了解該校科技的商業應用，22位總商會會員在5月3日到訪科大。在工業及科技委員會主席余國賢的帶領下，會員參觀了該校的材料測試實驗室、環境控制測試實驗室、多媒體技術研究中心，以及頭髮驗毒實驗室。

余先生表示，香港必須增強創新科技的專業知識，並讚揚科大是提升本港未來競爭力的推動力。✿



Edmond Yue (right), presents Dr Eden Woon, Vice-President for Institutional Advancement at HKUST, with a small memento to thank him for showing members around and hosting a lunch.

余國賢（右）向科大副校長（大學拓展）翁以登博士致送紀念品，感謝他帶領會員參觀校內設施，並招待豐富午餐。

## Energy Saving Construction Materials 節能建築材料

In Hong Kong, buildings are responsible for 89% of our electricity consumption. For a typical office building, air conditioning is the largest energy guzzler, consuming nearly half (48%) of the total energy. With increasing concerns about greenhouse gas emissions from electricity generation and rising energy costs, demand for better thermal insulation in building enclosures has drastically increased over the past few years.

The Nano and Advanced Materials Institute Limited, and Department of Civil and Environmental Engineering, Hong Kong University of Science and Technology, have been working hard to improve thermal insulation of composite wall panels. It has developed a foam concrete which it hopes will replace normal weight concrete. However, while the high porosity of the concrete decreased the thermal conductivity, it also reduces its strength. To address this, it is investigating ways to improve the foamed concrete's strength. By adding silica fume and polypropylene fiber, it significantly increased the strength of the concrete.

在香港，建築物佔全港用電量達89%。以一座典型的辦公室大樓來說，冷氣系統耗能最多，佔了近半（48%）的總用電量。隨著人們日益關注發電所產生的溫室氣體排放，以及不斷上升的能源成本，市場對於改善建築物外圍結構的隔熱需求，近幾年急劇上升。

納米及先進材料研發院有限公司與香港科技大學土木工程學系，一直致力改善複合牆板的隔熱效能。他們開發了一種泡沫混凝土，以期取代正常重量混凝土。然而，儘管泡沫混凝土的多孔結構能減低導熱，但同時亦減弱了強度。為此，他們正研究如何改善泡沫混凝土的強度。只要加入硅粉和聚丙烯纖維，就可大大增加混凝土的強度。



# Inspiring the **Business Leaders of Tomorrow** 啟發未來商界領袖

Secondary school students get some valuable advice and inspiration as part of the Chamber's Business/School Partnership Programme

透過總商會「商校交流計劃」，中學生可獲寶貴的意見和啟發

## **Baptist Lui Ming Choi Secondary School Site Visit to CLP Power Station**

浸信會呂明才中學考察中電青山發電廠

Around 30 secondary form 3 to 5 students from Baptist Lui Ming Choi Secondary School visited CLP's Castle Peak Power Station on March 30 to get a better understanding of how a power station functions.

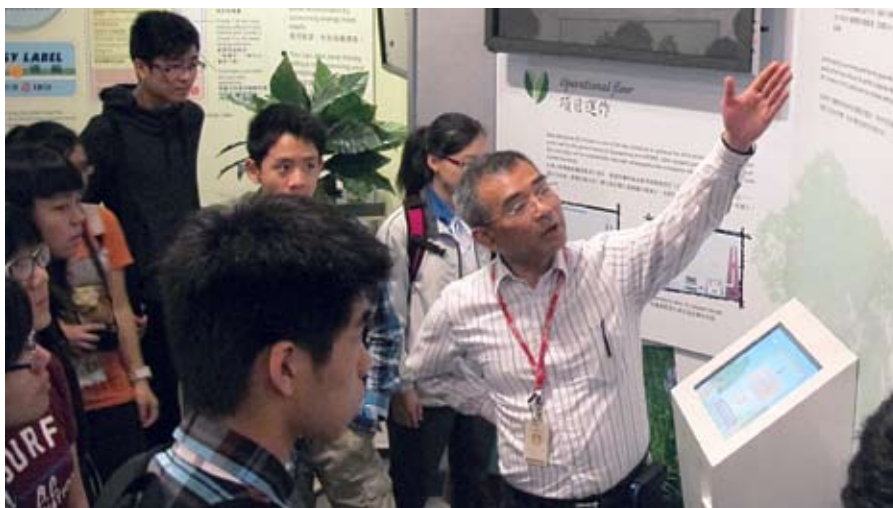
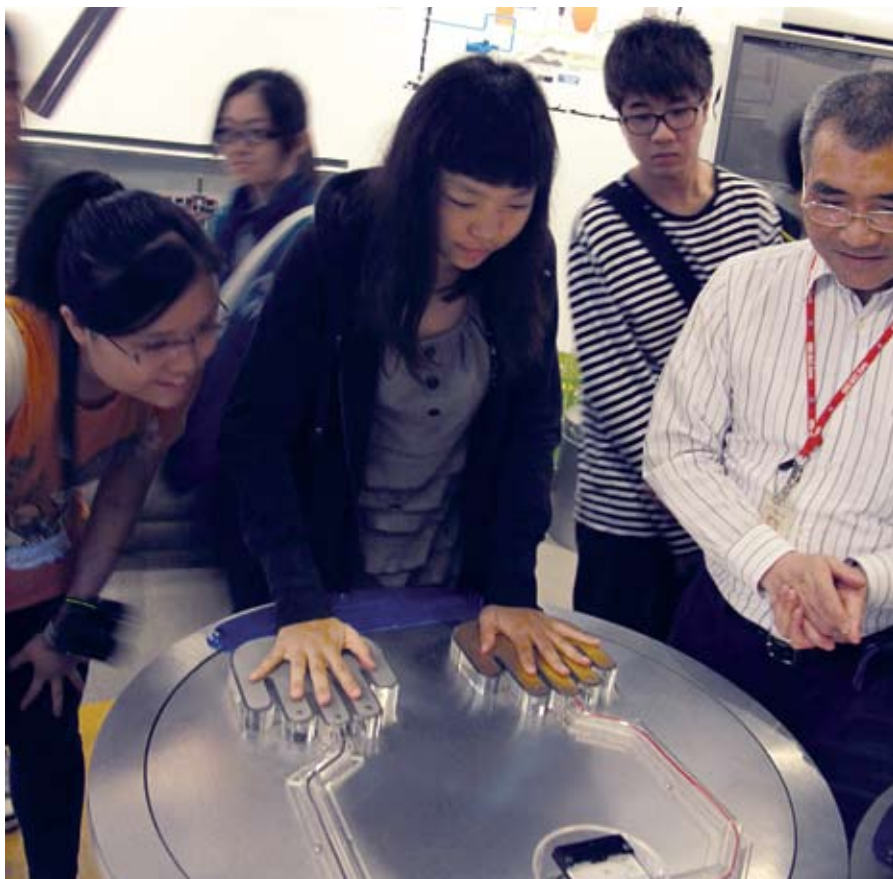
Prior to the tour, CM Choi, Assistant Manager of CLP Group Environmental Affairs, gave a brief presentation on CLP's Environmental Initiatives, after which WH Cheuk, Training Assistant of Generation/Environment Team, led the students around the ElectricCity, a museum at the power plant. This gave students a chance to further understand how energy is generated and delivered. More importantly, the visit taught the students the importance of conserving energy.

The visit concluded with a coach tour around Castle Peak Power Station. Students were introduced to the different facilities within a power plant as well as the individual functions for both coal and gas burning power stations. The tour gave the students a very practical learning experience, which they were able to relate to in their daily lives. ✿

約30位來自浸信會呂明才中學的中三至中五生於3月30日考察中電的青山發電廠，深入了解發電廠的運作。

參觀前，中電集團環保事務副經理CM Choi簡介了中電的環保措施，接著由發電/環境小組培訓助理WH Cheuk帶領學生參觀位於發電廠內的博物館「電力世界」，讓學生有機會進一步認識電力的生產和輸配過程，更重要的是節約能源的重要性。

最後，學生乘坐旅遊車參觀青山發電廠，認識廠房內的不同設施，以及燃煤和燃氣發電廠的個別功能。是次活動為學生帶來實際的學習體驗，讓他們能夠學以致用。✿





## CEO Talk at Raimondi College

安勤行總裁到高主教書院演講

Andrew Yuen, CEO of On Kun Hong, visited Raimondi College to give a motivational speech to around 80 secondary form 4 to 5 students on April 27 through the Chamber's Business/School Partnership Programme. The motto of the speech was "hard work will always pay off" and that students should never give up their hopes or dreams.

With Raimondi College being Yuen's alma mater, he spoke with ease. His presentation enlightened students on how he succeeded in being a respectable businessman and how he made connections with companies in different countries to expand his network.

He reminded students over and over again to "never give up." He also urged students to open themselves up to challenges as well as failure as every setback is a learning experience. But for whatever hardships that life throws at us, we must "never give up." The students came prepared with many challenging questions for Yuen and had a great time learning about his personal success stories. 🌸



在總商會「商校交流計劃」的安排下，安勤行有限公司總裁袁耀全於4月27日到訪高主教書院，向約80位中四至中五生發表激勵人心的演講，主題為「努力總有回報」，勉勵學生永不放棄個人夢想。

高主教書院是袁先生的母校，故他演說時份外悠然自若。他向學生講述自己如何成為一位成功的商家，以及如何與

不同國家的企業建立聯繫，以拓展其網絡。他反覆提醒學生要「永不放棄」，並鼓勵他們開放自己，勇於接受挑戰和挫折，因為每次失敗都是一個學習經驗。但無論面對甚麼逆境，我們必須「永不放棄」。其後，學生向袁先生提出了許多難題，他們都很高興能夠分享他的成功故事。 🌸

## The Wonders of Hong Kong

香港奇觀

Chamber members had the chance to visit Tung Lung Island and the Ninepin Group on a fellowship outing on May 4. A guide showed members around the unique rock formations and ancient rock carvings which date back to the prehistoric era. Ninepin Group, also called Kwo Chau Islands, is a group of 29 islands in the easternmost waters of Hong Kong. After taking in the sights, the group enjoyed a wonderful seafood lunch in Sai Kung.

總商會於5月4日率領會員考察東龍島及果洲群島。在導遊的引領下，會員參觀了各種奇岩怪石和史前的古代石刻。果洲群島（又名九針群島）由29個小島組成，位於香港水域的最東端。飽覽了沿岸的壯麗奇景後，團員於西貢享用美味的海鮮午餐。



# JUNE 2012 2012年6月

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
 <h2>WEC Work-Life Balance Luncheon</h2> <p>Chater Room, 2/F, Happy Valley Clubhouse, Hong Kong Jockey Club</p> <p>June 12</p>			
3	<ul style="list-style-type: none"> <li>C Retail and Tourism Committee Meeting</li> <li>C Financial and Treasury Services Committee Meeting</li> <li>T Step Up Your Game with VOICE UP Workshop</li> </ul>	4	<ul style="list-style-type: none"> <li>C Environment and Sustainability Committee Meeting</li> <li>N Cocktail Reception in Honor of Consuls General of the Asian, African and Middle Eastern Regions</li> </ul>
10	<ul style="list-style-type: none"> <li>C A Briefing Session on "Our Future Railway"</li> </ul>	11	<ul style="list-style-type: none"> <li>C Shipping and Transport Committee Meeting</li> </ul>
		12	<ul style="list-style-type: none"> <li>L WEC Work-Life Balance Luncheon</li> <li>C Meeting on District Cooling System at the Kai Tak Development</li> <li>C SME Committee Meeting</li> <li>S Succession Planning Workshop</li> </ul>
		18	<ul style="list-style-type: none"> <li>C Taxation Committee Meeting</li> <li>C Industry &amp; Technology Committee Meeting</li> </ul>
24	<ul style="list-style-type: none"> <li>R Myanmar Set to Take Off! A Mission De-Briefing</li> </ul>	19	<ul style="list-style-type: none"> <li>R US Election 2012 - The Politics and Economics</li> <li>St See QC Testing at STC's Labs</li> <li>N Meet the New Chairman Iberico Ham &amp; Italian Wines</li> <li>C Americas Committee Meeting</li> </ul>
		26	<ul style="list-style-type: none"> <li>T Keeping Up Your Professional Telephone Standards</li> </ul>
		27	<ul style="list-style-type: none"> <li>C Women Executives Club Meeting</li> <li>N Chamber Happy Hour</li> <li>S Threat Management</li> </ul>

MARK YOUR DIARY

## Corporate Real Estate: Investment in Global Cities

July 30, 12:30 pm - 2:00 pm



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

THURSDAY	FRIDAY	SATURDAY
	<p>C Meeting with WTO Director for Trade in Services Mr Hamid Mamdouh</p> <p style="text-align: center; font-size: 48px;">1</p>	<p style="text-align: center; font-size: 48px;">2</p>
<p>C Europe Committee Meeting                      C Real Estate and Infrastructure Committee Meeting</p> <p style="text-align: center; font-size: 48px;">7</p>	<p>R Detailed Interpretation of the Provisions on the Democratic Management in Enterprises                      St Landfill in Your Backyard                      N Wine Pairing Event - Spanish Iberico Ham &amp; Italian Wines                      S Building Better Client Relationships</p> <p style="text-align: center; font-size: 48px;">8</p>	
<p>T The Latest Developments in the Employment Ordinance</p> <p style="text-align: center; font-size: 48px;">14</p>	<p>S Credit Insurance &amp; Receivable Management Seminar</p> <p style="text-align: center; font-size: 48px;">15</p>	<p style="text-align: center; font-size: 48px;">16</p>
<p>C Asia / Africa Committee Meeting</p> <p style="text-align: center; font-size: 48px;">21</p>	<p>R Cleaner Air or Cheaper Energy: What's Your Choice?                      C HKCSI Executive Committee Meeting                      C Digital, Information and Telecommunications Committee Meeting</p> <p style="text-align: center; font-size: 48px;">22</p>	
<p>St Making Green Culture Crystal Clear</p> <p style="text-align: center; font-size: 48px;">28</p>	<p>S Business-School Partnership Programme 2012 Seminar "Global Opportunities &amp; Challenges for Our Young Generation"</p> <p style="text-align: center; font-size: 48px;">29</p>	

## Online Brand and Presence Development

July 6, 12:30 pm - 2:00 pm

# the Bulletin 工商月刊



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## Donation Form 捐款表格

We really count on **YOUR SUPPORT** to ensure the continuation of the Good Citizen Award Fund to help Hong Kong remain a safe place for us to do business and for our families to feel safe and enjoy living in. **ACT NOW!**  
我們衷心需要**您的支持**，以維持「好市民獎勵計劃」基金的運作，讓香港繼續成為安居樂業的理想城市。**請即行動！**

I / we would like to support the Good Citizen Award Fund with a cash donation of HK\$ \_\_\_\_\_  
本人 / 公司願意捐助港幣 \_\_\_\_\_ 元正以支持「好市民獎勵計劃」基金。  
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(有關捐款將獲發收據。捐助滿一百元的善款可獲政府免稅。)

Thanks, we **DO NOT** need the receipt. 我們不需要收據。

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Please send your completed form together with your cheque to Ms Celia Lo – HKGCC, 22/F United Centre, 95 Queensway, Hong Kong. Please make cheque payable to "**The Hong Kong General Chamber of Commerce – Good Citizen Award**" and mark "**GCA**" at the back of the cheque.

OR

Bank-in your donation to the following account then fax the bank-in slip together with this form to Ms Celia Lo at 2527-9843.  
Account No.: 002-220663-005 (The Hongkong & Shanghai Banking Corporation Limited)  
Account Name: The Hong Kong General Chamber of Commerce – Good Citizen Award

請將填妥之表格連同支票寄交: 盧小姐 — 香港總商會 香港金鐘道95號統一中心22樓。

支票抬頭請付: 「**The Hong Kong General Chamber of Commerce – Good Citizen Award**」, 支票背面請寫上「**好市民獎**」。

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Enquires 查詢: Ms Celia Lo 盧小姐 (Tel 電話: 2823 1247 / Email 電郵: celia@chamber.org.hk)

# Good Citizen Award Fund

Cash Donation

捐款支持

## 「好市民獎勵計劃」基金



香港的社區安全和低犯罪率向來備受尊崇，但在1970年代初，情況卻截然不同。當年香港罪案頻生，一直威脅著市民、商界和社會穩定。香港總商會於1973年應政府要求，與警隊共同創立「好市民獎」，成為首屆「撲滅罪行宣傳運動」其中一個項目。「好市民獎」背後的理念簡單直截：以即時的現金獎賞，嘉許一些協助防止或撲滅罪行的熱心市民。

過去39年來，有關計劃一直由總商會獨家贊助，我們亦很榮幸可以肩負重任，使香港成為全球其中一個最適合安居樂業的城市。自1973年至今，近4,000名英勇市民已獲嘉許，獎金總值七百萬港元。

適逢「好市民獎」即將邁向40周年，我們計劃為基金重新注資，以確保這個饒富意義的傳統能延續下去。假如您想加入總商會的行列，讓香港繼續蟬聯全球最安全的城市之一，請填妥捐款表格，支持「好市民獎勵計劃」基金。所有捐助者的芳名將會刊載在《工商月刊》，以表鳴謝。

Many people praise how safe they feel in Hong Kong and our low crime rate. But in the early 1970s, Hong Kong was a very different place. Crime was rampant and an everyday threat to citizens, businesses and the stability of the territory. The government asked the Hong Kong General Chamber of Commerce to help, and in 1973, together with the Police, the Good Citizen Award (GCA) was launched under the first Fight Crime Campaign. The idea behind the GCA was simple: reward civic minded citizens who help to prevent or solve a crime with an instant cash award.

Over the past 39 years, HKGCC has been the sole sponsor of the GCA and we are proud to have played an important role in making Hong Kong one of the safest cities in the world in which to live and do business. Since 1973, almost 4,000 Good Citizens have been presented with a GCA and \$7 million in cash for their bravery.

On the eve of the GCA's 40<sup>th</sup> Anniversary, we plan to replenish the fund to ensure that this very meaningful and valuable contribution to the community can continue for many more decades. If you want to join the Chamber and support the good citizens of Hong Kong for helping to keep Hong Kong one of the safest cities in the world, please contribute to the Good Citizen Award Fund by completing the donation form. All donors will be acknowledged in The Bulletin magazine.

<http://www.chamber.org.hk/en/events/good-citizen.aspx>

*Note: Every dollar you donate will be used solely for ensuring that this worthy cause can continue to help Hong Kong remain a safe place for us to do business and for our families to feel safe and enjoy living in. Thank you for your support.*

附註：您所捐贈的每分每毫，僅用於確保這項善舉能延續下去，讓香港繼續成為安居樂業的理想城市。多謝支持！


**HKGCC**  
Hong Kong General Chamber of Commerce  
香港總商會 1861





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