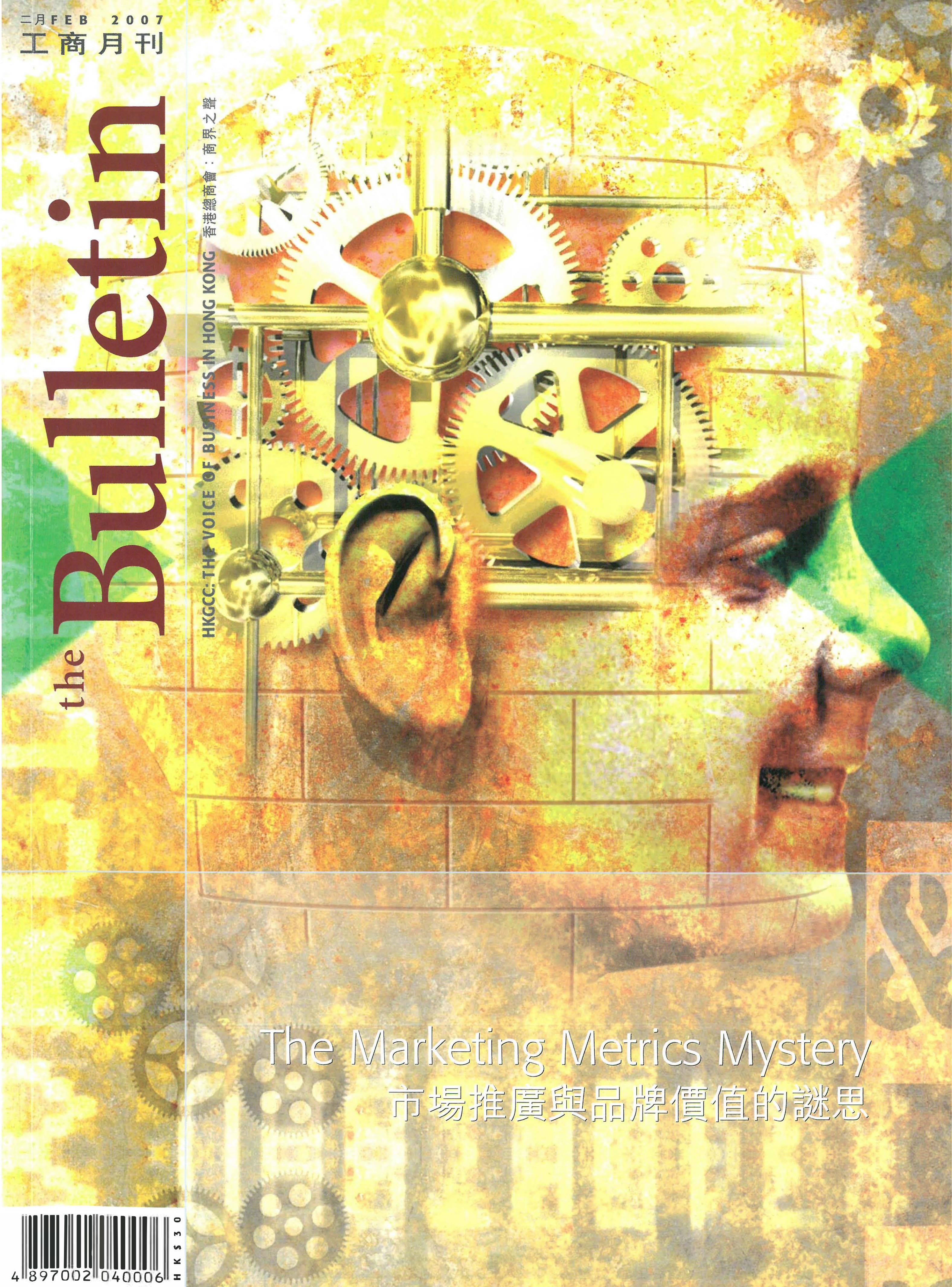
二月FEB 2007
工商月刊

the Bulletin

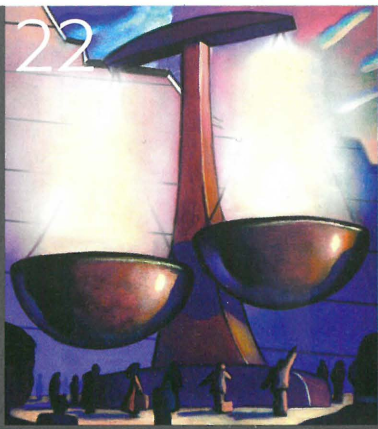
HKGCC: THE VOICE OF BUSINESS IN HONG KONG 香港總商會：商界之聲

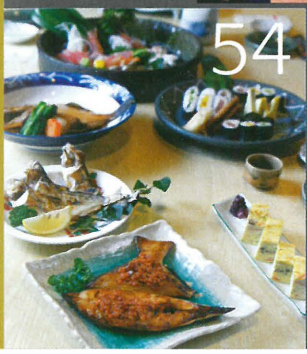


The Marketing Metrics Mystery
市場推廣與品牌價值的謎思

4 897002 040006
HK$30

Contents 目錄





Voice of Business
商界之聲

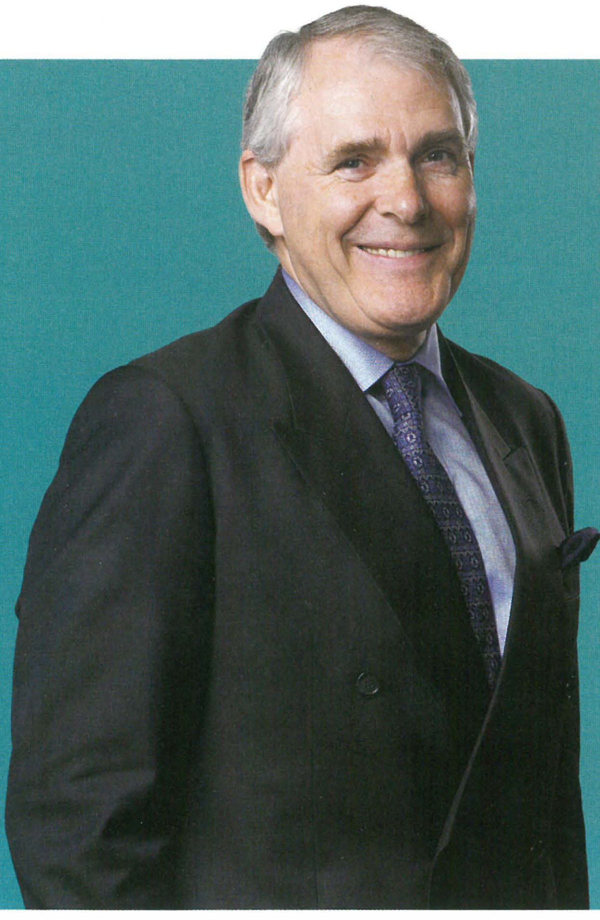
The Hong Kong General Chamber of Commerce has been representing and safeguarding the interests of business in Hong Kong since 1861.

從1861年開始，香港總商會一直代表商界及捍衛它們的利益。

You can now find *The Bulletin* at these fine establishments.
Visit us online at **www.chamber.org.hk/bulletin**
你現可在下列各大商號閱覽到《工商月刊》，
亦可瀏覽 www.chamber.org.hk/bulletin

HKGCC
Hong Kong General Chamber of Commerce
香港總商會 1861

Talking Points 議論縱橫



Chairman's desk
主席之言

David Eldon 艾爾敦

How Green Are Our Taxes?

As the government's consultation on tax reform draws to a close, one of the ideas gaining attention is that of "green taxes." Although our salaries tax payments are sent to the Inland Revenue in a green envelope, it's not quite the same thing! Green taxes are those aimed at improving the environment, and they are worth considering.

You may recall that the reason for the consultation (which, for a brief time at least, highlighted the goods and services tax option) was to find acceptable ways to broaden the tax base. Would green taxes do the trick? Can we really fix our narrow tax base and feel good about it at the same time?

First, some background. Green taxes fit between the concept of "polluter pays" – which your Chamber strongly endorses – and "sin taxes" on items such as alcohol, tobacco and gambling. The intent is both to deter certain behaviour and to pass the cost of dealing with the problem on to those who caused it in the first place.

The content of that last paragraph bears repeating, because there is a growing misconception about what can be achieved through the implementation of green taxes. *Green taxes are aimed at changing behaviour, and paying for cleaning up after polluters.* They are not designed to be reliable sources of revenue, nor do they stabilize income by broadening the tax base. There are better ways to achieve both of those objectives, and we need to consider them as well.

There are a host of useful ways in which we might encourage more environmentally friendly behaviour, and I think we can agree that limiting or

環保稅可行嗎？

preventing pollution is far more beneficial than cleaning up the results of some people's bad manners. With that in mind, perhaps we should consider higher landfill charges, a tax on plastic bags (and make it considerably more than 10 cents, please), an electric power consumption levy or one on automobile tyres. If we're serious about the environment, we need to change our behaviour, and pinching the pocketbook is an effective way of getting someone's attention.

Beware of success

One of the key objectives of corrective taxes is that, at some point, they will be so successful that the problem goes away. That's fine as long as deterrence is the main objective. The problem is that recent discussions have promoted using green taxes as a means of broadening the tax base; a role for which they are particularly ill-suited.

Take the case of a tax on plastic bags. If we set it high enough to discourage excessive waste, we might raise quite a lot of money from a very broad source. Eventually, however, the public – both consumers and retailers – will decide that the convenience isn't worth the price. At that point, behaviour changes and fiscal income declines. What for a time was a useful source of revenue derived from a very broad segment of society would then fade away, leaving us with one objective achieved (fewer bags) and another thwarted (broadening the tax base).

Certainly there are other kinds of green taxes that might persist, such as taxes on carbon emissions or sewage disposal. Behaviour such as electricity use or waste disposal can usefully be modified, but would be very difficult to entirely eliminate such actions. The challenge is to apply pressure (or incentives) in such a way that the least economic cost is incurred in the process of gaining the largest degree of success.

There are other aspects to be considered as well. People who have paid much more attention to this than I tell us that taxation is best when it is efficient, effective, stable, sustainable, fair, flexible, certain and neutral. On the basis of common sense, that sounds about right (though I might have added "low" as a useful tax characteristic), and so we might usefully apply those tests to our green taxes.

At first glance, green taxes would likely be effective in changing behaviour, but not in raising revenue. They wouldn't be terribly expensive to administer, but neither would they be flexible (adaptable to changes in the economy or technology). We don't need to consider neutrality, as the basic purpose is to change behaviour, and certainty wouldn't be a problem. As noted above, green taxes are not supposed to be stable or sustainable, but would they be fair?

A fair tax is one that is proportionate, such as a higher tax on larger incomes than on smaller ones. For those green taxes that are aimed at changing trivial behaviour (like plastic bag usage), the question of proportionality doesn't really enter into consideration. Electricity taxes, however, need to be carefully thought through.

Green taxes are worth considering on environmental grounds, and should be part of our debate about the legacy we leave to our children. They do not, however, address the need to make our tax base more stable and predictable. For that, we need to tackle an altogether more thorny problem.

David Eldon is Chairman of the Hong Kong General Chamber of Commerce.

政府的稅改諮詢期臨近結束，而「綠色稅」乃諮詢文件中受到各界關注的構思之一。提起「綠色稅」，不免令人想到總是用綠色信封來交稅。當然這裡談的「綠色稅」(又稱環保稅)，可又是另一回事。環保稅乃為改善環境而徵收，是值得考慮的一項稅種。

也許你們仍記得，這次稅改諮詢是為了探討擴闊稅基的良方，期間商品及服務稅的方案，曾經被推介過一陣子。環保稅能否達到擴闊稅基之目的？是否真有大家都接受的方案，能夠把稅基狹窄的問題改善？

先為大家提供一些背景資料。環保稅源於本會大力支持的「污者自付」概念，其性質也類似煙、酒和博彩稅，即透過徵稅阻嚇某類行為，而作出這些行為的人士，須承擔治理相關問題所涉之成本。

鑑於坊間對環保稅之誤解愈來愈多，因此有需要把上文的意思再解釋一次：*環保稅旨在促使公眾改變行為，及由污者承擔清理受污染環境之代價*。因此，環保稅並非可靠穩定的稅收來源，亦無助擴闊稅基，若要達到這兩個目的，相信有其他更佳方法值得考慮。

> "Green taxes are worth considering on environmental grounds, and should be part of our debate about the legacy we leave to our children.
> 為了環境，為了我們的下一代，環保稅是個值得考慮的方案。"

事實上，能有效鼓勵環保行為的方法很多，我相信大家都會同意，禁止或避免產生污染，相對設法為污染者善後有建設性得多。若從這角度去想，也許我們應考慮提高堆填區收費，開徵膠袋稅 (拜託，請別只徵一、二角錢稅)，對用電甚至輪胎徵稅。若我們認真希望改善環境，便需要令人們改變行為才成，各種與環保有關的徵費能有效提高市民的意識。

成功之定義

為著修正某種行為而開徵的稅項當推行了一段日子，有可能成功令問題消失。若有關稅項之推出乃旨在收阻嚇作用，那可算是功德圓滿了。然而，近期坊間議論開始提出透過環保稅來擴闊稅基，可是環保稅卻非擴闊稅基之良策。

以膠袋稅為例，若要有效防止濫用及浪費，稅額不能定得太低，加上廣泛徵收，到時會為政府帶來一筆稅收。當市民大眾 (包括消費者及零售商) 意識到為著一時之便而付出的代價，累積起來並不划算，便會逐漸改變行為，這方面的稅收將因而減少。結果，這個曾經廣泛滲透社會各階層的稅收來源終有一天會枯竭。令市民大眾少用膠袋這目的雖已達到，但卻不能持續發揮擴闊稅基的作用。

當然也有其他能持久徵收的環保稅種，例如對碳或污水排放徵稅。用電或丟棄廢物的行為能改變、減少，但很難完全消失。因此，既要透過適當的阻嚇或鼓勵措施來達到最大的環保成效，同時亦要把涉及之經濟成本控制至最低，無疑會是個挑戰。

此外，還有其他因素要考慮。專家們認為，稅制應以高效、穩定、可持續、公平、靈活、確實和中性為佳，這聽起來亦合乎常理 (但我認為良好的稅制還應具備「低稅」的特點)。我們可適當引用這些準則，來評估不同的環保稅方案。

簡單地分析，環保稅應可有效改變大眾的行為，然對增加稅收卻無大幫助。這稅項的管理成本不高，不過其靈活性亦低 (不會適應經濟或科技轉變)。由於環保稅的基本目的，是改變人們的行為，故毋需考慮其中性和確實程度。上文已解釋過環保稅毋須穩定或可持續的原因，但這稅項是否公平？

公平的稅項，乃按比例徵收，例如對收入較高者徵稅更多。對於膠袋稅一類旨在改變市民一些細微行為的環保稅，似乎無需要考慮到公平比例問題。然而，若是開徵用電稅一類的環保稅，其徵收方法則要從詳計議了。

為了環境，為了我們的下一代，環保稅是個值得考慮的方案，只是，不要期望這稅種能帶來穩定、可預計的稅收，那是我們需要合力解決的另一個棘手問題。

艾爾敦為香港總商會主席。

Talking Points 議論縱橫

Legco viewpoint

立法會視窗

Jeffrey Lam 林健鋒

Enhancing Our Role as a World-Class Convention and Exhibition Hub

At the start of each new year, we all draw up our New Year's resolutions and wishes. 2006 was a good year for many of us. The influx of Mainland enterprises listing on the Hong Kong Stock Exchange lifted the market to record highs, delivering healthy profits for many investors. People were upbeat and a general sense of optimism filled the air. Considering our strong economic performance, with our annual GDP growth expected to be 6.5% and unemployment falling to new lows, we had good reason to celebrate.

In December last year, during the Chief Executive's visit to Beijing, Premier Wen Jiabao reiterated the Mainland's support for Hong Kong's role as China's international convention and exhibition base. The Ministry of Foreign Affairs also indicated that it would work closely with the HKSAR Government to help reinforce and enhance this role. In a Question and Answer Session in the Legislative Council last month, the Chief Executive stressed that he would actively promote the development of the convention and exhibition industry in Hong Kong, and would not let our leading position slip.

The news couldn't have come at a better time, as our convention and exhibition sector faces a number of challenges. Exhibitions that take place in Hong Kong are undoubtedly among the best in the world. The Hong Kong Toys and Games Fair, which took place last month, is second only to Germany's Nuremberg fair, even surpassing New York's show.

In 2005, Hong Kong hosted over 80 international trade shows, generating about HK$19 billion for our economy. The ITU Telecom World 2006 alone, which took place in December last year, generated an estimated HK$900 million in economic benefits for our economy.

However, we cannot afford to rest on our laurels. Neighbouring cities are investing considerable sums to develop their own convention and exhibition industries. Macau has announced that it plans to develop the city into a regional convention and exhibition centre, and its exhibition venue covering over 100,000 square meters is projected to be completed by the middle of this year. Shenzhen's new exhibition centre, which opened last year, offers 110,000 square meters of floor space. Moreover, Shanghai, Beijing and Guangzhou will complete extension projects of their existing exhibition venues within the year. Once finished, these three Mainland cities' exhibition venues will provide areas of 250,000, 200,000 and 250,000 square meters respectively. These new facilities are likely to challenge Hong Kong's lead in the exhibition industry in the region.

In Hong Kong, the Convention and Exhibition Centre has an area of 40,000 square meters. Once the expansion of the atrium link between HKCEC's Phase 1 and Phase 2 is completed, this will jump to 60,000 square meters. The exhibition area now available at AsiaWorld-Expo is about 70,000 square meters, and the second phase of its development will provide an additional 30,000 square meters. As such, total exhibition space offered by the two major exhibition centres in Hong Kong will be no match for one single mega exhibition centre in the Mainland, Asia or overseas.

強化香港作為世界級會展中心的角色

Considering that HKCEC has a long waiting list of exhibitors who want to participate in shows, Hong Kong is apparently short of exhibition space. To address this issue, the government should accelerate Phase 3 of HKCEC's development to complete the project earlier than 2015 as planned.

Improvements to infrastructure facilities and transportation links also need to be planned in line with the convention and exhibition industry's development. Traffic congestion in Central and Wan Chai needs to be addressed, and more transportation links and connections should be developed to facilitate business travellers. To that end, construction of the Guangzhou-Shenzhen-Hong Kong Express Rail Link and the Hong Kong-Zhuhai-Macau Bridge should start as soon as possible. The government should also seek further cooperation with the Mainland to ease the airspace congestion.

In addition to the lack of exhibition venues, another bottleneck is the shortage of hotels, in particular reasonably priced boutique business hotels to accommodate buyers and sellers attending exhibitions. Given that land to build new hotels is scarce, the government should consider allowing owners of vacant factories to turn them into hotels, as most of our manufacturing industries have long moved to the Mainland.

The government can also help with the software side, such as enhancing communications with Mainland cities to promote our strengths and professionalism in the convention and exhibition business. Ideas to attract new events, such as art, culture, antiques, films and music exhibitions, to Hong Kong, as well as hosting major international conferences, should also be pursued to promote the Hong Kong brand around the world.

In view of the rising competition from our neighbours, it is vital that we avoid becoming complacent and enhance coordination among industry players to pool our strengths to stay ahead of the competition.

If you have any views or comments, please send them to me directly at, jefflam@fowind.com.hk, or visit my Website at www.jeffreykflam.com

Jeffrey Lam is the Chamber's Legco Representative.

CORRECTION

The headline in last month's Legco Viewpoint was incorrect. It should have read: "New Chapter Begins for Hong Kong"

The Bulletin sincerely regrets this error and apologizes for any inconvenience caused.

The Editor

新年伊始，相信各人也有不同的展望。而回顧去年，相信對不少人來說，是喜事重重的一年。內地企業不斷來港上市，刺激股市屢創新高，不少投資者大有斬獲，大家都樂意消費，市面出現一片昇平的景象。而經濟表現亦令人欣喜，本地生產總值增長全年估計超過百分之六點五，失業率亦創新低，去年確實是可喜可賀的一年。

最近，溫家寶總理在行政長官於十二月述職時，確認和支持香港繼續作為國家的國際會議及展覽中心基地。外交部亦表示可以與特區政府密切合作去爭取及提升我們這個地位。而行政長官在上月立法會的答問大會上強調，會大力推動香港會展業的發展，不會給別人搶走香港的飯碗。

這絕對是一大喜訊，因為香港的會展業確實面臨不少挑戰。沒錯，香港很多大型展覽已達世界最前列的水平；單是剛於上月舉行的玩具展，規模已超過紐約，位居全球第二，僅次於德國的紐倫堡。以 2005 年為例，香港共舉辦 80 多個貿易展覽會，為香港帶來約 190 億港元商務旅遊收益，而於去年底成功舉辦的世界電信展，就為本港帶來 9 億元的經濟收益。

> "In view of the rising competition from our neighbours, it is vital that we avoid becoming complacent and enhance coordination among industry players to pool our strengths.
> **面對鄰近地區不斷增長的競爭，我們應居安思危，積極與各方面配合，提升自己的優勢。**"

但是，鄰近城市現正大力發展會議展覽業，對香港構成不少威脅；好像澳門政府提出將澳門打造成區域會議展覽中心的政策後，現正加快建造約 10 萬平方米的展覽場館，將於今年中落成；深圳於去年落成的會展中心亦已達 11 萬平方米。而上海、北京和廣州也於今年內完成其博覽館及展覽中心的擴建工程，總面積分別達 25 萬、20 萬及 25 萬平方米，挑戰香港會展業的「龍頭」地位。

反觀香港，現時會展中心的面積共有四萬多平方米，即使加上正在擴建中的中庭工程，總面積也不過六萬多平方米；而亞洲國際博覽館現約有七萬平方米面積，第二期擴展計劃預計可擴建三萬平方米。與內地、亞洲以至世界其他展覽場地比較，別人一個大型展館，便已大大超過香港兩大展館的總面積。事實上，會展中心參展商正大排長龍；很明顯，香港現時面對場地不足的問題，政府應儘快落實會展中心第三期擴建工程，儘早確定選址，並加快工程進度，希望早於預期的二零一五年落成。

另外，政府亦應在基建及交通配套方面，加緊配合會展業的發展。在交通方面，政府應著力解決中環灣仔一帶交通擠塞的情況，提供更多的配套設施方便商戶來往；此外，深港高速鐵路和港珠澳大橋應盡早落實。而政府亦要多些爭取與內地配合，解決航空空域擠塞問題，以及擴大機場的吞吐量。

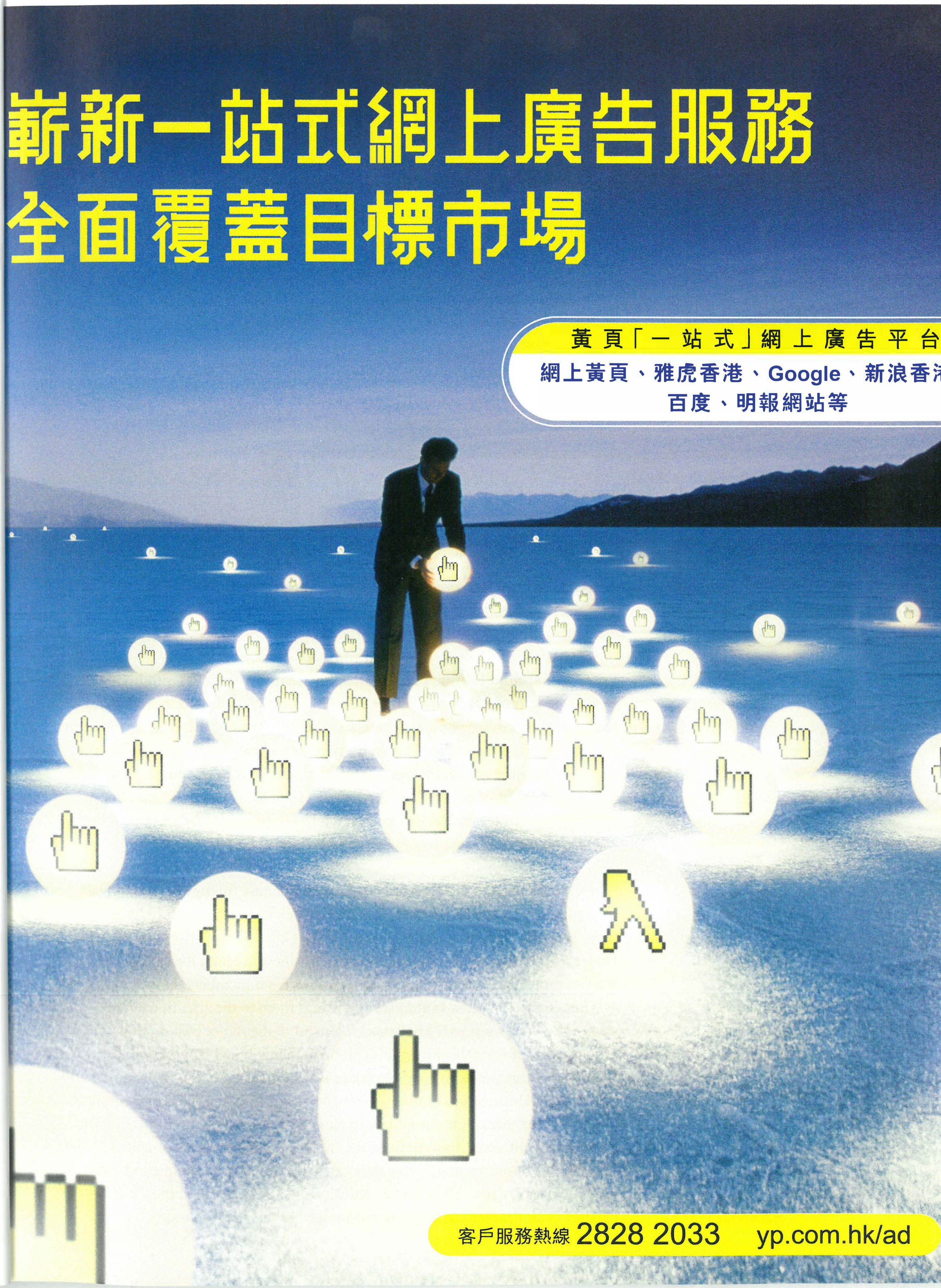
在基建方面，除了展覽場地，酒店數量亦是另一個「樽頸位」，價廉物美的商務酒店更是供不應求。本港需要興建更多酒店，以吸納商務和參觀展覽遊客的需要。其實現時工業北移，政府可考慮讓發展商改建空置的工廠大廈為酒店。

在軟件方面，政府亦需要落力在各省市做多些宣傳和聯繫的工作，推廣香港會展業的優勢。此外，當局亦應引入新的展覽概念，如有關藝術文化古玩、和電影音樂等，與及舉辦世界性會議，將香港品牌打入世界市場。

面對鄰近地區不斷增長的競爭，我們應居安思危，積極與各方面配合，提升自己的優勢，別讓其他城市迎頭趕上。

歡迎您把意見和看法直接寄給我：電郵 jefflam@fowind.com.hk；或進入本人網頁：www.jeffreykflam.com

林健鋒為香港總商會立法會代表。


PCCW®
電訊盈科
黃頁®
yp.com.hk
嶄新一站式網上廣告服務
全面覆蓋目標市場
黃頁「一站式」網上廣告平台
網上黃頁、雅虎香港、Google、新浪香港
百度、明報網站等
客戶服務熱線 2828 2033 yp.com.hk/ad

Talking Points

議論縱橫

CEO comments
總裁之見

Alex Fong 方志偉

Let the Chamber Be Your 'ABC' Business Partner

Every year around February and March, the Chamber switches into high gear as we engage in our membership renewal work. I am very pleased to note that at the time of writing, our renewal rate was slightly ahead of this time last year. In my past five months in the Chamber, I have never ceased to be amazed by the variety and number of activities that we organize. This is, of course, part of the value and benefit of being a member of the Hong Kong General Chamber of Commerce, and at just HK$4,000, – which has been frozen for 10 years – our membership remains the best value in town.

Many of the benefits of belonging to the Chamber are intangible, which I can conveniently classify as Advocacy, Business services and Connect (ABC).

Under A, or "Advocacy," we are the voice of business in Hong Kong. The Chamber regularly undertakes research and collects views from members on their concerns and issues affecting their businesses and brings them to the attention of the authorities. Our most well-known achievement in the recent past on this front is our calling for the establishment of CEPA. We then lobbied Hong Kong and Mainland authorities to expand the terms of CEPA, giving even greater access and privileges to Hong Kong companies that go beyond China's WTO commitments. Currently, our major initiative on clean air is having a significant impact on the community. "Project Clean Air" and the "Clean Air Charter" were initiated by the Chamber to show businesses how they can help reduce air pollution and at the same time their costs. The Chief Executive Donald Tsang signed the Clean Air Charter in November last year and encouraged others to do so too.

總商會：
你的營商良伴

Over the past few months, we have seen an unusually large number of regulatory initiatives from both the HKSAR and Mainland governments, which have had a significant impact on members. We submitted 24 policy papers to the government, putting forward members' views on a host of issues that affect their daily operations, ranging from what they would like the Financial Secretary Henry Tang to include in his Budget, to debates on the minimal wage and maximum working hours. We are currently working on the Anti-racial Discrimination Bill, Competition Law and MPF proposals, as well as a host of tax and regulatory issues which will affect members operating in the Mainland.

Under B we provide "Business services" to support members. Essentially, the Chamber functions as members' agent for such supporting activities as documentation and certification services, business training programs, event and PR management and the use of our premises for meetings and conferences. We offer guidance and information on how members could make better use of Hong Kong's business environment to develop their businesses. We run many programs and workshops on specific business issues which are always popular amongst members, with many saying these talks provide practical take-aways which they can apply immediately in their businesses.

Under C, "Connect," we facilitate members to develop connections in Hong Kong, the Mainland and internationally, all of which have the potential to generate business opportunities for them. Many members use our networking functions to connect with other members or to gain access to government officials and other contacts relevant to their business needs. Members joining Chamber programs, especially business missions, say they have gained fresh insights through the programs, and that new contacts can offer them more business opportunities – some have even started entirely new businesses as a result of contacts they made through these trips!

Some members may choose not to participate actively in our events and programs – they simply enjoy the prestige in being part of the oldest, largest and most respected business organization in Hong Kong. This is founded on our diversity, which was dramatically brought home during a briefing session that I attended recently for new members. The varied nationalities and races, with an amazingly diverse mix of professions and business sectors, created something of a mini United Nations.

I hope you will agree that no other organization in Hong Kong can even come close to matching us in terms of the range, variety and quality of programs and services we offer to our members. Your support is important to us and continues to motivate us to do even better for you.

I am grateful to those who have renewed their membership. For those who have not gotten around to it, I urge you to do so without further delay. You would not wish to start the Year of the Pig without putting yourself on the right footing by ensuring you continue to be part of the Hong Kong General Chamber of Commerce family. Let the Chamber continue to be your "ABC" business partner.

As we embark on the Year of the Pig, I would like to wish all our members health and prosperity in the year ahead: "Kung Hei Fat Choi!"

Alex Fong is CEO of the Hong Kong General Chamber of Commerce.

每年二、三月左右，總商會的續會工作通常都會進行得如火如荼。在撰寫本文之時，我喜見今年的續會率暫時略勝去年。在加盟總商會至今的五個月內，我對本會活動項目之豐富及多元化感到讚嘆不已。而這正是成為本會會員的價值和優點所在，我們的 4,000 元年費已凍結了十年，然而我們的會藉仍是城中最物超所值之選。

成為本會一份子，無形中會獲益不淺。為方便解說，我把加入本會的好處歸納為倡議政策、商業服務及建立聯繫三大項。

倡議政策：本會作為香港商界之聲，會定期進行研究及徵集會員意見，以瞭解商界關注的事項及面對之問題，然後向有關當局作出反映。近年我們在政策方面最廣為人知的成就，便是提出構想，協助促成 CEPA 之誕生。其後，我們多番向香港和內地政府作游說，建議擴大 CEPA 的內容，讓進入內地的港商得享優惠待遇，當中部分條款甚至比中國入世承諾更佳。較近期，我們的清新空氣行動在社會上引起重大回響。本會發起的「清新空氣計劃」和「清新空氣約章」旨在向商界推廣環保訊息，並提供指引，鼓勵企業採取措施以協助減少空氣污染，同時解釋這些措施未必涉及高昂成本。行政長官曾蔭權於去年十一月簽署了「清新空氣約章」，以作為各界之榜樣。

> "As we embark on the Year of the Pig, I would like to wish all our members health and prosperity in the year ahead: "Kung Hei Fat Choi!"
>
> 踏入豬年，我祝各位會員在新一年身體健康，萬事勝意，恭喜發財！"

近幾個月，香港特區和內地政府部門推出的規管措施異常多，對會員營商影響不淺。我們向政府提呈了 24 份文件，以反映對會員營商有影響之各種問題，及表達會員之看法，例如商界希望財政司司長納入預算案中之項目，和對最低工資和最高工時之意見等。我們正就反種族歧視草案、競爭法和強積金建議進行工作，同時亦關注到影響會員於內地營商的多項稅務和規管事宜。

商業服務：我們為會員提供多元化的商業服務，主要支援包括各類型簽證及證件服務、商業培訓、項目及公關管理以及租借本會場地作會議之用等。本會亦為會員提供指引和資訊，助他們善用本港營商環境以拓展業務。我們所舉辦的各種項目和工作坊均圍繞熱門商業課題，故此深受會員歡迎，他們認為這些項目的內容非常實用，可即時應用於業務中。

建立聯繫：我們助會員建立本港、內地和海外聯繫，為他們帶來潛在商機。許多會員透過我們的網絡接觸其他會員，或聯繫政府官員和其他相關人士，以解決他們的業務需要。參加過本會項目的會員，特別是曾參加本會商務考察團者，均表示這些項目和活動給他們帶來新視野和新的商務聯繫，有助日後發掘更多商機，其中部分會員便善用這些聯繫，開展全新的業務。

有些會員則較少參與我們的項目和活動，但對本身的會員身份卻引以為榮，因為總商會乃全港最歷史悠久、最具規模和最受尊重的商會。正如我早前在一個歡迎新會員的簡介會上表示，本會建基於一個高度多元化的會員群，當中集合了不同國藉、種族、來自各行各業的商界及專業人士，儼如一個小型聯合國。

本會提供之會員服務和舉辦之項目，不僅種類繁多，而且質素卓越，這是本地其他組織都望塵莫及的，誠盼你都認同這點，而你的支持，正是鼓勵我們不斷進步的一大動力。

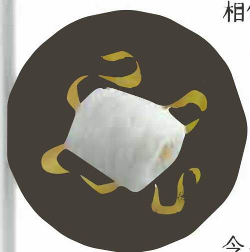
在此，我對經已續會的會員衷心表示感謝，也促請尚未續會的會員盡快行動，莫再遲疑。豬年伊始，只需繼續成為本會一份子，便能繼續享有一個強大商業服務後盾的支援，相信明智的你必會立即行動。請讓總商會繼續作為你的營商良伴。

踏入豬年，我祝各位會員在新一年身體健康，萬事勝意，恭喜發財！

方志偉為香港總商會總裁。

竹苑冰脆龍鬚糖

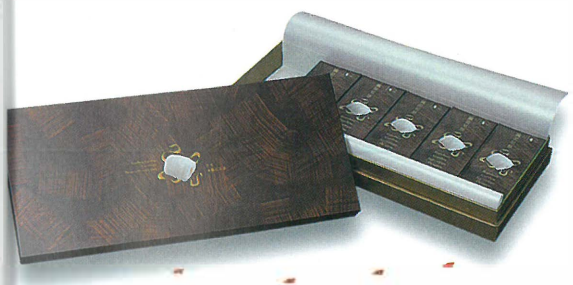
嚐千年手藝 享帝皇御品



相傳在中國皇朝時代，當皇帝享用御膳後，御廚們在皇帝前表演拉麵線糖作甜點。御廚們從晶瑩的麥芽糖抽煉出一萬條纖幼銀絲，手藝巧奪天工。

由於其纖幼雪白般的形態及香脆獨特的風味，令皇帝大為欣賞，皇帝便賜名「龍鬚糖」，此名自始不脛而走。

為了發揚富文化、傳統和歷史的御品藝術，讓更多地方及遊客認識及享用此精巧美點，竹苑的造糖大師多年來不斷的反覆鑽研和改良，精益求精，最終首創出冰脆口感「龍鬚糖」。其獨特的造糖技術，加上保鮮獨立包裝，使竹苑出品的龍鬚糖保持在糖絲鬆脆、餡料香口的狀態達120天之久，實非傳統較黏口及需即吃的「龍鬚糖」可比。



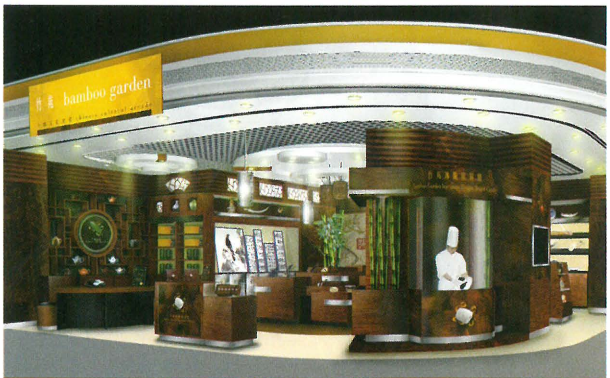
100% MADE IN HONG KONG 香港製造

為顧客提供高質素的產品與服務可謂竹苑堅定不移的信念，竹苑多年來的努力更獲得外間的認同，於2002年開始已被香港旅遊發展局評定為「優質旅遊服務商戶」，此外，廠房亦執行了世界食品行業中最嚴格的監控「HACCP危害分析及重點控制」系統，並獲得世界首屈一指的認證機構頒授確認證書，保證所有產品合符國際衛生標準。

QUALITY TOURISM SERVICES 優質旅遊服務

SYSTEM CERTIFICATION HACCP SGS

香港國際機場7樓離境大堂TE08舖



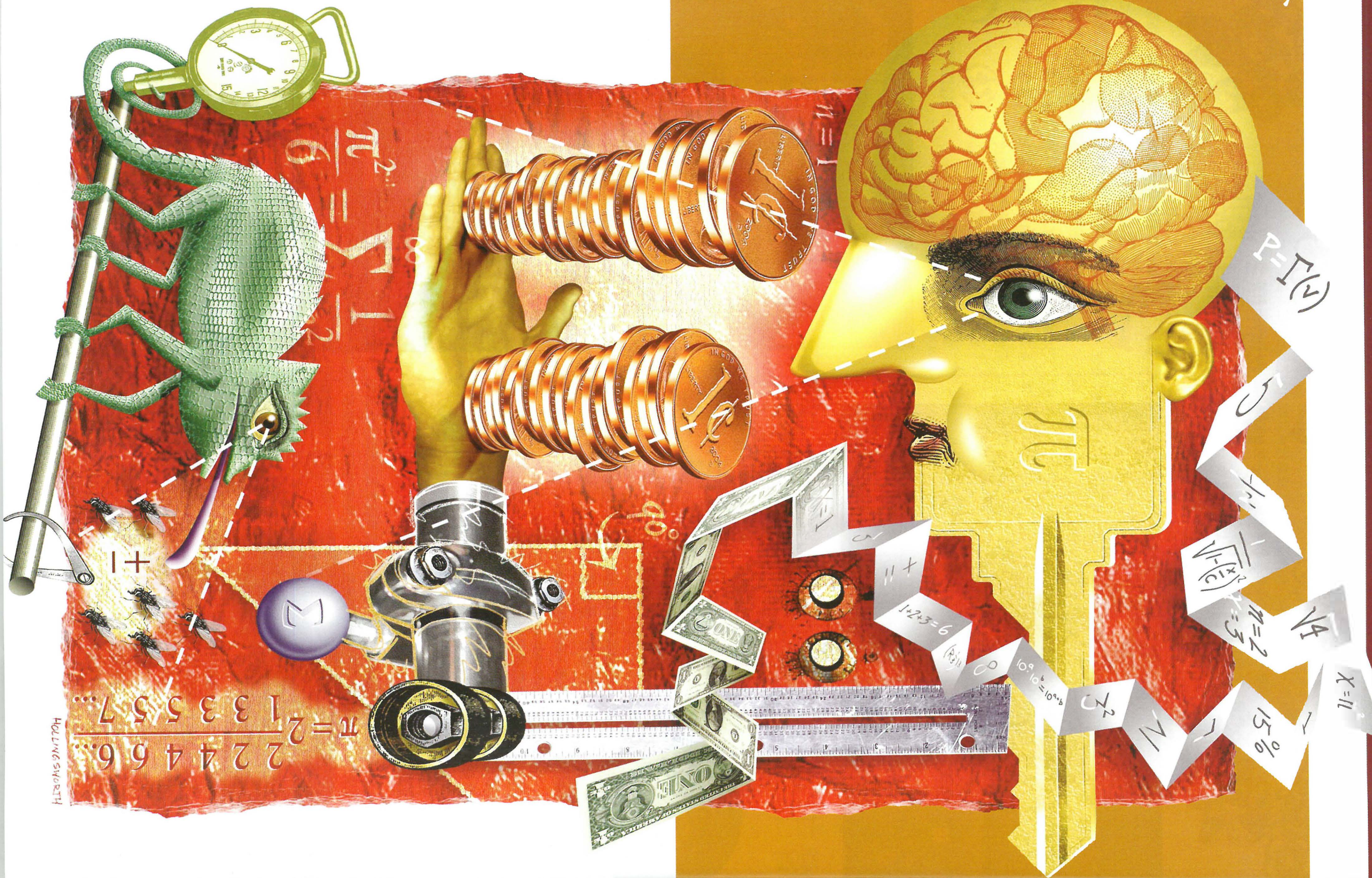
香港國際機場二號客運大樓5P104舖

香港國際機場5樓抵港大堂5T198舖

贈券 親臨左列地點購買六條裝華麗禮盒四盒，可獲贈三條裝雅緻禮盒一盒。

買4

(1) 此優惠券有效期至2007年11月30日
(2) 此優惠券不可與其他優惠同時使用
(3) 此優惠券如有更改恕不另行通知及本公司有最終決定權


HOLLINGSWORTH
π=2 2 2 4 4 6 6... / 1 3 3 5 5 7...
ONE
1+2+3=6
15%
P=Γ(v)
x=11
π

The Marketing Metrics Mystery

市場推廣與品牌價值的謎思

By Professor Roger Sinclair

The advent of accounting standards that recognize brands as assets has changed the landscape of accountants and marketing professionals

Over the festive season, I pondered the conflict between the proponents of marketing measurement. The dominant group employs allegories to make its point. The airline pilot, for example, uses a bank of instruments to operate the aircraft. There is no single gauge to which he can refer to assure him that he can stay in the air, is on track and that all is well with the flight.

So it is with marketing. Marketers use an array of measures to test the performance of their brand. They look at market share (both volume and value), relative pricing, levels of distribution and items out of stock, consumer awareness, customer satisfaction and measures that track consumer perceptions and attitudes towards the brands in the category. No single measurement captures how well or badly the marketers are doing.

Another viewpoint

But let's look at the allegory from a different standpoint. Airlines comprise numerous aircraft and pilots. If they and the ground crew do their work, the airline will make money from their performance. If they do not the airline goes out of business. While the pilot conscientiously watches his instruments and the administrators on the ground analyse passenger numbers and yields, the management is watching a single number. Is the operation profitable? Is it making money?

Management of companies expect its divisional managers to have their metrics to measure their aspect of the business. Human resources, finance, IT, operations and marketing, all look after their parts of the enterprise and are judged by their specialist criteria.

If the divisions all meet their respective targets the board should be able to see this reflected in the numbers that interest them most. Since boards of directors are appointed by the shareholders to run the business for them, it is not surprising that management's primary pre-occupation is with measures of shareholder wealth. This most often is the net asset value of the company.

Talking past each other

When marketers get in a flap (as they do) because they perceive their measures not being taken seriously by the board, they should understand that it is because this is not the measure the board wishes to see. No amount of research and scholarly papers in academic journals will change that. Boards don't ask individual pilots how much fuel they used, the altitude at which they flew and whether they arrived on time. They want to know if the sum of all those things across all the fleet made money.

Kevin Lane Keller – undisputedly the world's leading branding academic – conceptualised what he calls Consumer Based Brand Equity (CBBE) as having both a source and an outcome. This was not his intention, but that idea presents a framework to explain the link between marketing measures and the financial metrics needed for board reporting.

Beyond Reasonable Doubt ...

- Brands are assets
- Marketing expenditure is an investment in their welfare
- Marketing is the operational function whose tasks are to manage and build the brand
- Customers (consumers) are the source of the brand's future economic benefits
- Brand valuation links marketing to the brand asset by discounting future economic benefits to capitalised present value
- Brand value is the accounting Fair Value of the brand asset
- It is the brand portion of market premium
- Consumer based brand valuation derives the single figure marketing metric that is most relevant and most important to the shareholders of brand owning companies

Professor Sinclair explains that the gulf of understanding between the marketing and finance functions in most firms will narrow with the recent advent of accounting standards that recognise brands as assets under conditions of merger and acquisition.

Sinclair 教授解釋，近期已有會計準則按併購情況把品牌列作資產，相信會令市場推廣與財務之間的理解鴻溝逐漸收窄。

Marketers create brand equity in the memories of the consuming public. They make the brand available through some sort of distribution channel; they set the pricing and, through carefully crafted communication programmes, create awareness of the brand that through trial and usage, becomes associated with perceptions that make the brand desirable. If they are successful they will establish a cohort of users who like the brand sufficiently to buy it regularly. Their campaigns are then designed to stop those consumers from switching to competitive brands and to add new users to the group.

Different strokes ...

The wide range of available marketing measurements is used by marketers to gauge the progress they are making towards market domination, unseating powerful competitors, blocking newcomers, testing the market for brand extensions and launching new innovations. Marketing measurements are used to track the source of brand equity.

The outcome is the value that is created by building CBBE. Quite correctly Keller states that brand value can be measured in a number of different ways. Value is not necessarily financial. Non-financial measures tend to be strategic and are used to set the course for the future.

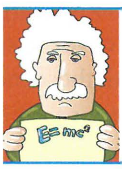
But the measurement that is of primary concern to the owners of the business is the one that indicates the contribution the brand is making to their wealth. This one is financial. And there is only one. It is the value of the brand asset.

It's only since the advent of the new accounting standards (SFAS 141 in the United States and IFRS 3 elsewhere) that brands have assumed balance sheet level importance. And much more has still to happen. That probably explains why there is a dichotomy in marketing circles regarding brand metrics. This is so new that many marketers have not yet realised that brands are assets and have a new status in the world of finance.

Academics who have committed themselves to a set of beliefs will find it hard to change. They were not wrong. Circumstances have changed.

Armstrong-Hilton has over 10 years of experience delivering training to the world's leading companies. Contact us today and open up your staff's potential in the Year of the Pig.

Armstrong-Hilton's trainers bring with them significant commercial experience gained before entering the training field and deliver in Cantonese, Mandarin or English.



Our methodology involves leading psychological management tools, experiential games, and of course the practical application of knowledge.

To discuss your training needs:

Ms Amy Fernando at ***amy@armstronghilton.com***

Ms Carmen Un at ***carmen@armstronghilton.com***

Armstrong-Hilton
communication & development

Tel: (+852) 2590 6588 **www.armstronghilton.com**

Hong Kong **Shanghai** **Beijing** **Shenzhen**

A bundle of numbers

What should ease the transition to this new truth is the fact that the recommended way to value assets is Discounted Cash Flow. There are other approaches but this is the favoured method. The asset value is a single number. It becomes that way through a process that actually captures many of the measures used in the source part of the CBBE framework.

The growth trend for example, should take account of likely market impediments and category opportunities. It should incorporate brand plans and investment decisions (including those of a capital nature). Properly structured the discount rate will include the nature of the economy and the risk associated with the brand category. And the analysis of the brand accounts, which is fundamental to a DCF type valuation, will expose the way the brand is supported financially.

The BrandMetrics method goes still further because it models the entire expected economic life of the brand being valued. It determines the number of years in the forecast by combining, mathematically, the ability of the brand category to sustain economic profits with the relative position of the brand as compared with others in the category. The statistics for this calculation come primarily from the data used by marketers to measure the effectiveness of their activities.

Time to change

If all the airline staff meet their objectives (fly the aircraft economically and on time; carry optimal loads and give outstanding customer service), the business will make money. A multitude of measures wrapped into a single number. Similarly, if all those (not just the marketers) responsible for the health of a brand meet their targets (maximise share, sustain product or service quality, gain new users, maintain customer satisfaction), their success will be reflected in the value of the brand asset.

A single metric for the measurement of brand performance is no longer a "nice to have;" it is on its way to becoming a necessity.

Members can listen to Professor Sinclair's talk at the Chamber at iBulletin, www.chamber.org.hk/bulletin

會計準則已開始把品牌確認為資產，會計和市場推廣行業的面貌亦因而起了變化。

在這個充滿節日氣氛的季節裡，我對衡度市場推廣表現各派學說的不同看法進行了深思。主流派透過比喻帶出論點。舉例說，機師需利用多組儀器操作飛機，不能單靠一個儀器來確保航程、航線和航機運作的整體安全和穩定性。

市場推廣工作亦如是。市場推廣人員會透過多項標準來考核品牌的表現，他們會分析市場佔有率(數量和價值)、相對定價、銷量及缺貨的程度、消費者對品牌的認知、顧客滿意度，以及消費者對同類品牌的看法和態度。因此，市場推廣表現的好壞，難以單一標準來反映。

另一觀點

然而，我們亦可從另一個角度去看這個比喻。航空公司旗下有很多飛機和機師。若飛機、機師和地勤人員均各守本份，他們的良好表現能令航空公司獲利；不然，公司便得結業了。當機師專心監察機上儀器，而行政及地勤部門又著眼於乘客數字和回報時，管理層卻只關心一個數字——業務是否有盈利？能否賺錢？

公司管理層相信各部門經理本身已有一套標準，以衡度其轄下業務範疇之表現。人力資源、財務、資訊科技、營運和市場推廣等部門，均按各自之專業標準，管理好轄下的業務範疇和事務。

若各部門的表現都達標，佳績便會反映於董事局所最感興趣的數字上。由於董事們乃股東委託之業務主理人，因此，管理層最關注的自然是股東的財富，通常那便是公司的資產淨值。

不同的著眼點

有些市場推廣人員不明白為何董事局沒有重視他們所提交的市場推廣表現資料。其實，董事局並非著眼於這些衡度表現的數字，這是無論多少學術研究和分析都不能改變的事實。董事局不會向機師查問飛機的耗油量、飛行高度和航班是否準時到埗等。他們只想知道，所有航程和飛行能否為公司帶來利潤。

全球著名品牌學家 Kevin Lane Keller 把「以顧客為基礎的品牌資本」概念化，並理出其源頭和結果。這並非其原意，但有關意念帶出之架構，能解釋市場推廣表現衡度基準與董事會匯報所需的財務衡度標準之關係。

市場推廣人員利用消費者的記憶和印象來建立品牌資本。他們透過某些渠道分銷品牌產品，亦會為產品定價，悉心策劃一些宣傳活動，以建立品牌的知名度，及提高市場需求。若這些市場推廣策略奏效，便能累積一批忠實用家，他們會定期購買該品牌的產品。市場推廣

點樣賺多啲？MORE PROFITS？

開展鴻圖大計，須鞏固後防！

後顧無憂，業務蒸蒸日上。

IT ALL STARTS WITH GOOD INTERNAL CONTROLS.

廉政公署防止貪污處轄下的私營機構顧問組樂意免費為貴公司提供防貪服務，改善採購、物料管理、銷售、會計、人事管理及資料保安等制度，加強系統控制。

服務特點：

度身訂造　切合所需

迅速回應　資料保密

一切決定　客戶掌握

The Advisory Services Group of the **Corruption Prevention Department, Independent Commission Against Corruption** provides **free** corruption prevention service to strengthen controls in your systems for procurement, stores management, sales, accounting, staff administration, information security, etc.

Features of service:

Tailor-made for your needs

Speedy response

Strict confidence

電話(Tel.)：2526 6363

傳真(Fax)：2522 0505

電郵(E-mail address)：asg@cpd.icac.org.hk

私營機構顧問組

ADVISORY SERVICES GROUP

廉政公署防止貪污處　香港中環紅棉路8號東昌大廈24樓

Corruption Prevention Department, ICAC　24/F Fairmont House, 8 Cotton Tree Drive, HK

關於品牌價值...

- 品牌屬於資產
- 市場推廣開支是有益的投資
- 市場推廣是以管理和營建品牌為目的之營運功能
- 顧客（消費者）是品牌未來經濟利益的來源
- 品牌評值把市場推廣與品牌資產連結起來，並按未來經濟利益計算折現，以把現值資本化
- 品牌價值是計入品牌資產的公允價值
- 它是市場溢價中與品牌有關之部分
- 以消費者為基礎的品牌評值是個單一數字，對於公司的股東而言，那是最重要和最具參考價值的指標

人員接下來的工作，便是留住這些用家，避免他們蟬過別枝，以及吸引更多新用家。

衡度方法各異

市場推廣人員利用一系列準則來衡度各類市場推廣工作的進度，例如市場佔據程度、打擊主要對手、阻截新來者、為品牌發展測試市場反應、推出新產品等。因此，有關市場推廣的各項評值，可用作追溯品牌權益的來源。

「以顧客為基礎的品牌資本」所創出的價值便是成果。Keller 指品牌價值可以不同的方法來衡度，這個說法也頗恰當。價值不一定指財務上的價值。非財務價值的衡度多數具有策略重要性，藉以制訂未來發展。

然而，企業負責人最為關注的，是能夠顯示品牌創富能力的數值，這固然是個財務價值，而且只有一個，那就是品牌資產的價值。

由於近年一些新會計準則 (美國的SFAS 141 和其他地區適用的IFRS 3) 的出現，品牌的重要性始得以在資產負債表上反映。相信未來會出現更多變化，這或可解釋市場推廣業內對衡度品牌價值的標準看法分歧。這是一個嶄新的概念，所以很多市場推廣人員仍未認識到品牌也屬於資產，並已在財務世界裡有了新地位。

一些堅守既有觀念的學者將難以接受這些轉變，這亦無可厚非，只是環境已改變。

連串數字

要過渡這轉變，衡度品牌資產值，現金流折現法是較可取的計算方法。資產值乃透過一個程序所得之單一數字，而該程序集合了「以顧客為基礎的品牌資本」架構中源頭部分的眾多衡度標準。

舉例說，增長趨勢應計入潛在的市場障礙和類別機遇，以及品牌計劃和投資決定 (包括資本性質) 因素。制訂合適的折現率，把經濟性質和品牌類別所涉及的風險計算在內。採用現金流折現法的評值法，著重分析品牌帳目，以瞭解與品牌有關的財務支持。

品牌價值衡度法更進一步，按品牌預期經濟壽命建立模型。透過數學方法綜合品牌類別的持續創富能力，以及品牌在同類品牌中的相對地位，以推測品牌的壽命年期。這個計算方法所涉及的統計數值，主要來自市場推廣人員用來衡度市場推廣活動成效的數據。

改變看法

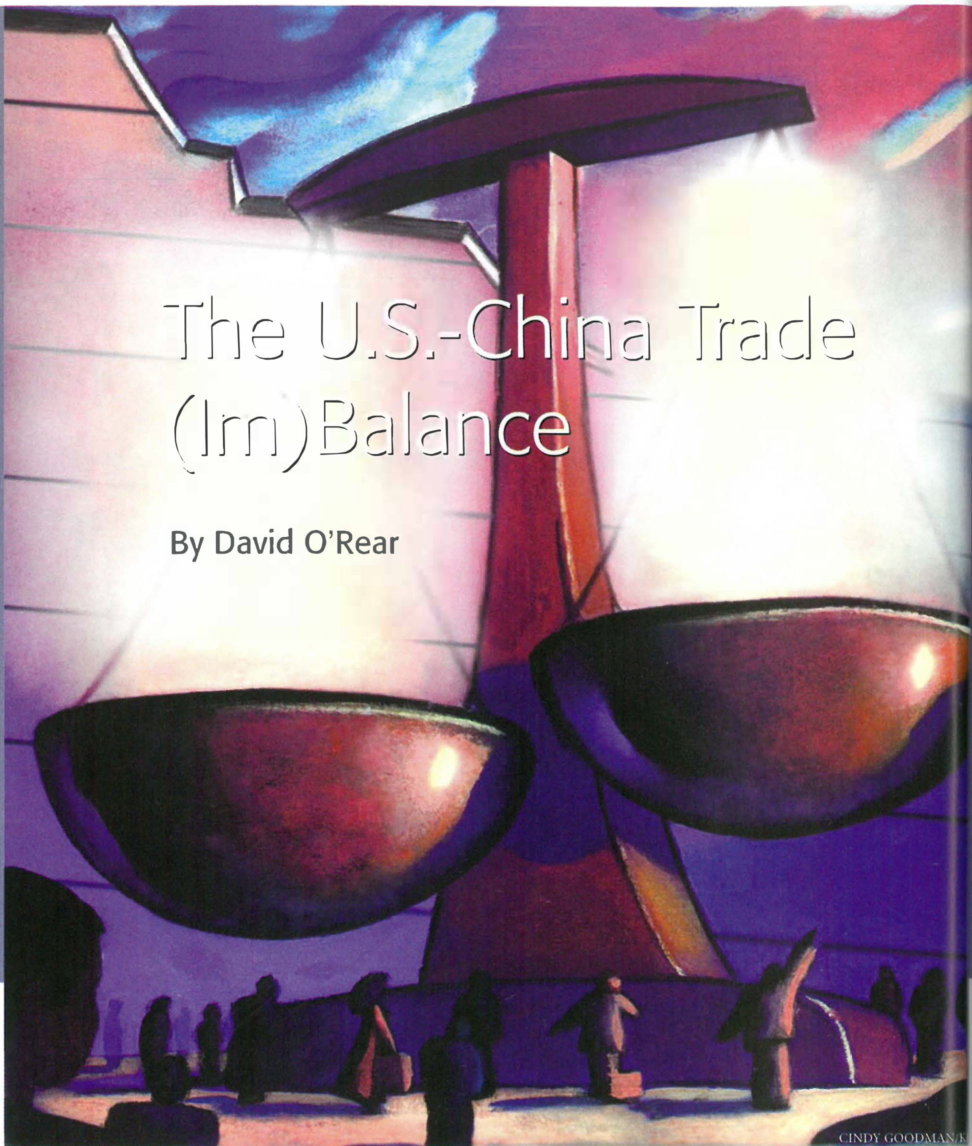
說回來，若航空公司的所有職員均能達致各自的目標 (航程既準時又符合經濟效益、達到最大的載貨量以及提供出色的客戶服務)，公司便有利可圖，大堆衡度表現的數值最終會結合成一個數字。同樣地，若所有 (不限於市場推廣人員) 負責品牌事務的人員均能達標 (擴大市場佔有率、維持產品或服務質素、羅致到新用家、維持顧客的滿意度)，他們的功績將反映在品牌資產值上。

一套能衡度品牌表現的單一標準已不再是「可有可無」，相反，它正逐漸變得必要。

如欲收聽 Sinclair 教授演說之錄音，請登入《i 工商月刊》：www.chamber.org.hk/bulletin。

The U.S.-China Trade (Im)Balance

By David O'Rear



CINDY GOODMAN/K

China and the U.S. have a problem: trade. For Hong Kong companies manufacturing in the Pearl River Delta to satisfy soaring demand in America, the "problem" may not seem all that serious. After all, one side has the money to buy the goods and the other side has the facilities to produce things. As good middle men and women, we help manage the process and take a modest slice of the transaction value along the way.

But, there is a problem, and it isn't going to go away. America's ability to continue to import an average of US$138.8 billion a month (based on 2004-06 data), while exporting just $76.5 billion shouldn't be infinite. In recent years, it has seemed that there is no end to U. S. consumer demand for the things made in this part of the world, but that is just an illusion.

The first graph shows the usual suspect in the U.S. trade deficit (oil) and all the rest. At a glance, it isn't hard to see that reducing the price of oil – or the amount the U.S. actually imports, through technological improvements, conservation or local drilling – isn't going to make much of a dent in the total trade shortfall. Even if prices were to fall to $25 a barrel, the other 90% of the monthly deficit would still be much too large.

In America, "everyone knows" the whole thing is China's fault, but the second graph doesn't support that conclusion. Imports from China have averaged 14. 5% of total U.S. imports over the past three years, although that share rose to about 15.5% in 2006. Even considering all of East Asia together, the rest of the world still provides nearly two-thirds of U.S. imports.

The flip side

On the China side of the equation, exports have been soaring faster and faster, while imports have been merely doubling every 33 months. The third graph shows China's trade over the past decade, and particularly the very fast rise in the trade surplus in 2005 and 2006.

中美貿易平衡問題

歐大衛

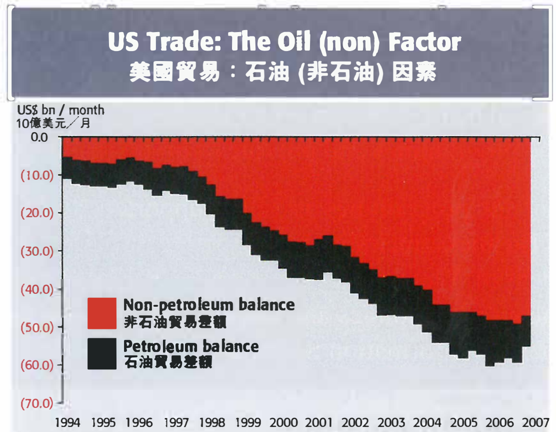
China earned an average of $14.8 billion a month on trade in 2006, and took in another $5.3 billion in utilized foreign direct investment (FDI). That combined total $20.1 billion a month capital inflow neatly corresponds to the increase in the country's foreign exchange reserves. (I've omitted outward investment from China to the rest of the world for two reasons: it isn't that large and it isn't as well tracked.)

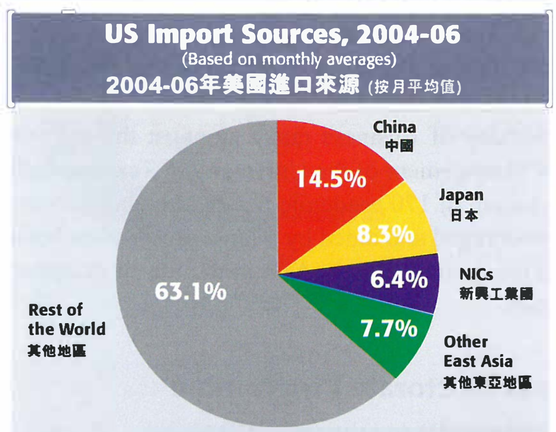
That clean accounting hasn't always been the case, as the last graph illustrates. The combined total inflow from trade and investment in 2000-02 was greater than the rise in foreign exchange reserves (the red outline bar), which suggests unrecorded outflows. There may be other explanations, but for such a large volume, capital flight is the easiest answer.

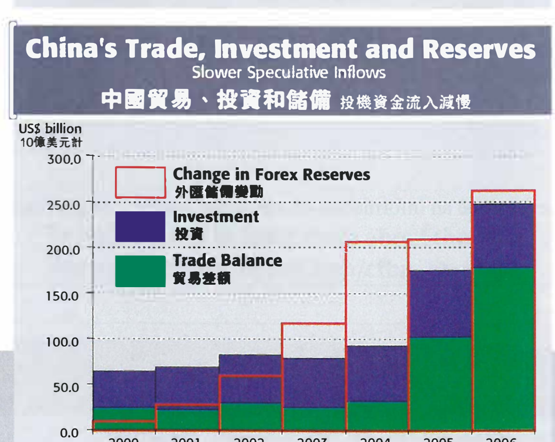
Then, the trend reversed, and in 2003-04 there was more money converted into foreign exchange reserves than could be accounted for by the earnings from trade and investment combined. The pattern continued, albeit at a much more modest pace, in 2005. Last year, however, the difference (about 3%) was so small as to be most easily attributed to timing: money flowed just before or just after the end of the year, and so left a modest gap.

All this presents problems that no one seems to be able to solve: what should America do to reduce its trade balance, and how should China manage its foreign exchange reserves? The simple answer – rarely the right one – is for the U.S. to restrict imports and for China to dump dollars in favor of other currencies, so as to avoid losses as the greenback slides in value. If the two choose this strategy (perhaps one in response to the other), the results are going to make the Asian Financial Crisis look like a minor blip. The better solutions are going to take hard thinking, tough decisions and a lot of compromise on both sides. May we all have sufficient good luck in the Year of the Pig!

David O'Rear is the Chamber's Chief Economist. He can be reached at david@chamber.org.hk



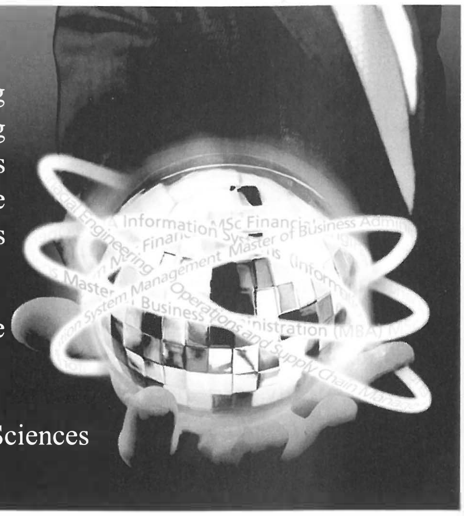




Postgraduate Programmes
Faculty of Business

香港城市大學
City University of Hong Kong

Knowledge Nexus Business Consortium



The Faculty of Business at CityU is committed to excellence in providing business education for the knowledge-based economy. To promote life-long learning and continuous executive development, the Faculty of Business has established a Knowledge Nexus Business Consortium for its Master's degree programmes. The Consortium offers substantial flexibility in credit transfers between the programmes and provides a broad range of electives.

Teaching of all programmes is fully supported by all departments in the Faculty of Business, including:

- Department of Accountancy
- Department of Economics and Finance
- Department of Information Systems
- Department of Management
- Department of Management Sciences
- Department of Marketing

Excellence and Innovation

- CityU has been ranked 154th by the Times Higher Education Supplement 2006
- CityU's Faculty of Business is accredited by AACSB International, the premier accrediting agency for business schools worldwide
- CityU's Faculty of Business ranks amongst the top 100 business schools in the world, according to the School of Management of the University of Texas at Dallas
- We have a team of 170 academic faculty members, most of whom are PhD holders
- We are encouraged and aided by a large group of enthusiastic industry experts
- We are at the cutting edge in Asia in the use of information technology and indigenous case studies in our programmes

Professional Doctorate Programme

- Doctor of Business Administration (DBA)

Taught Postgraduate Programmes

- Executive Master of Business Administration (EMBA)
- Master of Business Administration (MBA)
- MSc Professional Accounting and Corporate Governance
- Postgraduate Certificate in Professional Accounting
- MSc Applied Economics
- MSc Banking
- MSc Finance
- MSc Financial Engineering
- MSc Business Information Systems
- MSc Electronic Business and Knowledge Management
- MSc Electronic Commerce #
- MSc Information Systems Management
- MA Global Business Management
- MA Operations and Supply Chain Management
- MA Quantitative Analysis for Business

Online Application: http://www.cityu.edu.hk/fb/postgrad/

Tel: (852) 2788 8525
Fax: (852) 2788 7182
Email: fbenquiry@cityu edu hk

 # The programme is jointly offered by the departments of Information Systems and Computer Science

☐ Please send me an information brochure for Taught Postgraduate Programmes/DBA Programme *.

Name: ______________________ Tel: ______________________

Address: ______________________

Email: ______________________ Fax: ______________________

** Delete as appropriate*

中美之間存在貿易問題。對於要應付美國需求日增的珠三角香港廠商而言，「問題」看來並不太嚴峻。畢竟，一方有購買力，另一方則有生產力。香港作為一個稱職的中間人，幫忙協調當中之過程，並從中賺取一點費用。

然而，問題確實存在，而且還會持續下去。美國進口平均每月高達 1,388 億美元 (2004-06 年數據)，然而出口卻只有 765 億美元，這樣的情況不可能一直持續下去。近年，美國消費市場對亞洲貨品的需求看似沒完沒了，可惜那不過是假象。

圖一顯示造成美國貿易赤字的一大疑兇 (石油) 及其他因素。乍看之下，不難發現即使油價下跌，又或美國透過技術改良、保育或本地鑽探等方法來減少石油實際進口量，亦無助收窄整體貿易逆差。就算油價跌至 25 美元一桶，其餘九成的每月赤字仍然甚大。

美國上下把問題完全歸咎於中國，可是圖二的數據並不支持這説法。近三年，在美國整體進口中，中國進口貨平均僅佔14.5%，雖然這比率於 2006 年上升至 15.5% 左右，但即使把整個東亞亦計算在內，仍然有近三分二的進口是來自其他國家和地區。

另一邊廂

在中國這邊，出口升勢不斷加快，而進口的步伐則僅為每 33 個月上升一倍。圖三顯示中國近 10 年的貿易表現，當中尤以 2005 及 2006 年貿易順差的增幅最為顯著。

在 2006 年，中國平均每月從貿易賺到 148 億元，實際使用外商直接投資則達 53 億美元，即每月共有 201 億美元的外資流入，這數字剛好與中國外匯儲備的增幅一致。(這裡沒有計入中國的對外投資，一來金額不大，二來記錄不全。)

不過，最後一圖說明，來自貿易和投資的增長，不一定與外匯儲備的增幅一致。在 2000 至 2002 年，來自貿易和投資的資金流入總額高於外匯儲備增長 (以紅線顯示之部分)，反映有不明的資金外流，有多個原因可以解釋這現象，然觀乎涉及之金額如此龐大，很有可能是資本外逃。

接下來，趨勢在 2003 至 2004 年扭轉，兑換為外匯儲備的資金，比貿易和投資所帶來的收益更多，這趨勢一直持續至 2005 年才放緩。去年之差距 (約 3%) 則很小，很可能是時機所使然：資金剛於年底前後流走，使差距收窄。

這些現象均反映了難以解決的問題：美國應如何改善其貿易失衡？中國應怎樣管理其外匯儲備？最簡單的答案 (但人們多傾向化簡為繁)，便是美國控制進口，而中國的外匯儲備則以其他貨幣取代美元，以避免美元下滑而招致損失。若中美行此策略 (可能其中一方先行，然後另一方採取回應措施)，相對成果可令早前的亞洲金融危機微不足道。相信中美雙方要費煞思量，果斷決策和在多方面作出讓步，才能達致較佳的對策。祝大家豬年好運！

歐大衛為香港總商會首席經濟師，
電郵：david@chamber.org.hk。

Romania and Bulgaria became the latest countries to join the European Union on January 1, 2007. Roland D'Aubioul looks at opportunities that the expansion has brought about for businesses looking to boost their presence in Europe

羅馬尼亞和保加利亞於 2007 年 1 月 1 日加入歐盟。羅蘭探討這最近一次的歐盟擴張，為有意拓展歐盟市場的企業所帶來的商機。

EUROPEAN COMMUNITY

The European Union (EU) has been growing steadily since its first enlargement in 1973, but in 2004 its ranks jumped from 15 countries to 25, the largest acceptance of new member countries in the Union's history.

The huge jump is rooted in the collapse of communism in Eastern Europe, symbolized by the fall of the Berlin Wall in 1989. This offered an unexpected and unprecedented opportunity to extend the stability and prosperity enjoyed by EU citizens to those of Central and Eastern Europe.

Since Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Slovakia and Slovenia joined the EU in 2004, one of the challenges facing the Union has been to raise the living standards of these countries to the levels of existing member states.

On January 1 this year, Bulgaria and Romania became the newest members of the EU. Although these two Central European states have not implemented all the conditions stipulated in its accession agreement, they are progressing in the right direction.

Seven other countries are waiting in the wings to join the EU. Turkey and Croatia started talks in October 2005, but need to solve important issues

The EU Just Got Bigger
歐盟擴張創商機

By Roland D'Aubioul 羅蘭

before they will be allowed to join. These include, not least, allowing free movement of people, goods, services and capital to existing EU members.

The issue is complicated as Turkey invaded Cyprus in 1978, which divided the island with the Turkish Cypriots in the north and the Greek Cypriots in the south. Since then, relations between Greece and Turkey have remained prickly.

Among the 27 member states, only 13 have adopted the common currency, the euro, including Slovakia which switched to the euro on January 1, 2007.

For the remaining EU countries, the euro is finding its way into their economies via the backdoor as many companies operating in the euro-zone are invoicing them in euros. More countries are expected to opt to join the euro, making it one of the world's most traded currencies.

An expanding market for Hong Kong

The EU's continual enlargement, in terms of both member countries and population, and its steadily growing GDP per capita, has, of course, made it an important trading partner for Hong Kong and China. According to statistics compiled by Eurostat, the EU ranked as China's largest trading partner in 2005, with total two way trade reaching almost €175 billion (about HK$1.5 trillion), compared to the United States' €170 billion worth of China trade.

Its growing membership has also resulted in challenges to align the laws and regulations among the member countries. This is no simple task, but the advantages of being part of a borderless EU and common trading & custom rules far outweigh the disadvantages. Consequently, the EU, as a whole, is a very attractive trading partner for China, in spite of the latest anti-dumping regulations against the PRC.

Two way China-EU trade in 2006 is estimated to reach €210 billion. Hong Kong's exports to the EU are benefiting from the growing trade, rising by 16% in 2005 to reach €34 billion, up from €29 billion after an 18% increase in 2004. In the other direction, the value of Hong Kong's imports from the EU rose 4% to €18.5 billion in 2005, following a growth of 10% in 2004.

Competitive differentials

The competitiveness gap between West and East Europe continues to widen, which is jeopardising the growth potential of some new members and their ability to attract investments. Others are competing fiercely, such as Prague in the Czech Republic, Slovakia's Bratislava and the KozepMagyarorszag region of Hungary, which includes Budapest.

Labour costs in Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Slovakia and Slovenia remain considerably lower than in other EU countries.

For Hong Kong companies thinking about investing in a production facility in the EU to overcome import obstacles and the rising transport costs from Asia, the newer EU member countries offer lower production costs and potential for strong growth rates.

Since the mid-1990s, the newer members have benefited from the rapid inflow of investment, taking about 75% of all investment in the EU. Germany is the largest investor, and is particularly active in the Czech Republic, Hungary, Poland and Slovakia, while the Nordic countries are the main investors in the three Baltic States (Estonia, Latvia, Lithuania). Around 55% of FDI is ploughed into services, followed by manufacturing (37%). Investment in the Baltic States, and to a lesser extent in Poland, is concentrated in traditional industries like food processing, textiles and wood products.

In Hungary, the Czech Republic and Slovakia, foreign investors are focusing increasingly on modern manufacturing sectors, such as office machines, TVs, computers, and telecommunications equipment.

The latest EU enlargement
歐盟最近一次擴張

On January 1, 2007, the 25 then EU states welcomed two new members; EU and the new members compared:

歐盟 (25國) 於2007年1月1日再添兩員。歐盟與兩個新成員國之數據比較：

	Romania 羅馬尼亞	Bulgaria 保加利亞	EU-25 歐盟 (25國)
Population (million) 人口 (百萬計)	21.7	7.8	459.5
GDP growth GDP增長率	4.5%	5.5%	2.6% (euro area) (歐盟區)
Unemployment 失業率	7.7%	9.9%	7.9%
Employment rate 就業率	57.7%	54.2%	63.3%
Inflation 通脹率	9%	5%	1.8%
Labor cost (euros) 勞動成本 (歐元)	1.79 ($2.4)	1.57 ($2.1)	22.34 ($29.5)
Life expectancy: 人口預期壽命： Male 男	67.7	68.9	75.1
Female 女	75.1	76.0	81.2

© 2006 MCT Source: Key Figures on EU, Eurostat Graphic: Elsebeth Nielsen, Eeli Polli

Among the major obstacles that companies investing in Europe face are the complex legal and government structures, compounded by language barriers. While borders and in many cases currencies have disappeared, languages understandably remain. Twenty-three official languages, and dozens of minority languages, are now spoken on the continent. Nevertheless, the language of business remains English.

Flexible industries follow the clients

A growing number of big Mainland and Taiwanese companies are starting to manufacture in Central Europe as an alternative to production in China. Many are opening new plants or expanding their existing facilities to get closer to European consumers.

The reasons are multiple:

– Lower labour costs than in Western Europe.
– Governments in the new member states often offer rich incentives to attract investments that will create jobs.
– Avoidance of European import duties.
– Shorter distances to the customers means a shorter supply chain and lower transport costs.

Taiwan's electronics manufacturer Foxconn, and the mainland's Changhong, for instance, have been granted a 10-year tax holiday in the Czech Republic. By manufacturing on the continent, they can also avoid paying the EU's 14% import tariff on televisions made in China.

Manufacturing in the EU can make sense even for goods that don't face import duties. Operating in Central Europe lets companies quickly boost output to meet spikes in demand and get products to users far faster than shipping from the Mainland, Hong Kong, or Taiwan.

If a PC maker receives urgent orders for their latest products from shops in Barcelona or Berlin, workers in the Eastern Europe factory can load stocks on a truck and deliver the items in as little as 24 hours. When customers increasingly want things yesterday, suppliers can't afford to have them under way for 35 days.

But this is not to say that it's cheaper to operate in Central Europe than in the Mainland. Far from it. Factory workers are paid around €400 per month in the Czech Republic for a 40-hour week. That compares with about €100-€150 per month in China where workers also put in much longer hours. Productivity in the Czech plants is roughly equal to that in Chinese factories. Rising costs in East European countries have prompted some companies to consider moving to Eastern Europe's latest member countries of the EU.

Electronics manufacturers producing OEM for big brands will have to follow their brand customers' requests to deliver the products when the clients need them, and not four weeks later. Like Foxconn, which runs an €70 million factory employing 5,000 people in the Czech Republic producing products for HP, Cisco and Apple.

The next wave of Chinese manufacturers into Europe will likely be the Mainland's car makers, as they will soon meet the tough EU environmental requirements.

SME's or subcontractors (OEM/ODM) in this supply chain may have to follow this move to keep in the loop, especially for sub-assembled parts and components that are big or heavy, and consequently too costly to transport by air.

The perpetual downward pressure on prices and competitiveness forces companies in their fight for customers to look for better solutions and to reduce costs. This is forcing companies to adapt their strategies to the changing world faster than they have ever done before as globalization constantly redefines their business models.

Roland D'Aubioul is Managing Director of Europe-Asia Trading Consultant Agency Ltd (www.eatca.com). He can be reached at roland@eatca.com

歐盟自從其 1973 年的第一次擴張後持續穩定發展，2004 年的擴張是其歷史上最大的一次，使其規模從原有的 15 個成員國擴張到 25 個成員國。

這巨大的跨越來源於 1989 年柏林圍牆的倒塌，象徵著共產主義的瓦解，這是個意料以外而且前所未有的機遇，讓中歐及東歐的人民也有機會享受到歐盟社會的穩定和繁榮。

自從塞浦路斯、捷克共和國、愛沙尼亞、匈牙利、拉脫維亞、立陶宛、馬爾他、波蘭、斯洛伐克和斯洛文尼亞於 2004 年加入歐盟，歐盟面對的挑戰之一，就是把這批新成員國的生活標準提高至其他成員國的水平。

今年 1 月 1 日，保加利亞和羅馬尼亞成為最近加入歐盟的新成員國。儘管這兩個中歐國家還未全面履行成員國條約中所有規則和條款，它們正朝著該方向努力。

其他七個等待加入歐盟的候選國中，土耳其和克羅地亞於 2005 年 10 月開始就加入歐盟的事宜與歐盟展開會談，但仍有一些關鍵問題尚待解決，其中涉及與現有歐盟成員國之間的人流、物流、服務與及資本之自由流動。

另一問題源於土耳其在 1978 年入侵塞浦路斯，之後塞浦路斯島就因此分裂成兩個部分。土耳其佔據了島的北部，希臘佔據了島的南部，令希臘和土耳其之間關係複雜。

在 27 個歐盟成員國內，僅有 13 個成員國使用歐盟統一貨幣——歐元，其中包括自 2007 年 1 月 1 日新加入歐元區的歐盟成員國斯洛伐克。

因為許多在歐元區的公司都使用歐元計價，所以其他歐盟國家，也會逐漸加入歐元區，使歐元成為全世界在貿易中使用最多的貨幣。

港商受惠於市場擴大

歐盟大陸的成員國數目及人口一直在擴張，其人均 GDP 亦穩定提升，使歐盟成為香港和中國大陸重要的貿易夥伴。最新來自 Eurostat 的資料顯示，歐盟在 2005 年成為中國最大的貿易夥伴，雙邊貿易額達到 1,750 億歐元 (約合 15,000 億港元)，高於美國與中國 1,700 億歐元的貿易額。

歐盟的不斷擴張，同時也導致其需要調整各個成員國的法律和法規，這並不是一個簡單的任務，但是共同貿易規則和關稅政策對各歐盟成員國而言，是利多於弊。因此，儘管最近歐盟與中國之間發生反傾銷貿易摩擦，歐盟作為一個整體，對中國而言仍然是個非常有吸引力的貿易夥伴。

The Romanian Commercial Bank (BCR) headquarters building, located along the waterfront of Dambovita river. BCR was rated the second most powerful bank in Central and South-Eastern Europe.
位於丹波非達河畔的羅馬尼亞商業銀行總部。該行被評級為歐洲中部和東南部第二大銀行。

EPA ROBERT GHEMENT

2006 年中歐雙邊貿易總額估計達到 2,100 億歐元。香港出口至歐盟也得到長足的發展，在 2004 年增長了 18% 至 290 億歐元，在 2005 年則增長了 16% ，達到 340 億歐元。進口方面， 2005 年，香港從歐盟進口增長了 4% ，達到 185 億歐元， 2004 年的增長則為 10% 。

競爭差別

東歐和西歐之間的競爭力差距進一步擴闊，這會危及新歐盟成員國的發展潛力及其吸引投資的能力。與此同時，其他地區的競爭亦激烈，比如捷克共和國的布拉格，斯洛伐克的布拉迪斯拉瓦，匈牙利的 Kozep-Magyarorszag 地區 (包括布達佩斯)。

勞動成本方面，塞浦路斯、捷克共和國、愛沙尼亞、匈牙利、拉脱維亞、立陶宛、馬爾他、波蘭、斯洛伐克和斯洛文尼亞的勞動力成本依舊大幅低於其他歐盟國家。

香港公司或投資者在歐盟境內設立生產工廠，能避免進口中遇到的種種障礙和日趨增長的運輸成本。新的歐盟成員國生產成本較低，也具有更高的發展潛力。

自 1990 年代中葉起，投入新歐盟成員國的外國直接投資急增，佔投入歐盟的整體投資 75%。德國位於歐盟投資者首位，其在捷克共和國、匈牙利、波蘭和斯洛伐克的投資更是非常活躍。北歐國家是愛沙尼亞、拉脱維亞和立陶宛這三個波羅的海國家的主要投資者。約 55% 的外國直接投資對象是服務性行業，其次是製造業 (37%)。對於波羅的海國家和波蘭的投資，則集中於傳統行業，如食品加工、服裝和木材製品。

在匈牙利、捷克共和國和斯洛伐克，外國直接投資越來越多集中在現代化製造行業，如辦公室機器、電視、電腦和和電訊產品。

外國企業投資歐洲的主要障礙就是歐洲複雜的法律、政府結構，加上繁多的語言。國界與貨幣的障礙在大多數情況下已經消失，但語言還是有一定的障礙。在歐盟境內， 23 種官方語言，加上眾多的少數民族語言被使用，不過英語還是區內公認的商業語言。

製造商迎合客户需求靈活應變

一些大型的內地和台灣公司把生產線拓展到中歐作為其在中國以外的第二生產基地。他們設立新的工廠，或擴大現有生產設施，為了進一步接近歐洲消費者。

這轉變背後有多重原因：
— 勞動力成本較西歐低。
— 歐盟新成員國政府提供更多的投資鼓勵，吸引投資，以創造就業。
— 避免歐盟進口關稅。
— 減少運輸成本，縮短供應鏈，更接近消費者。

電子生產廠家富士康 (台灣) 和長虹 (中國內地)，在捷克共和國獲得 10 年的免税優惠。此外，在歐盟境內設生產線，中國電視進口至歐盟所須支付的 14% 進口税已被豁免。

對於原本就不用繳付進口税的產品，在中歐設立生產運營同樣有好處。公司能對市場需求作出快速反應，及時地把產品

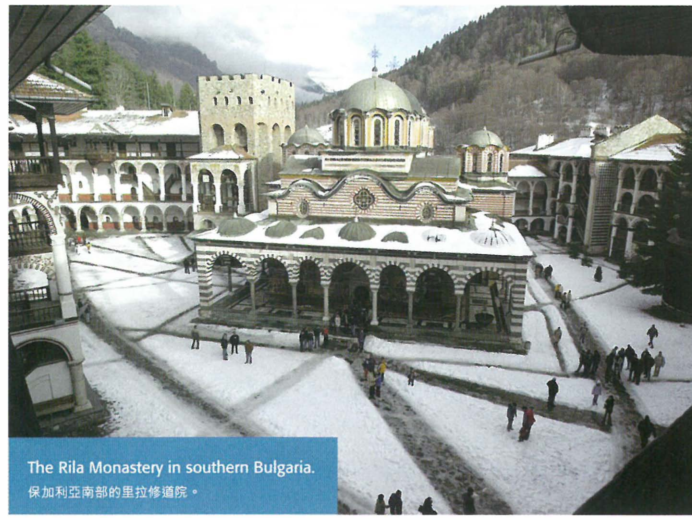
送到客戶手中，避免從香港、台灣或中國內地運輸過程中產生延遲而錯失商業良機。

如果一家個人電腦製造商收到緊急訂單，需要將其最新產品運抵巴塞羅那或者柏林，在東歐工廠的工人能在24小時之內把貨物裝上卡車並運抵目的地。愈來愈多客戶要求在短時間內取得貨品，貨品35天後才送到客戶手中的服務已不合時宜。

但這一切並不代表在中歐的營運成本低於中國。相反，捷克共和國工人每月工資約為400歐元，他們每周工作40小時。中國工人每月工資約為100-150歐元，並且工時更長。只能説捷克工廠的生產力與中國工廠相約。隨著東歐的勞動成本增加，一些公司開始考慮遷往一些新加入歐盟的東歐國家。

為大品牌作原設備生產的電子廠家，必須在客戶需要產品的時候，確保產品及時送達，而不是4星期後才付貨。像富士康，在捷克經營一個價值7,000萬歐元，僱有5,000名員工的生產基地，為惠普、思科和蘋果生產他們的產品。

下一批進軍歐洲的中國製造商將會是中國的汽車工業，因為不用多久，它們的汽車產品便要符合歐盟苛刻的環保法規。



The Rila Monastery in southern Bulgaria.
保加利亞南部的里拉修道院。

EPA PHOTO

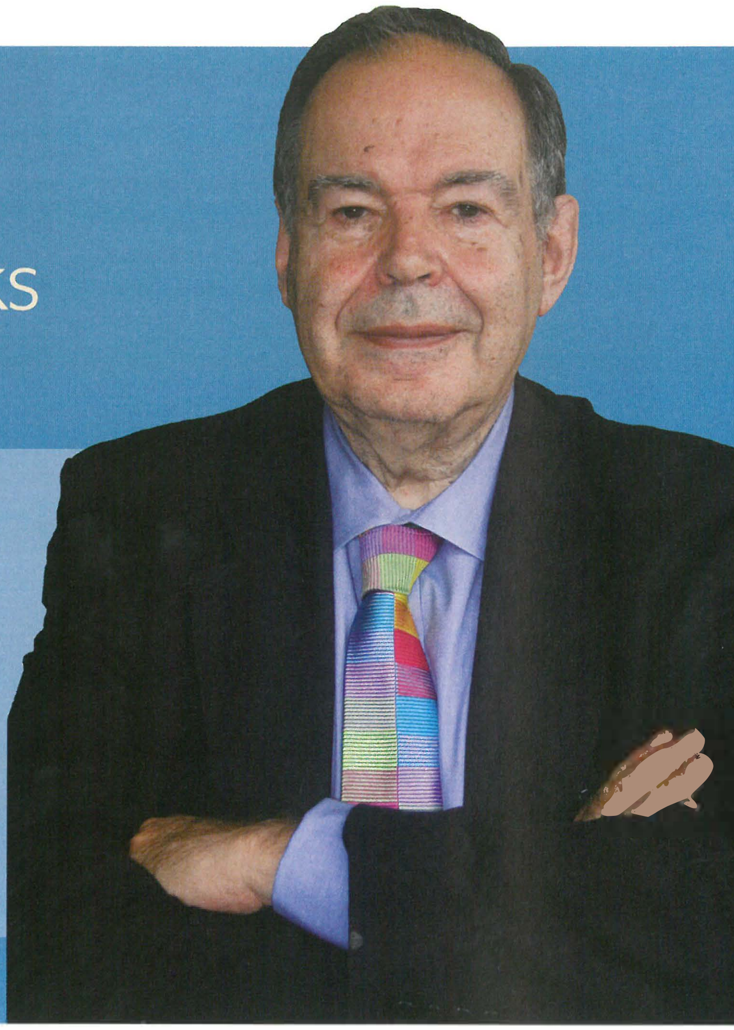
中小企業或原設備／原設計製造分包商都必須跟隨這些趨勢，以提高自身整體競爭力。對大型或重型配件和部件的製造商而言，使用空運來運送貨品尤其不划算。

基於價格及競爭壓力，企業為爭奪客戶需不斷尋找更好的方法，並且持續降低成本。它們不得不調整策略，以迎合快速轉變的全球化市場需求。

羅蘭是歐亞貿易顧問公司 (www.eatca.com) 執行董事。聯絡電郵：roland@eatca.com

Special Reports 專題報導

Changing How the World Thinks



Dr Edward de Bono is regarded as a leading authority in the field of creative thinking and the direct teaching of thinking as a skill. He has written 62 books, given countless lectures, and for his latest project, will this month open the World Council for New Thinking in the U.S. to encourage more people and institutions to think out of the box. *The Bulletin's* Editor Malcolm Ainsworth spoke with Dr de Bono recently about his work and philosophy. Following is a transcript of that interview which has been edited for length and clarity

The Bulletin: You've been writing, lecturing and consulting for almost 40 years, how are people using your ideas?

Dr Edward de Bono: They can be used in many ways. A company in Canada, NBC, for example, did careful costing on the first year that they used my methods and found that they saved US$20 million. The point is, nowadays everyone knows about information, and their computers collect all this information. But what they don't realize is that unless you develop creative thinking, you are not going to get the most out of your information.

If two people look at the same information, one may see an opportunity, another one may see a threat. So creativity becomes increasingly important the more that information and technology becomes available to everyone, the more they become like commodities. It is rather like a cooking competition. When all the chefs have the same ingredients, who wins the cooking competition? The person who can turn the same ingredients into superior value, that means creativity.

B: That sounds rather simplistic in an age when the more complex solutions are the more valuable people perceive them to be.

EB: One of my books is on simplicity, and the move is always towards making things more simple. In it I asked, when you leave the U.K., why do you need to go through passport control? Because if you found someone has overstayed his or her visa, you take them to court and spend a lot of money to then deport them. A few months later they abolished passport control on leaving England.

B: You have often said the way that people think hasn't changed since the time of the ancient Greeks. Why do you believe this to be the case?

EB: The traditional thinking since, what I call the Greek Gang of Three (Aristotle, Plato and Socrates) is based on judgment – recognizing the standard situation, and providing the standard answer. That is excellent, just like the rear back wheel of a motorcar is excellent. But excellence is not enough. We have never really developed a design aspect of creativity – how you design a way forward out of a conflict rather than just judge. So for design, creation, and constructive thinking, we have never really developed that.

B: Why not?

EB: Partly because the people who were doing the thinking in the Middle Ages were church people, and they didn't need creativity or design, they needed

全球思維革命

judgment. So we never developed that, and it is not something that you are going to learn at school, not something you are going to learn at university, and not something that you are going to pick up from experience. There is no mystery about creativity, it is a logical process once you understand the system, but at the moment it is a huge gap in our thinking.

Next month I am launching in the U.S. the World Council for New Thinking. There are four mathematical reasons why new ideas are essential, yet representative bodies like democracies or the United Nations cannot have new ideas because they are contradictions to current thinking.

B: You mean people are just defending their ignorance or fear of the unknown?

EB: It is often ignorance and innocence mixed together, but once people start realizing that it is possible to have new ideas and that new ideas are important, then we need to do something about it. That is what the World Council for New Thinking is going to be. Already six Nobel Prize Winners have joined, even though it has not yet been officially launched.

B: If it is that simple, why haven't people tried something like this before?

EB: I think, unfortunately, because creativity has gotten itself a bad name of blue sky ideas, impractical ideas and so on. Whereas creativity in organizations has got to be practical, high value, simple and operational.

That is why I used the analogy of a car; there is nothing wrong with the rear left wheel, but if you believe that that is all you need on a car then there is something wrong with your belief. Our existing thinking is excellent, but it is not adequate, it just deals with current judgment and recognition, while the other aspect of thinking – the constructive, the design, the creative – we simply do not deal with. This is probably because you can analyze the past, but you have to design the way forward, and just repeating the past is not good enough.

B: You mean our minds are stuck in a time vacuum?

EB: This is what Marshall McLuhan used to say; that we move forward in the future with our eyes on the rear view mirror, because on thinking, we have done virtually nothing since the Greek Gang of Three, and for the first time I am doing something about thinking based on my work in medicine, and looking at the way there is a self organizing information system which makes asymmetric patterns, which was the basis for my book *'Lateral Thinking.'*

B: Your ideas have been used by everyone from the navy to kindergarten teachers. Are they still widely accepted?

EB: That's right. When Mountbatten was Commander in Chief, he invited me down to Portsmouth to talk to all his admirals and so on, and there are a number of countries in the world where my work is officially on the curriculum in every school. In China, five provinces are running pilot projects at the moment, and if that works then they will think about introducing it into 4 million schools.

B: So creative thinking needs to begin at school?

EB: Research in English showed that teaching by thinking explicitly as a separate subject improves performance in every other subject by between 30% and 100%. In Argentina, at one school which uses my work, they did so well in the national exams – they were so much better than all the other school – that they were investigated for cheating. No one believed that so many students could do so well.

B: Your book 'Six Thinking Hats' has changed the way that many companies conduct meetings, how did you come up with the idea?

EB: Arguing is primitive and crude, and *'Six Hats'* is based on parallel thinking where you don't argue against someone, but think cooperatively around the subject. The technique can reduce meeting times to one-quarter or even one-tenth. Bosses are happy because meeting times are reduced and you get the best thinking out of everyone, instead of people just arguing with each other.

B: Hong Kong is striving to develop itself into a knowledge economy, what, in your opinion, are the key ingredients that we should be looking at to reach this goal?

EB: Obviously, thinking is very key. Creativity is key, and then clearly the technical skills need to be there.

Edward de Bono will been in Hong Kong on March 21 to give a creative thinking workshop. HKGCC members interested in attending can get 10% discount. Visit http://www.upclose-with.com/debono/hongkong/ for more information.

Edward de Bono 博士是創意思維領域的權威，亦是教授思維技巧的專家。他曾推出 62 部著作，並舉辦過無數講座。近期，他即將於二月在美國舉行「新思維全球議會」，以鼓勵更多人員和機構打破桎梏，嘗試創新思維。本刊總編輯麥爾康最近訪問了 Edward de Bono 博士，聽他談工作與思考哲學。由於篇幅所限，以下之訪問內容經過編輯及剪裁。

問：你從事寫作、講學和顧問工作近 40 年，人們怎樣應用你的學說？

答：我的學說可應用於多方面。以加拿大國家廣播公司為例，它們採用了我的方法，一年後，經核算發現這年內公司節省了 2,000 萬美元。我要説的是，現今資訊發達，用電腦搜索資訊輕而易舉，但人們並不明白，唯有發展創意思維，才能善用這些資訊。

同樣的資訊，有人會看見機遇，有人會感到受威脅。因此，當資訊和科技越是普及，越是變得像商品，創意就更益形重要。這就像烹飪比賽，所有廚師面前都有同樣的食材，最終誰能勝出？那就要看誰最具創意，能弄出最色香味俱全的菜餚。

問：聽起來頗簡單，然而這年頭人們普遍認為複雜的東西更有價值。

答：我寫過一本書，便是以簡化為題材，我亦喜歡把事情簡化。在書中，我提出一個問題：在英國離境時，為何要辦理護照檢查手續？是為了找出延期逗留的人士，檢控他們，然後再花錢把他們遞解出境。結果幾個月後，英國當局撤銷了離境護照檢查這項手續。

問：你常説自古希臘以來，人類的思維方式一直沒有改變，何以見得？

答：自希臘三大哲學家 (阿里士多德、柏拉圖和蘇格拉底) 以來的傳統思維方式都以判斷為基礎，確認標準情況，然後提供標準答案。當然那就像汽車後輪的運作一樣棒，但仍未足夠呢。我們從未真正發展過創意的設計範疇，如何在衝突中另闢蹊徑，而並非一味靠判斷。我們從未認真發展過設計、創意及積極思維。

問：為什麼呢？

答：中世紀時期，決策者都是教會人士，他們不用創新或設計，只需要判斷，這也許是原因之一。所以我們不曾發展這方面的能力。這亦是在學校或大學也學不到的，而且並非從經驗而來。創意本身並不神秘，當你理解其系統，便會發現它是一個合乎邏輯的過程，然而，它目前仍是我們思維中的一片留白。

下個月，我將於美國啓動「新思維全球議會」。數學上有四個原因可解釋新意念為何重要。然而，民主黨或聯合國等代表組織不會有新意念，因為它們與目前的那套想法有矛盾。

問：你認為人們只為著掩飾自己的愚昧或對未知的恐懼？

答：愚昧和無知往往都分不開。然而，當人們開始意識到新意念的可能性和重要性，我們便要行動起來，這便是「新思維全球議會」的目的。雖然議會仍未正式啓動，六名諾貝爾得獎者已經加入了。

問：若然那麼簡單，為何以前沒有人作出類似的嘗試？

答：創意一直被冠上空中樓閣、不實際的空想等惡名，這是很可惜的。而機構中的創意，則講求切合實際，有價值，簡單可行。

這是我用汽車作喻的原因。車子的左後輪本身並沒有問題，但若你認為整輛車單靠這個便行，你的想法便有問題。我們現有的思維方式雖棒，卻仍有不足，它只集中於判斷和認知，創造、設計和創意等其他思考層面，則完全未有發揮。過去可以靠分析，未來則需要設計，重複以往所作的並不足夠。

問：你認為我們的思想被困於時間真空？

答：Marshall McLuhan 曾説，我們一邊邁向未來，眼睛卻一邊盯著倒後鏡，因為自希臘三大哲學家以來，人類的思考方式沒有寸進。我率先根據個人的醫藥工作經驗，對思維進行研究，探索自我組織訊息系統，如何造成不對稱的模式。我寫的《橫向思考》一書 (“Lateral Thinking”) 正是以此為基礎。

問：你的思考學説，曾被海軍以至幼稚園教師所應用，至今是否仍然廣被採用？

答：沒錯，Mountbatten 擔任總司令時，曾邀請我到樸次茅斯為海軍將領作演説；多個國家亦已把我的學説正式納入課程，中國有五個省份則在試驗中，若成效佳，當局會考慮將之引入 400 萬家學校。

問：你認為創意思維應由學校開始？

答：英國的研究顯示，把思考法作為一個獨立科目來教授，有助使其他科目的成績提高三成甚至一倍。在阿根廷，有家學校引入了我的思考法，該校學生在全國考試中表現出色，成績遠比其他學校突出，令考試局甚至要調查是否有人作弊。因為無人相信，竟有那麼多學生能同時考取到好成績。

問：你的著作《六帽思考法》(“Six Thinking Hats”) 改變了許多企業的會議模式，這概念從何而來？

答：爭辯屬於原始的層次，「六帽」以平衡思考法為基礎，毋需爭辯，而是合作地圍繞著主題思考。這方法能把會議時間縮短至四分一，甚或是十分一，既能善用各人的思考力，也減少無謂的爭拗，老闆們對這自是滿意。

問：香港正致力發展知識型經濟，要實現這目標，你認為我們要著眼於哪些要素？

答：思考和創意顯然都很重要，還要具備有關的技術。

Edward de Bono 博士將於 3 月 21 日來港主持一個創意思維工作坊，香港總商會會員參加可獲九折優惠，有關詳情，請瀏覽：http://www.upclosewith.com/debono/hongkong/ 。

DELL | Windows Vista

Invest In Your Corporate Future With Dell And Windows Vista™

The Windows Vista™ operating system helps simplify the way people work together, reducing barriers between staff and information. Intuitive and user-friendly, with enhanced security and management tools, the streamlined operations management of Windows Vista™ can maximize productivity while ensuring uptime.

Dell products, services and support provide you with the ideal resources for implementing Windows Vista™. With features designed to improve compatibility, standardization, and management across systems, Windows Vista™ can help your enterprise save costs, grow revenue and give you the most value for your investment.

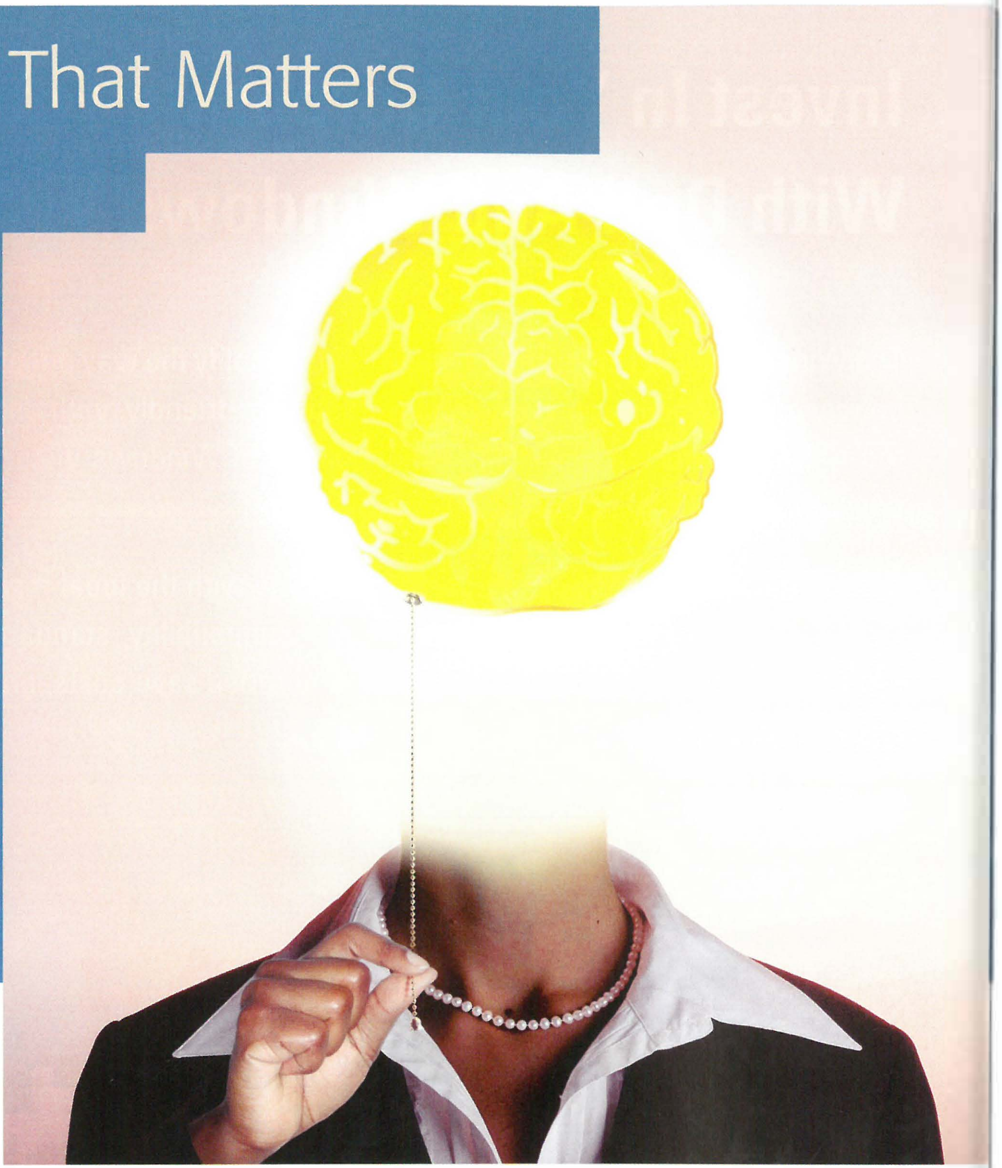
DELL | Windows Vista Are you ready for Vista?

3416 0915 www.dell.com.hk

Special Reports 專題報導

Innovation That Matters
創新為要

By Dominic Tong 唐華



JASON H WHITLEY/KRT

As *New York Times* columnist Thomas Friedman points out in his best-seller The World is Flat, one thing hasn't changed: innovation remains critical to business success. In fact, innovation may be the only sustainable advantage in today's 'flat' world.

The reasons are many and varied. Over the past few decades, advances in computing and telecommunications – and the resulting social and political changes – have permanently altered the business landscape. Customers have instant access to more information, and more choices, than ever before. To succeed, companies need to realize the old ways of doing business increasingly don't apply. The old business cycles are less and less relevant – and incremental changes to products, services or business structures will no longer suffice in a world driven by a new set of societal, political and technological rules.

Today we're witnessing an unprecedented intersection of the information economy and globalization. This has created an environment of opportunity, but also uncertainty, for businesses around the world. Increasingly, innovation is being looked at as paving the path by which to navigate the maze. Innovation not only helps businesses lower costs, but also creates greater flexibility within organizations to address the new challenges and opportunities that dominate today's global business landscape.

There is a shift in thinking of innovation in terms of incremental improvements, to thinking in terms of innovative breakthroughs. There is also a move beyond innovation as primarily a technology thought, to one of a continuum requiring both novel technology and business improvements. Companies are looking to non-traditional sources for growth and increasingly, these opportunities are coming from collaboration with partners, outside developers, and in some cases, competitors.

We live in a world where market leaders such as Proctor & Gamble are sourcing 35% of their new products from outside of the company by tapping into an external scientific network of 80,000 independent consultants. Such innovative approaches would have been treated as heresy 10 years ago but are becoming standard – and profitable – business practices today. They are a reaction to a brave new world characterized by cutthroat competition, growing pressure on financial results, and an increasingly savvy and fickle set of customers.

In order to differentiate themselves and grow in the midst of a rapidly changing business environment, companies must consider new and innovative business designs, services and products. For example, LiaoNing TV became the first Chinese broadcaster to convert analog content into reusable digital assets to help create profitable new programming. It did this using a digital media solution to automate workflow and streamline production. This enabled LiaoNing to add 40 new digital feeds without increasing staff, thereby growing potential viewership and profits. Another example is Sony which collaborated with IBM to create the Cell BE Processor, the engine of the new PlayStation 3. The Cell BE Processor carves high-performance computing tasks into smaller pieces to operate at about 60 times faster than the chip inside the current PlayStation 2. The Cell BE Processor is currently helping transform the medical imaging, aerospace and supercomputing industries.

Innovation begins at the intersection of invention and business insight and is made valid only when it results in significant business value and societal value. It is made real through initiatives such as the Global Innovation Outlook (GIO), an IBM-convened worldwide conversation about the changing nature of innovation. The GIO demonstrates how various communities can work together to uncover provocative insights and opportunities for innovation. In a series of dynamic, collaborative brainstorming sessions across the world, thought leaders representing academia, governments, major multinational corporations, think tanks and other leading organizations examined and debated trends in society, business and technology. In two sessions in 2005 and 2006, the GIO gathered 248 thought leaders from nearly three dozen countries and regions. They addressed emerging trends, challenges and opportunities around issues such as improving energy usage, the environment, transportation and mobility. Forums such as these have helped unleash new innovative ideas and identify opportunities to drive innovation not only for business, but also for society as whole.

Given the complexity of our most pressing societal problems and the diversity of skills and resources required to solve them, innovation will increasingly require GIO-type collaboration on a broader scale than ever before, utilizing the brightest and most creative minds from industry, government and academia. It will also, by necessity, require input from more stakeholders as those affected must play a role in the solution. One example of this in action was the December 2005 'Habitat Jam' managed by the UN Habitat agency and the Canadian Government to engage directly with inhabitants to fix inner city problems. A collaborative Internet environment and data-mining technology enabled tens of thousands of slum-dwellers across the world to 'jam' with thinkers and leaders to discuss solutions for challenges as diverse as sustainable access to water, governance and the environment.

Innovative thinking like this transcends simply the invention of new technologies, instead focusing on the application of technologies for a useful purpose. It requires collaboration among creators of technology, those with the skills to apply it, and the beneficiaries of the innovation. Leave out any element of that cooperative process, and the result will be diminished. Success requires substantial change – and education plays a pivotal role. Our current technical schools turn out great computer scientists. Our business schools graduate brilliant MBAs. But, with a few exceptions at the fringes, little is happening that fuses the two. It only takes a quick scan of recent news magazine headlines to see that innovation is starting to get the attention it rightly deserves and that the industry is starting to wake up to the fact that innovation demands a new combination of skills that our current systems are not set up to deliver.

So, beyond IT advances alone, my predictions for the coming decades are as follows: Businesses of the future will rely on innovation to survive. IT suppliers of today will evolve into innovation suppliers of tomorrow. Those who will succeed will be those that realize the necessity of collaboration with customers, partners and suppliers, as well as academia, government and other parties in a cohesive ecosystem. I have no doubt that we're at the dawning of the 'innovation age'. From now on, the rate of business and societal change will be determined by our ability – and willingness – to innovate.

Dominic Tong is General Manager of IBM China/ Hong Kong Limited.

正如《紐約時報》專欄作家弗里德曼 (Thomas Friedman) 在其當紅暢銷書《世界是平的》(The World is Flat) 中指出，無論世界如何轉變，創新是永恒的要求。創意永遠是企業賴以成功的要素。在現今的全球化大氣候之中，創新也許是唯一的可持續優勢。

這現象的成因很多，也涉及多方面因素。在過去一二十年，電腦與通訊技術突飛猛進，社會及政治環境亦相應變化，以致營商環境徹底改變。時移世易，消費者享受到前所未有的自主權，他們隨時得到更多資訊、更多選擇。因此，企業必須明白，傳統的營商方式愈來愈不可行，以往的商業流程也愈來愈與時代脱節。在社會、政治、科技都以新範式推動世界發展的時代，若以為逐步改革產品、服務或業務架構便可應付挑戰，恐怕已不合時宜。

現在我們處身的，是一個前所未見的資訊經濟與全球化大氣候交融的環境。對於全世界的企業來説，這環境造就了商機，但也充滿變數。面對錯綜複雜的經營局面，企業要闖出前路，必須更注重創新。只要打破傳統思維，啟發創意，企業便有望降低成本，以及增加轉型的靈活性，從而更快駕馭全球化市場的挑戰，掌握契機。

創新結合技術與業務革新

以往，人們認為「創新」是一個逐漸進步的過程，如今「創新」等於運用想像力尋求突破。此外，創新不再純粹是科技的思維，而是一個需要結合新穎技術與業務革新的持續進程。很多企業都明白這個道理，所以它們設法以新思維促進機構成長，例如透過與業務夥伴、同業甚至競爭對手協作，以擴大商機。

全球不同產業的領導者都在實踐這協作創新的模式。例如寶潔 (P&G) 的新產品之中，有 35% 向外採購，產品構思來自一個由八萬名外界顧問組成的研發網絡。這協作創新策略在十年前恐怕會被視為匪夷所思，但如今任何行業都知道，協作是必須採取和可帶來盈利的做法。在競爭酷烈、財政壓力日增、消費者愈來愈精明善變的新世代，協作創新已成為企業的出路。

以創新方式將業務轉型，或為產品及服務注入新構思，是企業在瞬息萬變的市場環境中脱穎而出、保持增長的關鍵。遼寧電視台便是憑這方針在中國廣播界開先河：將類比制式的節目內容數碼化，使這些現有內容成為可重複用於編製新節目並為電視台賺錢的重要資產。遼寧電視台藉著一套數碼媒體方案，將工作流程自動化和簡化了製作過程，因此能在毋須增聘員工的情況下，增加了 40 個新的數碼視頻點播節目，既有助提高收視率，又能帶來收益。另一個例子是 Sony。 Sony 與 IBM 協力開發了 Cell BE 處理器，作為最新的 PlayStation 3 的引擎。 Cell BE 處理器將高速運算作業由大化小，使處理器的運行速度比現有 PlayStation 2 的晶片快近 60 倍。 Cell BE 處理器也在協助醫療造影、航天、超級電腦等領域革新。

創新始於新事物與商業觸覺結合

創新並不等於發明。當新發明的事物結合商業觸覺和卓識，才是創新開始的一刻。創意要能帶來顯著的商業價值和社會價值才算有用。創意可透過「全球創新展望」(Global Innovation Outlook, 簡稱 GIO) 這類國際論壇來匯集。 IBM 主辦 GIO 會議，旨在拋磚引玉，蒐集不同社會和界別對創新的理解。 GIO 印證了不同社群集思廣益，可引發出許多精闢構思和創新機會。 GIO 在世界各地舉行，來自學術界、政府部門、主要跨國企業、智囊組織及知名機構的有識之士聚首一堂，評議社會、商界和科技的趨勢。在二零零五年和二零零六年舉行的兩次 GIO 論壇上，共有 248 名來自 30 多個國家及地區的思想領袖發表意見，論題涵蓋能源使用、生態環境、運輸、流動辦公等範疇的新興趨勢、挑戰及機遇。這類思想交流活動所激發的新思維和揭示的機遇，有助企業以至社會整體創新。

社會環境日益複雜，沒有多方面的技能和資源，特別是創新思維，絕不容易解決各種最迫切的問題。創意將愈來愈需要透過廣開言路，吸納工商界、政府部門、學術界等最高瞻遠矚、最富想像力的思維來匯集。因此，諸如 GIO 的國際跨界別創見交流活動，意義空前重要。此外，在尋求解決問題之道時，也應讓更多利益相關者表達不同的思考角度。由加拿大政府贊助，聯合國人居署 (UN Habitat) 於二零零五年舉行的「人居意見交流」(Habitat Jam) 網上會議，就是一個好例子。該會議吸引了各階層人士抒發意見，一起思考如何解決城市貧民區的問題。在採用了網上互動和數據採集技術的線上論壇中，世界各地成千上萬的貧民區居民與不同領域的思想家和領袖即時對話，就保持水源、有效管治和保育自然界等問題探索解決方案。

聚眾之力為創新常見模式

這樣的創新思維，並非著眼於發明新科技，而是要集合力量，將科技應用於有益用途。要集合的，是科技創造者、善於運用科技的人才及創新受惠者的力量，缺一不可，否則效益大打折扣。要成功，就必須與時俱進，教育在這方面所起的作用尤其重要。我們的理工院校培育了不少傑出的電腦科學家，大學的商學院也造就了很多工商管理專才。然而，這兩個範疇的人才睿智成功結合，畢竟尚屬少見。可喜的是，從近期的新聞雜誌標題所見，創新已開始成為熱門論題，而工商界也醒覺到創新需要新的技能組合來支持，現有的制度並非為此而建立，所以必須革新。

走筆至此，我的推論是資訊科技的演進仍將一日千里，社會在今後一二十年會出現以下現象：各界企業將要靠創新求存。現今的資訊科技供應商將須轉型為創意供應商。在層層相扣的營運環境中，企業愈是知道必須與客戶、業務夥伴、供應商以至學術界、政府部門及其他群體合作，愈能締造佳績。我肯定「創新時代」已來臨。從今以後，商業和社會變革的速度，將取決我們是否有能力和是否願意創新。

唐華為國際商業機器中國香港有限公司 (IBM) 總經理

Special Reports

專題報導

日新助企業營建品牌

ople trust brands. They
more branded goods
they are willing to pay
re for them. Hong Kong
npanies now realize
," says Mr Ronnquist.
思表示：「顧客信奉品牌，
傾向購買有牌子的產品，即
錢貴一點也不介意。」

"Today, it is not the product that builds a brand over time, but the other way round: the brand increasingly builds the product," says Stefan Ronnquist.

Internationally-known brands from Hong Kong and Mainland China are few and far between, but this is starting to change. More companies now realize that without a brand, they will be at the constant mercy of customers squeezing them for lower prices.

"People trust brands. They buy more branded goods and they are willing to pay more for them. Hong Kong companies now realize this, so they are looking to protect their business and designs by building their own brand," he said.

As Managing Director of The Tomorrow Group Ltd, a business-to-business advertising and branding agency, he also practices what he preaches. After leaving his native Sweden in 2002 to grow The Tomorrow Group, he set about building the company brand through an aggressive advertising campaign.

"We like to take our own medicine, so we spent about HK$300,000 on advertising in Hong Kong and Southeast Asia," he said.

The campaign was a huge success. Enquiries from around the world soon started coming in. Meetings and presentations were set up with prospective clients. Unfortunately, all of the media veteran's experience in the marketing industry couldn't prepare him for the first quarter of 2003.

As meetings began to take place, so too did rumours of a mysterious lung disease, which later became known as SARS. "We had to stop everything. No one called and it was really a period from hell. Then from August, things started to get back to normal. The good thing was that nobody had spent their marketing budgets, so the fall of 2003 was really busy," he said.

New clients started to roll in, and in January 2005, the company secured two large contracts, one with the Mainland telecoms giant ZTE Corp, and the other with Finnair, which was then looking to expand its China operations. The Tomorrow Group

Branding for a Better Tomorrow

set up an office in Shanghai and by the following year the number of Western and Chinese companies on its books had reached 50:50.

Filling a niche

What sets The Tomorrow Group apart from other branding and marketing agencies in Hong Kong, is that it focuses exclusively on business-to-business (B2B) communications. Mr Ronnquist said with only one other agency in Hong Kong involved in B2B marketing, the potential for growth is enormous.

He is also in the process of setting up an office in Singapore, as well as other offices in Southeast Asia. By 2012, he expects the company to have up to eight offices around the region.

The expansion, funded by organic growth, is part of his own branding strategy, as a bigger footprint will attract the best talent to work for the company, and win more big contracts. But he insists that companies large and small can and should work at building their own brand, citing the example of an SME manufacturer doing OEM for U.S. and European distributors.

"This guy came to us and said he was tired of customers pressing his margins lower and lower. He said he couldn't go on like this, so he realized he needed to build his brand," Mr Ronnquist explained.

The company had developed a personal entertainment system that allows users to watch movies or play games on special goggles that look like sunglasses. His product is now sold at trendy gadget stores in Hong Kong, and he is negotiating with overseas clients who want to distribute his product.

The company is at the forefront of what Mr Ronnquist believes is an historical shift to branding. Hong Kong companies have been very successful in manufacturing and selling electronics, clothes, shoes, etc., but as Mainland firms quickly develop similar products and charge less for them, Hong Kong companies are looking to branding to move them further up the value chain.

"Another company told us that he produces for Sony, for Philips, for National, all the big names, but when he goes into a store in the U.S., he said he gets angry. On the top shelves are the brands that he manufactures for his clients, but on the bottom shelf he finds his own unbranded products. The others are charging 50% more than he is, but people still prefer to buy the brands," he said.

Putting a value on something as intangible as a brand is very difficult. Ironically, some of the world's most valuable companies are those with the least assets. All they have is their brand.

Mr Ronnquist said some businesses struggle to grasp the value of something that they cannot measure. Hardnosed business people depend on facts and figures to come to a decision. They can't get their head around how something they cannot touch, how something that they cannot drop on their foot, can be worth so much. But when he asks them what they drive or what handbags they buy for their wives, they all recite luxury brands.

"I met the head of purchasing for Nike on a flight out here recently. We got talking and I found out that they don't own any shoe factories, or any sewing factories to produce their goods," he said. "So I asked her: what do you own? She said we own our brand."

These things are beginning to be understood in Asia, where successful industrialists are traditionally judged by the size of their factory and how many people they employ. They realize that a brand represents value, and that people are willing to pay more to have a piece of that.

By taking its own medicine, The Tomorrow Group plans to open a new office every year to keep pace with growth. Could it have done this as an unbranded B2B marketing specialist? Probably not.

"It is about getting our brand out there and to make sure the clients out there realise we can help solve their problems," he said.

羅啓思認為，今時今日，靠產品打造品牌那一套已過時，反之，透過營建品牌來突出產品的例子卻愈來愈多。

過去罕有香港和內地牌子能在國際上打響名堂，但這情況正開始轉變。現今愈來愈多企業意識到若沒有本身品牌，其產品便會不斷遭客戶壓價。

他說：「顧客信奉品牌，他們傾向購買有牌子的產品，即使價錢貴一點也不介意。現今港商已明白這一點，故設法透過營建自家品牌，以保障業務和產品設計。」

羅啓思於 2002 年離開家鄉瑞典後，建立了日新傳播有限公司，專協助企業進行商業對商業 (B2B) 廣告宣傳和營建品牌。羅氏作為日新的董事總經理，亦身體力行，積極透過廣告宣傳，務求打響公司的名堂。

他說：「我們喜歡親身實踐，所以花了約 30 萬港元在香港和東南亞進行廣告宣傳。」

由於宣傳成效極佳，來自世界各地的查詢紛紛湧至，當他們正忙於與準客戶開會和接洽之際， 2003 年首季突如其來之一擊，卻令羅氏——從事市場推廣多年的資深媒體專家——也措手不及。

當時有許多會議要開，然而坊間亦流傳著一種成因未明的肺病，不久，這病被界定為「沙士」。他憶述：「我們被迫停止一切活動，再沒有客戶來電，那段日子真難熬。直至八月，市況才開始回復正常。幸而在疫潮期間，各企業的市場推廣活動幾乎全面停頓，故有關預算仍然原封不動，因此在 2003 年秋季，我們的工作份外忙碌。」

日新不斷吸納新客戶， 2005 年 1 月，公司成功與內地電訊業巨頭「中興通訊」，以及有意擴展內地業務的芬蘭航空公司簽下合約。鑑於有意拓展中國市場的客戶日增，日新更於上海設立辦事處，次年在該公司的客戶名單上，外國公司和內地企業的數目首次平分春色。

瞄準市場空間

日新以 B2B 傳訊服務為主打，這正是它與本港其他同類公司與別不同之處。羅氏表示，在香港，除日新以外，同樣提供 B2B 市場推廣服務的公司只有一家，因此，市場仍有很大發展空間。

此外，公司正籌備在新加坡和東南亞各地開設辦事處。他希望屆 2012 年，區內分公司的數目能達到八家。

利用從自然增長而來的資金擴充業務是羅氏品牌營建策略之一部分，旨在提高公司的名聲，藉以招攬優秀人才，及爭取更多大生意。但他堅信企業不論大小，都應致力建立自己的品牌，並舉出一中小型製造商的個案為例子，該公司主要為歐美分銷商作原設備生產。

羅氏解釋：「該公司的負責人來找我們，表示受不了顧客不斷要求降價，令利潤愈來愈低。他有見長此下去也不是辦法，意識到需要建立自己的品牌。」

該公司開發了一種新的個人娛樂產品，是個像太陽眼鏡的東西，可看電影或玩遊戲，現已在本港某些潮流玩意店內有售。目前，這公司亦正與有意分銷其產品的海外客戶洽商。

羅氏相信，本地製造商開始重視發展品牌，這是個歷史性的轉變，而上述公司正是當中之表表者。香港企業製造和銷售電子、成衣和鞋履等產品一向表現出色，但隨著內地企業亦能迅速推出類似的產品，加上價格更低廉，港商現在都希望透過發展品牌，為業務增值。

他說：「也有另一家公司的負責人告訴我們，他們為新力、飛利浦、樂聲等大牌子製造產品，然而某次他在美國走進一家店舖，一看，便即時光火起來。陳列架上的貨品，全部都是其公司所生產的，但貼上大牌子的產品卻被放在當眼處，透過其自家小品牌來推出的產品則被放在最底層。大牌子的產品售價高出一半，然而顧客仍樂於選購。」

要為品牌一類的無形資產釐定價值，非常困難，但諷刺的是，部分全球最有價值的企業，卻擁有很少實質資產，他們所靠的，便是品牌。

羅氏表示，有些企業難以理解不能具體衡度和捉摸事物之價值。務實的商人依賴事實和數據等具體資料來作出決策。他們無法明白，何以一些無形和空泛的東西，能如此值錢。只是，他們卻會追求名車，也懂得買名牌手袋送給太太。

他說：「我最近乘飛機時遇上 Nike 的採購部主管，閒談間，我發現其公司完全沒有自設任何鞋廠。我問她：『那你們擁有什麼？』她答：『我們擁有自己的品牌。』」

發展品牌的概念已開始滲入亞洲，以往，區內慣常以廠房規模和僱員人數來衡量一家企業有多成功。然而品牌代表價值，因此人們願意在這方面花錢。

勇於身體力行的日新傳播計劃每年新增一家分辦事處，以配合業務發展步伐。換了是家寂寂無名的 B2B 市場推廣公司，能否有同樣的故事？

他說：「必需向外推廣我們的品牌，好讓客戶都知道，我們能助他們解決問題。」

Special Reports 專題報導

高聳入雲頂峰之作

爭奪興建世界最高摩天大廈之戰蔓延至亞洲

自遠古以來，國家與國家之間用盡不同的方法爭奪成為王者之最。人類借助神力，或以討伐的方法征服鄰國，以證明自己的王者地位。在建築方面，人類亦費盡心思，爭奪成為群雄之首，由古埃及的金字塔至今日的擎天大廈，人類不斷向高空發展，希望成為最高的王者。若以建築物的高度比較，古埃及可以算得上是先驅，先發制人，時至今日，爭奪戰已蔓延至亞洲。

世界上第一座最高的建築物，是於公元前 2600 年興建，擁有 104 米高，位於代赫舒爾 (Dahshur) 的紅色金字塔 (Red Pyramid)。直至 30 年後，擁有 146 米高的吉薩大金字塔 (Great Pyramid of Giza) 取代紅色金字塔的地位，亦成為世界上首個及唯一一個保存下來的古代七大奇觀。4000 年後，歐洲的大教堂取代吉薩大金字塔，成為全球最高的建築物。

直至 1998 年，世界上最高的建築物由位於紐約的克萊斯勒大廈 (Chrysler Building) (由 1930 至 1931 年) 及帝國大廈 (Empire State Building) (由 1931 年至 1967 年) 兩座建築物取代。若要得到世界最高摩天大廈的美譽，需經過測量師精算的量度，由地面低層至頂部，除去裝飾的擴展部份，建築物的高度需超越世界上其他建築物的高度。根據這個指標，位於芝加哥的希爾斯大廈 (Sears Towers) 是世界上最高的建築物，但當馬來西亞的地標 — 雙子塔 (Petronas Twin Towers) 誕生後，由於頂部的螺旋塔比希爾斯大廈高 9 米，具爭議性的話題隨即展開，有人認為雙子塔頂部的螺旋塔是裝飾的擴展部份，希爾斯大廈方為最高的建築物。正在爭議之際，高層建築物與城市居住評議會 (The Council on Tall Building and Urban Habitat) 突然宣布希爾斯大廈是全球第三高大廈，第一的寶座由雙子塔奪得，第二由台北 101 大廈奪得。

建造摩天大廈的趨勢已蔓延至亞洲每一個國家，中國更是發展驚人，在世界上 20 座最高的摩天大廈中，中國已佔 9 座。在香港這個地少人多的福地，有 4 座摩天大廈已在高層建築物與城市居住評議會的名冊上。其中由新鴻基地產全資發展的摩天大廈 — 環球貿易廣場 (International Commerce Centre)，將成為全球第三高的大廈，與國際金融中心二期 (Two International Finance Centre)，矗立於香港及九龍港口兩岸，在維港互相輝映，形成一道宏偉的『維港門廊』。」

擁有 420 米， 88 層高的國際金融中心二期為現時全港最高的摩天大廈；但這寶座將由擁有 490 米， 118 層高的環球貿易廣場奪得。環球貿易廣場位於九龍機鐵站上蓋，座落東鐵、西鐵及地鐵三條主要鐵路的交匯處，預計於 2010 年完工。完工後將成為全球第三高的摩天大廈，僅次於比斯杜拜塔及上海環球金融中心。

興建摩天大廈已成為每個發展商的目標，以彰顯其對質素的要求與堅持，及對國家美好前景的信心。相信，最高摩天大廈的記錄將會不斷被改寫，究竟何時才能分出高下？只有時間才能為我們見證。

Reaching for the Sky

The race for the world's tallest building moves to Asia

Since time immemorial, man has reached for the skies. Whether to revere a god, or simply prove their supremacy, history is replete with such examples of technological ingenuity and innovation, from the Great Pyramids of Giza to today's mega-towers. The race to build the highest structure, one of the oldest competitions in history, is believed to have started in Ancient Egypt, and is currently being hotly contested in Asia.

The first recorded "tallest structure" was the 104-meter Red Pyramid at Dahshur, constructed in 2600 BC. It was superseded just 30 years later by the Great Pyramid of Giza, at 146 meters tall, which was the first and only survivor of the Seven Wonders of the Ancient World. It held the record for an unparalleled 4,000 years until its title was usurped by a successive stream of European churches.

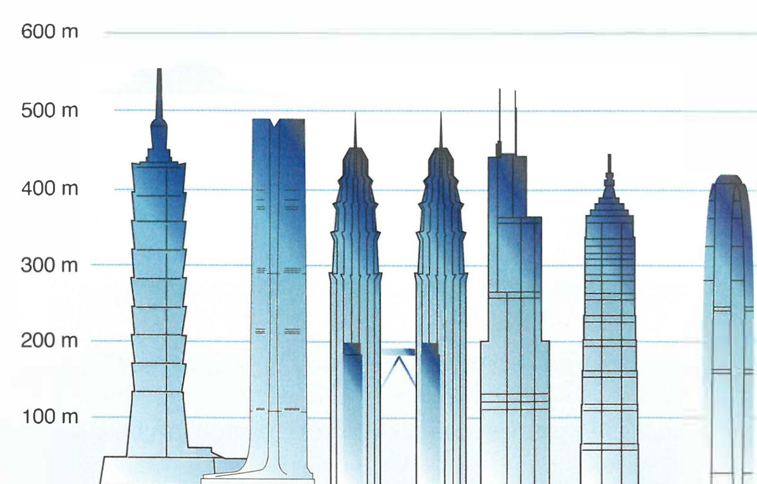
Up until 1998, the title of tallest building was essentially uncontested, and held by iconic structures such as the Chrysler Building (1930-31) and the Empire State Building (1931-1967). The measure by which this title was awarded was to consider buildings as structures with floors throughout – and with antennas excluded. On this basis, the Sears Tower in Chicago was considered the tallest. When Malaysia's distinctive Petronas Twin Towers were built, controversy arose since the towers' spires extended nine meters higher than the roof of the Sears Tower. Excluding the spire, the Petronas Towers were not taller than the Sears Tower. Yet, at their convention in Chicago, the Council on Tall Buildings and Urban Habitat reduced the Sears Tower from "world's tallest" and pronounced it not "second tallest," but third after Taipei's 101, and pronounced Petronas as the "world's tallest."

Indeed, building skyscrapers might be a national pastime for many of Asia's countries, not least China. Nine of the world's 20 tallest buildings hail from China – with Hong Kong accounting for four of these. Two International Finance Centre stands at the head of this list. At 420 meters and 88 stories, the 6th tallest building in the world will stand opposite the forthcoming International Commerce Centre (ICC), planned for completion in 2010.

Sited at Union Square at Kowloon Station, West Kowloon, this 118-storey mixed-use mega-tower is scheduled to open in 2010. At 490 meters above sea level, ICC will be the third tallest building in the world, eclipsing Burj Dubai, Shanghai World Financial Center, and stable mate Two IFC.

And so the race, which started millennia ago, continues unabated. Buildings will grow ever taller, to heights unimaginable by those who started this race half a world away, many generations ago. Where will it end? Only time will tell.

World's Tallest Buildings



	Taipei 101 台北101	International Commerce Center 環球貿易廣場	Petronas Towers 雙子塔	Sears Tower 希爾斯大廈	Jin Mao Tower	2 Internatio Finance Ce 國際金融中 二期
Region 地區	Taiwan 台灣	China 中國	Malaysia 馬來西亞	U.S. 美國	China 中國	China 中國
City 城市	Taipei 台北	Hong Kong 香港	Kuala Lumpur 吉隆坡	Chicago 芝加哥	Shanghai 上海	Hong Ko 香港
Finished 建成年份	2004	2010	1998	1974	1999	2003
Floors 層數	101	118	88	108	88	88
Height (m) 高度 (米)	509	490	452	442	421	412

Note: Height from sidewalk level to structural top (antennas and flag poles not included)

Source: Skyscrapers.com, Infoplease.com, AP
Graphic: Jakob Jensby, Eeli Polli, Tim Goheen

2005

In Review

活動重溫

Breakfast Meeting with Vice Minister of Commerce
Liao Xiaoqi (5th from right), Vice Minister of Commerce, and his delegation attended a HKGCC General Committee Breakfast Meeting on December 19. Dr Lily Chiang (6th from right), Chamber Deputy Chairman, K K Yeung (4th from right), Chamber Vice Chairman, and other General Committee members attended the meeting.

國家商務部副部長早餐會
國家商務部副部長廖曉淇（右五）及同行代表團參加本會12月19日舉行的早餐會，本會常務副主席蔣麗莉博士（右六）、副主席楊國琦（右四）及其他理事均有出席會議。

Asia/Africa

Papa Khalilou Fall, Senegal's Ambassador to China, called on the Chamber on December 18 and provided an overview of current developments taking place in Senegal and in West Africa.

Long Visalo, Secretary of State, Ministry of Foreign Affairs and International Cooperation, Cambodia, visited the Chamber on December 21 and was welcomed by K L Tam, Chairman of the Chamber's Asia/Africa Committee. Mr Visalo discussed the economic progress that Cambodia has undergone in recent years and highlighted areas of cooperation that businesses in the two places could explore.

Kishore Mahbubani, Dean of the Lee Kuan Yew School of Public Policy, National University of Singapore, visited the Chamber on January 9 to exchange views on further developing areas of collaboration between Singapore and Hong Kong.

Shigeyuki Tomita, Senior Vice Minister of Finance, and Michiyo Takagi, Parliamentary Secretary for Economy, Trade and Industry, Diet Members and Members of New Komeito Party, Japan, paid a courtesy call to the Chamber on January 15. Chamber CEO Alex Fong welcomed the visitors and discussed HKGCC's role in promoting closer business links between Japanese and Hong Kong companies.

Yuichiro Ito, Governor of Kagoshima Prefecture Government, Japan, led a delegation to Hong Kong and called on the Chamber on January 18. General Committee Member Andrew Yuen, and Asia/Africa Committee Chairman K L Tam, welcomed the visitors and briefed them on economic developments and the business environment in Hong Kong. Mr Ito introduced business opportunities in Kagoshima for Hong Kong companies looking to develop their operations in Japan.

Charles Goode, Chairman, Australia and New Zealand (ANZ) Banking Group, visited the Chamber on January 18 and met with David O'Rear, the Chamber's Chief Economist, who discussed the latest economic developments in Hong Kong.

China

Li Yangchun, Vice Chairman, Guangdong General Chamber of Commerce, led a delegation to the Chamber on December 18. Alex Fong, Chamber CEO, welcomed the visitors and discussed the 2007 Joint Hong Kong and Macau Chambers roundtable meeting.

Hou Bowei, Vice Director of Shenyang Urban & Rural Construction Commission, led a delegation to the Chamber on December 20 to discuss the possibility of future cooperation with HKGCC.

Zhao Huitian, Chief Representative, China Council for the Promotion of International Trade (CCPIT) Hong Kong & Macau Representative Office, called on the Chamber on December 22 and met with Chamber CEO Alex Fong, who discussed the possibility of expanding cooperation with CCPIT.

David Lie, Chamber General Committee Member, represented the Chamber at the opening ceremony of the 2007 Hong Kong Shenyang Urban Construction & Real Estates Projects Promotion Seminar, which took place in Hong Kong on January 4.

Alan Wong, Chamber China Committee Chairman, represented the Chamber at the opening ceremony of the Shenyan Xihe Economic Zone Industrial and Infrastructure Projects Promotion Seminar, which took place in Hong Kong on January 5.

Liu Donghe, Vice Director, Guangzhou Policy Research Office, CPC, and Weng Wenxiang, President, CCPIT, led a delegation from various Guangzhou Government departments to the Chamber on January 8 to collect ideas and exchange views with Chamber members on how they view the change in name of the Canton Fair to the Chinese Export Commodities Fair.

Europe

Marjan Cencen, Ambassador of The Republic of Slovenia in Beijing, visited the Chamber on December 21 and met with Chamber CEO Alex Fong, who talked about HKGCC's role in promoting and facilitating trade in Hong Kong.

Environment

A total of 569 companies had signed up to the **Clean Air Charter** as of January 15, 2007. Following the November 27 "Business for Clean Air" Conference, the Chamber's clean-air team is now developing a work plan for "Phase II" of Project Clean Air. This will include, among other things, a project to assist compliance to the Clean Air Charter, a programme to introduce clean air technology and solutions, and further promotion of the private sector's clean air efforts. On January 9, Thinex Shek, Senior Manager, HKGCC Business Policy Division, gave an interview on the Chamber's Clean Air campaign to the Hong Kong Institute of Vocational Education.

Service Industries

Francis Ho, Deputy Director of the Government Economic & Trade Office in Toronto, met Charlotte Chow, Senior Manager, Business Policy Division, on December 22 to discuss the government's annual career video conference which will take place on March 10.

Members attended a Chamber forum on the government's consultative document on competition policy on January 10. The forum was to collect members' views to help prepare a response to the government's consultation by the **Chamber Expert Group on Competition Policy.**

HKCSI joined 18 other international organizations, including members of the Global Services Coalition, to issue a joint statement on January 15 on the **Doha Development Round**, emphasizing the need for progress on the negotiations and that "failure is not an option."

Chamber gets privileged look into Octopus nerve centre

Eighteen HKGCC members got an exclusive look into Octopus Card Centre at Kowloon Bay on January 18. The trip, organized by the Chamber's DIT Committee marked the first time that the company had allowed outside visitors into the heart of its operations.

Cindy Cheng (below), Director of Sales and Marketing for Octopus, and Stephen Lee, Senior Manager of Business Development, explained the company's operations and how cards are produced, as well as future applications for the payment system.

參觀八達通卡中心

本會於 1 月 18 日帶領 18 名會員參觀九龍灣八達通卡中心。是次活動由本會數碼、資訊及電訊委員會舉辦，此乃八達通卡中心首次開放予外界人士參觀。

八達通卡有限公司銷售及市務總監鄭韓菊芳（下圖）及業務發展高級經理李德龍，向會員解釋公司運作，八達通卡的製造過程，以及該付款系統的未來應用。

亞洲／非洲

塞內加爾駐華大使Papa Khalilou Fall於12月18日到訪本會，簡介塞內加爾和西非地區近期發展。

柬埔寨外交事務及國際合作部國務秘書長Long Visalo於12月21日到訪本會，由本會亞洲／非洲委員會主席譚廣濂接待，雙方談論柬埔寨近年經濟發展，以及兩地商界能發展合作之領域。

新加坡國立大學李光耀公共政策學院院長Kishore Mahbubani於1月9日到訪，就促進新加坡與香港之合作交換意見。

日本財務副大臣兼公明黨眾議員**富田茂之**與經濟產業大臣政務官高木美智代於1月15日到本會作禮節性拜訪，由本會總裁方志偉接見，並介紹本會在促進港日商務聯繫方面之角色。

日本鹿兒島縣知事**伊籐祐一郎**率領代表團來港，並於1月18日到訪本會。本會理事袁耀全及亞洲／非洲委員會主席譚廣濂接見代表團，及介紹香港的經濟發展和營商環境。伊籐先生則介紹鹿兒島適合港商發展之機遇。

澳洲及紐西蘭銀行集團主席Charles Goode於1月18日到訪，與本會首席經濟師歐大衛會面，討論香港近期經濟發展。

中國

廣東省總商會副會長**李陽春**率領代表團於12月18日到訪，由本會總裁方志偉接待，雙方討論2007年粵港澳主要商會高層圓桌會議之有關事宜。

瀋陽市建設委員會書記**侯伯偉**率領代表團於12月20日到訪，討論與本會的未來合作。

中國國際貿易促進委員會駐港澳代表處首席代表**趙會田**於12月22日到訪，與本會總裁方志偉會面，討論如何加深兩會合作。

本會理事**李大壯**代表總商會出席1月4日在港舉行的2007年香港—瀋陽城建和房地產專案招商推介會的開幕典禮。

本會中國委員會主席**黃照明**代表本會出席1月5日在港舉行的瀋陽細河經濟區工業及基礎設施項目推介會的開幕儀式。

中共廣州市委政策研究室副主任**劉冬和**與中國國際貿易促進委員會廣州市分會會長翁文祥，率領由廣州政府機關人員所組成的代表團於1月8日到訪本會，並就「廣交會」易名為「中國進出口商品交易會」，徵集本會會員的意見及交流看法。

歐洲

斯洛文尼亞共和國駐京大使Marjan Cencen於12月21日到訪，由本會總裁方志偉接見，並介紹本會在推動及促進香港貿易方面的角色。

環境

截至2007年1月15日，共有569家企業簽署了**《清新空氣約章》**。繼去年11月27日的「商界攜手　共享藍天」會議後，本會清新空氣計劃小組現正為計劃制訂「第二階段」工作大綱，其中包括擬推出項目和計劃，助企業按《清新空氣約章》之承諾實行環保，向商界介紹減少空氣污染的技術和方案，以及進一步推廣商界之清新空氣行動。本會工商政策高級經理**石平俤**於1月9日接受香港專業教育學院訪問，談本會推動之清新空氣運動。

服務業

駐多倫多香港經濟貿易辦事處副處長**何兆康**於12月22日與本會工商政策高級經理周育珍會面，談及政府將於3月10日為加拿大學生舉行的港加職業視像會議。

本會於1月10日就政府發表的競爭政策諮詢文件舉辦會員論壇，藉此收集會員意見，作為**本會競爭政策專家小組**回應該諮詢文件之基礎。

香港服務業聯盟於1月15日聯同18個國際組織(包括全球服務業聯盟的成員)，就**多哈發展回合**發出聯合聲明，強調有關談判必須取得進展，「許勝不許敗」。

Membership Benefits Highlights

Membership Benefits 2007

ASCOT CHANG
BANYAN TREE HOTELS AND RESORTS
CALTEX
CardioMed Heart Centre 健脈心臟中心
中華航空 CHINA AIRLINES
CLARINS institut
CHARLES & COLVARD® Fine Moissanite Jewelry
CONRAD HONG KONG
BistroDélifrance
新渡輪 澳門 FIRST FERRY MACAU
THE DOCUMENT COMPANY FUJI XEROX
花園酒店 THE GARDEN HOTEL GUANGZHOU
Goldjoy Holidays 金怡假期
GOODWAY
HONG KONG EXPRESS
Farrington American Express Travel
HK Institute of Languages
INTERCONTINENTAL. GRAND STANFORD HONG KONG 海景嘉福酒店
Jardine Travel Group
Jardine Travel Limited
Jilian
kenfil
KONICA MINOLTA
HOTEL LKF 蘭桂坊酒店
Lan Kwai Fong 蘭桂坊 entertainments
lavera NATURKOSMETIK
lenovo
LANSON PLACE BOUTIQUE HOTEL & RESIDENCES
Le MERIDIEN CYBERPORT
MACAU TOWER 澳門旅遊塔
MATILDA INTERNATIONAL HOSPITAL 明德國際醫院
MEGAMAN® Energy Saving Lamps
HOTEL Miramar HONG KONG 美麗華酒店
Managed by Miramar International
OASIS HONG KONG AIRLINES
PONTI WINE CELLARS
PURSUE
Qualigenics Diabetes Centre
香港中文大學支持之健康關注項目
room+ 自由倉
Simmons 席夢思
勝景旅遊 SKYTRAVEL
SmarTone vodafone
sony style
THE EXECUTIVE CENTRE
深圳富苑酒店 THE LANDMARK HOTEL SHENZHEN
THE PARK LANE HONG KONG 柏寧酒店
THE TASTE OF LIVING by Goldlion

福

www.chamber.org.hk/mb
Enquiries: 2121 2211

HKGCC
Hong Kong General Chamber of Commerce
香港總商會 1861

In Review

活動重溫

Zhang Jianguo, President of China Construction Bank, outlined at the Chamber's luncheon on January 11 changes that the Mainland's banking industry is undergoing as the country opens up its financial sector in accordance with China's WTO accession agreement. Following is an abridged version of that speech.

全面開放銀行業是中國加入世貿的承諾之一。中國建設銀行行長張建國在香港總商會1月11日舉行的午餐會上，介紹中國銀行業改革的進展及全面開放形勢下中國銀行業的機遇和挑戰。以下乃張行長當天演說的內容精華。

The outbreak of the Asian Financial Crisis in 1997 made us acutely aware of the importance that a sound financial structure plays in our social development, as well as highlighted the risks lurking in China's banking sector. Since China's accession to the WTO, our economy has been growing rapidly and competition has intensified. Finding the right formula to speed up reforms in the banking sector and raise the quality of management and service levels have become key issues facing Mainland banks.

Under the leadership of the Central Government and State Council, the Bank of China and other state-owned commercial banks have accelerated the pace of their reforms, resulting in impressive developments. China Construction Bank, Bank of China, and Industrial & Commercial Bank of China have all completed their shareholding reforms respectively. With strategic foreign investors now on the board, they have managed to successfully list on stock exchanges both in the Mainland and overseas. Their share prices have performed well so far, and are steadily on the rise.

Most financial institutions have made significant improvements in terms of ownership, management structure, internal organization, risk control, financial health and quality of assets. As a result, the landscape of China's banking industry has changed dramatically. It is not as vulnerable as it used to be, and the financial risks that weakened our banking system have diminished.

According to government statistics, the number of Mainland banks that have met the capital adequacy rate requirement has jumped from eight at the end of 2003 to 55 at the end of June 2006. Meanwhile, their asset rates have surged from 0.56% to 71.6% accordingly. For major commercial banks, non-performing loans have dropped from 17.9% at the end of 2002 to 7.8% as at the end of June last year. Meanwhile owner's equity reached $1314.4 billion, up 64% as compared with the end of 2002. All Mainland banks already listed in Hong Kong have a ROE (return of equity) of over 13% – basically on a par with international banks.

Since 2005, achievements resulting from China's banking sector reforms have been recognized by domestic and foreign investors. Many international bodies have upgraded their ratings for the Mainland's major commercial banks. Moody, for example, recently revised its forecast ratings for deposits and bonds of a number of major Mainland banks from "stable" to "positive."

The Central Government's support and macro economic control measures have helped drive these rapid developments. Nevertheless, it is crucial that individual banks continue to initiate reforms to upgrade their management and structure. China Construction Bank has, since our listing, proactively transformed itself to meet the needs of a changing market. We operate under the "customer-oriented" principle and actively cooperate with U.S. banks and other strategic investors. We have enhanced our risk management and internal controls, reformed our business development strategy, and made efforts to maintain our core business advantage while at the same time expanding into new areas. These have included retail banking, intermediary services, international business and investment banking.

Liberalization of China's Banking Sector

中國銀行業全面開放

New opportunities and challenges in an open market

The transitional period for China's accession to the WTO came to an end on December 11, 2006. The Central Government has promulgated "Regulations on Administration of Foreign Banks," which opens the Mainland's financial market to all qualified foreign financial institutions. In late December, the green light was given for nine foreign banks to set up branches in Shanghai to develop RMB business. The move represents good news for Mainland consumers and the financial sector, and provides both opportunities and challenges for domestic commercial banks.

Throwing open the door to foreign banks will definitely affect the domestic banking sector. A substantial gap remains between domestic and foreign banks in terms of banking culture, management, technology, financial products and services. Therefore, Mainland banks face a range of challenges in the new era.

For Mainland banks, our corporate governance, incentive and remuneration as well as capital risk control mechanisms are not fully mature. Secondly, our risk management capabilities need to be strengthened. Thirdly, there is still much room for us to grow in terms of launching innovative products and services, risk pricing, and efficiency. At present, substantial demand for financial services and products remains unfulfilled. Moreover, the high-end and value-added products and services that we now offer cannot completely fulfil the needs of customers. Therefore, China's financial environment still has much room for growth and development.

Some may view the entry of foreign banks as a threat to their business. However, these new players will also bring modern business concepts and principles, technologies and skills, as well as products and services that Mainland banks can learn from, and in doing so, speed up the reform and development of our banking sector.

In the last five years, the Mainland has gradually been opening up its banking sector in accordance with its WTO commitments. It encouraged foreign banks to develop operations in the mid-west and northeastern regions of China, and to work with Mainland banks as strategic investors. These efforts have contributed to the success of shareholding reforms among domestic banks.

As at the end of September 2006, over 70 foreign banks from 22 countries and regions had set up 252 branches, 14 statutory bodies and 242 representative offices in the Mainland, with total assets close to US$100 billion, representing 2% of total assets of all banks in the nation. Meanwhile, international banks, including HSBC, Bank of America, Citibank, and Royal Bank of Scotland, as foreign strategic investors, have injected US$18.1 billion into the Mainland's banking sector. Although they occupy some of the market shares (in particular in foreign exchange business), they are instrumental in deepening reform of the Mainland's banking industry.

Enhancing our core competency
Given the changing business landscape, how can Mainland banks grasp new opportunities to develop and speed up reform? Offering new and innovative products and services, as well as learning from the experiences of leading foreign banks are now top priorities for Mainland banks.

Learning from the competition
We need to learn from foreign banks in a number of areas. These include: provide a selection of personalized services to customers according to each individual's financial needs; develop comprehensive management flows and procedures; standardize operations through increasing deployment of IT; centralize the decision making process and let frontline personnel focus on selling products and providing customer service; develop synergies and develop comprehensive integrated services for customers.

Strengthen structure and management
Mainland banks should strive to improve corporate governance, internal controls and

97 年亞洲金融危機，使我們充分意識到金融業在經濟社會發展中的重要作用及中國銀行業潛在的巨大金融風險。特別是 2001 年加入 WTO 以後，如何盡快推進改革、提升中國銀行業的經營管理水準，以適應經濟發展和全面競爭的需要，顯得非常關鍵和緊迫。

在黨中央、國務院的領導下，以國有商業銀行為主的中國銀行業加快了改革開放步伐，並已取得階段性重大突破。建設銀行、中國銀行、工商銀行先後完成股份制改革，引進境外戰略投資者，並在境內外成功上市，且在市場表現出色，股價穩步上升。

各類金融機構在產權制度、治理結構、內部體制機制改革、風險管控和財務狀況等均得到明顯進步與改善，資產品質得到根本性提高，銀行業的整體面貌發生了巨大變化，基本走出了比較脆弱的狀態，消除了潛在的系統性金融風險。

據統計，資本充足率達標銀行從 2003 年底的 8 家增加到去年 6 月底的 55 家，其資產佔比相應由 0.56% 上升到 71.6%；主要商業銀行的不良貸款佔比由

operational systems, refine human resources management, step up innovation, adjust business development strategies and refine profit models. We should also proactively explore new business areas in retail banking, intermediary services, high-end financial management services, and diversify into investment banking and the insurance business.

Cooperation
Given China's huge market, we look forward to further collaborate with foreign financial institutions. Such cooperation will facilitate us in refining our services by leveraging each other's strengths. To this end, we will expand cooperation with our strategic U.S. investors and learn from their experiences in risk management, business innovation and customer service.

Fair play
Competition with foreign banks will be on a level playing field. Meanwhile, we look forward to increasing our participation in the world's financial markets to enhance our competency. As we compete with our foreign peers, we believe that Mainland banks will strengthen their capabilities in customer service, risk control, profitability and overall competency to gradually become world-class commercial banks.

Members can listen to or read Mr Zhang's full speech (in Chinese) at iBulletin, www.chamber.org.hk

2002 年末的 17.9% 下降到去年 6 月底 7.8% ，所有者權益達到 13,144 億元，比 2002 年末增長 64% 。在港上市的幾大銀行股本回報率均超過 13% ，基本達到國際先進銀行的平均水準。

05 年以來，中國銀行業的改革成就得到了國內外市場和投資者的充分肯定，國際著名評級機構也相繼上調了中國主要商業銀行的評級，如穆迪公司最近將國內四大國有銀行和兩家政策性銀行的存款和債券評級展望從 05 年的「穩定」調升為「正面」。

中國銀行業的快速發展，固然離不開國家的支持和宏觀經濟的因素，但銀行自身體制機制的變革無疑是更關鍵的內因。以中國建設銀行為例，上市一年多來，積極適應市場變化，深入貫徹「以客戶為中心」的經營理念，積極與美國銀行等戰略投資者合作，不斷強化風險管理和內部控制，大力推進業務發展戰略轉型，在保持傳統業務優勢的同時，著力拓展零售銀行、中間業務、國際業務和投資銀行業務等新的領域，各項經營均取得新的進展。

全面開放下的新機遇和挑戰

去年 12 月 11 日，我們加入 WTO 的過渡期正式結束，國家也頒佈實施了新的《外資銀行管理條例》，中國金融市場向所有合格的境外金融機構開放，12 月下旬，已有 9 家外資銀行的子銀行獲准在上海成立，外資銀行可以全面進入人民幣業務領域。這在整體上對中國的消費者和金融業是一個利好消息。對我們商業銀行，既是機遇，也有挑戰。

外資銀行的全面進入對中國銀行業的衝擊是客觀存在的。我們與國際先進銀行無論是觀念、管理、技術，還是金融產品和服務，均存在現實的差距。新的競爭環境，將使我們面臨多方面的挑戰。

一是我們的公司治理機制、薪酬激勵約束機制和資本風險約束機制等還不夠完善；二是風險管理的能力尚待加強；三是產品與服務創新、產品風險定價、服務能力與效率等與客戶和市場的需要還存在較大差距，大量金融需求沒有得到很好滿足；四是我們在高端客戶服務方面的能力較弱，保值增值方面的產品和服務還不能完全滿足客戶需要；五是外部金融生態環境有待改善。

當然，外資銀行的衝擊一方面可能給我們帶來壓力和損失，另一方面也會帶來先進的經營理念、技術技巧和可借鑒的產品與服務，可以促使我們加快體制機制轉換，迅速成長壯大。

近 5 年來，中國政府認真履行承諾，穩步推進銀行業對外開放，並鼓勵外資銀行在中西部和東北地區發展；引進境外戰略投資者，推動其與股改銀行的深層次合作。

截止 06 年 9 月底，共有 22 個國家與地區的 70 多家外資銀行在境內設立 252 家分支行，法人機構 14 家，代表處 242 家，外資銀行總資產近 1,000 億美元，佔全國銀行業總資產的 2%；同時，有 25 家銀行引入境外戰略投資者，包括滙豐銀行、美國銀行、花旗銀行、蘇格蘭皇家銀行等，入股資金達 181 億美元。外資銀行的進入，在佔領一部分市場份額特別是外匯業務份額的同時，也有力地促進了國內銀行業的深化改革，有利於中資銀行提高金融創新、風險防範及經營管理。

提升核心競爭力

新的市場環境，對中資銀行提出了新的要求。如何抓住機遇，加快改革與創新，積極學習借鑒境外的先進經驗，不斷提升自己的核心能力，積極適應中外銀行同台競爭，是當前擺在我們面前的關鍵問題。

虛心學習

我們認為以下幾個方面我們需要向外資銀行學習。一是差別化服務，為客戶提供個性化、貼近客戶需要的金融服務方案。二是流程化管理，向流程銀行轉變。三是標準化操作。特別是零售金融服務，需要更多地通過 IT 技術的支持實現標準化、規範化、自動化操作。四是集中決策，使前臺集中精力行銷產品，尋找和服務客戶。五是整體聯動，交叉行銷，為客戶提供深度的綜合化服務，充分挖掘客戶的金融需求。

強化體制和管理

要進一步深化改革，完善公司治理機制，完善內部管理體制和運行機制，提高內部控制和風險管理能力；要進一步改善人力資源管理，為吸引和發展人才創造條件；要加快創新，調整業務發展戰略和盈利模式，積極拓展零售銀行、中間業務、高端理財等新的業務領域，盡快探索投資銀行、銀行保險等綜合化經營；要切實改進客戶服務效率和品質，提高客戶滿意度。

友好合作

中國的市場很大，我們希望加強與境外金融機構的友好合作，發揮雙方的優勢，為客戶提供更好的服務。我們將進一步深化與美國銀行等戰略投資者的合作，借鑒他們在風險管理、業務創新、客戶服務等方面的先進經驗和成熟作法。

公平競爭

一方面，我們將在國內市場上與境外銀行公平競爭，努力創新產品與服務；另一方面，我們也希望有機會更多地進入國際金融市場，逐步學習與境外商業銀行競爭的能力。中國的銀行業會在競爭中不斷增強體質，不斷提升客戶服務能力、風險控制能力、綜合競爭能力和盈利能力，在競爭中把中國的銀行建設成為國際一流的商業銀行。

如欲收聽張行長的演說錄音，請登入《i 工商月刊》：www.chamber.org.hk/bulletin 。

HKGCC Deputy Chairman Dr Lily Chiang presents Mr Zhang with a small memento to thank him for his talk.
總商會常務副主席蔣麗莉博士向張行長致送紀念品，以感謝其演說。

Share Alike 分甘同味

There is far more to Japanese cuisine than merely sushi and sashimi. However, finding a genuine Japanese restaurant that serves traditional dishes is not easy. Even if you manage to find one, you may not know how to order. If that is the case, I'd suggest that you do as the Japanese do: just say "omakase," or let the chef decide.

– Gerry Ma

日本料理豈會只得魚生和壽司。熟食料理變化萬千，炸物、煮物、燒魚以及各式家庭料理，更能嚐出日本料理之真。奈何做得好的料理店不多，一般人也未必懂得點選。最理想的就是找間夠地道、靠得住的小店，跟店主講一聲「OMAKASE」，全程由他作主。

— 馬桂榕

Grilled pomfret with miso

The renowned Hikari miso is one of the ingredients used in this secret recipe.

麵豉燒大鯧魚

選用來自信州的味噌，獨家秘製，一般西京燒沒法比得上。

Many people like Japanese cuisine, but for some reason sushi and sashimi are seen as the quintessential Japanese dishes. This discourages some diners who are not fond of sashimi from exploring a Japanese menu, as they are under the impression that the choice is limited to raw fish, and more raw fish.

The misconception is easy to understand, as among the numerous Japanese restaurants in Hong Kong, regardless of their size and price, their main offering is sushi. "Side dishes" that are ordered to go along with the sushi are regarded as "nice to have," but still secondary dishes.

Some izakaya bars or little restaurants owned by Japanese chefs in Hong Kong do provide nice little surprises from time to time, but as izakaya bars are more concerned about liquor, the quality of ingredients and the dishes is inconsistent. My quest for great dishes sometimes takes me to Japanese restaurants that cater only to Japanese members, but as I don't speak Japanese, it is usually very difficult to communicate with their chefs. Therefore, I can only order the run-of-the-mill dishes, and not their specialties. Even on my frequent business trips to Japan, I can only enjoy the real taste of Japanese home cooking with local friends as my guide.

Egg roll

A delicate homemade specialty.

五目蛋卷

家庭料理菜式之一，單看已知用料精細。

'Omakase' Let the Chef Decide!
由你作主

By Gerry Ma 馬桂榕

Bean curd sheet and seafood roll
Shrimps, scallops, bean curd, mushrooms and sweet corn are rolled in sheets. The dish goes very well with miso sauce.
海鮮豆腐卷
採用新鮮腐皮，內有蝦、帶子、豆腐、冬菇、粟米等，吃時拌以美味麵豉醬，特別可口。

It is the same story in Hong Kong. Some of my Japanese friends here introduced me to a genuine Japanese restaurant along Hillwood Road, Tsimshatsui. Simply called "Shibuya" after its owner Mr Shibuya, the decoration is also simple and very "Japanese," but its warm, homely atmosphere attracts a loyal clientele, 90% of whom are Japanese.

Although "Shibuya" is called a fresh fish restaurant, the variety of its dishes – other than sashimi – is spectacular. The menu is updated regularly, according to what is in season, and lists everything from deep-fried dishes, to braised specialties to humble vegetables. Mr Shibuya works his magic on them to produce dishes that are as good as – or in many cases better – than those served miles away in Japan!

Stewed fish in soy sauce
A secret blend of soy sauces complements the Nagasaki "big eye" fish beautifully.
豉油炆魚
選用真正來自日本長崎剝皮魚，豉油正是精華所在。

The first time that I tried Shibuya, I congratulated my friend for ordering superbly. He looked a little surprised and explained that he didn't order, but he let the chef decide what to cook! My friend had simply told Mr Shibuya "omakase," which means "let the chef decide."

In fact, most of Mr Shibuya's customers prefer to let him decide on the menu. After all, who knows what seasonal ingredients are at their prime better than the chef?

"Omakase" service is best known for kaseki-ryori (a stream of delicate, classic Japanese dishes) dining, so I was impressed and delighted that "Shibuya," as a small restaurant, offers quality "omakase" service at such a reasonable price. Moreover, you won't find many of their specialties in any other Japanese restaurant in Hong Kong. If you want to experience "omakase," and you really should, simply let Mr Shibuya know what you do or don't like, what budget you have in mind, and leave the rest to him.

I'd been thinking of introducing "Shibuya" to *Bulletin* readers for some time, but Mr Shibuya always politely refused my request –

Mixed Tempura

Japanese pumpkin, sweet potato, and shrimp cake made with fish, shrimp, squid and vegetables.

什錦天婦羅

這份天婦羅，南瓜及蕃薯都是用日本入口的。那件用魚仔、魷魚做成的什菜蝦餅，用料比例剛剛好，不油膩。

as he always does with all the media that approach him – preferring to keep a low profile. So when he finally gave in to my badgering, I was delighted that *The Bulletin* would be the first magazine to feature his restaurant, and, more importantly, allow me to share his wonderful dishes with readers – as I always say: "Share Alike."

Grilled "Hata Hata"

"Hata Hata," a rare fish that is only allowed to be exported during a short period during the year, lives in very clean water off Okinawa so can be eaten whole.

燒鱩魚（HATA HATA）

來自日本沖繩的鱩魚由於是受環保自然管制，所以每年只有很短時間可出口。由於這種魚活於大自然清新水域，所以吃時可整條連內臟一起吃掉，甘香鮮美。

Presentation is a very important aspect of all Japanese dishes, and Mr Shibuya is truly a culinary artist. His sashimi is presented on a platter as a seafood garden, while other dishes look simply beautiful. They also taste as good as they look. His Kagoshima style fishcakes are made with squid, fish, dried mushrooms and onion, and deep-fried until golden brown. He prefers to use seasonal fish to make the fishcakes, with his personal favourite being flying fish. Another deep-fried treat that is difficult to find in Hong Kong is shrimp and vegetable cakes. My personal favourite is their grilled fish – very simple and seasoned with just salt, but nonetheless delicious.

If you are lucky, you may have the opportunity to try a rare kind of fish from Okinawa called "Hata Hata." As the catching and export of this fish is strictly controlled, it is only available for a very sort period each year. In fact, "Shibuya" is the sole importer of a number of unique Japanese ingredients, due to its pursuit not just for genuine Japanese flavours, but unique tastes. Its miso sauce used to grill fish, for example, uses only the renowned Hikari miso. Such attention to detail explains why Mr Shibuya's grilled fish tastes so much better than other restaurants. He also uses a secret blend of sauces to gently braise the Nagasaki "big eye" fish.

If you'd like to experience real homemade Japanese dishes, but have no idea what to order, just say "omakase" to Mr Shibuya at his restaurant, then sit back and be prepared to be delighted.

Deep-fried fishcakes

Kagoshima style fishcakes freshly made with fish, squid, dried mushrooms, onion and burdock.

自製炸魚餅

鹿兒島特式，魚肉混以魷魚、乾冬菇、洋蔥、牛蒡，炸得剛好。

很多人都喜歡吃日本菜，提起日本菜首先一定聯想起魚生、壽司。至於不太喜好魚生的人，或由於印象之中日本料理除了魚生外，沒有什麼好吃或特別吸引，因而對日本菜卻步。

事實上，雖然在香港的日本料理店非常多，高、中、低檔都有，但仍是以壽司店居多，但真正的日本料理又豈只是魚生或壽司呢？坊間的日本料理店，雖然有提供魚生以外的熟食料理，大多都是似陪襯品，水準大都是不盡了了，選材也較馬虎，做法也脱離了原有風味，只有少數的高級料理店對選材做法較為認真，但因經營上都是以魚生作為主打，所以選擇性較少。至於季節時令才有的特別魚種和蔬菜，或日本不同地區的風味煮物或家庭料理就更難遇上了。

曾經跑過很多在香港由日本人主理的小店或居酒屋，雖然偶有佳作，但選材及做法方面，仍然只是一般貨色，這可能是因為居酒屋以賣酒為主，食物方面就沒有那麼講究吧。另一方面，專招待日本人的小店，由於我不諳日語，未能與日藉店主直接溝通，難以吃到他們的家鄉特色料理。事實上，每次往日本能吃到地道的風味菜都是全靠當地的朋友帶路，沒有這些識途老馬，恐怕難以有此口福。

世上無難事，只怕有心人。我終於在一些居港的日藉朋友帶路下，找到了一間令我心儀的日本料理屋。那是一家位於尖沙咀山林道的樓上店，店名「SHIBUYA」(澁谷

料理) 為店主的姓氏。甫進店就感受到很地道的日本氣息，裝修簡樸，乾淨整齊，客人九成以上是日本人，每次前往都座無虛席，氣氛非常熱鬧。

雖然店名是 SHIBUYA 鮮魚料理，但除了賣新鮮魚生，還有許多令人驚喜的熟食料理，款式經常轉換，無論炸物、煮物、燒魚、惣菜，每款都做得非常到家，跟在日本當地嚐到的口味沒有兩樣，有些更是有過之而無不及。最初我以為是日本朋友懂得點選，配搭得宜，令每次都有驚喜。後來細說下才知道原來每次都是由店主澁谷先生作主。我的日本朋友只是跟店主打招呼，來一句 OMAKASE ，意思是「由你作主」，店主就逐一安排。全晚控制得宜原來全靠整晚他久而久之在門口探看，不用打擾我們，一句說話也不用問，憑他的直覺、經驗來決定我們下一道應該吃什麼，上菜時間掌握得恰到好處，所以每道菜奉上時都新鮮可口。

本以為 OMAKASE 只是我們這枱客人的特權，原來前來光顧的大部份客人都喜歡依賴澁谷先生的決定，因為他每次都是根據當日有那些特色、時令的食物，而且是最好的才奉上。當然 OMAKASE 在高級的懷石料理是必然做法，想不到在料理屋亦有這麼有水準的安排，而且收費不貴，真是難得。更可喜的是吃到很多真正原味的日本地道家庭菜，甚至有些是獨有的菜式，就好像私房菜帶出的驚喜一樣。你更可提出有什麼特別喜好，有甚麼不吃，也可提出消費預算作為參考，由澁谷先生安排。

我一直很想將這家 SHIBUYA 料理店介紹給大家，但店主澁谷先生婉拒，一方面是他一路奉行的低調手法，從來不做任何宣傳或接受訪問，另一方面是由於菜式常有不同，只怕客人根據報導按圖索驥前來時，吃不到介紹的食物而有所失望。後來經過多次懇求，他才破例讓我們在《工商月刊》內介紹。

「澁谷」的魚生，通常會選一些時令鮮魚，以什錦刺身盛合奉上。自製炸魚餅用魷魚、魚肉、乾冬菇、洋蔥泡製而成，炸得剛剛好，不油不膩，這份炸魚餅正是鹿兒島風味，遇上合適時令的日子，魚肉會用飛魚製成。什菜蝦餅做得一點也不比炸蝦專門店遜色，我最愛吃「澁谷」的鹽燒魚，燒的功夫非常到家，肉質香脆。若幸運的話，更可能會遇上鱈魚 (HATA HATA)。因這種魚產自沖繩，由於受自然保護魚種，全年只有很短時間容許出口。

「澁谷」做的每一樣菜式都非常認真，很多用料都是獨家進口，可說是只此一家，就是麵豉燒魚所用的麵豉醬也是選用「信州味噌」，味道寧舍不同，一般的西京燒魚無法比較。豉油炆魚的豉油是澁谷先生秘製，配以日本長崎的真正剝皮魚更天衣無縫。每天預備不同的各種日本家庭料理就更精采，九州的築前煮，或是五目煎蛋，或是來一個 ODEN（什錦魚蛋、蘿蔔），就算不是日本人，也會被即時挑起思「鄉」之情。

如果想吃到日本地道合味的家庭料理，又怕不懂怎樣點選的，只要跟澁谷先生講一聲 OMAKASE「由他作主」，一定會令你有驚喜的收獲。

Sashimi platter

Sashimi doesn't always have to be toro or sea urchin. All ingredients are freshly imported from Japan every day.

刺身盛合

精選每天新鮮運到魚生，只要新鮮味美，那又何需一定要有 TORO 或海膽。

Mr Shibuya (2nd from right) came to Hong Kong 20 years ago to work at the Japanese restaurant in the Peninsula Hotel. Around 12 years ago, he decided to open his own restauran with a Japanese friend, who retired to Japan in 2003. Mr Shibuya decided to keep the restaurant running, and renamed it simply "Shibuya." As he has lived in Hong Kong for 20 years, he is fluent in Cantonese, so you don't need to worry about language barriers.

雖然澁谷料理屋由日本廚師澁谷先生 (右二) 主理，但言語溝通方面絕對不是問題，因為澁谷先生來港已 20 年。初來港時他在半島酒店當時的稻菊日本餐廳工作， 12 年前在現址與友人開設「久谷」料理， 2003 年澁谷全面接手改名「澁谷」經營至今。澁谷先生的廣東話非常流利，大可直接溝通，而且店員全部都是香港人，所以在這裡用餐，不怕有言語障礙。

Fukuoka style fish balls

築前煮

九州特色家庭料理，用料豐富，日本小芋頭令人吃不停口。

Sushi rolls

Top quality nori is used in these rolls, which makes them exceptionally crispy.

卷物盛合

就是卷物用的紫菜都要選用特選本場紫菜，吃時特別爽脆。

HKGCC Committees 總商會委員會

Chamber Committees 總商會委員會

General Committee	理事會
Mr David Eldon	*艾爾敦先生*
Chamber Council	諮議會
Mr David Eldon	*艾爾敦先生*
Americas Committee	美洲委員會
Mr Steve Wong	*黃兆輝先生*
Asia/Africa Committee	亞洲/非洲委員會
Mr K L Tam	*譚廣濂先生*
China Committee	中國委員會
Mr Alan Wong	*黃照明先生*
CSI – Executive Committee	香港服務業聯盟 — 執行委員會
Mr Nicholas Brooke	*蒲祿祺先生*
CSI-Financial Services Committee	香港服務業聯盟 — 金融服務委員會
Mr Adrian Li	*李民橋先生*
CSI-Travel / Tourism Committee	香港服務業聯盟 — 旅遊委員會
Mr Michael Hobson	*賀百新先生*
Digital, Information and Telecommunications Committee	數碼、資訊及電訊委員會
Mr Stephen Ng	*吳天海先生*
Economic Policy Committee	經濟政策委員會
Dr Marshall Byres	*白敏思博士*
Environment Committee	環境委員會
Dr Gail Kendall	*簡倩彤博士*
Europe Committee	歐洲委員會
Mr Michael Lintern-Smith	*史密夫先生*
Industry & Technology Committee	工業及科技委員會
Dr Cliff C K Chan	*陳作基博士*
Legal Committee	法律委員會
Mr Kenneth Ng	*伍成業先生*
Manpower Committee	人力委員會
Mr Steve Tait	*戴兆孚先生*
Membership Committee	會員關係委員會
Dr Lily Chiang	*蔣麗莉博士*
Real Estate & Infrastructure Committee	地產及基建委員會
Mr Kyran Sze	*施家殷先生*
Retail and Distribution Committee	零售及分發委員會
Dr Aron Harilela	*夏雅朗博士*
Shipping & Transport Committee	船務及運輸委員會
Mr Sean Kelly	*柯禮賢先生*
Small & Medium Enterprises Committee	中小型企業委員會
Mr Gerry Ma	*馬桂榕先生*
Taxation Committee	稅務委員會
Mrs Moi Ying Rule	*周梅影女士*

Chamber Special Groups 總商會專題小組

HKTBCC-Cooperation Committee	香港—台北經貿合作委員會
Dr Lily Chiang	*蔣麗莉博士*
Women Executives Club	卓妍社
Ms Sylvia Chung	*鍾慧敏女士*
Russian Interest Group	俄羅斯小組
Mr Peter Gordon	*戈登先生*

Committee Meetings

12 FEB
General Committee Meeting

2 MAR
Joint Economic Policy & Taxation Committee Meeting

7 MAR
Chairman's Committee Meeting

12 MAR
General Committee Meeting

14 MAR
DIT Committee Meeting

15 MAR
Legal Committee Meeting

20 MAR
Taxation Committee Meeting

工商月刊 the Bulletin

HKGCC: The Voice of Business in Hong Kong 香港總商會：商界之聲

Chairman: David Eldon
Deputy Chairman: Dr Lily Chiang
Vice Chairmen: Andrew Brandler, Anthony Wu, K K Yeung
CEO: Alex Fong
Managing Editor: Malcolm Ainsworth
Editorial Board: Dr W K Chan, David O'Rear, Stella Poon, Simon Ngan
Translated By: Beryl Luk, Rachel Shum
Graphic Design: Andy Wong

Advertising: OMJ Media
Tel: 2375 2311 Fax: 3015 3747
Email: jeremy@omjmedia.com
The Chamber is apolitical.
Any advertisement of a political nature does not necessarily imply endorsement by the Chamber

Published By: The Hong Kong General Chamber of Commerce
22/F United Centre, 95 Queensway, Hong Kong
Tel: 2529 9229 Fax: 2527 9843
www.chamber.org.hk

Produced By: OMAC Production House Ltd
Tel: 2893 0944 Fax: 2832 7903

主席：艾爾敦
常務副主席：蔣麗莉博士
副主席：包立賢 胡定旭 楊國琦
總裁：方志偉
總編輯：麥爾康
編輯委員會：陳偉群博士 歐大衛 潘德娟 顏偉業
編譯：陸仲茵 岑美怡
設計：黃惠強
廣告：OMJ Media
電話：2375 2311 圖文傳真：3015 3747
本會並非政治組織，任何帶有政治意識的廣告均不代表本會立場。
出版：香港總商會
香港金鐘道統一中心廿二樓
電話：2529 9229
圖文傳真：2527 9843
網址：www.chamber.org.hk
製作：奧瑪製作室有限公司
電話：2893 0944
圖文傳真：2832 7903

Feb 2007

What's Next 未來動向

Events
活動預告

Training

13 FEB

Training: 3Q Team Management *(Cantonese)*

3Q 團隊管理 *(廣東話)*

13 FEB

Training: Offshore Planning – Is Time to Review & Change! *(Cantonese)*

離岸公司安排 ~ 是時候需要檢討和修改! *(廣東話)*

13 MAR

Import & Export Trade Conducted by Foreign Invested Company in Mainland China and Customs Clearance *(Cantonese/Putonghua)*

外商在國內從事進出口貿易法律簡介 *(廣東話 / 普通話)*

Seminar

14 FEB

Breakfast Seminar "Foreign Investment in China – New Directions and Opportunities" *(Cantonese)*

外商在華投資的新方向和機遇 *(廣東話)*

Roundtable Luncheon

14 FEB

"LNG Terminal – Gain or Sacrifice?"

7 MAR

Recent Developments in China's Tax System: Corporate Income Tax Reform

Subscription Luncheon

6 FEB

Summit Leader Series: Servicing Both Hong Kong and the Country

9 FEB

Meet the Banker Series: Luncheon with BOC's He Guangbei

12 FEB

Summit Leader Series: Maritime, Logistics and Infrastructure – Our Way Forward

8 MAR

Joint Business Community Luncheon with The Honourable Henry Tang, Financial Secretary of the HKSAR

Mission

25-29 MAR

China Committee Mission to Beijing and Shanghai

Networking Function

7 FEB

Chamber Happy Hour

送舊迎新　歡樂時光

9 MAR

HKGCC Spring Dinner

二零零七年度香港總商會春茗聯歡

Online Bits
網上新知

www.chamber.org.hk/bulletin

Most popular New Year's Resolutions

Getting more exercise (62%) and seeking a healthier work-life balance (51%) top the New Year's resolutions list everywhere, and a third plans to go on a diet, according to the findings of a survey conducted by ACNielsen. In Hong Kong, however, the top New Year's resolution is achieving a healthier work-life balance, followed by getting more exercise and spending more time with family in third spot.

"Hong Kong is renowned for being efficient and fast-paced, with the economic downturn a few years ago, people are not only working fast but harder, leaving themselves little time for a quality life," said Fanny Chan, Managing Director, ACNielsen Hong Kong. "However with the increasing concern about health and the economy picking up, it's time for people to seek out a more balanced work-life; responsible organizations and employers should also, if not already, start promoting and encouraging work-life balance among their employees for a healthier growth in productivity."

More>> at iBulletin

新年願望

AC尼爾森進行的一項調查發現，全球最多人希望在新一年「多做運動」(62%)、其次是「改善生活與工作平衡」(51%) 和「節食」。然而在香港，最多人希望在新一年「改善生活與工作平衡」，其次則為「多做運動」和「多與家人共聚天倫」。

AC尼爾森董事總經理陳映芳説：「香港素來以高效和節奏快速聞名。幾年前出現的經濟逆轉，令港人加倍拼搏，無暇講究生活質素。不過，隨著近年經濟復甦和市民的健康意識漸高，人們開始重視生活與工作平衡。負責任的機構和僱主應鼓勵僱員注重作息平衡，培養健康的生活模式，從而提高生產力。」

詳情載於《i工商月刊》網頁