

# the Bulletin

工商月刊

JULY 2013

HKGCC: THE VOICE OF BUSINESS IN HONG KONG

## Lessons from China

### 中國的啟示

Haier and its importance for global managers  
海爾及其對全球管理層的重要性

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### 歐盟急於求變

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### 慶祝CEPA邁向十年

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Hong Kong General Chamber of Commerce  
香港總商會 1861

## Voice of Business 商界之聲

The Hong Kong General Chamber of Commerce has been representing and safeguarding the interests of business in Hong Kong since 1861. 從1861年開始，香港總商會一直代表商界及捍衛它們的利益。

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Chairman: C K Chow  
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CEO: Shirley Yuen  
Senior Managing Editor: Malcolm Ainsworth  
Editorial Board: David O'Rear, Watson Chan,  
Lok Yee Fan, Simon Ngan  
Translated By: Rachel Shum, Cathy Au Yeung  
Graphic Design: Andy Wong

Advertising: OMJ Media  
Tel: 2375 2311 Fax: 3020 8642  
Email: [jeremy@omjmedia.com](mailto:jeremy@omjmedia.com)

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主席：周松崗  
常務副主席：彭耀佳  
副主席：李澤鉅、吳天海、白紀圖  
總裁：袁莎妮  
高級總編輯：麥爾康  
編輯委員會：歐大衛 陳利華 駱綺芬  
顏偉業  
編譯：岑美怡 歐陽雯  
設計：黃惠強

廣告：OMJ Media  
電話：2375 2311 圖文傳真：3020 8642

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電話：2893 0944  
圖文傳真：2832 7903  
電郵：[info@omac.com.hk](mailto:info@omac.com.hk)

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# 總商會對CEPA的貢獻 A Chamber Legacy

By **C K Chow** 周松崗

**H**anging on the wall in the Chamber's boardroom is a framed blank CD, which was part of the first shipment to enter the Mainland tariff free under the Closer Economic Partnership Arrangement, or (CEPA). The historical significance of this is that besides being the first consignment exported to the Mainland under CEPA, the company that made the first shipment was a Chamber member, and the used a Chamber CEPA Certificate of Origin. But the most significant piece of trivia is that the concept of CEPA was first conceived in the Chamber, and proposed to the then Tung Chee-hwa Administration in 2000.

Since then, countless Hong Kong companies have reaped significant rewards from CEPA, and the measure is one of the most visible examples of how the Chamber helps members, and the competitiveness of Hong Kong.

From the start, we always urged authorities to treat CEPA as a "living" document, so that both the Mainland and Hong Kong could expand the agreement as it evolved with the signing of successive supplements. We are proud that most of the Chamber's suggestions submitted in its annual "CEPA Wish Lists" during the past 10 years have been accepted and implemented by the Mainland authorities.

Successful stories of how Hong Kong businesses make use of the various CEPA schemes abound. From large companies like Mannings, the pharmacy brand under Dairy Farm – again a Chamber member – who became the first retailer admitted to China under CEPA, to small businesses who opened their own retail outlet.

Hong Kong's service companies have also benefited from CEPA. Local banks, financial services companies, trading companies, and more recently Hong Kong medical practitioners. The most conspicuous benefit to Hong Kong from CEPA which can be witnessed closer at home is the relaxation for Mainlanders to visit Hong Kong on an individual capacity. These visitors have given local retailers, restaurants and little businesses opportunities that were unthinkable just 10 years ago.

But we are aware it hasn't all been plain sailing. Challenges remain, mainly in the areas of implementation. This is due primarily to local Mainland governments' interpretation of CEPA differing from that of the Central Government. We believe that because CEPA is a living document, these challenges can be discussed. Last month, the first meeting of the CEPA Joint Working Group took place in Guangzhou. Chief Executive CY Leung said that the group has made progress in five sectors – audiovisual, accounting services, construction services, medical, and property management.

We are optimistic that the continued development in CEPA should help deepen both investment and trade in a wider range of industries, and bring about more significant economic benefits for both sides.

In the meantime, the Chamber will go on submitting it recommendations on what members would like to see included in CEPA going forward, and at the same time continue to work tirelessly for the benefit of members and Hong Kong. ✿

**總**商會董事會議室的牆上掛著一隻以木框鑲起的空白光碟，這是在更緊密經貿關係安排（CEPA）下首批零關稅付運的貨物之一，其歷史意義不僅在於它是在CEPA下首批輸往內地的貨物，就連利用總商會CEPA產地來源證進行上述付運的公司，亦是總商會會員。然而，最重要的是CEPA的概念是由總商會首先倡議，並於2000年向董建華政府提出。

自此以後，無數的港企因CEPA而得益不少，而該措施是總商會協助會員和提升香港競爭力的最顯著例子之一。

我們從一開始就促請各部門把CEPA視為一份與時並進的文件，使內地和香港在簽訂其後的補充協議時，可讓CEPA不斷擴展和演進。過去10年，總商會每年都會提交「CEPA願望清單」，我們喜見本會大部分建議，都獲內地多個部門採納和推行。

港企利用多個CEPA 計劃成功拓展業務的例子多不勝數，大小企業都有機會在內地自設零售店，當中本會會員香港牛奶公司旗下的藥用品牌萬寧，就成為首家通過CEPA進入內地的零售商。

香港的服務企業亦因CEPA而受惠，包括本地銀行、金融服務企業、貿易公司，以及最近的香港執業醫生等。在CEPA為香港帶來的芸芸效益中，我們最能親身體會的，是內地放寬了旅客以個人身分訪港的限制。自由行旅客為本地的零售商、食肆和小型企業帶來龐大的商機，而這些機遇在短短10年前可謂意想不到。

然而，我們明白有關安排並非一帆風順，當中主要在落實執行方面，仍有不少挑戰，最大的原因是內地的地方政府與中央政府對CEPA有不同的詮釋。我們認為，既然CEPA是一份與時並進的文件，有關挑戰仍有商討的空間。6月份，CEPA聯工作小組在廣州進行了首次會議。行政長官梁振英表示，小組在五個領域上取得進展，分別是視聽、會計服務、建築服務、醫療和物業管理。

我們有信心CEPA的持續發展有助深化多個行業的投資和貿易，為兩地帶來更顯著的經濟效益。

與此同時，總商會將繼續就會員對CEPA的期望提交建議，鏗而不捨地為會員和香港謀求福祉。 ✿

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



# 印花稅遏抑投資意欲，未能抑制樓價

## Stamp Duties Cool Investor Interest, But Not Prices

By Jeffrey Lam 林健鋒

To curb speculation in the property market, the Government has introduced a series of measures, including a buyer's stamp duty (BSD) and the recently announced double stamp duty (DSD). However, these measures have not only driven away local institutional investors, but also impacted foreign companies' real estate investment plans in Hong Kong.

The BSD, introduced in late October, is charged for all residential properties acquired by overseas or corporate buyers, while companies with shareholders comprised of permanent residents are not exempted. Some local investors told me that the measures have dampened their enthusiasm for property investment and pushed up rents for middle to high end properties.

Local investors like to purchase their property in the name of a company. For those looking for property for lease, additional costs due to the new taxes will in turn be passed on to tenants. Meanwhile, the duties have driven some potential home buyers into the rental market, which has also pushed up demand and rents for residential leases.

Many foreign chambers also pointed out that the measures targeting overseas buyers make some of them feel not very welcome in Hong Kong. The duties have obviously affected their decisions to invest and stay here. Over the long term, these measures might reduce Hong Kong's attractiveness to foreign investments.

Despite a sharp decrease in property transactions, prices fell slightly. According to Government statistics, the number of sale and purchase agreements for residential units in April reached 3,430, down 24% month-on-month and significantly lower than the monthly average of 6,800 last year. Property prices, on the other hand, registered a month-to-month decrease of just 0.7%. The data show that the measures have not achieved their desired results.

With external economic uncertainty and the U.S. plans to scale back Fed stimulus measures, which could drive liquidity out of Hong Kong, the Government should take into consideration a possible further impact on the manufacturing and real estate sectors.

Coordinated policies and a stable business environment are prerequisites for investors checking out investment destinations. Meanwhile, the key to stabilizing property prices and serving the needs of local home buyers is to increase land supply. To this end, the Government should look at releasing more land by relaxing restrictions on plot ratios, releasing industrial land and looking underground for space. ✿

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

為了遏止樓市炒風，政府多番出招，包括增加買家印花稅（BSD）和雙倍印花稅（DSD）等，惜這些措施不僅令本地機構投資者卻步，還影響一些外國公司在港投資物業的計劃。

2012年10月，政府增徵BSD，針對的除了是境外買家之外，股東全是香港永久居民的公司亦不獲豁免。有本地投資者向我表示，這些辣招不僅減退他們投資物業的意欲，亦導致本港中高檔物業的租金上升。

本港部分投資者慣以公司名義購入物業，以供自用或出租，惟辣招令購買物業的成本上升，成本最終會轉嫁予租戶；亦有欲購物業自用的本地買家因辣招轉為租住，令租住該類物業的需求增加，租金持續高企。

不少外國商會亦稱，BSD等措施針對非本地人買家，令他們覺得有點「不受歡迎來港投資」的感覺，影響了部分外地人在港定居或投資的意欲，長遠而言，這些措施會削弱外企投資物業的吸引力。

儘管辣招令樓市成交大減，但只有一些地區的樓價輕微下跌。政府資料顯示，4月住宅物業買賣註冊量按月下跌24%至3,430宗，遠低於去年平均每月6,800宗，同月本港樓價按月下跌僅0.7%，可見措施仍未能解決市民上車的問題。

鑒於外圍經濟仍未明朗及美國準備退市，資金可能隨時流出本港，港府在制訂政策時，必須顧及這個問題可能為本港製造及地產業所帶來的進一步影響。

對投資者而言，理想的投資環境是穩定的政府政策和良好的營商環境。與此同時，要穩定樓價和保障本地買家置業的需要，最重要是增加土地供應，因此政府應盡快開發土地，考慮放寬地積比率，釋放工業用地，並積極研究發展地下空間的可行性。✿





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# 是時候處理勞工短缺問題

## Time to Address Our Labour Shortage

By **Shirley Yuen** 袁莎妮

**M**any of our members have raised concerns that they face an acute shortage of labour. This is hindering their growth and also Hong Kong's economic competitiveness. While many countries struggling with record unemployment may wish they had such a problem, the longer-term consequences of this shortage are far-reaching.

Our economic growth has resulted in the number of job vacancies increasing by nearly 15% a year since 2002. As of the first quarter of 2013, there were a total of 80,165 vacancies in the private sector, which works out to around one job vacancy for every two people out of work. In the food and beverage sector alone, there are an estimated 14,000 positions vacant, triple the level of five years ago. Restaurants are not alone. By position, we are short almost 28,500 service and sales workers, and nearly 23,000 professional and associate professionals. This explains why there is a general feeling that the level of service in Hong Kong is declining – existing staff are struggling to cope with increasing workloads and employers cannot find additional staff.

Put simply, we do not have enough people to do the work available, and the shortage is forecast to get worse. Today, our labour force is 3.85 million people. According to the Government's projections, that number will shrink to 3.55 million in 2018 and to 3.39 million by 2041.

This is not the first time we've experienced a tight labour market, which has been tackled through programmes such as the Supplementary Labour Scheme (SLS). Employers with genuine difficulties finding suitable staff have tried to import workers under SLS. However, applicants need to ensure that local workers are given priority, and that salaries and benefits do not undermine those offered to Hong Kong residents. These are fair points. Unsurprisingly, however, the application procedure for SLS is cumbersome, and some companies have given up on the idea. Last year, just 84 people were approved under the SLS to enter Hong Kong for the purpose of working in the wholesale, retail, restaurant and accommodations industry. Overall, the figure was 1,942, a number equal to less than 3% of the number of jobs we need to fill.

Employers recognize that this is a sensitive issue, but if businesses are unable to find staff, they will simply choose to do business elsewhere, which over the long term will hurt our economy and make it harder for people to find work. We sincerely hope that labour unions and employers can come together on this issue and find a path forward for the good of Hong Kong. 🌸

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

**不**少會員關注到嚴重的勞工短缺，正阻礙他們的業務增長，以及香港的經濟競爭力。儘管很多失業率高企的國家或會羨慕我們的處境，但長遠來說，勞工短缺實在影響深遠。

自2002年起，本地經濟增長促使職位空缺的數目每年增加近15%。截至2013年首季，私營企業共有80,165個空缺，即失業人士與職位空缺的比例大約是2:1。單是飲食業就估計有14,000個空缺，達到五年前的三倍。除了酒樓食肆，服務工作及銷售人員的空缺有近28,500個，而專業人員及輔助專業人員的空缺則有近23,000個。這解釋了為何人們普遍認為香港的服務水平正不斷下降：現有員工難以應付日益增加的工作量，僱主亦未能增聘人手。

簡單來說，我們沒有足夠人手填補現有空缺，預期勞工短缺的問題只會繼續惡化。現時，本港勞動人口有385萬人。根據政府推算，有關數字將於2018年縮減至355萬人，到2041年更會跌至339萬人。

我們已經不是首次經歷緊絀的勞動市場，並已透過補充勞工計劃等措施解決問題。如僱主確實未能在本港聘得合適的員工，便可根據補充勞工計劃輸入勞工。然而，申請人必須確保本地工人優先就業，以及所提供的薪酬福利不會損害本地工人的利益。這些都是公平合理的條件。然而一如所料，該計劃的申請程序非常繁複，有些公司已因而打消念頭。去年，僅84人根據該計劃獲准入境，投身本港的批發、零售、飲食及酒店業。總括而言，該計劃共批准1,942人入境工作，相當於職位空缺數目不足3%。

僱主明白到這個議題十分敏感，但假如企業未能聘請員工，就只好另覓營商地點，長遠來說會損害香港經濟，亦令港人更難就業。我們誠盼勞工團體和僱主可就此議題共商對策，為香港尋求有利的路向。 🌸





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## Celebrating a Decade of

# CEPA

The Chamber initiated the idea CEPA in 2000, and on June 29, 2003, the signing of the Closer Economic partnership Arrangement opened the door to Hong Kong companies to grow their presence in the Mainland

On June 29, 2003, the dream of exporting goods and services to China tariff free became a reality for Hong Kong companies as CEPA came into being. The Chamber first proposed the concept of a free-trade arrangement to the HKSAR Government in 2000, as a way to inject vitality into our then ailing economy.

The idea stemmed from the Chamber's six-month study on the impact of China's WTO entry to Hong Kong businesses. Among our recommendations, the concept of a 'Regional Trade Agreement' (RTA) between China and Hong Kong SAR aroused a great deal of interest among businesses. Many members believed that a RTA between China and Hong Kong would bring tremendous benefits for Hong Kong, while at the same time help China fine tune its liberalization efforts.

The celebrations marking the end of SARS to help Hong Kong's economy bounce back – which we also proposed – provided the perfect opportunity for the then Chief Executive Tung Chee-hwa to announce CEPA. So, on January 7, 2004, it was fitting that a HKGCC member company went into the history books as the first company to export made-in-Hong Kong goods to the Mainland tariff free.

Other Hong Kong companies quickly seized the opportunity, and in addition to HKGCC member companies, other firms also

### CEPA Success Stories 成功故事

#### Audiovisual 視聽業

**Kadokawa Intercontinental Group Holdings Ltd Multiplex Cinema Ltd (MCL)** used CEPA to enter the Mainland market with its partner, Japanese entertainment giant Kadokawa Holdings. In August 2006, MCL Cinema City opened in the Nanshan District of Shenzhen, the first wholly-owned Hong Kong cinema operator in the Mainland – made possible only because of CEPA. It opened its second 'Cinema City' in Luohu, Shenzhen in April 2010.

角川洲立集團有限公司

洲立影藝有限公司 (MCL) 及其夥伴日本娛樂巨頭角川控股, 利用 CEPA 進軍內地市場。2006年8月, MCL 洲立影城於深圳市南山區開幕, 成為內地首家獨資經營的香港電影院, 這實有賴 CEPA 的推動。其後在2010年4月, 集團亦於深圳羅湖開設第二家洲立影城。

#### Employment Services 就業服務

##### **Centaline Human Resources Consultants Limited**

Centaline Human Resources Consultants Limited established a wholly-owned subsidiary in Shanghai in 2010 with a lower registered capital requirement. Compared to joint-ventures of other foreign companies, a wholly-owned subsidiary facilitates the company to maintain its focus and development. Centaline plans to expand further to other cities in the Mainland in the next few years.

中原人力資源顧問有限公司

中原人力資源顧問有限公司於2010年以較低的註冊資本要求, 在上海成立了全資附屬公司。與其他海外合資企業相比, 全資附屬公司有助企業專注發展業務。中原計劃在未來幾年進一步擴展至內地其他城市。

# 慶祝CEPA 邁向十年

總商會於2000年提倡CEPA的構思，  
其後內地與香港在2003年6月29日簽署《更緊密經貿關係的安排》，  
為香港企業打開了進軍內地的大門

followed (see side story). Products entering the Mainland tariff free were gradually followed by Hong Kong businesses setting up operations and offering services across China.

As a “living” document, CEPA continues to evolve with the signing of Supplements. Beyond proposing the initial concept, we are also proud that most of the HKGCC’s suggestions on further enhancing this agreement over the past 10 years have been accepted and implemented by the Mainland authorities. There are plenty of success stories of how Hong Kong businesses have made use of CEPA to establish or expand their presence in China. For instance, Mannings, the pharmacy brand under Dairy Farm, is the first Hong Kong retailer admitted into China under CEPA. Watsons, Maxims, Jusco and 7-11, as well as other local retailers, are just a few of the companies that have also entered the Mainland market via CEPA.

CEPA Supplement VI paved the way for Hong Kong-based banks to open sub-branches in Guangdong Province. The Bank of East Asia, Wing Hang Bank as well as others began opening branches across the province under the pilot scheme in 2009. In particular, the Bank of East Asia maintains the largest network of Mainland branches among foreign banks. Meanwhile, the lowering of thresholds for foreign insurance operations in China



## Medical 醫療

### Medicentre (HK) Limited

Medicentre (HK) Limited established Guangzhou Wan Zhi Medical Services Centre in November 2010. According to media reports, Medicentre is the first out-patient clinic established under CEPA that is wholly-owned by a group of Hong Kong medical practitioners. Medical services are provided by specialists from Hong Kong.

#### 萬治（香港）有限公司

萬治（香港）有限公司在2010年11月開設了廣州萬治（香港）內科門診部。根據媒體報導，萬治是在CEPA的框架下，首家由一批香港醫生獨資經營的門診中心，所有的醫療服務均由香港的專家提供。

### Hong Kong C-mer International Eye Care Group (China) Limited

Hong Kong C-mer International Eye Care Group (China) Limited set up the C-mer (Shenzhen) Dennis Lam Eye Hospital in Shenzhen. It is the first Hong Kong invested wholly-owned hospital specializing in ophthalmology in the Mainland. Officially opened in March 2013, the hospital has 30 beds and five operating rooms, providing ophthalmology examinations and consultation, ophthalmic surgery and optometric services.

#### 香港希瑪國際眼科醫療集團（中國）有限公司

香港希瑪國際眼科醫療集團（中國）有限公司在深圳開設了深圳希瑪林順潮眼科醫院，是內地首家由港人獨立投資和經營的眼科醫院。該院於2013年3月正式啟用，共設有30張床位和5間手術室，提供眼科檢查和諮詢、眼科手術和視光服務。

under CEPA Supplement VIII have provided opportunities for Hong Kong insurers to set up wholly-owned operations in Guangdong also under the pilot scheme. Further relaxation of restrictions on market access to the Mainland financial market, particularly the much anticipated pioneering pilot scheme to be adopted in Qianhai, will open more opportunities for Hong Kong financial services practitioners.

The entry of Hong Kong service operators is in turn helping to raise the standards of the service industries in the Mainland. For instance, access by Hong Kong service providers to the Guangdong market has fostered innovation and service improvement. Another example is the Shenzhen Metro Line 4, which is the Mainland's first railway project invested, constructed and operated by MTR Corporation Ltd. on a BOT franchise basis. The project has helped create a diversified system for the construction, operation and management of transport infrastructure in Shenzhen. It has also helped improve the investment and financing mechanism for railway transport in the Mainland.

CEPA's coverage has expanded from initially products made by Hong Kong companies to the current focus of service providers. Professional services, not least the big four accounting firms, indirectly benefitted from the outset (primarily logistics, freight forwarding and trading) by serving their clients who were taking advantage of CEPA in doing business in the Mainland market.

More recently, other professional service practices are making headway into the Mainland market under CEPA following the relaxation of criteria for their respective professions, including the first out-patient clinic established in Guangzhou. The most conspicuous benefit for Hong Kong from CEPA, which is witnessed closer at home, has been the relaxation for Mainlanders to visit Hong Kong independently. The domestic retail and tourism industries have benefited primarily as a

result of the influx of Mainland visitors, whose ripple effect has also benefited other sectors of Hong Kong's economy.

The film and television industry has also had a lot of success under CEPA. A total of 294 motion pictures have been jointly produced by Hong Kong and the Mainland under CEPA in the past decade, accounting for 68.5% of the total number of motion pictures jointly produced by the Mainland and foreign economies. Among these were 42 blockbusters, three of which rank among the highest grossing films in China's box office history. Such development has been aided by Hong Kong companies establishing or operating some 181 cinemas nationwide, which are the clear favourites among China's cinema goers.

While success stories abound, there are also stories of businesses trying to enter the Mainland market under CEPA with limited success. Some commonly issues are: 'Big doors are open but small doors are not yet open'; mutual recognition of professional qualifications; transparency of regulations; application and approval procedures; and communication channels and implementation criteria.

In particular, many companies are facing difficulties when it comes to CEPA's implementation. The Chamber believes that both the coverage and depth of the arrangement could be expanded further through a few enhancements to the existing CEPA structure.

The idea of implementing a hybrid system of "positive and negative lists" for market liberalisation under CEPA would be a practical approach to deepening cooperation. While maintaining the 'positive list' system of trade in services adopted in CEPA, we suggest compiling a 'negative list' of 'commercial presence' – the establishment of business operations by service providers of one economy in another economy – for different service sectors under the pilot arrangement in Guangdong Province. At the initial stage, the 'negative list' system can

## Banking 銀行業

### Wing Hang Bank Ltd

Wing Hang Bank Ltd upgraded its representative office in Shanghai to Wing Hang Bank Shanghai Branch in 2005 to become one of the first Hong Kong-based banks to operate a branch in Shanghai. In 2006, Wing Hang set up its first sub-branch in Shenzhen-Fumin and upgraded its Guangzhou representative office to Wing Hang Bank Guangzhou Branch. Following CEPA Supplement VI, it set up a cross-location sub-branch in Foshan in 2010 and one in Huizhou in 2012. As at December 2012, Wing Hang Bank (China) had five branches (Shenzhen, Guangzhou, Shanghai, Zhuhai and Beijing) together with nine sub-branches. Wing Hang is one of the first foreign banks approved to operate RMB business in Shenzhen.

### 永亨銀行有限公司

永亨銀行有限公司於2005年把其上海代表處升格為上海分行，成為首批在上海開設分行的港資銀行之一。2006年，永亨在深圳福民開立首家支行，而其廣州代表處亦正式升格為廣州分行。在CEPA補充協議六推出後，該行於2010年在佛山開設第一家異地支行，其後於2012年在惠州開設第二家異地支行。截至2012年12月止，永亨銀行（中國）有限公司在內地合共設有五家分行（深圳、廣州、上海、珠海和北京）和九家支行。永亨是首批獲准在深圳經營人民幣業務的外資銀行之一。

## Distribution 分銷業

### IDS (Hong Kong) Ltd

### Li & Fung Trading (Shanghai) Ltd

IDS (Hong Kong) Ltd and Li & Fung Trading (Shanghai) Ltd are subsidiaries of Li & Fung Ltd. In its year-end results in 2004, IDS said it had converted its joint venture commercial enterprise in Nanjing (Nanjing IDS Marketing) into a wholly-owned operation. It was the first of its kind under CEPA engaging in wholesale and distribution businesses. Separately, Li & Fung Trading (Shanghai) Ltd was granted an export company licence, which was believed to be the first time such a licence was granted to a wholly-owned foreign trading company.

### 利和（香港）有限公司

### 利豐貿易（上海）有限公司

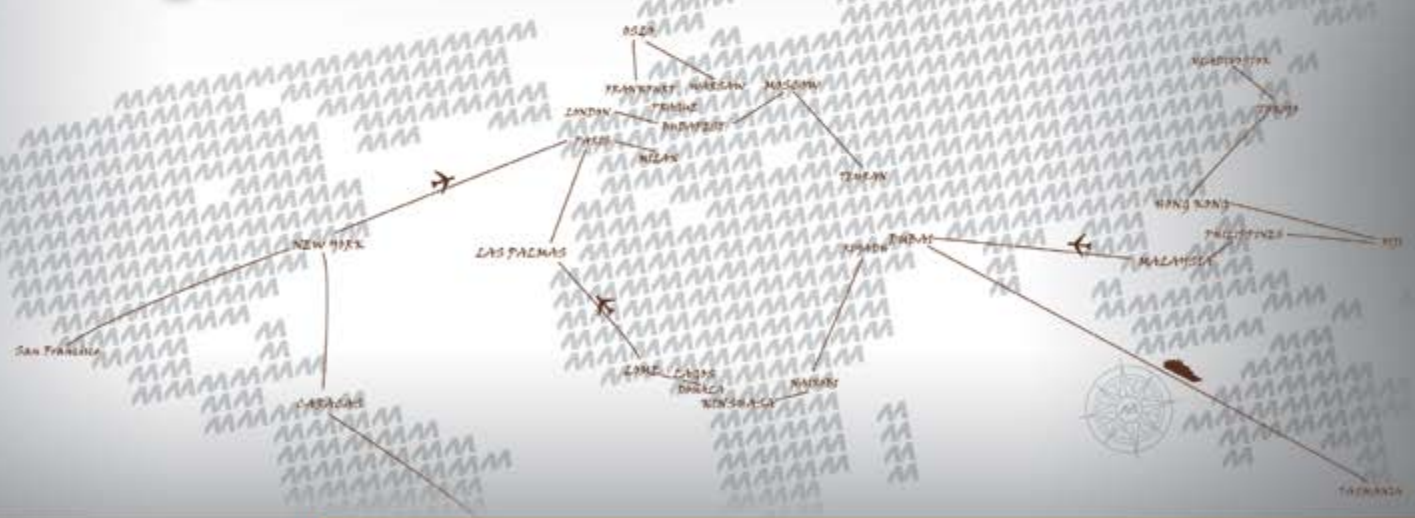
利和（香港）有限公司及利豐貿易（上海）有限公司是利豐有限公司的子公司。利和在2004年發表年終業績報告時宣布，已把其位於南京的合資企業南京利豐英和商貿有限公司，重組為全資企業，是CEPA下首家從事批發和分銷業務的全資公司。另外，利豐貿易（上海）有限公司亦獲批出口企業許可證，相信是首家獲發此證的外商獨資貿易公司。

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be applied to non-sensitive sectors and those sectors whose entrance is encouraged by the Mainland Government under the pilot scheme in Guangdong through CEPA. For sensitive sectors, restrictive measures for entrance may be retained, while the 'negative list' approach is not recommended for highly sensitive sectors.

Implementation is the key to ensuring the continued success of the agreement, but so too is greater transparency. The signing of CEPA Supplement IX in June 2012 opened 149 service sectors to Hong Kong, constituting over 90% of all the 160 service sectors categorized by the World Trade Organization. Among the 338 liberalization measures introduced under CEPA, 64 are Guangdong pilot measures.

To address implementation problems that businesses have been experiencing, the SAR Government has invited Mainland authorities to jointly set up the CEPA Joint Working Group, which held its first meeting in Guangzhou last week. Chief Executive CY Leung says that the group has made progress in five sectors – audiovisual, accounting services, construction services, medical, and property management. The Chamber believes that the formation of the Working Group is the right first step taken to tackle the implementation issues. We hope that the group will be able to find a solution to the problem of local governments' interpretation of the CEPA provisions being different from those of the Central Government.

Vice Premier Li Keqiang indicated last year that liberalization of trade in services between the Mainland and Hong Kong will effectively achieve full services liberalization before the end of the 12th Five-Year Plan period. The Chamber is confident that, with the wholehearted support of the Central and Hong Kong Governments as well as the business community, the continued development in CEPA should help deepen both investment and trade in a wider range of industries, and bring about more significant economic benefits. ✿



**貨**物和服务以零關稅輸入中國的概念，是香港企業夢寐以求的事，而隨著CEPA自2003年6月29日起實施，這個夢想終於成真。總商會在2000年率先向香港特區政府提倡一項有關自由貿易安排的構思，務求為當時疲弱的經濟注入動力。

這個概念源自總商會就中國入世對香港企業的影響，所進行的為期六個月研究。在我們的多項建議之中，商界對有關中國與香港特區訂立「地區貿易協議」的構思深表興趣。許多會員認為，中港兩地之間的「地區貿易協議」不僅會為香港帶來龐大的效益，還有助中國微調其開放政策。

其後本港沙士疫症結束，我們認為這正好是最佳的時機，讓當時的行政長官董建華公布落實CEPA，以協助本地經濟反彈。繼而在2004年1月7日，總商會一家會員公司寫下歷史，成為首家以零關稅向內地輸出香港製造貨品的企業。

其他本港企業亦迅速抓緊機遇，除了總商會會員公司，其他企業亦緊隨其後（見另文），由最初以零關稅向內地輸出產品，逐漸發展至在中國各地經營業務和提供服務。

## Distribution 分銷業

### Jebsen & Co Ltd

Jebsen & Co (China) Ltd was established in Beijing in 2004, and was among the first batch of foreign direct investment companies under the arrangement of WTO and CEPA. Although Jebsen has had a presence in the Mainland since 1974, the company used CEPA to transform itself from a group of small domestic companies and representative offices in the Mainland into a fully-fledged wholly-owned foreign enterprise for trading of products and services. The company now has offices in Shanghai, Guangzhou, Tianjin, Xian, Chengdu, Qingdao, Dalian and Wuhan. The company considered CEPA was a springboard that gave them early access to the Mainland market.

#### 捷成洋行有限公司

捷成（中國）貿易有限公司於2004年在北京成立，是在世貿組織和CEPA的安排下首批的海外直接投資企業。儘管捷成自1974年起已在內地開設業務，但該公司利用CEPA把內地的多家小型本地公司和代表處，轉為一家完善的海外獨資企業，從事產品和服務貿易業務。捷成如今在上海、廣州、天津、西安、成都、青島、大連和武漢均設有辦事處。該公司視CEPA為進軍內地市場的跳板。

### AEON Stores (Hong Kong) Co Ltd

AEON obtained a retail licence to establish its first wholly-owned enterprise in Shenzhen in September 2004. The company also had two joint-venture subsidiaries, Guangdong Jusco Teem Stores Co Ltd and Shenzhen AEON Co Ltd. In an HKSS survey conducted by the Trade and Industry Department in 2006, the company confirmed that their business in Shenzhen was set up under CEPA. AEON was among the first batch of companies to benefit from CEPA with a permit granted by the Central Government to establish a wholly foreign-owned general merchandise store in the Mainland. As at December 31, 2012, AEON operated 25 stores in south China.

#### 永旺（香港）百貨有限公司

永旺於2004年9月取得零售牌照，在深圳開設其首家獨資企業。該公司旗下亦有兩家合資附屬公司，分別是廣東吉之島天貿百貨有限公司及深圳永旺友誼商業有限公司。在工業貿易署2006年進行的一項有關香港服務提供者的調查中，該公司確認他們的深圳業務乃通過CEPA而設立。永旺是首批受惠於CEPA的企業之一，獲中央政府發牌在內地設立海外獨資綜合百貨店。截至2012年12月31日止，永旺在華南經營25家店舖。

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The first zero tariff shipment to China under CEPA was made by HKGCC member Wing Li Holdings Ltd on January 7, 2004, using a CEPA CO from the Chamber.



在CEPA框架下，總商會會員榮利集團有限公司於2004年1月7日利用本會簽發的CEPA產地來源證，率先以零關稅把港製貨物輸入內地。

作為一份與時並進的協議，CEPA透過簽訂連串的補充協議，不斷擴展和演進。總商會提倡最初的構思之餘，還在過去10年就如何進一步加強有關協議提出了眾多建議，當中大部分均獲內地當局採納和推行，我們對此深感自豪。本港企業利用CEPA在中國建立或拓展業務的成功故事比比皆是。舉例說，牛奶公司旗下的藥品品牌萬寧是首家通過CEPA進入內地的香港零售商。屈臣氏、美心、吉之島、7-11及許多其他本地零售商，亦已通過CEPA進軍內地市場。

CEPA補充協議六為香港銀行在廣東省設立分行鋪路。2009年，東亞銀行、永亨銀行和其他銀行開始以先行先試的方式，在省內設立分行。特別是，東亞銀行在外地銀行之中，一直擁有內地最大的分行網絡。此外，CEPA補充協議八亦降低了外地保險企業在中國經營的門檻，讓香港的保險經紀公司有機會在廣東試點設立獨資保險代理公司。當局進一步放寬進入內地金融市場的限制，尤其是在前海推出萬眾期待的試點計劃，將為香港的金融服務從業員開創更多商機。

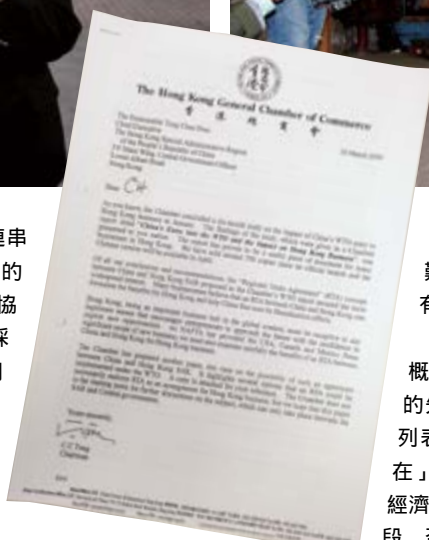
香港服務業進軍內地，亦有助提升當地服務業的水平。以廣東為例，香港服務提供者的進入，促進了服務的創新和水準。另一個例子是深圳地鐵4號線，此乃內地首個以BOT特許經營模式，引入港鐵公司進行投資、建設和運營的鐵路項目，除了有助深圳市創造多元化的交通建設、運營和管理系統，還可完善內地軌道交通的投融資機制。

CEPA的涵蓋範圍已從初期由港企製造的產品，擴展到現在以服務提供者為主。專業服務（以四大會計師事務所尤甚）從一開始已間接受惠，因為他們要為利用CEPA的優勢在內地營商的客戶（主要是物流、貨運和貿易公司）提供服務。

最近，CEPA放寬了其他專業服務的准入條件，使他們有機會進軍內地市場，例如在廣州首設門診服務。本地方面，CEPA給予香港的最明顯益處，是放寬了內地人通過個人遊前往香港的限制。隨著內地旅客湧入，本地的零售和旅遊業最先受惠，而其產生的漣漪效應亦已令本港經濟的其他行業得益。

影視業亦在CEPA框架下穩健發展。過去10年，香港與內地通過CEPA合拍的影片合共294部，佔內地與境外合拍影片總數的68.5%。兩地合拍片中有42部票房過億，其中三部更成為國產影片票房史上的最賣座影片之一。香港企業在全國設立或經營約181家影院，大受中國影迷的歡迎，這亦推動了影視業的蓬勃發展。

儘管成功的故事多不勝數，但亦有企業嘗試利用CEPA進入內地市場時遇到不少困難。部分常見的問題包括：「大門已開、小門未開」；專業資格互認；法規的透明度；申請和審批程序；以及溝通渠道和實施準則。



特別是，很多企業正面對有關CEPA實施方面的難題。總商會認為，通過完善現有的CEPA架構，有關措施的廣度和深度將可進一步加大。

CEPA開放試行「肯定與否定列表」混合模式的概念，將會是深化合作的務實方案。我們建議在廣東的先行先試安排下，把服務貿易保留在CEPA「肯定列表」的同時，應為不同的服務行業制訂「商業存在」（即一個經濟體的服務提供者跨越邊境，到其他經濟體境內設為商業據點）的「否定列表」。在最初階段，否定列表可適用於非敏感的行業，以及屬於內地政府鼓勵進入的行業，並通過CEPA於廣東首先試行。至於較敏感的行業，可保留必要的准入限制措施，而最敏感的行業，則不建議制訂否定列表。

落實協議是確保持續成功的關鍵，而增加透明度亦十分重要。2012年6月簽署的CEPA補充協議九向香港開放了149個服務領域，在世界貿易組織所分類的全數160個服務領域中，佔逾九成比率。在CEPA所引入的338項開放措施中，有64項為廣東的先行先試措施。

為應對企業一直面對的實施問題，特區政府已邀請內地當局共同設立「CEPA聯合工作小組」，而該小組於上周在廣州舉行首次會議。行政長官梁振英指出，小組已在五個領域上取得進展，包括視聽、會計服務、建築服務、醫療和物業管理。本會相信，成立工作小組是解決實施問題的正確第一步。我們期望，小組能夠找出方案，以處理地方政府與中央政府對CEPA條文詮釋不一的問題。


副總理李克強去年表示，內地與香港之間的服務貿易將可於「十二五」完結前達到全面開放。總商會相信，在中央、香港政府及商界的全力支援下，CEPA的持續發展應有助更廣泛的業界深化投資和貿易，並帶來更多重大的經濟效益。







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# The Cost of Living 生活成本

Besides importing inflation through food, our growing appetite for services is raising the level of home grown inflation, writes **David O'Rear**

除了食品為我們從外地帶來通脹，服務需求增長亦正推高本地的通脹水平

歐大衛

Over the past two years, the Composite Consumer Price Index has increased 8.3%, or 4.1% per annum. Heading the rise in prices households pay are food and housing, essentials that should raise alarm bells. The first graph shows price changes in some major categories from May 2011 to May 2012, and again from a year ago to the latest available data. Combining the two digits gives a cumulative result.

First, housing. Hong Kong's vast stock of public sector housing has provided a competitive advantage for many years. It offers adequate accommodation for those unable to afford to buy or lease in the world's most expensive business and financial centre. It also provides a mechanism by which Gov-

ernment may distribute money to a specific segment of the population without having to go through the painful exercise of arranging cash handouts.

Among households earning less than \$20,500 a month, the cost of public sector rent has increased a cumulative 7.6% over the past two years. For those with incomes up to \$72,900 p.m., private housing has increased by 12.9%. (The figures are based on May 2011 vs. May 2013, thereby avoiding the complication of mid-Summer free rent periods.)

While equally essential, food is a more flexible household purchase than housing. First, it is extremely short-term, compared to a two-year rental contract. Second, there are easily available substitutes for just about anything, depending on one's income, taste and dietary needs. When shoppers opt for less expensive meat or fruit, they are able to slice a bit off the rate of inflation.

For lower income families, food consumed at home rose 6.3% a year since May 2011, while meals outside the home were 5.1% more expensive. At higher incomes, the increases were smaller (4.6% at home and 5% in a restaurant), reflecting the rising cost of fresh fish and vegetables.

The Census and Statistics Department produces monthly data on 19 retail food items, including meat, rice, poultry, fish, fruit and vegetables. The second chart shows price changes in the first five months of this year, as compared to January-May 2012. Beef prices rose by about one-third, white cabbage 17.6%, chicken 11.3% and grouper 9.6%. Lower down the chart are a few items that fell in prices, most notably eggs (-4.9%).

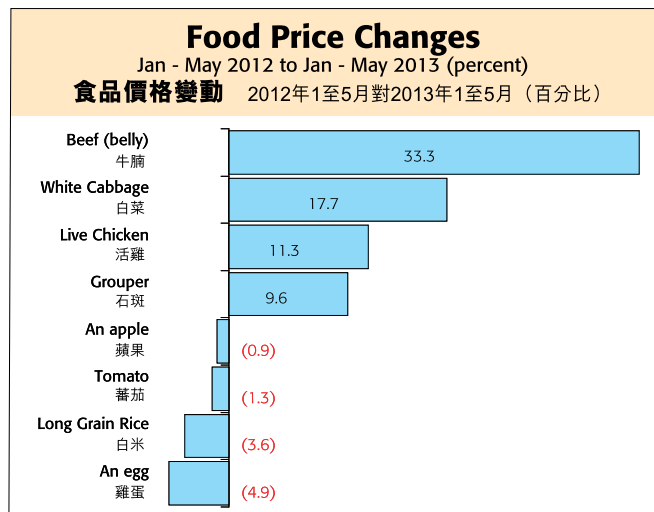
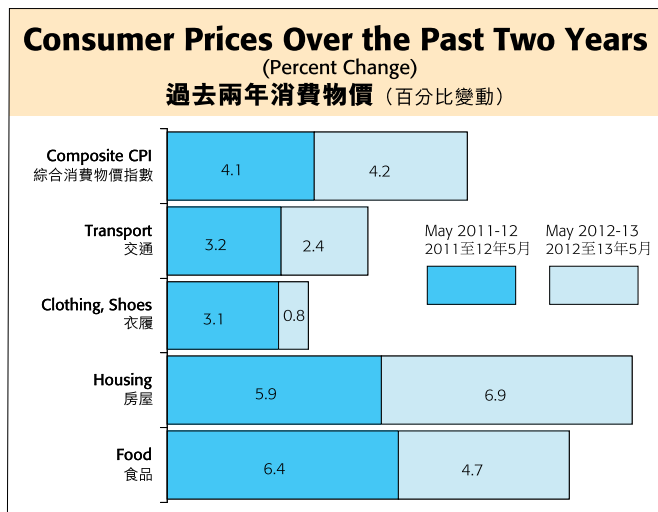
Interestingly, retail prices as measured by the difference between retail sales value and volume data are barely moving, and the very broad private consumption deflator slowed by half a percentage point in the first quarter, from Q-4 2012, to less than 2%.

What this tells us is that aside from selected food products and private sector housing, it is the services sector that is pushing up prices. And, as the services households purchase are overwhelmingly domestically produced, that part of the inflation picture is home grown. 🌸

Heading the rise in prices households pay are food and housing, essentials that should raise alarm bells.

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# Build the bridge with HR Puzzle

How technology is becoming the enabler of collaboration

To find out how collaboration can bridge the communication gap and enable faster decision making within organisations across the region, We recently caught up with Ashley Clarke, Chief Operating Officer, FlexSystem, who helped us piece together the HR puzzle.

Collaboration is a hot topic. Staff collaboration is no longer a luxury but a competitive need. With the fast-evolving business environment under more stringent regulatory requirements, HR executives are playing an essential role to bridge their organisations and it is imperative to distill a range of practical steps to maximize the potential of staff's contribution.

## Staff Virtual Collaboration

Today, many organisations have established presence regionally and internationally while effective talent deployment means employees are increasingly required to change gears quickly with multi-task ability. With technologies evolving every day, the move towards a more collaborative, integrated online world is significantly changing the way organisations communicate internally and this is making life for HR departments that little bit easier and can bring considerable operational value.

With collaborative tools, organisations can facilitate communication across the company and as a result staff can benefit from a quick and broad understanding of the



Clear visualisation on dashboard enables better understanding and interpretation.



facts and issues behind the numbers. Clarke explained that a collaborative digital dashboard within a management information system can be deployed in-premise or through a cloud and be accessed by different departments in different locations across a company.

## Maintaining its Visual

Clarke highlighted the importance of being able to move past just the visualisation of data on the dashboard i.e. a combination of colour-coded graphs, charts, to a more collaborative process with comment boxes annotated to specific data points that enable clear and logical interpretation. He also explained how data could be sliced in different ways to target relevant audiences and to present data relevant to specific functions—from the sales team to the finance department or hiring managers with each view containing a combination of operational and financial data. Clarke observed, “Traditionally, HR has sometimes struggled to find ways of working with other departments within an organisation to ensure that a quantitative ROI ( Return on Investment ) was associated with each interaction but what collaborative dashboards achieve is to lift the communication barrier that can be an obstacle to achieving this goal and thus ensures that all parties are moving in the right direction. After all it's a two-sided coin with both sides providing value to each other.”



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**過**去兩年，綜合消費物價指數上升了8.3%，即每年上升4.1%。在家庭開支中，價格升幅最大的是食品和房屋這兩項必需品，情況值得關注。圖一顯示2011年5月至2012年5月，以及2012年5月至2013年5月這兩段期間，部分主要類別的價格變動。結合上述兩項數據，可得出累計結果。

我們先談房屋。香港建有大量公屋，多年來一直提供競爭優勢。它為無能力在全球最昂貴的商業及金融中心自置或租用物業的人提供足夠

（此乃比較2011年5月與2013年5月的數字得出，以撇除政府在夏天實施免租期的複雜性。）

儘管與房屋同樣是必需品，食物這項家庭消費卻有彈性得多。首先，與為期兩年的租約相比，食物消費極其短暫。其次，視乎個人的收入、口味和飲食需要，幾乎所有食物都很容易找到代替品。假如人們選購較便宜的肉類蔬果，就可稍為降低通脹率。

就較低收入的家庭而言，在家煮食的成本自2011年5月以來每年上升 6.3%，而外出用膳則昂貴了5.1%。至於較高收入的家庭，兩者的升幅則較小，分別是4.6%和5%，反映鮮魚和蔬菜的成本不斷上升。

政府統計處就19項零售食品提供每月數據，包括肉類、白米、家禽、魚類、水果和蔬菜等。圖二顯示與2012年1至5月相比，今年前五個月的價格變動。牛肉價格上升了約三分之一，白菜、雞和石斑亦分別漲價17.6%、11.3%和9.6%。圖表的下半部分是跌價的項目，當中最顯著的是雞蛋，價格下降了4.9%。

有趣的是，以零售業銷貨價值與銷售額的差距所計算的零售價格幾乎不變，而與2012年第四季相比，非常粗略的私人消費平減指數在首季放緩了0.5個百分點，下跌至2%以下。

由此可見，除了特定的食品和私人樓宇外，推高價格的是服務業。此外，由於家庭住戶所購買的服務大多由本地提供，故該部分的通脹乃源自本地。✿

“在家庭開支中，價格升幅最大的是食品和房屋這兩項必需品，情況值得關注。”

居所，亦讓政府有機制向某部分人派錢，而無需安排複雜的現金發放計劃。

對月入低於20,500元的家庭來說，公屋的租金成本在過去兩年累計增加了7.6%，而月入高達72,900元的家庭，私樓成本則增加12.9%。



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

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# Lessons from China

## 中國的啟示

Haier and its importance for global managers

By **Professor Bill Fischer, Umberto Lago, and Fang Liu**

海爾及其對全球管理層的重要性

Bill Fischer教授、Umberto Lago及Fang Liu

Less than 30 years from near-bankruptcy to global leadership; reinvention at least three times; trusting nearly 80,000 people to accept leadership roles in self-organizing, autonomous work units. Is this possible? Yes! Is it yet another new economy, Silicon Valley razzamatazz success story? Not at all! In fact, this is about a Chinese company making home appliances (white goods), and it's an incredible story about what is possible in old-economy, commodity markets. It's a story for us all.

It seems as if every form of business media today has gone gaga over start-up type success stories, with a group of

twenty-something Silicon Valley entrepreneurs creating yet another miracle success, seemingly out of thin air. Yet, here is a company which was on the verge of bankruptcy in 1984, suffering from undisciplined workers, poor management, and over 1.4 million RMB in debt. Twenty-eight years later, it has become the world's largest home appliance manufacturer with a nearly global sales presence, and revenues of over 27 billion USD. And all associated with real people, making real products, and in a completely "red ocean" business.

The company is Haier, now one of China's most recognized global brands,

and the products are as prosaic as washing machines and refrigerators. While there might be some youngsters running around with new ideas, this is really the story of everyday, average people, led by a mature leadership team, showing what they can do when it comes to business model reinvention.

Don't let the Chinese part of this story mislead you; this is not just another "China story" of incredible wealth generation. While China has certainly demonstrated astonishing growth and prosperity over the last 30 years, it is sobering to recall that not all Chinese companies survived the economic turbulence that accompanied this great success. The survivors were those that were able to appreciate the changing role and expectations of Chinese customers and to anticipate the need for adjusting new value propositions in response. They also differentiated themselves as much by making better managerial choices regarding talent utilization as they did regarding product and service offerings.

In short, they employed more appropriate business models for changing customer tastes, and then raised the probability of achieving those new business models by reinventing their corporate cultures to support the new approaches. Yet, few of these China Winners have been as successful as Haier, and as a result, we believe there are lessons in Haier's story that should be valuable to managers in any industry and any market.

### What are the lessons from Haier?

The Haier story shows how a giant company, in an old-economy, commodity-type business, can reinvent itself by embracing the contradictions of being simultaneously structured yet entrepreneurial, disciplined yet flexible, and tactical yet strategic. This can be seen in the pursuit of five themes that have characterized its strategic trajectory throughout this 30-year period:

- **MORE INNOVATIVE:** Haier has consistently led the white goods industry in product, service, business model, and corporate culture innovation.
- **FASTER:** Haier has consistently moved bigger, more boldly, more daringly, and always faster than any other competitor, foreign or domestic, in its industry.
- **ALWAYS CUSTOMER-CENTRIC:** Everything that Haier has embarked on over the past 30 years has been with the ever-changing customer firmly in mind. Every strategic vision has been aimed at serving this customer better than before.
- **TALENT AT THE CORE:** Zhang Ruimin has always regarded Haier's talent as its ultimate competitive asset, and, as a result, has always worked to relax the constraints that keep that talent from reaching its full potential. Without its talent, Haier is just another refrigerator producer.
- **LEADERSHIP:** Without the exceptional leadership that Haier has had, none of this would have been conceivably possible. Zhang Ruimin and his colleagues have mastered being unreasonable and inspiring at the same time; perhaps because their "unreasonableness" has always been in the pursuit of "inspirational" objectives.

### Never satisfied with present success

Innovation has always been a core competency of Haier, at least since



the fabled development of a washing machine to clean up fruits and vegetables for the free markets that were sweeping across China in the mid-1980s. But what has really distinguished Haier has not been product innovation, as important as that has been, but business model innovation, with which the firm has periodically reinvented its entire *raison d'être*.

Never satisfied with present success, Haier has made a practice of unapologetically pursuing periodic reinvention of both its business model and its supporting corporate culture in order to anticipate future market demands. The result has been at least three distinctly different business models, which Haier refers to as: Brand building through focusing on quality and manufacturing excellence, Linking individual workers to the customer via business process reengineering and market chains, and Creating zero distance to the customer. At present, Haier is

forging yet another new business model for the future, which it calls Creating a Platform Company.

Under the leadership of CEO Zhang Ruimin, Haier has always launched these new efforts to reinvent its business model and corporate culture before a “burning platform” was required. Never did it have to fall back upon “survival” as the key reason for motivating change. At Haier, change has always been seen as a natural part of staying ahead of the market, and always welcomed as sound strategy. This is not easy to do. It requires both strategic acumen and great self-confidence to move in a daring fashion at the very moment when the firm is seemingly most successful. Yet it is so much easier to make big changes when optimism prevails and resources are abundant.

In addition, Haier has never made a big strategic move, no matter how revo-

lutionary, without relying upon a foundation of what it already knows. Haier’s story is “revolution by accretion,” rather than revolution without references to the past. As a result, despite the boldness of their moves, they have always taken place within a supporting environment that raises, rather than reduces, the probability of success.

None of this would have been possible without the advantage of strong, top-down, self-confident and visionary leadership from Zhang Ruimin and his senior team, who have overseen the Haier story from its beginnings. Big change is built upon small but significant managerial choices, each aimed at the same clear and inspiring target, and each reinforcing the other, which has resulted in several different but successful incarnations of the Haier spirit. Haier’s story is repeatedly one of combining Dreams and Details: dreaming bigger than its

Bill Fischer is a professor of innovation at IMD and program director of The China Strategy Challenge. Umberto Lago is a professor of management at Bologna University in Italy. Fang Liu is a research associate at IMD. They are authors of *Reinventing Giants: How Chinese Global Competitor Haier Has Changed the Way Big Companies Transform*.

Bill Fischer是瑞士洛桑國際管理學院(IMD)的創新教授,以及「中國策略挑戰」的項目總監。Umberto Lago是意大利波隆那大學的管理系教授。Fang Liu是IMD的研究助理。他們是《巨人再造:中國全球競爭者海爾如何改變大企業的轉型方式》的作者。

## China Beacon

*China CFOs express pessimism about the U.S. and European economies, but are optimistic about their domestic market*

China CFOs hold antithetical perceptions towards the economic outlook in the U.S. and Europe against China, with over 50% of CFOs sceptical about the recovery in the U.S. and Europe. Contrarily, the majority of CFOs are confident that China will manage to meet its annual GDP target over the next few years. Over the next 12 months, CFOs will focus on cost reduction, financing and liquidity and capability development as they continue to face substantive funding challenges, according to a survey conducted by Deloitte.

The survey questioned over 200 CFOs from a wide spectrum of industries, such as consumer products, automotive, health care, insurance, retail and real estate. While China is showing signs of reverting to faster growth, China CFOs remained unsettled by economic uncertainty, which they also cited as one of the major risk factors for their business. In contrast to the similar survey last year, however, CFOs believed that the global economic lethargy is unlikely to weigh heavily on their financial projection. Almost 60% of CFOs rejected the statement that their financial projection will decline under the prevailing economic environment.

“Survey results reflect the cautious tone of CFO perception towards the global economy, combining persistent worries about the western economy with the relative optimism for China.

Business leaders seemed to have become accustomed to shorter economic cycle as they highlighted that their financial projection will not be too adversely affected by the current lukewarm economic tone,” said Danny Lau, Leader, Deloitte China CFO Programme.



When it comes to industry challenges, CFOs were most concerned about competition (60%), followed by talent (56%) and industry regulation/legislation (51%). With regard to company specific challenges, over 50% of CFOs were most unnerved by capital/cost availability, followed by inflation (40%) and accounting/regulation (38%). From an internal management perspective, 57% of CFOs indicated that they were most troubled by talent related issues, followed by revenue growth potentials (50%) and cost reduction (40%).

“CFOs appeared to be pressured by shareholders to achieve growth and during volatile times, CFOs also put extra efforts to manage costs. China CFOs need to rely on outstanding talent to drive business growth, but talent shortage is so pervasive that talent development and human capital cost management become key priorities for business,” he added.

When running their finance functions, one third of CFOs found it difficult to get adequate influence on business strategy and they also had a tough time obtaining sufficient funding and liquidity, and managing costs of capital.

competitors about what the future might look like, and then being more detailed and disciplined than others in executing on their dreams.

While all of the lessons from Haier may seem obvious, it is not easy. The household appliance industry in China has been a graveyard for well-intentioned, well-endowed and well-known firms, each of which most likely fully recognized the essential benefits of these five characteristics yet could not execute effectively on them. Globalization has become an even more formidable challenge. If not well managed, competitive arenas outside one's domestic market create significant

distractions for leadership teams that have no slack for anything but executing flawlessly on their strategic visions.

Quite a few global household appliance incumbents literally “lost their way” in entering the China market (e.g., Electrolux and Whirlpool). Some even lost their home market while attempting foreign expansion (e.g. Maytag's loss of leadership in the U.S. market). All of these firms were well-respected within the industry, but that counted for little in the confusion of trying to address unexpected surprises in a relatively unfamiliar market such as China. Haier, however, has not only won on the same

battlefield, but it then went on to successfully defend its market leadership in China. It has also established manufacturing plants in the US and Europe, and acquired New Zealand's appliance giant Fisher & Paykel and Sanyo's home appliance business in Japan.

Haier is an excellent example of how the same visionary and daring strategic moves that we typically ascribe to new-economy start-ups can succeed in a giant, mature firm in a commodity-type business. Why be frustrated in trying to bring the lessons of Silicon Valley into your own Red Ocean, when Haier's lessons are so much more appropriate? 🌸



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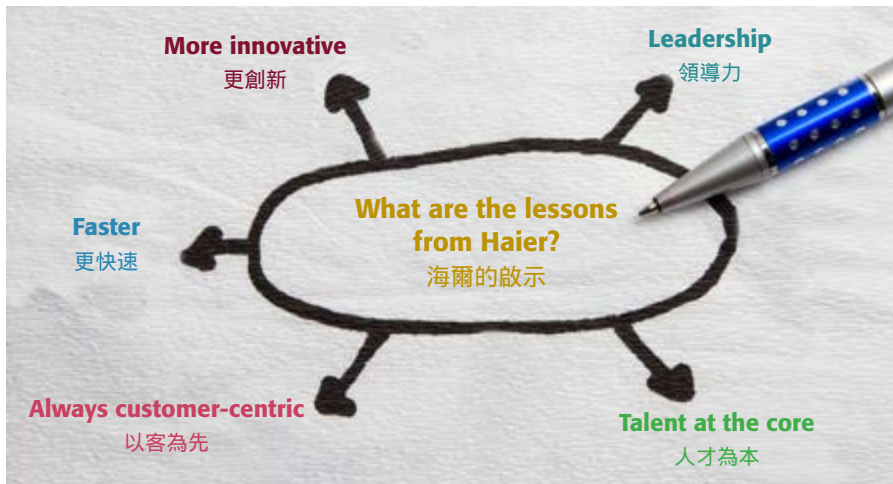
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### 海爾的啟示

海爾的故事說明了在舊經濟下的商品行業中，一家大型企業如何以組織與創新、紀律與彈性，以及戰術與策略兼備的方式，不斷變革求新。這可見於集團在過去30年的策略路線上所追求的五大目標：

- 更創新：從產品、服務、商業模式到企業文化的創新，海爾都一直是白色家電業界的先鋒。
- 更快速：與其他海外或本地業界的競爭者相比，海爾總是走得更快更遠、更大膽、更果敢。
- 以客為先：海爾在過去30年所做的一切，都是以顧客不斷轉變的需求為出發點，而每個策略目標也是以更優質的客戶服務為依歸。
- 人才為本：張瑞敏一直視人才為海爾的最大競爭資產，故此不斷致力放寬人力限制，讓人才可發揮最大的潛力。要是沒有人才這項資產，海爾只會淪為一家平平無奇的黑櫃製造商。
- 領導力：沒有傑出的領導，相信海爾無法取得非凡的成就。張瑞敏及其同事能夠把非理性與啟發性同時結合起來；也許他們的「非理性」正一直激發他們追求「啟發性」的目標。

**在** 不足30年間從瀕臨破產邊緣到成為全球巨頭；經歷最少三次轉型；賦權予近八萬位員工，讓他們在集團旗下一些自我組織、獨立自主的工作單位中擔當領導角色。這種情況有可能嗎？絕對可能！這是否只是矽谷新經濟下眾多成功故事之一？絕對不是！事實上，這是關於一家中國白色家電企業的故事，印證了舊經濟下商品市場所能成就的傳奇。

現在，似乎各種形式的商業媒體都熱衷於報導一些成功的創業故事，內容不離一班20出頭的矽谷企業家，仿佛在一夜之間創造了另一商業奇蹟。然而，一家公司在1984年一度因為工人慵懶散漫、管理不善，以及欠債逾人民幣140萬元而瀕臨破產，但在28年後，這家公司已擢升為全球最大的家電製造商，銷售網絡幾近遍佈全球，收益超過270億美元。這一切都是競爭激烈的「紅海」市場中，利用實實在在的人和產品來打造的。

以上所說的就是海爾——中國當前最備受肯定的全球品牌之一，其產品包括最平凡不過的洗衣機和雪櫃。年青人或會有滿腦子的創新點子，但這個故事的主角其實是一班普通人，他們在成熟的領導團隊率領下，逐步協助公司推動商業模式變革。

別給這個故事的中國背景所誤導；這不只是另一個中國式的非凡創富故事。儘管中國在過去30年確實展現了驚人的增長和繁榮，但想起在這卓越的成就背後，並非所有中國企業都能在經濟急流中存活下來，不禁令人感到唏噓。倖存的企業都能夠不斷調

## 中國的財務指標

中國企業財務總監認為歐美經濟不容樂觀，但看好中國經濟前景

**德**勤最近一項調查顯示，中國企業財務總監對歐美經濟和中國經濟的看法截然相反，當中逾半對歐美經濟的復蘇持懷疑態度。反之，大多數財務總監確信中國未來幾年能實現其年度國內生產總值目標。鑒於重大的資金挑戰依然存在，未來12個月，財務總監將集中關注如何降低成本、融資、資金流動性及各項能力的改進。

是次調查於2013年2月進行，合共訪問超過200名來自消費品、汽車、醫療保健、保險、零售和房地產等廣泛行業的企業財務總監。儘管有跡象顯示，中國正回復快速增長，但中國企業的財務總監仍然受到經濟不確定性的困擾，認為這是業務的重大風險因素之一。然而，與去年一項同類調查的結果相反，財務總監認為全球經濟呆滯對其財務預測的影響不會很大。對於當前經濟環境下財務預測將會下降的觀點，近60%的財務總監表示不予認同。

德勤中國企業菁英會領導人劉偉傑說：「綜合考慮了對西方經濟不景的持續憂慮，以及對中國經濟相對樂觀的看法，調查結果反映出財務總監



整，以迎合中國顧客持續轉變的角色和期望，並且意識到有需要調整新的價值以作回應。他們亦會透過在用人、產品和服務方面作出更佳的管理決策，以凸顯自己的與眾不同之處。

簡言之，他們會採用較合適的商業模式，以滿足顧客時刻轉變的口味，並會透過重整企業文化來支援新的營運方式，令新的商業模式更易落實。然而，只有少數中國企業能夠像海爾般成功。結果，我們相信海爾的故事箇中定有一些啟示，值得各行各業、不同市場的管理層借鏡。

#### 永不安於現狀

1980年代中，海爾為自由市場開發了一款蔬果清洗機，隨即成為中國風靡一時的家電，自此以後，創新便成為了集團的核心能力。然而，真正令海爾突圍而出的，並不是產品創新，而是同樣重要的商業模式創新，讓公司能夠定期重新檢討其存在的理由。

海爾從不滿足於一時的成功，堅持要不斷改進其商業模式及背後的企業文化，以便為未來的市場需求做好準備。憑藉這種勇於創

新、不斷求變的精神，海爾先後發展出最少三個截然不同的商業模式，包括：專注追求卓越的質素和生產，以建立品牌；透過業務流程重組和市場鏈，把個別的員工與顧客聯繫起來；以及與顧客開展零距離的關係。海爾當下正推進另一嶄新商業模式，目的是要打造一家平台公司。

在首席執行官張瑞敏的領導下，海爾在商業模式和企業文化方面不斷推陳出新，以便及早未雨綢繆，迎接未來的變數，因此「求存」從來不是求變的主因。海爾一直視改革為領先市場的必要條件，也是一項理想的市場策略。變革絕非易事，需要有敏銳的策略觸角和無比的自信，在公司看似處於頂峰的關鍵時刻勇往直前。然而，在普遍樂觀的氣氛下，加上資源充足，要進行大變革也就容易得多。

另外，無論怎樣創新，假如缺乏事實的支持，海爾亦決不會採取重大的策略行動。海爾的故事是一種「累進性的變革」，而非毫無歷史根據的變革。結果，即使他們的行動果斷大膽，但在客觀環境的支持下，成功機會亦只會增加，而不會減少。

張瑞敏及其管理團隊從一開始就引領著海爾成長，沒有他們強而有力、由上至下、充滿自信和具有遠見的領導，集團就沒有今天的成就。大變革建基於一些細微而重要的管理決策，每項決策都針對同一

個清晰而具啟發性的目標，而它們之間再互補互促，最後就成為了海爾精神的幾種成功體現。海爾的經歷再一次述說了一個關於夢想與細節結合的故事：追尋比競爭者更遠大的理想，再以比他們更精密、更有條不紊的方式實踐夢想。

儘管海爾的五大啟示看似無甚特別，但做起來卻殊不簡單。對一些善意、自身條件良好的知名企業而言，中國的家電業素來是他們的墳墓。這些企業很可能完全認同上述五大因素所帶來的重要效益，但要有效執行又是另一回事。全球化是另一項更艱鉅的挑戰，若處理不善，本地市場以外的角力場所會大大分散了領導團隊的注意力，因為他們會嚴謹地在這些海外市場執行公司的策略目標，不容有失。

少數全球家電商（如伊萊克斯及惠而浦）在進軍中國市場時，確實步入迷途。部分在試圖擴展海外業務時，甚至失去了本土市場（如Maytag失去了美國市場的領導地位）。這些公司全是業內備受推崇的企業，但這無助他們應付在中國等一類相對陌生市場所出現的突發變數。然而，海爾不僅能在同一競爭領域上成為贏家，甚至能進一步維護其中國市場的領先地位。集團亦已在歐美設廠，並收購了新西蘭的電器巨擘飛雪，以及日本三洋的家電業務。

海爾是很好的例子，說明了一般認為只有新經濟下的新企業才会有遠見地、敢於冒險採取的策略行動，也可以讓大型、成熟的商品企業出奇制勝。既然海爾的故事更適合企業參考，又何需為嘗試把砂谷的商業模式引入你的紅海而洩氣？

對全球經濟抱持審慎態度。企業領導人似乎對經濟週期的縮短已經習以為常，因為他們表示，當前的經濟大環境對其財務預測的不利影響有限。」

行業挑戰方面，財務總監最關注的議題是競爭（60%），其次為人才（56%）及行業監管/立法（51%）。企業具體挑戰方面，逾50%的財務總監認為最大的困擾是獲取可用的資金/成本，其次是通脹（40%）和會計/監管（38%）。從內部管理角度而言，有57%的財務總監視人才相關問題為最大的難題，其次分別是收入增長潛力（50%）和降低成本（40%）。

他補充道：「財務總監要承受來自股東的壓力，務求達成業績增長，而在動盪時期，他們亦要竭力控制成本。中國的財務總監得依賴傑出的人才來推動業務增長，但是人才短缺是業界普遍面對的問題，故人才發展和人力資本成本管理已成為企業的優先要務。」

在管理財務部門時，三分之一的財務總監發現，他們難以對業務策略帶來有力的影響，而在獲取充足資金和流動性，以及管理資金成本方面，也面對很大的困難。



# China's Tourism Law 中國旅遊法出台

Amendments to the Mainland's Tourism Law will impact Hong Kong's tourism industry, writes **Watson Chan**

《中華人民共和國旅遊法》出台，本港旅遊服務業將受影響

陳利華

The Tourism Law of the People's Republic of China, adopted at the second session of the standing committee of the 12th National People's Congress on April 25 this year, will come into effect on October 1, 2013. The law protects the legitimate rights and interests of tourists and tourism operators, regulates the tourism market, protects tourism resources and promotes the sustained and healthy development of tourism.

The law applies to tourism activities both inside and outside of the Mainland, and business operators providing tourism services. As Mainland tourists are by far Hong Kong's largest source of visitors, the Tourism Law will affect our tourism, retail, hotel, catering and other related service industries.

The law lists a number of terms and conditions that businesses need to pay particular attention to.

## Article 35

*"Travel agencies are prohibited from organizing tourism activities and luring tourists with unreasonably low prices, or getting illegitimate gains, such as rebates by arranging shopping or providing tourism services that require additional payment.*

*When organizing and receiving tourists, travel agencies shall not designate*

*specific shopping places, or provide tourism services that require additional payment. However, it does not include circumstances where both sides have agreed or the tourists have requested for such arrangements and no influence is caused on the itinerary of other tourists.*

*In case of any violation to the above two paragraphs, tourists shall have the right to, within 30 days from the end of the travel, require the travel agency to return their purchases and pay the price of the returned purchases on behalf in advance, or refund the payment made for tourism services that require additional payment."*

## Article 41

*"... Tour guides and tour leaders shall strictly follow the itinerary. They shall not alter the itinerary or stop the services they are providing without permission or ask for tips from tourists or lure, cheat, compel or force tourists in a disguised form to make purchases or participate in tourism activities that require additional payment."*

We strongly support the original legislative intent of the Tourism Law to protect consumers and prohibit unscrupulous business practices. However, the law will also inhibit the operation of legitimate tourism operators. The most

significant side-effect on Hong Kong's economy will be a sharp decrease in the number of Mainland tourists visiting Hong Kong. As such, the retail, tourism and restaurant sectors will be impacted.

In recent years, reports about disputes arising from malpractices employed by individual zero or low-fare tours have tarnished our tourism image. Most of these low-fare tours are operated on the basis of supply and demand. Tour operators take tourists to shop at designated shops, in exchange for transport, room and board – a practice that is not unique to Hong Kong. For consumers, while they clearly understand that the itinerary will include shopping sessions, they will not be forced to buy goods. For downstream retail services providers, the number of customers visiting their shops can be guaranteed, which helps generate more business. It is a win-win business strategy for both sides.

Heavy penalties for non-compliance with the Tourism Law are expected to drive away low-fare tour providers, resulting in a drop in the number of Mainland visitors and retail sales in Hong Kong. We hope the Central Government will examine the merits and disadvantages of the law and introduce necessary amendments to reduce the vulnerability of legitimate tourism services adversely impacted by the new law. ❀



Watson Chan is Senior Director for Policy and China Business at the Chamber. He can be reached at: [watson@chamber.org.hk](mailto:watson@chamber.org.hk)  
陳利華是總商會政策及中國商務副總裁，電郵：[watson@chamber.org.hk](mailto:watson@chamber.org.hk)

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**中**國第12屆全國人民代表大會常務委員會第二次會議於2013年4月25日通過《中華人民共和國旅遊法》（下稱《旅遊法》），並將於2013年10月1日起施行。《旅遊法》的目的是保障旅遊者和旅遊經營者的合法權益，規範旅遊市場秩序，保護和合理利用旅遊資源，促進旅遊業持續健康發展。

規範的範圍包括在中國境內的和在中國境內組織到境外的旅遊活動，以及為旅遊活動提供相關服務的經營活動。由於香港的訪客市場已由過往的歐美及日本遊客主導，演變為近年以內地旅客為主，故此《旅遊法》對本地的旅遊、零售、酒店、餐飲及其他相關服務行業，都會有一定影響。

《旅遊法》其中的若干條款特別值得我們關注，它們分別是：

#### 第35條

旅行社不得以不合理的低價組織旅遊活動，誘騙旅遊者，並通過安排購物或者另行付費旅遊項目獲取回扣等不正當利益。

旅行社組織、接待旅遊者，不得指定具體購物場所，不得安排另行付費旅遊項目。但



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是，經雙方協商一致或者旅遊者要求，且不影響其他旅遊者行程安排的除外。

發生違反前兩款規定情形的，旅遊者有權

在旅遊行程結束後30日內，要求旅行社為其辦理退貨並先行墊付退貨款，或者退還另行付費旅遊項目的費用。

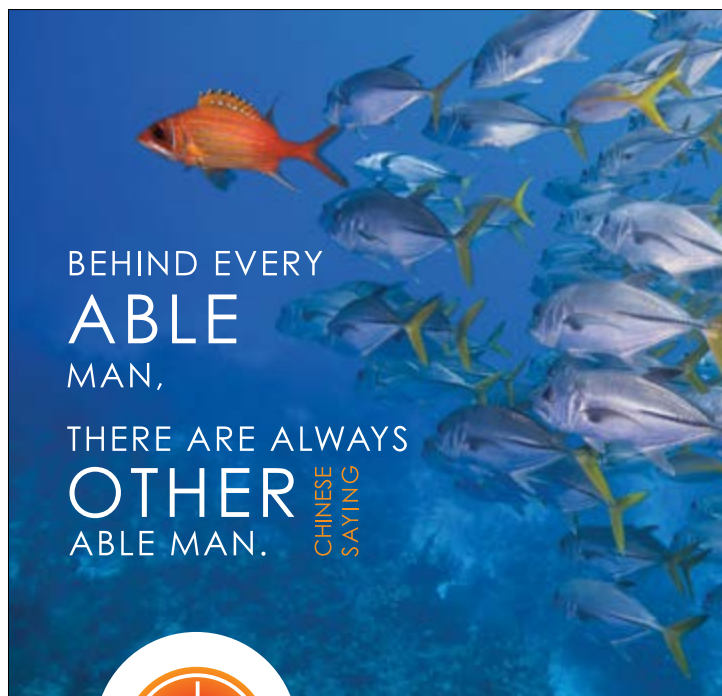
#### 第41條

導遊和領隊應當嚴格執行旅遊行程安排，不得擅自變更旅遊行程或者中止服務活動，不得向旅遊者索取小費，不得誘導、欺騙、強迫或者變相強迫旅遊者購物或者參加另行付費旅遊項目。

誠然，《旅遊法》的立法原意是保護消費者及遏止一些不當的旅遊服務手法，我們對此深表支持。可是，該法例亦同時會壓抑正當旅遊營運商的運作，而對本港經濟影響最大的副作用是來港內地旅客將會銳減，零售及旅遊服務業的前景未見樂觀。

個別零團費或低價的旅遊團因經營不當引發的爭執，傳媒早已有所報導。然而，事實上大部分的低價旅遊團，均依從正常的市場需求與供應規律合法經營，藉吸引旅客往指定地點消費，換取提供一定質素的食宿安排。這類經營手法並非本港獨有，在其他地方也很普遍。對消費者來說，他們清楚明白旅遊行程包括購物安排，但不會被強迫購物，卻可以廉價享受住宿旅遊。至於下線的零售服務提供者，則獲保證參觀人流，增加做生意的機會。這實乃雙贏的營商之道。

預期《旅遊法》的沉重罰則將令低價旅遊團提供者卻步，內地訪港旅客數目減少，本地零售銷售市道下滑。我們寄望中央政府在察悉該法例的利弊後，能推出修正文件，讓相關的服務業界免被殃及。✿



## Certification of Commercial Document

*a service for International Trade*

### 商事證明

國際商貿文件認證服務



## The Key to Document Creditibility and Mutual Trust

提高文件確實性  
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Applicable to trade documents including:  
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Recognized by Banks • Consulates • Customs Worldwide

The Chamber's new certification services enhance document credibility, increase mutual trust and reduce risk of business disputes, writes **Cathy Au Yeung**

總商會的新認證服務能提高文件的可信性、促進互信和減低商業糾紛的風險

**W**ith the advancement of technology, the ability for individuals to fake documents has been accelerating. This has given rise to trade disputes as fake documents and unsubstantiated claims have ensnared some companies who didn't do their due diligence before getting into bed with a new partner.

It is also making it more difficult for legitimate companies to do new deals. Imagine that you have managed to find a new buyer for your latest product. He is interested in placing a substantial order, but because he has been burnt before dealing with new businesses, he is being very cautious before entering into any agreement with you. How can you prove that your company is trustworthy and a legal entity under the Hong Kong law?

This problem sparked the idea for the Chamber's document certification service, which was launched last year. "We act as a certifying body to ensure the applicant company is a legal entity registered in Hong Kong," explained C C Chan, the Chamber's Director of Certification.

The Chamber has been providing trade documentation services for many decades. In the past, the procedures were straight forward. As technology has made it far easier to produce fake documents, the Chamber's Certification Division enhanced its services in April 2012 to comply with new international certification practices.

With reference to the guidelines issued by the International Chamber of Commerce (ICC) and the practice of the China Council for the Promotion of International Trade (CCPIT), applicants are required to submit their documents together with a declaration made by the company as true and correct. To



maintain the integrity of the service, the Chamber may take legal action against those who make a false declaration.

"We have had to take legal action on a few cases involving local and international companies, but on the whole most businesses' integrity is very high," said Chan.

Applicants also have to present their business registration certificate, company chop and authorized signature for verification. Successful applications will have a Chamber certificate appended as evidence, which incorporates various security features.

"Thanks to the experience of our staff, the application process takes only four hours to complete. If you need the documents faster, we offer a one-hour

service," said Chan. "The service has been well-received by traders, banks, consulates and customs departments worldwide. We have issued over 16,000 certificates so far."

#### **Our advantages**

To maintain consistency and quality services, four other major local chambers who are authorized to issue trade documents have agreed to provide standardized services following discussions with the division.

"Although our services are similar, HKGCC's international recognition instills confidence not only among local users, but also worldwide clients, because we are the biggest, oldest, and also the largest certification of docu-



**隨**著科技日益進步，一些不良公司亦利用電腦科技偽造文書，設下圈套誘騙合作夥伴；假若商戶未能有效防止問題的出現，一旦被騙，商業糾紛便隨之而來。

因此，一般守法商戶對新的貿易夥伴也存在戒心，擔心被騙。試想像你為公司的最新產品找到新買家，他有興趣下大筆訂單，但由於他曾經受騙，故在與你訂立協議前均顯得非常疑慮。那麼，你怎樣證明貴公司是值得信賴，並根據香港法例成立的註冊實體？

這個問題觸發總商會在去年推出商事證明服務。本會簽證總監陳昌志解釋：「我們擔任

公證人的角色，確保申請公司為香港合法的註冊公司。」

總商會提供商貿文件加簽服務數十載，隨著科技及貿易模式的改變，文件加簽的模式也應與時俱進。為符合新的國際認證規定，總商會簽證部遂於2012年4月提升其認證服務，與國際模式接軌。

根據國際商會指引，並參照中國國際貿易促進委員會（CCPIT）的做法，簽證部要求申請公司在提交文件時，必須同時遞交一份聲明書，確認所提供的資料均真實無誤。為確保服務的穩健性，總商會會對那些作虛假聲明的公司採取法律行動。

Compared to the traditional format (right), many security features have been incorporated on the certificate.

與傳統形式（右）相比，新證明書加入了多個防偽特徵。



ments issuing organization in Hong Kong,” he said.

### Future plans

To further facilitate applications, the division is developing an online application platform, which is scheduled to be launched towards the end of the year. Once live, applicants will only have to upload their documents for verification. Chan plans to promote this service to overseas businesses later on to allow more foreign traders to use the service.

Both Chamber members and non-members can use the service, while members and CO subscribers can enjoy exclusive discounts. For further details, please visit our Certification Division’s website at <http://www.webco.hk>.

陳昌志說：「我們已就幾個個案採取法律行動，但整體來說，大部分企業都很有誠信。」

申請公司亦要出示香港商業登記證、公司印章和授權人簽署，以作核實。成功申請者的文件將附上總商會的證明書，當中包含多個防偽特徵。

「全賴經驗豐富的員工，整個申請過程只需四小時；如需快證服務，更可縮短至一小時。」他說：「此服務廣受全球貿易商、銀行、領事館和海關部門的歡迎。我們至今已發出超過16,000份證明書。」

### 本會優勢

為確保服務水平及簽證標準統一化，本會與本港四大商會協商，同時提供標準化的商事證明服務。

「儘管各商會提供相若的服務，本地及海外用戶均對本會的簽證服務滿有信心。總商會為本港最大的商會，歷史悠久，亦為全港最大的簽證機構。此外，本會設有七個簽證辦事處，遍佈全港，備有先進網上平台，提供多元化專業服務。」

### 未來計劃

為進一步簡化申請程序，簽證部正著手開發網上申請平台，預期可於今年年底正式推出，屆時申請者只需上載文件，即可由本會核實審批。陳昌志計劃稍後會向海外企業推廣有關服務，讓更多貿易商申請使用。

商事證明服務接受本會會員及非會員申請，而會員及來源證優惠用戶更可享額外優惠。欲知詳情，請瀏覽本會簽證部網站：<http://www.webco.hk>。



The division has issued over 16,000 certificates since the service was launched last year.  
自服務去年推出以來，簽證部已發出超過16,000份證明書。

# NEW MEMBERS



**Aton Assets Asia Ltd**  
Mr Fabrizio Goldoni  
Managing Director  
<http://www.atonassetsasia.com.hk>



**Francis Industries Group Ltd**  
**華麟工業集團有限公司**  
Mr Francis Chie Lik Chong 莊自力先生  
Managing Director



**The Boston Consulting Group International GmbH**  
Mr Waldemar Jap 葉永輝先生  
Partner and Managing Director  
<http://www.bcg.com>



**GlaxoSmithKline Ltd**  
**葛蘭素史克有限公司**  
Miss Margaret Cheung 張燕帆小姐  
Operational Excellence Director  
<http://www.gsk.com.hk>



**BTG Pactual Asia Ltd**  
Mr William McGrath  
CEO - Asia Pacific  
<http://btgpactual.com>



**Green PR Ltd**  
**陸適有限公司**  
Ms Estrid Wai 韋佩華女士  
Principal  
<http://www.greenpr.com.hk>



**BSI Pacific Ltd**  
**BSI太平洋有限公司**  
Mr David Horlock  
Managing Director  
<http://www.bsigroup.hk>



**Global eSolutions (HK) Ltd**  
Mr Hung Pan Tse 謝鴻斌先生  
Assistant Marketing Manager  
<http://www.globale.com.hk>



**B & M Global Ltd**  
Mr James Li 李志華先生  
General Manager  
<http://www.travelbags.com.hk>



**Google (Hong Kong) Ltd**  
Mr Andy Yee 余浩基先生  
Policy Analyst, Public Policy & Government Relations  
<http://www.google.com>



**DPC Asia Ltd**  
Mr Jean-Philippe Godard 高飛先生  
Manager  
<http://www.dpc-asia.com>



**Haworth Hong Kong Ltd**  
Ms Yonnie Yiu  
General Sales Manager, HK & Southern China  
<http://www.haworth-asia.com>



**EGL Tours Co Ltd**  
**東瀛遊旅行社有限公司**  
Mrs Patricia Yuen Lee 袁李寶芬太太  
Executive Director  
<http://www.egltours.com>



**Howse Williams Bowers**  
Ms Helen Rogers  
Chief Operating Officer  
<http://www.hwbhk.com>

# 新會員



ENQUIRIES

Ms Sharon Chung

Tel: (852) 2823 1203

Email: membership@chamber.org.hk

INNOVATION

## Innovation Programmes & Projects (Asia) Ltd

Mr Richard Beaven

Director

<http://www.innovation.co.uk>



## MotherApp Ltd

Mr Ken Law 羅健麟先生

CEO, Co-Founder

<http://www.motherapp.com>



## Mivide International Ltd

海諾國際珠寶有限公司

Mr Lok Chit Wong 黃諾哲先生

Director

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



## MacGregor Travel Services Ltd

麥理博遊學服務有限公司

Mr Wing Chiu Ho 何永釗先生

Manager

<http://www.macgregor.edu.hk/studytour/>



## National Bank of Pakistan (Hong Kong Branch)

Mr Mumtaz Rafi

Country Manager & Chief Executive

<http://www.nbp.com.pk>



## Nexxo Latino Trading Co Ltd

Mr Edwin Donaldo Morales Quiceno

埃德文莫拉萊斯先生

CEO

<http://www.nexxochina.com>



## Ngai Wah Glass & Mirror Ltd

藝華玻璃鏡業有限公司

Mr Wah Tang 鄧華先生

Director

<http://www.ngaiwah.com>



## Prestige International Bullion Ltd

天譽國際金業有限公司

Mr Kwok Fan Tsui 徐國勳先生

Executive Director

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



## Richful Deyong Corporate Management Ltd

瑞豐德永企業管理有限公司

Mr Hong Song Chen 陳洪松先生

Chairman

<http://www.rf.hk>



## Step Max Ltd

行豐有限公司

Ms Margaret Leung

Senior Sales and Marketing Manager

<http://www.daily7-daily10.com>



## Smart Team International Consultants Ltd

駿國際顧問有限公司

Mr Hong Song Chen 陳洪松先生

Chairman

<http://www.smartteam.hk>



## Strix (Hong Kong) Ltd

施特里克斯(香港)有限公司

Mr Paul Hussey

CEO

<http://www.strix.com>



## Smyth & Co

Mr Davide de Rosa

Director – Italian Group

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



## Tenon Sports Co Ltd

天恆體育用品有限公司

Mr Patrick Kok Ching So 蘇國澄先生

Director

“As an engineer, one of the biggest challenges that we face in Hong Kong is the scarcity of land. Hong Kong is surrounded by sea on three sides and has a land border with Shenzhen to the north, not to mention how Hong Kong’s landscape is dominated by mountains. So to squeeze more space out of the limited land that we have, we have to think out of the box,” said Alan Man, Vice President, Black & Veatch Hong Kong Ltd, which specialises in building water supply and drainage systems in Hong Kong.

### Cavern reservoirs

Man believes multi-use of land can ease land shortage problems in Hong Kong. One example is the innovative construction project of installing saltwater service reservoirs in a cavern built into the hill overlooking the University of Hong Kong’s Centennial Campus. The novel approach had never been attempted in Hong Kong before. The design, which won an award in the Design Category of the 2010 International Water Association’s Project Innovation Awards for the East Asia region, saved a significant number of trees and an area of 6,000 square metres from destruction. Three graded historical buildings were also preserved, he added.

Aside from the cavern saltwater reservoirs, what is also unique is that new fresh water reservoirs are built under the campus, Man emphasised. “With the campus and the fresh water reservoirs being built on the same piece of land, we can basically double the use of our precious land,” he said.

He believes the concept of co-using land could be widely adopted in Hong Kong. “An underground shopping mall is a good example,” he continued. “New facilities can also be added on top of low-rise public utilities – or even rebuilt – to fully utilise the land.”

### Reservoir in the sea

Black & Veatch Hong Kong Ltd, which was established 80 years ago, is best known for building the Plover Cove Reservoir, – the first “reservoir in the sea” in the world.

“In the 1960s, there was basically no land to build a reservoir for drinking water. We dammed the inlet, pumped out the sea water and filled it with fresh water. This massive construction project had never been attempted anywhere in the world before,” Man said.

The High Island Reservoir, located in the Sai Kung Country Park, is another reservoir that Black & Veatch built in the sea. As the largest reservoir in Hong Kong, the High Island Reservoir has a capacity of 280 million cubic metres.

The company has also designed other reservoirs in Hong Kong. “In 1930, our first engineering project in Hong Kong was to help the Government to build the Shing Mun Reservoir. After 1930, all the reservoirs in Hong Kong were designed by our company,” he said.

### Drainage and other projects

About a decade ago, Black & Veatch designed and helped the Drainage Services Department deliver Hong Kong’s first major underground flood storage scheme – the Tai Hang Tung

Our shortage of land and increasing population have pushed Hong Kong’s engineers to raise their creativity to a whole new level, writes **Fion Chui**

土地短缺和人口膨脹促使本港工程師發揮更多創意 徐惠兒



Stormwater Storage Scheme. In 2011, it commenced another storm water drainage project underneath Happy Valley racecourse. “With our urban densities, we have to rethink how we can manage intense rainfall in crowded areas,” he said.

Meanwhile, Black & Veatch has helped replace and rehabilitate more than 1,000 kilometres of aging water mains since 2000. It has also been working with the Water Supplies Department (WSD) on continuous monitoring and pressure management assignments for 15 of the 17 major supply zones.



# Unleashing Creativity

## 發揮創意

“The WSD, which distributes water to 7 million people through a network of 8,000 kilometres of water mains, is implementing various measures to cut water loss from 25% in 2001 to 15% by 2015. Replacing water mains and monitoring pressure can cut water leakages and lessen stress on pipes and fittings,” he said.

Among all its water infrastructure projects, Man is most proud of the Tai Po Water Treatment Works project, the expansion of which more than triples the capacity of the water treatment works. “The scheme won the Global Grand

Prize in the Design Project category of International Water Association Project Innovation Awards 2006, which recognises excellence and innovation in water engineering projects throughout the world,” he said.

Headquartered in the United States, Black & Veatch has more than 100 offices all over the world. “The Hong Kong branch is one of the offices with the longest history. In 2015, the head office will mark the 100th-year anniversary, while the Hong Kong office will celebrate the 85th anniversary in the same year. We hope to grow bigger in the next decade,” he said. ✿



“ Man believes multi-use of land can ease land shortage problems in Hong Kong. One example is the innovative construction project of installing saltwater service reservoirs in a cavern built into the hill overlooking the University of Hong Kong's Centennial Campus.

文海亮認為，多用途應用可紓緩本港的土地短缺問題，而其中一個例子是在香港大學百周年校園的後山開鑿岩洞，裝設鹹水服務配水庫。

”

**博**威工程顧問有限公司專門興建本港的供水及排水系統，該公司副總裁文海亮說：「身為工程師，我們面對的一大挑戰是本港土地稀缺。香港三面環海，北接深圳，更遑論香港山多平地少。因此要在有限的土地資源中騰出更多空間，就必須跳出思想的框框。」

#### 岩洞水庫

文海亮認為，多用途應用可紓緩本港的土地短缺問題，而其中一個例子是在香港大學百周年校園的後山開鑿岩洞，裝設鹹水服務配水庫。這項創新工程項目是本港史無前例的新嘗試，榮獲2010年國際水協會東亞地區項目創新獎的「設計項目類別」大獎，避免了大量樹木和6,000平方米的土地遭受破壞。他補充，有關工程亦保存了三幢已評級歷史建築物。

文海亮強調，除了岩洞鹹水配水庫，藏於校園地下的新建食水配水庫亦同樣全港獨有。他說：「由於校園與食水配水庫建於同一塊土地上，我們基本上可以把本港的珍貴用地加倍使用。」

他相信土地共用的概念可以在香港廣泛應用。「地下商場是個好例子。」他續稱：「低矮的公共事業建築物亦可在樓頂加建新設施，甚或

進行重建，以便充分利用土地。」

#### 海中配水庫

博威工程顧問有限公司已成立80年，其代表作是船灣淡水湖，亦即全球首個在海中興建的水塘。

文海亮說：「在1960年代，當時基本上並無土地興建食水配水庫。我們把海灣用堤壩攔起，將海水抽出，然後注入淡水。這項龐大的興建工程是全球史無前例的項目。」

位於西貢東及西郊野公園內的萬宜水庫，是博威工程顧問另一個在海中興建的配水庫。作為本港最大的水塘，萬宜水庫的儲水容量達2.8億立方米。

該公司亦為香港設計了其他配水庫。他表示：「1930年，我們在香港的首個工程項目是協助政府興建城門水塘。1930年後，全港所有水塘均由本公司設計。」

#### 排水及其他項目

大約10年前，博威工程顧問著手設計，並協助渠務署推出全港首個大型地下蓄洪池計劃 大坑東暴雨蓄洪池計劃。2011年，該公司在



**Company:** Black & Veatch Hong Kong Ltd  
**HKGCC Membership No.** HKB0162  
**Member since:** 1993  
**Established:** 1930 (HK branch);  
1915 (US head office)  
**Website:** [www.bv.com](http://www.bv.com)  
**Contact:** 26011000

公司名稱：博威工程顧問有限公司  
總商會會員編號：HKB0162  
入會年份：1993年  
成立年份：1930年（香港分公司）；  
1915年（美國總公司）  
網站：[www.bv.com](http://www.bv.com)  
聯絡電話：26011000

跑馬地馬場的地底，開展另一個暴雨排水項目。他說：「鑒於本港市區人煙稠密，我們必須重新探討如何處理人多地區的龐大降雨量。」

與此同時，博威工程顧問亦自2000年起，更換和修復了超過1,000公里長的老化水管。該公司亦一直與水務署合作，為全港17個主要食水供應區之中的15個，進行持續監察和水壓管理的工作。

「水務署透過一個全長8,000公里的水管網絡，為全港700萬人供水。現時，該署正實施多項措施，試圖把用水流失從2001年的25%，降低至2015年的15%。更換水管及監察水壓可減少漏水，紓緩水喉配件的壓力。」

在公司芸芸水利基建項目中，文海亮最感自豪的是大埔濾水廠工程計劃，其擴建工程使濾水量增至三倍以上。他說：「該計劃於2006年在國際水協會項目創新獎的設計類別中榮獲『全球大獎』。協會設立這個獎項，目的為表揚世界各地表現卓越及意念創新的水利工程項目。」

博威工程顧問的總部設於美國，全球設有逾100個辦事處。文海亮說：「香港分公司是歷史最悠久的辦事處之一。總公司將於2015年踏入100周年，而香港分公司亦將於同年慶祝其85周年。我們希望在未來10年繼續擴展業務。」



"With our urban densities, we have to rethink how we can manage intense rainfall in crowded areas," said Alan Man, Vice President, Black & Veatch Hong Kong Ltd.

博威工程顧問有限公司副總裁文海亮說：「鑒於本港市區人煙稠密，我們必須重新探討如何處理人多地區的龐大降雨量。」

# Impatient for Change

## 急於求變

Businesspeople remain optimistic about the future of the European Union, but are frustrated by the slow pace of change

商家對歐盟的前景仍感樂觀，但緩慢的改革步伐卻叫他們失望

European business leaders are impatient about changes to be made in Europe. Yet, they remain optimistic about the European Union's long-term prospects for prosperity and global prominence. This was the core message shared by members of the Chamber's Europe Committee, and at their meeting last month, rather than talk of doom and gloom, discussions revolved around opportunities that are presenting themselves because of the economic crisis.

From most crises, opportunities spring forth, the committee's Chairman Neville Shroff told *The Bulletin*. "You can see this with the stock market in Europe, which has increased significantly from its lows. The countries that struggled over the last few years are the ones which will possibly present the best medium and long term opportunities."

In a recent study, titled 'State of the European Union Report,' conducted by global

business school INSEAD, Javier Gimeno, professor of strategy at INSEAD, said business leaders want to move the debate beyond whether budget austerity or growth stimulation will revitalise Europe. What businesses want to see is positive action, instead of hand wringing.

Overall, the mood is one of impatience with a strong call to action. Business is demanding that the E.U. take bold steps to promote economic, political, and social policies that directly address growth. There should be no sacred cows. The question is, will European leaders have the courage to act?

The report analyses the responses of 1,500 executives both inside and outside of Europe who were asked about the economic, social, and political aspects of the European Union.

Corporate leaders strongly believe that the business sector will drive growth. Because of this, they say their voices must be heard by policymakers. ✿

歐洲商界領袖對於當地的改革步伐焦急不已，然而，他們對歐盟長遠的美好前景和國際地位仍感樂觀。以上是總商會歐洲委員會在6月會面時，會員分享的主要訊息。當天大家並沒有談及經濟陷入一片愁雲慘霧，而是集中討論經濟危機為他們帶來的機遇。

「正如大部分危機一樣，有危必有機。」歐洲委員會主席尼維利施樂富向《工商月刊》表示：「觀乎歐洲股市已從低位大幅回升，就可知一二。在過去幾年極力掙扎的幾個國家，或會帶來最佳的中長期商機。」

根據全球頂尖商學院歐洲工商管理學院（INSEAD）最近進行的研究《歐盟狀況報告》

（State of the European Union Report），該學院策略管理教授Javier Gimeno表示，商界領袖不想再反覆討論預算緊縮或刺激增長的措施能否復興歐洲，他們想看到的是積極行動，而非紙上談兵。

整體而言，歐洲商家已感到很不耐煩，並強烈呼籲當局採取行動。商界要求歐盟大刀闊斧，推出經濟、政治及民生政策，直接推動增長。事實上，沒有甚麼制度是神聖不可推翻的。但問題是，歐洲的領袖會果敢行動嗎？

上述報告分析了歐洲內外共1,500位行政人員，對歐盟的經濟、社會及政治方面的意見。

企業領袖深信，商界可推動經濟增長。因此，他們表示商界的聲音絕對不容忽視。





## 主要調查結果包括：

### 經濟

- 82%企業領袖認為歐洲的競爭力與其他地區存在差距，而49%相信有關差距將於未來10年進一步拉闊。
- 88%受訪者認為，最首要的經濟政策是重拾歐洲的生產力；大部分人相信，經濟增長將由中小企帶動，而非跨國企業或國營企業。
- 88%受訪者相信歐盟可更積極行動，在國際舞台上代表商界。舉例說，歐盟可與其他國家協商更穩健的貿易聯繫，但同時要改變海外商家的想法，因為他們認為歐洲是由多個分散零碎的市場組成，而非單一的聯盟組織。

### 社會

- 年青人的失業問題令人關注；逾七成商界領袖希望當局推出稅務優惠，讓他們聘請更多年青人和進行投資，並資助他們為現有員工提供再培訓。

### 科技創新

- 八成商界領袖最關注的是中國的創新威脅，但對於來自印度、日本和美國的同類競爭，則未如以往幾年般憂慮。

## The survey's key findings include:

### Economy

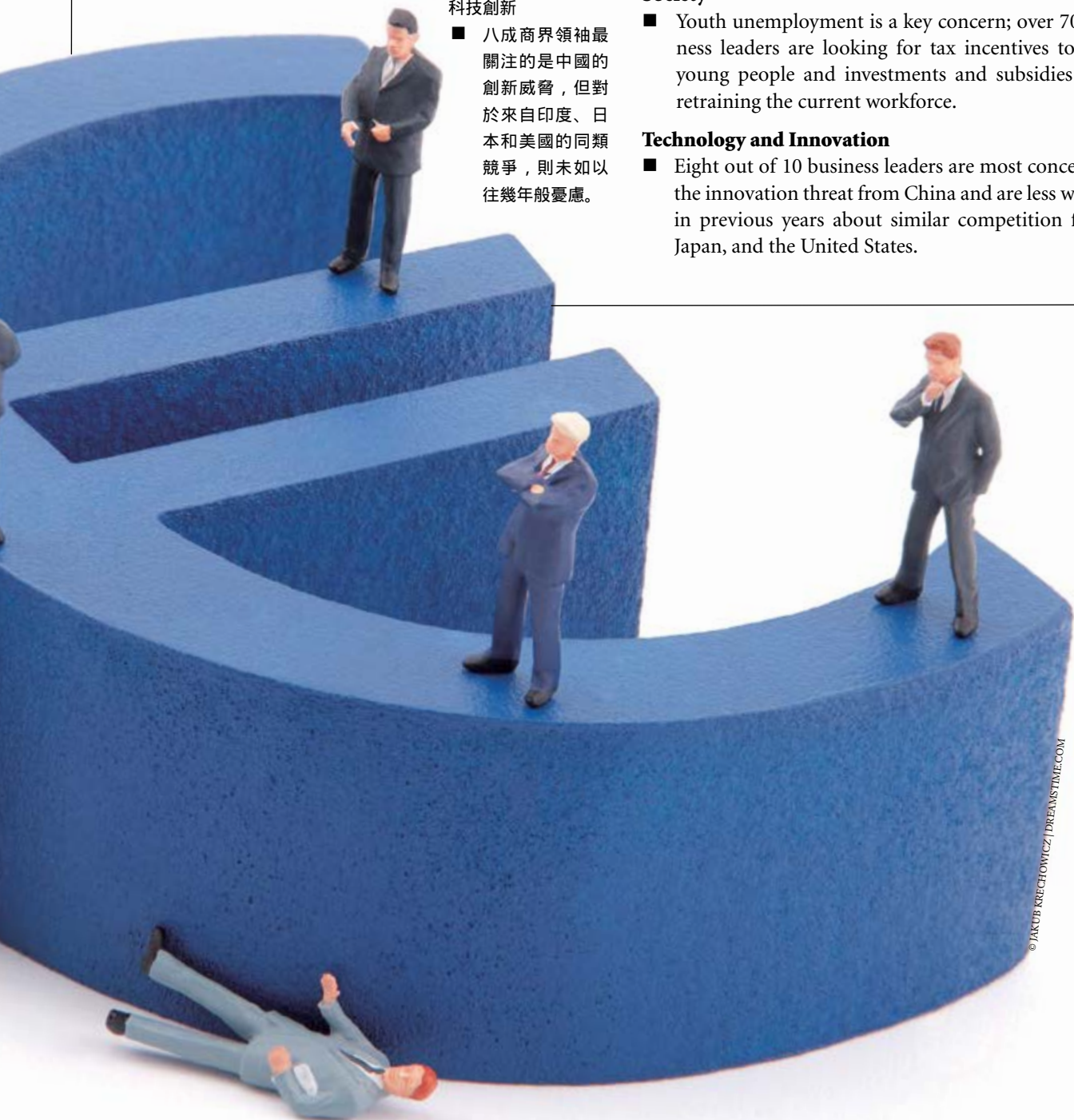
- 82% of corporate leaders see a gap between Europe's competitiveness and that of other regions, and 49% believe this gap will increase in the next 10 years.
- Restoring Europe's productivity is the key economic priority of 88% of respondents; the majority believe that growth will be spurred by small and medium-sized businesses, not multinationals or state-owned enterprises.
- 88% believe the E.U. could do more to represent business on a global stage – for example, by negotiating stronger trade links – but it will have to overcome the perception by non-European business leaders that Europe is a fragmented collection of markets rather than a single bloc.

### Society

- Youth unemployment is a key concern; over 70% of business leaders are looking for tax incentives to hire more young people and investments and subsidies to help in retraining the current workforce.

### Technology and Innovation

- Eight out of 10 business leaders are most concerned about the innovation threat from China and are less worried than in previous years about similar competition from India, Japan, and the United States.



# What Do the Europe Committee Members Think?

The EU Commission said it sees light at the end of the tunnel in 2014, which some commentators feel is optimistic to say the least. But what do businesspeople dealing with Europe on a day-to-day basis believe? Are things as bad as the media portrays? Or are there opportunities ripe for the picking? *The Bulletin* asked members of the Europe Committee to share their views.

## B: Are things in Europe as bad as the media portrays?

Certainly not! If you visit the main cities – except for a few countries – and look at the shops, you will find many shoppers purchasing goods. If you try to get a reservation in a restaurant, you will have difficulty, particularly in the high end ones. Personally, I see a bright light at the end of the tunnel.

– *Neville Shroff, Chairman and CEO, Shroff & Co Ltd*

The crisis in the euro zone continues to ebb. Unfortunately, a lasting breakthrough is still not in evidence as the easing of financial market tensions has barely impacted the real economy. For 2013, we expect negative euro zone growth of 0.6%. On the brighter side, the growth forecast for 2014 stands at plus 1.1%, implying a relatively strong quarter-on-quarter GDP growth rate of 0.4% for the coming year.

– *Eberhard Brodhage, General Manager, Commerzbank AG, Hong Kong Branch*

The EU is a big and complex mechanism which needs more time to recover from the downturn. My experience is to look for acquisitions and investments when the economy is low in Europe and where asset valuations are relatively low and sound.

– *K K Yeung, Chairman, K K Yeung Management Consultants Ltd*

On the surface nothing is different from before, this is where the media gives the wrong impression, but on a deeper level, people's income and purchasing power is diminishing gradually and there is little hope of it going up again. Europe's young generation know now that they will have to fight for a job in the future, even go overseas, which is a big change to the fab-



ric of society, because they expected their country to provide them with work.

– *Marc Castagnet, Director, International Communication Services Ltd*

The media tend to publish stories that are incomplete, often incorrect, and often with an edge of scandal instead of just taking the numbers and letting them talk for themselves. Take the Italian economy as an example: its public debt is one of the highest in the world after Japan. However, individually the savings and assets of Italians are larger than those of Germany and France. If you add the public debt to the private one, Italy is then one of the best countries in the European Union.

– *Donatella Oliboni, Chief Representative, Banca Popolare di Vicenza Scpa*

## B: How are you capitalizing on Europe's economic situation?

Their property markets have probably reached the bottom, and with some patience and a certain risk appetite, one could reap some interesting rewards.

– *Neville Shroff*

One observation that I made from our trip to Europe, particularly the Eastern and Central European countries, is that companies there are very keen to do business with Mainland China. Many are very China-ready.

– *Edmond Yue, Director, Wo Hing Construction Co Ltd*



Spain is one of the few countries in the European Monetary Union where labour costs have diminished while productivity has increased. Foreign trade figures show a much more balanced economy, not only because of a decline in imports, but mainly due to an increase in exports.

– *Victor Pacheco, Director,  
Spanish Chamber of Commerce*

Thanks to the crisis there are many bargains to be had by foreign investors in Italy right now. In real estate, land and key industries, both small- and medium-sized companies, can be bought at a discount. Other sectors include biological agriculture, tourism, and green energy.

– *Donatella Oliboni*

**B: Which countries or industries are you looking to expand business with?**

There are good and cheap companies to buy into or invest in, particularly in Spain and Portugal. I like property in those two countries, but there are also some second-tier fashion brands and others that would provide interesting investments.

– *Neville Shroff*

A continuing theme is capital goods exports to Asian countries, particularly those supporting the further automation of Chinese industries. Equally, European brands continue to

find their way into the hearts of Asian consumers. A much underrated business is the growing number of Asian tourists to Europe, possibly one of the fastest growing segments at this time.

– *Eberhard Brodhage*

Many farmers are our customers and we try to help them to invest in and promote natural and biological products – Italy leads Europe in this field – because we believe that there will be a bright future for such products and demand is increasing.

– *Donatella Oliboni*

Spain is the second largest European vehicle manufacturer, after Germany. Just a month ago, the automotive industry announced they will invest €3,000 m (2012-2015) in the Spanish plants.

– *Raul Guerra, Business Development Manager,  
Invest in Catalonia*

In the case of Spain, there are great opportunities in real estate, not only in residential properties, but also in commercial and tourism facilities.

– *Victor Pacheco*

I am looking at Holland, Belgium, Germany and the U.K., primarily to invest in equities.

– *K K Yeung*

# 歐洲委員會 分享灼見

**歐**盟委員會表示歐洲有望於2014年恢復增長，有評論家則認為這個說法過於樂觀。但每天與歐洲經商的商家又怎樣看？事實真的如傳媒所述般不濟嗎？抑或有些商機已趨成熟，只待收成？《工商月刊》訪問了歐洲委員會的委員，聽他們分享真知灼見。

**問：歐洲當下的境況真的如傳媒所述般不濟嗎？**

當然不是！假如你到訪歐洲大部分國家的主要城市，看看那兒的商店，你會發現他們其門如市。要訂位吃飯也不容易，特別是高檔的餐廳經常爆滿。個人來說，我認為歐洲的前景十分美好。

— Shroff & Co Ltd 主席兼行政總裁尼維利施樂富

歐元區的危機持續減退。可惜的是，儘管金融市場的緊張情緒得以紓緩，但對實質經濟影響不大，故我們仍未見到持久的突破跡象。2013年，我們預期歐元區將錄得0.6%的負增長。好消息是，2014年的預期增長維持在1.1%，意味著來年的按季GDP增長率相對強勁，達0.4%。

— 德國商業銀行香港分行總經理Eberhard Brodhage

歐盟是一個又大又複雜的機制，需要更多時間從逆境復蘇。我的經驗是，當歐洲經濟低迷，以及資產估值相對較低和合理時，是物色收購和投資的良機。

— 楊國琦管理顧問有限公司主席楊國琦

歐洲表面上與昔日無異，傳媒在這方面的確有所誤導。但在較深入的層面，人民的收入和購買力正日漸減弱，而且回升無望。歐洲的年青一代知道他們未來將要爭奪工作，甚至到海外打工，這對社會結構是一大轉變，因為他們曾預期國家會為他們提供工作。

— International Communication Services Ltd 董事馬

傳媒傾向作出一些片面甚至不實的報導，喜歡「隱善揚惡」，而非如實報導數字，讓事實說明一切。以意大利經濟為例，其國債是繼日本後全球最高之一。然而，個別意大利人的存款和資產均多於德國人和法國人。假如把國債加上私人債務，意大利是歐盟中經濟最好的國家之一。

— Banca Popolare di Vicenza Scpa 首席代表Donatella

**問：你會如何善用歐洲的經濟狀況？**

當地樓市很可能已經見底，只要給點耐性和敢於承擔風險，就可得到豐厚的回報。

— 尼維利施樂富

我在上次旅程中觀察到的是，歐洲（特別是東歐和中歐國家）的企業很熱衷於與中國內地經商，不少公司已做好迎接中國的準備。

— 和興建築有限公司董事余國賢



西班牙是歐洲貨幣聯盟中，勞工成本下降但生產力上升的少數國家之一。外貿數字顯示當地經濟發展均衡，這不但是由於進口量下跌，主要原因是出口量上升。

— 西班牙商會董事Victor Pacheco

多得這個危機，意大利的外國投資者現時享有很多優惠，可低價收購房地產、土地和各大行業的中小企業。其他領域還包括生物農業、旅遊業和綠色能源等。

— Donatella Oliboni

**問：你期望在哪些國家或行業，進行投資、創業或擴展業務？**

歐洲有很多優秀便宜的企業值得收購和投資，尤其在西班牙和葡萄牙。我對這兩個國家的物業很有興趣，而一些二線的時裝品牌等，亦是很吸引的投資項目。

— 尼維利施樂富

輸往亞洲國家的資本貨品將保持強勁增長，特別是那些支援中國工業進一步自動化的企業。同樣，歐洲品牌將繼續攻陷亞洲消費者的心。被嚴重低估的是到訪歐洲的亞洲旅客日益增多，這有可能成為當下發展最迅速的市場部分。

— Eberhard Brodhage



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很多農夫都是本公司的客戶，我們嘗試協助他們投資和推廣天然的生物製品，而意大利在這方面可謂領先歐洲。隨著市場需求不斷上升，我們相信這些製品將大有可為。

– Donatella Oliboni

繼德國之後，西班牙是歐洲第二大汽車製造商。短短一個月前，汽車業宣布他們將會在2012至2015年期間，為西班牙廠房投入30億歐元的資金。

– Invest in Catalonia業務拓展經理Ra I Guerra

在西班牙，當地的房地產市場湧現大量商機，除了住宅物業，商用和旅遊設施亦極具潛力。

– Victor Pacheco

我會放眼荷蘭、比利時、德國和英國，主要投資在股票方面。

– 楊國琦

#### Europe Committee

The Europe Committee is one of the Chamber's trade area committees responsible for providing substantive programs and information to chamber members who wish to further develop and strengthen business ties with the European countries.

The Europe Committee is committed to continuing its efforts in promoting bilateral trade and investment between Hong Kong and Europe, through events including luncheons, seminars, meetings with overseas visitors and delegations, missions and networking functions. For more details, members can contact the committee secretary Faith Fung at [faith@chamber.org.hk](mailto:faith@chamber.org.hk)

#### 歐洲委員會

歐洲委員會是總商會的貿易地區委員會之一，負責為有意與歐洲國家進一步發展及加強商業聯繫的總商會會員，提供各式各樣的活動和資訊。歐洲委員會致力透過舉辦不同活動，包括午餐會、研討會、接待海外訪客和代表團、考察團和聯誼活動，不斷促進香港與歐洲之間的雙邊貿易及投資。如欲查詢委員會詳情，請聯絡秘書馮婷琛女士，電郵：[faith@chamber.org.hk](mailto:faith@chamber.org.hk)

# The Good Old Days

## 貪新不忘舊

New restaurants offering different flavours are always popular, but sometimes nothing can beat the good old fashioned classics which tickle your taste buds and nostalgia bone, writes **Cathy Au Yeung**

人們總愛到新餐廳試新菜式，但有時經典的佳餚也值得再三回味

歐陽雯

**M**any people treat themselves to a meal at a new restaurant to brighten up a dull day, as unusual flavours and new dishes can really give you a boost. Yet traditional dishes, which evoke a sense of nostalgia, can have much the same effect and can even relieve the pressures that daily life can sometimes throw at us.

Last month, Tsui Hang Village, a traditional Cantonese restaurant, opened its third branch in the heart of Causeway Bay. To celebrate their latest expansion, they are offering a series of nostalgic dishes for a limited period. Located in the busy Lee Theatre Plaza, Tsui Hang Village is a hybrid of casual elegance and classic Cantonese comfort, and unlike traditional Cantonese restaurants, messy tablecloths and dim sum trolleys are not part of the decor. Nor are there any chipped teacups. Instead, the restaurant uses double-layered glass teacups, which can help insulate and retain the temperature of the tea.

For our first dish we ordered their signature *Honey Glazed Barbecued Pork*. Nearly every

Chinese restaurant offers this common Cantonese dish, but the quality varies widely. Served with their homemade honey sauce, the barbecued pork was succulent and sweet. The ideal proportion of fat to meat in barbecued pork is said to be 30:70, but you can request fatter or leaner meat to suit your preference. One thing you should not miss is the accompanying oyster sauce soybeans. This nutritionally rich and affordable snack was very popular back in the 1960s and '70s. The soybeans go very well with the barbecued pork, because the grease and fragrance of the meat are absorbed into the beans.

For our next appetizer we ordered a platter of honey-glazed walnuts, sliced cantaloupe, honeydew melon, mango, jellyfish, shredded barbecued duck and fried dough sticks. Traditionally, the Cantonese believe tossing sauces with ingredients symbolises good fortune and abundance. We had the good fortune of trying such a tasty dish. Crunchy walnuts, soft mango, chewy jellyfish and crispy dough sticks – all different textures and flavours – just exploded in my mouth. The sauce used in the “salad” is a light Japanese sesame salad dressing, instead of the heavy Chinese sesame oil, which you pour over the dish and toss energetically.



- 1 Drunken Prawns in Superior Herbal Soup  
太白醉翁蝦 (\$320)
- 2 Assorted Fruit and Meat Platter  
錦繡玉鸞羹 (\$188)
- 3 Double Boiled Sweetened Papaya with  
Cherry Plum Extract  
桃花膠燉萬壽果 (\$88)
- 4 Boiled Conch Soup with Honey Melon  
爵士湯 (\$368/4 persons 4人份)





Honey Glazed Barbecued Pork  
招牌蜜汁叉燒 (\$128)

**很**多人都愛到新開的餐廳尋求新口味、新菜式，以掃走一天的悶氣。然而，傳統懷舊菜亦有如「comfort food」般能安撫心情，甚至紓緩日常生活所帶來的壓力。

傳統粵菜食府翠亨 上月在銅鑼灣的核心地帶開設了第三家分店。為慶祝擴充營業，集團限定推出了多款經典懷舊手工菜。新店位於人流如鯽的利舞臺廣場，融合典雅休閒格調及寬廣舒適的環境。有別於傳統的港式茶樓，這兒並無雜亂的桌布、高聲叫賣的點心車，和破爛的杯碟。相反，餐廳裝潢以富生活感的廣東大宅為設計概念，古典中蘊含時尚，茶杯是雙層隔熱玻璃杯，不會燙手之餘亦能保溫，美觀又實用。

首先我們點了這兒的名菜「招牌蜜汁叉燒」。幾乎所有茶樓都有供應叉燒等廣東燒味，但質素卻非常參差。翠亨村的叉燒配上自家秘製的蜜汁，香甜鬆化、肉嫩多汁，果然名不虛傳。叉燒的比例最好是三成肥、七成瘦，但食客亦可按個人喜好，要求肥瘦或「邊」。千萬不要錯過伴碟的蠔油豆。由於營養豐富、價錢實惠，蠔油豆是1960、70年代很流行的小食。這兒的蠔油豆保留傳統的柔韌口感，同時吸收了叉燒的油香，兩者味道非常匹配。

另一道前菜是「錦繡玉鴛鴦」，用料包括蜜糖合桃、哈密瓜、蜜瓜、芒果、海蜇、燒鴨絲和油炸鬼等。根據傳統，廣東人喜歡將多種材料與醬汁撈起拌吃，取其「撈起撈起，撈到風生水起」的意頭，而我們亦有幸一嚐這道美食。香口的合桃、軟熟的芒果、爽滑的海蜇、鬆脆的油炸鬼，多種質感和味道一併在嘴內爆發。有見傳統的中式麻醬過於油膩，餐廳改用了日式麻醬，味道酸甜清新。

Baked Lotus Seed Pastry Peony  
富貴牡丹酥 (\$38/3 pcs件)



廣東人出名「無湯不歡」，我們也就點了「爵士湯」，即蜜瓜蠔頭煲豬展湯，是香港傑出企業家及慈善家鄧肇堅爵士的至愛，招待鄧爵士的飯店取其名為「爵士湯」，是70年代的經典湯水。餐廳細心地把湯渣整齊放好另上，食客可隨意蘸豉油吃。以蜜瓜煲湯清甜可口，蠔頭亦有平喘順氣、滋陰補腎的療效，怪不得這道湯當然大受歡迎了。

主菜方面，我們選了「太白醉翁蝦」。生猛的本地海中蝦先浸在紹興酒內15至20分鐘，然後侍應會在食客面前即席把醉蝦加入滋補的藥膳湯底烹煮，新鮮的蝦肉爽脆彈牙，酒香適中，別具風味。

餐廳的另一招牌菜是「翠亨靚一雞」，先把清遠走地雞用水浸至九成熟，再利用餘溫焗至恰好處。放涼後再去皮去骨，手撕成條狀，撈上自家製的沙薑汁，最後蓋回雞皮凍食。師傅會嚴選大約兩斤二重的幼雞，因為牠們脂肪較少，皮爽肉嫩，讓人回味無窮。

我們也試了兩道甜品，首先是「富貴牡丹酥」，這道經典的廣東甜點工序繁複，近年已幾乎絕跡。師傅以五層酥皮包著甜而不膩的蓮蓉，搓成球狀後輕輕劃上幾刀，再以低溫油炸，酥皮就會緩緩爆開，猶如一朵美麗的牡丹花。最後，「桃花膠燉萬壽果」絕對是女士的恩物。桃花膠即櫻桃樹的樹膠，質感有點像喱，煙煙韌韌，師傅將之放進木瓜燉製，賣相精緻。這道甜品不但清甜味美，還有養顏滋潤的功效。

假如您想回味昔日的情懷，就萬勿錯過今次機會，因為以上的懷舊菜只限銅鑼灣新店供應，推廣期至8月底。✿





The driving force behind Tsui Hang Village's menu is Chef Jacky Chan, who has over 24 years' experience in Cantonese kitchens. He has a keen passion for creating new dishes and goes to great pains to ensure the presentation and taste are exquisite, while at the same time rekindle the nostalgic flavours of Guangdong cuisine. 翠亨 的銅鑼灣新店由品牌總廚陳國樑掌舵，陳師傅擁有逾24年粵菜廚師及出品管理經驗，熱愛菜式創作和擺盤設計，擅於重新演繹經典的廣府菜式。

Next came *Boiled Conch Soup with Honey Melon*. This is Hong Kong's distinguished entrepreneur and philanthropist Sir Shiu-kin Tang's favourite soup, which became very popular in the 1970s. The ingredients are served on a side plate which you can eat with a dash of soy sauce. The flavour of the honeydew melon is drawn out as the soup cooks, which adds a refreshing fragrance and sweetness to the soup. The conch is said to be good for your throat and kidneys.

Our main dish was *Drunken Prawns in Superior Herbal Soup*. Live medium-sized prawns were first soaked in Shaoxing rice wine for 15 to 20 minutes to get them "drunk." Then the waiter boiled the prawns at our table in a nourishing herbal broth. The firm, meaty prawns were full of flavour, and the alcohol was not too overpowering.

Another popular Cantonese dish is *Shredded Boneless Chicken*. The restaurant uses Qingyuan free range chickens, which are poached to almost done, and then the meat continues to slowly cook to perfection as it cools down. The bird is then deboned, shredded and served cold with homemade ginger sauce. Only young chickens are used in this

dish, as the meat is juicier than larger, more mature chickens.

We also tried a couple of desserts, the first of which was *Baked Lotus Seed Pastry in Peony Style*. This classic Cantonese dessert is hard to find in restaurants these days as it is a bit time consuming to make. Its light, sweet lotus seed paste is wrapped in five layers of puff pastry, which is scored with a cross and deep fried on a low heat. The pastry splits on the scores and bursts open like a beautiful flaky peony. Ladies must try the *Double Boiled Sweetened Papaya with Cherry Plum Extract*. The plum extract, which has a chewy almost jelly-like texture, is full of papaya. The dish is not only a good refreshing way to round off a meal, but it is also nourishing for your skin.

If you fancy reliving the good old days, give the restaurant a try. These dishes are available only in the Causeway Bay branch until the end of August. ❀

Shredded Boneless Chicken  
翠亨靚一雞 (\$198/half半隻)



Tsui Hang Village  
(Causeway Bay)  
翠亨 (銅鑼灣店)  
22/F, Lee Theatre Plaza  
99 Percival Street  
Causeway Bay, Hong Kong  
香港銅鑼灣波斯富街99號  
利舞臺廣場22樓  
T. 2409 4822

# Chamber Happenings 活動重溫



## Town Hall Forum Series: The New ExCo

The Hon Regina Ip Lau Suk Yee shared her views with members at the Chamber's Town Hall Forum Series on June 13. Regina spoke about Hong Kong's core industries, and whether the Hong Kong SAR Government should be "picking winners" to drive our economy forward, among other topics, at this closed-door forum.

議事論壇系列：行政會議新勢力葉劉淑儀議員於總商會6月13日的「議事論壇系列」上，與會員分享真知灼見。她是在是次閉門論壇上，闡述了對香港核心行業的看法，以及香港特區政府應否「挑選贏家」，以推動經濟發展。

Economic Cooperation of Guangzhou Municipality, led a study group to visit the Chamber on May 23. The delegates were exploring new avenues for expanding cooperation between Guangdong and Hong Kong under CEPA. Watson Chan, Chamber Senior Director, Policy & China Business, together with members from various service sectors, shared their views with the visitors.



## China Committee

China Committee Chairman Edmond Yue and members participated in the 8th Central China Investment and Trade Exposition, which took place in Zhengzhou, Henan Province on May 17-18, to explore business opportunities in central China. The group met with representatives from abroad and various regions in China. Members also visited the Hong Kong Pavilion with Gregory So, Secretary for

Commerce and Economic Development, HKSARG. Lu Hao, Acting Governor of the People's Government of Heilongjiang Province, hosted a meeting on Heilongjiang-Hong Kong Business Cooperation, which was co-organized by the Chamber, on May 22. Chamber CEO Shirley Yuen attended the meeting and exchanged ideas on expanding cooperation between Hong Kong and Heilongjiang.

P C Yu, General Committee member and China Committee Vice Chairman, attended the Heilongjiang (HK) Industries Cooperation and Exchange Seminar on May 23 and met with leaders from Heilongjiang Province.

Zheng Jianrong, Deputy Director General, Department of Foreign Trade and Economic Cooperation of Guangdong Province, and Chen Lei, Deputy Director General, Bureau of Foreign Trade and

Zeng Gensheng, Vice Chairman, Guangdong Service Outsourcing Industry Association, and Piao Junan, Director, the Center for Promotion of Guangdong-Hong Kong-Macao Cooperation, visited the Chamber on May 24. P C Yu welcomed the visitors and discussed projects in Guangdong.

The Chamber was a supporting organisation of the 2013 Jining-Hong Kong Economic Cooperation Seminar cum Dinner Banquet. Watson Chan

## 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 Agnes Tan  
陳國萍女士  
Economic Policy Committee  
經濟政策委員會  
Mr James Riley  
詹偉理先生



**Fan Qingxin**, Director, Bureau of Commerce, Xintai City, Shandong Province, led a delegation to visit the Chamber on May 27, where they were welcomed by Emil Yu, Vice Chairman of the Industry and Technology Committee.

represented the Chamber to attend the event on May 28.

**Guo Shuqing**, Governor of Shandong Province, met with the Chamber's Watson Chan at the Cooperative Projects' signing ceremony of 2013 Hong Kong-Shandong Week on May 29. The Chamber co-organised the event.

**Edmond Yue** represented the Chamber at the Dongguan and Hong Kong: Upgrading and Transforming Enterprises meeting on May 30, at which he shared the Chamber's views with participants.

**Tony Jin Zhiyong**, Director of Legal Department, China Talent Group Beijing, spoke at the Chamber's roundtable luncheon on June 3, titled "The New Amendment of Labour Contract Law."

**Dr Neale O'Connor**, Director of China Supply 1000 Project and Senior Consultant of the Silk Road Associates 'China Lab', spoke at the Chamber's roundtable luncheon on

June 5. **O'Connor** shared his analysis of a survey of 1,000 interviews with Chinese manufacturers in the consumer electronic industry, and his views on China's development over the next five to ten years.

**Wang Liwei**, Director, Liaoning Provincial Bureau of Foreign Trade and Economic Cooperation, led a delegation to visit the Chamber on June 4. **Edmond Yue** welcomed delegates, who introduced recent investment projects in the province.

**Watson Chan** attended a Promotion Seminar on the Development of Western China hosted by the Ganzhou City, Jiangxi Province on June 6. The Chamber was a co-organiser of the event.

**Edmond Yue** represented the Chamber to attend a welcome lunch for Lu Xinshe, Governor of Jiangxi Province, on June 7, as well as the Ganzhou Investment Seminar on June 8.

**Watson Chan** attended

the inauguration ceremony of the Council of Ningxia (HK) International Industrial and Commercial Association and Dinner Banquet, hosted by the Government of Ningxia Hui Autonomous Region, on June 12.

**Liu Hui**, Governor of Ningxia Hui Autonomous Region, met with **Stephen Ng**, Chamber Vice Chairman, at the Ningxia Economic Cooperation Seminar, on June 13.

**Stanley Hui**, General Committee member, and **Edmond Yue**, together with 25 members, attended the 2013 Zhuhai Gala Dinner on

June 13, which was hosted by the Zhuhai Government and supported by the Chamber. At the event, representatives from Zhuhai disseminated information about doing business in the area.

**Zhang Xiaoming**, Director of the Liaison Office of the Central People's Government in the HKSAR, hosted a luncheon with chairmen and vice chairmen of the five major chambers in Hong Kong. HKGCC Chairman C K Chow, Deputy Chairman Y K Pang; Vice Chairman Stephen Ng, LegCo Representative Jeffrey Lam, and CEO Shirley Yuen attended the lunch.



**Stephen Ng**, Chamber Vice Chairman, met with **Ba Ter**, Governor of Inner Mongolia Autonomous Region, at the opening ceremony of the Inner Mongolia-Hong Kong Trade & Economic Cooperation Week on May 29. **PC Yu** attended a luncheon with Governor Ba after the ceremony.

總商會副主席吳天海於5月29日的「內蒙古—香港經貿合作活動周」開幕啟動儀式上，與內蒙古自治區主席巴特爾會面。余鵬春於儀式後出席巴主席午餐會。

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



### Monaco Chamber of Economic Development

Michel Dotta, Chairman of the Monaco Chamber of Economic Development, C C Tung, Honorary Consul of Monaco in Hong Kong, and representatives from Monaco visited the Chamber on June 3. Chamber CEO Shirley Yuen and Europe Committee members met with the visitors and discussed similarities between Monaco and Hong Kong.

### 摩納哥經濟發展商會

摩納哥經濟發展商會主席Michel Dotta、摩納哥駐港名譽領事董建成及隨員於6月3日到總商會作禮節性拜訪，與本會總裁袁莎妮及歐洲委員會成員會面，雙方討論兩地的共通點。

### Digital, Information and Telecommunications Committee

The Digital, Information and Telecommunications Committee formed a working group of six members to review the Government's Digital 21 Strategy. At the inaugural meeting on June 4, members agreed to formulate proposals to enhance the development of the information and communications technology industry.

### Economic Policy Committee

C K Chow, Chamber Chairman, met with members during a meeting on May 22 to exchange views on the work of the Government's Economic Development Commission and its working groups.

Chow is, respectively, a member and convener of the Commission and its Working Group on Transportation.

### Environment and Sustainability Committee

Cary Chan, Vice Chairman of the Environment and Sustainability Committee, delivered a report on the committee's work in 2012 at the Chamber AGM on May 30.

### HKCSI Executive Committee

Chamber CEO Shirley Yuen met with Harjeet Baura, Partner, Financial Services Practice of PricewaterhouseCoopers, and his colleagues on June 5 to explore the possibility of conducting a survey on quality customer service. The aim is to improve overall

customer experience through benchmarking against local and global leading practices.

### Industry and Technology Committee

With the assistance of an independent consultant, Ernst & Young, the HKGCC assessment team has shortlisted nine companies out of 40 applications for the 2013 Hong Kong Awards for Industries: Innovation and Creativity. The Hong Kong Awards for Industries is the premier business awards scheme championed by the HKSAR Government. The HKGCC Judging Panel will interview the shortlisted companies in July and nominate winners to the Final Judging Panel.

### Labour Strategy Working Group

Chamber CEO Shirley Yuen met with Caroline Mak, Chairman of the Hong Kong Retail Management Association, on May 15 at the Chamber to exchange views on developments in the community on standard working hours.

The five major local chambers held a joint meeting on May 23 to discuss the way forward for preparing the business community on the issue of standard working hours.

The Chamber re-constituted the Subcommittee on Standard Working Hours under the Manpower Committee into a new Labour Strategy Working Group in June to tackle several major labour issues worrying the business

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

Mrs Margaret Leung

梁甘秀玲女士

sector. The scope of its mandate will be broadened to cover a wider perspective. In particular, the group will look into ways to ensure that Hong Kong will continue to have an efficient, effective as well as flexible workforce to sustain Hong Kong's long-term competitiveness.

### Real Estate & Infrastructure Committee

Robin Lee, Deputy Head of Civil Engineering Office (Port and Land), Civil Engineering and Development Department, was invited to brief members on "Enhancing Land Supply Strategy: Stage 2 Public Engagement Exercise" on May 27.

### Shipping & Transport Committee

Dr Jonathan Beard, Executive Director of ICF GHK, spoke at the committee's June 4 meeting on the issue of "Container Port Competition in an Era of Mega Vessels and Sustainability and the Implications for Hong Kong and the Region."

T C Chew, Project Director at MTR, spoke on the topic of "Sustainable Rail Infrastructure Development" at a roundtable luncheon on June 7.

### Small & Medium Enterprises Committee

At the SME Committee's meeting on June 14, Andy Yee, Country Lead, Public Policy & Government Relations, Google Hong Kong & Taiwan, updated members on "How the Internet is Transforming Hong Kong's Economy."



### Athens Chamber of Commerce and Industry

雅典工商會

Michael Kandarakis, from the Athens Chamber of Commerce and Industry, visited the Chamber on June 20 to discuss the possibility of HKGCC organizing a mission to Athens and signing a Memorandum of Understanding (MOU) to foster closer cooperation between the two chambers.

The current uncertainty in Europe is prompting many Greeks to invest in Asia. Kandarakis explained that while they were once content to do business within Europe, they now see Asia, particularly China, as a significant opportunity that they cannot afford to miss. However, many have never done business in Asia so are a little apprehensive about exploring unfamiliar markets and cultures. This is where Hong Kong can play a key role in their success. He also urged Hong Kong businesses to look at investing in Greece while opportunities abound amidst the current economic gloom.

Christodoulos Margaritis, Consul General of Greece, and Attache Katerina Vichou accompanied Kandarakis to the Chamber, where they were welcomed by Europe Committee Chairman Neville Shroff.

雅典工商會的Michael Kandarakis於6月20日到訪，討論總商會率團赴雅典考察，以及雙方簽訂諒解備忘錄以加強合作的可能性。

歐洲當前的不穩定因素正促使許多希臘人轉而投資亞洲。Kandarakis解釋，儘管投資者一度滿足於在歐洲營商，但他們現已視亞洲（特別是中國）為不可錯失的重大商機。然而，他們當中很多都缺乏在亞洲營商的經驗，對陌生的市場和文化難免會感到憂慮。因此，香港可從中扮演重要的角色，協助他們取得成功。他亦鼓勵香港企業考慮投資希臘，抓緊當前經濟不景下的大量商機。

Kandarakis在希臘總領事Christodoulos Margaritis及隨員Katerina Vichou陪同下到訪，由歐洲委員會主席尼維利施樂富接待。

### Taiwan Interest Group

Sophia Shih from Chung-Hua Institution For Economic Research, visited the Chamber on May 31 to discuss how CEPA has affected economic cooperation with the Mainland. Watson Chan, Chamber Senior Director,

Policy & China Business, and Wendy Lo, Senior Manager, China Business, shared their observations and views with Shih.

The 8th Strait Forum / Taiwan-Hong Kong Forum, organized by the Asia Pacific Taiwan Federation of Industry and Commerce,

and co-organized by HKGCC, took place on June 16 in Hong Kong. Speakers from Taiwan and Hong Kong spoke at the forum on the progress of closer relations between the Mainland, Taiwan and Hong Kong since the launch of ECFA. 🌸



## China-Mexico Opportunities

中國與墨西哥機遇

Hong Kong and Mexico trade has been enjoying strong growth for the past five years, and as economic and diplomatic ties grow stronger, two-way trade is expected to expand. Consul General of Mexico Alicia Buenrostro Massieu, together with Hector Martinez, Trade Commissioner of ProMexico, Thomas Wong, Partner CWCC, and German Munoz, President of the Mexican Chamber, explained at a seminar supported by HKGCC what opportunities are available for businesses.

香港與墨西哥之間的貿易在過去五年強勁增長，而隨著經濟和外交聯繫日趨緊密，預料雙邊貿易將持續擴張。墨西哥總領事Alicia Buenrostro Massieu聯同ProMexico的貿易專員Hector Martinez、陳黃鍾蔡會計師事務所合夥人黃華榮及墨西哥商會主席German Munoz，出席一個由總商會支持的研討會，講解當地的商機。

## 中國委員會

黑龍江省代省長陸昊於5月22日主持由總商會協辦的「黑龍江—香港商界經貿合作圓桌會議」。總商會總裁袁莎妮出席會議，就如何擴展香港與黑龍江之間的合作交換看法。

總商會理事及中國委員會副主席余鵬春於5月23日出席「黑龍

江省（香港）產業互助經貿交流推介會」，與黑龍江省領導會面。

廣東省對外貿易經濟合作廳副廳長鄭建榮及廣州市對外貿易經濟合作局副局長陳磊於5月23日率領研究小組到訪本會。團員正探討利用CEPA擴展粵港合作的新方向。總商會政策及中國商務副



中國委員會主席余國賢與會員於5月17至18日赴河南省鄭州市參加第八屆「中國中部投資貿易博覽會」，探索中國中部商機。代表團與來自海外和中國不同地區的代表會面，並與香港特區政府商務及經濟發展局局長蘇錦樑一起參觀香港館。

總裁陳利華聯同來自不同服務業界的會員，與訪客分享看法。

廣東省服務外包促進會副會長曾根盛及廣東省粵港澳合作促進中心主任朴俊安於5月24日到訪，由余鵬春接待，並討論廣東的項目。

山東省新泰市招商局局長范慶新於5月27日率領代表團到訪，由工業及科技委員會副主席于健安接待。

總商會是「2013濟寧（香港）經貿合作懇談會暨晚宴」的支持機構。陳利華於5月28日代表本會出席活動。

山東省省長郭樹清於5月29日的「2013香港山東周」合作項目簽約儀式上，與總商會陳利華會面。是次活動由總商會協辦。

余國賢於5月30日代表總商會出席「莞港資企業升級轉型聯席會議及晚宴」，向與會者分享本會見解。

北京易才集團法務部總監金志勇為本會6月3日的午餐會演說，講解《勞動合同法》的最新修訂。



中國供應商1000專案主任及中國區Silk Road Associates高級顧問奧冠倫博士蒞臨本會6月5日的午餐會，剖析他向1,000家消費電子業中國製造商所進行的訪問結果，並闡釋對中國未來五至十年發展的見解。

陳利華於6月6日出席江西省贛州市「執行西部大開發政策專題對接會」。總商會是活動的協辦機構。

余國賢代表總商會出席6月7日的江西省省長鹿心社歡迎晚宴，以及6月8日的贛州市座談會。

陳利華於6月12日出席香港寧夏國際工商聯合會第二屆理事會就職典禮，以及寧夏自治區政府舉辦的晚宴。

寧夏自治區主席劉慧於6月13日的「寧夏經貿合作推介會」上，與總商會副主席吳天海



遼寧省對外貿易經濟合作廳廳長王力威於6月4日率領代表團到訪本會，由余國賢接待。團員介紹該省近期的投資項目。

會面。

總商會理事許漢忠、余國賢聯同25名會員於6月13日出席「2013年珠海之夜（香港）—橫琴高端服務業投資環境推介會」。會上，來自珠海的代表推廣該區的營商資訊。是次活動由珠海市政府主辦，總商會乃支持機構。

中央人民政府駐香港特區聯絡辦公室主任張曉明主持午餐會，宴請本港五大商會的主席和副主席。總商會主席周松崗、常務副主席彭耀佳、副主席吳天海、立法會代表林健鋒及總裁袁莎妮出席午餐會。

## 數碼、資訊及電訊委員會

數碼、資訊及電訊委員會成立了六人工作小組，以檢討政府的「數碼21資訊科技策略」。在6月4日的成立會議上，成員同意制訂建議，以促進資訊及通訊科技業的發展。

## 經濟政策委員會

總商會主席周松崗於5月22日的會議上，與會員會面，就政府的經濟發展委員會及其轄下的多個工作小組交換看法。周松崗分別是委員會成員及航運業工作小組召集人。

## 環境及可持續發展委員會

環境及可持續發展委員會副主席陳永康於總商會5月30日的周年會員大會上，發表一份工作報告。

## 香港服務業聯盟執行委員會

總商會總裁袁莎妮於6月5日在本會與羅兵咸永道金融實務合夥人Harjeet Baura及其同事會面，

探討展開一項有關優質客戶服務調查的可行性，目的是透過以本地和全球領先的實務為基準，以評估和改善整體客戶體驗。

#### 工業及科技委員會

總商會評審小組在獨立顧問安永會計師事務所的協助下，已從40份申請中甄選出9家入圍企業，競逐「2013香港工商業獎」的創意組別獎項。香港工商業獎是由香港特區政府全力支持的工商業獎勵計劃。總商會評審委員會將於7月與入圍企業進行面試，並向最終評審委員會提名得獎企業。

#### 勞工策略工作小組

總商會總裁袁莎妮於5月15日與香港零售管理協會主席麥瑞會面，就標準工時的發展交換意見。

五大大地商會於5月23日召開聯合會議，討論如何為商界作好準備，應對標準工時議題。

總商會於6月把人力委員會轄下的標準工時小組委員會改組為新的勞工策略工作小組，以處理商界所關注的幾項主要勞工議題，其職能範圍擴大至涵蓋更廣泛的領域。特別是，小



### Investing in Guangxi

#### 投資廣西

Peng Qinghua, Secretary of the Guangxi Zhuang Autonomous Region's CPC Committee, who is the Former Director of the Liaison Office of Central People's Government in the HKSAR, met with Chamber Chairman C K Chow at a Guangxi cocktail reception on June 24. On the following day he also met with the Chamber's General Committee members David Lie, Stephen Ng, and CEO Shirley Yuen at a seminar to introduce investment opportunities in Guangxi to the Hong Kong business community.

前中央人民政府駐香港特區聯絡辦公室主任、現任廣西壯族自治區黨委書記彭清華於6月24日的廣西酒會上，與總商會主席周松崗會面。在翌日的一個研討會上，他亦與本會兩位理事李大壯和吳天海，以及總裁袁莎妮會面，向本港商界介紹廣西的投資機遇。

組將探討如何確保香港繼續擁有高效率、靈活的勞動力，以維持本港的長遠競爭力。

#### 地產及基建委員會

土木工程拓展署土木工程處副處長（海港及土地）李鉅標於5月

27日應邀向會員簡介「優化土地供應策略」第二階段公眾參與活動。

#### 船務及運輸委員會

ICF GHK常務董事Jonathan Beard博士出席委員會6月4日的

會議，討論在大型船舶日漸增多及講求可持續發展的時代下，貨櫃碼頭之間的競爭，以及對香港及亞洲區的啟示。

港鐵公司工程總監周大滄出席6月7日的午餐會，討論可持續的鐵路基建發展，活動座無虛席。

#### 中小型企業委員會

在中小型企業委員會6月14日的會議上，Google香港及台灣政府關係及公共政策主管余浩基向會員講解「互聯網怎樣推動香港經濟」。

#### 台灣小組

中華經濟研究院區域發展研究中心研究員史惠慈於5月31日到訪，討論CEPA如何影響與內地的經濟合作。總商會政策及中國商務副總裁陳利華及中國商務高級經理盧慧賢，與史女士分享他們的觀察和意見。

由亞太台商聯合總會主辦、總商會協辦的「第八屆兩岸論壇暨台港論壇」於6月16日在港舉行。來自台灣和香港的講者於會上討論自ECFA 實施以來，中港台三地更緊密關係的進展。 🌸



The Chamber's China Committee organised a one-day study tour to Nansha on June 28 to learn about business opportunities arising from the Nansha New Development Zone, which aims to be a regional transport hub.

Delegation Advisor Eric Fok, who is the Commodore of Nansha Marina (1st row 8th from left) showed China Committee Chairman Edmond Yue & 45 members around the area and provided first-handed information on Nansha's latest development plans.

為掌握南沙區未來交通樞紐的優勢及新規劃帶來的商機，本會中國委員會於6月28日組團前往南沙新區考察，由委員會主席余國賢任團長，率領全團一行45人拜會各政商代表。此次考察有幸邀得南沙遊艇會會長霍啟山先生(前排左八)作顧問，在團員考察遊艇會時給予南沙全面規劃及第一手的意見。

# 好市民獎頒獎典禮2013第1

Good Citizen Award Presentation Ceremony 2013 Phase 1



## HKGCC Committed to **Supporting**

### 總商會無間



**F**orty citizens who helped the Police fight crime were commended at the Good Citizen Award (GCA) Presentation Ceremony on June 18. This year also marks the 40th anniversary of the award. Speaking at the presentation ceremony, Chamber CEO Shirley Yuen said by offering good citizens a reward for helping the Police fight crime, the award encourages the public to do the right thing. It has also contributed to Hong Kong's prosperity and stability, as well as helped make our city a great





# 40 Years of Bravery

*HKGCC remains committed to supporting the Good Citizen Award*

The Good Citizen Award celebrates its 40th anniversary this year. Over the past four decades, over 3,800 civic-minded citizens' bravery has been recognized and honoured for combating crime. The Chamber has been the sole sponsor of the award, which we administer in co-operation with the Hong Kong Police Force, since 1973, and is a clear example of how the Chamber contributes to the community.

Chamber members have played a crucial role in ensuring the success of the Good Citizen Award. On May 23, 1973, the Chamber was invited by the Government to administer a Good Citizen Award, as part of Hong Kong's battle against crime. Considering a safe society essential for business, the Chamber gladly took up the invitation. With an initial fund of

\$736,400 (\$4.1 million in today's money) pledged by businesses to help fight crime, the Chamber began awarding brave citizens who

had helped the Police arrest criminals. This also demonstrates how business, Government and the community at large can work hand in hand for the benefit of Hong Kong.



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## Good Citizen Award

### 支持「好市民獎」

place in which to live and work.

She said Hong Kong's overall crime rate last year hit a 10-year low, thanks to the support of all awardees and the sense of justice among the general public, who help combat crime in our community.

With the help of the awardees – 34 men and six women – more than 40 persons were arrested for a variety of offences including theft, indecent assault, burglary, robbery and wounding. Each of them received a certificate and a cheque of \$2,000. Sixteen awar-

dees helped the Police arrest 13 culprits involved in 11 mobile phone snatching cases, while another seven helped Police arrest seven men involved in seven indecent assault cases.

The HKGCC also plays an important role through the Good Citizen Award. Yuen pointed out the Chamber has been supporting the award since its inception in 1973. She hopes the public understands that the Chamber cares about the community, and that we are willing to work closely with citizens and the Police to make Hong

Kong a safe, international metropolis in which to live and do business.

Fighting crime is the responsibility of all citizens. Following the ceremony, Yuen had the opportunity talk with the awardees and listen to their stories of bravery. Some awardees said they never thought about the award when they gave a helping hand. All they thought about was concern for the victim and how they could help bring the criminals to justice. So they were delighted to receive the award as a bonus.

Yuen emphasized that without a sound legal system, excellent Police force and the courage of the public, Hong Kong would not be able to maintain a stable operating environment, attract foreign investors and consolidate our reputation as an international finance and business centre. ✿

**40**名協助警方撲滅罪行的市民於6月18日在「好市民獎頒獎典禮」上獲表揚，而今年亦適逢「好市民獎」40周年。本會總裁袁莎妮出席頒獎禮時說，希望透過這獎項，鼓勵市民挺身而出，撲滅罪行，與市民攜手建設安居樂業、繁榮穩定的香港。

她表示，香港去年的整體罪案率，是近10年低位，這不單有賴各位得獎者的支持，也全靠香港市民有疾惡如仇的精神，打擊罪案。

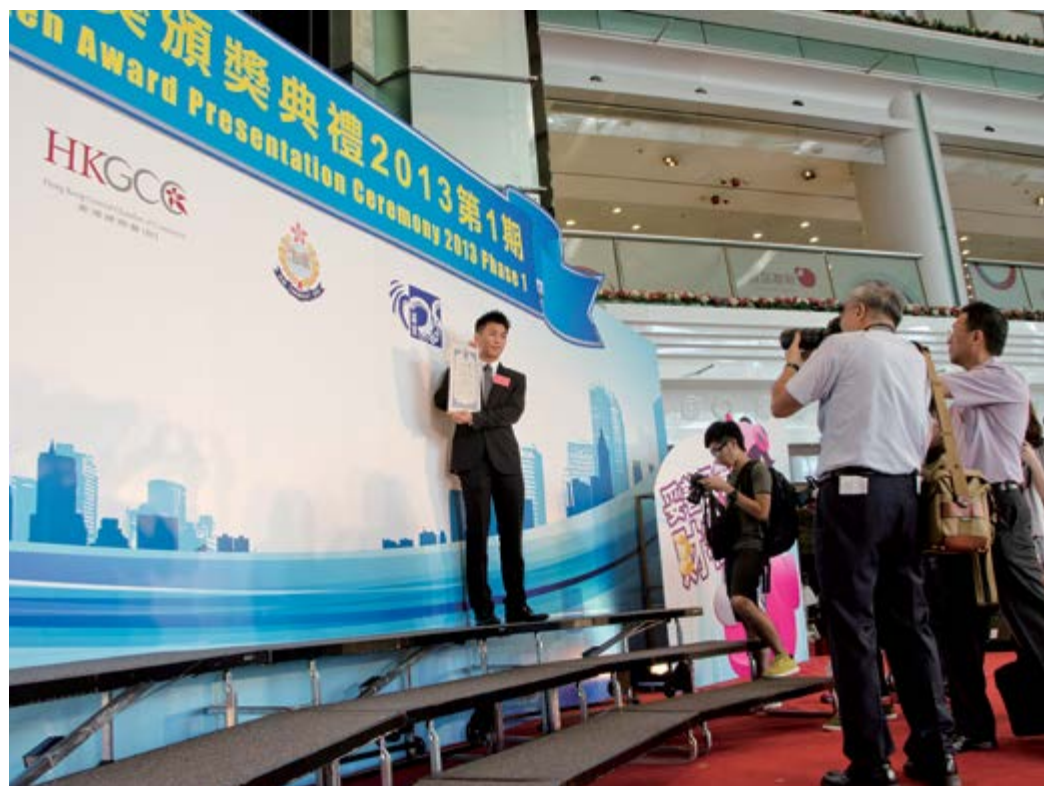
是次典禮上，分別有34和6名男、女得獎者協助警方拘捕了40多名分別涉及盜竊、非禮、爆竊、行劫和傷人等案件的疑犯。得獎者各獲頒發獎狀和獎金2,000元。其中16名得獎者協助警方拘捕涉及11宗電話盜竊案的13名匪徒，而另外7名得獎者則協助警方拘捕涉及7宗非禮案的7名男子。

香港總商會在「好市民獎」中扮演一個重

要角色，她指出，自1973年「好市民獎」成立以來，便無間支持「好市民獎」，希望告知市民大眾，總商會關懷社群，願與市民及警隊努力，為香港締造一個安居樂業的國際都會。

撲滅罪行，人人有責。袁莎妮在頒獎禮後，很高興與多位得獎者傾談，分享他們見義勇為、樂於助人的故事。部分得獎者更明言，協助救人或追捕逃犯時，並未考慮能否獲獎，心只牽掛受害人的情況，希望能把罪犯繩之於法。對於能獲得嘉許，他們實在感到欣喜。

袁莎妮強調，如果沒有健全的法制和優秀的警隊，沒有市民守望相助和見義勇為的精神，香港便失去穩定的營商環境，也無法吸引外商，更無法獲得國際金融和商業中心的美譽。



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



## Donation Form 捐款表格

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

I / we would like to support the Good Citizen Award Fund with a cash donation of HK\$ \_\_\_\_\_  
本人 / 公司願意捐助港幣 \_\_\_\_\_ 元正以支持「好市民獎勵計劃」基金。  
(Donation receipt will be issued. Cash donations of HK\$100 or above are tax deductible.)  
(有關捐款將獲發收據。捐助滿一百元的善款可獲政府免稅。)

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

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Contact Person 聯絡人姓名 (Dr / Mr / Ms 博士/先生/女士) \_\_\_\_\_

Job Title 職銜 \_\_\_\_\_ Tel 電話 \_\_\_\_\_

Email 電郵 \_\_\_\_\_ Fax 傳真 \_\_\_\_\_

Address 地址 \_\_\_\_\_

Name to be acknowledged (in print) 鳴謝單位名稱(正楷):

Thanks, we **do NOT** need any acknowledgement for our support. 請不用刊登鳴謝名稱。

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

OR

Bank-in your donation to the following account then fax the bank-in slip together with this form to Ms Celia Lo at 2527-9843.

Account No.: 002-220663-005 (The Hongkong & Shanghai Banking Corporation Limited)

Account Name: The Hong Kong General Chamber of Commerce – Good Citizen Award

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

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

或

存入以下銀行戶口並請把收據連同本表格傳真至2527-9843盧小姐收。

戶口號碼： 002-220663-005 (香港上海 豐銀行有限公司)

戶口名稱： The Hong Kong General Chamber of Commerce - Good Citizen Award

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

## 見義勇為40載

總商會矢志繼續支持「好市民獎」

「好市民獎」今年踏入40周年。歷年來，逾3,800名減罪有功的熱心市民已獲嘉許。總商會自1973年起與香港警務處合辦「好市民獎」，自此一直獨家贊助是項計劃的獎金，充分反映出總商會關愛社群，貢獻良多。

「好市民獎」得以成功，全賴總商會會員的鼎力支持。1973年5月23日，總商會獲政府邀請創立「好市民獎」，作為減罪運動的一部分。本會深明社會安定對營商非常重要，遂欣然接受邀請。承蒙商界捐款支持，當年籌得736,400元（相當於現在410萬元）成立「好市民獎」基金，讓本會得以向協助警方拘捕罪犯的英勇市民發放獎金。有關計劃亦說明商界、政府和市民能衷誠合作，一同攜手造福社會。

所有「好市民獎」得主均獲總商會頒發獎金以示嘉許，獎項基金主要來自會員捐款及社會各界人士捐獻。現時，該基金已將近用竭，盼望會員慷慨捐款，多少無拘，以支持這項極具意義的計劃能延續下去。

各行各業均渴望在安定的環境下營商。香港既擁有這方面的優勢，更向國際展示良好的治安環境，如何造就我們成為一個繁榮及安全的世界級都會。表現卓越的香港警隊當然居功至偉，而一班見義勇為的熱心市民亦功不可沒。他們向警方舉報罪案，甚至不惜與歹徒正面交鋒，令犯罪份子不能逍遙法外。



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From the generous donations made mainly by members of the Chamber, and partly by the public to the Good Citizen Award Fund during past fund-raising drives, cash rewards were given to these Good Citizens as a small token of the community's appreciation for their brave actions. Now that the fund is nearly exhausted, we need your help to replenish it, to ensure that this very meaningful and worthwhile scheme can continue for many more years.

All businesses, regardless of size, require a safe and stable environment in which they can go about the day-to-day running of their operations. Hong Kong truly sets an example to the world that it enjoys such a position; an advantage that has enabled it to thrive and grow into not just one of the greatest metropolises in the world, but also one of the safest. This is largely due to the excellence of our Police Force, but our civic-minded citizens also play an important role. By reporting crimes to the Police, and in many cases confronting criminals directly, Hong Kong citizens are letting criminals know that their actions will not be tolerated.

For more information about the Good Citizen Award and to make a donation, please visit: <http://www.chamber.org.hk/en/events/good-citizen.aspx>

如欲了解「好市民獎」的詳情及捐款支持，請瀏覽：<http://www.chamber.org.hk/en/events/good-citizen.aspx>

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# Meet the Chamber Chairman



Members had the perfect opportunity to meet Chairman C K Chow and learn more about the work of the Chamber during a 'Meet the Chamber Chairman' Cocktail reception on June 10. Chow was re-elected after the Chamber's Annual General Meeting on May 30. He was the official host and used the afternoon to get to know members and listen to their opinions, concerns and suggestions on a personal level, while making new acquaintances in a relaxed environment. 🌸





## 與總商會主席碰杯



**總**商會於6月10日舉行「與主席碰杯」酒會，讓會員有機會與主席周松崗會面，並深入了解本會的工作。在5月30日舉行的總商會周年會員大會上，周松崗獲選連任主席。是次活動在下午進行，由周主席主持。在輕鬆愉快的氣氛下，他與會員互相認識，細聽他們的意見、關注和建議，並趁機交流聯誼。



# Green Shoots?

## 復蘇嫩芽？

Hopes are high that Europe's economy will start to emerge from the dark towards the end of this year

人們抱有很高期望，歐洲經濟將於下半年開始走出陰霾

Europe's woes show no signs of abating, and calls are growing louder for the euro system to be dismantled to save the European Union. Breaking up the euro system, would, argue the euro's critics, speed the EU's return to economic growth and stability.

Vincent Piket, Head of the Office of the European Union in Hong Kong, said the global financial crisis has tested Europe politically, and put institutions under tremendous stress. The crisis has also raised questions about the legitimacy of the European Union.

"People are asking the question: 'if the EU cannot solve these problems, then what is the value of being in the EU for me?'" he said. "However, after these very

difficult years, we are now on the road to recovery, due to strong track record of law making."

Restoring fiscal discipline was – and still is – a key task for the union. A new wave of regulations will come into play to try and sort out issues still facing the EU.

"There was a lot of grumbling among banks, but at the end of the day there was a feeling that if the banks had shown self discipline, then regulations would not have been necessary," he told members at the Chamber's roundtable luncheon on June 6.

The coordinated supervision of member states was unthinkable a few years ago. Now member states need to present their draft budget to the EU

Commission even before it is presented to parliament.

"Given the fairly good results of many of the member states in terms of stopping the increase in public debt, we can focus more on the growth side – that is grant four member states (Greece, Spain, Portugal and Italy) a little more time to get their financial houses in order," Piket said.

Achieving that goal will require further structural reforms, a review of labour costs, and raising internal demand. High unemployment and austerity measures, however, will hinder these efforts.

"It will take time for these to translate into jobs and loans," he said. "At the moment we are in a sort of limbo, or low period, waiting for the results to come."

European Central Bank President Mario Draghi, who is usually pessimistic, said he sees a very gradual recovery of the EU starting to take root in the latter part of this year, which will lead the continent into the black next year.

Piket said he is confident that Europe will be able to withstand the EU sceptics, who are arguing if you dismantle the EU, you get rid of the rules that have contributed to the issues dogging the union.

"But that is not true. You would still have to deal with the rules from 27 different countries, which would make it more difficult to do business with European countries," he said. "I think that argument will diminish as we get back to growth." ❀



Vincent Piket, Head of the Office of the European Union in Hong Kong, believes the European economy will be back in positive GDP growth next year.

歐洲聯盟駐香港及澳門辦事處主任彭家傑相信，歐洲經濟將於明年回復正增長。





**歐**洲並無步出困境之兆，各界紛紛要求歐元解體，以期拯救歐盟。有評論家指，歐元解體將可令歐盟加快重拾經濟增長和回穩。

歐洲聯盟駐香港及澳門辦事處主任彭家傑表示，全球金融危機已為歐洲帶來政治考驗，對金融機構造成沉重壓力，也使人質疑歐盟的合法性。

「大家都在問：『假如歐盟解決不了這些問題，那麼加入歐盟對我有何意義？』」他說：「然而，經過這幾年的艱苦歲月，我們正因優秀的立法成果而邁向復蘇。」

重建財政秩序一直是歐盟的首要任務。當局將會實施新一浪的規管，嘗試整治歐盟現仍面對的問題。

他在總商會6月6日的午餐會上向會員表示：「銀行界怨聲載道，但大家始終覺得，假如銀行表現自律，根本就無需立法規管。」

幾年之前，協調監管成員國可謂不可思議。現時，成員國向國會呈交財政預算草案之前，要先交給歐盟委員會審核通過。

彭家傑說：「觀乎眾多成員國在阻止公債持續擴張方面成績不俗，我們可以把焦點集

中在增長方面 也就是說，讓四個成員國（希臘、西班牙、葡萄牙和意大利）有多點時間，整治其金融機構的秩序。」

要達到上述目的，就要進一步推行結構改革、檢討勞工成本和擴大內需。然而，高失業

質疑歐盟的人主張假如歐盟解體，就無需再遵守那些造成當前困局的規例。但彭家傑表示，他有信心歐洲會抵得住這些言論。

「有關說法並不正確。即使歐盟解體，你仍需應對來自27個不同國家的規例，令人更

“ At the moment we are in a sort of limbo, or low period, waiting for the results to come.

當下我們正處於低谷，等待成果。

率 and 緊縮措施將妨礙有關工作。

「要將之轉化為職位和貸款，我們仍需時日。」他說：「當下我們正處於低谷，等待成果。」

悲觀派歐洲央行行長Mario Draghi表示，他認為歐盟將於今年下半年開始緩慢復蘇，使歐洲明年轉虧為盈。

難與歐洲國家經商。」他說：「我認為隨著歐洲重拾增長，這個說法自會消聲匿跡。」

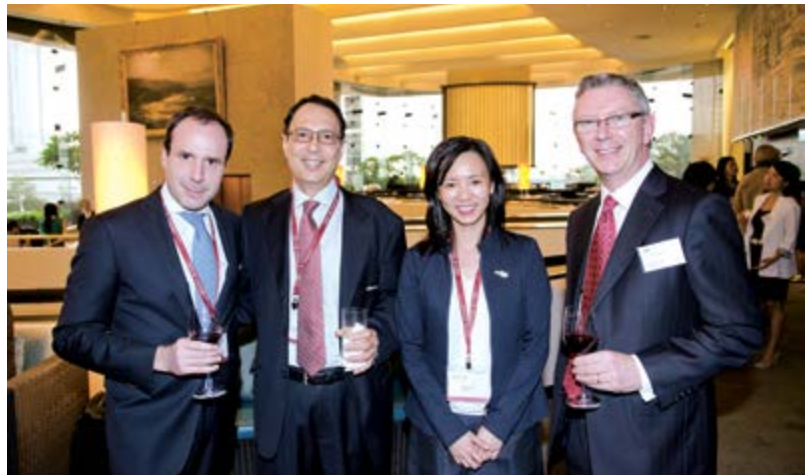
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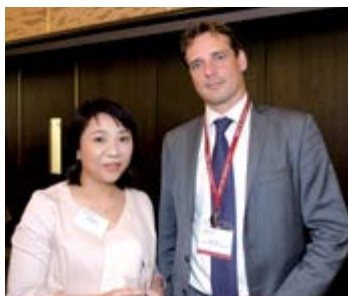




## Cheers Europe!

The Chamber's Europe Committee hosted a cocktail reception at the Hong Kong Club's Garden Lounge on June 27 in honour of Consuls General from Europe. The committee's Chairman Neville Shroff welcomed guests and encouraged members to use the evening to make some useful contacts, and also join the Europe Committee. CEO Shirley Yuen also thanked guests and said the evening was a typical example of Hong Kong efficiency: "Where else could 150 business people meet with 12 Consuls General from Europe, as well as country representatives, right in the heart of the business district to make some very useful connections? Only at HKGCC!" 🌸





## 歐洲總領事酒會

**總**商會歐洲委員會於6月27日假香港會花園廳舉辦「歐洲總領事酒會」。委員會主席尼維利施樂富歡迎各位來賓，並鼓勵會員利用是次活動建立實用的商務聯繫，以及加入歐洲委員會。總裁袁莎妮亦感謝一眾來賓，她說是次酒會正好體現了香港的驚人效率：「有誰可以在中環核心商業區，讓150位商家與歐洲12位總領事和國家代表聚首一堂，廣結人脈？唯有總商會可以做到！」



# South Africa in China

China and South Africa strengthen relations after signing a raft of agreements

Following President Xi Jinping's visit to South Africa to attend the fifth BRICS summit in Durban in March, 2014 is being heralded as the year of South Africa in China, and 2015 the year of China in South Africa.

The proposal came after President Jacob Zuma and then newly elected Xi Jinping oversaw the signing of bilateral agreements in Pretoria concerning international relations, environmental affairs, education and economic development on the eve of the BRICS summit.

"We are extremely proud of the fact that President Xi Jinping's chose to visit South Africa as part of his first foreign tour overseas," South Africa's Consul General Phumelele Gwala told members at the Asia/Africa Committee's Country Briefing Series on June 20. "Educa-

tion is one of the topics at the apex of our agenda. We need more education to enable South Africa's economic development.

South Africa is well known for its resources, land and a relatively young population. The country has transformed itself from being an agriculture- and mining-dominated economy into a sophisticated manufacturing- and services-based economy, which comprised about 70% of the country's GDP in 2011.

The Consul General added that tourism is a key area of growth for the country which is attracting a lot of well-heeled tourists.

Robert Dawson, Managing Director, 8T8 Capital Ltd., also speaking at the briefing, said people considering invest-

ing or doing business in Africa must do their homework and due diligence. The sheer size of the continent can also take people by surprise, and because of its size, he warned that getting from one area to another can be very time consuming and hazardous for the ill-prepared.

To round off the briefing, South African wine importers in Hong Kong cracked open over 20 types of wines to give members a taste of what some of the country's top vineyards are producing. 🌸

Watch this briefing online  
歡迎下載是次簡介會



# 中國與南非 更緊密合作

中國與南非簽署多項協議，加強雙邊關係

**國**家主席習近平於3月到訪南非德班出席第五屆金磚五國峰會。會上，兩國確定2014年為中國「南非年」，而2015年則為南非「中國年」。

在金磚五國峰會前夕，南非總統祖馬與中國新任主席習近平在比勒陀利亞見證兩國簽訂了多項雙邊協議，涵蓋國際關係、環境事務、教育及經濟發展等領域。其後，雙方通過上述建議。

南非駐港總領事Phumelele Gwala女士蒞臨亞洲／非洲委員會於6月20日舉行的「國家簡介系列」研討會時表示：「我們非常榮幸，中國國家主席習近平選擇南非作為其首次外訪的其中一站。」她續說：「教育是我們議程上其中一個重要議題。我們需要改善教育，以推動南非經濟發展。」

南非擁有豐富的資源、遼闊的土地，以及相對年輕的人口。該國已由一個以農業和礦業主導的經濟體，轉型為一個精密的製造和服務型經濟體。2011年，製造及服務業佔全國GDP約七成比重。

總領事補充，旅遊業是該國的主要增長領域，正吸引大量富裕的旅客。



同場的8T8 Capital Ltd.董事總經理Robert Dawson亦指出，有意在非洲投資或經營的企業必須做足功課，並做好盡職審查。非洲大陸的面積之廣，實在令人驚訝，而鑒於其地大物博，從一個地區前往另一地區會耗時甚久，因此他告誡說，對那些準備不足的人來說，或會較為冒險。

最後，香港的南非葡萄酒進口商提供逾20種葡萄酒，讓會員一嚐當地頂級葡萄園所出產的佳釀。





# Sustainable Business Leaders

Holiday Inn Express Hong Kong SoHo leading the way in green construction and operation

**F**ifty members visited Holiday Inn Express Hong Kong SoHo, owned by Yau Lee Holdings Limited, on June 19 to learn how the hotel became the first green high-rise to be awarded three green certificates.

"We are a Green Integrated Corporation," Ir Conrad Wong JP, Yau Lee's Vice Chairman, who is currently the Chairman of the Hong Kong Green Building Council, told members. "Holiday Inn Express Hong Kong SoHo is one of the best showcases of a green building, which

we built following a sustainable design and a number of innovative solutions."

In recognition of its efforts, the hotel has been awarded the Hong Kong BEAM Plus (Hong Kong Building Environmental Assessment Method), the U.S. LEED (Leadership in Energy and Environmental Design), and BCA Green Mark by The Building and Construction Authority, Singapore.

Rosana Wong, Executive Director at Yau Lee Holdings, showcased sustainable practices at the hotel which run from

the lobby to green walls and a green roof. Guestrooms, the laundry room and power room also all boast the latest environmentally friendly features.

"Our innovative Energy Optimization Solutions has reduced our energy consumption by 58.5%, which in dollar terms has reduced our annual energy bill by HK\$3.3 million, said Wong. "We invested HK\$13 million in the system, and the pay-back period is less than four years."

The Hotel achieves a greening ratio of 47.5% site area, connecting the landscaped podium and vertical green to the neighborhood garden at Clevery Street, which is watered via a rainwater and A/C condensation collection storage tank. The group acquired patented technology for the production of low carbon environmental-friendly building material – Starfon™, which is made with 50% of LEED compliant materials. No toxic substances are emitted during the entire production process of the material, which can be produced in finishes, such as metal, wood, marble and glass. All these surfaces are used both inside and outside of the hotel. 🌸



# 可持續發展的業界先鋒

香港蘇豪智選假日酒店引領綠色建築和營運的潮流

**50**位會員於6月19日考察由有利集團有限公司持有的香港蘇豪智選假日酒店，了解該酒店如何成為首幢同時榮獲三項環保認證的綠色高樓。

「我們是一家綠色綜合企業。」有利集團副主席及香港綠色建築議會主席黃天祥太平紳士向會員說：「香港蘇豪智選假日酒店作為綠色建築的最佳典範之一，採用了可持續發展的建築設計，以及多項創新方案。」

酒店至今已獲頒多項綠色認證，包括香港的BEAM Plus（香港建築環境評估標準）、美國的LEED（領先能源及環保設計），以及新加坡建築管理局的BCA Green Mark，以表揚其致力推動環保。

有利集團執行董事黃慧敏展示酒店從大堂、綠牆到環保天台等各方面的可持續發展措施，而客房、洗衣房和配電室亦配置了最先進的環保設備。

「我們嶄新的優化能源管理方案能把用電量共減少58.5%，每年實際節省的電費為港幣330萬元。」黃小姐續道：「我們為有關系統投資了港幣1,300萬元，不足四年便可回本。」

就建築而言，酒店進行大量綠化，達地盤面積47.5%，平台植物牆與彼鄰公園相呼應，並透過收集雨水及空調冷凝水作灌溉。集團取得低碳環保建材Starfon™（星鈦）的專利生產技術。該物料所含的一半成分符合LEED的認證標準，在整個生產過程中，都不會釋出任何有毒物質，可用作取代金屬、木材、雲石和玻璃等建築材料，而酒店內外均用上這些仿製物料。✿



# Building Your Career

## 穩建事業

The construction industry is showing students that the sector needs brains as well as brawn, writes **Kylie Lau**

建造業向學生展示業界需要智有有力的人才

劉寶馨

**H**ong Kong's construction industry has, in general, struggled to attract sufficient workers due to a tight labour market and the demanding nature of construction work, but also because of the misconception of the lack of a career path in the construction industry.

Gammon, one of Asia's leading construction firms, has been trying to correct these misconceptions through various initiatives, such as the Chamber's Business-Schools Partnership Programme.

"We joined the programme as part of our outreach initiatives to academia, with the aim to arouse students' interest towards the construction

industry and cultivate their talent," said Anne Liu, Human Resources Services Manager at Gammon Construction.

The interaction with secondary school students will give Gammon a clearer picture of the younger generations views, and the opportunity to stimulate their interest in pursuing a career in engineering. At the same time, it gives students an opportunity to understand corporate structure, company culture as well as career opportunities.

### Understanding the Construction Industry

A total of 290 fourth- and fifth-form students at Raimondi College had the

opportunity to learn more about the construction industry as well as Gammon, during the talk at the school on March 27, as part of the Business-Schools Partnership Programme, organized by the Careers Team of Raimondi College, Gammon Construction Ltd and the Chamber.

Anne introduced Gammon and the development of the construction industry as a whole, as well as specific job hunting skills that students should have to achieve their career goals. She advised students to get a head start on planning their careers and explore different job opportunities. "Luck is when preparation meets opportunities," she said.

Students' Views  
學生評價



### Felix Cheung :

"There are many industries in Hong Kong which you cannot learn about in the classroom. This programme has broadened my views towards the business world and shown me the importance of planning my future career."

**章皓智**：「香港有很多行業都是課堂上沒有提及的。今次活動讓我對商業社會大開眼界，亦明白到計劃未來事業路向的重要性。」



### Anson Mak:

"This visit totally changed my view of the construction industry. It offers lots of potential and job opportunities, as well as good staff benefits, so I will consider taking the training course now."

**麥晉謙**：「是次考察讓我對建造業完全改觀。這個行業極具潛力，提供大量就業機會，員工福利也很吸引，所以我會考慮參加培訓課程。」



### Ma Ho Long:

"I was impressed to learn about infrastructure projects that Gammon has done in Hong Kong. The hard work all construction workers put in to complete those projects really deserve our respect."

**馬浩朗**：「金門的香港基建項目給我留下很深的印象。建築工人所付出的努力和汗水，的確值得我們敬佩。」



### Roger Chan:

"As students, I think the greatest challenge we will face when we start work will be interacting with different people and dealing with problems. I think a positive attitude will be important."

**陳子昊**：「身為學生，我認為投身社會所面對的最大挑戰，是要接觸不同的人和處理問題。我認為為保持正面態度非常重要。」



### Ryan Yuen:

"What we learn from books can sometimes narrow our views and cause us to stereotype people. This programme gave us useful insights into different jobs, like today's visit changed my view on the construction industry."

**袁子翹**：「我們在書本上所學的知識，有時會令我們的思想變得狹隘，把別人定型。是次計劃讓我們認識到不同的工作，正如今天的考察活動就使我對建造業改觀。」





During the question and answer session, student asked if the projected 10 years for key infrastructure projects in Hong Kong was enough time for students to build a career in engineering or construction.

According to data provided by local universities, in the past couple of years, the number of students majoring with an engineering degree had increased. She stressed that a career in engineering offers a very feasible career path and there is always demand for such professionals.

The talk was the first of two activities planned to give students first-hand information regarding the future of the

construction industry in Hong Kong. It also taught students key job hunting as well as interview skills.

As part of the programme, a Company visit was held on May 21, when 32 of the students were led by Donnie Wong and Betty Ling to visit the Construction Industry Resources Centre in Kowloon Bay, where they were introduced to the latest developments taking place in the construction industry.

Chammy Wan, Officer – Communication, Resources Centre, showed students around different exhibits and a 'game zone' at the Resource Centre, where students could operate virtual construction machinery and excavators. The centre aims to help people understand the whole construction process and safety measures implemented at construction sites.

Kinson Chan, Officer – Trainees Recruitment & Career Support, wound up the programme by introducing training courses run by CIC in Hong Kong for students interested in pursuing a career in the construction industry. ❀



### Gammon Construction Limited 金門建築有限公司

Gammon Construction is one of Asia's leading construction and engineering services groups. Headquartered in Hong Kong for over 50 years, it has built a distinguished reputation for delivering high quality and complex projects throughout Hong Kong, China and Southeast Asia. The company is committed to building for a better quality of life and living environment in a safe and sustainable manner.

金門建築是亞洲首屈一指的建築及工程服務公司，總部扎根香港超過50年，以完成多項高質素及複雜的建築項目享譽盛名，業務遍佈香港、中國及東南亞。該公司致力以可持續發展的原則，安全建構更優質的生活及居住環境。



## Raimondi College

高主教書院

Raimondi College was established in 1958, in memory of Bishop Raimondi, the first Catholic Bishop of Hong Kong. It shares the universal mission of Catholic Schools "Unity, Perseverance, Love" in the education of the whole person. This marks the 11th year that the school has participated in the Business-Schools Partnership Programme.

高主教書院於1958年成立，以紀念香港首任主教高雷門主教而命名。該校秉承天主教學校一貫辦學宗旨，奉行「全人教育」，以「團結、堅毅、友愛」為核心價值。今年是該校第11年參與「商校交流計劃」。



於香港勞工市場緊絀，建造業的工作性質相對苛刻，加上人們誤以為行內缺乏晉升機會，致使整體建造業一直難以聘請足夠人手。

作為亞洲領先建築商之一的金門，一直嘗試透過總商會「商校交流計劃」等不同活動，改變外界對行業的誤解。

金門建築人力資源服務經理廖嘉華表示：「我們參加『商校交流計劃』，作為學術界外展活動的一部分，旨在提升學生對建造業的興趣，培育人才。」

與中學生互動可讓金門更了解年青一代的看法，並有機會激發他們投身工程界的興趣。與此同時，學生亦有機會認識其企業架構、公司文化，以及就業機會。

### 認識建造業

高主教書院升學及就業輔導組、金門建築

有限公司及總商會在3月27日合辦「商校交流計劃」學校講座，共290位高主教書院的中四、五生有機會加深對建造業和金門的認識。

廖女士介紹了金門和建造業的整體發展，以及具體的求職技巧，助學生達成事業目標。她建議學生及早計劃自己的事業路向，發掘不同的就業機會。她說：「機會是留給有準備的人。」

在問答環節中，有學生問香港主要基建項目的「黃金十年」，是否足以讓學生在工程或建築界長遠地發展事業？

根據本地大學提供的數據，在過去兩年，主修工程學位的學生人數有所增加。她強調，投身工程界有很好的出路，而社會對這類專業人士總有需求。

是次講座讓學生掌握到香港未來建造業的第一手資訊，並傳授了一些主要的求職和面試技巧。

交流計劃的第二部分是5月21日的企業考察活動，32位學生在黃美美老師和凌麗嫻老師的帶領下，參觀了位於九龍灣的建造業資訊中心，了解建造業的最新發展。

聯絡主任（資源中心）溫靜文向學生展示了中心的不同展品和「遊戲區」，讓學生親身操作模擬的建築機械和挖掘機。該中心旨在讓外界了解整個建築過程，以及建築地盤的安全措施。

最後，學員招募及就業輔導主任陳景生介紹了香港建造業議會所提供的培訓課程，讓有意投身建造業的學生申請報讀。

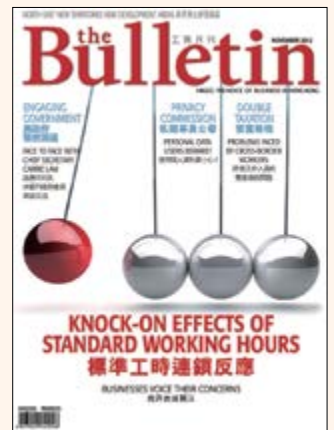
## Join the BSP 參與「商校交流計劃」

Established in 2001, the Business-Schools Partnership Programme provides a platform for students, teachers and businesses to communicate and exchange ideas with each other, and more importantly give students direct experience of the commercial world. Activities such as company visits, leadership talks, interview workshops and internships are organized to enhance the students' knowledge, business exposure and relevant job skills. Companies interested in joining the programme should contact the Chamber's Kylie Lau at 2823-1239 or email [kylie@chamber.org.hk](mailto:kylie@chamber.org.hk)

「商校交流計劃」於2001年展開至今，為學生、老師和商界提供獨一無二的交流平台，藉以相互溝通，為即將踏入社會工作的莘莘學子作好準備，加深他們對商業世界的認識。此計劃不時舉辦各式各樣的活動，包括公司探訪、領袖講座、面試工作坊及實習工作等，增進學生的知識，加強與商界的聯繫，提升多項工作技能。如欲參與這項饒富意義的計劃，歡迎與總商會劉小姐（Kylie Lau）聯絡，電話：2823-1239；或電郵：[kylie@chamber.org.hk](mailto:kylie@chamber.org.hk)

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# JULY 2013 2013年7月


SUNDAY	MONDAY	TUESDAY	WEDNESDAY
	1	2	<p><b>R</b> Country Briefing Series: United Kingdom</p> 
7	<p><b>C</b> Industry &amp; Technology Committee Meeting <b>R</b> Your Mobile Wallet</p> 	<p><b>C</b> Environment and Sustainability Committee Meeting <b>R</b> Nationwide Implementation of VAT Reform on Transportation and Selected Modern Service Sectors <b>W</b> "Reviewing L/C Effectively to Protect the Company Profit" Workshop</p>	<p><b>C</b> 2013 HKAI – Innovation &amp; Creativity Judging Interview</p>
14	15	<p><b>C</b> Retail and Tourism Committee Meeting <b>F</b> New Regulatory Regime for Direct Marketing <b>T</b> Managing Staff Termination Effectively</p>	<p><b>S</b> "A tale of two cities: Leading Effective Teams with Mainland and Hong Kong staff members" Seminar</p>
	19	<p><b>M</b> HKGCC Mission to Inner Mongolia Autonomous Region <b>S</b> "Better Manage Your Overseas Account Receivables" Seminar <b>N</b> Chamber Happy Hour</p>	24
23	25	26	<p><b>R</b> Property Market Series: Update on Asia's Commercial Property</p>
30	31		31

## Further Liberalization of Tax Information Exchange – What Does It Mean for Businesses in Hong Kong?

19 July, 2013, 12:30 – 2:00 p.m.



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

THURSDAY	FRIDAY	SATURDAY
<p>C GC / Council Meeting</p> <p style="font-size: 48px; color: #008080;">4</p>	<p>C HKCSI Executive Committee Meeting C Taxation Committee Meeting</p> <p style="font-size: 48px; color: #008080;">5</p>	<p style="font-size: 48px; color: #008080;">6</p>
<p>C Financial and Treasury Services Committee Meeting C Economic Policy Committee Meeting R Is the Summer Correction Imminent in the US, the Mainland, and Japan? S Investing in the Future through Education N Sake Tasting &amp; Pairin</p> <p style="font-size: 48px; color: #008080;">11</p>	<p>St Visit Dragon King's Environmental Kitchen W "Instructional Design for Professional Trainers" Workshop</p> <p style="font-size: 48px; color: #008080;">12</p>	
<p>R The Trade Descriptions (Unfair Trade Practices) (Amendment) Ordinance 2012 – How Will It Affect Business Practices?</p> <p style="font-size: 48px; color: #008080;">18</p>	<p>C Real Estate &amp; Infrastructure Committee Meeting R Further Liberalization of Tax Information Exchange – What Does It Mean for Businesses in Hong Kong? W "Apply CSR for Developing Future Leaders" Workshop</p> <p style="font-size: 48px; color: #008080;">19</p>	<p style="font-size: 48px; color: #008080;">20</p>
<p>C Legal Committee Meeting T Leadership Training for Supervisors &amp; Line Managers</p> <p style="font-size: 48px; color: #008080;">25</p>	<p style="font-size: 48px; color: #008080;">26</p>	<p style="font-size: 48px; color: #008080;">27</p>

# the Bulletin 工商月刊



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## HKGCC Mission to Inner Mongolia Autonomous Region

23-27 July, 2013





## Digital Magic Shares the **Secret of 3D Movies** 天極數碼分享立體電影的秘訣

The Chamber visited Digital Magic's studios on June 3 to learn more about film production in Hong Kong, China and Asia, and how the company has played a leading role in the development of 3D movies.

Anna Kan, who is producer at Digital Magic Limited, which was set up by Percy Fung over 35 years ago, showcased the application of 3D technology to members by screening a selection of films and TV commercials that the company

has produced. She also discussed trends unfolding in 3D technologies and in the production of visual entertainment.

Members visited the company's production studio and watched a series of short clips being produced using 3D technology. Using an old film featuring Taiwanese actress Brigitte Lin, who first took movie-goers by storm in the 1970s, Anna demonstrated how technology can now convert a 2D film into a 3D digital film. ✿

總會於6月3日組團考察天極數碼的製作室，了解香港、中國以至亞洲的電影製作，以及該公司如何在立體電影發展中領導業界。

天極數碼影視製作有限公司由製作總監馮子昌於35年前創立，監製靳夢麗當日播放了幾套由該公司製作的精選電影和電視廣告，向會員展示立體技術的應用，並探討立體技術和視聽娛樂製作的未來趨勢。

會員到訪該公司的製作室，觀看如何使用立體技術製作多套短片。台灣女星林青霞於1970年代風靡萬千影迷，靳夢麗利用她主演的舊電影，示範如何把一套2D平面電影轉化為3D立體數碼電影。 ✿



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