

# the Bulletin

工商月刊

MARCH 2013

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## Signs of Improvement? 好轉的跡象?

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對亞洲大部分地區來說，  
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## AMALFI 津堤 · 愉景灣

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流線藝術鉅作  
呼應大海光影流動

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# 計劃未來

## We Need to Plan for the Future

By **C K Chow** 周松崗

The Financial Secretary John Tsang Chun-wah's 2013-14 Budget was practical, reasonable and appropriate for the current economic and social environment in Hong Kong. He took on board some of the Chamber's proposals to ease pressure faced by SMEs and improve Hong Kong's competitiveness, but given the huge surplus, perhaps he could have done more to strengthen the long-term competitiveness of our economy.

Hong Kong's simple and low tax regime, rule of law, cluster of talent, and sheer energy of the city all contribute to our reputation as one of the best places to do business in the entire world – a fact borne out by the record number of new businesses starting up in the city. By the end of 2012, the total number of live local companies registered under the Companies Ordinance surpassed 1 million, to stand at 1,044,644, up 88,252 from 956,392 in 2011. Simple arithmetic tells us that the vast majority of these are very small businesses, who consider cash flow and bureaucracy life-and-death issues.

We have always prided ourselves on our low and simple tax regime, a competitive advantage that many countries have been striving to match. Over the past decade or more, our competitors have slashed taxes and offered targeted incentives to attract businesses to their shores. As encouraging as the Company Registry figures are, they also show that the number of non-Hong Kong companies registering under the Companies Ordinance declined by 14% last year. This could be a reflection of the global economy, or it could be that international companies consider our effective tax rate less competitive than our competitors.

The Financial Secretary mentioned in his Budget a proposal by the Chamber to introduce a two-tiered profits tax regime. Unfortunately, he continues to think "low and simple" is the only policy necessary. We believe a two-tiered tax regime is among the better responses to the threats to our competitiveness. Under our proposal, the first \$2 million of taxable revenue would be charged at a 10% rate, and after that the standard 16.5% rate would apply. To simplify things, the 10% rate would apply to all companies.

We believe a two-tiered profits tax regime would not complicate our simple tax regime. The effect on Government revenue would also be small because the main beneficiaries are SMEs. Besides, such a measure would encourage companies to expand, boosting employment opportunities, economic activity and even the Government's profits tax revenues, as was the case with the elimination of the wine import duty. So this would be a win-win situation for everyone. 🌸

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

財政司司長曾俊華發表的2013-14年度《政府財政預算案》，為香港當下的經濟及社會環境提供了實際、合理和適切的方案。他採納了總商會多項建議，以紓緩中小企的壓力和提高香港競爭力，但鑒於我們有龐大的財政盈餘，曾司長或應推出更多措施，以增強本港經濟的長期競爭力。

香港的簡單低稅制、法治、人才和城市活力，為我們贏得全球最佳營商地點之一的美譽，而本港新創企業的數目創下歷年新高，就剛好證明了這一點。截至2012年年底，根據《公司條例》註冊在公司登記冊上的本地公司總數衝破100萬，達1,044,644家，較2011年的956,392家，增加88,252家。從簡單的推算得知，當中大部分都是微型企業，現金周轉和官僚制度或會影響它們的存亡。

我們一直就本港的簡單低稅制引以為豪，這項競爭優勢促使很多國家一直急起直追。過去數十年，我們的競爭對手已大幅減稅和提供稅務優惠，以吸引企業落戶。儘管公司註冊處的數字令人鼓舞，但資料亦顯示去年根據《公司條例》註冊的非本地公司總數下跌了14%。這或許反映了全球的經濟狀況，又或國際企業認為本港的有效稅率不及我們的競爭對手。

財政司司長在其《財政預算案》中提及總商會所建議的雙層利得稅制。可惜，他仍然認為「簡單低稅」是唯一的必要政策。我們相信雙層利得稅制可更適切地回應本港競爭力所面對的威脅。根據本會建議，當局可就應課稅收入的首200萬元徵收10%稅款，其餘收入則按標準的16.5%稅率徵收。為了簡化計算，10%的稅率可應用於所有企業。

我們認為雙層利得稅制不會使香港的簡單稅制變得過度複雜，而由於措施的主要受益者是中小企，故對政府收益不會造成嚴重影響。此外，這項措施可鼓勵企業擴充業務，促進就業和經濟活動，甚至增加政府的利得稅收入，就如撤銷葡萄酒進口稅一樣。因此，此舉可為整體社會帶來雙贏局面。 🌸





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## In need of extra shut-eye?

全城「補眠」？

Over a fifth of workers in Hong Kong (23%) report that they have to sacrifice sleep to fit in personal and work commitments, either by waking up too early or by burning the midnight oil. Although flexible working is highlighted as a way to reduce commuting, creating more hours in the day for sleep or family life and improving productivity and staff retention, only 50% of firms are rewarding management for encouraging the creation of a flexible workforce.

Workers also highlight that a shorter commute (23%) and greater flexibility of location (21%) would give them more time to spend with their families as well as to catch some extra shut-eye, but businesses can also benefit from introducing greater flexibility which is reported to improve productivity (71%) and help retain staff (82%).

These are some of the key findings of a global survey by Regus, based on interviews with more than 24,000 business-people from over 90 countries.

**逾**五分之一（23%）的香港在職人士表示不得不早起晚睡，犧牲睡眠時間來處理個人及工作事務。儘管彈性工作制已被認定是提升生活質素、增加工作效率和挽留員工的有效手段，但只有半數企業鼓勵管理層推行有關制度。

在職人士也認為，更短的往返時間（23%）和更靈活的辦公地點（21%）除了能為員工帶來更多共聚天倫和休息的時間，也可提高企業生產力（71%），並有助保留員工（82%）。

全球領先的彈性辦公空間供應商雷格斯向來自90多個國家逾24,000名商務人士作出問卷調查，得出以上重要結論。



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### Key Findings and Statistics

#### 重要調查結果和統計資料

- Globally 29% of workers are sleeping less than they wish in order to fit in all their commitments.

全球有29%的在職人士因平日需處理各種事務而無法得到足夠睡眠。

- In Hong Kong 23% of workers are sacrificing sleep to fit in work and personal commitments, while a fifth (21%) feel they have to overcompensate for time taken off for personal matters.

在香港，有23%的在職人士為處理個人及工作事務而犧牲睡眠時間，且有五分之一（21%）的人士表示，如果他們因私事請假，則不得不犧牲更多私人時間來予以補償。

- Workers highlight a shorter commute (23%) and location flexibility (21%) as ways of helping them spend more time with their families.

在職人士強調，更短的往返時間（23%）和更靈活的辦公地點（21%）會為他們帶來更多陪伴家人的時間。

- But businesses can benefit too, as flexible work is thought to improve productivity (71%) and help staff retention (82%).

企業也能從中受益，因彈性工作制被視為可提高企業生產力（71%），並有助挽留員工（82%）。

- Yet currently management is being rewarded for encouraging a flexible work environment only in half (50%) of firms.

不過，目前只有半數（50%）企業鼓勵管理層推動有關制度。

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# 預算案助紓困 Budget Provides Some Relief

By Jeffrey Lam 林健鋒

Financial Secretary John Tsang insisted in his Budget that the Government would follow the principle of keeping expenditure within the limits of revenues and offer practical measures for the economic challenges Hong Kong faces, including relief measures to help SMEs, the middleclass and those in need. In short, it is a Budget worth supporting.

Tsang expects fiscal reserves to reach HK\$734 billion by the end of March, representing about 36% of our GDP. Still it might not be easy for the Government to strike a balance in responding to the economic challenges and the aspirations of the public. I have long believed that the Government must manage public finances prudently and guard against volatility from external sources, and the best way to do that is by maintaining an attractive business environment and investing more in resources.

Given the large surplus, the Government should do more to assist SMEs and the middleclass who have contributed a lot to society. I am pleased that the Government has continued to offer tax rebates for companies and taxpayers, as well as an increase in child allowance. But my proposals, like tax deductions for people who purchase medical insurance and pay for their children's own education, should also be considered.

I am also pleased to see the Government adopt my proposal to continue the Special Concessionary Measures under SME Financing Guarantee Scheme, which was scheduled to expire by the end of February, to help companies increase their liquidity. However, I think the profits tax rate should be returned to 15%. Besides, the Government should introduce "group loss relief" and "loss carry-back" to attract more investors to Hong Kong.

The relief measures including waiving rates, granting an electricity subsidy and an extra allowance to CSSA recipients as well as Old Age Allowance, etc., will be welcome relief for less well-off citizens.

Sharply increasing spending on infrastructure and other capital works projects will cause significant labor shortages in the short term, and I believe it is time to take a strategic look at our labour importation policy.

With the large surplus, the Government is supposed to operate on a balanced budget and part of the money should be returned to SMEs or taxpayers. In view of the economic adversity last year, the European debt crisis showing no signs of improvement, and the U.S. quantitative easing measures that print money and lead to inflation, Hong Kong is inevitably affected. We must stay alert to the challenges ahead by taking timely measures to support SMEs and preserve jobs to maintain Hong Kong's long-term prosperity and stability. ✿

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

**財**政司司長曾俊華在《財政預算案》中堅持要以「量入為出」為原則，並為香港所面對的挑戰提供實際的方案，包括協助中小企和中產，以及針對有需要協助的人士，推出紓困措施，因此預算案是值得支持的。

預算案指出，財政儲備截至今年3月底將有7,340億元，相當於本地生產總值36%。不過，要在迎接挑戰和回應訴求兩方面取得平衡，對政府來說並不容易，我一直認為政府應該「審慎理財」及防範外圍經濟不穩，方法包括營造良好的營商環境及大力投放資源。

政府有巨額盈餘，應該協助為社會付出很多的中小企和中產。我很高興政府繼續退稅，因為環球經濟仍未明朗，打工仔加入工的情況不大理想，又受到通脹的影響，政府繼續向企業和中產退稅，並提高供養子女免稅額，是值得支持的措施。

雖然政府接納我的建議，延長在2月底到期的中小企融資擔保計劃的優惠措施，協助企業增加流動資金，但我認為政府亦應下調利得稅至15%，並引入「集團虧損寬免」和「年度虧損轉回」，以吸引更多投資者來港。另外，政府亦應考慮就購買醫療保險和子女教育扣稅等建議。

對於政府繼續部分紓困措施，包括免差餉、電費補貼、綜援及生果金「出雙糧」等，我也表示支持，因為這些措施有助紓緩有需要人士的生活壓力。

鑑於本港大幅增加基建和其他基本工程項目的開支，短期內可能會造成嚴重的人手不足，因此我認為是時候有策略地檢討本港的輸入勞工政策。

在財政盈餘下，政府應該在面對挑戰和回應訴求上爭取平衡，盡力協助中小企和納稅人。去年環球經濟不景，歐債危機未除，美國又推出「量化寬鬆」，印銀紙製造通脹，勢對香港造成衝擊，因此香港應該「適時」推出措施，支援中小企，增強企業的生命力，以及保就業，為香港長遠經濟發展著想。 ✿





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# 香港的拼搏精神 Hong Kong's 'Can-Do Spirit'

By Shirley Yuen 袁莎妮

The thousands of runners who finished the Hong Kong Marathon last month were an inspiration. Many people watched in disbelief as the world's oldest marathon runner Fauja Singh, at 101, sprinted across the finish line after completing a 10-kilometer section of the Hong Kong Marathon. Alison Chow Chi-ngan, also defied the odds to finish as Hong Kong's leading woman in the marathon, just five weeks after undergoing knee surgery.

Another inspiration is Sarah Lee Wai-sze, who became the third cyclist from Hong Kong to clinch a world title after her victory in the women's 500-metre time trial at the Track Cycling World Championships in Minsk, Belarus. In an interview after the event, she told reporters that although she was nervous, she was confident she could do it.

Acclaimed director Ang Lee also stunned many people by winning his second Oscar, for the screen adaptation of Life of Pi, after overcoming seemingly insurmountable challenges. Awardees of the Good Citizen Award, who range from primary school students to senior citizens, also inspire us to do the right thing with their gallant efforts to uphold the law.

All of these people are from different parts of the world and different generations, but the one thing they all have in common is their "can-do spirit!"

At the Chamber, we live by the "can-do spirit." When the Government puts out a consultation, we always put 100% effort into submitting sound, carefully debated suggestions or recommendations. If the issue is extremely complex, we draw on the expertise of our members in the field in question. We want to make sure our proposals are the best they can be in helping to improve Hong Kong.

Our staff also go the extra mile in serving members. Whether it is policy related, overseas missions, or the service members receive at our Certification Division, it is always music to my ears when I hear members praising the quality of our services. This year, members' satisfaction with the Chamber is clearly reflected in the high number of members who have renewed their membership with us. Despite the very tough business environment, a record number of companies have renewed their membership with HKGCC early.

Much can be achieved through a positive mindset, and like the role models that we have seen this past month, inspire others to stretch their own "can-do spirit." ❀

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

**數** 萬位健兒上月完成了香港馬拉松賽事，讓人非常鼓舞。當全世界最年長的馬拉松選手Fauja Singh以101歲高齡，完成10公里賽事後衝線的一刻，很多人都感到難以置信。長跑好手周子雁亦在接受膝蓋手術後短短五星期克服傷患，成功奪得女子全場總冠軍的寶座。

另一個振奮人心的消息，是香港「女車神」李慧詩在白俄羅斯明斯克舉行的世界場地錦標賽女子500米計時賽中勇奪冠軍，成為第三位在世錦賽摘冠的香港選手。她在賽後接受記者訪問時，坦承比賽前非常緊張，但仍然相信自己做得到。

著名導演李安排除萬難，憑同名小說改編而成的《少年Pi的奇幻漂流》，第二次勇奪奧斯卡最佳導演獎，令很多人喜出望外。「好市民獎」的得獎者由小學生到長者都有，他們亦啟發大家要見義勇為，維護法紀。

以上的人來自不同地區、不同世代，但他們都有一個共通點，就是拼搏的精神（can-do spirit）！

總商會一直秉持拼搏的精神。當政府展開諮詢，我們總是

This year, members' satisfaction with the Chamber is clearly reflected in the high number of members who have renewed their membership with us.

今年，很多會員踴躍續會，清晰反映了他們對總商會的服務非常滿意。

全力以赴，提交理據充分、仔細討論的建議。假如議題非常複雜，我們會尋求業內會員的專業意見，以求制訂出最周全的建議，為改善香港出一分力。

我們的員工亦盡心盡力服務會員。不論是本會的政策倡議、海外考察團，還是簽證部的工作，每次聽到會員稱讚我們的服務質素，總是讓我雀躍萬分。今年，很多會員踴躍續會，清晰反映了他們對總商會的服務非常滿意。儘管營商環境困難重重，很多企業仍然一早與本會續會，創下了歷史新高。

積極正面的態度可成就大事，正如我們在過去一個月所看見的模範人物，就啟發了其他人發揮自己的拼搏精神。 ❀



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Will Hong Kong's maritime and aviation sectors continue to play a leading role in our economic growth, or will capacity saturation constraints clip our wings?

香港的航運和航空業能否繼續在我們的經濟發展中扮演領導的角色？容量飽和會否限制我們的未來發展？

“Can you imagine where Hong Kong would be today had the Government not taken the bold move to relocate the airport to Lantau some 25 years ago – despite very, very fierce criticism at that time?” asked Christopher Pratt, Vice Chairman of the Chamber.

The answer to that question is enough to send shivers down most Hongkongers' spine, as the airport is the heart that pumps business through to our pillar industries – trade, logistics, tourism and financial sectors. But even before the first plane touched down in Hong Kong, the shipping industry was the lifeblood of the territory, and to this day continues to play a vital role in our prosperity and global trade flows.

In his introductory remarks at a luncheon titled “Looking Beyond Globalization: The Legend of Hong Kong's Development as an International Shipping Centre,” organized by HKGCC and Ernst & Young, Pratt said, “When you consider that shipping companies registered in Hong Kong own and manage around 10% of the world's merchant fleet, facilitating the sector's growth is imperative to Hong Kong's continued success.”

Both industries have played a central role in earning Hong Kong the title of the world's most globalized city for the second consecutive year in Ernst & Young's Globalization Index. According to E&Y's survey, held among 730 chief executives, Hong Kong is ranked 1st with an index of 7.81, significantly ahead of second place Singapore which earned a score of 6.31. Hong Kong maintains top positions in three of the five categories used to determine the index – capital movement, technology exchange and cultural integration.

But as the airport is close to saturation, and with the maritime, shipping and logistics sectors facing intense competition from across the border, will their role in our future economic success dwindle?

“As a gateway to doing business to China, Hong Kong still has a lot to offer. To continue growing, we need to stay in tip-top shape to remain competitive. This will involve enhancing our capabilities, and promoting Hong Kong's maritime and shipping industry to the international community,” key speaker at the luncheon, C C Tung, Orient Overseas (International) Limited (OOIL) Chairman, President and CEO, said.

Tung explained that Hong Kong's maritime industry as we know it today grew out of necessity of the day. The UN embargo on trade with China in the early 1950s due to the



# The Heart of Globalization

## 全球化的心臟



Korean War created a strong manufacturing industry here, and many Shanghai companies migrated to Hong Kong to take advantage of the booming territory and maritime sector.

In the 1970s, Hong Kong ship owners provided a major service for the rise of Japan Inc, which also helped to lead to the growth of other industries, including finance, in Hong Kong.

“During this period there was no other maritime centre in Asia,” he said. “We had the knowhow to manage the sophisticated supply chain, such as just-in-time delivery, and port-to-port, which we later developed into point-to-point delivery. So the maritime and shipping activities in Hong Kong at that time helped to place us on the world map.”

#### Cluster effect

By the 1990s, many more businesses were setting up in Hong Kong, which strengthened the cluster effect that was mushrooming, to take advantage of the growing China market. The maritime industry was effectively the door through which

ticularly infrastructure that connects us with the Pearl River Delta, will be critical to prepare for our future.

This is because China’s huge potential is being closely watched by businesses around the world. As a well-established bridge to connect China with the world, the SAR will need to build the physical infrastructure to attract investors to come to Hong Kong.

“Whether it is a third runway, more container capacity, more service linkages, or better integration of customs and quarantine, we have to make sure we are prepared so that we do not miss any opportunity,” said Tung.

#### Mindboggling growth

The prospects for Hong Kong’s aviation industry are very promising. In China, researchers forecast people will make



“Whether it is a third runway, more container capacity, more service linkages, or better integration of customs and quarantine, we have to make sure we are prepared so that we do not miss any opportunity – C C Tung

無論是興建第三條跑道、提高貨櫃處理量、增加服務聯繫，還是加強清關與檢疫的整合，我們都要確保自己已準備充足，不會錯失任何機會 —— 董建成

huge volumes of raw materials passed through into China, and finished products were exported to the rest of the world.

The clustered concentration of maritime, shipping and support services plays a very important role in attracting overseas companies.

“Critical mass and the cluster effect are very important for businesses,” Stanley Hui, CEO, Airport Authority Hong Kong, said at the luncheon. “At the airport, we have been doing that by building more stands, offering more flights, etc., but once your capacity cannot accommodate growth of your customers, then traffic and companies will go away. Businesses do not want to risk operating where their growth will be constrained.”

Tung said other ports and airports in the region have invested aggressively to accommodate growth and new capacity. He believes continually enhancing our infrastructure, par-

2.1 billion trips by 2030. “These are mindboggling numbers, and Hong Kong will reap some of the benefits of our country’s growth,” said Hui.

The airport is currently situated at a cul-de-sac, but Hui said it will become a crossroads when the Zhuhai-Macau-Hong Kong Bridge is completed. Once that opens, the catchment area for the airport will be three times larger than today. But other airports in the Mainland and region are also expanding aggressively. Beijing is looking at building its seventh runway; Guangdong can go up to five runways, while Singapore and South Korea are expanding their airports.

“In Hong Kong, we are facing an impending crunch. We will reach saturation around 2019, so our immediate task is to try and handle our capacity with medium- and long-term

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「試」想像，要是政府在25年前因受到猛烈的批評，而沒有果斷地把機場遷往大嶼山，香港現在會變成怎樣？」總商會副主席白紀圖提出以上問題。

答案足以令大部分港人心驚膽顫，因為機場是香港的心臟，把生意引到我們的貿易、物流、旅遊和金融等支柱產業。但事實上，早在首班飛機降落香港之前，航運業已是本港的命脈。時至今日，業界對於我們的經濟繁榮和全球的貿易流通，仍然繼續擔當重要的角色。

在總商會與安永合辦的「放眼全球化：透視香港國際航運中心傳奇」午餐會上，白紀圖在其開場發言中表示：「當考慮到在港註冊的船務公司擁有及管理全球約10%的商船，香港要持續成功，就必須促進業界發展。」

香港能夠在安永的全球化指數中連續兩年獲評為最全球化的城市，航運和航空業可謂居功不少。根據安永向730位企業總裁所進行的調查，香港以7.81分高踞榜首，大幅拋離以6.31分排行第二位的新加坡。

在五項分類指標中，香港在資本流動、科技交流和文化融合這三方面均名列前茅。

然而，隨著機場、航運、船務和物流業均接近飽和，它們對於本港未來經濟成就的角色會否動搖？

東方海外（國際）有限公司主席兼行政總裁董建成擔任午餐會的主講嘉賓。他說：「作為通往中國的大門，香港仍然大有可為。要持續發展，我們要保持最佳的狀態，以維持競爭力。這將涉及提升我們的能力，以及向國際社會推廣香港的航運和船務業。」

董建成解釋，香港航運業的由來，乃源於早年的需要。1950年代初，聯合國因韓戰而向中國實施禁運，促使製造業在本港蓬勃發展，而很多上海公司亦紛紛遷往香港，以期受惠於暢旺的經濟和航運業。

“In Hong Kong, we are facing an impending crunch. We will reach saturation around 2019, so our immediate task is to try and handle our capacity with medium- and long-term solutions – Stanley Hui

在香港，我們正面對迫切的危機。香港機場將於2019年左右達致飽和，故當務之急是嘗試以中長期的解決方案，處理跑道容量 —— 許漢忠



solutions,” said Hui. “The airport must expand; there is no question about that.”

But with China’s exports falling, and production costs forcing companies to consider moving production elsewhere in Asia, will there be future demand for new facilities? Tung believes the current decline in China’s exports is purely due to the economic woes of the U.S. and Europe.

“Trade volumes are down in the entire region, so the entire consumer goods market has been reduced. As China exports are going down, you do not see that drop being picked up in other countries in Asia, so I am confident that the economy will recover,” he said.

#### Terminal 10

There have been discussions about building a new Terminal 10 at Kwai Chung to cater to growing demand. In the Chief Executive’s Policy Address, C Y Leung said further enhancing Hong Kong’s status as an international shipping centre is one of the Government’s priorities.

To facilitate the growth of the local shipping and aviation industry, the Financial Secretary said in his Budget Address

that he would make more land available to the sector and proposed designating \$100 million to establish a training fund for maritime and aviation transport.

Tung said he supports the building of additional infrastructure. For critics of the proposal who argue future cargo volumes will not materialise as Mainland ports expand and manufacturing moves away from the PRD, Tung said trying to forecast future cargo volumes is not black and white.

“You cannot forecast increases in trade that easily, but growth comes with increased capacity. It is a chicken and egg situation,” he said.

Hui echoed his comments: “Infrastructure is fundamental to our growth. We need leadership from Government. If you flash back to when we decided to build the airport, without that decision, Hong Kong and China would not be the same places that they are today.”

Hui said the airport is doing everything that it can to facilitate the environmental impact assessment requirements and consultations with the public. Assuming all processes go smoothly, the earliest that construction on a third runway could start would be 2015. ❀





# 2013

## 香港環保卓越計劃

綠色企業 成就未來

### 環保經驗分享研討會

為促進各行各業交流環保經驗，環境保護運動委員會將於4月至5月期間舉行五場研討會，由曾獲頒「香港環保卓越計劃」獎項的機構代表主講。

歡迎出席全部五場或個別研討會，每場出席者可獲發出出席證明書。

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#### 綠色企業 客似雲來

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#### 綠色企業 創建未來

2013年5月3日 (星期五)  
(特別適合製造業、交通及物流業、  
進出口貿易業和批發及零售業)

#### 綠色企業 夥伴合作創雙贏

2013年5月10日 (星期五)  
(特別適合金融、法律及商業顧問服務業、  
公營機構及公用事業)

#### 綠色企業 節能方案

2013年5月24日 (星期五)  
(特別適合中小型企業)

#### 綠色企業 創造商機

2013年5月31日 (星期五)  
(適合各行各業)

「香港環保卓越計劃」是香港最具公信力的環保獎項計劃之一，旨在鼓勵各行各業持續推動環境管理及實踐環保創意概念，並藉此表揚對環保作出貢獻的機構。2013年度「界別卓越獎」及「環保創意卓越獎」將於4月2日至6月7日期間接受報名，詳情請瀏覽[www.hkaee.org.hk](http://www.hkaee.org.hk)。



有興趣參加上述研討會的機構，請登入[www.hkaee.org.hk](http://www.hkaee.org.hk)報名。

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1970年代，隨著日本企業冒起，香港船東成為了他們的主要服務供應商，這從而亦帶動金融等其他行業在本港的發展。

「當時，亞洲並沒有其他航運中心。」他說：「我們懂得管理精密的供應鏈，如適時、港口對港口的運輸，其後更發展為點對點發送。因此，當時香港的航運及船務活動，有助我們在世界地圖上佔一席位。」

#### 群聚效應

到了1990年代，愈來愈多企業窺準日益增長的中國市場而來港開設業務，這進一步加強了當時正迅速發展的群聚效應。事實上，航運業是一道大門，讓大量的原材料流入中國，再讓製成品出口到世界各地。

航運、船務和支援服務的群集，是吸引海外公司落戶香港的關鍵。

同場的香港機場管理局行政總裁許漢忠指出：「臨界規模和群聚效應對企業十分重要。」他續道：「在機場，我們一直透過興建更多停機位、提供更多航班等措施，致力達到有關規模和效應。但當你的容量無法切合顧客的增長，生意和企業就會離你而去。面對增長受到限制，企業都不想冒險經營。」

董建成說，區內的其他港口和機場已積極地進行投資，務求增加容量，以配合未來增長。他認為，我們必須持續加強基建，尤其是連接本港與珠江三角洲的基建，為未來做好準備。

這是因為中國的龐大潛力引來了全球企業的密切注視。作為貫穿中西的可靠橋樑，香港特區需要興建足夠的基建，以吸引投資者來港。

董建成說：「無論是興建第三條跑道、提高貨櫃處理量、增加服務聯繫，還是加強清關與檢疫的整合，我們都要確保自己已準備充足，不會錯失任何機會。」

#### 驚人增長

香港航空業的前景非常樂觀。在中國，研究人員預料到2030年，旅客的航次數目會達到21億。許漢忠說：「這個數字非常驚人，而香港將會受惠於國家增長。」

現時機場位置偏遠，但許漢忠說，一旦港珠澳大橋落成，機場會成為當中的交匯點。大橋開通後，機場的客源會比現時多三倍。然

而，內地和區內的其他機場亦正積極擴建。北京現正計劃興建第七條跑道；廣東將增至五條跑道，而新加坡和南韓亦正擴建各自的機場。

「在香港，我們正面對迫切的危機。香港機場將於2019年左右達致飽和，故當務之急是嘗試以中長期的解決方案，處理跑道容量。」許漢忠說：「機場必需擴建，這一點無庸置疑。」

但隨著中國出口下降，加上生產成本迫使企業考慮把廠房遷往亞洲其他地區，未來對新機場設施仍有需求嗎？董建成相信，當前中國出口下降，純粹源於歐美的經濟困境。

他說：「亞洲區的貿易額全面減少，故整個消費品市場已經萎縮。隨著中國出口下降，亞洲其他國家並無承接有關跌幅，所以我有信心經濟將會復蘇。」

#### 10號貨櫃碼頭

對於在葵涌增建10號貨櫃碼頭，以應付持續增長的需求，有關建議已討論多時。根據行政長官發表的《施政報告》，梁振英表示政府的施政重點之一，是進一步提升香港作為國際航運中心的地位。

為促進本地航運和航空業的增長，財政司司長在《財政預算案》中表示，會為業界預留更多土地，並建議投放1億元成立海運及空運人才培訓基金。

董建成表示支持興建額外的基建設施。但反對建議的人士指，隨著內地擴建港口，以及製造商遷離珠三角，未來的貨運量不會實現。就此，董建成認為嘗試預測未來的貨運量並不實際。

他說：「你不能輕易預測貿易增幅，但增加了容量才可帶來增長。這是雞與雞蛋的關係。」

許漢忠和應說：「基建是增長的關鍵，我們需要政府的領導。假如時光倒流到本港決定興建機場的時候，要是沒有這個決定，香港和中國都不會有今天的地位。」

他說，機場現正設法符合環境影響評估的要求，並促進公眾諮詢活動。假設一切過程順利完成，最快可於2015年開始興建第三條跑道。✿

# Boosting HR's competitive advantage

**W**e met up with Ashley Clarke, Chief Operating Officer, FlexSystem to get his take on why HR needs to face its fears of the new digital era to help make the transition from administrative to strategic partner in their organisations.

Clarke pointed out the disparity between HR departments that exists in today's marketplace. He asserted that the HR department is well-established in larger organisations, with on-going investment and rigorous process enhancement. In contrast, however HR has often been left in the dark among smaller and medium-sized organisations. Clarke explained, "In the past, the detailed HR function has typically fallen under the remit of the most senior financial executive but this is now changing as it must." Against the backdrop of changes to recent legislation such as the Minimum Wage Ordinance, and the problems associated with the lack of resources resulting from the ensuing global economic turmoil there is a continued need for HR to do more work with fewer employees. As a consequence Clarke noted, "HR is rapidly becoming more strategic than ever before."

## HR Touch Point

As HR moves away from what it was and still sometimes is perceived to be today, an administrative function with little value add, towards its additional identity of being a strategic driver with better representation on the Board, changes will need to take place. Clarke contends that in larger organisations where HR has been a strategic partner for much longer, this representation is already prominent, but that in the mid-sized companies which constitutes a lot of Hong Kong this representation has not yet been truly developed. Clarke asserted, "As companies move to extract greater value out of their existing human capital assets, then effectively they are going to be looking at many more reports and KPIs which have an HR content."

## Exploding Reports

Analytics and cross-application

reporting have become integral components of modern HR, especially the ability to take financial data and map it on top of employee data. Clarke said, "The ability to explode your reports with an HR component is very powerful." To this end, FlexSystem has developed an individualised HR reporting system that is capable to consolidate cross-regional HR information. It runs on PC, iPad and mobile platforms, which allows organisations to generate summary reports and drill down to detailed employee information with just a few clicks as well as process based workflow tasks.

## Compliance

Clarke acknowledged that some HR personnel may have healthy concerns over the privacy and risks involved in having regional employees' detailed information on a system, in particular a cloud-based one. Sceptics frequently voice concern over the implications of overzealous individuals who may be tempted to misuse the personal information available to them via accessing employees' data. To allay these fears, Clarke stressed the importance of ensuring that the HR team pro-actively maintain strict controls on access to data by specifying exactly who from which department can access which data from which offices and levels within the organisation.

## Metrics Into Money

Clarke advised that analytics should not only be employed for financial data, but for combined employee metrics as well. He argued that companies that maximise the collection and interpretation of data on its talent pool can best plan for future needs, "Using technology to enable the HR department to be proactive is a very powerful addition to the bottom line and for enhancing shareholder value.



Ashley Clarke, COO, FlexSystem

In management meetings with sales teams, it has traditionally been quite difficult to pinpoint where key revenue originates from. Difficulties arise because to do so HR needs to find answers to a lot of questions:

- Can differences of performance and associated costs be explained across geographies?
- Who is burning out and at risk? Show me all consultants that are working flat out who have not taken any annual leave or have excessive overtime.
- For consulting companies; is the Project X profit KPI's in planned ranges?
- Show me proposed pay rises by gender within department. Gender ratios.
- Do we have succession plans for all key roles?



Company : FlexSystem Limited  
 Enquiry : 3529 4132  
 E-mail : infodl@flexsystem.com  
 Website : www.flexhrms.com

# Signs of Improvement (?)

## 好轉的跡象( ? )

Twenty-thirteen is not expected to be a lucky year for most of Asia, writes **David O'Rear**

對亞洲大部分地區來說，預料2013年不會是幸運的一年 歐大衛

Asian economies had a mixed 2012, some slowing while others held pace or even picked up significant speed over their 2011 performances. The outlook for 2013 for many economies will largely depend on developments in the U.S. and Europe, neither of which is looking particularly strong.

The first graph shows the results of massive monetary stimulus in the U.S., and a decidedly more austere approach in the

previous year's 6.5% pace. The Philippines notched up 4.4% growth, faster than 2011's 3.9% rate. Malaysia also pulled ahead late in the year, with a 6.4% spurt in Q-4, for a full-year performance of 5.6%.

Singapore, like Hong Kong, didn't fair as well. The city-state scraped out 1.2% growth, down from 4.9% a year earlier. Hong Kong is yet to report at this writing, but odds are strong that the results will closely resemble those of Singapore.

Twenty-thirteen will not be a lucky year for most of Asia. While the bottom of the league – Korea, Taiwan, Singapore and Hong Kong – are very likely to perform better than last year, the prospects of strong expansion on the back of healthy external demand are slim. Authorities around the region have been voicing concerns over the U.S. Federal Reserve's extraordinary loose money policies, claiming that America is externalizing

its problems and forcing other countries to accept either higher inflation or stronger currencies. Still, given the lack of progress in Europe, that may be the best course. ❀

“ Authorities around the region have been voicing concerns over the U.S. Federal Reserve's extraordinary loose money policies, claiming that America is externalizing its problems and forcing other countries to accept either higher inflation or stronger currencies ”

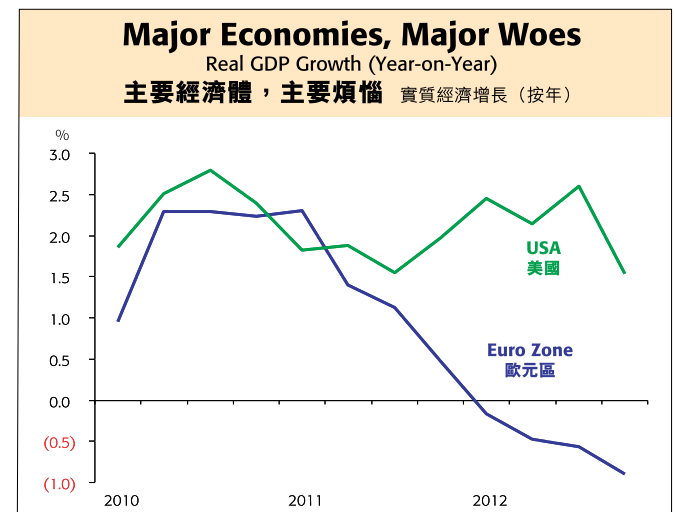
European Union. The Euro Zone contracted year-on-year in each of last year's four quarters while the U.S. expanded every quarter, albeit at a 1.5% pace at year's end.

The Mainland reported slower growth last year, down from 9.3% in 2011 to 7.8%, despite a mild rise in the final quarter to 7.9%. Japan, on the other hand, expanded 2.2% after the devastation of the previous year's earthquake, tsunami and nuclear accident depressed the baseline.

Korea and Taiwan slipped during the year as exports tumbled after two years of recovery from the record-setting global drop recorded in 2009. Korea managed just 2.1% real growth while Taiwan came in at 1.2%. Northeast Asia's results are shown in the second graph, and those for the major ASEAN economies in the third.

In Southeast Asia, things were looking better. Thailand, recovering from massive flooding a year earlier, generated a 6.8% bounce, largely due to a stunning 19.2% leap in the final three months of the year. That was almost wholly due to the 8.9% drop in Q-4 2011.

Indonesia performed well, at 6.3%, but slightly off the





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**+** 洲經濟體在2012年的表現好壞參半，有些出現放緩，有些則表現平穩，甚或遠勝2011年的表現。對許多經濟體來說，2013年的前景將主要取決於歐美的發展，而兩者都不見得特別標青。

圖一顯示美國推出大規模貨幣刺激措施，以及歐盟堅決採取更嚴厲政策的結果。歐元區去年每季均錄得按年收縮，而美國儘管年底的增幅只有1.5%，但每季均有所增長。

內地去年增長減慢，從2011年的9.3%下跌到7.8%，惟最後一季卻溫和回升至7.9%。另一邊廂，日本經過前年的地震、海嘯和核災難對其基線造成衝擊之後，去年經濟錄得2.2%的增長。

韓國和台灣年內表現下滑，原因是出口自2009年錄得創紀錄的全球跌幅，經歷了往後兩年的復蘇，去年再次大跌。韓國只能勉強取得2.1%的實質增長，台灣則為1.2%。東北亞的表現可見於圖二，而主要東盟經濟體的表現則見圖三。

東南亞的情況較佳。泰國從之前一年的嚴重水災逐漸復蘇過來，去年經濟反彈6.8%，這主要有賴最後三個月取得19.2%的驚人躍進，而這亦幾乎完全歸因於2011年末季8.9%的跌幅。

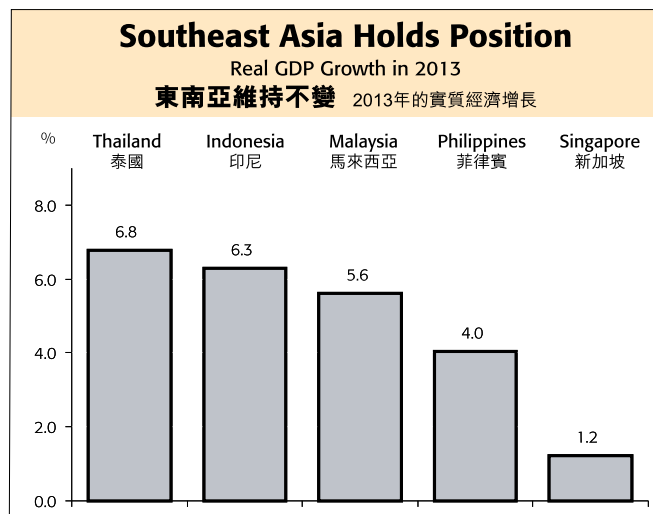
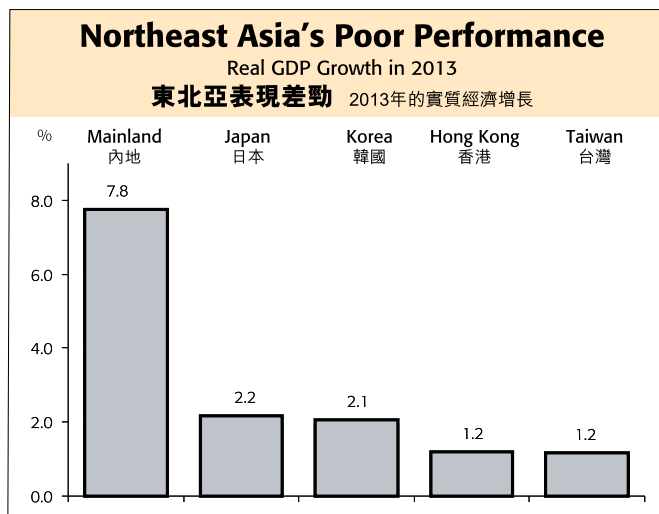
印尼表現理想，增長6.3%，惟略低於前一年的6.5%。菲律賓的增幅為4.4%，較2011年的3.9%為高。馬來西亞亦於年底發力，第4季以6.4%衝刺，全年增長為5.6%。

新加坡與香港一樣表現不濟，經濟增長從前年的4.9%，下降至只有1.2%。執筆之時，香港的數據尚待公布，但結果很大機會與新加坡相若。

對亞洲大部分地區來說，2013年不會是幸運的一年。儘管榜末之列的韓國、台灣、新加坡和香港很可能表現勝過去年，但由穩健海外需求帶動的強勁增長將不太可能實現。區內政府一直對美國聯邦儲備局的高

“區內政府一直對美國聯邦儲備局的高度寬鬆貨幣政策表示關注，聲稱美國正把本土的問題向外轉移，並迫使其他國家要麼接受更高的通脹，要麼接受更強的貨幣”

度寬鬆貨幣政策表示關注，聲稱美國正把本土的問題向外轉移，並迫使其他國家要麼接受更高的通脹，要麼接受更強的貨幣。然而，鑒於歐洲缺乏進展，這也許是最好的做法。✿



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*Bulletin: Economic policy covers such a broad gamut, so can you give readers a brief overview of the work of the committee?*

**James Riley:** It meets every two months or so to review significant economic issues within Hong Kong, the moves that Government is making and perspective upon them. It also provides input to the General Committee on the Chief Executive's Policy Address and the Financial Secretary's Budget Address and, on an ad hoc basis, reviews other issues that come up.

I think there is an issue about what the scope of the committee is and what people want to be doing. People join the committee of their own volition, so the challenge is how to best use the valuable time of the Chamber's executive team to be addressing issues of significance for Chamber members and Hong Kong's economy?

*B: What key issues is the committee examining at the moment?*

**JR:** We just had a meeting to review the Policy Address. Among the 25 different points that we submitted to Government, many were taken up by the Chief Executive. These were all areas that affect members of the Chamber, and consequently ones that interest everyone. Two areas of significance are those of the environment and housing and land supply.

Many might complain that he didn't come up with enough that was specific, which was probably wise in these early stages of his term, as he needs to be getting the thinking done and sensible conclusions reached at this point in time. He certainly doesn't want to make himself a hostage to fortune by making promises that he cannot deliver.

In other areas, population policy, MPF, pensions, education, and the funding of the healthcare system, nothing – or very little – was said. In Hong Kong, in my mind, the CE needs to be focusing on what he can actually get done. He needs some early wins and he needs some areas of key focus.

*B: The CE stated in his Policy Address that Government will assume a greater role in our lives, as well as the economy. Do you think this will help or impede our competitiveness?*

**JR:** There is a broad belief in the Chamber that it is not the business of Government to pick winners, but rather to make business doable. We also believe in small Government. At the same time there is a tendency to ask Government to do more to help the marine sector, to help SMEs, etc. So at some point a contradiction arises. On the one hand people are asking Government not to intervene, and on the other asking Government to do more. You cannot have it both ways.

One of the big fears among business is that the CE will be inclined to be more interventionist. Where he feels it is crucial to do so to improve people's lives, then it is a judgment call that by interfering it will bring benefits. Personally, I have a lot of time for both him and his policies and, in my mind, it is quite encouraging that he is focusing on two key areas – housing and the environment. Housing is a very complex issue, but it is the most significant issue that he needs to be addressing – it is also an area that he understands very well. But he is going to need to do more.





Face to Face with

## James Riley

### 詹偉理專訪

Hong Kong is one of the most competitive economies on Earth, but what else can and should be done to further hone our competitiveness? James Riley, Chairman of the Chamber's Economic Policy Committee, shares his views on business policy, property and Hong Kong's competitors

香港是全球最具競爭力的經濟體之一，但我們應如何進一步提升競爭力？總商會經濟政策委員會主席詹偉理分享其對工商政策、房地產及香港競爭對手的看法

*B: Instead of intervening in the economy, what would be a more effective way to stimulate economic activity and encourage investment?*

JR: If the Government creates a business friendly environment from a fiscal perspective and from a regulatory perspective, then they will be doing that. To encourage people to invest here and to start new businesses, the Government should lower the tax rate, minimize bureaucracy and reduce the number of licenses needed to open a business. Those are the areas where the Government should be focusing on.

*B: Donald Tsang's Administration tried to develop new economic pillars to grow the economy. What did you think of the plan?*

JR: The choice of the six new pillars, or sub-pillars, by Donald Tsang's Administration to stimulate growth was an interesting idea. Some suggestions were good, some were not. The biggest problem with the plan was what actions were then taken in order to effect their success? Virtually none.

The Singapore approach is to pick winners and to significantly interfere in the process of business. Some people might say Singapore hasn't done so badly with such an approach, but has it? Look at how many significant corporations exist – other than the government-linked companies, property companies and banks. If you take all the major corporations on the Straits Times Index, they are not building great global companies.

Don't get me wrong, Singapore is a very successful economy. I am not sure the evidence is there to say the Singapore approach, with intensive interference, is the right and only way. I still contend that most companies would still choose Hong Kong as their center for the region, as it has a lot of competitive advantages.

*B: Which economies are Hong Kong's biggest competitors?*

JR: Two obvious competitors are Singapore and Shanghai. Singapore takes a very different approach by creating economic activity with considerable interference in the economy. Shanghai is operating in a different political and cultural environment.

The fact that Shanghai gains ground on Hong Kong or overtakes us does not mean to say that Hong Kong is not successful. It has always been inevitable that Hong Kong's position as an international center on the coast of China will change as China opens up, but Hong Kong will continue to remain relevant and valuable to the Mainland. From internationalization of the renminbi to a natural center for Chinese companies looking to invest in the rest of the world, its role will change and evolve.

Our competitive edge in certain industries will go, so pushing money into those sectors – although there will always be an argument for doing so – is just delaying the inevitable.

Hong Kong is a very expensive place in which to operate, and others will always find a way to do it cheaper.

*B: Guangdong is striving to transform itself into a business and financial services economy. Should we be worried about competition from Guangdong?*

JR: These developments will either be complementary or nothing at all. The threat, in my mind, from a domestic point of view is Shanghai, and internationally for businesses dealing with Southeast Asia is Singapore. Hong Kong will continue to thrive as an international financial center along with New York and London. As long as the renminbi is not fully convertible then we will have a significant edge over other financial centers.

*B: The Chamber has been lobbying Government to address the air pollution problem, with significant success in the Policy Address. How much of a consideration is the environment for businesses?*

JR: The environment is an area that is very relevant. I was in Shanghai on Monday and it was beautiful. The sun was shining and the sky was blue, which was a rarity. Beijing is also in a difficult situation with air pollution. Hong Kong is bad, but not as bad as the rest of China. If we can sort it out then we will become more competitive. It will make Hong Kong a more attractive place to live for its residents and to come and live for those thinking of moving to Asia.

*B: The Government is trying to get Hong Kong into CAFTA. How important are FTAs for businesses in Hong Kong?*

JR: The Hong Kong Government has been very proactive in the past five to six years in this area and has successfully negotiated significant treaties. It has a very attractive treaty with Indonesia, which makes it very competitive for Hong Kong companies investing in that country, and I think being part of CAFTA would be very valuable for business. The degree to which Hong Kong is seen as a competitive threat by Singapore is apparent from the way the Singapore Government appears to be blocking our application to join. I guess we should take that as a compliment.

*B: The CE said people will need to make some difficult decisions if we are to solve Hong Kong's land shortage. Do you think he will be able to find a path forward?*

JR: We don't know quite which way he will move at the moment. Whatever he does he will have enormous amounts of resistance and protests, which unfortunately seems to have become the Hong Kong way in recent years. It is a combination of people not liking in principle what he does, and also the not-in-my-backyard syndrome. So if he increases the plot ratio in certain areas, you can be certain there will be a hell of a hullabaloo from people who live there, but don't own.

*B: What impact do you expect the new business district in East Kowloon to have on easing the shortage of commercial space?*

JR: I think one of the challenges from a property point of view is the absence of new core central business district space



coming onto the market. With my Jardines' hat on, that might appear to be great, as it helps keep rents up. Yet it is prime grade A space that the community is short of and East Kowloon will not be this. We like everyone also will ultimately benefit from a large prime grade A business district enabling more global companies to establish a presence in the heart of Hong Kong.

*B: Central is already extensively developed, how could more space be made available?*

JR: It can expand in a number of ways. We could get on with developing the General Post Office site and other parts of the harbour reclamation. We could develop the Central Market site. We could have done something more substantial with the West Wing site. One might also say that having a PLA base in the heart of the business district is not necessary. There are lots of opportunities for making more space available, but there are inevitably practical difficulties with advancing some of these.

The natural thing would be to expand the CBD towards Admiralty. There are at least three significant Government offices which could be redeveloped and open up a lot of prime commercial space. ❀





**問：經濟政策多不勝數，您可否概述一下委員會的工作？**

答：委員會每兩個月左右召開一次會議，檢討本港一些重大的經濟議題、政府正採取的立場和行動。我們亦就行政長官的《施政報告》和財政司司長的《財政預算案》，向理事會提供意見，還會不時探討其他熱門議題。

委員會要在其工作範疇，以及人們期望達到的目標之間取得平衡。加入委員會純屬個人意願，因此我們的挑戰在於：如何善用總商會行政團隊的寶貴時間，以處理對本會會員以至香港經濟均舉足輕重的議題。

**問：委員會現正探討哪些重要議題？**

答：我們剛剛開會檢討《施政報告》。我們向政府提呈共25項建議，大部分均獲行政長官採納。這些都是與本會會員息息相關、人人關注的範疇，而環境和房屋與土地供應是當中兩大重要領域。

很多人或許投訴，特首沒有提出足夠的具體措施，但在施政的起步階段，這可能是明智的做法，因為他當下需要思索未來路向，再作出精明的決定。他當然不想開出空頭支票，然後聽天由命。

在人口政策、強積金、退休金、教育及醫療資助等其他方面，報告幾乎沒有著墨。我認為在香港，行政長官要專注處理實際可行的事務，爭取初步勝利，還要制訂若干施政重點。

**問：行政長官在其《施政報告》中表示，政府將在民生和經濟方面扮演更積極的角色。您認為這對本港的競爭力是好事還是壞？**

答：總商會普遍認為，政府的職責不是挑選贏家，而是締造良好的營商環境。我們亦支持「小政府」的理念。與此同時，也有聲音促請政府多加協助航運業和中小企等，所以有時會自相矛盾。人們一方面要求政府不作干預，但另一方面又要求政府加以支援。你總不能輸打贏要。

商界的其中一個重大憂慮，是行政長官會傾向加大干預的力度。當他認為有必要透過干預以改善民生，就會作出干預，以期取得效益，這是主觀的判斷。我會耐心地等待他本人及其政策做出成績，而值得鼓舞的是，他正集中處理房屋和環境這兩大範疇。房屋是極其複雜的議題，也是他需要解決的最重要問題，而他亦對這個範疇瞭如指掌。然而，他將需多做點事。

**問：除了干預經濟，怎樣可更有效地刺激經濟活動和鼓勵投資？**

答：如果政府能夠在財政和規管的層面上，創造一個友善營商的環境，將會更加奏效。為鼓勵企業來港投資和開設業務，當局應減低稅率、精簡官僚架構，以及減少開業所需的牌照數目。這些都是政府應專注處理的範疇。

**問：曾蔭權政府嘗試發展新經濟支柱產業，以推動經濟發展。您有何看法？**

答：曾蔭權政府選擇發展六大支柱或副支柱產業以刺激經濟增長，是個有趣的意念。當中的建議好壞參半。最大問題在於，當局其後採取了甚麼跟進行動？甚麼都沒有。

新加坡的做法是挑選贏家，以及大力干預商業流程。有人或會認為，在這種模式下，新加坡的表現也不見得很糟糕，但實情是否如此？除了政聯企業、房地產公司和銀行，看看當地還有多少家大型企業？即使綜合海峽時報指數中的所有主要企業，他們的規模也不及大型跨國企業。

別誤解了我的意思，事實上，新加坡是非常出色的經濟體。我不能肯定是否有證據說明，新加坡的積極干預是正確和唯一的方法。但我仍深信，大部分企業仍會選擇香港作為他們的地區中心，因本地享有眾多競爭優勢。

**問：哪些經濟體是香港最大的競爭對手？**

答：新加坡和上海是兩個明顯的競爭對手。新加坡奉行一套截然不同的模式，在創造經濟活動之餘，同時大力干預經濟。上海的政治和文化環境亦有所不同。

上海日漸趕上香港，甚或超越我們這個事實，並不代表香港不成功。隨著中國開放，香港作為沿岸國際中心的地位難免有變，但其對內地的重要性和價值將會不變。從人民幣國際化到作為中國企業尋求投資海外的中心，香港的角色將會不斷改變和演進。

我們在某些行業的競爭優勢將會喪失，故即使有理據支持投資這些行業，這亦只會拖延無可避免的結局出現。香港的經營成本高昂，其他競爭者總會設法降低營商成本。

**問：廣東正著力轉型為商業和金融服務經濟體。對於來自廣東的競爭，我們應否感到擔憂？**

答：這些發展不是互惠互補，就是毫無影響。我認為，從國內的觀點看，香港的威脅來自上海，而從國際的觀點看，對於經營東南亞業務的公司來說，我們的威脅則來自新加坡。香港將繼續繁榮昌盛，與紐約和倫敦一同躋身國際金融中心之列。在人民幣可完全自由兌換之前，相比其他金融中心，我們仍享有額外的重要優勢。

**問：總商會一直敦促政府解決空氣污染問題，並在《施政報告》取得可觀的成果。企業有多重視環境因素？**

答：環境是關鍵的範疇。我星期一置身迷人的上海，當地陽光明媚，藍天白雲，實在難得一見。北京亦面對空氣污染的難題。香港的情況很



糟，但也不及內地其他省市嚴峻。若我們可整治這個問題，就會變得更具競爭力，香港亦會成為更具吸引力的城市，讓市民安居樂業，並吸引更多有意前來亞洲生活的海外專才。

**問：政府正嘗試爭取香港加入中國—東盟自由貿易區。自由貿易協定對香港企業有多重要？**

答：過去五、六年，港府一直積極從事這方面的工作，並成功達成若干重要的協定。例如，我們與印尼簽署了一項相當吸引的協定，便令當地港企的競爭力提升了不少，而我相信，加入自由貿易區可為企業帶來莫大神益。新加坡顯然視香港為重大的競爭威脅，因為當地政府似乎正阻撓我們的加入申請。我們應視之為一種恭維。

**問：行政長官表示，要解決本港的土地短缺問題，就要作出艱難的決定。你覺得他能否找到出路？**

答：我們現在不太了解他會往哪個方向走。但無論他做甚麼，都會面對極大的反對和抗爭。無奈的是，這似乎已成為香港近年的常見現象，是人們原則上不滿他所做的事，以及「鄰避症候群」（not-in-my-backyard syndrome）的綜合效應。因此，假如他在某些地區增加地積比率，必定會引起有關地區住戶（而非業主）的激烈迴響。

**問：你預期九龍東新商業區對紓緩商用空間短缺可發揮甚麼作用？**

答：從地產角度看，其中一個挑戰是缺乏新的核心商業區用地推出市場。以我任職怡和的身分來看，這似乎是好事，因為這有助租金維持高企。然而，現在所缺的是優質甲級寫字樓用地，而九龍東將不屬此列。我們希望，最終人人都可受惠於一個大型的優質甲級商業區，讓更多環球企業能夠落戶香港的心臟地帶。

**問：中環已被廣泛發展，如何可騰出更多空間？**

答：有若干擴展方式。我們可發展舊郵政總局地皮和填海的其他部分，也可發展中環街市用地。舊政府總部西座用地亦可發揮更大的實際用途。也有人認為，沒必要在商業區核心設置解放軍基地。事實上，有很多機會可以開闢更多空間，但要取得進展，難免會遇到不少實際困難。

最自然不過的方案，是把核心商業區擴展至金鐘。該處最少有三幢主要的政府辦公大樓，經重建後可提供大量的優質商用空間。✿

#### Economic Policy Committee

The committee's brief is to study and advise the General Committee and Chamber Directorate on broad economic policy and draft legislation likely to affect trade, commerce, industry, finance or services, and the general economic environment, competitiveness and future of Hong Kong. For more details, members can contact the committee secretary Simon Ngan at [simon@chamber.org.hk](mailto:simon@chamber.org.hk)

#### 經濟政策委員會

委員會負責研究可能會影響本港貿易、工商業、金融或服務、整體經濟環境、競爭力及未來的廣泛經濟政策及法案，並向本會理事會和管理層提供意見。如欲查詢委員會詳情，請聯絡秘書顏偉業先生，電郵：[simon@chamber.org.hk](mailto:simon@chamber.org.hk)

# Technology upgrades the good..... and the not so good



Technology upgrades are a fact of life for businesses -- from desktops and software in offices to more complicated technology infrastructure. Upgrades in telecommunications have brought vast benefits to consumers and businesses by offering greater connectivity and speed of communication. Around the world, telecommunication companies have been upgrading to next generation networks or digital lines, replacing copper wire based analogue signal transmission to bring consumers and business these benefits and more. **Users may not notice a difference in their voice calls, but they are now been handled differently by telecommunication companies.**

**Voice calls are now handled by voice over Internet Protocol (VOIP) – a transmission technique that requires digitizing of the analogue voice signal, encoding, packetization and transmission as packets of data over a special network.**

These changes are taking place all around the world and can have implications for systems using the analogue signal transmission that might go unnoticed until something serious occurs.

This is one of the challenges affecting the security industry and its customers right now. For example, burglar alarms in office, retail and other business premises are currently linked to a security control room using “digis,” or dialers, working on a copper wire analogue system to transmit signals when activated (basically over normal phone lines). This system has been in place for many years and has worked reliably. However, many of these digis are not compatible with digital signaling and may not function as required when alarms are triggered. The problem is compounded because this issue may lie undetected until it is called upon to be used.

As Gary Bukowicki, Executive Director at G4S Security Systems explains, “What could happen is that an alarm signal does not get through to a security control room or the opposite happens, and causes a “runaway” where the signal keeps dialing, causing confusion, incorrect call outs to the police or security maintenance staff or cancellation of the signal for a supposed malfunction.”

Gary goes on to say, “This is a significant problem in Hong Kong as, unlike other locations where this has taken place (U.K., Scandinavia), there has been no general announcements of the changes and possible implications. In Hong Kong there are over 30,000 alarm systems feeding into 27 security control rooms, with 90% currently run on the analogue signal transmission.”

G4S Security Systems only discovered the problem when one of the two telecommunication exchanges that run lines into one of the control rooms changed to a digital network and they encountered a number of alarm problems. A subsequent investigation revealed the issues were caused by the change to a digital signal transmission which meant that many of their customers’ digis were no longer compatible and would not work.

“There are solutions, but customers need to be aware of the need to change and the reason for that change,” Gary said. The change required is to replace the digis to one that is compatible with the new digital lines or use a GPRS digis that works over the mobile networks. This is the solution being implemented in other countries where announcements were made and plans for a changeover were made 18 months ahead of time.

It is important for customers to get in touch with the security company that maintains their burglar alarm systems, and in most cases they will be able to advise you of the likelihood of any impact you may experience. New alarms could have few problems, whilst others might be prone to frequent problems.

“Your alarm company may recommend modifying or updated your system to minimise potential problems. It is possible that your equipment won’t be affected, but clearly when it comes to security it makes sense to be sure and the only way may be to update to digis known to work with the new digital signal,” Gary concluded.

# China's New 'Value Added'

## 內地邁進高增值新階段

Manufacturers are finding out that the Mainland has far more to offer than price competitiveness, writes **Pansy Yau**

製造商發現，中國內地除了價格競爭力，還能提供眾多優勢 邱麗萍

China has been a global manufacturing winner for the past three decades, thanks to its low-cost advantages. But times have changed, courtesy mainly of China's soaring labour costs.

The big question is whether it means China has any more to offer than price competitiveness.

The answer turns out to be a resounding "yes," because the country has been steadily replacing older industrial models with higher value offerings, particularly in the IT and consumer electronics sectors.

All this is a far cry from government support policies for low-cost industries, when the country attracted thousands of multinational companies to produce for consumption in the West.

Astounding in retrospect, China's share of global manufacturing exports soared from 1.8% to 15.4% in just 21 years from 1990 to 2011. But China's rapidly rising wage levels forced multinational companies to change their tune and review their sourcing strategies.

With rising transport costs, increasing business uncertainties and supply chain complexities, a number of companies have started to "re-shore" some manufacturing capacity back home and move additional capacity from China to other low-cost countries.

Between 1995 and 2005, China's unit labour costs for manufacturing industries, measuring wage costs per unit of production, declined by close to 40% cumulatively.

This was due to a much faster growth in labour productivity than manufacturing wages.

But from 2005 onwards, due to a more rapid rate of increase in wages, China's unit labour costs have started to

rise and some labour-intensive manufacturers have moved to countries with lower wages such as Bangladesh, Indonesia and Vietnam.

For example, Vietnam surpassed China to become the largest source for footwear giant Nike in 2010.

China's share of US and EU imports for a number of labour-intensive and price-sensitive products such as clothes, footwear and toys actually started to decline in 2011.

By contrast, industries in Bangladesh, Indonesia and Vietnam have been replacing China factories.

The garment trade is a good example. Bangladesh's share of US imports rose from 3.8% in 2006 to 6.1% from January to July 2012, and its share of EU imports increased from 7.7% in 2006 to 13.7% in the first four months of 2012.

For Vietnam, its share of US garment imports rose from 4.3% in 2006 to 9.1% in the same period, while its share of EU garment imports rose from 1.7% in 2006 to 2.4% in the first four months of this year.

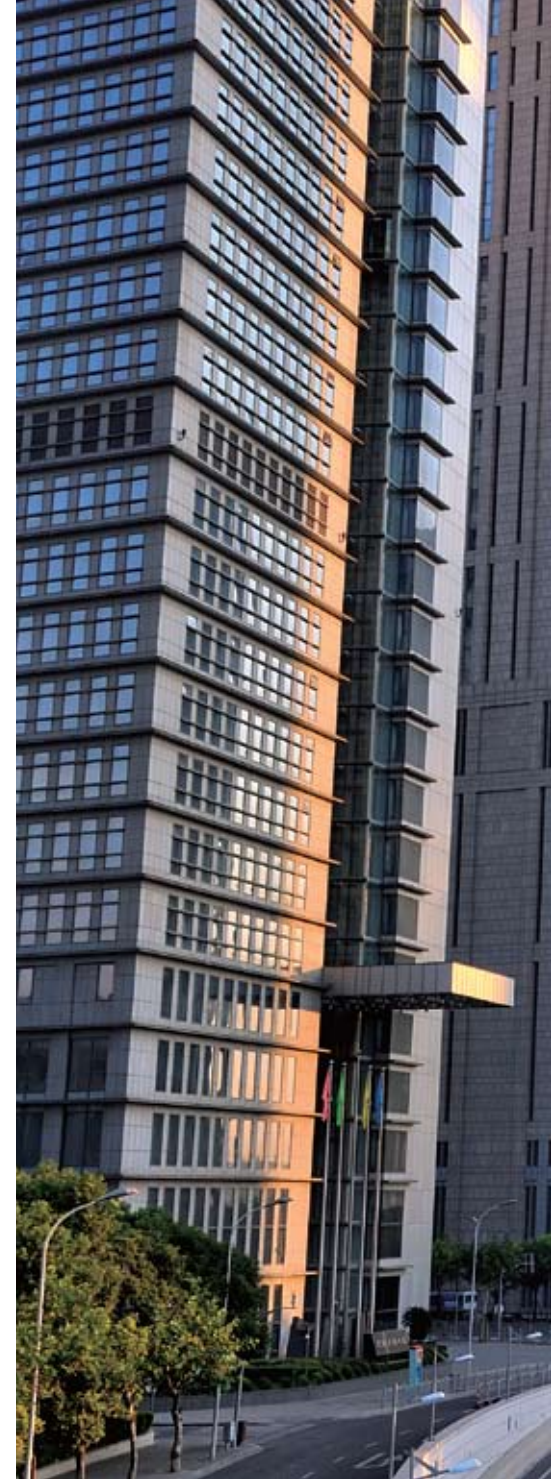
### Sourcing strategies

According to the Hackett Group's 2012 Supply Chain Optimization Study, the most important decision driver in the development of a manufacturing sourcing strategy is "total landed cost."

That's defined as the full end-to-end supply chain costs that include manufacturing, transportation and logistics, inventory carrying cost, taxes and duties.

Rising unit labour costs in China have resulted in a narrowing wage gap with the West.

Also, rising environmental related charges in China and higher transportation costs have served to close the total landed cost gap between China and the



West from 31% in 2005 to 23% in 2010.

A further decrease in the total landed cost gap between China and the West will encourage more multinational companies to consider production re-shoring, or returning to their "home base".

But few low-skilled Chinese manufacturing jobs will be able to return to advanced economies, due to lack of capacity and scalability.

For industries with a high labour-cost component in the total landed cost, financial advantages of offshore manufacturing will continue to be compelling and sustainable.



For sure, it's difficult for Hong Kong manufacturers that moved to the Chinese mainland to return.

Rather, they have been using more machinery and increasing the "value added" in their products to keep down unit labour costs.

Also, with well-developed industry clusters in China, many production functions and services can be sourced locally.

This will not only empower China to take up a broader role in the overall supply chain, but also lower total landed costs with higher efficiencies, lower

transportation costs and smaller investment in inventories.

#### **Global consumption, global production**

Ironically, companies that moved to other parts of Asia a few years ago with the hope of escaping wage inflation in China now find wages at their new destinations rising quickly on the back of investment growth.

In fact, the same dynamics as in China are starting to play out in other Asian countries. Some see rises at an even faster pace than China due to capacity and resources constraints.

A few global companies have moved towards local hubs and are evaluating alternative options for sourcing and manufacturing.

Apparel manufacturer and retailer, JoS. A. Bank, which has been producing goods in Sri Lanka and Malaysia, is adding capacity in Central America and Jordan.

Electronics giant Siemens has chosen Mexico recently as the location for a new investment project, instead of expanding production in China.

The idea behind this regionalisation is to respond more quickly to individual markets.

In fact, the “local hub” is becoming a critical cost consideration for many industries, in an attempt to shorten supply chains.

Also, consumers have become more aware of the environmental impact of their purchases and companies' social, cultural, ethical and health rating (SECH); shorter supply chains are expected to reduce a company's carbon footprint.

In the circumstances, Mexico (for example) has become a preferred manufacturing centre for companies looking to supply the Americas, and increasingly Latin America.

In Asia, China is definitely the most attractive market for many industries. Since China relaxed restrictions on domestic sales by foreign companies in 2000, foreign manufacturers have increasingly targeted the Chinese domestic market as well as producing goods for export.

Some companies have even splintered their supply chains into smaller, nimbler units that can serve regional customers better and hedge uncertainties and risks derived from protectionist sentiment and natural disasters.

But without doubt, China remains the core location for production and

sourcing of high-volume products, and the hub for Asia and other emerging markets.

### The new era

As multinationals change their supply chain models, China's processing trade industries, particularly those exporting OEM and ODM for foreign companies, are going to be the most affected.

To stay competitive, China has been transforming and modernising its manufacturing sector. Now, there are more industries with short product cycles and higher value-added components.

China's Ministry of Commerce says electrical and electronics products now account for more than 78% share of the country's processing trade exports, up from 65% in 2002.

The attraction of China as a competitive location for IT, telecom and consumer electronics products is its versatility.

New, competitive industry clusters provide for upstream supplies such as parts and components.

Ancillary items such as metal, plastic, electrical and packaging items can easily be sourced locally.

Besides, essential supporting services such as freight forwarding and lab test-

ing are all increasingly well-developed, enabling manufacturers and exporters to enhance their efficiency and supply chain reliability.

As a result, China's share in the world's office and telecom equipment export sector grew from 1% in 1990 to 29.6% in 2011.

Even for the garment industry, Mainland manufacturers have applied technology and invested in R&D to increase their productivity and value-added ability.

As one garment merchandiser in Hong Kong pointed out, sourcing from Southeast Asian countries can offer lower costs when supplying simple items in bulk.

But for fashion items with sophisticated design and delivery in smaller batches on a fast turnaround, China is still the choice.

Exporters in China have also been taking a more proactive stance to explore new markets.

While international retailers who are expanding actively in emerging markets will create business for OEM/ODM exporters, consumers in emerging markets are increasingly receptive to good quality, design and inexpensive products from China's domestic companies. 

China has been steadily replacing older industrial models with higher value offerings, particularly in the IT and consumer electronics sectors.

內地正逐步升級轉型，以較高增值產業取代舊有產業模式，特別是資訊科技及電子消費品行業，情況尤為顯著。

**過**去30年，中國內地憑著成本低廉的優勢，一直是獨佔鰲頭的世界工廠。但時移世易，今天內地勞工成本飛漲，不再是低成本生產地。

最重要的問題是，撇除價格競爭力，內地還有其他優勢嗎？

答案肯定是「有」。內地正逐步升級轉型，以較高增值產業取代舊有產業模式，特別是資訊科技及電子消費品行業，情況尤為顯著。

許多年前，內地政府採取支持低成本產業發展的政策，吸引眾多跨國企業到內地設廠生產西方市場所需的消費品。

回望過去，從1990至2011年僅僅21年間，內地在全球生產出口市場佔有的份額，從

1.8%揚升至15.4%。然而，今天內地工資水平急漲，跨國公司不得不調整方針，檢討採購策略。

由於運輸成本上升、營商的不明朗因素增加及供應鏈日趨複雜，許多企業開始把部分離岸生產活動遷回本土，並把一些原本在中國內地進行的生產活動遷往其他低成本國家。

1995至2005年間，內地製造業單位勞工成本，亦即每一生產單位的工資成本，累計下降近40%。

究其原因，是勞工生產力的增速遠遠超越製造業工資的增速。

但自2005年起，由於工資增速加快，內地的單位勞工成本已開始上揚，部分勞力密集生

產商不得不遷往工資水平較低的國家，例如孟加拉、印尼和越南。

舉例說，越南於2010年超越中國，成為鞋履巨擘Nike的最大供貨地。

事實上，自2011年起，美國和歐盟进口的多種勞力密集產品，例如服裝、鞋履和玩具，中國產品所佔的比重已開始下降。

相反，孟加拉、印尼和越南生產商正逐漸取代中國廠商的位置。

服裝貿易是很好的例子。孟加拉產品在美國進口服裝所佔的比重，在2006年為3.8%，到2012年1至7月已攀升至6.1%；而在歐盟進口服裝所佔的比重，亦從2006年的7.7%，增長至2012年首4個月的13.7%。

# 113<sup>th</sup> Canton Fair – China's biggest trading event to open in April

## 113屆廣交會 – 中國最大的貿易盛會將在四月開幕



第113屆中國進出口商品交易會，又稱廣交會，將於4月15日至5月5日在廣東省的省會廣州的中國進出口商品交易會展館舉行。

廣交會創辦於1957年，每年春秋兩季在廣州舉辦。不僅提供無限商機，廣交會還吸引眾多資信良好的參展商和採購商與會進行商務交流合作和瞭解商情。本屆廣交會展位增至59,500個，50個專業展區薈萃了15個商品大類。

作為中國第一展，廣交會是進入中國市場最佳的門戶，包括價值巨大的商情和琳琅滿目的商品。在第113屆廣交會即將來臨之際，踏上發現商機和發展事業之旅是您明智的選擇。

#### 廣交會的展品範圍

第一期 2013年4月15日-19日

電子及家電類、照明類、車輛及配件類、機械類、五金工具類、建材類、化工產品類、進口展區

第二期 2013年4月23日-27日

日用消費品類、禮品類、家居裝飾品類

第三期 2013年5月1日-5日

紡織服裝類、鞋類、辦公、箱包及休閒用品類、醫藥及醫療保健類、食品類、進口展區

The 113th session of China Import and Export Fair, commonly known as the Canton Fair, will be held from April 15 to May 5 at the China Import and Export Fair Complex in Guangzhou, capital of South China's Guangdong province.

Canton Fair has been held twice yearly in Guangzhou every spring and autumn since 1957. In addition to business opportunities, the multitudes of exhibitors and buyers participate the fair for business networking and trend watching. The scale of this year's fair has been expanded to a total of 59,500 standard booths, which are distributed among 50 pavilions according to 15 product types.

As China's No.1 fair, the Canton Fair is the best gateway into Chinese market, presents valuable opportunities, both in terms of business intelligence and the quality products on offer. With the 113th session of Canton Fair around the corner, it would be advisable to take a journey to discover opportunities and develop your business.

#### 113th Canton Fair at a glance:

##### Phase 1 April 15-19

Electronics & Household Electrical Appliances; Hardware & Tools; Machinery; Vehicles and Spare Parts; Building Materials; Lighting Equipments; Chemical Products; International Pavilion

##### Phase 2 April 23-27

Consumer Goods; Gifts; Home Decorations

##### Phase 3 May 1-5

Textiles & Garments; Shoes; Office Supplies, Cases & Bags, Recreation Products; Medicines, Medical Devices, Health Products; Food; International Pavilion

For further information please visit: [www.cantonfair.org.cn](http://www.cantonfair.org.cn)

更多資訊請流覽: [www.cantonfair.org.cn](http://www.cantonfair.org.cn)



至於越南，該國產品在美國進口服裝所佔比重，從2006年的4.3%攀升至2012年1至7月的9.1%；在歐盟進口服裝所佔的比重，亦從2006年的1.7%，增長至2012年首4個月的2.4%。

### 採購策略

Hackett Group的《2012年供應鏈優化研究》顯示，在制訂製造業採購策略的過程中，「總落地成本」(total landed cost)是左右決策的最重要因素。

「總落地成本」是指整條供應鏈由首端至末端涉及的成本，涵蓋製造、運輸及物流、庫存置存成本，以及各項徵稅。

內地單位勞工成本上漲，與西方工資水平的差距也逐漸收窄。

此外，內地的環境相關徵費增加，以及運輸成本上升，也導致內地與西方之間的總落地成本差距收窄，從2005年的31%拉近至2010年的23%。

假如內地與西方之間的總落地成本差距進一步收窄，將促使更多跨國公司考慮把生產活動「回流」，遷回本土基地。

不過，先前外判至內地的低技術製造業職位，可以回歸先進經濟體的應該不多，原因是本土製造業規模不大，產能有限。

對於總落地成本中勞工成本佔很大比重的產業來說，離岸生產帶來的財政優勢仍然吸引，也可持續下去。

可以肯定，已經北移內地的香港廠商，要回流香港十分困難。

這些廠商寧可使用更多機器，以及提高產品的增值含量，藉此把單位勞工成本維持在較低水平。

此外，內地有不少發展蓬勃的產業集群，許多生產功能和服務都可在當地採購。

這樣，內地不但可在整體供應鏈中擔當更全面的角色，更能提高效率，降低運輸成本及減少庫存投資，令總落地成本下降。

### 全球消費，全球生產

諷刺的是，數年前為逃避內地工資上漲而遷往其他亞洲地區的廠商，現在發覺新生產基地的工資水平正隨著投資增加而迅速攀升。

事實上，內地的情況開始在其他亞洲國家重演。由於產能和資源局限，某些國家的工資升速甚至超越內地。

一些全球企業開始採取地區性樞紐的策略，積極評估其他可以進行採購及生產活動的地方。

服裝生產及零售商JoS. A. Bank一向在斯里蘭卡及馬來西亞生產，現在則計劃於中美洲及約旦增設廠房。



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電子產品巨擘西門子(Siemens)最近選中墨西哥，準備在當地展開一個新投資項目，不再擴充內地的生產規模。

這種「地區化」策略的目的，是更迅速地回應個別市場的需要。

事實上，不少產業為降低成本，均認真考慮在「地區性樞紐」生產，藉此縮短供應鏈。

此外，消費者日益關注他們的採購行為對環境有何影響，以及企業的社會、道德、文化及衛生(簡稱SECH)評級。一般來說，較短的供應鏈有助減少企業的碳足跡。

舉例說，對有意向美洲市場，特別是日益重要的拉丁美洲市場供貨的公司而言，墨西哥是理想的生產中心。

在亞洲，對許多產業來說，中國肯定是最富吸引力的市場。自從中國於2000年放寬外國公司的內銷限制，中國內銷市場便日益成為外國生產商拓展的目標；他們亦在內地製造產品作出口之用。

有些企業甚至把他們的供應鏈分拆為更小、更靈活的單位，以便更有效地服務地區客戶，以及緩衝保護主義情緒與自然災害帶來的不明確因素與風險。

但毫無疑問，內地仍是生產及採購大批量產品的核心地區，也是亞洲及其他新興市場的樞紐。

### 新時代來臨

隨著跨國企業改變其供應鏈模式，內地的加工貿易產業，特別是以原件製造(OEM)及原創設計(ODM)形式向外商供貨的業者將最受影響。

為保持競爭力，內地製造業一直在更新轉

型。現在，內地出現了更多產品周期短、增值成份高的產業。

中國商務部表示，電器及電子產品現佔中國加工貿易出口逾78%，較2002年的65%為高。

中國是具競爭力的資訊科技、電訊產品及電子消費品製造基地，其吸引力在於擅長生產不同種類的產品。

內地一些新興及具競爭力的產業集群，能向上游用家提供所需物品，例如零部件。

輔助物品如金屬、塑料、電動及包裝等物品，都很容易在當地採購。

此外，一些必須的支援服務，例如貨運代理及化驗所測試服務亦日益發展完備，有助製造商及出口商提高效率，令供應鏈更可靠。

因此，內地在全球辦公室及電訊設備出口市場的佔有率，已從1990年的1%擴大至2011年的29.6%。

即使是製衣業，內地廠商亦已採用新技術，並斥資進行研發，藉此提高生產力和增值能力。

有香港服裝採購員指出，若要供應大批量的簡單服裝，向東南亞國家採購產品可降低成本。

然而，若要採購小批量設計精緻的時裝，交貨期又較短，那麼內地仍是首選採購地。

此外，內地出口商也一直以更積極進取的態度去拓展新市場。

國際零售商積極開拓新興市場，能為從事OEM或ODM業務的出口商締造商機；與此同時，內地本土企業提供的產品，品質及設計優良，價格相宜，也日益受到新興市場消費者歡迎。✿



# Hilti Partners with Gammon to Reengineer Construction Safety with Cordless Practice



Ten major infrastructure projects and the recent government policy to increase housing supply are driving a boom in the construction industry. This surge has also exposed the issues of an ageing workforce and a severe shortage of manpower, with a 15% shortage on average in site workers that can be as high as 60% for certain job types<sup>1</sup>.

Up to 33% of the industrial accidents<sup>2</sup> are related to the use of corded power tools, including tripping over cords, fall from height, and electricity contact in the rain. Another 30% of fatal accidents are due to electrical works. For Hilti, the industry leader in providing power tools and products to construction professionals, tackling safety and improving comfort offers a longer-term answer to addressing these issues.

Hilti believes that it takes more than the call for the use of 110V or lower voltage power tools onsite by the Development Bureau. It wants to go even further with the implementation of the Cordless Jobsite Practice to supplement the 110V scheme.

## Gammon Goes Cordless for Safety

The Cordless Practice idea resonates well with Gammon Construction Limited, which is actively promoting the “Zero Harm” motto. “Utilising cordless power tools will not only eliminate the possibility of the workers’ exposure to electricity, but will also prevent electrocution and delays due to electrical jumps,” said Mr. K C Lau, Construction Manager of Gammon Construction E&M Division.

The company is the first in the industry to implement Hilti’s Cordless Practice at around 30 sites such as the university campus, air cargo terminal, and finance data centre. “We utilised cordless power tools practice to improve work safety and efficiency at the job site and received positive feedback, and will further expand the Cordless Practice to more job sites,” said Mr. Lau.

<sup>1</sup> Survey conducted by the Hong Kong Construction Association and Hong Kong Electrical & Mechanical Contractors’ Association in November 2012

<sup>2</sup> Labour Department: Occupational Safety Health Statistics 2011 “Industrial Accidents in Construction Industry” (2011)

## Mobility Boosts Efficiency and Productivity

Going cordless also enhances efficiency and productivity. “For example, the power supply for recharging can now be grouped together at centralised locations for better management. In addition, workers no longer need to work at a height to connect to power suppliers, increasing work mobility and speeding up construction,” said Mr. Eric Tam, Project Manager of subcontractor Smartpower M&E Engineering HK Ltd.

Power remains uncompromised. In fact, the short battery charging times can even boost productivity. “Cordless power tools today are significantly more powerful, have half the weight to those in the past, and can be recharged within half an hour without any loss of electricity over time. The use of cordless power tools also eliminates the need to retract power wires, saving up to 20% of labour costs,” said Mr. Tam.

Gammon Construction’s selection of Hilti’s Cordless Practice is a clear testament to the promise of this revolutionary concept. Gammon’s job location have massively utilised Hilti cordless power tools, with the company now looking to expand their use in other sites.



01. Cordless Practice enhances safety by eliminating wires from construction sites.

02. Hilti Cordless power tools are as powerful as corded ones, with better mobility.

03. Gammon Construction E&M Division’s Mr. Lau sees going cordless can enhance safety.

# The Right to Privacy or Transparency?

## 私隱權還是透明度？

Watson Chan examines the restricted disclosure of directors' residential addresses and identification numbers proposed under the New Companies Ordinance

陳利華探討新《公司條例》下有關限制披露董事住址和身份識別號碼的建議

**政**府建議限制公眾取得公司董事的個人資料，包括住址及身份識別資料。各界對建議的反應好壞參半，但到底有關建議的要求是甚麼？為何現在要作出改變呢？

《公司條例》於1932年制訂，以規管公司的商業運作，並保障股東和債權人的權益。政府於2006年年中開始全面檢討有關條例，並展開了一系列諮詢。《公司條例》於2011年1月提交立法會，最終在2012年7月獲通過。

基於條例的複雜性，附屬法例所訂明的技術要求、運作詳情和有關收費須在條例實施之前制訂，而條例暫定於2014年生效。

當局為實施新《公司條例》而制訂了共12條附屬法例。當中最具爭議性的，是建議的公司（住址及身份識別號碼）規例。有關規例載述與下述申請有關的詳細規定和程式事宜：申請董事及公司其他個別人士的個人資料列為不供公眾查閱資料，以及申請披露任何不供查閱或受保護的資料。

公眾的主要關注，關乎在《公司條例》下獲取有關董事和公司秘書的住址資料。就保障及披露董事個人資料（即住址及身份證明文件號碼）的安排，有意見贊成不讓公眾查閱該等資料，以加強對個人私隱的保障。另一方面，亦有意見認為在擬備法律文件或進行法律程序時，可能需要披露該等資料，而通訊地址未必有助與董事通訊。

現時，董事和公司秘書必須在提交予公司註冊處處長（“處長”）註冊的文件上，如公司提交的周年申報表，提供住址和完整身份證明文件號碼。在某些情況下，其他人如清盤人或須在提交予註冊的文件上，提供完整身份證明文件號碼。在適用情況下，公眾在繳付費用後，便可查閱此等載有個人資料的文件。

至於新建議制度下所提交的資料，董事的個人資料將被列為受保護的資料，不提供予公眾查閱。有關人士亦可要求除去歷史紀錄中的相關資料。在上述兩種情況下，公眾只能查閱通訊地址（不能是郵箱號碼）和部分身份識別

號碼。

若干指定人士可向處長提出申請，要求披露受保護或不供查閱的個人資料。指定人士名單包括個人資料不供查閱或受保護的人士（又稱“資料當事人”）、指定公共主管當局（如勞工處和警方）及監管機構、清盤人和臨時清盤人、有書面證明其成員身份的相關公司成员，以及資料所關乎的人和資料當事人以書面授權獲取資料的任何人士。

任何其他人士只能根據法院命令，或透過查閱公司備存的董事登記冊，以取得有關住址。若公司未能交出登記冊以供查閱，有關人士可向法院申請命令，以查閱資料。然而，若查閱資料的權利被濫用，法院不會作出有關命令。

為改善對個人私隱的保障，總商會支持新建議，限制披露董事、公司秘書及若干其他個別人士的資料。我們認為，新建議能夠在保障私隱與找出和聯絡董事的需要之間取得平衡。✿

The Government is proposing restricting access to personal information on company directors, which will include home addresses and ID details of company filings. The proposal has been both welcomed and criticized by various parties, but what does the proposal entail, and why are the changes being made now?

The original Companies Ordinance was enacted in 1932 to regulate business operations of companies, and to safeguard the interests of shareholders and creditors. A comprehensive revamp of the Ordinance began in mid-2006, involving a series of consultations. The Companies Bill was introduced in January 2011, and was eventually enacted in July 2012.

matters relating to the application for withholding personal information of directors and other individuals of companies from public inspection, and the application for disclosure of any withheld or protected information.

The major concerns by the public surround the accessibility to information on residential addresses of directors and company secretaries under the Companies Ordinance. Regarding the arrangements for protection and disclosure of personal information (i.e. residential addresses and ID numbers) of directors of a company, there are views supporting the withholding of such information from public inspection in order to enhance protection of personal privacy.

identification numbers on documents delivered for registration. These documents, containing personal information, are available for public inspection subject to payment of a fee where applicable.

For information submitted under the new proposed regime, the personal information of directors will not be made available for public inspection as they are protected information. The details could also be removed from historical filings on request. For both circumstances, only the correspondence address (which cannot be a post office box number) and a part of the ID numbers will be provided for public inspection.

Disclosure of protected or withheld personal information is permitted for certain specified persons upon application to the Registrar. The list of such persons include the person whose own personal information has been withheld or protected (otherwise referred to as the data subject); specified public authorities (e.g. Labour Department and Police) and regulators, liquidators and provisional liquidators; members of the relevant companies with written proof of their membership; and the individual to whom the information is related, as well as any person authorized in writing by the data subject to obtain the information.

Any other person can only access the residential address pursuant to a court order or by inspection of the register of directors kept by the company. If the company fails to allow inspection of its register, the court may on application order an inspection, but the court must not make such an order if the right of inspection is being abused.

To improve privacy protection of personal information, the Chamber supports the new proposals, which restrict the information relating to directors, company secretaries and certain other individuals. We consider that the new proposal has struck a balance between protection of privacy and the need to identify and contact directors. ❀

Regarding the arrangements for protection and disclosure of personal information of directors of a company, there are views supporting the withholding of such information from public inspection in order to enhance protection of personal privacy.

就保障及披露董事個人資料的安排，有意見贊成不讓公眾查閱該等資料，以加強對個人私隱的保障。

Owing to the complexity of matters involved, the technical requirements, operational details and fees prescribed in subsidiary legislation need to be made under the Ordinance before its commencement, which is scheduled for 2014.

In total, 12 pieces of subsidiary legislation have been put forward for implementation of the new Companies Ordinance. Out of those 12, the most controversial one is on the proposed Companies (Residential Addresses and Identification Numbers) Regulation. This sets out the details and procedural

On the other hand, others consider that disclosure of such information might be required for legal documents or conducting legal proceedings, and correspondence addresses might not facilitate effective communication with directors.

At present, directors and company secretaries are required to provide their residential addresses and full ID numbers in documents delivered to the Registrar for registration, such as the annual returns filed by a company. There are also instances where other persons, such as liquidators, may have to provide their full



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# Peak Season for Protective Assessments

## 保障性評稅高峰期

By Yvonne Law & Sharon Chan

羅盛慕嫻及陳婉儀

Since the financial year of the Government of the Hong Kong Special Administrative Region starts from April each year and ends March of the following year and the Hong Kong Inland Revenue Department (IRD) only has the right to issue assessments to taxpayer within six years after the expiration of the year of assessment (see below for details), now is the peak season for the IRD to issue notices of protective assessment / additional assessments on estimated basis, for the year of assessment 2006/07 until the end of March this year.

According to Section 60 of the Inland Revenue Ordinance, when it appears to an assessor that for any year of assessment any person chargeable with tax has not been assessed or has been assessed at less than the proper amount, the assessor may, within the year of assessment or within 6 years after the expiration thereof, assess such person at the amount or additional amount at which according to his judgment such person ought to have been assessed and therefore issue notice of assessment or additional assessment to such person in order to avoid that year of assessment being time-barred and the tax cannot be recovered.

Don't be panic when such notices of protective assessment are received. Firstly, please pay attention to the issuance date of these notices of assessments. Any person aggrieved by such assessments, may object to such assessments within one month after the date of the notices of assessment by notice in writing to the Commissioner of Inland Revenue. Application for holding over of tax demanded can also be made in the letter of objection. When lodging of objection and holdover application, taxpayers should conduct self-assessments of their own cases and financial conditions in order to determine whether they should (1) full pay the tax demanded in accordance with the notice of assessment; (2) request for a complete or partial holdover of tax demanded on condition that equivalent amount of Tax Reserve Certificate is purchased; (3) request for a complete holdover of tax demanded on condition that a banker's undertaking is furnished; or (4) request for a complete and unconditional holdover of tax.

Upon receipt of an objection and holdover application, the IRD would consider the holdover application on a merit of the

case. Nevertheless, taxpayers need to be very cautious when applying the holdover of tax. If any amount of tax held over unconditionally (method (4) above) or on condition that a banker's undertaking is furnished (method (3) above) and the amount subsequently becomes payable in full or in part upon the settlement of the objection, interest will be charged on such amount accrued from the due date for payment of the tax specified in the notice of assessment or the date of the order for holdover of payment of tax, whichever is the later, up to the date of withdrawal or final determination of the objection at the rate fixed by the Chief Justice by notice in the Gazette (the current rate is 8.000% p.a., which was with effect from 1 April 2009). Alternatively, very minimal amount of interest (the current rate is 0.0433% p.a.) accruing from the date of issue of the Tax Reserve Certificate to the date of settlement of the objection on the amount of unused portion of the Tax Reserve Certificate will be refunded to the taxpayer.

In view of the current business and economic environment, it is hoped that the IRD would adopt a reasonable basis when issuing the notices of protective assessment. Taxpayers also wish to see that the IRD could consider thoroughly the reasons and grounds put through by taxpayers with certain degree of leniency when considering the holdover applications to alleviate the burden of the taxpayers.

To strategically avoid the issuance of the notices of protective assessment, in particular for cases which have been dragged on for a considerable period of time and without having sufficient convincing documentary evidence to support the arguments, taxpayers should be responsible to carefully review and assess the strengths and weaknesses of the cases and to proactively collate and submit sufficient relevant documentary evidence to the IRD for their consideration earliest possible. Taxpayers may also consider appointing professional tax advisors for professional opinion in handling their cases in the manner to the best of their interest from a practical perspective. Tax professionals may also be engaged to help in liaising and negotiating with the IRD for compromised settlements which could achieve a win-win situation in saving public resources and those of the commercial sector. 🌸

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羅盛慕嫻為德勤中國稅務主管合夥人—聲譽及業務拓展，陳婉儀則為德勤中國高級稅務經理。



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**由**於香港特區政府的財政年度是由每年4月至翌年3月，而香港稅務局的追溯期限最長是六年，因此從目前至3月底是稅務局向納稅人發出2006/07年度保障性補加評稅或估計評稅通知書的高峰期。

根據《稅務條例》第60條，若評稅主任覺得任何應課稅的人士尚未就任何課稅年度被評稅，或覺得該人士被評定的稅額低於恰當的稅額，則評稅主任可在該課稅年度或在該課稅年度屆滿六年內，按照其斷定該人士應該被評稅的款額或補加款額而對該人士作出評稅，以避免該課稅年度在法例規定下了結而無法追回少收的稅款。

當納稅人收到這些保障性的評稅通知書，千萬不要驚惶失措。首先，請留意評稅通知書發出的日期，納稅人可按規定於評稅通知書發出日起計一個月內，以書面形式提出反對評稅及緩繳稅款的申請。在考慮反對評稅及緩繳稅款申請的同時，納稅人應對其個案及財務狀況作出評估來決定選擇（1）直接繳納稅款；（2）要求購買全部或部分儲稅券來代替直接繳納稅款；（3）以銀行擔保來代替購買儲稅券或直接繳納稅款；或（4）無條件完全緩繳稅款。

對於納稅人反對評稅及緩繳稅款的申請，除非是一些爭論已久而沒有太大進展的個案，稅務局一般都會以個別個案而作考慮。然而，納稅人亦應對要求緩繳稅款的款額作審慎的考慮，若納稅人選擇要求無條件

緩繳稅款或以銀行擔保的方式代替購買儲稅券或直接繳納稅款，而最終結案的結果是納稅人應繳交一定數額的稅款，那麼納稅人還應就未繳交的稅款付上額外的利息。此利息（即判定債項利息）是根據《區域法院條例》第50條而釐定並藉憲報公布的利息，而現時的利息以年利率8%、由原定的繳款日期或暫緩繳稅通知書（以後者計）至個案獲得最終裁決日止來計算。相反，多買的儲款券在退還的時候也含很微薄的利息（現時以年利率0.0433%計算）。因此，若涉及的緩繳稅款數目龐大而距離結案亦需很長的時間，龐大利息的支出也是一個重要的考慮因素。

觀乎現時的營商環境，稅務局在釐定或估計保障性評稅的款額或補加款額時，應以盡量克制的態度處理，務必以合理的基準去計算評稅的款額。收到納稅人的緩繳稅款申請時，局方也應仔細考慮納稅人的申請理據及其困難，作出較為寬容的處理。

為了避免稅務局發出保障性的補加評稅或估計評稅通知書，對於一些爭持已久又欠缺足夠文件證據支持的個案，納稅人亦應盡其責任，盡快對其個案進行詳細的評估，及早搜集足夠的資料及理據提交稅務局審閱。同時，納稅人亦可考慮聘請專業人士提供意見，根據經驗分析個案的勝算、估量所需的稅付，以及為納稅人與稅務局進行直接的溝通或協商，以達到及早了結個案的雙贏局面。✿

# Security Growth

## 保安業增長

While some companies see rising labour costs and manpower shortages as challenges, Swedish security services group Securitas sees them as opportunities for expansion in Hong Kong, writes **Fion Chui**

儘管有企業視勞工成本增加和人手短缺為兩大挑戰，但瑞典保安服務集團塞科利達卻視之為在港擴充業務的機遇 徐惠兒

“In Hong Kong, there are more than 850 licensed security companies – ranging from large to small. About 200,000 people have a license to work in the security and guarding sector. Of which, half of them are working full time in the industry. Consequently, the security industry is a large employer in Hong Kong,” said Douglas Renwick, Country President of Securitas Security Services (Hong Kong) Limited, which has been providing security services in Hong Kong since 2008.

### Challenges

Despite the large number of people qualifying with a security license, manpower remains one of the biggest challenges facing the industry. “While the implementation of the Statutory Minimum Wage has made the security sector a more attractive career option, we still face challenges in recruiting the right staff,” he said. “The significant increase in construc-

tion and infrastructure projects, in particular, has absorbed a lot of manpower away from our industry; coupled with low unemployment and the inability to import labour to fill the vacant positions, manpower issues are set to challenge the industry for a while yet.”

### Personal touch

Despite the increasing use of technology, Renwick believes the human touch is indispensable, and security personnel today are on average younger, have customer service and language skills and attend additional training programmes. “The entry level for security guards in many countries is very low, and Hong Kong is no exception. A security guard in Hong Kong needs to apply for a Security Personnel Permit, which is a Government requirement, for working in the industry. To qualify for this, they have to complete a minimum of 16 hours of basic security training, which – compared to requirements of 40 hours in Australia and the U.K. – could be a lot more in-depth.”

Securitas insists all of its staff go through additional internal training, including ongoing classroom learning and mentoring. “Our business philosophy is to provide service excellence to all our customers,” he said.

For those who want to develop a career in the security industry, they can take a professional diploma course offered by the Hong Kong Security Association. However, currently no institution in Hong Kong can provide post-graduate education in security; while the industry and Government bodies have started working on a seven-stage Quality Framework for the security industry.

### Digital threat

Many services, including telephone services, are switching from analogue to digital. While digital has brought many advantages, it has also raised concerns about the vulnerability of security devices switching over. With digital telephone lines, transmission of information can be a lot quicker. Unfortunately there are some tradeoffs as well. If the power goes down and you are using digital phone technology like Voice over IP alarm capabilities, security or fire alarm functions could be lost.

“While the implementation of the Statutory Minimum Wage has made the security sector a more attractive career option, we still face challenges in recruiting the right staff.”

tion and infrastructure projects, in particular, has absorbed a lot of manpower away from our industry; coupled with low unemployment and the inability to import labour to fill the vacant positions, manpower issues are set to challenge the industry for a while yet.”

Another challenge is rising operating costs. The minimum wage has pushed up charge rates for security services, as staff costs account for a large proportion of total operating costs. Renwick said technology has started to be adopted in the industry to not only lower costs, but also to increase and



Douglas Renwick, country president of Securitas Security Services (Hong Kong) Limited, sees a rising demand for security services in Hong Kong, especially for hotels and banks.

塞科利達保安服務（香港）有限公司香港區總裁榮德傑認為，本港保安服務的需求有增無減，尤以酒店和銀行為甚。

**塞**科利達保安服務（香港）有限公司自2008年在港提供保安服務，該公司的香港區總裁榮德傑說：「全港有超過850家大大小小的持牌保安公司，約20萬人持有保安人員許可證，當中半數人正從事全職保安員。因此，保安業是本港的一大僱主。」

#### 業界挑戰

儘管很多人持有合資格的保安人員許可證，人手短缺仍然是業界面對的一大挑戰。「雖然法定最低工資實施後，保安業的吸引力有所提升，但我們仍然難以招聘合適員工。」他說：「特別是建築和基建項目大幅增加，吸納了這行的大量人手；加上失業率低，以及未能輸入勞工填補空缺，人手問題將在短期內繼續為業界帶來挑戰。」

另一挑戰是不斷上揚的營商成本。由於員工成本佔了總成本的一大部分，最低工資已推高保安服務的收費。榮德傑表示，保安業開始引入科技，不但可降低成本，還可提升保安水平。他說：「隨著科技成本下降，保安科技已成為更符合成本效益的方案，很多新樓宇都採用門禁系統和閉路電視等設施，這些科技都有助改善住客和最終用戶的服務，同時控制成本。」

#### 貼心服務

儘管保安科技愈趨普及，榮德傑認為人性化的服務仍然不可或缺，現今的保安人員平均較為年青，具備客戶服務和語言技巧，並需參加額外的培訓課程。他說：「很多國家的保安員入職門檻非常低，而香港亦不例外。根據政府規定，香港的保安員需申請保安人

雖然法定最低工資實施後，保安業的吸引力有所提升，  
但我們仍然難以招聘合適員工。

Re-configuration of the security systems is one of the solutions to deal with this. "Australia went through this process two years ago. The problem has now been solved," he said. "As for Hong Kong, I believe the transition is going to take about 18 months. This is going to be a long process because service providers can't just cut off their services overnight. The transition has to be done step by step to ensure the stability of the alarm systems."

#### Expansion plan

Sweden-based Securitas, which employs more than 300,000 people in 51 countries, sees robust growth in emerging markets such as Asia, the Middle East and Latin America.

"In recent years, we have seen a rising number of our European and American customers ramping up expansions in emerging markets, which has helped to drive our growth.

員許可證，方可入行工作。要成功申請許可證，必須完成最少16小時的基本保安培訓，相比澳洲和英國規定的40小時，香港的課程應可更加深入。」

塞科利達堅持所有員工必須完成額外的內部培訓，包括持續的課堂教學。他說：「我們的經營理念是向所有客戶提供卓越服務。」

假如你想投身保安界，可以報讀香港保安業協會開辦的專業文憑課程。然而，本港現時並無機構提供保安的研究生課程。儘管如此，業界和政府組織已著手為保安業設立一個七級的資歷架構。

#### 數碼威脅

不少服務正由類比模式轉為數碼模式，電話服務就是一例。儘管數碼科技帶來很多好處，但亦令人關注到保安裝置數碼化的風險。有了數碼電話線，數據傳輸會快捷得多，但可惜有利也有弊。假如你使用網絡語音（Voice over IP）警報功能之類的數碼電話技術，斷電時或會喪失保安或火警警報的功能。

重新配置保安系統是其中一個解決方案。「澳洲兩年前進行了重新配置，並已成功解決問題。」他說：「在香港，我相信有關過渡期大約需時18個月。由於服務供應商不能夠一夜間終斷服務，因此會是個漫長的過程。我們需要逐步過渡，確保警報系統的穩定。」

#### 擴展計劃

塞科利達的總部設於瑞典，在51個國家聘有逾30萬位員工，為家居、工作地點和社會提供全面的保安服務。儘管歐美是其最大市場，該公司認為亞洲、中東和拉丁美洲等新興市場有望強勁增長。

他說：「近年，我們愈來愈多歐美客戶在新興市場擴充業務，同時促進了本公司的發展。展望未來，我們預期中東和亞洲市場的收益會錄得雙位數的增長。」

預期香港的業務亦有穩健增長。他指：「愈來愈多企業嘗試突圍而出。我們看到香港保安服務的需求不斷增加，尤以酒店和銀行為甚。沒有人會選擇一家保安欠佳的酒店或銀行。」

該公司正著手進行收購。榮德傑說：「我們近日收購了一家保安服務供應商，務求使業務更多元化。我們有意收購更多企業，為公司業務創優增值。」他補充，收購的目標包括科技和人力相關企業。

該公司計劃在未來數年，把香港的員工人數由現時的1,400人，倍增至逾3,000人。✿

Looking ahead, we expect double-digit growth in revenue from markets in the Middle East and Asia," he said.

The growth in Hong Kong is expected to be strong too. "More companies are trying to differentiate themselves from each other. We see a rising demand for security services in Hong Kong, especially for hotels and banks. No one wants to stay at a hotel or go to a bank where the security is not effective," he said.

Acquisitions are on the company's agenda. "We recently acquired a security services provider in order to expand the diversity of our business and we are interested additional companies that can significantly add value to our business," Renwick said, adding this could be in the form of technology and manpower related companies.

In the coming years, the company plans to double the number of staff it employs in Hong Kong from the current 1,400 to over 3,000. ✿



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# HR From the Outside In 由外而內的人力資源

Six competencies for the future of human resources 未來需要的六大人資力



Since 1987, Dave Ulrich, Jon Younger, Wayne Brockbank and Mike Ulrich have systematically studied the competencies that HR professionals use to contribute to their own effectiveness and to business success. In tracing and shaping the HR profession, the authors hope to articulate and enhance HR's ability to deliver on its potential and promises. This book summarizes the sixth round of their 25-year research project, but it goes beyond the data to propose what's next for the HR profession.

The team likes to start meetings with HR professionals by asking about their work. Most of the time, the replies they first get are about typical "HR business" – hiring and training, conflict resolution, staying up to date on departmental needs and wisdom. "All these efforts are important," writes Ulrich, "but they are not 'the' business. They are in support of the business."

But can HR deliver value to "the business?" Yes, it can and must, and that is just what this book is about. Following on the heels of the "The Why of Work" and "HR Transformation," it is filled with tips for guiding and empowering HR professional – and entire departments so that HR might bring benefits of a different kind to everyone in the organization.

The authors answer the question about what HR competencies really matter by listing their findings out in six core competencies, and providing useful case studies to drive home their message. ✿

自1987年起，管理大師Dave Ulrich、Jon Younger、Wayne Brockbank和Mike Ulrich已有系統地鑽研人力資源（HR）專家應運用甚麼能力，以提升個人績效和業務成果。藉著探索和體現HR這門專業，幾位作者希望清晰表達和提高HR在發揮潛能和履行承諾方面的能力。他們的研究項目長達25年，此書概述了當中的第六回，除了列舉研究數據，還建議了HR這一行的未來路向。

幾位作者喜歡在與HR專才會面時，先了解他們的工作情況，對方通常會答一些典型的「HR職務」，即招聘培訓、排解衝突、緊貼各部門的需求和知識等。「這些工作非常重要，」Ulrich寫道：「但卻不是真正的職務，只是支援有關職務。」

但人力資源可以為「真正職務」創造價值嗎？對，HR可以亦必需創造價值，而這正是此書的訊息。緊隨《尤瑞奇樂於工作的七大秘密》和《人力資源轉型》兩部作品後，此書涵蓋多個指導和下放權力予HR專才以至整個部門的秘訣，讓他們為公司上下帶來前所未有的效益。

幾位作者列出HR應具備六大能力，並提供實用的個案研究，透徹地闡述當中的論點。 ✿

Congratulations to the winners of  
**How to Be Exceptional:**  
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and Lawrence Law

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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 March 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3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）。

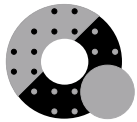
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# Good Things Come in Small Packages

## 小巧多滋味

New Shanghai puts a new spin on traditional Shanghainese favourites By Malcolm Ainsworth  
新滬坊為傳統上海美食注入新元素 麥爾康

I tend to be very picky about which Shanghai restaurants I eat at. One of my favourites, which sadly closed down a few years ago, used to serve up dishes that were consistently delicious and represented one of the best dining bargains in Aberdeen. These days, Ye Shanghai is my first choice as a treat when I am feeling flush. Crystal Jade is a safe standby that won't break the bank if I want some quick and tasty bites, but it can be a bit hit and miss – which tends to be the case when trying new restaurants.

So when my colleague returned from a visit to the Hong Kong Convention and Exhibition Centre raving about the food he had tried at the centre's New Shanghai restaurant, I was a bit sceptical. Exhibition centres just don't spring to mind when thinking of good restaurants. So I put his idea on the back burner for a few months until I couldn't take his question, "have you tried it yet?" anymore.

I decided to invite another colleague, who regularly cooks for her Shanghainese husband and moth-

er-in-law, to join me at New Shanghai, just in case my palate was being a bit biased. Both of us were pleasantly surprised.

The restaurant, which is just by the main entrance on the first floor, is bright and modern, with a few touches of old Shanghai opulence in the form of high-backed booths and heavy drapes in the private rooms. A glass-fronted noodle and dumpling kitchen by the door shows diners that their tasty little treats are made to order.

New Shanghai's Head Chef Kon Chu-kwong has 24 years of experience, having worked at several well-known restaurants, including Ye Shanghai. He has

Double Flavoured Tofu, which won Gold in the Best of the Best Culinary Awards in 2012 (requires advanced booking).

榮獲「2012美食之最大賞」金獎的「香花紫綠悠」  
(需預訂)





also won the Gold Award for the past consecutive three years in the Best of the Best Culinary Awards. Needless to say, his dishes have a wow factor.

For starters, we had a sampler plate of *deep-fried mushroom*, *bean curd skin and Shanghainese wild vegetables roll*, *fresh cantaloupe served with peanut sauce*, and *sautéed river shrimp*. The freshness of these humble

ingredients transformed the deceptively simple sounding dishes into a new form of refinement. The Chinese dried mushrooms were sliced into slivers and soaked in soy sauce, sugar, black rice vinegar, Shanghai rice vinegar and sesame oil, before being deep-fried. The result is a crispy, slightly sweet mushroom masquerading as deep-fried eel. The fresh cantaloupe, cut into baton-



up from my Shanghainese expert. This was followed by *double flavoured tofu*, which took gold in the Best of the Best Culinary Awards 2012 – Tofu Category. It is hard to imagine the very light flavour and dull-look of tofu ever being worthy of a culinary award. Perhaps that was Chef Kon's reason for choosing such a challenging ingredient, but win he did, and it is a very worthy winner. He decided not to overwhelm the flavour of the tofu with heavy sauces, but instead prepared the tofu in various ways to produce a culinary work of art that showcases the subtle differences in flavour and texture. An incredible amount of work goes into this dish, and as such requires advanced booking.

Another award-winning dish is his *stir-fried fresh barley, chilli and dried meat stuffed in a crispy rice cracker cone*. The barley was the Chinese variant called Job's Tears, which is extremely difficult to cook well. The barley was coated in a slightly sweet, tangy sauce, but not overpowering, to make the grains stick together and stuffed into a crispy rice cone – delicious and the highlight of the meal for me.

Bean Selection  
Thousand Bean Soup with Chinese Herbs  
豆類篇  
「墨草花百豆湯」



nets, is drizzled with peanut sauce and sesame seeds. The combination works incredibly well. The humble bean curd skin was rolled in a clean, peppery flavoured vegetable called aster indicus. The river shrimps, were small juicy morsels, but would have been fantastic with a little crunch such as a rice cone to go with them.

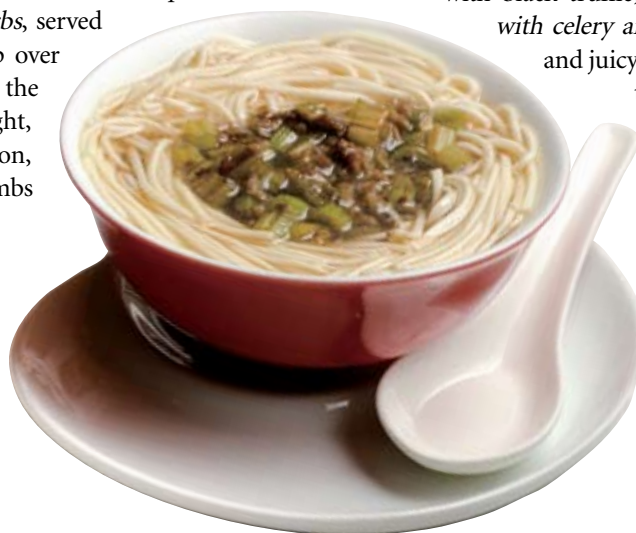
Next was *thousand bean soup with Chinese herbs*, served in a little tea cup over which you pour the bean soup. A light, tasty combination, which got a thumbs

To try out the quality of the Shanghai staples, pot stickers, steamed *xiao long bao*, and noodles, we tried a juicy little dumpling, a *pork pot pan-fried dumpling with black truffle*, and *homemade noodles in soup with celery and beef*. The dumplings were fresh and juicy, but maybe because of the truffle in

the pot sticker, or ginger and vinegar dipping sauce for the *xiao lung bao*, the noodles were lighter in flavour than I usually like.

Not finishing my noodles was a blessing in disguise as the *deep-fried Vero chocolate and egg white dumpling, milk pudding and coconut milk, and glutinous rice roll with coconut and sesame* were just too good to leave. ❀

Homemade Noodles in Soup with Celery and Beef.  
「香芹牛肉湯拉麵」



**我**對於上海菜館向來很揀擇，而我的「飯堂」之一，是香港仔一家價廉物美、水準穩定的餐館，可惜它幾年前已經結業了。近日當我手頭鬆裕，「夜上海」會是我請客的首選。假如想吃美味的快餐，「翡翠拉麵小籠包」是價格相宜的最佳後備，但略嫌水準飄忽，就好像到新餐館碰運氣一樣。

所以當我同事參觀完香港會議展覽中心，對舊翼一樓的「新滬坊」讚不絕口，我的確有點懷疑。想找家好餐廳，大家都不會想起會展中心吧？因此幾個月以來，我一直把他的建議擱在一旁，直到再忍受不了他的追問，我才決定試試看。

公司有位同事經常要為來自上海的丈夫和婆婆下廚，故我決定邀請她同行，以免自己先入為主。結果，我們二人均喜出望外！

「新滬坊」就位於一樓正門旁，開揚光猛，設計時尚，包房的高椅背雅座和重甸甸的窗簾，隱約透出老上海的奢華感。入口旁設有大型的玻璃廚房，食客可欣賞廚師即製拉麵和包點的手藝。

總廚干曙光師傅入廚24年，曾在「夜上海」等多家著名上海菜館身居要職，並連續三年勇奪「美食之最大賞」金獎殊榮。不用說，他的菜式肯定非同凡響。

前菜方面，我們點了一個精緻的小吃拼盤，分別有「蜜汁脆菇段」、「馬蘭頭百頁卷」、「麻醬金瓜」和「清炒河蝦仁」。這些平凡的食材鮮嫩味美，把幾道看似簡單的菜式，昇華至矜貴不凡。大廚把冬菇切條，用豉油、糖、黑醋、上海米醋和麻油浸透，再下油炸，菇段香甜鬆脆，看上去有點像炸鱈魚。新鮮的哈密瓜切成小條狀，灑上麻醬和芝麻，效果出奇地配合。平凡的腐皮捲上清新的馬蘭頭，味道帶點胡椒香。河蝦仁鮮嫩爽口，如可配上香脆的鍋巴同吃，將更錦上添花！

接著是「蟲草花百豆湯」，把湯倒在奉上的小茶杯，那清新美味的配搭，贏得我身旁的滬菜專家連聲叫好。再來是「香花紫綠悠」，這道菜式大有來頭，曾經在「2012美食之最大賞」中榮獲「豆腐組」的金獎。很難想像味道清淡、外表平庸的豆腐，為何會奪得美食獎。或許干師傅就是看中這點，才選擇這款難度極高的食材，但他成功勝出了，而且實至名歸。他決定摒棄濃濃的醬汁，以免搶去豆腐的鮮味，並以不同的方法烹煮豆腐，巧妙地展現多重味道和口感，仿如炮製了一件藝術作品。這道菜工序繁複，想吃的話切記預訂啊。

另一得獎名菜是他的「豐年藏珍寶」，新鮮茨實、青紅椒和五花腩肉粒以香甜的醬汁炒香，再以鍋巴卷盛載。烹調茨實很考功夫，香濃的醬汁並無喧賓奪主，而是把零散的夥

Steamed Pork Dumpling, and Pan-fried Pork Dumpling in Black Truffle.

「高湯小籠包」和「黑松露窩貼」



The highlight of the meal for me was this stir-fried Fresh Barley, Chilli and Dried Meat Stuffed in a Rice Cracker Cone, which won Gold in the 2011 Best of the Best Culinary Awards.

「豐年藏珍寶」是整晚美食的高潮，新鮮茨實、青紅椒和五花腩肉粒以香甜的醬汁炒香，再以鍋巴卷盛載，難怪穩奪「2011美食之最大賞」的金獎。



粒聚集起來，加上那美味的鍋巴脆米筒，成功掀起整晚的高潮。

為了品嚐窩貼、小籠包和麵條等經典滬菜，我們點了「高湯小籠包」、「黑松露窩貼」和「香芹牛肉湯拉麵」。包點的餡料鮮嫩多汁，但或許是窩貼的黑松露或小籠包的薑醋汁太搶味，拉麵相比起來就略嫌味淡。

幸好沒有把拉麵吃清光，還吃得下美味的「朱古力雪花球」、「椰汁奶凍」和「椰絲麻卷」，為這一餐劃下圓滿的句號。

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麥爾康是《工商月刊》高級總編輯，曾任《英文中國郵報》及美食紅酒指南《Prime Time》編輯，亦是台北飲食雜誌《Taipei Restaurant Review》創辦人。電郵：malcolm@chamber.org.hk



# Chamber Happenings 活動重溫



Thirty-eight members participated in the Chamber's mission to Macao from February 20-22 as part of the 100th anniversary celebrations of the Macao Chamber of Commerce. Members also met with Encho Chan, Acting President, Macao Trade And Investment Promotion Institute, to learn about economic developments in Macao.

## China Committee

The China Committee hosted a **Cocktail Reception** on January 29 for 120 members to network with Mainland and Hong Kong officials, as well as representatives from provincial representative offices in Hong Kong. Lau Kong Wah, Under Secretary for Constitutional and Mainland Affairs Bureau HKSARG, and Yang Yi, Head of Commercial Office, Economic Affairs Department, Liaison Office of the Central People's

Government in HKSAR were among the guests at the event (*see page 49*).

**Forty-five students and eight professors from Zhejiang University** visited the Chamber on January 31 as part of the Polyintern Experience Programme. Watson Chan Senior Director, Policy & China Business, and Wendy Lo, Senior Manager, China Business, welcomed the students and briefed them to the work of the Chamber and Hong Kong's economy.

## DIT Committee

**Winnie Yeung**, Chairman of the DIT Committee, briefed the General Committee on January 28 on major issues affecting the digital, information and telecommunications industry.

The DIT Committee sub-work group reviewed the **Broadcasting Ordinance and Telecommunications Ordinance** on January 21 and February 4 respectively, and held a brainstorming session on February 6 to explore solutions to online piracy.

## Environment and Sustainability Committee

Twenty-six members visited Ricoh's **Environmental Technical Centre and LIVE office** on January 24 to learn how green technologies can help achieve "zero waste" and optimize office productivity.

## Europe Committee

**Timo Prekop**, CEO and Executive Member of the Board, German Asia-Pacific Business Association, Hamburg, Germany paid a visit to the Chamber on January 17, where he was welcomed by the Chamber's Chief Economist David O'Rear, who provided an update on economic and trade developments in Hong Kong. The German Asia-Pacific Business Association (OAV) was founded in 1900. Its aim is to promote bilateral economic relationships in the Asia-Pacific Region.

**Asher Yarden**, Director of Economic Department, Economic Affairs Division of the Ministry of Foreign Affairs, Israel, visited the Chamber on February 18 and was welcomed by David O'Rear, who briefed him on the latest economic and financial developments in Hong Kong.

## 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





Frank Eggmann, the newly appointed head of Swiss Business Hub in Hong Kong, and counselor of OSEC Business Network Switzerland, paid a courtesy visit to the Chamber on January 24. The Swiss Business Hub in Hong Kong was launched on October 15 to promote bilateral trade. The Chamber's Director, Public Relations & Programs, Lok Yee Fan welcomed Eggmann and exchanged ideas on how to strengthen cooperation.

### Financial and Treasury Services Committee

Members of the Financial and Treasury Services Committee attended an informal meeting on January 18 with representatives from the Hong Kong Federation of Insurers to exchange views on the recent Government consultation on the Independent Insurance Authority.

### Industry and Technology Committee

P C Chan, Chief Operating Officer of the Hong Kong Quality Assurance Agency, briefed members at the Industry and Technology Committee's meeting on January 24 on HKQAA's work in helping the industry develop a quality management system.

### Real Estate and Infrastructure Committee

Nicholas Brooke, General Committee member, represented the Chamber as a panelist at the seminar, "Hong Kong's Competitiveness: Where will the 40 million sq ft of Kowloon East office space come from?" organized by the Royal Institution of Chartered Surveyors, on January 31.

### SME Committee

Monica Yu, Head of the Hong Kong Ethics Development Centre, ICAC, spoke at a SME Committee roundtable luncheon on January 18 on anti-corruption laws in Hong Kong, Guangdong and Macao



and how companies could put integrity management into practice to enhance their competitiveness.

Dr Cliff Chan, Chairman of the SME Committee, attended the Entrepreneurship and Innovation Ecosystem Stakeholder Workshop, organized by the Hong Kong Science and Technology Parks Corporation, on January 24.

### HKCSI Executive Committee

Richard Yuen, Permanent Secretary for Food and Health (Health), had a private luncheon with members of the committee on February 4. Members exchanged views on the proposed Health Protection Scheme and shared ideas on the recent baby formula shortage, amongst other things. 🌸



### Kung Hei Fat Choi! 恭喜發財!

Chamber CEO Shirley Yuen and staff welcomed a Chinese Lion into the Chamber on February 18 to get the Year of the Snake off to an auspicious start.

總商會總裁袁莎妮與一眾員工於2月18日在總辦事處喜迎醒獅，祝願蛇年吉祥。

#### 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



### Guangzhou Food Expo 廣州食品博覽會

Li Sanjian, Vice President, the China Council for the Promotion of International Trade Guangzhou Committee, spoke at a promotional seminar on February 4 at the Chamber to introduce the Guangzhou Food Expo, which will be held in Guangzhou in June.

中國國際貿易促進委員會廣州市委員會副會長李三建於2月4日假座總商會舉行推介會，介紹將於6月在廣州舉辦的廣州食品博覽會。

### 中國委員會

中國委員會於1月29日舉行酒會，120位會員藉機與中港兩地的官員及各省駐港辦事處的代表聯誼交流。香港特區政府政制及內地事務局副局長劉江華及中央人民政府駐香港特區聯絡辦公室經濟部貿易處負責人楊益副部長，也是活動的嘉賓之一（見49頁）。

38名會員參加總商會於2月20至22日舉行的澳門考察團，作為澳門中華總商會創會百周年的慶祝活動之一。會員亦拜訪澳門貿易投資促進局代主席陳敬紅，了解澳門的經濟發展。

### 數碼、資訊及電訊委員會

數碼、資訊及電訊委員會主席楊長華於1月28日向理事會概述影響數碼、資訊及電訊業的主要議題。

數碼、資訊及電訊委員會的工作小組於1月21日及2月4日分別檢討《廣播條例》及《電訊條例》，並於2月6日舉行集思會，探討網上盜版活動的解決方案。

### 環境及可持續發展委員會

26名會員於1月24日考察理光集團的環保技術中心和LIVE office，了解綠色技術如何有助達致「零廢物」和優化辦公效率。

### 歐洲委員會

德國漢堡德國亞太商業協會總裁及董事會執行成員Timo Prekop於1月17日到訪，由總商會首席經濟師歐大衛接待，並介紹香港的最新經濟及貿易發展。德國亞太商業協會於1900年創會，其宗旨是推廣與亞太區的雙邊經貿關係。

香港瑞士貿易投資促進委員

會的新委任會長及瑞士對外貿易推廣協會參事Frank Eggmann於1月24日到本會作禮節性拜訪，由總商會公共關係及項目總監駱綺芬接待，雙方就如何加強合作交換意見。香港瑞士貿易投資促進委員會於2012年10月15日成立，旨在推廣雙邊貿易。

以色列外務部經濟事務組經濟局局長Asher Yarden於2月18日到訪，由歐大衛接待，並向其概述香港的最新經濟及金融發展。

### 金融及財資服務委員會

金融及財資服務委員會成員於1月18日出席一個非正式會議，就政府近日展開有關成立獨立保險業監管局的諮詢，與香港保險業聯會的代表交流看法。

### 工業及科技委員會

香港品質保證局運營總監陳沛昌出席工業及科技委員會1月24日的會議，向成員簡介該局在協助業界發展品質管理系統方面的工作。

### 地產及基建委員會

總商會理事蒲祿祺代表本會出席英國皇家特許測量師學會於1月31日舉辦的研討會，主題為「香港競爭力：九龍東4,000萬平方呎的寫字樓樓面從哪裡來？」，並參與專題小組討論。

### 中小型企業委員會

香港廉政公署轄下的香港道德發展中心總幹事于慧芬蒞臨中小型企業委員會1月18日的午餐會，講解粵港澳三地的反貪法規，並討論企業如何落實誠信管理，以提升競爭力。

中小型企業委員會主席陳作基博士於1月24日出席由香港科技園公司舉辦的「企業家及創新生態系統持分者工作坊」。

### 香港服務業聯盟執行委員會

食物及衛生局常任秘書長（衛生）袁銘輝於2月4日出席委員會成員舉行的聚餐，就建議的醫療保障計劃及近日的嬰兒奶粉短缺等議題，與成員分享見解。



來自浙江大學的45名學生和8名教授於1月31日到訪總商會，此行乃「多元實習計劃」的一部分。政策及中國商務副總裁陳利華及中國商務高級經理盧慧賢接待學生，並向他們概述本會的工作和香港經濟。

### 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  
夏祿榮先生

### 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



Around 120 members attended AHKGCC's China Committee Cocktail Reception on January 29, together with Mainland and Hong Kong officials. Lau Kong Hua, Under Secretary for Constitutional and Mainland Affairs Bureau HKSARG, and Yang Yi, Head of Commercial Office, Economic Affairs Department, Liaison Office of the Central People's Government in HKSAR, were among the guests on the evening.

The Chamber's Deputy Chairman Y K Pang, together with China Committee Chairman Edmond Yue, welcomed guests and members before proposing a toast to the wealth and success of Hong Kong and the Mainland.

The event was a perfect opportunity for members to build up their networks with officials from Hong Kong and the Mainland, as well as fellow Chamber members. Check the Chamber's website for details of our upcoming networking events. ❀



# China Committee Cocktail Reception

## 中國委員會酒會



約 120 位總商會會員連同中港兩地多位官員，於1月29日撥冗出席本會的中國委員會交流酒會，我們更有幸邀得香港特區政府政制及內地事務局副局長劉江華，以及中聯辦經濟部貿易處負責人楊益擔任活動的主禮嘉賓。

當晚，本會常務副主席彭耀佳及中國委員會主席余國賢歡迎各位嘉賓和會員的來臨，並帶領祝酒儀式，祝願中港兩地繁榮安定。

藉著是次酒會，會員可與中港官員及其他總商會會員加強聯繫，開拓商機。欲知下次聚會的詳情，請密切留意本會網站。❀



Hong Kong's Chief Secretary for Administration the Honourable Carrie Lam, together with Chamber Chairman C K Chow and Deputy Chairman Y K Pang, dotted the eyes of two lions to bring luck and prosperity to members attending the Chamber's Chinese New Year Dinner.

Some 360 members and guests attended the dinner at City Hall Maxim's Palace on February 26, which was organized by the Chamber's Membership and SME committees. Members had a fantastic evening of dining, drinking and entertainment, which included a lion dance, Kung Fu demonstration, erhu performance, calligraphy and beer drinking contests, among others. 🌸



# A Night to Remember

## 難忘的一夜





香港政務司司長林鄭月娥連同總商會主席周松崗和常務副主席彭耀佳出席「總商會春茗晚宴」，主持醒獅點睛儀式，祝願會員新春大吉，生意興隆。

活動由總商會會員關係委員會及中小企業委員會合辦，於2月26日假座大會堂美心皇宮舉行，吸引了約360位會員和嘉賓參加。當晚除了中式晚宴外，還安排了精彩豐富的娛樂節目，包括舞獅、功夫示範、二胡表演、書法和啤酒競飲大賽等，讓會員盡興而歸。



# IP 知識產權

Mainland delegates learn how stronger intellectual property management and protection can sharpen their competitiveness

企業代表學習加強知識產權的管理和保護，以提升公司競爭力

Thirty nine delegates from Guangzhou attended a five-day training course organized by HKGCC and the Guangzhou Municipal Science and Technology Progress Fund (GMSTPF) to learn about developments impacting intellectual property.

Titled “Hong Kong Training Course on Intellectual Property as a Strategic Tool for Corporate Development,” participants from the Guangzhou Intellectual Property Office and representatives from Mainland corporations, learned how they can enhance intellectual property rights protection, and how doing so can sharpen their competitive edge.

Speaking on the final day of the course on January 25, Chamber CEO

Shirley Yuen said the programme provided an ideal platform for participants to exchange their views and experience on protecting IP. At the same time, it also gave participants useful exposure to international best practices.

Zhou Zhao Yan, Director of GMSTPF, said that as Guangdong Province’s capital, Guangzhou should ride on this advantage and its proximity to Hong Kong to develop and protect IP.

“The Fund has been proactively promoting exchanges and studies with Hong Kong in business, trade and scientific research since our inauguration. We will continue to create opportunities for professionals in the both places to exchange ideas, with the ultimate aim



of fostering economic development and achieving a win-win situation,” he said.

Since 2007, the Chamber has cooperated with GMSTPF to co-organize quality training courses covering international marketing strategies, corporate social responsibility and IP. 🌸



The Chamber would like to thank the following corporations/departments for helping to make this training course such a success:

總商會特別鳴謝下列機構/部門的鼎力支持，使培訓班得以順利完成：

Alibaba.com China Ltd 阿里巴巴網路有限公司  
Hong Kong Brands Protection Alliance 香港工商品牌保護陣線  
Hong Kong Productivity Council 香港生產力促進局  
Independent Commission Against Corruption 廉政公署  
Intellectual Property Department 知識產權署  
International Federation of the Phonographic Industry  
(Hong Kong Group) Ltd 國際唱片業協會（香港會）有限公司

Marks&Clerk Hong Kong 麥仕奇香港  
Microsoft Hong Kong Ltd 微軟香港有限公司  
Taobao.com 淘寶網  
Toy2R (Holdings) Co. Ltd 玩具易（香港）有限公司



**39**位來自廣州的企業代表參加了由總商會及廣州市科技進步基金會合辦的五天培訓班，了解知識產權的最新發展。

是次的「廣州市企業知識產權戰略」香港培訓班，雲集了知識產權局官員及省內企業代表，學習如何加強保護知識產權和提升公司競爭力。

培訓班於1月25日圓滿結束，總商會總裁袁

莎妮在結業禮致辭時說，是次活動提供了一個理想的平台，讓學員就保護知識產權交換意見和經驗，並協助內地代表面向世界。

基金會理事長周兆炎表示，廣州市是廣東省省會城市，鄰近香港，地理優越，故應利用這個優勢，好好發展和保護知識產權。

他說：「基金會自成立至今，無論在商

業、貿易和科研方面，均積極推進穗港兩地的交流與學習。我們將繼續往開來，致力增加兩地專業人才的交流機會，促進經濟發展及推動兩地雙贏的效應。」

自2007年起，總商會及基金會曾合辦多個優質培訓班，內容包括國際市場行銷策略、企業社會責任及知識產權。✿



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**1** Participants learn how IP can strengthen their competitiveness.

學員了解知識產權如何提升公司競爭力。

**2** Zhou Zhai Yan, Director of Guangzhou Municipal Science and Technology Progress Fund (centre) led the delegation to visit the Independent Commission Against Corruption.

廣州市科技進步基金會理事長周兆炎(中)率領學員拜訪廉政公署。

**3** Cheung Kam Fai, Director of Intellectual Property, briefs participants on the department's latest efforts to protect IP.

知識產權署署長張錦輝簡述署方保護知識產權的工作。

**4** Chamber CEO Shirley Yuen and Zhou Zhai Yan, Director of Guangzhou Municipal Science and Technology Progress Fund (front row centre) and Ding Li (front row, 3rd from right), Deputy Director of Guangzhou Intellectual Property Office, pose for a group photo with delegates who successfully completed the IP training course.

總商會總裁袁莎妮、廣州市科技進步基金會理事長周兆炎(前排中)及廣州市知識產權局副局長丁力(前排右三)與成功完成培訓班的學員合照。

# The New LegCo Complex 新立法會綜合大樓

The Chamber's LegCo Representative, the Hon Jeffrey Lam, welcomed 33 members to the new Legislative Council Complex on February 22. Lam showed members around the facility, including his office, and shared his views with members on the legislative process in Hong Kong, the economy, and the operation of the new complex.

The most striking feature of the building is its size, which provides vastly more space and facilities than the old LegCo Building in Central. The natural light funnel at the main Chamber allows in natural light and aids ventilation, while the roof garden is another environmentally friendly feature of the complex. ✿







**總**商會立法會代表林健鋒議員於2月22日親自率團，帶領33名會員參觀新立法會綜合大樓。林議員帶領會員考察大樓的各項設施，包括他的辦公室，並就香港的立法程序、經濟及新綜合大樓的運作，分享個人見解。該

大樓的最大特色，是其面積寬廣，與中環的舊立法會大樓相比，能夠提供更多的空間和設施。會議廳頂部建有採光藻井，除了引入自然光線，還有助通風，而設於頂樓的天台花園，也是大樓的另一環保設計。✿



# You're Hired!

**J**ob interviews are never easy. Even seasoned professionals, who have gone through more interviews than they can count, will admit to getting butterflies in the pit of their stomach as the big day draws closer. What sort of questions will they ask me? Will I have to do an aptitude test? Will I

make a good impression? ... These are just some of the thousands of questions that race through people's minds before an interview. But is there anything that candidates can do to prepare for such situations?

"Interview skills is an art," explained Nishilla McKeogh, Manager, Graduate

Recruitment at KPMG China. "It is the combination of knowledge, communication skills as well as personal qualities that make interviewees stand out from the crowd."

That was solid advice for the 26 form-five students from Heep Yunn School, who visited KPMG's offices on January



Five students from Heep Yunn School share their impressions of the Business-Schools Partnership Programme. 五位協恩中學的學生分享她們對「商校交流計劃」的評價。



## Sally Chan:

"I always thought that performing well in school would land me a good job. Now, I realize that companies prefer well rounded candidates, so as students, we should work hard and play hard, because every bit of experience counts!"

**陳旻琛**：「我總以為學術成績好，會為我帶來理想的工作。但經過今天的工作坊，我發現企業寧願選擇具備多元技能的應徵者。身為學生，我們應學習與玩樂並重，因為一點一滴的經驗都非常重要！」



## Bettina Chan:

"The key message that I got from today's workshop was the importance of communication skills, particularly the art of storytelling during an interview. Also, to do well in an interview, we must present ourselves well."

**陳衍澄**：「是次工作坊給我的最大得著是明白溝通技巧的重要性，特別是面試期間說故事的藝術。此外，我們必須好好表現自己，才可在面試時得心應手。」



## Kiki Lau:

"I am currently debating between dentistry and commerce for my future career path. The Business School-School Partnership Programme provided me with an opportunity to learn more about the financial world before I make my choice."

**劉凱淇**：「我現正考慮未來應投身牙科還是商界。『商校交流計劃』讓我有機會在作出決定前，對金融世界認識更多。」



## Valarie Wong:

"As students, I think our greatest challenge when we start work will be overcoming our lack of experience, so we should use our time now to enrich our knowledge and experience, and also polish our interpersonal skills."

**黃穎琦**：「身為學生，我認為初出茅廬的最大挑戰，是我們缺乏經驗，故當下應把握時機，豐富我們的知識和經驗，並增強人際技巧。」



## Lucita Ng:

"Rather than just being told the dos and the don'ts, Mrs McKeogh also shared plenty of case studies of past interviews that we can learn from. I'm very thankful for having this opportunity to interact with such a professional."

**吳鈺妍**：「有別於只指出面試的竅門和禁忌，孟女士還分享了很多個案，讓我們從中學習。很感激今次有此機會，與這位招聘專家互動交流。」



# 你獲聘了！

30, as part of the Business-Schools Partnership Programme organized by the Chamber.

KPMG, participating in the Business-School Partnership Programme for the first time this year, chose interview skills as one of the core activities that it believes students should understand to prepare them to enter the workforce. Other planned activities will also give them a better understanding of the professional services industry.

“I have been to interviews before when I wasn’t prepared, which I think is probably why I wasn’t chosen,” said student Sally Chan. “This workshop with Mrs McKeogh has made me realize how important it is to thoroughly prepare for interviews.”

## Communication

Nishilla explained there is a misconception that companies only look at candidates’ qualifications when hiring staff. She told students that besides their communication and analytical skills, they also need to be aware of their body

language and the impression that they give to the interviewer.

“The most important things during an interview boil down to how well you know yourself and how well you have prepared for the interview,” she said.

The workshop concluded with an extensive question and answer session during which students asked about different interview formats, and what qualities applicants should possess.

“What were the most unforgettable mistakes that candidates made when you interviewed them?” asked student Nicole Yiu. “And what are the best ways to leave a good impression?” asked student Athena Lee.

“Applicants should always project a professional image, be engaged and enthusiastic during interviews,” answered Nishilla. “You should also show a keen interest in the company by asking smart questions about the job.” She stressed that interviewees should never fabricate experience to impress interviewers, and that they need to be aware of the initial impression that they project. ❁

## KPMG 畢馬威

KPMG is a global network of professional firms providing audit, tax and advisory services. It operates in 156 countries and has 152,000 people working in member firms around the world. Today, KPMG China has more than 9,000 professionals working in 13 offices. These offices are located in Beijing, Nanjing, Shenyang, Qingdao, Shanghai, Chengdu, Hangzhou, Fuzhou, Guangzhou, Xiamen, Shenzhen, Hong Kong and Macau. KPMG’s blend of international experience and local knowledge ensures the firm is well-positioned to serve clients in an increasingly complex but exciting market. 2013 is the first year that the company has participated in the Business-Schools Partnership Programme to give local students a taste of the professional service industry in Hong Kong.

畢馬威是一家網絡遍布全球的專業服務機構，專門提供核數、稅務和諮詢等服務。畢馬威業務遍及156個國家，在世界各地聘有員工超過152,000人。現時，畢馬威中國在北京、南京、瀋陽、青島、上海、成都、杭州、福州、廣州、廈門、深圳、香港和澳門共設有13個辦事處，專業人員逾9,000名。畢馬威結合其豐富的國際經驗和對市場的全面認識，確保能夠在日趨複雜但機遇處處的市場，為客戶提供優質服務。該公司於2013年首次參與「商校交流計劃」，讓本地學生體驗香港的專業服務行業。



## Heep Yunn School

協恩中學

Heep Yunn School for girls was founded in 1936. Besides academic achievements, it also encourages the development of students' talents inside and outside of the classroom. It has 15 school sports teams, three orchestras, four choirs, debating teams in both Mandarin and English, a drama club and over 60 other co-curricular programmes relating to languages, humanities, visual arts, science, community services and leadership training. This marks the third year that the school has participated in the Business-Schools Partnership Programme.

女校協恩中學於1936年創校，除了卓越的學術成績，校方亦鼓勵學生發展課堂內外的潛能。學校現有15支運動隊伍、3個樂團、4個合唱團、普通話和英文辯論隊、劇社及逾60個分別與語文、人文研究、視覺藝術、科學、社會服務和領袖訓練有關的聯課項目。今年是該校第三年參與「商校交流計劃」。

**求**職面試從不簡單，即使是經驗豐富、見工無數的專業人士，都得承認面試的日子愈近，心裡就愈忐忑不安。他們會問我哪類問題？我要做能力傾向測試嗎？我會給人好印象嗎？……人們在面試前，腦海中總會冒出一堆疑問，但究竟應徵者可怎樣做好準備呢？

「面試技巧是一門藝術。」畢馬威中國校園招聘經理孟開顏說：「應徵者要突圍而出，必須集知識、溝通技巧和個人技能於一身。」

透過總商會「商校交流計劃」，26位協恩中學的中五生於1月30日到訪畢馬威辦公室，獲得不少具體建議。

畢馬威今年首次參與「商校交流計劃」，

他們選擇了面試技巧為其中一項重點活動，認為學生應在投身社會前對這方面有所了解，從而裝備自己。此外，他們亦計劃讓學生多加認識這個專業服務行業。

「我曾經在準備不足下參加面試，令我喪失了獲聘的機會。」學生陳旻琛說：「孟女士的工作坊讓我了解到，面試前必須做足準備。」

### 溝通技巧

孟開顏指，人們誤以為企業在招聘員工時，只著重應徵者的學歷。她對學生表示，除了溝通和分析技巧，還要注意自己的身體語言，以及給面試官的印象。

她說：「歸根究底，面試時最重要的是你對自己的了解有多深，以及你為面試做了多少準備工夫。」

在最後的問答環節，學生問到不同的面試方式，及應徵者要具備甚麼才能。

學生姚懿珊問：「在你記憶之中，應徵者犯過哪些最嚴重的錯誤？」學生李芷盈問：「怎樣能最有效地留下良好印象？」

「應徵者應在面程過程中時刻表現專業形象，熱誠投入。」孟女士說：「你亦要就有關工作巧妙地提問，展示出你對公司有濃厚興趣。」她強調，應徵者千萬不要捏造工作經驗來增加印象分，並應注意自己給人的第一印象。✿

## 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](mailto: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](mailto:eric@chamber.org.hk)

# The Hong Kong Appeal 魅力香港

According to the results of an annual survey released by Invest Hong Kong and the Census and Statistics Department in October 2012, the number of business operations in Hong Kong with parent companies overseas and in Mainland China reached an all-time high of 7,250 in 2012, up by 4.3% from a year ago.

Simon Galpin, Director-General of Invest Hong Kong, said some 22% of those companies said they may expand their



operations within the next three years. “The top-five factors for companies choosing to locate in Hong Kong are: simple tax system and low tax rate; free flow of information; corruption-free government; political stability and security; and rule of law and independent judiciary,” he told members at the Chamber’s roundtable luncheon on January 25.

**根** 據投資推廣署及政府統計處於2012年10月發表的一項年度調查報告，母公司在海外及內地的駐港公司數目在2012年達到7,250家，創歷年新高，按年升4.3%。

投資推廣署署長賈沛年說，當中約22%的公司表示或會在未來三年擴充業務。

他於總商會1月25日舉行的午餐會上向會員表示：「企業選擇落戶香港的五大因素為：簡單低稅制；資訊自由流通；廉潔的政府；政治穩定及安全性；以及法治和司法獨立性。」

Watch this talk online.  
歡迎下載是次講座。



## The Favourable Factors Attracting Companies to Set Up in Hong Kong

吸引外商來港的有利因素

Attraction 優勢	How well Hong Kong Performs 香港表現	Importance 重要性
Simple tax system & low tax rate 簡單低稅制	73%	1
Free flow of information 資訊自由流通性	69%	2
Geographical location 地理位置	64%	10
Free port status 自由港地位	64%	11
Rule of law & independent judiciary 法治和司法獨立性	62%	5
Communication, transport, infrastructure 傳訊、交通、基建	62%	8
Corruption-free government 廉潔的政府	61%	3
Political stability & security 政治穩定及安全性	60%	4
Business opportunities in China 中國商機	60%	13
Proficiency in English 英語能力	56%	7
Productivity of staff 員工生產力	55%	6
Protection of IPR 知識產權保障	54%	12
Level playing field 公平競爭環境	53%	9
Availability & cost of staff 員工供應及成本	36%	14
Environmental quality 環境質素	29%	16
Availability of international school places 國際學校學位供應	20%	18
Availability & cost of office space 辦公室供應及成本	18%	15
Availability & cost of accommodation 住宅供應及成本	15%	17



## Ricoh Solutions for the Office and



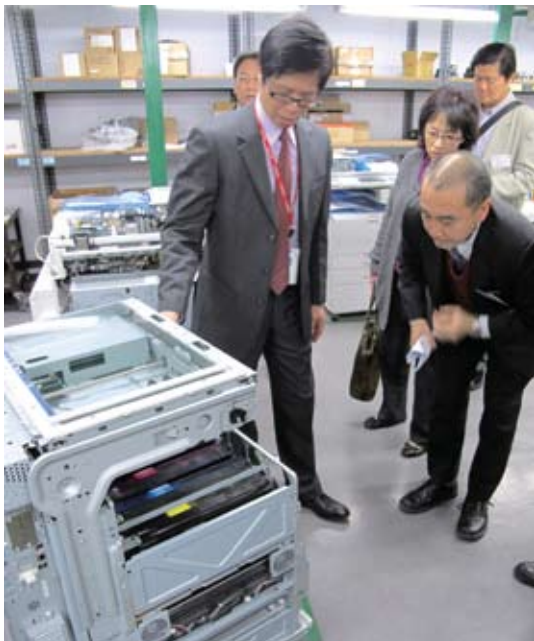
Most people view The Ricoh Group as a supplier of office equipment, but it is in fact an ICT service provider. To find out more about its document solutions and how it is reducing its environmental footprint, 26 members visited Ricoh's Environmental Technical Centre and LIVE office on January 24.

At its LIVE office in Kowloon Bay, members saw how advanced technologies can optimize office productivity in document imaging and scanning, secure printing and cost recovery, as well as high speed and variable data printing.

“The Ultra Short-throw Virtual Projector, for example, is one of our innovations that fits the needs of small offices

and meeting places requiring flexibility and very short distance projection,” said Wilma Wong, Senior Manager of Marketing Communications, Ricoh Hong Kong Limited.

Besides selling copiers and office hardware, the company has made efforts to protect the environment by reducing, reusing and recycling products, such as refilling toner bottles, refurbishing used copiers and degaussing harddisks at its Environmental Technical Centre. Ricoh has been listed in the Global 100 Most Sustainable Corporations since 2004, and ranked by Oekom Research as the world's best performing business in sustainability business among the IT industry in January 2012. ❀



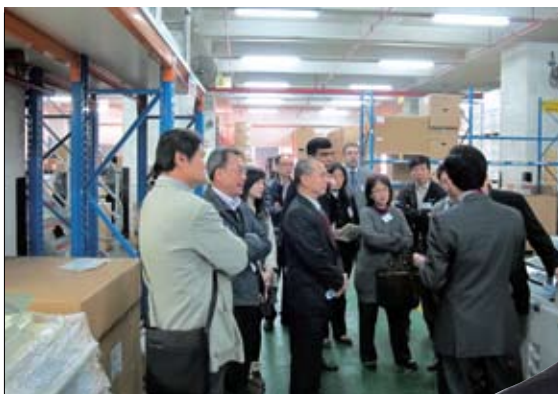
# Environment 考察理光的辦公室和環保方案

**多**數人都視理光集團 (Ricoh Group) 為辦公室設備供應商，但它事實上是資訊及通訊科技供應商。為了解該集團的文件解決方案及如何減少其環境足跡，總商會於1月24日率領26位會員參觀理光的環保技術中心和LIVE office。

在理光位於九龍灣的LIVE office，會員考察了多個方案，包括文件影像及掃描、加密文件打印及成本控制，以及高速及可變數據打印方案，了解如何運用這些先進技術，以優化辦公效率。

理光香港有限公司高級傳訊經理黃慧君說：「以超短距投影機為例，就是我們的創新產品之一，能夠因應小型辦公室和會議室的獨特需要，提供靈活多變的超短距投影。」

除了銷售影印機和辦公室設備，集團也透過在其環保技術中心推行減少廢物、資源再用及循環再造，例如重用舊碳粉樽、翻新舊影印



Dr Thomas Tang (left), Vice Chairman of HKGCC's Environment and Sustainability Committee, presents Wilma Wong with a memento to thank her for showing members Ricoh's green business practices. 總商會環境及可持續發展委員會副主席鄧錫權博士向黃慧君致送紀念品，感謝她帶領會員考察理光的環保商業方案。

機，以及銷毀硬盤數據等措施，致力推動環保。自2004年起，理光一直獲選為「全球可持續發展百強企業」之一，並於2012年1月獲國際權威研究中心oekom research評為全球最佳可持續發展資訊科技企業。✿



# Park Island Encourages Residents to **Recycle Food Waste**

**P**ark Island, a private housing estate in Ma Wan – an outlying island located between Tsing Yi and Lantau Island – has a unique geographic location that requires some eco-friendly developments to operate effectively. To find out more about how the island and its residents have embraced environmental protection, 25 members visited Park Island on February 22.

Led by Ir Cary Chan, Vice Chairman of the Environment and Sustainability Committee, members learned about its green management practices, including restrictions on vehicles, energy efficiency measures, and most importantly recycling food waste, all of which enhance the living environment for its residents.

“Green management started in December 2002, when residents began to move in,” Wong Wai-cheung, Property & Facility Assistant Manager, Kai Shing Management Services, explained. “To date, 850 households have partnered with us in recycling food waste.”

Waste disposal for the residents of this “green paradise” is not free, as the property management company has to collect, transport and dispose of residential waste to a nearby refuse transfer station at a fee charged by the Government.

“To encourage residents to participate in the programme, the key is to provide the most convenient services. Each household is given a food waste container, and residents can choose to return their packed food waste to us at anytime,” Wong said.

Besides composting food waste, Kai Shing has also implemented various green initiatives, such as installing green hardware and providing training to staff and residents on reducing electricity usage and carbon emissions, as well as reducing noise pollution of over 1,000 dogs owned by the residents. 🌸



Park Island has two machines which turn food waste into compost.  
柏麗灣設有兩部廚餘機，把廚餘轉化成堆肥。

Bricks used on pathways within the estate are made from recycled materials.  
屋苑行人路的磚塊，均以循環再造物料製成。





## 珀麗灣鼓勵住戶回收和再造廚餘

**珀**麗灣是一個私人屋苑，位於青衣和大嶼山之間的馬灣小島。基於屋苑的獨特地理位置，環保的發展模式是有效營運的必須條件。為了解該綠色屋苑及其住戶如何實踐環保，總商會於2月22日率領25名會員前往珀麗灣考察。

在環境及可持續發展委員會副主席陳永康帶領下，會員考察屋宇的綠色管理措施。除了限制車輛流量和推行能源效益措施，更重要的是回收和再造廚餘，這些措施均可改善住戶的居住環境。

「自屋苑在2002年12月陸續入伙，便開始推行綠色管理。」啟勝管理服務有限公司助理物業及設施經理黃偉祥解釋：「現時，有850個住戶與我們合作，支持回收再造廚餘。」

對這個「綠色天堂」的住戶來說，廢物處理並不是免費的，因為物業管理公司要收集住戶廢物，並將之運送和棄置到附近的廢物轉運站，而政府亦會從中徵費。

黃先生說：「為鼓勵住戶參與計劃，關鍵是要提供最便利的服務。因此，每家每戶均會

獲發一個廚餘回收桶，以便他們隨時把廚餘交給我們處理。」

除了把廚餘轉化為堆肥，啟勝還推出多項環保措施，例如設置一些綠色硬件，並為員工和居民提供培訓，指導他們如何減少用電和碳排放，以及紓緩住戶所飼養逾1,000頭狗隻所帶來的噪音污染。✿

Each household is given a food waste container.  
每家每戶均獲發一個廚餘回收桶。



To reduce electricity consumption, LED lights are fitted in the estate.  
為減少用電，屋苑四周均裝設LED燈。



Throughout its long history, Yau Ma Tei has remained a traditional neighbourhood steeped in the spirit of old Hong Kong. In recent years, efforts have been made to conserve this heritage for future generations, while at the same time inject projects to revitalize this old, yet still booming district.

To find out more about its past, the Chamber organized a visit on February 1 for members to four significant landmarks in Yau Ma Tei.

**油**麻地是歷史悠久的傳統社區，一景一物都充滿了舊香港情懷。政府近年正積極保育該區的歷史遺產，同時引入多個項目，活化這個歷久不衰的地區。

為深入了解油麻地的歷史，總商會於2月1日率團參觀了該區的四大地標。

### Fruit Market

Yau Ma Tei is home to Hong Kong's oldest bustling Fruit Market. Cheung Chi-cheung, Vice Chairman, Kowloon Fruit & Vegetable Merchants Association Ltd, showed members around booths, alleyways, parking bays and the pre-World War II signboards on the outer walls. He also explained about the market's 'own way of operating,' which it has successfully followed for almost a century.

### 果欄

油麻地果欄是香港最歷史悠久、熙來攘往的果欄。九龍果菜同業商會有限公司副理事長張志祥向會員展示了貨攤、小巷、泊車位，以及外牆上的戰前廣告牌。他亦講解了果欄自有的一套運作模式，近百年以來一直行之有效。



## A Walk Through **History** 探索油麻地歷史



### Yau Ma Tei Police Station

Completed in 1922, the station was constructed in Victorian and Edwardian styles, and includes something of an oddity in Hong Kong – fireplaces and chimneys.

Superintendent Chan Yat-sze, Yau Ma Tei Divisional Commander, Hong Kong Police Force explained that this station is a classic example of the area's former grandeur and importance, and even today the station projects a sense of authority. Kent Tong, Sergeant for Yau Ma Tei Division Police, told members about the past and future developments of the police station, which he said will see significant changes soon due to the development of West Kowloon.



### Yau Ma Tei Theatre

Members' second stop on the tour was at Yau Ma Tei Theatre. Lily Lau, Manager for Yau Ma Tei Theatre, Leisure and Cultural Services Department guided members through two revitalised historic buildings – Yau Ma Tei Theatre and the Red Brick Building. Members sat in the 300-seat auditorium to learn about the challenges of preserving all of the theatre's significant architectural elements, before taking to the stage and original proscenium arch, which are usually closed to the public.



#### 油麻地戲院

行程的第二站是油麻地戲院。康樂及文化事務署油麻地戲院經理劉少梅帶領會員，參觀油麻地戲院和紅磚屋這兩座活化歷史建築物。改建後的油麻地戲院設有300個座位，會員置身其中了解當局致力保存所有建築特色時所遇到的挑戰，並到訪平日不對外開放的舞台和原有的舞台拱廊，一窺全貌。



#### 油麻地警署

於1922年落成的油麻地警署，建築風格屬英國維多利亞及愛德華式，當中包含了壁爐和煙囪等本地少見的建築元素，別具特色。

警務處油麻地分區指揮官陳逸詩警司表示，油麻地警署是反映該區昔日輝煌的典型例子，時至今日亦讓人有肅然起敬之感。警務處油麻地分區警長唐榮照向會員闡述了油麻地警署過去及未來的發展。隨著西九起飛，他預期該區將會面臨重大的轉變。



### Tung Wah Museum

The final stop on the tour was Tung Wah Museum, which used to be the Main Hall of Kwong Wah Hospital. June Yuen, Assistant Manager (Museum), Tung Wah Group of Hospitals, explained the origins of the hospital and its importance in providing medical and also education services to the local community.



#### 東華三院文物館

導賞團的最後一站是東華三院文物館，其前身是廣華醫院大堂。東華三院助理主任（文物館）袁國是詳述了該院的昔日故事，以及向普羅大眾提供醫療及教育服務的重任。

# MARCH 2013 2013年3月

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
 <p>Highlights 焦點活動</p>	<p><b>Joint Business Community Luncheon: 2013-2014 Budget</b>  <b>The Honourable John Tsang</b>  <b>Financial Secretary of the HKSARG</b>                      18 March, 2013                      Convention Hall, Hong Kong Convention and Exhibition Centre</p>		
	<p><b>St</b> Energizing Kowloon East</p>	<p><b>C</b> Shipping and Transport Committee Meeting  <b>C</b> Real Estate &amp; Infrastructure Committee Meeting</p>	<p><b>R</b> Latest Developments and Practices on Circular 698 In Relation to Indirect Equity Transfer and Its Challenges to Foreign Investors  <b>W</b> Understand The Incoterms® 2010</p>
3	4	5	6
10	<p><b>C</b> Small &amp; Medium Enterprises Committee Meeting</p>	<p><b>S</b> Family Business Insights</p>	<p><b>W</b> Powerful, Persuasive Presentation Skills</p>
	<p><b>L</b> Joint Business Community Luncheon with the Honourable John Tsang, Financial Secretary of the HKSARG  <b>C</b> Retail and Tourism Committee meeting  <b>T</b> Intensive Mandarin Course for English Speaking Executives (Class A)</p>	<p><b>M</b> HKGCC Shenzhen One Day Study Tour: Qianhai &amp; Nanshan  <b>T</b> Think on Your Feet®</p>	<p><b>C</b> Consultation Meeting on Introducing a New Producer Responsibility Scheme on Glass Beverage Bottles  <b>T</b> Intensive Mandarin Course for English Speaking Executives (Class B)</p>
	18	19	20
24/31	25	26	27
		<p><b>F</b> Town Hall Forum Series: The New LegCo, The Hon Jasper Tsang Yok-sing, President of the Legislative Council of Hong Kong</p>	<p><b>C</b> Financial and Treasury Services Committee Meeting  <b>W</b> In Search of Authentic Leadership</p>

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**Town Hall Forum Series: Meet the Ministers**  
**The Hon. Rimsky Yuen,**  
 Secretary for Justice  
 14 March, 2013



**Town Hall Forum Series: The New LegCo**  
**The Hon Jasper Tsang,**  
 President of the Legislative Council of Hong Kong  
 26 March, 2013

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
	<b>C</b> Joint Post-Budget Meeting between the Economic Policy and Taxation Committees  <div style="text-align: center; font-size: 48px; color: #008080;">1</div>	<div style="text-align: center; font-size: 48px; color: #008080;">2</div>
<div style="text-align: center; font-size: 48px; color: #008080;">7</div>	<b>R</b> Global Currency Wars – Central Banks Missing the Point ---- <b>St</b> Culture and Heritage Visit to Ping Shan <b>St</b> Organic and Computer Waste Recycling <b>S</b> Briefing on the Hong Kong-Chile FTA cum Chilean Wine-Tasting Soiree  <div style="text-align: center; font-size: 48px; color: #008080;">8</div>	
<b>F</b> Town Hall Forum Series: Meet the Ministers – The Hon. Rimsky Yuen, Secretary for Justice  <div style="text-align: center; font-size: 48px; color: #008080;">14</div>	<b>W</b> Mini Workshop on Time Management  <div style="text-align: center; font-size: 48px; color: #008080;">15</div>	<div style="text-align: center; font-size: 48px; color: #008080;">16</div>
<b>St</b> Visit to SGS's Labs to See Quality Assurance Testing and Market Trends ---- <b>N</b> Chamber Happy Hour <b>W</b> Social Media, You Need to Make Sense of It!  <div style="text-align: center; font-size: 48px; color: #008080;">21</div>	<b>T</b> Lawful Wages Calculation Workshop  <div style="text-align: center; font-size: 48px; color: #008080;">22</div>	<div style="text-align: center; font-size: 48px; color: #008080;">23</div>
<div style="text-align: center; font-size: 48px; color: #008080;">28</div>		<div style="text-align: center; font-size: 48px; color: #008080;">30</div>

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### Town Hall Forum Series: The New ExCo

**Mr Bernard Chan,**  
25 April, 2013

### HKGCC Distinguished Speakers Series Optimising Hong Kong's Currency Strategy

**Mr John Greenwood OBE,**  
Chief Economist, Invesco

29 April, 2013, 12:30 p.m. – 2:00 p.m.  
Grand Ballroom, Conrad Hong Kong Hotel





## Fruits of the Sea & Terroir 蠔情醉意

Thirty-six Chamber members enjoyed fresh oysters, sea urchins and eel paired with some fine Italian wines at a special 'Oyster Shucking with Italian Wines Pairing Workshop' on January 28.

Ricky Lee, of FoodnWine.Asia, taught members the techniques of opening and appreciating French oysters, as well as what to look for when choosing sea urchins and eel. Partner Sammy Leung introduced a selection of four Italian fine wines that go perfectly with seafood. 🌸

36位總商會會員參加1月28日的「開蠔品酒班」，親嚐多款活蠔、海膽和鰻魚，再配以四款意大利佳釀，極盡享受。

品味坊的李國銓與會員分享打開和品嚐法國生蠔的技巧，以及選購海膽和鰻魚的心得，而拍檔梁一鳴則介紹了四款意大利精選美酒，完美地襯托出海鮮的美味。 🌸



### Seafood 生蠔海鮮齋

Canada – Sea Urchin  
加拿大海膽

France – Fine De Ronce  
法國Fine De Ronce生蠔

France – L'Ecaille D'Agrent  
法國L'Ecaille D'Agrent生蠔

France – Gillardeau  
法國Gillardeau生蠔

France – La Royale Cabanon  
法國La Royale Cabanon生蠔

Holland – Smoked Eel Fillet  
荷蘭煙燻鰻魚柳

### Wines 意大利佳釀

Prosecco D.O.C. Spumante Extra Dry

Sartarelli – Verdicchio Castelli di Jesi D.O.C. Verdicchio Classico 2010

Sartarelli – Verdicchio Castelli di Jesi Superiore D.O.C. Tralivio 2010

Sartarelli – Verdicchio dei Castelli di Jesi D.O.C. Classico Superiore Balciana 2009 RP93

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