

工商
月刊

BULLETIN

HKGCC: THE VOICE OF BUSINESS IN HONG KONG

JUNE 2018



FLYING START

展翅高飛

Start-ups share
recipes for success
初創企業分享成功之道

SHENZHEN INNOVATION

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Chamber impressed
by city's tech and
environmental
development
總商會對當地的科技和
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ARON HARILELA TAKES THE HELM 夏雅朗掌舵

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抓緊新機遇

本人作為總商會新任主席，首先要感謝各位會員的支持，讓我有機會肩負這個既令人振奮而又富挑戰性的角色。能夠代表香港商界的利益，是一大榮幸，也任重道遠。我還要答謝吳天海在過去兩年擔任主席時所付出的努力。我很高興擔當他的副手，更從他身上獲益良多。

我上任之際，正值香港經濟向好，本地生產總值便於今年首季錄得4.7%的增幅。如果我們能充分利用日漸增多的機會，預料這種利好的環境將可延續下去，甚至加速發展。

區內的科技進步和經濟發展，令許多機遇相繼湧現。尤其是中國的科技公司，正迅速成為市場領導者，並在人工智能、金融科技和智慧零售等領域走在最前沿。

本港企業正處於有利位置，大可善用這些發展，特別是在大灣區內。總商會定期舉辦的大灣區商務考察團，已說明該倡議已發揮效用，因為區內的城市（部分是科技和高端製造業樞紐）均熱切渴望與鄰近地區探索合作機會。

特區政府最近宣布成立「粵港澳大灣區發展辦公室」，專責聯繫企業、貿易組織和各政府決策局，以協調他們參與規劃的工作。總商會將善用這個新設的辦公室，繼續反映你們對這倡議的看法和關注。隨著這項重大規劃持續推展，我將確保香港商界的利益得到重視。

這不是說我們只把焦點集中於內地。相反，事實遠非如此：數個世紀以來，香港一直是全球貿易中心，而我們將繼續成為國際商業樞紐，開發新市場。

亞洲的發展至今無疑一直是21世紀的一大時代標記。然而，不少本港的競爭對手正從後趕上，我們必須加緊努力，方可保持領先。要做到這一點，關鍵在於處理一些過時法例，以免拖慢我們的步伐。我將盡力推進此議題，讓香港公司可專心營商，無需再為繁文縟節浪費時間。

我們面對的挑戰還有很多。本港的勞動力在上月開始萎縮，失業率更於4月份跌至20多年來的2.8%新低，進一步加劇人手嚴重短缺的問題。土地和房屋短缺亦是另一個當務之急。這些問題既複雜，亦易激起社會情緒，實在不宜一拖再拖。若然我們要趁著這個經濟增長期，受惠於區內和全球令人振奮的發展，就必須破釜沉舟、迎難而上。

Grasping New Opportunities

As the Chamber's new Chairman, the first thing I would like to do is to thank members for their support as I take on this exciting and challenging role. Representing the interests of the business community in Hong Kong is a great honour as well as a huge responsibility. I'd also like to extend my thanks to Stephen Ng for all his hard work as Chairman over the past two years. It has been a pleasure serving as his deputy and I have learned a great deal from him.

I am taking up the chairmanship at a good time for Hong Kong's economy, as our GDP grew 4.7% in the first quarter of the year. We expect this positive environment will continue and even accelerate if we can leverage the opportunities that are opening up.

Many of these opportunities are emerging as a result of technological advancements and economic development around the region. Chinese technology companies in particular are fast becoming market leaders and are cutting edge in the fields of AI, fintech and smart retailing.

Businesses in Hong Kong are ideally placed to capitalize on these developments, particularly within the Greater Bay Area (GBA). The Chamber's regular business missions to the GBA have shown that the initiative is already having an impact, as cities in the GBA, some of which are hubs for technology and advanced manufacturing, are all very eager to explore collaboration opportunities with their neighbours.

The SAR Government recently announced that a Guangdong-Hong Kong-Macao Bay Area Development Office will be set up. This office will liaise with businesses and trade organizations, as well as the various government bureaus, to co-ordinate their involvement in the plan. Your Chamber will take advantage of this new office and continue to reflect your views and concerns on the initiative. I will make sure that the interests of the Hong Kong business community are heard as this crucial scheme continues to develop.

This is not to say that we are only focused on the Mainland. Far from it: Hong Kong has been a centre for global trade for centuries and we will continue to be a hub for international commerce and to seek new markets.

There is no doubt that the growth of Asia has been a defining characteristic of the 21st century so far. But Hong Kong now has many competitors snapping at our heels, and we must work harder to stay ahead. Key to that is tackling some of the outdated legislation that is slowing us down. I intend to push this issue whenever possible, so Hong Kong companies can stop wasting their time with red tape and focus on doing business.

There are plenty of other challenges. Our workforce started shrinking last month, further exacerbating the acute labour shortage, with the unemployment rate falling to its lowest point in over 20 years at 2.8% in April. Land and housing shortages are another urgent problem that we need to find solutions to quickly. These are all complex and emotional issues which we cannot afford to put off addressing any longer. We need to grasp the nettle if we want to ride on the exciting developments that are taking place around the region and the world during this economic upswing.



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香港總商會1861

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Be Prepared for an Ageing Population

為人口老化作準備

With an ageing population and a declining birth rate, it is not hard to imagine that Hong Kong could soon become the number one “city of elderly” in the world. According to the latest figures released by the Census and Statistics Department, the number of elderly persons is expected to reach 2.59 million in 2066, accounting for nearly 37% of the total population. In other words, about one in every three Hong Kong people will be an elderly person. Our social burden and challenges will become increasingly greater and even more difficult to be projected accurately.

隨着人口老化及出生率下降，不難想像香港將會成為冠絕全球的「長者之都」。根據統計處最新發表的數據，預計至2066年長者人口將高達259萬，佔整體人口接近三成七，即大約每三名港人便有一位長者。未來社會的承擔和挑戰將會愈來愈大，甚至難以準確推算。

政府有必要平衡社會各方利益，推行可持續的退休保障及配套，為未來作準備。

It is necessary for the Government to be well prepared for the future by rolling out sustainable retirement protection and support measures while striking a balance between the interests of different sectors of the community.

政府近月再次提出取消強積金對沖的建議，然而這違反了政府及勞資三方當初的協議。僱員的退休保障應由僱主、僱員及政府三方共同承擔，而非由政府透過短期的過渡安排把責任完全推卸給僱主。

In recent months, the Government has put forward its proposal to abolish the MPF offsetting. This, however, goes against the agreement made between the Government, employers and employees when the MPF was first introduced. Employees' retirement protection should be a shared responsibility between employers, employees and the Government, instead of shifting the entire responsibility onto employers through a temporary transitional arrangement.

就此，我與其他工商界一道，繼續尋求符合僱傭雙方利益的改良方案。

In this regard, I am with the business sector and will continue to strive for a revised proposal that serves the interests of both the employers and employees.

另一方面，長者人口迅速增加，對醫療設施帶來巨大的需求。因此，有效的方法是吸引更多年輕專才來港參與研發，以發展高增值服務，協助本港經濟轉型。

On the other hand, rapid population ageing has driven an enormous demand for medical facilities. To address this, one effective solution would be to attract more young professionals to engage in research and development (R&D) in Hong Kong to develop high value-added services and help the city transform economically.

政府早前宣布推出「科技人才入境計劃」，輸入海外及內地科研人員，最快可於一個月內完成審批及簽證。我相信此舉將加快人才流動，開拓本地產業的生機。

The Government announced the launch of the Technology Talent Admission Scheme earlier, under which the approval process for visa applications for R&D personnel from overseas and the Mainland will be reduced to as short as one month. I believe this move will stimulate the flow of talent and boost the vitality of local industries.

再者，大灣區的落成將可在醫療養老方面提供更大的合作空間。其中，不少居住在內地的港人期望獲得香港特區政府的醫療援助。大灣區與香港聯繫日益密切，倘特區政府可在當地提供醫療配套服務，將為居住內地的港人帶來莫大幫助。內地亦擁有較充裕的土地供應，相信可提供更優越的居住環境。

Furthermore, the development of the Greater Bay Area (GBA) will provide more room for cooperation in medical and elderly care services. Many Hong Kong people residing in the Mainland hope to obtain medical assistance from the Hong Kong SAR Government. With the closer tie between the GBA and Hong Kong, it would be of great help to these people if the Hong Kong Government was allowed to provide medical support services in the region. Moreover, the abundant supply of land in the Mainland may also offer a better living environment.

面對日趨嚴重的人口老化問題，特區政府要有較長遠的願景，香港才可持續發展。要保持我們的領先地位，就必須制訂和推行全面的人口政策，以便把人口老化、人才發展、醫療政策等議題連繫起來。

As the problem of an ageing population is becoming increasingly serious in Hong Kong, the SAR Government should map out a longer-term vision to ensure the sustainable development of the city. To maintain our leading position, a comprehensive population policy should be formulated and implemented, with the aim of linking issues such as the ageing population, talent development and medical policies together. 🌸



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CEO Comments 總裁之見

Cutting the Gordian Knot on Land Supply

After much anticipation, the Task Force on Land Supply has finally unveiled its proposals on the various options to increase land supply in Hong Kong and is inviting comments from the public until sometime in late September. The issue of persistent land shortages shares many common attributes to that of another chronic problem plaguing Hong Kong, namely, insufficient manpower. They are both longstanding in nature, inherently controversial and can make or break Hong Kong's ability to remain competitive as an international city.

There have been on-and-off efforts in the past to tackle the issue of land supply in the SAR but these have mostly fizzled out over time with such initiatives (and results from consultation exercises) consigned to the bottom drawer. This is why of the several options put forward by the Task Force, many come across as *deja vu*.

Proposals for the redevelopment of brownfield sites, repurposing caverns, public-private partnerships, relocation of the Kwai Tsing Container Terminals, as well as the idea of building up a land reserve that can be tapped into as and when needed, have all been raised before as possible solutions to the dire shortages and high prices that businesses and the average citizen have to cope with.

Perhaps an important ingredient not mentioned in the Task Force's consultation paper is the need for leadership from and commitment by the Government to take forward the wishes of the community. These qualities are especially important when framed in the context of such polarising issues as reclamation. As pointed out in the Task Force's consultation paper, reclamation is more attractive compared to other options because it is not saddled by legacy issues (that would give rise to such conditions as private land resumption, household resettlement and modification of land use), offers higher yield to effort, and provides greater flexibility for land use planning.

Another old chestnut is the daunting amount of red tape that developers have to deal with when they apply for a change in use of land. The requirement to clear hurdles – complicated by inconsistencies in vetting criteria across departments – often means that an inordinate amount of time, not to mention money, would have to be budgeted for project development. We are therefore gratified to note that the Development Bureau has recently set up a steering group to “consolidate and rationalise the standards and definitions adopted by the three departments (Planning, Lands and Buildings Departments) in scrutinising development projects without prejudicing relevant statutory procedures and technical requirements.” We understand that the steering committee will also be represented by the private sector, a development that is also very much welcome.

One last thought on finding more land. For all the talk about and excitement over the Greater Bay Area, it would perhaps make sense for Hong Kong to broaden its focus beyond the space within its borders. This would open up more options while also promoting liveability and sustainability at considerably lower economic, social and environmental costs. 🌸

拆解土地供應死結

萬眾期待，土地供應專責小組終於公布增加香港土地供應的多個建議方案，現正向公眾收集意見，截止日期為九月下旬。土地供應持續短缺與本港另一棘手難題——人力不足，有著不少共通點。兩大議題皆存在已久，本質上極具爭議性，甚至影響著香港能否維持作為國際都市的競爭力。

以往，特區政府偶有提出方案應對土地供應問題，但最後這些方案及相關的諮詢結果往往被擱在一旁，不了了之。這正好解釋何以專責小組所提出的多個方案看起來都似曾相識。

重新發展棕地、善用岩洞、公私營夥伴合作、重置葵青貨櫃碼頭，以及建立土地儲備以有需要時取用等建議，在過往均曾提出作為可行的方案，以應對土地嚴重短缺，以及企業和市民皆面對的地價高昂問題。

專責小組諮詢文件中未有提及的一項重要元素，也許就是需要政府決心實現社會期望的領導和承擔。當我們面對填海等兩極化的議題時，這些素質尤為重要。專責小組諮詢文件中指出，填海比起其他方案更為可取，因為填海不受既有的問題影響（即不會導致收回私人土地、安置住戶及改變土地用途等情況），同時產生更大的回報，以及為規劃土地用途提供更大的彈性。

另一個存在已久的問題，是發展商申請改變土地用途時須應付的大量繁瑣程序。要清除所有障礙（各部門的審批標準不一令問題更添複雜），往往意味發展商需預留更多時間和金錢來發展項目。因此，我們欣見發展局近日成立了督導小組，以「在不影響該三個部門（規劃署、地政總署及屋宇署）各自的法定程序和技術要求下……整合和理順各部門在審批發展項目採用的標準和技術定義。」督導委員會的成員亦包括商界代表，我們對此極之歡迎。

尋找更多土地時還有最後一個考慮。觀乎社會各界對大灣區的熱烈討論和密切期待，香港把焦點放遠到境外的土地空間，也許亦合乎情理。這將可啟發更多方案之餘，同時亦能以更低的經濟、社會及環境成本，提高宜居性和可持續性。🌸



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Meet the New Chairman 新主席專訪

Aron Harilela takes over the reins of the Chamber and shares his views on some of the challenges facing Hong Kong, our integration with the Greater Bay Area, and his love for the city, writes *The Bulletin's* Editor **Helen Sloan**

總商會新任掌舵人夏雅朗就香港面對的種種挑戰、與大灣區融合發展，以及他對香港的熱愛，分享個人意見和感受 本刊編輯宋海倫

The Bulletin: Congratulations on being elected Chairman of the Hong Kong General Chamber of Commerce. What are your priorities for the coming year?

Aron Harilela: My first priority is to examine how we can strengthen Hong Kong's competitiveness. The economy is growing at its strongest pace since 2008, but so too is the competition from our neighbours. We also have a slew of uncertainties making global markets nervous, so the current upswing that we are now enjoying could very quickly change.

As part of this, we need to keep lobbying the Government about the dangers of regulatory creep, the red tape that exists in Hong Kong, and the resulting costs, which impact our competitiveness. If we are not careful, these will deter businesses from setting up here. In my own business alone, I have a million stories that I could share about how regulations are costing me time and money, not to mention frustration.

I believe part of the problem is that government departments don't always talk to each other, or they operate in silos, and then red tape is allowed to creep in. As many departments have also probably been happily doing the same thing they have been doing for years, there is a natural resistance to change. So we need to focus on the benefits new changes can bring, rather than

the process of change. The world is changing and Hong Kong needs to adapt or we will be left behind.

The third priority is to examine how Hong Kong can maximize the benefits of the Greater Bay Area and the Belt and Road initiatives. I think these will be the big economic drivers for Hong Kong in the coming decade. Although they will present new opportunities for Hong Kong companies, they also mean more competition, which is why I said we need to make sure we are keeping ahead of the changes so we are in good shape to beat our competition.

And my fourth priority is to address the city's manpower shortages. Companies are bringing in new business, but we are suffering from a lack of senior professionals and skills. We need to make sure we can offer talent a good quality of life here, international school places for their children, affordable housing, etc. All these influence the decisions of the overseas talent that we need to come to Hong Kong.

B: You have been active in the Chamber for many years. Why do you feel it is important to make this time, given you are already extremely busy running your group's businesses?

AH: Hong Kong is my home, so if I have the opportunity to contribute to improving it in some way, then I





It's the best city to live in the world,
and it's the best city to do business,
so I am very committed.



feel it is important to seize that chance. My family has been here since 1930; we are Hongkongers through and through. Our business started here, and all the wealth that we made originally germinated from Hong Kong. It's important to me, not only for the economic benefit of Hong Kong, but also for the love I have for Hong Kong. It's the best city to live in the world, and it's the best city to do business, so I am very committed.

B: You have been quite vocal about the issue of outdated regulations. Why is this a problem, and what should the Government do about it?

AH: We have outdated and impractical regulations in many aspects of doing business in Hong Kong. Regulations have to change and they have to evolve to meet the changing times. Many of the regulations in Hong Kong date back to when we were under the British system, or when things like e-commerce and warehouse automation didn't even exist. For example, our Innovation and Technology Bureau is pushing for innovation in various sectors, such as fintech. But financial institutions need to comply with existing rules and regulations under the Financial Services and Treasury Bureau, which has yet to define regulations covering fintech. So part of the problem also relates to Government departments and the civil service working in silos and not talking to each other.

For my own case, I'm building a hotel in Wan Chai. Three different departments are telling me how I need to build the building. For example, the Transport Department has dictated that I have to have 86% of the ground floor as deliveries and car parks, which seems ridiculous. Government guidelines in many areas are extremely inflexible and often show a lack of common sense.

If they stick to such rigid regulations, I and other businesses faced with similar restrictions will basically have to build car parks at street level, which will turn vibrant neighbourhoods into ugly, less pedestrian-friendly areas. Then people will ultimately not want to go to these areas.

As I just alluded to, the issue of mismatched regulations in high-tech sectors is even more absurd. The Government is trying to encourage start-ups and tech companies to grow by throwing money at these sectors. Yet if I want to open an online business and sell certain types of vitamins online, for example, it is illegal to do so because the laws governing those products were written so long ago. Of course we need regulations to help guide us, but if those regulations are unfit for purpose we need to look at the bigger picture and resolve the issues.

This is why the Chamber has been pushing hard for the Government to implement a comprehensive Regulatory Impact Assessment system. This will save everyone,

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including the Government, a great deal of time, money and frustration, and ultimately everyone will benefit from more practical, effective and suitable regulations.

B: The Government's plans to abolish MPF offsetting is an emotional debate. How will its latest proposal affect businesses, and what are your thoughts on the issue?

AH: The whole MPF system needs a big shake-up. For many years, the returns have been lackluster and high fees have wiped out some of the gains. Consequently, the MPF is unable to provide a reasonable standard of living after retirement for the average employee. We agree that more must be done to ensure a better quality of life for our senior citizens, but singling out the MPF offsetting arrangement is not the way forward.



We have intrinsic elements and assets that we can leverage – although we need to move with the times if we are to ensure that we don't slip behind.



The Government's own study has warned that the additional financial burden that SMEs will have to shoulder will simply be more than they can bear. Retirement protection should not be the sole responsibility of employers. It needs to be a shared responsibility among employees, employers and the Government.

B: You touched on the shortage of talent, what effect is this having, and what are the possible solutions?

AH: There are two sides to this. Firstly, there is the highly skilled talent, who are very difficult to attract to Hong Kong as they can pick and choose where they work. We are dependent on the financial sector and other service industries that demand a strong base of professional talent. Hong Kong is a very small place, so we have to import some of that intellectual manpower that we need. To do that successfully, we need to create the conditions that make it attractive for people to move here. The tax system is great, but other quality-of-life issues such as housing and schooling are not so good.

Manpower is also an issue in lower-skilled jobs. In my industry, the hotel industry, we have to employ a lot of

overseas staff. This is because many Hong Kong people are not interested in working in restaurants or house-keeping. We still have shortages, so I think the Government needs to make it easier for businesses to bring in staff from overseas.

We understand that the Government is trying to protect the workforce here, and doesn't want to see unemployment among local people. But some businesses are becoming uncompetitive because of higher labour costs. If people are dissuaded from opening and expanding businesses due to high labour costs, the whole city won't grow.

B: The land debate is a recurring issue that we seem to be making little progress on solving. What is your view on the land and housing problem?

AH: I think land and housing are gigantic issues, with no simple answer. We have a serious lack of housing, and as apartments are getting smaller, why would you want to live here if your standard of living is of such a horrible quality? I recently visited the home of one of my own staff, where five people are living in a 300-square-foot flat.

We need to provide people with incentives to work and study hard. If you can't afford an apartment, it is more difficult to get married or have children. In the past, Hong Kong people wanted to study, go on to university and get a good job. But if you still have to live with your parents even after getting a degree, why would you study? Why would you work hard? Or why would you even stay in Hong Kong, when you could go overseas for a better standard of living?

So what is the solution? The solution is to find land. There is land – for example there are brownfield sites and there is land in the New Territories – but we need to solve the issue of moving the scrapyards, container storage sites or whatever businesses are renting the land. We need to provide an alternative to those who hold the land to move.



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We also need to change regulations to make planning and building requirements less painful. Hong Kong used to be a very nimble society; we used to move very quickly. Yes, we have gotten bigger, yes our population has grown, and some of our problems have been exacerbated, which is natural when you are a growing city, but it doesn't mean we have to stand still. Look at developments like Kai Tak or West Kowloon – they are moving at a snail's pace. The Kai Tak airport closed in 1998 and we still don't have much there now – it's quite absurd.

B: Tourism is a hugely important part of Hong Kong's economy, and also a key focus of the Harilela Group. The sector has rebounded recently in Hong Kong. What trends and challenges do you see for the industry?

AH: Last year, almost 59 million visitors came to Hong Kong, and about 75% of them were from the Mainland. We have to appreciate that the Mainland is a huge part of the tourism sector, and also the retail and food and beverage industries, but we also need to understand that we can't be too reliant on one region. We had quite a tapering off in the number of Mainland visitors coming to Hong Kong when we had some anti-Mainland

sentiment among some people, so the Hong Kong Tourism Board and the Government shifted its focus to Southeast Asia.

This was quite successful, and we attracted a lot of new visitors from Southeast Asia, but visitors from that region are not as big spenders as Mainland visitors, so do not spend the same amount on eating out, on shopping, or on hotel rooms. But it does show with sufficient marketing, we can attract tourists from other regions and diversify our source of visitors, so all our eggs are not in the same basket.

B: The Government has the unusual problem of having too much money in its fiscal reserves. What you do think it should do with these funds?

AH: The Government has been running a surplus in probably 17 or 18 of the 22 years since then. They always say 'we are saving it for a rainy day,' but they have so much money it is quite ridiculous. It also shows that the Government is taking more money out of the economy than it needs. As a result, it is leaving companies with less money to grow their businesses. It also means consumers have less money left in their pockets so they are unlikely to make purchases that they want.



We wish the Chairman and Members of the HKGCC General Committee a successful year ahead

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As part of this, the Chamber put forward the idea for a two-tiered profits tax system some years ago, which is now in effect for the coming fiscal year under review. This is a great result, as it particularly benefits Hong Kong's SMEs and start-ups, who often have cash flow challenges, and in turn will nourish the whole economy.

Traditionally, the Government would spend its surpluses on infrastructure and public utility services, as they invest in the future. Recently, it has been trying to stimulate new industries, such as the \$50 billion that the Financial Secretary allocated to the innovation and technology industries. This is a good strategy, but the Government needs to make sure it provides sufficient software, such as talent, and that archaic regulations do not hinder growth of these sectors. Just throwing money at something is not enough to make it a success.

Education is another thing that we should be investing more in for our future. We need to build more schools, both international and local. When talent is considering coming to Hong Kong, a key consideration is always schooling. If they cannot secure a school place for their children then they simply won't come here. Another area often overlooked is training and vocational education. In many developed countries, voca-

tional education is encouraged and even respected – in Germany, for example, which is famous for its cutting-edge engineering expertise.

B: The Chamber's Business Prospects Survey, released at the end of 2017, revealed growing optimism among businesspeople in Hong Kong. Do you share their outlook on the city's future prospects?

AH: I've always been optimistic about Hong Kong. When I moved back here shortly before the handover, people were saying 'Shanghai's going to take over from Hong Kong,' or 'Singapore's going to take over from Hong Kong.' I never believed that would happen. Hong Kong's value cannot be simply replicated elsewhere. If you are an SME or a multinational coming from abroad you have much more security and safety investing in Hong Kong.

We have intrinsic elements and assets that we can leverage – although we need to move with the times if we are to ensure that we don't slip behind. But overall, I'm very optimistic. As I mentioned earlier, I'm building a new hotel in Wan Chai right now. If I didn't have ultimate faith in Hong Kong as a great place to invest and do business I wouldn't be building here. 🌸

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是徹頭徹尾的香港人。我們的生意在這裡開始，我們所賺取的財富也是源自香港。這個重任對我非常重要，不但是為了香港的經濟效益，也是為了我對香港的熱愛。這裡是全球最宜居的城市，也是最佳的營商地點，所以我會全力以赴！

問：您經常就法例過時的問題發聲。為何我們要正視這個問題？政府應如何處理？

答：在香港營商，會遇到各種不合時宜和不切實際的規管。這些規例必須加以修訂和演進，以迎合這個急速轉變的世代。香港不少規例可追溯至我們仍實行英國制度的時期，又或是電子商務和

倉儲自動化未曾誕生之前。舉例說，創新及科技局正在不同行業推動創新科技，例如金融科技。然而，金融機構必須遵守財經事務及庫務局下的現有規則和法例，當中仍未就金融科技制訂規例。因此，部分問題源於政府部門和公務員團隊各自為政和缺乏溝通。

就我的親身經歷而言，我正在灣仔興建一座酒店。三個不同的政府部門正告訴我應如何興建這座大樓。例如，運輸署要求我必須把86%的地面樓層劃作上落客區和停車場，這似乎很荒謬。不同範疇的政府指引都極欠彈性，很多時亦顯得不合理。

假如他們堅守這些刻板的規條，我和其他面對類似限制的企業基本上都要在地面興建停車場，令活力十足的周邊地區變得難看，也會對行人造成不便。最終，市民都不願前往這些地區了。

正如我剛才所說，高新科技界的法例錯配問題就更令人費解。政府正向這些行業大灑金錢，嘗試促進初創企業和科技公司的業務發展。然而，譬如說，假如我想開展互聯網業務，在網上售賣幾種維他命，此舉卻是違法的，因為監管這些產品的法例早在多年前已經訂下。我們固然要有法例的協助，為我們提供指引，但倘若這些法例已無法達到目的，我們就要放眼大局，解決問題。

因此，總商會一直力促政府實施全面的規管影響評估制度。這有助所有人（包括政府）省卻大量的時間、金錢和煩惱，最終人人都受惠於更實用、有效和適切的法例。

問：政府計劃取消強積金對沖，引起社會激烈討論。當局的最新建議將對企業有何影響？您有何看法？

答：整個強積金制度需要徹底改組。多年來，基金回報未見起色，高昂的行政費用亦蠶食了部分收益。結果，強積金根本未能為一般僱員提供合理的退休生活水平。我們同意必須再多下工夫，確保長者有更優質的生活，但單單針對強積金對沖安排並非正確的路。

問：恭喜您當選香港總商會主席。來年您有哪些首要任務？

答：我的第一要務是探討如何提升香港競爭力。本地經濟正以2008年以來最強勁的速度增長，但來自鄰近地區的競爭亦十分熾熱。此外，我們面對種種不明朗因素，令全球市場緊張不安，故現時經濟向好的現象或會一瞬即逝。

為此，我們必須繼續遊說政府，提醒當局不斷擴大的規管、現有的繁文縟節及所帶來的成本，將會影響本港的競爭力。倘若我們掉以輕心，這些因素將妨礙企業來港開業。單是我自己的集團，已有數之不盡的例子可說明這些規管如何花掉我的時間和金錢，令人十分沮喪。

我認為當中可歸因於政府部門之間缺乏溝通，又或各自為政，因而衍生不少繁文縟節。鑒於很多部門一直樂於墨守成規，自然抗拒改變。所以我們要把焦點放在轉變可帶來的好處，而非轉變的過程。世界瞬息萬變，香港必須與時並進，才不致落後。

第三項要務是探討香港如何發揮大灣區和「一帶一路」倡議的最大效益。我認為這些發展是未來十年推動香港經濟的火車頭。儘管這些倡議會為本地企業開創新機遇，但同時亦會帶來更多競爭，這解釋了為何我剛才說必須確保我們與時並進，因為這樣我們才可保持最佳狀態，在競爭者中脫穎而出。

第四項要務是應對本港的人力短缺問題。企業正引入嶄新業務，但我們卻苦無資深專才和技術。我們要確保能夠為海外人才提供優質生活、子女的國際學校學額，以及可負擔的居所等。以上種種都會左右海外人才來港工作的決定。

問：多年來，您一直積極參與總商會事務。既然您打理自己的集團業務已經忙得不可開交，為何您仍然覺得今次必須擔此重任？

答：香港是我家，假如有機會出一分力讓香港變得更好，我就必須抓緊這個機會。我的家族自1930年以來就在此扎根，我們

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政府本身的研究已警告，中小企面對的額外財政負擔將超乎他們的承擔能力。退休保障不應由僱主一力承擔，而是僱員、僱主和政府的共同責任。

問：您剛才提到人才短缺，這帶來了甚麼影響？我們又有何切實可行的方案？

答：有兩方面的影響。首先，我們難以吸引高技術人才來港，因為他們可隨意選擇工作地點。本港經濟依賴金融和其他服務行業，需要大量的專才。香港是個細小的都市，故必須輸入所需的知識人才。要達到此目標，就要創造一些能夠吸引人才來港的條件。本港的稅制很好，但住屋和教育等其他生活質素卻未如理想。

低技術工種同樣面對人力問題。在我所屬的酒店業來說，我們需要聘請大量海外員工，因為很多港人對餐飲和房務工作不感興趣。儘管如此，我們仍缺乏足夠人手，所以我認為政府應推出便利措施，協助企業引入海外員工。



我們擁有很多內在元素和資產，可讓我們充分發揮；但當然，我們必須與時並進，才能確保不會落後於人。



我們明白政府想保障本地勞工，不想看到本地人失業。不過，部分企業已因勞動成本上升而變得缺乏競爭力。假如人們因勞動成本高昂而對開展和擴充業務卻步，整個城市的發展就會停滯不前。

問：土地問題爭議不絕，多年來似乎未有寸進。您對土地及房屋問題有何見解？

答：我認為土地和房屋是兩大難題，並沒有簡單的答案。我們嚴重缺乏房屋，而隨著單位面積愈來愈小，生活水平每況愈下，您又豈會想屈居於此？我最近到訪了自己一位員工的家，他們五個人擠在一個只有300呎的單位。

我們要為市民提供誘因，鼓勵他們努力工作和讀書。假如您負擔不起一層樓，就很難成家立室。過往，香港人希望努力讀書、考進大學，然後找份好工。但如果您考到學位後仍要與父母同住，那為何要讀書？為何要努力工作？又或者，當您可移居海外享受更優質的生活水平，何以還要留在香港？

那有何解決方法呢？就是物色土地。我們具備土地，例如一些棕地和新界土地，但需解決廢料場、貨櫃場和其他商業租用地的搬遷問題。我們要為土地持有人提供可遷移的地方。

我們也要修改法例，放寬規劃和建築要求。香港曾經是個靈

活多變的社會，反應敏捷迅速。沒錯，我們現在長大了，人口多了，有些問題亦惡化了；作為一個日益增長的城市，這是一個自然進程，但不代表我們要裹足不前。看看啟德或西九龍等項目，它們的進展甚為緩慢。啟德機場於1998年關閉，至今仍然一片空曠寥落，實在不可思議。

問：旅遊業是香港經濟一大命脈，亦是夏利里拉集團的核心業務。業界近日走勢回勇，您認為未來會有何趨勢和挑戰？

答：去年，香港共錄得近5,900萬名訪客，當中約75%來自中國內地。我們感激內地客佔去本地旅遊業一大部分，還有零售和飲食業，但亦必須明白我們不能過分依賴單一地區。有見部分市民的反內地情緒導致訪港的內地遊客人數日漸減少，香港旅遊發展局和政府已把焦點轉至東南亞國家。

這個策略相當成功，我們吸引了大批來自東南亞的新訪客，但他們的消費力卻不及內地客，故並未在飲食、購物或酒店房上花費同等金額。然而，這證明了只要有足夠的市場推廣，我們是可以吸引來自其他地區的遊客，令客源變得多元化，不致把所有雞蛋放在同一籃子裡。

問：政府面對不尋常的庫房「水浸」，您認為應如何善用這筆資金？

答：過去22年來，政府大概有17或18年都錄得財政盈餘。他們常說要「未雨綢繆」，但有關金額卻多得荒謬。這亦顯示政府從本地經濟取得的金錢遠多於所需。結果，企業用來發展業務的資金減少了，消費者口袋裡的金錢減少了，變相令他們的購買慾也減少了。

為此，總商會多年前已提倡利得稅兩級制，有關建議現已生效，適用於今個回顧財政年度。此乃一大成果，尤其惠及經常面對現金流挑戰的本港中小企和初創企業，進而促進整體經濟。

一直以來，政府會把財政盈餘用於基建和公用事業，投資未來。近期，政府一直嘗試刺激新產業，例如財政司司長就為創新科技業撥款500億元。這絕對是良策，但政府需確保提供人才等足夠軟件，以及過時的規例不會窒礙這些行業發展。單是大灑金錢並不足以助其成功。

教育是我們為未來應多作投資的領域。我們要興建更多國際和本地學校。當海外專才考慮來港，他們的主要考慮往往是教育。假如他們未能為子女覓得學額，就會乾脆不來。另一經常被忽視的範疇是職業培訓教育。在不少發達國家，很多人支持甚至推崇職業教育。以德國為例，當地素以頂尖的工程技術聞名於世。

問：總商會於2017年底發表的「商業前景問卷調查」結果顯示，香港商家對前景日益樂觀。您是否認同他們對本港未來的展望？

答：我一直看好香港。我在回歸前夕回港時，人們總說「上海將會取代香港」或「新加坡將會取代香港」，我卻從來不以為然。香港的價值不是別的地區能輕易複製的。如果您是中小企或來自海外的跨國企業，香港可為您提供更安全的投資環境。

我們擁有很多內在元素和資產，可讓我們充分發揮；但當然，我們必須與時並進，才能確保不會落後於人。然而整體來說，我十分樂觀。正如我先前所說，我現正在灣仔興建一座全新酒店。假如我對香港缺乏信心，不贊同這裡是投資和營商的好地方，我就不會在此大興土木了。✿

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Jinyue Dong (left), Economist, and Le Xia, Chief Economist for Asia, BBVA Research
西班牙對外銀行研究部 董晉越(左) 夏樂

Mainland Restarts Financial Liberalisation

Broad-based opening of financial sector is gathering pace amid positive domestic conditions and some external pressures

The process of Mainland China's financial liberalisation ground to a halt in 2015-2017 after experiencing a cluster of episodes of financial turmoil following the exchange rate reform of August 2015. The authorities had to halt the progress of financial liberalisation and shift their policy priority to maintaining financial stability. In some areas, the authorities even rolled back some reforms in a bid to curb systemic risks.

After a few years of adjustment, the authorities now seem to be ready to press ahead with their agenda of financial liberalisation again. The authorities' renewed interest in financial liberalisation is broad-based, covering several areas including interest rate liberalisation, exchange rate flexibility, capital account convertibility and domestic financial market opening.

A confluence of factors has led to the authorities deciding to reinvigorate their liberalising agenda for the financial sector at this point.

First, a new regulatory framework has been created to address the long-standing problem of the lack of coordination among different regulators and the central bank. Second, Mainland China's rebounded growth in 2017, synchronized with other major economies, has effectively strengthened investors' confidence. Above all, the authorities are well aware of the point that structural reforms in the financial sector are the best solution to systemic risks. Last, some increasing pressure from the external environment has also prompted the authorities to make new moves, chief among which is the escalating trade tension with the United States.

In addition, it is imperative for the Mainland to continue to advance financial liberalisation before the International Monetary Fund's next periodical review of the Special Drawing Rights basket, scheduled to take place in 2021.

This round of financial liberalisation reform includes the following perspectives:

First, complete interest rate liberalisation has been achieved. Mainland China nominally wrapped up its

decades-long process of interest rate liberalisation in October 2015 as the People's Bank of China (PBoC) announced the lifting of deposit rate caps and gave banks full liberty to determine the interest rates they offer to their borrowers and depositors.

The PBoC also has the right to set the benchmark interest rate to guide the market rate. Thus, in April 2018, the PBoC allowed banks to offer deposit rates to their clients on a business basis. This marks the real completion of interest rate liberalisation in the Mainland. Meanwhile, the PBoC started to construct a new monetary policy framework – the corridor system – to replace the old policy framework featuring the adjustments of banks' benchmark lending and deposit rates.

Second, exchange rate liberalisation seems to be back on the authorities' agenda. Exchange rate liberalisation has been suspended for some time after a failed RMB exchange rate reform on August 11, 2015. However, after Mainland China's economy successfully engineered a recovery in 2017, together with the depreciation of the U.S. dollar, the pressure on currency depreciation has largely been alleviated. The authorities have accordingly taken out the counter-cycle factors in determining the daily mid-price of the RMB since early 2018.

We forecast that the final stage of the exchange rate liberalisation will be the "Clean Float," which is likely to happen after the domestic financial system completes its deleveraging and regains its healthiness. That being said, the authorities could allow the exchange rate to float before 2020.

Third, capital account opening also saw some new developments. Regarding the stock market opening-up, preparatory work for the Shanghai-London Stock Connect is proceeding as desired, which is expected to be launched this year. The PBoC increased the daily quota by three times from 1 May, for the Shanghai-Hong Kong and Shenzhen-Hong Kong stock connects.

The expansion of the daily limit in the stock connect programmes particularly caters to the demands of the Chinese A-share inclusion by MSCI, a global provider

of indices and analysis. MSCI announced that it would include 234 China A Large Cap shares in the MSCI Emerging Markets Index starting this month.

Together with the expansion of stock connect programmes, the authorities have also increased the quota for Qualified Foreign Institutional Investors (QFII), Qualified Domestic Institutional Investors (QDII) and Renminbi Qualified Foreign Institutional Investors (RQFII).

Finally, more financial market opening measures have been announced. Amid pressure from the U.S. trade war threat, President Xi Jinping, in his speech at the 17th Boao Forum for Asia in April, announced plans to further open the Mainland's economy. During the forum, the newly appointed PBoC governor Yi Gang gave the details and timetable of the opening-up policies for the financial sector. These measures include:

- (i) Removing the foreign ownership cap for banks and asset management companies, treating domestic and foreign capital equally;
- (ii) Lifting the foreign ownership cap to 51% for securities companies, fund managers, futures companies and life insurers, and removing the cap after three years;

(iii) No longer requiring joint-funded securities companies to have at least one local securities company as a shareholder;

(iv) Allowing eligible foreign investors to provide insurance agent and loss adjuster services; and

(v) Lifting restrictions on the business scope of foreign-invested insurance brokerage companies, treating them as equals of domestic companies, etc.

Although the restart of China's financial liberalisation has sent an encouraging signal, the market still has concerns about whether the new momentum is sustainable enough. We have a more optimistic view in this respect. This time should be different, because both external pressure and domestic need will force the authorities to advance financial liberalisation and make the real breakthroughs.

Meanwhile, the Mainland authorities have also felt the urgency to honour their promise to the World Trade Organization and open the country's financial market so as to create a benign external environment. From a strategic perspective, it is in Mainland China's own interest to accelerate financial market opening to win over more friends in defence of the U.S. attack on the country's export sector. ✨

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重啟內地金融自由化進程

在內部環境和外部壓力的積極推動下，內地金融業進一步加快開放

在經歷了2015年8月匯率改革之後的一連串金融市場動盪，中國內地金融自由化改革的進程在2015到2017年期間滯留不前。中國的監管當局停止金融開放的進程，將更多的政策轉而投放於維護金融市場的穩定。在某些領域，為了規避系統性風險，金融開放的改革甚至正在倒退。

經過了幾年的調整，監管當局現在看起來已經準備好重拾金融自由化的改革進程。這輪的金融自由化改革涵蓋了各個方面，包括利率市場化、人民幣匯率市場化、資本帳戶可兌換，以及國內金融市場的開放。

監管當局決定在當前重推金融自由化改革的因素包括如下：

首先，為了解決多年來監管機構與中央銀行之間缺乏統籌的問題，內地近期已建立了新的監管框架。其次，中國內地在2017年經濟增長比較平穩，與其他主要經濟體同步，這在一定程度上增強了投資者的信心。同時，政府也意識到金融領域的結構性改革是解決系統性風險的最好辦法。再者，國際社會的壓力增加，尤其是近來中美貿易戰劍拔弩張，也迫使內地政府重新推動金融自由化的進程。

此外，2021年國際貨幣基金組織下一輪對人民幣進入特別提款權籃子的評估，也推動了金融自由化的發展。

近期的金融自由化改革包括如下幾個方面：

首先，利率自由化改革已經完成。中國人民銀行（人行）在2015年10月宣布取消存款利率上限，並且給予銀行自主權來決定存貸利率，這標誌著中國內地已經在名義上完成了利率市場化改革。

然而，人行仍可制訂基準利率來引導銀行的存貸利率。為了進一步推進利率市場化，今年4月，人行進一步宣布完全允許銀行自行決定存款利率，這標誌著利率市場化在真正意義上已經完成。同時，人行還建立了「利率走廊機制」這個新的貨幣政策框架，以取替舊有以存貸基準利率為基礎的貨幣政策框架。

其次，匯率自由化改革似乎重回了軌道。匯率自由化改革在2015年8月11日的匯改失敗後處於長期的滯留狀態。然而，中國經濟於2017年保持穩定增長後，加上美元貶值，人民幣貶值壓力得以從根本上緩解。因此，當局在2018年初取消了匯率定價的逆周期因素。

我們預測，匯率自由化的最後一躍是完全浮動匯率的實施，大概將於2020年前後國內金融去杠杆完成後進行。

再者，資本帳戶開放亦取得了新的進展。股票市場開放方面，滬倫通的準備工作已經就緒，預料將於今年正式實施。同時，從今年5月1日起，人行也擴大了滬港通和深港通的配額至之前的三倍。

這些股票市場開放的舉措也正好迎合了國際股票指數公司MSCI將人民幣A股納入MSCI指數的決定。具體來說，MSCI宣布從本月開始，將234支中國A股的大盤股納入MSCI新興市場指數。

在擴大股票市場開放的同時，監管當局亦增加了合格境外機構投資者（QFII）、合格境內機構投資者（QDII）及人民幣合格境外投資者（RQFII）的額度。

最後，在金融市場開放方面，更多的政策已經出台。在美國貿易戰的威脅下，國家主席習近平在4月份的第十七屆「博覽亞洲論壇」上，宣布了進一步開放國家經濟的舉措。會上，新任人行行長易剛也提及金融開放的時間表和細節。這些措施包括：

- (i) 取消銀行和金融資產管理公司的外資持股比例限制，內外資一視同仁；
- (ii) 把證券公司、基金管理公司、期貨公司、人身保險公司的外資持股比例上限放寬至51%，三年後不再設限；
- (iii) 不再要求合資證券公司境內股東至少有一家為證券公司；
- (iv) 允許符合條件的外國投資者來華經營保險代理業務和保險公估業務；以及
- (v) 放寬外資保險經紀公司的經營範圍，與中資機構一致。

儘管一系列的金融自由化措施令人鼓舞，惟有市場參與者仍然懷疑這一輪的改革能否延續下去。我們對此抱持樂觀的態度。畢竟，這一輪的改革有其不同之處，因為當前的內外壓力將促使監管當局進一步加大改革力度，以期取得實質的改革進展。

與此同時，內地當局也感受到急需兌現加入世界貿易組織的承諾及開放國家金融市場來創造穩定的外部環境之壓力。從戰略角度來看，加速金融市場開放以贏得更多朋友來抵禦美國貿易戰的威脅，也符合中國內地的根本利益。✿

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Salary Discussion in the Spotlight

Competition Commission takes aim at employment practices with some surprising advice to businesses

In April this year, the Hong Kong Competition Commission issued an Advisory Bulletin (AB), warning businesses not to engage in “no-poach” agreements with other businesses in respect of their employees, or to discuss or agree with other businesses the level of salaries or other benefits.

Such activities – hereafter referred to as “the Practices” – in the Commission’s view, could amount to “serious anti-competitive conduct” under the Competition Ordinance (CO).

The AB took many businesses by surprise. First, not because of the policy behind the Commission’s view (to prevent collusion between businesses to limit employee benefits), but that the CO was being used as the instrument to achieve this objective. Traditionally, employment legislation has been used to protect employees in Hong Kong, not competition law.

The second cause for surprise was the lack of any prior consultation or notice on the proposed AB. Both reasons for surprise seem justified, as this article explains.

Regarding the first reason, the AB seems to be at odds with the objectives of the CO, its content, and the related guidelines issued.

As regards objectives, the then Secretary for Commerce and Economic Development said in a Consultation Paper in May 2008 that the purpose of the proposed competition law was “to enhance economic efficiency and thus the benefit of consumers through promoting sustainable competition.” Two years later, in July 2010, when the Government presented the Competition Bill to LegCo, it stated the objective of the Bill in these terms:

“The Government’s competition policy is to enhance economic efficiency and the free flow of trade through promoting sustainable competition to bring benefits to both the business sector and consumers.”

Note the emphasis on promoting economic efficiency and consumer welfare. The AB, on the other hand, states that outlawing the Practices “leads to better employment terms (eg

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higher salaries or more favourable benefits) and increased opportunities for employees.”

While this may be a laudable aim, it stands in stark contrast to the stated objectives of the CO of increasing economic efficiency and consumer welfare. These objectives are about reducing costs, which can then be passed on to consumers in the form of lower prices or better goods or services. They have nothing to do with increasing costs, in the form of higher salaries or other benefits to employees.

Turning to the content of the CO, there is no indication that the Practices would be prohibited. The examples of serious anti-competitive conduct under the CO include “fixing, maintaining, increasing or controlling the price *for the supply of goods or services*” (emphasis added). The Commission now argues that fixing wages or other benefits equates to fixing the price of goods or services. This seems tenuous, to say the least. The same can be said for the Commission’s argument that agreeing not to poach each other’s employees amounts to “allocating markets.”

Finally, the Commission’s guidelines do not identify the Practices as being problematic under the CO, even though they do give many other examples of anti-competitive conduct.

The second cause for surprise – the lack of prior consultation on the AB – also seems justified.

The AB is effectively a guideline, or perhaps more specifically an amendment to an existing guideline. As noted above, the Practices are not mentioned in the existing guidelines as being problematic. Under the CO, guidelines, and any amendment to them, are subject to prior consultation with LegCo before they can be implemented. Indeed, drafts of the existing guidelines were put out to consultation not just with LegCo but with the public before being implemented.

But there was no prior consultation on the AB before it was issued. It would seem unusual if public and LegCo scrutiny of what is effectively a guideline, or amendment to a guideline, could be avoided just by calling it an “Advisory Bulletin.”

The Chamber also pointed out to the Commission recently its concern about the lack of prior consultation on new clauses the Commission was suggesting for public tender documents, which could deter consortium bids (for more information on this topic, see the February 2018 issue of *The Bulletin*).

It will ultimately be up to the courts to decide whether the Commission’s view that the Practices may contravene the CO is correct. In the meantime, businesses would be well advised to take legal advice on the contacts that their HR departments have with other organizations, to assess the legal risks and take appropriate action. ❀



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薪酬討論備受關注

競委會針對僱傭措施，當中的意見令商界譁然

今年4月，香港競爭事務委員會發表意見公告（公告），警告企業之間不得就僱員訂立「禁止挖角」協議，亦不得討論或協定薪酬水平或其他福利。

競委會認為，該等活動（下稱「僱傭措施」）或等同《競爭條例》（《條例》）下的「嚴重反競爭行為」。

公告令不少企業譁然。首先，商界意想不到的並非意見背後的政策（防止企業之間串通，限制僱員福利），而是《條例》竟被用作達此目的之手段。一直以來，本地僱員都受到僱傭法例的保障，而非競爭法。

其次是發表擬議公告前缺乏任何諮詢或通知。本文將會闡釋為何這兩點讓我們始料不及。

關於第一點，公告似乎與《條例》的目的、內容及所發出的相關指引互相違背。

目的方面，時任商務及經濟發展局局長在2008年5月一份諮詢文件中表示，競爭法建議旨在「通過推動可持續競爭，提升經濟效益，從而惠及消費者」。兩年後，政府於2010年7月向立法會提交《競爭條例草案》，當中載明以下草案目的：

「政府的競爭政策旨在通過推動可持續競爭，提升經濟效益和促進自由貿易，從而惠及商界和消費者。」

要留意的是，當中強調要提升經濟效益和消費者福利。另一方面，公告卻指取締有關僱傭措施「會為僱員帶來較佳的僱傭條款（例如薪酬更高或福利更好）及更多機會。」

儘管這或許出於好意，但卻與《條例》旨在提升經濟效益和消費者福利背道而馳。競爭法的目的是要降低成本，從而以較低價格或更好的產品和服務惠及消費者，而非向僱員提供更高的薪酬和其他福利，從而增加成本。

至於《條例》的內容，沒有跡象顯示僱傭措施會被禁止。《條例》下的嚴重反競爭行為包括「訂定、維持、調高或控制貨品或服務的供應價格」（這裡必須強調）等。競委會現指訂定薪酬或其他福利等同於訂定貨品或服務的價格。這理據似乎極為薄弱。同樣，有人亦可以說競委會所指的協議不挖走對方僱員等同於「編配市場」。

最後，競委會的指引並未確指僱傭措施在《條例》下實屬不當，只是提供了很多其他反競爭行為的例子。

第二個意想不到的原因，是發表公告前缺乏事先諮詢，這絕對讓人始料不及。

公告實際上是一份指引，又或者更具體而言，是現行指引的修訂本。如上所述，僱傭措施並未在現行指引中被指不當。根據《條例》，任何指引及相關修訂必須在實施前諮詢立法會。事實上，現行指引的草案不但在實施前曾諮詢立法會，還諮詢過廣大市民。

然而，當局在發表公告前，卻未有任何事先諮詢。假如實際上為一份指引或指引修訂本的文件可以「意見公告」的名義而繞過公眾和立法會審查，這似乎並不尋常。

總商會近日亦向競委會指出，我們關注到該會就招標文件所建議的新條文缺乏事先諮詢，或會妨礙財團投標（有關此議題的詳情，請參閱《工商月刊》2018年2月號）。

到底競委會認為僱傭措施或會違反《條例》的意見是否成立，最終將由法庭裁決。與此同時，企業應就其人事務與其他機構的任何聯繫尋求法律意見，以評估法律風險及採取適當行動。✿



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Success did not happen overnight for Vincent Chow, CEO of En-trak, a platform that provides smart energy and lighting solutions. His first foray into the start-up world – installing solar panels in schools and other buildings – did not take off as he had hoped. But Chow was not deterred from trying again.

“Start-ups are able to experiment with things, move fast and fail, and then go to another round if they like,” he said. His tenacity paid off, and En-trak’s award-winning products are now used by more than 250 corporate clients in four countries.

Chow was speaking at the Chamber’s Flying Start Forum on 11 May. This event – the Chamber’s third annual entrepreneur forum – was jointly presented by HKCSI and YEC and gave members an insight into the path to success of some established start-ups and social enterprises.

In the first panel session, Chow was joined by speakers from two other rising start-ups. Ray Chan, CEO and Co-founder of online humour platform 9GAG, described his journey of turning a side project into a full-time business.

He explained that the company had encountered difficulties in obtaining funding in Hong Kong, so they turned to Silicon Valley. They met with major venture capital firms including 500 Startups and Y Combinator, participated in seed accelerator programmes and obtained the necessary funding. They were also able to learn a lot from these venture capitalists, and from the more experienced start-ups in the region.

“If we really want to learn the most, why don’t we learn from the best?” said Chan.

9GAG has a “just for fun” attitude, and users can share interesting and amusing content on the online

platform and through social media networks. According to 9GAG, hundreds of millions of online users visit them and give them likes via Facebook, Twitter and Instagram.

Jacky Cheung was not an obvious candidate to take the risk of joining a new business, as he had a comfortable career with a multinational financial institution and a young family. But having seen the huge success of Li Ka-shing after moving from manufacturing into real estate, Cheung hoped that a new direction would also work out for him.

Cheung quit his job and joined Qupital, where he is now President. He made the move as he hoped to be a pioneer in the fintech sector, and also because he anticipated that working at a start-up would be more rewarding in the long term.

Qupital addresses the critical cash-flow bottleneck that most SMEs face by turning their receivables into

The Making of an Entrepreneur

Start-ups and social enterprises share their success stories at the Flying Start Forum



cash quickly through matching with institutional funding. Its approval rate of 90% is much higher than the industry average of 50%.

The three speakers agreed that Hong Kong, despite having room for improvement with regard to entrepreneurship culture and development, possesses a lot of advantages such as the low and simple tax regime, free market as well as easy access to capital. And entrepreneurial success depends on actions, attitudes and practice, they said.

In the second panel session, speakers discussed how social platforms can address pressing community issues by capitalizing on innovation and the sharing economy.

Teach4HK enlists outstanding university graduates to serve in Band 3 secondary schools with underprivileged students through a one-year teaching fellowship programme funded by corporate part-

ners. Arnold Chan, Founder and CEO of Teach4HK, said that the company was unlike traditional CSR programmes that focus on providing financial support and improving academic performance. The aim of Teach4HK is to have a wider impact by enabling all children in Hong Kong to have equal access to quality education.

Dodo Cheng, Founder of Sharing Kitchen HK, started his social venture two years ago. It recruits grassroots women, such as middle-aged housewives, and matches them with the idle commercial kitchens of restaurants during non-peak hours to prepare food and drinks which can be sold to the restaurant customers. Cheng has calculated that the unused capacity of commercial kitchens in Hong Kong amounts to 9.5 million hours each year, and that the number of community home cooks looking for such opportuni-

ties is substantial. Therefore, there is huge potential for his business.

Rooftop Republic is another example of making use of idle resources for community benefits, turning the rooftops of city buildings into productive farms and gardens. Andrew Tsui, Co-Founder of the start-up, knew virtually nothing about farming when he started, but he and his teammates have now built 50 urban farm projects in Hong Kong and the Mainland. As well as making good use of these spaces, the urban farming movement also aims to transform the relationship people have with their food, Tsui said. Rooftop Republic was awarded the Most Outstanding Social Enterprise (Meritorious) and Most Innovative Social Enterprise at the Social Enterprise Awards 2017 Hong Kong.

Recognising the relatively limited resources being put into elderly



services, and the imbalance between the public and private healthcare systems, Wilson Fung founded DoctorNow Needs in 2016. It offers elderly people online booking and video medical consultations using a mobile app, medicine delivery services and specialty service referral at affordable prices. The sharing platform uses technology to match doctors in the community with older people living at home and in elderly centres. Fung said that their services have helped save the healthcare system about \$10 million by reducing pressure on emergency departments and hospitals.

A cocktail reception after the panel sessions gave members the opportunity to exchange views with these new entrepreneurs. Five other start-ups and social enterprises – Accelerate HK Coding Bootcamps, CiSystem Solutions Company, Ledo Media Technology Co, OnTheList and Time Auction – also gave a brief introduction of their business models at the start of the networking cocktails. 🌸

企業家之育成

初創公司和社會企業於「讓企業起飛」論壇上分享成功故事

成功不是一朝一夕，這句話可說是En-trak首席執行官周光明的寫照。該公司是提供智慧能源和照明方案的平台。他首次創業時，為學校和其他建築物安裝太陽能板，惟業務未如預期起飛。然而，他並沒有因此而卻步，反而不斷嘗試。

周光明說：「初創企業可嘗試各種方案、迅速行動、經歷失敗，然後再接再厲。」他的堅持不懈終於得到了回報，如今En-trak的產品已贏得多項殊榮，並為四個國家逾250家企業客戶應用。

周光明為總商會5月11日的「讓企業起飛」論壇的講者之一。是次活動由香港服務業聯盟及卓青社合辦，為總商會第三個年度企業家論壇，旨在讓會員了解一些著名初創公司和社會企業的成功之路。

第一節專題討論的講者除了周光明，還有另外兩位新興初創企業的代表。

網上幽默平台9GAG行政總裁及聯合創辦人陳展程詳述自己如何把一個次要項目轉化成全職業務。

他解釋，該公司在香港籌集資金時遇

到困難，故轉戰美國矽谷。他們與500 Startups及Y Combinator等主要創投公司會面、參與「種子加速器」課程，並獲得了所需的資金。他們亦從這些創業投資者及區內較資深的初創企業身上獲益良多。

陳展程說：「既然我們決心追求最多的知識，何不向最好的榜樣學習？」

9GAG秉持「好玩」的態度，用戶可在網上平台及透過社交媒體網絡分享有趣、惹笑的內容。9GAG指出，已有上億名網上用戶瀏覽其網站，並在Facebook、Twitter及Instagram給他們點讚。

張卓賢曾在跨國金融機構工作，前景可期，更於年輕時已組織家庭，因此他看來不像會冒險加入一家初創公司。直至他看到李嘉誠成功從製造業轉而進軍地產業，心裡便暗揣踏足新方向未嘗是另一出路。

於是他辭去工作，加盟橋彼道，現已為該公司的總裁。他毅然作出轉變，除了是希望成為金融科技領域的先驅，還因為他預期投身初創企業的長遠回報更加可觀。

橋彼道針對大部分中小企面對現金流瓶頸的困局，透過配對機構投資，把中

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小企的應收賬款轉化成現金。該公司的審批成功率為90%，遠高於行內50%的平均水平。

三位講者皆認同，香港在創業文化及發展方面仍有進步空間，但同時亦具備眾多優勢，如簡單低稅制、自由市場及容易獲取資金。他們表示，創業成功與否，與行動、態度及方式息息相關。

在第二節的專題討論中，講者探討社交平台可如何利用創新和共享經濟，處理迫切的社區議題。

良師香港在企業夥伴的資助下，招募傑出的大學畢業生參與為期一年的教學

服務計劃，教授就讀第三組別中學的基層學生。良師香港創辦人及行政總裁陳君洋表示，該公司有別於傳統的企業社會責任項目，只集中提供經濟援助和提高學術表現。良師香港致力讓全港兒童擁有同等機會接受優質教育，為社會帶來更廣泛的影響。

共廚家作創辦人鄭耀彤在兩年前成立社會企業。該企業聘用基層女性，例如中年家庭主婦，讓她們在食肆的繁繁忙時段使用閒置的商用廚房準備膳食，再出售予餐廳的食客。根據鄭耀彤的統計，香港商用廚房的閒置率達每年950

萬小時，而很多社區家廚正尋找機會一展自家手藝，因此這門業務的潛力龐大。

雲耕一族是另一例子，說明如何利用閒置資源產生社區效益——把都市建築物的天台變成農莊花園。該企業共同創辦人徐伽剛開業時，對耕作幾乎一無所知，但如今他和團隊在香港和內地已開展50個城市農莊項目。徐伽表示，都市耕作除了可善用天台空間，還可轉化人類與食物的關係。雲耕一族獲頒「社會獎勵計劃2017」的傑出社會獎（優異獎）和傑出創意思維獎。

馮治本察覺到投放於長者服務的資源相對有限，加上公私營醫療系統失衡，遂於2016年創辦了老友所醫。該公司透過手機應用程式，以相宜的價錢為長者提供網上預約、視像醫療諮詢服務、送藥服務和專科服務轉介。該共享平台利用科技，為居家和安老院的長者配對區內醫生。馮治本表示，該公司的服務紓緩了急症室和醫院的壓力，為醫療系統節省約一千萬元。

在專題討論環節後舉行的聯誼酒會上，會員有機會與這些新晉企業家互動交流。另外五家初創公司和社會企業，包括Accelerate HK Coding Bootcamps、建維系統有限公司、呢度廣告科技有限公司、OnTheList及Time Auction，亦在酒會開始時簡述了各自的業務模式。✿





Congratulations and Welcome to THE CHAIRMAN & MEMBERS OF THE 2018/2019 HKGCC GENERAL COMMITTEE





Mission to Shenzhen

考察深圳創新科技

Members get an update on technology developments and meet some of the city's new generation of entrepreneurs

會員探索市內最新的科技發展，與新一代創業家交流

Home to more than 10,000 high-tech firms, Shenzhen today is truly a “city of innovation.” It is a key base for advanced R&D and manufacturing in the Mainland, and is particularly known for its world-class technologies in drones, DNA sequencing, monitors and 4G technology.

Companies that have set up headquarters or R&D facilities in the city include many well-established high-tech enterprises, and the number of start-ups choosing Shenzhen as their base has also risen in recent years.

Chamber Chairman Stephen Ng and China Committee Chairman PC Yu led a 40-member delegation to visit Shenzhen on 25 April to learn more about the latest developments, as well as the positioning of the city in the Guangdong-Hong Kong-Macao Greater Bay Area (GBA).

During the visit, delegates met with Sha Xinhua, Assistant Counsel of the Science, Technology and Innovation Commission of Shenzhen. Sha credited Shenzhen's success in innovation and technology to the city's open

attitude, in addition to the advantages of “early and pilot implementation” of the nation's opening-up policies.

This open-minded approach combined with a favourable business environment has helped drive the city's success, Sha said. Shenzhen's aggregate R&D inputs reached over 90 billion yuan (around HK\$110 billion) in 2017, accounting for 4.1% of its GDP.

During the Chamber's visit, the delegation also met with Ai Xuefeng, Vice Mayor of the Shenzhen Municipal Government, and visited two technology enterprises – drone-maker DJI and Han's Laser, a laser machine manufacturer.

The delegation also visited two zones dedicated to nurturing start-ups run by young people: the Qianhai Shenzhen-Hong Kong Youth Innovation and Entrepreneur Hub, known as E Hub, and the Shenzhen-Hong Kong Youth Innovation and Entrepreneurship Base, or the Base.

E Hub has so far incubated 304 start-ups, including 158 from Hong Kong and Macao. Wang Yanxia, Deputy

Director General of the Authority of Qianhai-Hong Kong Modern Service Industry Cooperation Zone of Shenzhen, explained that Qianhai, as a platform connecting Hong Kong and the Mainland, will continue to bring in professional services from Hong Kong. The aim is to provide a familiar and comfortable living environment for entrepreneurs who choose to make the move from the SAR.

She added that Qianhai will continue to expand into a development consisting of green and modern architecture, covering a total area of 15 square kilometers.

The Base – supported by the Science and Technology Innovation Committee of Shenzhen Municipality, the Hong Kong and Macao Affairs Office of the People’s Government of Shenzhen Municipality and the Innovation and Technology Commission of Hong Kong – was set up in 2013 in Shenzhen’s Nanshan district, and since then has incubated some 30 enterprises.

During their visit to the Base, the Chamber delegates had the opportunity to speak to a number of the zone’s young entrepreneurs. They included one entrepreneur from Hong Kong, who said that not only does the Base offer preferential office rates, but it also provides professional consultation services to help start-ups look for investors.

“Young people are the future of innovation and technology,” said Yu, adding that he could see the passion these young people have for entrepreneurship and was impressed with their achievements.

“I hope that young people in Shenzhen and Hong Kong will continue to exchange ideas and complement each other’s strengths to build a high-tech GBA together.” 🌸



CONGRATULATIONS AND WELCOME TO
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深圳擁有國家高新企業超過一萬家，現已成為名副其實的「創新之都」。該市是內地重要的高新技術研發和製造基地，在無人機、基因測序、顯示屏、4G技術等方面位居世界前列。

不少著名的高新技術企業都在深圳設立了總部或者研發設施，而選擇在深圳創業的人數近年亦不斷增多。

為了解深圳的最新發展及該市在粵港澳大灣區內的定位，總商會主席吳天海及中國委員會主席余鵬春於4月25日率領40人訪問團到訪深圳。

期間，代表團拜會了深圳市科技創新委員會副巡視員沙新華。他表示，深圳得以在科技創新領域領先，除了有賴國家的「先行先試」開放政策，最核心的因素是當地的開放態度。

沙新華認為，這種開放的心態結合有利的商業環境，造就了深圳的快速成長。2017年，深圳全社會研發投入超過900億人民幣（1,100億港元），佔GDP比重超過4.1%。

訪問團亦與深圳市副市長艾學峰會面，並參觀了兩家科創企業，包括無人機製造商大疆和激光機器製造商大族激光。

團員到訪兩個培育年青人經營的初創企業之專區，分別為前海深港青年夢工廠和深港青年創新創業基地。

夢工廠迄今已累計孵創企業團隊304個，包括港澳團隊158個。前海管理局副局長王焯俠解釋，前海是連接香港與內地的平台，未來將繼續引進香港的專業服務，希望為當地的香港創業家提供一個熟悉的生活環境。

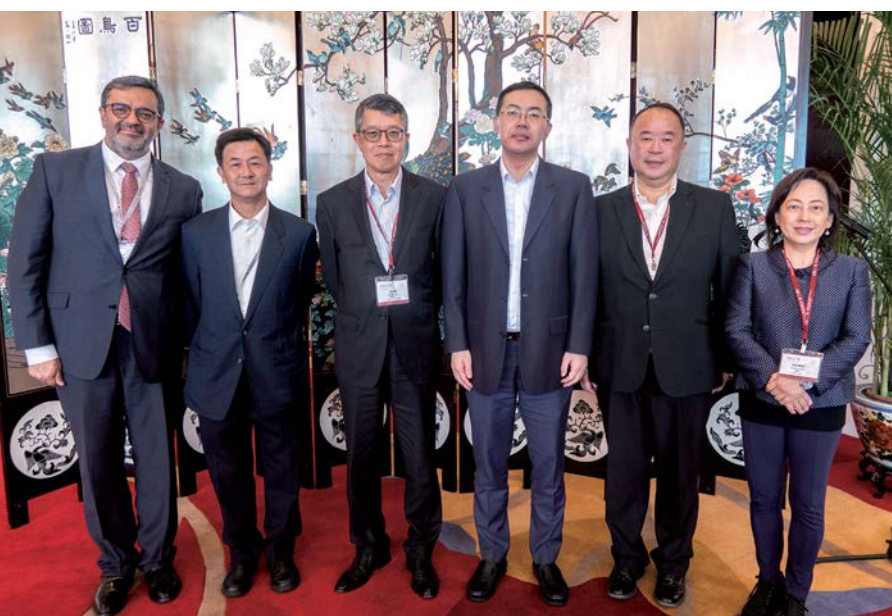
她補充，前海周邊的發展將會逐步拓寬，以至整個覆蓋地域不單只有15平方公里，而整體建設亦會是綠色和現代化的建築。

深港青年創新創業基地由深圳科技創新委員會、深圳港澳事務辦公室及香港創新科技署聯合支持，於2013年落戶深圳南山區，先後孵化企業30多家。

考察期間，團員有機會與區內的一些青年創業家交流。一位來自香港的創業家表示，創業基地不僅提供價格優惠的辦公場地，還提供專業的諮詢服務，幫助初創公司尋找投資者。

余鵬春表示：「青年人是科創的未來。」通過這次參觀，他感受到青年人創業的熱情，並且對他們的成就感到鼓舞。

他又稱：「我希望深港兩地的青年人多多交流，互取所長，一起打造高科技的大灣區。」



During the visit, the delegation met with Ai Xuefeng, Vice Mayor of the Shenzhen Municipal Government (third right). 訪問期間，代表團與深圳市副市長艾學峰（右三）會面。

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Passionate about Architecture 熱愛建築

Stephen Cheng, Executive Director of architectural firm Aedas, has good reason to be looking forward to the launch of two major projects to more efficiently link Hong Kong with the Mainland – West Kowloon Station and the Hong Kong-Zhuhai-Macao Bridge Boundary Crossing Facilities.

“Having been involved for almost 10 years in the project teams and being the Authorized Person of these projects from feasibility study to completion of construction, I am eager and excited to hear the public response after the opening of these two mega facilities later this year,” he said. “These facilities are not only achievements of Aedas, but truly the achievements of the Mainland, Hong Kong and the people.”

Cheng studied design and architecture at the University of Queensland in Australia, and said that choosing the subject of architecture was just the beginning of a life-long pursuit.

“No matter how experienced, we should all keep learning about design methods, materials, products, construction and techniques,” he said. “Architecture is a discipline that takes time and patience. It also needs passion and endurance to overcome obstacles and frustrations and become a better architect.”

He joined Aedas in 1998 and became Executive Director in 2005. Established in Hong Kong in 1985, Aedas is today one of the world’s biggest architecture firms, and is driven by the global sharing of



research, local knowledge and international practice. Besides architecture, the company also provides services in arts, interior design, landscape design and masterplanning.

“Our 1,400 creative minds across the globe create world-class design solutions with deep social and cultural understanding of the communities we design for,” Cheng said. “We provide an inspiring environment to our most talented designers to deliver solutions that create a positive impact in the communities they are intended for.”

Aedas joined HKGCC in 1994 to “exchange ideas and intelligence, and to expand our business and political connections.” Cheng said he enjoys attending Chamber events such as seminars, visits and networking activities to meet up with his peers and share the latest industry updates.

He added that he would like to see more events about the Greater Bay Area. “I believe all members would love to learn more about this and see how different industries can collaborate, take part in and contribute to this significant project.”

Company: **Aedas Ltd**

公司名稱：凱達環球有限公司

HKGCC Membership No. 總商會會員編號：HKA0511

Established 創辦年份：1985

Website 網站：www.aedas.com

建築師行凱達環球執行董事鄭育良有充分理由期盼兩大項目——西九龍站及港珠澳大橋香港口岸的落成啟用，以更有效地把香港與內地連接起來。

他說：「我已參與項目團隊近10年，從可行性研究到完成施工的過程，一直是這些項目的授權人，因此對於這兩項大型設施在下半年開通後的公眾反應，絕對是既興奮又期待。這些設施不但是凱達環球的成就，更是內地、香港和市民的成就。」

鄭育良在澳洲昆士蘭大學修讀建築設計。他表示，選修建築系只是終身學習的開始。

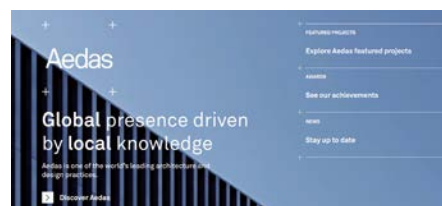
他說：「無論經驗如何豐富，我們都應不斷學習設計方法、材料、產品、結構和技術。」他續道：「建築是一門需要時間和耐性的學科，還需要熱誠和毅力去克服障礙和挫折，才能成為更出色的建築師。」

鄭育良於1998年加入凱達環球，並於2005年成為執行董事。凱達環球於1985年在香港成立，如今已成為全球最大的建築事務所之一，致力將國際研究、本地知識和環球業務相結合。除了建築，該公司還提供藝術、室內設計、景觀設計和整體規劃服務。

他說：「我們的1,400名創意人才遍布全球，基於對當地社會和文化的深入理解，打造世界頂級設計方案。我們為才華橫溢的設計師提供富創意的環境，讓他們設計出為社區帶來積極影響的方案。」

凱達環球於1994年加盟總商會，藉此「交流看法和情報，並拓展公司的商業和政治聯繫」。鄭育良表示喜歡參加總商會的活動，如研討會、實地考察和聯誼活動，與同業會面，分享最新的行業動態。

他又指希望有更多關於大灣區的活動。他說：「我相信所有會員都希望深入了解這項規劃，探討不同行業可如何合作、參與其中，為這個重要項目作出貢獻。」



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“To maintain Hong Kong’s reputation as a diverse and exciting destination, we need to ensure that visitors enjoy quality services at all times,” said Ken Chan, Chairman of the Quality Tourism Services Association (QTSA), which assesses and awards shops with the QTS accreditations.

Chan’s own career means he is in a good position to know about the importance of good service. He successfully led the Tai Hing Catering Group’s transformation from a small-scale “siu-mei” eatery into a large restaurant chain with a number of brands.

Back in the late 1980s, when Chan opened his first shop in Sai Wan Ho, such fast-food outlets would not necessarily have been associated with top-quality service. However, Chan insisted on quality production and service as well as a comfortable dining environment, helping to earn him the title of “King of the Chinese Roast.”

Besides insisting on quality in his own business, Chan is also a long-time supporter of improving standards across Hong Kong’s tourism sector. He joined the QTSA Governing Council in 2009, and in 2017, assumed the role of Chairman.

At present, QTSA has close to 1,300 members – mainly retailers, restaurateurs and other service providers – covering more than 8,000 outlets across Hong Kong. It joined HKGCC in 1994, and membership of the Chamber helps the Association to broaden its network and enhance connections within the industry, Chan said.



QTSA has also been involved in a number of high-profile events to make the wider community aware of its activities.

“Working closely with the Hong Kong Tourism Board, QTSA has participated in several major events, such as the International Chinese New Year Night Parade and the Hong Kong Dragon Boat Carnival, as a way of raising its members’ profiles,” Chan said.

Every year in June, QTSA organizes a “Sharing of Business Elites” event to improve communication within the industry. It also secured Government funding to launch a wisdom-sharing initiative for the tourism sector. “This project was geared to help SMEs increase their sales and improve service quality,” Chan explained.

QTSA is also using technology to help connect customers with quality-approved service providers. “Looking forward, the association will launch a new mobile app, QPoint, for tourists and locals, allowing them to obtain real-time discounts from merchants,” Chan said. 🌸

在香港，顧客每當看到「優質旅遊服務」標貼時，便可期望獲得優質的服務。

優質旅遊服務協會主席陳永安說：「為保持香港作為多元化和刺激的旅遊目的地之聲譽，我們要確保遊客無論在任何時候都享受到優質的服務。」該協會負責評審並向商戶頒發「優質旅遊服務」認證。

陳永安本身的職業，已說明他十分了解良好服務的重要性。在他的領導下，太興餐飲集團成功從一家燒味小店轉型為一家擁有多個品牌的大型連鎖食肆。

早在1980年代末，陳永安在西灣河開設首家店舖時，這類快餐店跟優質服務可謂毫不相干。然而，陳永安堅持提供優質的產品、殷勤的服務和舒適的用餐環境，使他贏得「燒味大王」的美名。

陳永安除了堅持其業務的質素，還一直支持改善香港旅遊業的水平。他於2009年加入優質旅遊服務協會執行委員會，並於2017年擔任主席。

目前，優質旅遊服務協會擁有近1,300名會員，主要從事零售、餐飲和其他服務業，涵蓋全港超過8,000家商舖。陳永安說，該協會於1994年加盟總商會，藉此擴大網絡，加強與業界的聯繫。

該協會還參與多項大型盛事，讓廣大社會認識其活動。

他說：「協會與香港旅遊發展局一直緊密合作，積極參與幾項大型活動，如『新春國際匯演之夜』和『香港龍舟嘉年華』等，務求增加會員的曝光率。」

該協會每年6月均舉辦「翹楚匯」經驗分享會，促進業界交流。協會還獲得政府撥款，為旅遊業推出「眾智求勝」項目。陳永安解釋：「這項目旨在協助中小企業提升銷售和優化服務質素。」

優質旅遊服務協會還利用科技，協助客戶與質素獲認可的服務供應商建立聯繫。他說：「展望未來，協會將為遊客和市民推出全新的流動應用程式，讓他們可獲得商戶提供的實時折扣。」🌸

Company: Quality Tourism Services Association

公司名稱：優質旅遊服務協會

HKGCC Membership No. 總商會會員編號：HKQ0033

Established 創辦年份：1993

Website 網站：www.qtsa.com



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數碼轉型：企業成功之道



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At Cyberport, we are committed to driving digital transformation and industry development. There are over 1,000 digital technology companies within our community engaged in the fields of big data, artificial intelligence, fintech, e-commerce and so forth, and they are all devoted to developing innovative solutions to address the diverse needs of SMEs. In this issue, we will explore some of the directions that companies can take to transform, reinvent, compete, and sustain in the new economy through digital technology.

Facilitate operation efficiency and business growth with big data

Microsoft's research has found that many business leaders consider the lack of ICT infrastructure, the scarcity of a digitally skilled workforce, concerns over cybersecurity, and an uncertain economic environment are barriers to digital transformation. This is where start-ups of Cyberport, which specialise in various digital technology areas, can step in.

Datafication is the most important first step in digital transformation. However, traditional data management systems can no longer cope with the vast volume of data available or with the speed at which data must be analysed and meaningfully deployed. Time is money for all companies, especially SMEs. Solutions that can greatly shorten the time for data processing is thus in great demand.

CLEARgo, a Cyberport incubatee, presents a cloud-based enterprise solution "CLEARomni" which allows retailers to have a 360-degree view and management of their customers, sales orders and inventory data in one go by consolidating all relevant data into a single dashboard. The time saved would allow SMEs to focus more on products and services planning and development, thus accelerating their business growth. As the solution allows easy orders management, retailers can provide customers with more options as to how they reserve, purchase and collect the products. Enhancing shopping experience will certainly help SMEs retain regular customers and attract new buyers.

Indeed, for SMEs who always have to face the challenges of limited manpower

如影隨形的無線網絡與流動裝置正在重塑消費者的行為模式，令人愈發期望產品和服務變得數碼化、個人化，並且能夠迅速交付。對中小企而言，如此瞬息萬變的經營環境和市場需求，既是商機處處，亦是充滿挑戰。

透過應用數碼科技，中小企可以接觸到更多目標客戶，並提供顧客為本的增值產品和服務。不過，企業必須透過數碼科技升級轉型，改良現有的供應鏈，提升營運效率，才能夠把握新經濟帶來的龐大商機。隨著創新科技一日千里，很多公司已經以低成本、穩定可靠的方案及輕鬆的步伐實現數碼轉型，並正享受當中的成果。

數碼港致力推動企業數碼轉型及產業發展，現時園區內已雲集超過1,000間數碼科技公司，涉足的範圍包括大數據、人工智能、金融科技及電子商貿等。這些企業積極開發創新方案，以回應中小企的不同需求。今期我們會探討企業變革的新方向，討論企業在新經濟的環境下應如何進行數碼轉型和重塑業務，才可保持競爭力，持續發展。

數據化管理 優化營運流程 加快業務增長

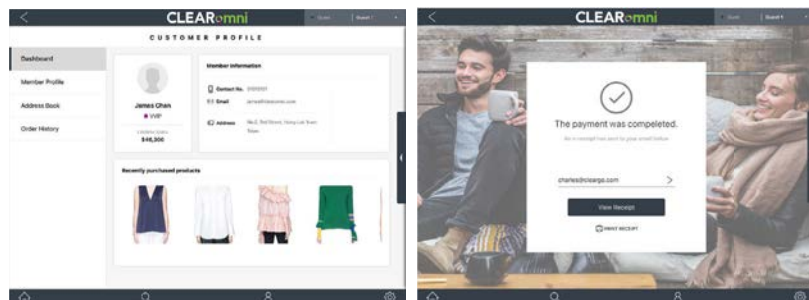
跨國企業微軟的研究顯示，大部份商界領袖均認為以下情況有礙企業實踐數碼轉型，包括缺乏通訊科技基礎設施及數碼人才、對網絡安全的疑慮以及不穩定的經濟環境。數碼港初創企業在不同科技範疇各有專攻，自然而然地成為助企業應對挑戰的及時雨。

數據化是數碼轉型中最重要的第一步。然而，傳統數據管理系統未能應付龐大的數據量，亦未能適時作出分析讓企業迅速行動。對很多公司來說，尤其是中小企，時間就是金錢。因此，能夠大大減省處理數據所需時間的解決方案於業界炙手可熱。

數碼港培育公司CLEARgo為企業提供一個以雲端為基礎的解決方案CLEARomni，將所有顧客、訂單及庫存數據整合至單一控制面板

Digital Transformation: The Secret to Success 數碼轉型：企業成功之道

and resources, it is imminent for them to turn to cloud computing, which grants them the ability to run a data-driven business with better control and greater business and financial agility at a low total cost of ownership (TCO), so that they can respond to changing conditions rapidly, cost-effectively and securely.



CLEARomni helps raise business efficiency by consolidating different kinds of data. CLEARomni可整合各種數據，有助提升業務效率。

Enhance customer services with AI

Artificial intelligence, or AI, is the key to unleashing the potential of a business' data, from performing simple analytics to forecasting trends, optimising and automating work and freeing up the workforce to undertake more valuable tasks. In fact, many start-ups, including those in the Cyberport community, are already engaged in AI and are offering enterprises AI-powered tools to enhance their businesses.

Clare.AI is a good example. This company develops chatbots for businesses to help them automate customer service. They work with the businesses to train conversational chatbots to handle business-specific questions and to devise strategies to perform customer service and even sales tasks intelligently, such as recommending products based on the context of the conversation. This allows businesses to save costs and to boost revenue.



Bianca Ho, Co-founder of Clare.AI, shared how the start-up's solutions help enterprises transform digitally. Clare.AI 聯合創辦人Bianca Ho分享公司的解決方案如何協助企業數碼轉型。

IDC has predicted: "By 2020, 50% of the Forbes Global 2000 will see the majority of their business depend on their ability to create digitally-enhanced products, services, and experiences. This evolution requires businesses to invest in technology enablers to ramp up their digital transformation efforts."

The opportunities presented by digital transformation are aplenty. Transforming a business digitally lays the groundwork for the business to become competitive and sustainable in the new economy. Cloud computing and AI are among the first steps. The ability to ensure cyber-security is also crucial. That will be the subject of the next issue.

(dashboard)上，不但令所有資訊一目了然，更大大提升管理效率。企業得以將節省下來的時間用於開發產品和服務，加快中小企成長和業務發展。由於CLEARomni將數據處理程序化繁為簡，零售商可推出更多以客為本的服務供顧客選擇，豐富的購物體驗有助留住常客並開拓新客源。

事實上，中小企經常面對人手及資源不足的問題，應用大數據和雲端運算可謂刻不容緩。他們須借助雲端科技，由數據驅動業務轉型發展，以較低的整體擁有成本(total cost of ownership)提高商業及財務靈活度，以迅速、符合成本效益及穩健的步伐適應瞬息萬變的環境。

人工智能 提升客戶服務效率

人工智能在開發商業數據潛能方面扮演著舉足輕重的角色，一手包辦業務分析、趨勢預測、將重複的工序自動化，讓企業把人力資源投放在更具價值的工作上，如產品開發。很多初創企業，包括數碼港園區的成員，已投身人工智能的研發工作，向企業提供相關方案和工具作優化業務之用。

Clare.AI 便是其中之一。該公司研發出協助企業將客戶服務自動化的聊天機械人，並透過與企業持續溝通，按不同的需要優化程式，讓機械人回答與業務相關的提問。此外，Clare.AI更會與中小企一同擬訂策略，讓聊天機械人肩負起招待客戶甚至銷售工作，例如根據談話內容向客人推薦產品等。如此一來，既可節省成本，亦能夠增加收入，促進業務發展。

調研機構IDC表示：「預計在二零二零年，有一半來自福布斯全球2,000強的企業將倚賴數碼化產品和服務以推動其大部份業務。要達到目的，企業須在科技上投資，加快數碼轉型的步伐。」

數碼轉型可為企業帶來無限商機並奠定業務基礎，讓大家在新的環境下保持競爭力及可持續發展。雲端運算和人工智能只是起步，在轉型的過程中確保網絡安全也同樣重要。我們將於下一期探討這個備受關注的議題。

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數碼港
Cyberport



A Taste of Taiwan

Crisp tempura and beef noodle soup are among the mouthwatering delights at this Kowloon eatery, reports *The Bulletin's* staff writer **William Ngo**

Hong Kong people are no strangers to Taiwanese cuisine, which has over the years earned its name perhaps thanks to a single dish – minced pork rice. Yet among the numerous Taiwanese restaurants in town, truly impressive food can be hard to find, and trying out new restaurants can be hit and miss.

Tucked away on South Wall Road in Kowloon City, Apple Jie Jie opened a year ago and is a welcome addition to the district's wide array of affordable options. While Hong Kong's dining scene is constantly evolving and restaurants come and go, this hidden gem deserves to have staying power. Its menu is a reminder of what timeless, authentic Taiwanese cuisine should taste like, with simple yet well-crafted dishes that will impress even the most picky connoisseur.



Soy-stewed Pork with Rice

招牌焢肉飯

The restaurant's signature dish features an eight-layered pork belly braised and then steamed, rendered into a tender delicacy that crumbles between your chopsticks. The palm-sized meat oozes savoury flavours onto the rice underneath and a marinated duck egg is the cherry on the top. The earthy aroma itself is enough to attract gourmets from all over town.

先炆煮、再蒸至軟嫩香滑的八層豬腩，乃這家餐廳的招牌菜。手掌般大小的豬肉令底下的白飯盡收肉香，滷鴨蛋則有畫龍點睛之效。質樸的香氣足以吸引四面八方的食客慕名而至。



Braised Beef Noodle Soup

紅燒牛肉湯麵

Fresh noodles are topped with thick slices of slowly-cooked U.S. beef shank and Australian beef tendons. The rich and flavourful beef broth is masterfully simmered with beef bones, tomatoes, onions and five-spice for ten hours, then blended with thick red braising sauce to add a spicy kick. Sprinkle a generous amount of spring onion and pickled cabbage on top and your mouth will certainly be watering.

新鮮的麵條加上厚厚的慢煮美國牛小腸和澳洲牛筋。濃郁可口的牛肉湯以牛骨、蕃茄、洋蔥和五香料精煮十小時而成，再混入香濃的紅燒汁，增添辣味。最後灑上份量十足的青蔥和酸菜，令人垂涎欲滴。



Tempura Platter

綜合天婦羅

The deep-fried cuttlefish burdock tempura is a standout in this platter – fresh and chewy fish paste within, crunchy without being oily outside. This guilty pleasure of a dish is complemented with a sweet and sour dip, served in a bowl shaped like Taiwan.

這個拼盤以炸花枝牛蒡天婦羅最為突出，內裡的魚漿鮮甜煙韌，外皮香脆卻不油膩。旁邊的甜酸醬盛於形似台灣的小碟內，吃時蘸上一口，實在令人又愛又恨。



Braised Tofu

滷豆腐

Tofu bought fresh every morning from the Kowloon City Market next door is steamed, then braised and soaked in sauce. The block holds its shape thanks to its delightfully crumbly outer skin, sharply contrasting with the inside as it effortlessly melts in your mouth, leaving a sweet aftertaste.

豆腐每天早上從隔鄰的九龍城街市新鮮購入，先蒸後燜，再用醬汁浸煮。鬆脆的外皮除了讓整片豆腐得以保持完好，還與內裡入口即融的口感形成強烈對比，留下微甜的餘韻。



台灣滋味

香脆的天婦羅和牛肉湯麵只是這家九龍小食店呈獻的
其中兩款台灣美饌 本刊記者吳景輝

香 港人對台灣美食絕不陌生。多年來，台灣菜單以一道滷肉飯已打響名堂。然而，城中的台灣餐館多不勝數，真正令人印象深刻的美食並不易找，而訪尋新餐廳嘗鮮又得碰碰運氣。

隱身於九龍城城南道的台灣蘋果姐姐於一年前開業，在區內眾多價格相宜的食肆之中，增添另一好選擇。雖然香港的餐飲市場瞬息萬變，食肆來去匆匆，但這家隱密小店絕對值得留下來。餐館的菜單讓人再度回味何謂真正經典、正宗的台灣菜，大廚用心製作簡單而又精緻的菜餚，就連最刁的食評家也會一試難忘。



Apple Jie Jie 台灣蘋果姐姐

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Yilan Onion Patties

宜蘭三星蔥肉餅

This popular pan-fried street snack consists of a creamy pork filling mingled with the fragrant sanshing (“three stars”) spring onions exclusive to the Yilan area of northeast Taiwan, all wrapped in a hot and crisp pocket of flavours and juiciness.

熱騰騰的餡餅外脆內軟，裹著嫩滑多汁的豬肉餡，再混入台灣東北宜蘭地區獨有的「三星蔥」，製成這款廣受歡迎的香煎小食。



Taiwanese Crispy Chicken

鹽酥雞

This Taiwanese snack sells like hot cakes in the country's night markets, and it's the same at Apple Jie Jie. When the sweet potato and boneless chicken pieces, seasoned with salt, pepper and basil, leave the deep-fry pan, they are suddenly transformed into crispy delights.

這款台灣小吃在當地的夜市十分暢銷，在台灣蘋果姐姐亦然。蕃薯和去骨雞塊以鹽、胡椒和羅勒調味，然後下鍋油炸，瞬間變成酥脆金黃的滋味小吃。



Homemade Braised Pork in Dry Noodle

正宗滷肉乾麵

Pork rind is cooked until it melts, then mixed with finely minced lean pork and caramelized crystal sugar for added sweetness. Stirred with noodles, spring onions, fried red onion and garlic, this dish delivers a wonderful adventure of contrasting textures and sharp flavours.

先將豬皮煮至融化，再混合瘦肉燥和焦糖，增添甜味。最後與麵條、香蔥、炸紅蔥和大蒜拌好。這道菜透過口感與味道的鮮明對比，為味蕾帶來刺激的體驗。

Chef's Profile 大廚小檔

Apple Kao was born in Bangka in Taipei, an area renowned for its endless offerings of street food. What she missed dearly after moving to Hong Kong with her husband eight years ago was the taste of her family's cooking – the unique Taiwanese flavours that reminded her of childhood. None of the local eateries she visited in Hong Kong had quite managed to perfect the slightly sweet northern Taiwan style, so she decided to open her own place. Kao handpicks ingredients for the restaurant at local markets every day, ensuring she delivers the freshest Taiwanese comfort food to all of her customers.

高儀蘋 (Apple) 生於台北艋舺，當地以云云街頭小吃馳名。八年前，她與丈夫移居香港，令她懷念萬分的是家鄉菜的味道——一種讓她不禁憶起童年時光的獨特台灣風味。她走訪了本港多家餐廳，但仍無法尋回那種微甜的台北風味，遂決心自己開店。Apple每天都親身到市場搜羅食材，確保為食客呈上最新鮮的台灣佳餚。



Stephen Ng, Chamber Chairman, and PC Yu, China Committee Chairman, led a delegation of 40 members on a visit to Shenzhen on 25 April to learn about the latest technology and innovation developments in the city. (For more details, see p38.)

總商會主席吳天海及中國委員會主席余鵬春於4月25日率領40人代表團訪問深圳，了解市內的最新科技和創新發展。(詳見第38頁)。

The “Seminar on Attracting Talent to Nansha” was held in Hong Kong on 25 April. Eric Fok, China Committee Vice Chairman and Young Executives Club Chairman, and a number of Committee members attended the seminar to promote Nansha, a district of Guangzhou.

「南沙招才引智推介會」於4月25日假香港舉行。中國委員會副主席及卓青社主席霍啟山聯同多位委員出席推介會，以推廣廣州南沙區。



The “Programme on Business Organizations in Guangzhou and Famous Foreign Companies Going to Nansha,” organized by the Nansha Government, was held on 27 April in Nansha. Eric Fok, China Committee Vice Chairman, attended the programme and shared his opinions on the development of the district with the local Government.

南沙政府於4月27日假南沙舉行「2018駐穗商務機構及知名外資企業『走進南沙』」活動。中國委員會副主席霍啟山出席活動，與當地政府就南沙的發展分享意見。

China Committee Vice Chairman Petrina Tam attended the first Joint Meeting of the 22nd Beijing-Hong Kong Symposium on 8 May. The Chamber is one of the organizers of the symposium. Zhang Tong, Assistant Counsel of the Beijing Investment Promotion Bureau, led a delegation to Hong Kong to discuss the arrangements for the symposium with the Hong Kong-based organizers of the event.

中國委員會副主席譚唐毓麗於5月8日出席「第二十二屆北京·香港經濟合作研討洽談會第一次會議」。總商會是洽談會的主辦機構之一。北京市投資促進局副巡視員張彤率領代表團訪港，與香港的主辦機構商討洽談會的安排。



Chen Guoqing, the newly appointed Chief Representative, Guangdong Economic and Trade Representative Office in Hong Kong, called on the Chamber on 9 May to foster the relations between the representative office and the Chamber. Wendy Lo, Senior Manager, China Business, received him and his colleague, and they exchanged information on the latest activities of their organizations.

廣東省駐港香港經貿代表處首席代表陳國慶及隨行於5月9日到訪，以促進代表處與總商會的關係。二人由中國商務高級經理盧慧賢接待，雙方就各自的最新活動分享資訊。



Huang Chenguang, Standing Deputy Director, Administrative Committee of Dongguan Shuixiang Economic Development Zone, and Huang Dehong, Director of Industrial Development Bureau, Administrative Committee of Dongguan Songshan Lake, visited the Chamber on 27 April to develop connections between the business communities in Dongguan and Hong Kong. China Committee Chairman PC Yu received the delegation.

東莞水鄉特色發展經濟區管委會常務副主任黃晨光及東莞松山湖管委會產業發展局局長黃德洪於4月27日到訪，由中國委員會主席余鵬春接待，旨在建立莞港兩地商界的聯繫。

Chamber Chairman Stephen Ng attended the Greater Bay Area Summit jointly organized by the CPPCC (Shenzhen) Hong Kong and Macao Members Association and the Guangdong-Hong Kong-Macao-Bay Area Economic and Trade Association on 3 May. Speaking at the event, Ng pointed out that enhanced cross-border movements of capital, people, goods and services within the GBA were essential ingredients for the successful development of the initiative.

總商會主席吳天海出席深圳市政協歷屆港澳委員聯誼會與粵港澳大灣區經貿協會於5月3日合辦的「粵港澳大灣區高峰論壇」。吳天海致辭時指出，促進大灣區內資本、人口、貨物和服務的跨境流動，是該倡議成功發展的重要元素。



總商會流動程式

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China updates
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Chamber's app.

The Seminar on International Cooperation of Trade in Services in Shenzhen cum the 10th Anniversary of the Shenzhen Association of Trade in Services was held in Shenzhen on 27 April. Fifteen Chamber members joined the seminar and also participated in a tour of Shenzhen Industrial Museum to learn about the latest developments in the city.

「深圳服務貿易（國際）合作洽談會暨深圳市服務貿易協會十周年慶典」於4月27日假深圳舉行。15名總商會會員參加洽談會，並參觀深圳工業展覽館，了解市內的最新發展。

Americas Committee 美洲委員會



A panel of experts discussed the potential trade war brewing between Mainland China and the United States at a roundtable luncheon on 9 May. Peter Churchouse, Managing Director of Portwood Co; Stephen Olson, Research Fellow at the Hinrich Foundation; and Tse Kwok Leung, Head of Policy and Economic Research at the Bank of China (Hong Kong), shared their thoughts on the dispute. They considered what options the two sides could take to ease the tensions, and what impact any escalation might have on economies around the world.

一眾專家出席總商會5月9日的午餐會，討論中美兩國正醞釀的貿易戰。Portwood Co Ltd董事總經理卓百德、Hinrich Foundation研究主管Stephen Olson及中國銀行（香港）發展規劃部經濟及政策研究主管謝國樑博士分享他們對中美貿易糾紛的見解，並探討雙方可採取的行動以緩和緊張的關係，以及貿易爭端升級對全球各地經濟體的潛在影響。

Economic Policy Committee 經濟政策委員會

The Economic Policy Committee held a meeting on 9 May to consider the latest developments in the U.S.-China trade dispute and to discuss the Government's management of public finances in Hong Kong.

經濟政策委員會於5月9日舉行會議，討論中美貿易爭端的最新發展，以及香港特區政府的公共財政管理。

Simon Lee, Convenor of the Sharing Economy Alliance, spoke at a Chamber seminar on 9 May on the opportunities and challenges of developing the sharing economy in Hong Kong. He suggested allowing market forces instead of government regulations to determine the development and welfare of this emerging economic sector.

共享經濟聯盟召集人李兆富在總商會5月9日的研討會上，講解香港發展共享經濟的機遇和挑戰。他建議讓市場力量發揮作用，而非由政府規管來決定這個新興經濟行業的發展和福祉。



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

Hailong Shang, Managing Director of SenseTime Hong Kong, discussed the company's rapid growth and its latest developments at a full-house roundtable luncheon on 3 May. SenseTime focuses on artificial intelligence such as facial recognition and video image analysis, and is the first unicorn to emerge from the Hong Kong Science Park.

商湯科技香港公司總裁尚海龍蒞臨總商會5月3日的午餐會，討論該公司的迅速增長和最新發展，全場座無虛席。商湯科技是科學園首家初創獨角獸，專注提供人臉識別和視頻圖像分析等人工智能技術。



At a roundtable luncheon on 14 May, Derek Cheung, Founder and CEO of Hong Kong Esports, gave members an insider's perspective on the development of this fast-growing sector. Representatives from Youth I.D.E.A.S. also attended the event to present their research findings as well as to provide some recommendations to support and promote esports in Hong Kong.

香港電子競技有限公司創辦人及行政總裁鍾培生出席5月14日的午餐會，以行內人角度分享這個迅速增長的行業之發展。青年創研庫的代表亦講解他們的研究結果，並就支持和促進本港電競業的發展提供建議。



Committee Chairmen 委員會主席

Europe Committee 歐洲委員會



Meeting with delegation from Wielkopolska 與大波蘭代表團會面

Jennifer Chan, Vice Chairman of the Europe Committee, met with a delegation from the Wielkopolska Region of Poland on 7 May. Wielkopolska is one of the most economically developed regions in Poland with an advanced science sector and potential for business cooperation and investment. Both sides said that they would work together on further collaboration to help promote trade between Hong Kong and Poland.

歐洲委員會副主席陳佩君於5月7日與來自波蘭大波蘭地區的代表團會面。大波蘭是波蘭經濟最發達的地區之一，擁有先進的科學行業，並具備商業合作和投資的潛力。雙方表示將進一步合作，以促進香港與波蘭的貿易。

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



Members of start-ups and corporate executives gathered to seek fresh ideas and make new connections at the Chamber's Flying Start Forum, jointly presented by the HKCSI and YEC on 11 May. The session featured a number of start-ups – 9GAG, En-trak and Qupital – who discussed their experience of growing into full-fledged companies. This was followed by a panel discussion where social enterprises DoctorNow Needs, Rooftop Republic, Sharing Kitchen HK and Teach4HK shed light on how they are using innovation and the sharing economy to address community issues. (For more details, see p32.)

來自初創公司和企業管理層的會員聚首一堂，出席由香港服務業聯盟與卓青社於5月11日合辦的「讓企業起飛」論壇，以集思廣益，建立聯繫。是次論壇邀來9GAG、En-Trak和橋彼道三家初創公司，分享他們發展為完善的公司之經驗。在接下來的專題討論環節，來自社會企業老友所醫、共廚家作、雲耕一族和良師香港的代表講解如何利用創新和共享經濟應對社會議題。(詳見第32頁。)



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
余鵬春先生



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



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



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



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



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



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



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

Town Hall Forum Series with Frank Chan Fan

議事論壇系列：陳帆

Secretary for Transport and Housing the Hon Frank Chan Fan spoke at the Chamber's Town Hall Forum on 4 May about how his bureau plans to address the challenge of maintaining Hong Kong's reputation as Asia's premier international city. He discussed some of his policy priorities including the development of cross-border transport infrastructure.



運輸及房屋局局長陳帆出席總商會5月4日的「議事論壇」，講解該局如何維持香港作為亞洲首要國際都會的聲譽，以及部分政策重點，包括發展跨境運輸基建。

Town Hall Forum Series with Brent Snyder

議事論壇系列：冼博崙

Brent Snyder, CEO of the Competition Commission, spoke at the Chamber's Town Hall Forum on 14 May about how Hong Kong companies can ensure that they stay out of trouble under the new competition regime. He also shared his thoughts on the importance of advocacy in getting the message across to the wider business community.



競爭事務委員會行政總裁冼博崙出席總商會5月14日的「議事論壇」，講解香港企業在新競爭法下如何避免惹上麻煩，並討論政策倡議的重要性，讓訊息傳達給廣大商界。

Industry & Technology Committee 工業及科技委員會



A panel of experts discussed how Hong Kong can become a smarter city at a seminar on "Connecting Hong Kong – Perspectives on Our Future as a Smart City" on 15 May. Julian Vella, Regional Head of Global Infrastructure at KPMG China, presented survey findings on six key sectors – transportation and mobility, finance, education, environment, healthcare, and energy and resources – that are integral to Hong Kong's smart city development. Other speakers included senior executives from CLP Holdings, JOS, Siemens and the Smart City Consortium, which also contributed to the KPMG report.

多位專家出席5月15日的「連接香港 – 透視智慧城市未來」座談會，討論香港可如何發展成更智慧的城市。畢馬威中國環球基建服務亞太區主管韋勒分享六大領域的調查結果，分別是交通和流動、金融、教育、環境、醫療保健，以及能源和資源，它們都對香港智慧城市的發展舉足輕重。其他講者包括中電控股、JOS、西門子及智慧城市聯盟的高級行政人員，這些機構均有參與該報告的出版。



Thirty members visited the Happy Valley Underground Stormwater Storage Scheme on 19 April to see first-hand the deployment of a movable weir system with real time monitoring, as well as the innovative application of artificial intelligence systems, to reduce flooding risks in Happy Valley and Wan Chai.

30名會員於4月19日參觀「跑馬地地下蓄洪計劃」，一睹配備實時監控功能的可調式溢流堰的運作，以及人工智能系統的創新應用，以減少跑馬地和灣仔的水浸風險。

Members of the Industry & Technology Committee were given a guided tour of HKT's modern network facilities at its Tseung Kwan O Data Centre on 17 April. A committee meeting was also held at the Data Centre immediately before the tour.

工業及科技委員會委員於4月17日到訪香港電訊的將軍澳數據中心，了解其先進的網絡設施。委員還於參觀前假數據中心舉行會議。

Committee Chairmen 委員會主席

Legal Committee 法律委員會

The Legal Committee held a meeting on 27 April, followed by a seminar on the topics of "Keeping of Significant Controllers Register by Companies and the Licensing Regime for Trust or Company Service Providers." Officials from the Companies Registry were on hand to answer questions on how Hong Kong's businesses can comply with the new statutory requirements, which came into force on 1 March.

法律委員會於4月27日開會，其後緊接舉辦研討會，討論「公司備存重要控制人登記冊」及「信託或公司服務提供者發牌制度」。公司註冊處的官員即場回應會員提問，講解港企可如何遵守3月1日生效的新法定要求。

Pre-IBC Meeting 國際商務委員會預會



An extraordinary meeting of the international chambers was held on 7 May to receive a presentation on Central Harbourfront Site 3 by General Committee Member Nicholas Brooke in his capacity as Chairman of the Harbourfront Commission.

多個國際商會的代表於5月7日舉行特別會議，聽取總商會理事蒲祿祺以海濱事務委員會主席的身分介紹中環海濱三號用地。

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



On 8 May, more than 20 members visited the Construction Innovation and Technology Application Centre, which was established by the Construction Industry Council last year to explore innovative technologies that can be used to improve productivity, sustainability and safety in Hong Kong's construction industry.

逾20名會員於5月8日參觀建造業議會去年成立的建造業創新及科技應用中心，探索可用於改善香港建造業生產力、可持續發展及安全的創新科技。

Legal Committee 法律委員會



Ms Fiona Loughrey
羅嘉莉女士

Manpower Committee 人力委員會



Mr Albert Wong
王舜義先生

Membership Committee 會員關係委員會



Dr Aron H Harilela
夏雅朗博士

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



Mr Douglas Woo
吳宗權先生

Retail & Tourism Committee 零售及旅遊委員會



Mr Frank Lee
李敬天先生

Shipping & Transport Committee 船務及運輸委員會



Mr John Anthony Miller
苗學禮先生

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



Mr Roy Ng
伍俊達先生

Taxation Committee 稅務委員會



Ms Grace Tang
鄧卓敏女士

Taiwan Interest Group 台灣小組



Mr Stanley Hui
許漢忠先生

Women Executives Club 卓妍社



Ms Jennifer Chan
陳佩君女士

Young Executives Club 卓青社



Mr Eric Fok
霍啟山先生

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

Recent research by JLL has identified 10 global city groups, each of which has its own opportunities, challenges and imperatives. At a roundtable luncheon on 27 April, Jeremy Kelly, Director, Global Research at JLL, discussed the characteristics, strengths and opportunities of each of these city groups from an investment perspective. He also highlighted the competitive positioning of major cities in Mainland China, and discussed Hong Kong's position as one of the 'Big Seven' global elites.



仲量聯行最近的研究訂出10個全球城市組別，每個組別都有各自的機遇、挑戰和當務之急。仲量聯行全球研究總監柯志揚出席4月27日的午餐會，以投資角度探討每個城市組別的特點、優勢和機遇。他亦重點分析中國內地主要城市的競爭定位，以及香港作為「世界七大城市」的地位。

Talent Development 人才發展

Michelle Chow, Consultant at Withersworldwide, spoke at a Chamber seminar on 8 May on how to become an effective charity in Hong Kong. She offered practical advice on setting up and managing a charity, understanding the various types of charity and the guidelines for housekeeping matters, as well as the responsibilities and liabilities of charity directors. Members also had the opportunity during the seminar to discuss a range of different case scenarios.



衛達仕律師事務所法律顧問周恩惠出席總商會5月8日的研討會，講解如何在香港成為有效的慈善機構，並就成立和管理慈善機構、各種慈善工作和內務指引，以及慈善機構董事的職責和法律責任提供實用的建議。會上，會員亦有機會討論多個不同案例。

Kenneth Cheung, Leadership Consultant at Chorev Consulting International, discussed some of the key strategies and practical tips on raising Conversational Intelligence® (C-IQ) at a seminar on 15 May. He explained how C-IQ can create openness, build trust and bring out the best in people and teams. According to his presentation, C-IQ allows us to build awareness in choosing how to interact with people in the most mutually beneficial ways.

高宏國際顧問有限公司領導力顧問張嘉祺出席5月15日的研討會，討論提高對話式智能（C-IQ）的關鍵策略和實用技巧。他講解C-IQ如何創造開放的態度、建立信任，以及讓員工和團隊盡展所長。他指出，C-IQ讓我們在選擇如何以最互惠互利的方式與人互動時提高意識。



Retail & Tourism Committee 零售及旅遊委員會



Andy Leung, Tax Partner at EY's Shenzhen office, shared with members how lower Chinese import tariffs on consumer goods, among other factors, has changed the shopping habits of Mainland travellers. During his lunchtime talk at the Chamber on 25 April, he also touched on the changes and challenges that retailers and related sectors in Hong Kong were likely to face. He said local businesses should pay more attention to e-commerce to remain relevant.

安永間接稅服務合夥人梁斯爾於總商會4月25日的午餐會上，分享中國消費品進口關稅降低等因素如何改變內地旅客的購物習慣，並探討香港零售和相關行業可能面對的轉變和挑戰。他表示，本地企業應多留意電子商務趨勢，緊貼市場動向。

Taiwan Interest Group 台灣小組

Ross Feingold, Senior Adviser at DC International Advisory, discussed Taiwan's economic outlook, Taiwan President Tsai Ing-wen's policy successes and challenges, and the upcoming elections, at a Chamber roundtable luncheon on 8 May.

華府國際顧問公司資深顧問方恩格出席總商會5月8日的午餐會，討論台灣的經濟前景、蔡英文的施政成就和挑戰，以及即將舉行的選舉。





泛亞環境國際控股有限公司

Earthasia International Holdings Limited

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Earthasia International Holdings Limited ("Earthasia") (Stock Code: 6128), together with its subsidiaries, ("the Group" or "EADG") is a well-established landscape architecture service provider listed on the Main Board of the Hong Kong Stock Exchange. EADG is one of the largest independent landscape and planning practices in Asia Pacific Region with around 500 staff. Established in 1981, EADG's emphasis has been on landscape design coupled with a multi-disciplinary planning approach. At EADG we work closely with each client to find the best responsible sustainable design solutions which will meet the challenges of rapid urbanization in Asia.

LANDSCAPE ARCHITECTURE 景觀設計

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



SME Committee Chairman Roy Ng was one of the officiating guests of the Hong Kong Introductory Session to the 15th China International Small and Medium Enterprises Fair on 25 April. The fair – which is co-organized by the Ministry of Industry and Information Technology of the People's Republic of China, the State Administration for Industry and Commerce of the People's Republic of China, and the People's Government of Guangdong Province – will be held in Guangzhou on 10-13 October. It aims to provide SMEs in various countries with a platform to expand their markets in Mainland China.

中小型企業委員會主席伍俊達為4月25日舉行的「第十五屆中國國際中小企業博覽會香港推介會」擔任主禮嘉賓之一。該推介會由中華人民共和國工業和信息化部、中華人民共和國國家工商行政管理總局及廣東省人民政府合辦，將於10月10至13日假廣州舉行，旨在為各國中小企業提供拓展內地市場的平台。

Women Executives Club 卓妍社



Around 150 members and guests attended the Chamber's first Wellness Day jointly organized by the Women Executives Club and Young Executives Club on 2 May. The event featured a marketplace with 18 exhibitors showcasing a wide range of health, beauty and personal care products as well as fitness training, body scanning sessions, talks, workshops and panel discussions.

約150位會員和嘉賓出席總商會卓妍社和卓青社於5月2日首度合辦的「康健日」。當晚設有特色市場，由18家參展商展出各式各樣的健康、美容和個人護理產品，還現場舉辦健身訓練、全身掃描環節、講座、工作坊和專題討論。

As part of the joint campaign between the French Chamber of Commerce and Industry in Hong Kong and HKGCC in support of the HeForShe initiative, a workshop on “A Family-friendly Workplace to Advance Gender Equality” was held at the French Chamber on 9 May. Kevin Bush, General Manager of Danone Early Life Nutrition, shared how Danone strives for gender equality in the workplace and the various policies the company has introduced to facilitate child care for its employees. Two Danone staff members also shared their personal stories on how the company had supported their work and life, especially during the early stages of motherhood.

為響應「他為她」倡議，香港法國工商總會與香港總商會於5月9日假法國工商總會合辦「家庭友善工作間」工作坊，旨在促進性別平等。達能紐迪希亞生命早期營養事業部香港、澳門及台灣業務總經理Kevin Bush分享該公司如何致力在工作場所實踐兩性平等，以及其引入的各項政策，為員工提供托兒支援。達能紐迪希亞的兩位員工亦分享她們的個人故事，說明公司如何支持她們的工作和生活，特別是在初為人母的階段。



WEC Chairman Jennifer Chan and Vice Chairman Carol Wing represented the Chamber at a special showing of the movie “The Space Dream” at the Sunbeam Theatre on 19 May. The event was organized by the Women's Committee of the Chinese General Chamber of Commerce, and WEC was invited as one of the supporting organizations. The film tells the story of the first generation of Chinese astronauts.

卓妍社主席陳佩君和副主席榮明珠於5月19日代表總商會出席假新光戲院舉行的電影《飛天》特別放映會。該活動由香港中華總商會婦女委員會舉辦，卓妍社獲邀成為支持機構之一。這齣電影講述第一代中國太空人的故事。

Hong Kong Business Mission to Cambodia and Vietnam 香港商界訪問柬埔寨及越南

Edmond Yue, General Committee Member, represented the Chamber on a visit to Cambodia and Vietnam on 19-23 March. The delegation of senior representatives from Hong Kong businesses and industry visited Phnom Penh, Ho Chi Minh City and Hanoi during the visit.

理事余國賢於3月19至23日代表總商會赴柬埔寨及越南訪問。期間，來自本港工商界的高級代表考察金邊、胡志明市和河內。



Young Executives Club 卓青社



The YEC Executive Committee organized a visit to Tokyo from 16 to 19 May to explore the latest smart city innovations and other lifestyle and cultural programmes. YEC Chairman Eric Fok led the delegation on the four-day trip. Read more about the visit in the July issue of *The Bulletin*.

在卓青社主席霍啟山率領下，卓青社行政委員會於5月16至19日赴東京考察四天，探索智慧城市的最新創新技術及其他生活和文化項目。活動詳情請參閱《工商月刊》7月號。

YEC Vice Chairman Olivia Kung represented the Club at a spring dinner co-hosted by the Guangdong Provincial Federation of Industry and Commerce, and the Hong Kong Guangdong Chamber of Foreign Investors at the HKCEC on 25 April.

卓青社副主席龔海欣於4月25日代表卓青社出席由廣東省工商聯合會和香港廣東外商公會合辦的新春晚宴。宴會假香港會議展覽中心舉行。



Congratulations to members of the HKGCC tennis team who won the 1st Runner-up prize in the 26th Dr Henry Fok Corporate Patron League 2018 tennis league on 22 April. After two days of intense heats, the HKGCC team made it to the final match.

恭喜總商會網球隊隊員於4月22日的「第26屆霍英東盃網球團體邀請賽2018」中奪得亞軍。經過兩天的激烈賽事，總商會網球隊順利晉身決賽。

HKGCC MOBILE



ANNUAL GENERAL MEETING



Building a Stronger Hong Kong

Outgoing Chairman Stephen Ng celebrates Hong Kong's robust economy and welcomes the GBA and Belt and Road initiatives at the Chamber's Annual General Meeting. Following is an abridged version of his speech.

What a difference a year makes. In Hong Kong, we have a new Chief Executive, a stronger economy, a record budget surplus, a hot stock market, a booming property market, a weaker currency, revival of the hospitality and retail sectors, the Belt and Road and the Greater Bay Area.

And to the world, with a trade war threatening, tension in the Middle East rising, that in the Far East morphing rapidly, interest rates creeping up, election surprises, and much more.

Back to your Chamber, at the start of 2017, we took the conscious decision to lobby the Government to go back to basics in our submission for

the Policy Address and Budget. We were concerned that the onslaught of new regulations and populist demands were punishing businesses.

Against this backdrop, 2017 got off on a less than optimistic note. But the rapidly improving domestic economy and recovery of international business markets began to pick up steam. On the domestic side, the low headline inflation rate of 1.5% YoY helped to keep a lid on costs, and the lowest unemployment rate for 20 years buoyed local consumer sentiment. The growth of private consumption expenditure quickened to 5.4% in real terms in 2017. Our tourism sector also recovered, growing 3.2% to reach 58.5 million visitors.

Further afield, Hong Kong's total exports of goods grew by 5.9% in real terms in 2017, while exports of services grew by 3.5%, after a decline of



I believe we are on the cusp of what potentially could be one of the strongest economic cycles that Hong Kong has seen for decades. It is up to us to make sure we do not miss the boat.



MEETING • 18 May 2018



建立更強大的香港

在總商會周年會員大會上，剛卸任主席的吳天海讚揚香港經濟穩健，並歡迎大灣區和「一帶一路」倡議。以下內容節錄自當天的演說。

3.4% in 2016. And more companies opened shop here, with 42,723 more businesses on the Companies Registry's books compared to the previous year. For Hong Kong as a whole, the economy grew by 3.8% in 2017. We also finished the year with so much money in our coffers that the Government didn't know what to do with it.

Our successes were not a result of luck alone. They were the fruit of hard work that we all put in day in, day out. Many economies around the world would love to have the same problems that we have, such as full employment, almost 60 million tourists, and overflowing coffers. We have worked extremely hard to build Hong Kong into the thriving, open and inclusive business and financial hub that it is today.

Yet worries about the uncertainties around the world have caused

grave concerns for many, and threaten to jeopardize our progress. The threat of tit-for-tat sanctions between the U.S. and Mainland China reinforced our belief that closed, protected markets often hurt those they aim to help.

We must continue to explore new markets and opportunities, and not least reinforce Hong Kong's competitiveness. I am pleased to report that some progress is being made on that front. For example, after years of lobbying, our proposal to implement a two-tiered profits tax system was embraced by the Government. This will not only be a huge boost for SMEs, it will also encourage more start-ups to start businesses, and attract investors.

Overall, I believe our proven consultation process reaps dividends for members and Hong

Kong. Through the efforts of our committees and members, we presented your views in clear, constructive proposals which in general were well received by the Government. While we are making steady progress, we are aware that we cannot let down our guard. I can assure you that the Chamber will relentlessly lobby governments, policy makers, regulators and the public to safeguard the interests of the business community.

Not least of these is the issue of manpower. At our CEO Manpower Conference in October, we lobbied the Chief Secretary for Administration to take up our suggestions to ease the labour shortages or provide solutions. We understand labour importation is a prickly subject, but the current labour import schemes are not fulfilling Hong Kong's man-

Facilitating Cross-border Cooperation

PC Yu, Chairman, China Committee

In 2017, the Guangdong-Hong Kong-Macao Greater Bay Area (GBA), and the Belt and Road gained a lot of momentum. As Hong Kong is a key player within the GBA, the business community attaches a great deal of importance to its development. Last August, the Chamber submitted its proposals to bolster the seamless, cross-border flows of capital, people, goods and services within the GBA to the HKSAR Government.

The China Committee also organized a number of GBA-related activities to help members gain a clearer understanding of its development and opportunities. These included visits to key cities in the GBA. Meanwhile, experts and enterprises from the banking, accounting, real estate and other sectors shared their analysis of the development in the region at Chamber seminars.

On the One Belt One Road Initiative, the committee has been following its progress closely since its launch in 2013. In the past year, various Mainland provinces and cities organized promotional roadshows in Hong Kong. The committee supported these events and informed members about opportunities for cooperation with these Mainland firms to jointly develop markets along the Belt and Road.

Since CEPA was implemented almost 14 years ago, additional liberalisation measures have been added to the agreement every year. Last year, with the signing of the Investment Agreement, the Mainland agreed to the Chamber's proposal of providing national treatment to Hong Kong investments and investors in all non-services sectors, with the exception of 11 specific sectors.

To help members see for themselves the rapid developments unfolding in the Mainland, we organized eight missions in 2017, including our high-level mission to Beijing in December, led by Chairman Stephen Ng.

Within Hong Kong, the committee organized 23 seminars on a wide range of topics, from the Mainland's tax and labour laws, to e-commerce trends, to the 19th National CPC Congress.

Helping members expand their Mainland connections is one of our key objectives. For example, last June, we hosted a cocktail reception celebrating the 20th anniversary of Hong Kong's return to the motherland. We also supported 89 trade and investment events in Hong Kong hosted by various Mainland cities and provinces, and received 32 visiting delegations.

促進跨境合作

中國委員會主席余鵬春

在2017年，相信大家經常聽到「粵港澳大灣區」及「一帶一路」兩個倡議。香港是大灣區的重要成員，商界相當重視區內的發展。去年8月，本會就促進大灣區內兩地資本、人力、貨物及服務的無縫跨境流動，向香港特區政府提交了建議書。

中國委員會亦積極舉辦大灣區有關活動，讓會員深入了解其發展與機遇。當中包括多個大灣區考察團，訪問區內主要城市。與此同時，來自銀行、會計、地產及其他行業的專家和企業代表亦蒞臨本會的研討會，分享他們對該區發展的分析。

「一帶一路」倡議方面，自2013年提出後，委員會一直積極跟進。在2017年期間，多個國內省市來港舉行推介活動，委員會對這些推介會均予以支持，並將有關合作機遇的信息傳達給會員，以鼓勵他們與內地企業共同發展「一帶一路」沿線市場。

CEPA推行至今已實施了將近14年，而且每

年也新增更開放的措施。去年，兩地簽訂了《投資協議》，內地亦採納了總商會的建議，除涉及11項特定行業及生產外，給予香港投資和投資者在非服務業範疇享有國民待遇。

為協助會員親身體驗內地的急速發展，我們於2017年共組織了八個內地訪問團，包括由本會主席吳天海於12月率領的北京高層訪問團。

香港本地方面，委員會共舉辦了23場研討會，與會員探索廣泛議題，內容涵蓋中國稅務、勞動法，以至電商趨勢和兩會等。

協助會員拓展與內地的聯繫，是我們其中一個主要目標。例如去年6月，我們舉辦聯誼酒會，慶祝香港回歸祖國20周年。年內，我們還支持了內地不同省市在港舉辦的貿易投資活動達89項，接待了32個訪問團。

power needs and are stalling Hong Kong's development. We welcome the newly-announced Technology Talent Admission Scheme but much more needs to be done.

We will also need to be prepared for the opportunities presented by the Guangdong-Hong Kong-Macao Greater Bay Area plan. Our China Committee organized almost monthly visits to key cities in the Greater Bay Area, to help members understand more about the development and opportunities of the area.

Further afield, the opportunities being created under the Belt and Road Initiative, and the recently signed Free Trade Agreement with ASEAN, will allow businesses to diversify their markets as well as risks. We will continue to urge the Government to negotiate other free trade agreements, as well as double taxation agreements, with other economies to open new opportunities.

We are living in an extraordinary time. While yes there will be obstacles along the way, they are not unsurmountable. I believe we are on the cusp of what potentially could be one of the strongest economic cycles that Hong Kong has seen for decades. It is up to us to make sure we do not miss the boat. ✿





年的變遷猶如滄海桑田。香港經歷了許多變化：行政長官換屆、經濟向好、財政盈餘創新高、股市熾熱、樓市暢旺、港元走弱、酒店及零售業復蘇、「一帶一路」倡議，以及大灣區規劃。

環球方面則面對貿易戰的威脅、中東緊張局勢升溫、遠東形勢反覆、利率攀升、選舉結果出人意料等。

總商會方面，在2017年年初，我們經過深思熟慮後，決定在《施政報告》及《財政預算案》建議書中，向政府提出「重回基本」的主張。我們關注到，連串的新法例和民粹訴求，為企業帶來不少衝擊。

在這背景下，2017年起步不太樂觀。然而，本地經濟迅速改善，加上國際商業市場復蘇，開始為經濟注入動力。本地方面，整體通脹率低位，按年上升1.5%，有助遏止成本上漲，而失業率創20年新低，亦帶動本地消費意欲。2017年，私人消費開支實質增長5.4%。旅遊業亦見復蘇，旅客人數上升3.2%，達到5,850萬人。

對外方面，2017年香港的整體貨物出口錄得5.9%的實質增長，而服務出口於2016年下跌3.4%後，亦於去年上升3.5%。愈來愈多公司在港開展業務，根據公司註冊處的數字，本地公司總數按年增加42,723間。整體而言，2017年本港經濟增長3.8%。年底庫房水浸，但政府卻不懂如何處理。

香港的成功並非純屬僥倖，而是我們日復一日地辛勤工作的成果。世界各地許多經濟體都「羨慕」我們現正面對的難題，如全民就業、近6,000萬名旅客到

訪，以及庫房滿瀉等。我們一直努力不懈，致力建設香港成為今天這個繁榮、開放和包容的商業及金融樞紐。

然而，全球不穩定因素引起廣泛關注，並對我們的發展構成威脅。美國與中國內地之間針鋒相對式的制裁，令我們確信對外封閉、自我保護市場的做法往往損人而不利己。

我們必須繼續探索新市場和機遇，尤其是提升香港的競爭力。我很高興向各位報告，這方面的工作已取得一些進

當中尤以人力議題為首。在10月舉行的「CEO人力資本大會」上，我們促請政務司司長採納我們的建議或提供方案，以紓緩勞工短缺問題。我們明白，輸入外勞是棘手的課題，但現時的輸入勞工計劃並未能滿足香港的人力需求，因而窒礙本港發展。我們歡迎政府最新公布的「科技人才入境計劃」，但未來還要多下工夫。

我們還要為粵港澳大灣區規劃創造的機遇做好準備。本會的中國委員會幾乎



我認為，我們可能正處於香港數十年來其中一個最強勁的經濟周期之關口。要確保香港不會錯失良機，就要看我們的造化了。



展。例如，經過多年的倡議，我們提出的兩級利得稅制終獲政府採納。這不僅為中小企注入龐大的動力，還可鼓勵更多初創企業開展業務和吸引投資者。

整體而言，我認為本會行之有效的諮詢過程對會員和香港均有所裨益。在各委員會和一眾委員的努力下，我們把您的意見歸納為清晰、具建設性的建議，大體上受到政府的歡迎。雖然本港正穩步發展，但我們亦意識到不能鬆懈下來。我可以向各位保證，總商會定當努力不懈，竭力向政府、決策者、規管機構和社會大眾進行遊說，捍衛商界的利益。

每月都舉行考察團，到訪大灣區的主要城市，協助會員深入了解區內的發展和機遇。

此外，「一帶一路」倡議締造的機遇和最近與東盟簽訂的《自由貿易協定》，將有助企業發展多元化市場，分散風險。我們將繼續敦促政府與其他經濟體商討訂立其他自由貿易協定和避免雙重徵稅協定，開闢新機遇。

我們活在一個非常時期，路上縱使障礙重重，但並非無法克服。我認為，我們可能正處於香港數十年來其中一個最強勁的經濟周期之關口。要確保香港不會錯失良機，就要看我們的造化了。✿

Getting the Business Message Across

Shirley Yuen, CEO, HKGCC

You have probably seen the Chamber in the media a lot more than usual recently as discussions on the MPF offsetting issue heat up. We have been fighting in members' corner for employees, employers and the Government to all work together to shoulder the burden of retirement protection, instead of just businesses.

Another crucial issue has been lobbying the Government to take bolder steps to address the acute labour shortage.

Our lobbying efforts saw a number of successes, with the Chief Executive taking up our idea for a two-tiered profits tax structure, which is now in effect. We also lobbied the Government to tap the expertise of the private sector to quickly identify and resolve problems relating to outdated, duplicate or contradictory regulations.

Some progress is starting to be made, however, as the Government recently set up a joint subcommittee taskforce on building, planning and lands with private sector participation. We look forward to similar ini-

tiatives being rolled out to address regulatory and inefficiency problems in other sectors.

To help members better understand the changing regulatory and business landscape, we organized over 300 events, 100-plus committee meetings, and hosted around 120 incoming visitors in 2017. We organized the Joint Business Community Luncheon with the new Chief Executive Carrie Lam speaking to over 1,300 business people, half of whom were HKGCC members. We also invited around a dozen of her new cabinet secretaries to speak to members on the new Administration's policy direction at our Town Hall Forum Series.

At our C-suite CEO Manpower Conference, some of the leading innovators in technology development and implementation, such as NEC, Siemens, IBM and DHL, shared how technology will reshape the future of work. We also partnered with dozens of local and international chambers and Consulates to co-organize seminars, from Brazil and Chile to Indonesia and Japan, for members to expand their understanding and, hopefully,

business in these important markets.

With the Greater Bay Area being potentially the most significant development to impact Hong Kong's business environment for decades, we organized regular visits to GBA cities, and invited officials to Hong Kong to speak to members on business and investment opportunities.

But it wasn't all serious business. Our regular cocktail receptions with Consuls General in Hong Kong and Mainland officials allowed members to make very useful contacts with senior officials. Our Young Executives Club, and Women Executives Club mixed business with pleasure by organizing an extremely diverse range of events for members.

Although we have come a long way in the past year, we are acutely aware that the business environment is undergoing a transformation. These changes will bring some disruption and challenges. However, by embracing change we can progress and improve. And your Chamber will be making sure members and Hong Kong make the most of these changes. 🌸

締造更綠化、更智慧的城市

地產及基建委員會主席吳宗權

2017年對地產及基建委員會來說，是既忙碌又豐盛的一年。我們與政府多個決策局和部門就香港的土地供應、城市規劃、房屋及基建發展等廣泛議題緊密合作。

2017年，委員會的政策倡議工作主要是協助總商會就政府《香港2030+》規劃的諮詢制訂建議。該建議書強調，總商會支持建設香港成為一個綠色、智慧和宜居城市，但同時認為有需要在多項規劃之間作出協調和整合，以及解決房地產和基建業面對的嚴重人手短缺問題。

我們亦致函規劃署署長，就改善城市規劃過程提出建議，包括一站式處理和審批規劃申請，以取代目前有欠統一的制度。

委員會的其中一項工作是協助會員了解和掌握業界的最新發展。例

如，為應對勞工和技術短缺，委員會籌辦了多個講座，介紹如何利用創新和技術相關的方案解決這個普遍問題。

委員會還舉行研討會探討不同議題，如購物商場如何迎合人口結構和購物習慣的轉變、甲級寫字樓市場動向、第三條機場跑道，以及香港在全球城市中的競爭定位等。

實地考察方面，我們在2017年舉辦了多個廣受歡迎的考察活動，包括參觀香港國際機場、香港房屋協會長者屋項目「雋悅」、廣深港高鐵香港段，以及建造業議會成立的建造業創新及科技應用中心。

未來數月，委員會將就兩項重要的政府諮詢制訂回應，以紓緩本港的土地短缺問題。

傳遞商界聲音

總商會總裁袁莎妮

過去數周，強積金對沖在社會上引起激烈辯論，總商會的媒體曝光率也因此而比平日高得多。我們一直為會員利益奮鬥，力爭僱員、僱主和政府應共同承擔退休保障的責任，而非由企業一力承擔。

另一項重要工作是敦促政府採取更果斷的措施，解決勞工嚴重不足的問題。

我們的政策倡議工作取得了相當成果，這可見於行政長官已採納和推行我們提出的兩級利得稅制。我們亦促請政府借助商界的專業知識，盡快查找和解決與過時、重疊或自相矛盾的法規相關的問題。

然而，這方面的工作亦開始取得進展，從政府近日成立建築、規劃及地政聯合工作小組，而商界亦有參與其中，可見一斑。我們期望當局在其他行業推出同類措施，應對規管和低效問題。

為協助會員深入了解規管和商業形勢的轉變，我們在2017年舉行逾300項活動、100多個委員會會議，並接待約120個訪問團體。我們的「商界聯席午餐會」邀得新任行政長官林鄭月娥闡釋其《施政報告》，吸引超過1,300名商界人士出席，其中半數為總商會會員。我們還邀請了特首新班子中約十多名政策局長蒞臨本會的「議事論壇」，向會員講解新政府的施政方向。



在本會舉行的企業管理層「CEO人力資本大會」上，一些在科技發展和應用方面領先的創新企業，如日本電氣、西門子、IBM和DHL等，分享科技如何重塑未來的工作模式。我們亦與多個本地和國際商會和領事館合辦研討會，讓會員加深對巴西、智利、印尼和日本等重要市場的認識，以期拓展業務。

鑒於大灣區可能是未來數十年影響香港營商環境的最重要發展，我們定期組織大灣區考察團，並邀請區內官員來港為會員介紹大灣區的商業和投資機遇。

我們也不只談嚴肅的商業議題。本會定期籌辦酒會款待駐港總領事和內地官員，讓會員與各地高官建立實用的聯繫。卓青社和卓妍社亦組織各式各樣的會員活動，實行寓工作於娛樂。

儘管本會去年有長足的進步，惟我們深切意識到商業環境正在轉變。這些變動將帶來一些變革和挑戰。然而，轉變可令我們不斷進步、改進。總商會將確保會員和香港充分利用這些轉變。✿

Creating a Greener, Smarter City

Douglas Woo, Chairman,
Real Estate & Infrastructure Committee

2017 was a busy and fruitful year for the Real Estate and Infrastructure Committee. We worked closely with various government bureaus and departments on issues spanning land supply, town planning, housing and infrastructure development in Hong Kong.

A major aspect of the committee's policy advocacy work in 2017 was the formulation of a Chamber submission in response to the Government's consultation on the Hong Kong 2030+ Masterplan. The submission highlighted the Chamber's support for a green, smart and liveable city, but also expressed the need to align various master plans and the need to address the chronic labour shortage faced by the real estate and infrastructure sector.

We also wrote to the Director of Planning with recommendations for improving the town planning process. These included calling for the establishment of a one-stop shop for the handling and vetting of planning applications to replace the decentralized system currently in existence.

One aspect of the committee's brief is to alert and update members on recent developments in the industry. For example, on the issue of labour and skills shortages, the committee responded to this by organizing a number of talks on innovative and tech-related solutions to address this particularly prevalent issue.

In addition, the committee also held seminars on such topics as the adaptation of shopping malls to changing demographics and buying habits, market evolution of grade A office space, the Third Airport Runway and Hong Kong's competitive positioning in the global urban landscape.

In the area of visits, the committee organized a number of well-received tours in 2017. These included visits to the Hong Kong International Airport, Hong Kong Housing Society's senior housing project at Tanner Hill, the Hong Kong Section of the Guangzhou-Shenzhen-Hong Kong Express Rail Link and the Construction Industry Council's Construction Innovation and Technology Application Centre.

Over the coming months, the committee will be formulating responses to two important Government consultations to alleviate land shortages in Hong Kong.





Building Bridges For Business

Jeffrey Lam, HKGCC LegCo Representative

Since the beginning of 2018, mounting trade tensions between China and the United States, continuing unrest in the Middle East, and the start of a rate hike cycle in the U.S., have all increased the number of uncertainties in the global economy. It remains to be seen if and when an economic downturn will hit Hong Kong.

As a small and externally-oriented economy, Hong Kong is very susceptible to the impact of global trade fluctuations. With Mainland China's stable economy, and the potential of the Belt and Road Initiative and the Guangdong-Hong Kong-Macao Greater Bay Area (GBA), Hong Kong is in an enviable position to leverage both the Mainland opportunities and engage markets globally.

With a population of 68 million, a combined GDP exceeding US\$1.4 trillion, and home to 17 Fortune 500 headquarters, the GBA – comprising the nine Mainland cit-

ies and two SARs – possesses huge potential.

I led a 30-member delegation from four committees of the Legislative Council to the GBA last month. The trip was very fruitful as members from different sectors and districts got first-hand insights into the latest planning and development of the region. With the Hong Kong-Zhuhai-Macao Bridge and the Guangzhou-Shenzhen-Hong Kong Express Rail Link coming into operation later this year, economic and trade exchanges and the flow of people between Hong Kong and the GBA will be increasingly frequent and smoother. I will continue to listen to members' views and, at both the government and council levels, push forward various policy initiatives beneficial to the development of the GBA.

Since the new-term SAR Government came into office, the Administration has proposed some "New Directions for Taxation." These

included the two-tier profits tax system, which the Chamber has championed for years, and additional tax deductions for research and development expenditure. I will continue to urge the Government to work on getting Hong Kong businesses and residents in the GBA "national treatment" to avoid double taxation.

Moreover, the SAR Government should roll out more measures to support local SMEs and encourage scientific research and development. Tax incentives to attract more overseas investors to Hong Kong would also be welcomed.

As a bridge between the business community and the Government, I will continue to deliver the voice of the Chamber to all levels of the SAR Government. I will also call on the Administration to foster a stable social environment and ensure Hong Kong continues to be one of the most business-friendly environments in the world. 🌸

Executive Study Tour to San Francisco

In collaboration with the **HKU SPACE Executive Academy**
19-24 August 2018

The **Chamber Young Executives Club** is organizing an Executive Study Tour to San Francisco in collaboration with the **HKU SPACE Executive Academy (SEA)** for members to gain an in-depth understanding of the latest transformation of innovation and technologies in Silicon Valley. Combining lectures by renowned academia with company site visits, business networking, and lifestyle/cultural activities, this will be an all-in-one experience for any business executives to learn and explore the emerging trends from the Silicon Valley.

Participation Fee (per person)

Participation Fee **includes** lecture & programme fees, local transport, 5-night hotel accommodation with daily breakfast, meals specified in itinerary, tour guide, and administrative expenses & tips; but **excludes** round-trip air-tickets.

	Single Occupancy	Sharing Twin
Standard Rate	HK\$53,000	HK\$49,000
Special Rate*	HK\$49,500	HK\$45,500

* Special Rate applies to 2 or more persons enrolling at the same time.
** Members should arrange their own air tickets. Please do not book your tickets before receiving confirmation of your participation from the Chamber.

Pre-Trip Orientation Lecture (in Hong Kong)

20 July, 2018 (Fri), 6:30 - 8:00pm at Chamber Theatre,
22/F United Centre, 95 Queensway, HK

- Pre-trip Briefing & Lecture at HKGCC
- Lecture (1): *Innovative Leadership*

Itinerary at a glance: (*subject to change)

19 August, 2018 (Sun)

- Welcome Dinner in San Francisco

20 August, 2018 (Mon)

- Lecture (2) at Stanford University: *Traditional Enterprise & Innovative Transformation*
- Corporate Visit (1) at Google
- Drop by Facebook / Alibaba

21 August, 2018 (Tue)

- Lecture (3) at Stanford University: *Design Thinking @Silicon Valley model*
- Corporate Visit (2) at Tesla HQ

22 August, 2018 (Wed)

- Corporate Visit (3) at Apple
- Business Networking & Matching with members of Global Chamber® San Francisco

23 August, 2018 (Thu)

- Executive Tour to Napa Valley Wineries

24 August, 2018 (Fri)

- Meet the incubators and start-ups / Leisure city tour
- Group transfer to San Francisco International Airport (if applicable)

* Lectures and company visits are conducted in English
* Accommodation: 5 nights Crowne Plaza Foster City or similar
* Upon completion of the programme, participants will be awarded a Statement of Attendance from HKU SPACE.

ENQUIRIES

Ms Vera So

Email: vera@chamber.org.hk
Phone: 2823-1280

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Staying Competitive On Tax

Grace Tang, Chairman, Taxation Committee

The past year was a particularly busy and substantive one for the Taxation Committee as the new Administration put tax competitiveness high on its agenda. We are happy to see some meaningful developments, such as the introduction of a two-tiered profits tax and enhanced tax deduction for R&D expenses, both of which were championed by the Chamber.

In addition to providing technical input to the Government through its representatives on the Joint Liaison Committee on Taxation, the committee continued to contribute to the drafting of the Chamber's Policy Address and Budget submissions. Through these, the committee sought to advance views and recommendations on such issues as maintaining a balanced budget, allowing loss carry-back and group loss relief, and incentivising the establishment of regional headquarters.

The committee was also responsible for formulating responses to a number of important government consultations. These included the proposed legislation on transfer pricing, prospective partners on Comprehensive Double Taxation Agreements and the proposed guideline on the keeping of significant controllers register.

The committee was also actively engaged in promoting among members understanding of and compliance with the latest taxation developments both abroad and at home. We achieved this by organizing forums, talks and workshops involving local and overseas taxation practitioners on such issues as Automatic Exchange of Information, tax regime on aircraft leasing, enhancing Hong Kong's tax competitiveness, Trump's tax cut plans, court-free amalgamations and tax audits.

Hong Kong's simple tax system is one of the main reasons why we are consistently ranked as one of the most competitive economies in the world. However, that distinction is increasingly coming under threat as other jurisdictions go about slashing taxes. Combined with multilateral and unilateral initiatives by governments around the world to protect their own tax base, the operating landscape is filled with challenges.



為企業搭建橋樑

總商會立法會代表林健鋒

踏入2018年以來，中美貿易危機升溫，中東局勢緊張，美國進入加息週期，均為環球經濟增添不穩定因素。長遠而言，經濟下行週期未知何時出現，香港工商界應該站穩陣腳，把握機遇，迎接挑戰。

香港作為細小的外向型經濟體，在世界貿易動盪中難免受到影響。隨著中國內地經濟的騰飛、「一帶一路」倡議及粵港澳大灣區建設的全面起動，香港坐擁背靠祖國、面向世界的優勢。

粵港澳大灣區的「九市兩區」擁有6,800萬人口，經濟總量超過14,000億美元，17家世界五百強企業的總部坐落於此，發展潛力巨大，實力雄厚。

上月，我帶領立法會四個委員會超過30名議員到粵港澳大灣區進行職務訪問，讓不同界別及地區的議員感受大灣區的最新規劃和發展，收穫豐富。隨著港珠澳大橋及廣深港高鐵今年內相繼投入營運，香港與大灣區之間的經貿、人才往來將會更加頻密和順暢。往後，我會繼續聆聽會員的建議，並在政府及議



會層面，繼續推動各項有利於大灣區建設的政策措施。

新一屆特區政府上任以來，提出了「稅務新方向」，並接納了總商會提倡多年的「雙層利得稅制」，以及推出「企業科技雙倍扣減」等稅務措施。我會繼續促請政府為港商及港人在大灣區內爭取「國民待遇」，避免雙重徵稅。

與此同時，特區政府應推出更多支援本地中小企的措施，鼓勵科研發展，並引入稅務優惠，吸引更多國際投資者來港。

我會繼續擔當工商界與政府之間溝通的橋樑，將總商會的聲音帶到特區政府各個層面，並督促政府務實施政，努力營造穩定的社會氛圍，確保香港繼續成為全球最佳的營商環境之一。

維持稅務競爭力

稅務委員會主席鄧卓敏

隨着新一屆政府把稅務競爭力列為重點議程，稅務委員會去年既忙碌而又充實。我們樂見本港在稅務方面取得若干有意義的進展，例如引入總商會一直提倡的兩級制利得稅及研發開支額外稅務扣減。

委員會除了透過稅務聯合聯絡小組的代表向政府提供技術意見，還繼續為總商會草擬《施政報告》及《財政預算案》建議書。藉著這些工作，委員會力求就不同議題提出見解及建議，例如維持預算平衡、允許本年虧損轉回和集團虧損寬免，以及鼓勵設立地區總部。

此外，委員會還負責就政府的多項重要諮詢制訂回應，包括轉讓定價的立法建議、《全面性避免雙重課稅協定》的潛在合作夥伴，以及備存重要控制人登記冊的擬議指引。

委員會也致力促進會員對本地及海外最新稅務發展的了解，協助他們遵從規定。就此，我們舉辦了論壇、講座和工作坊，邀來本地及海外的稅務專家講解不同議題，如「自動交換資料」、「飛機租賃稅制、提升香港稅務競爭力、特朗普的減稅計劃、不經法院的合併及稅務審計等。

香港的稅制簡單，正正是其中一個主要原因，說明我們何以一直名列全球最具競爭力的經濟體之一。然而，面對其他司法區大幅減稅，這項優勢正日漸受到威脅。加上各地政府紛紛採取多邊和單邊稅務措施，以保護各自的稅基，令營商環境充滿挑戰。

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Aron Harilela Elected HKGCC Chairman 夏雅朗膺選總商會新主席

Aron Harilela, Chairman and CEO of Hari Harilela Ltd, has been elected Chairman of the Hong Kong General Chamber of Commerce (HKGCC) for the coming year, taking over from Stephen Ng, who retired from the chairmanship after serving for two years.

The election was held at the inaugural meeting of the new General Committee immediately after the HKGCC's Annual General Meeting on the evening of 18 May. Peter Wong, Deputy Chairman and Chief Executive of The Hongkong and Shanghai Banking Corporation Ltd, was elected as Deputy Chairman.

Victor Li, Chairman and Managing Director of CK Asset Holdings Ltd, and Leland Sun, Managing Director of Pan Asian Mortgage Co Ltd, were re-elected as Vice Chairmen, while John Slosar, Chairman of John Swire & Sons (HK) Ltd, was elected as Vice Chairman.

At the Annual General Meeting, members elected a total of six members to fill the seats on the General Committee – the governing body of the Chamber – who were required to step down this year. Four

Hari Harilela Ltd主席及行政總裁夏雅朗當選香港總商會（總商會）新一屆主席，接替已服務兩年、剛卸任的吳天海。

總商會於5月18日傍晚召開周年會員大會，隨後新理事會即舉行首次會議，選出正副主席。香港上海滙豐銀行有限公司副主席兼行政總裁王冬勝獲選常務副主席。

長江實業集團有限公司主席兼董事總經理李澤鉅及宏亞按揭證券有限公司董事總經理孫立勳連任副主席，而新當選的副主席為香港太古集團有限公司主席史樂山。

按照總商會組織細則，理事會為總商會最高管理層，今年共有六位理事空缺需要填補，當中四位在周年會員大會上獲選連任，他們分別是許漢忠、李碩培、李大壯及于健安。新當選的理事為陳瑞娟和吳宗權。

of them were re-elected, respectively: Stanley Hui, Ronald Lee, David Lie and Emil Yu. Agnes Chan and Douglas Woo were newly elected as General Committee members.





HKGCC General Committee

Chairman: Aron Harilela

Deputy Chairman: Peter Wong

Vice Chairmen: Victor Li, John Slosar, Leland Sun

Legco Representative: Jeffrey K F Lam

General Committee Members:

Nicholas Brooke, Agnes Chan, Jennifer Chan, Oscar Chow, Allen Fung, Gao Yingxin, Stanley Hui, Benjamin Hung, Ronald Lee, Lincoln Leong, David Lie, Y K Pang, Neville S Shroff, Douglas Woo, Emil Yu, Yu Pang Chun, Edmond Yue, Betty Yuen and Allan Zeman

總商會理事會

主席: 夏雅朗

常務副主席: 王冬勝

副主席: 李澤鉅、史樂山、孫立勳

立法會代表: 林健鋒

理事: 蒲祿祺、陳瑞娟、陳佩君、周維正、馮玉麟、高迎欣、許漢忠、洪丕正、李碩培、梁國權、李大壯、彭耀佳、尼維利施樂富、吳宗權、于健安、余鵬春、余國賢、阮蘇少涓及盛智文



Insight Into SenseTime's AI Advances

透視商湯科技的人工智能發展

Founded in 2014, artificial intelligence company SenseTime is a tremendous success story by any measure. Hailong Shang, Managing Director of SenseTime Hong Kong, spoke to a full house at the Chamber on 3 May about the company's rapid rise and some of its latest developments.

The company has 800 staff members working in R&D, including 150 with PhDs, Shang said, and its advances in AI are being used in sectors including smart cities, smart retail and driverless cars.

It is also the first unicorn to emerge from the Hong Kong Science Park, and attracted headlines earlier this year with a further US\$600 million investment from Alibaba. Shang pointed out that this

partnership has benefits far beyond the financial.

"Money is important, but it is not the first priority for us," he said. "Through our partnership with Alibaba we get the opportunity to access the biggest e-commerce platform."

Alibaba is not the only big name SenseTime has partnered with. The long list includes Qualcomm, Suning, Huawei and MIT.

Shang shared some details of the company's latest developments. For example, it recently signed a contract with Honda to build smart AI cars with autonomous driving. And in the fintech area, SenseTime has helped China Mobile set up facial recognition for 400 million people.

Shang is confident that Hong

Kong can develop into a centre for innovation.

"We have enough senior talent from our eight famous universities," he said. But he added that investment is needed. "We hope the government will pay more attention and give more resources to start-ups and entrepreneurs."

Shang also discussed the innovation environment in Singapore, Shenzhen and Israel, which have comparable GDPs to Hong Kong.

"Hong Kong and Shenzhen's talent, population and capital are the best – better than Israel, better than Singapore," he said. "The future is now, and the Greater Bay Area is the greatest opportunity for Hong Kong." ❀

人工智能公司商湯科技於2014年成立，無論以任何標準看，都是一個非凡的成功故事。商湯科技香港公司總裁尚海龍出席總商會5月3日的午餐會，講述該公司的迅速崛起及最新發展，全場座無虛席。

尚海龍指出，該公司有800名員工從事研發工作，當中150名擁有博士學位，而他們開發的先進人工智能技術已應用在智慧城市、智慧零售和無人駕駛汽車等領域。

商湯科技亦是香港科學園孕育的首家「獨角獸」，今年較早前再獲阿里巴巴注資6億美元，備受廣泛關注。尚海龍表示，這種夥伴關係帶來的好處已遠超財務層面。

他續道：「資金固然重要，但不是我們的首要考慮。通過與阿里巴巴合作，我們有機會踏足最大的電商平台。」

阿里巴巴並非商湯科技夥拍的唯一巨頭企業，其他合作夥伴還包括高通、蘇寧、華為和美國麻省理工學院。

尚海龍分享了公司最新發展的部分詳情。例如，公司最近與本田簽訂協議，以研發自動駕駛的人工智能汽車。金融科技方面，商湯科技協助中國移動為四億人提供人臉識別技術。

尚海龍有信心香港可發展成為创新中心。

他說：「本地八間著名大學為我們提供足夠的專才。」但他又稱，投資是必要的。他續說：

「我們希望政府能夠加以關注，並為

初創企業和企業家提供更多資源。」

尚海龍還討論了新加坡、深圳和以色列的創新環境，這些地區的國內生產總值與香港相若。

他解釋：「相比以色列和新加坡，香港和深圳的人才、人口和資本都是最好的。」他續道：「未來就在眼前，大灣區是香港當前最大的機遇。」 ❀



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Working on Wellness 身心康健

Chamber members had the opportunity to investigate a variety of ways to improve their lives at the Chamber's first Wellness Day on 2 May, jointly organized by the Women Executives Club and Young Executives Club.

A marketplace with 18 exhibitors showcased a wide range of health, beauty and personal care products. Some of the Chamber's more energetic members participated in a fitness session by Nike Training Club, while others took advantage of the opportunity to have a body scan or metabolic rate check. Talks and workshops also offered practical tips from experts about choosing the best food, staying healthy at work and improving posture.

One of the buzzwords in the lifestyle sector in recent years has been "wellness." But what does this actually mean? Three Hong Kong-based entrepreneurs – Sonalie Figueiras, Karen See and Tricia Yap – shared their thoughts on the topic from their perspectives of green living, leadership coaching and fitness, respectively.

They agreed that many people in Hong Kong are under a lot of pres-

sure, which can lead to them suffering from issues like stress, sleep problems and other health issues. On the other hand, more and more people are seeking help from experts as they try to improve their health and work-life balance, the speakers reported.

"Hong Kong has exploded in terms of wellness," Yap said, noting for example the increase in the number of gyms and studios in the city. Figueiras has experienced the growth of the sector first-hand, as her Green Queen website evolved from a personal blog into a fully-fledged company as the interest in organic food and eco-friendly living has grown. Although trends come and go, the speakers agreed, the overall outlook for the wellness sector seems very bright. ✨



總商會卓妍社和卓青社於5月2日首次合辦「康健日」，會員有機會了解各種提升生活質素的方法。

場內設有特色市場，由18家參展商展示各式各樣的健康、美容和個人護理產品。部分活力充沛的會員參加Nike Training Club的健身培訓，其他會員則進行全身掃描或新陳代謝率檢查。當晚還安排了多場講座和研討會，由專家講解選擇有益食物、辦公室保健和改善姿勢的實用技巧。

近年，「保健」已成為休閒生活界的熟話之一。然而，「保健」實際是指甚麼？三位香港企業家Sonalie Figueiras、Karen See和葉麗平分別從綠色生活、領導力培訓和健身的角度出發，分享她們對這一課題的想法。

她們一致認為，不少港人面對沉重的壓力，導致他們受到壓力、睡眠和其他健康問題困擾。另一邊廂，愈來愈多人尋求專家協助，務求改善個人健康和工作和生活平衡。

葉麗平認為，從本港愈來愈多的健身房和工作室可見，「港人的健康意識甚高。」Figueiras亦親身體會到業界的增長；隨著大眾對有機食品 and 環保生活的興趣日益增加，她創辦的網站Green Queen也從原先的個人博客發展成一家成熟的公司。雖然市場趨勢不斷轉變，但一眾講者都認同，保健行業的整體前景一片光明。 ✨

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• Reach Hong Kong's Business Community

Meet the New Chairman 新主席專訪

The Chamber's new Chairman, Stephen Ng, describes himself as a proud Hongkonger and born optimist. The Bulletin's Editor Makolm Alsworth speaks with him about Hong Kong's prospects, and getting the community and our economy back on track.

香港新主席王冬先生接受本刊專訪，談論香港經濟發展前景、區區商會參與社會公益、以及對新時期的發展願景。

本刊專訪香港工商總會新任主席王冬先生，以下為訪問的部份內容。

The Bulletin's Congratulations on being elected Chairman of the Hong Kong Chamber of Commerce and Industry

Ng is a top graduate from the Chinese University of Hong Kong. He has been Chairman of the Chamber since 2014. This includes completing the Chamber's 100th anniversary in 2014. He has also been instrumental in the Chamber's efforts to support the government's 'Smart City' initiative, and has been a key player in the Chamber's work to improve the business environment in Hong Kong.

Why do you want to be more engaged with the public?

Ng says that the Chamber's role is to represent the interests of its members and to provide a platform for them to voice their views. He believes that the Chamber should be more proactive in engaging with the public, particularly in areas such as education, healthcare, and social services. He also emphasizes the importance of the Chamber's work to improve the business environment in Hong Kong, and to support the government's efforts to attract investment and create jobs.

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Belt and Road Opportunities for Hong Kong's Financial Services Sector 香港金融業在「一帶一路」下的機遇



The Chamber has published a report on the Belt and Road Initiative, highlighting the opportunities it offers for Hong Kong's financial services sector. The report notes that the initiative is a major global infrastructure project that will connect Asia, Europe, and Africa, and is expected to create significant economic growth and investment opportunities. Hong Kong, with its strong financial services sector and strategic location, is well-positioned to benefit from the initiative. The Chamber is working to help its members identify and seize these opportunities, and is providing support and advice to help them expand their businesses into new markets.

Innovation Waves 創新浪潮



The Chamber is launching a new initiative to support innovation and entrepreneurship in Hong Kong. This initiative will provide a range of services and resources to help startups and small businesses grow and succeed. The Chamber will offer mentorship, networking opportunities, and access to funding and investment. It will also provide support in areas such as intellectual property protection, legal and financial advice, and market research. The Chamber believes that innovation is the key to Hong Kong's long-term success, and this initiative is a key part of its strategy to support the innovation ecosystem.

Going on an Italian Gastronomic Odyssey 意峰情迷之旅



The Chamber is organizing a gastronomic tour to Italy, offering a unique opportunity for members to experience the rich flavors and traditions of Italian cuisine. The tour will include visits to some of Italy's most famous food and wine regions, as well as a chance to meet with local chefs and producers. The Chamber is also offering a range of services and resources to help members plan and enjoy their trip, including travel arrangements, accommodation, and local guides. The Chamber believes that gastronomy is an important part of Italian culture, and this tour is a great way to appreciate and learn about it.

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Dr Hsieh Dar-Jen, Founder and CEO of ACRO Biomedical, introduced some of the latest advances in tissue engineering and regenerative medicine at a roundtable luncheon on 24 April.

ACRO, a Taiwan-based company, has developed “scaffolds” from pig-derived products that can be used in treatments ranging from cornea transplants to cartilage regeneration.

The most widely used scaffold – and perhaps the most familiar to the layman – is collagen, which is found throughout the body, in skin, muscle and bone. “Scientists often refer to collagen as the glue that holds our body together,” Hsieh said.

In the past, extracting collagen was not an easy process and often caused damage. ACRO has developed a method using supercritical CO₂ (ScCO₂).

“This will dissolve anything in the scaffold except collagen, and will leave the collagen intact.”

He explained that their ScCO₂ method can be used on any type of tissue to create scaffolds. The scaffolds can then be used in a wide range of medical treatments, includ-



Biomedical Advances

From dental implants to cornea transplants, regenerative medicine has a wide variety of applications

ing bone grafts, wound dressings and dermal fillers.

ACRO specializes in using porcine products such as skin and cornea. Hsieh explained that after the ScCO₂ treatment, porcine bone is very similar to human bone, so can more easily be used in patients. To date, the company’s porcine bone-derived products have been approved for orthopedic use in the United States and Taiwan, and for dental implants in Taiwan.

One of the most eye-catching developments has been the successful use of porcine cornea in transplant. Hsieh introduced the audience to photographs of a pet dog called Bunny,

whose sight was restored after a successful cornea transplant.

“This is the first case of canine cornea transplant in the world,” he said. “It is a very important contribution in the field.”

Advances in this area are particularly important in Asia, he added, as many people are reluctant to donate their corneas. “Human clinical trials are being carried out in Taiwan and Australia, so hopefully we can cure some blind people very soon.”

The ultimate goal is to use this technology to do organ reconstruction and make customized organs.

“This is not fantasy, it is not science fiction. We expect this project to be done within the next five to ten years.”

These advances mean that we should start preparing for a society where people live to far beyond 100, perhaps even to 120.

Hsieh’s talk provided a timely insight into the potential of the





生物醫學進展

從牙科植入物到角膜移植，再生醫學發展一日千里

industry at a time when the Hong Kong government has turned the spotlight onto the sector. In his recent Budget Statement, Finance Secretary Paul Chan highlighted biotechnology as one of four key areas for development.

Hsieh noted that developments in the sector do not come cheap. "It is a very money-burning industry," he said. "So we need a lot of funding support for our R&D."

However, he added, it is also a very fast-growing sector. "In 2016 it was worth US\$30 billion, but is expected to grow to US\$80 billion by 2021."

This growth is due to the shortage of tissue and organs around the world. According to the World Health Organization, organ transplants are currently meeting less than 10% of global need. If companies like ACRO can create products to meet this demand, then investment should pay off in the long term. 🌸

亞果生醫股份有限公司創辦人兼執行長謝達仁博士出席4月24日的午餐會，介紹組織工程學和再生醫學的最新進展。

台灣企業亞果生醫開發了以豬組織為材料衍生的「支架」，可用於角膜移植以至軟骨再生的治療。

最廣泛使用、而又可能是最為一般人熟悉的支架，就是膠原蛋白，這種蛋白遍布人體全身、皮膚、肌肉和骨骼。謝博士說：「科學家常形容膠原蛋白為連結體內組織的膠水。」

過往，萃取膠原蛋白的過程並不容易，而且往往會造成傷害。有見及此，亞果生醫開發了一種利用超臨界二氧化碳 (ScCO₂) 進行萃取的方法。

謝博士說：「除了膠原蛋白，這將溶解支架內的所有物質，而膠原蛋白卻可完整地保留下來。」

他解釋，他們的ScCO₂方法可用於製造任何類型組織的支架，再用於廣泛的治療，包括骨骼移植、傷口敷料和皮下填充劑。

亞果生醫專門利用豬的皮膚和角膜等組織製成醫療器材。謝博士解釋，豬骨經ScCO₂處理後，與人骨非常相似，故可更易於應用在病人身上。迄今，該公司以豬骨製成的產品在美國和台灣已獲准用於整形外科，以及在台灣用作牙科植入物。

其中一項最備受注目的發展是成功利用豬眼角膜進行移植。謝博士向與會者展示小狗Bunny的照片，這隻寵物狗成功接受眼角膜移植後便恢復視力。

他說：「這是全球首宗犬隻眼角膜移植手術的案例，為該領域作出了重要貢獻。」

他補充，這一領域的進展在亞洲尤為重要，因為許多人都不願捐贈眼角膜。他續說：「人體臨床測試正在台灣和澳洲進行，希望我們很快能夠為一些失明人士提供治療。」

最終目標是利用這種技術來再造器官和「度身訂做」器官。

謝博士說：「這不是幻想，也並非科幻小說。我們預計這項目將在未來五至十年內實現。」

這些進展意味我們應開始為百歲人瑞、甚至達120歲的超級人瑞社會做好準備。

香港特區政府把焦點投放在這個行業之際，謝博士的分享正好為業界的潛力提供適時的剖析。財政司司長陳茂波在最新一份《財政預算案》中強調，生物科技是四大發展領域之一。

謝博士指出，發展生物科技所費不菲。他說：「這是非常燒錢的行業，我們需要大量的資金來支持研發。」

不過，他又說這個行業的增長十分迅速。他說：「2016年，行業總值達300億美元，但預料到2021年將增長達800億美元。」

有關增長源於全球各地皆面對組織和器官短缺。根據世界衛生組織的資料，器官移植目前只能應付全球不足一成的需求。假如亞果生醫一類公司可開發產品來滿足這龐大的需求，這筆投資長遠而言可望得到回報。🌸

Stormwater Solutions 防洪方案

Members go underground at Happy Valley racecourse to see how engineers have reduced city's flooding risk

會員深入跑馬地馬場地底，探索工程師如何減低本港的水浸風險



It's horse-racing day, but heavy rain with the risk of flooding is predicted for low-lying areas like Happy Valley. Should the races be called off? That decision is much easier to make today thanks to the Happy Valley Underground Stormwater Storage Scheme (HVUSSS), which has helped to reduce the likelihood of flooding.

People attending the races at Happy Valley or using the sports facilities may well be unaware of the engineering marvel beneath their feet. Thirty members took the

opportunity to explore this underground system during a Chamber visit on 19 April.

The HVUSSS, comprising a 60,000-cubic-meter stormwater storage tank, is Hong Kong's first application of a movable weir system, which is integrated with a real-time monitoring system and uses augmented reality technologies. This means that it can adapt to collect stormwater at times when heavy rainfall may otherwise overwhelm the existing drainage system.

The scheme also fosters the devel-

opment of a sustainable water supply. "The groundwater collected is reused as irrigation water for the sport pitches and flushing water in toilets at the Happy Valley Recreation Ground," said Tong Kwan Shing, Engineer, Drainage Projects Division, Drainage Services Department.

The HVUSSS has been cleverly integrated with the existing landscape so it is largely invisible at ground level. "A turfed slope has been built on top of the Pump House, which not only provides



今天 是賽馬日，但預料跑馬地等低窪地區或因暴雨而水浸。那麼賽事應否取消呢？有賴「跑馬地地下蓄洪計劃」協助降低水浸的可能，如今要下決定就容易得多了。

到跑馬地觀看賽馬或使用體育設施的人士也許未有察覺到，一項令人嘆為觀止的工程創舉就在他們腳下。總商會於4月19日率領30名會員一探這個宏大的地下系統。

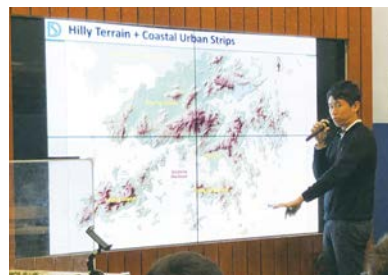
跑馬地地下蓄洪計劃包括一個容量為六萬立方米的蓄洪池，是香港首個應用「可調式溢流堰」的工程項目，結合實時監控系統，並採用擴增實境技術。也就是說，當暴雨洪峰對現有的排水系統造成壓力，該蓄洪池可作出調節，以暫存雨水。

該計劃還促進了可持續供水的發展。渠務署排水工程部主任工程師唐鈞誠表示：「收集得來的地下水可供跑馬地遊樂場使用，作為運動場的灌溉水和洗手間的沖廁水。」

跑馬地地下蓄洪計劃已巧妙地融入現有的景觀中，在地面上很難察覺得到。唐鈞誠解釋：「泵房上已鋪設小草坡，不但提供了寧靜的公共空間和露天的瞭望點，還有助降低室溫。」

參觀期間，會員一睹水閘調節水流，深入了解可調式溢流堰的運作。

跑馬地地下蓄洪計劃由工程公司博威工程顧問設計。該公司於「2017香港工商業獎」榮獲創意大獎，肯定了其在該項目展現的創意創新。



a serene public space and open-air vantage point but also helps to reduce the indoor temperature,” Tong explained.

Members got a first-hand look at the movable weirs in action during the visit, as the gates regulated the flow of water.

Black & Veatch Hong Kong, the engineering firm that designed the HVUSSS, won the Innovation and Creativity Grand Award at the 2017 Hong Kong Awards for Industries in recognition of its innovative work on the project. 🌸



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Getting a VC to Say 'Yes'

爭取創投基金支持

Learning the secrets to funding success for start-ups
了解初創企業成功融資的秘訣



One of the world's most active seed-stage investors, 500 Startups is a well-known name among venture capital firms.

But competition for their funds is tough. At a Chamber roundtable on 23 April, Bonnie Cheung, Venture Partner at 500 Startups, gave members an insight into the top five strategies to make a VC sit up and take notice.

“The first thing – and the one that most people overlook, especially in

Asia – is finding the right investors,” she said. “Don’t waste people’s time.”

There are a wide variety of VCs, she explained. 500 Startups, for example, is a seed-stage investor that typically invests around US\$100,000. Some investors focus on more mature companies, while others are sector-specific.

“So, for your industry, you should know who the people are that are investing heavily.”

So, how to get in touch with a VC

in the first place? Getting a direct introduction through contacts is best, at conferences is trickier, and cold-calling even more difficult again. But once you have the attention of a VC, you need to have all your numbers ready, she said.

The second key point is to look at the big picture. Cheung shared a harsh truth. “Most likely you’re not the first person who has had that idea and tried to showcase that idea to investors,” she said. “In my last 100



**In my last 100 emails,
there is not a single
totally new idea.**

— Bonnie Cheung,
Venture Partner, 500 Startups

在我最近收到的100封電郵中，
都看不到任何嶄新的想法。

—— 章浩初
500 Startups創業合夥人



全球最活躍的種子投資者之一500 Startups在創投業界鼎鼎大名。然而，要爭取他們的資金絕非易事。500 Startups創業合夥人章浩初出席總商會4月23日的午餐會，向會員講解吸引創投公司青睞的五大策略。

她說：「首先是物色合適的投資者，而這一點卻受到大多數人的忽略，尤其是在亞洲。」她又說：「別浪費人家的時間。」

她解釋，創投公司林林總總。例如，500 Startups是種子投資者，一般投資額約10萬美元。有些投資者著眼於較成熟的公司，有些則集中投資特定行業。

章浩初續道：「因此，你應該知道那些人正在你所屬的行業作出大量投資。」

那麼，如何與創投公司接洽呢？透過熟人直接引見最為理想，在會議期間洽談





emails, there is not a single totally new idea.”

The funding will go to the person who shows they understand the market and can execute their idea.

The three other key strategies are to pitch like a pro, tell your story with purpose, and always follow up.

When you get the opportunity to pitch, the most important thing is “traction, traction, traction.”

This means knowing about revenue, user downloads, major signed

也較為困難，而自薦造訪則更加困難。但她指出，一旦得到創投公司的關注，就要準備好所有數據。

第二個關鍵是放眼大局。章浩初分享了一個殘酷的現實：「有這樣的想法，而又嘗試向投資者展現出來的，往往不只你一人。在我最近收到的100封電郵中，都看不到任何嶄新的想法。」

資金只會留給那些了解市場、能夠把個人想法付諸實行的人。

其他三個關鍵策略是要專業地推銷、有目的地講述你的故事，以及不時作出跟進。

當有機會推銷你的意念，就必須證明你的市場價值。

這代表你要熟知收益、用戶下載、主要的締約夥伴、市場規模和目標、痛點、團隊、技術、競爭及市場趨勢。

她說：「如果你不了解公司的這些情

partnerships, market size and target, pain point, team, technology, competition and market trends.

“If you don’t know all these things about your company, you’re not ready for pitching,” Cheung said.

Confidence about the details also demonstrates to the VC how passionate you are, which also gives an indication of how you will deal with the inevitable challenges of growing your company.

Having a personal anecdote can help connect with the VC – but it has to be authentic, and must relate to the product, she added.

Finally, Cheung said, you must follow up within 24 hours to demonstrate you are ready to move forward to the next stage.

Keeping an eye on current trends is also important. Doing well now are blockchain, machine learning, augmented reality and health tech, while ideas in e-commerce, food delivery and the sharing economy are probably too late.

Cheung gave the example of Hooked, a reading app that 500 Startups invested in. Hooked tells fictional stories in text message form, aimed at young people.

況，那代表你還未做好推銷的準備。」

對細節的信心也向創投公司反映了你有多熱誠，同時亦可表現出你將如何應對公司發展業務時難免會遇到的挑戰。

她補充，分享個人趣事有助令創投公司留下印象，但有關事件必須真實無虞，而且與產品有關。

章浩初又指，你必須在24小時內跟進，證明你已準備好邁向下一個階段。

掌握當前趨勢也很重要。現時表現較好的有區塊鏈、機器學習、擴增實境和醫療科技，而電子商務、食物外送和共享經濟等概念也許已過時。

章浩初引用Hooked為例子。Hooked是500 Startups投資的閱讀應用程式，以短訊形式敘述小說，對象是年輕人。

她說：「Prerna Gupta (Hooked的創始人) 令我印象十分深刻的是，她能夠把許多細節一一詳述。」

“What impressed me a lot about Prerna (Gupta, the founder of Hooked) was she was able to go into a lot of detail,” Cheung said.

Gupta told Cheung that her company initially had the idea of an app with short extracts from novels. But when they tested it, even with just a five-minute snippet, no-one passed a 15% completion rate. They tried different formats and genres with the same results. Then someone suggested turning the stories into chats.

“When they saw the results, they thought they had done the test wrong as it had an almost 100% completion rate,” Cheung said.

But the success of the chat format was not the only reason that 500 Startups invested in Hooked, as Cheung explained.

“We realised they had a full understanding of the market and had done their homework. They already had indication of how strong the demand should be.”

It was this evidence of how they had tested their audience and could execute their idea was what persuaded 500 Startups to say “yes” to Hooked. ❀

Gupta向她表示，該公司原先的構思是用戶可透過應用程式閱讀小說節錄。然而，經測試後，即使是五分鐘的故事摘錄，都沒有讀者能夠通過15%的讀完率。他們再嘗試採用不同的格式和文體，但結果也是一樣。其後，有人建議將故事轉化成對話形式。

章浩初說：「他們看到結果時，還以為自己測試出錯，因為竟然有近100%的讀完率。」

然而，章浩初解釋，對話形式小說的成功並非500 Startups投資Hooked的唯一原因。

她說：「我們知道他們對市場有充分的了解，並已做好功課，能夠說明市場有龐大的需求。」

Hooked向受眾反覆進行測試，並且把想法付諸實行的決心，正正是說服500 Startups為其提供融資的原因。 ❀



Technology Transforms Construction Industry 科技推動建造業轉型

Members learn about latest innovations to improve efficiency and safety during visit to CITAC
會員參觀建造業創新及科技應用中心，了解提升效率及安全的創新發展

The construction industry has entered a new era with the advent of new technologies. More than 20 Chamber members visited the Construction Innovation & Technology Application Centre (CITAC) on 8 May to learn about the latest developments aimed at improving the productivity, safety and cost-effectiveness of Hong Kong's construction sector.

The centre, which was established in November last year by the Construction Industry Council, is organized into five thematic zones with a total of more than 30 construction innovations on display.

The building process has become faster and more efficient with the use of Modular Integrated Construction technology. With this technology, free-standing integrated modules can be manufactured and assembled in factories, then transported to site for installation. This method saves costs, and also enhances safety by reducing the

need for laboring work at heights.

To see how these advances are being put to use, members watched a short film that showed how the Crowne Plaza Changi Airport Hotel in Singapore was built in just 26 days, significantly cutting the number of workers and construction time needed.

Virtual reality (VR) technology is also changing the industry. Construction professionals can use VR technology to preview a site and identify potential hazards. It also offers clients the opportunity to check all the details before construction has even started, and to create personalized homes and buildings.

During the visit, members also had the opportunity to try on a smart safety helmet equipped with sensors to monitor the heart rate, body temperature and movement of workers. They also saw a ZeroG arm, which allows users to manoeuvre heavy tools and parts as if they were weightless.✿

隨著新科技湧現，建造業已進入新時代。逾20名總會會員於5月8日參觀建造業創新及科技應用中心，一探協助提高本港建造業生產力、安全及成本效益的最新發展。

該中心於去年11月由建造業議會成立，共分為五個主題區，展出逾30項創新科技。

組裝合成建築法讓建築過程更快捷和高效。透過這種科技，獨立合成組件可於廠房進行生產和組裝，然後運送到工地安裝。這方法除了節省成本，亦減少工人高空工作的需要，從而提高安全性。

為了解這些新科技的應用，會員觀看了一段短片，展示新科技如何大幅削減工人數目和施工時間，讓新加坡樟宜機場皇冠假日酒店得以在26日內建成。

虛擬實境 (VR) 科技亦為業界帶來轉變。建築專業人員可利用VR技術預覽工地和識別潛在危險。該技術亦讓客戶可在施工前檢查所有細節，打造個人化的居所和樓宇。

參觀期間，會員還有機會佩戴配備偵測心跳、體溫和動作的智能安全頭盔。他們亦一睹零重力機械臂，該設施讓使用者猶如無重般操作沉重的工具和零件。✿



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ICT and Philosophy Lessons in Qianhai 探索前海的資訊及通訊科技和哲學

A day trip to Shenzhen's Qianhai business zone on 12 April gave 40 students from Munsang College the opportunity to tour the head office of Kingdee International Software Group, located in Nanshan High-Tech Industrial Park.

Besides hearing about the history and services of the company, the visitors also learned some lessons from Kingdee's staff on goal setting and life planning using Wang Yang-ming philosophy. Students

said that the visit had opened their eyes to the rapid economic and technological advances being made by Chinese companies.

"I was impressed on this tour as I have learned a lot more about the IT industry and also how to choose a career path," said student Lee Man Shan. "I also learnt that we should always be open-minded to acquire knowledge and to embrace new challenges."

民書院40名學生於4月12日赴深圳前海商業區考察，期間有機會參觀金蝶國際軟件集團位於南山區高新科技園的總部。

學生除了了解公司的歷史和服務，還細聽金蝶的員工講解如何利用王陽明的哲學思想訂立目標和規劃人生。同

學們表示，此行有助了解中國企業帶動的迅速經濟發展和科技進步，讓他們大開眼界。

李汶珊同學說：「是次參觀令我印象深刻，加深了我對資訊科技業的認識，還學習如何選擇職業。我還明白到，我們應時刻保持開放的態度，以吸取知識，迎接新挑戰。」



Behind the Scenes at Citi 花旗幕後運作



Thirty students from Stewards Pooi Kei College got a glimpse behind the scenes of the banking industry when they visited Citi Hong Kong's office at Citi Tower in Ngau Tau Kok on 7 May. After learning about the bank's history, students enjoyed a tour of the building to view Citi's next-generation offices and recreational facilities, which have been designed to encourage a collaborative work environment.

香港神託會培基書院30名學生於5月7日參觀花旗銀行（香港）位於牛頭角花旗大樓的辦事處，一探銀行業的幕後運作。學生先了解花旗銀行的歷史，繼而參觀大樓，考察花旗新一代的辦公室和娛樂設施，並探討這種辦公室設計如何鼓勵協作。

Career Path of a Hotel Manager 酒店經理的事業發展

Benjamin Fung, Hotel Manager at Hotel Panorama by Rhombus, shared the twists and turns of his career path with a group of students from ECF Saint Too Canaan College who visited the hotel on 25 April. Fung explained that he did not receive good results in the public examination, but he continued to study accountancy at night school. He then started his own business, but this was not a success and he lost almost all his investment. Entering the hotel industry led to a change in his fortunes, however, and after spending

seven years on the front desk he was promoted to become hotel manager. Fung said that Rome wasn't built in a day, and that determination and perseverance are important to pursue any dream. He advised students that they should set long-term and short-term goals, and be prepared to grasp opportunities when they arise. The students also learnt that things may not always run smoothly, and that they should be open-minded about accepting jobs that were not part of their original career plan.



基督教中國佈道會聖道迦南書院的學生於4月25日參觀香港隆堡麗景酒店。期間，酒店總經理馮炳儉分享其事業路上的波折。馮先生解釋，他在公開考試的成績未如理想，但他在夜校繼續進修會計。其後，他嘗試創業，但不成功，還幾乎血本無歸。投身酒店業卻為他帶來轉機，在前台工作了七年後，他被擢升為酒店總經理。馮炳儉說，羅馬不是一天建成，決心和毅力對追尋夢想十分重要。他建議學生訂立長期和短期目標，機會一到就要好好把握。同學們還明白到，凡事未必盡如人意，因此應抱持開放的態度，接受職業規劃以外的工作。

Visit to TAL Apparel 參觀聯業製衣

A group of thirty students from St. Francis' Canossian College visited TAL Apparel on 19 April. Students learned about the company's history and how it positions itself as an Innofactor® – an innovative manufacturer. The use of new technology has enabled the garment maker to improve productivity levels, and also helps to protect the environment. During a tour of the office and showroom, students were able to see some of the

company's latest technology, like printers used to create bespoke patterns and scanners that can analyze customers' body data.

At the end of the visit, students got the chance to talk to senior management and get some tips about career planning. They learnt that passion for their work and good communication skills are crucial, and that they will have to accept challenges courageously if they are to succeed.

嘉諾撒聖方濟各書院30名學生於4月19日參觀聯業製衣，了解該公司的歷史，以及其作為創新型製造商 (Innofactor®) 的定位。該服裝製造商利用新科技來提升生產力水平，同時有助保護環境。學生參觀辦公室和陳列室期間，可一睹該公司的最新科技，例如用於創造訂製

圖案的打印機和可分析客戶身體數據的掃描機。

最後，學生有機會與該公司的高級管理人員交流，掌握職業生涯規劃的訣竅。他們明白到，對工作充滿熱誠和良好的溝通技巧至關重要，而且必須勇於接受挑戰，方能達致成功。



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What's On Listings

(Our events in June)

JUNE

June

6

Workshop: The Art of Having Meaningful Conversations

Seminar: Data Science: Embrace Data and Analytics to Improve Performance

Environment & Sustainability Committee Meeting

7

Training: Effective Negotiating

Roundtable: Parent-child Communication with the Doting Generation

8

Roundtable: YEC Networking Luncheon with Chamber Chairman Aron Harilela

11

Roundtable: Unlocking WeChat's True Value

Town Hall Forum Series: The Hon Kevin Yeung Yun-hung, Secretary for Education

12

Workshop: Problem-solving Skills

Roundtable: Forex: The next battleground in US-China trade relations?

13

Training: Saying Sorry Without Legal Liability

Workshop: Tips for Smart Warehouse Management

14

Workshop: Identify Differences and See Conflicts as a Growth Opportunity

Roundtable: Prospect on China-US Relations – Is the fight escalating or cooling down?

Workshop: Running Effective Meetings

Cocktail Reception: Meet the New Chamber Chairman

15

Roundtable: An Ex-Googler's Guide to Search Engine Marketing Solutions 101

Town Hall Forum Series with the Chamber's LegCo Representative - The Hon Jeffrey Lam Kin-fung



Parent-child
Communication
with the Doting
Generation

7 June

HKGCC MOBILE |   



11 June
Unlocking
WeChat's True
Value



21 June
Using a
Professional and
Authentic Voice



27 June
Roundtable:
Rising India



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



JUNE

19

Workshop: TL;DR - Too Long; Didn't Read
Digital, Information & Telecommunications
Committee Meeting

20

Training: Integrate Mindfulness and Happiness at
Your Workplace
Shipping & Transport Committee Meeting
Cocktail Reception With European Consuls
General in Hong Kong

21

Seminar: Using a Professional and Authentic Voice
Briefing Seminar on Initiatives to Promote
Renewable Energy Development and Energy
Efficiency and Conservation

22

HKGCC China Committee and Asia & Africa
Committee Jointly Present: Belt and Road
Cocktail Reception

27

Asia & Africa Committee Meeting
ASEAN Series: Rising India
Workshop: Digital Marketing
Industry and Technology Committee Meeting

28

Visit to HKSTP, Industry Connect and
Smart Cities
Masterclass Series for C-Suite Leaders -
Module 1: Collaboration and Innovation
Belt and Road Series: Unleashing Myanmar's
Potential

HKGCC Europe Committee Presents

Cocktail Reception with European Consuls General in Hong Kong

Wednesday, 20 June 2018, 6:00 - 8:00 p.m. HKGCC



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在現今的多速環境，身為總裁或高級領導，無論在塑造企業文化、制訂策略和達致企業成功方面，您都肩負舉足輕重的角色。透過是次專為高層而設的領導系列課程，您將從自身的豐富業務經驗中汲取靈感，探討時下領導的挑戰，並得到最新領導力「技術」的啟發。

Module I - Innovation and Collaboration

Learning Objectives

- Deepen your strategic thinking skills
- Build confidence to think strategically by leveraging tools, techniques and processes
- Craft a strategic vision and road map for the future for your business

Date & Time: 28 June 2018 (2 - 6 p.m.)

單元一：創新與協作

學習目標

- 提升策略思維技巧
- 透過工具、技巧和過程建立信心，進行策略性思考
- 為公司制訂策略願景和藍圖

日期及時間：2018年6月28日 下午2時至6時

Module II - Strategic Thinking

Learning Objectives

- Deepen your collaboration skills
- Craft a collaboration strategy
- Learn how to overcome competitive self interest or organizational politics that inhibit the benefit collaboration brings

Date & Time: 10 July 2018 (2 - 6 p.m.)

單元二：策略性思考

學習目標

- 深化協作技巧
- 制訂協作策略
- 學習如何克服互相競爭的自我利益或組織政治，從而加強協作的好處

日期及時間：2018年7月10日 下午2時至6時

Module III - Change Leadership

Learning Objectives

- An understanding of change – introduction of models and linkages to the business reality
- Guidelines for successful organizational change
- An insight into individual responses to change, and the resistance to change
- An holistic understanding of how organisations operate, e.g. matrix structure

Date & Time: 11 July 2018 (2 - 6 p.m.)

單元三：變革領導力

學習目標

- 了解變革——介紹不同模型及其與商業現實的聯繫
- 成功的組織變革指引
- 了解個人對變革的反應，以及對變革的抗拒
- 全面了解組織的運作（如矩陣結構）
- **日期及時間：**2018年7月11日下午2時至6時

Trainers : Jason White and Trish Meecham
Venue : HKGCC Theatre, 22/F United Centre
Language : English

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地點：金鐘統一中心22樓香港總商會演講廳
語言：英語

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Vice President - Asia Pacific,
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