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JULY 2017

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革新香港 人人有責

新任行政長官林鄭月娥已在7月1日宣誓履新，成為香港第五任行政長官。總商會謹在此衷心恭賀林太在香港這個重要關頭走馬上任。

任何人如對林太管理這個高溫廚房的能耐用有所懷疑，可重溫林太以候任行政長官身份出席的6月14日總商會論壇。林太清楚理解如香港經濟表現不如理想，整個香港社會都會受到影響。出席論壇的包括本人在內的220位嘉賓，均對林太有此卓識感到欣慰。

香港近年來的政治爭拗，均無助於香港增強競爭力。現在我們需要重新專注業務，把政治爭端拋諸腦後。林太表示她會集中精力重振經濟，我們亦非常期待林太對此的高見。

林太提到，她會在上任後不久舉辦一次稅務高峰會議，以檢討香港的稅務競爭力。這項建議極具鼓勵性，我們亦非常期待參與是次會議，並分享見解。我們更歡迎她可以在上任後馬上執行總商會的建議，落實雙層利得稅制，以紓緩中小企重擔。

我們理解經濟發展要重回正軌並非一時三刻可做到。為此我們在5月就向林太呈遞了23點政策倡議，詳細列出步驟振興經濟。這些步驟包括應對政治及社會爭端、紓緩房屋及土地短缺、重振我們疲乏的經濟以及應付勞工短缺等。

這些議題遠不只影響營商人士。商界所提供之職位佔全港近八成。故此如商界受影響，僱員亦會同樣受影響。

我們也理解社會上有不少人士需要援助，亦有不少人僅需人助以自助。我們固然想伸出援手，但亦需要提防社會福利過度發展，以免墜入深淵。

當我們正期待在林太治下揭開香港歷史新一頁之際，亦欣逢數十年難得的兩大機遇：一帶一路及大灣區發展。

大灣區有世界第十大經濟，也是世界工廠，以及世界最繁忙的空運及海運中樞所在。一帶一路可望先惠及金融及專業服務，繼而惠及貿易。這些機遇實在千載難逢。我們必需確保能緊握這些機遇，故此我們先要專注營商而放下政治爭議，從而可惠及全港所有人。這不僅是林太的職責，也是大家的份內事。✿

Improving Hong Kong's Economy Is Everyone's Business

Mrs Carrie Lam took the oath on 1 July as Hong Kong's fifth-term Chief Executive. The Chamber very warmly congratulates her on taking the helm at this milestone juncture in HKSAR's history.

Any sceptic about Mrs Lam's ability to manage the very hot kitchen she has inherited only needed to attend her talk to the Chamber on 14 June. The 220 members who attended, including myself, were relieved to hear she is acutely aware that unless the economy thrives, everyone in Hong Kong will suffer.

The political logjam that has built up in Hong Kong in recent years is not conducive to our competitiveness. It is time to refocus on business and forget about petty politics. Mrs Lam made it clear she would focus on reviving the economy and we eagerly await to hear her full plans about how to accomplish it.

An encouraging step she has already mentioned is organizing a Tax Summit soon after she takes office to review Hong Kong's tax competitiveness. We very much look forward to participating in that seminar and discussing our ideas. We were also pleased to learn that she would start the ball rolling on implementing the Chamber's proposal for a two-tiered profits tax system immediately after she took office, to provide relief to SMEs.

We fully understand that getting the economy back on track will be a marathon rather than a sprint, which is why in May we presented Mrs Lam with our 23-point proposal detailing well thought-out steps to effectively help the economy. These included addressing political and social tensions, easing the property and land shortages, revitalizing our ailing economy, and addressing labour shortages, among others.

These issues concern not only the business community. Businesses provide nearly 80% of all jobs in Hong Kong. If businesses hurt, so will employees.

Of course we understand there are people in society who do need help, and that there are people who just need a helping hand to help themselves. Of course we want to help them. However, we must stay well clear of social entitlement, which is a downward spiral.

As we begin a new chapter in Hong Kong's history under Mrs Lam's leadership, we are also standing on the verge of some of the biggest opportunities that we have seen in decades, with the development of the Belt & Road Initiative (OBOR) and Greater Bay Area (GBA).

GBA represents the world's 10th largest economy. It houses the factory to the world and the world's busiest air cargo hub and sea cargo hub. Wider afield, OBOR will first benefit financial and professional services and then extend to trade. Opportunities like this rarely come along. We have to make sure Hong Kong does not miss out. To do that, we need to drop petty politics and to refocus on business for Hong Kong to move forward. That is everyone's business, not just Mrs Lam's. ✿



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慶祝回歸及中港加強聯繫
Over 170 members and
guests enjoyed a productive
evening of networking and
celebrated the 20th anniversary
of the return of Hong Kong
to the Mainland

逾170名會員和嘉賓同慶
香港回歸祖國及香港特別行政區
成立20周年

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Carrie Lam Speaks on Future Challenges

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Hong Kong's Chief Executive
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After Emmanuel Macron's
victory in the French
presidential election, his party
followed this up by winning a
majority in the final round of
the French parliament election
馬克龍於法國總統大選取得勝利
後，其率領的政黨亦在最後一輪
的議會選舉中贏得大多數議席

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Celebrating 20 Years of Being Special
同慶不凡二十載

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HKGCC

Hong Kong General Chamber of Commerce
香港總商會1861

The 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.
自1861年至今，香港總商會一直代表及捍衛香港工商界的權益。

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Grasping Opportunities and Moving Ahead

Our new Chief Executive Carrie Lam highlighted during her campaign platform that she plans to utilize a “new fiscal philosophy” to develop the economy. I sincerely hope that she can deliver on her campaign promises, and also promote business-friendly policies, by listening to the concerns of the business community.

Twenty years after the handover, Hong Kong's economic ties with the Mainland are now closer than ever. With global competition intensifying, we can no longer simply thrive on our existing advantages. The whole world is now trying to get a slice of the opportunities being promised by the Belt and Road Initiative, in addition to economic impetus under the Greater Bay Area plan. Hong Kong should embrace its role in the national development blueprint, as it will allow us to grow our economy.

The International Institute for Management Development (IMD) recently ranked Hong Kong first in its latest World Competitiveness Report. We also retained our status as the world's freest economy for the 23rd consecutive year in the Heritage Foundation's ranking. While Hong Kong is scoring well in many aspects of the report, the new Administration should look into how it will use the factors considered in these rankings to improve governance.

However, Hong Kong came seventh in IMD's first World Digital Competitiveness Report, significantly behind first-place Singapore. Hong Kong's overall economic performance ranking was ranked eleventh, while our infrastructure ranked only twentieth, and the cost of living here was sixty-second out of 63 economies. These results show we need to overhaul our information technology sector and our infrastructure, as well as increase our land supply to reduce overheads, and improve our overall business environment.

Our Chief Executive has proposed organizing a high-level conference to discuss our tax regime at the end of the year. I hope she will be able to enhance our tax competitiveness through new initiatives, such as introducing a two-tier profits tax system to reduce SMEs' burden. Also important will be launching “group-loss relief” and “loss carry-back” arrangements to position Hong Kong as a competitive business hub for foreign enterprises.

Concurrently, increasing land supply, as well as further refinement of our immigration policy to lure talent from around the world, should also be high on our Government's agenda.

The theme of the 20th anniversary celebrations marking the return of Hong Kong to the Mainland is “Together · Progress · Opportunity,” which is also my wish for Hong Kong. I sincerely look forward to a more conscious effort by the new Administration to foster social cohesion. All members of society should also try to set aside our differences, grasp the opportunities ahead and step forward together. 🌸

抓緊機遇 攜手向前

特首於競選期間的政綱中，表明以「理財新哲學」發展經濟。我期望特首能坐言起行，多聽取商界意見，切實推行有利營商的措施。

回歸20年，香港與內地的經濟聯繫更緊密。全球競爭日趨激烈，香港不能故步自封吃老本，更不能「單打獨鬥」。「一帶一路」已成國際焦點。世界上很多國家都想早著先機。大灣區規劃更是經濟新動力。香港應積極融入國家發展，將經濟做大做強。

香港在瑞士洛桑國際管理發展學院世界競爭力排名中蟬聯冠軍。在傳統基金會的排名中，香港更是連續23年獲選全球最自由經濟體。雖然香港的整體表現令人鼓舞，但新班子亦可參考排名結果的考慮因素，改善施政。

值得關注的是，瑞士洛桑國際管理發展學院首次獨立發表的數碼競爭力排名中，香港僅排第7名，落後於榜首的新加坡。此外，香港的經濟表現由第5名跌至第11名，基礎設施只排名20，生活成本更是排名62，即在63個調查經濟體中倒數第2。由此可見，香港應居安思危，在創科上急起直追，加強基礎建設，拓地降成本，以優化營商環境。

特首表示今年年底將會舉行有關稅務新方向的高峰會議。我期望特首以新思維去提升香港的稅務競爭力。例如落實雙層利得稅制，幫助中小企減輕成本；引入「集團虧損寬免」及「本年虧損轉回」安排，吸引企業來港開設業務。

與此同時，我促請政府增加土地供應，降低營商成本，並優化入境政策，匯聚各方人才，推動產業發展。

「同心創前路，掌握新機遇」是回歸20年的慶祝主題，亦是我對香港的祝願。我期望新班子能凝聚社會，各界亦放下政治成見，抓緊良機，攜手邁步向前。🌸



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CEO Comments 總裁之見

Hong Kong 2030+ The Upgrade

Hong Kong's economy has gone through a number of major adjustments over the decades, and each time we have emerged a stronger, leaner, and more efficient city. But after years of political bickering and sluggish growth, Hong Kong is badly in need of an "upgrade." To update its current blueprint, the Government recently completed its consultation, "Hong Kong 2030+: Towards a Planning Vision and Strategy Transcending 2030."

The Chamber put together a submission on what the business sector would like to see in the "upgraded version" of Hong Kong 2030+. One of the major projects in the blueprint emphasizes the livability and sustainability of the development of the East Lantau Metropolis (ELM). The project aims to build an easily accessible, self-sufficient community to reduce traffic congestion and air pollution. Currently, many businesses choose to pay high rents to operate in prime business districts, such as Central and Admiralty. The ELM would be more cost-competitive than the CBD, but to enable companies to make an informed decision, a detailed cost-and-benefit analysis would be useful in helping the business community to understand the advantages associated with the new development.

While we have had successes with early decentralized town planning models, there are now concerns about more recent models' effectiveness, especially with regard to the creation of new jobs. As such, the Government should take a gradual approach towards planning to guard against overdevelopment or overinvestment, especially in this era where uncertainty has become the new normal.

In our submission presented to the Government in April, we also pointed out that Hong Kong 2030+ and other plans, such as Smart City Development Blueprint and Climate Action Plan 2030+, contain some contradictions. Therefore, we recommended that the Government update and thoroughly review regulations on building design, planning, zoning and land use codes to make sure they are fit for purpose.

We also need to make sure our transport development and cross-border coordination with Guangzhou, Shenzhen and Macao is flawless. The ongoing wrangle about having co-location customs and immigration facilities for the new Guangzhou-Shenzhen-Hong Kong Express Rail Link needs to be sensibly and practically resolved if the project is to fulfil its potential and allow us to maximize the benefits of the Greater Bay Area. To put the opportunities in perspective, if the Greater Bay Area were a country, it would have the 10th largest GDP in the world. It would be foolish of us not to make sure our economy and infrastructure dovetailed with the region to ensure we are an important player.

Technology will play a major role in this seamless integration. Cities around the world are racing to incorporate technology as a core element in their town planning, and while we may have been slow to implement technology into our town planning blueprints, we certainly have the expertise and money to make up for lost ground if we have the will.

The Chamber hopes that the Government will develop a comprehensive plan for the future development of Hong Kong and the benefit of all residents. You can read our full 2030+ submission elsewhere in this issue of *The Bulletin*. ❀

香港2030+ 升級版

過去數十年，香港經濟經歷了若干主要調整，而每一次都讓我們這個城市變得更加強、更精幹和更高效率。但經過多年的政治爭拗和經濟增長放緩後，香港亟需要「升級」。為更新現有的發展藍圖，政府最近完成了一項名為《香港2030+：跨越2030年的規劃遠景與策略》的公眾諮詢。

總商會已制訂一份建議書，闡釋商界對《香港2030+》「升級版」的期望。該藍圖的其中一個主要項目強調東大嶼都會發展的宜居性和可持續性，旨在建立一個四通八達、自給自足的社區，以減少交通擠塞和空氣污染。現時，很多企業選擇承擔高昂的租金，在中環和金鐘等主要商業區經營業務。與這些核心商業區相比，東大嶼都會將更具成本競爭力，但要讓企業作出明智的決定，當局便應進行詳細的成本效益分析，協助商界了解新發展所帶來的相關效益。

儘管分散式的城市規劃模式在早期取得成功，惟有關模式如今能否繼續發揮成效，特別是創造就業方面，卻令人關注。就此，政府應採取漸進式的規劃，以免出現過度發展和過度投資的風險，尤其是在這個時代，不明朗因素已成為新常態。

在本會於4月份向政府提交的建議書中，我們亦指出《香港2030+》與其他規劃，如《香港智慧城市發展藍圖》和《香港氣候行動藍圖2030+》，存在互相矛盾的情況。因此，我們建議當局更新和全面檢討建築物設計、規劃、分區和土地使用守則等規例，確保能夠切合所需。

我們也得確保本港的交通發展，以及與廣州、深圳和澳門的跨境協調能夠暢通無阻。社會在廣深港高速鐵路實施「一地兩檢」問題上的持續爭辯，需要明智和實際的解決方案以充分發揮項目的潛力，同時實現大灣區的最大效益。為了闡明這些發展所帶來的機遇，假設大灣區是一個國家，該區的GDP可躋身全球第十位。要是我們未能加強本港的經濟和基建與大灣區接軌，確保我們在區內擔當重要的角色，恐怕會錯失良機。

科技對於推動這種無縫融合十分重要。全球城市正競相把科技融入為城市規劃的核心元素；在城市規劃的科技應用上，儘管我們起步也許較慢，但憑藉我們的專業知識和資本，只要有決心，定可收復失地。

總商會希望政府能為香港的未來發展和全港市民的福祉，制訂周全的規劃。有關本會的2030+建議書全文，請參閱本刊另文。❀

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Date	Fair Name	Date	Fair Name
2017		2018	
10-13 Jul	HKTDC Hong Kong Fashion Week for Spring/Summer*	8-9 Jan	Asian Licensing Conference
19-25 Jul	HKTDC Hong Kong Book Fair	8-10 Jan	HKTDC Hong Kong International Licensing Show
21-25 Jul	HKTDC Hong Kong Sports and Leisure Expo	8-11 Jan	HKTDC Hong Kong Toys & Games Fair*
17-18 Aug	International Conference of the Modernization of Chinese Medicine & Health Products		HKTDC Hong Kong Baby Products Fair*
17-19 Aug	HKTDC Hong Kong International Tea Fair		Hong Kong International Stationery Fair
17-21 Aug	HKTDC Food Expo	15-16 Jan	Asian Financial Forum
	HKTDC Home Delights Expo	15-18 Jan	HKTDC Hong Kong Fashion Week for Fall/Winter*
	HKTDC Beauty & Wellness Expo	1-4 Feb	HKTDC Education & Careers Expo
5-9 Sept	HKTDC Hong Kong Watch & Clock Fair*	27 Feb – 3 Mar	HKTDC Hong Kong International Diamond, Gem & Pearl Show*
6-9 Sept	CENTRESTAGE	1-5 Mar	HKTDC Hong Kong International Jewellery Show*
11 Sept	Belt and Road Summit	19-22 Mar	HKTDC Hong Kong International Film & TV Market (FILMART) #
13-16 Oct	HKTDC Hong Kong Electronics Fair (Autumn Edition)* electronicAsia*	Mar	MarketingPulse
26-29 Oct	Eco Expo Asia – International Trade Fair on Environmental Protection	6-9 Apr	HKTDC Hong Kong International Lighting Fair (Spring Edition)*
	HKTDC Hong Kong International Outdoor and Tech Light Expo	13-16 Apr	HKTDC Hong Kong Electronics Fair (Spring Edition)*
27-30 Oct	HKTDC Hong Kong International Lighting Fair (Autumn Edition)*		HKTDC International ICT Expo
8-10 Nov	HKTDC Hong Kong Optical Fair*	20-23 Apr	HKTDC Hong Kong Houseware Fair*
9-11 Nov	HKTDC Hong Kong International Wine & Spirits Fair		HKTDC Hong Kong International Home Textiles and Furnishings Fair
23-24 Nov	Asian Logistics and Maritime Conference	27-30 Apr	HKTDC Hong Kong Gifts & Premium Fair*
6-8 Dec	HKTDC Hong Kong International Franchising Show		Hong Kong International Printing & Packaging Fair
	HKTDC SmartBiz Expo	7-9 May	HKTDC Hong Kong International Medical Devices and Supplies Fair
7-8 Dec	Business of IP Asia Forum	18-19 May	HKTDC Entrepreneur Day
7-9 Dec	DesignInspire		

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Hong Kong 20 Years On 香港回歸20年

The HKSAR continues to defy doomsayers and reinforce our position as one of the world's leading business and financial hubs

香港特別行政區繼續逆勢而上，衝破危言，站穩全球領先商業和金融中心之一的地位

Hong Kong has seen a lot of changes in the 20 years following the handover. In many ways, it has been a rollercoaster of a ride. On the down ride the Asian Financial Crisis, SARS, and the Global Financial Crisis sent shudders down our spine. On the up ride, CEPA started a bull run, visitor arrivals grew from 10 million to over 60 million, and the Hang Seng Index hit an historical high.

Less visibly, the number of companies registered more than doubled, from 486,997 in 1997 to 1,341 million last year. Our GDP will have almost doubled from about US\$177 billion in 1997 to US\$332 billion in 2017, and GDP per capita will have grown visibly from about US\$27,216 to US\$44,752. Not bad considering our labour force has only grown by about 21%, and we have all gotten older.

Our closer links with the Mainland, through policies to boost the economy, improve connectivity through massive infrastructure projects, and even deeper business ties have provided us enormous benefits, but with them some challenges.

Like many places around the world, Hong Kong has also become increasingly politically polarised. A sense of entitlement is weakening our can-do magic, and protesting has become all too common, with the Occupy Central protest becoming a tourist attraction in 2014.

Despite the challenges domestically and internationally, our strength as a business and financial hub continues to grow. To find out what various sectors of the economy can expect in the coming years, *The Bulletin* asked members of the General Committee to share their thoughts. Following is a snapshot of some of their responses. ✿

香港在回歸後的20年經歷了種種變遷，在多方面都猶如坐過山車般大起大落。壞消息如亞洲金融風暴、沙士和全球金融危機不斷沖擊我們。相反地，CEPA帶動香港經濟好轉，訪港旅客由1,000萬人急增至6,000萬人，恆生指數亦創下歷史新高。

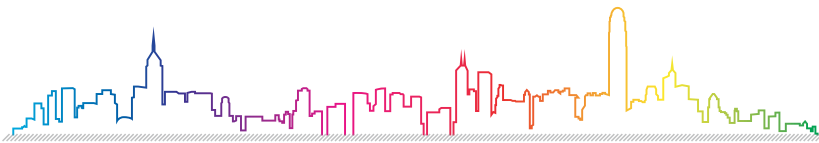
較不為公眾所見的是，公司註冊數目增加一倍以上，從1997年的486,997家上升至去年的134.1萬家。本港的人均產值從1997年的1,770億美元，增長近一倍至2017年的3,320億美元，同期的人均產值亦從約27,216美元明顯增長至44,752美元。在我們的勞動力其實僅增長約21%，加上本港人口正日漸老化下，這些表現已算不俗。

我們透過推出政策來促進經濟、推進大型基建工程來改善連繫、以及建立更深厚的商業關係，與內地建立了更緊密的聯繫。這些既為我們提供莫大裨益，同時亦帶來了挑戰。

香港與全球許多地方一樣，政治兩極分化的情況日趨嚴重。賦權意識正削弱港人「做得到」的魔法，抗爭亦已成為常態，2014年的佔中行動更成為一個旅遊景點。

縱使面對內外的挑戰，我們作為商業和金融樞紐的優勢仍持續加強。為了解各行各業對未來數年的期望，《工商月刊》邀請了多位理事分享他們的見解。以下節錄自他們的評論。✿





Grasping Far-sighted Initiatives

放遠眼光 抓緊策略

Twenty years into reunification with the Mainland, Hong Kong is still very much the destination of choice to do business, to

start a business, and is still the regional services hub to procure professional and financial services, irrespective of the ups and downs of the macro-economic situation.

There is no denying that we may have been too obsessed with political issues in recent years and might have lost valuable time in upgrading and sharpening our competitive edge, while our neighbours have progressed quickly.

But the economic and political challenges over the years have made us smarter and more sophisticated about doing business. Take Hong Kong's investment property sector for example. Both landlords and tenants have become much more sophisticated and have worked together to create and enhance the values of their properties. It applies across the retail, office and hotel sectors. Furthermore, landlords and tenants have applied their Hong Kong expertise to enter the Mainland market and there have been many success stories.

We can take this can-do spirit further on new grounds offered by the far-sighted national initiatives of One-Belt-One Road and Greater Bay Area. We in the business community are ready to grasp these opportunities.

回歸祖國20年來，香港儘管經歷宏觀經濟環境高低起伏，但仍然是很多企業首選的營商創業目的地，亦是專業和金融服務業的地區服務樞紐。

無可否認，我們近年飽受政治議題所困，或已浪費了用以提升我們競爭優勢的寶貴時間，反之鄰近地區已取得長足的進展。

然而，這些年來的經濟和政治挑戰，令我們在營商方面變得更精明、更精進。以香港的地產投資為例，業主和租戶已變得愈來愈老練，懂得合力為物業創優增值，無論是零售、寫字樓和酒店業亦然。此外，業主和租戶亦利用他們在港所累積的專業知識，以進軍內地市場，成功故事比比皆是。

在「一帶一路」和大灣區這些遠大的國家戰略下，我們可進一步發揮這種「做得到」的精神，開創新的商機。我們商界已準備好迎接這些機遇。

— **Stephen T H Ng**, Chairman, HKGCC,
Chairman & Managing Director, The Wharf (Holdings) Ltd
—— 總商會主席 九龍倉集團有限公司主席兼常務董事 吳天海



Seizing Unprecedented Opportunities, Addressing New Challenges

迎接機遇 應對挑戰

The last 20 years since Hong Kong's handover have passed by quickly. The transition stemming from our change in sovereignty has on the whole, been a smooth process. The rule of law and economic freedom, the keystones of our development, have been upheld.

During the last 20 years, the territory has faced a number of challenges – from SARS, the global financial crisis to general uncertainty in the macro-economic landscape. A number of new developments have also taken place. The role of China on the world stage has greatly evolved. More than ever, our prosperity is closely intertwined with the Mainland. In addition, the quickening pace of technological advancement has intensified globalization and has changed the way of life and consumer behavior worldwide.

Hong Kong people have time and again worked hard to meet challenges and new developments. GDP has grown 81% and the Hang Seng Index has risen 70% since the handover.

Coming up, Hong Kong's future is full of unprecedented opportunities as well as new challenges. I look forward to seeing Hong Kong people continue to exercise their 'can do' spirit and successfully thrive in the changing environment. By forging ahead with a harmonious and united front, we can together work towards sustaining the continued stability and prosperity of the territory.

香港回歸後的20年轉瞬即逝。整個主權回歸過程大致暢順。我們亦成功維持法治及經濟自由，兩者皆是本港發展所繫。

在過去20年，這個城市經歷了不少挑戰——由沙士至環球金融風暴等。這些挑戰皆在宏觀層面上製造不確定性。另外，大家也見證不少新趨勢，如中國在世界上的角色愈來愈清晰，我們自身的繁榮也愈來愈與內地掛勾。除此以外，科技迅速發展也帶動全球化，並深刻改變全球生活方式及顧客表現。

香港人依然努力不懈，從容應付新挑戰及趕上新發展。由主權回歸至今，香港人均產值增長了81%，恆指也上升70%。

香港的未來日子，依然會有不少新機遇，但亦會有不少新挑戰。我期望見到港人繼續笑迎風浪，駕馭轉變。只要我們和諧共濟，攜手向前，就一定可以保持這個城市的繁榮穩定。

— **Victor Li**, Managing Director & Deputy Chairman
Cheung Kong Property Holdings Limited
—— 長江實業地產有限公司董事總經理兼副主席 李澤鉅



Working Together for a Better Hong Kong 共同建設更美好香港

Hong Kong has greatly enhanced its position as an international financial center in the past 20 years. With the recent developments in FinTech and disruptive technologies, especially emanating from Mainland China, Hong Kong can no longer afford to be complacent. Both the private sector and the Government must work together to ensure that Hong Kong's innovative spirit continues to thrive.

The new Chief Executive's emphasis to revamp the education system is a breath of fresh air and desperately needed to foster creative thinking among our youth. Additional investment in research and development is welcome with high expectations of practical applications.

Hong Kong is at a tipping point, a critical juncture where its future will be cast by the concrete steps it takes in the next few years. The gaps in society must be addressed to rebuild trust and harmony. Further divisiveness will only distract the SAR from meaningful progress, as the rest of the region and the world for that matter, would be eager to assume leadership roles in areas which Hong Kong had previously occupied.

It is my belief that with hard work and a unified community, there can and will be a better Hong Kong tomorrow!

過去20年，香港國際金融中心的地位大大提升。隨著金融科技和顛覆性科技在近年不斷發展，尤其當中不少源自中國內地，香港不能再滿足於現狀。商界和政府必須同心協力，確保香港的創新精神繼續發光發亮。

新特首強調改革教育制度，為社會注入了一口清新的空氣，有助推動年青人的創意思維。額外的研發投資亦是可取的一步，有望促進實際應用。

香港正處於一個轉捩點，我們未來數年採取的具體行動，將對未來起著決定性的作用。社會上的分歧必須得到化解，才能重建信任與和諧。進一步的分化只會令特區未能專注於有意義的進展，而全球和區內其他國家都渴望取代香港以往在某些領域上所扮演的領導角色。

我相信，只要努力不懈，社會團結一致，香港定可邁向更美好的未來！

— *Leland Sun, Managing Director
Pan Asian Mortgage Co Ltd*

—— 宏亞按揭證券有限公司董事總經理 孫立勳



Twenty Years of Being 'Special' 走過「特別」的二十年

The city, as a special administrative region under “One Country, Two Systems,” has retained a unique role for the past 20 years.

As the only international financial centre in China, Hong Kong continues to serve as a pivotal banking and financial hub in the Asia-Pacific region. Organisations from around the world have always used the city as a gateway to expand in the region, and now Hong Kong has also become a platform for mainland Chinese companies to “go global.”

Leveraging its advantages and riding on the economic growth of Mainland China, the city has captured a dominant share of Mainland-related trade, investment and financing. No longer are we just a fundraising centre for Chinese enterprises, but we have become a gateway providing products and services for them to access international markets. The sophistication and range of banking products that is now available in areas such as asset management reflect this transition.

The city has also continued to innovate, becoming the primary testing ground for new initiatives under Mainland China's financial market liberalisation. These include renminbi internationalisation, the mutual fund recognition programme as well as the cross-border investment channels in both stock and bond markets. Our stable financial markets, governed by mature regulatory mechanisms, also allow Hong Kong to serve as a “firewall” for the country's financial system, reducing systemic risk during the gradual opening of Mainland China's capital markets.

Overcoming financial crises and major incidents in the past two decades, Hong Kong has demonstrated a high degree of economic resilience, which has allowed it to stay competitive on the world stage. The city's financial system has strengthened through adversity, developing a sound regulatory regime that evolves with the changing times. We can point to the fact that banks have high capital adequacy ratios, ample liquidity and low debt. Across the industry, there has been a tightening of financial crime risk defence measures and anti-money laundering standards have been raised. These are positive moves for a sustainable market, and increase the city's attractiveness as an international financial centre.

What is the next big opportunity for Hong Kong? In my view, it is time for Hong Kong enterprises to venture abroad into overseas opportunities, and the Belt and Road Initiative provides an excellent opportunity to do





this. As for the financial sector, we are ideally placed to provide financing support, and offer treasury, advisory and other services – whether in trade settlement, asset management services, or investment banking – that will arise from this ambitious initiative.

It has indeed been a special 20 years for Hong Kong. Let's celebrate this, but not rest on our laurels as we need to continue our drive for international best practices to sustain our city's success.

今年是香港回歸祖國20周年。在「一國兩制」方針下，香港作為中國的特別行政區，多年來一直扮演獨特角色。香港作為國家唯一的國際金融中心，亦是亞太區的主要銀行及金融樞紐，一直是全球企業和機構拓展亞太區的門戶。時至今日，香港更成為內地企業「走出去」的平台。

憑藉自身優勢，且受惠於國家的經濟發展，香港多年來主導了市場上大量與內地相關的貿易、投資、融資等業務。今天，香港不再只是內地企業的一個融資平台，對於內地企業來說，正因為我們能提供它們所需的產品和服務，香港更成為內地企業打入國際市場的跳板。與此同時，銀行業所能提供的服務也變得更為全面，產品種類既深且廣，當中資產管理服務的發展更有目共睹。

隨著近年中國金融市場持續開放，香港亦不斷創新，擔當內地金融改革的「試驗場」。這些新的倡議包括人民幣國際化、基金互認安排，以及證券市場的跨境投資渠道。香港穩定的金融市場和完善的監管機制，讓本港成為國家金融體系的「防火牆」，能減低中國資本市場逐步開放時可能遇上的系統性風險。

過去20年，香港克服了多個經濟危機和重大事故，盡顯本港經濟的抗逆能力，讓我們能夠在國際舞台上保持優勢。本港的金融系統更在逆境中更臻完善，監管機制也因應市場變化而不斷演變。現時，本地銀行的資本充足率和流動性均維持甚高水平，債務水平亦相對較低，而業界亦積極加強防範金融罪行，並提高打擊洗黑錢的守則，這些調整對維持市場持續性起了正面作用，有助提升香港作為國際金融中心的吸引力。

20年過去，香港未來又有甚麼新機遇？我認為現在正是本港企業進軍海外，開拓外地發展機遇的黃金時間，國家的「一帶一路」倡議正造就了一大契機。對於金融業來說，我們非常願意跟本地企業並肩而行，為他們提供各項支援，包括財資服務、專業顧問，以至貿易結算、資產管理及投資銀行服務等，務求協助它們發展業務。

作為國家的一個特別行政區，香港走過了「特別」的20年。讓我們慶祝香港回歸祖國20周年的同時，亦不忘自強不息，致力在各方面維持國際行業準則，共同延續香港的成功故事。

— *Peter Wong, Deputy Chairman and Chief Executive
The Hongkong and Shanghai Banking Corporation Limited*
—— 香港上海滙豐銀行有限公司副主席兼行政總裁 王冬勝

Building a Better Tomorrow 共創更好明天

For the past two decades, Hong Kong has endured ups and downs such as the Asian financial storm (1997), SARS (2003), global financial tsunami (2008) and Occupy Central (2014), but has still come out stronger afterwards. Our achievements are indeed hard won. We enjoy one of the world's top business environments. Global organizations, from the Heritage Foundation to the IMD consistently rate Hong Kong as the world's freest economy with the most competitive business environment. Even with these advantages, Hong Kong must always be on the lookout. We must be aware of competitive pressure from neighbouring cities.

The new administration is promising a “New Fiscal Philosophy,” which will surely help Hong Kong open a new chapter in its course. Regional cooperation is the way of the future, and the Great Bay Area initiative will provide us with significant business opportunities. I look forward to the HKSAR Government and society at large setting their sights forward and leveraging new opportunities with a new mentality and actions, so that we may build a better future for Hong Kong.

金融風暴（1997）、沙士（2003）、金融海嘯（1998）、佔領中環（2014）……回歸20年來，香港經歷了重重風浪，最終也能乘風破浪，化險為夷。今日的成就，實在得來不易。我們的營商環境和競爭力皆是全球首屈一指，美國傳統基金會及瑞士洛桑管理學院等多個國際性機構，分別將香港評為全球最自由的經濟體或最具競爭力的地區。惟面對周邊城市的競爭，香港必須居安思危。

新一屆政府將會以「理財新哲學」推動經濟發展，香港亦將會翻開新的一頁。展望未來，區域合作已是大勢所趨，大灣區蘊藏着巨大商機，也是香港經濟發展的新引擎。我期望特區政府及社會各界都能夠與時俱進，著眼長遠，以新思維和實際行動來面對機遇，為香港繁榮穩定注入新的活力，共創美好明天。

— *Jeffrey Lam*
Chamber LegCo Representative
—— 香港總商會立法會代表 林健鋒



Sense of Ownership and Belonging

認同感與歸屬感

My comments on the noticeable changes that have occurred since 1997 relate to the environment and issues associated with the quality of life here in Hong Kong, in particular the enhancement of the Victoria Harbour waterfront.



Prior to 1997, the concerns focused largely on the handover and what impact this might have on Hong Kong from both an economic and social perspective and it is fair to say that the community was generally in a transitional mode where short-termism prevailed. Many, of course, left Hong Kong to find a second passport or alternative employment.

Subsequently, and in particular during the last 10 years, we have seen development of a sense of ownership and belonging, given greater clarity as to the future. We

also have seen recognition, particularly by those born here, of “collective memory” and the importance of the city’s history and heritage.

All this has been reflected in the demand for greater community involvement and, in the absence of any inclusive system of suffrage, for community engagement on all projects or initiatives proposed by the Government. This is particularly noticeable in the case of Harbour-related projects where the scene was set early on by the Society of Protection of the Harbour securing a moratorium against any further reclamation in Victoria Harbour. Community involvement, of course, is to be welcomed and should be viewed positively in setting agendas for change in the future.

要討論香港自1997年以來所出現的顯著變化，我想談談環境和生活質素相關的議題，特別是優化維港海濱。

1997年前，市民的關注主要集中於回歸及其對香港的潛在經濟和社會影響上，可以說社會普遍處於一個過渡狀態，只著眼於短期表現。當然，很多人亦選擇離開香港，以取得第二國籍護照或尋求就業。

風雨安排早溝通
返工放工更輕鬆

Make prior work arrangements
Ensure peace of mind in times of typhoons and rainstorms

「颱風及暴雨警告下的工作守則」
“Code of Practice in times of Typhoons and Rainstorms”

索取方法
How to Obtain

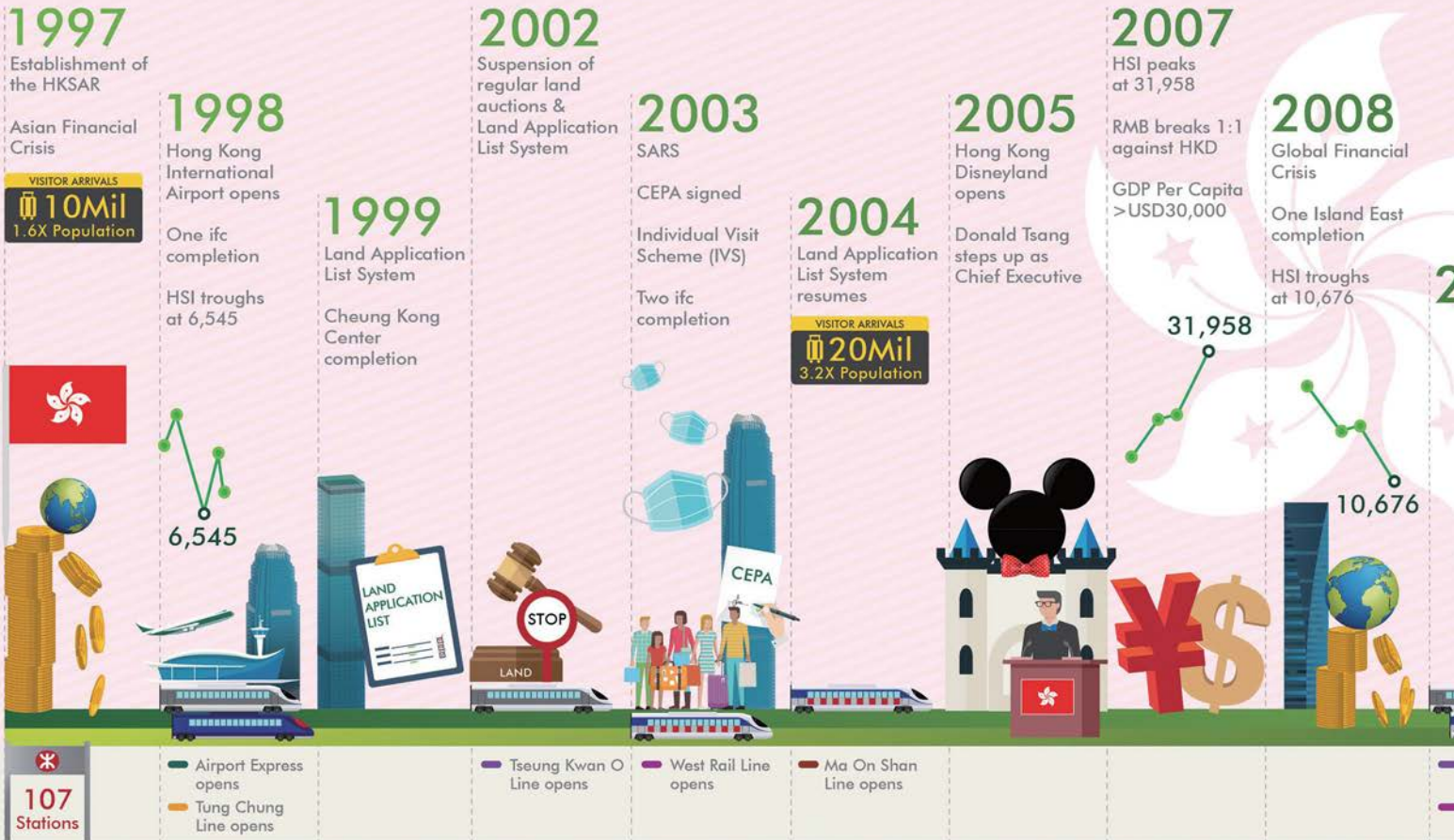
勞工處勞資關係科各分區辦事處
Offices of Labour Relations Division, Labour Department

<http://www.labour.gov.hk>

2717 1771
(此熱線由「1823」接聽 the hotline is handled by “1823”)

勞工處
Labour Department

HKSAR'S 20th ANNIVERSARY A STORY OF GROWTH



* 2016 Figure
Sources: Census and Statistics Department, Hong Kong Monetary Authority, Financial Services and the Treasury Bureau, Rating and Valuation Department, The Land Registry, Lands Department, Tourism Board, HKEX, Oxford Economics, MTRC, CBRE Research

其後，尤其是在過去10年，我們發展出一種認同感和歸屬感，更清晰未來方向。我們見到特別是土生土長的港人，亦日漸重視「集體回憶」，以及這個城市的歷史和傳統。

這些發展可見於社會各界行動更為積極，以及在較缺乏包容度的投票選舉制度下要求更多參與政府提出的所有項目或措施。這個情況尤見於海港相關的項目，例如早期由保護海港協會提出要求，爭取暫停維港進一步填海。當然，社區參與是個值得歡迎的趨勢，能夠為未來的轉變制訂行動議程，對此我們應採取正面積極的態度。

— *Nicholas Brooke*, Chairman
Hong Kong Harbourfront Commission
—— 香港海濱事務委員會主席 蒲祿祺

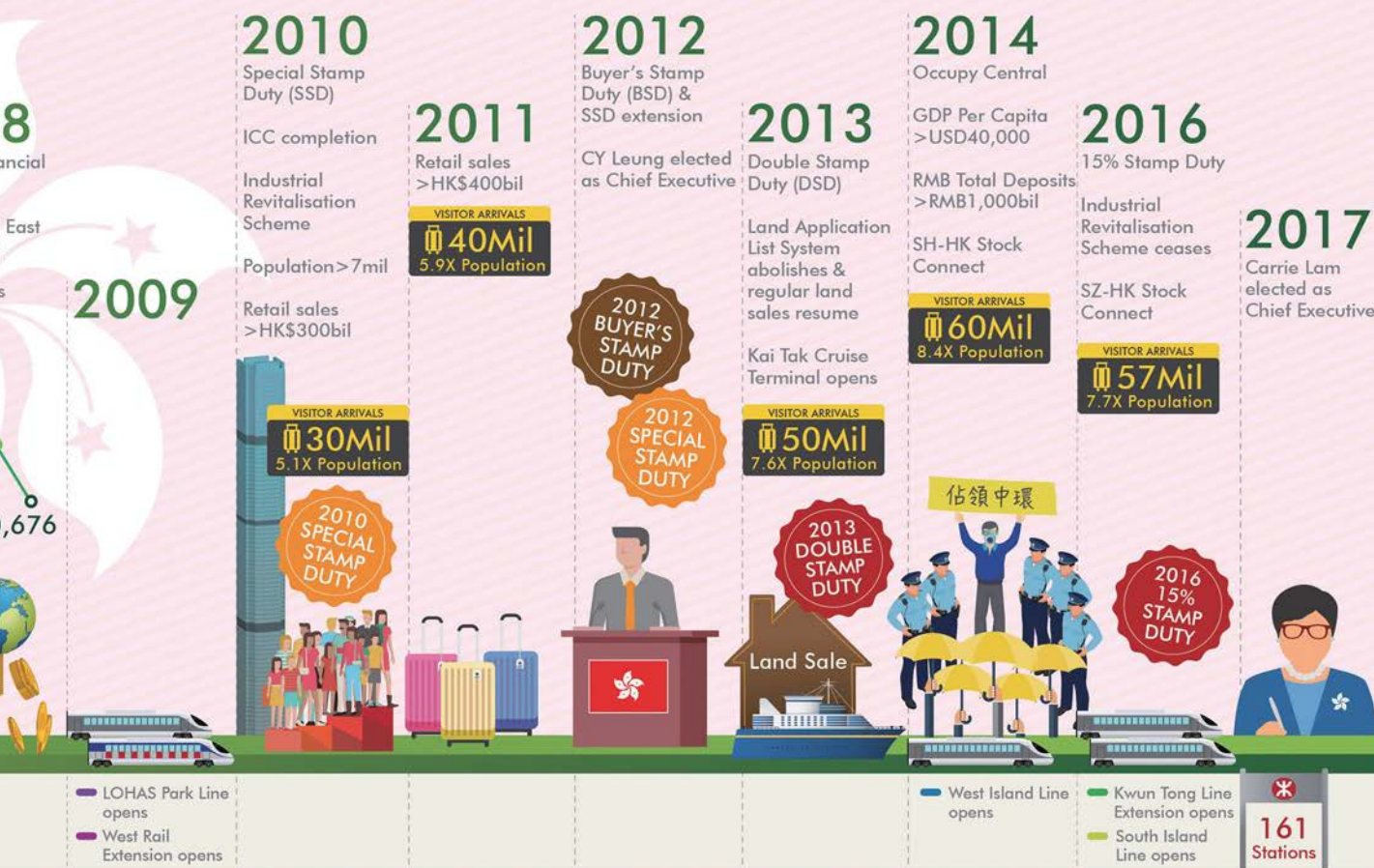
Sector Flows with Ups and Downs of Hong Kong 建造業伴香港 走過高山低谷



The construction industry in Hong Kong has witnessed many ups and downs of the Hong Kong economy over the past 20 years. Shortly after the handover in 1997, the local economy suffered a massive blow as a result of the Asian Financial Crisis and the construction industry was not spared. Prospects for the construction industry remained grim with the outbreak of SARS in 2003 and the international banking crisis in 2008. Few construction projects were available and the general consensus then was to “wait and see.”

The construction industry slowly picked up again with various infrastructure projects, including the MTR’s Shatin to Central Link and South Island Line

ANNIVERSARY OF GROWTH



CBRE RESEARCH
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While we do not doubt its accuracy, we have not verified it and make no guarantee, warranty or representation about it.

and Guangzhou-Shenzhen-Hong Kong Express Rail Link Hong Kong Section, all of which kicked off in the aftermath of the global financial crisis. Around the same time, to provide quality public housing for the needy, the Hong Kong Housing Authority also quickened its pace in launching residential units. In recent years, however, the Hong Kong construction industry has been overwhelmed by delays in funding approvals for public works and infrastructure projects caused by filibustering in the Legislative Council. These episodes in the Legislative Council eventually led to intense price competition for tenders in the construction market. As a result, market players often found themselves either overloaded with projects or idle with none at all.

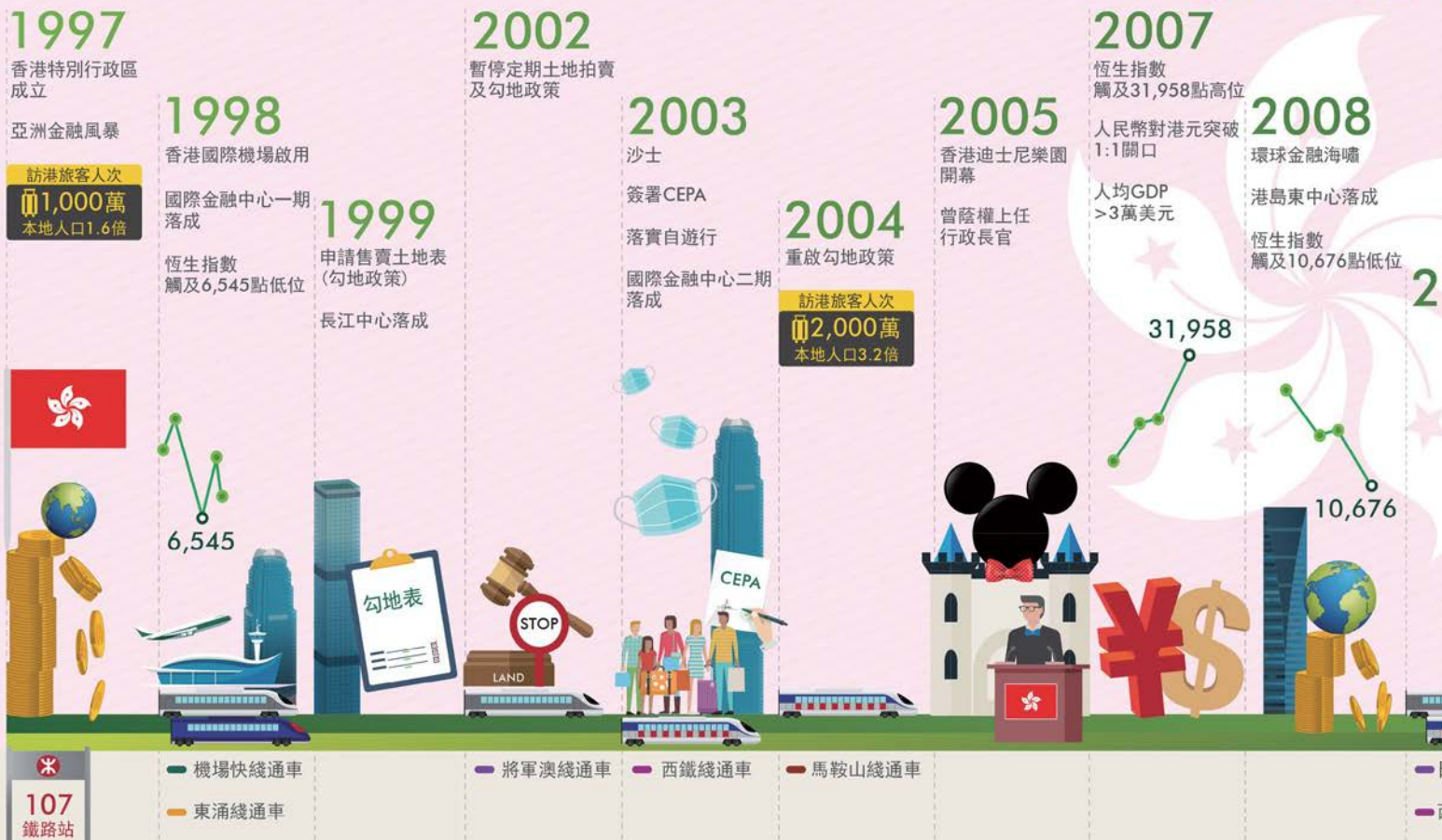
Nevertheless, industry players remain optimistic about the future of Hong Kong, as demonstrated by other positive signs including the fierce competition for development rights in the Kai Tak area, the continuous development in the West Kowloon Cultural District, and redevelopment of old districts such as Wan Chai,

Kwun Tong, and To Kwa Wan.

Statutory requirements governing the construction industry have changed substantially during the last 20 years. The Government introduced safety management and environmental measures, such as BEAM, to enhance proper management control in the industry as a whole. Whilst adapting to the new safety and regulatory requirements, those who remained in the industry had to tackle issues such as a shortage of skillful and unskillful labour which continues to be a challenge today. In light of the ever increasing and competitive infrastructure and residential projects in Hong Kong, it is critical that timely professional training be provided to all fields and levels of construction workers, in particular the younger generation.

香港建造業見證香港經濟過去20年的高低起伏。1997年回歸後不久即飽受亞洲金融風暴沖擊，本地經濟受重創，建造業亦不能倖免。2003年沙士爆發、2008年國際銀行危機，建造業前景仍一片黯淡。當時只有數個建築項目，社會上普遍不看好建造業。

香港特別行政區成 發展里程碑



* 2016 數字

資料來源：政府統計處、香港金融管理局、財經事務及庫務局、差餉物業估價署、土地註冊處、地政總署、香港旅遊發展局、香港交易所、牛津經濟研究院、港鐵公司、世邦魏理仕研究部

環球金融危機過後，多個基建項目展開，包括港鐵沙中線及南港島線，以及廣深港高速鐵路香港段，建造業逐漸復蘇。與此同時，香港房屋委員會為向有需要人士提供優質公屋，亦加快推出住宅單位。但近年由於立法會拉布，多個公共工程和基建項目延遲審批撥款。立法會一連串拉布事件終導致建造市場競標激烈，以致香港建造業人士要不忙得不可開交，要不無所事事。

然而業內人士基於種種正面發展，對香港建造業未來仍感樂觀。這些新發展包括啟德區發展權的激烈爭奪、西九文化區持續發展，以及灣仔、觀塘、土瓜灣等舊區重建。

過去20年，有關建造業的法定要求大幅修改。政府推出BEAM等安全管理及環境措施，加強業內整體的有效管理和控制。業內人士除了要適應新安全及監管要求，亦要處理種種問題如人手短缺等。隨著香港具競爭力的基建及住宅項目日益增加，各方應向各工種及水平的建築工人，尤其年輕一代提供適時的專業培訓。

— Oscar Chow, Non-Executive Director
Chevalier International Holdings Ltd
—— 其士國際集團有限公司非執行董事 周維正

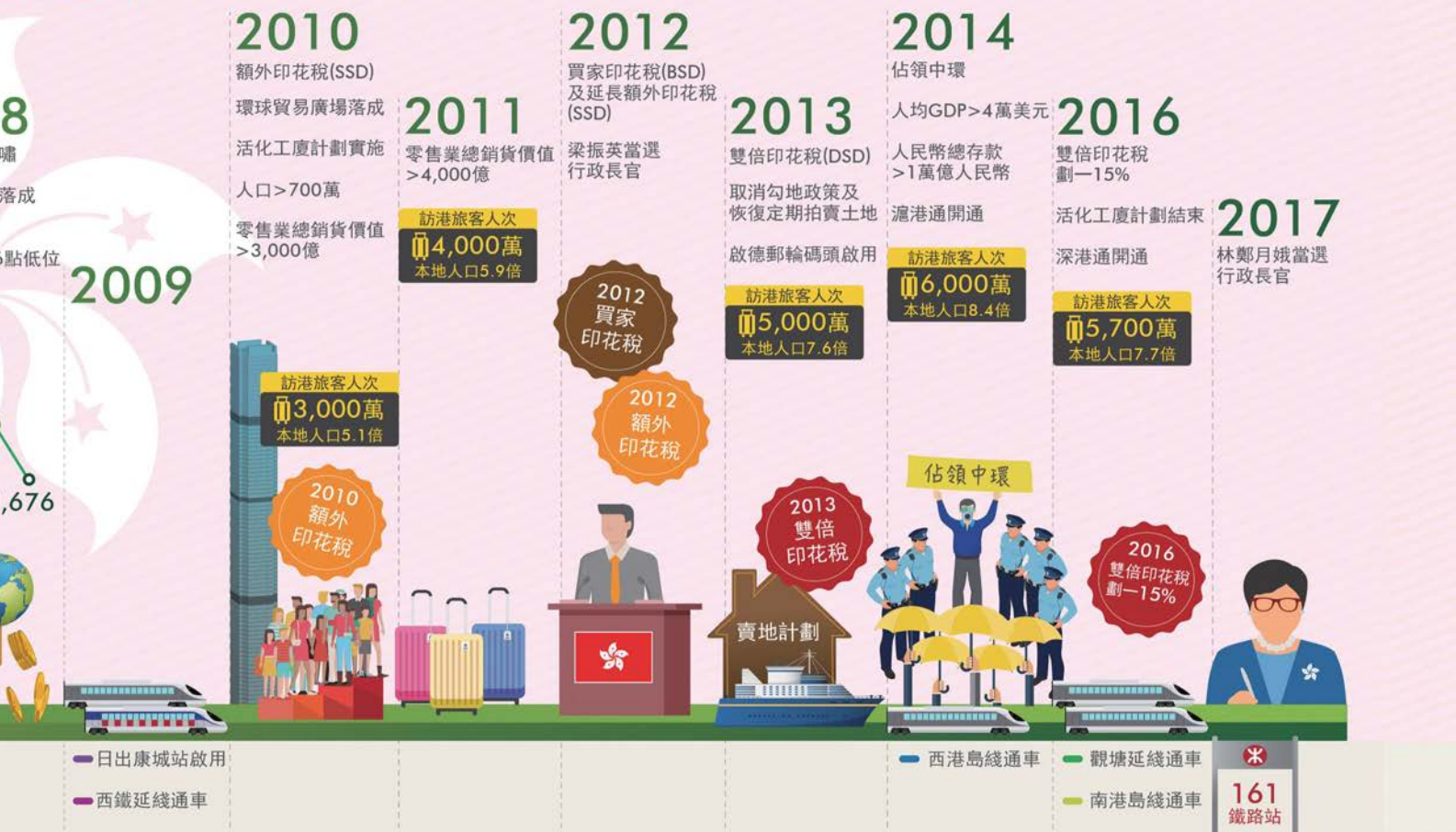
Cementing Hong Kong's Position as a Top Aviation Hub 鞏固香港 頂級航空中心地位



This 1 July marked the 20th anniversary of the return of Hong Kong to our mother country. Under the "One Country, Two Systems" governing principle, Hong Kong has continued to grow from strength to strength as a financial, trading, tourism and logistics centre. Underpinning one of the city's strengths is its aviation industry.

The commissioning of the new Hong Kong International Airport (HKIA) in 1998 was a milestone development, enabling the further economic growth of Hong Kong and the Pearl River Delta. In less than two decades, passenger volume and cargo throughput of HKIA have more than doubled, reaching 70.5 million passengers and 4.5 million tonnes in 2016. Apart from being

區成立二十週年 里程碑



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ranked as the world's busiest airport in international cargo throughput, it has also won lots of accolades as the world's best airport for many years. HKIA is indeed the pride of Hong Kong people.

Despite our success, we must not be complacent. There is rising competition from airports in the region. New opportunities are also emerging, which include the Belt and Road Initiative and the Guangdong-Hong Kong-Macau Greater Bay Area economic integration plan. The expansion of HKIA to a three-runway system, expected to be completed in 2024, is crucial to the further economic development of Hong Kong.

Leveraging on Hong Kong's strengths as a financial and aviation centre, the Government has recently introduced to the Legislative Council a tax reform initiative that will help develop Hong Kong as a base for the aircraft leasing industry, alongside other international aircraft leasing hubs such as Dublin and Singapore. This is a small but important first step to take, and we welcome it. Aircraft leasing is a fast-growing industry. According to Boeing Capital Corporation, the percentage of the

global aircraft fleet operating under a lease arrangement jumped from 12% in 1990 to over 40% in 2014. It is expected to grow to around 50% by 2020. The local tax reform, when it is enacted, will help create new job opportunities in Hong Kong.

今年的7月1日，是香港回歸祖國20週年的大日子。在「一國兩制」的原則下，香港的金融、貿易、旅遊及物流中心的地位更見鞏固。這個都市一大強項之一正是其航空業。

香港新國際機場在1998年正式投入服務，是時代的里程碑。香港及珠三角地區的經濟得已進一步發展。在僅20年內，香港國際機場的客運及貨運量翻了多於兩翻。在2016年，機場客運量已達7,050萬人次，貨運量達450萬噸。新機場除榮登全球空運貨量榜首外，亦多年保持世界最佳機場美譽，實實在在是港人的驕傲。

雖然我們取得成功，但我們亦不應自滿。近年來區內其他機場的競爭壓力日見上升，但新機遇亦開始湧現。這包括「一帶一路」策略，以及廣深港大灣區整合計劃。香港國際機場刻下正擴展第三跑道，預期2024年完成，對香港未來經濟發展意義深遠。

當局最近借助香港作為金融及航空業中心的優勢，向立法會



提出一項稅務改革建議，以把香港發展成為飛機租賃業中心，一如都柏林及新加坡等其他租賃業中心。這項步驟雖小，但卻是重要的第一步，我們對此深表歡迎。飛機租賃業近年發展迅速。波音資本（Boeing Capital）估計，全球以租賃形式運作的機隊，由1990年的12%增長至2014年的超過40%，至2020年更會增長至近半。本地的稅制改革一旦實施，將可為香港創造新就業機會。

— *Stanley Hui, Deputy Chief Executive Officer*
NWS Holdings Limited
—— 新創建集團有限公司副行政總裁 許漢忠

Hong Kong's Irreplaceable Strategic Role

香港無可取代的戰略角色

Hong Kong is an internationally renowned global financial centre. Our world-class financial infrastructure, well-established rule of law and independent judiciary, simple and low tax regime and an abundant pool of talent have all contributed to our success. While Hong Kong has continued to play a vital role on the world stage over the past 20 years, the city has become more distinctive, thanks to the market-oriented reform and opening up of Mainland China.

Since the Chinese authorities gave the green light for Hong Kong to launch RMB business in 2004, the financial sector has been enjoying opportunities that were unimaginable 20 years ago. From the Qualified Foreign Institutional Investor (QFII) and Qualified Domestic Institutional Investor (QDII) schemes to cross-border trade settlement, from the two Stock Connects to the mutual recognition of funds, and from the opening up of the China Interbank Bond Market (CIBM) to Bond Connect, all of these have helped position Hong Kong as the gateway between Mainland China and the rest of the world.

Given Hong Kong's irreplaceable strategic role, the city will continue to be the main testing ground for China's capital account liberalization and the internationalization of the RMB. Meanwhile, the Belt and Road Initiative, which was put forward by President Xi Jinping in 2013, will drive the next wave of China's outbound investment. It will create opportunities in the financial sector and other industries. China has now laid the groundwork for closer economic integration and business co-operation between countries along the Belt and Road. It is critical for Hong Kong to continue



to develop our competitive strengths and position ourselves to capture these immense opportunities as China further opens up.

香港是享譽全球的國際金融中心。我們的世界級金融基建、完善的法治和司法獨立、簡單低稅制，以及充裕的人才，都是我們取得成功的因素。過去20年，香港在國際舞台繼續扮演重要的角色，而有賴市場主導的改革和中國內地的開放，這個城市同時亦變得更具特色。

內地當局於2004年為香港推出人民幣業務開綠燈，金融業從此享有20年前難以想像的機遇。從境外合格機構投資者（QFII）及合格境內機構投資者（QDII）計劃到跨境貿易結算、從兩個內地與香港市場互聯互通機制到兩地基金互認，以及從中國銀行間債券市場（CIBM）的開放到債券通，這些發展皆有助把香港定位為中國內地與世界各地之間的門戶。

香港無可取代的戰略角色，將使其繼續成為中國資本賬開放和人民幣國際化的主要試驗場。與此同時，國家主席習近平於2013年提倡的「一帶一路」戰略，將推動中國下一輪的對外投資，為金融和其他業界創造機遇。中國現已為「一帶一路」沿線國家之間的更緊密經濟融合和商業合作奠定了基礎。香港必須繼續提升自身的競爭優勢和定位，以抓緊中國進一步開放所帶來的龐大機遇。

— *Benjamin Hung*
Regional Chief Executive Officer, Greater China
Standard Chartered Bank (Hong Kong) Ltd
—— 渣打銀行（香港）有限公司中華地區行政總裁 洪丕正

New Era in the Development of Hong Kong

香港翻開新一頁

Hong Kong has made tremendous progress in the 20 years since the handover. Back in 1997, we were still flying out of Kai Tak airport. Today, we are already outgrowing Chek Lap Kok, considered to be one of the most efficient airports in the world with direct flights to more destinations than imaginable back in 1997. Not to mention we may have a soon-to-be-launched high-speed rail connection to the Mainland.

The size and scale of our financial services, trade and services industries have also expanded exponentially, underpinning our continuing importance as one of the key global financial and business hubs.

While we have had to cope with difficult events such as the Asian Financial Crisis, SARS, 9-11, and Occupy Central, we have managed to bounce back from each



crisis stronger and more resilient, in true Hong Kong fashion.

Our businesses in Hong Kong have continued to grow. I am certain that the next 20 years will be a new era in the development of Hong Kong, and that by working together and finding innovative solutions to our problems, we shall, as a community, be able to overcome our current challenges and make Hong Kong an even better place for business and for its citizens.

回歸20年來，香港經歷了重大發展。在1997年，我們仍然由啟德機場出發；到了今天，赤臘角機場已面臨飽和。這個機場被公認為全球最有效率的機場之一，直航各地航班數目之多在1997年實在難以想像。我們亦將擁有一條直通內地的高速鐵路。

我們的金融服務、貿易及服務業也發展迅速，讓我們得以繼續成為全球主要的金融及商業樞紐之一。

雖然我們曾面對諸如亞洲金融風暴、沙士、九一一事件及佔中等衝擊，但我們總能從每一次的危機中反彈過來，而且變得更強，發揮一貫的香港精神。

我們在港的業務持續蓬勃發展。我深信，香港未來20年的發展會翻開新的一頁。整個社會只要齊心協力，攜手創新，定可克服當前的挑戰，讓香港成為最佳的營商地點及市民安居樂業的城市。

— Dr Y K Pang

Deputy Chairman & Deputy Managing Director
Jardine Matheson Ltd

—— 怡和管理有限公司集團副主席及副行政總裁 彭耀佳博士

Progress in the Construction Industry 建造業向前邁進

During the past 20 years, various administrations were able to stay ahead in city planning and make Hong Kong an efficient city for businesses, locals, and tourists. Moreover, the constant drive by various government departments to promote innovation and creativity has helped raise the local supply chain to a world-class level. On the regulatory side, by working hand in hand with industry partners, the authorities have raised industry standards while promoting waste reduction and more energy-efficient structures for long-term sustainability throughout the construction phases and beyond, as well as improve construction site safety. All these combined efforts have contributed to the development of Hong Kong's impressive infrastructure.



過去20年，各屆政府都能夠在城市規劃上保持領先，令香港成為企業、市民和遊客眼中的高效城市。此外，政府各部門致力推動創新創意，亦有助把本地供應鏈提升至世界級水平。規管方面，當局透過與業界夥伴攜手合作，提升了業界的作業標準之餘，同時推廣減廢和更具能源效益的結構，務求在整個建造過程中推動長遠的可持續發展，並改善工地安全。這些措施都對香港的基建發展作出了貢獻。

— Emil Yu, General Manager

Keystone Electric Wire & Cable Co Ltd

—— 啟東電線電纜有限公司總經理 于建安

Embracing the Changing Environment 以多變應萬變

Retailing in Hong Kong over the past 20 years has gone through several rollercoaster rides. Shortly after the handover, retailers were badly hit by the Asian Financial Crisis, which also saw the restructuring of the local economy. The arrival of the dot-com bubble at the start of the millennium didn't impact retailers much, but in 2003 we faced some of our darkest days. SARS basically left shopping malls deserted, no one wanted to go out, but staff still had to open stores and continue as best they could. Despite earning very little revenue for months, we managed to hold on to staff as we were all in this together.

The end of SARS in the spring of 2003 led to a boom for retailers as Mainland visitors helped revive the retail and tourism industry. Unfortunately, not everyone welcomed the Mainland shoppers, as their numbers continued to grow and congestion frustrated local residents. Overall, I would say Hong Kong remains one of the best cities in the world for shopping. Our prices and selection of the latest goods are hard to match. On the negative side, rising retail rental costs, difficulties in hiring people, stiffer competition from neighbouring destinations, and, of course, online retailing are the main challenges facing the retail sector.

Moreover, we need to move with the times and embrace the changing environment, especially technology, big data, and omni-channel retailing.

In the past, the retail sector has adapted to survive and meet changing customer expectations, and going forward this will be the only way to survive. I believe shopping will continue to be a main attraction for visi-





tors coming to Hong Kong, but we will increasingly have to combine online and offline services and platforms to win shoppers.

過去20年，香港零售業猶如坐過山車般經歷幾次大起大落。回歸後不久，零售商受到亞洲金融危機的重擊，連帶本地經濟亦為之重組。2000年代初科網泡沫爆破，未有對零售商造成重大的影響，但其後在2003年，我們卻經歷了最黑暗的日子。基本上，沙士來襲令商場變得空無一人，市民足不出戶，但員工仍得開門做生意，繼續做到最好。儘管多月來只賺得微薄的收入，我們仍堅持保留員工，與他們共渡時艱。

沙士一疫最終於2003年春天告一段落，隨著內地旅客協助振興零售及旅遊業，為零售商帶來一番新景象。可惜並非人人都歡迎內地遊客，因為他們的人數持續增長，街上開始人多擠逼，令本地人感到不滿。整體而言，香港仍然是全球購物之都，無論是貨品的價格和選擇，其他地方都難以比擬。另一方面，零售租金成本上漲、招聘困難、鄰近地區更激烈的競爭，以及網上零售，都是業界現正面對的主要挑戰。

此外，我們要與時並進，迎向瞬息萬變的環境，特別是科技、大數據和多渠道零售。

過往，零售業不斷適應求存，以滿足持續轉變的顧客期望，展望未來，這也將是生存的唯一方式。我認為，購物將繼續是吸引旅客來港的主要因素，但我們日益需要結合線上與線下的服務和平台，以贏取顧客。

— Yu Pang Chun, Director and General Manager
Yue Hwa Chinese Products Emporium Ltd
—— 裕華國產百貨有限公司董事總經理 余鵬春

Challenges for the Construction Industry 建造業面對重重挑戰

Over the past 20 years, Hong Kong's construction industry has gone through many phases. As a result, local construction companies are taking drastic steps to adjust to those changes. For the past 10 years or so, the Government has started numerous mega-projects, such as the local leg of the Guangzhou-Shenzhen-Hong Kong Express Rail Link, extension lines for the MTR, the Hong Kong-Zhuhai-Macao Bridge, and East/West Kowloon projects. However, many of these large projects are only suitable for a few international companies, whereby the local SME construction companies are losing out in the competitive edges. This is worsened by an aging workforce, ineffective import labour scheme, lack of government policy and incentives for local companies to innovate



and grow, rising construction costs and inadequate labour supply, all of which have put much more pressure on local construction companies for years.

Moreover, the decrease of public works due to the Administration's red tape and filibustering in Legco has also had a major factor on slowing growth of the local construction industry.

However, looking forward, I am positive that the new HKSAR Administration has the determination and the capability in the coming years to propel Hong Kong further as a world city with high-quality infrastructure, excellent efficiency and impressive development on all fronts. I have high hopes for Hong Kong's future in the coming years.

在過去20年，香港建造業曾經歷多次轉變。本地同業均積極應對，以跟上新發展。在過去10年左右，政府推出不少大型基建項目如廣深港高鐵香港段、港鐵延長線、港珠澳大橋，以及東/西九項目等。不過，只有小部分國際企業方有能力承擔這些項目，讓本地中小企無形中難以競爭。另一方面，人口老化、成效不彰的輸入勞工計劃、政府未能提供誘因予本地公司成長及創新、建築成本飛漲及勞工供應短缺等難題多年來均困擾著本地建築公司。

另外，行政效率低下及立法會拉布導致公共工程項目短缺等，亦是造成本地建造行業增長遲緩的主要原因。

不過展望前路，我有信心新一屆香港特區政府有決心及能力，在未來的歲月把香港進一步發展成擁有高質素基建、一流效率及在各方面發展成效顯著的世界級城市。我對香港未來前景期望甚殷。

— Edmond Yue, Director
Wo Hing Construction Co Ltd
—— 和興建築有限公司董事 余國賢

Special Place in BOC's History 香港對中國銀行意義重大

This year marks the 20th anniversary of Hong Kong's reunification with the Motherland. It is also the 100th anniversary of BOC in Hong Kong, so 2017 is truly a special year for us.

The "One Country Two Systems" doctrine has been effectively implemented for the past two decades. Hong Kong and its economy are thriving with the support of the Motherland and its huge market potential. With the consolidation of Hong Kong as an international financial, shipping and trade centre, the city is becoming more than ever a de facto "Super Connector."



Hong Kong holds a special place in BOC's history. BOC commenced its Hong Kong operations a century ago, and from here BOC reached out to the world. Since the Mainland's opening up and its reunification with Hong Kong, BOC has achieved two significant milestones: BOCHK's IPO and transformation into a regional institution, turning a new chapter in its century-old history.

There is no doubt that the world is changing fast. This is even more so in the banking industry. I believe that working together for mutual benefits is still essential despite various challenges. The "One Belt One Road" strategy, RMB internationalisation and the Great Bay Area initiative are now proceeding at full pace, providing Hong Kong with an even broader development horizon. The BOCHK strives to be the best Hong Kong local bank providing first-rate service under the "One Country Two Systems" doctrine. We shall work with all segments of society in Hong Kong to enhance the city

as a major financial centre, and keep on fostering our prosperity.

2017年是香港回歸祖國20周年，也是中國銀行在港服務100周年，對我們來說是「雙喜臨門」。

20年來，「一國兩制」偉大方針在香港成功實踐，香港社會和經濟發展取得顯著成績，有賴於祖國政策支持和龐大的市場，香港國際金融中心、航運中心、貿易中心地位更加穩固，「超級聯繫人」的作用日益彰顯。

香港對中國銀行具有特殊重要的意義，100年前中國銀行在香港設立分號，開啟了中國銀行持續一個世紀服務香港、連接世界的歷史。改革開放以來，特別是回歸後，中國銀行迎來了重大歷史發展機遇，在特區政府和香港社會各界的支持幫助下，先後完成了中銀香港重組上市和向區域性銀行轉型兩大里程碑事件，開啟百年發展新篇章。

當前，世界政治經濟形勢充滿不確定性，銀行經營面臨諸多挑戰，但發展、合作、共贏始終是時代的潮流。隨著國家「一帶一路」及人民幣國際化戰略的深入推進，「粵港澳大灣區」規劃藍圖的逐步實施，香港面臨著巨大的發展機遇。中銀香港

《僱傭條例》適用於所有僱員*，包括全職、兼職、散工、替工或臨時工。

* 法例指明的若干人士除外

不論其工作時數，僱員都享有條例下的基本保障，例如工資支付、扣薪限制、放取法定假日、生育保障（禁止僱主指派懷孕僱員從事粗重、危險或有害的工作）、不合理及不合法解僱的保障、參加職工會的權利等。

如連續受僱於同一僱主 4 星期或以上，而每星期最少工作 18 小時的僱員，便屬「連續性合約」。他們更享有休息日、法定假日薪酬、有薪年假、疾病津貼、生育保障、侍產假、遣散費、長期服務金及僱傭保障等的權益。

請參閱勞工處出版的「僱傭條例簡明指南」及「兼職僱員 - 勞工法例知多點」刊物。

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將全面貫徹「一國兩制」方針，落實「擔當社會責任，做最好的銀行」戰略要求，恪守「根植香港、服務香港」的承諾，與社會各界一道，緊隨世界潮流，緊跟國家大勢，緊扣時代脈搏，以改革促發展，以合作求共贏，不忘初心，砥礪奮進，為一國兩制的偉大實踐的落實，為鞏固提升香港國際金融中心地位、促進香港長期繁榮穩定多作貢獻。

— Yue Yi, Vice Chairman & Chief Executive
Bank of China (Hong Kong)
—— 中銀香港副董事長兼總裁 岳毅

Ambitious Investment and Vision to Power Our Future 進取投資策略 前瞻光明未來



The public's attitude towards energy has changed over the past 20 years. The power industry used to exist primarily to provide enough energy to meet society's demands. Today, we understand the urgent need for greener energy to safeguard our fragile environment and for sustainable development for generations to come.

At CLP, we have worked tirelessly since the 1990s to improve Hong Kong's air quality. We introduced nuclear energy into our fuel mix from 1994 and pioneered the use of natural gas at our Black Point Power Station as well as the use of low-emission coal and emission control facilities at the Castle Peak Power Station.

Our efforts have seen carbon emissions cut by over 86% since 1990 even though demand for electricity has risen by around 84% over the same period. But much more remains to be done, and we are committed to further improving our environmental performance to counter the very real challenge of global warming.

At CLP Group, we initiated a strategy called Climate Vision 2050 which seeks to cut the carbon intensity of our generation by 75% by 2050 compared to 2007 levels. We are also energetically supporting the Government's target of increasing the percentage of local gas-fired power generation to around 50% of the total fuel mix by 2020.

These ambitious goals require ambitious investment and vision. We are currently building a new gas-fired generating unit and are exploring an Offshore Liquefied Natural Gas Terminal with a pipeline connection to secure the power the city needs in an environmentally sensitive way.

Our goal is to keep this dynamic city buzzing and its economy growing while making a positive contribution to its environment. On this special anniversary, Hong Kong can look forward with confidence to a smarter, greener future.

在過去20年，公眾對能源的態度轉變甚大。電力工業以往僅專注為社會供應能源以滿足需求。今天，我們日趨理解為何急需綠色能源以保障脆弱的環境，並確保未來世代可持續發展。

自九十年代起，中電就孜孜不倦地努力改善香港空氣質素。由1994年開始，我們已把核能發電納入我們的能源供應組合中。我們亦率先在龍鼓灘發電廠採用天然氣，以及在青山發電廠採用低排放煤及配置排放控制措施。

由1990年起，我們的努力已讓碳排放大幅減少86%，儘管同一時期的電力需求大幅增長84%。不過我們仍需努力，繼續全力改善我們的環保水平，以應對迫在眉睫的全球暖化挑戰。

最近，我們在中電集團推出名為《氣候願景2050》的策略。這項策略旨在在我們一代人的時間內削減碳濃度。根據有關目標，碳濃度至2050年為止，與2007年水平相比應大削75%。我們亦熱切支持政府的目標，於2020年把本地燃氣發電在能源供應組合中的比重提升至50%左右。

這些進取的目標，需要同樣進取的投資及願景支持。我們目前正在建設一套全新燃氣發電裝置，亦探討應用離岸液化天然氣設施。這套設施會以導管連接，確保以最環境友善的方式為城市供應充足電力。

我們的目標是要讓這個都市繼續發光發亮，讓經濟發展繼續蒸蒸日上，同時確保對環境有正面影響。在這個特別的大日子，香港可望繼續享有一個更聰明、更綠色的未來。

— Betty Yuen, Vice Chairman
CLP Power Hong Kong Limited
—— 中華電力有限公司副主席 阮蘇少滙

Still Exciting, Still an Ideal Place for Business 令人振奮的營商勝地



Hong Kong has gone through many ups and downs in the last 20 years since the hand-over but there are also many things that have remained unchanged. Hong Kong is still an exciting city for both locals and travellers from around the world because of its unique culture, multiculturalism, great tourist attractions like Lan Kwai Fong and Ocean Park, and endless international and local events. Thanks to the stable and trustworthy legal system, low tax regime and safety, Hong Kong still remains the top financial centre in the

world and an ideal place for business. It has also proved the success of the One Country, Two Systems policy.

As a Chinese citizen, I am truly proud of Hong Kong and I am optimistic about the future of Hong Kong. But that doesn't mean Hong Kong doesn't need to change. Going forward, Hong Kong needs to catch up on the development of technology, as technology is shaking up the world and consumer behaviour while we are lagging behind. As China is growing rapidly and taking shape, Hong Kong also needs to seize the opportunity and integrate better with neighbouring cities such as Shenzhen and Guangzhou in the Mainland.

As I always say, I love Hong Kong because of its energy and "can-do" spirit and that is what makes Hong Kong so successful. Let's be optimistic and build a better Hong Kong under the new leadership in the next 20 years!

回歸20年來，香港經歷了不少高低起伏，但有許多事物依舊未變。香港擁有獨特的文化、多元文化色彩、著名的旅遊景點如蘭桂坊和海洋公園，以及數之不盡的國際和本地盛事，對本地人和世界各地的遊客來說，仍然是個令人興奮的城市。香港有賴穩固可靠的法律制度、低稅制和良好的治安，仍能維持作為一個全球頂尖的金融中心及營商勝地，並引證了「一國兩制」政策的成功。

作為中國居民，我為香港深感驕傲，亦對未來感到樂觀，但這不代表香港無需作出轉變。展望未來，香港需要趕上科技發展，因為科技正顛覆全球格局和消費者行為，而我們正落後於人。隨著中國迅速發展，香港也得把握機遇，並加強與鄰近內地城市如深圳和廣州的融合。

我常常說，我愛香港的活力和「做得到」的精神，這些都是促使香港成功的因素。在新政府的領導下，讓我們保持樂觀，共同建設更美好的香港，攜手邁向下一個20年！

– Dr Allan Zeman, Chairman

Lan Kwai Fong Holdings Ltd

—— 蘭桂坊控股有限公司主席 盛智文博士

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What to Expect for the U.K. in the Post-election Era

Although U.K. Prime Minister Theresa May and the Conservatives managed to stay in power after the 8 June general election, the result showed a major turnaround from the declaration of the election on 18 April. While major polls released at the beginning of the election campaign had showed the Conservatives winning a majority of over 100, the governing party eventually lost 13 seats to finish at 318 seats.¹ With the Labour Party having gained 30 seats for a total of 262 seats, the election result left the Conservatives short of an outright majority, which might put the future of the current U.K. Government in limbo.

Employment remained strong but income growth was squeezed

While it is widely believed that political uncertainties will likely lead to a more turbulent outlook in the medium term, on a less negative note, the overall economy has been stable amidst such uncertainties. In the first quarter of 2017, even though the U.K. economy expanded 0.2% on a quarter-on-quarter basis – notably lower than the 0.7% in the previous quarter (see Chart 1) – the economy expanded 2% YoY, in line with the IMF's forecast for 2017.

Among other factors, the resilient labour market continued to remain in the spotlight. The unemployment rate fell to a record low, reaching 4.6% in March for the first time since 1975. At the same time, employment increased by about 122,000 in the first quarter on

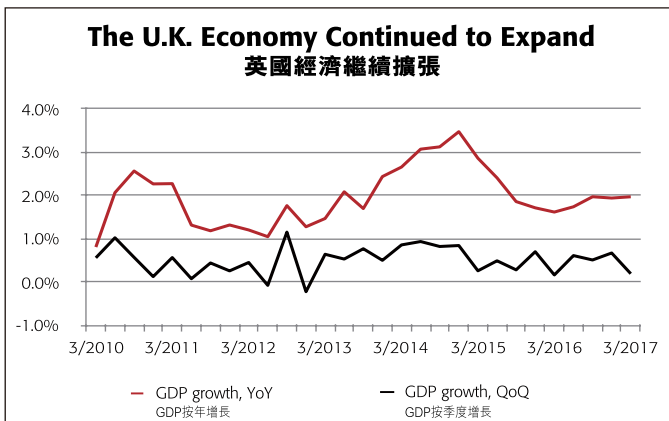
a seasonal and working day adjusted basis, almost double the average quarterly increase of roughly 65,000 in the 10 years between 2007 and 2016 (see Chart 2).

However, the momentum of wage growth has eased in recent months (see Chart 3). Nominal wage growth (i.e. including bonuses) only expanded 2.1% YoY in the three months up to April, compared to 2.3% in the previous three-month period. This was the slowest growth rate since December 2015. Regular wage growth grew at an even slower pace, with the growth rate of 1.7% YoY in April being the slowest since January 2015. At the same time, while inflation is slowly picking up partly because of the weakening sterling, real wage growth of the economy fell on a year-on-year basis for the first time since September 2014, and this moderation might continue. These trends, if sustained, may lead to weaker consumption growth and cloud the country's economic outlook.

Uncertainties are on the rise

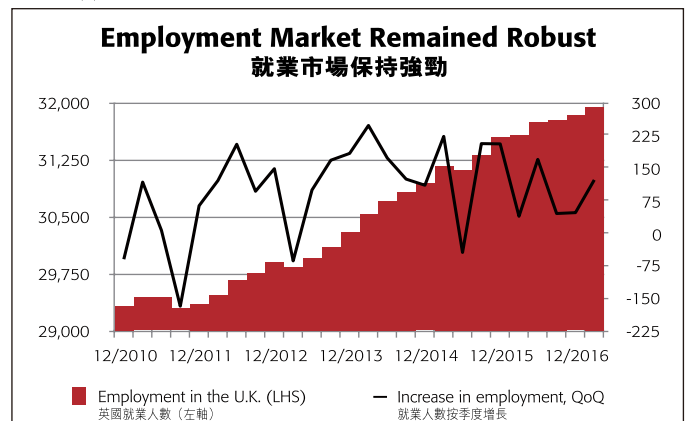
Despite the PM's intention to consolidate power to prepare for the Brexit negotiation process, the general election has ended up leaving U.K. policymakers with more questions than answers. After losing her party majority in the election, the PM has to work with other parties to ensure that there would be enough support in parliament to pass legislative measures. The Conservatives had been hoping to strike a deal with the Northern Irish Democratic Unionist Party (DUP), which owns 10 seats, and eventually reached an agreement two weeks

Chart 1 圖一



Source: CEIC data
資料來源: CEIC數據

Chart 2 圖二



Source: CEIC data
資料來源: CEIC數據



after the election. Notwithstanding such rhetoric and assessment, the Conservatives will surely need to work in tandem on the economy and various policies.

Domestically, while the Conservative manifesto promised to close the deficit by “the middle of the next decade,” the target for achieving such a goal will only become more difficult as the Labour Party would be keen to increase spending. As a result of the unpredictability, the IMF may revise its rather optimistic view of the country’s debt and deficit reduction programmes (see *Chart 4*).

On the monetary side, according to the minutes for the meeting on 14 June released by the Bank of England, five members of the Monetary Policy Committee voted in favour of maintaining the current monetary policy stance, while three members voted to raise the rate. The minutes also revealed that members who voted for a rate hike believed that the depreciation of the sterling and the improving labour market dynamics would lead to higher inflationary pressure, thereby raising the interest rate by a notch would “moderate the inflation overshoot” led by the increased liquidity.

Given the moderating wage growth, political uncertainty and the deceleration of economic growth, a rate hike is not expected to materialise in the near term. On the back of such an assumption, we believe the sterling will remain weak in the near term, which will be conducive to the U.K. economy maintaining a moderate growth rate.

Conclusion

Looking ahead, more shocks might be felt externally. Optimistically speaking, as a result of the election, Brexit could eventually become less focused on immigration issues than the Conservatives originally intended, and the EU and the U.K. can refocus on minimising the negative impact on their respective economies.

On the other hand, the result of a minority government in the country could also imply a “no deal” scenario, if the U.K. parliament fails to agree on a deal as the negotiation deadline approaches. Led by Michel Barnier, the European Commission’s Chief Negotiator, and David Davis, the U.K.’s Secretary of State, negotiations between the EU and the U.K. on the latter’s withdrawal from the EU kicked off on 19 June. Barnier suggested that he was “not in a frame of mind to make concessions or ask for concessions,” and that the parties would “have to assume the consequences of our decisions and the consequences are substantial.”²

With the deadline of the U.K. to leave the EU by 29 March 2019 quickly approaching – not to mention that it was also agreed by the parties that negotiations must be concluded by October 2018 – different kinds of uncertainties are surfacing. As for now, it is impossible to ascertain what to expect. ❀

¹ Telegraph (10 June) Election results 2017

² Brexit: U.K. caves in to EU demand to agree divorce bill before trade talks

英國在選戰後何去何從

英國首相文翠珊（Theresa May）於4月18日宣佈舉行大選。雖然她和保守黨得以在6月8日的大選後繼續掌權，但結果顯示國內政治形勢已大為逆轉。競選初期，多個主要民調均指向保守黨將取得大多數議席，並拋離其他黨派逾100個議席，惟執政黨最終取得318席¹，失去13個議席。反觀工黨則增加30議席，共取得262席。由於保守黨失去絕對大多數的勢力，估計新英國政府的未來並不明朗。

就業率持續高企 惟收入增長減少

面對種種政治不穩，各方估計經濟在中期會較為不穩。然而，近期整體經濟卻遠比預期來得穩定。英國經濟於2017年第一季按季度增長0.2%，增長雖明顯少於上一季的0.7%（見圖1），但經濟較去年同期增長2%，與國際貨幣基金組織的預測一致。

本地強勁的勞動市場是經濟強勢的原因之一。失業率在3月創4.6%新低，是自1975年來的最低點。另外，按季節性及工作日子調整後，第一季度就業人數增加約122,000人，比2007年至2016年10年間平均季度增長約65,000人多出近一倍（見圖2）。

然而，工資增長在近月有放緩的趨勢（見圖3），當中名義工資增長（即計及花紅）在截至4月為止的三個月比去年同期增加2.1%，而在此前的三個月期間則按年增加2.3%，為自2015年12

將需要與民主統一黨在經濟及多項政策中協作。

英國保守黨在宣言中承諾在「2020年代中期」會收緊赤字，但隨著工黨有意增加開支，保守黨只會更難達成這目標。鑒於英國前景未見明朗，國際貨幣基金組織或會修改其債務減赤方案早前較為樂觀的預期（見圖4）。

貨幣方面，根據英倫銀行於6月14日的會議紀錄，貨幣政策委員會五名成員投票贊成保留現有貨幣政策立場，另外三名成員則贊成提高息率。會議紀錄亦顯示，投票贊成加息的成員認為英鎊貶值以及勞動市場流通性改善只會帶來更大的通脹壓力，因此加息可「緩和由流動性增加所引致的過度通脹」。

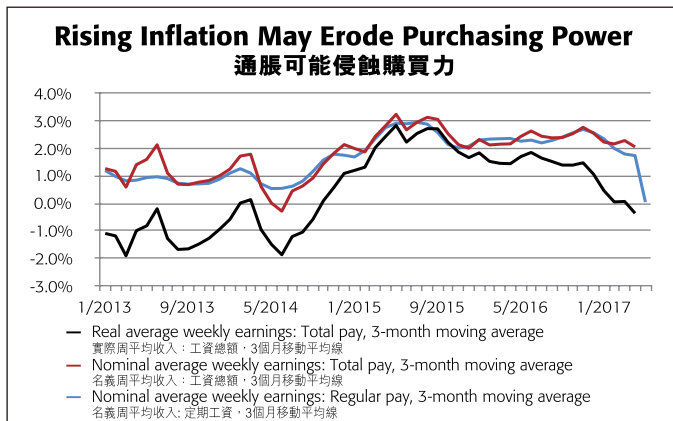
鑒於工資、經濟增長乏著足陳以及政治前景不明朗，我們預計短期內不會加息。基於這假設，我們相信英鎊在近期仍會維持疲弱，並將有助英國經濟維持增速平緩。

總結

展望未來，英國或會面對更多外來衝擊。樂觀一點來看，英國的大選結果可讓脫歐談判偏離保守黨一直著墨的移民議題，令歐盟和英國可重新聚焦於如何減少脫歐對各自經濟的負面影響。

另一方面，歐盟和英國於6月19日展開有關英國脫歐的談判，該談判由歐洲聯盟委員會首席談判代表米歇爾·巴尼耶（Michel

Chart3 圖三



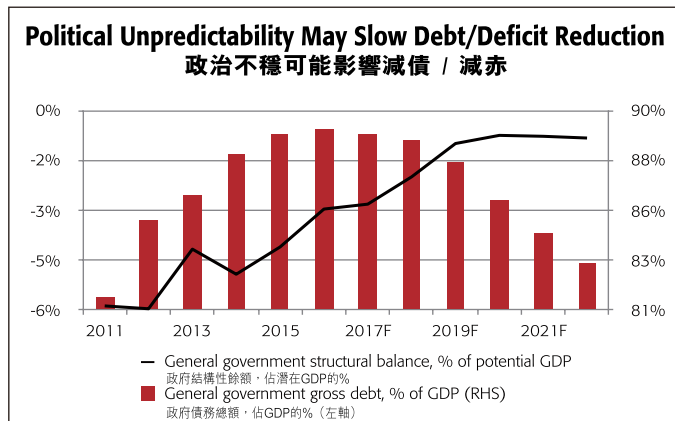
Source: CEIC data
資料來源：CEIC數據

月以來的最低按年增速。一般工資的增幅則更低，在4月只比去年同期增加1.7%，為自2015年1月以來的最低。此外，英鎊持續疲弱，通貨膨脹逐漸顯現，以致實際工資增長自2014年9月以來首次錄得按年下跌，而且情況有延續的勢頭。倘這趨勢真的持續下去，消費增長可能會被削弱，令英國的經濟前景變得更不明朗。

不穩定因素仍在增加

儘管英國首相期望憑藉大選鞏固勢力，為脫歐談判進程作準備，但大選過後卻為執政者遺下更多問題。文翠珊於大選後失去大多數議席，意味着她將要與其他黨派合作，確保在議會中能取得足夠票數通過立法程序。保守黨期望與北愛爾蘭民主統一黨（民主統一黨）（擁有10個議席）達成共識，而他們亦在大選後兩週達成協議。然而，雖然有這些判斷，但我們相信執政保守黨

Chart4 圖四



Source: IMF
資料來源：國際貨幣基金組織

Barnier）和英國事務大臣大衛·戴維斯（David Davis）主持。期間，巴尼耶指出他「沒有打算讓步或要求對方讓步」，而且各方都要「為我們的決定承擔後果，而這些後果都是重大的。」倘若英國議會在談判期限前不能達成共識，少數內閣的情況或會導致「無協定」局面。²

由於早前各方同意脫歐談判須於2018年10月結束，英國須於2019年3月29日前脫離歐盟。隨著日子逐漸逼近，各種不確定因素正逐漸顯現。觀乎現時情況，我們只能指出有關英國的前景實在難以估計。

1 《每日電訊報》2017年大選結果，6月10日
2 Brexit: U.K. caves in to EU demand to agree divorce bill before trade talks

香港2030+

跨越2030年的規劃遠景與策略

為更新香港的規劃藍圖，政府展開了為期六個月的公眾諮詢，並已於4月30日結束。此乃十年前公布的《香港2030：規劃願景與策略》之後續活動。最新的修訂名為《香港2030+：跨越2030年的規劃遠景與策略》，是迎合跨越2040年發展的規劃策略，當中的建議涵蓋香港的未來規劃、土地和基建發展，以及建設和自然環境。

總商會對政府建議的意見概括如下。有關建議書全文，請瀏覽本會網站。

規劃

新市鎮和發展區的規劃重點是宜居和可持續發展。因此，擬建的「東大嶼都會」旨在為該區人口提供鄰近的就業機會，從而達致生活與工作平衡。這有望帶來連串裨益，包括交通時間得以縮短、自給自足的社區，以及減少交通擠塞和空氣污染。

總商會的其中一個關注，是分散式城市規劃模式的成效，尤其是創造就業方面。過往經驗顯示，儘管中環和金鐘等主要核心商業區的租金高昂，但企業仍普遍傾向在這些地區設立辦事處。據估計，東大嶼都會將更具成本競爭力，就此，當局應進行詳細的成本效益分析，協助商界了解新發展所帶來的相關效益。

政府在進行發展時應採漸進方式，謹慎地作出規劃。循序漸進的方式能夠提供彈性，一旦出現突發事故和干擾時，可減輕過度發展和過度投資的風險。

此外，《香港2030+》和《香港智慧城市發展藍圖》所提出的建造和基建項目，與《香港氣候行動藍圖2030+》所訂的排碳限制互相矛盾。我們建議政府以具透明度和可預測的方式，檢討和更新樓宇和建築法例，包括建築物能效法規。

土地供應與使用

土地的持續供應是香港成功和繁榮的關鍵。本港目前缺乏土地供應，令樓價和營商成本高企，一般被認為是社會充斥不滿情緒的根源。政府近年已

採取具體措施，以增加土地供應，務求達到不同的土地使用目的，但仍未能滿足市場需求。

填海是可行的方案，但只有當所有尋找新土地供應的方案都已用盡，才迫不得已作為最後手段。改劃棕地用途是切實可行的替代方案，雖然仍面對與收地相關的挑戰。當局亦應全面檢討現行的建築設計、規劃、分區和土地使用守則，確保切合當前的市場環境。否則，分層工廠大廈和其他未被充分利用的空間將繼續被閒置。本港也應改善與廣州、深圳和澳門的跨境協調，把這些地區的戰略規劃納入為《香港2030+》整體規劃的一部分。

善用葵青區的港口後勤用地，對物流和貿易業的競爭力十分重要，故應將之納入全盤規劃。

基建規劃與發展

香港要維持在世界級城市之列，實有賴高效率的交通系統，因此鐵路應繼續成為市內的交通支柱。政府應推進《香港2030+》規劃，並檢討為香港鐵路網絡直至2031年的未來擴展制訂發展框架的《鐵路發展策略2014》，確保現行和擬建鐵路線和延線的承載能力能夠滿足更長遠的需求。

政府亦應在基建項目上擔當更積極和直接的角色，以盡量減少超支和工程延誤的情況。

科技在規劃方面的角色

數碼和互聯網時代革新了我們的生活和工作模式。同樣地，在城市規劃方面，政府應對創新科技的使用和應用保持開放態度，以提升效率和效益。除了現行的創科發展策略，政府亦應利用中國內地和鄰近地區所帶來的機遇。我們促請政府積極與深圳合作發展落馬洲河套區，以帶動兩地創新科技業的健康發展。

綠化、智慧和宜居城市

要真正提升香港的生活質素，就要著力增加本港的人均居住面積。為此，我們期望政府善用科技，發展香港成為一個智慧、宜居城市，能夠媲美全球其他有效地運用創新科技來促進當地居民福祉的智慧城市。

政府也應重新探討成立獨立的海濱管理局之建議，因為有關概念不一定要歸入擬議的整體發展規劃之下。

人才及勞工供應

最後，建造業勞工持續短缺的問題，或對整體規劃的落實產生負面影響。面對人手緊絀和人口老化，我們憂慮人才和勞工的供應能否持續，以滿足長遠的規劃需要。政府應全面分析勞工供應的缺口，為香港未來發展制訂周全的勞動力規劃。✿



Hong Kong Towards a Planning Vision and

In an effort to update its planning blueprint, the Government conducted a six-month public consultation that ended on 30 April. The exercise was a follow-up to Hong Kong 2030: Planning Vision and Strategy, which was produced ten years ago. The latest update, dubbed Hong Kong 2030+: Towards a Planning Vision and Strategy Transcending 2030, is a planning strategy that caters to developments beyond 2040 with proposals encompassing Hong Kong's future planning, land and infrastructure development, as well as the built and natural environment.

The Chamber's comments on the Government's proposals are summarised as below. For the full submission, please visit our website.

Planning

A key agenda for the planning of new towns and development areas is the emphasis on livability and sustainability. As such, the proposed East Lantau Metropolis (ELM) is intended to achieve work-life balance for the local populace by locating jobs at close proximity to their place of residence. This would hopefully give rise to a range of benefits that include shorter commuting times, self-contained communities, and reductions in traffic congestion and air pollution.

One of the Chamber's concerns lies with the effectiveness of a decentralized town planning model, especially with regard to the creation of new jobs. From past experience, businesses in general prefer to be located in and around established Central Business Districts (CBDs) such as Central and Admiralty in spite of the high rental costs. Presumably, ELM would be more cost competitive in which case a detailed cost-and-benefit analysis would be useful in helping the business community to understand the benefits associated with the new development.

The Government should adopt a cautionary approach to planning by taking incremental measures on development. A gradual approach provides flexibility and minimizes the risk of over-development and over-investment should unexpected and disruptive events occur.

Furthermore, there are inherent contradictions between the proposed building and infrastructure projects set out in Hong Kong 2030+ and Hong Kong Smart City Blueprint

and the carbon constraints as given in Hong Kong's Climate Action Plan 2030+. We have suggested to the Government that it should review and update building and construction laws, including building energy regulations, in a transparent and predictable manner.

Land supply and use

The continuous supply of land is crucial to Hong Kong's success and prosperity. Insufficient land supply is believed to be a root cause for social discontent due



to high housing prices and costs of doing business. The Government has taken concrete measures to increase land supply in recent years to meet diverse land use purposes but these have not been able to satisfy market demand.

Reclamation is a possible solution but only as a last resort after all options of finding new land supply have been exhausted. Re-purposing of brownfield sites represents a viable alternative although there are challenges associated with land resumption. There should also be a thorough review of existing building design, planning, zoning and land use codes to ensure that these are rele-

2030+

Strategy Transcending 2030

vant to prevailing market conditions. Otherwise, flatted factories and other underutilized spaces will continue to remain fallow. There should also be better cross-border coordination with Guangzhou, Shenzhen and Macau so that their strategic plans are taken into account in the Hong Kong 2030+ master plan.

Enhancing the use of port back-up land in the Kwai Tsing area is also important to the competitiveness of our logistics and trading sectors and should be an integral part of the planning process.



Infrastructure planning and development

Efficient transport is a key component of maintaining Hong Kong's standing as a world-class city and, in this regard, railways should continue to provide the backbone for intra-city transport. Should plans for Hong Kong 2030+ go ahead, Railway Development Strategy 2014, a master plan that was drawn up for the expansion of Hong Kong's railway network up to 2031, should also be subject to a review to ensure that the carrying capacity of existing and proposed railway lines and extensions is capable of meeting demand in the longer term.

The Government should also take a more active and direct role in infrastructure projects to minimize cost overruns and project delays.

Role of technology in planning

The Digital Era and the Age of the Internet have revolutionized the way we live and work. Similarly, the Government should be open to the use and application of innovation and technology in its approach to town planning in the interest of efficiency and efficacy. In addition to its existing strategy of developing innovation and technology, the Government should also capitalize on the opportunities arising from Mainland China and neighboring jurisdictions. We urge the Government to take a proactive role in working closely with its Shenzhen counterpart on the development of the Lok Ma Chau Loop to foster the healthy growth of innovation and technology industries on both sides of the border.

A green, smart and liveable city

Efforts should be directed towards increasing living space per capita in Hong Kong if we truly want to improve the quality of life in the city. To that end, we look to the Government in harnessing technology to develop Hong Kong into a smart and liveable city that is comparable to other smart cities in the world where innovative technology has been deployed for the benefit and enjoyment of local residents.

The Government should also revisit the idea of establishing a fully-fledged Harbourfront Authority that does not necessarily have to be subsumed under the proposed development masterplan.

Talent and labour supply

Last but not least, the ongoing issue of a chronic labour shortage in the construction industry could adversely impact the implementation of the masterplan. In the face of a shrinking labour pool and aging population, we are concerned whether the supply of talent and labour can be sustained to meet long-term planning needs. A comprehensive labour supply gap analysis should be conducted to enable the formulation of a holistic workforce plan for the future development of Hong Kong. ✨

People are increasingly becoming more concerned about their health and getting balanced nutrition. Although Chinese people have long had a habit of taking nourishing food with ingredients like cordyceps sinensis and bird's nest, there are now many Western science-based health supplements on the market. One of the more popular health supplement brands sold in Hong Kong is Life Nutrition.

Rebranding and repackaging

Bryant Shu, CEO of Life Nutrition, brought the brand to Hong Kong from the USA in 2009 and rebranded, repackaged and reformulated its products for the local market. "We want people to be able to achieve their natural best and we set up the company to try to spread this message," he said.

In today's fast-paced society, people often rush meals and eat processed food. Even if they have a proper diet, they still cannot get sufficient nutrition because many vegetables and fruits have lost some of their nutritional potency due to years of intensive farming that have robbed the soil of essential nutrients.

"Dietary supplements are efficient sources of nutrients so that instead of drinking 500 glasses of wine to get antioxidant benefits, for example, you can just take one serving of our product," said Shu.

For many Chinese people, the stereotypical image of health supplements is that of medicine, which is hard to change. Getting people to realize that these supplements are "efficient food" is essential. Repackaging is the main method that Shu uses to let people understand this.

"We changed our packaging to look less medicinal so our supplements are no longer in white plastic bottles with a label, but in recyclable aluminum bottles." Shu also added that aluminum is 100% recyclable, so using it reduces CO₂ and energy usage. Since the company has switched to using recyclable aluminum, they have saved approximately 490,439 kwh of energy.

Quality control

Because the main point of taking health supplements is for people to stay healthy, ensuring product quality is the company's first priority. Shu said they use CGMP (Current Good Manufacturing Practice) plants and the most respected manufacturers in the industry to produce their supplements. More importantly, they source all of their ingredients from reputable brand companies and choose ingre-

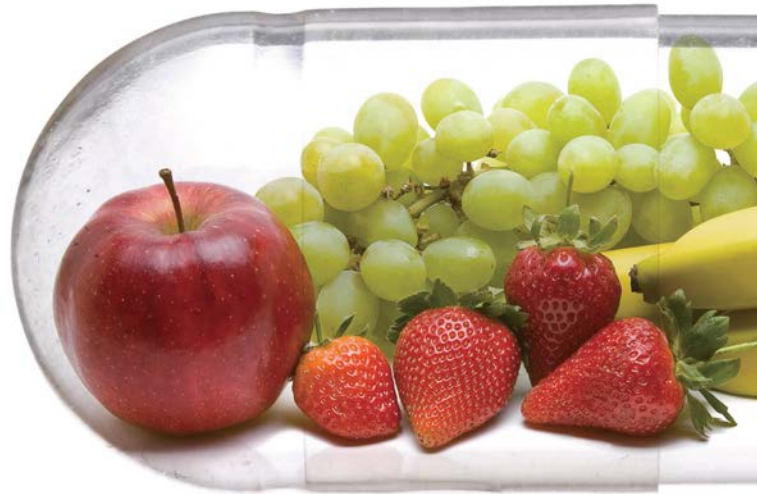
dients that have been clinically researched.

Getting certified is the biggest assurance of product quality. "We are working on getting more certifications for our ingredients to increase transparency for our customers. For example, our fish oils are processed in Norway and have Friend of the Sea certification," said Shu.

There is a lot of market competition with health supplement products and many brands advertise to try and gain more exposure. However, like many SMEs, Life Nutrition does not have the resources to do so. As a result, they put a lot of resources into producing quality products and providing consultation services in stores.

Nutritious Life

Life Nutrition produces supplements to help keep us healthy, reports the Chamber's staff writer **Milly Lo**



More importantly, they focus a lot on educating customers. "We have in-house dieticians and nutritionists that work on our training material, our health talks and overall promotion of healthy living lifestyles for our consumers," said Shu, who also stressed that they also rely on word of mouth from their customers.

Market expansion

While Life Nutrition is now mainly sold in Watsons, expanding sales channels is a must for growing the business. The company has just launched an online shopping system on their website.

"We recognize that e-commerce is a growing trend, and we've shipped to over 40 countries from our online store," said Shu. He also emphasized that their online shopping system targets overseas customers, especially the Mainland market.



市民日益關注個人健康和營養均衡。儘管中國人素來有進食蘊含冬蟲夏草和燕窩等成分補品的習慣，但市面上仍有各式各樣以西方科學為基礎的保健食品以供選購。在眾多在港銷售的保健營養品牌之中，Life Nutrition得以脫穎而出，成為最暢銷的品牌之一。

重塑品牌及重新包裝

Life Nutrition行政總裁舒天俊於2009年把品牌從美國引入香港，同時重整品牌形象，並重新包裝和調配旗下的產品，以迎合本地市場的需求。他說：「我們希望人們能活出最自然美好的人生，因此決定創辦公司，嘗試宣揚這個訊息。」

在現代社會，市民時常進食快餐和加工食品，即使有適當的飲

有「營」人生

Life Nutrition以科研成果和經驗證的成分為基礎，
為市場創製營養補充品 本刊記者勞美梨



“Our primary focus is in China as we just opened up a new office to focus on cross-border business. We have been working on listing on JD HK and Tmall HK,” said Shu. In addition, the company has expanded distribution in Europe, the U.S. and Africa.

Innovation

Keeping a business sustainable is important and Shu said the trick is to keep creating new products, new packaging and new marketing tactics. This year they are introducing at least five new products, and have a plan to expand into more categories.

As the boss of an SME, he considers his staff teammates.

“As an SME, we are all in the same boat. We have an open door policy where ideas can come from anybody, as that is the only way we can all learn and our company can continue to grow,” said Shu. 🌸

食，亦未能攝取充足的營養，因為經過多年的密集式耕種，泥土中的基本養分已日漸流失，令很多蔬果失去了一定程度的營養價值。

舒天俊說：「營養補充品是有效的食品，例如要達到抗氧化的功效，只需服用一份我們的產品，便可取代500杯葡萄酒。」

對很多中國人來說，營養補充品總是與藥物這個典型形象掛鉤，這種觀念實在難以改變，因此必須讓人意識到這些保健產品是「有效的食品」。要使人明白到這一點，並且令產品突圍而出，舒天俊決定重新包裝產品。

他說：「我們轉換了包裝，以可回收鋁罐取代了白色膠樽外加標籤的做法，在外觀上減輕了藥物的感覺。」他又指出鋁是100%可回收物料，以其作為包裝物料可減少二氧化碳和能耗。自公司轉用可再造鋁金屬以來，用電量節省了約490,439千瓦特小時。

品質控制

由於服食營養補充品的重點是保持身體健康，因此確保產品質素是公司的首要任務。舒天俊表示公司委託符合現行生產質量管理規範（CGMP）的廠房及業內最備受推崇的製造商，以生產他們的保健產品。更重要的是，他們的原材料一律採購自品牌聲譽良好的公司，而且經過臨床驗證。

獲取認證是產品質素的最高保證。他說：「我們正積極為我們的原材料取得更多認證，務求向顧客提高透明度，例如我們的魚油在那威加工處理，並獲海洋之友認證。」

健康補充品的市場競爭激烈，許多品牌都利用廣告嘗試增加曝光率。然而，與很多中小企一樣，Life Nutrition缺乏資源製作電視廣告，因此他們會投放大量資源製作優質的產品，並於店舖提供諮詢服務。

更重要的是，舒天俊很重視教育顧客。他說：「我們內部有營養師負責設計培訓材料、舉辦健康講座，以及向消費者全面推廣健康生活模式。」他亦強調公司很重視顧客的口碑。

拓展市場

目前，Life Nutrition主要在香港屈臣氏銷售，要拓展業務，就必須擴展銷售渠道。就此，該公司已剛於其網站推出網上購物系統。

舒天俊解釋：「我們意識到電子商貿是大勢所趨，而我們網上商店的產品已銷往超過40個國家。」他亦強調公司的網購系統以海外顧客為對象，尤其是內地市場。

他說：「我們的首要焦點是中國，並且剛剛新設了辦事處，集中處理跨境業務。我們亦正計劃入駐京東商城和天貓香港。」另外，該公司已擴大歐美和非洲的分銷網絡。

創新

推動業務持續發展十分重要，舒天俊認為訣竅是不斷開發新產品、新包裝和新營銷策略。今年，他們引入了至少五款新產品，並計劃擴展至更多類別。

作為一家中小企的老闆，他視員工為隊友，並給予空間他們成長和發展事業。舒天俊說：「作為中小企，我們同坐一條船。公司採取開放政策，人人皆可提出個人意見，因為這是推動員工共同學習和公司持續發展的唯一方式。」🌸

Company: Life Nutrition International Co Ltd

公司名稱：生命營養國際有限公司

HKGCC Membership No. 總商會會員編號: HKL0554

Established 創辦年份: 2009

Website 網站: www.lifenutrition.com/hk



Managing Hong Kong Properties 物業管理 盡心求進

After 16 years of service in the HKSAR Buildings Department, Ir Alkin Kwong, JP, joined the private sector. As the Vice Chairman and Chief Executive of Hong Yip Holdings Ltd, Kwong oversees real estate development projects in Guangdong and manages 400 properties in Hong Kong.

Being an Authorized Person, Registered Structural Engineer and an Honorary Fellow of the Hong Kong Institute of Housing, Kwong is a very experienced figure in the property development and management sector. He serves on the Property Management Industry Training Advisory Committee of the Education Bureau and the Council and General Committee of Employers'

Federation of Hong Kong as Chairman and Vice Chairman respectively.

Hong Yip joined the Chamber in 2006 due to its strong membership network and its advocacy in conveying the business community's views and concerns to the Government and policymakers. "I appreciate the Chamber for its efforts in serving the business community as the voice of business," Kwong said. "In addition to playing a leading role in policy advocacy, the Chamber also provides a knowledge-sharing platform to help update members' knowledge of the business environment at both regional and global levels through a variety of events."

Established in 1998, Hong Yip's

mission is to deliver ideal one-stop estate and lifestyle management services to its customers. Its pioneering services and technological innovations have been pivotal in bringing local companies in line with international standards over the years. It now employs over 12,000 staff and manages almost 1,600 building blocks.

"We endeavor wholeheartedly to scale new heights, strive for service excellence, and continue to provide enhanced value-for-money property management services for our clients," said Kwong.

Hong Yip is also involved in CSR activities. In its annual signature Peace Box event in 2017, the company gave away 10,000 gift boxes to the needy through churches and NGOs. 🌸



鄭正煒工程師, JP於效力香港特區屋宇署16年後加入商界。他是康業控股有限公司的副主席及行政總裁，專責監督廣東的地產發展項目，並管理香港400項物業。

鄭正煒是政府認可人士、註冊結構工程師及香港房屋經理學會名譽資深會員，具豐富物業發展和管理業經驗。他亦擔任教育局物業管理行業培訓諮詢委員會主席，以及香港僱主聯合會諮詢委員會及理事會副主席。

康業於2006年加入總商會，希望能夠受惠於其強大的會員網絡，以及其致力於政策倡議，向政府和決策者傳達商界的意見和關注。鄭先生表示：「我欣賞

總商會肩負商界之聲的使命，竭力服務商界。」他又稱：「除了一馬當先領導政策倡議，總商會亦透過舉辦一系列的活動，提供一個分享知識的平台，協助會員掌握區內以至全球商業環境的最新動向。」

康業於1998年成立，旨在為客戶提供優質的一站式物業和生活方式管理服務，其在服務和技術上的創新，多年來一直帶領本地企業與國際標準接軌。公司現時聘

有超過12,000名員工，管理近1,600座建築物。

鄭正煒說：「我們追求卓越，力求更上一層樓，繼續為客戶提供物超所值的物業管理服務。」

康業亦積極推廣企業社會責任活動。該公司在其年度大型活動「Peace Box 2017祝福大行動」中，透過教會和非政府組織，向有需要人士送出合共10,000個禮物盒。🌸

Company 公司名稱: **Hong Yip Holdings Ltd** 康業控股有限公司
HKGCC Membership No. 總商會會員編號: HKH0653
Established 創辦年份: 1998
Website 網站: www.hongyip.com

Searching the World for Talent 環球英才 盡皆網羅

“Being international executive search consultants, we need to continue to build up our global network, keep abreast of the times and be forward-looking,” said Mark Geary, CEO of Asianet Consultants (HK) Ltd.

Geary’s senior corporate career in the past 30 years gave him wide exposure to international management, including regional human resources (HR) roles for ICI and Inchcape in Europe and Asia. Before coming to Hong Kong in 2000, he worked for InterContinental Hotels as Global Senior Vice President HR, responsible for managing 44,000 staff in 125 hotels across 70 countries.

The growing demand for senior executives in Mainland China in the 2000s led to Geary persuading his friend, who established Asianet Consultants in 1988, to expand the business to the Mainland. It turned



Asianet Consultants (HK) Ltd行政總裁Mark Geary表示：「我們作為國際行政人員搜尋顧問，需要不斷拓展全球網絡，與時並進，以及高瞻遠矚。」

Geary在過去30年一直從事企業高級管理工作，累積了廣泛的國際管理經驗。他曾於歐洲和亞洲分別擔任ICI和英之傑的地區人力資源職位。於2000年來港前，他任職洲際酒店全球人力資源高級副總裁，負責管理遍布70個國家、125間酒店的44,000名員工。

在2000年代，有見中國內地對高級行政人員的需求日益增加，Geary遂遊說他的朋友把業務擴展至內地，而Asianet Consultants正是由這位朋友於1988年所

創辦。結果，這提供了一個合適的時機，讓Geary帶領公司邁進全新的領域。當時，國際企業要物色具備國際經驗的高級內地行政人員並不容易。2002年，Geary於上海開設辦事處，並在三年後拓展至北京和廣州。Asianet如今在香港聘有18位員工，在中國內地亦設有規模相若的團隊。

Geary預料到市場對高級亞洲行政人員的需求不斷增長，於是在2002年與一班商業領袖成立了International Executive Search Federation (IESF)，以滿足全球各地對高級行政人員的需求。IESF現已在24個國家設有80個辦事處，讓Asianet能夠為美國、英國和歐洲的客戶提供服務。

Geary解釋：「總商會讓Asianet獲益

stay updated about the latest developments in the market,” said Geary.

In June 2017, Asianet launched a Coaching Practice to mentor new senior recruits for clients during their first 90 days. “Senior executives, regardless of their level, are at their most vulnerable time in the first three months, when they have only a vague job description, do not have a network, are not familiar with the internal politics and the company has not provided their precious new asset with a transition programme,” said Geary.

Since 2000, Asianet’s key executive search areas have been in the apparel, engineering, manufacturing and supply chain fields. With Hong Kong being a major regional and global hub for sourcing international expertise, the company has recently expanded its core expertise to cover senior executives in the medical devices, applied materials and digital technology industries. ✿

Company: Asianet Consultants (HK) Ltd

HKGCC Membership No. 總商會會員編號: HKA0607

Established 創辦年份: 1988

Website 網站: www.asianetconsultants.com

良多，除了拓展人脈網絡，還協助我們緊貼市場的最新發展。」

2017年6月，Asianet推出了入職指導計劃，為客戶新聘的高級員工提供為期90天的入職指導。Geary說：「無論對哪個職級的高級行政人員來說，上班首三個月都是最為脆弱的時期，因為他們有的只是含糊不清的職務說明，而且缺乏網絡，又不熟悉內部政策，而公司亦未有為其寶貴的新資產提供過渡計劃。」

自2000年起，Asianet的行政人員搜尋範疇以成衣、工程、製造和供應鏈業為主。香港作為採購國際專業技能的主要地區和全球樞紐，公司近日已把其核心專業擴展至涵蓋醫療設備、應用材料和數碼科技界的高級行政人員。✿

Five Tips For a Successful International Trade Show Exhibit

貿易展拼業績五大法門

International trade shows offer terrific opportunities for growing and establishing your global contacts and clients. You will gain exposure to many potential international suppliers and colleagues, distributors and more in one place. Maximize your investment by following the tips below:

ACT GLOBAL – English may be considered a universal language but you could benefit greatly by having a translator present at your exhibit.

At a minimum, translate your marketing materials and product information into your prospective clients' native languages. Translated presentations give an opportunity to potential international prospects to comprehend your product benefits and the technical



details of your amazing product. This has the effect of allowing them to understand the value of you and your company.

This small addition to your marketing materials will make international guests feel welcome and respected. Even if you do not speak their language, if you attempt to communicate in their native tongue you will be held in much higher esteem.

MIND YOUR MANNERS – Welcome, welcome, welcome your visitors to your trade booth. Offer them comfort, they have been walking and talking to many exhibitors. They may be tired and hungry. Some cultures are insulted if they are not offered a snack, beverage or a seat while learning more about what you do. For example, if you visit a Danish company, you will be in an inviting space, offered tea and cookies and made to feel very welcome. Also, be aware and recognize the role of women in some cultures and act appropriately.

MIRROR BODY LANGUAGE – Europeans are known to engage quickly, be matter of fact and “cut to the chase.” Some cultures are uncomfortable with that level of direct interaction.

Follow their lead – if they bow, then you bow; allow them to extend their hand; and do not stare or make direct eye contact if they also do not.

Try not to come off as strong and rude. Engage them personally. Small talk is big!

BUSINESS CARDS – Company cards are essential and a valuable introduction. Again, create bilingual cards for your international prospects. Choose languages that are your targets' or the local country's official language. Hand your card to the prospect with both hands; accept their card with both hands. Never write on the back of an associate's card, this can be seen as very insulting and may even seal their minds that you are not getting the deal!

FOLLOW UP PERSONALLY – Send a handwritten note to your prospective clients or suppliers thanking them for their time and information. If you promised to send information, include it. This simple act will create a strong buyer/seller relationship, create respect and build your sales!

You will have successful interactions, confidence and increased sales using these tips. Happy hunting! ✨

Written by Susan A. Friedmann, CSP, The Tradeshow Coach, Lake Placid, NY, internationally recognized trade show training expert working with companies to increase their profitability at trade shows. 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



或

際性貿易展是你建立環球人脈及客戶網絡的難得良機。你可以在一個場合見盡全球供應商、同業、分銷商以至其他各式相關人等。若你可參考以下各項小小意見，你投資在展覽中的心血和努力一定不會白費。

全球化思維 —— 雖然英文被公認為國際語言（至少美國人如此認為），但你依然值得聘請一位全職翻譯，在展覽期間參與你的日常工作。

你可以先把所有展覽材料，翻譯至你的目標受眾的通用語言。展覽材料譯本有助各地潛在客戶更好掌握你的心血產品有何優勢，以及其相關技術明細等，讓他們更好了解閣下及閣下公司的價值所在。

你只需在預備行銷材料時多做一點，便可以讓你的國際客戶感到受重視。即使你不懂他們的語言，只要你有盡力嘗試以他們的語言和他們溝通，便可獲得他們的尊敬。

禮儀不可少 —— 千萬要歡迎，再三歡迎，熱烈歡迎你的貴客大駕光臨你的展覽攤位。他們可能已走遍無數攤位，來到時早已既饑且倦。故此，你記緊要讓他們感到賓至如歸。如果你在介紹自家的業務時，純粹只是忘了奉上一點小吃、飲品或一張坐椅，對某些文化來說你可能已不知不覺地得罪了他們。正如你到訪一家丹麥公司時，主人家會為你安排舒適的空間，並送上茶及曲奇，務求讓你感覺親切。另外，也不要忘記女性在某些文化中的定位。你需要「入鄉」隨俗。

當心身體語言 —— 美國人行事一般比較單刀直入，有話直說，亦不拘小節。不過，請當心這種直率的風格在某些文化中並不受歡迎。

故此，你要小心地「入鄉隨俗」—— 對方鞠躬，你可鞠躬回禮；給予空間讓對方先伸手；若對方沒有直望你，不要與他們直望或瞪眼注視他們。

記著不要擺出強硬或粗獷的姿態。與對方要親切互動，僅僅禮貌寒暄便可以對你幫助甚大！

個人名片 —— 公司名片是讓你先作自我介紹的必需媒介。正如上述，請記得製作雙語名片來聯繫你的國際客戶。你可選用你的目標客戶或當地的官方語言；當呈上名片時，務請記得雙手親遞；也請記得用雙手接過客戶的名片。萬不要在夥伴名片的背面書寫，此舉可被認為是一種侮辱。對方甚至可能會索性拒絕和你交易，讓你無端損失一筆生意！

個人化回覆 —— 緊記應親筆回應你的潛在客戶或供應商，感謝他們抽出寶貴時間及提供資訊。如果你已答應寄進一步資料給他們，就千萬不要忘記附上。你藉這些小小的貼心動作，可以為大家建立穩固的買賣雙方業務關係，更可以為你贏得對方尊敬，從而增加銷路！

你可以利用這些貼士，為你建立更佳的互動，讓你可更有自信，有助你進一步拓展銷路。謹在此祝大家生意興隆！🍀

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 & www.richesinniches.com

Major Exhibitions in Hong Kong in 2017-18

2017	DATE	EVENT	ORGANISER
	Aug 17-18	International Conference & Exhibition of the Modernization of Chinese Medicine & Health Products	Hong Kong Trade Development Council
	Aug 17-19	The Hong Kong International Tea Fair	Hong Kong Trade Development Council
	Aug 17-21	Hong Kong Food Expo	Hong Kong Trade Development Council
	Aug 29-31	Adult Entertainment and Facilities Expo	Vertical Expo Services Co Ltd.
	Aug 30-Sept 1	Natural and Organic Products Asia	Diversified Communications
	Sept 5-7	Restaurants & Bars Hong Kong	Diversified Communications
	Sept 5-7	Seafood Expo Asia	Diversified Communications
	Sept 5-9	Hong Kong Watch & Clock Fair	Hong Kong Trade Development Council
	Sept 6-8	Asia Fruit Logistica	Asia Fruit Congress
	Sept 6-9	Centrest Age	Hong Kong Trade Development Council
	Sept 27-30	Watches&Wonders	Fondation de la Haute Horlogerie
	Oct 10-11	Retail Congress Asia Pacific	i2i Events
	Oct 11-14	Electronics Components Show Hong Kong	Global Sources
	Oct 27-30	Fashion Show Hong Kong	Global Sources
	Oct 18-21	Gifts & Home Hong Kong	Global Sources
	Oct 13-16	Electronic Asia	Hong Kong Trade Development Council
	Oct 13-16	Hong Kong Electronics Fair	Hong Kong Trade Development Council
	Oct 20-23	Mega Show Part 1	Idea Trade Limited
	Oct 26-28	Hong Kong International Hardware & Home Improvement Fair	Hong Kong Trade Development Council
	Oct 26-29	Eco Expo Asia	Hong Kong Trade Development Council
	Oct 26-29	Hong Kong International Building Materials & Construction Equipment Fair	Hong Kong Trade Development Council
	Oct 27-29	Mega Show Part 2	Idea Trade Limited
	Oct 27-30	Hong Kong International Lighting Fair	Hong Kong Trade Development Council
	Nov 8-10	Hong Kong Optical Fair	Hong Kong Trade Development Council
	Nov 9-11	International Wine & Spirits Fair	Hong Kong Trade Development Council
	Nov 13-15	TZMI Congress	TZMI
	Nov 14-17	Cosmoprof Asia	Cosmoprof Asia
	Nov 28-29	MIPIM Asia	Reed Midem
	Nov 30-Dec 2	AGRIPRO Asia	Vertical Expo Services Co Ltd.
	Nov 30-Dec 2	Hong Kong International Bakery Expo	Vertical Expo Services Co Ltd.
	Nov 30-Dec 3	Hong Kong International Jewelry Manufacturers' Show	HKJMA
	Dec 6-8	Inno Design Tech Expo	Hong Kong Trade Development Council
	Dec 12-14	CineAsia	Prometheus Global Media
	Dec 13-15	Learning & Teching Expo	Diversified Communications
	Dec 24-27	E-Expo	Hong kong-Asia Exhibition (Holdings) Ltd.
	Dec 24-27	Hong Kong Car Show	Hong kong-Asia Exhibition (Holdings) Ltd.
	Dec 23-26	Hong Kong Mega Showcase	Hong kong-Asia Exhibition (Holdings) Ltd.
	Dec 24-28	Hong Kong Food Festival	Hong kong-Asia Exhibition (Holdings) Ltd.
2018	Jan 8-11	The Hong Kong Baby Products Fair	Hong Kong Trade Development Council
	Jan 8-10	Hong Kong International Licensing Show	Hong Kong Trade Development Council
	Jan 8-11	Hong Kong International Stationery Fair	Hong Kong Trade Development Council
	Jan 8-11	Hong Kong Toys & Games Fair	Hong Kong Trade Development Council
	Jan 15-18	Hong Kong Fashion Week(Fall/Winter)	Hong Kong Trade Development Council
	Feb 1-3	LOHAS Expo	Baobab Tree Event Management Company Ltd
	Feb 1-3	Vegetarian Food Asia	Baobab Tree Event Management Company Ltd
	Feb 1-4	Education & Careers Expo	Hong Kong Trade Development Council
	Feb 21-24	Hong Kong International Fur & Fashion Fair	Hong Kong Fur Federation
	Feb 27-Mar 3	Hong Kong International Diamond, Gem & Pearl Show	Hong Kong Trade Development Council
	Feb 28-Mar 3	Asia's Fashion Jewellery & Accessories Fair	UBM
	Mar 1-5	Hong Kong International Jewelry Show	Hong Kong Trade Development Council
	Mar 14-16	APLF Leather+Materials	APLF
	Mar 14-16	Fashion Access	APLF
	Mar 19-22	Hong Kong International Film & TV Market Expo	Hong Kong Trade Development Council
	Mar 20-21	Asia Pacific Rail	Terrapinn
	Mar 29-31	Art Basel Hong Kong	MCH Foire Suisse (Holding) SA
	Apr 13-16	Hong Kong International ICT Expo	Hong Kong Trade Development Council
	Apr 20-23	Hong Kong Houseware Fair	Hong Kong Trade Development Council
	Apr 20-23	Hong Kong International Home Textiles and Furnishings Fair	Hong Kong Trade Development Council
	Apr 27-30	Hong Kong Gifts and Premium Fair	Hong Kong Trade Development Council
	Apr 27-30	Hong Kong International Printing and Packaging Fair	Hong Kong Trade Development Council
	May 7-9	Hong Kong International Medical Devices and Supplies Fair	Hong Kong Trade Development Council
	May 9-11	Asian Buildtex	Hong Kong Exhibition Services Ltd. (HKES)
	May 9-11	Asian Elenex	Allworld Exhibitions
	May 9-11	Asian Securitex	Hong Kong Exhibition Services Ltd. (HKES)
	May 9-11	Build 4 Asia	Hong Kong Exhibition Services Ltd. (HKES)
	May 18-19	Entrepreneur Day	Hong Kong Trade Development Council
	May 29-31	Vinexpo Hong Kong 2018	Vinexpo Overseas
	Jun 6-8	Asian Attraction Expo 2018	International Association of International Association of Amusement Parks and Attractions
	Jun 8-10	Hong Kong Wedding Fair	Hong Kong-Asia Exhibition (Holdings) Ltd.
	Jun 8-10	Hong Kong Beauty & Fitness Expo 2018	Hong Kong-Asia Exhibition (Holdings) Ltd.
	Jun 14-17	The 12th MICE Travel Expo	TKS Exhibition Service
	Jun 17-18	The 31st Hong Kong International Travel Expo	TKS Exhibition Service



Lifestyle Outlooks – Prestigious Timepiece and Trendsetting Fashion On Showcase

Calling fashionista and timepiece lovers alike, two distinguished trade shows return to Hong Kong Convention and Exhibition Centre this September with a big bang!

CENTRESTAGE

Continuing its success in the first edition with close to 200 exhibiting brands and more than 8,300 visiting buyers from 71 countries and regions, **CENTRESTAGE**, the ultimate marketing and sourcing experience takes place from 6 - 9 September 2017.

The glamorous return encompasses spectacular runway shows, captivating events and inspiring seminars, and features three thematic zones – **GLAM**, great names in fashion that breathe timeless quality; **ALLURE**, elegance in motion and the style of sophistication; **METRO**, sporty, trendy, metropolitan looks for on-the-go cosmopolites.

The prestigious **CENTRESTAGE ELITES** opening gala show recognises Asia's most distinguished designers,

while the annual **Hong Kong Young Fashion Designers' Contest (YDC)** is an acclaimed springboard taking up-and-coming designers to the world stage.

OPENSTAGE welcomes fashion-centric public on 9 September. Visitors will also experience the thriving vibe of **CENTRESTAGE** in town, as a line-up of events themed under the **Hong Kong in Fashion** campaign will roll out across partnering top brands, boutiques, hotels and restaurants.

Salon de TE – Hong Kong Watch & Clock Fair

Showcasing top-notch watch brands and designer collections from around



the world, **Salon de TE** is a special highlight of the **HKTDC Hong Kong Watch & Clock Fair** (5-9 September 2017), the world's leading trade platform for the timepiece industry with over 800 exhibitors.

Gathering over 150 prestigious brands to demonstrate superior craftsmanship and fascinating brand stories, the delicately designed Salon de TE will highlight five thematic zones, including **World Brand Piazza, Chic & Trendy, Craft Treasure, Renaissance Moment** and **Wearable Tech**.

A series of glamorous watch parades, product demo and launch sessions, seminars and networking events will also be held, allowing participants to catch up with the latest design trends and market intelligence as well as to build and improve business connections.

Salon de TE will also open its doors to the public on 9 September with a series of activities including watch parades, retail sales and celebrity events.

HKTDC Hong Kong Watch & Clock Fair
5-9 September 2017

CENTRESTAGE
6-9 September 2017

Hong Kong Convention and Exhibition Centre
Register Now for Free Admission Badge!

Web http://centrestage.hktcd.com/ex_21 (CENTRESTAGE)
www.hktcd.com/ex/hkwatchfair/te/21 (Watch & Clock Fair)

Wap App www.hktcd.com/wap/T119
HKTDC Mobile or HKTDC Marketplace



Sichuan Spice

Deng G showcases authentic Sichuan cuisine that retains its famous spicy flavour and broadens local perceptions, reports the Chamber's staff writer **Elaine Chan**

“One dish has one style, and hundreds of dishes have hundreds of flavours.” This may not ring a bell to you as the principle of Sichuan cuisine, which is renowned for its trademark spiciness, but it is amply demonstrated by Chef Deng Huadong, of Deng G Shanghai. His recent outpost in Hong Kong, which opened last year, offers top-quality dishes that will change the perception that most Hong Kongers have of Sichuan food. The classy venue also includes a dedicated *baijiu* bar.



Sliced Pork with Garlic & Chili

蒜泥白肉

Instead of drowning the flavour of the dish in chillies and oil, the intensely aromatic sauce coating the thinly sliced pork is prepared using Sichuan-style soy sauce, brown sugar and different spices. A tantalising blend of sweetness and spiciness invades your mouth upon your first bite, and the meat is not greasy at all, complemented by fresh cucumber slices and “cat’s ear” (chewy dough) that adds an interesting layer to the texture of the dish.

豬肉薄片澆上濃香醬汁。醬汁並不以辣椒和油嗆去味道，而是以四川醬油、蔗糖及各種香料調製而成。初嚐薄肉，甜辣交錯，入侵味蕾。肉身不油不膩，配以新鮮黃瓜及「貓耳朵」（有嚼勁的麵團），更添層次。



Pork Dumplings with Red Chilli Oil

紅油抄手

These pork dumplings come with a sauce made with Sichuan-style soy sauce, spices, garlic and red oil. Once you bite into their slick skin, there is an immediate explosion of flavour in your mouth: salty, sweet, spicy and umami, resulting in a wonderful full-bodied sensation.

這款抄手伴以四川醬油、香料、蒜和紅油製成的醬汁。甫咬下光滑的餡皮，鹹、甜、辣、鮮味隨即洋溢口中，刺激全身感官。



Chinese Cabbage Soup

開水白菜

Don't be fooled by the simple appearance of this soup, which was one of China's imperial banquet dishes and is considered a masterpiece of Sichuan cuisine. The soup is made with a rich mixture of chicken, ham and pork ribs. After seven hours of painstaking cooking, the outcome is a crystal-clear broth without the slightest trace of grease. The taste is incredibly rich and fresh, matching perfectly with the natural sweetness of the tender cabbage.

這道菜外表平平無奇，卻不容小覷。它是中國宮廷宴會菜式，亦被視為川菜的佼佼者。上湯以雞、火腿及豬骨精心熬製七小時而成，晶瑩剔透，不見半點油脂。入口異常鮮甜且富有層次，與嫩白菜的天然甜味互相輝映。



精選雞尾酒

Coriander Mojito巧妙地混和香菜、青檸、甘蔗、梳打水和白酒，調成帶有舒爽清新草本氣味的雞尾酒，再以白酒較乾的口感戛然而止。另一款雞尾酒推介為 Tequila Colada。這款酒是以龍舌蘭酒為主調的經典pina colada，以椰子、火龍果及菠蘿汁調製而成。這款熱帶飲料可讓你即時魂牽陽光與海灘。



Chef's Profile 大廚小檔

Previously the executive chef at Sichuan Court in Shanghai Hilton, and the mastermind of the famous Deng G Shanghai and Hong Kong, Chengdu-raised Chef Deng Huadong (left) boasts 40 years of experience in cooking Sichuan cuisine. He is passionate about making authentic Sichuan dishes using high-quality ingredients while staying true to traditional culinary techniques. Meanwhile, award-winning mixologist Hektor Monroy, at the helm of the *baijiu* bar, elevates the food experience at Deng G with his sensational cocktails daringly mixed with the Chinese hard liquor and more.

鄧華東師傅（左）為成都人，具40年烹調川菜經驗，曾擔任上海希爾頓酒店「天府樓」總廚，為鄧記食園及香港分店的創辦人。鄧師傅堅持選用高級食材，以傳統正宗的手法烹調地道川菜。另外，知名調酒師Hektor Monroy亦進駐白酒吧，他大膽融合精心調製的雞尾酒與中國烈酒，提升食客於鄧記的用餐體驗。

四川百味

鄧記保留其馳名的麻辣風味，烹調正宗多樣的四川菜，拓闊本地人對川菜的認識。本刊記者陳禱凝

說 起「一道菜有一種風格，百道菜有百種風味」，你未必會想起以辣著稱的四川菜，但鄧記食園的大廚鄧華東卻完美示範何謂「百種風味」。他去年在香港開設分店，主打高檔料理，一改香港人對四川菜的固有印象。餐廳風格別致，設有白酒吧。

Deng G (Classic Sichuan and Baijiu Bar)

鄧記（經典川菜及白酒吧）

2/F, 147 Queen's Road East, Wanchai

灣仔皇后大道東147號2樓

(852) 2609 2328

Camphor Smoked Duck 樟茶仔鴨

Ma-Ya duck, renowned for its tender meat, is prepared following the traditional cooking steps of "marinating, smoking, steaming and deep-frying." The tea-smoked duck is a quintessential Sichuan specialty, crispy, tender and deeply imbued with a pleasantly smoky aroma.

它選用肉質嫩滑的麻鴨，以傳統「醃、燻、蒸、炸」步驟烹調而成。這款四川的經典特色茶燻鴨，香脆、鮮嫩、燻香洋溢。



Four Delicacies with Chillies 香辣四寶

Drawing inspiration from tempura, this pot features bullfrog, lady's fingers and seasonal vegetables wrapped in a delectable crispy golden layer. Seasoned with dry chillies and spices, the dish delivers a numbing sensation and the spices will definitely perk up your taste buds.

這道菜的靈感源自天婦羅，以酥脆可口的金黃色外皮包裹著牛蛙、秋葵及時菜，配以辣椒乾及香料，帶出麻辣感；各種香料亦會刺激你的味蕾。



Braised Pomfret in Chili Bean Sauce 豆瓣鯧魚

As with many Sichuanese dishes, the soul of the recipe lies in the combination of flavours which can be flexible depending on the main ingredient. In this dish, the chef is able to recreate Sichuan flavour using the pomfret fish, caught in Guangdong waters. Accompanied by chilli bean sauce, the fish is spicy and aromatic with ginger and garlic.

這道菜如同一眾川菜，其靈魂在於味道的自由配搭，而配搭的關鍵在於主要食材。主廚以鯧魚（於廣東水域捕獲）作主要食材，配以豆瓣醬，製成味辛，帶薑蒜味的豆瓣鯧魚道菜，重現四川風味。



Selected Cocktails

Cleverly blending *baijiu* with coriander, lime, sugarcane and sparkling water, the Coriander Mojito has a refreshing and pleasant herbal taste that ends with the signature *baijiu* dryness. Another great cocktail to try is Tequila Colada. This tequila-based version of the classic pina colada, featuring coconut, dragon fruit and pineapple juice, is the perfect tropical drink and transports your mind to beaches and sunshine.





Belt and Road Powers On

沿一帶一路前進

Since being announced in late 2013 by President Xi Jinping, the Belt and Road Initiative has become a grand plan involving dozens of nations in the world and embraced by increasingly more countries directly or indirectly on the initiative's overland and maritime routes. The May summit in Beijing attracted a lot of attention from the international community while the policy symbol of the initiative, the Asian Infrastructure Investment Bank, accepted several new members, bringing the total to over 80.

The May summit was held as part of the U.N. Alliance of Civilizations series, and as President Xi has repeatedly emphasized, the essence of the initiative is the Silk Road spirit for peace and development. It is not an exclusively Chinese strategy for investment and trade, much less a Chinese Marshall Plan. Mainland China is taking the initiative, providing the seed money and setting the example for bringing trade, investment and most importantly, local sustainable economic development to countries that have been ignored by commercial investments. China will start with infrastructure investment, creating the connectivity that is crucial for any local and regional socio-economic development.

The most prominent national programme of the initiative is the China-Pakistan Economic Corridor (CPEC), in which Mainland China had initially committed US\$46 billion for six years, which will later be increased to over US\$60 billion for additional projects. After the May summit, the Mainland decided to allocate a further US\$50 billion for hydroelectric power projects for the next 10 years.

Unlike the past focus of China's outbound investment on energy and minerals, the CPEC programme consists of power plants, using fossil fuels and renewable energy, roads, telecommunications network and port.

The Sahiwal coal power project in Pakistan's Punjab province just began operating in May as the nation's largest clean coal fired power plant and will meet the electricity demand of nearly 10 million people. Seventeen priority energy projects are expected to be completed before 2019. Pakistan's predicted success in the initiative, despite the terrorist threats in the region, will become an example for infrastructural investments in Afghanistan, Tajikistan, where China has completed the

railway from the country's border with Afghanistan to its capital Dushanbe, and other Central Asian countries.

The sound progress in the initiative has been reflected in the rise of overland Eurasian and China-Central Asia freight train services that rely on existing as well as newly constructed railways and ferry routes. As of late May, there are 29 Chinese cities that are connected with the network of freight train routes going westward, including those reaching Afghanistan and Iran, cities in Russia, Eastern Europe and, from either Belarus or Poland and a possible route from Greece, to parts of Western Europe. There are already regular services from Mainland China to Northern Italy, Spain and even the U.K. The transport time has been shortened to 10 days with the longest being over 20 days, but all are time- and cost-effective compared with sea transport.

The emergence of the overland freight trade as an alternative to the sea transport that has dominated Eurasia trade in the last one hundred years shows the great potential of the Belt and Road Initiative to foster trade and development along the various routes. Commanding at present only about 1-3% of China Europe trade, the overland trade routes may not replace the maritime trade routes but will supplement it and integrate all the routes into an intensive web of trade between nations and across continents and oceans. Greater connectivity will create new trade potential. Recently it has been projected that China-Europe trade turnover will reach US\$1 trillion by 2020. With the new trading activities created along the overland freight routes, and with Mainland China's investment in infrastructure, countries in Central Asia, South Caucasus and even West Asia will be prosperous enough in the coming years to contribute substantially to the East-West trade of Eurasia.

Certainly, one important precondition is peace and development, and Mainland China has been actively working with regional powers on these issues. One may expect peace settlements in Afghanistan and Syria with Mainland China's participation in the coming years. Railway projects involving Mainland China, Iran and other Central Asian countries will soon connect Xinjiang with the Persian Gulf by railways, further stimulating trade along this corridor.

For a European example, take the Chinese-funded



upgrading of the railway between Belgrade and Budapest to run high-speed trains. This also coincided with the Chinese acquisition of the majority share of the largest port in Greece, Piraeus. If the railway upgrading that has now started will be extended to include the lines from Belgrade through Macedonia to Greece and to Piraeus, this would provide a shortcut to Northern and Western Europe from the south, forming the so-called South Balkan route that would compete against the Northern European ports. Mainland China plans to use Piraeus as its hub for trading with the Mediterranean Sea region.

In Africa, which is a focus of Chinese outbound investment and has the demographic potential to become the world's factory in 10 to 20 years' time, China has also taken the lead to invest in infrastructure at a time when no other major economic powers and international organizations are interested in investing in low-return infrastructure projects.

Since last year, China has completed two major railways on the continent.

The first one goes from Djibouti to Addis Ababa, the capital of Ethiopia, and the second from Mombasa to Nairobi in Kenya. The Djibouti-Addis Ababa railway is the first electrified railway in Africa and replaces the

obsolete railway that was built one hundred years ago. Its extension will connect West Africa and East and Central Africa. The Mombasa-Nairobi Line is also intended to stretch both westward to Central Africa and northward to Ethiopia. The two lines provide the foundation for the coming railway network in most of Africa. China has helped to modernize the old railway lines that start from Angola along the coast of the Atlantic Ocean through Congo, Zambia and reach the India Ocean by Tanzania.

Although China's initiative in Africa has not yet been followed by other countries, the positive impact of Chinese funded infrastructure projects in African countries, in particular Ethiopia and Kenya, the most dynamic economies on the continent, on local economic growth and development should lead to strong incentives for future domestic and foreign investments.

Recent developments in the investment projects on the Belt and Road Initiative seem to confirm the far-sightedness of Chinese efforts. The Chinese aim is to invest where commercial profit-seeking actors will not, but the Chinese investment will create a new environment that is conducive to investments from the private sector, whether local or overseas, Chinese or not, which chase after short- and medium-term profits. ❁

白 國家主席習近平在2013年底提出「一帶一路」策略以來，它已成為世界各國進一步推進全球化及經濟合作的大方向，當中尤其為曾經為陸上及海上絲綢之路一部分之各國所樂見。國際社會在5月的北京高峰會上均對此高度關注。象徵這項策略的亞洲基礎設施投資銀行亦廣納新成員。目前，該行之成員數目已超過80個，相信未來只會有增無減。

5月的高峰會是「聯合國文明聯盟」論壇的一部分。正如習近平主席反覆強調，絲路所代表的和平與發展精神是「一帶一路」戰略的宗旨。這不是中國特地提出的投資及貿易攻勢，更非中國版馬歇爾計劃。中國提出這項倡議，提供種子基金，並樹立榜樣，為向來為商業投資所忽略的國家帶來投資貿易，更重要的是締造可持續的經濟發展。中國會先投資基建，以建立與對內或對外社會經濟發展攸關的聯繫紐帶。中國在這個倡議下，亦採取了截然不同的對外投資政策。

中國-巴基斯坦經濟走廊，是有關倡議下最主要的國家項目。中國會在未來六年先投資460億美元，其後會增加投資項目至總值超過600億美元，而在5月的高峰會後，更會在未來十年額外投資500億美元於水力發電項目上。

有別於過去對外投資集中在能源及礦產項目，中巴經濟走廊項目包括使用化石燃料及可再生能源的發電廠、道路、電訊網絡及港口等。

易及發展的巨大潛力。陸路運輸目前只佔中歐貿易約1至3%，未必可以取代海路，但可作為一種輔助，在各國及各大洲大洋間編織一幅經貿「天羅地網」。在加強聯繫下，相信會有更多經貿新商機，預料中歐貿易總量在2020年將可達1萬億美元。陸上運輸在未來數年可望促進貿易，配合中國持續投資於基建，中亞、南高加索以至西亞國家將會變得更繁榮，並可為歐亞東西貿易作出更大的貢獻。

為此，中國正與區內主要國家攜手，促進地區和平及發展。中國持續在未來數年參與促進阿富汗及敘利亞的地區和平。由中伊及其他中亞國家承建的鐵路項目，不久將會把中國新疆省與波斯灣連繫起來，進一步促進走廊沿路的經貿商機。

其中一個歐洲例子，是中國資助貝爾格萊德至布達佩斯之間的鐵路升級，以供高鐵運行。與此同時，中國亦收購希臘最大港口比雷埃夫斯港的大部分股份，並進一步投資發展。假如現正展開的鐵路升級工程將延伸至涵蓋貝爾格萊德經馬其頓至希臘和比雷埃夫斯的路段，將可縮短從南部前往歐洲北部和西部的路程，形成所謂的南巴爾幹線路，與北歐的港口競爭。中國已表明會以比雷埃夫斯港作為地中海地區的貿易樞紐。

非洲是中國一大對外投資熱點，其人口結構也具備了在10至20年內成為世界工廠的條件。在世界主要經濟強國及國際組織對利潤回報不高的基建項目暫時缺乏興趣之際，中國已率先在



在今年5月，位於旁遮普省薩希瓦爾的燃煤發電廠正式投入服務。這是該國最大的潔淨燃煤發電廠，可滿足近千萬人口的電力需求。在2019年以前，17項優先能源項目預期亦會陸續落成。巴基斯坦面對恐怖主義的威脅，在「一帶一路」戰略下預期仍能取得成功，可望為阿富汗及塔吉克斯坦等地的基建項目樹立典範。中國承建了由阿富汗邊境至塔吉克首都杜尚別，以及其他中亞國家的鐵路。

「一帶一路」倡議近年所取得的鉅大進展，可見諸如歐亞及中國-中亞鐵路貨運服務等項目上。這些服務沿用現有及部分新建、部分已電氣化的鐵路及渡輪路線。截至5月底，已有29個中國城市連接西向貨運鐵路線，包括通往阿富汗及伊朗、部分俄羅斯城市、東歐各國，以及由白俄羅斯或波蘭，或經由希臘進入西歐其他地區的路線。中國與意大利北部、西班牙甚至英國之間，亦已建立定期服務。這些服務需時最短由10天至最長超過20天不等，但與海運相比既省時，亦具有成本效益。

陸路運輸日漸成為過去一世紀主導歐亞貿易的海路運輸以外的另一選擇，足以反映「一帶一路」倡議在不同路線上促進貿

當地投資這些項目。

自去年起，中國已在當地完成了兩項主要鐵路項目，第一條鐵路連接吉布提與埃塞俄比亞首都阿的斯阿貝巴，另一條則由肯雅蒙巴薩往內羅畢。吉布提至阿的斯阿貝巴鐵路是非洲第一條電氣化鐵路，取代了過百年歷史的舊鐵路，並會進一步連結東西及中非地區。蒙巴薩-內羅畢鐵路亦計劃進一步向西擴展至中非，以及北延至埃塞俄比亞。兩條鐵路將會成為非洲未來鐵路網的基礎。中國現時已積極協助翻新由安哥拉沿大西洋伸展經過剛果、贊比亞至坦桑尼亞，直通印度洋的舊鐵路線。

儘管其他國家尚未積極跟隨中國在非洲所推行的計劃，但隨著中國資助的基建項目在非洲各國，尤其在埃塞俄比亞及肯雅這兩大非洲經濟體的增長及發展中發揮正面效用，相信可鼓勵其他本地及外國投資者積極參與其中。

「一帶一路」投資項目的最新發展，反映出中國的高瞻遠矚。中國希望在商業投資所不感興趣之處締造新環境，以吸引中短期的本地或海外、中國及非中國私人投資，從而達致各方皆贏。✿

Zhao Haishan, Vice Mayor of Tianjin, led an official delegation to the Chamber on 16 May, and was received by Watson Chan, Deputy CEO for Policy and Business Development, and Eden Woon, China Committee Vice Chairman. They exchanged opinions on fostering service industry cooperation between Hong Kong and Tianjin and agreed to work together to tap into the opportunities arising from the Belt and Road Initiative.

天津副市長趙海山於5月16日率領官方代表團到訪，由總商會副總裁（政策及商務發展）陳利華及中國委員會副主席翁以登接待。他們就如何促進香港與天津的服務業合作交流意見，並同意合力抓緊「一帶一路」戰略所帶來的機遇。



Lin Zhen Ya, Director, Administration of Xiamen Area of China (Fujian) Pilot Free Trade Zone, visited the Chamber on 25 May to provide an update about the latest developments and policies in the zone. She was hosted by Petrina Tam, China Committee Vice Chairman, and committee members received her.

中國（福建）自由貿易試驗區廈門片區管委會經濟發展局局長林珍雅於5月25日到訪本會，介紹區內最新的發展和政策，由中國委員會副主席譚唐毓麗及多位委員接待。



Chamber Chairman Stephen Ng, Vice Chairman Leland Sun, and China Committee Chairman PC Yu met with Liu Yajun, Head of Commercial Office, Economic Affairs Department, Liaison Office of the Central People's Government in HKSAR, on 26 May to discuss the latest business situation and difficulties of Hong Kong businesses in Mainland China. They also exchanged opinions on how Hong Kong businesses could tap into potential opportunities from the Belt and Road Initiative and Guangdong-Hong Kong-Macao Greater Bay Area development.

總商會主席吳天海、副主席孫立勳及中國委員會主席余鵬春於5月26日與中聯辦經濟部貿易處負責人劉亞軍會面，討論在內地經營的香港企業的近況和困難，並就港企如何發掘「一帶一路」戰略和粵港澳大灣區發展的潛在商機交換意見。



Yvonne Choi, Commissioner for Belt and Road, spoke on 26 May about the key takeaways from the Belt and Road forum held in Beijing in May at a roundtable luncheon. Dr Thomas Chan, an expert on the initiative, also briefed members on the major projects along the routes.

「一帶一路」專員蔡瑩璧於5月26日的午餐會上，分享了她於5月赴京出席「一帶一路」論壇時所得的主要資訊。會上，「一帶一路」專家陳文鴻博士亦向會員簡介沿線的主要項目。

The current Mainland Labour Contract Law has been in place for 10 years. In recent years, the Mainland economy has been thriving, which has helped raise the living standards of many Mainlanders. However, economic growth has been accompanied by the emergence of labour disputes. Jason Zhang, Chief Lawyer of Aoba Law Firm, spoke about new cases of labour disputes and the latest developments in Mainland labour law at a Chamber roundtable on 7 June.

內地現行的《勞動合同法》已實施達10年。近年，內地經濟起飛，令不少居民的生活水平得以提高。然而，經濟增長亦帶來了更多的勞資糾紛。廣東奧大律師事務所主任張健律師於本會6月7日的午餐會上，分享勞資爭議的最新個案及內地勞工法規的最新發展。



China Committee Vice Chairman Petrina Tam attended the 2017 Jiangxi Modern Service Industry Promotion Seminar on 8 June. She gave a brief introduction of Hong Kong's services industry and urged more cooperation between Hong Kong and Jiangxi Province. On the same day, China Committee Vice Chairman Eden Woon attended the 16th Jiangxi-Hong Kong Economic and Trade Cooperation Symposium and met with Liu Qi, the Governor of Jiangxi Province.

中國委員會副主席譚唐毓麗於6月8日出席「2017江西省現代服務業香港推介會」，簡介香港的服務業，並呼籲香港與江西兩地加強合作。同日，中國委員會副主席翁以登出席「第十六屆贛港經貿投資合作交流會」，並與江西省省長劉奇會面。



Zhang Lijun, Vice Chairman, China General Chamber of Commerce, visited the Chamber on 12 June. Watson Chan, Deputy CEO, for Policy and Business Development, and committee members met with her and discussed future cooperation between the two chambers. Formed in 1994, the China General Chamber of Commerce has over 3,400 direct corporate members and 80,000 indirect members from different service industries in the Mainland.

中國商業聯合會副會長張麗君於6月12日到訪，與副總裁（政策及商務發展）陳利華及多位委員會成員會面，討論雙方的未來合作。中國商業聯合會於1994年成立，會員來自內地的不同服務業，擁有逾3,400位直接企業會員及80,000位非直接會員。

Chamber Chairman Stephen Ng attended the opening ceremony and luncheon at the forum on China's Outward Investment Trends and Hong Kong's Role, organised by the Hong Kong Chinese Enterprises Association and co-organized by HKGCC, on 14 June.

總商會主席吳天海於6月14日出席由香港中國企業協會舉辦、總商會協辦的「中國對外投資趨勢與香港的角色高峰論壇」開幕禮及午餐會。

Tse Kok Leung, Head of Policy & Economic Research, Economic & Strategic Planning Department, Bank of China (Hong Kong), and Jeffrey Lam, Chamber LegCo Representative, gave a briefing at the China Committee's meeting on 16 June on the development of the Guangdong-Hong Kong-Macao Greater Bay Area. They shared their views on how Hong Kong enterprises could tap into the opportunities arising from the plan.

中國銀行（香港）發展規劃部經濟及政策研究主管謝國樑及總商會立法會代表林健鋒於6月16日的委員會會議上，概述粵港澳大灣區的發展，並就港企如何把握區內的機遇分享看法。





Nie Changbin, Vice Secretary-General of the People's Government of Hubei Province, and Huang Mouhong, Vice Chairman of the Department of Commerce of Hubei Province, led a delegation to the Chamber on 20 June, and were received by China Committee Vice Chairman Petrina Tam and members. Having undergone rapid economic development in recent years, Hubei ranked seventh in terms of GDP among all Mainland provinces in 2016. Hubei's governor will host a promotion seminar in Hong Kong in mid-August. The delegation invited Chamber members to support and attend the event.

湖北省人民政府副秘書長聶昌武、湖北省商務廳副廳長黃謀宏率領代表團於6月20日到訪，與中國委員會副主席譚唐毓麗及多位會員見面交流。湖北省經濟發展迅速，2016年省級地區生產總值位列全國第七。湖北省省長將於8月中來港舉行推介會，並邀請本會會員屆時出席支持。



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慶祝回歸及中港加強聯繫

中國委員會於6月16日舉行酒會，與逾170名會員和嘉賓同慶香港回歸祖國及香港特別行政區成立20周年，共度充實、盡興的一夜。這個一年一度的酒會提供一個平台，讓會員與內地商界加強互動，並促進中港兩地的商業和文化交流。





Celebrating the Handover and Hong Kong-Mainland Connections

Over 170 members and guests enjoyed a productive evening of networking and celebrated the 20th anniversary of the return of Hong Kong to the Mainland and the establishment of the Hong Kong Special Administration Region at our China Committee cocktail reception on 16 June. The annual cocktail reception provides a platform for members to enjoy closer interaction with the Mainland business community, as well as enhance business and cultural exchanges between Hong Kong and the Mainland. ✨





Carrie Lam Speaks on Future Challenges

There is no doubt that Hong Kong's Chief Executive the Hon Carrie Lam will face a host of challenges for the next five years, such as political tensions and the dwindling competitiveness of our city. Lam was very candid at the Chamber's Town Hall Forum on 14 June in answering a broad range of questions about these challenges, including MPF offsetting, two-tier profits tax, SME Export Marketing Fund and the social mobility of young people.



Americas Committee 美洲委員會



探索美國科技業

美國總領事館商務領事Geoffrey Parish出席美洲委員會6月21日的會議，講解美國科技業的商機，並分享近日一個香港科技代表團到訪美國的體驗。

Exploring Tech Industries in the U.S.

Geoffrey Parish, Commercial Consul, U.S. Consulate General, spoke about opportunities in the U.S. tech industry at the Americas Committee Meeting on 21 June. He also spoke about a recent tech mission from Hong Kong to the U.S.

Committee Chairmen 委員會主席



林鄭月娥談未來挑戰

香港行政長官林鄭月娥在今後五年無疑將面對連串挑戰，例如政局關係緊張和競爭力不斷下降等。在總商會於6月14日舉行的議事論壇上，林鄭月娥坦率回應了眾多相關問題，包括強積金對沖、雙層利得稅制、中小企業出口市場基金，以及年青人社會流動性等。

New Americas Committee Leadership 美洲委員會選出新一屆領導層

Americas Committee Chairman Thomas Wong was re-elected Chairman while Gary Ahuja was also re-elected Vice Chairman at the committee's meeting on 21 June. Kelvin Wong, who joined the committee in 2010, was elected Vice Chairman. The new committee leadership thanked members for their support and said they are looking forward to serving the committee in the coming year.

在6月21日的委員會會議上，黃華樂獲選連任美洲委員會主席，加利亦獲選連任副主席，而於2010年加入委員會的黃志強則當選副主席。委員會新領導層感謝會員的支持，並表示期望在未來一年為委員會服務。



Americas Committee
美洲委員會
Mr Thomas Wa Sun Wong
黃華樂先生



Asia/Africa Committee
亞洲/非洲委員會
Mr Behzad Mirzaei
苗澤文先生



China Committee
中國委員會
Mr P C Yu
余鵬春先生



HKCSI – Executive Committee
香港服務業聯盟 — 執行委員會
Dr Mark C Michelson
麥高誠博士



Digital, Information & Telecommunications Committee
數碼、資訊及電訊委員會
Dr Eric Chin
錢樹楷博士



Economic Policy Committee
經濟政策委員會
Mr Peter Churchouse
卓百德先生



Environment & Sustainability Committee
環境及可持續發展委員會
Dr Jeanne Chi Yun Ng
吳芷茵博士



Europe Committee
歐洲委員會
Mr Stephen Weatherseed
韋大象先生



Financial & Treasury Services Committee
金融及財資服務委員會
Mr George S K Leung
梁兆基先生



Industry & Technology Committee
工業及科技委員會
Mr Emil Chen On Yu
于健安先生



Cliff Sun was confirmed as the Business Ethics Development Advisory Committee (BEDAC) Chairman for the 2017-2018 term at their meeting. Raymond Ng, ICAC Director of Community Relations, spoke at the meeting about key findings from the ICAC's annual survey, which looked at corruption in Hong Kong and its rankings on international surveys.

在委員會會議上，孫啟烈確認出任商業道德發展諮詢委員會2017至2018年度主席。廉政公署社區關係處處長伍國明亦於會上發表廉署周年民意調查的主要結果。該調查探討香港的貪腐問題以及其於國際調查中的排名。

Asia & Africa Committee 亞洲及非洲委員會

The diplomatic rift between Saudi Arabia and Qatar at the beginning of June took many people by surprise and has spread to other Gulf countries. Despite the claims by the instigating countries that Qatar was being punished for supporting terrorism, the true reasons run much deeper. Dr Florence Eid-Oakden, CEO, Arabia Monitor, spoke to members at the Asia & Africa Committee meeting on 15 June via a special teleconference.

六月初沙特阿拉伯與卡塔爾關係突趨緊張，有關情況更影響其他海灣地區國家，讓不少人大感意外。Arabia Monitor行政總裁Florence Eid-Oakden博士在6月15日於亞洲及非洲委員會特別召開的視像會議上向委員指，儘管有關國家指責卡塔爾支援恐怖主義，但背後原因其實更為深遠。



Belt & Road Interest Group 一帶一路小組召開會議

The Belt & Road informal special interest group held its inaugural meeting on 15 June. The group, led by former Asia & Africa Committee Chairman Andrew Wells, also hosted Dr Jacek Bartosiak, a visiting scholar from Poland, and discussed issues and developments in Poland, including the potential for it to be involved in China's Belt & Road Initiative.

一帶一路非正式專題小組於6月15日召開首次會議。小組由前亞洲及非洲委員會華賢仕率領，邀請了來自波蘭的訪問學者Jacek Bartosiak博士出席討論波蘭的議題及發展，包括其參與中國內地一帶一路策略的可能性。

Tottori Business Federation Looks to Widen Markets 鳥取縣企業團體尋求拓展市場

Masayuki Taguri, Executive Director of Tottori Federation of Small Business Association, led a delegation to the Chamber on 8 June for a working visit with Malcolm Ainsworth, Director, PR & Programs, and Hilton Yip, Assistant Manager. They discussed Tottori's products and exports, and sought the Chamber's assistance in hosting a high-level delegation that will visit Hong Kong in September.

鳥取縣中小企業團體中央會執行董事Masayuki Taguri於6月8日率領代表團到本會進行工作訪問，由公共關係及項目總監麥爾康及副經理葉治平接待。他們討論鳥取縣的產品和出口，並尋求總商會協助接待一個高規格代表團事宜。該代表團擬於9月訪港。



At the Asia & Africa Committee's on 15 June, committee member Lt Col Nigel Collett spoke about his security and employment business, which specialises in hiring Nepalese workers in Hong Kong and in Nepal. He also discussed issues facing ethnic minorities in Hong Kong, the local labour shortage, as well as the third-world employment industry.

At the meeting, Behzad Mirzaei was elected as the committee's new Chairman, taking over the reins from Andrew Wells, who stepped down as Chairman after serving the committee for three years. Three Vice Chairman were also elected, respectively, Nigel Collett, Neville Shroff and Andrew Wells.

在委員會6月15日的會議上，Lt Col Nigel Collett介紹其保安和僱傭業務，其業務集中為在港和在國內的尼泊爾人提供僱傭機會。他亦談及本港少數族裔人士所面對的問題、本地勞工議題，以及國際第三世界就業服務。

在同一會議上，苗澤文當選新一任主席，接替過去三年一直擔任主席、並於本年度卸任的華賢仕。Nigel Collett、尼維利施樂富和華賢仕獲選副主席。

Committee Chairmen 委員會主席

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



Alexander Shepherd, Partner; Lisa Vanderwal, Special Counsel; and Clarice Yue, Of Counsel; all from Bird & Bird, shared at a Chamber roundtable on 23 May about the key implications of data protection developments in EU countries, Australia and Mainland China for multinational businesses in Hong Kong. Sandra Liu, Senior Legal Counsel, Office of the Privacy Commissioner for Personal Data, Hong Kong (PCPD), also briefed members on the latest developments in personal data privacy protection and PCPD's recent initiatives undertaken to connect with these overseas data protection authorities.

鴻鵠律師事務所合夥人Alexander Shepherd、高級特別顧問Lisa Vanderwal及特別顧問余絢雯於總商會5月23日的午餐會上，講解資料保障政策在歐盟國家、澳洲及中國內地的發展對香港跨國企業的主要影響。香港個人資料私隱專員公署高級律師廖以欣亦概述個人資料私隱保障的最新發展，以及該署近日與海外資料保障機構進行的交流工作。



S.C. Leung, Centre Manager of HKCERT, Hong Kong Productivity Council, updated members on the recent WannaCry incident, the risks of future attacks and risk mitigation strategies at the committee meeting held on 21 June.

香港生產力促進局轄下的香港電腦保安事故協調中心經理梁兆昌於6月21日的委員會會議上，向委員講解近日的電腦勒索軟件「WannaCry」事件、未來攻擊的風險及緩解風險策略。

Economic Policy Committee 經濟政策委員會

The Hon Jeffrey Lam, the Chamber's LegCo Representative, and Nicholas Brooke, General Committee member, shed some light on the role that Hong Kong could play in facilitating the development of the Greater Bay Area at a joint roundtable hosted by the Economic Policy Committee and China Committee on 27 June.



總商會立法會代表林健鋒及理事蒲祿祺在經濟政策委員會和中國委員會於6月27日合辦的大灣區午餐會上，剖析香港在促進該區發展方面的角色。

Legal Committee 法律委員會

Ms Fiona Loughrey
羅嘉莉女士



Manpower Committee 人力委員會

Mr Albert Wong
王舜義先生



Membership Committee 會員關係委員會

Dr Aron H Harilela
夏雅朗博士



Real Estate & Infrastructure Committee 地產及基建委員會

Mr Douglas Woo
吳宗權先生



Retail & Tourism Committee 零售及旅遊委員會

Mr Frank Lee
李敬天先生



Shipping & Transport Committee 船務及運輸委員會

Mr John Anthony Miller
苗學禮先生



Small & Medium Enterprises Committee 中小型企業委員會

Mr Roy Ng
伍俊達先生



Taxation Committee 稅務委員會

Ms Grace Tang
鄧卓敏女士



Taiwan Interest Group 台灣小組

Mr Stanley Hui
許漢忠先生



Women Executives Club 卓妍社

Ms Jennifer Chan
陳佩君女士



Young Executives Club 卓青社

Mr Oscar Chow
周維正先生



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

Cheryl Lo, Senior Wildlife Crime Officer of WWF-Hong Kong, spoke about the ivory trade in Hong Kong at the committee's meeting on 28 June. To facilitate cross-committee communication, members also identified some key issues concerning manpower sustainability for discussion with the Chamber's Manpower Committee.

世界自然基金會香港分會高級主任（野生動物罪行）勞敏惠在6月28日的委員會會議上，介紹香港的象牙貿易情況。為促進委員會之間的溝通，委員亦提出了若干與人力可持續發展相關的重要議題，並與總商會人力委員會共同討論。

National Day of Italy 意大利國慶日

Chief Secretary for Administration Matthew Cheung delivered the opening speech at a reception celebrating Italy's National Day on 1 June, hosted by the Consul General of Italy Antonello de Riu. Jasmine Kwong, Assistant Manager, PR & Programs, attended the reception.

政務司司長張建宗於6月1日為意大利總領事Antonello de Riu主辦的意大利國慶日招待會致開幕辭。本會公共關係及項目副經理鄺敏慧亦有出席活動。

Europe Committee 歐洲委員會



The Future of France Under Macron 馬克龍領導下的法國前景

Prof. Jean-Pierre Cabestan, Head of the Department of Government and International Studies at Hong Kong Baptist University, and Mahamoud Islam, Senior Economist of Euler Hermes, spoke about the outlook for France under new President Emmanuel Macron at a Chamber breakfast meeting on 2 June. The new government holds strong pro-European views and there is now growing confidence in investment activities in France.

在總商會6月2日的早餐會上，浸大政治及國際關係學系系主任高敬文教授和裕利安宜高級經濟師 Mahamoud Islam 討論法國在新總統馬克龍領導下的前景。新政府展現了明確的親歐立場，而市場對於投資法國的信心亦持續上升。



An Evening with European Consuls General 與歐洲總領事會面交流

Around 130 members enjoyed a productive evening at the Chamber's cocktail reception in honor of the European Consuls General on 25 May. Europe Committee Chairman Stephen Weatherseed extended a warm welcome to all guests, while Chamber Chairman Stephen Ng, along with CEO Shirley Yuen, General Committee members and Europe Committee leadership, toasted to strong relations between Europe and Hong Kong.

總商會於5月25日舉行歐洲總領事酒會，吸引約130位會員出席，共渡輕鬆愉快的一夜。歐洲委員會主席韋大象向一眾來賓致歡迎辭，總商會主席吳天海亦聯同總裁袁莎妮、多位理事及歐洲委員會領導舉杯祝酒，祈願歐洲與香港兩地的關係更進一步。

HKCSI-Executive Committee 香港服務業聯盟— 執行委員會

Vivian Loke, researcher at the Marshall School of Business of the University of Southern California, visited the Chamber on 2 June and interviewed Dr Mark Michelson, Chairman of the HKCSI – Executive Committee, and Rocky Tung, Chamber's Senior Economist, on issues related to open and free trade, globalization and technological progress in Hong Kong. Commissioned by the APEC Business Advisory Council, the research project conducts regular interviews in all 21 APEC member economies to more effectively communicate the benefits of free and open markets and generate policy recommendations.

南加州大學馬歇爾商學院研究員陸瓊於6月2日到訪本會，就開放及自由貿易、全球化及香港的科技發展等議題，與香港服務業聯盟—執行委員會主席麥高誠博士及總商會高級經濟師董一岳進行專訪。是次研究由亞太經合組織商貿諮詢理事會委託進行，在全數21個亞太經合組織成員經濟體中定期進行訪問，以更有效地推廣自由及開放市場的好處，並制訂政策建議。

Legal Committee 法律委員會

Dominic Wai, Partner of ONC Lawyers, spoke at a Chamber briefing on 6 June about exemplary court cases involving an employee committing a criminal offence by breaching Section 9 of the Prevention of Bribery Ordinance for having a part-time job. He advised that employees, being an agent of their employer, should seek informed consent from their employer whenever in doubt and professional legal advice if needed.

柯伍陳律師事務所合夥人衛紹宗於本會6月6日的午餐會上，引述有關僱員從事兼職工作而違反《防止賄賂條例》第9條的法庭案例，並提醒僱員乃代表僱主，因此當他們有任何疑問，應與僱主商討並獲其知情同意，如有需要，亦可尋求專業的法律意見。

Industry & Technology Committee 工業及科技委員會



Thirty members visited TÜV Rheinland Hong Kong's newly renovated testing facilities on 22 June to see how the testing and certification industry added value to Hong Kong's economic development.

30名會員於6月22日考察香港德國萊茵的全新檢測設施，了解檢測及認證業如何為香港的經濟發展增值。

The application for the "2017 Hong Kong Awards for Industries," a premier business awards scheme championed by the HKSAR Government, ended on 5 June.

The Chamber, being the Organizer of the "Innovation and Creativity" category, received 40 applications this year.

香港特區政府全力支持的商業獎勵計劃「2017香港工商業獎」已於6月5日截止申請。總商會作為「創意」組別的主辦機構，今年收到40份申請。

Manpower Committee 人力委員會



The Manpower Committee visited the Technological and Higher Education Institute of Hong Kong (THEi) in Tsing Yi on 9 June to learn how vocational education equips youths with practical skills. Participants visited THEi's laboratories and residence hall, and students also showcased their own research projects.

人力委員會於6月9日參觀位於青衣的香港高等教育科技學院（THEi），了解職業教育如何助年青人掌握實用的技能。參加者考察了THEi的實驗室和學生宿舍，學生亦展示他們所設計的研究項目。

At the Legal Committee's meeting on 13 June, Fiona Loughrey was elected as committee Chairman, taking over the reins from Stephen Crosswell. At the meeting, Kenneth Ng and Agnes Tan were re-elected, and Gillian Meller elected as Vice Chairmen.

在6月13日的委員會會議上，羅嘉莉獲選主席，接替卸任的高善和。會上，伍成業及陳國萍獲選連任副主席，馬琳當選副主席。

Real Estate & Infrastructure Committee 地產及基建委員會

Nicholas Brooke, Chairman of the Harbourfront Commission and Chamber General Committee member, spoke at a Chamber luncheon on 19 May about the development of the proposed Harbourfront Authority. This proposal was also mentioned in the CE-designate's election manifesto.

海濱事務委員會主席及總商會理事蒲祿祺於本會5月19日的午餐會上，闡述擬設海濱管理局的發展，而候任行政長官的競選政綱亦有提及有關建議。



Francis Au, Country Head for Hong Kong and Macau, ARCADIS, shared his insights on Hong Kong's surging construction costs at a Chamber roundtable on 19 June.

凱諦思香港及澳門董事總經理區啟明於總商會6月19日的午餐會上，分享他對本港建築成本上漲的見解。



Professor Anthony Cheung Bing-leung, Secretary for Transport and Housing, updated members on the Government's implementation of stamp duties to cool down the overheated property market at the committee meeting on 20 June.

運輸及房屋局局長張炳良教授出席6月20日的委員會會議，向委員講解政府推出印花稅以冷卻過熱樓市的最新發展。

SME Committee 中小型企業委員會

Roy Ng, Angela Lee and Norman Yeung were elected as new Chairman and Vice Chairmen, respectively, for the coming year at the committee's meeting on 8 June.

At the same meeting, Johann Wong, Deputy Commissioner for Innovation and Technology, and Colin Lee, Senior Manager (Innovation and Technology Fund), Innovation and Technology Commission, briefed members about the Technology Voucher Programme, which was launched in November last year to subsidize local small and medium enterprises.

在6月8日的委員會會議上，伍俊達、李慧賢及楊敏健分別獲選新一屆主席和副主席。

在同一會議上，創新科技署副署長黃宗殷及高級經理（創新及科技基金）李志邦向委員簡介去年11月推出的科技券計劃，以資助本地中小型企業。



Roy Ng, Chairman of SME Committee, represented the Chamber at the Mediate First Pledge 2017 Reception, organized by The Department of Justice, on 13 June at the Hong Kong Convention and Exhibition Centre. At the event, Rimsky Yuen, Secretary for Justice, noted that mediation enabled parties to resolve disputes in an amicable and constructive manner while the Government was committed to promoting the development of mediation in Hong Kong.

中小型企業委員會主席伍俊達代表總商會出席由律政司於6月13日假香港會議展覽中心舉行的2017年「調解為先」承諾書活動。會上，律政司司長袁國強指出調解讓各方以友好和積極的方式化解爭端，而政府亦致力推動調解在香港的發展。



SME Committee Chairman Roy Ng and fellow members visited ICAC for Open Day on 24 June. Members were given a guided tour of various ICAC facilities including the exhibition hall, mock video interview rooms, identification parade suite and firearms display.

中小型企業委員會主席伍俊達和委員於6月24日參與「全城·傳誠」廉政公署開放日。在廉署專員帶領下，會員參觀了多項廉署設施，包括展覽廳、模擬錄影會面室、列隊認人室及槍械設備展示等。

Taxation Committee 稅務委員會

Grace Tang, Chairwoman of the Chamber's Taxation Committee, was part of the judging panel in the Tax Debate Competition hosted by the Taxation Institute of Hong Kong on 27-28 May. A total of nine teams from higher education institutions in Hong Kong took part in the competition.

總商會稅務委員會主席鄧卓敏為香港稅務學會於5月27至28日舉行的「全港大專學生稅務辯論比賽」擔任評判之一，是次比賽共有九支大專院校隊伍參賽。

Women Executives Club 卓妍社

The Women Executives Club and the Young Executives Club visited an elderly centre in Kwun Tong on 20 May. Members played games and sang songs with the centre's residents. The visit was jointly organized with the Rotary Club, Evangel Children Home and Arts with Disability.

卓妍社及卓青社會員於5月20日探訪位於觀塘的護老中心，與長者一起玩遊戲和唱歌。是次活動由卓妍社及卓青社與扶輪社、播道兒童之家及Arts with Disability合辦。

Women Executives Club Chairman Jennifer Chan represented the Chamber at a celebration dinner with then CE-elect Carrie Lam. The event was organized by Hong Kong Federation of Women on 8 June.

卓妍社主席陳佩君代表卓妍社出席香港各界婦女聯合協進會於6月8日舉行的「香港各界婦女祝賀特區首位女行政長官聯歡晚宴」。

WEC Vice Chairmen May Lam and Carol Wing and WEC executive committee members attended the Jessica Leaders Forum on 9 June at the Island Shangri-la Hotel. This half-day event featured panel discussions about how women executives strive for work-life balance and how digital transformation leads to business innovation and growth. The Hon Regina Ip Lau Suk-ye GBS gave the luncheon keynote address. WEC was a supporting organization of the Jessica Leaders Forum.

卓妍社兩位副主席林慧賢和榮明珠聯同多位行政委員會成員出席6月9日假港島香格里拉酒店舉行的「旭茉Jessica領袖論壇」。是次為期半天的活動設有多個專題討論，探討女行政人員如何維持生活與工作平衡，以及數碼轉型怎樣促進商業創新和增長等。葉劉淑儀議員GBS為午餐會擔任主講嘉賓。卓妍社是「旭茉Jessica領袖論壇」的支持機構。

Young Executives Club 卓青社



The Young Executives Club Football Team completed their orientation training on 7 June. Despite the hot weather, 12 members went through intensive but practical training with the head coach from the Ronaldo Football Academy Hong Kong to sharpen their skills and teamwork. The team played their first joint association football match on 25 June at the Jockey Club Kitchee Centre.

卓青社足球隊於6月7日完成了首場訓練活動。在酷熱的天氣下，12名會員與香港朗拿度足球學院的主教練進行了密集而又實用的訓練，以改良隊員的球技和團隊合作。一眾隊員參與了6月25日假賽馬會傑志中心舉行的首場商會足球聯賽。



YEC Vice Chairman Joseph Chan, and Kay Kam, Senior Community Manager of WeWork Hong Kong, held a panel discussion at a YEC event on 15 June at the WeWork workspace in Causeway Bay. Around 80 members attended the event and enjoyed an evening exploring the shared workspace and co-working culture. The event was supported by WeWork and CASTELLO del VINO.

卓青社於6月15日假WeWork位於銅鑼灣的辦公空間舉行活動，由卓青社副主席陳浩濂及WeWork Hong Kong高級社區經理Kay Kam主持小組討論。約80位會員出席當日活動，了解共用工作空間和共同工作的文化。WeWork及CASTELLO del VINO為是次活動的支持機構。

The Young Executives Club Tennis Team organized their first tennis practice on 20 June at the Dynasty Club. The team will have regular practice sessions to strengthen their skills and teamwork in preparation for future games.

卓青社網球隊於6月20日假皇朝進行首場網球訓練活動。網球隊將定期舉辦訓練活動，以提升球技和團隊精神，為未來的比賽做好準備。

Talent Development 人才發展

Michelle Chow, Consultant at Withers, spoke about charity governance, management and operations at a seminar on 22 May. Members received advice on how to set up and manage a charity, such as maintaining a reporting system of functional committees, guidelines for housekeeping matters and maintaining transparency. There was also a useful discussion of different case scenarios.

衛達仕律師事務所顧問律師周恩惠於5月22日的研討會上，討論慈善組織的管治、管理及運作，並就如何成立和管理慈善組織，如維持各功能委員會的匯報制度、內務指引及保持透明度，向會員提供意見，以及剖析不同案例。



Richard Wang, Senior Partner of Alpha & Leader Risks & Assets Management Co. Ltd. and Alpha & Leader Law Firm, spoke at the Chamber on 7 June about concluding contracts in China. With the aid of relevant case studies, Wang helped members learn about the rights and risks involved with signing contracts.

廣東安華理達律師事務所及安華理達風險資產管理有限公司高級合夥人王強於6月7日總商會的研討會上，討論在內地訂立合同的注意事項。他引用相關案例，協助會員了解簽訂合同涉及的權利和風險。



Shipping & Transport Committee 船務及運輸委員會

The Hon. Frankie Yick, Legislative Councilor for the Transport Functional Constituency, updated members at the committee meeting on 12 June on recent government policies and issues affecting the transport, shipping and logistics industries.

立法會航運交通界議員易志明出席6月12日的委員會會議，討論近日影響運輸、航運和物流業的政府政策和議題。

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Tel: 2416 0844 Fax: 2412 2799

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Tel: 2730 8121 Fax: 2735 7093

Fo Tan

Rm 1406, 14/F, Shatin Galleria, 18 - 24 Shan Mei St
(✖ Fo Tan Station Exit B)
Tel: 3586 8180 Fax: 3586 9290





An Evening with European Consuls General

Around 130 members enjoyed a productive evening at the Chamber's cocktail reception in honor of the European Consuls General on 25 May. Europe Committee Chairman Stephen Weatherseed extended a warm welcome to all guests, while Chamber Chairman Stephen Ng, along with CEO Shirley Yuen, General Committee members and Europe Committee leadership, toasted strong relations between Europe and Hong Kong.





與歐洲總領事 會面交流

總商會於5月25日舉行歐洲總領事酒會，吸引約130位會員出席，共渡輕鬆愉快的一夜。歐洲委員會主席韋大象向一眾來賓致歡迎辭，總商會主席吳天海亦聯同總裁袁莎妮、多位理事及歐洲委員會領導舉杯祝酒，祈願歐洲與香港兩地的關係能更進一步。



The Key to Successful Businesses: Happy Customers

企業成功之道：稱心滿意的顧客服務



In a hypercompetitive consumer market like Hong Kong, the quality of customer service may be the key differentiator of successful and bad companies. Technology is becoming more important in providing good customer service both through direct application and indirectly through the use of data. Successful companies like Uber and Airbnb have taken advantage of new technological advances to shake up established industries and capture a large market share.

“Disruptive technologies such as big data analytics, mobile apps and social media help businesses engage customers more closely and deliver more interactive customer experience, based on a better understanding of customer behaviour, preference, and recognition,” said Dr Mark Michelson, Chairman of HKCSI, at the Chamber’s Entrepreneur Forum on 22 May.

Winston Yung, a Managing Partner

of McKinsey & Company Hong Kong, kicked off the forum by explaining the evolution of customer service. He pointed out that top companies keep achieving higher customer satisfaction, which in turn lead to higher revenue and profitability over time.

Moreover, he opined that customer experiences would evolve the business landscape across multiple industries, with the emerging expectations of customers for seamless, mobile and personalized services.

Yung said companies that provide outstanding customer service usually optimize their services for customers in order to guide them

from the beginning to the finish line. With the technological advancements and enhancement of customer service throughout the years, customers are now accustomed to receiving almost immediate assistance whenever they shop online.

Airbnb is looking to create new experiences for users, such as in Taiwan where it collaborates with local minsu bed and breakfast places to provide a special homestay experience to customers, said Gina Tsai, Head of Public Policy of Airbnb.



Disruptive technologies help businesses engage customers more closely and deliver more interactive customer experience.

—Dr Mark Michelson

麥高誠博士表示，顛覆性科技有助企業與顧客建立更密切的聯繫，帶來更互動的顧客體驗



good experience,” said Lo.

When customers have bad experiences, companies need to resolve these situations and treat customers well.

“It’s about being patient and listening and making sure customers feel they’re getting the better end of the bargain. That’s what guarantees that customers come back,” said Lo.

Meanwhile, Uber’s strategy includes developing new services such as uberASSIST to meet market demand and engaging customers through special events, said Kenneth She, General Manager “Last month of Uber Hong Kong, we launched uberASSIST for disabled citizens such as those who use wheelchairs. Disabled transport is very limited in Hong Kong so we’ve trained 1,000 drivers who can serve disabled citizens,” said She.

Fashion start-up Grana’s business model is based on three pillars — using the finest fabrics, providing essential clothing, and utilizing a honest pricing system, said Pieter

“Our strategy in Hong Kong and Taiwan is to encourage 7,000 minsu to use our platform. We help them promote themselves so guests can enjoy a very unique experience in Taiwan, especially outside of Taipei, as they are all in non-urban areas,” said Tsai.

Handling setbacks in customer service appropriately and effectively is vital, said Brian Lo, General Manager of food delivery service Deliveroo Hong Kong.

“We have to guarantee that every single touch point the customer has is perfect. This starts with interaction with the product tech such as the app. Second, if you order something then want to make a change, are you able to reach somebody? This is hard to manage, but whether you’re able to successfully do it defines whether the customer has a



Our strategy in Hong Kong and Taiwan is to encourage 7,000 minsu to use our platform. We help them promote themselves so guests can enjoy a very unique experience.

—Gina Tsai

蔡文宜說，公司的策略是鼓勵7,000間民宿使用我們的平台，協助他們向外推廣自己，讓賓客能在台灣享受到獨一無二的體驗。





It's not just about the product. How is the delivery, customer service experience, and post-purchase experience?

—Pieter Wittgen

Grana聯合創辦人及營運總監Pieter Paul Wittgen表示，除了產品本身的質素，還涉及品牌所提供的送貨、顧客服務和售後體驗。



Paul Wittgen, Co-Founder & COO of Grana.

Online brands can find it difficult to create an emotional connection with customers so providing an all-around good customer experience is vital.

“It's not just about the product. How is the delivery, customer service experience, and post-purchase experience? Does it feel like an authentic brand? As a result, we do our own merchandising, buying, product design, website design,” said Wittgen.

The panellists agreed that a direct customer feedback system is essential for companies to understand customers' perception of products or services effectively. When companies incorporate changes into the delivery of their services, this improves their chances of winning the hearts of customers and generating good business. It is also important for staff to be motivated and in tune with company goals in order to provide good customer service. ❀

在香港這類競爭激烈的消費市場，客戶服務質素可能是決定企業成功與否的一大因素。科技已成為日益重要的工具，企業可直接和間接應用科技如運用數據，以提供良好的顧客服務。頂尖公司如Uber及Airbnb就利用新科技顛覆傳統行業，並爭取市場。

總商會於5月22日舉行企業家論壇，香港服務業聯盟主席麥高誠博士致開幕詞時表示：「顛覆性科技如大數據分析、流動應用程式和社交媒體等，有助企業深入了解顧客的行為、喜好和認知，從而與顧客建立更密切的聯繫，帶來更互動的顧客體驗。」

麥肯錫公司管理合夥人容覺生亦講解顧客服務的演進，為論壇揭開序幕。他指出頂尖的公司會不斷提升顧客的滿意度，長遠可帶來更多的收入和利潤。

此外，他認為隨著客戶日漸渴望得到無間斷、流動的個人化服務，他們的體驗會令多個行業的商業形勢有所改變。

容覺生表示，提供卓越顧客服務的企業通常會為客戶優化公司的服務，務求從起點一直引領客戶到終點。例如，隨著科技和顧客服務不斷改進，顧客現在進行網購時，已慣於取得即時的支援。

Airbnb正致力為客戶創造嶄新的體

驗，例如在台灣，該公司透過與當地民宿合作，為客戶打造獨特的住宿體驗。Airbnb台灣及香港公共政策總監蔡文宜說：「公司的策略是鼓勵7,000間民宿使用我們的平台，協助他們向外推廣自己，讓賓客能在台灣享受到獨一無二的體驗，尤其是台北以外的地區，因為這些民宿全都處於郊區。」

餐飲速遞服務公司Deliveroo香港總經理羅家聰認為，適當和有效地處理客戶服務問題至關重要。

「我們要保證每個客戶接觸點都做到最好。這可以從客戶與產品技術如應用程式的互動開始，接下來，如果你訂購產品後想作出更改，你能否聯絡到相關的員工，並提出要求？這一點實在難以處理，但你能否成功做得到，決定了顧客能否獲得良好的體驗。」

顧客有不愉快的體驗時，企業就得與他們好好調解，解決問題。

羅家聰又稱：「其實關鍵在於耐心聆聽，確保顧客感到自己已得到較合理的待遇，他們自然會再度光顧。」

另一邊廂，Uber的策略包括開發新服務如UberASSIST，以滿足市場需求，並舉辦特別的活動，以促進顧客的參與度。Uber香港區總經理余雋知解釋：「我們上月為輪椅使用者等殘疾人士推出了uberASSIST。香港的殘疾人士交通十分有限，故此我們培訓了1,000名司機，為殘疾人士提供服務。」

新進時裝品牌Grana聯合創辦人及營運總監Pieter Paul Wittgen表示，公司的商業模式建基於三大支柱——採用最優質的布料、提供基本的服飾，以及運用合理的定價系統。

網上品牌或難以與顧客產生情感上的連繫，因此提供全面、優質的顧客體驗十分重要。

Wittgen說：「除了產品本身的質素，品牌所提供的送貨、顧客服務和售後體驗又如何呢？能否讓人覺得務實可靠？最終，我們決定親自進行採購、買貨、產品設計和網站設計等工作。」

多位講者一致認同，直接的顧客反饋制度可讓企業有效了解顧客對產品或服務的意見。藉著改善提供服務的方式，企業將更能贏得客戶的支持，帶動業務蓬勃發展。要提供良好的顧客服務，員工積極主動的態度，以及與公司目標一致，亦是關鍵所在。 ❀

Overcoming Adversity

克服逆境

Growing up in a traditional Chiu Chow family where sons were granted more privileges than daughters, Agnes Chan learned from a young age to fight for what she wanted in order to succeed in life.

Chan did well at school, then managed to secure a rare opportunity to study in Australia, which completely changed her life. She received her qualification as a chartered accountant and eventually worked her way up to become the first female regional managing partner of EY, overseeing business operations in Hong Kong and Macao.

Speaking to members at the Chamber's Women Executives Club luncheon on 26 May, Chan said the keys to her success are the "3Ps" – passion, patience and persistence. She explained that people need to be passionate about their jobs, be persistent when facing challenges and be patient during bad times.

Having always been on a smooth path in her career and life, Chan

faced her greatest challenge in 2016 when she experienced serious depression after an accident early in the year. For the first time in her life, she felt helpless at becoming fully dependent on others and not being able to control her life.

"I am always well-prepared, but during that time, I was totally unprepared and in complete shock and fear," Chan recalled. In the face of several physical disorders. She decided to retire from all her public duties and take indefinite sick leave. Fortunately, with the support of her family and her strong religious belief, she experienced a series of miraculous developments which led to a speedy recovery towards the end of 2016.

With her life back to normal now and having returned to her job, Chan advised members to remain strong and maintain a high emotional quotient when facing difficulties. She reminded busy female executives "although you are very capable, you should also make sure you have enough rest and keep reminding yourself you do have a choice." After all, personal health is the most important thing in the long run. ✨



陳瑞娟生於潮州家庭，傳統上傾向重男輕女，因此，她自小已深明成功必須靠自己爭取。

陳氏學業成績優異，得到往澳洲留學的難得機會，從此改變了她一生。她取得特許會計師資格，後來更成為安永首位女性地區主管合夥人，負責監督香港和澳門的業務營運。

在總商會於5月26日舉行的卓妍社午餐會中，陳氏提及自己的成功全靠三大關鍵——熱誠、耐心和堅持。她認為我們要對自己的工作有熱誠，面對挑戰時要堅持不懈、遇到艱難的時候要保持耐心。

陳氏的事業和人生一直一帆風順，直至2016年她面臨人生最大的挑戰。當年初她不幸發生意外，其後更患上嚴重的抑鬱。那是她人生中第一次感到無助，因為

她需要完全依賴他人，無法掌控自己的人生。

陳氏憶述：「我做事一向準備充足，但當時的我確實毫無預備，並陷入極度徬徨和恐慌」。眼靠自己行動不便，她毅然決定辭去所有公職，請上無限期的病假。幸而在家人的支持和她頑強的信念下，她的病情得到奇蹟般的好轉，並於2016年底痊癒。

陳氏現已重過正常生活，繼續工作。她建議各會員面對困難時要堅強，保持高情緒智商。她亦忠告一眾勞碌的女性管理層：「雖然妳們很能幹，但也要確保自己得到充分休息，亦要時刻提醒自己決定權在自己手中。」畢竟，長遠來說，身體健康才是至為關鍵。 ✨



Mexico's Changing Business Environment

For many Hong Kong businesspeople, Mexico seems like a very niche market. But with Mexico having taken decisive reforms recently to open up to foreign investment, and its strengths as a manufacturing hub for the automotive industry, Hong Kong companies should probably take another look at the country.

By 2050, Mexico is projected to become the eighth-largest economy, surpassing the U.K. and France, said Mexico Consul General Damian Martinez Taguena at a Chamber roundtable luncheon on 21 June. Given its free trade oriented policies and having signed 12 treaties with 46 countries, Mexico is an attractive destination for foreign direct investment.

One of Mexico's major successes is its export manufacturing industry. In 2016, its exports reached a total value of \$373 billion, with 89% being manufacturing goods. About 50% of these goods were medium and high-tech products. Mexico is positioning itself to be an international hub in the automotive industry, as it has become the world's fourth-largest exporter of

vehicles. Taguena said almost all of the world's major vehicle brands have set up manufacturing plants in Mexico, with the two most recent brands being Audi and BMW, so the industry is very diversified.

Some large Hong Kong companies are already investing and doing well in the country, said Alejandro Garcia Casas, Mexico Trade Commissioner. One of these is Johnson Electric, a global leader in motion systems headquartered in Hong Kong, which opened its second plant in Mexico a couple of years ago.

Investment opportunities also exist in several sectors such as oil and gas, transport infrastructure, energy, mining, auto parts, electronics and house appliances for Hong Kong and South Asian companies, said Casas. In the energy sector, the Mexican government has opened up the market by allowing foreign businesspeople to participate in profit-sharing contracts, and enables collaboration with the private sector in the transmission and distribution of electricity.

Mexico is also becoming more popular with tourists, with over 35 million international tourists visiting the country in 2016. This number is set to increase further with a 5.9% growth rate in Q1 of 2017. As a result, there is a lot of investment opportunities in real estate, hospitality and infrastructure companies. Hong Kong-based New World Development is opening a Rosewood hotel there, pointed out Casas.

The Hong Kong Government is also keen on taking an active role to foster the bilateral trade relationship between the two areas. The double tax treaty signed in 2012, which was the first treaty signed by Hong Kong with a country from Latin America, has been effective in helping boost bilateral business investment. Moreover, the Government has been negotiating an Investment Promotion and Protection Agreement (IPPA) with Mexico, that is pending for signing. The Government has also commenced preliminary work on the setting up of an Economic and Trade Office in Mexico. ❀



墨西哥轉變中的營商環境

對許多香港商家來說，墨西哥這個市場較為冷門。然而，隨著墨西哥近日銳意改革以吸引外資，加上其作為汽車製造樞紐的實力，香港企業或許應該對這個國家重新考量。

在總商會6月21日的午餐會上，墨西哥總領事Damian Martinez Taguena表示預計到了2050年，墨西哥將超越英國和法國，成為全球第八大經濟體。墨西哥在施政上非常重視自由貿易，並且與46個國家簽訂了12項協定，自然成為具吸引力的海外直接投資目的地。

墨西哥的主要成就之一，是其蓬勃的出口製造業。2016年，當地出口總值達3,730億，當中有89%為製造業產品。在這些產品中，約五成為中高科技產品。墨西哥是全球第四大汽車出口國，正把自己定位為汽車業的國際樞紐。Taguena說，幾乎全球所有主要的汽車品牌都已在墨西哥設廠，新近進駐的品牌有奧迪和寶馬，可見業界發展十分多元化。

墨西哥商務專員Alejandro Garcia Casas指出，部分大型港企已在當地進行投資，而且表現良好。其中一家企業

是全球領先的驅動系統供應商——德昌電機，該公司以香港為基地，於數年前在墨西哥開設第二個廠房。

Casas解釋，部分行業如石油和天然氣、運輸基建、能源、採礦、汽車部件、電子和家庭電器，亦為香港和南亞企業帶來投資機遇。在能源業方面，墨西哥政府已開放電力市場，容許外國企業參與利潤共享合作，在輸電和配電方面與私營企業展開合作。

Casas又稱，墨西哥亦愈來愈受遊客歡迎。在2016年，有超過3,500萬名遊客到訪當地。訪客人數在2017年首季更增長5.9%。這些趨勢為房地產、酒店和基建業帶來大量的投資機遇。香港的新世界發展正於當地開設酒店Rosewood。

香港政府亦樂於擔當積極角色，以促進兩地的雙邊貿易。香港於2012年與墨西哥簽訂避免雙重徵稅協定，是首份與拉丁美洲國家訂立的協定，長久以來有效地促進雙邊商業投資。此外，政府與墨西哥現正就《促進和保護投資協定》進行談判，有待簽署落實。政府亦已展開在墨西哥設立經濟貿易辦事處的前期工作。

By 2050, Mexico is projected to become the eighth-largest economy, surpassing the U.K. and France, said Mexico Consul General Damian Martinez Taguena

墨西哥總領事Damian Martinez Taguena表示預計到了2050年，墨西哥將超越英國和法國，成為全球第八大經濟體。



The growing demand for overseas goods in Mainland China means there are opportunities in cross-border e-commerce for Hong Kong companies. Furthermore, the introduction of WeChat Pay in Hong Kong means local companies can make use of the service to facilitate Mainland consumers.

The total value of Mainland China's imports is now more than US\$100 billion per month and cross-border e-commerce retail import transactions are also increasing rapidly. As a result, many Hong Kong companies are interested in developing cross-border e-commerce business. However, they may not be too experienced or knowledgeable about e-commerce operations including platform operation management, online sales & marketing, logistics, delivery & product traceability, customs declaration and commodity inspection. Also, Mainland authorities launched a major crackdown on smuggled goods earlier this year so Hong Kong companies really need to find alternate and proper ways to transfer their products to the Mainland market.

"Cross-border e-commerce allows consumers to place orders on a platform, with the order data connected to the customs system, so that their orders are able to pass through logistical arrangements and customs clearance. The products are then delivered directly to consumers," said Billy Chan, Chief Executive Officer of China-Post Cross-Border eCommerce Limited, at a Chamber seminar.

Chan introduced four models of cross-border e-commerce – direct purchase imports from individual (customer-to-customer, C2C) and overseas merchants (business-to-consumer, B2C) and bonded imports such as bonded warehouse model

New Era for Cross-border E-Commerce Begins



(business-to-business-to-consumer, B2B2C) and direct mailing model (B2C). There are two kinds of import tax associated with different import models – personal postal tax and cross-border complex tax. In order to determine the appropriate import model to use, it is important to know the tax imposed on different product categories.

To develop a successful cross-border e-commerce business, Chan advises companies to make sure about legal compliance, gaining trust from consumers, providing a good

shopping experience and after-sales service, and having a clear brand and product marketing position (both online and offline).

WeChat Pay

WeChat users already exceed 700 million as of the end of 2016. However, WeChat is looking to go overseas with a strategy of "Wherever Chinese go, WeChat will go." In order to target the overseas payment market, WeChat Pay has already established overseas cross-border payment functions in over 20 coun-

跨境電商新時代



tries. In April, cross-border WeChat Pay was officially launched in Hong Kong.

Sally Chan, Senior Marketing Consultant of SB Global Enterprises Ltd., a service provider of WeChat Pay, told members at a Chamber seminar that Hong Kong companies with valid business licenses can now apply for WeChat Pay accounts with authenticated names. Hong Kong companies such as Ocean Park, SaSa, Chow Tai Fook and Broadway have already done so. Chan said about 1,500 Hong Kong shops and more than 200 brands accept cross-border WeChat Pay at the moment.

WeChat also supports the development of public account applications from cross-border companies, so Hong Kong limited companies with a valid business registration can now apply with an authenticated name. Chan said WeChat is enhancing the development of their cross-border payment business and application for a public account, both of which are essential for smoothening the marketing channel in entering the Mainland market. ❀



Hong Kong companies with valid business licenses can now apply for WeChat Pay accounts with authenticated names.

—Sally Chan

陳鏗穎表示，只要香港商戶持有有效的商業登記，便可以實名認證方式申請微信支付賬戶





The total value of Mainland China's imports is now more than US\$100 billion per month and cross-border e-commerce retail import transactions are also increasing rapidly.

—Billy Chan

陳啓成指，中國內地的貨物進口總值每月超過1,000億美元，跨境進口零售電商交易額亦不斷迅速增長



中國內地對海外商品的需求日益增長，為從事跨境電商的香港企業帶來商機。此外，微信支付進軍香港，亦意味著本地企業可利用這項服務，為內地消費者帶來更大的便利。

現時，中國內地的貨物進口總值每月超過1,000億美元，跨境進口零售電商交易額亦迅速增長。儘管很多港商均有意拓展內地跨境電商銷售業務，但他們可能對電子商務包括平台運作管理、網上銷售及市場營銷、物流配送及商品追溯、報關及商檢等運作並不熟悉。此外，內地海關早前嚴打水貨行為，不少港商需要另覓合法的途徑，把商品帶入國內市場。

在總商會舉行的講座中，中郵電商有限公司行政總裁陳啓成表示：「跨境電商讓消費者在平台下單，訂單數據接駁

到海關報備，貨品再通過中港物流清關，最後直接送達消費者手上。」

陳先生介紹跨境電商的四種模式：向個人直接購買進口貨品（C2C）、向海外商家直接購買進口貨品（B2C）、保稅進口如保稅倉模式（B2B2C），以及直接郵寄模式（B2C）。不同的進口模式均涉及兩種進口稅項，分別是行郵稅和綜合稅。企業應根據不同種類商品的屬性，判斷適合使用的進口模式。

要開拓成功的跨境電商業務，他建議企業需確保業務合法合規、取得消費者的信任、提供良好的購物體驗和完善的售後服務，以及有清晰的品牌及商品（線上線下）營銷定位。

微信支付

截至2016年底，微信用戶達7億人。然而，微信正尋求拓展海外市場，其策

略是「中國遊客到哪裡，微信就到那裡」。為發展海外支付市場，微信支付亦已在20多個國家和地區開放跨境支付功能，並於4月正式進入香港市場。

在總商會的另一場講座中，微信支付服務供應商——鋸焯環球企業有限公司資深市場營銷顧問陳錫穎向會員表示，只要香港商戶持有有效的商業登記，便可以實名認證方式申請微信支付賬戶，目前多家商戶已接受微信支付，包括海洋公園、莎莎、周大福及百老匯。她又指，現時全港約有1,500間商舖、逾200個品牌接受微信跨境支付。

微信亦支持境外企業申請微信公眾號，持有效商業登記的香港有限公司只要以實名認證便可提交申請。陳女士表示，此舉亦顯示微信正推動境外支付業務及公眾號的發展，加速了進入內地市場的渠道。✿

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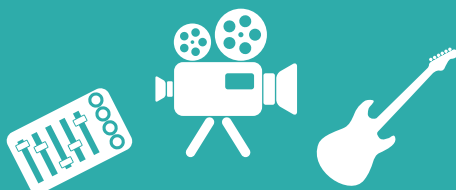
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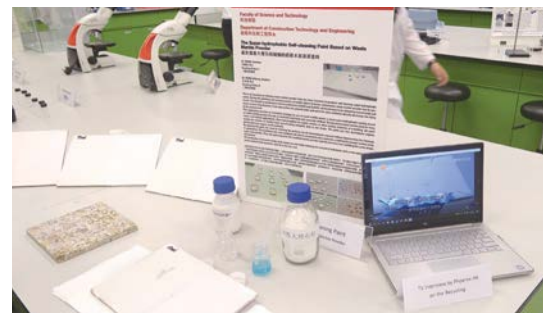
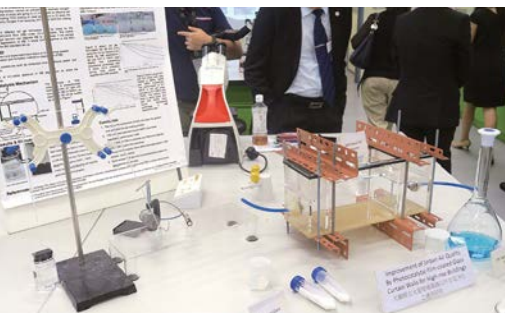
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Glimpse into the Future of Vocational Education

As vocational education evolves globally, the Government has pledged more support to the Vocation Training Council (VTC). This included establishing the Technological and Higher Education Institute of Hong Kong (THEi) in 2012 to provide educational programmes to students based on industry needs.

The Manpower Committee visited THEi in Tsing Yi on 9 June to learn first-hand about the latest developments in local vocational and professional education and training.

THEi currently has four faculties – Design & Environment, Management & Hospitality, Science & Technology and General Education & Languages. Their programmes such as Landscape Architecture, Culinary Arts and Management, are tailor-made to meet multi-discipli-

nary industry demands. Moreover, in addition to teaching practical industry-specific knowledge on campus, the programmes also offer internship opportunities to students, allowing them to learn in real-world workplaces as well.

During the visit, participants were given a guided tour of THEi's facilities and shown some of the students' own research projects. Research fellows and students in the Food Science and Safety programme showcased their collaborations with industry participants to upgrade catering equipment. One of these collaborations involved applying ultrasonic bath extraction techniques to tea leaves to control the tannins concentration, which reduces the astringent aftertaste of tea made with the leaves.

Following the interactive session with researchers and students, par-

ticipants also visited the residence hall, a twelve-storey dormitory providing student accommodation with supporting facilities like pantries, common rooms and activity rooms.

The management team of THEi also said their new campus in Chai Wan is expected to be in operation for the 2017-2018 school year. Having adopted a green building design and features, as well as winning several building-related awards for its design and functionalities, the new campus will provide students with a modern, dynamic and engaging learning environment.

VTC believes that the integration of outstanding teaching resources and a wide-ranging curriculum will provide more options to students and, at the same time, improve the recognition of vocational qualifications both locally and abroad. ❁

職業教育面向未來

隨著職業教育在全球各地不斷演進，政府近年已承諾向職業訓練局（職訓局）提供更多支援，包括於2012年成立香港高等教育科技學院（THEi），按不同業界需要為學生提供教育課程。

人力委員會於6月9日參觀位於青衣的THEi，親身了解本地職業及專業教育培訓的最新發展。

THEi設有四個學院——環境及設計、工商及酒店旅遊管理、科技，以及語文及通識教育，所涵蓋的課程如園境學、廚藝及管理，均可專門滿足業界的多元化需求。

課程除了在課堂上教授實用的行業專門知識外，亦為學生提供實習的機會，讓他們在真實的工作環境中實踐所學。

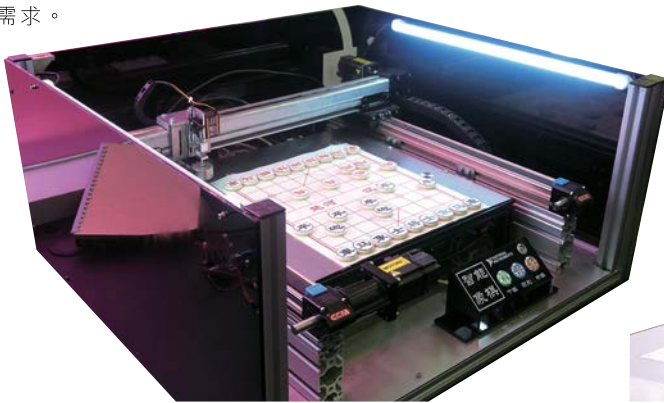
考察期間，會員參觀了THEi的各種設施，並了解部分由學生自行設計的研究項目。食品科學及安全課程的研究員和學生展示他們與業內人士的合作成果，共同提升餐飲設備，其中包括把超聲波提取技術應用於茶葉中，以控制單寧的含量，從而減輕苦澀味。

與研究員和學生進行互動後，會員繼而前往參觀學生宿舍。宿舍樓高12層，

為學生提供完善的住宿和配套設施，如茶水間、休息室及活動室。

THEi的管理團隊亦介紹柴灣的新校舍，預計將於2017至2018學年啟用。新校園採用綠化建築設計和特色，其設計和功能亦奪得了多個建築相關獎項，將為學生提供充滿活力和互動的現代化學習環境。

職訓局認為，透過結合優質的教育資源和廣泛多元的課程，將可為學生提供更多選擇，同時提高本地和海外對職業資歷的認可。



What's Next for France after Macron's Victory?

After Emmanuel Macron's victory in the French presidential election on 7 May, his party followed this up by winning a majority in the final round of the French parliament election on 18 June.

The ascension of Macron, only 39, to the presidency surprised many people, as it symbolized a break from the traditional left-right politics of France and showed that French people have embraced a more optimistic approach towards tackling political and economic problems.

main ways. First, this was the largest political election in Europe after Brexit. Second, the political discontent among the political parties was much greater than before. Third, we are seeing more political 'outsiders' coming onto the political scene," said Mahamoud Islam, Senior Economist from Euler Hermes.

With the French presidential election settled, political uncertainty has been eased, and investors are happy to see the formation of the new government that has made reviving the economy its priority. As a centrist,

Before the election, France had already been showing signs of gradual recovery. Economic data showed an increasing number of building and housing permits being granted, and new car registrations, indicating both strengthened consumer confidence as well as investment.

However, the boost in confidence has not yet translated into significant GDP growth due to political uncertainty which put investors on hold. One of his Macron's rebalancing policies – corporate tax cuts – is expected to stimulate investment

“There is a good opportunity for France now to partner with Mainland China on R&D and knowledge sharing, which is in line with Mainland China's goal of moving its industries up the high value-added ladder.

Islam指出，現在正好為法國提供一個良機，在研發和知識分享方面與中國內地合作，這正好與中國內地推動產業邁向高增值路線的目標一致。

— Mahamoud Islam
Senior Economist from Euler Hermes
—— 裕利安宜高級經濟師Mahamoud Islam



“This is a major shake-up in French politics – a change of generation and a change of mindset,” said Jean-Pierre Cabestan, Head of the Department of Government and International Studies of The Hong Kong Baptist University, at a Chamber breakfast meeting on 2 June.

“This election was different from previous elections in three

Macron is forming a government including politicians from both left and right, and his victory also signals closer ties between France and other European countries and a more united European Union.

France's predicted GDP growth in 2017 and 2018 is 1.5%. In 2018, investment is expected to grow to 3.2%, up from 2.5% in 2017.

and fuel continuation of growth.

“For Europe, there are two factors for growing sustainably – investment and confidence. If you are not confident, there is no reason for you to spend,” said Islam. As a result, he expects European countries to see steady growth in real GDP in both 2017 and 2018.

In terms of the relationship



馬克龍勝選後的法國前景

between France and Mainland China, “Macron wants to strengthen this relationship, and balance the trade deficit,” said Cabestan.

However, Macron’s victory will not have much impact on the trade and investment between Mainland China, Hong Kong and France yet, as the gradual recovery of the French economy means there will likely not be very strong growth in domestic demand, which would attract investment from Mainland China.

According to Islam, there will not be any big changes immediately after Macron’s victory, because most of the changes are already happening such as the growing number of building and house permits. The main change is confidence which will lead to more investment and consumption.

There is a good opportunity for France now to partner with Mainland China on R&D and knowledge sharing, which is in line with Mainland China’s goal of moving its industries up the high value-added ladder and boosting exports through more innovative products and services, said Islam. 🌸

馬克龍於5月7日的法國總統大選取得勝利後，其率領的政黨亦在6月18日最後一輪的議會選舉中贏得大多數議席。

馬克龍以39歲之齡登上總統之位，讓很多人感到驚訝，因為這反映法國告別了傳統的非左即右政治，顯示法國人在處理政治和經濟問題上，態度更為樂觀。

香港浸會大學政治及國際關係學系系主任高敬文教授於總商會6月2日的早餐會上表示：「這是法國政治生態的一大轉變——時代與心態的轉變。」

裕利安宜高級經濟師Mahamoud Islam指出：「這次選舉與以往的分別主要在於三個方面。首先，這是英國脫歐以來在歐洲舉行的最大型政治選舉。第二，政黨之間的分歧比以往大得多。第三，我們看到更多『新鮮人』進入政壇。」

隨著法國總統大選落幕，政治不明朗因素得以緩和，投資者樂見新政府以重振經濟為第一要務。中間派的馬克龍正籌組一個由左右兩派政治人物組成的政府，而他的勝利亦標誌著法國與其他歐洲國家的更緊密聯繫，以及一個更團結一致的歐盟。

法國在2017年和2018年的GDP增長預計為1.5%。2018年，預測當地投資將增長至3.2%，高於2007年的2.5%。

在大選前，法國已呈現逐漸復蘇的跡

象。從經濟數據可見，獲發建造住房許可證和新汽車註冊的數目皆在上升，反映消費者信心和投資均有所增加。

然而，政治不明朗室礙了投資者的腳步，令信心提升未有轉化為顯著的GDP增長。馬克龍的其中一項再平衡政策——下調利得稅，預料將刺激投資，推動持續增長。

Islam又稱：「在歐洲，投資和信心是持續增長的兩大因素。如果沒有信心，就沒有消費的理由。」因此，他預期歐洲國家的實質GDP將於2017和2018年穩步增長。

在法國與中國內地的關係上，高教授認為：「馬克龍希望加強雙方關係，並平衡貿易逆差。」

不過，馬克龍勝選仍未會對中國內地、香港與法國之間的貿易投資造成很大的影響，因為法國經濟逐漸復蘇，意味著本地需求不大可能出現強勁的增長，未能吸引中國內地投資。

Islam認為，馬克龍當選後不會即時帶來重大的轉變，因為大部分的轉變已經出現，例如建造及住房許可證的數目日益增加。主要的轉變在於市場信心，這將促進更多的投資和消費。

Islam指出，現在正好為法國提供一個良機，在研發和知識共享方面與中國內地合作，這正好與中國內地推動產業邁向高增值路線，以及透過更創新的產品和服務促進進出口等目標一致。🌸

Business-School Partnership Programme

Learning About Achieving Service Excellence 投身實戰 學習卓越服務

中華基督教會燕京書院的20位學生於5月12日前往Nuance Group (HK) Limited參加為期一天的考察活動，了解如何達到卓越的顧客服務。學生首先在Nuance Group位於東涌的辦事處參與一個工作坊，了解客戶的背景，以及銷售過程中的六個步驟，如「推薦附加產品」和「招呼與互動」等，以達致優質服務。其後，學生進行角色扮演活動，實行學以致用，並獲頒「卓越服務證書」。

到了下午，學生獲安排導賞集團於香港國際機場禁區經營的店舖，並由員工講解商品分類和店舖定位如何有助推動他們的銷售策略。其後，學生在其中兩間商舖擔任顧客服務大使，實踐所學。



A group of 20 students from CCC Yenching College learned how to provide excellent customer service during a one-day visit to Nuance Group (HK) Limited on 12 May. The students participated in a workshop at the Nuance Group's office in Tung Chung to learn about customer profiles and the six steps of selling like “add-on” and “greet and engage” to achieve service excellence. The students then conducted role-playing exercises and received a “Certificate of Service Excellence.”

In the afternoon, the group was given a guided tour of stores operated by the Nuance Group in the restricted area of Hong Kong International Airport, where staff explained how the merchandise assortment and store positioning help with their selling strategy. The students then put what they had learned that day into practice by serving as customer service ambassadors in two of the stores.

Banking In a Collaborative Work Environment 探索銀行業和協作環境

香港基督教信義會信義中學的20位學生於5月12日參觀花旗銀行位於牛頭角Citi Tower的辦公室，深入了解銀行業的運作。

學生先了解到花旗銀行的歷史及其對企業公民責任的承擔，接著獲安排參觀花旗的全新辦公室大樓，體驗該集團新一代的辦公室設計，為員工提供一個協作工作環境。

Twenty students from ELCHK Lutheran Secondary School got a closer look at the banking industry when they visited Citi Hong Kong's office at Citi Tower in Ngau Tau Kok on 12 May.

After learning about Citi's history and responsible corporate citizenship, the students toured Citi's new office building to view Citi's next-generation office with a collaborative work environment.





Getting a Closer Look at Auto Service Industry 汽車服務業近距全接觸

培 正中中學的30位學生於5月23日前往位於香港仔的仁孚行有限公司，深入了解汽車服務業。仁孚行有限公司助理人力資源經理麥昕忻先向學生介紹公司的背景和運作。他們接著獲導賞參觀服務中心，認識如何為客戶的平治汽車進行維修和保養工作。

在面試技巧工作坊中，麥昕忻為學生介紹不同形式的面試，並分享箇中秘訣。她說：「在求職面試中，你必須在有限的時間內，盡力向面試官表現自己，讓他覺得你就是最合適的人選。」

其後，仁孚行的多位員工亦講解各自的工作。

香港仔維修中心副經理林懷恩說：「熱誠和堅持是重要的工作態度，這些元素讓我得以由技術員晉升至現任副經理一職。」



Thirty Pui Ching College students visited Zung Fu Company Limited in Aberdeen on 23 May to learn about the automotive service industry. The students got an introduction to the company's background and operations from Kandy Mak, Assistant Human Resources Manager of Zung Fu Company Limited, before receiving a guided tour of the service centre to take a look at the repair and maintenance work done on customers' Mercedes-Benz cars.

"A job interview is where you have a limited amount of time to present yourself as the most suitable candidate to the interviewer," Mak told the students during an interviewing skills workshop as she introduced different types of interviews and shared tips.

Staff then spoke about their work at Zung Fu.

"Passion and persistence are important at work. Those qualities were what enabled me to move up from a technician to my current position as an assistant service manager," said Eddie Lam, Assistant Service Manager of Aberdeen Service Centre.

Mark Your Diary



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HKSAR's 20th Anniversary
The Wonders of Hong Kong Photo
Competition Awards Presentation
Ceremony and Reception

What's On Listings *(Our events from July to August)*

JULY

Jul

04

Exploring Smart Technologies (E-commerce, FinTech and Healthy Ageing) at Science Park

Europe Committee Meeting

05

Managing Employee Behaviour Outside Work Hours

Career Sharing cum 2016/17 Business-School Partnership Programme Closing Ceremony

06

Taxation Committee Meeting

HKSAR's 20th Anniversary The Wonders of Hong Kong Photo Competition Awards Presentation Ceremony and Reception

07

Court-free Amalgamations: Treatment of tax losses and planning opportunities for corporate restructuring

Manpower Committee Meeting

10

The Journey for Global Reach: The Ctrip Story

11

Interactive Coaching Training for Leaders

How can Guangdong, Hong Kong and Macao build a World-class Greater Bay Area?

Forum on Maintaining and Enhancing Hong Kong's Tax Competitiveness

12

Establishing Transformative Cross-generational Dialogue within Organisation

Entrepreneur Series – Modernising a Traditional Business: The Eu Yan Sang Story

Industry & Technology Committee Meeting

13-14

HKGCC Delegation to Greater Bay Area – Guangzhou

13

Open Source Change: Making Change Management Work

Visit to Backers



**Court-free Amalgamations:
Treatment of tax losses and
planning opportunities for
corporate restructuring**





12 Jul

Modernising a
Traditional Business:
The Eu Yan Sang Story



17 Jul

New Members
Welcome Reception



25 Jul

YEC Volunteering
Project – A Day with
Food Angel

For further details and a complete
listing of all our events, visit us online



JULY - AUGUST

Jul

14

The Rise of the Cognitive Era: When AI Beats
the Go Master

Avoiding the Honey Trap of Money Laundering
and Terrorist Financing

17

New Members Welcome Reception

18

Winning in Hong Kong Retail

RIA Working Group Meeting

YEC Network & Learn: Believe in YOU!

19

China Committee Presents – Seize the
Opportunities: China's Further Tax Reduction

20

How to Increase Sales by Building Customer
Relationship

25

YEC Volunteering Project – A Day with Food Angel

Aug

01

Digital Content Marketing

02

Developing In-house Trainers

03

Clarity, Brevity and Impact

07

YEC Joint Chamber Luncheon

08

Transforming Your Leadership Effectiveness

10

Enhancing Supply Chain Risk Management Skill

15

The Myth of Performance Management

17

Mindful Leadership



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Developing In-house Trainers 栽培內部培訓師

In-house trainers are key to implementing and executing new policies or services in the company. Particularly when resources are tight, developing in-house trainers assists HR effectively in maintaining their service values internally.

This workshop will cover:

- * Core competencies of an effective trainer/facilitator with reference to a global leading competency model
- * Design and development of a high-impact training session
- * Delivery of a dynamic and engaging training presentation & facilitation

內部培訓師是機構的重要資源，可以協助機構更有效開展和執行新的政策或服務。尤其是當資源緊絀時，栽培內部培訓師可協助人力資源或培訓部對內維繫服務價值。

是次課程內容涵蓋：根據世界級培訓師勝任力模型，說明培訓師或帶動者所需的核心材能；學習如何設計與發展一個高質素的培訓課堂；演示和帶動一個充滿動力和扣人心弦的培訓。

Trainer : Janet Wong
導師：黃碧娥
Date : 2 August 2017
日期：2017年8月2日
Time : 9:30 a.m. - 5:30 p.m.
時間：上午9時30分至下午5時30分
Venue : HKGCC Theatre, 22/F United Centre
地點：金鐘統一中心22樓香港總商會演講廳
Language : Cantonese
語言：廣東話
Fees : Member \$1,730 / Non-Member \$2,230
(lunch not included)
費用：會員\$1,730 / 非會員\$2,230 (不包午餐)



Janet Wong
Performance Consultant, CSG Consultancy

黃碧娥
企業績效顧問，精確環球諮詢

Transforming Your Leadership Effectiveness 達致高效領導能力

In this seminar, the secrets of the LEA 360™ (Leadership Effectiveness Analysis™ model, which is based on 35+ years of research from Management Research Group®, will be unlocked to reveal the 22 behaviors of the most effective and ideal leadership profile. Participants will investigate their own leadership profile by focusing on three key leadership practices of the LEA™ model: 1) Strategic, 2) Persuasive and 3) Management Focus.

The seminar is designed for:

- * Leaders interested in improving their own leadership effectiveness
- * Talent and organizational development professionals
- * Leadership development professionals

在這研討會，學員會利用 Management Research Group®研究超過35年的「最佳實踐」領導行為指標，以了解一個高效及理想領導層所應具備的22項特徵；學員會引用「最佳實踐」領導行為指標所提出的三大領導能力標準：1) 策略性 2) 說服力 3) 管理力，來審視本身的領導力。

Trainer : Robin Ball
導師：Robin Ball
Date : 8 August 2017
日期：2017年8月8日
Time : 9:30 a.m. - 12:00 p.m.
時間：上午9時30分至中午12時
Venue : HKGCC Theatre, 22/F United Centre
地點：金鐘統一中心22樓香港總商會演講廳
Language : English
語言：英語
Fees : Member \$330 / Non-member \$700
(includes coffee/tea refreshments)
費用：會員\$330 / 非會員\$700(包茶點)



Robin Ball,
Founder and Managing Director of Management Development Services Ltd. (MDS)
Robin Ball,
Robin Ball Management Development Services Limited (MDS)有限公司創辦人

"The Myth of Performance Management" Workshop 「績效管理的誤區」工作坊

This workshop will look at:

- * Why, in most organizations, the year-end appraisal discussion has become nothing more than a "going-through-the-motion" exercise?
- * Why do most staff and managers no longer take the annual appraisal exercise seriously?
- * Why year-end ratings get inflated and appraisal comments tend to be written in a dressed-up manner, not necessarily reflecting the true performance of the respective staff?
- * Are there ways to revitalize performance management practices which ultimately carry an important bearing towards driving a truly performance-based culture?

這工作坊將探討：為什麼在大多數機構中，年底績效評估已變成無關緊要，敷衍了事？為什麼大部分職員及經理都不再認真看待年度性績效評估？為什麼分數會被誇大，評價往往會被精心改寫，而不是反映各員工的真實表現？有沒有辦法恢復實踐有效的績效管理，從而實現真正以員工表現為基礎的公司文化？

Trainer : Elly Zee
導師：徐慕琴
Date : 15 August 2017
日期：2017年8月15日
Time : 9:15 a.m. - 11:15 a.m.
時間：上午9時15分至11時15分
Venue : HKGCC Theatre, 22/F United Centre
地點：金鐘統一中心22樓香港總商會演講廳
Language : Cantonese
語言：廣東話
Fees : Member \$680 / Non-member \$880
(includes coffee/tea refreshments)
費用：會員\$680 / 非會員\$880 (包茶點)

Elly Zee,
Founder of E Zee Learning

徐慕琴
E Zee顧問公司創辦人

OXFAM TRAILWALKER

17-19 November 2017

Support the Chamber Team in
Oxfam Trailwalker 2017!



HKGCC will again take on the OXFAM Trailwalker challenge this year under the **Team No. "0155"**! Representing the Chamber, the team will run the 100km MacLehose Trail within a 48-hour time limit on 17-19 November 2017.

Last year, our team completed the Trailwalker within 27 hours, and raised over HK\$80,000 for Oxfam. The Chamber Young Executives Club will again support the event to engage members and contribute to the community. As members of the Chamber, *you may support us in a number of ways:*

(Get one exclusive YEC x
CHICKS polo shirt when you
donate \$500 or above!)

• **Lend a helping hand – Join as a Support Team Member!**
Members need to be available between 17-19 November to deliver supplies to different locations supporting the team.

Deadline: 1 September 2017

• **Share your bit – Sponsor the Teams!**

Your donation of any amount can help support the team and raise fund for Oxfam.

*Oxfam will issue receipts for tax deduction if donations exceed HK\$100.

Deadline: 30 November 2017

• **Market your company – Be a Campaign Sponsor!**

At HK\$5,000 or above, your company will be acknowledged in the pre/post event coverages in the Chamber Bulletin magazine, the Chamber website, and social media platforms.

Deadline: 30 September 2017

ACT NOW!

- Complete the form and return to us (email: vera@chamber.org.hk)
- Invite friends and colleagues to support this CSR initiative!

Donation Form

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Please mark N171117KF on the back and post to Ms Karen Fung, HKGCC, 22/F United Centre, 95 Queensway, Hong Kong.

Cash Deposit/Transfer to HSBC A/C: 500-166897-838
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Learn more about the Young Executives Club on facebook: <https://www.facebook.com/hkgccyec/>

For enquiries, please feel free to call Vera So at 2823 1280 or email vera@chamber.org.hk.

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