

# the Bulletin

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

● Outsourcing: A World  
of Services on a Plate?  
業務外判：方便快捷的環球服務？



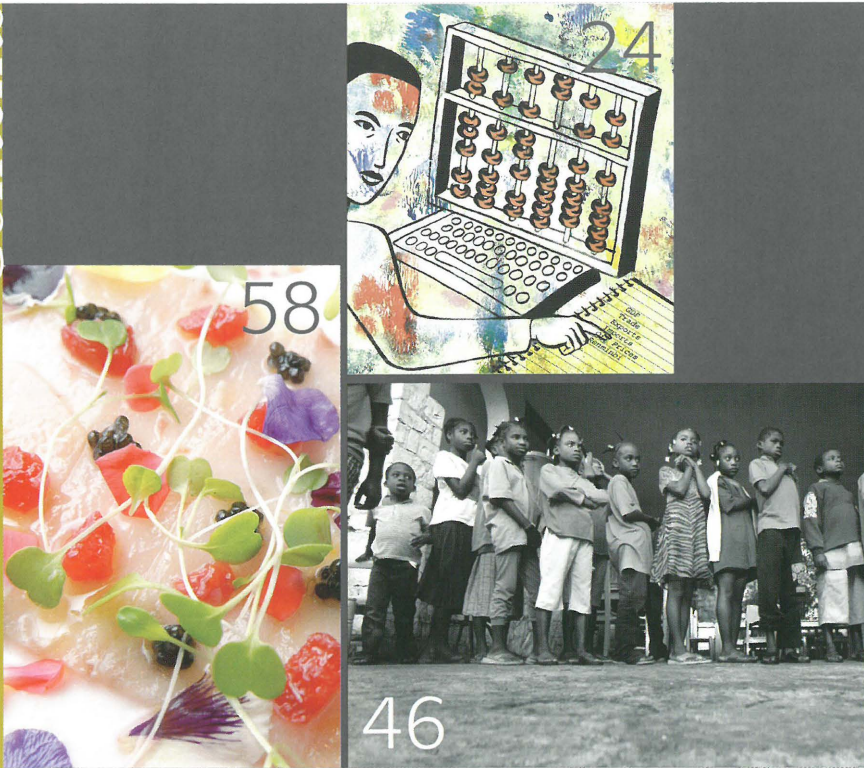
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# Voice of Business

## 商界之聲

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從1861年開始，香港總商會一直代表商界及捍衛它們的利益。

### Talking Points

議論縱橫

#### Chairman's Desk

主席之言 | 04

#### Legco Viewpoint

立法會視窗 | 08

#### CEO Comments

總裁之見 | 12

### Cover Story

封面故事

#### Outsourcing Comes Full Circle

業務外判 回到原地 | 16

### Economic Insights

經濟透視

#### A Modest Start to the Year

首季經濟審慎樂觀 | 24

### Special Reports

專題報導

#### Marido Stands the Test of Time

美麗達經得起時間考驗 | 28

#### Corporate Spying

商業間諜 | 32

### Share Alike

分甘同味

#### Fusion on the Peak

山頂上的融合菜饌 | 58

### In Review

活動重溫

#### Vietnam: The Next China?

越南：明日中國？ | 42

#### A Business Risk Unnoticed:

HIV / AIDS

被忽視的商業風險：愛滋病 | 46

#### China-ASEAN Partnership Building for the Future

中國與東盟為未來共建夥伴關係 | 54

### What's Next

未來動向

#### Events

活動預告 | 64

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Hong Kong General Chamber of Commerce  
香港總商會 1861



# Members' standpoint 會員傳聲

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Mike Allardice  
Quantum

## Clean Air Charter

I am writing to HKGCC as you have had the good judgement to use your position to point out to the government that the air pollution in Hong Kong is increasing and that we ought to be doing something about this.

I have enclosed a copy of a picture from the Chamber's 2006 Annual Report which, looking out of my window, I can only assume is a very good touch up or was taken on one of the days when I was not in Hong Kong last year, as I have not had a view as clear as that in the picture in Hong Kong for several years.

As the government continues to dither as to whether or not there is a pollution problem in Hong Kong, can you pass a copy of the picture to the appropriate person in government to record how many days in 2007 we get as clear a view in Hong Kong as that in the picture, and ask them to report back as to why they believe this to be the case?

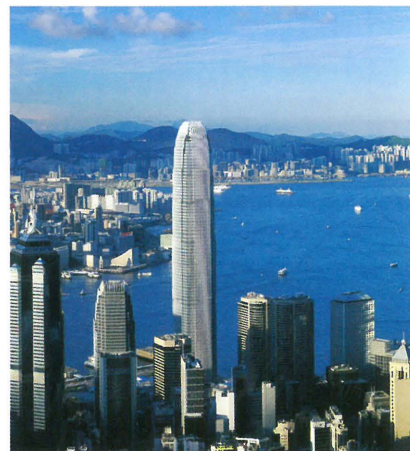
## 《清新空氣約章》

本人來函讚揚總商會能善用你們在商界的地位，向政府指出香港的空氣污染日益嚴重，我們應採取行動以改善問題。

隨函附上貴會2006年年報內一張照片的副本：看著照片內的景象，再放目窗外，我不禁認為，那張照片若不是經過特別修飾，便是在去年我不在港的日子所拍下的，因為近幾年來，我都沒有在香港看到如同照片中那麼清晰的景象。

既然政府對於香港是否存在污染的問題上仍猶豫不決，貴會不妨把這張照片發給有關官員，要求他們統計2007年內我們有多少天能看到照片中清晰的視野，並就有關結果作出解釋。

Mike Allardice  
Quantum



工商月刊

# the Bulletin

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

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The Chamber is apolitical.

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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](http://www.chamber.org.hk)

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

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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](http://www.chamber.org.hk)  
製作：奧瑪製作室有限公司  
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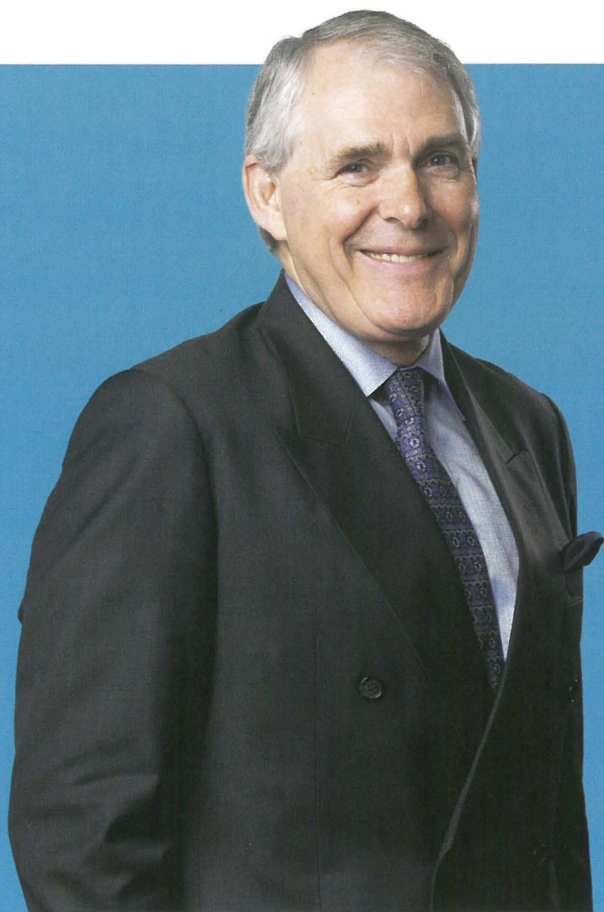
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## Chairman's desk

### 主席之言

David Eldon 艾爾敦

## Immigration: The Frontline in the Battle for Talent

The Financial Secretary pointed out in his recent Budget speech that “quality human capital is the most important element in developing a knowledge-based economy.” I think this is a sentiment with which we all can identify. As well as continuing to develop talent locally, the government is also seeking ways to attract talent to Hong Kong from around the world. However, with many countries now experiencing significant shortages in skilled workers, the global battle for talent is a highly competitive arena. While Hong Kong still enjoys many advantages over its rivals, it must continue to look for ways to help companies bring in the talent required to fuel Hong Kong's growth and prosperity. In this regard, there are two areas of our immigration procedures that could be modified to enhance our competitiveness in this battle for talent.

For many, our Immigration Department (ID) does a fantastic job at the frontline for people arriving in Hong Kong. Last year, according to the ID's Website, 92% of travellers were cleared through airport immigration within 15 minutes, and over 1.6 million employment visas were issued, up almost 50% on 2005's total. However, when a company identifies a person from overseas who is needed here to fill a business need, that need is usually immediate. The ID normally takes four to six weeks to process an employment visa. This might be considered competitive compared with many other countries, but against our rivals for the title of Asia's business hub, this lead-time is not conducive for companies to meet their business requirements, particularly in a knowledge-based economy like Hong Kong.

In Singapore, this issue has been largely addressed by granting a Temporary Employment Pass (TEP), which allows a foreigner to commence work in Singapore

## 入境程序： 人才爭奪戰前線

immediately. The application is made over the counter at the Ministry of Manpower and, if successful, is issued on the spot. A TEP can only be applied for when the main application for the Employment Pass (EP) has been submitted. When approved it is valid for one month, during which time the main EP application is considered and, if appropriate, approved.

TEP applications are reviewed on a case-by-case basis and subject to strict criteria (e.g. a minimum salary level, qualifications and job level are required for employment with a well established organisation). Generally, unless there are concerns that the main EP application may not be successful, the TEP application would be approved.

The introduction of a similar arrangement in Hong Kong would be extremely well received by the local and overseas business community and would be a significant improvement in our competitiveness.

### Short-term business travellers

In addition, and consistent with today's global economy, there are thousands of foreign business travellers in Hong Kong at any one time. Many are here for only a few days at a time as, for example, companies use external employees from other offices at various stages of a project either for project oversight, client relationship management or to provide specific expertise for part of the overall project. Which of these business travellers need an employment visa for the duties they will perform in Hong Kong?

Under the Immigration Ordinance, any person who does not have the right of abode or right to land in Hong Kong, must obtain a visa before commencing work here. However, there is no clear definition of the term "work" in the ordinance and no clear guidance from the Immigration Department on how the term should be interpreted. Clarity on this issue would be warmly welcomed by the Hong Kong business community. This could be achieved without the need for legislative change by the Immigration Department releasing a clear interpretation of the term "work" with practical examples for when an employment visa is needed and when it is not.

The Inland Revenue Ordinance addresses the issue for short-term business visitors by excluding them from salaries tax if their visits do not exceed 60 days in a tax year. However, the Immigration Ordinance does not have any similar provisions and the general position is that anyone working in Hong Kong, even for just one day, who does not have the right of abode or right to land in Hong Kong, must obtain a visa. Not surprisingly, companies are finding it difficult to comply with this requirement. Whilst it would be difficult to align the immigration and tax laws entirely on this issue, it should be possible to include in the Immigration Department's interpretation of the term "work" a de minimis number of days working in Hong Kong for business travellers.

The battle to attract talent to Hong Kong will be fought on many different fronts but the ability to bring the right talent to Hong Kong quickly and efficiently when the need and resource are identified will be a significant step in the right direction.

And finally, this is my last message before I step down from my role as your Chairman, having completed two years in office. Let me say that they have been two challenging years, but they have also been fun. There is much work to be continued and new issues to pursue. Your General Committee is well up to the task of looking after your interests and my thanks to them as well as, particularly, the Chairman's Committee for their selfless work in promoting your Chamber and for supporting me to the full. It would be remiss of me not to mention the hard work behind the scenes that is undertaken by the Chamber staff, and to them also, my thanks and best wishes. 🌸

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

財政司司長在其最近發表的財政預算案中指出，「高質素的人力資源是發展知識型經濟最重要的條件」。我認為，這是大家都一致認同的看法。除了繼續發掘本地人才外，政府亦正研究如何吸引世界各地的人才來港。然而，鑒於許多國家目前均面臨技術工人嚴重短缺的問題，令全球掀起一片爭相競逐人才的熱潮。儘管香港在很多方面仍比其他競爭對手有優勢，但我們亦須繼續尋找途徑，協助企業吸納所需人才，以促進香港的發展和繁榮。在這方面，香港的入境程序可在兩個範疇上進行調整，以提升我們在這場人才爭奪戰中的競爭力。

對大部份入境人士而言，香港入境事務處的前線工作表現出色。入境處網頁資料顯示，去年有 92% 經機場出入境的旅客能在 15 分鐘內辦妥出入境檢查手續，而該處簽發的工作簽證數目亦超過 160 萬份，較 2005 年的總數上升近五成。然而，企業之所以聘請海外人才，通常都是基於其迫切的商業需要。入境處處理工作簽證的申請一般需時四至六星期，與許多國家相比，雖算得上具競爭優勢；但若若要超越其他對手成為亞洲商業中心，此等申請的處理時間將有礙於企業解決商業上的急切需求，尤其是對於香港這一類知識型經濟而言。



The introduction of a similar arrangement in Hong Kong would be extremely well received by the local and overseas business community and would be a significant improvement in our competitiveness.

若香港引入類似的安排，必然會廣受本地及海外商界歡迎，而本港的競爭力亦能大幅提升。

新加坡主要透過簽發臨時工作證，准許外國人即時到新加坡工作，以解決有關問題。當局只會在申請人提交正式工作證的申請後，才會向其簽發臨時工作證。申請人須親自前往人力部辦理手續，若申請獲接納，臨時工作證可即場簽發。臨時工作證的有效期為一個月，期間，當局會審核有關人士的正式申請，若符合資格，便會簽發正式工作證。

每宗臨時工作證的審核需遵循嚴格的標準(例如受僱於有規模企業需符合最低薪金水平、資歷與職位水平的有關規定)，並按個別情況考慮。一般而言，除非當局認為申請人的正式工作申請可能出現問題，否則臨時工作證的申請普遍都會獲批。

若香港引入類似的安排，必然會廣受本地及海外商界歡迎，而本港的競爭力亦能大幅提升。

#### 短期商務旅客

此外，在現今全球化的經濟下，在港的海外商務旅客數目在任何時候都可能達數以千計。當中有很多都只在香港逗留數天，例如，企業在推行項目的各個階段，均會調派其他分公司的海外僱員來港，以擔任項目監督、客戶關係管理或為項目的某個部份提供專業意見等工作。此等商務旅客中，有哪些需要申請工作簽證，才能在港工作？



《入境條例》規定，任何沒有香港居留權及入境權的人士，必須取得簽證，才能在港工作。然而，條例未有對「工作」一詞提供明確的定義，而入境處亦沒有就有關用詞訂立清晰指引。香港商界誠盼當局能就有關議題給予清楚的解釋。入境處可透過對「工作」一詞提供釋義，並列舉實例以說明在甚麼情況下需要工作簽證，以省卻修改法例的程序，從而達成同樣效果。

針對短期商務旅客，《稅務條例》的規定是，在課稅年度內在港逗留不超過 60 天的短期商務旅客，可獲豁免繳納薪俸稅。然而，《入境條例》並沒有類似的條文，而大致上所採取的立場是，任何沒有香港居留權及入境權的人士，即使只在港工作一天，亦必須取得簽證。因此，企業認為難以遵守這項規定，亦不足為奇。在這個問題上，儘管入境和稅務法例難以完全相提並論，惟當局最少也可在入境處對「工作」一詞的釋義內，加入商務旅客在港工作的日數限制。

香港在人才爭奪戰中將從多方面著手，然而，盡快和有效地吸納合適的人才來港以滿足企業的需要，將會是踏向正確方向的重要一步。

最後，這是本人在完成總商會主席兩年任期，卸任在即前撰寫的最後一篇文章。對我來說，過去的兩年既富挑戰，亦樂趣無窮。展望未來，尚待本會處理的工作和問題仍多，而本會理事會亦會繼續致力照顧會員權益。我謹向各理事，特別是主席委員會致謝，他們一直不辭勞苦，努力推廣本會，並全力支持和協助我的工作。此外，我還要感謝本會全體職員在背後付出的努力，在此我謹向總商會同寅致意。✿



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## Legco viewpoint 立法會視窗

Jeffrey Lam 林健鋒

# Combating Retailers Who Tarnish Hong Kong's Shopping Paradise Crown

Hong Kong will celebrate the 10th anniversary of the handover this year, with the festivities culminating in July. A total of 460 events have been planned for the celebrations, some of which began as early as April. These will provide a unique occasion to bring people together, many of whom will come from overseas, especially from the Mainland, to join in the festivities. Visitors will discover our unique characteristics and enjoy our “shopping paradise” during their stay. Regrettably, a number of high-profile incidents involving visitors being cheated while shopping in Hong Kong have taken the shine off our shopping paradise crown. Such behaviour has to be taken very seriously to minimize the damage to our tourism and retail industries.

Tourism is one of our four pillar industries. The issue of zero-fee tours last year threatened to damage our tourism image and the problem was discussed in the Legislative Council. To tackle the practice, a “Honest & Quality Hong Kong Tour” campaign was launched, pledging that tourists would be free to make purchases and would not be forced to shop in designated stores. The scheme has proven to be effective and has been welcomed by tourists.

Mainland visitors make up the lion's share of tourists coming to Hong Kong, especially during the Labour Day Golden Week holiday and the National Day Golden Week period when Mainlanders flock to travel overseas.

Some large-scale exhibitions, such as the Spring Electronics Fair, the Houseware Fair and the Gifts and Premium Fair organized by Hong Kong Trade Development Council last month, attracted thousands of business travellers to Hong Kong. After attending the meetings, these visitors often went sightseeing around Hong Kong to enjoy their leisure time.

Tourists love shopping in Hong Kong because stores offer a wide range of high quality goods, and retailers enjoy a reputation for being trustworthy and for not sell counterfeit products. The prices, even of famous brands, are also cheaper than in neighbouring regions. As such, Hong Kong is reputed as a shopping paradise. However, a CCTV reporter recently filed a report claiming that she, in disguise as a customer, was swindled while shopping in a jewellery shop in Hong Kong.

Such incidents of dishonest sales practices can deal a heavy blow to our tourism, retail and catering industries, and threaten to severely damage Hong Kong's hard-won status as a shopping and culinary paradise. Disturbed by the reports, some government departments, including the customs, police, and the Hong Kong Tourism Board, have taken swift action to investigate the incident. As a result, a series of measures have been drawn up to combat unscrupulous retailers. Apart from rigorous enforcement of rules and regulations, the government is planning to publish the names of shops caught cheating tourists online, and to take a tougher stance against offenders through a demerit system. And for those who have joined the "14 Days 100 Percent Refund Guarantee Scheme," they will extend the refund period to 180 days.

The government should step up promotion of the initiative and encourage shops providing a high standard of service to join the "Quality Tourism Services Scheme" (QTS). The QTS Scheme allows tourists to easily identify reputable shops selling genuine products that are clearly priced by the QTS labels displayed in the shops. For unscrupulous shopkeepers, the names and addresses of blacklisted shops should also be published on the Mainland authorities' Web sites. Leaflets listing the new and old names of shops to avoid disguises should be distributed at border checkpoints. A rigorous and effective regulatory mechanism against unscrupulous retailers is the key to combating the few rotten apples in the group who have damaged tourists' confidence to shop in Hong Kong.

Former Chamber Chairman and member of the Legislative Council James Tien Pei-chun was appointed Chairman of the Hong Kong Tourism Board in March. He has been providing valuable suggestions and seeking solutions to deal with these incidents. Mr Tien has built up a vast network in the business community through his public service over the years. With his experience as Chairman of the Legco Panel on Economic Services for nine years, he has a clear understanding of the tourism industry's current policies and future development needs. Under his leadership, I believe that Hong Kong's tourism industry will continue to thrive. ✿

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*If you have any views or comments, please send them to me directly at, [jefflam@fowind.com.hk](mailto:jefflam@fowind.com.hk), or visit my Website at [www.jeffreyklam.com](http://www.jeffreyklam.com)*

*Jeffrey Lam is the Chamber's Legco Representative.*

## 嚴懲損害 香港「購物天堂」 美譽的零售商

今年是香港回歸 10 周年，一連串的慶祝活動已在 4 月陸續展開，合共有 460 項之多，歡迎市民齊齊參與。我相信回歸慶典亦會吸引到大批旅客來港，尤其是內地旅客，不但可以感受一下特區與別不同之處，亦可親身體驗本港「購物天堂」的美譽。不過，早前發生旅客懷疑受騙個案，便值得正視，避免旅遊業、零售業等蒙上陰影。

旅遊業是本港四大支柱產業之一，記得去年底發生「零團費」事件後，立法會曾就此作出討論，之後推出「誠信遊」，強調旅客可以自由購物，不會強迫他們光顧指定店舖，效果理想，受到旅客歡迎。

內地旅客是本港旅遊業最主要的客源，尤其是五一黃金周和十一國慶黃金周，都是內地人蜂擁外遊的日子。

“

Such incidents of dishonest sales practices can deal a heavy blow to our tourism, retail and catering industries, and threaten to severely damage Hong Kong's hard-won status as a shopping and culinary paradise.

任何賣假貨、售貨員哄騙消費者的行為，對本港旅遊業、零售業、飲食業等，都會帶來莫大的衝擊，嚴重的話會把香港「購物天堂」、「美食天堂」的美譽毀於一旦。

”

頭換面」，讓旅客得以辨識。要做好規管機制，嚴打違規店舖，才能防止少數害群之馬，影響旅客信心。

前香港總商會主席兼立法會議員田北俊，在上月開始出任旅遊發展局主席，他積極處理今次事件，提出不少好建議。田先生在商界人脈廣，多年來出任不同的公職，單是立法會經濟事務委員會便做了 9 年主席，熟知旅遊政策和未來發展方向。我深信在他的帶領之下，本港的旅遊業一定會大放異彩，旅客玩得盡興、稱心又放心。✿

歡迎您把意見和看法直接寄給我：電郵 [jefflam@fowind.com.hk](mailto:jefflam@fowind.com.hk)；或進入本人網頁：[www.jeffreyklam.com](http://www.jeffreyklam.com)

林健鋒為香港總商會立法會代表。

此外，貿發局舉辦的大型展覽，如上月舉行的春季電子產品展、家庭用品展、禮品及贈品展，都吸引不少商務旅客來港，工餘時間可以在港四處遊玩。

旅客來港都喜歡購物，原因是因為本港貨品質量有保證，商店都有信譽，不會售賣假貨，名牌貨品價格亦比鄰近地方便宜，所以得到「購物天堂」的美譽。不過，早前中央電視台記者「放蛇」，到金飾珠寶店購物時，便發生懷疑貨不對辦的受騙個案。

任何賣假貨、售貨員哄騙消費者的行為，對本港旅遊業、零售業、飲食業等，都會帶來莫大的衝擊，嚴重的話會把香港「購物天堂」、「美食天堂」的美譽毀於一旦。因此，海關、警方等政府部門、旅遊發展局及旅遊業界等都迅速回應，立即展開調查，並且制定多項措施，對付違規商店，包括加強執法，把投訴成立的店舖黑名單上網，收緊「黑店」的扣分制，而已登記加入百分百退款保證計劃的店舖，將會把退貨期由 14 天延長至 180 天。

我認為，當局亦應加強有獎有罰的方法。對於有信譽的優質商店，應鼓勵它們參加「優質旅遊服務計劃」，在店舖當眼處貼上「優」字標誌，讓旅客知道貨品是明碼實價，貨真價實。相反，對於那些有不良紀錄的「黑店」，不但要透過內地單位和網站，公布其名字和地址，也不妨在各主要出入境口岸張貼和派發黑名單單張，店舖的新舊名稱也應列出，以防「改



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## CEO comments 總裁之見

Alex Fong 方志偉

### “Business Connect with China in a Rapidly Globalizing Economy”

The Chamber’s new series “Business connect with China in a rapidly globalizing economy” got off to a flying start last month with Wang Hui, Deputy Director-General of Economic Affairs Department, Liaison Office of the Central People’s Government in the HKSAR, helping us to kick off the series with a keynote address on the increasingly intertwined relations that China and ASEAN countries now enjoy.

The mutually beneficial China-ASEAN Free Trade Area (CAFTA) is expected to create an economic region of 1.8 billion consumers, US\$2000 billion in GNP, and US\$1200 billion in trade volume. China’s interest in ASEAN is part of its “going out” policy for Mainland companies to expand overseas and diversify their operations. In 2005, Chinese enterprises invested US\$172 million in the 10 ASEAN countries. Just as Mainland companies are “going out,” so too are foreign businesses “going in” to China. Through this new series, the Chamber will discuss with officials and businesses operating in China and the other regions in the world how this new flow of business, trade, investment, funds and information could change companies’ growth strategies. Of course, we will be particularly interested in the roles that can be played by Hong Kong as a city and by companies operating out of Hong Kong in such developments.

To reinforce the rapidly globalizing economic context under which such developments are taking place, David Wei, President, Business-to-Business Division of Alibaba Group, spoke in a Chamber luncheon entitled “Asia’s New

## 「走出去、引進來」 商務聯繫

Import-Export Landscape” last month on the role that e-commerce can play in helping companies capture opportunities in such flows. The story he told illustrates well how a Mainland company is using Hong Kong as a base and the Hong Kong General Chamber of Commerce as a platform to help them achieve their objectives of “going out” in order to capture the opportunities created by the rapidly globalizing economy.

Turning to May, our focus will shift to Vietnam. Members will be able to talk and meet with officials and investors to learn how business opportunities can be created in one of the hottest countries tipped for growth in the coming few years, Vietnam, during the Chamber’s mission to the country in mid-May. As seats are limited, if you have not yet signed up for this mission, which promises to be a very useful and valuable study tour, I urge you to do so soon.

A host of other events related to the changing Asia-China paradigm will be organized for members in the coming months. In June, we will turn our attention to the China-Americas paradigm. So I urge you to keep an eye out for upcoming events publicized on our Website. ✿

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

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Enjoy.

本會自上月推出全新的「走出去、引進來商務聯繫系列」論壇以來，會員反應熱烈。我們很榮幸邀得中聯辦經濟部王暉副部長（正司級）為論壇揭開序幕和發表主題演說，探討目前中國與東盟成員國之間日漸緊密的聯繫。

中國—東盟自由貿易區為中國和東盟帶來互惠互利的局面，預計有關經濟區將創造 18 億消費人口，生產總值達 20,000 億美元，而貿易額亦將達 12,000 億美元。在「走出去」政策下，中國進一步加強與東盟的貿易合作，並加入東盟自由貿易區，以協助內地企業開拓海外市場和擴展業務。在 2005 年，中國企業在 10 個東盟國家合共投資 17,200 萬美元。正當內地企業「走出去」之際，外資企業也同時「引進」中國。透過這全新系列論壇，本會將與政府官員和在中國及世界各地營商的企業家，一起討論商業、貿易、投資、資金及資訊方面的流通，如何改變了企業的發展策略。當然，我們將特別探討香港作為一個城市可扮演的角色，以及在外營商的港企在有關發展中所起的作用。

全球經濟正迅速互動變化，為加強會員對有關發展背景的瞭解，我們上月邀得阿里巴巴集團企業電子商務 (B2B) 總裁衛哲蒞臨本會舉辦的午餐講座，主題為「亞洲進出口新貌」，探討電子商貿如何協助企業在這些交流中發掘商機。會上，他列舉實例解釋內地公司如何利用香港作為一個基地，以及如何透過香港總商會提供的平台，以達致「走出去」的目標，把握經濟迅速全球化的形勢下所帶來的商機。

在 5 月，我們的焦點將轉移至越南——預計未來數年經濟將迅速增長的國家之一。本會將於 5 月中率團赴越南考察，讓會員能有機會與該國官員和投資者會面，瞭解如何在當地開創商機。由於名額有限，故尚未報名的會員，請從速報名參與這項既有裨益並有價值的活動。

本會將於未來數月為會員舉辦一連串的其他活動，探討亞洲與中國在轉變中的發展形勢。在 6 月，我們將把注意力轉移到中美關係的最新形勢。誠盼你們密切留意本會網站公布的最新活動詳情。

方志偉為香港總商會總裁。

### Sir Sidney Gordon, GBM, CBE, JP

Many people in business, charity, sports and government circles were deeply saddened by the news that Sir Sidney Gordon had passed away on April 11. He was 89.

Upon hearing of his death, Chief Executive Donald Tsang said: "Sir Sidney has a long record of dedicated public service and he will be remembered for his contribution to Hong Kong. I wish to offer my deepest condolences to all members of his family."

Sir Sidney joined the Chamber's General Committee in 1956, and served as HKGCC Chairman in 1963- '64. He also served as the Chamber's Legco Rep in 1976-'78. Over the years, he provided invaluable contributions to the Chamber's work and development.

An accountant by trade, Sir Sidney arrived in Hong Kong in 1946 and built up his career working for Lowe, Bingham & Matthews (now PricewaterhouseCoopers), and was admitted to partnership in 1950. He acted as the firm's senior partner from 1956 to 1970. He joined Sir Elly Kadoorie & Sons in 1970, and was appointed Deputy Chairman of CLP. He became Chairman in 1991 and retired in 1996.

A strong supporter of charity and community work in Hong Kong, Sir Sidney will be sadly missed.

### Sidney Gordon 爵士 (GBM, CBE, JP)

Sidney Gordon 爵士於 4 月 11 日逝世，享年 89 歲。對此不幸的消息，商界、慈善界、運動界及政界人士均致以深切哀悼。

行政長官曾蔭權得悉 Sidney Gordon 爵士離世的消息後表示：「Sidney 爵士長期致力於公眾服務，表現傑出，我們永遠不會忘記他對香港所作的貢獻。我謹此向其家人致以深切慰問。」

Sidney 爵士於 1956 年加入本會理事會，並在 1963-64 年度出任本會主席。此外，他亦是 1976-78 年度本會的立法會代表。過去多年來，他曾為本會的工作和發展作出不少貢獻，建樹良多。

Sidney 爵士於 1946 年來港，在羅兵咸會計師事務所（現稱羅兵咸永道會計師事務所）擔任貿易會計師，並於 1950 年成為合夥人之一。1956 至 1970 年間，他成為該公司的高級合夥人。在 1970 年，他加入 Sir Elly Kadoorie & Sons，並獲委任為中電副主席。他其後於 1991 年成為主席，並於 1996 年退休。

我們將永遠懷念 Sidney 爵士這位熱心的慈善家和社會工作者為香港所付出的努力和貢獻。







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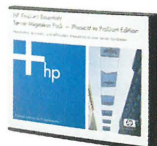


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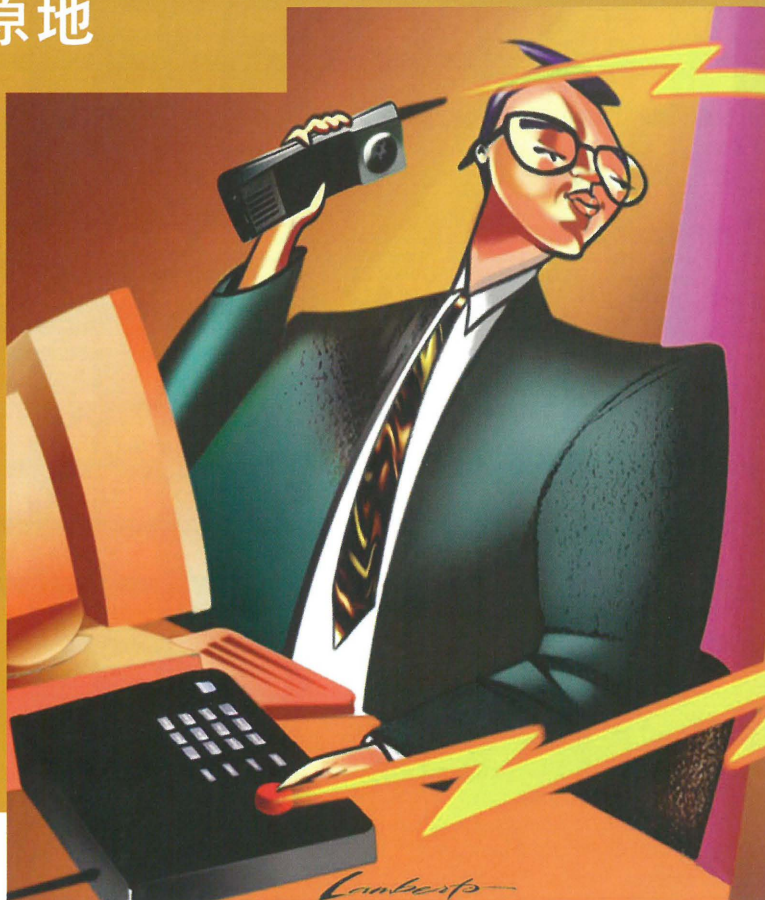
# Outsourcing Comes Full Circle

## 業務外判 回到原地

By Anita Lim 林明賢

Outsourcing is still growing but at a much slower rate as companies re-evaluate its benefits

業務外判的趨勢仍在增長，但發展卻顯著放緩，可見企業已開始重新評估有關策略的效益



The political and social heat surrounding outsourcing has now cooled as workers in developed economies have come to realize that it is not the threat that they once believed it to be.

Many organizations that employed outsourcing are now revising their strategies and tactics as a result of unsatisfactory experiences with hiring external providers. Complaints about substandard work seem to overwhelm the argument that outsourcing can help companies develop new businesses and functions.

Outsourcing's popularity took off as a cost-saving strategy during the recessionary environment following the Asian Financial Crisis. Rapid advances in information and communication technologies (ICTs) around this time increased the tradability of many business services and also created new tradable services.

Developing economies, such as India, have benefited enormously from IT and ICT-enabled offshoring in the ongoing globalization of services. As services are becoming more tradable and increasingly independent of location, firms are shifting offshore certain business functions, such as administrative support units and research and consultancy services, to countries with relatively lower labour costs and a talented workforce in order to focus on their core activities and increase their competitive advantage.

Ping-On Mak, HR leader for General Electric Consumer Finance in Asia and the Co-chairperson of Hong Kong Institute of Human Resources Management's China HRM Committee, said most people still miss the point about outsourcing. Most non-value added functions, such as payroll, placement and recruitment, if outsourced, would free up a company's HR department to focus on new value-added functions.



LAMBERTO ALVAREZ / KFT

“Many U.S. credit card companies, for instance, have long been outsourcing their call centre services to low-cost English speaking areas such as Mexico and India. Outsourcing non-value added functions, therefore, is seen as the global trend wherein companies can maximize productivity with minimum resources,” Mr Mak explained.

Outsourcing, by many measure, is a great success story for many companies using it as a tool to facilitate their business. According to a survey done by TPI, a global sourcing advisory firm, in January this year, the outsourcing market in the Asia-Pacific region enjoyed strong growth in 2006. Not only had the number of deals signed increased by 43%, but also the total value of these contracts had also increased by 67%.

But you don't need to look far for signs of trouble. A survey of 200 European executives

by analyst house Gartner found that 55% of those businesses with outsourcing contracts have renegotiated their deals. One in eight contracts had even been renegotiated within the first 12 months of their operation, but only 6% percent were planning renegotiations to rescue existing deals.

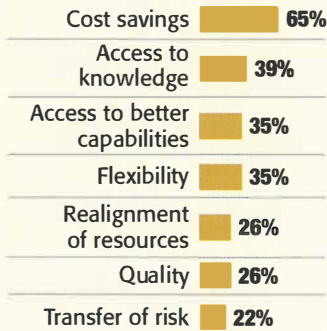
A report by Deloitte Consulting says that outsourcing is an extraordinarily complex process in which, contrary to what we would expect in theory, would often lead to increases in administrative costs due to unexpected and substandard output from outsourcing vendors.

Instead of simplifying a company's operations, Deloitte's report discovered that outsourcing could introduce complexity, and even increase costs and friction in the value chain so that a once simple task could drag senior management away from their main

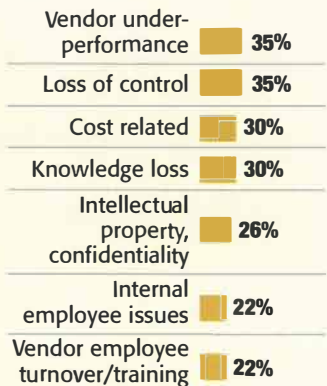
## Outsourcing's benefits, risks

Results of a survey of large companies on the benefits and emerging risks of outsourcing various work:

### Top benefits



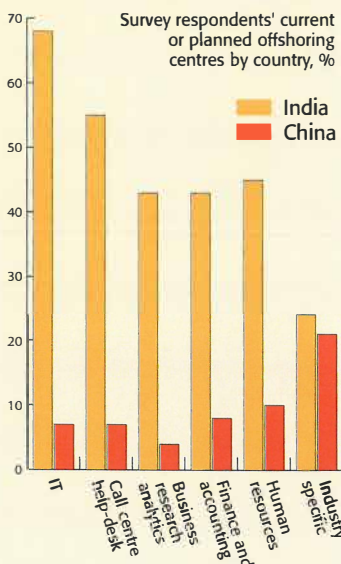
### New risks



Note: Multiple answers allowed

Source: Deloitte Consulting Outsourcing Study, 2004 © 2005 KRT  
Graphic: St. Paul Pioneer Press

## Offshore Destination of Choice



Source: McKinsey Global Institute Survey, as reported in NASSCOM, 2006.

duties to manage the problem. Moreover, while outsourcing had allowed organisations to transfer financial and operational risks to vendors, organisations discovered that their contracts could never fully protect them against customer defections and business losses caused by substandard service or disruption.

Similar findings were revealed by Bain & Co, a firm of consultants, which suggested in its report that although 82% of large firms in Europe, Asia and North America had outsourced various functions, and 51% had been outsourcing offshore, almost half expressed that outsourcing did not meet their expectations.

Although companies surveyed in Deloitte's report said that many organizations had been compelled to adopt outsourcing to improve their technical, operational and process management skills, doing so threatened a loss of knowledge and the danger of being held hostage by vendors.

"In today's economy and labour market, organizations looking for differentiated growth solutions should avoid outsourcing when based solely on cost savings," the report said.

Like any product or service, you only get what you pay for, and that is especially true of outsourcing. Mr Mak said companies that have to bear a major responsibility for unexpected results because they have not carefully examined and selected the right outsourcing service provider.

A common pitfall that businesses fall into when outsourcing is that companies simply sign up for projects without enough preparation, when instead it should be entered into with the same care as an M&A activity.

In GE's case, Mr Mak said the company searched a long time for the right vendor, but stressed that once the right one had been found, the cooperation facilitated the company's future expansion.

### Outsourcing in China

Due to the wage-cost advantage and the large pool of English-speaking skilled labour, India

has become a prime location for IT and ICT-enabled services offshoring in recent years. China, which has thrived on companies offshoring their manufacturing processes, is now looking to enter the services outsourcing industry. As a relative newcomer, will China be able to catch up and become the new centre for ICT-enabled services offshoring? The main question for China is whether it will be able to move up the value chain and evolve from a manufacturing powerhouse and the world's largest exporter of ICT goods, into a global services exporter.

Analysts argue that this is unlikely to happen unless China improves the skills and quality of its workforce – despite a large labour pool, there is a shortage of graduates suitable to work in globally engaged activities as they lack the relevant language, cultural and corporate culture skills.

China is clearly improving its English-language capabilities, but India still has a large comparative advantage in this field and it may take China some time, both in fact and by reputation, to reach India's levels of English proficiency.

While English is generally considered the main "foreign" language for doing business with most countries, Japan has a special advantage in dealing with China because of its Japanese language skills. In fact, China is the major offshoring destination from Japan (Table 2), due to its geographical proximity, China's growing market, and language similarities.

A report released by Organisation for Economic Co-operation and Development (OECD) in March this year examines China's rising aspirations to switch from being the world's factory, to the world's office. In the report, "Is China the new centre for offshoring of IT & ICT services?" the OECD says no – not yet. But there is a potential for China to grow and gain importance as a supplier of these services.

India ranks as the top offshoring destination for ICTs, followed some way behind by



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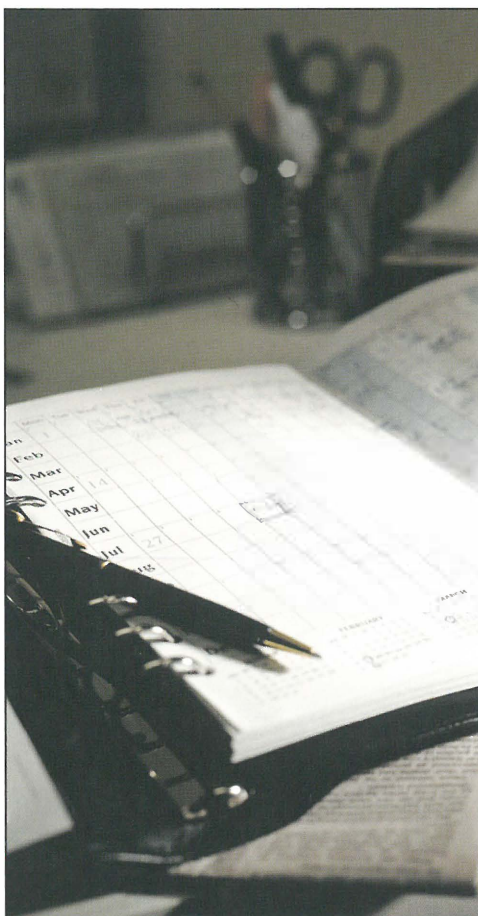
China. However, Henning Kagermann, Chief Executive of one of the world's biggest software companies, SAP, told the media earlier this year that India was becoming too expensive to outsource work there. He predicts China could have greater potential to be an outsourcing service centre. However, rising salaries and other cost increases in India and China mean the financial advantages of outsourcing to such destinations will dry up in the next 20 years, according to a study released by consulting firm A.T. Kearney.

In Hong Kong, the idea of outsourcing has long been adopted and even advocated for years. For instance, the HKSAR Government, the largest local employer, adopted a vigorous approach to ICTs outsourcing as part of its e-government strategy. A government official at the Information Services Department said outsourced IT service providers and suppliers had helped the government achieve its target of providing an e-option for 90% of all public services.

According to the HKSAR Efficiency Unit, government departments outsource mainly to acquire services unavailable in-house, and cost saving is not the main reason for outsourcing.

However, positions of security guards and cleaning workers being outsourced by the HKSAR Government have been criticised for being underpaid because tender winners further outsourced the jobs. The quality of services outsourced have also been discussed in Legislative Council meetings as the Legco's Food Safety and Environmental Hygiene Panel was told that the Government Laboratory was studying the feasibility of outsourcing tests to free up resources for more complicated tests.

Mr Mak expects demand for outsourcing to grow, despite service quality remaining a major issue. However, as more outsourcing firms and vendors compete in the market, service quality is expected to rise as they compete for contracts. ❀



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隨著發達國家的工人瞭解到業務外判並非如想像般構成威脅，有關議題所引起的政治和社會爭議亦已日漸平息。

然而，業務外判令工作質素下降的投訴，似乎已蓋過其有助企業發展新業務和功能的優點。在聘用外判服務供應商時，許多機構都曾遇到不快的經歷，故它們現已紛紛改變外判的策略和模式。

業務外判於亞洲金融風暴後的經濟衰退期間開始流行，因為企業當時視有關做法為節省成本的策略之一。當時，信息及通訊技術迅速發展，增加了很多商業服務的可交易性，並產生一些新的可交易服務。

在服務業全球化的大趨勢下，印度等發展中經濟大幅受惠於企業把資訊科技和信息及通訊技術相關業務外判境外的做法。由於服務的可交易性日益提高，而且亦逐漸不受地點所限，企業往往會把某些商業功能，例如行政支援部、研究和諮詢服務等，遷移至勞工成本相對較低、以及擁有高質素勞動人口的國家，以專注發展公司的核心業務，並提升競爭優勢。

美國通用消費金融公司 (亞洲) 人力資源主管兼香港

人力資源管理協會中國人力資源管理委員會聯席主席麥平安表示，大部份人仍未瞭解到業務外判的意義。若企業把發薪、就業輔導服務及招聘等非增值功能外判，便可減省其中一個部門的職務，以集中發展新的增值功能。

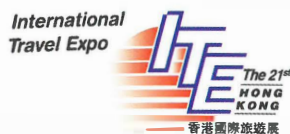
他解釋：「舉例說，不少美國信用卡公司長期以來一直把它們的電話中心服務外判到低成本的英語地區，例如墨西哥和印度。因此，業務外判已成為一個全球趨勢，企業可透過這個策略，利用最少的資源，達致最大的生產力。」

對於許多公司而言，利用業務外判作為促進營商的工具，確實有助它們取得佳績。全球採購諮詢公司 TPI 於今年 1 月進行的一項調查顯示，亞太地區的業務外判市場在 2006 年增長強勁，所簽訂的合約數目不僅上升 43%，合約的總值亦增加了 67%。

然而，不消多久，業務外判的缺點便逐漸呈現。

市場分析公司 Gartner 對 200 位歐洲行政人員進行的調查發現，55% 把業務外判的企業曾與外判商重新協商交易，有八分之一的合約甚至在生效首 12 個

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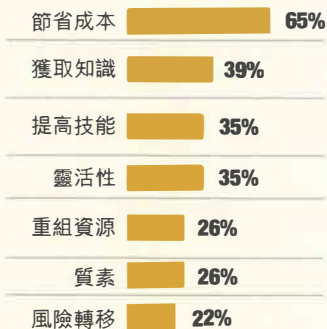
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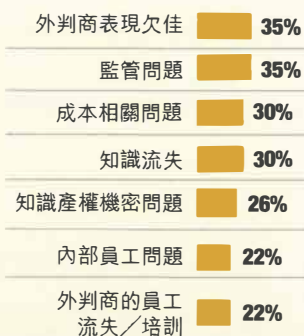
## 業務外判的好處及風險

大型企業把業務外判的好處及風險之調查結果：

### 主要優點



### 風險



備註：可選多個答案  
資料來源：德勤諮詢(國際)有限公司於2004年就業務外判進行的研究  
圖表：St. Paul Pioneer Press © 2005 KRT

月內已需進行重議，但只有6%的企業計劃重新協商，以修補現有交易。

德勤諮詢(國際)有限公司發表的報告指出，與理論上所預測的相反，業務外判實際上是一個異常複雜的過程，企業往往會因為外判商的服務質素不穩及欠佳，而導致行政成本有所增加。

德勤的報告發現，業務外判不僅難以簡化一家公司的運作，而且會令工序變得複雜，甚至增加價值鏈內的成本和壓力，令原本一項簡單的工作，也需要勞動高層管理人員來處理，使他們未能專注於其本身的主要職務。此外，透過業務外判，機構雖可把財務和運作風險轉嫁外判供應商，然而，企業同時發現，對於因外判服務質素低劣或服務中斷而引致的人為損壞及商業損失，有關合約卻未能為它們提供全面的保障。

貝恩顧問公司的一份報告亦有類似發現。該報告指，儘管82%的歐洲、亞洲及北美大型企業有把多項功能外判，而當中51%為離岸外判，但近半企業均表示，業務外判的表現未符預期。

德勤報告內的受訪公司指出，很多機構不得不採用業務外判的做法，以提高它們在技術、運作及工序管理方面的能力，惟這做法或會令它們喪失有關方面的專業知識，並面對受外判商支配的危險。

報告指：「在現今的經濟和勞工市場下，企業若想以不同的方案發展業務，則不應純粹為節省成本而把業務外判。」

「一分錢、一分貨」的道理適用於所有產品和服務，尤其是業務外判服務。麥先生認為，外判服務未能達致預期的效果，企業須承擔最大的責任，因為這可歸咎於它們事前沒有小心挑選合適的外判服務供應商，以及嚴格審視其質素。

企業外判業務時常犯的一個錯誤，是公司在未有充分準備時，便與分判商簽署項目合約。其實，它們對待業務外判的態度，應如同處理併購活動般審慎。

以美國通用的個案為例，麥先生說他們花了很長時間，才找到合適的外判服務供應商，惟他強調，一旦找到了合適的對象，這種合作關係便能促進企業的未來發展。

### 業務外判在中國的發展

印度的工資成本優勢及當地供應的大量英語技術勞工等因素，都令其近年發展成為資訊科技和信息及通訊技術相關服務的一大離岸供應地。企業把生產工序遷移境外的趨勢亦令中國受惠，目前中國正尋求進軍外判服務業。作為市場新手，中國能否迎頭趕上，成為新興的信息及通訊技術相關服務的離岸中心？中國所面對的主要問題，是它能否走高增值路線，並由一個生產基地和全球最大的信息及通訊技術產品出口商，發展成為全球服務出口商。

有分析認為，除非中國能提升其勞動人口的技能和質素，否則上述的假設將不會發生。儘管中國有龐大的勞動力，然而，由於大學畢業生缺乏相關的語言、文化和企業文化技巧，故適合從事全球性業務的人才仍然不足。

中國正積極改善其英語能力，但印度在這方面仍然具有相當的競爭優勢，因此，中國可能需要多花一段時間，才能真正達到印度的英語水平。

儘管英語普遍被視為大部份國家營商時採用的主要「外語」，但中國掌握日語運用的能力，這令日本與中國進行貿易時可享有特別的優勢。事實上，地理上的接近、內地市場的日益增長及語言相似等因素，已令中國成為日本企業發展離岸服務的主要目的地(見表二)。

經濟合作及發展組織於今年3月發表一份報告，探討中國能否達成由世界工廠發展成為世界辦公室的願景。報告名為「中國是否已成為資訊科技和信息及通訊技術相關服務的離岸中心？」，而該組織已就此標題作出否定，認為現階段未是時候。然而，中國確有潛力發展成有關服務的供應商，而其重要性亦會日漸提升。

印度是企業發展全球離岸信息及通訊技術服務的首要地點，而中國在這方面的發展仍稍為落後。然而，全球最大軟件公司之一——SAP首席執行官孔翰寧於年初向傳媒表示，企業把工序外判到印度的成本已日益高昂。他預計，中國有更大潛力發展成業務外判服務中心。不過，顧問公司A.T. Kearney進行的研究顯示，由於印度和中國的工資和其他成本不斷上升，預計在未來20年內，企業把業務外判到這些地區所得的財務優勢將逐步失去。

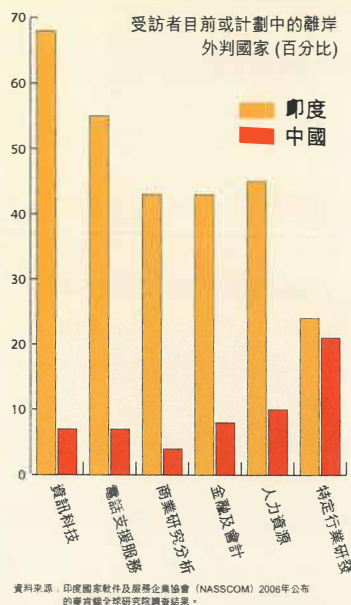
香港一直有採納業務外判的概念，有關做法甚至在多年來也廣獲支持。例如，本地最大的僱主——香港特區政府亦有把信息及通訊技術服務外判，作為「電子政府」政策的一部份。政府新聞處的一位官員表示，資訊科技服務的外判供應商能幫助政府達到把九成公共服務電子化的目標。

根據香港特區政府效率促進組的資料顯示，政府部門把業務外判的主要原因，是要取得內部未有提供的服務，而非為節省成本。

然而，香港特區政府把保安和清潔服務外判的做法一直備受批評，因為承辦商會把工作再分判，令從業員的薪酬水平進一步被壓低。此外，立法會食物安全及環境衛生事務委員會得悉政府化驗所正研究把簡易化驗工作外判，以騰出資源處理更複雜的化驗工作後，立法會亦曾就外判服務的質素而展開討論。

麥先生估計，儘管服務質素仍是一大問題，但業務外判的需求將持續增長。不過，隨著更多外判服務供應商加入市場，競爭將變得激烈，為爭取合約，它們的服務質素應會有所提升。

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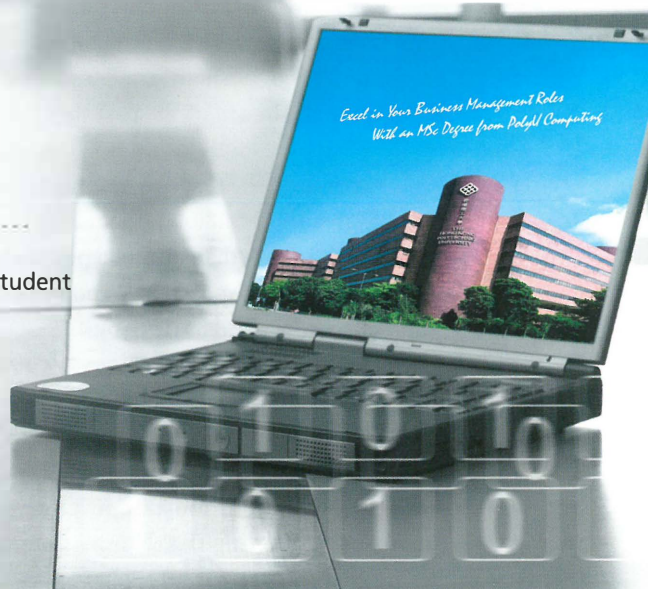
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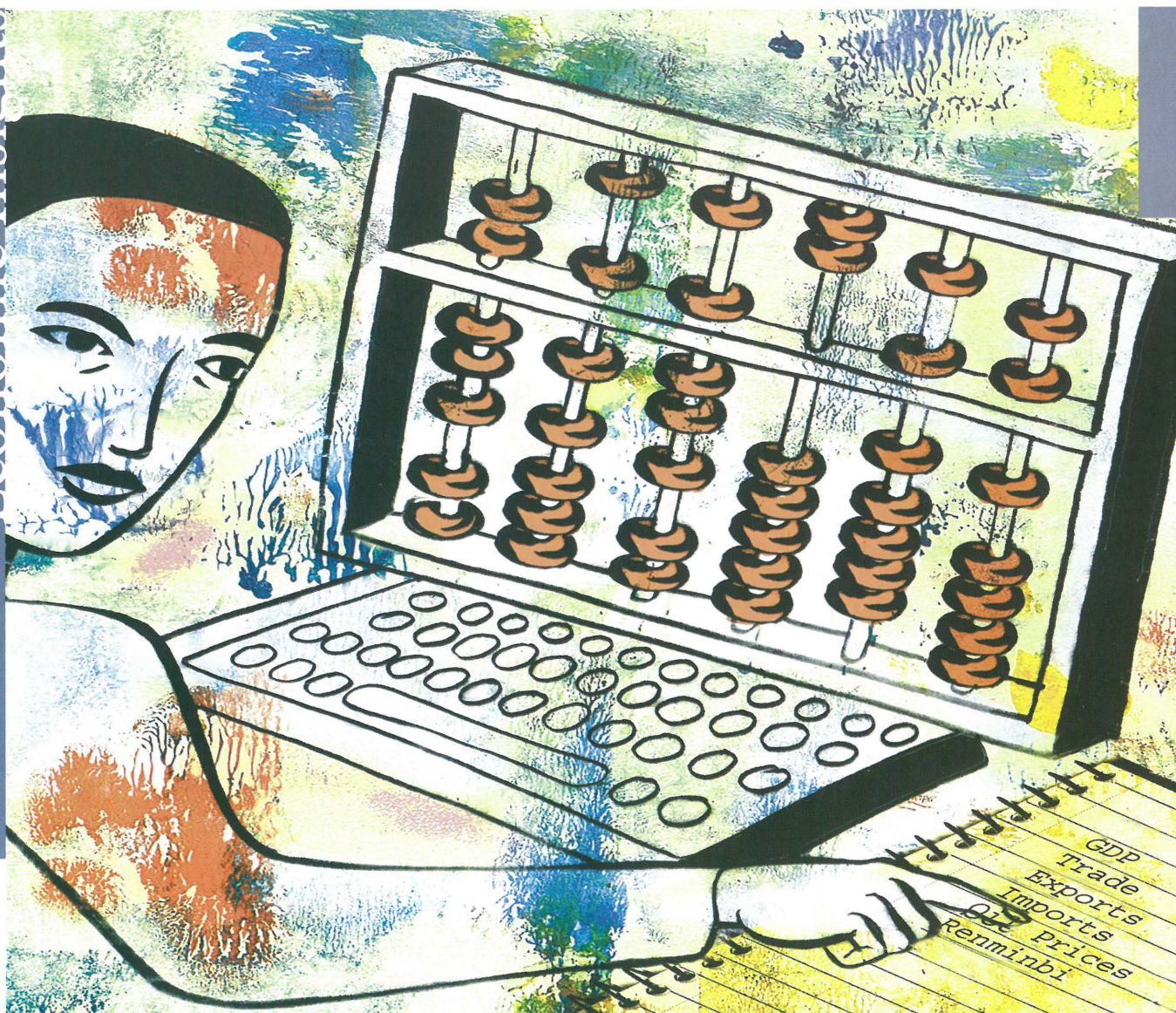
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MICHAEL HOGUE/

Two thousand seven is starting off pretty well for Hong Kong, but only if you squint your eyes a bit and pretend not to notice a few things. On the domestic side, retail sales are still growing, prices are rising very modestly and the Hang Seng Composite Index was up 30.6% from January-February 2006. Externally, trade remains healthy, if not quite the boom of the past three years.

Visitor arrivals in the first two months of the year rose 4.5%, to 16.78 million (Hong Kong hosts more visitors each month than our total population). Arrivals by air were up just 2.78, and by other means – border crossings and ferries – by 4.7%.

Inflation has been modest, rising just 1.4% (slower than a year earlier by two-tenths). That's important, because we're highly vulnerable to world prices and our most important supplier (guess who) is letting the renminbi appreciate

against our dollar (and, that of the U.S.). International oil prices have stayed stubbornly in the \$59/barrel range for over six months.

On the domestic side, retail sales expanded just half as fast (+4.8%) in the first two months of the year as in the same 2006 period. The slump is mainly in the supermarket and department stores arena.

#### And then there's trade . . .

All of the above are trivial (unless you're in that business), as compared to trade. Managing the flow of goods through our port is the 800-pound gorilla sitting in the middle of the room that no one wants to talk about.

Trade is slowing.

The 9% rise over the first two months of 2006 was the fourth consecutive year of slower growth.

# A Modest Start to the Year

## 首季經濟審慎樂觀

By David O'Rear 歐大衛

Although re-exports are still expanding at a healthy 13.4% clip, there are signs that March and April data may not be as good. Hong Kong factories in the PRD do not seem to be getting back to business as quickly as they normally do, perhaps due to problems of finding workers or pressure to move older factories out of the region. Whatever the reason, there are signs that our life's blood is not doing very well.

Japan's exports to China, an early indicator of how well demand is doing in the Mainland, rose 26.6% (in Yen terms) in the first two months of the year, and imports rose 24.5%. Taiwan and Korea have also reported January-February data at this writing, and in combination with Japan the Northeast Asia (ex-China) region saw exports rise 11.4% and imports 8.0% in dollar terms. Not bad. Our own trade isn't doing quite so well.

Hong Kong's re-exports to China grew just 12% in January-February, down more than a third from the 18.7% pace of a year earlier. Overall imports (a good proxy for what we ship to the Mainland) rose less than 8%, as compared to 12.4% in the first two months of 2006. This is not good.

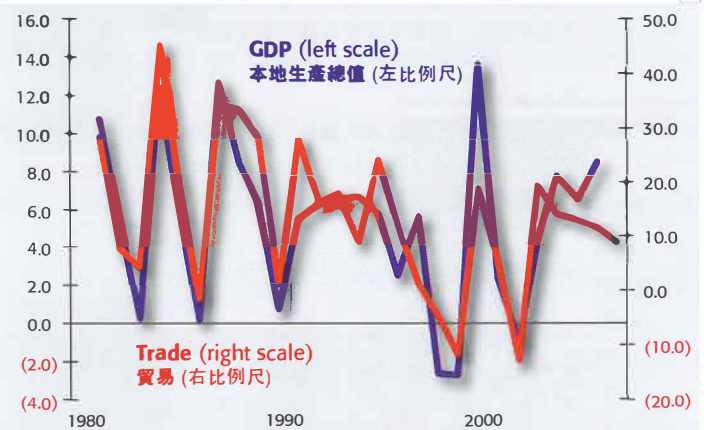
What can we conclude from just two months worth of data? In the case of the trade figures, quite a lot. The first graph shows the fairly close relationship between January-February two-way trade and growth in the overall economy during the first quarter. Over 25 years, the pattern holds very well: when trade rises strongly, GDP follows, and vice versa. The second graph illustrates the equally close correlation between first quarter growth and that of the entire year.

As trade goes, so goes Hong Kong's economy. There is every sign that growth this year will be

### January-February Two-Way Trade and Q-1 GDP

Year-on-year percent change

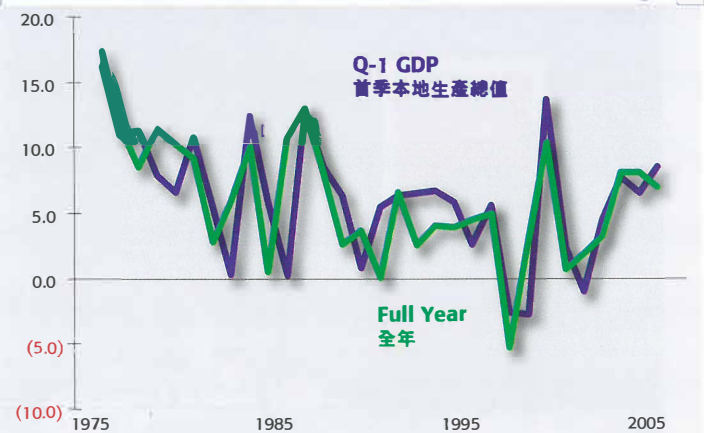
1至2月份雙向貿易及首季本地生產總值 按年變動百分比



### Q-1 GDP vs. Full Year Results

Year-on-year percent change

首季本地生產總值對全年表現 按年變動百分比



slower than we've seen in the past four years, but that's not necessarily bad. The economy has boomed for a very long time, by our standards. ❀

David O'Rear is the Chamber's Chief Economist.  
He can be reached at [david@chamber.org.hk](mailto:david@chamber.org.hk)

驟眼看來，2007年香港經濟起步良好，但那不過是個錯覺，忽略了幾項重要因素。本地方面，零售市道持續增長，價格溫和上升，恆生綜合指數亦較2006年1至2月份上升30.6%。對外方面，貿易雖維持穩健增長，但表現不如過去3年般強勁。

今年首兩個月的訪港旅客人次達1,678萬(本港每月接待的旅客人數比本地總人口還要多)，增幅為4.5%。航空旅客人數僅上升2.78%，而透過口岸及渡輪等其他途徑入境的人次則增加了4.7%。

通脹維持溫和，只上升1.4%(較一年前放慢兩成)。值得注意的是，我們的經濟極易受全球價格所影響，而本港最重要的供應商(猜猜是誰)正逐步調高人民幣兌港元(及美元)的匯價，國際油價在近半年多以來亦一直徘徊於59美元一桶的水平。

本地方面，零售業銷售於首兩個月只錄得4.8%的增長，較去年同期減半。跌幅主要來自超市及百貨業。

#### 貿易表現...

與貿易相比，上述數字只屬微不足道(有關業界人士除外)。管理港口貨物流量的問題，就如同房間內一頭800磅的大猩猩，雖然存在，但無人願意提及。

貿易正在放緩。

今年首兩個月貿易較去年同期上升9%，是連續第四年錄得較慢的增長。儘管轉口貿易仍持續穩健增長13.4%，有跡象顯示3月及4月份的數據亦不樂觀。在珠三角設廠的香港企業可

能面對招聘困難或產業轉移等壓力，較以往需要更長時間調整，故仍未能回復正常運作。無論原因何在，種種因素均顯示，我們經濟命脈的表現有欠理想。

日本對中國的出口是反映中國需求的早期指標，有關表現於今年首兩個月錄得26.6%(以日圓計)的增長，而進口則升24.5%。台灣和韓國亦在截稿前公布了1至2月份的數據，整體表現而言，包括日本在內的東北亞(中國以外)地區的出口及進口金額分別增加11.4%及8.0%，成績不俗，惟本地貿易表現卻未如理想。

經香港輸往中國的轉口貿易於1至2月份僅升12%，較一年前的18.7%下降三分之一以上。整體進口(正好代表香港對內地的出口)增長低於8%，與去年首兩個月的12.4%相比，情況並不樂觀。

單憑兩個月的數據可以得出甚麼結論？若把各項貿易數字加起來，多少已可看出端倪。圖一顯示，1至2月份的雙向貿易與首季整體經濟增長之間，有著相當緊密的關係。過去25年來，有關模式大致上仍維持不變；當貿易飆升時，本地經濟亦會隨之增長，反之亦然。圖二說明首季增長與全年表現的關係亦同樣密切。

貿易與香港經濟息息相關。所有跡象均預示今年的增長將較過去4年放緩，但這也未必是壞事，以我們的標準而言，本港經濟暢旺的局面已持續了一段頗長日子。✿

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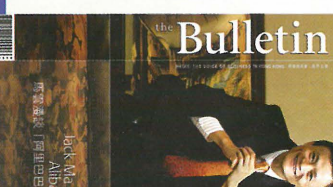
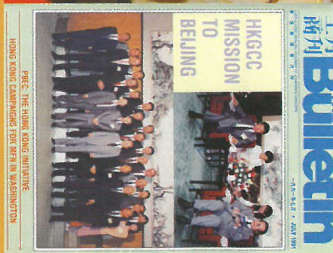
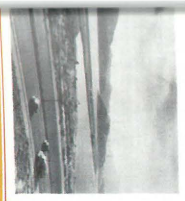


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The Bulletin is the monthly magazine of the  
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## 美麗達經得起時間考驗

林明賢

During the last twenty years, computer and electronic games have become a huge commercial market. But as the electronic-game industry has grown, so too has the complexity of devices. Nintendo DS and PSP machines cost close to HK\$2,000, and games start at around HK\$200 each. For Nio Kam Kie, Chairman of Marido Industrial Company Limited, a manufacturer of electronic games and watches, his best selling electronic game “Tetris” costs just HK\$14 and he ships them by the millions to developing countries where the price of a PSP is often far more than a month’s wages.

His games have been so popular that pirates have copied the devices and even his packaging, an unwelcome side-effect of popularity that he is trying to combat.

Demand for electronic games comes and goes very quickly, like Tamagochi, an electronic pet breeding game fad which spread across Japan, Hong Kong

and Asia almost overnight. But Marido’s key to success lies in its pricing. Children in India, the Philippines, Africa and other developing nations all love playing electronic games, as do Hong Kong children – and many adults – so Marido provides them with an affordable option.

Mr Nio started Marido in 1980 as an OEM manufacturer of simple electronic watches. It grew quickly manufacturing multi-functional LCD watches, quartz analogue watches and other electronic goods such as radios. As prices of microchips plunged, the company expanded into the electronic games business in the 1990s.

His successful move into electronic handheld games was aided by Marido’s good relations that had been built up with suppliers and buyers over the years.

# Marido Stands the Test of Time

By Anita Lim

“We believe that being honest and honouring promises is very important in the trading business, especially with our multinational clients,” he said. “The Middle East is one of our major markets for low-cost electronic handheld games, and the experience we have accumulated in working with merchants in the Middle East, and India, has sustained our growth in these markets over the years.”

Mr Nio recalled that during the height of the Tamagochi craze, many manufacturers pushed up their price after discovering that shops were jacking up their prices by between 200-300% as demand rocketed. Despite this, Mr Nio maintained his prices, a commendable move that did not go unnoticed by his buyers.

Similarly, when Seiko, the Japanese watch giant which Marido had been buying parts from for years, requested full payment from buyers before they replaced a faulty part that had been shipped, many other Hong Kong companies refused to comply. Mr Nio, however, thought it was a reasonable request and authorized payment, which was highly appreciated by his Japanese supplier.

“Our good relationship with the Japanese is important for our electronics business, not only because the Japanese are well-known for electronics, but they have also helped us to expand Marido’s business network and connect with quality buyers and sellers. Most importantly, this good relationship has helped us to advance our business in the electronic handheld games,” he added.

## New challenges

Marido opened its first factory in Kwai Chung in 1981, and in 1984 Mr Nio decided to relocate his production line to Dongguan to meet the steady increase in orders. Almost two decades later it opened a new factory in 2003 to crank up production of electronic games to 10 million, and watches to 3 million. The recent changes to the Mainland’s policy on manufacturing and labour, however, have substantially increased the company’s production costs.

To combat this, Marido moved to a smaller factory on the outskirts of Dongguan to reduce costs, and downsized the labour force from 1,300 to around 700.

“We managed to do this by outsourcing low-profit manufacturing processes to local companies,” he said. “We once tried to open a factory in India, to be closer to our main customers, but bureaucracy in the country made it very difficult to do business. So we decided to stay in the PRD and focus more on R&D for new electronic games.”

He is also slowly switching his watch business from OEM to ODM. Although the initial costs reduce the profit margin, Mr Nio said as the business matures and more repeat orders come in, the profit margin should rise. One area that he believes offers great potential is in accessory watches, and his designs have been very well received in developed markets such as the U.S., Europe and Japan. ❀

經過二十多年的發展，電腦及電子遊戲已形成龐大的商業市場，遊戲裝置的精密程度亦不斷提升，以任天堂 NDS 及新力 PSP 為例，两者的主機及遊戲軟件售價已分別接近港幣 2,000 元及港幣 200 元。不過，對於不少發展中國家而言，PSP 的售價已相當於當地一個月的薪金。

為滿足發展中國家的市場需求，專門從事電子遊戲及手錶生產的美麗達實業有限公司董事總經理梁淦基表示，集團以出口大批電子遊戲至發展中國家（訂單以百萬計算）為主要的營銷方式。他指出，集團最暢銷的遊戲為「俄羅斯方塊」，售價僅為 14 港元。

美麗達生產的電子遊戲雖然深受買家歡迎，但亦因此而成為盜版的對象；不論是電子遊戲的內容或是包裝，都是侵權者的抄襲目標。

事實上，電子遊戲的市場需求迅速變遷，例如曾經風靡一時的電子寵物遊戲機 Tamagochi，一夜間可在日本、香港及整個亞洲區掀起熱潮。然而，美麗達的致勝之道則在於其價格優勢。正如不少香港兒童甚或成年人一樣，印度、菲律賓、非洲及其他發展中國家的兒童，均喜愛電子遊戲。美麗達的廉價遊戲機，正好為該等市場提供另一個可負擔的商品選擇。

美麗達於 1980 年成立時，主要是一家電子手錶原設備製造

商。其後，集團迅速開拓不同產品，包括多功能液晶顯示手錶、石英行針錶及其他電子產品，如收音機等。由於微晶片普及後價格急跌，集團遂於九十年代發展電子遊戲業務。

梁淦基指出，美麗達得以成功發展電子遊戲業務，實有賴多年來與供應商及買家所建立的良好合作關係。

他說：「建立誠信及堅守承諾是貿易交往的重要一環，對於處理海外貿易而言，這些因素尤其重要。中東是我們出口廉價電子遊戲的主要市場之一，憑藉多年來與中東及印度商家合作的經驗，我們得以在市場上持續發展。」

他憶述電子寵物遊戲機 Tamagochi 當年於各地掀起熱潮時，許多製造商得悉零售價漲升近 2 至 3 倍後，亦緊隨提價，惟美麗達卻仍維持原價，此舉獲得不少買家讚許。

他續指出，日本品牌精工手錶曾是美麗達多年來的供應商，還記得有一次精工的部分配件出現問題時，該公司處理退貨手續前，要求買家先全數付款；雖然當時不少香港買家拒絕跟隨有關做法，惟美麗達卻遵照對方的交易原則如期付款，故贏得日本商家的信任。

他說：「精工的電子零件於業內聞名，而透過他們的商業網絡，我們亦可認識更多高質素的買家和賣家；因此，我們與日本人所建立的良好關係，一方面有助美麗達發展電子製造業，另一方面也為集團開拓電子遊戲業務，訂立更穩固的基礎。」

### 新挑戰

美麗達於 1981 年在葵涌自設廠房，及後為滿足訂單增加和業務發展需求，決定於 1984 年把工廠遷往東莞常平。有鑑於集團近年的電子遊戲年產量增加至 1,000 萬部，而手錶的年產量亦增至逾 300 萬隻，故美麗達於 2003 年把工廠遷到東莞東城區。不過，內地近年推出新的加工貿易措施及勞工條例，令集團的經營成本不斷上升。

為解決有關問題，美麗達已把廠房遷到東莞的偏遠位置，並把僱員人數由 1,300 人削減至約 700 人，以節省成本。

梁淦基解釋：「我們能夠減少人手，是因為集團已把低邊際利潤的生產程序外判予當地企業。我們也曾嘗試在印度開設生產線，惟當地的官僚架構令營商非常困難，故我們決定留在珠三角地區進行生產，並集中研發新的電子遊戲。」

此外，集團的手錶業務，已逐步由原設備生產，轉為原設計生產。他亦表示，轉型初期所需的成本雖會減低邊際利潤，但隨著業務不斷成熟，以及集團累積的固定訂單漸多，利潤將能有所提升。由於集團現時設計的配飾手錶廣受歐美及日本等發達國家歡迎，他相信，有關市場未來的發展潛力龐大。✿

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# Corporate Spying

## 商業間諜

Espionage is one of the biggest growth industries, but who are its key players?

間諜是發展最快的行業之一，主要有哪些參與者？

By Keith Blogg and Harry Harkins

What do chemical giant Proctor and Gamble, IT frontrunner Oracle and the former French consul general in Houston, Texas, have in common? The answer is that, improbably, each of them has been engaged in one of the biggest growth industries of the new millennium – corporate espionage.

Their cases highlight a global industry which in one year relieved U.S. businesses alone of proprietary information and intellectual property worth US\$59 billion, according to a 2002 survey by the American Society of Industrial Security and PricewaterhouseCoopers. One estimate puts today's figure at US\$100 billion.

The survey, which looked at the experiences of 138 Fortune 1000 companies, showed that 40% suspected or knew about the theft of proprietary information. Half of those affected said the target was R&D with an average loss per incident of US\$405,000. Even that figure did not take into account lost competitive advantage.

One shocking statistic was that 90% of PCs connected to the Internet are infected with spyware – software installed on a computer without the user's knowledge



CHRIS PFUHL/KRT

to gather information and relay it to third parties [see “Are There Spies in Your Computer?”, (downloadable at [www.g4s.com/international-magazine\\_september\\_2005.pdf](http://www.g4s.com/international-magazine_september_2005.pdf)).

Attempts to steal confidential data have risen 50% in one year according to the survey and some 45% of businesses had incidents of unauthorised access to data by insiders.

### Intelligence gathering

In Europe, alarm at the activities of a U.S.-headed spy network codenamed Echelon, which includes industrial espionage in its intelligence gathering brief, has led to a demand by the European Parliament for e-mail encryption to become standard and for closer co-operation between EU businesses and the counter-espionage services. An EU Parliament report claimed that Echelon was

capable of worldwide interception of satellite telecommunications messages, e-mails and faxes.

And in Britain last year the counter-intelligence service MI5 was "deeply concerned" at omnipresent threat of infiltration by Chinese spies into British business. It claimed that espionage was rampant and a serious consequence of the global economy.

At stake in the battle to protect trade secrets is not only the success of a new venture, but sometimes the future of a company itself.

The gap between the winners and the also-rans in many businesses is as slim as a few weeks or in some instances just a few days. Years of research can be lost by the theft of blueprints or formulations. Months of merger and acquisition work can go down the drain because the competition steals the final figures on offer.

Unlike physical assets, which can be seen to be stolen, a company can be robbed of intellectual property or competitive advantage for years without being aware of what is going wrong.

Competitors could be constantly beating them to the market, underbidding or simply developing innovations cheaper and faster. Your secrets in the hands of a competitor are knowledge which can be turned against you.

Anything that will give a company an edge over its competitors is a natural target for the espionage industry. It could range from computer source code for soon to-be-launched software to intellectual property, marketing plans, trade secrets, research documents and more.

Corporate espionage is not, of course, limited to global players and massive technical investment. Professional investigators can turn overheard conversations, discarded documents, memos, bills and scraps of travel information into a formidable profile of a modest firm's activities.

#### Weakest link

Allen H Beiner, FBI consultant in electronic sabotage, says the weakest link in protecting vital commercial data remains the individual worker. "We can put firewalls on computers, but it really all comes down to people," he added.

One estimate puts two thirds of all corporate espionage in the U.S. at the door of employees.

Sometimes an employee sells secrets for gain. Sometimes it may be for revenge. A disgruntled employee could send secrets direct to a competitor.

Job interviews are another source of discreet employee espionage for unscrupulous companies. Questions like "What have you been working on?" or "What's the next step for your company?" are dropped in to fish for a rival's secrets.

Often employees simply steal because big rewards are on offer. Two people, including an employee of Samsung Electronics, were arrested in South Korea this year for trying to steal mobile phone manufacturing technology worth US\$1.3 billion from the company and attempting to sell it to a company in Kazakhstan.

The case highlighted the country's soaring toll of technological leakage through espionage. According to the Korean National Intelligence Service, the number of cases stood at six, costing US\$13.9 billion in 2003, rising to 26 cases worth US\$32.9 billion in 2004 and 29 cases last year with a value of US\$35.5 billion.

#### Valuable garbage

In the Proctor and Gamble case a former Vietnam intelligence expert, John Nolan, spearheaded an



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化工巨頭保潔 (Proctor and Gamble)、資訊科技領先公司甲骨文 (Oracle) 以及法國前任駐德州休斯頓總領事，這三者有何共通之處？答案似乎有些匪夷所思：他們均涉足新世紀發展最快的行業之一——商業間諜。

他們的案件引起了對商業間諜這一全球性行業的關注：據 American Society of Industrial Security (ASIS International) 和羅兵咸永道會計師事務所 2002 年的調查顯示，僅在美國，每年商業間諜就令商界損失價值 590 億美元 (340 億英鎊) 的私有資訊和知識產權。有估計指，目前的有關數字可能已增至 1,000 億美元。

對財富 1000 強排行榜上 138 間公司進行的調查顯示，40% 的公司懷疑或已經知道私有資訊遭竊。其中半數表示，間諜的目標是研發部門，平均損失為每次 405,000 美元 (231,000 英鎊)。這一數字還未計及競爭優勢的損失。

另一項令人吃驚的統計數據是：連接到互聯網的電腦中有 90% 被安裝了間諜軟件——這種軟件被安裝在電腦上，搜集資訊並傳給第三方，而用戶卻毫不知情 (見「您的電腦上是否有間諜？」，下載地址 [www.g4s.com/international-magazine\\_september\\_2005.pdf](http://www.g4s.com/international-magazine_september_2005.pdf))。

調查並指出，盜取保密數據的企圖一年內已上升 50%，而

undercover attempt to discover the secrets of rival Unilever's leading hair brands Salon Selective and Finesse. The operation, which included 'dumpster diving' – foraging through rubbish bins – was uncovered by P&G's own senior executives who had not sanctioned the operation and went to their rival to confess. Three employees were sacked.

Dumpster diving also featured in the activities of Oracle's attempt to extract the secrets of its bigger rival, Microsoft. Dubbed "Garbagegate" the raids were defended as legitimate by Oracle chief executive Larry Ellison.

Another garbage collection team which sorted trash at the home of a Houston U.S. defence contract executive was found to include the French consul general. He claimed he was "collecting fill for a hole in his yard," but the FBI were convinced the hole he sought to fill was in France's defence capability.

Techniques used by corporate spies are evolving all the time. But some are startlingly simple.

In South Africa, modified cell phones have been found hidden in company boardrooms awaiting remote activation. The modifications meant that the phone did not ring when it was dialled, but simply switched on and transmitted whatever it heard through a sensitive microphone.

45% 的公司曾有內部員工未經授權使用數據的記錄。

### 情報搜集

以美國為首的間諜網絡，在情報搜集簡報中包含商業間諜活動，該組織代號 Echelon。歐洲已經針對該組織的行動發出警報，歐洲議會亦因而要求電子郵件加密成為慣例，並要求歐盟各行業與反間諜部門加強合作。一份歐洲議會的報告稱 Echelon 能截取全球的通訊衛星資訊、電子郵件及傳真。

去年英國的反間諜部門 MI5 對中國間諜滲透英國商界的廣泛威脅而感到「十分擔憂」。該部門稱商業間諜非常猖獗，並將對全球經濟產生嚴重影響。

保護商業機密的鬥爭不僅關係到一項新業務的成敗，有時更關乎公司的未來。

在許多行業，幾周甚至幾天內就能決定成敗。多年的研究成果可能由於藍圖或配方被盜而毀於一旦。數月的合併和收購工作可能由於要約的最終數據被競爭對手盜走而付之東流。

與有形資產不同，有形資產被盜是可見的，但一間公司的知識產權或競爭優勢被盜，卻可能是在不知不覺間發生。

被盜取機密的公司在市場上可能不斷被競爭對手擊敗，後者

An Israeli couple arrested this year were alleged to have developed a malicious piece of software – known as a "Trojan horse" – which infects a computer system and enables outsiders to view confidential documents, spreadsheets and e-mail messages together with passwords and user-names.

So what is to be done? Alongside the technical protection of computer data must come a programme of employee training in security.

"Employees must form the organisation's first line of defence," advises information security specialist Capt Raghu Rahman, CEO of Mahindra Special Services Group. "Educated and aware employees are several times more efficient than the most sophisticated of security systems and are available at a fraction of the cost."

"Secondly, think information security, not IT security and make it part of management's key responsibility areas. This involves a cultural change in thinking, especially in the Indian subcontinent where elements of privacy and data protection are traditionally absent."

It's good advice for every company, large and small, for the most unlikely people may be gleaning far more about your business activities and plans than you ever imagined was possible. ✿

會出價更低，或者以更低的成本更快地開發新產品。您的機密一旦被競爭對手知曉，就可能被用作對您不利的目的。

任何能夠讓公司在競爭對手面前佔有優勢的東西，自然會成為間諜行業的目標，這可能包括即將上市的軟件的源代碼、知識產權、營銷計劃、商業機密及研究文件等。

商業間諜當然不僅限於針對全球性大公司及大型技術投資機構。專業的調查員透過竊聽到的談話、丟棄的文件、記事本、賬單、旅行資訊的隻言片語，就可以瞭解一間中型公司的活動，而且詳細得可怕。

#### 保安弱項

美國聯邦調查局電子破壞活動顧問 Allen H Beiner 認為，保護重要商業數據的薄弱環節在於員工個人。他補充說：「我們可以給電腦裝上防火牆，但最終還是取決於個人。」

據估計，美國所有商業間諜活動的三分之二是由員工進行的。

有時員工出賣機密是為了得到好處，有時可能是為了報復。一個滿腹牢騷的員工可能直接將機密發送給競爭對手。

還有一些無良的公司，透過工作面試的方式，處心積慮地進行員工間諜的工作。面試過程中會有意無意地插入「您以前從事甚麼工作？」，或「您的公司下一步行動將是甚麼？」等問題，旨在套取對手的機密。

員工盜取機密的原因，往往是豐厚的回報。今年韓國有兩人因企圖盜取價值 13 億美元 (7.5 億英鎊) 的流動電話製造技術，並出售給哈薩克的一間公司而被捕，其中就包括一名三星電子的員工。

這宗案件凸顯韓國因間諜活動所造成的技術洩露日益嚴重。據韓國國家情報院 (Korean National Intelligence Service) 稱，2003 年有 6 宗有關案件，涉及價值 139 億美元 (80 億英鎊)；2004 年，案件數目激增至 26 宗，涉及金額 329 億美元 (190 億英鎊)；去年則為 29 宗，價值更高達 355 億美元 (200 億英鎊)。

#### 貴重的垃圾

保潔案中，一名前越南情報專家 John Nolan 企圖秘密刺探競爭對手聯合利華 (Unilever) 的旗艦洗髮水品牌沙龍特選 (Salon Selective) 和丰姿 (Finesse) 的機密。他的行動包括「垃圾搜尋」— 翻找垃圾箱，被保潔自己的高層人員發現，該名高層並不包庇支持下屬此舉，而是主動向對手坦承事實。其後，三名僱員遭到解僱。

甲骨文同樣使用「垃圾搜尋」的方法搜集規模較大的競爭對手— 微軟的機密，這被稱為「垃圾門」事件，而甲骨文總裁 Larry Ellison 則辯稱是合理合法的行為。

還有一隊垃圾搜尋隊伍在美國休斯頓某國防項目外判高級經理的家中搜集垃圾，該案牽連到法國總領事。他聲稱自己只是「找些東西填上後院裡的坑」，但美國聯邦調查局相信，他真正要填的，是法國國防力量之坑。

商業間諜的手段一直在進步，然而，也有一些簡單得令人吃驚。

在南非，某間公司的會議室內發現藏有改裝過的流動電話，可遙距啟動。這些改裝過的電話收到來電時不發出響聲，會直接接通並透過靈敏的話筒，傳送聽到的聲音。

今年一對以色列夫婦被捕，他們被指控開發惡意軟件「特洛伊木馬」，這種軟件會感染電腦系統，讓外人得以檢視保密文件、電子表單和有密碼和用戶名的電子郵件資訊。

面對這些情況，應如何應對？除了對電腦數據採取技術保護之外，企業亦有必要對員工進行保安培訓。

資訊保安專家、Mahindra 特殊服務集團行政總裁 Capt Raghu Rahman 建議：「員工應該組成機構的第一道防線，教育及提高員工的安全意識，功效較最尖端精密的保安系統優勝數倍，而花費亦不多。」

「其次，要考慮的是資訊保安，而不僅是資訊科技的保安，並將其納入管理層的重要職責之一。這包括思維文化的改變，尤其是在印度次大陸，傳統上就缺乏私隱和數據保護。」

不論公司規模大小，上述建議均不乏借鑑意義，因為事態往往出人意料，貌似最無可能從事蠅營苟當的人員，有時卻會大肆搜集公司內業務活動和計劃等資訊。✿

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Kunshan Mayor Guan Aiguo led a delegation to the Chamber on March 23 to invite Chamber members to attend the 2007 Kunshan and Huaqiao International Business Park (Hong Kong) Investment Promotion Fair on April 17. The delegation was welcomed by Chamber Deputy Chairman Dr Lily Chiang and CEO Alex Fong.

昆山市市長管愛國率領代表團於3月23日到訪，邀請本會會員出席4月17日舉行的2007 昆山(香港)投資說明會暨花橋國際商務城推介會。代表團由本會常務副主席蔣麗莉博士及總裁方志偉接待。

#### Asia/Asia

Dr Kim Kyeong-won, Senior Executive Director of Samsung Economic Research Institute, Korea, met with the Chamber's Chief Economist David O'Rear on March 22 to exchange information on the latest developments in Hong Kong and Korea.

Yuichi Matsushita, Chief Strategist of Nikko Global Wrap Ltd, Japan, visited the Chamber on March 30 and was welcomed by Chamber CEO Alex Fong, who discussed Hong Kong's economic and business environment, while Mr Matsushita updated the Chamber on the Japanese economy.

#### China and CEPA

KK Yeung, Chamber Vice Chairman, and CEO Alex Fong represented the Chamber at a Spring Dinner on March 19 organized by the CCPIT HKSAR and Macau Representative Office and CCPIT Guangzhou Sub-council.

Wang Shengming, Deputy Director, Legislative Affairs Commission of the Standing Committee of the National People's Congress, briefed members on the details of "China Property Rights Law" at a seminar on March 29.



Wang Guang Ming, Vice Secretary General, The People's

Government of Hunan Province, called on the Chamber on April 11 to introduce the fourth Pan PRD Economic Forum, which will be held in Hunan in June.

Professor Wang Tongshan, a reputable and influential Chinese economist, close to the Chinese Government and closely involved in China's economic policy making, spoke at the Chamber's roundtable luncheon on March 21 on "The Government Work Report

and China's Economic Development: An Insider Analysis."

Dr WK Chan, Senior Director for Business Policy at the Chamber, and Chamber China Manager Wendy Lo, attended a consultative meeting on CEPA convened by the Secretary for Commerce Industry and Technology on March 30. Members of HKCSI in the travel and information industries also attended the meeting.

#### Europe



Dr Raymond Cho-Min Lee, Co-founder and Chairman, Oasis Hong

Kong Airlines, shared his vision of the changing face of long-haul air travel during a Chamber roundtable luncheon on March 19. Dr Lee also spoke about up-coming routes to European cities and North America.

Cezariusz Kwaterski, Director for International Economic Cooperation, Ministry of Economy, Poland, accompanied by Andrzej Pieczonka, Consul (Commercial Affairs) of the Consulate General of Poland in Hong Kong, visited the Chamber on March 19. Chamber Director of International Business and Programs Erica Ng welcomed the visitors and discussed ways to further strengthen economic cooperation between Poland and Hong Kong.

Jorma Korhonen, Ambassador and Director-General of External Economic Relations, Ministry of Foreign Affairs, Finland, paid a courtesy call to the Chamber on March 20. David O'Rear and Erica Ng welcomed Mr Korhonen and briefed him on the latest business developments in Hong Kong.

Colin Russell, Specialist of the Professional & Business Services Sector with the U.K. Trade & Investment for the Yorkshire and Humber region visited the Chamber on March 27.

Erica Ng discussed with Mr Russell ways to expand business assistance to companies in the Northeast of England who are interested in doing business in Hong Kong.

Dr Sabine Hepperle, Director Asia Pacific, International Economic Affairs of the Association of German Chambers of Industry and Commerce (DIHK), Dr Andrzej Arendarski, President of the Polish Chamber of Commerce, and Dagmar Kuchtová, Deputy Director General and Director of External Relations of the Confederation of Industry of the Czech Republic, visited the Chamber on March 28. Erica Ng welcomed the visitors and briefed them on the services of the HKGCC and business developments in Hong Kong.



Dunja Konjevod, Vice President of the Croatian Chamber of Economy, and Alex Fong signed a Memorandum of Understanding on April 13 to promote and develop economic & trade relations between Hong Kong and Croatia. The signing ceremony was

witnessed by Dr Boris Velic, Ambassador of the Republic of Croatia to the People's Republic of China.

### Environment

The Business Coalition on the Environment met with Chandran Nair, Convenor of the Support Group on Better Air Quality of the Council for Sustainable Development, on March 19 to discuss the public engagement exercise on air quality to be launched by

the council. The Chamber is the secretariat for BCE.

The Chamber's Business Policy Division held a working meeting with a team from the Business Environment Council (BEC) on March 30 to work out the details of the Clean Air Charter Certification Scheme. As a first step, BEC audited the energy conservation measures of the Chamber's head office. ✿

### 'Conversation with a General Committee Member' Peter Wong

Peter Wong, Group General Manager and Executive Director, Hong Kong and Mainland China, HSBC, spoke at the Chamber's "A Conversation with a General Committee Member Forum" on April 12. Mr Wong shared his thoughts with members on banking developments in Hong Kong and the Mainland, as well as talent development, among other topics. To encourage a candid dialogue, the talk was for members only and off the record.

#### 與本會理事王冬勝對話

香港上海匯豐銀行有限公司總經理兼執行董事（香港及中國）王冬勝為本會4月12日舉辦的「與理事會成員對話」座談會作演說，與會員分享對香港及內地銀行業發展、人才發展和其他議題的看法。聚會僅供會員參與，以鼓勵與會者暢所欲言。



**亞洲／非洲**

韓國三星經濟研究院高級行政總監金京源博士於3月22日與本會首席經濟師歐大衛會面，就香港及韓國的最新發展交換訊息。

日本 Nikko Global Wrap Ltd 首席策略師 Yui chi Matsushita 於3月30日到訪本會，由本會總裁方志偉接見，並介紹香港的經濟及營商環境，而 Matsushita 先生則概述日本的最新經濟發展。



The Jilin-Hong Kong Trade and Economic Cooperation Trade Fair took place in Hong Kong on April 10. Chamber Deputy Chairman Dr Lily Chiang and CEO Alex Fong represented HKGCC at the fair, at which Mr Fong signed an MOU with CCPIT Jilin Sub-council Deputy Chairman Li Guohua.

2007 吉林 (香港) 優勢產業開發項目合作展洽會於4月10日在港舉辦。本會常務副主席蔣麗莉博士及總裁方志偉代表本會出席有關活動，方先生亦於會上與中國國際貿易促進委員會吉林分會副會長李國華簽署合作備忘錄。

Han Changfu, Governor, Jilin Province People's Government, led a delegation to the chamber on April 11 to introduce the province's investment environment to members. Dr Lily Chiang welcomed the visitors and introduced the role of the Chamber and Hong Kong's business environment.

吉林省省長韓長賦率領代表團於4月11日到訪本會，向會員介紹該省的投資環境。代表團由蔣麗莉博士接待，並介紹本會角色和香港的營商環境。

**中國及 CEPA**

本會副主席楊國琦及總裁方志偉於3月19日代表本會出席由中國國際貿易促進委員會香港、澳門及廣州分會合辦的春茗晚宴。

全國人大法工委副主任王勝明出席本會3月29日舉辦的研討會，向會員概述《中國物權法》的詳情。

湖南省人民政府副秘書長王光明於4月11日到訪本會，介紹於6月在湖南舉辦的第四屆泛珠三角區域合作與發展論壇暨經貿洽談會。



汪同三教授為本會3月21日舉辦的小型午餐會作演說，主題為「政府工作報告及中國經濟發展：內幕分析」。汪教授是中國經濟師，與中央政府關係密切，並積極參與制定內地經濟政策，其意見在內地備受推崇及甚具影響力。

本會工商政策副總監陳偉群博士與本會中國商務部經理盧慧賢於3月30日出席工商及科技局局長召開的CEPA諮詢會議，香港服務業聯盟轄下旅遊及資訊業的成員亦有出席會議。

**歐洲**

甘泉香港航空有限公司創辦人兼主席李卓民博士蒞臨本會於3月19日舉辦的小型午餐會，分享對長途航空服務轉變的看法，並談論其公司即將推出的歐美航線。

波蘭經濟部國際經濟合作司司長 Cezariusz Kwaterski 於3月19日在波蘭駐港商務領事 Andrzej Pieczonka 陪同下到訪，由本會國際商務及項目總

監吳惠英接待，雙方討論如何進一步加強波蘭與香港的經濟合作。

芬蘭外交部大使及對外經濟關係局局長 Jorma Korhonen 於3月20日到訪本會作禮節性拜訪，由歐大衛及吳惠英接待，並介紹香港的最新商業發展。

英國貿易及投資局約克及亨伯郡專業與商業服務業專家 Colin Russell 於3月27日到訪本會，與吳惠英討論如何擴大對有意來港營商的英國東北部企業的協助。

德國工商總會國際經濟事務亞太區總監 Sabine Hepperle 博士、波蘭商會主席 Andrzej Arendarski 博士和捷克工業總會副總裁及對外關係總監 Dagmar Kuchtová 於3月28日到訪本會，由吳惠英接待，並向他們介紹本會服務及香港的商業發展。

克羅地亞經濟商會副主席 Dunja Konjevod 與方志偉於4月13日簽署合作備忘錄，以促進和發展香港與克羅地亞的經貿關係。簽署儀式由克羅地亞駐華大使 Boris Velic 博士見證。

**環境**

香港商界環保大聯盟於3月19日與可持續發展委員會更佳空氣質素支援小組召集人程子俊會面，討論委員會就空氣質素而展開的公眾參與計劃之有關事宜。本會為香港商界環保大聯盟秘書處。

本會工商政策部於3月30日與商界環保協會召開工作會議，制定清新空氣約章認證計劃的細節。商界環保協會已審核本會總辦事處的節能措施，以展開計劃的第一步。





# HKGCC Joins MTR Hong Kong Race Walking

## 總商會參與「地鐵競步賽 2007」

Over a thousand race walkers took part in the "MTR Hong Kong Race Walking 2007" in Central on April 15, to support one common goal – walk for a healthier Hong Kong.

Chamber CEO Alex Fong led the Chamber's team to participate in the walking race to help raise funds for the Hospital Authority Health InfoWorld's "Better Health for a Better Hong Kong" campaign.

Top Asian race walkers also flew in from China, Malaysia, the Philippines, Singapore and Thailand to compete in the men's and women's elite competitions, giving the opportunity for local race walkers to learn winning skills and techniques from overseas athletes.

The Chamber's team was cheered along the route by supporters, including the Chamber's very own cheerleaders. 🌸



逾一千名競步健兒於 4 月 15 日齊集中環參與「地鐵競步賽 2007」，為建設一個「更健康的香港」出一分力。

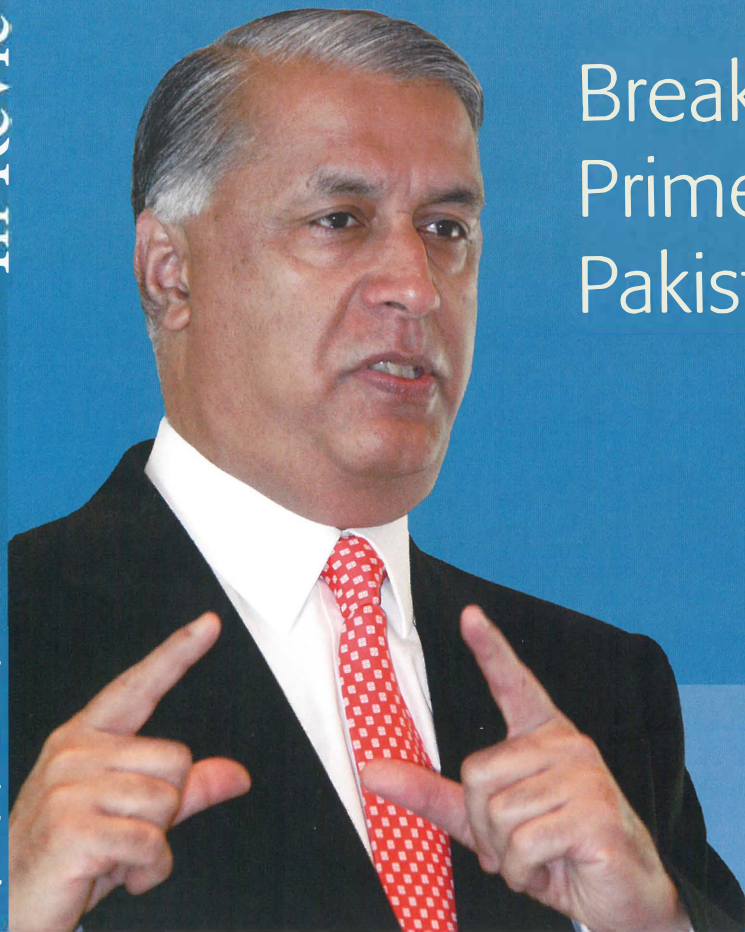
本會總裁方志偉率領本會隊伍參加競步賽事，以協助醫院管理局健康資訊天地「健康創繁榮」運動籌款。

來自中國、馬來西亞、菲律賓、新加坡和泰國的競步好手亦專程到港參與「地鐵競步賽 2007」的男子及女子精英組比賽，與本地競步健兒切磋競步技巧和交換心得。

支持者及本會的啦啦隊成員沿途不停為本會隊伍吶

喊打氣。🌸





## Breakfast with the Prime Minister of Pakistan Shaukat Aziz

"Pakistan's economy has been a real success story in the past seven years," says Prime Minister Aziz.

阿齊茲總理說：「巴基斯坦經濟在過去七年創出了一個真實的成功故事。」

Pakistan is ranked as one of the fastest growing economies in the world. In the past five years, the economy has doubled, along with per capita GDP. Its performance is even more remarkable considering that in 1999 the country was teetering on the brink of bankruptcy.

Pakistan's Prime Minister Shaukat Aziz is credited as being the chief architect of the turnaround and is widely respected among foreign investors. The former international banker told members at a special Chamber breakfast meeting on March 27 that he expects the country's 7-8% annual growth to continue this year as his reforms continue to attract investors.

"Pakistan's economy has been a real success story in the past seven years and we expect this to continue," he said. "In the last eight months, foreign investment in Pakistan has increased 180%."

Pakistan also ranked among the top-ten reformers in the world, he added. Privatization of its public sector industries has been progressing at full steam, and there are no restrictions on foreign ownership of banks or utilities – sectors that are traditionally restricted to outside investment on grounds of national sovereignty.

"Many countries think if someone outside your country comes in and buys your bank it affects the national sovereignty. We think not, so long as our regulators know what they are doing," he said.

"The worst thing that a government can do is to tell an entrepreneur what percentage you can have in a business. That is not the government's job. Either you believe in foreign investment or you don't, so we have opened it up."

Pakistan, however, still doesn't allow investors to sleep totally at ease at night, as

# 巴基斯坦總理阿齊茲早餐會

巴基斯坦是全球經濟增長最快的國家之一。儘管該國曾於1999年一度瀕臨破產邊緣，但過去五年，當地經濟及人均生產總值仍能錄得達兩倍的強勁增幅，表現卓越。

巴基斯坦總理阿齊茲在處理經濟危機上應記一功，在其領導下，經濟弱勢得以迅速扭轉，故他亦深受外國投資者的尊崇。這位前國際銀行家於3月27日出席本會特別舉辦的早餐會時表示，他所推出的改革措施將繼續吸引投資者，故預料國家經濟今年仍會維持7至8%的增長。

他說：「巴基斯坦經濟在過去七年創出了一個真實的成功故事，我們期待這故事將延續下去。過去八個月，巴基斯坦的外資增加了180%。」

他續說：「巴基斯坦亦是全球十大改革國家之一。國家正全力推動公營事業私有化，而且亦沒有限制

extremists in the country conduct sporadic attacks. The Prime Minister himself survived a suicide attack when his driver and eight others were killed. He admits that Pakistan's "brand" has to be improved, but he downplayed media reports of unrest by saying that when people visit the country they are pleasantly surprised.

"We have to change the mindset of people. Today, anybody you talk to will tell you that the government of Pakistan is the most open, the most transparent, the most business-like of any government in that whole region," he said. "And the reason for this is that we have gotten out of the black box approach. We put all policies on the Web. Anything new we publish it in advance to let people criticise, to let people critic, then we adjust and we keep adjusting to improve as we go along." ❀

Podcast: [www.chamber.org.hk/bulletin](http://www.chamber.org.hk/bulletin)

外資擁有銀行或公用事業。而在維護國家主權的原則下，這些行業傳統上都不會對外資開放。」

他表示：「許多國家認為，若容許境外人士參與及收購境內銀行業務，將可能對國家主權構成影響。我們認為，只要監管機構能有效作出監管，上述情況便不會發生。」

阿齊茲說：「政府限制外資控股比例的做法最不可取，那不是政府應做的事。對於外資的態度，你只有信任或不信任兩個選擇，因此，我們決定對外開放市場。」

然而，由於巴基斯坦國內的極端份子不斷發動零星攻擊，令投資者對當地的投資環境仍未能感到完全安心。阿齊茲總理本身亦曾遭遇過自殺式襲擊，而他的司機和另外八個人則在此次意外中喪生。他承認，巴基斯坦的「名聲」有待改善，惟他認為，傳媒報導有關動亂時過份渲染，並指當地的實際情況定會令遊客感到喜出望外。

他說：「我們必須改變人們的心態。現在，所有人都會告訴你，巴基斯坦政府是區內最開放、最具透明度及最有效率的政府，這是因為我們已脫離黑箱作業。我們會在網上公佈所有政策，而政府在發表任何新政策前，都會先諮詢民意，然後再進行相應調整，並會不斷作出改善。」 ❀

網播：[www.chamber.org.hk/bulletin](http://www.chamber.org.hk/bulletin)

Chamber Deputy Chairman Dr Lily Chiang thanks Prime Minister Aziz for his talk. 本會常務副主席蔣麗莉博士感謝巴基斯坦總理阿齊茲的精彩演說。



# Vietnam: The Next China?



Buildings forming part of the skyline of Hanoi, Vietnam, are seen from the National Convention Centre.

從越南國家會議中心放目遠望，可見建築物與天際連成一線。

"People are getting very interested in Vietnam again and bringing serious money," says Mrs Brooke.

蒲祿祺女士說：「越南再次引起投資者的興趣，令大量資金湧入。」



Vietnam missed out on the growth boom that has transformed Asia during the past decade. Its entry into the World Trade Organization on January 11 this year, making the country the 150th member of the trade body, is expected to help this slow-starter quickly catch up with its economically successful neighbours.

If this sounds a little like *deja vu*, you are half right. When investors started injecting money into Asia in the early 1990s, many people thought Vietnam would open as fast as China and sunk investments into the country. But unfortunately, that was not the case, according to an expert on business investment in Southeast Asian.

Michael Lorenz, Director of Lorenz & Partners (Hong Kong) Ltd, who advises international companies on setting up their business in Southeast Asia, with a special focus on Vietnam, told members at the Chamber's April 10 roundtable luncheon that today, Vietnam is very much like China 30 years ago.

"We see a trend that companies going into Vietnam are going in for production. If you are looking for an alternative manufacturing base to the PRD, then Vietnam is a place to consider," he said. "People are very hard working, and relatively cheap at HK\$500 per month, which is quite reasonable compared to the PRD."

Vietnam's entry to the WTO should make it easier for companies set up in the country, but as Mr Lorenz points out, many exemptions have been included in its accession agreement. Moreover, rules will be phased in over a 10-15 year period.

Entrepreneurs have long been dipping their toe into the Vietnam market by setting up small businesses masquerading as representative offices, but as a rep-office by definition is not allowed to engage in business, the authorities are now keeping a very close eye on representative offices, he said.

# 越南：明日中國？

Although trade in services can be a challenge for some businesses, Margaret Brooke, from Professional Property Services Ltd, who is an active participant in the Vietnam property market both as an investor and an advisor, said at the luncheon that although “there are problems still in Vietnam, it is developing, and it has some way to go, but we first started our office there in 1993-94. So as far as I am concerned, Vietnam is doing brilliantly. It’s really come a very, very long way.”

FDI into the country last year almost doubled 2005’s total to reach US\$7.6 billion, but as both speakers pointed out, one or two large investments could easily distort FDI growth performance. However, domestically, 106,000 SMEs have set up in the country since 2000, many of them returning Vietnamese who are playing a crucial role in the country’s development.

“People are getting very interested in Vietnam again and bringing serious money, and I think this is because people now think this is a serious market,” Mrs Brooke said. “It had its problems, it went slowly, but it is now really picking up and doing quite well.”

The country’s strong growth is putting a strain on infrastructure, especially power and transportation networks, which Mr Lorenz said the Vietnamese Government is encouraging companies to build through BOT deals.

Office supply is also very limited in major cities, which is continuously pushing up rents. Mrs Brooke said the average cost for grade-A office space is around US\$32 per square meter, and that price is expected to jump by between 10%-15% this year.

One area that Vietnam is expected to excel in is tourism. Presently, the number of airlines and hotels operating in the country is limited, but just as manufacturers are calling Vietnam the next China, the tourism sector sees it more as the next Thailand. ✿

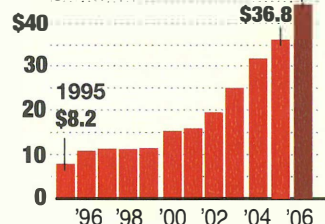
Podcast: [www.chamber.org.hk/bulletin](http://www.chamber.org.hk/bulletin)

## Vietnam's progress 越南的發展

### Trade picture 貿易表現

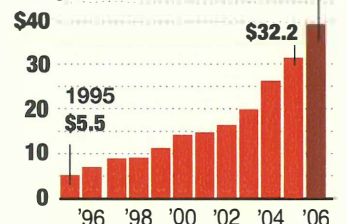
#### Imports 進口

in billions 10億計



#### Exports 出口

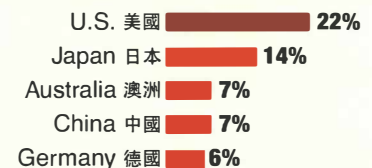
in billions 10億計



#### Top import sources 主要進口來源



#### Top export buyers 主要出口買家



### At a glance 其他資料

Population, 2005 83.5 million  
人口 (百萬計)

GDP per capita, 2006 \$725  
人均生產總值

GDP sectors 經濟行業  
Services 服務業 38%

Industry 工業 40%  
Agriculture 農業 22%

Inflation rate, 2005 7.6%  
通脹率

Unemployment rate, 2005 4.4%  
失業率

© 2005 KRT  
Source: CIA World Factbook, General Statistics Office of Vietnam  
Graphic: Pat Carr, Todd Lindeman



"If you are looking for an alternative manufacturing base to the PRD, then Vietnam is a place to consider," says Mr Lorenz.

Lorenz 先生說：「企業若要拓展珠三角以外的另一個生產基地，越南會是一個值得考慮的地方。」



越南錯過了 10 年前為亞洲經濟帶來重大轉變的增長浪潮。然而，隨著其於今年 1 月 11 日加入世界貿易組織，成為該貿易體系的第 150 個成員國，越南將可望趕上鄰近的經濟強國，成為後起之秀。

上述情況也許似曾相識，但事實卻不盡然。90 年代初，當投資者開始把資金注入亞洲時，很多人都以為越南會像中國般迅速對外開放，以吸納外資。然而，一位東南亞商業投資專家認為，事實並非如此。

Lorenz & Partners (Hong Kong) Ltd 董事 Michael Lorenz 是國際企業顧問，專門協助企業在東南亞（尤其是越南市場）開設業務。他出席本會 4 月 10 日舉辦的小型午餐會時表示，今日的越南就像 30 年前的中國。

他說：「趨勢顯示，到越南營商的企業都是從事製造業的廠商。企業若要拓展珠三角以外的另一個生產基地，越南會是一個值得考慮的地方。當地人勤奮工作，每月工資只有港幣 500 元，較珠三角便宜和合理。」

越南加盟世貿，應有助企業在當地開設業務，惟 Lorenz 先生指出，越南入世協議給予該國多項豁免，而有關規定亦可在 10 至 15 年內分階段落實。

他說，一直以來，企業均透過代表處的名義在越南設立小型業務，以探索及進入當地市場，但在法律上，代表處並不能從事任何業務，故當局現已密切注視外資在越南設立代表處的情況。

對於一些企業而言，發展服務貿易會是一項挑戰。午餐會的另一名講者、Professional Property Services Ltd 主席蒲祿祺，本身亦是越南房地產市

場顧問及投資者，對此她表示：「儘管越南市場仍然存在問題，經濟尚處於發展階段，要走的路仍很長，但我們早於 1993 至 94 年間已在當地開設首個辦事處，我認為越南其實已走了一段漫長的道路，才能有如今的出色表現。」

去年流入越南的外國直接投資達 76 億美元，較 2005 年的總額激增近兩倍，但兩位講者均指出，一至兩個大型投資項目已足以影響外國直接投資的增長表現。然而，自 2000 年以來，已有 106,000 家中企在越南設立業務，它們大部分都是回到越南投資的企業，對於當地的經濟發展，均扮演著重要的角色。

蒲祿祺說：「越南再次引起投資者的興趣，令大量資金湧入，因為他們都認為當地市場潛力巨大。事實上，越南市場亦存在著問題，經濟發展緩慢，但目前已逐漸起步，表現理想。」

越南經濟的強勁增長已對當地基建構成沉重壓力，尤其是能源和交通網絡方面。對於後者，Lorenz 先生表示，越南政府正鼓勵企業透過 BOT 模式（即「興建、營運、轉移」的形式），以完善道路網絡。

越南各大城市的辦公室供應亦嚴重短缺，令租金不斷上升。蒲氏說，甲級寫字樓的平均租金約為每平方米 32 美元，預計有關價格將於年內進一步上升一至一成半。

越南的旅遊業預料將有可觀發展。儘管現時在當地營運的航空公司和酒店數目有限，不過，正如不少生產商視越南為明日中國，在旅遊業方面，它亦有望成為明日泰國。✿

網播：[www.chamber.org.hk/bulletin](http://www.chamber.org.hk/bulletin)

# Chamber Team Wins International Business Golf Tournament

## 總商會於國際商貿高爾夫球賽中獲勝



Seventy six golf lovers participated in the 7th International Business Golf Tournament at Xili Golf & Country Club, Shenzhen, on March 30. Golfers representing five business organizations – the Hong Kong General Chamber of Commerce, Federation of Hong Kong Industries, Chinese General Chamber of Commerce, Chinese Manufacturers' Association of Hong Kong, and the Hong Kong Chinese Enterprises Association – took part in the annual event.

The Chamber's Ian Robinson (below, left), of Robinson Management Ltd, won the Individual Champion Cup, while HKGCC's Team 3 – Chu Tak-ming, Edmond Yue, Kyran Sze, and Roy Ying – won the Team Cup. As this marks the third consecutive year that the Chamber has won the cup, HKGCC is entitled to keep it and the cup now has pride of place in the Chamber's boardroom. 🌸

76名高爾夫球愛好者於3月30日參加假深圳西麗高爾夫鄉村俱樂部舉行的第7屆國際商貿高爾夫球賽。這項活動每年舉辦一次，而參與本屆賽事的高爾夫球選手來自5個商業機構，包括香港總商會、香港工業總會、香港中華總商會、香港中華廠商聯合會及香港中國企業協會。

本會會員羅賓信顧問有限公司代表羅賓信奪得個人組冠軍，而由朱德明、余國賢、施家殷及殷輝組成的總商會第3代表隊則奪得隊際賽冠軍。由於總商會已連續3年摘冠，因此本會可永久保留獎盃留念，獎盃現已放置於本會會議室。 🌸

### RESULTS 賽果

#### Team Cup 商貿杯 (團體)

Champion:	Hong Kong General Chamber of Commerce
冠軍:	香港總商會
First Runner-up:	Chinese General Chamber of Commerce
亞軍:	香港中華總商會
Second Runner-up:	Federation of Hong Kong Industries
季軍:	香港工業總會

#### Individual Cup 個人杯

Champion:	Ian Robinson	冠軍:	羅賓信
First Runner-up:	Sammy Lee	亞軍:	李惠森
Second Runner-up:	Kyran Sze	季軍:	施家殷
Longest Drive:	Peter Hung	最遠發球獎:	洪克協
Nearest to the pin:	Tenniel Chu	最近旗桿獎:	朱鼎耀
Honest Prize:	Antonia Hugh	優異獎:	丘偉基





## A Business Risk Unnoticed: HIV / AIDS

### 被忽視的商業風險：愛滋病

"Rainbow House," in Port-au-Prince, Haiti is an orphanage for children that have been affected by the AIDS epidemic. Children at the home line up to clean their hands before eating dinner, and taking their medications for HIV/AIDS. 位於海地太子港的「彩虹屋」是一間專為感染愛滋病的兒童而設的孤兒院。院內的兒童在用膳前先排隊洗手，並服用愛滋病治療藥物。

Before I came to Hong Kong, I ran our bank's business in Africa, where HIV is an extremely serious problem. In 1999, we conducted a survey of our staff across Africa, and the results were startling. On any given day, at least one in ten staff could not come to work – either because they were attending a funeral, caring for sick relatives, or they were sick themselves. In Botswana today the average life expectancy of a male is 29 years!

Now, imagine the cost to business of carrying this level of absenteeism and replacement of staff. It is huge! But more significant than the impact on business is the massive consequential impact on society that snowballs from HIV/AIDS. Let me give you some examples.

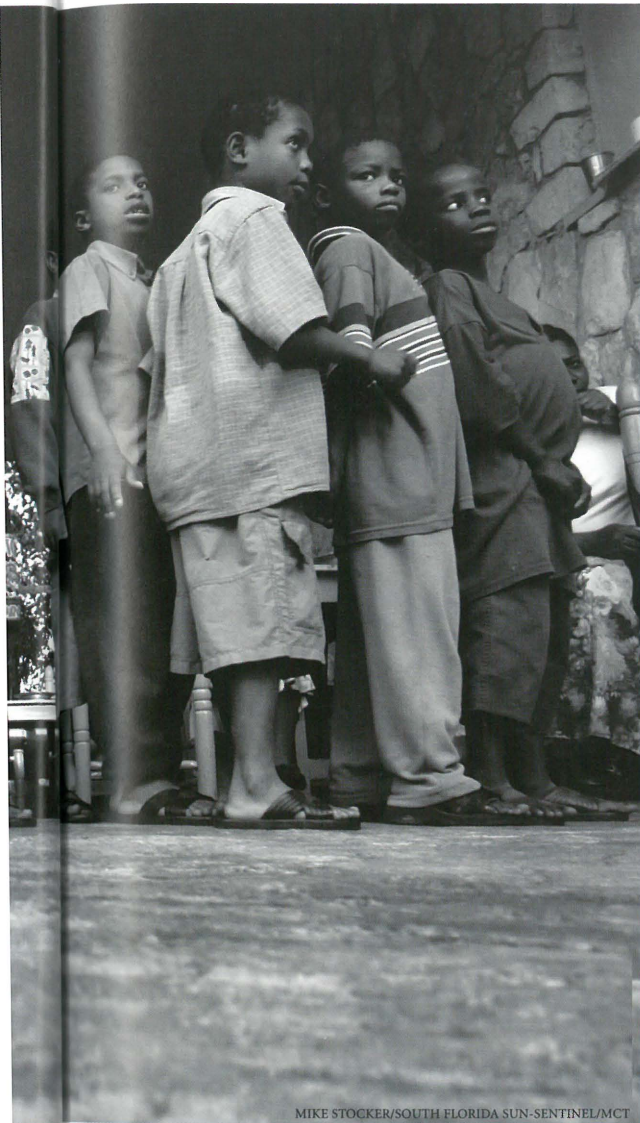
In South Africa, the disease kills more than 900 people every day, and has left 5.5 million

HIV-infected people. According to estimates by U.N. AIDS and the World Health Organization, the disease killed 320,000 people in 2005 and almost 346,000 in 2006 – creating 1.2 million orphans. The actuarial association of South Africa estimates that by 2015, the number of AIDS deaths will reach 4.5 million, and there will be 2.5 million orphans under the age of one.

African governments also have their hands tied facing a problem they can't fix alone. Lacking proper hospitals, medical professionals, educational systems and social infrastructure; there is very little they can do to help.

Seeing the full-blown impact of the virus inspired me – and many of my colleagues at the bank – to make a change. We knew this could not continue. In response, we developed our first HIV/AIDS policy, which





MIKE STOCKER/SOUTH FLORIDA SUN-SENTINEL/MCT

Peter Sullivan, CEO of Standard Chartered Bank in Hong Kong, explained at the Chamber's 'Meet the Banker Series' luncheon on April 17 how HIV and AIDS pose a significant risk to people and threaten to have a major impact on businesses. Following is an abridged version of that speech.

渣打銀行(香港)有限公司行政總裁蘇利民為本會4月17日舉辦的「銀行家系列」午餐會作演說，討論愛滋病如不能及時得到控制，將如何對人類及商界帶來重大的威脅和影響。下文乃當天演說的內容精華。



was based around four key principles:

- Non-discrimination
- Treating people as normally as possible
- Provision of information and
- Sharing information outside the bank

In 2004, we updated our HIV/AIDS policy to include the provision of antiretroviral drugs for staff and their families under the bank's local medical policies. Recognising that education is our best weapon in the war against HIV/AIDS, we launched a programme called "Staying Alive" for all of our staff in Africa in 2000. Focusing on prevention through education, we developed this programme in consultation with staff, governments, NGOs and other corporations.

Based on the success of this programme, we further refined and evolved the curriculum to reflect the changing needs of our people and

the communities. In 2003, the new programme, "Living with HIV" was introduced to all of our employees around the globe – teaching everyone about the HIV virus and how to protect themselves from transmission.

But why am I telling you all of this? Many of you are probably thinking that this is an Africa problem – far away, nothing to do with us here in Hong Kong. It is easy to be alarmist and to roll out a list of statistics, but I strongly believe that prevention is much better than cure and being prepared is critical. It is inevitable that the virus will worsen in China, which has many of the social challenges of Africa. We are preparing our staff in Asia now.

One of the most important areas where the greatest impact can be made is in testing. Testing is the key to slowing the spread of the

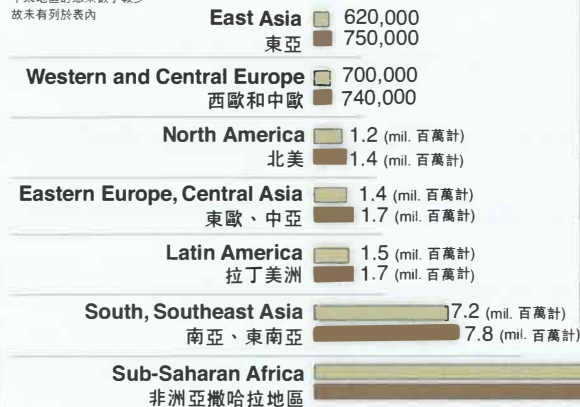
## AIDS epidemic still on the rise

Changes in the world epidemic since 2004, according to new United Nations figures:

**愛滋病仍在蔓延** 聯合國就2004年來全球愛滋病疫情所發表的最新資料：

### People living with HIV/AIDS 愛滋病患者

Note: Smaller numbers in Oceania, Caribbean, North Africa, Mideast not shown  
備註：大洋洲、加勒比海地區、北非及中東地區的感染數字較少，故未有列於表內



Source 資料來源：UNAIDS 聯合國愛滋病規劃署 Graphic 圖表：Jutta Scheibe, Morten Lyhne

### Global summary 2006

#### 2006年全球概況

Total living with HIV/AIDS 愛滋病患者總數 **39.5** (mil. 百萬計)

Adults 成人 **37.2** (mil. 百萬計)

Women 婦女 **17.7** (mil. 百萬計)

Children 兒童 **2.3** (mil. 百萬計)

New infections 新感染人數 **4.3** (mil. 百萬計)

Adults 成人 **3.8** (mil. 百萬計)

Children 兒童 **1 530,000**

AIDS deaths 愛滋病死亡人數 **2.9** (mil. 百萬計)

Adults 成人 **2.6** (mil. 百萬計)

Children 兒童 **1 380,000**

© 2006 MCT

HIV virus, and studies have shown that 90% of those infected by the virus do not even know they are HIV positive.

Another area where business can make a difference is in spreading awareness about HIV/AIDS. Recent studies have shown that 54% of businesses in China feel that AIDS is not an issue that will affect them in the next five years. However, a report by the Chinese Ministry of Health indicated there were around 70,000 new HIV infections in 2005, and 25,000 AIDS-related deaths. At this rate, figures indicate that China will be home to at least 10-15 million HIV positive people by 2010. These numbers are most likely significantly understated!

The Chinese government is very aware of the coming potential crisis, and has been taking steps to avert disaster. On World AIDS day in 2003, Wen Jiabao became the first Chinese premier to shake hands with an HIV-positive person.

This handshake, which was broadcast close-up around the world, signified a major shift in the government's approach towards HIV/AIDS. Government recognition and involvement in the HIV/AIDS challenge is

absolutely critical to begin making a difference. In Uganda, after the government moved past denial and began taking action against HIV/AIDS, we saw transmission rates drop from 30% to single digits. I think China has made a great start, but there still remains much more we can collectively do to address the challenge.

Many of you have businesses and staff in China. And if you do, your businesses – and your people – face potential risk. As responsible companies, we owe it to our staff and our customers to find out more about HIV/AIDS, how to manage it in the workplace, and especially how to prevent its transmission. We have to be prepared! As I mentioned earlier, we have a great deal of experience in working with other companies to develop their own HIV education programmes, and we're more than happy to help.

Taking action on HIV/AIDS is not only the right thing to do, it also makes good business sense. Management fads come and go, but smart business people simply can't ignore the social and business benefits that come from joining the global response against the spread of HIV. 🌸

Podcast: [www.chamber.org.hk/bulletin](http://www.chamber.org.hk/bulletin)  
Visit iBulletin to read the full text.

來到香港之前，我在非洲渣打銀行工作，愛滋病在當地是個極其嚴重的問題。1999年，我們對非洲的所有員工進行了一項調查，結果令人震驚：在任何一天，公司內每十名員工至少會有一人不能上班，原因可能是要出席喪禮、照顧患病親屬，或是自己本人染病。在博茨瓦納，男性目前的平均壽命僅為29歲！

可以想象，在缺席率及僱員更替率高企的情況下，企業將蒙受多大的損失！然而，比商業影響更嚴重的，是愛滋病對社會各方面所造成的連串巨大影響。讓我給大家舉些例子。

在南非，每天都有900人以上死於愛滋病，而感染愛滋病的人數亦達550萬。聯合國愛滋病規劃署和世界衛生組織估計，愛滋病患者死亡人數在2005年和2006年分別為32萬和34.6萬，令120萬名兒童淪落為孤兒。南非精算協會預測，到2015年，患愛滋病而死亡的人數將達450萬，而一歲以下的孤兒將有250萬人。

面對這個不能獨力解決的問題，非洲各國政府都顯得束手無策。在缺乏適當的醫療機構和專業醫護人員，以及教育制度和社會基礎設施落後的情況下，政府可做的實在非常有限。

體驗到愛滋病毒所帶來的巨大禍害後，我和銀行內的許多同事都決定要作出改變。我們知道情況不能再延續下去，因此，我們引入了一套有關愛滋病的政策，當中的四大原則包括：

- 一 反歧視
- 一 盡量視患者為正常人般看待
- 一 資訊提供
- 一 對外分享資訊

2004年，我們改進了有關政策，在公司的醫療制度內，加入一項向員工及其家屬提供抗逆轉錄病毒藥物的措施。由於意識到教育是戰勝愛滋病最有力的武器，因此，我們於2000年向所有非洲員工推出一項名為「攜手活下去」的計劃，旨在透過教育來預防愛滋病，並不時諮詢員工、政府、非政府組織及其他公司的意見。

由於計劃成效理想，我們進一步更新及改進有關課程，以切合員工及社會不斷轉變的需求，2003年，渣打更為全球員工推出「關心愛滋行動」教育計劃，向所有員工提供有關愛滋病毒，以及如何加強自我保護，免受病毒感染等資訊。

然而，我何以要向大家提供以上資訊？很多人可能認為，愛滋病只是非洲的問題，與香港無關，無須感到大驚小怪。事實上，要列舉大堆統計數據並不困難，但我深信預防勝於治療，故我們必須做好準備。由於中國也面臨許多與非洲類似的社會問題，因此，愛滋病亦將會在中國蔓延，這是無可避免的趨勢。渣打銀行現正準備向亞洲員工推出計劃。



RICKY WONG/KRT

對病毒進行檢測，是最重要而又能有效控制愛滋病蔓延的方法之一。檢測是控制病毒散播的關鍵，研究顯示，90%感染病毒的人士甚至不知道自己是愛滋病毒陽性帶菌者。

商界可以做的另一項工作，是推廣和加強人們對愛滋病的認識和關注。最近有研究顯示，54%的內地企業認為，愛滋病在未來五年都不會對其業務運作構成威脅。然而，中國衛生部公布的一份報告指出，2005年中國約有7萬宗新的愛滋病感染個案，有25,000人則死於愛滋病。按此推斷，到2010年，中國將至少有1,000至1,500萬名愛滋病毒陽性帶菌者，而這些數字更極有可能只是保守的估計！

中國政府清楚意識到面臨的潛在危機，並已採取措施，以防疫症大規模爆發。在2003年的世界愛滋日，溫家寶成為首位與愛滋病患者握手的中國總理。

這次被全球廣泛報導的握手舉動，標誌著中國政府對愛滋病的態度所作的重大轉變。在對抗愛滋病的工作上，政府的重視和參與絕對能產生正面作用。在烏干達，政府改變了過往否定和抗拒的態度，並開始採取實際行動以對抗愛滋病後，病毒傳播率得以由30%下降至單位數字百分點。我認為，中國政府已有了一個良好的起步，然而，要越過面前的挑戰，各界仍須在多方面合力作出配合。

在座大部份人都有在中國開設業務和招聘員工，而你們的業務和員工將面臨潛在的危機。作為負責任的公司，我們應向僱員和客戶提供更多關於愛滋病的資訊，讓他們瞭解如何在工作場所進行監控，尤其是預防病毒蔓延。我們必須做好準備！我剛才提到，我們曾與多家公司合作，協助它們發展愛滋病教育項目，故我們在這方面具有豐富經驗，並樂意向業界提供協助。

採取實際行動以對抗愛滋病不僅是企業應做的事，而且也是明智的營商策略。管理概念會順應潮流而不斷轉變，但精明的企業家絕不能忽視參與全球性對抗愛滋病蔓延的行動所帶來的社會和商業效益。

網播：[www.chamber.org.hk/bulletin](http://www.chamber.org.hk/bulletin)  
如欲閱讀全文，請瀏覽《i工商月刊》。

A Chinese man reads an AIDS poster during an AIDS awareness campaign in Kunming, China. Ignorance of AIDS is widespread in China, which until recently viewed it as a foreigners' disease.

在中國昆明舉辦的愛滋病關注活動上，一名中國男子正在觀看一張愛滋病宣傳海報。中國百姓普遍對愛滋病認識不足，直到今天，愛滋病仍被視為是一種「外國人的疾病」。

# Chamber Visits Terminal 2

## 參觀機場二號客運大樓



HKGCC organized a special tour of Terminal 2, a new passenger terminal at Hong Kong International Airport, on April 18 to learn more about the new HK\$2.8 billion facility and the Airport Authority's expansion plans.

HKIA ranks as the 5th busiest airport in the world in terms of international passengers, and busiest in cargo throughput, 85% of which is China related. As such, the Mainland is at the centre of the Airport Authority's development plans, which Chief Executive

Officer of Airport Authority Hong Kong Stanley Hui said was the main purpose of building Terminal 2.

Five ferry ports scattered across the Pearl River Delta feed passengers through the airport onto international flights. As they check-in and pass through immigration procedures to leave the Mainland, they are shuttled directly into transit, so technically never enter Hong Kong. In total, around 1.8 million passengers make use of the service every year. He expects this to expand once the new ferry piers are completed at Terminal 2. In addition, coaches from the PRD also shuttle Mainland passengers between 70 Mainland towns and cities and the airport, making around 250 trips per day.

Beijing and Shanghai's airports have seen the number of destinations that they serve and passenger throughput expand by up to 40% in the past five years. However, only 25% of flights in China are international. Whether





Hong Kong can expand its domestic routes is dependent on the Mainland authorities, he said.

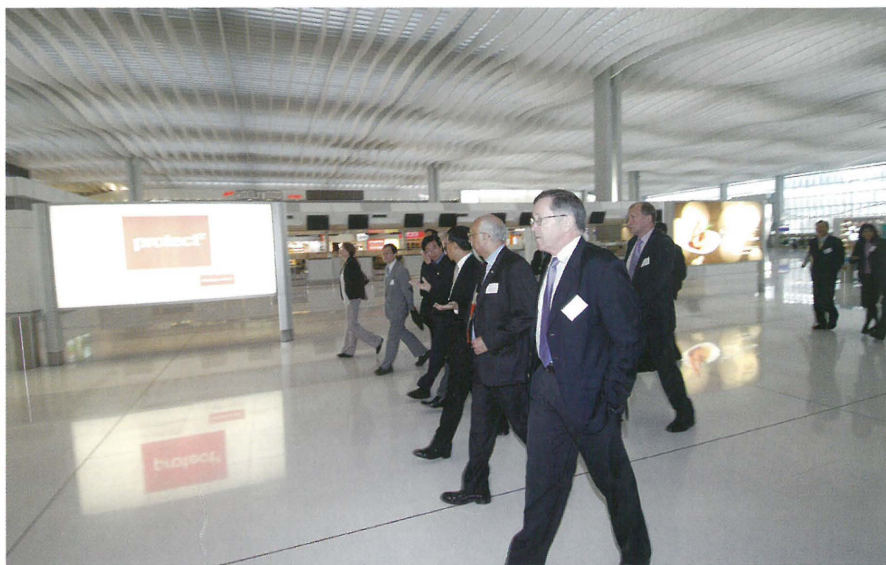
A hurdle to expansion lies in the capacity of the airport's current two runways. He said consultations on the feasibility of a third and its implications would have to be carried out, as would discussions on airspace in due course.

The airport forecasts that by 2025 its passenger volume will have reached 80 million passengers, almost double the 44 million for 2006.

Terminal 2 is located next to Terminal 1. After checking in at Terminal 2, departing passengers pass through immigration, customs and security screening, then connect to Terminal 1 via a shuttle train. 🌸

Chamber Deputy Chairman Dr Lily Chiang exchanges souvenirs with Mr Hui after his briefing on the airport's development plans. 許先生向團員介紹機場發展計劃後，與本會常務副主席蔣麗莉博士互贈紀念品。





本會於4月18日特別率團前往香港國際機場最新落成的二號客運大樓參觀，以深入瞭解這項投資28億港元興建的新設施，以及機場管理局的擴展計劃。

香港國際機場的國際客運量位列全球第五，國際貨運量方面更高踞全球首位，而往來中國的貨物亦佔85%。由此可見，內地已成為機場管理局發展計劃的核心，香港機場管理局行政總裁許漢忠表示，興建二號客運大樓的主要目的，亦是為配合有關發展。

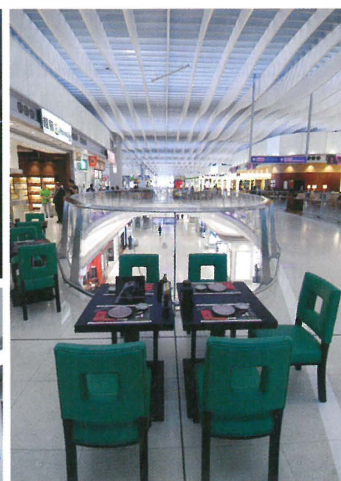
珠三角現時設有五個渡輪碼頭，讓旅客乘搭跨境快船前來香港機場，再轉乘飛機前往海外。旅客在內地港口辦理登機和離境手續後，便會乘搭渡輪來港，直達機場過境區，故嚴格來說並沒有入境香港。使用有關服務的旅客總數每年約180萬人次。他預料，位於二號客運大樓的新渡輪碼頭啟用後，旅客人次將會有所增長。此外，內地旅客還可乘搭跨境旅遊車，往返香港機場與遍佈珠三角的70個城鎮，每天的服務班次約250班。

近五年來，北京和上海機場營運的航點及客運量均增加達四成。然而，內地只有25%的航線為國際航線。他說，香港能否擴展往來內地的航線，將視乎內地有關當局的需要。

機場現有兩條跑道的容量，為未來發展帶來障礙。他表示，當局將在適當時候就興建第三條跑道的可行性及其影響進行諮詢，並就空域的有關問題展開討論。

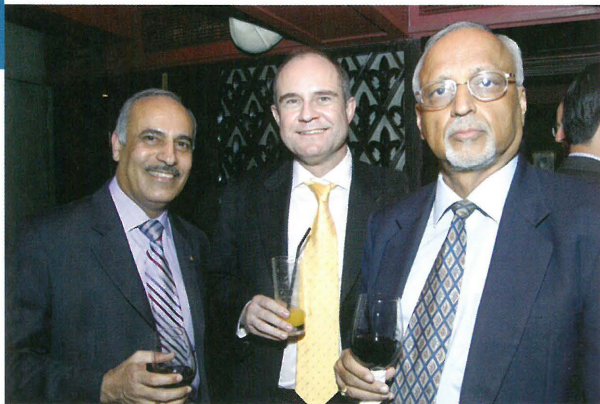
預計到2025年，機場的旅客量將增加至8,000萬人次，較2006年的4,400萬人次上升近一倍。

二號客運大樓位於一號客運大樓旁。離境旅客於二號客運大樓辦理登機、出境、清關及保安檢查等手續後，便可乘坐接駁列車前往一號客運大樓登機。



# Chamber Happy Hour at KEE Club

## 總商會歡樂時光



Chamber General Committee members Stephen Ng and Manohar Chugh were among the members networking and relaxing after work at the Chamber's Happy Hour



on April 12 at KEE Club. Whether you just enjoy chatting with like-minded people, finding new business contacts, or simply making new friends, the Chamber's after-work get-together is *the* place to be. Keep an eye on the Chamber Website for news of our next Happy Hour. See you there! ✿

總商會理事吳天海及文路祝蒞臨本會4月12日於KEE Club舉辦的「歡樂時光」聚會，與會員輕鬆歡聚，聯繫友誼。無論你旨在跟志同道合者暢談，擴充商務脈絡，抑或結識新朋友，這個工餘聚會皆能滿足你的需要。有關下次聚會的詳情，請密切留意本會網頁。誠邀你光臨一聚！ ✿



# China-ASEAN Partnership Building for the Future

Fears among Asian economies that China's entry into the World Trade Organization (WTO) in 2001 would divert foreign direct investment that might otherwise have gone to them into the Mainland have, for the most part, failed to materialize.

Foreign investment in China has increased, as have its exports, but so too has FDI in Asia.

Last month Premier Wen Jiabao warned that China needed to curb its economic growth, which hit 11.1% in the first quarter. China's planners have been trying to put the brakes on economic growth for a number of years through macro economic controls, with mixed results.

Some investors have started to look elsewhere, and manufacturers, being squeezed by China tightening its export processing trade policy and rising costs in established manufacturing centers like the PRD, are also looking at Asia in a new light. Factory owners are being encouraged to set up in central China to balance development with coastal areas and to ease pollution, but are asking how long will they be allowed to operate before being asked to move again?

They know that China is not the only booming base for low-cost production, and Asia is riding on the coattails of the Mainland's growth, especially the ten ASEAN countries, which saw





## 中國與東盟為未來共建夥伴關係

a record US\$37 billion of investment in 2005. For some manufacturers, Southeast Asia is providing a welcome alternative to putting all their eggs in their China basket.

ASEAN, together with South Korea, Taiwan and India increased their share of global manufacturing to more than 9%.

Wang Hui, Deputy Director-General of Economic Affairs Department, Liaison Office of the Central People's Government in the HKSAR, told members that Chinese companies are also feeding the region's growth. He said ASEAN is not only a very important source of imports for China, it is also an increasingly important recipient of investment from Chinese enterprises. In 2005, Chinese enterprises invested US\$172 million in the 10 ASEAN countries.

Speaking at the launch of the Chamber's new "Business Connect with China in a Rapidly Globalizing Economy Series" roundtable luncheon on April 16, Mr Wang said "it is increasingly evident that bilateral economic relations between China and ASEAN are entering a new era."

China-ASEAN trade reached US\$160.8 billion in 2006, an increase of 23.4% over the previous year's figure. ASEAN has become China's fifth largest trading partner and export market (China's export volume to ASEAN in 2006 reached US\$71.3 billion, up 28.8% over 2005) and China's fourth largest source of imports (China imported US\$89.5 billion worth of goods from ASEAN in 2006, up 19.4% over the previous year).

Tai Hui, Economist, Global Research, Standard Chartered Bank, also speaking at the luncheon, said growth of China-ASEAN trade has been outperforming that of the U.S. and EU for the past five years.

He forecasts that Asia's performance will be more diverse over the short term, with Indonesia, Malaysia, and Singapore looking like being the best performers, while Taiwan and Thailand have potential to raise their game as they have been underperforming.

The China-Asia supply chain interaction will continue to evolve, but the region needs to develop vibrant industries and services to sustain this growth, stressed ADB's annual economic publication, Asian Development Outlook, "Growth amid change."

Industry cannot prosper without efficient infrastructure, and services alone cannot provide the levels of productivity to boost growth and the jobs needed to spread its benefits, the ADO says.

The old idea was that countries would specialize as they open up to trade. Fertile agricultural countries would export grains and other commodities. Countries whose only asset is their workers would specialize in making garments and other labour intensive activities.

In fact, what has happened in developing Asia is that at surprising low incomes, countries have started to diversify. The Mainland and Vietnam produce a remarkably diverse range of products given their low per capita incomes. This pattern holds true for others.

This diversity is being driven in no small measure by the Internet, believes David Wei, President, Business-to-Business Division of Alibaba Group. The Internet has opened up opportunities to small and medium-sized businesses in China and Asia that were previously unimaginable.

Narrating examples of how small businesses were rewriting the rules of global commerce, Mr Wei told members at a Chamber luncheon on April 19 that SMEs were being given the means to compete with established giants, through online trading platforms like Alibaba.

Mr Wang believes that as the Mainland economy and companies continue to grow, and bilateral economic interdependence increases, economic growth on one side will inevitably support and promote growth for the other side.

“As China continues to open up to the world, its strong economic growth will create new opportunities for ASEAN economies and promote the development and prosperity of ASEAN member countries,” he said. 🌸

📻 Podcast: [www.chamber.org.hk/bulletin](http://www.chamber.org.hk/bulletin)

Members can download materials presented at the above luncheons at iBulletin.

中國於 2001 年加入世貿時，亞洲國家都憂慮，大量外國直接投資會轉向流入中國，但事實證明，上述情況並沒有發生。

流入中國的外國投資不斷增長，而中國的出口亦在上升。有見中國經濟首季錄得達 11.1% 的增長，故上月 (四月) 溫家寶總理警告，中國需要控制有關趨勢。中國領導人多年來一直嘗試透過推出各項宏觀經濟調控措施，以壓抑過熱的經濟增長，但成效各異。

部分投資者開始探索其他出路，而受中國出口加工貿易政策調整，以及在珠三角一類發展成熟的生產基地營運成本上漲等因素影響，製造商亦紛紛尋求往亞洲其他地區發展。另一方面，中國政府鼓勵廠商把生產線遷往中部，以平衡沿海與內地的發展和改善環境污染。然而，廠商的憂慮是，他們把廠房遷往別處後，政府會否在不久以後要求他們再遷廠？

廠商瞭解到中國並非是唯一的低成本製造業基地，亞洲亦正努力趕上中國的增長步伐，特別是 10 個東盟成員國，在 2005 年錄得達 370 億美元的投資流入。對於一些製造商而言，東南亞正為他們提供另一個具吸引力的選擇，以分散在中國的投資。

東盟、南韓、台灣和印度所佔的全球生產比率已上升至 9% 以上。

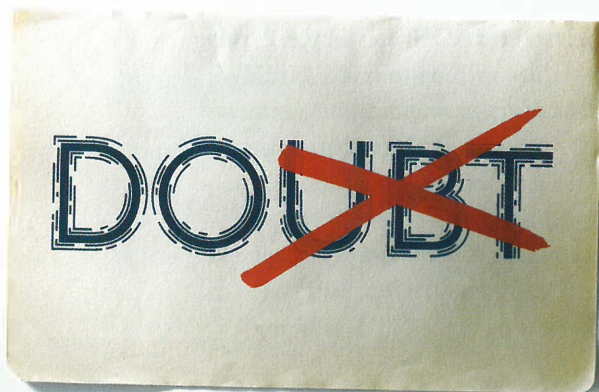
中聯辦公室經濟部副部長 (正司級) 王暉表示，中國企業亦有推動區內的增長。他認為，東盟不僅是中國進口的重要來源地，也逐漸成為內地企業投資最多的地區之一。在 2005 年，中國企業在 10 個東盟國家共投資達 17,200 萬美元。

王氏於 4 月 16 日為本會舉辦的「走出去、引進來商務聯繫系列」午餐會揭幕時說：「中國與東盟的經貿關係顯然正朝著一個嶄新的時代穩步邁進。」

2006 年，中國與東盟的貿易總額達 1,608 億美元，比上年增长 23.4%。東盟已成為中國第五大貿易夥伴和出口市場 (2006 年，中國對東盟出口 713 億美元，較 2005 年上升 28.8%)，以及第四大進口來源地 (2006 年中國從東盟進口 895 億美元，較前一年增加 19.4%)。

渣打銀行經濟師許長泰亦有為午餐會作演說，他指出，中國與東盟近五年來的貿易增長已超越美國和歐盟。

他預期，亞洲地區短期內的表現將明顯各異，其中印尼、馬來西亞和新加坡被視為表現最佳，而台灣



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及泰國的經濟表現雖未如理想，惟該等市場卻有潛力尋求改善空間。

隨著中國和亞洲地區之間的供應鏈不斷互動演變，區內各地亦有必要發展較活躍的行業及服務，以維持有關增長；亞洲開發銀行的年度經濟報告《亞洲經濟展望》亦強調「轉變中尋求增長」的重要性。

報告指出，工業的繁榮離不開完善的基礎設施，服務業自身無法提供經濟發展所需的生產力水平，以及推廣經濟發展成果所需的職位。

傳統觀念認為，貿易開放將令國家趨向專門化。例如，多產的農業國將出口穀物及其他農產品；而以勞動力為主要資產的國家，則傾向發展製衣業和其他勞動密集型工業活動。

事實上，不少發展中的亞洲地區正憑藉其較低的薪酬水平，發展多樣化生產。以中國和越南為例，兩地都是以較低的人均收入，發展極具多樣化的商品生產。這種發展趨勢亦漸見於區內其他發展中國家。

阿里巴巴集團企業電子商務 (B2B) 總裁衛哲表示，互聯網的發展是造就多樣化生產的重要元素，原因是互聯網的商業平台，可為內地及亞洲區的中小企提供前所未有的貿易商機。

衛哲於4月19日出席本會舉辦的午餐會時向會員表示，透過參與阿里巴巴一類的網上貿易平臺，中小企也有能力與大企業參與市場競爭，令規模較小的貿易，逐步在環球營商模式中發揮影響力。

王暉先生還指出，隨著內地經濟和企業的不斷發展，以及中國與東盟經濟相互依存關係的日益緊密，任何一方的經濟發展都將對另一方產生重要的推動和支持作用。

他說：「中國的不斷開放和經濟高速成長，將為東盟經濟發展提供新的機遇，促進中國與東盟的共同發展。」

如欲下載午餐會演說的內容，請登入《i工商月刊》：  
[www.chamber.org.hk/bulletin](http://www.chamber.org.hk/bulletin)

Mr Wei says the Internet has given small businesses the means to compete with established giants in the supply chain.

衛哲認為，互聯網可讓小型企業參與供應鏈，與大企業進行競爭。



**Swordfish Carpaccio (HK\$195)**

A wafer-thin slice of swordfish dressed with colourful petals, crushed nuts and caviar to delight the eyes before the taste buds.  
 鱈魚薄切

五彩繽紛的花瓣，佈滿配以碎果仁、黑魚子的劍魚片就像一幅美麗的圖案。

Good chefs do not limit themselves to designing menus based on a single cuisine, they are melting pots of culinary styles known as fusion cuisine.

— Gerry Ma

近年的世界飲食潮流已不再只是由主流的菜種獨領風騷，法國菜、意大利菜、西班牙菜、中國菜及日本菜之外，各地的廚師由於遊歷機會漸多，吸收了不同地方的飲食特色，漸漸融合成新的飲食文化——融合菜餚。  
 — 馬桂榕

Fusion cuisine has been popular in Australia for many years, due to the eclectic mix of influences brought by immigrants from Asia and Europe, especially the Mediterranean region. With this blend of culinary tradition and abundance of quality natural produce, it is little wonder that Australian chefs are setting the standard for fusion cuisine. Geoff Lindsay, the renowned Australian chef who established Melbourne's Pearl, opened the restaurant's first overseas branch in Hong Kong late last year.

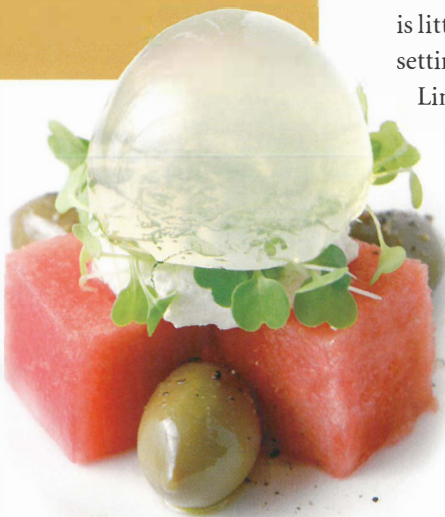
His dishes, noted for their innovative concepts and refined presentation, are now available at Pearl on the Peak. Located in the Peak Tower overlooking Victoria Harbour, the restaurant has been open since October, but I have resisted trying it until they settled down

**Clear tomato jelly salad (HK\$120)**

A lot of patience and time is needed to make this jelly, which is done by carefully extracting the clear tomato juice and setting it in gelatine. The light tomato taste, combined with goat cheese, rosewater-flavoured watermelon cubes and large Spanish olives creates a very refreshing starter.

玫瑰香露西瓜伴蕃茄晶瑩啱嚙

將新鮮蕃茄打茸後，過濾成蕃茄水，加入魚膠片製成啱嚙，製作需時，配以羊乳芝士，滲入玫瑰水的西瓜及西班牙大橄欖是開胃的頭盤菜式。



# Fusion on the Peak

## 山頂上的融合菜饌

By Gerry Ma 馬桂榕

– in the interest of making a fair review. In my experience, the first few weeks after a restaurant opens is a trial period, and although being among the first to try a new restaurant can satisfy my ego, it is unfair to the chef and restaurant as they need time to perfect their menu and service. Also, I need to be fair to myself as I am the one who pays the bill!

Rushing to try a restaurant when it is going through a teething period can leave you with the wrong “first impression.” Pearl on the Peak opened at a time when a host of top French restaurants were establishing themselves in Hong Kong, such as Amber, Caprice, Pierre, L’Ateier de Joel Robuchon and Aspasia. As those high-class restaurants are renowned for fine dining, which is not the style that Pearl is aiming for, it would be simply unfair to compare them.

Before visiting Pearl on the Peak, restaurant reviews in magazines and newspapers tended to always focus on describing the spectacular view of Victoria Harbour that you can enjoy at the restaurant, as well as its décor. As for the food, I haven’t heard any negative comments from my friends, who rate its dishes as decent, but nothing outstanding. Some reviews compared Hong Kong’s Pearl to the one in Melbourne, and criticized it for not employing a full team of

foreign chefs as the original one does, saying that the view is the only attraction.

These reviews made me wonder if Hong Kong’s Pearl is nothing more than just an ordinary restaurant whose main selling point is its picturesque view. Rather than judging based on my friends’ experiences and reviews, I decided to try it myself, as personal experience is the only way to truly discover the true taste.

We booked a table for 6:30 one evening to catch the dusk and night views from the Peak, but unfortunately, the weather wasn’t cooperating as a heavy mist had settled over Hong Kong. Still, this allowed me to concentrate on the food. While most dishes sounded straight-forward, the combination of ingredients showed character, especially the appetizers. For the main course, after a detailed description from the waiter, we decided on two of his recommendations, one fish dish and one meat.

As night fell, the view outside remained hazy, but the atmosphere in the restaurant was cosy. Before our starters arrived, the



### Chestnut soup (HK\$90)

Flavoured with truffle oil and decorated with slivers of truffle. To be savoured slowly.

#### 栗子濃湯

一道栗子濃湯，不單帶有濃烈的松露油香，更配以細細的松露小批，再來一口粟子沙律，享受的過程一定要慢慢品嚐。



### Pearl on the Peak

Level 1, The Peak Tower  
128 Peak Road,  
Hong Kong  
香港山頂道 128 號  
凌霄閣 1 樓  
2849 5123

The elegant surroundings and casual atmosphere make Pearl on the Peak perfect for small, private parties.

地方優雅舒適，但絕不拘謹，全場只有 100 座位，適合小型派對，美食美景，盡與朋友分享。



### Kurobuta organic pork loin chop (HK\$328)

Coconut caramel roast Kurobuta organic pork loin chop with shredded apple celeriac and radish salad, served with mashed sweet potato.

有機黑豚柳

椰香焦糖烤有機黑豚大排，搭配蘋果芹根、櫻桃蘿蔔沙律及薯蓉。

quenelle. Served in the shell, the tender, sweet pearl meat is cooked by the Australian chef in a wok, no less, with typical Chinese flavourings – soy sauce, rice wine and ginger – together with Chinese chives and shiitake mushrooms. The result is not only a fine stir-fry dish but the ultimate example in fusion cuisine.

For the main courses, we had Kurobuta pork loin chop and sea bass. The fish, or fish 'n' chips, must be eaten with the roasted cloves of garlic for a surprisingly good taste, and spud lovers will be happy to hear that these chips have depth. The fragrant organic Kurobuta pork loin roasted with coconut caramel, made me secretly thank the waiter for recommending it. Although already quite full,

I still wanted to taste if the desserts matched the quality of the other dishes.

Both the peach soufflé and strawberry snow eggs were interesting, and

as we enjoyed them the

mist outside dispersed to reveal a panoramic picture postcard view of Victoria Harbour to provide the perfect after-dinner entertainment.

The food at Pearl on the Peak adheres to the principle of less oil, less salt, and its chef's masterly use of ingredients – sophistication, but not over elaboration – justified Lindsay's reputation.

To get an impression of Pearl on the Peak during day time, I revisited the restaurant with my family for lunch on a Sunday. With sunlight flooding through the huge windows, we enjoyed a different ambience, and different dishes. Especially worth trying are the tartare of beef, and chestnut soup. ❀

waiter served Pearl's homemade sourdough bread, best eaten with the accompanying lemony olive oil, and crispy hibiscus flower, which was crunchy and sweet, and just enough to stimulate our appetites.

Our first starter was clear tomato jelly salad, served on rosewater-flavoured watermelon cubes, Australian goat cheese, and large Spanish olives. The refreshing ball of tomato jelly is made from tomato juice (which is actually very light green) and set with gelatine. It has a light tomato taste, but not the colour, and with the floral watermelon cubes, mild cheese and tangy olives, the ingredients form a unique, but not over elaborate salad. The second starter, swordfish Carpaccio, looked like a pretty work of paper craft – colourful petals and crushed pistachio nuts were scattered over a wafer-thin slice of swordfish, punctuated with tiny pinches of caviar. The elegant composition tasted even better than it looked, as the balance of flavours from the lemon oil dressing, swordfish, and assorted trimmings was perfect.

Delighted with these two starters, I impulsively ordered another – Pearl meat

### Tartare of beef (HK\$150)

Made-to-order with minced Australian Wagyu beef, chopped onions, capers, baby gherkin, whitebait and coriander. To enjoy, mix the quail egg yolk into the tartare and dip in a toast soldier.

紅菜苗提撻生和牛肉糰

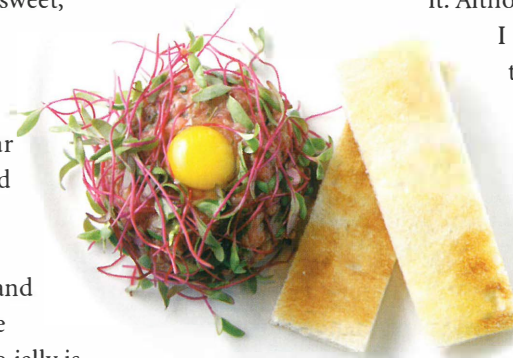
選用澳洲和牛，製成免治後，加入洋蔥、小瓜粒、酸青瓜仔、銀魚仔和香茜拌勻。菜式即叫即做。吃時把鴨蛋和牛肉他拌勻，再塗上多士吃。

### Peach soufflé (HK\$90)

Peach soufflé, champagne sabayon tart, and almond praline ice cream.

蜜桃橋乎厘

搭配白桃香檳沙巴翁、果仁奶油桃和杏仁奶油雪糕。





### Sea bass (HK\$280)

Cooked to perfection, and even better eaten with a clove of garlic.

鱸魚

鱸魚燒得恰到好處，吃時記得配以大蒜，更覺美味。

事實上，fusion 菜早已在澳洲流行，這可能是因為澳洲是多元民族國家，吸收了不同地方的移民，包括來自歐洲的意大利、西班牙、希臘等地中海區域的人，以及亞洲的越南、泰國、日本及中國人，集各地飲食精髓，形成了一股新的 fusion 菜動力，加上澳洲地大物博，食材豐富，廚師更能發揮得淋漓盡致。去年底前得知享負盛名的澳洲名廚 Geoff Lindsay 來港合作開設澳洲墨爾本 Pearl 餐廳在澳洲以外的第一間海外店，當然雀躍不已，期待餐廳開業。

他走的是摩登新派路線，菜式以賣相精緻，意念創新見稱，在當地是知名度極高的廚師。香港的 Pearl 餐廳座落於山頂的凌霄閣，擁有維港靚景，名字就用上“Pearl on the Peak”。雖然餐廳在去年 10 月份開業，我並沒有刻意趕上開業的第一二天前往，因為根據我的經驗，餐廳運作的首一至兩個星期正是各方面的適應期，貿然為滿足那種先睹為快的虛榮感，嚐到的可能是最好或是最差的，然後胡亂評定餐廳的質素，對廚師或餐廳都不公平，對自己更是最不公平，因為付錢的是自己本人。

在不適當的時候，懷著要求其高的心態去嚐試，以為這是對餐廳的考驗，但事實上只是錯過了一次真正的「第一印象」。除此之外，因當時正值多間頂級餐廳在香港同時開業，大部份標榜都是法國 fine dining，剛剛連續試過 Amber、Caprice、Pierre、L'Atelier de Joel Robuchon 及 Aspasia，當時若前往不同風格的 Pearl，難免有先入為主，對己對人也不公道。

未有機會前往，就先聽一聽其他人的評語吧，大部份雜誌及報章的報導，都大肆標榜 Pearl 店內 270 度環迴維港靚景，著重提及店內的裝修特色，先睹



### Pearl meat quenelle (HK\$180)

Cooked as a typical Chinese stir-fry with soy sauce and ginger, an exceptionally bold dish.

珍珠蠔肉

單看賣相已夠吸引，韭菜花、日本香菇絕對是東方食材，加入豉油、薑，以中式小炒方法做成，毫不避諱，水準極高。

為快的朋友們去後的評語，大部份都只提及靚景，食物方面大都是說滿意，沒有說不好的，但也沒有提到特別驚喜的，食評提到的都是講景多過評食物，個別食評家就以墨爾本原店作為比較，嫌不是百份百外國廚師班底，與總店有出入，更說香港店只是勝在個 view 夠吸引。

聽到這裡，開始懷疑香港的 Pearl 是否真的不外如是，只勝在有靚景？但又有人去後嫌食物不夠 fine dining，環境不夠高貴，到底是甚麼回事？聽人評價，不如親身前往，為的就是個人的親身體驗，尋找菜饌的真味。

當天入座的時間為晚上六時三十分，目的是希望能同時欣賞傍晚及晚上的山頂景色，但不幸的是當日山頂景色迷濛，看到的只是霧色，甚麼靚景也看不見。打開餐牌，菜式名稱不見誇張，但細看發現食材的配搭

頗有特色，特別是頭盤那一部份，有好幾個都頗吸引，價錢絕對合理，細問下知道份量不大，所以多點幾道頭盤，主菜選擇也很平均，各種海鮮跟肉類都有供應，留意得到頗注重配菜方面，聽過侍應逐款細心描述，就點了他們的兩款推介，一魚一肉。

天色開始轉黑，窗外依然一片迷濛，這時很多客人陸續入座，頗有熱鬧氣氛，頭盤送上前，侍應奉上 Pearl 自家製的 sourdough，配以檸檬橄欖油來吃，然後再送上大廚準備的餐前小吃「炸大紅花」，吃下脆脆的、甜甜的，雖然一小塊，但已引起食慾。

最先奉上的頭盤是「玫瑰香露西瓜伴蕃茄啫喱」，晶瑩的球狀啫喱以西瓜方塊盛著，中間加入一片澳洲羊乳芝士，旁邊再配以西班牙特大橄欖，由於蕃茄啫喱是用新鮮蕃茄打茸後，過濾成蕃茄水，加入魚膠片製成，所以吃時只有清淡的蕃茄味，看不到半點蕃茄的顏色，滲有玫瑰水的西瓜，甜中帶有花香，羊乳芝士味道不太濃，那夥大橄欖的酸味帶起特有的作用，這道沙律頭盤特別來得不花巧。第二道頭盤出場時，看到五彩繽紛的花瓣，佈滿在薄薄的劍魚片上，加入碎粒的開心果仁，在適當的地方再放上一小撮黑魚子，看上去就像一盤美麗的彩紙屑勞作，拼圖優雅，吃時感受到輕輕的檸汁油香和香橙鮮味，新鮮劍魚片的特有氣質沒有受到豐富的配料所騷擾，碎果仁及黑魚子更恰當地扮演配角的身份。

吃了兩道頭盤實在感到極為滿意，我忽發奇想，在主菜奉上前，臨時再點了一道「珍珠蠔肉」，加插成為另一道頭盤。「珍珠蠔肉」以原隻的貝殼奉上，賣相非常吸引，看上去發現有幾條韭菜花，珍珠蠔肉味道鮮甜，柔軟的肉質帶有中菜的豉油、酒香及薑味，配以日本的香菇，簡直是一道上好的小炒，

#### Strawberry snow eggs (HK\$90)

Tahitian vanilla custard with  
Japanese strawberries and  
strawberry candy floss

草莓雪花蛋奶

淋有大溪地香草奶黃醬，襯著  
草莓味波斯棉花糖的鳥巢。



細問下原來澳洲廚師跟足中式炒法，連鑊也用上中式的，不怕避嫌，這道簡直是 fusion 融合菜的至高境界。

所點的主菜則分別是 kurobuta pork loin chop 及 sea bass，心中想吃魚又想吃肉，眼見四周環境都熱鬧輕鬆，毫無半點拘謹，管他呢！就來個分甘同味吧，先分吃鱸魚，再將大大的豬柳分享。看上去似是 fish and chips 的鱸魚煎得香香的，肉質軟滑，吃時配以旁邊的大蒜粒，效果出奇地好，不要遺忘放在四邊的薯條，愛吃土豆的人一定能分別出這條薯條不簡單。帶著椰香的有機豬柳可以是這麼好吃的，慶幸剛才點菜時信賴侍應的推介。雖然吃得飽飽的，但菜式的水準這麼好，又怎能不試試甜品的功力。

Peach soufflé 及 strawberry snow eggs 各有特色，奉上甜品時，望出窗外，這時天色變得清了，雲霧也散了，一幕絕美的夜景自 270 度的窗外盡入眼簾，全無遮掩，迷人的景色，配以精美的甜品，簡直絕配，有如飯後的表演節目，不遲不早。原先以為因當天晚上大霧，無緣看到絕世美景，晚餐時更留心細嚐美食，品嚐了一道道味覺極度滿足的摩登國際菜 (modern international cuisine)，發現為何 Geoff 能享負盛名，菜式以少油少鹽為原則，口味較清淡，善於利用食材的配搭，夠精緻，但不花巧，創新的意念發揮在一道道的菜式上。至於視覺上的享受，維港美景對我來說只是其次，由於我以「平常心」前來 Pearl on the Peak，得以嚐到這新派菜饌的真味，也未因遇上大霧迷濛景色而失望，影響心情，最後更是隨緣的看到美麗夜景，那又有甚麼話可說呢！

白天在 Pearl on the Peak 用餐的感覺又如何呢？為了尋找答案，某星期天中午與家人再次前往，陽光由大窗外照入，環境更覺自然舒服，當日點選了其他菜式，水準也同樣地出色，其中「撻撻牛肉」及「栗子濃湯」值得一試。

中午時份在山頂的 Pearl 餐廳用膳，另有一番偷得浮生半日閒的感覺。Pearl 的地方不太大，約四千多呎，可容納 100 個座位，地方舒適自然，忽然想到若有一天可在這裡安排一個小型派對，與友人共同分享美食美景，那真是一生一大樂事。✿



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<u>Retail and Distribution Committee</u> Dr Aron Harilela	零售及分發委員會 夏雅朗博士
<u>Shipping &amp; Transport Committee</u> Mr Sean Kelly	船務及運輸委員會 柯禮賢先生
<u>Small &amp; Medium Enterprises Committee</u> Mr Gerry Ma	中小型企業委員會 馬桂榕先生
<u>Taxation Committee</u> Mrs Moi Ying Rule	稅務委員會 周梅影女士

## Committee Meetings

10 MAY

Americas Committee Meeting

10 MAY

Legal Committee Meeting

15 MAY

Taxation Committee Meeting

15 MAY

Chairman's Committee Meeting

25 MAY

Council & General  
Committee Meeting

31 MAY

Economic Policy  
Committee Meeting

13 JUN

DIT Committee Meeting

Chamber Special Groups  
總商會專題小組HKTBC-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

# Events

## 活動預告

### Training

8 MAY

Applying Updated ISBP 681 to Interpret UCP 600 New Articles  
引用最新 ISBP 681 號去詮釋 UCP600 號

8 MAY

Setting up business in Mainland China (*Cantonese/Putonghua*)  
如何在內地成立公司 (廣東話 / 普通話)

9 MAY

How to Detect Footprints in Fraudulent L/C Documents?  
如何去識破騙徒在信用証假單據上留下的破綻?

9 MAY

Legal responsibilities of Hong Kong employees working in Mainland China (*Cantonese/Putonghua*)  
港人內地就業應注意的責任承擔 (廣東話 / 普通話)

10 MAY

Protection of commercial secret in Mainland China (*Cantonese / Putonghua*)  
外資企業如何在內地保護公司的商業秘密 (廣東話 / 普通話)

14 MAY

How to be a Mentoring Manager?

15 MAY

Presentation Skills: Creating Personal Impact

15 MAY

Telephone English training specially designed to assist front-line staff that need to communicate in English on the telephone.

17 MAY

Advanced Networking Skills For Career and Personal Success

22 MAY

Developing Managers

22 MAY

Effective Succession Planning

### Conference

30 MAY

CEO Manpower Conference  
2007 "Hong Kong's Human Capital: Strategic Challenges – Practical Solutions"

### Subscription Luncheon

6 JUN

Richard Zannino, CEO, Dow Jones & Company

### Roundtable Luncheon

10 MAY

World Economic Outlook and Risks – How will the US, China and East Asia Perform over the Next 12 Months?

14 MAY

China Committee Beijing Mission Debriefing

21 MAY

What will Hong Kong's Future Population be like – insights from the 2006 Population By-census

### Workshop

23 MAY

IT for Non-IT Manager 2007

### Breakfast Seminar

16 MAY

"IRD extends their scope of tax audit, are you at RISK?" Jointly organized with PricewaterhouseCoopers

### Mission

21 ~ 24 MAY

HKGCC Mission to Vietnam

### Study Tour

16 MAY

Hong Kong Science Park

28 ~ 29 MAY

Zhuhai-Macau Visit

# Online Bits

## 網上新知

[www.chamber.org.hk/bulletin](http://www.chamber.org.hk/bulletin)

### Older Workers Put Out to Pasture

Despite the talent shortage, only 24% of employers in Hong Kong have strategies in place to recruit older experienced workers and only 20% have implemented retention strategies to keep them participating in the workforce, according to a recent survey by Manpower Hong Kong.

"Like many parts of Asia, Hong Kong face a rapidly aging population; however, this fact is not being addressed in the workplace. Many employers are not considering the percentage of their workforce that is set to retire in the next five to 10 years, and the potential loss of productivity and intellectual capital that will occur when those people leave their company," said Deborah Morgan, Director, Hong Kong Operations, Manpower. "If employers do not address this problem, they will fail to win the war for talent, as older adults will be relied upon as one of the most important sources of talent in the future workforce. Government could play a role by enacting anti-age discrimination legislation." *More>> at iBulletin*

### 年長僱員被迫退休

Manpower Hong Kong 最近進行的一項調查顯示，儘管面對人才短缺的問題，但只有 24% 的香港僱主有聘用較年長的資深員工，而有採用挽留策略，讓他們繼續參與勞動市場的公司，亦只佔兩成。

Manpower 香港區董事 Deborah Morgan 說：「與亞洲多個國家一樣，香港亦面對人口迅速老化的問題。然而，勞工市場卻未有正視這個事實。很多僱主均沒有考慮到未來 5 至 10 年內適齡退休僱員的比率，以及這些員工離職後對公司生產力和知識資本所帶來的潛在損失。僱主若不解決這個問題，將不能在人才爭奪戰中勝過對手，因為，年長人士將成為未來勞動力最重要的來源之一。政府也可制定反年齡歧視法例，協助解決問題。」

詳情載於《工商月刊》網頁

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Hong Kong General Chamber of Commerce  
香港總商會 1861

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# 縱橫零售系統 Dynamic POS System

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### 系統特色：

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- 具有條碼編造及條碼標籤列印功能
- 可使用普通列表機或微型列表機
- 可控制收銀機
- 可使用特別零售顯示器
- 可使用中文或英文
- 與縱橫會計系統完全連結
- 技術援助服務

### 文件、列表及報表包括：

- 零售發票、退貨單及訂單
- 貨品標籤
- 當日零售列表
- 貨品銷售報表
- 其他縱橫會計系統報表

零售顯示器

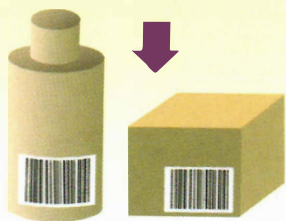
EWS Boutique  
\$1,640.00



微型列表機



掃描器



電子收銀機

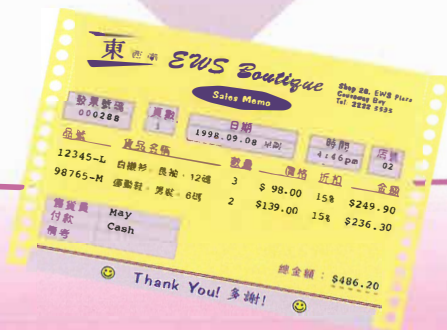
縱橫  
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零售發票



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