

FIGHTING FOR EQUALITY 爭取平等



**ROOTED
IN ASIA**
植根亞洲

Melchers looks
to the long term
美最時放眼長遠發展

**MAINLAND
TRENDS**
內地趨勢

Ten key highlights of
the commercial sector
商業十大熱點

EMISSIONS CAP
排放上限

Shipping sector must
get ready for fuel shift
航運業須為燃料轉換
做好準備



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戰鼓擂動

美國與中國爆發全面的貿易戰看來難以避免，而香港幾乎可以肯定會成為犧牲品。

華盛頓與北京之間的博弈無論在速度或力度上均愈演愈烈。4月4日，華府宣布對總值500億美元的中國商品加徵關稅。北京隨即作出回應，對總值500億美元的美國商品加徵關稅。4月5日，美國總統特朗普下令再對1,000億美元的中國商品加徵關稅，令氣氛進一步升溫。

美國迄今公布的官方清單涵蓋鋁以至疫苗等1,300種產品，並將就此展開公眾諮詢。鑒於新關稅將於大概兩個月後才會生效，故實際情況仍有待觀察。

然而，貿易戰可以說對中美雙方都沒有益處，尤其是美國公司和消費者未能因而受惠。

由於美國本土的製造成本高昂，許多「中國製造」的產品實際上都是為美國企業生產的。扣除從美國和其他國家輸入原材料和部件以生產製成品，中國經濟實際上所保留的附加價值比政客所聲稱的要低得多。

另一方面，當美國失業率已處於極低水平，加徵關稅以「鼓勵」境外的生產線回流國內，其實是一把雙刃劍。此舉亦不會改變美國生產商品的成本仍然高昂的事實。

另一大關注為貿易戰及其所衍生的言論將助長排外情緒蔓延。特朗普的保護主義言論為他贏得選票，這或會讓其他國家的民粹主義者爭相效法。

全球兩大經濟體一旦展開貿易戰，勢必為全球企業帶來影響，而剛從金融危機恢復過來的經濟體或會再次陷入經濟衰退。

相反，香港經濟近年保持穩健增長。但我們作為開放的經濟體，很易受到國際局勢影響。

總商會當然非常關心本地公司所受到的影響。貿易戰或會增加成本，帶來極大的不確定性。

我們希望聆聽會員公司的意見，了解這些關稅對公司業務的影響，以及有何解決方法。這將有助總商會和香港特區政府更了解有關發展所帶來的影響，繼而制訂相應措施，以期紓緩對企業造成的壓力。✿

War Drums are Deafening

A full-scale trade war is looking increasingly inevitable between the United States and China. Hong Kong will almost certainly suffer from collateral damage.

Washington and Beijing have been exchanging punches at increasing speed and weight. On 4 April, Washington announced additional tariffs on US\$50 billion of Chinese goods. Beijing quickly responded with its own tariffs on US\$50 billion of U.S. goods. U.S. President Donald Trump raised the temperature further on 5 April when he called for additional tariffs for another US\$100 billion of Chinese goods.

The official list of 1,300 products – ranging from aluminium to vaccines – so far released by the U.S. is subject to a public consultation. It will be around two months before any new tariffs come into effect. So we still need to wait and see what actually happens.

But what we can say is that a trade war will not benefit either the U.S. or China, particularly not companies or consumers in the U.S.

Many "Made in China" products are actually produced for U.S. companies because they are too expensive to produce at home. Net of the import of raw materials and components from the U.S. and other countries to produce finished goods, the value add retained in the Chinese economy is much lower than promoted by politicians.

On the other hand, raising tariffs to "encourage" production based overseas to return to the U.S. is a double-edged sword, at a time when the unemployment rate in the U.S. is already so low. Plus, it will not change the fact that it is still expensive to manufacture these goods in the U.S.

Another major concern is that a trade war – and the rhetoric that often accompanies it – will encourage the spread of anti-foreign sentiment. Trump's protectionist talk proved a vote-winner, which may embolden populist politicians in other countries around the world to do the same.

If a trade war between the two biggest economies does break out, it would certainly have an impact on businesses globally. Economies that are only just recovering after the financial crisis could easily fall back into recession.

Hong Kong, in contrast, has been enjoying robust growth in recent years. But as an open economy, we are very vulnerable to global events.

At the Chamber, we are naturally very concerned about the impact on local companies. A trade war may well increase costs, and introduce a great deal of uncertainty.

We would like to hear from our member companies on how these tariffs will affect your business, and your views on how we can address the situation. This will help the Chamber, and in turn the HKSAR Government, to better understand the implications and formulate responses which hopefully might help mitigate the pressure on our businesses. ✿

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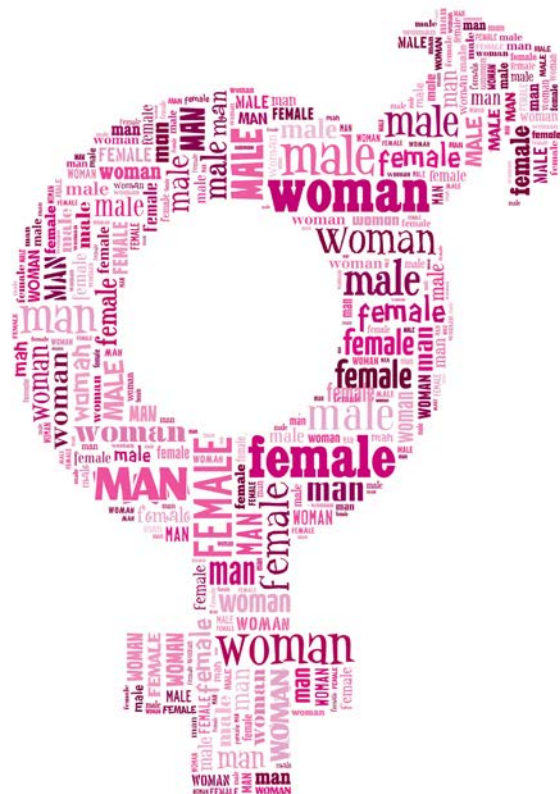
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Fighting for Equality
爭取平等

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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.
從1861年開始，香港總商會一直代表商界及捍衛它們的利益。

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Building a Quality GBA Together

共建優質生活圈

In his Report on the Work of the Government, Li Keqiang, Premier of the State Council, made it clear that the Central Government will “support Hong Kong and Macao in integrating their own development into the overall development of the country.”

For Hong Kong, proactively participating in the development of the Guangdong-Hong Kong-Macao Greater Bay Area (GBA) is the greatest opportunity to integrate into the national development. With details on the development plan to be announced soon, the Hong Kong SAR Government and the business community should strive to become the first mover by strengthening innovation, encouraging entrepreneurship and facilitating employment so as to enhance Hong Kong's competitiveness.

The GBA involves two systems, three currencies, three legal systems and three customs territories. As such, to foster the flow of people, goods, capital and information within the area, relevant authorities in Hong Kong, Macao and the Mainland have to coordinate and integrate their policies to achieve breakthroughs on different fronts.

In a proposal I put forward at the CPPCC this year, emphasis was placed on the support policies for the GBA development.

On infrastructure, I proposed the establishment of a transport coordination unit to facilitate a high-level coordination of the mismatched development of ports and airports in the region, with a view to promoting mutually beneficial cooperation and avoiding unhealthy competition. On the flow of talent, tax procedures should be streamlined to allow cross-border professionals in the region to pay tax only in their places of residence.

To promote information flow within the region, I proposed that all call and data roaming charges in the GBA should be waived. Cooperation in financial services should also be enhanced on all fronts by leveraging on the sound, open and transparent financial system of Hong Kong to encourage Mainland enterprises to invest in the city. Our professional services can help them strengthen their competitiveness.

Indeed, as the country is undergoing rapid development, people are attaching increasing importance to the quality of life and food safety. As President Xi Jinping noted: “Clear waters and green mountains are as good as mountains of gold and silver.”

To become one of the world's leading bay areas, it is imperative that the GBA steps up its efforts in developing various aspects such as education, healthcare, environment, sports and culture.

With the development plan for the GBA basically completed, the National Development and Reform Commission will expedite relevant major infrastructure projects. If the business sector in Hong Kong acts quickly, there will be plenty of opportunities ahead. I hope both governments will set up a coordination mechanism to address issues arising in the course of development.

With collaborative efforts, together we will build the GBA into a quality area for living, work and leisure. 🌸

國 務院總理李克強在《政府工作報告》中表明，「支持香港、澳門融入國家發展大局」。

對香港而言，積極參與粵港澳大灣區建設，就是融入國家發展的最好機遇。大灣區規劃的具體項目出台在即，特區政府與工商界應早著先機，強化創新、創業和就業，加強香港的競爭力。

大灣區在一國之內有兩種制度、三種貨幣、三套法規和三個獨立關稅區。因此，港澳和內地相關部門必須在政策上整合協調、有所突破，才能有效促進三地的人流、物流、資金流和信息流。

我今年提出的政協提案，著眼於大灣區建設的配套政策。

在基建方面，我建議設立一個灣區交通統籌局，高層次協調區內港口、機場的錯位發展，互利合作，避免惡性競爭；人才流動方面，可簡化稅務程序，讓區內工作的跨境專才只需繳納居住地的稅項。

為促進區內的信息流動，我建議全面免除大灣區的電話及數據漫遊費。此外，當局可全面推動區內金融合作，利用香港穩健、開放、透明的金融體系，鼓勵內地企業來港投資融資，透過香港的專業服務，提升競爭力。

誠然，在國家高速發展的同時，大眾亦愈來愈重視生活質素和食物安全。正如國家主席習近平所說，「綠水青山就是金山銀山」。

因此，大灣區要成為首屈一指的國際灣區，必須加強教育、醫療、生態保育及體育文化等多方面的發展。

隨著大灣區規劃編製基本完成，發改委將加快推進相關的重大基礎設施項目。工商界如能把握良機，必會商機處處。

我期待兩地政府能建立協調機制，解決建設發展過程中的矛盾困難，群策群力，將大灣區打造成宜居宜業宜遊的優質生活圈。🌸



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CEO Comments 總裁之見

Cruising Towards a Cleaner Shipping Sector

航運業駛往更潔淨的未來

There are two very good reasons why Hong Kong's shipping sector should move quickly to prepare for the new global cap on sulphur emissions. The first is environmental; the second, economic.

By 2020, the permitted level of sulphur in marine fuel will be cut to 0.5% from the current 3.5%. To meet this standard, a move towards vessels powered by the cleaner liquefied natural gas (LNG) is widely anticipated. Hong Kong should act now to make sure it is ready for the changes this new standard will bring.

The environmental benefits have been highlighted by the International Maritime Organization. It says the change will have a significant impact on people living in port cities and coastal communities, which is applicable to all of us here in Hong Kong.

Everyone will surely be happy to see a reduction in harmful emissions. Pollution is an issue that has caused problems for the city in attracting and retaining talent. And of course we all want a cleaner environment for our own good health and the well-being of our friends, family and the wider community.

The second reason Hong Kong should be prepared for this change is because it will help our competitiveness in this crucial sector.

Hong Kong was built on trade, and the shipping industry remains hugely important to our economy. But we are facing a great deal of competition from other ports, including Singapore, Busan and several Mainland cities.

Already, the global shipping industry is planning ahead, and more and more LNG vessels, including container ships and cruise liners are in the pipeline. If we cannot provide the necessary facilities, these vessels will go elsewhere.

Making sure our shipping facilities are not just up to date, but in the vanguard of new developments, is one way to ensure we are the first port of call.

We also need to put the physical infrastructure in place. The Hong Kong Government is already planning the establishment of a Hong Kong Offshore LNG Terminal. It would seem an obvious solution to kill two birds with one stone and add bunkering areas and barge facilities to this project.

Manpower is an essential part of the picture. We need to check if Hong Kong has the trained personnel available for this switch to cleaner fuels. If not, we must start recruiting and training sooner rather than later.

We know that the Government is committed to supporting the maritime sector. Chamber members learned on a recent visit to the Maritime Service Training Institute about the wide range of programmes and high-tech teaching methods available to train staff across all areas of the industry.

The Chamber will be happy to lend its expertise to the Government in developing plans to prepare for the emissions cap.

Reducing harmful emissions in the shipping sector shows that the demands of environmental campaigners and the interests of business are not mutually exclusive. If we act quickly, we can set an example to the world in both areas. 🌸

隨著全球船隻燃料的含硫量新標準即將生效，香港航運業應盡快為此作好準備，原因有二：一為環境，二為經濟。

2020年起，全球船隻燃料的含硫量將由現時的3.5%削減至0.5%。要符合此標準，市場預期業界將廣泛轉用更潔淨的液化天然氣船隻。香港應從速行動，準備好應對排放新標準將帶來的轉變。

國際海事組織強調新標準可產生環境效益，並指出有關轉變將大大影響港口城市及沿岸地區的居民，變相與我們全香港人息息相關。

人人皆樂見有害的排放物得以減少。本港的污染問題已令我們難以吸引和留住人才。為了個人、朋友、家人及廣大市民的健康和福祉著想，我們當然渴望擁有一個更潔淨的環境。

香港應就排放新標準作好準備的第二個原因，是可提升我們在這個關鍵行業的競爭力。

香港以貿易起家，航運業至今仍對本港經濟舉足輕重。然而，我們正面對新加坡、釜山及若干內地城市的港口之激烈競爭。

全球各地的航運業已提前作好準備，加上愈來愈多液化天然氣船隻（包括貨櫃船和郵輪）陸續投入服務，倘若我們未能提供所需設施，這些船隻將另覓碼頭。

本港不僅須具備最先進的航運設施，更要率先應用最新發展，才能確保我們成為船隻首選的停靠港。

另外，基建亦需到位。香港特區政府正考慮在本港興建海上液化天然氣接收站。此舉顯然可收一石二鳥之效，可同時增加燃料補給站和駁運設施。

人力也是不可或缺的一環。我們需評估香港是否具備受過訓練的人員，以應對業界轉用更潔淨燃料的趨勢。否則，就得盡早進行招聘和訓練。

我們明白政府全力支持航運業。總商會會員近日參觀海事訓練學院，了解該院校就訓練業內各個崗位的人員所提供的多元化訓練課程及高科技教學方式。

總商會樂意向政府出謀獻策，為應對排放新標準制訂方案。

航運業為減少有害排放物所付出的努力，足見環保倡議者的訴求與商界的利益並非互不相容。假如我們盡快展開行動，便可在這兩方面樹立榜樣，讓全球各地效法。🌸



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Fighting for Equality

Some progress is being made, but Hong Kong performs poorly when it comes to women in senior positions, writes *The Bulletin's* Editor Helen Sloan

In many ways, Hong Kong is a great place for women's equality. Girls are offered the same opportunities as boys when it comes to education. There are no barriers to employment – according to the World Bank, female participation in the workforce is 49%, higher than average for the region.

But if you look at more senior levels, the picture is not nearly so good. Community Business has been surveying the number of women on boards in Hong Kong for the past nine years, finding only a nominal improvement in that time. The past year has seen some advances: the overall representation of women on HSI boards has increased from 12.4% to 13.8%, and there has been a decline in all-male boards from 11 to 10. But there is still a long way to go.

So the question arises, why is this happening in Hong Kong, an economy that is in other ways so advanced?

Cultural restraints

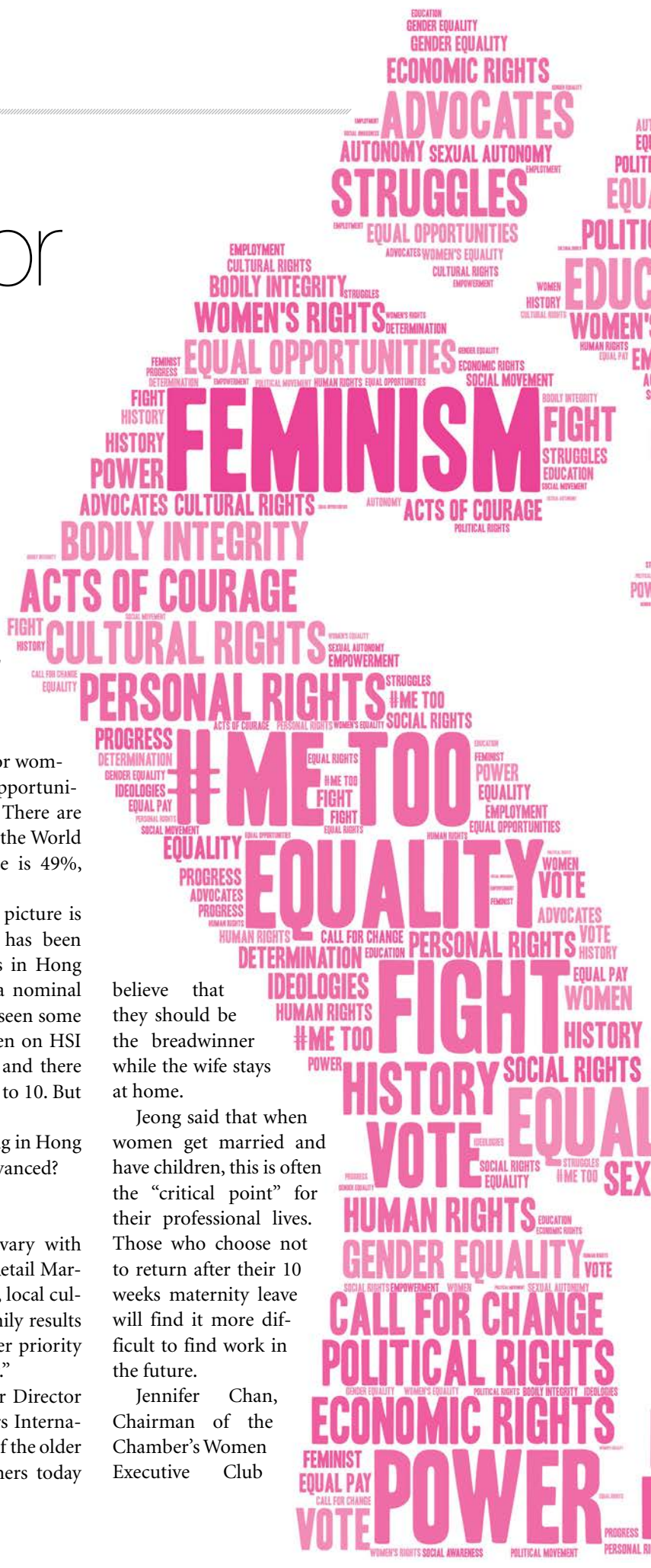
"Women representation in senior roles vary with industries," said Vanessa Tsang, Hong Kong Retail Marketing Manager at Shell. "In general, however, local cultural expectations of women's role in the family results in working women putting family on a higher priority than career – this can be a contributing factor."

This was echoed by Hannah Jeong, Senior Director of Valuation and Advisory Services at Colliers International. She noted that it is not just an attitude of the older generations – many new husbands and fathers today

believe that they should be the breadwinner while the wife stays at home.

Jeong said that when women get married and have children, this is often the "critical point" for their professional lives. Those who choose not to return after their 10 weeks maternity leave will find it more difficult to find work in the future.

Jennifer Chan, Chairman of the Chamber's Women Executive Club





“It is about changing the culture,” Jeong from Colliers said. “If one director out of 10 is a women, your voice is not strong enough. If four to five out of 10 are female, that will change the culture of the company.”

And it is important that this goes right to the top level. Jeong said that when Colliers had reached a point where it had a lot of senior female staff, some colleagues considered that the situation was resolved. Her response was: Do you see a female CEO?

“Yes, we are aiming at the C-suite,” she said. “We want to encourage people to aim at that level.”

Chan, who is also the Chairman of DT Capital, spent several years working in the Netherlands. She said that her experience showed that it is important to not just

have more women, but to have more diversity in general.

“We are living in an era of globalization, and in such an open economy as Hong Kong, so you cannot just think in your own culture,” she said. “You need to open up. And to do so you need diversity – men and women, more people from abroad, more ethnic minorities.”

Making the change

Many large companies, while not using formal quotas, are introducing policies to even the playing field for women. These can be ensuring a balance of male and female for interview, as Jeong from Colliers explained: “At fresh graduate level, we try to have a 50-50 pool of candidates.”

HeForShe in Action

Male executives share their success stories on improving the prospects for female workers at International Women’s Day celebration



During his keynote address at the HeForShe event to mark International Women’s Day, Matthew Cheung joked that he was the “living manifestation” of HeForShe, because the Chief Secretary for Administration was standing in for Chief Executive Carrie Lam, who was in Beijing at the time.

The event on 6 March was organized by the Hong Kong General Chamber of Commerce, the French Chamber of Commerce and Industry in Hong Kong, and in partnership with Hong Kong Exchanges and Clearing (HKEX). Members of the





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Recognising the need to make it easier for people to work is another way that companies can facilitate women. “Corporates can help by increasing flexibility at the workplace to make it more family-friendly,” Tsang said.

She explained that, for example, in 2017, Shell introduced a 16-week maternity leave policy globally. “Shell also promotes work-life balance and staff can seek alignment with their line manager on work location options – for example, working from home – depending on the nature of their role. We also have a nursing room in the office to support staff with nursing needs.”

Ngai said that in addition to practical measures like flexible working and mentoring, it is important that companies set the tone from the top in communicating why they are committed to gender diversity, and in raising the visibility of female role models and engaging senior men to champion the issue.

“It’s really important for companies to speak to their female employees and understand what their needs are,” she added, “and not assume that every woman is the same.”

The extent to which governments should act is a lively topic. In some countries, there are government-mandated policies. In France, for example, there is a 40% female quota for board membership, and in the United Kingdom, women can take up to 52 weeks maternity leave.

Ngai said that one improvement would be mandating maternity leave in line with the International Labour Organisation’s recommendation of 14 weeks.

“The Government also has a significant role to play through education,” she added. “For example, avoiding stereotypes such as women being homemakers while men go out and work.”

Chan noted that the government itself is making good progress. “The senior government officials are around 30 to 35% female,” she said. “So they do act as a role model in that aspect.”

The cultural resistance to women working is proving difficult to shift. Chan noted that over the past 25 years she has seen great changes – but added that the progress is still too slow. She said that women need to be more proactive.

“Sometimes we are too modest as females, because we were brought up that way – keep quiet and don’t ask for things; you have to respect the man at the workplace and at home.”

This means that women are often not fighting for the senior positions that they are more than capable of doing. One way to support women as they climb the ladder is through support networks.

Colliers, for example, has a Women in Business committee, which is chaired by Jeong. It also works with similar committees from other organizations.

The Chamber’s WEC helps women from all companies in Hong Kong to connect and network. It has





regular “cross-generation sharing” meetings to enable young executives to learn from senior women and for both sides to share their experiences.

“We see that as nurturing younger female executives. We also have regular seminars and workshops, and invite female role models to speak,” Chan said.

Tsang from Shell discussed the importance of major global campaigns such as the UN’s HeForShe event. “It’s a great platform for us to connect with and learn from other corporates on how they support the development of senior female leaders,” she said.

Chief Role Model

While Hong Kong may be lagging in senior women in general, we do at least have a woman in the top job, in our first ever female Chief Executive, Carrie Lam.

“That has given us a boost,” Chan said. “Inspired by that, we must become more aware of our abilities.”

In the old days, she said, women fighting for top jobs were criticized as being too aggressive; their ambition did not fit with the cultural expectations. “Now, we can look at Carrie Lam and know what we are capable of, and that we should fight for it.” 🌸

city’s business community packed the HKEX Connect Hall to consider how the corporate world – and men in particular – can improve the working lives of women.

Cheung said that the Hong Kong Government was committed to promoting women’s advancement.

“Gender equality is vital for Hong Kong’s continued success as business hub,” he said. “Gender equality and female-friendly work environments are key to attracting and retaining the best of talent.”

The Chief Secretary pointed to some improvements in female participation in the workforce in Hong Kong – such as in the police force, which also gained its first female deputy chief last year. He added that the government was looking to increase maternity and paternity leave, and introduce more childcare facilities.

During his introduction, Stephen Ng, HKGCC Chairman, also noted that Hong Kong has much to be proud of, such as the representation of women among solicitors, where the ratio has reached 50%.

“But there is no room for complacency and we should always aim to do better. This is especially true at the board level,” he said.

Schneider Electric was one of the first companies to get involved in the HeForShe campaign. Olivier Blum, the company’s Chief HR Officer, told the audience that the company has introduced a global family leave policy, and as sponsors of the Paris Marathon offers the same prize money to female and male winners.

But, Blum explained, one of the biggest impacts came about as a result of a wider transformation programme.

“Our primary goal was to create a company that was far more inclusive.” This meant focusing not just on gender, but also on nationality and disability. Looking at the company’s leadership, they saw the need to “move away from having French male engineers in their 50s.”

Just a few years ago, most of the company’s top jobs were based in Paris. Since then, it has opened two

香港在多方面都達至男女平權。例如，男女均擁有同等的教育機會、享有就業平等——世界銀行的數據顯示，香港女性的勞動參與率為49%，高於區內平均水平。

然而，當你放眼更高的職級時，情況卻截然不同。過去九年，社商賢匯一直調查本港女性董事的數目，結果顯示只有輕微升幅。去年的情況稍有好轉，恆指企業女性董事佔整體比例由12.4%上升至13.8%，全男性董事的比例則由11%下降至10%。但要達至性別平等，仍有漫漫長路。

這帶出了一個問題：香港作為發達的經濟體，在其他方面都表現超卓，何以卻出現這種情況？

文化制約

香港蠟殼零售業務部市場推廣經理曾穎思表示：「女性高層人數因行業而異。不過，一般來說，香港『女主內』的文化思想讓在職女性把家庭放於事業之前，這是其中一個因素。」

高力國際估價及諮詢服務部高級董事Hannah Jeong 亦和應道，這不僅是老一輩的觀念，現今很多新婚丈夫和新手父親都認為自己應掙錢養家，妻子則打理家務。

Jeong表示，結婚生子往往是女性職涯的轉捩點。女性放畢十星期產假後沒有重返工作崗位的話，日後將更難覓得工作。



more headquarters, in Boston and in Hong Kong, and seen increased participation by women as a result. Previously, women had been less willing to transfer to France to take up a senior role.

“This turned out to be one of the best decisions we made for females,” Blum said.

A panel discussion moderated by Angelina Kwan, Managing Director and Head of Regulatory Compliance at HKEX, discussed what male leaders can do. Luc-Francois Salvador, Executive Chairman for APAC and the Middle East at Capgemini; Allan Zeman, Chairman of Lan Kwai Fong Holdings; Lincoln Leong, CEO, MTR Corporation; and Steve Clark, CEO of Suez Asia, shared their experience and insights.

Leong noted that the environment has changed a great deal recently. “In the MTR’s experience, we have a group of executive directors – one third of these are ladies. Ten years ago, that would have been significantly lower.”

Since this shift, the company has found that the retention rate among employees has improved.

Clark also noted the benefits of employing more women. “We firmly believe in gender diversity,” he said. “All the external reports show a company is much more efficient if it is gender diverse – that’s well accepted.”

Suez had long been a male-dominated business, so it began to introduce measures including financial penalties for executives if targets are not met. Clark admitted that he would see a 6% cut in his bonus this year.

Zeman explained that as he grew up in the fashion business surrounded by women he had never thought of a working world that was otherwise. Today, his staff members enjoy a flexible environment.

“In all companies you want the best. We’ve always run our business as a family – we don’t check on our employees as long as they get their job done.”

Salvador said that Capgemini also employs targets,

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總商會卓妍社主席陳佩君表示，影響女高層數目的另一因素為香港有很多家族企業，當中約九成為中小企，公司仍然以男性主導。她說：「按照中國文化，男丁仍然享有優先繼承權。」

不過，她指出香港比西方國家確實有一優勝之處，就是幼兒託管服務相對廉宜。香港有充足的家傭供應，讓女性可放心投身勞動市場。

然而，Jeong留意到市場上缺乏其他可靠的選擇。香港的私

審視客戶的需要。」

魏余雪奕亦表同意，指出性別多元及共融可構建更全面的環境，以提供更廣泛的觀點、更佳解決方案、更多創新意念，並作出更完善的決策。

「企業要取得成功，便需考慮所有持份者的需要，包括顧客、投資者及供應商。女性佔了一半的人口，更是關鍵的投資和採購決策者，因此她們的意見至關重要。」



Women represent half the population, and are key decision makers when it comes to investment and purchasing decisions – so their views are important.

女性佔了一半的人口，更是關鍵的投資和採購決策者，因此她們的意見至關重要。

– Fern Ngai, CEO, Community Business

— 社商賢匯行政總裁魏余雪奕



營託兒所有限，而他們一般只看顧兩歲或以上的幼兒。

社商賢匯行政總裁魏余雪奕表示，此等議題導致女性人才難以為繼，文化制約更早在女性投身勞動市場前已經存在。應對方法之一是企業與學校聯手推廣STEM科目，即科學、技術、工程及數學四個學科。

性別平等之利

香港作為卓越的經濟體，有人或會疑問，為何要作出改變？曾穎思說：「如今，企業的管理層需由兩性組成，以持平地

Jeong說：「關鍵在於改變文化。假若女董事只佔十分之一，女性的聲音便不夠強大；但假若女董事佔近一半，則可改變公司的文化。」

這股趨勢應一直延續至管理層。Jeong解釋，當高力國際任用了多名女性掌管高層職位，部分職員會認為性別平等的問題已解決。而她的回應卻是：你有看見女性出任行政總裁嗎？

她說：「沒錯，我們的目標是最高管理層。我們希望鼓勵女性以此為目標。」

陳佩君同時是鼎立資本有限公司的主席，曾於荷蘭工作數



such as a 50% quota for female applicants. And he noted the importance of setting an example: in his own management team of seven people, three are women.

Around the world, the company has introduced policies such as working from home to make it easier for women to work.

Quotas are controversial, and Clark from Suez admitted, “five years ago I would not have believed in positive discrimination.” But seeing the beneficial outcomes of such policies has changed his mind.

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年。她表示，其工作經驗說明單是多聘用女性並不足夠，而是要在整體上達至更多元化。

她續稱：「我們身處全球化時代，香港更是開放的經濟體，故你不能單從自身文化出發。你要開放，就要多元化——不分性別、地域和種族。」

作出改變

許多大企業雖無性別配額限制，惟仍推出政策為女性提供公平的競爭環境，確保男女應徵者的比例均衡。Jeong解釋：「就應屆畢業生而言，我們希望應徵者的男女比例可各佔一半。」

企業若能為員工提供工作之便，將是吸引女性投身職場的另一法門。曾穎思說：「企業可增加工作彈性，以更切合女性的家庭需要。」

她以香港硯殼為例，闡釋該公司在2017年延長全球僱員的有薪產假至16周。「香港硯殼還提倡工作生活平衡，員工可視乎各自的工作性質，就其工作地點與直屬經理作出協調，例如在家辦公。公司亦設有育嬰室，支援有需要的員工。」

魏余雪奕指出，除了彈性工作和指導等實際措施，公司的高層也應作出定調，闡明實行性別多元化的原因，提高女性典範的關注度，並鼓勵男性高層支持性別平等。

她補充：「公司多與女性員工溝通，了解她們的需要，確實十分重要。不要假設所有女性都一模一樣。」

政府的參與度亦引起了熱議。部分國家推行強制政策，例如法國規定女性董事佔比須達40%，英國女性則可享有長達52周的產假。

魏余雪奕認為，香港應與國際勞工組織的建議看齊，將法定產假增至14周。

她補充：「政府在教育方面也擔當重要角色。例如避免將女性定型為負責打理事務，男性則負責出外工作。」



「他為她」運動

男性行政人員在國際婦女節慶祝活動上分享改善女性員工前景的成功故事

政務司司長張建宗於3月6日出席「他為她」活動，以慶祝國際婦女節。他發表主題演講時，打趣說自己正是「他為她」的「活生生證明」，因為他代替當時身在北京的行政長官林鄭月娥發表講話。

該活動由香港總商會（總商會）、香港法國工商總會和香港交易及結算所（香港交易所）主辦。城中多名商界成員擠滿香港金融大會堂，共同斟酌商業世界，尤其是男性可如何改善女性的工作環境。

張建宗表示，政府致力提升女性的職場地位。

他說：「香港要繼續成為成功的商業樞紐，性別平等至關重要。性別平等和女性友善的工作環境是吸引和留住優秀人才的關鍵。」

政務司司長還指出，女性參與本港勞動力的情況有所改善，例如警隊去年任命了首位女副處長。他補充，政府正研究增加產假和侍產假，並引入更多托兒設施。

總商會主席吳天海發表演說時亦指出，香港有很多值得驕傲的地方，例如女性事務律師所佔的比例達五成。

他說：「不過，我們不應滿足於現狀，反而要精益求精，尤其在董事會的層面。」

施耐德電氣是首批參與「他為她」運動的公司之一。該公司全球人力資源執行副總裁班寧偉表示，公司已推出全球性的家庭假期福利政策，並贊助巴黎馬拉松賽事，為男女優勝者頒發等額獎金。

然而，班寧偉解釋，公司推出的更廣泛轉型計劃，產生了深遠的影響。

他說：「我們的主要目標是創建更廣泛共融的公司。」也就是說，我們除了關注性別共融，還著重民族和傷健共融。看看公司的領導層，他們亦認為有必要「改變由50來歲的法籍男工程師主導的局面。」

數年前，該公司大部分高級職位都集中在巴黎。後來，公司分別在波士頓和香港開設了兩個總部，女性員工所佔比例便有所提高。以往女性都不大願意遠赴法國出任高層。

班寧偉說：「這變成了我們為女性作出的最佳良策之一。」

香港交易所董事總經理及監管合規主管關蕙主持專題小組討論



陳佩君指出，政府內部的進展良好。她說：「約30至35%的政府高官為女性，因此他們在這方面的確樹立了良好的榜樣。」

抑制女性外出工作的文化阻力實在難以逆轉。陳佩君表示，過去25年她親證了重大變化，惟進度依然相當緩慢。她認為女性要更積極行動。

「我們女性有時過於謙卑，因為我們自小已學會保持沉默，不主動提出要求；在職場和家中都要對男性必恭必敬。」

這表示女性即使能勝任高位，也未必會作出爭取。支持職場女性往上爬的方法之一，是建立支援網絡。

高力國際成立了「Women in Business」委員會，由Jeong擔任主席。該委員會亦與其他機構的同類委員會合作。

總商會卓妍社協助全港企業的女性員工建立連繫及網絡。卓妍社定期舉行「跨代分享」聚會，讓年輕行政人員有機會向女高管學習，同時讓雙方分享各自的經驗。

陳佩君說：「我們視之為培育新一代女性行政人員。我們還定期舉辦研討會和工作坊，邀請女性典範擔任講者。」

曾穎思談及世界性大型運動的重要性，如聯合國的「他為她」運動。她說：「這是一個極佳的平台，讓我們與其他企業聯繫交流，互相學習如何支援女性領袖的職涯發展。」

最高典範

整體而言，香港的女高層數目可能稍為滯後，但我們至少有一名女性擔任最高職位，她就是我們的首位女行政長官林鄭月娥。

陳佩君說：「這為我們提供極大動力。受此鼓舞，我們勢必更關注自身的能力。」

她表示，昔日女性爭取高職時，往往被批評為野心勃勃，事業抱負不符合文化預期。「如今，我們只要看看林鄭月娥，便可了解自己的能力及，我們應為此爭取。」

時，談及男性領袖可做的事。凱捷集團亞太地區和中東地區執行董事長Luc-Francois Salvador、蘭桂坊控股有限公司主席盛智文、港鐵公司行政總裁梁國權及蘇伊士亞洲區行政總裁郭仕達分享了他們的經驗和見解。

梁國權指出，近年的工作環境確實經歷了重大變化。「就港鐵的經驗而言，我們有一群執行董事，其中三分之一是女性。若然回到十年前，女性所佔的比例肯定更少。」

自從出現這個轉變，該公司發現員工的留任率有所提高。

郭仕達亦指出聘用更多女性的好處。他說：「我們對性別多元化堅信不移。多份外界報告一致顯示，公司員工性別多元化會大大提升效率——這一點是公認的。」

蘇伊士長久以來都由男性主導，因此公司開始對未能達標的行政人員實施財政處罰等措施。郭仕達坦承他今年的獎金將會減少6%。

盛智文解釋，因其自小就在時裝行業長大，圍繞著這行業的盡是女性，故從沒有想過工作環境會沒有女性。如今，他的員工享有靈活彈性的環境。

他說：「不論在哪家公司，你都渴望享有最好的待遇。我們的經營理念是，公司好比一個大家庭——只要員工完成工作，我們就不會對他們諸多管制。」

Salvador表示，凱捷也採用性別配額目標制，例如女性申請人須佔一半的配額。他還指出以身作則的重要性：他的七人管理團隊中，有三人便是女性。

該公司已在全球實施在家辦公等政策，讓女性在工作方面享有更大的便利。

性別配額制具爭議性，郭仕達也承認：「五年前我並不認同優惠性差別待遇。」但看到這些政策帶來的正面效果，令他的想法有所改變。

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Next Steps For ODI

Belt and Road Initiative will drive overseas investment by Mainland Chinese companies even as restrictions in certain sectors have an impact

Mainland China's outbound foreign direct investment (ODI) saw a big turnaround as its strong growth momentum in 2016 – which reached 49.3% for non-financial ODI flows – came to a halt last year.

This is mainly due to the authorities' restrictive measures to curb capital outflows. In particular, the National Development and Reform Commission (NDRC) formalized the regulatory pathway for ODI transaction approval in August 2017 to classify outbound investment into three groups: encouraged, restricted and prohibited transactions.



Although the decline of ODI is broad-based, the government has continued to stress its determination to press ahead with its new national BRI strategy.



The encouraged group includes the areas which are important to the country's growth and development such as infrastructure projects related to the Belt and Road Initiative (BRI), high-tech business, advanced manufacturing, and research and development. Meanwhile, the restricted group includes deals related to real estate, sports clubs, hotels, entertainment and the film industry. Moreover, overseas investment in gambling or sex industries is strictly prohibited.

These tightening measures have proved to be effective. Since August 2017 there have been no recorded Chinese acquisitions in property, sport and entertainment. Meanwhile, the share of ODI in the commodity and energy sectors started to rise. Investment in these

sectors accounted for 49.4% of total ODI flow in 2017, way above 29% in 2016.

Although the decline of ODI is broad-based, the government has continued to stress its determination to press ahead with its new national BRI strategy, with the Mainland's ODI flow to the 65 BRI countries remaining broadly flat in 2016 and 2017. Accordingly, the share of investment to BRI countries increased to 12% of total ODI from 8% in 2016.

The authorities' newly selective stance on overseas investment has led state-owned enterprises (SOEs) to outperform their private peers, as many of the former's overseas investment projects are tied to the government's favoured BRI strategy. Moreover, their dominance in international construction projects can give them more opportunities to make investments related to construction.

However, the ODI of Chinese SOEs may be substantially aided by concessionary financing from state-controlled banks, which has increasingly caused foreign concerns over the fairness of the playing field.

Looking ahead, a number of tailwinds and headwinds have emerged to shape the pattern of Mainland China's ODI going forward.

Encouragingly, many foreign countries' views towards overseas investment have somewhat improved over the past two years despite the rise in populism around the globe. Our research has found that the evolution of media sentiment regarding Chinese investment in infrastructure improved in most countries in 2017 compared to 2015.

Adding to the tailwinds are some government-led initiatives. Under the BRI, China created a US\$40 billion Silk Road Fund to boost infrastructure investment. Additionally, Beijing spearheaded the creation of the US\$50 billion Asian Infrastructure Investment Bank (AIIB) and the US\$50 billion BRICS New Development Bank.

In 2015, the country also set up two funds earmarked for its cooperation with Latin America – the China LAC Industrial Cooperation Investment Fund and the China-Latin America Infrastructure Fund. ODI flows to these regions will be greatly aided by improved economic integration and financing for infrastructure



investments. Latin America is another region that is bound to receive more ODI on the back of new bilateral lending and investment deals.

However, headwinds to Mainland China's ODI exist not only at home but also abroad. Anti-globalization movements have intensified in recent years and the international environment has become increasingly uncertain.

The United States has expressed increasing concern about Chinese attempts to acquire technology. The European Union has unveiled proposals of a new framework to screen foreign investments to avoid hostile takeovers in some sensitive sectors; this idea was pushed by France and supported by Germany and Italy. More recently, Australia said it plans to tighten rules on foreign investment in electricity infrastructure and agricultural land, amid concerns about growing Chinese influence in business, politics and society.

In the future, despite the uncertain global environment, outbound investment by Chinese firms is likely to rise over the long term, due to the authorities' efforts to boost BRI projects and its support of overseas acquisitions that allow Chinese firms to acquire advanced technology and strategic assets.

Continued growing investment and trade links between Mainland China and BRI countries are expected amid connectivity improvements in the next

few years. The country's various industrial sectors will benefit via government-backed entities and, to a lesser degree, multilateral entities. These government-led initiatives will help to improve economic integration and expand the market for Chinese goods and services overseas, all of which will open opportunities for Chinese companies abroad.

Supported by discount financing, immediate beneficiaries will be seen in sectors such as engineering and construction, survey and design, railway signalling systems and rolling stock, as well as in steel machinery and aerospace and defence exports. Over time, we expect operators of ports, railways and other infrastructure to gain from higher volumes initiated by increased bilateral trade between Mainland China and BRI countries. Moreover, mining, transportation infrastructure, manufacturing and information transmission sectors will also benefit.

The industry growth driver for the Mainland's ODI will move from the property market, hotels, and entertainment to the infrastructure sector, and SOEs will still dominate. Government support for initiatives such as BRI and AIIB will not only fuel infrastructure-related sectors, but also boost bilateral trade over the medium term, with upgraded interconnectivity. These initiatives may also promote increased RMB usage in funding for infrastructure projects and trade deals. ❀

中國對外直接投資的未來趨勢

儘管若干行業受到限制措施的影響，惟「一帶一路」倡議仍將推動中國內地企業進行境外投資

中國內地對外直接投資的強勁勢頭在去年遭受重創。2016年，中國對外直接投資（非金融投資）增長率達到了49.3%。

然而，監管當局去年採取了一系列的措施控制資本外流。去年8月，國家發展和改革委員會規範了對境外直接投資的監管，並將對外投資劃分成三個組別：受鼓勵的投資、限制性的投資和禁止性的投資。

受鼓勵的投資組別包括對國家的發展和經濟增長有重要意義的領域，例如與「一帶一路」相關的基礎建設投資、高科技投資、先進製造業及研發投資等；受限制的投資組別包括對房地產、體育、酒店、娛樂及電影業的投資；而禁止的投資組別則包括賭博和色情行業。



儘管去年對外直接投資全面下降，
當局仍然繼續強調他們
對發展「一帶一路」國家戰略的決心。



監管當局對海外直接投資的收緊措施證實是有效的。自2017年8月起，中國在房地產、體育和娛樂領域再也沒有錄得對外投資。與此同時，對大宗商品和能源行業的對外直接投資比例則開始上升。2017年，這些領域共佔整體對外直接投資的49.4%，遠超2016年的29%。

儘管去年對外直接投資全面下降，當局仍然繼續強調他們對發展「一帶一路」國家戰略的決心。因此，內地去年對65個「一帶一路」沿線國家的投資總額仍然跟2016年持平，而對「一帶一路」國家投資的所佔比率亦從2016年的8%上升至2017年的12%。

當局對海外投資的選擇性限制措施，導致國有企業的對外直接投資超出了私營企業，因為前者的海外投資項目大多與政府偏好的「一帶一路」投資相關。此外，他們在國際建築項目中也獨具優勢，有更多機會作出建築相關的投資。

然而，這些國有企業的對外直接投資可能在很大程度上得到國有銀行資金的支持，這引起了國際社會對公平競爭環境的關注。

展望未來，中國內地的對外直接投資機遇與挑戰並存。

值得鼓舞的是，儘管全球民粹主義抬頭，惟很多國家對境外投資的態度在過去兩年持續改善。我們的研究發現，與2015年相比，海外媒體對中國投資境外基建的情緒在2017年有所提升。

中國對外直接投資的機遇同樣存在於政府主導的項目。在「一帶一路」倡議下，中國成立了價值400億美元的「絲路基金」，以促進基建投資。此外，北京以500億美元的資金分別創立了亞洲基礎設施投資銀行（亞投行）和新金磚國家開發銀行。

2015年，國家也設立了中拉合作基金和中拉產能合作基金，以促進與拉美國家的合作。隨著經濟合作和基礎建設融資與日俱增，中國對這些地區的對外直接投資將會顯著增加。因此，拉美國家將得到更多的中國對外直接投資，今後也將出現更多的雙邊借貸和投資項目。

然而，中國對外投資也面對內外挑戰。近年，日益升溫的反全球化運動令國際大環境增添不確定因素。

美國已多次表示對中國利用對外直接投資獲取技術的行為不滿。歐盟也發布了審查外資的新框架，避免外資在某些敏感行業進行敵意收購。該框架目前獲得法國、德國和意大利的支持。隨著中國在商業、政治和社會方面的影響力日益增加，澳洲近期也表示將收緊電力設施和農業土地領域的外國直接投資。

儘管全球環境動盪不穩，中國企業的對外直接投資長遠仍會有所增長。這是因為當局正不斷推進「一帶一路」項目，同時也支持中國企業對外收購先進技術和戰略性資產。

另外，基於中國內地與金磚國家的合作日趨頻繁，預期雙方的投資和貿易聯繫也將不斷加強，而國家的眾多產業也將受惠。這些政府倡導的措施將有助促進中國與其他國家的經濟合作，並擴大中國商品和服務的海外市場，為中國企業創造更多商機。

在貼息融資的支持下，工程與建築、設計、鐵路信號系統與機車車輛、鋼鐵機械、航太及防禦等領域將於短期內得益。從中長期來看，我們認為港口運營、鐵路和其他的公共設施將會從中國內地與「一帶一路」國家的雙邊投資中獲益。此外，礦業、運輸基礎設施、製造和信息傳訊等領域也會受惠。

內地對外投資的領域將從房地產、酒店和娛樂行業轉向基礎設施領域，並繼續由國有企業支配。中期來說，由政府主導的「一帶一路」和亞投行等計劃不僅可推動基建相關投資，而且促進雙邊貿易的發展。這些舉措也將增加人民幣在基建項目和貿易投資中的使用，從而加快人民幣國際化進程。✿

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知識 Knowledge

經驗 Experience

人脈 Connections

傳承 Succession



給予年長僱員培訓
及再培訓的機會
Offer mature persons with training
and retraining opportunities



提供彈性工作安排、
合適的工作裝備及休息時間
Provide flexible work arrangements,
suitable equipment, outfit and rest breaks



勞工處
Labour Department

Preparing for Growing LNG Demand

為液化天然氣與日俱增的需求做好準備

The Chamber has submitted its proposal to the Government on ensuring Hong Kong is ready for a global change in fuel emission standards

隨著全球收緊燃料排放標準，總商會就此向政府提交建議書，確保香港為此做好準備

The International Maritime Organization has set a sulphur cap of 0.5% for shipping emissions by 2020. This has been described by leading fuel suppliers as arguably one of the industry's most defining moments since the shift away from coal.

In order to comply with this requirement, which will take effect in less than 24 months, the shipping industry has started to search for viable options to reduce sulphur emissions. These include the following:

- Burning cleaner bunker fuel;
- Fitting scrubbers; or
- Burning a different and cleaner fuel altogether, principally liquefied natural gas (LNG).

In the run up towards 2020, we anticipate that shipowners may choose either to use cleaner fuels or fit scrubbers in their vessels. Ultimately, the way forward will depend on whether their vessels are suitable for scrubbers, and whether the advantage of continuing to use cheaper bunker fuel through retrofitting the scrubbers can outweigh the cost of switching to an entirely new fuel system.

However, if shipowners choose to adopt LNG, their future choice of port of call will definitely be affected by whether LNG and bunkering facilities are available.

Unless we are prepared to cater to this fuel switch, Hong Kong risks losing the capability to serve the new wave of LNG-powered vessels, including container ships of up to 22,000 TEUs and large cruise liners.

A number of major cruise companies have ordered mega liners that will be powered by LNG. It is estimated that there are some 17 such vessels on order, with the delivery of the first of these expected in December. Most of these ships are planned for deployment in Europe as that is where LNG bunkering facilities are currently available.

Many ports and groups are actively considering the need to become LNG-ready. These include the Hong

Kong Shipowners Association and the Kai Tak Cruise Terminal, as well as the LNG Bunkering Port Focus Group formed by the Maritime and Port Authority of Singapore, and SEA\LNG, a global multi-sector industry coalition.

We believe that Hong Kong should not wait, but move quickly to ensure that we remain the most competitive shipping and logistics hub in Asia.

In urging the Government to speed up the provision of the requisite infrastructure, we suggest that the following three "P"s will be key in enabling Hong Kong's port for bunkering LNG-fuelled vessels:

- **PHYSICAL INFRASTRUCTURE:** Ensure that suitable barge facilities and designated bunkering areas are in place;
- **PEOPLE:** Determine whether sufficient trained personnel are available, and if not, what are the appropriate measures to increase supply; and
- **POLICIES:** Assess whether Government policies are conducive to the transport and transfer of fuels and if any incentives should be provided.

We note that two power companies in Hong Kong are in active talks with the Government on the proposal to set up a Hong Kong Offshore LNG Terminal. This will be based on Floating Storage and Regasification Unit (FSRU) technology to receive, store and deliver LNG for local power generation.

We suggest capitalising on this opportunity to include the installation of appropriate barge facilities and designated bunkering areas. This would mean that the FSRU could serve a variety of purposes including the provision of LNG as marine fuel to ships calling at Hong Kong.

The Chamber is pleased to work closely with the Government to support and sustain the competitiveness of Hong Kong's port. This includes the pursuit of a clean and sustainable environment in the place where we work, do business and call home. 🌸



Many ports and groups are actively considering the need to become LNG-ready, including the Kai Tak Cruise Terminal.
多個港口和團體正積極考慮提供LNG配套設施，包括啟德郵輪碼頭。



國際海事組織規定，自2020年起全球船隻燃料的含硫量不得超逾0.5%。此舉被領先的燃料供應商形容為自逐步取締煤電以來，業界最關鍵的時刻之一。

距離實施該規定僅餘不足兩年時間，為符合規定要求，航運業已著手尋求可行方案減低硫排放量，包括：

- 使用更潔淨的燃料；
- 安裝洗滌器；或
- 轉用其他更潔淨的燃料，主要為液化天然氣（LNG）。

我們預期2020年之前，船東將轉用更潔淨的燃料或為船隻安裝洗滌器。歸根究底，船東的做法將取決於其船隻是否適合使用洗滌器，以及加裝洗滌器以沿用較便宜燃料的效益，是否大於轉用全新燃料系統的成本。

然而，假如船東選用LNG，他們日後選擇停靠港口時，必須考慮港口是否提供LNG和燃料補給設施。

除非我們已準備好應對轉換燃料的情況，否則香港將無法為使用LNG燃料的新一批船舶提供服務，包括規模達22,000個20呎標準貨櫃單位（TEU）的貨櫃船和大型郵輪。

多家主要郵輪公司已訂購以LNG為燃料的巨型郵輪，預計約有17艘，第一艘將於12月交付。鑒於歐洲目前提供LNG燃料補給設施，因此大部分船隻計劃於歐洲航行。

多個港口和團體正積極考慮提供LNG配套設施，包括香港船東會、啟德郵輪碼頭、新加坡海事及港務管理局成立的液化天然氣燃料補給專題小組（LNG Bunkering Port Focus Group），以及國際跨行業聯盟SEA\LNG。

我們認為，香港應從速採取行動，確保我們繼續成為亞洲最具競爭力的航運及物流樞紐。

我們促請政府盡快提供所需的基礎建設，提出以下三大要素，讓香港的港口可為使用LNG燃料的船隻提供服務：

- 基建：確保提供合適的駁運設施和指定的燃料補給地點；
- 人員：評估是否有足夠受過訓練的人員，倘不足夠，則需制訂可增加供應的適當措施；及
- 政策：評估政府政策是否有利於燃料運輸和轉運，以及應否推出優惠措施。

我們留意到，本港兩家電力公司正就設置香港海上液化天然氣接收站，與政府展開積極討論。該接收站將利用浮式儲存再氣化裝置（FSRU）技術，以接收、儲存和運送LNG，供本地發電之用。

我們建議把握這個機遇，安裝合適的駁運設施和指定燃料補給區。這意味著FSRU可提供多種用途，包括為停靠香港的船隻供給LNG作為燃料。

總商會樂意與政府緊密合作，以支持和維持本港港口的競爭力。這包括為香港這個讓我們安居樂業、便利營商之所，締造一個潔淨、可持續發展的環境。✿



From Belt and Road, To Digital Silk Road

從「一帶一路」到「數碼絲路」

Hong Kong has been talking about the Belt and Road initiative for some time but many companies struggle to identify the opportunities that the Belt and Road presents. Some see that Hong Kong's advantages are concentrated on the "Road", which encompasses large developing countries with massive amounts of consumers who are ready for Hong Kong's products and services.

Yet, as has been shown by the innovative start-ups nurtured by Cyberport, the key driver of Hong Kong's digital tech industry, a clever application of digital technology can unlock unprecedented opportunities. They demonstrate that Hong Kong companies, in both traditional and new business sectors, can leverage innovation and technology to transcend geographical boundaries and capture new economic opportunities on the digital Belt and Road, or the "Digital Silk Road".

Tapping the unbanked and promoting financial inclusion

TNG, one of Hong Kong's FinTech pioneers and e-Wallet operators, is an example. One of the key markets that TNG targets is the unbanked in Asia, a population of 1.2 billion. Eying a pan-Asian demand for financial inclusion, TNG leverages FinTech to provide financial services specifically to those unserved or underserved by traditional financial institutions. Now, even without a physical bank account, TNG's users can easily make person-to-person payments, bill payments, and global remittances using the e-Wallet; and they can withdraw cash at a variety of outlets, such as convenience stores. TNG's innovative solutions—verified by Hong Kong's stringent financial regulations—are favourably received across markets. They have boosted the company's expansion to 12 Belt and Road countries, the UK and Australia, in only two years.

Revamping old business and facilitating market access

Opportunities are not limited to new economy companies. With the creative use of digital technologies, traditional businesses can also benefit from an upgrade and open new markets. One example is GOGO VAN, Hong Kong's most celebrated start-up and the first unicorn incubated by Cyberport. The company has modernised the local logistics industry and has deployed its solutions to 6 countries to meet the demands generated by thriving e-commerce businesses and rapid economic development. The success of GOGO VAN and the international expertise that it has gathered have even empowered it to close a strategic merger with the mainland logistics giant, 58 Suyun, to create Asia's top online intra-city logistics platform.

帶一路是近年社會熱話，工商各界均積極探索此倡議帶來的機遇。業界朋友大多著眼於「一路」上的商機，視香港發展成熟的產品及服務業為最強優勢，藉此傳統優勢產業，將業務擴展至「一路」上具龐大消費能力的發展中國家，開拓市場，既加快企業的發展，亦為香港經濟創造新動力。

其實，只要能夠善用數碼科技，一帶一路的機遇絕對遠超所想。數碼港作為香港數碼科技發展的主要推動者，其培育的初創企業利用數碼科技，創造前所未有的商機，尋找增長點。他們的成功，說明無論是傳統行業還是新興業務，創新和數碼科技助他們超越地域限制，搭建成「數碼絲路」，把握沿路機遇，共同發展新經濟。

聚焦無銀行服務市場 促進金融科技應用

TNG是其中一個來自數碼港的成功個案。作為香港其中一間開發手機錢包和金融科技方案的先行者，TNG主要的目標市場為亞太區內高達12億無銀行賬戶的人士。公司利用金融科技，針對地區內對普及金融的強勁需求，為傳統金融機構服務未能覆蓋的用戶提供服務。只要成為TNG用戶，客人即使沒有銀行賬戶，也可以使用電子錢包輕鬆進行個人支付、賬單支付和全球匯款。TNG亦與便利店合作，為用戶提供多個網點提取現金。TNG創新的數碼科技方案得到香港金融管理局認可，在多個市場獲得好評。雖然公司成立只有短短兩年，其業務已擴展到12個「一帶一路」國家，以及英國和澳洲。

革新傳統行業 開拓市場

只要善用數碼科技，不只新經濟公司，傳統行業亦能夠革新業務，開拓市場。香港知名物流業代表GOGO VAN，是數碼港培育的首隻「獨角獸」。GOGO VAN隨時隨地，隨叫隨到的貨運物流解決方案，已經在6個國家推出，配合這些國

Digital Tech: The New Impetus 數碼新動力



GOGO VAN (left) and TNG(right), the high flyers incubated by Cyberport, have successfully expanded their businesses into 6 and 14 countries respectively with their digital innovations. 由數碼港培育的新創企業 GOGO VAN(左)及TNG(右), 成功透過數碼創新, 分別將業務擴展至6個及14個國家。

Digital innovation underpins Hong Kong's future

These start-ups and many other digital businesses have shown that, if Hong Kong companies can identify pan-Asian market niches, smartly apply digital solutions, and capitalise on the city's unique advantages—including the robust financial system and deep international business expertise—they can gain an edge over regional competitors, reach untouched markets, and capture massive opportunities on the Digital Silk Road and beyond.

Dr Lee George Lam, the Chairman of Cyberport, said, “For Hong Kong to capture the potential of the Belt and Road, Hong Kong should focus on the Digital Silk Road. However, it can take full advantage only if society comes together to embrace the digital transformation to meet the new demands of the new economic order.”

He added, “With that goal in mind, Cyberport is working closely with the HKSAR Government to support and organise two high-profile events in April—the Asia-Pacific Business Forum (APBF) and the Internet Economy Summit (IES)—where we will gather senior government officials, industry experts and business executives across the region to examine how digital tech is creating new impetus for Hong Kong and our neighbourhood in the era of the new economy.”



The APBF (10-11 April) will highlight how businesses can harness innovation and technology to build an inclusive and sustainable future; while the IES (12-13 April) will survey the “New Impetus for the New Economy” and further translate the insights of the APBF into business opportunities with the presence of industry heavyweights such as JD.com, Aliyun, Ping An Technology, Didi Chuxing from the Mainland, and representatives from MNC such as Google, Facebook, Amazon Web Services, as well as home grown unicorn including GOGO VAN, WeLab, SenseTime and Tink Labs.

Hong Kong must innovate to stay relevant and competitive. The digital transformation will generate other opportunities for Hong Kong as well, chief among which is data. In the next issue, we will look into this “currency of the new economy”, and examine the benefits for Hong Kong to serve as the Belt and Road's Big Data Hub.

家在電子商務方面的蓬勃發展和快速經濟增長。GOGO VAN的網上平台及其跨地域的行業經驗, 成功促成他們與內地物流巨頭58速運策略合併, 成為亞洲最大同城貨運平台。

數碼創新 經濟發展新動力

上述新創公司的成功故事, 說明了香港的中小企業, 只要善用數碼科技, 勇於創新, 配合適當的市場策略, 再加上香港穩健的金融體系、豐富的國際視野及行業知識經驗等獨特優勢, 他們亦能獨當一面, 領先區內競爭者, 把握數碼絲路上的龐大機遇, 為香港經濟發展注入新動力。

數碼港主席林家禮博士表示:「香港要抓住『一帶一路』帶來的發展潛力, 必須放眼於『數碼絲路』上。只有社會各界一致支持, 共同發掘和把握數碼轉型在新經濟發展下的機遇, 香港才能取得更大成功。」

林博士補充指:「為此, 數碼港與特區政府緊密合作, 將於四月舉辦兩項業界盛事—『亞太商業論壇』及『互聯網經濟峰會』。活動將匯聚區內政府要員、商界領袖和行業專家, 一同探討數碼科技在新經濟下如何為香港及鄰近地區創造新動力。」

亞太商業論壇(4月10及11日)將就創新科技如何促進區內城市的可持續發展作深入討論;而互聯網經濟峰會(4月12及13日)則會進一步解構數碼經濟, 以「新經濟·新動力」為主題, 特別邀請中銀香港、京東集團、亞里雲、平安科技、滴滴出行等科網巨頭, 以及Google、Facebook、Amazon Web Services等跨國大企, 再加上本地培育的獨角獸GOGO VAN、WeLab、SenseTime及Tink Labs代表, 與參加者分享業界案例和成功經驗, 共同把握新經濟發展帶來的機遇。

香港要透過持續創新以維持競爭力, 其中大數據技術和應用扮演著重要角色。於下一期, 我們將探討大數據這項「新經濟貨幣», 看看香港作為「一帶一路」大數據樞紐的優勢。



At IES, industry heavyweights such as the senior executives of JD.com and Ping An Technology will share their valuable insights on the opportunities arising from the Internet Economy. 「互聯網經濟峰會」雲集業界巨頭, 包括京東集團及平安科技等業界翹楚, 共同探討互聯網經濟的發展機遇。

Rooted in Asia

植根亞洲

Building strong networks and looking to the long term has helped Melchers survive and thrive over two centuries, Bjoern Lindner tells *The Bulletin's* Editor **Helen Sloan**

Bjoern Lindner表示，美最時建立強大網絡及放眼未來，使其得以屹立逾兩世紀 本刊編輯宋海倫

When the Chinese Mainland started to open up in the late 1970s, Melchers was among the first companies to reenter the country. But, as Bjoern Lindner, Managing Director at the storied German firm, explained, the ties were never completely severed, even during the tremendous turmoil of the 20th century.

“We never really left China,” he said. Officially, Melchers retreated on two occasions – during World War I and when Mao took control. All of Melchers’ assets were confiscated.

“But still, all of the network and all of the *guanxi* remained with the influential people in China,” Lindner said. “And China still needed machines to run the factories, they still needed spare parts, they still needed an export market for the products that they produced.” So Melchers continued to provide these services from Hong Kong.

The company was founded in Bremen in 1806, and began trading with a focus on North America. The Hong Kong branch opened in 1866, followed by offices in Shanghai and other Mainland cities. Since then, Asia has been a major part of Melchers’ business.

“Basically we cover almost all of Asia from Sri Lanka, Myanmar and Cambodia up to South Korea,” Lindner explained. Japan and India are the exceptions.

Melchers was an early entrant into Myanmar, in 1994, a reflection perhaps of the company’s confidence in tackling challenging markets. But as Lindner noted, this is where their expertise lies – finding ways to enable transactions between different parties.

“If the environment is complex or challenging, this is where we can give a helping hand. If life was too easy then nobody would need us.”

Local and long term

One of the core concepts of Melchers is that in all their locations they operate as local companies with local management.

“We don’t get a Monday morning call from our headquarters telling us what to do. We are trusted to be in these markets, and always for the long run.”

This long-term view is also a key part of the company’s modus operandi. Although Lindner is relatively new, having joined the company two years ago, many of his colleagues have been with Melchers for 20 or even 30 years.

“We don’t do the shifting between offices like some other companies do – three years here, three years there,” he said. “Because we feel that your strength is the network you have. So the longer you stay in one market, the better your network is to do business.”

The company is focused on a number of core, but unconnected, sectors, as Lindner explained: “We have industrial products – which means equipment, materials, spare parts, chemicals. We do sourcing, and we provide services in these areas, plus we do luxury products.”

It is particularly strong in assisting the *mittelstand* – Germany’s small and medium-sized enterprises – find export markets for their industrial products. For these businesses, Melchers provides services, whether it is selling their products directly, finding a suitable location for a production base, or dealing with after-sales service.

As the global trading environment has evolved, Melchers has adapted and is now focused on services.

“We don’t see ourselves as a typical trading company,” Lindner said. “It’s not like we buy one container full of stuff on the left side and try to sell it on the right side, and make a typical trading profit in between. We are more of a service provider and business enabler.”

Family firm

More than 200 years after Anton Friedrich Carl Melchers founded the business, a number of family members are still involved. These include Managing Partner Nicolas Helms, who is a shareholder, and two more who are based in Asia, but are not shareholders.

Today, Melchers operates on a managed partner model. “This means that every partner which we have on board needs to buy into the company – you cannot get the shares from your dad.”

Lindner credits the company’s survival to its willingness to adapt even after catastrophic events such as the confiscation of all its Mainland property.

“All the assets were gone,” he explained. “We had huge assets in China – we were the first Coca-Cola filler, we had our own mineral water, which is still one of the most famous water brands in China, we had our own shipping lines in China on the Yangtze river.”

But the company recovered, helped by having outsiders join the board and cultivating an entrepreneurial approach. A prudent attitude has also helped Melchers weather many storms.

“The company is not known for big changes,” Lindner said. “You will not see us making major acquisitions in areas where we are not yet established. We see ourselves being somewhat prudent and conservative in approaching new areas.”

Melchers’ recent growth has come by acquiring other companies, in Germany and in Asia. It also welcomes opportunities for new partnership models.

“The company is always open to entrepreneurs coming to us, and new business ideas, setting up companies together, and growing business together – that is what we see will be happening more in the future.”

Hong Kong base

In Asia, the Chinese Mainland is the biggest market for Melchers. So, why is it important to be based in Hong Kong?

“That is always the big question. I have to admit, most of my business is in China. So there is always the question of what do you need Hong Kong for?” he said. But the companies that Melchers works with appreciate the Hong Kong base, because of “the usual buzzwords” – free flow of capital, free access to information and Hong Kong’s legal system.

Lindner first came to Hong Kong in 1996. After nine years he went back to Europe and did an MBA, returning to Hong Kong in 2009. He worked in fields including telecoms and the garment sector, and this diverse background was a key attraction for Melchers when they were looking for someone to head the Hong Kong office.

And for Lindner, a selling point of the role is that he spends a lot of time on site, meeting customers and suppliers. And he also enjoys the hands-off approach from head office.

“What I personally appreciate a lot within Melchers is the trust level. We are very independent on site here, we are not micromanaged.”

And unlike some other companies he has worked for where it was “death by powerpoint,” Melchers operates on a very efficient model where if you need an important decision you can expect a response from Germany by the next day.

Melchers is not just a long-established company in Hong Kong, it is also a very long-time member of the Chamber, having joined in 1869. And being an active part of the local business community is as important now as ever.

“Our business structure is that we are a local company – we are a German company but we are a local company here in Hong Kong. We want to help each other,” Lindner said. The Chamber offers the opportunity to meet like-minded people and to explore new concepts, such as the Greater Bay Area initiative.

“The Greater Bay Area will be a huge change for Hong Kong and where I see the Chamber can help me as a member, but also where I can help other members within the Chamber.” ❀



70年代末，當中國內地剛剛對外開放時，美最時是首批重新進入內地市場的企業。然而，這家德國公司的董事總經理Bjoern Lindner解釋，即使面對20世紀的動蕩，公司與中國的聯繫也從未完全間斷。

他說：「我們從沒有真正離開過中國。」事實上，美最時曾兩次撤出中國，分別是第一次世界大戰和毛澤東掌權期間，當時公司的所有資產都被充公。

Lindner表示：「不過，我們與中國具影響力的人士仍然保持聯繫和良好關係。加上中國仍需要機器維持工場運作、需要備件、需要將製品出口至海外市場。」因此，美最時繼續在香港提供這些服務。

該公司於1806年在不來梅成立，起初集中北美洲貿易。香港分公司於1866年成立，隨後更相繼落戶上海和其他內地城市。自此，亞洲便成為美最時業務的重要一環。

Lindner解釋：「我們的業務遍及斯里蘭卡、緬甸、柬埔寨及南韓，基本上幾乎覆蓋整個亞洲。」除了日本和印度。

美最時早於1994年進駐緬甸，這也許反映了該公司有十足信心應付具挑戰性的市場。不過正如Lindner指出，這正正是他們的專長——在不同的貿易方之間尋求交易方法。

「假若營商環境複雜或充滿挑戰，我們正可助你一臂之力。生活過得太稱心合意的話，便沒有人再需要我們了。」

本地化及遠見

美最時的核心概念之一就是「入鄉隨俗」，無論身處何地，該公司都會採用當地企業的管理方式經營。

「我們不會在周一的早上接到德國總部的來電，向我們下達工作指令。公司信任我們對這些市場的認識，並放眼長遠發展。」

這種遠見也體現了該公司的一貫作風。儘管Lindner兩年前才加盟，年資尚淺，可是大部分同事都已在美最時任職了二、三十年。

他說：「我們不像其他公司般，每隔幾年就把員工調往另一分行。我們認為人際網絡是員工的優勢所在，因此，當你在一個市場紮根愈久，你的商業網絡就愈佳。」

該公司集中經營多項核心業務，而它們之間卻各不相干。Lindner解釋：「我們從事工業產品，即設備、材料、備件、化學製品，也經營採購，並提供相關服務。我們還提供奢侈品。」

公司尤其擅於協助德國中小企的工業產品尋找出口市場。在這方面，美最時提供的服務包括直銷產品、物色合適的生產基地及售後服務。

隨著環球貿易環境不斷演變，美最時也配合時勢，將業務重心轉移至服務業。

Lindner表示：「我們並不是買入一個放滿產品的貨櫃，然後將之轉售圖利。因此，與其說我們為典型的貿易公司，不如說是服務供應商和業務促成者更貼切。」

家族企業

Anton Friedrich Carl Melchers於200多年前創辦業務以來，至今仍有部分家族成員參與其中，包括執行合夥人兼股東Nicolas Helms，以及兩名駐守亞洲的非股東。



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Melchers & Co Hong Kong staff in the 1860s. The company is one of HKGCC's oldest members, having joined way back in 1869. 美最時的香港僱員合照，攝於1860年代。該公司於1869年加入總商會，是最早期的會員之一。

現時，美最時以執行合夥的模式經營。「也就是說，所有合夥人都要入股公司，而不能繼承家族的股份。」

Lindner認為，公司得以屹立至今，全因願意不斷作出調整，因時制宜，即使曾經歷內地財產全數被充公等災難事件。

他解釋：「所有資產都化為烏有。我們曾經在中國擁有龐大資產——我們為可口可樂提供首部充填機、有自家品牌礦泉水，至今仍是中國最知名飲用水品牌之一，我們還在長江經營航運公司。」

然而，自第三方加入董事局，並實行企業的經營方式後，該公司得以重振實力。美最時審慎行事的態度也使其經得起無數的風浪。

Lindner說：「公司鮮有作出重大變革。你不會看到我們在沒有涉足的領域進行重大收購。對於進軍新領域，我們傾向審慎和保守。」

美最時近日的增長來自收購德國和亞洲其他企業。該公司也對新合夥模式表示歡迎。

「公司一向對有意尋求合作的企業家、新營商意念、共同成立公司及一起擴展業務抱持開放態度。我們預視這些情況未來會更常出現。」

香港基地

中國內地是美最時最大的亞洲市場。那麼，在香港設立總部有何重要性？

他說：「這是一大難題。我必須承認，公司大部分業務都在中國，因此我常常在想：公司何以需要香港？」不過，與美最時合作過的公司均對公司總部設於香港表示讚賞，原因總離不開香港資金自由流動、法制健全，以及可自由獲取信息。

Lindner於1996年初次來港。九年後，他返回歐洲，並取得工商管理碩士學位，然後於2009年再度來港。他曾從事電訊及服裝等行業，而他的多元背景正是一大吸引之處，適逢當時美最時正為香港辦事處物色領導人選，遂把他招攬旗下。

對Lindner來說，這個職位的吸引之處在於大部分時間都用於實地考察工作及與客戶和供應商會面。他還十分欣賞總公司的不干預政策。

「我個人非常欣賞美最時對員工的信任。我們在工作上享有高度的獨立自主性，公司不會進行微管理。」

有別於Lindner曾任職的部分公司常犯簡報失誤的問題，美最時採取高效的工作模式——如果你需要作出重大決策，德國總部在翌日就可給你答覆。

美最時不僅是本港歷史悠久的公司，也是總商會的資深會員。該公司自1869年加入總商會以來，一直活躍於本地商界。

Lindner表示：「我們的業務架構定位為一家本地企業。我們既是一家德國公司，亦是一家本地企業，希望能夠互相扶持。」總商會提供平台，讓志同道合的人士互相認識，探索新概念，例如大灣區倡議。

「大灣區將為香港帶來巨大的轉變，總商會可為我們會員提供有關協助，我們也可幫助總商會其他會員。」

Company: **Melchers (HK) Ltd**

公司名稱：美最時(香港)有限公司

HKGCC Membership No. 總商會會員編號：HKM0107

Established 創辦年份：1866

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Global Outlook With a Personal Touch 國際視野 個人服務

Under Managing Director Raymond Cheng, HLB Hodgson Impey Cheng Limited has continued to grow from a modestly sized outfit into one of Hong Kong's leading accounting firms. It is currently ranked number six in terms of the number of listed companies it audits, and fifth in the Hong Kong IPO reporting accountant market, having completed 14 successful IPOs in 2017.

"HIC is a firm large enough to give clients a comprehensive range of business and financial advice, and international enough to help our clients meet their needs throughout Asia and worldwide," Cheng said. "Yet we make every effort to ensure we offer a truly personal service."

The Chamber's business network that includes listed companies and multinational corporations is what attracted HIC to join in 1995.

"HIC has always maintained an international outlook," Cheng said, adding that it has been a member of HLB International, a network of independent accounting firms and advisers, since 1983.

Today, the firm is keeping a close eye on current developments in the Mainland and beyond, which are expected to create many openings for Hong Kong companies.

"Looking ahead, Hong Kong is well positioned to capitalize on the financial services opportunities presented by the Belt and Road Initiative," Cheng said. "We and other



professional service providers in Hong Kong will need to equip ourselves to embrace changes and seize opportunities brought about by the Belt and Road Initiative and the prosperity of Mainland China."

Cheng qualified as a chartered accountant with a "Big Four" firm in London, before being transferred to the Hong Kong office. He joined HIC in the mid-1990s, was admitted as a partner while still in his twenties and became Managing Director in 2010.

Cheng is also highly active in the local accounting community and in providing public services in Hong Kong and the Mainland. For example, since 2010 he has served as an elected member of the Council of the Hong Kong Institute of Certified Public Accountants, playing an important role in raising public awareness of auditor regulatory reform and leading discussions to reflect the concerns of the accounting profession in the city. ❀

HLB國衛會計師事務所有限公司(國衛)在總執行董事長鄭中正的領導下,由一家規模不大的公司,逐步發展成香港首屈一指的會計師事務所之一。目前,該公司在審計上市公司數量方面排行第六,在香港首次公開招股申報會計師市場中排行第五,於2017年完成的首次公開招股個案達14宗。

鄭中正說:「論規模,國衛足以為客戶提供全面的商業和金融顧問服務;論國際化程度,也足以協助客戶滿足他們在亞洲以至全球的需要。然而,我們仍會竭盡所能,確保提供真正的個人化服務。」

總商會擁有龐大的商業網絡,會員涵蓋上市公司和跨國企業,吸引國衛於1995年加盟。

鄭中正說:「國衛致力維持其國際視野。」他補充,自1983年以來,國衛一直是HLB浩信國際會計師事務所的成員。該公司是由獨立會計師事務所和商業顧問機構組成的網絡。

目前,國衛密切注視內地及其他地區的最新發展,預計會為香港企業創造大量機遇。

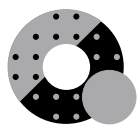
他解釋:「展望未來,香港處於有利位置,可充分利用『一帶一路』倡議帶來的金融服務機遇。我們和本港其他專業服務供應商要好好裝備自己,迎接轉變,抓住『一帶一路』倡議和中國內地經濟繁榮所帶來的機遇。」

鄭中正正在倫敦取得特許會計師資格,曾任職「四大」會計師事務所之一,其後被調派到香港的辦事處。他於90年代中加入國衛,未滿30歲已擔任合夥人,並於2010年成為總執行董事長。

鄭中正亦活躍於本地會計界,同時積極在香港和內地提供公共服務。例如,他自2010年起便擔任香港會計師公會理事會的當選理事,致力增進大眾對審計師規管改革的認識,並引領討論,以反映本港會計界的關注。 ❀

Company: HLB Hodgson Impey Cheng Limited
公司名稱: HLB國衛會計師事務所有限公司
HKGCC Membership No. 總商會會員編號: HKH0370
Established 創辦年份: 1983
Website 網站: www.hic.com.hk





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截止報名日期：2018年6月8日

Closing Date : 8 June 2018



表揚卓越 獎勵佳績

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Hong Kong General Chamber of Commerce
香港總商會 1861

Princely Seal of Approval 王室的保證

“Hong Kong is my home,” said Henri Leimer. The CEO of LGT (Asia) grew up in Liechtenstein, but has spent the past 27 years in Hong Kong and has three grown-up children who were all born and raised here.

Aside from his role at LGT, a global private banking and asset management group, Leimer is also the Honorary Consul of the Principality of Liechtenstein in Hong Kong.

LGT has acted as the family office of the Princely House of Liechtenstein for over 80 years, so has long experience in assisting high-net-worth individuals with their banking, investment and wealth planning needs. Traditional values such as integrity and reliability are at the core of the bank's services.

Currently, the group employs over 3,000 people in more than 20 locations in Europe, Asia, the Americas, Australia and the Middle East. LGT Bank has operated in Asia for over 30 years and at present employs around 400 staff in its Hong Kong office and 800 in Asia.

The bank joined the Chamber in 1995 as it believes that every organization should be part of the local community. “HKGCC is a leading business organization in Hong Kong and our membership is a way to stay in touch with the wider local business community,” Liemer said.

“One of the most impressive things about the HKGCC is how



the organization is able to link up its diverse membership and to bring all of us together to share our respective expertise and to achieve common goals,” he said, adding that the tours and activities help to provide an insight into the range of enterprises among the Chamber's membership.

Contributing to the well-being of everyone in Hong Kong is also part of the bank's ethos. To this end, LGT participated in the Chamber's Free Ride Day in 2014 and 2015 by sponsoring a tram.

“We are most interested in activities connected to sustainability and philanthropy,” Leimer said, “as it is important for us to give back to the community in which we are based.” ❀

「香港是我家。」LGT皇家銀行亞洲行政總裁黎萬亨如是說。黎萬亨於列支敦士登長大，然而他在香港度過了27個年頭，其三名孩子也是生於斯、長於斯。

黎萬亨除了在這家全球私人銀行及資產管理集團任職，同時也是列支敦士登公國駐港名譽領事。

LGT皇家銀行作為列支敦士登王室的家族業務，已屹立逾80載，在照顧高淨值人士的銀行、投資和理財需要方面可謂經驗老到。誠實、可靠等傳統價值為該銀行的服務核心。

目前，該集團僱用超過3,000名員工，遍及歐洲、亞洲、美洲、澳洲和中東逾20個地方。LGT皇家銀行在亞洲經營逾30年，在香港和亞洲分行分別聘用約400和800名員工。

該銀行認為每個機構都是社區的一份子，遂於1995年加入總商會。黎萬亨說：「總商會是香港領先的商業機構，成為會員讓我們得以跟本地廣大商界保持聯繫。」

他表示：「總商會令我印象尤深的是，其網絡足以連繫各行各業的會員，並團結眾人，一同分享自身的專長、實踐共同目標。」他補充，實地考察和其他活動讓他對總商會的公司會員有更廣泛認識。

為香港市民謀福祉也是該銀行的宗旨之一。為此，LGT皇家銀行在2014及2015年的「總商會全程為您」活動中，分別贊助了一輛電車。

黎萬亨說：「我們對可持續發展和慈善方面的活動尤感興趣，因為回饋社會至關重要。」 ❀

Company : LGT Bank AG

公司名稱 : LGT皇家銀行

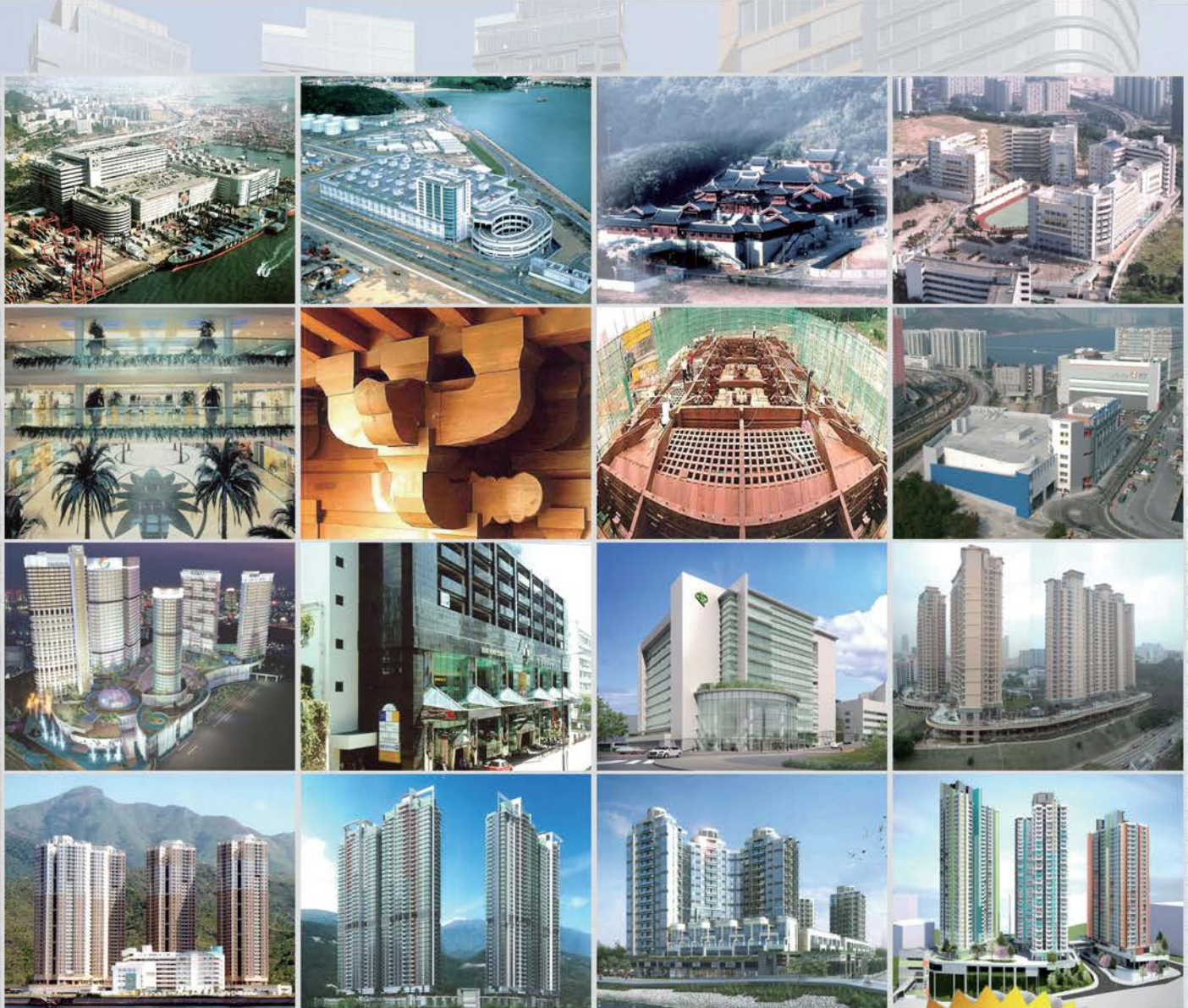
HKGCC Membership No. 總商會會員編號 : HKL0236

Established 創辦年份 : 1987

Website 網站 : www.lgt.com



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Hummos 鷹嘴豆泥

Aziza offers a wide range of mezze, which can be enjoyed as starters or as a meal to themselves. Aziza's hummos, the traditional chickpea, tahini and garlic dip, truly tickles our taste buds and proves to be a heavenly match for the piping hot home-made pita bread.

Aziza提供各式各樣的mezze/小吃，可作前菜或菜餚享用。餐廳的鷹嘴豆泥選用傳統的鷹嘴豆精製，拌以芝麻醬和蒜香醬，讓味蕾大感滿足，再配上熱騰騰的自家製彼得包同吃，更是滋味無窮。



Babaganough 燒茄子泥

Babaganough is another classic Middle Eastern dip that appears on the cold mezze menu. Aziza adds roasted onions, yogurt and parsley, and uses organic roasted egg-plant to add a smoky touch to this silky smooth dip.

燒茄子泥是另一款經典中東醬料，屬冷吃小食。Aziza加入烤洋蔥、乳酪和番茜，並採用有機烤茄子入饌，為軟滑的蘸醬增添煙熏滋味。



Mixed Grill 燒羊肉架、肉串和雞大腿

The Mixed Grill consists of lamb racks, cubed beef skewers and chicken thighs, which deliver an intensely aromatic flavour and aroma in a lip-smacking treat for meat lovers. Aziza's lamb is seasoned with a medley of fresh herbs that takes the juicy meat to another level. The beef is marinated with just the right amount of spices while the chicken is tenderly grilled to perfection. This quintessential selection is best accompanied with Aziza's revelatory couscous, hand-made by the restaurant using traditional methods.

羊架、牛柳串和雞大腿串燒的香氣撲鼻而來，讓嗜肉者垂涎三尺。Aziza的羊肉以多種新鮮香草調味，將香嫩多汁的羊肉提升到另一層次。醃製牛肉的香料恰到好處，烤燒雞肉的火候亦拿捏得宜。吃時佐以Aziza以傳統方法人手精製的粗小麥粉，效果奇佳。

Family Dining Egyptian-Style

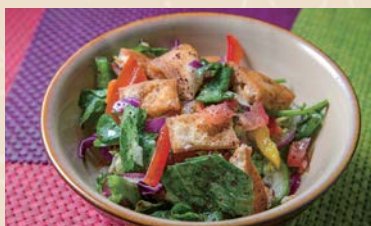
埃及滋味 樂聚天倫

This Middle Eastern gem is a welcome addition to the blossoming array of eateries in Kennedy Town, reports the Chamber's staff writer **Yannas Chung**

中東菜館進駐堅尼地城，為繁華熱鬧的食肆大街生色不少 本刊記者鍾曉欣

Aziza – meaning “darling” – is a small, family-run operation which has been bringing delicious and affordable Middle Eastern favourites to Kennedy Town since it opened last year. A black and gold exterior decorated with Egyptian motifs ensures that diners know they are in the right place as they stroll along Hau Wo Street. Inside, the theme continues with two giant hand-painted murals highlighting some of the country's most famous landmarks. The attentive service and quality of cooking add to the warm ambience that customers can enjoy while soaking up the culture and cuisine of the Middle East.

Aziza意謂「親愛的」，是一家以家庭式經營的小餐廳，自去年開業以來，一直為堅尼地城呈獻美味而又實惠的中東佳餚。餐廳以黑、金色為主調，裝潢盡顯埃及風情，食客沿著厚和街踱步，一看便知道找對地方。甫進餐廳，店內延續店外格調，兩幅巨型手繪壁畫凸顯該國一些最著名的地標。貼心周到的服務，配合大廚的烹調手藝，為溫暖的氛圍加分。客人既好好享受用餐環境，亦可細味中東的文化和美饌。



AZIZA

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Western District
西環堅尼地城厚和街28號
順昌大廈地舖
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Share Alike 分甘同味



Chef's Profile 大廚小檔

Mohsen Gaber Ibrahim grew up immersed in the local cuisine, with a father and uncle who both worked in the industry, including cooking for some of Egypt's elite. Inspired by his family experience, he honed his Egyptian and Mediterranean culinary skills at hotels in Egypt, Libya and Abu Dhabi before arriving in Hong Kong.

Over the years, Ibrahim added to his repertoire. He continued to nurture his love of cooking at a wide range of roles in Hong Kong before becoming his own boss as the owner and head chef at Aziza. Some of his past employers include the Middle Eastern restaurant Habibi, Ovolo Hotels, Le Comptoir and Cathay Pacific Catering Services.

Ibrahim has lived in Hong Kong for 17 years, but chooses not to adapt his menu to the local palate, preferring to focus on authenticity. He and his wife Zinab Mohamed Hammd are dedicated to producing freshly-made dishes that allow the flavor of the ingredients to shine while paying homage to time-honoured Egyptian cuisine.

大廚Mohsen Gaber Ibrahim生於飲食世家，父親和叔父都是廚師，曾為埃及王室下廚，故自小已對當地的烹飪文化有所掌握。他受家人的啟蒙，其後分別在埃及、利比亞和阿布扎比的酒店任職，持續改良埃及和地中海菜的烹調技巧。

多年來，Ibrahim不斷鑽研烹飪，提升廚藝。來港後，他先後任職中東餐廳Habibi、Ovolo奧華酒店、Le Comptoir和國泰航空飲食服務，擔任不同的崗位，繼續醉心烹飪。其後，他決定創業，開設了Aziza，身兼老闆和大廚。

Ibrahim已居港17年，但他堅持不為迎合本地口味而調整菜單，力求呈獻正宗的地道風味。他和妻子Zinab Mohamed Hammd悉心炮製新鮮的菜餚，讓食材發揮真味，以帶出經典的埃及風味。



Falafel 炸雜香草蠶豆

Crisp on the outside and light and fluffy inside, these falafels add to the pleasure of eating healthily. Aziza uses fava beans in its version instead of the more common chickpeas, in a delicious take on this classic delicacy.

這道炸雜香草蠶豆外脆內軟，令健康飲食更添樂趣。Aziza選用蠶豆，而非常見的鷹嘴豆，讓這道經典佳餚錦上添花。



Wara Inab 香草飯釀香葉卷

Filled with an aromatic mix of rice, the flavorful stuffed vine leaves known as Wara Inab are one of the hot mezze options. These hand-made rolls, which come with a scrumptious tomato sauce accompaniment, are a finger-licking treat, and won us over with their perfect balance of taste and texture.

香草飯釀香葉卷為熱葷之一。在藤葉內釀入香草飯，香軟入味，是味道與口感的完美平衡。香葉卷全由人手捲製而成，外層沾滿香濃蕃茄醬汁，讓人吮指回味。



Aziza Chicken 燒春雞

Following a selection of veggie-friendly mezze to start, it is time for some meat. Marinated and grilled in the Egyptian style, a whole spring chicken is slowly cooked with Aziza's secret mix of seasonings. The slightly charred and crunchy skin contrasts with the incredibly succulent and flavour-infused meat, and is served with a tasty Egyptian dipping sauce.

品嚐過多款素菜小吃，是時候一試這裡的葷菜。原隻春雞以埃及式的醃製和烤焗方式製作，再混入Aziza的秘製調味料慢煮。微焦而鬆脆的外皮與惹味多汁的雞肉形成強烈的口感對比，更可配以美味的埃及蘸醬享用。

Fang Liqun, Deputy Director-General, Economic and Technological Cooperation Department of Jilin Province, visited the Chamber on 26 February. Petrina Tam, China Committee Vice Chairman, received the delegation. Fang said the economies of the three north-eastern provinces in Mainland China have rebounded in recent years. He also noted that the services industry, which accounts for about 40% of the overall economy of Jilin Province, presents great business opportunities, especially in the hotel and tourism sectors.

吉林省經濟技術合作局副局長房立群及隨行於2月26日到訪總商會，由中國委員會副主席譚唐毓麗接待。房副局長表示，中國內地東北三省的經濟近年已見反彈。他又指出，服務業佔吉林省整體經濟約四成，帶來龐大商機，特別是酒店和旅遊業。



Li Jinqi, Director General, China Foreign Trade Centre, and Vice President and Secretary General, China Import and Export Fair, and his colleagues visited the Chamber on 6 March. PC Yu, China Committee Chairman, received the visitors. Established in 1957, the China Import and Export Fair, also known as the Canton Fair, is the biggest trade fair in Mainland China. Li reported that it would be held in Guangzhou from 15 April to 5 May, and encouraged Chamber members to visit.

中國對外貿易中心主任、中國進出口商品交易會副主任兼秘書長李晉奇及隨行於3月6日到訪，由中國委員會主席余鵬春接待。中國進出口商品交易會（廣交會）於1957年創辦，是中國內地規模最大的貿易展。李晉奇表示，廣交會將於4月15日至5月5日假廣州舉行，並鼓勵本會會員參與其中。



Chen Yue Hua, Deputy Director, Department of Commerce of Guangdong Province, met with Chamber Deputy CEO Watson Chan on 14 March. They discussed the Chamber's support for the Business Fair for Hong Kong-Guangdong Economic, Technology and Trade Cooperation, an annual event which this year is scheduled to be held in Hong Kong on 12 July.

廣東省商務廳副廳長陳越華於3月14日與總商會副總裁陳利華會面，討論總商會支持「粵港經濟技術貿易合作交流會」的事宜。今年，該年度會議將於7月12日假香港舉行。



Watson Chan, the Chamber's Deputy CEO (Policy and Business Development), attended a Chinese New Year Dinner on 6 March, co-hosted by CCPIT offices in the Guangdong, Hong Kong and Macao regions, including the CCPIT Representative Offices in Shenzhen and Guangzhou.

總商會副總裁（政策及商務發展）陳利華於3月6日出席「粵港澳貿易機構和商協會戊戌年新春晚宴」。該活動由粵港澳地區的貿促分會，包括貿促會駐深圳和廣州代表處合辦。

Anthony Wu, member of the Standing Committee of the CPPCC National Committee; Jeffrey Lam, member of the CPPCC National Committee and Chamber LegCo Representative; and Stanley Hui, member of the CPPCC National Committee, shared first-hand information and insights from their attendance at the Two Sessions with members at a roundtable on 19 March.

全國政協常委胡定旭、全國政協委員及總商會立法會代表林健鋒及全國政協常委許漢忠於3月19日的午餐會上，與會員分享他們從兩會所得的一手資訊和個人見解。

Nature Yang, Vice Chairman, Industry & Technology Committee, attended the Hong Kong Chamber Leaders Meeting cum Luncheon, organised by Hong Kong Economic and Trade Office in Guangdong of HKSAR (GD ETO), in Shenzhen on 20 March. The purpose of the meeting is to strengthen the connection among Hong Kong Chambers, GD ETO and the Guangdong Government. It also helps to update Hong Kong enterprises on the latest economic development in the province, and provides a platform to exchange opinions on the current situation of Hong Kong companies in Guangdong.

工業及科技委員會副主席楊自然於3月20日赴深圳出席「香港商會會長交流會暨午餐會」。該會議由香港特區政府駐粵經濟貿易辦事處(駐粵辦)舉辦，旨在加強本港商會、駐粵辦與廣東省政府之間的聯繫，協助港企掌握省內的最新經濟發展，並提供一個平台，就在粵港企的現況交換意見。

HKGCC General Meeting 18 May 2018

香港總商會周年會員大會謹訂於2018年5月18日舉行

The Annual General Meeting of the Hong Kong General Chamber of Commerce will be held at 6:00 p.m. on Friday, 18 May 2018, at the Hong Kong Convention and Exhibition Centre, Meeting Room N201. A cocktail reception and registration of members will start at 5:00 p.m.

Six members of the General Committee are required to retire this year, and four of them may stand for re-election if they wish:

- **Stanley Hon Chung HUI**, Advisor,
NWS Holdings Ltd
- **Ronald LEE**, Managing Director,
Goldman Sachs (Asia) LLC
- **David T C LIE**, Chairman,
Newpower International (Holdings) Co Ltd
- **Stephen Tin Hoi NG**, Chairman & Managing Director,
The Wharf (Holdings) Ltd
- **Anthony T Y WU**, Deputy Chairman,
Sincere Watch (Hong Kong) Ltd
- **Emil Chen On YU**, General Manager,
Keystone Electric Wire & Cable Co Ltd

Any Chamber member intending to nominate for election to the General Committee should submit a completed nomination form to Chamber CEO Shirley Yuen on or before 24 April 2018.

For election-related enquiries, Ms Yuen is available at tel. 2823 1298, or email ceo@chamber.org.hk.

本年度香港總商會周年會員大會訂於2018年5月18日(星期五)下午6時假香港會議展覽中心N201號會議室舉行。酒會和會員入座登記將於下午5時開始。

以下六位理事須於本年度卸任，當中四位可選擇競選連任：

- | | |
|------------------------------------|-----|
| • 新創建集團有限公司顧問 | 許漢忠 |
| • 高盛(亞洲)有限責任公司董事總經理 | 李碩培 |
| • 新大中國際(集團)有限公司主席 | 李大壯 |
| • 九龍倉集團有限公司主席兼常務董事 | 吳天海 |
| • Sincere Watch (Hong Kong) Ltd副主席 | 胡定旭 |
| • 啟東電線電纜有限公司總經理 | 于健安 |

有意參選理事的會員，請於2018年4月24日或之前填妥參選表格，並提交予本會總裁袁莎妮。

有關選舉查詢，請致電2823 1298或電郵ceo@chamber.org.hk。



Teresa Lam (left), Vice President, and Lucia Leung, Research Manager, Asia Distribution and Retail, Fung Business Intelligence
馮氏集團利豐研究中心副總裁林詩慧（左）及研究經理梁詠璣

Ten Highlights of Mainland's Commercial Sector

中國商業十大熱點展望

Trends include the impact of digital transformation on the rural economy, agriculture and brick-and-mortar stores

十大趨勢包括數碼轉型對農村經濟、農業和實體店的影響

At the 19th National Congress of the Chinese Communist Party (CPC) last year, General Secretary of the CPC Xi Jinping outlined the country's policy direction in all major fields.

He called for more effort to promote the integration of the internet, big data and artificial intelligence (AI) with the real economy. The aim is to foster new growth areas in consumption, innovation-driven development, the green and low-carbon economy, the sharing economy, modern supply chains and human capital services. Xi also advocated support for upgrading traditional industries and for accelerating the development of the modern services industry. These will all open up new opportunities for commercial enterprises to tap or further expand their presence in the Mainland.

Fung Business Intelligence has published the Ten Highlights of China's Commercial Sector 2018 with the Secretariat of the Expert Committee of the China General Chamber of Commerce. These were identified after a series of votes and panel discussions by more than 170 experts.

A key principle of the 19th Party Congress: China's distribution industry to evolve from big to strong; aims to improve people's lives through innovation and transformation

The 19th National Congress set out new and clear directions for the country's development. The government's determination to speed up the transformation of the domestic trade and distribution industry will facilitate the rapid development of standardisation, digitalisation and modernisation.

A series of adjustments are expected to take place in the trade and distribution industry this year focused on improving quality and efficiency. Industry practitioners will aim to satisfy the needs of different consumer

segments, while new retail formats and business innovations that accentuate the importance of consumer experience will continue to emerge. In the near term, the distribution industry is set to become an important element in the economy's foundation and the leading industry to meet people's growing needs for a better life.

New commercial input and innovation sustains consumer market growth; technology brings smart advantages

The Chinese Mainland's economy has been transitioning from a phase of rapid growth to a stage of high-quality development, underscored by stable economic growth. The government's determined efforts to push forward supply-side structural reforms, promote innovation and strengthen the role of consumption in driving economic growth have led to the country's steady economic development. At the same time, commercial enterprises have been eager to carry out format revisions to accommodate changing customer needs. Consumption will remain a major driver of economic growth. In 2018, China's GDP growth is expected to be 6.7% year-on-year and total retail sales of consumer goods is expected to grow at 10.1% y-o-y.

Business innovations become evident, embracing "New Retail" strategies to attract consumers

The "New Retail" concept that uses customer data and technologies to integrate online and offline (O2O) businesses will continue to revolutionise the way companies operate. The "New Retail" concept and other innovations have one common aim: to anticipate and satisfy customers' needs. With increasing adoption of technologies and upgraded consumption, the concept is expected to continue to shape the development of the retail sector.



AI facilitates the creation of new retail formats; smart business models become the next digital frontier

The AI market has entered a period of rapid growth while receiving strong support from the government in recent years. Baidu, Alibaba and Tencent have dominated the AI market and made substantial investment in AI technologies and infrastructure, as well as in product development. As a result, new retail formats facilitated by AI, such as unmanned stores, have emerged. Meanwhile, increasing numbers of commercial enterprises in the Mainland have also incorporated AI in their day-to-day operations and invested heavily in retail technologies as part of their customer engagement strategies.

Convenience stores see robust growth; technological innovation a key driving force

The development of convenience stores played a significant role in O2O integration in 2017, extensively applying technology-driven innovation. Two key trends have emerged. First, traditional retailers are branching out into the convenience store sector; secondly, technology companies are partnering with store operators to trial various types of technologies in-store. These trends are set to continue in 2018 with greater depth and variation.

Distribution sector supply chain integration: leading to optimal supply-demand matching, national supply-side structural reform

In response to demand and consumption upgrading, enterprises are integrating their supply chains to

achieve more precise supply-demand matching. Supply chain upgrading has focused on balancing supply and demand, and optimizing resource allocation. These are also key tenets of national supply-side structural reform. With the government's support, coupled with the advent of new technologies, distribution enterprises are set to speed up their integration processes by combining digital technologies with supply chain operations.

Rural areas become a new powerhouse for e-commerce growth; e-commerce plays a larger role in agricultural upgrading, alleviating rural poverty

In recent years, rural e-commerce has witnessed explosive growth on the back of the government's policy to cultivate e-commerce as part of the economic restructuring of underdeveloped villages. Prompted by sustained governmental support and the promising outlook of the sector, major e-commerce players have expedited their expansion in rural towns. As a result, the rural e-commerce sector is a fast new growth engine. This boom is expected to drive deeper online integration with traditional industries in the countryside, promoting the growth of the digital economy and agricultural upgrading.

Demand for lifestyle services surge; growth rate far exceeds consumer goods consumption

With China's unprecedented O2O development, lifestyle services subsectors such as catering, accommodation, housekeeping, beauty and car repairs have entered a new trend for growth. In particular, the sharing econ-

omy is on the rise as increasing numbers of consumers conduct business transactions via online sharing platforms. Proactive measures taken by the government to promote the healthy development of lifestyle services ensure that the sector can realise its huge development potential. Lifestyle services that are O2O driven and customer- and experience-oriented are set to see huge growth this year.

Physical retail market rebounds; transformation and innovation are imperative for the future of the commercial sector

In 2017, key physical retailers including supermarkets and department stores showed signs of stable recovery with reports of upbeat sales, indicating a rebound in the Mainland's physical retail sector. In particular, retailers that have continued to innovate, remained active in product optimisation, and made use of online and offline resources have enjoyed significant success. Conversely, the arrival of the nation's e-commerce giants

into brick-and-mortar retail has also been successful, pioneering many innovations and new business models. Into the future, the market will be dominated by the "best of breed" in "boundless retail" — companies which consistently transform to meet evolving consumer needs.

Digitalisation facilitates transformation of the Mainland's agricultural produce wholesale markets, with electronic systems greatly enhancing product traceability

Thanks to accelerated digitalisation, the agricultural produce wholesale industry has undergone rapid transformation and upgrading in recent years. To match consumers' rising expectations and take on challenges brought about by new business models, increasing numbers of traditional wholesale players have increased their digital transformation efforts. They have embraced big data analytics, establishing electronic clearing and settlement systems as well as partnering with e-commerce platforms. ✨

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The Employees' Compensation Ordinance provides that all employers are required to take out adequate employees' compensation insurance cover for their full time or part-time employees (including foreign or local domestic helpers), irrespective of the length of employment contract or working hours. Offenders are liable to a maximum fine of HK\$100,000 and to imprisonment for two years.

An employee who suspects that his/her employer has not taken out employees' compensation insurance could report to the Labour Department by phone: 2815 2200

在去年的中國共產黨第十九次全國代表大會上，中共中央總書記習近平為國家各個主要領域指明了政策方向。

習近平強調要大力推動互聯網、大數據、人工智能與實體經濟深度融合，在消費、創新發展、綠色低碳經濟、共享經濟、現代供應鏈、人力資本服務等領域培育新增長點。他亦支持傳統產業優化升級，加快發展現代服務業。這將為初進內地或進一步擴大在華業務的企業締造更多新機遇。

馮氏集團利豐研究中心及中國商業聯合會專家工作委員會聯手發布了年度報告書——《2018年中國商業十大熱點展望》，羅列出今年中國商業市場的重要發展趨勢。這些趨勢乃經由逾170位專家進行多輪投票和討論所得。

十九大精神：引領內地流通業由大到強，通過創新轉型來改善人民生活

十九大為國家未來發展指明了清晰的新方向。政府加快國內貿易和流通產業轉型的決心，促進流通領域迅速實現標準化、數碼化和現代化。

預計今年貿易和流通產業將進行一系列的調整，專注提升質量和效率。企業將致力滿足不同消費群的需求，而一些以豐富消費體驗的新零售業態和創新商業模式將繼續湧現。流通業將於短期內成為經濟發展的重要基礎，以及滿足人民對美好生活與日俱增的需求之先導性產業。

新商業投入與創新延續消費市場增長；科技帶來智能優勢

中國內地經濟穩中求進，由高速增長階段轉向高質量的發展階段。政府不遺餘力地推動供給側結構性改革，鼓勵創新，加強消費對經濟增長的作用，促使經濟平穩發展。與此同時，企業也積極轉型，以滿足顧客不斷變化的需求。消費仍然是經濟增長的主要動力。預計2018年國內生產總值按年增長6.7%，社會消費品零售總額按年增長10.1%。

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商業創新高潮迭起，「新零售」探索熱點頻現

「新零售」概念是指利用顧客數據和技術整合線上與線下業務。「新零售」將繼續革新企業的經營模式。這個概念與其他商業創新有著共同的目標，就是預測和滿足顧客的需求。隨著技術普及和消費升級，預計「新零售」概念將持續影響零售業的發展。

人工智能催生零售新業態，智慧商業模式成商業藍海

近年，在政府的大力支持下，人工智能市場進入快速增長期。百度、阿里巴巴和騰訊主導了人工智能市場，在人工智能技術、基礎設備、產品研發方面進行了大量投資。於是，像無人商店等由人工智能技術支持的新零售業態開始冒起。與此同時，愈來愈多內地企業在日常運作中應用人工智能技術，並大規模投資零售技術，以提升顧客體驗。

便利店迅速崛起，技術創新是核心驅動力

2017年，中國便利店廣泛應用創新技術，在線上與線下融合中發揮了日益重要的作用。便利店業有兩大發展方向：第一，傳統零售商紛紛進軍便利店業；第二，科技公司與便利店聯手合作，在店內試行各種創新技術。預計2018年，這兩個趨勢將會持續並深化，呈現更多元化的格局。

流通業供應鏈整合：推動供需精準匹配，促進國家供給側結構性改革

為回應消費需求和消費升級，企業正進行供應鏈整合，以實現更精準的供需匹配。供應鏈升級有利於平衡供需、優化資源配置，是供給側結構性改革的重要抓手。借助政府的支持，加上技術進步，流通企業勢將結合數碼技術與供應鏈運作，加快整合進程。

電商精準扶貧成效顯著，農村市場成為電商發展新高地

近年，農村電商呈現快速增長。這有賴於政府大力發展電商，以助農村經濟轉型。政府的支持令業界發展前景向好，吸引了電商巨頭紛紛作出佈局，把農村電商視為新的業務增長點。預計這股熱潮將促進電商與農村傳統產業的深度融合，帶動數碼經濟增長，促進農業升級。

生活服務業需求激增，市場增速遠超商品消費

隨著線上線下融合進程加快，餐飲、住宿、家政、美容、汽車維修等生活服務業進入了快速增長期。愈來愈多消費者在線上共享平台進行交易，「共享經濟」的增長尤其突出。政府已採取積極措施，推動生活服務業健康發展，釋放業界發展的龐大潛力。今年，以線上線下、消費和體驗主導的生活服務業也將迎來巨大的增長。

實體零售業呈回暖跡象，創新轉型任重道遠

2017年，以超市和百貨商店為主的實體零售業績樂觀，呈現回暖跡象。當中又以那些不斷創新、積極優化產品、善用線上線下資源的零售商，取得了尤其明顯的增長。另一方面，國家電商巨頭成功進軍實體零售市場，開創了眾多創新的商業模式。未來，市場將以積極變革的企業為主導，通過不斷轉型來滿足消費者不斷轉變的需求。

數碼化促進農產品批發市場轉型，電子系統實現信息可追溯

近年，數碼化進程加快，促使農產品批發業迅速轉型升級。為了迎合消費者的期盼，以及應對新商業模式的挑戰，愈來愈多傳統批發商開始運用大數據，建立電子結算系統，並對接電子商務平台，以推進數碼化轉型。✿

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Digesting the Two Sessions

透視兩會

GBA is key focus for Hong Kong among the plans and policies discussed at annual meeting

一年一度兩會期間討論的眾多計劃和政策中，大灣區是香港的重要焦點



The environment, property and Greater Bay Area (GBA) were some of the key topics discussed at the Two Sessions in Beijing. Fresh from their attendance at the annual meeting, General Committee members Anthony Wu, member of the Standing Committee of the CPPCC National Committee; Jeffrey Lam, member of the CPPCC National Committee and the Chamber's LegCo Representative; and Stanley Hui, member of the CPPCC National Committee, shared their takeaways with members at a roundtable on 19 March.

Hui drew attention to the fact that the word "historic" had been used for the first time to describe the nation's progress. Wu also noted some of the Mainland's achievements, including the reduction of people in poverty and increase in outbound tourists.

On specific issues, Lam said that the Central Government had introduced plans to make sure

that housing is not for speculation. Turning to Hong Kong's property issues, he noted that less than 7% of land is used for residential purposes.

"Let's solve the problems for the youngsters who need a place to live," he said.

Hui discussed the focus on cleaning up the environment and corruption, saying that a new supervisory platform will be similar to Hong Kong's Independent Commission Against Corruption.

The GBA is one of the key initiatives of the Central Government that directly involves Hong Kong. Lam said that Hong Kong should not push to become the "dragon's head" of the GBA; rather that all nine cities should focus on their own strengths. He added that further details were expected soon. "We have to be ready so not to miss the boat," he said. "We can make it the most prosperous bay area in the world." ❀

兩會在北京召開期間，環境、房地產和大灣區是其中的重要議題。全國政協常委及總商會理事胡定旭、全國政協委員及總商會立法會代表林健鋒和全國政協常委及總商會理事許漢忠近日出席兩會後，於本會3月19日的午餐會上，與會員分享他們的得著。

許漢忠指出，「歷史性」這個字眼首次被用以形容國家的進展。胡定旭亦談及內地取得的部分成就，包括減少貧窮人口和增加出境旅客人數。

具體議題方面，林健鋒表示中央政府已出台多項計劃，遏抑住房投機。至於香港的房地產，他指出不足7%的土地用作住宅用途。

他說：「讓我們協助青年人解決問題，他們需要一個居所。」

許漢忠談到兩會的重點為潔淨環境和打擊貪腐，而內地也將成立全新的監察平台，其功能與香港的廉政公署相近。

大灣區是中央政府的重要倡議之一，香港直接參與其中。林健鋒認為，香港毋須急於成為大灣區的「龍頭」；相反，區內九個城市應集中發展各自優勢。他又稱，預料當局將於短期內公布進一步的詳情。他說：「我們要準備就緒，以免坐失良機。我們可使之成為全球最繁榮的灣區。」 ❀



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Behind the Screens at JD.com

京東幕後

Members get an insight into the key innovations driving the success of e-commerce company
會員了解關鍵的創新技術如何讓電子商務公司達至成功

JD.com has played a major role in transforming the retail sector in the Mainland and beyond, and is now one of the world's largest internet companies. It has moved beyond its e-commerce roots, with innovations including unmanned convenience stores and delivery drones, and is also introducing its services to overseas markets.

At a full house roundtable luncheon on 14 March, Zheng Xiaolin, Director of International Business, and Ben Chuk, Senior Business Development Manager, at JD.com spoke to members about the company's strategies in Mainland China and Southeast Asia.

The B2C platform on JD.com offers a vast selection of products, from furnishings to fresh food, and it can deliver almost 90% of orders on the same or next day in the Mainland.

The platform also provides a one-stop shopping experience in

locations including Indonesia, Thailand, Russia and the United States. In Southeast Asia, it has strengthened its presence by partnering with local operators, such as the Thai retailer Central and the Vietnamese e-commerce site Tiki.

The speakers revealed that nearly 80% of transactions on JD.com are made on mobile devices. So the company has partnered with Tencent, which gives its users exclusive access to JD.com through WeChat. JD.com also works with other Chinese internet players such as Baidu, Sogou and NetEase to use their combined data to develop highly targeted marketing strategies.

In response to audience members interested in using the platform to market their own products, Chuk said that baby products, Korean and Japanese cosmetics, and health supplements were among the most popular categories on the site. 🌸

京東在帶動內地及其他地區的零售業轉型方面發揮重大作用，現為全球最大的互聯網公司之一。除了電子商務，該公司更以無人便利店和送貨無人機等創新技術拓展業務，同時將服務引入海外市場。

京東國際業務拓展部投資併購及業務拓展總監鄭小林和高級業務拓展經理祝紹斌於3月14日的午餐會上，向會員講解京東在中國內地及東南亞的戰略布局，全場座無虛席。

京東的B2C平台提供林林總總的產品，由家具擺設以至新鮮食品都一應俱全。該平台更可於下單日或翌日在內地送達九成的貨物。

京東還為印尼、泰國、俄羅斯和美國等地區的用戶提供一站式購物體驗。東南亞方面，京東透過與當地營運商如泰國零售商Central和越南電子商務網站Tiki合作，以加強業務影響力。

兩位講者透露，京東近八成的交易都透過流動裝置進行。因此，該公司已夥拍騰訊，讓用戶可通過微信的獨家渠道，進入京東的網購平台。京東還與百度、搜狗和網易等其他中國互聯網企業合作，

利用各方的綜合數據制訂高針對性的營銷策略。

對於有會員有意利用該平台推銷旗下產品，祝紹斌回應時表示，該網站最受歡迎的產品類別包

括嬰兒用品、日韓化妝品及保健品。🌸



At a full house roundtable luncheon on 14 March, Zheng Xiaolin (left), Director of International Business, and Ben Chuk, Senior Business Development Manager, at JD.com spoke to members about the company's strategies in Mainland China and Southeast Asia.

京東國際業務拓展部投資併購及業務拓展總監鄭小林（左）和高級業務拓展經理祝紹斌於3月14日的午餐會上，向會員講解京東在中國內地及東南亞的戰略布局，全場座無虛席。





Hong Kong General Chamber of Commerce
香港總商會 1861

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Americas Committee 美洲委員會



Orlando Dovat, Chairman of the Zonamerica Business and Technology Park in Uruguay, accompanied by Uruguayan Honorary Consul Anabella Levin-Freris, called on the Chamber on 12 March to meet with members and introduce Zonamerica. The visitors were welcomed by Americas Committee Chairman Thomas Wong and members of the committee. Dovat explained how Zonamerica, as a free zone, provides a platform for conducting business in Uruguay by offering benefits such as tax exemptions and unrestricted currency circulation.

烏拉圭Zonamerica商業及科技產業園主席Orlando Dovat由烏拉圭名譽領事Anabella Levin-Freris陪同，於3月12日到訪總商會與會員會面，並介紹Zonamerica。二人由美洲委員會主席黃華榮及委員接待。Dovat解釋，Zonamerica是一個自由區，可作為烏拉圭的營商平台，提供免稅及貨幣無障礙流通等優惠待遇。

Evaristo Trevino Berlanga, Partner at La Nao Group, attended the Americas Committee Meeting on 16 March and was welcomed by Americas Committee Chairman Thomas Wong, Vice Chairmen Gary Ahuja and Kelvin Wong, and members. Trevino Berlanga gave members an overview of the Latin American community in Hong Kong, as well as the trade opportunities in the region. He noted that Mexico was Hong Kong's largest export market in Latin America in 2017.

La Nao Group合夥人Evaristo Trevino Berlanga出席美洲委員會3月16日的會議，由委員會主席黃華榮、兩名副主席加利、黃志強和委員接待。Trevino

Berlanga概述在港拉丁美洲社群的狀況及拉美的貿易機遇。他指出，墨西哥是香港於2017年最大的拉美出口市場。



Asia & Africa Committee 亞洲及非洲委員會

At a meeting of the Asia & Africa Committee on 15 March, PC Yu, Chairman of the China Committee briefed members on the work of the China Committee. He presented a list of cities the China Committee had visited in the past year and told members that they would be visiting Ningxia and Guizhou in the coming year.

亞洲及非洲委員會於3月15日舉行會議，中國委員會主席余鵬春向委員概述中國委員會的工作。他羅列中國委員會去年曾訪問的多個內地城市，並表示委員會來年將訪問寧夏和貴州。

Paul Byles, President of the Cayman Islands Chamber of Commerce, accompanied by CEO Wil Pineau, called on the Chamber on 19 March where he was welcomed by Americas Committee Chairman Thomas Wong, Asia and Africa Committee Chairman Behzad Mirzaei, and members. Byles gave an introduction to the Cayman Islands Chamber of Commerce, noting that it represents around 18,000 of the 40,000-strong workforce in the country. The finance and tourism sectors are considered to be the "twin pillars" of the territory's economy, he said. Byles further explained how the Cayman Islands, with its diverse range of financial services, acted as an international financial centre.

開曼群島商會主席Paul Byles由總裁Wil Pineau陪同，於3月19日到訪本會，由美洲委員會主席黃華榮、亞洲及非洲委員會主席苗澤文及委員接待。Byles向眾人介紹開曼群島商會，指出當地4萬名勞動人口中，約18,000人受僱於該商會的會員公司。他表示，金融及旅遊業為該國經濟的「雙支柱」。Byles還講解了開曼群島的多元金融服務如何助其成為國際金融中心。



Clarification: In our March edition we incorrectly wrote that TokyoLima was the first restaurant in Hong Kong to serve Nikkei cuisine. We apologise for the mistake. 澄清：本刊3月號誤指TokyoLima是首家把「Nikkei」菜引入香港的餐廳，我們謹此致歉。

Committee Chairmen 委員會主席



Americas Committee
美洲委員會
Mr Thomas Wa Sun Wong
黃華榮先生



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



Joint Business Community Luncheon with the Honourable Paul MP Chan 商界聯席午餐會：財政司司長陳茂波先生

Financial Secretary Paul Chan spoke to a full house at the Joint Business Community Luncheon organized by HKGCC on 28 March. He discussed his recent Budget and took questions from the audience on topics including the need to remove outdated regulations. The Chamber also invited a number of students to the event to give them an insight into the business world. Chamber Chairman Stephen Ng, Deputy Chairman Aron Harilela and CEO Shirley Yuen chatted with the students after the luncheon to hear their views.

財政司司長陳茂波蒞臨總會於3月28日舉行的「商界聯席午餐會」，闡釋其近日發表的《財政預算案》，並回應與會者的提問，內容包括取締過時法規等，全場座無虛席。總會亦邀請多位學生出席活動，增進他們對商業世界的認識。會後，本會主席吳天海、常務副主席夏雅朗和總裁袁莎妮與學生對談交流，聆聽他們的想法。

Strengthening Ties with Malaysia 加強與馬來西亞聯繫

Tan Yew Sing, President of the Malaysia-China Chamber of Commerce (MCCC), and his wife Teh Siew Lan, Group CEO of Rafflesia Education Group, visited the Chamber on 9 March where they were received by Behzad Mirzaei, Chairman of the Asia & Africa Committee, and members. Tan introduced the MCCC, which was founded in 1990. Its aims include nurturing young Malaysian entrepreneurs, for example through its annual Young Entrepreneur Conference which alternately takes place in Malaysia and China. Tan also said that the MCCC helps Malaysian businesspeople to establish networks in Mainland China, and encourages them to use Hong Kong as a stepping stone to enter the Mainland market due to the benefits arising from the CEPA trade agreement.

馬來西亞—中國總商會（馬中總商會）總會長陳友信及其夫人萊佛士亞教育集團首席執行官Teh Siew Lan於3月9日到訪本會，由亞洲及非洲委員會主席苗澤文及委員接待。陳友信簡介馬中總商會，該會於1990年成立，宗旨之一為透過一年一度的青商大會（於馬來西亞及中國輪流召開）等途徑培育馬來西亞的年輕企業家。陳友信還表示，馬中總商會協助馬來西亞商家在中國內地建立網絡，並鼓勵他們利用香港作為踏腳石，進軍內地市場，以把握香港與內地簽署《內地與香港關於建立更緊密經貿關係的安排》後享有的優勢。

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

Allen Yeung, Government Chief Information Officer, spoke on the key projects of the Smart City initiative for Hong Kong at a roundtable luncheon held on 7 March. Notable undertakings highlighted by Yeung included plans for the launch of an electronic ID scheme and smart lampposts over the next two years.

政府資訊科技總監楊德斌於3月7日的午餐會上，講解《香港智慧城市藍圖》的重點項目，包括在未來兩年推出數碼個人身分計劃和智能燈柱。



The Cyber Security Professionals Awards 2017 was successfully concluded with a total of 80 winners and around 300 participants attending the presentation ceremony held on February 26 at the Hong Kong Science Park. The Awards were sponsored by the Chamber for the second consecutive year and co-organized by the Cyber Security and Technology Crime Bureau of the Hong Kong Police Force, the Government Computer Emergency Response Team Hong Kong and the Hong Kong Computer Emergency Response Team Coordination Centre. The objective of the Awards is to encourage cyber security personnel to improve their capabilities in preventing and detecting incidents and attacks.

「網絡安全精英嘉許計劃2017」已圓滿結束。頒獎典禮於2月26日假香港科學園舉行，約有300名參加者出席，共80名得獎者獲頒獎項。該計劃由香港警務處網絡安全及科技罪案調查科、政府電腦保安事故協調中心和香港電腦保安事故協調中心合辦，由總商會連續第二年贊助，旨在鼓勵網絡安全從業員提高預防及偵測網絡事故和攻擊的能力。



Roy Zou and Mark Parsons, Partners from Hogan Lovells, shared with members the impact of China's Cyber Security Law at a roundtable luncheon on 1 March, and offered practical advice on ways for businesses to ensure that they comply with the new legal requirements.

霍金路律師行合夥人鄒國榮和栢雅盛在3月1日的午餐會上，分享中國《網絡安全法》的影響，以及企業應採取的實際措施，確保符合最新的法律要求。



Economic Policy Committee 經濟政策委員會

A panel comprising Economic Policy Committee Chairman Peter Churchouse, Taxation Committee Chairwoman Grace Tang and former Government Economist KC Kwok discussed the 2018-19 Government Budget during a lunchtime event on 14 March.

經濟政策委員會主席卓百德、稅務委員會主席鄧卓敏及香港特區政府前經濟顧問郭國全於3月14日的午餐會上，討論2018至2019年度的《財政預算案》。



The Economic Policy Committee hosted the Deputy Secretary for Financial Services and the Treasury Andrew Lai at a post-Budget briefing on 2 March. The meeting is co-organised annually with the Taxation Committee.

經濟政策委員會於3月2日與稅務委員會合辦年度《財政預算案》簡介會，邀得財經事務及庫務局副秘書長黎志華出席。

Europe Committee 歐洲委員會



Li Xiaosi, Ambassador Extraordinary and Plenipotentiary of the People's Republic of China to the Republic of Austria, visited the Chamber on 27 February, where he was received by General Committee member and Europe Committee Vice Chairman Jennifer Chan, and General Committee member David Lie. They discussed Austria's strategic location as a gateway for Hong Kong and Mainland Chinese business to enter Europe, and how Hong Kong can strengthen its role in the Greater Bay Area and Belt and Road initiatives.

中華人民共和國駐奧地利共和國特命全權大使李曉駟於2月27日到訪總商會，由理事及歐洲委員會副主席陳佩君和理事李大壯接待。雙方討論奧地利作為香港及中國內地企業進入歐洲的門戶之戰略位置，以及香港可如何加強其在大灣區和「一帶一路」倡議中的地位。

Inmaculada Riera, Director-General of the Spanish Chamber of Commerce, visited the Chamber on 8 March where she was welcomed by Europe Committee Chairman Stephen Weatherseed. They discussed the latest developments in Hong Kong and business opportunities in Spain.

西班牙商會總幹事Inmaculada Riera於3月8日到訪，由歐洲委員會主席韋大象接待。雙方討論香港的最新發展及西班牙的商機。



Europe Committee Chairman Stephen Weatherseed met with James Ramsbotham, Chief Executive of the North East England Chamber of Commerce, on 13 March. North East England has links with Asia in sectors including logistics, coal mining and education, and hopes to develop these ties further. The Europe Committee is also interested in exploring the latest investment opportunities in the United Kingdom.

歐洲委員會主席韋大象於3月13日與英格蘭東北商會行政總裁James Ramsbotham會面。英格蘭東北部與亞洲在物流、煤礦和教育等行業上素有聯繫，並期望進一步拓展這些聯繫。歐洲委員會亦有意探索英國的最新投資機遇。

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羅嘉莉女士



Manpower Committee

人力委員會

Mr Albert Wong
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Membership Committee

會員關係委員會

Dr Aron H Harilela
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Real Estate & Infrastructure Committee

地產及基建委員會

Mr Douglas Woo
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中小型企業委員會

Mr Roy Ng
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Taxation Committee

稅務委員會

Ms Grace Tang
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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 Eric Fok
霍啟山先生



Europe Committee 歐洲委員會



A group of 32 students from the Mainz University of Applied Sciences in Germany visited the Chamber on 13 March where they were hosted by Europe Committee Vice Chairman Eberhard Brodhage. The students were keen to use the opportunity to learn more about economic ties between Germany, Mainland China and Hong Kong, and they also shared with committee members some of their local culture, including German calligraphy and cooking.

德國美因茲 (Mainz) 應用科學大學的32名學生於3月13日到訪，由歐洲委員會副主席包凱歌接待。學生希望藉著是次機會，了解德國、中國內地與香港的經濟聯繫。他們亦與一眾委員分享當地文化，包括德國書法和美食。

Ahmet Serhat Sari, General Manager of Turkish Airlines (Hong Kong & Macao) met with Chamber PR & Programs Director Malcolm Ainsworth and Assistant Manager Jasmine Kwong on 1 March to discuss collaboration opportunities.

土耳其航空總經理(香港及澳門) Ahmet Serhat Sari與總商會公關及項目總監麥爾康和副經理鄭敏慧於3月1日會面，討論合作機會。



Janice Liu, Head of Hong Kong of Scottish Development International visited the Chamber on 14 March, where she was received by Chamber PR & Programs Director Malcolm Ainsworth and Assistant Manager Jasmine Kwong. They discussed how the Chamber can collaborate with Scottish Development International in future.

蘇格蘭國際發展局香港辦事處代表廖穎珊於3月14日到訪，由總商會公關及項目總監麥爾康和副經理鄭敏慧接待。雙方討論未來合作。

Financial & Treasury Services Committee 金融及財資服務委員會

A submission on the revised "Guideline on Authorisation of Virtual Banks" was made to the Hong Kong Monetary Authority on 15 March. In its response to the revised guideline, the Chamber welcomed the proposal to promote wider options for customers and foster innovation in Hong Kong but also called for clarification in certain areas to ensure a level playing field for virtual and conventional banks.

委員會於3月15日就《虛擬銀行的認可》指引修訂本向香港金融管理局(金管局)提交建議書。總商會對指引修訂本為客戶帶來更廣泛的選擇及推動香港創新表示歡迎，但同時亦促請金管局釐清若干範疇，確保為虛擬及傳統銀行提供公平的競爭環境。

Retail & Tourism Committee 零售及旅遊委員會

Frank Lee, Chairman of the Chamber's Retail & Tourism Committee, together with Joseph Leung and Sylvia Chung, Committee Vice Chairmen, and other committee members attended the party for the "Hong Kong Airlines Million Challenge Final" at Happy Valley Racecourse on 21 February. They celebrated the Lunar New Year with leaders from the Canadian and European Chambers who were on hand to toast Hong Kong Airlines' new service to San Francisco.

零售及旅遊委員會主席李敬天連同委員會兩名副主席鍾慧敏和梁啟誠及其他委員於2月21日出席假跑馬地馬場舉行的「香港航空百萬挑戰盃」。眾人與加拿大和歐洲商會的領導同賀新歲，並祝賀香港航空開通三藩市新航線。

Manpower Committee 人力委員會



Watson Chan, the Chamber's Deputy CEO, and Gary Ahuja, Vice Chairman, Americas Committee, received a group of graduate students in Global Public Policy from the joint programme of the University of Hong Kong and University of Southern California on 14 March. They discussed talent development in Hong Kong as well as other current economic and social issues.

總商會副總裁陳利華及美洲委員會副主席加利於3月14日接待由香港大學和南加州大學合辦的全球公共政策課程之畢業生。眾人討論香港的人才發展及其他最新經濟和社會議題。

A Chamber delegation visited the Maritime Services Training Institute (MSTI) on 1 March, to learn more about the institute's methods of training professionals and technical personnel for the sector and to exchange views on MSTI's development. Participants watched a firefighting drill performed by MSTI students and also had the opportunity to try out the institute's full-mission ship-handling simulator.

總商會代表團於3月1日到訪海事訓練學院，了解該學院的專業及技術人員培訓方式，並就該學院的發展互換意見。團員觀摩由學員進行的船舶滅火演習，以及親身體驗學院的模擬船舶操作系統。



Marvin Ma, Public Affairs Manager for Hong Kong and Taiwan at Airbnb, spoke at a luncheon seminar on 20 March about the company's experience in using data to help hosts and guests from 191 countries to find suitable tenants and accommodation. He also touched on Airbnb's development and its impact on the tourism industry in Hong Kong and around the world.

Airbnb台灣暨香港公共事務經理馬培治出席3月20日的午餐會，分享該公司如何運用數據為遍布全球191個國家的用家和旅客尋找合適的住宿配對。他亦談及Airbnb的發展，以及其對香港和全球各地旅遊業的影響。

At a full house roundtable luncheon on 14 March, Zheng Xiaolin, Director of International Business, and Ben Chuk, Senior Business Development Manager, JD.com, spoke about the unique positioning of their company in delivering e-commerce solutions on the Mainland and in Southeast Asia. JD.com has expanded its capabilities into unmanned convenience stores, automated warehouses and delivery drones. Its partnership with Tencent now provides users with exclusive access to shopping on JD.com through the WeChat app. The company has also introduced the JD Luxury Express delivery service as part of its preparations for the fourth retail revolution.

京東國際業務拓展部投資併購及業務拓展總監鄭小林和高級業務拓展經理祝紹斌於3月14日的午餐會上，講解京東在內地及東南亞地區的獨特定位，全場座無虛席。京東已把業務拓展至無人超市、無人倉庫及送貨無人機等領域。該公司亦與騰訊合作，讓用戶可透過微信使用京東的獨家購物渠道。京東更推出「京尊達」白手套高端快遞服務，以準備迎接第四次零售革命。



On 9 March, Frank Lee, Chairman of the Retail & Tourism Committee, led a delegation of 25 members on a visit to the IVE Simulated Airport Operations Centre in Tsing Yi. The group met with Deanna To, Principal of IVE at Tsing Yi, who provided an overview of Hong Kong's aviation industry and the training courses on offer.

零售及旅遊委員會主席李敬天於3月9日帶領25位會員參觀香港專業教育學院 (IVE) 位於青衣分校的模擬機場運作中心，並與IVE青衣分校院長杜劉仁愛會面，了解香港航空業的概況，以及該院校所提供的訓練課程。

Town Hall Forum Series with Law Chi-kwong

議事論壇系列：勞工及福利局局長羅致光

Secretary for Labour and Welfare Law Chi-kwong spoke at the Chamber's Town Hall Forum on 23 March about the government's plans to tackle the city's manpower issues. He also spoke about the many social challenges facing Hong Kong and shared his views on issues such as attracting talent to the city and retirement protection.

勞工及福利局局長羅致光出席總商會3月23日的「議事論壇」，討論政府應對人力議題的計劃。他亦談及香港面對的種種社會挑戰，並就吸引人才來港和退休保障等不同議題分享見解。



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



At the SME Committee meeting held on 14 March, Stephen Wong, Privacy Commissioner for Personal Data, briefed members about the latest developments in privacy regulations that may affect their businesses. At the same meeting, Anna Lin, Chief Executive, GS1 Hong Kong, gave members an update on the latest initiatives of GS1 including the use of barcodes on e-platforms.

中小型企業委員會於3月14日舉行會議。席間，個人資料私隱專員黃繼兒概述或會影響會員業務的私隱規例最新發展。香港貨品編碼協會總裁林潔貽亦於會上介紹該協會的最新計劃，包括條碼於電子平台的應用。



Bernard Kan, Senior Consultant at HKCERT, shared the most recent trends in cyber attacks and the strategies of good cybersecurity practice at a roundtable luncheon on 15 March.

香港電腦保安事故協調中心高級顧問簡正修於3月15日的午餐會上，分享網絡攻擊的最新趨勢，並介紹良好的網絡保安實務策略。



Roy Ng, Chairman of the SME Committee, represented the Chamber at a meeting held by the Panel on Commerce and Industry of the Legislative Council on 20 March. The Chamber basically supported the proposed enhancements of the Dedicated Fund on Branding, Upgrading and Domestic Sales (BUD fund) and various SME funding schemes.

中小型企業委員會主席伍俊達於3月20日代表總商會出席立法會工商事務委員會會議。總商會基本上支持「發展品牌、升級轉型及拓展內銷市場的專項基金」及多個中小企資助計劃的優化建議。

Talent Development 人才發展

Jonathan Wong, Director and Principal Consultant of MDS, spoke at a Chamber seminar on 22 March on how companies can make use of data from its Sales Performance Assessment™ (SPA™) instrument to develop employees and teams for the long term, and drive sales performance. He illustrated the use of mindset change to motivate sales professionals and showed how the sales profile from employees' SPA™ reports can help them build a personal development plan in order to sell more successfully.

MDS企業管理顧問有限公司董事兼首席培訓師 Jonathan Wong出席總商會3月22日的研討會，講解企業如何利用銷售績效評估 (SPA™) 工具的數據，以促進員工及團隊的長遠發展，並提升銷售業績。他提出改變思維以激發銷售專才的動力，並展示員工的SPA™ 銷售數據怎樣協助他們構建個人發展規劃，達至更成功的銷售。

Taxation Committee 稅務委員會

德勤中國大中華區副稅務主管合夥人葉偉文聯同稅務合夥人林嘉雪及陳蘊菴臨總商會3月12日的午餐會，概述美國總統特朗普推出的稅制改革，以及香港和中國企業的主要考量，內容涵蓋重大的稅務變動及其影響，以及稅改涉及的其他範疇。

At a Chamber roundtable luncheon on 12 March, Patrick Yip, Deloitte China Deputy Tax Managing Partner, and his tax partners, Sharon Lam and Candy Chan, briefed members on the key considerations for Hong Kong and Chinese companies in the wake of a major overhaul of U.S. tax code by President Donald Trump. They spoke on the major changes and implications of this revamp, as well as other aspects of the latest reforms to the U.S. tax system.



overhaul of U.S. tax code by President Donald Trump. They spoke on the major changes and implications of this revamp, as well as other aspects of the latest reforms to the U.S. tax system.

The Chamber made a submission to the LegCo Bills Committee on 23 February on implementing a legal framework to combat Base Erosion and Profits Shifting (BEPS) practices in Hong Kong. The Chamber raised concerns over a number of outstanding issues with the Government's proposed approach to align with international standards.

總商會於2月23日就在港落實打擊侵蝕稅基及轉移利潤行為的法律框架，向立法會法案委員會提呈建議書，當中對政府為符合國際標準提出的建議所衍生的若干議題表示關注。

Taiwan Interest Group 台灣小組

Woody Duh, Former Vice Premier of Taiwan, had a breakfast meeting with the business community in Hong Kong on 1 March. PC Yu, China Committee Chairman, represented the Chamber at the breakfast, where he exchanged views with Duh on business cooperation between Hong Kong and Taiwan.

台灣前行政院副院長杜紫軍於3月1日與本港商界舉行早餐會議。中國委員會主席余鵬春代表總商會出席會議，並就港台兩地的商務合作與杜紫軍交換意見。

Women Executives Club 卓妍社

WEC Chairman Jennifer Chan and Vice Chairman Carol Wing represented the Chamber at the "Reception to Celebrate International Women's Day 2018," organized by the Women's Commission on 8 March at the CGO Conference Hall.

婦女事務委員會於3月8日假政府總部會議廳舉行「2018年國際婦女節慶祝酒會」，由卓妍社主席陳佩君及副主席榮明珠代表總商會出席。

WEC Vice Chairman Carol Wing represented the Chamber at the 2018 "Women of Hong Kong Celebrating International Women's Day Reception," organized by the Hong Kong Federation of Women, on 21 March at Government House.

香港各界婦女聯合協進會於3月21日假香港禮賓府舉行「2018香港各界婦女慶祝三八國際婦女節酒會」。總商會由卓妍社副主席榮明珠代表出席。

Young Executives Club 卓青社



YEC organized a dining etiquette workshop at La Parole, a French restaurant and social enterprise located in Sheung Wan, on 27 March. Over lunch, Bernice Lee, an etiquette consultant, taught members about some of the finer points of continental-style business and dining etiquette.

卓青社於3月27日假上環法國菜社餐廳La Parole舉辦用餐禮儀工作坊。禮儀顧問Bernice Lee教導會員有關歐陸式的商務及用餐禮儀細節。

The Young Executives Club football team organized a joint practice session with the Chinese General Chamber of Commerce and Hong Kong United Youth Association on 26 February at Southorn Playground.

卓青社足球隊與香港中華總商會和香港青年聯會於2月26日假修頓球場進行團體訓練。

YEC Vice Chairman Elsa Wong represented the Chamber at the "Joint Hong Kong Youth Business Community Spring Dinner," which was organized by 15 youth committees from local chambers and associations, on 22 March at Hotel Icon.

卓青社副主席黃玉娟於3月22日代表總商會出席「香港青年工商界戊戌年新春聯歡晚宴」。活動由15個本地商會和聯會的青年委員會合辦，假唯港薈舉行。



2018 CHINESE NEW YEAR DINNER

二零一八新春晚宴

Chamber Celebrates Chinese New Year 總商會慶新春

Members get together to enjoy a feast of food, entertainment and prizes to welcome the Year of the Dog

會員聚首一堂，享美饌、同玩樂、贏獎品，
喜迎狗年



More than 500 members celebrated the arrival of the Year of the Dog on 13 March at the Chamber's annual Chinese New Year Dinner. Chief Secretary for Administration Matthew Cheung; Qiu Hong, Deputy Minister of the Liaison Office of the Central People's Government in the HKSAR; and Secretary for Commerce and Economic Development Edward Yau joined Chamber Chairman Stephen Ng to perform the lion eye-dotting ceremony before the lion

dance to welcome the new year.

The annual dinner is one of the highlights of the Chamber's social calendar, and members and guests enjoyed a packed programme of lively performances and games. These included a kung fu demonstration by local children, a dance performance from members of the Youth Outreach School and several songs from local pop star Ryan Hui.

Members also took part in the Grand Lucky Draw, which featured more than 60 fantastic prizes spon-

sored by member companies, with a top prize of two business class round-trip tickets from Hong Kong to Tokyo sponsored by Cathay Pacific Airways.

The Chamber would like to thank Galaxy Fire Services, Harilela Hotels, Heng Yue Yen Long Kwon Kung Fu, Moore Stephens CPA and RM Group Holdings as the event sponsors. We would also like to extend our appreciation to all of our generous prize sponsors, and to our members for making the evening such a fun and memorable occasion. ✿







逾 500名會員於3月13日出席「香港總商會新春晚宴」，同賀狗年。政務司司長張建宗、中聯辦副主任仇鴻、商務及經濟發展局局長邱騰華，連同本會主席吳天海主持醒獅點睛儀式。

該晚宴為總商會的年度焦點聯誼活動之一，當晚會員和賓客欣賞了一連串的精彩表演，包括醒獅賀歲、兒童功夫表演、協青社嘻哈學校學生舞蹈表演，歌星許懷欣亦到場獻唱。

當晚除了設有遊戲環節，會員也參與了幸運大抽獎，以贏取會員公司贊助的超過60份大獎。頭獎為國泰航空公司送出的雙人來回香港至東京商務客位機票。

本會謹此鳴謝銀河消防服務有限公司、Harilela Hotels、恆宇仁龍拳中國功夫、大華馬施雲會計師事務所有限公司及御藥堂集團控股有限公司贊助是次活動。另外，我們亦感謝各獎品贊助商慷慨支持，以及各會員踴躍參與，造就充滿趣味而又難忘的晚上。



二零一八新春晚宴





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Meeting Maritime Manpower Needs

Members get a glimpse into MSTI's wide range of high-tech and hands-on training

From firefighting skills to shipping finance, the Maritime Services Training Institute (MSTI) prepares all levels of workers for their roles in this pillar industry for Hong Kong's economy. The Chamber paid a visit to the institute on 1 March to find out more about the wide scope of training on offer.

Hong Kong Port is one of the busiest container ports in the world, but it must keep up with innovations in the sector if it is to retain its position amid fierce global competition. Manpower needs are also changing as the industry evolves, creating new demands and skill requirements.

In recognition of the importance of the sector, the Government has committed to support the development of advanced maritime services. These include a diverse range of professions like ship registration and management, marine insurance as well as maritime legal and arbitration services.

Founded in 1988, MSTI provides full-time pre-employment courses including the Higher Diploma in Maritime Studies and the Certificate for Junior General Purpose Ratings. Besides young trainees entering the industry, current employees and in-service seafarers can also take advantage of the institute's part-time programmes to enhance their professional knowledge and skills.

Briefing members on the current curriculum and future development of the institute, Mak Chiu-ki, Director of MSTI, said they are planning to

introduce further courses to meet the changing manpower needs, particularly in the areas of cruise vessels, luxury yachts and marine engineering.

Members toured the MSTI campus and some of the teaching facilities. Adopting the latest technology in its training methods, the institute has three full-mission ship-handling simulators. These allow students to experience different scenarios including basic navigation, watch keeping and collision avoidance techniques. The institute is also considering setting up a full-mission engine room simulator, to provide more hands-on experience to its marine engineering students.

Members also had the opportunity during the visit to watch a firefighting drill demonstration performed by MSTI students, which tests their ability to deal with emergency situations while on board. ❀



MARITIME SERVICES TRAINING INSTITUTE 海事訓練學院



滿足航運業人力需求

會員一探海事訓練學院多個實用的高科技訓練課程

不論是消防技能，還是船舶融資，海事訓練學院 (MSTI) 為航運業這個本地經濟支柱產業配備各級人員各司其職。總商會於3月1日到訪MSTI，了解該學院提供的多元化訓練課程。

香港港口是全球最繁忙的貨櫃港之一，然而，香港必須持續創新，才能在激烈的全球競爭下維持其領先地位。隨著行業不斷演進，市場對人力技能需求亦持續轉變。

政府意識到業界的重要性，全力支持發展高增值航運服務，包括船舶登記及管理、海事保險、海事法律及仲裁服務等廣泛的專業服務。

MSTI於1988年成立，提供全日制職前訓練課程，包括海事科技高級文憑和初級全能海員證書課程。除了新入職人

士，現役海員和行業從業員也可報讀學院的兼讀制課程，以增進專業知識和技能。

MSTI總監麥昭基向會員概述學院的現有課程及未來發展時表示，他們正計劃開辦更多課程，以迎合不斷轉變的人力需求，尤其在郵輪、豪華遊艇和航海工程領域。

會員參觀了MSTI校園及部分教學設施。該學院以最先進的科技融入訓練課程，配備了三台全功能船舶操控模擬系統，讓學員親身體驗各種場景，包括基本導航、船員當值和防撞技能演練。該



學院亦考慮設置全功能輪機模擬器，讓修讀航海工程的學員吸取更多實戰經驗。

參觀期間，會員更有機會觀摩由學院學員所進行的船舶滅火演習。該演習考驗學員處理船上緊急事故的應變能力。



Community Cake Sharing

社區共享 蛋糕滋味



More than 20 members and their children joined Chamber CEO Shirley Yuen in the kitchen as part of a Parent-Child Fun Volunteer Experience on 23 February.

Participants first rolled their sleeves up to learn how to bake and decorate cupcakes at IE Kitchen Academic Culinaire. Once their baked goodies were ready to be eaten, the group visited the Scenic Resort Elderly Home Centre where they shared out the cupcakes and played games with the residents.

Members said that they found the day to be a meaningful as well as fun experience, as it helped their children learn about the importance of sharing and of spending time with older people in the community. ❀

逾

20名會員攜同子女於2月23日假彩虹廚藝學院參加「親子義工烘焙坊」活動，與總商會總裁袁莎妮一同下廚。

參加者首先捲起衣袖，學習如何烘焙和裝飾杯子蛋糕。蛋糕製成後，眾人帶同製成品到訪雅明灣畔護養院，與長者分享杯子蛋糕和玩遊戲。

會員表示當天的活動既有意義，又富趣味，可助孩子學懂分享及多與社區長者相處的重要性。❀



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Citizens Keeping Hong Kong Safe

Awards give recognition to the selfless actions of more than 40 citizens in helping to tackle crime in the city
 「好市民獎」表揚逾40名市民協助警方撲滅罪行的無私舉動

Forty-four citizens were commended at the Good Citizen Award Presentation Ceremony on March 21 for their actions in helping the police to fight crime. The awards were presented by Police Director of Operations Tang Ping-keung, HKGCC General Council Member PC Yu and Alexandra Lo, Member of the Fight Crime Committee.

Speaking at the ceremony, Tang pointed out that Hong Kong's overall crime figures in 2017 had decreased to a record low since

1975. He said that this was a result of the efforts made by the police with support from the public, and he commended all of the award recipients for their courage, alertness and willingness to help.

Tang thanked the Chamber for sponsoring the programme, which encourages citizens to report crime, and the Fight Crime Committee for its contributions to keeping Hong Kong safe.

With the help of the awardees, more than 30 criminals were arrested for offences including telephone

deception, theft, robbery, indecent assault and drug trafficking.

Four of this year's awardees also received the Good Citizen of the Year Award 2017. In November 2017, Chan Tsz-hin, Fung Ka-yan, Heung Yuk-tong and Yip Siu-leung witnessed a man use a knife to rob a currency exchange shop at Hong Kong International Airport. They reported the crime and followed the man, who was quickly arrested by the police on the basis of the information provided by the award-winners. The man was con-



市民維護香港法紀

victed of robbery and sentenced to five years and four months' imprisonment.

The eldest awardee was 62-year-old Lau Hon-lun, who helped the police chase a handbag thief who was later sentenced to 48 months' imprisonment.

The youngest recipient, 13-year-old Khan M Hanif, intercepted a man who stole a handbag and helped the victim to recover her property. The man was convicted of theft and sentenced to six months' imprisonment.

Each of the awardees received a certificate and a cheque for \$3,000, while the Good Citizen of the Year winners were also presented with a plaque and a cheque for \$4,000. ❀

44名協助警方撲滅罪行的市民於3月21日在「好市民獎頒獎典禮」上獲表揚，由警務處行動處處長鄧炳強、香港總商會理事余鵬春及撲滅罪行委員會成員羅德慧頒發獎項。

鄧炳強在典禮上表示，2017年香港的整體罪案數字下降至1975年後的新低，這是警務人員努力及市民支持的成果。他讚揚各位「好市民獎」得主的勇氣、機智和自發性。

鄧炳強感謝總商會一直支持這項饒有意義的活動，鼓勵市民向警方舉報罪行，挺身作證。他亦感謝撲滅罪行委員會為維護香港法紀所作出的貢獻。

透過各得獎者的協助，警方拘捕了逾30人，他們分別涉及電話騙案、盜竊、搶劫、非禮及販運危險藥物等罪行。

在本年度的好市民獎得主中，四人同時獲頒2017年「全年好市民獎」。2017年11月，陳子軒、馮嘉恩、香鈺棠和葉兆良目擊一名持刀男子搶劫位於香港國際機場的一間找換店，隨即報警並尾隨他。警方根據四名得獎者提供的資料，迅速拘捕該名男子。該名男子其後因搶劫罪成，被判處監禁五年四個月。

今期最年長的得獎者為62歲的劉漢麟，他與警員合力追截一名搶劫手袋的男子。該名男子其後因搶劫罪成，被判處監禁四十八個月。

今次最年輕的得獎者為年僅13歲的Khan M Hanif，他追截一名盜取手袋的男子，助事主取回財物。該名男子其後因盜竊罪成，被判處監禁六個月。

「好市民獎」每名得獎者可獲頒發獎狀和獎金三千元，「全年好市民獎」得主更額外獲頒獎牌及四千元獎金。❀

Aviation Careers Take Off 航空事業起飛

IVE Simulated Airport Operations Centre offers advanced training to prepare skilled staff for industry growth and competition

香港專業教育學院 (IVE) 模擬機場運作中心提供高階培訓，為技術員工做好準備，應對業界增長及競爭

Virtual reality and solar cars are just some of the advanced technologies being employed at the Simulated Airport Operations Centre. Run by the Institute of Vocational Education (IVE), the centre, which opened last year, prepares trainees for a variety of aviation roles as the sector grows and evolves.

Given the economic significance of the industry for Hong Kong,

the Chamber's Retail & Tourism and Manpower Committees jointly organised a visit to the IVE Simulated Airport Operations Centre on 9 March.

Frank Lee, Chairman of the Retail & Tourism Committee, led the delegation of 25 members. The group met with Deanna To, Principal, and Peter Tang, Vice-Principal, at IVE (Tsing Yi), who provided an overview of the sector in Hong Kong

and explained how IVE is training the next generation of professionals.

Hong Kong International Airport (HKIA) is the world's busiest air cargo gateway and one of the busiest passenger airports. In 2017, its total cargo and airmail throughput exceeded 5 million tonnes for the first time, and it served around 73 million passengers.

Members raised concerns about growing competition from nearby





airports such as Shenzhen, Zhuhai and Guangzhou. In response, Bevan Tsang, Senior Lecturer in the Department of Engineering, pointed out that Hong Kong's location – within five hours of flying time of half the world's population – gave it a unique geographical advantage. However, he added, HKIA still needed to constantly renew and upgrade its capabilities to retain its leading position.

To ensure that the airport has the skilled staff to meet the growing demand, IVE and the Hong Kong International Aviation Academy jointly developed an education programme for 60 students, which began in 2017.

The programme is also tailored to the HKIA Master Plan 2030, which aims to prepare the airport for continued growth in air traffic, and includes the addition of a third runway. The airport is expected to directly employ 141,000 people by 2030 – more than double the current figure.

During their visit, members had the opportunity to try out the centre's flight simulator and experience the latest virtual reality (VR) and augmented reality (AR) technologies in the VR/AR Learning Zone.

They were also introduced to the SOPHIE series of solar cars developed by IVE students. Tang thanked the Chamber for its ATA Carnet services, which reduce customs clearance time for the solar car team when sending components abroad for overseas campaigns. 🌸



隨著航空業增長和演進，香港專業教育學院（IVE）於去年開設模擬機場運作中心，為學員投身業界的不同崗位做好準備。虛擬實境和太陽能車只是該中心採用的先進科技之一小部分。

鑒於航空業對本港經濟至關重要，總商會零售及旅遊委員會和人力委員會於3月9日合辦實地考察活動，帶領會員參觀IVE模擬機場運作中心。

零售及旅遊委員會主席李敬天率領25人訪問團，與IVE青衣分校院長杜劉仁愛及副院長鄧兆誠會面。二人介紹香港航空業概況，並講解IVE如何培訓下一代的專才。

香港國際機場是全球最繁忙的航空貨運樞紐，也是全球最繁忙的客運機場之一。2017年，機場的貨運及航空郵件總量首次突破500萬噸，客運量接近7,300萬人次。

會員就鄰近的深圳、珠海和廣州機場競爭日熾表達關注。該學院工程系署理

高級講師曾祥永回應時指出，香港位處優越，於五小時內便可飛抵全球一半人口所在的地區，盡享獨有的地理優勢。然而，他補充，香港國際機場仍需持續翻新和升級設備，以維持領先地位。

為確保機場具備技術員工以滿足與日俱增的需求，IVE與香港國際航空學院自2017年起合辦教育課程，名額60人。

該課程亦針對《香港國際機場2030規劃大綱》而設計。該大綱旨在應付持續增加的航空交通量，當中包括增建第三條跑道。預計到了2030年，機場將直接聘用141,000人，比現時增加一倍以上。

參觀期間，會員有機會試用該中心的模擬飛行駕駛艙，並在VR/AR工作坊親身體驗最新的虛擬實境及擴增實境技術。

會員還認識了由IVE學生研發的SOPHIE系列太陽能車。鄧兆誠感謝總商會提供暫准進口證服務，讓太陽能車團隊運送部件離境參加海外活動時，得以大大減省清關時間。 🌸



Toasting the Success of Women Winemakers 為成功女釀酒師乾杯

The Women of Wine festival wowed around 500 guests at The Murray on 1 March, who enjoyed a selection of more than 100 wines made by female winemakers from around the world.

The event was hosted by Meiburg Wine Media, with the Chamber's Women's Executive Club (WEC) as the strategic partner, and was part of Hong Kong's celebrations to mark International Women's Day. Debra Meiburg, Master of Wine and Founding Director of Meiburg Wine Media, and WEC Chairman Jennifer Chan, joined with guests to

toast the official opening.

Two wine education workshops were held during the event. Gaelle Goossens, a Veuve Clicquot winemaker, introduced guests to the history of rose champagne, while Sarah Heller discussed classic and trending wines from key regions. Heller is Asia's newest Master of Wine and is currently the youngest person in the world to hold this exclusive qualification.

The event was not just about wine. Other seminars covered topics such as leadership style and emerging industries, with speakers includ-

ing Andrew Strachan, General Manager of Art Basel Hong Kong, and Jennifer Cronin, President at Wharf Hotels.

Meiberg said that she was gratified to see such a large collection of wines from female winemakers under one roof.

"While women have certainly had a place in the wine industry, it has traditionally been not in the barrel room, the vineyard or in the CEO's chair," she said. "Not only were the wines delicious, our guests also loved the fact that women were in charge of their production." 🌸

「Women of Wine」美酒節於3月1日假The Murray酒店舉行，吸引約500名賓客出席，一同享用過百款由世界各地女釀酒師釀製的美酒。

美酒節是香港慶祝國際婦女節的活動之一，由Meiburg Wine Media主辦、總商會卓妍社擔任戰略合作夥伴。Meiburg Wine Media董事兼葡萄酒大師Debra Meiburg及卓妍社主席陳佩君聯同賓客一同舉杯祝酒，為美酒節正式揭幕。

活動期間舉行了兩個葡萄酒工作坊。凱歌香檳釀酒師Gaelle Goossens向來賓介紹玫瑰香檳的歷史，Sarah Heller則講解葡萄酒主要產地的經典及熱門酒款。

Heller是亞洲新晉的葡萄酒大師，更是現時全球最年輕的葡萄酒大師。

美酒節還設有其他活動，例如以領導風格和新興產業等為題的研討會，並邀得香港巴塞爾藝術展總經理Andrew Strachan和九龍倉酒店總裁Jennifer Cronin擔任講者。

Meiburg表示，看到各式各樣由女釀酒師釀製的葡萄酒「聚首一堂」，讓她十分鼓舞，大感欣慰。

她說：「女性無疑在葡萄酒業佔一席位，但長久以來，女性都沒有出現在酒窖、葡萄園或總裁辦公室。我們的葡萄酒固然讓人齒頰留香，但賓客更欣賞的是由女性監督葡萄酒的整個釀製過程。」 🌸



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Finding New Readers Around the World

網羅環球新讀者

As many newspapers struggle to survive, The New York Times is picking up paid subscribers
在多份報章尋求存活之際，《紐約時報》卻以質量取勝，訂戶量拾級而上

Much of the traditional newspaper industry is in a sorry state as readers disappear and advertising plummets amid a tsunami of free online content.

The New York Times is bucking that trend by managing to grow its audience of paid subscribers around the world. At a Chamber roundtable event on 27 February, Stephen Dunbar-Johnson, President, International at The New York Times, shared with members how his organization is successfully adapting to the digital age.

“It is no secret that the past few decades have been pretty brutal for news organizations,” he said, revealing that the number of reporters working in the United States has declined by more than 50% since 2000.

“It’s hard not to see the beginnings of a desert emerging – under-resourced and undernourished.”

Dunbar-Johnson explained that he sees this “desertification” as being shaped by two pressures that, to some extent, feed off one another. The first is the gathering pace of autocratic rule around the world where the suppression of free media is on the rise. The second is the growth of the social media platforms that are taking advertising not only from legacy players but also from new digital media organizations.

He noted that freedom of the press is declining across the globe, including in the United States where President Donald Trump has fuelled attacks on the media.

This situation – combined with the downward economic pres-

sure – “presents both a crisis for liberal democracy around the world and, paradoxically, an opportunity for The New York Times.”

Dunbar-Johnson explained that the early consensus in the media industry was that with so much free content available online, you could no longer expect people to pay for the news. “The genie had been let out of the bottle – that was the conventional thinking. If you put up a paywall, readers would simply click elsewhere.”

But The New York Times believed that their readers would be prepared to pay if the paper maintained its standards, and it introduced a paywall in 2011. One year later, subscription revenue had already overtaken advertising revenue. Today, it has 3.6 million print and digital subscribers, its biggest audience ever, and two thirds of the company’s revenue comes directly from its readers.

While cost pressures mean that most newspapers have stepped back from international reporting, The New York Times has continued to invest in its overseas bureaus. Today, 27% of its audience is outside the U.S. and its international audience is growing even more quickly than its domestic readership.

The company is building on this momentum with dedicated editions containing tailored content for different markets, which have enjoyed rapid growth in Australia and Canada in particular. It also offers a Spanish language website and has

introduced a Chinese-language magazine.

Besides its news and business coverage, many readers are also attracted to the newspaper’s authoritative and in-depth lifestyle stories. A member’s question about The New York Times’ travel coverage led to the surprising revelation that the cooking section and the company’s cooking app are tremendously popular with readers.

The make-up of the company’s staff is also evolving to include videographers and IT experts to enable them to create the broad variety of content that digital audiences demand.

As subscriber numbers continue to grow, it seems that The New York Times has found a formula that will enable it to survive and even thrive amid the industry’s digital transformation.

“Good journalism is essential for a healthy society,” Dunbar-Johnson said, “but it is also good for business.”✿





面對網上免費資訊氾濫，時下大部分傳統報業都陷入讀者流失和廣告收入大減的困境，榮景不再。

《紐約時報》卻設法增加全球付費訂戶量，並成功抗衡這劣勢。《紐約時報》國際部總裁Stephen Dunbar-Johnson出席總商會2月27日的研討會，與會員分享該公司如何因時制宜，迎向數碼化時代。

他說：「眾所周知，過去數十年新聞機構的營運狀況實在是慘不忍睹。」自2000年以來，美國的記者數目大減逾半。

「沙漠化的先兆很明顯——資源不足、營養不良。」

Dunbar-Johnson認為，這種「沙漠化」現象由兩大壓力造成，而這兩大壓力在某程度上相互促成。首先是全球各地的獨裁步伐加快，對新聞自由的遏制變本加厲。其次是社交媒體平台的增長，這些平台從傳統業界參與者及新晉

數碼媒體公司手中奪去不少廣告。

他指出，全球的新聞自由度逐漸下降，例如美國總統特朗普便大肆攻擊媒體。

這種情況再加上經濟下行壓力，「固然對世界各地的自由民主構成危機，但同時也為《紐約時報》帶來機遇。」

Dunbar-Johnson解釋，傳媒業早已一致認同，網上提供的免費內容多不勝數，你不能奢望人們付錢閱讀新聞。

「這是傳統的想法，已經覆水難收。如果你築起收費牆，讀者只會轉投別家。」

但《紐約時報》認為，只要報章維持水準，讀者便會願意付費，遂於2011年推出了收費牆。一年後，訂閱收入已超越了廣告收入。時至今日，《紐約時報》已擁有360萬紙本和電子訂戶，訂閱人數為歷來最多，而該公司三分之二的收入更是直接來自讀者。

鑒於成本壓力，大多數報章已取消採訪國際新聞，惟《紐約時報》仍繼續投

資其海外辦事處。現時，該報有27%的讀者來自美國以外的地區，而國際讀者的增速甚至高於本地讀者。

該公司正乘勝追擊，針對不同市場特設海外專版。此舉令該報的訂閱量迅速增長，尤見於澳洲和加拿大。該公司還提供西班牙文版網站，更推出了一本中文雜誌。

除了備受推崇的新聞和商業報導，很多讀者也受該報權威性和深入透徹的生活故事所吸引。一名會員就《紐約時報》的旅遊報導提問時，意外得悉該公司的烹飪專欄和烹飪應用程式大受讀者歡迎。

該公司的員工架構也不斷演變，招徠了攝錄師和資訊科技專家，務求創作出各種迎合電子讀者群口味的內容。

隨著訂戶人數持續上升，《紐約時報》似乎已找到訣竅，在傳媒業邁向數碼化的過程中存活過來，甚至蓬勃發展。

Dunbar-Johnson說：「良好的新聞工作是健康的社會所不可或缺，對營商也有好處。」

Introduction to IT Careers 英華學生探索資訊科技

A group of 30 students from Ying Wa College visited the office of Jardine OneSolution (HK), known as JOS, in Kwun Tong on 23 February. During the visit, Eric Or, Managing Director of Hong Kong and Macao, explained to students the crucial role of IT in solving problems in the workplace, and pointed out that there is a growing need for trained IT professionals. But students interested in a career in the industry need to have more than just IT knowledge, he added, they also need to develop both their presentation and communication skills. The students were then taken on

英華書院30名學生於2月23日參觀怡和科技（香港）有限公司（怡和科技）位於觀塘的辦公室。期間，該公司香港及澳門區董事總經理柯志成向學生講解資訊科技對解決工作難題至關重要，並指出市場對資訊科技專才需求殷切。但他補充，有意投身業界的學生除了要具備資訊科技知識，還要掌握演講和溝通技巧。隨後，學生參觀

an office tour, where they visited the solution centre to see some of the company's new products being developed, as well as the call centre and the break room for staff. During the tour, the students were divided into two groups to compete in an interactive game, answering questions and searching for game cards. Eric van der Hoeven, CEO of JTH Group, the parent company of JOS, presented an award to the winning team after the tour. The visit ended with a presentation by the students on what they had learned about the company's practices and core values.

辦公室，在解決方案中心了解該公司開發的部分新產品，並考察其電話服務中心和員工休息室。期間，學生分成兩組進行互動遊戲、問答回合和搜尋遊戲卡環節，並由怡和科技母公司JTH Group行政總裁雲達奧雲向優勝隊伍頒發獎項。最後，學生就該公司的實務和核心價值作出匯報，分享當中的得著。



Visit to Mizuho Bank 參觀瑞穗銀行

Forty students from Munsang College on Hong Kong Island visited Mizuho Bank's new office in Tsim Sha Tsui on 7 February to learn more about the world of corporate banking. Maggie Cheung, Joint General Manager of Mizuho Bank, first introduced the bank and the range of services it provides before students were given a guided tour of the different de-

港島民生書院的40名學生於2月7日參觀瑞穗銀行位於尖沙咀的新辦事處，了解企業銀行運作。瑞穗實業銀行副行長張海燕先介紹該行的發展及其提供的各項服務，然後帶領學生參觀不同部門。學生有機會一睹銀行的

partments. The students enjoyed this glimpse behind the scenes, and were particularly interested in the staff members who need to monitor eight screens with changing information while making precise and immediate decisions. Some of the bank's young executives also talked to students about their experiences in both their studies and careers to date.

幕後運作，並樂在其中。而令他們尤感興趣的是，有員工需要監察八個屏幕上不斷轉變的資訊，同時要馬上作出準確的決定。該行部分年輕行政人員亦與學生分享各自在學業和事業上的經歷。

Insight into Aviation at Cathay City 寶血會上智英文書院學生參觀國泰城

Cathay City played host to a group of 30 students from Holy Trinity College on a visit to the airline's headquarters on 8 February. Students visited a number of departments to learn about some of the career opportunities in the industry as well as the recruitment and training procedures required for different roles. They then visited the training facilities, which include check-in counters, a cabin and a B-777 flight simulator used to train pilots. The students particularly enjoyed seeing the flight simulator in action, and student Diana Lau Cheuk Wing said that she had been inspired to consider becoming a pilot. "Though I couldn't go inside, I could see from how the simulator was moving the different situations the pilot might have to face," she said.



國泰城於2月8日接待寶血會上智英文書院的30名學生，帶領他們參觀該航空公司的總部。學生參觀了多個部門，了解業界的就業機會，以及不同職位的招聘和培訓程序。其後，他們又考察培訓設施，包括辦理登機手續櫃位、機艙和用於培訓機師的波音777模擬飛行器。一眾學生對模擬飛行器的運作大表興趣，其中劉卓穎同學更深受啟發，表示有意成為飛機師。她說：「雖然我不能進去，但從模擬飛行器的移動，也可以看到機師需面對的不同情況。」

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What's On Listings

(Our events in April–May)

APRIL

April

9

Seminar: Tips for Recovering Bad Debts from the India and Middle East Markets

Roundtable: Heavy is the Head that Wears the Crown? (or Would a Business Judgment Rule help Directors sleep better at night?)

10

Workshop: The 3 Main Elements: Constructing Trust, Credibility and Respect

YEC CSR Sub-group Meeting

11

Workshop: What is KOL Business?

Shipping & Transport Committee Meeting

12

Chambers Forum at the Internet Economy Summit: Business Breakthrough

13

Visit to CLP Power Academy

Seminar: How to use Chatbots to improve customer experience

17

Training: LEGO Serious Play Series - "Simple & Easy Steps to Innovation & Creativity"

Industry & Technology Committee Meeting

18

Training: Legal Issues from Recruitment to Post-Termination

Seminar: Mastering local employment laws and avoiding IP theft.

Network & Learn with Joyce Samoutou-Wong, Co-founder of New Sight

19

Workshop: Strategic Negotiation Skills

Visit to Happy Valley Underground Stormwater Storage Scheme

20

Roundtable: Greater Bay Area: An update on Zhuhai

Briefing on Funding Schemes under Trade and Industry Department

YEC Participating in Dr Henry Fok Corporate Patron League

4 May

Town Hall Forum
Series: The Hon Frank
Chan Fan

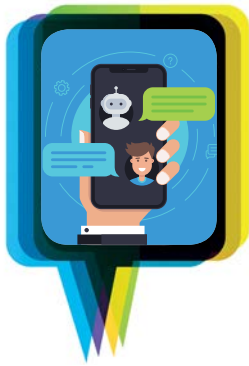


HKGCC MOBILE |   



13 April

How to use Chatbots to improve customer experience



18 April

Network & Learn with Joyce Samoutou-Wong, Co-founder of New Sight



19 April

Workshop: Strategic Negotiation Skills



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



APRIL-MAY

23 Roundtable: How to Get a VC to say YES?

24 Roundtable: The New Era of Tissue Engineering and Regenerative Medicine
Meet the Start-ups @ Happy Hour

25 Greater Bay Area: Visit to Shenzhen Innovation and Technology Industries
Roundtable: Changes in Shopping Habits of Mainland Travellers
Workshop: Digital Strategy and Business Transformation

26 Workshop: Between the Lines: How well do you communicate change?

27 Roundtable: Rethinking Global City Competitiveness
Legal Committee Meeting

May

2 WEC x YEC Wellness Day: Workshops + Marketplace

3 Training: Think On Your Feet

4 Town Hall Forum Series: The Hon Frank Chan Fan

8 Roundtable: Taiwan Business Environment - Challenges Ahead
Visit to the Construction Innovation and Technology Application Centre

11 Forum: Flying Start - In the Words of Entrepreneurs

HKCSI x YEC Forum

Flying Start - In the Words of Entrepreneurs



Ray Chan
9GAG



Anthony Yeung
Nova eSports



Alex Kong
TNG Wallet



Wilson Fung
DoctorNow NEEDS



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Digital Strategy and Business Transformation

商業轉型的數碼策略

In this workshop, participants will recognize:

- the importance of digital adoption in business transformation
- the skills to lead in today's digital environment
- how to harness the power of digital technologies to drive business success
- the digital business models that can be best applied to profit making strategies

透過是次工作坊，學員將認識到：

- 數碼應用在商業轉型過程中的重要性
- 現今數碼環境中的領導技巧
- 運用數碼技術的力量推動業務成功
- 適用於不同盈利策略的各種數碼商業模式

Trainer : Dr Eric Lam
導師：林德明博士
Date : 25 April 2018
日期：2018年4月25日
Time : 2:00 – 5:00 p.m.
時間：下午2時至5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 : Cantonese
語言：廣東話
Fees : Member \$800 / Non-member \$1,000
(includes tea/coffee refreshments)
費用：會員\$800 / 非會員\$1,000 (包茶點)



Dr Eric Lam,
Associate Trainer, SGS Hong Kong Ltd

林德明博士
SGS 客席培訓導師

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- 利用清晰的方法來知會、影響和說服客戶
- 在壓力下處理棘手問題

Trainer : Anthony Brophy
導師：Anthony Brophy
Date : 3 May 2018
日期：2018年5月3日
Time : 9:15 a.m. – 5:30 p.m.
時間：上午9時15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 : English
語言：英語
Fees : Member \$3,880 / Non-member \$4,880
(lunch not included)
費用：會員\$3,880 / 非會員\$4,880 (不包午膳)
* Workshop fee includes a comprehensive workbook valued at \$1,170.
* 費用包括綜合作業本乙冊 (價值港幣1,170元)。



Anthony Brophy,
Managing Director of H. R. Solutions

Anthony Brophy
H. R. Solutions 董事總經理

Press Release Writing 新聞稿寫作

This two-hour workshop is designed to help participants understand how to write press releases that get noticed and published.

Content:

1. What Journalists Want:

- The goals and motivation of journalists
- How journalists decide "What is News?"
- 'Hard' news vs 'soft' news
- Targeting firm messages to appeal to journalists

2. Getting the Structure Right:

- Ledes and Nuts
- Guts and Kickers
- Basic 'spot story' – 'hard' news
- WSJ feature model – 'soft' news

這個二小時的工作坊旨在協助參加者了解如何撰寫引人注目和會獲刊登的新聞稿。

內容：

1. 記者想要甚麼：• 記者的目標和動機 • 記者怎樣決定「甚麼是新聞？」• 「硬性」新聞相對「軟性」新聞 • 訊息明確有力，以吸引記者
2. 結構恰當：• 導言和重心 • 內容和特點 • 基本的「現場報導」—「硬性」新聞 • 《華爾街日報》特寫模式—「軟性」新聞

Trainer : Jeffrey Timmermans
導師：Jeffrey Timmermans
Date : 3 May 2018
日期：2018年5月3日
Time : 9:15 – 11:45 a.m.
時間：上午9時15分至11時45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 : English
語言：英語
Fees : Member \$700 / Non-member \$900
(includes coffee/tea refreshments)
費用：會員\$700 / 非會員\$900 (包茶點)



Jeffrey Timmermans,
Ph.D., Media Consultant at Connect
Communication

Jeffrey Timmermans
Ph.D., Connect Communication 媒體顧問



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如何使用“行為心理學” 留住客戶使生意增長

- 行為心理學可以用科學的方式預測和操縱顧客的感受和決定。
- 因此，行為心理學可以提高客戶的互動，並建立以客戶為中心的品牌認知度。
- 我們將分享如何以較少的成本來應用行為心理學，並獲得生意增長。

- 香港灣仔會議展覽中心
 - 4月25日（星期三）或
 - 6月14日（星期四）
 - 3:00p.m. - 5:30p.m.
 - 廣東話
- 登記
- 電郵您的首選場次到 cs@ExecutiveStudyGroup.org
 - 並附上您的名片的圖像
 - 熱線：3970 1839

Dr. Mark Lee
Research Director



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