

PROFESSOR RICHARD WONG ADDRESSES HONG KONG'S DEEP CONTRADICTIONS 王于漸教授剖析香港的深層次矛盾

the Bulletin

工商月刊

NOVEMBER 2013

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The Chamber is apolitical.
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Published By:
The Hong Kong General Chamber of Commerce
22/F United Centre, 95 Queensway, Hong Kong
Tel: 2529 9229 Fax: 2527 9843
www.chamber.org.hk

Printed By: OMAC Production House Ltd
21/F Kiu Yin Commercial Building,
361-363 Lockhart Road, Wanchai, Hong Kong
Tel: 2893 0944 Fax: 2832 7903
Email: info@omac.com.hk

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本會並非政治組織，任何帶有政治意識的
廣告均不代表本會立場。

出版：香港總商會
香港金鐘道統一中心廿二樓
電話：2529 9229
圖文傳真：2527 9843
網址：www.chamber.org.hk

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November 2013

The opinions expressed in articles in The Bulletin are
those of the individual authors and do not necessarily
reflect the views of HKGCC.

《工商月刊》刊載的文章內容乃個別作者意見，並不反映香港
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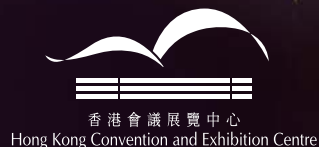
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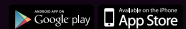
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Chairman's Desk 主席之言

應對本港人口挑戰

Tackling Our Population Challenges

The new consultation document on population policy lays out the challenges Hong Kong faces in the coming years. Among the many broad questions raised are how to better prepare for the future through proactive policies focused on the labour force, education, housing and land supply. Your Chamber welcomes the consultation, particularly as it comes at a time when acute labour shortages are damaging our competitiveness.

We all know our society is rapidly aging. What is less commonly understood is that fewer births are as much to blame as longevity. Fewer children today mean fewer breadwinners in the future, and we need to act to address that trend. Hong Kong's fertility rate has been low for so long that as the baby-boomers approach retirement, our workforce is forecast to shrink from 3.55 million in 2018 to 3.39 million in 2041. Your Chamber is now studying options, and seeking views from members on the best way to renew our talent pool.

Too many job vacancies can have a damaging effect on the economy. Over the past 20 years, Hong Kong's real GDP rose an average of 4% a year. Around 1% of this growth was due to an increase in the labour force, and the remaining 3% from increased productivity. Today, we have nearly 80,000 vacancies, and these unfulfilled jobs are restricting our growth and prosperity.

As the total number of people in the labour force, as well as total employment and job vacancy rates, continue to set new records, a few sectors have consistently had over 10,000 vacancies over the past 36 months. When we faced similar shortages in the past, the Government adopted a policy of allowing workers from overseas to take up local employment on very specific conditions. Their pay, accommodations and definite date of repatriation were all spelled out in their employment contracts. In this way, we were able to continue to invest in our infrastructure and housing needs while avoiding a permanent increase in the labour force that might one day contribute to higher unemployment or lower wages for local residents.

Unfortunately, this system no longer works as it was intended. We need to review the Supplementary Labour Scheme so that Hong Kong's economy isn't held hostage to irrational objections and partisan motives. At the same time, we need to attract and facilitate more women, retirees and other latent labour to take up jobs through family-friendly measures and flexible retirement arrangements.

Hong Kong is not alone in having to deal with a greying population. Japan and China also face massive challenges with their projected shrinking workforces. It also means we will all be fishing in the same pool to attract talent. So the sooner Hong Kong can come to a consensus on how we can effectively address our labour shortages, without adversely affecting local workers, the more competitive we will be when our working population peaks in just five years' time. ❀

政府新發表的人口政策諮詢文件，詳列了香港在未來幾年所面對的挑戰。文中提出了多個廣泛的問題，包括如何透過針對勞動力、教育、房屋和土地供應的積極政策，為未來作更好準備。特別是現時正面對嚴峻勞工短缺不斷損害本地競爭力，總商會歡迎是次諮詢活動。

眾所周知，本港人口正急速老化。然而大家或許不知道，除了本港人均壽命延長，出生率低亦是問題的主因。現今的兒童人數減少，代表著日後養家活口的人數亦會減少，故我們必須採取行動，應付有關趨勢。由於本港女性生育率長期維持在低水平，加上戰後嬰兒潮出生的港人又陸續步入退休年齡，預期本港勞動人口將由2018年的355萬人，萎縮至2041年的339萬人。總商會現正研究不同方案，向會員收集意見，以便最有效地補充本港的人才庫。

過多的職位空缺，或會對經濟造成不良影響。過去20年，香港經濟平均每年有大概4%實質增長，當中約1%源於勞動人口的增加，餘下約3%是來自生產力上升。現時，我們有近80,000個職位空缺，正窒礙本港的發展和經濟繁榮。

隨著總勞動人口、總就業率及職位空缺率續創新高，部分行業在過去36個月持續錄得逾10,000個空缺。政府過往面對類似的人力短缺問題時，採取的政策是容許外地工人按照特殊的條件在港就業，他們的工資、住宿和確實回國日期均明確載列於僱傭合約。此舉讓我們得以繼續投資基建和房屋需要之餘，同時亦避免長久增加勞動力，最終或會推高失業率，或拖低本港市民的工資。

可惜，這個制度如今已不能發揮預期成效。我們需要檢討「補充勞工計劃」，讓香港經濟不至成為無理抗爭及黨派之爭的抵押品。與此同時，我們要透過家庭友善措施和彈性退休安排，吸引和推動更多婦女和退休人士等潛在勞動力加入勞工市場。

香港並非唯一要處理人口老化的地區。由於預期日本和中國同樣會出現勞動力萎縮，當地亦同樣面對重大的挑戰。這意味著，中港日三地將會在同一人才庫內爭奪人手。因此，香港愈早能達成共識，同意如何在不影響本地工人就業情況下，有效解決勞工短缺問題，就能在短短五年後的人口高峰期時愈具競爭力。 ❀

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是時候攜手合作 Time to Work Together

After the Legislative Council returned to work following the summer recess, political tensions also returned with emotions running high. Instead of looking for confrontation, our efforts would better serve people if we work together to tackle the pressing economic, housing and livelihood issues.

Some radical legislators have tried to disrupt the normal operation of LegCo by moving motions of no confidence against Chief Executive Leung Chun-ying, although they know such a motion has no likelihood of passage. As a public consultation on constitutional development will be gradually rolled out, political tensions will intensify. As a result, other more pressing issues, such as housing and labour, will have to be postponed.

It's high time to end these political charades. Prolonging the chaos not only wastes taxpayers' money, but also distracts the Government from focusing on economic and livelihood issues.

Around 230,000 people are on the waiting list for public housing, so our top priority should be on identifying suitable land, increasing housing supply and stabilizing the property market. The real estate and related industries have been badly hit since tough measures were put in place to cool the property market. In view of this, when the Government moved the second reading of the Stamp Duty (Amendment) bill, legislators from the Business and Professionals Alliance for Hong Kong proposed an amendment to exempt companies that are wholly owned by Hong Kong permanent residents from paying the Buyer's Stamp Duty (BSD) and non-residential property buyers from paying the Double Stamp Duty (DSD).

Other controversial bills up for review in the coming year include the Building Management Ordinance, which would include the proposal of establishing a statutory licensing regime for the property management industry. Another is the Product Eco-responsibility (Amendment) Bill, which would introduce a new Producer Responsibility Scheme dealing with waste electrical and electronic equipment. The Employment (Amendment) Bill will propose providing a three-day statutory paternity leave to the city's new dads.

I hope that various sectors of the community will hold rational and constructive discussions on these and other subjects and concentrate our efforts in enhancing our business environment and increasing job opportunities. Otherwise, Hong Kong's competitiveness will fall behind our neighbours, which work to promote their business environment and labour quality, if we sit around bickering. ❀

立法會上月復會，政治氣氛開始回復緊張，政治爭拗升溫，然而我們應該集中火力，一起解決迫在眉睫的經濟、房屋及民生問題。

立法會復會，即使有些動議是無法通過的，一些較激進的議員已磨刀霍霍，再向行政長官梁振英投不信任票；加上政改諮詢逐步展開，本港的政治爭 將無日無之。這種情況若持續下去，社會民生議題如房屋及勞工不足等問題便得不到關注。

我認為是時候摒棄不理性的政治爭拗，因為這些爭拗不僅浪費議會時間，還令政府管治失焦，甚至無暇處理迫在眉睫的經濟及民生問題，最終受影響的是本港的未來和市民的生活。

現時樓價高企，並有23萬名申請者輪候公屋，當務之急是尋找適合用地、增加房屋供應及穩定樓市發展。然而，在「雙辣」措施下，樓市冰封，地產和相關行業受到衝擊，因此當港府把樓市「辣招」法案提上立法會二讀時，經濟民生聯盟的議員提出修訂，要求豁免港人公司繳交買家印花稅（BSD），以及豁免寫字樓和工商物業買賣繳交的雙倍印花稅（DSD）。

政府擬向立法會新一年度提交的條例草案中，不乏受爭議的草案，包括《物業管理服務條例草案》，將訂立規管物業管理行業的法定發牌制度；而《產品環保責任（廢電器電子產品）（修訂）條例草案》將實施新的生產者責任計畫，以求妥善管理本地產生的廢電器電子產品；以及有關男士侍產假的《僱傭（修訂）條例草案》，為在職父親提供三天有新侍產假等。

我期望大家在各項議題上作出理性的討論，集中精力改善營商環境及增加就業機會，以吸引更多外資來港和改善市民的生活質素。否則，在周邊國家和大城市致力改善營商環境和提升人才素質時，本港政治爭拗升溫的話，其競爭力將會被拋在後頭。 ❀



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CEO Comments 總裁之見

商界見關懷 The Business Sector Cares

In September, the Government set Hong Kong's official poverty line as the start of its strategy to provide targeted assistance for less fortunate members of society. For 2012, the poverty line was set at 50% of the median monthly household income, or HK\$3,600, for a single person.

Based on this figure, some 403,000 households fell below the poverty line in 2012, or 15.2% of the population. Obviously, in a wealthy society like Hong Kong, the fact that 1.018 million people are living below the poverty line is incredible.

Throwing money at the problem is not the solution. To alleviate poverty, we need to get to the root of problem, which will need to be solved through tripartite cooperation between the Government, public and businesses.

The Commission on Poverty, chaired by Chief Secretary for Administration Carrie Lam, initiated some very practical poverty alleviation measures, in September, which the Chamber is very pleased to be a part of.

The first of these is the 'Future Stars Programme,' which provides underprivileged youths will career exploration opportunities and scholarships through the participation and contribution of business associations and enterprises.

The Chamber called on businesses to support the programme, and I am delighted to say that a lot of members have expressed their support of the initiative. Under the project, members will arrange corporate visits and apprenticeships to broaden the horizons of these youths, help them set clearer goals for the future and assist them in moving up the social ladder.

Another programme that we are calling on members to support is the 'Talent-Wise Employment Charter and Inclusive Organizations Recognition Scheme.' As a supporting organization of the Charter, we are committed to promoting employment of persons with disabilities among our members. As one of the speakers at our CEO Manpower Conference last month pointed out, people with disabilities are perfectly able to do certain jobs. Often the problem is with non-disabled people accepting this fact. As Hong Kong is facing serious labour shortages, it is essential that we do not ignore this valuable source of talent.

Similarly, we are also promoting the 'Family-Friendly Employers Award Scheme,' also launched in September, which encourages employers to offer flexible work arrangements. This is extremely important for our labour pool as out of the 1.6 million economically inactive people in Hong Kong aged 15-64, around 40% of them are homemakers. By providing people with the option of working without compromising the care of their family, hopefully more of these homemakers will choose to become economically active and contribute to easing Hong Kong's labour shortage and raising our competitiveness.

Members interested in learning more about these very worthwhile schemes can contact Karen Fung at kfung@chamber.org.hk, or call 2823-1240. 🌸

政 府於今年9月制訂了香港的官方貧窮線，以作為針對基層市民提供援助的第一步。以2012年計，貧窮線訂於全港家庭住戶每月收入中位數的一半，即單身人士為3,600港元。

根據上述數字，香港在2012年約有403,000戶貧窮人口，佔全港人口15.2%。顯然，在香港這個富裕社會，有101.8萬人生活在貧窮線以下，簡直匪夷所思。

要紓解貧困，大派金錢並不是治本之法。我們必須深入了解其成因，透過政府、公眾和商界的三方合作解決問題。

由政務司司長林鄭月娥出任主席的扶貧委員會，於9月份發起了多項實用的扶貧措施，總商會很榮幸能夠參與其中。

首先有「明日之星」計劃，透過商業團體和企業的參與，為來自基層家庭的青少年提供實習機會和獎學金。

總商會已呼籲商界支持是項計劃，而我亦喜見不少會員樂意參與。根據計劃，會員將安排參與計劃的青少年到企業考察和參加學徒訓練，藉此擴闊他們的眼光，啟發他們為自己訂立更清晰的人生目標，協助及鼓勵他們在社會逐步向上流動。

另一項促請會員支持的活動是《有能者聘之約章》及共融機構嘉許計劃。作為《約章》的支持機構，總商會承諾推動會員聘請傷健人士。正如本會上月的「CEO人力資本大會」上其中一位講者指出，傷健人士絕對能勝任某些工作，問題通常只是非傷健人士未能接受這個事實而已。隨著香港正面對嚴重的勞工短缺，我們必須確保這項寶貴的人力資源不會備受忽視。

同樣，我們亦正推廣9月份展開的「家庭友善僱主獎勵計劃」，以鼓勵僱主提供彈性工作安排。鑒於本港現有160萬名年齡介乎15至64歲的非從事經濟活動人口，當中多達四成左右為家庭主婦，這項計劃對本港的人才庫尤其重要。透過提供可兼顧工作與家庭的就業機會，希望更多家庭主婦會選擇從事經濟活動，從而紓緩香港的人手短缺問題，提升本地競爭力。

如欲查詢這些饒富意義的計劃，歡迎聯絡本會馮嘉寶女士，電郵：kfung@chamber.org.hk；電話：2823-1240。🌸



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The Talent Challenge

In just five years, Hong Kong's workforce will start to shrink, which will be accompanied by economic contraction pains that will be felt by every man, woman and child in the SAR.

在短短五年後，本港勞動力將開始收縮，而經濟亦會隨之緊縮，衝擊全港的市民大眾



Hong Kong is being dogged by labour shortages and the problem is expected to get worse, as Government models forecast the city's workforce will start shrinking as early as 2018.

"From 2018 onwards, our labour force will start to decline. Retirees leaving the job market will outnumber new job takers. This will continue for some time and by 2041, nearly one in three people will be aged 65 or above," Carrie Lam, Chief Secretary for Administration, told a full house at the Chamber's CEO Manpower Conference on October 24.

Companies are already struggling to find workers, and with a shrinking labour pool, businesses will be forced to pay higher wages to attract staff. This will push up the price of everything from a cup of tea to the cost of building a new apartment, and become a vicious self-fulfilling prophecy.

The Chamber has been warning Government for some time about the serious manpower shortages in certain sectors of the economy, and the undesirable consequences that the shortages have on inflation and Hong Kong's competitiveness. In June 2013, reported

private sector vacancies rose by about 10% year-on-year to 77,900. As the total number of people in the labour force, as well as total employment and job vacancy rates continue to set new records, a few sectors have consistently had in excess of 10,000 vacancies over the past 36 months.

Part of the problem is that fewer women are having children, so the overall labour pool is smaller. Another factor is that when many youngsters are old enough to enter the workforce, 33.5% decide to pursue their studies – which is not such a bad thing – but it does further reduce the number of young people entering the workforce every year. However, most young people who do go job hunting are shunning jobs that require hard graft, such as the construction industry, retail and catering, as well as care service sectors.

Shrinking coffers

Over the past 20 years, Hong Kong's annual real economic growth averaged 4%. Around 1% of this growth was attributed to an increase in the labour force, and the remaining 3% due to increased productivity. A shrink-



人才挑戰

ing economy will mean less revenue for Government at a time when it will need to significantly increase expenditure on infrastructure spending and healthcare.

Encouraging couples to have more children might seem to be the solution. Singapore has been investing heavily in campaigns to persuade Singaporeans to have more children. "Despite all the money that they have spent, there hasn't been any increase in the number of women having children. I would imagine if we encouraged people to have more children in Hong Kong the results would probably be the same," Lam said.

There are an estimated 1.6 million economically inactive people living in Hong Kong aged between 15 and 64. If these people could be encouraged to work, many manpower challenges facing Hong Kong would be solved. Some 38% of these are female homemakers. An estimated 240,200 are retirees aged 50-64. These two groups combined represent 875,200 people, most of whom are well educated and experienced talent.

These groups of people, however, have consciously decided to drop out of the labour market for personal reasons, so persuading them to re-enter the workforce

will be a difficult sell. The Chamber has been urging the Government to explore avenues to entice these people back into the workforce. We have also recommended importing labour for certain sectors that have persistently struggled to hire the right staff.

One-way permit holders from the Mainland have averaged around 50,000 per year since the handover. There have been concerns that because most of these arrivals have tended to be unskilled and only possessing basic education, the overall quality of Hong Kong's workforce has declined. As a result, Hong Kong's productivity has been declining. However, Lam said there are no plans to scrap the programme as it would be inhumane to prevent family reunions.





Technology Savvy HR

Human resources managers now have a host of tools at their fingertips to better engage and manage employees

Companies have been investing heavily in IT systems to improve how they recruit, train and manage employees. During the discussion on 'Building a Better Workforce: Technologies, Trends & Strategies,' speakers said for the most part, technologies can take some of the fear and risk out of giving new responsibilities to staff.

One speaker explained how her company had developed a simulation system that puts new managers in certain scenarios to see how they deal with certain situations. The decisions they make will then play out, and at the end of the assignment they will get immediate feedback on how they might have dealt with the situation differently. Because the challenges are based on actual company cases, they can immediately implement what they have learned into their day-to-day work.

"We all learn from experience so this allows our staff to get years of experience in a few weeks. It also gives them a lot more confidence when making decisions," she said.

Another speaker demonstrated how manpower systems can benchmark individual's performance, or within teams or entire departments. The concept is not necessarily to weed out weak staff, but rather to identify which areas they would benefit from receiving training.

Technologies are also making it simpler and more effective to communicate with staff. These can range from designing online newsletters to share company and staff achievements to sending Whatsapp messages to instantly inform all staff out in the field.

It also means that workers do not necessarily need to be chained to a desk in the office. One speaker said most staff in her company work remotely, which brings benefits in reducing office rental costs, but also makes it easier to hire overseas expertise.

Instead, other options need to be considered, along with improving existing labour importation schemes to make them more useful.

New sources of manpower

Certain sectors, such as the construction industry, retail and catering industries, and care service sector, have persistently faced labour shortages for several years.

Importing talent under the General Employment Policy has remained rather low, as has the Admission Scheme for Mainland Talent and Professionals, as well as the Quality Migrant Admission Scheme.

Other economies, like Singapore and Macao, have adopted more flexible import regimes to facilitate infra-structural or development projects, as few people in those cities are willing to take up low-skilled jobs. Under the Supplementary Labour Scheme (SLS), Hong Kong imported 2,415 workers in 2012, compared to 87,300 in Macao, and 884,900 in Singapore.

"We need to look at how we can make the SLS more effective. Compared to Macao and Singapore we have a tiny fraction of imported workers. We need to sit down with labour unions and discuss frankly that there are certain areas that do need importation of labour," Lam said.

The Chamber believes it is time to review the SLS, and consider an importation scheme limited to certain job categories which have persistently had difficulty in filling vacancies, such as care workers in elderly homes and construction workers, with local workers being given priority when hiring.

A speaker at the conference pointed out that overseas, security personnel are occasionally disabled, but are perfectly capable of performing their duties.

"For example, in one shopping mall people in wheelchairs were hired to patrol and observe, and report back to the control room via walkie-talkies," he said. "People monitoring security rooms are watching TV screens so

善用科技

現今的人力資源經理隨手就有大堆工具，助其更好地吸引和管理僱員

企業一直大力投資資訊科技系統，以改善其招聘、培訓和管理僱員的方法。在討論「創造最佳的勞動力：科技、趨勢及策略」時，講者表示在大多數情況下，科技能讓企業在向員工分派新職務時，減少疑慮和風險。

其中一位講者解釋，她公司開發了一套模擬系統，可讓新上任的經理體驗不同情境，以測試他們的應變能力。他們所作的決定會影響事態發展，而模擬任務結束後，他們會得到即時的評語，告訴他們假如以另一手法處理會有怎樣的結果。由於這些任務是根據公司的真實個案設定，故他們可在日常工作中學以致用。



她說：「人人都是從經驗中學習，有系統可讓員工在幾星期內獲取多年經驗，並大大提高他們做決策時的信心。」

另一講者展示了人力系統如何評估個人、團隊或整個部門的表現。有關概念並不是要淘汰表現較差的員工，而是要找出他們的弱項重點培訓，從中得益。

科技亦可讓企業更方便有效地與員工溝通，包括編製網上通訊分享公司和員工的成就，以及發送Whatsapp訊息即時通知在外工作的所有員工等。

這亦意味著，員工無需時刻留守辦公室工作。有講者表示，她公司大部分員工都是遙距上班，讓他們節省不少寫字樓租金，亦更容易聘請海外專才。



Building Better Corporations

Boardroom diversity, flexible working hours, and succession planning seen as essential for corporations' long-term health

Businesses like to say they are in touch with their customers and employees, but more and more are starting to walk the talk.

Boardroom diversity is essential in improving the delivery of corporate strategies, and business leaders say they have to be sensitive to shareholders, customers and also employees.

Engaging employees as shareholders in the company and showing that you respect them encourages staff to contribute their ideas and observations.

"If you are not aware of the shifting demographics, and anticipate changes, you will fall behind the curve," said one of the speakers at the Chamber's CEO Manpower Conference on October 24.

"It is important to not surround yourself with friends and cronies, and see who can give you good advice, even if it is not necessarily what you want to hear," he said.

Getting gender diversity at the board level is reasonably easy, but one speaker said retaining female managers has proven to be very difficult. This could possibly be due to family priorities, burnout, or simply a re-evaluation of their priorities. "We are not sure what the reason is, but it is something we are looking into very seriously," he said.

All speakers at the conference lamented that they are having to turn away work because they cannot find the right type of staff, particularly engineers. With a shortage of young skills coming into the market, businesses need to start considering stretching diversity on boards to include seniors. This could simply be encouraging employees to postpone their retirement, or not setting a retirement age for the company.

While retaining such talent brings obvious benefits, one speaker pointed out that one drawback was that older employees don't always embrace changes, which can create difficulties in driving forward new corporate strategies.

Singapore moves very quickly to address shortages in its labour force, either through importation of skills or encouraging youngsters to train in specialized fields.

"Singapore is doing strategic thinking, and they can implement things, whereas Hong Kong moves at a glacial pace. Over the next 20 years, many countries around the world are going to need new infrastructure and there is a shortage of engineers to deliver those projects. If we don't start with young people in planning their career, we will never get any change. We also need to inform young people and inform the parents that there are more career opportunities in Hong Kong than just banking and accounting," a panelist said.



it doesn't matter if they are in a wheelchair, but in Hong Kong there is the perception disabled people cannot do security work."

Long-term planning

Manpower shortages are not limited to menial jobs. Speakers at the conference said there is a chronic shortage of qualified engineers from the aviation sector to construction to security. This shortage did not happen overnight, and speakers feel it is a result of parents encouraging their children to pursue office jobs, changing society, and politicians having no vision beyond their term.

Speakers also felt there is a serious skills mismatch, and that a skills map should be drafted to identify shortages and adjust accordingly. However, some thought, "a skills map will not be of much help in solving the skills mismatch problem; it just will show the state of the problem."

With productivity declining, even in some sectors that have seen major technological advances, speakers called for more emphasis to be placed on hands-on training. Shadowing and apprenticeships are very common in Europe, but very rarely offered in Hong Kong.

Part of the reason behind this is Hong Kong businesses need new staff to hit the ground running. "You cannot expect companies to pay a full wage to people who are not up to full steam, but if you pay less you cannot find any recruits," said a speaker.

One possible solution would be for the Government to subsidise apprenticeships or trainees to raise the overall expertise and skills of youngsters.

"That could be a possible solution, but would need tripartite cooperation between businesses, Government and individuals to take that forward. Companies in France and Germany feel it is their duty to provide training to young people, so if we can start something like that in Hong Kong, we could enrich the quality and productivity of staff here." ❀

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打造更傑出企業

董事會多元化、彈性上班時間和繼任人規劃，被視為企業長期穩健的必要元素

企業經常說他們與客戶和僱員保持緊密的聯繫，但愈來愈多公司開始坐言起行。

董事會多元化對推進企業策略非常重要，而商界領袖表示，他們要對股東、客戶和僱員反應敏捷。

向僱員獎勵公司股份，並對他們表示尊重，可鼓勵員工分享想法和觀察所得。

在總商會10月24日的「CEO人力資本大會」上，一位講者表示：「假如你未有察覺人事變化及推測未來動向，你將會遠遠落後。」

他說：「切勿只讓好友圍繞著你，要物色能給你建言進策的人，即使這些建議未必合你心意。」

在董事會實施性別多元化似乎相當容易，但有講者表示，要留住女性管理層絕非易事。這可能是基於她們以家庭為重、心力交瘁，又或純粹重新安排她們的優次。他說：「我們不肯定當中的原因，但非常重視這個問題。」

會上所有講者都慨嘆，由於未能找到合適的員工，故他們經常要推掉工作，當中以工程師最為渴市。有見市場缺乏年青一代加入，企業要開始考慮把董事會多元化政策，延伸至高級管理層，包括鼓勵僱員延遲退休，或取消公司的退休年齡規定。

儘管保留這些人才能帶來顯著效益，有講者卻指出，其中一個弊處是年長的僱員不容易接受轉變，因此或會較難推動新的公司政策。

新加坡在解決勞工短缺的問題上反應迅速，不論是輸入技術專才還是鼓勵年青人參與專業培訓，都成效顯著。

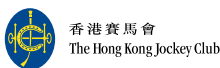
一位專題小組討論成員說：「新加坡採取策略思維，且能有效施政，但香港卻反應遲緩。未來20年，全球多個國家將需增設大量基建，但卻缺乏工程師推行有關項目。假如我們不從年青人入手，協助他們訂立事業大計，我們將永遠停滯不前。我們也要告訴年青人和他們的父母，香港除了銀行和會計業，還有很多就業機會。」

The Chamber would like to thank the following sponsors for making the conference possible:

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香港一直備受勞工短缺所困擾，隨著政府預測本港的勞動力將於2018年開始收縮，預料有關問題將進一步惡化。

政務司司長林鄭月娥蒞臨總商會10月24日舉行的「CEO人力資本大會」，全場座無虛席。她說：「從2018年起，勞動力將開始下降。離開就業市場的退休人士將比投入職場的生力軍為多。這個趨勢將持續一段長時間，而到了2041年，全港近三分之一人口將達65歲或以上。」

企業正苦苦尋覓人手，而隨著勞動力萎縮，他們將被迫加薪來吸引員工。這將推高物價，從品嚐一杯茶到興建一幢新住宅的成本，都會受到牽連，並成為一個惡性、自我應驗的預言。

長久以來，總商會一直忠告政府若干行業正面對嚴重的勞工短缺，以及其對通脹和本港競爭力所帶來的不良影響。2013年6月，據報私營市場的職位空缺按年升約一成至77,900個。鑒於總勞動人口、總就業率及職位空缺率續創新高，部分行業在過去36個月持續錄得逾10,000個空缺。

部分問題在於愈來愈少婦女生育，令整體勞動人口減少。另一原因是，儘管許多年青人已屆投身職場之齡，但當中有33.5%決定繼續升學，雖然這並非壞事，但卻會進一步減少每年投入職場的年輕人數目。然而，大部分年輕的求職者都拒絕從事刻苦辛勞的工作，例如建造業、零售及飲食，以及護理服務業。

庫房收入減少

過去20年，香港每年實質經濟增長平均為4%，當中約1%來自勞動力的增加，其餘3%來自生產力提升。經濟收縮意味著政府收入減少之際，卻要大幅增加基建和醫療開支。

鼓勵夫婦生育更多子女似乎是解決方案。新加坡一直積極投資各式各樣的運動，以說服當地人生育更多子女。林司長說：「儘管他們在這方面大灑金錢，惟擁有子女的女性人數卻未有增加。我估計，假如我們鼓勵香港市民增加生育，結果大概亦會一樣。」

現時，估計有160萬名非從事經濟活動的人士在港居住。若可鼓勵這些人口投入勞動市場，本港面對的眾多人力挑戰便可迎刃而解。在這群人當中，約38%為家庭主婦，而50至64歲的退休人士估計有240,200人。這兩個組別的人口合計起來達到875,200人，當中大部分為高學歷、富經驗的人才。

然而，這兩組人基於個人理由而決意離開勞動市場，因此要說服他們重返職場並非易事。本會一直促請政府探討如何吸引這批人重投職場。假如不奏效，我們亦已建議為長期面對人手短缺的若干行業輸入勞工。

回歸以來，持單程證來港的內地人平均每年約有50,000人。有人關注到，這些新移民大多沒有特殊技能，而且只有基礎學歷，拖低了本港勞工的整體質素，結果令香港的生產力一直下降。不過，林司長表示沒有打算撤銷有關計劃，因為阻止家庭團聚並不人道。

反之，我們應考慮其他方案，例如優化現有的輸入勞工計劃，使它們發揮更大的效用。

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About the CEO Manpower Conference

HKGCC's biennial CEO Manpower Conference engages CEOs of leading corporations and senior government officials in off-the-record discussions on pressing issues and challenges affecting their businesses and Hong Kong. The Chamber will study the suggestions from the conference, which will be used as the basis of suggestions to Government to help drive manpower planning in Hong Kong forward.

關於「CEO人力資本大會」

香港總商會兩年一度的「CEO人力資本大會」雲集頂尖企業的CEO和政府高官，就一些影響商界和香港的迫切議題和挑戰進行閉門討論，集思廣益。總商會將綜合會上所得的建議，作為向政府出謀獻策的基礎，以協助推進本港的人力規劃。



透過「一般就業政策」輸入的人才數目持續偏低，而「輸入內地人才計劃」及「優秀人才入境計劃」亦然。

新加坡和澳門等其他經濟體已採用更靈活的輸入制度，以促進基建或發展項目，因為這些城市只有很少人願意從事低技術工作。在「補充勞工計劃」（SLS）下，香港於2012年輸入了2,415名工人，而澳門則有87,300人，新加坡則為884,900人。

林司長說：「我們需要研究怎樣令SLS變得更有效。與澳門及新加坡相比，本港的外勞比例甚低。我們要與工會團體好好坐下來，坦誠地討論某些領域確實需要輸入勞工。」

總商會認為，現在是時候檢討SLS，以及考慮為長期難以填補空缺的若干工種引入有限度的輸入勞工計劃，例如安老院護理員及建築工人，但大前提是要確保本地工人優先就業。

會上，一位講者指出在外地，偶爾會見到殘疾人士擔任保安員，但他們完全能勝任有關工作。

「舉例說，有商場聘用輪椅人士執行巡邏和監察，並以對講機向控制室作出匯報。」他說：「負責監察保安室的員工只需注視電視屏幕，因此坐輪椅與否也沒有關係，但反觀香港，人們總認為殘疾人士不能擔任保安工作。」

長遠規劃

人力短缺不限於體力勞動的工種。多位講者指出，航空、建造以至保安業都長期缺乏合資格的工程師。這個現象並非在一夜之間發生，講者認為這可歸因於父母鼓勵子女從事文職工作、社會轉變，以及從政者缺乏任期以外的長遠願景。

他們亦表示，市場出現了嚴重的技術錯配，當局應擬訂一份「技能分布圖」，以確定哪些行業面對技術短缺，並作出相應調整。然而，有意見認為「技能分布圖只能反映問題的情況，對解決技術錯配幫助不大。」

隨著生產力下降——即使連部分取得重大技術進展的行業亦然，講者建議企業加強見習培訓。工作影子和學徒計劃在歐洲很普遍，但在本港卻少之又少。

部分原因是香港企業要求新員工一入職便迅速進入狀態。一位講者表示：「你不能期望企業向資歷尚淺的員工支付全薪，但少付工資的話，又無法招募員工。」

其中一個可行的方案，是政府向學徒或見習生提供資助，以提升員工的整體知識和技能。

「這是可行的方案，但需要商、官、民三方合力推進。在法國和德國，企業會自覺有責任為年青人提供培訓。假如香港能夠著手推出類似的計劃，員工的質素和生產力定必能夠提升。」



Project WeCan Reaching New Heights with a Total Funding of HK\$500 Million to Help 150 Secondary Resources-thirst Schools over the Next Five Years

Spearheaded by The Wharf (Holdings) Limited, the 360° school improvement programme Project *WeCan* bears fruit since it was launched in 2011. The Group announces it will expand its flagship programme by offering a total funding of over HK\$500 million over the next five years to help about 150 Hong Kong secondary schools that are most resources-thirst.

“There has been much learning for us over the past two years. Our nearly 900 volunteers across the Group work closely with their partner schools and are most impressed by the passion and care for students demonstrated by the teaching teams across the board,” said Peter Woo, the Chairman, The Wharf (Holdings) Limited.

In just the past September, three more schools joined the programme increasing the total number of Project *WeCan* ‘seeding’ schools from 11 to 14. Under the newly launched ‘Project *WeCan* 2’, it will accelerate the momentum and allow more schools to benefit in a shorter period of time.

Project *WeCan* is an open and flexible platform that welcomes companies and individuals of different sectors to offer their help to the needy schools and students. Business sector is most welcomed to join force to help more schools. Members of the public particularly the

professionals, the retirees and anyone passionate about helping the young people are most welcomed.

Interested secondary schools can submit their proposals starting December 2013. The proposals are required to fulfill four selection criteria including:

- (1) improve the learning conditions;
- (2) help develop inspiring and good teachers;
- (3) enhance students' common sense and communications skills;
- (4) foster innovation and creativity.

Successful applicants will not only receive financial support but they will also be invited to join Project *WeCan*'s joint school activities. Potential schools will also have the opportunity to be selected to join Project *WeCan*'s seeding programme, receiving more well-rounded support.

For inquiries, please contact: communityaffairs@wharfholdings.com or visit our fans page www.facebook.com/projectwecanhk





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The World at Risk

As the best growing part of the world economy, East Asia can expect to see prices rising, which is good news for companies looking to raise prices, but less so for those having trouble meeting wage demands, writes **David O'Rear**

The IMF's October World Economic Outlook (WEO) takes a decidedly dimmer view of 2014 than did that the same team of researchers just six months earlier. The good news is that the global economy is now expected to grow 3.6% next year, up from 2.9% in 2013. However, that's slower than earlier predictions, as graph 1 illustrates. Bear in mind, however, the dates that the WEO was released.

Those dates are important because they came in periods when the main question was when, and by how much, the U.S. would 'taper' its extraordinary monetary measures. At this writing, House Republicans have shut down America's federal government and appear to be willing to push the U.S. to the brink of default, if not further. Or, depending on the day of the week, they are about to recover their senses and back off. Or, perhaps they kicked the can down the road by a few months.

Ups and downs

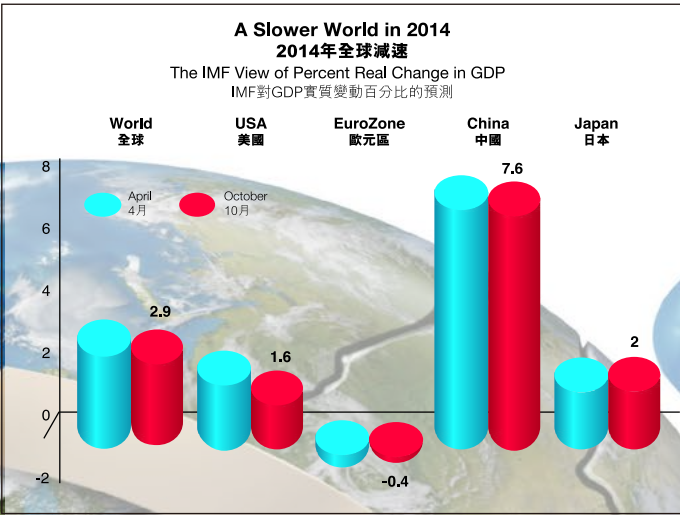
Prior to this latest tantrum, the combined 2014 contribution to global GDP from the U.S., Japan and the EuroZone was forecast to be US\$1.45 trillion, in nominal terms. East Asia, excluding Japan, is expected to add \$1 trillion, about 29% of the total as compared to the Big Three's 42% share. China alone will account for 24% of new economic activity next year, Germany 4.5%, Japan 6.4% and the United States 20.8%.

For consumers, the best news is that inflation remains subdued, particularly in the wealthiest economies. With luck, prices will pick up in Japan, after years of battling deflation. And, with more of the same good fortune, cost pressure will ease in the U.K. The other rich kids, as shown in graph 2, will have much the same as this year, i.e., nothing to worry about.

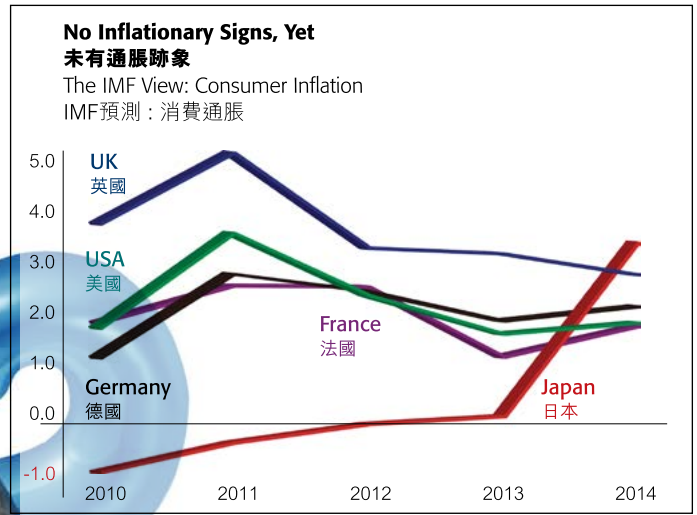
The picture is less chipper here in East Asia, but for all the right reasons. Growth brings inflation, and as we are once again the best growing



Graph 1 圖一



Graph 2 圖二



part of the world economy, our prices will rise. For companies struggling to raise prices over the last several years, this may be a welcome relief. Less so, however, for consumers and those having trouble meeting wage demands. Graph 3 shows rising inflation in the region, most notably in the five largest ASEAN economies.

The view to 2018

Over the medium term, which the IMF defines as five years, economic growth will pick up again. In 2015-18, the world economy is expected to resume its normal, 4% growth rate. China will grow an average of 7% a year (haven't we heard that before?), the U.S. 3.3% p.a. and Japan 1.1% a year. Hong Kong's own growth rate will return to trend, at 4.5% p.a. but the EuroZone will struggle to achieve 1.5% per annum. As a result, the global drivers of growth will be different from those of the past: in this decade, China and the U.S. will provide the bulk of the economic energy. Consider that in the 2000s the USA and PRC generated 32% of new economic activity, while the EuroZone and Japan produced 20%. In this decade, the trans-Pacific pair will provide 46% of the push, while the struggling Europeans and Japanese add just 8.5%.

Graph 4 shows the IMF's expectations of East Asia in the immediate and longer term. While many have predicted that China would slow over a prolonged period, the proof has yet to materialise. That is equally true for predictions that Japan has finally begun to turn around. To my eye, the predictions for ASEAN and the Northern NICs – Korea, Taiwan and Hong Kong – look to be about right.✿

全球風險

作為全球經濟增長表現最佳的地區，預料東亞將會出現價格上漲，這有利於正在尋求加價的企業，但卻不利於一些難以達到工資要求的人士 **歐大衛**

或 國際貨幣基金組織（IMF）於10月發表了《世界經濟展望》報告，與僅僅六個月前的預測相比，研究員對2014年的經濟前景明顯較為看淡。好消息是，明年全球經濟的增長預測已由2013年的2.9%，上調至現時的3.6%，但如圖一所示，有關增速仍低於較早之前的預測。然而，該報告的發表時間是當中的關鍵。

時間之所以成為關鍵，在於報告發表之際，市場的重點議題是美國會何時、如何退出其非一般的貨幣政策。執筆之時，眾議院共和黨議員已使美國聯邦政府陷入停擺，並似乎會進一步把美國推向債務違約的邊緣。也許，他們最終會恢復理性，作出退讓。又或者，他們會把問題再拖延數月。

起與跌

在這次事件之前，預料美國、日本和歐元區將於2014年合共為全球GDP帶來1.45萬億美元的實質進賬，佔全球總值達42%。與上述三大地區相比，預期東亞（日本除外）則會帶來1萬億美元的增長，佔全球比例約29%。單是中國，估計明年已可為全球創造24%的新經濟活動，而德國是4.5%，日本6.4%，美國則為20.8%。

對消費者而言，最好的消息是通脹維持溫和，尤其是在最富裕的經濟體。可幸的是，日本與通縮對抗了多年後，物價將重拾升勢。更幸運的是，英國的成本壓力將得以紓緩。從圖二可見，其他富裕國家將維持與今年相若的水平，不足為慮。

東亞的表現則不太起勁，但亦不無合理的因由。增長引發通脹，隨著我們再次成為全球經濟增長表現最佳的地區，物價將會上升。對於近年苦苦掙扎加價的企業來說，這或許令他們鬆一口氣，但卻不利於消費者及那些難以達到工資要求的人士。圖三說明區內通脹升溫，以五大東盟經濟體尤為顯著。

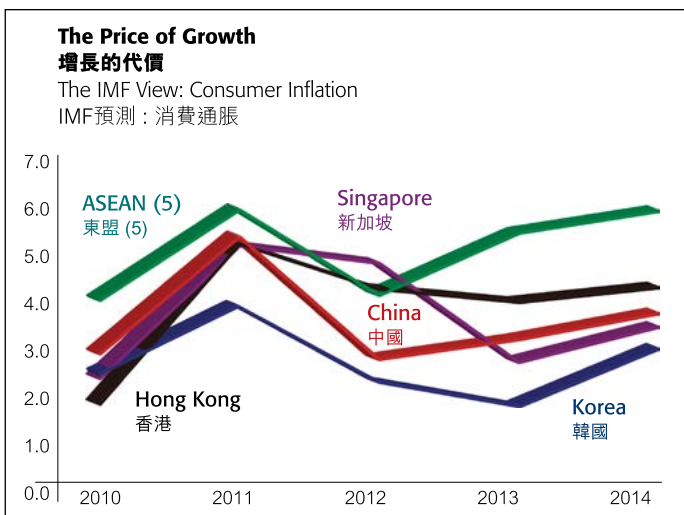
2018年前景

中期（IMF界定為五年）來說，經濟增長將重拾勢頭。在2015至2018年期間，預料全球經濟增長將回復正常的4%水平。中國的年均增長將為7%（似曾相識吧？），而美國為3.3%，日本則是1.1%。香港也將以每年4.5%的增幅重返趨勢增長，惟歐元區會在每年1.5%的增長水平掙扎。

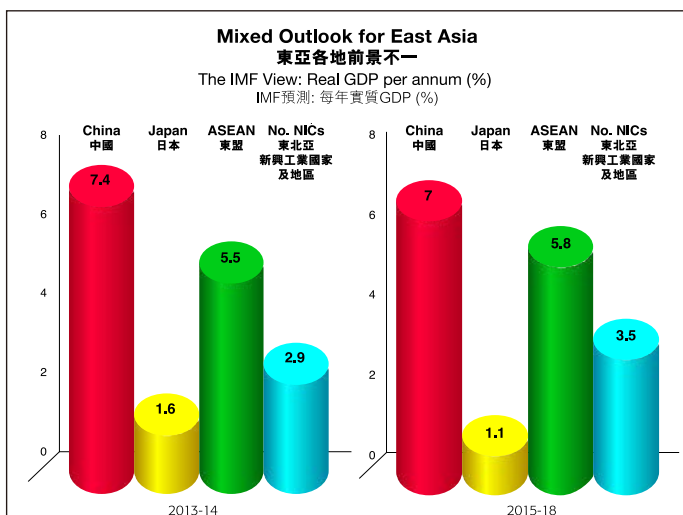
因此，全球經濟的增長動力將會有別於從前：未來十年，大部分的經濟活力將源自中國和美國。在2000年代，美國和中國合共為全球創造了32%的新經濟活動，而歐元區和日本的比率則為20%。未來十年，橫跨太平洋的中美兩國將提供46%的動力，而正奮力掙扎的歐洲人和日本人卻只能帶來8.5%的份額。

圖四顯示IMF對東亞的當前和長遠預測。儘管很多人預期中國會持續長時間放緩，但有關證據仍有待確認；也有人指日本經濟終於開始好轉，這個說法亦尚待證明。本人認為，該組織對東盟及東北亞新興工業國家和地區——韓國、台灣及香港的預測大概正確。🌸

Graph 3 圖三



Graph 4 圖四



Recognition to Hong Kong I.T. industry



Director and CEO of FlexSystem, Mr. David Lam (left) and Mr. Adam Lok (right). FlexSystem's achievement is recognized in the information technology industry.

FlexSystem Limited has been awarded the Technological Achievement Certificate of Merit at the Hong Kong Awards for Industries 2013 for its commitment to innovation and technological advance.

The leading provider of enterprise management solutions earned the accolade with its original financial reporting tool FION-Brick due to the software's technological merits and intellectual property.

Adam Lok, CEO of FlexSystem, says: "The award is a very encouraging acknowledgement and will motivate our staff to pursue further development. The recognition also indicates that Hong Kong software providers can come up with some really outstanding solutions to rival international players."

Innovation drives the success

FION-Brick is a powerful and integrated engine that allows the users to retrieve valuable financial data for operational reporting and analysis. Its user-friendly drag and drop interface access to real-time accounting data and self-customized financial reports in popular spreadsheet program instantly.

It is very unique on the market offering the greatest flexibility for companies to learn about operational data quickly and thoroughly.

Efficiency is the key to business success so time is money. Mr Lok said,

"Speed is the key factor here. We ride on the latest hardware technology to develop our software with strong emphasis on the capability of computation on financial data. That makes FION-Brick work much faster and more effectively than other financial reporting tools in the market."



FlexSystem first-time participation in the Hong Kong Awards for Industries, which was officially launched in 2005 to recognize the outstanding achievements of Hong Kong companies in technology development and high value-added activities. The Technological Achievement category seeks to acknowledge companies with a proven record of good management, sound business strategy as well as technology implementation over the years.

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樓永強是I Consulting Group總裁兼主席，也是總商會數碼、資訊及電訊委員會成員

Andy Lau: *The HKSAR Government is seeking to update its Digital 21 Strategy with a new blueprint themed, "Smarter Hong Kong, Smarter Living." It focuses on four key areas: empower everyone, ignite business innovation, support a thriving ICT industry, and transform & integrate public services. Are there any lessons that Hong Kong can learn from the U.S.?*

Scott McNealy: In terms of empowering, the most important aspect is to have lots of broadband and bandwidth available for the service providers, and to encourage competition. You've got to have multiple telecommunication vendors all competing, which keeps prices low and spurs innovation. Once you have that connectivity, people must be able to access that technology and services driven by a very vibrant entrepreneurial environment. You see that happening everywhere in the U.S., from healthcare services to banking services, electronic wallets, all the way to things like cab and car pooling applications that are changing the way we live in a very positive way.

On innovation, I would encourage Hong Kong and the R&D community here to adopt the sharing and open source models that are becoming quite popular around the world. By fostering open source you drive competition. You drive choice. You lower barriers, which is very important for new technology developers.

AL: *So should the Hong Kong Government drive this, or the private sector?*

SM: I am a strong believer in governments setting the guidelines for how companies operate and then letting the private industry invest and go at it. Allowing companies to compete in the market economy and letting market forces drive innovation is the best way. Government also must make sure it is not just a one horse race, because if one horse gets so far ahead, the other horses can't even see it and they stop running. We have seen many examples of where a monopoly slows innovation and kills competitors who have newer innovative products. So we need to make sure that there is healthy competition.

AL: *And the fourth point, transform and integrate public services?*

SM: It has always been a challenge for public and government sectors to keep up with what's going on in the private sector. A classic example is social media. Now governments are trying to adopt this, even though they know little about it. The brands are a little nervous about it because they are worried somebody would say something negative about them, but you cannot stick your head in the sand. You can't fix what you can't see. You can't improve what you don't know is wrong.



創建數碼未來

Imagine if public services, like how trains and busses are running, were online. If operators were using social media and allowing that second screen conversation to happen, they could gather data. They could find out where they need more buses, where something needs to be cleaned up ... so you get real conversations in real time. It's a very powerful tool, and I believe that governments who grab and embrace these open social media environments are going to do a much better job in tak-



Scott McNealy (right), co-founder, Chairman and CEO of Sun Microsystems, shares his views with **Andy Lau** on the development of the information & communications technology sectors, and what Hong Kong should be looking at to drive its Digital21 Strategy forward

Sun Microsystems共同創辦人、主席兼行政總裁Scott McNealy (右) 與樓永強分享對資訊及通訊科技業發展的看法，以及香港應怎樣推進其「數碼21」資訊科技策略

Shaping Our Digital Future

ing care of citizens than governments who stay stuck in traditional IT environments.

AL: *Why don't we see many governments around the world implementing or making more use of technology innovations?*

SM: Governments move at a speed of a political process, which is all about getting votes, winning political arguments, or just moving at the speed of budgets,

which means they are always years behind the private sector. Unlike companies, however, governments don't go out of business, because they are the ultimate monopoly. As a result, they don't innovate, and they don't move fast, because you know what, they will still be there next year.

If a business doesn't innovate, if it doesn't stay ahead, if it isn't using the latest technology, they go out of business. Consumers' invisible hand takes them out. As a result,

問：香港特區政府正計劃修訂其「數碼21」資訊科技策略，並推出以「智慧香港，智優生活」為主題的新發展藍圖，涵蓋四個策略重點：善用科技，提升潛能；激勵創新，成就未來；發揮優勢，拓展產業；以及貫通資訊，利便市民。香港在甚麼地方可向美國學習？

答：在提升潛能方面，最重要是為服務供應商開放大量寬頻和頻寬，並鼓勵競爭。市場上要有多家電訊公司投入競爭，才能令價格維持於低水平，同時激發創新。一旦達致網絡連通，市民就可享用一個充滿活力的商業環境所帶來的技術和服務。這個趨勢在美國隨處可見，當地從醫療服務、銀行服務、電子錢包，以至的士與汽車「共乘」應用程式等，都正為我們的生活方式帶來了積極正面的轉變。

創新方面，我鼓勵香港和本地的研發產業採用全球日漸普及的分享及開放源碼模式。通過推動開放源碼，有助促進競爭，增加選擇。對技術開發商來說，減少准入障礙極其重要。

問：這應該由香港政府還是商界推動？

答：我認為，政府應就企業的經營方式制訂指引，再讓私營機構作出投資和發展。容許企業在市場經濟下競爭，讓市場力量推動創新，是最佳的做法。政府亦必須確保這不

處，在於他們不會倒閉，因為他們才是最終的壟斷者。結果，他們不求創新、不願與時並進，因為他們年復一年仍會屹立不倒。

反之，企業若不創新求變、不保持領先地位、不採納尖端科技，只會關門大吉。消費者的無形之手會把他們逐出市場。結果，政府只會以極之緩慢的速度引入新科技。我不懂如何扭轉這個局面，只得無奈接受現實，就是政府的運作將繼續倚賴一套複雜難解、低效落後的資訊科技系統。

問：你對發展開放政府資料策略有何看法？

答：資料已成為一種新貨幣，並已變得極具價值。Google的價值在於他們坐擁大量資料，Twitter亦然。真正的議題關乎資料的開放程度，以及會面對哪些安全和私隱問題。

這些議題在全球各國均會引起激烈討論。政府應從中扮演甚麼角色？商界又有何角色？在擁有和保障個人資料私隱方面，市民的角色是甚麼？這是重大的挑戰，但資料變得愈開放、愈多人分享，就愈能夠被善用。

相反，資料也可被用作不當用途，而這亦是另一大挑戰。我支持開放資料，因為我相信人們會善用資料，多於作不當用途。向正當人士提供資料，將可改善人類的生

“

在社交媒體方面，各大品牌對此亦有所顧慮，
因為他們擔心有人會給予負評，但你總不能逃避現實。

”

是一場一家獨大的競賽，因為假如一位參賽者遙遙領先，而其他參與者望塵莫及，他們就只得退出比賽。很多例子已說明了壟斷會減慢創新，並扼殺其他擁有更創新產品的競爭者。因此，我們要確保市場有健康的競爭。

問：那麼第四點「貫通資訊，利便市民」呢？

答：要緊貼商界的步伐，一直是市民和公營部門面對的挑戰。社交媒體就是典型的例子。各地政府正紛紛嘗試採用這項科技，縱使他們所知不多。各大品牌對此亦有所顧慮，因為他們擔心有人會給予負評，但你總不能逃避現實。要是不知道哪裡出錯，就無法把它改正過來。

試想想，如果火車和巴士班次等公共服務可上網查看。若營運商善用社交媒體進行「第二屏幕對話」（second screen conversation），便可從中收集數據，了解哪些地點需要加密巴士服務、哪些地方需要作出調整等。實時、實質的對話是一項強而有力的工具，而我相信，與繼續留守在傳統資訊科技環境的政府相比，懂得參與和利用此等開放式社交媒體環境的政府，更加能夠照顧市民的福祉。

問：何以不見得各地政府都正採用或加以善用科技創新？

答：各國政府的前進步伐以政治進程為本，每一步都關乎爭取選票、在政治爭議中獲勝，又或是以財政預算案為依歸，總是遠遠落後於商界。然而，政府與企業的不同之

活，因此我傾向贊成開放，多於封鎖資料。我認為，正如我們的書寫/口述語言一樣，開放資料也應有其一套標準的書寫和口述語言。

問：美國在開放資料策略方面進展如何？

答：在斯諾登揭密事件後，近日的資料無疑變得更加開放，人們如今能夠更深入得知和了解政府及商界正保存甚麼資料。要得知企業保存甚麼資料較為容易，因為他們要遵守法例，市民亦可選擇披露甚麼資料。但政府方面，市民則無權選擇。

問：為何人們仍然對資訊科技保安，以及把資料放上雲端等技術感到質疑？

答：當被問起這個問題，我總會反問：你會把錢放在床褥下？還是放進錢包？抑或是存入銀行？你把錢放到金融雲端，因為這對你來說十分重要。這衍生出一個問題：你會把錢存入私人銀行還是公營銀行呢？很多人表示寧可委託私營企業來管理財富，也不選擇政府機構。這是美國醫療系統當前正面對的重大議題之一：我希望由美國政府管理和處理我的醫療紀錄、保險、保費、服務質素，以及我正採用的計劃？還是希望交由商界或私營醫療行業負責管理？這是一大哲學爭議，但我個人會支持商界。✿

由於篇幅所限，上述問答內容經過節錄。

governments are just going to be naturally very slow at adopting new technologies. I don't know how to fix that, so we just have to live with the fact that governments are going to run very arcane, inefficient, old IT systems.

AL: *Can you share with us your views on developing an open Government Data Strategy?*

SM: Data is the new currency out there and data has become very, very valuable. Google is valuable because they have data. Twitter is valuable because they have data. And you know the real issue is how open do you make data, and what are the security, and privacy issues?

Those issues are the subject of raging debates in every country around the world. What role should government play in this? What is the role of the private industry? And what is the role of the citizen in

you disclose. With the government you don't have a choice.

AL: *Why are people still so skeptical about IT security, and putting data in the cloud?*

SM: When people ask me that, I always ask them: Do you put your money under your mattress? Do you carry it around in your purse? Or do you put it in the bank? You put it in the financial cloud because it is really important for you. Now the question is do you put it in a private bank or a government bank? Many people say they would rather have a private company than a government organization managing their money. This is one of the big issues that is going on with healthcare in the United States at the moment: do I want the U.S. Government managing and handling my medical records, my insurance, my premiums, the quality of my services, the plans

“

On social media, the brands are a little nervous about it because they are worried somebody would say something negative about them, but you cannot stick your head in the sand.

”

owning and protecting their data privacy? It's a big challenge, but the more open the data becomes, the more it is shared, the more it can be used for good.

On the flip side, data could be used for bad, so that's the big challenge. I'm a believer in openness, because I believe people are more likely to be good than bad. Arming good people with data is going to improve the lives of everybody on Earth, so I tend to lean towards openness rather than closed data. I think the written and spoken language of open data should be published just like the written/spoken language we all speak.

AL: *How is the U.S. doing in terms of open data strategy?*

SM: Well, it has certainly got more open lately with the Snowden disclosures, and people now know and understand a lot more about what the government is keeping versus what companies are keeping. It's easier with companies, as they have rules to follow and also you have a choice of what information

that I am going to be using? Or do I want that to be a private conversation between me and the private industry, or private healthcare industry? It's a big philosophical argument, but personally speaking, I am a believer in private industry. ❀

The above Q&A has been abridged for length and clarity.

Join the DIT Committee

The Digital, Information and Telecommunications (DIT) Committee gives advice on DIT related policy issues, and organises appropriate activities to enhance the application of DIT in business. For members who are interested in joining the committee, or for more details on its work, call Edith Hui on 2823 1272, or email edith@chamber.org.hk

加入數碼、資訊及電訊委員會

數碼、資訊及電訊委員會就有關數碼、資訊及電訊的政策議題提供意見，並舉辦適當的活動，以促進數碼、資訊及電訊的商業應用。會員如有興趣加入委員會或了解其工作詳情，可聯絡許女士，電話：2823 1272；或電郵：edith@chamber.org.hk

Growing Sino-Latin American Ties

加強中國與拉美聯繫

China wants to expand business and cultural ties with Latin America, which is helping to bring strong growth to the region. *The Bulletin* asked members of the Chamber's Americas Committee what opportunities closer ties will bring for Hong Kong, and what pitfalls businesses need to avoid

中國希望擴展與拉丁美洲的商貿和文化聯繫，這有助為該區帶來強勁的增長。《工商月刊》訪問了總商會美洲委員會的成員，了解兩地更緊密聯繫可為香帶來的機遇，以及企業要慎防的陷阱



In the past few years, while many developed economies spluttered along, Latin America was ticking over nicely. According to IMF data, Mexico's economy has been growing year over year at 3.9% since 2011. Argentina's economy was purportedly growing faster than China, at 8.3% in the second quarter – although the IMF has since censored Argentina for reporting inaccurate data. Brazil, one of the BRICS darlings, is forecast to grow over 3% this year, while Chile is clinking glasses celebrating as its commodities, wines, and food exports are expected to push its economic growth to a hair under 5% by the end of the year.

Domestic demand remains strong in the region and Latin Americans have been less tolerant of doddering politicians, red tape and corruption. They are demanding change and their governments are, for the most part, listening. As a result, Latin Americans can rightly feel smug with their countries' strong economic growth over the past three years. Economic data for the first half of 2013, however, have put a bit of a dampener on their fiesta.

In October, the IMF estimated that Latin America's combined economies will grow at 2.7% this year, compared to its forecast of 3.4% in its previous report. So does IMF's downward revision mean Latin America's economy is going south? Or is it just synching with the wider global economy slowing? *The Bulletin* asked members of the Chamber's Americas Committee to share their views on doing business in the region, and found that on the whole, most business people were upbeat.

Businesses upbeat

"Brazil offers the greatest potential for Hong Kong companies doing business in Latin America," said Bruno Di Giulio, Head of Brazil Desk, Howse Williams Bowers. "It is by far the largest economy in Latin America, and the rise of more than 30 million people to middle-class status, and unprecedented low unemployment rate have made Brazil a huge market for consumer goods and services."

He also pointed out that recent mass protests by Brazilians being fed up with incompetent government officials demonstrate that the population is demanding better infrastructure, services and quality of life. As a result, he believes diverse opportunities for Hong Kong businesses in a wide range of areas, such as retail, finance, healthcare, telecoms, technology, hospitality, energy, education and transport, are ripe for harvesting.

Other members are putting their money on Chile, as its free-trade agreement with Hong Kong is opening new opportunities. It also ranked first among Latin American countries for ease of doing business by the World Bank, and a respectable 37th place globally.

Chilean businesses are also eager do business with Asian countries, and don't mind travelling for days to find new customers. Francisco Retamales, Trade Commission of Chile

in Hong Kong SAR, said places in the upcoming "Flavors of Chile" trade promotion, which will take place in Hong Kong on November 11, were very quickly snapped up by Chilean businesses seeking buyers in Hong Kong and Asia.

Americas Committee Vice Chairman Thomas Wong said Chile has a very strong food industry, and importers know Hong Kong and Chinese buyers are willing to pay a premium for its quality produce.

"It is one of the largest exporters of fruit, fish and meat in Latin America, and its quality sea bass, salmon, cherries, grapes and wine, have been increasing in popularity in Hong Kong," he said.

Andrew Yuen, who also sits on the Americas Committee, and is also a food importer and distributor in Hong Kong, was instrumental in promoting Chilean cuisine and produce to the Hong Kong Jockey Club this September.

"The quality of the produce is very good, and the environment that it is from is also unspoilt, which adds to the flavour of the food and also puts consumers' minds at ease," he said.

Obstacles to doing business

While mostly upbeat, businesspeople are acutely aware of the challenges of doing business in Latin America, and the common grumble of no direct flights is generally the first thing they cite. American Airlines, hoping to cash in on growing business and tourism exchanges between Latin America and this part of the world, plans to start flights from Dallas/Fort Worth International Airport to Hong Kong and Shanghai starting in June 2014. The airline said its extensive network to Latin America will make it easier for business travellers and tourists.

Claudia Bolanos, from Orangefield ICS Ltd, who recently joined the Americas Committee, said the lack of planning and short-term objectives due to political changes, import barriers in the form of duties and customs can be a challenge to navigate for the uninitiated.

Di Giulio agrees: "Investors also need to pay special attention to tax regulations and issues, as well as an over-protective labour law. To succeed in Latin America, it is vital to call on legal, tax and accounting advisory services with experience in these matters," he stressed.

Red tape, inefficient infrastructure, complex tax systems and delays can be a breeding ground for corruption. This is a deeply-rooted problem plaguing many Latin American countries, many of which are governed by civil law systems. This means they are more regulated than common law jurisdictions like Hong Kong.

China's influence

Since the beginning of the new millennium, China and Latin American ties have grown closer. On his tour of the Americas, President Xi Jinping spoke about the opportunities

Ease of Doing Business 便利營商

Latin American and Caribbean economies ranked
根據世界銀行《營商環境報告》，拉丁美洲與加勒比海經濟體

過去數年，儘管許多發達經濟體的表現起伏不定，但拉美經濟體仍進展良好。國際貨幣基金組織（IMF）的數據顯示，墨西哥經濟自2011年以來一直按年增長3.9%。據稱阿根廷經濟增速比中國要快，於第二季錄得8.3%（儘管IMF自此已就阿根廷提交的數據進行可信性審查）。巴西作為金磚國家之一，預料今年會增長3%以上，而智利亦正舉杯暢飲，慶祝其商品、葡萄酒和食品出口有望在年底前帶動經濟達到最多5%的增長。

區內的需求維持強勁，而拉美人對無能當權者、繁文縟節和貪腐的容忍度逐漸降低。他們正紛紛求變，而政府亦大多聆聽民意。因此，拉美各國人民自然會為他們國家過去三年的可觀經濟增長而鼓舞。然而，2013年上半年的經濟數據難免令他們感到掃興。

IMF於10月份發表報告，預測拉美各國的綜合經濟今年將增長2.7%，低於對上一份報告的3.4%。IMF把預測下調，是否意味著拉美經濟正在轉壞？抑或只是與全球經濟廣泛放緩的趨勢同步？本刊訪問了總商會美洲委員會的成員，聽他們分享在該區營商的意見，而一般來說，大部分商家均看好當地的前景。

	Globally 全球	Latin America 拉丁美洲
Chile 智利	37	1
Puerto Rico (U.S.) 波多黎各	41	2
Peru 秘魯	43	3
Colombia 哥倫比亞	45	4
Mexico 墨西哥	48	5
Panama 巴拿馬	61	7
Costa Rica 哥斯達黎加	110	21
El Salvador 薩爾瓦多	113	22
Nicaragua 尼加拉瓜	119	25
Argentina 阿根廷	124	26
Honduras 洪都拉斯	125	27
Brazil 巴西	130	28
Ecuador 厄瓜多爾	139	29
Bolivia 玻利維亞	155	30
Venezuela 委內瑞拉	180	33



Investors also need to pay special attention to tax regulations and issues, as well as an overprotective labour law.

投資者也要特別留意稅務規管和相關議題，還有過分保護僱員權益的勞工法。



前景樂觀

何韋鮑律師行巴西組主管Bruno Di Giulio說：「對香港企業來說，巴西是拉美地區最具潛力的營商市場。」他續稱：「該國顯然是拉美最大的經濟體，當地逾3,000萬人躋身中產階層，加上失業率創下空前新低，已令巴西成為龐大的消費品和服務市場。」

他亦指出，近日巴西民眾不滿政府官員無能失職而觸發的大型示威，顯示出當地人正強烈要求改善基建、服務和生活質素。因此，他認為香港企業應把握良機，在零售、金融、醫療、電訊、科技、旅遊、能源、教育及運輸等廣泛領域大展拳腳。

隨著智利與香港簽署的自由貿易協定開拓了不少新商機，部分成員正把資金投往當地。智利獲世界銀行評級為最便利營商的拉美國家，在全球排行37，表現不俗。

智利企業亦渴望與亞洲國家經商，他們不介意遠道而來物色新客戶。智利駐香港特區商務專員Francisco Retamales表示，智利企業都期望在香港和亞洲尋找買家，他們對將於11月11日在港舉行的「Flavors of Chile」貿易推廣活動反應熱烈，名額迅速爆滿。

美洲委員會副主席黃華燊說，智利有強大的食品業，而進口商知道中港買家都願意多付點錢，向當地購入優質的物產。

他說：「智利是拉丁美洲最大的水果、魚類和肉類出口國之一，當地出產的優質鱸魚、三文魚、櫻桃、葡萄和葡萄酒，正日漸受到港人追捧。」

另一成員袁耀全是本港的食品進口商和分銷商，他於今年9月把智利菜式和產品積極推廣至香港賽馬會。

他說：「當地物產質素甚高，產地天然未受破壞，令食物倍

添美味之餘，消費者亦可安心享用。」

營商障礙

儘管商家對拉美前景大多表示樂觀，但他們亦甚為關注該區的營商挑戰，而沒有直航班機可說是最普遍的投訴。美國航空便窺準拉美與亞洲日益頻繁的商貿和旅遊交流所帶來的商機，計劃於2014年6月開展達拉斯沃思堡國際機場至香港與上海的航線。該公司指出，前往拉丁美洲的網絡覆蓋廣泛，將可進一步方便商務旅客和遊客。

最近加入美洲委員會的Orangefield ICS Ltd代表Claudia Bolanos說，因政局變動而導致規劃不足和目標短視，以及以關稅形式設置進口壁壘，都是行外人需要克服的挑戰。

Di Giulio和應道：「投資者也要特別留意稅務規管和相關議題，還有過分保護僱員權益的勞工法。要成功拓展拉美市場，就必須聘請富有經驗的法律、稅務和會計顧問，協助處理相關事宜。」

繁文縟節、基建不足、稅制複雜及延誤是貪污的溫床。這個根深蒂固的問題一直困擾著大部分拉美國家，當中很多都實施民事法，也就是說，與香港等普通法司法管轄區相比，這些國家會受到更多的規管。

中國影響

自新千禧年以來，中國與拉丁美洲的聯繫日趨緊密。中國國家主席習近平出訪美洲期間，談到中國為該區帶來的機遇。然而保護主義者憂慮，中國崛起只會對拉美弊多於利。根據《經濟學人》6月進行的調查，64%受訪者認為兩地建立更緊密關係

on their ease of doing business (Caribbean countries omitted), from the World Bank's 'Ease of Doing Business Report.'
(加勒比海國家除外)的營商便利度排名

Starting a Business 開設業務	Dealing with Construction Permits 申請建築許可	Getting Electricity 取得電力	Registering Property 登記財產	Getting Credit 取得信貸	Protecting Investors 保障投資者	Paying Taxes 繳稅	Trading Across Borders 跨境貿易	Enforcing Contracts 履
4	17	12	5	7	5	1	5	3
1	31	10	20	1	3	14	19	14
9	18	21	1	4	2	9	8	18
10	8	30	4	10	1	13	17	26
5	10	28	25	6	12	15	9	7
3	16	3	12	7	14	31	1	22
21	26	14	3	13	27	20	6	23
4	29	29	6	7	27	27	13	4
22	30	27	18	20	18	29	14	2
26	33	20	22	10	21	26	30	1
27	13	23	9	1	27	22	16	32
20	27	16	13	20	14	28	27	19
29	22	31	10	13	24	8	29	12
31	25	26	24	26	24	32	28	25
25	24	33	8	30	32	33	33	8

that China represented for the region. Protectionists, however, are fearful that Latin America stands to lose more than it gains from the rise of China. In a survey by the *Economist* in June, 64% of respondents said they believed closer relations were not a threat. But China's growing interest in the region has allowed protectionism to creep back, as politicians are petrified that manufacturers will move their businesses to the world's factory. Many manufacturers may

不會構成威脅。然而，中國對該區的興趣日增，已使保護主義逐漸升溫，因為當權者都擔心製造商會把業務遷往世界工廠。隨著中國的成本上升和規管增多，很多製造商正相繼撤走，惟當地的勞工成本仍然遠低於主要的拉美經濟體。

此外，高利率、稅率及基建不足，亦大大增加了拉美的營商成本，有助提高中國的吸引力。

黃華榮認為，這些憂慮都沒有事實根據。他說：「中國一直致力加強與拉美的關係。」他解釋：「國家主席習近平在過去半年曾三度會見墨西哥總統培尼亞，並在訪問墨西哥城期間，與該國簽署了多項協議，務求在能源、新產業貿易、基建、採礦、貿易、教育、銀行和企業交流等方面開展合作。這些未開發的領域均可帶來嶄新的商機。」

Bolanos相信，與中國加強合作，一方面有助拉美地區減少對一、兩個出口市場的依賴，但另一方面，這亦可能會令區內政府滿足於繼續充當原材料供應商，而忽略研發投資，窒礙經濟發展。✿

加入美洲委員會

美洲委員會定期為總商會會員舉辦實用的活動和提供最新的資訊，協助他們進一步發展和加強與美洲國家的商貿聯繫。委員會透過午餐會、研討會、與海外訪客和代表團會面、考察團和聯誼活動，致力推廣香港與北美、中美和南美國家之間的雙邊貿易投資。

有興趣加入委員會的會員，可聯絡徐惠兒女士，
電話：2823 1299；或電郵：fion@chamber.org.hk

be moving out of China due to rising costs and regulations, but labour is still significantly cheaper there, compared to key Latin American economies.

Then the additional problem of high interest rates and taxes, plus deficient infrastructure, adds significantly to the cost of doing business in Latin America and the attractiveness of China.

Wong believes such worries are unfounded. "China has been putting in a lot of effort into strengthening its relations with Latin America," he said. "Chinese President, Xi Jinping met with the Mexican President Pena Nieto three times in the past six months, and on his visit to Mexico City signed agreements to develop cooperation in energy, new-industry trade, infrastructure construction, mining, trade, education, banking and entrepreneurial exchanges. All these are new opportunities in underexplored sectors."

Bolanos believes closer cooperation with China will help Latin America lessen its dependence on one or two export markets. But she pointed out it could also increase the temptation for governments to not invest enough in research and development to develop their economies as they become content to remain a raw materials supplier. ✿

Join the Americas Committee

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Class Actions – Do We Really Need These in Hong Kong?

By **Shirley Yuen** 袁莎妮

It is argued by some that Hong Kong needs a class action system, which will give people better access to justice, and consumers will get a fairer share of settlements. And the argument is made, of course, that other jurisdictions have, or are introducing, class actions, so why not Hong Kong? This argument may sound attractive in principle. However, there is a real risk that in the zeal to expand opportunities for private litigation we will open a Pandora's box of litigation abuse and move to a legal system that is less fair, less accessible and which makes it harder for meritorious claims to be heard, because the courts are clogged with claims motivated by class action lawyers seeking to make a quick buck.

So what are class actions and how do they work?

There are different ways to structure a class action system, but in a nutshell it is a system that allows a named plaintiff or a number of named plaintiffs to file a claim on behalf of a "class" of people or businesses whom it is alleged to have suffered a common injury. The plaintiffs get their "class" certified by the court and they are then able to sue not only on their own behalf, but also on behalf of all other people in that class.

A closer look at how class actions have worked in the U.S., which opened the door to class actions many decades ago and which is now well known for its litigious excesses, might give us cause to look more critically at the costs, the potential pitfalls and who really benefits from class actions.

The recent Facebook class action in the U.S. provides a stark example of this. In this highly controversial settlement, the class action lawyers walked away with US\$2.3 million while the class members received absolutely nothing. Instead of paying out the class members, Facebook agreed that it would make a US\$6.5 million payment to a new foundation it would partly control.

In the Bank of Boston class action, which is now infamous, class members actually lost money in the settlement. In that case, class action members received between US\$2.19 and US\$8.76, but also had their accounts debited up to US\$91 to pay the class action lawyer's fees of US\$8.5 million for lawyers whom many of them never even knew they had "hired".

The argument often put is that allowing such a system increases the efficiency of litigation and that the efficiencies outweigh the injustice to individuals who have lost control of their legal rights. There is a funda-

mental question whether "efficiency" is a sufficient justification for taking away fundamental legal rights that are guaranteed to us under the Basic Law and the Hong Kong Bill of Rights. One must also ask at this point whether the current system is really inefficient. Hong Kong has a number of different tiers to its court system, from the Small Claims Tribunal through to the District and High Courts. The Small Claims Tribunal will hear claims up to HK\$50,000 and has fewer procedural rules, based on the recognition that claims involving smaller sums should be run in a manner that is proportionate to what is at stake. Lawyers are also not allowed to appear in the Tribunal. Again, this is to encourage parties to keep costs proportionate to what is in dispute.

On the other hand, where a number of people want to make a claim about the same issue, they may run the case as joint plaintiffs or start separate claims, giving them the freedom to choose who represents them and how their case will be presented (likewise for parties running a common defence). Where separate claims involving similar facts or legal issues have been made, there are also processes for allowing the claims to be addressed together or in a manner that is more efficient (e.g. by seeking an order for joinder of claims or allowing a legal point that is common to both cases to be decided before the cases proceed further).

Ultimately, litigation is expensive. Not all defendants have deep pockets and one of the more pernicious aspects of U.S. experience is that smaller firms, faced with an aggressive class action, choose sometimes to settle out of court rather than rack up expensive legal fees. That is not justice and it is not something that we would wish to see inflicted on Hong Kong businesses.

Like any legal system in the world, ours is not without its shortcomings and nor is it a perfect panacea for the issues that naturally arise in complex, modern societies. However, it is a system that has served Hong Kong very well. Derived from our Common Law history, it draws on many hundreds of years of cumulated experience and wisdom in balancing the need for procedural fairness against the relative importance of the issue in dispute.

We should always be striving to find ways to improve our current system. However, we need to ask ourselves whether class actions, which would comprise a radical and wholesale change to our system, are the way to do this. ❀

集體訴訟——香港真的需要嗎？

有意見認為香港需要引入集體訴訟機制，以強化尋求公義的渠道，以及讓消費者取得更公平合理的和解安排。他們的理據是其他司法管轄區已經或正在引入集體訴訟，香港何不跟隨？原則上，這似乎是很好的理據。然而，在尋求擴大私人訴訟渠道的同時，我們或會面對濫用訴訟程序的風險，因為法院都忙於處理一些律師利用集體訴訟以圖賺取快錢的申索，法律制度亦會變得不公平、難以觸及，令人難以提出有勝訴的申索。

何謂集體訴訟？有關機制如何運作？

集體訴訟機制有不同的組成方式，但概括而言，該制度容許一名或多名具名的原告人，代表一大班被聲稱受到共同損害的人士或企業提出申索。原告人取得法庭的集體訴訟核證後，便可代表自己及所有成員進行訴訟。

美國於數十年前推行集體訴訟，當地社會現在動輒興訟。透過深入了解在美國實施集體訴訟的情況，我們或可以更認真的角度，剖析集體訴訟帶來的代價、潛在問題，以及真正的得益者。

美國最近的Facebook集體訴訟案就是明顯的例子。這宗案件的結果極具爭議性，集體訴訟律師最終取得230萬美元的律師費，而訴訟的成員卻一無所得。Facebook並沒有向集體訴訟的成員支付大筆款項，只同意支付650萬美元，以成立一個其擁有部分控制權的基金會。

至於現已惡名昭彰的波士頓銀行（Bank of Boston）集體訴訟案，集體訴訟成員在和解中反而要蒙受金錢損失。在該案件中，集體成員獲得2.19 美元至8.76美元補償，但卻要付出多達91美元，以支付850萬美元的集體訴訟律師費，當中很多人更從不知道自己曾「聘請」律師。

人們通常所持的論點是，推行集體訴訟可提高訴訟的效益，而即使有關制度會令人喪失個人司法權利，對他們造成不公，

亦在所不惜。這個論據的根本問題是，「效益」是否足以合理地剝奪《基本法》及《香港人權法案》向我們所保證的基本法律權利。針對這一點，大家亦必須思考現行制度是否真正不足。香港設有多個不同的法院等級，從小額錢債審裁處、區域法院到高等法院等。小額錢債審裁處負責審理所涉款額不超過50,000港元的申索，程序規則亦較少，因為大家都認同，涉及較小金額的申索應相對地簡單審理。訴訟雙方亦不可聘請律師出席小額錢債審裁處的聆訊。同樣，這是鼓勵雙方把訴訟代價與糾紛的重要性，維持在適當的比例。

另一方面，假如多人想就同一問題提出申索，他們可以共同原告的方式處理案件，又或開展獨立申索，讓他們自行選擇代表律師及如何提案，而提出共同抗辯者亦然。當多人提出涉及類似事實或法律問題的獨立申索，我們亦有程序一併處理有關申索，或以更有效率的方式處理，例如尋求申索合併的命令，或在繼續審理案件之前，就幾個案件釐定一個共同的法律論點。

最後，訴訟的代價高昂，並非所有被告都擁有雄厚的財力承擔。美國經驗所反映的其中一個弊端，是小企業面對集體訴訟壓力時，有時或選擇庭外和解，以避免承擔高昂的法律費用。此舉無法體現司法公義，而我們也不希望同樣的情況會發生在香港企業身上。

正如世界上任何司法制度一樣，本港的制度並非盡善盡美，而對於在現今的複雜社會下自然發生的問題，亦沒有萬應靈丹。然而，本港的司法制度一直行之有效。我們的法制源自《普通法》的歷史，集合了幾百年來累積的經驗和智慧，在程序的公正性與糾紛的相對重要性之間取得平衡。

我們應時刻想方設法，改善本港現行的司法制度。然而，鑒於集體訴訟將會徹底顛覆本港的司法制度，故我們必需反思，集體訴訟是否適切可行。✿



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香港首訂貧窮線

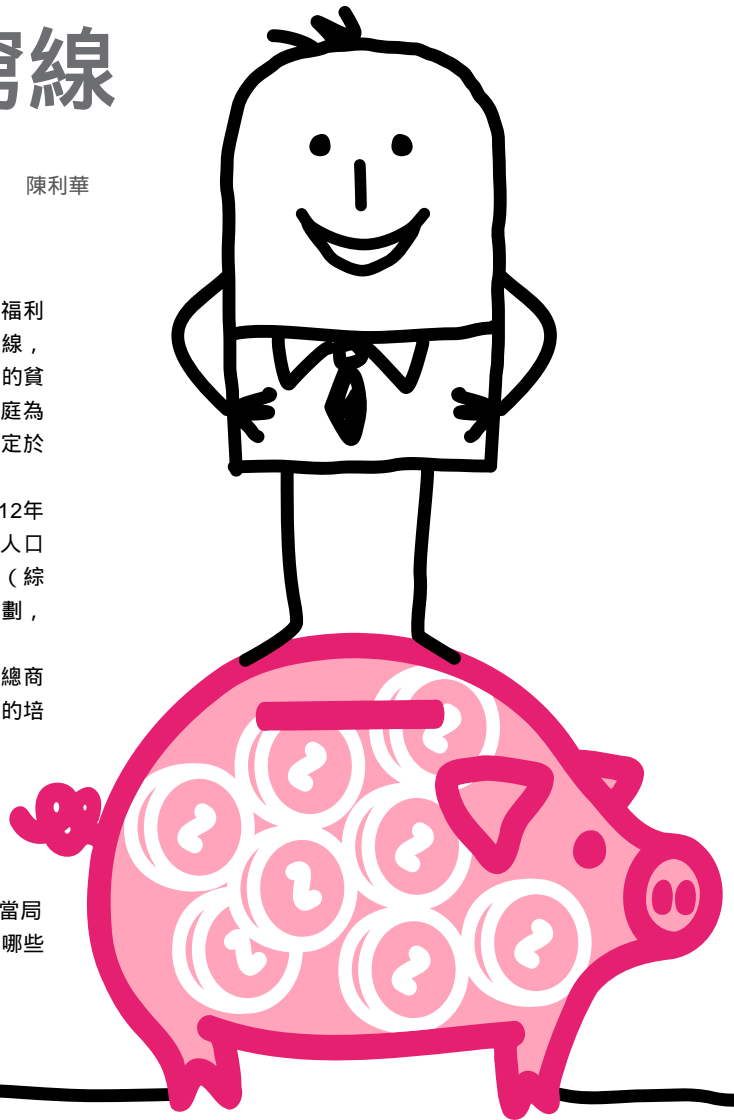
要有效處理香港的貧窮問題，必須先了解箇中成因 陳利華

政府於今年9月底制訂了官方貧窮線，以除稅和福利轉移前全港家庭住戶每月收入中位數的一半劃線，亦即所謂歐洲的做法。以2012年計，單身人士的貧窮線訂於3,600港元，二人家庭為7,700港元，三人家庭為11,500港元，而四人、五人、六人或以上家庭則分別定於14,300港元、14,800港元和15,800港元。

根據政府統計數字，在扣除福利因素後，香港在2012年約有403,000戶貧窮人口，涉及101.8萬人，佔全港人口15.2%。當中，約102,700戶為領取綜合社會保障援助（綜援）的家庭。政府將針對非綜援在職貧窮戶提供支援計劃，因為當中逾八成為三人或以上家庭。

政府相信，經濟發展和就業是脫貧的最佳途徑，而總商會亦認同這點。因此與其大派金錢，當局應推出更優質的培訓、教育和提升技能的措施，以協助窮人自力更生為目標。建議的扶貧計劃包括加強工作誘因、把公共資源集中幫助在職貧窮戶，以及為綜援家庭的兒童提供在學支援。

在2012至2013年度，政府把福利開支預算大幅增加31%至560億港元，再加上新推出的政策措施，足證當局視扶貧工作為重中之重。然而，假如貧窮線被用作決定哪些



The Government introduced a poverty line in late September this year, based on 50% of the median monthly household income before tax and welfare transfers, which is the so-called European approach. For 2012, the poverty line was set at HK\$3,600 for a single person, HK\$7,700 for a two-person household, HK\$11,500 for a three-person household, and HK\$14,300, HK\$14,800 and HK\$15,800 for a family of four, five and six or more, respectively.

According to Government statistics, after welfare payments were factored in, some 403,000 households fell below the poverty line 2012. That number constitutes 1.018 million people, or 15.2% of Hong Kong's population. Among them, some 102,700 households were living on Comprehensive Social Security Assistance (CSSA). The Government will target assistance schemes for non-CSSA working households, as more

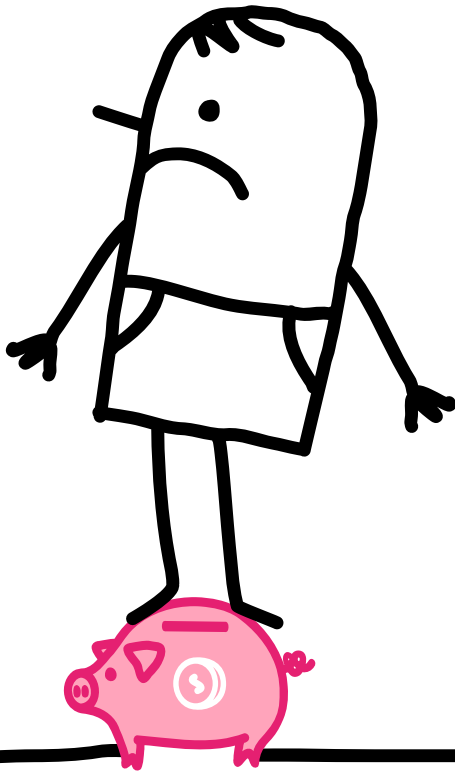
than 80% of them are households of three people or more.

The Government believes, and the Chamber agrees, that economic development and employment are the best ways to tackle poverty. So rather than handing out money, the objective is to help people become self-reliant through better training, education and skill-enhancing measures. Proposed schemes include work incentives, focusing public resources on the working poor, and supporting CSSA families' children in their studies.

For 2012-13, the Government raised welfare spending by 31% to HK\$56 billion, which, together with new policy initiatives, illustrates that the Administration has made alleviating poverty a top priority. However, if the poverty line is to be used as the threshold to determine who is eligible for Gov-

Hong Kong's New Poverty Line

Understanding the causes of poverty in Hong Kong is essential if efforts to address the problem are to be effective, writes **Watson Chan**



人合資格領取政府援助的門檻，這或會把稍低於與稍高於貧窮線的住戶恣意劃分，使一些收入水平非常接近的住戶被歸入不同階層。此舉定必觸發社會爭論，究竟一些僅超出貧窮線的住戶不合資格領取若干福利，這個做法是否公平。劃分貧窮階層或會進一步使社會兩極化。

由於貧窮線以入息中位數的固定百分比劃線，故此總有一群住戶被標籤為貧窮，而貧困亦將永不離開。因此，即使經濟不斷增長，收入隨年月而增加，但某固定百分比的住戶將停留在貧窮線以下，這意味著政府將需向貧窮線以下者持續轉移收入和福利。由於貧窮將一直存在，有關關注當貧窮階層隨著整體人口膨脹，政府將怎樣撥款，以支付這筆日益增加的福利開支？

另一問題是關乎貧窮線以家庭住戶人數來界定。由於家庭住戶人數受多個因素影響，故有關數字或會被操控或錯誤詮釋。結果，這或許未能反映貧窮戶的真實情況。

扶貧委員會編製的《2012年香港貧窮情況報告》指出，「貧窮線」有三大功能，分別是幫助我們了解香港的貧窮情況、協助制訂扶貧政策，以及審視政策的成效。其中以了解香港當下貧窮情況的成因最為重要。只有當政府清楚了解貧窮的成因，方能制訂正確的誘因和支援措施。因此，我們不應單靠貧窮線來作出有關決定。✿

ernment assistance, it may arbitrarily divide households falling just below or above the poverty line. This would put people living on very similar levels of income into different classes. Debates will certainly erupt on whether it is fair that those households just above the poverty line are not eligible for certain benefits. The creation of the poverty class may further polarize society.

Since the poverty line is defined as a fixed percentage of median income, there will always be a group of households being labelled as poor and poverty will never go away. Therefore, even when incomes rise over time in a growing economy, a fixed proportion of households will stay below the poverty line, which means the Government will have to continue transferring income and benefits to those below the poverty line. As poverty will persist, a concern is how will the Government fund the expanding welfare expenditure when the poverty class grows with the general population?

Another concern is related to the fact that the poverty line is defined by household size. Since household size is affected by numerous factors, it could be manipulated or incorrectly interpreted. Consequently, it may not provide an accurate picture of households in poverty.

In the Hong Kong Poverty Situation Report 2012 prepared by the Commission on Poverty, it is stated that the three major functions of the poverty line are: analysing the poverty situation, assisting policy formulation, and assessing policy effectiveness. Understanding the causes of the existing poverty situation in Hong Kong is of the utmost importance. Only when the Government clearly understands the causes of poverty will it be able to prescribe the correct incentives and assistance measures. As such, we should not rely solely on the poverty line to make such decisions. ✿

Long-Term Housing Strategy

長遠房屋策略

The Government recently released a consultation on mapping out a comprehensive land supply roadmap

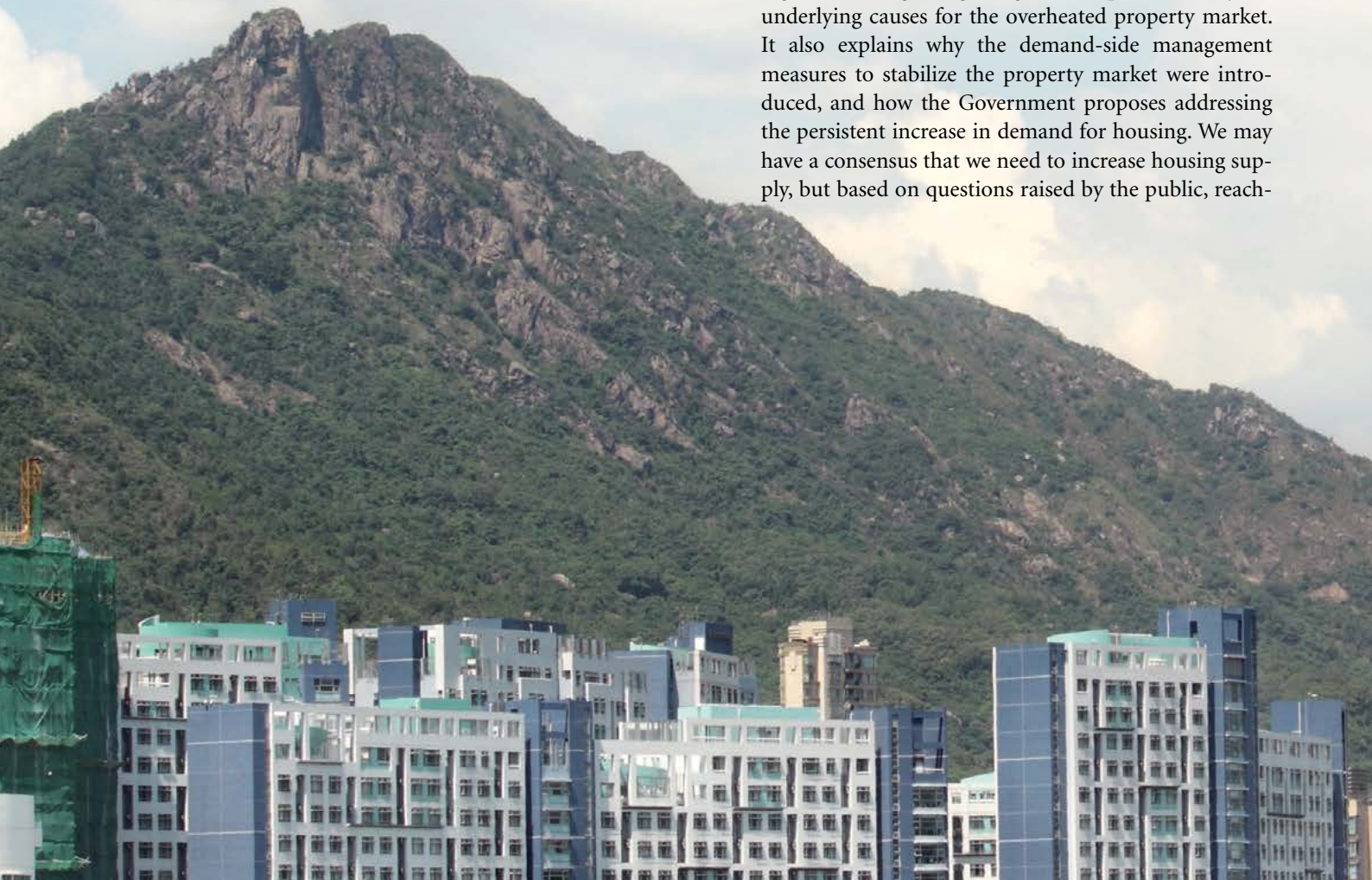
政府最近展開一項諮詢，以勾劃全面的土地供應藍圖

Housing has long topped the Government's agenda. Various schemes and strategies have been rolled out over the decades, but the long waiting list for public housing and soaring property prices persist.

The Hong Kong General Chamber of Commerce has been advocating that the Government draw up a comprehensive land supply roadmap. Making provisions for a steady stream of land to develop would facilitate planning for housing and provide stability to the market.

Consequently, we are pleased that the Government decided to set up the Long-Term Housing Strategy Steering Committee (LTHSSC) last year to conduct a holistic review on the housing needs of Hong Kong, as well as map out priorities and strategies to address future needs.

LTHSSC has launched a three-month consultation on Hong Kong's long-term housing strategy for the next 10 years. The consultation, "Building Consensus, Building Homes," which runs from September 3 to December 2, provides a comprehensive overview of the housing issues facing Hong Kong. It attempts to identify the underlying causes for the overheated property market. It also explains why the demand-side management measures to stabilize the property market were introduced, and how the Government proposes addressing the persistent increase in demand for housing. We may have a consensus that we need to increase housing supply, but based on questions raised by the public, reach-



ing a agreement on how that can be achieved may be no easy matter.

To facilitate an exchange of ideas between members and LTHSSC, Professor Anthony Cheung, Chairman of LTHSSC, and Duncan Pescod, Director of Housing, spoke at the Chamber on October 18 on the issues identified and recommendations made by LTHSSC.

On making a higher proportion for public housing available, Professor Cheung said that there is always the dilemma between increasing public housing and satisfying the expectations of the local community, who may not want a higher building density in their neighborhood.

Specifically, in this consultation exercise, the Government is seeking the public's views on seven core issues.

- Adopting a supply-led strategy with public housing (comprising public rental housing and subsidized sale units) accounting for a higher proportion of the new housing production, which is proposed to be 60% public housing versus 40% private housing with flexibility for adjustment;
- The principles and methodology adopted for projecting the long-term housing demand and setting the supply to be a total of 470,000 units for the next 10 years;
- Prioritizing housing demand for specific groups of the community, such as the elderly, non-elderly singletons over the age of 35, inadequately housed households, youngsters and first-time home buyers;
- Introducing a licensing or landlord registration system to regulate subdivided units (SDUs);
- Rationalizing the use of public rental housing resources, such as developing a mechanism to regularly review the income and asset limits to remove ineligible applicants, setting additional criterion to remove well-off tenants, and providing incentives to encourage the moving out of under-occupied households to small units;

- Ways of increase the supply of construction labour to facilitate future housing development; and
- Trade-offs between increasing housing supply and the negative impact on traffic, population density and the environment.

LTHSSC recommends that the Government review housing demand projections annually and to take into account any policy changes which might affect housing needs. While the demand projection figure will probably be a subject of debate, another challenge lies in finding suitable land for development. Another challenge will be to address any economic impact resulting from the increased proportion of public housing.

LTHSSC is particularly concerned about the pressing need to provide housing for people living in SDUs, and proposes introducing a licensing system to regulate SDUs. Most members of the general public would support the need to address the problem of proliferation of illegal SDUs, but there are also worries that regulation may not solve the problem. Landlords may also pass on additional costs to tenants, which would exacerbate tenants' difficulties.

It also recommends monitoring the supply of manpower in the construction industry to ensure there is sufficient labour to support future housing development projects. We echo the views of LTHSSC as labour shortages have been plaguing the construction industry, as well as other sectors in Hong Kong.

Housing shortages are largely the result of the supply-demand imbalance. Therefore, increasing land supply seems to be the ultimate answer to the problem. The consultation asks if the community would be willing to accept trade-offs between development and our environment. Professor Cheung reiterated at the talk that LTHSSC's suggestions are seen as pragmatic and realistic ways to tackle the housing needs of the community, but the whole community will have to come to a consensus on how to address the problem together. ❀



長久以來，房屋一直是政府的優先工作。近幾十年，當局先後推出了不同的計劃和策略，但長長的公屋輪候名單和不斷上漲的樓價仍未能得以解決。

香港總商會一直主張政府制訂全面的土地供應藍圖。提供穩定的土地供應以作發展之用，可促進房屋規劃，並穩定市場。

因此，我們欣見政府去年決定成立長遠房屋策略督導委員會（長策會），以全面檢討本港的房屋需要，並訂立優先目標和策略，以應對未來需求。

長策會已就香港未來十年的長遠房屋策略，展開為期三個月的公眾諮詢，諮詢期為9月3日至12月2日。這份題為「凝聚共識、建設家園」的諮詢文件全面概述了香港所面對的房屋問題，嘗試找出樓市過熱的根本原因，並解釋何以要引入穩定樓市的需求管理措施，以及當局就應對房屋需求持續增加的建議。我們或許已有共識，認為需要增加房屋供應；但基於大眾所提出的疑問，就如何達成有關目標而達成協議，也許並非易事。

為促進會員與長策會之間的意見交流，長策會主席張炳良教授及房屋署署長 志高於10月18日蒞臨本會，講解長策會所確認的問題及相關建議。

就提高公營房屋的供應量，張教授說這往往陷入一個兩難局面，一方面要增加公屋，一方面要滿足社區期望，因為地區人士或會抗拒增加其居住地區的建築密度。

具體來說，在是次諮詢中，政府期望公眾就七項核心議題發表意見。

- 採取供應主導的策略，以及在新落成單位中，公營房屋（包括公共租住房屋和資助出售單位）的建屋量佔較高比例，建議公私營房屋供應比例為60：40，並可作出靈活調整；
- 推算長遠房屋需求，以及設定未來十年總房屋供應量為47萬個單位所採用的原則和方法；

- 訂定優次緩急，以協助社會上特定組的住屋需求，例如長者、年逾35歲的非長者單身人士、居住環境欠佳的住戶，以及年輕人和首次置業者；
- 推行發牌或業主登記制度以規管分間樓宇單位（房）；
- 確保公屋資源得以合理運用，如訂定檢視申請者入息和資產的機制及進行定期檢視，從而剔除不合資格的申請者、設置額外準則以剔除富戶，以及提供誘因鼓勵寬敞戶遷往面積較小單位；
- 增加建造業人手供應的措施，以促進未來房屋發展；以及
- 為增加房屋供應，而就相對交通、人口密度和環境等方面可能出現的影響作出取捨。

長策會建議政府每年檢討對房屋需求的推算，並考慮到任何政策轉變對房屋需要的潛在影響。需求推算數字很可能會引起社會討論，而物色合適土地以供發展也是難題之一，而另一挑戰是要應對增加公屋比例所帶來的任何經濟影響。

長策會尤其關注到為房住戶提供居所的迫切性，並建議引入發牌制度以規管房。大部分市民都支持有需要處理非法房湧現的問題，但亦有人憂慮規管未必能解決問題。業主或會把額外成本轉嫁租戶，加重租戶的負擔。

該會也建議監察建造業的人手供應，以確保有充足的勞動力，支援未來的房屋發展項目。我們認同長策會的意見，因為本港的建造業和其他行業一直備受勞工短缺所困擾。

房屋短缺主要是供求失衡的結果。因此，增加土地供應似乎是解決問題的最終答案。諮詢文件提出，社會是否願意在發展與環境之間作出取捨。張教授在會上重申，長策會的建議被視為務實可行的方案，以處理社會對房屋的需求，但整個社會必須建立共識，才能合力解決問題。✿

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Celebrating 40 Years with

Gary Ahuja has been an active member of the Hong Kong General Chamber of Commerce for the past 40 years. *The Bulletin* spoke with him about his business, involvement with HKGCC, and his passion for giving back to the community

Gary Ahuja arrived in Hong Kong in 1969, after leaving his hometown of Mumbai, India, and he recalls the adventure like it was yesterday.

“I was drawn to Hong Kong because it was famous for being a free port and the land of opportunity for those willing to work hard,” he recalled. “In 1970, I set up my own company, which was called Gary & Company, to do exports.”

Unfortunately, the stock market crash of 1970 almost ruined him, but he didn’t let this dent his zeal for running his own business. He brushed himself off, and persuaded his brother Ramesh to start a new firm, HK Watchbands corp., Gary later joined the firm as CEO in 1973. It was also in 1973 that he joined HKGCC. Both decisions were two of the best ideas he has ever had and has never looked back since.

In 1982 he also established Ahuja Watchbands, and also signed the company up as a corporate member to HKGCC. Both firms have never let their membership with HKGCC lapse.

“I am very proud to say that I have not only been a member of HKGCC for 40 years, but I have also been a very active member for all those years,” he said.

He first got to know about the Chamber as he regularly used the Certificate of Origin (CO) service for exports. “The Chamber’s CO service has always been a very good one, and the application process was always efficient and service excellent.”

Exploring new markets

In 1976, Ahuja joined his first Chamber mission, which was a 27-member delegation to Central and South America. The trials and challenges of doing business in developing markets four decades ago are hard to even contemplate in today’s world of instant communication. Between November 7 and December 3, 1976, the group visited Panama City and the Colon Free Zone in Panama, Caracas and Margarita in Venezuela, Sao Paulo, Rio de Janeiro and Manaus in Brazil.

“No one picked us up when we arrived in Sao Paulo, so we had to find our own way from the airport to the hotel. Then, when we met with officials from the local Chamber of commerce in Brazil, they informed us that imports from Hong Kong to Brazil were not allowed at that time.”

Despite this, the mission ended on a high note as members spent an enjoyable final two days of a grueling trip in Rio de Janeiro.

Ahuja says running a successful business for the past four decades hasn’t been too much of a challenge. “Back in the day, once a business relationship was established, it would last for a long time and both sides would benefit from the relationship running smoothly,” he said. “My relationship with the Chamber is a perfect example of this.”

Connecting with members

As a Vice Chairman of the Chamber’s Americas Committee and also a member of the Membership Committee, Ahuja is a strong advocate of the benefits of being a Chamber member. He also contributes his ideas and expertise.

Fifteen years ago he suggested that the Chamber relaunch the spring dinner reception for SMEs. The reception had been discontinued years before due to dwindling interest, but its revival proved to be a huge success, which continues to this day. The annual event is to help members connect with their peers and clients while celebrating Chinese New Year. “It is all about maintaining and building relations and friendships. You cannot just talk deals all the time. It is important for people to mix socially too,” he said

Passion for community work

Ahuja also feels it is important to contribute to the community, and since he first arrived in Hong Kong has lived by the philosophy of: “It’s not only about me, it’s about the whole community.”

To become more involved in community affairs, he ran in the Tsim Sha Tsui District Council Election in 1985. Although he did not win, it was a useful experience, which helped him win a seat in the 1988, 1991, 1994, 1999 elections. During his time as a District Councillor, he initiated programmes to bring all nationalities of the Hong Kong community together. From Diwali (Festival of Lights) to the Beijing 2000 Olympic Bid Supporters, and Beijing 2008 Countdown to organizing a Diaoyu Islands petition.

“I never get tired of community work,” he said. “The more I do, the more I want to do. It is very addictive.” ❀

the Chamber 與總商會同慶40載

過去40年，加利一直是香港總商會的活躍會員。《工商月刊》與他進行專訪，聽他談生意業務、參與總商會的點滴，以及回饋社會的熱誠

加利於1969年從家鄉印度孟買來港，當年的艱苦經歷至今仍歷歷在目。「香港是著名的自由港，只要肯奮鬥就遍地機會，故吸引了我來港闖天下。」他憶述：「1970年，我創立了自己的公司Gary & Company，從事出口貿易。」

不幸的是，1970年的股災令他面臨破產，但並未澆熄他做生意的熱誠。他整裝待發，游說他的兄弟Ramesh創立香港錶帶公司，其後於1973年加入成為行政總裁。同年，他亦加入了香港總商會。這是他至今其中兩個最明智的決定，自此亦從未回頭。

1982年，他亦成立了雅富達錶帶公司，並成為總商會的會員企業。兩家公司至今一直是本會會員。

他說：「我可以很自豪地說，我不但在過去40年一直是總商會會員，而且是很活躍的會員。」

他首次認識總商會，源於他從事出口貿易時，要定期使用產地來源證服務。他表示：「總商會的產地來源證服務向來起卓，申請過程很有效率，服務一流。」

探索新市場

加利於1976年首次參加總商會的考察團，一行27人到訪中美洲及南美洲。在當今通訊發達的世代，實在難以想像40年前在發展中市場經商的考驗和挑戰。考察團在1976年11月7日至12月3日，到訪了巴拿馬的巴拿馬城和科隆自由貿易區、委內瑞拉的加拉加斯和馬格麗塔，以及巴西的聖保羅、里約熱內盧和馬瑙斯。

他說：「我們到達聖保羅時，沒有人來接機，所以我們自己要尋找從機場到酒店的路。後來我們與巴西當地的商會人員會面，他們竟告知說，當時巴西並不容許進口香港貨品。」

儘管如此，團員最後兩天在里約熱內盧馬不停蹄地訪問，最後盡興而歸。

加利表示，過去40年大展鴻圖，過程頗為順利。「想當年，只要建立了一段業務關係，就會維持長久的往來，而雙方都會因這段良好關係而獲益。」他說：「我與總商會的關係就是最好的例子。」

會員聯繫

身為總商會美洲委員會副主席及會員關係委員會的成員，加利經常宣揚作為總商會會員的好處，並分享他的想法和專業知識。

15年前，他建議總商會再次舉辦「中小企春茗聯歡晚宴」。由於人們興趣漸減，有關晚宴已停辦多年，但是次重辦卻大受歡迎，至今仍非常成功。這項一年一度的盛事有助會員趁著慶祝新春佳節，與其他會員和客戶交流。他說：「活動純粹為了維持關係、建立友誼。你總不能時刻談生意，交友聯誼亦十分重要。」

熱心社會

加利又認為，貢獻社會是理所當然的。自來港以後，他一直抱持的生活宗旨是：「這不但關乎我，還關乎整個社會。」

為了更積極參與社區事務，他於1985年競逐尖沙咀區議會選舉。儘管競選落敗，是次寶貴經驗令他在1988年、1991年、1994年和1999年成功當選。出任區議員期間，他曾發起多個活動匯聚不同國籍的居港人士，包括慶祝印度的排燈節（Diwali）、支持北京申辦2000年奧運、北京2008年奧運倒數，以及釣魚台請願活動等。

「我對社區工作永不言倦。」他說：「我覺得自己愈做愈起勁，簡直欲罷不能。」

“

Back in the day, once a business relationship was established, it would last for a long time and both sides would benefit from the relationship running smoothly. My relationship with the Chamber is a perfect example of this.

想當年，只要建立了一段業務關係，就會維持長久的往來，而雙方都會因這段良好關係而獲益。我與總商會的關係就是最好的例子。

”



Company: Ahuja Watchbands
HKGCC Membership No. HKA0174
Established: 1973
Website: <http://watchbands.com>
Contact: 2369 6204

公司名稱：雅富達錶帶公司
總商會會員編號：HKA0174
成立年份：1973年
網站：<http://watchbands.com>
聯絡電話：2369 6204

China in Focus



HKSAR Chief Executive CY Leung led a mission to Chongqing from September 26-27. Chamber Chairman CK Chow, Deputy Chairman YK Pang, and Vice Chairman Stephen Ng, represented the Chamber on the 90-member delegation. During the mission, delegates met with Sun Zhengcai, Secretary, CPC, Municipal Committee, Chongqing Municipality, and Huang Qifan, Mayor of Chongqing Municipal Government. At the Chongqing-Hong Kong Business Symposium, Chow delivered a speech on Hong Kong's financial role. He also signed an MOU with Chongqing Foreign Trade and Economic Relations Commission, four major Hong Kong chambers, and Shui On Group on the promotion of the 'Chongqing-Hong Kong Industrial Park Project.'

香港特區行政長官梁振英於9月26至27日率領90人經貿代表團訪問重慶。總商會主席周松崗、常務副主席彭耀佳及副主席吳天海代表本會隨行。期間，團員與重慶市市委書記孫政才及重慶市市長黃奇帆會面。在重慶—香港商貿座談會上，周主席亦發表演說，大談香港的金融角色。他亦與重慶市對外貿易經濟委員會、香港四大商會及瑞安集團簽署了諒解備忘錄，以推廣「重慶—香港工業園」項目。

Jiao Jinmiao, Director-General of Henan Provincial Bureau of Commerce, led a delegation to call on the Chamber on October 16. China Committee Chairman Edmond Yue, Vice Chairman Petrina Tam, and committee members welcomed the visitors.

河南省商務廳廳長焦錦淼於10月16日率領代表團到訪，團員由中國委員會主席余國賢、副主席譚唐毓麗及其他成員接待。

The Chamber co-organized a networking cocktail on October 7 for a 50-member delegation from **Guangzhou Securities Company Ltd.** Watson Chan, Senior Director, Policy & Business and China Committee members joined the cocktail to forge closer links with guests from Guangzhou.

Liu Honglu, Director-General, Center for Private Economic Studies, Chinese Academy of Social Sciences, and Secretary General of China Mergers & Acquisitions Association, called on the Chamber on October 11 to seek support for the China M&A Annual Conference, which will be held in Hong Kong on November 28-29. Watson Chan, Senior Director, Policy & Business, and Wendy Lo, Senior Manager of China Business, welcomed the visitor and exchanged views on strengthening cooperation with the Chamber.

Ma Weiping, Vice Chief Executive Officer, Jiangsu East-High International Group Co., Ltd, visited the Chamber on October 15 to seek support for the Nanjing International Consumer Goods Expo, which will be held in November in Nanjing.

Li Wenyan, Division Chief, Hong Kong and Macao Affairs Office of Tianjin Municipal People's Government, paid a courtesy call on the Chamber on October 15.

Zhang Haibo, Administrative Vice Director, Guangzhou Tianhe Central Business District, Administrative Committee, visited the Chamber on October 15 to invite members to participate in the Annual China CBD Alliance & World Business District Network Annual Meeting, which will be held in Guangzhou on November 4-6.

He Fulin, Deputy Director-General, Economic and Technological





HKGCC Mission to Zhejiang Province

The Chamber's China Committee led a mission to Zhejiang Province from October 21-23. Edmond Yue, Chairman of China Committee, led the delegation, which visited Hangzhou, Shaoxing and Yiwu. Delegates also met with Ma Hongtao, Vice Director-General, Zhejiang Department of Commerce, who discussed new developments and investment incentives in Zhejiang.

香港總商會浙江省訪問團

總商會中國委員會於2013年10月21至23日組團到浙江省考察。團長中國委員會主席余國賢率領團員到訪杭州、紹興及義烏。訪問期間，團員考察了電子商務服務商阿里巴巴集團、紹興袍江經濟技術開發區、義烏國際小商品展覽會、義烏國際物流中心，以及亞洲最大規模的小商品批發市場義烏國際商貿城。考察團亦與浙江商務廳副廳長馬洪濤會面，了解浙江省經濟發展和投資鼓勵措施的新趨勢。

Cooperation Department of Jilin Province, met with Wendy Lo, China Business Senior Manager at the Chamber on October 15 to update members about economic developments in Jilin, including the newly developed airport economic zone in Chang Chun.

The Chamber co-organized a series of events with Ningbo on October 15 & 16 in Hong Kong. China Committee Chairman Edmond Yue represented the Chamber at the opening ceremony of the 12th Ningbo-HK Economic Cooperation Forum, which was hosted by Lu Ziyue, Mayor of Ningbo City.

PC Yu, General Committee Member and China Committee Vice Chairman, represented the Chamber to attend Henan Provincial Bureau of Commerce's seminar on October 15, which promoted key industries in the province. HKGCC was a co-organiser of the event.

Sun Jianhua, Vice Mayor, Nantong Municipal People's Government, led a delegation to the Chamber on October 16, where they were welcomed by China Committee Chairman Edmond, Vice Chairman Petrina Tam and committee members.

Tan Zuogang, Vice Chairman, Department of Commerce, Hubei Province, led a delegation to the Chamber on October 16. China Committee Chairman Edmond Yue welcomed the group and received an invitation to attend the 9th Expo Central China 2014, which will be held in Hubei from May 18-20, 2014.

Jason Zhang, Senior Legal Consultant, Aoba-Hopkins Group, spoke at the Chamber's roundtable luncheon on October 16, titled 'Interpretation and Application of the Latest Labour Law.' ❀

總商會於10月7日協辦交流酒會，接待來自廣州證券集團的50人代表團。總商會政策及商務副總裁陳利華及中國委員會一眾成員亦有出席酒會，與來自廣州的賓客建立更緊密的聯繫。

中國社會科學院民營經濟研究中心總幹事及中國併購公會秘書長劉紅路於10月11日到訪，尋求本會支持將於11月28及29日在港舉行的「中國併購年會」，由總商會政策及商務副總裁陳利華與中國商務高級經理盧慧賢接待，雙方就如何加強合作交流看法。

江蘇東恒國際集團有限公司副總裁馬衛平於10月15日到訪，尋求本會支持將於11月假南京舉行的「南京國際時尚消費品博覽會」。

天津市人民政府港澳工作辦公室處長李文元於10月15日到本會作禮節性拜訪。

廣州市天河中央商務區管理委員會常務副主任張海波於10月15日到訪，邀請會員參加將於11月4至6日假廣州舉行的「中國商務區聯盟與世界商務區聯盟年會」。

吉林省經濟技術合作局副局長何福林

於10月15日與中國商務高級經理盧慧賢會面，向會員介紹吉林最新經濟發展，包括長春市新發展的空港經濟區。

總商會於10月15及16日協助寧波在港舉辦一系列活動。中國委員會主席余國賢代表本會出席由寧波市長盧子躍主持的「第12屆甬港經濟合作論壇開幕式暨招待宴會」。

總商會理事及中國委員會副主席余鵬春於10月15日代表本會出席河南省商務廳舉辦的「河南省重點產業集群推介會暨午餐會」。本會為活動的協辦機構。

南通市副市長孫建華於10月16日率領代表團到訪，由中國委員會主席余國賢、副主席譚唐毓麗及其他成員接待。

湖北省商務廳副廳長譚作剛於10月16日率領代表團到訪。中國委員會主席余國賢接待一眾團員，並獲邀參加將於2013年5月18至20日假湖北舉行的「第九屆中國中部博覽會」。

青葉浩勤資深法律顧問張健為本會10月16日的午餐會演說，主題為「內地最新勞動法規解讀及實務操作」。 ❀



Fan Yuehua (above), Director-General, Bureau of Economy & Trade, Nansha Development Zone, Guangzhou, and Fok Kai Shan, Vice President of Fok Ying Tung Group, spoke at the Chamber's September 25 roundtable luncheon on Nansha New Development Zone: Future positioning and policies.



廣州南沙開發區經濟貿易局局長范躍華（上圖）及霍英東集團副總裁霍啟山蒞臨本會9月25日的南沙專題午餐會，討論該區的發展定位及未來政策。

China Retail: A Changing Landscape

'Fast fashion' brands expanding rapidly in second and third tier cities as consumer incomes grow along with brand awareness

China's booming domestic consumption market has drawn enormous interest from retailers around the world. With economic reforms expected from the new administration, domestic consumption will become the major driver of national economic growth. In its report, "China Retail: A Changing Landscape" CBRE expects the China retail market has enormous potential to be tapped in the years ahead.

"Challenges do exist at this crucial turning point for China's retail industry," said Frank Chen, Executive Director and Head of CBRE Research, China. "These include competition from e-commerce, homogeneous product offerings, a lack of differentiation, and rising operating costs, especially labor. In the face of these, the retail industry will go through many changes in order to maximize the opportunities brought by the changing landscape of China's retail industry."

Fast Fashion Speeds Up

Over the past decade, fast fashion brands have been expanding rapidly and have become one of the most active market performers on the China retail market. According to CBRE Research's data, the total store numbers for four major fast fashion brands, including UNIQLO, ZARA, H&M and C&A, had reached 523 by June 2013. Among these, 40% have been opened in the past 18 months. CBRE analysts have isolated 'Cascading' Development and 'Decentralized' Development as two of the major trends in China's fast fashion development.

Cascading Development: With rising purchasing power as well as increasing brand awareness in tier 2 and 3 cities, a growing number of fast fashion brands have shifted their growth focus toward these cities following successful launches in tier 1 cities. In addition, abundant supply, lower rents and more attractive leasing terms are all propelling the expansion of fast fashion brands in China's tier 2 and 3 cities.



Decentralized Development: Tier 1 cities, particularly in Beijing and Shanghai, are the first choices for fast fashion brands. However, facing a limited supply of retail facilities, soaring rent and intensifying competition in core areas, together with the demographic shift from central to decentralized areas, improving transport and emergence of new shopping malls in decentralized areas, an increasing number of fast fashion brands are opening new stores in decentralized retail facilities. They have adopted a different strategy in the core retail areas by opening flagship stores to highlight their brands.

Given the low market penetration rate of fast fashion brands in China compared with their countries of origin, and the robust fundamentals of China's consumption market, fast fashion brands are expected to enhance their presence in domestic cities.

The upcoming supply peak of shopping malls in China will offer plenty of choice for new store locations. There are concerns, however, about aggressive competition among landlords, overpressure on operations as well as inefficient utilization of fast fashion brands' resources in China particularly considering constraints on the skilled managerial and sales force and logistics networks during this period of rapid growth. ❁



轉型中的中國：零售業趨勢

隨著消費者的收入增加，加上他們對品牌的認知度有所提升，時尚服飾品牌得以在二、三線城市迅速擴展

國內消費力迅速增長引起了世界各地零售商的興趣。新一屆中央政府銳意推動經濟轉型，增加內需將成為促進經濟增長的主要動力。世邦魏理仕在最新發表的《轉型中的中國：零售業趨勢》報告中，預料中國零售市場在未來數年將顯現其龐大的發展潛力。

世邦魏理仕中國研究部主管陳仲偉表示：「中國的零售市場在這個關鍵時刻正面對種種挑戰，包括網上商店的競爭、一式一樣的產品、類似的產品種類及經營成本上升（尤其是員工薪酬）。由於零售業正在轉型，業界必需作出調整或轉變，方可善用有關商機。」

時尚服飾的發展趨勢

過去十年，時尚服飾品牌在中國主要城市快速擴張，已成為零售市場上最活躍的參與者。根據世邦魏理仕研究數據，截至2013年6月，四大國際時尚服飾品牌UNIQLO、ZARA、H&M和C&A在中國的門市總數已達523家，其中40%的門市乃於過去18個月開業。報告指出「階梯式」（Cascading Development）及「分散式」（Decentralized Development）發展模式，已成為中國時尚服飾的兩大主流趨勢。

階梯式發展：隨著居民消費力增長，以及二、三線城市對品牌認知度的提升，愈來愈多時尚服飾品牌在一線城市打穩陣腳後，重點進軍二、三線城市。此外，充裕的供應、低租金和較吸引的租賃條件，都成為時尚服飾品牌擴充到二、三線城市的主要因素。

分散式發展：一線城市，尤其是北京和上海，往往是時尚服飾品牌進軍中國市場的首選城市。然而，隨著核心地區的零售設施供應緊張、租金日益上漲、競爭愈趨激烈，加上居住人口向外擴張、交通網絡日益完善，以及新商場逐一落成，不少時尚服飾品牌開始進駐非核心城市。這些品牌會在不同地方採取不同策略，他們會選擇在一線城市開設旗艦店舖，以提升品牌的知名度。

總體而言，時尚服飾在中國的滲透率依然較其他國家為低，但世邦魏理仕預期，隨著中國消費市場急速擴展，時尚服飾在內地將不斷擴張。

中國購物商場的增長高峰期即將來臨，隨著新商場相繼落成，時尚服飾將有更多選址空間。然而，由於業主之間競爭加劇、經營壓力大增、加上時尚服飾品牌未能盡用本土資源，尤其是中國有限的管理及銷售人才和物流配套，為零售發展帶來隱憂。✿



Sanka puts
a French twist on
Japanese
teppanyaki for
a unique dining
experience, writes
staff reporter
Cathy Au Yeung

山下把法國菜的精髓
融入日式鐵板燒，
為食客帶來嶄新體驗
本刊記者歐陽雯

When Japanese Meets French 法式 · 和味



Marinated Salmon
with Caviar
醉醃三文魚配魚子醬
(\$240)



Homard Lobster
加拿大龍蝦 (\$480)



Marinated Seabream
醉醃日本鯧魚 (\$280)

Japanese dishes are one of the most popular cuisines in Hong Kong. From ramen and sushi, to barbeque and teppanyaki, people just can't seem to get enough of it. Besides tasting fantastic, presentation is such a crucial aspect of Japanese dishes. On the other side of the world, classical French cuisine is often the foundation that made many a famous chef, and, like Japanese, presentation is also a key element of every dish.

So what would happen if you tried to fuse the two? They seem such an unlikely pair, but Sanka decided to do something radically different in the up-market teppanyaki battlefield, and in July started to indulge local diners with a French twist.

Located at 1 Lyndhurst Terrace, Sanka's 18-seat teppanyaki counter and five themed private rooms look very plush. Gorgeous Nishijin-ori, the finest kimono fabrics woven in Kyoto, are used to enrich the Japanese decora-

tions. Food is served on custom-made Kamachi Arita porcelain plates, and eaten with silver cutlery.

Our first starter, *Marinated Seabream*, is a typical example of a fusion of French and Japanese cuisine. Thin slices of seabream, marinated in lemon juice and zest, are served with mushrooms, leeks, walnut sauce, French dressing and a sprinkle of yuzu pepper. As for the walnut sauce, roasted walnuts and bonito stock are mixed and well blended to add texture. Although seabream usually has a firm, almost chewy texture, Sanka's version is crisp and light on your palate.

Marinated Salmon was another unusual take on a regular ingredient. A whole fillet of salmon is marinated with salt, sugar and coriander for eight hours, and then sliced and served with caviar, marinated onion, capers and sour cream. The caviar is slightly salty and the minced onion and capers add a delightful sharp, crunchy-bite to this luxurious dish.



Premium Sirloin Steak/100g
特選黑毛和牛西冷/100克 (\$750)



Sautéed Scallops
香煎帆立貝 (\$220)



Sautéed Foie Gras with Roasted Fresh Fig
香煎鵝肝伴新鮮無花果 (\$500)



Chiffon Cake with Caramel Ice Cream and Nuts
雪芳蛋糕配焦糖雪糕及果仁 (\$150)

Still on the seafood theme, we had *Sautéed Scallops* served with maitake mushrooms, Kyoto leeks and caper sauce. The fleshy scallops are sautéed to golden brown and caramelized on both sides. Although the sauce first seemed a bit too salty, the sweetness of the scallop made it a perfect match.

Next came the *Sautéed Foie Gras with Roasted Fresh Fig*. The fresh foie gras was so silky that I wolfed it down. It can sometimes be a bit oily and leave a greasy after-taste on your palate, but this was just perfect. The accompanying port sauce also added a touch of sweet freshness.

Then the long-awaited teppanyaki dishes came, and it was time for Chef Yamasita to really show off his skills. First we had *Canadian Homard Lobster*,

which was fresh from their fish tank. Sitting right in front of the chef, we watched him perform his culinary magic firsthand, and serve the lobster, topped with a delicious creamy lobster sauce. The lobster had a slight crunch and was cooked to perfection.

Next was another decadent dish, *kuroge wagyu*, which is A5 grade wagyu sirloin from Kagoshima. The beef was cooked with salt and pepper, the simplest seasonings, to a perfect medium-rare and it just melted in my mouth. It was full of flavor and needs no sauce, but is served with crispy garlic chips, home-roasted black pepper or freshly grated wasabi on the side for diners who want a different experience. Chef Yamasita sliced off much of the fat on the side of the sirloin and cooked it separately in little dices. He claimed that wagyu beef fat is good oil and would not stay in the human body. Although I raised an eyebrow at that, the fat was so tasty that I ended up eating it all.

As French desserts are world-famous, how could we resist Chef Yamasita's *Chiffon Cake with Caramel Ice Cream and Nuts*? The plain chiffon cake was so spongy and the salted caramel ice cream fantastic! Don't forget the caramelized nuts on the side. They are so crispy and sweet.

If you think a la carte is a bit over your budget, Sanka also offers set luncheons from \$380 to \$880, and dinner sets from \$1,450 to \$2,180. ❀



Executive Chef Yasunobu Yamasita has over two decades of experience in cooking French cuisine. With passion for classical French dishes, he worked in France for three years and joined renowned French restaurants like Paul Bocuse and Queen's Alice after he returned to Japan. As he wanted to pursue other culinary skills, he started to work in a teppanyaki restaurant and successfully won a Michelin star. To stretch his talents further, he decided to come to Hong Kong and open a teppanyaki restaurant named after his surname, which can be transliterated as "Sanka." With his classical French cuisine background, Chef Yamasita combines Japanese flavours with splashes of French influence, which are quite magical.

總廚山下泰伸已有逾20年主理法菜的經驗。由於熱愛經典法國菜，他曾遠赴當地學藝三年，回國後在日本多家著名法國餐廳如Paul Bocuse和Queen's Alice等工作。為了進修其他廚藝，他開始加盟鐵板燒餐廳，並成功摘下米芝蓮一星的榮譽。近日他決定來港開設鐵板燒專門店，以其姓氏「山下」命名，計劃在此大展拳腳。憑藉經典法菜的背景，山下師傅為日式風味注入法國元素，效果奇佳。

日本菜是香港最受歡迎的菜式之一，由拉麵、壽司、日式燒肉到鐵板燒，港人總像百吃不厭。除了健康美味，精緻的賣相亦是日本菜的關鍵。在地球的另一端，經典法國菜是眾多名廚的搖籃，而像日本菜一樣，法國菜亦非常講究擺盤賣相。

假如把兩者融合，會產生怎樣的化學作用？日本菜和法國菜看似風馬牛不相及，但山下卻矢志在高檔的鐵板燒市場上大搞新意，於7月份為本地食客帶來法式新享受。

山下位於擺花街1號，設有18座的弧形鐵板吧和5間主題私人房，氣派豪華。牆壁和座椅用上京都的和服專用華麗布料「西陣織」，令裝修更添和風氣息。餐具是度身訂造的Kamachi「有田燒」瓷碟和銀製刀叉，矜貴高雅。雖然室內通風做得很好，但假如你想餐後一邊享用甜品，一邊與朋友詳談，可移師到他們的休息區愜意細嚐。

我們第一道前菜「酢醃日本鯛魚」就是日法fusion的典型例子。薄切的鯛魚片以檸檬汁和檸檬皮醃製，配以本菇、大蔥、合桃醬、法式調味汁和柚子胡椒粉。合桃醬以烤焗合桃和鯉魚湯混合磨成，幼細的果仁粒令這道菜增添口感。雖然鯛魚一般肉質較韌，但這兒的出品卻爽脆彈牙，清新醒胃。

「酢醃三文魚」是另一道以常見食材炮製的驚喜前菜。整條三文魚柳先以鹽、糖和芫茜醃八小時，切片後以魚子醬、醃洋葱、刺山柑和酸忌廉奉上。法國進口的魚子醬帶有淡淡鹹香，而洋葱碎和刺山柑令這道豪華菜式更加酸甜爽口。

再來是「香煎帆立貝」，伴以舞茸菇、京都大蔥和刺山柑汁。「啖啖肉」的帆立貝煎至兩面金黃香脆，雖然醬汁吃起來略嫌過鹹，但配上鮮甜的帆立貝卻很易入口。

一輪海鮮攻勢後，我們有「香煎鵝肝伴新鮮無花果」。餐廳選用新鮮鵝肝，入口嫩滑無筋，我很快就把它吃清光。煎鵝肝有時會頗為肥膩，油滯感久久不散，但山下的鵝肝卻恰到好處，而伴碟的香甜砵酒汁亦散發清新的口感。

期待已久的鐵板料理終於來了，亦是山下師傅大顯身手的時候。先來的是「加拿大龍蝦」，即點即，絕非雪藏貨。我們坐在鐵板吧前，細心欣賞大廚如何施展魔法。山下師傅用鐵鏟巧妙地把龍蝦去殼烹調，再淋上軟滑濃郁的龍蝦汁。龍蝦肉質爽脆，時間和味道都掌握得剛剛好。

接著的「特選黑毛和牛西冷」，是來自鹿兒島的A5級極品和牛，以鹽和黑椒簡單調味，煎至剛好五成熟，入口即化。和牛肉質上乘，本身已肉味濃郁，但亦可伴以香脆的蒜片、自家焗製的黑椒或鮮磨wasabi芥辣，享受另一種滋味。山下師傅把西冷扒旁邊的脂肪切下另煎，他說和牛的脂肪屬健康的油份，不會殘留在人體內。雖然我對此半信半疑，但那牛脂實在太甘香可口了，我最後還是吃得一件不留！

法國甜品舉世聞名，試問我們又怎能抗拒山下師傅的「雪芳蛋糕配焦糖雪糕及果仁」？原味的雪芳蛋糕十分鬆軟，而那海鹽焦糖雪糕更讓人欲罷不能！萬勿錯過伴碟的焦糖果仁，烤得又甜又香口。

假如你認為單點的價錢略貴，山下也提供收費較為相宜的午晚套餐，分別盛惠380至880港元，以及1,450至2,180港元，任君選擇。🌸

Sanka Teppanyaki

山下

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香港中環擺花街1號一樓
3460 2285





Policy Forums Help Shape a Vision for the Future

This year the Chamber again held two Chamber Policy Forums in October to collect members' views for the Chamber's Policy Address and Budget Submission to Government. A recurring issue was the growing tendency in Hong Kong to quarrel amongst ourselves. Members, in general, were exasperated by pointless disputes and unproductive arguments that have caused Hong Kong to stagnate. Members suggested that the Government and public need to focus on: what do we want Hong Kong to be like in the next 10 years? Once we know what we want, we can then draw up a long-term plan to achieve those objectives.

Members also discussed various issues that are of concern to the business community, from the profits tax rate, operating costs and workforce, to the development of green industries, air quality, and poverty alleviation, etc. The Chamber will consolidate these recommendations into a proposal that we will submit to the Government for consideration.

The Chamber has also been working hard to increase our dialogue with Government officials to discuss key concerns of members. In 2013, members met with:

- Chief Executive C Y Leung
- Chief Secretary Carrie Lam
- Financial Secretary John Tsang Chun-wah
- Secretary for Justice Rimsky Yuen
- Secretary for Transport and Housing Professor Anthony Cheung
- Secretary for Constitutional and Mainland Affairs Raymond Tam Chi-yuen
- The Commissioner of Police Andy Tsang Wai-hung
- The Commissioner of Customs and Excise Clement Cheung
- Under Secretary for Constitutional and Mainland Affairs Lau Kong-wah
- Under Secretary for Transport and Housing Yau Shing Mu
- Assistant Director General of Trade and Industry Howard Yam

Americas Committee

The Chamber's Americas Committee hosted a cocktail reception at the Hong Kong Club's Garden Lounge on October 3 in honour of Consuls General from the Americas. Committee Chairman **Michael Paulus** welcomed guests, invited them to join the Americas Committee and encouraged members to make some

useful connections during the evening. HKGCC Chairman C K Chow also attended the cocktail reception and urged members to maximize the opportunity to expand their networks through Chamber events.

Consul General of Canada **Ian Burchett** welcomed guests to the Americas Committee roundtable

luncheon on October 10, organized in collaboration with the Consulate General of Canada. Vanessa Poon, Senior Manager of Deloitte AP ICE Limited, shared her perspectives on the tax benefits arising from the new Canada-Hong Kong Avoidance of Double Taxation Agreement and implications for Hong Kong-based investors. Stephen Wortley, Partner

Committee Chairmen 委員會主席



政策論壇助建立未來願景

總商會於今年10月再次舉辦兩場政策論壇，就明年初公布的《施政報告》和《財政預算案》徵集會員意見，期望能為政府出謀獻策。會上，不少會員提出，香港有過多的爭拗，虛耗精力，並無清晰的前景。會員普遍憂慮，那些無日無之、毫無意義的爭拗已使香港停滯不前。會員建議政府和市民大眾把焦點集中於：到底未來十年我們希望有一個怎樣的香港？我們希望港府能有長遠的規劃，透過提出合適的配套和支援，以達成有關目標。

論壇討論了多個議題，由商界極為關注的利得稅率、經營成本、勞動力人口，以至發展綠色工業、空氣質素及扶貧等問題均有觸及。總商會將加以整理有關建議，再於稍後提交政府。

本會亦一直致力與政府官員加強溝通，商討會員關注的議題。2013年，我們邀得以下司局長與會員會面：

行政長官梁振英
政務司司長林鄭月娥
財政司司長曾俊華
律政司司長袁國強
運輸及房屋局局長張炳良教授
政制及內地事務局局長譚志源
警務處處長曾偉雄
海關關長張雲正
政制及內地事務局副局長劉江華
運輸及房屋局副局長邱誠武
工業貿易署助理署長任向華



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 Leland Sun
孫立勳先生



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
Dr Mark C Michelson
麥高誠博士



Environment and Sustainability Committee
環境及可持續發展委員會
Mr Cary Chan
陳永康先生



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

of McMillan LLP, also spoke at the event on the growing importance of Hong Kong as a platform for outbound investment.

Asia/Africa Committee

Chamber Senior Director **Watson Chan** was invited by the Consulate General of the Republic of Korea in Hong Kong to be a speaker at

the Conference on “FTAs in Greater China: Implications for Korea-China FTA,” held in Seoul, Republic of Korea on September 27. Chan spoke on CEPA’s implementation and economic implications, and exchanged views with scholars and governmental officials from Mainland China, South Korea and Taiwan, including Yang Yi, Deputy Director-General of the



Economic Affairs Department and Head of the Commerce Office of the CPGLO in Hong Kong.

Rick Chan, Assistant Director-General, Trade and Industry Department, spoke at the committee's October 2 meeting on the issue of Hong Kong-ASEAN Free Trade Agreements, which offers economic and strategic benefits to ASEAN and Hong Kong. At the same meeting, Danny Po, Asia-Pacific & China National Leader, Mergers & Acquisitions Tax Services, Deloitte Touche Tohmatsu, briefed members on the topic of China (Shanghai) Pilot Free Trade Zone, which focuses more on policy reform rather than preferential treatment to companies.

Francisco Retamales, Trade Commission of Chile in Hong Kong SAR, called on the Chamber on

October 7 to discuss the "Flavors of Chile," which will take place in Hong Kong on November 11. Malcolm Ainsworth, Assistant Director, PR & Programs, met with the Trade Commissioner and discussed how the Chamber could cooperate. Retamales explained that the event aims to promote Chilean seafood, fruits, wine and other food stuffs to Hong Kong importers and distributors. Chilean producers attending the event were looking to cooperate with Hong Kong businesses interested in fresh, frozen and dried food products.

Digital, Information and Telecommunications Committee

The Working Group to Review the Digital 21 Strategy started to draft responses to the public consultation on the 2014 **Digital 21 Strategy**.

Raymond Cao, Detective Senior Inspector, Hong Kong Police Force, spoke at the DIT Committee meeting on September 24 about cyber crime and online security. At the same meeting, the Hon Jeffrey Lam, the Chamber's LegCo Representative, also spoke with committee members about ICT issues.

Brian Groen, Business Development Executive, Strategic Outsourcing of IBM, spoke at the Chamber's September 24 roundtable luncheon on ways that businesses can reduce costs, increase efficiency and develop business using outsourcing services.

The DIT Sub-work Group reviewing the **Telecommunications Ordinance and Broadcasting Ordinance** met on October 10 to finalize draft recommendations on amending the two ordinances.

General Committee member K K Yueng hosted a dinner on October 4 for the Commissioner of Police Andy Tsang Wai-hung, and the Chamber's SME Committee members.

總商會理事楊國琦於10月4日主持晚宴，款待警務處處長曾偉雄及本會中小型企業委員會一眾成員。



Committee Chairmen 委員會主席

Future Stars Programme 「明日之星」計劃

In September, the Commission on Poverty launched a 'Future Stars Programme, which aims to tackle poverty through tripartite cooperation with the public, businesses and Government. Chamber CEO Shirley Yuen represented the Chamber at the launch ceremony, which encourages businesses to join hands with the Government in tacking poverty. See page 8 for more details.

扶貧委員會於9月推出「明日之星」計劃，旨在發揮「民、商、官」三方合作的扶貧力量。總商會總裁袁莎妮代表本會出席該計劃的啟動典禮，以鼓勵企業與政府合力扶貧。詳情見第8頁。

Environment and Sustainability Committee

The Environment and Sustainability Committee met on September 23, and Elvis Au, Assistant Director of the Environmental Protection Department, briefed members on waste challenges facing Hong Kong. Members also discussed external lighting pollution and ships switching fuel while berthed in Hong Kong.

Europe Committee

Italian Consul General Alessandra Schiavo, and two seasoned experts on Italian investments, Davide de Rosa from Smyth & Co, and Olderigo Fantacci from Deloitte, spoke at the Europe Committee's Country Briefing Series on October 8 about the latest business opportunities in Italy.

Christodoulos Margaritis, Consul General of Greece, spoke at the Europe Committee's meeting on October 8 about the first signs of the country's recovery. He explained that Foreign direct investment into the country had doubled from €1.14bln in 2011 to €2.4bln in 2012. Shipping giant COSCO Pacific, headquartered in Hong Kong, and telecommunication giant ZTE have expanded their presence in Greece.

Despite the encouraging investment, unemployment is one of the country's most pressing issues, as the unemployment rate was 27.6% in July, double the average unemployment rate in the same period in the euro zone.

He is optimistic that more FDI into Greece will help provide jobs for Greeks, and that the government's recently launched fast-track programme for companies interested to invest in Greece will start reaping fruits next year. Hong Kong companies interested in learning more about investing in Greece can contact the Greece Consul General directly.



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



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
Mr Peter Churchouse
卓百德先生



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
夏棣榮先生



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



A Polish delegation from Pomeranian Voivodeship, led by Marshall Mieczyslaw Struk, paid a visit at the Chamber on October 18 and spoke about the area's growing opportunities for investment and trade.

Pomeranian Voivodeship is a province in north-central Poland, established in 1999 pursuant to Polish local government reforms. The 'land at sea' province is famous for its two large ports at Gdańsk, the region's capital and at Gdynia.

The province is within easy reach of 500 million consumers in Europe, and offers two special economic zones with tax exemptions of up to 50%. It also has a "one-stop" service to help investors set up in the area, and can provide consultation and legal advice free of charge. Presently, few Chinese investors have ventured into Poland, which the delegation believes is a first-mover advantage for Hong Kong businesses. For more details, visit Pomeranian Special Economic Zone www.strefa.gda.pl

Marshall Mieczyslaw Struk於10月18日率領來自波蘭波美拉尼亞的代表團到訪本會，討論該區日益增長的投資和貿易商機。

位於波蘭中北部的波美拉尼亞省，乃於1999年波蘭政府改革後成立。該沿海省份以其兩大港口著稱，分別是首府格但斯克（Gdańsk）及格丁尼亞（Gdynia）。

該省鄰近歐洲的5億消費者，並設有兩個經濟特區，提供高達50%的稅務寬免。當地亦為投資者提供「一站式」服務，協助他們在區內開展業務，並設有免費的顧問和法律諮詢服務。現時，只有少數中國投資者已進軍波蘭市場，代表團認為這將可為香港企業帶來「早著先機」的優勢。有關詳情，請瀏覽波美拉尼亞經濟特區網頁 www.strefa.gda.pl

Italy is the world's 7th largest exporter of goods, with exports to Hong Kong amounting to US\$7.15 billion in 2012 – leading sectors being jewellery, fashion clothing and machinery. The unsolved sovereign debt crisis and the subsequently higher cost of finance have sent the Italian economy into recession. However, consumer confidence is coming back and low prices have boosted investor sentiment, especially in the real estate, leisure and sports car industry.

Financial and Treasury Services Committee

Federation of Hong Kong Insurers Chairman Thomas Lee spoke at the

committee's meeting on September 19 on challenges and opportunities for the insurance industry in Hong Kong. At the same meeting, Chamber LegCo representative the Hon Jeffrey Lam briefed members about his work at the Legislative Council and his efforts in reflecting the views and interests of Chamber members.

Industry and Technology Committee

Thirty members visited the City University of Hong Kong on October 4 to receive a briefing on breakthroughs in technological developments and innovation. The delegation was led by the Chairman of the Industry and

Technology Committee K C Leung, and received by Wong Hon-ye, Associate Vice President of Knowledge Transfer of City University.

Real Estate and Infrastructure Committee

Ling Kar Kan, Director of Planning, shared with members of the Real Estate and Infrastructure Committee at its October 8 meeting the land supply of Hong Kong and related issues.

Shipping & Transport Committee

John Harries, Chairman of the Shipping and Transport Committee, was invited to attend the General Committee meeting held on



HSBC Youth Business Award 2013

Chamber CEO Shirley Yuen served on the Judging Panel of the HSBC Youth Business Award 2013 on October 5. Now in its third year, the award was launched by HKFYG to provide a sharing platform for young entrepreneurs, and raise public awareness of their efforts.

豐青年創業大獎2013

總商會總裁袁莎妮於10月5日擔任「豐青年創業大獎2013」的評審團。該獎勵計劃今年踏入第三年，由香港青年協會主辦，旨在為年青創業家提供一個分享的平台，以及公開嘉許和表揚他們的成就。

September 16 to present the work and initiatives of the committee.

John Harries led a 40-member delegation to visit the Government Dockyard on September 26 to study how the Marine Department carried out ship maintenance and repair work.

Small & Medium Enterprises Committee

Gordon Lo, General Manager, IT & Business Management, Hong Kong Productivity Council, shared with members at the SME Committee meeting held on October 4 online security issues, and how SMEs could protect themselves from hacking

attacks. Following the meeting, SME Committee and General Committee member K K Yeung hosted a dinner for committee members.

Taxation Committee

At its meeting held on September 18, members discussed including tax proposals in the Chamber Policy Address cum Budget submission to Government.

HKCSI Executive Committee

Assistant Director General of Trade and Industry **Howard Yam** updated members at the HKCSI Executive Committee meeting on September 24 about the progress of

WTO negotiations. At the meeting, committee member **David Dodwell** briefed members on developments at APEC and ABAC relating to trade policies and service quality.

Professor Richard Wong Yue Chim, School of Economics and Finance, The University of Hong Kong, shared with members his shrewd and insightful comments on rising poverty, growing income equality, soaring property prices and aging population at the Chamber's packed roundtable luncheon on October 9. 🌸

《有能者 聘之約章》

勞工及福利局於9月28日推出《有能者 聘之約章》及共融機構嘉許計劃，以促進殘疾人士的就業機會。政府亦成立了扶貧委員會，探討政府、商界和社會可如何出一分力，改善弱勢人士的生活。



美洲委員會

總商會美洲委員會於10月3日假香港會花園廳舉行酒會，款待來自美洲的多位總領事。委員會主席馬國寶歡迎一眾嘉賓，邀請他們加入美洲委員會，並鼓勵會員藉著當晚活動廣結人脈。總商會主席周松崗亦有出席酒會，並呼籲會員利用本會活動所提供的良機，以拓展商務網絡。

美洲委員會於10月10日與加拿大總領事館合辦午餐會，加拿大總領事Ian Burchett歡迎一眾嘉賓。德勤國際稅務中心（亞太區）高級經理潘家欣就最新簽署的《加拿大與香港避免雙重徵稅協定》所帶來的稅

務效益及其對香港投資者的影響，分享個人見解。加拿大銘倫律師事務所合夥人霍華禮亦闡述香港作為對外投資平台的重要性。

總商會副總裁陳利華應韓國駐港總領事之邀，出席9月27日假首爾舉行的會議，並擔任演說嘉賓，大會主題為「大中華區自由貿易協定：對韓中自由貿易協定的影響」。會上，陳利華闡述CEPA的實施及其經濟影響，並與來自中國內地、南韓和台灣的學者和政府官員交流看法，包括中央人民政府駐香港特別行政區聯絡辦公室經濟部副部長兼貿易處負責人楊益。

務效益及其對香港投資者的影響，分享個人見解。加拿大銘倫律師事務所合夥人霍華禮亦闡述香港作為對外投資平台的重要性。

亞洲/非洲委員會

工業貿易署助理署長陳天柱於委員會10月2日的會議上，討論香港與東盟自由貿易協定的議題，協議為東盟及香港均帶來經濟及策略效益。會上，德勤亞太區及中國企業併購重組稅務服務全國領導人傅振煌亦向成員概述中國（上海）自由貿易試驗區的相關議題，該區集中推行政策改革，企業所享有的優惠待遇則較少。

智利駐香港特區商務專員Francisco Retamales於10月7日到訪，討論將於11月11日在港舉行的「Flavors of Chile」智利美食活動。總商會公共關係及項目助理總監麥爾康與商務專員會面，討論有關合作事宜。Retamales解釋，是次活動旨在向本港的進口商和分發商推廣智利的海鮮、水果、葡萄酒和其他食品。參與活動的智利生產商正尋求與有意從事新鮮、冰鮮及乾貨食品業務的香港企業合作。

數碼、資訊及電訊委員會

「數碼21」資訊科技策略檢討工作小組開始就「2014數碼21資訊科技策略」的公眾諮詢擬訂回應。

香港警務處偵緝高級督察曹偉 出席數碼、資訊及電訊委員會9月24日的會議，講解網上罪行及網上保安。會上，總商會立法會代表林健鋒議員亦與成員討論資訊及通訊科技議題。

IBM策略外判商業發展總監Brian Groen為本會9月24日的午餐會主講，探討企業如何節省成本、提升效率，以及利用外判服務發展業務。

數碼、資訊及電訊委員會屬下專責檢討《電訊條例》及《廣播條例》的工作小組於10月10日開會，就兩條條例的修訂建議作最後定案。

環境及可持續發展委員會

環境及可持續發展委員會於9月23日開會。會上，環境保護署助理署長歐偉光向成員概述本港所面對的廢物挑戰。成員亦討論戶外燈光滋擾，以及船舶在港泊岸時轉用低硫燃油等議題。

歐洲委員會

希臘總領事Christodoulos Margaritis蒞臨歐洲委員會10月8日的會議，討論該國復蘇的跡象。他解釋，流入當地的外國直接投資已從2011年的11.4億歐元，倍增至2012年的24億歐元。以香港為基地的航運巨頭中遠太平洋及電訊巨擘中興通訊已落戶希臘。



員會高峰會



Talent-Wise Employment Charter

The Labour and Welfare Bureau launched the Talent-Wise Employment Charter and Inclusive Organizations Recognition Scheme on September 28, to promote employment opportunities for people with disabilities. The Government also established the Commission on Poverty to look into ways that Government, businesses and the public can all contribute towards improving the lives of less fortunate members of society.

儘管投資氣氛轉佳，惟失業率於7月份仍處於27.6%的甚高水平，較歐元區同期的平均失業率還多出一倍，可見失業問題仍然是該國最迫切的議題。

他樂觀認為，隨著有更多外國直接投資流入希臘，這將有助增加當地的職位，而政府近日為有意投資希臘的企業所推出的快速審批計劃，也將於明年開始取得成果。有興趣進一步了解如何投資希臘的香港企業，可直接聯絡希臘領事館。

金融及財資服務委員會

委員會成員香港保險業聯會主席李滿能於9月19日的會議上，闡釋本港保險業的挑戰與機遇。會上，總商會立法會代表林健鋒議員亦向成員簡述他在立法會的工作，以及如何致力反映本會會員的意見和權益。

工業及科技委員會

30位會員於10月4日參觀香港城市大學，了解科技發展及創新方面的突破。團員由工業及科技委員會主席梁廣泉率領，並由城大協理副校長（知識轉移）黃漢儀接待。

地產及基建委員會

規劃署署長凌嘉勤於10月8日出席地產及基建委員會的會議，與成員分享本港的土地供應及相關議題。

船務及運輸委員會

船務及運輸委員會主席夏禮斯於9月16日應邀出席理事會會議，介紹委員會的工作和計劃。

夏禮斯於9月26日率領40位會員參觀政府船塢，了解海事處如何進行船舶保養和維修工作。

中小型企業委員會

香港生產力促進局資訊科技及企業管理總經理老少聰於中小型企業委員會10月4日的會議上，與成員分享網上保安議題，以及中小企如何防禦黑客的攻擊。會後，中小型企業委員會及理事會成員楊國琦為委員會成員主持晚宴。

稅務委員會

在9月18日的會議上，成員討論把稅務建議納入總商會提交政府的《施政報告》及《財政預算案》建議書中。

香港服務業聯盟執行委員會

工業貿易署助理署長任向華於香港服務業聯盟執行委員會9月24日的會議上，向成員闡述世貿組織談判的最新進展。會上，委員會成員杜大偉概述亞太經合組織及其屬下的商貿諮詢理事會就有關貿易政策及服務質素的發展。

香港大學經濟金融學院王于漸教授為本會10月9日的午餐會主講，全場座無虛席。會上，他就貧窮日益加劇、收入不均日趨嚴重、樓價飆升及人口老化等議題，與會員分享其精闢獨有的見解。

意大利駐香港及澳門總領事格施嘉鳳，以及兩位資深的意大利投資專家 Smyth & Co的戴偉德與德勤的Olderigo Fantacci，蒞臨歐洲委員會10月8日的「國家簡介系列」午餐會，講解意大利的最新商機。

意大利是世界第七大出口國，2012年出口到香港的貨物總值高達71.5億美元，當中尤以珠寶首飾、時裝和機械為主。在債務危機的陰霾下，各行各業融資成本上漲，令意大利陷入經濟衰退。然而，消費者信心正在回升，而物價偏低亦刺激投資情緒，特別是在房地產、休閒娛樂和跑車業。

幾位講者深信，現在是投資意大利的適當時機，因為價錢吸引，生物、醫療及工程業的投資前景良好，而危機之中也潛藏著無窮的商機。





美洲總領事酒會 Cocktail Reception with

美洲委員會於10月3日假香港會舉行美洲總領事酒會，逾130位會員出席。委員會主席馬國寶歡迎一眾會員和來賓，其後總商會主席周松崗邀請在座所有代表和會員一起祝酒，祝願美洲各國與香港擴展聯繫，合作無間。✿





Over 130 members attended the Americas Committee's Cocktail Reception in Honour of Consuls General of the Americas, held at the Hong Kong Club on October 3. Committee Chairman Michael Paulus delivered the welcome remarks, before Chamber Chairman C K Chow proposed a toast to expanding connections and business between the countries and peoples of the Americas and Hong Kong. 🌸



Consuls General of the Americas



Can Italy Return to Growth in 2014?

There are encouraging signs that the worst of Italy's economic woes are behind it, and despite austerity measures, Italians are upbeat that they can see light at the end of the tunnel

有跡象顯示意大利已走出經濟低谷，情況令人鼓舞，而儘管實施緊縮政策，意國人民仍有信心曙光將現

“Most people in Italy own their own homes and offices, so rents for commercial premises are not that common

大部分意大利人都自置居所和辦公室，故租用商廈並不常見

– Davide de Rosa

戴偉德



Italian Prime Minister Enrico Letta expressed confidence recently that his country's economy should enter positive territory by the end of this year, and that 2014 will be a year of growth.

Italian Consul General, Alessandra Schiavo, is similarly upbeat: “I am confident about our economic prospects, and some leading economic indicators show the growth momentum of the economy is improving and investors are coming back,” she told members at the Chamber's October 8 Country Briefing series.

Italy has had its fair share of problems since the financial crisis. But as Schiavo points out, one of the most striking aspects of Italy's economic turmoil is that its citizens have not poured into the streets demanding reform. The public understand that the public debts have to be addressed and Italian society has remained stable even as austerity measures bite.

“People understand that public debt must be kept under control for the long-term stability of the country. The austerity measures were seen not as an end in themselves, but a means to a goal,” she said.

Italy's coalition government drafted its new budget for 2014, which includes tax breaks totalling 14.6 bil-

lion euros over three years, of which 5.0 billion euros are for workers and 5.6 billion euros for businesses. More incentives are also expected to be announced to bring down the record-high youth unemployment.

Schiavo believes many businesses are attracted by Italy's manufacturing expertise, which is one of the strongest in the world.

Davide de Rosa, Senior Advisor of Smyth & Co, also speaking at the event, said businesses in Italy, in general, are in good shape.

“Most people in Italy own their own homes and offices, so rents for commercial premises are not that



意國於2014年 恢復增長？



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common,” he said. “Most SMEs own their own office or factory, so their main cost is labour, which is in general very skilled. So what you have are many family-owned mid-sized companies, many of which are leaders in their own sectors, so they are still ticking over nicely.”

Olderigo Fantacci, Managing Director, Italy Tax Services, Deloitte AP ICE, Limited, echoed his comments: “There are around 4 million enterprises in Italy, which for a country of 60 million people is very high.”

He estimates that around 84% of Italian companies are small- to mid-sized enterprises, which are often

“ This is the right time to invest ... we have now reached the end of the economic cycle so things are beginning to change

現在是時候投資了 我們已到達經濟周期的谷底，未來將出現一番新景象 ”

– Alessandra Schiavo

格施嘉鳳



very specialized. “If you are looking for mass production, Italy is not the place to go.”

Beyond the famous Italian brands, there are literally millions of smaller unknown companies quietly exporting their components and products around the world. Some would like to grow their businesses internationally, but capital is often the Achilles’ heel holding back many businesses.

“This is why investors looking for high yields can find good products or services to invest in,” said Fantacci. “Also, you can also find opportunities for joint ventures or buying family-owned businesses because sometimes the second generation is not interested in going into the family business.”

With expectations that Italy’s economy is close to – or is already – bottoming out, speakers were adamant that: “this is the right time to invest. The prices are good. Investment opportunities are doing down, and we have now reached the end of the economic cycle so things are beginning to change,” said Schiavo. 🌸

“ There are around 4 million enterprises in Italy, which for a country of 60 million people is very high
意大利約有400萬家企業，這對於一個只有6,000萬人口的國家來說，可謂相當多 ”

– **Olderigo Fantacci**

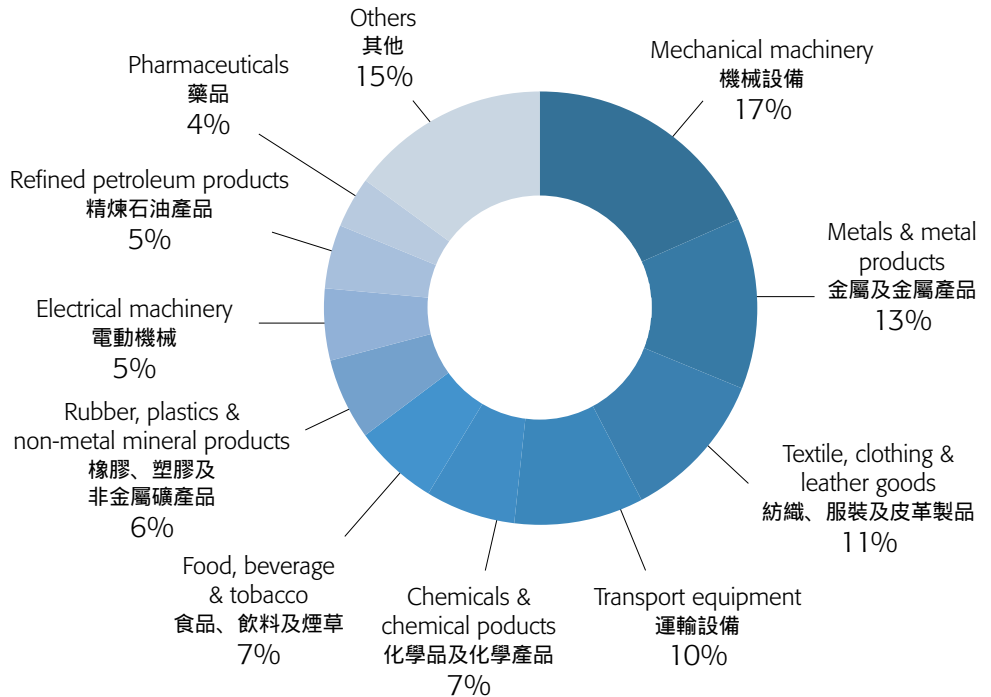


Major Italian exports and imports in 2012

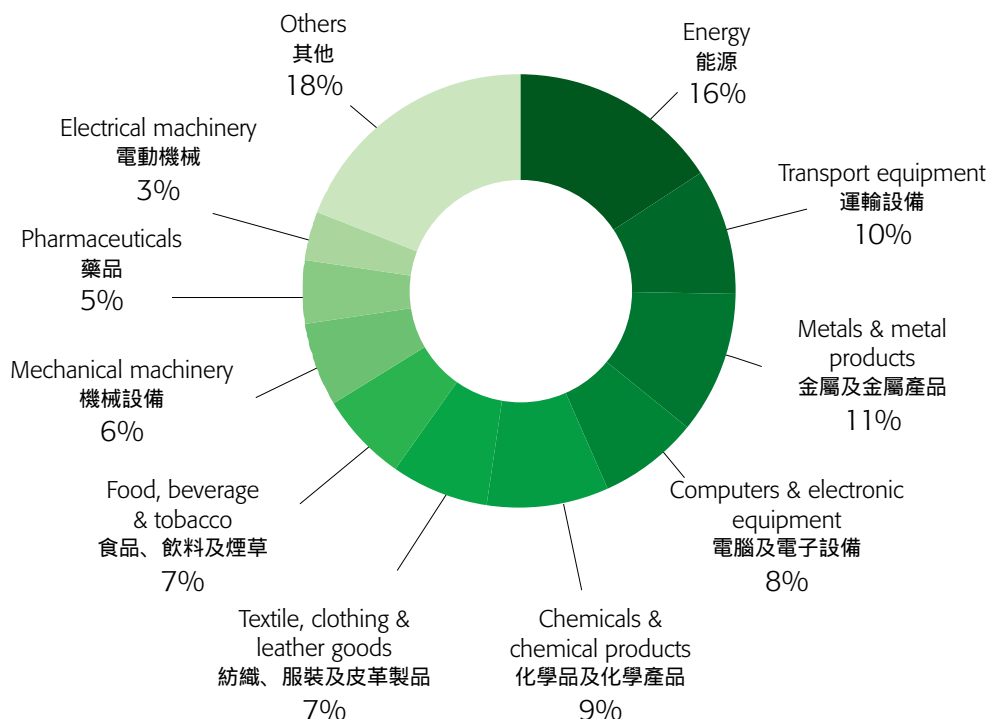
2012年意大利主要進出口貿易

(Share of total by sector 佔總額百分比，按行業劃分)

Major exports, 2012 (share on total by sector)
2012年主要出口貿易 (佔總出口百分比，按行業劃分)



Major imports, 2012 (share on total by sector)
2012年主要進口貿易 (佔總進口百分比，按行業劃分)



意大利總理萊塔近日表示，相信該國經濟將於年底實現正增長，而明年將是增長的一年。

意大利駐香港及澳門總領事格施嘉鳳也同樣樂觀，她在總商會10月8日的「國家簡介系列」上向會員表示：「我對意大利的經濟前景充滿信心，而一些主要經濟指標顯示，國家的增長勢頭正在加強，投資者亦重新向我們招手。」

自金融危機爆發以來，意大利需要克服不少難題。但正如格施嘉鳳指出，意大利經濟動盪的其中一個最感人之處，是國民沒有湧上街要求改革。社會大眾明白到，政府需要處理國債，而即使緊縮措施對市民不利，當地社會亦一直保持穩定。

她說：「大家明白政府必須有效控制國債，以維持國家的長期穩定。當局並非視緊縮措施為目標的本身，而是達成目標的方法。」

意大利聯合政府已就2014年度草擬新的財政預算，包括未來三年寬減稅款共

146億歐元，當中僱員可減免50億歐元，企業可減免56億歐元。預期當局將公布更多優惠政策，以降低創下新高的青年失業率。

格施嘉鳳相信，意大利的製造技術享譽全球，深受不少企業的歡迎。

同場的Smyth & Co高級顧問戴偉德表示，意大利企業一般都相當穩健。

「大部分意大利人都自置居所和辦公室，故租用商廈並不常見。」他說：「大部分中小企都擁有自己的寫字樓或廠房，所以他們主要的成本是勞工，而僱員一般都具備熟練的技能。因此，意大利有很多家族經營的中型企業，當中不少是行內的領袖，所以他們依然運作暢順。」

德勤意大利稅務常務董事Olderigo Fantacci和應說：「意大利約有400萬家企業，這對於一個只有6,000萬人口的國家來說，可謂相當多。」

他估計約有84%的意大利企業屬於中小企，大多從事專門業務。他說：「如

果你想大量生產，意大利並不適合你。」

除了著名的意大利品牌，當地其實還有數以百萬計名不經傳的小企業，默默地將組件和產品輸往世界各地。有些企業或想發展國際業務，但卻苦無資金。

「這解釋了為何尋求高回報的投資者，可以物色到好的產品或服務進行投資。」Fantacci說：「此外，你也有機會進行合資經營或收購家族企業，因為有時一些第二代傳人並無興趣打理家族生意。」

由於預期意大利經濟即將或已經走出低谷，幾位講者均堅信格施嘉鳳所言：「現在是時候投資了。價錢吸引，遍地投資機會，而且我們已到達經濟周期的谷底，未來將出現一番新景象。」

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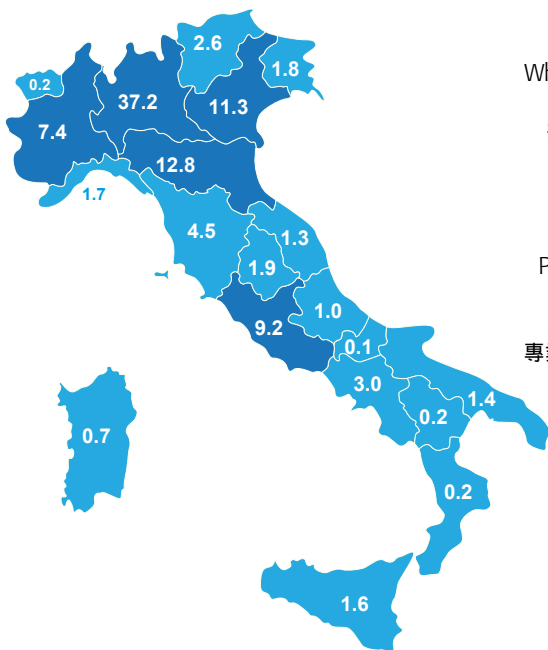


Mid-Market Companies – Geographical and sector distribution

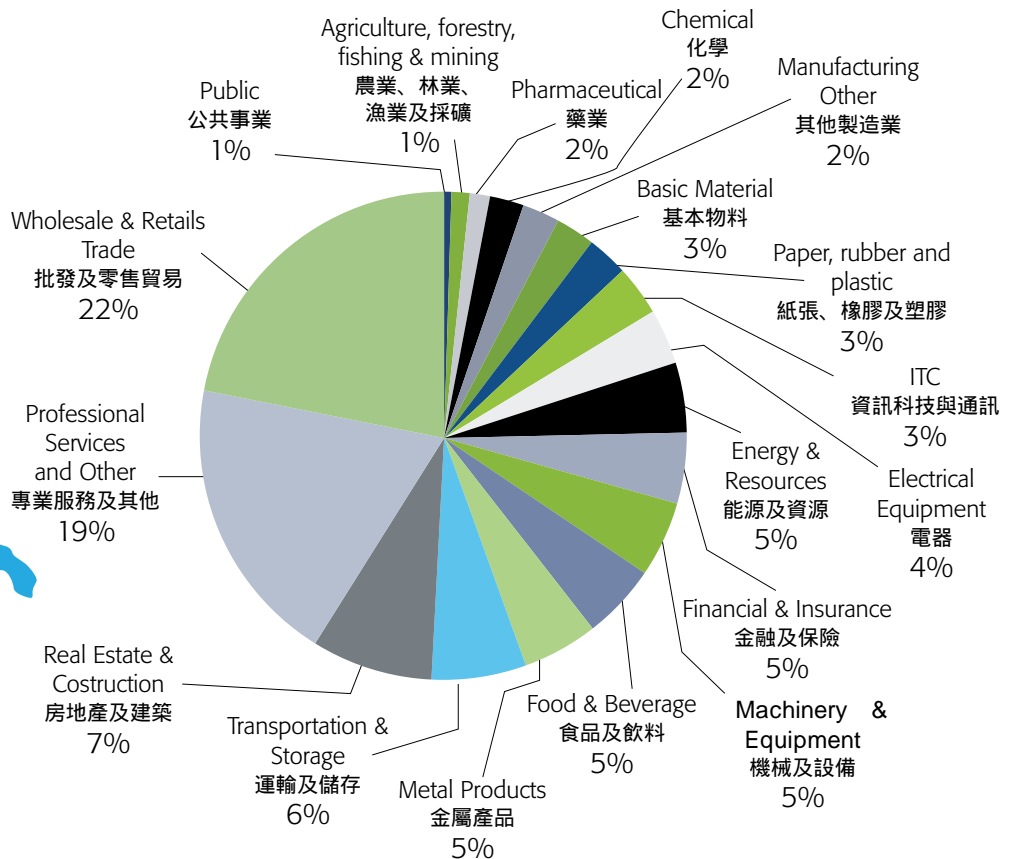
中檔市場企業 —— 地理及行業分布

(turnover: 50-500 millions 營業額：5,000萬至5億歐元)

Companies geographical distribution (%)
企業地理分布 (%)

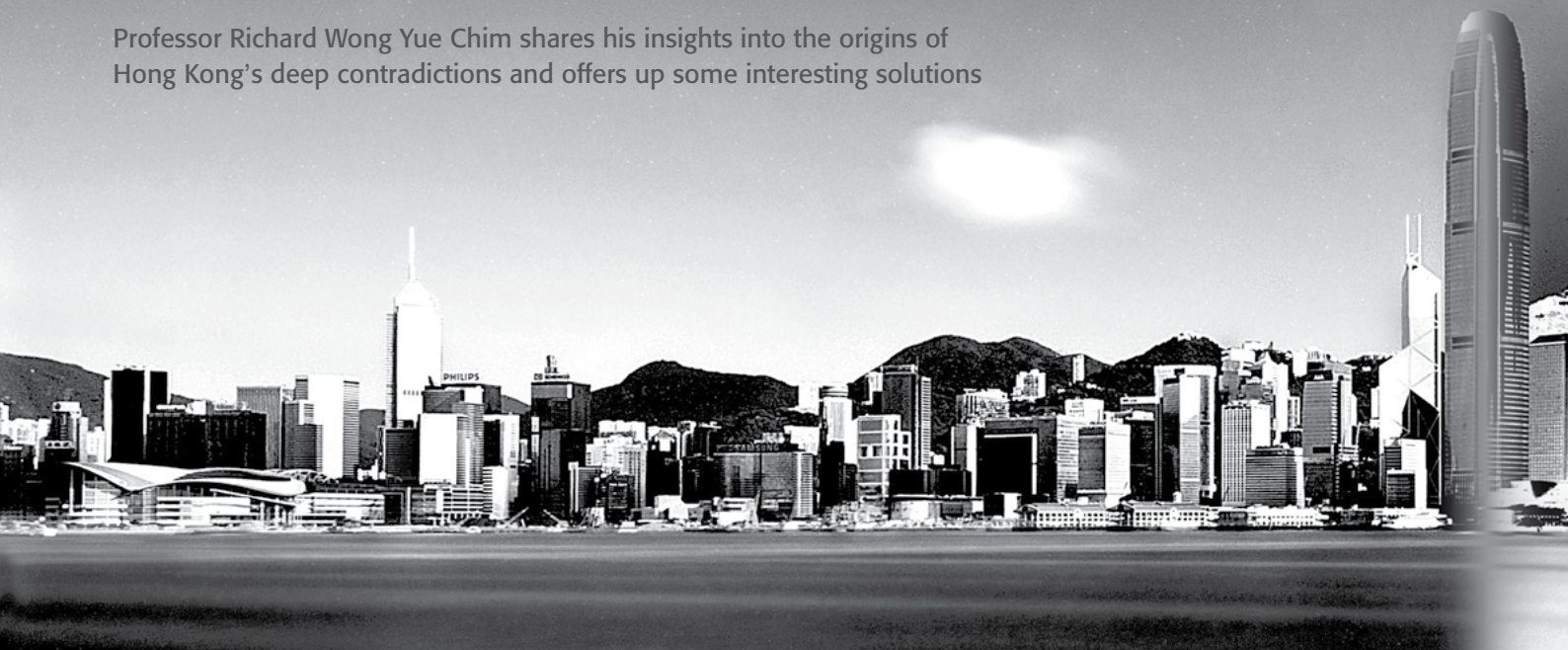


Turnover sector distribution (%)
營業額行業分布 (%)



Addressing Deep Contradictions

Professor Richard Wong Yue Chim shares his insights into the origins of Hong Kong's deep contradictions and offers up some interesting solutions



To sustain Hong Kong's economic prosperity and international competitiveness, there are several issues that we need to deal with. One of them is the so-called "deep contradictions," which is rooted in Hong Kong's people and land challenges.

Prof Richard Wong Yue Chim, Professor of Economics and formerly Deputy Vice-Chancellor and Provost of The University of Hong Kong, believes human capital is one of Hong Kong's most valuable resources. Its impact has been considerable on our productivity and economic growth, and is shaping our future, which is not looking too bright.

If we compare ourselves to Singapore in terms of per capita GDP growth rate, "Singapore has been growing faster than Hong Kong for a very long time," he told members at the Chamber's October 9 round-table luncheon. "Throughout the

last 40 years, Singapore's real GDP growth rate has been roughly 1.3% faster than Hong Kong on average every year. That is a very significant difference."

He explained that failure to invest in human capital has impacted Hong Kong's productivity. Despite a huge injection of labour in the 1990s, most of the people admitted were immigrants from the Mainland who tended to be less-educated and less-skilled. This resulted in a drop in the average quality of the population, and hence our productivity. Singapore, on the other hand, has been actively investing in human capital by encouraging high-skilled talent to move to the city-state and also expanding its higher education institutions.

The fall in the quality of Hong Kong's workforce hit hard in the 2000s when Hong Kong's productivity dropped below 1 to 0.98 for

the first time, compared to Singapore's 0.93.

With the skills shortage at the high-end of the labour market, it is not surprising that talented employees' income has grown at a faster rate than unskilled workers. Between 1996 and 2011, i.e. around the Asian financial crisis, wages at the lowest end of the pay scale increased by 0.25% annually, compared to 2% for higher earners. Literally speaking, the lowest income group has had no growth for 15 years.

"If you have this differential growth rate, we are talking about a significant increase in the dispersion of income between the top and the bottom, which of course will have economic, social and political consequences," said Wong.

One of them has been the introduction of the minimum wage. However, he pointed out that poverty needs to be addressed by

解決深層次矛盾

王于漸教授剖析香港深層次矛盾的根源，
並提供一些有趣的解決方案



households, not by individuals. “It is a myth to believe that a minimum wage would help the poor, and there is no empirical foundation for this anywhere this has been studied.”

He cited the example of his son, who is earning a minimum wage, but he is not from a poor home. This is why trying to tackle poverty based on an individual’s wages will never get to the root of the problem. Moving people up the pay scale will come from putting more investment in upgrading human capital.

Property

Another problem that Hong Kong needs to look at with a completely different mindset is land and housing. As home ownership is the cornerstone of social and economic stability, the inability of people to have their own property has been the cause of various social disputes and conflicts in recent years.

About half of Hong Kong’s population live in public housing, with 30% of them living in public rental housing and another 17% in subsidized home ownership housing. “If you live in Government housing and you do not own it, then you have a problem. You will have completely missed the capital gain that you would have obtained in the past 30 years had you owned your home,” said Wong.

In addition, since public housing cannot be traded or used for refinancing, land value has been locked in and lost to the market. He estimated that the land value locked in represents 0.5-1% of Hong Kong’s GDP every year, which explains half of the GDP gap between Singapore and Hong Kong.

Given the difficulty in increasing land supply in the next three to five years, he suggests the Government privatize public housing

and relaunch the Tenants Purchase Scheme to allow people to purchase their own unit. Relaxing restrictions on planning, zoning and building should also be considered. Otherwise, supply is not going to come forth as regulatory cost is so high that it makes it very difficult to get development projects approved and supplied to the market.

On governance, Wong believes that strong government comes about by letting people gain and benefit. In the process of policy development, the principle that the Government should adhere to is to make policies that create value so that everybody can take something away. Once this is achieved, mutual trust between the Government and the people can be established, thus creating “an environment in which people can talk about a win-win game rather than a zero-sum game.” ❀



It is a myth to believe that a minimum wage would help the poor, and there is no empirical foundation for this anywhere this has been studied.

最低工資有助脫貧是一個誤解，這個說法在任何進行過相關研究的地方，均沒有實證的基礎。

要 維持香港的經濟繁榮和國際競爭力，我們必須妥善處理數個議題，而所謂的「深層次矛盾」就是其中之一，這源於本港的人力和土地挑戰。

香港大學前首席副校長、現任經濟金融學院經濟學講座教授王于漸認為，人力資本在香港最寶貴的資源之一，對生

產力和經濟增長影響重大，並且正主宰著我們的未來，惟本港的前景卻不甚樂觀。

王教授於本會10月9日的午餐會上向會員表示，若比較香港與新加坡的人均本地生產總值增長率，「新加坡的經濟增長一直長期超越香港。」他續道：「過去40年，新加坡的實質經濟增長率平均每年高出香港約1.3%，那是很重大的差別。」

他解釋，人力資本投資不足，正影響香港的生產力。儘管大量勞工於1990年代湧入，但大部分來港人士均為教育及技術水平偏低的內地移民，導致本地人口的平均質素下跌，並影響生產力。另一方面，新加坡一直透過鼓勵高技術人才入境工作，以及擴充專上教育，積極投資人力資本。

本港勞動力質素下降，於2000年代帶

Hong Kong & Singapore % Growth of Real GDP per capita 香港與新加坡實質人均GDP 增長率對比

	Hong Kong growth rates 香港增長率		Singapore growth rates 新加坡增長率		Difference between Hong Kong and Singapore growth rates 香港與新加坡的增幅差距	
	Government figures 政府數字	Penn figures Penn數字	Government figures 政府數字	Penn figures Penn數字	Government figures 政府數字	Penn figures Penn數字
1960-70	6.17	7.39	6.62	8.11	-0.45	-0.72
1970-80	6.37	6.86	7.3	7.8	-0.93	-0.94
1980-90	5.27	5.08	5.37	5.1	-0.09	-0.02
1990-00	2.33	3.15	4.38	6.39	-2.05	-3.24
2000-11	3.68	2.49	2.95	3.86	0.74	-1.37
1960-2011	4.7	4.86	5.26	6.19	-0.56	-1.33

來了重大的衝擊，當時的本地生產力首次跌穿1而錄得0.98的水平，新加坡則為0.93。

隨著高端勞工市場出現技術短缺，不難理解技術人才的收入增幅何以一直高於非技術工人。1996至2011年期間，即亞洲金融危機爆發前後，最低薪級的工資每年只增加0.25%，而最高薪級的工資增幅則有2%。確切來說，最低收入組別在這15年間都沒有加過薪。

王教授說：「有關增長差額會大幅擴闊最高與最低收入之間的差距，這無疑會帶來經濟、社會及政治影響。」

最低工資的實施是其一。然而，他指出脫貧方案要以家庭為本，而非針對個人。「最低工資有助脫貧是一個誤解，這個說法在任何進行過相關研究的地方，均沒有實證的基礎。」

他以自己的兒子為例，說明兒子只掙

到最低工資，卻非來自一個貧窮家庭。由此可見，以個人工資為基礎來嘗試扶貧，將永不能根治問題。要推動人們流向更高的工資組別，就要在提升人力資本方面多加投資。

房地產

另一個要以嶄新思維來應對的問題，關乎香港的土地與房屋。置業安居是社會和經濟穩定的基石，因此市民無法置業，是近年社會出現眾多紛爭和衝突的原因。

全港人口近半住在公營房屋，當中30%入住公屋，另有17%為居居住戶。王教授說：「假如你住在公屋而沒有購置該單位，就會出現一個問題；你將完全錯失過去30年來樓價飆升所帶來的資本收益。」

此外，由於公屋不能買賣或用作重新

融資，土地價值一直受到封鎖，並從市場上流失。他推算，被封鎖的土地價值佔每年本港GDP的0.5至1%，相當於新加坡與香港GDP差距的一半。

鑒於未來三至五年難以增加土地供應，他建議政府把公屋私有化，並重推「租者置其屋計劃」，讓住戶購入單位。當局亦可考慮放寬土地規劃、分區及建築物的限制。否則，高昂的規管成本只會不利於發展項目的審批，難以為市場增加供應。

施政方面，王教授相信要建立強勢政府，就要讓市民獲益和受惠。在政策發展的過程中，政府應堅守的原則是制訂能夠創造價值的政策，讓人人有所得益。一旦達到這個目標，政府與市民之間就能建立互信，從而創造出「令市民願意討論如何達致雙贏，而非零和的氛圍」。

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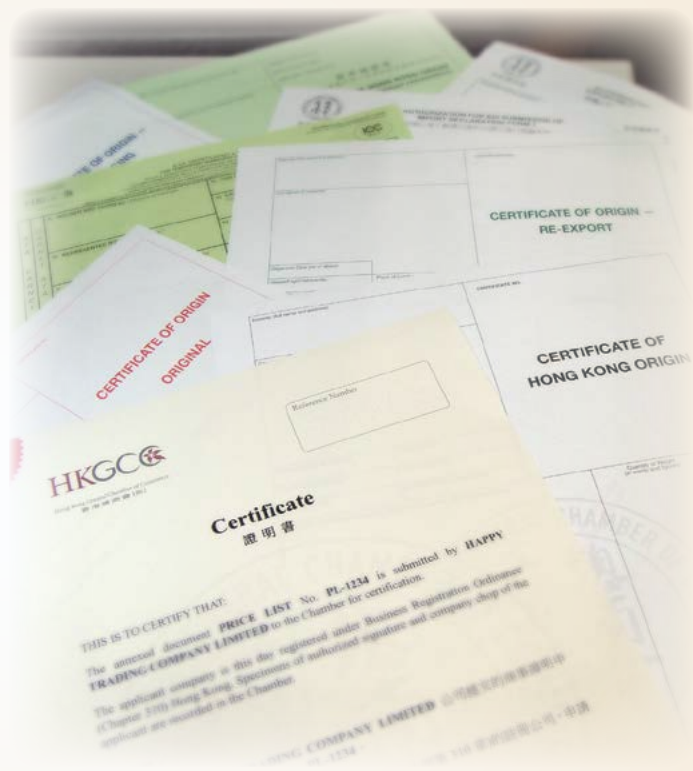
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‘The World We Made’

Can green technologies help save us from ourselves?
綠色科技可讓我們力挽狂瀾嗎？

在過去40年活躍於可持續發展項目的著名人物Jonathon Porritt 說：「到目前為止，人類的最大挑戰是真正明白如何在地球上可持續地生活。」

很多人心裡認為最重要的事，是全球主要經濟體將會復蘇還是進一步陷入危機。但說到要在地球上可持續地生活，Porritt認為沒有任何事比它更重要，因為這個議題影響到全人類。

Porritt身為英國皇儲查理斯的環保顧問，他剛於9月24日在香港發布新作《The World We Made》，講述我們現今面對的環境挑戰、科技突破，以及改善環境的方案。Porritt並不認為經濟發展與環保之間應存在妥協，因為市民大眾正要求企業及其產品符合可持續發展的原則，而這其實正創造市場需求。人們都希望能在一個環保的家園中生活。

他說：「把一座大廈翻新至更高的環保標準，比在興建大廈時達到環保標準，成本要昂貴得多。」因此，世界各地的企業開始尋求嶄新科技及建築和生產方法，既能為企業帶來可觀利潤、為人們提供居所，同時不會損害環境。

在現今的商業社會，急速發展的綠色科技產業擔當著重要的角色。Porritt認為中國有最大的潛力，不但能利用科技應對環境挑戰，亦能成為業界領袖之一。

「各國在經歷增長期間，都會產生嚴重的環境問題。」他

說：「中國的問題與其他國家之前所經歷的大同小異，分別只在於中國發生問題的速度要快得多。」

他舉了英國為例，當地在工業革命期間嚴重破壞環境，但近年一直致力提升環保表現。他說，中國的情況非常近似。

當問到為何他對中國如此樂觀，他解釋說中國正經歷發展期，因而導致大量的環境損害。中國人愈來愈關注空氣污染、水質污染和環境惡化等問題。北京市民一直就惡劣的空氣質素提出抗議，這意味著社會大眾關注環境，並期望政府採取補救行動。Porritt認為，綠色科技正好能發揮效用。中國政府亦開始察覺到環保技術和服務在全球坐擁龐大市場。更重要的是，中國渴望在這個全球市場上佔更大的份額。他們亦明白到發展環保產業絕對有利可圖，同時他們的人民、經濟和環境都可從中得益。

然而Porritt亦知道，要改變人們的生活模式是近乎無可能。《The World We Made》一書中，有幾章談及破壞地球的後果，Porritt說這對外界造成很大衝擊。不過，他希望這個赤裸裸的事實可激勵從政者、市民和企業，盡快採取果斷的行動。

談到他擔任查理斯皇儲的環保顧問，他盛讚查理斯皇儲多年來對環保的貢獻，並說他一直致力讓世界變得更美好、更潔淨。他表示：「假如我們有這樣的領袖，世界會變得更好；我們需要每個角落都有更多這些人。」✿

“Humankind’s biggest challenge by far is to genuinely know how to live sustainably on the planet” says Jonathon Porritt, a renowned figure in the world of sustainable development for the last 40 years.

Many people consider the most important thing on their mind is whether the world’s major economies will recover or fall further into crisis. When it comes to living on Earth sustainably, Porritt says nothing could be more important as it affects the entire human race.

In his new book, “The World We Made,” launched in Hong Kong on September 24, the environmental advisor to Prince Charles talks about the environmental challenges we face today, technological breakthroughs and

happened at a much faster pace.”

He cited England as an example, which seriously damaged the environment during the industrial revolution, but has been improving in terms of environmental protection over the years. He said China is a very similar case.

When asked why he is so upbeat about China, he explained that China is undergoing a period of development, which is resulting in enormous environmental damage. The Chinese are getting more and more concerned about air pollution, water pollution and the deterioration of their environment. People in Beijing have been protesting about the very poor air quality, which signifies that society is concerned about the environment and they want the government to take steps to remedy

When it comes to living on Earth sustainably, Porritt says nothing could be more important as it affects the entire human race.

當說到要在地球上可持續地生活，
Porritt認為沒有任何事比它更重要，
因為這個議題影響到全人類。



solutions to do things better. Porritt doesn’t believe there has to be a compromise between economic development and environmental protection, as demand from the public for businesses and their products to be sustainable is actually creating demand. People also want to live in environmentally friendly homes.

“It is much more expensive to renovate a building to bring it up to a higher standard, than it is to achieve a high standard at the point of construction”, he said. As such, businesses all over world are starting to look to technologies, and construction & production methods that provide healthy profits for businesses, and homes for the population without straining the environment.

Rapidly advancing green tech industries play a significant role in today’s business world. Porritt sees China as having the largest potential to not only use technology to help deal with its environmental challenges, but also become one of the leaders in the industry.

“Every country that goes through a growth period creates a big environmental problem”, he said. “What happened in China is not much different from what other countries experienced, except that things in China

the situation. And that is where Porritt believes green technologies come into play. The Chinese Government is also starting to recognize there is a huge global market for environmental technologies and services. More importantly, China is very eager to get a larger share of this global market. They also understand it is very profitable and also something that their citizens, economy and the environment would benefit from developing.

However, Porritt also knows that it is near impossible to change people’s way of living. “The World We Made” has several chapters about the results and consequences of destroying the world, which Porritt says provide a shock to the system. But he hopes the stark truth will motivate politicians, citizens, and companies to take decisive action.

Talking about his experience working as the environmental advisor for Prince Charles, he praised his contribution to environmental protection over the years and said he is constantly working to make the world a better, cleaner place. “The world will be a better place if we have leaders like that and we need more of them in every single area,” he said. 🌸



Chamber Visits Government Dockyard



Chairman of the Chamber's Shipping and Transport Committee John Harries led a 40-member delegation to visit the Government Dockyard on September 26, to see how the Marine Department carries out ship maintenance and repair work.

"The dockyard is a maintenance base for 807 vessels operated by 14 Government departments, includ-

ing mechanized vessels and speed boats for marine transport and special tasks," explained Stanley Luk Yun-lam, Acting Assistant Director of Government Fleet.

Prior to 1971, about 200 Government vessels were maintained in small open yards and slipways in Yaumatei. The Government Dockyard was established at Canton Road in 1971, then relocated to Stonecutters Island in 1995. Covering 181,200 sqm, it is equipped with 22 berths and jetties, 30 open yard repair spaces, 10 covered repair sheds, four movable canopies and an oil refilling depot.

Besides seeing how vessel maintenance is carried out, members were given the opportunity to see how environmentally friendly installations in the dockyard are used. These included solar water heaters, green roofing, shore power supply and hull blasting treatment. ❀



總商會參觀政府船塢

總商會船務及運輸委員會主席夏禮斯於9月26日率領40位會員參觀政府船塢，了解海事處如何進行船舶保養和維修工作。

署理助理處長（政府船隊）陸潤林解釋：「政府船塢是807艘船舶的保養和維修基地，這些船舶分別隸屬14個政府部門，當中包括海洋運輸和特別任務的機動船和快艇等。」

1971年前，約200艘政府船隻會停泊在油麻地的小型空地及船排進行維修。其後，廣東道政府船塢於1971年落成，再於1995年遷移至昂船洲。政府船塢面積共181,200平方米，配有22個泊位和碼頭、30個露天和10個有蓋船隻維修位、4個移動有蓋船隻維修位，以及船用燃料油庫。

除了參觀船舶維修過程，會員亦有機會了解船塢的環保設施，包括太陽能熱水器、天台綠化、岸上供電和船身水洗隔濾系統等。✿



Thirty members visited the City University of Hong Kong on October 4 to see new technological breakthroughs and innovative research.

Wong Hon-ye, Associate Vice President of Knowledge Transfer at CityU, welcomed members and explained the university's goals of cooperating with the private sector.

"Knowledge transfer, alongside teaching and research, is CityU's core duty," he said. "Our unique discovery-enriched curriculum provides students with the opportunity to make original discoveries."



CityU Labs Pushing the Boundaries of Innovation

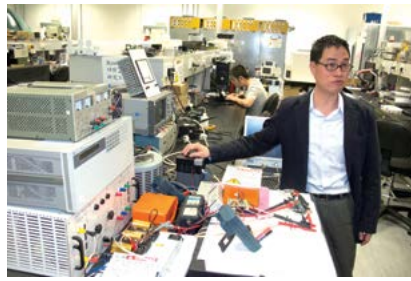
The university granted 28 licenses for technology transfers, and 10 new start-up or spin-off companies were established in 2010-11 as a result. Many of the new innovations were developed by students.

The delegation, led by Chairman of the Chamber's Industry and Technology Committee K C Leung, toured laboratories and at the Innovation Centre had the chance to see some interesting innovations. These included glass antennas, millimetre wave doppler radar, 2D to 3D video

systems, speed detection systems, retrofitting systems for fluorescent lamps and ZigBee automation systems for ECO homes, among others.

"We stand at the gateway to Mainland China with strong academic and research links with Chinese universities," said Tomson Lee, Senior Technology Officer of CityU's Knowledge Transfer Office. "CityU operates two state laboratories, demonstrating the acknowledgement of our technology achievements." ❁





城大實驗室力求創新

30 位會員於10月4日參觀香港城市大學，了解最新的科技突破和創新研究。

城大協理副校長（知識轉移）黃漢儀歡迎一眾會員，並講解校方與商界合作的目标。

「知識轉移、教學與研究，都是城大的核心使命。」他說：「本校推行獨特的重探索、求創新課程，讓學生有機會參與原創性的研發工作。」

城大批出了28項專利授權，促使10家新進企業或附屬公司於2010至11年度成立，當中許多革新技術均由學生開發。

在總商會工業及科技委員會主席梁廣泉率領下，會員參觀了多個不同的實驗室。在考察创新中心期間，他們更有機

會一睹有趣的創新科技，包括光覆蓋天線、毫米波多普勒雷達、2D變3D視頻系統、速度檢測系統、光管改造系統，以及ZigBee自動化環保智能家居等。

城大知識轉移處高級技術轉移主任李鶴鳴說：「我們與內地多所大學建立了緊密的學術和研究聯繫，是通往中國內地的大門。」他續道：「城大設有兩所國家重點實驗室，足證本校的卓越科技成就。」

K C Leung (right) presents H Y Wong with a small memento to thank him for hosting the Chamber delegation. 梁廣泉（右）向黃漢儀致送紀念品，感謝他帶領會員到處參觀。





Service with a Smile

以誠待客

Students learn
the art of good
customer service
學生認識優質
客戶服務的藝術

The Dairy Farm Company Ltd is one of Hong Kong's oldest and most respected companies. It is also a major employer, with over 97,000 people employed in its 5,700 outlets in pan-Asia. Unsurprisingly, it has perfected its recruitment process and can quickly weed out weak job seekers.

So what advice would Rain Leung, Human Resources Officer, Resourcing – The Dairy Farm Company Ltd., give to potential candidates to increase their chances of being hired?

“Being well prepared is always the key to success for job interviews,” she told 20 fourth and fifth form students from St Francis’ Canossian College.

She said four simple – yet crucial – questions that job seekers should be able to answer articulately are:

Students' Views 學生評價





1. Why are you interested in this job?
2. Do you think you are capable of doing this job?
3. Why do you think you are suitable for this job?
4. What are your expectations of this job?"

This was the second activity this year that Dairy Farm planned for students participating in the Chamber's Business-Schools Partnership Programme. Teresa Tai, Senior HR Officer, Resourcing, Dairy Farm, introduced the company's operations and culture, and the responsibilities of various staff earlier in the year.

This was followed up recently with an interview workshop. Students were given their first taste of a real job interview for the position of a 7-eleven store manager, which involved filling out an application form, doing a written test, and being interviewed.

"I never imagined that a job interview will be like that," said student Shirley Kam. "I am impressed with this practical and useful workshop, and the written test was not easy."

Rain told students to try and make eye contact during interviews, and being confident always creates a positive impression on interviewers. "Character is an important element that interviewers look for, as other skills can be trained. We want cheerful people for the service industry," added Teresa.

Students were also given the opportunity to train as a cashier. "Being a cashier not only requires knowledge about our products, but also requires good customer service skills," said trainer Cindy Mak. "Greeting customers with proper eye contact and a smile should be the basic manners that all cashiers must possess."

Students then tried their hand at being a cashier and were walked through the entire process, from greeting customers to ringing up sales, to weighing goods and collecting payment.

During the question and answer session, students asked about deliveries, return policies, and the use of RMB in supermarkets so that they would understand the more complicated aspects of being a cashier. ❀

"Lack of experience will be our biggest challenge as students when we start work. Besides having a good educational background, we also need to be all rounded and know more about the real business world."

— **Bella Lai**

「初出茅廬時，缺乏經驗是我們最大的挑戰。除了良好的教育背景，我們亦要注重全面發展，對真實的商業世界了解更多。」

— 賴嫻賢



"The Business-Schools Partnership Programme provides us with a chance to understand how companies operate, which will be useful when we enter the business world."

— **Shirley Kam**

「『商校交流計劃』讓我們有機會了解公司營運，有助我們投身商業社會。」

— 金靄雯



牛奶有限公司是香港最歷史悠久、最有地位的企業之一，亦是本港一大僱主，其遍布泛亞地區的5,700家分店共聘超過97,000位員工。無疑，他們的招聘過程成熟完善，能迅速汰弱留強。

牛奶有限公司人力資源主任梁兆君會對準應徵者提供甚麼建議，以提升其獲聘機會？

她向20位嘉諾撒聖方濟各書院的中四、五生表示：「準備充足一向是面試的成功關鍵。」

她說，應徵者必須明確回答以下四條簡單但決定性的問題：

1. 你為何對這份工作有興趣？
2. 你認為自己能否勝任這份工作？
3. 為何你認為自己適合這份工作？
4. 你對這份工作有何期望？

透過總商會的「商校交流計劃」，今次是牛奶公司本年度為學生安排的第二次活動。牛奶公司高級人力資源主任戴燕媚早前曾介紹公司的營運和文化，以及不同員工的職責。

最近該公司舉辦了一個面試工作坊，作為交流計劃的第二部分。學生首次體驗一場真正的招聘面試，模擬應徵7-Eleven便利店的店務經理，過程包括填寫申請表、進行筆試和面試。

「我從未想過面試是這樣的。」學生金靄雯說：「這個工作坊非常實用，筆試並不容易，絕對是個難忘的經驗。」

梁兆君向學生表示，嘗試在面試時與考官作眼神交流，而表現自信可讓對方留下良好印象。戴燕媚補充說：「其他技能尚可慢慢培養，但品格卻是考官很看重的一環。我們希望物色性格開朗的人，投身服務行業。」

學生亦有機會參與收銀員培訓。「身為收銀員除了要熟悉公司產品，還要具備良好的客戶服務技能。」導師麥美蘭說：「向客人送上親切的眼神接觸和笑容，是所有收銀員必須抱持的基本態度。」

學生其後可嘗試擔任收銀員，由與客人打招呼，到貨物過機、磅重到收款等，體驗整個過程。

在問答環節中，學生問了關於超市送貨、退貨和使用人民幣等問題，以了解收銀工作較為複雜的一面。✿

Students' Views 學生評價



"We need to deal with different people when we start work, just like a cashier needs to adjust according to changing circumstances. This requires accumulate working experience."

– Bonnie Choi

「我們投身社會後要與不同的人相處，正如一位收銀員要根據不同情況作出應變。這需要累積工作經驗。」

– 蔡鈺樺



"When I was young, my dream job was to be a cashier. After today's cashier training, I found that being a cashier is not an easy job as it requires technical skills as well as good customer service."

– Yuki Yeung

「我小時候的夢想是做收銀員。經過今天的收銀員培訓，我發現這份工作並不容易，因為這需要專業技能和良好的客戶服務。」

– 楊靄鈴



"The three activities that Dairy Farm arranged provided us with a better understanding of what technical skills, interview skills and customer service skills that we will need to better prepare for our future career."

– Joan Yeung

「牛奶公司為我們安排的三項活動，讓我們更了解所需的專業技能、面試技巧和客戶服務技能，為未來事業作更好準備。」

– 楊予



與廚神相聚 Meet the Master Chef

總商會於10月10日舉行「與廚神相聚：何志強先生」晚宴，90位會員一邊品嚐美酒佳餚，一邊暢談歡聚。榮獲「中國十大廚神」美譽的何先生為會員親自主理九道菜式，選料上乘，包括原隻日本吉品鮑魚、燕窩及翡翠皇魚等，部份食材由百喜海味提供。

會員唐婉儀表示：「今晚實在大飽口福，氣氛熱鬧，希望總商會能多辦這些輕鬆的聯誼活動。」

當晚的幸運大抽獎送出超過20罐鮑魚、特級冬菇和紅棗。總商會將於11月19日舉行「總商會燒烤夜」，讓會員再次廣結良朋、共享美食，詳情見本會網站。✿

Ninety members enjoyed a relaxing evening of networking at the Chamber's "Meet the Master Chef: Ho Chi Keung," on October 10. Ho, who is regarded as one of China's top-ten master chefs, prepared nine dishes for members using the best quality ingredients, including Japanese Kyrgyzstan abalone, bird's nest and jade perch. Some of the dried seafood products were supplied by Pak Hei Marine Products.

"The food was excellent and the atmosphere is wonderful. We hope the Chamber can arrange more casual networking events like this for us," said member Betty Tong.



Over 20 cans of abalone, black mushrooms and Chinese red dates were given away to lucky members, during a lucky draw. Don't miss our next networking/ gastronomy evening on November 19 when we will have a BBQ Night. See the Chamber's website for details. ✿



Chamber Events

01 Study Mission

Visit to Ta Kwu Ling Landfill

NOVEMBER

03

Mission

High-Level Delegation to Beijing



04 Roundtable Luncheon

International Property Measurement Standards and Their Impact on Hong Kong

05 Workshop

Succession Planning Workshop

05 Study Missions

Visit to Hong Kong Design Institute and IVE

Exclusive Visit to Mariner of the Seas at The Kai Tak Cruise Terminal

12 Committee Meeting

Taxation Committee Meeting

12 Networking

Cocktail Reception in Honour of European Consuls General in Hong Kong

12 Training

Keeping Up Your Professional Telephone Standards

14

Seminar



14 Workshop

Building Happy, Effective Teams

15 Roundtable Luncheon

A Taxation Committee Roundtable Luncheon: Ten Golden Rules to Handle Tax Audit

16 Networking

CMA Sports Tournament

27 Study Mission

Pre-Launch Visit to Science Park Phase 3



27 Committee Meeting

Legal Committee Meeting

28 Committee Meeting

Financial and Treasury Services Committee Meeting

29

Roundtable Luncheon

Country Briefing Series: The Netherlands

29 Committee Meeting

Retail and Tourism Committee Meeting

Manpower Committee Meeting

29 Seminar

APEC Briefing





06

Forum

Waste Reduction by Waste Charging:
How to Implement?

07 Roundtable Luncheon

Harmony Through Architecture &
Design

08 Workshop

Culture Building – Blessing or
Pain?

08 Roundtable Luncheon

A Legal Committee Roundtable
Luncheon: Briefing on the New
Companies Ordinance

09 Networking

The 2nd Four Chambers
Tournament – Football 7 a side

11

Luncheon

Joint Business
Community
Luncheon with
the Honourable
Leung Chun-ying



19 Training

Managing Extraordinary Staff
Situations

19 Networking

Chamber BBQ Night

20 Committee Meeting

Economic Policy Committee
Meeting

21 Seminar

Constitutional Development in
Hong Kong

22 Roundtable Luncheon

Business Opportunities Behind
Big Data

25

Conference

The 19th Annual Hong Kong
Business Summit



Mark your Diary



10 December

Country Briefing Series:
United States of America



13 December

Town Hall Forum Series:
Meet with K C Chan

12 December
Chamber Christmas
Cocktail





Starry Lee's Recipe for Success

李慧 成功之道

How does a successful executive, politician, wife and mother manage a busy career and personal life without it all becoming too much? Twenty members heard the answer to that question at the Chamber Women Executives Club (WEC) breakfast meeting on October 16.

The Hon Starry Lee Wai-king, Non-official ExCo Member, LegCo Member, and Director of KPMG China, enjoyed sharing her success path and how she keeps a healthy work-life balance.

“The motivation behind running for the District Council in 2000, and then the Legislative Council in 2008, was to serve the community,” Starry said. “Everyone, including my superior and friends, thought I was

foolish to put my career prospects on hold. However, I wanted to do more that would allow me to make a difference in people's lives.”

As a wife and mother of an eleven-year old, she said it is important not to merge work with family life in the belief you are killing two birds with one stone. Every day she dedicates time out of her busy schedule to be with her daughter. “I always remind myself to be a competent wife and mother but not a councillor at home. When I am with my daughter, I also forbid myself from checking emails, replying to messages or answering phone calls,” she said. ❀

位成功的行政人員、從政者、太太和母親，如何在繁忙的工作及個人生活中取得平衡？20位會員在總商會10月16日的「卓軒社早餐會」上，細聽嘉賓的分享。

行政會議非官守成員、立法會議員及畢馬威會計師事務所總監李慧女士，在會上分享她的成功之路，以及保持良好生活與工作平衡的心得。

「我在2000年競選區議會，以及2008年競選立法會，背後的推動力是希望服務社群。」李慧說：「所有人，包括我的上司和朋友，都認為我擱置事業發展是愚蠢的決定。然而，我想做更多的事，為他人的生命帶來一點改變。」

身為太太和一位11歲女兒的母親，她說切勿把工作與家庭生活融為一體，以為可以一舉兩得。她每天都會在百忙中抽空與

女兒相處。她說：「我經常提醒自己要當一位稱職的太太和母親，而非在家裡當議員。我與女兒共處時，亦會禁止自己收發電郵、回覆短訊或接電話。」 ❀



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