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# the Bulletin

工商月刊

MAY 2013

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# 香港優勢 Hong Kong's Edge

By C K Chow 周松崗

Invest Hong Kong's Simon Galpin spoke at a Chamber luncheon earlier this year on why the number of overseas companies setting up business in Hong Kong has reached an all time high. Armed with impressive growth charts, graphs and figures, he illustrated what we already knew: businesses from all over the world, large and small, are eager to establish a presence in Asia, and Hong Kong is their preferred destination.

He also listed out what many of us also know, but too often forget: Hong Kong's advantages. The top five reasons why companies choose to invest here are:

- 1 Simple tax system and low tax rate
- 2 Free flow of information
- 3 Corruption-free government
- 4 Political stability and security
- 5 Rule of law and independent judiciary

These may not be the sexiest of reasons, but as is often the case, it takes someone from the outside looking in to remind us of how lucky we are. We have one of the lowest tax rates in the world (which we would like to be even lower), yet our Government's coffers are full. Our free-market economy allows businesses to operate and adapt to changing economic conditions, which has basically resulted in full employment. Our corruption-free Government feeds political stability and security, which encourages companies to continue to invest here and contribute to the economy.

Compare this to rising protectionism and regulations in many developed economies, coupled with rising taxes and austerity measures to stop countries going bankrupt, record unemployment, recession, and – sadly – no sign of things improving for years.

Reading the headlines in the Hong Kong media, however, one might believe that our forecast is as bad, if not worse, than countries toiling to break from the grip of recession. The 'Occupy' movement, which the public used to vent their anger against the failure of the financial system, seems to have wound down in the U.S. and Europe. Hong Kong's Occupy Central, however, seems to have been given a new lease of life as people use it as a general platform to advance their political agendas, vent their grievances against Government, businesses, and the hand that fate has dealt them, or just something new to post on Facebook. Yet beyond the colourful tents and marquees, there are storm clouds forming on Hong Kong's horizon that could strike our advantages that have so far managed to stop us from following a similar fate as many developed economies.

Labour disputes, strikes, protests, and demands for more regulations on businesses are undermining international businesses' confidence in Hong Kong. We must not forget why investors choose Hong Kong as the nerve centre for their regional operations, as opposed to other neighbouring cities. Hong Kong thrives on the confidence of international investors. One incident is enough to overturn that. We need to be careful that we do not let our law-abiding, free marketplace become a victim of circumstances. ❀

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

**投**資推廣署署長賈沛年於年初蒞臨本會午餐會，探討為何落戶香港的海外企業數目，創下歷年新高。他引用可觀的增長圖表和數據，說明了一個人所共知的事實：來自世界各地、大大小小的企業都渴望在亞洲開設業務，而香港是他們的首選目的地。

他亦列舉出一些眾所周知、但卻時常被遺忘的香港優勢。企業選擇落戶本港的五大因素為：

- 1簡單低稅制
- 2資訊自由流通
- 3廉潔的政府
- 4政治穩定及安全性
- 5法治和司法獨立性

這些也許不是最吸引的原因，但我們往往當局者迷，要由旁人提醒方知道自己有多幸運。我們的稅率是全球最低之一（我們希望可進一步調低），但政府庫房仍然水浸。本港的自由市場經濟，讓企業可因應經濟環境的轉變而經營，令市場基本上達到全民就業。我們的廉潔政府帶來了政治穩定及安全，促使企業繼續投資本港，為經濟作出貢獻。

反觀許多發達國家，他們正面對保護主義升溫和規管日漸增多，加上政府為免陷入破產而推出的加稅和緊縮措施，還有破紀錄的失業率、衰退，以及更可悲的是，各方面的情況一直沒有好轉的跡象。

然而，單看香港媒體的標題，會令人覺得我們的前景堪虞，甚至比一些正苦苦掙扎、以求擺脫衰退的國家更糟。在美國和歐洲，民眾用以表達對金融體系失效的不滿而發起的「佔領」運動，看來已告一段落。但香港的「佔領中環」行動卻似乎有復熾之勢，因為人們已將之作為一個公眾平台，以推進他們的政治議題、宣洩對政府、商界和現實的不滿，又或只把它視作一則可在Facebook上發表的新帖子。然而，在百花齊放的景況之外，香港上空卻陰霾密布，危機一觸即發，而讓我們迄今得以避過很多發達經濟體所遇一役的種種優勢，也將面臨重大的衝擊。

勞資糾紛、罷工和要求增加商業規管的聲音，正逐漸損害國際企業對香港的信心。我們必須謹記，投資者為何會選擇香港而非其他鄰近城市，作為他們的地區業務樞紐。香港的繁榮，建基於國際投資者的信心，一次事故足已將之摧毀。因此，我們要慎防香港這個講求法治、自由的市場，淪為大環境下的犧牲品。 ❀





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## The Hong Kong General Chamber of Commerce Annual General Meeting May 30, 2013 香港總商會周年會員大會謹訂於2013年5月30日舉行

The Annual General Meeting of the Chamber will be held at 6:00 p.m. on Thursday, May 30, 2013, at the Hong Kong Convention and Exhibition Centre, Meeting Room N101.

A cocktail reception and registration of members will start at 5:00 p.m.

本年度總商會周年會員大會訂於2013年5月30日（星期四）下午6時  
假香港會議展覽中心N101號會議室舉行。  
酒會和會員入座登記將於下午5時開始。



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### Business Confidence Up 商業信心上揚

Hong Kong's Census and Statistics Department's results of its Quarterly Business Tendency Survey for the second quarter of 2013 show more respondents expect their business situation to be better in Q2 over Q1 of 2013.

Overall, 21% of respondents expect their business situation to improve, compared to 12% who expect it to be worse. Their optimism is based on the better-than-expected results at the end of 2012, when the survey was conducted for Q1, which showed businesses' expectations for growth at the start of 2013 was 15%.

A spokesman from the Census and Statistics Department cautioned that the results of the survey should be interpreted with care.

"In this type of survey on expectations, the views collected in the survey are affected by the events in the community occurring around the time of enumeration, and it is difficult to establish precisely the extent to which respondents' perception of the future accords with the underlying trends," he said.

政府統計處發表的2013年第二季業務展望按季統計調查結果顯示，較多受訪者預期2013年第二季的業務狀況較第一季為佳。

整體而言，有21%受訪者預期他們的業務狀況會好轉，而預期較差者則佔12%。該處曾於2012年底進行同類調查，當時僅15%受訪者預期2013年首季將錄得業務增長，最終結果卻比預期佳，因此是次展望亦較為樂觀。

政府統計處發言人指出，統計調查的結果須小心詮釋。

他說：「在這類有關展望的統計調查中，受訪者的意見會受到進行訪問期間，社會上發生的各項事件所影響，並且很難確定受訪者對未來的看法與基本趨勢的相符程度。」

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- To lead and oversee the overall planning and execution of all IT functions to support the Chamber's core business functions particularly in areas of membership, marketing, certification service, and event management.

### **Requirements:**

- University degree or above in Finance, Accounting or related discipline.
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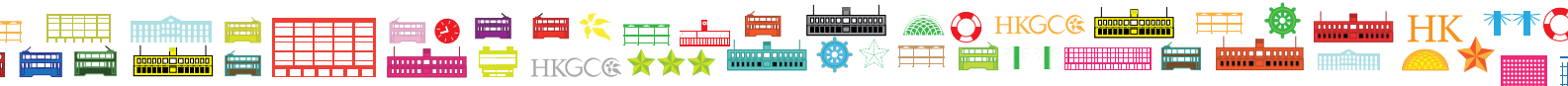
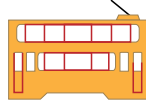
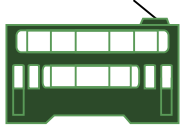


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# 向普選邁進 Marching Towards Universal Suffrage

By **Jeffrey Lam** 林健鋒

Public consultation on the election of the Chief Executive in 2017 has yet to be launched, but controversy over the issue has been rumbling in the Legislative Council for some time. Some people have proposed using ‘Occupy Central’ to press their case for universal suffrage, a strategy which I disagree with.

Benny Tai Yiu-ting, the campaign’s initiator and associate professor of law at the University of Hong Kong, said ‘Occupy Central’ is a non-violent protest. However, the threatening tone of the campaign to force the Central Government to accept their constitutional reform plan is worrying since it would affect not only the relationship between Hong Kong and the Mainland, but also the city’s business environment.

Democracy is an ideal many people have struggled for. The Central Government has promised that the Chief Executive in 2017 will be elected by universal suffrage. As Hong Kong is a Special Administrative Region under “one country, two systems,” the Chief Executive election by universal suffrage must proceed according to the Basic Law and relevant decisions of the National People’s Congress Standing Committee. Given that Hong Kong has the potential to play a positive role in China’s democratization, the city’s political reform should be handled with care and take into consideration China’s national reality.

Universal suffrage differs from country to country. In March, Qiao Xiaoyang, Chairman of the Law Committee of the National People’s Congress, reiterated that candidates for Chief Executive in the promised universal suffrage must be patriotic and “love China and Hong Kong,” and “must not confront the Central Government.” Under the “one country, two systems” principle, a chief executive of the SAR is more like a coordinator between Hong Kong and the Central Government, so the criteria for candidates are understandable.

Meanwhile, the ‘Occupy Central’ movement would be detrimental to Hong Kong’s business environment and undermine investors’ confidence. As Central is the financial center of Hong Kong, the campaign will definitely be inflated by media chatter. Though Tai has stressed the movement will be conducted in a “peaceful” and “non-violent” way, he also said participants will destroy the regional flag and occupy major roads in Central. Such acts “knowingly” violate the law and are a dangerous game to play. If the situation gets out of control, the protest may end in violence – something that no one wants to see.

Hong Kong is now moving towards democracy. More importantly, calm and rational debates are needed. However, the campaign, which ignores the law to follow its own wishes, will only result in endless disputes. ❀

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

2017年特首選舉仍未進行諮詢，有關議題已在立法會引起爭論。對於有人提出以「佔領中環」的手段來迫使政府接納他們所想的普選方法，我並不認同。

儘管提出「佔中」的港大法律系副教授戴耀廷指，「佔中」行動是非暴力，然而以威脅手段來迫使中央政府接受他們就普選特首提出的建議，實在令人憂慮，因為這樣會影響中港緊密的關係，並對本港營商環境造成傷害。

爭取民主是很多人的理想，中央也承諾了行政長官可以在2017年通過普選產生。鑒於香港是「一國兩制」下的特別行政區，特首普選必須符合基本法和全國人大常委會的決定；加上普選的過程對國家民主化進程有著重要的影響，因此在政制改革過程中，我們必須小心處理，並顧及國家的實際情況。

普選的方式會因各地文化背景差異而有所不同。人大常委會法律委員會主任委員喬曉陽於3月就普選特首重申，特首必須「愛國愛港」和「不能與中央對抗」。在「一國兩制」下，特區行政長官有協調者的角色，因此這些對特首人選的要求是可以理解的。

另外，「佔中」行動將會影響香港的營商環境和投資者信心。中環是本港的金融中心，在傳媒簇擁下，「佔中」行動將被「放大」。儘管戴先生稱行動是和平非暴力，但他亦指參與者會毀壞區旗和佔領中環的主要街道，不但知法犯法，而且是一場「危險的遊戲」，屆時情況如無法控制的話，或會出現暴力行為，這是市民所不願看到的。

民主是大家所想的，長路漫漫，最重要是大家應該冷靜和理性地討論。否則，忽略現實而只顧走自己想走的路，只會導致這場紛擾繼續下去。 ❀





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# 自由市場的議論 The Free Market Debate

By **Shirley Yuen** 袁莎妮

**H**ong Kong has been ranked as the world's freest economy by the Heritage Foundation for 19 consecutive years. Our success is built on our free-market economy, "can-do" spirit and flexibility – traits which inspired renowned economist Milton Friedman to once say: "If you want to see capitalism in action, go to Hong Kong."

Sir John Cowperthwaite, who became Financial Secretary of Hong Kong in 1961, is credited with planting this laissez-faire economic seed, which put down the strong roots on which Hong Kong has thrived.

Successive Financial Secretaries concurred "Hong Kong's remarkable economic success owes a great deal to our free market." But as the global markets began to falter along with the economy, the Government felt it must "do something" to help the economy and ease people's suffering. In his 2008 Policy Address, Donald Tsang summed it up succinctly: "We should not see a free market and Government intervention as to exact opposites .... If the market fails, the Government should intervene."

This year, Chief Executive C Y Leung mentioned in his first Policy Address that: "To promote economic development, the Government must be 'appropriately proactive' ... But in cases of market failure, the Government must take appropriate action to address the problem." He said, implementing the policy of "Hong Kong property for Hong Kong people," introducing the Buyer's Stamp Duty and, through administrative means, disallowing delivery bookings for expectant Mainland mothers with no ties to Hong Kong, are all examples of "appropriately proactive" governance.

However, Dr Tom Palmer, a senior fellow at the Cato Institute, warned in his speech on "Does It Matter If Hong Kong Loses Its No. 1 Rating as the World's Freest Economy?" that to maintain our position as the world's freest economy, Hong Kong has to be cautious about its market interference, such as wage controls. Otherwise, some exceptions may become the norm.

So what is market interference? What is "appropriately proactive" governance? I think this is an endless debate. Sir John Cowperthwaite's free-market principles made Hong Kong the world's freest economy and an international commercial & financial centre that is admired the world over. As countries around the world struggle to recover from the global financial crisis, many with massive government intervention, Hong Kong, with our (mostly) laissez-faire economic approach, hasn't fared too badly. This begs the question: are markets failing or are companies failing? ❀

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

**香**港已連續第19年獲傳統基金會評為全球最自由的經濟體系。我們的成功建基於本港的自由市場經濟、拼搏精神和靈活變通，而這些特點亦啟發了經濟學大師佛利民說：「想親睹資本主義的真正運作，請到香港去。」

於1961年出任香港財政司的郭伯偉爵士，獲譽為播下了自由放任經濟政策的種子，為香港的經濟繁榮奠下堅穩的根基。

其後歷任財政司亦一致認為，「香港多年來經濟表現非凡，主要倚靠我們的自由市場體制。」但隨著全球市場開始因經濟而動搖，政府就覺得必須「採取行動」挽救經濟，紓民解困。曾蔭權在其2008年《施政報告》中簡單總結說：「自由市場與政府干預不應視為絕對對立。市場失效時需要政府介入。」

時至今日，特首梁振英在首份《施政報告》提出：「經濟要發展，政府就要『適度有為』。當市場失效、未能發揮功能，政府一定要有所作為。」他說，落實「港人港地」、推出買家印花稅和以行政手段停收內地孕婦來港產子，都是「適度有為」的例子。

不過，美國智庫Cato Institute的資深研究員Tom Palmer博士來香港演講「香港能否承受失去全球最自由經濟體系的排名？」時便提出，香港要致力維持最自由經濟體的地位，就要小心工資調控等市場干預行為，否則個別例子的發生，會變成常規。

何時是干預？甚麼是適度有為？相信可以有無數的討論。郭伯偉爵士的自由市場原則，造就香港成為了全世界最自由的經濟體系，並獲譽為國際的商業和金融中心。有見世界各地正竭力從全球金融危機中恢復過來，當中很多政府都施加了大量干預，但（很大程度上）奉行自由放任經濟政策的香港，情況其實不算太差。這引申一個問題：究竟是市場失衡，還是企業失效？ ❀



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“There is a general feeling among people in Hong Kong that the general standard of service is declining,” said HKGCC Deputy Chairman Y K Pang, who is also Chairman of the Hong Kong Coalition of Service Industries. “Whether that is the service we receive from a business, in a restaurant, or in a taxi, at the Chamber we feel we need to take the lead in raising the standard of service.”

Over 90% of Hong Kong’s GDP is derived from services, so our economy is very much dependent on how customers perceive services. “It can only get better, because if we do not improve, then slowly our competitive strength will be won away,” he warned.

Against this backdrop, the Chamber invited some of Hong Kong’s most successful and respected businesses to share their philosophy and training strategies for service excellence at a Chamber forum on April 10.

### Put yourself in your customers’ shoes

Ricky Ng, General Manager of Hong Kong and Macau, TSL Jewellery (Hong Kong) Co Ltd, said he stresses to staff that service should not be based on how much customers are contemplating spending.

“In TSL we believe providing quality service will bring better business in both the short and long term. Even if they are not making a purchase today, if we give them a good experience they will come back,” he said. “Customers say they come back to buy from us because of the good service that they received when they were just browsing.”

He, and other speakers at the seminar, continually stress to staff the need to think of services as a long-term relationship, which can last and keep customers returning to do business with the company for many years.

Training schemes are viewed as the very minimum training steps for staff. “There is nothing special about training. What it all boils down to is the mindset of staff, which is why we ask them to put themselves in customers’ shoes,” he said.

### Every customer is your boss

Todd Hougland, Executive Director of Operations and Entertainment, Ocean Park Corp, said there are three keys that all staff must keep in mind at the park: safety, service and show.

“What makes us better is the service quality, not the size of our park. This starts from the top – the Chairman, CEO, and

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服務型經濟

Over 90% of Hong Kong’s GDP is derived from services, so our economy is very much dependent on how customers perceive services.

香港的本地生產總值九成以上來自服務業，可見本港經濟非常倚重顧客對服務水平的評價。

Don’t just provide management with special treatment; they are not our real bosses. Each and every person that comes into the park should be treated as ‘yat hou’

別只向管理層提供特別的待遇，因為他們不是我們真正的老闆。事實上，每位訪客都應被視作『一號』貴賓般款待

– Todd Hougland,  
Ocean Park

海洋公園賀倫

There is nothing special about training: what it all boils down to is the mindset of staff  
培訓其實沒甚特別，畢竟員工的心態才是關鍵

– Ricky Ng,  
TSL Jewellery  
謝瑞麟珠寶吳冠強



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– **Catherine Chui,**  
HSBC  
匯豐銀行徐鳳蓮

If you want good service, you cannot just pay lip service. If you just talk and talk, your staff won't believe it  
要有優質的服務，就不能只說不做。假如你只不斷空談，員工就不會相信

– **Ivan Chu,**  
Cathay Pacific Airways  
國泰航空朱國樑



Executive Directors. Every person is responsible for service, so the first step that we took to enhance our services was to get everyone onboard, not just the customer service department,” he said.

He, together with the CEO and other top management walk the park every day, not just looking for problems, but also to encourage staff. When he first started walking the park, Houghland would often hear “yat hou, yat hou,” crackling over walkie-talkies. He later learned that staff were alerting each other that “number one,” the big boss, was on his rounds.

“I said don’t just provide management with special treat-

ment; they are not our real bosses. Each and every person that comes into the park should be treated as ‘yat hou,’” he said. “It took some time for staff to grasp the concept, but eventually they came around.”

Catherine Chui, Head of Customer Experience, Hongkong and Shanghai Banking Corp, said driving continuous service improvements is part of the bank’s philosophy, of which customer feedback is a key component.

Developing new products and services is also vital, but change for change sake never works. She says people should always ask is the change or service or product better than before? Is it better than our competitors? If the answer is no, then the change should not be adopted.

Ivan Chu, Chief Operating Officer, Cathay Pacific Airways Ltd, agreed. “If you want good service, you cannot just pay lip service. Do you really believe it? If you just talk and talk, your staff won’t believe it.”

All speakers stressed that how management treats staff has a direct impact on the standard of service that they deliver.

“

There is a general feeling among people in Hong Kong that the general standard of service is declining, said HKGCC Deputy Chairman Y K Pang

”

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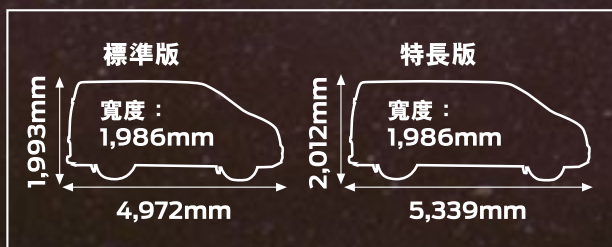
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「香港人普遍認為，本地的整體服務水平正日漸下降。」總商會常務副主席兼香港服務業聯盟主席彭耀佳續道：「無論是企業、食肆或的士服務亦然，因此總商會認為有必要帶領業界提升服務水平。」

香港的本地生產總值九成以上來自服務業，可見本港經濟非常倚重顧客對服務水平的評價。他告誡說：「我們只有做得更好，因為假如我們不思進取，香港將會慢慢喪失其競爭優勢。」

有見及此，總商會於4月10日舉辦了一場論壇，邀得城中一些備受尊崇的傑出企業，與會員分享他們的卓越服務之道和培訓策略。

“ 總商會常務副主席彭耀佳表示，香港人普遍認為，本地的整體服務水平正日漸下降。 ”

#### 設身處地為客戶著想

謝瑞麟珠寶（香港）有限公司香港及澳門總經理吳冠強表示，他時常向員工強調，服務質素不應取決於顧客預期消費的多寡。

「在謝瑞麟，我們相信無論是短期還是長遠而言，優質服務都可促進業務增長。即使顧客今天沒有選購，但只要帶給他們良好的體驗，就總有回來光顧的一天。」他補充：「顧客說回來購物的原因，是上次雖然光看不買，但也有賓至如歸的感覺。」

會上的其他講者也跟他一樣，反覆向員工灌輸要視服務為一種長期關係，促使客戶與公司建立持久的業務往來。

培訓計劃是員工必須參加的最基本訓練。他說：「培訓其實沒甚特別，畢竟員工的心態才是關鍵，因此我們要他們設身處地為客戶著想。」

#### 以客為尊

海洋公園公司管理及演藝節目執行總監賀倫達指出，園內的所有員工

必須注意三大要點：安全、服務和演出。

他說：「我們的優勝之處在於服務質素，而非公園的面積。這要從管理層做起，包括主席、行政總裁及多位執行總監，每個人都有責任為顧客服務。因此，我們的第一步是要公司上下都投入服務，因為這不僅是顧客服務部的工作。」

賀倫達連同行政總裁和其他高級行政人員，每天都會到園內巡視，除了查找不足，還可鼓勵員工。他初次巡視園區時，時常會聽到員工的對講機不斷傳來「一號、一號」的訊息。後來，他得悉員工原來是在互通情報，示意大老闆「一號」正四處巡視。

「我於是跟他們說，別只向管理層提供特別的待遇，因為他們不是我們真正的老闆。事實上，每位訪客都應被視作『一號』貴賓般款待。」他說：「員工需要好些時間才能領會有關概念，但他們最後都會改變態度。」

香港上海滙豐銀行有限公司客戶體驗主管徐鳳蓮表示，持續優化服務、力臻完善是該行的理念之一，當中客戶的意見是重要的元素。

開發新產品和服務亦同樣重要，但為改變而改變並不可行。她認為，人們應該先想清楚，新的服務和產品是否更勝從前？是否比競爭對手出色？若然答案是否定的，就不應作出改變。

國泰航空公司常務總裁朱國樑認同說：「要有優質的服務，就不能只說不做。你自己真的相信嗎？假如你只不斷空談，員工也同樣不會相信。」

所有講者都強調，管理層對待員工的方式，會直接影響他們的服務水平。

「如果你不善待員工，就不能說服他們提供優良的服務。」朱國樑續道：「一句簡單的謝謝、一張心意卡，或公開作出表揚，便已足夠。」

另一個關注是服務水準往往飄忽不定，因此企業最重要是保持一貫的優質服務。部分講者表示，他們會在招聘時向應徵者進行心理測驗，確保他們的態度正面，易於融入一家以服務為本的公司。

從招聘開始就灌輸一種服務文化，並專注提供無微不至的服務，是傑出服務企業的成功之道。

朱國樑說：「若顧客覺得你粗心大意，就不想與你有生意往來。」✿



The Chamber's Y K Pang moderates the seminar on service excellence.  
總商會的彭耀佳主持是次卓越服務研討會。

“If you do not treat your staff well, you will not get them to provide good service,” said Chu. “A simple thank you, or a card, or showing appreciation in front of other staff is all it takes.”

Another concern is that the standard of service can vary considerably from day to day, so a key issue for companies is the need to provide consistently good service. Some speakers said they give interviewees a psychological test before they hire them to make sure they have the right attitude for a service driven company.

Instilling a service culture from recruitment, and paying attention to the little details are the foundations on which the best service companies have built their success.

“If customers see you are cutting corners, they will not want to do business with you,” said Chu. ❀

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# Jobs for the Asking 有求必「聘」

Hong Kong's unemployment rate is at the lowest level since the late 1990s, which is making it extremely difficult for companies to find staff, writes **David O'Rear**

香港失業率創下1990年代末以來的新低，令企業招才難上加難

歐大衛

**H**ong Kong's unemployment rate has been hovering in the 3.0% to 4% range for two years, the lowest level since the late 1990s. Over the last five years, we've created jobs at a 1.0% annual pace, out-stripping growth in the overall population (+0.7% p.a.), and that of the labour force (+0.8% p.a.).

One result is that we had nearly 69,000 job vacancies last year, as compared to just under 124,000 unemployed. If each unemployed person were matched with a job, our unemployment rate would have been barely 2%. That could only happen if each

that is, 1.9% instead of the actual 1.4%. Over five years, we might reasonably have expected to have accumulated 2% more growth, a significant difference.

What is to be done? The best and most obvious answer is to match jobless people with employers seeking the skills they have to offer, but the market tends to do this pretty well. What is missing is either the skills needed to attract a job offer, or the willingness to take up the work that is available.

Set aside skills requirements for the moment, and focus on the willingness to work. The law of supply and demand tells us

to simply raise wages until we reach the market clearing level. At that price, all jobs would be filled. But, that hallowed canon of economics doesn't consider the impact on competitiveness. To put it simply, if restaurants doubled wages to attract the staff they need, they would have to raise prices which – supply and demand, once again – would reduce turnover and thus the demand for workers.

It is the skills mismatch, however, where we have available to us both near-term and longer solutions. In the near term, bringing in workers from outside

Hong Kong to take up the jobs available, at typical wage rates, would add directly to our economic growth rate. Over the longer term, we need to better train our people to fill the jobs that this economy has to offer. 🌸

“What is missing is either the skills needed to attract a job offer, or the willingness to take up the work that is available.”

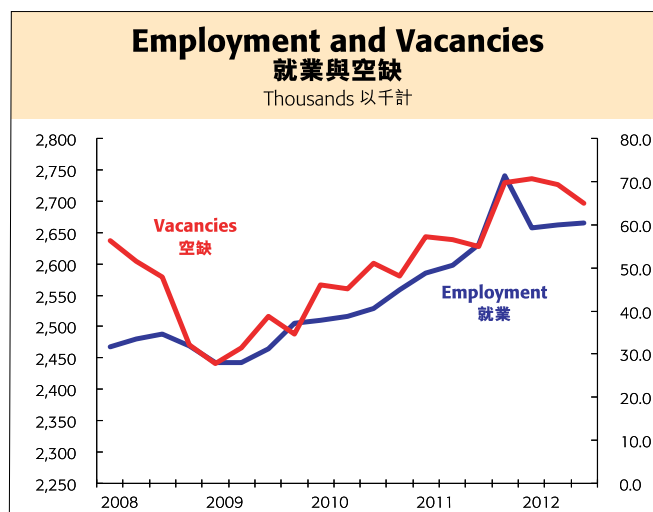
問題要不就是失業人士缺乏僱主所需的技術，要不就是他們不願意填補有關空缺。

person seeking a job were to be properly qualified, and willing to take up a position on offer. That's not the case, and so even though we have nearly two people available for every job to be filled, the unemployment rate is unlikely to go any lower.

The skills mismatch, or perhaps the unwillingness to take up certain kinds of work, is becoming acute. In the accommodation, food and beverage sector, some 4% more jobs could be filled. A further 3% might be absorbed by the retail sector, and 2.6% in manufacturing. Those three sectors alone would reduce unemployment by over 22,000 people, bringing the rate down from 3.4% to 2.6%.

The first graph shows the situation in 2008-12. On the left, the blue line shows the employment level and on the right the red line represents the number of jobs left unfulfilled. The second graph indicates the percent shortfall in the three sectors mentioned above. The trend has been rising pretty steadily even through the financial crisis.

This has a cost, not only to companies but also to the economy as a whole. If each job on offer were filled by someone capable of producing the same value-added (i.e., real GDP) as those currently working in that industry, our economic growth rate would have been 0.5 percentage points higher last year,



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**香**港失業率近兩年一直徘徊在3.0%至4%之間，創下1990年代末以來的新低。過去五年，我們以每年1.0% 的速度創造職位，比整體人口 (+0.7% p.a.) 和勞動人口 (+0.8% p.a.) 的增長還要快。

結果，我們去年有近69,000 個職位空缺，而失業人數則近乎124,000人。假如每位失業人士能填補一個職位空缺，我們的失業率將僅為2%。但要做到這點，每位求職人士必須符合入職資格，並願意接受有關空缺。由於現實並非如此，所以即使我們的失業人數幾乎是職位空缺的兩倍，失業率亦不太可能進一步下跌。

技能錯配，又或人們不願意投身某幾類工作等問題，正日益嚴重。在酒店及餐飲業，約有 4%職位有待填補，而零售業和製造業則分別可再吸納3%和2.6%的職位。單是這三個行業，就可把失業人數減少逾22,000人，令失業率由3.4%跌至2.6%。

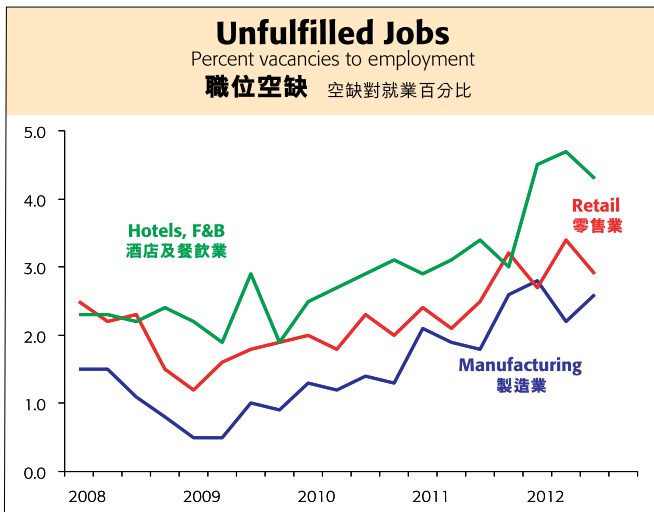
圖一顯示了2008至2012年的情況。左軸的藍線代表就業水平，而右軸的紅線則代表職位空缺的數目。圖二顯示上述三個行業的人手短缺百分比。即使面對金融危機，有關趨勢仍一直穩步上揚。

這個情況是有代價的，這不單指對企業，同時亦指對整體經濟。假如每個空缺都有人填補，並能夠與行內的現職人士創造同樣的價值（即實質本地生產總值），本港去年的經濟增長率將會提高0.5個百分點，即由實際的1.4%增加至1.9%。五年之後，我們可合理預期累積多2%的增長，而這個差額絕對不容忽視。

那我們該怎樣辦？最好和最明顯的答案，就是把失業人士與尋求相關技術的僱主配對起來，但市場一直都有這樣做。問題要不就是失業人士缺乏僱主所需的技術，要不就是他們不願意填補有關空缺。

我們暫且不談技術需求，先集中說工作意欲。供求定律告訴我們，只要增加工資，直至達到供求平衡的水平便可。按這個工資價格，所有職位都會有人填補。然而，這條經濟學的神聖準則卻未有考慮對競爭力的影響。簡單來說，假如餐廳出雙倍工資來吸引所需的員工，他們就要加價，而這又牽涉到供求問題，因為加價會降低營業額，從而亦減少餐廳對員工的需求。

然而，其實我們有短期和長期的方案來解決技能錯配。短期來說，以一般工資輸入外勞，填補現有的職位空缺，可直接提高本港的經濟增長率。長期來說，我們要更積極地培訓人才，以填補本港經濟所提供的職位。



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Mr. Michael Shih spoke about Fujitsu's key strategies in cloud and big data solutions.

**A**lthough Hong Kong, as a regional headquarters for many leading multi-national corporations, has better weathered the global financial crisis relative to other mature economies, locally-based MNCs have had to participate in the storms of global restructuring and cost rationalization. Despite the long-term growth prospects across many industries, challenges to growth remain - from increased regulation, notably for the financial services and telecom sectors, to greater competition and rising customer expectations - at a time when organizations are increasingly focused on profitability and revenue.

Against this backdrop, the company's time to market, cost synergies and services delivery to customers is paramount to remaining competitive and succeeding. The company's infrastructure and technology platform are moving center stage, as companies realize that decades of ad-hoc technology investment, combined with merger and acquisition activity has created siloed information and duplicated processes, underpinned by legacy infrastructure and IT systems, simply cannot cut it in today's fiercely competitive market.

What advice does market leader Fujitsu China and Fujitsu Hong Kong's CEO, Michael Shih, offer companies doing business in Hong Kong? A Q&A with HK Bulletin reveals a rainmaker in "the cloud".

**HKB: What do you recommend to companies in HK in these challenging times?**

**MS:** Because a company's IT infrastructure is the backbone for operational efficiency and agility, business growth and greater customer centricity, I believe moving to cloud computing and

big data are key to revamping and giving businesses an edge including our own company. We have been actively expanding our Tier III+ Data Centre in Hong Kong and are aiming to link this with our new data centre facility in South China to enable a seamless operation for cross-border business via our cloud platform and services.

And we aren't the only ones that believe in the market potential - market analysts echo this. International Data Corp (IDC) forecasts that the cloud market in Asia Pacific will grow from US\$2.9bn in 2011 to US\$32bn in 2020 at 31% CARG in the Asia Pacific region (IDC) and the big data market will grow from US\$3.2bn in 2012 to US\$16.9bn in 2015 at 40% CARG worldwide.

**HKB: Has the cloud really arrived in Greater China and is it ready to put into action?**

**MS:** There are market critics that say the cloud has not yet hit the mainstream and that it is not ready for action. But this simply isn't true. Fujitsu has invested heavily in this area and rolled out numerous cloud projects in China and Hong Kong. This is why we are so dedicated to educating businesses about all the benefits of the cloud. Cloud is available today for enterprises of all industries to start taking advantage of now with immediate benefits.

**HKB: What are the benefits to migrating to cloud?**

**MS:** Most business' IT infrastructure is probably not utilized optimally unless they are processing huge amounts of data. With cloud, organizations get better utilization, resulting in a huge decrease in carbon footprint and, ultimately, cost savings.



# A Rainmaker in the Cloud, Fujitsu Offers End-to-End Solutions to Better Weather the Economic Climate

Furthermore, cloud has lower total cost of ownership (TCO). For example, take a server which could last three to five years, one needs to factor in design, implementation, operating costs and then at the end of the lifecycle upgrading or decommissioning. With the cloud, everything is scalable. Businesses can move from cap-ex to op-ex, and have the ability to grow incrementally, so ICT growth matches business growth. Businesses get more value back through intelligent lifecycle management.

## **HKB: What about the market for big data?**

**MS:** IDC predicts total spending on big data technologies and services will reach a market value of US\$16.9 billion by 2015, up from \$3.2bn in 2010, representing a CAGR of 40 percent — about seven times that of the overall ICT market. As such, big data has presented a big challenge – businesses need to maximize the value of this diverse range of collected information more effectively and efficiently.

The essence of big data utilization is collecting the information generated from various business activities and performing analysis on this to discover trends and make predictions precisely and in a shorter analysis cycle. Those that can analyze data quickly and efficiently, will unlock new sales opportunities, grow their customer base, strengthen loyalty and sharpen their competitive edge.

For this reason, we believe that big data utilization has serious significance for companies looking to improve interactions with their customers, maximize business agility and enter new fields previously closed to them.

Another question I am often asked by CIOs is, “what’s the relationship between cloud and big data?”. In a nutshell, today, big data can either reside on-premise, within an organization, or beyond the perimeter, in the cloud. However cloud-based solutions are becoming much more common, hence the deepening link between cloud and big data.

One of Fujitsu’s greatest strengths is that we can offer support through both our on-premise and cloud-based solutions, covering a huge range of big data usage patterns.

**HKB: Are HK companies really equipped to manage the migration to cloud and to access big data effectively?**

**MS:** With a looming shortage of good IT talent particularly in HK, Macau and Greater China, and leaner company ICT departments, coupled with relatively new technology, I am certain that most companies do not have the capability and/or the time. This is why Fujitsu offers cloud and big data consulting services that truly analyze our clients’ businesses and IT needs, and recommend the best solutions based on individual customer requirements.

There isn’t a one-size-fits-all-approach. Fujitsu develops a tailored, customized journey to the cloud and unlocking big data, which enables the IT infrastructure to scale up in line with the business growth, which in turn is the best way to lower costs in the long term and create value for our customers’ business operations.

## **HKB: Do you think HK companies should seek end-to-end providers or a series of best-in-class providers?**

**MS:** I think companies need a partner that truly understands all aspects of a company’s legacy modernization journey. It is critical for companies to look for a trusted partner who not only offers infrastructure, but also consultancy, application integration and ongoing services which can help fine-tune the process in accordance to the business environment and requirements.

At Fujitsu we offer the strongest end-to-end cloud offerings, acting as a one-stop-shop for infrastructure, software, applications and services that enable businesses to succeed. We act as a regional IT hub and provide integrated solutions by wrapping our industry leading infrastructure products, applications, data center and managed services with cloud technology. The strength and breadth of our solutions and services portfolio, combined with our unrivalled range of industry partnerships, means that we can always build the right solution, no matter what their unique requirements.

## **HKB: Any parting thoughts for HK companies?**

**MS:** Despite the economic uncertainty that organizations may face this year, we believe the innovative technology in cloud and big data are the most powerful tools available for enterprises seeking to optimize business agility and operational efficiency while simultaneously creating value for organizations to drive business growth in the coming year.



# Making a Difference

## 不一樣的教學

HKGCC helps secure more international school places  
總商會協助爭取更多國際學校學額

Looking through a window into a classroom of about 20 preschool children, Anne Sawyer points to a 3-year-old boy washing a window. “His job this morning is to make sure the windows are clean, and he mustn’t leave any streaks on the glass,” she explained. In the school corridor, two four-year-old boys had carefully laid out 1,000 golden beads and were busy placing numbered markers at correct positions along the chain of beads. One of the boys looked up at us for a few seconds, before getting back to finding the right position for his marker. “Two hundred and seventy-two, 273, 274, 275,” he counted then carefully placed his marker numbered 275 next to the bead he had just counted.

Amazingly, the boys in the corridor had been left on their own to complete the assignment, albeit with the teacher keeping an eye on them through the window. For the other 3- to 5-year-old children inside the classroom, they were completely absorbed in their activities.

This is the Montessori method of education, which was developed by Italian physician and educator Maria Montessori, who opened her first *Casa dei Bambini* (Children’s House) in 1907. Her philosophy was to give children hands-on, structured activities that develop their sense of independence and responsibility in the classroom.



The new Stanley campus.  
赤桂新校舍。



“Preschool children learn very quickly through touch, which is why all activities are very hands on,” explained Karin Ann. “Between the ages of 2 and 5 they are like little sponges and want to learn by experiencing and by doing. After 5 their brains change and their cognitive development is more like adults.”

Anne and Karin co-founded The International Montessori School 11 years ago after failing to find a suitable preschool for their own children. It quickly outgrew its original home and they took the bold step to rent the former Hong Kong Construction Association’s school in Tin Hau.

The school wrote to the Government to provide a permanent site to accommodate the growing number of applicants for many years but without success. Last year, the school sought the Chamber’s help to lobby Government on its behalf. In the recent International School Allocation Exercise, it was awarded a permanent school expansion site in Stanley.

“This outcome could not have been possible without the Chamber’s support, and we are very grateful for your efforts in advocating a permanent site for our school,” Anne



(R-L) The International Montessori School founders Karin Ann and Anne Sawyer show Chamber CEO Shirley Yuen and Senior Manager for Business Policy Simon Ngan some of the hands-on toys that help children quickly grasp mathematical concepts.

(右至左) 蒙特梭利國際學校創辦人安白麗和蘇安儀向總商會總裁袁莎妮和工商政策高級經理顏偉業展示部分實習玩具，講解如何協助兒童快速掌握數學概念。

told Chamber CEO Shirley Yuen during a visit to the school in May.

“Education is a key issue for many businesses trying to bring in talent from overseas. Relieving the shortage of international school places for foreign families coming to Hong Kong is an urgent matter and we are very pleased to see that the Government is taking concrete steps to address the issue,” Shirley said.

The school’s founders are aiming to open the new Stanley campus in August. “We have over 800 children are on our waiting list and historically we have had to turn away three quarters of applicants,” Karin explained. “The Stanley campus will allow us to provide over 700 new international school places.”

The Stanley campus will follow the same formula for success as existing IMS schools, and provide places for children aged 3 to 12. All preschool classes have a mix of children of different ages. The idea is the slightly older children enjoy helping the younger children, which gives them self-esteem and encourages them to always make sure they are smarter than the younger students. The younger children see their

older classmates completing tasks and try to emulate them.

“For example, if a child asks the teacher how to spell a word, the teacher might say: ‘you know what, Mary is very good at spelling, why don’t you ask if she knows?’” explained Anne.

All teachers go through Montessori teacher training programmes, and both Anne and Karin are confident they will be able to hire enough teachers for the new campus, which will open in stages. It is a daunting challenge, as every class has two teachers: one is a native English speaker, and one is a native Mandarin speaker.

By immersing children in both languages from a young age, they very quickly grasp the second language. For children who have arrived recently in Hong Kong, extra lessons can be arranged to help their proficiency and confidence with their new language.

“We plan to focus all our energy on making sure all our new teachers and classrooms are well prepared for the coming term,” Anne said. “We are very excited about this development, and really must thank HKGCC and the Education Bureau who have been fantastic.” ❀



在一個大約有20個學前兒童的班房外，蘇安儀隔著玻璃指向一個正在抹窗的3歲小男孩說：「他今早的工作是要確保窗戶清潔，玻璃上絕對不可留下任何痕跡。」在學校的走廊上，兩個4歲男孩小心翼翼地擺放好1,000顆金珠，再忙碌地沿著長長的珠串，在適當的位置放上數字牌。其中一位男孩抬頭望了我們幾眼，又再繼續專心標示。「272、273、274、275」他一邊數，一邊小心地把寫著「275」的數字牌放在剛才那顆金珠旁邊。

令人驚訝的是，老師只隔著窗口看，留下兩位男孩在走廊自行完成任務。而其他在班房內的3至5歲兒童，則全神貫注地參與課堂活動。

11年前，蘇安儀和安白麗未能為自己的子女物色到合適的幼兒學校，所以共同創辦了蒙特梭利國際學校。由於原來的校舍很快已經不敷應用，她們遂果斷地租用了香港建造商會位於天后的空置校舍辦學。

該校曾去信政府要求提供永久校址，以容納多年來日益增長的申請學童，但卻不得要領。去年，學校要求總商會代為向政府游說。在教育局最近的國際學校校舍分配工作中，該校終獲永久校址，得以在赤柱擴校。

總商會總裁袁莎妮在5月到訪蒙特梭利國際學校時，蘇安儀向她說：「全賴總商會的支持，我們才有這個成果。非常感謝你們竭力游說，為本校爭取永久校址。」

袁莎妮說：「教育是很多企業嘗試引進海外專才的關鍵。我們的當務之急是為來港工作的海外家庭紓緩國際學校的學額短缺，而本會喜見政府正採取具體行動，解決有關問題。」

兩位創辦人希望今年8月啟用赤柱新校舍。「我們總共有800多位輪候生，以往我們一直要拒絕四分之三的申請者。」安白麗解釋：「赤柱校舍讓我們可額外提供700多個國際學校學額。」

赤柱分校將沿用蒙特梭利國際學校的成功方程式，為3至12歲的兒童提供教育。所有學前班都混合了不同年齡的兒童，讓較年長的學生樂於協助較年幼的，從中建立自尊心，並鼓勵他們要時刻比學弟學妹更聰穎，而學弟妹看見他們完成任務，也會試著模仿。

蘇安儀表示：「舉例說，假如有小孩問老師某個字怎樣串，老師或會說：『你知道嗎？瑪莉是串字高手啊，不如你問她懂不懂？』」

所有老師都要完成蒙特梭利教師培訓課程，而蘇安儀和安白麗都滿有信心，她們可為分階段啟用的新校舍，聘得足夠的老師。這可謂一項嚴峻的挑戰，因為每班都要有兩位分別以英語和普通話為母語的老師。

兒童自小浸淫在中英雙語的教學環境中，很快就能掌握到第二語言。至於初來港的學童，學校會安排額外的課堂，協助他們更快熟習，對新的語言建立信心。

「我們計劃全力以赴，確保所有新老師和班房都做好準備，迎接下一學期。」蘇安儀說：「我們熱切期待這項新發展，並衷心感謝總商會和教育局的鼎力支持。」

We are very excited about this development, and really must thank HKGCC and the Education Bureau who have been fantastic.

我們熱切期待這項新發展，並衷心感謝總商會和教育局的鼎力支持。

這就是蒙特梭利教學法，其創始人為意大利醫生兼教育家瑪利亞蒙特梭利（Maria Montessori），她於1907年開辦了第一所「兒童之家」，矢志為兒童提供親身實踐、結構完善的活動，在課堂上培養他們的獨立性和責任感。

「學前兒童透過觸覺能迅速學習，這就是我們所有活動都著重親身實踐的原因。」安白麗解釋：「2至5歲的幼童就像一塊小海綿，想透過體驗來學習。5歲以後，他們的腦袋會產生轉變，認知發展會較像成人。」

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# New Policy Objectives

Mayee Lang looks at the policy objectives and targets that China's new leaders have set for the Central Government



The NPC and CPPCC sessions held in Beijing earlier this year attracted attention from around the world. Besides economic issues, the world also watched intently to see how the changing of China's leadership and institutional reform of the State Council might affect the country, and the global business environment.

Hong Kong also got a mention, with Zhang Dejiang, Chairman of the Standing Committee of the National People's Congress, saying Hong Kong will continue to play an important role in national development. He highlighted

four key areas: helping the Mainland attract foreign investment; serving as a bridge for China to go global; accelerating economic transformation; and serving as a model for the Mainland's economic reform and innovation.

Increasingly closer economic cooperation between Hong Kong and the Mainland means it is essential for local businesses to monitor macro-economic policy changes taking place in the Mainland.

New Premier Li Keqiang proposed that sustaining economic growth, improving people's livelihoods and

promoting social fairness will be the top three challenges for the new administration. He also said that China will continue with its economic transformation, as well as on narrowing the income gap of rural and urban workers, and improving food safety. His comments suggest there will be plenty of opportunities for Hong Kong service providers at the upper end of the business chain.

#### **Trade in services**

To move away from its traditional cheap manufacturing model, China



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# 中央施政新目標

郎春梅探討中國新領導人為中央政府訂下的施政目標



needs to drive the development of its service industry, which will also provide employment, reduce pollution and follow its goal of being a sustainable economy.

In 2012, the total value of two-way trade in services hit a record of US\$470.6 billion, up 12.3% on the previous year. By far the fastest growing sector of the service industry was tourism, which soared to US\$150 billion, up 25.6% year-on-year. Other sectors which witnessed rapid growth were consultancies, computer and information services, advertising and financial services, which added to the widening trade deficit of US\$89.7 billion in services.

Given that Hong Kong is an advanced service economy, investment incentives offered by Qianhai, Hengqin and Nansha are seen as attractive options for

firms to expand into Guangdong, and hopefully nationwide.

## ‘Going out’

Around 65% of China’s outward investment currently flows through Hong Kong. The pace at which Mainland enterprises are investing overseas has been accelerating, which has also increased demand for quality professional services. As the “going out” policy has now been elevated to national strategy status, the breadth and depth of Hong Kong-Mainland cooperation should also increase.

## Hong Kong brands

Under Premier Li Keqiang’s policy objectives, urbanization will continue to be rolled out across the country. Increasing population densities and growing cities represent focused demand for

Hong Kong brands, which are widely recognized and accepted by Mainland consumers.

A survey conducted by the Hong Kong Trade Development Council showed that recognition of Hong Kong brands remained high in the Mainland, with many consumers saying that Hong Kong brands are trend-setters in terms of design. Service quality, business reputation and product variety and customer services also add to their attraction.

These advantages put Hong Kong in a strong position to also bring in international brands, as well as join forces with Mainland brands. However, consumers’ rapidly rising purchasing power is also increasing their expectations, so Hong Kong companies, along with international brands, are having to work harder for customers. ❁

今年的全國「兩會」格外受關注，除了經濟議題，還有國家最高領導層的换届，以及國務院機構設置改革等多個焦點。特別地，全國人大常委會委員長張德江表示，香港要繼續在國家發展中發揮獨特和重要的作用，並提出香港可在四方面協助國家發展，包括協助招商引資、作為國家「走出去」的橋樑、協助內地加快轉變經濟增長方式，以及作為內地經濟體系改革創新的重要借鑒。

隨著香港和國家的經貿合作日漸緊密，港商的確需要密切關注國家宏觀政策變化及導向。比如新任總理李克強提出的未來三大施政目標，包括持續發展經濟、不斷改善民生，以及促進社會公正，並提出要推動經濟轉型，加快收入分配制度改革，縮小城鄉差別，以及著力解決重視食品安全問題以保障民生。如此看來，國家未來歡迎的是處於產業鏈高端的服務業提供者，港商必須提供高增值的服務，方可媲美國際投資者，在內地保持一席之地。具體而言，香港商界或需關注以下幾個方面的內容。

#### 加大對內地服務貿易投資

中國經濟要結束大量依靠資源消耗和低價格、低人權保障的廉價勞動力發展模式，一定

會大力發展服務業，因為這是一個可以承接廣泛就業，並減少污染和能耗的主要領域。2012年，中國服務進出口總額創歷史新高，達4,706億美元，比上年增長12.3%。其中旅遊進出口總額首破1,500億美元，居各類服務之首，同比增長25.6%。高附加值服務中增長最快的包括諮詢、電腦和資訊服務、廣告宣傳和金融服務等。服務貿易逆差規模擴大達897億美元，同比增長1.6倍，可見國家對服務貿易的需求愈來愈大。

香港長期以來所形成的資訊、資金、技術、管理、專業服務、國際網絡和法制環境等優勢，依然是香港服務業提供者投資內地的強而有力談判籌碼。再加上國家為發展前海、橫琴和南沙三個特區所提出的特殊優惠政策，香港的先進服務業可以通過廣東省為支點，逐漸將服務貿易的投資網絡擴展至全國。更重要的是，香港金融服務等領域的創新比內地領先很多，可為國家日後相應領域的改革提供借鑒經驗，這正是國家最看重的。

#### 把握中西部新興產業商機

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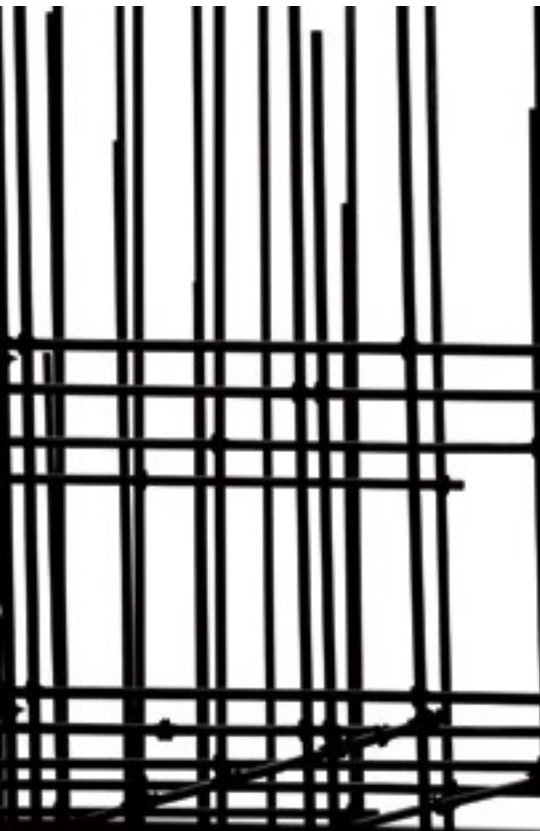


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要戰略部署。國家發改委等多個部委正在從產業指導、技術與知識產權合作等方面制訂系列規則，為跨國公司參與中國策略性新興產業發展提供完備的制度框架。隨著跨國公司在東部沿海已開發地區的佈局趨於完善和成熟，以及在中國繼續實施西部大開發政策、全球經濟格局調整和產業轉移的背景，中西部地區和欠開發地區逐步成為跨國公司下一步佈局的重點區域。

第17屆「中國東西部合作與投資貿易洽談會」於今年4月在西安落幕。大會推出12,000個合作項目，共簽訂利用外資項目合同總投資額81.94億美元（約合507.7億元人民幣）。有來自74個國家和地區的近4,000名境外客商參會參展，專業客商達10萬名以上，足見外商的投資熱情。

與內地企業聯合「走出去」

目前，中國對外投資總額約65%通過香港完成，可見香港在國家海外投資的過程中發揮很重要的作用。近年，隨著國內企業「走出去」步伐加快，對擁有國際化經驗及成熟的專業服務需求增加，香港的參與空間也愈來愈大。在企業「走出去」的過程中，香港的傳統角色一般集中在協助進行戰略規劃、

市場調研、知識產權保護和控制，以及財務和法律的專業援助等。「走出去」現已提升到國家戰略的高度，未來兩地企業的合作內容和深度也應有相應的提升，比如可探討項目對接、投資拓展、資訊交流及人才培訓等方面的合作。

增強「香港品牌」競爭力

香港品牌過去一直受到內地消費者的愛戴，內地城市也一直是香港優質產品的重要市場。按照總理李克強的施政目標，內地城鎮化將進一步加速。城市人口密集，代表著需求的聚焦，這就為「香港品牌」進駐內地提供了更好的政策保障。

根據香港貿發局的市場調查，內地消費者對香港品牌的認同度依舊很高，認為香港的設計時尚，而服務品質、企業信譽及服務和產品種類方面，都有很大優勢。因此，企業可通過香港這一平台，為內地追求高品質生活的人士引入國際先進品牌，甚或與內地合作創立有競爭力的品牌，都是可以考慮的範疇。但值得注意的是，隨著經濟發展和消費能力不斷提高，內地居民對高檔消費品的要求也愈高，故港商必須努力提升「香港品牌」的競爭力。✿

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# Journey of an Empty Bottle

Most communities around the world have some sort of glass bottle recycling programme, but not Hong Kong. Therefore, hotels, restaurants, bars and the public, who are being left to their own devices, are crying out for a way to recycle their empty bottles, writes **Dr Thomas S.K. Tang**

全球大部分社區都推出了各式各樣的玻璃樽回收計劃，但在香港，酒店、餐廳、酒吧和市民卻要自行處理棄置的問題，因此他們都急需一個解決方案，以回收和循環再造舊玻璃樽

鄧錫權 博士

# 玻璃樽的再生之旅



We see empty used bottles every time we go to restaurants or bars, and even around where we live. Why, we ask ourselves, does no one collect these bottles for re-use or recycling? Hong Kong actually has a respectable recycling rate for all solid waste, roughly 48%, compared to other cities like Singapore (55%) and Taipei (47%). But why does glass seem to be the most problematic? Paper, metals and plastics all achieve healthy recycling rates, but seemingly glass recycling, which has been demonstrated in other cities, cannot take root in Hong Kong.

Part of the problem is that glass bottles, the most commonly encountered glass waste, are designed for one-trip use and only exceptions like Coca-cola and Vita-soy products enjoy a take back scheme to re-use the bottles again and again. So the result is that 55,000 tonnes of glass bottles that are disposed of in our already overstretched landfill sites annually. Even though this amount of glass is less than 2% of our overall solid waste landfill burden, we must find ways to recycle some of this otherwise waste into resources.

### The journey begins

Thanks to the efforts of dedicated individuals, glass recycling schemes are being set up to give a second life to glass bottles



beyond the consumer. The journey in the life of an empty glass bottle begins with sorting and collection. Chamber members went to visit a collection point where this happens. April Lai, who runs, who runs the Green Glass Green project initiated by the Hong Kong Dumper Truck Drivers Association, explained that for her it is all about location. Running a collection point in the Wanchai bar area gives her better returns than housing estates as her relationships with bar operators has enabled her access to readymade sources of glass bottles. On a good month she could collect up to 8,000 bottles from the bars. But beverage bottles are not her only source, food bottles are also encouraged although cleanliness is a recurring problem.

### The journey continues

Empty glass bottles are collected by a number of voluntary groups. The hotels, for instance, have taken it upon themselves to establish their own glass recycling programme. The challenge is to get these sorted bottles to the recycling plant. Chamber members took a coach ride from April's collection point to a recycling plant of TIOSTONE Environmental in Tuen Mun, which recycles construction waste as well as glass.

Tiostone's business is in building materials. Around 20% of the paving



slabs by weight that they produce are made with crushed glass. As Hong Kong does not have any glass bottle manufacturing facilities and the Mainland will not take glass waste from Hong Kong, the construction industry is one, if not the only, outlet right now for glass waste. But the imminent growth of infrastructure in Hong Kong over the next 10-20 years indicates that demand for building material containing recycled material or otherwise is poised to grow.

Chamber members had the opportunity to see first-hand the crushing and grinding of the glass, and the forming

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鄧錫權博士是艾奕康有限公司亞洲區企業持續發展總監。



每次到餐廳、酒吧，甚至在住所附近，都會看到很多使用過的空樽。我們會問，為何沒有人收集這些空樽來再用或循環再造呢？事實上，與新加坡（55%）和台北（47%）等其他城市相比，香港的固體廢物循環再造率約為48%，成績可觀。然而，為甚麼玻璃似乎是最難處理的廢物呢？紙張、金屬和塑膠均達到理想的循環再造率，但其他城市都能做到的玻璃循環再造，卻未能在香港扎根。

部分問題是玻璃樽這種最常見的玻璃廢物，其設計往往是用完即棄。只有可口可樂和維他奶等個別產品，可透過回收計劃而多次再用。結果，本港每年有55,000公噸玻璃樽被棄置，對快將飽和的堆填區構成沉重的壓力。儘管玻璃的數量佔整體固體廢物的堆填負荷不足2%，我們仍須設法把這些潛在廢物循環再造，轉化成有用的資源。

門的回收工場，考察建築廢料和玻璃的循環再造過程。

天奧從事建築材料業務。以重量計算，該公司生產的地磚約20%由玻璃碎製成。由於香港沒有玻璃樽生產設施，而內地亦不會接收本港的廢玻璃，建造業現已成為玻璃廢料的僅餘出路之一。然而，從香港未來10至20年的基建發展可見，市場對含回收物料或其他廢料成份的建築物料需求勢必上升。

會員有機會親身了解玻璃的壓碎過程，以及如何利用廢玻璃和水泥製作環保地磚。在製作過程中，材料放進磚模內透過室溫固化成地磚的程序既可節能，又能減碳。但天奧的陳俊允表示，玻璃回收業的成功取決於市場對環保磚的需求，因為這種地磚最終只能用作非結構用途。顏色和外觀是影響建造業採用環保磚的因素，並會增加有關地磚的生產成本。

of the eco-bricks made of glass waste and cement. Room temperature curing makes this an energy favoured and carbon friendly process. But as Dixon Chan of Tiostone remarks, the success of the business is determined by the market demand for these bricks, which can only be used in the end for non-structural uses. Colour and appearance are factors in the uptake by the building industry and elevate the cost of producing these bricks.

The other hurdle to overcome is the disproportionate costs of transporting the waste glass bottles from different collection points to the recycling plant compared to the rest of the operating costs. These costs often mean that even though there is no cost for the bottles themselves, unless market demand is guaranteed, then the transport expenses can make the business model uneconomical to process the glass.

The final leg of the journey ended up by the Gold Coast Hotel where the bricks have been used to pave a path outside the hotel. The attractive patterns of the materials used to construct the path are in stark contrast to the scenes encountered at the factory just a few miles away. Recycled glass in building materials gives the latter a glistening effect and can be said to be aesthetically more pleasing than dull concrete as well as being more robust. Other uses being explored are materials for partition walls, road substrate and sand for concrete.

With the producer responsibility proposal on glass waste launched by the Government, it is hoped that more glass bottles will enter this route. However, amplifying this effect will take some effort and investment. Members are invited to contribute their views on the document. 🌸



#### 旅程開始

有賴個別人士的熱誠和努力，推出了玻璃循環再造計劃，讓玻璃樽得以復活重生。一個空玻璃樽的再生歷程由分類和收集開始。近日，總商會會員到訪一個回收點，考察當中的過程。「玻璃再生璀璨計劃」由香港泥頭車司機協會發起，項目統籌黎梅貞解釋，回收地點是關鍵所在。在灣仔酒吧區經營回收點的成效高於住宅屋苑，因為她與酒吧老闆關係良好，讓她能夠取得現成的玻璃樽來源。她每月可從酒吧回收最多達八千個玻璃樽。然而，飲品樽並非她的唯一來源，食物樽也是回收目標之一，但清潔往往是常見的問題。

在接下來的旅程，空玻璃樽會由多個志願團體負責收集。例如，多家酒店都各自推出了回收計劃，而它們的挑戰是要把一些已分類的樽送往回收工場。本會會員當天乘坐旅遊車，從黎梅貞的回收點前往天奧環保有限公司位於屯

另一個要克服的障礙是，把廢玻璃樽從不同回收點運往回收場的成本佔整體經營成本的比例，遠比其他程序涉及的成本為高。這意味著，即使玻璃樽本身不用成本，但除非市場需求得到保證，否則高昂的運費開支會令玻璃加工這個商業模式變得不合經濟效益。

旅程的最後一站是黃金海岸酒店，該酒店外的行人路以環保磚鋪設。用作鋪路的地磚圖案設計精美，與幾英里外的工廠景觀形成強烈的對比。建築用料中所含的再造玻璃有閃爍的效果，除了較暗啞無光的混凝土更具美感，同時也更堅固耐用。再生玻璃還可用作間隔牆和路基的原料，並以玻璃砂的形式混入混凝土。

隨著政府建議就廢玻璃推出生產者責任計劃，希望更多玻璃樽會踏上再生之路。但要發揮成效，就要多加努力和投資。歡迎會員就有關諮詢文件發表意見。 🌸

# 環保創意卓越獎

報名日期  
2013年4月2日至6月7日

# 界別卓越獎

建造業

金融・法律及商業顧問服務

酒店及康樂會所

進出口貿易業

製造業

物業管理

公營機構及公用事業

餐飲業

學校(小學/中學)

交通及物流業

批發及零售業



# 2013香港環保卓越計劃

環保標誌  
全年均接受報名

減碳證書

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綠色企業 成就未來

“The Chinese have a very sensitive palate, and their taste of saltiness is at a much higher level than we Italians,” says Chef de Cuisine Antimo Maria Merone. “We like strong, powerful flavours that have a punch.”

That isn't to say that the Italians don't know how to cook subtle, refined dishes. Merone arrived in Hong Kong eight months ago to lead the kitchen of Chef Philippe Leveille's latest restaurant L'Altro – “the Other.” French-born Leveille, whose restaurant Miramonti L'altro in Brescia, Italy, earned two Michelin stars, created a titillating Italian menu with a classical French twist for his Hong Kong venture.

The restaurant's dishes have some big, powerful ingredients for those who like to intoxicate their palate, as well as delicate flavours. One thing they all have in common, however, is an incredible amount of work and skill that goes into each plate of food, all beautifully presented.

My colleague and I put ourselves in the hands of the Chef Merone and asked him to decide what to serve us. For starters, he chose what lovers of foie gras would consider heaven. Personally, I am not a big fan of foie gras, which my dining companion was very happy to hear as that meant more for her.

The terrine, made with layered duck foie gras, wild duck and red pepper was served with caramelized onions and a second plate of “variations of foie gras” – all beautifully plated and on the large size for an appetizer. The beautifully layered terrine comes with doorstep of toasted brioche for a bit of crunch to the velvety foie gras, which got a thumbs up from my colleague and made me re-evaluate if I didn't in fact like foie gras after all. The accompanying caramelized onions, albeit it a small quenelle, were a too overpowering – even though I love onions – and lingered on my palate.

One side grilled pigeon,  
squid and chorizo brunoise,  
foie gras sauce and bisque.  
「半烤乳鴿、魷魚及辣肉腸配鴨肝  
海鮮汁」(\$438)

French-born Chef Philippe Leveille may consider himself Italian, but his cuisine has an unmistakably French twist, writes **Malcolm Ainsworth**

生於法國的名廚Philippe Leveille或許自覺是個意大利人，但他的菜式卻明顯散發著法國風情  
麥爾康



# The Best of Both Worlds

## 集意法之大成



The second part of this starter consisted of three bite-size variations of foie gras – deep-fried, chocolate, and wine infused jelly and foam foie gras. The deep-fried ball was the best of the three as the liquid foie gras in the crispy shell just exploded in my mouth.

Our first main course was risotto with beetroot, monkfish, and lemon flavour. The striking pink risotto grabs your attention, but didn't overpower the dish with the flavour of beetroot. Little islands of beautifully cooked monkfish were topped with caramelized lemon zest, which really made the dish pop.

Next up was home-made spaghetti, red prawn tartar and tea foam. Red prawns have a very distinct flavour and went surprisingly well with the tea foam, which was inspired after Leveille's visit to Hong Kong. Again beautifully plated and home-made spaghetti is hard to beat.



Terrine, duck foie gras, wild duck, caramelized onions and variations of foie gras.

「鴨肝野生鴨肉凍批配焦糖洋伴鴨肝多重奏」(\$368)



Risotto with beetroot, monkfish and candied lemon zest.  
「紅菜頭 鯽魚檸檬意大利飯」  
(\$398)

「中 國人的味覺很靈敏，他們對鹹味的觸覺比我們意大利人強得多。」大廚Antimo Maria Merone說：「我們喜歡濃郁的味道，讓人一試難忘。」

這並不代表意大利人不懂得做精緻的菜式。Merone在八個月前來港，主理名廚Philippe Leveille的最新餐廳L'Altro，店名意為「the other」，旨在為食客帶來不一樣的體驗。Leveille生於法國，其位於意大利布雷西亞的Miramonti L'altro餐廳，已連續12年獲得米芝蓮二星榮譽。今次，他為香港的L'Altro打造了讓人食指大動的意大利餐單，再滲入傳統的法國特色，創出與別不同的口味。

L'Altro有些菜式會用上味道豐富的食材，適合喜歡濃郁美味的朋友，有些則清淡可口。但所有菜式都有個共通點，就是每道菜都工序繁複，需要很高的烹

調技巧，而且賣相精緻。

我和同事任由Merone大廚幫我們點菜。他所選的頭盤，絕對讓鴨肝愛好者猶如置身天堂。我本人不太喜歡吃鴨肝，但我同事一聽已經雀躍萬分呢！

以一層層鴨肝、野生鴨肉和紅椒做成的凍批，伴以焦糖洋 和一碟「鴨肝多重奏」，賣相非常精美，份量比一般的頭盤多。凍批層次分明，配以厚厚的法式多士，軟滑的鴨肝頓時增添鬆脆的口感。我的同事連聲叫好，而我也開始懷疑究竟自己是否真的不愛吃鴨肝。伴碟的焦糖洋 雖然只有小小一撮，但卻非常搶味。即使我喜歡吃洋 ，仍覺得味道太濃，在嘴內久久不散。

這道頭盤的第二部分是「鴨肝多重奏」，三款精緻的鴨肝小吃分別是黑松露炸鴨肝、鴨肝朱古力和鴨肝泡沫配甜酒 喱。脆球包著的是鴨肝軟心，一口咬

► Petite patisserie. (complimentary)  
餐後甜點 (贈送)

▼ Sugar sphere, vanilla custard and fresh mango.  
「糖漿脆球配雲呢拿吉士及鮮甜芒果」  
(\$128)







下，香濃的肝醬洶湧而出，讓人滿足不已。

第一道主菜是「紅菜頭鮫鱈魚檸檬意大利飯」。粉紅色的意大利飯耀眼奪目，但紅菜頭的味道卻沒有過火。一顆顆的鮮嫩魚柳加上焦糖檸檬皮，令這道菜生色不少。

接著是「紅蝦他茶香泡沫鮮製意粉」。Leveille 上次訪港時靈機一觸，想到以茶入饌，而紅蝦的獨特鮮味與茶香泡沫果然出奇地配合。這道菜同樣賣相一流，自家製的意粉亦無懈可擊。

Leveille 的招牌菜之一，是「半烤乳鴿、魷魚及辣肉腸配鴨肝海鮮汁」。急凍乳鴿從法國真空到港，再在餐廳的廚房烹調。所謂「半烤乳鴿」，是把鴿胸的皮朝下慢烤大約15分鐘，以做到外皮香脆，胸肉亦均勻受熱。乳鴿肉嫩多汁，但我卻略嫌太生，假如可多煮一會就更好，而旁邊的去骨鴿腿亦是出色之作。

當天的甜品再次凸顯了大廚的功架。金黃色的糖漿脆球配以香滑的雲呢拿吉士餡，底下鋪滿鮮甜的芒果肉，美得讓人差點不忍用餐匙敲破。糖漿脆球以三種不同的糖製成，大廚把糖加熱到適當溫度後，再以吹玻璃的原理吹氣定型，造成這個高貴華麗的金黃脆球。

最後，侍應奉上贈送的餐後甜點。看見那精巧別緻的甜品拼盤，我還是挺著肚子，忍不住把它們吃清光。✿



One of Leveille's signature dishes is one side grilled pigeon, squid and chorizo brunoise. The chilled French pigeons are imported to Hong Kong vacuum packed, and prepared in the kitchen. As the name says, the breast is grilled gently, skin-side down, for around 20 minutes to produce a very crisp skin and heat the breast meat thoroughly. The meat was soft and succulent, but I couldn't help wishing it had been cooked just a little more. The accompanying deboned confit leg was delightful.

Our dessert was another striking example of chef mastery. A golden sugar sphere filled with vanilla custard sitting on a bed of fresh mango looked almost too good to smash with our dessert spoons, but we didn't let that stop us from diving in. The sphere is made with three different forms of sugar and when heated to a certain temperature behaves like molten glass that can be blown and shaped.

Finally, our meal was finished off with a plate of complimentary petite patisserie. ✿

Home-made spaghetti with red prawns tartare, lime, and tea foam.  
「紅蝦他茶香泡沫鮮製意粉」  
(\$398)

L'altro  
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皇后大道中139號  
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T. 2555 9100

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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



Chamber CEO Shirley Yuen presents Bernard Chan with a souvenir to thank him for taking time out of his busy schedule, together with Chamber Vice Chairman Christopher Pratt (right), General Committee Member Manohar Chugh (2nd from left), and moderator Dr Mark Michelson. 總商會總裁袁莎妮聯同副主席白紀圖(右)、理事文路祝(左二)及主持人麥高誠博士,向陳智思致送紀念品,感謝他百忙中撥冗出席論壇。

## Bernard Charnwut Chan on Politics and Business

The Hon Bernard Charnwut Chan spoke at the Chamber's Town Hall Forum Series: The New ExCo on April 25. Known as the "king of public duty" for the many public posts that he has held, he has helped all three HKSAR administrations shape policies and initiatives that have contributed to the success of Hong Kong.

The Chamber regularly hosts Town Hall Forums with senior government officials, Executive Council members and Legislative Council members in an off-the-record setting to encourage a free exchange of views and ideas.

## 陳智思談政商之道

陳智思為本會4月25日舉行的「議事論壇系列：行政會議新勢力」擔任嘉賓。素有「公職王」之稱的陳智思身兼多項公職，他先後協助三個歷屆香港特區政府制訂政策，對香港的繁榮貢獻良多。

總商會定期舉辦「議事論壇」活動，邀請政府高官、行政會議成員和立法會議員與會員閉門會面交流，分享個人見解。

Arbitration Center of China International Economic and Trade Arbitration Commission took place on March 18. Edmond Yue, China Committee Chairman, represented the Chamber to attend the ceremony, at which Secretary for Justice Rimsky Yuen, delivered a speech.



Meng Qiliang, Vice Governor of The People's Government of Guizhou Province, hosted a meeting and dinner banquet for senior representatives of major chambers in Hong Kong on March 20. Edmond Yue attended the event and discussed opportunities for future cooperation between Guizhou Province and the Chamber.

## Americas Committee

Daniel Jacobson led a delegation from the Greater Miami Chamber of Commerce to Hong Kong and called on the Chamber on April 11. The Chamber's Americas Committee Chairman Michael Paulus welcomed the visitors, who were in Asia to promote Miami as a bridge between

North and South America. They said the city is an ideal hub for Hong Kong businesses planning to enter the Latin American market.

## Asia/Africa Committee

Kwon Young-se, Korean Ambassador to China, visited the Chamber on



April 10 and was received by David O'Rear, the Chamber's Chief Economist. Kwon, who was recently appointed as Korean Ambassador to China, is a former lawmaker and former Secretary General of Saenuri Party.

## China Committee The inauguration ceremony of Hong Kong

The China Committee organised a Mission to Fujian Province from April 17-19, which was led by committee Chairman Edmond Yue. Members visited Fuzhou and Pingtan Comprehensive Pilot Zone, and met with Chen Shaohu, Deputy Director, Fujian Provincial Department

## 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



HKGCC Chairman C K Chow presents a cheque for HK\$1 million to Yin Xiaojing, Deputy Minister of CLO in support of re-construction and relief efforts. (L-R) Christopher Pratt, Allan Zeman, Jeffrey Lam, C K Chow, Yin Xiaojing, Manohar Chugh, Shirley Yuen and Pang-Chun Yu. 香港總商會主席周松崗向中聯辦副主任殷曉靜提交100萬元支票，以協助重建及賑濟災民。圖左起：白紀圖、盛智文、林健鋒、周松崗、殷曉靜、文路祝、袁莎妮及余鵬春。

## HKGCC Donates One Million to Support Sichuan Earthquake Relief Effort

總商會捐100萬元四川賑災

A massive earthquake devastated Lushan County's Yaan city, Sichuan Province on April 20. The earthquake, which measured 7 on the Richter scale, has so far claimed the lives of hundreds of people and injured tens of thousands. With foreign and domestic relief efforts underway, the Chamber decided to donate HK\$1 million to assist post-earthquake rehabilitation efforts and provide relief to people in need.

HKGCC Chairman C K Chow and Vice Chairman Christopher Pratt, together with General Committee Members Jeffrey Lam, Manohar Chugh, Pang-Chun Yu, Allan Zeman and CEO Shirley Yuen, visited the Liaison Office of the Central People's Government in the HKSAR (CLO) on April 29 to present a cheque for HK\$1 million to Yin Xiaojing, Deputy Minister of CLO to support of the relief efforts.

四川省雅安市蘆山縣在4月20日的七級地震，導致數以萬計的傷亡人數，國內外都盡力向災民施以援手，香港總商會也決定捐出100萬元，協助災區重建，救援有需要的災民。

本會主席周松崗和副主席白紀圖聯同四位理事林健鋒、文路祝、余鵬春、盛智文及總裁袁莎妮，於4月29日到中央人民政府駐香港特別行政區聯絡辦公室，向中聯辦副主任殷曉靜提交100萬元支票，希望能為救災出一分力。

of Foreign Trade and Economic Cooperation to learn about developments in Fujian (see page 56 for the full report).

Huang Qifan, Mayor of Chongqing People's Municipality Government,

led a delegation to Hong Kong from April 13-15. During his stay, he attended a series of meetings and events to boost closer cooperation between Hong Kong and Chongqing. Chamber Deputy Chairman

Y K Pang and Vice Chairman Stephen Ng met the delegation at different meetings. Leaders of four major local chambers and the Chongqing Government discussed the 'Chongqing-Hong Kong City' project and

both sides expressed interest in taking the project further.

On April 15, Mayor Huang hosted the Chongqing Hong Kong Economic Cooperation and Signing ceremony. Dr Eden Woon, Vice Chairman of

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



**美洲委員會**

Daniel Jacobso 率領來自大邁阿密商會的代表團訪港，並於4月11日到訪總商會。他們此次亞洲之行旨在推廣邁阿密作為南、北美洲的橋樑角色。本會美洲委員會主席馬國寶歡迎一眾訪客。他們表示，邁阿密為計劃進軍拉丁美洲市場的香港企業，提供一個理想的樞紐。

China Committee joined the event as officiating guest on behalf of Chamber.

The China Committee Secretariat will monitor the project's progress and keep members updated on any developments.

Wendy Lo, Senior Manager, China Business, represented Chamber to attend a seminar and banquet hosted by Langfang

City, Hebei, which took place in Hong Kong on April 15.

Watson Chan, Chamber Senior Director, Policy & China Business, HKGCC, represented the Chamber at the inauguration ceremony of the 1st Organizing Committee of Golden Bauhinia Women Entrepreneur Association, which took place on April 18.

**Europe Committee**

Murat Dikmen, Head of Department, Directorate General and Bilateral Economic Affairs, Ministry of Foreign Affairs, Turkey, paid a visit to the Chamber on April 16. The Chamber's Chief Economist David O'Rear briefed Dikmen about Hong Kong's business environment and the perspectives of SMEs in different sectors. ✿

**亞洲/非洲委員會**

韓國駐華大使權寧世於4月10日到訪，由本會首席經濟師歐大衛接待。近日獲委任為韓國駐華大使的權寧世，是前立法議員和前新國家黨總書記。

**中國委員會**

中國國際經濟貿易仲裁委員會香港仲裁中心的設立儀式於3月18日舉行。中國委員會主席余國賢代表總商會出席儀式，而律政司司長袁國強亦發表演說。

The Consul General of Greece in Hong Kong, Christodoulos Margaritis, paid a courtesy visit to the Chamber on April 10.

The Consul General shared his views on developments in Greece and discussed with the Europe Committee's Chairman Neville Shroff opportunities for collaboration with the Chamber, including seminars on doing business in Greece and a possible business mission to the country next year.



重慶市市長黃奇帆於4月13至15日率領代表團訪港。期間，他出席了一系列的會議和活動，以促進滬港兩地的更緊密合作。總商會常務副主席彭耀佳及副主席吳天海於不同會議上與代表團會面。四大大地商會及重慶市政府的領導亦討論「重慶香港城」項目，雙方均表示有意進一步發展該項目。

黃市長於4月15日主持「滬港經貿合作推介會暨簽約儀式」。中國委員會副主席翁以登博士代表總商會出席活動，並擔任主禮嘉賓。

中國委員會秘書處將監察該項目的進展，讓會員掌握最新發展。



Membership Committee  
會員關係委員會  
Mr Y K Pang  
彭耀佳先生  
Real Estate & Infrastructure Committee  
地產及基建委員會  
Ms Angela Lee  
李慧賢小姐

Retail and Tourism Committee  
零售及旅遊委員會  
Mr P C Yu  
余鵬春先生  
Shipping & Transport Committee  
船務及運輸委員會  
Mr John Harries  
夏禮斯先生

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

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



### Dialogue with CPPCC National Committee Members

To give members a more thorough understanding of the 2013 NPC & CPPCC meetings and their impact on Hong Kong, the Mainland and the world, the Chamber's Anthony Wu, member of the Standing Committee of the CPPCC National Committee and Jeffrey Lam, member of the CPPCC National Committee, shared their observations and views on the outcome of the 2013 NPC & CPPCC during a Chamber roundtable luncheon on April 26.

### 與全國政協代表對話

為讓會員深入了解2013中國兩會及其對本港、內地以至整個世界的影響，全國政協常委、香港總商會理事胡定旭先生和全國政協委員、香港總商會立法會代表林健鋒議員，於4月26日出席本會午餐會，與會員分享他們對2013兩會的見解。

中國委員會於4月17至19日舉行福建考察團。在委員會主席余國賢率領下，團員考察了福州市和平潭綜合實驗區，並與福建省外經貿廳副廳長陳少和會面，了解福建的發展（詳細報導見第56頁）。



貴州省副省長蒙啟良於3月20日與本港主要商會的高層代表舉行會議和晚宴。余國賢出席當日活動，並討論貴州省與總商會的未來合作機遇。

中國商務高級經理盧慧賢於4月15日代表總商會出席湖北廊坊

市在港舉行的「2013中國·廊坊國際經濟貿易洽談會」及晚宴。

總商會政策及中國商務副總裁陳利華於4月18日代表本會出席「金紫荊女企業家協會成立暨首屆執行委員會就職典禮」。

### 歐洲委員會

希臘駐港總領事Christodoulos Margaritis於4月10日到本會作禮節性拜訪。總領事就希臘的發展分享看法，並與歐洲委員會主席尼維利施樂富討論與本會的合作機遇，包括舉辦有關在希臘營商的研討會，以及來年或組織商務訪問團考察該國。

土耳其外務部雙邊經濟事務總署主管Murat Dikmen於4月16日到訪，本會首席經濟師歐大衛向Dikmen簡介香港的商業環境，以及不同行業中小企的發展。✿

### 2013 NPC & CPPCC Annual Sessions

#### 2013中國兩會

Johnny Lau Yui-siu, a renowned Political Commentator and China Affairs Analyst, spoke at the Chamber's roundtable luncheon on April 19 on his analysis and insights of the NPC & CPPCC meetings.

著名時事評論員及中國政治專家劉銳紹蒞臨本會4月19日舉行的午餐會，與會員分享他對兩會的分析和見解。





### Hong Kong SME Heroes Challenge

Google and the Chamber joined hands to organise the “Hong Kong SME Heroes Challenge” on March 25, whereby SMEs who have made it big online, using digital tools to export their goods and services around the world, are recognized and celebrated.

After deliberations from judges and voting from guests, four companies – 2-Floor Bookstore, The Tattoo Temple Studio, RacingThePlanet and Sanwa Pearl & Gems Ltd – were selected as winners, gaining them the chance to be featured in Google’s Helping Small Business Think Big international press conference in Singapore in April. The Chamber’s CEO Shirley Yuen was one of the judges.

### 香港中小企精英挑戰賽

Google與香港總商會於3月25日聯手舉辦「香港中小企精英挑戰賽」，表揚中小企利用互聯網，成功把產品及服務推廣至全球各地，表現超卓。

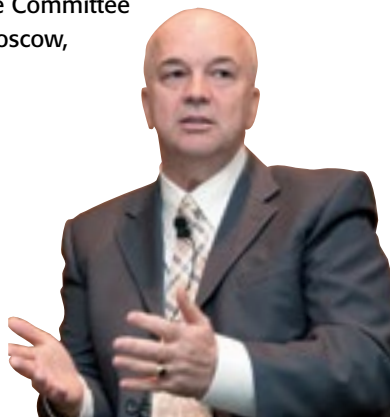
經過嚴格的評審及特別嘉賓投票，四家優勝的公司分別為香港二樓書店、The Tattoo Temple Studio、極地長征，以及三和珍珠寶石有限公司。這些得獎企業將有機會參加4月在新加坡舉行的「Google互聯網成就小企業大夢想」國際媒體交流會。總商會總裁袁莎妮是當天活動的評判之一。

### Country Briefing Series: Russia

國家簡介系列：俄羅斯

The Deputy Consul General of the Russian Federation Valentin Markov met with members at the Chamber’s ongoing Country Briefing Series: Russia on April 17. Russia is a highly attractive market for investment in the Commonwealth of Independent States (CIS). To explore what opportunities this country offers, the Chamber’s Europe Committee will organise a mission to Moscow, Russia from 19-25 May.

俄羅斯聯邦副總領事Valentin Markov蒞臨本會4月17日舉辦的「國家簡介系列：俄羅斯」午餐會，與會員會面交流。在獨立國家聯合體（獨聯體）中，俄羅斯是一個極具吸引力的投資市場。為探索該國的商機，總商會歐洲委員會將於5月19至25日率團赴俄羅斯考察。



### SME Funding and Financing Schemes

中小企資助基金及融資計劃

Measures announced in the 2013-14 Budget include extending the SME Financing Guarantee Scheme and increasing the SME Export Marketing Fund ceiling, among others. To help members learn more about these schemes to facilitate their businesses, speakers from various SME fund and finance administering organizations outlined the schemes and applications procedures at the Chamber’s seminar on April 19.

《2013-14年度財政預算案》推出了若干支援中小企的措施，例如延長「中小企融資擔保計劃」特別優惠的限期，以及上調「中小企業市場推廣基金」的累計資助上限。為協助會員了解有關計劃，以促進業務發展，總商會於4月19日舉辦了研討會，邀請來自不同中小企基金和融資管理機構的多位講者，介紹各項計劃的詳情和申請手續。

## Consulate Endorsement Facilitation (CEF) Service One-stop-shop Service at the Chamber



Consulate Endorsement application procedures are not only time-consuming but also a burden on staff without sufficient experience



### Chamber Certification and Consulate Endorsement

#### *Professional*

*Experienced Chamber staff proofread applications to ensure compliance with consulate requirements*

#### *Speedy*

*Applications are handled by Chamber staff and can be completed in 2 working days*

#### *Convenient*

*Applications can be made by post or in person*

We provide CEF services to:

Argentina Bahrain Brazil Colombia  
Egypt Iran Jordan Kuwait Oman  
Panama Peru Saudi Arabia Turkey  
UAE Venezuela Yeman Others

# The Peg Debate

## 聯繫匯率的爭議

The Chamber invited the ‘father of the peg,’ John Greenwood, to share his thoughts on the pros and cons of sticking with our current peg to the U.S. Dollar

總商會邀得獲譽為「聯匯之父」的祈連活先生，  
分享沿用港元與美元掛 的聯繫匯率制度有何利弊

“A lot of critics of the Hong Kong dollar peg say we should ditch the peg and have something else,” says the ‘father of the peg’ John Greenwood. “However, they never provide any more details.”

Speaking to a full house at the Chamber’s Distinguished Speakers Series luncheon on April 29, the chief economist at Invesco Asset Management said many of the problems that triggered the crisis in 1983, when the peg was adopted, are still present today.

Among the arguments for change are that the peg is importing inflation, creating asset bubbles and hurting the man on the street. Greenwood conceded there are both benefits and costs to the peg.

Among the benefits, is as an international financial center, capital flows are huge in Hong Kong in relation to the value of trade, which could create huge problems if the Hong Kong dollar were floating.

“Hong Kong’s role as an international financial center is enhanced by its ability

“I believe it would be both unwise and undesirable to peg the Hong Kong dollar to a basket, but I believe it would be more unwise to allow the currency to float”

While the key trigger for the crisis and flight of capital – the perceived lack of progress in Hong Kong’s handover negotiations – are no longer in the equation, the lack of an external or internal monetary anchor for Hong Kong remains unchanged.

Moreover, the fact that the United States remains the key driver of the global economy, which is why Hong Kong opted for the greenback over the British pound or then mighty Deutsch Mark, is another argument against change.

to bring U.S. capital conditions to Asia,” he said.

### Re-peg?

Today, as in 1983, re-pegging to the British pound, euro, or yen are undesirable, as each currency has its own challenges, says Greenwood.

“Many people in Hong Kong seem to worry about the U.S. becoming a high inflation economy. In my view that is unrealistic; the facts are very different,” he said.



Inflation in the U.S. has hovered around 3.2% in 1983, 2.3% in 1997, and 2.1% last year. Not many economies have managed to have consistently lower inflation, and all economies have extremely low levels of interest rates due to quantitative easing measures to try and recover from the financial crisis.

“So pegging to them would not solve the low interest problem,” said Greenwood.

### What about the RMB?

“For the time being, the renminbi is not fully convertible and not suitable to peg to,” he said.

Hong Kong requires a fully convertible currency to peg to if the anchor





Chamber Vice Chairman Stephen Ng moderates the question and answer session with John Greenwood.  
總商會副主席吳天海為祈連活主持問答環節。

mechanism is to operate properly. Greenwood argues that the two greatest hurdles to pegging to the renminbi is that China has not yet fully liberalized its domestic currency market, and it would have to abandon its external capital controls.

“There are few signs that the Chinese authorities are keen to go down this path rapidly. I feel it will be many years before the renminbi becomes suitable to be an anchor for Hong Kong’s economy,” he said.

#### Currency basket

Choosing to peg to a basket of currencies might seem to be the logical solution. However, Greenwood said the composition of all baskets is subject to change, over time, or manipulation.

“I believe it would be both unwise and undesirable to peg the Hong Kong dollar to a basket, but I believe it would be more unwise to allow the currency to float. You could only image the instability that this would have on the currency and Hong Kong’s economy,” he said.

Other economies in Asia, such as Singapore and Taiwan, whose currencies move against the U.S. dollar, have not been more successful in managing inflation than Hong Kong. So switching to a managed exchange rate is not necessarily going to solve the problem.

As long as QEII remains in place in the U.S., Hong Kong can do nothing about the interest rates. Pulling the plug on QEII, however, just as the U.S.

economy is starting to recover, is a blunder that the U.S. central bank is keen to avoid repeating.

Given Greenwood’s arguments that changing the peg will create more problems than it solves, he said, “Hong Kong will have to ride out the current surge in asset prices.”

“I believe it can do this as Hong Kong banks have sound balance sheets. There is no quick-fix to problems that have global origins, and I think Hong Kong’s current policy mix does optimize its currency strategy,” he concluded. ✨

Watch this luncheon online.  
歡迎下載是次午餐會。





Chamber Chairman C K Chow (centre), together with members of the General Committee and CEO Shirley Yuen thank John Greenwood for his speech.  
總商會主席周松崗 (中) 連同多位理事及總裁袁莎妮, 感謝祈連活發表精彩演說。

「聯匯之父」祈連活說：「很多評論家認為我們應摒棄港元與美元掛的制度，另尋出路。」他續稱：「但他們從不深入探討，總是一筆帶過。」

總商會4月29日的「特邀貴賓系列」午餐會座無虛席，現任景順投資管理首席經濟師的祈連活在會上表示，香港在1983年出現貨幣

人們認為要改變貨幣政策的論據，包括聯繫匯率帶來通脹、製造資產泡沫，以及影響普羅大眾。祈連活承認，聯匯有其好處，亦有其代價。

其一的好處，是香港作為國際金融中心，資金流相對於貿易價值非常龐大，而假如港元自由浮動，就會衍生嚴重問題。

他說：「香港能夠把美國的資金狀況帶進亞洲，進一步加強了其作為國際金融中心的角色。」

#### 重訂匯率？

祈連活指出，現時跟1983年的情況一樣，與英鎊、歐元或日圓重訂聯繫匯率並不可取，因為每種貨幣都各有挑戰。

他說：「很多香港人似乎擔心美國正變成高通脹經濟體。我認為這個說法不切實際，事實剛好相反。」美國通脹率於1983年徘徊在3.2%左右，1997年為2.3%，而去年是2.1%。很少經濟體能夠持續降低通脹率，但所有經濟體都因為實施量化寬鬆措施，嘗試從金融危機中恢復過來，而把利率維持在極低水平。

祈連活解釋：「所以與這些經濟體掛，根本解決不了低利率的問題。」

人民幣又怎樣？

他說：「人民幣至今仍未能自由兌換，故並不適合與其掛。」

若要支柱機制妥善運作，香港就必須與一種可自由兌換的貨幣掛。祈連活指，與人民幣掛的兩大障礙，是中國仍未完全開放其本地貨幣市場，以及當地必須終止其外匯管制。

他表示：「幾乎沒有跡象顯示中國當局希望在短期內這樣走。我覺得人民幣還需多年時間，才適合作為香港經濟的支柱。」

#### 一籃子貨幣

選擇與一籃子貨幣掛，似乎是合理的解決方案。然而，祈連活說所有籃子的組合，都要不時轉換或悉心處理。

他說：「我認為港元與一籃子貨幣掛既不明智，亦不可取，但我相信讓貨幣自由浮動就更不智。你可以想像，此舉會令港元和香港經濟如何動盪不穩。」

新加坡和台灣等其他亞洲經濟體雖未有與美元掛，但在抑制通脹方面亦不見得比香港成功。因此，改行管理匯率制亦未必有助解決問題。

只要美國繼續執行第二輪量化寬鬆貨幣政策，香港將繼續對利率束手無措。但隨著美國經濟開始復蘇，終止第二輪量化寬鬆貨幣政策亦不恰當，因為美國央行絕不希望重蹈覆轍。

鑒於祈連活表示改變聯繫匯率制度弊多於利，香港將需抵受當下資產價格急升的問題。

他總結說：「有見香港的銀行財政穩健，我相信這將不成問題。一些源自全球的問題並不是一朝一夕就能解決，而我認為香港現行的政策組合，的確提升了其貨幣策略。」

“ 我認為港元與一籃子貨幣掛 既不明智，亦不可取，但我相信讓貨幣自由浮動就更不智。 ”

信心危機，其後開始實施聯繫匯率制度，而引發當年危機的眾多問題，至今仍然存在。

儘管香港主權移交談判看似缺乏進展，是引發該場危機和資金外逃的主因，而這項因素已不復再，但香港缺乏內外貨幣支柱的問題，卻絲毫未變。

此外，香港選擇與美元掛而非英鎊或當時非常強勢的德國馬克，原因是美國依然是推動全球經濟的火車頭，而這正是維持現有制度的另一因由。



# Welcome New Members! 歡迎新會員！

Over 30 new members attended the Chamber's New Members Cocktail reception on March 25 to learn more about the Chamber's work, and the benefits that they can enjoy. CEO Shirley Yuen and Membership Committee members Gary Ahuja and Peter Tse welcomed the new members and encouraged them to take full advantage of the Chamber's services. ✿

逾30位新會員蒞臨總商會3月25日舉行的會員迎新酒會，了解本會的工作及會員尊享的優惠。總裁袁莎妮及會員關係委員會兩位委員加利和謝漢森歡迎新會員加入，並鼓勵他們善用總商會的服務。 ✿



# NEW MEMBERS



**A&A Ltd**  
**毅盛企業有限公司**  
Mr Andy Lam  
Founder & Director  
<http://www.aa-limited.com>



**Ignite Creation Ltd**  
**火花影像有限公司**  
Miss Fion Fu 傅煒庭小姐  
General Manager  
<http://www.ignitecreation.hk>



**Cold Magic Efatar (HK) Co Ltd**  
**高美怡輝(香港)有限公司**  
Mr Michael Kar Cheung Siu 蕭家祥先生  
Managing Director  
<http://www.cold-magic.com>



**Intercorp Ltd**  
**國際商務諮詢有限公司**  
Ms Erica Leung  
Legal Compliance Officer  
<http://intercorp.hk>



**Excellent Corporate Services Ltd**  
**匡成公司事務有限公司**  
Ms Kwai Ming Lam 林桂明女士  
Director  
<http://www.ecs.hk>



**Lobster Ltd**  
**龍蝦有限公司**  
Mr Frankie Lee 李志廣先生  
Business Development Manager  
<http://www.lobs.hk>



**Fay Fay Co Ltd**  
**菲菲有限公司**  
Miss Dorina Wong  
Owner  
<http://www.fay-fay.com>



**Matrix Source Industrial Co Ltd**  
Mr Henry Y Fajardo  
Managing Director  
<http://www.matrixsource.com.hk>



**Ho & Partners Architects Engineers  
& Development Consultants Ltd**  
**何顯毅建築工程師樓地產發展顧問  
有限公司**  
Mr Bosco Ho  
Managing Director  
<http://www.hpahk.com>



**Mead Johnson Nutrition (Hong Kong)**  
**美贊臣營養品(香港)有限公司**  
Ms Florence Wong  
General Manager  
<http://www.meadjohnson.com.hk>



**HT Strategy Ltd**  
**通策略有限公司**  
Mr Jordan Bojian Hou 侯伯堅先生  
Managing Director  
<http://www.ht-strategy.com>



**Memorigin Trading Co**  
**宏希貿易公司**  
Mr William Wai Lam Shum 沈慧林先生  
General Manager  
<http://www.memorigin.com>



**IFCL Holdings Co Ltd**  
Mr Hazem Hosny  
Managing Director  
<http://www.ifclholdings.com>



**Nardello & Co Ltd**  
Mr Ben Rowse  
Head of Asia Practice  
<http://www.nardelloandco.com>

# 新會員



## ENQUIRIES

Ms Sharon Chung

Tel: (852) 2823 1203

Email: [membership@chamber.org.hk](mailto:membership@chamber.org.hk)



### OPKO Finance

Mr Marc-Olivier Levy

CEO

<http://www.opkofinance.com>



### Sum Kee Construction Ltd 森記建築有限公司

Mr Desmond Kwan Yuen Lam 林坤源先生  
Managing Director



### Oldham Li & Nie Solicitors

高李嚴律師行

Mr Gordon Oldham

Senior Partner



### Tektos Ltd

Mr Ludovic Depoid

CEO

<http://www.tektosworld.com>



### Orangefield ICS Ltd

Ms Claudia Bolanos

Business Development Manager

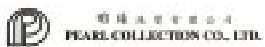
<http://www.orangefieldics.com>



### Tourism Australia

Ms Carmen Tam 譚天慧女士  
Manager, Hong Kong

<http://www.tourism.australia.com>



### Pearl Collection Co Ltd

明珠珠寶有限公司

Mr Chi Cheung Au 區志祥先生

Director



### Triage International Ltd

Mr Steven Morris

Managing Director

<http://www.triageinternational.com>



### Perspectiva Asia Ltd

Mrs Maria Luisa Flores Panizo

Managing Director



### Tseung & Ng (CPA) Ltd 蔣伍會計師事務所有限公司

Ms Linda Chung Yan Ng 伍頌恩女士  
Director



### Revlon (Hong Kong) Ltd 露華濃(香港)有限公司

Ms Phyllis Wong 黃雪英女士

Human Resources Manager

<http://www.revlon.com>



### Universe Market Ltd

Mr Seyed Meysam Miryousefi Ata  
Managing Director

<http://www.universe-market.com>



### Riverside Asia Partners Ltd

Mr Brian Bunker

Operating Partner and Managing Director Asia

<http://www.riversidecompany.com>



### Wyeth (Hong Kong) Holding Co Ltd 惠氏(香港)控股有限公司

Mr Clarence Chung 鍾志偉先生

General Manager

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



Members take in the tourist sights at the Ancient City of Fuzhou.  
團員於福州市古城「三坊七巷」觀光。

## Fujian's Boom 福建起飛

Members explore how attractive investment incentives and warming cross-strait ties are accelerating the province's economic growth

會員了解福建的投資優惠措施及更緊密的兩岸經貿聯繫，如何加速當地的經濟增長

Fujian Province's economy is booming. In 2012, the east-coast province saw its GDP grow by 11.4% year on year, while its foreign trade grew by 8.6%, which is 2.4% higher than the national average. In the first quarter of this year alone, Fujian's growth in foreign trade surged 18.8%, according to Chen Shaohe, Vice General-Director, Fujian Provincial Department of Foreign Trade and Economic Cooperation.

While some Mainland provinces have seen economic activity slow due to the stalled economies in the West, Fujian is enjoying something of a boom. To find out what is driving its economic growth, the Chamber's China Committee organized a three-day mission to the province on April 17. The delegation, led by committee

Chairman Edmond Yue, also visited Fuzhou's High and New Technology Industrial Zone on the west coast of the Taiwan Strait, and Pingtan Comprehensive Pilot Zone.

### Robust economic growth

The province approved a total of 188 foreign investment projects in the first quarter of 2013, involving contractual foreign investment of US\$1.75 billion, up 24.8% year on year.

"Improved roads, transport and communication systems, have significantly enhanced industries' infrastructure and support services in Fujian, which are helping the development of major industries," Chen said. He added that as it takes less than half an hour to get to a highway from every city and county in the province, businesses can

reduce their transportation costs and improve their efficiency.

Three key industries that Fujian is seeking to develop include IT, software research and development, and electronics manufacturing. As urbanization increases, the province also needs support service industries.

In June last year, Fujian launched 16 preferential policies to encourage more foreign enterprises to invest in the province. These include subsidies for operating costs, interest rates, and financial support for technology research and development.

Mission leader Edmond Yue said the development of the economic zone on the west coast of the Taiwan Strait, backed by investment incentives, has created a business-friendly environment that offers enormous potential for growth.



A model showing Pingtan's future development.  
未來平潭的發展規劃模型。



Chuangye Building, once completed, will provide support services for SMEs.  
落成後的創業大廈，將為中小企提供全面的支援配套服務。

### Pingtan Comprehensive Pilot Zone

Located in the southwest of Fuzhou, Pingtan Island is the closest point on the Mainland to Taiwan. Ferry services run between Pingtan and Taichung on the west coast of Taiwan four times a week with the journey taking two and a half hours.

In July 2009, the CPC Fujian Provincial Committee decided to establish the 'Pingtan Comprehensive Pilot Zone in Fuzhou' to drive economic development on the West Coast of the Taiwan Strait. In 2011, with the approval of the State Council, the National Development and Reform Commission officially promulgated the 'Master Plan for the Development of Pingtan Comprehensive Pilot Zone,' which gives Pingtan more enticing preferential policies than other special economic zones, covering customs clearance, financial and tax support, cooperation with Taiwan and land supply.

Gong Qinggai, Secretary of Pingtan Municipal Committee, explained that

Pingtan will be developed as a free trade zone. Goods imported for manufacturing processes will receive duty-free treatment or deferred payment of duties, while its corporate income tax rate will be 15%. Under the plan, Pingtan will also be a pilot zone to foster cross-strait exchange and cooperation, with high-tech industries, trade processing, tourism & leisure, and modern service industries being the target areas of investment.

Major Taiwan enterprises with investment projects in Pingtan include Xieli, TPV Technology and TPK Holding, with Xieli being the largest single investor so far at 10 billion yuan.

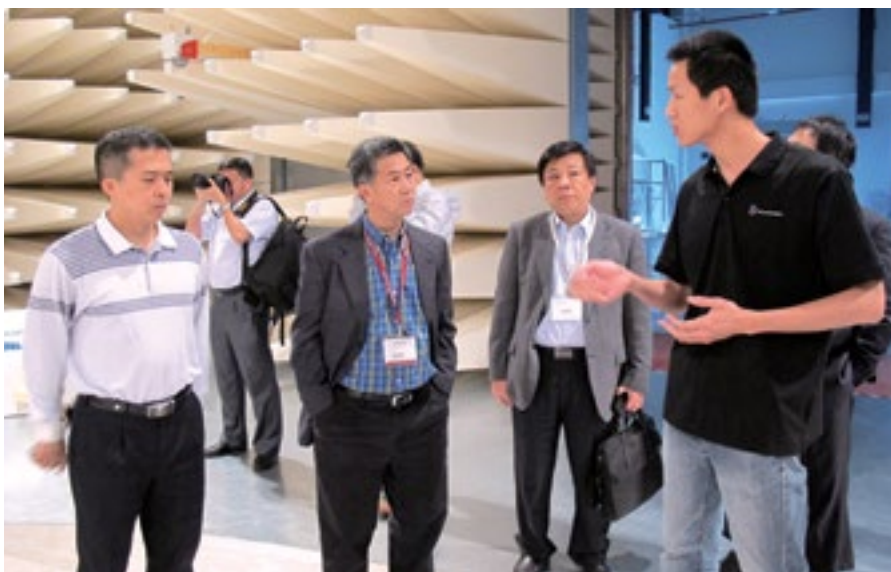
Chamber members were surprised by the rapid growth that Pingtan is experiencing. Chamber member, E K Woo, Vice President of Marubeni Hong Kong and South China Ltd., said he found the trip very useful. "In particular, the visit to Pingtan made us realize that the city will become an important platform for future economic and investment coop-

eration between the Mainland and Taiwan, which also means new opportunities for Hong Kong businesses," he said.

### Fuzhou High and New Technology Industrial Zone

A diverse range of organizations have set up research facilities in the zone, including the Research Institute of the West Coast of Taiwan Strait of Chinese Academy of Sciences, Fujian Motor Industry Group Co., Ltd, R&D Center of Daimier, StarNet and Vtion Information. The Fuzhou Municipal Government has invested in the construction of the Chuangye Building to encourage more SMEs to invest in the city by providing them with comprehensive support services.

"The success of an industrial zone depends on the support of major enterprises, but, just as importantly, also SMEs. With the government's support for SMEs, Fujian should continue to enjoy rapid growth," said Yue. ❁



Chamber members visit the High & New Technology Industrial Zone on the West Coast of Taiwan Strait.  
團員參觀福州國家高新技術產業開發區海西園。

**總** 商會中國委員會於4月17至19日舉辦福建考察團，由團長余國賢主席率領9位團員拜訪了福建省外經貿廳副廳長陳少和，並前往福州國家高新技術產業開發區海西園，以及平潭綜合實驗區考察。

#### 福建省加大鼓勵外商投資

陳少和廳長與考察團會面時，介紹了福建省的最新情況。2012年，全省GDP達1.97萬億元人民幣，增幅為11.4%；外貿進出口增長8.6%，較全國平均水準高2.4%。今年第一季度的進出口增長達18.8%，增幅亦是高於全國。第一季度全省共新批外商投資項目共188項，合同外資17.5億美元，同比增長24.8%。

陳廳長說：「福建省現時產業基礎建設和配套已大大改善。公路、交通運輸、通信系統均已到位，具備做大產業的條件。」他舉例說，從省內每個市、縣開車出發，均可半小時內上高速公路，大大減低運輸成本和增加效率。

福建省現時重點發展的三大產業包括電子資訊，排全國第六位，另外是軟件開發及製造裝備。除發展三大產業外，由於城市化發展，故需要大量服務業的引進，該省尤其鼓勵外商投資。

去年6月，福建省推出了16條外商投資優惠政策，當中包括一些經費支持、進口貼息資金扶持、技術研發經濟扶持、營業額達標獎勵金，以及鼓勵外商以持有的境外合法人民幣出資等。

團長余國賢表示，該省的經濟數據及發展狀況非常利好，尤其以福建為主體的海峽西岸經濟區不斷推進，加上中央賦予一系列先行先試的特殊優惠政策，相信其發展潛力非常巨大。

#### 平潭綜合實驗區

平潭是位於福州西南面71公里的島嶼，是中國距離台灣最近的地方。現時每星期有四班

船來回台中，船程只需2.5小時。

2009年5月，國務院出台《關於支持福建省加快建設海峽西岸經濟區的若干意見》，明確提出在現有海關特殊監管區域的基礎上，進一步探索在福建沿海有條件的島嶼設立兩岸合作的海關特殊監管區域，實施更加優惠的政策。同年7月，福建省委會議決定設立福州平潭綜合實驗區，以推進海峽西岸經濟。2011年，經國務院批准，國家發改委正式發布實施《平潭綜合實驗區總體發展規劃》，在通關模式、財稅支持、投資准入、對台合作、土地配套等方面，均賦予平潭比經濟特區更加特殊、更加優惠的政策。

平潭市書記龔清概指出，平潭將實行自由貿易區，所有從境外進入平潭與生產有關的貨物均給予免稅或保稅，在島內只徵收15%所得稅。此外，該市將根據《平潭綜合實驗區總體發展規劃》（2010-2030），發展為兩岸交流合作「先行先試」的示範區，特別是發展高新技術產業、商貿加工業、旅遊養生、現代服務業等產業。

區內已大興土木，預計到2015年，重要的交通道路和市政基礎條件基本完備，現時每日的投資額平均為二億元以上。已落實在平潭投資的三大台資企業，包括協力科技、冠捷及宸

鴻科技。其中協力總投資額為100億元，第一期工程已展開，預計今年年底可開始投產。

團員對於平潭發展之迅速，感到非常驚訝。其中團員丸紅香港華南有限公司副社長胡商康欣喜說：「此次考察很有意義，特別是到訪平潭，讓我們了解到平潭將成為大陸與台灣今後在發展兩岸經貿及投資合作的重要平台，也因此香港企業或可從中找到新的商機。」

團員又參觀了由來自香港、國內及台灣五大地產商（分別是世茂集團、恒基兆業、新鴻基地產、東元集團及遠雄集團）合作興建的海峽如意城地產項目，總投資為150億元，將打造成兩岸首個經貿一體化的高端示範城市。

#### 福州國家高新技術產業開發區海西園

海西園已引進中科院海西研究院、福汽集團總部、戴姆勒研發中心、星網銳捷、網訊信息等項目入駐。福州市政府更投資興建創業大廈，鼓勵中小型企業進駐，並提供全面的支援配套服務。余國賢對此表示非常欣喜，他說：「一個園區的成功，除了一些大企業支持外，更需要大量中小企業的參與。大部分的大企業都是從小企業開始成長。福建省市政府有計劃地投放資源，大力扶持中小企業發展，相信當地的高新技術產業將會高速發展起來。」





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**Fotan** Rm 1406, 14/F Shatin Galleria 18-24 Shan Nei St, Fotan  
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# Consuls General Cocktail Reception

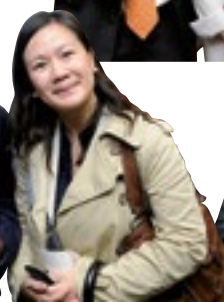
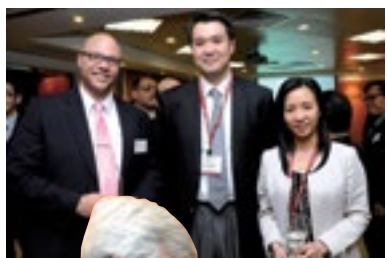
The Chamber's Asia/Africa Committee hosted a cocktail reception in honour of Consuls General of the Asia-Pacific, African and Middle-Eastern regions on April 11. Marc Castagnet, Chairman of the Chamber's Asia/Africa Committee, welcomed members and guests, and invited the Consuls General and country representatives to join him for a toast with Chamber CEO Shirley Yuen. 🌸





## 總領事酒會

**總**商會亞洲/非洲委員會於4月11日舉辦酒會，款待來自亞太、非洲和中東地區的多位駐港總領事。總商會亞洲/非洲委員會主席馬克先生歡迎一眾會員和來賓，並邀請各駐港總領事和國家代表聯同總商會總裁袁莎妮一起祝酒。



# Japan's New Dawn? 日本的新曙光?

Can 'Abenomics' fix Japan's ailing economy?

「安倍經濟學」能否挽救日本的疲弱經濟?

“Deepening Hong Kong and Japan's Relations – Abenomics and Green Business” was a fitting topic for HKGCC's joint luncheon with the Hong Kong Japanese Chamber of Commerce & Industry (HKJCCI) on April 12.

“Abenomics” refers to the economic policies advocated by Japanese Prime Minister Shinzo Abe, which consist of monetary policy, fiscal policy, and economic growth strategies to encourage private investment. Rather than advocating belt-tightening and austerity measures to reduce debt, Abe has ordered Japan's central bank to print money to go on more spending by government and private firms. It is trying to raise inflation, firms are being encouraged

to increase wages, and taxes will come down to encourage spending.

Hidekazu Horikoshi, Executive Officer, Regional Head for Hong Kong, General Manager, The Bank of Tokyo-Mitsubishi UFJ, Ltd (Hong Kong), guest speaker at the luncheon, said it is a very bold move to restart Japan's economy. After decades of recession, all text book efforts to revive the economy have failed. The hope is a cheaper yen will boost exports, encourage people to take out loans for new cars, homes and even start their own businesses.

There are pitfalls, but as Japan has tried everything else, it is a risk it has to take. If Abenomics succeeds, then the lesson for Europe and America will be that aggressive monetary policy can



The stock market is roaring, the yen has plunged and Prime Minister Shinzo Abe is basking in approval ratings topping 70%.  
日本股市熾熱，日圓下挫，首相安倍晉三正坐擁逾七成的支持率。

work, if it is given space to operate. The approach is along the lines advocated by Jim Walker, who, at a recent Chamber luncheon, said Western governments' austerity measures are doing more harm than good. He said governments should be doing the exact opposite.

Abe's popularity, along with the Japanese economy, is on the rise which is an early indication that Abenomics may be succeeding. Japan's stock market, property prices and consumer confidence have soared to five-year highs. If it does manage to succeed, Japan will have effectively ended a decade of economic starvation and rewritten the rules of economics. Let us hope Japan is finally embarking on a new economic dawn. 🌸

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Can Abenomics lead Japan out of the economic cold?  
安倍經濟學能否帶領日本走出經濟寒冬?

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以「深化香港與日本關係——安倍經濟學與綠色業務」作為總商會與香港日本人商工會議所4月12日的聯席午餐會主題，最適合不過。

「安倍經濟學」是指日本首相安倍晉三所提倡的經濟政策，當中包括貨幣政策、財務政策和經濟增長策略，以鼓勵私人投資。安倍不但沒有推出節約和緊縮措施來減債，反之更下令日本央行印鈔，以刺激政府和私人企業消費。該國正嘗試推高通脹，鼓勵企業加薪，並將透過調低稅率，以促進消費。

午餐會的嘉賓講者三菱東京UFJ銀行執行役員、香港總支配人兼香港支店長堀越秀一表示，這是重振日本經濟的果敢行動。經歷了幾十年的衰退，書本上所教的所有振興經濟措施均不奏效，所以當局希望透過日圓貶值來推動出口，鼓勵人們借貸，用以購置新車、物業，甚至創業。

有關措施也有潛在的危機，但既然日本已別無他法，就不得不冒險一試。假如安倍經濟學奏效，這將會對歐美有所啟示，就是進取的貨幣政策若然可行，也可發揮實際的作用。這種模式與著名經濟師Jim Walker所主張的一致；他近日出席本會午餐會時指出，西方政府的緊縮措施弊多於利，事實上，他們應背道而行。

安倍的民望連同日本的經濟一直上升，初步顯示出安倍經濟學有望成

功。日本的股市、樓價和消費者信心已升至五年新高。若然真的成功，日本將有效地結束長達十多年的經濟萎縮，並改寫經濟定律。但願日本經濟最終可迎來新的曙光。✿

HKGCC Chairman C K Chow (left), and Yuichi Nomura (right), Vice President of HKJCCI, present Hidekazu Horikoshi with a small memento to thank him for his talk. 總商會主席周松崗（左）及香港日本人商工會議所副會長野村有一（右）向堀越秀一致送紀念品，感謝他的精彩演說。



# Financial Innovation 金融創新

Guangzhou entrepreneurs learn how financial innovation can drive their companies forward  
廣州企業家了解金融創新如何推動業務發展

Forty-seven Guangzhou entrepreneurs attended a five-day training course organized by HKGCC and the Guangzhou Municipal Science and Technology Progress Fund (GMSTPF) from April 8-12 to learn about how financial innovation can help accelerate the growth of their businesses.

Participants from the Panyu District Science and Technology & Informatization Bureau of Guangzhou (PYSI) and representatives from Mainland small and medium technology companies, learned how Hong Kong firms have embraced innovative financial tools to raise their competitiveness.

Chamber CEO Shirley Yuen, speaking on the final day of the course, said such training programmes provide valuable opportunities for participants to learn and see firsthand how some of Hong Kong's most successful businesses stay ahead of the pack. It also provides an ideal platform for delegates to establish solid connections with a wide range of sectors, including academic, financial, governmental and fellow entrepreneurs,

who they met during lectures and company visits.

He Libing, Deputy Director of PYSI, echoed her comments. She said it was a valuable opportunity for Guangzhou delegates to learn about Hong Kong's best practices, especially on company financing for small and medium technology companies.

"Hong Kong is an international financial center with sophisticated practices, professional services, and well developed platforms and tools together with support from the HKSAR Government," she said. "I believe that our representatives from Guangzhou have benefited a great deal from this training course organized by HKGCC and I hope it will facilitate them in expanding their businesses, especially in Hong Kong."

The Chamber has worked closely with GMSTPF since 2007 to co-organize quality training courses covering international marketing strategies, corporate social responsibility, IP, and financial innovation. Our coming course will cover strategic corporate management. ❀



Chamber CEO Shirley Yuen and He Libing, Deputy Director of PYSI (front row, 4th from right) and Xie Feng, Vice-Chairman of PYSI (front row, 3rd from right), pose for a group photo with delegates who successfully completed the financial innovation training course.

總商會總裁袁莎妮、PYSI副局長何麗冰（前排右四）及PYSI 副主席謝峰（前排右三）與學員合照，他們都成功完成了金融創新培訓課程。



Delegates learn about financial innovation.  
學員認識何謂金融創新。



Delegates visit technology organizations.  
學員考察科技機構。



Participants learn how financial innovation can boost their competitiveness.  
學員了解如何利用金融創新來提升競爭力。

**47**位廣州企業家於4月8至12日參加總商會與廣州市科技進步基金會 (GMSTPF) 合辦的五天培訓課程，認識金融創新如何有助加速業務增長。

來自廣州市番禺區科技和信息化局 (PYSI) 的學員及內地中小型科技公司的代表，了解香港企業怎樣利用創新的金融工具來提升競爭力。

總商會總裁袁莎妮於課程最後一天表示，這類培訓課程為學員提供寶貴的機會，讓他們認識和親身體會本港一些傑出的企業如何突圍而出，領先業界。此外，課程也提供一個理想的平台，讓學員與各行各業建立實用的聯繫。藉著課堂和企業考察，他們接觸了學術界、金融界、政府和其他同業等。

PYSI副局長何麗冰亦和應說，這是一次難得的機會，讓廣州代表了解香港的最佳實務，尤其是中小型科技公司的企業融資。

「香港是國際金融中心，具備成熟的實戰經驗、專業服務、完善的平台和工具，並得到香港特區政府的支持。」她說：「我相信，來自廣州的學員已從總商會舉辦的這個培訓課程中獲益良多，期望這將有助他們拓展業務，特別是香港市場。」

自2007年起，總商會一直與GMSTPF緊密合作，共同籌辦了許多優質的培訓課程，內容涵蓋國際市場營銷策略、企業社會責任、知識產權和金融創新等。我們亦即將舉辦有關策略企業管理的課程。✿

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

總商會謹此鳴謝以下企業/政府部門的協助，令是次培訓活動得以成功舉行：

- Alphalink (HK) Ltd
- 奧爾科 (香港) 有限公司
- AMOS Enterprises Ltd
- 安文科技有限公司
- Hong Kong Business Angel Network Ltd
- 香港天使投資脈絡有限公司
- Hong Kong Exchanges and Clearing Ltd
- 香港交易及結算所有限公司
- Hong Kong Monetary Authority
- 香港金融管理局
- The Hong Kong Mortgage Corporation Ltd
- 香港按揭證券有限公司
- The Hong Kong Polytechnic University
- 香港理工大學
- Hong Kong Productivity Council
- 香港生產力促進局
- Hong Kong Science & Technology Parks Corporation
- 香港科技園公司
- Standard Chartered Bank (Hong Kong) Ltd
- 渣打銀行 (香港) 有限公司
- TeleEye Holdings Ltd
- 千里眼控股有限公司



# Factory to the World

Esquel Group opens students' eyes to the world of advanced manufacturing in the PRD By **Eric Chan**

**W**e tend to spend a lot of money on clothes, as it helps us to express our unique style and taste in fashion. But how many people actually know how clothes are produced, and the complexities involved in the manufacturing process?

Seventeen fourth and fifth form students from Holy Family Canossian College learned more than just how clothes are made during their visit to Esquel Group's manufacturing site in Gaoming town, Foshan, Guangdong, from March 28 to 29, as part of the Business-School Partnership Programme, organized by the Chamber.

"Prior to this trip, I was skeptical about the visit, because there have been some negative views towards factories in China being sweatshop," said student

Chan Wing Sum. "After the visit, my impressions of factories in the Mainland have changed dramatically for the better."

Esquel Group is one of the world's leading producers of premium cotton shirts. This year is the seventh consecutive year that the company has participated in the Business-School Partnership Programme to provide Hong Kong students with a rare glimpse into the cogs of the textile and manufacturing industry.

Emmeline Tse, Assistant Manager, Human Resources, and Carmen Chiang, Officer, Human Resources, at Esquel Group, kicked off the two-day activity by introducing the group's operations and its core values. Students then toured the sprawling factory buildings

to see all stages of the manufacturing process, from spinning cotton into useable thread, which knitting and weaving looms turn into patterned fabrics, before fabrics are cut and sewn into finished garments, packed and shipped off to customers.

"We saw how clothes are made, and also how efficient the company's operations are," said student Chan Wing Tin. "The entire manufacturing process for a piece of clothing is mind-blowingly complex! I don't think I will throw my unwanted clothing away anymore, but will donate them instead."

In addition to understanding the intricate management and manufacturing process, Hu Yan, Supervisor, Corporate Social Responsibility of Esquel Group, introduced the corporation's





# 世界工廠

溢達集團讓學生認識珠三角先進製造業的世界

陳俊璋

core CSR initiatives to the students. These include the health and safety of working spaces for employees, to the construction of its own low-emissions power plant, and waste water treatment plant to reduce waste emissions.

“I am particularly impressed with what the company has done for the well-being of its workers,” said student Lau Yen Kiu. “The mini supermarket located within the factory’s premise sells groceries cheaper than regular supermarkets, which helps employees save their time and money.”

On the final day of the trip, students had the chance chat with the company’s management trainees about their careers in various departments, as well as their personal opinions on working in Mainland China. ❁

## Esquel Group 溢達集團

Esquel Group is one of the world’s leading producers of premium cotton shirts. The group has production facilities in China, Malaysia, Vietnam, Mauritius, and Sri Lanka, and a network of branches servicing key markets worldwide. Esquel’s uncompromising emphasis on ethical business practices, creativity and continual improvement have earned it a reputation as “A Company of Fun People Serving Happy Customers.” Applying state-of-the-art technology and manufacturing processes, Esquel continues to be the standard bearer of reform for the textile and apparel industry.

溢達集團是世界領先的高檔純棉襯衣生產商之一，工廠遍及中國、馬來西亞、越南、毛里求斯和斯里蘭卡，強大的銷售網絡為全球主流市場提供服務。溢達著重道德誠信、創造性和進取精神，並贏得「快樂的員工，滿意的客戶」的聲譽。由於勇於嘗試最新的技術和製造流程，溢達一直引領著紡織服裝業變革的方向。



**我**們習慣花很多錢買衣服，因為衣著可以凸顯我們的個人品味和時尚風格。但有多少人真正知道衣服的製造過程，以及當中的複雜性？

透過總商會「商校交流計劃」，17位嘉諾撒聖家書院的中四、五生於3月28至29日，參觀了溢達集團位於廣東佛山高明區的工場，了解製衣流程及集團運作。

「來參觀之前，我本抱著懷疑的心態，因為內地廠房一向給人血汗工廠的負面形象。」學生陳詠琛說：「今次之後，我對內地廠房大為改觀，印象很好。」

溢達集團是世界領先的高檔純棉襯衣生產商之一，今年是連續第七年參與「商校交流計劃」，讓香港學生有難得的機會，窺探紡織製衣業的運作。

在為期兩天的活動中，溢達集團助理人力資源經理謝敏玲及人力資源主任蔣嘉文首先介紹了集團的業務和核心價值。學生其後參觀了偌大的廠房，了解製衣流程中的每個工序，包括把棉花織成可用的棉線，用織編機把棉線製成花

紋布，把布剪縫為成衣，再包裝和運送給顧客等。

「我們看到製衣的流程，以及公司的經營效率。」學生陳詠鈞說：「一件衣服的整個製作流程原來是如此複雜！我想我不會再隨便丟棄無用的衣服，我會捐給有需要的人。」

除了認識其精密管理和製造流程，溢達集團企業社會責任主管胡艷亦向學生介紹了公司在企業社會責任的核心工作，包括加強僱員工作間的健康和安全，以及自設低碳排發電廠和污水處理廠，以減少廢物排放。

「我對於溢達集團在照顧員工健康方面的工作，印象特別深刻。」學生劉昕翹說：「位於廠房內的迷你超級市場，貨品價格比一般超市便宜，有助僱員節省時間和金錢。」

在行程的最後一日，學生有機會與該公司的管理見習生會面，聽他們談在不同部門的實戰體驗，以及在中國內地工作的個人意見。✿

### Holy Family Canossian College

嘉諾撒聖家書院

Holy Family Canossian College is an all-girls Catholic school established in 1966 by the Canossian Sisters. The school's motto is to provide students with rounded education in a dynamic learning and teaching environment that enhances Catholic values of love and unity. Besides academic achievements, the school also encourages the development of students' talents inside and outside school. This is the second year that the school has participated in the Business-School Partnership Programme.

嘉諾撒聖家書院是一所天主教女校，1966年由嘉諾撒修女創立。該校的使命是提供一個充滿活力的學與教環境，推動全人教育，好讓學生效法天主關愛共融的精神，追求善德。除了學術發展，學校亦鼓勵培養學生在校園內外的潛能。今年是該校第二年參與「商校交流計劃」。



# 好市民獎頒獎典禮2012第一期 Good Citizen Award Presentation Ceremony 2012 Phase I



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# MAY 2013 2013年5月

SUNDAY	MONDAY	TUESDAY	WEDNESDAY
<p>2013年5月29日 免費乘坐電車及天星小輪 <b>29 May, 2013</b> Free Ride on Tram and Star Ferry</p> 			1
5	6	<p>C Taxation Committee Meeting</p>	8
12	13	<p>St Visit to SME One T Be the Sales Winner!</p>	<p>R Hengqin New Area: Future Policy &amp; Preferential Measures S Effective Telephone Collection Techniques</p>
<p>M HKGCC Business Mission to Almaty, Kazakhstan &amp; Moscow, Russia</p> 	<p>T Intensive Mandarin Course for English Speaking Executives (Class A)</p>	21	<p>C Economic Policy Committee Meeting T Intensive Mandarin Course for English Speaking Executives (Class B) T Keeping Up Your Professional Telephone Standards</p>
26	<p>F Enhancing Our Land Supply Strategy</p>	28	<p>N HKGCC Free Ride Day</p>
	27		29

## Annual General Meeting 2013

30 May, 2013, 5:00 – 7:30 p.m.  
Meeting Room N101  
Hong Kong Convention and Exhibition Centre



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

THURSDAY	FRIDAY	SATURDAY
<p><b>R</b> Proposed Measures to Improve the Traffic Distribution among the Road Harbour Crossings</p> <p style="font-size: 2em; text-align: center;">2</p>	<p><b>N</b> Dr Henry Fok Corporate Patron League</p> <p><b>St</b> Visit to The Hong Kong Baptist University - Latest Development in the Schools of Business, Film &amp; Chinese Medicine</p> <p style="font-size: 2em; text-align: center;">3</p>	<p style="font-size: 2em;">4</p>
<p><b>S</b> Hong Kong-Guangdong Business Environment Promotion and Project Matching Conference</p> <p style="font-size: 2em; text-align: center;">9</p>	<p><b>T</b> Sun Zi's Art of War in Workplace</p> <p style="font-size: 2em; text-align: center;">10</p>	<p style="font-size: 2em;">11</p>
<p><b>R</b> Keeping Tabs on FATCA</p> <p><b>N</b> Cocktail Reception in Honor of Consuls General of the Americas</p> <p style="font-size: 2em; text-align: center;">16</p>	<p><b>M</b> HKGCC Delegation to Henan – EXPO CENTRAL CHINA 2013</p> 	
<p><b>St</b> Visit the Electoral Information Centre</p> <p><b>T</b> Join us for a Fascinating Journey into our Brain Power!</p> <p style="font-size: 2em; text-align: center;">23</p>	<p><b>St</b> Study Tour to Eu Yan Sang</p> <p><b>W</b> Talent Development for Growing Business</p> <p style="font-size: 2em; text-align: center;">24</p>	<p style="font-size: 2em;">25</p>
<p><b>AGM</b> Annual General Meeting</p> <p style="font-size: 2em; text-align: center;">30</p>	<p><b>W</b> Mini-Workshops on Media &amp; Presentation Training: How to Learn From Great Communicators</p> <p style="font-size: 2em; text-align: center;">31</p>	

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# The Hon Regina Ip Lau Suk Yee

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### “Do’s and Don’t’s of Picking Winners”

13 June, 2013, 4:30 – 6:00 p.m.



## From Protecting Munitions to Wine 從軍火庫到酒窖

Over 40 Chamber members joined a unique visit to an UNESCO Asia Pacific Heritage site at Crown Wine Cellars on April 23.

Located in Shouson Hill, Crown Wine Cellars has one of the world's finest wine cellar facilities, and was declared a UNESCO Asia Pacific Heritage Site in 2007. It boasts six underground cellars and a private members clubhouse comprising of two underground bunkers, as well as a conservatory.

The original structures were constructed some 70 years ago by the British Military to serve as an ammunition and weapons storage depot in preparation for World War II. The bunkers are located approximately 20 meters below ground with 1-meter thick concrete walls.

Gregory De'Eb, Concept Founder and General Manager of the Crown Wine Cellars, shared his experience with members in pioneering the conversion of bunkers into state-of-the-art wine cellars. 🌸

**總**商會於4月23日率領逾40位會員前往 Crown Wine Cellars參觀，一窺這個獲聯合國教科文組織列為亞太區文化遺產的特色酒窖。

位於壽臣山的Crown Wine Cellars，是全球頂尖的酒窖設施之一，並於2007年獲聯合國教科文組織列為亞太區文化遺產。除了六個地下酒窖，該處還設有一個私人會所，由兩個地下貯藏室及一座溫室組成。

該建築物早於70多年前由英軍建成，用作儲存軍火及武器，以應付第二次世界大戰。兩個貯藏室設於地底約20米深，其外牆以厚達一米的混凝土建成。

Crown Wine Cellars概念創辦人及總經理 Gregory De'Eb先生與會員分享個人經驗，講解如何把地下軍火庫改建成先進的酒窖，開創本地業界先河。 🌸



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