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發揮所長

廉政專員白韞六近日到訪總商會，再次提醒我們香港在透明度和創造有利的營商環境方面領先全球。這又令我聯想起我們在其他領域的表現亦位居世界前列，以及我們可如何善用這些優勢，拓展本地以至海外的業務。

在總商會，我們不斷尋找方法改善香港的營商環境。當中的焦點往往集中於窒礙企業發展的議題，再透過我們的政策倡議工作，嘗試把問題糾正過來。

然而我們也應謹記，我們亦可把焦點集中於自身的眾多優勢，並不斷探尋新方式來加以發揮，促進香港發展。

例如，香港是亞洲以至全球的反貪明燈。舉世皆知，我們是全球最廉潔的商業城市之一，而這個正面形象已得到多份獨立調查報告的充分肯定。

部分人或會記得香港變得廉潔清明之前，那些貪風猖獗的日子。我們感激廉政公署（廉署）為香港奠下基礎，使其成為今天的金融和商業樞紐，而更重要的是持續維持這個地位。

香港在這方面的成就獲全球公認。廉署於今年初成立了專責小組，專門與其他地方的反貪機構合作，尤其是「一帶一路」地區。東帝汶是首個受惠國家，該署亦已跟斯里蘭卡、孟加拉和哈薩克斯坦的對口單位商討培訓事宜。

從廉署在香港以外的工作可見，其他地區不但需要我們提供專業意見，還樂於向我們學習，並採用我們的服務。

這個情況在其他領先的領域亦然。本港的法律、工程和金融專業人員享譽國際，而香港也早已是這些行業的樞紐，更多機會將陸續湧現。

大灣區倡議正推動整個地區的大型基建項目和製造業升級，而這亦帶動了區內市場對香港專業技能的需求。

此外，倡議鼓勵大灣區內11個城市發揮各自的優勢。大灣區框架協議提出多個目標，包括提升香港作為國際金融和貿易中心的地位、推動其專業服務的發展，以及把香港打造成法律爭議解決中心。

這個政策框架意味，倡議將積極鼓勵其他大灣區城市向香港尋求這些特定專業領域的服務。

除了大灣區，「一帶一路」倡議和《香港—東盟自由貿易協定》亦有助本港企業在亞洲和其他地區打開更多大門。

機遇當前，盡在掌握。憑藉我們的技術人才、專業知識和環球聲譽，香港正好處於有利的位置，大家要好好把握。✿

Playing To Our Strengths

A recent visit to the Chamber by Simon Peh, Commissioner of the Independent Commission Against Corruption (ICAC), served as a reminder of Hong Kong's role as a global leader when it comes to transparency and creating a business-friendly environment. It also prompted me to think about some of the other areas where we are world leaders, and how we can leverage this expertise to expand our businesses, at home and overseas.

Here at the Chamber we are constantly working on ways to improve the environment for businesses in Hong Kong. Often, this involves focusing on the issues that impede companies, and trying to set them right through our lobbying efforts.

But we should also remember that we can foster growth by focusing on our many strengths, and by always looking for new ways to build on these attributes.

For example, Hong Kong is a beacon of anti-corruption in Asia and beyond. We are known around the planet as one of the cleanest places in the world to do business, and this is an impression that is regularly backed up by independent surveys.

Some of us will remember the days before the city cleaned up its act, and we appreciate the work of the ICAC to lay the foundations for Hong Kong to become the financial and commercial hub that it is today – and just as importantly, to keep it that way.

Hong Kong's success in this area is recognized around the world, and earlier this year the ICAC set up a dedicated unit to work with other anti-corruption agencies, particularly in Belt and Road regions. Timor-Leste was the first to benefit, and the Commission has had discussions with its counterparts in Sri Lanka, Bangladesh and Kazakhstan about providing training.

The ICAC's work outside Hong Kong shows not only that other places have the need for our expertise, but also that they are keen to learn from us and employ our services.

The same can be said for other areas where we are global leaders. Our legal, engineering and financial professionals are highly regarded internationally, and Hong Kong is already a hub for these sectors. And further opportunities are emerging.

The Greater Bay Area (GBA) initiative is driving huge infrastructure projects and manufacturing upgrades across the region – which are creating demand for just the sort of professional skills that Hong Kong can provide.

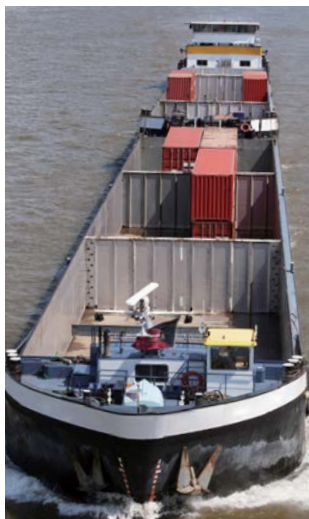
Furthermore, each of the 11 cities in the GBA is being encouraged to leverage its strengths. The GBA framework agreement proposes, among other things, to enhance Hong Kong's status as an international financial and trade centre, promote the development of its professional services, and establish the city as a legal dispute resolution centre.

This policy framework means that other GBA cities are actively being encouraged to look to Hong Kong for these particular areas of expertise.

Beyond the GBA, the Belt and Road Initiative and the Hong Kong-ASEAN Free Trade Agreement are helping to open more doors for local businesses in Asia and further afield.

The opportunities are there for the taking. With its skilled workforce, professional expertise and global reputation, Hong Kong is perfectly positioned to grasp them. ✿

August 2018 Contents 目錄



Trade Growth Momentum Set to Wane 貿易增長勢頭放緩

Not much to smile about as restrictive measures increase and U.S.-Mainland tensions escalate
貿易限制增加及中美緊張關係升溫陰霾下，前景未見樂觀

18



Soaring High 展翅翱翔

Service, Safety and Style are the key priorities for business jet customers at HKBAC
服務、安全和風格是香港商用航空中心對商務旅客的承諾

34



Unique Take on Japanese Cuisine 別具一格的日本料理

Isoya puts the focus on fresh ingredients and delicate flavours to create original but wholly authentic vegetarian dishes
居素屋著重新鮮的食材與細膩的味道，烹調出原創、正宗的素食好滋味

44



Time is Right for Myanmar 投資緬甸的適當時機

Experts agree that the country presents opportunities for investors, despite its many challenges
多位專家認同該國縱使面對種種挑戰，仍能為投資者帶來機遇

70

Talking Points 議論縱橫

- 01 Playing To Our Strengths
發揮所長
- 04 Support the Business Sector Amid the Trade War
支援工商界 應對貿易戰
- 06 Preparing Students for the World of Work
為學生投身社會做好準備

On the Horizon 談商論政

- 22 Designs for an Iconic Harbourfront
標誌性的海濱設計

Thoughts from the Legal Front 法律前線

- 24 Protecting your Business with a Compliance Programme
合規方案 保障業務

Special Feature 專題報導

- 28 Smart Street Lamps Light the Way
智能街燈 照亮前路

Member Profile 會員專訪

- 38 Setting Sail For Success
揚帆遠航
- 40 Aiming for the Top
勇攀高峰

China in Focus 中國焦點

- 50 Exploring GBA Business Opportunities
探索大灣區商機



Learning the Ropes of Business
了解商業運作

08



Hong Kong General Chamber of Commerce
香港總商會1861

The Voice of Business 商界之聲

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

Chamber in Review 活動重溫

- 68 Cocktails with Europe's Consuls General
歐洲總領事酒會
- 72 Making Waves on Victoria Dockside
Victoria Dockside掀起新浪潮
- 74 India's Vast Potential
印度潛力龐大
- 76 Discovering Smart City Technologies
探索智慧城市技術
- 78 Welcome to the Chamber Family!
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Chairman: Aron Harilela
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Editorial Board: Watson Chan, Lok Yee Fan, Simon Ngan, Wendy Lo, Edith Hui
English Editor: Helen Sloan
Translated By: Rachel Shum, Elmo Wong, Yannas Chung
Graphic Design: Andy Wong

Editorial Enquiries: Helen Sloan
Tel: 2823 1210
Email: helen@chamber.org.hk

Advertising: HKGCC Bulletin
Tel: 2823 1245 Fax: 2821 9545
Email: adv@chamber.org.hk

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Tel: 2893 0944 Fax: 2832 7903
Email: info@omac.com.hk

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
總裁：袁莎妮
編輯委員會：陳利華 駱綺芬 顏偉業
 盧慧賢 許涼涼

英文編輯：宋海倫
翻譯：岑美怡 王靜雯 鍾曉欣
設計：黃惠強

編輯查詢：宋海倫
電話：2823 1210
電郵：helen@chamber.org.hk

廣告：HKGCC Bulletin
電話：2823 1245 圖文傳真：2821 9545
電郵：adv@chamber.org.hk

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

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

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

Support the Business Sector Amid the Trade War

支援工商界 應對貿易戰

The burgeoning trade war between the United States and Mainland China has further escalated after the U.S. released a proposed list of more than 6,000 Chinese goods, worth US\$200 billion, to be levied with an additional 10% tariff last month. With the impact of such a dispute on Hong Kong surfacing gradually, the city cannot stand aloof and remain unscathed.

To help businesses cope with the trade war, I hope the Government will enhance the support measures previously introduced. These include extending the effective period of the special support measures and relaunching the Special Loan Guarantee Scheme.

As a small, open economy dependent on international trade and finance, Hong Kong is vulnerable to the spillover effects of the external environment. On top of that, the latest tariff list from the U.S. is different from the previous ones, covering almost all trade categories – from hundreds of kinds of food to textiles and industrial goods like chemical products. If the tariffs are to be imposed eventually, all sectors will suffer a blow.

As uncertainties continue to increase, during a meeting with the Chief Executive last month, I proposed an extension of the insurance coverage and a rise in the protection limit provided by the Hong Kong Export Credit Insurance Corporation (ECIC).

If U.S. buyers adjust their contract price or defer payment due to the additional tariffs, the ECIC can offer support for local SMEs to reduce possible losses. Since we cannot foresee how long the trade war will last, the effective period of the special support measures should also be extended.

On the other hand, in the case of banks tightening credit facilities, I suggest the Government should consider relaunching the Special Loan Guarantee Scheme, under which the Government provides loan guarantees to help creditworthy local SMEs secure loans faster to meet their short-term liquidity needs.

As Hong Kong proactively supports and advocates a free, open and stable multilateral trading system, we hope the trade order will be restored to normal as soon as possible.

In face of external economic pressure and uncertainties, the Government should gather the strengths of various sectors to jointly address trade risks. Meanwhile, I welcome opportunities to exchange views with Chamber members to learn more about the impact of the tariffs on their business, so that I can consolidate their ideas into policy proposals to relieve pressure on businesses. ✿

美國上月公布加徵關稅項目建議清單，有意向逾6,000種、價值高達2,000億美元的中國貨品收取百分之十的關稅，令中美貿易戰再度升溫。貿易戰對香港的影響會逐漸浮現，香港將不能獨善其身。

我期望政府為早前推出支援業界的措施加碼，包括延長特別支援措施的有效期及重啟「特別信貸保證計劃」，協助工商界應對貿易戰。

香港作為一個依賴國際貿易和金融的細小、開放型經濟體，容易受到外圍環境溢生效應的影響。再者，這次的清單跟以往不同，幾乎涵蓋所有貿易類別，包括數百種食品、紡織產品、化工製品等工業品；假如最終落實徵稅建議，所有行業都會面臨衝擊。

隨著未來的不確定性增加，我上月與特首會面時提出，除了應加大信保局的保障額，還建議考慮擴大保單承保範圍。

假如美方買家因額外關稅而更改合約價格，又或延遲支付貨款，信保局可提供支援，減少香港中小企的有關損失。此外，我們無法預料貿易戰的持續時間，因此特別支援措施的有效期應延長。

另一方面，因應銀行隨時收緊銀根，我建議政府可考慮重推「特別信貸保證計劃」，提供信貸擔保，協助信譽良好的本地中小企加快取得貸款，應付短期資金周轉需要。

香港積極支持及提倡自由、開放和穩定的多邊貿易制度，我們希望能盡快回復正常貿易秩序。

面對外圍經濟壓力及不穩定因素，政府應結合各行業的力量，共同應對貿易風險。與此同時，我歡迎與會員公司交流的機會，了解這些關稅對業務的影響，繼而向政府建議採取相應措施，以舒緩對企業造成的壓力。✿



信保局推出特別支援措施 支持香港出口商

HKECIC Introduces Special Enhanced Measures to Support Hong Kong Exporters

鑑於中美貿易糾紛，信保局推出特別支援措施，
幫助香港的出口商，特別是中小企。

In view of the China-US trade disputes, the HKECIC introduces special enhanced measures to provide Hong Kong exporters, especially SMEs, with more support and protection.

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

CEO Comments 總裁之見

Preparing Students for the World of Work

What a delight it was for me to meet so many talented young people recently at the Closing Ceremony for this year's Business-School Partnership Programme. Cheerful, curious and conscientious, these students are a shining example of Hong Kong's younger generation.

Every year, a number of our member companies take part in the BSP Programme, which partners them with a local school to give the students an insight into the world of work.

At the Closing Ceremony, we heard from the students about their experiences and awarded certificates to those who presented the most outstanding activity reports. The event also included a Career Sharing session, where members of our Young Executives Club took the time to chat to the students and share their career paths.

The smooth running of the event can be credited to some of the student ambassadors, who helped organize the Closing Ceremony and acted as MCs, giving them valuable hands-on experience in planning and executing a corporate event.

Throughout the year, I have enjoyed meeting some of these student representatives at major events that the Chamber is involved with. A group of student ambassadors, for example, participated in the Business Luncheons with Chief Executive Carrie Lam and Financial Secretary Paul Chan. I was greatly impressed by the students' composure at these events. Many adults would be nervous when meeting such high-level officials!

The advantages of the programme for students are plentiful. At this stage, they are unlikely to have any real experience of the world of work, so it provides a valuable insight into the variety of different roles available and the realities of working life.

And our member companies report that there are many benefits for them as well. Firstly, such activities provide a valuable community service and fulfill their CSR requirements. But companies tell me that they also learn a lot from the students.

The world is rapidly changing, and with it are young people's expectations and demands for their lives and careers.

For many of them, salary and stability are no longer the main driving factors, and work-life balance is a phrase that comes up again and again. There has been a notable rise in the interest in entrepreneurship, while, at the same time, the increasing cost of living has added concerns about financial pressures.

Participating in the BSP Programme gives companies a preview of these trends before they hit the general workplace. Being aware of the evolving mindset of the new generation of employees is particularly important given Hong Kong's current manpower shortage. Companies now have to try harder to attract and retain staff, and businesses that have an insight into the priorities of people entering the workforce may well have a head start on their rivals. Increasing awareness of your brand and business among young people can also play a part in your company's broader recruitment strategy.

We are now seeking companies to participate in our 2018/19 programme, so please do get in touch if you are interested in playing a part in preparing Hong Kong's youth for their future career success. 🌸

為學生投身社會 做好準備

總商會本年度的「商校交流計劃」最近舉行了閉幕典禮，眼見眾多才華洋溢的年輕人濟濟一堂，令我深感欣慰。同學們開朗活潑、充滿好奇、勤懇認真，絕對是香港年青一代的典範。

每年，部分總商會會員公司都會參與「商校交流計劃」，每家公司夥拍一間本地中學，讓學生了解職場運作。

閉幕典禮上，同學們分享他們的所見所聞，我們亦向活動匯報表現最出色者頒授證書。典禮還包括職業分享環節，由總商會卓青社的會員在百忙中抽空與同學暢談交流，分享他們的事業發展。

是次活動得以順利舉行，有賴一眾學生大使協助籌備閉幕典禮，並擔任典禮司儀，而他們亦從中獲得策劃和執行企業活動的寶貴經驗。

年內，我很高興在總商會有份參與的大型活動上，能夠與部分學生代表聚首。例如，有學生大使參加了行政長官林鄭月娥及財政司司長陳茂波的商界聯席午餐會。會上，同學們泰然自若的表現令我印象深刻；面對位高權重的官員，不少成年人也難免會戰戰兢兢呢！

商校交流計劃令學生獲益良多。由於他們在現階段不大可能取得實際的工作經驗，因此計劃正好讓他們認識各行各業的運作和不同職業的工作實況，從中掌握珍貴的資訊。

會員公司與我們分享參與計劃的種種得著。首先，這些活動提供難得的社區服務機會，讓他們實踐企業社會責任。然而，會員公司也向他表示，從學生身上獲益不少。

世界瞬息萬變，年輕人的期望及他們對生活和職業的需求亦跟隨此趨勢。

對很多年輕人來說，薪金和安穩不再是主要的驅動因素，而追求工作與生活平衡的聲音卻此起彼落。大眾對創業的興趣顯著增加，惟生活成本上升亦令他們關注到財政壓力的問題。

透過參與商校交流計劃，企業可及早洞悉這些職場新趨勢。鑒於香港現時面對人力短缺，掌握新一代員工的心態轉變尤其重要。公司如今須更著力吸引和挽留員工，而了解職場新力軍對工作的取向或許能比競爭對手早著先機。加強年輕人對公司品牌和業務的認識，亦是企業擴闊招聘策略的一部分。

本會現誠邀企業參與2018/19年度的商校交流計劃，如閣下有意為香港年輕一代的光明前途出一分力，歡迎隨時聯絡我們。🌸

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Learning the Ropes of Business

了解 商業運作

BSP Programme gives high school students a taste of the world of work while providing companies with a valuable insight into the mindset of the younger generation
「商校交流計劃」既可讓高中生體驗職場實況，亦可協助企業了解年輕一代的心態



Manpower is one of the greatest challenges facing Hong Kong right now. Across a range of sectors, and from junior staff to senior executives, businesses are struggling to fill positions.

One way that companies can give a boost to their recruitment strategy is to participate in the Chamber's Business-School Partnership Programme. Since 2001, our members have opened their doors to local schools to introduce their businesses to the next generation of workers.

We are not suggesting that members try to poach students directly from the classroom. But increasing the awareness of your company, brand and industry among young people is one way to widen the pool of potential recruits. Meanwhile, being attuned to the shifting expectations of the younger generation can give businesses an edge when it comes to attracting the best new talent.



Lillian Cheng, Director of HR and Admin at Toppan Forms, which manufactures bank and loyalty cards, said that the company joined the BSP Programme because it shares HKGCC's goal of helping students to understand the commercial world. But she added that it also sows the seeds of interest among potential recruits who may later join the company's apprenticeships, graduate schemes and internships.

"The BSP Programme, certainly, is one of the channels which allows us to attract new blood and talent to start their career with us."

The hospitality industry – which has a high turnover rate generally – has been particularly affected as fewer young people choose to enter the sector. Wayne Mak, Managing Director of Rhombus Group, said that participating in the Chamber's programme is one way to cast a wider net when it comes to recruitment for the hotel company.

"For sure, the BSP programme is another source for exploring talent," he said.

Encouraging young people to join the power industry and enhancing their knowledge about the engineering profession are key aims of CLP, and the Chamber's programme helps them in this regard.

"Programmes such as BSP provide a direct engagement opportunity between schools and businesses, and this enables mutual understanding of each other," said

We are now recruiting member companies to join the 2018-19 Business-School Partnership Programme. If you are interested in participating, or learning more about the programme, please refer to our advertisement on P61.

Elaine Chong, General Counsel – Hong Kong of CLP Power. “We hope the young generation can be better equipped with life planning at an earlier stage through the programme, while CLP can attract young talent.”

Invaluable insight for businesses

Gaining an insight into the mindset of young people can also be extremely useful for companies when it comes to recruitment. Toppan Forms has noted that young people’s expectations for their lives and careers are evolving.

“What matter most to students and young people in recent years is not promotion, but people and purpose,” said Cheng from Toppan Forms. “Rather than just climbing the corporate ladder, they prefer a more open and familiar relationship with managers who listen, offer feedback and give encouragement regularly.

“The priority seems to be changing that the expectation of career progression will not necessarily reap financial rewards, but more importantly allow greater flexibility, an improved work-life balance, career variety and mobility.”

Mak from Rhombus also noted that students’ values have changed, influenced by social media, family and friends. There is also a growing emphasis on work-life balance. He added that there can be a noticeable gap between the real-world experience of work and students’ dreams and ideals. The BSP Programme helps by giving students a realistic impression of what to expect.

One particular trend noticed by CLP is that more female students are showing an interest in joining the company, and the power industry in general.

“We were impressed that they were enthusiastic in asking questions about our graduate trainee programme



and related academic requirements,” said Chong. “CLP is excited to welcome these young females to the engineering world.”

Students get to work

The BSP Programme connects each school with a company, and over the course of the academic year the students have the opportunity to listen to career talks and enjoy site visits, workshops and other activities. For most of the students, the programme provides their first taste of the world of work, and introduces them to jobs, career paths and even industries that they may not have encountered before.

Depending on which company their school is partnered with, they may find themselves donning hairnets or hard hats to explore factories and industrial sites, or getting creative by designing products.

It also gives them the opportunity to speak to employees and managers. Learning about day-to-day life can be both inspiring and grounding for the young students.

Betty Ling, a teacher at Raimondi College, said the programme not only provides the students with busi-



金蝶企業數碼轉型論壇2018

超過五百位企業管理人員與十多位業界創新及領航專家共同探討企業數碼變革的成功之道

由金蝶國際軟件集團(香港)有限公司主辦的金蝶企業數碼轉型論壇(Enterprise Transformation Forum)已於本年七月十二日圓滿結束。適逢今年是金蝶國際軟件集團成立25周年,我們藉此假香港喜來登酒店舉辦一場大型論壇,探討一下企業轉型的五個重要元素:



是次活動邀請了多位行業創新及領航專家就「人工智能」、「大數據分析」、「雲端科技創新」、「人力資源數碼化」及「電子商務整合」五個範疇分享箇中的核心挑戰和戰略方向。

今次報名參加的情況非常踴躍,當日有超過500位企業高層及代表參加,共同探討企業數碼變革的成功之道。同場更設有十多個解決方案的展位,讓參加者能進一步了解不同範疇解決方案的詳細應用及實施情況。



◀ 金蝶顧問為在場賓客介紹有關金蝶系統的實際應用情況,賓客絡繹不絕,反應熱烈。



▲ 金蝶集團亞太區總經理及集團助理總裁馬興旺先生致歡迎詞。



▲ 眾多嘉賓及參加者合照留念。

論壇重點內容

首先,由金蝶國際軟件集團(香港)有限公司亞太區總經理及集團助理總裁馬興旺先生致歡迎詞。

隨後,由金蝶國際軟件集團(香港)有限公司亞太區副總經理劉浩彬先生,為大家解構金蝶ERP+如何加速企業數碼轉型?

了解金蝶ERP+之後,金蝶國際軟件集團(香港)有限公司亞太區諮詢部經理徐峰先生為大家介紹零售業數碼轉型的最新趨勢。

接著是論壇部份,分開三個不同議題來討論,分別是『人工智能對財務管理的轉型衝擊』、『通過大數據分析,如何在急速變化的經濟環境下作出明智的決策?』及『人力資源轉型的新時代-數碼化工作環境』。

在論壇完結之前,大會進行了壓軸大抽獎,再次掀起了另一個高潮!

最後,眾多講者及嘉賓跟參加者合照留念、真誠交流和分享,論壇最終在一片歡欣的談笑聲中落幕。



劉浩彬先生
亞太區副總經理
金蝶國際軟件集團
(香港)有限公司



徐峰先生
亞太區諮詢部經理
金蝶國際軟件集團
(香港)有限公司



陳家驊先生
金融科技委員會主席
智慧城市聯盟
(香港)



林浩泉先生
存儲業務資深系統架構師
Hewlett Packard Enterprise



何衛軍先生
副總經理
金蝶國際軟件集團
(香港)有限公司



尚啟先生
客戶經營部總監
金蝶國際軟件集團
(香港)有限公司



丁自良先生
集團資訊服務部總經理
晶苑國際集團
有限公司



王志榮博士
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High-profile events

A number of students had the opportunity to participate in high-profile events including the Business Luncheons with Chief Executive Carrie Lam and Financial Secretary Paul Chan, and at the HeForShe event for gender equality on International Women's Day.

ness world exposure, it also enhances their communication skills, particularly by giving them the opportunity to meet high-level executives.

"Some students had the chance to have direct dialogue with CEOs, which gives them real-life examples of the planning of successful businessmen and businesswomen," she said.

After participating, students are better able to develop a clear pathway for the future, said Au Man Hung, teacher at ECF Saint Too Canaan College. They also gain key insights into the attributes needed in particular industries.

"Through different activities, students learn from insiders in the business," she said, "such as their reasons for entering the industry, and the knowledge and attitude required."

The Saint Too Canaan students were partnered with Rhombus Group. During hotel visits, the students were surprised to learn about the complexity of the organizational structure behind the calm operation of the front desk.

They particularly enjoyed meeting Hotel Manager Benjamin Fung, who shared how he had experienced several setbacks before entering the hotel industry.

Wong, one of the students on the programme, said that after listening to the twists and turns of the manager's career path she understood that "people come first" in the hotel sector. "The way you treat people is essential," she added.

Mak from Rhombus said that the programme shows students how the industry operates. "It also allows the young people to understand their own character and personality, and find out whether the hotel industry is suitable for them or not."

Some students report that the experience has directly influenced their career plans. "I love to help people," said Chan, another Saint Too Canaan student. "I want to major in hotel management and enter the hotel industry after graduation."

At Nilorn East Asia Limited, a Swedish branding and design firm, students from Heep Yunn School visited the warehouse and production line as well as the company's offices.

Such site visits can address misconceptions about certain types of work, as the students noted in their report: "We had always imagined a warehouse to be messy and dirty. However, it turned out to be an extremely tidy and organized place, with the boxes numbered systematically and placed on shelves neatly."

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Lee, one of the students, said she hopes to become a designer so particularly appreciated the behind-the-scenes access. “It helped me understand the importance of market needs in the design process, so that both the menswear and womenswear have their own styles and characteristics.”

Carmen So, teacher at Heep Yunn School, said that the BSP scheme helps students uncover where their strengths lie and refine their future plans.

“Through joining the activities organized by the companies, students can discover their interests and talents, and make the right choice when applying for universities or even jobs in the future.”

At Nilorn, the students did some work packing products in the factory. This was an eye-opener for the students, who reported that although they enjoyed the experience, they also found it very tiring. Providing students with such insights into the realities of work can be just as helpful as firing them up with ambition.

They were also tasked with designing a set of products, including care labels, packaging and buttons, as So explained.

“Students had the chance to put theory into practice by using their creativity in an authentic setting,” she

said. “They enjoyed the process and have learnt a lot from the constructive feedback from the company.”

Often the young participants are surprised about what they see. During a factory visit to Toppan Forms, for example, the students were particularly interested in the strict security measures implemented in the manufacturing plant.

“They were interested in the machinery and equipment, and the automated technology concept behind it,” said Stemon Ching, Senior HR Assistant at Toppan Forms. “The students said it was a unique experience which gave them a different view and understanding of the manufacturing industry.”

Sometimes, the key takeaway from the programme is not personal career development or specific industry insights. One student, Yung, was fascinated to learn about the Corporate Social Responsibility (CSR) programme at Nilorn.

“I had learnt about CSR from textbooks, but it was not until I listened to the staff that I really understood what it means,” she said. Noting that CSR is a key part of Nilorn’s operating philosophy, she said she ultimately hopes to work at a company which values CSR when she graduates. 🌸

Closing Ceremony and Career Sharing

At the Closing Ceremony for the 2017-2018 Business School Partnership Programme, Chamber CEO Shirley Yuen presented certificates to the students who had delivered the most outstanding activity reports. A group of students helped the Chamber’s staff to organize the ceremony, and also acted as MCs. The event also included a Career Sharing session, with representatives from the Young Executives Club talking to the students about their jobs and industries.



人是香港當前面對的一大挑戰。從初級員工到高級行政人員，各行各業的公司都正苦苦尋找人手來填補職位空缺。

企業要促進招聘策略的方法之一，是參加總商會的「商校交流計劃」。自2001年起，我們的會員已向本地中學敞開了大門，為下一代的職場新力軍介紹公司業務。

我們並不是建議會員嘗試走入校園，直接爭聘學生。然而，增加年輕人對貴公司、品牌和行業的認識，是更廣泛網羅人才的途徑之一。與此同時，理解年輕一代的期望轉變，可為企業帶來優勢，有助他們吸引最頂尖的新一代精英。

專門製造銀行卡和會員卡的凸版資訊（香港）有限公司董事——人力資源及行政部鄭麗莉指出，加入商校交流計劃的原因是公司與總商會的目標一致，就是協助學生認識商業世界。不過，他又指計劃能引起潛在僱員的興趣，促使他們日後參加公司的學徒、畢業生和見習生培訓計劃。

「商校交流計劃絕對是企業吸納新血和人才的其中一個渠道，讓我們協助他們在事業的發展踏出第一步。」

酒店業的員工流失率普遍偏高，面對愈來愈少年輕人選擇入行，業界所受的影響尤其嚴重。隆堡集團常務董事麥基榮表示，參加總商會這個計劃是公司擴大招聘人手的方法之一。

他說：「商校交流計劃無疑是發掘人才的另一來源。」

鼓勵青年人投身電力業和加深他們對工程業的認識，是中電的主要目標，而總商會的計劃正好能在這方面提供協助。

「商校交流計劃這類活動讓學校和企業有機會直接接觸，互相了解。」中華電力法律總顧問（香港）鍾王穎婷續道：「我們希望年輕一代可透過計劃及早為人生規劃作更好的準備，而中電亦可吸納年輕人才。」

為企業提供精闢的觀點

了解青年人的心態對企業招聘極有助益。凸版資訊發現青年人對人生和事業的期望正在轉變。

「近年，學生和年輕人最關心的並不是升職，而是人事關係和目標。」凸版資訊的鄭麗莉解釋：「除了攀上事業階梯，他們更重視與上司建立更開放、更深厚的關係，能夠聆聽他們的想法、給予意見和鼓勵。」



閉幕禮和職業分享

在「2017-2018年度商校交流計劃」的閉幕典禮上，總商會總裁袁莎妮向活動匯報表現最出色的學生頒授證書。部分學生協助總商會職員籌備典禮，並擔任典禮司儀。是次活動還包括職業分享環節，由卓青社的代表與學生分享他們的工作和行業。

總商會現正招募會員公司參與「2018-2019年度商校交流計劃」。如閣下有興趣參加或了解計劃詳情，請參閱本刊第61頁的廣告。



大型活動

多位學生有機會參與大型活動，包括行政長官林鄭月娥和財政司司長陳茂波的商界聯席午餐會，以及國際婦女節提倡性別平等的「他為她」運動。

The BSP Programme, certainly, is one of the channels which allows us to attract new blood and talent to start their career with us.

— Lillian Cheng, Director, HR and Admin
Toppan Forms

商校交流計劃絕對是企業吸納新血和人才的其中一個渠道，讓我們協助他們在事業的發展踏出第一步。

—— 凸版資訊 (香港) 有限公司
董事—— 人力資源及行政部 鄭麗莉

「他們的優先考慮似乎有所改變，對事業發展的期望未必是獲得金錢回報，更重要是提供更大的彈性、改善工作與生活平衡、職業多元化和流動性。」

隆堡的麥基榮亦察覺到在社交媒體、家庭和朋友的影響下，學生的價值觀已經轉變，他們日益重視工作與生活平衡。他補充，現實世界的工作經驗與學生的夢想和理想之間可能會有明顯的落差。商校交流計劃可助學生看清實況，從而調整期望。

中電發現，有興趣加盟該公司、投身電力行業的女同學有上升趨勢。

鍾玉穎婷說：「她們踴躍發問，就見習工程師計劃和相關的學歷要求提出了很多疑問，令我們印象深刻。中電熱烈歡迎這些年輕女性投入工程世界。」

學生投入工作

「商校交流計劃」為每間中學和公司進行配對，學生在學年內有機會參加職業講座、實地考察、工作坊及其他活動。對大多數學生來說，計劃讓他們初嘗職場體驗，讓他們了解工作實況、職業路向，甚至一些從未接觸過的行業。

因應學校與哪家公司夥拍，同學們或需戴上髮網或安全帽，考察工廠和工地，又或需設計產品，發揮個人創意。

計劃還讓他們有機會與員工和經理交談分享。對於年輕學生來說，了解日常工作既富啟發性，又可為他們打好基礎。

高主教書院凌麗嫻老師說，計劃不但讓學生接觸商業世界，還提高他們的溝通技巧，特別是讓他們有機會與高級行政人員會面。

她說：「部分學生有機會與總裁直接對談，這正好是活生生的實例，向同學們示範應如何做好規劃，為日後成為出色的商家努力。」

基督教中國佈道會聖道迦南書院歐萬紅老師表示，學生參加計劃後，更能為未來訂立明確的道路，還深入了解到特定行業所需的條件。

她說：「通過不同的活動，同學們向行內人士學習，例如他們入行的原因，以及行業所需的知識和態度。」

聖道迦南書院的學生獲安排參觀隆堡集團。學生參觀酒店期間，得知前台平靜暢順的運作背後原來涉及複雜的企業架構，無不大表驚訝。

他們尤其喜歡與酒店總經理馮炳儉會面，聽他分享投身酒店業前所經歷的幾番挫折。



參加計劃的王同學表示，聽罷總經理細說其職業生涯中的波折，她領悟到酒店業「以人為先」的原則。她又說：「待人接物的方式至關重要。」

隆堡集團常務董事麥基榮指出，計劃向學生展示行業的運作方式。他說：「這還讓年輕人了解自己的性格和個性，從而得知酒店業是否適合自己。」

部分學生指出，這種體驗直接影響了他們的職業規劃。聖道迦南書院的陳同學表示：「我熱心助人，打算主修酒店管理，畢業後投身酒店業。」

協恩中學的學生則到訪瑞典品牌設計公司Nilorn East Asia，參觀了公司的倉庫、生產線和辦公室。

這些實地考察有助消除學生對某些工種的誤解。正如同學們匯報時指出：「我們一直以為倉庫總是髒亂不堪。不過，事實證明倉庫也可以是一個極為整潔、有條不紊的地方，所有貨箱都有系統地編上號碼，並整齊地排放在貨架上。」

其中一位學生李同學表示，她希望成為設計師，因此特別欣賞計劃安排學生一睹企業的幕後運作。「這有助我明白洞

悉市場需要在設計過程中的重要性，令男女裝的設計各具風格和特色。」

協恩中學的蘇老師說，計劃有助學生發掘個人長處，從而調整他們的未來規劃。

她說：「藉著參加公司舉辦的活動，學生可從中發掘自己的興趣和才能，並在日後報讀大學甚至求職時，能夠作出正確的選擇。」

在Nilorn的廠房，學生學習包裝產品，讓他們大開眼界。同學們在匯報中坦言，雖然他們很享受是次的工作體驗，但同時也感到疲累不已。為學生揭開職場的真實一面，如同激發他們的雄心壯志一樣，都可令同學們獲益。

蘇老師解釋，同學們亦要設計一系列產品，包括護理標籤、包裝和鈕釦。

「學生有機會在真實環境中發揮創意，把理論付諸實踐。」她又稱：「他們樂在其中，而公司給予的實用反饋，亦讓他們獲益良多。」

年輕的參加者往往會對周遭的所見所聞感到驚訝。例如，參觀凸版資訊的廠房期間，學生對製造廠實施的嚴格安全措施尤感興趣。

凸版資訊高級人力資源助理程景暘說：「學生對機器和設備及其背後的自動化技術概念深表興趣。他們認為這是一次獨特的體驗，讓他們對製造業產生了不同的看法和理解。」

有時，計劃的主要得著並不在於個人的職業發展或對特定行業的見解。翁同學考察Nilorn期間，了解到該公司的企業社會責任計劃，並對此深表欣賞。

她說：「我在教科書認識到企業社會責任，但直到聽畢該公司的職員作出講解後，才真正明白箇中的含意。」她指出，企業社會責任是Nilorn經營理念的重要一環，她希望畢業後能加入一家重視企業社會責任的公司。✿





Wilson Chong is the Chamber's Senior Economist.
He can be reached at wilson@chamber.org.hk
總商會高級經濟師莊仕杰，電郵：wilson@chamber.org.hk



Not much to smile about as
restrictive measures increase and
U.S.-Mainland tensions escalate
貿易限制增加及中美緊張關係升溫陰霾下，
前景未見樂觀

Back in February 2016, when the Trans-Pacific Partnership (TPP) was signed by 12 nations including the United States, Japan, Canada and Australia, few would have seriously doubted the future of globalisation and the U.S.'s determination to safeguard the rule-based order that it helped to build after World War II. The deal, covering roughly 40% of the world's economic output, was hailed as the "21st century trade agreement."

Fast forward to the present day, the U.S. has pulled out of the TPP, and the remaining 11 nations have signed a revised pact, the Comprehensive and Progressive Agreement for Trans-Pacific Partnership. However, in the absence of the U.S., the new deal only covers around 13% of the world's economy.

Protectionist sentiment has been rising across the globe and we have seen a growing scepticism towards multilateral trade arrangements. World cooperation is no longer the only option on the table: the G7 summit in June ended with U.S. President Donald Trump retracting his endorsement of the joint statement.

Also, according to the latest biannual report from the World Trade Organisation (WTO) on G20 trade measures, a total of 39 new trade-restrictive measures – including tariff increases, stricter customs procedures, and imposition of taxes and export duties – were applied by G20 economies from mid-October 2017 to mid-May 2018. This is equivalent to an average of almost six restrictive measures per month, doubling that recorded during the previous review period (*Figure 1*).

Although G20 economies did also implement 47 measures aimed at facilitating trade during the review period, this was only marginally higher than the number of measures recorded in the previous period. This is hardly encouraging at a time when the trade relationship between Mainland China and the U.S. has been worsening. Last month, Trump ordered his Trade Representative to begin the process of imposing 10% tariffs on an additional US\$200 billion of Chinese imports. The tariffs may take effect from September, following a public consultation process.

In fact, global merchandise trade volume growth, at 4.7% last year, rose from 1.8% in 2016 and was the strongest since 2011. However, growth momentum in global trade is set to wane if the Sino-U.S. trade tensions continue to escalate. The increased use of trade-restrictive measures by the G20, which accounts for more than 80% of global economic output and 75% of global trade, would drive up costs of cross-border trade and thereby reduce global trade flows.

While economists might not agree on the direction of causation between trade growth and GDP growth, there is at least a consensus that there is a strong positive correlation between them.

The growth of world merchandise trade volume has been around 1.5 times faster than the world real GDP growth since 1981, when the relevant trade data first became available from the WTO (*Figure 2*). The ratio of trade growth to GDP growth, also known as the elasticity of trade to GDP, rose above 2.0 in the 1990s but fell

Trade Growth Momentum Set to Wane

貿易增長勢頭放緩



to 1.1 in the seven years from 2011 to 2017 (Figure 3). Simply speaking, global trade has slowed compared to GDP growth over the past two to three decades, and this slowdown is partially due to structural factors.

The spike in elasticity during the 1990s was accompanied by the proliferation of global value chains. Thanks to lower production costs in developing countries, there was an increasing fragmentation of production internationally, leading to more trade flows. The accession of Mainland China to the WTO in 2001 accelerated the process.

The elasticity then declined as this fragmentation process has matured and production costs in some major developing countries are no longer as low as before. Meanwhile, a deceleration in the speed of trade openness and Mainland China's reduced dependence on imported parts for production are also likely to be contributors to the lower elasticity of trade to GDP growth.

The Hong Kong economy is highly open and externally oriented. Last year, the value of Hong Kong's total merchandise trade reached HK\$8.2 trillion, or around 309% of GDP. The trading and logistics sector is one of the four pillar industries of Hong Kong, accounting for nearly one-fifth of total employment in the city.

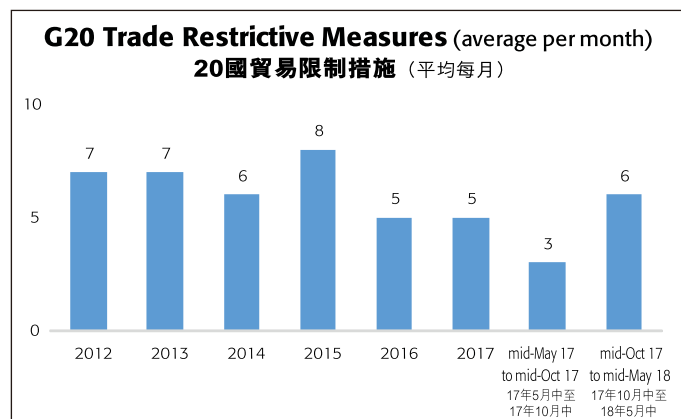
We therefore have every reason to worry about the development of the trade war, and as the first shot has already been fired, more rounds are expected to come. A study by the OECD in 2016 estimated that if the U.S., Europe and Mainland China were to impose a 10% tariff

against all partners on all goods, world GDP and world trade would be reduced by 1.4% and 6% respectively.

Although the negative impacts are likely to be absorbed over several years, a less open global trade environment and uncertainty about trade policies could have long-lasting effects on business confidence and investment. Hong Kong should tap into new markets such as those in Southeast Asia and along the Belt and Road.

In the meantime, perhaps it has now become more pertinent than ever for the city to explore more new growth engines beyond the traditional pillars, in the face of the double whammy of trade war and structural slowdown of global trade growth. ❀

Figure 1 圖一



Source: WTO
資料來源：世貿

2016年2月，美國、日本、加拿大和澳洲等12國簽訂《跨太平洋夥伴協定》，當時很少人會質疑全球化的發展前景，以及美國捍衛第二次世界大戰後其有份建立的規則秩序的決心。協定覆蓋全球約40%的經濟產量，被譽為「21世紀貿易協定」。

如今，美國已退出協定，餘下的11個締約國亦已簽署了一份修訂版本——《跨太平洋夥伴全面進步協定》。不過，缺少了美國的參與，新協定僅涵蓋全球約13%的經濟產量。

保護主義情緒在全球不斷升溫，我們眼見世界各地對多邊貿易安排疑慮日增。環球合作不再是唯一的選擇：6月舉行的七國集團峰會以美國總統特朗普撤回支持七國集團的聯合公報告終。



A less open global trade environment and uncertainty about trade policies could have long-lasting effects on business confidence and investment.

球貿易環境的開放度減少及貿易政策的不確定性，或會對營商信心和投資帶來持久的影響。



再者，根據世界貿易組織（世貿）最新發表的20國集團貿易措施半年期報告，在2017年10月中至2018年5月中期間，20國集團經濟體新增了合共39項貿易限制措施，包括增加關稅、收緊海關程序、徵收稅項和出口稅等，相當於平均每月就有近六項新規定，比對上一次報告同期增加了一倍（圖一）。

雖然20國集團經濟體在期間也實施了47項貿易促進措施，但這僅略高於上一期錄得的措施數量。在中國內地與美國之間的

貿易關係惡化之際，這種情況實在難以令人鼓舞。上月，特朗普命令其貿易代表對額外2,000億美元的中國進口產品徵收10%的關稅開展程序。在公眾諮詢結束後，關稅或於9月起生效。

事實上，去年全球商品貿易量增長率從2016年的1.8%上升至4.7%，為2011年以來最強。然而，倘若中美貿易的緊張局勢繼續升級，全球貿易的增長勢頭將會減弱。佔全球經濟產量達80%以上和全球貿易75%的20國集團擴大貿易限制措施，將推高跨境貿易成本，進而減少全球貿易流量。

縱然經濟學家未必對貿易增長與GDP增長之間的因果關係有一致看法，但至少共有共識，認同兩者之間有明顯的正向關係。

根據世貿可供查閱的相關貿易數據，全球商品貿易量自1981年起的增速約為全球實質GDP增速的1.5倍（圖二）。貿易增長與GDP增長的比率（又稱貿易對GDP的彈性）曾於1990年代升至2.0以上，但其後於2011年至2017年的七年間跌至1.1（圖三）。簡而言之，與過去二、三十年的GDP增長相比，全球貿易已呈放緩，而導致這個趨勢的部分原因源於結構性因素。

1990年代全球價值鏈不斷擴張，伴隨而來的是上述彈性急升。由於發展中國家的生產成本較低，國際生產流程因此而日益分散，帶動貿易流增加。中國內地於2001年加入世貿，也加快了有關進程。

隨著這種分散過程漸趨成熟，加上部分主要發展中國家的生產成本不如以往般低廉，彈性也因此而有所下降。與此同時，貿易開放減速及中國內地減少依賴進口生產零件，也可能導致貿易對GDP增長的彈性減少。

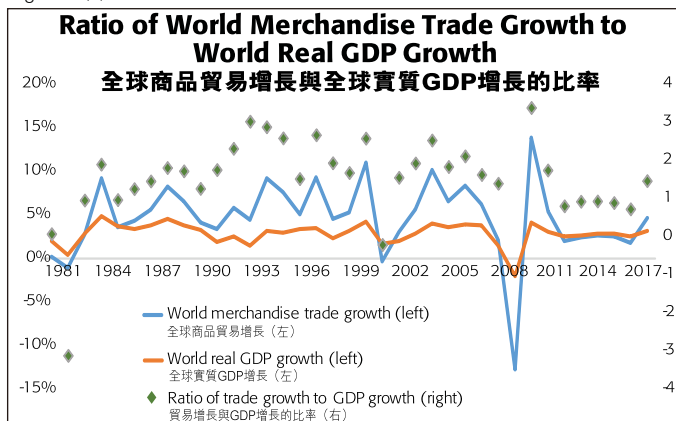
香港是高度開放的外向型經濟體。去年，香港商品貿易總值達8.2萬億港元，相當於GDP的309%。貿易和物流業是本港四大支柱產業之一，佔本地總就業人口近五分之一。

因此，我們絕對有理由對貿易戰的發展感到憂心。隨著戰爭展開，預計交鋒陸續有來。經合組織於2016年進行的一項研究估計，如果美國、歐洲和中國內地對所有貿易夥伴的商品一律徵收10%的關稅，全球GDP和全球貿易將分別減少1.4%和6%。

儘管這些負面影響很可能會在幾年內被消化，但全球貿易環境的開放度減少及貿易政策的不確定性，或會對營商信心和投資帶來持久的影響。有見及此，香港應拓展東南亞和「一帶一路」沿線國家等新市場。

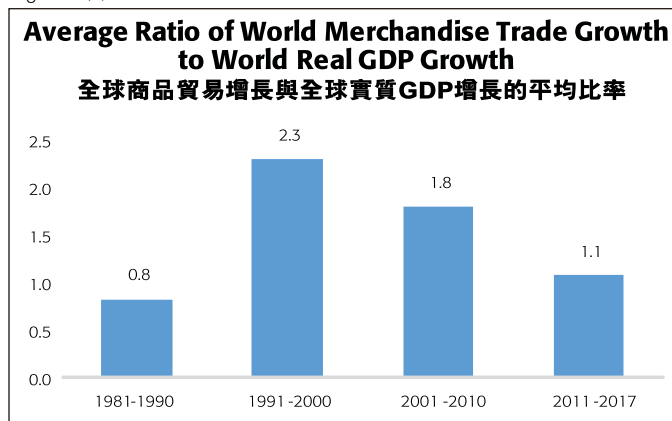
與此同時，面對貿易戰和全球貿易增長結構性放緩的雙重打擊，發掘傳統支柱產業以外更多新增長點，將較以往更具迫切性。✿

Figure 2 圖二



Source: WTO, IMF
資料來源：世貿、國際貨幣基金組織

Figure 3 圖三



Source: WTO, IMF
資料來源：世貿、國際貨幣基金組織



Growing from Strength to Strength

Project WeCan Scales New Milestone with Wide Community Support

Project WeCan, a Business-in-Community initiative, is an open platform to ally with capable parties of different sectors to provide additional resources, care and opportunities to secondary school students who are disadvantaged in learning. It is an unprecedented "school adoption" model to foster cross-sector collaboration.

Project WeCan is reaching a new milestone in 2018/19 school term with wide community support. Starting from this September, there will be a total of 76 schools under Project WeCan, seven times that of 2011 when the Project was first launched.

Through diversified programmes, Project WeCan strives to cultivate students' character, develop their common sense, enhance their communication skills and basic competence, foster their creativity, and to broaden their exposure.



76 Schools



66,000+ Students



68 Supporting companies and organisations



1,900+ Volunteers and friends

Joint-school Programmes

- WeCan Scholarship
- Job Tasting Programme
- Career Exploration Day
- Young Innovators Bazaar
- English WeCan
- Company Visits
- Teachers' Development Days

Corporate Partners : AIA International Limited · Antonio & Clayton CPA Limited · BlackRock Asset Management North Asia Limited · Blackstone Charitable Foundation · Bluebell Hong Kong Limited · BNP Paribas · Coach Hong Kong Limited · Café de Coral Holdings Limited · CBRE · Centaline Property Agency Limited · Clarity Medical Group · Cushman & Wakefield · CW CPA · DBS Bank · DFS Group Ltd · DHL International Ltd · Elegant Watch and Jewellery · Emperor Watch & Jewellery · Grosvenor Limited · Harbour City · Harriman Property Management Limited · i-CABLE · I.T Limited · KPMG · Lane Crawford · Lark International Group Limited · Lufthansa Group Hong Kong · LWK & Partners (HK) Limited · Marco Polo Hotels · Midland Holdings Limited · Modern Terminals Limited · Pacific Club · Parfums Christian Dior Hong Kong Limited · Plaza Hollywood · Prince Jewellery & Watch Company · Nan Fung Group · Savills (Hong Kong) Limited · Stephenson Harwood · Standard Chartered Hong Kong 150th Anniversary Community Foundation · Television Broadcasts Limited · The Caravel Foundation Limited · Times Square · Wang On Properties Limited / Wai Yuen Tong Medicine Holdings Limited · Wharf Limited · Wheelock & Company Limited · Wheelock Properties · WTT HK Limited · Yue Hwa Chinese Products Emporium Limited

Consulate Partners : Consulate General of France in Hong Kong & Macau · Consulate General of Switzerland in Hong Kong · Consulate General of the Federal Republic of Germany Hong Kong · Consulate-General of the Republic of Singapore in Hong Kong · Consulate General of the United States Hong Kong & Macau

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Professional and Other Partners : alumni UBC Hong Kong · Cyberport Startup Alumni Association · European Union Office to Hong Kong and Macao · Hong Kong Electrical Contractors' Association · Hong Kong International Aviation Academy · Hong Kong Retired Civil Servants Association · Lions Club of Hong Kong Centennial Passion · Oxford Business Alumni (Hong Kong Chapter) · Queen Mary Hospital · The Taxation Institute of Hong Kong

Designs For an Iconic Harbourfront

標誌性的海濱設計

The Chamber has presented its views to the Government on the proposed development of Site 3 at Central Harbourfront. Below is an edited version of our submission

總商會已就中環海濱第三號用地的建議發展，向政府提呈意見。以下建議書經過編輯整理

The development of Site 3 at Central Harbourfront is critical to the future of Hong Kong in many ways, especially given that it is essentially the last piece of prime harbourfront that is available for development.

The Chamber strongly believes that the highest price offered should not be the main factor in determining the design or selecting the winning bid for the project. A holistic and sustainable design approach that caters for

■ **A place to relax.** The site should offer a place where Hong Kong citizens and visitors can enjoy an attractive and extensive green space, with a mix of business and community facilities, away from traffic and noise. Hong Kong can be a noisy and crowded city. Taking advantage of this opportunity in the right way by creating the right design environment will have a positive impact on our citizens' quality of life.

■ **Functionality.** Practical issues, such as ease of access to the Central ferry piers, also need to be considered.

Creating a more liveable and walkable city was expressed as a priority in the Chief Executive's Policy Address. The development of Site 3 according to these three criteria would be a major step in this direction, and would also be a lasting legacy for this Administration.

We note that HKGCC's views on the Site 3 development are shared by other business associations including the international chambers – in other words, by a large proportion of Hong Kong's business community. We believe that the general public also shares the same views, and suggest updating the 2011 government-commissioned study on creating a world-class waterfront by consulting the public again on its expectations for this iconic site.

It is crucial that the successful tenderer should be held to the most rigorous standards in designing and then delivering the project, given its critical importance to the future of Hong Kong.

Consideration could be given to the “two-envelope” approach for the tendering process. Under this process, bids submitted would first need to meet the required standard of conceptual design. Only then would the envelopes containing financial proposals be considered.

There could be other options that would deliver a similar outcome. Regardless of what these are, it is of paramount importance that emphasis be given to the design aspects that satisfy the three key criteria to create a visually stunning and functional green space for Hong Kong. 🌸



Creating a more liveable and walkable city was expressed as a priority in the Chief Executive's Policy Address.

創造一個更宜居、更適宜步行的城市，是行政長官在《施政報告》中提出的優先要務。



the long-term needs of Hong Kong and of its citizens should be the governing factor. That design should in turn be determined according to three main criteria:

■ **Visual impact.** The Central Harbourfront is a key part of Hong Kong's iconic skyline, and the design will have a lasting imprint on how the city is perceived internationally. The tourism industry is vital to Hong Kong, and the development of this site will have the potential to maximise its appeal to tourists, and enhance its reputation internationally for being a progressive and forward-looking city.



從多方面看，中環海濱第三號用地的發展都對香港的未來至關重要，尤其是該地是最後一幅可供發展的優質海濱用地。

總商會堅決認為，在決定項目設計或選擇中標者時，出價最高不應成為主要因素。一個全面而又可持續的設計方案，能夠滿足香港和市民的長遠需要，才應該是決定性的因素。事實上，海濱設計應按三大準則而定：

- **景觀影響** 中環海濱是香港的重要地標之一，其設計會對這個城市的國際形象帶來持久的影響。旅遊業對香港至為重要，而這幅用地的發展可讓我們的旅遊吸引力得以充分發揮，並提升本港作為一個先進、具前瞻性的城市之國際聲譽。
- **休閒勝地** 該用地應為香港市民和遊客提供一個放鬆的地方，讓他們遠離繁囂，享用既寬敞又富吸引力的綠化空間，同時引入一些商業和社區設施。香港是喧鬧、擠迫的都市。藉著打造合適的設計環境，適當地利用這個機會，將可對市民的生活質素產生正面的影響。

- **實用功能** 實際的問題如方便暢達的中環渡輪碼頭，也是考慮因素。

創造一個更宜居、更適宜步行的城市，是行政長官在《施政報告》中提出的優先要務。根據上述三大準則發展第三號用地，是朝著這個方向邁出的重要一步，亦是今屆政府留下來的持久遺產。

我們留意到，總商會對發展第三號用地的看法獲得其他商業組織包括國際商會的認同，換言之得到本港大多數的商企支持。我們相信，市民大眾亦有一致的想法，因此建議就公眾對這幅標誌性用地的期望再次展開諮詢，以更新政府於2011年就創造世界級海濱所進行的研究。

重要的是，鑒於這個項目對香港的未來舉足輕重，成功的中標者應在項目設計和實施方面遵守最嚴格的標準。

政府可考慮採用兩層考慮投標方式。在這個過程中，提交的標書須符合概念設計的所需標準，其財務建議才會獲得考慮。

其他方案也可達到類似的結果。無論如何，要為香港建設優美而實用的綠色空間，關鍵是把重點放在項目設計方面，而且必須符合三大準則。✿

Protecting your Business with 合規方案

Hong Kong companies can take steps to help them avoid falling foul of increasing regulatory risks

In recent years, there has been a substantial growth in the regulation of businesses in Hong Kong. For example, in April 2013, the Personal Data (Privacy) Ordinance was amended to make it a criminal offence for a business to disclose an individual's personal data to a third party without consent.

A few months later, significant amendments to the Trade Descriptions Ordinance took effect, creating six new criminal offences: false descriptions of services, misleading omissions, aggressive commercial practices, bait advertising, bait-and-switch tactics, and wrongfully accepting payment. In December 2015, the Competition Ordinance came into full effect, and the first case is now in progress before the Competition Tribunal.

All of these developments have substantially increased the risks for Hong Kong businesses. This is not only the risk of high penalties, imprisonment of individuals responsible and disqualification of directors from management roles. Any finding of a violation of these rules is published, which can make headline news, damage the company's reputation and, in the case of listed companies, even affect the share price.

So what can companies do to protect themselves against these risks? The very least they can do is to put in place and maintain a proper compliance programme.

Benefits of a Compliance Programme

There are essentially two benefits of a compliance programme:

- Avoiding, or at least minimising, the risk of the company breaching the rules and potentially incurring serious consequences.
- If a breach does occur, for example due to an individual employee not complying with the company's internal guidelines, the existence of a proper compliance programme can minimise the penalties that the regulator would otherwise impose. Put another way, when it comes to imposing penalties, the absence of a proper compliance programme may be regarded as an aggravating factor in assessing the amount of the penalty.



What does a proper Compliance Programme entail?

Although the precise components may vary from business to business, there is a consensus among regulators that a proper compliance programme is expected to comprise the following five components:

- A “top-down” message from the Chair or CEO, emphasising the importance the company attaches to compliance.
- A compliance audit, assessing areas of compliance risk in the company, and recommending steps to address those risks.
- Training of all relevant management and staff, to ensure that they understand the rules.
- A manual or handbook providing simple guidance on compliance.
- A clear system for escalating potential compliance issues where a staff member is unsure whether proposed conduct complies with the rules.

a Compliance Programme

保障業務

港企可採取措施，免墮規管風險法網



“Top-down” message

It is extremely important that employees receive a message from senior management emphasising the importance of compliance to the company. This is often called “the tone from the top” and ideally should come from the Chairman or Chief Executive. An effective way of communicating this message on an ongoing basis would be to place it in a prominent position on the company’s intranet site, and to repeat it at appropriate intervals in direct communications to management and staff.

Compliance Audit

To mitigate the risks of non-compliance, it is essential to conduct an audit of the company’s existing contracts with third parties and commercial practices to identify potential compliance problems, and to take appropriate steps to reduce the risks. This could be done either by an in-house legal team or external lawyers, and will usu-

ally include interviews with relevant management and staff. The outcome should be an implementation plan that identifies the risks and the steps that will be taken to reduce them, in order of priority.

Training

Regulation can be complex and difficult for non-specialists to understand, so it is essential that both management and staff are trained, so that they can understand the rules – or at least spot “red flags” where they need to seek advice – before going ahead with a particular course of action. Training should be refreshed on a regular basis, and particular attention should be given to ensuring that newly joined staff receive training. Some law firms and other organisations provide online training modules, which can be a convenient way of ensuring that all staff members have received appropriate training.

There have been cases in Hong Kong where regulators have asked companies to provide evidence of whether an employee, who may have caused the company to breach the law, received appropriate training. If no training was given, this could be a factor in assessing the level of any penalty on the company.

Guidance on Compliance

It is useful for management and staff to have on hand a manual – either online or in hard copy – containing simple guidance, so that they do not have to consult others for answers to relatively straightforward questions and to reinforce the training that they have received.

Channel for Escalation

There must be a clear line of communication for escalating compliance issues. For example, if one of the commercial managers is unsure whether a contract that he or she is negotiating will comply with the law, they must know whom to contact for advice.

It may be prudent for a system of compulsory sign-offs to be obtained from the legal department before a contract is signed with a third party or any new marketing initiative is introduced. Some companies go a step further and encourage staff to report incidents of suspected non-compliance on a confidential basis, but this very much depends on the company’s own culture. ❀

近年，香港的商業規管日益增加。例如，《個人資料（私隱）條例》於2013年4月作出修訂，商業機構在未經同意的情况下向第三方透露客戶個人資料，即屬違法。

數月後，《商品說明條例》的若干重大修訂正式生效，新增六項刑事罪行：虛假商品說明、誤導性遺漏、具威嚇性的營業行為、餌誘式廣告宣傳、先誘後轉售行為，以及不當地接受付款。2015年12月，《競爭條例》亦全面實施，首宗個案現正由競爭事務審裁處審理。

以上的規管趨勢大大增加了香港的營商風險。當中的風險不止於罰款重、負責人入獄和董事資格被取消。任何商企被發現違規，很可能會見報，損害公司聲譽；若商企為上市公司，更可能會影響股價。

有見及此，商企可如何保護自己，避免風險呢？至少他們可制訂和實施妥善的合規方案。

合規方案的好處

合規方案有兩大好處：

- 避免或至少盡量減少公司違規和構成嚴重後果的風險。
- 萬一公司違規，例如個別員工違反公司內部指引，妥善的合規

方案能把規管者處以的懲罰減至最少。換句話說，在施加罰則方面，沒有實施妥善的合規方案將被視為加重罰款金額的評估因素。

何謂妥善的合規方案？

縱然企業的合規方案各有不同，惟規管者之間亦已有共識，就是妥善的合規方案應包括以下五點：

- 公司主席或總裁等最高決策人「由上而下」發放訊息，強調企業遵法守規的重要性。
- 進行合規審核，評估公司面臨的合規風險，並提出應對措施。
- 培訓管理層和員工，確保相關人士了解規則。
- 編制指南或手冊，簡明列出合規指引。
- 為潛在的合規問題制訂清晰的匯報制度，處理員工對行為建議是否符合規定的疑惑。

「由上而下」發放訊息

高級管理層向僱員發放訊息，強調企業合規的重要性，這一點十分重要。這個情況又稱為「上級命令」，發號司令者以公司主席或總裁最為理想。要持續、有效地傳達這個訊息，其中一個方法是將之張貼在公司內聯網的當眼位置，並適時向相關員工作出反覆提點。

合規審核

為減低違規的風險，公司必須審核與第三方簽訂的現有合約和商業慣例，辨識潛在的合規問題，並採取合適的措施減少風險。審核工作可由公司內部的法律團隊或外聘律師進行，過程通常包括會見相關的管理層和員工，最後制訂實施方案，闡明公司面臨的規管風險，以及按優次列舉將會採取的措施。

培訓

商業規管對非專業人士來說複雜難懂，因此培訓管理人員和員工至關重要，藉此讓他們理解規例，或至少發現「危機」時主動尋求意見，再作出相應行動。培訓內容應定期更新，公司亦要確保所有新入職員工均需接受培訓。一些法律事務所和機構亦提供網上教學這種方便的渠道，協助確保所有員工已接受適當的培訓。

香港已有規管者向企業索取培訓證明的先例，要求公司提供該名有可能導致公司違規的員工曾接受適當培訓的證據。假如公司沒有為僱員提供培訓，這一點或會成為判刑的考慮因素。

合規指引

合規手冊——無論是網上版抑或印刷本——對管理層和員工都是有用的參考。手冊簡明列出合規的指引，讓員工無需尋求諮詢，也可自行解決一般疑難，還可加深他們對培訓內容的印象。

匯報渠道

企業必須制訂清晰的匯報架構，以便就合規問題進行溝通。比如說，假如商務經理不確定正在洽談的合約是否符合法律規定，他們必須知道應聯絡誰來尋求意見。

任何與第三方簽訂的合約，或即將實施的新營銷策略，一概必先經由法律部門簽署及認可，也是審慎的做法。有些公司甚至更進一步，鼓勵員工以保密的方式舉報懷疑違規行為，惟這個做法視乎公司文化而定。✿



工傷呈報你要知!

Employer should report work injury!

《僱員補償條例》規定如工傷意外導致僱員喪失工作能力，僱主必須於14天內向勞工處呈報（死亡個案則須於7天內呈報）。

The Employees' Compensation Ordinance stipulates that if a work injury results in incapacity of the employee, the employer should report the work injury to the Labour Department within 14 days (or 7 days for fatal cases).

僱主如沒有合理原因而逾期或未有向勞工處處長呈報僱員工傷事件，或提供虛假或具誤導性的資料，即屬違例，最高可被判罰款五萬元。 Any employer who, without reasonable excuse, fails to give notice of an accident or makes or furnishes any false or misleading statement to the Commissioner for Labour commits an offence and is liable to a maximum fine of \$50,000.

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Smart mobility is a key part of smart city development. And for smart mobility to be successfully realised, it is crucial that the necessary smart infrastructure is in place to support the flow of big data related to transport, logistics and the movement of people.

Last year, the Hong Kong Government released its “Smart City Blueprint” and proposed a list of smart mobility measures to ease traffic congestion. For the development of smart mobility, where should we start with Hong Kong’s smart infrastructure?

Creating an Internet of Vehicles

As an advanced information and communication hub with a mature IT infrastructure, Hong Kong’s 4G network coverage exceeds 90% and is ranked fourth in the world. However, the city’s public data is too fragmented, making the collection of real-time traffic infor-

Precise repair for smart street lamps

There are more than 140,000 street lamps in Hong Kong’s 2,000-kilometre road network. Currently, they are turned on or off automatically with light sensors. As for checking street lamp failures, this relies on visual inspection by patrolling staff.

After being upgraded, the new smart street lamps can transfer real-time current and voltage data through the wireless network for remote monitoring of the lamps’ operation. The operators will then be able to turn the street lamps on and off using mobile devices, notify engineering personnel to promptly repair any faulty lamps, shorten their downtime and ensure better road safety.

For example, a typhoon may damage many street lamps. The system enables the engineer-

Smart Street Lamps Light the Way

Infrastructure such as lamps that collect data on traffic and the local environment can play a key role in developing smart mobility for cities

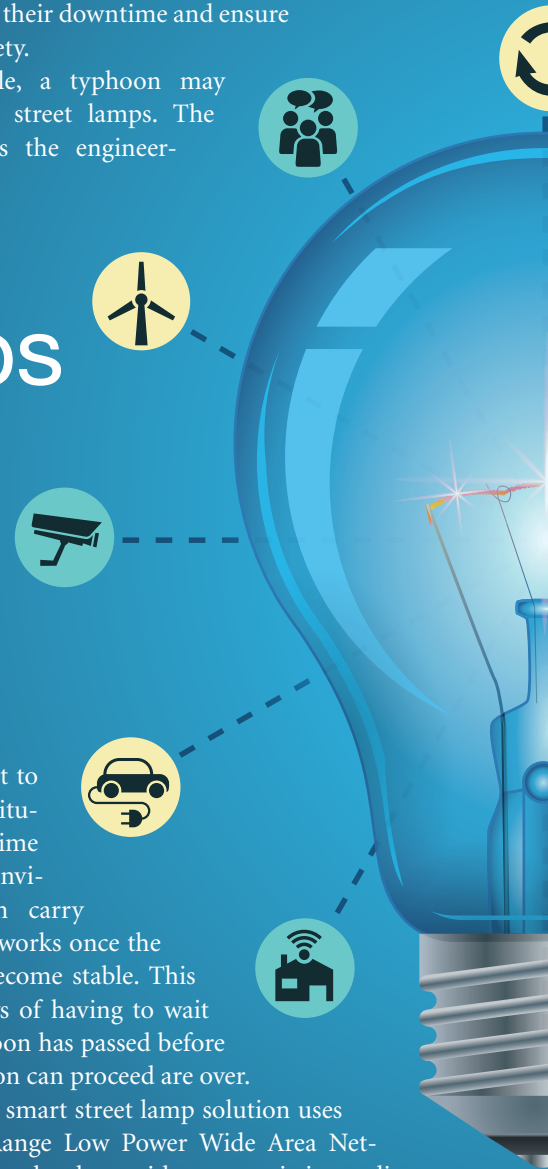
mation very difficult. Also, data collection efficiency is compromised when faulty sensors are not detected and repaired quickly. These two issues are the biggest barriers in promoting smart mobility.

Therefore, for the successful implementation of smart mobility, the first priority should be the creation of an Internet of Vehicles (IoV) to allow people, vehicles and roads to communicate with each other. Through the sharing of real-time traffic data, IoV will create synergy effects and enhance traffic efficiency and safety.

In addition to networks and sensors in the vehicles, smart infrastructure on the roads is also integral to the collection and transfer of IoV big data. One way to enable the collection of data from roads would be to upgrade traditional street lamps into smart ones. This could be an important starting point for smart city development.

ing department to monitor the situation in real-time from a safe environment, then carry out the repair works once the weather has become stable. This means the days of having to wait until the typhoon has passed before visual inspection can proceed are over.

The present smart street lamp solution uses LoRa (Long Range Low Power Wide Area Network) wireless technology with a transmission radius of around 10 to 15 kilometres. Its benefits include low power consumption and anti-interference features; however, the signals may be blocked by buildings. A new solution is now in place to solve this limitation, which



means that even in a densely populated city filled with high-rise buildings like Hong Kong, the signals can travel freely.

Lighting up the city with big data

Apart from making street lamp management smarter, the smart street lamp can also become a part of a city's smart infrastructure. By adding cameras and sensors to the lamp, real-time public data such as traffic flow, pedestrian flow, road environment and weather can be collected for sharing with government departments. It can also be transmitted to IoV, which can enhance road design and alleviate traffic congestion.

The data collected from the advanced version of smart street lamps has various applications. These

In Numbers 數據

Number of smart street lamps globally in 2017 2017年全球智能街燈數量	6.3 million 630萬支
Expected number of smart street lamps globally in 2026 2026年全球智能街燈預計數量	73 million 7,300萬支
Market size of smart street lamps in 2017 2017年智能街燈市場規模	US\$1 billion 10億美元
Expected market size of smart street lamps in 2022 2022年智能街燈預計市場規模	US\$10 billion 100億美元

智能街燈 照亮前路

收集交通和環境數據的基建（例如街燈）
是城市發展智慧出行的重要一環

Industry potential for rapid growth

Smart street lamps are one of the keys to smart city development and their growth is set to pick up pace. According to U.S. clean technology research company Navigant Research, the number of smart street lamps fitted around the world is expected to rise from 6.3 million in 2017 to 73 million by 2026. Another U.S. firm, Transparency Market Research, has forecast the market size of smart street lamps will expand from US\$1 billion in 2017 to US\$10 billion in 2022.

As more smart street lamps are being introduced in North America, Europe and the Asia Pacific, there will be enormous demand for advanced optical parts, communication equipment, lamp controllers, electronic sensors and software. If Hong Kong companies can seize on the opportunities early, they will be able to grab a share of this multi-billion dollar market. ✨

include road congestion monitoring, traffic signal system analysis, automatic issuance of illegal parking summons, air quality index and monitoring of roadside rubbish bin capacity. The increased amount of data used will require 5G mobile services, which are expected to be launched in Hong Kong in 2020 at the earliest. The introduction of 5G will offer a high-speed reliable transfer network for real-time data sharing, and facilitate the successful implementation of smart infrastructure.

Hong Kong Productivity Council has added wireless network to over 200 street lamps in San Po Kong and Kai Tak to significantly enhance their management.

香港生產力促進局於新蒲崗及啟德一帶，為200多支街燈加裝了無線網絡，大幅提升街燈管理的效率。

智慧出行是智慧城市發展的重要一環。要成功實現智慧出行，建設必要的智慧基建至關重要，以支援與交通、物流和人流相關的大數據流通。

香港特區政府去年發表了《香港智慧城市藍圖》，並提出多項智慧出行建議，期望解決交通擠塞的問題。因應智慧出行的發展，香港的智慧基建應從何入手？

建立車聯網

香港資訊發達，資訊科技基建成熟，4G網絡覆蓋率超過九成，全球排行第四。然而，城市內的公共數據過於分散零碎，難以收集實時交通資料；加上，當感應器故障而未能及時偵測和維修，影響了收集大數據的效率，成為推展智慧出行的兩大障礙。

要順利推展智慧出行，首要是建立「車聯網」，讓人、車、路之間能夠互相溝通，分享實時交通資訊，發揮協同效應，提高交通運輸效率和安全。

車聯網衍生大數據的收集和傳輸，除了依賴車上的網絡和感應器，道路上的智慧基建更是不可或缺。在道路上收集數據的方法之一，是把傳統街燈提升為智能街燈，這更可能是發展智慧城市的重要起點。

智能街燈 維修精準

全港的高速公路長達2,000公里，共設有超過14萬支街燈，目前主要靠光暗感應自動開關。至於街燈有否出現故障，只能靠巡查人員用肉眼判斷。

傳統街燈提升為智能街燈後，可經無線網絡傳送實時電流、電壓等數據，遙距監控路燈的運作。操作人員可利用手機開關街燈，一旦路燈發生故障，還可通知工程人員盡快維修，縮短故障時間，更能確保行車安全。

舉例說，颱風襲港可能導致大量街燈損毀，工程部門可在安全的環境下，通過系統即時監察街燈受損的情況，在天氣穩定

後及早維修，無須待颱風過後才出動檢視。

現有的智能街燈方案普遍採用LoRa這種低功耗、遠距離的無線傳輸技術，傳訊半徑範圍達10至15公里，具有耗電量較少、抗干擾的優點，但訊號卻可能被建築物阻隔。不過，現時已有方案突破這個限制，即使在香港般人口稠密、高樓林立的都市，訊號也暢通無阻。

大數據照亮城市

智能街燈除了令街燈管理更有「智慧」，只要再加裝攝影機和感應器，更可搖身一變成為城市的智慧基建，收集車流、人流、道路環境、天氣等實時的公共數據，並與政府部門共享及傳送到車聯網，有助優化道路設計，舒緩交通擠塞。

進階版智能街燈所收集的數據用途相當廣泛，包括道路擠塞監測、交通訊號系統分析、違例泊車自動票控、空氣污染指數、路邊垃圾桶容量監察等。由於所涉及的數據量更龐大，推行上需要配合5G流動服務，而有關服務預計最快2020年在香港推出，提供高速可靠的傳輸網絡，支援實時數據共享，並促進智慧基建順利推行。

行業迅速增長的潛力

智能街燈是智慧城市發展的重心之一，未來將乘勢飛快發展。根據美國清潔能源技術研究公司Navigant Research發表的研究報告，預計全球智能街燈的安裝數量將由2017年630萬支，增至2026年約7,300萬支。另一家美國公司Transparency Market Research預測，市場規模可望由2017年的10億美元，於2022年激增至100億美元。

預期北美、歐洲和亞太地區將會安裝更多智能街燈，屆時將需要大量先進光學零件、通訊設備、燈具控制器、電子感應器和軟件。香港企業如能洞悉先機，相信將可在這百億市場中分一杯羹。✿

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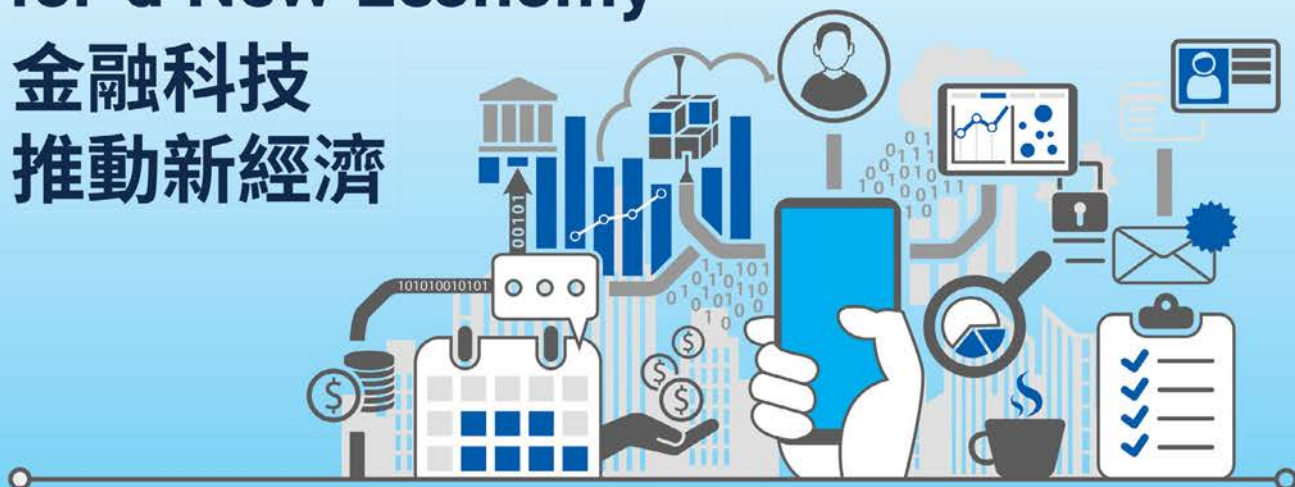
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Financial Technology for a New Economy

金融科技 推動新經濟



The digitalisation of the economy calls for a new kind of financial technology. From facilitating transactions with mobile payments and managing supply chains with blockchain, to creating new business models, value propositions, and customers with FinTech applications, financial innovation is the key. Just consider Alibaba and its business empire. It is one of the most prominent examples of how FinTech contributes to the success of a giant company. Any business that wants to take part in the new economy and to reap its rewards must heed the developments of FinTech to stay competitive and relevant.

Many FinTech and FinTech-related solutions are ripe for adoption. Blockchain is a good example. Different industries are now tapping blockchain to drive down costs and to achieve operational efficiency. For instance, the financial industry is investing in blockchain to record and verify transactions, automate processes, and reduce risks and fraud. The advertising industry is planning to use blockchain to track online ads; and the creative industry to track copyrights. Moreover, the World Economic Forum has estimated that, by 2027, 10% of global GDP will be stored on the blockchain.

Attaining cost and operational efficiency with blockchain

At Cyberport, where one of Asia's leading FinTech communities resides, more than 1,000 companies are working in key technology domains, developing FinTech, big data/AI, blockchain, and smart living and smart city solutions.

For example, Cyberport start-up, KYC-Chain, is using blockchain technology to help individuals manage their identities and facilitates organisations to manage their "Know Your Customer", or KYC, better.



Blockchain can help enterprises raise KYC efficiency.

Blockchain 可幫助企業提升KYC流程的效率。

金融科技對推動數碼經濟十分重要。金融創新涉足各個範疇，成為了企業的致勝關鍵，由透過流動支付進行交易、採用區塊鏈管理供應鏈，以至建立全新商業模式、創造價值與吸納客戶，可謂滴水不漏；阿里巴巴的商業王國便堪稱佼佼者，體現了一間企業如何借助金融科技踏上成功之路。想要把握新經濟機遇的企業，必需緊貼金融科技的發展趨勢，方能保持競爭力，在市場佔一席位。

眾多金融科技及相關的解決方案已發展成熟，漸被採用，而區塊鏈技術就是其中之一。各行各業開始使用區塊鏈降低成本，提升營運效益。以金融業為例，很多公司利用區塊鏈技術記錄和核實交易、自動化流程以及降低出錯與詐騙的風險。廣告及創意工業亦不敢怠慢；前者計劃利用區塊鏈追蹤網上廣告，而後者則運用這種新技術追蹤版權紀錄。此外，世界經濟論壇預計，到了2027年，區塊鏈將推動全球10%GDP。

區塊鏈提升成本及營運效益

數碼港的金融科技社群屬亞洲領先的金融科技大本營。園區內有超過1,000間公司，在主要科技領域中大顯身手，致力開發金融科技、大數據/人工智能、區塊鏈，以及智慧生活和智慧城市的解決方案。

數碼港初創企業KYC-Chain便是其中之一。該公司運用區塊鏈技術協助個人用戶管理身份，同時幫助機構更有效地管理「認識你的客戶」(KYC) 流程。

KYC-Chain最近更推出了開放原碼SelfKey生態系統；個人用戶可建立身份錢包，穩妥地保管自己的身份資料，並以安全的方式與值得信賴的機構分享這些數據。客戶可透過SelfKey簡便快捷地將身份資料提供予企業，從而找到合適的產品與服務。

在企業層面，KYC-Chain的軟件能夠融入公司現有的科技基建，讓客戶引導(customer onboarding) 程序更流暢，亦更安全地管理客戶的身份資料。舉例說，利用KYC-Chain的技術，同一間銀行的各個部門可準確地核實客戶身份，並省卻複製資料等工序。

Financial Technology for a New Economy 金融科技推動新經濟

KYC-Chain recently launched the open source SelfKey ecosystem where individuals can maintain an identity wallet to protect and securely share their verified ID information and documents with relying parties. SelfKey makes the KYC sign-up with service providers quick, painless and easy.

For corporations, KYC-Chain's software can be integrated into a corporation's existing infrastructure to allow easier customer onboarding and secure identity management of customer information. For example, different departments within a bank can securely and confidently verify the identity of the customer without having to duplicate the information or the efforts.

Digital payments drive new businesses

In addition to blockchain, other types of FinTech solutions are also making a significant economic impact. Mobile payments, such as Alipay and WeChat Pay are fundamentally transforming consumption and retail. Meanwhile, the Chinese mobile payments market is now estimated to have a value of US\$16 trillion.

Some Hong Kong FinTech start-ups are also pushing the envelope and developing new business models, markets, and processes that are opening up new business opportunities for other industries as well.

TNG FinTech Group, one of Hong Kong's foremost FinTech companies, is a case in point. Its e-wallet is facilitating transactions in 14 markets and is empowering the unbanked in Asia.



TNG Wallet facilitates transactions in 14 markets worldwide. Featured in the photo is the company's founder and CEO Alex Kong. TNG Wallet在全球14個市場提供電子交易解決方案；圖為其創辦人及行政總裁江慶恩。



TNG is widely used by Hong Kong's foreign domestic helpers to remit money home. Because these helpers have only limited access to financial services, they and their families quickly embraced TNG's same-day, cross-border remittance solutions. Employers can also conveniently pay their helpers using TNG's service and keep track of the payments.

TNG now occupies 70% of the market share in the Philippines and 90% in Indonesia. With its powerful e-wallet, TNG is planning to partner with other FinTech companies and financial institutions to venture into virtual banking and microloan businesses. None of these would have been possible had TNG not engaged and empowered this unbanked population with FinTech solutions.

There are now more than 250 FinTech start-ups at Cyberport, and they often adopt a productive symbiotic relationship with industry incumbents that increases the adoption of FinTech solutions, generates new business opportunities, and drives the integration of traditional and new economies.

Cyberport's community of start-ups stand ready to serve businesses that are looking to start or accelerate their FinTech journey.



Founder of KYC-Chain Edmund Lowell spoke at an industry event. KYC-Chain創辦人Edmund Lowell在行業活動上分享經驗。

數碼支付開拓新商機

除了區塊鏈外，其他金融科技解決方案對經濟亦有巨大影響力。流動支付服務如支付寶及微信支付正重塑消費與零售模式。目前，中國流動支付市場所涉及的金額估計高達16萬億美元。

本地一些金融科技初創企業亦正尋求突破，並致力開拓新商業模式、市場與相關程序，而他們的努力成果可為其他行業帶來新機遇。

TNG金融科技集團便是表表者。作為本地領先的金融科技企業之一，TNG Wallet 在全球14個市場提供電子交易解決方案，服務亞洲無銀行賬戶的龐大人口，協助他們融入新經濟。

TNG在香港廣受外僑歡迎，用作匯款回鄉。一般而言，外僑甚少接觸到本地的金融服務，而TNG可實現即日跨境匯款，深得這群用戶及其家人的歡心。僱主亦可透過TNG支薪並追蹤支付紀錄。

TNG的電子錢包業務迅速發展，在菲律賓及印尼市場的佔有率分別達70%與90%，現正計劃與其他金融科技公司及金融機構合作，進軍小額貸款及虛擬銀行市場。以上種種驕人成績，有賴TNG向無銀行賬戶人口提供全方位金融科技方案，讓他們享受科技創新的成果。

數碼港目前有逾250間金融科技初創企業，他們與業界人士建立雙贏合作關係，促進企業採用金融科技解決方案、開拓新商機，並加快新經濟與傳統經濟融合。

數碼港的初創企業已準備就緒，服務有意採納或加快應用金融科技的企業。

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Soaring High 展翅翱翔



Although Hong Kong has long been an aviation hub for Asia, back in the Kai Tak days, the city did not have a service centre for private jets. Even the most important of VIPs had to transit alongside the hordes of travellers and tourists.

That changed in 1998 with the establishment of the Hong Kong Business Aviation Centre (HKBAC), which put Hong Kong on the map as one of the first cities in Asia to provide dedicated facilities for business jets.

HKBAC was launched when its four major shareholders – Sun Hung Kai Properties, the Kadoorie Group, China Southern Airlines and Signature Flight Support – saw the opportunity to develop the business aviation sector in Hong Kong. Their instincts proved correct, and the centre, known in the industry as a fixed-base operator, or FBO, has grown over the years.

To start with, the company had fewer than 10 staff members, who worked round the clock to provide the high standard of service required. Now, HKBAC has around 140 staff based at Hong Kong International Airport, and has been recognized as a premier executive aviation facility with a series of awards.

“Our huge efforts to improve internal operations – which include our safety standards, services, and the facilities and amenities – are highly recognized by the industry,” explained General Manager Madonna Fung. “We are proud to have been voted the Best Asian FBO

for an unprecedented 11 consecutive years from 2008 to 2018 by the Professional Pilot’s PRASE (Preference Regarding Aviation Services and Equipment) Survey.”

Sheree Cheung, Director of Administration and Business Development at HKBAC, added that the company has also been recognized globally. “We are not just a pioneer in Asia; we have in fact been listed as a top-rated FBO internationally as well.”

Fung herself has contributed to the company’s trophy shelf when she won the Woman of the Year 2016 award from the Asian Business Aviation Association.

HKBAC has achieved a number of milestones since its launch. For example, the company implemented a CIQ-integrated executive lounge in 1999, which handles Customs, Immigration and Quarantine procedures.

“We were actually one of the first in the Asia-Pacific region,” Fung said. “Having a CIQ-integrated executive lounge means CIQ and security procedures can all be completed within 15 minutes within the HKBAC premises.”

Another benefit for the company’s clients is that HKBAC’s facilities and apron are located separately from the commercial terminal, Fung added. “This means passengers can enjoy a hassle-free and private environment before departure or after arrival.”

Cheung pointed to the company’s construction of three dedicated aircraft hangars since its launch to demonstrate how the industry has grown. These provide

Service, Safety and Style are the key priorities for business jet customers at HKBAC, reports the Chamber's staff writer **Caleb Cheung**

服務、安全和風格是香港商用航空中心對商務旅客的承諾
本刊記者張皓朗



areas for aircraft maintenance and checking, and allow operators or aircraft management companies to store aircraft parts for urgent use.

The company has also been keeping up-to-date by digitizing and simplifying its services. “HKBAC Connect,” a mobile application launched in February last year, is another milestone. The online platform provides a one-stop solution that allows stakeholders to complete flight bookings, make changes and record additional orders on a single platform. This enhances efficiency and productivity, and reduces the risk of miscommunication.

When asked what factors contributed to the success of HKBAC, Fung said: “It’s our long standing commitment to the three Ss – Safety, Service and Style.”

She explained that this refers to all areas of the business, from every safe tow of an aircraft, to ensuring top-quality delivery of services, to the highly personal style of customer handling. Excellence among staff members is another priority.

“One essential factor of success is our invaluable human assets,” she added. “The ‘can-do’ spirit we have treasured and nurtured since day one is embedded in the heart of every HKBAC staff member and underlines everything we do.”

Fung gave the example of a regular client whose footrest had broken.

“She was very distressed as it had been one that she had used for years, with sentimental value, and could not be replaced easily,” Fung explained. The team at HKBAC sprung into action and found a seamstress who was able to restore it, without a thread out of place, in the space of 24 hours.

“The VIP was overjoyed and expressed her sincere gratitude when she received her footrest back. This story is only one of a million we could share,” Fung added.

Looking to the future, Fung and Cheung agree that the Belt and Road and Greater Bay Area initiatives are likely to provide future growth and development.

“We expect continuous positive growth in the business aviation sector, especially in cities and countries that have yet to be directly connected by commercial airlines,” Fung said.

HKBAC is eager to explore cooperative opportunities with airports and other FBOs, she added. As these Mainland initiatives help to create new markets for the business jet sector, it seems like blue skies are ahead for HKBAC. ✨

Company: **Hong Kong Business Aviation Centre Ltd**

公司名稱：香港商用航空中心有限公司

HKGCC Membership No. 總商會會員編號：HKH0858

Established 創辦年份：1998

Website 網站：www.hkbac.com

縱然香港多年來一直是亞洲的航空樞紐，但在啟德機場的年代，香港卻未有私人飛機的專屬服務中心。當時，即使是重要的貴賓到訪，也得與蜂擁的旅客接踵摩肩。

直到1998年香港商用航空中心（HKBAC）成立，情況才有所轉變，而香港更因此成為亞洲首批提供商用飛機專用設施的城市之一。

HKBAC之所以成立，全因其四大股東——新鴻基地產、嘉道理集團、中國南方航空和Signature Flight Support看到在港發展商用航空業的商機。事實亦證明他們的眼光準確，該中心（行內稱為公務機營運基地）歷年來不斷擴展。

開業之初，該公司的員工不足十個，他們每天不分晝夜地提供高質素服務。時至今日，HKBAC約有140位員工駐守香港國際機場，多年來更屢獲殊榮，是公認的優質商用航空設施。

「我們在提升內部運作上花了不少工夫，包括安全標準、服務、設備和設施，我們的努力得到業界的高度肯定。」總經理馮慧儀說：「我們於2008至2018年間連續11年在《Professional Pilot》雜誌的PRASE調查中獲選為亞洲最佳公務機營運基地，紀錄史無前例，教我們非常自豪。」

HKBAC行政及業務拓展總監張美儀補充，中心在國際上也贏盡口碑。「我們不單是亞洲先驅；事實上，我們亦是全球首屈一指的公務機營運基地。」

馮慧儀本身亦在公司的獎杯櫃佔有一席；她於2016年獲亞洲公務航空協會頒授「年度女性」大獎。

自成立以來，HKBAC跨越一個又一個的里程碑。例如，中心於1999年開設CIQ綜合行政休息室，處理海關、出入境和檢疫程序。

「事實上，我們的CIQ綜合行政休息室是亞太區內首批同類設施之一。」馮慧儀又說：「在中心內設立CIQ綜合行政休息室，可讓客戶於15分鐘內辦妥海關、出入境、檢疫和安檢手續。」

HKBAC的另一個好處，是中心的設施和停機坪自成一角，與商店林立的客運大樓獨立開來。馮慧儀解釋：「這個設計讓旅客可在離境前或抵步後充分享受寧靜舒適的私人環境。」

張美儀指向公司開業以來一直運作至今的三個專用飛機庫，分享業界的發展。該等飛機庫提供寬敞的空間，以供飛機維修、檢查和存放應急組件之用。

HKBAC亦與時並進，實行服務數碼化和精簡化。中心去年2月推出手機應用程式「HKBAC Connect」，亦標誌著一個新里程。應用程式提供一站式服務平台，讓用戶預訂航班、更改資料和附加服務，不但提高效率和生產力，也減少溝通上的誤會。

談到HKBAC的成功之道，馮慧儀表示：「關鍵在於我們長久以來貫徹的3S精神——安全（Safety）、服務（Service）和風格（Style）。」

她解釋，這涉及所有業務範疇，從每一次安全地拖行飛機、確保提供優質服務，以至貼心獨到的客戶服務風格，都一一涵蓋。出色、盡責的員工也是另一要素。

「可貴的人才我們的成功要訣之一。」她補充：「自入職當天起，『做得到』的精神便植根在每一位員工心中，亦成為了我們的行事原則。」

馮慧儀以一位常客的腳踏墊損毀為例子加以說明。

她闡釋：「她苦惱不已，那踏墊多年來長伴身邊，有深厚的感情，不能輕易取代。」HKBAC團隊隨即行動，馬上找來一位裁縫在24小時內把踏墊修補得完好無缺。

她補充道：「那貴賓收到修復好的踏墊後欣喜萬分，衷心感激我們的幫忙。這次事件只是萬中挑一。」

展望將來，馮慧儀和張美儀均認為「一帶一路」和大灣區倡議將可促進業務增長和發展。

馮慧儀說：「我們期望商用航空業持續增長，尤其是那些未有商業客機直航服務的城市和國家。」

HKBAC渴望探索與不同機場和公務機營運基地合作的機會。她續稱，內地這些倡議有助於商用航空業開拓新市場，HKBAC的發展前景可謂一片光明。✿





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Setting Sail For Success 揚帆遠航

陳耀銘於1983年取得生物學學位，畢業後一心投身教學事業。他在中學執教數月後，卻遇上另一工作機會，遂轉投巴基斯坦國家航業公司香港辦事處。

陳耀銘說：「這份工作令我眼界大開。計劃船期、加油、租船、照顧船員，甚至紙條電傳打字機，對我來說全都十分新鮮。」

他曾任職多家航運公司，其後於1990年成為新紀元海運有限公司合夥人。隨著其他合夥人近日相繼退休，陳耀銘現為該公司的唯一主要股東。

過往，新紀元專注於南亞、東南亞和中東市場。如今，該公司的足跡已遍及歐美和澳洲。

陳耀銘說：「過去28年，我在公司見證到香港航運業的黃金時代。」然而，本地業界現正面對中國內地港口的激烈競爭。

因此，新紀元已把業務拓展至其他物流領域，先後於1993年和2007年分別成立新紀元空運有限公司和新紀元（上海）國際貨運代理有限公司。前者是獲國際航空運輸協會認可的貨運代理，後者則專注內地市場。

陳耀銘表示，靈活變通、積極主動和充滿活力是保持領先的關鍵。

他說：「本集團對內在中港兩地各個辦事處建立的緊密聯繫，以及對外與海外代理建立的良好合作關係，可讓我們維持動力。」

新紀元海運有限公司於2000年加盟總商會，最初是為了使用本會的商貿文件認證服務。

陳耀銘說：「入會的主因是為加快我們代客辦理產地來源文件的申請。」不過，他們很快便發現會員還可享有其他好處，包括獲得最新的商業資訊。

他計劃繼續引領新紀元進軍新市場。

他表示：「善用『一帶一路』倡議也是我們的長遠策略。事實上，我們已開始把大量貨物運往以前從未想過的一帶一路沿線國家。」

Company: **Modern Century Sea Freight Ltd**

公司名稱：新紀元海運有限公司

HKGCC Membership No. 總商會會員編號：HKM0432

Established 創辦年份：1998

Website 網站：www.moderncentury.com

After graduating in 1983 with a degree in biology, Yiu Ming Chan was all set for a career in teaching. But after a few months working in a secondary school, a job opportunity arose in the Hong Kong office of the Pakistan National Shipping Corporation.

“It opened my eyes to this area,” Chan said. “Planning ships’ schedules, bunkering, charter hire, taking care of crew – even the telex machine with tapes – were all totally new to me.”

He worked at a number of shipping lines before becoming a partner in Modern Century Sea Freight Ltd in 1990. With the recent retirement of other partners, Chan is now the sole major shareholder of the company.

In the past, Modern Century Sea Freight focused on markets in South and Southeast Asia and the Middle East. Today, it has expanded and has footprints in Europe, the United States and Australia.

“Over the past 28 years in my company, I witnessed the golden age of Hong Kong’s shipping industry,” Chan said. However, the sector in Hong Kong now faces extremely keen competition from ports in Mainland China.

So Modern Century has branched out into other logistics areas. It established Modern Century Air Freight Ltd in 1993, which is an accredited IATA agent, and Modern Century (Shanghai) Logistics in 2007, focusing on the Mainland market.



Chan said that being flexible, proactive and energetic are essential to staying ahead.

“Tight internal networking among our various offices in Hong Kong and Mainland China within our group on one hand, and vigorous external networking with over-sea agents, will keep our momentum,” he said.

Modern Century Sea Freight joined the Chamber in 2000, initially to avail of HKGCC’s trade certification services.

“The primary reason was to facilitate our applications for ‘Country of Origin’ documents on behalf of our customers,” said Chan. But they soon realized that there were many other benefits, including access to up-to-date business information.

Chan plans to continue to lead Modern Century into new markets.

“To take advantage of the Belt and Road Initiative is also our long-term strategy,” he said. “In fact, we have started to move considerable freight to countries within the Belt and Road which we had never considered before.”

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Aiming for the Top

Stephen Lai, Global Board Member and Managing Director in Hong Kong and Mainland China of Rider Levett Bucknall (RLB), has reached the heights in his profession in more ways than one. RLB provided quantity surveying services to the Shanghai Tower, which at 632 metres is the tallest building in Mainland China.

“It is a mix of hotel, apartments, offices and retail,” Lai said. “The 128-storey mega-tall skyscraper has the world’s highest observation deck within a building, and the world’s fastest elevators with a top speed of nearly 46 miles per hour (74 km/h).”

It has won many awards, including the Best Tall Building Worldwide award in 2016 from the prestigious Council on Tall Buildings and Urban Habitat.

And RLB, an independent cost management and quantity surveying firm, is itself a prize-winner. For example, Lai said, it was voted the number one global cost consultant partner for the third year running in the 2018 World Architecture 100 Survey.

Lai grew up in Hong Kong and studied in the United Kingdom, gaining a degree in Building Economics and Measurement from Aston University. He became a quantity surveyor and joined RLB in 1989. Since then, he has developed project-delivery strategies for clients throughout Asia, the Middle East, Europe and the United States. Besides setting up the company’s first office in the Mainland, where it now has 19 branches, he also established offices in Seoul and Muscat, Oman.

Lai is active in providing a voice for the industry through participation in various organizations. “I was the Past President of the Hong Kong



Institute of Surveyors (HKIS), and during my presidency I set up the first HKIS office in Beijing.”

He is also a Board Member of the Construction Industry Council and a Member of the Corruption Prevention Advisory Committee of Hong Kong’s Independent Commission Against Corruption (ICAC).

A career highlight came in 2014, when Lai was invited by the State Council to Beijing. “I was honoured to be invited to meet with the President of the PRC, Xi Jinping, along with other industry leaders of Hong Kong, to share opinions and knowledge on our professional areas. I was delighted to be recognized in this way.”

Lai said that RLB appreciates the Chamber’s efforts to promote the development of business and industry in Hong Kong. “It’s a great channel through which our business sector can express our views, and on the other hand, to have more communication with regional and international partners.”

Company: **Rider Levett Bucknall Ltd**

公司名稱：利比有限公司

HKGCC Membership No.

總商會會員編號：HKR0307

Established 創辦年份：1962

Website 網站：www.rlb.com

勇攀高峰

利比有限公司全球董事會成員兼香港和中國區董事總經理賴旭輝在多方面都達到了其專業的巔峰。利比為中國內地第一高樓——樓高632米的上海中心大廈提供工料測量服務。

賴旭輝說：「上海中心大廈集酒店、住宅、寫字樓和零售功能於一體，摩天大樓合共128層，設有全球最高的觀景台和世上速度最快的升降機，最高時速接近46英里（每小時74公里）。」

上海中心囊括多個獎項，包括由著名的世界高層建築與都市人居學會頒發的「2016年世界最佳高層建築獎」。

利比作為獨立的造價管理及工料測量公司，本身也獲獎無數。賴旭輝表示，該公司於「2018年世界建築設計公司100強」中連續第三年獲選為全球首屈一指的造價諮詢合作夥伴。

賴旭輝在香港長大，其後負笈英國留學，取得阿斯頓大學的工料測量學位後，便於1989年加入利比擔任工料測量師。此後，他開發了多個項目專案，為遍布亞洲、中東和歐美地區的客戶服務。他協助公司在內地開設首批辦事處，至今已拓展至19個分處，還在首爾和阿曼首都馬斯喀特設立辦事處。

賴旭輝積極參與不同機構，為業界發聲。他說：「我是香港測量師學會的前會長，任內為該會在北京設立了首個辦事處。」

他亦兼任香港建造業議會的委員，以及香港廉政公署防止貪污諮詢委員會的委員。

2014年，賴旭輝獲國務院邀請到北京，成為事業上的一大亮點。他說：「我很榮幸獲邀與中華人民共和國主席習近平會面，與其他行業翹楚互相分享我們的專業意見和知識，很高興我對業界付出的努力通過該次會面獲得了肯定。」

賴旭輝又稱，利比對總商會致力促進香港工商界的發展非常欣賞。他說：「這是很好的渠道，既可讓商界表達意見，又可增進與地區和國際夥伴的溝通。」



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香港總商會1861

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Unique Take on Japanese Cuisine

Isoya puts the focus on fresh ingredients and delicate flavours to create original but wholly authentic vegetarian dishes, reports the Chamber's editor **Helen Sloan**

A sense of calm prevails the minute you step into Isoya and escape the bustling Johnson Road just outside. This Wan Chai eatery provides Hong Kong diners with the rare opportunity to eat authentic Japanese food that is 100% vegetarian.

Joe Hui and Jessie Yu opened Isoya four years ago. Unlike a lot of vegetarian restaurants in Hong Kong that use fake meat to recreate traditionally meat-based dishes, at Isoya, the vegetables themselves are the star attraction, with the freshness and quality of ingredients being the key priorities.

Opening a vegetarian Japanese restaurant was quite a risk, and it remains an unusual proposition even amid a rising interest in plant-based cuisine. But, as Yu said: "Hong Kong people know how to appreciate good food." Word-of-mouth helped them and Isoya was successful from the start.

別具一格的日本料理

居素屋著重新鮮的食材與細膩的味道，烹調出原創、正宗的素食好滋味 本刊編輯宋海倫

踏入居素屋的一刻，就被恬靜祥和的氛圍簇擁著，一洗莊士敦道的繁囂。這間座落於灣仔的餐廳為本地食客呈獻百分百日式地道素菜，是市面上難得一見的素食選擇。

居素屋由Joe和Jessie於四年前攜手創辦。有別於坊間的素食餐館，居素屋不會以仿肉來重新演繹傳統的葷菜，而是以蔬菜為主打，以食材的鮮味和質素為先。

開辦日式素菜館可謂相當冒險，即使大眾對茹素的興趣日增，這門生意仍然被視為冷門的投資。不過，正如Jessie所說：「香港人懂得品嚐佳餚。」良好的口碑是居素屋邁向成功的好開始。

Isoya Japanese Vegetarian Restaurant

居素屋日本野菜料理

9F, 83 Wan Chai Road, Wan Chai

香港灣仔道83號9樓

Tel電話：5500 8812

Chef's Profile 大廚小檔

Maekawa Tetsuo is not a vegetarian – in fact he is a lover of beef and a highly accomplished teppanyaki chef. But it is precisely his skill and long experience that made him first choice to take the reins in the kitchen at Isoya.

Ensuring that the restaurant remains a truly Japanese experience requires a Japanese chef who has the creativity and knowledge to ensure that everything on the menu is authentic, with the delicate flavours that the cuisine is known for. Dishes range from those that may be familiar to customers who have visited Japanese temples, to more unusual regional specialties.

This focus on freshness is why the restaurant serves a set menu, rather than a la carte. All of the ingredients are Japanese, and flown in for the ultimate freshness.

前川哲雄本身不是素食者——實情他是不折不扣的「牛迷」，亦是鐵板燒料理長，之前曾鎮守石山日本料理。憑藉超卓的烹調手藝和豐富的入廚經驗，前川便成為主理居素屋廚房的不二之選。

要確保餐廳保留正宗的日式風味，日籍大廚就要創意和學識兼備，以保證餐單上的每一道菜均為地道日本料理，並以味道細膩的菜式見稱。菜式方面，除了一些日本神社內常見的菜式，也有一些別具特色的地區料理。

居素屋對新鮮有一份執著，因此餐廳供應套餐，而非單點菜式。所有食材均由日本空運到港，確保新鮮品質。

Japanese Fruit Tomato and Eggplant

日本甜蕃茄拼茄子

The delicious and unexpected flavours of this eggplant provide a good introduction to the creativity and freshness of Isoya's dishes. Served raw, the taste and texture is more like a refreshing summer fruit. The accompanying tomato is sweet and juicy, and is an award-winning variety exclusively flown in from Japan.

美味的茄子讓人喜出望外，充分體現居素屋料理的創新和鮮味。未經烹煮的茄子在味道和口感方面猶如夏日鮮果，清新提神。特選蕃茄鮮甜多汁，是日本的得獎品種，特意從當地空運到港。





Seasonal Summer Sushi Platter

時令夏日壽司拼盤

No, that's not raw tuna in this Sushi Platter – it's red pepper. Vegetables including mushroom, sweet potato and eggplant are used in these colourful sushi dishes. Even what looks like pink paper packaging is edible, as it is made from edamame beans with plum colouring.

不，那才不是金槍魚壽司拼盤呢——是紅甜椒才對。這個七彩繽紛的壽司拼盤材料包括香菇、蕃薯和茄子等蔬菜。就連那片粉紅色的外皮，都是以毛豆加入梅子色素製成，大可安心食用。



Seasonal Tempura Platter

雜菜天婦羅拼盤

These vegetable tempura are the only fried dishes on this tasting menu, but they have no oily heaviness. They are served with Isoya's broth, which is flavoured with soy sauce and mirin, and some mashed radish which can be mixed into the broth for dipping.

香脆的蔬菜天婦羅是套餐中唯一的炸物，酥香卻不油膩。天婦羅伴以居素屋特製的蘸汁呈上，蘸汁以豉油和味醂調味，可加入白蘿蔔蓉，佐以天婦羅同吃。



Seasonal Grilled Platter

時令串燒拼盤

Perhaps the most surprising element of the Summer menu is a spread made from tofu and miso that has a punchy taste and texture reminiscent of pungent European cheese. Here it is served alongside green gluten skewers and on top of a crisp tofu skin base. Like the strongest of cheese, a little goes a long way.

也許夏季菜單中最令人驚喜的元素就是一抹由豆腐和味噌製成的醬料，其濃郁的味道加上充滿嚼勁的口感，讓人聯想起歐洲芝士的濃烈味道。醬料塗在酥脆的腐皮上，伴以翠綠的麵筋串燒，猶如味道濃烈的芝士，令人齒頰留香。

Konnyaku Cold noodles

蒟蒻冷麵

Cold noodles served with shredded vegetables and tofu make for a hearty but not heavy final savoury dish. The freshness of the ingredients shines through the bright colours as you mix the noodles and vegetables together. And these noodles are made from yam, making them suitable for anyone avoiding gluten.

冷麵伴以蔬菜和豆腐，口感實而不膩，為這頓素菜盛宴畫上完美句號。一邊拌勻蔬菜與麵條，一邊感受到食材明亮的色澤帶出的新鮮。冷麵以芋頭製成，不含麩質，適合任何人士品嚐。

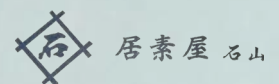


Sesame Tofu

芝麻豆腐

This looks at first glance like a typical cube of traditional tofu, but this version is made from sesame, not soya beans, giving a very different taste. It is a dish that is served in temples in Japan, and the cooking process is very meditative, as it involves a lot of stirring over time to ensure the texture is just right.

這道菜式看似平平無奇，與傳統豆腐無異，妙處卻在於豆腐以芝麻製成，而非黃豆，呈現出與別不同的味道。這道菜常見於日本神社，製作過程涉及長時間不停攪拌，以求質感恰到好處。



居素屋 石山



Preparing for CIFIT 為投洽會做好準備

Jeoven Wong, Director General of the Xiamen Municipal Bureau of Convention & Exhibition Affairs, and Zhang Hongxia, Deputy Director General of the Department of Commerce of Yunnan Province, visited HKGCC on 25 June to seek the Chamber's support for the 21st CIFIT (China International Fair for Investment & Trade), which will take place this year in Xiamen on 8 to 10 September. Wong also discussed developing connections among the business communities in Xiamen, Yunnan and Hong Kong. China Committee Chairman Petrina Tam received the delegation.



廈門市會議展覽事務局局長王琮文及雲南省商務廳副廳長張紅霞於6月25日到訪總商會，由中國委員會主席譚唐毓麗接待。王琮文此行旨在尋求總商會支持將於9月8日至10日假廈門舉行的「第21屆中國國際投資貿易洽談會」，並討論為廈門、雲南和香港的商界建立聯繫。



On 27 June, Tam and 10 members attended the 21st China International Fair for Investment & Trade – Hong Kong Promotional Symposium to learn more about the theme and programme of this year's CIFIT. The Chamber has participated in CIFIT annually for the past 20 years.

譚唐毓麗聯同十名會員於6月27日出席「第21屆中國國際投資貿易洽談會——香港推介會」，深入了解今屆投洽會的主題和活動。過去20年，總商會每年均參與投洽會。

CCPIT Meetings 貿促會會議

Cong Sufeng, Vice Chairman of Jiangsu China Council for the Promotion of International Trade (CCPIT), led a business delegation to visit the Chamber on 27 June to explore cooperation opportunities between HKGCC members and Jiangsu enterprises. China Committee Chairman Petrina Tam received the delegation.



中國國際貿易促進委員會江蘇省分會副會長叢蘇峰於6月27日率領商務代表團到訪總商會，由中國委員會主席譚唐毓麗接待，雙方探索總商會會員與江蘇企業的合作機會。



Shirley Yuen, HKGCC CEO, greeted Zhu Lingyan, the new head of the CCPIT Representative Office in Hong Kong, on 10 July. They exchanged views on fostering further cooperation between the Chamber and CCPIT.

總商會總裁袁莎妮於7月10日接待中國貿促會駐香港代表處新任負責人朱凌燕。雙方就促進總商會與貿促會的進一步合作交換意見。

Zhang Hua, Vice President of CCPIT Guangdong, led a delegation to visit the Chamber on 10 July where they were received by Edmond Yew, China Committee Vice Chairman. They discussed the plan to form a GBA association coalition among CCPITs in seven cities in Guangdong, together with business associations in Hong Kong and Macao.

廣東省貿促會副會長張華於7月10日率領代表團到訪總商會，由中國委員會副主席姚逸明接待。雙方討論由廣東七市的貿促會及港澳兩地的商業機構組成大灣區協會聯盟的計劃。



Dongguan Discussions 東莞討論

Chen Zhongqiu, Director, Administrative Committee of the Dongguan Water Village Economic Development Zone, visited the Chamber on 9 July to discuss the potential investment opportunities in the zone. Chamber General Committee member PC Yu received the delegation.

東莞水鄉特色發展經濟區管理委員會主任陳仲球於7月9日率領代表團到訪，由總商會理事余鵬春接待。雙方討論該區的潛在投資機會。



China Committee Chairman Petrina Tam attended the Joint Meeting on Upgrading and Transformation of Hong Kong Enterprises in Dongguan on 10 July. During the meeting, she discussed the latest business developments in the city. She also represented the Chamber to sign an MOU with Dongguan Water Village Economic Development Zone.

中國委員會主席譚唐毓麗於7月10日出席「在莞港資企業升級轉型聯席會議」。會上，她討論該市的最新商業發展，還代表總商會與東莞水鄉特色發展經濟區簽署合作協議備忘錄。

Huang Mouhong, Deputy Director of the Department of Commerce of Hubei Province, visited the Chamber on 26 June to discuss the forthcoming Hubei-Hong Kong Economy and Trade Cooperation Forum, to be held in August. China Committee Vice Chairman Siu Hung Chan received the delegation.

湖北省商務廳副廳長黃謀宏於6月26日到訪總商會，由中國委員會副主席陳紹雄接待。雙方討論即將於8月舉行的「鄂港經貿合作洽談會」。



Chi Xinming, Chief of the Division of Investment Promotion and Liaison, Department of Commerce, Liaoning Province, visited the Chamber on 25 June. He was received by Wendy Lo, China Business Senior Manager, and they discussed the Liaoning Investment Seminar to be held in Hong Kong in August.

遼寧省商務廳招商聯絡處處長遲新明於6月25日到訪總商會，由中國商務高級經理盧慧賢接待。雙方討論將於8月在港舉行的「遼寧投資推介會」。



Deloitte China Tax Partner Leo Yang shared his insights on tax and business models in the Greater Bay Area at a Chamber roundtable on 27 June. At the event, Sam Liu, Deputy Director of Invest Luohu, also briefed members on the latest development in the Luohu district of Shenzhen.

德勤中國稅務合伙人楊力出席總商會6月27日的午餐會，探討大灣區的稅務和商業模式。會上，羅湖區投資推廣局副局長劉琛亦向會員概述深圳羅湖區的最新發展。



Jason Zhang, Chief Lawyer at Aoba Law Firm, spoke at a Chamber roundtable on 28 June about recent policy changes in the Mainland to facilitate investment. These include measures to expand the use of foreign capital, policies to facilitate the development of Hong Kong and Macao businesses, and major changes to investment policies.

廣東奧大律師事務所主任張健律師於總商會6月28日的午餐會上，講解內地近日推出的促進投資政策，包括擴大利用外資的措施、促進港澳企業發展的政策，以及投資政策的主要轉變。



Petrina Tam, China Committee Chairman, represented the Chamber at a seminar hosted by Yen Ligang, Director of the Beijing Municipal Commission of Commerce, on 27 June. They discussed cooperation in the service industries between the two cities.

中國委員會主席譚唐毓麗於6月27日代表總商會出席由北京市商務委閔立剛主任主辦的研討會，討論兩市服務業的合作。



A 40-member delegation of the CEO Study Group from Guangdong Enterprises visited the Chamber on 28 June to learn more about the business environment in Hong Kong and to strengthen their connections with our members. Petrina Tam, China Committee Chairman, and members welcomed the group and discussed their companies and business experiences.

廣東民營企業創新與轉型發展研修班的40人代表團於6月28日到訪總商會，深入了解香港的營商環境，並加強他們與本會會員的聯繫。中國委員會主席譚唐毓麗連同會員歡迎一眾訪客，並分享各自公司的發展和營商經驗。

China Committee Vice Chairman Edmond Yew attended the Chongqing-Hong Kong Cooperation Seminar and met with Li Jing, Head of the United Front Work Department of Chongqing, on 28 June. The seminar focused on promoting Chongqing's tourism industry.

中國委員會副主席姚逸明於6月28日出席「重慶—香港交流合作座談會」，並與重慶市統戰部部長李靜會面。座談會旨在推廣重慶的旅遊業。

Petrina Tam, China Committee Chairman, represented the Chamber at the opening ceremony of the Hong Kong Guangzhou Association's new office on 29 June.

中國委員會主席譚唐毓麗於6月29日代表總商會出席「香港廣州社團總會新會所開幕典禮」。

Chamber CEO Shirley Yuen along with General Committee members Emil Yu and Jennifer Chan attended the 15th Inauguration Ceremony of the Board of Directors of The Hong Kong Chinese Enterprises Association on 29 June.

總商會總裁袁莎妮連同理事于健安和陳佩君於6月29日出席「香港中國企業協會第十五屆會董就職典禮」。

Fang Liqun, Deputy Director, Economic and Technology Cooperation Department of Jilin Province, led a delegation to visit the Chamber on 28 June. SH Chan, China Committee Vice Chairman, received the visitors and they discussed the opportunities for future cooperation between Jilin and Hong Kong.

吉林省經濟技術合作局副局長房立群於6月28日率領代表團到訪總商會，由中國委員會副主席陳紹雄接待。雙方討論吉林與香港的未來合作機會。



Chamber CEO Shirley Yuen, China Committee Vice Chairman Edmond Yew, and 12 members attended the 2018 Guangdong-Hong Kong Economic Technology and Trade Cooperation Conference, hosted by Vice Governor of Guangdong Province Ouyang Weimin on 12 July. Participants exchanged their experiences of Guangdong-Hong Kong cooperation and also discussed further collaboration as part of the Greater Bay Area initiative. Yew joined a welcome lunch hosted by the Hong Kong Trade Development Council, and members attended financial and logistic breakout sessions in the afternoon. On 13 July, a group of members participated in a study mission to the Guangzhou-Shenzhen-Dongguan Technology Corridor organized by the Guangdong government.

總商會總裁袁莎妮、中國委員會副主席姚逸明及12名會員於7月12日出席由廣東省副省長歐陽衛民主持的「2018粵港經濟技術貿易合作交流會」。與會者就粵港合作交流經驗，並討論大灣區倡議下的進一步合作。姚逸明出席由香港貿易發展局舉辦的歡迎午餐，會員亦在下午出席金融和物流的分組討論。部分會員於7月13日參加由廣東省政府組織的廣深科技創新走廊考察團。

Edmond Yew, China Committee Vice Chairman, represented the Chamber at the opening ceremony of the 2018 Hong Kong - Ningbo Economic and Trade Cultural Week on 4 July.

中國委員會副主席姚逸明於7月4日代表總商會出席「香約港城——2018寧波經貿·文化周」的開幕式。

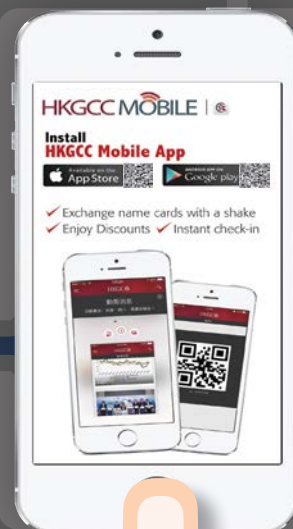
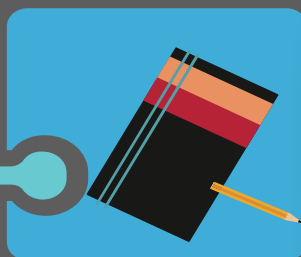


China Committee Chairman Petrina Tam led a business delegation to explore the big data industry in Guizhou from 18 to 20 July. (See the September issue of *The Bulletin* for further details.)

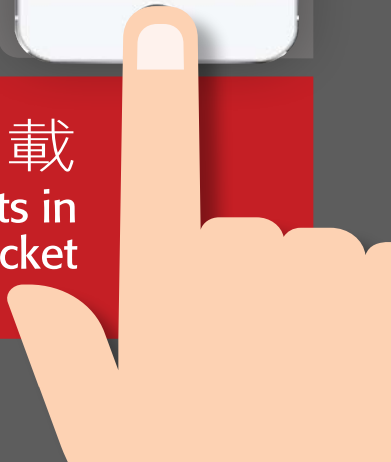
中國委員會主席譚唐毓麗於7月18日至20日率領商務代表團探索貴州的大數據產業。(詳情請參閱《工商月刊》9月號。)

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Sarah Chan (left) and Leo Yang, Tax Partners, Deloitte China
德勤中國稅務合夥人陳嘉華(左)及楊力

Exploring GBA Business Opportunities

探索大灣區商機

Investors should be aware of favourable tax policies in certain sectors and support for green development in the Greater Bay Area

投資者應了解某些行業的優惠稅務政策，支持大灣區的綠色發展

Representatives from Mainland China, the Hong Kong Special Administrative Region (HKSAR) and the Macao Special Administrative Region (MCSAR) signed a framework agreement to form the Guangdong-Hong Kong-Macao Greater Bay Area (GBA), an integrated economic and business hub, in July 2017.

A formal proposal for the formation of the GBA is expected to be published soon. A variety of challenges and opportunities will arise from investing and doing business in the GBA, from both business and tax perspectives.

The GBA will integrate nine cities in the southern Guangdong Province of Mainland China, the HKSAR and the MCSAR.

According to statistics in 2016, despite having no more than 5% of the Mainland population, the GBA generated 12% of the annual GDP of the country. The area is in a leading position with respect to financial services, technology and advanced manufacturing, heavy industry and modern services.

The GBA is expected to become another globally significant bay area, rivaling the bay areas in Tokyo, New York and San Francisco.

Accommodating the different legal and regulatory frameworks that have been implemented in the Mainland, the HKSAR and the MCSAR will require the GBA to adopt a unique operational model to facilitate the convergence and mobility of talent, technology and funding.

The framework agreement sets forth the objectives, principles and focus areas in relation to building the GBA, as well as the requirements for formulating the related regulatory arrangements. Different stakeholders may have different interpretations of the framework agreement. This article looks at the key tax and business considerations from an investor's point of view.

Future cooperation between governments

Under the framework agreement, governments in the GBA will formulate a positioning strategy to ensure cooperation among the three jurisdictions:

■ **Guangdong Province** aims to be a pioneer location in implementing the nation's "Open Door Policy" and a key driver in economic development. It also aims to build a strong base for technology and innovation, advanced manufacturing and the modern service industry.

■ **The HKSAR** intends to reinforce and improve its position as an international financial, shipping and trading center, strengthen its functions as a global offshore renminbi business hub and global asset management center, drive the development of professional services and innovative and technology businesses, and establish an international legal and arbitration center for the region.

■ **The MCSAR** aims to drive the establishment of a global tourism and recreational center and provide a platform for business cooperation between Mainland China and Portuguese-speaking countries.

The ultimate goal of the GBA is to establish a more vibrant economic region; a location with the highest quality for living, working and visiting; a role model for closer cooperation between Mainland China and the two SARs; and a top-ranking international bay area.

Investors should give careful consideration to the GBA positioning strategy, and to the business objectives and the corresponding government support offered.

This includes selection of business location, alternatives for business entry, ways to collaborate with local government and financing models.

Open approach to foreign investment

The guidance on key policies regulating foreign investments into Mainland China mainly consists of the Foreign Investment Catalogue (2017 Edition), the Negative List for Investment in Free Trade Zones and Closer Economic and Partnership Arrangements. In the past, the governments of Guangdong Province and Shenzhen have explored ways to relax the requirements to encourage foreign investments. For example, they opened up some businesses where foreign investment previously was restricted in the manufacturing, service and financial industries, and reduced the limitations

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on foreign investment ratios in the financial and motor vehicle industries in Mainland China.

The framework agreement emphasizes the importance of building a new, open economic mechanism and a high-quality platform to interface with “high-end” businesses, consolidating innovative resources and facilitating collaboration within the GBA. These requirements should bring more opportunities to Hong Kong investors and businesses in the area.

Platform building

The GBA will implement the “one country-two systems, three custom zones” principle, which covers the tax and legal frameworks of three jurisdictions.

The GBA will feature the open approach to foreign investment adopted in HKSAR and MCSAR and, at the same time, will provide investment opportunities in nine fast-growing Mainland cities, as well as free trade zones, development zones and high-technology zones. Each of the cities and regions serves a unique function. The dynamic business environment provides an attrac-

tive platform for Hong Kong investors to invest in the GBA, and a number of different investment models. Through the GBA, the Mainland government can also continue to implement industry and market liberalization progressively.

Market integration and environment

Significant market opportunities are emerging as Mainland Chain improves the quality of goods and services produced locally. This will facilitate businesses in the GBA to demonstrate their competitive advantages and contribute to a higher commercial standard. Closer collaboration with the two SARs should also create prospects for a broader market and more employment opportunities.

The GBA will offer Hong Kong and Macao investors in specialized industries a chance to penetrate the Mainland market in various sectors (professional services, property development, education, healthcare, elder care, exhibitions, tourism and property management) with the collaboration of the local government.



Hong Kong General Chamber of Commerce
香港總商會1861

2019 Chamber Diary

香港總商會日記簿

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2017年7月，中國內地、香港特區政府和澳門特區政府簽署《深化粵港澳合作推進大灣區建設框架協議》（「框架協議」），以成立一個綜合經濟和商業樞紐。

粵港澳大灣區（大灣區）的正式建議預料快將推出。從商務和稅務角度看，在大灣區投資和營商將帶來種種挑戰和機遇。

大灣區包括中國內地廣東省南方的九個城市、香港特區和澳門特區。

2016年的資料顯示，大灣區以不足全國5%的人口創造全國12%的經濟總量，在金融服務、科技及先進製造業、重工業、現代服務業等行業都在國內處於領先地位。

未來的大灣區有望媲美東京灣區、紐約灣區和三藩市灣區，成為世界級灣區。

與此同時，鑒於內地、香港特區和澳門特區實施的法律和規管制度各有不同，大灣區須探索獨一無二的運作模式，才能有效促進人才、技術、資金的匯聚和流動。

框架協議對建設大灣區的合作目標、原則、重點領域及體制安排等均有相應的規定。在框架協議中，不同的持份者從不同角度各自解讀，本文將從投資者的角度探討主要的稅務和商務考量。

未來合作目標

根據框架協議，大灣區各地區政府將制訂戰略定位，確保三地合作：

- 廣東省：成為全國改革開放先行區、經濟發展的重要引擎、構建創科中心和先進製造業、現代服務業的基地
- 香港特區：鞏固和提升國際金融、航運和貿易三大中心的地位，強化全球離岸人民幣業務樞紐地位和國際資產管理中心功能，推動專業服務和創科產業的發展，建設亞太區國際法律及仲裁中心
- 澳門特區：推進建設世界旅遊休閒中心，打造中國內地與葡語國家的商貿合作平台

大灣區的最終目標是建設更具活力的經濟區、宜居宜業宜遊的優質生活圈，成為內地與港澳深度合作的示範區，攜手打造國際一流的灣區。

投資者應仔細考慮大灣區內的戰略定位、自身的商業目標和政府提供的相應支援。

這包括商業選址、行業准入方法、與當地政府的合作及融資方式。

開放引領 對外投資

外資投資中國內地的依據政策主要包括《外商投資產業指導目錄（2017年修訂）》、《自貿試驗區負面清單》、《內地與香港關於建立更緊密經貿關係的安排》等。廣東省和深圳市在擴大對外開放方面也積極探索，在部分製造、服務和金融限制產業作出有限程度的開放，以及中國內地最近在金融、汽車等領域減少對外資控股比例的限制。

框架協議要求在區內積極構建開放型經濟新體制，打造高水準開放平台，對接「高標準」貿易投資規則，集聚創新資源，完善區域協同創新體系。這些要求應可為香港投資者和區內企業帶來更多機遇。

平台建設

大灣區包括了「一國兩制三關稅區」，涉及三個不同的稅務和法律制度管轄區域。



大灣區既有自由外向的香港和澳門特區，亦有發展迅速的廣東九市各核心及自貿區、開發區、高新區等區域，每一個城市和區域都發揮獨特的作用。這種多樣性的營商環境為香港投資者提供具吸引力的投資平台和不同的投資模式。與此同時，內地政府亦可通過大灣區逐步實現行業和市場的充分開放。

市場一體化、優質生活圈

中國內地的產品和服務升級換代，帶來了巨大的市場商機。這將有利於大灣區企業發揮各自的比較優勢，從而建立更高的行業水準。港澳兩地合作更緊密，將可創造更大的市場，提供更多就業機會。

從事專門產業的港澳投資者將可通過與當地政府合作，進一步融入內地市場，例如專業服務、房地產發展、教育、醫療、養老、會議、旅遊、物業管理等行業。

科技創新中心

創新對企業提升市場競爭優勢至關重要，可體現在技術開發、商業模式優化、人力資源管理等諸多方面。在當前中國內地和香港特區的稅制下，亦有多項優惠政策，鼓勵境內和跨境創新及研發活動。

內地提供的優惠政策包括「高新技術企業」優惠稅率和延長虧損期限。其他政策包括研發費用加計扣除、雙創企業的稅收



優惠及營改增稅制改革。

香港特區政府亦在積極推行研發費用加計扣除的優惠政策、兩級稅制，以及吸引生物科技公司 and 同股不同權架構公司在香港上市融資等安排。該等措施將可促進香港投資者在大灣區增加投資。

綠色、環保

環保是內地政府的重點關注範疇。自中國內地於2018年1月1日開始實施環保稅的相關規定，相信大灣區內各個地方政府將優先支持綠色環保的專案。從商務角度看，香港投資者對於如何合理地選址及符合當地政府的環保要求，都是值得關注的商業因素。

協同、共用

大灣區的協同發展將涉及投資者與地區政府、企業與消費者關係的重新塑造及協同，其中需要配合市場規律和需求。地區政府亦將扮演積極推動的角色。

未來相信將有更多「共用」及「協同」的商業模式產生，因此需要充分評估潛在的運作和稅務成本。這些共用商業模式和稅務成本或有別於傳統模式。再者，從「共用」的概念看，比如共用財務中心或共用服務中心都有助提升管理效率，並可享受出口服務等稅務優惠，香港投資者對此需多加考慮和善用。✿

Technology innovation center

Innovation is essential for companies that strive for more competitive market positions. It can be demonstrated through technology development, business model optimisation and human resources management. The current tax rules in Mainland China and the HKSAR contain a number of tax policies to encourage local and cross-border innovation and research and development (R&D) activities.

Policies in the Mainland include a more favorable enterprise income tax rate and an extended loss carry-forward period for “high new technology enterprises.” Other policies include an additional income tax deduction for qualified R&D expenditure, incentives to innovation and design enterprises and the implementation of value-added tax (VAT) reform.

The HKSAR government is also dedicated to implementing a policy for an additional deduction of qualified R&D expenditure, a two-tiered tax rate mechanism, and measures facilitating the listing of biotech companies and companies issuing shares with different rights. All these measures can facilitate Hong Kong investors to invest more in the GBA.

“Go green” initiative

Environmental protection is an area of focus for the Mainland government. With the implementation of the resources tax on pollutants from 1 January 2018, we believe that local governments in the GBA will support projects that protect the environment. From a business perspective, the selection of business, location and compliance with the local government’s requirements on how to enhance the environment protection business are key factors for Hong Kong investors to consider.

Collaboration and co-sharing

Collaborative development within the GBA will involve the refinement of relationships between investors and local governments, and between companies and their customers, which will require alignment with market practices and demands. Local governments will also play a role in driving the initiative.

More collaborative and co-sharing business models are likely to be developed, and the corresponding operating and tax costs should be fully assessed. These co-sharing business models and tax costs may differ from traditional models. Implementing the concept of co-sharing in the financial and service industries may also help enhance management efficiency and create the potential for the preferential VAT treatment granted to the exportation of services for Hong Kong investors to consider and leverage on. ✿

Americas Committee 美洲委員會



Meeting with Delegation from Dallas and Chicago

與達拉斯和芝加哥代表團會面

達拉斯KMT Architects負責人Ken Tse於6月29日隨十人代表團到訪總商會。團員包括來自大達拉斯亞裔商會和美中香港商會的會員，由美洲委員會副主席Evaristo Berlanga和公關及項目總監駱綺芬接待。雙方討論「一帶一路」倡議的最新發展及其為加強港美兩地聯繫所帶來的機遇，並探討國際貿易、房地產和諮詢等領域的新興機遇。

Ken Tse, Principal of KMT Architects in Dallas, visited the Chamber as part of a 10-member delegation on 29 June. The visitors, comprising members of The Greater Dallas Asian American Chamber of Commerce and the Hong Kong Business Association of the Midwest, were received by Americas Committee Vice Chairman Evaristo Berlanga and PR & Programs

Director Lok Yee Fan. The two sides talked about the latest developments in the Belt and Road Initiative and the opportunities it presents for closer ties between Hong Kong and the United States. They also discussed emerging opportunities in sectors including international trade, real estate and consulting.

Asia & Africa Committee 亞洲及非洲委員會



Meet the Author Series with Nigel Collett 「與作者對談」系列：Nigel Collett

At the Chamber's Meet the Author Series event on 4 July, award-winning author Nigel Collett introduced his latest critically acclaimed book, "A Death in Hong Kong: The MacLennan Case of 1980 and the Suppression of a Scandal," a recounting of the death of John MacLennan, a gay policeman in late-colonial Hong Kong. Members had the opportunity to revisit the controversial case and discuss with the author the profound impact it brought to Hong Kong's police force and wider society.

在總商會7月4日的「與作者對談」活動上，得獎作家Nigel Collett介紹其廣受好評的新作《A Death in Hong Kong: The MacLennan Case of 1980 and the Suppression of a Scandal》，詳述香港殖民地時代後期一名同性戀警員麥樂倫之死。會員有機會重新審視這宗具爭議性的案件，並與作者討論其對香港警隊及廣大社會的深遠影響。

Dr Jim Walker, Founder and Chief Economist of Asianomics Group, and Bryan Kam, CEO of BFM International, discussed some of the latest developments in India at a Chamber roundtable luncheon on 27 June, co-organized with the Consulate General of India in Hong Kong. Dr Walker reviewed India's stock market trends, while Kam briefed members on the opportunities and challenges of the Indian online retail market.

總商會於6月27日與印度駐港總領事館合辦午餐會。會上，Asianomics Group創始人及首席經濟師Jim Walker博士及白富美國際有限公司創辦人及行政總裁甘亮得討論印度的最新發展。Walker博士剖析印度的股市趨勢，甘亮得則概述印度網上零售市場的機遇和挑戰。



Committee Chairmen 委員會主席



Dr Mike C Bimha, Minister of Industry, Commerce and Enterprise Development of Zimbabwe, accompanied by Consul General of Zimbabwe Alfred Mutiwazuka, visited the Chamber on 28 June. Behzad Mirzaei, Chairman of the Asia & Africa Committee, and PR & Programs Director Lok Yee Fan received the delegation. Dr Bimha introduced the work of his ministry in promoting the development of Zimbabwe's industrial and commercial enterprises, and said that the country was implementing measures to improve the ease of doing business. For example, Zimbabwe is setting up new special economic zones to encourage joint ventures and attract investment.

津巴布韋工商業和企業發展部部長Mike C Bimha博士在津巴布韋總領事 Alfred Mutiwazuka陪同下，於6月28日率領代表團到訪總商會，由亞洲及非洲委員會主席苗澤文和公共關係及項目總監駱綺芬接待。Bimha博士介紹其部門在推動津巴布韋工商企業發展方面的工作，並表示該國正採取措施促進營商，例如當地已設立新經濟特區，鼓勵合資企業和吸引投資。



Americas Committee
美洲委員會
Prof Steve Wong
黃兆輝教授



Asia & Africa Committee
亞洲及非洲委員會
Mr Behzad Mirzaei
苗澤文先生



China Committee
中國委員會
Mrs Petrina Tam
譚唐毓麗女士



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
Ms Jennifer Chan
陳佩君女士



Financial & Treasury Services Committee
金融及財資服務委員會
Ms Agnes Chan
陳瑞娟女士



Industry & Technology Committee
工業及科技委員會
Mr William Yuen Fai Lai
黎元輝先生

Yutaka Hashimoto, Deputy Director General of JETRO Hong Kong, visited the Chamber on 12 July where he was welcomed by Asia & Africa Committee Chairman Behzad Mirzaei. Hashimoto said that he hoped to further the cooperation between JETRO and the Chamber. A delegation representing the Hokkaido government will visit Hong Kong in October and JETRO plans to organize a number of seminars to encourage local businesses to invest in the region.

日本貿易振興機構（JETRO）副所長橋本豐於7月12日到訪總商會，由亞洲及非洲委員會主席苗澤文接待。橋本豐表示希望進一步促進JETRO與總商會的合作。北海道政府將於10月組織代表團訪問香港，JETRO計劃舉辦多場研討會，鼓勵本地企業投資該區。

Koji Tomiyoshi, Director of the Kagoshima Prefectural Government International Affairs Division, visited the Chamber on 25 June. The delegation from Japan was received by Chamber CEO Shirley Yuen and PR & Programs Director Lok Yee Fan. The two sides discussed the 21st Hong Kong-Kagoshima Conference, which will take place in September this year in Kagoshima Prefecture. Tomiyoshi said he hoped that Kagoshima and Hong Kong would foster closer ties in business and tourism.

鹿兒島縣觀光戰略部國際交流課課長富吉宏治於6月25日率領日本代表團到訪，由總商會總裁袁莎妮和公關及項目總監駱綺芬接待。雙方討論將於今年9月假鹿兒島縣舉行的「第21屆香港鹿兒島會議」。富吉表示希望鹿兒島和香港可加強商業和旅遊聯繫。





There was a full house for the Chamber's "Unleashing Myanmar's Potential" Seminar and Networking Reception on 28 June, co-organized with the Hong Kong Myanmar Chamber of Commerce and the Myanmar Belt & Road Development Association. A 30-member delegation from Myanmar attended the event and the visitors were welcomed by Chamber Vice Chairman Leland Sun. The networking reception following the seminar gave members and guests the opportunity to expand their connections and discuss the Myanmar market with experts from the country.

總商會於6月28日與香港緬甸商會和緬甸一帶一路發展協會合辦「緬甸：潛力無限」研討會暨酒會，全場座無虛席。來自緬甸的30人代表團出席活動，由總商會副主席孫立勳接待。在會後舉行的酒會上，會員和來賓有機會擴展聯繫，並與該國的專家討論緬甸的市場環境。

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

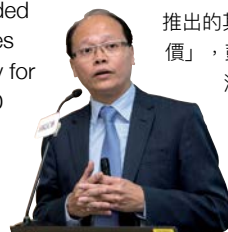


At a Committee meeting on 19 June, Charles Mok, Chairman of the Legislative Council Panel on Information Technology and Broadcasting, updated members on the latest developments in Hong Kong's ICT and smart city initiatives. At the same meeting, Eric Chin was returned as Chairman, and Jennifer Tan and Elsa Wong as co-Vice Chairmen.

立法會資訊科技及廣播事務委員會主席莫乃光議員出席6月19日的委員會會議，向委員概述香港在資訊及通訊科技和智慧城市方面的最新發展。會上，錢樹楷獲選連任主席，而副主席則為陳婉珍和黃玉娟。

Environment & Sustainability Committee

Anthony Lo, Acting Director – Corporate Customer Experience at CLP, provided an in-depth look at some of the power company's key environmental initiatives at a seminar on 21 June. Under the Eco Building Fund, companies can apply for funding to help make their buildings greener through measures including LED lighting adoption, heat pump and chiller upgrades, and temperature sensor installations. Other programmes offered by CLP included a Feed-in Tariff scheme, which is intended to encourage investment in renewable energy technologies.



At the Asia and Africa Committee meeting on 27 June, David Dodwell, Executive Director of the Hong Kong-APEC Trade Policy Group, presented the latest developments in South Africa. For the Committee's next overseas mission, the secretariat introduced Morocco and Ghana as prospective destinations. The Committee also held its election where Behzad Mirzaei was re-elected as Chairman, and Vice Chairmen Nigel Collett and Andrew Wells were also re-elected. Neville Shroff stepped down and Jonathan Lamport, Managing Director of Lynter International, was elected as a new Vice Chairman. The Committee thanked Shroff for his and his father's contributions to the Committee over the years.

Hong Kong-APEC Trade Policy Group執行總監杜大偉出席亞洲及非洲委員會6月27日的會議，介紹南非的最新發展。會上，秘書處提議摩洛哥和加納作為委員會下一次海外考察的地點。委員會選舉舉行選舉，苗澤文再次膺選主席，Nigel Collett和華賢仕亦獲選連任副主席。尼維利施樂富卸任，利泰國際有限公司總經理林偉全則獲選新任副主席。委員會感謝尼維利施樂富及其父多年來對委員會作出的貢獻。



環境及可持續發展委員會

中華電力企業客戶服務署理總監盧志華於6月21日的研討會上，深入介紹中電主要的環保措施。在「綠適樓宇基金」下，企業可申請資助，透過採用LED照明、熱泵和冷風機升級及溫度傳感器等設施，提升樓宇的環保表現。中電推出的其他計劃包括「上網電價」，鼓勵工商界投資可再生能源技術。

Committee Chairmen 委員會主席

Economic Policy Committee 經濟政策委員會



Two policy forums were organized on 12 and 13 July in English and Chinese to discuss the Chamber's recommendations for the Chief Executive's Policy Address. Issues raised included the socio-economic implications of Hong Kong's land supply challenges, the importance of Regulatory Impact Assessments during the policy formation process, unlocking the potential of innovation and technology, and tapping into the opportunities presented by the Greater Bay Area initiative.

總商會分別於7月12日和13日以英語和中文舉行兩場政策論壇，就總商會對行政長官將發表的《施政報告》之建議進行討論。會上探討的議題包括香港土地供應問題對社會經濟帶來的影響、規管影響評估在政策制訂過程中的重要性、發掘創新科技的潛力，以及把握大灣區倡議的機遇。

The Economic Policy Committee held a meeting on 12 July to discuss the latest economic developments and outlook in Hong Kong and globally. At the meeting, Peter Churchouse and John Anthony Miller were returned as Chairman and Vice Chairman respectively.

經濟政策委員會於7月12日舉行會議，討論最新經濟發展，以及香港和環球經濟前景。會上，卓百德和苗學禮分別獲選連任主席和副主席。

Europe Committee 歐洲委員會



More than a dozen Consuls General and country representatives from across Europe attended a Cocktail Reception in their honour at the Chamber on 20 June. Stephen Weatherseed, Chairman of the Europe Committee, gave the welcoming remarks at the event, while Chamber CEO Shirley Yuen delivered the toast. Members enjoyed the opportunity to meet the European representatives and talk about the latest business developments on the continent, and also to have some fruitful discussions with their fellow members.

十多位來自歐洲各地的總領事和國家代表蒞臨總商會6月20日的招待酒會。會上，歐洲委員會主席韋大象歡迎一眾來賓，總商會總裁袁莎妮亦舉杯祝酒。當晚，會員有機會與歐洲多國的代表會面，了解當地最新的商業發展，並與其他會員進行務實的討論。

Legal Committee 法律委員會



Ms Fiona Loughrey
羅嘉莉女士

Manpower Committee 人力委員會



Ms Connie Lam
林翠華女士

Membership Committee 會員關係委員會



Mr Peter Wong
王冬勝先生

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



Ms Sylvia Chung
鍾慧敏女士

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 P C Yu
余鵬春先生

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

Daive De Rosa, Partner at Gianni Origoni Grippo Cappelli & Partners, discussed the key points of GDPR at a roundtable luncheon organized by the Europe Committee on 13 July. He looked at the new European Union regulations on data privacy from the point of view of businesses, and considered some of the actions companies in Hong Kong should take to ensure they are compliant with the new rules. De Rosa was joined by Tan YenEe, Regional Consultant for IT Service and Cybersecurity at TÜV Rheinland, who demonstrated the steps to understanding GDPR, including identifying data activities, assessing risks, implementing compliance and seeking certification.

Gianni Origoni Grippo Cappelli & Partners合夥人戴偉德出席歐洲委員會7月13日舉行的午餐會，討論《通用數據保障條例》(GDPR)的重點。他從企業的角度探討歐盟對數據私隱的新規定，並提出港企應採取的一些措施，以確保遵守新規例。會上，德國萊茵TÜV資訊服務與網絡安全部區域顧問Tan YenEe亦講解遵守GDPR的步驟，包括識別數據活動、評估風險、推出合規措施和尋求認證。



Stephen Weatherseed, leader of the Chamber's Business Mission to Austria and the Czech Republic in June, shared some of the findings from the trip at the Europe Committee meeting on 5 July. Both countries showed a high level of awareness of the Belt and Road Initiative, he said, and participants also noted that businesspeople and officials were keen to develop their relationships with the Mainland. At the meeting, Jennifer Chan was elected as the Chairman of the Europe Committee, Rosanna Choi was elected Vice Chairman, while Eberhard Brodhage and Davide De Rosa were re-elected as Vice Chairmen.

總商會於6月舉辦的奧地利和捷克共和國商務考察團已圓滿結束。團長韋大象在歐洲委員會7月5日的會議上，分享此行的所見所聞。他表示，兩國均高度關注「一帶一路」倡議，團員亦留意到商家和官員都熱衷於與內地建立關係。會上，陳佩君膺選歐洲委員會主席，蔡懿德當選副主席，包凱歌和戴偉德則獲選連任副主席。

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

At a committee meeting on 4 July, Mark Shipman, Council Member and Policy Research Committee Member of the Financial Services Development Council (FSDC), and Christophe Lee Kin-ping, New Business Committee Member with the FSDC, briefed members on proposed measures to facilitate non-face-to-face customer on-boarding through the use of digital identification and electronic Know-Your-Customer tools. At the same meeting, Agnes Chan was elected the new Committee Chairman, and Harrison Ho and Peter Leung were respectively returned and elected as co-Vice Chairmen.

在7月4日的委員會會議上，香港金融發展局成員及政策研究小組成員馬雪文和拓新業務小組成員李建平簡述透過數碼識別和電子Know-Your-Customer工具，促進與非面對面的客戶溝通的建議措施。會上，陳瑞娟當選委員會新任主席，何樂生和梁銘謙分別連任副主席。



Arthur Shek Kang Chuen, co-founder of the Hong Kong Economic Times and Head of the HKET Research Team, discussed U.S.-China trade relations at a Chamber roundtable luncheon on 20 June. He touched on a number of issues in his analysis, including the U.S. Federal Reserve's interest rate policy and the potential displacement of the U.S. dollar by the renminbi as the world's reserve currency.

《香港經濟日報》共同創辦人及研究部主管石鏡泉於總商會6月20日的午餐會上，剖析中美貿易關係及全球經濟動向，包括美國聯儲局的息率政策，以至人民幣取代美元成為世界儲備貨幣的潛在可能。



Invitation to the HKGCC Business-School Partnership Programme 2018-19

Since 2001, the Chamber's Business-School Partnership Programme has been providing a platform to connect companies with secondary schools, which facilitates direct communications between students, teachers and business executives to understand and learn from each other. As a major business chamber, we believe connecting schools with businesses is vital to the development of Hong Kong's future manpower, and companies' participation is of great significance to the success of the programme.

We sincerely invite your company to join the programme and form a partnership with a local secondary school to engage students during the school year 2018-2019.

Programme Summary

During the 2018/2019 school year (approximately from November 2018 to July 2019), each participating company and the matching school* will carry out activities that would benefit students' business knowledge, industry knowledge, workplace skills, language skills, and the like.

* Schools invited are members of the Association of English Medium Secondary Schools (AEMSS), the Association of Hong Kong Chinese Middle Schools (AHKCMS) or the Hong Kong Association of Careers Masters and Guidance Masters (HKACMGM) .

Company Participation

HKGCC corporate members only. Target to have around 40 companies.

School Participation

Member schools of AEMSS, AHKCMS or HKACMGM. Target to have around 40 schools.

Member companies interested in joining the Business-School Partnership Programme can fill in the online registration form (scan the QR code) on or before 28 September, 2018.

For more details, please visit:



Online
Registration Form



Programme
website



Coverage by
CTgoodjobs

Enquiry: Ms Cathy Chan Tel: 2823 1282 Email: cathy@chamber.org.hk
Website: <http://www.chamber.org.hk/en/events/school.aspx>



CEO Talks



Career Talks



Corporate Activities



Office/Company Site Visits



Soft Skills Workshop



Internshipand more....

Industry & Technology Committee 工業及科技委員會



A group of 30 members visited the Hong Kong Science and Technology Park on 28 June to learn about the latest developments in smart technologies in Hong Kong. In addition to meeting with 10 tech start-ups, members were also given a guided tour of the Data Studio and Smart City Innovation Centre, where they were introduced to some of the latest smart city projects being developed at the Science Park.

30名會員於6月28日考察香港科學園，了解本港智能科技的最新發展。期間，會員與園內十家科技初創企業會面，還獲安排參觀數據工作室和智慧城市創新中心，認識科學園開發的最新智慧城市項目。



Ricoh Hong Kong hosted a group of 20 Chamber members on 10 July on a visit to learn more about how technology in a smart office setting can enable positive changes in the workplace. Before a tour of the offices, Alvin Leung, General Manager of PERSOLKELLY Consulting, and Ricky Chong, Director of the Marketing and Business Development Division at Ricoh, shared their insights on employee engagement methods and smart office technologies.

20名會員於7月10日考察理光香港，探索智慧辦公室科技如何為工作間帶來正面的轉變。參觀前，PERSOLKELLY Consulting總經理梁家豪和理光（香港）有限公司市場及業務拓展部總監莊禮基分享各自對員工參與度的見解，並介紹智慧辦公室科技。



At a meeting on 27 June, Dr Lee Chi Ming, Director of the Office of Research and Knowledge Transfer Services at the Chinese University of Hong Kong, briefed members on the details behind President Xi Jinping's announcement in May granting national funding for research and development projects undertaken by Hong Kong academics. At the same meeting, William Lai was elected Chairman, and Nature Yang, Victor Lam and Patrick Lee were elected co-Vice Chairmen.

香港中文大學研究及知識轉移服務處處長李志明博士在6月27日的會議上，講解習近平主席於5月公布向香港科研人員進行的研發項目提供國家資助的詳情。會上，黎元輝當選委員會主席，楊自然、林凱章和李世賢獲選副主席。

The Chamber Assessment Team, assisted by an independent consultant, completed preliminary assessments of the 38 applications received for the Innovation & Creativity category of the 2018 Hong Kong Awards for Industries. A shortlist was also drawn up for site visits and judging interviews to be carried out in August.

總商會評審小組在獨立顧問協助下，完成「2018香港工商業獎」創意組別的初步評審。今年共收到38份申請，評審小組於8月向入圍公司進行實地考察和評審面試。

Shipping & Transport Committee 船務及運輸委員會

Johnson Leung and Jonathan Lee, co-founders of 300cubits, spoke at a committee meeting on 20 June about the application of blockchain technology in the shipping industry. The technology, which is underpinned by the issuance of "TEU tokens," seeks to address such issues as no-shows and overbookings in the shipping sector. At the same meeting, John Anthony Miller was returned as Chairman and Kenneth Bell and Tony Tong were re-elected co-Vice Chairmen.



TEU虛擬貨幣公司300cubits創辦人梁民和李可興於6月20日的委員會會議上分享區塊鏈技術在船務及運輸業的應用。區塊鏈以發行虛擬貨幣TEU運作，旨在解決業界面對的失約和超額預訂等問題。會上，苗學禮獲選連任委員會主席，鮑健偉和唐健輝亦分別連任副主席。

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Town Hall Forum Series with Simon Peh Yun-lu, ICAC Commissioner 議事論壇系列：廉政專員白韞六

Simon Peh, Commissioner of the Independent Commission Against Corruption (ICAC), spoke at the Chamber's Town Hall Forum on 9 July about Hong Kong's hard-earned reputation as one of the cleanest places to do business in the world. He also discussed the ICAC's cooperation with the business community to enhance Hong Kong's competitiveness through a corruption-free environment, and its work with other anti-corruption agencies around the world.

廉政專員白韞六出席總商會7月9日的「議事論壇」，講解香港作為全球最廉潔的商業都市之一這個得來不易的美譽。他亦討論廉政公署透過維持廉潔的環境，與商界合力提升香港的競爭力，以及該署與世界各地其他反貪機構的合作。



Manpower Committee 人力委員會

At a Manpower Committee meeting on 4 July, Fred Sheu, National Technology Officer at Microsoft Hong Kong, shared a recent Microsoft report entitled "Unlocking the Economic Impact of Digital Transformation in Asia Pacific" and its implications for HR operations. At the same meeting, Emil Yu, Chamber Representative at the Labour Advisory Board, updated members on current labour issues including MPF offsetting, standard working hours, and a planned "talent list" to attract overseas workers. Also at the meeting, Connie Lam, Hayly Leung and Chi Keung Lee were elected as Chairman and co-Vice Chairmen of the Committee respectively.

微軟香港有限公司香港區域科技長許遵發出席7月4日的委員會會議，分享微軟近日發布的《解密數碼轉型對亞太區經濟影響》研究報告，以及研究報告對人力資源管理營運的啟示。另外，勞工顧問委員會總商會代表于健安講解勞工議題的最新動向，包括強積金對沖、標準工時和擬議的「人才清單」，以吸引海外人才。會上，林翠華獲選主席，李志強和Hayly Leung獲選副主席。



More than 60 members took part in a Chamber visit to the K11 Atelier tower on 13 July, the first phase of the Victoria Dockside development. During the exclusive tour, members were given an insight into how New World Development aims to "make waves" in the modern workplace through art, design and culture. Members also learned about the history of the site and some of the green living considerations behind the project.

逾60名會員於7月13日到訪K11 Atelier。K11 Atelier為新世界Victoria Dockside第一期發展項目。期間，會員率先一睹新世界如何透過藝術、設計和文化，掀起現代辦公室的「新浪潮」。會員亦認識到大樓前身的歷史，以及項目在綠色生活方面的考量。

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



The management team of Clarity Medical Group – Director Roy Ng, Chairman Marvin Tse and CEO Andrew Wong – introduced the group's history and its strategies in the Greater Bay Area at a breakfast sharing on 4 July.

清晰醫療集團管理團隊——董事伍俊達、主席謝偉業及總裁黃棣彰於7月4日的早餐會上，分享集團的發展史及其在大灣區的策略。

Irene Mok, Vice President, Operations at HKMC Insurance Limited, and a number of her staff members met with SME Committee Chairman Roy Ng and other committee members on 4 July to discuss a proposed Digital Matching Platform to provide loan financing for SMEs. The discussion also served as a follow-up to a meeting in December last year when HKMC Insurance Limited introduced the SME Financing Guarantee Scheme to members.



香港按揭證券有限公司業務運作副總裁莫愛蘭及員工於7月4日與委員會主席伍俊達和其他委員會面，商討擬設的中小企貸款融資平台Digital Matching Platform。是次討論亦是去年12月香港按揭證券有限公司介紹「中小企融資擔保計劃」的後續。



The SME Committee organized a visit to Mad Head, developer of the popular "Tower of Saviours" game, on 12 July, to give members an insight into the local mobile gaming industry as well as learn about the company's history.

中小型企業委員會於7月12日率領會員考察人氣手機遊戲《神魔之塔》開發商Mad Head，了解本地手機遊戲業的發展和公司歷史。

Women Executives Club 卓妍社



WEC members got together for brunch at the Lady M Cafe in Causeway Bay on 28 June. Tammy Wu, Executive Director of Lady M Hong Kong, shared the story of how she brought the Lady M brand from New York to Hong Kong and the challenges she encountered along the way. Members enjoyed a delicious brunch and sampled some of Lady M's cakes at this casual networking event.

卓妍社於6月28日假銅鑼灣Lady M Cafe舉行早午餐聚會。Lady M香港行政總監吳丹分享把這個紐約蛋糕品牌引入香港的過程，以及沿途遇到的困難。在這次輕鬆的聯誼聚會中，會員除了享用精緻的早午餐，還可一嚐店內美味的蛋糕，樂在其中。

WEC Chairman Jennifer Chan and Vice Chairman May Lam attended the JESSICA Leaders Forum on 22 June at the Island Shangri-la Hotel. This half-day event featured panel discussions on the opportunities and challenges for women in the Greater Bay Area, and what the initiative means for women socially. WEC was a supporting organization of the forum.

卓妍社主席陳佩君和副主席林慧賢出席6月22日假港島香格里拉大酒店舉行的「旭茉JESSICA Leaders Forum」卓越領袖論壇。為期半天的論壇設有多個專題討論環節，討論大灣區為女性帶來的機會和挑戰，以及該倡議對女性的社會意義。卓妍社為論壇的支持機構之一。

Taiwan Interest Group 台灣小組

Ni Bochia, Director, Commercial Division, Taipei Economic and Cultural Office, gave committee members an update on Taiwan's economy at the Taiwan Interest Group meeting on 25 June. At the meeting, PC Yu was elected as the new Chairman of the group.

台北經濟文化辦事處商務組組長倪伯嘉出席台灣小組6月25日的會議，介紹台灣經濟的最新動向。會上，余鵬春獲選主席。



Young Executives Club 卓青社

A YEC Happy Hour event was held at Bib n Hops on 12 July with more than 40 members attending. Members enjoyed drinks and canapes while Benson Tse, Director of Cigar Ben, gave a presentation about the cigar business and shared some tips on tasting different types of cigars.

卓青社於7月12日假Bib n Hops酒吧舉行「歡樂時光」聚會，逾40名會員出席。會員一邊享用醇酒美食，一邊細聽雪茄專門店Cigar Ben董事謝健豐介紹本地雪茄業，以及分享品嚐不同種類雪茄的秘訣。



Talent Development 人才發展



Emil Chan, Fintech Consultant at CSG Consultancy, introduced the basic concepts and applications of blockchain technology to a full house seminar on 11 July. He discussed the latest fintech developments, how blockchain can impact market norms, and how traditional businesses can adapt to these changes.

精確環球諮詢金融科技顧問陳家豪於7月11日的研討會上介紹區塊鏈技術的基本概念和應用，全場座無虛席。他探討最新的金融科技發展、區塊鏈技術如何影響市場常規，以及傳統商企應如何適應這些轉變。

Andrew Ma, Founder and Executive Director of Chorev Consulting International, spoke at a Chamber seminar on 10 July on helping next-generation leaders to develop the skills to confidently lead a diverse team. He discussed the problem of management trainee programmes that sometimes fail to develop the next generation of talent. Through group discussions and virtual reality games, participants explored some of the essential elements of successfully developing young leaders.



高宏國際顧問有限公司創辦人及行政總監馬文藻出席7月10日的總商會研討會，講解如何協助新一代領袖自信地領導多元化的團隊，並探討企業管理培訓計劃未能有效培訓新一代人才的問題。參加者透過小組討論和模擬真實遊戲，探索成功培訓年輕領袖的必要元素。

Business-School Partnership Programme 商校交流計劃

More than 200 students, teachers, principals and business executives celebrated another successful year of the HKGCC Business-School Partnership Programme on 5 July at the Closing Party to mark the end of the 2017/18 scheme. Also at the event, 22 members of the Young Executives Club took part in a Career Sharing session, giving the students practical career advice and insights into their various professions.

2017/2018年度總商會「商校交流計劃」圓滿結束，逾200名師生、校長和商業行政人員出席7月5日的閉幕典禮，正式為計劃畫上句號。活動上，22名卓青社會員參與職業分享環節，為學生提供實用的就業意見，分享不同專業領域的工作心得。



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Cocktails with Europe's Consuls General

More than a dozen Consuls General and country representatives from across Europe attended a Cocktail Reception in their honour at the Chamber on 20 June. Stephen Weatherseed, Chairman of the Europe Committee, gave the welcoming remarks at the event, while Chamber CEO Shirley Yuen delivered the toast. Members enjoyed the opportunity to meet the European representatives and talk about the latest business developments on the continent, and also to have some fruitful discussions with their fellow members. 🌸





歐洲總領事酒會

多位來自歐洲各地的總領事和國家代表蒞臨總商會6月20日的招待酒會。會上，歐洲委員會主席韋大拿歡迎一眾來賓，總商會總裁袁莎妮亦舉杯祝酒。當晚，會員有機會與歐洲多國的代表會面，了解當地最新的商業發展，並與其他會員進行務實的討論。



Time is Right for Myanmar

投資緬甸的適當時機



Experts agree that the country presents opportunities for investors, despite its many challenges
多位專家認同該國縱使面對種種挑戰，仍能為投資者帶來機遇

As it continues to emerge from decades of isolation, Myanmar is a country with tremendous potential, but still presents many challenges for investors. At the Chamber's "Unleashing the Potential of Myanmar" Seminar on 28 June, Serge Pun provided key insights from his experience as Chairman of SPA Group, a Myanmar conglomerate that has been operating since 1991.

He said that there had been a number of false starts and a sense of disillusionment following the initial euphoria of the 2015 elections. However, Pun said, the country is now seeing a light at the end of the tunnel, for two reasons.

The first is geopolitical. Myanmar's location provides Mainland China with access to the Indian Ocean, and is therefore a key Belt and Road participant.

"Myanmar commands a very important strategic position in the whole initiative," Pun said.

The second reason is that there has been a recent shake-up of government ministers that will, it is hoped, form an administration that is capable of delivering the needed

reforms. Pun compared present-day Myanmar to the Mainland of several years ago, when not all officials had "come around the bend" with regards to corruption. The situation in Myanmar is now improving rapidly and creating a much more favourable environment for overseas investors.

"For HKGCC the timing is right," he said. "I urge you to reassess the current situation and I trust you will find this is an opportunity – and an opportune time."

Robert San Pe, Senior Legal Advisor to Myanmar State Counsellor Aung San Suu Kyi, discussed Myanmar's law reforms, and more importantly, implementation.

"It is one thing to write things down, and another thing to actually deliver them," he said.



But he said that investors could be reassured by progress that is being made, particularly in the country's Special Economic Zones.

Here, foreign investors can see for themselves that the law and business procedures are being followed.

A huge challenge the country faces – and one mentioned by several of the speakers – is the shortage of people with the skills and experience to enact the necessary reforms. San Pe said that until recently, some government departments did not even have legal representatives, meaning that complex international agreements were being negotiated by non-lawyers and junior civil servants.

But he is optimistic about the country's future, particularly given its key attributes of location, water supply and land.

"For any foreign investor, now is the right time to be seriously looking at Myanmar," San Pe said.

Peter Beynon, Chairman of the





該國面對的一大挑戰——亦是幾位講者皆有提及的，是缺乏具備技能和經驗的人才，以推行必要的改革。San Pe解釋，直到最近，部分政府部門甚至連法律代表也沒有，這意味複雜的國際協定只能由非律師和初級公務員進行協商。

然而，他對國家的未來感到樂觀，尤其考慮到其地理位置、供水和土地等主要優勢。

San Pe說：「對外國投資者而言，現在是時候認真考慮投資緬甸。」

緬甸英國商會及Jardine Myanmar Group主席Peter Beynon表示，該國「面對不少挑戰」。大部分交通基建早在1950年建成，國內廣泛地區缺乏可靠的供電，而過往的教育限制亦令人力挑戰加劇。

儘管緬甸要跨過重重障礙，惟當地政府現已開始採取措施。

「國內的轉變可見於三方面：從中央計劃經濟到市場經濟；從軍事獨裁到控制式民主；以及從廣泛的內戰到統一的和平。」他續道：「每項工作都十分艱巨，實在難以想像如何同時推進這三方面的發展。」

縱使挑戰重重，Beynon仍然看好緬甸的前景。

「羅馬不是一天建成，正如亞洲四小龍並非一下子便長大成人。小龍需要時間發展成熟，這正是緬甸所經歷的過程。」

同場的商務及經濟發展局副局長陳百里博士討論「一帶一路」發展的重要性，而研究公司MMRD董事總經理Peter Moe Kyaw亦探討緬甸在過去數十年的特殊環境下，在當地收集可靠數據時所面對的困難。

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Myanmar British Chamber of Commerce and Jardine Myanmar Group, said that the country “faces a multitude of challenges.” The transport infrastructure largely dates back to the 1950s, much of the country is without a reliable electricity supply, and restrictions on education in the past have exacerbated human capacity challenges.

But although the country has a mountain to climb, the Myanmar government is now taking the first steps.

“It’s a threefold transformation – from a centrally planned economy to a market economy, from a military autocracy to controlled democracy, and from widespread civil war to a unionised peace,” he said. “Each task is daunting, but to tackle all three at the same time is indeed mindboggling.”

Despite these challenges, Beynon said that Myanmar is a place for the future.

“Rome was not built in a day, just as Asian tigers are not born directly into adulthood. The tiger cub takes time to mature, and this is what Myanmar is doing.”

Also at the event, Bernard Chan Pak Li, Under Secretary for Commerce and Economic Development, discussed the importance of the Belt and Road developments, and Peter Moe Kyaw, Managing Director of research company MMRD, explored some of the difficulties in gathering reliable data in Myanmar, given the country’s unique environment over the past several decades.

隨著緬甸繼續從數十年來的孤立中走出來，該國一方面坐擁龐大的發展潛力，但另一方面卻仍為投資者帶來種種挑戰。在總商會6月28日舉行的「緬甸：潛力無限」研討會上，潘繼澤以恒澤集團主席身分分享經驗和看法。恒澤集團於1991年成立，為緬甸的企業集團。

他指出在2015年選舉的熱鬧興奮過後，出現了連番的起步失誤，難免令人沮喪洩氣。但他又說，該國現已看到黑暗盡頭的一線曙光，原因有二。

首先是地緣政治。緬甸是中國內地通往印度洋的要道，因此是「一帶一路」的重要參與國。

潘繼澤說：「緬甸在整個倡議中佔據非常重要的戰略位置。」

第二個原因是政府班子近日進行重組，這可望組成一個能幹的政府，有能力展開必要的改革。潘繼澤把現今的緬甸跟數年前的中國比較，因為內地當年並非所有官員都雷厲風行地嚴打貪腐。緬甸的情況正在迅速改善，為海外投資者創造了更有利的環境。

「對總商會來說，現在是最佳時機。」他又說：「我建議各位重新評估現況，相信大家都會發現機會來了，現在就是適當的時機。」

緬甸國務資政昂山素姬資深法律顧問Robert San Pe講解緬甸的法律改革，而更重要的是如何實施。

他說：「編寫法律是一回事，落實推行又是另一回事。」

不過，他稱投資者看到改革取得的進展大可感到放心，尤其是在當地的特別經濟區內，外國投資者可清楚看到法律和商業程序得到嚴格遵守。



Making Waves on Victoria Dockside

Even on a cloudy day the views from the 21st floor of K11 Atelier are nothing short of stunning. The new tower makes the most of its waterfront Tsim Sha Tsui location with panoramic aspects across the harbour. The lower floors consist of offices and are already in operation, while the higher floors will be a hotel, opening later this year.

Members got the opportunity to take a look inside the development during a Chamber visit on 13 July. Leading one of three tours for Chamber members, brand ambassador Joey Chau Hoiyee first introduced the lobby area. From the reclaimed wood on the walls to the smart-casual uniforms of the K11 staff, the first impression “aims to be a little bit different, more like a museum than an office tower.” The wood is reclaimed from boats, in a nod to the site’s maritime history.

K11 Atelier is part of the Victoria Dockside development, and

is located on the site of the former New World Centre, which was a groundbreaking mix of retail, offices, hotels, culture and entertainment in Hong Kong when it launched in the 1970s. The mixed-use model will also characterise the new development, with culture very much to the fore. When completed, Victoria Dockside aims to be a new global hub for art and design.

The theme of K11 Atelier is “Making Waves” and this motif is reflected throughout the building, including in its relaxing spaces, which are part of the aim to promote a work-life balance. And on the theme of relaxation, New World Development was also involved in the redevelopment of Salisbury Gardens, the public space next to the building that reopened in December with more green and shaded areas for workers, shoppers and tourists to enjoy. 🌸





Victoria Dockside 掀起新浪潮

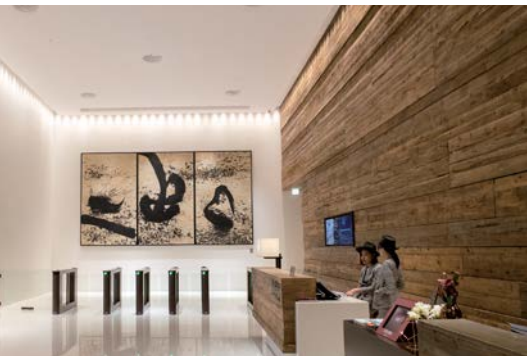
即使天色欠佳，從K11 Atelier 21樓俯瞰出去，眼前景色依然動人。這幢新落成的商業大樓座落於尖沙嘴海旁，把維港美景盡收眼底。大樓低層的辦公室已投入運作，高層單位將建成酒店，預計今年內正式開幕。

總商會會員於7月13日到訪K11 Atelier，深入了解新大樓的建構和發展。品牌大使率先向一眾會員介紹大堂設施。無論是牆上的再生木材，抑或K11員工身上那套時尚休閒的制服，均突破一般商廈的傳統形象，給人一種「與別不同、猶如置身博物館」的印象。大堂用以裝飾的再生木材來自老舊船隻，遙遙呼應昔日海旁的航海歷史。

K11 Atelier是Victoria Dockside發展項目之一，前身為新世界中心。新世界中心於1970年代落成，集零售、辦公室、酒店、文化和娛樂於一身，當年在香港開創先河。混合用途的建築模式亦是這個新發展項目的一大特色，濃厚的文化色彩更是脫

穎而出。Victoria Dockside落成後，可望成為全球藝術和設計的新樞紐。

K11 Atelier以「新浪潮」為主題，大樓各處均充分體現主題特色，包括休憩空間，旨在提倡工作與生活平衡。在消閒方面，新世界發展亦有參與梳士巴利花園藝術廣場的重建項目。梳士巴利花園是位於K11 Atelier旁邊的公用空間，改建後於去年12月重新開放，為上班一族、購物人士和遊客打造一個林蔭處處的藝術花園。✿



India's Vast Potential

Young population and growth in online shopping make the South Asian giant a promising market for Hong Kong investors

年輕人口的增長和網上購物的普及，使這個南亞大國成為香港投資者一個極具潛力的市場

印度潛力龐大



印度股市連續幾年飄升後，自去年11月開始一直呈下滑之勢。然而，這個南亞大國的長遠前景依然樂觀。Asianomics Group創始人及首席經濟師Jim Walker於總商會6月27日的「印度崛起」午餐會上如是說。

Walker表示，今年所有新興市場都舉步維艱，惟印度的一些特殊因素令市場大為震驚：廢鈔政策、引入商品及服務稅、銀行業面臨壞帳，以及即將舉行的選舉帶來的不確定性。

那何以見得樂觀呢？Walker解釋，首先，當前的問題都只是短暫性質。其次，就是印度的人口。

他說：「印度的人口結構十分樂觀。」

許多北亞和東亞經濟體面臨人口老化的危機之際，印度卻擁有龐大的年輕人口。尋找新市場拓展業務的公司應加以留意。他指出，目前牽頭的是日本企業，他們「對印度市場極為熱衷」。

Walker為準投資者提供的另一實用見解，就是當地的評級公司是最新資訊的良好來源。這些機構在印度具相當的規

模，「比任何其他機構更能確切地反映當下的情況」。

他認為，印度股市在未來一年多或繼續表現反覆，但在未來五至十年，印度將成為「投資的好地方」。

緊接Walker的綜述，白富美國際有限公司創辦人及行政總裁甘亮得剖析在當地營商的實況。該公司提供一個電商平台，直接向印度銷售產品；而他與Walker一致看好該國前景。

甘亮得說：「印度不是最大的電商市場，卻最具潛力。」

他解釋，這股潛力由眾多因素形成。首先，繼美國和中國內地後，印度是香港第三大的出口市場。該國的年輕人口有助印度成為全球第二大的智能手機市場。

再者，也許因為印度沒有經歷大量使用個人電腦和手提電腦的階段，當地消費者尤其喜愛網上流動購物。甘亮得指出，在印度，透過手機進行的電商交易佔41%，在全球首屈一指；相對中國內地則佔33%。

另一個令人鼓舞的趨勢是國際企業近日紛紛進軍印度市場。

他說：「大公司正大灑金錢，在印度拓展電商業務」，例如沃爾瑪、亞馬遜和阿里巴巴。

然而，在印度營商也要面對種種挑戰。甘亮得說，出口產品到印度長久以來是個「非常複雜的過程」，涉及各種不同的關稅和流程。不過，改革現已進行得如火如荼，務求簡化程序。

他解釋，跨境支付是另一問題，對於一些在當地沒有合作夥伴的企業來說尤其困難。白富美已與印度快遞公司DTDC合作，在當地發送貨物。

問答環節期間，Walker討論中印兩國貿易往來相對較少的情況，以及兩國互不信任的歷史因素。例如，印度並沒有參與「一帶一路」倡議。

然而，同場的印度總領事Puneet Agrawal指出，國家主席習近平與印度總理莫迪最近進行了非正式討論。他補充，香港與內地的緊密聯繫及其環球網絡，意味香港可作為兩個市場之間的橋樑。

他說：「很多港人都對印度和中國有所了解，因此香港可扮演聯繫人的角色，把中印兩地的人民連在一起。」

After soaring for several years, India's stock market has been on a downturn since November last year. But the longer term outlook for this South Asian giant is still positive, Jim Walker, Founder and Chief Economist of Asianomics Group, told members at the Chamber's India Rising roundtable on 27 June.

Walker said all emerging markets have been struggling this year, but there are several factors specific to India that have been spooking the markets: demonetisation, the introduction of a Goods and Services Tax, bad debts in the banking sector, and uncertainty over upcoming elections.

So why the optimism? Firstly, the current issues are all short-term, Walker explained. The second factor is the country's population.

"India's demographics are fantastically positive," he said.

While many North and East Asian economies are facing an ageing crisis, India has a huge young population. Companies looking for new markets to expand into should be paying attention. Leading the way are Japanese businesses, which are "crazily enthusiastic about India," he said.

Another useful insight from Walker for prospective investors was the fact that the country's ratings companies are a good source of up-

to-date information. These agencies are huge in India and "give a better picture of what is happening than any other organizations."

He suggested that the next 12 months or so may continue to be rocky for the country's stock markets, but over the next 5 or 10 years, India will be a "very interesting place to put your money."

After Walker's broad overview, Bryan Kam gave an insight into the reality of doing business on the ground. He is the CEO of BFM International, an e-commerce platform selling products direct to India, and he shares Walker's positive outlook.

"India is not the largest e-commerce market, but it has the most potential," he said.

This is due to a number of factors, he explained. Firstly, after the United States and Mainland China, India is already the third biggest export market for Hong Kong. Its young population has helped to make India the world's second largest smartphone market.

And – perhaps because India did not go through the stage of mass use of PCs and laptops – its consumers are particularly comfortable with online mobile shopping. In fact, in terms of percentage of e-commerce transactions carried out on a mobile phone, India is the world leader with 41%, Kam said. Mainland China, by comparison, is at 33%.

Another encouraging sign is the recent entrance of global players into the market.

"Big companies are spending big dollars to expand e-commerce in India," he said, such as Walmart, Amazon and Alibaba.

But there are also plenty of challenges. Shipping products to the country has long been a "very complicated process," Kam said, with a range of different tariffs and different processes. However, reforms are already under way to simplify procedures.

Cross-border payments are another issue, he explained, and are particularly difficult for business that do not have a local partner. BFM has partnered with DTDC, an Indian courier service, to deliver in India.

During the Q&A session, Walker discussed the relatively low trade flow between Mainland China and India, and the historical mistrust between the two countries. India, for example, is not part of the Belt and Road Initiative.

However, Consul General of India Puneet Agrawal, who attended the event, noted that there had been informal discussions recently between President Xi Jinping and Prime Minister Narendra Modi. He added that Hong Kong's close links to the Mainland combined with its global reach mean that it can serve as a bridge between the two markets.

"A lot of people in Hong Kong understand India and China," he said, "so Hong Kong can perform the role of connector to bring Chinese and Indian people together." ❀



Discovering Smart City Technologies

探索智慧城市技術

Companies at Hong Kong Science Park demonstrate their latest innovations and high-tech products
香港科學園的企業展示最新的創新和高科技產品

It is safe to say that all of our lives are being increasingly shaped by the rapid technological changes in such areas as fintech, artificial intelligence (AI) and big data analytics. Likewise for businesses, technology has become an important tool to enhance and scale up operating capabilities.

The Hong Kong Government has stated its intention to make innovation and technology a new engine for growth. The Hong Kong Science Park serves a key role in fulfilling these aspirations by providing the requisite resources, and in serving as a plat-

form for tech talent to turn ideas into reality.

Thirty Chamber members had the opportunity to learn more during a visit to the Science Park on 28 June. Ten companies based at the park gave presentations on a variety of technological developments and their commercial applications. The innovative technologies demonstrated were in areas including cloud-based cash management, personalised health-tracking systems and smart home mobile applications. A business-matching session followed, where members were able to look at prototypes to

better understand the features and functions of the various products.

The visit also included a guided tour of the Data Studio and Smart City Innovation Centre (SCIC), two facilities that house conceptual designs and ideas for transforming Hong Kong into a smart city. The Data Studio is a data-driven innovation centre that encourages and stimulates the development of economic and social solutions using open data and big data. The SCIC is equipped with cutting edge technologies, which include a 5G Application Test Bed and M2M Communications Lab. ❀





無可否認，我們的生活日漸受到金融科技、人工智能和大數據分析等領域日新月異的科技發展影響。對企業來說，科技亦已成為提升和擴展營運能力的重要工具。

香港特區政府已表明有意推動創新科技成為增長的新引擎。要實現這個願景，香港科學園肩負重要的角色，除了提供必要的資源，還充當一個平台，讓科技人才把意念轉化成現實。

總商會30位會員於6月28日參觀科學園，就此進行深入了解。園內十家企業介紹各種科技發展及其商業應用，並展示不同領域的創新技術，包括雲端資產管理、個人健康追蹤系統和智能家居流動應用程式。其後，會員獲安排參加商業配對會，一窺產品樣本，進一步認識各種產品的特色和功能。

會員還到訪數據工作室和智慧城市創新中心。這兩項設施啟發概念設計和構思，帶動香港轉型為智慧城市。數據工作室是以數據主導的創新中心，利用開放數據和大數據鼓勵和促進經濟和社會方案的開發。智慧城市創新中心配備了頂尖的技術，包括5G應用試驗台和M2M通信實驗室。





Welcome to the Chamber Family! 歡迎加入總商會大家庭！



Chamber CEO Shirley Yuen extended a warm welcome to almost 80 new members at the New Members Welcoming Reception on 17 July, and introduced some of the many Chamber services and benefits that members and their colleagues can enjoy. Participants enjoyed the opportunity to mingle with Chamber leaders and fellow members over drinks and canapes, served by one of our member caterers. 🌸

總商會總裁袁莎妮於7月17日舉行的「會員迎新酒會」上熱烈歡迎近80位新會員，並介紹會員及其員工享有的眾多總商會服務和優惠。當晚，參加者有機會與總商會領導和其他會員一邊暢談交流，一邊享用由本會其中一家會員公司提供的美酒小吃。🌸







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香港總商會 1861

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Big Data for Budgeting: Using Critical Trends to Control Account Receivables and Estimate Bad Debt Provision

What's On Listings

(Our events from August-September)

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



AUGUST-SEPTEMBER

Aug

08 Workshop: In Search of Authentic Leadership
Seminar: Practical Tips on Dealing with Government, Regulators and Other Public Bodies

09 Roundtable: Pet First Aid: Handling Injuries And Toxic Risks – Are You Aware And Prepared?
YEC x WEC First Workout Session

14 Training: How to be More Strategic?

15 Training: LEGO® Serious Play® Series – “Manage Conflicts and Make the Best Decision for a Win3 Outcome”

16 Seminar: Big Data for Budgeting: Using Critical Trends to Control Account Receivables and Estimate Bad Debt Provision

17 Parent-Child Volunteer Dim Sum Workshop

19 Executive Study Tour to San Francisco

21 Workshop: Saying Sorry Without Legal Liability

22 Workshop: E-commerce Marketing from Zero to One

28 Workshop: Creating a Can-Do Workplace

31 Seminar: Essential Leadership Skills for the Digital Transformation Age

Sep

04 WEC Executive Committee Meeting

05 Workshop: Understand Different Types of L/C Operational Perspective
Real Estate & Infrastructure Committee Meeting

06 Mission to Xiamen and Kinmen cum 2018 China (Xiamen) International Fair for Investment and Trade (CIFIT)

12 Training: Coaching for Performance and Potential

13 Taiwan Cultural & Business Exploration Tour



Taiwan Cultural & Business Exploration Tour





Member Profile 會員專訪

Rooted in Asia 植根亞洲

Building on his extensive knowledge of Hong Kong and his deep ties to the region, Aron Hazlela is well-placed to lead the Chamber of Commerce and Industry as its new Chairman.

With his extensive knowledge of Hong Kong and his deep ties to the region, Aron Hazlela is well-placed to lead the Chamber of Commerce and Industry as its new Chairman. He has spent the last 15 years of his professional career in Hong Kong, where he has held various senior positions in the financial services industry. His experience spans across different sectors, giving him a comprehensive understanding of the local business environment and the challenges it faces. He is committed to supporting the Chamber's mission of promoting trade and investment, and fostering a vibrant and inclusive business community in Hong Kong.

Hong Kong is a unique blend of East and West, and it is this diversity that makes it a global hub for business and innovation. As Chairman, I will focus on strengthening the Chamber's role as a bridge between the local and international business communities. We will continue to advocate for the interests of our members and work towards a more prosperous and sustainable future for Hong Kong.

Family Dining Egyptian-Style 埃及風味 樂聚天倫

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Cover Story 封面故事

Meet the New Chairman 新主席專訪

Aron Hazlela 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

總裁卸任啟事：董事局新任主席及副總裁獲選 週末新聞全覽 以及核對簿據的熱衷：分季發展及私塾教育 本報新聞報導

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Cover Story 封面故事

A New Chapter Opens 開啟新篇章

The 10th Anniversary of the Hong Kong General Chamber of Commerce

As the Chamber of Commerce and Industry celebrates its 10th anniversary, it is a fitting time to reflect on the challenges and opportunities that have shaped Hong Kong's business landscape over the past decade. The Chamber has played a pivotal role in supporting the local business community and promoting trade and investment. We look forward to continuing our commitment to the Chamber's mission and contributing to the prosperity and stability of Hong Kong.

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 key reasons 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 think 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 some professional and skills. We need to make sure we can offer them a good quality of life, international school places for their children, affordable housing, etc. All these influence the decisions of the overseas talent that we need to attract to Hong Kong.

It has been active in the Chamber for many years. Why do you feel it is important to make this time give you an already correctly their existing great business?

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



- Reach Local and International Businesses

Cryptocurrencies: The Regulation Debate 加密貨幣：規管討論

From left to right: Bitcoin, Ethereum, and other digital currencies.

Cryptocurrencies are digital assets that use cryptography to secure and verify transactions, to control the creation of new units, and to verify the transfer of property. They are based on distributed ledger technology (DLT) and are not tied to any physical asset. Bitcoin is the most well-known cryptocurrency, but there are many others, including Ethereum, Litecoin, and Ripple. Cryptocurrencies have gained significant attention in recent years, particularly in the context of digital currencies and blockchain technology.

The regulation of cryptocurrencies is a complex issue that involves balancing the need for consumer protection and financial stability with the potential benefits of digital currencies. The Hong Kong Government has been actively engaged in discussions with the industry and international partners to develop a regulatory framework for digital currencies. This includes the introduction of the Digital Currency Board and the Digital Currency Unit (DCU).

For advertising opportunities, please call / 廣告查詢請致電

Ms Silki Li

Tel 電話：(852) 2823 1245 Fax 傳真：(852) 2821 9545

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- 成功領袖的最新研究數據
- 從交易型領導邁向變革型領導之路
- Y 世代如何令領導文化變天
- 合作 – 不可或缺的要素

Trainer : Robin Ball
導師 : Robin Ball
Date : 31 August 2018
日期 : 2018年8月31日
Time : 3:00 – 5:00 p.m.
時間 : 下午3時至5時
Venue : HKGCC Theatre, 22/F United Centre
地點 : 金鐘統一中心22樓香港總商會演講廳
Language : English
語言 : 英語
Fees : Member \$350 / Non-Member \$740
(includes coffee/tea refreshments)
費用 : 會員\$350 / 非會員\$740 (包茶點)



Robin Ball
Managing Director, Management Development Services Ltd
Robin Ball
MDS企業管理有限公司 創辦人兼董事

Media Handling Skills

傳媒應對技巧

This workshop will provide participants with practical techniques and strategies to help them build lasting, mutually beneficial relationships with all types of media.

Content:

1. Attracting journalists' attention
2. Building and maintaining media relationships
3. Handling problems in media relationships

是次工作坊將向參加者傳授實用技巧及策略，協助他們與各種傳媒建立持久互利的關係。

內容：

1. 吸引記者注意
2. 建立與維繫傳媒關係
3. 傳媒關係問題處理

Trainer : Jeffrey Timmermans, PhD
導師 : Jeffrey Timmermans, PhD
Date : 7 September 2018
日期 : 2018年9月7日
Time : 9:15 – 11:45 a.m.
時間 : 上午9時15分至11時45分
Venue : HKGCC Theatre, 22/F United Centre
地點 : 金鐘統一中心22樓香港總商會演講廳
Language : English
語言 : 英語
Fees : Member \$700 / Non-member \$900
(includes coffee/tea refreshments)
費用 : 會員\$700 / 非會員\$900 (包茶點)



Jeffrey Timmermans, PhD, Media Consultant at Connect Communication
Jeffrey Timmermans, PhD
Connect Communication 媒體顧問

Coaching for Performance and Potential

運用啟導技巧提升業績及發掘潛能

This interactive workshop will provide managers with insights, skills and tools to coach, motivate and develop the performance of their direct reports.

Participants will be better able to:

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- Apply a coaching process to drive performance and develop potential
- Handle sensitive coaching conversations

是次互動工作坊將為管理人員提供見解、技能和工具，以啟導、激勵和提升下屬的表現。

參加者將可掌握：

- 創造人們感到有價值和參與的條件
- 因應不同的個人和情況，採用適當的啟導方式
- 運用啟導過程以提高績效和開發潛力
- 處理敏感的輔導對話

Trainer : Anthony Brophy
導師 : Anthony Brophy
Date : 12 September 2018
日期 : 2018年9月12日
Time : 9:30 a.m. – 5:30 p.m.
時間 : 上午9時30分至下午5時30分
Venue : HKGCC Theatre, 22/F United Centre
地點 : 金鐘統一中心22樓香港總商會演講廳
Language : English
語言 : 英語
Fees : Member \$2,280 / Non-member \$2,880
(lunch not included)
費用 : 會員\$2,280 / 非會員\$2,880 (不包午膳)



Anthony Brophy
Managing Director of H. R. Solutions
Anthony Brophy
H. R. Solutions (Int'l) Ltd 執行董事



Hong Kong General Chamber of Commerce
香港總商會 1861

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