

\$1 BILLION BUD FUND HELPS HKSAR ENTERPRISES EXPAND IN THE MAINLAND 10億元「BUD專項基金」助港企進軍內地

the **Bulletin**

工商月刊

FEBRUARY 2013

HKGCC: THE VOICE OF BUSINESS IN HONG KONG

GUANGDONG'S TRANSFORMATION 廣東考察團

Chamber mission discusses
closer cooperation
總商會探討更緊密合作

YEAR OF THE SNAKE 蛇年預測

How will business
fare in 2013?
2013年業務運勢

Latin America 拉丁美洲

Countries in the Americas
looking to expand
cooperation with Asia
美洲國家望加強與亞洲合作

HK\$30 RMB25



4 897002 104006

Looking for critical business information?

We have the information you're looking for.



Records Management is much more than storing cartons and records. It's about reducing the risk of misplacing critical information. We can protect your business information and help you access your records quickly and easily. With Crown, you will always have the information you are looking for.

- ▶ Storage of Cartons, Files, Documents & Electronic Media
- ▶ Cataloging, Indexing & File Insertion
- ▶ Scanning, Imaging, Data Extraction, Cataloging, Indexing, Data Storage & Hosting, from RMhost
- ▶ Escrow Services
- ▶ Secure & Confidential Waste Destruction
- ▶ Consultancy & Benchmarking
- ▶ Web-Based Access via RMinfo



Crown Records Management
Crown Worldwide Building,

9-11 Yuen On Street, Siu Lek Yuen, Shatin, N.T., Hong Kong
Tel: +852 2636 8388 Fax: +852 2637 1677

crownrms.com/hongkong

The Information You're Looking For.



目錄 Contents February 2013

Talking Points 議論縱橫

- 2 Economic Development and People's Livelihood
經濟民生同步發展
- 6 Policy Address Focuses on Producing Results
《施政報告》著重發揮成效
- 8 We Never Stop Looking
永不停步

Economic Insights 經濟透視

- 18 The Year of the Water Snake
水蛇年

On the Horizon 生效在即

- 30 Investments in BUD
投資BUD專項基金

Special Features 專題報導

- 10 Guangdong's Transformation
總商會廣東訪問團
- 20 A Year of Fire
風水大師：火年經濟呆滯
- 26 Face to Face with Michael Paulus
馬國寶專訪
- 38 Openness: Taking Family Business to a New Level
開放：家族企業再創高峰

China in Focus 中國焦點

- 34 Made in China
中國製造
- 36 Discerning Chinese Shoppers
中國消費者觸覺日趨銳利

Off Business 品味人生

- 44 A Romantic Chinese New Year
浪漫的春節
- 46 Perfect Phrases for Creativity and Innovation
激發創意的妙語

Chamber in Review 活動重溫

- 52 Q&A with the Chief Executive
行政長官與商界對談
- 56 Hengqin's Boom
橫琴新區高速發展
- 60 Lessons in Finance
活學金融課
- 64 World-class Services in Action
世界級會展服務
- 66 Fueling Hong Kong
給香港加油
- 68 Chamber Happy Hour in LKF
總商會歡樂時光



經濟民生同步發展 Economic Development and People's Livelihood

By C K Chow 周松崗

Chief Executive C Y Leung's first Policy Address drew heavily on your recommendations in a number of areas, from practical solutions for reducing roadside pollution to facilitating market development in the Mainland and promoting our financial services industry. We presented your views to the CE late last year, and I, for one, am quite pleased with his response.

The development plan for the next five years, as laid out in the Policy Address, envisages the promotion of economic development and close attention to family and livelihood issues. The balance is important, as business cannot flourish in a struggling society. Where we might have a difference of opinion is on the means, not the objectives of policy.

While we have long believed Government should refrain from intervention in the market, there will occasionally be exceptions. When they arise, it is necessary for Government to act, but it must be done prudently and with highly specific targets and means. That's the role of Government, and we support it.

Take the case of CEPA as an example. The original intention was to sharply reduce barriers to trade and investment between Hong Kong and the Mainland. There have, however, been some challenges with full implementation. So, we are pleased that the CE highlighted in his speech the need for our Government to step in a work with the Central and provincial governments to iron out the kinks.

Another area of market failure is the filthy air we breathe. Upgrading the quality of vehicles available on the market simply hasn't worked, and so – at your suggestion – the Government will now adopt a 'carrot and stick' approach, both encouraging and compelling drivers and their employers to get the old polluters off our roads. The \$10 billion subsidy is welcome, as it spreads the burden of improving everyone's air across all taxpayers. The long-term benefits will strengthen Hong Kong's status as an international business hub.

The Address also includes our recommendation to set up more Economic and Trade Offices in the Mainland and to enhance their function. Enhancing Hong Kong's competitiveness is always our top concern. The establishment of the Economic Development Commission, and the Financial Services Development Council will provide a high-level and effective platforms for stakeholders to explore ways to enhance our competitive offering and complement the internationalization of the financial market.

This Policy Address placed significant emphasis on land and housing supply, and as we've said time and again, rightly so. The Steering Committee on Land Supply will coordinate land utilization and ensure a steady supply comes onto the market. Still, we would wish to have seen a more detailed strategy for increasing commercial land supply, and several concrete measures to support SMEs. Perhaps by the time you read this, the Financial Secretary will have dealt with both in his Budget Speech. Kung Hei Fat Choi! 🌸

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

行政長官梁振英的首份《施政報告》廣泛採納了本會在多個範疇上的建議，包括減少路邊污染、促進內地市場發展，以及推動本地金融服務業等實際方案。我們於去年底向行政長官提呈會員意見，我很高興看到他的回應。

《施政報告》定下的未來五年發展規劃，以促進經濟發展和關顧民生為重點。要在兩者之間取得平衡相當重要，因為假如社會動盪不安，經濟就無法繁榮昌盛。我們一致認同有關政策目標，但對於如何達到目標，卻可能意見不一。

我們一直認為，政府不應干預市場，惟有時亦有例外。若有需要時，政府必須訂立明確的目標和方式，謹慎地採取行動。這就是政府的角色，我們亦支持。

以CEPA為例，原意是著力消除中港兩地之間的貿易投資障礙，但要全面落实有關機制，實際上卻困難重重。因此，我們歡迎特首在其報告中強調，政府有需要與中央及地方政府合作，共同協助業界解決問題。

另一個出現市場失效的範疇，是我們呼吸的不潔空氣。提升市場上的車輛質素並不奏效，因此政府將採納本會提出的「賞罰兼備」建議，鼓勵和強制司機及其僱主淘汰老舊的污染車輛。我們歡迎當局預留100億元資助，讓所有納稅人承擔改善空氣質素的責任。這項措施的長遠效益，將有助加強香港的國際商業中心地位。

《施政報告》也採納了本會建議，增加駐內地的經貿辦事處，並提升它們的職能。提升香港競爭力一直是我們的關注重點，而成立經濟發展委員會和金融發展局，將可提供一個高層次的有效平台，讓各持分者探討如何加強本港的競爭優勢，及配合金融市場國際化的發展。

《施政報告》在土地和房屋供應方面著墨甚多，我們已多次表達理當如此。土地供應督導委員會將統籌全港土地的使用，以確保市場有穩定的供應。然而，我們仍期望當局能就如何增加商業用地供應，制訂更仔細的策略，並推出具體的措施支援中小企。也許各位在閱讀本文時，財政司司長已在其《財政預算案》中回應了這些議題。恭喜發財! 🌸



CityU's College of Business

A Key Business Education Hub — in China for the World

- CityU is ranked 95th in the 2012 World University Rankings and 12th in the 2012 Asian University Rankings by Quacquarelli Symonds (QS)
- CityU's College of Business is amongst a small group of elite business schools worldwide that are accredited by AACSB International and EQUIS
- CityU's College of Business ranks amongst the top 100 business schools in the world according to the School of Management of the University of Texas at Dallas
- Haas School of Business at UC Berkeley provides an advanced management executive programme to our postgraduate students in the College of Business



2013 Admissions

Professional Doctorate Programme

- ▶ **Doctor of Business Administration (DBA)**

Taught Postgraduate Programmes

- ▶ **Executive Master of Business Administration (EMBA)**
- ▶ **Master of Business Administration (MBA)**
- ▶ **MA International Accounting**
- ▶ **MSc Professional Accounting and Corporate Governance**
- ▶ **MSc Applied Economics**
- ▶ **MSc Finance**
- ▶ **MSc Financial Engineering**
- ▶ **MSc Financial Services**
- ▶ **MSc Business Information Systems**
- ▶ **MSc Electronic Business and Knowledge Management**
- ▶ **MSc Electronic Commerce ***
- ▶ **MSc Information Systems Management**
- ▶ **MA Global Business Management**
- ▶ **MSc Organizational and Change Management**
- ▶ **MA Quantitative Analysis for Business**
- ▶ **MSc Operations and Supply Chain Management**
- ▶ **MSc Marketing**

* The programme is jointly offered by the departments of Information Systems and Computer Science

Online Application:

<http://www.cb.cityu.edu.hk/postgrad/>



Tel: (852) 3442 8525

Fax: (852) 3442 0151

Email: cbgrad@cityu.edu.hk

How well do you know your colleagues?

你對同事了解有多深？

Most workers spend more waking hours with their colleagues than with their families, but do they really know them? Would you be able to identify the objects your colleagues just couldn't do without in the office? Recent research from flexible workspace provider Regus surveyed over 20,000 senior managers and business decision-makers in more than 80 countries and found that, in Hong Kong, the most common 'must-have' desk items include snacks, diplomas and lucky charms.

More traditional responses are family photos, cherished by one in five respondents (18%), useful business cards (14%) and artwork (5%) – possibly a source of inspiration or a degree of escape from the daily grind.

許多在職人士與同事一起的時間，比和家人見面的時間更長，但他們對自己的同事究竟有多了解呢？你又知道同事最不可缺少的辦公桌物品是甚麼嗎？靈活辦公空間供應商雷格斯最近向全球80多個國家的二萬多名高級經理和企業決策者進行調查，發現香港在職人士最常見的辦公桌「必備」物品包括零食、證書和幸運符。

此外還有一些較傳統的答案，例如受訪者會把家庭照（18%）、有用的名片（14%）和工藝品（5%）擺放在辦公桌上，以自我激勵和緩解日常工作壓力。

Transfer Nightmares 外派危機

Specific challenges – such as controlling costs, complying with local laws, and complex housing issues – loom large for relocation managers at multinational companies, according to a survey from Cartus Corporation.

The survey found that many of the issues impact not only the company's relocation managers, but also the daily lives and job success of their employees on the ground.

海外調派服務供應商Cartus Corporation的調查指出，控制成本、遵循當地法例及住屋問題等個別國家的挑戰，正為跨國企業的外派經理帶來日益顯著的影響。

調查發現，大部分問題不但影響企業的外派經理，還會影響當地僱員的日常生活和工作成果。

10 Greatest Challenges for Companies Managing Global Relocation

企業推行全球外派所面對的十大挑戰

1	Controlling relocation/assignment costs 控制外派成本	61%
2	Complying with laws and regulations 遵循法規	51%
3	Housing 住屋	41%
4	Moving employees into areas with limited infrastructure 把僱員調往基建不足的地區	29%
5	Structuring compensation packages 制訂薪酬福利	28%
6	Finding suitable candidates in the local market 在當地市場物色合適人選	27%
7	Attracting qualified candidates to go on international assignments 吸引合資格人選到海外工作	24%
8	Payroll & currency issues 薪酬及貨幣問題	24%
9	Safety & security 安全	24%
10	Schooling 教育安排	24%

Clarification:

Last month, *The Bulletin* featured a story on the Star Ferry's efforts to reduce emissions. A direct quote should have read: "Ultimately, we may need to replace all the old diesel engines one day, but that would involve substantive investment and higher maintenance costs, which might require increasing ferry fares by a high percentage to cover those costs."

澄清：

《工商月刊》在上月報導有關天星小輪致力減排的工作，當中的一句直接引用應為：「最終有一天我們如果需要更換所有舊式柴油引擎，將會牽涉龐大的投資和較昂貴的維修費用，屆時或有需要令小輪票價大幅調高才得以支持這些成本。」

the Bulletin
Feb 2013

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

Chairman: C K Chow
Deputy Chairman: Y K Pang
Vice Chairmen: Victor Li, Stephen Ng, Christopher Pratt
CEO: Shirley Yuen
Senior Managing Editor: Malcolm Ainsworth
Editorial Board: David O'Rear, Watson Chan, Lok Yee Fan, Simon Ngan, Christina Lau
Translated By: Rachel Shum, Cathy Au Yeung
Graphic Design: Andy Wong
Advertising: OMJ Media
Tel: 2375 2311 Fax: 3020 8642 Email: jeremy@omjmedia.com
The Chamber is apolitical.
Any advertisement of a political nature does not necessarily imply endorsement by the Chamber
Published By: The Hong Kong General Chamber of Commerce
22/F United Centre, 95 Queensway, Hong Kong
Tel: 2529 9229 Fax: 2527 9843 www.chamber.org.hk
Printed By: OMAC Production House Ltd
Flat B 13/F On Loong Commercial Building,
276-278 Lockhart Road, Wanchai, Hong Kong
Tel: 2893 0944 Fax: 2832 7903 Email: info@omac.com.hk

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
總裁：袁莎妮
高級總編輯：麥爾康
編輯委員會：歐大衛 陳利華 駱綺芬 顏偉業 劉慧琪
編譯：岑美怡 歐陽雯
設計：黃惠強
廣告：OMJ Media
電話：2375 2311 圖文傳真：3020 8642

出版：香港總商會
香港金鐘道統一中心廿二樓
電話：2529 9229
圖文傳真：2527 9843
網址：www.chamber.org.hk
承印：奧瑪製作室有限公司
香港灣仔洛克道276-278號
安隆商業大廈13字樓B室
電話：2893 0944
圖文傳真：2832 7903
電郵：info@omac.com.hk

本會並非政治組織，任何帶有政治意識的廣告均不代表本會立場。

請瀏覽www.chamber.org.hk/bulletin

The opinions expressed in articles in *The Bulletin* are those of the individual authors and do not necessarily reflect the views of HKGCC.
《工商月刊》刊載的文章內容乃個別作者意見，並不反映香港總商會立場。

Visit us online at www.chamber.org.hk/bulletin

股份激勵計劃

Share Award Scheme

透過向員工獎勵公司股份，有效穩定管理層及保留骨幹成員，協助公司作長遠發展。
計劃的規則簡便，公司可按不同需要自行釐定。

董事會主席

現時公司 P/E 低，我公司現金充裕，股價又吸引，是推行【股份激勵計劃】的大好時機。股東、員工、公司必然同時得益！

人力資源總監

在人力資源競爭激烈的市場中，【股份激勵計劃】是保持骨幹和高層人員穩定和全力投入貢獻公司的最有效方法之一，我推薦！

公司總裁

與交銀信託合作，感覺體貼、愉快而暢順，確實是很好的夥伴！

財務總監

交銀信託提供的【股份激勵計劃】十分專業，簡單易辦服務周到，經驗又豐富，我必然會選擇他們！

高級職員

收到獵頭公司的電話，雖然心動，但【股份激勵計劃】能讓我分享公司的股價升值，相信未來一段時間，我都不會考慮「跳槽」！

交銀信託於2011年度已為超過5間上市公司或大型企業辦理「股份激勵計劃」受託業務，深得客戶信賴。
如有任何查詢，歡迎致電：

- 劉國英小姐 (Candy) (852) 6083 9983 / (852) 2905 8701
- 伍炳光生先 (Patrick) (852) 9813 3706 / (852) 2905 8798
- 白一平小姐 (Yi-Ping) (852) 6503 0003
- 林頌敏小姐 (Mandy) (852) 9819 6085



交通銀行信託有限公司

BANK OF COMMUNICATIONS TRUSTEE LIMITED

(交通銀行股份有限公司全資附屬公司)

(A Wholly Owned Subsidiary of
Bank of Communications Co., Ltd.)

✉ 香港中環德輔道中121號遠東發展大廈1樓

1/F, Far East Consortium Building, 121 Des Voeux Road Central, Hong Kong



www.bocomtrust.com.hk

《施政報告》著重發揮成效 Policy Address Focuses on Producing Results

By Jeffrey Lam 林健鋒

In his first Policy Address, Chief Executive C Y Leung has responded to the concerns of the business community by announcing various proposals to promote economic development. I hope that the Government will implement the suggestions as soon as possible. The community should give advice that will help the proposals achieve their desired results.

The Policy Address begins by promoting economic development. To facilitate economic growth, the Chief Executive said he is committed to the principle of keeping expenditure within the limits of revenues, and to maintaining a business-friendly environment with a simple and low tax regime. The emphasis incorporates our recommendations that economic development should go hand in hand with people's livelihood.

My belief is "to develop the economy and to improve people's livelihood." In the process of policy formulation, the Government needs to strike a balance between economic development and people's livelihood. We are pleased that the Chief Executive agrees with this concept, as he stressed in the Policy Address: "It is imperative to pursue people's livelihood and the economy in tandem. Improving people's livelihood hinges on economic development. We promote economic development for the purpose of improving people's livelihood, and that in turn will provide a more stable business environment."

We repeatedly urged the SAR Government to enhance G2G (government-to-government) co-operation with the Mainland and to set up a joint working group under CEPA, so we are glad to hear that the Government will help Hong Kong businesses gain wider market access by "unlocking the small doors after the big doors." These measures, including enhancing the functions of the Government's Mainland offices and setting up another Economic and Trade Office (ETO) in Wuhan in Hubei, should be implemented as soon as possible to ease any difficulties that Hong Kong enterprises might encounter on the mainland.

To promote environmental protection, the Government will invest HK\$15 billion. Two thirds of that will go towards phasing out of old diesel commercial vehicles. This, together with legislation requiring ocean-going vessels to switch to low-sulphur diesel while berthing in Hong Kong, will effectively improve our air quality. This is not only something that we all desire, but it will also encourage more companies and professionals to invest and work in Hong Kong.

I hope that in the upcoming Budget, the Government will continue to encourage economic development by providing more support to SMEs through various measures, including continuing the Special Concessionary Measures under SME Financing Guarantee Scheme, strengthening the enhancement measures for the SME Export Marketing Fund and the supply of commercial space, and offering tax concessions to SMEs. 🌸

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

行政長官梁振英的首份《施政報告》回應了商界關注的問題，並提出多項建議。我希望政府盡快落實有關措施，各界亦應多些發表意見，讓建議在運作時發揮實際作用。

《施政報告》開首就談經濟發展，並以促進經濟發展為政府首要目標，而行政長官表示在任內會「堅守量入為出的原則，堅決維持香港簡單稅制和低稅的營商環境」，這些都是總商會一直建議政府在發展經濟時要堅守的原則。

我一直認為「工商帶動經濟、專業改善民生」；政府在制訂政策和施政時必須在經濟和民生上取得平衡。我們很高興這個理念得到行政長官的認同，他在報告中強調「民生和經濟不可偏廢」，因為「改善民生必須靠經濟發展，促進經濟發展就是為了改善民生，民生改善就可以為香港社會提供更安穩的營商環境。」

我們多次呼籲特區政府做好與內地政府（G2G）的聯繫工作，並成立CEPA聯合作小組，因此對於報告指政府會著手解決業界，尤其是中小企打入內地市場時遇到「大門已開，小門未開」的問題時，我們都感到很欣慰。我們希望政府盡快落實相關措施，包括提升香港駐內地辦事處的職能，並因應中西部發展在湖北武漢開設經貿辦事處等，以助港商解決在內地營商和生活時遇到的問題。

另外，《施政報告》指政府會投放150億元推動環保，包括建議立法規管遠洋輪船在港泊岸時轉用低硫柴油，還會用100億元淘汰所有舊柴油商業車輛，成為這次報告投入金額最大的單項政策項目。我們相信，有關措施可有效改善空氣質素，並且吸引海外投資者和專業人士來港投資或工作。

然而，我們希望政府制訂更多扶持中小企的措施。我希望即將發表的《財政預算案》能為中小企提供更多支援，例如延長「中小企融資擔保計劃」的特別優惠措施，強化「中小企業市場推廣基金」，並增加商用樓供應，以及為中小企提供稅務優惠等。 🌸





Hong Kong Export Credit
Insurance Corporation
香港出口信用保險局

Statutory maximum liability at HK\$40 billion
法定最高負責額為400億港元

保障放帳風險 方便貿易融資

Credit Risks Protection Useful Trade Finance Collateral

買家風險 Buyer risks

- 破產或無力償還債務
Bankruptcy or insolvency
- 拖欠貨款
Payment default
- 買家拒絕提貨
Refusal to take delivery of goods

國家風險 Country risks

- 包括外匯禁制或阻延、貨物被禁入口、入口證被取消、延遲償還外債、戰爭、革命、暴動或天災
Including blockage or delay in foreign exchange remittance, import ban, cancellation of import licence, payment moratorium, war, revolution, riot or natural disaster

永不停步 We Never Stop Looking

By Shirley Yuen 袁莎妮

The Chamber welcomes dozens of visitors from around the world every week, and one question that people always ask is: how can such a small city with no natural resources be so successful?

Hong Kong has come a long way since it was dismissed as a barren rock in the South China Sea. Today, we are the world's 10th largest trading entity in goods, and 14th in the world league of commercial services trading entities, and we are one of the world's most important financial centres. In short, we punch far above our weight. Much of our success stems from our ability to seek out opportunities around us. For HKGCC members, missions have been an invaluable platform to help them discover new business opportunities from as near as Guangdong and Asia, to countries further afield in Africa, Europe and the Americas. Wherever there are business opportunities, we help our members to find them.

Given Hong Kong's disposition and strength as a middleman, we have long provided an intelligent bridge between China and the rest of the world. While entrepreneurs have traditionally looked for investments within China, with the breathtaking pace of development in the Mainland, Chinese companies are increasingly looking to expand overseas. This is where our international expertise makes a real difference.

On the Chamber's mission to Guangdong last month, Governor Zhu Xiaodan expressed his wish to expand cooperation with the Chamber to drive forward the restructuring and upgrading of Hong Kong enterprises in Guangdong, and at the same time accelerate liberalization of trade in services between Hong Kong and Guangdong. The mission provided members with very useful updates on projects underway and planned in the province, as well as good contacts. On the following day, we organized another mission to Hengqin to examine what opportunities are in the pipeline.

As the hub of Asia, we need to be alert to opportunities around us, and remind our neighbours and partners of our value. On the Chamber's mission to Myanmar last year, the Chamber organized one of the first business delegations to the country since the election of its new government.

We are currently studying potential missions to countries in Africa, northern Europe as well as Latin America. The Mainland and Asia, of course, will continue to be key areas of focus for us, and in addition to visiting these areas, we are also lobbying governments at home and abroad to have Hong Kong included in CAFTA, because we believe this will open up even more opportunities for business. 🌸

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

總商會每周都會接待來自世界各地的訪客，他們常問的一個問題是：何以這個缺乏天然資源的小城市竟能如此成功？

從昔日只被視為南中國海的一個荒蕪小島，香港經歷了不少變遷，才成就出今天的繁榮昌盛。如今，我們已發展成為全球第10大貨物貿易經濟體、全球第14大商業服務貿易經濟體，亦是全球最舉足輕重的金融中心之一。簡言之，我們的成就已遠超預期。香港的成功，主要源於我們能夠抓緊機遇。對本會會員而言，考察團一直提供寶貴的平台，協助他們發掘近至廣東和亞洲，遠至非洲、歐洲和美洲的新商機。只要有商機的地方，我們都會協助會員前往探尋。

以香港的中間人角色和優勢，我們長久以來都是聯繫中國與世界各地的橋樑。過往，企業家一般只會在中國境內進行投資，但隨著內地急速發展，中國企業正日漸增加，尋求拓展海外市場。這正好發揮我們的國際專長。

As the hub of Asia, we need to be alert to opportunities around us, and remind our neighbours and partners of our value.

作為亞洲的樞紐，我們要掌握當前的機遇，還要讓鄰近地區和商業夥伴了解我們的價值。

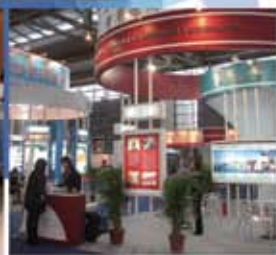
總商會上月舉辦廣東考察團，廣東省省長朱小丹與團員會面時，表示希望與本會共同推動在粵港資企業升級轉型，並加快推進粵港服務貿易自由化。是次訪問讓會員了解到該省正在進行的項目和最新規劃，並建立商務聯繫。翌日，我們率領另一考察團前赴橫琴，探索潛在商機。

作為亞洲的樞紐，我們要掌握當前的機遇，還要讓鄰近地區和商業夥伴了解我們的價值。緬甸新政府上台後，總商會去年便率先舉辦商務代表團訪問當地。

本會正研究組織考察團前往非洲、北歐和拉丁美洲等國家。當然，內地和亞洲將繼續是我們的焦點，除了訪問這些地區，我們亦正促請本港和海外政府，爭取香港加入中國—東盟自由貿易區，因為我們相信，這將可創造更多商機。 🌸



Turning Your Business Concepts into Reality



Chamber Services Limited

Your Events Solution Provider

Chamber Services Limited is a wholly-owned subsidiary of the Hong Kong General Chamber of Commerce (HKGCC). Leveraging our extensive networks and with the full support of HKGCC, we are one of Hong Kong's leading professional event management and conference organising companies that has the skills, knowledge and capabilities to providing end-to-end solutions for companies in the region. Contact our team for world-class event support.

總商會服務有限公司是香港總商會全資附屬機構。憑藉總商會龐大的商業網絡，加上總商會的全面支持，總商會服務有限公司已成為市場上專業、具實力和領導地位的活動及會議統籌公司，為區內公司提供全面和優質的服務。請與我們聯絡，為您的國際盛會作最好準備。



Hong Kong General Chamber of Commerce
香港總商會 1861

Our Services 服務範圍:

- **Event Management 會議管理**
 - Conference 會議
 - Exhibition 展覽
 - Award Management 頒獎活動管理
- **Media and Public Relations**
傳媒及公關關係
- **Mainland Investment Seminar & Management Training**
內地招商投資推介會及管理人員培訓

For any enquiries, please call 2823 1266
or email to csl@chamber.org.hk

查詢請致電2823 1266或電郵csl@chamber.org.hk

Mission to Guangdong

總商會廣東訪問團

Guangdong-Hong Kong cooperation is set to reach new heights as development in Nansha, Qianhai and Hengqin takes off
粵港合作進入新階段，南沙前海橫琴三區成焦點



Guangdong-Hong Kong cooperation is on track to reach new heights as businesses and governments work towards developing new strategic platforms in Nansha, Qianhai and Hengqin.

Guangdong Governor Zhu Xiaodan told the Chamber's 40-member delegation to Guangzhou on January 21 that he hopes cooperation will continue to deepen. He expressed his wish to expand cooperation with the Chamber to drive forward the restructuring and upgrading of Hong Kong enterprises in Guangdong, while at the same time accelerating liberalization

of trade in services between Hong Kong and Guangdong.

Led by Chamber Chairman C K Chow, and accompanied by Yin Xiaojing, Deputy Director of the Liaison Office of the Central People's Government in the HKSAR, the delegation called on the province's Guangdong Governor Zhu Xiaodan, as well as CPC Guangzhou Municipal Committee Secretary Wan Qingliang, and Guangzhou Mayor Chen Jianhua.

As Guangdong and Hong Kong share the same roots, Chow said the two areas are closely entwined and as such mutually benefit from each other's success. Many Chamber members



Members of HKGCC's delegation pose for a group photograph with Guangdong Governor Zhu Xiaodan (front row, centre).
總商會訪問團成員與廣東省省長朱小丹（前排中）合照。

have invested in Guangdong, not only in the manufacturing sector, but also in finance, trade and professional services. With their international expertise, he said Hong Kong businesses can contribute to the rapidly growing demand for high-end services in the province, and will encourage more members to explore these opportunities.

New strategic platforms

“After China’s three decades of double-digit growth, Guangdong is moving away from rapid economic expansion into a

new period of continuous and steady growth,” said Zhu, adding that the province’s GDP growth hit 8.5% last year, and is expected to reach 8% in 2013.

He said that Hong Kong entrepreneurs, especially those engaged in manufacturing, have contributed significantly towards Guangdong’s economic growth over the past 30 years.



CPC Guangzhou Municipal Committee Secretary Wan Qingliang (second, from right), and Mayor Chen Jianhua (right), told members that Hong Kong can serve as a platform to bring in international expertise to boost Nansha New District's software. 廣州市委書記萬慶良（右二）及市長陳建華（右一）向會員表示，希望可借助香港平台，為南沙新區引入國際項目和資訊，提升城市的軟實力。

Going forward, Guangdong-Hong Kong cooperation should focus on its current development stage to drive forward coordinated economic growth and sustainability in the province, which will require strengthening high-end services. Given Nansha, Qianhai and Hengqin's national strategic status, the focus of these new districts is clearly on the development of a modern service industry, which provides a new platform for Guangdong-Hong Kong cooperation. Zhu hopes Chamber members can play a key role in this development.

With Hong Kong's comprehensive investment products and financial services, Zhu said the SAR can help improve Guangdong's financial services and futures market. Chow echoed his comments and pointed out that just last December, the HKEx, of which he is chairman, bought the London Metal Exchange. He hopes the exchange can link up with the Mainland's metal futures to meet the needs of the market. In addition, the joint venture between the HKEx, Shenzhen and Shanghai stock exchanges will drive the development of new financial products and services. The move will help satisfy the needs of international investors, with Hong Kong acting as the gateway for foreigners investing in Mainland products.

Trade liberalization in Services

Over the past few years, CEPA has become one of the most important initiatives for Hong Kong service industries entering the Mainland, especially the Guangdong market, which has to date implemented 64 pilot measures. A total of 17 liberalisation pilot measures under Supplement IX have been introduced in Guangdong, including five measures specifically for Qianhai and Hengqin.

During Vice Premier Li Keqiang's visit to Hong Kong at the end of 2011, he said trade in services between Hong Kong and the Mainland will be liberalized by the end of 2015. To make this possible, the Guangdong Government is working on perfecting cooperation mechanisms under CEPA, and addressing the problem of "the big doors are open but small doors are not yet open."

Governor Zhu said the main difficulty with CEPA is that entry thresholds are unduly high, which discourage some service industries. But some progress is being made, as he said business registration approval procedures are expected to be simplified. Efforts are also underway to allow Hong Kong enterprises in Guangdong to enjoy national treatment as soon as possible, and he welcomed HKGCC's views and suggestions on facilitating the service sector. As such, the Chamber will work closely with the Guangdong Government to help deliver this goal.

In his Policy Address, CY Leung proposed setting up an Economic Development Commission to work on the overall strategy and policy to enhance our long-term development with the Mainland, and identify industries which present opportunities for Hong Kong's further economic growth. To address the problem of "the big doors are open but the small doors are not yet open," the HKSAR Government will study the feasibility of setting up new offices in large and medium-sized cities in China to request help for SMEs from local governments.

Guangzhou-Hong Kong Cooperation

CPC Guangzhou Municipal Committee Secretary Wan Qingliang told the delegation that Guangzhou is pressing

ahead with new urbanization plans. “This requires world-class innovation, knowledge as well as talent, and Hong Kong can play a key role in contributing talent, capital and experience,” he said.

The development of Nansha New District aims to create a new Guangzhou. To facilitate this, Hong Kong can serve as a platform to bring in international expertise to boost the city’s software. In addition to enhancing cooperation in services, urban planning and social management, he also suggested strengthening ties between university research institutes. For instance, HKUST and Guangzhou University are jointly establishing an integrated research university in the Nansha New District.

During the meeting, HKGCC’s Legco Representative Jeffrey Lam proposed abolishing double taxation for Hong Kong permanent residents working in Nansha. Wan promised to give Lam’s suggestion serious consideration, but pointed out that it would be challenging to implement because the tax systems in the two places are different.

Although the Nansha New District has yet to announce any preferential policies to attract investors, Wan said the time is ripe for Hong Kong enterprises to gain early access to its booming market. He believes preferential policies in Nansha, which have yet to be announced by the Central Government, will be as attractive as those offered by Qianhai and Hengqin. Guangzhou Mayor Chen Jianhua added that he and Wan will lead a delegation to Hong Kong soon to explain the policies and development plans in Nansha to attract investors.

The delegation also visited Tianhe Central Business District, Zhujiang New Town and Guangzhou International Financial City, among other areas. Tianhe District officials told delegates that they are focusing on developing the financial and commercial sectors, as well as attracting more companies to set up their headquarters in the districts. As these are Hong Kong’s core strengths, officials said the HKSAR business community can play a useful role in facilitating their development. Currently, 65 of Fortune Global 500 enterprises have set up offices in Tianhe CBD, as well as 70% of Guangzhou’s financial institutions. The GDP of Tianhe CBD reached RMB150.3 billion in 2011, which is expected to soar to RMB400 billion by 2020.

The delegation also called on Guangdong Provincial Railway Construction Investment Group Co., Ltd. to learn about development plans for Guangdong’s railway network, and new details about the national express rail link. The booming transport network will facilitate the flow of people, goods and capital between Guangdong and Hong Kong.

Chow concluded that members are looking forward to contributing towards the growth of Nansha, Qianhai and Hengqin special zones. He believes the Hong Kong business community can play an active role in the construction and development of the three areas, as well as contribute towards enhancing the overall quality of the services industry in Guangdong. Chamber CEO Shirley Yuen added that HKGCC will continue to strive to strengthen Guangdong-Hong Kong cooperation, and at the same time help members gain a more comprehensive understanding of Guangdong’s future development. ❀



Guangdong Governor Zhu Xiaodan hosted a dinner to welcome HKGCC delegates. Pictured from left to right are: Shirley Yuen, Y K Pang, Yin Xiaojing, Deputy Minister, Liaison Office of the Central People’s Government in the Hong Kong SAR, Zhu Xiaodan, C K Chow, Stephen Ng, and Jeffrey Lam.

廣東省省長朱小丹主持晚宴，歡迎總商會團員。圖左至右為袁莎妮、彭耀佳、中央政府駐港聯絡辦副主任殷曉靜、朱小丹、周松崗、吳天海及林健鋒。



香港總商會主席周松崗率領40多名本會領導和會員，在中聯辦副主任殷曉靜等領導的陪同下，於1月21日前往廣州，拜訪廣東省省長朱小丹及廣州市委書記萬慶良、市長陳建華等領導。朱小丹希望與本會共同推動在粵港資企業升級轉型，及加快推進粵港服務貿易自由化。他認為，目前粵港合作已進入新的階段，粵港商界可聯手打造南沙、前海、橫琴三個國家戰略級新平台，以推動粵港經貿合作在轉型升級中不斷深化。

周松崗表示，粵港之間既有兄弟血緣關係，亦是唇齒相依，互相扶持，互相依賴。他指出，總商會許多會員都有在廣東投資，活躍於金融、商貿和專業服務等多個領域，這正好符合廣東省未來發展高端服務業的需求。總商會將會加大力度，協助會員積極參與這三個地區的建設和發展。

粵港商界聯手打造南沙前海橫琴三個國家戰略級新平台

朱小丹在接見代表團時說：「經歷了30多年雙位數的高速經濟增長，廣東的經濟目前正從總量高速擴張轉入持續平穩發展的新階段。去年全省地區生產總值（GDP）增長為8.5%，政府對2013年的定位為8%。」他認為香港的企業家，特別是從事外貿製造業的企業家，在過去30年間，對廣東經濟的發展作出了不可替代的貢獻；而當前的粵港合作應適應新時代的特徵，以保證廣東省經濟協調及可持續的發展。這需要兩地加強在高端服務領域的合作，特別是南沙、前海、橫琴三個區的發展已上升到國家戰略級高度，它們都集中發展現代服務業，為粵港合作締造了一個新的平台，希望總商會的會員可積極參與。

朱小丹提及珠三角期貨市場的發展比較滯後，但香港有完善的金融投資產品和國際化的金融服務水準，可以協助廣東提升金融服務，包括完善珠三角的期貨市場。周松崗回應時談到，香港期貨市場發展相對成熟，就在去年12月，他身為主席的港交所購入倫敦金屬交易所，希望未來可以和國內金屬期貨掛鉤，以滿足市場需求。此外，香港、深圳、上海三個交易所成立之合資公司將研發及推出新的金融產品及相關服



Wan Qingliang and Guangzhou Mayor Chen Jianhua hosted a lunch for the delegation following their meeting.

廣州市委書記萬慶良及市長陳建華在與訪問團會面後，為成員主持午餐。

Michel Roth signs innovative and authentic dishes for the **Air France Business Class menu**



As from 1st February 2013 and for a period of 8 months, on all long-haul flights departing from Paris-Charles de Gaulle, Air France's Business Class customers will be able to enjoy exceptional dishes signed by Michel Roth. After Joel Robuchon and Guy Martin, Michel Roth will become the new ambassador of fine French cuisine. He will present six unique main dishes, the result of traditional and inventive cuisine. His dishes will be renewed twice a month for the pleasure of frequent travellers.

Originally from Lorraine, Michel Roth worked at the best restaurants in France, finally stopping at the Ritz, where he earned his second Michelin star as head chef of the restaurant "L'Espadon". In 1991, he won the "Bocus d'Or" Award and the title of "Meilleur Ouvrier de France".

His cuisine, a mixture of authenticity, simplicity and humanity, has its roots in local French produce, where the authentic taste of French cuisine is respected. This rigor and creativity that Michel Roth has shared and passed on to the Servair Chefs, who make dishes for Air France passengers, have a single goal: "to give pleasure and make others happy!"

Air France exclusively reveals some of the dishes signed by Michel Roth for the Business Class menu

- Pollock fish, mussel broth with Menton cured lemon zest, simmered vegetables
- Shrimp and squid with tarragon lobster sauce, red rice and baby spinach
- Pan-seared scallops, artichoke sauce with white truffle, crisp polenta and sugar snap peas
- Veal simmered with verbena, vegetable fricassee (artichokes, carrots & zucchini)
- Glazed duckling with rare peppercorns, citrus honey sauce, caramelized mango and pineapples, vegetable bâtonnets
- Braised beef, black truffle sauce, sautéed asparagus and cèpe mushrooms

This winter, Air France is offering 10 weekly flights, including seven evening and three day departures, from Hong Kong to Europe and beyond via its hub in Paris-Charles de Gaulle airport.

For reservations & latest promotional offers, contact Air France at (852) 2501 9433 or visit airfrance.com.hk





Delegates visit Zhujiang New Town in Tianhe District.
團員參觀天河區的珠江新城。

務，這將有利於滿足全球的交易需求和國際投資者，並可利用香港作為投資內地相關產品的海外主要渠道。

完善體制機制，盡快實行服務貿易自由化

過去幾年間，CEPA成為香港服務業進入內地特別是廣東省地區的重要措施之一，而廣東先行先試政策累計已達64項。在CEPA補充協議九中，共有17項廣東先行先試開放措施，當中5項專為前海及橫琴而設。特別是李克強副總理於2011年底訪港期間，提出2015年前兩地基本實現服務貿易自由化的目標後，廣東省政府正積極完善CEPA的合作機制和體制，集中解決「大門已開，小門不開」的問題，爭取在2015年之前，在內地和香港的服務貿易自由化當中，先走一步，率先基本實現粵港的服務貿易自由化。

朱小丹坦言，過去CEPA實施過程中最大的問題就是「門檻太高」，不利於服務業的合作。經過省政府的多方努力，國家已將100多項行政審批權限下放到廣東省政府，預計未來將會大大簡化工商註冊等審批手續，希望可盡快對港實現國民待遇。他認為總商會包涵廣泛的服務行業，最能反映業界的意見和建議，可與廣東省政府的相關部門加緊合作，積極推動這項工作的發展。

周松崗說，新任特首在《施政報告》中提出成立高層次、跨部門、跨界別的「經濟發展委員會」，促進長遠經濟發展的整體策略和政策，檢視有助經濟進一步發展的行業。為解決中小企與內地在CEPA中「大門已開，小門不開」的困擾，在內地大中城市增設辦事處，以聯絡當地政府幫助中小企及時解決難題，更好地推廣香港的優勢和支援港人及港商在內地事業的發展。相信在兩地政府的努力下，服務貿易自由化的目標將指日可待。

新型城市需要世界眼光，穗港需要多方位合作

萬慶良在會見代表團時說：「廣州市正積極推動新型城市化發展，

這需要有世界眼光的創新、知識型人才，需要大力借鑑香港的人才、資本、經驗。」他表示南沙新區的發展將會打造一個新廣州，希望可以借助香港平台，為區內引入國際項目和資訊，提升城市的軟實力。兩地除了加強在服務領域、城市規劃、社會管理等多方面的合作，還將加強兩地大學科研機構的合作，比如香港科技大學和廣州大學正聯合在南沙新區，構建一所綜合性的研究大學，共同培養從事科研的精英人才。

對於本會立法會代表林健鋒建議，在南沙工作的港人，可獲豁免雙重徵稅，萬慶良表示：「這是重點，也是難點，兩地稅制並不一樣。」他表示會慎重考慮林健鋒的提議。有團員問及南沙新區目前的發展是否有欠人氣，另外區內的優惠政策何時落實，萬慶良笑指別人還沒來的時候，正是港商「搶灘」的好時機。雖然南沙新區的具體優惠政策還未得到國家正式認可，但他認為不應該比前海和橫琴的優惠政策差。陳建華市長也表示，萬書記將和他親自率團，於近日赴港宣傳南沙新區的政策和發展規劃，希望可吸引更多港商和跨國企業前往投資。

此外，代表團還參觀了天河CBD、珠江新城、廣州國際金融城等。天河區領導在和代表團會面時表示，天河未來將集中發展金融、商貿、總部經濟，而這正是香港經濟結構的優勢，希望香港商界可積極參與。目前天河CBD擁有世界500強企業65家，以及廣州市70%的金融機構。天河CBD在2011年已實現GDP人民幣1,503億元，預計到2020年可高達4,000億元。

代表團還訪問了廣東省鐵路建設投資集團有限公司，了解廣東省鐵路網發展規劃以及國家高鐵網路的最新發展。蓬勃迅速發展的交通網路，將為粵港兩地人流、物流、資金流帶來前所未有的便捷。

周松崗總結時說，會員對南沙、前海、橫琴三個特區的發展充滿期待，相信未來可積極參與三個地區的建設和發展，為提升廣東省的服務業水準盡一分力。本會總裁袁莎妮會後也稱，商會將繼續致力為兩地商界合作締造更好的平台，協助會員加深了解和配合廣東的發展。✿







The Year of the Water Snake

水蛇年

Snake years are generally good periods for business, but always finish with a twist, writes **David O'Rear**
蛇年一般催旺生意，但最終往往會出現逆轉 歐大衛

The Water Snake is one of the more fortuitous signs for businesses, which will be a welcome relief from the recent past. The year is supposed to be good for business dealings, particularly in the organisational arena. But, 2013 may also be a year of political twists and turns.

Snakes have been part of human mythology for longer than we can know, from the Garden of Eden to legends arising in Asia (Nuwa, Vritra), Europe (Ophion), and Australia (the Rainbow Snake). In parts of South-east Asia, snakes represent wisdom, knowledge and fertility. The ancient Egyptians saw the cobra as a sign of power and strength. In the United States, a snake oil salesman is someone who persuades the gullible to buy worthless medicines, or more generally, a smooth talking con man.

A “snake in the grass” is a hidden danger, as seen in events such as the tragedies of September 11th and Tiananmen in the Year of the Snake. Change is perhaps the most consistent factor in the historical record sketched out below.

In the commercial sphere, 2001 will be remembered as the year Enron filed for bankruptcy, Wikipedia was launched and Apple opened its first retail store and introduced the iPod. China joined the World Trade Organization that year as the WTO launched the on-going Doha Development Round.

Twenty-four years ago, the World Wide Web (WWW) was invented by Tim Berners Lee in Switzerland, the first Global Positioning System (GPS) satellite was put into orbit. The Berlin Wall fell, apartheid began to be dismantled in South Africa and the Asia-Pacific Economic Cooperation (APEC) organisation was founded.

Three cycles back, in 1977, Ocean Park opened, Deng Xiaoping returned to prominence, the PC was born and Apple

and Oracle were founded. The first space shuttle flew, Star Wars premiered and smallpox was eradicated.

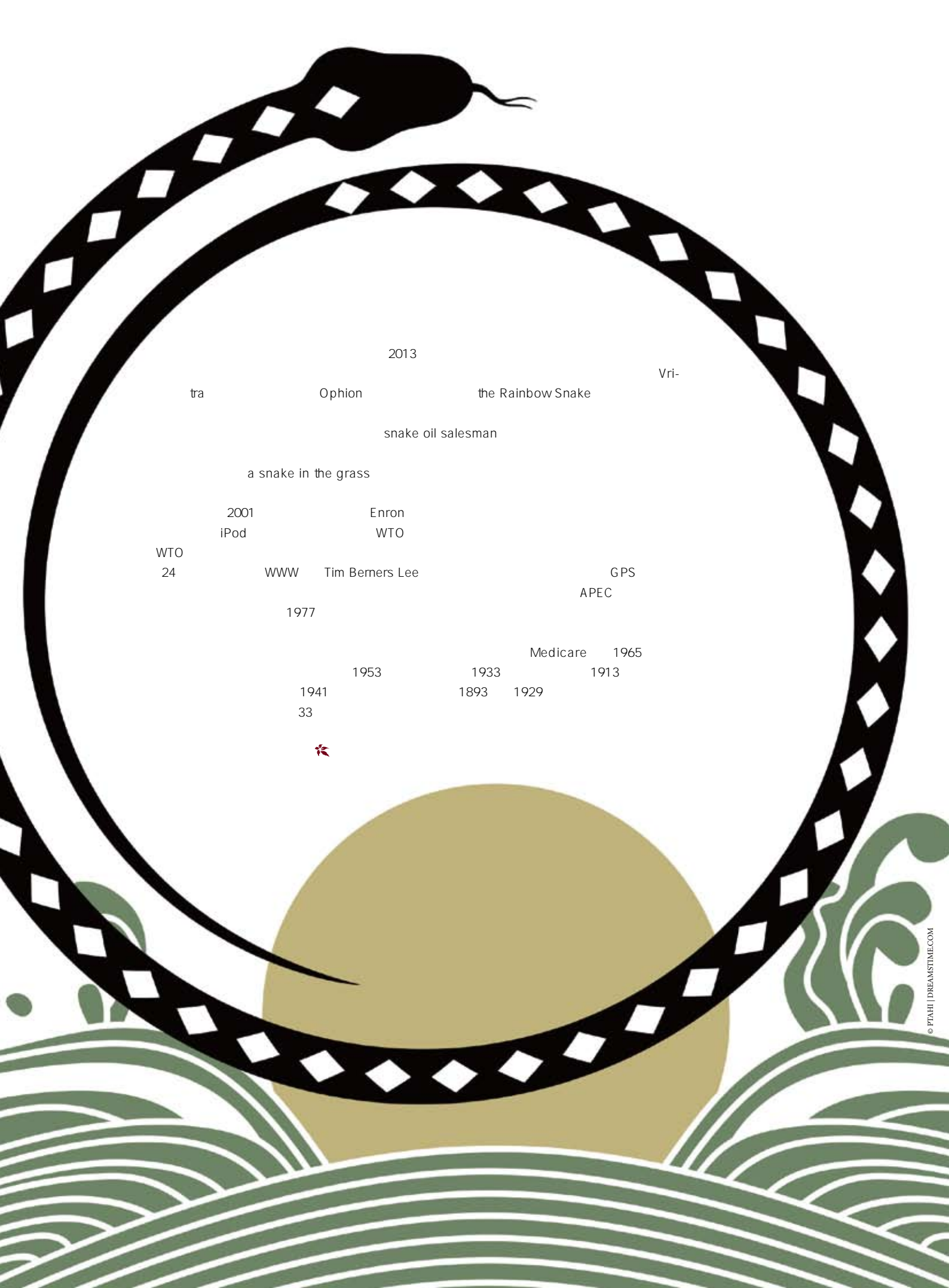
Snake years saw the founding of Singapore and the launch of Medicare in the U.S. (1965) as well as the death of Joseph Stalin and the emergence of James Bond (1953). Franklin Delano Roosevelt (1933) and Yuan Shih-kai (1913) came to power and the United States entered World War II (1941). Stocks crashes led to depressions in the US in 1893 and 1929, and Jesus Christ is thought to have been crucified in 33 AD, the Year of the Water Snake.

Members will want to be cautious this year, but remember that good opportunities are often found amid uncertainty, and that change brings both kinds of luck.

Kung Hei Fat Choy! 🌸



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



對 商界來說，水蛇是其中一個吉祥的象徵，大家將可暫時鬆一口氣。蛇年有利生意往來，特別是機構組織的業務。然而，2013年也許是政局反覆不穩的一年。

自古以來，蛇都不時出現在眾多神話之中，從伊甸園以至亞洲的女媧、那伽（Vritra）、歐洲的奧菲昂（Ophion）及澳洲的彩虹蛇（the Rainbow Snake）等傳說，都有蛇的蹤影。在東南亞一些地區，蛇代表智慧、知識和富饒。古埃及人視眼鏡蛇為權威和力量的象徵。在美國，所謂的「蛇油推銷員」（snake oil salesman）是騙人購買假藥的推銷員，或泛指滿嘴花言巧語的騙子。

在英語中，「a snake in the grass」（在草叢中埋伏的蛇）這個慣用語是指潛藏的危機，而九一一和天安門事件等悲劇都是在蛇年發生。從以下的歷史事件看來，蛇年往往出現很多轉變。


商業方面，2001年標誌著能源業巨頭Enron申請破產，維基百科成立，以及蘋果電腦開設首間零售專門店，並推出了iPod。隨著世界貿易組織（WTO）於該年展開持續的多哈發展回合談判，中國亦在同年加入了WTO。

24年前，萬維網（WWW）由Tim Berners Lee在瑞士發明；首顆全球定位系統（GPS）衛星成功進入軌道；柏林圍牆倒塌；南非的種族隔離制度開始逐步廢除；亞太經濟合作組織（APEC）成立。

追溯至三個循環前的1977年，海洋公園揭幕；鄧小平重掌執政大權；個人電腦面世；蘋果電腦和甲骨文公司成立；首架太空穿梭機飛行；電影《星球大戰》首映；天花病毒被根除。

蛇年也經歷了新加坡建國，以及美國推出聯邦醫療保健計劃（Medicare）（1965年）；還有史太林逝世，以及占士邦的誕生（1953年）；羅斯福（1933年）和袁世凱（1913年）當選總統；美國加入二次大戰（1941年）；美國股市分別於1893年及1929年崩盤，引發經濟衰退；據說耶穌也是在公元33年的水蛇年被釘在十字架上受難。

各位會員今年務必事事小心，但緊記危中有機，而變化亦有好有壞。

恭喜發財！

A Year of **Fire**

風水大師： **火年**經濟呆滯

The Bulletin's **Fion Chui** consulted renowned Feng Shui Master Peter So to share his forecast on Hong Kong, the global economy, and business strategies as we enter the Year of the Snake

著名風水命理大師蘇民峰接受本刊專訪，大談蛇年運程、全球經濟發展、行業前景和企業策略 徐惠兒

The Bulletin: What can businesses expect in the Year of the Snake?

Peter So: For the coming three years, the Fire element will dominate business. In geomancy, when Water is the dominant element, we usually see a lot of economic activity. When the dominant element is Fire, however, the economy usually slows. In the second half of 2013, Fire will take over from Water as the dominant element, so businesses should not be overly optimistic, even though the economy may appear to be bullish in the first two quarters. As fire will remain the single most influential element in 2014 and 2015, there is a higher possibility that the economy will slow further and property prices will also drop. The Year of the Snake will also bring more upheavals and traffic accidents.

B: Is there any good news?

PS: A Fire year is especially favourable for those with a Cold predisposition (people born between August 8 and March 6). From 2013 to 2015, people with a Cold predisposition will enjoy better luck, so they should try to be bolder than usual and seize new opportunities when they arise. However, those with a Hot predisposition (those born between May 6 and August 8) will not fare that well. Add to this the possibility of a lackluster economy and weaker property market between 2013-2015, and their chances of success are slim.



The Year of **the Snake**

蛇年運程

What does the Chinese Zodiac have in store for you in 2013?

2013年的生肖運勢如何？

Brace yourself for what could be a year of major ups and downs as Fire and Water elements fight for dominance in the Year of the Water Snake, says Feng Shui Master Peter So.

For the next three years, Fire takes over from Water as the dominant element which will result in more volatility in the stock market and public upheavals. Following is a brief snapshot of the Master So's forecasts for the 12 animals of the Chinese Zodiac.

風 水命理大師蘇民峰說由於水火交戰，水蛇年或會是大起大落的一年，切記提防。

由今年開始，以後三年為大火年，股票市場相對不和平穩，社會亦會較為動盪。以下是蘇師傅預測的12生肖運程概覽。



Snake (1929, 1941, 1953, 1965, 1977, 1989, 2001, 2013)

High moral principles, mostly when applied to others. Sophisticated and charming. More than meets the eye.

講求道德原則，待人尤其嚴苛。老於世故、富有魅力。為人深沉內斂。

Snakes will be lucky in money in 2013, but unlucky in love. The lucky stars *Tian Jie* and *Jie Shen* are twinkling for snakes, which will help turn mishaps into good luck. As such, snakes should grasp viable opportunities that they come across in 2013 and be bolder than usual.

The two stars also weaken the impact of inauspicious stars, which is just as well as there are a few too many for comfort following snakes around this year. The star of relationships, *Hong Luan*, will cause frequent quarrels and negative feelings that cause snakes to fly off the handle over trivial issues. As such, snakes should try to keep their minds focused on a relaxing hobby or travel so they are not brooding. Master So also says all snakes are likely to suffer from accidents and injuries as *Jian Feng* (literally sword blade) and *Fu Shi* (literally hidden corpse), follow your zodiac this year, so watch out!

肖 蛇今年為財運年，但感情容易出現變化。今年吉星有「天解」和「解神」，逢凶化吉，遇有機會宜大膽嘗試，免錯失良機。

兩顆吉星亦能減弱凶星之力，算是不幸中之大幸。主人緣和姻緣的「紅鸞」星令肖蛇者頻生爭拗，容易出現負面思想，常因小事令自己心情不佳。如情況許可，最好能培養興趣或旅遊散心，以免胡思亂想。蘇師傅亦表示，犯太歲的肖蛇者有「劍鋒」和「伏屍」兩顆凶星跟隨，特別容易遇到意外和損傷，故要格外留神。



Horse (1930, 1942, 1954, 1966, 1978, 1990, 2002)
Confident and proud, but prone to erratic behaviour.
Heart is in right place. Can be flighty and emotional.
自信、傲慢、難以捉摸。心性善良。反覆無常、情緒化。

After a dull Year of the Dragon in 2012, things are certainly looking up for horses. You are blessed by the star of temporary relationships Xian Chi this year, which will see single horses starting a new relationship, while those who are married will be able to build useful relations under the star.

Horses also have the best luck in wealth among all zodiacs this year, which gets an added boost because of your excellent luck in relations. Your career should also get a boost and horses may feel puzzled by how many choices they have this year following years of stagnation in their careers.

經過2012年的平穩普通年，肖馬人士今年必然向好。今年流年帶「咸池」桃花，單身者有機會展開一段新戀情，已婚者亦可借助這霧水桃花年廣結人緣，打開更好的人際網絡。

肖馬今年為財運年，是各個生肖中財運最好的，再加上桃花人緣之助，財運應能再進一步。桃花星對事業亦有幫助，肖馬者在事業停滯多年後，今年路多反覺難啟步。



Goat (1931, 1943, 1955, 1967, 1979, 1991, 2003)
Sensitive, creative and multi-talented. Eccentric. Has much fortitude. Loves to be loved, hates to be pushed.

敏感、具創意、多才多藝。怪異反常。堅毅不屈。喜歡被愛，抗拒壓迫。

As in 2012, there are no major signs of conflict or union for goats in 2013, so you can expect another quiet year. However, married goats may feel a little agitated by the quiet life, as the star *Yang Ren*, meaning lack of patience, could lead to quarrels with your spouse. Rumourmongers will be out in force this year, and with your short temper, you tend to get upset by them more than usual. To offset this, Master So suggests keeping a glass of water in the north of your house, and a pink object in the east.

On the up side, goats have more chances than usual to invest and learn this year, so expect to spend more than usual.

肖羊人士與去年一樣，無刑、無沖、無合，一切都比較平穩。然而，凶星有「羊刃」，有時會突然缺乏忍耐力，已婚者唯恐感情不定，鬧意見的時候會比較多。你有時會控制不住情緒而發脾氣，因而得罪人，是非便隨之而生。蘇師傅建議在今年正北桃花位放一杯水，正東爭鬥位放粉紅色物件，以旺人緣、化是非。

好事方面，今年為思想學習投資年，故今年的開支會比往年多。



Monkey (1932, 1944, 1956, 1968, 1980, 1992, 2004)
Wily and cunning. Ignores regimented rules. Free spirit. Loves movement and change. Can be rather selfish.

詭計多端、狡猾奸詐。抗拒規範、追求自由。好動、愛變化。為人較自私。

Monkeys are said to be "torturing" while also in "union" with the presiding god, which will result in extreme treatment from people you meet – people will either adore you or hate you with a passion. As you love socializing, those against you may make you feel depressed and lonely as the star of solitude *Gu Chen* will affect your mood. Don't give in, and get out with friends to cheer yourself up.

B: What is your forecast for the U.S. and Europe?

PS: The U.S. has been in recession since 2006, but finally bottomed out in 2012. Now it is recovering slowly, but that growth is not expected to accelerate until we are out of the period of Fire in 2015. Despite this, slow growth is better than no growth, so businesses in the U.S. can finally breathe a sigh of relief.

Europe, however, has yet to hit the bottom, which I expected to happen in 2014 at the earliest. Consequently, I would caution companies that they should put their investment plans in Europe on hold until the market there bottoms out.

B: Asia is enjoying steady growth, so should businesses focus on developing their Asian businesses in the coming year?

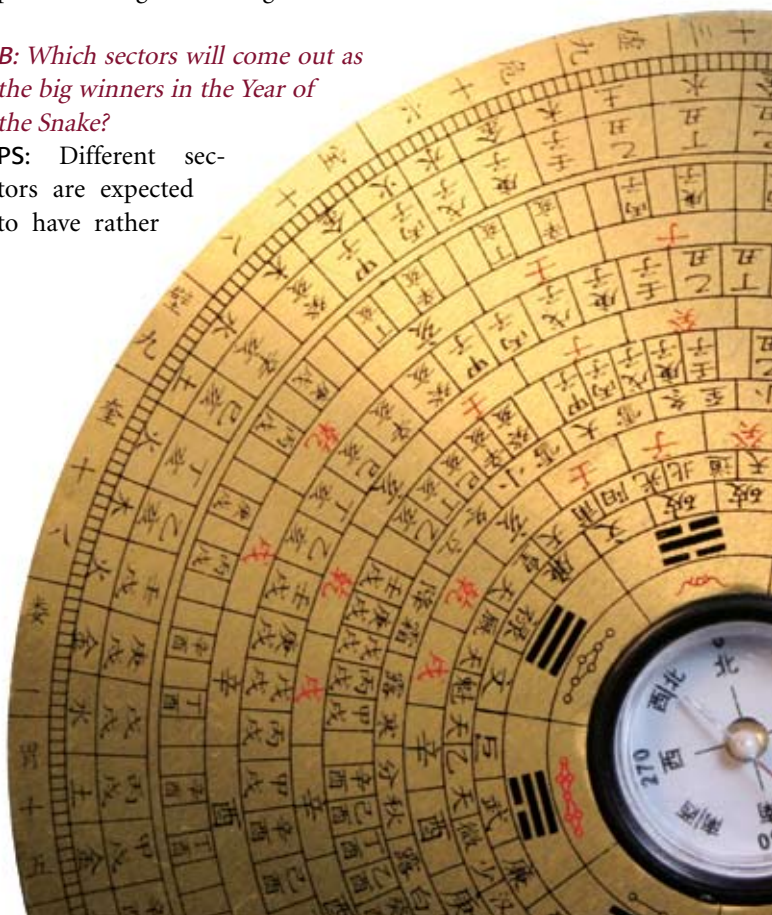
PS: With its strong economic performance, Asia has now become the place to do business. Among all economies in this half of the world, China is the most promising, with annual growth forecast at 8% to 10%. In the next 20 years, Southwest China will witness rapid growth, and cities such as Kunming, Chengdu and Chongqing, will see their economies boom and the property market thrive. Companies with operations in these regions will have a better chance of success.

B: Other than China, which countries in Asia do you expect will see robust growth in the Year of the Snake?

PS: Indonesia has strong growth momentum. In recent years, the Indonesian capital of Jakarta and popular tourism destination of Bali have seen a sharp rise in their property prices. Consequently, rental returns are attractive, and it is one of the fastest growing countries in Asia. Malaysia's economy is also expected to continue its strong growth. As property prices in Malaysia are only about one-tenth of those in Singapore, its potential for growth is high.

B: Which sectors will come out as the big winners in the Year of the Snake?

PS: Different sectors are expected to have rather



uniform performance, because the Five Elements' power levels are all quite balanced. 'Water-related' industries, including finance, tourism and the maritime sector, will do best, followed by those related to the Earth element – construction, real estate, civil engineering and mining. Fire comes third, which will affect electrical appliances, electronics, energy, telecommunications and coal mining. 'Wood-related' sectors, including fashion, textile and herbal medicine come fourth, while 'Metal-related' – metal trade and machinery – businesses will perform the worst. So I would advise investors to look out for maritime, banking and infrastructure-related stocks in the year ahead.

B: Which sectors do you expect to struggle, and are there any counter-strategies that they could adopt?

PS: 'Metal-related' industries tend to perform relatively badly in the Year of the Snake. The jewellery sector, for example, will suffer a decline in business. Despite being a good year for the tourism sector to grow, tourists may turn to inexpensive consumer goods, so these kinds of industries should adopt conservative strategies and avoid making any unnecessary changes. Such businesses should use this period to secure and strengthen their foothold, rather than opening new outlets. Nevertheless, even within the same sector, some companies will do better than others.

B: Is the Year of the Snake a good time to start a business?

PS: I encourage people with a Cold predisposition to start a business in the Year of the Snake, especially those who are in a lucky period of their lives (this involves consultation with a fortune teller). Even for those with a Cold predisposition who have not yet entered this period, their chances for success in a new business will still be good. However, people with a Hot predisposition should not even think about trying to start a business, even if they are in the major luck period of their life. It would be wiser for them to stay put. ❀

Career wise, monkeys will have to work hard for their money, and despite added workloads, don't expect to get a pay rise. Gossipmongers will also be sharpening their knives to stab you in the back in the office, which Master So says can be offset by putting a glass of water in the north of your home or office, and a pink object in the east.

肖猴今年為太歲刑合年，故人緣趨於兩極化，喜歡你的人會很樂意幫助你，不喜歡你的人會事事針對你。凶星「孤辰」會令愛社交的你心情常覺孤單，人亦不太開朗，唯有多些相約朋友外出，減少孤獨的感覺。

事業方面，肖猴今年為辛苦個人力量得財年，即使工作量多了，但收入卻不會相應增加。工作上常有小人在背後搞破壞，蘇師傅說可以在家中或公司正北位放一杯水，正東位放粉紅色物件，以化解是非。



Rooster (1933, 1945, 1957, 1969, 1981, 1993, 2005)

Brave and enthusiastic. Notoriously picky. Highly intelligent. Rarely has wool pulled over their eyes.

勇敢、熱情。吹毛求疵。聰穎精明、甚少受騙。

Roosters are said to be in union with the presiding god this year, which will see you receive useful help from people in power to influence your luck in love and your career. The stars *Jin Gui* (gold chest), *San Tai* (reputation and elevated status, and *Jiang Xing* (elevated authority) are all twinkling for you. As such, roosters can expect to make progress in their career and income.

On the down side, you may be dragged into legal disputes and become the target of unexpected gossip. The unlucky star *Yin Sha* (female backstabbers) will be out to make trouble for you this year, so make sure you handle work meticulously.

肖雞今年為太歲相合年，容易得到貴人扶助，在事業、感情上可以加分。吉星「金匱」有利財帛，「三台」和「將星」分別可提升地位和權力，故肖雞者可望升遷得財。

壞事方面，容易有突如其來的官非、是非、人事不和。凶星「陰煞」象徵女性小人，女上司、下屬、同事容易給你帶來麻煩，務必事事小心，規行矩步。



Dog (1934, 1946, 1958, 1970, 1982, 1994, 2006)

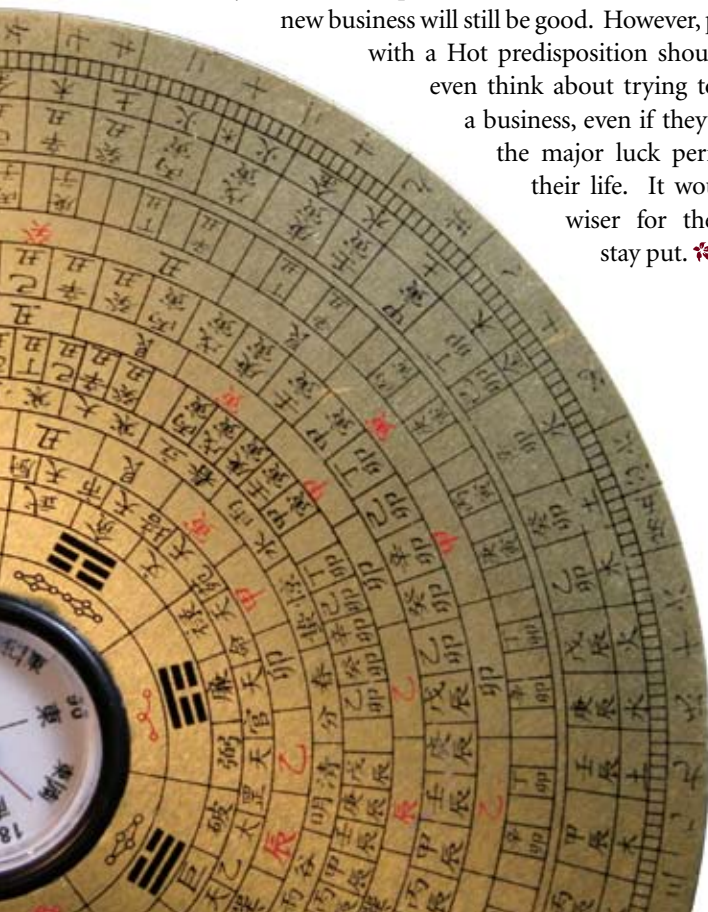
Honest, loyal, sincere. Believes in justice for all. Fights for principles. Sometimes bad tempered, self-righteous. 忠誠正直。相信公義。堅守原則。偶爾比較易怒，自以為是。

After a turbulent year in 2012, the star of relationships, *Hong Luan*, is shining brightly for dogs this year. You can expect to start a new relationship if you are single, or use the good relationship luck to give your career a boost. However, dogs need to control their lust as your relationship charm will attract a lot of attention from the opposite sex, and could lead to extramarital relationships.

One of the few negative stars affecting dogs this year is *Xiao Hao*, the star of minor financial loss. To offset this, Master So recommends splashing out on something you have been longing for, or donating money to charity. This will pre-empt the destined loss.

經過2012年的艱難多變年，肖狗今年為紅鸞桃花年，單身者容易開展一段能發展下去的感情，或借桃花人緣之力，讓事業更進一步。然而，已婚者同時也要克制，因桃花年容易得到異性垂青，或會引致婚外情。

今年凶星不多，其中「小耗」會引致小破財。蘇師傅建議買一些渴望已久卻捨不得買的東西，一來可以應破財，二來可買到心頭好；又或捐錢給慈善機構，助己助人。





Pig (1935, 1947, 1959, 1971, 1983, 1995, 2007)

Kind and thoughtful. Sincere and honourable. Self-sacrificing and altruistic. Occasional fits of wilfulness and rage.

親切體貼。誠懇正直。自我犧牲，成全別人。有時顯得倔強、任性。

After a lucky Year of the Dragon, pigs will need to be on guard in the Year of the Snake as you could see conflicts at home and work. Pigs will need to work hard to maintain their relationship and could face a possible breakup. At work, hang on to your job as any change will only be a change for the worse. If you can't stand it anymore, only consider a job with less stress even if it means less salary.

There is not much luck for pigs in 2013, and you will feel like slacking off, which will make it all the more difficult to advance your wealth and career.

經過龍年的紅鸞桃花年，肖豬本年為沖太歲生肖，容易有感情、事業和住屋變化，故需與伴侶好好維繫感情，以免分手收場。事業方面，不要輕言轉變，否則結果一定不合乎預期。如果真的很想轉換環境，一些轉了之後壓力較少的工作才值得考慮，但這也意味著工資會相對下降。

今年肖豬為貴人舒服懶年，財運和事業較難有突破。



Rat (1924, 1936, 1948, 1960, 1972, 1984, 1996)

Essentially charming. Compassionate. Renowned for thrift and love of family. Rather superficial at times.

本質迷人。富同情心。節儉，熱愛家庭。有時流於膚淺。

Rats are in for a rather unspectacular year, which is not always a bad thing as no news is good news. There are no inauspicious stars in your constellation, so you should expect a quiet, stable year. However, as you will be feeling lazy, you should take stock of where your hard work in past years has taken you and review your progress.

The lucky stars *Zi Wei* and *Long De* will bring useful help from powerful figures, while the star *Yu Tang* brings you good results in your work and studies.

肖鼠今年無刑、無沖、無合，亦非桃花生肖，會來得較為平穩。凶星無大影響，可以無需理會，故今年可以算是只有吉星而無凶星。然而，今年肖鼠為貴人舒服懶年，故應放慢一下腳步，看清楚自己所處的位置是否適當，調節步伐。

吉星「紫微」和「龍德」為最有力之貴人星，而「玉堂」則能帶來不錯的學業或工作成果。



Ox (1925, 1937, 1949, 1961, 1973, 1985, 1997)

Calm, patient, studied character. Takes things slow, steady pace. Is rather dictatorial but very industrious.

冷靜、忍耐、深思熟慮。處事按部就班、循序漸進。頗為獨裁，但勤奮可加。

Oxen have no lucky stars twinkling on them in 2013, but despite this your luck is expected to be more stable than last year. You can expect to receive help from powerful figures from afar, and those dealing with foreign customers will do very well. You seem to get along better with people this year, but with *Yan Ren*, the star of bad moods and intolerance following you around, you could lose your temper easily. Try to remind yourself to stay calm.

Unfortunately, the star of loneliness and sorrow, and *Hua Gai*, *Tian Ku* (depression) are following you around, which could make you feel blue and cause the emotional types to burst into tears over the most trivial things.

問：蛇年有何特性？

答：由今年開始，往後三年為大火年。從風水角度分析，通常水年經濟活躍，火年經濟呆滯。踏入2013年的下半年，正式踏入火運，因此即使2013年的上半年香港經濟表現理想，也不要太樂觀，因為2014及2015年也是大火年，經濟及樓價下滑的機會較大。另外，蛇年的社會較動盪，交通意外也較頻繁。

問：哪些人在大火年的運氣最好，哪些人又較差？

答：大火年對寒命人（即生於西曆8月8日後、3月6日前的人）特別有利。在2013至2015年，寒命人有機會跑贏經濟，因此有新機會可作大膽嘗試。對於生於5月6日後、8月8日前的熱命人，運氣欠奉，再加上2013至2015年經濟呆滯、樓市回落，所以失敗機會較大。

問：蛇年歐美經濟有何發展？

答：美國從2006年起開始衰退，2012年已跌至谷底，現時逐步回升，但2013至2015年的回升步伐緩慢，預計要到2015年，增長速度才有望加快。雖然美國目前增長勢頭緩慢，但經濟正慢慢好轉，所以在當地做生意的企業終可鬆一口氣。歐洲方面，當地經濟現時仍未是最差的時候，最快於2014年才到谷底，所以企業不宜發展歐洲市場。

問：近年亞洲經濟增長強勁，企業在蛇年應否繼續發展亞洲市場？

答：亞洲經濟表現不俗，是目前做生意的首選地方，其中更以中國的發展勢頭最好，每年經濟有百分之八至十的增長。在未來20年，中國西南部地區發展迅速。以雲南省昆明市、四川省成都市及重慶市等地為例，當地經濟騰速起飛，房地產市場暢旺，因此企業在這些地區發展的成功機會較高。

問：除中國外，哪些亞洲地區在蛇年將有蓬勃發展？

答：印尼的發展勢頭強勁，近年首都雅加達及著名遊勝地峇里島樓價大漲，收租回報也相當吸引，相信是全亞洲發展最快速的國家之一。另外，馬來西亞的經濟也可望可高一線，目前當地樓價只及新加坡約十分之一，發展潛力十分巨大。

問：哪些行業在蛇年會是大贏家？

答：行業方面，今年五行平穩。水的走勢還可，而水為金融、旅遊、航運；其次土仍可，土為建築地產、基建礦材；再者為火，即電器、電子、能源、電訊、煤礦等；再次者為木，即時裝、紡織、藥材等；最後為金，即金屬鋼材等類別。買股票的人士，可多加留意航運、銀行及基建等股票。

問：哪些行業在蛇年有困難？這些行業又應有何策略？

答：在蛇年較差的行業是與「金」相關的行業，即金屬鋼材等類別。以金飾行業為例，生意將較為遜色。雖然蛇年有利旅遊業發展，但旅客將傾向低消費的產品，所以明年這類企業宜守不宜

肖牛者今年一顆吉星都沒有，但與去年相比，今年穩定得多了。今年容易有遠方貴人助力，尤對常常接觸外國客戶者最有幫助。今年人緣亦比去年好得多，但凶星「羊刃」會令你心情不佳，忍耐力變差，容易控制不到情緒而發脾氣，唯有多些提醒自己靜心忍讓。

不幸的是，凶星「華蓋」和「天哭」會令你自覺孤獨和心情不佳，每因一些小事感觸而大哭一場。



攻，應趁此時勢，重新整裝整固，而不是再廣開分店。只不過即使同一行業，總有人生意好，有人生意差，即使整個行業的餅縮小，亦有老闆可以跑贏其他行家。

問：蛇年應該創業還是守業？

答：我鼓勵寒命人在蛇年創業，尤其是正在行大運的人（這要算命才得知）。即使未入大運的寒命人，創業成功的機會也較高。相反，熱命人即使入了大運，也千萬不要嘗試創業，熱命人在蛇年只適合穩守本業。✿



Tiger (1926, 1938, 1950, 1962, 1974, 1986, 1998)

Very warm, loving. Independent-minded. Pays scant regard to others when pursuing fun and freedom.

熱情澎湃、忠誠。思想獨立。不顧一切地追尋快樂和自由。

Tigers could find themselves the target of gossip this year, which will create arguments that are impossible to shake off. All you can do is to stay flexible and work on solving each

problem one by one. *Tian Ku* in your constellation will make female tigers feel like crying when they experience a split second of sadness. Also be wary of lending money, as *Jie Sha*, which means theft mishap, signals you are likely to lose money because of friends.

On the upside, you will enjoy a better social status and possibly be in line for a promotion, as the lucky stars of *Fu De* and *Fu Xing* will bring useful help from powerful figures.

肖 虎今年為太歲相刑年，是非必然比平常多。遇到是非麻煩纏繞，但又無法解決，唯有見招拆招。凶星「天哭」會令女性特別容易因一時感觸而大哭一場。「劫煞」亦會使你容易因朋友而破財，借錢擔保之事可免則免。

好事方面，肖虎今年為權力地位提升年，可努力爭取升遷機會，因為吉星「福德」和「福星」皆為貴人星，令你易得貴人扶助。



Rabbit (1927, 1939, 1951, 1963, 1975, 1987, 1999, 2011)

Very sensitive soul. Discreet but quietly ambitious. Self-indulgent.

非常敏感。謹慎而又雄心萬丈。任性。

After a few years of upheavals, rabbits can expect a more tranquil time in the Year of the Snake. Although you don't have any particularly lucky stars shining for you in 2013, there are no major inauspicious stars to bother you either. Rabbits will see their social status grow along with a promotion at work, which won't necessarily come with a pay rise.

Rabbits are the only zodiac that won't be the subject of gossipmongers this year, so both your relationships and health will be blissfully stable.

經 過2011年犯太歲和2012年太歲相穿，今年運程會來得較佳。儘管管蛇年未有強勁的吉星拱照，但亦無有力的凶星。肖兔今年為權力地位提升年，可以爭取升遷機會，但收入未必相應增加。

肖兔今年是所有生肖中唯一無是非星的，故感情和健康將會保持平穩。



Dragon (1928, 1940, 1952, 1964, 1976, 1988, 2000, 2012)

Charismatic and colourful. Wants to be centre of attention. Very arrogant, lucky and successful.

具吸引力，多姿多采，渴望成為焦點。高傲、幸運、成功。

Things finally seem to be looking up for dragons. The star of relationship *Tian Xi* is twinkling brightly for you, which will help single dragons find a mate, and married dragons strengthen their relationship with their spouse.

The Year of the Snake is also a good year for dragons' career advancement, as their interpersonal skills will be on fire. Although you will have more opportunities to invest or study, dragons will spend more than usual in 2013. So to avoid frittering away your hard-earned money, dragons should manage their budget well.

肖 龍今年終於運勢好轉。重桃花星「天喜」將會高照，單身的容易認識到能發展下去的對象，已婚的亦能把感情推進一步。

由於人緣極佳，今年事業能順利推進的機會亦大增。儘管本年為思想學習投資年，故今年開支會比平常多，所以要理財得宜，應花則花。

Bulletin: What are the key issues that the Americas Committee is currently focusing on?

Michael Paulus: We have three main areas. Firstly, what do we want to focus on going forward? Traditionally, businesses have been focused on the U.S. and Canada – which makes a lot of sense given the size of the market, integration, as well as historical and cultural ties. Those markets and our interaction with them are extremely important, so that we don't want to change. What we are gravitating towards is putting greater emphasis on Latin America. Many of our committee members feel that area has a lot of potential and consequently it is something that we should give more attention to.

Secondly, we want to attract more members into the committee and for them to be more active. Many of our members travel a lot – I am as guilty as anyone as 60% of my time is spent travelling outside of Hong Kong. That we understand, so by encouraging more members to join the committee, by rule of numbers, more people will be able to attend activities.

Face to Face with 馬國寶專訪

Thirdly, we want to have more interaction with consulates and companies from countries in the Americas. We are putting together a list of country briefings to invite experts on Latin America to come in and talk to members about how they believe political changes, business initiatives or export drives will affect business and investment policies.

B: North America is a mature market, so do you think the function of the committee is still relevant?

MP: I have been on the committee for five or six years. One of the things that struck me when I first joined is that besides having people who work at large multinational corporations, we also pull in a lot of people who have their own businesses; sharp entrepreneurs who are constantly exploring for new business opportunities. We help them uncover these, either by sharing our knowledge or helping Hong Kong businesses go on overseas missions. That was the original purpose of the committee, and it is still our focus.

B: Are you planning to organize a mission to Latin America?

MP: We have discussed a mission, but a key concern is the high cost of travelling there, as well as the time commitment needed. Because of these constraints, we have to limit the number of countries that we can travel to, so we are considering northern Latin America.

We are also doing some work on digging out opportunities by working closely with consulates here, and are finalizing plans for a briefing on Chile. Our committee's Vice Chair-

Michael Paulus

Beyond North America, businesses have not given the rest of the continent much attention, but that could be set to change, says Chairman of the Americas Committee Michael Paulus

除了北美，企業一直較少注意中美和南美國家，但美洲委員會主席馬國寶表示，這個情況或會有變

man Thomas Wong, who specializes in Latin America, is also sharing his experience and connections on countries' growing interest in Asia.

B: I've noticed a lot more promotions and produce in Hong Kong from Latin America. Are those countries also trying to grow their markets in Asia?

MP: I believe Mexico and Chile – which are part of Pacific Rim – are looking to Asia to increase trade flows. This is a natural development, as the world has been focused on the U.S. for so long, attention is slowly shifting towards Asia as a reflection of growth in this part of the world.



For example, Chile has signed a free trade agreement with Hong Kong, and Mexico has a bilateral tax treaty with us. These countries are starting to look to Asia to help fuel their growth, and as we are at the heart of Asia, it is something we should examine. Likewise, there are a lot of opportunities for Hong Kong companies in those countries.

B: Are Latin American countries focusing on Asia, Mainland China or Hong Kong?

MP: I think it is a combination of all three. For many people coming to Asia, the first point of entry is usually Hong Kong or Singapore. It is hard to think about parachuting into some-

where like Xian until you get comfortable with Hong Kong. We also have the advantage that we are perceived as an open society and a business hub. So if you are going to come to Asia, Hong Kong is a logical first port of entry.

B: What are the challenges of doing business in South America?

MP: First, language. Because the entire region of Latin America speaks Spanish or Portuguese, these are the languages of business there. Few people in Hong Kong study Spanish or Portuguese, but maybe that will change. Second, the distances are huge. Third, the current ties are not weak, but they are not as

問：美洲委員會現正集中處理哪些重大議題？

答：我們有三大範疇。首先，未來我們想著眼哪些地區？一直以來，企業專注開拓美加市場，由於當地市場規模大、地區融合，加上歷史和文化聯繫等，所以這個策略非常合理。美加市場舉足輕重，企業必須與其保持生意往來，故我們不想改變有關策略。我們現時傾向進一步以拉丁美洲為發展重點。很多委員會成員認為，該區極具發展潛力，因此我們應多加關注拉美市場。

第二，我們想吸引更多會員加入委員會，並希望他們更積極參與會務。我們很多成員經常要出差；以本人為例，我有六成時間不在港，對此我們亦深感抱歉。因此，我們想鼓勵更多會員加入委員會，讓更多人可以出席活動。

第三，我們希望與美洲國家的領事和企業加強聯繫。委員會正籌備一系列的國家簡介活動，邀請拉丁美洲的專家蒞臨演講，與會員分享真知灼見，剖析政治轉變、商業措施或推動出口的因素，將對商業和投資政策有何影響。

問：北美市場早已成熟，你認為委員會的職能是否仍然適切？

答：我加入委員會已經五、六年了。在初加入時，我發現這裡除了有大型跨國企業的員工，還有很多創業人士，這些精明的企業家會不斷發掘新機遇。我們透過分享經驗或協助港企參加海外考察團，讓他們成功找到不少商機。這就是本委員會的原意，且一直是我們的工作重點。

問：你們是否計劃組織拉丁美洲考察團？

答：我們是有討論過，但高昂的出行成本，加上行程所需的時間，都是我們的主要考慮。基於這些限制，我們必須限定考察國家的數目，所以現正考慮到訪拉丁美洲北部。

我們亦正與駐港領事緊密合作，積極發掘商機，並即將落實舉辦智利簡報會的計劃。專責拉丁美洲的委員會副主席黃華榮，亦會就各國對亞洲愈來愈感興趣這個議題，分享他的經驗和想法。

問：我留意到近日香港多了很多關於拉美的宣傳和產物，這些國家是否也嘗試開拓亞洲市場？

答：我相信位於環太平洋地區的墨西哥和智利，正考慮增加與亞洲的貿易。由於全球已專注美國市場太久，隨著亞洲日益發展，各地的目光亦自然慢慢轉移到亞洲市場。

舉例說，智利與香港簽署了自由貿易協定，而墨西哥亦與本港簽訂雙邊稅務協定。這些國家正開始放眼亞洲，以期刺激經濟增長，而由於香港是亞洲的核心，我們必須掌握先機。同樣，這些國家亦為香港企業帶來很多機遇。

問：拉美國家正專注發展亞洲、內地還是香港市場？

答：我認為三者皆是。對很多進軍亞洲的人來說，首個進駐點通常都是香港或新加坡。除非你已熟習了香港的營商模式，否則很難落戶西安等地。我們的優勢亦在於予人開放社會和商業樞紐的形象。所以假如你準備開拓亞洲市場，香港是理所當然的首站。

問：在南美營商有何挑戰？

答：首先是語言。由於整個拉丁美洲都以西班牙或葡萄牙語作為流通語言，當地的商家都是操這兩種語言。香港只有極少人學習西班牙或葡萄牙語，但這個情況或會有變。第二是南美與香港距離很遠。第三，兩地現時的聯繫不算太弱，但卻不及美加、澳洲等港人移民或子女升學的熱門地區，因此沒有深厚的文化情愫。這些挑戰不難克服，但必需付出時間和努力。

問：美洲委員會可以為會員提供甚麼益處，是美國商會或加拿大商會等國家商業團體無可比擬的？



答：就其他商會來說，美國商會顯然吸引到很多美國人，加拿大商會亦吸引到很多加拿大人等等。總商會最有趣的地方是，你可以認識到在港營商的各地人士，而他們的加入並不是因為他們的國籍。總商會的確是一個專為商界服務的團體，這就是它成立的原因。我們是一個雲集各界精英的組織，設有眾多不同的委員會，各具知識和專長。



問：在參與美洲委員會的過程中，你最享受的是甚麼？

答：能夠走在商業團體的前線，聆聽其他會員的意見，探討他們的業務運作，是一件很有趣的事。委員會成員來自各行各業，非常多元化。我們這些在大機構工作的人，經常只埋首在自己的世界，有時會忽略其他公司的業務狀況。本委員會可讓我們重拾焦點。✿

strong as those with those regions where people emigrated to or their children went to study – such as the U.S., Canada or Australia. So you don't have such strong cultural attachments. These can be overcome, but it will take time and effort.

B: What can the committee offer that other country organizations, such as AmCham and CanCham, for example, cannot?

MP: For other chambers, like AmCham, obviously they attract a lot of Americans, or the Canadian chamber attracts Canadians, and so on. What makes HKGCC interesting is that you get people from all over the world who are doing business here, and are not just members because of their nationality. The Chamber really is for people doing business. This is why it was established. It is a focused organization, and we have so many different committees, each with their own niche of expertise.

B: What do you enjoy most about serving on the committee?

MP: It is interesting to be a part of the fabric of businesses on the frontlines, to hear what other members are talking about, and talk about what others are doing. We have a very diverse and interesting composition of people on the committee in a wide range of businesses. For those of us who work in big corporate organizations, we are focused on our world, and sometimes we can lose perspective on life in other kinds of companies. The committee allows us to regain our focus. ✿

The Americas Committee

The Americas Committee is one of the Chamber's trade area committees responsible for providing substantive programs and information to chamber members who wish to further develop and strengthen business ties with countries in the Americas region. The Americas Committee is committed to continuing its efforts in promoting bilateral trade and investment between Hong Kong and countries in North America, Central America and South America, through events including luncheons, seminars, meetings with overseas visitors and delegations, missions and networking functions. For more details, members can contact the committee secretary Keri Wong at keri@chamber.org.hk

美洲委員會

美洲委員會是總商會的貿易地區委員會之一，專責向有意與美洲地區國家進一步發展及加強商業聯繫的總商會會員，提供各式各樣的活動和資訊。美洲委員會致力透過舉辦不同活動，包括午餐會、研討會、接待海外訪客和代表團、考察團和聯誼活動，不斷促進香港與北美、中美及南美國家之間的雙邊貿易及投資。如欲查詢委員會詳情，請聯絡秘書黃文君女士，電郵：keri@chamber.org.hk

Investments in **BUD**

投資BUD專項基金

BUD Fund aims to help Hong Kong enterprises expand in the Mainland
 「BUD專項基金」協助香港企業進軍內地

The Hong Kong SAR Government set up a Dedicated Fund on Branding, Upgrading and Domestic Sales (BUD) with \$1 billion in June 2012 to help Hong Kong businesses seize opportunities arising from the National 12th Five-Year Plan. The fund, which is administered by the Hong Kong Productivity Council (HKPC) and funding channeled through the Enterprise Support Programme (ESP) will run for five years.

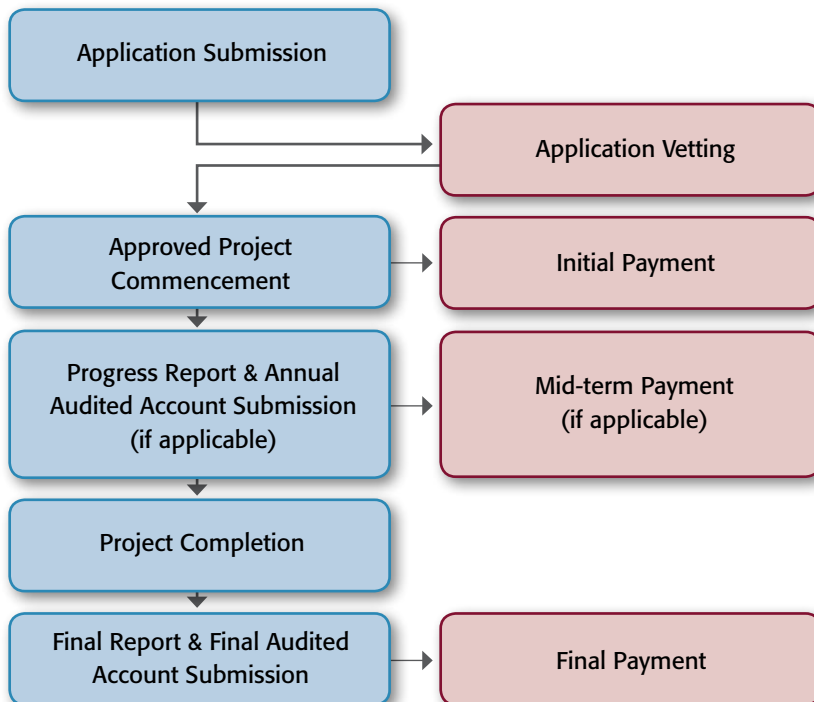
Objectives

ESP aims to provide funding support for individual Hong Kong enterprises to undertake projects in the Mainland market to (a) develop brands, (b) upgrade and restructure their business operations and, (c) promote sales in order to enhance their competitiveness and facilitate their business development.

Eligibility

There is no restriction on the business nature of applicants. Enterprises in either the manufacturing or service sectors can apply as long as they are (a) non-listed enterprises duly registered in Hong Kong, (b) with substantial business operations in Hong Kong, and they (c) have not received any other funding from the Government for the same project. An enterprise that has most of its main business operations outside Hong Kong will not be regarded as having substantial business operations in Hong Kong.

According to the Government, priority will be given to SMEs in the event of competing applications. Eligible enterprises can undertake either (a) projects requiring the engagement of qualified service providers (acting as a consultant) to assist in developing holistic business plans or (b) projects without the service



Adapted from the website of HKPC at <http://www.bud.hkpc.org/en>

providers, but with the involvement of implementation agents engaged by the enterprises.

Application Process

Applicants should send the application form, including a holistic business plan (and the service provider information, if applicable), with the required supporting documents to the HKPC. Applicants should show how the proposed project will be able to enhance their competitiveness and facilitate their business development in the Mainland market.

The business plan should depict a medium- to long-term development roadmap, including the project title, objectives, methodology, schedule, budget, delivera-



bles, and expected benefits to the applicants and the Hong Kong economy as a whole (see chart).

Granting of the BUD Fund

Funding for successful applications will be provided on a matching basis. The Government will cover a maximum of 50% of the total approved project cost and the enterprise has to contribute no less than 50% of the total project cost in cash. During the tenure of the BUD Fund, each enterprise may obtain funding for a maximum of three approved projects. The cumulative funding ceiling per enterprise is \$500,000.

The enterprise will receive an initial payment of 25% of the total fund-

ing amount. The remaining balance will be paid upon project completion and acceptance of the final report and final audit report by the Project Management Committee. Funding will be made to the applicant on a reimbursement basis. For projects longer than 18 months, a mid-term payment up to 25% of the total funding will be provided during the course of project implementation.

Schedule

Applications will be processed in batches around every two to three months. Each funded project should be completed within 24 months even though the business plan of the project

requests for a three- to five-year development roadmap.

Reports

For projects to be completed within 12 months, no interim reporting is required. A progress report and an audit report should be submitted every six months and for the first 12 months respectively for projects completed within 12 to 24 months. Submission of a final report and a final audit report is required for all projects upon completion. ❁

This article provides a snapshot for the application of the BUD Fund under ESP. Interested parties can find detailed information at the dedicated website www.bud.hkpc.org

為 協助香港企業把握國家「十二五」規劃的機遇，香港特別行政區政府於2012年6月推出了一項總值10億元的「發展品牌、升級轉型及拓展內銷市場的專項基金」（簡稱「BUD專項基金」）。該基金為期五年，由香港生產力促進局負責推行，並透過「企業支援計劃」發放資助。

目標

「企業支援計劃」旨在資助個別香港企業推行有關在內地市場（a）發展品牌、（b）升級轉型和（c）拓展內銷的項目，從而提升他們的競爭力，促進業務發展。

申請資格

該計劃沒有限制申請企業的業務性質。不論是從事製造或服務行業，所有（a）在香港登記的非上市企業，並（b）在香港有實質業務運作，以及（c）未有就同一項目接受政府的任何其他資助，均符合資格申請資助。假如一家企業的主要業務運作都在香港境外，則不被視為在香港有實質業務運作。

政府將優先考慮中小企的申請。合資格申請資助的企業可：（a）委聘合資格服務提供者（擔任顧問）協助制訂相關的全盤業務發展計劃；或（b）委任其他執行機構推行計劃內的特定措施。

申請流程

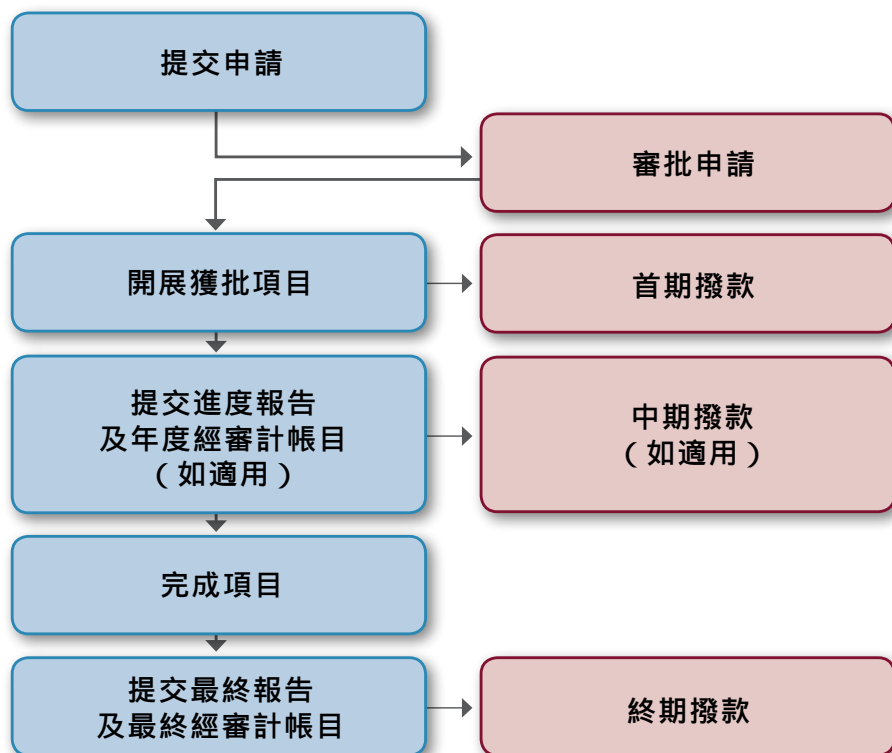
企業申請資助時，須向香港生產力促進局提交申請表格，連同一份全盤業務發展計劃和服務提供者資料（如適用），以及所需的證明文件。申請企業須描述建議措施可如何提升其在內地市場的競爭力，並促進其當地業務的發展。

業務計劃須列明中期至長期的發展藍圖，包括項目名稱、目的、推行方法、時間表、財政預算、成果，以及對申請企業乃至香港經濟的預期效益等（見圖）。

資助金額

資助以對等原則為基礎。政府最多資助個別項目總核准開支的50%，而企業須以現金形式承擔不少於該項目總核准開支的50%。在本計劃推行期間，每家企業最多可獲資助三個核准項目，而每家企業的最高累積資助金額為港幣50萬元。

企業將獲發25%的撥款總額作為首期



轉載自香港生產力促進局網站<http://www.bud.hkpc.org>



撥款。餘額將於項目完成，以及終期報告和最終審計報告獲計劃管理委員會接納後，發放予企業。撥款將以回撥的方式發放予申請企業。如項目推行時間超過18個月，企業可於項目執行期間獲發一筆不多於撥款總額25%的中期撥款。

時間表

計劃秘書處將每隔兩至三個月分批處理申請。儘管業務計劃須列明三至五年的發展藍圖，惟每一核准項目必須在24個月內完成。

報告

推行時間不多於12個月的項目，無需提交進度報告。如項目推行時間為12個月以上至24個月，企業則需每六個月提交一份進度報告，以及呈交首12個月的審計報告。所有項目完成後，均需提交終期報告及最終審計報告。✿

本文提供「企業支援計劃」下的「BUD專項基金」申請概要。有興趣的企業可瀏覽有關專頁www.bud.hkpc.org，以索取詳情

Unallowable Costs

1 Shops, Sales/Display Outlets

- any rental, renovation and utility expenses involved in shops, sales/display outlets

2 Equipment

- cost of procuring/leasing of computer, notebook, software and other equipment (e.g. camera, cash register, projector, printer, etc) for general use (including those for use by the additional staff to be recruited for implementing the project)

3 Marketing, Promotion and Exhibition

- gift, souvenir or premium expenses for promotion
- membership fees (including payment on both one-off and regular basis)
- shop / product display fees (irrespective of whether the display is at a physical or virtual location) of recurrent nature
- sales commission expenses (required for sales platforms e.g. Taobao.com)

4 Patent and Trademark Registration

- patent and trademark registration fees for regions other than Hong Kong and the Mainland

5 Travelling and Transportation

- travelling expenses to areas other than Hong Kong and the Mainland
- transportation/ logistics expenses of goods/products (including those relating to exhibitions, fairs, etc)

6 Others

- production cost of goods / products for selling (excluding product samples for marketing and promotional purpose)

不獲資助的費用

1 分店/銷售點/陳列點

- 有關分店/銷售點/陳列點的租賃、裝修及水電煤等費用

2 設備/器材

- 桌上與筆記本電腦設備、軟件及其他如相機、收銀機、投映機、打印機等辦公室通用器材（包括供有關項目的新招聘員工使用的一般設備）的採購/租賃費用

3 市場推廣、宣傳及展覽

- 禮品、紀念品或用作宣傳的獎品費
- 協會或專業團體的會員註冊及年費（包括一次性或恆常費用）
- 屬恆常性的分店/產品陳列費（包括實體店及網上銷售點）
- 按銷售業績/營利計算的佣金（如淘寶網所需的佣金）

4 專利及商標註冊

- 香港及內地以外地區的專利及商標註冊費

5 交通

- 往返香港及內地以外地區的交通費用
- 產品的貨運及物流費用（包括展覽會及其他展銷活動所衍生的有關費用）

6 其他

- 產品生產/製作費用（用作市場推廣及宣傳用途的樣本製作費用除外）

CEOs still view China as the most competitive manufacturing hub on the planet
 企業總裁仍然視中國為全球最具競爭力的製造業中心

China remains in first place in manufacturing competitiveness, both today and five years from now, with business executives citing a number of key strengths: labour and materials cost advantage, strong government investment

in manufacturing and established supplier network, according to the 2013 Global Manufacturing Competitiveness Index report from Deloitte Touche Tohmatsu Limited's (DTTL) Global Manufacturing Industry group and the U.S. Council on Competitiveness.

“The leadership status of China in manufacturing competitiveness is expected to remain in the next couple of years. China's competitiveness is bolstered by conducive



policy environment either encouraging or directly funding investments in science and technology, employee education and infrastructure development,” said Rosa Yang, Co-leader, Manufacturing Industry Group, Deloitte China.

Based on an in-depth analysis of survey responses from more than 550 chief executive officers (CEOs) and senior leaders

at manufacturing companies around the world, the report confirms that the landscape for competitive manufacturing is in the midst of

a massive power shift, in which 20th-century manufacturing stalwarts like the United States, Germany and Japan will be challenged to maintain their competitive edge to emerging nations, including China.

The CEO ratings seem to suggest China is becoming more and more a developed nation competitor than its emerging economy counterparts. “In addition to supportive policies, China still has relatively lower labour costs and is above average in the attractiveness of its corporate tax rates. With its focused efforts to localize supply chains and cre-

Drivers of global manufacturing competitiveness
 全球製造業競爭力的推動因素

Rank 排名	Drivers 推動因素
1	Talent-driven innovation 人才推動的創新
2	Economic, trade, financial and tax system 經濟、貿易、金融與稅務體系
3	Cost and availability of labor and materials 勞動力與原材料的成本與供應
4	Supplier network 供應商網路
5	Legal and regulatory system 法律法規體系
6	Physical infrastructure 基礎設施建設
7	Energy cost & policies 能源成本與政策
8	Local market attractiveness 本地市場吸引力
9	Healthcare system 醫療保健體系
10	Government investments in manufacturing 政府對製造業的投資

Source: Deloitte Touche Tohmatsu Limited and U.S. Council on Competitiveness. 2013 Global Manufacturing Competitiveness Index
 資料來源：德勤有限公司與美國競爭力委員會聯合發表的《2013全球製造業競爭力指數》

2013 Global Manufacturing Competitiveness Index 2013全球製造業競爭力指數

Current competitiveness 當前競爭力			Competitiveness in five years 五年後競爭力		
Rank 排名	Geographical Location 國家/地區	Index score, 10=High 1=Low 指數評分 10=高 1=低	Rank 排名	Geographical Location 國家/地區	Index score, 10=High 1=Low 指數評分 10=高 1=低
1	China 中國	10	1	China 中國	10
2	Germany 德國	7.98	2	India 印度	8.49
3	United States of America 美國	7.84	3	Brazil 巴西	7.89
4	India 印度	7.65	4	Germany 德國	7.82
5	Republic of Korea 韓國	7.59	5	United States of America 美國	7.69
6	Taiwan 台灣	7.57	6	Republic of Korea 韓國	7.63
7	Canada 加拿大	7.24	7	Taiwan 台灣	7.18
8	Brazil 巴西	7.13	8	Canada 加拿大	6.99
9	Singapore 新加坡	6.64	9	Singapore 新加坡	6.64
10	Japan 日本	6.60	10	Vietnam 越南	6.50

Source: Deloitte Touche Tohmatsu Limited and U.S. Council on Competitiveness. 2013 Global Manufacturing Competitiveness Index
資料來源：德勤有限公司與美國競爭力委員會聯合發表的《2013全球製造業競爭力指數》

ate innovation hubs, China is also seen by CEOs as the only emerging nation offering the same supplier network advantages as developed nations,” said Ricky Tung, Co-leader, Manufacturing Industry Group, Deloitte China.

The top three spots also include Germany and the U.S., but, according to the survey, both will fall in five years from now, with Germany ranking fourth and the United States ranking fifth, only slightly ahead of the Republic of Korea. The two other developed nations currently in the top 10 are also expected to be less competitive in five years: Canada will slide from seventh to eighth place and Japan will drop out of the top 10 entirely, falling to 12th place. Overall, in five years, key emerging nations are expected to vault forward in the Index: Brazil will jump from its current eighth place slot to third place and India from fourth to second place. China will remain firmly in first place.

Not surprisingly, frontier markets in Asia such as Vietnam and Indonesia are also on the rise. The global CEO survey results echo the view that while China and India are still prominent in discussions, manufacturers are turning their focus to these frontier markets for growth to capture both the growing local consumer demand and to serve as strategic manufacturing hubs in the global value chain. ❀

根 據德勤有限公司全球製造業組與美國競爭力委員會聯合發表的《2013全球製造業競爭力指數》報告顯示，中國的製造業競爭力指數在當前及未來五年均位居榜首。企業高管指出當中一些關鍵優勢：勞動力及原料成本優勢；政府大力投資製造業；以及完善的供應商網絡。

德勤中國製造業組聯席領導人楊瑩表示：「預期內地製造業的競爭力將在未來數年繼續維持領先地位。良好的政策環境——鼓勵或直接投資科技、僱員教育和基礎設施建設，均有利於提升中國的競爭力。」

通過深入分析來自世界各地550多名製造業公司行政總裁和高管的調查回應，報告明確指出製造業的競爭形勢正在出現翻天覆地的變化。美國、德國和日本等20世紀的製造業中堅力量在維持其競爭優勢方面，將面臨中國等新興國家的挑戰。

德勤中國製造業組聯席領導人董偉龍說，行政總裁評分似乎表明，與其他新興經濟體相比，中國日漸成為發達國家的競爭對手。「除了扶持政策之外，中國的勞動力成本相對低

廉，企業稅率的吸引力也高於平均水平。隨著中國日益關注供應鏈本土化及建立創新中心，行政總裁也將中國視為唯一一個能夠與發達國家並駕齊驅、擁有同樣供應商網絡優勢的新興國家。」

另外，雖然德美兩國位列前三名，但調查顯示，他們的排名將於五年後有所下滑，德國將排名第四，而美國則排名第五，僅略高於韓國。目前位列前十位的另外兩大發達國家的競爭力也將在五年後有所下降：加拿大將從第七名降至第八名，而日本將完全跌出前十，退至第12名。整體而言，主要新興國家的競爭力指數排名在五年後有望提升：巴西從現在的第八名躍至第三，印度則從第四名躍至第二，而中國依然穩居第一。

一如所料，越南和印尼等亞洲邊境市場正在崛起。全球行政總裁調查結果進一步反映，儘管中國和印度仍然是討論核心，但製造商正在把發展的關注重點轉向這些邊境市場，以獲取日益增長的本土消費需求，並充當全球供應鏈的戰略製造中心。 ❀



Discerning Chinese Shoppers

中國消費者觸覺日趨銳利

Chinese luxury consumers are increasingly travelling overseas to purchase cosmetics, watches and bags
中國海外奢侈消費上升，以化妝品、手錶及手袋最受歡迎

The number of travelling Mainland Chinese continues to rise and global luxury brands are subsequently adapting their business strategies, both in China and in their home markets.

According to a report 'The Global Reach of China Luxury' conducted by KPMG, the number of Mainland Chinese consumers travelling overseas has increased dramatically. This has increased to 71% of survey participants in 2012, from 53% in 2008, a significant change. A majority of survey respondents (72%) said they purchase luxury items during overseas trips, with cosmetics, watches and bags winning the top spots.

Overseas luxury brands with a presence in China are benefitting from this trend, as are some of the domestic Chinese brands that have or are planning to establish overseas operations.

"As increasing numbers of Chinese travel overseas, brands need to measure the impact of their business strategies both in Mainland China and the travel segment," said Nick Debnam, Asia Pacific Chairman, Consumer Markets, KPMG China. "It is no longer just about doing business in China, as it is also crucial for luxury brands to target the global Chinese luxury segment. Brands need to align their branding and marketing strategies both in China and for those rising number of travelling Chinese consumers."

For purchases of cosmetics and perfume, a majority (60%) of respondents said Hong Kong, Taiwan and Macau were their top locations;

this is a significant increase from 43% in 2009. Mainland China was voted their second choice, whilst Europe also saw a marked increase due to the rising number of travelling Chinese, up from 3% in 2009, to 20% in 2012.

Additionally digital media plays an increasingly important role in China, as the survey found that around 70% of potential consumers search for luxury brands on the internet at least once a month. It also notes a surge in online shopping intentions, with 40% of respondents indicating they are interested in purchasing luxury goods on the internet, a substantial increase from 22% in 2011.

"We also see rising discernment amongst Chinese high-end consumers. Some 88% of respondents indicated they would be willing to pay a premium for luxury brands that display high quality and durability; 80% indicated exclusivity and uniqueness as key factors, while 72% said the heritage of the brand plays a significant role,

Debnam added. "Chinese consumers are also increasingly seeking experiential luxury as well as unique one-of-a-kind luxury brands."

Brand recognition meanwhile continues to increase as consumers become more discerning. The survey's respondents said they recognise 59 luxury brands, a figure that continues to rise over our successive annual surveys. Meanwhile, 56% of respondents said they prefer to purchase well known luxury brands, whilst 69% separately indicated they would pay a premium for well known, popular luxury brands. ❀

隨著中國外遊人數持續增加，國際奢侈品牌亦在中國市場及其原產地作出相應的商業策略。

畢馬威發表的《邁向國際的中國奢侈品市場》報告顯示，中國外遊消費者人數錄得顯著升幅，由2008年佔受訪者的53%升至2012年的71%。大部分受訪者（72%）表示會在外遊時購買奢侈品，當中以化妝品、手錶及手袋為最受歡迎的產品。

在中國經營業務的海外奢侈品牌，以及打算或已經設立海外營運機構的內地品牌，均受惠於這個趨勢。

畢馬威中國合夥人兼亞太區零售和消費品業主管理合夥人戴力行指出：「隨著中國赴海外旅遊的人數持續增加，奢侈品牌需要考量其在內地及其他海外旅遊點的商業策略。這不再純粹是在中國開展業務，抓住中國奢侈消費的全球市場亦至關重要。因此，企業需要因應中國市場及中國旅客，調整其品牌及行銷策略。」

以化妝品和香水為例，該調查顯示六成受訪者首選在香港、台灣及澳門購買，比例明顯高於2009年的43%；中國內地排行第二；歐洲則因為中國旅客人數上升而錄得顯著升幅，由2009年的3%升至2012年的20%。

另外，數碼媒體在中國奢侈品市場亦扮演著日益重要的角色。研究發現約70%的準消費者會最少每月一次在網上搜尋奢侈品；同時，受訪者的網上購物意願大幅增加，有40%受訪者表示有興趣在網上購買奢侈品，較2011年的22%明顯上升。

戴力行補充：「我們亦發現，中國高端消費者的敏銳度有所增加。約88%受訪者表示願意付出較高的價錢購買高品質及耐用的奢侈品牌，以產品罕有及獨特性為主要考慮因素的佔80%，看重品牌傳統及歷史背景的則為72%。內地消費者日漸追求奢華體驗，以及獨一無二的奢侈品牌。」

與此同時，品牌認知度隨著消費眼光的敏銳而繼續上升。受訪者表示，他們認識59個奢侈品牌，這個數字在歷年調查中逐年提高。同時，56%受訪者表示更喜歡購買知名奢侈品牌，另有69%表示會支付溢價購買知名和流行的奢侈品牌。 ❀

資訊科技人才需求殷 IVE辦軟件比賽培育IT新生代



香港專業教育學院(青衣分校)資訊及通訊科技系高級講師劉少華博士(右)、FlexSystem系統分析員劉鎮昌(左)合照。

近年，人力資源機構的調查數據顯示，本地IT界的招聘意欲，其實是優於大多數行業，包括本地熱門的金融業和建造業。根據跨國人力資源公司Hudson僱主招聘意欲調查顯示，資訊科技已連續4季成為僱主最高招聘的類別。

而本地主要的大型招聘網站的資訊科技招聘廣告量也多於金融與銀行界、建造業及酒店旅遊業，站在最熱門招聘行業的前列。另參看政府的2018人力資源推算報告，資訊科技業在2010至2018年間，將屬人力需求增長率最高的3大行業之一，反映今後資訊科技人才需求持續殷切，就業前景亮麗。在眾多與資訊科技相關的工作中，尤以軟件工程及程式編寫工作的人才需求特別大。香港資訊科技業的發展潛力從來被低估，但本港IT業發展空間其實很大，人才需求甚殷。為了幫助未來的本地IT界「播種」，讓更多青少年認識這行業的魅力，香港專業教育學院(IVE)特別跟業界軟件開發商FlexSystem和中學界合作，舉辦IT應用軟件比賽，冀提高中學生對IT業界的認識和興趣。

藉比賽增進學生對行業認識

IVE(青衣分校)資訊及通訊科技系高級講師劉少華博士表示，近年資訊科技已成為每個人生活的一部分，例如：Mobile Apps、雲端服務和企業軟件。這些軟件及系統需要大量的軟件開發人才。該學系緊貼人力市場的需求，提供軟件工程及其他資訊科技的課程；學系亦與業界緊密合作，提供在職實習機會給學員，令學員在短時間內能夠掌握所需技能，並在職場發揮所長；另外，為了提升學員的國際視野，學系亦鼓勵學生積極參不同的本地及國際比賽，並屢獲佳績，如去年在Institute of Engineering and Technology的Present Around the World 2012大專賽中取得香港區總冠軍及亞太區季軍。

根據過往經驗所得，學生可透過比賽獲得初步的實戰經驗，因此IVE決定首度舉辦「全港中學IT應用軟件大賽」，以全港中四至中六的全日制學生為對象，讓新一代了解IT發展的吸引力。

業界渴求更多優質科技人才

跟IVE合辦今次應用軟件比賽的FlexSystem，在過去25年來為本地企業界提供多元化的軟件解決方案。為求配合市場及技術發展，該公司一直渴求更多軟件工程及程式編寫的新血加盟，令他們獲得更強的業務拓展動力。



▲他們均期望，初次舉辦的應用軟件比賽，可引起更多中學生對資訊科技業的興趣。

FlexSystem系統分析員劉鎮昌表示，本地資訊科技業發展前景其實被低估，事實上這行業同樣是為商界服務，而且發揮空間很大，從業員需結合科技和商業創意，為市場創造新的價值。這種人才目前在本地市場相當搶手，表現出色的話，晉升前景和回報也會相當可觀。因此，該公司非常認同IVE舉辦「全港中學生IT應用軟件大賽」的理念，讓青少年於在學時期培養出興趣是很重要的，作為業界的一份子，他們期望更多有創意與能力的年輕人才加入，促進香港資訊科技界的長遠發展。

結合學習生活助新秀展創意

為方便學生參賽，學生除了可獨立地自訂流動應用程式、軟件、遊戲、功能網站等項目，也可將在校做的IT項目習作拿來參賽。參賽者不必提交報告，只需就作品提供操作得到的模擬成品原型(prototype)作示範。

事實上，在目前全球的IT界，嶄露頭角的往往是年輕的創業者。劉少華博士表示，在市場渴求具創新力的IT人才下，一些有意投身IT業的學界新秀，正好借助這個舞台，為自己的IT創意實踐能力做個試驗，了解本身的潛能。假如遇有一些作品甚至夠潛質朝商品化發展的話，專家更會向參賽者給予建議，助參賽者朝IT專業發展踏出重要一步，成為香港IT界重要的生力軍。

協辦機構：

主辦機構：



比賽詳情：www.tyict.hk

Openness: Taking Family Business to a New Level

開放：家族企業 再創高峰

In a world of increasing complexity and constant change, how can family businesses link short-term performance to long-term sustainability by leveraging the family's identity?

在日益複雜和瞬息萬變的世界，家族企業如何利用家族的身分，把短期的業績變成可持續發展的業務？

The specificity of a family business is the “family.” As Bernard Firmenich, eBusiness Director and member of the founding family of Firmenich, IMD-Lombard Odier Global Family Business Award winner 2011 said: “Family matters are always delicate. The emotional bonds almost always add a level of complexity to communications and decision making.”

But family businesses can be more resilient, more adaptive and more sustainable if they adopt a mindset for dichotomies and are prepared to embrace the new era with openness.

Lack of openness: When the mighty fall

Why do market leaders stumble? Failing to be open to and recognize the importance of new ideas has precipitated the demise of many a previous market leader. In early 2012 Eastman Kodak pulled out of its Oscars sponsorship deal after filing for bankruptcy protection, which resulted from its failure to transition from film to digital photography. The company has been around for more than 130 years and not only invented the first hand-held consumer camera but also the first digital camera. However, it opted not to commercialize its digital camera for fear of cannibalizing its film business. Computer manufacturing giant Digital Equipment Corporation (DEC) faded into history in the late-1990s because it failed to see the opportunity in personal computers and did not react



to market trends fast enough. And Research in Motion (RIM), the maker of the Blackberry, which used to be the “must-have” accessory of business users, is in trouble because it failed to keep up with the iPhone and Android handsets.

All these companies dominated the market for decades before they were challenged by a “game changer” that disruptively revolutionized the industry, a phenomenon called “discontinuous change.” Dr Albrecht Enders, Professor of Strategy & Innovation, IMD, and Dr Andreas Konig, from the University of Nuremberg, pointed out that established players often fail to enact internal change in the face of significant external change – and in particular discontinuous change – because of “incumbent inertia,” which refers to a delayed response, resource rigidity, routine rigidity and lack of stamina in the face of disruptive environmental change. In fact, discontinuous change presents a huge opportunity for growth, but many businesses find it difficult to respond to. Thus, while DEC succumbed to incumbent inertia, IBM



overcame it by successfully transforming itself from a hardware company to a service one.

Openness to external change

While some companies failed to keep up with external change, others seized the opportunity and grabbed the market leader position by introducing new dimensions of customer value (Southwest Airlines), new ways of creating value (IKEA), or new revenue structures (Google Docs).

Of course, not every innovation succeeds. In fact, only a few make a real impact. Although it is difficult to predict the success of an innovation early on, participants agreed that it should make it difficult for established players to react.

Most long-standing family businesses are well-established incumbents. However, if they do not want to end up like DEC and others, they cannot afford to ignore potential industry game changers; they need to keep their eyes and ears open and adapt to the industry as closely as possible because, as we have

shown, disruptive innovation can potentially destroy the competitive advantage of established players.

It is even more crucial for family businesses to be open to external information and change because they naturally tend to be discreet and conservative, and therefore perhaps less reactive to global trends. Encouragingly, though, some family businesses are demonstrating they can also be at the forefront of global change. Professor Enders reasoned that the nature of family-influenced businesses – which are more focused on continuity, have high levels of command and strong connections, as well as a strong sense of community – tends to lead them to adapt to new technologies differently.

On the positive side, family businesses provide more room for non-formalized, long-term oriented market screening and R&D, as well as faster decision making, implementation and information sharing, particularly from the bottom up. Private family businesses also enjoy independence from external con-

stituents. On the negative side, they sometimes tend to stick to an established identity and routines, which can make them more hesitant to invest and less willing to create ambidexterity and ask for external advice. Professor Enders emphasized that the openness of top decision makers is essential to leverage the advantages of family businesses and avoid the pitfalls.

Openness to external executives and board members

Dr Didier Cossin, Professor of Finance & Governance, Director of the IMD Global Board Center, argued that nowadays the board is essential to business success. But it should no longer merely play the role of a mechanism to control chief executives; it should be actively involved in the value creation of the company and drive strategic innovation. It can be a company's competitive advantage if the board members can provide an outside view, overcome blind spots in the strategy, raise awareness of external risks, connect with governments, society and other stakeholders, give credibility, and build trust in ways that executive teams cannot.

“The founders of these companies all have a ‘4S’ personality. They are Supermen, Strong minded, Street smart, and they Study hard.”

To achieve this, Professor Cossin stressed, board diversity is key. Board members from different industries and geographic backgrounds will enable the board to foresee disruptive industry shifts more quickly, external risks and opportunities. This diversity, combined with the enormous personal commitment and dedication of its members, is what makes a good board.

Non-family board members can greatly add to a family business board's diversity. Family business boards are often composed solely of family members in order to retain family control, but this does not favor external voices and therefore increases the risk of strategic myopia. Bringing non-family members onto the board can protect family businesses from “family group-thinking” and thus improve objectivity and rational decision making.

Openness and diversity on the board: Bringing the outside in

Firmenich shared its practices in terms of opening top executive positions to non-family members. Founded in Geneva in 1895, it is the largest privately owned company in the fragrance and flavor industry. Today in its fourth generation with 6,000 employees worldwide and more than US\$3 billion in turnover, it re-mains 100% family owned. However, Firmenich is accomplished when it comes to separating family ownership, the family and the business. It separated its CEO and chairman roles in the early 1970s and introduced external board

members in 1990. In 2000 it brought in its first non-family chairman, and since 2005 the majority of board members are external.

At Firmenich, there is a saying that: “Only the best can make it to the top, and best is measured by external, independent experts.” Family members go through the same recruitment process as external employees and are only hired if they are qualified. It is no wonder, then, that the family members consider it “a privilege to receive an offer from the company.” The company believes that openness to external board members and employees is the secret of its consistent innovation, which is at the core of its corporate and family culture.

Openness to other cultures and mindsets

Tingcai Yao, Chairman of Huafu Printing and Dyeing Ltd., runs a printing and dyeing company with an annual turnover of \$800 million, based in China and Europe. When he first entered Europe, he had found it difficult to find a partner because European companies largely lacked trust in Chinese entrepreneurs and it was a completely different market from China. Yao finally hired a consultant with rich industry experience to act as an intermediary between himself and his business partners and clients in Europe. As trust improved and language barriers eroded, Yao's business took off.

Based on his 10 years or so of experience in Europe, Yao has found that well-established European family businesses are focused and skillful compared to younger Chinese family businesses, which often lack focus and continuity. But because Chinese start-ups have often undergone rapid economic development, they are more flexible and adaptive to new environments. Yao urges businesses to approach emerging countries without fear and with openness – as the Chinese proverb goes: “A committed partner will bring twice the result with half the effort.” “After all,” Yao said, “in terms of doing business, there is no difference between the Chinese and Europeans. The essentials of business – revenue, profit and partnership – do not change.”

Gao Hao from Tsinghua University of China said the reform and opening up policy in 1978, Deng Xiaoping's southern tour speech in 1992 and the 15th CPC National Congress in 1997 are the three milestones of the development of Chinese family businesses. The number of Chinese family businesses has grown three-fold in 20 years. In 2009, out of the 6.6 million private companies in China, 85.4% were family businesses; and 36.2% of the non-state owned companies listed on the Shanghai and Shenzhen stock markets were family influenced businesses that outperformed other corporate governance structures in terms of profit growth (2008-2010), revenue growth (2008-2010) and ROA (2010).

Professor Gao explained that, “The founders of these companies all have a ‘4S’ personality. They are Supermen, Strong minded, Street smart, and they Study hard.” He also thinks their political, business and family networks are highly valued as family assets. Moreover, these resources and networks of rich families are converging, creating a new social class through marriages.

2013 MIECF

Macao International Environmental
Co-operation Forum & Exhibition
2013年澳門國際環保合作發展論壇及展覽

SUSTAINABLE CITIES – THE WAY TOWARDS A GREEN FUTURE

Thinking Green • Going Clean • Living Cool
21 - 23 March 2013 • MACAO

The Regional Hub for Sustainable City Development Solutions



The sixth edition of the **Macao International Environmental Co-operation Forum & Exhibition (MIECF)** will continue to serve as a high-powered platform to promote solutions for a low carbon future and sustainable city development. Initiated and actively led by the Government of the Macao Special Administrative Region (Macao SAR), MIECF is strategically positioned to nurture business, technology and information exchange and co-operation between the Pan-Pearl River Delta Region in Southern China and the international markets. MIECF was certified as a “UFI Approved Event” by the Global Association of the Exhibition Industry (UFI) in 2011. This confirmed the steady development of the activities and achieved industry recognition since it was first held in 2008.

2012MIECF enjoyed the support of the National Development and Reform Commission, the Ministry of Science and Technology and the Ministry of Environmental Protection of the People’s Republic of China as the Special Supporting Organizations. MIECF is also co-organized by the provincial/regional governments of the Pan-Pearl River Delta Region, namely Fujian, Jiangxi, Hunan, Guangdong, Guangxi, Hainan, Sichuan, Guizhou, Yunnan and Hong Kong. The strong support from these governments cements MIECF as the business and technology exchange platform for the move towards sustainable development in the region.

The exhibition and forum feature green solutions in **Energy Efficiency, Renewable Energy, Green Building, Green Mobility, Water and Wastewater Management Solutions and Environmental Services.**

World’s Leading Speakers at the Green Forum

2013MIECF offers you the platform to meet top-level corporate executives from various environmental solution providers. Gain valuable insights at our Green Forum on different topics and meet with key decision makers.



Prof. Jeffrey Sachs

Director, The Earth Institute at Columbia University and Special Advisor to United Nations Secretary-General Ban Ki-moon

Presentation topic: Challenges of Sustainable Development



Prof. C.S. Kiang

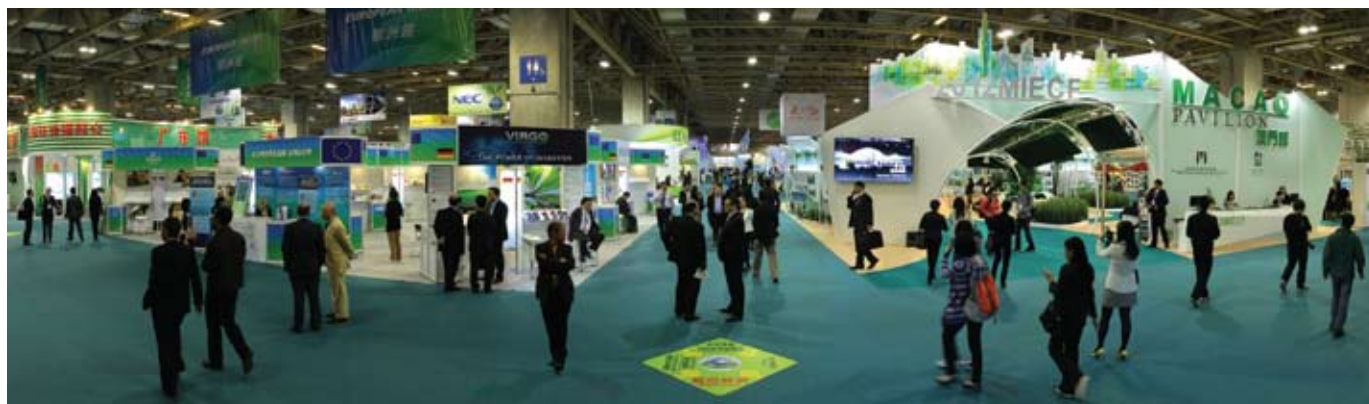
Chairman, Sustainable Development Technology Foundation and Founding Dean of the College of Environmental Sciences at Peking University

Presentation topic: Green Building and Sustainable Community – New Urbanism in China

2013MIECF Details

Date 21-23 March 2013
Venue The Venetian Macao-Resort-Hotel
Enquiries Tel: (853) 8798 9675
Website www.macaomiecf.com

Register online now for your Green Showcase admission and save your seat as a Green Forum Delegate!



Openness to the family business community and family members

Those who best understand the complexity of family businesses are family business owners. When it comes to clarifying family, business and ownership, success, or family corporate governance issues, nobody understands better than your family business peers who are facing or have faced the same situations. One business owner spoke of the relief he felt when he received advice from another family business owner who was facing the same dilemma.

Surprisingly, openness to family members, especially next generation family leaders, is another issue globally. Participants from different parts of the world all affirmed that next generation family members have a different focus and mindset.

They are more ecological, more sustainability-oriented, more innovative and more self-centered. They perceive the world differently. Many next generation family members choose to start their own business – a decision “tolerated” by many family businesses with a long history.

Alexander Scott of Sandaire, shared his experience of selling his long-standing family business and then using the profits to create a new family business made up of several companies – a plausible action that to some extent represents the continuity of family entrepreneurship.

History demonstrates that family businesses hold the key to longevity: adaptation. Look at any long-lasting family business and you will find that its story is about constantly adapting to the external environment. In today's complex business world, openness to external change, to external talents, to other cultures and mindsets, as well as to the family business community is the key to taking the family business to a new level of development.

You may be in a comfortable position today, but not moving is not an option when everything is moving around you. ❁

家族企業的特徵是以「家族」為本。正如「2011年瑞士洛桑國際管理學院 (IMD) ——隆奧 (Lombard Odier) 全球家族企業獎」得主、芬美意 (Firmenich) 香料家族企業創立成員兼電子商務總監Bernard Firmenich所說：「家族事務總是棘手的，親情每每會增加溝通和決策的複雜性。」

然而，如果家族企業能夠採取二分法的思考模式，並準備好以開放的態度迎接新時代，他們的靈活性、適應力和可持續發展能力就會大大提升。

故步自封：企業巨頭倒下之時

市場領袖為何會垮倒？未能開放地接受新概念並意識到其重要性，促使許多稱霸一時的市場領袖步向失敗。柯達因未能成功從菲林過渡至數碼攝影，致使業務節節敗退，最後更要申請破產保護，並於2012

年初終止其奧斯卡贊助商協議。

這家擁有逾

130年歷史的美國

公司不僅開發了

首部手提消費相機，

還創造了首部

數碼相機，

但為免影響

其菲林業務，卻選擇

不把其數碼相機邁

向商業

化。電腦生

產巨擘Digital

Equipment

Corporation

(DEC)

於1990年

代末衰落，

原因是

未能洞悉個人

電腦所帶來的機

遇，以及沒有

迅速回應市場

趨勢。黑莓

(Blackberry)

手機曾經是商業用戶的「必

備」配件，其製造商Re-

search in Motion (RIM)亦因

未能趕上iPhone和Android手機

的發展而正陷入困境。

上述企業叱咤市場幾十年，最後卻

敵不過「變革者」的挑戰；這些變革者為業界帶來徹底改革，這個現象

又稱為「突變」。IMD策略管理及企業創新教授Albrecht Enders博士與

紐倫堡大學的Andreas Konig博士指出，大型企業面對重大的外來轉

變，特別是突變時，往往未能推行內在轉變，這可歸咎於「企業惰

性」，即面對顛覆性的環境變革時，出現應變緩慢、資源僵化、程序僵

化，以及缺乏動力等情況。事實上，突變正好締造龐大的增長機會，但

許多企業卻表現得措手不及。所以，DEC屈服於企業惰性之際，IBM卻

能將之克服，並成功從硬件公司轉型為服務供應商。



© IQONCEPT | DREAMSTIME.COM

對外來轉變持開放態度

儘管部分公司未能趕上外來轉變，其他公司卻懂得抓緊商機，透過引入新的客戶價值（西南航空）、新的創造價值方式（宜家家居）或新的收入結構（Google文件），以取得市場領導地位。

當然，不是每個創新項目都能成功。事實上，只有少數能夠發揮真正的影響。儘管創新項目的成功與否，實在難以在早期預測得到，但參與者都認同，創新會令大型企業招架不來。

大部分歷史悠久的家族企業都是信譽超著的老牌公司。然而，假如他們不想重蹈DEC和其他大企業的覆轍，就不能忽視潛在的行業變革者，而且要掌握業界的最新發展，並盡量作出緊密的配合，因為從上述的企業實例可見，顛覆性的創新或會損害大型企業的競爭優勢。

更重要的是，家族企業必須對外來資訊和轉變抱持開放的態度，因為他們的處事作風傾向謹慎和保守，因此對環球趨勢的反應或會較慢。但值得鼓舞的是，有家族企業正展示自己能夠緊貼全球轉變的最前線。Enders教授推論，家族企業的本質是更重視連貫性、擁有高度控制權和緊密的聯繫，以及強烈的群體意識，致使他們對新科技適應較慢。

從正面看，家族企業有更多空間，以進行非形式化、長遠的市場調查和研發，以及加快決策、實施和資訊分享，特別是由下至上的過程。私營家族企業亦可享受獨立自主，無需受制於外在因素。負面來看，他們有時會傾向堅守固有的身分和程序，這或有礙他們作出果斷的投資，並且缺乏靈活彈性，不願向外尋求意見。Enders教授強調，要發揮家族企業的優勢及避免犯下以上錯誤，關鍵在於最高決策者的開放態度。

對外來的行政人員和董事持開放態度

IMD全球董事中心總監財務及管治教授Didier Cossin博士認為，現今的董事局是業務致勝的關鍵。不過，它不應再局限於作為一個管理高級行政人員的機制，而是應該積極為公司創優增值，推動策略創新。如果董事能夠提供外來的觀點、克服策略盲點、提高公司對外圍風險的意識、與各地政府、社會和其他持分者取得聯繫、真誠可靠，以及建立行政團隊所不能給予的信任，就可為公司創造競爭優勢。

要達到這個目標，Cossin教授強調董事多元化是關鍵所在。來自各行各業和不同地域背景的董事，可讓董事局更快預視到業界將會出現的徹底轉變、外來風險和機遇。這種多元化，再加上董事的全情投入、竭誠參與，是一個出色董事局的必備元素。

非家族董事可大大增添家族企業董事局的多元特色。為保留家族控制權，家族企業的董事局往往只由家族成員組成，但這將不利於聽取外來聲音，增加了策略性短視的風險。為董事局引入非家族成員，可避免家族企業陷入「家族集體思維」，從而增加客觀性，有助作出理性的決策。

董事局開放與多元化：引入外才

芬美意分享其經驗時表示，非家族成員也可擔任公司的高級行政職位。該集團於1895年在日內瓦成立，是最大的私營香精香料公司，其業務一直由家族全權擁有，至今已歷經四代，在全球各地聘用了6,000名僱員，營業額逾30億美元。不過，芬美意擅於把家族擁有權、家族與業務獨立開來。在1970年代初，該公司把行政總裁與主席的角色分拆，並於1990年從外引入董事成員，2000年更首次委任非家族成員出任主席，而自2005年起，其大多數的董事均來自外界。

芬美意的用人理念是「有能者居之」。家族成員也得通過與外來僱員無異的聘用過程，合資格者方會獲得錄用。難怪家族成員會以「得到公司聘用」為榮。該公司相信，對外來董事和僱員持開放態度是其不斷創新的秘訣，從而達致企業和家族文化的核心價值。

對其他文化和思維持開放態度

華福印染股份有限公司董事長姚庭財在中國和歐洲經營一家營業額每年達8億元的印染公司。他首次踏足歐洲時，發現難以物色業務夥

伴，因為歐洲企業很大程度上對中國企業家缺乏信任，而且當地的市場環境與中國截然不同。最後，姚先生聘請了一位行業經驗豐富的顧問，充當他與歐洲業務夥伴和客戶之間的中間人。隨著雙方的互信增加，語言障礙得以消除，姚先生的業務亦逐漸起飛。

根據姚庭財在歐洲所累積的10多年經驗，他發現顯赫的歐洲家族企業較為專注和熟練，反之新進的中國家族企業則往往缺乏焦點和連貫性。然而，由於中國的新進企業不時面對急速的經濟發展，他們會較有彈性，更易適應新環境。姚先生力促企業以勇敢和開放的態度進軍新興國家，因為良好的夥伴可助你事半功倍。他說：「畢竟，就營商而言，無論是中國人或歐洲人都並無分別，收入、盈利和夥伴等業務要素始終不變。」

中國清華大學的高皓表示，1978年的改革開放政策、1992年鄧小平南巡講話，以及1997年的中共第15次全國代表大會，是中國家族企業發展的三大里程碑。中國家族企業的數目在20年內增長三倍。2009年，在內地的660萬私人企業中，有85.4%為家族企業；而36.2%在深滬上市的非國有企業則是受家族影響的企業，他們的盈利增長（2008-2010）、收入增長（2008-2010）和資產回報率（2010）均勝過其他企業管治架構。

高教授解釋：「這些公司的創辦人都擁有『4S』個性，即Supermen（能力超凡）、Strong minded（意志堅定）、Street smart（精明幹練）及Study hard（努力學習）。」他也視他們的政治、商業和家族網絡為寶貴的家族資產。此外，這些富商家族的資源和網絡正不斷融合，透過婚姻創造出新的社會階級。

這些公司的創辦人都擁有『4S』個性，即Supermen（能力超凡）、Strong minded（意志堅定）、Street smart（精明幹練）及Study hard（努力學習）。

對家族企業社群和家族成員持開放態度

最深明家族企業有多複雜的人，就是家族企業的擁有人。當要闡明家族、業務及擁有權、成就或家族企業管治等問題，沒有人比你的同行更清楚，因為他們都經歷過同樣的處境。一位擁有人談到，當另一位正經歷同一困境的家族企業擁有人向他提供意見，他感到非常安慰。

意外的是，對家族成員，特別是對新一代的家族領袖持開放態度，是另一個全球性議題。世界各地的與會者一致認為，新一代的家族成員有不一樣的焦點和思維。他們更注重生態和可持續發展，更加創新和自我中心。他們會以另一個角度看世界。很多新一代的家族成員選擇自立門戶，而不少家族企業都要「容忍」這個決定。

Sandaire的Alexander Scott分享了他當年怎樣出售其歷史悠久的家族企業，再利用有關收益成立了另一個由幾家公司組成的家族企業。在某程度上，此舉似乎延續了家族的創業精神。

歷史證明，家族企業能夠掌握屹立不倒的關鍵：適應力。綜觀所有歷久不衰的家族企業，你會發現其奮鬥史都是關乎不斷適應外界環境。在當今複雜的商業世界，對外來的轉變、人才、其他文化和思維，以及家族企業社群抱持開放態度，是助家族企業再創高峰的致勝之道。

今天你或許風調雨順，但當四周環境變幻無常，故步自封並非良策。✿

A Romantic Chinese New Year

To celebrate the Year of the Snake, many people will be buying various cakes as part of the festivities. As Valentine's Day coincides with Chinese New Year, why not make it a romantic celebration this year by making your own treats to impress the love of your life?

情人節晚餐中最受歡迎的甜品之一，肯定少不了朱古力心太軟。切開香脆的朱古力外層，溫暖軟滑的朱古力漿緩緩流出，一軟一硬的口感瞬間把大家的心融化掉，加上朱古力的誘惑總是讓人無法抗拒，使這款甜品成為了不少食客的至愛。

總商會的業餘糕點大師黃惠強經常為同事炮製不少美食，今期他會分享製作心太軟的秘技，讓大家在情人節為愛侶大顯身手。

但願你會享受親自製作這兩款應節食品的樂趣，更重要的是吃得開懷！《工商月刊》祝你和家人在蛇年身壯力健，財運亨通，大吃四方！



One of the most popular desserts for a Valentine's Day dinner is chocolate fondant. Maybe it is the firm outer chocolate case, or the hot runny chocolate that melts everyone's heart, or simply the fantastic taste that make it so many people's favourite dessert.

The Chamber's amateur baker Andy Wong, who now and again treats staff to some of his fabulous bakes, agreed to share his recipe for chocolate fondant for Valentine's Day.

I hope you enjoy the process of making both of these special treats and more importantly the taste. *The Bulletin* would like to wish you and your family good health, wealth and happiness in the Year of the Snake. Bon appetite!



Chocolate Fondant 朱古力心太軟

Ingredients 材料:
(makes 2-3 small fondants 2至3人份量)

- 80g 55%-70% dark chocolate (broken into pieces)
55%-70%黑朱古力(切小塊)
- 2 Medium eggs
中蛋
- 40g Sugar
糖
- 40g Plain flour, sifted
麵粉
- 50g Unsalted butter
無鹽牛油
- 10g Butter for greasing
牛油溶液(掃杯子用)
- 6 squares 70% Dark chocolate
6片 70%黑朱古力
- Icing sugar for dusting (optional)
糖霜(撒面用, 按喜好)

1 Preheat the oven to 200°C/400°F. Thoroughly grease ovenproof moulds with butter and dust lightly with sugar.

預熱焗爐至200°C/400°F。在焗杯內薄薄地掃上牛油，再平均地沾上砂糖。

2 Melt the butter and 80g of chocolate together in a bowl over a double boiler.

朱古力及牛油倒入大碗內，用熱水座溶，拌勻備用。

3 In a large bowl, whisk the sugar and egg together until light and pale, approximately 3 minutes, with an electric whisk.

把蛋加入砂糖，用電動打蛋器打至稍為濃稠變淡黃色(約需3分鐘)。

4 Pour the melted butter and chocolate mixture into the egg mix gradually and then fold in the sifted flour gradually.

把蛋液拌入牛油及朱古力混合物，再加入已篩過的麵粉拌勻。

5 Place the moulds on a baking sheet, and pour in mixture to about 70% full. Then put 2 squares of chocolate together and push them almost to the bottom of the moulds.

把杯子排在焗盤上，倒入麵粉糊至大約七成滿，然後疊起2片朱古力片，橫放入麵粉糊近底部。

6 Bake in a preheated oven for approximately 7-8 minutes.

放入焗爐焗7至8分鐘。

7 When the outside is crisp to touch, loosen the edges with a knife and carefully turn out from their moulds onto a serving plate. Sift with a little icing sugar to decorate.

出爐後，待涼片刻，用小刀輕輕在杯邊繞一圈，然後小心地倒在碟子上，再撒上糖霜裝飾。

Tip 小貼士：
Don't overbake, otherwise, the fondant will be solid.

請緊記不要焗過時！否則就做出「流心」效果。



浪漫的春節

蛇年將至，很多人都會買各式糕點來賀年。今年情人節適逢大年初五，不如親手炮製美食，與愛人共渡溫馨浪漫的農曆新年吧！

Sweet treats, such as New Year Cake (Nien Gau), are an essential part of the Lunar New Year festivities. As it is quite complicated to make, people tend to buy ready-made new year cakes, which are also good for gifts when visiting people over the holidays.

Two deceptively simple recipes can be made at home and you will be amazed by the results. Theresa Yiu, who sells her gourmet treats in selected supermarkets, shared with our food lover Gerry Ma the secrets of making a good turnip cake, which he said is so good that even his mother-in-law cannot compete. To celebrate Chinese New Year this month Theresa has agreed to share with readers of *The Bulletin* how to make her famous turnip cake. ❀

年糕等甜點是家家必備的賀年食品，但由於做法繁複，忙碌的都市人大多買現成的製品，不論送禮自用，都增添不少新年氣氛。

本期我們會介紹兩個簡易食譜，讓你在家都可煮出大廚水準！人稱「大師姐」的麥麗敏，近年創立了自家品牌，出產糕點、月餅等美食，在大型超市發售。她與本刊食家馬桂榕分享了炮製香脆蘿蔔糕的秘訣，一向嘴刁的他吃罷讚不絕口，說連他最愛的「岳母蘿蔔糕」也被比下去了。為了共賀新禧，本期我們特別情商「大師姐」親自教大家做她的招牌蘿蔔糕。❀



Turnip Cake 蘿蔔糕

Good turnips should be heavy and plump. Big dried salt-water shrimps are used as they have more flavour and are easier to remove the shells and intestines. Use big Japanese dried scallops, Hong Kong dried sausages and pork (cut off the dark and hard meat at the bottom) and Japanese dried black mushrooms.

選蘿蔔最重要是重身，而且肥大得像「迫爆」似的。只用鹽水湖的大蝦米，取其蝦身夠香味，方便去殼挑腸，又容易買到。買日本高身大瑤柱，選用香港製造的臘腸臘肉，要棄用臘肉最底又硬又黑的肉，而冬菇則首選日本菇。

Ingredients 材料：

1.1kg	Turnips 蘿蔔
135g	Rice flour 粘米粉
34g	Non-glutinous flour 澄麵
10-15g	Big Japanese dried scallops 日本高身大碎貝
30g	Dried shrimps 蝦米
3 big	Japanese thick black mushrooms 日本厚身冬菇
55g	Dried sausage 臘腸
35g	Dried pork 臘肉
1/2 tsp	Sugar 糖

Seasoning 調味料：

1/4 cup	Water from dried scallops and shrimps 瑤柱水、蝦米水
1/4 cup	Chicken broth (without MSG) 無味精清雞湯
1 1/2 tbsp	Oil 油
1 tsp	Sesame oil 麻油
1 tsp	Salt 鹽
1 tsp	Pepper 胡椒粉
1/2 tsp	Sugar 糖

Toppings 灑面配料：

1 tbsp	Stir-fried sesame 已炒香芝麻
2 sprigs	Chopped shallot 蔥

1 Soak dried shrimps scallops and mushrooms in separate bowls of water for 2 hours or until soft. Brunoise the ingredients, set aside the water.

蝦米、瑤柱和冬菇用水浸2小時或至軟，切成細粒，留水。

2 Steam the dried sausages and pork for 20 minutes. Cut off the dark and hard meat at the bottom of the pork. Chop the remaining parts into small dice while warm.

蒸臘腸臘肉20分鐘，臘肉又黑又硬的底部切去不要，其餘趁熱切成細粒。

3 Stir fry all ingredients one by one on medium-low heat until fragrant.

用中小火分別爆香各材料。

4 Peel the turnips. Cut half of them into thick strips, and thickly grate the other half. Put all the turnip into a pot with 1/2 tsp of sugar cover, and cook on very low heat until the water from the turnips starts to bubble.

蘿蔔刨皮，先將一半蘿蔔切成粗條，其餘刨成粗絲，全部蘿蔔加1/2茶匙糖，蓋上，用非常慢火煮，務求不要蒸發蘿蔔水。

5 Drain the turnip water into a bowl with the water from scallops, shrimp and chicken broth. Stir into the non-glutinous flour and rice flour to make a smooth mixture.

將蘿蔔水加入瑤柱蝦米水及清雞湯，開澄麵及粘米粉。

6 Add the seasoning to the turnip, stir well and cook on a low heat in a wok.

調味料加入蘿蔔裡拌勻，放入鑊內。

7 Fold the batter in with the turnips a little at a time. Keep folding and adding a little of the mixture until it can stand on a spatula. It is very important that the mixture is folded evenly which does require some muscle, otherwise the cake will not be soft and silky.

用小火燒熱蘿蔔，分數次倒粉漿入蘿蔔裡，不停用鏟刮攪拌至稠身。這部分很重要，攪漿要很用力而均勻，否則便不軟滑。

8 Brush a little oil on the inside of your container and put in your mixture. Steam on a high heat for 1 hour (depending on the thickness of the cake).

糕盆用油抹，放入糕漿，用刮掃平，猛火蒸1小時（視乎糕的厚薄）。

9 Insert a toothpick into the middle of the cake. If the toothpick comes out clean it is ready, but needs another 10 minutes if some mixture sticks to it.

蒸熟後用竹籤插入糕中間，拿出來如有糕粒黏著即未熟透，要再蒸10分鐘。

10 Sprinkle the chopped shallot and roasted sesame seeds on top. Slice the turnip cake into 1.3 cm thick slices. Add a little oil in a pan and fry over a medium heat until golden brown, and the skin is slightly crisp.

將蔥碎及已炒香的芝麻灑在糕面。蘿蔔糕要切片，約1.3厘米厚，用少許油以中火煎至金黃及有少許焦香。

Tip 小貼士：

You can also stir fry turnip cake on a medium-high heat with a little XO sauce, Japanese oyster sauce and fried egg to make a tasty snack.

蘿蔔糕除了香煎，不妨以XO醬、少許日本蠔油及已煎香的雞蛋用中大火炒，變成一款濃味小吃。

Perfect Phrases for Creativity and Innovation

激發創意的妙語

Blame it on email, Whatsapp, texting, Twitter, or technology, but the art of penmanship has long gone, and closely following it is wordsmanship. We seem to have lost the art of crafting articulate sentences, or inspiring prose that hooks readers' imagination. Instead, phrases 'like you know, like that thingy what's his name said like OMG, LOL ... ☺' are used to convey our emotions.

Of course there is a time and place when these modern additions to the English language speak volumes. But when you are trying to motivate staff to dig deep into their souls to extract a higher level of creativity and innovation, saying: "we need you to come up with some really cool ideas for some new stuff" just isn't going to cut it.

This is where books like "Perfect Phrases for Creativity and Innovation" come into their own. The premise of the book is to give supervisors ready-to-use phrases to help motivate certain facets, but author Karen Eriksen also gives practical tips on how to maximize their effectiveness in the workplace.

The first two chapters focus on phrases for yourself and your staff, which can be read through or just used as a reference book when you are in need of some inspiring phrases in a hurry.

Eriksen also looks at the structure of creativity and lists useful questions and tools to break down the creative process and refine ideas. These are tools that you can implement immediately and effectively in your own organization. When these fail to produce the goods, she provides suggestions for getting the creative juices flowing by abandoning brainstorming sessions in dreary hotel rooms and heading to the beach, or mountain retreats.

都怪電郵、Whatsapp、短訊、Twitter等科技日漸普及，隨著書法藝術早已失傳，寫作藝術亦逐漸式微。我們似乎已經不懂得怎樣建構優美的文句，又或利用散文喚發讀者的想像力。反之，我們總是用「you know」、「thingy」、「OMG」、「LOL」……「☺」等字句來表達情緒。

當然，在某些時間或場合，這些新式英語也很「到位」，但當你嘗試激勵員工費盡心思地發揮創意和創新，光說「我們要你想出一些很棒的新構思」並不足夠。

這就是《Perfect Phrases for Creativity and Innovation》（激發創意的妙語）這類書籍大行其道的原因。此書的前提是為企業主管提供手到拿來的金句，協助他們鼓勵員工，但作者Karen Eriksen亦提供了實用心得，教導讀者如何在職場上充分地發揮潛能。

首兩個篇章集中為你 and 員工提供錦言妙語，你可以細讀一遍，或在急需一些發人深省的字句時用作參考。

Eriksen亦探討了創意的架構，並列舉多個實用問題和工具，以解構創新過程和改良策略。你可以在公司即時和有效地運用這些工具。假如效果仍未如理想，她建議不要在沉悶的酒店會議室內舉行集思會，可改為到海灘或山上靜修，啟發員工的靈感，發揮創意。

Perfect Phrases for Creativity and Innovation provides hundreds of ready-to-use phrases for building the kind of exciting, solution-driven work environment that turns average companies into industry leaders. From creating powerful teams to prioritizing ideas to rewarding success, this hands-on guide offers the language and proven tools to help you:

- Jump-start your own creativity
- Trigger whole-brain, divergent thinking in your employees
- Inspire teams to collaborate in new, effective ways
- Transform every team into an innovation machine

《Perfect Phrases for Creativity and Innovation》提供大量現成金句，助你打造生氣勃勃、以解決方案為主導的工作環境，令平平無奇的企業搖身一變為業界翹楚。從培育精英團隊、排列計劃的優次，到獎勵優秀的員工，此實用指南提供了適當用語和有效工具，助你：

- 激發個人創意
- 引導員工的多元思維
- 啟發不同團隊以嶄新有效的方式合作
- 把各團隊轉化為創新機器

Congratulations to the winners of **How to Be Exceptional**: Nirmala Dhas, Mark Conklin, and Susan Blanche

The Bulletin is giving away three copies of this month's featured book. Entries will be randomly drawn from the hat and winners will be announced in the next issue of *The Bulletin*. Deadline for entries is February 22. Simply complete the entry form and send it to: The Hong Kong General Chamber of Commerce, 22/F, United Centre, 95 Queensway, Admiralty, Hong Kong.

《工商月刊》將送出本月推介書籍三本，歡迎會員來信參加。本會稍後將抽出幸運兒，結果將於下月的《工商月刊》內公布。截止日期為2月22日。請填妥索取表格，並郵寄至香港總商會（地址：香港金鐘道95號統一中心22樓）。

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

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

Perfect Phrases for Creativity and Innovation



KLM offers menus created by top international chef **Richard Ekkebus**

Since 1st December 2012, KLM Royal Dutch Airlines has been serving its World Business Class passengers menus created by Richard Ekkebus of the renowned restaurant Amber in The Landmark Mandarin Oriental, Hong Kong.



KLM has a long tradition of serving its World Business Class passengers menus created by leading Dutch chefs. This is one way KLM invests in its inflight service, by teaming up with top chefs and sommeliers. With the dishes of Richard Ekkebus, KLM once again offers excellent culinary quality to its passenger, having previously served the dishes of Sergio Herman, Jonnie Boer, Mario Ridder and Flemish chef Peter Goossens.

"KLM is very pleased to be working with Richard Ekkebus," says KLM Managing Director Erik Varwijk. "This Dutch chef working in Hong Kong really reflects the KLM spirit, as he is international but also has Dutch roots. These chefs help us to keep renewing our product; they present us with welcome challenges and enable us to compile superb menus for our World Business Class passengers."



"I am deeply honoured to have been invited to develop the World Business Class menus for KLM, thus adding my name to the list of illustrious predecessors," says Richard Ekkebus. "I see this as a great challenge and I hope my Dutch roots and international culinary experience will add value to the World Business Class menu."

The dishes created by Richard Ekkebus are on offer to World Business Class passengers from 1st December 2012 until the end of September 2013 on all inter-continental flights out of Amsterdam and also flights out of Hong Kong.

As Director of Culinary Operations and Food & Beverage of The Landmark Mandarin Oriental, Richard Ekkebus supervises all dishes in one of the most luxurious and highly rated 5-star hotels in Hong Kong. Under his guidance, the restaurant earned its second Michelin star for the fourth consecutive year. Amber is one of the top 50 restaurants in the world.





Turnip Cake 蘿蔔糕

Good turnips should be heavy and plump. Big dried salt-water shrimps are used as they have more flavour and are easier to remove the shells and intestines. Use big Japanese dried scallops, Hong Kong dried sausages and pork (cut off the dark and hard meat at the bottom) and Japanese dried black mushrooms.

人家只用2至2.5公斤蘿蔔配680克粘米粉，大師姐則用4.9公斤蘿蔔。選蘿蔔最重要是重身，而且肥大得像「迫爆」似的。只用鹽水湖的大蝦米，取其蝦身夠香味，方便去殼挑腸，又容易買到。買日本高身大瑤柱，選用香港製造的臘腸臘肉，要棄用臘肉最底又硬又黑的肉，而冬菇則首選日本菇。清雞湯要選無味精的罐裝，一半蘿蔔切成粗條，其餘則刨成粗絲。

Pan-fried Turnip Cake 煎蘿蔔糕

Slice the turnip cake into 1.3 cm thick slices. Add a little oil in a pan and fry over a medium heat until golden brown, and the skin is slightly crisp.

蘿蔔糕要切片，約1.3厘米厚，用少許油以中火煎至金黃及有少許焦香。

Tips 小貼士：

You can also stir fry turnip cake on a medium-high heat with a little XO sauce, Japanese oyster sauce and fried egg to make tasty snack.

蘿蔔糕除了香煎，不妨以XO醬、少許日本蠔油及已煎香的雞蛋用中大火炒，變成一款濃味小吃。

Steamed Turnip Cake 蒸蘿蔔糕

Ingredients 材料：

Turnips 蘿蔔	1.1kg
Rice flour 粘米粉	135g
Non-glutinous flour 澄麵	34g
Big Japanese dried scallops 日本高身大碎貝	10-15g
Dried shrimps 蝦米	30g
Japanese thick black mushrooms 日本厚身冬菇	3 big
Dried sausage 臘腸	55g
Dried pork 臘肉	35g
Sugar 糖	1/2 tsp

Seasoning 調味料：

Water from dried scallops and shrimps 瑤柱水、蝦米水	1/4 cup
Chicken broth (without MSG) 無味精清雞湯	1/4 cup
Oil 油	1 1/2 tbsp
Sesame oil 麻油	1 tsp
Salt 鹽	1 tsp
Pepper 胡椒粉	1 tsp
Sugar 糖	1/2 tsp

Toppings 灑面配料：

Stir-fried sesame 已炒香芝麻	1 tbsp
Chopped shallot 葱	2 sprigs

Method 做法：



Cut any hard parts off the dried scallops and soak in half a cup of water for 2 hours. Break into fine strands. Set aside the water.

瑤柱去枕，用半杯水浸2小時，撕成幼絲，留水。



Steam the dried sausages and pork for 20 minutes. Cut off the dark and hard meat at the bottom of the pork. Chop the remaining parts into small dice while warm.

蒸臘腸臘肉20分鐘，臘肉又黑又硬的底部切去不要，其餘趁熱切成細粒。



Drain the turnip water into a bowl with the water from scallops, shrimp and chicken broth. Stir into the non-glutinous flour and rice flour to make a smooth mixture.

將蘿蔔水加入瑤柱蝦米水及清雞湯，開澄麵及粘米粉。



Brush a little oil on the inside of your container and put in your mixture. Steam on a high heat for 1 hour (depending on the thickness of the cake).

糕盆用油抹，放入糕漿，用刮掃平，猛火蒸1小時（視乎糕的厚薄）。



Soak dried shrimps into a cup of water for 45 minutes or until soft. Remove the shells and intestines. Brunoise the shrimps. Set aside the water.

蝦米用1杯水浸45分鐘或至軟，去殼挑腸，切成細粒，留水。



Stir fry all ingredients one by one on medium-low heat until fragrant.

用中小火分別爆香各材料。



Soak black mushrooms in half a cup of water for 2 hours. Squeeze out the water and brunoise the mushrooms.

冬菇用半杯水浸2小時，搾去水份不要，切細粒。



Peel the turnips. Cut half of them into thick strips, and thickly grate the other half. Put all the turnip into a pot with 1/2 tsp of sugar cover, and cook on very low heat until the water from the turnips starts to bubble.

蘿蔔刨皮，先將一半蘿蔔切成粗條，其餘刨成粗絲，全部蘿蔔加1/2茶匙糖，蓋上，用非常慢火煮，務求不要蒸發蘿蔔水。



Add the seasoning to the turnip, stir well and cook on a low heat in a wok.

調味料加入蘿蔔裡拌勻，放入鑊內。



Fold the batter in with the turnips a little at a time. Keep folding and adding a little of the mixture until it can stand on a spatula. It is very important that the mixture is folded evenly which does require some muscle, otherwise the cake will not be soft and silky.

用小火燒熱蘿蔔，分數次倒粉漿入蘿蔔裡，不停用鏟刮撐糕漿至稠身。這部分很重要，撐漿要很用力而均勻，否則便不軟滑。



Insert a toothpick into the middle of the cake. If the toothpick comes out clean it is ready, but needs another 10 minutes if some mixture sticks to it.

蒸熟後用竹籤插入糕中間，拿出來如有糕粒黏着即未熟透，要再蒸10分鐘。



Sprinkle the chopped shallot and roasted sesame seeds on top.

將葱碎及已炒香的芝麻灑在糕面。



Chocolate Fondant 朱古力心太軟

Ingredients: (makes 2~3 small fondants)

材料：(二至三人份量)

55%~70% dark chocolate (broken into pieces)	80g
55%-70%黑朱古力(切小塊)	
Medium eggs	2
中蛋	
Sugar	40g
糖	
Plain flour, sifted	40g
麵粉	
Unsalted butter	50g
無鹽牛油	
Butter for greasing	10g
牛油溶液(掃杯子用)	
70%~80% Dark chocolate chip	6 squares
70% - 80%黑朱古力	
Icing sugar for dusting (optional)	
糖霜(撒面用, 按喜好)	

Method 做法：



Preheat the oven to 200°C/400°F. Thoroughly grease ovenproof moulds with butter and dust lightly with sugar.

預熱焗爐至200 °C/400 °F。在焗杯內薄薄地掃上牛油，再平均地沾上砂糖。



Melt the butter and 80g of chocolate together in a bowl over a double boiler.

朱古力及牛油倒入大碗內，用熱水座溶，拌勻備用。



In a large bowl, whisk the sugar and egg together until light and pale, approximately 3 minutes, with an electric whisk.

把蛋加入砂糖，用電動打蛋器打至稍為濃稠變淡黃色(約需3分鐘)。



Pour the melted butter and chocolate mixture into the egg mix gradually and then fold in the sifted flour gradually.

把蛋液拌入牛油及朱古力混合物，再加入已篩過的麵粉拌勻。



Place the moulds on a baking sheet, and pour in mixture to about 70% full. Then put 2 squares of chocolate together push them almost to the bottom of the moulds.

把杯子排在焗盤上，倒入麵粉糊至大約七成滿，然後疊起2片朱古力片，橫放入麵粉糊近底部。



Bake in a preheated oven for approximately 7-8 minutes.

放入焗爐焗7 - 8分鐘。



When the outside is crisp to touch, loosen the edges with a knife and carefully turn out from their moulds onto a serve plate. Sift with a little icing sugar to decorate.

出爐後，待涼片刻，用小刀輕輕在杯邊繞一圈，然後小心地倒在碟子上，再撒上糖霜裝飾。



Serve with vanilla ice-cream. 伴以雲呢拿雪糕。

Tips 小貼士：
Don't bake over-time!
Otherwise, the "fondant" will be solid.

請記懂不要焗過時！
否則就做出「流心」效果。

Chamber Happenings 活動重溫



The Chamber presented a letter to the Commissioner of Customs and Excise on December 20, lobbying for an extension of the “Consultation on the Draft Enforcement Guidelines for the Trade Descriptions (Unfair Trade Practices) (Amendment) Ordinance 2012.” On January 8, members of several Chamber committees (including the Retail and Tourism Committee) met with the Commissioner of Customs and Excise Clement Cheung as well as representatives from the Commerce and Economic Development Bureau and the Office of Communications Authority to exchange views on the consultation document. The Government has decided to extend the consultation period to March 17 after hearing our concerns.

總商會於12月20日去信海關關長，促請當局延長有關《2012年商品說明（不良營商手法）（修訂）條例》執法指引擬稿的諮詢期。總商會多個委員會（包括零售及旅遊委員會）的成員於1月8日與海關關長張雲正，以及來自商務及經濟發展局和通訊事務管理局辦公室的代表會面，就諮詢文件交換看法。政府在聽取我們的意見後，決定延長諮詢期至3月17日。

accompanied by Chng Tze Chia, Deputy Consul-General of Singapore in Hong Kong. David O’Rear, the Chamber’s Chief Economist, welcomed the visitors and both sides discussed economic and political developments in Hong Kong.

China Committee

Stephen Ng, Vice Chairman of the Chamber, represented HKGCC at the Hunan Investment Seminar and Networking Event, held at HKCEC on December 19 and met with Mei Kebao, Deputy Secretary, Committee of Hunan Province CCP. The event was organised by Hunan CCPIT with the Chamber being a co-organiser.

Watson Chan, Senior Director, Policy and China Business, attended the Huian-Hong Kong Trade & Tourism Promotion seminar and luncheon on December 24.

The Economic and Technological Cooperation Office of Ningxia Hui Autonomous Region organised a Study Mission to Ningxia Hui Autonomous Region for Muslim foods and products from January 8-11.

Xiao Zhenyu, President, Bureau of Foreign Trade and Economic Cooperation of

Asia/Africa Committee

John Hayes, Parliamentary Private Secretary of Foreign Affairs, New Zealand, paid a courtesy call to the Chamber on January 7,



and was received by David O’Rear, the Chamber’s Chief Economist. Hayes, who was appointed as Parliamentary Private Secretary of Foreign Affairs in 2011, exchanged views on the latest economic developments in both Hong

Kong and New Zealand, and the role of the Chamber.

Joseph Yuvaraj Pillay, Chairman, Council of Presidential Advisers and Chairman, Tiger Airways Holdings Ltd., called on the Chamber on January 8,

Chamber Committees 總商會委員會

Americas Committee

美洲委員會
Mr Michael Paulus
馬國寶先生

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 Edmond Yue
余國賢先生
CSI – Executive Committee
香港服務業聯盟 — 執行委員會
Mr Y K Pang
彭耀佳先生

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



Liu Zhongbo, Director, Sichuan Provincial Investment Promotion Bureau, and his staff called on the Chamber on January 15 to discuss the latest investment opportunities in Sichuan. This was Liu's first visit to Hong Kong since taking up the post. China Committee Chairman Edmond Yue chaired the meeting.

Guangzhou Municipality, and his delegation called on the Chamber on January 17. General Committee Member PC Yu and members of the China Committee welcomed the visitors and discussed ways to strengthen economic cooperation between Hong Kong & Guangzhou.

Environment and Sustainability Committee

Senior Director for Policy and China Business Watson Chan and Senior Manager Thinex Shek attended the 16th Awards Committee Meeting of the Hong Kong Awards for Environmental Excellence on December 20 to endorse the winners and review the overall results of the 2012 Awards Scheme.

Dorothy Ma, Principal Assistant Secretary for the Environment (Energy), and **Mak Ka Chun**, Chief Engineer of Electrical & Mechanical Services,

updated members at the Environment and Sustainability Committee's January 10 meeting on the implementation of the Mandatory Building Energy

Code Department. Members also exchanged views on the Carbon Smart Building and Action Leadership initiatives of the Climate Change Business Forum.

Industry and Technology Committee

Thinex Shek, Senior Manager for Business Policy, attended the working group meeting of the Hong Kong Awards for Industries on December 20 to prepare for the commencement of the 2013 Awards Scheme. The proposal was endorsed by the Organising Committee at the meeting held on January 9, attended by Senior Director for Policy and China Business **Watson Chan**. The Chamber is the lead organiser of the Innovation and Creativity category, which will be launched in early March.

Forty members visited the **West Terminal of ExxonMobil Hong Kong Limited** to see how it operates shipment, storage and delivery of fuel,

Country Briefing Series: The Future of France

國家簡介系列：法國的未來



François Hollande, from the Socialist Party, won France's Presidential Election in 2012. One of his key election pledges was to reduce France's National debt by 2017 by raising taxes and cutting spending. **Arnaud Barthélémy** (left), Consul General of France in Hong Kong & Macau, shared his insights on the latest political and economic developments in France at the first of the Chamber's new Country Briefing Series titled, 'The Future of France,' on January 11.

法國社會黨的奧朗德贏得2012年法國總統大選。他的主要競選承諾之一，是通過增加稅收和削減開支，在2017年或之前減少國債。總商會於1月11日舉辦首場「國家簡介系列」午餐會，主題為「法國的未來」，邀得法國駐香港及澳門總領事柏雅諾（左）分享對法國前景的看法，並闡述當地最新的政治及經濟發展。

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 Neville S. Shroff
 尼維利施樂富先生

Financial and Treasury Services Committee

金融及財資服務委員會
Mr Weber Lo
 盧韋柏先生
 Industry & Technology Committee
 工業及科技委員會
Mr K C Leung
 梁廣泉先生

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

oil and chemical products in an incident-free work environment.

Real Estate and Infrastructure Committee

In response to measures to address the overheated property market, the Chamber submitted its views to the Government and issued a press release on January 9, urging the Government to modify the measures so as to balance the interests of all stakeholders.

Retail and Tourism Committee

On December 18, the Chamber offered our views to the Department of Health to extend the consultation period of the “Consultation on the draft Hong Kong Code of Marketing and Quality of Formula Milk and Related Products, and Food Products for Infants and Young Children” for another three months to give stakeholders sufficient lead time for an informed discussion. The Government had subsequently announced that the consultation will be extended for two months until February 28.

SME Committee

Wally Wong, SMB Manager of PayPal Hong Kong, was invited to speak at the SME Committee’s December 17 meeting on how e-commerce could enhance the business of SMEs through mobile devices.

William Wong, Vice Chairman of the SME

Committee, attended the “Global Economy and Hong Kong’s Exports in 2013 Seminar,” organized by Hong Kong Export Credit Insurance Corporation on January 11. Wong shared his views on the risks and opportunities in the export business based on his many years of experience in the trading industry in Hong Kong.

Senior Director for Policy and China Business Watson Chan attended the Opening Ceremony of SME ONE at Hong Kong Productivity Council on December 14.

HKCSI Executive Committee

The Chamber sent a letter on January 7 to the Director General of Trade and Industry Kenneth Mak supporting the Hong Kong Government’s active participation in the WTO plurilateral services negotiations.

Senior Director for Policy and China Business Watson Chan attended a dinner for the 19th Annual Launch of the Index of Economic Freedom on January 10. 🌸

亞洲/非洲委員會

新西蘭國會外務私人秘書John Hayes於1月7日到總商會作禮節性拜訪，由本會首席經濟師歐大衛接待，雙方就香港和新西蘭的最新經濟發展，以及總商會的角色，交流看法。Hayes於2011年獲委任為國會外務私人秘書。

中國委員會

總商會副主席吳天海於12月19日代表本會出席假香港會展舉行的「綠色湖南（香港）經貿推介會」和「湘企、湘人、香港聯誼會」，並與湖南省省委副書記梅克保會面。該活動由湖南貿促會主辦，總商會為協辦機構。

政策及中國商務副總裁陳利華於12月24日出席「淮安（香港）經貿旅遊推介會暨招待午宴」。

寧夏回族自治區人民政府經濟技術協作辦公室於1月8至11日舉辦「全國清真食品、穆斯林用品知名企業寧夏行」。

四川省投資局局長劉中伯及其隨行於1月15日到訪，討論四川最新投資機遇，會議由本會中國委員會主席余國賢主持。這是劉局長履新以來，首次到訪香港。

環境及可持續發展委員會

政策及中國商務副總裁陳利華及高級經理石平佛於12月20日出席「香港環保卓越計劃」的第16次獎項委員會會議，以通過得獎機構名單，並檢討2012年該獎勵

計劃的整體結果。

環境局首席助理秘書長（能源）馬周佩芬及機電工程署總工程師麥家俊於1月10日出席環境及可持續發展委員會的會議，向成員講解強制《建築物能源效益守則》的最新實施情況。成員亦就氣候變化商界論壇的低碳建築物研究項目及Action Leadership計劃交流意見。

工業及科技委員會

工商政策高級經理石平佛於12月20日出席「香港工商業獎」的工作小組會議，籌備2013年度的獎勵計劃，其後政策及中國商務副總裁陳利華出席1月9日的籌備委員會會議，通過在3月初啟動「2013香港工商業獎」。總商會是「創意」組別獎項的主辦機構。

40位會員考察埃克森美孚香港有限公司的青衣西油庫，了解該公司如何確保在無事故的工作環境中，營運燃料、石油和化工產品的裝運、倉儲和交付。

地產及基建委員會

為回應近日的遏抑樓市措施，總商會於1月9日向政府提呈意見，並發表新聞稿，促請當局調整有關措施，以平衡所有持分者的利益。

零售及旅遊委員會

總商會於12月18日致函衛生署，要求把有關《香港配方奶及



新加坡總統顧問委員會主席及 Tiger Airways Holdings Ltd. 主席 Joseph Yuvaraj Pillay 於1月8日在新加坡駐港副總領事莊志嘉陪同下到訪，由本會首席經濟師歐大衛接待，雙方討論香港的經濟和政治發展。

Membership Committee

會員關係委員會
Mr Y K Pang
彭耀佳先生
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 P C Yu
余鵬春先生
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



廣州市對外貿易經濟合作局局長肖振宇及其代表團於1月17日到訪，由本會理事余鵬春及中國委員會成員接待，雙方討論如何加強粵港經濟合作。

相關產品和嬰幼兒食品的銷售及品質守則》草擬本的諮詢期延長三個月，讓持分者有充足的時間進行深入討論。政府其後宣布，有關諮詢將會延長兩個月至2月28日。

中小型企業委員會

PayPal Hong Kong 中小企業經理王慶男應邀蒞臨中小型企業委員會12月17日的會議，闡釋電子商務如何透過流動裝置來促進中小企的業務。

中小型企業委員會副主席黃龍想於1月11日出席由香港出口信用保險局舉辦的「2013環球

經濟及香港出口前瞻」研討會。黃先生以從事香港貿易界的多年豐富經驗，就出口業務的風險和機遇分享個人見解。

政策及中國商務副總裁陳利華於12月14日出席香港生產力促進局的「中小企一站通」開幕禮。

香港服務業聯盟執行委員會總商會於1月7日致函工業貿易署署長麥靖宇，支持香港政府積極參與世貿組織的多邊服務業談判。

政策及中國商務副總裁陳利華於1月10日出席有關第19屆「經濟自由度指數」的晚宴。✿

GREAT FORTUNE
DEPENDS ON LUCK,
CHINESE SAYING
SMALL FORTUNE
DEPENDS ON
DILIGENCE.



GAIN WISE
www.hkwj-taxlaw.hk

tax law
Partners Ltd

Chief Executive C Y Leung fielded questions from business leaders at the Joint Business Community Luncheon on January 23

行政長官梁振英於1月23日的商界聯席午餐會上，巧妙地回答商界領袖的提問

Question: Will the Government consider giving tax concessions to strategic industries in Hong Kong, such as technology and creative industries or the testing and certification industries?

Chief Executive: We have been maintaining a simple and straightforward taxation system, but there can be exceptions. There were exceptions in the past. What I need, before I sit down with the Financial Secretary, is a more detailed proposition as to how such tax incentives will work not just to the benefit of the industry concerned but to the whole of Hong Kong, and I look forward to receiving any detailed proposition that you might have. As I said, there is a rule and there could be exceptions.

“What I need, before I sit down with the Financial Secretary, is a more detailed proposition as to how such tax incentives will work not just to the benefit of the industry concerned but to the whole of Hong Kong, and I look forward to receiving any detailed proposition that you might have.”

Q: We all know that government to government is key to assisting local companies in going into emerging and high-growth markets. Would you, as Hong Kong's leader, take us to those countries?

CE: I shall be doing my rounds in the Mainland just before the Chinese New Year. That will be a low-key visit but an important one. I would like to meet new leaders up north and I'd also like to involve my policy secretaries who have a considerable Mainland dimension in their portfolio. So that will be the first in the near future. And then I shall be in Beijing in early March and then in mid-March again, and I will be knocking on the doors of the newly appointed senior government officials who would have taken up their positions in the ministries and on the commissions by that time.

Q&A with the Chief Exec

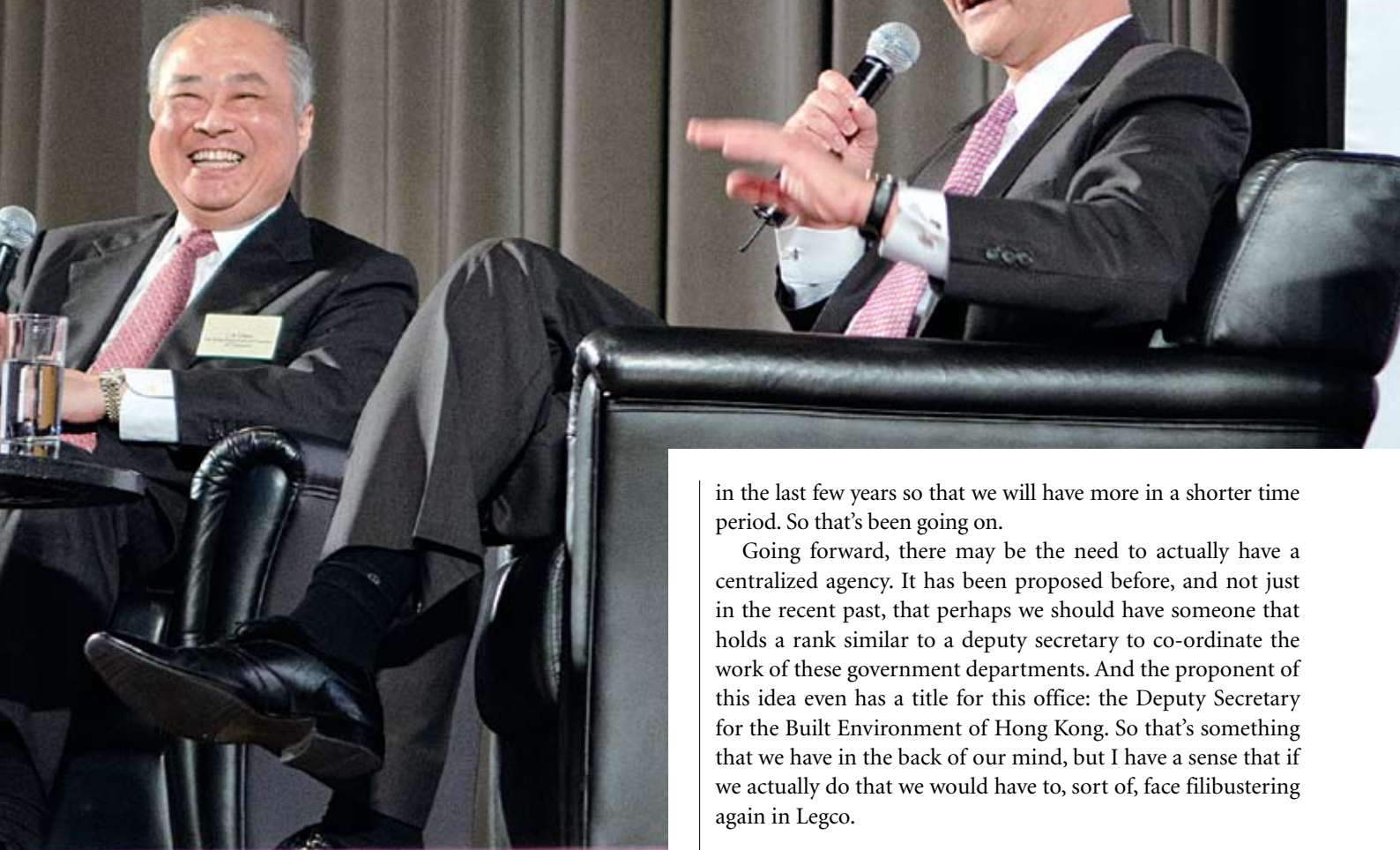
行政長官 與商界對談



Outside of the country, I have one or two major and long-haul visits in mind, yet to be announced, and I shall make public those plans as soon as they have been finalized with my host countries. It is important, it is important for government leaders – and it's not just myself, and that applies to my senior colleagues in government – to knock on doors overseas, because, after all, Hong Kong is very much part of the international community and we like to build on the very solid foundation that we have even stronger international economic ties.

Q: Will there be any centralized agency to co-ordinate all the efforts among the different bureaus or departments in the Government to facilitate measures to increase land and housing supply?

utive



CE: I think, so far, that centralized agency is called the Chief Executive! There are at least six government departments that work under two policy bureaux, and these are the Transport and Housing Bureau and the Development Bureau, which in turn are answerable to the Financial Secretary and the Chief Secretary for Administration, and there are other bureaux involved as well. The six departments are Planning, Buildings, Housing, Lands, Transport and Environment. I could name them all in one breath because we work together every day, and that we have had a number of collaborative meetings in government in the past six months. We identified that the number-one priority for Hong Kong going forward in the next few years is to increase the production of land and to build up a land bank, a land reserve and to slightly, wherever possible, increase plot ratio to essentially reverse the reduction in plot ratio that has been happening

in the last few years so that we will have more in a shorter time period. So that's been going on.

Going forward, there may be the need to actually have a centralized agency. It has been proposed before, and not just in the recent past, that perhaps we should have someone that holds a rank similar to a deputy secretary to co-ordinate the work of these government departments. And the proponent of this idea even has a title for this office: the Deputy Secretary for the Built Environment of Hong Kong. So that's something that we have in the back of our mind, but I have a sense that if we actually do that we would have to, sort of, face filibustering again in Legco.

Q: We understand that land and housing is important, but we also think that intellectual property (IP) is also very important. Can you enlighten us on what the Government would do to foster Hong Kong into an international IP trading centre?

CE: In my address just now, I quoted this very important sentence in the 12th Five-Year Plan, the National 12th Five-Year Plan, and this is "to support Hong Kong to consolidate and enhance its position as an international financial, trade and transportation centre." Hong Kong can expand the footprint as an international trading centre by incorporating trading of intellectual property rights, IPR, as well as the trading of goods and services. That's something that I have looked into for some time now. Recently, Government has approved the recommendation of an advisory committee that Government set up to look at revamping Hong Kong's patent system. That, together with all the attributes that we already have as an international business centre, our language environment, rule of law, independent judiciary and so on, so forth, are all the strengths of



“與財政司司長商討之前，我需要制訂更周詳的建議，探討有關稅務誘因如何使相關業界以至整個社會受惠，我期望聽取您們的具體建議。”

問：政府會否考慮向本港的科技及創意、檢測及認證等策略性產業提供稅務優惠？

答：我們一直奉行簡單稅制，但過去也曾有例外。與財政司司長商討之前，我需要制訂更周詳的建議，探討有關稅務誘因如何使相關業界以至整個社會受惠，我期望聽取您們的具體建議。正如我所說，按既定的規則行事，但也可以有例外。

問：眾所周知，政府與政府之間的合作是協助本地企業進軍新興高增長市場的關鍵。身為香港領袖，您會否助我們發展這些國家市場？

答：我會在農曆新年前這兩星期內到訪內地，此行會是一次低調而重要的訪問。期間，我將拜訪內地多個省市的新領導，隨行還會帶同與內地事務相關的政策局長。這將會是短期內的首個出訪行程。稍後，我會於3月初和3月中上訪北京，拜訪屆時已上任的新國家領導和部委。

對外方面，我打算展開一、兩次的長途外訪，待相關國家落實訪問行程後，我就會馬上公布計劃詳情。政府領袖——不單指我本人，還包括一眾高官——必須做好外交工作，畢竟香港是國際社會的一份子，我們要在現有的穩固基礎上，進一步加強國際經貿聯繫。

問：您會否成立一個中央機構，專責協調政府的不同政策局和部門，以推進有關增加土地和房屋供應的措施？

答：我想到目前為止，所謂的中央機構就是行政長官！現時，至少有六個政府部門隸屬運輸及房屋局和發展局，而這兩個政策局須向財政司司長和政務司司長報告，當中還涉及其他政策局。該六個部門包括規劃



署、屋宇署、房屋署、地政總署、運輸署和環境保護署。我可以一口氣數出這些部門，是因為我們天天合作無間，在過去六個月，我們也多次召開跨部門協作會議，並一致確認香港未來數年的首要發展重點，是開拓土地資源、建立土地儲備，以及盡量適度增加地積比率，從實質上改變近幾年地積比率減少的情況，務求在更短時間內提供更多土地。由此可見，我們正全力推進有關目標。

展望未來，也許我們真的需要設立一個中央機構。事實上，這個建議早已被提出，過往也有人提議開設一個類似副局長的職位，負責統籌這些政府部門的工作。這個構思的倡議者甚至已把有關職位定名為「建築環境副局長」。因此，我們會考慮這個建議，但我認為政府一旦推進方案，就會再次面對立法會的拉布行動。

問：我們明白土地和房屋的重要性，但知識產權也不容忽視。您可否講解一下，政府會如何推動香港成為國際知識產權貿易中心？

Hong Kong going forward to turn Hong Kong into an international trading centre for IPR. And this is also a subject that I would like to take up with the Central Authorities in Beijing as quickly as I can because, just as with many economic sectors in Hong Kong, the trading of IPR or the success of it will depend to a very considerable extent on how much we could actually do work for the Mainland.

Q: As the Mainland is rapidly developing, there is concern that in the long run Hong Kong may be marginalized. May I ask what do you think about that, and as the business community, what can we do on our part to enhance our overall competitiveness?

CE: As far as I'm concerned, this Government is not in the business of making predictions. If we just sit back and predict as to what might happen to Hong Kong, given the competition around us, what you said earlier on might just happen to us. This Government is in the business of taking actions and making decisions to steer Hong Kong into a competitive position. I have outlined many of the actions that the Government has taken or decided to take in the near-term future.

As to what the business community can do to help Hong Kong stay more competitive, I think there are a number of key things. First, as I said in my address, business people know how to do businesses. They know what is needed. So firstly, tell Government, tell your Government, what is needed, what should Government do for you. If you could tell Government that this is not working but we think, if you do this for us, this will work and this will work not just to the benefit of this industry or this company but the whole of Hong Kong. That would be very useful.

Secondly, I think businesses also need to look at the broader and overall interests of Hong Kong as a community, and not just look at the interests of a company or a certain sector. Thirdly, if I may say this, it will be very, very good for Hong Kong and businesses as a whole if we could think long term and invest long term. ✿

The above Q&A has been abridged for length and clarity. Members can download the entire speech, or watch the luncheon on the Chamber's website.



答：我剛才的演說引用了國家「十二五」規劃中一句十分重要的話，就是「支持香港鞏固和提升其國際金融、貿易、航運中心的地位」。香港可透過結合知識產權貿易與貨物及服務貿易，進一步加強其作為國際貿易中心的地位。這是我現正研究的議題之一。最近，政府通過建議，成立了諮詢委員會，以檢討香港的專利制度。這再加上我們作為國際商業中心的既有特質、語言環境、法治、獨立的司法制度等等，都是香港未來發展成為國際知識產權貿易中心的優勢。我希望可盡快與北京政府探討這個議題，因為正如本港許多行業一樣，知識產權貿易及其成功與否，將很大程度上取決於我們與內地的合作。

問：隨著內地迅速發展，有人憂慮香港長遠或被邊緣化。作為商界一份子，您認為我們可如何出一分力，協助提升本港的整體競爭力？

答：在我而言，政府無意預測未來。面對鄰近地區的競爭，若我們只顧推測而不採取行動，你剛才所說的就可能成為事實。政府的職責是採取

行動和作出決策，以促進香港的競爭地位。我已概述了政府已經採取或決定在短期內採取的多項行動。

至於商界可怎樣提升香港的競爭力，有幾點我認為十分重要。第一，如我所說，商家深明營商之道，了解自己的需要。因此，首先要向政府表達你的需要，告訴政府應做些甚麼。假如政府認為某些政策可行，但你卻告訴我們行不通，這將有助推動施政，除了令相關業界或公司受惠，對整個香港也有助益。商界的意見可發揮實際的作用。

第二，企業也需顧及香港社會的廣泛和整體利益，而不是只著眼於公司或行業的利益。第三，若我們能夠做到高瞻遠矚、長線投資，對香港和商界均會有莫大裨益。 ✿

由於篇幅所限，上述問答內容經過節錄。會員可登入本會網站，下載是次演說或重溫午餐會。





HKGCC's delegation visits Zhuhai Shizimen Central Business District.
香港總商會領事考察團參觀珠海十字門中央商務區。

Hengqin's Boom

Hengqin is developing into the focus of Guangdong-Hong Kong-Macau cooperation

Thirty eight members explored major development projects underway on Hengqin Island, Zhuhai, as part of the Chamber's mission to Guangdong on January 22. Led by China Committee Chairman Edmond Yue, delegates visited major projects in Hengqin, and learned about planning and preferential policies in the new area.

During their meeting with Niu Jing, Director of Administrative Committee, Liu Yang, Director of Communica-

tion and Cooperation Bureau, and Ye Wen Qing, Vice Director of Industrial Development Bureau of the Administrative Committee of Hengqin New Area, Zhuhai, members learned that qualifying enterprises can enjoy a preferential corporate income tax rate of 15% on their taxable profits. Hong Kong and Macau residents working on Hengqin Island can receive an individual income tax rebate from the Guangdong Provincial Government so that their effective income tax will be the same as what

they should pay if they were to work in Hong Kong or Macau. Hengqin officials said they will continue to listen to the views of the business community and adjust their policies accordingly to drive growth of the island.

The development of Hengqin brings new opportunities to Hong Kong enterprises. Yue said the Hong Kong business community should seize the moment to explore business opportunities for cooperation between Guangdong, Hong Kong and Macau. ✨

Zhuhai Shizimen Central Business District

Delegates learned about various construction projects, including the St. Regis Hotel, Sheraton Hotel and a conference and exhibition centre. Local authorities are looking to cooperate with Hong Kong businesses, as well as create an international brand name to attract tourists from around the world.

Hengqin Financial Industry Service Base

Covering an area of over 50,000 square metres, the service base has attracted a number of banks to set up branches in Hengqin, including Bank of China, Agricultural Bank of China, and Industrial and Commercial Bank of China.

University of Macau new campus

At the site, which occupies approximately 1 square kilometre, members visited an underwater tunnel connecting Macau to the future campus of the university on Hengqin Island. Upon completion, staff and students will be able to access the two places through the tunnel in one minute without the need to go through any border control.



Delegates pose for a group photo with Niu Jing, Director of Administrative Committee of Hengqin New Area, Zhuhai (second row, third from left) and other officials.

考察團團員與珠海市橫琴新區管委會主任牛敬（二排左三）及其他領導合影。

橫琴新區高速發展

橫琴正發展成為粵港澳合作的新焦點

為協助會員了解和配合廣東省的發展，中國委員會主席余國賢於1月22日率領38人到珠海橫琴考察，參觀橫琴新區多個重點項目，了解該區近年的規劃及優惠政策。

與珠海市橫琴新區管委會主任牛敬、交流合作局局長劉揚和產業發展局副局長葉文卿會面期間，他們表示，橫琴會給予合資格進入該區的企業稅務優惠，按15%稅率徵收企業所得稅，亦有個人所得稅優惠給予在橫琴新區工作

的香港、澳門居民。該區會積極聽取業界的意見，優化其優惠政策，推動橫琴發展。

橫琴帶來新機遇，余國賢表示，本港業界應把握良機，配合粵港澳的合作，在三地開拓更多商機，提升行業競爭力。✿



珠海十字門中央商務區

團員對將在該區建成的瑞吉酒店、喜來登酒店及總建築面積超過10萬平方米的會展中心充滿期待。當局期望香港業界能與橫琴新區合作，創造國際旅遊品牌，吸引各方遊客。

橫琴金融發展基地

建築面積達5萬平方米的橫琴金融產業服務基地，現時已有中國銀行橫琴分行、農行及中國工商銀行珠海分行等。

澳門大學橫琴校區

澳門大學橫琴校區佔地約一平方公里，團員欣賞沒有邊境限制、連接澳門與橫琴新校區的河底隧道，師生們只需一分鐘便可來往兩區，相當便利。

NEW MEMBERS



AGTech Holdings Ltd
Mr Sun Ho 孫豪先生
Director
<http://www.agtech.com>



GCP Asia Ltd
Mr Gavin Wybom
Partner
<http://www.gcp.asia>



Asta Systems Ltd
亞士達系統有限公司
Mr Dio Lam
Director
<http://www.astasys.com>



Gayety Holdings Ltd
喜尚控股有限公司
Ms Lau Lan Ying
Director



Cafe Deco Holdings Ltd
Mr Martin Claudius Heinrich Allies
Director
<http://www.cafedecogroup.com>



Globalink Events Ltd
Mr Hay Cheung
Assistant General Manager
<http://www.globalinkint.com>



EEM Asia Ltd
Ms Brigitte Ruttgers
Project Manager
<http://www.longineshkmasters.com>



Genpact Onsite Services Inc
Mr Paul Kidman
Vice President
<http://www.genpact.com>



Engel & Voelkers c/o VJI Ltd
Mr Chris Liem
Owner & Principal
<http://www.hongkongev.com>



J & J Design Ltd
Mr Lau Chor Wing 劉楚榮先生
Director



FunRaising Events Asia Ltd
Ms Olivia Lee
Head of Operations
<http://www.fun-raising.com.hk>



Lee Kum Kee International Holdings Ltd
李錦記國際控股有限公司
Mr Charlie Wai Chung Lee 李惠中先生
Director
<http://www.lkk.com>



Golden Vintage International Ltd
金釀國際有限公司
Ms Carol Ming Chu Wing 榮明珠女士
Managing Director
<http://www.golden-vintage.com.hk>



McMillan LLP
銘倫律師事務所
Ms Annie Lin Tao 陶霖女士
Strategic Advisor
<http://www.mcmillan.ca>

新會員



ENQUIRIES

Ms Sharon Chung

Tel: (852) 2823 1203

Email: membership@chamber.org.hk



NanoMatrix International Ltd

鳳凰納米技術有限公司

Mrs Jacqueline Gan 顏聖榮太太

Deputy Managing Director

<http://www.nanomatrixsecure.com>



NewOcean Energy Holdings Ltd

Mr Lawrence Chun Shum 岑濬先生

Managing Director

<http://www.newoceanhk.com>



OP Financial Investments Ltd

Mr Gaobo Zhang 張高波先生

Founding Partner & CEO

<http://www.oriental-patron.com.hk>



Parkland Property Management Ltd

柏齡物業管理有限公司

Dr Tony Ka Tung Leung 梁家棟博士

Executive Director

<http://www.parkland.com.hk>



Pypun Engineering Consultants Ltd

Mr Peter Y Pun

Chairman & CEO



Paragon & Partners Ltd

百嘉信企業有限公司

Mr Christopher Liang 梁梓灝先生

Director

<http://www.paragonandpartners.com>



REORIENT Financial Markets Ltd

瑞東金融市場有限公司

Mr Brett Alexander McGonegal

CEO, Executive MD

<http://www.reorientgroup.com>



Stepper Eyewear Ltd

Ms Michelle Ng

Brand Manager

<http://www.steppereyewear.com>



Trimaran PR Asia Ltd

眾智亞洲公關顧問有限公司

Ms Michelle Cheng 鄭詩韻女士

Managing Director

<http://www.trimaran.com.hk>



Turn Creative Ltd

全創意有限公司

Mr Tony Tze Ki Hon 韓子祺先生

Director

<http://www.turn.com.hk>



VST Computers (HK) Ltd

偉仕電腦(香港)有限公司

Mr Li Jia Lin 李佳林先生

Chairman & CEO

<http://www.vst.com.hk>



Water Oasis Group Ltd

奧思集團有限公司

Mr Yu Kam Shui 余金水先生

Acting CEO & Executive Director

<http://www.wateroasis.com.hk>



7 Star Telecom (HK) Ltd

七星電訊(香港)有限公司

Mr Saeed Ahmed

Director

<http://www.7startelecom.com>



Zell Chemie Internacional Ltd

Mrs Siglinde Zeeb Celemin

General Manager

<http://www.zellchemie.es>

Lessons in Finance

Mizuho Corporate Bank opens students' eyes to the intricacies of the financial sector By **Eric Chan**

瑞穗實業銀行讓學生探索複雜高深的金融界 陳俊璋

“Success in the classroom is the springboard to success in the real world,” my old teacher would often say, but exactly but what does the real world mean for Hong Kong students?

Twenty-three fifth form students from St. Stephen's Girls' Col-

lege found the answer to that and other questions during their visit at Mizuho Corporate Bank on January 17, as part of the Business-Schools Partnership Programme, organized by the Chamber.

“I have never seen anything like this before,” student Crystal Kwan exclaimed after viewing the dealing room. “Plac-

ing the transactions seems so easy and the amount of money involved is heart stopping!”

Mizuho Corporate Bank is a major player in financial markets worldwide. This year is the fourth consecutive year that the bank has participated in the Business School Partnership Pro-



The Bulletin spoke with four students participating in the BSP to see what they got out of the programme
《工商月刊》訪問了四位參與「商校交流計劃」的學生，暢談她們的感受和得著



Beyond theory 活學金融

Sally Tam

“The Business-School Partnership Programme gave us a chance to obtain useful knowledge outside of the classroom. I found the concept of growing money with money fascinating, and I hope to learn more about that in the future.”

譚詠瑩：「『商校交流計劃』讓我們有機會學習課堂以外的實用知識。我覺得『錢生錢』的概念很有趣，希望將來可以認識更多。」



Case studies 個案研究

Crystal Kwan

“Some of the project finance related concepts presented during the executive talk were confusing for our current education level, so it would have been nice to perhaps see a few examples and case studies to illustrate complex subjects.”

關佩瑩：「在行政人員分享會上，有些關於項目融資的概念對我們中五生來說頗為深奧，假如可配合少許例子和個案研究，講解複雜的議題就更好。」



Job interview 面試經驗

Queenie Wong

“I think the greatest challenge for me when I start work will be my lack of interview experience, but practical workshops like this will help boost my confidence levels.”

黃穎彤：「在我來說，投身社會的最大挑戰，是缺乏面試經驗，但這樣的實踐工作坊可助我增強自信。」



Communication skills 溝通技巧

Lillian Tsang

“In addition to performing well at school, as students, we also need to polish our analytical as well as communication skills in order to succeed in the real world.”

曾嘉寶：「除了優異的學業成績，身為學生亦要提升分析和溝通技巧，從而在現實世界中脫穎而出。」



活學金融課

gramme to give Hong Kong students a rare insight into the cogs of the financial sector.

Shinji Taniguchi, General Manager, of the bank, explained to students the concept of project finance, the bank's operations as well as corporate culture, while Maggie Cheung, Joint General Manager, concluded the executive sharing session with some valuable advice. She encouraged students to be proactive and always ask questions to satisfy their curiosity and hunger for knowledge. "Those who have the aptitude to question will grow and learn faster than those who don't," she said.

After learning more about the bank from Betty Chung, Senior Manager, Credit Department, East Asia Division of Mizuho Corporate Bank, students

were given a guided tour of the bank's office. They were mesmerized by the dealing room as they were given detailed demonstrations on how dealers trade.

"We never learned anything about the banking industry in school, so the visit gave us a clearer idea of the industry before we step out in the real world," said student Queenie Wong. "I will definitely take part any other Business-School Partnership activates in future if I get the chance."

After seeing the daily operations of the bank in action, students rounded off the day with candid discussions with young officers working at the bank, and how they felt about their career in finance. The visit was the first of three activities planned to give students first-hand experience of life in the corporate world. ❀

Mizuho Corporate Bank 瑞穗實業銀行

Mizuho Corporate Bank has been involved in various CSR projects for a number of years, and 2012 marks the fourth consecutive year that the company has participated in HKGCC's Business-School Partnership Programme. Besides giving students a taste of the workplace and organizing helpful workshops, the programme also gives employers the chance to help youngsters understand what traits businesses want in their employees.

多年來，瑞穗實業銀行參與過各式各樣的企業社會責任項目，而2012年是該行連續第四年參與總商會「商校交流計劃」。除了讓學生體驗真實的工作環境和舉辦實用的工作坊，本計劃也讓僱主有機會協助年青人了解企業對僱員的要求。

St. Stephen's Girls' College

聖士提反女子中學

St. Stephen's Girls' College first participated in the Chamber's Business School Partnership Programme in 2003.

聖士提反女子中學於2003年首次參與總商會「商校交流計劃」。



老師經常說：「學有所成，在現實世界自然無往不利。」但現實世界對香港學生又有何啟示？

透過總商會「商校交流計劃」，23位聖士提反女子中學的中五生於1月17日參觀瑞穗實業銀行，從中有不少得著。

「我從未見識過這種場面。」關佩瑩同學在參觀完交易部門（俗稱「盤房」）後驚嘆：「買賣交易看似很容易，但所涉及的金額卻是天文數字！」

瑞穗實業銀行活躍於全球各地的金融市場，今年是連續第四年參與「商校交流計劃」，讓香港學生有難得的機會，認識金融界的運作。

在行政人員分享會上，銀行部長谷口真司向學生解釋項目融資的概念、銀行運作和企業文化，副行長張海燕亦提供了不少寶貴意見。她鼓勵學生保持積極態度，勇於發問，以滿足他們的好奇心和求知慾。她說：「愛發問的人會成長和學習得更快。」

在瑞穗實業銀行東亞區信貸部高級經理鍾秀明簡介銀行業務後，學生在職員的帶領下參觀銀行辦公室。她們在盤房看到交易員詳細示



範如何買賣，無不感到嘆為觀止。

「學校從來沒有教授銀行業的知識，此行讓我們在投身社會工作前，對業界有更清晰的概念。」黃穎彤同學說：「如有機會，我一定會再參加『商校交流計劃』活動。」

了解銀行的日常運作後，學生與幾位年輕員工暢談交流，聽他們分享投身金融界的點滴。是次活動為本年度的「商校交流計劃」揭開序幕，稍後還會舉辦兩次同類活動，讓學生親身體驗商業世界的運作。✿



Join the BSP

參與「商校交流計劃」

Established in 2001, the Business-School Partnership Programme provides a platform for students, teachers and businesses to communicate and exchange ideas with each other, and more importantly give students direct experience of the commercial world. Activities such as company visits, leadership talks, interview workshops and internships are organized to enhance the students' knowledge, business exposure and relevant job skills.

Companies interested in joining the programme should contact the Chamber's Eric Chan at 2823-1239 or email eric@chamber.org.hk

「商校交流計劃」於2001年展開至今，為學生、老師和商界提供獨一無二的交流平台，藉以相互溝通，為即將踏入社會工作的莘莘學子作好準備，加深他們對商業世界的認識。此計劃不時舉辦各式各樣的活動，包括公司探訪、領袖講座、面試工作坊及實習工作等，增進學生的知識，加強與商界的聯繫，提升多項工作技能。

如欲參與這項饒富意義的計劃，歡迎與總商會陳先生（Eric Chan）聯絡，電話：2823-1239；或電郵：eric@chamber.org.hk



Exhibition Hall

Members entered the enormous loading area that is used by exhibitors to bring in their booths and exhibition materials. Staff showed how they are able to hang up a 3-metre banner with its aerial platform, 'Genie,' in just three minutes. The facilities demonstrated the efficiency and professionalism of its team, which turn seemingly extremely difficult and complex tasks into exercises executed with military precision. Members were also impressed by HKCEC's customized lift which can accommodate 45-tonne container trucks.

展覽館

會員參觀了讓參展商裝卸展覽材料的大型卸貨區，員工更即場示範如何利用「Genie」高空工作台，將一條三米的橫額於三分鐘內掛上11米高的天花。這些設施展示了會展團隊的效率和專業，他們能夠把一些看似非常困難和複雜的任務，精確有序地一一完成。場內更特設載貨量達45噸的貨櫃升降機，能運載大量參展材料，讓會員大開眼界。

World-class Services in Action 世界級會展服務

Forty Chamber members joined an exclusive behind-the-scenes tour to the Hong Kong Convention and Exhibition Centre (HKCEC) in December. After a brief introduction by Monica Lee-Muller, Managing Director, and Mabel Hung, Communications Manager, Hong Kong Convention and Exhibition Centre (Management) Limited, members had a unique opportunity to see operations in restricted areas which use state-of-the-art technologies and facilities to deliver world-class services.

40位總商會會員於12月18日參加香港會議展覽中心（會展中心）幕後之旅。當日，會展中心的董事總經理梅李玉霞及傳訊部經理洪美欣向會員簡介公司的業務範疇，讓他們參觀一些平日不對外開放的後勤運作，了解會展團隊如何利用嶄新的科技和設施，提供世界級的會展服務。



Kitchens

Members then moved to the kitchens, which support seven restaurants and other dining facilities. Angus Cheng, Executive Chef – Western Kitchen, explained the priority is on a high level of hygiene, which is essential when the kitchens have on occasion to serve 5,300 guests at one time. Waste kitchen scraps are recycled into compost via the waste food decomposer, which provides organic fertilizer for its Sky Garden.

大廚房

會展中心的大廚房負責支援七家餐廳及其他餐飲設施的後勤運作。西廚部行政總廚鄭秉衡說他們時刻保持嚴格的衛生標準，以隨時應付5,300人的晚宴。他們亦展示了如何利用分解器把廚餘轉化為堆肥，用作空中田園的有機肥料。



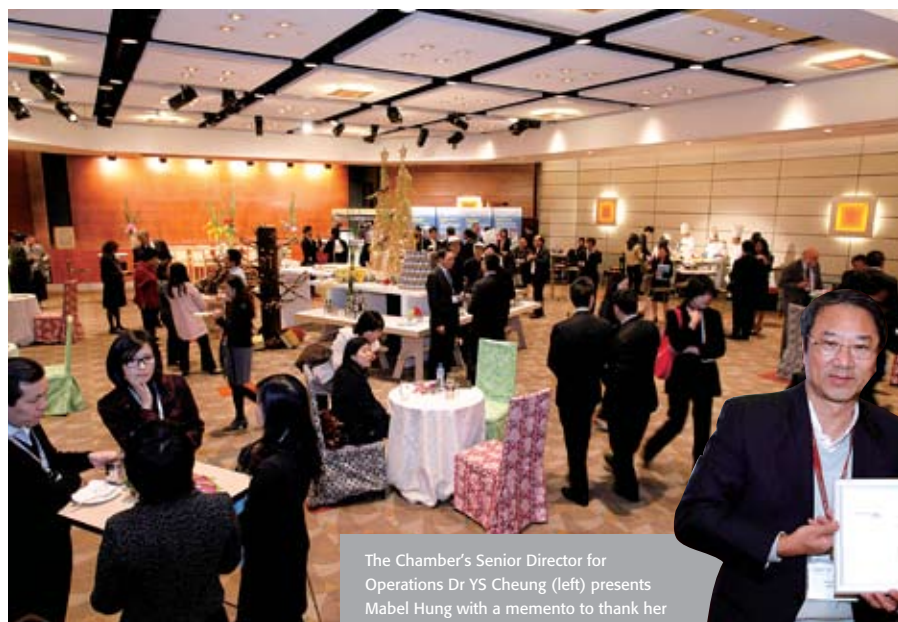
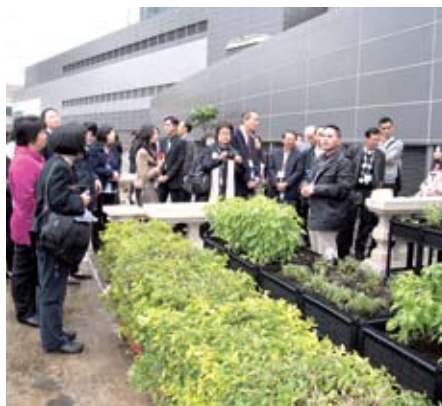


Secret Garden

A "Sky Garden" on the roof of the centre is a green initiative encouraging staff to grow their own plants and to experience the pleasures of gardening.

空中田園

為提高員工的環保意識，會展中心於天台設立了一個「空中田園」，讓員工隨意種植自己心愛的植物，體驗種植的樂趣。



The Chamber's Senior Director for Operations Dr YS Cheung (left) presents Mabel Hung with a memento to thank her for such a warm welcome for the Chamber. 總商會營運副總裁張耀成博士(左)向洪美欣女士致送紀念品，感謝她熱情招待本會會員。

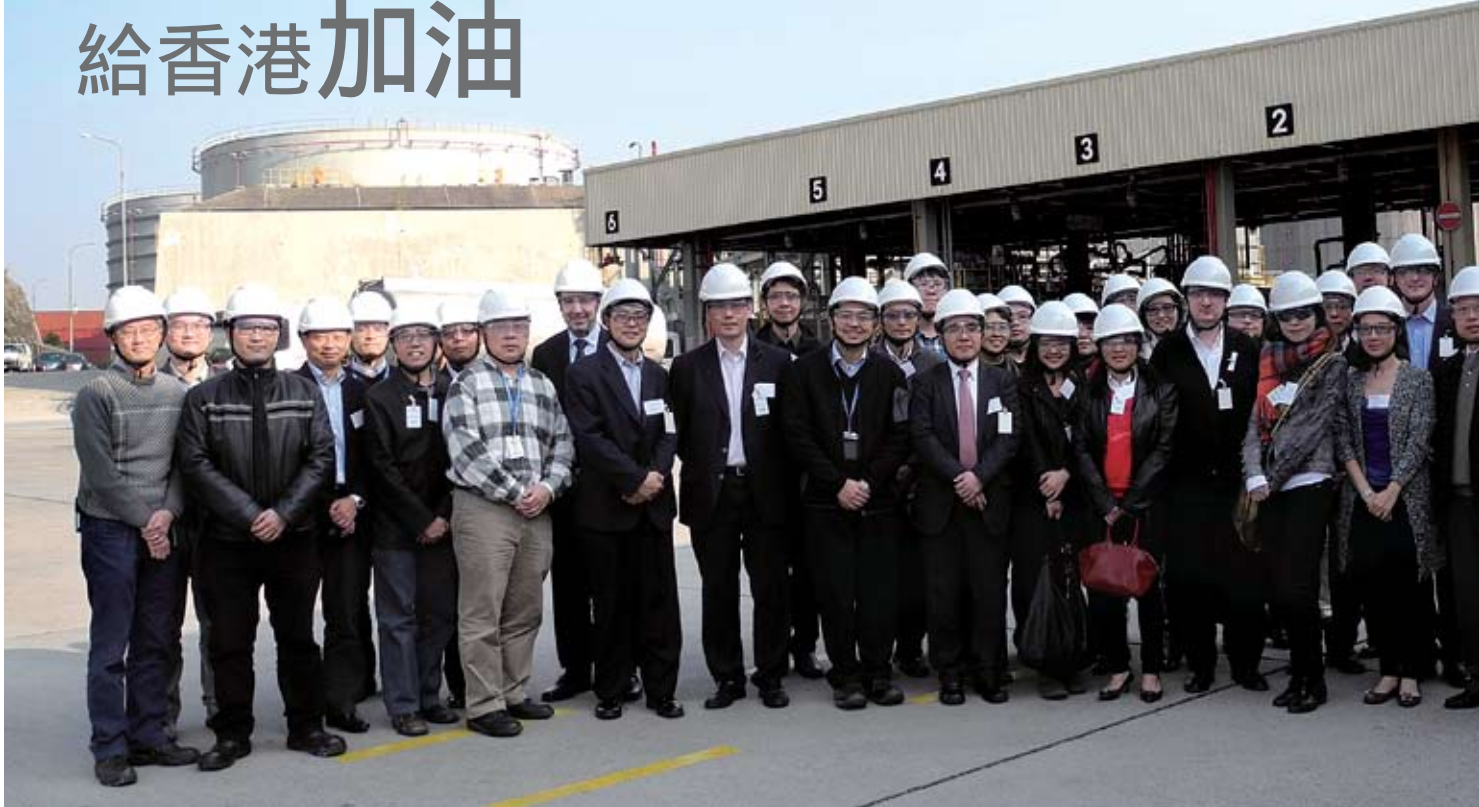
As a finale, members were treated with an exceptional tea-time which was meticulously prepared by the seven restaurants, including award-winning dishes. All members enjoyed every moment of the visit and expressed their gratitude for the kind and exceptionally impressive arrangement of the Hong Kong Convention and Exhibition (Management) Limited.



在整個旅程的最後一站，會展中心為會員安排了由七家餐廳精心炮製的豐富茶點，當中更包括多款得獎美食。在此特別鳴謝香港會議展覽中心（管理）有限公司的細心安排，讓會員有一個難忘的幕後之旅。

Fueling Hong Kong

給香港加油



ExxonMobil opens its doors to Chamber members

總商會會員考察埃克森美孚油庫

“When you are storing and handling dangerous goods, there is no room for error, which is why safety has always to be at the forefront of every employee’s mind,” says Peter Cheung, Hong Kong Distribution Area Manager of ExxonMobil Hong Kong. “Accidents are usually a result of people not following proper procedures, so we have rigorous training and strict safety regulations that everyone must follow.”

Cheung said that extends to everyone who enters the fuel storage facility, from tanker drivers to maintenance contractors to Chamber members. Anyone who does not follow the rules will be escorted off the premises. That was comforting to hear for the 40 Chamber members who were privileged to be given a tour of the facility on January 9.

ExxonMobil Corporation was awarded the 2013 Green Cross for Safety medal

for its comprehensive commitment to safety excellence and ExxonMobil Hong Kong’s Tsing Yi terminal is testament to that achievement. Cheung explained that all types of fuels are stored at its 101,000 sq.m facility – from bunker oil to aviation fuel. LPG for taxis is also stored on the site in underground tanks encased in concrete. This is to ensure that in the event of a fire tanks do not overheat and explode.

ExxonMobil’s history in China dates back to the 1890s, when the company’s predecessor, Standard Oil, began selling kerosene in China to light small kerosene Mei Foo lamps that it had developed. The tin lamps were sold for a few cents each or given away with a case of kerosene. As they provided much better illumination than existing vegetable oil lamps, they were a huge hit, and before long the company was exporting mil-





「儲」存和處理危險品時，絕對不容有失，因此安全是每位僱員的首要職責。」埃克森美孚香港有限公司香港分發地區經理張耀南說：「意外往往歸咎於人們沒有遵循適當的程序，所以我們提供嚴格的培訓，人人必須遵守嚴謹的安全規例。」

張耀南補充，進入石油儲存設施的任何人，包括運油車司機、維修工人以至總商會會員等，都要遵守有關規則，否則會被驅逐離開；於1月9日獲安排到油庫參觀的40位會員聽罷，頓時放心到處考察。

埃克森美孚獲美國頒發「2013年綠十字安全勳章」，表揚其致力全面達到卓越的安全表現，而該公司位於香港的青衣油庫就是一大證明。張先生解釋，從船用燃油到航空燃油等各種燃料，均存放於面積達101,000平方米的油庫。的士用石油氣亦被儲存於以混凝土密封的地下氣缸，以確保一旦發生火警，氣缸不會過熱而爆炸。

埃克森美孚進軍中國的歷史可追溯到1890年代。當時，埃克森的前身標準石油（Standard Oil）開始向中國售賣煤油，用作點燃一款由該公司發明、稱為「美孚」的小油燈。由於這些錫燈價格相宜，甚或隨煤油附送，而照明度亦遠勝當時常用的菜油燈，故甫推出便大受歡迎。不消多久，該公司每年向中國輸出的煤油已達數以百萬桶。

時至今日，隨著埃克森美孚在本地的客戶涵蓋航空公司、船運公司以至普羅大眾，香港業務已佔全球營業額的一大比例。大部分燃油均由埃克森美孚的新加坡裕廊煉油廠運送抵港，全程一般需時約五天。

張先生說：「十年前，有人提出何以香港不像新加坡般設立一家獨立的煉油廠？但要由零開始建設有關基礎設施，不僅困難重重，造價也甚高。」

儘管可再生能源技術不斷發展，張先生相信，傳統燃料仍然會是汽車和發電廠的主要燃料。✿

lions of barrels of kerosene to China a year.

Today, the company's Hong Kong operations, despite its size, represents a sizable proportion of its global sales, as its customers include airlines, shipping lines, and the general public. Most of the fuel is shipped into Hong Kong from ExxonMobil's Jurong refinery in Singapore, which usually takes around five days to arrive.

"Ten years ago there were discussions about why Hong Kong didn't set up a refinery like in Singapore, but to build up that infrastructure from zero would be very difficult and expensive to do," said Cheung.

Despite advances in renewable energy, Cheung believes conventional fuels will still be the main fuels powering cars and power stations for many years. ✿



Chamber Happy Hour in LKF

HKGCC General Committee members Betty Yuen, David Lie, and Ronald Lee, together with CEO Shirley Yuen, were the official hosts of the Chamber's Happy Hour at Azure, Hotel LKF on January 22. Chamber happy hour is a fantastic way for members to network and enjoy a relaxing evening. To find out when our next networking event will be, check out the Chamber's website. 🌸



總商會歡樂時光

總商會於1月22日假隆堡蘭桂坊酒店 Azure 舉行「歡樂時光」聚會，由理事阮蘇少濶、李大壯、李碩培和總裁袁莎妮主持是晚活動。「歡樂時光」是會員聯誼交流、暢談歡聚的好機會，欲知下次聚會的詳情，請密切留意本會網站。✿



FEBRUARY 2013 2013年2月

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
Highlights 焦點活動	HKGCC Chinese New Year Dinner Tuesday, 26 February, 2013 City Hall Maxim's Palace		
	3	4	6
 <h2 style="color: yellow;">恭賀新禧</h2>			
17	18	20	<ul style="list-style-type: none"> R The Global Economy in the Shadow of the Fiscal Cliff M HKGCC Delegation to Macau
24	25	26	27
		<ul style="list-style-type: none"> N HKGCC Chinese New Year Dinner T How to Handle Work Injury Cases 	<ul style="list-style-type: none"> S Understand Occident Bankruptcy Laws & Essential Follow up Actions



Joint Business Community Luncheon: 2013-2014 Budget
The Honourable John Tsang
 Financial Secretary of the HKSARG

18 March, 2013
 Convention Hall, Hong Kong Convention and Exhibition Centre

T Training
 L Luncheon
 R Roundtable Luncheon
 S Seminar
 W Workshop
F Forum
 C Committee Meeting
 M Mission
 S Study Tour
 N Networking

THURSDAY	FRIDAY	SATURDAY
	C Taxation Committee Meeting St Discovering Yau Ma Tei 	
7		
14	15	16
	St Green Residential Building Tour at Park Island F Town Hall Forum Series: Meet the Ministers – The Hon. Rimsky Yuen, Secretary for Justice 	
21	22	
St See Nanotechnology Applications at NAMI 		

the Bulletin 工商月刊



Subscribe Now

A pre-paid annual subscription to *The Bulletin* costs HK\$360 posted to any Hong Kong address and US\$85 airmail to any address in the world

YES! I wish to subscribe to *The Bulletin* for

1 year (12 issues) _____ (Total amount)
 2 years (24 issues) _____ (Total amount)
 3 years (36 issues) _____ (Total amount)

Name: _____

Company: _____

Address: _____

Postcode: _____

Tel No: _____

Fax No: _____

Email: _____

I wish to pay by:

Cheque or Bank Draft in the case of overseas subscription (made payable to The Hong Kong General Chamber of Commerce)
 MasterCard Visa
 (Hong Kong dollars for local subscriptions and US\$ for overseas subscriptions)

Card No: _____

Expiry Date: _____

Signature: _____

(For Office use: Date: _____)

Authorised Code: _____)

Please return this form to: The Hong Kong General Chamber of Commerce, 22nd Floor, United Centre, 95 Queensway, Hong Kong Tel: 2529 9229 Fax: 2527 9843



Town Hall Forum Series: Meet the Ministers

The Honourable Rimsky Yuen

Secretary for Justice

22 February, 2013

商貿好幫手 來源證及商貿文件服務

產地來源證 (CO)

轉口 (Re-export)

不過境 / 轉載 (Without Transit / With Transhipment)

零關稅 (CEPA) 香港製造 (CHKO) 香港加工 (CP)

全港最大產地證網上平台

簽證處及簽發量最多

商事證明

商貿文件經本會認證

可提高文件確實性及促進雙方互信

代辦領事認證

商會加簽及領事認證一站式完成

紙張轉換電子

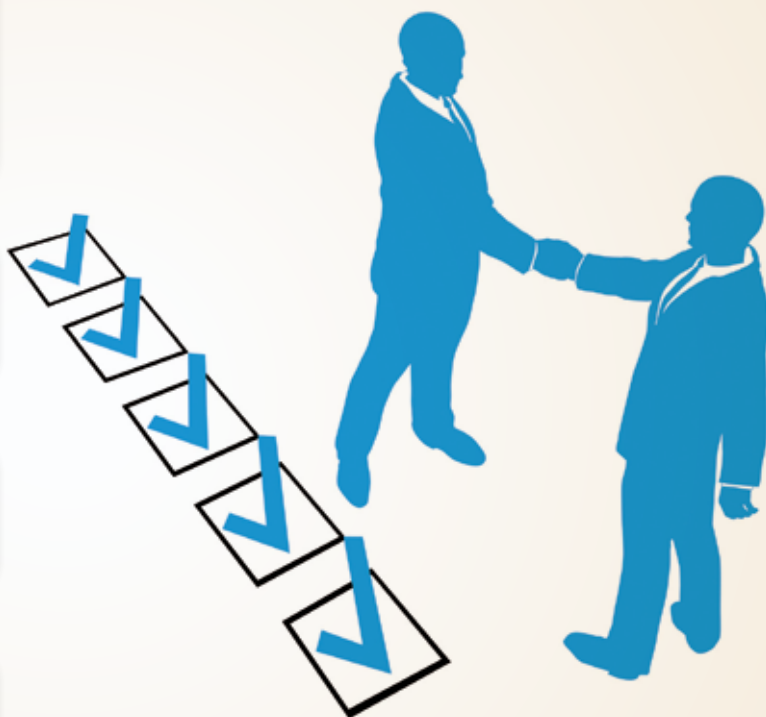
進出口報關、道路貨物資料 (ROCARS)

及產地證均可

暫准進口證

全港唯一發證及担保機構

貨物可暫准免稅進口



www.webco.hk



電話: 2395 5515

coenquiry@webco.hk

專業 • 快捷 • 方便 • 可靠

地址：

中環 德輔道中48-52號裕昌大廈2樓202室
電話: 2525 2131 傳真: 2877 2032

旺角 彌敦道707-713號銀高國際大廈3樓
電話: 2395 5515 傳真: 2391 9469

尖沙咀 河內道5號普基商業中心13樓1301室
電話: 2730 8121 傳真: 2735 7093

觀塘 巧明街111-113號富利廣場15樓1508室
電話: 2344 8713 傳真: 2342 5574

荔枝角 長順街7號西頓中心9樓904室
電話: 2310 1378 傳真: 2310 1360

荃灣 青山道264-298號南豐中心10樓1047室
電話: 2416 0844 傳真: 2412 2799

火炭 山尾街18-24號沙田商業中心14樓1406室
電話: 3586 8180 傳真: 3586 9290

Business Made Easy with Certification and Documentation Services

Certificates of Origin (CO)

Re-export · Without Transit / With Transhipment
CEPA · Hong Kong · Processing
Largest web-based CO platform and
issuing organization in HK

Certification of Document

Trade documents certified by Chamber
A key to documents credibility and mutual trust

Consulate Endorsement Facilitation (CEF)

One-stop-shop for both Chamber and
Consulate Endorsement

Paper-to-electronic Conversion

For Import / Export Declarations, ROCARS and
Certificates of Origin – CEPA / Hong Kong / Processing

ATA Carnet

Sole issuing organization in Hong Kong for duty free
temporary import of goods



www.webco.hk



Hotline: 2395 5515
coenquiry@webco.hk

Professional • Speedy • Convenient • Trusted Worldwide

Locations:

Central Rm 202, 2/F Prosperous Bldg, 48-52 Des Voeux Rd
Tel 2525 2131 Fax 2877 2032

MongKok 3/F Silvercorp Int'l Tower, 707-713 Nathan Rd
Tel 2395 5515 Fax 2391 9469

TST Rm 1301, 13/F Podium Plaza, 5 Hanio Rd
Tel 2730 8121 Fax 2735 7093

Kwun Tong Rm 1508, 15/F Futura Plaza 111-113 How Ming St
Tel 2344 8713 Fax 2342 5574

Lai Chi Kok Rm 904, 9/F Saxon Tower 7 Cheung Shun St
Tel 2310 1378 Fax 2310 1360

Tsuen Wan Rm 1047, 10/F Nan Fung Centre 264-298 Castle Peak Rd
Tel 2416 0844 Fax 2412 2799

Fotan Rm 1406, 14/F Shatin Galleria 18-24 Shan Nei St, Fotan
Tel 3586 8180 Fax 3586 9290



193 COCKTAILS
Buy 1 get 1 free Mondays



SCAN WITH YOUR
SMARTPHONE TO RETRIEVE
YOUR \$40 CASH COUPON



WHISKY MASTER
Unlimited whisky @HK\$208
Every Thursday

LION ROCK
THE WINE &
COCKTAIL BAR



BE A SOMMELIER
Unlimited wine @HK\$198
Every Tuesday



THE MODERN TASTE
Delectable tea sets



CELEBRATIONS
Private parties



SAVOUR THE BEST
Daily lunch sets and dinner

Operation Hours: 12:00am - 02:00am
Reservations: 2622 6167

For details of the promotion, date and price,
please call in advance.
Prices are subject to 10% service charge.
Terms & conditions applied.



Sun Hung Kai Properties
HOTELS

帝京酒店
ROYAL PLAZA HOTEL

193 Prince Edward Road West, Kowloon, Hong Kong
lionrock@royalplaza.com.hk
www.royalplaza.com.hk

