

BULLETIN

HKGCC: THE VOICE OF BUSINESS IN HONG KONG

DECEMBER 2014

2015

What Can We Expect? 來年前景如何？



20th Annual Business Summit: The Future of Hong Kong
第20屆商業高峰會：香港的未來
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商業高峰會： 香港的未來

剛圓滿結束的第20屆「香港商業高峰會」向會員傳達了一個重要訊息，就是香港正處於政治、社會和經濟的轉捩點。要邁步向前，商界、政府和社會必須合力尋找方案，以解決我們所面對的問題，否則將削弱本港的競爭力。

全球許多國家都渴望擁有香港現有的優勢，但我們需向年輕人更清楚地傳達商界的願景和抱負，比如近期的政制框架議題，即使有關2017年普選行政長官的建議未能符合眾望，我們也得設法向前邁進。

我們在尋求打破政治僵局的同時，亦不能忽視與經濟及基建相關的迫切議題。早於多年前已迫在眉睫的問題，至今仍未解決。我們作為社會的一分子，必須加快步伐，尋求和落實所需方案，例如房屋、稅務、教育、與內地融合等。儘管十分平常，但同樣重要的議題還包括交通和廢物處置設施。我們決不能讓對香港有利，而且已達成廣泛共識的議題，因為政治發展上的分歧，或者立法會內的「拉布」行動，阻礙香港邁步向前。

香港是世界最自由的經濟體之一，法治正保障這些自由。然而，有少數人對現狀極度不滿，認為有需要透過擾亂這個城市的秩序，以表達他們的訴求。展望未來，我們必須處理那些眾所周知的問題，但年青人要視內地為改善個人生活的大好契機，而非不信任及恐懼，方可解決這些問題。

今後若要取得進展，政府、立法會和社會大眾應合力擔當推動的角色，包括提高透明度和增加資訊，讓市民以樂觀和務實的態度，了解內地帶來的機遇，避免因誤解而引起憂慮。我們要確保市民的期望得到滿足，讓人人都受惠於香港的眾多優勢。我們也得培育新一代的未來領袖，能夠引領香港創出更輝煌的成就。✿

The Business Summit: The Future of Hong Kong

Hong Kong is at a political, social, and economic crossroads, a reality that was brought home to members at the recent 20th Annual Hong Kong Business Summit. If we are to move forward, businesses, Government and society must find solutions to the problems we face, or our competitiveness could start to erode.

We have advantages that many countries around the world envy, but we need to better articulate our vision of who we are and what we aspire to be to our young people. Starting from the current constitutional framework, we must find a way to move forward, even if the proposals for the election of the Chief Executive in 2017 do not meet everyone's wishes.

As we search for solutions to our political impasse, we cannot afford to ignore pressing matters related to the economy and infrastructure. Issues that were pressing many years ago are still with us today, and we as a community need to speed up the pace of seeking and implementing the needed solutions. These include housing, taxation, education and integration with the Mainland as well as more mundane but equally important things such as transport and waste disposal infrastructure. We cannot let disagreements on political development nor filibustering in Legco prevent us from moving forward on matters beneficial to Hong Kong where there already exists broad agreement.

Hong Kong is one of the freest economies in the world, and our rule of law protects those freedoms. Yet, a significant minority are so dissatisfied, that they felt the need to disrupt the life of our city in order to be heard. Going forward, we need to address the specific shortcomings that we all know exist, but we can only deal with these issues if our young people view the Mainland as a wonderful opportunity in their own lives rather than with mistrust and fear.

Progress must be driven by government, the legislature and the community; and that includes more transparency and more information to allow people to be optimistic and also realistic about the opportunities, rather than worrying about misperceptions. We need to focus on ensuring people's aspirations are being met, so that we can all benefit from the many positive aspects Hong Kong has to offer. And, we need to nurture a generation of future leaders who will lead us on to greater things. ✿

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Translated By: Rachel Shum, Hilda Pun
Graphic Design: Andy Wong

Advertising: OMJ Media
Tel: 2375 2311 Fax: 3020 8642
Email: jeremy@omjmedia.com

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Tel: 2893 0944 Fax: 2832 7903
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主席：彭耀佳
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顏偉業
翻譯：岑美怡 潘茵
設計：黃惠強

廣告：OMJ Media
電話：2375 2311 圖文傳真：3020 8642
電郵：jeremy@omjmedia.com

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電話：2529 9229
圖文傳真：2527 9843
網址：www.chamber.org.hk

承印：奧瑪製作室有限公司
香港灣仔駱克道361-363號
翹賢商業大廈21字樓
電話：2893 0944
圖文傳真：2832 7903
電郵：info@omac.com.hk

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20th Annual Hong Kong Business Summit
第20屆香港商業高峰會

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Hong Kong General Chamber of Commerce
香港總商會 1861

Voice of Business 商界之聲

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

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Jeffrey Lam is the Chamber's Legco Representative
He can be reached at www.jeffreylam.hk
香港總商會立法會代表 林健鋒 · 網址：www.jeffreylam.hk

Time to Move Forward

The Occupy protests, and the “non-cooperation” movements initiated by pan-democratic legislators in the Legislative Council, have not only affected people's livelihood and undermined economic growth, they are also challenging the foundations of the rule of law and our Lion Rock spirit, which are the results of generations of hard work by everyone in Hong Kong.

Unlawful protests have damaged the rule of law. Protesters in the occupied areas ignore court judgments, a serious challenge to the rule of law. According to the latest survey conducted by the Unity of Hong Kong SME, about 95% of Hong Kong's SMEs have suffered because of the illegal movement, with 89% demanding an immediate end to the movement. A signature campaign generated 1.83 million citizens to oppose the protests. These show that various sectors of the community are anxious about the harm done by the protest movement.

More disappointingly, pan-democratic legislators pay no attention to the impact of the movement on the local economy and rule of law. They even continue their non-cooperation movement including filibustering in LegCo. As a result, livelihood issues and infrastructure projects including the expansion of three landfill sites, construction of an incinerator, and the North East New Territories New Development Areas Project have all been delayed. Issues such as the application for additional funding for the Express Rail Link and the Hong Kong-Zhuhai-Macao Bridge, as well as the creation of posts for the newly established Innovation and Technology Bureau will soon become their targets. They also indicated that they will boycott consultation on the upcoming Policy Address, shunning our economic and social development.

Hong Kong has long been known for its efficiency and predictability, and its economy has enjoyed moderate growth with a good infrastructure. The non-cooperation movement by the pan-democratic lawmakers is adding fuel to the fire started by the Occupy movement. As Hong Kong's economy, people's well-being and competitiveness will inevitably suffer, the non-cooperation movement will cause damage more serious than that of the protest movement.

As Mainland cities are rapidly emerging, Hong Kong's competitiveness is in decline. Given our small and sensitive market, once the economy turns down, there will be a heavy cost for everyone in Hong Kong to bear. I hope that the non-cooperation movement will end as soon as possible, so that our society and economy can return to normal. Otherwise, Hong Kong will lose its advantages and competitiveness which have been hard-won over the past decades, and universal suffrage for the Chief Executive election in 2017 will only remain a dream. 🌸

是時候邁步向前

佔領活動和泛民議員在立法會發起的「不合作運動」，不僅令民生和經濟發展受阻，而且破壞香港幾代人辛勤建立的法治根基和獅子山精神。

非法「佔中」破壞法治，佔領區的示威者甚至視法庭判決如無物，令香港法治的核心價值受到嚴重衝擊。香港中小型企業大聯盟的調查顯示，95%受訪者表示佔領令他們的生意受損；89%認為示威者應立即撤離。商會、勞工界和醫學界等「反佔中」之聲此起彼伏，特別是183萬市民簽名，反映各界憂慮「佔中」對法治所造成的傷害。

更令人失望的，是泛民議員不理「佔中」對本港經濟和法治的影響，還在立法會繼續其「不合作運動」，如拉布等，令關乎民生的議題以至基建工程受阻，包括三堆一爐和東北發展計劃等；而稍後的高鐵及港珠澳大橋超支撥款申請，和剛通過成立的創新及科技局開設職位等，都會成為狙擊目標。他們亦表明杯葛施政報告諮詢，置經濟民生及香港未來的發展於不顧。

香港一直以高效率著稱，基建發展迅速，經濟一日千里，然而泛民議員的「不合作運動」只會令社會內耗，影響經濟和民生，競爭力每況愈下，對香港影響之大，比佔領行動更甚。

隨着內地城市迅速崛起，香港已沒有多少優勢可言；加上本港市場細小敏感，經濟趨勢一旦下行，沉重代價要由全港市民來承擔。我希望「不合作運動」早日結束，令香港可以早日恢復社會及經濟秩序，否則港人將失去幾十年奮鬥累積而成的優勢和競爭力，更令港人2017年普選行政長官的願望成為泡影。🌸

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Shirley Yuen is CEO of the Hong Kong General Chamber of Commerce.
Send your views to ceo@chamber.org.hk
香港總商會總裁 袁莎妮 · 電郵: ceo@chamber.org.hk

Discrimination Law Review

Proposals put forth by the Equal Opportunities Commission (EOC) to modernise, harmonise and simplify our various anti-discrimination laws are a welcome effort to ensure that companies do not waste valuable time hunting through multiple requirements and prohibitions. As such, it is welcome, but with an important caveat: the consolidation exercise also seeks to expand the letter of the law, and does so without proper consideration.

Your Chamber has long supported laws barring discrimination, and continues to do so. It is also our belief that where legislation is justified, it should be tightly defined so as to specifically hit what it targeted, and nothing else. In this way, the cost of compliance is minimised and unintended waste of resources and opportunities may be avoided.

Our position on the recently concluded review exercise has come under criticism because it is regarded as a retrograde step away from a more equal society. If detractors had taken the time to read our submission, they would have noted that we unreservedly espouse the principle of fairness, but do not, however, feel the approach as proposed by the Equal Opportunities Commission warrants our full support.

As it stands, this consolidation exercise is less about bringing several laws under one roof than it is about expanding their provisions in ways that are fraught with problems. In particular, introducing an entirely new concept, the notion of comparable worth, is inappropriate in this context. Although the intention behind 'equal pay for equal value' is to ostensibly address low-paying jobs that are typically dominated by women, how does one begin to determine which occupations to compare and on what basis? Who decides? Imagine ranking firefighters and librarians as occupations deemed to be of 'comparable worth,' which the American state of Minnesota adopted in 1984. Imagine what could happen to the balance of labour between these two occupations if the effects of introducing a Statutory Minimum Wage are of any useful indication. Imagine the arbitrariness, distortions and inefficiencies that are produced as a result.

The following are just two examples, among many, of the newly proposed and overly expansive provisions. First, redefining marital status to include de facto relationships will add ambiguity and uncertainty where none is desired. Second, redefining racial discrimination to include nationality, citizenship or residency does nothing to address the challenges facing ethnic minorities in our society, while adding even more uncertainty and confusion. In both cases, it is far from clear where the broader community stands on these topics.

Your Chamber whole-heartedly supports and vocally champions equal opportunity as a matter of principle. We fully support the EOC in its mission to eradicate discriminatory practices and behaviour for the greater good of society. We do not, however, approve of systematic efforts to expand the concept of fairness at the expense of our free-enterprise system. ❀

檢討歧視條例

平等機會委員會（平機會）提出建議，以理順、簡化本港的各項反歧視條例，令條例與時並進，確保企業不用費時查找種種規定和限制，是可取的做法，值得支持。不過，必須注意的是：在未有適當的考慮下，整合法例亦會擴大法律的適用範圍。

總商會一直支持禁止歧視的法例，並將繼續貫徹反歧視的精神。我們同時認為，若立法適切合理，就必須嚴格界定其適用範圍，以針對特定的目標。這樣，遵循法例的成本就可盡量減少，避免不必要地浪費資源和機會。

對於近日結束的檢討諮詢，我們的立場被視為是邁向更平等社會的倒退，因而備受批評。假如批評者有細閱本會的建議書，就會發現我們全力支持公平的原則，但對平機會所建議的方式卻有所保留。

事實上，是次整合並不在於把若干法例合而為一，而是增加現有法例的條文，令不少問題隨之衍生。尤其是引入比較價值這個嶄新概念，在這種情況下並不恰當。儘管「同值同酬」的目的，表面上是針對主要由女性擔任的低薪工作，但如何選擇職業作出比較？有何準則？誰來決定？以美國明尼蘇達州為例，當地於1984年把消防員和圖書管理員列入「比較價值」的職業，試想像如果引入法定最低工資是有用的指標，會對這兩種職業之間的勞工平衡有何影響，結果只會造成武斷、扭曲和降低效率。

在眾多建議新增、保障範圍過度擴大的條文中，以下只是兩個例子。首先，重新界定婚姻狀況以納入事實關係，將令有關法例變得含糊不清。其次，重新界定種族歧視，把國籍、公民身分或居民身分加入保障範圍，並不能解決少數族裔在社會所面對的挑戰，反之只會產生更多混亂和不明確性。就上述兩個情況，實難以確定廣大社會對這些議題的取態。

總商會原則上全力支持和維護平等機會，並認同平機會的使命，致力消除歧視的做法和行為，為社會謀取更大的福祉。然而，我們不贊同透過制度來擴大公平的概念，最終付上損害本港自由企業制度的代價。❀

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Embracing Change

迎接轉變

The way the world does business is constantly evolving and Hong Kong must embrace change, not fear it, if we want to remain relevant in an ever shrinking world

隨著營商方式不斷演進，要在「日漸縮小」的世界中保持我們的影響力，香港必須迎接轉變，處變不驚

Hong Kong is at a political, social, and economic crossroads. To determine the best route forward, it is crucial that businesses, Government and society as a whole work together to find solutions to the problems we face, or our competitiveness could start to erode, business leaders told a full house at the Chamber's 20th Annual Hong Kong Business Summit on November 26.

Given Hong Kong's stable economic growth – the Chamber forecasts GDP to grow by 2 to 3% for the coming year – full employment, strong demand for trade and services, proximity to the Mainland ... many people feel we should be very optimistic about Hong Kong's future, not pessimistic.

“We have all those advantages, and many countries around the world would love to have what Hong Kong



has now,” said Andrew Brandler, Chairman, Sir Elly Kadoorie & Sons Ltd. “But for students camping on the street, Hong Kong is not delivering on their aspirations. This has to do with people feeling they do not have any say in their future. However, we need to work within the constitutional framework that we have got. It is not perfect. It is not ideal, but it is progress and one cannot step away from progress,” he added.

CC Tung, Chairman, President & CEO, OOIL, said Hong Kong is one of the freest economies in the world, and our rule of law protects those freedoms. So he questioned if the political protests are being used as a platform for people to raise their grievances, such as complaining about the cost of housing.

“If this is the case, let's deal with that, because if we are going to be tackling what we think is a political

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problem – when it is in fact a social problem – then we are going to be a very divided city,” he said.

China anxiety

Another key issue raised was the growing trend of distrust of the Mainland, as young people increasingly see China more as a threat than an opportunity.

Vincent Lo, Chairman, Shui On Group Ltd, said China has completely changed since he first went there for business in the 1980s.

“When you read the news about China, it is always negative. But if you go there, it is a completely different story. China is moving very fast, we need to make ourselves aware of what is happening in the country and capture those opportunities,” he said.

Allan Zeman, Chairman, Lan Kwai Fong Holdings,

Ltd, echoed his views, adding that young people in the Mainland, who now are very much like youngsters in any other country, are very optimistic and see a bright future.

The fact that China is advancing rapidly has some people worried. Shanghai is on target to be an international financial centre by 2020, so will Hong Kong’s role as the leading financial centre in the Mainland be eclipsed?

Lo said there is no guarantee that we will always have that role. “I do not believe Hong Kong will be the only financial centre in the Mainland. We will be one of them, but even that is not a given. We need to compete for our position and prove our worth,” he said.

Brandler echoed his views: “Shanghai will likely be the dominant financial market of China as its domes-



We need to work within the constitutional framework that we have got. It is not perfect. It is not ideal, but it is progress and one cannot step away from progress.

我們要在既有的政制框架下行事。儘管並非完美，也不是最理想，但至少有所進展，人總不能拒絕進步。

– **Andrew Brandler**, Chairman,
Sir Elly Kadoorie & Sons Ltd.
嘉道理父子有限公司主席 包立賢



tic capital market undergoes exponential growth in the coming decades grows, but Hong Kong will have a niche role.”

All speakers viewed closer integration with the Mainland as an essential positive step forward. Making progress will have to be driven by government, and that includes more transparency and information to allow people to be optimistic about the opportunities, rather than worrying about misperceptions.

“One thing that worries me is this very strong anti-China feeling in Hong Kong. That is terrible and storing up big problems. We have to integrate more rather than

say the Mainland is a threat to our competitiveness and way of life,” said Brandler.

Summing up the morning session at the summit, HKGCC Chairman YK Pang said, “Recurring themes that speakers focused on were ensuring people’s aspirations are met, tackling the housing shortage, moving forward on constitutional reform and that Government proactively drives forward economic integration with the Mainland. We cannot duck these challenges or soft-peddle them. It is crucial that we address people’s concerns so that we can all focus on, and benefit from, the many positives that Hong Kong has to offer.”

Reinvigorating the Entrepreneurial Spirit

‘Tycoon’ has become something of a dirty word in recent years, as businesses get blamed for many of societies’ woes, while fear of competition from the Mainland is eroding Hongkongers’ optimism about their future prospects. Unless people’s concerns and aspirations can be satisfied, Hong Kong could be in for a bumpy future.

On the General Committee Panel Discussion, moderated by entrepreneur Dr Aron Harilela, business heads shared their views on these challenges and how we can find a way forward.

Pumping Iron

By 2020, Mainland China will likely be the world’s largest economy. The growth of North Asia and Southeast Asia will see an explosion in middle-class consumption, and the renminbi may even have become a G4 currency.

Benjamin Hung, Regional Chief Executive Officer, Greater China, Standard Chartered Bank (HK), said he sees these two markets as a vertical dumbbell, with the top weight being the Mainland and India, and the bottom weight being Southeast Asia. “Hong Kong is the bar linking them together. But it has some stress points – pollution, housing prices ... lack of upward mobility – and if these remain unchecked, they will be exacerbated over time,” he said.

Hong Kong can connect these two huge markets, but if we do not address the issues, others will take our place. Hung

said corporations must ensure they do not just focus on making profits, that businesses give back to the community, lend support to tackling pollution and promoting diversity, etc. Economically, he believes Hong Kong’s future is bright if we play our roles well, but corporations also need to contribute to ensure the bar of the dumbbell is strong.

Land of Opportunity

John Slosar, Chairman, Swire Pacific, said it is vital for all people to have a sense of hope so that they aspire to improve their lives. The Mainland should be seen as a land of unbridled opportunity, not something to be feared.

“China should be seen as a land of opportunity, a place for people to set up their own businesses, and we need to get that message across to more people,” he said. “When we

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有關中國的新聞總是負面的。但假如你親身到國內走走，就會發現實際情況截然不同。中國正迅速發展，我們要緊貼大局，把握機會。

– *Vincent Lo, Chairman, Shui On Group Ltd.*
瑞安集團主席 羅康瑞



Innovative business model

Capping off the summit during the keynote luncheon address, Victor Fung, Fung Group Chairman, was very positive about opportunities that Hong Kong can take advantage of. He said 630 million middle-class people will emerge in China in the coming decade, which not only presents huge opportunities for businesses, but also for changes in the way people do business.

On the wider horizon: “The next 30 years will see the emergence of 3 billion new middle-class people, powered by rising incomes in Asia, particularly China and India, and opportunities for business and job creation for Hong Kong will be greater in the next 30 years than in the past 30 years,” said Fung.

Recollecting the success that Hong Kong enjoyed after shifting its manufacturing economy to the Mainland, he

wanted to post people to China 15 years ago, it used to be very hard to find someone willing to go there. These days, that has totally changed, and our young graduates even ask to be posted in China so that they can get that experience and exposure.”

His young staff are engaged with the Mainland. They understand about what is happening across the country, “so

we need to connect more with people to let them know about China and open their eyes to the opportunities it offers.”

Building Trust

Betty Yuen, Vice Chairman, CLP Power Hong Kong, said she feels businesses’ credibility with the public has declined,



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Over 400 people attended the Chamber's 20th Annual Hong Kong Business Summit on November 26 to hear business icons share their views on what Hong Kong should be focusing on in the coming years, as well as what needs to be done to ensure we remain one of the world's leading business hubs.

總商會於11月26日舉行第20屆「香港商業高峰會」，吸引逾400人出席，會上商界領袖闡釋香港未來應專注處理的工作，以及如何確保我們繼續成為全球領先的商業樞紐之一。



Cover Story 封面故事





said we need to find another new innovative business model. We need to be similarly bold in seeing change as a positive driver not a threat to our existing way of life.

“The whole world is moving towards a new economic model. Nobody can continue to do what they have been doing. We need to find a new set of innovative business models in light of the changing business world and be the first ones to perfect the transition,” he said. “Hong Kong has done this time and again. I am not inventing anything new here. We have these capabilities, and we need to put them together and build new ideas.”

Chamber CEO Shirley Yuen said it was clear from speakers that integration with the Mainland, engagement with the community to address their aspirations, grievances, and closer communication among parties is essential for building a better Hong Kong.

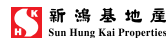
“Our speakers also pointed out that it is essential Hong Kong continues to invest in the hardware to keep driving growth forward. Projects like the high-speed rail, the new bridge, the third runway, etc are crucial for this integration and retaining our competitiveness,” she said. “We also need to pay close attention to ensuring our young people, who will be the future leaders of Hong Kong, have the opportunities to learn and grow in a changing world, and that they embrace these changes.”

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and people view businesses as dishonest, self-interested and their success is at the expense of the public.

Ignoring public perceptions and expectations will be to the detriment of any business strategy. Customers have different expectations, “but in any strategy, not just business, if you do not engage people then you are doomed to failure,” she said.

She also suggested that businesses play a more active role in politics, even though they prefer to be apolitical, as well as in engaging with the community. Given the Government’s credibility is seen as very poor among the public. Information in the media is often one side of the story and biased. “So obviously the public’s perception of businesses is negative, because that is all the information they are getting. The business community has to communicate with people, be transparent and open, then people will be better informed,” she said.

Time for Change

Dr Allan Zeman, Chairman, Lan Kwai Fong Holdings, said Hong Kong is at a crossroads. “The system is broken and unless we sit down and think about the way forward, I am pessimistic about our future, even though I am the eternal optimist,” he said.

People in China criticize government and vent their grievances, as people do in any country, but rapid changes in cities across the Mainland are improving people’s lives and creating an energy and optimism that used to buzz through Hong Kong.

“The way Government runs has to change. LegCo has to change. Businesses have to change. Today it is a swear word to say you are a tycoon. When I was growing up I used to look up to tycoons. I wanted to be successful like them. So we must get our house in order first before we can go forward. We cannot run away from the issues affecting Hong Kong,” he said.

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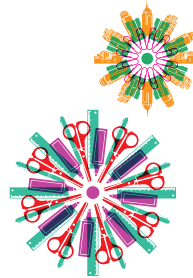
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重振企業精神

近年，商家似乎已被冠以負面的形象，因為企業被批評為眾多社會問題的源頭，而港人面對內地的競爭亦感到恐懼，影響了他們對未來的信心。除非市民的關注和訴求得到滿足，否則香港前景將面臨重重考驗。

在企業家夏雅朗博士主持的理事研討會上，多位商業領袖分享對上述挑戰的看法，並探索未來前路。

舉重的比喻

到了2020年，中國內地很可能成為全球最大的經濟體。北亞和東南亞的增長，將帶動中產消費激增，而人民幣甚至會成為四大工業國貨幣。

渣打銀行（香港）有限公司中華地區行政總裁洪丕正表示，這兩個市場好比一個垂直的啞鈴，上邊是內地和印度，下邊是東南亞。他說：「香港是中間的手柄，把兩邊連接起來，但其本身亦面對污染、房價、缺乏向上流動機會等壓力，如果不處理這些問題，情況就會日漸惡化。」

香港可聯繫這兩大市場，但假如我們不設法解決上述問題，就會被其他競爭者取代。洪丕正指出，企業不能只顧賺錢，他們也得回饋社會，協助處理污染和推動多元發展等。經濟方

面，他認為香港若能穩守角色，前景將一片光明，但企業也得作出貢獻，確保啞鈴之間的手柄維持穩固。

機遇處處

太古股份有限公司主席史樂山說，市民必須對未來抱有希望，才能有改善生活的動力，而且應視內地為一片機遇之地，不應存有恐懼。

他說：「中國處處商機，是創業營商的好地方，我們要讓更多人了解實情。」他續稱：「15年前，要派遣員工到中國極之困難，因為甚少人願意前往內地工作。現在，這個情況已徹底改變，年輕畢業生甚至主動要求被調派到中國，以吸取經驗和擴闊視野。」

總商會第20屆「香港商業高峰會」於11月26日舉行，全場座無虛席。會上，一眾演講嘉賓均表示，香港正處於政治、社會和經濟的轉捩點。要規劃最好的發展路向，商界、政府和社會必須合力尋找方案，以解決我們面對的問題，否則本港的競爭力將會減弱。

鑒於香港經濟穩定增長——本會預測來年GDP增幅為2至3%，加上全民就業、貿易及服務需求強勁，以及鄰近中國……許多人認為我們應該對香港的未來感到相當樂觀，而非悲觀。

嘉道理父子有限公司主席包立賢說：「我們享有種種優勢，全球許多國家都渴望擁有香港現有的優勢。」他續說道：「但對留守街頭的學生來說，香港未能滿足他們的訴求，這與市民認為自己無法主宰個人未來有關。然而，我們要在既有的政制框架下行事。儘管並非完美，也不是最理想，但至少有所進展，人總不能拒絕進步。」

東方海外（國際）有限公司主席、總裁及行政總裁董建成表示，香港是世界最自由的經濟體之一，法治精神能保障我們的自由。因此，他質疑政治示威活動已被用作市民表達不滿的平台，例如對房屋問題。

他說：「如果是這樣，便應從此方面著手處理。因為假如我們以政治方式解決問題，但實際只是房屋問題，社會便會變得十分分化。」

恐華心理

另一項重要議題為愈來愈多年青人對內地不信任及恐懼，認為內地對他們帶來威脅，多於帶來機遇。

瑞安集團主席羅康瑞表示，自80年代開始在國內營商以來，

內地已經歷了不少轉變。

他說：「有關中國的新聞總是負面的。但假如你親身到國內走走，就會發現實際情況截然不同。中國正迅速發展，我們要緊貼大局，把握機會。」

蘭桂坊控股有限公司主席盛智文博士認同他的見解，並指與其他國家一樣，現時內地的年青人都很樂觀，並對未來充滿希望。

事實上，中國的飛速發展，令不少人感到擔憂。上海的目標是在2020年成為國際金融中心，這會否令香港作為內地領先金融中心的角色變得黯然失色？

羅康瑞指出，我們無法保證能永久保住這個角色。他解釋：「香港將不會是內地唯一的金融中心，只會是其中之一，但亦非理所當然。我們要爭取這個地位，證明我們的價值。」

包立賢和應說：「上海很可能成為內地主要的金融市場，因為當地的資本市場將於未來數十年經歷急劇增長，而香港則會扮演獨特的專業角色。」

一眾講者都認為，與內地加強融合，是邁步向前的重要一步。要取得進展，就需要政府推動，如提高透明度和增加資訊，讓市民對未來機遇感到樂觀，消除誤解。

包立賢說：「在香港，反內地的情緒很強烈，令我感到憂慮。這是可怕的現象，並將累積成為更嚴重的問題。我們應該彼此融合，不應視內地為一種威脅，影響我們的競爭力及生活方式。」

總商會主席彭耀佳在總結上午會議時表示：「演講嘉賓談論的議題包括滿足公眾的期望、房屋短缺問題、推進政制改革，以及積極推動與內地的經濟融合等。」他說：「我們不應迴避



他的年青員工熟悉內地事務，了解國情。「因此，我們要加強溝通，讓人認識中國，洞悉和把握當地所提供的機遇。」

建立信任

中華電力有限公司副主席阮蘇少涓認為，公眾對商界的信任度比以前低，市民視企業為不誠實、只顧利己的商人，為了取得成功，或會犧牲大眾的利益。

忽視公眾的想法和期望，對任何商業策略都會帶來負面影響。由於顧客的期望各有不同，她說：「在推行業務或任何策略的過程中，若不讓相關人士參與其中，只會失敗收場。」

她亦建議，儘管商界傾向政治中立，但也應更積極參與政治，以及加強社區工作。鑒於公眾對政府的信任程度欠佳，媒體資訊往往一面倒，存在偏見，她故此表示：「大眾對商界的印象顯然都是負面的，因為這已是他們掌握的所有資訊。商界

要與市民溝通，做到透明、開放，市民才會更清楚了解事實。」

是時候改變

蘭桂坊控股有限公司主席盛智文博士指出，香港正處於轉捩點。他說：「制度已經受損，除非我們坐下來好好思考前路，否則即使我是一貫的樂天一族，我對未來亦感到悲觀。」

中國人跟其他國家的公民一樣，都會批評政府，表達不滿，但隨著內地城市急劇變遷，令人民的生活不斷改善，這創造了一股動力和樂觀氣氛，能夠感染香港。

他說：「政府的運作方式、立法會和商界都必須改變。現在，商人的身分好比一種禁忌。我小時候很仰慕商家，渴望像他們般成功。所以我們必須擁有自己的房子，才能繼續向前邁進。我們不能迴避影響香港的議題。」

Rising consumption in China presents a huge opportunity for Hong Kong to support this growth. We welcome thousands of companies who come to Hong Kong to test their products, build brand awareness among Mainland tourists, and use us as a springboard into China.

中國內地消費上升，為香港帶來龐大的機遇，以支持有關增長。我們歡迎數以千計的企業來港測試產品、提高內地旅客對品牌的認知，並以香港作為進軍中國市場的跳板。

– **CC Tung**, Chairman, President & CEO, OOIL
東方海外（國際）有限公司主席、總裁及行政總裁
董建成



或輕視這些挑戰，必須處理公眾關注的議題，才能專注發展，並受惠於香港的眾多優勢。」

創新商業模式

馮氏集團主席馮國經最後發表主題演講，表示對本港未來的機遇感到非常樂觀，並指出內地的中產階級人數將於未來十年間增至6.3億人，不單能為企業帶來龐大的商機，亦將改變我們的營商方式。

從廣泛的角度來看，馮國經說：「受亞洲（特別是中國和印度）收入上升所帶動，未來30年會有30億新中產崛起，企業的商機和本港的職位均會比過去30年多。」

回想本港當初把製造業遷往內地後所取得的成功，他認為我們是時候尋求另一種創新的商業模式，敢於視挑戰為正面的動力，而非對我們的現有生活方式造成威脅。「全球正趨向新的經濟模式，沒人能置身事外。鑒於商業世界瞬息萬變，我們需尋求嶄新的商業模式，務求率先完成過渡。」他表示：「正

如香港一而再、再而三地適應變化一樣，我們向來具備卓越的適應力，並需把有關能力整合成新的想法。」

總商會總裁袁莎妮表示，眾多演講嘉賓都清楚地指出，香港必須與內地進一步融合，政府亦要積極接觸社會各界人士，設法應對他們的訴求，以及加強各階層的緊密溝通，才能建立更美好的香港。

「我們的講者同時指出，香港必須在基礎設施上繼續投放資源，方能進一步推動增長。高鐵、港珠澳大橋、第三條跑道等基建項目，都對兩地融合，以及維持本港的競爭力極為重要。」她又說：「我們亦要密切關注年輕人的發展，確保本港的未來領袖能在多變的環境下學習和成長，日後得以處變不驚，迎難而上。」

Members can watch the Business Summit on the Chamber's website

會員可登入總商會網站，觀看商業高峰會內容



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傑出工業家鍾志平博士：要勇於創新

鼓勵業界開拓工業發展新領域

香

港工業曾經是本地的經濟支柱，當年不少白手興家的工業家，憑著無比的拼勁和毅力，成就了本地經濟急速起飛的傳奇故事。時至今日，香港已成為舉世知名的國際金融城市，工業界應如何憑借此獨有優勢，探索新的發展方向，年輕一代又應如何把握當前機遇，傳承上一代工業巨人的實幹和勇於挑戰的精神，在工業界大展拳腳？

2014年度傑出工業家獎得主鍾志平博士，人稱「電鑽大王」，縱橫香港工業界逾40年。他將一間寂寂無名的OEM電鑽廠，發展成一間版圖拓展至歐美多國，領導全球家居裝修及建造業之專業產品生產商，成績斐然。同時，鍾博士亦致力推動香港工業發展，培育人才，關愛社會，為企業家的典範。

以科技及設計提升品牌 積極拓展內地市場

問道鍾博士有何成功秘訣，他認為企業必須與時並進，不斷變革創新。香港工業過往側重於OEM原件生產，以低廉的生產成本來提高利潤。惟今天面對來自內地、越南、孟加拉等地的競爭，若只著眼於低廉生產成本，難以讓企業長遠發展。

因此，他認為企業必須打破常規，升級轉型，向高增值發展，從設計及科技入手，提升產品的獨特性，並發展品牌，才能維持競爭優勢。近年不少本地企業都已經開始規劃高增值的策略，投放更多資源在產品及技術研發上，為香港工業帶來一番新氣象。

鍾博士又認為，要長遠發展，企業必須擴大市場，特別是內地這個龐大的內銷市場，其潛力是不容忽視。現時政府亦有提供有關專項基金，資助企業推行各種項目，包括發展品牌、業務升級轉型及促進於內地市場的銷售等。他建議中小企業善用這些資助，藉以提升競爭優勢，以便打入兵家必爭的內地市場。



● 鍾博士(左四)鼓勵企業在發展業務之餘不忘公益慈善，圖為香港外展訓練學校舉行的周年籌款活動。



● 商務及經濟發展局局長蘇錦樑頒發予2014年「傑出工業家獎」得主鍾志平博士，表揚他對工業界的貢獻。

支持業界積極拓展創新 把握國際金融中心的優勢

鍾博士對香港工業充滿信心，他鼓勵業界，特別是年青一代要有拼搏精神，勇於創新，將產品結合新科技，積極開拓工業的新領域。他認為企業可透過香港各大商會，獲取更多促進業界技術、貿易及投資等發展的資訊，擴闊視野，提升自身的競爭力。

香港既為國際金融中心，企業必須把握這個優勢，除了透過香港完善的銀行體系集資外，亦可善用相關的銀行服務，進一步發展業務，壯大市場。「回顧過去數十年來，香港經濟曾面臨不少重大考驗，當中不少中小企都曾經遇上資金周轉的問題，能夠雪中送炭的銀行對企業渡過這些難關是非常重要的，互相信任及長遠的夥伴關係就在這時候建立起來。」鍾博士認為銀行的角色十分重要，亦希望銀行隨著香港經濟發展而變革、創新，與企業共同為香港的繁榮穩定作出貢獻。

推動工業之餘不忘公益慈善 回饋社會

鍾博士除熱心推動工業發展外，亦經常帶領業界參加海外交流團，讓工業家更了解海外市場，觀摩外地的新科技發展。近年，他決心投入更多時間於慈善及公益事業：「我在社會工作了四十多年，有感自強不息之餘，亦要回饋社會，幫助社會上有需要人士。」所以他創辦了鵬程慈善基金，亦身兼香港小童群益會執行委員會主席，特別關注職業教育及兒童發展。

作為一位經驗豐富的資深前輩，鍾博士有見於現時社會朝著知識型經濟發展，認為培育年輕一代對香港未來發展極為重要，特別是職業教育。他亦是政府委任的推廣職業教育專責小組主席，

為香港未來工業發展培育人才。鍾博士表示，企業應該履行社會責任，他欣喜地看到夥伴銀行亦積極參與環境保護、文化教育、體育藝術等不同的公益慈善活動，在發展業務之餘不忘為社會出一分力，長遠而言對企業及社會均帶來正面的影響。

鍾博士簡介：

鍾志平博士，銅紫荊星章，太平紳士，創科實業聯合創辦人及非執行董事，香港工業總會前主席。他擁有英國華威大學工程博士及澳門城市大學工商管理博士學位。1997年獲香港青年工業家獎、2012年獲香港工業專業評審局頒發傑出成就獎及2014年獲傑出工業家獎。

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Business Prospects for 2015

This year's Business Prospects Survey, conducted amid traffic chaos and political uncertainty reflected members' concerns about Hong Kong's competitiveness, its institutions and the challenges ahead. It also reminded us that our strengths are more durable than our troubles, and that we remain an excellent place to do business.

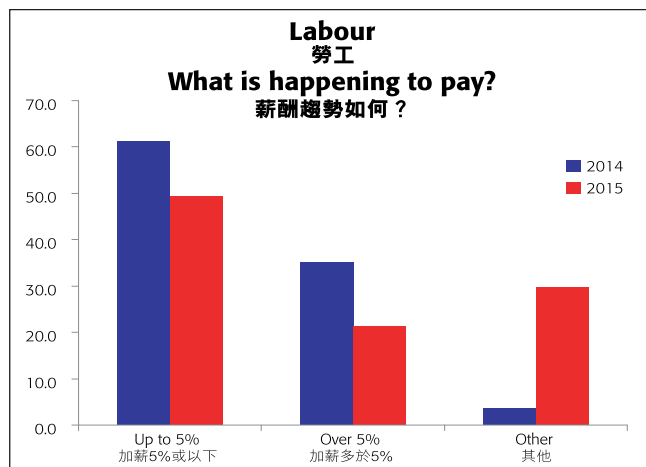
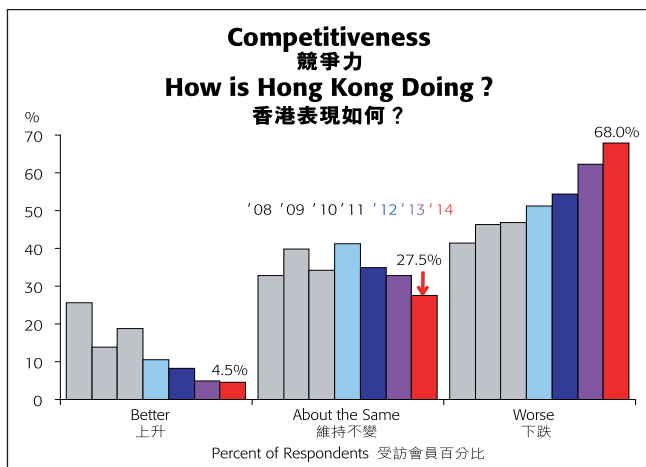
The outlook for 2015, however, was downbeat. Just under 70% of respondents expect real GDP growth of just 2- 3%, and a further 16.8% predict no better than 0-1%. That undoubtedly reflects poor economic news out of Europe and Japan, and perhaps some worries about the impact of the end of extraordinary monetary policy in the US. Members also expect consumer inflation to rise 2-4% (46.1%), or more (a further 37.4%).

Competitiveness is the heart and soul of our economy; aside from geography, we don't have much else that separates us from the rest of the pack. Top of the list, which in this case means scores of 8 or better out of

Put it all together, and 242 of our 369 respondents (68%) decided our competitiveness was deteriorating. An additional 27.5% thought it was holding steady and the rest saw improvements. That's a pattern that has been evident in our surveys for many years, as shown in the first graph. In response to a different question, 78.3% agree that Hong Kong is still competitive, but perhaps less so than in the past. And, among other cities in Asia only Singapore comes close to being "generally better."

So, what needs to be done? The top issues identified by respondents are longer term government planning (an impressive 80.3% approval rating), improving the quality of life and cost of doing business (78.9%), labour and skills availability (75.5%) and, of course, politics (75.5%).

When we ask members to put the taxpayers' money where their mouths are, 61.2% would invest more in land for housing and office space. Second place goes to the environment (56.4%) and third place honours to



a possible 10, are the tax regime (64.4% of respondents rate it highly), the legal and regulatory environment (59.2%) and the free flow of information (50.4%). Perhaps unsurprisingly given the timing, 32.1% gave marks of 3 or less to government and the political system.

Filling out the "not bad, could be better" ranks between 4 and 7 points are human resources (71.4%), the quality of life (69.7%), the education system (67.5%), manpower sufficiency (65.1%), the cost of doing business (60.7%) and the quality of the civil service (60.3%). Interestingly, 23.8% gave low (1-3 points) marks to the cost of doing business, while just 15.5% gave it a score of 8 or better.

tertiary education and vocational training (51.1%).

Environmental concerns stretch beyond air pollution, which 88.6% thought to be the main environmental area in need of greater attention. They also cited waste disposal issues (69.9%). The solutions include subsidizing the recycling industry (supported by 73.2% of respondents), building waste incinerators (71.8%) and charging households for domestic waste disposal (61.5%).

Labour issues have featured prominently on members' agendas in recent years. In 2014, 61% raised wages, including 37.4% by up to 5%, and 21.4% higher than that. Next year, 49.2% anticipate paying staff up to 5% more and 17.9% between 5% and 10%. Overall, the cost

2015年商業前景

在交通混亂和政治不明朗的背景下，今年的商業前景問卷調查結果除了反映會員對香港競爭力、制度和未來挑戰的關注，亦提醒了我們本港的優勢能夠經得起考驗，讓我們得以繼續成為卓越的營商地點。

然而，會員對2015年的前景看淡。不足七成受訪會員公司預期實質GDP增長只有2至3%，另有16.8%認為增幅為0至1%。這無疑反映了歐洲和日本的不利經濟消息，以及部分人或憂慮美國結束特殊貨幣政策的影響。會員亦預料消費者通脹上升2至4%（46.1%）或以上（37.4%）。

競爭力亦是本港經濟的核心；除了地理位置優越，受訪者認為我們沒有太多過人之處。當中名列前茅，即從最高10分之中取得8分或以上，分別是稅制（64.4%受訪者對此評分甚高）、法治及規管環境（59.2%），以及資訊自由流通（50.4%）。考慮到調查進行的時間，32.1%的受訪會員對政府及政制的評分為3分或以下，亦不足為奇。

評價為「表現不錯，但可以更好」，即介乎4至7分的範疇包括：人力資源（71.4%）、生活質素（69.7%）、教育制度（67.5%）、勞工供應（65.1%）、營商成本（60.7%），以及公共服務質素（60.3%）。有趣的是，23.8%的會員企業對營商成本的評分較低（1至3分），只有15.5%給予8分或以上。

綜合來說，在369家受訪企業中，有242家企業（68%）認為本港競爭力正在下降，另有27.5%表示維持穩定，其餘則認為有所改善。圖一顯示，有關趨勢與我們過往多年的調查結果一致。在回應另一問題時，78.3%的受訪者認同香港仍具競爭力，但優勢或已減弱。另外，在其他亞洲城市中，只有新加坡的競爭力「普遍較佳」。

那麼我們需採取甚麼行動？受訪者認為最重要的是更長遠的政府規劃（多達80.3%）、改善生活質素和營商成本（78.9%）、勞工及技能供應（75.5%），還有政治（75.5%）。

當被問及應把公帑投放何處去，61.2%受訪會員表示應在房屋及辦公室土地方面投放更多資源，其次為環境（56.4%），第三位是專上教育和職業培訓（51.1%）。

環境議題引起了會員的關注，有88.6%受訪者認為空氣污染是需要多加注視的主要環保領域。此外，他們亦關注廢物處理

of labour is a greater concern (52.6%) than the cost of complying with labour regulations (24.1%). These questions, it should be noted, specifically did not cover staff paid a minimum wage.

When they can find suitable people to fill vacancies, respondents said there is room for improvement in work attitudes, such as a sense of responsibility or commitment (62.1%). English and other non-Chinese language skills need attention, according to 58.3%, and a better global or multi-cultural perspective would also be welcome (56.4%).

On the other side of the boundary, pay rose 10-15% for 24.7% of respondents doing business on the Mainland,



問題（69.9%），而解決方案包括為回收業提供津貼（73.2%）、興建廢物焚化爐（71.8%），以及推行家居廢物棄置徵費（61.5%）。

近年，勞工議題已成為會員的焦點。2014年，61%受訪僱主調升了僱員薪酬，當中有37.4%加薪達5%，另有21.4%的加幅超過5%。展望明年，49.2%受訪者計劃加薪至5%，預計增幅介乎5至10%的則有17.9%。整體而言，會員比較關注勞工成本（52.6%），多於勞工規例的遵循成本（24.1%）。值得注意的是，上述問題並未涵蓋賺取最低工資的員工。

當僱主聘得合適的人才填補空缺，接下來需要改善的地方是僱員的工作態度，如責任感或投入度（62.1%）。有58.3%的受訪僱主指出，英語和其他非華語的語文能力亦需要多加留意，而國際或跨文化視野亦十分重要（56.4%）。

內地方面，24.7%在內地營商的受訪會員向內地僱員加薪10至15%，另有17.1%加薪最多10%，而加幅超過15%的則有13.2%。儘管薪酬是受訪者特別留意的一環，惟其他事務如文化與營商方式的差異，亦為46.9%在內地經營的受訪公司帶來挑戰。知識產權保障不足（36.8%），以及低成本的本地競爭或其他選擇（31.7%），亦是他們的憂慮。

本年度調查的回應率高，與過往結果普遍一致。這似乎顯示，受訪會員認為短暫的困境不會改變我們的基本優勢及挑戰。✿

up to 10% for 17.1% and over 15% for 13.2%. While pay received special attention, other matters such as differing cultures and approaches to business presented challenges to 46.9% of companies operating on the Mainland and responding to our survey. Weak intellectual property protection (36.8%) and low-cost competitors or alternatives (31.7%) also generated sleepless nights.

Perhaps the most surprising outcomes of this year's exercise were the high level of response and the general consistency with previous results. This would seem to indicate that respondents felt short-term difficulties won't change the fundamental advantages, and challenges we face. ✿



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

Q-3 GDP Holds Steady

第三季GDP維持穩定

Hong Kong's GDP rose 2.7% in the third quarter, up from 1.8% in the second quarter and 2.6% in the first three months of the year. The official expectation is for the economy to grow 2.2% in 2014. As we have already recorded 2.4% real growth in the first nine months of this year, the implication is that the October-December period will be the slowest in 2-1/2 years. The first graph illustrates the downward trend.

Trade, always the driver in our economy, slowed. Goods and services exports eased two-tenths of a point, to grow 1.3% over July-September 2013. The import side of the ledger picked up half a point, to 1.5%. Domestic demand improved slightly, from Q-2's 1.9% rise to the latest, 2.2% figure. The convergence of domestic and foreign influences on the economy appear in the second graph.

This year's poor capital investment at was wholly due to the private sector. Public works expanded 6.6% in the first three months, while private investment (about 80% of the total) fell 4.6%. Many believe labour shortages and delayed approvals are to blame.

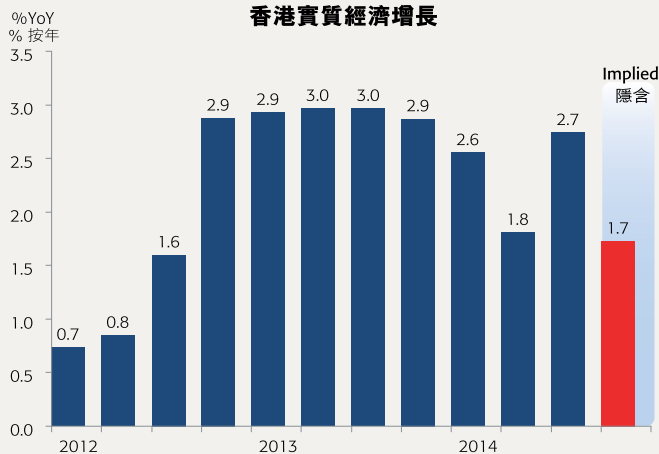
Private consumption picked up from an unusually slow first half, rising 3.2% after squeaking out less than half that rate in January-June. Durable goods rose 4.5%



after dropping 5.2% in Q-2. That earlier drop matched a fall in visitor spending in Hong Kong, reflecting the steep decline in big-ticket luxury items that has shown up in monthly retail sales volumes.

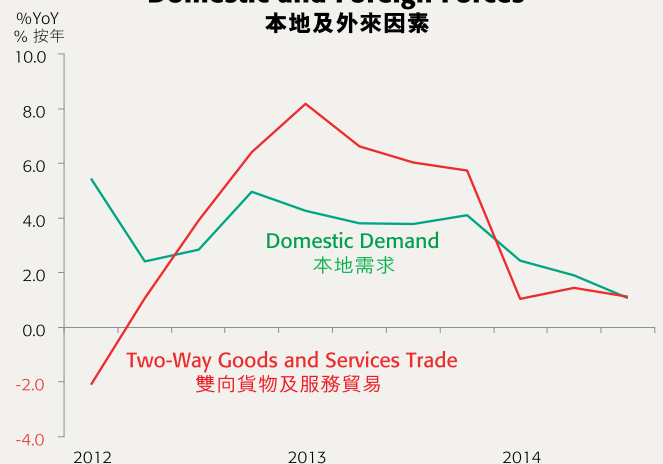
As noted elsewhere, the news out of the rest of the world is not encouraging. Although rising from a low base is generally easier than building on a strong one, Hong Kong is not likely to produce the kinds of growth rate in 2015 that we tend to expect. Real GDP is forecast to rise between two and four percent next year, with the risks mostly on the downside. If the U.S. raises interest

Hong Kong's Real Economic Growth
香港實質經濟增長



Graph 1 圖一

Domestic and Foreign Forces
本地及外來因素



Graph 2 圖二



rates in the third quarter, and the global economy reacts badly, even the low side of our forecast may be optimistic.

Unlike Europe and the U.S., Hong Kong is facing uncomfortable inflation. Consumer prices, as measured by the broad, composite index, rose 6.6% in September, the fastest increase in 14 months. More worrying, CPI-A, which tracks prices for households spending \$4,500-\$18,499 per month, shot up 12.3% in September, the fastest pace in 38 months. However, three-quarters of the rise is due to fiscal outlays a year earlier. As such, we expect overall inflation to be about 4% in 2015 🌸

香港的GDP於第三季上升2.7%，高於第二季的1.8%和今年首三個月的2.6%。政府對2014年的經濟增長預測為2.2%。鑒於今年首九個月的實質增長已達到2.4%，意味著10至12月期間將錄得兩年半以來最緩慢的增長。圖一顯示下行趨勢。

一直為本港經濟提供動力的貿易，亦見放緩。貨物及服務出口減少0.2%，但仍較2013年7至9月份多出1.3%。進口則增加0.5%至1.5%。本地需求略有改善，從次季的1.9%上升至最新的2.2%。本地和外來因素對經濟的綜合影響，可見於圖二。

資本投資今年表現差勁，全因私營部門所致。公共工程於首三個月增長6.6%，惟私人投資（佔整體約80%）卻減少4.6%。很多人把此現象歸咎於勞工短缺和審批延誤。

私人消費於上半年增長異常緩慢，在第三季表現好轉，增幅達到3.2%，相當於1月至6月份的一倍有多。耐用品在第二季下跌5.2%後，於第三季上升4.5%。較早前的跌幅與訪港旅客消費減少的情況吻合，從每月的零售業銷貨量可見，高價奢侈品的銷情大跌。

如先前所述，全球各地的前景亦不容樂觀。儘管較低的基數一般會比較高的基數易於取得增長，惟香港在2015年達到預期一般增幅的機會不大。預測來年的實質GDP增長將介乎2至4%，主要面對下行的風險。若美國於第三季加息，而全球經濟反應欠佳，即使增長只有我們預測範圍的較低水平，也顯得比較樂觀。

有別於歐美，香港正面對通脹問題。以廣義的綜合指數計算，消費物價於9月份上升6.6%，是14個月內的最快增速。更令人憂慮的是，甲類消費物價指數涵蓋每月開支介乎4,500至18,499元的住戶，在9月份激增12.3%，是38個月以來的最快增速。然而，當中有四分之三增幅乃來自一年前的財政支出。因此，我們預料2015年的整體通脹率為4%左右。🌸

Real GDP: Slow Growth Will Continue
實質GDP：增長持續放緩



Graph 3 圖三

The Joker's Downfall

小丑的墮落

Ian Robinson tells a true story of murder, mystery and mayhem which led to the biggest corporate collapse in Hong Kong history

Ian Robinson 揭露一宗涉及謀殺、懸疑和暴行的真人真事，是本港歷來最大宗的企業倒閉事件

Journalists love a good story, and the Carrian case that shook Hong Kong in the 1980s was viewed by many as a best-seller waiting to be written. Some tried to piece together the complicated twists and turns of the story, but laying out a clear, accurate account of Hong Kong's most notorious accounting fraud case often led to dead ends – until now.

For the uninitiated, the story began in 1977 when an engineer from Singapore started a pest control business. In the span of just two years, he had set up a holding company, bought properties around Hong Kong worth billions of dollars and floated one of its subsidiaries on the stock exchange at \$6 per share. The following year, the stock had rocketed to \$17.90 per share and the Carrian Group was the darling of Hong Kong investors.

In late 1982, a slump in the property market caused cash flow problems for the company, the banks tried to do a restructuring but after the murder of a Bank Bumi employee everything came crashing down and the Banks called in the liquidators in October 1983. By the end 1983, it had become the biggest corporate collapse in Hong Kong's history, and the start of a long and unbelievable trail of deceit and deception.

In hindsight, the rise – and fall of Carrian – was peppered with red flags. But for that Singaporean engineer, George Tan, and his investors at the time, they believed they had the Midas touch.

Call in the liquidators

The man behind the liquidation of Hong Kong's biggest corporate collapse was forensic accountant Ian Robinson. During his 11 years working on the case, he and his staff were intimidated and beaten up as they went about liquidating the

group's assets. He has decided to tell his story of the murder, mystery and mayhem in his new book: 'The Joker's Downfall.'

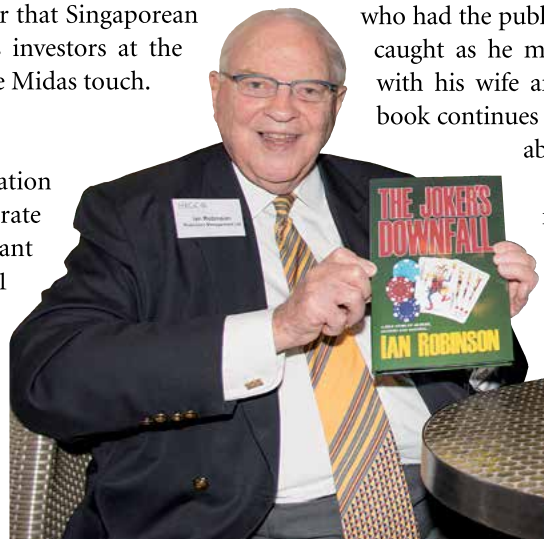
The book might seem to be the work of an overly imaginative fiction writer, "but everything in the book is true. Fact is definitely stranger than fiction in this case as even a novelist would have difficulty stretching their imagination as far as real incidents that happened with the Carrian case," said Ian.

But why write the book 25 years after the case? He was inspired after reading about the life of his ancestor William Robinson, who himself wrote a book after many close shaves with death.

William signed up to serve in the British Royal Navy on May 9, 1805, and just months after enlisting found himself in the middle of the famous Battle of Trafalgar. He managed to survive that and many battles over the next six years, until one morning in 1811, decided not to return to his ship after his shore leave was up.

He kept a low profile as desertion was punishable by death. But 25 years later, he decided to write a book under the name of Jack Nastyface, about his service in the Royal Navy, which he titled "Nautical Economy." The book didn't go down well with the Navy nor government, who had the publisher arrested. William was never caught as he managed to emigrate to Australia with his wife and three children. Ironically, his book continues to be reprinted and is even available on Amazon today.

"William obviously had experienced some remarkable and difficult times and was compelled to put his experience in writing. So, four generations and nearly 180 years later, I too am inspired to do the same," said Ian.





The Joker's Downfall

In the 11 years that Ian spent doing the liquidation of Carrion Investments Limited, there were six deaths, with some of the victims being very high profile public figures.

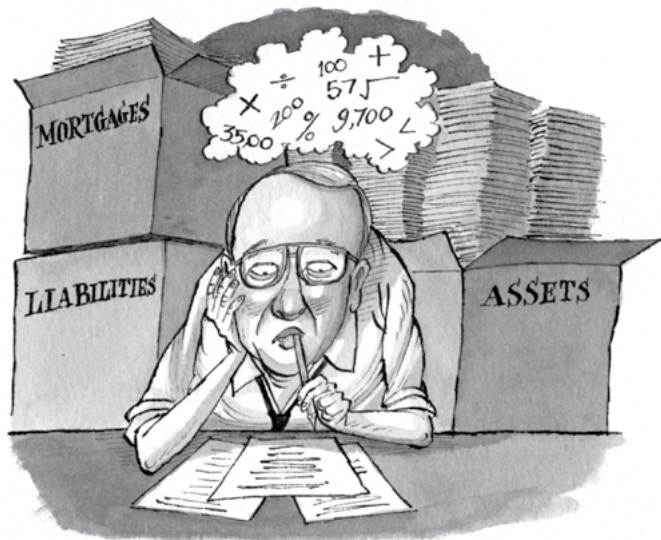
The central figure in the Carrion story was George Tan – who inspired the title. “Why the Joker? Tan was a very humorous and charismatic man. One of his techniques was to defuse possibly tense situations with a joke – sometimes at others’ expense, often at his own. This made him apparently an easy person to get along with, which he did very successfully – particularly with bankers!” Ian explained.

The book traces the murders – actual and suspected – the mysteries, the money trails, the court trials and their outcomes. At times, the events seem too bizarre to

believe, but Ian meticulously details events not just in the main story, but also in a mind map following the events, and also provides an introduction to the large cast of characters in the back of the book.

At its height, the Carrion Group included three public companies whose interests ranged across property, shipping, and insurance. Its collapse was one of the biggest in the world.

“I can assure readers that everything in the book is absolutely true, no matter how surreal they sound,” said Ian. “Yet many of the frauds committed will sound familiar to those who have been paying attention to more recent corporate collapses – Enron, WorldCom, HIH, etc. I’m certain history has not finished repeating itself.” ❀



新聞工作者總愛耐人尋味的故事，「佳寧集團詐騙案」曾於80年代在香港轟動一時，很多人都認為可以把它撰寫成一本暢銷小說。雖然有人曾嘗試把這宗曲折離奇的真人真事拼湊起來，但要清晰、準確地敘述香港最惡名昭彰的詐騙案，實在絕非易事——直至近期一本書的出現。

假如你對此案一無所知，便得從佳寧集團的誕生說起。故事起源於1977年，一名來港發展的新加坡工程師開設了佳寧滅蟲公司。在短短兩年間，他成立了一家控股公司，在本港購入多間市值數十億元的物業，並將其中一間子公司以六元的股價上市，一年後更飆升至每股17.9元，佳寧集團因而受到香港投資者的熱烈追捧。

1982年尾的物業市道不景，導致佳寧的資金周轉出現問題，債權銀行起初嘗試為其安排債務重整，但隨著一名裕民銀行職員被殺，情況急轉直下，銀行於1983年10月正式將其清盤。到了1983年後期，佳寧集團創下香港歷史上最大宗的企業倒閉事件，同時為極度漫長、驚人的詐騙案調查揭開序幕。

事後回想，佳寧的崛起和衰落早已註定危機重重。然而當時的新加坡工程師陳松青及其他投資者，卻深信自己能夠「點石成金」。

佳寧清盤人

這宗香港歷來最大的企業倒閉事件，當中的清盤人就是法證會計師Ian Robinson。他及其團隊在調查這宗案件的11年間，曾在著手清算佳寧集團的資產時，受過恐嚇和毆打。他如今決定在新書《小丑的墮落》中詳述這個關於謀殺、懸疑和暴行的故事。

書中內容看似是一部富有想像力的小說，但Ian明言：「所有內容都是真實的。在這宗案例上，事實絕對要比虛構情節曲折離奇得多，即使是一名小說家，也很難寫出佳寧詐騙案中那些千真萬確，卻匪夷所思的事件。」

然而Ian為何在25年後才出書？原來他曾讀過祖先William Robinson的著作，從中受到啟發。William曾經撰寫一本書籍，闡述自己多次死裡逃生的經過。

1805年5月9日，William加入英國皇家海軍，參軍幾個月後已出征著名的特拉法加海戰。隨後的六年來，他得以在無數戰爭中生還，直至1811年的某個早晨，決意在上岸休假過後，不再重返戰船。

鑒於擅離軍隊是死罪，他一直保持低調。直至25年後，他決定以筆名Jack Nastyface撰寫一本名為「航海經濟」的書籍，講述他在皇家海軍服役的經歷。該書並不受英國海軍及政府的歡迎，出版商其後更被政府拘捕。William與妻子和三名子女逃往澳洲，免受牢獄之災。諷刺的是，該書至今仍在不斷重印出版，甚至在網上書店Amazon有售。

Ian說：「William顯然曾經歷一些不平凡和困難的時刻，並不得不將它們輯錄成書。在差不多180年後，跨越了四代人的今天，我也受到他的啟發，打算做同樣的事。」

小丑的墮落

Ian為佳寧投資有限公司執行清盤的11年間，共有六人不幸身亡，多名受害者更是當年鼎鼎大名的公眾人物。

佳寧事件的中心人物陳松青，正是書名的由來。Ian解釋：「為什麼稱他為『小丑』？因為陳松青是一個非常幽默又有魅力的人。他擅長開玩笑以緩和緊張的氣氛，有時少不免取笑別人，更多的是自嘲。正因如此，他顯然跟任何人都很談得來，尤其是銀行家！」

書中追溯了真實和可疑的謀殺案、謎團、金錢瓜葛、法庭審訊及其判決等。相關事件有時看似難以置信，因此Ian不單一絲不苟地記錄事件作為故事主線，亦特地製作了概念圖（mind map），方便讀者了解事情的發展，同時在書的背面提供詳盡的人物簡介。

佳寧集團在最高峰時，曾擁有三家上市公司，業務範圍遍及房地產、航運及保險業，其倒閉是全球最大宗的同類事件之一。

「我可以保證，即使書中內容令人覺得很離奇，一切皆是千真萬確。」

Ian指出：「當中很多詐騙事件都跟近期安然、世通和HIH等公司的倒閉事件十分相似。我肯定歷史將會繼續重演。」





YCIS's play-based curriculum is led by children's interests, explorations and discoveries.

PLAY IS ESSENTIAL FOR LIVING AND LEARNING

Written by Kate McAlister, Early Childhood Education Coordinator, YCIS

Yew Chung International School (YCIS) Early Childhood Education (ECE) Section is practicing play-based learning where learning is encouraged through active exploration and investigation.

The big debate in early childhood education today is the 'push down' of academics, robbing children of play. Many professionals are concerned about what this means for young children, and for the future of society as children grow up without the vital learning self-initiated play provides them.

In Hong Kong, we tend to over-fill young children's schedules with formal, planned lessons to provide children with more learning. However, professionals, such as Peter Gray, suggest we must do the opposite. Supporting and encouraging children's inborn drive to play and explore gives them the most valuable skills in living and learning. In *Give Childhood Back to Children*, Gray states, "If we want our offspring to have happy, productive and moral lives, we must allow more time for play, not less."

Play is defined as voluntary, self-motivated, and engaging. All forms of learning, including physical, social, emotional and cognitive development, are rooted in play. The fundamentals of learning are formed, as children are able to follow their curiosities with natural problems and new ideas unfolding in front of them. Through play children learn crucial lessons, such as the cycle of practice, fail, try again; building in them persistence and resilience. Play provides children with opportunities to build their confidence and creativity as they become risk takers and problem solvers. In this ever-changing world, these skills cannot be learned by memorized answer, but are truly fostered through allowing children to test and try new experiences and ideas. They are consistently strengthening their cognitive thinking as they actively take part in their learning.

Social and emotional skills are also embedded in play. Social skills, with their cues and rules, are explored and experimented with as they engage with peers and explore cooperation. They investigate their relationships and emotions, giving them time and exposure to develop understanding

of social behaviours and norms, as well as insight into their own emotional responses. In imaginary play, they are free to experiment with familiar and unfamiliar characters' roles. They gain empathy as they explore others' perspectives. They grow a strong sense of self and belonging as they role play, experimenting with all the knowledge they are gaining socially in their daily lives. They are able to experiment with the unknown, learning to control and understand their impulses and fears.

Through play, character development is supported, validated and encouraged. Individual children are valued for their strengths and differences. Too often as adults we forget about the importance of the formation of personality within a child and how it needs to be gently nurtured. When adults provide time for play, they show children that they respect and trust in their natural and authentic desire to learn and question their world. Within play, children have the opportunity to develop positive and secure dispositions, allowing stable character formation and unique personality traits. They gain strong self-identity, which carries on with them throughout life.

In YCIS early childhood education programmes, all these skills are highly valued through their play-based curriculum. The curriculum is led by the children's interests, explorations and discoveries. Throughout the classroom, children are researchers engaged in different types of experience, from individual children investigations to small group explorations. Teachers are actively engaged with children, as well as closely observing the various learning on-going of all students. Teachers then creatively extend that learning with further investigations, relevant conversations, and thoughtful settings to deepen children's play. Teachers respect children's view, feelings and knowledge. The uninterrupted play is relished by the learners, as they enthusiastically throw themselves into every moment of the school day.

The post-80s generation do not always get a good rap when they are measured against previous generations. Often labelled as lazy and naive due to overly doting parents, they are also accused of being afraid of hard work and give up at the slightest hurdle. Benny Chan said being stereotyped as “the lazy generation” is grossly unfair.

“I want to bring innovative ideas and new applications to the industry. I work very hard and break all the stereotypes that society has of the post-80s generation. We are not as negative as people make us out to be. We are young and we have big dreams that we want to pursue,” he said.

From B2C to B2B

One of Chan’s dreams was to establish a company that designed cutting-edge apps, which he called Sillycube Technology Company Limited. Established in 2009, the mobile application development company originally focused on business-to-consumer applications.

“One of the first things we developed was a popular game called ‘Paper War for 2 Players.’ Over 1 million people downloaded the app, but it is difficult to make a profit simply by developing games as the market is too competitive,” he explained. “So we shifted our focus towards providing business-to-business solutions.”

Today, Sillycube provides IT services to a broad base of clients, including local companies and multi-national corporations. One of its popular products is a system for businesses that offer educational courses. The app allows students to book courses, as well as interacts with teachers and other students to enhance the experience and effectiveness of studying. As more companies are adopting hot-desking, Sillycube developed an app that allows staff to easily communicate with each other, regardless of whether they are in or out of the office.

Statistics show that 96% of people in Hong Kong own a smart phone, and for most people, the first thing they do in the morning is grab their phone. Because we never leave home without our smart phones, our expectations and demands for better and better apps is skyrocketing.

“Despite the fact that Hong Kong has the highest usage of smart phones in the world, we haven’t capitalized on this, because we have been plodding along with traditional business systems,” explained Chan. “The development of apps is a new opportunity for companies, and for our business, because we can introduce new products to the market.”

One such product is a mobile system for wholesalers and retailers, which received a lot of interest when Chan showcased the app at IDT Expo and China Hi-Tech Fair in November. “The indoor positioning tool can help retailers and malls by alerting people about a store, special deals, or products, etc. Such systems are very popular in the U.S., but

it is the very first location-based marketing tool in Hong Kong, and we are now applying for a patent,” he said.

Conservative city in an ever-changing IT world

Despite the challenges and growing competition in his sector, Chan said starting his company while in his final year at university was the best decision that he ever made.

“Compared to working as a programmer in a company, running my own business gives me a huge sense of satisfaction, boosts my motivation and drives me to achieve new goals,” he said.

But he admitted that he had to overcome a lot of difficulties as a start up, and even today faces many obstacles. “Despite being tech savvy, Hong Kong is actually a conservative city in a world where IT is ever-changing. It is very difficult to convince some traditional corporations that new technologies can help their businesses. Unlike in the U.S., where technology entrepreneurs are recognized and supported by various industries, the IT industry in Hong Kong supports mainly the financial industry,” he said.

Still, Chan remains optimistic about the potential of the market, and hopes that traditional mindsets about the IT industry will gradually be illuminated.

When asked if he believes mobile apps will one day replace the development of personal computer applications, Chan said he believes PCs will be around for many more years. “Mobile apps are very useful, but PC applications also have significant uses and value. I think the two complement each other.”

Future goals

The post-80s generation have big dreams and Sillycube has set some challenging targets for its future development. Not content to provide backup support and IT services for corporations, Chan’s goal is for Sillycube to become a technology trailblazer, on par with companies from Silicon Valley.

“There are hundreds of companies in Hong Kong developing mobile apps, so innovative and quality products that benefit everyone and improve our daily lives will be the ones that succeed,” said Chan.

With the ambition to better society, we can look forward to a better, tech savvy and more competitive Hong Kong nurtured in the hands of our post-80s generation who dispel stereotypes. ✿

Company: Sillycube Technology Company Limited
HKGCC Membership No.: HKS1071
Website: <http://www.sillycube.com/>
Contact: 35759665



SILLYCUBE



Daring to Dream Big 敢於追夢

Young minds help drive Sillycube's innovation and goals to build a better, more tech savvy Hong Kong, reports staff writer **Elmo Wong**

年輕的思維致力推動「思方科技」的創新理念，以建設更美好、更高科技的香港 本刊記者**王靜雯**

社會對「80後」的評價大多負面消極，與上一代人比較，他們往往被標籤為懶散無知、被父母過分溺愛，同時被指不夠刻苦，遇上挫折便輕言放棄。陳希湛認為這些對「懶惰一代」的偏見絕不公平。

他說：「我希望為科技行業注入創意及研發新的應用程式。我自問十分刻苦用功，期望打破社會對『80後』的成見。我們並非別人所說的如此不濟。我們年輕有為，敢於追尋遠大的夢想。」

由B2C到B2B

陳希湛的一大夢想，是要創立一間設計尖端程式的企業，這正是後來的思方科技有限公司。這間手機程式開發公司成立於2009年，起初專門研發企業對消費者（B2C）的應用程式。

「熱門遊戲『指飛機大戰（2人遊戲）』是我們最初開發的其中一個程式，已累積過百萬的下載人次，但由於市場競爭過於激烈，單靠發展遊戲程式並不能賺取足夠利潤。」他解釋：「於是我們將發展重心轉移至提供企業對企業（B2B）方案。」

科技多變 守舊香港

資訊科技行業的挑戰重重，競爭亦日趨激烈，但陳希湛無悔在大學最後一年時創辦了這家公司，並認為這是他做過最正確的決定。

他說：「相比在其他企業任職程式編寫員，創業帶給我無比的滿足感，並一直推動著我勇往直前，朝一個又一個的目標進發。」

然而，他承認在創業初期需克服很多挑戰，至今也不例外。他坦言：「儘管我精通科技，但香港仍是一個相當守舊的城市，不願趕上瞬息萬變的科技世界。要說服傳統企業利用新科技支援業務，實在談何容易。美國的科技企業家廣受各行各業的肯定和支持，但香港的資訊科技行業卻主要應用於金融業。」

話雖如此，陳希湛仍對市場的潛力保持樂觀，並希望港人能逐步改變對資訊科技行業的固有觀念。當被問到他是否相信手機應用程式終會取代個人電腦的程式發展時，陳希湛卻認為後者將歷久不衰。他指出：「手機程式的用途很廣，但個人電腦程式亦有其重要的效用和價值，我認為兩者能相輔相成。」



I work very hard and break all the stereotypes that society has of the post-80s generation. We are not as negative as people make us out to be. We are young and we have big dreams that we want to pursue.

我自問十分刻苦用功，期望打破社會對『80後』的成見。我們並非別人所說的如此不濟。

我們年輕有為，敢於追尋遠大的夢想。



今時今日，思方科技為各行各業的客戶提供資訊科技服務，服務對象包括本地和跨國企業。他們最受歡迎的產品之一是專為企業提供教育課程的系統。該程式讓學生在網上預約課程，並與老師和其他學生互動交流，從而提升學習體驗及效益。鑒於愈來愈多公司採用辦公桌輪用制（hot-desking），思方科技亦開發了一個相關程式，讓員工不論身處辦公室與否，都能輕易地溝通。

調查顯示，96%的香港人都擁有智能手機，大部分人每天做的第一件事就是查看手機資訊。我們外出時總不忘攜帶智能手機，故對應用程式的要求變得愈來愈高。

「儘管香港是全球智能手機使用率最高的地區，但我們尚未充分利用這個趨勢，企業仍慣用枯燥乏味的傳統商業系統。」陳希湛解釋：「應用程式的發展正為企業及我們的業務帶來新機遇，讓我們得以在市場上推出新產品。」

思方科技的其中一項新產品是專為批發和零售商而設的流動系統，該程式於11月的「創新科技及設計博覽」及「中國國際高新技術成果交易會」上參展時均廣受注目。他表示：「該室內定位工具透過向客戶傳遞店舖、特別優惠或產品等資訊，有助零售商及商場的宣傳推廣。同類系統在美國非常受歡迎，香港卻是首次出現定位市場工具，我們現正就此申請專利。」

未來目標

正如「80後」擁有遠大的理想，思方科技亦為未來發展訂下了多個具挑戰性的目標。陳希湛不甘於為企業提供後勤支援及資訊科技服務，他的目標是要公司成為科技先鋒，與矽谷企業看齊。

陳希湛表示：「香港已有數以百計專門研發手機程式的公司，企業必須提供創新、卓越的產品，惠及普羅大眾的日常生活，才能成功突圍。」

思方科技對建設更理想社會的抱負，讓我們得以期待「80後」能令人刮目相看，共同孕育出一個更美好、更高科技，同時更具競爭力的香港。✿

公司名稱：思方科技有限公司
總商會會員編號：HKS1071
網站：<http://www.sillycube.com/>
聯絡電話：35759665

DYNASTY – A LEGEND REBORN

香港萬麗海景酒店滿福樓華麗回歸

If you have been waiting for something wonderfully new at Dynasty, the moment has come! Dynasty, the award-winning Chinese restaurant at Renaissance Harbour View Hotel Hong Kong reopens now following its magical makeover.

Following an extensive six-month renovation, the new interior savored of intriguing Chinese heritage with a twist. The dramatic double height dining hall is in keeping with the stunning view of Victoria Harbour. The eight private dining rooms named after the indigenous districts of Xiguan have now made the restaurant even more desirable for celebrations, corporate and social gatherings.

For much delightful dining adventures, the Grand menu promises to preserve the classic attractions in Dynasty includes over a hundred of dishes featuring time-honored recipes; Dynasty Specialties menu uncovered the hidden gems in Cantonese cuisine that would best represent the indigenous people; whereas the Chef Recommendations showcase contemporary interpretations of the Cantonese classics.

Wine connoisseurs will be pampered by the dedicated sommelier and amazed by over 300 bottles of French, Italian and New World wine selection at wine cellar. Needless to say that tea drinking is an integral part when enjoying Chinese cuisine. Diners can savour a variety of premium Chinese tea from a tea trolley service while the Dynasty's Blend Tea is not to be missed.

You would need more than a year to try all of Dynasty's delicacies, reserve a table now to be part of the LEGEND REBORN! For reservations, please call +852 2802 8888 / 2584 6971.



醞釀多時，滿福樓現以全新面貌華麗回歸！香港萬麗海景酒店獲獎無數的中菜廳滿福樓，現已全面翻新，餐務服務更上層樓，為飲食界帶來一番新氣象。

全新設計的餐廳以西關大宅為藍本，古典中蘊含時尚，雅緻中更見華麗。落地玻璃窗讓進餐者視野開闊，維港美景盡收眼簾。滿福樓置有8間私人廂房，可合併或分開使用，滿足客不同需要，置身其中，無論是私人聚餐還是公司會議，倍感輕鬆寫意。

滿福樓主打純正廣府菜，崇尚以優質食材締造地道佳餚，以傳統為本，再加上心思創見，傳承發揚廣東手工菜的箇中精粹。主菜牌為您提供過百款經典菜式如蜜汁烤叉燒、椒鹽炸蟹拑等百吃不厭；滿福精選菜單展現了最地道的時令美食；還有霍師傅的得意之作，包括香芒帶子龍鬚卷和杏香金沙焗龍蝦球，創新的食材搭配融合廣東菜的傳統烹調技藝，每道菜都能令食客大快朵頤。

佳餚配美酒，滿福樓更有專業的品酒師，超過300支佳釀，讓您品嚐法國、意大利及眾多新世界紅酒，中西合璧時亦突顯您的品味。滿福樓菜色繁多，切合不同口味，為您帶來中菜不同凡響的體驗，只待您見證經典的一刻。請即致電 +852 2584 6971 / 2802 8888 預留尊貴上座。

Dynasty Restaurant 滿福樓

Address / 地址:

3th Floor, Renaissance Harbour View Hotel Hong Kong,
1 Harbour Road, Wanchai, Hong Kong.
香港灣仔港灣道一號香港萬麗海景酒店三樓

Telephone / 電話: +852 2802 8888 / 2584 6971

Opening Hours / 營業時間:

Lunch 午餐

Mon – Sat 星期一至六

1200 – 1500hrs / 中午12時至下午3時

Sun & Public Holidays 星期日及公眾假期

1130 – 1500hrs / 早上11時30分至下午3時

Dinner 晚餐

Mon – Sun 星期一至日

1800 – 2230hrs / 晚上6時至10時30分



Hot Button Exhibiting

「熱點」展銷

Understanding the emotional buttons that build relationships and sales is essential for business success, says **Susan Friedmann**

想要參展成功，必先了解與客戶建立關係及促銷的情感關鍵 **Susan Friedmann**

Why do your customers buy from you? Why do attendees stop at your booth, and not your competitors? Or, if we're going to consider things from the opposite view, what is happening at your competitor's booth that draws the crowds – the same crowds that pass you by?

It may seem as if there's no rhyme or reason behind the behavior of trade show attendees. It's an inexplicably mystery why one company attracts throngs of attention while another – perhaps with an equally attractive display, a skilled booth staff, and compelling incentives – stimulates hardly any interest. Analyzing the difference between the two exhibits can be frustrating: there may be no quantifiable, logical reason why attendees prefer one to the other.

There's a very simple reason for that: there may be no logical explanation – but logic is not the only force at play in the marketplace.

That's the key premise in Barry Feig's book, *"Hot Button Marketing."* Feig identifies the crucial emotional factors that underlie individual decisions, such as the need to take charge of a situation or the need for values. He terms these needs and factors 'hot buttons.'

Hot buttons are those cues or triggers that create an emotional response in the viewer. These responses can be positive – creating interest, encouraging further exploration, or prompting to action, such as placing an order – or they can be negative. It is up to the savvy exhibitor to use hot buttons in such a way that positive emotional responses are created in the viewer.

How can this be accomplished?

To effectively incorporate hot button philosophy into your exhibiting program, you must first begin by understanding your target audience. What motivates them? What hidden emotional factors are they bringing to the show floor that you need to know about? I can't say this strongly enough: You need to know your market thoroughly before you'll be able to select the hot buttons that will resonate with them.

Consider the following four hot button principals:

1. Be as one with your prospect

Ideally, you want to think the way your prospects think. You want to know what's important to them, what factors influence them, what challenges they're facing and what fears they whisper into their pillows at night. The closer you are to your prospect, the better equipped you become to understand their emotional position.

Once you understand where your target audience is emotionally, you'll be able to focus on those hot buttons that will motivate a positive response from them. The most imperative step any exhibitor can take is to understand and identify with the target audience.

2. Adapt to their behaviors and opinions

There is often a disconnect between what people say they want and what they really want. For example, a need for status is a common hot button for many people – yet they don't want to admit that they're making purchasing deci-

Get Your Trade Show Message Across in 10 Words or Less

Are you part of a unique group who can share what you do in ten words or less?

The one-liner, elevator speech, company pitch, call it what you want, nonetheless, it's a powerful way for you to deliver what your company does in a short, concise, easy-to-understand format that people instantly grasp. This is an essential tool to help maximize your tradeshow exhibiting.

According to tradeshow research (available through CEIR – the Center for Exhibition Industry Research),

you have 3-5 seconds to capture someone's attention on the show floor. Less time than it took for you to read the last sentence.

Do you have a clear, concise, consistent statement that says what you do, so your tradeshow visitors immediately get it? Realize that people will judge you and your company based on this statement. Within seconds they decide (rightly or wrongly) whether they want to explore doing business with you.



sions based upon an inner need to be seen as prestigious.

Your job is to respond to the behavior, as much as the need. This is why you'll see luxury automobile manufacturers go on and on about the engineering and quality of their cars – citing statistics that the average driver couldn't care less about, yet add value to the prestige message. Buyers who are responding to the status hot button can do so, while pointing to all the mechanical statistics and fact sheets about quality engineering as the 'real' reason they bought the car.

3. Learn their thought process

How does your prospect make decisions? Are they a slow and introspective thinker, who likes to research and analyze every detail before making a choice? Do they prefer to fly by the seat of their pants and let instinct guide them?

While everyone reacts to hot buttons, not everyone reacts in the same way. While an analytical, methodical attendee might move slowly and carefully in response to the hot button, a more impulsive, free-thinking type might respond quickly to the hot button triggers you present.

Knowing the thought process of your target audience will let you predict reactions, and plan accordingly. This

knowledge will also allow you to assess if a hot button trigger is working as you'd expected: if your normally fast-acting impulsive attendees aren't responding to a hot button trigger, chances are you've not introduced the right hot button for that audience.

4. Know what keeps them awake at night

What is your target audience's greatest fear? What do they worry about? Is it maintaining steady production or being able to adapt to fluctuating demand? Do they lose sleep trying to think up ways to keep one step ahead of their closest competitor – or are they burning the midnight oil trying to catch up with the rest of the field?

Fear is a powerful motivator, both in the personal and the professional setting. If you understand what scares your target audience, you've come a great deal closer to completely understanding them.

By adopting these four principals and devoting yourself to understanding your target audience, you'll be better equipped to dispatch appropriate hot button messages during your exhibits. These messages will resonate with attendees, and draw them to your booth. That's a positive response any exhibitor will appreciate! 🌸

From my experience walking hundreds of shows, and training many hundreds more, I very, very, very rarely hear a message that I truly understand first time around. Most often I'm bombarded with a string of meaningless industry or product jargon, which isn't consistent. Speak to one booth staffer, I get one message, speak to another, and the information changes.

In preparation for your next tradeshow, work on your one-liner using the following four steps:

1. Make three columns – (1) What you do (2) Who you do it for (3) the benefits you offer, then list essential words.
2. Start mixing and matching the words until you come up with a statement of ten words or less.
3. Test it out on your mom. If you can make her understand it, and want to use it, then you've hit the mark!
4. Revisit your statement on a regular basis to refine, and keep it fresh and exciting.

客戶為何要選用你的產品？為何你的攤位能引人注目，而競爭者卻不能？或相反地，為何競爭者的攤位總能吸引人流，而人群卻與你的攤位擦身而過？

貿易展上的參加者行為似乎難以用常理去解釋。為何某間公司的攤位受歡迎，另一個佈置同樣精美、員工同樣殷切、優惠同樣吸引的攤位卻乏人問津，這可能是一個謎。分析雙方展品的差異或者也找不著答案，皆因參加者何以總是偏好某間公司，也許根本沒有合理的原因。

理由很簡單：合乎邏輯的解釋或許並不存在，況且邏輯並不是主導市場走勢的唯一動力。

這正是Barry Feig著作《Hot Button Marketing》提出的觀點。Feig列出一些影響個別決定的關鍵情感因素，例如客戶需要主導形勢或建立價值觀，他稱這些需要和因素為「熱點」(hot button)。

「熱點」是激發情感反應的提示或起因，這些反應有時是正面的，可引起目標客戶的興趣，鼓勵進一步的行動，比如訂購貨品；反之，它們亦能產生負面影響。一切取決於參展商如何善用「熱點」，以激發客戶正面的情感反應。

如何把「熱點」理論學以致用？

要在展銷計劃中有效地融入「熱點」哲學，你必须先了解公司的目標客戶。何事能引起他們的興趣？他們在參加展覽時，帶著甚麼隱藏的情感因素？我必須強調：你一定要對市場有充分了解，才能找出讓客戶有共鳴的「熱點」。

緊記四大「熱點」原則：

1. 了解潛在客戶的想法

從潛在客戶的思考角度出發，是最理想的做法。你必須知道他們認為最重要的事、影響他們決定的因素、所要面對的挑戰，以及心中的憂慮。你與潛在客戶的想法愈接近，愈能理解他們的內心感受。

一旦了解到目標客戶的情感關鍵，你便能針對他們的「熱點」，從而激發他們正面的情感反應。對所有參展商來說，最重要的是要了解和認同目標客戶的想法。

2. 洞悉他們的行為及意見

客戶自稱所想要的，與他們實際想要的往往不符。例如很多人的共同「熱點」是追求身分和地位，但他們都不願承認其購物抉擇是基於心中對名譽的渴望。

你必須回應他們的行為和內心的需要。正因如此，多間高檔汽車製造商往往詳述名車的性能和品質，並引用一般駕車人士不會在意的數據，從而突出產品的價值。追求地位的買家對此趨之若鶩，但總把「真正」的購買原因歸於由一堆數字反映的優良機械設計。

3. 探索他們的思考過程

你的潛在客戶如何作出抉擇？他們凡事深思熟慮，先要調查和分析細節嗎？還是只靠自己摸索，任憑直覺決定？

所有人都會對「熱點」作出反應，但反應卻不盡相同。一名具分析頭腦、做事有條不紊的參加者或對「熱點」的反應較緩慢和謹慎；而做事衝動、思想不受拘束的人則對「熱點」有較快的反應。

了解目標客戶的思考過程有助你預測反應，從而作出對策，同時評估「熱點」能否發揮預期效果。假如平時行動迅速的參加者對「熱點」毫無反應，也許你所選擇的「熱點」並不恰當。

4. 了解他們心中的恐懼

目標客戶最大的恐懼是甚麼？何事令他們擔心——維持生產穩定，還是應付波動的需求？他們會否徹夜不眠，絞盡腦汁想出趕上同儕，又或超越競爭者的方法？

恐懼不論對個人還是專業而言，都是強大的動力。假如你了解客戶心中的恐懼，對他們的一切就更瞭如指掌。

採用這四大原則了解目標客戶，對在貿易展上傳遞合適的「熱點」訊息就更有把握。假如參加者對你的訊息產生共鳴，自然就會走進你的攤位。對所有參展商來說，這就是夢寐以求的正面反應！

Written by Susan A. Friedmann, CSP, The Tradeshow Coach, Lake Placid, NY, internationally recognized expert working with companies to increase their profitability at tradeshows. Best selling author of "Riches in Niches: How to Make it BIG in a small Market" and "Meeting & Event Planning for Dummies." www.thetradeshowcoach.com & www.richesinniches.com
Susan A. Friedmann曾獲頒專業演講者認證(CSP)，是紐約普拉西德湖的貿易展銷技巧導師，也是獲國際認可的專家，專門與企業合作提高他們在貿易展上的盈利能力。此外，她也是暢銷書作者，著作有《達人創業，稱霸小市場》及《會議及項目策劃入門》。網址：www.thetradeshowcoach.com及www.richesinniches.com

十字以內的貿易展訊息

你能否精簡地用少於十字表達想分享的訊息？有人稱之為宣傳短句或電梯簡報，不論如何，這能讓你言簡意賅地介紹公司，令客戶即時接收訊息，對增加貿易展銷的效益極為重要。

展覽業研究中心(CEIR)的貿易展研究指出，參展商一般有3至5秒時間吸引客戶注意。

你能否簡明扼要地說出公司的業務，令參加者即時明白？這句訊息就是客戶評價公司的依據，他們隨即就會決定(不論決定是否正確)會否與你探討商機。

從我走訪數以百計貿易展的經驗來說，我極少看到淺白易明

的訊息，更多的是意義不大的行內術語，而且用詞往往不一致，每個攤位員工所述的資訊也不盡相同。

緊記以下的四大步驟設計簡短語句，為下次的貿易展做好準備：

1. 找出三大重點——(1)你的專業(2)你的服務對象(3)你的優勝之處，再列出關鍵字眼。
2. 嘗試混合拼湊字句，直至想出一句少於十字的陳述。
3. 母親是絕佳的測試對象，假如她明白你的意思，表示你已大功告成！
4. 定期作出檢討和改良，以保持新鮮感。



HKTDC Hong Kong International Jewellery Show 2015 HKTDC Hong Kong International Diamond, Gem & Pearl Show 2015

The world's largest jewellery marketplace that cannot be missed

In response to the ever-increasing demands for exhibition space and to maximise buyers' sourcing opportunities, the Hong Kong Trade Development Council (HKTDC) transformed the Jewellery Show into two shows starting from March 2014: finished jewellery products were exhibited at the long-established **HKTDC Hong Kong International Jewellery Show** at the Hong Kong Convention and Exhibition Centre, while the **HKTDC Hong Kong International Diamond, Gem & Pearl Show** – a specialised trade platform for loose stones and jewellery raw materials – was held at the AsiaWorld-Expo.

Occupying two world-class venues, the 2014 shows attracted a record-breaking number of 3,856 exhibitors from 53 countries and regions, and welcomed more than 74,000 visitors from 145 countries and regions.



Riding on the great success of the 2014 shows, the 32nd edition of **HKTDC Hong Kong International Jewellery Show** will be held from 4–8 March 2015, and the 2nd edition of **HKTDC Hong Kong International Diamond, Gem & Pearl Show** will open its doors from 2-6 March 2015.

Both shows feature well-organised thematic zones. For the HKTDC Hong Kong International Jewellery Show, **Hall of Fame** presents international jewellery brands in a prestigious, elegant setting; **World of Glamour** showcases Hong Kong-based exhibitors' expertise in the latest techniques of jewellery design and manufacture; **Designer Galleria** is the place to find up-to-date designs and options with different styles and materials; **Hall of Extraordinary** features a carefully selected group of jewellers who create breath-taking pieces of fine jewellery; **Hall of Time** is the perfect place to look for watches

and clocks which are distinguished by superb gem setting and the use of precious metals; **Antique & Vintage Jewellery Galleria** offers jewellery and timepieces from bygone eras; **Hall of Jade Jewellery** highlights the fantastic range of choices in this most traditional Asian gemstone; and **Treasures of Craftsmanship**, a new zone for decorative items which have been carefully created such as carvings from precious/semi-precious stones, gold or silver, and precious ornaments.

For the HKTDC Hong Kong International Diamond, Gem & Pearl Show, **Hall of Fine Diamond** has been created to show carat-size loose diamonds to best advantage as well as provide a discreet trading ambience; **Treasures of Nature** features a rich source of precious stones in many different cuts; and the new **Treasures of Ocean** offers a wide variety of quality pearls.

The 2015 shows will continue the tradition of overseas pavilions. New pavilions this year come from Colombia and Pakistan, while other representation includes Brazil, the Chinese mainland, Germany, India, Italy, Japan, Korea, Malaysia, Singapore, South Africa, Spain, Sri Lanka, Taiwan, Thailand, Turkey, and the United States.

During the twin shows, buyers can enjoy social activities such as cocktail parties and receptions to make new contacts, gain valuable market intelligence through seminars, and see the latest styles and trends in jewellery parades. Winning entries in the **16th Hong Kong Jewellery Design Competition** will be displayed on the fairground, and the **International Jewellery Design Excellence Award 2015** will be held for international jewellery designers to exchange experiences and compete for the highest honour, "Champion of the Champions".

During the overlapping days, 4-6 March 2015, complimentary shuttle bus service will be available between the two venues for the convenience of buyers.

Reserve your free admission badge now!

HKTDC Hong Kong International Jewellery Show
4-8 March 2015
Hong Kong Convention and Exhibition Centre
www.hktdc.com/ex/hkjewelleryshow/50

HKTDC Hong Kong International Diamond, Gem & Pearl Show
2-6 March 2015
AsiaWorld-Expo
www.hktdc.com/ex/hkdgp/50

Major Exhibitions in Hong Kong in 2015

Date	Event	Organiser
Jan 12-14	Hong Kong International Licensing Show	Hong Kong Trade Development Council
Jan 12-15	HKTDC Hong Kong Toys & Games Fair	Hong Kong Trade Development Council
Jan 12-15	Hong Kong International Stationery Fair	Hong Kong Trade Development Council
Jan 12-15	HKTDC Hong Kong Baby Products Fair	Hong Kong Trade Development Council
Jan 19-22	HKTDC Hong Kong Fashion Week for Fall/Winter	Hong Kong Trade Development Council
Jan 19-22	HKTDC World Boutique, Hong Kong	Hong Kong Trade Development Council
Jan 24-25	Education UK Exhibition 2015	British Council
Jan 28-29	IFX EXPO	IFX EXPO
Jan 30-Feb 1	2015 Baby Expo in Spring & Child Growth Education Show	Eugene Group
Jan 30-Feb 1	Hong Kong Photo Imaging & Camera Expo	Hong Kong Photo Imaging & Camera Expo Ltd.
Feb 5-7	LOHAS Expo 2015	Inspire Advertising & Marketing Limited
Feb 5-8	HKTDC Education & Careers Expo	Hong Kong Trade Development Council
Feb 6-8	C3 in Hong Kong 2015	SOTSU CO., LTD
Feb 25-28	2015 Hong Kong International Fur & Fashion Fair	Hong Kong Fur Federation
March 2-6	HKTDC Hong Kong International Diamond, Gem & Pearl Show 2015	Hong Kong Trade Development Council
March 4-8	HKTDC Hong Kong International Jewellery Show	Hong Kong Trade Development Council
March 13-15	Hong Kong Wedding Banquet & World Wine Expo 2015	Audace International Fairs Limited
March 15-17	Art Basel	Asian Art Fairs Limited
March 18-19	CARTES SECURE CONNEXIONS Asia	Comexposium
March 18-19	Interfilere Hong Kong	EUROVET ASIA LTD
March 23-26	Hong Kong International Film & TV Market (FILMART) 2015	Hong Kong Trade Development Council
March 23-26	Mines and Money Hong Kong 2015	Beacon Events Limited
March 30-April 1	APLF - Materials, Manufacturing & Technology	APLF Limited
March 30-April 1	Fashion Access	APLF Limited
March 31-April 1	Asia Pacific Rail 2015	Terrapinn Pte Ltd
April 6-9	HKTDC Hong Kong International Lighting Fair (Spring Edition)	Hong Kong Trade Development Council
April 11-14	Electronics and Components Fair	Global Sources
April 11-14	China Sourcing Fair: Security Products	Global Sources
April 11-14	Korea Sourcing Fair: Electronics & Components	Global Sources
April 13-16	Hong Kong Electronics Fair (Spring Edition)	Hong Kong Trade Development Council
April 13-16	International ICT Expo	Hong Kong Trade Development Council
April 18-21	Mobile Electronics Fair	Global Sources
April 20-23	HKTDC Hong Kong Houseware Fair	Hong Kong Trade Development Council
April 20-23	HKTDC Hong Kong International Home Textiles and Furnishings Fair	Hong Kong Trade Development Council
April 27-30	HKTDC Hong Kong Gifts & Premium Fair	Hong Kong Trade Development Council
April 27-30	China Sourcing Fair: Gifts & Premiums	Global Sources
April 27-30	China Sourcing Fair: Home Products	Global Sources
April 27-30	China Sourcing Fair: Fashion Accessories	Global Sources
April 27-30	China Sourcing Fair: Underwear & Swimwear	Global Sources
April 27-30	China Sourcing Fair: Garments & Textiles	Global Sources
April 27-30	India Sourcing Fair: Garments & Accessories	Global Sources
April 27-30	Hong Kong International Printing & Packaging Fair	Hong Kong Trade Development Council
May 6-9	HOFEX 2015 - The 16th International Exhibition of Food & Drink, Hotel, Restaurant & Foodservice Equipment, Supplies & Services	Hong Kong Exhibition Services Ltd
May 18-20	HKTDC Hong Kong International Medical Devices and Supplies Fair	Hong Kong Trade Development Council
May 21-24	Affordable Art Fair, Hong Kong	Affordable Art Fair HK Ltd.
May 23-24	The 18th Hong Kong International Education Expo	Neway International Trade Fairs Limited
May 29-30	HKTDC Entrepreneur Day	Hong Kong Trade Development Council
June 5-7	79th Summer Wedding Service Banquet Expo & Beauty Fiesta 2015	Hongkong-Asia Exhibition (Holdings) Ltd
June 11-14	The 29th International Travel Expo	TKS Exhibition Services Ltd
June 11-14	The 10th M.I.C.E. Travel Expo	TKS Exhibition Services Ltd
June 17-19	Asian Attractions Expo 2015	International Association of Amusement Parks and Attractions
June 25-28	June Hong Kong Jewellery & Gem Fair	UBM Asia Limited
July 6-9	HKTDC Hong Kong Fashion Week for Spring/Summer	Hong Kong Trade Development Council
July 15-21	HKTDC Hong Kong Book Fair	Hong Kong Trade Development Council
August 13-15	Hong Kong International Tea Fair	Hong Kong Trade Development Council
August 13-15	International Conference & Exhibition of the Modernization of Chinese Medicine and Health Products	Hong Kong Trade Development Council
August 13-17	HKTDC Home Delights Expo	Hong Kong Trade Development Council
August 13-17	Hong Kong Food Expo	Hong Kong Trade Development Council
September 8-12	HKTDC Hong Kong Watch & Clock Fair	Hong Kong Trade Development Council
October 13-16	electronicAsia 2015	Hong Kong Trade Development Council
October 13-16	HKTDC Hong Kong Electronics Fair (Autumn Edition)	Hong Kong Trade Development Council
October 27-30	HKTDC Hong Kong International Lighting Fair (Autumn Edition)	Hong Kong Trade Development Council
November 4-6	HKTDC Hong Kong Optical Fair	Hong Kong Trade Development Council
November 5-7	HKTDC Hong Kong International Wine & Spirits Fair	Hong Kong Trade Development Council

While every care has been taken to ensure that this list is accurate, readers should check with the organisers to reconfirm the dates have not been changed.

HKCEC Asia's Best Hong Kong's Pride

The Hong Kong Convention and Exhibition Centre (HKCEC) has been a long standing winner of the title "Asia's Best" in industry awards. This matches with the numerous recognitions from clients for the professionalism, commitment and superb service offered by the team of Hong Kong Convention and Exhibition Centre (Management) Limited (HML). Monica Lee-Müller, Managing Director of HML said, "I am pleased that 98% of organisers who completed HML's post event questionnaire of services rated HML services "satisfactory" or above and 425 compliments were received during the fiscal year 2013-2014, which are in fact encouraging figures."

Hong Kong Jockey Club – 35th Asian Racing Conference (5 – 8 May 2014)



"The 35th ARC was the largest to date, with almost 900 attendees, but more importantly was judged by all participants to have been the best ARC that has ever been staged... The setting of the 35th ARC at the HKCEC, and the high standards of service and professionalism displayed by your HML team, played an essential part in the success of our conference."

Asian Art Fairs Ltd – Art Basel (15 – 18 May 2014)



"We would like to express our sincere thanks to you and your various teams at the HKCEC for a second successful edition of Art Basel... You and your team once again proved the HKCEC is a truly world-class venue, managed by a world-class team."

PricewaterhouseCoopers Ltd – PricewaterhouseCoopers Annual Dinner (31 May 2014)



"All – and I mean all – the partners have told me the food was excellent, with generous service portions and top-end quality across the tables. It is very challenging to cook for 1,500 people, and I observed there was little waiting time for the food service as well."

In fiscal year 2013-2014:

- Won "Asia's Best" in CEI Industry Survey for the 11th time, and TTG Travel Awards for the 6th time
- Hosted a total of 1,086 events
- 112 exhibitions including 8 new exhibitions
- 32 large conferences including 26 international conferences
- 66 entertainment and special events
- 395 banquets with 110 serving over 1,000 guests
- 481 corporate events, media conferences, seminars and meetings
- Welcomed almost 5.9 million visitors

**View the award-winning video
'Asia's Best. Hong Kong's Pride'**



Building Trust 建立互信關係

The Chamber's enhanced Certification of Documents service provides an extra level of credibility and prevents delays

總商會致力改良商事證明服務，以提高文件的可信性和避免延誤

Building trust is an essential part of any successful business partnership. While a gentleman's agreement and firm handshake are part of that, signed agreements and documents are the cement that glue that trust together.

In many countries, a signed document is not enough. It often has to be certified by a third party, such as a reputable chamber of commerce, to verify its authenticity. These can then be used in court as evidence if trade disputes arise.

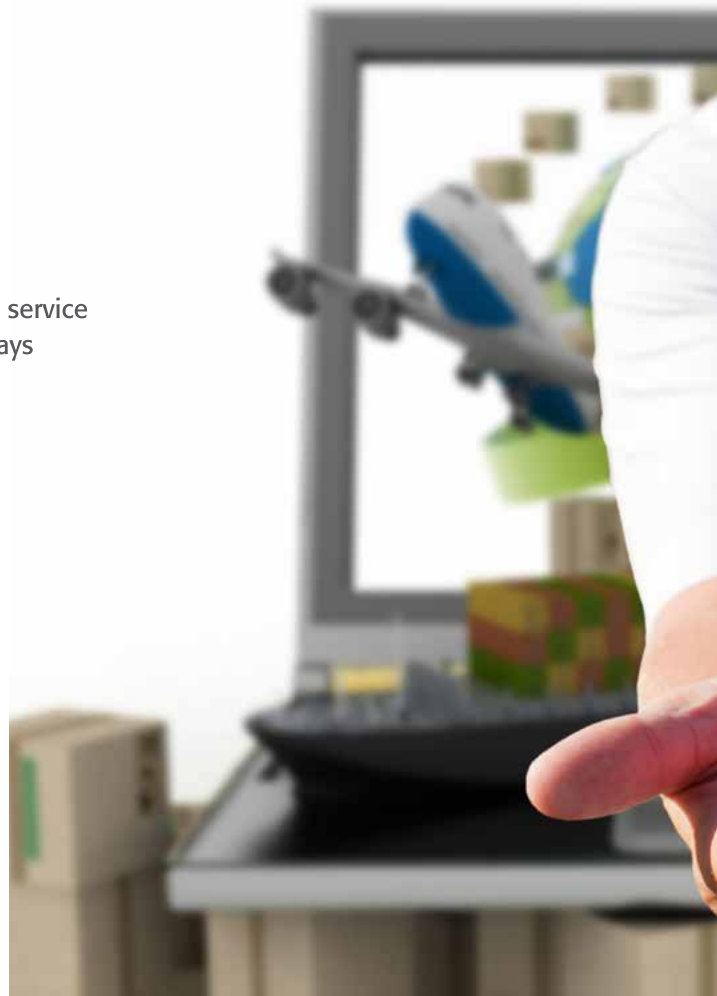
HKGCC has been certifying trade documents for decades, and in 2012 took steps to enhanced the service. After screening, each successful applicant will be issued with a unique *Chamber Certification of Document*, which certifies that a company is a legitimate business registered under the laws of Hong Kong, and that the documents it submitted to the Chamber are genuine and accurate.

Submitting documents

Applications can be made by a person authorized by the company, who must certify that the documents are true and correct under a legally-binding declaration. To maintain the integrity of the service, HKGCC reserves the rights to conduct surprise inspections and if any discrepancies are found, refuse to certify any document. For companies that make a false declaration, legal action may be taken.

Traders, banks, consulates and customs departments worldwide all recognize our certification of documents. Users say the service enhances their credibility and strengthens trust, but most importantly reduces the risk of disputes. Traders also find the service very helpful when dealing with a new customer.

The service can also be used when applying for consulate endorsement, especially in countries that insist on verification of documents, such as the Middle East. We receive thousands of applications each month involving export invoices, business registration certificates, minutes, company registries, contracts, reports, quotations, price lists, etc. Chamber Members and CO subscribers enjoy a substantial discount for the service, while non-members can use the service without a discount.



QR Code, a way to strengthen your business

Customs officials and companies that receive trade documents certified by the Chamber do ask us to authenticate the certificate, just to make sure they have not been tampered with after verification or are not a forgery. These authenticity checks are vital in maintaining the integrity of the service, but can cause delays in finalizing business transactions or clearing customs. To speed up the checking process, In October 2014 we started including a unique Quick Response (QR) on each certificate.

This online verification services allows recipients of the certificates to use their smart phone to immediately verify the documents they received match the ones approved by HKGCC. They can also check via the Chamber's website (<http://cert.chamber.org.hk/verify>). This extra step will significantly reduce delays due to recipients correctly conducting their own due diligence measures and to prevent forgeries. ✿

For further details, visit our certification website at <http://cert.chamber.org.hk>



任何成功的商業合作都必須建基於互信關係，君子協定和堅定有力的握手固然是傳達信任的方式之一，而簽訂協議和文件則能鞏固彼此間的信任。

在很多國家，商貿文件除了要經簽署，還要用由第三者，如信譽良好的商會作證明，以核實文件的可信性。假如出現貿易糾紛，相關文件便能作為呈堂證據。

香港總商會在過去數十年來，一直提供商事證明服務，於2012年更進一步提升服務的水平。經審查後，成功的申請人將會獲發專屬的總商會商事證明書，證明有關公司是本港法例下的合法註冊公司，以及他們提交予總商會的文件準確無誤。

提交文件

要提出申請，公司必須委派代表遞交具法律約束力的公司聲明書，確認所提供的文件資料均真實無訛。為了維持服務的健全性，香港總商會有權進行突擊審查，如有發現任何與聲明不符的資料，可拒絕證明相關文件，同時有權對提供虛假聲明的公司採取法律行動。

本會證明書均獲各地工商、銀行、領事及海關認可。有用戶表示，商事證明服務提高了文件的可信性，並加強了信任度，最重要的是減低發生糾紛的風險。商人亦認為該服務有助他們與新客戶合作。

商事證明服務更可用於申請代辦領事認證，特別是要求文件證明的國家，例如中東地區。本會每月都收到數以千計的申請，涉及出口發票、商業註冊證明、會議紀錄、公司註冊表、合同、報告、報價表及價目表等。總商會會員和來源證優惠用戶均享簽證折扣，而非會員亦歡迎以原價享用服務。

善用QR條碼

海關人員和公司收到經總商會證明的商貿文件後，都希望本會鑑定商事證明書的真確性，以確保經查證的文件未被篡改或偽造。核對證明書的真確性對維持服務的健全性極為重要，卻有可能延誤了過關或商業交易的確認。為加快審查過程，我們由2014年10月起，已在每張商事證明書上增設獨特的QR條碼。

接收證明書的人士可透過網上查證服務，以智能手機即時核實收到的文件，是否與香港總商會審批的文件相符。他們亦可登入總商會網頁 (<http://cert.chamber.org.hk/verify>) 進行相關程序。經改良的服務讓收件人自行展開盡職審查，以防文件偽造，亦將大大減少延誤的情況。✿

如欲了解更多詳情，請瀏覽本會的簽證部網站，
網址：<http://cert.chamber.org.hk>。

鞍山—中國東北新興的商業之都

Anshan: An Emerging Commercial City in Northeast China



鞍山，地處美麗富饒遼東半島中南部，南鄰著名港口城市大連，北接省會城市瀋陽，全市總面積9252平方公里，全市總人口400萬人。2013年GDP達2638億元，是遼寧第三大城市，東北第五大城市。

Anshan is situated in the middle-south of Liaodong Peninsula with the famous port city of Dalian to its south and the Liaoning provincial capital city of Shenyang to its north. Covering a total area of 9,252 square kilometers, Anshan is home to 4 million people. The GDP of Anshan hit RMB 263.8 billion in 2013. It is the third largest city in Liaoning, and the fifth largest in northeast China.

鞍山是中國東北著名旅遊溫泉之城，玉佛苑由260多噸天然岫玉整體精雕而成世界最大玉佛；湯崗子溫泉被稱為亞洲第一溫泉；國家風景名勝千山風景區，以其厚重歷史宗教文化、天然造化彌勒大佛，享有關東第一山的美譽。鞍山，中華寶玉之都，中國鋼鐵之都。Anshan is famous for its hot springs and is a tourist destination in northeast China. Sculptured with a natural Xiuyan Jade weighing over 260 metric tons, the world's largest jade Buddha sits in the Anshan Jade Buddha Temple. Tanggangzi hot spring is known as Asia's number-one hot spring. Qianshan Mountain, a well-known national scenic spot which has profound religious culture and owns a naturally formed Maitreya Buddha, enjoys the reputation of number-one mountain in northeast China. Anshan is also dubbed the jade capital of China and the steel capital of China.

鞍山是遼寧中部城市群服務業中心，2014年服務業主營業務收入將實現1300億元。鐵東區是鞍山市行政、商業中心，區域面積72.4平方公里，人口62萬，服務業發達，英國樂購、法國家樂福、香港新世界等國內外知名企業相繼在此開店營業。

Anshan is the commercial hub in central Liaoning province, and the sales revenue generated from service sector is expected to reach RMB130 billion in 2014. Traditionally, Tiedong district is the administrative and business center of Anshan, with an area of 72.4 square kilometers and a population of 620,000. Service industry is well-developed in this area. A number of famous companies from home and abroad gather here, including retailer giants Tesco and Carrefour, and New World Group from Hong Kong etc.

鐵東區重點規劃建設中央商務區、建國大道金帶、城南新城三位一體發展新格局。

Tiedong district plans to boost the development of CBD, Golden Belt of Jianguo Dadao and Chengnan New Town.

中央商務區 位於鞍山市商業集中的核心地段，面積6.27平方公里，積極引進各類銀行機構、保險公司及其他非銀行金融機構、國內外知名的會計師、律師事務所，全力打造金融服務、商務服務集聚區。

建國大道金帶 位於中央商務區東側，面積3.73平方公里，重點發展大型城市綜合體專案，打造集購物、餐飲、休閒、娛樂為一體的體驗式消費，建設多功能商業區。

Central Business District: Located at the commercial heart of Anshan and covering an area of 6.27 square kilometers, it aims to allure banks, insurance companies, other financial institutions, famous accounting firms and law firms from home and abroad. The goal is to develop the area into a financial services and business services hub.

Golden Belt of Jianguo Dadao: Situated at the east of CBD and covering an area of 3.73 square kilometers, it aims to attract the projects of large-scale urban complexes combining shopping, catering, leisure and entertainment, and to build the area into a business district with multiple functions.

城南新城——宜商、宜居、宜業之城

Chengnan New Town : A Livable and Business-friendly Town

位於中央商務區與湯崗子新城之間，規劃面積39平方公里，規劃人口20萬。重點構建“兩心一帶”功能區發展佈局。

Located between CBD and Tanggangzi New Town, it plans to cover an area of 39 square kilometers with a projected population of 200,000. Its spatial layout is described as “two centers, one belt”.

四方台區域中心：規劃面積519萬平方米，建設四方台商務商貿中心區、總部經濟區、休閒娛樂區和生活服務區四大功能區。

Sifangtai Area Center: It plans to occupy an area of 5.19 million square meters, and to build four major functional areas, including commercial area, area for developing headquarters economy, area for leisure and entertainment and residential area.

大孤山區域中心：規劃面積451萬平方米，建設大孤山商貿區、都市工業區、旅遊服務區和生態宜居區四大功能區。

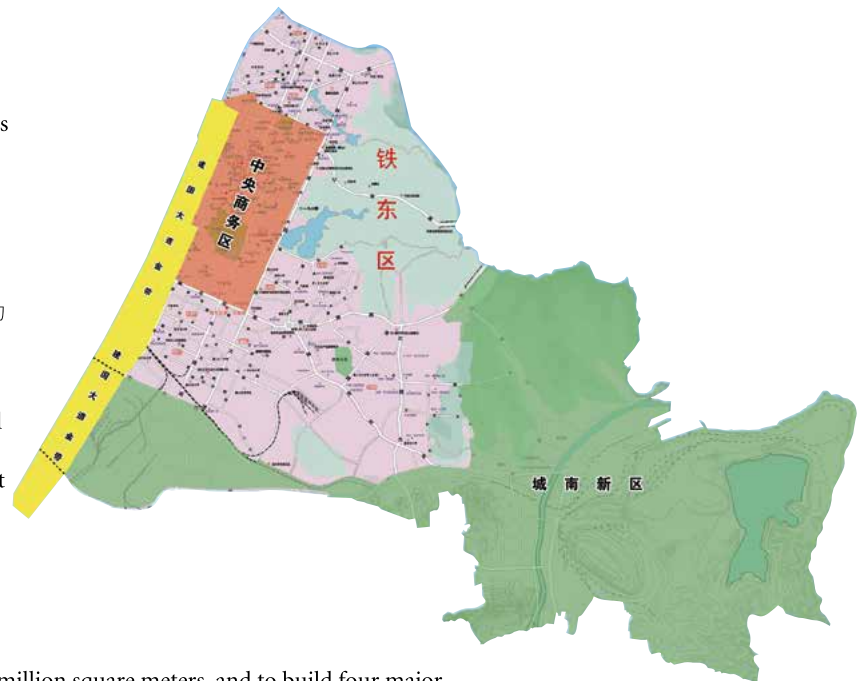
Dagushan Area Center: It plans to cover an area of 4.51 million square meters, and to build four major functional areas, including commercial area, industrial area, area for travel services and green residential area.

興業大道物流帶：規劃面積97萬平方米，建設現代物流配送中心、倉儲、聯運中心、配載服務體系。

Xingye Dadao Logistics Belt: With a planned area of 970,000 square meters, it plans to build logistics distribution centers, warehouses and combined transport centers.

鞍山將以最優惠的政策，最優質的服務，歡迎世界各國企業投資鞍山，互利共贏。請流覽我們的網站www.aswjm.gov.cn或電郵至aswjmjwlc@163.com。

With preferential policies and quality services, Anshan is waiting for investors around the world to step into a win-win future. Please visit our website at www.aswjm.gov.cn or contact us on aswjmjwlc@163.com.



Collective Contracts

《廣東省企業集體合同條例》

New regulation on collective contracts for enterprises operating in Guangdong Province will come into effect on January 1, 2015

廣東省企業集體合同的新條例將於2015年1月1日生效

The Guangdong Regulation on Collective Contracts (the new regulation) was passed by the Standing Committee of the National People's Congress of Guangdong Province on September 25, and will take effect from January 1, 2015.

Since the public consultation on the new regulation was launched in October 2013, the Chamber has been keeping a close eye on its development. The Chamber's Industry and Technology Committee Chairman K C Leung, and representatives of other major local chambers, presented employers' concerns to Huang Yebin, Vice Chairman of the Standing Committee of the National People's Congress of Guangdong, and Chairman of the Guangdong Federation of Trade Unions, during a number of meetings.

We stressed the advantages of a market economy and businesses' right to manage their companies independently. We also made six submissions to Mainland and SAR government officials, which laid out our arguments for the right to independent management. The National People's Congress of Guangdong adopted most of our recommendations. These include:

- legal obligations and liabilities not directly relevant to collective bargaining have been removed;
- all clauses regarding industry sector and regional collective bargaining have been removed;
- enterprises are no longer required to present documents containing trade secrets, such as financial and accounting reports, payroll information, insurance premiums, etc. to workers' representatives;
- the collective bargaining threshold was raised from one-third to more than half of workers.

Under the new regulation, issues concerning the content, procedures, ways of collective bargaining and

dispute resolution are subject to the Labour Law of the People's Republic of China and the Interim Measures on Collective Wage Bargaining.

Collective bargaining

Under the new regulation, collective bargaining relating to rewards, allowances, subsidies and layoff, proposed in the original draft, have been removed. It also clarifies under which conditions workers can bargain on remuneration, work hours, breaks, leave, work safety, hygiene, as well as the protection of workers. Employers with enterprises in Guangdong need to fully understand the requirements laid out under the new regulation and make adjustments accordingly to their operations.

Collective wage bargaining

Under collective wage bargaining, the new regulation follows the principle that all employees shall enjoy equal pay for equal work. Workers can engage in collective bargaining with enterprises for wage standards, wage distribution methods, other wage distribution matters and wage payment methods, as well as annual pay, wage adjustment range and wage adjustment mechanisms. However, employers can propose a pay freeze or pay cut if they are losing money or follow the official wage guidelines. This is an important point, because it will provide a lifeline for SMEs and larger enterprises that have fallen on hard times.

Collective bargaining process

Collective bargaining should be conducted annually, and any request must be made in writing through the enterprise union. Even though trade unions are not common in Hong Kong enterprises, employers should still set up mechanisms to communicate with



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employees and prevent discontent. If half of the total workforce requests, in writing, a collective consultation with their employer through their union, collective bargaining must be initiated. Workers also need to be reminded that requests for collective bargaining have a time limit.

Prohibited acts and legal liabilities

“The right to suspend work and strike” is not included in the new regulation. Therefore, if employees decide to strike to air their grievances, they would violate the provisions of collective bargaining, and therefore would not be protected under the new regulation. However, enterprises should guarantee workers their right to voice their views. Any coercion to make workers’ representatives renounce collective bargaining, such

as terminating a labour contract or lowering wages, would be considered a criminal offense.

Dispute settlement

The collective contracts are not legally binding for either party. If an enterprise fails to fulfil a contract, workers can request a new round of bargaining, or seek arbitration or litigation. The rulings from arbitration or litigation would be legally binding for both parties.

The National People’s Congress of Guangdong told the Chamber that further mechanisms would be introduced based on discussions during quarterly meetings that will be held between the Guangdong authorities and Hong Kong chambers. The Chamber will continue to pay close attention to its implementation and impact on Hong Kong businesses. ❀



Chamber representatives discuss the new regulations with Huang Yebin (centre), Vice Chairman of the SCNPC Guangdong, and Chairman of the Guangdong Federation of Trade Unions. 本會代表與廣東省人大副主任兼省總工會主席黃業斌（中）就《條例》進行會談。

廣東省人大常委會已於9月25日三讀通過《廣東省企業集體合同條例》(簡稱《條例》), 並將於2015年1月1日實施。自2013年10月廣東省人大公布《條例》修訂草案諮詢以來, 香港總商會一直密切關注事態發展, 並通過各種渠道表達港商的憂慮和意見。本會工業與科技委員會主席梁廣泉, 聯同本地主要商會的代表, 曾多次與廣東省人大副主任兼省總工會主席黃業斌就《條例》相關事宜進行會談。

本會向來主張遵循市場經濟原則, 維護企業自主經營權。企業正面臨生產成本和工資飆升等壓力, 本會建議暫緩立法, 並以出台「指導意見」來代替, 期間先後六次向內地及特區政府相關領導和機構呈遞意見書, 仔細分析研究《條例(修改稿)》數十稿, 促請以最精簡的《條例》保障企業自主經營權。廣東省人大非常重視本會及其他商會的意見, 最終採納了大部分建議。例如:

- 刪除了與集體協商並無直接關聯卻規定企業承擔的法律義務和責任;
- 刪除了所有涉及行業性及區域性集體協商的條款;
- 企業無需將財務會計報告、工資支付情況、社會保險費繳納情況等涉及商業機密的文件提交給職工代表;
- 與企業開展集體協商的門檻, 由原來只要三分之一職工提請, 提高到需要超過半數等。

出台的《條例》依據《中華人民共和國勞動法》和《工資集體協商試行辦法》, 說明集體協商的內容、程式、方式和爭議的解決等問題。

集體協商的內容

《條例》刪除初稿所建議有關獎懲、津貼、補貼和裁員等內容, 並詳細而清晰地規定, 職工在甚麼情況下可與企業就勞動報酬的確定、增減, 工作時間和休息休假, 勞動安全與衛生, 保險和福利, 女職工、未成年工的保護措施等事項進行平等協商。在粵的港企要充分掌握《條例》的規定, 檢視是否有明顯的違規行為, 及時作出調整, 將爭議風險降到最低。

工資集體協商

《條例》規定工資集體協商應當遵循按勞分配原則, 實行同工同酬, 明確指出職工與企業可以就:(一)工資標準、工資分配形式和其他工資分配事項及工資支付辦法;(二)職工年度平均工資水準及其調整幅度和調整辦法, 進行協商。然而, 企業可以根據年度虧損的實際情況, 並綜合考慮物價、政府工資指導線等因素, 提出工資不增長或負增長的要求, 為經營狀況不佳的企業和中小企業提供了一定的生存和發展空間。

集體協商的程序

集體協商在一般情況下一年進行一次, 經半數以上職工提請, 可通過企業工會向企業以書面提出集體協商的的要求。由於在實際操作中通常需要由工會進行, 而港資企業一般沒有工會, 此門檻對企業相對有利。雖然如此, 企業應建立與職工的溝通機制和渠道, 防患於未然, 如職工作出提請, 應特別留意相關協商時限的要求。

集體協商中雙方的禁止行為及法律責任

值得注意的是, 《條例》並未有提及職工的「停工權」和「罷工權」, 所以職工一旦通過停工、停產等方式表達訴求, 即違背了集體協商的程式, 不受法律法規保護。另一方面, 企業應保證職工的發言權, 不能以解除勞動合同、降低工資待遇等威逼利誘的方式, 迫使職工協商代表放棄集體協商, 否則構成刑事責任。

法律效力和爭議處理

達成的集體合同對雙方均不具備強制約束力。若企業不履行合同, 職工可向企業提出新一輪的協商要求, 或者尋求仲裁或訴訟途徑。只有仲裁或法院訴訟結論對雙方行為具有法律約束力。

廣東省人大向本會表示, 將建立調整機制, 每三個月與香港商會代表就《條例》實施情況進行檢討和修訂。本會將繼續關注《條例》的實施情況和對港商的影響。✿

Wang Lixia, Vice Governor of Shaanxi Province, visited the Chamber on November 14 to encourage Hong Kong enterprises to invest in Shaanxi Province under CEPA. Betty Yuen, Chamber Vice Chairman, and China Committee members exchanged views on cooperation and opportunities in Shaanxi. Wang also spoke at the opening ceremony of the 4th Shaanxi-Hong Kong Business Week cum Business-matching Seminar on November 20, at which Chairman Y K Pang represented the Chamber.

陝西省副省長王莉霞於11月14日到訪，鼓勵香港企業利用CEPA投資陝西省。總商會副主席阮蘇少滙及中國委員會委員就該省的合作和機會交換意見。王副省長亦於11月20日為「第四屆陝港澳活動周開幕式暨陝港產業合作對接交流會」擔任演說嘉賓，由主席彭耀佳代表本會出席。



Kelvin Lau, Senior Economist, and Amy Wong, Director, FXRC Structuring, Standard Chartered Bank (HK) Limited, spoke at the Chamber's November 17 roundtable luncheon on how they see the economy panning out in 2015. They also gave members advice on maximizing their returns while managing foreign exchange risks.

渣打銀行（香港）有限公司高級經濟師劉健恆及外匯結構產品部董事黃家寶出席本會11月17日的午餐會，分享2015年的經濟展望，並向會員講解如何管理外匯風險，以達到最多的收益。

Edmond Yue, China Committee Chairman, was invited by the China Council for the Promotion of International Trade to attend the APEC CEO Summit 2014 in Beijing from November 8-10. The summit, held prior to the annual APEC Economic Leaders' Meeting, was held under the theme: "New Vision for Asia Pacific: Creativity, Connectivity, Integration, and Prosperity."

中國委員會主席余國賢應中國國際貿易促進委員會的邀請，出席11月8至10日假北京舉行的亞太經合組織（APEC）總裁峰會2014。該峰會於一年一度的APEC經濟領袖會議之前舉行，主題為「攜手亞太，共創未來：創新、連繫、整合、繁榮」。

Lu Pengqi, Vice Chairman, China Council for the Promotion of International Trade, led a delegation from the China Maritime Arbitration Commission to visit the Chamber on November 18. China Committee Chairman Edmond Yue welcomed the delegation and exchanged views on how the two organisations could work together in future.

中國國際貿易促進委員會副會長盧鵬起於11月18日率領來自中國海事仲裁委員會的代表團到訪。中國委員會主席余國賢歡迎一眾團員，並就雙方如何加強合作交流看法。

Xie Xuezhi, Deputy Administrator and Deputy Party Secretary, State Administration of Taxation, visited the Chamber on November 20. The China Committee and the China Taxation Working Group hosted a meeting for members to exchange views with Xie about China tax issues. Chamber General Committee members Emil Yu and David Lie, China Committee Chairman Edmond Yue, Vice Chairman Petrina Tam and China Taxation Working Group members joined the meeting.

國家稅務總局副局長及黨組副書記解學智於11月20日到訪。中國委員會及中國稅務工作小組於11月20日合辦會議，就中國稅務議題與解副局長交換意見。總商會兩位理事于健安及李大壯、中國委員會主席余國賢、副主席譚唐毓麗，以及中國稅務工作小組成員，均有出席會議。

Taiwanese Classics

台式經典

Captain Cheng transports lovers of classic Taiwanese dishes to Taipei via his little restaurant in Lai Chi Kok, writes staff reporter **Hilda Pun**

程班長於荔枝角開設的小館，讓鍾愛經典台灣美食的食客猶如置身台北 本刊記者潘茵



很多香港人會趁周末飛往台北，品嚐各式各樣的台式小食和料理。因此我總是百思不得其解，本港為何沒有更多優質的台式餐廳。坊間充斥著大量主打「珍珠奶茶」、冒充台灣餐館的小食店，尋求正宗的寶島風味真不容易。

程致賢去年在港開設了第一間全資經營的「程班長」，正試圖改變上述局面。他毅然來港發展前，已在台北著名的饒河街夜市經營食檔近三十年。身為地道的台灣人，程致賢堅持以傳統的

烹調手法巧製菜式，並特地從台灣進口大部分乾貨食材，以確保食品的原汁原味。

走進充滿住家親切感的「程班長」，來自台灣的店員紛紛向食客送上熱情的問候，令人猶如置身寶島。「我們視每位客人為朋友。」程致賢表示：「正因如此，我們用心做好每一細節，讓客人品嚐正宗的台灣風味，同時感受到我們的好客之道！」



Braised beef noodle
紅燒牛肉麵 (\$50)

Beef is stir-fried with a homemade bean paste, and then allowed to gently simmer until the meat just dissolves on your tongue. For the soul of the dish, the beef stock, beef bones are simmered for eight hours with a combination of spices and sauces that gently massage your taste buds. The homemade thick wheat noodles soak up the full-flavoured broth and retain their chewy texture.

牛肉以自製的豆瓣醬炒香，再慢慢燉至肉嫩多汁。牛骨湯底是這道招牌菜的靈魂，以牛大骨、香料、醬油等熬煮八小時而成，牛味濃郁，帶點微辣。手工寬板麵則盡收高湯精華，吃到最後也不失嚼勁。



Braised pork rice
滷肉飯 (\$28)

This is classic Taiwanese comfort food. Finely chopped braised pork is cooked in a homemade gravy with spices, before being spooned over hot, fluffy pearl rice. The ratio of lean to fatty meat is 7:3, which stops the dish from being greasy. 滷肉飯是台灣經典的家常美食。手切的肉燥以秘製滷汁和香料調味，加上熱騰騰、香軟的珍珠米，份外美味。「程班長」的滷肉採用七瘦三肥的比例，油香而不膩。



Marinated tofu, fish cakes and eggs in Taiwanese master stock
台式滷味 (\$25)

台式滷味（百頁豆腐、甜不辣、滷蛋） Compared to Chiuchow street food, Taiwanese braised dishes have a more delicate flavour and a slightly sweet aftertaste. Typical snacks in Taipei include thinly-sliced tofu, tea eggs and deep-fried fish cakes. They are usually steeped in a rich, but not overpowering, marinade made from tea, soy sauce, and dried spices. 相比潮州的街頭小食，台式滷味的味道較為清淡，帶有香甜的餘韻。百頁豆腐、滷蛋和甜不辣都是台北的特色小食，以陳年滷汁、茶葉、醬油、風乾香料等醃製，味道芳香濃郁，卻仍保留食材的原味。

Chef Profile

大廚小檔

Cheng Chih Hsien is the soul of Captain Cheng, having run a food stall in Taipei for almost 30 years. His specialities are beef dishes. His grilled steaks and Taiwanese beef noodle in soup dishes made him famous at Taipei's popular night snack market, Raohe Street.

程致賢是「程班長」的靈魂人物，在台北經營食檔近三十年，對炮製牛肉料理甚有心得。他最初開設台式牛排店，隨後在台北的饒河街夜市主打台灣牛肉麵，旋即打響名堂。

Captain Cheng

程班長台灣美食

Flat 2, 1/F, Elite Industrial Centre

883 Cheung Sha Wan Road

Lai Chi Kok

荔枝角長沙灣道883號

億利工業中心1樓102室

2576 1199

Many Hongkongers fly off to Taipei for a long weekend to enjoy the endless selection of Taiwanese snacks and dishes, so I have always been baffled why there are not more good Taiwanese restaurants here. There is no shortage of “bubble-tea” style snack shops masquerading as Taiwanese restaurants, but finding one serving truly authentic flavours is a challenge.

Cheng Chih Hsien is starting to change that, after opening his first Captain Cheng Restaurant in Hong Kong last year. Cheng used to run a food stall in Taipei's popular Raohe Street night market for almost three decades before moving to Hong Kong. The Taiwanese native follows his tried and tested recipes and imports most of his ingredients directly from Taiwan to ensure the authenticity of each dish.

Walking into the homey restaurant, Taiwanese staff heartily greet diners in the same manner as they do on the island. “We treat every customer as our friend,” said Cheng. “That’s why we put our heart into everything and show people not just the original flavours of Taiwan, but also Taiwanese hospitality!”



Taiwanese pork chop

台式炸豬排便當 (\$45)

Packed in a nostalgic wooden box, this lunchbox stars a deep-fried pork chop, served with a variety of traditional side dishes, such as dried tofu rolls, spring onion omelette, braised pork and cabbage, making it a classic Taiwanese lunchbox.

懷舊的木片便當主打酥脆惹味的炸豬排，配以豆輪、蔥蛋、肉燥和高麗菜等多種傳統配菜，用料豐富，台味十足。



Braised pork wrapped in steamed bun

刈包 (\$32)

This fluffy steamed bun stuffed with tender braised pork belly was my favourite dish of the day. The meat is first deep-fried to render down the fat, and then simmered in a pot with Captain Cheng's secret broth for hours to give it a melt-in-the-mouth texture. Served with pickled mustard greens, fresh cilantro and crushed salty-sweet peanuts, it is a surprisingly simple, yet delicious bite.

刈包鬆軟飽滿，夾著大片香嫩的五花肉，成為我的是日至愛。五花肉先要炸香，以逼出多餘的油分，再放入「程班長」秘製的高湯內燜滷數小時，軟糯惹味，入口即溶。滷肉配搭爽口的台灣酸菜、新鮮芫荽，以及鹹中帶甜的花生粉，香氣四溢，簡單而美味，實在是一大驚喜。



Taro balls in red bean soup

紅豆芋圓 (\$28)

This typical Taipei dessert should not be missed. Made with Taichung's famous Dajia taro, both the taro and sweet potato balls are very chewy and have a natural sweetness. They go very well with the rich and nourishing red bean soup. 這道傳統的台北甜點絕對不容錯過。芋圓以台中著名的大甲芋頭特製，與地瓜圓一樣煙韌彈牙，帶有天然的清甜，配上綿密滋潤的紅豆湯，效果甚佳。

Americas Committee 美洲委員會



Visit to Argentine Consul General's Home

The Americas Committee, led by Chairman Michael Paulus, called on the Consul General of Argentina at his home in Stanley on November 4. Consul General Gustavo Horacio Luis Fazzari said there are huge business opportunities across the country's diverse industries, particularly in quality agricultural produce, energy, software, satellites, medicine and wine.

參觀阿根廷總領事府第

美洲委員會主席馬國寶於11月4日率領會員，參觀阿根廷駐港總領事位於赤柱的府第。總領事 Gustavo Horacio Luis Fazzari表示，阿根廷多個行業，尤其是優質農產品、能源、軟件、衛星、醫藥及葡萄酒業，均能為港商帶來龐大的商機。

Asia & Africa Committee 亞洲及非洲委員會



Bahrain-Hong Kong Business Forum 巴林—香港商業投資論壇

The Chamber co-organized the Bahrain-Hong Kong Business Forum on October 31. Chamber Chairman Y K Pang delivered the welcome remarks at the forum, and Asia & Africa Committee Chairman Andrew Wells witnessed the signing of an MOU, which aims to strengthen economic, trade and cultural ties between Hong Kong and the Kingdom of Bahrain.

總商會於10月31日協辦巴林—香港商業投資論壇。總商會主席彭耀佳為大會致歡迎辭，亞洲及非洲委員會主席華賢仕則見證雙方簽署諒解備忘錄，旨在加強香港與巴林王國的經貿和文化聯繫。

Hong Kong Missing the Boat for Latin American 香港錯失拉美商機

Mario Ignacio Artaza, Chief Representative of Banco Security in Hong Kong, spoke at the Americas Committee Meeting on November 4 about Latin America's strong links with the greater China region since the 19th century. Today, Mainland cities are aggressively investing and trading in Latin America, but Artaza warned Hong Kong's mostly indifference to Latin American markets is weakening our position as an international business hub. To illustrate the size of the market, he said Latin America will overtake Europe as China's leading trading region, yet Hong Kong businesses seem unaware of the huge potential.

智定銀行駐港首席代表Mario Ignacio Artaza出席美洲委員會11月4日的會議，闡釋拉丁美洲與大中華區自19世紀以來的緊密聯繫。現在，內地城市正積極在拉丁美洲投資和貿易，但Artaza警告香港對拉美市場缺乏興趣，正削弱其國際商業樞紐的地位。他又稱，拉丁美洲將超越歐洲成為中國主要的貿易地區，可見其市場規模龐大，惟香港企業卻似乎未有留意到其巨大潛力。

Israel Export and International Cooperation Institute

以色列出口與國際合作協會

Ofer Sachs, CEO of the Israel Export and International Cooperation Institute (IEICI), Government of the State of Israel, called on the Chamber on October 28, where he was welcomed by the Chamber's Chief Economist David O'Rear. Owned by the Government of Israel and the private sector, IEICI promotes Israeli goods and service exports, trade relations, cooperation and strategic alliances with overseas partners.

以色列國政府以色列出口與國際合作協會行政總裁Ofer Sachs於10月28日到訪，由本會首席經濟師歐大衛接待。以色列出口與國際合作協會由以色列政府與商界共同擁有，旨在推廣當地的貨物及服務出口，以及與海外夥伴的貿易關係、合作與策略聯盟。



Cambodian Minister of Commerce Visits HKGCC 柬埔寨商務部部長到訪

Chanthol Sun, Senior Minister and Minister of Commerce; and Vice Chairman of the Council for Development of Cambodia, called on the Chamber on October 27, where he was welcomed by Asia & Africa Committee members Edmond Yue, Andrew Yuen and Nigel Collett. Sun expressed his interest in exploring business opportunities between Hong Kong and Cambodia. He explained that foreign investment in Cambodia is rapidly on the increase, and improvements to transportation, power generation, and anti-corruption have attracted more foreign investors to the country.

柬埔寨商務部高級部長及柬埔寨發展協會副主席Chanthol Sun於10月27日到訪，由亞洲及非洲委員會委員余國賢、袁耀全及Nigel Collett接待。Sun表示有意探索香港與柬埔寨之間的商機。他解釋該國的外資正迅速增長，而運輸、發電和反貪腐方面的改善，亦為當地吸引了更多海外投資者。



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 Andrew R Wells
華賢仕先生



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



Oxfam Trailwalker 2014 – Leaders against Poverty Walk 樂施毅行者2014——領袖行

Chamber CEO Shirley Yuen represented the Chamber at the launch of “Oxfam Trailwalker 2014 – Leaders Against Poverty Walk,” on November 14. Bernard Chan, Chair of Oxfam Trailwalker Advisory Committee, and Stephen Fisher, Director General of Oxfam Hong Kong, officially launched the event, which saw a total of 1,300 teams – around 5,200 participants – start their 100km walk over 20 hills and mountains along the rugged MacLehose Trail and other trails within 48 hours.

More than 20 business leaders gave the walkers their support and walked from Sai Kung Pak Tam Chung to the pavilion at start of High Island Reservoir West Dam all in the name of putting an end to poverty. Bernard Chan said this year’s theme is ‘Partnership. The True Trailwalking Spirit.’ “This year’s theme also echoes Oxfam’s mission to mobilise the power of people to fight for a world without poverty.”

For more information about Oxfam Trailwalker, visit: <http://www.oxfamtrailwalker.org.hk/>
Facebook page: www.facebook.com/oxfamtrailhk



總商會總裁袁莎妮於11月14日代表本會參加「樂施毅行者2014——領袖行」，活動當日由樂施毅行者籌委會主席陳智思及樂施會總裁余志穩揭幕。是次的遠足籌款活動共有1,300隊、約5,200名毅行者參加，他們需跨越20多座高山，並於48小時內走畢長達100公里的麥理浩徑及其他接續路段。

逾20位商界領袖亦身體力行支持毅行者，特地由西貢北潭涌步行至萬宜水庫西壩路段，以籌得更多善款，攜手實現「無窮世界」。陳智思表示今年樂施毅行者的口號是「毅行精神，就是夥伴同行！」，他續稱：「正如在扶貧路上，樂施會與夥伴攜手協力，定能發揮更大力量，共創『無窮世界』。」

有關樂施毅行者的詳情，請瀏覽：
<http://www.oxfamtrailwalker.org.hk/>
Facebook專頁：www.facebook.com/oxfamtrailhk

Environment & Sustainability Committee 環境及可持續發展委員會

Steve Wong, Vice Chairman of the Environment & Sustainability Committee, represented the Chamber at the opening ceremony of the Eco Expo Asia 2014 on October 29.

環境及可持續發展委員會副主席黃兆輝於10月29日代表總商會出席「國際環保博覽2014」的開幕典禮。

Dr Thomas Tang and Steve Wong, Vice Chairmen of the committee, attended a meeting hosted by the Chief Secretary for Administration and other senior officials on November 4 to discuss environmental policy initiatives for the upcoming Policy Address.

委員會兩位副主席鄧錫權博士及黃兆輝於11月4日出席由政務司司長及其他高官主持的會議，就下一份《施政報告》的環境政策進行討論。

Dr Thomas Tang, Vice Chairman of the committee, led a 40-member delegation to visit Hong Kong International Airport on November 5 to learn how the Airport Authority collects and recycles waste. Members also saw how waste from aircraft cabins is processed, sorted and recycled.

委員會副主席鄧錫權博士於11月5日率領40位會員前往香港國際機場，了解機場管理局如何收集和回收廢物，以及考察機艙廢物的處理、分類和回收過程。

Committee Chairmen 委員會主席



Meeting with the Kagoshima Prefectural Government 與鹿兒島縣政府會面

Keichirou Nishi, Deputy Executive Director of Tourism, Trade & International Exchange from the Kagoshima Prefectural Government, led a delegation to the Chamber on November 6. Asia & Africa Committee Chairman Andrew Wells, and China Committee Chairman Edmond Yue welcomed the visitors. This was the second time that representatives from Kagoshima Prefectural Government visited the Chamber this year. The visit came just after Chamber CEO Shirley Yuen attended the 19th Kong-Kagoshima Conference in Kagoshima Prefecture in late October. Frequent visits from both sides seek to further enhance trade and cultural ties between Hong Kong and Kagoshima.

鹿兒島縣觀光交流局次長西啟一郎於11月6日率領代表團到訪，由亞洲及非洲委員會主席華賢仕及中國委員會主席余國賢接待。這已是鹿兒島縣政府今年內第二次到訪總商會，而總商會總裁袁莎妮亦剛於10月底赴鹿兒島縣出席第19屆「鹿兒島·香港交流會議」。雙方頻密互訪交流，有助加強兩地的貿易和文化聯繫。



Legal Committee

法律委員會

Mr Stephen Crosswell
高善和先生



Manpower Committee

人力委員會

Mr Nicholas R Sallnow-Smith
蘇兆明先生



Membership Committee

會員關係委員會

Mr Stephen Ng
吳天海先生



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

Dr Kelvin Leung
梁啟元博士



Small & Medium Enterprises Committee

中小型企業委員會

Mr William Wong
黃龍想先生



Taxation Committee

稅務委員會

Mr Francis Lee
李安東先生



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



Young Executives Club

卓青社

Mr Oscar Chow
周維正先生

Digital, Information & Telecommunications Committee 數碼、資訊及電訊委員會



Maggie Zhou, Deputy General Manager, International B2C Division of Alibaba Group and Elaine Hu, Senior Business Development Manager (Asia Pacific) of Tmall Global, provided tips at the Chamber's October 22 roundtable luncheon on how SMEs can cash in on the booming e-commerce market in the Mainland.

阿里巴巴集團國際B2C事業部副總經理周嵐及天貓國際資深亞太招商經理胡瑜玲出席本會10月22日的午餐會，講解中小企可如何善用內地蓬勃發展的電子商務市場。

Scott McNealy, co-founder and former CEO of Sun Microsystems, spoke to a full house on November 3 about privacy challenges and business opportunities relating to being an online society, as well as the trends of social media.

Sun Microsystems共同創辦人兼前行政總裁Scott McNealy蒞臨本會11月3日的午餐會，闡釋網上社區所帶來的私隱問題和商機，以及社交媒體的趨勢，全場座無虛席。



Europe Committee 歐洲委員會



Europe Committee's Cocktail Reception

Over 150 people registered for the Europe Committee's cocktail reception on November 6 in honour of European Consuls General and representatives. Committee Chairman Neville Shroff, CEO Shirley Yuen, and General Committee members welcomed 17 Consuls General and representatives, as well as members, to the event, which took place at The Hong Kong Club's Garden Lounge.

歐洲委員會酒會

歐洲委員會於11月6日假香港會花園廳舉行酒會，款待多位歐洲駐港總領事及商貿代表，吸引逾150人出席。委員會主席尼維利施樂富、總裁袁莎妮及多位理事歡迎17位總領事、商貿代表及一眾會員。



Consul General of Ireland Visits Chamber

Ireland's new Consul General Peter Ryan met with members at the Europe Committee's meeting on November 13. He explained the new Irish Consulate, which opened in August this year, aims to attract investment from Hong Kong and Mainland China into Ireland.

愛爾蘭總領事到訪本會

愛爾蘭新任總領事韋宏達出席歐洲委員會11月13日的會議，與委員會會面。他解釋，愛爾蘭總領事一職於今年8月新設，旨在吸引中港兩地的投資。



Meet the Secretary for Food and Health 與食物及衛生局局長會面

Dr Ko Wing-man, Secretary for Food and Health, spoke to members about his wide portfolio, from organ donation to overseas doctors and contingency plans for an Ebola outbreak in Hong Kong. The Chamber regularly organizes the Meet the Minister Series to give members and ministers an opportunity to candidly exchange views. These meetings are closed door and off the record.

食物及衛生局局長高永文醫生向會員闡述其廣泛的工作，內容涵蓋器官捐贈、海外醫生以至伊波拉疫症在港爆發的應變計劃。總商會定期舉辦「司局長全接觸系列」論壇，讓會員與各司局長有機會面談交流。這些論壇僅供會員參加，不設傳媒採訪。

Industry & Technology Committee 工業及科技委員會



Thirty members visited Lee Kum Kee's production plant in Tai Po on October 21 to learn about the secrets of its legendary sauces and success.

30位會員於10月21日前往位於大埔的李錦記廠房考察，了解其優質醬油的生產過程和公司的成功秘訣。

Thinex Shek, Assistant Director of Policy & Development, attended a meeting for the Hong Kong Awards for Industries to discuss the timetable and ground rules of the 2015 Awards Scheme.

政策及發展副總監石平儀出席「香港工商業獎」工作會議，制訂2015年度獎勵計劃的時間表和基本規則。

HKCSI 香港服務業聯盟

Watson Chan, Senior Director for Policy & China Business, and Charlotte Chow, Assistant Director for Business Policy, met with IBM Government Programs Executive Robert Fong on October 29 to discuss the work of the HKCSI Executive Committee.

政策及中國商務副總裁陳利華及工商政策助理總監周育珍於10月29日與國際商業機器中國香港有限公司總經理方潤江會面，討論香港服務業聯盟的工作。

Legal Committee 法律委員會

The Competition Law Expert Group met on October 16 to discuss formulating the Chamber's responses to the two-part consultation on the Draft Guidelines under the Competition Ordinance. The consultation exercise was launched on October 9 and ended on November 10 and December 10, respectively, for the Draft Procedural and Rules Guidelines.

競爭法專家小組於10月16日開會，討論總商會對《競爭條例》草擬指引兩部分諮詢的回應。諮詢活動於10月9日展開，有關程序和守則草擬指引的諮詢分別於11月10日和12月10日結束。

The Chamber submitted its comments on October 31 to the Equal Opportunities Commission for a Discrimination Law Review consultation. Although the Chamber supports the notion to consolidate existing laws on discrimination, the submission outlined businesses' views on proposals to introduce de facto relationships and equal pay for equal value.

總商會於10月31日就「歧視條例檢討」的諮詢，向平等機會委員會提呈意見。儘管本會支持加強現行的歧視法例，惟建議書亦概述了商界對建議引入事實關係及同值同酬的看法。

Manpower Committee 人力委員會



The Business-Schools Partnership Programme for 2014-2015 started on October 31 after 47 companies and schools participated in the latest matching meeting to plan activities for students in the coming 12 months.

2014至2015年度的「商校交流計劃」已於10月31日展開。在總商會的安排下，47家企業和學校的代表出席配對會，為學生計劃未來12個月的活動。

Travis Barton, Principal and Business Leader for Mercer's Hong Kong Talent practice, conducted a workshop on November 6 to help HR professionals improve their talent decision-making process.

美世香港人才發展業務主管Travis Barton於11月6日主持工作坊，協助人力資源主管改善人才決策過程。

Jeffrey Tang, Managing Director of Towers Watson, shared the highlights of the Towers Watson bi-annual study on Talent Management and Rewards with members at the Manpower Committee meeting on November 12.

Towers Watson董事總經理Jeffrey Tang於人力委員會11月12日的會議上，向委員講解該公司兩年一度的人才管理與獎勵調查的結果。

Women Executives Club 卓妍社

Margaret Leung, Chairman of the Women Executives Club, attended a private movie screening of "My Voice, My Life," organized by the Chinese General Chamber of Commerce, with representatives from other women's organizations and 200 local secondary students on October 25.

Shipping & Transport Committee 船務及運輸委員會



Darren Benson, Executive Director, Industrial & Logistics Services and Marcos Chan, Head of Research of CBRE, spoke at a Chamber roundtable luncheon on October 28 about how the lack of storage space and warehouse facilities are affecting retailers. He said the challenges might affect the future development of the logistics, retail and tourism sectors of Hong Kong if left unaddressed.

世邦魏理仕工業及物流服務部資深董事戴文及研究部主管陳錦平出席本會10月28日的午餐會，探討倉儲設施不足對零售商的影響。他指出，若有關問題得不到解決，本港物流、零售和旅遊業的未來發展或會受到影響。

Taxation Committee 稅務委員會

An ad hoc task group met on October 29 to consider taxation policy recommendations for the Chamber's annual submission to the Government on policy and budgetary proposals, which was followed up on November 11 when the committee met to discuss the Chamber's Policy/Budget submission.

委員會一個特別工作小組於10月29日開會，就總商會向政府提交的年度施政和財政預算建議書，商討當中的稅務政策建議。委員會其後於11月11日開會討論總商會的施政報告/財政預算案建議書，跟進先前提出的相關建議。

Young Executives Club 卓青社

Dr Andrew Ma, Founder and Executive Director of Chorev Consulting, spoke at seminar organized by the Young Executives Club on November 6 on how managers can manage various political stances of staff in the office. He also pointed out that differences in opinions are closely related to generational and sub-cultural differences within the workplace.

高宏國際顧問有限公司創辦人及行政總監馬文藻博士於11月6日出席卓青社舉辦的研討會，講解經理應如何處理辦公室內員工的不同政見。他指出，意見分歧與工作間的世代和次文化差異息息相關。

The Young Executives Club held its first Executive Committee meeting on November 14 to discuss the club's objectives and activities for the coming year.

卓青社於11月14日召開首個行政委員會會議，討論該社來年的目標和活動。



Strategic Talent Management 策略人才管理

“Strategic talent management is about making long-term decisions regarding where your staff can add the most value,” said Principal and Talent Business Leader of Mercer Hong Kong, Travis Barton during the Chamber’s November 6 workshop “Strategic Talent Management.”

Travis illustrated the fundamentals of strategic talent management by using Mercer’s talent game, which involves a combination of simulation, discussion and individual reflection/planning, activities. ❀

總商會於11月6日舉辦「策略人才管理」工作坊。會上，美世香港人才發展業務主管Travis Barton表示：「策略人才管理，是就員工最能帶來增值效益的業務範疇，制訂長遠的決策。」

Travis利用美世所採用的模式，說明策略人才管理的基本原則，當中結合了模擬操作、討論、個人反思/規劃及活動等。❀



Principles learned from the game:

- Leaders’ natural inclination is to stabilize their team. Reality requires ongoing adjustments based on business needs;
- Replacing a solid performer with an external hire is a risk without the right interventions
- Cross-functional and lateral movement of employees can be used to effectively place high-potential and/or high-performing employees in critical roles to deliver greater value

人才管理模式所依循的原則：

- 領袖會傾向維持其團隊的穩定。事實上，他們要因應業務需要，不斷作出調整
- 若缺乏適當的干預，以一位外聘員工取代一位忠誠可靠的員工，會存在風險
- 跨職能與橫向的僱員流動，可有效把高潛質及/或表現卓越的僱員調配到關鍵的崗位，以發揮更大的價值





Fixing the Property Ladder

Property prices have become unaffordable for many people in Hong Kong. Professor Richard Wong believes allowing public housing tenants to buy their own units would help fix the property ladder and rekindle people's sense of upward mobility.

The problem of Hong Kong's sky-high property prices is self-inflicted. The general argument is that Government has failed to release a steady supply of land for development, so the high prices are a simple market force of supply not satisfying demand.

But why are Hong Kong apartments so small? Richard Wong Yue-chim, Professor in Political Economy at the University of Hong Kong, conjectures that the small public flats thrown up decades ago to accommodate the influx of migrants set the benchmark for size once half of Hong Kong's population was accommodated in public housing units.

"Once people move out of public housing and buy their own apartments, you don't need to build big houses to keep them happy," he told a packed house at the Cham-

ber's roundtable luncheon on November 18.

The median size of public housing units have actually increased in size from 23.1 square meters in 1980 to 33.8 sq. m. in 2010. The median size of private housing, on the other hand has shrunk from 53.9 to 51.1 sq. m. over the same period.

Singletons

As Hong Kong's population has barely grown, in theory we shouldn't need that many more new apartments to accommodate people. However, more people are choosing to live alone, and more couples are divorcing. According to Wong, the divorce rates among couples living in public housing estates is roughly double that of married people in private housing. Once those couples split up, one of them will need to apply for public housing. "The high divorce rate is contributing significantly to the demand for public housing, but the trend is generally overlooked," he said.

Regulation tax

Rising construction and labour costs are also contributing to higher apartment prices, but Wong believes

the cost of regulation tax is the single biggest contributor that has pushed housing prices beyond the reach of most people.

Regulation has become more onerous over time and has been further complicated by politics. "It is extremely difficult to change the use of land. Delays in negotiating on land use conversions, use of industrial land and agricultural land, diverse politics over land use, and further delays after amendments to the Town Planning Ordinance are all raising development costs," said Wong.

He added that populist politics and the fact that "everyone also now objects to any plan without any reason," has driven a wedge deeper into the property price gap, which has widened by about 70%.

The wedge is also widening the gap between the haves and have-nots, which are, along with calls for full universal suffrage, cited as being at the root of the protests. That is why Wong believes full democracy in Hong Kong will not be the silver bullet to address people's unhappiness.

"Democracy in America, Europe and Japan have not resolved their social ailments, or narrowed the



重建置業階梯

widening gap between the rich and the poor, so why do people expect a similar form of democracy to solve the same ailments here? Hong Kong's problems need more than a political solution," he said.

Economic inequality is not, in itself, a problem for a society, because it is the consequence of prosperity and drives people to better their lot – you reap what you sow, etc. But everyone must be able to climb the ladder up to a brighter future. Wong believes privatizing public housing will help people move up a rung or two on the ladder, or at least let them get a foot on it.

The idea of privatizing public housing isn't new. It has been tried before, but was always shot down with significant resistance. Wong said many of those who previously were against allowing public housing tenants to buy their own properties no longer see it as a problem, and enacting such a policy would create economic benefits worth HK\$3 trillion.

He explained that many of the students are protesting because they feel property prices are beyond their reach so they feel hopeless. Yet many of them have already applied for

public housing, because they know that their incomes will not qualify them for subsidized housing once they enter the workforce.

"Even orientation camps in universities include a section on how to apply for public rental housing, but getting people to give up those units

if they do not need or even live in them is impossible politically," he said. "The only way you can deal with that problem is to allow everyone to buy their unit."

Avoiding a market crash

Implementing policies to bring property prices down is equally politically impossible. In addition to home owners objecting, the banking system would end up in deep trou-

ble, as the lingering side effects of the subprime mortgage crisis in the United States remind us.

Banks in Hong Kong are already concerned about the market falling. To minimize their risks, banks are asking homebuyers to provide a 40% down payment on a mortgage,

“Democracy in America, Europe and Japan have not resolved their social ailments, or narrowed the widening gap between the rich and the poor, so why do people expect a similar form of democracy to solve the same ailments here? Hong Kong's problems need more than a political solution.”

which is totally unimaginable outside of Hong Kong.

Wong believes the most practical solution to solving Hong Kong's property blues will be to allow everyone to get on the property ladder, as Singapore has done. "At the moment, no one can afford to get onto the property market ladder, because it has disappeared," he said. "Privatizing public housing will rekindle the property market." ❀

高昂的樓價，令很多港人的置業夢變得遙不可及。王于漸教授相信，假如政府容許公屋租戶自行購買單位，將有助重建置業階梯，重新點燃起市民向上流動的意欲。

香港樓價高企的問題可謂自作自受。一般人歸咎於政府未有為房屋發展提供穩定的土地供應，供不應求自然導致樓價飆升。

然而香港人的居住面積為何如此狹窄？香港大學經濟金融學院王于漸教授推測，政府於數十年前推出面積小的公屋單位，以安置大批移民。鑒於約半港人曾居於公屋，公屋逐漸為日後的房屋面積定下了基準。

王于漸為總商會11月18日的午餐會擔任演講嘉賓，全場座無虛席。他在會上指出：「即使市民

價高踞不下，令大部分市民置業無望的罪魁禍首。

規管措施日趨繁瑣，更進一步受政局影響。王于漸表示：「我們極難改變土地用途。轉換土地用途的談判延誤、工業和農業用地的用途、對土地運用的政見分歧，以及修訂《城市規劃條例》後的再三拖延，通通增加了發展成本。」

他補充，民粹政治的興起，加上「現時人人都不問理由地反對計劃」的怪現象，已令樓價差距足足擴大了約七成。

有關趨勢同時擴大貧富差距，這正是除了爭取全民普選，弱勢社群發起抗爭行動的另一主因。王于漸因而認為，推行全面民主並不是滿足港人訴求的靈丹妙藥。

他說：「美國、歐洲及日本的民主制度同樣未能解決社會弊病，或者收窄日

「大學迎新營更特設環節，向新生講解如何申請租住公屋。如要無需入住公屋，甚至長期空置房屋的人自願放棄有關單位，從政治上來說並不可能。」他說：「唯一方法是容許所有人購買上述單位。」

避免樓市大瀉

從政治上來說，我們同樣無法透過推行政策去降低樓價。此舉不單將遭到業主反對，更會使銀行體制陷入困境。美國次按危機後的副作用正是慘痛的教訓。

本港銀行已密切關注市場的下行走勢。為了盡量減低風險，多家銀行要求業主先付四成首期作置業貸款。這對香港以外的地區來說，完全是無法想像的。



Hong Kong's property problems need more than a political solution, says Professor Richard Wong. 王于漸教授認為，政治方案不足以解決香港的置業問題。

其後搬離公屋，自行置業，也無需興建大單位，因他們對房屋面積並無特別要求。」

事實上，公屋單位的面積中位數已由1980年的23.1平方米，增加至2010年的33.8平方米。同期的私人住宅面積中位數則由53.9平方米縮小至51.1平方米。

獨居趨勢

鑒於本港人口並無顯著增長，理論上我們並不需要興建更多住屋。然而，愈來愈多市民選擇獨居，離婚人數亦呈上升之勢。王于漸表示，公屋租戶的離婚率大約是私人屋苑住戶的兩倍。一旦這些夫婦分居，其中一人就要重新申請公屋。他說：「離婚率高企導致公屋需求急升，但有關趨勢往往被人忽略。」

規管稅

建築和勞工成本上漲同時推高樓價。但王于漸認為，規管稅的成本是導致樓

益擴大的貧富差距。那麼我們為何期望類似的民主方式能處理本地積弊？政治方案實在不足以解決香港的問題。」

經濟不均本身並非社會問題，這其實是步向繁榮富庶的必然結果，從而驅使市民腳踏實地，以一分耕耘、一分收穫的方式改變命運，但前提是人人都具備攀登階梯、自力更生的能力。王于漸深信，公屋私有化計劃有助市民往上流動，至少讓他們有向上爬的機會。

公屋單位私有化絕非新鮮事，政府曾嘗試落實有關方案，但往往因遭到強烈反對而不了了之。王于漸表示，很多過往曾反對公屋租戶置業的人已改變初衷，而有關政策將能創造高達三萬億港元的經濟效益。

他解釋，本港現時的樓價令很多學生望樓興嘆，深感絕望，才促使他們加入抗爭行動。然而，他們大多清楚一旦投身職場，便無法符合申請資助房屋的入息限額，因此早已入紙申請公屋。

美國、歐洲及日本的民主制度同樣未能解決社會弊病，或者收窄日益擴大的貧富差距。那麼我們為何期望類似的民主方式能處理本地積弊？政治方案實在不足以解決香港的問題。

王于漸相信，解決本港樓市困局最可行的方案，就是參考新加坡的做法，容許所有人攀登置業階梯。「目前，無人能夠攀登置業階梯，因為它已消失於無形。」他總結：「把公屋私有化，才能令人對樓市重燃希望。」

Members can watch Professor Wong's talk on the Chamber's website.

會員可瀏覽總商會網站，重溫王教授當日的演講。



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AIRFRANCE 



Welcome New Members


Chamber Deputy Chairman Stephen Ng and CEO Shirley Yuen hosted the Chamber's New Members' Briefing on November 4 to welcome new members to the Chamber and allow them to learn more about our structure and work, as well as the benefits that they can enjoy. 🌸

If you are not a member and are interested in joining the Chamber, contact Winnie Tam, at 2832 1278 or email wtam@chamber.org.hk





歡迎新會員

總 商會常務副主席吳天海及總裁袁莎妮於11月4日主持會員迎新簡介會，以歡迎新會員加入，並讓他們深入了解本會的架構、工作及會員福利。



若閣下尚未加入總商會，並有興趣成為我們的一分子，歡迎聯絡譚小姐（電話：2832 1278；或電郵：wtam@chamber.org.hk）





Dr Thomas Goh is Director, MNC Sector at global consulting company, Hay Group. He is an industry veteran who helps companies improve business performance through change and innovation.
Thomas Goh博士是國際管理諮詢公司合益集團跨國企業部總監，專門協助企業推行變革，以改善績效。

The Rise and Rise of Data: Scott McNealy's Perspective

Data privacy is nonexistent and fueled by the rise of social media and mobile devices, as data is created and shared at an accelerating pace and scale not seen before. When managed well, this represents a treasure trove of information that benefits businesses and consumers, and offers an opportunity to disrupt existing industry practices to improve standards of living. That was how Scott McNealy, Silicon Valley Icon and co-founder and ex-Chairman and CEO of Sun Microsystems described the future data landscape.



Speaking to a theatre packed to full capacity at the Hong Kong Chamber of Commerce, McNealy painted an inspiring vision of what life would look like if we could leverage on the vast amount of data (so-called Big Data) in an increasingly interconnected world (which he called the Grid).

McNealy is a well-known champion of open networked systems, and a strong advocate for private sector driven innovation, consistently calling for minimal government intervention in regulating the

private sector in the United States, where he is based. Not surprisingly, the theme of innovation, and open and free competition came up frequently in his talk.

Privacy on the Grid

McNealy first argued the end of privacy as we knew it some 15 years ago. As unpopular and radical as that might have seemed at the time, he has been proven right as the Internet and mobile technology developed into an increasingly integral part of our lives. Each day, information tracking how

an electronic payment — for how much and to whom, they know who I call, and they have a social graph on me [from all my activities],” he said. “They know more about me than I do. And that’s just the phone provider.”

Mobile devices and social media have increasingly become an integral part of our lives to the extent that “people are far more petrified to be off the Grid than on the Grid.” The convenience and experience of being connected online far outweighs our concerns on losing our privacy.



Almost every action you do and take is recorded in the digital tattoo.



we go about with our lives, which McNealy calls “digital tattoos,” are voluntarily or unconsciously shared on the Grid without us thinking much about it.

As “people are voluntarily and completely donating user-generated data about themselves” to social media and they are afraid of losing their privacy, they should give up using their phones. Phone companies hold far more information on us than we could ever imagine.

“I carry this phone around and I happen to know my service provider knows where I am at all times, they know what apps I have on my phone, they know when I use those apps, they know what I do with those apps, they know when I make

According to McNealy, the privacy issue is best dealt with through greater transparency and self-regulation. Individuals will have to take personal responsibility over what they put on the Grid because “almost every action you do and take is recorded in the digital tattoo.” As a guide, he said people should not be sharing anything that would one day come back to haunt you. If that happens, admit the mistake and move on.

That is why transparency is so important. “The fact that you have some sort of audit trail on your behavior allows lots of us to live in a civil society. Absolute anonymity breeds absolute irresponsibility.”

The wide range of consumer choices also ensures businesses

engage in ethical practices. People who disagree with the business practices of one company could always go to another one.

Being on the Grid also brings socio-economic benefits. When supply of food, water, hygiene and shelter is addressed, the Grid helps people in poverty seek upward mobility by extending education to them. This was a faint reference to McNealy's association with education and learning communities dedicated to deliver affordable lifelong learning, particularly to those in need.

Social Media

To McNealy, the ubiquitous use of social media has generated enormous amount of data. There is a lot of potential in using Big Data in sieving out information that could benefit business, community and individuals. If done right, Big Data is far more effective and efficient than conducting surveys because it analyzes far larger volume of data, reduces sampling error, and offers real time analytics and insights that traditional survey methods could not offer.

McNealy, now Chairman of Wayin — a social intelligence and analytics company — sees big poten-

tial in Big Data. “Big Data allows you to understand who needs what and then matches buyers and sellers more efficiently.” At a time when intense competition, and pressures of time, costs and resources call for massive data gathering, accurate analytics, sound judgment and rapid response, Big Data is an idea whose time has come.

Calling the social media the “biggest treasure trove of data,” McNealy predicted that social media will eventually disrupt the way business is done. For example, a driverless car powered by a road navigation system, when combined with a social media network, could be used for car sharing. Taken together, this could change car ownership and utilization habits, and bring tremendous disruptive forces on car companies. For example, in a car sharing scenario, a car could bring you from point A to point B, and then pick up someone else nearby, thus utilizing the car better and cutting down the carbon footprint. Queuing for a car parking lot may be a thing of the past, thus saving time for the consumers. Taxis too would have to rethink their current business models because this would disrupt how they work.

On Business Success

Given that there are so many disruptive forces, what does it take to run a successful business? As an entrepreneur who built a start-up into a successful billion-dollar company and now goes back to leading a start-up, McNealy offered a sober view of business success. There is no shortcut to success. Luck certainly plays a part of some of Silicon Valley's success stories where people leverage on the right ideas at the right time for the right customers, and when they reach critical mass, the market tips in their favor. However, no one knows when the market will tip in their favor, if ever.

It is far better to take the tried and tested formula at Silicon Valley where the right combination of good ideas, smart people and lots of money build the foundations of success. “Study hard. Be ready and good with physical sciences. Get a lot of really smart people [to work together] and raise a lot of cash.” And that is the same advice he gave his four sons, Maverick, Dakota, Colt and Scout. It sure sounds like good parental advice. 🌸





Scott McNealy談數據的崛起

隨著數據創造與分享的速度和規模急劇增長，數據私隱實際上並不存在，而社交媒體和流動裝置的普及，令私隱問題更受關注。若數據管理得宜，就能夠打開資訊的寶庫，讓企業和消費者皆可受惠之餘，亦提供一個打破行業既有做法的機會，從而改善生活水平。此乃矽谷代表人物——Sun Microsystems共同創辦人兼前主席及行政總裁Scott McNealy，對未來數據發展的看法。

McNealy上月蒞臨總商會的研討會，以具啟發性的角度探討在日益互通互聯的世界（他稱之為「網絡」）中，如何可善用龐大的數據（所謂的「大數據」）為生活帶來改變，全場座無虛席。

McNealy是開放式網絡系統的擁護者，作為美國商界的一分子，他大力提倡由企業主導創新，並促請政府盡量減少對商界的規管。因此，他的演說多次提及創新、開放和自由競爭等議題。

他說：「當我帶著這部電話，我的服務供應商便可時刻緊貼我的行蹤、得知我的電話安裝了甚麼應用程式、了解我怎樣使用那些應用程式、知道我何時使用電子繳款服務及有關支付金額和對象、掌握我的通話紀錄，最後就可得出我的社交圖譜（透過追蹤我的所有活動）。」他續稱：「他們比我更了解自己，但他們只是電訊服務供應商。」

流動裝置和社交媒體已日漸融入我們的生活，普及程度幾乎達到「離線的徬徨無助，甚至已遠超上線」。上網所帶來的便利和體驗，足以凌駕人們對失去個人私隱的憂慮。

McNealy認為，私隱問題的最佳解決方法是增加透明度和自律。用戶需要為他們所上傳的內容承擔責任，因為他們「幾乎一舉一動，都會記錄在個人的數碼紋身。」他又提醒，我們不應分享任何有機會給自己惹麻煩的內容。如果出了岔子，就只好吸取教訓，避免再犯同樣的錯誤。

幾乎一舉一動，都會記錄在個人的數碼紋身。

網絡私隱

McNealy約於15年前首次提出私隱不復存在的說法。儘管這個概念在當時來說頗為偏激，並且不被接納，但隨著互聯網和流動技術已成為生活不可或缺的一部分，他的說法現已得到證實。他表示我們日常生活的一舉一動，他稱之為「數碼紋身」，每天都會有有意無意地在網絡上被分享，只是我們未有為意。

他指出「用戶自願、毫無保留地向社交媒體提供其資料」，但又怕失去個人私隱，那麼他們應放棄使用電話。電訊公司所掌握的資訊，遠比我們想像的多。

這解釋了透明度為何如此重要。「事實上，能夠對個人行為作出某程度的審查追蹤，可讓許多人活在一個文明的社會。絕對匿名只會引起絕對不負責任的行為。」

琳瑯滿目的消費選擇，亦可確保企業的商業操守。顧客如不認同一家公司的營商手法，大可選擇另一家公司。

上網亦可帶來社會經濟效益。當食物、食水、衛生和房屋等需求得到解決，「網絡」就可進一步為窮人提供教育，協助他們向上流動，就像McNealy所成立的教育機構和學習社區，致力為有需要人士提供低成本的終生學習機會。

社交媒體

McNealy指出，社交媒體的普及應用產生了大量數據。大數據的應用潛力龐大，可為商界、社區和個人篩選出有用的資訊。若能妥善運用，大數據的效益和效率可遠超市場調查，因為與傳統的調查方式相比，大數據能夠分析更多數據，減少抽樣誤差，並可提供實時的分析和見解。

現任社交情報和分析公司Wayin主席的McNealy，認為大數據極具潛力。「大數據讓你了解誰需要甚麼，然後更有效地把買家和賣家配對起來。」面對激烈的競爭，以及時間、成本和資源方面的壓力，企業需要大量收集數據、作出準確的分析、良好的判斷和迅速的回應，此時大數據正好大派用場。

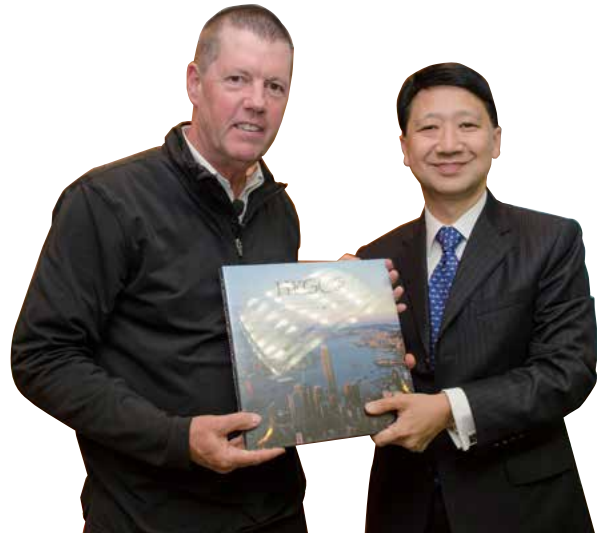
McNealy把社交媒體比喻為「最大的數據寶庫」，他預測社交媒體最終將徹底改變營商的方式。例如把一輛由導航系統驅動的無人駕駛汽車連接社交網絡，便可引入汽車共用的安排，繼而改變汽車的擁有率和使用習慣，對汽車公司造成巨大的衝擊。舉例說，在汽車共用的機制下，一輛汽車可把你從A地點送往B地點，再到附近接載另一人，這樣就可更有效地運用汽車，減少碳足跡。輪候泊車位或許已成過去，讓消費者節省不少時間。的士也得檢討其現有的商業模式，因為這將影響他們的經營方式。

商業成就

面對種種挑戰，如何令業務取得成功？McNealy作為一位傑出企業家，曾帶領自己一手創立的企業發展成為市值十億元的大型企業，如今再成立另一家新公司，他對成功的看法務實，

認為成功並無捷徑。在部分矽谷的成功故事中，運氣固然重要，但成功人士普遍都能夠抓緊時機，為適當的客戶提供適切的方案，而當業務達到相當的規模，市場自會助他們一把。然而，無人會知道市場何時或者會否助他們一把。

他認為最好的方法是採用在矽谷久經試驗的公式，即適當地結合良好的概念、精明的人才和龐大的資金，奠下成功的基礎。「努力讀書，唸好自然科學，跟眾多優秀的人才合作，然後賺大錢。」這看似家長式的勤勉，其實亦是給予其四名兒子Maverick、Dakota、Colt與Scout的忠告。✿



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Over 150 members mingled with consuls general and trade representatives from Europe at the Chamber's Cocktail Reception in Honour of Consuls General from Europe, held at Hong Kong Club on November 6. Europe Committee Chairman Neville Shroff welcomed guests and after his speech, Chamber CEO Shirley Yuen proposed a toast to stronger business cooperation between Hong Kong and Europe.

Our next major networking function will be the Chamber's Christmas Cocktail Reception at Hong Kong Club on December 15. 🌸

Consuls General and Officials from the following Consulates attended the cocktail reception.

- | | |
|----------------|-----------------|
| Austria | Poland |
| Belgium | Romania |
| European Union | Russia |
| Finland | Spain |
| France | Sweden |
| Greece | Switzerland |
| Hungary | The Netherlands |
| Israel | United Kingdom |





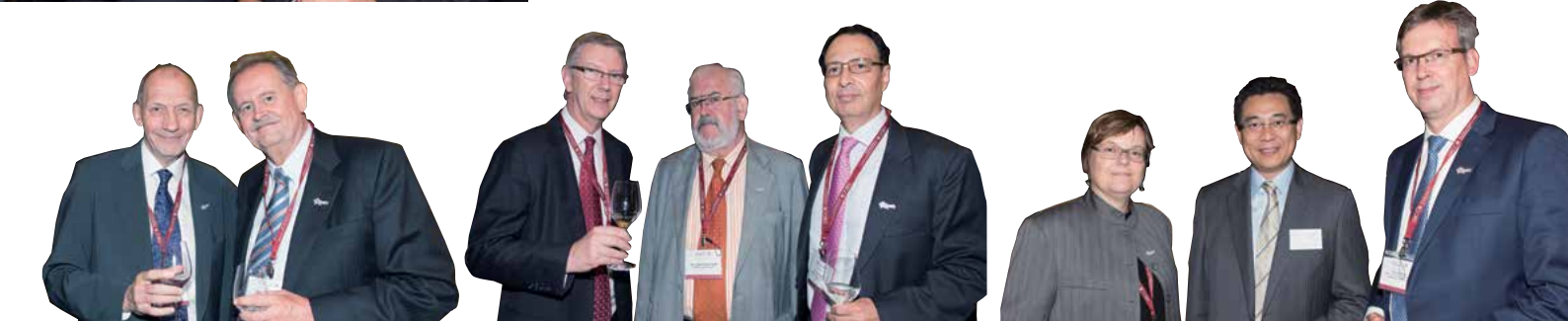
歐洲總領事酒會

總 商會於11月6日假香港會舉行酒會，款待來自歐洲各國的駐港總領事及商貿代表，逾150位會員藉此機會與一眾來賓聯誼交流。歐洲委員會主席尼維利施樂富在會上致歡迎辭，本會總裁袁莎妮則向眾人祝酒，祝願本港與歐洲的商業合作更進一步。

下次的聯誼活動聖誕聯歡酒會，將於12月15日假香港會舉行。✿

當晚出席酒會的歐洲總領事及領事館人員包括：

- | | |
|-----|------|
| 奧地利 | 波蘭 |
| 比利時 | 羅馬尼亞 |
| 歐盟 | 俄羅斯 |
| 芬蘭 | 西班牙 |
| 法國 | 瑞典 |
| 希臘 | 瑞士 |
| 匈牙利 | 荷蘭 |
| 以色列 | 英國 |





The Mainland's Online Shopping Boom

內地網購熱

Besides having enormous potential, retailing in the Mainland also presents enormous challenges, given the country's size and regional characteristics. This is why online shopping in the Mainland is booming and more businesses are turning to e-retailing.

Hong Kong companies generally have three options for entering China's e-retail market: setting up a dedicated website, finding a Mainland partner, or opening an e-shop on an established online marketplace.

"For SMEs, the last strategy is often the primary choice," explained Maggie Zhou, an e-business veterans from Alibaba. Speaking at the Chamber's roundtable luncheon on October 22, with Elaine Hu from Tmall Global, a subsidiary of Alibaba, they said the Mainland's retail landscape and shopping behaviour are changing rapidly.

Increasingly, more Chinese consumers enjoy shopping over the web and B2C ecommerce is predicted to dominate the market in

the near future. In 2010, online shopping transactions reached RMB461 billion. The figure is estimated to reach RMB2,760 billion by the end of 2014 — an almost six-fold growth over five years.

While online shopping only accounted for 2.9% of overall retail transactions in 2010, every one in ten consumers are expected to buy online instead of shopping in traditional stores in 2014. Another trend is that B2C may replace C2C to dominate the e-business market. Its share is forecast to increase from

13.7% in 2010 to some 48% in 2014 and will soon make up the largest share of online shopping in 2015.

Mainland consumers are also extremely tech-savvy, and don't give a second thought to shopping online and sharing their experiences with friends and followers on social media sites.

"Therefore, you should not overlook the impact of social media on people's buying behaviour," said Zhou. "In fact, social media sites are increasingly influential channels for soft selling.



You should not overlook
the impact of social media
on people's buying behaviour

你不應忽視社交媒體
對購買行為的影響

She cited the example of “Bridestowe Estate, a farm in Tasmania, which was virtually unheard of until a lavender-stuffed purple bear from the farm became a must-buy gift for Mainland tourists after a Chinese celebrity posted a photo of herself cuddling the bear on the web.

Mainland consumers are also looking for quality branded products. Tmall Global was launched earlier this year to enable Chinese consumers to shop around the world from the comfort of their home. Overseas companies without a China business license, particularly SMEs, can take advantage of

this platform to expand their business into the Mainland.

“There is no need to open a physical shop, and SMEs will be free from worrying about the rents, labour, operations and inventory management issues,” said Hu. “When trading through Tmall Global, orders can be requested and shipped from anywhere outside of the Mainland, and payments are settled in the seller’s currency.”

However, businesses must set up a product return centre in the Mainland and hire Chinese speaking customer service personnel before they can open online.

To facilitate overseas trade, the Central Government launched a pilot scheme for six cities — Shanghai, Hangzhou, Ningbo, Zhengzhou, Guangzhou and Chongqing — to set up bonded warehouses. All goods imported from overseas through these cities are held in bonded warehouses. Cainiao, Alibaba’s logistics subsidiary, handles all logistics, including sorting, delivery, and customs clearance for Tmall Global users and guarantees it will deliver the goods to consumers within seven working days of arrival in the bonded zone. ❀



中國幅員廣闊，不同地區各有特色，因此內地的零售市場擁有龐大的潛力，同時亦面對巨大的挑戰。隨著內地網購的蓬勃發展，愈來愈多企業紛紛轉投電子零售。

要進軍中國的電子零售市場，香港企業通常有三個選擇：設立專用網站、物色內地夥伴，或於知名的網上購物平台開設電子商店。

來自阿里巴巴集團的電子商務專家周嵐解釋：「對中小企來說，第三個策略往往是首選。」在總商會10月22日的午餐會上，她與阿里巴巴旗下天貓國際的胡瑜玲均表示，內地的零售環境和購物模式正迅速改變。

隨著愈來愈多中國消費者喜歡在網上購物，預料企業對消費者（B2C）的電子商貿將於不久的將來主導市場。2010年，網購交易達到人民幣4,610億元，有關數字將有望在2014年底達到人民幣27,600億元，增幅幾近五年前的六倍。

儘管網購僅佔2010年整體零售交易的2.9%，但預期在2014年會有一成消費者

會選擇在網上購物。另一趨勢是B2C或會取代消費者對消費者（C2C）的模式，成為電子商貿市場的主流，預計其佔有率將由2010年的13.7%，上升至2014年約48%，很快會攀升為2015年網購市場的最大份額。

內地消費者亦熱衷科技，他們會毫不猶豫進行網購，並在社交媒體與朋友和追隨者分享經驗。周嵐說：「因此，你不應忽視社交媒體對購買行為的影響。」她補充：「事實上，社交網站正成為日漸有影響力的軟銷渠道。」

她引用塔斯曼尼亞的薰衣草園 Bridestowe Estate 作為例子。該農場一直名不經傳，直至一位內地藝人把她與薰衣草小熊的合照上載到網站，才令這款由薰衣草特製的紫色小熊，成為內地遊客的必買手信。

內地消費者亦追求優質的名牌產品。天貓國際於今年初正式成立，讓中國消費者只需安坐家中，便可選購世界各地的貨品。沒有中國營業執照的海外公司，特別是中小企，可利用這個平台拓

展內地市場。

胡瑜玲說：「企業無需開設實體商店，而中小企亦可免除租金、人手、營運和庫存管理方面的煩惱。」她續稱：「透過天貓國際進行交易時，用戶可在中國以外的任何地方下達訂單及發送貨物，並以賣家的貨幣付款。」

然而，企業開設網上業務前，必須在內地設立退貨中心，並聘用操華語的客戶服務人員。

為推動對外貿易，中央政府已在六個城市包括上海、杭州、寧波、鄭州、廣州和重慶推出試點計劃，並設立保稅倉。所有經這些城市從海外進口的貨物，均會存放於保稅倉。阿里巴巴旗下的物流公司菜鳥會為天貓國際的用戶處理分類、運送和清關等物流程序，並保證貨物可於運抵保稅區後的七個工作天內送交顧客。❀



For more details, visit Tmall Global. 有關詳情，請登入天貓國際



Americas Committee Chairman Michael Paulus presents Consul General Fazzari with a memento to thank him for welcoming members into his home. 美洲委員會主席馬國寶向總領事Fazzari致送紀念品，感謝他對會員的熱情款待。

Boosting Hong Kong-Argentina Relations

Americas Committee members enjoyed a morning at the Argentine Consul General's home to learn about opportunities for expanding trade and cultural exchanges

Members of the Chamber's Americas Committee visited the Argentine Consul General's home on November 4 to learn more about trade and investment opportunities in the country. Consul General Gustavo Horacio

Luis Fazzari, his wife, and Consul Luciano Battaglia welcomed members and introduced key Argentine industries.

Fazzari explained that due to the fall of the Argentine peso, which hit 15.95 per dollar in September down from the official rate of 8.5 per dollar, businesses should seriously look at investing in the country.

He said trade in commodities, particularly soybeans to the Mainland, were growing rapidly, with Brazil, China, Chile, the USA and Spain being its top export destinations. However, Argentina's default will continue to contribute to contracting its GDP, as well as additional pressures on inflation, exchange rates and reserves.

The tourism sector is benefitting

from the weak peso, as the number of visitors to the country is up by 21%. "People are going to enjoy Argentina's fine food and wine, as well as doing some shopping," he explained.

The number of tourists from Hong Kong visiting Argentina remains small, but Fazzari explained that more Mainland visitors are choosing to visit the country.

Members were able to speak directly with the Consul General about specific areas related to their business, which ranged from sails to scrap metal to environmental protection technologies.

Following the presentation, members enjoyed a very impressive buffet breakfast, and Fazzari made members feel very welcome in his home. 🌸





加強香港與阿根廷的聯繫

美洲委員會會員在阿根廷總領事府第渡過了愉快的早上，並藉此了解兩地擴展商貿和文化交流的機遇

總商會美洲委員會會員於11月4日參觀阿根廷駐港總領事的府第，了解當地的商貿和投資機遇。總領事Gustavo Horacio Luis Fazzari伉儷及領事Luciano Battaglia歡迎一眾會員到訪，並介紹阿根廷的支柱產業。

Fazzari解釋，鑒於阿根廷披索大幅貶值，由官方匯率的1美元兌8.5披索，跌至9月份的1美元兌15.95披索，這正是商界

投資當地的良機。

他表示，阿根廷與內地之間的商品貿易——尤其是大豆交易日益頻繁，而巴西、中國、智利、美國及西班牙都是阿根廷的主要出口目的地。然而，當地的違約事件將繼續引致國內生產總值（GDP）收縮，同時增加通脹、匯率和儲備的壓力。

阿根廷的旅遊業正受惠於疲弱的披索，到訪當地的旅客增加了21%。他解

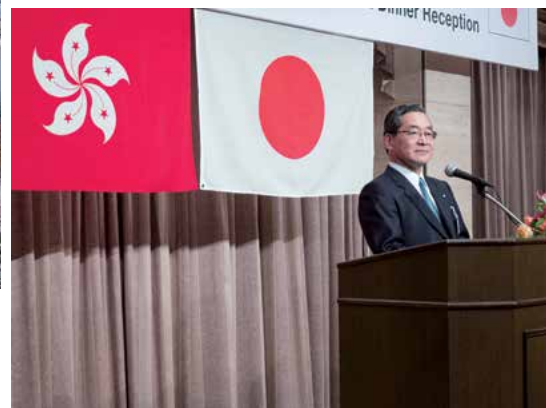
釋：「遊客愛享用阿根廷的美酒佳餚，並在當地盡情購物。」

到訪阿根廷的香港遊客仍屬少數，但Fazzari指出，愈來愈多內地旅客選擇到當地遊覽。

當日，會員把握機會與總領事直接交流，談論與業務相關的特定議題，包括航行、廢金屬及環保技術等。

隨後，總領事更為會員準備了一頓豐富的自助早餐，讓他們感到賓至如歸。✿





Kagoshima

Japan's Southern Gateway

Located in southern Japan, Kagoshima Prefecture has long played an important role in Japan's development, as it has traditionally served as the country's gateway to the world.

HKGCC has enjoyed close ties with the prefecture since the late 1970s, and since 1980 the biennial Hong Kong-Kagoshima Conference has boosted trade, tourism, and investment ties between Hong Kong and Kagoshima. Chamber CEO Shirley Yuen, HKSAR Government officials, and business people attended the latest conference on October 27, which was held in Kagoshima Prefecture, Japan.

Ito Yuichiro (right), Governor of Kagoshima Prefecture, and representatives from Kagoshima, welcomed guests and showcased business opportunities in the prefecture.


Kagoshima, one of Japan's key suppliers of food and technology, has had close ties with Hong Kong since it received the first Hong Kong business delegation in 1969. The launch of direct flights in 1972

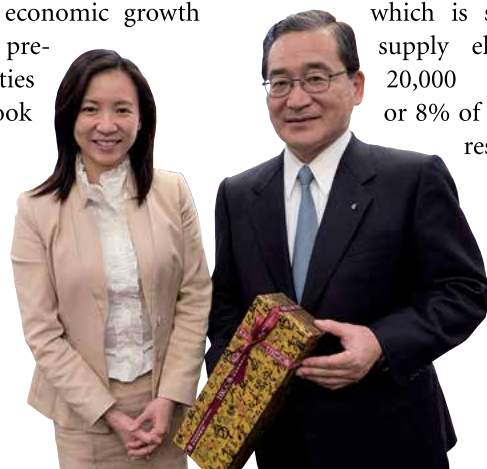
between the two areas also led to a boom in exports of quality agricultural produce and processed foods from Kagoshima to Hong Kong.

A Japanese businessman speaking at the conference said Kagoshima's competitiveness and quality produce, supported by direct flights, allowed it to race far ahead of other areas in Japan. However, he explained that when other cities in Japan launched their own direct flights, business people started exploring new opportunities in those new areas. Consequently, Kagoshima lost some of its shine to such an extent that flights were axed due to a lack of passengers. As a result, its economic growth slowed and other prefectures and cities in Japan overtook Kagoshima.

The significant impact that the suspension of direct flights between Hong Kong and

Kagoshima had on its economy led the prefectural government there to lobby for years to reopen the route. Eventually, Hong Kong Airlines relaunched twice weekly direct flights earlier this year.

Besides promoting its fine food, wine, and tourism industries, Kagoshima is also making remarkable advances in the development of renewable energy. During the conference, participants had the chance to visit the largest solar power plant in Japan, the Nanatsujima Mega Solar Power Plant, which has installed 290,000 solar panels covering an area of 1,270,000 m². It can generate 78,800MWh of power, which is sufficient to supply electricity to 20,000 households, or 8% of Kagoshima's residents. 





鹿兒島——日本的南大門

鹿 兒島縣位於日本南部，一直以來是該國通往世界的門戶，在日本發展中擔當重要的角色。

香港總商會早於70年代後期，已與鹿兒島縣有著非常頻繁的交流。由1980年起，兩年一度的香港鹿兒島會議更致力促進兩地的商貿、旅遊和投資聯繫。總商會總裁袁莎妮、香港特區政府官員，以及商界人士於10月27日遠赴日本鹿兒島縣，出席最新一屆的會議。

鹿兒島縣知事伊藤佑一郎連同多位鹿兒島市代表，歡迎一眾來賓到訪，並介紹該縣的商機。

鹿兒島是日本主要的食品 and 科技供應商之一，與本港一直保持緊密的聯繫。早在1969年，鹿兒島便曾接待首個香港

商務代表團，而往來兩地的定期航班則於1972年開通，致使鹿兒島出口至香港的優質農產品和加工食品錄得增長。

會上，有日本商界代表發言時表示，當年的鹿兒島受惠於直航服務，得以領先其他縣市，競爭力和產業大幅拋離沒有直航的地區。然而，當其他日本縣市紛紛開設航班，商界人士便轉而探索這些地區的新機遇。鹿兒島的優勢結果相對減低，及後更一度因為航班乘客不足，而取消了當地的直航機，經濟發展因而受到衝擊，被其他縣市趕上。

停辦往來香港與鹿兒島的直航對該縣的經濟影響深遠，因此當地縣政府不斷積極爭取重新開通直航的航班，而今年初香港航空終於開辦這條每星期兩班的航線。

除了推廣當地的優質食品、酒類產品和旅遊業外，鹿兒島在發展再生能源上亦取得重大進展。會議舉行期間，與會者參觀了日本最大的太陽能發電廠（Nanatsujima Mega Solar Power Plant）。該廠佔地127萬平方米，共有29萬塊太陽能板，發電量約78,800MWh，足以為兩萬戶，約8%的鹿兒島居民提供電力。🌻



Members who are interested in learning more about the mission, or joining the Chamber's Asia & Africa Committee, can contact the committee's secretariat Deanna Kwok at deanna@chamber.org.hk 有意了解上述代表團，或加入總商會亞洲及非洲委員會的會員，歡迎聯絡委員會秘書郭小姐，電郵：deanna@chamber.org.hk。



Learning About Lee Kum Kee's Secrets

Thirty members visited Lee Kum Kee's testing, product control and culinary centre on October 21 to learn about the production and usage of a wide range of cooking sauces and condiments, as well as the history of its most successful product since 1888, oyster sauce. ❀



窺探李錦記的成功秘訣

30 位會員於10月21日參觀李錦記的產品測試、控制及烹飪中心，了解醬料和調味品的製作過程，以及李錦記自1888年成立以來，最成功產品——蠔油的歷史。 ❀





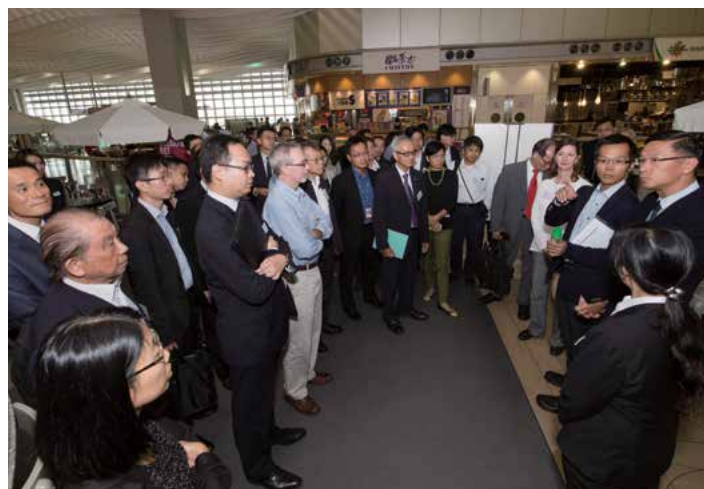


Our Green Airport

Forty members visited Hong Kong International Airport on November 5 to learn how the Airport Authority manages waste — including collecting, separating and recycling — that is collected from the airport and aircraft. It has the most sophisticated food waste handling system in Hong Kong and a “triple water filter system” that makes waste water clean enough for fish to swim in.

Led by Dr Thomas Tang, Vice Chairman of HKGCC’s Environment & Sustainability Committee, members visited the airport’s restricted areas to see how aircraft cabin waste is separated and processed. The waste is delivered to the Airside Waste Station for sorting, followed by recycling or treatment.

Food waste produced by the airport’s 60 food and beverage outlets and 20 lounges is either processed in a food waste composters or a designated food waste recycler to become animal feed. Waste cooking oil has been recycled into biodiesel since 2008. 🌸





綠色機場

40 位會員於11月5日前往香港國際機場考察，了解機場管理局如何處理機場和機艙的廢物，包括收集、分類和回收。機場設有先進的廚餘處理系統，以及「三方供水系統」，能夠把廢水處理成可供再用的水。

在總商會環境及可持續發展委員會副主席鄧錫權博士率領下，會員參觀了機場禁區，了解機艙廢物的分類和處理過程。廢物運送至飛行區廢物處理站分類後，會進行循環再造或處理。

機場內60家食肆和20個候機室所產生的廚餘，會經廚餘堆肥器或指定的廚餘回收工場處理，以轉化成動物飼料。自2008年起，廢食油已被循環再造成生物柴油。✿





Chamber BBQ Night

Members had a lot of fun and lots of great barbecued treats at the Chamber BBQ Night, held at the Crowne Plaza in Causeway Bay, on November 18. Some 150 members registered for the event, which included charcoal-grilled meats and vegetables. Chamber Deputy Chairman Stephen Ng, General Committee member Pang-Chun Yu and CEO Shirley Yuen were the official hosts of the event.

Members had the chance to win prizes donated by Wharf, Yue Hwa Chinese Products Emporium, and Lan Kwai Fong, as well as six bottles of uniquely labeled wine and packs of playing cards donated by member Ian Robinson to celebrate the launch of his new book, *"The Joker's Downfall,"* which is the true story of the downfall of the Carrian Group in 1983. 🌸





總商會燒烤夜

總商會於11月18日假銅鑼灣皇冠假日酒店舉行燒烤夜，由本會常務副主席吳天海、理事余鵬春及總裁袁莎妮主持，吸引逾150位會員參加。當晚，眾人除了品嚐各種燒烤美食外，亦藉此機會歡聚交流，共渡一個愉快的晚上。

在幸運大抽獎環節中，會員有機會贏得由九龍倉集團、裕華國貨及蘭桂坊集團所贊助的精美禮品。會員Ian Robinson亦特別送出六支獨特包裝的紅酒和撲克牌，以慶祝其推出新書《小丑的墮落》，該書講述佳寧集團於1983年衰落的真人真事。🍀





Matching Businesses with

Representatives from 47 companies and schools kicked off the 14th Business-Schools Partnership Programme for 2014-2015

“The Business-Schools Partnership Programme has been a major CSR initiative of the Chamber since 2001,” Chamber CEO Shirley Yuen told members and schools’ representatives at the business-schools matching meeting on October 31. “To date, we have matched over 100 companies and schools under the programme.”

The Business-Schools Partnership Programme (BSPP) aims to facilitate direct communication between companies and schools to enhance secondary school students’ knowledge of the business world and commerce. It allows our young generation to see firsthand life in the corporate world, and prepare themselves for their future careers.

“Through the wide range of activities arranged by companies,

students were able to better understand their strengths and weaknesses as well as build up their confidence,” said Dave Lee, Chairman of AEMSS and Principal of Heep Yuun School.

During the event, four companies and schools shared their experiences of the programme.

“We joined the programme last year and found this is very meaningful to students as they can learn about the real workplace,” said Serene Chan, Manager, Human Resources & Administration of CITIC Telecom International CPC Ltd.

“We wanted to educate students about our company’s focus on zero landfill, so organized a visit to our warehouse to show them our recycling process,” said Katherine Lau, General Manager, Corporate Quality & Sustainability Development of

Fuji Xerox (Hong Kong) Ltd.

“Communication between companies and schools is crucial in making the programme effective. As a career teacher, I think this programme is vital to students to learn about life outside of school. They can also pick up things like the culture and philosophy of different companies,” said Steven Lee, teacher of Heep Yunn School.

“We make students do a little bit more than just joining activities. They also have to share their experience in morning assemblies to extend what they have learned to more students. This is an excellent programme for career and life planning. My students look forward to it every year,” said June Ho, Career Mistress of Munsang College.

Yuen thanked Chamber members for their support, as well as



Schools

schools under the Association of English Medium Secondary Schools (AEMSS) and the Association of Chinese Middle Schools. She also, pointed out that *The Bulletin*, and *CTgoodjobs* work in reporting on activities throughout the year has helped to publicize the event to more companies and schools. The Chamber would like to thank the following members and schools for supporting the programme:

Companies

1. Airport Authority
2. Bank Consortium Trust Company Limited
3. Business Environment Council Limited
4. Cathay Pacific Airways Limited
5. Citi Hong Kong
6. CITIC Telecom International CPC Limited
7. CLP Power Hong Kong Limited
8. DHL Supply Chain (HK) Limited
9. Eidealink Limited

10. Esquel Enterprises Limited
11. Fuji Xerox (Hong Kong) Limited
12. Green Island Cement Company Limited
13. Hongkong Land Limited
14. Inchcape Motor Services Limited
15. Kinetics Medical & Health Group Company Limited
16. Mizuho Bank Limited
17. NEC Hong Kong Limited
18. New World Development Company Limited
19. Ngong Ping 360
20. Nuance-Watson (HK) Limited
21. Ocean Park Corporation
22. The Link Management Limited
23. Wyeth (Hong Kong) Holding Company Limited

Schools

1. Baptist Lui Ming Choi Secondary School
2. Baptist Wing Lung Secondary School
3. Carmel Divine Grace Foundation Secondary School

4. Chan Shu Kui Memorial School
5. Fanling Kau Yan College
6. Heep Yunn School
7. HKTA The Yuen Yuen Institute No. 1 Secondary School
8. Holy Family Canossian College
9. Marymount Secondary School
10. MKMCF Ma Chan Duen Hey Memorial College
11. Munsang College
12. PLK Tang Yuk Tien College
13. Pui Kiu College
14. Queen Elizabeth School
15. Raimondi College
16. St. Francis Canossian College
17. St. Rose of Lima's College
18. St. Stephens College Stanley
19. Stewards Pooi Kei College
20. SKH Lam Woo Memorial Secondary School
21. Tak Oi Secondary School
22. The Mission Covenant Church Holm Glad College
23. True Light Girls' College
24. Tsuen Wan Government Secondary School



商校簡介配對會

47間公司及學校的代表為2014至2015年度「第14屆商校交流計劃」揭開序幕

「這個饒有意義的計劃自2001年起，已成為總商會履行企業社會責任的主要活動。」總商會總裁袁莎妮在10月31日的簡介配對會上，向會員及學校表示：「迄今為止，商校交流計劃已為超過100間公司和學校成功配對。」

商校交流計劃旨在促進公司與學校之間的直接交流，以增進中學生對商業世界的認識。年青一代能藉此親身了解商業運作，為未來投身職場做好準備。

香港英文中學聯會主席及協恩中學校長李鎮洪表示：「透過參加企業安排的各种活動，學生更明白自己的強項和弱點，從而建立自信。」

當日，四位公司和學校代表在會上分享他們參加計劃的經驗。中信國際電訊（信息技術）有限公司人力資源經理陳靖雯說：「我們去年首次參與商校交流計劃，認為計劃有助學生了解真實的職場環境，因此別具意義。」

富士施樂（香港）有限公司企業優質及可持續發展部總經理劉金蘭則稱：「我們希望向學生講解公司實現零堆填的重點目標，故特地安排他們參觀倉庫，一睹我們的回收工序。」

協恩中學老師李國良指出：「商校之間的溝通對計劃效益起了關鍵作用。身為就業輔導導師，我認為這個計劃對學生走出校園，認識真實世界非常重要。他們亦能學習不同的公司企業文化。」

民生書院升學及就業輔導主任何進蘭說：「我們的學生不止參加活動，還要在早會上分享經驗，把學到的知識傳授予更多學生。這個計劃有助年輕人規劃前路和人生，學生每年都十分期待參與其中。」

袁莎妮在會上感謝總商會會員，以及香港英文中學聯會和香港中文中學聯會屬下學校的鼎力支持。她同時指出，《工商月刊》及CTgoodjobs全年對商校交流計劃的詳盡報道，有助把計劃推廣至更多公司和學校。總商會再次答謝以下的會員公司和學校對計劃的支持：

公司

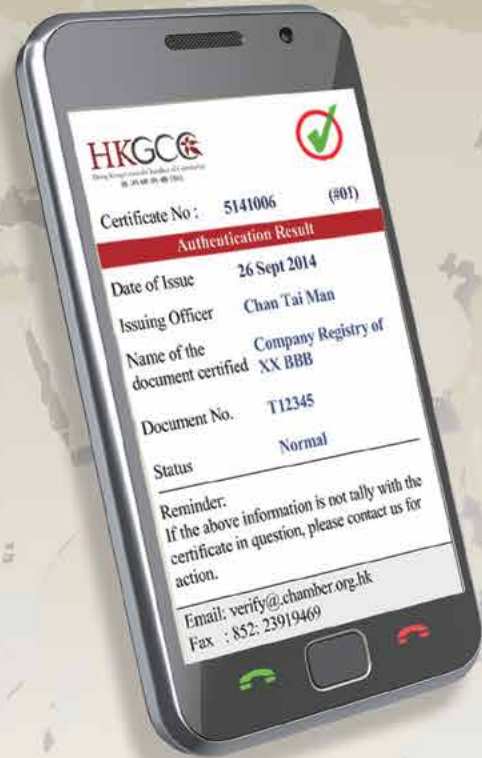
1. 機場管理局
2. 銀聯集團
3. 商界環保協會有限公司
4. 國泰航空公司
5. 花旗集團
6. 中信國際電訊（信息技術）有限公司
7. 中華電力有限公司
8. 敦豪供應鏈（香港）有限公司
9. Eidealink Limited
10. 溢達企業有限公司
11. 富士施樂（香港）有限公司
12. 青洲英坭（集團）有限公司
13. 香港置地集團公司
14. 英之傑香港
15. 毅力醫護健康集團有限公司
16. 瑞穗銀行
17. 日本電氣香港有限公司

18. 新世界發展有限公司
19. 昂坪360有限公司
20. Nuance-Watson (HK) Limited
21. 海洋公園公司
22. 領匯管理有限公司
23. 惠氏（香港）控股有限公司

學校

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2. 浸信會永隆中學
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4. 陳樹渠紀念中學
5. 粉嶺救恩書院
6. 協恩中學
7. 香港道教聯合會圓玄學院第一中學
8. 嘉諾撒聖家書院
9. 瑪利曼中學
10. 馬錦明慈善基金馬陳端喜紀念中學
11. 民生書院
12. 保良局董玉娣中學
13. 培僑書院
14. 伊利沙伯中學
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16. 嘉諾撒聖方濟各書院
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18. 聖士提反書院
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Tel : 2730 8121 Fax : 2735 7093

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

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Tel : 2344 8713 Fax : 2342 5574

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

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DECEMBER

Networking

- 3 Test Drive Event & Seminar on Tesla's Electric Revolution



- 4 Young Executives Club Networking Luncheon
- 5 Women Executives Club Dinner Gathering
- 15 Chamber Christmas Cocktail



- 18 2014 HKAI Presentation Ceremony cum Gala Dinner

Training

- 2 Effective Selling Skills
- 9 Managing Extraordinary Staff Situations

Workshop

- 3 Effective L/C Review to Avoid Discrepancy
- 5 How to use the new PRC Trademark Law as to exploit the PRC market
- 11 It's Time to Implement Your Succession Planning

Mission

- 2-5 HKGCC Delegation to Yunnan Province



Seminar

- 4 How to Prevent, Manage and Resolve Tax Controversies in China
- 4 China Committee Presents: The Reform of the Banking System in China

Roundtable Luncheon

- 4 Reform of the Banking System in China by Prof Ou-Yang Hui, Cheung Kong Graduate School of Business
- 5 Meet the Author Series: "The Joker's Downfall" The Rise and Fall of Carrian

Committee Meetings

- 1 Shipping and Transport
- 2 HKCSI Executive
- 5 Women Executives Club
- 10 Financial & Treasury Services
- 10 Digital, Information & Telecommunications
- 17 Environment & Sustainability
- 18 Real Estate & Infrastructure



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Building Trusted Relationships 建立可靠的信任關係

It is no secret that success in business can be measured by one's ability to build trusted relationships. It is also true that in an increasingly competitive market, there is mounting pressure to develop relationships quickly. The aim of the programme is to give participants a toolbox of skills to enable them to be more persuasive, build stronger relationships (with internal and/or external clients), and actively influence clients at all stages of a relationship.

業務成功與否，取決於能否建立互信的關係，這已不是甚麼秘密。在競爭日趨激烈的市場，愈需迅速建立關係，這也是不爭的事實。是次講座旨在讓學員掌握一些技巧，以提升個人說服力、加強對內及/或與客戶的關係，以及在不同階段的關係中，為客戶帶來積極的影響。

Trainer: Patrick Eng
導師: Patrick Eng
Date: 13 January, 2015
日期: 2015年1月13日
Time: 9:15 a.m. - 11:45 a.m.
時間: 上午9時15分至11時45分
Venue: Chamber Conference Room
地點: 總商會會議室
Language: English
語言: 英語
Fee: Member \$600, Non-member \$800
費用: 會員 @ HK\$600 非會員 @ HK\$800
(include morning refreshment 包茶點)



Patrick Eng,
Executive Consultant of
Connect Communication
Patrick Eng
Connect Communication
行政顧問

Best Practices in Administering 360 Degree Feedback in Chinese Culture 在華人文化中使用360度反饋法的最佳做法

Many MNCs conduct feedback studies to measure and enhance leadership and corporate performances. Yet, most Asian companies, especially those with strong Chinese heritage, typically find considerable resistance and issues in using the 360 degree feedback system. There are common considerations that need to be addressed to make this powerful tool work more effectively in Chinese culture.

為了評估以及增強領導力和提高企業表現，許多跨國公司都經常採用360度反饋法及評估工具。然而，許多亞洲企業，特別是一些擁有強烈華人文化背景的企業，當引入360度反饋系統時，往往有相當大的阻力或問題出現。雖然在360度反饋法的執行上，不同的機構所面對的問題和挑戰各異，但當中也有一些常見的注意事項值得處理，從而讓360度反饋系統能夠在華人企業中發揮更大效用。

Trainer: Andrew Ma
導師: 馬文藻博士
Date: 14 January, 2015
日期: 2015年1月14日
Time: 9:15 a.m. - 11:45 a.m.
時間: 上午9時15分至11時45分
Venue: Chamber Conference Room
地點: 總商會會議室
Language: Cantonese
語言: 廣東話
Fee: Member \$320, Non-member \$650
費用: 會員 @ HK\$320 非會員 @ HK\$650
(include morning refreshment 包茶點)



Andrew Ma, PhD,
Founder and Executive
Director of Chorev Consulting
International Co Ltd
馬文藻博士
高宏國際顧問有限公司
行政總監及創辦人

Dealing with Complaints & Difficult Customers on the Telephone 電話處理投訴及難纏客戶

Participants will be provided with both professional skills and suggested strategy in handling complaints and difficult customers on the telephone. They will undergo role-play sessions and actually "rehearse" in different cases and scenarios. All frontline staff and hotline representatives at different levels will be reinforced their ability in resolving the conflict with customers, and enhancing a better business opportunity to the company.

在是次講座上，參加者將可掌握處理電話投訴及難纏客戶的專業技巧及建議策略。透過角色扮演，以實戰方式「演習」如何處理不同的個案，所有前線員工和熱線代表都能從中學習和加強解決衝突的技巧，從而為公司造就更多商機。

Trainer: Mazy Chow
導師: 鄒美斯
Date: 21 January, 2015
日期: 2015年1月21日
Time: 2:15 p.m. - 6:15 p.m.
時間: 下午2時15分至6時15分
Venue: Chamber Conference Room
地點: 總商會會議室
Language: English
語言: 英語
Fee: Member \$800, Non-member \$1,000
費用: 會員 @ HK\$800 非會員 @ HK\$1,000
(include coffee/tea refreshment 包茶點)



Mazy Chow,
Chief Trainer of The Unveil
鄒美斯
遠瞻策劃首席顧問

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

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

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

電郵：support@chamber.org.hk

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電話：2344 8713 傳真：2342 5574

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

火炭 山尾街18-24號沙田商業中心14樓1406室
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