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AUGUST 2011



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Voice of Business 商界之聲

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

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Hong Kong General Chamber of Commerce
香港總商會1861



規劃未來 Planning for Our Future

By **Anthony Wu** 胡定旭

Infrastructure development is, by necessity, a very long-term undertaking. Planners evaluate current facilities, estimate future trends and propose projects that will ensure that the roads, ports, power and other foundations are available to support the next phase of social and business activity. The Airport Masterplan 2030 is just such an exercise, and your Chamber supports the effort to ensure that our businesses have the facilities they will need.

Your Chamber supports the expansion of aviation facilities at the Hong Kong International Airport as one of the better uses for taxpayers' money. Proper attention needs to be paid to transport interconnectivity in the broader PRD, to the environment and to the challenge of finding the people to undertake these projects. But, at the end of the day, if we fail to allow sufficient extra capacity to be constructed in a timely manner, the effect will be to reduce economic growth, decrease employment opportunities, and undermine our overall competitiveness.

Of the pillar economic sectors of Hong Kong, trading, logistics and tourism benefit most directly from investments in airport infrastructure. But one should not overlook the importance of air connectivity to the financial services industry and the "headquarters" economy.

Many multi-national corporations and financial institutions cherish their strategic presence in this vibrant city for business. As of June 2010, there were over 3,600 regional headquarters and regional offices located in Hong Kong. An efficient airport with good capacity is definitely one of the essential elements that helps captivate the minds of MNC leadership and business travellers.

The competition in attracting MNC regional headquarters is very intense. Many cities in the region are vying for the leadership position through different initiatives, including invariably enhancing their transportation links. Hong Kong cannot afford to lose its edge, but we would risk being overtaken if we sit on our laurels or dither on the way forward. At present the Chek Lap Kok airport is already operating at 93% of permitted runway capacity and, at present growth rates, it will be slot-constrained in 2018. That would mean driving away flights and reduce the attractiveness and significance of Hong Kong.

Some suggest that better air traffic collaboration in the Pearl River Delta (PRD) might represent a better alternative than expanding our own capacity. No doubt Hong Kong should work toward better regional collaboration, in particular maximising coordination among the PRD's air traffic control authorities. However, we should not assume that regional cooperation alone will provide sufficiently competitive solutions for Hong Kong. Hong Kong must plan for its own needs.

Investment in a third runway is an urgent requirement if our airport is to retain its pre-eminent hub status and Hong Kong's position as the pre-eminent financial centre in the region, a leading logistics and trading hub, as well as tourist destination. ✿

Anthony Wu is Chairman of the Hong Kong General Chamber of Commerce.
胡定旭為香港總商會主席。

基於客觀的需要，基建發展是一項十分長遠的工作。規劃者會評估現有設施，推測未來趨勢，並提出一些項目，以確保有足夠的道路、港口、電力和其他基礎設施來支援下一階段的社會和商業活動。《香港國際機場2030規劃大綱》正是一例，總商會支持有關工程，以確保我們的企業能夠享有未來所需的設施。

總商會支持擴展香港國際機場的航空設施，為其中一個較能善用納稅人金錢的方式。泛珠三角運輸網絡的互通互連、環境，以及物色人才開展這些工程時所面對的挑戰，都需要得到適當的關注。可是，假如我們最終未能適時提供足夠的額外承載能力，後果將會是經濟增長減慢、就業機會減少，以及整體競爭力受到損害。

在香港的支柱經濟產業之中，貿易、物流和旅遊業最能直接受惠於機場基建的投資。然而，我們不應忽視航空網絡對金融服務業及「總部」經濟的重要性。

許多跨國企業和金融機構都很重視在這個活力之都設立策略性營商據點。截至2010年6月，逾3,600個地區總部和地區辦事處設於香港。顯然，一個具備良好承載能力的高效機場是協助吸引跨國企業領袖和商務旅客的必要元素之一。

吸引跨國企業開設地區總部的競爭十分激烈。區內很多城市都正透過推出不同措施來爭奪領導位置，包括不斷改善它們的交通聯繫。香港不能喪失其優勢，但假如我們安於現狀或對未來舉棋不定，就要冒被趕上的風險。目前，赤鱘角機場的跑道使用量已高達93%，以現時的增長率計算，預計到了2018年將會飽和。那表示部分航班將不能使用跑道升降，削弱了香港的吸引力和重要性。

有建議指，加強珠江三角洲的空運合作或會是擴展機場承載能力以外的更佳選擇。無疑，香港應致力改善地區合作，特別是盡可能與珠三角的航空管理部門協調。然而，我們不要以為單靠地區合作便可為香港提供具足夠競爭力的方案。香港必須按自己的需要作出規劃。

要保持機場作為航空樞紐的卓越地位，以及香港作為地區金融中心、物流和貿易樞紐與旅遊目的地的領先地位，投資興建第三條跑道將會是刻不容緩。 ✿



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HKGCC Appoints Shirley Yuen as CEO

總商會委任袁莎妮為總裁

The Hong Kong General Chamber of Commerce announced on August 2 the appointment of Shirley Yuen as its CEO with effect from August 8, 2011.

Announcing the appointment, HKGCC Chairman Anthony Wu said, "With her proven track record in the civil service and her wealth of experience in international trade, I am very confident that Miss Yuen will provide strong leadership to the Chamber Secretariat, and help us better serve the needs and promote the interests of our members as well as the entire business community."

During her 20 years in the government, she served mostly in the commerce and trade policy area, taking part in numerous international negotiations. She was also directly involved in the formulation of CEPA with the Mainland. Between 2003 and 2006, she worked as Administrative Assistant to the Financial Secretary. Before she left the civil service, Yuen was a Deputy Secretary in the Transport and Housing Bureau, in charge of public transport policy. Yuen is a psychology graduate from Oxford University.

香港總商會於8月2日宣布，委任袁莎妮為總裁。袁女士已於8月8日起履新。

總商會主席胡定旭表示，袁女士在公共事務及國際貿易的工作上，均擁有資深及豐富經驗。他深信在袁女士領導下，總商會將有更好發展，繼續為商界服務，以及為整體營商環境作出貢獻。

袁女士於政府工作20年，主要負責商業及貿易事務，曾參與不少國際協商工作，包括直接參與香港與內地簽署CEPA的統籌工作。2003至2006年間，她出任財政司司長行政助理。在離開政府架構前，袁女士擔任運輸及房屋局副秘書長，主理公共運輸政策。她於牛津大學取得心理學學士學位。

The world's top destinations for business (number of major international companies with offices in town):

全球最受企業歡迎的城市（在當地設有辦事處的主要跨國企業數目）：

- | | |
|------------------|-------|
| 1. Hong Kong 香港 | (191) |
| 2. Singapore 新加坡 | (189) |
| 3. Tokyo 東京 | (179) |
| 4. London 倫敦 | (177) |
| 5. Shanghai 上海 | (172) |
| 6. Moscow 莫斯科 | (170) |
| 7. Beijing 北京 | (169) |
| 8. Madrid 馬德里 | (167) |
| 9. Dubai 杜拜 | (157) |
| 10. Paris 巴黎 | (156) |

Most of world's leading businesses have a home in Hong Kong

大部分全球頂尖企業在港設據點

A new survey has found that Hong Kong is the world's most popular destination for businesses looking to set up an international office. The "Business Footprints" survey, carried out by the property consultancy CB Richard Ellis, found that 68.2% of the world's leading businesses had offices in Hong Kong.

最新調查發現，香港是企業設立國際辦事處的全球最熱門地點。物業顧問公司世邦魏理仕進行的《企業足跡》調查發現，68.2%的全球頂尖企業均在香港設有辦事處。

Half of Hongkongers to buy tablet computers

半數港人將購買平板電腦

Half of Hong Kong consumers indicated they are likely to purchase a tablet computer this year, according to TNS. The market research firm survey revealed that 17% of Hong Kong consumers own a tablet – nearly six times the global average – and that another 50% are likely to purchase a tablet this year.

The survey pointed out that 27% of respondents will replace their PCs with tablets.

However, 61% consider the tablet as an additional device, rather than their main computing device.

根據市場研究公司TNS的調查，半數香港消費者表示很可能在今年購買平板電腦。該調查發現，17%的香港消費者擁有平板電腦，差不多是全球平均比例的六倍，另有五成受訪者很可能在今年內購買平板電腦。

調查結果指出，27%受訪者將以平板電腦取代他們的個人電腦。

然而，有61%則認為平板電腦是額外設備，並非主要的電腦裝置。

Correction 更正啟示

In the April *Bulletin*, we inadvertently published photos for the cover story, "The Secrets of the Business Suit," which should have run with Cristy Baker's story, "Dressed to Impress." *The Bulletin* regrets any inconvenience that this may have caused.

在《工商月刊》四月號，本刊誤將Cristy Baker〈穿衣致勝的秘訣〉一文的相片用於封面故事〈職場西裝穿搭之道〉。如有不便，本刊謹此致歉。

the Bulletin
Aug 2011

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

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Translated By: **Rachel Shum, Cathy Au Yeung**
Graphic Design: **Andy Wong**
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主席：胡定旭
常務副主席：周松崗爵士
副主席：和廣北 李澤鉅 彭耀佳
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編譯：岑美怡 歐陽雯
設計：黃惠強
廣告：OMJ Media
電話：2375 2311 圖文傳真：3015 3747
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承印：奧瑪製作室有限公司
香港灣仔洛克道276-278號
安隆商業大廈13字樓B室
電話：2893 0944
圖文傳真：2832 7903
電郵：info@omac.com.hk
請瀏覽www.chamber.org.hk/bulletin

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INNOVATION

The top ten innovative economies

10大創新經濟體

1. Switzerland 瑞士
2. Sweden 瑞典
3. Singapore 新加坡
4. Hong Kong (SAR) 香港 (特區)
5. Finland 芬蘭
6. Denmark 丹麥
7. United States 美國
8. Canada 加拿大
9. Netherlands 荷蘭
10. United Kingdom 英國

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Switzerland tops Global Innovation Index 2011

「2011年全球創新指數」瑞士居首

Switzerland topped this year's Global Innovation Index (GII) ranking, gaining three spots from its position last year. Sweden and Singapore follow in the 2nd and 3rd positions, respectively, according to findings from international business school INSEAD.

Of the four economies from South Asia in the GII, India is ranked 62nd overall, followed by Sri Lanka (82nd), Bangladesh (97th), and Pakistan (105th). From East Asia and the Pacific, besides the leading positions of Singapore (3rd) and Hong Kong (SAR, China, 4th), five more are in the top 30: New Zealand (15th), the Republic of Korea (16th), Japan (20th), Australia (21st), and China (29th), the top-ranked emerging economy.

根據歐洲工商管理學院 (INSEAD) 的調查結果, 今年的「全球創新指數」(GII) 排名由瑞士高踞首位, 比去年上升了三位, 而瑞典和新加坡則分別排在第2和第3位。

南亞四個經濟體的GII排名方面, 印度總排名為第62位, 其次為斯里蘭卡 (第82位)、孟加拉 (第97位) 和巴基斯坦 (第105位)。東亞和太平洋地區的國家中, 除了新加坡 (第3位) 和香港 (中國特區, 第4位) 居於領先地位外, 還有五個國家也進入了前30名: 新西蘭 (第15位)、大韓民國 (第16位)、日本 (第20位)、澳洲 (第21位), 以及位居新興經濟體之首的中國 (第29位)。

Asian cities remain competitive for expats despite rising cost of living

儘管生活成本上升, 亞洲城市對海外派駐人員仍具競爭力

根據人力資源管理諮詢公司美世於7月發表的2011年全球生活成本調查, 安哥拉的羅安達已經連續第二年成為全球海外派駐人員生活成本最高的城市。亞洲生活成本最高的城市是東京 (2), 其次是大阪 (6)。由於新加坡元走強及住房價格大幅上漲, 新加坡 (8) 已經加入全球生活成本最高10大城市的行列。緊隨其後的是香港 (9), 儘管該地區的住房成本大幅增加, 但由於與美元掛鈎的港元貶值, 香港的排名下跌了一位。日本名古屋 (11) 的排名上升了八位, 而首爾 (19) 則下跌了五位。其他排名較高的亞洲城市是北京 (20)、上海 (21)、廣州 (38)、深圳 (43) 和台北 (52)。

Rankings 排名		City 城市	Country 國家/地區
2011	2010		
1	1	Luanda 羅安達	Angola 安哥拉
2	2	Tokyo 東京	Japan 日本
3	3	N'djamena 恩賈梅納	Chad 乍得
4	4	Moscow 莫斯科	Russia 俄羅斯
5	5	Geneva 日內瓦	Switzerland 瑞士
6	6	Osaka 大阪	Japan 日本
7	8	Zurich 蘇黎世	Switzerland 瑞士
8	11	Singapore 新加坡	Singapore 新加坡
9	8	Hong Kong 香港	Hong Kong 香港
10	21	São Paulo 聖保羅	Brazil 巴西

Top 10 Cities: Cost Of Living Ranking 生活成本最高的10大城市
Base City: New York, Us 基準城市: 美國紐約

Luanda in Angola is the world's most expensive city for expatriates for the second year running, according to Mercer's 2011 Cost of Living Survey, released in July. The most expensive city in Asia is Tokyo (2), followed by Osaka (6). Singapore (8) has joined the list of the world's top 10 most expensive cities in the world due to the strengthening of the Singapore Dollar and the substantial increase in housing costs. It is followed by Hong Kong (9) whose ranking dropped by one position due to the devaluation of the Hong Kong Dollar which is pegged to the US Dollar, even though there was considerable increase in housing costs. Nagoya (11) in Japan is up eight places whereas Seoul (19) is down five. Other highly ranked Asian cities are Beijing (20), Shanghai (21), Guangzhou (38), Shenzhen (43) and Taipei (52).

More Sleepless Nights 失眠問題日趨嚴重

Hongkongers' indifference to how well they sleep means more people run the risk of developing depression and general anxiety disorders, according to the Hong Kong College of Psychiatrists.

A total of 22% of people surveyed in the first city-wide study on sleep admitted they use sleeping pills regularly to prevent insomnia and hypersomnia. The study also showed that worry and physical problems can create significant interference with the normal sleep regime.

Participants who reported no sleeping problems tended to have fewer difficulties at work, in their social and academic lives.

香港精神科醫學院的調查發現, 香港人忽視睡眠質素, 意味著愈來愈多人有罹患抑鬱症和一般焦慮症的風險。

在這個首次進行的全城睡眠研究中, 共有22%受訪人士承認有定期使用安眠藥, 以防失眠及嗜睡。研究亦顯示, 憂慮及身體不適或會嚴重干擾睡眠的正常規律。

表示沒有睡眠問題的受訪者通常在工作、社交及學業生活上較為順利。

置業夢

The Property Ownership Dream

By Jeffrey Lam 林健鋒

Hong Kong's property prices have hit a new high, making it increasingly difficult for the average citizen to buy their own home. To try and cool down prices, the government has introduced a series of measures, including the 'My Home Purchase Plan,' special stamp duty, and auctioning more plots, yet property prices continue to soar. Therefore, calls for the resumption of the Home Ownership Scheme (HOS) are growing louder.

Resuming construction of flats under the HOS is undoubtedly an effective way to help the public to buy their own home, but it is definitely not a magic pill for Hong Kong's housing problems. To find the best balance, the government will need some time to draft a long-term solution.

At the same time, the property market is undergoing a structural change. With the Mainland's economic boom and Hong Kong's low interest rate under the pegged exchange rate system, Mainland buyers have been driving our property market prices up. In contrast, low pay increases for Hong Kong workers are far behind rising property prices, pushing them further away from their dream of owning their own home.

HOS flats obviously need a lot of land and public resources to construct, both of which are limited. Therefore, the government needs to find ways to increase land supply for residential use instead of simply allocating more resources towards HOS construction. For example, as many industrial buildings are standing idle, I suggested that the government convert suitable industrial buildings into residential units. Many industrial areas in urban districts like Hung Hom, Cheung Sha Wan, Shau Kei Wan and Wong Chuk Hang have good transportation networks to serve residents, and with the gradual decline of traditional industrial activities, related pollution has now been greatly reduced. If these buildings were converted into flats, the measure would be welcomed by the public.

The government could also select some suitable industrial areas for rezoning to residential use. They could encourage the owners to construct small- and medium-sized flats, and set some terms and conditions such as "limited floor areas" and "limited number of residential units" to ensure the converted flats would be sold at an affordable price.

I have already submitted the above proposals to the Chief Executive and the relevant authorities. I hope the government acts promptly to introduce corresponding policies and speed up the approval processes so that people can live comfortably in their own home soon. 🌸

Jeffrey Lam is the Chamber's Legco Representative.
林健鋒為香港總商會立法會代表。

香港樓價屢創新高，升斗市民置業困難，政府為了遏抑過熱的樓市，推出了一系列措施，包括置安心計劃、額外印花稅，以及增加拍賣土地等，但無奈樓價仍然持續上升。故此，社會上要求政府復建居屋的呼聲愈來愈多。

復建居屋無疑是一種有效協助市民上車的方法，但絕非解決港人置業問題的萬應靈丹，因為興建居屋牽涉龐大的土地及公共資源，香港的土地資源有限，「羅馬非一日建成」，政府要尋找適合的土地提供適量的單位，並要平衡私人住宅和公屋的土地供應，絕對是需要時日作出長遠規劃。

此外，香港的樓市發展正在經歷結構性的轉變，隨著內地經濟發展起飛，再加上本港按聯繫匯率跟隨美國低息率政策，內地買家已經「異軍突起」成為本港樓市的生力軍。反觀香港人工資升幅緩慢，與高樓價出現脫節，只能「望樓興嘆」。

要解決港人置業問題，一定要從多方面增加住宅用地的供應，不應該只把資源傾斜至興建居屋。鑑於現時有不少工廈因為香港工業北移而出現空置情況，我建議政府容許部分條件合適的工廈，改變為住宅用地，以提供中小型單位或「限呎樓」。不少位處市區的工廈用地，如紅磡、長沙灣、筲箕灣、黃竹坑等工業區，不但交通方便，而且隨着工廠式微，所受的工業污染已大大改善，若用作改建中小型住宅，相信會受到市民歡迎。

當局更應以新思維處理問題，可以主動地選擇條件適合的工業用地，把整塊土地改為住宅用途，鼓勵業主改建中小型住宅，同時通過增設「限呎」、「限量」等條款，確保改建的住宅以合理價格出售，讓市民有力負擔。

我已於較早前向特首曾蔭權及有關政策部門作出以上建議，我期望政府對此作出積極回應，盡快推出相應政策和加快審批程序，讓市民能早日安居樂業。 🌸





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為會員和香港的福祉效力 Working for Members and the Good of Hong Kong

By **Shirley Yuen 袁莎妮**

It is indeed an honour and privilege to be the CEO of the oldest and the largest business organisation in Hong Kong. As I assume this responsibility, I am also conscious of the high standards that members and the General Committee have come to expect. I will work to the best of my ability to live up to – and hopefully surpass – those expectations.

From my perspective, I am no stranger to the Chamber or the business world. During my 20 years in government, most of my work focused on the commerce and trade policy areas. I was on the frontlines of numerous international negotiations, as well as the formulation of the Closer Economic Partnership Arrangement (CEPA).

I intend to put this experience to good use in helping to push forward the advocacy work of the Chamber for the benefit of the business community and Hong Kong in general. As an independent voice of business, the Chamber accurately represents the voice of the business community in Hong Kong, and as I used to be on the receiving end of Chamber policy submissions, I can attest to the importance that government places on these views.

Going forward, we need to continue to take a leading role, providing constructive input to relevant government departments, while remaining apolitical. There is certainly no shortage of issues, and I am looking forward to working with members of our committees and with members at large to prioritize our focus in the coming months.

As an organisation, the Chamber's success – indeed its entire existence – is based on meeting our members' needs. To serve our members well, we need to ensure your views are heard and listened to by the authorities. In addition to policies, we need to offer a broad range of activities that provide benefits for businesses of all sizes and all scopes and for individuals from all sectors. Whether that be assisting members in expanding their presence in Hong Kong and the Mainland or organising missions to explore untapped business opportunities in other parts of the world, we need to provide value for the membership.

As I assume the role of CEO, I look forward to working with the General Committee, and the Chamber's staff who serve the interests of all of you. Please feel free to contact me to share your views about the Chamber, business in Hong Kong, and anything else you think I should know. I look forward to hearing from you. 🌸

Shirley Yuen is CEO of the Hong Kong General Chamber of Commerce.
袁莎妮為香港總商會總裁。

本人能夠為全港歷史最悠久、規模最龐大的商界組織擔任總裁，實屬萬分榮幸。在履新之際，我亦深明會員和理事會對總裁的工作期望甚高。因此，我定當竭盡所能，務求滿足甚或超越他們的期望。

在我而言，總商會或商界對我並不陌生。在我任職政府的20年間，大部分工作都集中在商業和貿易政策範疇。我曾參與眾多國際談判的前線工作，以及《內地與香港關於建立更緊密經貿關係的安排》(CEPA) 的制訂過程。

我會善用這些經驗，協助推進總商會的政策倡議工作，為商界和整個香港謀福。總商會作為獨立的商界之聲，一直準確地代表香港工商業界的聲音，而過往作為接收總商會政策建議書的一方，我可以證明政府十分重視這些意見。

I intend to put this experience to good use in helping to push forward the advocacy work of the Chamber for the benefit of the business community and Hong Kong in general.

我會善用這些經驗，協助推進總商會的政策倡議工作，為商界和整個香港謀福。

展望未來，我們需要繼續擔當領導的角色，向相關政府部門提供具建設性的意見，並同時保持政治中立。未來顯然不乏討論議題，我期待與總商會委員會成員及整體會員合作，訂定未來數月的工作重點。

作為商界組織，總商會的成功乃建基於能否切合會員需要。為了向會員提供優質服務，我們要確保您的意見得以傳達，並獲當局採納。除了政策方面，我們要推出一連串活動，造福各行各業的大小企業，以及社會各界的個別人士。不論是協助會員在香港或內地擴充業務，還是籌辦訪問團探索世界其他地區的新商機，我們都要為全體會員創優增值。

隨著我接任總裁一職，我期待與理事會及全體員工合作，為會員爭取權益。歡迎閣下與我聯絡，分享您對總商會、本港商界或任何其他方面的看法。盼望很快聽到您的意見。🌸





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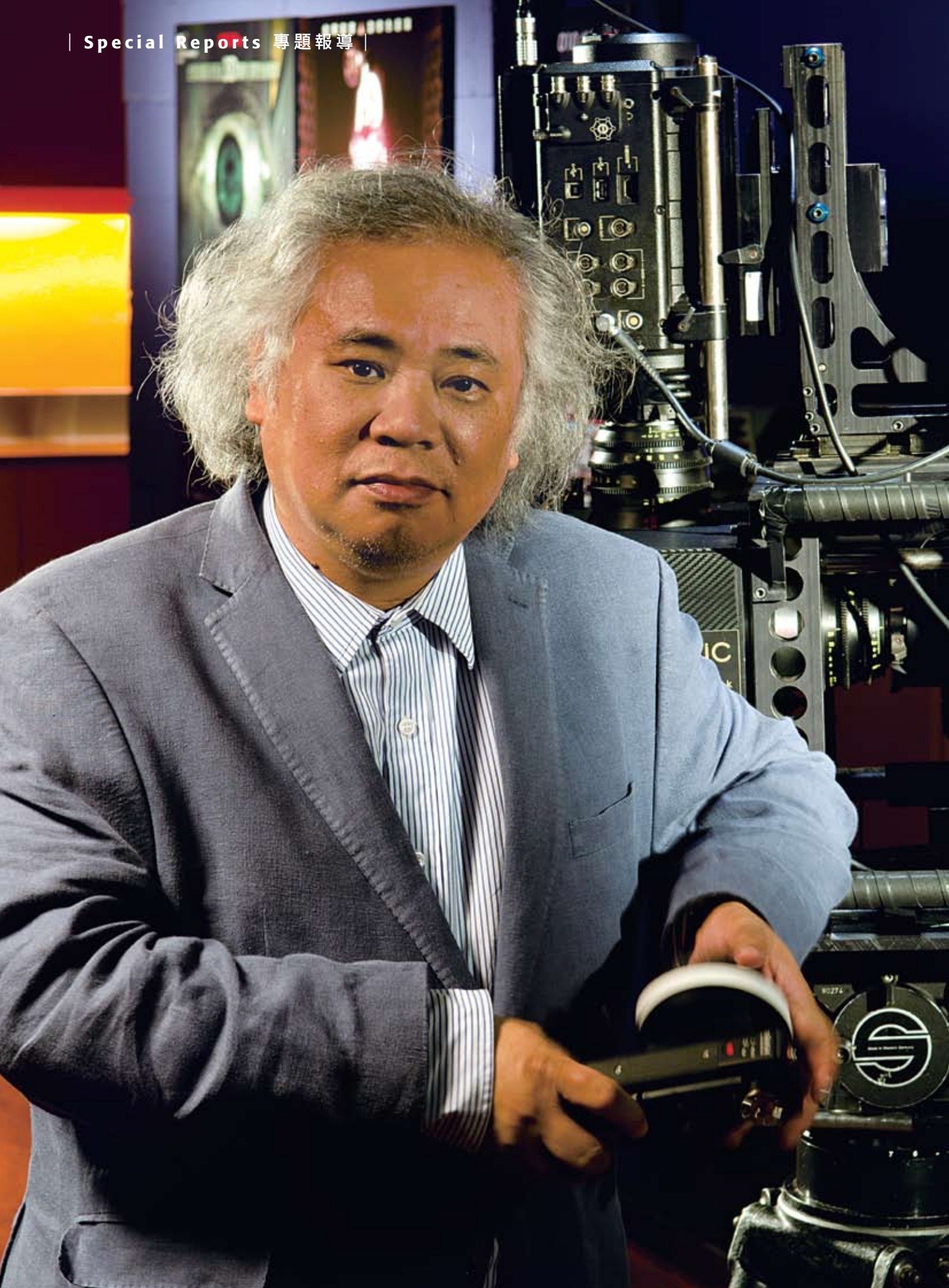
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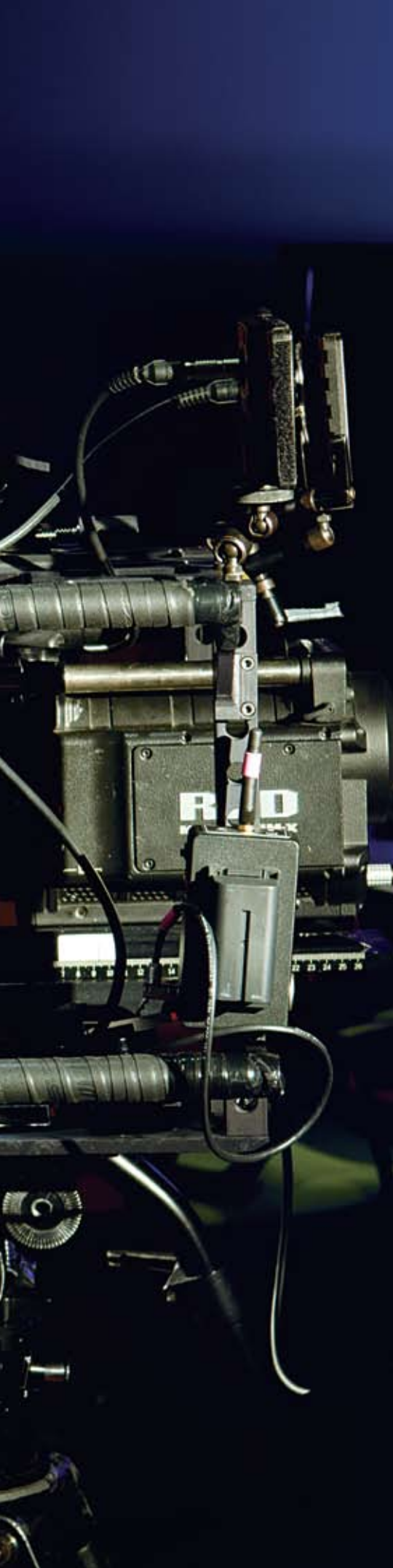
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Seeing in 3D

三維新視野

The jury may still be out on the future of 3D, but for one Hong Kong film industry entrepreneur, the future will be three dimensional

3D的未來也許仍有待分曉，但對於一位香港電影企業家來說，未來將會是三維的立體世界

Percy Fung casts a watchful eye over cameraman Fai, who is hard at work building a new generation 3D camera rig. The hand-built rig, together with Fai, will be travelling to Canada later this year to shoot a 3D film.

“This one here,” says Fung demonstrating another setup, “will be going to Mongolia next month for filming.”

Fung, it seems, has well and truly caught the 3D bug. The 58-year-old founder of Digital Magic – a natural offspring of its parent company Film Magic – loves talking about movies and the film industry, especially digital video and in particular 3D.

The pioneering Hong Kong film industry entrepreneur got into the movie industry after dropping out of university in 1974. After studying industrial design at Hong Kong Polytechnic University for three years, he found his calling, and just four years later had shot his first commercial film.

Over the past 33 years, he has built up a cluster of subsidiaries to support every aspect of the film industry, from filming, to post production, to screening and even distribution. Despite running a studio, building rigs, editing and offering just about every service anyone needing 2D or 3D – and more recently 4D – movies could want, he still finds time to share his experience with students.

“I love teaching young people,” the Adjunct Professor for the School of Creative Media at City University of Hong Kong says. “Their creativity and innovative minds keep me young.”

When asked how does he find the time? He shrugs and calls his daily itinerary “controlled chaos.”

Three dimensional puzzle

In the past two years, his company has provided the expertise to shoot five 3D feature films in Hong Kong and overseas, the most well-known being “3-D Sex and Zen: Extreme Ecstasy,” which



broke “Avatar’s” opening-day box-office record in Hong Kong in April. Another film that had audiences gasping, this time in fear rather than eroticism, was “The Child’s Eye.”

Besides winning acclaim for being the first truly 3D erotic movie, those in the film industry were also turned on by how completely natural tones, especially skin tones, were, because on digital they can sometimes come across as unnatural compared to film.

“It is not only about having the right equipment, but also knowing what is and is not possible to show in 3D, in addition to post production, even the screening of films. There are so many factors to take into consideration,” Fung explained.

As the movie industry is still unsure if 3D is here to stay – and the fact that the technology is constantly evolving – many film studios are still nervous about investing in the technology and training, which is where pioneers like Fung say they have the advantage.

“I don’t know if 3D is here to stay, I do not have a crystal ball. But if companies treat this like a business, and your first movie loses money, you will probably quit and try something else. But film making is more of an art than a business. You have to look to the long-term and sometimes you have to take a risk if you believe

that something like 3D will redefine how we watch movies and TV,” he said.

By embracing the new technology, he has a first-mover advantage, which is paying dividends as companies looking to produce everything from 3D movies, to corporate promotions, to converting 2D movies into three dimensional reruns seek his services.

Within four to five years, industry watchers predict most feature films will be made in 3D, because theatres are making huge investments to be 3D capable. Manufacturers of televisions are also pushing out sets that can show 3D. This in turn is making theatre owners worried that they won’t be able to recoup their investments in going digital.

The downside to both cinemas and TV makers is at present there is not enough 3D content for many consumers to justify splashing out on a new 3D home theatre, especially when filmmakers themselves cannot commit to the technology.

“It is really like the chicken and egg case at the moment,” he said.

Total immersion

Whether or not people will decide to pay a premium to watch a 3D film in the cinema depends on the experience they are after. The technology is already

here, and entertainment is not just about movies anymore. It is about getting closer to total immersion. If you are going to suspend disbelief and become part of an experience – whether that is movies, TV or games – it is going to have to be in 3D.

But some 3D bombs also have Hollywood going back to sit on the fence to see how 3D films evolve. While some movies, most notably “Avatar” and “Alice in Wonderland” had film-makers rubbing their hands at the prospects of ever higher revenue, others – like “Cats and Dogs” – brought them back down to earth.

Some filmmakers have also charged that 3D movies are expensive to make, and to watch. The cameras are hard to use and the processing of the digital movies needs three-times as long to turn into a finished movie. People are also quite happy to watch a 3D film in 2D, given the fact that many people who have 3D TVs opt to buy a 2D DVD.

However, Fung says the cost of making a 3D film is not much more than a 2D one. The main issue is there is not enough good 3D content available for it to become normal entertainment in people’s lives. And there is a danger that bad movies will sour people’s interest in the 3D before it becomes commonplace.

Filmmakers complaints about piracy have made them not entirely dismiss 3D technology, which makes it extremely difficult to copy movies. Fung doesn’t really see 3D technology as the silver bullet to knock out piracy. Instead, he feels film studios need to charge lower prices and make their movies more easily available to combat pirates.

“For example, if it costs you about \$20 to buy a bad copy, and say \$50 or \$60 to buy an original, who will by a pirated copy?” he asked.

New lease of life

Fung’s movie facilities also extend to regular film processing, and also conversion to digital, which is giving old movies a new lease of life. Down the corridors of his studio, technicians huddle in front of screens digitizing movies and reprocessing their colour to make them as clear as the day they were shot.

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馮子昌注視著正在埋首裝嵌新一代3D攝影機的攝影師李焯輝。該自行裝嵌的攝影機稍後將與李氏一起飛往加拿大拍攝一部3D電影。

馮氏指著另一器材說：「這部機下月將運往蒙古進行拍攝。」

看來馮子昌已真正趕上3D熱潮。這位年屆59歲的天極數碼影視製作（其母公司為天極電影製作）創辦人喜愛談論電影和電影業，特別是數碼錄像甚至3D。

這位香港電影業的先驅企業家於1974年從大學退學後，便投身電影事業。他在香港理工大學修讀三年工業設計後，發現了自己的興趣所在，而在短短四年之後，便拍攝了其首部商業電影。

過去33年來，他建立多家子公司以支援電影業的每個不同範疇，從拍攝、後期製作到放映甚至發行等。除了經營製片室、裝嵌攝錄機、剪接，以及提供近乎所有拍攝2D或3D甚至更近期的4D電影所需的服務之外，他仍能抽空與學生分享個人經驗。

「我喜歡教導年青人。」身兼香港城市大學創意媒體學院兼任教授的他說：「他們的創意和創新思維讓我保持年輕。」

當被問到何以分配時間，他聳肩表示自己的日程是「亂中有序」。

三維的難題

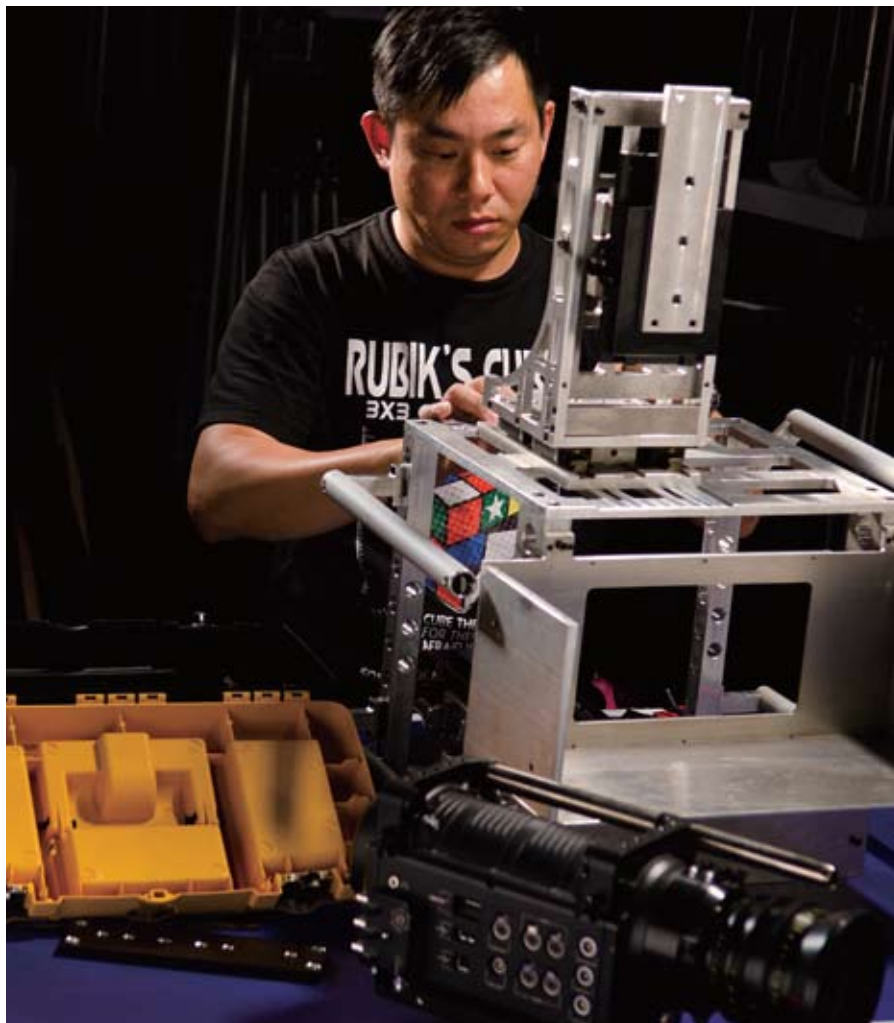
過去兩年，他的公司為五部在香港和海外拍攝的3D劇情片提供專門技術，最為人熟悉的是《3D肉蒲團之極樂寶鑑》，該片打破了《阿凡達》4月的香港開畫票房紀錄。另一部使觀眾喘不過氣——這次是出於驚恐而非感官刺激——的電影是《童眼》。

除了贏得「首部真正3D情慾電影」的口碑外，片中色調（尤以膚色）能夠達到自然和諧的效果，也令電影業人士無不驚嘆不已，因為與菲林相比，數碼拍攝有時會呈現不自然的效果。

馮氏解釋：「那不只涉及是否有合適的器材，也關乎是否掌握到甚麼可以或不可透過3D來顯示，還有後期製作，甚至電影放映等，要考慮的因素實在太多。」

由於電影業仍未確定3D熱潮能否延續下去，而事實上，有關技術正不斷演進，故很多電影公司仍然對相關的技術和培訓投資猶豫不決，這造就了馮子昌等這些業界先鋒的優勢。

他說：「我不知道3D能否得以持續，我沒有預知未來的魔法水晶球。不過，如果企業視之為一項業務，而你的首部電影蝕本，就很可能會放棄，轉而嘗試其他業務。但電影製作是一門藝術多於業務。如果你認為3D這類新技術將重新界定我們看電影和電視的模式，就必須放遠眼光，有時還得冒險一下。」



Releasing old movies on DVD can be a healthy money spinner for film studios and actors. Fung says besides giving new life to old movies, it also ensures they will be seen by many more generations. Some of the films that studios ask him to digitize are straight conversions from film to digital, while others request they be converted into 3D.

By layering 2D movies, they can become 3D, which is helping to build up the range of content that is available. However, a badly converted film can do more harm than good to the wider acceptance of 3D.

“It takes about a month to convert one film, and like I said before it is not simply about having the equipment – the hardware. You really have to know what is and what is not possible in 3D,” said Fung.

Looking to the future

Despite the challenges, he remains excited about the future of both digital

and film. One of his personal projects involves creating a time capsule and a film archive. While digitizing film would seem to be the obvious solution to achieve this, the life of digital archives is at the mercy of technology. Therefore, he is archiving historic clips, such as the handover of Hong Kong back to China on polyester film, which has a lifespan of between 300-500 years.

Another project is archiving Chinese operas.

“A lot of the traditional operas are disappearing, so we are looking at recording as many of these as we can to save them for posterity,” he said.

The opera singers can then be depicted performing on a digitally created stage, which could be in the Forbidden City, a local market, or any other setting that the designer desires.

“I love how the only thing that constrains you in this industry is your imagination, it is like magic,” he said. ✿



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藉著開發新技術，他擁有先行者的優勢，為有意從事電影業的企業帶來效益，協助他們製作3D電影、企業推廣，以至把2D電影轉換成三維重新上映等。

業界分析員預料，在四至五年內，大部分劇情片將會以3D製作，因為電影院正投放大量資源於3D兼容的設備。電視生產商亦正推出一些能夠播放3D格式的電視，而這令戲院經營商憂慮不能收回數碼放映的投資成本。

戲院和電視生產商均面對的問題是，現時並沒有足夠的3D內容，讓眾多消費者有充分理由大灑金錢添置全新的3D家居影院，特別是連製片商也未有積極投資有關技術。

他形容：「目前就正如雞與雞蛋的情況一樣。」

無處不在

人們會否以較高價錢在戲院看一部3D電影，取決於他們所追求的體驗。市場已經具備相關技術，而3D娛樂也不再局限於電影，而是近乎無處不在。如果你打算暫時拋開疑慮體驗一下，不論是電影、電視或遊戲，都得投入3D的世界。

但有些3D的慘敗例子亦使荷里活重新保持中立，靜觀3D電影的發展。儘管《阿凡達》和《愛麗絲夢遊仙境》這些最明顯的成功例子使得製片商滿心期待賺取更高的票房收入，但其他如《貓狗鬥多番》等，卻使他們回到現實

中來。

有些製片商亦指3D電影製作成本高，票價昂貴。攝錄機很難操作，而數碼電影的後期製作往往需要長達三倍時間方可完成。由於很多擁有3D電視的人選擇購買2D DVD影碟，可見人們亦樂於以2D效果觀賞3D電影。

然而，馮氏表示製作3D電影的成本其實與2D電影相差無幾。最重要的問題是，現有的優質3D內容太少，未能成為日常生活中的慣常娛樂。在3D變得普及前，劣片或會使人對3D失去興趣。

製片商抱怨盜版問題使他們不得完全摒棄3D技術，因為有關技術極難複製。馮氏並不認為3D技術是打擊盜版的尚方寶劍。反之，他認為電影公司應降低收費，使他們的電影更加大眾化，從而擊退盜版。

他問：「舉例說，如果一張劣質的盜版影碟大約賣20元，但正版只需50元或60元，有誰還會買盜版？」

修復重生

馮子昌的電影工場亦包辦一般菲林的後期製作，以及數碼轉換技術，讓舊電影得以重生。沿著走廊走到工場的另一端，技術人員正在螢幕前埋首把電影數碼化，重新加工處理影片的颜色，使它們回復至拍攝當年般清晰。

發行舊片的DVD影碟或會為電影公司和演員帶來可觀收入。馮氏表示，此舉除了讓舊電

影重獲新生，亦可確保更多不同年代的人觀賞得到。有些電影公司會要求他直接把菲林轉換為數碼，有些則要求轉換為3D。

通過把2D電影分層處理，就可成為3D電影，這有助擴充現有3D內容的範圍。然而，一部轉換效果差劣的電影或會對於3D普及化弊多於利。

馮氏說：「轉換一部電影大約需時一個月，而正如我剛才所說，這並非單靠器材硬件。你確實需要知道甚麼可以或不可透過3D來顯示。」

展望未來

儘管挑戰重重，他仍然對數碼和菲林電影的未來充滿憧憬。他其中一個私人項目是製作時間囊和菲林資料庫。儘管數碼化似乎顯然能夠達到以上目的，但數碼資料庫的壽命卻受到科技所支配。因此，他正把香港回歸中國等歷史片段備存到菲林上，因為菲林的壽命可長達300至500年。

另一個項目是備存戲曲。

他說：「很多傳統戲曲正日漸失傳，故我們盡可能錄下這些戲曲，流傳給後世觀賞。」

因此，戲曲演員可以被塑造成在一個以數碼技術製作的舞台上演出，例如紫禁城、市集或設計師想要的任何其他場景。

他說：「有趣的是，這個行業唯一可以束縛你的就是自己的想像力，實在太奇妙了。」

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A Taste for the Good Life

美好生活體驗

The Mainland's burgeoning rich can't seem to spend enough on luxury goods, so can Hong Kong cash in on the boom? By **Mayee Lang**

香港如何參與內地的奢侈品消費市場？ 郎春梅

Demand for luxury goods in China is growing at a mind-boggling pace, driven by a young generation of newly rich entrepreneurs. From cars to apartments to jewellery and even private jets, it seems the luxury supermarkets are packed with shoppers.

According to a report released by the World Luxury Association in June, as of the end of March 2011, the total value of luxury goods sold in the Mainland was estimated at US\$10.8 billion, accounting for around 25% of the world's total. Japan is the largest market (34%), followed by the U.S. (15%), and Europe (16%), but is expected to lose its crown to the Mainland within the next year.

Capital market for luxury goods

Unsurprisingly, the world's luxury brands are increasingly drawn to the country, and Hong Kong can act as an important springboard for these companies. French personal care company L'Occitane was listed in Hong Kong last May, raising HK\$5.489 billion. Some 65% of those funds will be used to open new stores globally, and to double the number of shops in China from 50 to 100 over the next five years.

In May, Milan Station succeeded in going public and the stock price rose 65.87% on the first day of trading. It plans to use 70% of the funds to expand its presence in the Mainland market. Renowned international brands like Prada, Coach and Samsonite followed

suit. The main reason that they are seeking listings in Hong Kong, rather than fashion capitals such as New York, London and Milan, is that they want greater access to the Mainland market.

Springboard for luxury products to enter China

Chinese consumers spend on average three times more abroad than they do at home, and Hong Kong is their first choice for shopping binges. All the world's top brands have a presence in the city, with many having flagship stores here. Although Chinese consumers are already vying for top slot, the luxury goods industry in the Mainland is still in its infancy. By providing information, cultural and management support, Hong Kong can serve as an important mediator to educate, inform and support the growth of the industry. These could also include services such as luxury travel and leisure, social etiquette, wine tasting and wedding planning – all of which are growing rapidly in the Mainland.

Luxury cooperation

Many Mainlanders buy luxury products to make a statement about their status, but in mature markets, people value the quality, and experience of services and products. This is a key factor international luxury brands need to keep in mind when working in the Mainland market. This explains why many companies choose to cooperate with a Hong



Kong partner to build their brand in China.

Under the 12th Five-Year Plan, more than half of the country's population will be living and working in urban areas by 2016, and the ratio of private consumption to GDP will increase from 36% to 45%. According to a consumer report by consultancy firm McKinsey & Company, Wuhan, Chengdu and Chongqing will experience the fastest growth in luxury goods.

Shanghai and Beijing are the obvious choices for companies looking to get a piece of the Mainland pie, but the report points out that second- and third-tier cities also have strong potential, including Hong Kong brands in third-tier cities. ❀



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Shanghai Builds Online Shopping Base

上海欲打造本土「淘寶」

Shanghai is shaping to upgrade itself into an online shopping centre to parallel the city's "real" shopping reputation, particularly since it's already a leader in e-commerce.

At a forum as part of the 2011 International E-Shopping Fair 2011, a senior official with the city's local government spoke of major developments to come in the online space.

Sha Hailin, Deputy Secretary-General of the Shanghai Municipal Government and Director of the Municipal Commission of Commerce, said that in the years to come Shanghai would pick up the pace developing online shopping, building third-party and public service platforms.

In short, Sha's idea is for Shanghai to establish itself as an e-commerce hub for the Asia-Pacific.

The Ministry of Commerce (MOFCOM), said China's e-commerce market was worth Rmb4.5 trillion in 2010, of which online retail sales reached Rmb500 billion, accounting for over 3% of total retail sales of consumer goods.

Online shopping, as an integral part of e-commerce, is growing at a remarkable rate of 100% a year.

Nie Linhai, Deputy Supervisor of the electronic commerce and information section under MOFCOM, told the forum that the 12th Five-Year Programme period would see the share of total retail online consumer shopping nationwide would exceed 5% and regions with an early start in e-shopping would take a share of over 10%.

As one of the cities with the fastest growth of e-commerce, Shanghai has already met the 5% target.

Gu Jiahe, Secretary-General of the Shanghai Municipal Commission of Commerce, pointed out that from 2002 to 2010 e-commerce grew 15 fold in eight years in the city. Shanghai is now building a national e-commerce model.

E-commerce enhances international trade

Sha Hailin said an important task in Shanghai in expediting its pace of development to become an international trading centre. That means optimising the growth of e-commerce, accelerating the establishment of an e-commerce market system and promoting e-commerce in international and domestic trade.

To expedite the development of the e-shopping industry, efforts have to be made to encourage the downtown shopping streets and "Chinese old brand" enterprises in Shanghai to develop e-commerce.

There's to be a new China (Shanghai) International Trade Centre Network Project charged with building online international trade service platforms.

Shanghai to build its "taobao"

Although there are many well-known B2C platforms in China, enterprises such as taobao.com, dangdang.com and joyo.com are not yet establishing a foothold in Shanghai.

Compared with cities where these enterprises are based, Shanghai's B2C is relatively weak. That contrasts a number of countries where B2C is the prime platform for e-commerce development.

In the U.S., enterprises with e-commerce as their main business are developing rapidly, with their market capitalisation growing five-to-six-fold within five years.

中國奢侈品市場正以驚人的速度發展，新富人群成為拉動奢侈品高端消費的重要力量，奢侈品消費呈現年輕化趨勢。從名車、豪宅、珠寶到私人飛機，奢侈品的高端細分市場發展十分迅速。世界奢侈品協會6月剛發布的2011消費報告指出，中國內地去年的奢侈品市場消費總額高達108億美元，佔全球的四分之一，並預計2012年中國將超過日本成為全球最大的奢侈品消費國。隨著國家城市化進程的加快，在「以民生為先」的「十二五」規劃指導下，相信未來將有更多的城市居民加入奢侈品消費的行列。可以說，中國奢侈品消費市場這塊「大蛋糕」已經吸引了全世界的眼光。

香港素來都是連接內地與世界的橋樑和中介，在引領時尚和奢侈品方面擁有得天獨厚的文化、稅制和國際化等優勢，面對內地的龐大市場，香港應可發揮不小的作用，例如：打造成為全球奢侈品的最佳資本市場、作為奢侈品在亞洲流通的總部及進入內地的跳板，以及扮演促成奢侈品和本地品牌聯姻的紅娘。

奢侈品的資本市場

對於消費品來說，公司上市地點的選擇不僅考慮當地資本市場的成熟度，更重要的是當地或周邊輻射市場的實際消費能力。去年5月，法國L'Occitane來港成功上市集資54.89億港元，其中65%用來於全球開拓分店，未來五年中國的分店將由50家增加到100家。今年5月，香港首隻奢侈品概念股Milan Station成功上市，上市當日股價上漲65.87%，預計70%的集資用以拓展內地市場。Prada、Coach及Samsonite等世界知名品牌均相繼來

B2C accounts for only 15% of e-commerce activity in China. In view of this, boosting the development of B2C and creating a local taobao has become a major target for Shanghai.

Gu Jiahe said third-party platforms have a "great clustering effect". After these platforms have become large and strong, small- and medium-sized enterprises can make use of them to quicken their pace in exploring both domestic and foreign markets.

Trading companies can seek changes in the business model. But in building such platforms, quality is more important than quantity, the forum heard.

From Steffi Peng, Shanghai Office, HKTDC

港上市，他們把視線從紐約、倫敦及米蘭等時尚中心轉向香港的主要原因，是想增加品牌在內地的知名度，借助香港接近內地市場。香港已成為奢侈品牌爭奪的新資本戰場，相信未來幾年內這種競爭將更趨激烈。

奢侈品進入內地的跳板

目前，中國內地的海外消費是國內的四倍多，消費嚴重外移。香港是他們購買高檔商品的首選地，故海外奢侈品廠家或經銷商都選擇來港開設分店，作為拓展中國內陸市場的最佳中轉地。此外，雖然國內奢侈品準消費人群正不斷遞增，但現代意義上的奢侈品行業在內地還處於起步階段，國內消費群體在消費方向、理念及層次等方面都有待引導和改進，香港無疑是很重要的跳板和仲介，協助內地奢侈品產業發展步伐與奢侈品消費市場的發展步伐相配，在資訊、文化和管理理念方面發揮作用。因此，香港這個跳板的作用，不僅表現在實際意義上的中轉，更可以是消費理念和文化的傳播、引導和仲介。例如，近年為內地富人提供海外豪華旅遊休閒服務、社交禮儀、品酒和婚慶等服務的發展都很迅速。

奢侈品與本地品牌聯姻

當前中國內地的奢侈品消費群體還停留在以「顯示身份」為主的消費階段，一般會追求最新、最流行的商品，屬於「商品驅動型消費」。發達國家的奢侈品市場則較為成熟，消費者偏愛「體驗驅動型消費」，追求能夠放鬆壓力的舒適假期或高品質服務。因此，國際奢侈品在進入內地市場時，就需要考慮這個因素，並對自己的產品或服務作出調整。這正解



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釋了為何許多國際奢侈品牌進軍內地時，都選擇與當地夥伴合作建設其在中國的品牌，而香港恰好是連通內地與國際品牌的重要紅娘。

根據「十二五」規劃，中國未來5年將有超過一半的人在城鎮工作和生活，而居民個人消費佔國內生產總值的比例將由36%提高到42至45%。根據顧問機構麥肯錫的最新消

費報告，內地奢侈品消費增長最快的城市是武漢、成都和重慶。因此，除了上海、北京這些高消費的頂尖城市，香港品牌應考慮在這些二、三線城市發展。除了為中低收入群體引入香港品牌，為追求高品質生活的人引入國際奢侈品和提供服務，甚至與內地合作創立有競爭力的品牌，都是可以考慮的範疇。✿



Mayee Lang is the Chamber's China Business Analyst. She can be reached at mayee@chamber.org.hk
郎春梅為香港總商會中國商務分析員，電郵：mayee@chamber.org.hk

在2011中國（上海）國際網路購物大會論壇上，上海市副秘書長兼市商委主任沙海林表示，未來幾年上海將加快推動網購產業的健康快速發展，在第三方平台和公共服務平台建設上尋求突破，建設亞太地區電子商務樞紐港城市。

上海網購產業發展全國領先

根據商務部統計，2010年中國電子商務總額達到了4.5萬億元，其中網絡零售總額達到了5,000億元，佔消費品零售總額的比例超過3%。網上購物是電子商務的重要部分，每年都以100%的速度增長。

商務部電子商務和資訊化司副巡視員叢林海在論壇上提出目標：在「十二五」期間，全國網上購物總額佔零售品消費總額的比例會超過5%，部分起步較早的地區會超過10%。

作為電子商務發展迅速的城市之一，上海已經提前達到了5%的預期目標。上海市商務

委副主任顧嘉禾在論壇上表示，從2002年到2010年，上海電子商務發展迅速，在八年內增長了15倍。上海將積極爭取創建全國電子商務示範城市。

電子商務助建國際貿易中心

沙海林指出，上海加快建設國際貿易中心的一項重要任務，是要優化電子商務發展的支援環境，加快構建電子商務市場體系，促進電子商務在國際及國內貿易領域的應用推廣。

為了加快推動網購產業的健康快速發展，上海還要鼓勵當地的中心商業街區和「中華老字號」企業發展網上商業，同時啟動中國（上海）國際貿易中心網專案，建設網上國際貿易中心公共服務平台。

上海欲建設本土「淘寶」

儘管國內擁有多家知名的B2C平台，但如淘寶網、當當網、卓越等企業均未落戶上海，

與擁有這些企業的城市相比，上海的B2C發展相對較弱。但在國外，B2C已經成為了電子商務發展的主流，美國以電子商務為主要業務的企業近年來發展迅速，他們的市值在五年內已增長了五、六倍。

反觀中國，B2C只佔電子商務的15%。因此，大力培育B2C發展，打造本土「淘寶」成為上海電子商務發展的一大目標。

顧嘉禾表示，第三方平台具有很大的集聚效應，做大做強之後，中小企業就可以積極利用這一平台，加速開拓國內外市場，幫助企業進行貿易轉型，但這個平台宜精不宜多。

香港貿發局上海辦事處彭方撰文

Iconic Business Empire

國際知名的商業王國

The Bulletin: You moved into IFC2 in 2009 after 10 years in the Bank of China Tower, and also opened two other offices in Hong Kong. Why did you move and what is behind the sudden expansion?

Taine Moufarrige: We sign long-term leases wherever we go. We had been in BOC Tower for 10 years, and when our lease came to an end we were able to acquire a lease in IFC. We try to be in the best buildings in every city. We really want to be in the iconic buildings in each of the locations, and that prestigious corporate presence is what we offer.

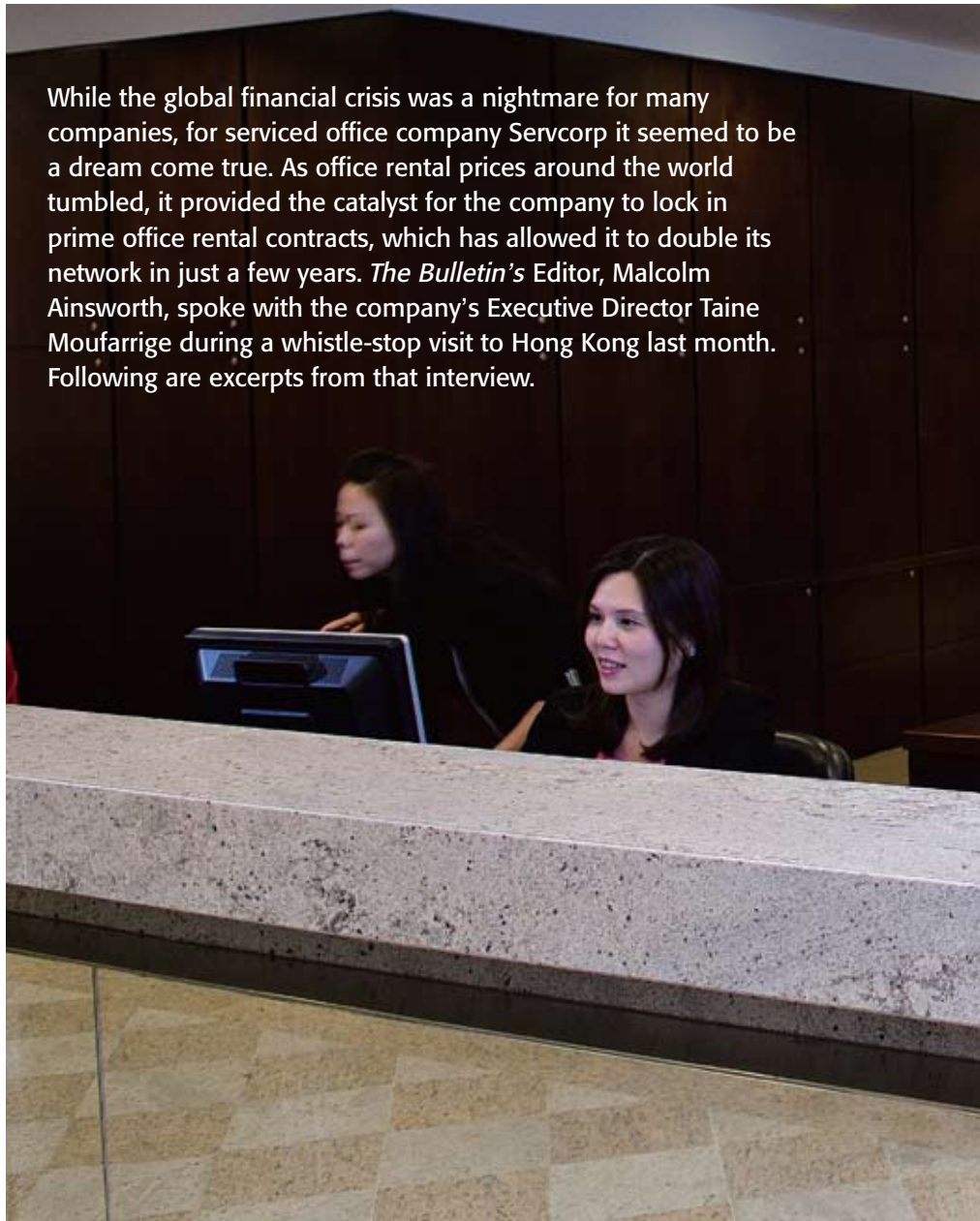
B: Your other offices, in The Hong Kong Club, and One Peking Road, present a very different image from IFC2. Why did you choose those buildings?

TM: Yes, but they are still iconic, and that is what we want to be able to offer to our clients. Those offices are not as big as our floor in IFC, but we are able to offer clients a wider choice and different prices, but still in iconic buildings. This is something that we tend to do in all markets, so whether it is Paris or London, or Singapore or Hong Kong, we are right in the central business districts offering different levels of prestigious addresses, but always iconic.

B: Why don't you use other A-office space, which would give your clients more price options?

TM: We don't want to be in the biggest in the world and while it would be easy to sell, we don't want to have a second-

While the global financial crisis was a nightmare for many companies, for serviced office company Servcorp it seemed to be a dream come true. As office rental prices around the world tumbled, it provided the catalyst for the company to lock in prime office rental contracts, which has allowed it to double its network in just a few years. *The Bulletin's* Editor, Malcolm Ainsworth, spoke with the company's Executive Director Taine Moufarrige during a whistle-stop visit to Hong Kong last month. Following are excerpts from that interview.



tier brand. We don't want to dilute the brand and certainly in the industry globally that is the space we play in.

B: You have expanded very aggressively globally in the past two years, is this due to falling rents?

TM: The short answer is absolutely yes. We have seen an opportunity in the market place, and we see a real demand for our product. In markets like we have at the moment, there is uncertainty, so people want flexibility. They want to be able to reduce costs of starting or growing their business, whether that is SMEs, or multinational organizations. We have been in this business for a long time and

learnt that the market is a lot more educated and they want more options, so the demand is there, particularly from a virtual office perspective.

B: How are you funding this expansion? And have you considered buying property instead of always leasing?

TM: Two years ago we raised Aus\$80 million to fund this expansion. We are pretty happy where we are. We have got about Aus\$90 million in the bank, our landlord model works and we are happy how it works. I think now is a good time to be in cash, and that there will be further opportunities for us to expand around the world.



儘管全球金融危機對很多企業來說是個惡夢，但對於提供服務式辦公室的Servcorp來說，卻似乎夢想成真。由於世界各地的辦公室租價暴跌，促使Servcorp鎖定最佳的辦公室租約，並在短短幾年間將其網絡覆蓋範圍擴大一倍。該公司執行董事Taine Moufarrige 上月短暫訪港，《工商月刊》總編輯麥爾康與他進行了專訪。以下是當天訪問的節錄內容。

In China we see real opportunities to expand into the larger cities. We are about to open in Shenzhen, and are going to open in Chengdu. There are opportunities in Shanghai and Beijing – although the property market is hot right now – we are still looking to see what is available for us.

B: Is it more difficult to open offices in certain markets?

TM: We are lucky there are not too many impediments to entry. While that also makes it easy for our competitors to open, it also means it is easy for us to set up. Each region has its own differences. In the Middle East for example, where

we have opened 14 centers in the past 18 months, we make sure we are communicating clearly with the government, and we are extremely transparent. So if you follow the rules it is easy. We are also lucky because we do not need to borrow. We have also opened 21 centers in the U.S. in the last 18 months, which is a new market for us, but as long as you are transparent you don't need an army of lawyers behind you.

B: Who are your core clients?

TM: For serviced offices, about 60% of our clients are large corporations – both local and international – and 40% are local SMEs in the serviced offices. They

all get the same deal which is the infrastructure of a multinational organization. Most of our clients sign for six months, but some stay for as long as two years, because they don't need to hire or train staff or deal with long-term leasing contracts. For our virtual offices, about 70% of our clients are SMEs. Once again they get the infrastructure of a multinational organization, and can use all of our facilities both locally and globally, and of course get the corporate address.

B: Is there a stigma associated with companies operating out of virtual offices?

Humble beginnings

從寂寂無名開始



Alf Moufarrige was looking for a suitable office to start a new venture. Unable to find what he was looking for, he figured other people must have the same needs as himself, so he decided to plug the gap.

And so, in 1978, he launched Servcorp, serviced offices, out of a corner office space in the MLC Centre Sydney. Today, the company has 120 centres in the most iconic buildings in central business districts worldwide.

- Alf Moufarrige founded Servcorp in 1978
- Pioneered the Virtual Office concept in 1980
- Expanded to Singapore then throughout South East Asia, France and Japan.
- Publicly listed on the Australian Stock Exchange (SRV) in 1999
- Servcorp Online launched
- Expanded presence in the Middle East, Asia, U.K. and USA

多年前，Alf Moufarrige希望物色合適的辦公室創業。由於未能覓得合意的地點，這令他想到其他人必然有同樣的需要，他遂決定填補這個市場缺口。

1978年，他成立了Servcorp，並租用悉尼MLC中心一個樓層的一角，設立服務式辦公室。時至今日，該公司已在全球核心商業地段的知名辦公大樓設立了120個商務中心。

- Alf Moufarrige於1978年創辦 Servcorp。
- 1980年率先提倡虛擬辦公室的概念。
- 業務拓展至新加坡，繼而進軍東南亞、法國和日本。
- 1999年，在澳洲證券交易所（SRV）公開上市。
- 推出Servcorp Online。
- 擴展至中東、亞洲、英國和美國。

TM: I think the face of business is changing, and people are looking for a flexible way to run their business. Certainly, over the 30 years that our business has been in existence, the stigma has reduced and continues to do so.

We have got around 35,000 virtual clients worldwide, so I think it is very important that we do not allow unethical companies to be with us if we sense or we know of any such behavior. We run checks on companies once they sign up, and we will terminate them right away if they are doing anything immoral, or unethical because it makes no sense for us to damage our brand. That is something that we are very conscious of.

B: Rents are going up, so the higher costs trickle on to your clients. How do you manage that?

TM: We are a landlord, so we have to manage changes as they come. When a lease comes to an end, we negotiate that with the client. As usual, when rents go up tenants don't expect rents to go up, but when rents to go down they expect rents to go down. Our business is market driven and that is how we have been successful. We have been able, in many

cases, to lock in at the right time for our rents and ride the market. Our clients are on short-term leases, ranging from a month to a year, and we are at the mercy of the market, as they are.

B: Are you looking to expand further in Hong Kong? And how about emerging markets, such as the BRICS countries?

TM: We are pretty happy with our portfolio in Hong Kong right now. We have three great locations, and while the market is high we will continue to look – so in a word we are always looking.

Regarding the BRICS, we are in India, but that is tough. We would love to get to Russia and South America, so will be looking at that in future. But for the moment, we have opened 70 locations in last 18 months, which is the biggest expansion that we have ever undertaken. We have 120 centres worldwide, all grown organically and will continue to grow debt free. We don't want to be the biggest in the world, but we want to remain the best at what we do. 🌸

(The above interview has been abridged for length and clarity.)

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中國 · 丹麥 · 香港 · 墨西哥 · 瑞典 · 泰國

問：貴公司在中銀大廈駐守10年後，2009年遷往國金二期，還在香港增設多兩個辦公室。為何你們會遷址和積極擴展業務？

答：不論我們到哪裡租用辦公室，都會簽長約。我們已經在中銀大廈10年了，約滿時我們取得國金的租約。我們嘗試在每個城市進駐最頂級的建築大樓，我們的確很想在各地選用最知名的寫字樓，而這些顯赫的公司選址也是我們向客戶提供的服務保證。

問：你們其餘兩個辦公室位於香港會所大廈和北京道一號，它們的形象截然不同。為何你們會選擇這兩座大樓？

答：是的，但它們都很具代表性，而這正是我們想向客戶提供的優勢。這兩個辦公室未如國金般大，但我們可以向客戶提供更多選擇和不同價格，而地點依然是位於著名的辦公大樓內。這是我們在各地市場的慣常做法，不論是巴黎或倫敦、新加坡或香港，我們都置身核心商業地段，提供不同水平的顯赫選址，而這些選址必需是頂級寫字樓。

問：為何你們不選用其他甲級寫字樓，讓客戶多些價格選擇？

答：我們不期望做到全球規模最大，儘管其他甲級寫字樓容易租出，我們不想淪為二線品牌。我們不想削弱公司品牌，無疑，我們的全球定位是業內的高檔市場。

問：你們過去兩年積極擴展業務，是因為租金下調嗎？

答：簡單來說，絕對是。我們看到市場上的商機，也知道我們的產品有實際需求。就如我們現已進軍的市場，由於前景未明，人們都追求靈活性。不論是中小企還是跨國組織，都想降低創業或拓展業務的成本。我們已經在行內多年，知道人們比以往精明很多，他們想要更多選擇，所以市場上是有需求的，特別是虛擬辦公室服務的需求。

問：今次擴展業務如何籌募資金？你們有考慮置業，不再經常租地方嗎？

答：兩年前我們籌集了8,000萬澳元，作為今次擴充的資金。我們很安於現狀。公司大約有9,000萬澳元的存款，而現時的租賃模式運作良好，我們也很滿意這個模式。我認為現時最適宜持有現金，而將來也有更多機會讓我們在全球擴展業務。

在中國，我們看到可以把公司業務擴展至較大城市的真正機遇。我們即將在深圳開業，並準備進軍成都。上海和北京都湧現商機，儘管當下的市場非常火熱，但我們仍然期望找到新的機遇。

問：是否某些市場會較難開設業務？

答：幸運的是，我們在進軍新市場時並未遇到太多障礙。儘管我們的競爭對手很容易在

這些市場開設業務，但亦意味著我們也不會遇到太多困難。每個地區都有其獨特之處。以中東為例，公司在過去18個月開設了14家商務中心，我們要確保與政府準確溝通，並保持極高的透明度。因此，只要遵守當地的規則，就無往不利。我們亦慶幸不用貸款。過去18個月，我們亦在美國開設了21家商務中心，這對於我們來說是個新市場，但只要保持透明度，就不用在背後僱用一大群律師以作支援。

問：誰是你的核心客戶？

答：服務式辦公室方面，約六成客戶是大型的本地及跨國公司，四成則是本地的中小企。他們全部均得到同等待遇，就是跨國組織的基礎設施。大部分客戶都是簽訂六個月合約，但有些會簽長達兩年，因為他們不用聘請或培訓員工，也不用處理長期租約。虛擬辦公室方面，我們約七成客戶是中小企。同樣，他們可以擁有跨國組織的基礎，在本地及全球使用我們所有設施，當然還有顯赫的公司地址。

問：以虛擬辦公室運作的公司會被標籤嗎？

答：我認為商業市場日新月異，人們正追求更靈活的營商方式。無疑，公司成立這30年以來，有關標籤已經逐漸消除，情況亦將繼續改善下去。

我們全球共有約35,000個使用虛擬辦公室的客戶，故我認為一旦察覺或知悉任何客戶進行不道德行為，就必須清理門戶。與客戶簽約後，我們會進行調查，如發現他們有任何不當行為，公司將立即與他們終止合約，以免損害我們的品牌信譽。我們對此非常重視。

問：租金正在上升，並慢慢轉嫁到客戶身上。你有甚麼對策？

答：我們是業主，所以必須能夠快速應變。當租約期滿，我們會與客戶協商。一般來說，當租金上升，租客不期望會加租，但租金下跌時，他們倒期望會減租。我們的業務由市場主導，而這也是我們成功的原因。在很多情況下，我們都能夠看準租務走勢，抓緊市場時機。我們的顧客都是一個月至一年的短期租戶，而我們跟他們一樣，受到市場支配。

問：你是否打算進一步在香港拓展業務？金磚五國等新興市場又如何呢？

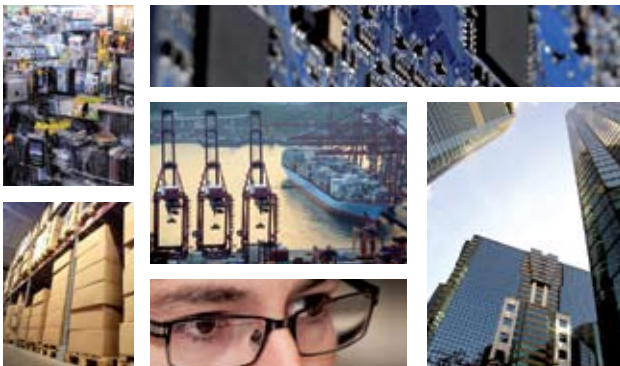
答：我們相當滿意香港目前的業務表現。我們擁有三大據點，當市況向好，我們將繼續尋求發展。簡言之，我們一直在尋找機會。

至於金磚五國，我們已在印度開設業務，但經營十分困難。我們希望進軍俄羅斯和南美洲，所以未來會以此為目標。但目前來說，我們在過去18個月已增設了70個據點，是開業以來最大規模的擴展。我們在全球設有120個商務中心，它們的業務都正穩健發展，並且會持續增長。我們不期望做到全球規模最大，但也希望保持一貫的最佳表現。✿

(由於篇幅所限，以上訪問內容略經刪節。)


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CMOs & Twitter

市場總監與

Have they joined the celebration?

他們有一同慶祝嗎？

By Willem Smit

Twitter users now send more than 140 million tweets a day. With more than 20% of the tweets being related to products and/or brands, this means that every day 28 million tweets potentially concern your brand or company. The microblogging sphere has undeniably become a worthwhile place for listening to customers and potentially influencing perceptions, attitudes and behaviour by engaging into their conversations.

The relevant question has therefore moved from if marketers should get involved to how they should deal with it. Not only Twitter, but social media in general poses novel challenges to brand building and management. Basically it comes down to the fact that control is handed over to consumers. The times in which the firm controls what the brand stands for are gone. Consumers own the brand. Having lost control, today's competition necessitates that brands learn to respond more quickly. It would make sense that marketers keep their own fingers on the pulse of a dynamic and vast media space like Twitter, and follow sound marketing advice: listen, listen, listen! Doing so enables marketers to learn first-hand about what customers are saying about brands and competitors. Yet is there something else that can be done? If so, what should be done?

What are CMOs of the leading brands doing? As Twitter celebrated its fifth birthday this year, have they joined in the celebrations? Are they even on

Twitter? If so, how often do they tweet? And what do they tweet? We systematically examined CMO's Twitter presence of Interbrand's 25 most valuable global brands. Of the top 25, 17 brands have assigned a CMO. Only half of them have a clearly identifiable Twitter account.

Very different Twitter styles

It seems that the nine top brand CMOs active on Twitter have not found one single right answer. They have very different tweeting styles. On one extreme of the spectrum are Joseph Tripodi from the world's largest brand Coca Cola, Lorraine Twohill from Google, Jerri DeVard from Nokia and Marc Pritchard from P&G. They have an account, but have not tweeted and as a consequence their number of followers is limited. It could be that they only use it for listening.

On the opposite end of the spectrum we find CMOs with a more active style, like IBM's Jon Iwata, GE's Beth Comstock and HP's brand-new CMO Bill Wohl. Jon's tweets come in waves. Days pass without a tweet from him, and then there are four to five days a month on which he sends out larger numbers of messages. The topics of all his tweets are IBM-related: announcements about the opening of an IBM branch, strategic priorities and investor briefings.

More regular and frequent are @bethcomstock and @bill_wohlHP's tweeting behaviors. Beth is GE's long-time CMO and she regularly shares her

experiences about events and customer visits. Bill was recently appointed to the position after he joined from SAP. He immediately took it on himself to start tweeting and in fact has done so 20 times in the last 15 days that I wrote this article. His content is a mix of company press releases and personal experiences.

Even more personal and experimental is Barry Judge from U.S. retailer Best Buy (@BestBuyCMO, <http://barryjudge.com/>). Barry sends two to three tweets every day mixing work with play. A striking example is: "Trying this to see what happens. I have a room at Little Nell's in Aspen from Mar 23-27. I can't go. Anyone know how I can find a renter?"

Your own voice on Twitter

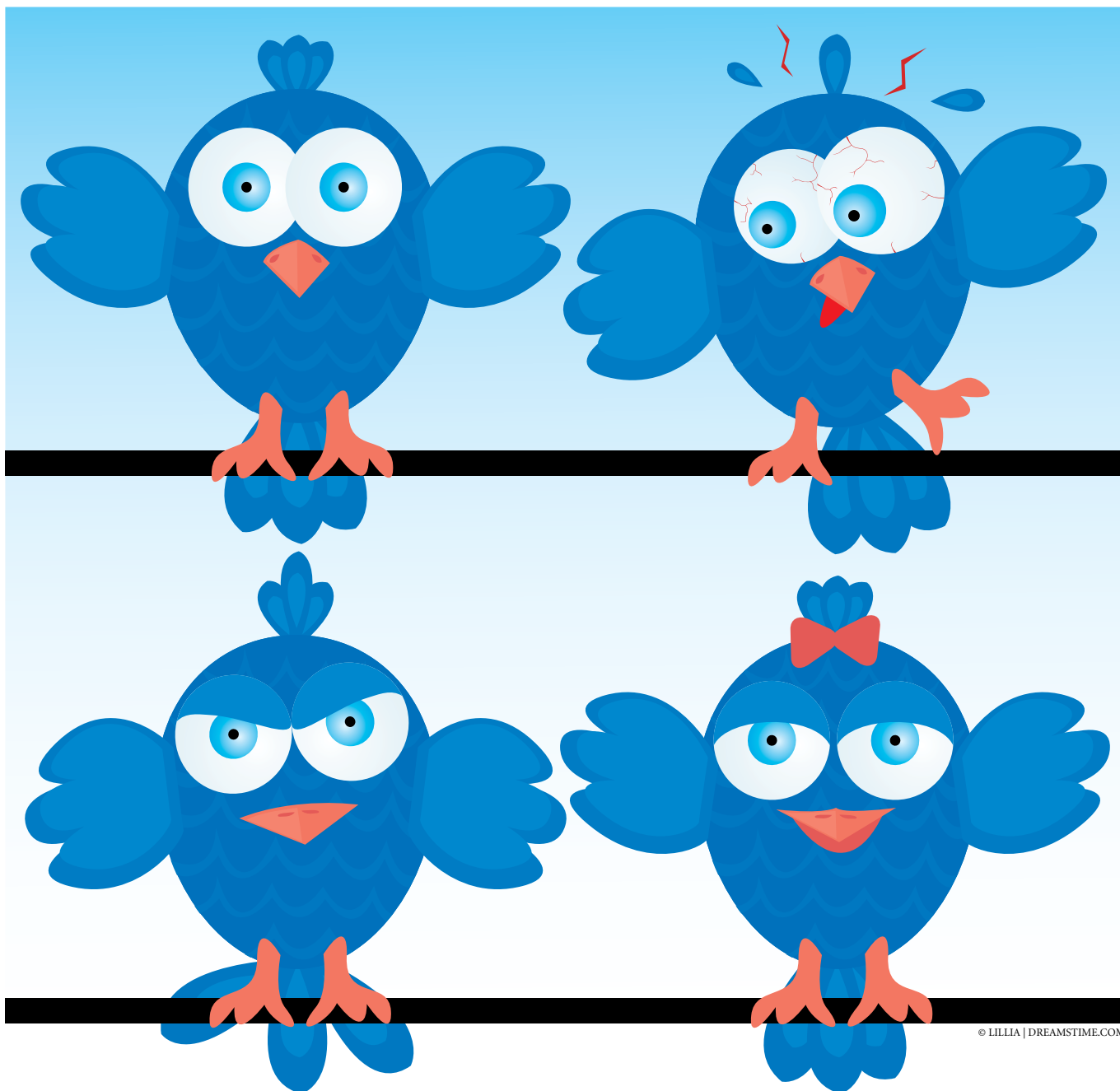
Within this spectrum, it is key to find your own voice. It is important to determine what style is appropriate for you and your brand. There are a couple of issues needed to take into consideration. A more active tweeting style has both benefits and drawbacks. It is up to you to weigh them.

Benefits of active tweeting are informational and reputation building:

- **Quicker speed in customer sensing** – Twitter is one of the fastest ways to identify what is happening with your brand.
- **Less dependent on internal customer insight sources.** Having your own direct channel of information disciplines the insights that company channels provide you with.



Willem Smit is a Research Fellow at IMD, the leading global business school based in Lausanne, Switzerland. He can be followed on Twitter at @WillemSmit. Willem Smit是瑞士洛桑市著名國際商學院IMD的研究員，他的Twitter帳戶是@WillemSmit。



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■ **More approachable** – opening a Twitter account gives external audiences the possibility to contact you instantly. At least it shows that you and your brand are open for feedback and sends a signal that you personally care.

Drawbacks of active tweeting are time-consuming, distraction and confusion:

■ **More distraction** – the content of many tweets, according to research firm Pear Analytics, is 40% filled with pointless babble, plus much of it is conversational and self-promotion. If

“lists” are not carefully designed and “Whom-to-follow” is not well done, it is difficult to filter what is important. Then tweeting creates a lot of useless distraction.

■ **More confusion** – personal branding can get confused with company branding. It is dangerous to post a disclaimer that says: “what I post here is really my opinion, and not necessarily the opinion of my company.”

If you do not want to make this trade-off, is it still an option to just open a Twitter account and then only

listen? No, not really, because remaining a wall-flower may violate a critical communication law formulated by Austrian-American psychologist and philosopher Paul Watzlawick who claimed that: “no one cannot communicate.” Meaning that staying silent on Twitter also sends a signal. A signal of silent presence may well be interpreted as ambiguous and could easily be explained as being “uninterested,” “too busy with other things than with customers,” or even “arrogant.” It is up to you, and your company to weigh the pros and cons of a more active Twitter style. ✿

#	Brand	CMO	Twitter account	locked	tweets	following	followers
排名	市場總監擁有 Twitter賬戶的品牌	市場總監	Twitter賬戶	被封鎖	訊息	關注	關注者
1	Coca Cola 可口可樂	Joseph V Tripodi	@JVTRIPODI	Yes(是)	n/a(不適用)	1	0
2	IBM 國際商業機器	Jon lwata	@coastw	-	217	10	1399
3	Google 谷歌	Lorraine Twohill	@lorr2hill	-	1	11	40
5	GE 通用電氣	Beth Comstock	@bethcomstock	-	463	404	3782
8	Nokia 諾基亞	Jerri DeVard	@JerriDeVard	-	n/a(不適用)	1	0
10	HP 惠普	Bill Wohl	@billwohlHP	-	808	83	655
13	P&G 寶潔	Marc Pritchard	@PGCMO	-	-	-	15
14	Cisco 思科	Blair Christie	@BlairChristie	-	14	17	321
19	Samsung 三星	Ralph Santana	@ralphsantana	-	12	27	65

Source: Twitter - accessed March 22, 2011 資料來源: Twitter - 截至2011年3月22日

Twitter用戶現時每天發送超過1.4億條訊息 (tweet)，當中逾兩成與產品及/或品牌有關，這意味著每天有2,800萬條訊息可能與你的品牌或公司有關。無可否認，藉著參與用戶的對話，這個微博空間已經成為一個值得讓你聆聽客戶的地方，助你了解一些具潛在影響力的看法、態度及行為。

因此，關鍵問題已經由營銷人員應否參與，轉移到他們應如何參與。不單Twitter，大多數的社交媒體都對品牌塑造及管理帶來了嶄新挑戰。基本上，這可歸結為控制權已經交到消費者手上。企業自主品牌形象的時代已經過去。現時，消費者才是品牌的擁有者。由於喪失了控制權，當前的競爭促使品牌必須學習如何更迅速地回應市場。因此，營銷人員應掌握Twitter這類大型媒體空間的最新動向，並遵從明智的營銷忠告：不斷聽取意見！這樣，營銷人員就可了解客戶對公司品牌和競爭對手的第一手資訊。然而，我們還有甚麼可以做嗎？如有，我們應該怎樣做？

頂尖品牌的市場總監在做甚麼？隨著Twitter今年慶祝成立五周年，他們有一同參與慶祝嗎？他們究竟有用Twitter嗎？如有，他們多久會發一次訊息？他們會發甚麼內容？在美國品牌諮詢公司Interbrand公布的25個最具價值全球品牌中，我們有系統地探討了他們的市場總監有否使用Twitter。當中17個品牌有委任市場總監，但只有半數擁有可清晰確認的Twitter賬戶。

Twitter風格截然不同

似乎活躍於Twitter的九大品牌市場總監未有提供一致的答案，他們的Twitter風格截然不同。走在一個極端的是全球最大品牌可口可樂的Joseph Tripodi、谷歌的Lorraine Twohill、

諾基亞的Jerri DeVard及寶潔 (P&G) 的Marc Pritchard。他們有Twitter賬戶，但未曾發送訊息，因此他們的關注者 (follower) 人數有限。可能他們只用Twitter來聽取意見。

在另一個極端的有較為主動的市場總監，例如國際商業機器 (IBM) 的Jon lwata、通用電氣 (GE) 的Beth Comstock和惠普 (HP) 的新任市場總監Bill Wohl。Jon的訊息好像潮汐一樣，有時他幾天都不發一言，然後一個月有四至五天會發出較多的訊息。他發的內容全部與IBM有關：開設IBM分店的公布、策略重點及投資者簡報等。

@bethcomstock和@bill_wohlHP則較為定時和頻密地發送訊息。Beth是在GE任職多年的市場總監，她會定期分享公司活動和客戶到訪的經歷。Bill是最近才由SAP轉職到HP的新任市場總監，他立即擔起重任，開始在Twitter發送訊息。事實上，在我撰文前的15天，他一共發了20條訊息，內容夾雜了公司的新聞稿和個人經歷。

美國零售商Best Buy 的Barry Judge (@BestBuyCMO, <http://barryjudge.com/>) 就更加個人化和較多親身經驗。Barry每天發兩至三條訊息，內容圍繞工作與玩樂。明顯的例子有：「試試會怎樣？我訂了亞斯本Little Nell 酒店3月23至27日的房間，但我不能去。有人知道我該怎樣找到租客嗎？」

利用Twitter發聲

在這個領域上，尋找你的個人聲音尤其關鍵。為你和你品牌決定一個合適的風格十分重要。你需要考慮幾個問題，較為主動的Twitter風格有利有弊，你可以自行衡量。

積極參與Twitter的好處是可以接收資訊和建立聲譽：

- 更快掌握客戶意見 Twitter是讓你最快知悉客戶如何評價公司品牌的途徑之一。
- 減少依賴公司內部的客戶分析資料。擁有個人的直接資訊渠道，可讓你平衡公司渠道所提供的分析資料。
- 更親民 開設Twitter賬戶讓外界有機會即時與你聯繫。至少這顯示你和你的品牌樂於接受意見，並表現出你個人很關注市場的反應。

積極參與Twitter的壞處是耗時、使人分心和混淆：

- 更分心 根據市場調查公司Pear Analytics 的研究資料，不少訊息的內容有四成都是無意義的胡言，還有很多是閒談和自我宣傳。如果沒有仔細訂制你的「群組」(list) 和好好處理「我關注的賬戶」(Whom-to-follow)，就很難篩選出重要的訊息。這樣，收發訊息就會造成很多無謂的干擾。
- 更混淆 個人品牌塑造或會與公司品牌塑造混淆。發表一個「本人在此發表的訊息僅屬個人意見，並不代表公司立場」的聲明是危險之舉。

如果你不想作出以上權衡，是否仍然可以選擇開設Twitter 賬戶，然後只聽不語？不，不見得，因為置身事外或會違反奧地利裔美國心理學家兼哲學家Paul Watzlawick 所制訂的重大溝通法則，亦即「人們根本無法不與外界交流」，意思是，在Twitter 保持緘默亦傳達了一個訊息，這或會被詮釋為模稜兩可，或很容易被闡釋為「冷淡」、「忙於處理客戶以外的其他事情」，甚或「傲慢」。究竟你和貴公司應否作出以上權衡，這就悉隨尊便了。✿

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Sustainability Hits the 領導層開始關注可持續發展

More companies are waking up to the fact that they need to “go green or go bust,” writes **Kareth Kane**

愈來愈多企業意識到需要推出環保措施，否則只會結業收場 Kareth Kane

Ten years ago, environmental issues in business were essentially about compliance: “what’s the least we can get away with that keeps us out of jail?” In the last decade there has been a significant shift and companies have been keen to go ‘beyond compliance’ into environmental management.

Now every manager and their dog have been setting annual targets, appointing environmental champions and rolling out the recycling bins.

But this is changing once again. Sustainability is fast becoming a strategic boardroom priority. Why?

The first reason is that instead of being a public relations or cost cutting opportunity, green issues are starting to become a source of competitive advantage (or disadvantage). In an interview for my new book, *The Green Executive*, Martin Blake of Royal Mail told me the organisation had won and lost seven-figure contracts where sustainability was a key factor in the final decision.

In Europe at least, with the public sector and the big retailers in particular driving sustainability down their supply

chains, it is increasingly a matter of “go green or go bust.”

The second reason is that, due to this competitive advantage/disadvantage, the bar is rising higher and higher. Glen Bennett, Managing Director of specialist logistics firm EAE Ltd, recently won a contract where he was told that the crucial advantage was gained in the environmental section. The other bidders had submitted environmental policies, Glen put in a picture of his 6kW wind turbine. He has since invested in an electric van and biodiesel-powered lorries to maintain his competitive advantage. Such investments in sustainability cannot be delivered without board level buy-in.

The third reason is that in these days of social media, bad news can travel fast. Very fast. Pressure groups are always on the look out for a high profile target. Greenpeace’s clever aping of Apple’s website in 2007 to highlight their poor environmental performance led to a rare about turn by Steve Jobs. The pressure group has now turned its fire on the Volkswagen Group (recently labelled as Europe’s least-green motor manufac-

turer) with a clever Star Wars parody which is going viral as I type.

The damage that can be inflicted on brands and reputation by such campaigns is immense. Walmart’s ambitious sustainability programme was formulated in response to negative perceptions about a range of sustainability issues in its supply chain. Marks & Spencer’s equally impressive Plan A was in part inspired by a desire to maintain its position as the U.K.’s most trusted high street retailer.

So where does this leave the boardroom members of the future? Surveys have shown that senior executives widely believe that sustainability issues are key to corporate advantage over the next few years, but that they feel ill-prepared to deal with them.

From the interviews for *The Green Executive*, I found that the key success factor is the ability to marry a personal commitment to sustainability with superlative business acumen. Hitting that sweet spot involves a steep learning curve for many, but those who get it right will be the business leaders of the future. ✨

Boardroom

Corporate Responsibility More Than Just Philanthropy

While corporate responsibility initiatives are still partly motivated by philanthropy, many large companies now view them as possessing a clear strategic dimension that makes them an increasingly core part of many of their business activities.

New research published in the U.K. by Deloitte, the business advisory firm, suggests that the reasons why large U.K. companies undertake corporate responsibility (CR) activities have evolved over recent years.

“Increasingly, corporate responsibility programmes involve a more sophisticated commercial focus where companies seek to open up new markets, attract the best staff, acquire new customers, and develop strategic relationships,” said Deloitte partner, Heather Hancock.

“The best businesses concentrate on what they do best, and deliver leadership in society through the core activities of their business. Providing corporate expertise, insight and experience can prove to be far more valuable than simple cash donations.”

The report found that CR programmes are increasingly used to develop relationships with government, suppliers and customers in key markets, as well as to mobilise staff and strengthen corporate culture.

The report also found that the focus of CR projects for both providers and beneficiaries is moving away from purely cash donations to include resources such as staff volunteering, the use of facilities or assets, or pro bono business expertise.

“Intelligence and contacts will become increasingly important for charities as they work to acquire new sources of revenue and build strategic alliances. Charities should consider a wide range of potential support from corporate partners and not focus solely on short-term cash contributions.”



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十年前，商界的環境議題實際上只著眼於業務是否合規：「我們最少要有些甚麼才能避免違規？」近十年，企業的焦點已大幅轉移，從只求合規進化到環境管理的層面。

如今，每位經理和他們的下屬都忙於制訂年度目標，委任環境專家，並設置廢物回收箱。

然而，這個情況又正在改變。可持續發展正快速成為管理層的策略工作重點。為甚麼呢？

首個原因是，綠色議題除了是一個公關或減省成本的機會之外，也開始成為競爭優勢（或弱勢）的來源。我籌備新作《綠色行政人員》（The Green Executive）時，訪問了英國皇家郵政（Royal Mail）的Martin Blake。他告訴我該機構曾經因為可持續發展這個關鍵因素，而奪得及失掉七位數字的合約。

至少在歐洲，隨著公營部門和大型零售商積極把可持續發展的概念融入他們的供應鏈中，綠色作業日漸成為大勢所趨，反其道者只會失敗收場。

第二個原因是，鑒於涉及競爭優勢 / 弱勢，企業對這方面的要求也愈來愈高。專業物流公司EAE Ltd的董事總經理Glen Bennett最近取得一份合約，他其後得知公司的重要優勢來自環保一環。其他投標者亦有提交環境政策，但Glen卻加入了一張六千瓦風力發

電機的相片。自此之後，他再投資了一輛電動客貨車和生物柴油動力貨車，以維持他的競爭優勢。沒有領導層的支持，此等與可持續發展有關的投資就無法進行。

第三個原因是，在這個社交媒體風行的時代，壞消息會極速傳千里。施壓團體總是設法找出一些高姿態的目標。2007年，綠色和平巧妙地模仿蘋果網站，以凸顯該公司的差劣環境表現，促使其總裁史提夫·喬布斯（Steve Jobs）罕有地徹底改變立場。該施壓團體現已轉而抨擊德國大眾汽車集團（近日被標籤為環保表現最差的歐洲汽車製造商），推出模仿《星球大戰》的惡搞廣告以作諷刺，該廣告正像病毒般迅速傳播開去。

這類行動會對品牌和商譽造成巨大的打擊。沃爾瑪積極制訂可持續發展計劃，就是為了回應針對其供應鏈中一系列與可持續發展相關的負面看法。同樣，馬莎之所以推出A計劃，某程度上也是為了維持其作為英國最值得信賴的大型零售商地位。

這對於企業領導層有何啟示呢？調查顯示，高級行政人員普遍相信可持續發展議題是未來數年建立企業優勢的關鍵，但他們卻認為自己在處理這些議題時仍準備不足。

從《綠色行政人員》一書的訪問中，我發現成功的要訣是能夠以最敏銳的商業觸角，把個人理念與可持續發展結合起來。要做到這點，就必須不斷努力學習，累積經驗。只要你一旦成功，就會成為未來的商業領袖。✿

行善以外的企業責任

儘管企業責任活動的動機有時仍然是出於行善，但很多大公司現正視之為清晰的策略目標，並日漸成為很多商業活動的核心部分。

業務諮詢公司德勤在英國發表的最新研究指出，英國大型公司推行企業責任活動的原因近年已經有所演變。

德勤合夥人Heather Hancock說：「愈來愈多企業責任計劃牽涉一些較為複雜的營商焦點，例如公司想開拓新市場、招攬優秀員工、吸納新客源，以及開展策略關係等。」

「一流的企業會專注於他們最擅長的領域，並通過其核心業務，在社會中發揮領導作用。提供企業的專業知識、精闢見解和豐富經驗，已被證實遠較純粹捐款更有價值。」

報告發現，企業責任計劃正日漸被用來與主要市場的政府、供應商及客戶建立關係，以及動員員工和加強企業文化。

報告亦指，企業責任計劃的施予者和受惠者焦點，都由純粹捐款轉移至包含公司資源，例如員工義務參與、使用設施或資產，或免費提供商業專業知識。

「隨著慈善機構要開拓新的收入來源和建立策略聯盟，才智和人脈將會對他們日益重要。這些機構應考慮從企業夥伴取得不同的潛在支援，而不應只著眼於短期的捐款。」

Gareth Kane is a sustainability consultant, speaker, trainer, coach and author. He has worked with hundreds of organisations from small local companies through to trans-national corporations including DuPont, RWE nPower and Aker Solutions, to help them get the most from the sustainability agenda.

Gareth Kane是可持續發展顧問、講師、培訓家、導師和作者。他曾經與數以百計的機構合作，協助他們發揮可持續發展的最大效益。這些機構包括小型本地企業，以至化學工業公司杜邦（DuPont）、能源公司RWE nPower及工程技術公司Aker Solutions等跨國企業。



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Dishes served at the traditional Hong Kong greasy spoon cafe do not have to be MSG laced or made with low quality ingredients, writes **Gerry Ma**

傳統港式茶餐廳的食品絕不一定要用味精或劣質食材來烹調 馬桂榕

Instant noodles in soup with a slice of luncheon meat and a fried egg, or a pineapple bun and cup of milk tea, are classic “*cha chaan teng*” (greasy spoon cafe) snacks. Many Hongkongers have a soft spot for the *cha chaan teng* because they grew up with them.

I am also a fan of the Hong Kong ‘stocking’ milk tea. This classic *cha chaan teng* flavour with an egg tart or a slice of toast with butter and condensed milk is a perfect combination. However, after I had tried a famous chain *cha chaan teng* nearby my office one day, although delicious, I felt very thirsty and a bit unwell due to all the MSG used in the dish. It seems MSG is ever present in every *chai chaan teng*, and while some claim that their dishes are MSG-free, they still use chicken stock powder, another kind of artificial seasoning, to add extra flavour to dishes. Eating these dishes once in a while is fine, but if you eat most of your meals at these cafes, the high salt and oil content puts a lot of stress on your body.

Cantopop, which opened a few months ago, is trying to change the image of the *cha chaan teng* without sacrificing flavour. When I was told their executive chef is Margaret Xu, who is well-known for being very particular about ingredients, I was confident I was in for something different.

The first time I went there, I was in a hurry and felt only a bit hungry. The waiter suggested I try the macaroni in organic vegetable soup, and an egg sandwich with a glass of iced lemon tea. The macaroni was really impressive. Although a simple dish, the stock was excellent, and most importantly, I didn’t feel thirsty afterwards! The egg was full of flavour and the sandwich wasn’t greasy.



Steamed Music Egg Custard
蒸水蛋



Tomato Egg Scramble
茄蛋飯 (\$68)



Cantopop – 港土茶記

After that, I started popping into Cantopop whenever I needed to have a quick bite. Noodles in soup with homemade luncheon meat and egg, sous vide charsiu fried egg rice, beef brisket with noodles, etc are all quick and simple snacks, but are all made with care. From the ingredients used to cooking methods, Cantopop is changing perceptions



Margaret Xu, the chef-owner of celebrated private kitchen Yin Yan, is reinventing the cha chaan teng.
著名私房菜「鴛鴦飯店」主廚徐麗重新演繹多款茶餐廳美食。

Redefining the *Cha Chaan Teng*

不一樣的茶餐廳

that the *cha chaan teng* does not have to be unhealthy.

Take its noodles in soup with luncheon meat and egg for example. Almost every *cha chaan teng* uses canned luncheon meat, but Xu insists on using locally sourced hormone- and antibiotic-free pork to make her own. The pork is first beaten and pulverized to form a gelatinous paste

and then mixed with potato starch. She also uses “music eggs” from a local farm where the hens listen to tunes a few hours each day.

“Music eggs have a richer taste and a higher density, which means they are higher in protein. I even saw double yolks. For the sunny-side-up, the yolks are a richer yellow, more domed and creamier,” Xu said.



Sous vide char siu (Cantonese barbecued pork) and "music eggs"
 摩飛利叉蛋飯 (\$68)

The pasta (including egg noodles, macaroni and spaghetti etc.) are made in-house using a pasta machine. The stock is also homemade and entirely free of MSG. Given all the work and quality ingredients that go into this simple dish, it is easy to understand why this bowl of noodles costs HK\$68, compared to the HK\$28 or so charged by a regular *cha chaan teng*.

All ingredients are locally sourced wherever possible, organic and sustainable. Stock and sauces are also homemade, and most importantly, all dishes are free of additives, which is serving the call for healthy diets. Co-founder Todd Darling, who comes from the United States, said: "I hope more people can enjoy quality Hong Kong food."



Curry Luncheon Meat Bun
 咖喱餐肉包 (\$58)

很多人喜歡餐蛋麵、菠蘿油這些具香港特式的茶餐廳食品，貪其方便簡單，而且收費相宜。我本人都很喜歡茶餐廳的港式奶茶，配上一件蛋撻或牛油多士，確是絕配。然而，我試過光顧附近一家城中著名的連鎖茶餐廳，食物選擇琳琅滿目，味道確是很美味，但吃後口渴得不得了，實在難受。味精，似乎是食肆廚房必備，有些食肆明明標榜不用味精，但原來是用雞粉，事實上只是另一種味粉而已。試想想，經常出外用膳的你，每天吃下這麼多的味精，你的身體受得了嗎？



Salted Baked Chicken
 鹽焗雞 (\$78)

Xu added: "I want to use local, quality ingredients to re-create *cha chaan teng* staples and bring them into full play."

As many Hong Kong people are die-hard fans of the *cha chaan teng*, their philosophies encouraged the two to join hands to establish Cantopop.

Whenever a new restaurant opens it attracts wide coverage in the media, especially when its executive chef is as famous as Margaret Xu. But some reviewers have criticized their dishes for being tasteless, not having enough sauce, the stock being too thin, or the toast not toasted enough ... so what's going on?

When people first try Cantopop, they expect the dishes to taste exactly like the average *cha chaan teng*, which have high levels of sodium, fat and strong flavours. To keep their costs down, many use tasteless frozen meat which they season with a good pinch of MSG – also the key ingredient in the so-called pork stock. This even confuses some gourmets, who are so arrogant that they cannot even distinguish the taste of MSG.

In this MSG world, our taste buds and body are tortured daily. However, Cantopop is a good place for us to learn how these classic dishes original tasted. ❀

Cantopop

港土茶記
 G/F, The L Place
 139 Queen's Road
 Central
 Hong Kong
 中環皇后大道中139號
 The L Place 地下
 2857 2608

還好，月前隔鄰開了一家新餐廳港土茶記，從報導及同行中得知餐廳的主理人之一是以注重食材、奉行原味為本的徐原，那就大可放心了。我第一次前往光顧時，正是趕時間又有點餓，在店員的推介下，點了一份粒粒菜通粉及雞蛋三文治，還有一杯凍檸茶。印象真的不錯，尤其那一份湯通粉，簡單的一份通粉，湯底真的殊不簡單，吃得出是用心來做，最重要是吃後不覺口渴。蛋治所用的雞蛋，蛋味夠香，而且不油，吃得也放心。這次之後，遇上趕時間想醫肚，都愛待在港土茶記，自製餐肉蛋麵、犀非利叉燒蛋飯、清湯牛腩湯麵、雞鮮蛋鮮湯麵……等等，逐一品嚐。看似非常普通的食物，以為只是配上別具一格的名堂而已，事實上每款食物的背後都經過深思熟慮的研究和設計，從選材至烹調，都是從健康出發。

就以一份餐肉蛋麵為例，當全世界都採用罐頭午餐肉，徐原卻堅持採用本地無注射賀爾蒙、抗生素等化學物的豬肉，先將半肥瘦豬肉打至起膠，混合薯仔而成。她用的蛋是音樂蛋，即是本地農場以音樂飼養的雞隻所生下的蛋；雞隻並無注射雌激素等，除了餵飼優質飼料，農場還會按雞齡依次播放古典樂曲、廣東流行曲及Disco音樂，目的是讓牠們穩定情緒，促進食慾，健康成長。根據徐原所說：「音樂蛋的蛋味比一般的更鮮濃，它的密度高，表示蛋白質也高，我更吃過雙黃蛋。以太陽蛋為例，音樂蛋的蛋黃鮮黃一點，形狀較凸起，整體口感更 creamy，最重要是更富蛋味。」麵條（包括全蛋麵、通粉、意粉等）都是他們自己搓，再用自設製麵機製成，而湯麵的湯底當然也是自己熬煮。聽過他們的選材和做法後，你就會明白這碗麵為何要盛惠港幣68元。

每當有新餐廳加入市場，傳媒定必爭相報導，港土茶記也不例外，加上餐廳的主理人之一徐原，當然就更有賣點。港土茶記，顧名思義，就是香港土製的茶餐廳，標榜的是食材來自本地農場，絕對有機、具可持續性、無化學成分，還有自家製麵條、湯底和醬料，配備低溫慢煮設備，最重要是零味精烹調，強調將有「營」注入傳統，切合市場所需。餐廳的創辦人兼餐廳所屬集團的CEO是來自美國的Todd Darling，他說：「希望有更多人可以吃到優質的港產食物。」而茶記的創意名廚徐原說：「我想將自己利用本地食材創作出來的菜式發揚開去。」此外，香港人對本地特有的茶餐廳有濃厚的感情

及親切感，這正是造就這兩位相識多時的朋友，合作打造港土茶記的原因。

自開業以來，港土茶記獲得不少正面評價，但有個別的網上食評卻評之為無味、不夠汁、湯底不夠濃、麵包不夠焦香等等，連網上食評王也是同一評價。問題出在哪裏呢？究其原因，始於「茶餐廳」這三個字。很多人第一次光顧港土茶記時，都擺脫不了茶餐廳食物的原有口味，多油多鹽、味道濃烈，這正是因為受價錢所限，無味的急凍肉食，當然要靠大量味精、味粉來調味，甚麼豬骨湯底都只是依靠神乎其技的豬精，這點竟然連自命不凡的食家也被迷惑弄昏了，連食物的真正美味與味精味也分不出來。

在味精泛濫、充斥食肆的現今大環境，味蕾與身體健康都飽受煎熬，而港土茶記正好是讓人重拾味覺，對食材重新認識的好地方。🌸



HK Caesar Salad with Salt Baked Chicken
凱撒鹽焗雞絲沙律 (\$68)



Butter and Condensed Milk on Thick Toast (background), and House Tofu Pudding
奶油厚多士(後) (\$26) 及凍豆腐花 (\$28)



Deep-fried Jade Perch
港土咕嚕實石魚 (\$128)



Gerry Ma is former guest host of the radio chat show, "Gourmet," and a judge for Hong Kong's "Best of the Best Culinary Awards."
馬桂榕為電台清談節目「飲食得喜」前任客席主持及「美食之最大賞」評判。

Nancy Chu Woo

朱楚珠

As a modern painter, the dominant characteristics of Nancy Chu Woo's art are colour and abstraction, in which she explores such themes as nudes, still life, and landscapes using a colourful palette, writes **Angela Li** 作為現代畫家，朱楚珠作品的主要特色是色彩與抽象的融合，利用獨特的色彩來探索人體、靜物和風景等主題 Angela Li

When you see one of Nancy Chu Woo's paintings, you not only stop to study and exclaim at the mastery of her skills, but also feel the intensity of the dialogue between the artist and the medium. Nancy's method of painting, which was first practiced in late 8th century China, is the ink and colour wash technique, a spontaneous splattering of colours and ink onto the paint surface which does not involve the use of the traditional brush. The artist paints unconfined by lines, paying great attention to the way that water, ink and colour work together on very wet paper and, utilising Western methods at the same time, mastering the application of colours by hand.

Nancy worked as an apprentice with Lingnan School master Zhao Shao'ang, but her apprenticeship was cut short when she went to New York's Cornell University to study Fine Arts. She completed her Master's of Arts degree at Columbia University and later returned to live in Hong Kong and studied under Yang Shan-Shen. Having been exposed to both Chinese traditional ink painting and Western techniques, Nancy has achieved a unique and harmonious fusion of ink and colours and a mastery of sculptural forms, lines and space. Under her paint brush, her subject matters merge in complete harmony. The result is one of charm and grace; a very unique



About Nancy Chu Woo

Nancy Chu Woo was born in China and grew up in Hong Kong. She studied traditional Chinese painting under the masters of the Lingnan School and later pursued her formal training as an artist in the U.S., earning a BFA degree from Cornell University and an MA from Columbia University. In 1973 the artist returned to Hong Kong where she taught at Hong Kong University. She has exhibited in and outside of Hong Kong and her paintings have been collected by the Hong Kong Museum of Art, Hong Kong University Museum and Art Gallery, and have entered private collections in Hong Kong, the United States, England, Germany, Japan, Malaysia, Australia and New Zealand.

關於朱楚珠

朱楚珠出生於中國，在香港成長。她在中國傳統嶺南畫派大師指導下學習傳統中國繪畫，後來又於美國接受西方正統的藝術家訓練，並在康奈爾大學獲得美術學士學位，以及在哥倫比亞大學取得美術碩士學位。她於1973年遷回香港後，曾任教於香港大學。她亦曾在國內外展出個人作品，部分更獲香港美術館及香港大學美術博物館收藏，作品亦被納入香港、美國、英國、德國、日本、馬來西亞、澳洲和新西蘭等地的私人收藏。

Angela Li founded 'Contemporary by Angela Li' in 2001. She has been involved in art consultancy and art dealing work since 2000, and launched her first private contemporary Chinese art fund, the Yi Chinese Art Investment Fund, in February 2007. For more information, visit www.cbal.com.hk
Angela Li於2001年創辦畫廊Contemporary by Angela Li。她自2000年起擔任藝術顧問及藝術品仲介人，其後於2007年2月成立其首個私人當代中國藝術基金 Yi Chinese Art Investment Fund。有關詳情，請瀏覽www.cbal.com.hk



style, neither entirely representational nor totally abstract.

In Nancy's landscape works, she moves away from primarily figurative studies of spaces to an escalated level of awareness of the natural world. They move away from the representational subject matter and challenge the imagination. They are about the meteorological and cosmological phenomenon of the world. Nancy regards the works as a union, a synthesis of the cosmological and nature, landscape or atmosphere. To her, everything is abstraction in some dimension and while doing these works, it has challenged her to meditate on the philosophy of life.

In between her landscapes, Nancy also paints human figures using live models. Sometimes they are not the conventional nudes, but figures of imagination. Yet when she paints still life, such as peppers and peaches, most of them are sensuous depictions. There is the ambiguity in portraying the anatomy of the human figure and still life. It is too facile to speak of her art as fusing the traditions of the East and West: her art is one which is profoundly personal in nature, one that has its root in something more magical and daring than the shackles of mere tradition, one which does not emphasise one cultural influence over another. ❀



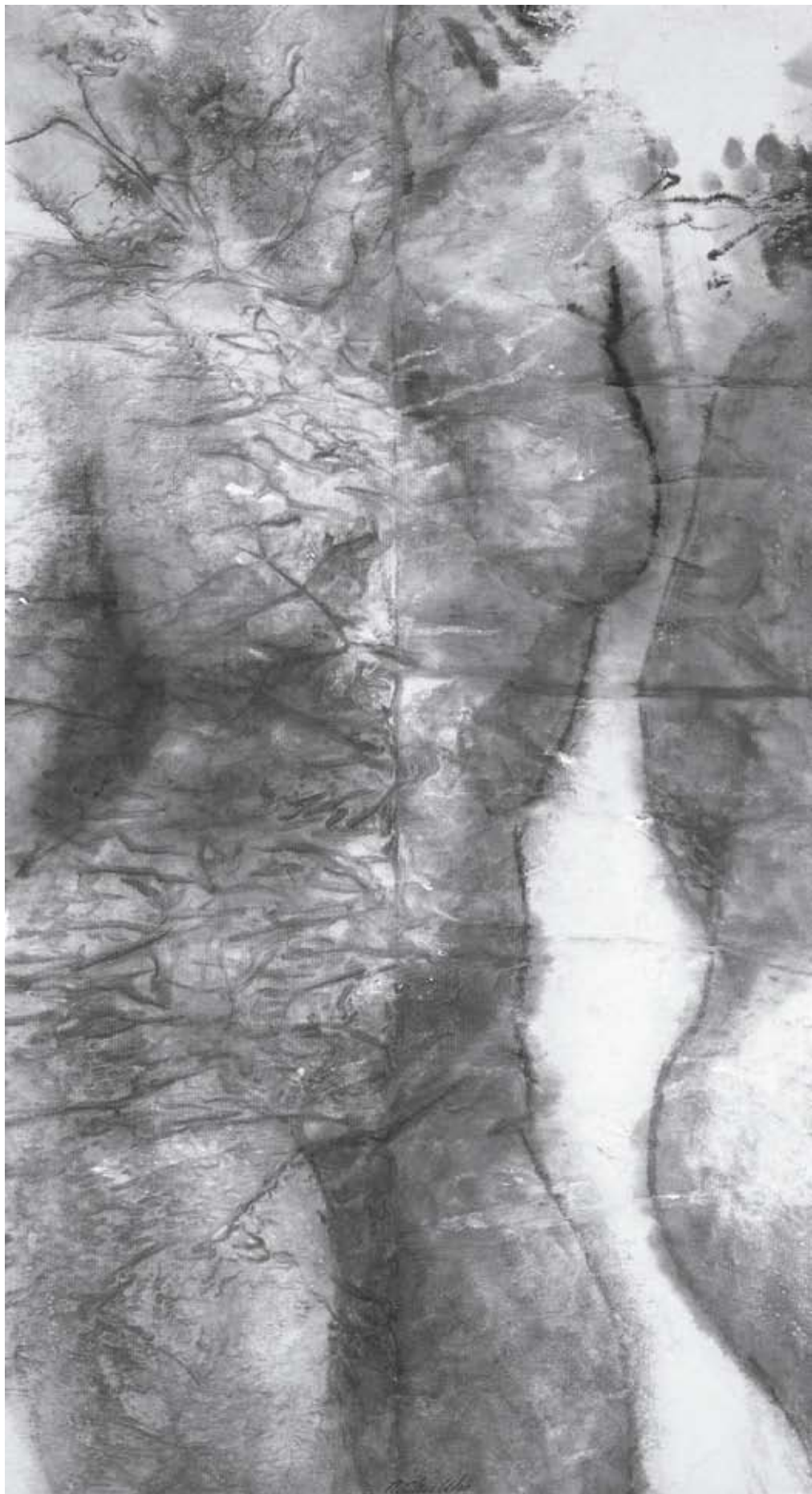
要是看過藝術家朱楚珠的畫作，都不只會驚訝於這位藝術家精煉的技術，更會感受到藝術家與作品之間的張力。

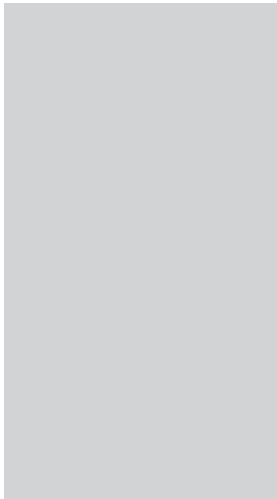
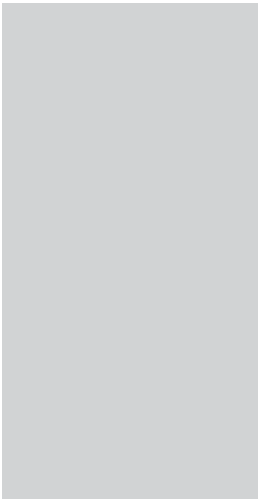
朱楚珠繪畫的方式，早在八世紀後期流行於中國。那是一種水墨與色彩的技術，一種不用傳統筆法，而是潑濺色彩與水墨於畫布表面的技巧。作品畫面並不受制於線條和形狀，形態隨著水、墨與顏料於染濕的紙上融合而產生出不同的效果；並同時利用西方的繪畫技巧來掌控色彩的運用。

朱楚珠曾跟隨嶺南大師趙少昂學習國畫，及後在紐約康奈爾大學攻讀美術學士，並於哥倫比亞大學完成藝術碩士學位，之後回流香港定居，成為了楊善深的學徒。由於長期學習中國傳統水墨與西方繪畫技術，她能夠獨特地體現出水墨和顏料間之揉合，亦對線條與空間很有掌握。在她的畫筆之下，她所描繪的事物可謂水乳交融，效果優美且獨特，既沒有完全的具象性，也不是完全抽象。

在朱楚珠的風景作品中，她脫離了最基本的對具象空間的研究，轉而提升至體會自然世界的更深層次。她的作品脫離了寫實手法，進一步挑戰想象力，變成了世界的氣象指標。朱楚珠認為她的作品是一種宇宙、自然、景象和氣氛的融合。對她來說，一切事物都有其抽象的地方，而每當創作這些作品時，便是一個給她對人生哲學沉思的機會。

除了風景作品，朱楚珠亦經常繪畫人體作品，有時會脫離常見的傳統人體繪畫，變成充滿想像力的圖像。然而，她筆下的靜物，如辣椒和桃，都成為了一種感性的描繪，令這些水果和人體的形像融和但又含糊不清。若說她的藝術融合了東方與西方的傳統，實在太過流於表面。她的藝術具有深刻的個人特性，並不單單強調一種文化影響另一種文化，或是要純粹打破傳統的束縛。✿







Laura Goodrich explains how you can drive yourself, your team and your organization to a positive future

Laura Goodrich 解釋如何推動自己、團隊和機構邁向正面的未來

Surely you've experienced something like this: you buy a red car, and suddenly red cars appear everywhere. Why? Because you're focusing on red cars – and you get more of whatever you focus on. But much of the time, consciously and unconsciously, we dwell on what we don't want, and that's what we get.

Seeing Red Cars is a metaphor for focusing on what you want. It acts as a visual trigger to remind you of the positive outcomes you are striving for and, when you stray off the track, to jog your

memory back into the present and re-focus on what you want personally and professionally.

Laura Goodrich draws on more than 15 years of lessons learned from working with people, teams, and organizations that struggled as they were living and working in times of dynamic change. To help these and other companies better deal with the challenges, she produced a film 'Seeing Red Cars' that is being used by more than 500 trainers, coaches, and consultants worldwide as part of their existing training curricu-

lums or to establish employees' positive focus and engagement when they are launching important change initiatives.

This book digs deeper into the *Seeing Red Cars* positive outcomes mind-set and guides you in making intentional changes that will have an impact on your life.

Breaking the Pattern of Focusing on "I Don't Wants"

Through experiences and case studies in this book, she explains that it is a



Seeing Red Cars

舉目皆是紅色汽車

perfectly human inclination to focus on what people do not want to have happen, not on what they do want to have happen. It happens so often. Ask people what they want, and without hesitation they generally say:

“What I don’t want is this: I don’t want people to be gone that day, I don’t want to be stood up at meetings, I don’t want to waste my time.”

Even after Goodrich says she repeatedly pointed out that their statements began with “I don’t want” and specifically asking them to rephrase their state-

ments as “I wants,” they quickly returned to expressing what they didn’t want or what they were trying to avoid.

When people intentionally change their focus to what they do want, phenomenal events start happening in their business and personal lives. And when a group of employees or an entire team or organization gets on board and focuses on what they do want, positive outcomes replicate, and achieving corporate objectives becomes even more possible.

By learning how to shift focus from what you don’t want and are trying to

avoid to a positive mind-set, readers can understand how to:

1. Resist the natural inclination to focus on negative thoughts, concerns, and fears.
2. Create a sense of awareness around their individual interests passions, strengths, and values.
3. Make the connection between their personal and professional “I wants” and those of their team and organization to create individual and collective positive outcomes.’ 🌸

the Bulletin 工商月刊



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你想必有類似的經驗：當你買了一輛紅色汽車後，突然發現街上到處都是紅色的車。為甚麼？因為你過於在意紅色的車——而你愈是在意，就愈會看到更多。然而，在日常生活中，我們總是有意無意地專注於我們所抗拒的事物，那最終就會成為我們所得到的結果。

看見紅色汽車正是一個隱喻，表示你正專注於你想要的事物。它是一種視覺刺激，觸發你想起你正努力達到的正面結果，而當你感到迷失，它會喚起你的記憶，讓你重新專注於你想達到的個人和工作目標。

在變革時代下，不少個人、團隊和機構都面對生活和工作挑戰。在書中，Laura Goodrich分享與這些個人和組織合作逾15年的經驗和體會。為協助企業更有效地應對挑戰，她製作了一部電影——《看見紅色汽車》，這部影片獲全球超過500位培訓家、導師和顧問採用，作為他們現有培訓課程的一部分，或用以建立僱員的正面焦點和投入感，促進重大改革措施的開展。

此書進一步剖析《看見紅色汽車》所帶出的正面結果思維，並引導你有目的地作出影響一生的改變。

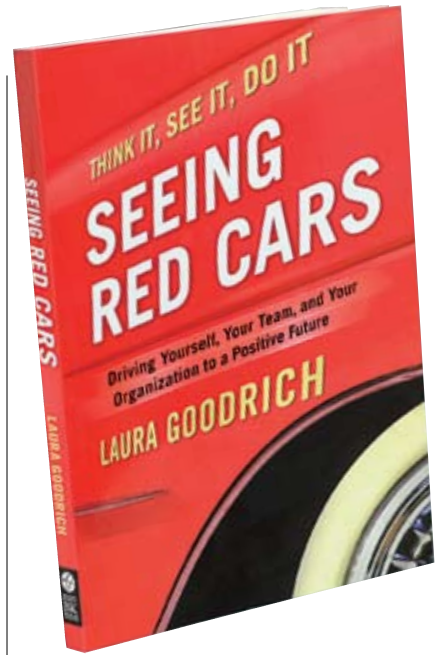
突破專注於「我不想」的思維模式

作者透過書中所分享的經驗和個案研究，指出人們很自然地傾向專注在他們所抗拒的事情上，而非集中於他們想要的東西。這是常見的情況。若問人們想要甚麼，他們普遍會毫不猶豫地說：

「我不想人們在那天跑掉，我不想被放鴿子，我不想浪費時間。」

即使Goodrich表示自己已反覆指出他們的陳述以「我不想」起首，並特別要求他們把措辭改成「我想」，但他們迅即又會重申自己所抗拒或嘗試避免的事物。

當人們故意把焦點轉移到他們所想的事上，他們的工作和個人生活就會開始變得不一



樣。當一班員工、整個團隊或組織都專心致志地集中於他們所想，就會得出所想的正面結果，令企業目標變得更易達成。

透過學習把專注力從個人所抗拒並嘗試避免的事物轉移到正面的思維上，讀者可了解如何：

1. 對抗專注於負面想法、憂慮和恐懼的自然傾向。
2. 建立對個人興趣、熱情、長處和價值的認知。
3. 把個人與工作目標與團隊和機構的目標結合，以創造個人和共同的正面結果。✿

Congratulations to the winners of **Financial Shenigans**

Wong Kin Fai Behzad Mirzaei
 Chan Wing Kee Joop Litmaath
 Fok Chun Yue Norman Yeung

The Bulletin is giving away three copies of this month's featured book. Entries will be randomly drawn from the hat and winners will be announced in the next issue of *The Bulletin*. Deadline for entries is August 22. Simply complete the entry form and send it to: The Hong Kong General Chamber of Commerce, 22/F, United Centre, 95 Queensway, Admiralty, Hong Kong.

《工商月刊》將送出本月推介書籍三本，歡迎會員來信參加。本會稍後將抽出幸運兒，結果將於下月的《工商月刊》內公布。截止日期為8月22日。請填妥索取表格，並郵寄至香港總商會（地址：香港金鐘道95號統一中心22樓）。

Name 姓名 : _____ HKGCC Membership No. 會員編號: _____
 Company 公司名稱 : _____
 E-mail 電郵 : _____ Telephone 電話: _____

(Winners will be notified by e-mail and be required to pick up their book at HKGCC's head office 得獎者將獲電郵通知，並須前往本會總辦事處領取書籍)

Seeing Red Cars

The worldwide prevalence of obesity has nearly doubled since 1980, according to a major study on how three important heart disease risk factors have changed across the world over the last three decades. The study, published in the Lancet, looked at all available global data to assess how body mass index (BMI), blood pressure and cholesterol changed between 1980 and 2008.

The study shows that in 2008, more than one in ten of the world's adult population was obese, with women more likely to be obese than men. An estimated 205 million men and 297 million adult women were obese – a total of more than half a billion adults worldwide.

The proportion of the world's population with high blood pressure, or uncontrolled hypertension, fell modestly between 1980 and 2008. However, because of population growth and ageing, the number of people with uncontrolled hypertension rose from 600 million in 1980 to nearly 1 billion in 2008. High-income coun-

tries achieved large reductions in uncontrolled hypertension, with the most impressive progress seen in women in Australasia and men in North America. Uncontrolled hypertension is defined as a systolic blood pressure higher than 140 mmHg or diastolic blood pressure higher than 90 mmHg.

Average levels of total blood cholesterol fell in Western countries of North America, Australasia and Europe, but increased in East and Southeast Asia and the Pacific region.

Professor Majid Ezzati, the senior author of the study from the School of Public Health at Imperial College London, said: "Our results show that overweight and obesity, high blood pressure and high cholesterol are no longer Western problems or problems of wealthy nations. Their presence has shifted towards low and middle income countries, making them global problems." ❀



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People Are Getting **Heavier**

愈來愈胖



根 據一項關於心臟病三大風險因素過去30年在世界各地有何變化的大型研究，肥胖症的全球患病率自1980年起幾乎增長了一倍。醫學雜誌《刺針》近日刊出該項研究，當中探討了所有可得的全球數據，以評估1980至2008年期間體重指數（BMI）、血壓及膽固醇的趨勢。

研究顯示，2008年的全球成年人口中有逾一成屬於過胖，當中又以女性居多。估計有2.05億成年男性及2.97億成年女性患有肥胖症，即全球共有超過5億成年人過胖。

1980至2008年期間，全球患有高血壓（或不受控制高血壓）的人口比例緩緩下降。然而，鑒於人口增長及老化，患有不受控制高血壓的人數由1980年的6億人增加至2008年的近10億人。高收入國家的不受控制高血壓患者大幅減少，當中最顯著的減幅可見於澳大利西亞女性及北美男性。不受控制高血壓的定義為心縮壓高於140 mmHg，或心舒壓高於90 mmHg。

北美、澳大利西亞及歐洲這些西方國家的總膽固醇平均水平下降，但東亞、東南亞及太平洋地區的相關數字則有所上升。

英國倫敦帝國理工學院公共衛生學院的Majid Ezzati教授為是次的高級研究員，他說：「我們的結果顯示，超重過胖、高血壓及高膽固醇已經不再是西方或富有國家的問題。它們已經轉移至中低收入國家，變成了全球通病。」

BMI

- In 2008, 9.8% of men and 13.8% of women in the world were obese (with a BMI above 30 kg/m²), compared with 4.8% for men and 7.9% for women in 1980.
- Pacific island nations have the highest average BMI in the world, reaching 34-35 kg/m², up to 70% higher than some countries in Southeast Asia and sub-Saharan Africa.
- Among high income countries, USA has the single highest BMI (over 28 kg/m² for men and women), followed by New Zealand. Japan has the lowest BMI (about 22 kg/m² for women and 24 kg/m² for men), followed by Singapore.
- Among high-income countries, between 1980 and 2008, BMI rose most in USA (by more than 1 kg/m²/decade), followed by New Zealand and Australia for women and followed by UK and Australia for men. Women in a few Western European countries had virtually no rise in BMI.
- The UK has the sixth highest BMI in Europe for women and ninth highest for men (both around 27 kg/m²).
- Turkish women and Czech men have the highest BMI in Europe (both around 28 kg/m²). Swiss women had the lowest BMI in Europe (around 24 kg/m²).

Blood pressure

- Systolic blood pressure levels are highest in Baltic and East and West African countries, reaching 135 mmHg for women and 138 mmHg for men. These levels were seen in some Western European countries in the 1980s before their impressive declines.
- South Korea, Cambodia, Australia, Canada and USA had some of the lowest blood pressures for both men and women, below 120 mmHg for women and below 125 mmHg for men.
- Among high income countries, Portugal, Finland and Norway have the highest blood pressure.
- Men had higher blood pressure than women in most world regions.

Cholesterol

- Western European countries like Greenland, Iceland, Andorra, and Germany have the highest cholesterol levels in the world, with mean serum total cholesterol of around 5.5 mmol/L.
- African countries have the lowest cholesterol, some as low as 4 mmol/L.
- Among western high-income countries, Greece has the lowest cholesterol for both men and women (below 5 mmol/L).
- USA, Canada, and Sweden also had low cholesterol. The UK's cholesterol is ninth highest in the world, slightly below 5.5 mmol/L.



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- 2008年，全球有9.8%男性及13.8%女性過胖（BMI超過30 kg/m²），而1980年的相關數字則為4.8%男性及7.9%女性。
- 太平洋島國的平均BMI全球最高，達到34至35 kg/m²，較東南亞及次撒哈拉非洲地區的部分國家高70%。
- 在高收入國家之中，美國錄得最高的個人BMI（男女的體重指數超過28 kg/m²），其次是新西蘭。日本的BMI則最低（女性約為22 kg/m²，男性約為24 kg/m²），其次是新加坡。
- 在高收入國家之中，1980至2008年期間BMI升幅最大的是美國（每10年增加逾1 kg/m²），其次是新西蘭及澳洲的女性，以及英國及澳洲的男性。某幾個西歐國家的女性幾乎沒有增加BMI。
- 英國女性的BMI在歐洲排第六高，男性則排第九高（兩者均約為27 kg/m²）。
- 土耳其女性及捷克男性的BMI是歐洲之冠（兩者均約為28 kg/m²）。瑞士女性的BMI則是全歐洲最低（約為24 kg/m²）。

血壓

- 波羅的海及東西非國家的心縮壓水平最高，男女性分別高達138 mmHg 及135 mmHg。部分西歐國家在1980年代都曾經達到這些水平，但近日已大幅回落。
- 南韓、柬埔寨、澳洲、加拿大及美國的男女性血壓最低，分別為125 mmHg以下及120 mmHg以下。
- 在高收入國家之中，葡萄牙、芬蘭及挪威人的血壓最高。
- 在大部分地區，男性的血壓一般較女性高。



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膽固醇

- 格陵蘭島、冰島、安道爾及德國等西歐國家的膽固醇水平全球最高，血清總膽固醇平均約為5.5 mmol/L。
- 非洲國家的膽固醇最低，部分低至4 mmol/L。
- 在西方的高收入國家之中，希臘的男女性膽固醇水平最低（5 mmol/L以下）。
- 美國、加拿大及瑞典的膽固醇水平亦較低。英國的膽固醇水平是全球第九高，略低於5.5 mmol/L。

Chamber Happenings 活動重溫

Hong Kong International Airport Master Plan 2030 & Its Implications to the Business Community

香港國際機場2030規劃大綱及其對商界的影響



The Airport Authority Hong Kong (AAHK) released its latest Hong Kong International Airport Master Plan 2030 on June 2 to launch a three-month public consultation on the strategic direction of the future development of the airport.

At a joint business community seminar on June 27, Dr Marvin Cheung, Chairman, and Stanley Hui, CEO, from the Airport Authority Hong Kong, presented an overview of the Master Plan 2030. They discussed in detail the considerations of AAHK for the two options under consultation, including the potential economic impact to Hong Kong, and the challenges that AAHK needs to face in pursuing the options.

香港機場管理局（機管局）於6月2日發布最新的「香港國際機場2030規劃大綱」，並就機場的未來發展策略方向展開為期三個月的公眾諮詢。

在6月27日的商界聯席研討會上，香港機場管理局主席張建東博士及行政總裁許漢忠先生講述了「2030規劃大綱」的概要，並詳細討論了機管局對兩個諮詢方案的考慮，包括方案為香港帶來的潛在經濟效益，以及機管局將要面對的挑戰。

Asia/Africa

Ambassador
Nadjib Riphath
Kesoema,
Deputy Minister
for Foreign
Relations,
Indonesia, led a high-
level delegation to the
Chamber on June 30. The
delegation, organized by the
Coordinating Ministry of
Politics, Law and Human
Rights of the Republic of
Indonesia, was received by
Marc Castagnet, Chairman



of the Asia/Africa Committee
and its members. Both sides
exchanged intelligence on
the latest updates and ways
to encourage closer bilateral
relations.

China

Song Airong,
Vice President,
Xingjiang Uygur
Autonomous
Region, led
a delegation to call on
the Chamber on June 20.



Chamber CEO Alex Fong
welcomed the visitors.

Qiang Yi, Deputy
Director, Commerce Bureau
of Nantong, visited the
Chamber on June 22, where
he was welcomed by Alex
Fong.

A delegation made up
of 35 entrepreneurs from
Hubei Province called on the
Chamber on June 23.
Irene Lau, Chamber Chief
Consultant, Business
Development, received
the visitors and discussed

potential opportunities for
cooperation.

Zhang Zhensu, Director
General, Investment
Promotion Bureau,
Managing Committee of
Suzhou Industrial Park,
called on Alex Fong on July
24 to discuss investment
opportunities in Suzhou for
Hong Kong entrepreneurs.

Fan Yun, Representative of
NPC and Board Chairman of
Shanghai Fushen State Assts
Evaluation Co Ltd, called on
Alex Fong on June 30.

Chamber Committees 總商會委員會

Americas Committee 美洲委員會
Mr Douglas Van 萬祥生先生

Asia/Africa Committee 亞洲/非洲委員會
Mr Neville Shroff 尼維利施樂富先生

China Committee 中國委員會
Mr Emil Yu 于健安先生

CSI – Executive Committee
香港服務業聯盟 — 執行委員會
Mr David Dodwell 杜大偉先生
Digital, Information and
Telecommunications Committee
數碼、資訊及電訊委員會
Ms Winnie Yeung 楊長華小姐

Economic Policy Committee
經濟政策委員會
Mr James Riley 詹偉理先生
Environment and Sustainability
Committee
環境及可持續發展委員會
Dr Glenn Frommer 馮悟文博士

Europe Committee 歐洲委員會
Mr Serge G. Fajalen 范富龍先生
Financial and Treasury Services Committee
金融及財資服務委員會
Mr T C Chan 陳子政先生
Industry & Technology Committee 工業及科技委員會
Mr Edmond Yue 余國賢先生

Zhang Yanning, Assistant Director-General of Nanjing Municipal Bureau of Commerce, visited the Chamber on June 30 where he was welcomed by Irene Lau.

Competition Law

The Chamber presented four submissions to the LegCo Bills Committee on Competition Bill in the past month, addressing various aspects of the bill, such as definitions and prohibitions, questions for the administration, enforcement approach for non-hardcore conducts and the guidelines.

Environment and Sustainability

The Environment and Sustainability Committee met on June 16 to discuss

its work plan for the second half of the year. During the meeting, Dr Glenn Frommer was re-elected as the Chairman, while Cary Chan, Teresa Au and Dr Jeanne Ng were re-elected as Vice Chairmen.

Thinex Shek, Senior Manager, Business Policy, attended the Organizing Committee meeting of the Hong Kong Awards for Environmental Excellence on July 5 to discuss the 2011 awards scheme.

Industry and Technology

The 2011 Hong Kong Awards for Industries took place at an awards presentation cum gala dinner on June 30. The Chamber is the leading organizer of the Innovation and Creativity category, which saw five award winners this year. The

The Chamber helped to co-organize and supported a number of Mainland trade and investment promotions recently. These included: 最近，本會曾協辦及支持多項內地貿易和投資推廣活動，包括：

15th China International Fair for Investment & Trade (CIFIT) Seminar & Luncheon
第15屆中國國際投資貿易洽談會暨午餐會

Harbin and Hong Kong Economic and Trade Cooperation
哈爾濱—香港經貿洽談會

The 2011 Business Fair for Hong Kong-Guangdong Economic, Technology and Trade Cooperation
2011粵港經濟技術貿易合作交流會

Grand Award was presented to Chun Hing Business Development Co Ltd by the Financial Secretary.

SME

The SME Committee met on July 6 and elected Dr Cliff Chan as Chairman, while William Wong and Norman Yeung were elected as Vice Chairmen.

Service Industries

The HKCSI Executive Committee met on June 29 to discuss developments relating to services cooperation and liberalization in the global and regional arena. At the meeting, David Dodwell was re-elected Chairman of the committee.

The Retail and Tourism Committee met on July 4 to discuss policies affecting the sector. At the meeting, Roy Ng was re-elected Chairman of the Committee, while Michael Hobson, Sylvia Chung and Frank Lee were elected as Vice Chairmen.

The Financial and Treasury Services Committee met on July 11 to discuss opportunities for Hong Kong's financial services sector following the promulgation of the 12th Five Year Plan.

Y L Cheung, Partner, Forensic & Dispute Services of Deloitte, spoke at the Chamber's July 11 roundtable luncheon on financial statement fraud. He told members some of the tell-tale signs to watch out for, and also shared some case studies. ✿



Gregory So, Secretary for Commerce and Economic Development, met with HKGCC representatives, together with representatives of major business chambers and SME associations, on July 5 to discuss business concerns about the Competition Bill. During the meeting, useful and constructive views were exchanged.

商務及經濟發展局局長蘇錦樑於7月5日與總商會、主要商會及中小企組織的代表會面，討論商界對《競爭條例草案》的關注。會上，雙方作出了實用和有建設性的交流。

亞洲/非洲

印尼外交部副部長Nadjib Riphath Kesoema大使於6月30日率領高層代表團到訪總商會。由印尼共和國政治、法律與人權部組織的代表團由亞洲/非洲委員會主席馬克及其他委員接待，雙方就最新動向及如何鼓勵更緊密的雙邊關係交換消息。

中國

新疆維吾爾自治區副主席宋愛榮於6月20日率領代表團到訪，團員由總商會總裁方志偉接待。

南通市商務局副局長姜毅於6月22日到訪本會，由方志偉接待。

由湖北省35位企業家組成的代表團於6月23日到訪，團員由總商會商務發展首席顧問劉敏儀接待，討論潛在合作機會。

蘇州工業園區管委會招商局局長張震蘇於7月24日與方志偉會面，討論香港企業在蘇州的投資

機遇。

上海市知識份子聯誼會副會長樊芸於6月30日與方志偉會面。

南京市商務局局長助理張雁寧於6月30日到訪本會，由劉敏儀接待。

競爭法

總商會向立法會競爭條例草案委員會提交四份建議書，探討有關草案的不同範疇，例如定義及禁止行為、向政府提出的疑問、非嚴重行為的執法方式及指引。

環境及可持續發展

環境及可持續發展委員會於6月16日開會討論下半年的工作計劃。會上，馮悟文博士獲選連任主席，而陳永康、區佩兒及吳芷茵博士則獲選連任副主席。

總商會工商政策高級經理石平偉於7月5日出席香港環保卓越計劃的籌委會會議，討論2011年獎項計劃。

工業及科技

2011香港工商業獎於6月30日舉行頒獎典禮暨晚宴。總商會是創意組別的主辦機構，今年共表揚了五家得獎企業，而創意大獎得主振興實業發展有限公司獲財政司司長頒發獎座。

中小企

中小型企業委員會於7月6日開會，並選出千里眼控股有限公司的陳作基博士為主席，而黃龍想及楊敏健則獲選副主席。

服務業

香港服務業聯盟執行委員會於6月29日開會討論全球及地區服務業合作與開放的相關發展。會上，杜大偉獲選連任主席。

零售及旅遊委員會於7月4日開會討論影響業界的政策。會上，伍俊達獲選連任主席，而賀百新、鍾慧敏及李敬天則獲選副主席。

金融及財資服務委員會於7月11日開會討論「十二五」規劃為香港金融服務業所帶來的商機。

德勤法證會計服務合夥人張玉林蒞臨本會7月11日的午餐會，闡述財務報表詭騙，向會員解釋一些值得留意的跡象，並分享個案研究。



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香港總商會 1861



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Our Address / Contact

The Hong Kong General Chamber of Commerce

22/F United Centre,
95 Queensway, Hong Kong

Tel: (852) 2823-1273 / 2529-9229
Fax: (852) 2527-9843
Email: chamber@chamber.org.hk



Pearl Appreciation Evening

珍珠鑑賞會

The Chamber organized a pearl appreciation evening with Paspaley at the 1881 Heritage on June 24. Chamber members had an opportunity to learn about the mystery and romance of Australian South Sea pearls – the rarest and finest cultured pearl in the world – from Chris Paspaley, Merchandise Director, as well as even try on a few pieces. ❀



總商會於6月24日假尖沙咀1881的世界
總頂級南洋珍珠公司Paspaley舉辦珍珠
鑑賞會。商品總監Chris Paspaley向會員介
紹澳洲南洋珍珠 全球最珍貴的優質養殖
珍珠 的神秘魅力，會員亦即場試戴部分
珍品。 ❀





Pushing the Boundaries of Creativity 創意無界限

42 of Hong Kong's brightest and most innovative companies honoured at awards ceremony

42家傑出的香港創新企業在香港工商業獎頒獎典禮上獲表揚

Forty-two companies were honoured for their business acumen and creativity at the 2011 Hong Kong Awards for Industries (HKA1) presentation ceremony, which took place on June 30.

Speaking at the event, Financial Secretary John Tsang called the awards a celebration of local creativity that gives due recognition to the excellence in design, in service, in innovation and in technology.

A total of 231 entries were received for the awards which cover six categories:

consumer product design, machinery and machine tools design, customer service, innovation and creativity, productivity and quality, and technological achievement category. Professor Tsui Lap-chee chaired judging panels which scrutinized every entry to come to their final selection of winners in each category.

The Grand Award winners were Philips Electronics Hong Kong Limited (consumer product design), Kolinker Industrial Equipments Limited (machinery and machine tools design), Fairwood

Fast Food Limited (customer service), Chun Hing Business Development Company Limited (innovation and creativity) and Network Box Corporation Limited (technological achievement).

“I am particularly pleased that some of our winning companies are being shepherded by young industrialists. Youth breeds energy and new ideas. Their participation and dedication will provide strong continuity and ingenuity for our industries,” Tsang said. “Only by pushing the



Winners of the Chamber's Innovation and Creativity Category pose for a group photo with officiating guests.

總商會的「創意組別」得獎者與一眾主禮嘉賓合照。

2011 Hong Kong Awards for Industries: Innovation and Creativity 2011香港工商業獎：創意

Grand Award Winner 創意大獎得主

Chun Hing Business Development Co Ltd 振興實業發展有限公司

Chun Hing has demonstrated the ability to diversify its core business into a completely new and innovative product line. The idea of a Link Socket may be simple, but it is a creative and very user-friendly solution that addresses the practical needs of every household. Therefore it possesses substantial business potential. The company's strong culture of innovation is driven by its enthusiastic and energetic engineering team in product development. It is a showcase of Hong Kong's long-standing value of flexibility and versatility that, collectively, strive for continual excellence.

— Comments by HKGCC Judging Panel

振興的成功之處，在於能夠由其核心業務擴展至嶄新的產品線。Link Socket的概念雖然簡單，但卻是一個創意十足、方便易用和切合每個家庭實際需要的產品，故此商業潛力龐大。該公司憑藉熱誠和積極的工程團隊，得以在產品開發方面建立優良的創新文化，展現香港人素有的靈活機變，以及不斷追求卓越的共同特質。

— 總商會評審委員會之評語



boundaries of our creativity, will our industries be able to stay ahead of the competition.”

The HKAI was launched in 2005 by merging the former Hong Kong Awards for Industry and the former Hong Kong Awards for Services, established in 1989 and 1997 respectively. HKGCC is the organizer of the Innovation and Creativity Award Category. The awards aim to recognise Hong Kong enterprises in both the manufacturing and services sectors for their outstanding achievements. ✿

2011香港工商業獎頒獎典禮於2011年6月30日舉行，表揚42家具有商業觸角和創意十足的優秀企業。

財政司司長曾俊華致辭時表示，有關獎項是對本地創意的肯定，也表彰了業界在設計、服務、創新和科技領域上的卓越貢獻。

香港工商業獎今年共收到231份申請，涵蓋消費產品設計、機器及機械工具設計、顧客服務、創意、生產力及品質，以及科技成就這六個獎項組別。由徐立之教授主持的評審委員會逐一審核每份申請，再決定各個組別的最終得獎者。

各大獎得主分別為：Philips Electronics Hong Kong Limited（消費產品設計）、科研工業器材有限公司（機器及機械工具設計）、

大快活快餐有限公司（顧客服務）、振興實業發展有限公司（創意），以及網絡通保安有限公司（科技成就）。

曾司長說：「我最高興的是，部分得獎企業是由年青的企業家一手經營。青春能夠孕育朝氣和新意念。他們的參與和投入將為本地業界不斷注入無比的動力和創意。」他續說：「只有不斷突破創意的界限，香港的工商業才可在競爭中節節領先。」

香港工商業獎由香港工業獎（於1989年起舉辦）及香港服務業獎（於1997年起舉辦）於2005年合併而成。香港總商會是「創意組別」獎項的主辦機構。這個獎勵計劃旨在表揚香港工商業在製造和服務業界的傑出成就。 ✿

Powerful Idea 「給力」的意念

Necessity may be the mother of invention, but its father is creativity, and knowledge is the midwife

需要也許是發明的動力，但創意也不可或缺，而知識則是促成的因素

Marcus Chow rushed home one day last year clutching his new iPad, eager to try it out. After carefully unpacking the shiny tablet and connecting the power cord, he went to plug it in, but all of the sockets on the power extension were in use. Damn!

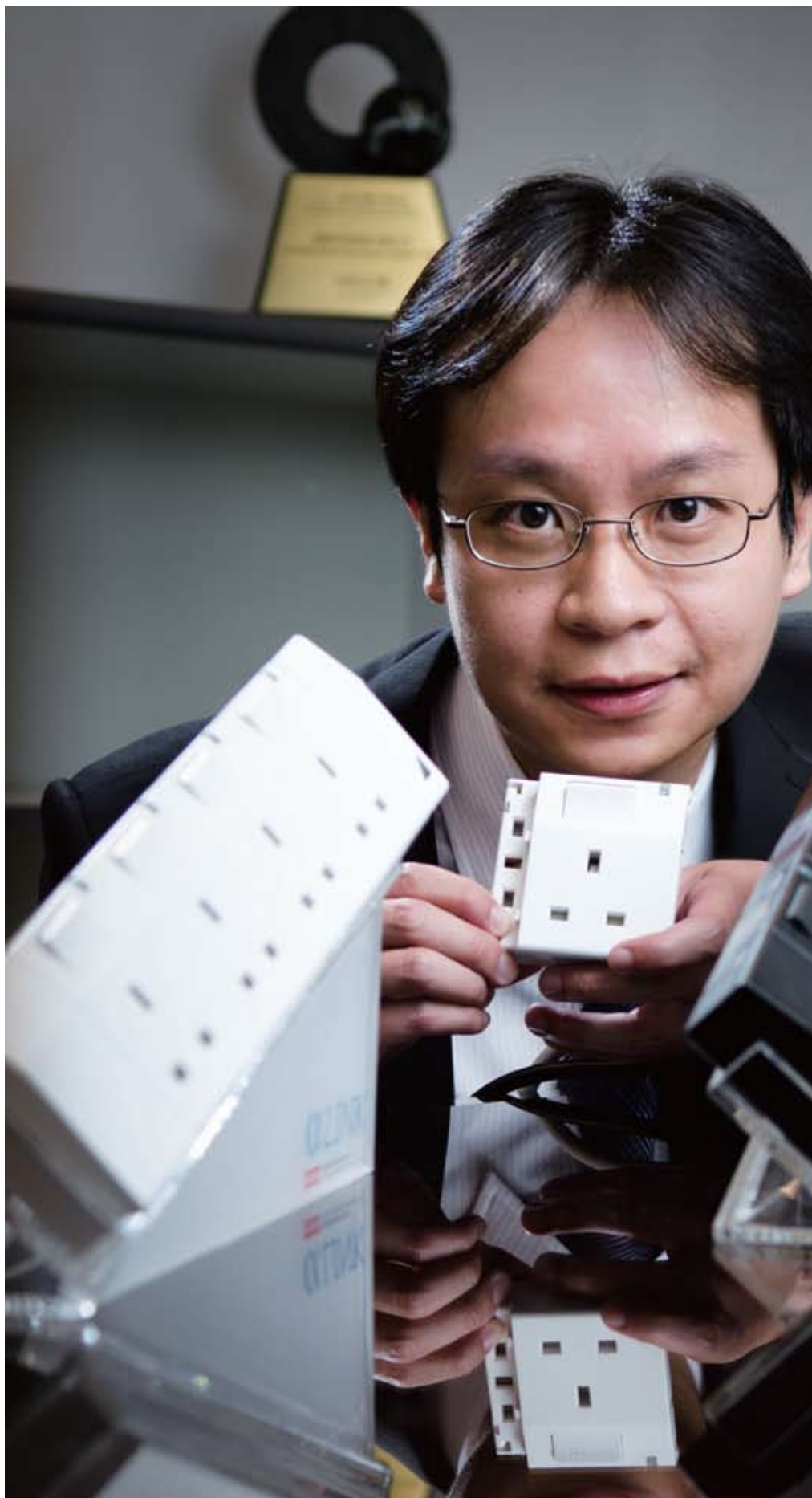
He popped out to the supermarket to get a bigger one, but found they were sold only in four- or six-socket combinations. He checked household appliance and hardware shops, but had to settle for buying an additional cord.

“So I thought, ‘wouldn’t it be fantastic if I could just add an additional socket to my existing extension whenever I needed to?’” he explained.

The next day he discussed the problem with his boss and floated the idea of an adjustable power extension socket that allows users to add extra sockets like building blocks. His boss thought it was a good idea, and called a meeting to get staff’s views.

“Everyone thought it was a very good idea, and it was also an opportunity for our company to launch our own brand, because we are an OEM company,” he said.

Marcus’s employer, Chun Hing Business Development Co., Ltd., is primarily in the precast concrete fabrication business, although it also engages in general trading. So developing a new electrical product was a gamble. Convinced Marcus was onto a winner, his boss figured it was a gamble worth taking and hired an electrical engineer to develop a prototype.





e.Energy Lighting Limited 研能照明有限公司

Award Winner 創意獎得主

T&K Lighting Management System is a useful technology developed in Hong Kong to improve energy efficiency of lighting device, with a view to contributing to the global efforts to reduce emissions. Although there are many new green technologies available in the market, e.Energy is able to identify a niche and introduce a sophisticated and practical add-on solution without generating waste from abandoning old devices. The company is also lauded for its extensive contribution to cultivating innovation in academia.

– Comments by HKGCC Judging Panel

研能照明節能管理系統是在本港開發的一項實用科技，能夠改善照明設施的能源效益，為全球的減排工作出力。儘管市場上有林林總總的嶄新綠色科技，研能卻能覷準獨特的商機，並引入精密和具實效的附加方案，避免因棄置舊有照明裝置而產生廢物。該公司亦致力在學術界培育創意，貢獻良多。

– 總商會評審委員會之評語



Fu Hong Industries Limited 富康玩具製品有限公司

Award Winner 創意獎得主

The Genius Feeder developed by Fu Hong is a new and interesting product, offering a creative solution to overcome the spoon-feeding problem known for hundreds of years. It is unique and innovative in its method for helping infants develop early chewing behaviour, which also helps reduce the tension and pressure of parents in the feeding process. The company is able to demonstrate its strong leadership in creating and reinforcing the value of innovation, an essential spirit of Hong Kong's entrepreneurs.

– Comments by HKGCC Judging Panel

富康研發的「咬咬樂」是一項嶄新而有趣的產品，以獨特和別具創意的的方法，解決長久以來用茶匙餵食嬰兒的煩惱，既有助幼兒發展早期的咀嚼行為，亦同時減輕家長在餵食過程中的壓力。富康能夠展示領導層的創意及加強創新價值的能力，正是香港企業家必須具備的精神。

-- 總商會評審委員會之評語



After a year of development, and several prototypes, Marcus is now happy with the final product.


“We have completed British Standard (BS) testing for four and eight sockets, and are in the process of testing ten sockets,” he said.

The product will be available in Hong Kong in one or two months’ time, followed by the U.K., Singapore and Malaysia, as they all use the same testing standard. In the meantime, Marcus said he will be seeking to complete testing standards for the French and U.S. markets.

“We are very concerned that this product should be completely safe. We have already changed the design so that kids will not think it is building blocks, and also enhanced its rigidity by incorporating metal pins into the connection,” he said.

To protect his idea, the design has been patented in Hong Kong, Mainland China and the United States.

But he isn’t resting on his laurels. Already, work has started on developing blocks that act as a USB charger, and battery charger. To enhance safety further, the company’s electrical engineer is designing a power surge protection unit into the socket’s end cap.

“I think our ideas can connect, so hopefully this is just the start of our new brand α Link,” he said. 

去年某天，周振輝拿著他的新iPad匆匆回家，急不及待要試用這款最新產品。他小心翼翼地拆開包裝及連接電線，正準備接駁電源之際，卻發現拖板已經插滿電器，豈有此理！

他隨即前往超級市場，打算購買一個設有更多插座的拖板，但發現所售的拖板只有四或六個插座。他再跑到一些家電及五金店去找，但最後也只得放棄，轉而購買一條額外電線。

他解釋：「這令我想到，假如每當有需要時，我只需在現有的拖板上附加一個插座供電，那不是很棒嗎？」

第二天，他與老闆討論這個問題，並提出可接駁式電源插座的構思，讓使用者如砌積木般添加額外插座。他的老闆認為這個構思很好，於是開會募集員工意見。

「人人都覺得這是出色的構思，而由於我們是原設備製造商，這也是我們公司建立自家品牌的機會。」他說。

儘管周氏的僱主振興實業發展有限公司也有從事一般貿易，但仍然以經營預製混凝土生

Konew Financial Express Limited 康業信貸快遞有限公司

Award Winner 創意獎得主

Konew manages to add value to the conventional property mortgage business by introducing Mortgage Express, serving as mobile offices for documenting loan applications at any destinations. It is able to identify customer’s needs and make good use of technologies to develop a convenient platform to deliver efficient services. The innovation is straightforward and practical, enabling the company to stand out in the competitive market, with potential for continual innovation.

– Comments by HKGCC Judging Panel

康業透過「樓按急先鋒」車隊服務，為傳統的物業按揭業務增值。該公司能夠了解客戶需要，善用科技來建立流動辦公室，以此方便快捷的平台提供高效服務，在任何地區處理貸款申請。這項創新服務簡易實用，使康業在競爭激烈的市場中突圍而出，並具有持續創新的潛力。

– 總商會評審委員會之評語



Certificate of Merit 創意優異證書

Intuitive Automata Hong Kong Limited



產業務為主，因此開發一項嶄新的電器產品是冒險的行為。由於深信周氏的設計必能成功，他的老闆認為值得冒險，並聘請了一位電機工程師開發原型。

經過一年的開發和幾個原型之後，周氏對現在的最終產品十分滿意。

「我們的四個及八個插座組合已通過英國標準（BS）測試，而十個插座組合則在檢測之中。」他說。


該產品將於一至兩個月內在香發售，其後再銷往英國、新加坡和馬來西亞，因為這些國家均採用相同的檢測標準。與此同時，周振輝表示會盡快達到法國和美國市場的測試標準。

他說：「我們非常重視這項產品能達到百分百安全。我們已改良了設計，讓小孩不會誤

以為是積木，也透過加入金屬針来提高其堅固度。」

為保障他的概念，該設計已在香港、中國內地和美國取得專利。

然而，他未有因此而滿足，並已著手研發一些可作為USB充電器和電池充電器的組件。為進一步加強安全，該公司的電機工程師正為插座的保護蓋設計一個調壓保護裝置。

他說：「我認為我們的概念能夠連繫生活，希望這只是我們旗下新品牌奧爾科（Link）的起步點。」 

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Theatre

Conference Room 1

Conference Room 2

Committee Room

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09:00 - 17:30 : \$9,720
1/2 day (4 hrs) : \$6,720
Hourly Rate : \$1,860
 (Min. Charge for 2 hrs)

110 seats
 (1,300 sq ft)
 \$9,720
 \$6,720
 \$1,860

40-60 seats
 (830 sq ft)
 \$6,240
 \$4,320
 \$1,200

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 (470 sq ft)
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 \$2,400
 \$660

12-16 seats
 (310 sq ft)
 \$2,160
 \$1,440
 \$360



Facilities

Theatre and Conference Room 1:

- 2 LCD Projectors
- 2 Electric Screens
- 4 Table Microphones
- 2 Hand-held Wireless Microphones
- 2 Clip Microphones
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Conference Room 2 and Committee Room:

- LCD Projector
- Electric Screen
- Internet Access / Wireless Area
- Laser Pointer
- Whiteboard / Flipchart
- Overhead Projector
- Self-service Cafe Bar

Non-office hour rental can also be considered. After office hour air-conditioning \$320 per hour / overtime work \$65 per hour.

What's Happening at the Chamber

UPCOMING HIGHLIGHTS

Positive Teamwork Magic: Creating a 'Yes, and' Culture

Date: August 25
Time: 09:00-11:30
Venue: Chamber Theatre

As the market competition becomes more vigorous in 2011, corporate successes are continuously dependent on team performances. Companies rely on teams to achieve significant contributions. However, many people seldom exercise effective "teamwork." Nathan Yung, Mind Resources Associate Consultant, will show you how to stimulate a "yes, and" culture in your staff.

Mission to Xiamen

Date: Sept 7-9

The Chamber will lead its popular annual mission to Xiamen for the 15th China international Fair for Investment & Trade. During the trip, delegates will tour the show, which is expected to have a heavy emphasis on green industries and new energy products, in addition to attending special meetings with ministers and officials from all over the Mainland.



Leadership Communication

Date: Sept 28
Time: 09:00-11:30
Venue: Chamber Theatre

Many senior executives are confident and capable speakers but are they really at the top of their game? David Keattch is Chief Executive Officer of Connect Communication, will share his insights on what makes for a great presentation, and how speakers can create a lasting impression on their audience. He will also discuss the importance of presentation tools – or in many cases the lack of - to really inspire and get people to buy into your message.

Managing the Post-90s Generation

Date: Sept 27
Time: 09:00-12:00
Venue: Chamber Theatre

Shirley Ng, Director of Coach Infinity, will share at this workshop how managers can get the most out of their post-90s generation staff. By discussing their aspirations, concerns, and expectations, she will give participants an insight into the minds of today's generation of young workers.



UPCOMING EVENTS

Problem Solving Skills for Leaders

16 Aug, 14:30 - 17:30

Employees Compensation Ordinance Workshop

23 Aug, 09:30 - 17:00

Positive Teamwork Magic—Creating a "Yes, and" Culture

25 Aug, 09:00 - 11:30

Understand The New INCOTERMS® 2010

25 Aug, 15:00 - 17:30

HKGCC Mission to Xiamen – For the 15th China Int'l Fair for Investment & Trade

7-9 Sep

Excellence Customer Service

15 Sep, 09:00 - 12:00]

Leadership Training for Supervisors & Line Manager

15 Sep, 14:30 - 17:30

HKGCC – Porsche Panamera Test Drive

23 Sep, 10:00 - 18:00

Managing Post 90's

27 Sep, 09:00 - 12:00

Leadership Communications

28 Sep, 09:00 - 11:30

How to File Individual Income Tax Return in China

28 Sep, 14:45 - 17:45]

Chamber Player

Europe's Economic Crisis
Chris Maguire and Kater Frost shared their insights on how they feel the crisis will impact businesses trading with Europe.



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第一期 2011年10月15日-19日

電子及家電類；五金工具類；機械類；車輛及配件類；建材類；照明類；化工產品類；進口展區

第二期 2011年10月23日-27日

日用消費品類；禮品類；家居裝飾品類

第三期 2011年10月31日-11月4日

紡織服裝類；鞋類；辦公、箱包及休閒用品類；醫藥及醫療保健類；食品類；進口展區

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