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November 2019

HKGCC: The Voice of Business in Hong Kong

bulletin

工商月刊

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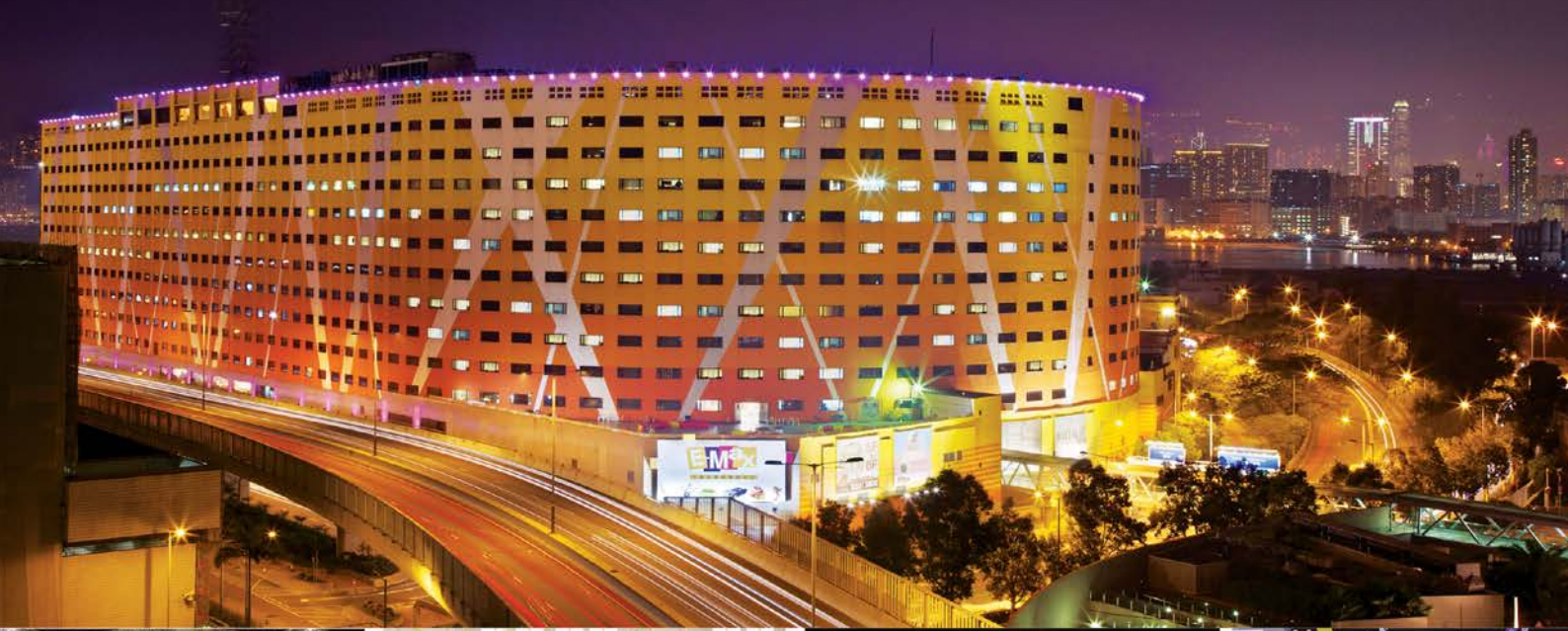
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Paving a Path to Recovery

Policy Address' focus on tackling housing issue is welcome but Government must work to restore normality



為復蘇鋪路

《施政報告》集中解決房屋問題，做法可取，惟政府須努力令社會回復常態

本港自6月起示威活動不斷，在此背景下，行政長官林鄭月娥於10月16日發表了《施政報告》。

儘管政府正著力應對香港面臨的嚴峻挑戰，但要阻止社會經濟進一步惡化的唯一方法，是令社會回復正常。

香港房屋嚴重短缺，被視為民怨的根源之一，影響了許多無力置業，甚至連租金也負擔不起的市民，使他們無法達至合理的生活水平。

報告公布的措施——包括加快出售市民可負擔的公屋單位和放寬按揭上限，應可讓更多首次置業人士上車。我們也歡迎政府宣布研究重建工廠大廈為公營房屋；而當局計劃在未來三年提供10,000個過渡房屋單位，均可望紓緩現時房屋短缺問題。

政府大解慳囊，為的是改善民生。我們更歡迎財政司司長先後在8月、9月和10月提出一系列紓困措施，扶助中小企業渡過難關，但我們希望政府能多下工夫，恢復社會穩定和明確。

持續的示威活動——尤其是激進示威者不斷升級的暴力行為，對企業造成了嚴重打擊。全城都受到動亂影響，而中小企業所受的衝擊尤為嚴重，迫使很多餐館和商舖關門停業。會員向我表示，他們要在無法預測的情況下計劃未來和繼續經營業務，實在舉步維艱。

財政支援應在短期內有助紓緩企業的部分困難，但長遠而言，我們始終仍須尋找解決本地問題的方法。政府應設法令社會儘快回復常態，修補撕裂，讓我們可以開展漫長的和解過程，重建香港。

為協助香港重新出發，尤其是令中小企業邁步向前，我早前主持了三場中小企業論壇，讓會員反映他們公司所遇到的種種困難。這些討論得出的不同見解和建議，將被納入本會的建議書，供政府參考。為確保我們能夠準確反映企業的經營實況，您的意見至關重要。歡迎各會員提出意見，協助香港企業渡過當前難關，並加快復蘇進程。

Chief Executive Carrie Lam delivered her Policy Address on 16 October against the backdrop of ongoing protests that began in June.

Although the Government is trying to tackle the grave challenges facing Hong Kong, the only solution to stop socioeconomic conditions from further deteriorating is to restore normalcy.

The acute shortage of homes in Hong Kong is considered a key area of discontent, affecting many citizens who cannot afford to buy or even rent a flat that will give them a reasonable standard of living.

The measures announced – include expediting the sale of affordable public housing units and easing mortgage criteria – should allow more first-time buyers to secure their own home. We also welcome the Government's announcement to explore the redevelopment of factory estates into public housing. The plan to provide 10,000 transitional units in the next three years should also help alleviate the current shortfall.

At the same time, the Government has loosened its purse strings with the objective of improving people's livelihoods. As well, the series of relief measures announced by the Financial Secretary in August, September and October to help SMEs weather the storm are welcomed, but we hope that more can be done to restore stability and certainty.

The ongoing demonstrations – particularly the escalating violence by radical protesters – have badly hit businesses. The whole city has been affected by the unrest, but smaller businesses have been hit particularly hard, forcing many restaurants and shops to close. Members have told me that they have had to grapple with the challenges of planning and operating under unpredictable conditions.

Financial support should help ease some of businesses' difficulties for the short-term, but at the end of the day we need to find a cure for the problems at home. The Government should prioritize finding ways to restore normality and heal divisions as soon as possible, so that we can all start the long process of reconciliation and rebuilding Hong Kong.

To help the city move forward, and the SME community in particular, I hosted three SME forums for members to share the difficulties and pain their businesses are experiencing. The discussions provided many insights and proposals, which we will collate into our recommendations to the Government. Your input is crucial to ensure that we accurately reflect the reality on the ground for businesses. We welcome all of your suggestions to help Hong Kong businesses weather the current storm and accelerate the recovery process.

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Hong Kong General Chamber of Commerce
香港總商會 1861

The Voice of Business 商界之聲

The Hong Kong General Chamber of Commerce has been representing and safeguarding the interests of business in Hong Kong since 1861.
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Rising to the Challenge with Flexibility

Vigilance is needed to protect the economy and help SMEs amid political disputes and domestic turmoil



靈活應對 迎難而上

面對政治爭拗和本地亂局，政府必須保持警覺，以保障經濟，並扶助中小企

中美兩國貿易磨擦困擾全球超過一年，終於在上月取得了實質性的第一階段成果：美國將暫緩把總值2,500億美元中國貨品的關稅稅率上調至30%的計劃，這實在是個好消息。然而，不明朗的局面遠未結束。

在充滿變數的國際政經形勢下，政府更應積極拓展內銷及新興市場，減低投資風險，並協助中小企應對內憂外患的難關。

香港作為高度外向型經濟體，在國際金融和經濟環境不明朗的大環境下，不能獨善其身。再者，目前的中美首階段貿易協議避開對內地產業政策、政府補貼國有企業等核心議題，故仍存在不確定性。因此，我們必須保持警覺，集中精力聚焦經濟。

面對全球各個區域的競爭，政府必須保護幾代人建立下來的經濟根基，並趕上國家發展的快車，為年輕人提供向上流動的階梯。

政府也應把握「一帶一路」及大灣區的發展機遇，吸引跨國和內地企業落戶香港。

與此同時，當局應爭取讓港商落戶中國境外的經貿合作區，讓他們在區內重整生產綫，開拓新的生產基地。

本地方面，在過去的十一黃金周，訪港內地旅客大跌一半至僅67萬人次，預示旅遊及零售業正步入寒冬。在聖誕節及農曆新年恐怕難逃冷清的情況下，政府除了近月推出各項支援中小企的措施，還應適時審視形勢，在必要時毫不猶豫地把支援措施加碼，協助商界迎難而上。

政治爭拗不見盡頭，營商環境今非昔比，資金和人才一旦撤走，未必重來。政府必須審時度勢、把握機遇，進一步融入國家的發展大計，擔當更積極的參與者角色，為香港的下一代謀福祉，致力解決窒礙本港長遠發展的問題。

For more than a year, the world has been plagued by the trade friction between the United States and Mainland China. So it is good news that the two sides finally reached a substantial phase-one deal last month. However, the uncertainty is far from over.

Given the ever-changing global political and economic landscape, the Hong Kong Government should actively expand its domestic and emerging markets to reduce investment risks and to help tide SMEs over the current internal troubles and external threats.

As a highly externally oriented economy, Hong Kong cannot be immune from the financial and economic uncertainties around the world. Moreover, considering that the current Sino-U.S. first-phase trade agreement avoids core issues such as the Mainland's industrial policies and government subsidies to state-owned enterprises, uncertainties remain. With the situation remaining fluid, we must stay vigilant and focused on economic development.

To provide young people with a ladder for upward mobility, the Government needs to protect the economic foundation laid down by the previous generations and get on board the express train of national development.

The opportunities arising from the Belt and Road and Greater Bay Area initiatives should also be seized, with a view to attracting multinational and Mainland enterprises to set up in Hong Kong.

Meanwhile, the Administration should seek to enable Hong Kong businesses to set up in economic and trade cooperation zones outside China, so they can restructure their production lines and open up new production bases in the wider region.

Back at home, the number of inbound Mainland tourists fell by half to only 670,000 during the last National Day Golden Week, foreshadowing a cold winter ahead for the tourism and retail industries. As the upcoming Christmas and Lunar New Year holidays are not expected to be festive occasions for local businesses, the Government should judge the hour and take action. In addition to the various support measures for SMEs it has launched in recent months, greater efforts should be made where needed to help the business sector overcome the current difficulties.

With the endless political disputes and unprecedented challenges in the business environment, there is a danger that if capital and talent leave the city they may not return. It is imperative for the Government to take stock of the situation and seize the opportunities to further integrate into the national development plans by playing an even more active role as a participant. This will help lay the groundwork for the well-being of the next generation of Hong Kong people, and address the issues that hinder the long-term development of the city.

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Catching the Cream of the Crop

Companies offered plenty of food for thought on how they recruit and retain the best talent



招攬優才

企業集思廣益，分享招攬和保留頂尖人才的真知灼見，值得深思

香港陷入多年來最嚴峻的危機，不少城中企業生意面臨即時威脅，正著力應對。

示威活動持續未止，嚴重打擊本港整體經濟，部分行業更有公司裁員甚至倒閉。

過往，香港總能在風浪過後重新振作；憑著我們作為國際商業中心的眾多優勢，在風波平息後，香港可望能夠回到正軌。

然而我們亦知道，儘管香港基礎穩健，但仍有不少瓶頸窒礙我們充分發揮潛力。誠然商界需要應對當前最迫切的問題，一些其他重要議題也不容忽視。

人力資源是我們長久以來的挑戰之一。本港整體失業率處於極低水平，尤以服務及科技業界的人才短缺為甚。所以，企業要吸引並留住最佳人才，就要多下苦功。

在總商會最近舉辦的「CEO人力資本大會」上，初創以至傳統公司等大小企業，都分享了各自招徠人才的成功之道，令人深受啟發。

大會的主題環繞創新的招聘和培訓程序、摒棄刻板的階級觀念和繁瑣規程，以及把決策權下放予資歷較淺的員工。僱員富有強烈使命感和成就感，就能享受工作的樂趣，進而更樂意留在公司效力。

提供學習新技能的機會，例如調任不同部門崗位——甚至海外，亦是令員工受用的做法。持續培訓不僅能協助僱員更投入工作，還可透過提升員工技能，惠及公司。彈性工時也是另一項重要元素，對年青一代尤為吸引。

一眾講者的理念新穎，惟香港的職場文化卻停滯不前。彈性工時、遙距工作及扁平架構等，在外國已經流行數十年，在香港卻仍然鮮見。隨營商環境愈趨國際化，不難理解為何頂尖的年青人才都不願加入工時長、著重階級文化的一些本地公司。

如欲了解是次大會詳情，歡迎參閱今期的「封面故事」。當然，講者提出的方案未必適用於所有企業，但他們分享的眾多招聘和培訓人才的成功方略，想必會讓大家有所體會。

With Hong Kong engulfed in its worst crisis for decades, businesses in the city are focused on dealing with the immediate threat to their livelihoods.

The ongoing protests have hit the whole economy hard, and some sectors are already laying off staff and even closing.

In the past, Hong Kong always bounced back after a crisis, and we expect that once the current trouble dies down, we will return to business as usual, thanks to our many advantages as a global commercial hub.

But we also know that, besides our strong fundamentals, the city has a number of bottlenecks that are holding us back from truly fulfilling our potential. While the business community must of course address its most pressing problems, we should not ignore the other key issues.

Manpower is one of these long-running challenges. We have an extremely low unemployment rate overall, with particularly acute shortages in the service and technology sectors. So, if companies want to attract and retain the best talent, they need to make an effort.

It was fascinating to learn at our recent CEO Manpower Conference how some businesses – ranging from start-ups to traditional firms – are successfully doing just that.

Common themes included innovative hiring and training procedures, doing away with rigid hierarchies and

bureaucracy, and empowering more junior staff to make decisions. Workers enjoy their jobs more if they have a strong sense of purpose, which in turn increases loyalty.

Giving employees opportunities to learn new skills, for example by moving to different departments – or even overseas where available – is another option appreciated by staff. Ongoing training can also help to keep workers engaged as well as benefiting the company by improving their skills. Flexibility is another key attribute, prized by younger workers in particular.

But while our panel speakers all had innovative ideas, the fact remains that Hong Kong's working culture is pretty old-fashioned. Flexitime, remote working and flat structures have been commonplace overseas for decades, yet are still rare in Hong Kong. In an increasingly global business environment, it is easy to see why the brightest young talent may prefer to turn their back on the long hours and hierarchical culture of some local companies.

You can read more about the conference in this month's cover story. Of course, not all of our speakers' ideas will work for every business. But we certainly found plenty of food for thought among their successful strategies on hiring staff and investing in their career development.

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Cover Story | 封面故事

At the Chamber's biennial CEO Manpower Conference, expert speakers shared how they successfully attract and retain the best staff amid a severe shortage of talent and a rapidly evolving environment
在總商會兩年一度的「CEO 人力資本大會」上，專家講者分享如何在人才嚴重短缺和瞬息萬變的環境下，成功招徠並留住優秀員工



The Hunt for Talent

網羅人才

Hong Kong is facing a manpower battle on a number of different fronts. The extremely low employment rate means that candidates are thin on the ground. Technology advances are making some skills obsolete while others are raising demand, creating talent shortages. And employee expectations are also changing amid a generational shift.

All of this means that finding the right people is a challenge. The Chamber's CEO Manpower Conference on 3 October focused on the theme of The Art of Manpower Management in an Evolving Workplace. Chamber Chairman Aron Harilela noted that his own industry, the hotel sector, was struggling to find workers. But also, he added, this is being seen across many sectors in Hong Kong, from retail to high-tech.

Winning the Manpower Race – Talent Strategies That Work

A high proportion of attendees raised their hands when Frank Koo, Head of Asia, Talent and Learning Solutions at LinkedIn, asked who had a profile on the platform. Koo pointed out that LinkedIn's core aim is to help individuals and organizations win the manpower race, so it must lead by example.

"If not, nobody would believe in us," he said. "So we try to bring in the best people, and provide an environment where they can feel engaged and fulfil their ambitions."

To make this happen, the company has a carefully designed hiring process to ensure they understand the

candidate's attitude. "If people are not aligned with the company's purpose, it can be destructive," he said.

LinkedIn encourages staff to "dream big," and to this end it provides e-learning platforms, employee resource groups and reverse mentorship activities. The company also conducts regular employee surveys – these are done every quarter, considerably more often than most firms.

It is not just online companies that are now offering more flexibility and benefits. Guy Mills, CEO of Manulife (International), said that the long-established insurer is also changing the way it operates.

"Sourcing and retaining talent is one of our key challenges in Hong Kong," he said, particularly in the face of the "beanbags and diet coke" image that often lures younger workers to start-ups.

To attract talent, Manulife is working to raise the company's profile. "Something fairly new is that we have gone out and tapped into the community at events like RISE and fintech forums. We are very visible."

Manulife has also overhauled its internal procedures, from cutting the time taken to hire new staff to introducing more agile ways of working.

"Previously, we were very hierarchical. Now, we have delegated decision-making to several layers down, and given teams mandates and budgets," Mills said. "It sounds very simple, but empowering teams to make the decisions – and not to have to run through layers of bureaucracy – is critical!"

Innovate and Diversify

Changing with the times has been key to the success of Mitsubishi Corporation Hong Kong Limited, as Kosaku Kawai, President and Managing Director, explained. Originally a trading company, the corporation is now in sectors from consumer goods to mining.

"If we had stayed in trading we would be bankrupt by now," he said.

In a career spanning Tokyo, Beijing and Hong Kong, Kawai said that the key trend in recent years has been the growth of technology in Mainland China. "The biggest change is digitization in China – it's really unique, it's outstanding. And the centre is in Shenzhen."

Hong Kong must seize the opportunities through helping to commercialise innovations and providing a market. "If we want to take part, we have to be part of the innovation," he said.

"We try to bring in the best people, and provide an environment where they can feel engaged and fulfil their ambitions."

– Frank Koo,
Head of Asia, Talent and Learning Solutions at LinkedIn

The very fast pace of technology development in Shenzhen is happening as a result of trial and error, which reflects a change in culture, Kawai noted. This means

that businesses will have to step out of their comfort zones to keep up.

NWS Holdings Limited is a diversified company, but has core business in roads, aircraft leasing, transportation and construction, explained CEO Eric Ma. It is one of the largest global toll road operators and has 15 toll roads in the Mainland.

The group is always looking for new opportunities, Ma said, pointing to the Irish aircraft leasing company Goshawk, which has grown considerably since NWS Holdings invested in it in 2015. This broad reach means that NWS Holdings employees can move in a variety of sectors and locations.

"We are a very diversified business, so we are able to offer talent a lot of experience and provide them with extensive opportunities and travel." For example, one employee

Changing With the Times

From automation to diversity, Roger Steel from Willis Towers Watson discusses some of the key manpower trends

While some companies' innovative strategies are helping to attract talent, the fact remains that many local businesses continue to operate in an old-fashioned manner.

"A lot of Hong Kong companies have been reluctant to change. Unless we do change, we will get left behind," said Roger Steel, Managing Director, Hong Kong and Macao at Willis Towers Watson. "I'm not sure why we are slow, but I think Hong Kong is waking up."

The rapid growth of technology, and how companies adapt, is one of the

key trends affecting manpower and recruitment. Citing the results of a recent global survey by Willis Towers Watson, he said the consumer base is becoming more demanding, and technology is transforming every business. "It doesn't matter what business you are in – we all face the same trends."

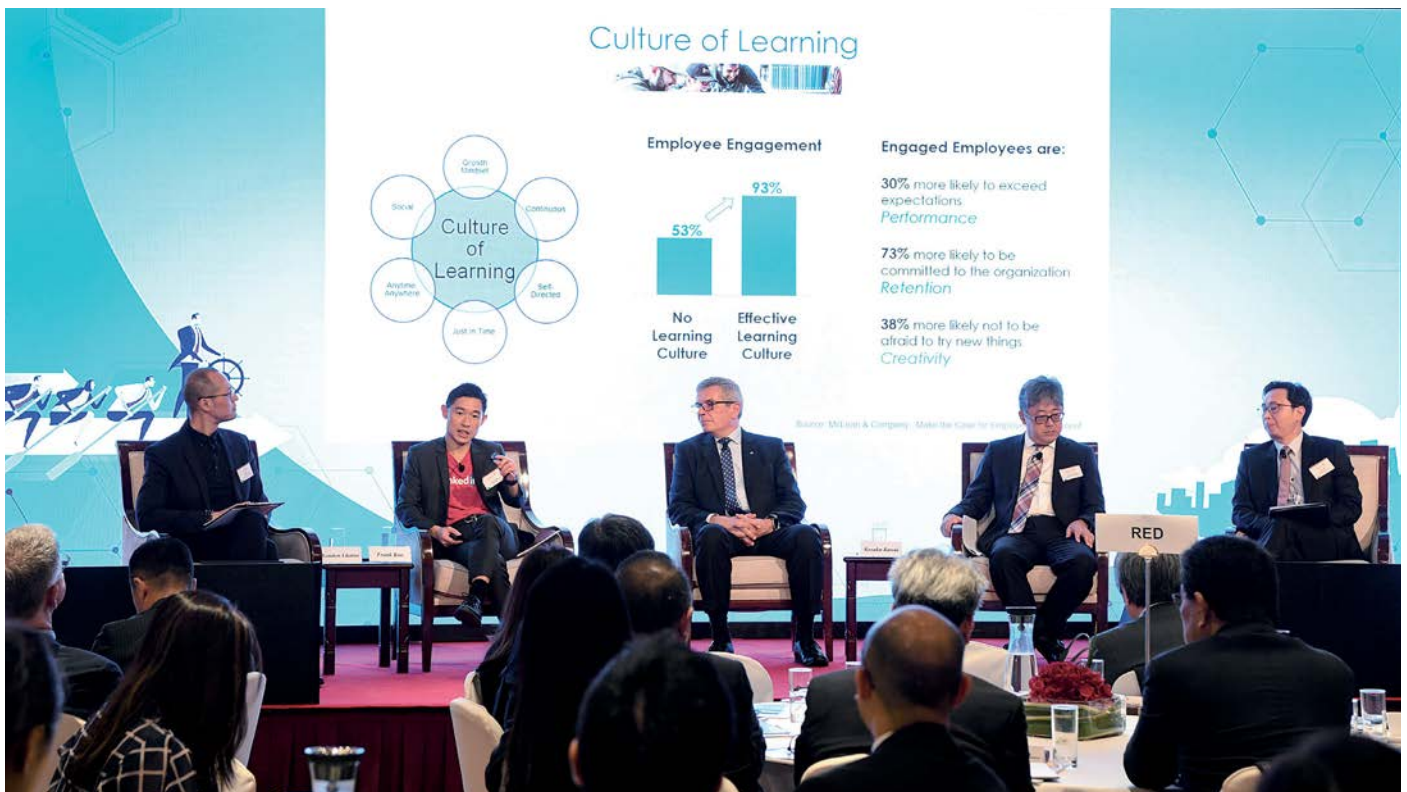
For example, Hong Kong is struggling to attract the tech talent it needs if it is to become a serious I&T player. This is partly because we face competition from the "super-dynamic attraction of Shenzhen" just over the border.

Another way that technology is making its presence felt is in automation, which is improving efficiency but also eroding the stability of many jobs.

"Automation is everywhere and the effects are accelerating," Steel said. "People are worried about their jobs. The fact is, there is almost nothing that is immune. Lawyers and investment banks are being affected, including the high-value roles that previously marked Hong Kong out as special!"

Internal structure has also been affected. With the advent of digitalization, companies need to decide whether they should have a central digital hub, or digital managers across different departments. Steel points to collaboration as the solution, which allows talented people to move laterally.

"We need to make organizational structures agile," he said. "If careers are more opportunistic, and people can move within the group."



moved from M&A to the company's healthcare platform.

"Manpower management is about more than just a good package to attract and retain talent," he said. "The younger generation want fast career progress, so it is important to give them purpose

and accountability. Human capital is a critical asset to our long-term business success."

The Power of a Multigenerational Workforce

Hong Kong's ageing population means the demographics of many

workplaces are growing older. At the same time, younger staff often have different expectations of working life. This creates potential for conflict, but a multigenerational workforce can also bring benefits as it offers a mix of experience and new ideas.

Willis Towers Watson has carried out benefit reviews for many major companies, Steel noted, and the days of the pay packet being the only consideration for job-seekers are long gone. Candidates are often seeking work-life balance, and flexibility in benefits. One option for companies is allowing staff to buy additional annual leave if they request it.

Inclusivity and diversity also appeals to top candidates.

"Diverse teams create diverse solutions," Steel said. "I think there is a diversity moment happening globally. I would encourage everyone to create this kind of environment, as it is a real attraction to younger talent."

When businesses do hire good talent,

"Diverse teams create diverse solutions. I think there is a diversity moment happening globally. I would encourage everyone to create this kind of environment, as it is a real attraction to younger talent."



they must reward and recognise them, Steel added. Data from Willis Towers Watson shows that firms in the region are paying a premium to secure the best digital talent, for example.

For companies that have been struggling to recruit, Steel had some good news that it is not too late for them to change.

"We are at a very exciting moment in Hong Kong, we are very resilient," he said. "Organizations in Hong Kong

have always been able to reinvent themselves and we will continue to be a very attractive destination for talent."



One challenge is persuading young people to work in sectors that may not seem very glamorous, like cargo handling.

“People say that cargo is not sexy – it is!” said Wilson Kwong, Chief Executive of Hong Kong Air Cargo Terminals Limited (Hactl). “Without our work, you would not have your beauty products and smartphones.”

Although the company has faced challenges in recruitment, he noted

that it is getting better at attracting younger talent.

“At Hactl, the more senior you get, the younger you get,” he said, explaining that the top management are relatively young, with 34% in their early forties.

Hong Kong has been the busiest air cargo airport in the world for the past nine years, and Hactl operates the world’s largest multi-story air cargo terminal. This provides

a great environment for creative employees to develop their skills, Kwong said. Complex loading procedures and the demands of on-time performance give workers the opportunity to develop innovative solutions in a fast-paced environment.

“We also offer flexitime,” Kwong added. “We measure on performance, not the number of hours you put in.”



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One of the more controversial tactics to keep workers engaged was introduced by NiQ Lai, CEO of Hong Kong Broadband Network. Every year, the company exits the bottom 5% of performers.

"We treat our workers like an elite sports team, not a family," he said. On the other hand, "we treat our top performers like superstars," he added.

To encourage loyalty and a sense of pride, Hong Kong Broadband also allows some employees, even fresh graduates, to become co-owners by investing in the company, which now has 350 co-owners.

Although Lai said that he doesn't believe in work-life balance, the company has policies including no emails on the weekend, and shorter working hours and more generous holidays compared to the Hong Kong norm.

The company wants to attract the best, and this mix of carrot and

stick ensures that they hire the most passionate talent, Lai said.

Many companies have a set of values that they promote as part of their brand identity but sometimes this merely serves as box-ticking. Adrian Worth, Managing Director, IKEA Hong Kong, Macao and Taiwan, admitted he was skeptical when he was sent IKEA's list of eight key values ahead of his interview with the company. But he found that these values – including caring for people and the planet, giving and taking responsibility – are something that the company takes very seriously.

This values-based approach to recruitment helps IKEA to find the best fit. "If a high degree of adjustment is required, then you won't enjoy the working environment."

While IKEA's shop floor staff are often young, the company has plenty of older workers behind



the scenes. "We try to operate the business according to these values," Worth explained. "The common mindset means that you can cut across the generational gap. People get it."

By far the youngest company at the conference was Klook, a travel booking platform founded in 2014. The company's app operates as a one-stop

Assessing the Impact of AI

Technology is changing the workplace but human input remains an essential part of the process

"We are the biggest HR company in the world – except we deploy robots, not people," said Tommy Fan from Xiaoi Robot Technology. Fan, who is Regional Director and VP, International Business Group, added that 80% of the top 50 banks in China are Xiaoi's customers, using its chatbots for customer service, among other things.

Does this mean that we have reached a tipping point with artificial intelligence (AI), where robots can take over from human workers? Perhaps not quite yet.

High-tech collaboration with robots, rather than them taking over, will be the future of the workplace.

Fan explained that although the technology is now very advanced, we will still need a balance between humans and machines.

Still, AI is making its presence felt and its likely prominence in the near future is widely accepted. Fan reported a survey that found 81% of executives believe AI will work alongside people.

So where is this technology already having an impact, and which other sectors are likely to be next?

"For AI, customer services is the easiest entry point," Fan explained. "It can free up staff from the routine questions that customer service staff have to answer every day, and allow them to spend time on more advanced jobs."





To encourage loyalty and a sense of pride, Hong Kong Broadband also allows some employees, even fresh graduates, to become co-owners by investing in the company.

solution for travellers looking for tours or practical help, like airport transfers. Cary Shek, Klook's Senior Director, People and Culture, said the company now has a team of 1,500 in more than 20 locations.

"Our workforce is quite young, and the majority of them are from Generation Z," she explained.

This means that staff are also same age as Klook's target audience. But as Shek pointed out, you also need experienced managers to bring structure to the enthusiasm of the younger staff.

Like several other speakers, she emphasized the importance of staff that are a cultural fit.

Because the company grew very quickly, a concern was that Klook's collaborative culture could be diluted as new staff joined.

"Part of our success is down to our company culture," Shek said. "It is a crucial task to ensure that this doesn't happen by focusing on our core qualities."

As computers become smarter, they can even detect emotions, for example if callers become angry – a key skill for customer service agents.

However, the growth of sophisticated chatbots has raised concerns that this will lead to unemployment. Fan pointed out customer services managers will be resistant to large job cuts as their influence will diminish. So efforts will need to be made to ensure that staff at all levels understand the changes that are being made.

"It's not about sacking people," he said. "It's about providing them with new skills – if they are willing to learn."

Decision makers need to plan carefully for such a major change. This can be difficult in large and complex organizations like banks, retailers and big corporates, Fan said, and the path towards implementing AI is not always smooth.

"Transformation is a long journey. It's not the case that you purchase something and – bang, it happens."

AI is already being used in recruitment, Fan explained, in screening applications, and also in training. In training programmes for customer services agents, for example, a chatbot can play the part of a complaining customer to train new recruits, greatly cutting down the time demand on HR managers.

But Fan does not think that people will be replaced by robots any time soon in recruitment.

"The human touch in terms of interview is very important," he said. "When I do interviews I still need to see the candidates."

And while robots and AI technology may make some roles obsolete, the changes will create opportunities in other areas. Fan expects that engineers, speech scientists, data scientists and professional services leaders will be among those in high demand in the years to come. High-tech collaboration with robots, rather than them taking over, will be the future of the workplace, Fan concluded.

香港在多方面正面對人力短缺的挑戰。失業率處於極低水平，顯示可供招聘的人才不多；科技進步令某些工種受到淘汰，卻提升了對其他崗位的技術要求，導致人才短缺；而世代轉變，亦令僱員改變了工作期望。

以上種種，意味尋覓合適人才並非易事。總商會於10月3日舉行「CEO人力資本大會」，主題為「職場人力資源管理藝術」。會上，總商會主席夏雅朗指出，他身處的酒店業也難覓人才，但又補充指，此現象在零售以至高科技等不同界別同樣可見。

在人力競賽中脫穎而出——可行的人才策略

當LinkedIn人才及學習方案亞洲總監高國堂詢問在場眾人誰在該平台上設有賬戶時，不少與會者都舉起了手。高國堂指出，LinkedIn的核心目標是助個人及機構在人力競賽中脫穎而出，故平台必須以身作則。

他說：「不然，就沒有誰會相信我們了。所以我們總會嘗試招攬最頂尖的人才，並提供一個能夠讓他們投入參與和實踐抱負的環境。」

為此，該公司精心制訂招聘程序，確保能夠了解應徵者的態度。高國堂說：

「假若受聘者與公司的目標相違，可造成破壞性的影響。」

LinkedIn鼓勵員工「心懷大志」，更提供電子學習平台、員工資源小組，以及逆向師友活動，以促成其事。公司亦會定期（每季一回，遠比其他機構頻密）進行員工調查。

當下，不止網上企業會提供更多的工工作彈性和福利。宏利人壽保險（國際）有限公司歷史悠久，其首席行政總監萬士家表示，該公司也正在改變營運模式。

他說：「招攬和挽留人才是我們香港業務面對的主要挑戰」，尤其不少初創公司都以「（擺放）豆袋椅、（提供）低糖可樂」的輕鬆自在辦公環境作招徠，吸引年青人加盟。

要吸引人才，宏利正努力提升品牌知名度。「其中較新穎的舉措要數我們踏出辦公室，走進社群，參與RISE會議及金融科技論壇等不同活動。我們的曝光率甚高。」

宏利亦正在大幅整頓內部程序，包括縮短招聘時間，以及引入更多靈活的工作方式。

「過往，我們的運作十分階級化。如今，我們將決策權下放，賦予下屬團隊自主權和運作經費。」萬士家說：「這

聽起來非常簡單，但容許下屬團隊掌握決策權，不用凡事都經過繁瑣制度才作決斷，至關重要。」

創新多元

與時並進是香港三菱商事會社有限公司的成功之道，其董事總經理河合耕作如是說。三菱原為貿易公司，如今業務已遍及消費品以至礦產。

河合耕作說：「若然我們留守貿易業務，今天應該已經破產了。」

職涯足跡遍及東京、北京和香港的他表示，近年的重要趨勢要數中國內地的科技發展。「最大的轉變是中國的數碼化進程——這無疑是非常獨特、出眾的表現，而轉變的核心就在深圳。」

香港要把握這個機會，就必須協助推動創新意念商業化，並提供市場。「若果我們想參與其中，分一杯羹，就必須投入創新。」

河合耕作指出，深圳科技飛速發展，歸功於企業屢敗屢試，從中可見文化的改變。這意味企業要勇往直前，不應故步自封，才能免於落後同儕。

新創建集團行政總裁馬紹祥解釋，集團業務多元化，但其核心業務為道路、飛機租賃、運輸及建築。新創建是全

與時並進

從自動化到多元化，韋萊韜悅代表 Roger Steel 討論主要的人力資源趨勢

雖然有公司利用創新策略吸納人才，但仍有不少本地企業繼續以老舊的方式經營。

「許多香港企業一直不願改變。除非我們作出轉變，否則只會落後於人。」韋萊韜悅香港及澳門董事總經理 Roger Steel 如是說。「我不明白何以我們行動遲緩，但我認為香港正在醒覺。」

科技飛速發展，以及企業的適應之道，是影響人力資源和招聘的其中一個主要趨勢。他引述韋萊韜悅最新一項全球調查結果，指出

「多元化的團隊創出多元化的方案。全球各地正尋求多元發展，因此我鼓勵企業營造這種氛圍，吸引年輕人才。」





「我們總會嘗試招攬最頂尖的人才，並提供一個能夠讓他們投入參與和實踐抱負的環境。」

—— LinkedIn 人才及學習方案亞洲總監 高國堂

球其中一家規模最大的收費道路營運商，並在內地開設了 15 條收費道路。

馬紹祥表示，集團一直尋求新機遇，例如於 2015 年投資愛爾蘭飛機租賃公



消費者的要求愈來愈高，而科技正改變各行各業。「無論你從事哪個行業，都面對相同的趨勢。」

例如，香港正苦苦爭奪科技人才，務求在創科市場有所作為。部分原因是我們面對毗鄰「深圳的超級動態引力」。

自動化是科技的另一體現；這種科技正提升效率，但同時影響許多工作的穩定性。

Steel 解釋：「自動化無處不在，其影響正在加速。」他補充：「人們擔心飯碗不保。事實是，幾乎沒有甚麼能夠倖免。律師和投資銀行正受到影響，包括之前令香港脫穎而出的高價值角色。」

內部架構亦已受到影響。隨著數碼化不斷發展，企業要決定應否設立一個中央數碼樞紐，或是跨部門的數碼經理。Steel 認為協作是解決方案，讓人才能夠橫向流動。

他說：「我們要提高組織架構的靈活性，應對可能變得愈趨機會主導的職業，並讓員工在組織內流動。」

韋萊韜悅已協助很多大型企業檢討僱員福利。Steel 指出，求職者視薪酬福利為工作唯一考慮的時代早已過去。求職者如今往往尋求工作與生活平衡，以及靈活彈性的僱員福利。企業可考慮的其中一個方案，是容許員工在有需要時購買額外的年假。

多元共融亦是吸引頂尖人才的關鍵。

Steel 說：「多元化的團隊創出多元化的方案。全球各地正尋求多元發展，因此我鼓勵企業營造這種氛圍，吸引年輕人才。」

Steel 續稱，當企業聘得優秀人才，就必須獎勵和肯定他們的表現。韋萊韜悅的數據顯示，區內企業正以高價爭奪頂尖的數碼人才。

對於正為招募人才而掙扎的企業，Steel 給他們帶來好消息：現在改變，為時未晚。

「香港正處於令人振奮的時刻，我們有很強的適應力。」他說：「本港的機構總能自行作出調整，我們將繼續是極具吸引力的人才目的地。」

司 Goshawk，至今，該公司的規模已增長不少。新創建業務之廣，讓旗下員工能夠涉足各行各業，並有機會獲調派到不同地方工作。

「我們的業務極多元化，能夠給予旗下人才豐富的工作經驗、廣泛的機遇和外遊公幹體驗。」例如，其中一位員工就由併購崗位調任到該公司的保健平台。

馬紹祥說：「人力管理不止於提供優厚的薪酬待遇以吸引和保留人才。年青一代渴望快速晉升的機會，因此讓他們在工作中建立使命感和責任感至關重要。要在業務上取得長遠成就，人力資源是我們不可或缺的資產。」

跨世代勞動力的力量

香港人口老化，意味職場的年長人口比例也在增加；同時，年青一代的工作期望亦與從前不同。這些因素或將成為衝突的誘因，不過跨世代勞動力能夠糅合經驗與新想法，亦不無可取之處。

當中一項挑戰，是招納年青人投身一些較為枯燥的行業，如貨物裝卸。

香港空運貨站有限公司行政總裁鄭永銓道：「人們總說從事貨運業沒有魅力——明明就有！沒有我們這個行業，你們就不能享用美容產品和智能手機。」

儘管公司在招聘上面臨挑戰，但鄭永銓指出他們在招攬年輕人才方面愈來愈得心應手。

「在香港空運貨站，愈高層的往往愈年輕。」他解釋，該公司的高級管理人員相對年輕，當中 34% 僅四十出頭。

香港在過去九年一直是世界最繁忙的貨運機場，而香港空運貨站經營的則是全球最大的多層空運大樓。鄭永銓認為，這提供一個絕佳的環境，讓具備創意的員工發展技能。繁複的裝卸程序及按時完工的必要，使工作人員有機會在急迫的環境下想出創新方案。

「我們還提供彈性工時。」他補充道：「我們衡量的是表現，而不是工時。」



香港寬頻則由行政總裁黎汝傑引入了一項較具爭議性的人力管理策略——公司每年表現最差的 5% 僱員將不獲續聘，務使員工投入工作。

「我們待員工如精英運動隊伍，而不是家庭成員。」另一邊廂，黎汝傑又補充：「我們待表現優秀的員工如同超級巨星。」

為提升忠誠度及建立自豪感，香港寬頻會邀請部分僱員（甚至剛畢業的員工）入股公司，成為股東之一。現時，香港寬頻共有 350 名股東。

雖然黎汝傑表示自己不信奉工作生活平衡的原則，但該公司卻奉行周末無電郵等政策，而且工時較短，假期亦比香港普遍企業多。

他指出，其公司想招納最優秀的人才，獎罰兼施的制度確保招徠的都是最富熱誠的人才。

不少企業都會訂立一套企業價值，作品牌推廣之用，但這往往流於例行公事。宜家家居香港、澳門及台灣董事總經理艾卓思就承認，當初應徵面試前收到宜家家居送來的八大企業價值須知時，仍心存懷疑；惟後來才發現，

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公司果真非常重視這些價值，包括：關愛他人、愛護地球、慷慨好施和承擔責任。

這種以價值觀主導的招聘原則，有助宜家家居覓得最合適的人選。「假如入職後需要大作調整，你便無法在那個環境中找到工作的樂趣。」

宜家家居的駐店職員以年輕居多，但公司幕後也有不少較年長的員工。艾卓思解釋：「我們嘗試以價值主導業務運作。共同的價值觀能夠跨越代溝，公司上下都能夠理解。」

與會企業中，開業時間最短的是 Klook——創於 2014 年的旅遊服務訂購平台。該公司的應用程式為旅客提供一站式服務，從搜尋旅行團，以至

為提升忠誠度及建立自豪感，香港寬頻會邀請部分僱員（甚至剛畢業的員工）入股公司，成為股東之一。

實際支援，如機場接送等，都一手包辦。Klook 人力資源及文化高級總監 Cary Shek 表示，該公司團隊規模已達 1,500 人，遍及 20 個地方。

她解釋：「我們的團隊相當年青，大部份都是來自 Z 世代。」

由此可見，Klook 的員工與其目標客戶的年齡相近。不過 Shek 指出，公司亦需要經驗豐富的管理層，方能制定妥善的架構，讓年青員工一展熱誠。

恰如其他幾位講者，她強調聘用符合公司文化的員工至關重要。由於業務增長迅速，她擔心公司的協作文化會因新員工不斷加入而被沖淡。

Shek 說：「我們的成就部分歸功於公司的文化。所以，維護企業文化，專注核心價值，無疑是重要的一環。」

評估人工智能的影響

科技正在改變工作環境，但人力資源仍然是過程中的重要部分

「我們是全球最大的人力資源公司——只是我們動員的是機械人，而不是員工。」小 i 機器人港澳台區域總監范正亞如此說。他補充，在內地 50 大銀行中，有八成為小 i 的客戶，利用聊天機械人提供顧客服務和執行其他工作。

這是否代表人工智能（AI）的發展已到達臨界點，機械人可接管人類的工作？這也許仍有待實現。范正亞解釋，儘管現今科技發達，惟我們仍要在人類與機器之間取得平衡。

不過，AI 正日益普及，而市場普遍認為，在不久的將來，這種科技的重要性將會與日俱增。范正亞引述一項研究，顯示 81% 的行政人員認為 AI 將與人類互相合作。

那麼，這種科技的影響何在？哪些行業可能會成為下一批受影響的行業？

「顧客服務是 AI 最易的切入點。」范正亞闡釋：「AI 可助騰出人手，處理顧客服務員每天要解答的慣常問題，讓他們可把時間投放於較進階的工作。」

隨著電腦更趨智能化，它們甚至可以偵測情緒，例如辨認出來電者怒氣沖沖，而這正是客戶服務員的重要技能。

然而，精密聊天機械人的發展，令人關注到失業問題。范正亞指出，顧客服務經理會對大幅削減職位感到抗拒，因為這會令他們的影響力下降。因此，企業要著力確保各級員工理解公司的變革方向。

他說：「這與裁員無關，而是在於為樂於學習的員工提供培訓，讓他們掌握新技能。」

決策者推行重大變革前，必須審慎規劃。范正亞認為，對於銀行、零售商和大企業等大型、複雜的機構來說，這可能很難做到，而通往 AI 之路絕非一帆風順。

「轉型是漫長的過程，不像購買一件產品，能即買即用，一蹴而就。」

范正亞解釋，AI 已應用在招聘、篩選申請和培訓方面。以培訓客戶服務員為例，聊天機械人可扮演顧客作出投訴，以訓練新入職的僱員，大大節省人力資源經理的時間。

「未來的職場發展趨勢，將講求與機械人進行高科技協作，而不是被機械人取代。」

然而在招聘工作方面，他不認同人類很快會被機械人取代。

他說：「人與人之間的接觸和溝通，是招聘面試十分重要的元素。進行面試時，我仍要親身接見應徵者。」

機械人和 AI 技術雖然會令一些角色受到淘汰，但這些轉變將為其他領域開創機遇。范正亞預期，未來數年，市場將對工程師、言語科學家、數據科學家和專業服務主管等職業需求甚殷。范正亞總結道，未來的職場發展趨勢，將講求與機械人進行高科技協作，而不是被機械人取代。



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Empowering the pursuit of business dreams



Entrepreneurship is one of the key elements of the CUHK MBA programme. CUHK MBA professor Wilton Chau is no stranger to the ups and downs of life in the business world.

Recipe for Entrepreneurship

Having luck with circumstances is one thing but seizing the day is considered to be a very strong attribute of successful entrepreneurs. Prof. Chau has seen this time and time again during his 30 years of experience in venture development and investment in the Asian Pacific region, and says it is crucial to not be daunted by the unknown.

“Entrepreneurship is about battling with uncertainty and getting out of your comfort zone. Our students get equipped with skills, and go through the journey and execute to have confidence to overcome future uncertainty,” says Prof. Chau.

Empowering entrepreneurs to think big

He is the Founding Chairman of the Pan Asian Venture Development Platform (PAVD), a non-profit platform for CUHK MBA students and graduates with over 60 active angels, super-angels, venture capitalists and private equity investors (www.pavd.info). Prof. Chau is also a founding member of the Asia Entrepreneurship Education Alliance (AEEA)

formed by presidents, vice presidents, deans and professors from over 20 renowned universities in China, Taiwan, Hong Kong and Singapore.

As part of the PAVD programme, third-party entrepreneurs globally provide existing projects that have good growth potential in Asia, and MBA/EMBA students from the CUHK Business School examine the business models and carry out due diligence, preparing investment proposals for investors. At the end of the course, projects are presented to a panel of 20 to 40 investors with about 20% to 30% of ventures receiving funding.



The advantage of CUHK is being grounded in the real world

Prof. Chau believes the only way to learn is by facing challenges both inside and outside of the classroom. “The determination to go through hurdles is key. At CUHK we have many practical courses that make students try their best and learn from their mistakes. Training should give students opportunities to practise real ventures, and this is something we do. Business plan competitions are one thing, but your business will never succeed unless you can execute,” says Prof. Chau.

As Professor of Practice in Entrepreneurship, teaching MBA and EMBA courses covering topics of new venture creation, entrepreneurship, venture capital and private equity, along with supervising study trips relating to fintech, social, creative & cultural entrepreneurship at the CUHK Business School, Prof. Chau knows about what it takes to be a successful entrepreneur.



Committing to a start-up is a weighty investment, which is why the CUHK MBA allows students to delve into the entrepreneurial world while studying without any financial commitments incurred from these ventures. “For entrepreneurial ventures, you need many different types of people from accountants to people with great ideas, so we want our MBA and EMBA students to have a taste of the process, and they can decide whether to kick start their entrepreneurial journey at a later stage when opportunities come along,” says Prof. Chau.

Even if people choose to study an MBA because they want to get a job within an organisation such as an investment bank, Prof. Chau says it is still always a good idea to develop a mentality informed by entrepreneurialism. “Technology is replacing many jobs, I emphasise this to my students as one of the key reasons to learn entrepreneurship, whatever we do in our comfort zone, robots will learn to do it better. So we need to be creative and innovative by pushing yourself to think outside your own box and more importantly, be able to acquire the resources and have them allocated effectively in order to accomplish the tasks assigned by your boss!” says Prof. Chau.



When it comes to exploring the rich potential of Asian and Greater China markets while adopting a mindset of always challenging yourself, the ultimate choice to develop an entrepreneurial frame of view that is integral to CUHK MBA programmes. It all depends if candidates have the passion and courage to seize the day – if students don't have it when they start their course, they certainly will possess it at the end.

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MBA Home Page



PAVD Home Page



Services Jobs Under Threat

服務業職位面臨威脅

Technology advances mean that previously secure roles in the services sector could be outsourced to lower-cost economies
科技進步，意味過往較為穩定的服務業工種，可能會外判予成本較低的經濟體

During the last wave of globalization, many manufacturing jobs moved from developed to less developed economies, driven by lower wages and production costs.

Improvements in information and communication technology accelerated the process, making it easier for multinational corporations to manage their offshore

production lines and complex supply chains from headquarters that remained in advanced economies.

The number of manufacturing employees in the United States, for instance, declined during the 2000s, from 24 million in 2000 to below 18 million at the end of 2009. The relocation or outsourcing of manufacturing jobs allowed U.S.-based

multinational corporations to reduce production and labour costs, and focus on higher-value added activities such as design, R&D and engineering. Meanwhile, consumers in the U.S. could buy goods produced overseas and then shipped to the U.S. at lower prices than if they had been manufactured domestically. Services jobs have so far been largely insulated from

globalization, unlike those in manufacturing. In the U.S., the number of services workers rose from 106 million in 2000 to 112 million in the end of 2009. The main reason that services jobs have not followed manufacturing ones to cheaper overseas locations is their different nature. Many services jobs require face-to-face interaction with



customers. The language barrier also makes overseas outsourcing or relocation difficult, if not impossible. If services jobs in the U.S. are to be offshored, one would expect they would be moved only to locations where people can speak and understand English to a reasonable standard. In contrast, Foxconn's factory workers in Mainland China are not required to speak the same language as the eventual owners of iPhones back in the U.S.

But the stability of services jobs in developed economies may be under threat. There are views that the next wave of globalization, namely Globalization 4.0, may impact services jobs in a similar way as previous waves

affected manufacturing. This expectation, if realized, deserves considerable attention as services account for over 70% of economic activity in advanced economies such as the U.S. and the European Union. Earlier this year, Globalization 4.0 was the key theme for the annual gathering of world leaders at the World Economic Forum 2019 in Davos.

Richard Baldwin, Professor of International Economics at the Graduate Institute in Geneva, believes that the new wave of globalization is in fact already starting, but few of us are prepared for it. In his book published earlier this year, *The Globotics Upheaval: Globalization, Robotics and the Future of Work*, Professor Baldwin suggested that key barriers that have until recently hindered the offshoring of services jobs are being unlocked by advances in technology.

One of these is instant machine translation. Only a few years ago, people joked about the idiosyncratic performance of Google Translate. But now, instant translation services embedded in the Google search engine and many other similar software offerings are doing a much better job. The use of machine translation has removed, if not entirely, the language barrier for

There are views that the next wave of globalization, namely Globalization 4.0, may impact services jobs in a similar way as previous waves affected manufacturing.

outsourcing services. In the meantime, virtual face-to-face interactions are being facilitated by bigger-screen mobile phones, apps such as WhatsApp and FaceTime, as well as ever-faster data transmission rates.

As a result of these developments, hundreds of millions of services jobs in advanced economies could be offshored to low-cost workers in developing economies. This is happening at a time when automatic ordering machines in restaurants and self-checkout machines in supermarkets and healthcare chains are becoming more and more popular. Many are worried that other services jobs such as office administration and accounting could be displaced by AI-driven automation in the not too distant future.

The impact of globalization on jobs, notwithstanding its broader economic benefits, is nothing new. However, Baldwin's views on services jobs in Globalization 4.0 are worthy of our attention as Hong Kong is one of the most

services-oriented economies, and consistently ranked as the freest economy in the world. If Baldwin is correct in his predictions, the city would be vulnerable to the next wave of globalization. According to the latest figures, the services sector accounts for 92% of Hong Kong's GDP and 89% of employment.

As always, the next wave of globalization will create both winners and losers across the globe as well as within each economy. Although better-paid and new types of services jobs could be created in the future, there is no guarantee that these would emerge quickly enough to fill the gap. Losers might feel the immediate pain long before they can eventually be re-skilled and get better jobs.

While there may be other pressing issues facing Hong Kong right now, including land supply and housing shortages, turning a blind eye to the potential impact of the next wave of globalization could be costly.

Therefore, it is time for the Government and the business community to look into the issue, and put in resources to help the workforce prepare for the next wave of globalization. After all, without better-paid jobs, people living in Hong Kong might still find it difficult to afford a home, even if there is sufficient land supply in the future.

在上一輪全球化浪潮中，許多製造業職位從發達經濟體轉移到發展程度較遜的經濟體，以降低工資和生產成本。

資訊及通訊科技的發展加速了這個過程，令跨國企業可更容易從設於發達經濟體的總部，管理其離岸的生產線和複雜的供應鏈。

以美國為例，當地的製造業僱員人數在 2000 年代下跌，從 2000 年的 2,400 萬人減至 2009 年底不足 1,800 萬人。隨著製造業職位遷移或外判，以美國為基地的跨國企業得以減低生產和勞工成本，並專注於較高增值的業務，例如設計、研發和工程。與此同

時，相比購買國內生產的貨品，美國消費者能夠以較低廉的價格購買在海外生產再運往美國出售的商品。

有別於製造業，全球化至今未有為服務業職位帶來太大的影響。在美國，服務業僱員人數從 2000 年的 1.06 億人，增加至 2009 年底的 1.12 億人。服務業職位未有跟隨製造業職位遷往海外較低成本的地方，主要原因是兩者性質不同。

很多服務業工種都要與顧客面對面互動。語言障礙亦令企業難以甚至無法把工作外判或轉移到海外。假如美國的服務職位離岸

有意見認為，與製造業之前所受到的衝擊一樣，下一輪全球化（即全球化 4.0）會為服務業職位帶來類似的影響。

化，可以預期這些職位只會遷往英語水平達一定程度的地方。相反，富士康的中國內地工人卻無需與在美國購買 iPhone 的終極用戶說共同語言。

然而，在發達經濟體，服務業職位的穩定性可能正受到威脅。有意見認為，與製造業之前所受到的衝擊一樣，下一輪全球化（即全球化 4.0）會為服務業職位帶來類似的影響。由於服務業佔美國和歐盟等先進經濟體超過七成的經濟活動，這種預測一旦成真，後果不容忽視。今年初，全球化 4.0 便成為在達沃斯舉行的 2019 年世界經濟論壇年會的主題。

日內瓦研究所國際經濟學教授 Richard Baldwin 認為，新一輪全球化實際上已經開始，但很少人已做好準備。Baldwin 教授在今年初出版的《全球化機械人崛起：全球化、機械人技術與工作的未來》（The Globotics Upheaval: Globalization, Robotics and the Future of Work）一書中指出，一直以來窒礙服務離岸化的主要障礙，已隨著科技進步而得以消除。

其中一項科技突破是即時機器翻譯。僅在數年前，Google 翻譯的精準度仍遭人詬病；如今，Google 搜尋器和許多其他類似軟件提供的即時翻譯服務，其性能表現已大幅提升。機器翻譯幾

乎徹底消除了外判服務的語言障礙。與此同時，大屏幕手機、WhatsApp 和 FaceTime 等應用程式，以及不斷提升的數據傳輸率，亦令虛擬的面對面互動更方便。

該等發展，令先進經濟體中數以億計的服務業職位，可外判予發展中經濟體的低成本勞工。而這正值自動點餐機和自助收銀機在餐廳、超市和連鎖藥妝店的應用日趨普及。不少人擔心其他服務業工種，如辦公室行政和會計工作，在不久的將來會被人工智能驅動的自動化程式所取代。

雖則全球化帶來廣泛經濟效益，但其對就業的影響已並非新聞。然而，鑒於香港是最服務導向型的經濟體之一，而且一直被列為全球最自由經濟體，Baldwin 對全球化 4.0 下服務業職位的分析，值得我們深思。若然 Baldwin 預測正確，本港將處於下一輪全球化的浪尖。根據最新數字，服務業佔香港本地生產總值的 92%，佔總就業人數的 89%。

一如既往，下一輪全球化浪潮在全球各地和每個經濟體都將有贏家和輸家。儘管未來會有更高薪的服務業職位和嶄新的服務業工種，但無人保證這些職位能夠及時出現，以填補流失的職位。受全球化浪潮衝擊的輸家，將要承受即時的痛楚；到最終學習到新技能，覓得更好工作，恐怕需要一段時間。

雖然香港當前可能要應對其他迫切議題，例如土地供應和房屋短缺，但漠視下一輪全球化的潛在影響，代價可能相當高昂。

因此，政府和商界是時候探討這項議題，並投放資源協助打工仔女做好準備，迎接下一輪全球化浪潮。畢竟，即使未來土地供應充足，但要是香港市民沒有較高薪的工作，可能仍然難以置業。

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陳年普洱被喻為「可以飲的古董」，深受收藏家和專業茶人愛戴追捧。

品相好的普洱茶餅愈來愈少，喝一片則少一片。普洱茶因其獨特的品性，只要倉儲完好，其香氣、味道、口感亦會隨著存放的時間而日臻益善。因此不少愛茶之仕都喜愛收藏普洱茶，意待日後陳化出更高質量的茶品。

享譽普洱茶界的百年「宋聘號」茶餅，近年來的單片拍賣成交價高達近200萬港元，其稀有的藏量使其在拍賣場上炙手可熱，每每成為拍賣場上的焦點主角。近年升幅驚人的「紅印普洱」，2005年時一片茶餅售價才1萬港元左右，到2019年拍賣價已在100萬港元以上，十二年間升值近一百倍，其投資收藏潛力可見一斑。另一款普洱茶名品「8582青餅」（1980年代製），在市場上亦十分受歡迎，從2009年至2019年，單片價格從1.6萬元漲至16.9萬元，拍賣成交價逐年遞增，並保持穩健的上升勢頭。值得一提的是，在香港仕宏拍賣有限公司過去近三季的拍賣中，「8582青餅」連續保持每季百分之16以上的單價升幅。

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品牌介紹

仕宏企業 — 從良朋品茗到商務茶聚

仕宏拍賣有限公司 (L & H Auction) 是香港首家普洱茶拍賣企業，秉持「仕以高品而宏」為宗旨，自2014年至今已舉辦超過十場普洱茶拍賣，拍品涵蓋百年號級茶、印級茶、近代新茶等多種茶品，成為香港藏茶界知名的專業古董名茶葉拍賣行。

隨著市場對古董普洱茶的需求日益增長，仕宏於2019年5月開設「仕宏文化中心」及「仕宏茶軒」，選址銅鑼灣皇室堡15樓，佔地近萬尺，集辦公室、會議廳和茶軒於一身，每年春、秋季拍賣會也隨之移師此偌大的空間舉行。中心旨在向大中華地區推廣東方美學及多元藝術文化，尤以普及中華茶文化為主，自開幕以來已舉辦多個文化活動，涉及茶道、香道、畫展等不同文化領域。

「仕宏茶軒」優雅靜謐，是城中罕見的高端品茶空間。內設公眾茶席及VIP茶室，提供茶藝師泡茶服務，以及全套泡茶道具；賓客更可自備茶品沖泡，隨意品茗。從百年老茶到近代新茶，從頂尖佳茗以至定價相宜的日常名茶一應俱全，滿足不同賓客的品茗需求。仕宏更加提供諮詢服務，為各大小企業就如何建立收藏、品嘗手中佳茗，以至如何籌備一場茶會提供專業意見。





The Perfect Cup – Collecting Pu'er Tea and Investment

Chinese loves tea, and household-basic Pu'er tea has always been one of the most popular teas, especially in Hong Kong.

Coined as "drinkable antique", Vintage Pu'er is highly-coveted by tea collectors and connoisseurs alike. Like fine vintage wines, the fragrance and flavour of the Pu'er tea improve with age and when store properly - and so does its monetary value. Savvy collectors, therefore, collect Pu'er for years to age their Pu'er cakes and let them naturally fermented to precious gems. This very unique character of Pu'er leads to a soaring market demand which is particularly seen at auctions in recent years.

A single piece of vintage *Song Pin Hao* tea cake (produced in 1920s) has been selling for nearly HK\$2millions at auctions recent year due to its increasing rarity as consumption has skyrocketed. For such extremely rare vintage Pu'er as "red mark" Pu'er (*Hong Yin Pu'er*) which was commonly available in the marketplace over 10 years ago, its retail price has exceeded HK\$1 million per cake in 2019 when in 2005 it was only about HK\$1,000 - a significant increase of 100 times in 14 years! As for the extremely sought-after Pu'er tea "8582 green cake" (produced in 1980s), the average price of a single piece rose from HK\$16,000 (2009) to HK\$169,000 (2019). The auction results continue to show a ceaseless sign of fierce increase as the competition for investment-grade Pu'er tea grows season by season. Throughout the past three seasons at L & H Auction, "8582 green cake" continued to grow from strength to strength – the per-cake price has a steady increased for more than 16% each season.



L & H – From Leisurely Tea Gathering to Business Entertainment

As a pioneering Pu'er tea auction company in Hong Kong, L & H Auction has mounted more than 10 dedicated Pu'er tea auctions since 2014, offering early 1900s vintage Pu'er, younger teas produced in recent decades and antique teawares, to name a few. The highly-selective offerings have stimulated the market interest for authentic vintage Pu'er teas, and that many have started collecting Pu'er as an alternative investment.

In view of such market demand, L & H opened its L & H Cultural Space and L & H Tea House on the 15th floor of Windsor House, Causeway Bay in May 2019. Boasting near 10,000 sq-ft, L & H has been able to hold its Spring and Autumn auctions in its own premise. This multi-purpose space comprising offices, a convention hall and the Tea House is set to promote Eastern aesthetics and culture, in particular the Chinese tea culture. Since its opening, a numbers of events related to tea and incense culture, as well as an art exhibition have been held.

L & H Tea House is an exquisite and unique tea house in town - from vintage Pu'er produced in early 1900s to recently produced young teas, from professional services of the in-house tea masters to quality teawares, from leisurely tea gatherings to consulting for corporate tea collecting and business tea gatherings, L & H is a one-stop platform for the finest Chinese tea experience. For inquiry and upcoming auction details, please contact L & H on +852 3168 2188.

Architects of the Workplace

辦公室建築師



M Moser Associates are experts in the world of designing top-class offices, reports Chamber staff writer **Anthony Cheng**

穆氏專門為全球各地設計頂級寫字樓 本刊記者**鄭健誠**

“We are architects of the workplace,” said Moira Moser, Chairman and Founder of M Moser Associates.

The global architecture firm provides interior design services and advice on workplace matters from sustainability to employee wellness. Since its establishment in 1981, it has been designing original workplaces that are not just attractive and comfortable places to work, but also

appropriate to the clients’ needs.

“We design, engineer and deliver an innovative environment that supports the progressive workplace culture that more people are looking for nowadays,” said Moser.

“Back in the old days, a typical office would look like cubicle after cubicle, where people worked quite independently,” she said. “But things are different in the 21st century. The nature of work

in corporates has changed rapidly, thanks to technology.”

The business world today requires more creativity from its workers, while new technology is enabling communication and collaboration among people based in different locations.

“We create workplace environments for our clients that can help them better achieve their business goals, and most importantly, retain creative people,” said Moser. “Corporates used to look at

the workplace in terms of the rent and the number of people they can fit in the space. But now they look at how they can create a workplace that can attract and retain innovative thinkers.”

This includes thinking of everything right down to the small details, including the type of air circulation, temperature and even lighting, to enable staff to do their best while enjoying their work. “Many of our clients have been very appreciative, and think that our touch on sustainability and wellness is an added attraction to bring good people into the office.”

Growing in the industry

Design has been a part of Moser’s life since she was a child, and she decided to become an architect when she was nine years old.

“As a little girl, I would flip through my mother’s magazines,” she said. “There was one called Better Homes and Gardens, in which I saw photographs of beautiful houses that came along with floor plans. I learned all the details through those floor plans and began to draw my own.”

Good design is built on a foundation of inspiration and, to Moser, inspiration is everywhere. “I do not focus

on just one area," she said. "I am interested in how society changes. I am also interested in art, music, astronomy and all kinds of different things – which is where I got my bits and pieces of ideas from."

Perhaps surprisingly, a recent source of inspiration has been the rise of artificial intelligence. "Many people are afraid that AI will take away their jobs, but it is just taking away the simple things," she said. "We will always need room for creative thinking."

Moser is a native Californian. However, she decided to launch her business here in Hong Kong. "When I came here in the late '70s, Hong Kong was a boom town," she explained. "Many U.S. companies wanted to open office facilities here in Hong Kong, so that they could push forward their business in China. I was here as an American architect, and so I knew what they needed."

Moser initially began the business with only three people. Today, it has more than 20 offices all around the world. She explained that

the decision to open an office in a new location is driven not because of the opportunities, but by people. "We always go with good people," she said. To demonstrate, she explained how the company made the decision to open its new office in Melbourne.

"This was led by a woman who has worked with us for more than 20 years. She studied in Australia and knows the continent very well. Later, she said she wanted to develop our capabilities there and we said, 'why not?' This is the way we have grown in many situations."

Leading a big company is not an easy job. But perhaps what is more challenging is to maintain an open mindset of the people, so that they keep up with the fast-moving

trends in the industry and in working styles.

"It is always hard to change the way people

think, especially those who have been very successful by using a certain approach that worked very well in the past," said Moser.

On the other hand, helping employees to develop their skills is one of the joys of the job. "Seeing how our own people grow is always the nicest experience," she added. "We have so many people with us, who have grown in ability and their outlook on life."

The services that the firm provides have also become more sophisticated and complex over the years. "When we first started, things were fairly simple and straightforward," said Moser. "Then as time went on we added engineering, IT infrastructure, workplace strategy and elements of suitability and wellness to our designs."

M Moser Associates also do everything in 3D. "Our ability to develop ideas in three dimensions allows us to visualize everything with our clients clearly to develop the design with them."

Despite having a tremendous portfolio of work and an impressive client list including many global companies, Moser does not want to highlight any particular achievement to date.

"The one project that I am most proud of will always

be the next one," she said, "because we keep moving forward."

New opportunities

Moser is among those who see great opportunities emerging across the border. "The Greater Bay Area is so important to our industry," she said. "Many Mainland clients are becoming more international and open to change, because they are looking for young creative people within the country and around the globe. They need workplace environments that will attract these people."

Moser expects to see more development within the industry, as the way people and companies work continues to evolve. "We do not know what the nature of work will be like in the future," she said. "However, with the advancement of technology that brings in new materials and capability, and also as the clients' needs continue to progress, we will certainly come up with new solutions."

Design has always been an industry interesting to members of the younger generation. Her advice is: think initially about the people who will be using your design, and always keep an open mind.

"After all," said Moser, "there is no single answer in the world of design and architecture."

"The one project that I am most proud of will always be the next one because we keep moving forward."



Company : **M Moser Associates Ltd**

公司名稱 : 穆氏有限公司

HKGCC Membership No. 總商會會員編號 : HKM0013

Established 創辦年份 : 1981

Website 網站 : <https://www.mmoser.com/en/>

「我們是辦公空間的建築師。」
穆氏有限公司主席兼創辦人
Moira Moser 如是說。

穆氏有限公司除了從事環球建築業務，還提供一系列的服務，包括室內設計和諮詢服務，涵蓋可持續發展以至僱員身心健康等辦公室議題。該公司自 1981 年創辦以來，一直致力打造創新的辦公場所，確保工作環境美觀而舒適之餘，又能滿足客戶所需。

Moser 表示：「我們設計、策劃和實踐創新的環境，以鼓勵不斷求進的辦公室文化，配合當前大勢。」

「過往，典型的辦公室被分成一個個小間隔，員工各自埋頭苦幹。」她說：「然而，21 世紀的情況已有所不同。全賴科技進步，企業的工作性質已迅速改變。」

商業世界如今需要更具創意的員工，而新科技亦促進了不同地域人士之間的溝通協作。

Moser 解釋：「我們為客戶打造的工作環境，有助他們達成商業目標，而最重要的是留住創意人才。」她續道：「企業過往時常以租金和可容納的僱員人數作為辦公室選址的考慮因素，但他們現在會著眼於如何創造一個能夠吸引和留住創新員工的工作空間。」

這包括所有細節的考慮，例如空氣流通、溫度甚至照明模式，讓員工發揮最佳表現，同時享受工作的樂趣。「我們的設計融入了可持續發展和身心健康的元素，許多客戶都大表讚賞，認為可進一步吸引人才。」

業務增長

Moser 年幼時，設計已成為她生活的一部分。到了九歲，她便立志當建築師。

她說：「小時候，我喜歡翻閱媽媽的雜誌。其中一本名為《Better Homes and

Gardens》，內有許多漂亮房子的照片，還附上建築平面圖。我從中學習到所有細節，並開始繪畫自己的作品。」

良好的設計源於靈感，而對 Moser 來說，靈感無處不在。「我不會專注於單一範疇。我有興趣了解社會的變遷，也對藝術、音樂、天文和各式各樣的事物感興趣，這些零碎的概念都是我的靈感泉源。」

人工智能的興起，已成為靈感的新來源，這也許令人驚訝。她說：「很多人擔心人工智能會搶走他們的工作，但其實奪去的只是一些簡單的小事。我們總要有創意思維的空間。」

Moser 是土生土長的加州人，卻決定在香港創業。她解釋：「我在 70 年代後期來港，當時香港正值經濟起飛。許多美國公司希望在港開設辦事處，以推進他們在中國的業務。我身為美國建築師，當然了解他們的需要。」

Moser 創業時只有三人。時至今日，公司已在全球各地設立了超過 20 個辦事處。她解釋，在新地點開設辦事處的決定，不是基於商業考慮，而是遇上合適的人。她說：「我們時常遇到志同道合的人。」她以公司在墨爾本成立新辦事處的決定為例，加以

說明。

「事緣一位與我們共事超過 20 年的女士牽頭。她在澳洲讀書，熟悉當地環境。一天，她說想在當地大展拳腳，而我們的回應竟是：『一試無妨！』就這樣，我們便不斷擴充。」

領導一家大公司絕非易事。但也許更大的挑戰，在於維持人們的開放態度，以緊貼業界和工作風格方面瞬息萬變的趨勢。

Moser 指出：「要改變人們的想法從來不易，尤其是一些成功人士，他們傾向沿用過往一直行之有效的方式。」

另一方面，協助僱員發展技能是工作的樂趣之一。「看到我們的員工不斷成長，實在是最好的體驗。」她又稱：「無論在專業能力和人生觀上，我們旗下不少員工都有所成長。」

這些年來，公司提供的服務也愈趨精密。Moser 說：「開業時，我們的業務相對簡單直接；其後，我們的設計逐漸加入工程、資訊科技基礎設施、辦公空間策略，以及可持續發展和身心健康的元素。」

穆氏亦從事三維設計。「以立體方式發展意念的能力，讓我們能夠與客戶清晰預視一切，然後共

同制定設計。」

儘管公司已有大量的代表作，而多家跨國公司亦成了他們的客戶，Moser 卻不想大肆張揚公司迄今取得的任何成就。

「最令我引以自豪的，永遠是下一個項目，」她說：「只因我們不斷向前。」

新機遇

Moser 認為國內機遇處處。她表示：「大灣區對業界十分重要。很多內地客戶變得更有國際視野，對變革持更開放的態度，因為他們正在物色國內外的年輕創意人才。他們需要打造一個能夠吸納這些人才的工作環境。」

隨著僱員和企業的工作模式持續演變，Moser 預期業界會有更多發展。她說：「我們無法預知未來的工作性質。不過，科技一日千里，帶來了各式各樣的新材料和功能，而為滿足客戶不斷變化的需求，我們也得著手開發新的方案。」

設計向來吸引不少年青人入行。她的寄語是：設計應以用家為本，還要時刻保持開放的態度。

Moser 說：「畢竟，在設計與建築的世界，並沒有單一的答案。」

「最令我引以自豪的，永遠是下一個項目，只因我們不斷向前。」



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Celebration of Culture

藝術文化盛會

From hosting global ensembles to supporting local artists and increasing community access, Hong Kong Arts Festival has something for everyone

從接待國際藝術團體、支持本地藝術家，以至推廣社區藝術，香港藝術節人人皆宜

In February and March every year, international and local artists from across the performing arts world take to the stage as part of the Hong Kong Arts Festival (HKAF).

In addition to presenting these world-class artists and ensembles, HKAF also includes a diverse range of educational events for the community, truly making it “a major international arts festival in, of, and for Hong

Kong,” said Executive Director Tisa Ho.

Established in 1973, the Hong Kong Arts Festival (HKAF) is a non-profit organization committed to enriching the city’s vibrant culture. It has been presenting the best of international and local talent over the last four decades and more.

“By embracing all genres of the performing arts, from the great traditions to the latest experiments, we push the

envelope at a measured pace so that we move ahead with the times, with our audiences and stakeholders,” Ho said.

HKAF actively collaborates with Hong Kong’s emerging local artists and has commissioned and produced more than 200 local productions over the years in diverse genres including Cantonese opera, contemporary dance and theatre. Following their festival performances, many of these productions have

gone on to have successful runs in Hong Kong and numerous locations overseas.

“The opportunities for the performing arts in Hong Kong are in the wealth of local talent and being part of a fabulous travel and transport hub, which makes access easy to and from any part of the world,” Ho explained.

Access to the arts for all is also a key part of the festival’s mission, and the organization places a strong emphasis on interaction and engagement between artists and audiences. Their “Festival PLUS” activities – which take place each year in community locations – include films, guided cultural tours and workshops.

“No Limits,” a new programmed series of dance, theatre and musical performances co-presented



with the Hong Kong Jockey Club Charities Trust, is another example of how HKFA aims to promote inclusiveness with performers and audience members of different abilities.

The "No Limits" programme will include performances with audio description in Cantonese, Hong Kong sign language interpretation and easy-to-read booklets.

Through its variety of performances and art experiences, "No Limits" aims to create an inclusive space for everyone to share the joy of the arts together.

"In serving the young audiences of today, we are also building an audience for the future which benefits not only the HKAF, but the sector as a whole, and by extension, the entire community," Ho said. "These are some of the ways in which we feel we are in, of, and for Hong Kong, and a part of its continuing story."

HKAF joined the Chamber in 2017, and Ho said that she believes that membership allows the organization to stay on top of trends and discussions in the ever-changing market.

"And of course, we hope the members will also get to know HKAF and see the value it offers," she added. "I warmly welcome the active participation of Chamber members to the 48th Hong Kong Arts Festival next year."

每年2月至3月，國際和本地的表演藝術家都會雲集香港藝術節（藝術節），帶來一系列精彩節目。

藝術節除了匯聚世界級的藝術家和團體，還安排多元的社區教育活動，使其成為真正「扎根香港的國際藝壇盛事」，行政總監何嘉坤如此形容。

香港藝術節於1973年正式揭幕，為一所非牟利機構，在過去40多年呈獻眾多國際及本地演藝名家的精彩演出，致力豐富香港的文化生活。

何嘉坤表示：「我們透過舉辦各式各樣的表演藝術，例如經典名作以至最新創作，逐步推陳出新，與觀眾和持分者一起與時並進。」

藝術節積極與本地新進藝術家合作，至今委約及製作逾200套

本地全新創作，包括粵劇、當代舞蹈和戲劇。這些製作在藝術節上演後，許多都會在香港及海外多度重演。

何嘉坤解釋：「香港表演藝術的機遇，在於本地人才濟濟，而本港作為優秀的旅遊和運輸樞紐，亦便利與全球各地相互往來。」

藝術節亦銳意把藝術拓展到社區每一角落，每年均主辦一連串深入社區的「加料節目」，包括電影放映、文化導賞團和工作坊，促進藝術家與觀眾互動接觸。

與香港賽馬會慈善信託基金聯合推出的全新「無限亮」計劃，集舞蹈、劇場和音樂表演等節目於一身，是體現藝術節推廣共融，讓不同人士一同欣賞和參與藝術的另一例子。

「無限亮」計劃呈獻的節目將提供粵語口述影像、香港手語傳譯

和簡易圖文版刊物。透過一系列的演出及藝術體驗，「無限亮」致力創造共融空間，讓人人皆可分享藝術的樂趣。

「我們服務時下的年輕觀眾之際，其實亦正為未來建立一個觀眾群，這除了惠及藝術節，更有利業界以至整個社會的發展。」何嘉坤又說：「這些方式能夠充分體現我們扎根香港、服務香港的精神，並將合力延續香港故事。」

藝術節於2017年加入總商會。何嘉坤認為，成為總商會會員讓機構能夠掌握瞬息萬變的市場趨勢，緊貼業界最新議題。

她補充：「當然，我們希望會員亦會對藝術節有所認識，了解背後的意義。我熱切歡迎總商會會員積極參與明年第48屆香港藝術節。」



“The opportunities for the performing arts in Hong Kong are in the wealth of local talent and being part of a fabulous travel and transport hub, which makes access easy to and from any part of the world.”

「香港表演藝術的機遇，在於本地人才濟濟，而本港作為優秀的旅遊和運輸樞紐，亦便利與全球各地相互往來。」

Company 公司名稱：Hong Kong Arts Festival Society Ltd
公司名稱：香港藝術節協會有限公司
HKGCC Membership No. 總商會會員編號：HKH0651
Established 創辦年份：1972
Website 網站：<http://www.hk.artsfestival.org>

Savour the Taste of France

品味法國

Classic recipes reimagined at Louise offer a comforting fine-dining experience, reports the Chamber's staff writer **Elmo Wong**

Louise 重新演繹經典名菜，為食客呈獻舒適自在的法式高級用餐體驗 本刊記者王靜雯



Heirloom Tomato Tart 原種蕃茄撻

Sweet and colourful heirloom tomatoes are sliced and arranged on a crispy parmesan tart base. Served with homemade basil sorbet and creamy Luigi Guffanti burrata cheese, this vegetarian tart is a mouthwatering appetizer.

鮮甜多彩的原種蕃茄切片，鋪陳在香脆的巴馬臣芝士撻上，伴以自家製羅勒雪葩和軟膩的意大利 Luigi Guffanti 新鮮 Burrata 布袋芝士，成就一道令人垂涎三尺的素菜頭盤。



Set in a two-storey heritage house within the gardens at PMQ, Louise features a bright and cozy interior designed by internationally acclaimed architect Andre Fu.

Light coloured wood, mirrored walls, floral corridors and delicate cutlery evoke French colonial architecture and design.

Louise is the first venture outside Singapore for Julien Royer, whose Odette restaurant in the Lion City has been awarded two Michelin stars. Louise, which is named after Royer's other grandmother, aims to introduce French delicacies that bridge the gap between fine dining and everyday eating.

Born in France, the country of love and romance, Royer presents his roots in cooking and love for family by reinventing the recipes he grew up with to deliver French cuisine to warm diners' hearts.

Louise 坐落 PMQ 元創方樓高兩層的歷史建築之中。

餐廳室內設計出自國際著名建築師 Andre Fu 之手：淺色木器、鑲鏡牆身、花紋走廊，再配以精緻餐具，營造出法式殖民時代的建築風味，又給人明亮舒適的感覺。

Louise 是 Julien Royer 在新加坡以外開設的首家餐廳；他在獅城開辦的 Odette 餐廳榮獲米芝蓮兩星殊榮。餐廳名字 Louise 取自 Royer 外祖母，意在把格調高尚的法國菜餚帶到日常餐桌上。

生於法國這個愛情與浪漫的國度，Royer 融入他對烹飪和家庭的熱愛，把伴他成長的菜式重新演繹，為食客呈獻暖人心扉的法國料理。

Louise

G/F, JPC Building, PMQ,
35 Aberdeen St, Central
中環鴨巴甸街35號元創方JPC地舖
2866 0300

Sauteed Hong Kong Frog Legs 快炒港式田雞腿

Tender frog legs are accompanied by garlic and parsley puree, and garlic chips. The frog legs have been Frenched so that diners can pick them up with their fingers. This is a locally inspired bite not often found on Western menus.

軟嫩多肉的田雞腿配上香芹大蒜菜泥和香蒜脆片。蛙腿修剪成雞腿狀，方便食客「信手拈來」。這道菜的靈感源自本土特色飲食文化，於西餐菜單並不常見。



Pan Seared French Veal Sweetbread

輕煎法國小牛胸腺

A traditional ingredient, sweetbread is the culinary name for the offal from the thymus gland or pancreas from calves, and is prized by food lovers worldwide. Following the classic recipe, the sweetbread is cleaned and boiled, then fried until caramelized. It is served alongside seasoned vegetables and deeply flavoured veal sauce.

小牛胸腺，亦即小牛的胸腺或胰臟，是法式料理的傳統食材，被世界各地的美食愛好者視為珍饈。小牛胸腺依傳統做法烹調，先洗淨後水煮，再輕煎至色澤金黃，最後配以雜菜和香濃小牛肉汁。



Madagascar Vanilla Mille-Feuille

馬達加斯加拿破崙香草千層酥

Mille-Feuille is among the most delicious French desserts. Thin layers of crispy puff pastry are sandwiched between thick vanilla-flavoured pastry cream and topped with homemade vanilla ice-cream. This beloved French sweet treat, served in a generous portion, is a satisfying finale to a rich and delicious meal.

拿破崙千層酥是法式甜點中最美味亦最繁複的其中一款。細薄香脆的酥皮夾入厚厚的香草忌廉，再附以一球自家製香草雪糕。這道法國甜點分量十足，呈上滿滿甜膩，為這頓豐富美味的法國盛宴畫上完美句號。



Roasted Hong Kong Yellow Chicken

香烤本地黃雞

This roast chicken is served whole accompanied by a salad and with Niigata rice "en cocotte." Fresh local chicken is roasted perfectly, with crispy skin and juicy meat. The Japanese rice, cooked in chicken stock and finished with spring onions, fresh truffle shavings and crispy chicken skin, gives rich flavour and aroma. This chicken dish has to be pre-ordered and is good for four to share.

香烤黃雞原隻奉上，伴以沙律和新潟鍋飯。新鮮本地雞烤得外皮香脆，肉嫩多汁；日式米飯則以雞湯熬煮，最後加入青蔥、新鮮松露片及酥脆雞皮，飯香撲鼻，滋味濃郁。這道菜為四人份，需提前預訂。



Chef's Profile 大廚小檔

Executive Chef at Louise, Franckelie Laloum, has extensive experience cooking French cuisine in Asia and across the world. As a friend of Royer for many years, he accepted an invitation to relocate from Tokyo to Hong Kong to take charge of culinary duties at Louise.

Before coming to Hong Kong, Chef Laloum guided Jade on 36 at Shanghai's Shangri-La hotel to its place on Asia's 50 Best Restaurants. He then worked at the renowned Ritz Carlton hotel's Azure 45 in Tokyo, where he earned the restaurant its first Michelin Star.

With skills honed by his experience leading hotel restaurants to culinary acclaim, Laloum is now making his mark on Hong Kong in the kitchen of Louise with his interpretations of classic French dishes.

Louise行政主廚Franckelie Laloum曾在亞洲以至世界各地主理法國菜，入廚經驗豐富。作為Royer的多年好友，他受邀由東京遷往香港，充當起Louise餐廳主廚一職。

來港前，Laloum大廚曾帶領上海香格里拉酒店的翡翠36餐廳打入亞洲50大最佳餐廳之列。隨後，他再為東京麗思卡爾頓酒店的法國餐廳Azure 45奪得首顆米芝蓮星。

大廚精湛的廚藝，從他助酒店餐廳屢奪殊榮可見一斑。如今Laloum進軍香港，正在Louise的廚房中大展拳腳。



GBA's Smart Manufacturing Journey

大灣區智慧製造之旅



Members learn about the latest high-tech developments in production on mission to Jiangmen and Zhongshan

會員考察江門和中山，探索高科技製造業的最新發展

As the Mainland economy continues to grow and evolve, the face of manufacturing is changing dramatically.

The traditional industrial production and low-skilled work that led to China – and particularly Guangdong Province – becoming known as the “factory of the world” is fast disappearing. Smart manufacturing, instead, is

emerging as a growth area, with cutting-edge technology being employed in factories across Guangdong Province.

The development of the Greater Bay Area (GBA) in recent years has given an added spur to the transformation, as the 11 cities refine their focus to more specialized areas, to upgrade their capabilities and avoid duplication.

To learn more about the latest development of the GBA's smart manufacturing industry, China Committee Chairman Petrina Tam, along with Vice Chairmen SH Chan and Edmond Yew, led a 34-member delegation to Jiangmen and Zhongshan on 19 September, travelling via the Hong Kong-Zhuhai-Macao Bridge.

On arriving in Jiangmen, named after its location amid two mountains and a river, members first learned about some of the history of the city, which is known as the “capital of overseas Chinese.” The Jiangmen Wuyi

Museum of Overseas Chinese introduced delegates to the history of the large numbers of people who travelled to the United States to seek a living and to escape the social unrest and hardships in China at the end of the 19th century.

Today, Jiangmen has been transformed. With the development of advanced manufacturing and high-end equipment manufacturing, coupled with the gradual improvement of transport infrastructure in the region, Jiangmen has become a gateway city for the western GBA.



The city is not as urbanized as much of the rest of the GBA, which means there is scope for further development and investment.

"Jiangmen is the only city in the GBA with a sufficient supply of land for development," said Cai Dewei, Vice Mayor of Jiangmen, during a meeting with delegates. "As a city founded on industry, Jiangmen attaches great importance to the development of the manufacturing sector, and boasts many long-established outstanding manufacturing companies."

Hong Kong companies have for many years been setting up manufacturing plants in the Mainland areas that now make up the GBA. Among the long-established companies is the 131-year-old Lee Kum Kee, a household name in Hong Kong, which has established its largest production base in Jiangmen.

With its entrepreneurial spirit, Lee Kum Kee has transformed from a small oyster sauce business into a kingdom of sauces, with

"On this trip, we have seen how the advanced equipment manufacturing industry is booming in the western part of the GBA."

– Petrina Tam, Chairman of the China Committee

more than 200 products sold at home and abroad. In recent years, its Jiangmen plant has undergone significant improvements in automation and mechanization, which has enhanced production efficiency and eased the pressure on labour supply.

The 111-year-old Xin Baotang is another long-established enterprise, which has been recognized as a transmitter of an intangible cultural heritage of Guangdong Province – production skills for xinhui chenpi (dried tangerine peel). The company also keeps abreast of the times by using



highly automated machinery to ensure the quality of its products.

In addition to its automated production line, Xin Baotang has developed new products in recent years. One of these is making enzymes from the large amount of discarded tangerine pulp. This helps solve the problem of pungent tangerine pulp piling up during the harvest period for xinhui in December.

The delegation also visited the sales headquarters of Kejie Group in Jiangmen. Kejie specializes in research and development, production and sales of the equipment

manufacturing industry, providing customers with sophisticated computer numerical control processing machines. Its self-developed products have been sold to Germany, the United Kingdom and Japan.

On day two of the mission the delegation visited Zhongshan, the hometown of Sun Yat-sen and the only Chinese city named after a great man. Zhongshan is conveniently accessible by public transport, with its one-hour economic circle covering five major airports in Guangzhou, Shenzhen, Hong Kong, Macao and Zhuhai, four



deep water ports in Nansha, Hong Kong, Yantian and Guangzhou, as well as eight railway lines.

“Zhongshan is actively integrating itself into the GBA development,” said Lei Yue Long, Vice Mayor of Zhongshan. “The Shenzhen-Zhongshan Bridge under construction is expected to be completed and opened in 2024. After the bridge opens, it will only take 20 minutes to travel from Zhongshan to Shenzhen, which will greatly strengthen the link between the cities along both banks of the Pearl River.”

As an advanced manufacturing city and a modern service industry base, Zhongshan boasts a national-level development zone – the Zhongshan Torch Hi-Tech Development Zone. Another development zone – Zhongshan Tsuihang New District – is also under way. The Chamber delegation took the opportunity to visit several smart manufacturing businesses and their production plants located in these areas.

Established in 1988, Hongrita

is a Hong Kong company with facilities in Shenzhen and Zhongshan Tsuihang New District, focusing on advanced R&D in product moulds. ZRP Printing Group was set up in 1978 and specializes in packaging and printing. It is one of the best-known packaging companies in the sector.

During their visits to Hongrita and ZRP Printing, delegates noted that in addition to highly automated production lines, both companies have an automatic warehouse management system in place. These high-tech

warehouse systems enable the companies to automate the management of large quantities of raw materials and their delivery to the required production lines, which helps save staffing resources.

Magusso, another company operating in the Tsuihang New District, has developed various patented technologies to make its kitchen appliances both efficient and space-saving. Mltor, another innovative high-tech company located in the Torch Development Zone, integrates R&D, production,

sales and service of automatic control equipment. Its products are widely used in the aerospace and automobile industries.

During the two-day mission, the delegates visited a total of seven manufacturing companies. Petrina Tam, Chairman of the China Committee and leader of the delegation, said that the mission had shown that the development of the Pearl River West cannot be ignored.

“On this trip, we have seen how the advanced equipment manufacturing industry is booming in the western part of the GBA and the companies based there are doing very well,” she said. “Coupled with the support policies being rolled out by local governments, all of these are conducive to the stable and healthy development of the region in the long run.”

Tam encouraged members to grasp the opportunities arising from the development of the western part of the GBA, and to make the effort to explore Zhongshan and Jiangmen.



內地經濟持續增長推進，製造業的面貌也大為改變。

帶領中國——尤其是廣東省——成為「世界工廠」的傳統工業生產和低技術工作，正在迅速消失。相反，智慧製造正冒起成為增長領域，廣東各地的工廠亦紛紛應用先進科技。

近年，大灣區發展進一步推動產業轉型。區內 11 個城市已把焦點集中在更專門的領域，以提升技能，避免重疊。

為深入了解大灣區智慧製造業的最新發展，中國委員會主席譚唐毓麗、副主席陳紹雄和姚逸明於 9 月 19 日帶領 34 人考察團，經港珠澳大橋到訪珠江口彼岸的兩座城市——江門、中山。

江門，因地處位置擁有兩山一江而得名，又有「中國僑都」之稱。考察團抵步後，先參觀江門五邑華僑華人博物館，了解中國在 19 世紀末社會動盪、生活艱苦的時候，大批華人漂洋過海，前往美國討生活的一段歷史。

如今的江門已今非昔比。該市著力發展先進製造業及高端裝備製造，加上區內交通基建逐步完善，使其成為大灣區西翼樞紐門戶城市。

與大灣區其餘大部分地區相比，江門市的城市化程度稍遜，意味有空間作進一步發展和投資。



「今次之行，我們看到大灣區西部的先進裝備製造產業帶發展蓬勃。」

——譚唐毓麗
中國委員會主席

江門市副市長蔡德威於會見訪問團時指出：「江門是大灣區內唯一具備可大規模連片開發土地的城市，而且一直堅持以『工業立市』，高度重視製造產業發展，因此擁有多家歷史悠久而又做得非常出色的生產型企業。」

多年來，香港企業一直在今為大灣區的地區設廠。其中李錦記擁有 131 年歷史，在香港家喻戶曉，在江門也設立了其全球最大的生產基地。

李錦記憑著其創業精神，已由蠔油小作坊發展為醬料王國，200 多種產品暢銷海內外。近年，該公司位於江門的廠房大力推動自動化和機械化，提高了生產效率，並紓緩勞動力緊張的情況。同樣歷史悠久的還有新寶堂，為一家擁有 111 年歷史、被列為廣東省非物質文化遺產「新會陳皮製作技藝」傳承人榮譽的企業。該公司在生產方面與時俱進，採用高度自動化的機械設備，確保產品的品質。

新寶堂除了生產線自動化，近年更開發新產品，以製作陳皮所產生的大量廢棄柑肉釀製酵素，解決了新會每到 12 月收成時期，果肉堆積如山，散發惡臭的問題。

考察團亦考察了科傑集團位於江門的銷售總部。科傑專注裝備製



造業的研發、生產及銷售，為客戶提供精密的數控加工機床，其自主研發的產品亦已銷售至德國、英國、日本等地。

團員於翌日到訪中山，即孫中山的故里，亦是中國唯一一座以偉人命名的城市。中山交通便利，一小時經濟圈涵蓋了廣州、深圳、香港、澳門、珠海五大機場，南沙、香港、鹽田、廣州四大深水港，以及八條鐵路線路。

中山市副市長雷岳龍強調：「中山正積極融入粵港澳大灣區建設，『深中通道』在興建當中，預計於 2024 年建成通車。屆時，從中山到深圳只需 20 分鐘，大大加強了珠江兩岸城市之間的聯繫。」

中山是先進製造業城市和現代服務業基地，擁有國家級的開發區——中山火炬高技術產業開發區，而另一個開發區——翠亨新區亦在發展中。代表團到訪了數家位於這些開發區的智慧製造企業，並參觀其生產廠房。

鴻利達於 1988 年成立，為一家香港企業，在深圳和中山翠亨新區設有廠房，專門從事產品模具的前期研發。中榮印刷則於

1978 年創辦，專注包裝印刷，是行內最知名的包裝商之一。

參觀廠房期間，團員看到兩家企業除了設有高度自動化的生產線，更為其倉庫引入自動管理系統，以自動化管理大量原料，並把原料運送至所需的生產線，節省人力資源。

美集世同樣位於翠亨新區，研發了多項專利技術，打造既高效又節省空間的廚房電器。邁特雷則是另一家自主研發型的高新技術企業，位於火炬開發區；集自動化控制設備的研發、生產、銷售、服務於一體，其產品廣泛用於航天和汽車業。

為期兩天的江門、中山考察團，團員共參觀了七家生產型企業。中國委員會主席兼團長譚唐毓麗表示，此行可見珠江西岸的發展不容忽視。

她說：「今次之行，我們看到大灣區西部的先進裝備製造產業帶發展蓬勃，企業非常優秀，加上當地政府推出的支持政策，有利該區長遠穩健發展。」

譚唐毓麗呼籲會員把握大灣區西部發展機遇，多到中山和江門走走。



China Committee Chairman Petrina Tam, along with Vice Chairmen SH Chan and Edmond Yew, led a delegation to visit Jiangmen and Zhongshan on 19 and 20 September. The purpose of the mission was to study the smart manufacturing industry in the two cities. The delegation visited several enterprises – including Lee Kum Kee, Xin Baotang, and Hongrita – to see their highly automated production lines. The delegates also learnt about the latest economic, business and trade developments in the two cities over dinners with Jiangmen Vice Mayor Cai Dewei and Zhongshan Vice Mayor Lei Yuelong. During the mission, members visited the Jiangmen Wuyi Museum of Overseas Chinese, where they learned more about the history of overseas Chinese around the world since the 19th century.

中國委員會主席譚唐毓麗、兩位副主席陳紹雄及姚逸明於 9 月 19 日至 20 日率團赴江門及中山考察，旨在了解兩市的智慧製造業發展。考察團參觀了多家企業，包括李錦記、新寶堂和鴻利達，一睹其高度自動化的生產線。團員又與江門副市長蔡德威及中山副市長雷岳龍進行交流晚餐，深入了解兩市最新的經濟及商貿動向。代表團也參觀了江門五邑華僑華人博物館，認識華僑自 19 世紀以來在世界舞台上的歷史。

China Committee Vice Chairman SH Chan spoke at a seminar on “Zhaoqing-Hong Kong Cooperation on Greater Bay Area” on 11 October. The seminar was hosted by Fan Zhongjie, Deputy Secretary of the CPC Municipal Committee of Zhaoqing, and Tang Xiaobing, Vice Mayor of the Zhaoqing Municipal People’s Government, with the aim of promoting cooperation between the two cities in advanced manufacturing, food processing, information technology and modern services industries. In August this year, 32 new direct investment projects from Hong Kong, valued at RMB 50 billion, were launched in Zhaoqing.

中國委員會副主席陳紹雄於 10 月 11 日為「肇港攜手共建粵港澳大灣區經貿交流會」擔任講者。交流會由肇慶市市委副書記范中杰和副市長唐小兵主持，旨在推動肇港在先進製造、食品加工、資訊科技和現代服務業的合作。今年 8 月，共有 32 個新港資項目落戶肇慶，總投資額為 500 億元人民幣。

2019 | 肇港攜手共建粵港澳大灣區經貿交流會
Zhaoqing – Hong Kong Greater Bay Area Economic and Trade Promotion Conference



Huang Heming, Director, Bureau of Commerce of Xiamen, and Liu Yajun, Head of Commercial Office, Economic Affairs Department of the Liaison Office of the Central People's Government in the Hong Kong SAR, led a delegation to visit the Chamber on 11 October. Huang introduced the Fujian – Hong Kong Belt and Road Summit to be held in Xiamen on 2 November and encouraged members to join the summit. SH Chan, China Committee Vice Chairman, received the group and expressed the Chamber's support of the summit.



廈門市商務局局長黃河明及中聯辦經濟部副部長兼貿易處負責人劉亞軍於10月11日率團訪問總商會。黃局長介紹於11月2日假廈門舉行的「閩港一帶一路峰會」，並鼓勵會員參會。中國委員會副主席陳紹雄接待代表團，並表示總商會支持峰會。



The month-long Guangzhou International Shopping Festival, in the city's Tianhe Shopping Area, launched on 11 October. China Committee Vice Chairman Edmond Yew represented the Chamber at the opening of the festival, now in its eighth edition. During the visit, Yew also signed a Memorandum of Understanding between HKGCC and the Guangzhou Tianhe Road Chamber of Commerce to foster cooperation between Hong Kong and Guangzhou.

「廣州國際購物節」於10月11日假廣州天河區舉行，為期一個月的購物節今年已踏入第八屆。中國委員會副主席姚逸明代表總商會出席開幕禮，並與廣州天河路商會簽訂合作諒解備忘錄，促進兩地合作。



Appropriate cybersecurity is indispensable for companies as technology is increasingly part of business transactions. At a luncheon roundtable on 11 October at KOOL in Lai Chi Kok, Miro Pihkanen, Partner, Cyber Risk Services at Deloitte China, and Charlie Tang, Assistant Vice President of HKT, shared with members some of the measures businesses can take to protect themselves against cyber threats. Participants also visited HKT's Next Generation Security Operation Centre and Network Operating Centre, where they heard how the telecoms company helps its clients to ward off cyber attacks.

隨著科技日益成為商業交易的一部分，適當的網絡保安措施對企業來說必不可少。總商會於10月11日於枝角 KOOL 餐廳舉行午餐會，德勤中國技術及數字化風險合夥人 Miro Pihkanen 及香港電訊助理副總裁鄧偉忠，為會員講解企業可採取的網絡威脅防禦措施。參加者還參觀了香港電訊的新一代安全運營中心及網絡運營中心，了解該公司如何協助客戶抵禦網絡攻擊。



Petrina Tam, China Committee Chairman, attended the Chongqing-Hong Kong Cooperation Seminar on Commerce, Culture and Tourism on 14 October, to foster the business relations between Hong Kong and the city of Chongqing.

中國委員會主席譚唐毓麗於10月14日出席「渝港商務文旅合作懇談會」，以促進香港與重慶市的商業關係。

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Americas Committee 美洲委員會



Cocktail Reception in Honour of Consuls General of the Americas 美洲總領事酒會

The committee hosted a fantastic networking evening on 26 September with Consuls General and country representatives from Argentina, Brazil, Canada, Chile, Colombia, Mexico and the United States. Americas Committee Chairman Steve Wong welcomed attendees to the event, followed by Chamber Chairman Aron Harilela who proposed a toast to continued prosperity and warm relations between the Americas and Hong Kong. Representatives were generous with their time and information on opportunities in their respective countries, and participants were treated to some stunning tango performances and delicious Argentinian wines, Brazilian caprihina and Latin American canapes.

美洲委員會於9月26日舉辦聯誼酒會，邀得來自阿根廷、巴西、加拿大、智利、哥倫比亞、墨西哥和美國的總領事和代表出席。委員會主席黃兆輝歡迎一眾來賓，總商會主席夏雅朗隨後舉杯祝酒，祈願美洲和香港繼續繁榮，延續友好關係。各國代表不吝抽空介紹各自國家的商機。參加者還欣賞了精彩的探戈表演，更品嚐了阿根廷葡萄酒、巴西 caprihina 雞尾酒和拉丁美洲小吃。



Meeting with U.S. Consulate Representatives 與美國領事館代表會面

Paul Horowitz, Deputy Consul General, and Bradley Harker, Chief Commercial Consul, of the U.S. Consulate General in Hong Kong and Macao, paid a courtesy visit to the Chamber on 20 September. The visitors were welcomed by Chamber CEO Shirley Yuen and Americas Committee Chairman Steve Wong. Both sides discussed possible areas for collaboration, including the Trade Winds Mission and Business Forum, which will take place in 2020. They also discussed the Sino-U.S. trade war, as well as the effects of the current protests on businesses in the city. Wong stressed that Hong Kong remains an excellent platform for companies from the Americas region to expand into the Greater Bay Area as well as the Asia-Pacific region.

美國駐港澳副總領事侯偉業及商務參贊韓博韜於9月20日到總商會作禮節拜訪，由總商會總裁袁莎妮和美洲委員會主席黃兆輝接待。雙方討論了潛在合作範疇，包括將於2020年舉行的 Trade Winds Mission and Business Forum 活動，以及中美貿易戰和當前示威活動對本港企業的影響。黃兆輝強調，香港仍然是美洲企業進軍大灣區及亞太區市場的絕佳平台。

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MAKE IT MOROCCO

Asia & Africa Committee 亞洲及非洲委員會

Meeting on Doing Business and Investing in Morocco 摩洛哥經商投資會議

To give members a better understanding of the country before embarking on the mission to Ghana and Morocco, the Asia & Africa Committee organized a meeting where Ben Jelloun, Partner of Deal Advisory & Strategy at KPMG China, and Mohamed Afilal, Co-founder and Managing Director of Tetra Inspections, shared their insights on Morocco's business environment and investment climate.

Jelloun provided an overview of Morocco's economy and its advantageous position connecting Europe and Africa. The kingdom is a hub for renewable energy in Africa, featuring the world's largest solar power station, and it exports power to the Middle East and Europe. Morocco is also a leader in automotive production as major brands such as Renault, Peugeot Citroen and BYD have set up plants in the country, which will soon have the capacity to supply 1 million cars per year to Europe. Key investment opportunities include tourism, infrastructure, renewable energy, agriculture and e-commerce. Afilal also shared his experience in doing business in Morocco, saying that it was relatively easy to hire skilled labour in the country.



為使會員在遠赴加納和摩洛哥考察前加深對兩地的了解，亞洲及非洲委員會早前特意舉行會議，邀來畢馬威中國交易諮詢與策略合夥人 Ben Jelloun 及 Tetra Inspections 共同創辦人兼執行董事 Mohamed Afilal，介紹摩洛哥的商業和投資環境。

Jelloun 概述摩洛哥的經濟及其連接歐洲與非洲的有利位置。該國是非洲的可再生能源樞紐，擁有全球最大的太陽能發電站，並向中東和歐洲輸出電力。摩洛哥在汽車製造業處於領先地位，Renault、Peugeot Citroen 和 BYD 等主要品牌已在當地設廠，每年為歐洲供應近 100 萬輛汽車。主要投資機遇涵蓋旅遊、基建、可再生能源、農業和電子商務。Afilal 亦分享在摩洛哥營商的經驗，並表示在當地聘請技術工人相對容易。

Meeting with Marriot International

Emily Lee, Senior Manager of Global Sales at Marriot International, met with Assistant Manager, PR and Programs William Ngo and Assistant Manager, Talent Development and Lifestyle Vera So to introduce the group's range of hotels and venues around the globe. The two sides discussed potential collaboration in the future using Marriot's venues. The Chamber visited the Ocean Park Marriot Hotel in June this year and learned about the hotel's dedication to sustainability and reducing its environmental footprint.

Strengthening Nepal-Hong Kong Ties 加強尼泊爾與香港聯繫



Asia & Africa Committee Chairman Behzad Mirzaei spoke at a lunch event on 28 September to an audience of Nepali community leaders and members of local and Nepalese chambers of commerce on: "Contemporary Issues on Trade and Investment – Opportunities and Challenges in Nepal and Hong Kong." The Nepalese community plays an important role in Hong Kong's society and it is important to deepen the relationship between the two regions. Mirzaei said that Hong Kong had the potential to be the middleman facilitating China-Nepal trade and investment relations, with the help of the ongoing Belt and Road Initiative and Greater Bay Area.

亞洲及非洲委員會主席苗澤文於 9 月 28 日出席午餐活動，向尼泊爾社區領袖及本地和尼泊爾商會的會員發表演說，主題為「當代貿易投資議題：尼泊爾和香港的機遇與挑戰」。兩地經濟體的連繫可追溯至 1960 年代，因此尼泊爾社區在香港擔當重要角色，有助增進兩地關係。苗澤文表示，隨著「一帶一路」倡議和大灣區持續發展，香港有潛力成為中間人，促進中國與尼泊爾的貿易投資關係。

Meeting with JETRO 與日本貿易振興機構會面

Deputy Director General of JETRO Yutaka Hashimoto, along with Invest Japan Promotion Specialist Nicole Takano and Officer Yusuke Kobayashi, called on the Chamber on 18 October to discuss follow-up plans after the Mission to Hokkaido in June. Asia & Africa Committee Chairman Behzad Mirzaei and Vice Chairman Andrew Wells attended the meeting. Representatives from the government of the city of Ashibetsu also called in via video conference and the two sides discussed details about the region's real estate projects.

日本貿易振興機構副所長橋本豐連同對日直接投資推廣專員 Nicole Takano 及主任小林勇介於 10 月 18 日到訪總商會，討論本會 6 月率團到訪北海道的後續計劃。亞洲及非洲委員會主席苗澤文及副主席華賢仕出席會議。蘆別市政府的代表亦透過視像會議參與討論，講解該區房地產項目的詳情。

與萬豪國際會面

萬豪國際全球銷售高級經理 Emily Lee 早前與公共關係及項目副經理吳景輝和人才發展及時尚生活副經理蘇苻尹會面，介紹集團在全球各地的酒店和設施。雙方討論在萬豪的場地舉辦活動的潛在合作機會。總商會於 6 月參觀海洋公園萬豪酒店，了解該酒店如何致力實踐可持續發展，並減少環境足跡。

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

Francesco Bonafine, Co-Founder and Managing Director of Digital Nomads HK, explained the benefits of Google advertising as an alternative to traditional marketing strategies at a roundtable luncheon on 20 September. He highlighted a number of techniques, including the use of negative words and ad extensions, to optimize recognition and sales through Google Ads.



Digital Nomads HK 聯合創始人及董事總經理 Francesco Bonafine 出席 9 月 20 日午餐會，講解選用 Google 廣告取代傳統營銷策略的優勢。他特別談及多項技巧，包括使用否定關鍵字及額外廣告資訊，以利用 Google Ads 達到最高的認知度及銷售量。

Wendy Choy and Nick Read, respectively Director (Client Services) and Technical Project Manager of MerchantCantos, spoke on the importance of corporate online presence at a Chamber roundtable on 3 October. They also provided practical advice on designing corporate websites to stand out in today's digital-first landscape.

MerchantCantos 客戶服務總監 Wendy Choy 和技術項目經理 Nick Read 在總商會 10 月 3 日的午餐會上，講解企業網上知名度的重要性，並分享公司網頁設計的實用建議，協助企業在現今數碼為先的環境下脫穎而出。



At a committee meeting on 18 September, Raymond Xiao, Lead Solutions Architect, Alibaba Cloud HTK Region, briefed members on the various solutions offered by his organization to enhance business operations.

在 9 月 18 日的委員會會議上，阿里雲港澳、台灣及韓國區首席解決方案架構師 Raymond Xiao 向委員講解其公司提供的不同方案，協助客戶提升業務運作。



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Prof Steve Wong
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Environmental & Sustainability Committee 環境及可持續發展委員會



At a committee meeting on 16 September, representatives from the Environmental Protection Department updated members on the legislative progress of the Municipal Solid Waste Charging Scheme. Deputy Director Donald Ng, Assistant Director Bruno Luk and Principal Environmental Protection Officer Lawrence Cheung also explained the scheme's charging mechanisms and implementation strategy.

環境保護署代表出席 9 月 16 日的委員會會議，向委員講述都市固體廢物收費計劃的立法進展。副署長吳文傑、助理署長陸嘉健及首席環境保護主任張承熙亦解釋了計劃的收費機制及實施策略。

In relation to a consultation exercise to review Hong Kong's Air Quality Objectives (AQOs), the committee hosted a lunchtime seminar on 26 September where Dave Ho, Assistant Director of Air Policy at the Environmental Protection Department, explained the Government's approach to tightening the AQOs. Patrick Fung, CEO of the Clean Air Network, was also on hand to critique the Government's proposals on improving quality.



為回應檢討香港空氣質素指標的諮詢活動，委員會於 9 月 26 日舉辦午餐會，邀得環境保護署助理署長（空氣質素政策）何德賢講解政府收緊空氣質素指標的方案。健康空氣行動行政總裁馮建瑋亦於會上評論政府改善空氣質素的方案。



A group of members visited the Western Salt Water Service Reservoirs on 18 September. These reservoirs are located in rock caverns, in a first for Hong Kong. During the tour, Assistant Waterworks Inspector Liu Wai-hong explained how the award-winning structure has optimised land use by providing storage for 12,000 cubic metres of salt water for flushing to households on Hong Kong Island.

會員於 9 月 18 日組團參觀西區海水配水庫——香港首個建於岩洞的配水庫。參觀期間，助理水務督察廖偉康講解這項得獎設施如何地盡其用，為港島住戶儲存 12,000 立方米的沖廁鹹水。

Europe Committee 歐洲委員會

European Union's Global Strategy 歐盟環球策略

At a roundtable luncheon on 15 October, Carmen Cano de Lasala, Head of the European Union Office to Hong Kong and Macao, reviewed the E.U.'s performance over the past three years, and highlighted its preparations for a future without Britain. Dr Alicia Garcia-Herrero, Chief Economist for Asia Pacific at Natixis, also joined the talk to outline the challenges ahead for the continent and possible solutions.



在 10 月 15 日的午餐會上，歐洲聯盟駐港澳辦事處主任 Carmen Cano de Lasala 回顧歐盟過去三年的表現，並強調已為英國脫歐做好準備。同場的法國外貿銀行亞太區首席經濟師 Alicia Garcia-Herrero 博士亦概述了歐洲大陸面臨的挑戰和可行的解決方案。

Meeting with European Office to Hong Kong and Macao 與歐盟駐港澳辦會面



Carmen Cano de Lasala, Head of Office, and Eva Valle Lagares, Head of Trade Section, from the European Union Office to Hong Kong and Macao, met with Chamber Chairman Aron Harilela on 24 September. Cano de Lasala raised her concerns that the ongoing protests in Hong Kong may shake the confidence of foreign businesses in the city. The Chairman said that he remained optimistic that confidence will quickly return once the current unrest is over, but he agreed that mediation and political solutions are essential to resolve the situation. He also pointed out that changes are needed in order to achieve sustainable business in Hong Kong.

歐洲聯盟駐港澳辦事處主任 Carmen Cano de Lasala 及貿易部主管 Eva Valle Lagares 於 9 月 24 日與總商會主席夏雅朗會面。Cano de Lasala 關注到香港持續的示威活動或會動搖外國企業對本港的信心。夏雅朗表示，他仍樂觀認為當前的動亂平息後，企業很快會回復信心，但他認同調解和政治方案是解決困局的關鍵。他亦指出，要令香港業務達致可持續發展，就要作出改變。

German National Day 德國國慶日

On 10 October, Europe Committee Chairman Jennifer Chan was invited by Consul General Dieter Lamlé to celebrate German National Day at a cocktail reception. Cheers to the health and prosperity of Germany!

10 月 10 日，歐洲委員會主席陳佩君應總領事 Dieter Lamlé 的邀請，出席德國國慶日酒會。為德國的富強繁榮乾杯！

Hungary's latest developments on Belt and Road projects 匈牙利「一帶一路」項目最新發展

Hungarian Consul Gergely Granyak spoke to Europe Committee members about the latest developments in his country at



the committee meeting held on 27 September. Hungary was the first European nation to sign up to the Belt and Road Initiative. Granyak discussed the country's close relationship with Mainland China and updated members on some of the cross-border infrastructure projects currently under way, such as the Budapest-Belgrade Railway. He also highlighted China's increasing foreign direct investment in Hungary, which has further strengthened the bilateral strategic partnership.

匈牙利領事 Gergely Granyak 於 9 月 27 日向歐洲委員會介紹其國家的最新發展。匈牙利是首個簽署「一帶一路」協議的歐洲國家。Granyak 討論該國與中國內地的密切關係，並向委員講解部分正在施工的跨境基建項目，例如匈塞鐵路。他亦強調中國對匈牙利的直接投資不斷增加，令雙邊戰略夥伴關係進一步加強。

COMMITTEE CHAIRMEN 委員會主席



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人力委員會
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Retail & Tourism Committee
零售及旅遊委員會
Ms Sylvia Chung
鍾慧敏女士



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Small & Medium Enterprises Committee
中小型企業委員會
Mr Roy Ng
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Taxation Committee
稅務委員會
Ms Alice Leung
梁愛麗女士



Taiwan Interest Group
台灣小組
Mr P C Yu
余鵬春先生



Women Executives Club
卓妍社
Ms Jennifer Chan
陳佩君女士



Young Executives Club
卓青社
Mr Eric Fok
霍啟山先生

Meeting with German Chamber Representatives 與德國商會代表會面

Dr Martin Wansleben, CEO of DIHK – the Association of German Chambers of Commerce and Industry – along with representatives from DIHK’s Hong Kong, Guangzhou and Berlin network met with HKGCC Chairman Dr Aron Harilela on 14 October to discuss the latest developments in Hong Kong. The visitors were eager to hear about how the protests were affecting business sentiment, and possible solutions to the impasse. They were also interested in the development of the Greater Bay Area and Hong Kong’s role in the project.



On the same day, Chamber CEO Shirley Yuen attended the opening ceremony of the German Chamber of Commerce’s new Hong Kong office.

德國工商聯會總裁 Martin Wansleben 博士聯同其香港、廣州和柏林網絡的代表於 10 月 14 日與總商會主席夏雅朗博士會面，討論香港的最新動向。訪客渴望了解示威活動對營商氣氛的影響，以及走出困局的可行方案。他們亦有興趣探索大灣區的發展和香港在倡議中的角色。

同日，總商會總裁袁莎妮出席德國商會新香港辦事處的開幕典禮。

Spanish National Day 西班牙國慶日

Europe Committee Chairman Jennifer Chan attended the Spanish National Day cocktail reception on 10 October. She celebrated the happy occasion with other Spanish culture lovers with delicious Spanish food and wine.

歐洲委員會主席陳佩君於 10 月 10 日出席西班牙國慶日酒會，與其他西班牙文化愛好者一同慶祝，更品嚐了各款西班牙佳餚美酒。

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



At a Chamber seminar on 9 October, a panel of experts discussed the impact on the financial services industry following the entry of virtual banks. James Lloyd, Asia-Pacific FinTech & Payments Leader at EY, discussed the development of the banking ecosystem in Hong Kong and beyond. He was joined by representatives from two Hong Kong virtual banks – Edwin Hui, Head of Partnerships, Strategy and Corporate Affairs, Virtual Bank, Standard Chartered, and Jessica Lam, Head of Strategy, WeLab – who discussed the unique services offered by virtual banks.

三位專家出席總商會 10 月 9 日的研討會，討論虛擬銀行投入服務對金融服務業的影響。安永亞太區金融科技與支付業務主管 James Lloyd 談論本港及海外銀行生態系統的發展。兩所香港虛擬銀行的代表——渣打銀行虛擬銀行合夥關係、策略與企業事務主管 Edwin Hui 和 WeLab 策略主管 Jessica Lam，則講解了虛擬銀行提供的獨特服務。

FinTech Working Group 金融科技工作小組



At a Working Group Meeting on 20 September, Karen Contet Farzam, Founder and CEO of AngelHub, Hong Kong’s first regulated start-up investment platform, provided an overview of the company’s latest fintech initiatives and plans for the development of a digital private capital market for tech start-ups.

AngelHub 為香港首個受規管的初創投資平台，其創辦人兼行政總裁 Karen Contet Farzam 出席 9 月 20 日的工作小組會議，介紹該公司最新的金融科技倡議，以及其為科技初創企業打造數碼私人資本市場的計劃。

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

At a Chamber roundtable on 18 October, David Dodwell, Executive Director of the Hong Kong-APEC Trade Policy Group, shared his insight on how the recent setbacks resulting from the U.S.-China trade war had jeopardized the economic progress made in Asia over the past four decades, and what is being done in APEC to try to reverse them.



在總商會 10 月 18 日的午餐會上，香港亞太經合組織貿易政策小組執行董事杜大偉剖析中美貿易戰對亞洲過去 40 年取得的經濟進展構成的衝擊，以及亞太經合組織如何致力扭轉情況。

Stuart Harbinson, Honorary Advisor to the HKCSI, represented the committee at a panel discussion at the WTO Public Forum in Geneva, Switzerland, which took place during 8-11 October. In the panel session, Harbinson highlighted the work done by HKCSI and shared his thoughts on the role of services coalitions such as HKCSI as the voice of the sector.

香港服務業聯盟榮譽顧問夏秉純代表聯盟於 10 月 8 至 11 日赴瑞士日內瓦出席世貿組織公共論壇的專題討論。期間，夏秉純重點講述聯盟的工作，並探討香港服務業聯盟等服務業聯會作為業界之聲的角色。

Industry & Technology Committee 工業及科技委員會



More than 20 members joined the IndustryConnect @ Science Park event on 26 September, where they had the opportunity to meet with resident companies specializing in a range of technological solutions including healthy ageing, e-commerce, automation and smart workplace. Members then took part in a Smart Campus Guided Tech Tour to see the latest technological achievements in the Park. Exhibits included Hong Kong's first fully automated and unmanned warehouse, an unmanned retail store and an ice-cream-serving robot.

逾 20 位會員於 9 月 26 日參與「IndustryConnect @ Science Park」活動，與精於康健樂齡、電子商貿、自動化及智慧工作間等不同科技方案的駐園企業會面。會員隨後獲安排導賞智慧園區，了解園內最新的科技成果。園區展出包括香港首個全自動無人倉庫、無人零售店及雪糕售賣機械人。

Retail & Tourism Committee 零售及旅遊委員會

The Retail & Tourism Committee and Walk in Hong Kong Tours jointly organized a Wan Chai Ghost Tour on 11 October. Participants enjoyed local delicacies while being regaled with ghost tales, stories about traditional rituals and interesting tidbits on the evolution of the district.

零售及旅遊委員會與活現香港於 10 月 11 日合辦「鬼咁好味灣仔深度遊」。參加者邊遊市區品嚐地道美食，邊聽區內的鬼怪奇談、傳統風俗典故及趣聞軼事，實是一趟驚喜交集之旅。



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

At a roundtable luncheon on 27 September, Nadira Lamrad, Assistant Director – Sustainability & ESG Advisory from the Business Environment Council, shared some of the ways that corporates can derive value from the adoption of ESG reporting.



商界環保協會助理總監——可持續發展及環境、社會及管治顧問 Nadira Lamrad 出席 9 月 27 日的午餐會，分享如何透過發布環境、社會及管治報告，提升企業價值。

Manpower Committee 人力委員會



HKGCC successfully held its CEO Manpower Conference on 3 October with more than 200 C-suite executives, business leaders and senior government officials attending the biennial event. With the theme of "The Art of Manpower Management in an Evolving Workplace," discussions centred on the challenges of a multigenerational workforce, as well as best practices in recruiting and retaining talent. The manpower outlook for 2020, longer-term trends and the impact of AI were also discussed.

總商會於10月3日舉行兩年一度的「CEO人力資本大會」，吸引逾200名企業高管、商業領袖和政府高官出席。今屆主題為「人力資源管理的藝術」，集中討論跨世代勞動力的挑戰，以及招攬和留住人才的最佳做法。會上亦探討了2020年的人力前景、長遠趨勢和人工智能的影響。

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

Roy Ng, SME Committee Chairman, served on the judging panel meeting of the Hong Kong Corporate Citizenship Award Scheme on 16 October. The scheme, co-organized by the Hong Kong Productivity Council and the Committee on the Promotion of Civic Education, aims to recognize the achievements of companies and organizations in corporate social responsibility.

中小型企業委員會主席伍俊達於10月16日出席「香港企業公民嘉許計劃」評審委員會會議。計劃由香港生產力促進局及公民教育委員會合辦，旨在表揚公司和機構在企業社會責任方面的成就。

Women Executives Club 卓妍社



WEC Chairman Jennifer Chan hosted a happy hour for members on 3 October to enjoy some delicious canapes and drinks at Jamie's Italian. During the event, she shared some details of the club's upcoming "Soirée Xiqu" Cantonese opera evening, which will take place in the new year.

卓妍社主席陳佩君於10月3日在Jamie's Italian為會員主持歡樂時光聚會，一同享用多款精美小吃和特色飲品。期間，她分享了卓妍社將於新年舉辦的「賞粵•曲藝」晚會詳情。

Taxation Committee 稅務委員會

Fiona Chan and Vincent Chan, respectively Partner and Counsel with Appleby, explained the impact of the economic substance law and regulations introduced this year by the Cayman Islands, BVI and Bermuda at a seminar co-organized by the Taxation and Americas Committees on 17 September. Members were also given advice on ways to achieve compliance during the seminar.



稅務委員會與美洲委員會在9月17日合辦研討會，邀得毅柏律師事務所合夥人陳子雅及顧問律師陳穎恆講解開曼群島、英屬維爾京群島及百慕達今年新立經濟實質法規的影響，並為會員提供合規建議。

Young Executives Club 卓青社

The YEC Tennis Team organized a practice session on 20 September at the Dynasty Club. Participants had a good time catching up with their fellow teammates as well as practicing their skills. The team will continue to arrange regular training sessions, and other YEC members interested in tennis are welcome to join.

卓青社網球隊於9月20日到皇朝會進行訓練。參加者邊與隊友暢談聯誼，邊練習球技。網球隊將繼續安排定期訓練，歡迎對網球有興趣的其他卓青社會員參與。



On 21 September, YEC members got the weekend off to a great start with a fun workout at the Player Climbing gym. After receiving some instruction on techniques, participants were divided into groups and had an exciting competition using the various climbing walls. They were joined by members from the Hong Kong Top 10 e-Commerce Club and Start Hong Kong and enjoyed the opportunity to mingle with members from the partner associations over food and drinks.

卓青社會員於9月21日在Player Climbing gym 體驗了有趣的攀爬訓練，迎接精彩的周末。參加者先聽取攀爬技巧指導，再分組進行刺激的攀石比賽。來自香港十大網商創傑會和領創香港的會員亦有參與其中，一邊與夥伴機構的會員交流，一邊品嚐美食特飲。



Victor Ulrich, Head of Riedel Asia Pacific, led participants on a wine journey with a difference during a workshop on 24 September. Members experienced the different aromas and tastes that the same wine can present when drunk from glasses of different shapes and sizes. They also received tips on pairing wine with chocolate. This event was co-organized by the Young Executives Club and Women Executives Club, with support from Riedel and Lindt.

Riedel 亞太區副總裁 Victor Ulrich 於9月24日帶領會員體驗了一趟非凡的美酒感官之旅。期間，會員親身感受了同一款酒會因應酒杯的形狀和大小而呈現不同的香氣和味道，更認識到葡萄酒與巧克力搭配的技巧。是次活動由卓青社和卓妍社合辦，並由 Riedel 和 Lindt 全力支持。

Talent Development 人才發展

Emil Chan, FinTech Consultant of CSG Consultancy, spoke at a Chamber seminar on 27 September about the impact of AI, blockchain, cloud computing and big data on traditional businesses. Participants learnt about the latest development in fintech and how businesses can increase their competitiveness. Chan also shared some relevant cases on the application of emerging technologies in the financial services industry, and explained the latest initiatives from HKMA to help local businesses adapt to these new technologies.



精確環球諮詢金融科技顧問陳家豪出席總商會9月27日的研討會，剖析人工智能、區塊鏈、雲端運算和大數據對傳統業務的影響。參加者了解到金融科技的最新發展和企業提升競爭力的方法。陳家豪亦以案例說明新興技術在金融服務業的應用，並講解金管局協助本地企業採用這些新科技的最新措施。

Kenneth Cheung, Trust and Resilience Architect at Chorev Consulting International Ltd, spoke about talent development and unleashing team potential at a Chamber seminar on 10 October. Cheung introduced a “brain-based” approach, which he said can help organizations enhance their employees’ loyalty and productivity from a neuroscience perspective. He also explored how today’s volatile, uncertain, complex and ambiguous (VUCA) business environment impacts work performance, teamwork and ability to innovate.



高宏國際顧問有限公司信任及復原力設計師張嘉 擔任總商會10月10日的研討會講者，探討人才發展和釋放團隊潛力。張嘉 介紹以大腦為基礎的方式，從神經科學的角度協助機構提升僱員的忠誠度和生產力。他亦探討如今反覆不定、複雜模糊的商業環境對工作表現、團隊合作和創新力的影響。



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Hotel sáv, Hong Kong



菲律賓宿霧太平洋度假村
Pacific Cebu Resort, Philippines

我們集團的網絡覆蓋亞洲區，旗下項目包括香港逸·酒店；香港「珀·軒」酒店服務式住宅；台北逸·居服務式住宅；廈門鷺江·名家酒店；菲律賓宿霧太平洋度假村；蒙古烏蘭巴托逸·居服務式住宅（2019年第四季開業）。

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永順控股香港憑藉幾十年的用心經營，建立成為了值得信賴的合作夥伴並提供優質服務。我們的經營理念將客戶與我們的專業團隊緊密連繫，將我們與競爭對手區分開來。

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Forging a Path Forward

邁步向前



At the Joint Business Community Luncheon organized by HKGCC on 31 October, Chief Executive Carrie Lam discussed her policies to help Hong Kong through the current challenges and for the longer term.

Below is an edited version of her speech
 在總商會 10 月 31 日舉辦的「商界聯席午餐會」上，
 行政長官林鄭月娥闡釋其政策，協助香港渡過當前難關，
 推動長遠發展。以下演辭經編輯整理

As you will appreciate, this year's Policy Address was prepared amid ongoing, unprecedented unrest in society. I and my colleagues have been making every effort to help Hong Kong ride out this storm over the past few months, so inevitably we could not devote as much time as we would like to this Policy Address. But still, we managed to put forward over 220 new initiatives.

Last year when I spoke at this luncheon, I described the 2018 Policy Address as a pro-business Policy Address. In fact, in the first two years of my term, we put in place many initiatives to facilitate the work of businesses. We also hosted joint promotional events overseas. Together with many of you from the business chambers, we proudly tell the Hong Kong story.

The situation we are facing now is obviously very

different, more challenging and inevitably distressing. The challenges ahead are complicated both externally and locally. Externally, the China-U.S. trade disputes and conflicts in the technology arena have increased the downside risks facing the global economy.

While external uncertainties have brought immense pressure, I would say that the local situation is much more worrying. Hong Kong has proven time and again that we can withstand external economic shocks, be it the Asian financial crisis in the late 1990s or the financial tsunami 10 years ago, but what is happening in Hong Kong now is unprecedented.

There has been extensive violence in various districts

over the past four months. A handful of rioters initiated attacks and sabotage in an organized and planned manner. They doxxed and beat people holding different views, vandalised public facilities, set fires in MTR stations and shops, and hurled petrol bombs at police officers, spreading chaos and fear in Hong Kong and seriously disrupting people's daily lives.

Inevitably, the economy will be hard hit. Visitor arrivals experienced a drop of 30 to 40% in August and September. In the first half of October, the drop was about 50%. Retail sales volume showed a fall of 25% in August compared to last year. The catering industry is also hard hit and hundreds of restaurants may have to be closed if the



We will continue to play the role of “facilitator” and “promoter,” making efforts to increase land supply, nurture talent, promote external affairs, improve the business environment and implement tax concession measures with a view to enhancing the competitiveness of Hong Kong.

situation persists. All these figures are very alarming, especially if you consider the fact that these relevant industries employ some 600,000 people.

The Financial Secretary has a wide range of initiatives to support enterprises, safeguard jobs, stabilise the economy and strengthen livelihoods. Many of the measures target small and medium enterprises, which account for



Q&A Session

Question: I'm a retailer, with shops in Causeway Bay, North Point, Fortress Hill and Yuen Long. Our staff are suffering from tear gas, and, as soon as the Government declared a riot, our insurance was invalidated. When we apply for government guaranteed loan, or help to digitalise, it is difficult to access the funding. So the question is, you've got lots of schemes, how will you get the money to the SMEs who are in urgent need of help?

Chief Executive: Let me assure you that we are with you at this very difficult time. On the issue of insurance, I have asked the Secretary for Financial Services and the Treasury to examine it to see what special measures we could put in place. Because we are facing unprecedented circumstances, these do warrant exceptional measures.

About the many funding schemes for SMEs, the Secretary for Commerce and Economic Development has actually taken several proactive steps to try to bring all these funds together. So hopefully there will be a one-stop type of facilitation in order to help SMEs to access the funds.

If you find that the things that we have put in place are not good enough, all of us need to work harder in order to make sure that the money that we want to put to the target enterprises will reach them. I think we have already changed that, and we are happy to advance the money so as to ease the cash flow of the SMEs. We're certainly looking for improvements every day in order to overcome this crisis together. So let's join hands to solve some of these problems.

Q: The violent incidents in recent months have seriously damaged Hong Kong's international image and taken a toll on our economy, especially the tourism industry. A number of exhibitions, trade fairs, conferences and mega events have been cancelled. Would the Government consider immediate measures, such as financial incentives, to support business travellers and local organizers of MICE activities?

CE: The Government is making every effort to preserve all these international conferences and events. For example, last week, we had a major international forum on the Greater Bay Area, inviting a lot of overseas guests. Just this morning, I was officiating at the International Water Association Asia-Pacific conference, which attracted a thousand participants from all over the world.

Coming back to the tangible things that we could offer, we have rolled out some initiatives on the tourism front and are



over 98% of local enterprises and around 45% of total employment in Hong Kong.

To assist our SMEs, we have announced to waive 27 groups of government fees and charges for 12 months to benefit a wide range of sectors from logistics, retail, catering, tourism, construction, to agriculture and fisheries. Rent reduction by 50% for six months will be provided to tenants of various government business premises. We have announced new initiatives to help our SMEs cope with liquidity problems by offering loan guarantee under more relaxed terms.

The supporting measures, together with the one-off relief measures announced in the 2019-20 Budget, total around \$64 billion and are expected to provide a 2% impetus to our economy.

Although the launch of these supporting measures may cause fiscal deficit, we consider that we need to spend the money. Our economic fundamentals are robust, as evidenced by a sustained current account surplus, strong fiscal reserves, abundant foreign exchange reserves, and a huge net international investment position.

We have so many business leaders in the audience, I will ask you to contact and liaise with my colleagues, so that we can proactively engage

with business chambers to listen to your concerns and suggestions for explicit and tangible measures that we can introduce.

I also emphasised in the 2019 Policy Address the importance of sustained economic growth. We will continue to play the role of “facilitator” and “promoter,” making efforts to increase land supply, nurture talent, promote external affairs, improve the business environment and implement tax concession measures with a view to enhancing the competitiveness of Hong Kong.

We will also continue our efforts to attract foreign investment. Indeed, we are very encouraged by the result that over 9,000 Mainland or overseas companies have a presence in Hong Kong. Among them, over 1,500 are regional headquarters, representing a 9.1% increase over 2017.

It is essential that we continue to expand our overseas and Mainland markets, and we have done a lot in the past two years. We doubled the number of free trade agreements signed with other economies, and established our 13th overseas economic and trade office, in Bangkok, Thailand.

I note that the chambers have all issued positive statements in response to my Policy Address, for which I am

extremely grateful. However, I also note one point in common in your statements. You all want to see the violence in society to stop.

On this, I would like to emphasise the Government’s determination to stop the violence, and our commitment in ensuring the comprehensive and effective implementation of the “One Country, Two Systems” principle in Hong

Kong. Despite the difficult external and domestic environment, Hong Kong retains its core strengths as an international financial centre with an unrivalled geographical location, the rule of law, an independent judiciary, the free flow of information and a wide pool of professional talent.

Hong Kong is going through a testing time, and I appeal



to all of you to work together with us, to stand up against violence, so that social order can be restored. Once that is achieved, the Government will collaborate with relevant organizations, chambers of commerce and professional bodies to carry out promotional work to rebuild international confidence.

At the same time, I and my team are looking to address the deep-seated conflicts in society as revealed by the social unrest. We will continue to talk to people, and through continuing dialogue, I believe we will not only find a peaceful way forward, but also make Hong Kong even stronger than before.

Thank you once again for hosting this joint business luncheon for me and my colleagues. Let's hope Hong Kong will soon be able to emerge from the storm and embrace the rainbow.



happy to consider more. But I hope to impress upon you that we really want to do things which are targeted in order to ensure their effectiveness. So, if there is anything you feel we could do, in terms of attracting more international events – especially after the situation stabilizes – then we can go all out to promote them.

If industry leaders come up with specific ideas, for example you have a conference you want to host next year and you want us to provide more support, let us know. If you are bringing in distinguished delegates from outside, and you want a reception in Government House, let me know. I'm very forthcoming to join with you to show our hospitality to visitors from all over the world.

Q: The Greater Bay Area (GBA) is an important growth engine for the Mainland economy. In addition, Hong Kong is expected to make great efforts to develop the innovation and technology (I&T) industry. The coverage of certain technology talent schemes will be extended to companies outside the Hong Kong Science and Technology Park and Cyberport. So may I know if the Government has any plans to help local technology companies grasp the GBA opportunities?

CE: I&T is the singular policy area that this term of Government has put in a lot of time, attention and resources. At the moment, many of the fund schemes are not confined to Cyberport and Science Park. If there are certain areas which we could further relax, we are happy to consider.

On the Greater Bay Area, we are only about nine months into the execution of this plan, but a lot already has happened. We have already rolled out two batches of facilitating measures and I hope very soon the Greater Bay Area Leading Group will meet for the third time, and another batch of measures will be implemented.

In the last four or five months, we have been coping with a lot of unprecedented circumstances, but I can tell you that our work on the Greater Bay Area actually has not been significantly hampered.

We are talking about how we can make a better use of the bridge and also the land-based control points. So we will be seeing even more easy access between Hong Kong and the Greater Bay Area that will facilitate the flow of people and goods.

Q: Housing is at the top of your list of priorities. What are the most successful outcomes over this last year in housing, and the biggest challenge that we're still facing? What policies have you seen overseas that could be brought to Hong Kong?

CE: In June last year, I rolled out six housing policy measures, one of which was to adopt a different pricing formula for the subsidised sale flats. Because hitherto, there was a complaint that even for subsidised sale flats, the selling price was pitched with reference to the market prices. So last June, we adopted a different pricing formula which de-links the subsidised sale flat pricing from the private market and links it to affordability.

Since land formation and land supply take time, we need to give people back confidence that the flats are affordable.

If our hearts go out to the people who are inadequately housed, then the first thing is to lift them out of this situation. This can be done either by giving them some cash to mitigate the difficulty or to give them transitional housing, instead of just saying "you have to wait."

In the next few years, we will build 10,000 transitional housing units. I do feel that, perhaps in years to come, nicely built transitional housing will become a feature in our housing programme, and that is something we learnt from some overseas experience.



各位都知道，編寫今年的《施政報告》之時，香港正值面對持續未消、前所未有的社會動亂。過去數月，我和同事一直盡心竭力，協助香港渡過難關，無奈未能把時間全心投放在這份《施政報告》上；然而，我們仍然提出了逾 220 項新措施。

去年我在同一場合演講時，我形容 2018 年《施政報告》為一份有利商界的施政報告。事實上，在我任內首兩年，我們落實了多項便利營商措施，還在海外舉辦聯合推廣活動。我們與來自不同

商會的在座諸位，自豪地講述香港的故事。

我們目前面對的情況顯然大相逕庭，而且更具挑戰性，令人痛心疾首。無論對外抑或對內，未來的挑戰都十分複雜。外圍方面，中美貿易爭端和在科技領域的衝突，增加了全球經濟下行的風險。

儘管外圍不明朗因素帶來了沉重壓力，但我認為，本地的局勢更加令人擔憂。香港一而再地證明，不管是 1990 年代末的亞洲金融危機還是十年前的金融海嘯，我們總能抵禦外來的經濟衝

擊；但香港當前的局面卻是前所未有的。

過去四個月，各區都爆發了廣泛的暴力事件。少數暴徒有組織和計劃地發動攻擊和蓄意破壞，起底和毆打持不同意見的人士、破壞公共設施、在港鐵站和商店縱火、向警察投擲汽油彈，並在本地散布混亂和恐懼，嚴重破壞市民的日常生活。

經濟將無可避免受到嚴重打擊。8 月和 9 月份的訪港旅遊人數下降了三至四成；而在 10 月上半月，跌幅約為五成。8 月份零售額與去年同期相比減少了 25%。餐飲業也遭受重創，倘情況持續下去，數以百計的餐館恐怕會結業倒閉。這些數字令人相當震驚，尤其是考慮到這些相關行業僱用了約 60 萬人。

財政司司長已推出一系列的措施，以撐企業、保就業、穩經濟和利民生。很多措施針對的都是中小企業，他們佔全港企業超過 98%，聘用約 45% 的就業人口。

為協助本港中小企業，我們宣布豁免 27 類政府收費，為期 12 個月，惠及廣泛行業，包括物流、零售、餐飲、旅遊、建造以至漁農業等。各個政府轄下商業處所的租戶也可獲減租五成，為期六個月。我們還公布了新措施，透過放寬信貸擔保條件，協助本港中小企應付資金周轉的問題。

這些支援措施連同 2019-2020 年度《財政預算案》提出的一次性

我們將繼續發揮「促成者」和「推廣者」的角色，致力增加土地供應、培育人才、推動對外事務、優化營商環境和落實稅務寬減措施，藉此提升香港的競爭力。

紓困措施，總計約 640 億元，預計能為本港經濟帶來 2% 的動力。

儘管推出該等支援措施或會導致財政赤字，我們還是認為需要動用這筆款項。本港的經濟基礎穩健，從持續的經常帳盈餘、龐大的財政儲備、豐裕的外匯儲備，以及雄厚的國際投資頭寸淨值，可見一斑。

在座一眾商業領袖，我將邀請諸位與我的同事聯絡，保持聯繫，好讓我們積極與各商會溝通交流，聆聽您的關注，並聽取各位就政府可推行的具體措施提出建議。

我還在 2019 年《施政報告》中強調了經濟持續增長的重要性。我們將繼續發揮「促成者」和「推廣者」的角色，致力增加土

問答環節

地供應、培育人才、推動對外事務、優化營商環境和落實稅務寬減措施，藉此提升香港的競爭力。

政府亦會繼續積極吸引外來投資。事實上，逾 9,000 家內地和海外企業在香港設有辦事處，令人鼓舞。當中更有超過 1,500 間為地區總部，較 2017 年增加 9.1%。

持續拓展海外和內地市場至關重要；就此，政府在過去兩年做了不少工夫。我們與其他經濟體簽訂的自由貿易協定數目倍增，並在泰國曼谷設立了第 13 個海外經濟貿易辦事處。

我留意到，不同商會皆對《施政報告》反應正面，實在令我感激萬分。然而，我亦發現您們的聲明都有一個共通點：大家都希望社會上的暴力行為能夠停止。

就此，我想強調政府決心遏止暴力，並致力確保在香港全面有效地落實「一國兩制」原則。縱使面對外憂內患，香港仍然保持作為國際金融中心的核心理優勢，擁有優越的地理位置、法治、獨立的司法機關、資訊自由流通，以及廣泛的專業人才。

香港正面臨考驗，我呼籲諸位與我們同心協力，對抗暴力，以恢復社會秩序。只要達成這一目標，政府將與有關組織、商會和專業機構合力開展推廣工作，重建國際信心。

與此同時，社會動亂揭露了社會上的深層次矛盾，我和團隊正為此尋求解決方案。我們將繼續與市民溝通，透過持續對話，我相信不但會找到和平的出路，還會令香港變得愈來愈強。

本人再次感謝大會為我和同事舉辦是次商界聯席午餐會。祈願香港能儘快走出困局，迎接風雨後的彩虹。

問：我是零售商，在銅鑼灣、北角、砲台山和元朗經營商店。我們的員工飽受催淚彈之苦，而一旦政府定性為暴動，我們的保險就會失效。當我們申請政府保證貸款或數碼化支援服務時，總是難以獲得資金。因此，問題是：既然政府有那麼多計劃，哪您會如何把資金提供予急需協助的中小企業？

特首：我向您們保證，我們定當與您們共渡這個艱難時期。關於保險問題，我已請財經事務及庫務局局長進行研究，探討我們可採取甚麼特別措施。由於我們面對前所未見的情況，確實需要採取非常措施。

至於為中小企業提供的眾多資助計劃，商務及經濟發展局局長其實已積極採取行動，嘗試把所有資助整合起來，希望日後能夠推出一站式的便利措施，協助中小企業獲取資金。

若您認為我們的措施仍有不足，我們就要加把勁，確保資金用得其所，令目標企業能夠得到所需的資金。我認為政府已作出改變，我們也很樂意預付這筆款項，以紓緩中小企業的現金周轉問題。當然，我們每天都在尋求改善方法，務求共同克服難關，就讓我們合力解決問題！

問：近月的暴力事件已嚴重損害香港的國際形象，並且對經濟造成打擊，以旅遊業尤甚。很多展覽、貿易展、會議和大型活動都被取消。政府會否考慮採取即時措施，例如財政資助，為商務旅客和會展旅遊活動的本地舉辦單位提供支援？

特首：政府正著力維持所有國際會議和活動。例如，我們上周就大灣區舉辦了大型國際論壇，邀來許多海外嘉賓；而在今早，我擔當了國際水協亞太地區會議的主禮嘉賓，活動吸引了來自世界各地的千名與會者。

談到政府可提供的具體支援，我們在旅遊業方面推出了若干措施，亦很樂意考慮推出更多。不過，我希望您們明瞭，我們真的想做一些定向的事情，確保發揮成效。因此，如果您認為政府可以在吸引更多國際盛事方面做些甚麼——尤其是局勢穩定後，那我們就可以全力進行推廣。

如果行業領袖提出具體想法，例如明年有會議想舉辦，並希望政府提供更多支援，歡迎告知我們；如果你從海外邀來貴賓，並有意在禮賓府接待，也請讓我知道。我非常樂意與大家攜手，合力向世界各地的訪客展示我們的好客之道。

問：粵港澳大灣區（大灣區）是內地經濟重要的增長引擎。此外，預計香港將大力發展創新科技（創科）產業。若干科技人才入境計劃的適用範圍將擴大至香港科技园和數碼港以外的公司。因此，我想知道政府是否有計劃協助本地科技公司把握大灣區的機遇？

特首：創科業是本屆政府投入大量時間、精力和資源的單一政策領域。目前，很多資助計劃並不局限於數碼港和科學園。如有某些領域可進一步放寬，我們很樂意考慮。

至於大灣區，我們實施該計劃只有約九個月，但已取得不少進展。我們推出了兩批便利措施，我期望大灣區建設領導小組不久將舉行第三次會議，並落實另一批措施。

過去四至五個月，政府積極應對各種前所未有的情況，但我可以告訴您們，我們在大灣區的工作實際上並無大受影響。

我們正探討如何進一步善用大橋和陸路管制站，令香港與大灣區的交通更便捷，促進人流和貨流。

問：房屋政策是施政報告的重中之重。過去一年，房屋方面取得的最大成果為何？我們仍舊面對的最大挑戰又是甚麼？您認為海外有哪些政策可以引進香港？

特首：去年 6 月，我推出了六項房屋政策措施，其一是修訂資助出售單位的定價機制。由於此前有投訴指，即使是資助出售單位，其售價也是參照市場價格而定，我們遂於去年 6 月採取另一定價機制，把資助出售單位的價格與私人市場脫鉤，改而與負擔能力掛鉤。

由於土地開拓和供應需時，我們要令市民回復信心，相信單位是負擔得來的。

如果我們對居住環境欠佳的人士深感同情，那麼首要的是協助他們擺脫這種狀況。要做到這一點，我們可給予他們現金來紓緩困境，又或為他們提供過渡性房屋，而非單純說「您得輪侯」。

未來數年，我們將興建 10,000 個過渡性房屋單位。我認為，今後數年，新落成的過渡性房屋或將成為本港房屋計劃的特色之一，亦是我們借鑒海外經驗而制定的措施。



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Meeting the Consuls General of the Americas 與美洲總領事會面交流



Cocktail reception adds Latin American cultural and culinary delights to spice up networking evening
聯誼酒會注入拉美文化和美食元素，讓活動更添色彩樂趣



Members enjoyed a fantastic evening of networking and culture on 26 September at the Cocktail Reception with Consuls General and representatives from Argentina, Brazil, Canada, Chile, Colombia, Mexico and the United States.

Representatives were generous with their time and information when speaking to members and their guests about the range of business opportunities in their respective countries. Participants were also treated to some stunning tango performances while they enjoyed delicious Argentinian wines and Brazilian caprihina, and tasty Latin American canapes.



來自阿根廷、巴西、加拿大、智利、哥倫比亞、墨西哥和美國的總領事和代表蒞臨總商會 9 月 26 日的酒會，與會員歡聚交流。

各地代表不吝抽空向會員和來賓講解各自國家的種種商機。參加者還欣賞了精彩的探戈表演，更品嚐了香醇的阿根廷葡萄酒、巴西 caprihina 雞尾酒和美味的拉丁美洲小吃。



A Night at the Opera!

卓青社歌劇之夜



Young Executives Club celebrates its fifth anniversary in style with a glamorous Gala Dinner
卓青社舉行盛大晚宴，慶祝成立五周年

“Music can bring people together and create happiness in any circumstances,” said celebrated tenor Warren Mok at the Gala Dinner to celebrate the fifth anniversary of the Young Executives Club.

Attendees at this glamorous event were treated to

performances from Mok along with other performers and the Children Chorus from Opera Hong Kong, and musicians from the Hong Kong String Orchestra.

“Young Executives represent a significant part of Hong Kong’s present and most importantly, future,” said Clemente Contestabile,

Consul General of Italy and the guest of honour at the event. “They have the responsibility to drive the development of the city on the global stage. I would like to express my appreciation to YEC for their excellent work over the past five years.”

Chamber Chairman Aron Harilela noted how the club



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The celebratory dinner was themed "A Night at the Opera" and transported guests back to the golden age of opera with its themed decorations and backdrop design. Throughout the course of the evening, the guests enjoyed mesmerizing performances of some well-known tunes including Puccini's *Nessum Dorma* from *Turandot* and Verdi's *Brindisi* from *La Traviata*.

Participants were also encouraged to dress up for the event, either in 19th century costume or contemporary black tie, and they also had fun during the evening bidding for goodies in the "silent auction."

Eric Fok, Chairman of YEC and a founding member of the club, said that he was thrilled to mark the club's fifth anniversary with such a great event. "The club's achievements were not built

overnight and it has been the combined efforts of all of our members that have made the club such a success."

In her closing remarks, Olivia Kung, Chairman of the Gala Dinner Organizing Committee, thanked all the sponsors as well as the YEC members who had been working together since March to organize the dinner.

And as a perfect finale to this cultural celebration, mezzo-soprano Carol Lin from Opera HK brought the evening to a close with a beautiful rendition of *Habanera* from Bizet's *Carmen*.

has grown in the past five years to its 600-strong membership today, and its role in helping the city's young executives connect and develop their skills. "It's wonderful to see such a full house of young members and guests this evening, which creates an atmosphere of fun and energy," he said.

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「音樂讓人連在一起，為世界帶來歡樂。」著名男高音莫華倫在卓青社五周年晚宴上如是說。

當晚的盛會上，嘉賓有機會欣賞莫華倫的精湛演出，還觀看了其他出色的表演，包括香港歌劇院兒童合唱團及香港弦樂團的演出。

晚宴榮譽嘉賓意大利總領事Clemente Contestabile表示：「年青行政人員是香港現在以至未來的重要組成部分，他們有責任推動香港在國際舞台的發展。我謹感謝卓青社在過去五年的努力。」

總商會主席夏雅朗指出，卓青社的宗旨是協助本地年輕行政人員聯繫交流，發展技能；該社在過去五年日益壯大，如今會員已達600人。他說：「今晚很高興看到眾多年輕會員和來賓聚首一堂，令晚會洋溢一片歡樂和活力。」

當晚盛會以「歌劇之夜」為主題，配合場地的主題裝飾和布景

設計，帶領一眾嘉賓回到歌劇的黃金時代。晚宴期間，來賓都陶醉於一首首的經典名曲，包括普契尼的作品《杜蘭朵公主》之「公主徹夜未眠」，以及選自威爾第的歌劇《茶花女》之「飲酒歌」。

大會鼓勵參加者盛裝赴會，例如19世紀服裝或現代晚禮服。在「無聲拍賣」的環節，會員亦踴躍出價競投，樂在其中。

卓青社主席兼創始會員霍啟山表示，卓青社今年舉辦盛會慶祝成立五周年，實在令人興奮萬分。「卓青社能夠有今天的成就並非一朝一夕，而是有賴全體會員共同努力，方能如此成功。」

晚宴籌委會主席龔海欣致閉幕辭時，感謝一眾贊助商的支持，亦對卓青社會員自3月起一直著手籌備盛會，不勝感激。

最後，香港歌劇院女中音連皓忻壓軸演繹比才的歌劇《卡門》之「哈巴奈拉舞曲」，為是次文藝晚會完美結幕。

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Chinese Investment in Africa: What the Data Says

中國對非投資：數據有何啟示

Continent would welcome more FDI in job-creating sectors like manufacturing and tourism

非洲歡迎更多外國直接投資參與製造和旅遊等行業，協助創造就業

Mainland China's growing investment in Africa has been attracting attention in recent years.

At a Chamber roundtable luncheon on 18 September, Alicia Garcia-Herrero, Chief Economist for Asia Pacific at Natixis, shared the results of her recent research into the nature and scope of this investment, and addressed some of the misconceptions that have arisen.

Firstly, overall global investment into the continent remains low: "Africa is the continent with the most opportunities in terms of population and size – but it receives the least amount of FDI per capita," she said. The amount of FDI going into Africa is less than one-third of that of Latin America, for example.

And while Chinese investment in Africa is growing fast, China is still a very long way from being the continent's dominant investor, as it lags behind France, the United States and United Kingdom.

Another point worth noting is that while attention has focused on Chinese M&A in Africa, the data shows that, in reality, greenfield investment is much bigger, and that China is mainly lending rather than FDI.

"China is buying in the developed world; lending in the emerging world," she said. "The question is – can this lending generate enough growth so the debt can be repaid?"

Garcia-Herrero's research also revealed the sectoral focus of Chinese activity. China's M&A activity has been mainly in energy at 59% and infrastructure at 30%. In greenfield, real estate is by far the biggest sector, making up 46%.

Sectors that would seem to be obvious targets for Chinese investment such as textiles and auto manufacturing are only a small proportion, at 7% and 3% respectively. And in project finance, tourism represents only 1% of total investment.

Chinese investment in Africa creates fewer jobs per unit of investment than its investments in other parts of the world. However, Garcia-Herrero's research reveals that this is due to the sectors involved, rather than any issue with Africa, as real estate investment

creates fewer jobs than other industries, such as manufacturing or tourism.

"Low job creation is linked to the nature of investment," she said.

Investors should therefore consider looking at sectors that would create more jobs. The low levels of investment in textiles and auto, for example, suggests that there are still opportunities in these areas. The population of Africa is growing, so Chinese involvement in more productive sectors would likely be welcomed by the continent.

This sentiment was echoed by a participant during the Q&A session, who said that Nigeria had a high employment rate and would

particularly welcome investment in the agriculture and textile sectors.



近年，中國內地在非洲的投資不斷增長，備受關注。

法國外貿銀行亞太區首席經濟師 Alicia Garcia-Herrero 在總商會 9 月 18 日的午餐會上，分享她最近就這類投資的性質和範疇進行研究的結果，並回應部分誤解。

首先，全球對該區的整體投資仍然偏低：「論人口和面積，非洲是最多機遇的大洲，但人均吸納的直接外來投資卻最少。」例如，流入非洲的外國直接投資不到拉丁美洲的三分之一。

儘管中國在非洲的投資增長迅速，但仍落後於法國、美國和英國，因此要成為非洲大陸的主要投資國，仍有漫漫長路。

另一點值得注意的是，雖然市場的注

意力集中在中國在非洲的併購，但數據顯示，綠地投資額實際上遠超併購，而中國主要是提供貸款，而不是外來直接投資。

她說：「中國在發達國家進行購買，在新興世界放貸。問題是——這筆貸款能否產生足夠的增長，償還債務？」

Garcia-Herrero 的研究還揭示了中國這些經濟活動的重點行業。中國的併購活動主要集中在能源和基建領域，分別佔 59% 和 30%。綠地投資方面，房地產是迄今為止最大的行業，佔 46%。

紡織和汽車製造等行業看似是中國投資的明顯目標，卻只佔甚小的比例，分別為 7% 和 3%。在項目融資中，旅遊業僅佔總投資的 1%。

創造就業方面，與在其他地區的投資相比，中國在非洲的每單位投資創造的職位較少。不過，Garcia-Herrero 的研究顯示，問題不在非洲，而是投資所涉及的行業，原因是房地產投資開創的職位比其他行業少，例如製造或旅遊業。

她說：「創造就業不足與投資的性質相關。」

因此，投資者應考慮探索能夠創造更多就業機會的行業。例如，紡織和汽車的投資水平較低，顯示這些行業仍存在機會。非洲人口不斷增長，因此中國參與更多生產行業，或會受到非洲大陸歡迎。

在問答環節中，有與會者對此表示贊同，他說尼日利亞的就業率很高，尤其歡迎農業和紡織業的投資。



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YEC members hone their teamwork skills and competitive spirits at rock-climbing gym

卓青社會員參與攀石活動，發揮團隊和競賽精神

YEC members got their weekend off to a great start with a tough but enjoyable workout at the Player Climbingym on 21 September.

After some instruction on climbing skills and techniques, they were introduced to the climbing walls, which have seven different levels of difficulty. To make things even more challenging – and fun – participants were divided into teams to compete against one another.

The YEC group was joined by members from two other business clubs: the Hong Kong Top 10 e-Commerce Club and Start Hong Kong – and together they all had a great time practicing teamwork and learning new skills. After the contest, participants had the opportunity to network with members from the other associations over some well-earned food and drinks!



卓青社會員於9月21日到 Player Climbingym 進行攀石訓練，渡過既艱辛又好玩的周末。

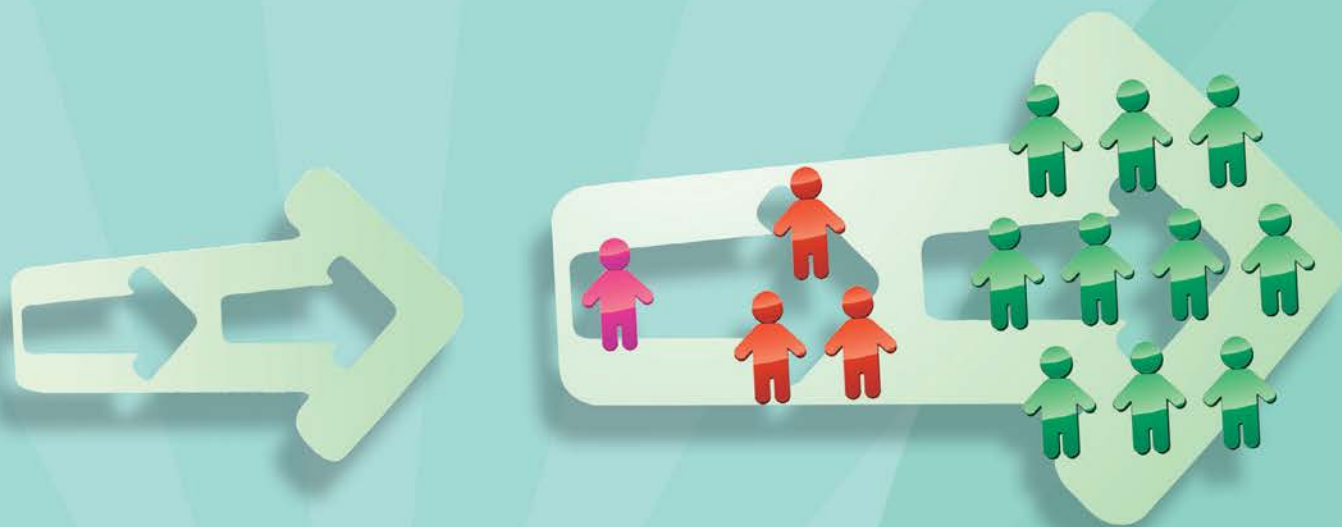
會員先接受攀爬技巧指導，再前往不同攀石場練習。攀石牆的難度分為七級，為增加活動的挑戰性和趣味，參加者分組進行比賽，一展身手。

當日，卓青社團隊聯同另外兩個商業組織——香港十大網商創傑會有限公司及領創香港的會員，發揮團隊精神，同時學習新技能，共渡了既充實又愉快的周末。比賽完結後，參加者有機會與其他機構的會員邊享用茶點，邊交流分享。



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Innovation Sparks in Hong Kong

香港創科活力

Members catch up with the latest technology developments on visit to Science Park

會員參觀科學園，了解最新科技發展

The innovation and technology (I&T) sector has emerged as a new engine of growth for economies around the world, which means that cities are now competing with one another to develop new technologies and attract the necessary talent.

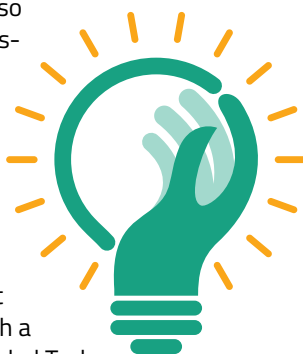
To ensure that Hong Kong does not fall behind in the innovation race, the Government is investing heavily in the development of I&T through a number of bodies, including the Hong Kong Science and Technology Park.

To learn the latest about the city's journey to become an I&T hub, the Chamber organized a visit with the theme of "IndustryConnect@ Science Park – Where Innovation Sparks" on 26 September.

"As the name of the event suggests, innovation is quite widespread in Hong Kong and it only takes a spark to unleash its potential," said Alfa Lun, Manager, Industry Partnership at Hong Kong Science and Technology Park, as he introduced the Chamber delegation to the latest developments at the Park.

Members took part in a half-day programme where they heard about the promising start-ups currently resident at the Park as well as some of its success stories so far. These companies specialise in a range of technologies spanning healthy ageing, e-commerce, automation and smart workplace. Notable mentions included SenseTime Group, Hong Kong's first unicorn.

The programme also included a business-matching session to allow delegates to explore collaborative and investment opportunities with the resident start-ups. The visit was concluded with a Smart Campus Guided Tech Tour that showcased some of the latest technological achievements at the Park including Hong Kong's first fully automated and unmanned warehouse, an unmanned retail store and an ice-cream-serving robot.



創新科技（創科）業已成為全球經濟增長的新引擎，各地城市正競相開發新技術，吸引所需人才。

為確保香港在創新競賽中不致落後於人，政府正通過香港科學園等多個機構大力投資創科。

為了解本港發展成為創科樞紐的最新動向，總商會於9月26日舉辦考察活動，主題為「IndustryConnect@Science Park——創科去那兒」。

香港科技園公司業界合作經理倫學文向代表團介紹科學園的最新發展。他表示：「這個活動，顧名思義——創科在香港隨處可見，一觸即發。」

在為期半天的活動中，會員認識到目前駐在園區內大有可為的初創企業，並細聽他們的成功故事。這些公司專門從事樂齡科技、電子商務、自動化和智能辦公室等一系列技術。值得一提的還包括香港首家獨角獸——商湯科技。

活動期間亦舉行商務配對會，讓團員與駐園的初創企業探索合作和投資機會。是次考察以「智慧園區科技導賞」作結，展示了園內最新的創科成就，包括全港首個全自動無人倉庫、無人零售商店和雪糕售賣機械人。





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Ghosts Amid the Skyscrapers

都市怪談



Members explore the haunted side of Hong Kong
會員探尋香港鬼怪奇談

If you think of Admiralty and Wan Chai, what first comes to mind: the skyscraper office buildings?

The hip boutiques around Star Street? Or the bars in Lockhart Road? It's unlikely that the supernatural is first on the list in this prosperous, modern and vibrant corner of Hong Kong Island.

But as the location for some of the earliest settlements in colonial Hong Kong, Wan Chai and Admiralty are no strangers to the supernatural. Owing to their rich historical and cultural background, these busy built-up areas are also a hub for a selection of thrilling ghost stories, superstitions and urban myths.

To unravel some of the mysteries, the Chamber's

Retail and Tourism Committee teamed up with Walk in Hong Kong to organize a "Wan Chai Ghost Tour" on 11 October. The tour guide led members to temples and shrines of local deities, as well as some notorious haunted houses and suicide hotspots. He also shared ghost stories and urban legends that allegedly took place in these districts, supplemented with information about the historical and cultural background. Paul Chan, Co-Founder and CEO of Walk in Hong Kong Limited, also joined the tour and shared some interesting stories about the area.

With rapid development continually taking place, the historical side of these longer established districts is vanishing. Through its entertaining and informative events, Walk in Hong Kong hopes to cultivate public interest in local history and raise awareness about preserving the city's heritage.



說起金鐘和灣仔，你首先會聯想到甚麼？

高樓大廈？星街的時尚小店？還是駱克道的酒吧？這個繁華、現代、蓬勃的港島鬧市，總不會即時令人想到鬼怪奇談吧？

然而，灣仔和金鐘正是香港在殖民地時期最早開發的地區之一，絕不乏靈異故事。濃厚的歷史和文化背景，讓這些繁忙地段也充斥著駭人鬼故、奇談怪聞和都市傳說。

為拆解其中一些怪談謎團，總商會零售及旅遊委員會聯同活現香港於10月11日合辦「鬼咁好

味灣仔深度遊」。期間，導遊帶領會員遊訪本地一些廟宇神祠及「猛鬼熱點」，沿途講述據聞在區內發生的鬧鬼故事和都市傳說，並輔以當區的歷史和文化背景資料作解說。活現香港（文化）有限公司共同創辦人及行政總裁陳智遠亦有同行，更分享了該區趣聞。

隨社會不斷發展，這些舊區的歷史風貌正在消失。活現香港希望透過舉辦趣味與資訊兼備的活動，培育公眾對本土歷史的興趣，提升市民保育香港文化遺產的意識。





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Taste Experience

味覺體驗

Did you know that the size and shape of your wine glass can have a big impact on how your drink tastes?

Choosing the right wine glass can make all the difference

選對酒杯，細味不一樣的香氣口感

At a workshop on 24 September, organized by the Chamber's YEC and WEC groups, participants were led on a tasting journey by Victor Ulrich, Head of Riedel Asia Pacific, to learn how to heighten their enjoyment by choosing the right vessel for the different types of wine.

Members also learned about pairing wine with chocolate for the best taste experience, with the help of chocolates from Lindt. For example, a good wine-food pairing, such as a bold Cabernet Sauvignon and dark chocolate, can easily be compromised by drinking the wine out of the "wrong" shape.

Guests also learned about the importance of decanting wine to improve its flavour, as well as the best way to care for their glassware.

您知道酒杯的大小和形狀足以影響葡萄酒的香味和口感嗎？

總商會卓青社和卓妍社於9月24日合辦工作坊，邀來 Riedel 亞太區副總裁 Victor Ulrich 帶領會員體驗非凡的品酒之旅，並講解如何為不同種類的葡萄酒選擇合適的酒杯。

期間，會員學習以瑞士蓮巧克力搭配各款美酒，藉此掌握葡萄酒與巧克力搭配的技巧，務求為味覺帶來最佳享受。例如，濃厚的 Cabernet Sauvignon 與黑巧克力這一配搭堪稱完美，但一旦選錯了酒杯，便會錯失當中的醇香。

參加者亦了解到醒酒對提升口感的重要性，以及保養玻璃器具的最佳方法。





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Checking out the latest luxury models at Mercedes

試駕 Mercedes 最新豪華型號

A group of members enjoyed a behind-the-scenes tour during a visit to Mercedes-Benz Brand Centre in Chai Wan on 19 September, where they learned about the Xentry Diagnosis Kit, a testing device for specific maintenance work.

On this exclusive tour led by Zung Fu staff, participants also heard about the integrated after-sales facilities and then enjoyed some food and drink in the Brand Centre's spacious bistro area.

Members then had the opportunity to test-drive some of the high-performance models such as the Mercedes-AMG C 43 Cabriolet and CLS 450 in the local neighbourhood.



一行會員於 9 月 19 日參觀位於柴灣的 Mercedes 平治品牌中心，見識了為特定維修工作而設的檢測系統 Xentry Diagnosis Kit。

在仁孚職員帶領下，參加者認識到平治的綜合售後服務設施，還在品牌中心的臨海茶座享用了精美茶點。

會員更有機會在附近的路段試駕不同型號的高性能車款，例如 Mercedes-AMG C 43 Cabriolet 和 CLS 450 等。





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Back to Business for BSP!

新一屆「商校交流計劃」啟動！



The Chamber's Business-School Partnership Programme briefed companies and schools to lay the groundwork for the year ahead

總商會「商校交流計劃」舉行簡介會，讓企業和學校在新學年展開籌備工作

As a new academic year got under way, the HKGCC Business-School Partnership (BSP) Programme also launched its 2019/2020 edition with a Briefing Meeting for participants at the Chamber on 14 October.

This year's programme has a record high of 55 companies and 50 schools joining, and more than 100 representatives from participating schools and businesses attended the event. The companies taking part include SMEs and

multinational corporations, and represent a wide range of industries, which means they can provide a variety of different activities for students throughout the academic year. These include company visits, mentorship programmes, career advice from HR professionals, and talks by senior executives.

St. Mark's School is a regular participant in the BSP Programme. Peter Wong, the school representative, said: "With the Chamber's extensive connections in

the business community, we can contact companies from various sectors through joining this programme."

The briefing event allowed principals, teachers and company representatives to meet in person and discuss the plans for the year ahead. During the session, the businesspeople learned more about the expectations of the schools, and together they came up with proposals for activities.

"Our company has been providing career talks and

internships for university students, and we hope to extend these activities to secondary school students," said Andy Wong, Head of Human Resources from Zurich Insurance (Hong Kong), which is joining the programme for the first time.

Besides giving students an insight into the realities of working life, the BSP Programme can also open their minds to the opportunities available in different job roles and sectors. Alex Liu, Director



of Advance Resources Personnel Consultants, said that many students are confused when it comes to selecting university majors and unclear about their future career paths. Through the programme, he and his team can help students to prepare for tertiary education and identify their career goals.

In his opening remarks, Watson Chan, HKGCC Deputy CEO (Policy & Business Development), said that the BSP Programme provides a platform for schools and the business sector to communicate. "Through activities organized by our member companies, students can learn how businesses operate and the skills required for their future career development."

Wilkins Lau, Assistant Manager of Talent Development, gave an outline

of the programme and also encouraged teachers to sign up to the Student Ambassador Scheme. Participants in this scheme have the opportunity to join selected Chamber events, such as the Business Summit and CEO Manpower Conference. They also take on organizing duties at the Closing Ceremony at the end of the programme, giving them first-hand experience of planning, preparing and arranging a professional event.

Lau also thanked the three co-organizers of the programme – the Association of English Medium Secondary Schools, the Association of Chinese Middle Schools and the Hong Kong Association of Careers Masters and Guidance Masters – as well as media partner CTgoodjobs, for their support.

新學年伊始，總商會 2019 / 20 年度「商校交流計劃」亦隨之展開，並已於 10 月 14 日為參加者舉行簡介會。

今年計劃共有 55 家企業和 50 所學校參與，創歷年新高，簡介會當日亦有逾 100 位企業及學校代表出席。參與計劃的企業包羅中小企以至跨國集團，涵蓋各行各業，能夠在整個學年為同學提供各式活動，包括企業考察、師友計劃、由人力資源專才提供的職涯指導，以及行政高管講座。

聖馬可中學是「商校交流計劃」的常客。學校代表黃銓銘說：「憑著總商會在商界的廣闊人脈，透過參與計劃，我們便能與多個界別的企業建立聯繫。」

是次簡介會讓校長、老師和企業代表直接會面，一起討論未來一年的計劃。期間，企業對學校的期望有更深入了解，雙方亦擬訂了活動提案。

蘇黎世保險（香港）首次參加計劃，其人力資源部主管黃健民表示：「我們公司一直為大專學生

Besides giving students an insight into the realities of working life, the BSP Programme can also open their minds to the opportunities available in different job roles and sectors.

「商校交流計劃」不僅讓同學體驗職場生活，更能拓闊他們對各行各業不同崗位和就業機會的認知。

安排就業講座和實習機會，我們期望能夠將這些活動擴展至中學生。」

「商校交流計劃」不僅讓同學體驗職場生活，更能拓闊他們對各行各業不同崗位和就業機會的認知。超越人事顧問有限公司董事廖偉強指出，不少學生都對大學選科及就業方向感到困惑。透過這個計劃，他和團隊能夠協助同學為升讀大專學院作準備，以及認清職涯目標。

總商會副總裁（政策及商務發展）陳利華致開幕辭時表示，「商校交流計劃」為學校及商界提供了溝通平台。他說：「會員公司籌辦的活動，有助同學了解商業運作，並掌握未來職涯發展的必要技能。」

人才發展副經理劉偉健簡介了計劃，又鼓勵老師為同學報名參加「學生大使計劃」。參加者將有機會出席總商會的指定活動，例如「香港商業高峰會」及「CEO 人力資本大會」。同學亦會參與計劃閉幕禮的籌備工作，親身嘗試策劃、準備和安排一個專業活動。

劉偉健亦感謝計劃的三家合辦機構——香港英文中學聯會、香港中文中學聯會及香港輔導教師協會，以及媒體夥伴 CTgoodjobs 的支持。

COMMITTEE MEETINGS

Check with secretariat for details

INDUSTRY & TECHNOLOGY

Visit HKPC's Digital@HKPC and Living@HKPC

November 14 4 pm

BELT & ROAD WORKING GROUP

BRI financial services and RMB convertibility

November 21 11:30 am

ECONOMIC POLICY

Fintech development in Hong Kong

November 21 4 pm

MANPOWER

Recruitment outlook for 2020

November 25 4 pm

ENVIRONMENTAL & SUSTAINABILITY

Green finance development

November 27 9:30 am

LEGAL

Law and technology

December 3 5 pm

DIGITAL, INFORMATION & TELECOMMUNICATIONS

December 5 4 pm

ROUNDTABLE TALKS

Visit website for full details and to register



COUNTRY BRIEFING SERIES: TURKEY – DISCOVER THE POTENTIAL

November 14 12:30 - 2 pm



TAIWAN'S STRATEGIC ROLE IN GLOBAL SUPPLY CHAIN

November 15 12:30 - 2 pm



WEST COAST OF GREATER BAY AREA – MISSIONS DEBRIEFING

November 18 12:30 - 2:30 pm



GREATER BAY AREA: A 2030 OUTLOOK

November 25 12:30 - 2 pm



CORPORATE ACCESSING LATIN AMERICA VIA E-COMMERCE

December 21 12:30 - 2 pm

WORKSHOPS

Check website for details

TURNING CONFLICTS INTO COLLABORATION

November 12

9:15 am - 12:15 pm



REAL NETWORKING

November 19 9:15 - 11:45am

THE ART OF STORYTELLING IN BUSINESS PRESENTATIONS

November 20 2:30 - 5:30 pm

DIGITAL ASSET AUDITS – EXAMINE YOUR OWN ASSETS IN ONLINE AND SOCIAL MEDIA PLATFORMS

November 21 9:15 - 11:45 am

BUILDING TRUST IN TRANSITIONS

November 25 9:15 - 12:15 pm

TOWN HALL FORUM SERIES:

Check website for details and to register
www.chamber.org.hk



LAURA M CHA

Chairman of Hong Kong Exchanges and Clearing Ltd

November 7 5 - 6 pm



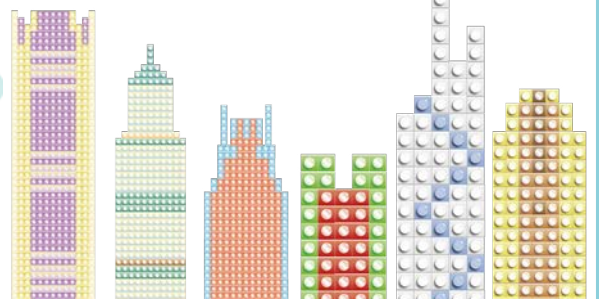
LAURENCE LI LU-JEN

Chairman of Financial Services Development Council

November 18 4 - 6 pm

November 29

HKGCC FREE RIDE DAY 總商會全程為您



NETWORKING



JOINT HAPPY HOUR WITH EUROPEAN CHAMBER OF COMMERCE IN HONG KONG

BB Jazz Lounge
November 20 6:30 - 8:30 pm

Welcome Reception

HKGCC NEW MEMBERS WELCOME RECEPTION

Chamber Theatre
November 26 5 - 6:30 pm



VISIT TO THE E&M INNOZONE

Learn about Hong Kong's homegrown I&T solutions, from AI to energy efficiency.
November 13
4 - 5:30 pm

STORY OF KOWLOON IN TASTY DISHES

See how the modern and traditional co-exist in this changing neighbourhood.
November 15
3 - 6 pm



TRAINING & SEMINARS

Check website for details

Debt Collection in China: Collection Process, Litigation & Arbitration
November 14 3 - 5:30 pm

Evolving Luxury Consumer Behaviour – What's Next For Hong Kong
November 19 2:30 - 5 pm

The Labour Relations Act of Macao and Its Latest Development
November 20 9:30 am - 5 pm

Seminar on Funding Schemes & Supporting Measures for SMEs
November 21 4 - 6 pm

HKGCC Entrepreneur Forum
November 22 5 - 6 pm

Bookkeeping Do's and Don'ts to Keep the Inland Revenue Department Satisfied
November 25 4 - 5:30 pm

Handling "Tough" HR Issues: Legal and Practical
November 28 9:30 am - 5 pm

SPECIAL EVENTS



HONG KONG BUSINESS CASE COMPETITION 2019 AWARD CEREMONY

November 22 1 - 8 pm



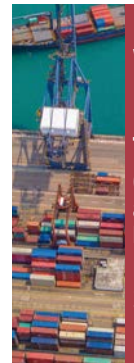
THE 12TH MAINLAND-HONG KONG INTERNATIONAL SERVICES INDUSTRY SYMPOSIUM

November 21 2 - 4 pm



CHAMBER CHRISTMAS COCKTAIL RECEPTION

December 9 6 - 8 pm

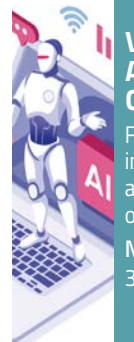


VISIT TO HONGKONG INTERNATIONAL TERMINALS

Go behind the scenes at one of the world's busiest ports.
November 20
3:30 - 4:30 pm

VISIT TO PHASE SCIENTIFIC

Hear about Hong Kong's growing biotechnology ecosystem.
November 22
4 - 5:30 pm



VISIT TO XIAO-I AI+ EXPERIENCE CENTER

Find out how intelligent robots are changing the face of business.
November 27
3 - 4 pm



TRAINING & DEVELOPMENT

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The Art of Storytelling in Business Presentation

In this workshop, participants will learn how to build a story structure, craft key messages and build the right context to enhance the effectiveness of PPT presentations, email writing and day-to-day conversations.

Key Learning Outcomes:

- Enhance audience and stakeholder engagement through creating customised stories
- Apply different story structures to achieve communication objectives
- Develop clear and concise yet impactful messages

How to Handle Work Injury Cases

如何處理工傷意外個案

The Employees' Compensation Ordinance (ECO) stipulates that employees who have been injured or contracted occupational diseases at work are entitled to compensation. This workshop provides practical advice on ways to handle these cases in areas including:

- Application of ECO and risks of engaging self-employed persons
- Work injury and occupational disease: definitions and grey areas
- Employer's liabilities and circumstances under which the employer is not liable
- Arranging medical examination and treatment
- Prevention of abuse of the compensation system
- Supporting injured workers to return to work

《僱員補償條例》訂明，因工受傷或患上職業病的僱員享有多項權益。是次工作坊將就處理有關個案的方式，提供實用建議，內容涵蓋：

- 條例的應用及聘用自僱人士的風險
- 工傷意外及職業病：定義及灰色地帶
- 僱主的補償責任及無須補償的情況
- 安排僱員接受身體檢查及治療
- 如何避免僱員濫用工傷補償
- 支援員工復工

Trainer : Cammy Liu
 導師：廖明珠
 Date : 2 December 2019
 日期：2019年12月2日
 Time : 9:30 a.m. – 5:00 p.m.
 時間：上午9時30分至下午5時正
 Venue : HKGCC Theatre, 22/F United Centre
 地點：金鐘統一中心22樓香港總商會演講廳
 Language : Cantonese
 語言：廣東話
 Fees : Member \$1,600 / Non-member \$2,100
 (Lunch not included)
 費用：會員\$1,600 / 非會員\$2,100 (不包午餐)

Cammy Liu,
General Manager,
Manchester Training &
Consultancy Institute



廖明珠
曼徹斯特培訓及
顧問中心總經理

Trainer : Gary Lo
 導師：Gary Lo
 Date : 20 November 2019
 日期：2019年11月20日
 Time : 2:30 – 5:30 p.m.
 時間：下午2時30分至5時30分
 Venue : HKGCC Theatre, 22/F United Centre
 地點：金鐘統一中心22樓香港總商會演講廳
 Language : English
 語言：英語
 Fees : Member \$880 / Non-member \$1,080
 (includes coffee/tea refreshments)
 費用：會員\$880 / 非會員\$1,080 (包茶點)



Gary Lo,
Managing Director and
Principal Instructor of
Glo Consulting

 Gary Lo
 Glo Consulting
 董事總經理及
首席講師

Inventory Management Enhancement 提升庫存管理技巧

This workshop is suitable for those who are currently involved in inventory and logistics management.

Content:

1. Common indicators for performance measurement in warehouse and inventory management
2. Approaches to measuring inventory performance and their implications for an organization
3. Introduction of Pareto analysis in inventory classification and its connection to the establishment of a customer service level for each inventory category
4. Major considerations for implementing VMI (vendor-managed inventory) operations and drafting VMI agreements
5. Points to note for the implementation of cross docking in distribution centres
6. Various features of a WMS (warehouse-management system) and how it supports effective inventory management

本工作坊適合從事庫存和物流管理的人士參加。

內容：

1. 倉儲及庫存管理常用的績效指標
2. 評估庫存績效的不同方法及其對機構的影響
3. 介紹柏拉圖 (Pareto) 庫存分類法，為每個庫存分類訂立客戶服務水平
4. 推行供應商管理庫存 (VMI) 及擬訂協議的主要考量
5. 在配送中心執行交叉配送的注意事項
6. 倉庫管理系統的特點及其如何提升庫存管理效率



Ir. Dr. Irene Poon,
DBA, MBus, BBus, CMILT, MHKIE, MIPSHK

 潘慧娟博士
 DBA, MBus, BBus, CMILT, MHKIE, MIPSHK

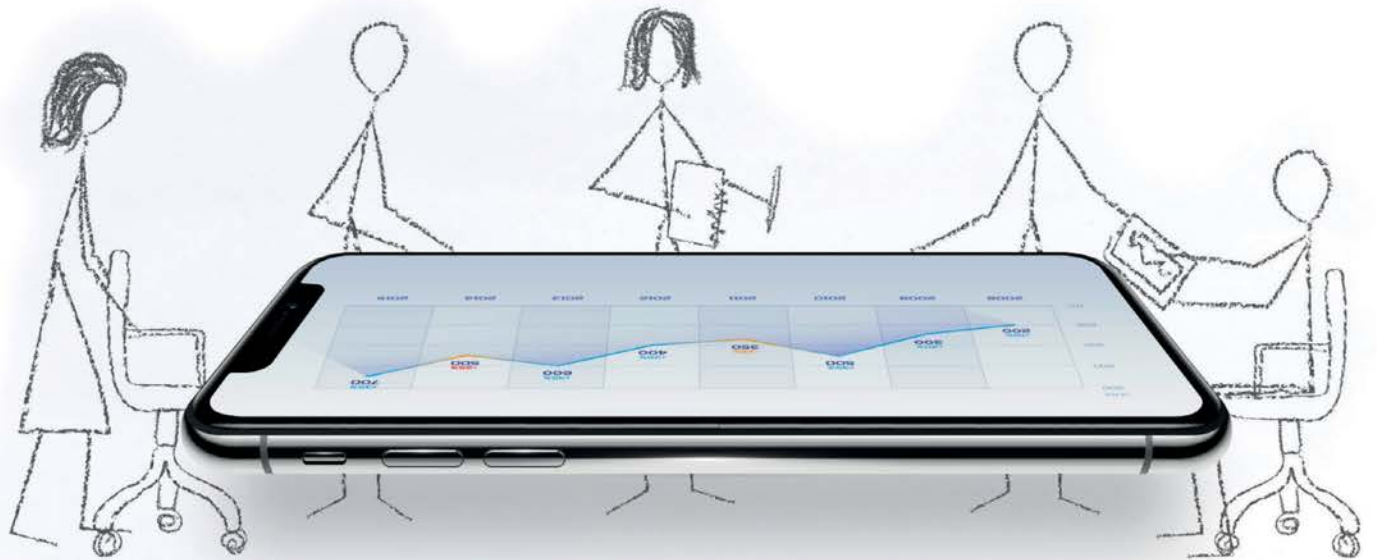
Trainer : Ir. Dr. Irene Poon
 導師：潘慧娟博士
 Date : 3 December 2019
 日期：2019年12月3日
 Time : 2:30 – 5:30 p.m.
 時間：下午2時30分至5時30分
 Venue : HKGCC Theatre, 22/F United Centre
 地點：金鐘統一中心22樓香港總商會演講廳
 Language : Cantonese
 語言：廣東話
 Fees : Member \$850 / Non-member \$1,050
 (includes coffee/tea refreshments)
 費用：會員\$850 / 非會員\$1,050 (包茶點)

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For more information, contact **Dr. Luis Go**
in Hong Kong: luisgo@iese.edu



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