

INSIDE THIS  
ISSUE  
今期內容

FINANCIAL HELP FOR SMEs  
中小企業財政援助

GBA UPDATE  
大灣區最新動態

REAL ESTATE OUTLOOK  
房地產前景

May 2020

HKGCC: The Voice of Business in Hong Kong

# bulletin

工商

MEET THE CHAMBER'S  
NEW CEO

總商會新總裁履新

HK\$30 RMB25



Hong Kong General Chamber of Commerce  
香港總商會 1861

# The Only All-inclusive Exhibition, Conference, Banquet and Entertainment Mecca in East Kowloon



## Plan your next event at KITEC

Located in the heart of Kowloon Bay, **KITEC** is a fully integrated exhibition and convention centre, which offers ultimate adaptability to the combination of events we host, from global exhibitions, conferences, concerts and banquets, to private meetings and company gatherings. Our professional catering team is ready to design gourmet menus specially catered to the taste of you and your guests.

Kowloonbay International Trade & Exhibition Centre 1 Trademart Drive, Kowloon Bay, Hong Kong  
Sales Hotline: (852) 2620 2305 salesmgr@kitec.com.hk

[www.kitec.com.hk](http://www.kitec.com.hk)



## Passing the Baton

As I step down as Chairman I believe that the Chamber has an even more crucial role to play in ensuring Hong Kong's future health and prosperity



## 薪火相傳

卸任主席在即，我相信總商會將扮演更重要的角色，確保香港邁向穩健繁榮的未來

在本月的總商會周年會員大會後，我將卸任這個傑出組織的主席一職。能夠在這個非常時期為本港商界服務，實在與有榮焉。

過去一年尤為艱難，先有連月的示威活動和持續發酵的中美貿易緊張局勢，後有2019冠狀病毒病疫情。儘管香港尚算幸運，冠狀病毒個案數目相對較少，惟許多企業仍然飽受困擾。

上月，我們與行政長官召開緊急會議，提出多項財政措施援助企業，避免大規模裁員。早前的紓困措施並沒有直接解決失業問題，因此我們感謝特首聽取了我們的建議，理解到商界不能單憑一己之力應對當前難關。

在這個非常時期，行政長官推出前所未見的紓困措施，著力紓緩企業面對的銀根短缺問題，同時避免職位流失。我認為這反映了總商會在支援企業方面的關鍵角色——我們是名副其實的「商界之聲」。

我隨總商會赴大灣區城市考察期間亦有此體會，行程中團員紛紛與內地官員分享己見。大灣區發

展一日千里，這凸顯了該區為香港企業締造的龐大機遇。

不論是會見本港還是世界各地的官員，他們對總商會意見的重視，均令我印象深刻。這實有賴本會各委員會的出色工作，他們把複雜議題逐一拆解，制定出以本港利益為依歸的周全方案。

卸任在即，我衷心答謝大家一直以來的支持。我亦特此向常務副主席王冬勝、三位副主席周維正、李澤鉅和孫立勳、本會立法會代表林健鋒、一眾理事和委員會主席，以及總商會秘書處，包括前任總裁袁莎妮，致以由衷謝意。

新任主席將於5月15日周年會員大會選出。雖然短期挑戰艱鉅，但我深信他／她定能引領商界邁向更光明前景。當下困難重重，不過如年屆99，卻為了籌款予英國醫護人員而在自家後院繞場百周的老兵Tom Moore上尉所言：「致所有正經歷難關的人：雲過日將晴，雨後天自青。」

我期望卸任後，雲霧撥開時，再與諸位相聚面談。

After the Chamber's Annual General Meeting this month, I will pass on the baton as Chairman of this outstanding organization. It has been an honour and privilege to serve the business community of Hong Kong through what has been an extraordinary period for the city.

The past year has been particularly difficult, with the Covid-19 outbreak following on from months of protests and simmering U.S.-Sino trade tensions. While Hong Kong is lucky to have had relatively few coronavirus cases, many businesses have nonetheless suffered from enormous difficulties.

We had an urgent meeting last month with the Chief Executive to present various fiscal measures to help businesses and avoid mass layoffs. The earlier relief measures didn't address unemployment head-on, so we were grateful that she listened to our suggestions and understood that the business community cannot do it alone.

These are exceptional times and the CE's unprecedented relief package focused on easing the liquidity shortage that businesses are facing and avoiding job losses. I believe this reflects the crucial role that the Chamber plays in supporting businesses. We truly are the Voice of Business.

I also saw this on the Chamber's missions that I participated in to GBA cities, where we shared our views with Mainland officials. The pace of development in the GBA has been incredibly fast, which highlights the tremendous opportunities that the area offers for Hong Kong businesses.

Whether meeting with Hong Kong officials or incoming dignitaries from around the world, I have always been impressed by the importance people place on the Chamber's views. This is partly due to the excellent work that the Chamber committees do in dissecting complicated issues to develop well-thrashed out proposals that always have the interests of Hong Kong at heart.

As I step down, I would like to express my sincere gratitude to all of you for your support. In particular, I would like to thank my Deputy Chairman Peter Wong, Vice Chairmen Oscar Chow, Victor Li and Leland Sun, our LegCo Representative Jeffrey Lam, General Committee members, committee chairmen, and the Chamber Secretariat including former CEO Shirley Yuen.

Although the next Chairman – to be elected at our AGM on 15 May – will face serious challenges in the short term, I have every confidence that he or she will steer the business community towards a brighter future. These are difficult times, but as Captain Tom Moore, the 99-year-old war veteran who completed 100 laps of his garden to raise money for the U.K.'s National Health Service workers said: "To all those people who are finding it difficult at the moment, the sun will shine on you again, and the clouds will go away."

I look forward to seeing you all again face-to-face after I have stepped down and the clouds have indeed gone away.

**Aron Harilela**

夏雅朗

chairman@chamber.org.hk

# CONTENT WHAT'S HOT IN THIS ISSUE

Chairman: Aron Harilela  
Deputy Chairman: Peter Wong  
Vice Chairmen: Oscar Chow, Victor Li, Leland Sun  
CEO: George Leung  
Editorial Board: Watson Chan, Malcolm Ainsworth, Simon Ngan, Wendy Lo, Edith Hui  
Editor: Helen Sloan  
Translated By: Rachel Shum, Charles Chung, Yannas Chung  
Graphic Design: Andy Wong, Kayi Wong

Editorial Enquiries: Helen Sloan  
Tel: 2823 1210  
Email: [helen@chamber.org.hk](mailto:helen@chamber.org.hk)

Advertising: HKGCC Bulletin  
Tel: 2823 1245 Fax: 2821 9545  
Email: [adv@chamber.org.hk](mailto:adv@chamber.org.hk)

The Chamber is apolitical.  
Any advertisement of a political nature does not necessarily imply endorsement by the Chamber

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

Printed By: OMAC Production House Ltd  
21/F Kiu Yin Commercial Building,  
361-363 Lockhart Road, Wanchai, Hong Kong  
Tel: 2893 0944 Fax: 2832 7903  
Email: [info@omac.com.hk](mailto:info@omac.com.hk)

主席：夏雅朗  
常務副主席：王冬勝  
副主席：周維正 李澤鈺 孫立勳  
總裁：梁兆基  
編輯委員會：陳利華 麥爾康 顏偉業  
盧慧賢 許涼涼

編輯：宋海倫  
翻譯：岑美怡 鍾卓亨 鍾曉欣  
設計：黃惠強 黃嘉怡

編輯查詢：宋海倫  
電話：2823 1210  
電郵：[helen@chamber.org.hk](mailto:helen@chamber.org.hk)

廣告：HKGCC Bulletin  
電話：2823 1245 圖文傳真：2821 9545  
電郵：[adv@chamber.org.hk](mailto:adv@chamber.org.hk)

本會並非政治組織，任何帶有政治意味的廣告均不代表本會立場。

出版：香港總商會  
香港金鐘道統一中心廿二樓  
電話：2529 9229  
圖文傳真：2527 9843  
網址：[www.chamber.org.hk](http://www.chamber.org.hk)

承印：奧瑪製作室有限公司  
香港灣仔駱克道361-363號  
翹賢商業大廈21字樓  
電話：2893 0944  
圖文傳真：2832 7903  
電郵：[info@omac.com.hk](mailto:info@omac.com.hk)

## May 2020

The opinions expressed in articles in The Bulletin are those of the individual authors and do not necessarily reflect the views of HKGCC.

《工商月刊》刊載的文章內容乃個別作者意見，並不反映香港總商會立場。

# MEET THE CHAMBER'S NEW CEO

## 總商會新總裁履新



GBA UPDATE  
大灣區最新動態 42

FINANCIAL HELP FOR SMEs  
中小企業財政援助 52

REAL ESTATE OUTLOOK  
房地產前景 56



Hong Kong General Chamber of Commerce  
香港總商會 1861

### The Voice of Business 商界之聲

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



## Talking Points 議論縱橫

- 01 Passing the Baton  
薪火相傳
- 04 Supporting Enterprises  
and Safeguarding Jobs  
穩企業 保就業



## Economic Insights 經濟透視

- 14 Looking at the Long-term Impact  
探討長遠影響



## Thoughts from the Fiscal Front 財務前線

- 18 Understanding the CARES Act  
了解美國救助法案



## Special Report 專題報導

- 24 Getting on Board with  
Data Analytics  
掌握數據分析
- 28 Essential Tech for Remote  
Office Success  
遙距辦公必不可少的技術



## Member Profile 會員專訪

- 32 Ensuring Safety First  
安全第一
- 38 Making Experience Come Alive  
體驗「真實世界」

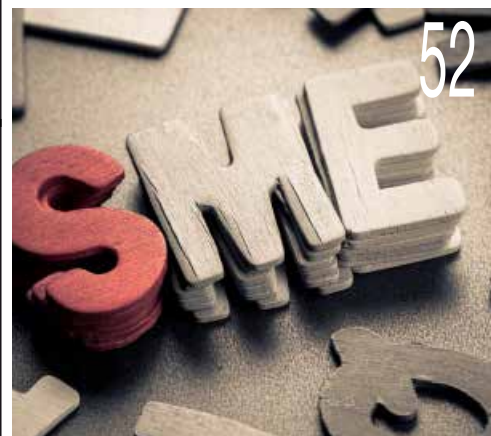
## Off Business 品味人生

- 40 Chemistry of Sichuan Cuisine  
川味化學作用



## China in Focus 中國焦點

- 42 GBA: Positive Outlook  
大灣區：前景樂觀



## Chamber in Review 活動重溫

- 52 Financial Life Raft for SMEs  
中小企業財政紓困措施
- 56 Outbreak Drives Real Estate Trends  
疫情驅動房地產趨勢
- 58 Shifting Sands in Supply Chains  
供應鏈變化難測
- 60 Business-School Partnership  
Programme  
商校交流計劃





# Supporting Enterprises and Safeguarding Jobs

Government has listened to the business community but this dialogue must continue to help us through this unprecedented crisis



## 穩企業 保就業

政府已聽取商界意見，但要協助企業渡過這場空前危機，對話必須持續進行

隨著各國疫情日趨嚴峻，環球經濟受到重創，企業陷入前所未見的絕境，難以應付無生意、無訂單、無收入的日子。

在情況尚未完全惡化之前，我們應竭盡辦法紓緩企業的流動資金壓力，保住員工飯碗，同時穩定市場信心，上下一心渡過這次困境。

近月受社會事件及疫情影響，我多次與特首會面，並聯同總商會會員和商界代表提出建議，包括由政府向僱主提供工資補貼。

政府亦接納了這些建議，同時優化各個信貸擔保計劃，包括提高貸款金額上限及提供特惠利息。手續繁複的分期繳稅安排，現時亦加入自動延期措施。

此外，我向特區政府建議，由金管局與銀行溝通後推出應急措施，讓企業暫時「還息不還本」，期間所有銀行均應要求不會向相關借款人徵收逾期罰款，避免企業資金鏈斷裂的風險。

上月，金管局亦同意下調銀行監管儲備，釋放合共 2,000 億港元的借貸空間，有助回應企業借貸需要，減輕中小企的負擔。

我與總商會會員一直保持溝通，他們向我反映現時處境，分享政策建議。就此，我曾與政務司司長會面，促請政府加碼紓困，確保抗疫基金分配得宜和平衡。

正所謂「留得青山在，哪怕無柴燒」，今日我們經歷危機，政府需要動用儲備救市，亦要留意環球經濟的變化，預早籌劃應變之道。我亦歡迎各位會員隨時透過電話或電郵向我反映意見和提出建議，我將努力向政府傳達，確保商界的聲音得到聆聽。

As the Covid-19 epidemic has become increasingly severe in various countries around the world, the global economy has been hit hard. Many companies have found themselves trapped in an unprecedented quagmire where they are finding it hard to survive as business, orders and income have slowed or even stopped.

Before the situation completely deteriorates, we should try every means possible to alleviate the liquidity pressure on companies and safeguard the rice bowls of employees. This will also help to stabilize market confidence so we can work together to overcome this acute challenge.

With the impact of social unrest as well as the epidemic in recent months, I have had a number of meetings with the Chief Executive. Members from the Chamber, representatives from the business sector and I made suggestions, including that the Government should provide wage subsidies to employers.

I'm pleased to say that the Administration accepted these suggestions, and meanwhile enhanced various loan guarantee schemes, including raising the loan limit as well as providing concessional interest. The deadline for payment of tax will also now be automatically extended.

I also proposed to the SAR Government that emergency measures should be introduced, after the HKMA communicates with banks, to allow enterprises to repay loans on an interest-only basis for the time being.

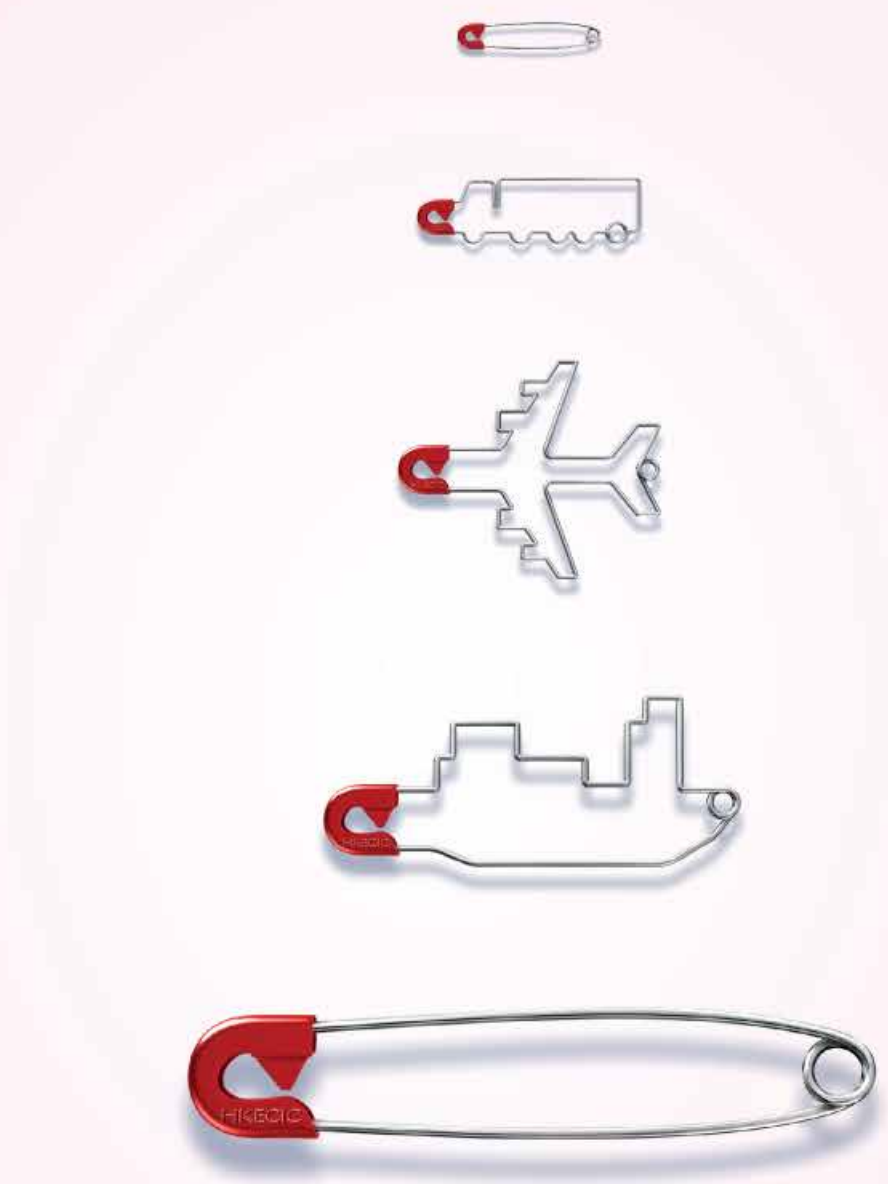
All banks are required not to impose late charges on relevant borrowers to avoid the risk of breaking the corporate capital chain.

Last month, the HKMA also agreed to lower the regulatory reserves of banks and release a total of HK\$200 billion of lending capacity. This should help banks respond to corporate lending needs and reduce the burden on SMEs.

I have been in constant communication with Chamber members as well, who discussed their current situation and shared their policy suggestions. Regarding this issues, I met with the Chief Secretary for Administration and urged the Government to further enhance the relief available to ensure the allocation of anti-epidemic funds is appropriate and balanced.

As the saying goes, "Where there is life, there is hope." Since we are in the midst of a crisis, the Government must use its reserves to protect the local market, while remaining alert to changes in the global economy to make contingency plans and prepare for the future. I also welcome all members to share their opinions and suggestions by phone or email any time, which I will do my best to pass on to the Government to ensure the voice of the business community is heard.

**Jeffrey Lam**  
林健鋒  
jeffrey@jeffreylam.hk



投信保 業務大小都就到

HKECIC safeguards your exports whatever size



EC  
信保易 link



Reach



HKECIC | Q

# Meet the Chamber's New CEO

## 總商會新總裁履新

George Leung took up the role as CEO of the Hong Kong General Chamber of Commerce on 1 May. He spoke to *The Bulletin's* Editor Helen Sloan about his previous experience working in the banking sector and beyond, his long involvement with the Chamber, and the challenges facing Hong Kong's business community

梁兆基於5月1日接任香港總商會總裁一職。他與《工商月刊》編輯宋海倫分享了過往從事銀行和其他行業的工作經驗、他與總商會多年來的密切聯繫，以及香港商界面臨的挑戰

***The Bulletin: Congratulations on becoming the Chamber's CEO. Why did you decide to take on this role?***

**George Leung:** Thank you. It's my great honour to take on this role. I have been deeply involved with the Chamber for more than two decades and I truly appreciate the Chamber's contribution to the success of Hong Kong. Right now, at this difficult period for Hong Kong, particularly the disruption caused by the social movement and the coronavirus outbreak, I believe the Chamber has a stronger role to play in helping businesses and in advising the Government on supporting the economy and safeguarding jobs.

The decision came when I had just stepped down from the banking sector after completing

a full chapter of my career. At the same time as I was preparing to retire from HSBC, where most recently I served as Advisor to the Chief Executive, Shirley Yuen was stepping down as CEO of the Chamber. The opportunity got me thinking whether I could make use of my banking experience to do more to serve the business community in Hong Kong. Besides, the great work done by Shirley and others has already laid a solid foundation for me to take the Chamber forward.

***B: As you mentioned, you have been involved in the Chamber for many years, including serving as Chairman of the Economic Policy Committee and the Financial and Treasury Services Committee. Why did you take the time to be involved in HKGCC, in addition to your day job?***





**GL:** All of the former and existing members of various committees have also devoted substantial amounts of their precious time to the Chamber's work – I am only one part of it. In the business world, government policy affects every walk of life, from fiscal and economic policies to all sorts of sectoral regulations and project initiatives. It is important for the Government to understand what is needed to create a good operating environment for businesses. From this perspective, the Chamber is an excellent platform for gathering different views and suggestions from the business sector to advise the Government on issues affecting various industries and proposing useful measures to address those problems.

In addition, the Chamber is a great place for businesses to connect with each other – both local and overseas – to explore new opportunities and to share new knowledge. I would like to stress that no matter how big your business is, it is only a single voice and represents only a narrow view. So participating in the Chamber is also in the interests of oneself, not just to benefit the whole of the business sector. So it is crucial for individual businesses, whether big or small, to participate in a common platform and be part of the collective voice. For these

**“I hope that my skills and experience will help contribute to the Chamber's work in an increasingly complicated operating environment.”**

**「我希望自己的技能和經驗，將有助總商會在日益複雜的營商環境中向前邁進。」**

reasons, I deeply believe all Chamber members will find their time well spent. That's not only my own experience but also that of many businesspeople who I meet in the Chamber.

***B: How will your long association with the Chamber help your work?***

**GL:** My long involvement with the Chamber helps me understand thoroughly both the need of members and its function with various stakeholders. In the recent past, I helped resolve the issue of opening bank accounts

which Chamber members raised. This is a good example of a dual role being a banker and a Chamber facilitator, and is applicable to many other similar matters.

Further back, to the time when Mainland China was in the process of applying to join the World Trade Organization, I convened a Chamber study to advocate China's entry as part of the global assessment by WTO members. All these experiences have helped to show me how the Chamber can best serve the business community not just in

# Excellent

Exclusive Booking from  
HK\$20,000

## Corporate Event Venue & Catering Service

Annual Dinner • Product Launch • Conference • Meeting & Seminar • Cocktail Party



Unparalleled 270-degree view of Victoria Harbour



## Enquiry

+852 2167 7251

[events@cafedecogroup.com](mailto:events@cafedecogroup.com)

Shop L, Level P, Central Pier 7, Star Ferry, Central, Hong Kong

WATERMARK  
SEAFOOD BAR AND GRILL



Hong Kong, but also globally. Of course, being CEO will be very different from being a member. Even though I have been active in the Chamber for many years, as CEO I will need to lead the Secretariat and support the General Committee in its mandate.

For me, two key roles will involve, firstly serving Chamber members, improving the Chamber's functions, and connecting all the stakeholders. Secondly, I will play a role in advising the Chairman and the General Committee on important issues.

Throughout my career I have been a mix of an advisor and an executive, both in the business sector and the Government sector. So I hope that my skills and experience will help contribute to the Chamber's work in an increasingly complicated operating environment.

***B: You are often labeled as an economist, in contrast to your predecessors who were mostly from the public sector, but I believe this is not the only field of your expertise.***

**GL:** That is right. People view me as a professional economist, as they may have seen me in the media commenting on the global economy. However, besides this I have been in an executive role for the past 16 years. First of all, in the capacity of running

the day-to-day operations in the Asia-Pacific CEO's Office at HSBC, and also in the bank's executive committee responsible for matters like interest rate management, strategic initiatives, government policy and regulatory issues.

In the past, I worked in the Government sector as a senior policy officer for many years, so I have a good understanding of public administration. I was a CFO in a manufacturing company, so I know how to run a business. I have also been a lecturer in several tertiary institutions, so I have some experience in the academic and educational areas. I hope this broad spectrum of experience will help me at the Chamber.

***B: What are the biggest challenges facing Hong Kong's business community right now?***

**GL:** Right now, I believe Hong Kong is facing four major challenges.

First of all is the social movement. Not that long ago, Hong Kong's business environment was quite politically neutral, particularly for SMEs. But recently, many companies feel they have been dragged into politics. Even some businesses that have chosen not to take sides amid the recent unrest have been attacked. So a big challenge is solving the problem of how businesses can operate in an increasingly politicized environment.

The second is the coronavirus. Restarting the economy after the coronavirus recedes is a challenge that the whole business sector will have to face. We will need to work closely with the Government on jump-starting the economy, and also to ensure that the Government understands what businesses will need on the road to recovery.

The third challenge is the new economic order that has been growing globally. In the past few years, we have seen more trade barriers and trends of de-globalization arising. Hong Kong is a free trade port; free trade is our lifeblood. Decoupling from globalization will impact the entire global supply chain, and with it Hong Kong businesses. As a trading city, we need to examine how we can reposition ourselves and come up with new economic drivers to diversify our exposure to various risks affecting the global economy.

Lastly, we are moving into a new chapter of digital operations. This trend is not new, but has been accelerated by the coronavirus, with many people now working from home. How businesses – particularly the smaller ones – will equip themselves to operate in an increasingly digital environment will be a challenge. But this is an area where the Chamber can certainly support Hong Kong companies to adapt.



**B:** *The Covid-19 outbreak has devastated businesses across Hong Kong, and countries around the world are pumping billions into the system to support their economies. What do you think will be the longer term implications for Hong Kong and the global economy?*

**GL:** This is a very difficult time for Hong Kong, but I believe eventually we will get through it. In Hong Kong, we have managed the crisis very well so far, and we also have a strong fiscal reserve to help us recover. But Hong Kong is also a member of the international community, and if other economies are not in good shape, that will affect us too.

It is impossible to predict what will happen next: there may be a long-term global recession, or we could see a V-shaped recovery. So the challenge to the business community is preparing for the recovery. Companies may need to seek new opportunities or change their business models to adapt to a different environment in the future.

The path ahead may not be easy, but the Chamber will be able to provide support and information to help businesses over the coming months and years. Our members are very knowledgeable about their industries, and with the support of Chamber this collective wisdom will help us all to find the way out and to prosper again.

**問：恭喜您成為總商會總裁。您為何決定接任這個職位？**

答：謝謝，我實在很榮幸擔任這個職位。過去20多年來，我一直積極投入總商會的事務，同時我亦衷心欣賞總商會對香港成功所作出的貢獻。在香港當前這個艱難時期，尤其接連受到社會運動和冠狀病毒疫情的衝擊，我認為總商會應肩負更重要的角色，著力援助企業，並就如何撐經濟、保就業，向政府出謀獻策。

下此決定時，正是我銀行職涯圓滿，剛卸任的一刻。當時，我準備離任匯豐銀行行政總裁顧問後退休，而袁莎妮女士亦剛好從總商會總裁一職退下來。這令我思量能否憑藉自身在銀行業的經驗，為香港商界多出一分力。再者，袁女士及其他人的扎實工作，已奠定穩固的基礎，讓我可引領總商會再邁步向前。

**問：如您所言，您多年來一直熱衷參與總商會事務，包括先後擔任本會經濟政策委員會和金融及財資服務委員會的主席。處理日常繁重工作之餘，您為何仍樂意投放時間兼顧總商會的會務？**

答：各委員會每一位前任和現任會員，都把大量寶貴時間投放在總商會，而我只是其中之一。在商業世界，政府政策——從財政和經濟政策以至不同行業的法規和項目倡議——都與各行各業息息相關。對政府而言，了解為企業創造良好經營環境所需的元素至關重要。從這個角度看，總商會是絕佳的平台，就影響不同行業的議題收集商界的意見和建議，再向政府提呈實用可行的解決方案。

此外，總商會也是海內外企業聯繫交流的好地方，讓大家一同探索新機遇，分享新知識。我想強調，無論貴公司規模有多大，也只是一把聲音，僅代表一種看法。因此，參與總商會活動除了可令商界受益，亦符合個別利益。有見及此，參與一個共同平台，成為集體意見

**“As a trading city, we need to examine how we can reposition ourselves and come up with new economic drivers to diversify our exposure to various risks affecting the global economy.”**

**「作為貿易城市，我們需要審視如何透過重新定位，以及尋找新經濟動力，分散影響環球經濟的多項風險。」**

的一部分，對大小企業皆有好處。基於這些原因，我深信所有總商會會員都會覺得他們投入商會的時間絕對值得。這不僅是我的親身體驗，也是我在總商會遇到一眾商家的經驗。

**問：您與總商會的多年聯繫將對您的工作有何幫助？**

答：我與總商會的多年聯繫，有助我清楚了解會員的需要，以及總商會對不同持分者所發揮的功用。早前，總商會會員曾反映難以開設銀行賬戶，於是我幫忙解決；這充分體現了我同時代表銀行和總商會並從中協調的雙重角色，而這一角色同樣適用於許多類似的事宜。

早於中國內地申請加入世界貿易組織期間，世貿組織成員展開了全球評估，而我亦就此為總商會主持一項研究，爭取中國「入世」。這些經驗都令我體會到總商會除了服務香港商

界，亦能推動全球商業發展。

當然，出任總裁與會員的身分截然不同。儘管我活躍總商會多年，但作為總裁，我需要帶領秘書處，並支援理事會履行職責。

對我來說，這涉及兩個重要角色：首先是服務總商會會員，提升總商會的職能，並把所有持份者連繫起來；其次，我需要就重要議題向主席和理事會提供建議。

在我的事業生涯中，我一直在商界和政府擔任顧問和行政工作。因此，我希望自己的技能和經驗，將有助總商會在日益複雜的營商環境中向前邁進。

**問：有別於歷任總裁，他們大多來自公營部門，您則經常被標籤為經濟師，但我相信這並不是您的唯一專長。**

答：是的。外界只視我為專業經濟師，可能因為他們曾在媒體上看過我評論環



球經濟。然而，除此以外，我在過去16年一直擔任行政職務，包括在匯豐的亞太區行政總裁辦公室主管日常運作，以及在該行的執行委員會處理利率管理、策略倡議、政府政策和規管等議題。

過往，我亦曾在政府部門擔任高級政策官員多年，因此對公共行政素有認識；我亦曾於一家製造業公司任職財務總監，所以也懂得怎樣經營業務；我同時是多間大專院校的講師，故此在學術和教育領域亦有相當的經驗。我希望這些廣泛的經驗對我在總商會的工作有所助益。

**問：香港商界當前面對的最大挑戰是甚麼？**

**答：**目前，我認為香港正面對四大挑戰。首先是社會運動。在不久之前，香港的商業環境仍頗為政治中立，尤其是中小企業。然而，近期不少企業都有感被捲入政治當中。面對近日社會動盪，即使部分企業選擇不偏向任何一方，也一樣遭到攻擊。因此，尋求方案讓企業能在日趨政治化的環境營商，當是一大挑戰。

其二，是冠狀病毒疫情。疫情消退後重啟經濟，無疑是整個商界共同面對的難關。我們需與政府緊密合作，令經濟重新起

動，並確保政府明瞭企業在復蘇之路的需要。

第三項挑戰，是正在重塑的環球經濟新秩序。過去數年，我們看到愈來愈多的貿易壁壘，去全球化的趨勢正在冒起。香港作為自由貿易港，自由貿易是我們的命脈。退出全球化將對整個環球供應鏈造成影響，本港企業亦將受到牽連。作為貿易城市，我們需要審視如何透過重新定位，以及尋找新經濟動力，分散影響環球經濟的多項風險。

最後，我們正步入業務數碼化的新篇章。這個趨勢早已存在，卻因冠狀病毒疫情加快了進程：這從不少人現正採用在家工作模式可見一斑。企業——尤其中小企業，如何裝備自己適應日益數碼化的營商環境，將是一項挑戰。不過，總商會絕對能為本港企業提供這方面的支援。

**問：2019冠狀病毒病爆發，嚴重打擊本港企業；全球各國紛紛投入數以十億計的款項扶助經濟。您認為疫情對香港以至環球經濟產生甚麼長遠影響？**

**答：**這對香港來說是非常困難的時刻，但我相信我們最終定能走出難關。到目前為止，我們處理疫情危機得當，而且坐擁穩健的財政儲備支持本港復蘇。然而，香港是國際社會的一分子，若然其他經濟體狀況欠佳，勢必對我們構成影響。

接下來的發展實在難以確實預測：環球經濟或將陷入長期衰退，又或呈現V型反彈。因此對商界而言，當下挑戰是為復蘇做好準備。企業可能需要探尋新機遇，或者改變營商模式，以適應未來迥異的環境。

前路未必平坦易行，但總商會將提供所需的支援和資訊，在未來歲月繼續扶助企業。我們的會員對其所屬行業有廣博的認知，而在總商會的協助下，這種集體智慧定能助我們覓得出路，再次振興起來。

# Looking at the 探討長遠影響

Covid-19 outbreak and its impact on the global economy could lead to significant changes

2019冠狀病毒病疫情及其對全球經濟的影響，或會帶來重大轉變

**A year ago, if you asked experts to identify the biggest threats to the global economy and financial markets in the next 12 months, the answer would probably be the Sino-U.S. trade war and excessive debt build-up in the corporate sector.**

But now, the Covid-19 pandemic is causing a never-before-seen disruption to economies all over the world.

When talking about Covid-19 in an economic context, the first words that immediately come to mind would likely be lockdown, slowdown and shutdown. As such, we will not expect to hear the word “up” in relation to economic activities while the pandemic is spreading and effective vaccines and treatments are still under development.

In its latest World Economic Outlook report published in April 2020, the International Monetary Fund projects

global growth this year to fall to -3%. This represents a sharp downgrade of 6.3 percentage points from January's figure, and marks the worst global recession since the Great Depression.

Just like any other crisis, some of the effects and consequences of the coronavirus will be long-lasting even after the virus eventually recedes, which might change the world permanently. Here are some questions that we should ask from an economic perspective.

## **What will be the cost of coronavirus spending, and how to finance it?**

Governments around the world have ramped up spending – in the form of tax breaks, grants, loans and guarantees – in order to counteract the heavy toll on economic activities caused by the virus and social distancing measures.

For instance, the U. S. has passed a US\$2 trillion

stimulus package, worth about 10% of its GDP. In the meantime, the Federal Reserve has committed to buy assets in unlimited amounts. In Hong Kong, a basket of relief measures has added up to a price tag of HK\$287.5 billion, equivalent to 10% of GDP and creating an estimated fiscal deficit of 9.5% of GDP in the current financial year. All in all, the longer the coronavirus lasts, the more likely it is that there will be more stimulus in the coming months.

Although these measures, some of them once considered unthinkable, may help keep businesses afloat and maintain people's livelihoods, at some point they will need to be paid back. There are worries about the austerity measures that will be needed in the coming years to cope with the huge bailout costs, with reference to how the global financial crisis and the Eurozone sovereign-debt

crisis shaped public finance policies in many Western countries over the past decade.

The question for policymakers when the pandemic subsidies will be how to pay this bill in a way that keeps public finances in good shape and avoids a public health crisis turning into a global debt crisis.

In addition, while it definitely makes sense for governments to increase spending on public health for the common good, there will be less financial resources and investment in other areas such as infrastructure, education, and innovation and technology. It is thus important to strike a balance in the components of public spending in the post-coronavirus world. For us in Hong Kong, the formulation of a fiscal framework to ensure that the Government can spend effectively and efficiently will be needed.





Wilson Chong, [wilson@chamber.org.hk](mailto:wilson@chamber.org.hk)  
莊仕杰 · 電郵: [wilson@chamber.org.hk](mailto:wilson@chamber.org.hk)

# Long-term Impact



## Will coronavirus mark the real turning point of globalisation?

Emergencies “fast-forward historical processes,” said historian Yuval Noah Harari. The trade war between the world’s two largest economies and geopolitical tensions are part of a

backlash against free trade and globalization that is emerging. The coronavirus pandemic and, consequently, factory closures and production suspensions in Mainland China and elsewhere, certainly add more pressure on multinational businesses to

rethink the sustainability of such highly integrated supply chains and just-in-time manufacturing systems. Meanwhile, a lack of domestic production capacity of medicines and related supplies has constrained the ability of some governments to respond more swiftly to the

pandemic. Accordingly, in the U.S., there are growing calls for businesses to bring more manufacturing back to America amid mounting concerns about national security.

Globalisation is often cited as one of the major contributors to the low inflation environment, because a

more connected world has given consumers far more choices than decades ago, enhancing market competition and depressing prices. If the coronavirus is going to reverse globalisation, costs to both businesses and consumers would likely increase. However, that extra expense might be considered as an insurance premium paid for a more resilient supply chain with a well-diversified supplier base. Just how long and how painful it is to achieve this goal is difficult to estimate.

### Will the bigger role of the government in the economy and more regulatory interventions continue?

In order to fight the coronavirus, many governments have shifted to wartime mode and become much more visible than previous times. Some, including Hong Kong, are helping businesses pay wages to prevent massive unemployment. The Spanish government has nationalized all private hospitals and

healthcare providers while the French government said it would use all means including nationalisation if necessary to save businesses.

Although Hong Kong has escaped the severe shutdown seen in many other economies, emergency regulations on businesses are being imposed as of this writing. For instance, restaurants in Hong Kong need to maintain at least 1.5 metres distance between tables, and only four people can be seated at a table.

It is hard to predict the duration of the pandemic and whether it will move the swing of the economic pendulum closer towards the Keynesian side globally, like in the mid-20<sup>th</sup> century when the economic role of the government was more prominent. In any case, it remains doubtful if more government intervention can cure the economic problems the world is facing and make society better off, without creating other problems.

## New Patent System 新專利制度

**Tailoring for Direct Patenting 為直接提交專利申請度身訂造**

**Effective from 19 Dec 2019, the new patent system in Hong Kong  
自2019年12月19日起生效的香港新專利制度**

- offers a direct filing route for seeking standard patent protection in Hong Kong
- refines the pre-existing short-term patent system to enhance its integrity
- prohibits use of misleading or confusing titles or descriptions relating to patent practice
- 為在香港尋求標準專利保護而提供一條直接提交申請的途徑
- 優化既有的短期專利制度以增強其公信力
- 禁止使用與專利從業有關並具混淆性或誤導性的名銜或描述

For details, please visit  
詳情請瀏覽網址



[ipd.gov.hk](http://ipd.gov.hk)

一年前，當被問到全球經濟和金融市場在未來 12 個月的最大威脅是甚麼時，專家答案可能是中美貿易戰和企業過度舉債。

可是現在，2019 冠狀病毒病大流行正對全球各地經濟體造成前所未見的干擾。

從經濟角度看，冠狀病毒疫情令人即時想到封關、經濟放緩和停擺。因此，當疫情仍在蔓延，而有效的疫苗和療法尚在研發中，實在難望經濟活動會出現反彈。

國際貨幣基金組織在 2020 年 4 月發表了最新一份《世界經濟展望》報告，預料全球經濟今年將會收縮 3%，較 1 月份的預測大幅下調了 6.3 個百分點，是大蕭條以來最嚴重的全球經濟衰退。

正如其他危機一樣，即使最終疫情消退，冠狀病毒也將帶來一些長遠的影響和後果，甚至可能會永久改變整個世界。我們嘗試從經濟角度探討以下問題。

### 抗疫支出的代價會有多大？如何融資？

為緩和疫情和社交距離措施對經濟活動造成的打擊，各地政府已相繼推出稅務減免、津貼、貸款和擔保等各種支援措施，令公共支出有所增加。

例如，美國已通過 2 萬億美元的經濟刺激方案，規模相當於國內生產總值約一成；與此同時，美國聯邦儲備局承諾無限量購入資產。在香港，政府推出了多輪紓困措施，總額為 2,875 億港元，佔本地生產總值的 10%，預計本財政年度的財赤將擴大至佔本地生產總值的 9.5%。總的來說，疫情持續愈久，在未來數月推出更多刺激措施的可能性也愈大。

儘管這些措施（部分在過往實在難以想像）可協助企業持續經營

和維持民眾生計，但終需付出代價。觀乎全球金融危機和歐元區主權債務危機在過去十年如何主導眾多西方國家的公共財政政策，市場憂慮各國在未來數年或需推出緊縮措施，以應付巨額的救市開支。

對決策者來說，他們在疫情減退後所面對的難題，將會是如何支付這筆款項以維持公共財政狀況穩定，並避免這場公共衛生危機演變成全球債務危機。

再者，各國政府為了公眾利益而增加公共醫療衛生開支的做法固然合理，但這亦意味投放於基建、教育及創新科技等地領域的財政資源和投資會相對減少。因此，在疫情過後，政府在公共

## It remains doubtful if more government intervention can cure the economic problems the world is facing and make society better off, without creating other problems.

各地政府能否透過作出更多干預，解決當下全球面對的經濟難題，並改善社會民生，而同時又不致衍生出其他問題，實在存疑。

開支各個組成部分之間取得平衡尤其重要。至於香港，應制訂一個財政框架，確保必要時能有效運用儲備。

### 冠狀病毒疫情會否成為全球化的真正轉捩點？

歷史學家 Yuval Noah Harari 指出，緊急事態會「加快歷史進程」。反對自由貿易和全球化的聲音早已冒起，世界兩大經濟體的貿易戰及地緣政治緊張局勢正體現部分後果。冠狀病毒大流行，加上中國內地和其他地方的工廠隨之停工停產，無疑向跨國企業施加了額外壓力，促使他們重新審視高度整合的供應鏈和及時生產系統是否能持續下去。

另一方面，自身欠缺本地生產藥物和相關物資的能力，成為了一些政府加快應對疫情的掣肘。在美國，隨著對國家安全的關注增加，國內愈來愈多聲音要求企業把更多生產線遷回美國。

全球化常被視為低通脹環境的主要促成因素之一，因為相比數十年前，現今世界互聯互通，為消費者帶來更多的選擇，增加了市場競爭，遏抑物價。假如冠狀病毒疫情導致全球化出現逆轉，企業和消費者要付出的價格均可能會上漲。然而，涉及的額外開支可被視作一種保險費，用以換取更多元的供應商基礎和更堅韌的供應鏈；惟達成此目標的時間及痛苦則難以估計。

### 政府在經濟的角色會否擴大，並引入更多法規？

為應對疫情，很多政府已進入戰時模式，對經濟的參與度亦遠較之前明顯。一些地方，包括香港，正協助企業支薪，避免大規模失業。西班牙政府已把所有私人醫院和醫療服務供應商國有化；法國政府則表明會竭盡方法拯救企業，包括在必要時將之收歸國有。

雖然香港未有像很多其他經濟體一樣陷入嚴重停擺，但仍對企業實施緊急規例。例如執筆之時，本港食肆的餐桌之間必須保持至少 1.5 米距離，而且每桌限坐 4 人。

目前難以預計疫情將持續多久，又會否令全球經濟鐘擺移向凱恩斯主義的一方，即如 20 世紀中期時，政府在經濟中發揮更大作用。無論如何，各地政府能否透過作出更多干預，解決當下全球面對的經濟難題，並改善社會民生，而同時又不致衍生出其他問題，實在存疑。

# Understanding the CARES Act

## 了解美國救助法案

Huge tax relief measures unveiled by the U.S. to deal with the impact of the coronavirus may affect Hong Kong businesses with operations or personnel in the country

美國頒布巨額稅務援助措施應對冠狀病毒疫情，或將對在當地設有業務或派駐人員的香港企業造成影響

**In view of the COVID-19 pandemic, a massive spending bill was signed into law by U.S. President Donald Trump on March 27, 2020 – the Coronavirus Aid, Relief, and Economic Security (CARES) Act. By some unofficial estimates, the CARES Act is expected to increase the federal deficit by approximately US\$2 trillion.**

The CARES Act provides favorable tax and nontax provisions aimed at improving cash flows and liquidity for U.S. individuals and businesses.

Below is a high-level summary of some of the key provisions including: (A) Tax provisions applicable to corporations and individuals; (B) Tax provisions applicable to corporations. (Please see the full online version of this article for more information, including about Tax provisions applicable to individuals.)

### A. Tax Provisions Applicable to Corporations and Individuals

- Delay Filing of and Payment on Federal Income Tax Returns due April 15, 2020
- Current law: Certain taxpayers (the term “taxpayer” refers to an individual, a trust, estate, partnership, association, company, or corporation) would be required to file their 2019 Federal income tax returns and pay

the required taxes on or before April 15, 2020.

- Change: The Internal Revenue Service (IRS) grants filing and payment relief for taxpayers (as described above) who are affected by the outbreak (Affected Taxpayers). For an Affected Taxpayer, the relief provides:
  1. The due date for making Federal income tax payments (including tax payments on self-employment income) and filing Federal income tax returns due on April 15, 2020 in respect of an Affected Taxpayer’s 2019 taxable year is automatically postponed to July 15, 2020, and
  2. The due date for making Federal estimated income tax payments (including tax payments on self-employment income) due on April 15, 2020 in respect of an Affected Taxpayer’s 2020 taxable year is automatically postponed to July 15, 2020.
- How does it affect you:
  - Interest and penalties for late filing or late payment will be suspended until July 15, 2020.
  - Affected Taxpayers will need to file appropriate extension forms (e.g. Form 4868, Form 7004 or Form 8992) by July 15, 2020 to obtain

an applicable extension of time to file a Federal income tax return past July 15, 2020.

- Affected Taxpayers that have elected to make transition tax payments (under Section 965) over eight annual instalments, and whose Federal income tax return filing due date has been postponed from April 15 to July 15, the due date of the instalment payment has also been postponed to July 15, 2020.

### B. Tax Provisions Applicable to Corporations

- Modification for Net Operating Losses (NOLs)
- Special 5-year carryback period:

Current law: For NOL arising in a taxable year after December 31, 2017, the law informally referred to as the Tax Cuts and Jobs Act of 2017 (or the 2017 U.S. Tax Reform) generally eliminated the 2-year NOL carryback period and allowed the NOL carryforward period to be indefinite.

Change: The CARES Act allows for NOLs arising in a taxable year beginning after December 31, 2017 and before January 1, 2021 to be carried back to each of the five taxable



years preceding the taxable year in which such loss arose, i.e. for calendar year taxpayers, this will be 2018, 2019, and 2020.

- Temporary suspension of the 80% NOL Limitation:

Current law: For NOL arising in a taxable year after December 31, 2017, the 2017 U.S. Tax Reform limited the NOL deduction to 80% of the taxable income for the taxable year.

Change: The CARES Act repeals the 80% limitation for taxable years beginning before January 1, 2021.

- How does it affect you: The special 5-year carryback period, coupled with the repeal of the 80% limitation, provides businesses the ability to –
  - Utilize NOLs in a taxable year beginning as early as 2013 (e.g. for an NOL that arose in the 2018 taxable year); and
  - Offset taxable income in those

prior years that had been subject to a 35% corporate income tax rate.

This relief provision would be able to provide additional cash flows and liquidity to taxpayers who had taxable income in the relevant prior years.

- Accelerating refunds for prior-year alternative minimum tax (AMT) credits
  - Current law: The 2017 U.S. Tax Reform repealed the corporate AMT but enabled corporations to recover previously paid AMT against the regular tax liability (or, if the AMT paid is in excess of the regular tax liability, 50% of the excess is a refundable credit) after 2017 and before 2022.
  - Change: Increasing the cash refund attributable to the AMT refundable credit amount (the excess of the credit over the regular liability) from 50% to 100% for 2019.
  - How does it affect you: Taxpayers with AMT refundable credit amounts

should consider applying for the refunds based on the prescribed procedures.

- Enhanced business interest expense deductibility:
  - Current law: Certain taxpayers are subject to a limitation of business interest deduction equal to the amount of business interest income plus a 30%-threshold of its “adjusted taxable income” (ATI).
  - Change: The CARES Act increases the 30%-threshold on ATI to 50% for taxable years beginning in 2019 and 2020. Special rules apply to partnership. Taxpayers are permitted to elect not to use the increased threshold. Also, taxpayers can elect to use their 2019 ATI as ATI for 2020.
  - How does it affect you: Taxpayers’ ability to deduct increased business interest expense in 2019 and 2020 may potentially increase the amounts

of NOLs generated in these taxable years. This may mean more NOLs may be carried back to the relevant prior years pursuant to the special 5-year NOL carryback period to obtain refunds of higher-taxed income.

- Enhanced charitable contribution deductibility – corporation:
- Current law: A corporation's deduction for its charitable contributions is limited to 10% of the corporation's taxable income.
- Change: Temporarily increase a corporation's limitation on the deduction of its aggregate amount of "qualified contributions" made in cash on or after January 1, 2020, but on or before December 31, 2020 from 10% to 25% of the corporation's taxable income.
- How does it affect you: Increased incentive for taxpayers to make charitable contributions during the 2020 tax year, promoting corporate contributions made towards relieving the outbreak.

**Important note.** The full text of the CARES Act is 880 pages in length. It is therefore important to note that the above is a highly simplified summary of some fairly complex provisions and taxpayers are strongly advised to consult their qualified U.S. tax advisors as to how these (and other) provisions could impact them before any action is taken.

*This is an edited version; the full report is available to read on the Chamber's Coronavirus Business Help Corner.*



**鑒於 2019 冠狀病毒病大流行，美國總統特朗普於 3 月 27 日把《新型冠狀病毒疫情救助、緩解及經濟保障法案》（下稱《救助法案》）簽署成為法律。**

據非官方估算，《救助法案》將令聯邦財政赤字增加約 2 萬億美元。《救助法案》涵蓋多項有利的稅收和非稅收條款，旨在改善美國個人和企業的現金流量及流動性。

以下為當中主要條款的撮要：（A）企業和個人適用的稅收條款；（B）企業適用的稅收條款。（詳情請參閱本文的網上完整版本，當中包括個人適用的稅收條款。）

#### A. 企業和個人適用的稅收條款

- 2020 年 4 月 15 日截止的所得稅納稅申報和繳稅期限延長
  - 現行法例：特定納稅人（納稅人包括個人、信託、遺產、合夥企業、公司或企業）需在 2020 年 4 月 15 日或之前提交其 2019 納稅年度的聯邦所得稅申報表，並繳納相關稅項。
  - 法例更新：美國國稅局為受新型冠狀病毒疫情影響的納稅人（下稱「受影響納稅人」）延長所得稅納稅申報和繳稅期限。對受影響納稅人的相關援助措施如下：
    1. 受影響納稅人 2019 納稅年度的聯邦所得稅（包括自僱所得稅）稅務申報和繳稅的截止日期會由原定的 2020 年 4 月 15 日自動延長到 2020 年 7 月 15 日，以及
    2. 受影響納稅人 2020 納稅年度的聯邦預繳所得稅（包括自僱所得稅）稅款的繳納截止日期會由原定的 2020 年 4 月 15 日自動延長到 2020 年 7 月 15 日。
  - 對企業的影響：
    - 過期申報或過期繳納稅款的相關利息或罰款也會相應推遲到 2020 年 7 月 15 日。



- 受影響納稅人需在 2020 年 7 月 15 日前提交適用的美國國稅局延期申報表（如 4868 申報表、7004 申報表或 8992 申報表），以延長聯邦所得稅申報表的遞交時限到 2020 年 7 月 15 日之後。
- 受影響納稅人如已選擇以八年分期付款的方式繳納過渡稅（第 965 條），而其聯邦所得稅申報表的申報日期已從 4 月 15 日延長到 7 月 15 日，則其過渡稅分期付款的到期日亦會相應延長到 2020 年 7 月 15 日。

#### B. 企業適用的稅收條款

- 淨經營虧損（Net Operating Loss，下稱「NOL」）的更新條款
- 可向前五個納稅年度的特殊結轉條款：
  - 現行法例：2017 美國稅改規定了自 2017 年 12 月 31 日後結束的納稅年度所產生的 NOL 可在未來無限期結轉，但不得向之前兩個納稅年度結轉。



法例更新：《救助法案》允許自 2017 年 12 月 31 日後開始到 2021 年 1 月 1 日前期間的納稅年度所產生的 NOL 向其產生的前五個納稅年度進行結轉。對於稅務年度是日曆年的納稅人來說，則是 2018、2019 和 2020 年。

■ 暫緩針對 NOL 只能抵消 80% 的限制條款：

現行法例：2017 美國稅改制定了自 2017 年 12 月 31 日後結束的納稅年度所產生的 NOL 最多只能抵消其當年應稅所得的 80%。

法例更新：《救助法案》撤銷 2021 年 1 月 1 日前開始的納稅年度的 80% 應納稅所得額限制。

- 對企業的影響：NOL 可向其前五個納稅年度的特殊結轉條款，加上 80% 限制的撤銷，使企業能夠：
  - 最早於 2013 納稅年度使用 NOL（例如對 2018 納稅年度所產生的 NOL）；以及
  - 抵消前數年按最高 35% 的企業所得稅

稅率納稅的應納稅所得額。

這項條款將為在之前相關納稅年度有應稅所得的納稅人提供額外的現金流和流動性。

- 加快之前納稅年度替代性最低稅（Alternative minimum tax，下稱「AMT」）稅收抵免的退還
  - 現行法例：2017 美國稅改撤銷了針對企業的 AMT，但允許企業在 2017 年後至 2022 年前的納稅年度，利用過往年度的 AMT 對超出常規稅負的部分進行抵扣（如果已支付的 AMT 額超出常規稅負，則可退還的稅收抵免額為超出部分的 50%）。
  - 法例更新：AMT 的可抵扣額度（即 AMT 額超出正常稅負的部分）將從 2019 年的 50% 增加至 100%。
  - 對企業的影響：擁有 AMT 稅收抵免的納稅人應考慮按既定程序申請退稅。
- 提高企業利息支出扣除額：

- 現行法例：特定納稅人的企業利息支出的扣除額限於企業利息收入加上 30% 的「調整後應納稅所得額」（adjusted taxable income，下稱「ATI」）。
- 法例更新：《救助法案》規定，於 2019 年和 2020 年開始的納稅年度，ATI 的門檻比例從 30% 提高到 50%。納稅人在計算 2020 年的企業利息支出可扣除額時，可以選擇使用 2019 年的 ATI，亦可以選擇不使用新門檻。特殊規則適用於合夥企業。
- 對企業的影響：由於納稅人在 2019 年和 2020 年可扣除業務利息支出的額度增加，他們在這兩個納稅年度產生的 NOL 可能會相應增加。這代表更多的 NOL 可以上述 NOL 結轉條款向前五個納稅年度結轉，並有可能對之前納稅年度部分較高稅率的應稅所得進行退稅。
- 增加企業的慈善捐贈扣稅額：
  - 現行法例：企業的慈善捐贈扣稅額不得超過企業應納稅所得額的 10%。
  - 法例更新：企業在 2020 年 1 月 1 日或之後但在 2020 年 12 月 31 日或之前以現金形式捐贈的「合資格捐款」總額的扣稅額將暫時提高，從企業應納稅所得額的 10% 增加至 25%。
  - 對企業的影響：鼓勵企業納稅人在 2020 納稅年度作慈善捐贈，特別是舒緩新型冠狀病毒疫情的相關捐贈。

**重要事項：**《救助法案》全文長達 880 頁，以上內容僅為個別複雜條款的概述。我們強烈建議納稅人採取任何行動前，先向專業的美國稅務顧問進行諮詢，了解這些和其他相關條款對個人或企業的影響。

本文為經編輯版本；報告全文可見總商會網站「冠狀病毒企業支援專頁」。





## 專業商貿文件簽發及認證服務 *Professional Trade Certification & Facilitation Services*

**三個最大 The Largest in Town**

六個簽證辦事處  
全面的網上申請簽證平台  
一站式專業代辦領事認證

**Network of Six Branches  
Comprehensive Online Application Platform  
One-stop-shop Consulate Endorsement Facilitation Services**

**四個唯一 The Only Services Provider In Town**

獨家擔保和簽發暫准進口證  
獨家擔保和簽發廣東省自駕遊  
唯一機構簽發實名企業認證  
唯一網上驗證服務

**Sole Guaranteeing & Issuing Body for ATA Carnet  
Sole Guaranteeing & Issuing Body for Self-drive to Guangdong  
The Only Issuing Body for Certificate of Business Identity  
The Only Online Authentication Service**



## 產地來源證

全港最多簽發量

## Certificates of Origin

Issuing the most COs in Hong Kong

## 商事證明

提高商貿文件的認受性

## Certification of Documents

The key to document credibility & legitimacy

## 代辦領事認證

一站式完成商會加簽及領事認證

## Consulate Endorsement Facilitation

One-stop-shop services

## 實名企業認證

提升企業聲譽

## Certificate of Business Identity

Enhance business reputation

## 暫准進口證

免關稅臨時進口至78個國家及地區

## ATA Carnet

Duty free & tax free for temporary imports to 78 countries & districts

## 進出口報關

紙張轉換電子服務

## Import/Export Declarations

Paper-to-electronic services

## 廣東省自駕遊

駕駛你的私家車前往廣東

## Self-drive to Guangdong Province

Drive your private car across the border



# Getting on Board with Data Analytics

## 掌握數據分析

While Hong Kong companies recognise the importance of data, many are not yet making full use of the technology and insights available

香港企業已意識到數據的重要性，惟大多仍未有充分善用科技和相關的知識

**By implementing the right technology structure and solutions as part of an overall digital transformation strategy, businesses can gain valuable insights into their customers and their operations.**

Aligning front, middle and back offices to become more customer-centric can enhance organizations' ability to respond quickly to market shocks. Regardless of sector,

developing strong data analytics capabilities is an essential component of this transformation.

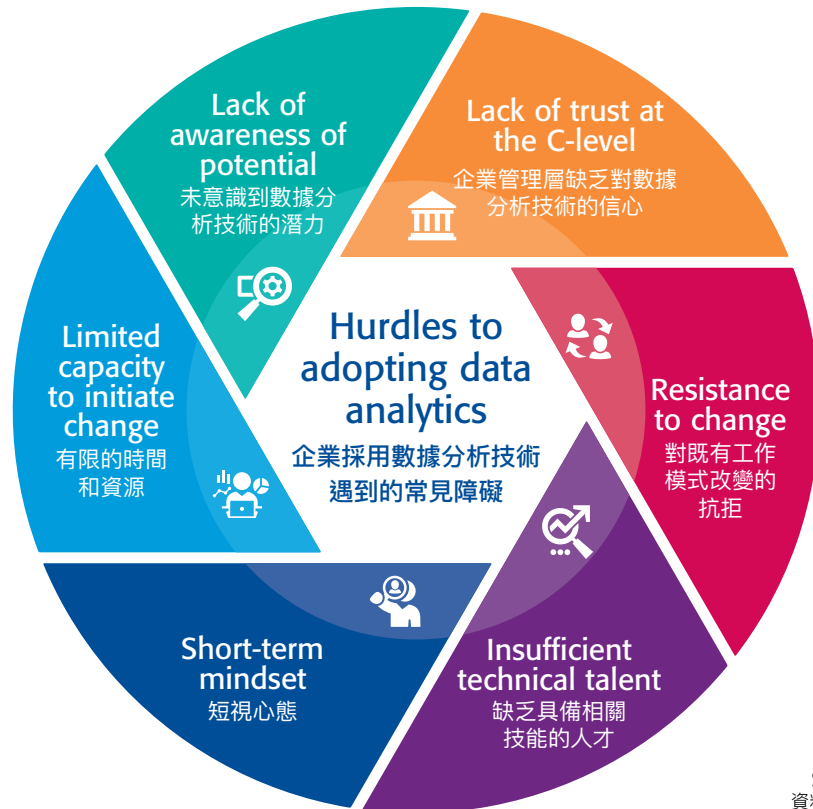
KPMG analysis shows that CEOs and boards are increasingly aware of the possibilities that data analytics generate. They expect faster and more accurate insights with which to make decisions at a pace that matches that of business changes. As such,

organizations that invest in forward-looking data analytics find themselves better positioned to thrive in this new environment.

According to a recent survey of 217 financial professionals conducted jointly by KPMG and the Association of Chartered Certified Accountants (ACCA), companies across Hong Kong are eyeing the potential of enhanced data analytics

capabilities, with 46% of organizations polled across several industries looking to invest in such systems in the next three years.

More than one in three respondents surveyed (38%) are investing in data analytics to improve efficiency and reduce costs, making it the most cited reason for adopting data analytics. That was followed by 20% who are motivated to



Source: KPMG  
資料來源：畢馬威

understand business drivers and 16% who seek to use these capabilities to develop new products, markets and channels. Other reasons were better understanding customers (13%) and driving innovation (9%).

Although there is willingness to invest, the survey found that many organizations have not yet invested fully in the potential of data analytics. Only 6% of participating financial functions have invested in advanced data analytics systems, with 51% remaining heavily reliant on manual processes and spreadsheets to do data analysis.

### Factors that hold companies back

According to the survey, executives and finance professionals say multiple factors hold organizations back from investing in advanced data analytics. One current challenge is a lack of awareness of what analytics can do and what products are, with 19% of respondents saying they need support to help enhance their awareness.

This finding suggests a lack of trust at the C-level, with management teams at many companies still uncertain about data analytics insights, due to a lack of understanding of how the technology works. There may also be concerns

about the usefulness of past data and information integrity.

Another challenge is finding talent with the right technical skill sets – suggesting that organizations that cultivate ties to those studying data analytics could go a long way in addressing their challenges in finding people who have adequate technical knowhow.

Short-term mindset is another hurdle: only 19% of organizations have a dedicated annual budget for data analytics, according to the survey, and 20% have an overall budget for technology initiatives. One quarter of respondents noted that “cultural change” was the most critical factor needed to

invest in forward-looking data analytics.

A further pain point is that internal teams are often heavily occupied with their business-as-usual activities. Given the current situation, they may also be focused heavily on crisis management activities.

Many organizations spend extensive time producing reports, deepening their reliance on spreadsheets. Some 32% of those surveyed say existing reports are unable to meet their needs. Without a constant review of existing report inventory or use of emerging technology and interactive dashboards, the workload is likely to increase.

## Embracing change

Successfully harnessing data-driven insights not only means having the ability to collect data, but also the right tools to aggregate, consolidate, analyse and present it in meaningful ways. To overcome current gaps in awareness, it is imperative to invest in programmes to upscale the data and analytics skills of staff across the business and set baseline expectations for data literacy and usage throughout the organization.

Training programs (eg, refreshers, hackathons and analytics boot camps), can go a long way to help organizations to become more data-driven. These sessions should demonstrate the fundamentals of different technologies, their limitations and their application to daily operations. In addition, organizations should also consider including technology as part of employees' overall development path. One way to do this is to introduce supportive initiatives such as subsidies to encourage independent learning.

While lack of trust at the C-level remains a key barrier, as additional data becomes available and the algorithms now in use get refined over time, the outputs from data analytics will inevitably become more reliable and trusted. To keep up with the market and not lose

competitive advantage, it is important for management to start exploring the capabilities of data analytics, while simultaneously improving the underlying system and data infrastructure.

When implementing solutions that utilise customer data, safeguarding customer trust by ensuring privacy and data security should be a central part of the organizational strategy. Security and privacy by design, treating data as an asset, and establishing dynamic incident response are three key technical capabilities that all contribute to protecting the customer. The IT function can help implement data governance programs to protect customer data from theft, loss and misuse. This also keeps customers informed about who is using their data and why, and ensures that data collection complies with all relevant privacy regulations.

With regards to cultural change, it is vital that management convey the point that these technologies can enable their people to better perform in their roles. A successful journey often starts with a clear and positive message from senior leadership. Also, to free up sufficient time for teams to initiate change, it is critical for companies to reduce the number of unnecessary reports being

produced and analysed. Setting up a robust Enterprise Performance Management (EPM) framework can help organizations to tie back the key performance indicators being measured to the business drivers and the overall strategy.

## The time to act is now

To survive in this challenging environment, organizations need to be resilient and adaptive. Products and services now tend to have shorter lifespans, and trends can change quickly. Forward-looking data analytics make it possible and easier for organizations to respond to demand for specific products and services ahead of time, rather than after the fact.

A decision to make an investment in data analytics capabilities and put in place the right implementation plan can launch an organization on a journey towards greater efficiency, deeper understanding of customers and trends, and better all-round business performance.

Amid current global economic uncertainties, organizations need to move more nimbly to survive and forge ahead. It is critical that companies in Hong Kong continue their investment in analytics capability and technology, and embrace the power of data to be fit for the future.

## 透過在整體數碼轉型中採用適當的技術，企業可從數據中獲得客戶及營運方面的珍貴見解。

為企業前台、中台及後台各部門培養出以客為本的文化，可加強及加快企業的市場應對能力。對各行各業來說，發展數據分析能力是數碼轉型中不可或缺的一環。

畢馬威的分析顯示，企業的行政總裁和董事局日益意識到數據分析的潛力。他們期望可從中獲得更快捷、更精準的見解，從而作出與業務變革步伐相應的決策。因此，企業若能及早投資於數據分析，便可享行業先行者的優勢，有利於在瞬息萬變的市場中穩步發展。

根據畢馬威與特許公認會計師公會對217名財務專業人士進行的一項調查，香港企業正積極研究如何透過加強數據分析能力得益，有46%的受訪企業計劃於未來三年內投資於相關系統。

超過三分之一的受訪者（38%）指投資數據分析的目的是要提高營運效率和降低成本，這是企業採用數據分析最常見的原因。20%受訪者指其主要投資動機是要了解業務增長的驅動因素，而16%的受訪者則旨在利用相關功能開發新產品、市場及銷售渠道。其他投資原因包括想更了解客戶（13%）及推動創新（9%）。

報告顯示，不少企業雖有意投資於數據分析技術，但大多仍未付諸行動。僅6%的財務部門已投資於深度數據分析系統，51%的受訪者則仍然十分依賴手動程序和試算表進行數據分析。

## 企業對發展數據分析卻步的因素

根據調查結果，管理層和財務專

## Top three drivers for adopting data analytics 採用數據分析技術的三大原因

38% 

To improve efficiency/  
reduce cost

提高營運效率和  
降低成本

20% 

To better understand  
business drivers

了解業務增長的  
驅動因素

16% 

To develop new  
products, markets and  
channels

開發新產品、市場及  
銷售渠道

Source: KPMG/ACCA survey analysis  
資料來源：畢馬威及特許公認會計師公會調查分析

業人士認為有眾多因素致使企業對投資於深度數據分析工具卻步。其中一個因素為對數據分析工具的功能和產品缺乏深入了解，有19%的受訪者表示在提高相關認知方面需要支援。

不少企業管理層對數據分析科技的原理了解不足，因而對數據分析的見解有所保留，造成有關技術未能得到高層信任。此外，他們亦對歷史數據的實用性和訊息完整性有所顧慮。

另一個企業面對的困難，是招募具備相關技能的人才。就此，企業可考慮與專門研究數據分析的機構建立聯繫，長遠而言將有助物色相關人才。

短視心態亦是另一個障礙。調查顯示，只有19%的機構有專門針對數據分析的年度預算，而20%的機構對包括數據分析在內的技術項目有總體預算。25%的受訪者認為，企業「文化變革」是推動前瞻性數據分析投資最關鍵的因素。

此外，企業內部團隊經常投放大量時間應付日常工作。在當前情

況下，員工亦同時要專注處理危機管理工作。

很多機構都花上大量時間製作報告，愈來愈依賴試算表技術。約32%的受訪者認為現有報告無法滿足其需求。如不對現有報告的編制進行修訂或採用新興技術，工作量可能會增加。

### 迎接轉變

要成功獲取數據分析帶來的見解，除了要有收集數據的渠道，還要使用恰當的工具有效地整合、分析及展示數據。為解決員工對數據分析技術了解不足的問題，企業有必要投資於提高員工的數據分析能力，並訂立對應用新技術的期望。

不同類型的培訓計劃（如 refreshers、hackathons、數據分析訓練營）可大大有助企業邁向數據驅動轉型。這些培訓活動能夠展示不同數據分析科技的原理、局限及日常應用。另外，企業應考慮將科技應用納入員工整體的個人發展。其中一個方法是引入培訓津貼支

援，鼓勵員工自主學習。

儘管現時很多企業管理層對數據分析技術仍抱有不信任態度，但隨新數據的不斷積累及計算程式的演化，數據分析的成果必然會變得更加可靠可信。為緊貼市場步伐及維持競爭優勢，管理層得開始探索數據分析的潛力，同時提升相關系統及數據基礎設施。

當企業分析與客戶有關的數據時，保障客戶私隱及確保資料安全應為整個策略的核心。企業須在整體數據分析技術應用中融入保障私隱及資料安全的措施，視數據為企業資產，並制訂事故應變對策。資訊科技部門也應落實數據治理計劃，從而保障客戶資料不被盜用、外洩及不當使用。這些措施可讓客戶得知數據使用者的身分及使用理由，並確保數據收集遵循相關的私隱條例要求。

企業文化變革方面，管理層需要向員工傳遞科技能夠提升整體工作表現的訊息。成功發展數據分析技術的企業往往以清晰、正面的訊息作為開端。另外，企業也

要減少製作及分析不必要的管理報告，從而騰出時間讓員工開展變革。建立完善的企業績效管理框架，有助企業把主要績效指標、業務驅動因素及整體策略連繫起來。

### 立即行動

鑒於產品及服務周期傾向較短、市場趨勢急速改變，企業必須保持靈活彈性和不斷適應調整，方能在這個充滿挑戰的環境下生存。前瞻性數據分析有助企業提前應對市場需求，以免落後於人。

投放資源於發展數據分析能力及落實合適的實施計劃，可助企業開展其數據分析歷程，從而邁向更高的效率、更深入了解客戶及市場趨勢，以及更全面的業務發展。

面對當前全球經濟的不確定性，企業需要更主動、靈活地應對挑戰，才能生存及向前邁進。香港公司必須繼續投資於分析能力和技術，並充分利用數據的力量拓展未來機遇。

# Essential Tech for Remote Office Success

## 遙距辦公必不可少的技術

Remote security solutions and customer service platforms are among the tools available to ensure smooth business operations when staff are working from home, explains HKT Enterprise Solutions

HKT Enterprise Solutions指出，遠程安全方案和客戶服務平台為企業提供可用的工具，確保員工在家工作期間維持業務運作暢順

**With the recent pressure on staff to work from home, many companies are finding new ways to enable their workforce in remote-working environments. While the reasons for this changing environment are concerning, a positive result of the Covid-19 outbreak may be that it provides the nudge many companies need to embrace greater levels of digitization to thrive in the future.**

### What you need

For staff to work effectively from home, they need to have company-standard internet service, connections to company resources, and ways to collaborate with colleagues, partners and clients.

Below is a selection of top technology ideas that can make working from home easier, foster better communications and collaboration, and maintain

customer service without compromising privacy or the security of your company data.

### Work From Home Solutions

The first challenges that tend to come up in remote working are communications and collaboration. Working from home or offsite presents challenges for any workforce to stay connected and collaborate with each other in real-time. But there are solutions:

1. **Work-Anywhere Communications Kits** enable one phone to work anywhere and help support the true digitalization of communication. By installing a business phone app, staff members can use their own phones to make and receive office calls while only displaying your company's business number. This

maintains the privacy of your staff members while reassuring customers that your company is up and running. Staff can also check company faxes and voicemail to keep in close touch with the business.

You can also host virtual meetings, schedule tasks, access and edit shareable documents, and integrate business applications, so your teams can work productively together from one unified cloud-based platform.

2. **Video and Audio Conferencing Services** including cloud-based managed services and end-point devices are available for co-workers to interact through online meetings and maintain real-time "face-to-face" collaboration which fosters swifter decision making. Portable conferencing devices enable personal conferencing anywhere,

and offer excellent sound quality.

3. **Virtual Cloud Desktops** can be delivered over a network to an endpoint device on demand. This means employees can simply log on to the Cloud to interact with the operating system, and enjoy corporate applications and data from wherever they are at any time and from any device, without the company having to invest in any new hardware. Such services are available on flexible payment terms so companies only pay for the services they actually use. Systems can be scaled up in minutes to cope with higher demand loads, while still keeping data secure.
4. **Pocket Wi-Fi** is an internet access tool that allows staff to work off-site in locations where



the Wi-Fi signal is weak. The Pocket Wi-Fi connects them quickly to a strong and efficient Wi-Fi signal, with no cables, plug-ins or complicated set-ups. The device itself is small and portable, and guarantees that users can always stay in touch no matter where they are.

### Remote Security Solutions

Being able to access business files and documents from anywhere at any time is vital for staff working off site or at home, but there can be some security and privacy issues.

For example, data security could be compromised if staff access corporate information through a public internet connection. But this can be

overcome in several ways.

1. **SSL VPN Remote Access Solutions** provide secure and reliable direct access to corporate applications and resources such as emails, files, CRM and ERP systems and the company intranet. Virtual Private Network (VPN) connections create private “tunnels” that pass traffic between the remote network and the user. They can be accessed from any location at any time using any web-enabled laptop, smartphone or tablet. Users simply presents their company credentials to authenticate their connection to the SSL VPN gateway and accesses material based on level of access permitted by their credentials.

2. **Secure File Sharing** enables your internal and external teams to share important files in cloud storage safely from any device wherever they are without having to send large email attachments or use thumb drives. You can keep your shared files secure with password access or by setting expiration dates on the sharing link. This helps your team to work online together on all your files without compromising the security of your business data.

### Customer Service Continuity

During uncertain times, your customer service hotlines may have much higher volumes of traffic.

Maintaining supportive communication with your customers and ensuring there is no disruption to your business operations is a key priority.

With your customer support teams working remotely, it is essential they are fully equipped to provide the levels of service your customers expect.

1. **Hotline Continuity Services** use a web-based control that can divert all hotline calls to your back-up support teams in less than five minutes. In addition, it provides a virtual “waiting room” that enables incoming-call hunting over a group of staff mobile phones instantly. It also secures cloud recordings on a temporary



hotline to fulfil corporate governance needs. Altogether, this means that your customers will continue to receive smooth and seamless support regardless of where your staff are based. This will preserve your company's reputation for reliability and professionalism regardless of the circumstances.

**2. Digital Messaging Platforms** can help you keep your customers up to date with important news by sending group messages in real time in SMS or MMS format over a simple-to-use Over The Top (OTT) system. This allows you to stream content with an ultra-high reach rate regardless of

where your customers, or your staff, are. Effective content management and endorsement systems are built into the platform to streamline your workflow and approval process.

While these are difficult times for companies and staff everywhere, they will come to an end, and when they do, it is quite possible that if your company adopts some of these technologies you may be in a stronger and better position to bounce back quickly and grow faster than ever before.

*Scan to learn more about business continuity solutions from HKT Enterprise Solutions*



鑒於冠狀病毒疫情持續不穩，企業繼續安排員工在家工作，但實行遙距辦公對日常營運產生一定程度的壓力，許多企業都正尋找新的方法應對這個挑戰。儘管這種環境變化背後的原因令人擔憂，但事實上，疫情爆發卻推動了許多企業加速數碼轉型，迎合未來發展。

### 企業需要甚麼

要讓員工在家有效地工作，便要有穩妥快速的網絡連接、遠程企業資源存取，以及與同事、合作夥伴和客戶保持聯繫的方法。

以下是一些科技方案和貼士，讓遙距辦公更輕鬆，促進溝通和協作，維持專業的客戶服務，同時保障企業的隱私和數據安全。

### 家居辦公方案

遙距辦公通常遇到的首個挑戰是保持無間斷的實時通訊和協作，

以下是一些解決方案：

- 1. Work-Anywhere Communications Kits**支援員工使用一部流動電話便能在任何地方工作，實踐真正的數碼化溝通。透過安裝商務電話應用程式，員工可以使用自己的智能手機撥打和接聽辦公室電話，而打出的電話只會顯示公司的電話號碼，以保障員工的私隱，同時維持正常營運，提升客戶的信心。員工亦可透過應用程式檢查公司的傳真和語音郵件，緊貼業務狀況。  
你亦可利用一個統一的雲端平台支援虛擬會議、編排工作、存取和編輯共享文檔，配合商務應用程式作延伸使用，讓團隊能高效地合作。
- 2. 視頻和語音會議服務**包括雲端託管服務和終端設備，供同事進行網上會議交流，並保持實時的「面對面」協



作，從而促進更快的決策過程。便攜式會議設備提供優質的音頻效果，讓你可靈活地在任何地方進行會議。

3. **雲端虛擬辦公室**可以根據需要透過雲端環境連接到終端設備。這意味員工能夠簡單地使用任何設備透過網絡登錄到雲端以操作系統，連接公司的應用程式和數據，而無需企業投資任何新的硬件。服務提供靈活的收費選項，企業只需根據實際的用量付費。系統亦可在數分鐘內進行擴充，以應對更高的需求負載，同時確保所有數據安全。
4. **Pocket Wi-Fi**讓員工隨時隨地連接高效的Wi-Fi訊號，無需任何電線、插件或複雜的設置。裝置輕巧便攜，可確保員工無論身在何處都能保持緊密聯繫。

## 遠程安全方案

能夠隨時隨地存取企業文檔，對於遙距工作的員工十分重要，可是當中可能會存在一些安全和隱私問題。

例如，如果員工透過公共互聯網連接存取公司資料，可能會危及數據安全。企業可通過多種方式解決。

1. **SSL VPN遠程連接方案**提供安全可靠的連接到企業資源，例如電郵、文件、企業應用系統及內聯網等。虛擬私人網絡（VPN）提供從裝置到網絡之間的加密連線，讓員工能使用支援網絡連接的筆記型電腦、智能手機或平板電腦，隨時隨地連接到企業網絡；只需驗證其使用者憑證即可連接到SSL VPN網關，並根據其訪問級別存取授權的資源。

2. 讓內部和外部團隊能夠在任何地方和設備，**安全地共享**儲存於雲端的重要文件，而無需發送大型電郵附件或使用隨身碟。您可以在共享連結上設置密碼或到期日來保護共享文件。這有助團隊在不損害業務數據安全的情況下，在網上即時進行共同作業。

## 客戶服務持續性方案

在不確定的時期，客戶服務熱線可能會面對更大的流量，與客戶維持溝通並確保業務運作無阻亦至為關鍵。

企業必須確保員工支援團隊在遠程工作時具備充足的條件，以提供客戶期望的服務水平。

1. **Hotline Continuity Services**可在不到五分鐘內把所有熱線電話轉移到後援團隊的流

動設備，更提供一個虛擬的「等候室」，可以即時將來電自動跳駁到一組指定員工的手機上，確保無間斷的客戶服務。

此服務可以保護臨時熱線於雲端上的錄音紀錄，以滿足企業的管治需求。這意味無論員工身在何處，客戶都可繼續獲得流暢無縫的支援；而在任何情況下，公司亦可維護可靠、專業的聲譽。

2. **Digital Messaging Platforms**可以通過簡單易用的Over The Top（OTT）系統，以SMS或MMS格式實時發送群組短訊，讓客戶更快掌握最新的重要消息。

這樣，無論客戶或員工身在何處，您都可以大量傳送訊息；而一站式平台更設有內容管理和批核系統，簡化工作流程。

對各地企業和員工來說，這是一個艱難時期，但難熬日子終會過去；採納上述科技，能夠讓企業處於更有利的位置，有助業務迅速反彈，甚至增長更快。

掃描了解HKT  
Enterprise  
Solutions更多業務  
連續性解決方案



# Ensuring Safety First

## 安全第一

BSL Oilfield Services tackles tough conditions to deliver essential equipment to offshore platforms, reports the Chamber's staff writer **Anthony Cheng**

中國寶順油田服務克服艱巨環境，向海上油台交付必要設備  
本刊記者 **鄭健誠**

**"Offshore oil platforms have limited space and are often located in the middle of the ocean, constantly being battered by massive waves up to 20 to 30 feet that can flip an entire ship," said Kingsley Fong, Managing Director of BSL Oilfield Services Limited.**

"Imagine the difficulty when you have to transport bulky supply items to these platforms."

A wholly-owned subsidiary of BSL Containers Limited, BSL Oilfield Services specializes in designing, manufacturing, certifying and maintaining cargo-carrying equipment specifically for offshore oil rigs. "We aspire to provide safe and professional oil and gas cargo-carrying equipment to offshore platforms," Fong said.

Offshore oil rigs are regarded as among the harshest working environments, and danger from the sea is not even half of the story, as Fong explained.

"Offshore platforms can easily catch fire with the smallest mistake you can imagine," he said. "The platform is stored with highly-flammable goods, and more importantly, gas

could be present because of oil extraction. A tiny spark could then instantly result in a catastrophic explosion of the whole platform."

Safety is, therefore, of the utmost importance when transporting cargo – such as ship supplies, chemicals, oil pipes, heavy machinery and even human beings – to these offshore platforms. Strongly adhering to this principle, Fong makes sure his cargo-connecting supply vessels and carrying equipment fulfill all of the ever-evolving standards and regulations required in the industry.

"Offshore drilling will only become more challenging in the future due to the shallow fossil fuel reserves, demanding oil companies to drill in deeper and further waters," explained Fong. "With our expertise and knowledge, we will continue to provide professional equipment and services to minimize the risk of the drilling operations in the sea."

### Road to success

Fong began his oilfield business eight years ago right after he completed his engineering

degree at the University of British Columbia and further pursued his MBA degree at HKUST in 2015.

"High-level technology always fascinates me because of its complexity," said Fong. "I knew that I belonged in this industry because it is so challenging, and it involves the most advanced technology, often almost at military level."

Fong's ambitions for BSL Oilfield Services also stemmed further from his observation of how the market at that time was led by western companies.

"The industry has been traditionally dominated by British and American firms," he said. "I wanted to show that Chinese companies can be successful in the technical service sector as well. In 2012, I was given the chance to form a joint venture firm with the largest logistics company in Australia.

"With the support of my family, I decided to seize the chance and established BSL Oilfield Services, fully devoting myself to the industry."

Like many new businesses, the initial stage was challenging, as

BSL Oilfield Services worked to get a foothold in the market.

"At first, it was difficult for us to become a registered vendor with large oil companies around the world because we were the newcomers," said Fong. "Statistics, portfolios and reputation are essential to prove that we are the most suitable vendor. When you miss the chance, it will take another two to three years before these oil companies are open to bidding again."

But Fong was determined to prove the company's worth amid strong global competition.

"We worked really hard to get the certification, the financial records, the standardization and recognition for our products and services, and many more to show that we are capable and one of the best in the field."

Fong's efforts have certainly paid off: in the last two years, BSL Oilfield Services has become a registered vendor with seven of the top 20 oil and gas companies in the world, including Chevron, Shell, Sinopec, Total, Exxon Mobile, Eni and Petronas. His company





“The industry has been traditionally dominated by British and American firms. I wanted to show that Chinese companies can be successful in the technical service sector as well.”

has also gradually expanded to provide services in seven countries in Asia Pacific and the European region, and is ranked top five in the industry in Southeast Asia, with a market share of 15 – 18%. This global scope creates challenges as well as opportunities for the company.

“The challenging part is that we have to adjust our approaches and come up with a specific business model to meet with the needs in each office,” said Fong, “because each of the Asian developing countries have their own unique culture and legal system.”

That requires Fong to study the local laws in the various jurisdictions, ensuring that the company adheres to regulations regarding recruitment, employees’ benefits and shareholder structure, among others. He also needs to consider the local

culture and to understand the people’s mindset so that he can derive management models that will motivate his staff in different regional offices.

“The twist is that sometimes these laws are not clearly stated and common practices are hard to identify,” he said. “You need to dig deep to know better.”

On the other hand, the opportunity to travel all around the world is one of the joys of the job. “I have enjoyed travel to some of the most exquisite places in the world to visit my clients, such as Kazakhstan, Trinidad and Azerbaijan,” said Fong. “These places are not traditional tourist destinations but will certainly broaden your horizons.”

When he is at home in Hong Kong, Fong is also an active member of the Chamber’s Young Executives Club. “I enjoy being part of YEC because the

club always hosts interesting activities and networking sessions that allow us to acquire new information, exchange views and connect with young professionals from different industries” he said. “I have met a lot of wonderful friends from various sectors and gained so much from their success stories.”

### Envisaging the future

Despite a clear shift to renewables in the future energy mix, Fong foresees a positive growth in his industry in the future. “Reports have shown that the demand for fossil fuels will not peak until 2030, with Asia accounting more than 50% of the gas demand growth,” he said. “We still need them for aircraft and ships. Countries need them for industrial development, which is crucial to their economies.”

In the long run, Fong hopes to grow his company’s market share in Southeast Asia and to further expand and develop his business to new regions, such as Africa, the Middle East and Russia.

“Our short-term goal is to focus on our business in Malaysia,” he said, “which is a focal point that we’ve just started for a short period of time. Doing well in Malaysia will help increase our market share in the Southeast Asian market significantly.”

Having a successful business has always been a dream shared by ambitious members of the younger generation. Fong advises youngsters with business visions to try to incorporate innovative elements into traditional industries and to explore the infinite possibilities outside of Hong Kong.

“If you are willing to go beyond,” said Fong, “ample opportunities are waiting for you.”

「海上鑽油台空間有限，通常位處四野無人的海中心，更要抵禦足以掀翻船隻的二、三十尺巨浪。」中國寶順油田服務有限公司執行董事方敬軒如是說。

「試想像把大型補給品運往這些鑽油台的難度。」

中國寶順油田服務有限公司為中國寶順集團有限公司的全資附屬公司，專門從事海上鑽油台貨運器材的設計、生產、認證和維修。方敬軒表示：「我們致力於海上鑽油台提供安全、專業的石油及天然氣貨運器材。」

他闡釋，海上鑽油台常被視為最艱巨的工作環境之一，而海上危機四伏也僅屬冰山一角。

方敬軒說：「在鑽油台上，最微小的錯誤也可能構成火災。油台不單存放了高度易燃的物品，更會在鑽油過程中釋出氣體。一星火火花也足以令整個油台發生爆炸，後果堪慮。」

因此，運送船隻補給物、化學品、輸油管、重型器械，以至工作人員到鑽油台時，最重要的無疑是安全。方敬軒秉持安全至上的原則，確保貨物接駁補給船隻及承載的器材，均符合業界與時俱進的一切標準和規例。

方敬軒解釋：「化石燃料存量減少，促使油公司到更深更遠的海域採油，令未來的離岸鑽油更具挑戰。憑藉專業技術和知識，我們將繼續提供專業的儀器和服務，把海上鑽油的業務風險減至最低。」

## 成功之道

方敬軒於八年前在英屬哥倫比亞大學完成工程學位後，隨即投身油田業務，其後再於2015年在香港科技大學取得工商管理碩士。

他說：「高端科技複雜精密，一直令我著迷。我知道這個行業十分適合我，因為它極富挑戰性之餘，還應用了最先進、幾近軍事級別的科技。」

方敬軒發展中國寶順油田服務的抱負，亦源於當時西方企業主導市場的狀況。

他說：「這個行業傳統上由英美企業支配。我希望向眾人展示，中國公司亦能在技術服務業界取得成功。在2012年，我有機會與澳洲最大的物流企業組成合資公司。」

「在家人支持下，我決定把握機會，成立了中國寶順油田服務有限公司，全身投入業界。」

跟很多初創企業一樣，中國寶順油田服務於創業初期經歷了不少難關，努力在行內站穩陣腳。

**「這個行業傳統上由英美企業支配。我希望向眾人展示，中國公司亦能在技術服務業界取得成功。」**

「初時，作為業內的新丁，要爭取成為全球各大石油公司的註冊供應商確實不易。」方敬軒說：「業績、資歷和聲譽，皆是供應商的必要憑證。一旦錯失機會，便要等待石油公司兩至三年後的下一輪公開招標了。」

但他決心要在全球云云競爭對手脫穎而出。

「我們實在下了不少苦功來展示自身實力，並證明我們是業內的頂尖企業。這包括獲取所需的認證、財政紀錄，以及統一產品和服務標準，取得認可。」

方敬軒的努力絕對沒有白費：過去兩年，中國寶順油田服務成為了全球20大石油及天然氣企業其中七家——雪佛龍、蜆殼、中國石化、道達爾、埃克森美孚、埃尼及馬來西亞國家石油的註冊供應商。中國寶順油田服務亦逐步擴充，業務拓展至亞太及歐洲地區的七個國家，成為東南亞地區五大供應商之一，佔其15至18%市場份額。公司業務遍及全球，既帶來挑戰，也創造機遇。

他說：「面對的考驗是我們需因應各地辦事處的需要，調整策略，度身制訂商業模式；因為每個亞洲發展中國家都各有獨特的文化和法律制度。」

因此方敬軒除了要研究不同司法管轄區的本土法律，確保公司符合招聘、僱員福利、股東架構等各範疇的法規，還得考慮當地文化，了解在地員工的思維，方能訂出合宜的管理模式，激勵各地辦事處的員工。

「難處在於法律有時含糊不清，不易認清慣常做法。」他說：「唯

有深入探索，才能了解更多。」

另一方面，能夠遊訪世界各地也是這份工作的樂趣之一。「我享受受公幹時，遊歷世上一些絕美的地方，例如哈薩克斯坦、特立尼達和阿塞拜疆。」方敬軒說：「這些並非傳統的旅遊熱點，但絕對能夠拓闊你的眼界。」

回到香港，方敬軒亦是總商會卓青社的活躍會員。「我享受作為卓青社的一份子，他們時常舉辦各類有趣的節目和聯誼活動，讓會員緊貼最新資訊、交換意見，以及與不同界別的年青專才互通聯繫。」他說：「我結交了不少來至各行各業的好友，又從他們的成功故事獲益良多。」

## 展望未來

儘管可再生能源成為大勢所趨，方敬軒預期石油產業仍會在未來有所增長。「有報告指出，化石燃料的需求要到2030年才會見頂，而亞洲將佔逾半的天然氣需求增長。」他說：「飛機與船隻仍需要化石燃料，國家亦賴之以發展工業，支撐經濟。」

長遠而言，方敬軒期望擴大東南亞的市場份額，並在非洲、中東和俄羅斯等地開拓業務。

他說：「我們的短期目標是集中發展馬來西亞業務。馬國是我們不久前訂立的業務焦點，在當地發展順利的話，將可大大增加我們在東南亞的市場份額。」

建立一家成功的企業是每一代年青人的夢想。方敬軒勉勵有意從商的年青一代：把創新元素融入傳統行業，並探索香港以外的無盡可能。

方敬軒總結：「只要願意踏出世界，等待你的會是海量機遇。」

Company: BSL Containers Ltd

公司名稱：中國寶順油田服務有限公司

HKGCC Membership No. 總商會會員編號：HKBO521

Established 創辦年份：1998

Website 網站：<http://www.bslcontainers.com>



A One-Stop-Shop to Facilitate  
**Consulate Endorsement**  
 on Your Business & Trade Documents

- |        |      |              |        |                      |           |           |         |
|--------|------|--------------|--------|----------------------|-----------|-----------|---------|
|        |      |              |        |                      |           | Argentina | Bahrain |
|        |      |              |        |                      | Brazil    | Colombia  | Egypt   |
|        |      |              | Iran   | Jordan               |           | Kuwait    | Oman    |
| Panama | Peru | Saudi Arabia | Turkey | United Arab Emirates | Venezuela |           | Yemen   |



**Professional Advice  
 Certification in One Go**



Hong Kong General Chamber of Commerce  
 香港總商會 1861

**Consulate Endorsement Facilitation**

**Enquiry: (852) 2398 6077**

**Email: [cef@chamber.org.hk](mailto:cef@chamber.org.hk)**



The Hong Kong General Chamber of Commerce is the largest issuer of Certificates of Origin in Hong Kong, and an internationally recognized organization issuing Certification of Documents.

# New Members

# 新會員



**Aisino HongKong Ltd**  
香港愛信諾(國際)有限公司  
Mr Yu SU 蘇鈺先生  
General Manager



**AVIC International Holding (HK) Ltd**  
中國航空工業國際控股(香港)有限公司  
Mr Zhao YANG 趙揚先生  
Executive Director and CEO  
[www.avic.com.hk](http://www.avic.com.hk)



**APT Satellite Co Ltd**  
亞太通信衛星有限公司  
Mr Liang Qi 齊良先生  
Vice President  
[www.apstar.com](http://www.apstar.com)



**Baosteel Resources International Co Ltd**  
寶鋼資源(國際)有限公司  
Ms Helen YUAN 袁穎女士  
Representative



**Associated Maritime Co (Hong Kong) Ltd**  
海宏輪船(香港)有限公司  
Mr Xuefei LI 李雪飛先生  
Deputy General Manager, Admin & HR



**Bosera Asset Management (International) Co Ltd**  
博時基金(國際)有限公司  
Ms Rui FAN  
Head of Sales & Client Services



**AVIC Capital International Holding Co Ltd**  
中航資本國際控股有限公司  
Mr Mingsheng CAI 蔡明生先生  
President and CEO



**Cafe Deco Holdings Ltd**  
Mr Robert Wan Lung CHANG  
Director  
[www.cafedecogroup.com](http://www.cafedecogroup.com)



**AVIC International (HK) Group Ltd**  
中航國際(香港)集團有限公司  
Mr Zhao YANG 趙揚先生  
Executive Director and CEO



**CGN New Energy Holdings Co Ltd**  
中國廣核新能源控股有限公司  
Mr Arthur Kin Lee LEE 李健先生  
Assistant President & Company Secretary  
[www.cgne.com](http://www.cgne.com)



ENQUIRIES  
Ms Sharon Chung  
Tel: (852) 2823 1203  
Email: membership@chamber.org.hk



**CEIEC (HK) Ltd**  
華電有限公司  
Mr Lei ZHU  
Deputy General Manager



**Chalco Trading Hong Kong Co Ltd**  
中鋁國貿香港有限公司  
Mr Chongyang ZHOU 周重陽先生  
President



**CER Ltd**  
適意雅有限公司  
Mr Charles Hok Hei CHONG 莊學熹先生  
Director  
www.cer-decor.com



**China Chengtong Investment Co Ltd**  
中國誠通投資有限公司  
Mr Xin Li 李欣先生  
General Manager  
www.cctamhk.com



**CGN Energy International Holdings Co Ltd**  
中國廣核能源國際控股有限公司  
Mr Tai CHEN 陳泰先生  
President  
www.cgnei.com



**China Eastern Airlines Corporation Ltd**  
中國東方航空股份有限公司  
Mr Liu Jun Li 李留軍先生  
General Manager



**CGN Mining Co Ltd**  
中廣核礦業有限公司  
Mr Jun ZHOU 周軍先生  
Financial Controller  
www.cgnmc.com



**Toppan Merrill Ltd**  
凸版美林財經印刷有限公司  
Miss Christabel LEE  
Managing Director  
www.toppanmerrill.com



**CGNPC Huasheng Investment Ltd**  
中廣核華盛投資有限公司  
Mr Gang LU  
Director and CEO  
www.cgnhs.com.cn



**Voglia.com Ltd**  
Mr Michael YEN 嚴祖泰先生  
Director

# Making Experience Come Alive

## 體驗「真實世界」

IOIO uses technology and the team's breadth of expertise to create interactive installations

十下創作應用科技和團隊淵博的專業知識，創建互動體驗

### A hub of creators seeking to break boundaries and create novel experiences, local media studio IOIO Creative was founded in 2015.

It specializes in creating interactive media experiences for a range of clients including museums, exhibitions and corporate events.

A diverse mix of talent make up IOIO's staff, with experts in design, technology and the arts, creating a cross-disciplinary team.

"Clients value how our hybrid skill sets contribute to our experience and innovation," said Director Ron Siu.

Having a cross-disciplinary team is an important asset in the creative sector in Hong Kong, and the minds at IOIO are intent on making the most of the team's expertise.

"We do not uphold a single formula as a mighty solution," said Siu. "Instead, we treasure every chance to study a new challenge from multiple angles given the spectrum of our skills, which is vital for creating novel stories."

This philosophy can be seen in practice in their various exhibits at the Water Resources Education Centre. In collaboration with the Water Services Department in 2019, these exhibits are committed to stressing the importance of water conservation as well as enhancing the younger generation's knowledge of water resources. "IOIO is engaged in producing an educational experience comprising exhibits, live demonstrations, and interactive games," said Siu.

Vanke Phoenix Mountain Showsuite is another example of where IOIO has created an interactive and innovative experience. It is located in the multimedia room at Vanke Emerald Park, a high-end residential project in Fuzhou, Fujian province. It includes a phoenix-shaped kinetic installation, equipped with ultra-wide projection, intricate lighting and fans. This mechanical phoenix interacts with the projections around it to tell the ancient creation myths of the city.

Their core philosophy led IOIO to join HKGCC to connect with companies from various fields and regional markets. "We hope to create a substantial innovative culture with the Chamber's members," said Siu.

IOIO has plans to scale up its projects in the months and years ahead with various local museums, as well as increasing its efforts on outreach in Mainland China, Singapore and beyond. "Our interim goal is to get into the 2025 World Expo [in Osaka, Japan] and tell stories to the next generation," said Siu.







Company 公司名稱：IOIO Ltd 十下有限公司  
HKGCC Membership No. 總商會會員編號：HKI0355  
Established 創辦年份：2015  
Website 網站：<http://www.ioiocreative.com/>

**十下創作成立於 2015 年，匯聚一眾尋求突破界限、創建嶄新體驗的創作人。**

該本地媒體工作室專門為博物館、展覽和企業活動等客戶打造互動媒體體驗。

十下人才濟濟，雲集來自設計、科技和藝術方面的專家，組成了一支跨專業的團隊。

總監蕭逸朗說：「我們的多元技能成就了團隊的經驗和創新，客戶對此十分重視。」

對香港的創意產業來說，擁有一支跨專業的團隊是重要的資產，而十下致力發揮每位成員的專業知識。

蕭逸朗說：「我們不會以單一的公式作為全能的方案；相反，我們珍惜每一個機會，因為憑藉團隊的多元技能，我們能夠從多角度應對新挑戰，這對於故事創作至關重要。」

這理念可體現於水資源教育中心的各式展覽。該等展覽與水務署合作開辦，強調節約用水的重要性，並增進年輕一代對水資源的了解。他說：「十下結合展覽、現場示範和互動遊戲，專注創造嶄新的教育體驗。」

「萬科飛鳳山體驗室」是十下創作互動創新體驗的另一實例。該裝置位於福建省福州市高端住宅項目「萬科福晟翡翠里」的多媒體展示廳，結合鳳凰形態的動力機械裝置、超廣角投影，以及複雜精密的燈光和風機組合。機動鳳凰與周邊的投影互動，訴說著福州市的故事。

團隊的核心理念驅使十下加盟總商會，與來自世界各地不同行業的企業建立聯繫。蕭逸朗說：「我們希望與總商會會員一同創造豐盛的創新文化。」

十下計劃在未來與本地多家博物館合作，擴大項目規模，並拓展中國內地、新加坡及其他市場。蕭逸朗說：「我們的中期目標是參與 2025 年（在日本大阪舉行的）世界博覽會，向下一代細說故事。」



# Chemistry of Sichuan Cuisine

## 川味化學作用

Diners can enjoy the opportunity to experiment with Sichuan Lab's modern take on authentic Sichuan flavours in a fun and stylish laboratory-style setting, reports staff writer Elmo Wong

川流的裝潢充滿玩味，令人仿如置身時尚的實驗室中，體驗正宗四川風味的現代演繹 本刊記者王靜雯

**Helmed by star chef Kenny Chan, Sichuan Lab offers Hong Kong diners authentic yet contemporary Sichuan delicacies.**

Its Chinese name, literally meaning "the river flowing across Sichuan," echoes the restaurant's concept of "connecting the East and the West, and passing the tradition to the next generation." Its English name, Sichuan Lab, on the other hand embodies the restaurant's creative and meticulous take on the region's cuisine.

Sichuan Lab takes an innovative approach to its decor by creating a chic and mysterious dining environment. From metallic light fittings to colourful spices in test tubes and lab-style beakers decorating the walls, this "black laboratory" presents diners with an immersive experience of modern Sichuan dining.

川流由星級大廚陳啓德主理，為本地食客呈獻新派的正宗四川美饌。

餐廳顧名思義是指「川流不息」，正好呼應其「連貫東西、延續傳統」的餐飲理念；英文則取名為 Sichuan Lab（四川實驗室），象徵餐廳對創意的追求、對川菜的一絲不苟。

川流的裝潢布置極盡創新，從簡潔的金屬燈飾到牆上盛滿五彩香料的試管和燒杯，這個「暗黑實驗室」營造出型格時尚、充滿神秘色彩的用餐環境，讓食客沉浸於現代的川味體驗。



### Chef's Profile 大廚小檔

Executive Chef Kenny Chan grew up in Hong Kong where many of his family members were chefs. The young Chan accumulated food knowledge by listening to his family sharing their recipes and cooking experience at home. At the age of 14, he embarked on his own culinary career at a Chinese restaurant, where he laid a good foundation of cooking techniques and skills. Since then, he has been devoted to Sichuan cuisine.

Today, despite having worked in kitchens for over 50 years, Chan remains passionate about continue his cooking journey. "History has a huge influence on Sichuan cuisine," he said. "I want to make good use of my knowledge and introduce authentic Sichuan dishes to local diners."

行政總廚陳 德在香港長大，出身烹飪世家，自小得家人傳承家傳食譜和入廚經驗，累積了豐富的烹調知識。陳師傅在 14 歲時已展開入廚生涯，在一家中菜館奠定了扎實的廚藝基礎，更從此迷上了四川菜。

陳 德至今已入廚超過 50 年，卻依然對烹飪充滿熱誠。他說：「川菜隨著歷史而演變。我希望好好利用自己的知識，為本地饕客呈獻地道的四川菜餚。」

#### Sichuan Lab 川流

G/F, 28 Tai Wo Street, Wan Chai  
灣仔太和街28號地舖  
3126 6633



**Classic Steamed Chicken with Spicy Sauce**  
松花口水雞

With no standard recipe for this iconic “ma la” (spicy and numb) dish, Chef Chan uses his family recipe to make a tender and moist steamed chicken, and thoughtfully debones the chicken before serving. He also prepares cubes of hundred-century eggs and Hunan-style spicy sauce, made from spring onion, ginger and garlic, for a richer flavour and aroma.

這道代表性的麻辣菜沒有標準的食譜，陳師傅利用其家傳秘方，炮製出鮮嫩多汁的去骨蒸雞。他還加入了皮蛋粒，以及由蔥、薑、蒜製成的湖南辣醬，令味道更添香濃。



**Rose-scented Sweet Toast Dumplings**  
玫瑰吐司抄手

Chef Chan reinvented the classic Sichuan chaoshou (dumplings) to create this delicate dessert. Red bean and rose-flavoured syrup mix is wrapped in flat white bread to make the sweet dumplings. They are then deep fried in hot oil until crisp and golden. Served with a brown-sugar sauce and fresh berries, these toast dumplings end a perfect meal on a sweet note.

陳大廚把經典的四川抄手（雲吞）重新演繹，創作出這道細膩的甜點。吐司抄手內餡以紅豆混入玫瑰糖醬製成，外面裹以薄薄的白麵包，然後放進滾油炸至香脆金黃。吃時蘸上黑糖醬汁和鮮莓，甜甜的滋味為這頓盛宴畫上圓滿的句號。

**Sichuan Cured Pork and Pepper Bun**  
家鄉燻臘肉胡椒餅

This popular Taiwan street food originated from Fuzhou, in Fujian Province, and is given a Sichuan twist here with the addition of Sichuan cured pork. Mixed with black and white pepper, the flavourful minced meat filling is wrapped in soft buns and pan-fried. This pepper bun is also the most popular item on Sichuan Lab's menu.

胡椒餅源自福建省福州市，其後傳入台灣成了廣受歡迎的街頭小吃；餐廳將之加以改良，混入四川臘肉，創製出這道四川變奏版。惹味的肉燥伴入黑白胡椒，以軟綿的麵包裹好，放入鍋中慢煎。這款胡椒餅亦成為了川流最受歡迎的菜式。



**Pepper and Vinegar Thick Soup**  
醋椒胡辣羹

The star of this soup is the specially selected pepper from Kampot, Cambodia. Known as the “king of pepper,” Kampot pepper has been granted a Protected Geographical Indication mark by the E.U., and is favoured by many top chefs for its floral fragrance. This spicy and sour soup is cooked with sliced duck blood, black fungi, tofu and pork for a complex mix of textures. This soup nicely complements the Sichuan pork and pepper buns for a full range of pepper tastes.

這道湯羹的主角當然是來自柬埔寨貢布的特選胡椒。有「胡椒之王」之稱的貢布胡椒獲歐盟頒發「受保護地理標示」標誌，其濃郁而細膩的花香令一眾名廚趨之若鶩。這款酸辣羹的材料包括鴨血、黑木耳、豆腐和豬肉，帶出層層交錯的口感，更與家鄉臘肉胡椒餅的胡椒芳香遙相呼應，相得益彰。

**52°C Slow-Cooked Smoked Duck Breast**  
52 度慢煮樟茶鴨胸

Inspired by the iconic smoked duck, Chef Chan combines Western culinary techniques with a traditional Chinese recipe to prepare this signature dish. The marinated duck breast is smoked with German beech woodchips to strengthen the aroma, and then slow-cooked at 52°C to keep the meat tender before going in to the oven. The juicy duck is then served on a heated stone with steamed buns in an attractive and modern plating.

這道招牌菜式的靈感源自經典的樟茶鴨。陳大廚採用了西方的烹調技巧與傳統的中式煮法，滷鴨胸先以德國樺木煙燻，再以 52 度慢煮後才烤焗，令鴨肉保持嫩滑，芳香四溢。鮮美多汁的鴨胸伴以饅頭隨熱石板上桌，賣相精緻。



# GBA: Positive Outlook

## 大灣區：前景樂觀

Corporates are increasingly looking at the Greater Bay Area as an integrated region and adapting their strategies accordingly as the initiative takes shape

隨著大灣區倡議日漸成型，企業日益視該區為一個綜合體，並正採取相應策略

**Enthusiasm for the Greater Bay Area among executives in the region continues to grow, explained Maggie Lee, Partner, Head of Capital Markets Development Group, Hong Kong, KPMG China. According to the third annual survey conducted by KPMG, HKGCC and HSBC last year, 80% of the respondents expected the economy of the GBA to grow faster than the rest of China – an increase on the previous survey.**

Speaking at a Chamber webinar on 7 April, Lee added that 96% of the executives who participated in the survey expected the GBA initiative will help their own company to achieve revenue growth. Access to a larger market is the key motivation for those investing in the GBA, followed by the need to be closer to business partners.

Lee also noted that businesses are changing the way they look at the region. “Many companies, especially MNCs, had in the past separated their business coverage geographically into Hong Kong and Mainland China,” she said. “Many of them are now looking at the GBA as a whole and as an integrated region.”

The release of the Outline Development Plan for the GBA last year also seems to have assuaged

some of the earlier worries about the initiative. Lee noted that in the first survey, many respondents raised concerns about the competition between the different cities: “Now, this is out of the picture, and businesses don’t have that worry any more.”

Besides greater alignment on tax and other regulations in the three jurisdictions involved, corporates hoped to see the establishment of a central GBA office to coordinate policy interpretation, Lee added.

Also speaking at the webinar, David Harrity, Head of Growth Propositions, Commercial Banking Hong Kong, HSBC, said that the results of the survey were very compelling and reflected the positive outlook among businesses for this very ambitious plan.

He gave the example of how one client was taking advantage of the opportunities opening up as a result of the GBA development. This company – a mid-cap corporate organization – operating in the industrial segment came to Hong Kong to raise the finance to buy a company in the United States.

“They are very positive about their ability to grow and tap into international markets,” Harrity said. “They have headquarters in



Shenzhen, production facilities in Dongguan and an offshore financing platform in Hong Kong, and with that they expanded internationally to buy the company in the U.S. That, in a nutshell, is an example of how companies are going outbound.”

He noted that the healthcare and education sectors are seeing a lot of growth, and that technology plays a crucial part across all sectors helping them to upgrade. Financial services is a major sector for Hong Kong with growth potential across the rest of the GBA, and also one where technology is changing the environment.

“We are very aware that there is a lot of competition from non-traditional banks – including the emergence of virtual banks – and there are a lot of players in Guangdong,” he said. “That is keeping us on our toes.”

Sustainability is also an important



**“Many companies, especially MNCs, had in the past separated their business coverage geographically into Hong Kong and Mainland China. Many of them are now looking at the GBA as a whole and as an integrated region.”**

– Maggie Lee, Partner, Head of Capital Markets Development Group, Hong Kong, KPMG China

part of the GBA plan, and companies are now looking to see how that will affect their sector. “There are various new business models emerging around recycling and efficiency, which are also creating new opportunities,” Harrity said.

Claudia Xu, Chief Commercial Officer, Hong Kong Science and Technology Parks Corporation, said that the Science Park was Hong Kong’s flagship centre for innovation and technology, supporting start-ups on the path to commercialisation. “Our role is to offer a location and connections with the whole ecosystem including universities, research institutes, investors and governments.” It also hopes to serve as a pool for innovative talent to serve the whole GBA.

The GBA is creating big new opportunities for Hong Kong, as a result of its economic size and the improving connectivity across the region. Besides traditionally strong sectors, there will also be new roles for Hong Kong such as facilitating data and information flow, and new types of financial services.

Xu gave the example of a medical devices company based in the Science Park to show how the GBA can contribute to their success. “They will not be able to grow into a big company if they stay in Hong Kong, because the market is small, and we don’t have the manufacturing capability. So we help them to link with Mainland entities, also with companies with medical manufacturing capabilities.”

Then, these companies can also

come back to Hong Kong for an IPO. “This is a mini ecosystem where we can help start-ups in Hong Kong and the other cities in the GBA.”

Mainland manufacturers welcome the opportunity to collaborate with Science Park companies, Xu added, as it gives them the ability to upgrade their facilities.

The Covid-19 outbreak has changed the global business environment since the survey was conducted, but the speakers agreed that – although it was still too early to assess the full impact – they did not expect the coronavirus to change the business outlook regarding the GBA.

“Corporates feel that GBA is a longer-term strategy rather than a short-term plan of a few months,” said KPMG’s Lee.

區內行政人員對大灣區的興趣持續增加，畢馬威中國資本市場發展服務組香港主管合夥人李令德如是說。根據畢馬威、總商會及滙豐去年進行的第三次年度調查，八成受訪者預期大灣區的經濟增速將超越中國其他地區，比例較上一次調查為高。

在總商會4月7日的網上研討會上，李令德又指96%參與調查的行政人員預料大灣區倡議可助公司取得收入增長。打入更大的市場是企業投資大灣區的主要動機，其次為更接近商業夥伴。

她亦提到，企業正改變看待大灣區的方式。「過往，許多公司尤其是跨國企業，把他們的業務範圍按地域分為香港和中國內地，」她又說：「現在，他們很多都視大灣區為一整個綜合體。」

去年出台的《粵港澳大灣區發展規劃綱要》亦似乎釋除了外界早期對倡議的一些疑慮。李令德表示，在第一次調查中，不少受訪者均關注到不同城市之間的競爭。「如今，這已不是關注所在，企業不再有此憂慮。」

她又補充，企業除了希望區內三個司法管轄區的稅務和其他法規能夠更協調一致，還期望設立一個中央大灣區辦事處，負責政策方面的統籌協調。

滙豐香港工商金融部發展建議主管夏德銘亦有參與研討會，並指出調查結果反映企業看好這一進取大計的前景。

他以一位客戶為例子，說明企業正利用大灣區發展所開創的機遇。該中型工業生產公司來港集資，以期在美國收購一家公司。

「他們有信心能夠開拓和進軍國際市場。」夏德銘續道：「他們的總部設

於深圳，在東莞設廠，而香港則作為離岸融資平台，用以拓展國際市場，收購美國的公司。簡單來說，這一例子正好說明了企業如何走出去。」

他指出醫療和教育界正蓬勃發展，而科技在各行各業都起著關鍵作用，幫助企業升級。金融服務是香港的重要產業，在大灣區具有發展潛力，而科技亦正改變業界的經營環境。

他說：「我們留意到非傳統銀行帶來了激烈的競爭，這包括虛擬銀行的興起，還有很多來自廣東的市場參與者。我們要對此多加注意，做好準備。」

可持續發展亦是大灣區規劃的重要一環，而企業正觀望這個因素對業界的影響。夏德銘說：「在回收和效率方面，各種嶄新的商業模式正在湧現，帶來了新的商機。」

香港科技園公司首席商務總監徐建表示，科學園是香港的創科旗艦，支持初創企業邁向商品化的道路。「我們的角色是提供一個地方，讓企業接通整個生態系統，包括大學、研究所、投資者和政府。」園方亦希望充當創新人才庫，服務整個大灣區。

大灣區憑藉其經濟規模，加上區內日益互聯互通，正為香港開創種種新機遇。除了傳統的優勢產業，香港也將扮演新的角色，例如促進數據和資訊流通，以及提供新型的金融服務。

徐建引述一家駐園醫療設備公司的例子，說明大灣區如何造就其成功。「如果他們留在香港，就不能發展成為一家大企業，因為本地市場規模細小，亦缺乏生產能力。因此，我們協助他們聯繫內地企業，接觸具有醫療生產能力的公司。」

接著，這些公司又可來港進行首次公開招股。「透過這個小型生態系統，我們可以為香港和大灣區內其他城市的初創企業提供支援。」

徐建續稱，內地製造商歡迎有機會與科學園企業合作，藉此提升他們的設施。

2019年冠狀病毒病疫情改變了全球商業環境，但三位講者一致認同，儘管現在來評估整體的影響言之尚早，他們倒不認為疫情會令大灣區的商業前景有所轉變。

李令德說：「企業視大灣區為長期策略，而非為期數月的短期計劃。」

「過往，許多公司尤其是跨國企業，把他們的業務範圍按地域分為香港和中國內地。現在，他們很多都視大灣區為一整個綜合體。」

——畢馬威中國資本市場發展服務組香港主管合夥人李令德



## China Committee 中國委員會

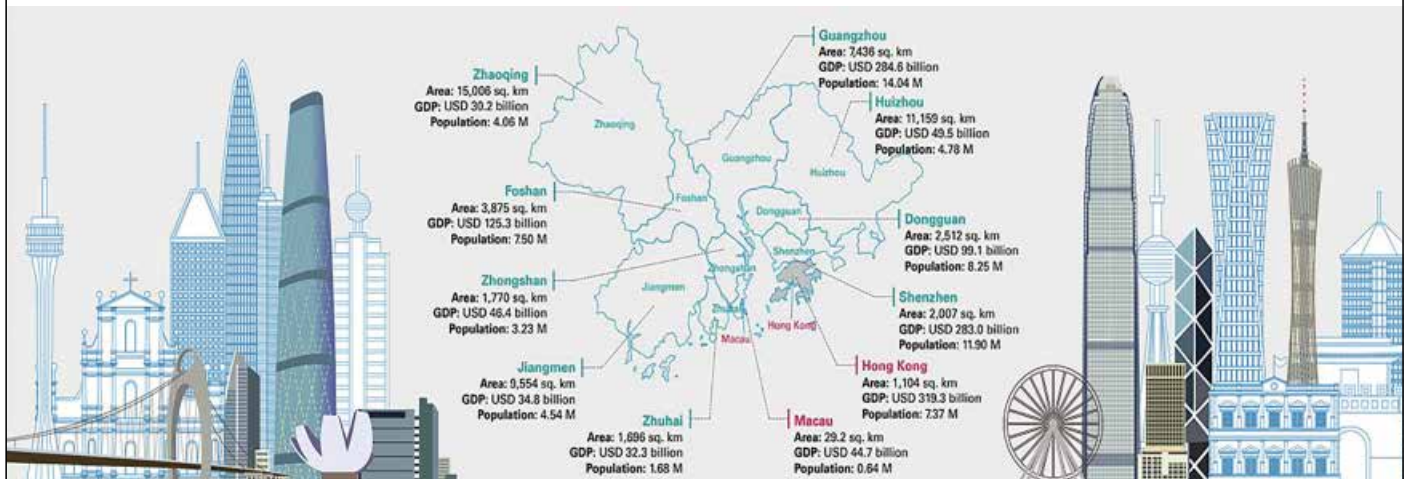
Dr Tse Kwok Leung, Head of Policy and Economic Research at Bank of China (Hong Kong), briefed members at the China Committee meeting on 1 April on China's economic prospects given the impact of the Covid-19 outbreak. He said that he believed the Mainland could rely on its internal economic momentum to maintain moderate growth, even amid an anticipated general global economic recession. He estimated that China's economy might achieve 4-5% growth in 2020.

中國銀行（香港）經濟及政策研究顧問謝國樑博士出席中國委員會4月1日的會議，講解中國經濟前景如何受2019冠狀病毒病疫情影響。他認為，儘管市場預料全球將陷入經濟衰退，內地仍能倚靠內部經濟勢頭，維持溫和增長。他估計中國經濟將於2020年增長4至5%。

HKGCC, KPMG China and HSBC conducted a third annual Greater Bay Area (GBA) survey last year. In a webinar on 7 April entitled Keys to Success in the Greater Bay Area, Maggie Lee, Partner, Head of Capital Markets Development Group, Hong Kong, KPMG China, and David Harrity, Head of Growth Propositions, Commercial Banking Hong Kong, HSBC, shared the key findings of the survey and their insights on the GBA development. Lee reported that 80% of survey respondents expected the GBA economy to grow faster than the rest of China within the next three years, while Harrity forecast that the region's GDP could reach US\$4.6 trillion by 2030. Claudia Xu, Chief Commercial Officer, Hong Kong Science and Technology Parks Corporation, also joined the discussion. She shared that one of the key priorities of the Science Park is to develop a world-class talent pool in Hong Kong to contribute to the development of the GBA.

總商會、畢馬威中國及滙豐銀行於去年進行了第三次大灣區發展年度調查。在4月7日題為「探索大灣區：驅動成功的關鍵」的網上研討會上，畢馬威中國資本市場發展服務組香港主管合夥人李令德聯同滙豐香港工商金融部發展建議主管夏德銘，分享了調查報告的重要結論，以及他們對大灣區發展的見解。李令德指出，八成受訪者預期大灣區在未來三年的經濟增速將快於中國其他地區；夏德銘則預料區內生產總值將於2030年前達到4.6萬億美元。香港科技園公司首席商務總監徐建亦參與討論，並表示科技園的要務之一，是在香港打造世界級的人才庫，貢獻大灣區發展。

## HKGCC GREATER BAY AREA CORNER 香港總商會粵港澳大灣區資訊



## Economic Policy Committee 經濟政策委員會

Chris Leung, Chief China Economist of DBS Bank, shared his views on how the coronavirus had affected the Mainland Chinese economy at a committee meeting on 3 April. The bank has downgraded its economic growth forecast for China this year from 5.3% to 4.5% and Leung said that a sharp V-shaped recovery of the economy would be very unlikely.

星展銀行首席中國經濟師梁兆基出席 4 月 3 日的委員會會議，剖析冠狀病毒疫情對中國內地經濟的影響。該行把今年中國經濟增長預測從 5.3% 下調至 4.5%，而梁兆基亦表示經濟出現急速 V 型反彈的可能性甚低。

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

At a committee meeting on 8 April, Adam Vaziri, CEO and Co-founder of Blockpass, shared with members his views on the benefits of using blockchain technology in financial services to address regulatory and compliance requirements. He also discussed the conditions that would enable such adoption.

在 4 月 8 日的委員會會議上，Blockpass 行政總裁兼共同創辦人 Adam Vaziri 講解金融服務業利用區塊鏈科技滿足監管和合規要求的好處，並討論應用相關科技的所需條件。

## Europe Committee 歐洲委員會

### Challenges Ahead for Post-Brexit Europe 英國脫歐後歐洲的未來挑戰

Johannes Hack, Chief Executive Hong Kong Branch and General Manager North Asia at DZ Bank, said that besides the impact of Brexit, the European economy will also have the added challenge of the impact of Covid-19 as well as the continuing Sino-U.S. trade tensions to deal with in the next few years. Speaking at the Europe Committee's webinar on 1 April, Hack said it wasn't all negative news, as Europe could play a leading role in setting global standards for data and environmental protection as these areas become increasingly important for businesses.

Also speaking at the event was Dr Roland Vogt, Associate Professor of European Studies at the University of Hong Kong. He said that the institutional challenges faced by the E.U. after Brexit might lead to economic and political instabilities. He also pointed out some of the shortcomings of the response to Covid-19 by E.U. member states, which might bring challenges for future policies affecting the whole E.U.

DZ Bank 北亞區總經理兼香港分行行政總裁 Johannes Hack 表示，除了受到英國脫歐的影響，歐洲經濟體在未來數年還要應對冠狀病毒疫情及中美貿易局勢持續緊張帶來的挑戰。在歐洲委員會 4 月 1 日的網上會議中，Hack 亦指出歐洲能夠在訂立國際數據和環保標準方面發揮領導作用，而這些領域對企業日益重要，因此也不是只有壞消息。

香港大學歐洲研究助理教授傅榮朗博士亦有與會，並表示英國脫歐後歐盟面對的體制挑戰或會造成經濟和政治不穩。他亦指出，歐盟成員國對疫情應變不善，可能會對歐盟未來的整體政策構成挑戰。

## FinTech Working Group 金融科技工作小組

Andy Yee, VISA's Senior Director of Government Relations, Greater China, shared the key findings from a recent report entitled "Consumer Payment Attitudes Study 2020" at a working group meeting on 25 March. He also spoke on his company's initiatives to enhance the payment experience and transform the global payment ecosystem.

VISA 大中華區政府關係高級總監余浩基出席工作小組 3 月 25 日的會議，分享最近一份名為「消費者支付取態研究 2020」報告的主要結果，並談及其公司提升支付體驗和改革環球支付生態系統的倡議。

## HKCSI-Executive Committee 香港服務業聯盟一執行委員會

Matthew Man, President and CEO of Megasoft Ltd, shared the story of his entrepreneurial journey and his thoughts about business sustainability at a webinar on 8 April. He emphasized the importance of using technology such as the Internet of Things, big data and cloud services, when expanding a new business, and shared his experience of using the depth of technology and breadth of application when growing his own company.

Megasoft Ltd 主席兼行政總裁文振聲出席 4 月 8 日的網上研討會，分享他的創業之路，以及對企業可持續發展的見解。他強調拓展業務時運用物聯網、大數據和雲端服務等科技的重要性，又分享自身經驗，講述如何深入、廣泛地利用科技拓展公司業務。

At a committee meeting on 2 April, Duncan Wong, Founder and CEO of CryptoBLK, shared his experience in developing his company in trade finance and fintech. He also talked about the latest developments of Central Bank Digital Currency (CBDC) and Insurance Document Authentication in Hong Kong.

CryptoBLK 創辦人兼行政總裁王世松出席 4 月 2 日的委員會會議，分享其公司在發展貿易金融及金融科技方面的經驗。他亦談及央行發行數碼貨幣和香港保險文件認證的最新發展。



## Manpower Committee 人力委員會

Miranda Wong, Director of the Hong Kong Federation of Youth Groups Leadership Institute, spoke at the Manpower Committee meeting on 27 March about how the group's programmes help prepare local talent for the future global market. She said that the young generation in Hong Kong need opportunities to gain more international exposure.

香港青年協會領袖學院總監黃好儀在3月27日的委員會會議上，講述該會活動如何協助本地人才做好準備，在未來踏足環球市場。她指香港年青一代需要更多機會拓展國際視野。

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

CBRE Head of Research Dr Henry Chin and Associate Director Cynthia Chan shared research findings on the Covid-19 outbreak's impact on the Asia-Pacific real estate market at a webinar on 7 April. They also discussed some of the potential long-term trends that could reshape the regional property landscape.

世邦魏理仕研究部主管金緯博士和助理董事 Cynthia Chan 出席4月7日的網上研討會，剖析冠狀病毒疫情對亞太區房地產市場的影響，並討論一些可能會重塑區內房地產格局的潛在長遠趨勢。

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

Data is the lifeblood of many successful businesses, as effective use of analytics can transform a large amount of data into valuable insights. At the webinar "Hong Kong's Data Driven Future – Using Analytics for Better Business Outcomes" on 3 April, experts from KPMG shared their insights on how data analytics is driving business performance in Hong Kong. The webinar also included a panel of representatives from gini, HSBC and Manulife, who discussed how companies can use data analytics to understand their customers better.

數據是很多成功企業的命脈，有效運用數據分析將能把大量數據轉化為重要見解。在4月3日題為「為香港構建數據驅動的未來——提升業務表現的數據分析實際應用」的網上研討會中，一眾畢馬威的專家就數據分析如何提升香港業績分享見解。研討會又邀得來自 gini、滙豐銀行及宏利保險的代表，探討利用數據分析更深入了解顧客的方法。

The Trade and Industry Department (TID) convened a video conference on 8 April with representatives of the major trade and industrial organizations in Hong Kong to discuss how to make best use of the SME Export Marketing Fund (EMF), the Dedicated Fund on Branding, Upgrading and Domestic Sales (BUD Fund), the Convention and Exhibition Industry Subsidy Scheme, and export credit insurance in view of the current economic crisis. SME Committee Chairman Roy Ng and Vice Chairman Angela Lee joined the conference to share our members' views on these schemes with the Government.

工業貿易署於4月8日舉行視像會議，與本港主要貿易和工業組織的代表商討如何善用「中小企業市場推廣基金」、「BUD 專項基金」、「會議展覽業資助計劃」及出口信用保險，應對當前的經濟危機。中小型企業委員會主席伍俊達及副主席李慧賢皆有出席，並向政府表達會員對這些計劃的意見。

## COMMITTEE CHAIRMEN 委員會主席



Americas Committee  
美洲委員會  
Prof Steve Wong  
黃兆輝教授



Asia & Africa Committee  
亞洲及非洲委員會  
Mr Behzad Mirzaei  
苗澤文先生



China Committee  
中國委員會  
Mrs Petrina Tam  
譚唐毓麗女士



HKCSI – Executive  
Committee  
香港服務業聯盟 — 執行委員會  
Ms Veronica Lockyer  
駱凱燕女士



Digital, Information &  
Telecommunications  
Committee  
數碼、資訊及電訊委員會  
Ms Jennifer Yuen Chun Tan  
陳婉真女士



Economic Policy  
Committee  
經濟政策委員會  
Mr John Anthony Miller  
苗學禮先生



Environment &  
Sustainability Committee  
環境及可持續發展委員會  
Mr Mike Kilburn  
吳敏先生



Europe Committee  
歐洲委員會  
Ms Jennifer Chan  
陳佩君女士



Financial & Treasury  
Services Committee  
金融及財資服務委員會  
Ms Agnes Chan  
陳瑞娟女士



Industry & Technology  
Committee  
工業及科技委員會  
Mr William Yuen Fai Lai  
黎元輝先生

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



The Hong Kong Government has announced a series of relief measures to support businesses, particularly SMEs that have been suffering as a result of the coronavirus outbreak. At the SME Committee meeting on 26 March, Bill Wong, Principal Assistant Secretary (Commerce and Industry), Commerce and Economic Development Bureau; and Lionel Ng, Assistant Vice President (SFGS Operations), HKMC Insurance Limited, briefed members on the latest support measures, particularly the 100% guaranteed loan under the SME Financing Guarantee Scheme. This new measure aims to alleviate the cash flow burden of SMEs suffering from reduced income at present, and aims to help prevent these enterprise from needing to shut down or make layoffs.

香港政府公布了一系列紓困措施，支援受冠狀病毒疫情影響的企業，尤其是中小企。在3月26日的委員會會議上，商務及經濟發展局首席助理秘書長王國彪及香港按揭證券有限公司助理副總裁（中小企融資擔保計劃業務運作）吳廣平講解最新的支援措施，特別是「中小企融資擔保計劃」下的百分百擔保貸款。這項新措施旨在紓緩中小企當前因收入減少而引致的現金周轉困難，以及避免企業結業或裁員。

At the SME Committee meeting on 26 March, Maggie Lam, Lead Manager, Industry and Start-up Relations, Hong Kong Productivity Council, introduced the services of a new dedicated HKPC team, SME ReachOut. This new team started operating in January and helps to identify funding schemes that suit individual SMEs. The goal of SME ReachOut is also to enhance SMEs' understanding of the Government's funding schemes, with a view to encouraging better utilisation of the public resources available.

香港生產力促進局管理諮詢部資深經理（業界及初創關係）林美琪出席3月26日的委員會會議，介紹生產力局一支全新專責團隊——中小企資援組的各項服務。這支新團隊於1月投入服務，協助個別中小企尋找合適的資助計劃。中小企資援組的另一目標，是增進中小企對政府資助計劃的認識，以促進公共資源的有效運用。

For information see:  
詳情：



## Young Executives Club 卓青社

During the recent outbreak of coronavirus, many people have found themselves stressed and anxious over the uncertainties ahead. To help members handle these feelings, WEC and YEC co-organized a webinar on the topic of wellness in the time of Covid-19 on 17 April. Dr May Lam, Registered Specialist Psychiatrist and Vice-President of the Hong Kong College of Psychiatrists, shared some tips on managing both physical and mental health. In particular, Lam explained how we could respond to stress in ways so as to optimize our performance and see the positive aspects in every situation. She also pointed out some early symptoms of mental illness arising from stress.



冠狀病毒疫情爆發期間，不少人面對茫茫前景倍感壓力和焦慮。因此，卓妍社和卓青社以疫情下保持健康為主題，於4月17日合辦了網上研討會，協助會員處理這些情緒。註冊精神科專科醫生兼香港精神科醫學院副院長林美玲分享管理身心健康的錦囊。她特別闡釋了應對壓力的各種方法，以提升表現，並在不同處境中保持積極樂觀。林醫生還列舉了壓力導致精神疾病的一些早期病徵。

## Women Executives Club 卓妍社

An informative and inspiring webinar on "Building Bridges for Female Engineering Talent" was held on 1 April, co-organized by the French Chamber of Commerce and Industry in Hong Kong and HKGCC. Connie Lam, Chairman of Chamber's Manpower Committee and Director of Human Resources at CLP Power Hong Kong; Doreen Lee, Head of Human Resources at Thales Hong Kong; and Pascale Fung, Professor of Electronic and Computer Engineering at Hong Kong University of Science and Technology, discussed the challenges that female professionals often face in the engineering industry. They shared their experiences of how their companies had developed recruitment plans and gender balance initiatives, and also discussed the policies that can help create a welcoming and equal working environment for both male and female employees.

總商會聯同香港法國工商總會於4月1日舉辦了一節題為「Building Bridges for Female Engineering Talent」的網上研討會，資訊豐富之餘，亦甚有啟發意義。總商會人力委員會主席兼中華電力有限公司人力資源總監林翠華、達利斯香港人力資源主管Doreen Lee及香港科技大學電子與電腦工程系教授馮雁探討了女性專業人士在工程業面對的挑戰。她們亦分享各自公司如何訂立招聘計劃和性別平衡措施，又討論有助構建兩性平等友善的工作環境的政策。



At a webinar hosted by the Women Executives Club on 6 April, Anna Yip, Executive Director and CEO of SmarTone, shared her thoughts on various aspects of work and life with Nikki Ng, Chairman of the club. From a personal perspective, Yip shared how she handled stress as a working mother and the head of a telecoms company. On the business side, she introduced SmarTone's recent development of the 5G network and its potential impact on different industries in the near future. Yip said that one of the ways she supported inclusion when she joined the company in 2016 was by setting up nursing rooms, a facility that had been available at her former employer, McKinsey & Company. Yip advised young people who are interested in starting their own technology business to gain some experience at established tech companies first. This would help them to see how business decisions are made in a well structured organization, which would help them when they start their own companies.

卓妍社於4月6日舉辦網上研討會，邀來數碼通執行董事兼總裁葉安娜及卓妍社主席黃敏華分享工作與生活體驗。談起個人經歷，葉安娜分享了她在身兼在職母親和電訊企業高管的紓壓之道。商業方面，她則介紹了數碼通5G網絡的最新發展，以及該技術在不久將來對各行各業的潛在影響。葉安娜表示，她支持共融的其中一個方式，是於2016年加入公司時，仿效前僱主McKinsey & Company在辦公室增設育嬰間。她又建議有意在科技領域創業的年青人，先到成功的科技企業任職，汲取經驗。這將有助他們了解一所架構完善的企業如何作出商業決策，到創業時便能學以致用。

## COMMITTEE CHAIRMEN 委員會主席



**Legal Committee**  
法律委員會  
Ms Agnes Tan  
陳國萍女士



**Manpower Committee**  
人力委員會  
Ms Connie Lam  
林翠華女士



**Membership Committee**  
會員關係委員會  
Mr Peter Wong  
王冬勝先生



**Real Estate & Infrastructure Committee**  
地產及基建委員會  
Mr Nicholas Brooke  
蒲祿祺先生



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



**Shipping & Transport Committee**  
船務及運輸委員會  
Mr Kenneth Bell  
鮑健偉先生



**Small & Medium Enterprises Committee**  
中小型企業委員會  
Mr Roy Ng  
伍俊達先生



**Taxation Committee**  
稅務委員會  
Ms Alice Leung  
梁愛麗女士



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



**Women Executives Club**  
卓妍社  
Ms Nikki Ng  
黃敏華女士



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

## Talent Development 人才發展



Leading a team that includes millennials can be challenging for managers. Dr Harry Wong from WYH International Consultancy introduced the idea of Playful Leadership at a workshop on 25 March. Through a number of Lego-based activities, participants were given the opportunity to think what they could do to become a better leader. Wong also explained the essential elements of open-mindedness, playfulness, innovation and vulnerability, which can help leaders to bridge the generation gap with younger staff members. The workshop also demonstrated out-of-the-box thinking and “can do” mindsets.

帶領一支包羅千禧世代的團隊甚具挑戰性。WYH International Consultancy黃彥衡博士於3月25日的工作坊上，介紹了融入遊玩元素的領導概念。參加者藉著多個Lego積木活動，思考如何能成為更優秀的領袖。黃彥衡又解釋，開放思維、遊玩性質、創新和脆弱度等重要元素如何有助領袖跨越代溝，與年青員工溝通交流。工作坊亦展示了突破框框的思維和「做得到」的心態。

Andrew Yeung, Corporate Trainer at Dale Carnegie Training, Hong Kong and Macao, hosted an interactive online training event on 30 March on improving communication skills. Yeung guided participants on ways to achieve results through getting other parties involved voluntarily, instead of relying on authority. Yeung also showed the participants how to identify the critical roles and correlations between trust, credibility and respect, and then use these insights to encourage willing cooperation.

卡內基訓練香港及澳門企業培訓導師楊日藍於3月30日主持了一節互動網上培訓活動，提升參加者的溝通技巧。他引領學員透過採用鼓勵他人自願參與而非倚靠權威的方法取得成果。他又指導參加者認清信任、信用和尊重的重要性和關聯，以及如何運用這些見解促進自願合作。

Raymond Fung, Principal Consultant at Strategic Consulting Ltd, introduced the concept of strict liability offences in human resources during a Chamber webinar on 8 April. Using recent court cases as examples, Fung highlighted some HR-related legislation – including the Immigration Ordinance – which are under strict legal liability, meaning that employers or their representatives could be convicted of criminal offences if they break these rules. Guidelines on how employers or HR professionals can take practical measures to lower the risk of potential criminal offences were also discussed during the webinar.

卓思管理顧問有限公司首席顧問馮志文於總商會4月8日的網上研討會上，講解人力資源攸關的嚴格法律責任罪行。他以近期法庭案件為例，指出一些與人力資源相關的法規，包括《入境條例》，均屬嚴格法律責任；這意味僱主或其代表一旦觸犯這些規例，可被判刑事罪行。席間還討論了僱主及人力資源專員可如何採取實際措施，減低違法的風險。



# 總商會流動程式 The Chamber's Bilingual App

研討會免費重溫  
Watch Past Seminars for FREE

盡享商品服務折扣  
Discounts on Many  
Goods and Services

隨時隨地  
隨時隨地  
Read The Bulletin

即時報名參加活動  
Book Upcoming  
Events Instantly



經濟分析 Economic Analysis  
更多精彩優惠! And much more!

Benefits in Your Pocket  
優惠滿載

Available on the  
App Store

Get it on  
GOOGLE PLAY



# Financial Life Raft for SMEs

## 中小企業財政紓困措施



Experts explain some of the lending schemes and other help available for businesses hit by the pandemic  
疫情打擊大小企業，專家闡釋部分貸款計劃及其他援助

**Hong Kong's major financial institutions have rolled out a range of measures to support local businesses through the current crisis. To help members understand what is available, the Chamber organized two online sessions – in Cantonese and English – to discuss the various options.**

At the English webinar on 20 March, Lionel Ng, Assistant Vice President, SME Financing Guarantee Scheme Operations at HKMC Insurance Limited, introduced this scheme, which has been running for several years. When it

was launched in 2012 it offered an 80% guarantee and required businesses to have been in operation for one year. The criteria have since been relaxed, and in his February Budget the Financial Secretary announced the HKMCI special 100% guarantee product.

"This measure aims to alleviate the burden of paying employee wages and rent. The product is applicable to all SMEs, not just those most affected," Ng said.

The maximum loan amount will cover wages and rent for six months, up to \$2

million. The application process is quite simple, he added, and those that qualify can expect to be approved fairly quickly.

Ng then shared an example: "One borrower was the owner of an education centre, with one year of business operating history and four employees, who had tried to apply for a personal loan but could not provide collateral. The owner successfully applied for a 90% loan with an interest rate below 6%."

Winnie Tung, Managing Director & Head of Business Banking, Retail Banking,

Hong Kong at Standard Chartered, explained that the bank had extended its principal moratorium scheme to all existing customers. Already, the bank had processed a number of these applications as well as loan deferments, she said.

Recognising that the principal moratorium may not be enough for some clients, the bank also offers tailored repayment plans. Tung said that it was important to understand the needs of the bank's different customers.

"We have dedicated people to talk to the clients specifically to see how we can help customers through this difficult period," she said.

Besides deferring loan payments, the bank has introduced some plans for other customers, Tung added.

"We also understand there are a lot of start-ups, so aside from lending we are also offering the waiver of account maintenance fees until the end of the year."

Paul Yeung, Managing Director, Sales and Client Coverage, Business Banking, Commercial Banking Hong Kong, at

HSBC, remarked that the bank had seen a lot of ups and downs during its long history in Hong Kong.

He explained that measures already being offered amid the trade war tensions and protests included the subsidy of some fees and rebates on certain services. The funding introduced by the Government to deal with the coronavirus has allowed the bank to come up with more schemes, he said: "With these measures we have been more creative, because this is a situation Hong Kong has not faced in more than 30 years."

Yeung added that helping businesses to save money was just one aspect.

"SMEs need help not only on finance alone, but also in working from home," he said. "We are doing a lot to help our customers to stay healthy and work in a digital manner, for example through enhanced business functionality and mobile banking."

He added that Hong Kong SMEs are very dynamic, and when economies change, many companies quickly adapt their own business models.

"I have never seen anything like this

before," said Amos Chan, Head of Business Banking, Hang Seng Bank. "It is a perfect storm for businesses, with seven months of social unrest and now the coronavirus."

But he said that Hang Seng hoped to act as a "buddy" to help small businesses through the crisis that was now affecting businesses in all sectors.

To give useful and immediate relief, Hang Seng has introduced a principal payment moratorium for its existing customers.

"For example, one customer is a restaurant chain with 20 outlets, so you can imagine the problems they have had with weddings and events being cancelled," Chan said. "Principal moratorium is a big help to them as they can save more than \$2.5 million in cash flow."

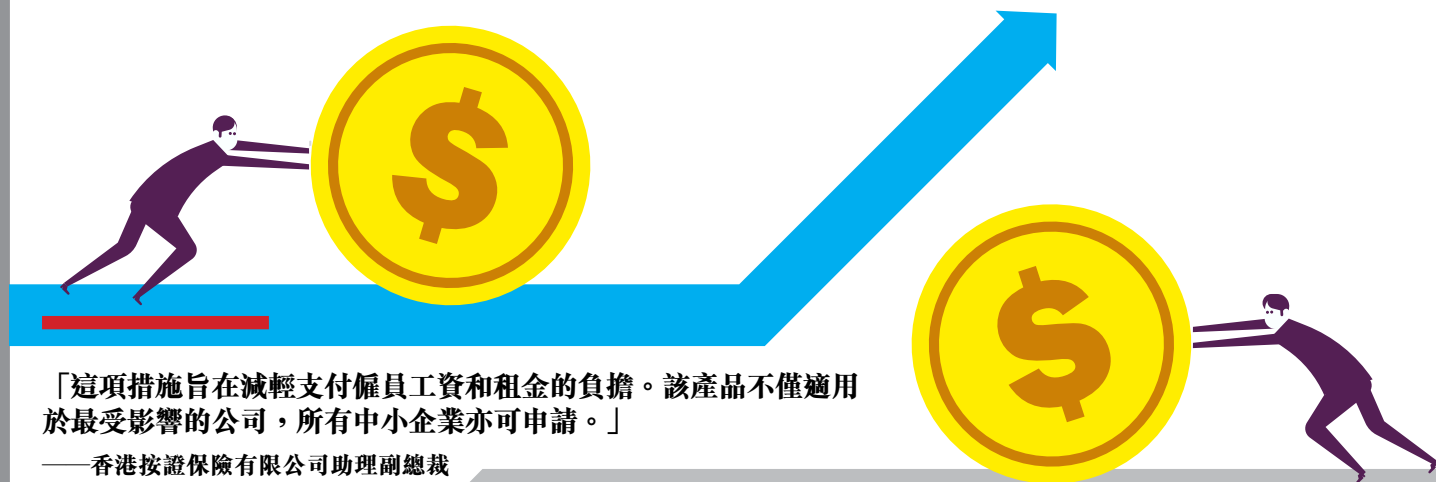
He added that for other customers, trade loans can be extended, and further help includes fee waivers and business loans.

"Even if you are not already a customer, we can still help through new loans including through the Government schemes such as SFGS."



**"This measure aims to alleviate the burden of paying employee wages and rent. The product is applicable to all SMEs, not just those most affected."**

**– Lionel Ng, Assistant Vice President,  
SME Financing Guarantee Scheme Operations  
at HKMC Insurance Limited**



**「這項措施旨在減輕支付僱員工資和租金的負擔。該產品不僅適用於最受影響的公司，所有中小企業亦可申請。」**

——香港按揭保險有限公司助理副總裁  
(中小企融資擔保計劃業務運作)  
吳廣平

香港的主要金融機構已推出一系列措施，支援本地企業渡過當前危機。為協助會員了解可獲得的援助，總商會舉辦兩場分別以廣東話和英語進行的網上研討會，介紹各種方案。

在3月20日以英語進行的網上研討會，香港按揭保險有限公司助理副總裁（中小企融資擔保計劃業務運作）吳廣平介紹該項已推行數年的計劃。計劃於2012年推出時提供八成擔保，並要求企業最少已經營一年。此標準其後有所放寬，而財政司長在2月份發表的《財政預算案》中，公布了按揭保險公司提供的百分百特別擔保產品。

吳廣平說：「這項措施旨在減輕支付僱員工資和租金的負擔。該產品不僅適用於最受影響的公司，所有中小企業亦可申請。」

最高貸款額將涵蓋六個月的工資和租金，上限為200萬元。他補充，申請程序相當簡單，而符合申請條件者可望很快獲批。

吳廣平又分享了一個案例：「曾有貸款人是教育中心的擁有人，公司有一年的經營歷史，並聘有四名僱員。他嘗試申請個人貸款，但無法提供抵押。最後，他成功申請九成貸款，利率低於6%。」

渣打銀行香港個人金融業務董事總經理及中小企業主管董美怡解釋，該行已把其按揭「還息不還本」計劃擴展至涵蓋所有現有客戶。她表示，該行已處理了多宗此類申請及延期還款。

該行明白「還息不還本」對某些客戶來說並不足夠，因此還提供了度身的還款計劃。董美怡表示，了解銀行不同客戶的需要十分重要。

她說：「我們有專人與客戶溝通，深入了解我們可如何在這個艱難時期為客戶提供協助。」

她補充，除了延期還款，該行還為其他客戶推出了一些計劃。

「我們也知道還有很多初創企業需要援助，因此貸款以外，我們還豁免了戶口管理費，直至年底。」

滙豐工商金融商務理財業務及客戶常務總監楊偉強指出，該行在香港歷史悠久，經歷了不少高低起伏。

他解釋，在貿易戰緊張局勢和示威活動期間推出的措施包括部分服務費補貼和回扣。政府為應對冠狀病毒疫情而提供的資助，亦促使該行推出更多計劃；他說：「該等措施令我們的創意加以發揮，因為香港30多年來都未曾經歷這個情況。」

楊偉強續道，協助企業節流只是其中一個範疇。

他說：「中小企業不僅需要財政援助，也需要在家工作方面的支援。我們正全力協助客戶保持健康，並推行數碼工作模式，例如通過優化業務功能和流動銀行服務。」

他補充，本港中小企活力十足、靈活變通，每當經濟出現變化，很多企業都能迅速調整他們的商業模式。

恒生銀行商務理財業務總監陳紹樂說：「我從未見過如斯境況。對企業來說，實在是禍不單行，先有接連七個月的社會動盪，如今則面對冠狀病毒。」

但他表示，當前的危機對各行各業都造成打擊，該行希望扮演「夥伴」的角色，協助小商企渡過難關。

為了提供實用的即時援助，恆生銀行向現有客戶推出了「還息不還本」的安排。

陳紹樂說：「例如，某客戶經營連鎖酒樓，在全港設有20家分店，你大可想像得到，他們的婚宴和活動遭到取消所帶來的問題。」他續說：「『還息不還本』對他們有莫大的幫助，從中可節省超過250萬元的現金周轉。」

他補充，其他客戶方面，貿易貸款可獲延長，而進一步的支援包括費用豁免和商業貸款。

「即使你還未成為客戶，我們仍可通過新貸款提供援助，包括通過『中小企融資擔保計劃』之類的政府計劃。」



# Venue Rental Prime Location

Located directly above Admiralty MTR Station, the Hong Kong General Chamber of Commerce offers a choice of multi-purpose venues to suit different types of events and budgets. Our perfect location, stylish venues and multi-configurations at attractive rates will get your event off to a flying start. Contact us today for more details.

Flexible rental  
from **2 hours**

HKGCC Members  
Enjoy **30% Discount**

#### ENQUIRIES :

Ms Looby Ho  
The Hong Kong General Chamber of Commerce  
22/F United Centre, 95 Queensway, Hong Kong  
(Admiralty MTR Station, Exit D)

☎ 2823-1228

✉ [venuereental@chamber.org.hk](mailto:venuereental@chamber.org.hk)

For full details and rates,  
please visit  
[www.chamber.org.hk/rental](http://www.chamber.org.hk/rental)



Theatre



Cocktails



Training



Meetings



# Outbreak Drives Real Estate Trends

## 疫情驅動房地產趨勢

Retail and tourism suffer short-term hit while virus could speed up adoption of agile working and industrial upgrades

疫情令零售及旅遊業受到短期打擊，卻或能加快業界採納靈活工作模式和產業升級的進程

**“We hope that Covid-19 will be a short lived event. At CBRE, in the second half we hope to see a bounce back,” said Henry Chin, Head of Research for Asia Pacific at the real estate services company. “However, retail, tourism and hospitality have been the hardest hit and it will take a lot longer for these sectors to recover.”**

He noted that some five-star hotels had an occupancy rate of below 5% in February. “But Hong Kong is very resilient,” he added. “For example, some luxury hotels are fully booked for afternoon tea throughout April, so we can see they are working to diversify their income.”

Chin remarked that activity in Mainland China had been returning to normal in recent weeks, demonstrated by power consumption, which had reverted almost to normal levels in March, from around 50% during the height of the outbreak.

Cynthia Chan, Associate Director at CBRE, reported that figures from retail stores in the Mainland paint a similar picture. Although sales fell by 20% year-on-year in the first two months of 2020 amid widespread closures, by March, 80% to 90% of stores had reopened. Apple, for example, had reopened all of its stores.

However, she warned that crowd management measures remain in place and some retailers are operating shorter opening times in the Mainland, while many other Asian countries are still in lockdown mode. On a positive note for the sector, some retail landlords in the Asia Pacific – including the Mainland, Korea and Singapore – have offered temporary rent relief measures.

Besides retail, the worst-hit industries have been tourism and hospitality, Chan explained.

“The impact on tourism is worse than that of SARS and the Great Financial Crisis combined,” she said. “We think it will take at least two years for tourism to recover to a normal level.”

In terms of office demand, the Hong Kong market bounced back quickly after SARS, however, CBRE expects that

the impact of the coronavirus will be bigger.

“So far, the office sector has been more resilient,” she said. In terms of leasing, while many companies have put expansion plans on hold, one exception is the online gaming sector, which is seeing rapid revenue growth and will require more office space.

CBRE also expect to see a rental correction, although the rapidly evolving coronavirus news means the situation is difficult to predict. “Right now we expect a 10% decline in rent. But we are reviewing our forecasts and could see 15 to 20% decline in Central.”

She then handed back to Chin, who discussed the latest trends in investment activity. He referred to a survey carried out in January and February that revealed investors are becoming more cautious and their motives for investment are shifting.

“The reason for them to buy real estate is moving away from capital value growth and moving towards cash flow,” he said. “They want tenants to be able to pay their rent.”

Longer term trends that Chin expects to see include a much stronger focus on wellness and sustainability in buildings, and more omni-channel retailing, for example brick-

and-mortar stores providing pick-up points for online purchases.

As the Chinese Mainland gets back to work, Chin also expects to see changes to the industrial real estate sector.

“We expect cold-storage demand will surge and deliveries will become more automated,” he said. “Older logistics facilities should be redeveloped, because they are in often good locations but are not as efficient as they could be.”

Chin also anticipates that the increase in people working from home will have a longer term impact on office occupiers. “Flexible working is going to happen, and companies will need to assess their use of space.”

He expects co-working spaces to be an important part of new developments: “In the next 10 years, developers of new buildings will have an element of agile spaces, whether a third party operator or their own brand.”

Chin agreed, saying that although co-working spaces are experiencing short-term pain, there are opportunities for the sector. “Because office occupiers are very cautious, co-working is a solution to save capital,” she said.

「我們希望 2019 冠狀病毒肺炎疫情不會持續太久。世邦魏理仕期望經濟在下半年錄得反彈。」這家房地產服務企業的亞太區研究部主管金緯如是說。「然而，首當其衝的零售、旅遊及款待業，則需要更長時間才能復原。」

他指出，部分五星級酒店在 2 月錄得不足 5% 的入住率。「不過香港表現堅韌。」他補充：「例如，一些豪華酒店整個 4 月份的下午茶訂座已經爆滿，可見他們正積極分散收入來源。」

中國內地的用電量在疫情高峰時下跌約半，於 3 月已差不多回復至正常水平。金緯表示，由此可見，內地的經濟活動在近數星期已經恢復如常。

世邦魏理仕副董事 Cynthia Chan 指出，內地零售店鋪的數據亦反映出類似的情況。2020 年首兩個月，儘管銷售額受大規模停業影響按年下跌 20%，然而八至九成商舖已於 3 月重開，例如蘋果便已經重開了所有店舖。

不過她提醒，人群管制措施仍在實行；內地部分零售店亦縮短了營業時間，而不少亞洲國家仍處於封鎖狀態。對於業界的好消息是，內地、韓國及新加坡等亞太地區的業

主都推出了短期的租金寬減措施。

Chan 闡釋，除了零售業，最受打擊的行業要數旅遊及款待業。

「疫情對旅遊業的打擊，比起沙士加上金融危機合計還要沉重。」她說：「我們估計，旅遊業將至少需時兩年，才能回復至正常水平。」

寫字樓需求方面，本港市場在沙士過後迅速反彈；然而，世邦魏理仕認為冠狀病毒疫情的影響將會更大。

她說：「目前為止，寫字樓市場較有韌力。」租賃而言，雖然很多企業都暫停了擴充計劃，網上遊戲業卻逆流而上，收入錄得快速增長，對辦公空間的需求亦相應增加。

儘管疫情反覆令未來情況難測，但世邦魏理仕預期租金會出現調整。「目前，我們預料租金將下跌 10%；但我們正調整這項預測，中環的租金跌幅可能達到 15 至 20%。」

金緯接著講解投資活動的最新趨勢。他引述一項 1 至 2 月份的調查，揭示投資者態度轉趨審慎，而投資動機亦正在改變。

「他們購置物業的原因，是要摒棄資本價值增長，轉而尋求現金流。」他說：「他們希望租客有能力繳付租金。」

金緯預期，市場長遠將愈加重視樓宇健康和可持續性，以及更多元的零售渠道，例如網購實體取貨點。

隨內地復工，金緯也預計工業房地產業將出現轉變。

「交付日趨自動化，因此我們預期冷凍倉儲需求亦會急增。」他

說：「舊式的物流設施應該重新發展，因為它們通常位置優越，卻效能欠奉。」

金緯又預料，愈來愈多人在家工作，將對設有辦事處的企業帶來長遠影響。「靈活工作模式勢在必行，企業需要評估其空間用途。」

他預期共享工作空間會是新型發展項目的重要一環：「在未來 10 年，不論項目是由第三方或是發展商自家經營，靈活的空間運用也將成為新樓宇需要具備的元素。」

儘管共享工作空間正經歷短暫難關，Chan 認為業內機遇處處。她說：「企業對設立辦事處態度審慎，而共享工作空間正是節省成本的方法。」



# Shifting Sands in Supply Chains

## 供應鏈變化難測

Navigating the disruptions brought by Covid-19  
應對冠狀病毒疫情的影響

**Mainland China is slowly picking up steam after its 72-day lockdown, but the global spread of Covid-19 has resulted in three-quarters of the world's economy implementing border closures, export restrictions and other emergency policies.**

This has taken a toll on economies, hampered trade and export relations, and disrupted the supply chains of businesses from small to large.

At webinar co-organized by the Chamber, the Commercial Service at the U.S. Consulate General, and Hogan Lovells on 2 April, a panel of three expert speakers discussed how businesses can adapt to export restrictions, border shutdowns as well as shipping and logistic issues brought by the present pandemic, and better prepare

for future risks. "Just a few months ago, such changes to our way of life, businesses and the global economy were unimaginable," said

### Changing demands and interrupted supply

Although demand for essential and emergency

also impacted importers – especially those from the United States and the European Union.

On the supply side, factory closures in major production countries such as China, Vietnam and Bangladesh have halted production

lines and have made procuring import material a major difficulty. Supply capacities have been further curtailed by the

Covid-19 related guidance on customs clearance and trade that have been put in place.

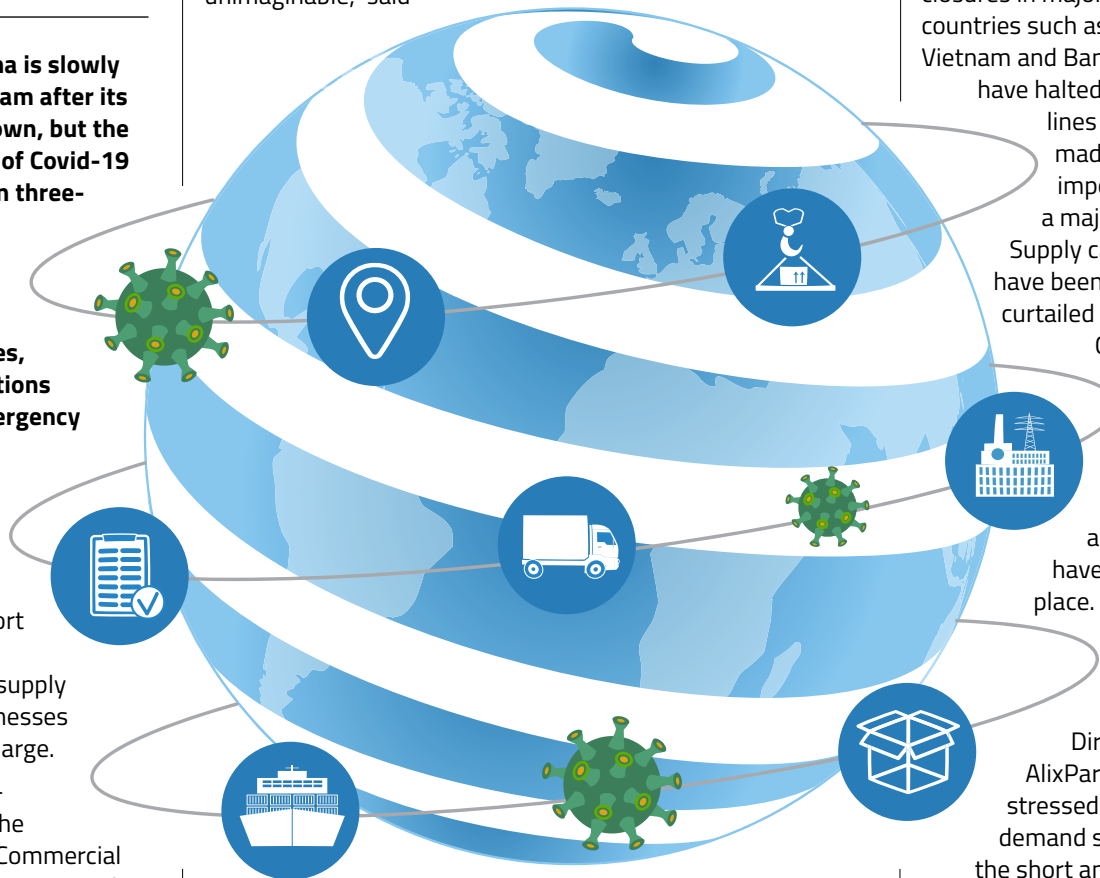
Michael McCool, Managing Director at

AlixPartners, stressed that while demand shifts in the short and medium term may be temporary, companies should monitor and adapt to permanent shifts brought by trade imbalances and possible increase in protectionism ahead.

He further cautioned against "sugar-coating" the current

Chamber Chairman Aron Harilela as he opened the discussion. "Such unprecedented measures have exposed vulnerabilities in the global supply chain, and highlighted just how interdependent we all are on each other."

goods and equipment has surged, said Sally Peng, Managing Director at FTI Consulting, the reality is that retail stores are closing and inventories are building up. Order cancellations resulting from the drying up of payment flows, have



disturbances in the global supply chain.

“The disturbances are so great that it is now out of balance and it will be volatile for many months to come,” he said. “That is going to hamper restarting, and finally all of that is going to lead to a crisis of confidence. When we try to restart, suppliers will no longer trust the customers are good for their order.”

Changes to supply and demand chains have also generated various issues on the legal front, particularly on the application of the force majeure provision – which refers to an extraordinary event beyond the control of the parties involved.

Taking the examples of Mainland China and the United States, Benjamin Kostrzewa, International Trade Attorney at Hogan Lovells, pointed out that China’s contract law “has a provision concerning impossibility of performance and Covid-19 is widely recognized as a force majeure event,” while the United States “does not have a general law of force majeure and the issue is normally addressed largely by analysing what the applicable contract provides on the force majeure issue.” Variations would still exist depending on jurisdiction, governing laws and specific contract provisions.

“Trading is a long-term business, and it is a relationship that is nurtured and developed over the

years,” said HKGCC’s Vice Chairman Leland Sun, moderating the event. Repairing the crisis of confidence between parties along the supply chain should therefore remain an important item on the agenda as businesses re-negotiate contracts, and devise strategies to mitigate risk.

### Looking ahead

Peng recommends that impacted producers, distributors and retailers adopt a three-fold strategy – review the production and revise projections, do alternative sourcing, and maintain open communication through the development of key response teams.

Companies can also regain agility by monitoring government policy guidelines, reviewing supply chain redundancies and weak links, and taking advantage of government stimulus and relief programs, said Kostrzewa. Alternative transportation methods should also be sought in light of potential decreases in global air and sea freight.

The effects of the novel coronavirus are still rippling across the globe, and successful recuperation of business supply chains will require investment of time and effort. As McCool said: “This is bad, and it’s probably going to get worse. Everybody in the industry should pull together to get through this.”

### 中國內地封關 72 日後，正逐漸復元，惟 2019 冠狀病毒肆虐全球，促使世界四分之三的經濟體實施關閉邊境、出口管制及其他緊急政策。

這不僅打擊了經濟、貿易和出口關係，也打亂了大小企業的供應鏈。

總商會聯同美國總領事館商務服務部及霍金路偉律師事務所於 4 月 2 日合辦網上研討會，邀得三位專家講者討論企業應對出口管制、封關及疫情引發的船運和物流問題的策略，以及如何為未來挑戰作更周全的準備。

總商會主席夏雅朗率先展開討論：「僅數月前，實難想像我們的生活、營商方式和環球經濟會出現如此巨變。前所未有的措施顯露出環球供應鏈的漏洞，又揭示了各方唇齒相依的關係。」

### 需求改變 供應中斷

FTI 諮詢公司董事總經理 Sally Peng 指出，儘管必需品及應急物品的需求急漲，現實卻出現零售店舖關門、庫存囤積的情況。現金流枯竭令訂單取消，影響進口商，來自美國和歐盟者尤甚。

供應方面，中國、越南、孟加拉國等生產大國廠房停工，生產線停頓，令採購進口材料成一大難題。為應對冠狀病毒疫情而實施的通關和貿易措施，亦進一步削弱了供應力。

AlixPartners 董事總經理 Michael McCool 強調，雖然短、中期的需求改變屬暫時性，但企業也應該密切留意，並作出相應調整，應對貿易失衡和或將升溫的保護主義所帶來的永久性改變。

他又警告，不應淡化環球供應鏈當前面臨的亂局。

「動盪的局面已經失衡，未來多月仍將波動不穩。」他說：「這

令重啟供應鏈受阻，進而引發信心危機。重啟之時，供應商將不再相信顧客有能力支付訂單。」

供應和需求鏈的改變，亦已衍生多項法律問題，尤其有關「不可抗力」原則（指不受有關各方控制的特殊事故）的執行問題。

霍金路偉國際貿易律師 Benjamin Kostrzewa 以中國內地和美國為例，指出中國的合約法中「有條款涵蓋無法履行的合約，而 2019 冠狀病毒亦廣被視為不可抗力的事故」；至於美國則「沒有不可抗力的通用法例，事故一般以分析合約中有關不可抗力的條款作定奪。」就此，不同的司法管轄區、法律和具體合約條款亦有各自的演繹。

是次活動主持人總商會副主席孫立勳表示：「貿易屬長期業務，培養發展貿易關係往往需時多年。」因此，在商企重議合約及制訂風險緩解策略之際，修復供應鏈上各方的信任實為當務之急。

### 展望未來

Peng 建議受影響的生產商、分銷商及零售商採取三管齊下的策略——審視生產和修訂預測、另覓採購渠道，以及透過籌組關鍵應變小組，保持開放溝通。

Kostrzewa 指出，透過留意政府政策指引、審視供應鏈的冗餘部分和弱點，以及善用政府的刺激和援助措施，企業將可重新靈活經營。此外，全球空運和海運量勢將下跌，企業應當另尋運輸方法。

新型冠狀病毒疫情的影響仍然震盪全球，投入時間和努力方能令商業供應鏈復原。如 McCool 所言：「情況堪慮，更可能會惡化。業內所有人必須同心協力，共渡難關。」

# Insight Into a Rewarding Career

## 追尋有意義的事業



Students learn that logic and precision are key skills for a successful lawyer  
同學了解到邏輯推理和嚴謹縝密是成功律師必須掌握的重要技能

**Many young people hope to become lawyers, however, the competition for places in local law schools is intense, and admission requirements are very demanding. To help secondary school students consider whether the law is the right field for them to pursue, Nicholas Chan, partner of Squire Patton Boggs, gave them a glimpse into the legal profession at a Chamber webinar on 7 April.**

Chan said that he wanted to become a lawyer to enable him to help others and contribute to society. He told the students that when he was young, one of his neighbours was defrauded. He thought that if he were a lawyer, he might be able to prevent such a thing happening.

Giving the students an outline of the legal world, Chan first explained some of the most common fields of law: corporate, family and international trade law. He then explained the differences between barristers and solicitors,

and the different routes of pursuing a career in the legal industry.

To become a successful lawyer, you need to have good language competence and logical thinking skills, he said. Chan explained that drafting contracts is similar to writing computer programmes in that they should be written logically and precisely to prevent disputes. He also emphasized the importance of upholding moral values and professional ethics. Lawyers should always serve the law, and never be tempted to abuse their legal authority.

Throughout the webinar, Chan interacted with the students to answer their questions. As a lawyer with a computer science background, he believes that multi-disciplinary knowledge is very important and useful. He encouraged students to find their passion and gain knowledge in other disciplines, which could be useful in their careers.

很多年青人渴望成為律師，然而本地法律學院一位難求，而且入學要求甚高。為協助中學生了解自己是否適合在法律界發展，翰宇國際律師事務所合夥人陳曉峰出席總商會4月7日的網上研討會，讓同學一探法律專業。

陳曉峰表示，當律師能夠幫助別人，貢獻社會。他與同學分享道，小時候一位鄰居被騙，他想想若他是律師，或許就能避免這類事情發生。

陳律師向學生概述法律世界的實況，並講解一些最常見的法律領域，包括商業、家庭和國際貿易法。他接著剖析大律師與律師之分別，以及投身法律界的不同途徑。

他說成功的律師必須具備良好的語言能力和邏輯思維。他解釋，起草合約與編寫電腦程式性質相似，兩者都要做到合乎邏輯，精準周密，避免出現爭端。他還強調堅守道德價值和專業操守的重要性。律師應該服侍法律，不得濫用他們的法律權力。

期間，陳曉峰亦與學生進行互動，並解答他們的疑問。作為一位擁有電腦科學背景的律師，他認為掌握多元知識十分重要，對工作甚有幫助。他鼓勵同學發掘個人興趣，並增進其他學科的知識，這對事業發展必有助益。

# Advertise in bulletin

工商月刊



Established: 1962

Frequency: Monthly

Circulation: 10,000

(8,000 print magazine; 2,000 digital magazine)

- Reach Hong Kong's Business Community
- Reach Decision Makers
- High Profile Visibility
- More Effective Advertising
- Reach Local and International Businesses



廣告查詢請致電

For advertising opportunities, please call

Ms Silki Li

Tel 電話: (852) 2823 1245 Fax 傳真: (852) 2821 9545

E-mail 電郵: silki@chamber.org.hk

www.chamber.org.hk

www.chamber.org.hk/bulletinads



Due to the ongoing coronavirus health threat, many of our events are now taking place online. Please check our website or app for the latest status of scheduled events.

## COMMITTEE MEETINGS

Check with secretariat for details

### REAL ESTATE & INFRASTRUCTURE

The world of co-working

May 4 4:00 pm

### ENVIRONMENT AND SUSTAINABILITY

Doughnut Economics in the Netherlands

May 7 4:00 pm

### AMERICAS

Public health challenges and economic impact of Covid-19

May 21 11:30 am

## WORKSHOPS

Check website for details

### HANDLE "CURRENTLY EXTREMELY TOUGH" HUMAN RESOURCES ISSUES – LEGAL AND PRACTICAL

May 5 10:00 am - 6:00 pm

### CUSTOMER JOURNEY ANALYTICS AND MARTECH

May 7 2:30 - 5:15 pm

### MANAGING PEOPLE – MOTIVATION & DELEGATION

May 12 10:00 am - 12:00 pm

### CREATING A "CAN DO" WORKPLACE AND BE MORE READY TO RE-BOUNCE

May 14 2:00 - 4:00 pm

### MANAGE STRESS IN UNCERTAIN TIMES

May 15 2:00 - 4:30 pm

### SPEED LEADERSHIP

May 20 2:00 - 5:00 pm

## WEBINARS

Visit website for full details and to register



### STAYING RESILIENT: SC STORAGE – OVERCOMING CHALLENGES TO ACHIEVE SUCCESS

May 5 1:00 - 2:00 pm

### SUPPLY CHAIN DISRUPTION – NAVIGATING THROUGH THE BUSINESS RECOVERY JOURNEY

May 6 1:00 - 2:00 pm

### MODERNISING CORPORATE CULTURE FOR SUCCESS

May 7 1:00 - 2:00 pm

### TAKE ADVANTAGE OF VAT PREFERENTIAL POLICY TO OVERCOME COVID-19

May 8 11:00 am - 12:15 pm

### WOMEN IN INNOVATION AND TECHNOLOGY SERIES – INTERNET AND DIGITAL PLATFORMS

May 8 2:30 - 3:15 pm

### INVESTING IN STARTUPS: PRACTICAL TIPS AND GUIDELINE

May 8 4:30 - 5:15 pm



### YOUR TEAM IS NOW WORKING REMOTELY: 8 WAYS TO STRENGTHEN TEAM COMMUNICATION AND ENGAGEMENT IN THE COVID-19 WORLD

May 11 11:00 am - 12:15 pm



### REBOUND AND THRIVE: ENHANCING YOUR CROSS-BORDER BUSINESS WITH AGILE DIGITAL TRANSFORMATION SOLUTIONS

May 12 11:00 am - 12:15 pm

### OVERCOMING CRISIS USING DESIGN THINKING

May 12 3:00 - 4:00 pm

### PRACTICAL TIPS ON APPLICATION OF LETTER OF CREDIT (L/C)

May 12 2:30 - 5:30 pm



### POST-BREXIT SERIES: WHAT WILL BREXIT MEAN FOR IRELAND?

May 18 1:00 - 2:00 pm

### BUILDING A SUSTAINABLE BELT AND ROAD AMIDST CORONAVIRUS SETBACKS

May 19 2:00 - 3:00 pm



### CORONAVIRUS: A STRESS TEST FOR GLOBALIZATION AND GLOBAL SUPPLY CHAINS

May 22 11:00 am - 12:00 pm

May 15

Hong Kong General Chamber of Commerce  
香港總商會 1861

ANNUAL GENERAL MEETING

300: HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC  
 HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC  
 HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC  
 HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC HKGCC





# A Passport for Your Goods

Exhibits, Professional Equipment & Commercial Samples



Temporary Importation of Goods

## DUTY FREE & TAX FREE

78 countries or districts accept ATA Carnet, including Mainland China

### *Speed Up Customs Clearance*

Simplify & expedite  
Customs formalities

### *Allow Multiple Destinations*

Facilitate roving exhibition  
& business travel

### *Fast Service*

Get your ATA Carnet in  
as little as 5 hours

### *Save Money*

HKGCC members enjoy  
almost 50% off

The Hong Kong General Chamber of Commerce is the sole guaranteeing and issuing body for ATA Carnets in Hong Kong.  
The total amount of goods we covered under ATA Carnet is **US\$1.5 billion** a year!



2823 1275

carnet@chamber.org.hk

cert.chamber.org.hk/atacarnet



Hong Kong General Chamber of Commerce  
香港總商會 1861



# TRAINING & DEVELOPMENT

Pay by BOC-HKGCC Visa Card and get **30% OFF** course fees



## Rights of Employers and Employees During COVID-19 and Hong Kong Protests

### 冠狀病毒疫情及本地社會運動期間僱傭雙方的權益

In the past year, Hong Kong has experienced the Covid-19 outbreak and protests against the Extradition law. Employers and employees have significant concerns about their legal rights during this period, especially in relation to employment relationships. In this workshop, practising solicitor Prof. Albert So will share his insights and discuss various employment situations including work from home, unpaid leave, strikes, posting slogans at the office, and being interviewed while on a parade during lunch hour.

香港經歷了 新型冠狀病毒疫情和反修例風波，不論是僱主或僱員，均十分關注他們在這期間的法律權益，特別是僱傭關係。執業律師蘇文傑教授將於本工作坊分享及討論各種僱傭情況，包括在家工作、放無薪假、罷工、在辦公室張貼標語、在「午餐遊行」時接受訪問等。

Trainer : Albert So  
導師：蘇文傑  
Date : 4 June 2020  
日期：2020年6月4日  
Time : 9:30 a.m. – 5:00 p.m.  
時間：上午9時30分至下午5時  
Venue : HKGCC Theatre, 22/F United Centre  
地點：金鐘統一中心22樓香港總商會演講廳  
Language : Cantonese  
語言：廣東話  
Fees : Member \$1,600 / Non-member \$2,100  
費用：會員\$1,600 / 非會員\$2,100 (不包午餐)

Albert So,  
Chairman of Hong Kong Mediation and Arbitration Centre



蘇文傑  
香港調解仲裁中心  
主席

## Online Training: The Art of Storytelling—How to Craft Our Messages Effectively

With physical meetings being discouraged during the current epidemic, information exchange is often not happening in a face-to-face setting. This can lead to misunderstandings and confusion. So it is more important than ever to be able to craft our messages effectively to keep our staff and stakeholders well informed and to gain trust.

### Workshop Outline:

- How to transform typical presentations into engaging stories
- How to build the context and structure of a story
- Effective story frameworks to help us connect with our audiences
- How to deliver bad news during tough times

Trainer : Gary Lo

導師：馮志文

Date : 26 May 2020

日期：2020年5月26日

Time : 11:00 a.m. – 12:15 p.m.

時間：上午11時至下午12時15分

Venue : This workshop will take place online

地點：此工作坊以網上形式進行

Language : Cantonese

語言：廣東話

Fees : Member \$280 / Non-member \$400

費用：會員\$280 / 非會員\$400

## 網上工作坊: 故事式對話—如何有效傳達訊息

在當前的疫情下，許多會議和聚會都被取消，訊息交流往往未能以面對面的形式進行，容易引起誤解和混亂。因此，有效地編寫訊息至關重要，確保員工和持份者能夠充分掌握資訊，從而獲得信任。

### 內容概要：

- 如何將典型的演講變成引人入勝的故事
- 如何建立故事的背景和結構
- 構建有效的故事框架，與觀眾建立聯繫
- 如何在艱難時期傳達壞消息

Gary Lo,  
Managing Director &  
Principal Instructor of  
Glo Consulting



Gary Lo  
Glo Consulting  
董事總經理及首席講師

## TL;DR – Too Long; Didn't Read TL;DR – 「太長，不讀了」

This session will introduce you to the essential skills for writing effectively and efficiently to colleagues, clients or customers.

### Content:

- We begin by thinking about our audience, our purpose and what kind of response we are looking for.
- Next, we work on designing a document that your reader will find accessible and easy to navigate.
- Finally, we look at some straightforward strategies for writing in a clear, credible and concise style.

本工作坊將介紹重要的寫作技巧，讓你學會更快、更有效地與同事、客戶或顧客溝通。

### 內容：

- 先考慮讀者、目的，以及期望得到甚麼回應
- 接著，為讀者構思一篇易讀、易懂的文章
- 最後，探討一些直接的寫作策略，令文章更清晰、簡潔和可信

Trainer : Richard Charles

導師：Richard Charles

Date : 9 June 2020

日期：2020年6月9日

Time : 2:00 – 6:00 p.m.

時間：下午2時至6時

Venue : HKGCC Theatre, 22/F United Centre

地點：金鐘統一中心22樓香港總商會演講廳

Language : English

語言：英語

Fees : Member \$950 / Non-member \$1,150  
(includes coffee/tea refreshments)

費用：會員\$950 / 非會員\$1,150 (包茶點)

Richard Charles,  
Business Writing Consultant of  
Connect Communication



Richard Charles  
Connect Communication  
商務寫作顧問



## Enhance Your Company's Reputation & Open Up New Markets with a **CERTIFICATE OF BUSINESS IDENTITY**

### WE CERTIFY:

- ★ Compliance requirements of companies registered in Hong Kong
- ★ Licenses & permits
- ★ Corporate profiles
- ★ Professional qualifications

Established in 1861, the Hong Kong General Chamber of Commerce is the largest issuer of Certificates of Origin and sole guarantee body for ATA Carnets in Hong Kong. We have been certifying trade and business documents for Hong Kong companies, and our certification is widely recognized by traders, investors, customs administrations, consulates and banks around the world.





香港公開大學  
THE OPEN UNIVERSITY  
OF HONG KONG

政府創辦·多元創新

Government established · Diversified and innovative

# YOUR BUSINESS SUCCESS with the **RIGHT TALENTS**

**OUHK nurtures 3,000+ work-ready graduates  
from 50 industry-oriented programmes**

## Your recruitment strategy is our service

- Tailor-made Internship Arrangement
- Job Posting for Internships and Graduate Posts
- Recruitment Talks / Company Visits
- Career Fair



☎ 2768 6644

✉ [career@ouhk.edu.hk](mailto:career@ouhk.edu.hk)