



HKGCC

Hong Kong General Chamber of Commerce
香港總商會 1861

the Bulletin

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Seeing the Bigger Picture

When I first heard that the government was considering to switch to a five-day workweek, my immediate reaction was one of stupefaction. After thinking it through, I feel it is a good move.

I can sympathize with bosses' immediate concerns on the issue, but I think we all need to sit back and look at the bigger picture. We have been trying to become a "world city" for as long as I can remember. Hongkongers work hard, very hard, to the extent that many people do not have the time – or energy – to pursue interests or broaden their education. Most employees habitually work one or two hours overtime every day and rather than head to the gym, theatre or a training course after work, most simply want to get home and spend the remainder of the evening with their families, while Sundays are used as a day of "recovery." Our so-called competitors around the region work a five-day week, so if the only thing that is keeping us ahead of them is our willingness to work harder, then I think we are in trouble. We need to learn to work smarter, not harder. We will never become a world city or knowledge economy if employees are not given the opportunity to cultivate their skills and knowledge.

Christina Ng
Senior Manager
Longking Company Ltd

5天工作制的宏觀意義

聽到政府考慮轉行每周5天工作制，我頓感愕然，但細想後覺得這轉變亦不失為良策。

對於為此事而緊張起來的老闆們，我表示同情，然而大家看事情應宏觀一點。依我記得，香港一直銳意成為「世界級都會」。香港人勤奮工作，許多人甚至為了工作而沒有時間或精神發展個人興趣或進修。大部分香港僱員慣於每天加班1-2小時，他們工餘已沒有時間上健身房、看戲或進修，不少人更寧願趕回家與家人共聚。至於星期天，則要盡量休息來「恢復元氣」。在區內，我們的其他對手均已實行5天工作制，若香港的唯一優勝之處只是僱員較勤勞，我認為並非好事。我們要懂得精明工作，而非只一味靠勤勞。若香港僱員沒有機會培養技能和學習知識，我們的城市亦永不能進化成世界級都會或知識型經濟。

Christina Ng
Senior Manager
Longking Company Ltd

工商月刊

the Bulletin

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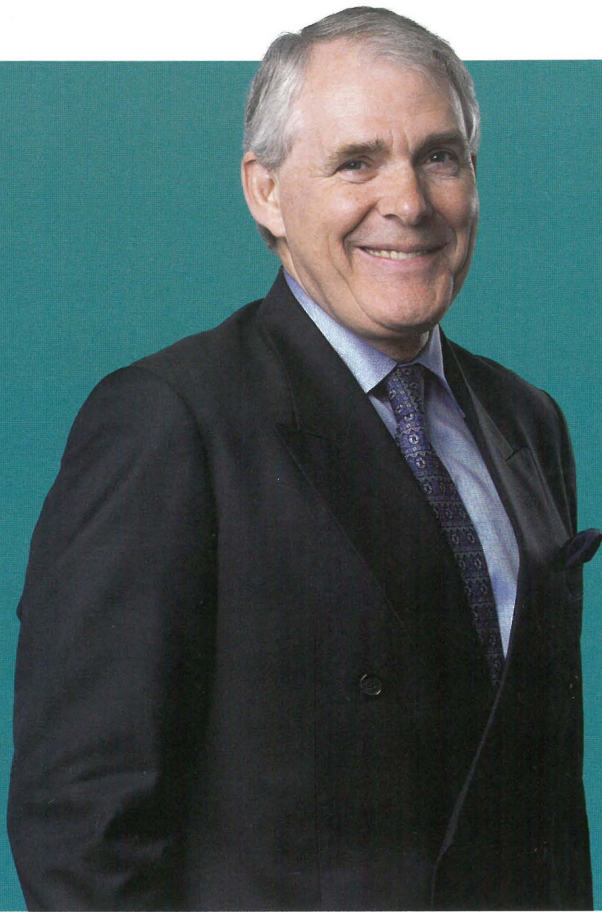
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Chairman's desk

主席之言

David Eldon 艾爾敦

MC6 ... Not Only a Conference, But Also a Legacy That Lasts

It was less than two months ago when the Sixth Ministerial Conference (MC6) of the World Trade Organisation ended at the Hong Kong Convention and Exhibition Centre, yet it all seems a long time ago.

MC6 was not the first large-scale event ever held in Hong Kong; neither will it be the last, nor the biggest. We hosted the World Bank/IMF Conference in 1997 with thousands of delegates, and in June last year 30,000 Lions Club delegates converged on Hong Kong for the Lions Convention. In 11 months' time, the ITU Telecom World event by the International Telecommunication Union promises to bring 100,000 visitors to Hong Kong.

Yet it was MC6 that delivered not only a conference on a global scale, but a lasting legacy. For it was an event which opened the eyes of the Hong Kong community to the realities of globalization.

For some people, perhaps it was the protests by Korean farmers and the unfortunate scenes of ugly confrontation that stick in their minds. Whatever causes the protestors champion, resorting to violence is unacceptable and serves only to belittle their campaign rather than promote their case. I must mention again that the Hong Kong Police did a great job in difficult circumstances; they truly lived up to their reputation as "Asia's finest."

For many others, however, MC6 enabled them to experience globalization at work. They have seen with their own eyes how trade liberalization – the economic driver of globalisation – affects people's lives. For farmers in some nearby OECD countries,

MC6：一個影響 深遠的會議

trade liberalization may affect them in a way they do not like. Other farmers in the poorest countries of Africa, who could not afford to come to Hong Kong, nevertheless look to trade liberalization as a way to lift them out of poverty.

For us in Hong Kong, rules on agricultural exports may seem irrelevant – although we are concerned about how these rules affect poor farmers everywhere. Nevertheless, a global pact on agricultural trade has particular relevance to us this time, because it is on such a pact that trade negotiations in other areas hinges. Hong Kong is a predominantly service economy, but for many other countries and regions, agriculture, industry and the service sector are integral parts of the same economy. Therefore negotiations on liberalisation of industrial tariffs and trade in services cannot proceed without an accord on agriculture. The latter is essential if the Doha Round is to fulfil its stated aim of helping lift least developed agricultural economies out of poverty.

MC6 did not actually deliver a pact, but it set a key milestone which has now become known as the “Hong Kong Declaration.” This Ministerial agreement, concluded at MC6, specifies concrete timelines within 2006 for the WTO’s Doha Round to be completed.

Under the Declaration, “modalities” for liberalization of trade in agriculture and industrial goods – consisting of some dozens of formulae for reduction of tariff and subsidies – will be established by April 2006. A few more months of work will be required to apply these modalities to the tens of thousands of goods to be traded. For trade in services, where discussion over the past few years has been largely on method rather than substance, a three-stage timetable has now been established to enable negotiations on key service sectors, such as financial services and logistics, to be undertaken within 2006.

Despite the outcome of MC6, success of the Doha Round itself is not assured. Much still needs to be done this year, and it will not be easy work. But at least trade negotiators will be arguing about real and concrete liberalisation, rather than spending the whole of 2006 negotiating about how to negotiate, thanks to the Hong Kong Declaration.

The Hong Kong Declaration was actually achieved against long odds. We must pay tribute to Secretary for Commerce Industry and Technology John Tsang, our own trade minister, for his admirable skills and leadership in guiding the negotiations to their conclusion. MC6 had begun almost like a gathering of long-faced officials in a stalled negotiation, yet it ended as a big party of smiling people relieved that the WTO is still in business.

There are, of course, some people – such as the anti-globalisation NGOs – who still question the value of the MC6. To them I point to the fact that the Hong Kong Declaration had the blessing of the one hundred developing countries which are eagerly looking to the 2006 negotiations to help their economies develop. We would have let them down if we had not concluded MC6 successfully.

As to those in Hong Kong who mourn the 250 million in taxpayers’ dollars spent to host this conference, I ask them to look at the wider picture. Every comment that we have heard from delegates and NGOs alike about Hong Kong, has been favourable. We have showcased to the world how Hong Kong is a shining example of the success of global free trade, and that at the same time we are also a “world citizen” who cares about the poorer economies. The recognition that Hong Kong is a constructive and influential player in global economic policy, and the fact that our “can-do” spirit is part and parcel of the success of MC6 is not something that can be measured in dollar terms. B

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

世貿第6次部長級會議 (MC6) 於香港會議展覽中心落幕僅個多月，但事情像已經過了許久。

MC6 並非首個在香港舉辦的大型會議，日後，亦會有其他更大規模的會議在我們的城市舉行。1997年，香港主辦世銀和國際貨幣基金會年會，數以千計的各地代表來港赴會。去年6月，國際獅子會年會在港舉行，來自全球的3萬多名獅子會會員雲集香江。今年年尾，國際電信聯盟的世界電信展將在香港揭幕，勢將吸引約十萬名海外訪客來港。

然而，MC6除了是個大型國際會議，更有著深遠意義和影響。經過這次會議，香港市民的眼界開闊了，也得以認識全球一體化的真諦。

部分市民也許對韓農示威和與警方衝突的場面留下深刻印象。無論示威者有什麼訴求，以暴力方式表達實在不能接受，既無助宣揚他們的訊息，也貶低了示威行動的意義。在此我要再度讚揚香港警務人員在惡劣情況下依然表現出色，無負亞洲最佳警隊的美譽。

此外，MC6讓大多數市民親眼看到在全球一體化之下，各地人民的生活如何受貿易自由化（全球化的經濟動力）影響。儘管貿易自由化或會影響區內某些經合組織國家的農民生計，但非洲國家的貧農卻視貿易自由化為他們的曙光，只是他們太窮，沒有經費來港出席MC6，表達聲音。

“
We have showcased to the world how Hong Kong is a shining example of the success of global free trade.
我們向全球展示自由貿易如何造就了香港的繁榮。

雖然我們都關心農產品出口規則如何影響其他地區農民，但這些規則看似與香港無關。不過，今次關於農業貿易的全球協定，卻關係到貿易談判的其他範疇，故與香港息息相關。香港經濟以服務業為主，但在許多國家和地區，農業、工業及服務業對經濟同樣重要。因此，關於放寬工業產品關稅及開放服務業的談判，亦必涉及農業方面的考慮。多哈回合談判聲明要協助落後的農業國家及地區脫貧，若要實現這目標，農業議題更是關鍵所在。

MC6沒有真正達成協定，然而《香港宣言》的通過，是個重大的里程碑。這份於MC6落實通過的部長協議，具體定出多哈回合須於2006年內完成。

根據宣言，放寬農業及工業貨品貿易的方法，包括計算如何削減關稅及補貼的大量程式，將於2006年4月前定出。其後要另花幾個月時間，把這些方法及程式應用於數以萬計的貿易貨品上。服務貿易方面，近幾

年的談判集中討論方法，欠缺實質。如今一個3階段時間表終於定出，讓各國可就金融服務及物流等主要服務業於2006年內進行談判。

儘管MC6取得成果，多哈回合的成敗尚未可料。今年要做的工作仍多，亦有難度。不過，多得《香港宣言》的通過，談判代表們今年至少會切實討論開放貿易，而非研究談判的形式。

誠然，《香港宣言》的通過殊不容易。我們必須讚揚香港工商及科技局局長曾俊華的表現，MC6在他的出色領導下順利完結。記得在會議之初，各地官員均為著談判僵局而憂心忡忡，但在會議閉幕時，與會代表均為著世貿議程再續而展露歡顏。

當然，某些人士，像反全球化的非政府組織，仍在質疑MC6的價值。對於他們，我要指出一點——《香港宣言》的通過，有賴近百個發展中國家支持，它們殷盼2006年的談判對其經濟發展有幫助，若MC6失敗，它們會很失望。

至於埋怨港府動用2.5億元公帑主辦MC6的人士，我希望他們從宏觀著眼。以本會所知，各地與會代表和非政府組織均對香港評價甚佳。透過主辦MC6，我們向全球展示自由貿易如何造就了香港的繁榮，亦彰顯我們是關心貧窮地區的「世界公民」。另外，香港對全球經濟政策的影響力和建設性，藉著今次會議得到國際認許。MC6的成功，是眾與會人士共同努力的成果，也是香港「拼搏精神」的體現。以上種種，都是無法以金錢來衡量的回報。B

艾爾敦為香港總商會主席。

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Jeffrey Lam 林健鋒

Pay Rises Mark Happy New Year ... for Some

As we welcomed in 2006, we heard encouraging news that many companies were planning pay rises for their staff, which marked a good start to the New Year for many employees. After a handful of arduous years, most companies can now finally see the dawn. Indeed, employers are happy to reward, motivate and share their business results with employees through pay rises or bonuses. These incentives aim to encourage staff to continue their good work and contribution to the company in the year ahead.

However, many industrious small- and medium-sized enterprises have yet to walk out of the economic gloom as they continue to face a number of challenges. Therefore, they may not be in a position to reward their committed staff with pay rises at the moment. Some have, however, tried their best to distribute bonuses as incentives.

Some human resources analysts have predicted that job-switching will again become common after the Lunar New Year, which hasn't been too common in recent years. I hope this is a signal that Hong Kong's economy is returning to the boom years, or at least recovering to the days before the Asian financial

部分僱員 新一年獲加薪

crisis. As we all know, employees are the most valuable assets of any company. Today, talent is in great demand and hard to find. Management is doing everything that they can to retain good employees. In fact, employers and employees rely on each other, which is also why employees should be understanding about the difficulties of their employers.

During the SARS outbreak in 2003, Hong Kong businesses were badly battered, and SMEs were the worst hit. On the verge of closing down, many responsible SMEs took profitless orders to keep their business running, and more importantly, secure the jobs of their employees.

Although Hong Kong's economy has grown in the last two years, SMEs that cut their prices to stay afloat have not raised prices substantially in light of competition. As such, despite higher productivity last year, most SMEs have not recorded significant growth in profit, with many of them only able to just keep their head above water or suffer a slight loss.

As SMEs strive to regain their footing, they are susceptible to external market forces. They are having to pay higher transportation costs due to record oil prices, and operational costs are rising in the wake of a series of interest rate hikes. In addition, various social security plans implemented in China as well as appreciation of the renminbi are also taking their toll on SMEs operating factories in the Mainland. Many SMEs are unable to transfer these costs to their buyers as they will lose to their competitors in other regions. All they can do is try every means to cut costs so as to stay competitive.

A few months ago, the Hong Kong Productivity Council announced that the Business Operating Environment Index for local SMEs for the fourth quarter of 2005 was 6.6%, down 5 percentage points over the previous quarter. This shows that SMEs are still cautious towards the business environment and their prospects for this quarter. But, as I always stress, most Hong Kong employers have a conscience and in spite of many uncertainties, they will soldier on and try their best to reward employees reasonably.

Modern management emphasizes relationship building between employers and employees by ensuring sufficient transparency to let employees better understand their company and any difficulty it may be having. Employees are more willing to commit to a company if they can work in a harmonious working environment, have good relations with the employer and get job satisfaction out of their work. I hope SMEs can recruit more talent to help them tackle the new challenges ahead, and that the government will launch more measures this year to facilitate the development of SMEs. **B**

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

Jeffrey Lam is the Chamber's Legco Representative.

踏入新一年，市場頻頻傳出好消息，多間公司均宣佈加薪，令人鼓舞，可以過一個開心快樂年。經過數年艱苦奮鬥，大多企業終見曙光，為獎勵員工及激勵士氣，僱主們其實都樂意用各種不同的方法與員工分享成果，加薪或發放花紅，都可以為員工打打氣，務求在新一年繼續上下一心，為公司打拼，皆大歡喜。

不過，一直默默耕耘的中小企，則面對排山倒海、來自四面八方的挑戰，未能完全走出困局。所以，他們未必即時有條件以加薪方式，獎勵和公司甘苦與共的員工；當然也有部份已盡力發放花紅，以示鼓勵員工的工作。

最近有消息指，農曆新年過後，商界將出現近年罕見的轉工潮。對此，我希望這是香港經濟再創高峰的先兆，或會重回金融風暴前的好境況。但大家都清楚，員工就是公司最寶貴的資產，現今社會求才若渴，人才難求，管理階層都盡力為員工提供良好的工作環境，留住好員工。事實上，勞資雙方是互動的，作為公司一份子，員工當然也應體諒公司的困難。

“

I hope the government will launch more measures this year to facilitate the development of SMEs.

我期望政府在新一年，盡快落實更多措施，為中小企拆牆鬆綁，助他們穩步發展。

”

回想2003年沙士襲港，百業蕭條，當時首當其衝的，就是中小企。為避免「手停口停」，不少中小企拒絕守株待兔，寧可不賺錢，也要接生意，務求令公司繼續運作，一盡社會責任，員工繼續有工作。

這兩年香港經濟雖然有所增長，但由於中小企小本經營，加上競爭激烈，割價後，一般都不會貿然大幅調升價格。去年中小企的生產力有所提升，不過仍未談得上有可觀的利潤增長，很多仍處於收支平衡、甚至是微蝕狀態。

令人擔心的是，在各中小企努力恢復元氣之際，不同的國際外圍因素，一浪接一浪的湧現，令他們喘不過氣來。油價持續高企，令原料價格上升，運輸費用因而增加；銀行多次加息，中小企的營運成本更無可避免地要承受沉重負擔。另外，內地推行各式保障計劃、人民幣

升值等因素，亦對在內地設廠的中小企構成直接影響。很多中小企面對四方八面的競爭者，但無法將成本轉嫁到買家，唯有自己想盡辦法，減省成本，保持競爭力。

數月前，生產力促進局公佈，中小企的經營環境指數為百分之六點六，比上季下跌五個百分點，顯示中小企仍未看好新一季的營商環境，對前景存有隱憂。但正如我經常強調，香港大多數的僱主，其實都是「良心老闆」，縱然出現眾多不明朗因素，他們仍會勇敢面對，努力經營，盡量給予員工合理回報。

現代管理學非常重視僱傭關係，主張提高透明度，多讓員工了解公司的運作，了解僱主的經營困難，這樣可以改善勞資雙方關係。和諧的工作環境、良好的僱傭關係，以及因工作而帶來的滿足感，都可以培養出員工對公司的歸屬感，足令員工願意為公司賣力。我希望中小企能招攬更多人才，齊心面對未來所遇到的新挑戰；同時也期望政府在新一年，盡快落實更多措施，為中小企拆牆鬆綁，助他們穩步發展。B

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

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CEO comments

總裁之見

Dr Eden Woon 翁以登博士

145th Anniversary of the Chamber

This year, 2006, marks the 145th anniversary of the Hong Kong General Chamber of Commerce. Founded in 1861, the Chamber, to this date, still dedicates itself to safeguarding the interest of the business community and to helping the members do business.

Many of you may recall that during the 140th anniversary year, the Chamber had a series of activities, launching the current logo and also the now well-known Distinguished Speakers Series. We also held a black-tie ball in April 2001 to celebrate the occasion. All through that year, we recognized long-time members, starting with the three initial members in 1861. You can be sure that for the Chamber's 150th anniversary in 2011, we will top those activities with even more grandeur and spirit.

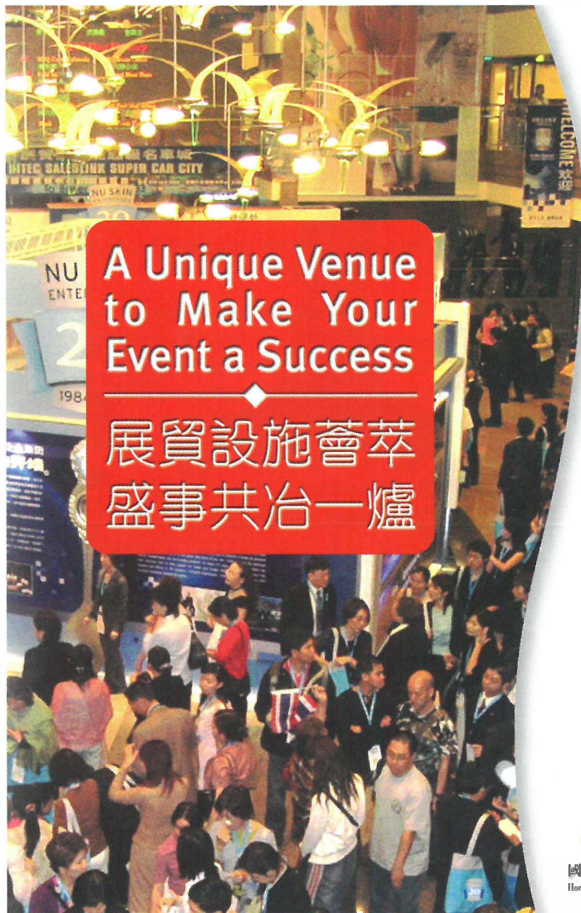
This year, we will continue the Distinguished Speakers Series, but we will celebrate in a different way. We will put a lot of our energy into a fund-raising dinner on the night of the Annual General Meeting for a very worthy cause. Traditionally, our AGM is only accompanied by a cocktail reception, but this year, on April 25th, we will organize a dinner to raise funds for the Good Citizen Award programme. This Hong Kong Police-organized crime-stopping award has been sponsored solely by the Chamber since 1973, and it is time to replenish the funds raised in years past in order for the awards to continue. Therefore, the AGM dinner will see proceeds going into our Good Citizen Award special fund, so that we can continue to support this very worthwhile programme.

The Chamber has long supported the Good Citizen Award program because it believes that the rule of law and the abiding of law are extremely important for an international business city. We are a very safe city thanks to the law we have, the police we have, and the citizenry who are diligently helping the police every day. We hope you share the Chamber's dedication and will be generous in donating to this award fund. Donations can take place in two ways, either via monetary donations independent of the fundraiser dinner, or in sponsoring tables at the dinner itself. Other ways of sponsorships for the dinner will be welcome too, of course. You will be getting more information about this dinner in the coming weeks.

All through this year, we will work on the issues which are dear to our members' hearts: competition policy, constitutional development, clean air charter, among others, and we will continue to reflect members' views on other consultation matters to the government. We will offer our members programmes large and small to help improve their business knowledge, and we will improve our "hands-on" assistance to members who need specific networking or problem solving. In other words, you will see a low-key celebration of our birthday this time, but we will make the whole year meaningful and relevant for our members and for Hong Kong.

See you at the 145th Anniversary AGM dinner in April this year!! B

Dr Eden Woon is CEO of the Hong Kong General Chamber of Commerce.



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香港總商會創會 145周年

今年是香港總商會創會 145 周年。本會自 1861 年創立以來，一直致力於捍衛商界利益和協助會員營商。

也許大家還記得幾年前，本會為慶祝創會 140 周年推出連串項目，包括革新會徽設計及推出現時廣受會員歡迎之「特邀貴賓演說系列」。此外，我們更於 2001 年 4 月舉辦了一個盛大舞會。當年，我們由 1861 年創會的三名會員開始，逐一介紹資深會員多年來的貢獻和建樹。相信到 2011 年，本會慶賀 150 周年的項目和活動定會比以往更隆重精彩。

雖然我們今年會繼續舉辦「特邀貴賓演說系列」，然而我們更會以另一種形式慶祝。傳統上，會員周年大會後只會舉行酒會，但今年，我們會於 4 月 25 日會員周年大會後舉辦一個別具意義的晚會，為香港警務處主辦的「好市民獎勵計劃」籌募經費。本會自 1973 年起一直獨家贊助這項減罪獎勵計劃，現鑑於該計劃之基金需要補充，本會特將今年會員周年大會晚會之收益撥歸「好市民獎」特別基金，以支持「好市民獎」繼續辦下去。

本會多年來鼎力支持「好市民獎勵計劃」，因為我們相信法治及守法精神對一個國際商業城市非常重要。香港的治安極佳，全賴我們擁有良好的法制、警力和一班積極協助警方減罪的市民。希望你们贊同我們的理念和行動，慷慨捐款予「好市民獎」基金。你們可直接捐款或贊助晚會筵席，或以其他形式贊助晚會亦無任歡迎。有關贊助詳情，稍後會向各位公佈。

今年，我們會繼續就競爭政策、政制發展、清新空氣約章等會員關心的議題進行工作，也會透過回應政府諮詢，向當局反映會員意見。年內，我們將舉辦各類項目，讓會員增進商貿知識，並會改良常用的會員支援服務，盡力為他們搭橋鋪路或解決疑難。換言之，本會今年將以較低調的形式作慶祝，但我們今年的工作會充滿意義，也切合會員和社會所需。

盼於 4 月的會員周年大會暨 145 周年慶祝晚會上與你見面！**B**

翁以登博士為香港總商會總裁。

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Forty-one Good Citizens Commended 四十一名

封面故事



Forty-one citizens who helped the police fight crime were commended at a Good Citizen Award (GCA) presentation ceremony on January 5. One of the awardees also won the top honour of the year – Good Citizen Year Award.

The Good Citizen Award presentation ceremony, held twice a year, is organised by

the Police Public Relations Branch and sponsored solely by the Hong Kong General Chamber of Commerce. Speaking at the opening of the ceremony, HKGCC CEO Dr Eden Woon said that award makes an important contribution to making Hong Kong one of the safest cities in the world, which is why HKGCC has proudly sponsored the award since its inception in 1973.

for Fighting Crime

助警方滅罪的好市民獲嘉許



Winner of the Good Citizen Year Award, Tse Kin-fai (right), helped subdue a man who snatched a mobile phone from a woman and injured her with a cutter near Shau Kei Wan MTR Station on November 28, 2004. Mr Tse also received injuries to his hand and neck before finally managing to subdue the suspect. The man was



Good Citizen Award Fund

The Chamber has been the sole sponsor of the Good Citizen Award since its inception in 1973. The award was set up as part of the first Fight Crime Campaign, funded by donations from members and the community. The purpose of the fund is to provide an immediate reward to citizens who have helped make Hong Kong one of the safest cities in the world to live and do business. Over the years, almost 3,200 citizens have been commended for their bravery in combating crime. This year, as part of the Chamber's 145th anniversary, we plan to replenish the funds to ensure that this very meaningful and valuable contribution to the community can continue for many more decades. We will be sending members in the coming weeks more details on how they can contribute to this fund.

「好市民獎」基金

「好市民獎」自 1973 年設立以來，一直由總商會獨家贊助。當年「好市民獎」之創立，是首屆「撲滅罪行宣傳運動」的內容之一。「好市民獎」基金來自本會會員和社會人士捐款，旨在獎勵協助警方滅罪的市民。他們見義勇為的行動，有助香港成為全球治安最佳的城市之一，適合安居和營商。歷年來，已有近 3,200 名英勇市民獲嘉許。今年，適逢本會慶祝 145 周年，我們計劃為「好市民獎」基金籌款，使這項有意義的獎勵計劃能繼續辦下去。有關捐款的方法詳情，未來數週內會向大家公佈。

Good Citizen Award Case Synopses 好市民獎個案簡介

The following are the case synopses of six of the recipients of the latest Good Citizen Year Award on January 5.

「好市民獎」頒獎典禮已於1月5日舉行，以下是其中6名得獎者的個案簡介：

Tse Hung-kwan

On September 8, 2005, Mr Tse, a security guard of Leung King Estate in Tuen Mun, spotted a male tenant selling suspected heroine in the vicinity of the estate. He made a report to the police. Acting on cultivated information, police mounted a controlled-buy operation. With Mr Tse's assistance and useful information, police finally arrested the man. The suspect was sentenced to 22 months' imprisonment upon conviction of trafficking in dangerous drugs and possession of dangerous drugs.

謝雄坤

謝先生在屯門良景邨任職保安員。2005年9月8日，他發現一名男租客在邨內售賣懷疑海洛英，於是報警。警方接報後搜集情報並進行喬裝買家行動。有賴謝先生提供的資料和協助，警方最後拘捕該名男子。他被裁定販運及藏有毒品罪名成立，判處監禁22個月。

Vijaya Mohanan Jacob and Ho Siu-por

At night on May 28, 2005, a woman was assaulted on the head and had her handbag snatched by a man inside a public toilet at Chater Garden in Central. Seeing the victim chasing after the man, Mr Jacob, a passer-by, rendered assistance and gave chase. When the man reached the lobby of a nearby building, Mr Jacob shouted for help and Mr Ho, a security guard on duty at the lobby, immediately joined in the chase. The man was finally subdued by Mr Jacob and Mr Ho after a hot pursuit. The suspect was arrested and found in possession of a 20 cm long fruit knife. He was sentenced to 40 months' imprisonment upon conviction of robbery and possession of an offensive weapon.

Jacob 與何少波

2005年5月28日晚上，一名女子在中環遮打花園一公廁內被一名男子襲擊頭部並被搶去手袋。途人Jacob先生見事主追著該名男子，於是協助追捕。當他們走近一座大廈的大堂，任職保安員的何先生聽到Jacob先生的呼叫聲，便立即加入追截，兩人合力截停該名男子。男子最終被捕並從他身上搜出一柄20厘米長利刀，其後被控搶劫及藏有攻擊性武器，罪名成立，判處監禁40個月。

arrested and later sentenced to four years and four months imprisonment upon conviction of robbery and assault with intent to resist lawful apprehension.

Mr Tse was presented with a plaque and a cash award of \$3,000. Each of the Good Citizen Award winners also received a certificate and a cheque for \$2,000.

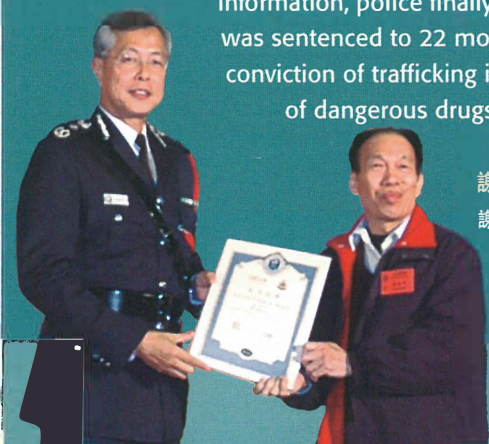
The Commissioner of Police, Lee Ming-kwai, commended the recipients for their courage and commitment to society. He noted that without the help of these good citizens, some criminals might still be at large and continuing to commit crimes. "They have set good examples for other citizens of Hong Kong," he added.

Another GCA recipient, Luk Chi-nam, assisted the police in arresting a man who grabbed a woman's handbag after hitting her head a few times with a hammer outside Mong Kok KCR Station on November 9, 2004. The victim was seriously injured and stayed in hospital for 39 days. The man was sentenced to six years' imprisonment upon conviction of robbery.

Another award recipient, Mr Gerard Joseph Pahl helped his neighbours in the arrest of two burglars.

In the late afternoon on October 23, 2005, Mr Pahl saw a couple who were his neighbours chasing and shouting after two men who tried to burgle their house at Surfside Villa, Tuen Mun. He gave chase on a bicycle and when the suspects tried to escape on board a public light bus, he thwarted it with his bicycle. The duo then climbed out of the bus and fled towards a shopping arcade but was intercepted by the husband. The two suspects were arrested for burglary with breaking.

With their help, about 40 culprits were arrested for a variety of offences including wounding, robbery, indecent assault and blackmail. **B**





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Wan Oi-lai

On the morning of April 19, 2005, a student girl was on board a public light bus going to Sheung Shui, sitting on a double seat with a man on her left. During the journey, the man, using a piece of newspaper as cover, molested her left thigh for minutes and she was too scared to put up resistance. Witnessing the molestation, Ms Wan, a passenger, shouted at the man and alerted the driver to help detain him. Police officers arrived and arrested the suspect. He was imposed with a 12-month probation order upon conviction of indecent assault.



尹愛麗

2005年4月19日早上，一名女學生乘搭前往上水的小巴，與一名男子並坐於雙人座位上。途中，男子以一張報紙作遮掩，伸手觸摸女學生大腿數分鐘，女事主受驚不敢反抗。乘客尹小姐目睹事件經過，喝停該名男子並告知司機，合力將他留住。警察到場後將男子拘捕。他其後被裁定非禮罪名成立，需接受12個月的感化令。

Law Wai-hung

In the wee hours of July 4, 2005, Mr Law, a taxi driver, picked up a man who was a two-way permit holder on Paterson Street in Causeway Bay. The man paid the fare with a \$500 banknote when the taxi reached Wan Chai. Suspecting the banknote's genuineness, Mr Law returned it to the man and immediately reported the incident to two patrolling police officers after the man got out from his taxi. A few minutes later, Mr Law saw the man again and identified him to the officers. The suspect was arrested and found in possession of another 13 counterfeit \$500 banknotes. Upon further investigation, a total of 79 counterfeit \$500 banknotes were seized inside Victoria Park. The suspect was sentenced to 30 months' imprisonment upon conviction of one count of passing counterfeit banknotes and two counts of custody of counterfeit banknotes.

羅偉洪

羅先生是一名的士司機。2005年7月4日清晨，他在銅鑼灣百德新街接載一名持雙程證男子前往灣仔。該名男子欲以一張500元鈔票支付車資。羅先生懷疑該張紙幣為偽鈔，於是立即向兩名巡經的警員報案。數分鐘後，羅先生再見到該名男子並向警員指出，男子被拘捕並在其身上搜出另外13張500元偽鈔。警方進一步調查後，發現他與收藏於維多利亞公園的79張假500元鈔票有關。被捕男子最終被控一項使用及兩項保管偽鈔罪名，被判入獄30個月。



So Kar-nin

On the evening of May 27, 2005, a female part-time model and her friend met a man on the way to a toilet near the rear staircase of an industrial building in North Point. The model and her friend left the toilet separately and she met the man again on her way out. He accosted her and took her to the rear staircase where he took off her jacket and indecently assaulted her. Alerted by the victim's hue and cry, Mr So, a tenant, tried to intercept the man but he failed. Another tenant joined in the pursuit and the duo finally subdued the man. The suspect was arrested for indecent assault. Further investigation revealed that he was also wanted for another indecent assault case and a rape case.



蘇嘉年

2005年5月27日晚上，一名兼職女模特兒與友人前往一所位於北角某工業大廈後巷的洗手間時，遇見一名男子。其後該名女子獨自步出洗手間，再見到該名男子，他上前兜搭，然後帶女子前往後樓梯，繼而脫去女子外套及非禮她。女事主大聲呼叫，驚動了大廈的一名租戶蘇先生。他於是嘗試截停該男子但失敗，最終在另一名租戶的協助下制服疑犯。該男子其後被控非禮，而進一步調查顯示，他還涉及另外一宗非禮及一宗強姦案。

Yam Ka-ho

In the small hours of January 27, 2005, a taxi driver was throttled by a male passenger with a knife at Lynwood Court, Kingswood Villas in Tin Shui Wai. Sustaining a 1.5-inch wound on the neck, the driver struggled and jumped out of the taxi which then lost control and rammied against a wall. Mr Yam, who had just alight from a bus, saw what happened, chased after the suspect for a long distance and prevented him from boarding another taxi. Mr Yam also called the police. Some patrolling police officers then joined in the chase and finally subdued the suspect. He was sentenced to four-year-and-four-month's imprisonment upon conviction of robbery.



任家豪

2005年1月27日凌晨，一名的士司機在天水圍嘉湖山莊麗湖居遭男乘客用刀要脅並刺傷頸部，留下一吋半長的傷口，司機掙扎及跳車，使的士失控撞牆。剛在附近下巴士的任先生見狀，立即上前追捕疑匪，一邊阻止他登上另一輛的士逃走，一邊報警，巡邏警員到場後將疑匪制服。他被裁定行劫罪名成立，入獄4年零4個月。



四十一名曾協助警方撲滅罪行的好市民，於1月5日「好市民獎頒獎典禮」上獲嘉許。其中一名得獎者同時獲得全年最高榮譽獎——「最傑出好市民獎」。

「好市民獎頒獎典禮」由警察公共關係科主辦，香港總商會獨家贊助，每年舉行兩次。香港總商會總裁翁以登博士為開幕禮致辭時表示，香港能成為全球治安最佳的城市之一，「好市民獎」的功勞不少。因此，自從獎項於1973年設立以來，總商會一直大力給予支持，並以此為榮。

獲頒「最傑出好市民獎」的謝建輝於2004年11月28日，在筲箕灣地鐵站附近看見一名女子遭一名持利刀男子搶去手提電話，事主更受了傷。謝先生協助事主追捕疑犯，並在制服他時傷及左手和頸項。疑匪被捕後被控行劫和意圖抗拒合法拘捕而襲擊他人，罪名成立，被判處監禁4年零4個月。

謝先生獲贈一面獎牌和3,000元獎金；而每名「好市民獎」得主則獲發獎狀和2,000元獎金。

警務處處長李明達在典禮上向得獎者致意，稱許他們在案件中表現出勇氣和對社會的責任感。他表示，沒有這些好市民的協助，很多罪犯可能仍然逍遙法外，繼續犯案。他補充說：「他們實在是好市民的典範。」

其中一名好市民獎得主陸致南協助警方拘捕一名男子。2004年11月9日，該名男子於旺角火車站外用槌子敲打一名女子的頭部幾次，然後搶去她的手袋。事件中，陸先生協助警方將疑匪拘捕。事主嚴重受傷，需住院39日。疑犯其後被控以行劫罪，定罪後被判監禁6年。

另一名得獎者 Gerard Joseph Pahl 先生協助鄰居追捕兩名企圖爆竊的男子。

2005年10月23日下午，一對居於屯門聽濤小築的夫婦從後追趕兩名闖入其住宅及企圖爆竊的男子，並大聲呼喝。鄰居 Pahl 先生見狀，便騎單車協助追捕，並以單車攔截該兩名男子乘搭的小巴，兩人被迫下車往一商場方向逃走，惟被男戶主截停。兩人其後被控爆竊。

警方在這些好市民的協助下，拘捕了約40名涉及不同罪行的疑犯，當中包括傷人、行劫、非禮和勒索等。**B**

(L-R) The Commissioner of Police Lee Ming-kwai, Chamber CEO Dr Eden Woon, and member of the Fight Crime Committee Clement Tao Kwok-lau, at the Good Citizen Award Ceremony on January 5.
(左至右) 警務處處長李明達、香港總商會總裁翁以登博士及撲滅罪行委員會委員杜國遷出席1月5日的「好市民獎」頒獎典禮。



Trading Patterns

貿易走勢

By David O'Rear 歐大衛



The not-so-surprising announcement in early January that China's trade surplus tripled in 2005, to more than US\$100 billion, will be a major focus of attention throughout 2006, and probably for some years to come. One reason is the stunning – and persistent – high growth in exports. Another is the question of how long the government will continue to recycle the surplus into U.S. Treasury bonds. The third is what America's reaction will be when it produces its own trade data, and determines the size of its own deficit with China.

The first chart shows the rapid run-up in East Asia's exports since 1980, and particularly in the last five years. It presents that trend against a background of U.S. imports, which – while also rising strongly – have not continued surging ahead since that country's 2001 recession.

The second chart separates out China's role in the expanded overseas sales from that played by the rest of the region, and again we can see that while there has been a sharp increase in PRC exports in recent years, that alone does not explain the overall rise.

Hence, our first conclusion is that China is not the sole contributor to the growth in East Asian exports and that East Asia is not the main reason for the rise in U.S. imports.

Having settled the U.S.-PRC trade dispute once and for all (wouldn't that be nice!), we can now turn to the shift in export patterns within our region. The third chart shows the average annual growth rate for exports among the four major players: Japan, China and Hong Kong, Taiwan and Korea combined, and South-east Asia (which is represented by the five largest ASEAN economies).

The 1980s were the hey day of export growth in the region, with sales abroad growing 11.7% per annum, as compared to 7.8% in the 1990s. Since 2000, exports have picked up again to a solid 10.2% a year.

Japan's growth rate, the slowest at 6.3% p.a. over 25 years, faded considerably over the years, as might be expected by a mature (and expensive) producer. From better than 10% annual growth in the 1980s, exports expanded just 4.3% p.a. in the 1990s, and 4.5% p.a. in this decade.

The two Northern NICs (Taiwan and Korea) followed something of the same pattern, with faster growth early on and a slow-down in the 1990s. In Southeast Asia, however, the pattern was reversed: exports grew 7.5% p.a. in the 1980s, 11.1% p.a. in the 1990s and then slowed to 6.7% since 2000.

For China and Hong Kong, the 1980s started with a boom-and-bust cycle before settling into 10 straight years of double-digit growth, between 1986 and 1995. The roller coaster returned in the last 1990s with strong growth in 1997 and 2000 mixed in with poor years. Since 2002, however, it has been nothing but roses.

This shift among the economies producing East Asia's exports is represented in the fourth graph. Clearly, Japan has lost considerable share of the total, and China has been the main winner. That "victory," however, is a mixed blessing as it is accompanied by the attention of those who buy our products.

In the 1980s, Japan was at the center of congressional ire over America's large and growing trade deficit. Through a combination of lowering interest rates in the U.S., raising rates in Japan (and parts of Europe) and spending more money on infrastructure and other stimulatory projects, the US-dollar was driven down by about half over a period of two years. (More about the Plaza Accord is on our Web site, at http://www.chamber.org.hk/info/the_bulletin/sept2003/orear.asp).

As China rises economically, it is demanding more of Asia's production. Commodities, components, consumer goods and capital equipment are flooding into the PRC from around the region. For now, many of these inputs are largely to fuel the export boom, with the products ultimately ending up in the U.S. and Europe. Someday, perhaps only a couple of year away, China's appetite will be for its own consumption. Whether that day arrives before or after the U.S. is forced to correct its massive imbalances is the critical question for the second half of this decade. **B**

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East Asian Exports, U.S. Imports US\$ Billion

東亞出口、美國進口 10億美元計



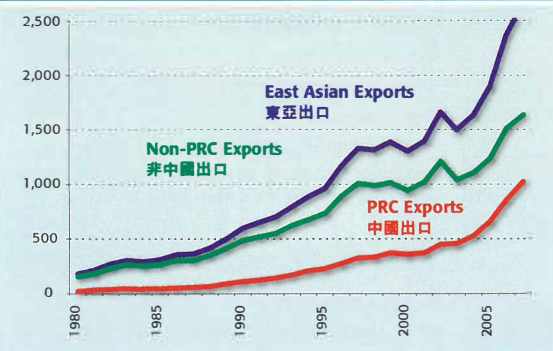
中國1月初公佈其2005年貿易順差增至3倍，突破1千億美元，這消息沒有致市場意外，然而在2006年甚至未來數年，中國的貿易數據仍會是焦點所在。這一方面因為中國出口仍在飆升，而且市場關注中國政府利用貿易順差來買美國國庫債券的行動會持續多久，與及美國相應地會如何編製其貿易數據及定出對華貿易赤字。

圖1顯示，自1980年以來，東亞出口迅速增長，近5年的升幅尤其強勁。同期美國進口升勢亦不弱，但隨著該國經濟於2001年下滑，上升勢頭不能持續。

圖2分別顯示中國與亞洲其他地區對東亞出口增長的貢獻。雖然近年中國出口激增，但並不足以解釋整個東亞地區出口之增長。因此，我們之結論認為東亞出口增長並非純粹靠中國，而美國進口上升亦並非主要因為東亞。

Sources of East Asian Exports US\$ Billion

東亞出口來源 10億美元計



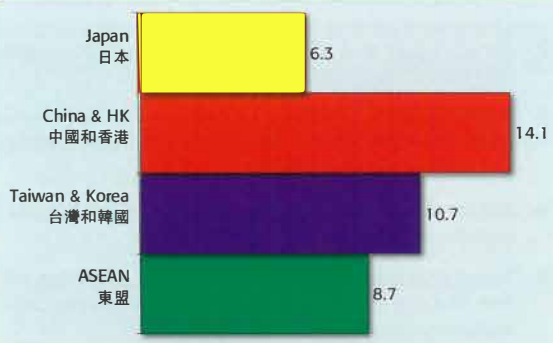
既然美中貿易糾紛得到解決，就讓我們轉看亞洲區內出口的形勢變化。圖3顯示東亞4大地區——日本、中國和香港、台灣和韓國以及東南亞(以5大東盟經濟體為代表)在出口方面的平均年增長率。

80年代是東亞出口增長的全盛期，期間出口年增幅達11.7%，90年代則為7.8%。自2000年起，區內出口再度轉強，年增幅回升至10.2%。

過去25年，日本出口增長最慢，年增長只有6.3%，增幅亦持續收窄，這也許正符合一個成熟(而且昂貴)生產國家的預期表現。在80年代，日本出口年增長逾10%，至90年代卻只有4.3%，而2000年以來則為4.5%。

Exports: Average Annual Percent Rise, 1981-2005

出口:平均年增長百分比(1981-2005年)



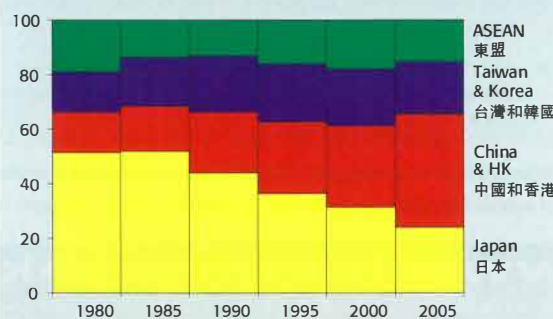
在北面，新興的工業中心——台灣和韓國的情形差不多，兩者出口初時增長較快，其後於90年代放緩。東南亞的情形則相反：80年代出口年增長為7.5%，至90年代升至11%，而2000年起則放緩至6.7%。

中國和香港方面，80年代初出口表現反覆，其後於1986至1995年連續10年錄得雙位數字增長。至90年代末，不穩定再現，1997年和2000年出口勁升，而其他年度則表現欠佳。自2002年起，出口升勢一直持續。

圖4分析東亞出口之成份變化。日本的比重明顯大減，中國則成為大贏家，但這「勝利」卻令入口中國貨品的地區虎視眈眈。

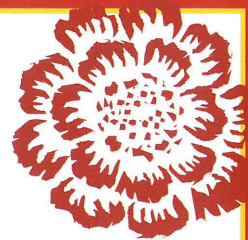
East Asia's Exports Percent Share, 1980 - 2005

東亞出口分析(1980 - 2005年)



80年代，美國貿易赤字不斷擴大，美國國會把矛頭指向日本。其後，因為美國減息，日本和歐洲部分國家加息，而且增加於基建和其他刺激經濟項目上的開支，使美元於2年內貶值約一半(有關《廣場協議》的另一篇文章載於本會網頁 http://www.chamber.org.hk/info/the_bulletin/sept2003/orear.asp)。

中國在經濟增長下需要入口更多亞洲產品，亞洲各地的商品、零件、消費品和資本設備紛紛湧入，但目前這些入口多數用以生產出口歐美的貨品。他日，也許只是幾年後，中國的進口將主要為了滿足內需。這一天會否在美國努力減赤之前出現，將是未來幾年的關鍵題目。B



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With a population of 1.3 billion, China's biggest concerns about employment tended to focus on job supply rather than demand. More developed regions in the country, however, are increasingly having to deal with labour shortages, which is a far cry from the years when the greatest worry was high unemployment.

According to statistics compiled by the National Development and Reform Commission, 16 million labourers in China were unemployed in 2005. That figure is expected to drop to 12.5 million in 2006. Finally, Chinese labourers also look set to start enjoying the fruits of China's economic growth. China's unemployment rate is believed to have peaked in 2004, and has been gradually falling ever since. Peasants leaving the countryside for the ever-expanding cities are driving this trend, in line with the 11th Five-Year Plan which aims to turn 45 million farmers into urban residents within five years.

Between 1998 and 2004, China's unemployment rates rose instead of falling along with the economic growth. This is because employment growth usually lags behind that of economic development, and demand for labour from industry has been relatively constant. China's agricultural, industrial and service sectors employ 47%, 23% and 30% of the working population respectively. With advances in technology, employment has not increased alongside investment growth. China's industrial development has been rocketing along over the past decade. In 2004, out of China's 9.5% economic growth of 2004, 5.3% was fuelled by industry, but it also failed to simultaneously boost employment.

Changes in the employment market

As China's labour pool pre-2004 was full, peasants' wages have risen by a mere 68 yuan over the past decade. However, the growth in urban residents' income has stimulated demand for services. Although the services sectors' contribution to economic growth is far less than the industrial sector,

China's Changing Employment Market

港商將面對中國就業市場的轉變

By Ruby Zhu 朱丹

service industries now account for 50% of the country's employment growth, the highest among all sectors. China's employment market is also entering a positive cycle wherein rising wages and personal income tax reductions will increase consumption and demand for services, which in turn will fuel the urbanization process, increase employment and push up wages.

Challenges for Hong Kong companies

Such changes create a number of challenges for Hong Kong companies investing in the Mainland. Since 2004, labour shortages and rising labour costs have impacted many Hong Kong businesses. Amidst fierce competition, profit margins in labour-intensive sectors are narrowing, and as a result, companies are beginning to re-assess the benefits of investing in labour-intensive industries in China, especially in the PRD and YRD. This is also a trend that is unlikely to reverse, and if companies fail to handle it correctly, they could very well lose their edge. Relocating manufacturing lines to the hinterland or western regions where costs are lower is the right move, but this will also increase transportation costs and sooner or later, companies' costs in these places will also rise along with their economic growth.

So does this imply that investors will leave China and look to countries where costs are lower? The answer is no. If this were the only benchmark investors use, investment flows into developed countries such as the United States would have dried up long ago, when in fact the U.S. is today one of the largest recipient of foreign direct investment. Rising costs does mean, however, that industries relying on China's cheap labour to boost profits will have some challenges to manage, but it does not mean that investments in China will be unprofitable.

Having said, low cost advantages can still be found in the hinterland and western regions of China. With good infrastructure and a stable political environment, labour-intensive industries in China remain competitive. More importantly, we believe that China's economy will be increasingly fuelled by domestic demand, and Hong Kong companies will pay more attention to the Mainland's consumer market. Consequently, the rise in labour costs will be offset by the increase in domestic consumption. In China's consumer market, Hong Kong manufacturers will likely have to compete with their Mainland peers instead of Southeast Asian or African producers who have a cost advantage.

New opportunities

Growing employment will further expand the domestic economy as people's livelihoods improve and boost consumption, which is what every country would like to achieve. China's reforms and investment sweeteners are not aimed solely at providing inexpensive goods to Western consumers, but also at improving the livelihoods of its 1.3 billion citizens. The government has been striving to improve wages and lift employment for years. Now that its goals are beginning to materialize, is China's 1.3 billion population also likely to turn into a nation of consumers?

Soon after China opened its doors to the world, many foreign investors ventured into this untapped market lured by the thought of the "1 billion toothbrush dream." In reality, many left disappointed as most Chinese at that time could barely afford to buy groceries. Manufacturers' formula for success was to produce goods at a low cost in the Mainland and then sell them overseas. Now, it is time for businesses to return to the dream of the 1.3 billion consumers. Now that we more clearly understand the trends that shape China's labour market, formulating the right investment strategies for the China market are clearer. **B**

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13億人口的中國就業市場長期遭受供過於求的壓力，但從去年開始，發達地區的勞動力短缺，失業壓力逐步有所紓緩。國家發改委提供的2005年待業人口有1,600萬，2006年預計減少到1,250萬。中國持續的經濟增長成果終於開始體現在勞動力市場。根據其他國家經驗，相信中國的失業情況在2004年已觸底，失業率會逐步下降，城市的規模和數量逐步增加，農村人口減少。中國的「十一五」規劃其中一個目標，就是在這5年內把4,500萬名農民轉為城鎮居民。

從中國1998年至2004年的經濟增長和失業率看，失業率隨著經濟增長非但不下降，反而增加。通常就業情況的改善滯後經濟發展的步伐，再加上工業對勞動力的需求彈性很低。目前中國的就業人口在農業、工業和服務業三個領域的分配為47:23:30，隨著技術的改進，就業人口的數量並不隨著投資增加而成比例的增加。過去十年中國的工業化進程迅速，2004年9.5%的經濟增長有5.3%來自工業，卻未能同步帶來就業增長。

就業市場的轉變

這也是2004年以前中國的勞動力供應充足，農民工的工資在10年的時間裏只上升了68元的原因。但城市人口收入的增長帶動了對服務業的需求，服務業對經濟增長的貢獻雖然遠低於工業，卻是吸納最多新增就業的行業，基本是全部新增就業的一半。因此中國的就業市場將進入一個良性循環，即是：工資增加，個人所得稅減少，導致消費增加及對服務業的需求增加，從而推動城市化進程，增加對就業的需求，再推動工資上升。

港商面臨的挑戰

這種轉變給在內地投資的港商帶來挑戰。2004年開始，許多港商都感到請不到人，工資成本超出預算。在出口產品價格競爭激烈的情況下，勞動密集的行业盈利減少，大家都開始重新評估在中國，特別是珠三角和長三角一帶投資勞動密集行业的效益。事實上，這種趨勢開始顯現，並且不會逆轉，如果不主動採取措施，只會更加被動。將製造業搬到內陸或西部成本更低的地方是正確的選擇，但千萬不要忘記，內陸和西部也會隨著經濟的增長而成本逐步提高。

這是否意味著投資就會撤離中國而轉向成本更低的國家和地區呢？答案是否定的，否則發達國家如美國就沒有新的投資了，事實上美國仍是全球吸引最多外資的國家之一。成本增加只是意味著單純利用中國勞動力成本優勢的行業受到挑戰，但不意味著在中國的投資無利可圖。而且如前所述，中國內陸和西部的成本優勢仍在。勞動密集行業在中國優質基礎設施和穩定政治環境配合下，仍然具有競爭力。最主要的，是我們相信中國將逐步轉向內部需求帶動，港商也將更多地將目光投向內地市場。這個時候，勞動力成本的上升就會被內部消費的增加所化解，因為面對內地消費市場，主要的競爭對手都是內地的生產商，而不是其他成本更低的東南亞或非洲國家的生產商。

新的機遇

其實中國的就業市場走出低谷意味中國經濟的進一步發展，居民生活的改進，這正是每個國家發展經濟的原因。中國吸引外資，不斷改革，目的不是為了向美國的消費者提供價廉物美的消費品，而是13億人口的民生。現在工資水平上升，就業改善，正是中國政府努力達致的目標。而13億人口的消費力的釋放，又豈是利用低成本勞動力面向個別市場所可以相比的？

很多年以前，許多外資懷著一個中國人買一件產品就可帶來巨大利潤的想法來到中國拓展市場，結果是失望而歸。因為那時中國人的消費力弱，市場競爭卻激烈，在中國賺錢的方式主要是利用成本優勢內地生產，對外銷售。現在，相信是瞄準內地市場的時候了。當我們看清了中國勞動力市場的變化趨勢，也就更容易主動因應變化，制定我們在中國的投資策略。 **B**

朱丹為香港總商會高級經濟師(中國)，電郵：ruby@chamber.org.hk。

全方位資訊存取系統——提升生產力兼節省成本及時間

理光文件管理系統簡化Leo Paper Group的文件處理流程



客戶檔案

Leo Paper Group 於1982年成立，由最初只生產禮物紙袋，發展至生產多元化的紙類產品，為世界著名的印刷、紙品製造商。集團總部設於香港，在國內擁有兩家廠房，並於海外設有4個營業辦事處；總職員人數超過15,000人，為國際市場提供一站式的紙類產品生產及印刷方案。

面對挑戰

Leo Paper Group每日處理約10,000份文件。其舊式通訊系統因未能配合如此龐大的數據量增長，導致重要的商業資料散亂，難以集中處理。每當要找尋文件或把文件歸檔，均非常困難及浪費時間。

此外，因中港之間的文件傳送佔用了大量的通訊頻寬，導致電郵及傳真通訊受阻。要透過電郵或傳真傳送大型文件，更是難上加難。要解決此問題，Leo Paper Group需要一個既能綜合其內部文件處理流程、又能方便各辦事處之間輕易及安全地傳送大量大型文件的系統。

方案

Leo Paper Group詳細研究過不同方案後，決定採用理光的文件管理系統。此系統包括LaserFiche軟件及多部理光高速掃描器。

Leo Paper Group首先於財務部使用此方案處理會計文件，並取得理想成果。在管理層及員工的大力支持下，Leo Paper Group決定將方案推行至全公司，方案由最初於一個辦事處使用，成功擴展至中港共20個辦事處。

「此方案以單一應用系統提供所有主要功能，大大節省系統安裝及配置時間。而理光的專業顧問及支援服務，更助我們成功取得理想成果。我們非常滿意理光彩色打印機及影印機的出色表現，相信此方案將會為我們帶來更大的效益。」Leo Paper Group系統策劃及資訊科技董事梁延國說。

業務得益

促進資訊分享

Leo Paper Group於全公司廣泛使用理光文件管理方案僅六個月後，已將過百萬份不同格式的文件儲存在LaserFiche文件庫，令搜尋工作變得易如反掌。這些文件格式包括電郵、傳真、電子文件及掃描影像等。不同部門均可透過該中央文件庫共用文件，令中港之間的文件往來方便得多。

例如，報關部把所有船務文件如證書、申請表、聯絡資料及認證文件等儲存至文件庫，方便員工可快速查閱，大幅縮短了為船運準備文件的時間。

提高工作效率

方案支援直觀的檔案整理模式(Intuitive Visual Filing Method)及多種檔案搜尋方法，例如索引搜尋和全文搜尋等，用戶可透過檔案名稱、指定的欄位或某個字詞，從成千上萬份文件中輕易而快捷地找到所需的資料。如此卓越及高速的搜尋功能，令員工大大節省時間，提升工作效率。

就以報價部及業務部為例，用戶在跟進現有商機的同時，更可利用度身訂做的範本整理各類資料，同時為每個聯絡人建立文件夾，以單一介面查閱每位客戶的所有有關檔案，包括電郵、已簽署文件、訂單資料及寄運情況等。

有效管理文件

追尋資料來源曾是Leo Paper Group所面對的一大難題。但採取了全新文件管理措施後，用戶把文件儲存於其部門建立的文件夾，令員工可輕易追尋到資料來源。此外，員工更毋須影印及分發文件副本給各部門，避免重複大量文件。

節省辦公室空間及減低耗紙量

以往的文件複製和分發程序成本昂貴，更減慢了部門內或部門之間資訊往來的速度。理光的方案不僅簡化了這些程序，更有助公司節省人力，同時減少文件櫃數量，以騰出更多寶貴的辦公室空間作其他用途。

以往品質監控部每週均須影印兩套文件，並分發給有關部門；而估計影印一套文件，便須使用超過一萬張A4紙。「以往由於紙張文件大增，耗用了不少昂貴的辦公室空間。文件數碼化正好解決以上問題。」梁延國說。

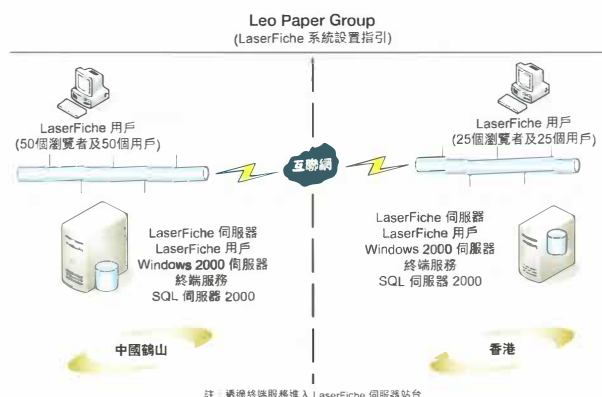
方案靈活，兼備擴展空間

資訊科技部門利用LaserFiche的應用程式介面(API)工具編寫了內部監控程式，以評估項目的表現及效率。他們只需透過內置的審核管理功能，便可追蹤員工使用文件的紀錄，憑這些有用資料作出更準確的進度報告。

展望

半數世界頂尖出版商及禮品商均為Leo Paper Group的客戶。Leo Paper Group業務正快速增長，為把握先機，Leo Paper Group希望於文件管理系統中加入更先進的LaserFiche遙距掃描及網上連結功能(Remote Scanning and WebLink Modules)，更計劃採用理光的數碼出版方案(Digital Publishing Solutions)及文件評估服務(Document Audit Service)。

「在日新月異的數碼年代，能否全方位存取資訊，會直接影響企業的成敗，尤其是像Leo Paper Group般須處理大量文件並以知識為本的公司。」梁延國總結。「全賴理光的多元化文件管理科技及一級服務支援，讓我們大大節省成本及提高生產力，同時令企業資訊更便於存取及保密。」



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Meet Lily Chiang 蔣麗莉專訪

Lily Chiang is a woman who has her priorities in order. While managing her business empire seemingly effortlessly, she always has time for her three children, community work, serving as the Chamber's Deputy Chairman ... and even doing interviews between meetings. *The Bulletin* Editor Malcolm Ainsworth caught up with Dr Chiang and chatted about her work, family and outlook on life.

Q: You are the first woman to serve on the General Committee (GC), was it a struggle to get in?

Lily Chiang: No, I was actually invited by one of the GC members at the time to serve on the committee. I really appreciate being given the opportunity and enjoy working with the committee, working with the Chamber on ways to enhance Hong Kong's business environment, and also making many good friends in the Chamber.

Q: Do you think it is difficult for women to make it to the top in Hong Kong?

LC: China has a long history – any country actually – in which men have been the dominant forces in society. I believe things are far better now than during my mother's generation, as each generation has less discrimination. Although women might still encounter some difficulties from time to time, we are still making progress.

Q: In the past I've heard you talk about finding the right balance in life – work, family, community – have you managed to achieve that?

LC: Yes! I believe I have. My family gives me a lot of inspiration and support, which is part of what makes

my work enjoyable. In this sense, my family's support encourages me to do more for the community, which is my passion. I feel that life is about finding one's passion and if you work from that, it doesn't become work anymore, but an expression of life. In 2002 we donated most of our fortune to set up a foundation that helps underprivileged children. My family is very supportive of the idea. So in this regard I feel very blessed to have their support and am grateful that my work and family can allow me to improve the lives of those that are less fortunate. We all have the responsibility to enhance the quality of life for mankind.

Q: Do you have any regrets in life?

LC: I would say I am not a true believer in regrets. As I just told you, I believe that life is a continuous learning and growing opportunity. What you call regrets or failure, I call opportunity and an opportunity to learn and grow as a person. There was a very inspiring speech given by Steve Jobs during the Stanford commencement address that captures this sentiment quite nicely.

Q: What is your greatest achievement? And what is your greatest ambition?

LC: Undoubtedly my three children! I guess I don't really have a single burning ambition. I believe

everyone should learn to live their life positively – by accepting the present moment with gratitude. I think as a society, we are too busy striving for goals and comparing with others that we forget to look at our own lives and appreciate how blessed we actually are to have and what we all too often take for granted.

Q: If you could have dinner with anyone in the world, at any restaurant in Hong Kong, who would it be and where would you go?

LC: There are many great and fascinating people in the world who I would love to meet and learn from. I'm a simple person. If you were to ask me who I would most like to have dinner with, I would say nothing would be better than a nice, simple dinner with my family.

Q: What are your top-three concerns regarding Hong Kong?

LC: My biggest concern is sustainable development. How are we going to keep the economy growing and raise the livelihoods of people in less developed economies, while at the same time reducing mankind's impact on the environment? Just look at the problem of air pollution, which is getting steadily worse. Look at the problem of garbage that we now have. Are we really going to fill all our country parks with garbage? Is this our solution? Or are we going to say "Hey! this cannot continue! We need to do something about it!" I also hope that we can create a more positive and harmonious society, instead of being the confrontational and judgmental society that we seem to be turning into. I think that the media and the education system play a very important role in how people perceive the world and also themselves. Thirdly, is real integration between Hong Kong and Mainland China. I think we are not doing enough to develop real integration not only on the business level, but also things like education, health, social integration.

Q: Some people say Hong Kong is becoming too China focused, and losing its "internationalism," what are your thoughts on this?

LC: I believe that Hong Kong's prosperity is intimately linked with the Mainland. As China becomes more and more prosperous, we should be looking for closer collaboration. Don't forget that China is a huge part of the world. Without China, I don't think we would have ever become as international as we are now. When you ask businesspeople from around the world what their international plans are, you can be sure that China is always at the top of their list. Without knowing more about your local culture, how can you hope to get a

worldwide view? So I think it is very important that we have more integration with the Mainland. I also think that as China becomes more prosperous, we will have an important role in bringing the fruits of innovation, culture, technology and peace to the rest of the world.

Q: Your company has produced some environmentally friendly technologies in the past, are you working on any new solutions?

LC: Yes. We are involved in developing many environmentally friendly products and services related to air, water, noise, and energy. We have just developed a new energy-saving system for manufacturing processes that can reduce energy consumption by as much as 80%. We've also just acquired a water-treatment plant in Tianjin to supply fresh water to the local community there.

Q: It's just turned January, have you set any New Year's resolutions?

LC: Learning to be happy, healthy, humble, and to be grateful for what I have. To exercise and meditate more, and spend more time with my family doing the things I enjoy. **B**



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蔣麗莉把自己的生活料理得井井有條。管理一大盤生意，她舉重若輕，更有時間照顧三名子女、參與社區事務、擔任本會常務副主席，亦能在繁忙的會議之間抽空接受訪問。今期，本刊總編輯麥爾康專誠訪問蔣博士，與她談工作、家庭和人生。

問：你是出任總商會理事的首位女性，當初加入是否不太容易？

答：也不是，當年是一位理事邀請我加入的。我很高興能有這個機會，也喜歡與理事會和總商會一起研究改善香港營商環境的方法，期間更在會裡結交了許多好友。

問：你認為在香港，女性要登上高位是否困難？

答：中國社會傳統上是由男性主導，在其他國家亦然。其實現今的情況已比我母親那一代好多了，歧視已一代比一代少。雖然女性仍會遇到困難，但情況已不斷改善。

問：關於生活，你會說過要在工作、家庭和社會之間取得平衡，這點你能做到嗎？

答：我想我已做到。家人的鼓舞和支持，讓我能從事自己喜歡的工作。我對社會服務有熱誠，他們的支持，激勵我在這方面做更多。我認為人生需要投入自己熱愛的事，若你能從中發展出事業，那已不單純是工作，而是表達生命的一種方式。我在 2002 年撥出大筆款項成立一個基金，以幫助不幸的兒童及青年，我的家人對此大表贊同。我感到很幸運，家人的支持和我的事業，讓我能盡己之力，幫助社會上不幸的人。我認為每個人都應出一分力，協助提高全球人民的生活質素。

問：人生中有否令你遺憾的事？

答：我不大相信遺憾這回事。正如我剛才說過，我認為人生是持續學習和成長的過程，我會把你所說的遺憾或失敗視為機會，從個中經驗成長及學習。最近 Steve Jobs 在史丹福大學開學禮上發表了非常好的勉勵之辭，亦清晰的演繹了我的感受。

問：你最大的成就和抱負是甚麼？

答：當然是我的三個孩子！事實上我沒一個特別宏大的抱負。我認為人要培養正面的人生觀，重視現在，常存感恩之心。在社會裡，我們很多時不斷追求目標和與人比較，因而忽略了自己，我們要學習珍惜目前所有，別常視之為理所當然。

問：若你可選擇和一個人，甚麼人都可以，在香港一家餐廳共晉晚餐，你會選擇誰和選哪家餐廳？

答：在世上有許多偉大傑出的人我均希望和他們會面，向他們學習。然而，我是個簡單的人，問到最想和誰共晉晚餐，我想沒有什麼比與家人在家裏簡單地吃一頓便飯更好。

問：你認為香港目前最迫切的三個問題是甚麼？

答：我最關注可持續發展問題。如何一面維持經濟增長，一面改進落後地區人民的生活，並減少人類對環境的影響？看看日趨嚴重的空氣污染情況，還有香港的垃圾問題，我們是否真要讓郊野公園均是堆填區？這是對策嗎？抑或我們會說，情況不能再這樣下去，我們必須有所行動。我亦希望大家能合力締造更正面、和諧的社會，不要鼓勵凡事對抗、凡事爭拗的社會風氣。我認為傳媒和教育，很多時會影響我們對事情的看法和自我價值觀。最後一點，是香港與中國內地的真正互融不夠。我認為，真正互融不僅在於商業層面，教育、衛生和社會民生等方面的融合亦同等重要。

問：有人說香港愈來愈把焦點放於內地，逐漸失去其國際特色，你對此有何看法？

答：我認為香港的繁榮與內地息息相關。隨著中國內地蓬勃發展，我們應設法與它建立更緊密關係。別忘記中國的版圖非常大，沒有中國，香港也不會有現今的國際地位。各地商家制定國際業務大計時，都把中國置於首位。如無文化感，何來世界觀？所以我認為香港與中國必須加強融合，相信當中國變得更富強，我們將擔當更重要角色，協助把創新、文化、科技及和平的成果帶給世界各地。

問：貴公司過去曾推出環保科技產品，目前有否研究推出其他新產品？

答：有，我們正研發多項有關空氣、水資源、減少噪音和能源的環保產品及服務，也剛開發了一個適用於製造業的全新節能系統，可減少能源耗用達 8 成。此外，我們剛於天津收購了一家自來水處理廠，供應當地社區。

問：新年伊始，你有否定下新年大計？

答：盡量保持愉快、健康、謙虛，常懷感恩之心，多做運動和打坐，並希望有更多時間和家人共聚及做自己喜愛的事。B



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Hong Kong's Travelling Man on the Road Again

After an incredible career with the Chamber spanning four decades, HKGCC's 'Travelling Man' is taking to the road again



Chan Woon-san has decided to trade in his HKGCC tie for a pair of shorts and Hawaiian shirt to wear on his extended around-the-world cruise as he kicks back into retirement after 38 years of service with the Chamber.

Mr Chan, who has been the Chamber's Senior Director for Certification since September 1982, worked his way up through the ranks after joining HKGCC on February 1, 1967, as a statistician. Although he has many interesting tales to tell, his wildest stories at the Chamber were from the days when he was known as "Hong Kong's Travelling Man."

He often recalls how his most important items in his office between 1976 and 1982, were his rice cooker and cache of instant noodles, which he originally came by as part of his stock-in-trade as Senior Trade Manager.

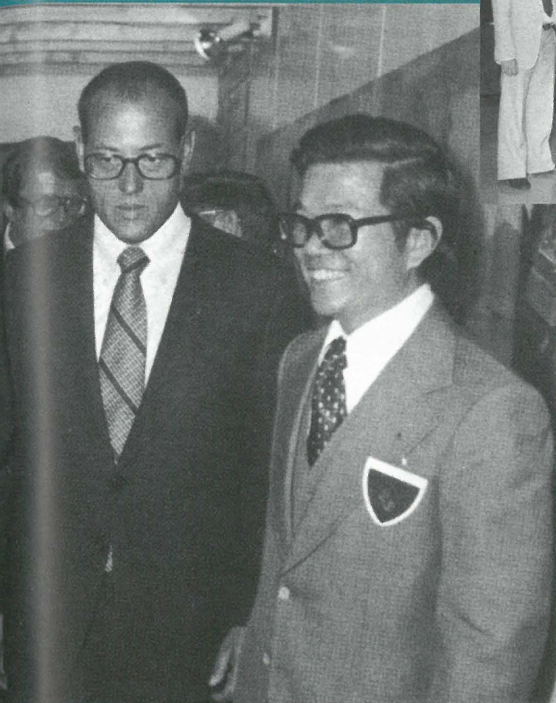
These may seem strange items for a busy Chamber executive to have had handy in the office, but Mr Chan's rice cooker and his instant noodles served him well for those years. The facts are that he was away from his desk at the Chamber for nearly 600 days as Hong Kong's Travelling Man, organizing and leading 450 Hong Kong businessmen on 23 selling

missions to practically every worthwhile trading centre in Europe, the Middle East and Africa. And Mr Chan's rice cooker and instant noodles saved him from many a health problem in the less hygienic places he had to visit and from many an extortionate hotel food bill in others, where even distilled water could be more expensive than petrol.

His unusual accoutrements-of-office that he carried everywhere in his suitcase and used in so many often shabby hotel rooms didn't on one occasion save him from being "shaken down" for the US dollars in his wallet by a big, burly African guard at one airport.

Nor were they much use in one hotel where Mr Chan says he and his whole Hong Kong selling mission were afraid to use even the towels for fear of catching the local variety of "Hong Kong foot."

But they did help keep Mr Chan active and well. He was something of an explorer in those days, seeking out and exploring potential markets. During his travels, he estimates that he helped get something like HK\$812 million in first orders for Hong Kong products – plus much, much more in subsequent orders that resulted from the first contacts he organized.



陳煥榮繼續 翱遊天下

陳煥榮服務本會近 40 載，以往他因工作需要經常要奔走於香港與海外市場之間，但退休後，他依然選擇再上旅途，繼續翱遊天下。

WS Chan helped hundreds of Hong Kong businessmen break into new markets through Chamber trade missions that he led to explore potential markets.

陳煥榮曾率領本會的商貿團探索外地，有助數以百計的港商進軍新市場。

In fact, he has blazed a few trails during the course of his career. He was one of the first group of 20 young officers recruited by the Hong Kong Government to become statisticians in its several departments before the establishment of the Census and Statistics Department.

He later served for eight years with the new Territories Administration collecting statistical data about Hong Kong before he joined the Chamber on February 1, 1967. At the Chamber, he developed the basic format the Chamber used to inform its members and others of all the important economic indicators, which he issued monthly and annually.

Mr Chan also helped devise one of the first booklets of facts and figures on the Hong Kong economy that could be used to encourage overseas visitors to trade with and invest in Hong Kong. Now, more than a few organisations follow Mr Chan's lead by issuing similar booklets.

In taking over the reins of the Chamber's Certification Division from the late William KF Wang, who retired after a long service with the Chamber, over the past 23 years he has generated

CO income of over HK\$780 million, which helped build up the Chamber's strong financial position. Over the years, he was responsible for the issue of over 7.95 million certificates of origin and 56,000 ATA carnets.

What Mr Chan doesn't know about trade and trade documentation isn't worth knowing. In fact, he steered the Certification Coordination Committee of the HKSAR Government's Trade and Industry Department, which advises the government on any matter relating to the operation of the Hong Kong Certification system, with a view to maintaining and enhancing the integrity of the system.

Following his admirable career with the Chamber, Mr Chan says he has no intention of settling down to the quiet life in Hong Kong.

"I love travelling – what else would you expect from Hong Kong's Travelling Man? So I plan to spend much of my retirement travelling the world. Most places in the world are much safer to travel to than in the 1970s, so I won't need to bring my rice cooker. I might still pack a few packets of instant noodles though!" B



Mainland Customs officials, together with HKSAR Trade and Industry officials call on WS Chan at the Chamber's CO office in Mongkok.

陳煥榮於本會旺角簽證處接見到訪的內地海關和香港特區工業貿易署官員。



陳煥榮服務總商會 38 年後榮休。卸下總商會的職務後，他決定換上一身輕裝，繼續周遊列國。

陳氏於 1967 年 2 月 1 日加入總商會為統計員，其後多次獲晉升，自 1982 年 9 月起出任本會簽證副總裁。服務本會期間，他遇過的趣事多不勝數，然而若論最難忘的經歷，那必然是他為了促進香港貿易，馬不停蹄於海外奔走的那段日子。

陳氏於 1976 至 1982 年間出任本會貿易部高級經理。他常記起當年在辦公室裡必放有電飯煲和大堆即食麵。

對忙碌的本會行政人員來說，在辦公室內放置這些物品看來奇怪。然而，在那 6 年裡，陳氏曾率領 23 個推銷團共 450 名香港商家，前往歐洲、中東和非洲各大貿易中心，因此差不多有 600 天身在外地，而電飯煲和即食麵隨行，正好派上用場，免得擔心在衛生較差的地區進食當地菜而出現健康問題。在另一些地方，蒸餾水可能比電油還要貴，所以帶備電飯煲和即食麵可為陳氏解決三餐，免受酒店膳食的貴氣。

由於陳氏的行李內有如此不尋常的裝備，有一次，他竟然被機場一名高大魁梧的非洲守衛敲詐，要獻上口袋內的美元才可順利通過。

又有一次，陳氏的電飯煲和即食麵無法發揮效用，因為某酒店的衛生情況實在惡劣，團內各人甚至不敢使用酒店的毛巾，恐怕染上當地的皮膚病。

不過，陳氏的「特殊裝備」一直是他率團出外時的好伴侶。他積極發掘及探索潛在市場，外訪期間，為本地製品簽得的首期訂單總值估計達 8.12 億港元，當然還有更多更多的續單交易。

事實上，他在事業發展的過程中屢創業界先河。他是最早獲香港政府聘任為各部門統計員的 20 人之一，當時政府統計處還未成立。

其後，他在新界政務署工作了 8 年，負責收集有關香港的統計資料，然後在 1967 年 2 月 1 日加入本會。本會以前向會員和其他人士提供重要經濟指標的印刷品，便是由陳氏策劃其基本編排形式，每月及每年刊印一次。

當時，他還協助設計編印一份有關香港經濟實況與數字的小冊子，此為最早面世的同類小冊子之一，用以鼓勵海外訪客在香港進行貿易及投資。今天，多家機構皆效法陳氏，出版同類小冊子。

其後，上一任簽證部主管已故的王恭甫於服務本會多年後退休，陳氏獲派接掌其職。過去 23 年，陳氏為總商會帶來逾 7.8 億港元的簽證收入，有助本會建立穩健的財政基礎。這些年來，他發出超過 795 萬份產地來源證和 56,000 份臨時入口免稅特許證。

陳氏對貿易和貿易文件服務瞭如指掌，曾負責領導香港特區政府工業貿易署轄下簽證聯絡委員會，該會就香港簽證系統的運作事宜向政府提供建議，以維持及完善有關系統。

如今，陳氏卸下忙碌而多姿多采的總商會職務，但他表示無意停下來，在香港過平靜的退休生活。

他說：「我熱愛周遊列國，以往如是，現今亦一樣。退休後，我打算四處旅遊。相比 70 年代，如今大多數地區都更適宜旅遊，所以已不用帶電飯煲隨行，不過我可能仍會帶幾包即食麵傍身！」 B



WS Chan, Mainland customs officials and representatives from Hong Kong's Trade and Industry Department, received the first historic shipment to China tariff free under CEPA on January 7, 2004. The shipment, by a HKGCC member, was covered by a Chamber CO.

2004 年 1 月 7 日，陳煥榮、內地海關官員和香港工業貿易署代表歡迎首批藉 CEPA 獲享零關稅的貨物輸入內地。一名會員憑著本會簽發的原產地證書進行這次付運。



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The strong global economy and companies' expansions into the Mainland are driving up demand for staff, says John Twist.

韋宗哲表示，由於全球經濟強勁，加上公司紛紛進軍內地，帶動企業人手需求上升。



Gemini Twining Employers and Employees' Needs

Hong Kong is again a job-seeker's market, with demand for staff far outstripping supply, says John Twist, Group General Manager for Gemini Personnel Ltd. Some of the hottest jobs at the moment are those in the finance sector, the headhunting veteran says.

"Demand for banking and management placements, especially in China, is incredible at the moment with many new banks coming to Hong Kong, and the big players gearing up their expansions into the Mainland with China's WTO commitments coming to fruition this year," he explained.

The average job vacancy rate is just under 3%, while the rate for business and professional services is just over 4.5%, according to figures compiled by the Hong Kong Institute of Human Resource Management. The healthy rate is good news for headhunters like Mr Twist, but he admits that finding the right candidate is becoming tougher in Hong Kong's limited labour pool.

"Because demand for people now is greater than supply, it is hard to provide what companies want, which is a combination of the end of the recession, demand from China sucking people out, and also fewer foreigners are coming here to work," explained Komal Sajjani, Manager for Business Services at Gemini.

晶雅人事顧問有限公司集團總經理韋宗哲表示，現時本地市場求才若渴，香港再度成為求職者的天下。韋氏的獵頭經驗豐富，他指目前熱門職位中，不少均來自金融業。

他解釋：「隨著多家新銀行進軍香港，加上中國的世貿承諾將於今年兌現，各大銀行紛紛準備拓展內地業務，故現時銀行業和管理人才需求殷切，在中國市場尤甚。」

香港人力資源管理學會的數據顯示，本港整體平均職位空缺率略低於3%，而商業和專業服務業的職位空缺率則稍高於4.5%。對韋氏這類獵頭專家來說，這無疑是喜訊，但他承認香港人才資源有限，愈來愈難覓得適合人選。

晶雅商業服務經理 Komal Sajani 說：「目前人才供不應求，難以滿足企業所需。究其原因，相信是因為經濟好轉，加上內地吸納了部分人才，還有來港工作的外籍人士減少。」

1997年前，凡持有英國護照者皆可在香港工作，故不斷有外籍人士來港就業，與他們同來的配偶，有些亦投入了本地就業市場。然而現在外籍人士須申請工作簽證，當局亦規定其同行配偶不得在港工作，即使從事慈善工作也不行。

韋氏說：「不要忘了香港地方不大，基本上只是個城市，本地人才數目有限。若香港要為中國和亞太區提供專業服務，必須從外地引進人才。」

有說香港的污染、國際學校不足和租金昂貴等問題，難吸引外地人才來工作。但韋氏認為，除香港以外，全球許多大城市都在面對這些問題。

他說：「香港能提供中國機遇，這是我們的優勢，中國經驗現時最吃香。人們的焦點已由中東轉向中國，這大大有利香港吸納優秀人才。」

晶雅除了在香港和曼谷設有辦事處，亦已透過合資公司，在北京、上海和廣州開設分行，以服務內地市場。其大多數客戶是外國企業，它們希望聘員工在香港和內地工作。像營商一樣，找合適人才推動公司發展或拓新方向也面對激烈競爭。

分類廣告和獵頭公司

Sajani 女士表示，企業透過分類廣告招聘的缺點，是只能吸引看到廣告的人。她說：「若你要找最出色的人才，便要主動找他們談。等待有意者看廣告後投上門來，並非最理想的做法。」

省時是要點之一。獵頭公司可替客戶進行篩選，例如從35名應徵者中選出5人。現今電郵普及，求職者發出履歷很容易，往往寧濫莫缺。她說：「獵頭公司善於瞭解客戶需要和期望，幫助客戶選出適當的候選人。」

晶雅重視與客戶和應徵者維持良好關係，正如韋氏指出：「今天的應徵者他日可能變成我們的客戶。」然而，究竟人才何處尋？

除了搜索公司本身的資料庫，晶雅的人員亦會緊貼香港職業市場脈搏，讓適合的人才得知就業機會。人們會敷衍一般的電話推銷，但獵頭公司的來電卻多數受歡迎。

韋氏說：「香港與其他國家不同，港人勇於接受機會，故樂於細聽詳情。在這方面，內地亦已愈來愈像香港。」

Sajani 女士說：「很多時候，即使是高層職員也會很合作，因為想到這樣做總會對他們有好處，雙方便是如此建立關係。他日，遇上他們想找工作，又或我們要找尋人選，這些聯繫便可派上用場。我們的最佳人選，多是這樣而來的。」 **B**

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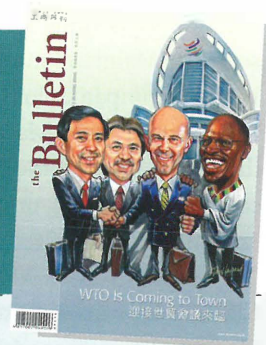
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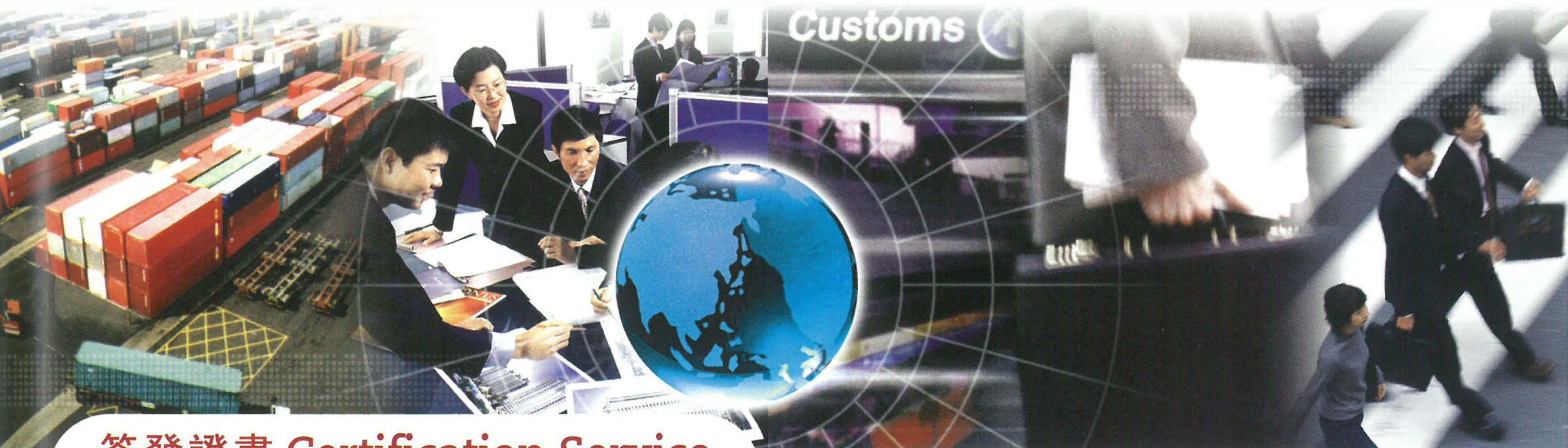
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Jeweller Sees Gold in ATA Carnet

Given the choice of paying tens of thousands of dollars in value-added tax or HK\$900 for an ATA Carnet to eliminate the need to pay that VAT, which would you choose?

Aaron Wan Lung Shum, President of Aaron Shum Jewellery Limited, has been making good use of the Chamber's ATA Carnet service since he first joined the Chamber in 1987. "In our line of business, we really use that a lot, so I would say that is the Chamber service that we use the most," he said.

His company, founded in 1985, is a manufacturer of fine jewellery. Each month, the company's 5,000 skilled craftsmen produce over 20,000 pieces of fine jewellery, which are marketed worldwide via his six offices – Hong Kong, USA, Japan, Australia, Middle East and China. He also participates in the many jewellery shows that take place around the world. To avoid paying value-added tax on samples brought

into shows, the ATA Carnet system allows him to temporarily import goods duty free.

"Carnets also simplify customs border crossing and cut red tape by allowing importers and exporters to use a single document for all customs formalities," WS Chan, Senior Director of the Chamber's CO Office explained. "It also allows companies to return to their home country with their goods and without problems or delays. Moreover, HKGCC is the only organization in Hong Kong authorised to issue ATA Carnets."

Mr Shum also participates in some of the Chamber's study missions, the most recent being HKGCC's mission to Dubai and Tehran in November 2005.

"The Chamber's missions help us understand certain markets, and are especially useful in countries which are not so easy to move around in, or meet the right people. Being on an HKGCC mission really opens doors," he said. **B**

ATA Carnet 令珠寶商得益

給你兩個選擇：支付數萬元增值稅，或是支付 900 港元申領臨時入口免稅特許證 (ATA Carnet)，卻毋需繳付任何增值稅，你會選何者？

古珀行珠寶有限公司總裁沈運龍自公司 1987 年加入總商會以來，一直善用本會的 ATA Carnet 服務。他說：「這是我們最常用的總商會服務，因為我們這行業經常需要這種特許證。」

古珀行創立於 1985 年，專製造高級珠寶。該公司聘有 5,000 名工藝一流的技師，每月生產逾 2 萬件高級珠寶首

飾，透過設於香港、美國、日本、澳洲、中東和中國的 6 家辦事處分銷全球。沈氏亦經常參加世界各地的珠寶展，利用 ATA Carnet，他可攜帶珠寶貨板到各國參展，而無需繳付進口關稅或增值稅。

總商會簽證部副總裁陳煥榮解釋：「這特許證還可簡化過關程序及免卻繁複的手續，因為進出口商只需一份文件，便可通過所有過關程序。特許證亦讓企業將貨板順利帶走，避免了延誤問題。此外，香港總商會是全港唯一獲授權簽發 ATA Carnet 的機構。」

沈氏也曾參加總商會的海外商務考察團，最近一次是去年 11 月隨本會赴杜拜和德黑蘭訪問。

他說：「總商會的外訪團有助我們瞭解外地市場，特別在一些國家，自行探索或建立人脈較難，總商會的考察團能為我們開闢門徑。」B

Aaron Shum (front row, 5th from right) and HKGCC Chairman David Eldon (6th from right) officially open Lifestyle Arts and Fine Jewellery in Ibn Battuta Shopping Mall, Dubai, with the Chamber delegation during the Chamber's mission to Dubai in November last year.

在去年 11 月總商會訪問杜拜期間，沈運龍 (前排右五)、總商會主席艾爾登 (右六) 與本會代表團為杜拜伊本·白圖泰購物商場內的 Lifestyle Arts and Fine Jewellery 主持開幕禮。



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Esam Abdulla Fakhro, Chairman of Bahrain Chamber of Commerce and Industry, called on the Chamber on December 15 and was received by Chamber CEO Dr Eden Woon. The two discussed promoting closer business relations between Bahrain and Hong Kong as the financial centres of the Gulf area and the Asia-Pacific region respectively.

巴林工商會主席 **Esam Abdulla Fakhro** 於 12 月 15 日到訪，由本會總裁翁以登博士接待，雙方談促進巴林與香港的商貿關係，以及兩地分別作為波斯灣地區和亞太區金融中心之角色。

Americas

Professor Nancy Tucker from the Department of History, Georgetown University, and Professor Warren Cohen, Distinguished University Professor of History, University of Maryland, Baltimore County, USA, visited the Chamber on January 11 and met with Chamber CEO Dr Eden Woon to discuss economic developments in Hong Kong.

Asia

Wendy Simpson, Executive Director – North Asia, Victorian Government Business Office of the State Government of Victoria, Australia, paid a courtesy call to the Chamber on

December 19 and met with Eva Chow, International Business Director. Ms Chow briefed Ms Simpson on the Chamber's role in helping business in Hong Kong and about the current business environment here.

China



Peter Liu, Chairman, Textile & Apparel Committee,

The American Chamber of Commerce in Hong Kong, shared with members at a Chamber roundtable luncheon on December 19 his views on what impact the textile agreement between China and the U.S. would have on the industry.

A Shanghai Huangpu District Promotion Cocktail took place on December 19, and Louis Pong, Chamber China Committee Vice Chairman, attended the function on behalf of the Chamber.

Luoyang City Introduction & Promotion Seminar took place on December 20, and Chamber CEO Dr Eden Woon represented HKGCC at the event and delivered a speech at the opening ceremony.

Dr Shi Derong, Chairman and CEO of Shanghai Dragon Investment Company Ltd, called on the Chamber on January 6. Chamber China

Committee Chairman David Lie met Mr Shi and discussed possible ways of future cooperation with the Chamber.

Environment

With the publication of "A Policy Framework for the Management of Municipal Solid Waste (2005-2014)" by the government, the Chamber's Business Policy Division is working with the Environment Committee on organizing a seminar to discuss this important environmental policy.

The ZeroCarbonCity campaign, organised by the British Council, took place on January 9, and the Chamber's Senior Director for Business Policy, Dr WK Chan, represented the Chamber at the ceremony.

Roy Tang, from the government's Environmental Protection Department, met with members of the Business Coalition on the Environment January 13 to discuss the progress of Hong Kong to reduce air pollution.

The Business Environment Council has invited the Chamber to be a co-organiser of the 2006 Eco-Products Award. The Chamber has long been a strong supporter of the awards and again accepted the invitation for this year's award.

Industry and SME

The Central Judging Panel of the Hong Kong Award

for Industries, chaired by Prof Poon Chung Kwong, decided on the final awards for each of the categories under the Award Scheme, including the award winners for the Innovation Category organized by the Chamber. The Chamber was represented by Deputy Chairman Dr Lily Chiang on the Central Judging Panel.

Service Industries

Dr WK Chan, Senior Director of Business Policy for the Chamber,

美洲

喬治城大學歷史系 Nancy Tucker 教授和美國巴爾的摩縣馬里蘭州大學歷史學傑出教授 Warren Cohen 教授於 1 月 11 日到訪，與本會總裁翁以登博士討論香港經濟發展。

亞洲

澳洲維多利亞州政府商務部執行總監 (北亞) Wendy Simpson 於 12 月 19 日到訪，與本會國際商務總監周紫樺會面，周氏向她簡介香港現時營商環境，以及本會在協助港商上扮演的角色。

中國

香港美國商會紡織及製衣委員會主席廖善成於 12 月 19 日蒞臨本會小型午餐會，談中美紡織協議對香港業界的影響。

attended a conference on "Rethinking Hong Kong's Human Resources and Competitiveness" organized by the Hong Kong University on January 6. The Chamber & HKCSI had earlier contributed to the part on "professional bodies and professional regulation in Hong Kong," which was part of the broader HKU study programme presented at an earlier Chamber conference on human resources and competitiveness. **B**

「經典黃埔—上海核心功能區說明酒會」於 12 月 19 日舉行，本會中國委員會副主席龐維仁代表本會出席。

「2005 中國洛陽 (香港) 市情說明暨項目推介會」於 12 月 20 日舉行，本會總裁翁以登博士代表本會出席並於開幕禮上致辭。

上海盛融投資有限公司主席兼行政總裁施德容於 1 月 6 日到訪，與本會中國委員會主席李大壯會面，並商討雙方未來合作形式。

環境

政府的《都市固體廢物管理政策大綱 (2005-2014)》已經出版，本會工商政策部正與環境委員會合作籌辦研討會，以討論這項重要的環境政策。

Conversation with a General Committee Member Series

Dr Allan Zeman, Chairman of Lan Kwai Fong Holdings Ltd, spoke at the Chamber's Conversation with a General Committee Member Series on January 19 about his career, philosophy and outlook for his businesses and Hong Kong. To encourage a candid exchange of ideas, this event was open to members only and off the record.



「與理事會成員對話」系列聚會——盛智文博士

蘭桂坊控股有限公司主席盛智文博士於 1 月 19 日出席本會「與理事會成員對話」系列聚會，與會員暢談個人事業、生活哲學以及其業務和香港的前景。該活動只供會員參加。

英國文化協會主辦的「零碳城市」計劃於 1 月 9 日展開，本會工商政策副總裁陳偉群博士代表本會出席典禮。

政府環境保護署鄧忍光於 1 月 13 日與商界環保大聯盟成員會面，討論香港改善空氣污染問題的進展。

商界環保協會邀請本會協辦「2006 香港環保產品獎」，本會已接受邀請，繼續支持舉辦這個獎項。

工業及中小企

以潘宗光教授為首的「香港工

商業獎」中央評審團已決定各類獎項 (包括本會主辦的「創意獎」) 的得獎者。本會常務副主席蔣麗莉博士代表本會擔任中央評審團成員。

服務業

本會工商政策副總裁陳偉群博士於 1 月 6 日出席香港大學主辦的會議，題為「香港人力資源和競爭力的再思」。早前香港大學進行一項研究，本會和香港服務業聯盟曾為其中關於「香港專業團體與專業規管」的部份提供資料及意見。有關研究結果已於本會較早前舉辦的人力資源和競爭力會議上發表。 **B**

Changes to Senior Management at the Chamber

With the retirement from the Chamber of WS Chan, Senior Director of Certification, (see page 36), Dr YS Cheung has been transferred from the Chamber's head office, where he worked as Senior Director of Operations since February 1993, to the CO Division, as Senior Director of Certification. Dr Cheung has worked with the Chamber for 15 years and has an intimate knowledge of HKGCC, and its CO operations.

Stella Poon has been appointed as Director of Operations.

Ms Poon, who joined the Chamber as Director, Communications & Membership, last year, has extensive experience in administration, finance management, corporate affairs, sales and public relations.

總商會高層管理人員變動

隨著本會簽證副總裁陳煥榮先生榮休 (請參閱第 36 頁)，自 1993 年 2 月起於本會總辦事處出任營運副總裁的張耀成博士，已調派往簽證部出任簽證副總裁。張博士服務本會 15 年，熟悉總商會事務及其簽證運作事宜。

潘德娟女士獲委派出任營運總監。潘女士去年加盟本會任傳訊及會員事務總監，她擁有豐富的行政、財務管理、企業事務、營銷及公關經驗。



In Review

Members New Year Cocktail

會員新年酒會

活動重溫



香港總商會主席艾爾敦1月19日主持總商會假香港會所舉行的新年酒會，當晚逾500名會員聚首一堂，與新知舊友一起慶祝新年來臨。國泰航空有限公司企業傳訊部總經理黃家倫於會上主持「2005年會員推薦計劃」的幸運大抽獎，得獎者謝漢森贏得免費雙人來回悉尼商務機票。本會亦於當晚宣佈「2006年會員推薦計劃」和新的「總商會會員優惠計劃」正式展開。如欲瞭解計劃詳情和優惠，請瀏覽本會網頁 www.chamber.org.hk。 **B**





HKGCC Chairman David Eldon hosted the Chamber's New Year Cocktail at Hong Kong Club on January 19. Over 500 members attended the event to celebrate the start of 2006 and the coming of the Year of the Dog, as well as to meet both old and new friends at the Chamber. Alan Wong (below, left), General Manager Corporate Communication, Cathay Pacific Airways Ltd, officiated over the Grand Lucky Draw for the 2005 Member-get-Member Contest, which was won by Peter Tse (below, right), who received two business class return tickets to Sydney. The cocktail also kicked off the start of the 2006 Member-get-Member contest, as well as the new HKGCC Membership Benefits Programme. More details on how you can benefit from both of these programmes can be found on the Chamber's Web site, www.chamber.org.hk. B



HKGCC Study Mission to Foshan and 總商會考察團訪問佛山及江門



Members visit the showroom of Foshan Flavouring Company. 團員參觀佛山海天調味食品有限公司的陳列室。

Workers put the finishing touches to crash helmets for export at Jiangmen Heshan Pencheng Helmet Factory. 江門鶴山騰程頭盔廠的工人為出口頭盔作最後加工。

Hong Kong investors in the Pearl River Delta have long focused on the eastern region of the delta, due mainly to the limited accessibility of the western region. This picture, however, has started to change in the past two years. With development in the eastern delta approaching saturation point, Hong Kong investors are starting to see new potential in the western cities of the delta. To see what opportunities are now available for businesses, the Chamber organized a study mission to Foshan and Jiangmen in December, led by HKGCC General Committee member Stanley Hui.

During the three-day mission, the delegation visited Foshan Municipality and its districts of Sanshui and Gaoming, Jiangmen

Municipality and Jiangmen Heshan City, as well as three industrial parks and nine production plants.

Foshan Municipality

Foshan is in the mid-south of Guangdong Province inside the Pearl River Delta. Guangzhou and Foshan are adjacent cities, and share the same infrastructure and facilities, and jointly developed a modern and full dimensional transportation network. Foshan has five districts – Chancheng, Nanhai, Shunde, Sanshui and Gaoming – and covers an area of 3,848.48 square kilometres. It has 3.39 million registered residents, but its overall population stands at over 5.6 million.

Chen Jinghong, Deputy Director-General, Bureau of Foreign Trade and Economic Cooperation of Foshan Municipality, told members that Foshan has a long history of business development and it is a large manufacturing base for national and international firms.

Jiangmen



Members browse a retail shop owned by HGGCC member Guangdong Esquel Textiles Co. Ltd.
團員參觀會員旗下廣東溢達紡織有限公司的專賣店。

Sanshui and Gaoming

Zhang Jianhui, Deputy Chief Executive, the People's Government of Sanshui District of Foshan Municipality, pointed out that Sanshui District has a well-developed transportation network including seven highways, two railways and a port which can harbour 3,000-ton vessels. Huangpu Port is a 45-minute drive away, while Guangzhou Baiyun Airport is 22 kilometres away. As such, Sanshui offers enormous potential for growth.

Ma Liangzhao, Chief Executive of the People's Government of Gaoming District of Foshan Municipality, explained to members that Gaoming is the bridgehead of Xijiang River Industrial Zone. A new project in the district is Cangjiang Industrial Park, which covers an area of almost 100 square kilometres. In March 2003, the park was recognized as a new industrial base in Foshan under the National Torch Programme.

Jiangmen Municipality

Jiangmen is located in the west of PRD in Guangdong Province, close to Hong Kong, Guangzhou and Shenzhen, and is a key component of the Guangdong-Hong Kong-Macau Economic Rim and the Pan PRD. Its governance covers Pengjiang, Jianghai and Xinhui districts and four county-level cities, namely Taishan, Kaiping, Enping and Heshan. The municipality has a total area of 9,541 square kilometres and a population of 3.95 million.

Zhao Jiyao, Vice-Secretary of the Chinese Communist Party Jiangmen Committee, highlighted at a seminar that Jiangmen possesses rich and unique tourism resources. It has one of the largest and rarest hot spring zones in the world. Upon completion of the Hong Kong-Zhuhai-Macao Bridge, travelling time to Jiangmen is expected to take 1.5 hours. As cooperation between areas in the greater and pan PRD grows closer, Jiangmen, because of its crucial transportation position on the west bank of PRD, is expected to create a wealth of development opportunities.

Heshan City

Xiang Xin, Vice Mayor, the People's Government of Heshan City, said that although Heshan's industrial development lags slightly behind the more developed PRD regions, Heshan can utilize the mature industrial models and technologies of adjoining cities.

Conclusion

Commenting on the mission upon returning to Hong Kong, Mr Hui said he believes the western PRD offers huge development potential. Foshan and Jiangmen both have extensive land, rich resources and convenient transport.

"As a number of Fortune Global 500 companies have a foothold there, services support is crucial, otherwise it will make industrial evolution and development difficult," he said. "Therefore, this spells good business opportunities for many Hong Kong enterprises. As for Jiangmen, when Hong Kong-Macau-Zhuhai Bridge is completed, travelling time from Hong Kong to Jiangmen will be even shorter than to Dongguan. Therefore I believe Jiangmen will have the potential to catch up." **B**

Members of the HKGCC delegation pose for a group photo with Foshan Gaoming officials.
總商會考察團與佛山高明區官員合照。



香港和珠三角的關係十分緊密，由於交通關係，在珠三角西岸的港資一向比東岸少，但最近兩年情況有所不同。由於珠三角東岸的發展日趨飽和，西岸的城市因擁有巨大的發展潛力而備受港商青睞。因此，本會於去年 12 月組團往佛山和江門作實地考察，以瞭解當地提供的商機。

考察團由總商會理事許漢忠率領，行程為期 3 天，走訪了佛山市、三水區、高明區、江門市及江門鶴山市，期間參觀了 3 個工業園區及 9 間不同類型的生產企業。

佛山市

佛山市位於廣東省中南部，珠江三角洲腹地。廣佛兩市地域相連，基礎設施銜接配套，共同構建了四通八達的現代化立體交通網絡。佛山市現轄禪城區、南海區、順德區、三水區、高明區，全市總面積 3,848.48 平方公里。戶籍人口 339 萬人，常住人口 560 多萬人。

佛山市對外貿易經濟合作局副局長陳景洪表示，佛山的商業發展歷史源遠流長，是目前中國也是世界大型的製造業基地之一。

三水區及高明區

三水區常務副區長張建輝指出，三水區擁有發達的立體交通網絡，區內共有七條高速公路縱橫貫穿，擁有可靠泊 3,000 噸級船舶的港口，距黃埔港僅 45 分鐘車程，另有兩條鐵路貫穿，更重要是距離廣州白雲機場只是 22 公里，因此發展潛力非常大。

高明區區長馬亮照在會見考察團時指出，高明是西江產業帶橋頭堡，其新重點滄江工業園佔地近 100 平方公里，於 2003 年 3 月獲認定為國家火炬計劃佛山新材料產業基地。

江門市

江門市位於廣東省珠三角西部，毗鄰香港、廣州、深圳等市中心城市，是粵港澳經濟圈和泛珠三角的重要組成部分。現轄蓬江、江海、新會區及台山、開平、恩平、鶴山四個縣級市，面積 9,541 平方公里，人口 395 萬。

江門市委副書記趙基耀在座談會上指出，江門市具有豐富和獨特的旅遊資源，擁有十多處溫泉，形成了世上少見的面積大、環境美、水質好的溫泉群。此外，當港珠澳大橋建成後，一個半小時便可到香港，加上港澳與廣東之間的大珠三角區域合作、泛珠三角合作日益密切，珠三角西部的江門處於交通要衝，迎來了新的歷史發展機遇。

鶴山市

鶴山市副市長向欣表示，鶴山的工業化進程在時間上雖然稍後於珠三角的發達地區，但時間上的延後卻使鶴山能夠充分利用周邊成熟的產業模式和技術，其可塑性更大，後發之勢更強勁。

總結

總結是次行程，團長許漢忠認為佛山與江門兩個城市地方廣闊，資源豐富，交通便利，可見珠三角西部的發展潛力非常大。

他說：「多間全球 500 強企業雲集於佛山，所以服務業的支援十分重要，否則難以完成產業的升級換代，因此對香港大多數企業來說是非常好的商機。而江門方面，我們相信港澳珠大橋興建後，由香港到江門的距離比到東莞的距離還近，因此江門的後發之勢將更強勁。」 B

Lax supervision leads to graft

Jim was a project manager in a medium-sized construction company. He was responsible for the selection of sub-contractors, supervision of their work and authorising contract payment and reported to Matthew, the general manager of the company.

While focusing on the overall profitability of individual projects, Matthew devoted little time to the supervision of these projects. The administration and supervision of individual projects were basically delegated to project managers.

Taking advantage of the loose management control, Jim started socialising with some contractors by having meals and taking trips to Macao with them and sub-letting some works to them. He then requested these sub-contractors to inflate the prices of their quotations to line his own pockets. He also demanded "kickbacks" equivalent to a certain percentage of the contract fees for expediting payments to some sub-contractors. To ensure uninterrupted cash flow from the projects, the sub-contractors yielded to Jim's demands.

Jim's collusion with sub-contractors and his corrupt acts went unnoticed for over a year until a sub-contractor made a report to the ICAC for investigation. The management of the company later approached the Advisory Services Group of the Corruption Prevention Department of the ICAC for advice to improve its internal control system.

What went wrong?

Lack of Management Control

As the general manager, Matthew should take overall responsibility for the proper administration of the projects, instead of only concentrating on the profits. Without adequate management control, unscrupulous staff members like Jim could easily abuse the system unchecked.

Deficiencies in the Subletting System

Without a central list of approved contractors or a well-established system for the subletting of contracts, project managers could choose sub-contractors at their

own will, providing opportunity for favouritism and collusion. As a result, the company would not get value for money as the bids obtained might not be competitive while substandard services would be tolerated by project managers who received kickbacks.

Withholding of Contract Payments

The lack of company guidelines on payment processing procedures, such as an internal time limit for payment processing and a control sheet for payment flow, created opportunities for unscrupulous staff members to manipulate contract payments to individual sub-contractors with an ulterior motive.

Tips for management

As a responsible manager of the company, you should:

a) Instigate process control

- Retain control of making certain critical decisions, such as the selection of sub-contractors;
- Conduct random supervisory checks on the work of your staff to detect any irregularities;
- Establish direct communication channels with the company's business associates, e.g.: suppliers, sub-contractors and consultants, so that feedback or complaints could be received timely.

b) Establish the subletting system

- Adopt a policy on assessment criteria with objective comparison of competitiveness and suitability for the selection of sub-contractors as far as practicable;
- Establish a central list of approved sub-contractors for the project team to select sub-contractors or invitation of bids by rotation;
- Centrally administer the subletting process for all projects to ensure segregation of the letting duties from the project teams.

c) Tighten procedures for payment processing

- Set an internal time frame jointly by the project team and the accounts office on processing of project payments made to sub-contractors;
- Transfer the payment valuation duty from the front-line site staff (e.g. project supervisors) to office staff (e.g. surveying staff) to enhance the impartiality of the payment valuation process.

For enquiries about this article or corruption prevention advice to private sector companies, please contact the Advisory Services Group of the ICAC's Corruption Prevention Department at (tel) 2526 6363, (fax) 2522 0505 or (e-mail address) asg@cpd.icac.org.hk. Our service is free and confidential.

To report corruption, call the ICAC 24-hour Hotline at 25 266 366.

On with Wagyu Beef

停不了的和牛

By Gerry Ma 馬桂榕



Beef Skirting

The long strips are available in three types of marinade: salt; onion and oil; and barbecue sauce. (\$135)

胸外腹

近橫膈膜附近的肉，厚切成長條形，燒得外香內軟，肉味濃郁，肉汁豐富。可選鹽醃／洋蔥油醃／燒汁醃，以洋蔥油醃最惹味。(\$135)



Seafood Hot Pot

A spicy seafood hot pot with "kimchi." (HK\$120)

海鮮鍋

用料非常豐富，有大蝦、蜆、泡菜等，少少辛辣，開胃無比。(\$120)

The tender and juicy American Angus beef is loved by steak fans, yet even American beef is banned in Hong Kong due to BSE (mad-cow disease). Australian or New Zealand beef specially imported by some restaurants in recent years is getting close to top grade Angus or Kobe beef, and even famous American steak houses in town – Morton's of Chicago and Ruth's Chris Steak House now only offer Australian beef. However, I still cherish every opportunity to travel to Japan where I can enjoy incredible Kobe, Matsusaka and Wagyu beef.

I wouldn't call myself a "meat freak," as I usually prefer vegetables, seafood and chicken rather than red meat. This is partly to watch my health, but mainly because I want to reserve my red-meat quota for enjoying top-quality beef. I do admit, however, that I'm obsessed about marbled Kobe beef in all its wonderful forms – steaks, sashimi, shabu shabu and teriyaki. However, as Japanese beef imports into Hong Kong are banned, we can only enjoy Kobe beef in Japan.

Japanese barbecue restaurants originally came from Korea, yet the Japanese have refined the experience. The Japanese marinate meats, mainly beef, lightly to avoid drowning the original flavour of the meat, and they have got the slicing and treatment of different types of beef down to a fine art. Barbecue restaurants are common in Japan, and shouldn't be confused with the Korean-style barbecue restaurants in Hong Kong.

Stone Pot Beef and Vegetable Rice

How can you resist this sizzling dish? (\$110)

牛肉蔬菜石頭鍋飯

熱辣辣的石頭鍋飯，吃後倍覺溫暖。(\$110)

After enjoying our shabu shabu meal featured in *The Bulletin* last month, I stumbled upon an authentic Japanese barbecue restaurant in



Wa-En

5/F, The Toy House
100 Canton Road
Tsimshatsui, Kowloon

和宴

九龍尖沙咀廣東道 100 號
彩星集團大廈 5 樓
3428 3345



Premium Karubi Beef

Evenly marbled and very tender. (\$210)

特選牛排肉

油花均勻，雖然不至於入口即溶，但口感非常脛滑。
(\$210)



Premium Rib Eye Beef

Tasting a juicy barbecued rib-eye is a heavenly experience. (\$230)

特選牛肉眼

最肥美的部份，燒至半生熟吃，油花在口中溶化，肉汁隨著散發，是吃牛肉的至高境界。(\$230)

the same building! What heaven! The décor of “Wa-En Japanese B.B.Q. Restaurant” is very Japanese, and the barbecue grills have been brought in from Japan and feature built-in extractor fans, so that customers don’t get gassed.

The restaurant is as specialised as barbecue restaurants in Japan, and beef lovers will be delighted to hear that its menu lists a wide range of cuts – rib-eye, tenderloin, sirloin, ribs, skirting and even tongue, tripe, liver, heart and ox tail – all from Australian black Wagyu.

Wagyu (Japanese cattle) bulls are bred in a special way to produce its distinctive marbled meat that is extraordinarily tender. There are different Wagyu breeds in Japan, with those from Kobe being most famous. Wagyu breeding secrets have been exported to Australia, where Australian pure bred Wagyu beef is classified into 12 grades (M1-M12, with M12 being the best, rarest and most expensive). M12 has an intense marbled pattern and a light beef flavour.

Australian black Wagyu is from cross-bred Australian Wagyu and Australian Angus cattle. The meat is very tender and has a strong beef flavour – the best choice for barbecue. The black Wagyu is also classified into M1-M12. As M11-12 is very rare, I have only managed to try M12 twice in Hong Kong – even “Wa-En” can only get up to M9 Wagyu beef.

Rib-eye beef is the juiciest meat, and is best barbecued to medium-rare or medium to retain the juice. Karubi beef has uniformed marbling and is also very tender. Tenderloin tends to be less tender, but has a rich flavour. Beef skirting, cut into long strips, is also juicy and good for barbecuing. Beef sold in “Wa-En” is only lightly marinated – if at all – and best barbecued to medium-well (or rarer) and served with a secret soy sauce.

Apart from beef, ox tongue with spring onions is also a good choice for barbecuing in “Wa-En.” Another delicious choice is pork neck marinated in Yuzu sauce (grapefruit and pepper). If you like seafood, a wide selection such as scallops, prawns, clams, baby abalone, squids and King crab legs are also available. After a few rounds of barbecued beef, pork and seafood, if you would like a change, try their stone-pot with beef, vegetables and rice, or their spicy seafood hot pot.

In Japanese barbecue restaurants, customers often come with friends and sit around with a nice cold beer chatting and barbecuing a few plates of meat. They then order other rounds until they are satisfied.

Enjoying barbecued meat and drinking cold beer in a Japanese barbecue restaurant has all the makings of a delightful meal. Korean barbecue restaurants in Hong Kong are not my favourite choice for barbecuing, but now with “Wa-En,” I have finally found a place to enjoy quality barbecued beef in a very Japanese environment. **B**

Assorted seafood (\$150)

海鮮拼盤 (帶子、蝦、蜆、鮑魚仔)
(\$150)



我並非「無肉不歡」一族，平日用餐，無論早、午、晚餐，不會刻意點選太多紅肉，多愛點蔬菜、海鮮或雞肉，除了為了吃得健康，更重要是預留 Quota (配額)，遇上頂級牛肉時，就可吃過痛快。心中最迷戀的當然是日本神戶牛肉，那佈滿雪花的牛肉，放入口中自然溶化，那種口感難以形容。無論生吃、SHABU SHABU 或鐵板燒，都各有特色，不同厚薄，不同口感。但後來香港禁止入口日本牛肉，要品嚐神戶牛肉，只有在日本才吃到。

喜歡牛扒的，當然愛吃美國安格斯牛，頂級的肉眼扒，油花四溢，半生熟的嫩滑，令人回味無窮。但早年因瘋牛症疑雲，繼日本牛肉後，美國牛肉也停止進港。近年在港吃到的大都是澳洲或紐西蘭進口牛肉，論肉質當然不能與美國頂級安格斯或日本神戶牛肉相



比。連城中兩間最著名的美國牛扒專門餐廳——「Morton's of Chicago」和「Ruth Chris Steak House」都只賣澳洲牛肉，因此近年已較少專程前往光顧。

在香港，難吃到上等牛肉，只有往外地才能嚐到。這驅使我每次往日本時，一定飽嚙牛肉。事實上，在日本吃牛肉，除昂貴的神戶牛肉外，松板、但島、米澤等牛肉，也非常可口。

愛上日本燒肉(即烤肉)，是因為日本食店做得夠專業。雖然日本的燒肉文化源於住在日本的朝鮮人，但日式燒肉較韓式燒肉講究。韓式燒肉大多以濃重的醃料醃過，但日式燒肉較注重肉質的原味。燒肉店通常主打牛肉，不同部位有不同割切，高級的燒肉店更有多種不同等級的牛肉供選擇。那種享受烤肉的感受，非香港一般韓國烤肉店能比擬。在日本，燒肉店非常普遍，所以常嘆香港為何沒有一間正宗日式燒肉店。

近日發現一間 SHABU SHABU 專門店時(上期「冬日盛宴」介紹過)，在同一大廈內發現了香港第一間日式燒肉店，售賣的同樣也是澳洲極黑和牛。這店地方陳設非常日式，感覺極像以前在札幌光顧過的一間燒肉店。很多人很怕去烤肉店，原因是油煙太大，光顧後衣服會吸滿煙味。然而，這店所用的網燒烤爐全部由日本訂回來，爐內側有吸燒孔，把油煙抽到櫃內

的抽氣系統去，所以在這裡吃飯後，衣服不帶半點油煙味。

這間「燒肉和宴」就是來得夠專，跟日本的燒肉店極相似。打開餐牌，愛吃牛肉的一定樂上半天，單是牛肉就有多種選擇，有特選牛肉眼、牛里脊肉、牛排肉、牛排骨、胸外腹、牛舌，喜歡牛內臟的則有牛大腸、牛胃、牛肝、牛心、金錢肚、牛柏葉、牛尾及牛心頂。這裡所選用的，全是澳洲極黑和牛。

和牛本來是在日本養殖的上等牛隻，由於養殖方法特別，所以肉質嫩滑，油份均勻，有入口即溶的口感，甘香無比。在日本本土各地有不同的品種，其中以神戶最有名，而日本其他地方出產的也不錯。後來將這種養殖法帶往澳洲繁殖，即保持日本和牛血統，稱之為澳洲純和牛，分為 M1 至 M12 級，以 M12 為最高級、稀有和昂貴。澳洲純和牛雪花紋較多，入口即溶，但肉味較淡。澳洲極黑和牛是混血兒，是澳洲和牛加澳洲安格斯牛的混種，結合了和牛的豐富油份和澳洲安格斯牛肉的味，入口極軟脆，最適合作為烤肉。分級方法也是分為 M1 至 M12，以 M12 為最頂級。在香港很難找到 M11 和 M12，我只有幸嚐過 M12 兩次。在香港，以 M9—M10 為最高級，「燒肉和宴」所選用的就是 M9。

不同部位有不同的割切，牛肉眼是牛肉最肥美的部份，油份豐富，最宜燒至半生熟吃，肉汁在口中溶化，油香中帶有肉質的原味。牛排肉油花較均勻，雖然不至於入口即溶，但口感非常脆滑。牛里脊肉則較有肉味，且有嚼口。牛胸外腹即是近橫膈膜附近的肉，厚切成長條形，燒得外香內軟，肉味濃郁又多汁。店子裡的牛肉不像韓式烤肉般醃料濃重，最多只是以醬汁輕輕醃過，燒至七成熟(或較生的)，並可輕點秘製豉油汁，放入口中，濃濃肉香填滿口腔，油香味久久未散。

牛肉以外，牛舌也是另一佳選，牛舌爽脆得來帶有青蔥香味，一點也不羶。柚子胡椒豬頸肉不可不吃，豬頸肉用新鮮柚子汁來醃，入口充滿柚子香味，肉質爽口。除了牛肉，也可選海鮮——帶子、大蝦、蜆、鮑魚仔或魷魚，另有一番風味，鱈場蟹腳燒起來也頗有特色。吃過一輪牛肉，豬頸肉及海鮮後，酒過三巡，可來個牛肉蔬菜石頭鍋飯，雖沒有韓式石頭鍋飯般辛辣，但極有滿足感，吃飯時不妨來個海鮮鍋，少少辣，開胃非常。

吃燒肉最適宜相約三五知己，配以冰凍啤酒，高談闊論。先點選數盆，慢慢享用，不夠時再加酒、再添肉，這正是日本人眼中燒肉店的熱鬧場面。

每次吃燒肉時都倍感熱鬧，大杯酒大塊肉，那種豪情豪氣一定受店內氣氛所感染。吃燒肉最關鍵就是牛肉的質量，這裡所選的不容置疑，加上地方整齊乾淨，一向對香港韓式烤肉店卻步的我，終於找到了合意的日式燒肉店。 **B**



Mixed Vegetables
Onion, pumpkin, sweet potato and peppers can also be barbecued. (\$60)
蔬菜拼盤
燒蔬菜也非常美味，大洋葱、南瓜、蕃薯都惹人好感。(\$60)

Pork Neck with "Yuzu" Sauce
The crispy pork has a refreshing grapefruit flavour. (\$80)
柚子胡椒豬頸肉
豬頸肉帶有新鮮柚子香味，極之爽口。(\$80)





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香港總商會1861

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16 FEB

Chairman's Committee Meeting

23 FEB

General Committee Meeting

27 FEB

Joint Economic Policy & Taxation Committee Meeting

7 MAR

Americas Committee Meeting

7 MAR

Digital, Information and Telecommunications Committee

20 MAR

Chairman's Committee Meeting

28 MAR

General Committee Meeting

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活動預告

Training

13 FEB

Professional Assistant to Top Management (*Cantonese*)

13 FEB

Creating Wins: Effective Negotiating (*English*)

15 FEB - 7 JUN

Grammar at Work
(*English supplemented by Cantonese*)

16 FEB

Corporate Governance, Internal Control, Fraud & Crises Management (*Cantonese*)

16 FEB

Developing Constructive Internal Communication – Giving & Receiving Feedback (*Cantonese*)

17 FEB

Change Management Workshop (*Cantonese*)

17 FEB

Developing Managers (*Cantonese*)

21 FEB – 9 MAY

Training: Mandarin Speaking Group for “EXPATRIATES”

21 FEB - 9 MAY

Mandarin Speaking Group for “Expatriates” (Intensive Course)
(*Mandarin supplemented by English*)

27 FEB – 24 APR

Training: Speaking with Confidence

3 MAR

Training: Understanding Proposed New Articles in UCP 600 (*Cantonese*)
培訓課程：了解 UCP600 號新規定修例方向 (*廣東話*)

27 FEB - 24 JUN

Speaking with Confidence (*English*)

Roundtable Luncheon

2 MAR

IP Protection in China

Subscription Luncheon

2 MAR

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

Town Hall Forum

21 FEB

Town Hall Forum Series with The Democratic Alliance for the Betterment and Progress of Hong Kong (DAB) representatives (Members Only)

Networking Functions

23 FEB

Chamber Happy Hour at Pacific Bar

24 FEB

2006 HKGCC Spring Dinner
二零零六年香港總商會春茗聯歡

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Academic and Family Pressures Too Much for Some Kids

The Chinese University of Hong Kong has undertaken a study to find out why more children in Hong Kong are committing suicide. The study found that questionnaires from 327 female students aged 13-18 found 47% (154) reported some suicide ideation, i.e. they have thought about suicide. Higher test anxiety, lower academic self-concept (perceiving that they were incapable of getting good academic results) and perceiving that their parents were dissatisfied with their academic performance are related to higher levels of depression and suicide ideation. In particular, there was a high correlation between test anxiety and depression. Results show that students with high test anxiety were two times more likely to have thought about suicide.

[More>> at iBulletin](#)

部分青少年難抵學業和家庭壓力

香港中文大學最近進行一項研究，以瞭解香港青少年自殺行為增加的原因。問卷研究共有 327 名介乎 13 至 18 歲的女學生參加，結果發現 47% 學生 (154 人) 曾有自殺念頭。青少年若對測驗考試焦慮、在學業成績上的自我觀念較低 (即覺得自己不能取得優異成績)，以及感到父母對自己學業成績不滿，他們的抑鬱情緒和自殺意念也較強烈。其中抑鬱情緒與學生對測驗考試焦慮之間的關係尤其密切。數據顯示，對測驗考試焦慮感高的學生，其出現自殺念頭的機會比焦慮感低的學生高出兩倍。

詳情載於《工商月刊》網頁



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