

# 商 睿

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## 網絡電視掀起營銷新革命 Net TV Ready to Initiate Marketing Revolution



創新思維締造兩岸共贏

Innovative Mindset Advances an All-win Situation for the Mainland, Hong Kong, Macau and Taiwan

蔡冠深：商場不離父子兵

Jonathan Choi: Father-son Partner Helps Business Longevity

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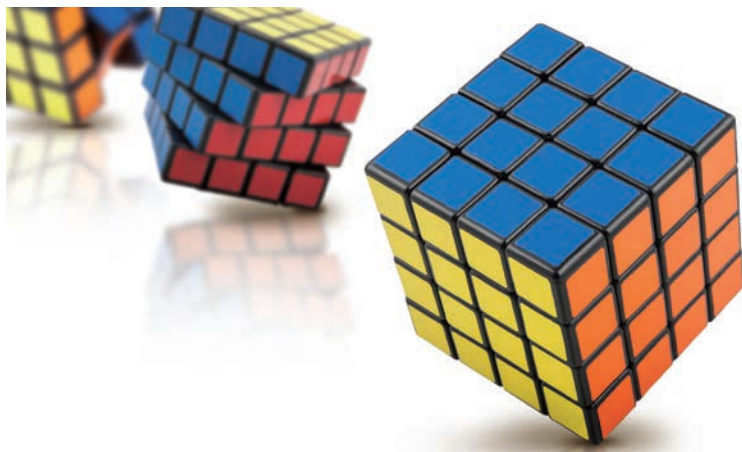
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# 調整發展模式 提升本港競爭力

## ADJUSTING DEVELOPMENT MODEL TO ENHANCE HONG KONG'S COMPETITIVENESS

今年以來，環球及內地經濟表現反覆，金融市場波動，本港經濟也受到一定影響，特別是旅遊及零售等範疇更充滿挑戰。面對外圍經濟不確定因素增加，本港經濟無可避免要作出適當調整，工商界亦應適時圖新求變，積極配合環球及內地市場新形勢發展，攜手尋覓新的經濟增長點。

### 提升旅遊質量與服務水平

旅遊及零售業一直是香港經濟增長的重要動力之一，並帶來不少就業機會。近期，本港旅遊與零售消費市道轉趨疲弱，零售銷貨價值下跌，訪港旅客人數亦持續放緩，連帶餐飲、酒店等相關行業也受影響。中總亦關注市道疲弱對業界以至整體經濟帶來的影響，並連續兩年舉辦“開心消費慶回歸”購物優惠活動，希望為零售、餐飲服務行業打氣，推動市民和旅客開心消費，促進本港旅遊及零售消費的發展。

事實上，香港的地道風情、商品貨真價實以至優質服務，都是吸引遊客的獨特賣點，我們必須積極保持，並透過優化服務質素和提升商品質量，以及進一步探討開拓“精品化”旅遊路線和高附加值旅遊服務消費。特區政府剛於上月底宣佈成立配對基金，重點扶助本地景點到海外宣傳推廣，加上本年初向旅發局額外撥款協助零售及餐飲業進行連串宣傳優惠活動，均有助吸引旅客來港，提振本港消費市道。

我們認為，特區政府可進一步加強與業界合作，因應市場需求變化，將本港旅遊與消費項目進行整合，例如結合搶包山、舞火龍等具有本土特色的節慶活動，在產品銷售方面加入更多本地製作或設計元素，以及配合當局銳意打造大嶼山旅遊熱點的發展步伐，藉以開闢更多新景點和新客源，致力重塑香港“好客之都”和“購物天堂”美譽。

### 強化對文創產業支援

此外，近年文化創意是世界各地爭相發展的新興產業，香港在這方面亦有相當的發展潛力和優勢。早前，中美出資合作創立的影業集團宣佈在港設立總部，正顯示出香港在亞洲區內的影視及文創產業發展方面有其獨有優勢和吸引力。我們認為，特區政府可研究成立文化創意產業發展基金，推廣電影、音樂、劇集、動漫等香港有一定優勢的範疇，推動成為大中華以至亞洲地區的流行指標；當局亦可加強與金融機構聯繫，探討為文創產業提供融資服務，甚或注資新興創意企業，紓緩相關產業在籌集資金所面對的困難和壓力。

中總一直重視文化創意產業的發展。我們設有文化產業委員會，透過舉辦論壇和研討會、組織本地以至兩岸四地參觀與考察訪問等活動，深化文創產業交流合作與拓展商機。我們亦正進行相關的專題研究，冀深入了解本港文創產業發展面對的挑戰和機遇，並透過參考鄰近地區經驗，就促進產業發展、以及商界可扮演的角色，向特區政府作出具體政策建議。

### 適度有為扶助產業發展

面對經濟新形勢發展，香港必須適當調整發展模式，以提升整體競爭優勢。借鑒周邊地區的發展經驗，不難發現各地政府均著力為本身經濟發展利益提供政策支援。我們期望特區政府亦能因時制宜，適度有為地引導和配合本港產業與企業發展，例如在土地供應、租金優惠、以至財政資助和市場拓展等多方面提供針對性的政策支援，藉此紓緩旅遊及文創產業普遍面對土地發展空間不足和租金昂貴等問題。本港工商界亦會全面作出配合，共同為香港尋找新的發展動力和路向，讓香港能在競爭中遇強越強，激發出東方之珠的新輝煌。🌀

“ 特區政府可研究成立文化創意產業發展基金，  
推廣電影、音樂、劇集、動漫等香港有一定優勢的範疇，  
推動成為大中華以至亞洲地區的流行指標。

*The HKSAR Government can consider setting up a development fund for the cultural and creative industries to promote the industries where Hong Kong has certain strengths, such as films, music, dramas and animation, so that they become the pop icons in the Greater China and even Asia region.* ”

So far this year, the Mainland and global economies have been erratic and the financial markets volatile. Hong Kong's economy has also been affected and industries such as tourism and retailing are especially full of challenges. Faced with increased external economic uncertainties, Hong Kong's economy will inevitably have to undergo appropriate adjustments. The business community should seek changes in a timely manner to actively align with the new developments in the Mainland and global markets, working together to find new economic growth drivers.

#### Improving tourism quality and service levels

The tourism and retail industries have always been an important economic growth driver for Hong Kong and produce a lot of employment opportunities. Recently, Hong Kong's tourism and retail consumption markets have become more sluggish. The value of total retail sales has declined and tourist arrivals have continued to slow down. As a result, related industries such as F&B and hotels were affected. Concerned about the impact of the weak market conditions on businesses and the overall economy, the Chamber held the "Special Offer Campaign for Celebrating Reunification Anniversary" for two consecutive years to bring cheer to the retail and F&B industries by encouraging residents and tourists to spend to boost tourism and retail consumption in Hong Kong.

In fact, Hong Kong's locally-driven customs and practices, genuine goods at reasonable prices and excellent services are all unique selling points to attract tourists. We must actively maintain and enhance them by improving the quality of services and products, as well as further opening up more fine-quality tourism routes and high value-added tourism services. Just late last month, the HKSAR Government announced the establishment of a matching fund to focus on supporting the overseas promotion of local attractions. In addition, early this year, it earmarked additional funds for the HKTB to assist the retail and F&B industries in their promotional activities. All of these will help attract tourists and boost Hong Kong's consumer market.

In our view, the HKSAR Government can further strengthen cooperation with the business community to respond to changes in market demand by integrating Hong Kong's tourism and consumption projects, e.g. combining festival events that have local characteristics, such as the Bun Festival and Fire Dragon Dance. For product sales, we should add more local production and design elements, as well as act in tandem with the authorities' development of Lantau Island into a tourist attraction in order to open up more new attractions and new tourist sources, striving to reshape Hong Kong's image as a "hospitable city" and "shopping paradise".

#### Strengthening support for the cultural and creative industries

Furthermore, in recent years, countries and regions across the

world have been competing to develop local emerging cultural and creative industries. In this regard, Hong Kong has considerable development potential and strengths. Earlier, the film group set up jointly by US and Chinese companies announced that it will establish its headquarters in Hong Kong, which precisely demonstrates that Hong Kong has its unique strengths and attractiveness in the development of the film and cultural and creative industries in Asia. We believe that the HKSAR Government can consider setting up a development fund for the cultural and creative industries to promote the industries where Hong Kong has certain strengths, such as films, music, dramas and animation, so that they become the pop icons in the Greater China and even Asia region. The authorities can also strengthen their ties with financial institutions and consider providing financing services to the cultural and creative industries or even investing in new creative enterprises to alleviate the difficulties and pressures they face when raising funds.

The Chamber has always attached importance to the development of the cultural and creative industries. Through hosting forums and seminars and organising visits in the Mainland, Taiwan, Hong Kong and Macau, the Chamber's Cultural Industries Committee aims to deepen exchanges and cooperation among the cultural and creative industries and explore business opportunities. We are also conducting special studies to gain in-depth understanding of the challenges and opportunities facing the development of Hong Kong's cultural and creative industries. By drawing on the experience of the neighbouring regions, we make specific policy recommendations to the HKSAR Government on promoting industrial development and the role the business community can play.

#### Moderate and concrete support for industrial development

Faced with the new economic situation, Hong Kong must appropriately adjust its development model in order to enhance its overall competitive advantage. Taking from the development experience of the surrounding regions, it is not difficult to find that the local governments are focused on providing policy support in the interests of economic development. We hope the HKSAR Government can, whenever necessary, moderately and concretely guide and support the development of Hong Kong's industries and businesses. It can, for instance, provide targeted policy support in the areas of land supply, rent concessions, fiscal support and market development in order to lessen the problems commonly encountered by the tourism and cultural and creative industries, such as lack of land for development and high rentals. Hong Kong's business community will cooperate fully and work together to find a new impetus and direction for development so that Hong Kong will always stay ahead of the competition no matter how strong it is, thus creating a new glorious chapter for the Pearl of the Orient. 🌀



# 創新思維締造 兩岸共贏

## Innovative Mindset Advances an All-win Situation for the Mainland, Hong Kong, Macau and Taiwan



如孫子所言：“兵無常勢，水無常形。”證諸營商，道理如一。市場時刻變化，商家若可勇於創新，明白合作互補之道，自能勝券在握。兩岸四地唇齒相依，假如加強協作，發揮彼此優勢，一條經濟上的康莊大道就在足下。

### 曾俊華：為香港經濟開拓新天地

香港四大支柱產業，包括貿易物流、金融、工商專業服務和旅遊，向來具有國際競爭優勢。財政司司長曾俊華認為，在經濟全球化的趨向下，香港必須積極推動新產業發展，為經濟開拓新天地。

曾俊華指，香港具備創新和科技發展的必備元素，足使香港突圍而出。科技和創意產業經濟效益宏大，更可助傳統產業更上層樓，朝高增值方向發展。他認為，特區政府致力為推動本地的創新科技營造有利環境，並一直

Sun Zi observed that “just as water retains no constant shape, there are no constant conditions in warfare.” The same idea also applies to the business world. With markets changing constantly, merchants who dare to innovate and who understand the advantages of complementing each other’s strengths will naturally hold the winning ticket. The Mainland, Taiwan, Hong Kong and Macau are mutually dependent. When the four places can strengthen their collaboration and exert their own competitive advantages, a bright and broad economic highway will be paved right in front of us.

與國家科技部保持緊密的合作關係，以把握國家的技術優勢。

在創意產業方面，曾俊華讚揚香港的設計、藝術和影視文化，影響着亞洲不同的地區，故此香港是亞洲區創意產業合作和交流的重要場所。而特區政府在此領域亦一直擔當推動和支援的角色。基於內地、台灣和澳門的文化市場龐大，特區政府和業界近年都積極向這些市場推廣香港的文化創意產業，如駐粵辦便牽頭在今年的中國（深圳）國際文化產業博覽交易會舉辦介紹香港文化的展覽等。曾俊華有感四地經貿發展密不可分，彼此必須加

強合作，方能更有效地發揮科技和創意產業的巨大發展動力。

### 楊建平：論壇為兩岸四地同胞謀福祉

“海峽兩岸暨港澳經貿論壇”是匯聚民意的重要場合，中聯辦副主任楊建平認為兩岸四地工商團體透過論壇得以交流及合作，增進彼此了解，對促進兩岸關係和平發展，貢獻良多。

楊建平指論壇不只帶來意見交流及經貿合作，宏觀而言更是順應時代潮流，推動共同發展的努力成果。他認為，兩岸關係正處於歷史關鍵時刻，既有廣闊發展空間，亦不乏挑戰。他盼望論壇堅持匯聚民意、政策先導的取向，為兩岸四地的資源整合和政策制訂建言獻策、鋪路搭橋；堅持攜手發展、合作共贏的初衷，為開拓市場、提升兩岸四地經濟的國際競爭力，尋求可行的合作方式；發揮惠及民眾、帶動社會的作用，在繼續支援大企業良性發展的同時，擴大中小企業和基層民眾尤其是青年人的參與面、受惠面，讓更多人分享兩岸四地經濟合作的成果。

此外，楊建平亦提到今年適值抗日戰爭勝利70周年，對於中華民族而言別具意義。他認為，在中華民族多年奮鬥不息後，目前已展現出光明前景，



楊偉雄 Nicholas Yang



蘇錦樑 Gregory So

兩岸四地同胞應滿懷信心，共同肩負起歷史使命，開創兩岸關係和中華民族的美好未來。

## 唐怡源：華商文化中尋找智慧

中華商道講究借勢、用勢，“勢”是經營成敗的關鍵。對兩岸四地來說，“勢”就是同根同源、文化相近、交通便利。四地發展如若優勢互補，就能產生協同向上的合力。因此，**中聯辦台務部部長唐怡源**認為，兩岸四地商界精英要在華商文化中尋求致勝之道。

唐怡源借用數據指出，2014年海峽兩岸貿易額達到1,983億美元，內地和香港貿易額則達到3060.9億美元，正因中央政府致力發展經濟，建設“一帶一路”、發起成立亞投行等，其巨大的經濟體量可為港澳和台灣帶來發展紅利。因此，只要兩岸四地政治關係穩定，經濟融合之勢不倒退、不逆轉，相信經濟發展的黃金機遇即將到來。

曾幾何時，中國社會風氣重農抑商。唐怡源指出，歷代商家在不利環境下仍然開創影響深遠的中國商道，造就今日商家地位大大提升。他指出，注重傳承與創新是中華商道的力量源泉，商道之衣鉢最終也將由青年傳承，如若年輕人只將創意用於街頭鬥

爭，企業價值觀將難以傳承。因此，唐怡源呼籲商界人士放眼未來，多鼓勵及支持青年創新創業，使中華商道在港台穩健傳承，在全球大放異彩，使商道古訓得以續寫輝煌。

## 楊偉雄：創新及科技發展刻不容緩

創新及科技發展日趨重要，**行政長官創新及科技顧問楊偉雄**更認為這已成為衡量國力強弱的指標。就香港特區而言，創新及科技發展可謂刻不容緩，因為它不但改善市民生活，更可推動經濟多元化，提供就業機會，增強地區競爭力。

楊偉雄認為，香港無論在法律、基建、人才及金融等方面，都具備推動創新及科技的必要元素。所以他強



香港是亞洲區創意產業合作和交流的重要場所。  
Hong Kong is Asia's important venue for cooperation and exchange in cultural industries.





新華社 Xinhua News Agency

調，香港的創新及科技產業要趕上國家的發展步伐，走上國際舞台。

他透露，政府未來的工作重點包括三個方向：首先會集中精力促進發展，協調業界、大學和科研機構合作，致力營造良好的科技創新環境；此外還會推動不同計劃，為青年提供資助和培訓等，以培育更多創新人才；而且政府更會因應內地發展機遇，增強兩岸四地夥伴間的合作。

總結而言，楊偉雄認為兩岸四地具有地緣相近、文化相通，經貿關係緊密的特性。香港的完善法律體系、知識產權保護制度、大專院校體系、基建以及“一國兩制”的獨特環境，足以令香港成為兩岸四地在科技創新合作上發揮重要作用。

### 蘇錦樑：與澳門及台灣 建立更緊密經貿關係

香港和澳門都是國家的特別行政區，但彼此還沒有任何雙邊貿易協定。商

內地創新科技產業發展迅速，具備世界級水平和規模。

China's innovative technology industry is expanding at a fast pace with a world-class level and a huge scale of production.

務及經濟發展局局長蘇錦樑透露，香港正探討與澳門建立更緊密經貿關係，可望為兩地的发展產生重大的戰略意義。

他闡釋，假如內地及港澳之間都有雙邊的自由貿易協定，三地就可以在此基礎上自由貿易，進一步開放和便利相互間的貿易和投資，長遠為大中華經濟區域融合作出貢獻。事實上，澳門正是香港多年來重要的貿易夥伴，過去數年間，港澳雙邊商品貿易以及服務貿易每年平均增長約有兩成。

去年，在 CEPA 框架下簽署了《關於內地在廣東與香港基本實現服務貿易自由化的協議》，讓內地率先在廣東

與香港基本實現服務貿易自由化。蘇錦樑稱，會繼續積極爭取內地對香港進一步開放市場，冀今年年底達至內地全境與香港基本實現服務貿易自由化的目標。

無獨有偶，蘇錦樑指在貿易方面，台灣與香港同樣關係密切。兩地簽訂制度化和全面的經貿合作安排，能夠增加政策的穩定性並提高投資者的信心，對港台兩地的发展都有利。兩岸在簽署《海峽兩岸經濟合作框架協議》後，經貿往來越趨頻繁，香港能為兩地提供不同的商貿支援服務。

## 楊釗：善用各自優勢深化兩岸四地合作

內地經濟快速發展，兩岸四地經貿往來愈益頻繁，為大中華市場帶來龐大商機。香港中華總商會會長楊釗認為，互聯網金融、科技應用以至文化創意產業的迅速發展，也將成為大中華地區以至全球經濟持續發展的重要元素。

隨着經濟全球化發展步伐不斷加快，科技的應用對促進各地經貿往來發揮相當重要作用。內地近年大力推動產業高增值發展，推行“十三五”規劃和提出“一帶一路”策略，其中包括推進“互聯網+”和“中國製造2025”等行動計劃，將有效加強內地製造業和現代服務業的創新發展，並透過互聯網、創新技術與產業結合，促進電子商貿、互聯網金融和專業服務的蓬勃發展。此外，中華文化的傳播和文化軟實力的拓展，將是推動大中華經濟聯繫，特別是“一帶一路”規劃的有效方法。

楊釗強調，兩岸四地在科技創新、文化創意發展方面各有優勢和特點，也共同擁有中華文化的優良傳統，因此，兩岸四地應發揮彼此的獨特優勢，在經濟新形勢發展當中，共同在科技創新、文化創意的領域開拓出龐大的商機。

## 馬有禮：澳門扮演中葡對接平台

澳門自回歸以來，經濟發展迅速，澳門中華總商會會長馬有禮指出，2014年人均本地生產總值達澳門幣約71萬元，位居亞洲前列。不過，近期外圍經濟形勢複雜多變，充滿不穩定和不明朗的因素，澳門的經濟發展正面對不少困難及挑戰。

澳門正朝着建設“世界旅遊休閒中心”和“中國與葡語國家商貿合作服務平台”的方向發展，為了推動經濟適度多元發展，澳門特區政府致力支持會展、文創、中醫藥、環保產業、“互聯



楊釗 Charles Yeung



馬有禮 Ma lao-lai

網+”等作為澳門經濟的新增長點。馬有禮表示，隨着國家推行“一帶一路”、“互聯網+”和自貿區等戰略，澳門作為國家與葡語國家之間的商貿服務平台，將可繼續發揮中葡雙語、文化、人才、商貿服務、會展等方面的優勢，為海峽兩岸四地與葡語國家之間產業對接、企業洽談提供服務和協助。

展望未來，區域合作發展將成為大趨勢，迎來“區域合作、協調發展、融合發展”的新藍圖，馬有禮期望兩岸四地要不失時機、深化多領域合作、互補優勢，共同推動創新發展、經濟轉型升級。

## 林伯豐：避免重複投資和惡性競爭

台灣工商協進會理事長林伯豐認為，兩岸四地的企業應避免重複投資與惡性競爭，善用彼此的產業優勢並深化合作，才是兩岸四地共同努力的正確方向。面對當前經濟形勢，他認為唯有創新，方能推動產業發展，提高競爭力。

林伯豐舉例，在金融服務業方面，銀行業可利用網絡科技，如網站及行動裝置等強化服務；文化產業方面，兩岸四地源自中華文化，因着各自歷史環境而發展出不同面貌，台灣是最早發展文創產業，擁有豐富的設計人才，善長運用科技將文創與生活融合。

兩岸四地同文同種，歷史同源，存在不少合作契機，應發揮各自優勢，彼此加強合作，協同發展，實現互利共贏。林伯豐期望兩岸四地的工商界深入交換意見，共同提升大中華地區的經貿發展與文化產業的創新。

## 路耀華：形成“你中有我我中有你”合作格局

中國工業經濟聯合會執行副會長路耀華則認為，兩岸四地都面對經濟增長放緩、產業轉型等壓力。內地經濟結構及發展方式近年發生巨大變化，因此內地正加快構建開放型經濟新體制，以適應新形勢。

隨着工業化、資訊化、城鎮化和農業現代化進程加快，“互聯網+”、“中國製造2025”、自貿區擴容和“一帶一路”等發展規劃相繼出台，開啟了兩



林伯豐 Lin Por-fong



路耀華 Lu Yaohua

岸四地區域合作的新引擎，帶來新的合作基礎和動力。路耀華指出，這不但啟動新一輪對外開放，亦帶動投資和消費，為經濟持續穩定增長提供有力支撐，也為兩岸四地經貿合作提供更多發展空間。

路耀華提出，兩岸四地應由傳統的資源互補式合作發展成互動式合作，要明確合作的重點產業、領域和項目，並在開拓市場、改善技術、提升品牌及分享資訊等方面，提升為產業鏈的整合，形成“你中有我，我中有你”的產業融合新格局。他相信，兩岸四地可在金融、貿易等服務領域，在綠色製造工程、共性技術研發等科技領域，以及基礎設施、能源和電訊等領域發揮更大作用，共同參與“一帶一路”規劃，延展產業合作區域，實現更大合作效益。

### John Tsang: Opening up a new world for Hong Kong's economy

According to John Tsang, Financial Secretary, Hong Kong must drive development in new industries amidst the mega trend of globalization to open up new economic opportunities.

Tsang highlighted the enormous economic benefits of technology and creative industries and explained how the HKSAR government has been devoted to building a favorable environment for the growth of local innovative technologies. It has also cooperated closely with the Ministry of Science and Technology.

He added that Hong Kong has always been Asia's important venue for cooperation and exchange in creative industries. The HKSAR government has taken up the facilitator's and supporter's role in developing creative industries. For example, it has been actively promoting the cultural and creative sector of Hong Kong to the Mainland and Taiwan markets. According to Tsang, the economic and trade development of the four places are closely intertwined. To more effectively exert the colossal development momentum of the technology and creative industries, all sides must strengthen their cooperation.

### Yang Jianping: An invaluable forum held for the well-being of Chinese in the four places

Yang Jianping, Deputy Director of the Liaison Office of the Central People's Government in HKSAR, believed that the forum offered a great platform where business organizations in the Mainland, Hong Kong, Macau and Taiwan can exchange their ideas and cooperate to enhance mutual understanding. These

contribute much to facilitate the peaceful development of cross-strait relations.

Current cross-strait relations, according to Yang, are facing a historically critical moment. He hoped that the forum can stimulate suggestions and pave new ways for integrating resources from the four places and for policy formulation. He also hoped that it can create new connections for market expansion, enhance the international competitiveness of the four economies across the strait and help identify feasible cooperation modes. Yang commented that all these will help secure people's livelihood and drive social development. When more sizeable and small-to-medium enterprises and grassroots - in particular the younger generation - can take part and benefit from these, more people will be able to share the fruits of economic cooperation of the four places.

Yang reckoned that Chinese people residing in the Mainland, Hong Kong, Macau and Taiwan should be confident in taking up the historical mission to create a bright future for cross-strait relations and all Chinese people.

### Tang Yiyuan: Identifying wisdom in the culture of Chinese merchants

Tang Yiyuan, Director General of Taiwan Affairs Department of Liaison Office of Central Government in HKSAR, believed that business elites of the Mainland, Hong Kong, Macau and Taiwan should draw on the culture of Chinese merchants to work out their winning tactics.

The Central government is striving to facilitate economic growth; in addition to constructing "one belt one road", it also initiated the founding of Asian Infrastructure Investment Bank. The monumental volume of the economy will be able to bring development dividends to Hong Kong, Macau and Taiwan. Tang thought that the golden opportunity for economic development will soon emerge when the four locations maintain their political stability and ensure no slowing down or reversal of economic integration.

Tang pointed out that an emphasis on passing on traditions and innovation is a powerhouse for running business the Chinese way. Business principles, eventually, will be transmitted by the



台灣是兩岸四地中首個開拓創意產業的地方。  
Taiwan is the first place to open up the cultural industry among cross-strait two coasts and four places.

youth. If youngsters are only expressing their creativity in street demonstrations, the important fine values of successful businesses will be difficult to hand down from generation to generation. As such, Tang invited the business circle to open up their minds for the future and encourage young entrepreneurs in innovating and establishing their own businesses.

### Nicholas Yang: Innovation and technological development are matters of urgency

Innovation and technological development are increasingly important. **Nicholas Yang**,

**Innovation & Technology Adviser to the Chief Executive**, saw how this has become a benchmark for measuring the strength and weakness of a country. For the HKSAR, innovation and technological development are matters of urgency.

He stressed that for HKSAR to step up to the international arena, it must catch up with the pace of China's development in innovation and technological industries. He revealed that the government's future foci will be three-thronged. First of all, efforts will be directed towards driving development. On top of this, various initiatives will be launched, and the government will also

enhance cooperation amongst partners in the four places across the strait.

Yang summarized that with close geographical proximity, a common culture and close economic and trade relations, the four places will offer an important stage where Hong Kong can play an important role in facilitating cooperation in technological innovation.

### Gregory So: Building stronger trade and economic relations with Macau and Taiwan

**Gregory So, Secretary for Commerce and Economic Development**, shared that Hong Kong is exploring into establishing stronger economic and trade relationship with Macau, which could have significant strategic importance for the development of the two places.

He explained that Macau has been an important trade partner of Hong Kong for many years. In the past few years,

commodity trade and service trade between Hong Kong and Macau have witnessed an average annual growth of about 20%.

According to So, Hong Kong will continue to drive further opening up of the Mainland market for Hong Kong. The goal is to actualize the objective of liberalizing the service trade throughout the Mainland and Hong Kong by the end of the year.

Similarly, Taiwan and Hong Kong are equally close in trade. After the signing of the *Economic Cooperation Framework Agreement*, economic and trade transactions have become much more frequent. Hong Kong can provide different trade and commercial support services to both locations.

### Charles Yeung: Riding on individual strengths to deepen cross-strait collaboration

**CGCC Chairman Charles Yeung** reckoned that the rapid development of internet finance, technological application, as well as the cultural and creative industry

will all become critical elements of the sustainable development for the economy of Greater China and beyond.

The Mainland has been actively promoting industrial development in high value added areas. Action plans such as “Internet+” and “Made in China 2025” will effectively fortify the creative advancement of the manufacturing and modern service industries in the mainland. Furthermore, the dissemination of Chinese culture and the expansion of soft cultural strengths will be effective means to drive economic connection in Greater China, in particular, in the planning of “One Belt and One Road”.

Charles Yeung believed that the Mainland, Hong Kong, Macau and Taiwan should each draw on its own unique strengths and

join hands to exploit the ample business opportunities in the scopes of technological innovation and cultural creativity.

### Ma lao-lai: Macau as an interface for China and Portuguese-speaking countries

**Ma lao-lai, Chairman of Macao Chamber of Commerce** pointed out that while the per capita GDP of Macau in 2014 was amongst the highest across Asia, Macau is confronted with an array of difficulties and challenges in economic development.

Macau is developing towards the directions of “Global tourism and recreation center” and “the service platform for commercial and trade collaboration between China and Portuguese-speaking countries”. As



澳門正朝着建設“世界旅遊休閒中心”的方向發展。  
Macau is developing towards the direction of “Global tourism and recreation center”.

China implements the strategies of “One Belt and One Road”, “internet+” and free trade zones, Macau will be able to continue to develop its strengths in bilingualism (Chinese and Portuguese), culture, talents, commercial and trade services, convention and exhibition, etc.

Ma hoped that the four places across the strait could seize the opportunities to deepen multidisciplinary cooperation, to complement each other’s strengths, and to concertedly implement innovation development, as well as economic transformation and elevation.

### Lin Por-fong: Avoiding duplicated investment and hostile competition

**Lin Por-fong, Chairman of the Association of Industry and Commerce,** Taiwan thought that companies across the strait should avoid duplicated investment and hostile competition. He believed that

industrial development and competitiveness can only be improved through innovation amidst the current economic landscape.

Lin cited the banking industry as an example: it can make use of the internet and technologies to strengthen its services. As for the cultural industry, Taiwan is adept at combining technology, culture, creativity and everyday living.


Lin hoped that the business community across the strait will strive for in-depth exchanges of ideas and work together to take economic and trade development, as well as innovation in the cultural industries of Greater China to a new level.

### Lu Yaohua: Forming a mutually complementary collaboration structure

**Lu Yaohao, Executive Deputy Chairman of China Federation of Industrial Economics Chamber,** on the other hand, saw dramatic changes

occurring in the economic structure and development mode in the Mainland. In response, the Mainland is accelerating its pace in constructing a new open economic system to adapt to the new order.

Now that the new engine to drive cross-strait cooperation has started, there will be a new foundation and new momentum for collaboration. Lu pointed out that this does not only give stimulus to a new round of opening up, but will also bring about investment and consumption, giving strong support to sustainable and stable economic growth while offering more room for development for cross strait cooperation.

Lu put forward the idea that the four places across the strait should build on their traditional collaboration to complement each other in resources, and transform into a new industrial integration model that is mutually complementary. He believed that the four places can draw on their own strengths in different scopes and achieve bigger collaborative synergy. 



# 網絡電視掀起營銷新革命

## Net TV Ready to Initiate Marketing Revolution

隨着網絡電視的興起，不僅改變電視行業生態、受眾的觀賞習慣，同時帶動結合網絡、電視、消費、推廣的全新營銷策略，傳統的電視、報章刊登廣告再不是唯一的宣傳方式，網絡平台的營銷效力更是有過之而無不及。

The rise of net TV is not only changing the industrial landscape for television and viewers' habit, but also driving the development of a brand new marketing strategy that has married the Internet, television, consumption and promotion.



馮應謙 Anthony Fung



莫翠天 Tin Mok



楊大耀 Troy Yang

## 馮應謙：媒體整合生產鏈是必然方向

**過**往大眾媒體，可靠自家製作的內容取勝，哪份報紙內容吸引，讀者便花錢購買，自然也吸引商家刊登廣告，但這種生存模式在當前新媒體時代已未必適用。香港中文大學新聞及傳播學院院長馮應謙認為未來誰勝誰負，端看誰擅長蒐集與整合不同來源的內容，至於內容由誰來創作或製作，再不是觀眾的關注點。

他笑說：“我有朋友買了一部電視給母親，後來母親告訴他看過什麼劇集，他泰半未曾聽過。原來這個電視不只播放傳統電視劇，還播放網上視頻。免費電視、收費電視、網上電視的內容，融合其中。”未來媒體平台，應向不同內容提供者購買新聞、資訊、娛樂等，整合發放給用家。

### 整合內容方能致勝

馮應謙認為香港許多媒體平台，仍有

於自己製作內容，尚未覺悟受眾在新媒體世界中未必忠於特定的內容提供者。“如報紙只做報紙，不將內容賣給別人，遲早無法生存。大家都需要轉型成內容提供者。”他指出，樂視等網絡電視的願景，正是融會各種內容發放。

當前媒體製作的資訊內容，已非如早年倚恃大眾媒體（如電視）廣播，便人盡皆知。馮應謙說，現在主宰世道的是社交媒體，用家自行挑選與傳播內容。“以往是媒體告訴你應看什麼、流行什麼，現在則是‘觀眾投票’，由朋友告訴你什麼好看。”因此，無論是內容提供者、廣告商，抑或其他需要宣傳的政府或機構，都要順應潮流。

### 綜合平台乃大勢所趨

未來媒體平台發展，不只橫向整合內容，還會直向整合生產鏈的其他環節。Apple TV 就是全世界最早的同類產品。Apple TV 的優勢，是蘋果本已擁有龐大的硬件市場，在售賣媒體內容

時，省回一大筆硬件投資。樂視推出電視盒子，亦是垂直整合的一例。

馮應謙指出，發展綜合平台，是媒體的必然方向。“購物、資訊、娛樂、文化，甚至生活，都在同一平台上。簡單如電器開關，也可用平台遙控。一旦成為用家生活一部分，這個平台就可以生存。”現在網上購物大行其道，只需安坐家中付款購物，等候送件，不受時間限制。

然而，目前香港要發展這類產業仍存在挑戰。“這需要巨額投資，回報期亦非常長。”馮應謙認為，香港傳統電視產業短期內仍有優勢，特別在本地新聞及體育訊息的範圍。而且，大部分廣告商仍較樂意投資傳統電視廣告。但他補充，近五年來，企業投放在新媒體的廣告支出已見大幅上升。“蘋果的網站不乏大牌子的廣告，一些本地品牌都開始選擇在新媒體播放廣告。”



### 突破限制 迎頭趕上

除了企業自身的想法或限制，馮應謙強調，香港的法律亦對網上營商有所局限。馮應謙以香港和內地作比較：“內地法規的發展，比較有彈性，往往會因應新的營商方式而調整，即使方式超越法律範圍，亦不會馬上控以違法；香港的法制有保守一面，傾向維護固有利益，即使調整亦需時漫長。”舉例說，內地的網上支付服務已經成熟，但香港法律仍不容許發展付款網關，網上支付只限於信用卡、網上銀行服務或繳費靈。

馮應謙認為，現在香港的網上媒體仍相對落後。海外媒體網站篩選的推薦文章已具很強針對力，即如購物網站 Amazon、eBay 亦會分析用家的個人背景，推薦用家最感興趣的產品，惟香港媒體普遍未能做到。“可能因為沒有用家主導的覺悟，亦可能因這種智能分析，投資實在太大。”

### 莫翠天：提升用戶觀賞電視體驗

在互聯網時代，新媒體處處挑戰傳統，帶來新消費模式之餘，亦令市場行銷邁進新路向。企業必須改革創新、迎接潮流，才能保持競爭優勢。樂視是新媒體企業的突出一員，現時日均瀏覽量逾2.5億人次，使用流動裝置觀看視頻內容則約有1億人次，覆蓋3.5億用戶。據艾瑞數據顯示，樂視網於內地在線視頻的覆蓋人數位列三強。

到底樂視憑藉甚麼理念取得如此迅速的發展呢？樂視控股副總裁及亞太區行政總裁莫翠天強調，企業以互聯網思維去經營，他們眼中沒有客戶、沒有消費者，只有用戶。

### 構建垂直整合系統

莫翠天認為，香港的商業環境發展成熟，但過去二、三十年缺乏創新，銷售渠道僵化。他相信，樂視的成功建

基於“樂視生態”，與過去“各有各做”的慣常模式，他嘗試以互聯網思維創造一個“平台+內容+終端+應用”垂直整合的完整生態系統。

“以前買電視，要到電器店選購，安裝、插天線，再接收電視訊號，中間牽涉多個產業。”樂視期望能夠打破傳統，整合所有環節，“我們研發自己的電視機，再將成本壓到最低，讓用戶能以最低價錢買到最高性能的產品；再將產品放到自設的網上商城售賣，省下店租，直接減價；最後買了回家，用戶只要連接網絡，不用裝天線，就可看到內容。”他形容，這樣才能提供最好的用戶體驗。

### 優化用戶體驗

在互聯網+的時代，用戶體驗多被企業吹捧，莫翠天卻認為徒為口號是沒有意義的，只有將創新的技術、產品及商業模式三者結合，才能發揮作用。他指出，現今不論電視、手機，只是外觀漂亮、硬件出色並不足夠，內容才是靈魂。





“從前電視品牌和電視台之間沒有任何關係，但在新思維下，電視機、內容、網絡要高度結合。”樂視稱其營造的生態是“全流程直達用戶”，即從產品設計、研發、傳播、銷售、售後和運營，每一個流程均直達用戶，藉此節省銷售電視機的渠道成本、營銷開支和品牌溢價，直接回饋消費者。

莫翠天相信，新思維帶來改變，得益的是消費者。“將每一個板塊打通後，就能為用戶帶來極致的體驗和方便。”他舉例說，以前要在家中看電影，不但要買電視機，更可能要安裝收費電視，即使安裝了也未必常看，因每次要拿起遙控器、選台，步驟繁多，互聯網思維都能將這些流程簡化。

### 網絡電視打破鴻溝

莫翠天坦言，年輕人厭倦的不是電視，而是電視台編排節目的守舊。一般來說，電視台會把精選劇集放在黃金時間，也就是公認的晚上七至十時播放，但在今天來說，很多人在黃金時間仍未下班。舊的黃金時間已不合時宜，今日的黃金時間應該是因人而異，而非電視台決定。他認為，傳統電視令用戶處於被動，欠缺選擇節目

的自主權，80、90後的“互聯網居民”自然就流失。

網絡電視是否正在打破這個鴻溝？“絕對是！”莫翠天斬釘截鐵的道。他指出，樂視用戶開機的次數和時間均遠超他們想像。“超級電視能扭轉這個情況，因它改變了電視的定義。它不再是廣播電視，而是互聯網的入口，有數之不盡的內容，若你想看《武媚娘》，不用每集去追，可以一口氣看完全劇。這正是當今世代觀眾希望獲得的電視模式。”

互聯網進入生活已是現實，傳送訊息、玩遊戲，甚至叫外賣都透過互聯網進行。莫翠天指出，他們雖然沒有客戶，但有用戶，兼且了解每個用戶的行為和愛好。他透露，樂視正在研究的超級汽車，將來會透過互聯網打通用戶生活的所有應用層面，帶來更大便利。

### 楊大耀：網絡營銷勢不可擋

今年6月，內地網絡電視巨頭樂視亮相香港電視界；9月，全球擁有6,500

萬用戶的Netflix宣佈將進軍香港。競爭帶來進步，但亦令傳統媒體面對轉型的關鍵時刻。**Analytic Partners 香港區執行董事楊大耀**形容，未來的市場營銷無可避免要跟隨電視業改變，並善用不同營銷渠道的協同效應。

### 網絡互動回報更高

無可置疑，網絡電視改變觀眾的觀看習慣，但楊大耀認為，更重要的是它同時提供了更有效、目標為本的渠道，能夠直接面對消費者。隨着人們愈來愈慣於使用智能電話、平板電腦和互聯網，他相信市場營銷必須重視不同裝置之間的連繫，以搶佔互聯網消費者的市場份額，箇中要點在於利用網絡力量加強在電視與其他網上平台的宣傳效益。

楊大耀指出，雖然透過網絡電視作市場營銷的成本正逐年攀升，但仍是遠低於傳統電視。然而，網絡電視帶來的觀眾互動，大大增加成本效益。善用網上平台，長遠更能为品牌塑造自己的故事、建立品牌價值。但他認為，傳統電視仍是短期策略性的營銷渠道，有助提高品牌認知度，成本相對高昂。

### 品牌形象立體營造

網絡電視及其他網上平台的崛起，意味市場營銷可從更多角度接觸消費者及與其互動，楊大耀認為這有助企業建立更立體、全面的品牌形象。但他同時指出，網上平台如雨後春筍般湧現，置入式廣告也逐漸成為常態，如何能充分利用廣告開支，發揮最高效用，將是市場營銷的一大挑戰。要回答這個問題，楊大耀提出，企業首先要清楚不同媒體之間的關係，以及對他們的市場營銷策略的影響（見圖一）。

### 了解客戶完善策略

在今日大數據時代，消費者的個人資料如興趣、消費習慣等，都較過往容易獲得。楊大耀相信，這將讓市場營銷更準確針對特定消費群，完善推廣

策略，而非依靠傳統電視進行大眾營銷。他強調，利用大數據不但拉近廣告與觀眾的距離，提升廣告開支的成本效益，甚至可追蹤消費者的“購買路線”，即由點擊網上橫額廣告，進入品牌網站，再進行網上購物。企業可根據相關數據，加強特定渠道的宣傳策略，提高銷售額。

楊大耀預期，未來網上購物將吸引愈來愈多消費者，為了適應這種消費模式，企業有必要收集數據，以網絡為媒介，有效做到“一對一”市場營銷。同時，支付模式亦會有相應轉變，隨着網上購物日益普及，消費者也逐漸習慣於網上支付和行動支

付。他指出，一些行動支付的例子如 Apple pay 及網上支付平台 Paypal，讓消費者不再需要隨身攜帶現金或信用卡，令網上購物更快、更容易，為消費者和企業帶來便利。🔄



與傳統電視不同，樂視着力優化使用者的用戶體驗。  
Different from traditional TV, Letv makes great effort in optimizing user experience.

### Anthony Fung: Integrated media production chain will be the inevitable direction

Those were the days when the mass media could stand out with self-produced contents; this mode of operation may no longer be applicable to the current new media age. According to **Anthony Fung, Director of the School of Journalism and Communication of CUHK**, the future victor would be the one who is adept in collating and integrating contents from different sources because viewers no longer place their focus on the originator or producer of contents.

He said with a smile, “The television set does much more than playing traditional TV series. It also plays online videos now. The contents from free TV, paid TV and online TV will all be merged.” The media platform of the future should develop in a direction that news, information and entertainment are purchased from various content providers before they are integrated and disseminated to users.

### Contents integration is the winning strategy

Many media platforms in Hong Kong are yet to realize the fact that new media

audience is not necessarily loyal to specific content providers, commented Fung. “If a newspaper only works on print-based news and does nothing to sell its contents to other parties, it will become extinct sooner or later. Everyone has to transform themselves into content providers.”

Fung reckoned our time is dominated by social media, on which users are empowered to personally select and disseminate contents. “In the past, the media dictated what you should see and what could become popular; but now, it’s the viewers’ votes that matter. Your friends are the ones who tell you what is good to watch.”

### Integrated platforms are the next big trend

Media platforms will no longer advance by horizontal integration of contents in the future. Instead, other segments of the integrated production chain would also be vertically incorporated. Apple TV has an edge in this aspect because Apple itself has a gigantic hardware market. A large sum on hardware investment is saved when it sells media contents. The set-top box sales of Letv is another example of vertical integration.

Fung pointed out that media must develop towards the direction of an integrated platform. "Shopping, information, entertainment, culture, or even lifestyle must be placed onto the same platform." However, challenges still exist in these industries in Hong Kong. "The movement involves substantial investment and a long payback period." As Fung put it, the traditional TV industry of Hong Kong still has its edge in the short run because most advertisers are still willing to invest in traditional TV ads. Yet he added that advertising expenses on new media have seen significant increases over the past five years.

### Breaking through limitations and catching up with the bandwagon

Fung stressed that online operations are not only constrained by their own ideas or limitations; the laws of Hong Kong are also restraining the online business environment. Fung compared Hong Kong with the mainland, "Mainland laws are developed with more flexibility. Very often, they are adjusted to new business operation models; even when an operation method has exceeded the legal scope, the operator would not be immediately prosecuted. Hong Kong's legal system does have its conservative side; it tends to safeguard existing interests. Adjustments, if they happen, do take a very long time." For example, online payment service in the mainland is already mature. However, the laws of Hong Kong are yet to allow the development of payment gateways. At present, online payments are only limited to credit cards, online banking or PPS.

Fung thinks that the current online media of Hong Kong are relatively lagged behind. Recommended articles on foreign media websites, for example, are highly accurate and focused. Even shopping websites such as Amazon and eBay are analyzing users' personal backgrounds for product recommendation. Hong Kong's media are yet to be able to do that.

### Tin Mok: Enhancing users' TV viewing experiences

In the Internet age, new media are challenging traditional ones whenever they can. This not only creates new consumption modes, but also paves new ways for marketing directions. Letv is a noted example of new media enterprises. According to the data of iResearch, Letv's website is top three in the mainland in terms of online TV coverage.

What ideas have driven the rapid growth of Letv? **Tin Mok, Vice President and CEO Asia of Letv Holdings**, emphasized that the company has been operating with an Internet mindset. In their eyes, there are no clients, no customers, but only users.

### Constructing a vertically integrated system

Mok thinks that Hong Kong has a well-developed business environment, yet innovation has been absent and sales channels have been rigid over the past twenty to thirty years. According to Mok, the usual mode of unconnected operation was something of the past. Letv attempts to create a total ecosystem with the platform, contents, terminals and applications, based on the Internet mindset.

"In the past, when you purchased a television set, you had to visit an electrical store, install it, and then connect it to an aerial antenna for signal reception. A number of industries were involved." Letv wishes to break through traditional boundaries by integrating each and every segment. "We develop our own TV sets and minimize the costs such that users can get the most functional product at the lowest price. We then put our sets for sale on our self-established e-commerce mall to save costs on brick-and-mortar rents, which directly reduces our price. When users buy the set, all they have to do is to connect it with the Internet. They can view contents without hooking the set to an aerial." He thinks this is the only way to offer the best user experience.

### Enhancing the user experience

In the Internet+ era, the user experience is what companies seek to enhance. Mok, however, thinks that slogans alone are meaningless. Impact can only be generated when innovative technologies, products and business model are well combined.

"There used to be zero connection between the television brand and TV stations.

But in the new way of thinking, TV sets, contents and the Internet have to be highly integrated." From product design, research and development, dissemination, sales, after-sales and operation, Letv has made every process directly connected with the users. This could save costs and directly benefit consumers. Mok believes that when every segment becomes interconnected, users will be able to enjoy the ultimate experience and convenience.

### Bridging the gap - net TV

Mok candidly commented that the young generation is not tired of television but the conventional and lackluster programming offered by TV stations. Generally, TV stations broadcasts selected series during prime time, which is between 7 to 10 p.m. However, many people are still working in the office during this timeslot in this day and age. He reckoned that traditional television has been putting users in a passive position. The audience is left with no power over their choice of programs. "Netizens" born after the 1980s and 1990s, certainly, turn their heads away from television.

Will net TV be able to bridge this gap? "Absolutely!" Mok spoke unflinchingly. He pointed out that the number of times and the duration that Letv users switch on their TV sets far exceeded their imagination. "Super television will be a game changer because it redefines what TV means. It is no longer broadcast television, but a portal to the Internet. There are countless contents to choose from. If you would like to watch the hottest TV shows, you don't have to wait episode by episode. You can binge watch in one sitting. This is what viewers of this generation want to get out of television."

It is already a universal truth that the Internet has become inseparable from our lives. Mok points out that, while they do not have customers, they have users and the company is crystal clear about the behaviors and preferences of each and every user. He reveals that Letv is studying super cars. In the future, every aspect of our day-to-day living will be connected through the Internet to achieve even better convenience.

### Troy Yang: Internet marketing an inevitable trend

In June this year, Letv, the leader in mainland net TV made its debut in Hong Kong's television industry. In September, Netflix, the world leading net TV platform

圖一：量化模型（不同媒介渠道對銷售的直接及間接影響）

Figure 1: Quantitative model (direct and indirect impact of various media channels against sales)



with 65 million users, announced its plan to launch in Hong Kong. Competition brings advancement and creates a critical moment for transformation in traditional media. **Troy Yang, Managing Director of Analytic Partners, Hong Kong**, described that future marketing, unavoidably, has to follow the changes in the television industry and make good use of the synergy from different sales channels.

### An engaging network offers higher returns

Yang believed that net TV is able to offer more effective and more objective-oriented channels because it is directly consumer-facing. He believed that marketing must focus on the interconnection amongst different devices as people have become more and more used to using smart phones, tablets and the Internet. The most crucial point is to leverage on the power of the Internet and to strengthen the promotional efficiency on television and other online platforms.

Yang pointed out that although the costs of net TV marketing have been rising

every year, they are still much lower than promoting on traditional television. In addition, viewer engagement made possible by net TV has strongly improved on the return of investment (ROI). In the long run, making good use of the online platform will help brands to craft their own stories and establish brand equity.

### Establishing the brand image from all directions

The rise of net TV and other online platforms implies that marketers can connect and engage consumers from even more directions. Yang believed that this will help companies in establishing a more stereoscopic and comprehensive brand image. He also pointed out that with online platforms mushrooming, embedded advertisements are also becoming the new constant. The main challenge for marketing is how to make full use of advertising expenses and achieve the best efficiency. In response to this question, Yang proposed that companies should first understand the connections amongst various media, as well as their impact on marketing strategies (Figure 1).

### Knowing your customers and perfecting your strategy

In this big era of megadata, personal information of consumers, such as their interests, consumption habits, etc., are much easier to obtain than before. Yang was confident that the advantage can allow more accurate customer targeting without purely relying on mass marketing on traditional television. He stressed that using megadata not only closes the gap between advertisements and viewers, but also offers tracking of consumers' "shopping routes". Companies can strengthen their promotion strategy on specific channels based on relevant data.

Yang anticipated that online shopping will appeal to a wider customer base in the future. To adapt to this consumption mode, companies must collect data and use the Internet as a medium to effectively roll out the "one-on-one" marketing. At the same time, consumers are more used to e-payment and mobile payment. 🔄



## 投身輔警 回饋社群

### Join the Auxiliary Police Force to Give Back to Society

輔警的工作範圍是甚麼？輔警與正規警察在制服上有何分別？當輔警會否令人犧牲很多工餘時間？一般市民大眾對輔警工作可能未必很認識，大家也許更沒想到，商界中人參與輔警工作，可達致多贏局面。

What is the scope of auxiliary police work? What is the difference between the uniforms of the auxiliary and regular police officers? Does joining the auxiliary police force mean one has to sacrifice a lot of spare time? The general public may not necessarily have a very good understanding of auxiliary police work. People may also not think that businessmen participating in auxiliary police work can be a “multiple-win situation” for all.

實踐志願 輔警非兼職

“這並非一份兼職。”雖然所有輔警人員都有正職工作，而每次出勤也確有薪津，但香港輔警總監姚仰龍強調，輔警工作是一項社會服務，意義遠超於兼職。就他所知，同事加入輔警隊，每每是因為有志服務社會，希望為香港治安貢獻一己之力，而非只圖薪津。

“當警察”是不少人在小時候寫《我的志願》時的熱門選擇。長大了，有些人真的將兒時夢想實踐，但人浮於事，也有的漸將理想埋藏。對此念念不忘的，或許於不同領域奮鬥，但同時選擇利用工餘時間投身輔警，殊途同歸地為社會服務。姚仰龍坦言，香港輔警人員來自各行各業，“甚至有同事正職是飛機師！”

## 有助個人成長

除了達成個人心願外，姚仰龍認為輔警工作其實對個人成長不無幫助。“參加輔警工作除了得到專業的法律及警務知識，更可培養領導才能、誠信品格及管理能力。此外，透過警務工作可接觸不同階層的人士，加強人際關係及溝通技巧。”這些能力，無論在各行各業均可產生極大效用。所以，擔任輔警雖然無可避免犧牲部分工餘時間，但收穫卻是難以估量。

## 為企業樹立良好形象

既然強調輔警並非兼職，因此姚仰龍亦衷心希望僱主能鼓勵員工投身輔警。這不但有利於員工，更為企業及社會締造多贏局面。商界出身的姚仰龍，便以商界為例：“不少僱主曾跟我說，其擔任輔警的僱員，都是公司非常重要的資產。”因為透過輔警的訓練及工作，他們都培養出優秀領導才能及嚴格紀律，夠主動，懂應變，加上專業的警務知識，這些才能對企業的發展均有幫助。“再者，鼓勵員工加入輔警隊，履行社會責任，能為公司建立正面、有承擔的形象。”他認為，商界僱員如若積極投入這項社會服務，有助社會繼續安定繁榮，從而營造理想的營商環境。

除了商界人士，姚仰龍也呼籲各行各業精英投身輔警。他透露在本年度，輔警隊將採取四管齊下的招募策略，包括透過傳播媒介如警務處刊物《警聲》、報章及網上渠道宣傳；參與各警隊招聘活動聯合招募輔警隊員；針對私人機構、政府機構及青少年制服團隊的家長等舉行輔警招聘講座和設置宣傳櫃位；以及推出輔警隊員推介計劃等。

## 年輕“子女”壯大陣容

投身輔警40載，姚仰龍憶述最使他印象深刻的，是每次為新入職的輔警學員監誓，及出席他們的結業會操，因這些場合令他感到有更多新力軍加入輔警隊。“他們都好像成為我的‘子女’一般！”此外，他的年輕“子女”陣容，也透過“輔警大學生計劃”

漸漸壯大。此計劃至今已12年，以2014至15年度為例，有逾半數新入職的輔警成員是透過此計劃招募而來。姚仰龍認為這個計劃相當成功，能吸引一班年輕、高學歷及高質素的大學生加入輔警隊服務社會，這對提升輔警隊整體的專業質素有莫大幫助。此外，這計劃也為年青一代提供了極富意義的專業及品格訓練，讓他們發揮潛能，貢獻社會，繼而成為其他年輕人的榜樣，對服務社會有所承擔。

## Auxiliary police fulfils aspiration and is not a part-time job

“This is not a part-time job.” Hong Kong Auxiliary Police Force (HKAPF) Commandant Yiu Yeung-lung stressed that auxiliary police work, as a form of social service, is far more significant than part-time work.

Many people, even though they are not working full-time in the police force, choose to serve the society in their spare time by joining the auxiliary police force. Yiu disclosed that HKAPF officers come from all walks of life, “We even have full-time pilots among our colleagues!”

## Auxiliary police work helps personal growth

Yiu believes that auxiliary police work actually helps personal growth. “On top of acquiring professional legal and police knowledge, participating in auxiliary police work can also help develop leadership skills, integrity and management ability. Furthermore, people get to be in contact with different strata of the society through police work and strengthen their interpersonal and communication skills.”

## Establishing a good image for the company

Yiu sincerely hopes that employers can encourage their employees to take part in auxiliary police work. Encouraging employees to join the HKAPF to fulfil their social responsibility can help not only establish a positive and responsible image for the company, but also help maintain a stable and prosperous society, thus creating an ideal business environment.

Besides people in the business community, Yiu also calls on

## 投考輔警要知己知彼

假如有志投身輔警，該有甚麼準備？姚仰龍指，有志投考輔警者首先必須具備服務社會的熱誠。輔警的入職條件與正規警員一樣，必須符合指定的學歷及體能要求。而且他們須有良好的溝通能力，了解時事。警隊的網站有詳盡資料，更有通過體能測驗的訓練建議。他建議有志者可瀏覽相關介紹，了解入職要求，以便知己知彼。

the elites from all walks of life to join the auxiliary police force. He revealed that the HKAPF will adopt different forms of recruitment strategies this year.

## New blood strengthens the force

Reflecting on the past four decades since he joined the auxiliary police force, Yiu said that what most impressed him was the feeling of new blood entering the force whenever he administered oaths to new recruits or attended their passing-out parades. Also, the Auxiliary Undergraduate Scheme, which was launched several years ago, contributed more than half of the newly appointed auxiliary police officers last year.

## What to know when applying to join the auxiliary police force

What are the requirements for joining the auxiliary police force? Yiu pointed out that people interested in joining the force must be enthusiastic and dedicated in serving the society and also meet specific academic and physical requirements. He advised them to visit the Hong Kong Police Force's website to find out more about the entry requirements. 🌐



姚仰龍  
Yiu Yeung-lung

## 輔警知多少？ About the HKAPF

早前署理輔警高級警司（人力資源及支援）梁世光及輔警督察鄭永昌蒞臨本會主持講座，為參與者簡介了輔警的歷史、制服裝備、工作範圍，以及投考要求等。

Earlier, **Acting Senior Superintendent (Auxiliary) for Human Resources and Support Leung Sai-kwong** and **Inspector (Auxiliary) Cheng Wing-cheong** hosted a seminar at the Chamber to brief participants on the HKAPF's history, uniform, equipment, scope of work and application requirements.



梁世光（左三）及鄭永昌（右三）  
Leung Sai-kwong (third of left)  
and Cheng Wing-cheong (third  
from right)

### 成立年份

Year of Establishment

1914

### 主要職責

Main Duties

- 1) 一支受過內部保安訓練的後備隊伍，職責如下：  
The duties of a reserve team trained on internal security are to:
  - 保護重要地點  
Protect important sites
  - 提供人手保衛警署  
Provide manpower to guard police stations
  - 為指揮及控制中心提供人手  
Provide manpower to command and control centres
  - 保護領事館  
Guard embassies
- 2) 在天災或影響民眾的緊急事故發生時提供一支後備隊伍協助有關工作；  
Provide a reserve team of manpower to assist in times of natural disaster or civil emergency;
- 3) 在大型公眾活動及其他預先策劃的行動中支援正規人員執行人群管理工作；及  
Support the regular force in crowd control during major public events and other pre-planned operations; and
- 4) 支援正規警隊執行日常巡邏工作。  
Support the regular force in conducting beat patrols.

### 制服及裝備

Uniform and  
Equipment

所有輔警隊員之制服及裝備均與正規人員相同。男女隊員均配備點三八左輪手槍及12發子彈、警棍及胡椒噴劑。隊員將於基本訓練課程中接受武力使用訓練。輔警隊員與正規人員在制服上唯一的分別是輔警隊員之肩章印有英文字母“A”以作識別。

The uniform and equipment for the auxiliary police force are the same as those for the regular force. Each officer is issued a .38 calibre revolver with 12 rounds of ammunition, a baton and a pepper spray, and is trained in the use of weapons during the Basic Training Course. The only difference between the uniforms of regular and auxiliary police force members is the letter "A" on the auxiliary members' shoulder marks.

### 訓練

Training

輔警警員每年均須完成《香港輔助警隊條例》（第233章）第3條所定的法定效率訓練，包括週年進修、射擊、實習等共208小時。

As stipulated in Regulation 3 of the Hong Kong Auxiliary Police Force Regulations, Cap 233, a Police Constable (Auxiliary), after passing-out, must complete Statutory Efficient Training for a total of 208 hours, including annual continuation training, range course and practical training.

### 福利

Benefits

輔警人員可申請加入警察體育遊樂會為會員。會員可享用會內各項設施，亦可使用位於大埔大尾督及西貢早禾坑兩個康樂中心，亦可參加香港警務處30餘個體育及文化會社。

Auxiliary members may apply to join the Police Sports Recreation Club to enjoy a diverse range of facilities. Members can also use the recreational centres located at Tai Mei Tuk (Tai Po) and Tso Wo Hang (Sai Kung) and are welcomed to join some 30 police sports and arts clubs organised by the Hong Kong Police Force.



# 發展綠色經濟

## 香港須具更廣闊視野

### Hong Kong Must Develop Green Economy with a Broader Vision

立法會功能界別商界（第二）議員 廖長江

Martin Liao, Legislative Council Member, Commercial (Second) Functional Constituency

#### 經濟轉綠是大勢所趨

**隨**着冰川融解、氣溫上升等氣候變化跡象越趨明顯，全球越加意識到大家都有責任採用可持續的經濟及社會發展模式，以求在取得經濟增長的同時亦保護環境，以及紓緩氣候變化。換言之，即是要推行一般所指的“綠色經濟”或“新氣候經濟”。香港作為一個先進的國際大都會，在這方面的進展又如何呢？

財政司司長曾俊華在今年的預算案“可持續發展”的章節指出“提供宜居環境是改善民生、匯聚人才和確保經濟持續發展的必要條件”，並承諾改善環境是政府的重點工作。我很贊成政府應有此承擔，不過令人驚奇的是，預算案好像把改善環境與經濟發展分割為兩個互不相干的部分，在其“發展經濟”下的“多元發展”章節中，都未有提及環保產業或綠色經濟。

即使我在議會內特別就預算案提出書面質詢，詢問政府過去三年在提倡及推動綠色經濟的支出及有關項目的內容，當局的答覆卻隻字未有提及具體的政策措施，而只是舉出了可持續發展委員會的兩個宣傳活動項目。有關答覆的意思是否指過去三年當局並沒有任何提倡及推動綠色經濟的政策措施，亦完全沒有相關的支出及支出項目？我希望答案是肯定的。

在全球追求綠色經濟的潮流下，政府應重新確認環保除有極大的社會效益，本身亦是可促進本港經濟多元化的產業，並應加大投放資源。

Given the global pursuit of green economy, the HKSAR Government should reaffirm that environmental protection, while offering enormous social benefits, is itself an industry that can boost Hong Kong's economic diversification, thereby more resources should be allocated in this area.

#### 不應分割環保與產業

其實，政府近年並非沒有向綠色經濟投放資源。去年的預算案已宣佈會投放約300億元於廢物回收和處理的基礎設施，當中包括快將成立的10億元“回收基金”，亦會推動綠色採購。可惜，今年已不見預算案有相類的大規模支援計劃。翻看文件，上一份把“環保”稱為“產業”的預算案講辭，已是三年前的2012-2013年度預算案。

曾幾何時，環保產業被視為本港六項優勢產業之一。早在2009年，聯合國環境規劃署已公佈“全球綠色新政”，建議全球加大投入綠色環境建設和研究，以帶動綠領就業，而特區政府亦作出了積極回應。曾司長在同年的預算案中便大談要發展綠色經濟，強調環保背後有無限商機，可創造就業和促進經濟多元化發展，並把推動電動車作為重點推動項目。

#### “優勢產業”惜發展不力

當時司長的想法是電動車輛的普及使用可刺激汽車零售業，亦可推動發展電動車的配套，包括充電設施等商機，並親自率領一個督導委員會來推動。但可惜本港的環保產業卻一直未有突破發展，過去五年佔GDP的比重一直維持在大約0.3%。而由於政府多年來推動的成效不彰，加上價錢、種類、充電設施不足及充電時間長等因素，本港使用電動車輛的普及情況仍然差強人意。數字顯示，現時全港只有約2,000輛電動車於路面行走，佔約70多萬輛領牌車輛中的不足0.3%。在政府車隊中亦只有226輛電動車，只佔3.5%。

其實當局仍然視電動車輛為減少溫室氣體排放及解決路邊空氣質素問題的關鍵對策之一，故環境局局長黃錦星都強調要鼓勵市民轉用電動車輛。但



可惜當局的鼓勵招數只是沿用去年的舊板斧，即是延長豁免電動車首次登記稅至2017年，再加入數項零碎的新措施，包括限定只有低排放巴士才可在中環及銅鑼灣鬧市行駛，以及資助購買數十輛電動巴士作試驗行駛，仍然缺乏全盤的扶持措施及大刀闊斧的投入，令人憂慮對普及電動車方面幫助不大。

其實香港多年前已有首輛本地自主研发的電動車“My Car”面世，且已取得歐盟認證，打開歐洲市場。本地企業如此積極捕捉發展電動車帶來的商機，按道理正好切合曾司長當初的設想。問題是政府支援不足，結果有關企業因缺乏資金，已把品牌及技術售予美國公司。當年帶領研發的香港理工大學教授最近與傳媒回顧這件事時亦坦言可惜，還強調香港有條件大力發展電動車，只是他們得到的研究資助金額跟所需相差十倍，不足以進行深入研究發展。

政府其實都有加強推動措施，可惜仍然力度不足。例如當局已決定在政府停車場安裝100個較快速的充電器以鼓勵使用電動車，但這是否已足夠推動電動車普及化呢？答案是顯而易見。最近香港生產力促進局夥拍由企業研發的快速充電站，電動車最快只需充電20分鐘便能行駛150公里，更是現時內地與香港唯一取得全球最通行的國際標準認證的本地研發電動車充電系統。當局又有沒有支援計劃來協助充電配套設施不足這個電動車普及化的瓶頸位，兼且推動綠色經濟呢？

### 綠色可成經濟新引擎

總括而言，當綠色產業發展得越好，對環保便會越有幫助，兩者是相輔相

成。我認為特區政府千萬不能把視野越收越窄，反之在全球追求綠色經濟的潮流下，應重新確認環保除有極大的社會效益，本身亦是可促進本港經濟多元化的產業，並應加大投放資源，特別是鼓勵環保業結合創新科技，發展其巨大潛力，以期把綠色經濟打造成本港經濟新引擎之一。🔌

### The transition to a green economy is irresistible

With increasingly obvious signs of climate change, such as melting glaciers and rising temperatures, the world is ever more aware that everyone has the responsibility to adopt a sustainable economic and social development model in order to achieve economic growth while protecting the environment and alleviating climate change. In other words, “green economy” or “new climate economy”, as commonly referred, should be pursued. What is Hong Kong’s progress in this area as an advanced international metropolis?

In the chapter of “Sustainable Development” in this year’s *Budget*, the Financial Secretary John Tsang pointed out that “a liveable environment is vital to improving people’s livelihood, pooling talents and sustaining economic development”, and pledged that improving the environment is a priority of the HKSAR Government. I quite agree that the Government should make this commitment, but surprisingly, the *Budget* seems to divide environment improvement and economic development into two disparate parts. In the “Diversified Development” section under the chapter of “Economic Development”, there is no mention of the environmental protection industry, nor green economy.

Though I put forward written questions specifically on the *Budget* to ask the Government about its expenditures and relevant expenditure items on advocating and promoting green economy over the past three years, the reply from the authorities did not mention any specific policy measures, other than citing two promotional events organised by the Council for Sustainable Development. Does the reply mean that the authorities had neither taken any policy measures to advocate and promote green economy nor implemented relevant expenditures and expenditure items over the past three years? I hope that it is a negative answer.

### Environmental protection and industries should not be divided

It is not that the HKSAR Government have not allocated any resources to develop the green economy in recent years. In last year’s *Budget*, the Government announced that it would invest about HK\$30 billion in waste recycling and disposal infrastructure, including the soon to be set up HK\$1 billion Recycling Fund, and it would also promote green consumerism. Regrettably, this year’s *Budget* includes no similar large-scale support schemes. As a matter of fact, the last time the *Budget* regarded “environmental protection” as an “industry” was three years ago in 2012-2013.

There was a time when the environmental protection industry was regarded as one of the six industries where Hong Kong enjoyed clear advantages. Back in 2009, the United Nations Environment Programme (UNEP) launched the “Global Green New Deal” to call for countries across the world to increase investment in the construction and study of green environment to promote green-collar jobs, and the HKSAR Government had responded positively. In the *Budget* speech of the same year, Mr Tsang spoke at length about developing the green economy and stressed that there were unlimited business opportunities

arising from environmental protection, which could create jobs and promote economic diversification. He also listed promoting the use of electric vehicles (EV) as one key promotion project.

### An industry where Hong Kong had an edge, but developed inadequately

At that time, the Financial Secretary’s idea was that the adoption of EV could stimulate the automobile retailing industry and promote the development of supporting services for EV, including business opportunities of re-charging facilities. He personally led a steering committee to promote the wider use of EV. Unfortunately, the environmental protection industry in Hong Kong had failed to make any breakthroughs, remaining steadily at about 0.3% of the GDP over the past five years. In addition, due to Government’s ineffective promotion over the years, together with factors such as pricing, car types, insufficient re-charging facilities and long charging time, the adoption of EV in Hong Kong is still far from satisfactory. Figures show that at present there are only about 2,000 EV on the road, accounting for less than 0.3% of the approximate 700,000 licensed vehicles. Also, there are only 226 EV, accounting for merely 3.5% of the government vehicles.

In fact, the authorities still regard EV as one of the key measures for reducing greenhouse gas emissions and solving roadside air quality problems. Hence, Secretary for the Environment Wong Kam-sing stressed the need to encourage citizens to switch to EV. Unfortunately, the authorities merely reuse last year’s old trick of extending the exemption for EV from First Registration Tax (FRT) till 2017, and add several new piecemeal measures, including allowing only low-emission buses on the roads in downtown Central and Causeway Bay and funding the purchase of a few dozen electric buses for testing. The lack of both holistic support measures and bold investments provoke the concerns that little help to promote the use of EV is provided.

As a matter of fact, “MyCar”, Hong Kong’s first locally self-developed EV, was launched several years ago, and had already obtained EU certification to enter the European market. With a local business so actively capturing the business opportunities arising from the development of EV, it should logically fit in with what Mr Tsang had originally envisaged. The problem was insufficient government support, resulting in the affected business having to sell its brand and technology to a US company due to shortage of funds. At a recent media

interview, the Hong Kong Polytechnic University professor who led the R&D of “My Car” at that time admitted that this incident is lamentable. He also stressed that Hong Kong had what it takes to succeed in developing EV businesses, but the amount of R&D funding they received was ten times less than what was required and was inadequate for in-depth R&D.

Although the HKSAR Government has indeed strengthened measures to promote EV, they are still inadequate. For example, the authorities have decided to install 100 quick chargers in government car parks to encourage the use of EV, but are they enough to facilitate a wider adoption of EV? The answer is obvious. The quick charging station, developed by a company in partnership with the Hong Kong Productivity Council recently, takes just 20 minutes to power an EV to travel 150km. It is also currently the only locally developed EV charging system in the Mainland and Hong Kong that has obtained the world’s most widely accepted international standard certification. However, do the authorities have any support plans to help overcome the bottleneck caused by insufficient re-charging facilities on popularizing EV, and to promote green economy?

### Green can be a new economic engine

In conclusion, the better the green industry develops, the more it will enhance environmental protection. The two well complement each other. I believe the HKSAR Government must not keep narrowing its vision. On the contrary, given the global pursuit of green economy, it should reaffirm that environmental protection, while offering enormous social benefits, is itself an industry that can boost Hong Kong’s economic diversification, thereby more resources should be allocated. The Government should especially encourage the environmental protection industry to apply innovative technology to develop its tremendous potential in order to build up the green economy to be one of Hong Kong’s new economic engines. 📍

如對上文內容有任何意見，歡迎向廖長江議員反映。

Should you have any comments on the article, please feel free to contact Mr Martin Liao.

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# 蔡冠深： 商場不離 父子兵

## Jonathan Choi: Father-son Partner Helps Business Longevity

本會永遠名譽會長、新華集團主席蔡冠深較少與其長子、本會會董蔡雋思一起接受訪問，《商薈》難得約到他們父子一起對談，分享他們對家族企業三代傳承的看法，彌足珍貴。

**Jonathan Choi, Permanent Honorary President of the Chamber and Chairman of Sunwah Group**, was seldom interviewed together with his eldest son **Johnson Choi, Committee Member of the Chamber**. It is a remarkable feat for *CGCC Vision* to bring both father and son together for sharing their views on family business succession through three generations.

**將**於2017年慶祝創立60周年的新華集團，早年走過很艱辛的道路。到了今天，集團已經發展成為多元化的國際企業。展望未來，蔡冠深如何部署發展大計？第三代在互聯網年代又如何繼承並開拓家族生意？他們都有獨到見解。

### 父輩憑毅力打造海產王國

蔡冠深的父親蔡繼有白手興家，後來成為著名的海產大王，早年憑着刻苦耐勞的精神，為後代打下堅實的生意江山。“我父親早年騎七個小時單車由中山運貨到澳門售賣，才可以養家，非常艱苦。他連小學還沒有畢業，怎樣跟別人競爭呢？就是比別人勤力。”蔡冠深憶述年輕時協助父親打江山的艱辛歲月，讓人感受到成功得來非常不易。他說家裏是嚴父慈母，在父親嚴格訓練下，每天承受無比壓力，幸好有一位慈祥的母親，否則自己可能捱不下去。

當年香港海鮮市場的競爭十分大，蔡家為何能夠脫穎而出呢？“別人做的都是大廠，我們是山寨廠，在田灣有4,000呎的工場，地方很小，我們只好做兩班、三班制，用時間攻佔市場，使成本變得相對便宜。”

### 承父業、抓機遇、拓業務

1982年中英就香港前途開始談判時，蔡繼有已經半退休，蔡冠深接管公司的業務。當時開始有移民潮，蔡冠深沒有考慮離開，反而趁此機會開拓海外市場，特別是加拿大和美國的大城市。蔡冠深便安排打算移民的同事到相關城市協助集團發展業務，成為新華開拓版圖千載難逢的機遇。“香港面對回歸的時候，正好是中國經濟起飛的階段，東南亞也在起飛，因此我們建立了一個中國、東盟國家的生產基地，集中在香港，然後輸送到北美九大城市，成為一個環球網絡。”這些都是蔡冠深接班後的業務突破，構

建了未來30年發展的新台階，足見把握機遇是何其重要。

新華集團能夠壯大，還有第二個契機，是在1984年。新華集團就在這一年成功投得屯門的一塊土地，並建成目前新華集團的20萬呎海產總部，“有了這個總部，我們就可以把全中國和東盟國家的海產集中在香港，處理好再分發到全世界，建立起我們的海產王國。”蔡冠深自豪的說。

新華集團的成功是典型的香港精神，蔡冠深總結了幾個關鍵元素，第一是要艱苦奮鬥，香港有不少同樣的故事；第二是香港人擅於與時俱進，適應能力強，能時刻注意到香港、中國以至世界的變化，融入世界大潮；第三是創意創新能力很強，“這些就是香港的獅子山精神！”

### 第三代為家業積極裝備

那麼第三代又是如何成長過來呢？一臉英氣的蔡雋思幾年前在溫哥華 UBC 大學畢業後，便進入家族集團工作，其實早在畢業前數年他已經利用假期參與公司業務，“基本上從中五開始就常到公司兼職，隨父親出席很多外交活動和公司會議。”

蔡冠深成長路較艱辛，他讓下一代有更好的學習機會，也經常帶兒子與一些外國領導、官員見面交流；除了在家族集團培訓外，蔡雋思也在暑假期

間到摩根史丹利、摩根大通等國際公司實習，蔡冠深笑言：“兒子的鍛鍊比較輕鬆，我當年則比較辛苦。”

聽過父親憶述當年的奮鬥故事，蔡雋思認為要好好向上一輩學習，探索如何在自己的工作範疇借鏡他們的創新，“當年能在4,000呎廠房做到那麼大的產量，想必有很多創新方法，令我想到其他產業可否循着這個思維加以創新，創造更有效率的模式呢？”

### 年青人換個角色思考未來

今天香港的年輕人都覺得機會不及上一代，蔡氏父子兩代的看法很有參考價值。蔡冠深說：“大家的背景和起點不同，追求的事物也不同。當年為父親打工，拿一千幾百工資已很高興。父親要我四點多起床，五點到市場，我就跟着做；我的兒子就未必願意，原因是彼此起點不同。現在的年輕人比較多理念，有他們的想法，也肯定比較聰明。”

從年輕人角度出發又有何體會呢？蔡雋思則這麼看：“換個角度看，難道父親那個年代沒有壟斷嗎？當年有那麼多大廠，為何他能建立起自己的事業？現在互聯網都把世界聯繫起來，發展機會不比當年少，甚至是人類有史以來最多的機會，只視乎肯進取與不肯進取的分別。目前資訊發達，每

蔡冠深（右）及蔡雋思  
Jonathan Choi (right) and Johnson Choi





▲ 父親蔡繼有 (左二) 的身教令蔡冠深獲益良多。  
Jonathan Choi learned a lot from his father Choi Kai-yau (second from left).

▼ 蔡冠深父子 (左三及右二) 於旗下日本料理在廣州開幕時主持開魚儀式。  
Jonathan Choi and his son Johnson (third from left and second from right) host a fish-cutting ceremony during the grand opening of a Japanese restaurant in Guangzhou.



個人都可藉此增值，只要腳踏實地去做，仍然大有作為。」

### 為年青一代創造發展機會

新華集團一直希望給予年輕人施展身手的機會。蔡冠深早前在南京召開公司會議，主題便是“創業創新，拓展新華”，響應今年“兩會”國務院總理李克強提倡“大眾創業，萬眾創新”的理念。會議特別關注如何透過業務拓展賦予年輕人機會，“舉例說，利用我們的咖啡新產品，與大學在創業和創新方面加強合作，鼓勵年輕人創業，但香港市場較小，我們會開拓內地、美國、日本和越南等地。海產是我們的強項，若年輕人對跨境電子商貿平台有興趣，我們樂意把品牌交予他們再創新，強化包裝、品牌形象、市場研究和後勤支援的質素，說不定比老前輩做得更好。”

年輕的蔡雋思也很着力為年輕人尋找施展抱負的機會，他和內地很多大學洽談研發孵化器，協助他們創業，“我希望透過這個網絡可發掘更多優秀人才，共同發展。孵化器的失敗率頗高，希望以新華集團的背景和實力，減低失敗率，培養他們成才，也可成為我們日後合作夥伴。”

### 企業傳承也要現代管理

成立快將踏入一個甲子的新華集團，蔡冠深對未來發展滿有信心，並表示早在十年前便討論如何做好百年企業，“百年企業就是要一代一代的傳承，但也要能者居之，若下一代不喜歡或沒有能力，就要另覓人才，故必須實行企業化。”

目前新華集團的管理已經全部現代化，集團只有兩、三千人，生產盡量機械化，減低最低工資對集團對影響，蔡冠深強調，“即使在越南這麼低工資的情況下，也要現代化，否則無法跟美國、歐洲競爭。”

在祖父和父親的基礎上，作為第三代的蔡雋思期望循序漸進、穩中求變，讓家族企業更上層樓。在訪問中一直

表現謙遜的他，表示當前會以穩健的態度做好份內工作，經常匯報，為自己建立牢固根基，並在適當時機發揮所長。

雖然往外發展或許比接手家族生意來得輕鬆，承受壓力也較少，但蔡雋思非常珍惜新華這個平台。他坦言，家族企業給予的機會絕對比外面多，而且一進入公司便處於管理層，比在其他公司要一步一步爬上去，起點與平台都不一樣，壓力是必然的，但卻令他繼續向前進，“出生於這樣的家庭也有相對的責任，畢竟是祖父一輩艱苦經營，我們這一代才有如此良好的生活環境，除了要有感恩的心，更要為家族企業努力打拚。”



▲ 英國首相卡梅倫 (右一) 與 蔡冠深 (左一) 親切交談。  
Mr David Cameron (first from right), Prime Minister of the United Kingdom and Jonathan Choi talks amicably.

**S**unwah Group will celebrate its 60th anniversary in 2017, but its early years had been fraught with difficulties. Today, the Group has grown into a diversified global company. Going forward, how will Jonathan Choi plan for the future? How will the third generation take over and further expand the family business in the Internet era? They share with us their insights into these aspects.

### Elder generation perseveres to build seafood business empire

Jonathan Choi's father Choi Kai-yau started his business from scratch and later became the renowned Seafood King. "How could my father, who did not even finish primary school, compete with others? He worked harder than others." Jonathan Choi's recollection of the tough times of helping his father build up the business in his younger days shows that success did not come easy.

In those days, competition in Hong Kong's seafood market was very intense. How did the Choi family manage to come out on top? "While the others were large businesses, we were small. We had no choice but to spend more time to capture the market by working two or three shifts."

### Following father's footsteps, capturing opportunities and expanding business

In 1982 when China and the UK began negotiations on the future of Hong Kong, Jonathan Choi took over the family business. The waves of emigration started at that time, but leaving was not

in Jonathan's thoughts. Instead, he took the opportunity to open up overseas markets. "At the time when Hong Kong's reunification with the motherland was imminent, it was also the time when China and Southeast Asia took off. We therefore set up a Hong Kong-based production facility for China and ASEAN countries. We then shipped our products to nine cities in North America, thus forming a global network."

In 1984, Sunwah Group won the tender for a plot of land in Tuen Mun, where it built its seafood business headquarters, covering 200,000 sq. ft. Jonathan Choi was proud to say that: "With this headquarters in Hong Kong, we are able to process seafood

► 1984年落成的20萬呎海產總部是新華集團的轉捩點。The 200,000 sq. ft. seafood headquarters built in 1984 is regarded as a turning point of Sunwah Group.



from China and ASEAN countries and then distribute them to the rest of the world, thereby establishing our seafood business empire."

Sunwah Group's success is typical of Hong Kong's spirit, which Jonathan Choi summarised into several key elements: first, diligence; second, strong ability to adapt and advance with the times; and third, strong creativity and innovation ability. He said: "These form Hong Kong's Spirit of Lion Rock!"

### Third generation actively prepares for family business

Johnson Choi joined the Group after graduating from UBC Vancouver a few years ago. Actually, he had already been involved in the business for several years while on vacation before graduation. With the difficult times he experienced while growing up, Jonathan Choi ensures that the next generation has better learning opportunities: he often brings his son along when meeting with foreign leaders and government officials. On top of the training he received at the family group, Johnson Choi interned at international companies such as Morgan Stanley and JP Morgan Chase.

Inspired by his father's recollection of the struggle in those years, Johnson Choi believes he needs to learn well from the previous generation and explore how to draw from their experience in innovation and apply it to his own area of work.

### Young people think about the future from different perspectives

Young people in Hong Kong today feel that there are fewer opportunities than the previous generation. In this regard the views of Jonathan Choi and his son are valuable. Jonathan Choi said: "As people have different backgrounds and starting points, the things they pursue are also not the same. In those years when I worked for my father, I was very happy to be earning around one thousand dollars a month. Today's young people have more ideas and have their own ways of thinking. They are also certainly more intelligent."

What are young people's perspectives? In Johnson Choi's view: "With the Internet linking the world together, development opportunities are not less than those in the past; on the contrary, opportunities may even be more than at any time in the history of mankind. It depends only on whether one is willing or unwilling to capture them to make progress."

### Creating development opportunities for the younger generation

Sunwah Group has always wanted to give young people the opportunity to show their talents, paying particular attention on giving them the opportunity through business development. "For example, we use our new coffee products to strengthen cooperation with universities on entrepreneurship and innovation in order to encourage young entrepreneurs. Since seafood business is our forte, if young people are interested in cross-border e-commerce, we will gladly hand over the brand to them for further innovation. Maybe they are better than the old-timers."

The young Johnson Choi is also very focused on seeking opportunities for young people to realize their aspirations. He is discussing setting up R&D incubators with many universities in the Mainland. "Through this network, I hope to discover more talents, and they can also become our partners in the future."

### Business succession also needs modern management

With Sunwah Group soon completing one sixty-year cycle since its founding, Jonathan Choi has full confidence in its future development. "For a business to last more than a century, it needs to be passed on from generation to generation and led by capable people. If the next generation is not interested or does not have the required capability, we must find other talents. Hence, we must run the business as an enterprise." As Sunwah Group has fully modernized its management and operations, there are only two to three thousand employees currently. Jonathan Choi stressed: "Even Vietnam, where wages are very low, needs modernization, otherwise they cannot compete with the US and Europe."

Based on the foundation built by his grandfather and father, Johnson Choi, as the third generation, wants to introduce changes while maintaining stability to lift the family business to new heights. Johnson Choi, who had been unassuming throughout the interview, said that he will pull his own weight with a steady and firm attitude in order to build a strong foundation for himself, and in due course, he will make the best use of his strengths.

Although venturing out may be much easier and less stressful than taking over the family business, Johnson Choi very much cherishes the platform that Sunwah Group offers him. He admitted that the opportunities offered him by the family business are definitely more than elsewhere. Moreover, he went straight into management upon joining the company.

With a different starting point and platform, pressure is inevitable, but it will push him to move continuously forward. "Being born into such a family means there are certain responsibilities. After all, it is the hard work of my grandfather and father's generations that has enabled our generation to enjoy such a good living environment. We must not only be grateful, but also work hard for the family business." 🔄



蔡冠深經常帶同兒子與外國領導會面交流。圖為蔡冠深父子拜會越南常務副總理阮春福(中)。

Jonathan Choi often brings his son when meeting with foreign leaders. The picture shows Mr Nguyen Xuan Phuc (middle), Deputy Prime Minister of Vietnam, meeting with Jonathan Choi and his son Johnson.



# 探戈浮沉錄

## The Vicissitudes of Tango

探戈舞會策劃人李錦萍

Lee Kam-ping, organizer of  
Tango party



阿根廷自從上世紀50年代獨裁軍政府禁制探戈舞會，探戈沉靜了差不多30年。直到80年代初，一齣 *Tango Argentino* 在法國巴黎首演成功，才又復興至今。

Tango entered a dark age of more than 30 years in Argentina after the authoritarian military government banned all Tango gatherings in the 1950's. It was not until the early 1980's when *Tango Argentino* opened in Paris with huge success that the dance saw its renaissance. It has remained popular to this day.

## 由探戈之鄉說起

**包**括筆者在內的很多追星族，學探戈初期，每年都會飛到阿根廷布宜諾斯艾利斯探星、習舞。有能力的還會飛到北美洲東西岸，如紐約、三藩市，甚至巴黎、倫敦、柏林、阿姆斯特丹等歐洲各地。至於香港女士則特別鍾情韓國首爾，因為那裏跳探戈的男生比女生多！最新情報：莫斯科的女生最多最漂亮，跳得水平較好，是探戈男(Tangeuro)的天堂！

在布市跳探戈，大部分參與舞會的都是長者，當中不少是舞林高手。2000

Lesson，三位男演員及編舞者登時一炮而紅。其中以演員 Fabian Salas 最具生意頭腦，在1999年和 Gustavo 成立 CITA（註：Gustavo 只參與主辦兩屆便退出），邀請布市大部分老師出席授課並參與舞台演出，吸引很多北美洲和歐洲的探戈朝聖者參加，盛況空前。

自從探戈列入聯合國世界文化遺產後，阿根廷政府開始改變態度，正面支持探戈的發展，並於2003年開始舉辦探戈世界錦標賽，近十年探戈在當地和世界各地的發展已有長足進步。探戈旅遊、探戈酒店、探戈課程和探戈表演，成了阿根廷經濟的強力支柱。

當時得令的紅星、年輕漂亮的阿根廷大師授課和表演一星期，吸引本地和鄰近地區，甚至遠至歐美等地的探戈發燒友參加。本地人藉此擴闊眼光，廣結新朋，以舞會友。由此可見，探戈節對推廣探戈文化可謂功不可沒。

由於探戈節場地大、大師多（三至五對），甚至不時加插有五人之譜的阿根廷大樂隊伴奏，籌辦費用較昂貴。香港四年前舉辦了第一屆探戈節，可惜第二屆後已停辦；新加坡今年舉行第三屆，成績不錯。

## 探戈馬拉松

在荷蘭，離首都阿姆斯特丹約100公



年初，筆者在布宜諾斯艾利斯還有幸碰上擁有數十年舞齡的著名舞者，如 Petaca 及 Tete 等人，並獲邀共舞！他們不但舞藝超群、風度翩翩、並且十分風趣、友善。只要你穿着和談吐得體，並穿上舞鞋，他們都會邀請你共舞。阿根廷人認為：“快樂必須分享，對外人必須有禮！”

## 探戈盛事 CITA

在阿根廷，最早的國際探戈盛事是 CITA。當探戈舞尚未申請成為世界文化遺產，阿根廷政府對探戈一直愛理不理。直到1998年英國女導演 Sally Potter 自編自導自演電影 *The Tango*

## 探戈在東瀛

在亞洲，其實探戈最早紮根於日本。早於上世紀20年代，日本天皇沉迷探戈音樂，不少當時著名樂隊如 Carlos Di Sarli、Anibal Troilo 和 Osvaldo Pugliese，以及很多知名樂團都獲邀到日本演出，但當時日本並不流行社交探戈。直至1985年後，首個阿根廷輸出的表演團體 Tango Argentino 到日本演出，才帶來了舞台探戈，日本人直到今時今日仍偏愛學習這種探戈。

## 香港的探戈節

至於香港，有生意眼光、有魄力的本地老師，先後舉辦探戈節。重金禮聘

里外的小鎮 Nijmegen 有一所叫 El Corte Tango 的探戈學校，負責人在1990年突然產生念頭，要在跨年時跳足三天兩夜的探戈。筆者有幸於2003年參加了他們的探戈馬拉松，三天的入場費含早午晚餐和下午茶，自製的美食是最吸引我的地方。不少年輕參與者更自備睡袋，跳累了便在閣樓席地小睡數小時，然後起床繼續跳舞。當值 DJ 分三輪，每天差不多20小時，不停播放音樂供人們跳舞。舞池很大，可同時容納70、80對人同時起舞。整個構想很有胡士托味道，El Corte 的探戈馬拉松肯定是探戈馬拉松的鼻祖！

近幾年風氣東漸，繼北京、上海之後，今年香港亦有人擬於10月舉辦首次探戈馬拉松。因不需要邀請大師授課及表演，也不必租用昂貴的場地，故收費也較相宜。三天二夜，包三餐自助餐，費用是900港元。聽說門票早在7月底售罄，參與者逾200人，來自本地和世界各地30多個城市。

### 靈魂的高層次結合

已故探戈名宿，荷里活式探戈舞團 Forever Tango 主角 Carlos Gavito 曾說道：“當你和舞伴共舞時，你們非常親近，舞步看起來十分吸引。但這其實並非私人：你們親近，是因為音樂要求你們這樣做。親密的擁抱看來非常私人，事實上我們擁抱的是音

樂……”是的，每次跳探戈，都是一次獨有的聯繫和對話，是屬於一對舞者二人間的默契，是對音樂的理解、演繹和享受的難得經歷。是兩個身體、四條腿變成兩條腿、兩顆心合而為一，靈魂和肉體通電的高層次結合，可遇不可求！🌀



### Tango Festival of Hong Kong

Local Tango instructors in Hong Kong have organized several Tango fiestas over the years, spending big money to arrange one-week events that featured renowned Tango dancers from Argentina to teach and perform. Attracting Tango fans from Hong Kong, nearby regions and even the western world, these events were important catalyst for the Tango culture. Four years ago, Hong Kong staged the first Tango Festival. Regrettably it was discontinued in the second year. Singapore has a similar programme. Response is good and it is now in its third year.

### Tango Marathon

The director of Dutch Tango institute El Corte Tango came up with a fresh idea in 1990: A 3-day 2-night New Year Tango marathon. Many young Tango fans brought their own sleeping bags so they could dance the night away and catch a few hours' sleep on the floor when they got tired. There were three groups of DJs playing Tango music 20 hours a day. Participants could tango to their hearts' content in the dance floor that could accommodate 70 to 80 dance couples. This "Tango Woodstock" at El Corte is definitely the father of all Tango marathons. This idea has taken the East by storm over the last few years. After Beijing and Shanghai, the first Tango marathon is now being proposed for Hong Kong in October.

### High-level unison of body and soul

Carlos Gavito, the late Tango legend and star of Hollywood-style Tango Company Forever Tango, once said, "When you dance with your partner, you are very close and the steps are a pleasure to watch, but it is not a private exchange. You are close because it is what the music requires. The intimate embrace looks very intimate, but music is what we are really embracing....." Tango is a high-level and electrifying unison of soul and body. It occurs purely by chance! 🌀

### A story that begins in the home of Tango

**L**ike myself, many star chasers fly all the way to Buenos Aires every year to see celebrity dancers and practice the dance when they first develop a passion for Tango. There, as long as you are well-spoken and properly dressed, you will be invited to dance. Dancing with top dancers is not a dream. The Argentines believe in "sharing happiness and treating foreigners with courtesy."

### Tango Spectacular — CITA

CITA is the earliest international Tango event in Argentina. In 1998, British film director Sally Potter scripted and directed *The Tango Lesson* in which she also took part as an actress. Another actor of the same film, Fabian Salas, co-founded CITA with Gustavo in 1999 and this was a huge success.

The Argentinian government's attitude towards Tango began to change after the dance got on the UNESCO world heritage list. It gave Tango positive support and a Tango world championship was inaugurated in 2003. In the past decade, Tango has seen encouraging development in Argentina and the rest of the world. It has become a major pillar of the national economy.

### Tango in Japan

In Asia, Tango first established its footing in Japan. The Japanese Emperor was a big fan of Tango music and many famous Tango orchestras were invited to perform in Japan back in the 1920's. However, the first Tango Ecenario did not arrive until 1985 when the dance company Tango Argentino toured Japan. Tango still has a big following in Japan today and many people want to learn the dance.



共賀  
66周年國慶  
Cheers to PRC's  
66th Anniversary





**本**會舉行“會員賀國慶暨家家同樂迎中秋聯歡晚宴”，立法會主席曾鈺成、發展局局長陳茂波、中聯辦經濟部副部長兼貿易處負責人楊益、署理食物及衛生局局長陳肇始應邀出席，並聯同本會會長楊釗，副會長袁武、莊學山、王國強、馬忠禮及榮譽會長林銘森，與逾500名會員及新來港人士家庭一起享用豐富晚餐、欣賞歌唱及舞蹈表演，同賀國慶，共迎中秋。(21/9)

香港工商界同胞慶祝國慶籌委會亦舉行了66周年國慶酒會。行政長官梁振英、中央政府駐港聯絡辦副主任楊健、外交部駐港副特派員公署副特派員佟曉玲、解放軍駐港部隊政治部主任周吳剛、前行政長官曾蔭權、財政司司長曾俊華及律政司司長袁國強應邀擔任主禮嘉賓，聯同籌備委員會主席團、工商及社會各界友好逾500位嘉賓共賀國慶。主席團成員包括本會會長楊釗及副會長李德麟、中企協副會長張逢春與司庫袁武、中華廠商會會長李秀恒及第一副會長陳淑玲、工業總會主席鄭文聰及副主席郭振華、香港總商會主席彭耀佳與常務副主席吳天海，以及地產建設商會執委會主席梁志堅和秘書長龍漢標等。(14/9)

此外，香港工商界婦女慶祝國慶籌委會亦舉行66周年國慶午餐會。行政長官夫人梁唐青儀、財經事務及庫務局局長陳家強、全國婦聯書記處書記譚琳、外交部駐港特派員公署副特派員佟曉玲、中央政府駐港聯絡辦公室協調部部長沈沖、全國人大常委會基本法委員會副主任梁愛詩、原中央政府駐港聯絡辦副主任陳鳳英擔任主禮嘉賓。籌委會主任委員、本會婦女委員會主席周莉莉聯同主禮嘉賓和籌委會一眾委員及顧問，與一眾嘉賓共賀國慶。陳家強並應邀以“一帶一路—香港扮演的角色”為題發表演講。(16/9)



**T**he Chamber hosted a dinner reception in celebration of the 66th anniversary of the founding of the PRC and Mid-Autumn Festival. Invited to officiate the event were **President of the Legislative Council Jasper Tsang, Secretary for Development Paul Chan, Head of the Commerce Office of the Liaison Office of the Central People's Government in the HKSAR (LOCPG) Yang Yi, and Acting Secretary for Food and Health Sophia Chan.** Also attending the reception were the **Chamber's Chairman Charles Yeung, Vice-chairmen Yuen Mo, Chong Hok-shan, Wong Kwok-keung, Lawrence Ma and Honorary Chairman Lam Ming-sum.** They enjoyed a dinner banquet and a variety show with over 500 members and new immigrant families. (21/9)

Another 66th national anniversary celebrating reception was given by the preparatory committee of compatriots of commercial and industrial circles in Hong Kong. Guests of honor including **Chief Executive C Y Leung, Deputy Director of the LOCPG Yang Jian, Deputy Commissioner of the Ministry of Foreign Affairs of the PRC in the HKSAR Tong Xiaoling, Director of the Political Department of the PLA Hong Kong Garrison Zhou Wugang, former Chief Executive Donald Tsang, Financial Secretary John Tsang and Secretary for Justice Rimsky Yuen** were accompanied by members of the preparatory committee's presidium, namely **the Chamber's Chairman Charles Yeung and Vice-chairman William Lee, HKCEA Vice Chairman Zhang Fengchun and Treasurer Yuen Mo, CMA President Eddy Li and Vice President Shirley Chan, FHKI Chairman Daniel Cheng and Deputy Chairman Jimmy Kwok, HKGCC Chairman Y K Pang and Deputy Chairman Stephen Ng, and REDA Executive Committee Chairman Stewart Leung** and

**Secretary General Louis Loong,** to officiate at the reception attended by over 500 guests. (14/9)

Adding to the joy was the celebrating reception held by the preparatory committee of women in the Hong Kong business community. **The wife of Chief Executive Regina Leung, Secretary for Financial Services and the Treasury K C Chan, Member of Secretariat of the All-China Women's Federation Tan Lin, Deputy Commissioner of the Ministry of Foreign Affairs of the PRC in the HKSAR Tong Xiaoling, Director General of the Coordination Department of LOCPG Shen Chong, Deputy Director of the Basic Law Committee of the NPC Standing Committee Elsie Leung and former LOCPG Deputy Director Chen Fengying** were invited to the event as officiating guests. **The Preparatory Committee's Chairman Lily Chow,** who is also **Chairman of the Chamber's Ladies' Committee,** was joined by the officiating guests as well as and the preparatory committee's members and advisers to celebrate the 66th national anniversary with the attendees. As a highlight of the event, K C Chan delivered a speech on "One Belt and One Road". (16/9) 





## 第13屆世界華商大會 “融聚華商，共贏在印尼”

13th WCEC - Uniting Chinese Entrepreneurs,  
Accomplishing Mutual Success in Indonesia



霍震寰 Ian Fok



蔡冠深 Jonathan Choi

**第** 13屆世界華商大會早前於印尼巴厘島舉辦，本會組織近40人代表團赴會，與來自世界20多個國家近3,000名華商交流。

大會以“融聚華商，共贏在印尼”為主題。印尼中華總商會總主席紀輝琦致辭說，世界華商大會是全球規模最大和最具代表性的全球華人的商界盛會，今年世界華商大會首次在全球海外華人人口最多的國家印尼舉辦，具有重大且特殊的意義。

裘援平（左四）  
Qiu Yuanping  
(fourth from left)





全國政協副主席、全國工商聯主席王欽敏亦應邀出席開幕式及致辭，國務院僑辦主任、中國海外交流協會常務副會長裘援平在開幕式上宣讀了中共中央政治局常委、全國政協主席俞正聲的賀信。印尼總統代表，政治、法律和安全事務統籌部長盧胡特、印尼人民協商會議主席祖爾基弗利·哈桑，印尼前總統梅加瓦蒂等多位主辦國政要，亦分別出席了開幕式。

在為期兩天的會議上，大會舉辦多場論壇，本會永遠榮譽會長霍震寰、永遠名譽會長蔡冠深、永遠榮譽會長王敏剛分別擔任演講嘉賓。蔡冠深其後代表世界華商大會召集人組織在閉幕儀式上致謝辭，他表示，本屆論壇的內容相當豐富和多元化，能進一步強化彼此合作，特別是透過印尼這個潛力龐大的市場，共同抓緊經濟新形勢發展帶來的商機。

大會並正式宣佈2017年第14屆世界華商大會將在緬甸內比都舉行，緬甸華商會會長吳繼垣從第13屆華商大會主席紀輝琦手上接過大會會旗（25-27/9）。

（大會內容將會於《商薈》11月號報道，敬請留意。）

The 13th World Chinese Entrepreneurs Convention (WCEC) was hosted in Bali, Indonesia. The Chamber organized a delegation of nearly 40 members to attend the convention for exchanges with nearly 3,000 Chinese entrepreneurs from 20 countries or regions worldwide.

With the theme of “Uniting Chinese Entrepreneurs, Accomplishing Mutual Success in Indonesia”, the convention was honored to have **Chairman of Indonesian Chinese Entrepreneurs Association Kiki Barki** to deliver an opening address. He praised WCEC for its large-scale and high-standing among Chinese in the world. Hosting WCEC in Indonesia, which has largest Chinese population overseas, is remarkable.

At the opening ceremony, **CPPCC National Committee Vice Chairman and ACFC Chairman Wang Qinmin** was also invited to give a speech. **Director of the Overseas Chinese Affairs Office of the State Council Qiu Yuanping** read a congratulatory letter written by **Chairman of the Chinese People’s Political Consultative Conference Yu Zhengsheng**. Among others, also invited to attend the opening ceremony were Indonesian Presidential Chief of Staff and Coordinating Minister for Political, Legal and Security of **Indonesia Luhut Binsar Panjaitan**, **Chairman of Indonesian People’s Consultative Assembly Zulkifli Hasan** and **Former President of Indonesia Megawati Sukarnoputri**.

Forums were hosted during the two-day convention. The Chamber’s **Honorary Chairmen Ian Fok, Jonathan Choi** and **Peter Wong** spoke at different forums. Later, Jonathan Choi delivered a speech at the closing ceremony. He said the forums this year were rich and diversified in content, which were able to enhance mutual cooperation. Choi thought that the potential of Indonesia is unlimited, therefore the business opportunities should be cherished under this situation.

The convention announced that the 14th WCEC would be held at Naypyidaw, Myanmar in 2017. **President of the Myanmar Chinese Chamber of Commerce Xie Guomin U Myint-shwe** received the WCEC flag from Kiki Barki. (25-27/9) 🇨🇳

(Convention contents will be shared in the Nov issue of CGCC VISION and please stay tuned.)





# 宴賀榮獲授勳及獲委任太平紳士成員

## Dinner Reception for CGCC Recipients of Honours and JP Title





本會設宴祝賀2015年度榮獲大紫荊及各項勳章和獲委任太平紳士的成員。應邀出席的嘉賓包括：榮獲大紫荊勳章的鄭耀棠先生、永遠榮譽會長何世柱；榮獲金紫荊星章的會員簡福飴；獲銅紫荊星章的會董孫國林及吳錦津、永遠名譽會董鄧祐才及會員吳貴雄；獲榮譽勳章的會員周錦威、陳炎培及顏吳餘英，以及獲委任為太平紳士的會董王庭聰、會員陳志超及黃達東等。

自回歸以來，獲行政長官頒授勳銜的本會成員共553人次，顯示本會成員長期服務社會和參與特區事務，獲得廣泛肯定。(17/9)

A dinner reception was hosted in honour of CGCC members who was awarded with Grand Bauhinia Medal (GBM) and various honours or appointed Justice of the Peace (JP) in 2015. Among the guests were: **Mr Cheng Yiu-tong** and **Life Honorary Chairman Ho Sai-chu**, who received the GBM; **Member Kan Fook-ye**, who was recipient of the Gold Bauhinia Star; **Committee Members Suen Kwok-lam** and **Ng Kam-chun**, **Permanent Honorary Committee Member Tang Yau-choi** and **Member Ng Kwai-hung**, who were recipients of the Bronze Bauhinia Star; **Members Chow Kam-wai**, **Chan Yim-pui** and **Katherine Ngan**, who were awarded with the Medal of Honour; **Committee Member Wong Ting-chung**, **Members Henry Chan** and **Wong Tat-tung**, who were appointed as JPs.

Since the inception of the HKSAR Government's Honours System, the names of CGCC members have been on the honours lists for 553 times in recognition of their long services and active participation in the HKSAR's social affairs. (17/9)





## 2015 年周年會員大會 Annual General Meeting 2015



**本**會於上月舉行周年會員大會，會長楊釗，副會長袁武、李德麟、莊學山、林樹哲、曾智明、王國強及馬忠禮，以及會董、會員逾百人出席。

楊釗致辭時表示，今年適逢抗戰勝利 70 周年，本會聯同各界籌備大型展覽活動，共同銘記歷史、緬懷先烈。今年更適逢 115 周年會慶，本會將秉承先賢愛國愛港優良傳統，繼續推動香港穩步發展，參與祖國建設。而且，本會將積極帶領會員以實際行動支持特區政府施政，團結工商和社會各界，並發揮對外聯繫網絡優勢，為國家新一輪改革開放和經濟發展作出貢獻。他續指，過去一年環球及內地經濟表現反覆，令香港外貿和零售消費業務面對相當挑戰，中總將繼續與會員企業和工商界關注經濟和社會民生發展，並與內地和周邊地區進一步加強合作，抓緊國家“一帶一路”等新形勢發展帶來的龐大機遇。

大會上，常務副會長袁武簡報過去一年的會務概況，並通過 2014 年度決算案及續聘德勤·關黃陳方會計師行為本會 2016 年度註冊會計師等決議案。(7/9)

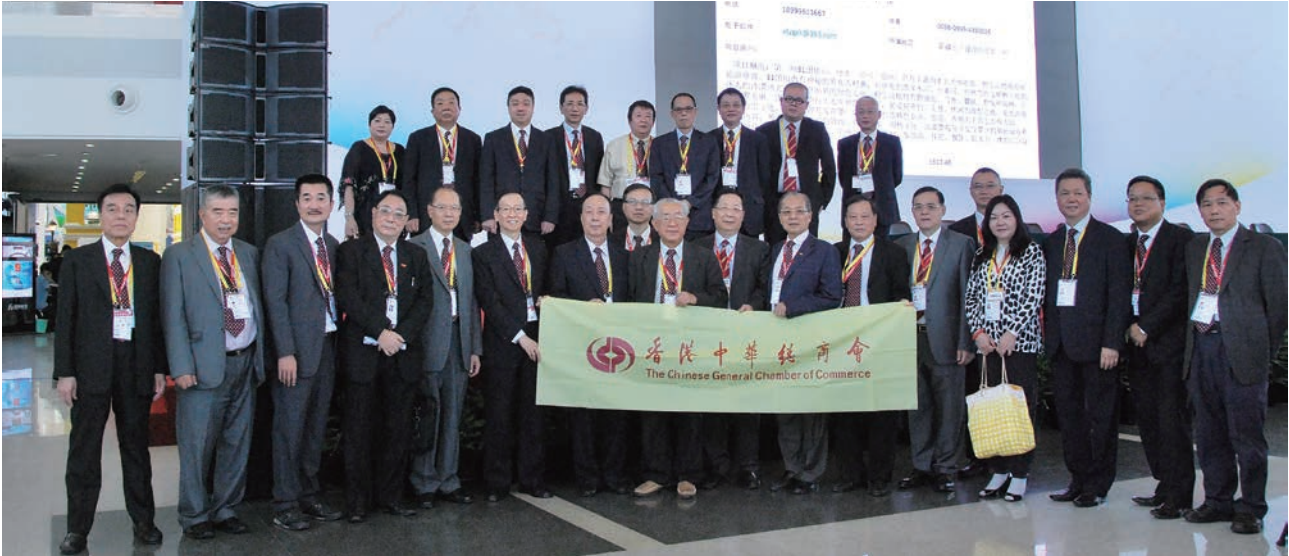
Last month, the Chamber held its Annual General Meeting, which was attended over 100 members including **Chairman Charles Yeung, Vice-chairmen Yuen Mo, William Lee, Chong Hok-shan, Lam Shu-chit, Ricky Tsang, Wong Kwok-keung and Lawrence Ma**, as well as the Chamber's Committee Members and members.

In his speech, Yeung said the Chamber would organize mega exhibitions with communities in commemoration of 70th anniversary of war victory. The year of 2015 is also the Chamber's 115th anniversary, Yeung said the Chamber would uphold its fine tradition, continue to boost the growth of Hong Kong and take part in the country's development. Besides, the Chamber would lead the members to support the HKSAR government's administration with pragmatic attitude. The Chamber would also foster China's development with its strengthen of external network. Yeung added that the global and the mainland economic environment are volatile in the last year, therefore Hong Kong's foreign trade and retail business are facing challenges. Thus, together with its corporate members and the industrial and business sector, the Chamber would continue to focus on the economic and social development, strengthen the cooperation with the mainland and neighboring regions, in order to grasp the huge opportunities brought by China's new strategies like "One Belt and One Road".

At the AGM, Executive Vice-chairman Yuen Mo gave a brief on the Chamber's affairs over the past year. The final accounts for 2014 and the resolutions on the reappointment of Deloitte Touche Tohmatsu as the Chamber's Auditor for 2016 were also passed at the meeting. (7/9)

# 投洽會揭示廈門發展新空間

## CIFIT Reveals Xiamen's Room for Development



**本**會與旅港福建商會組團赴廈門出席2015廈門國際投資貿易洽談會（投洽會）。代表團名譽團長、**本會榮譽會長林廣兆**表示，廈門正處於發展的好時機，在“一帶一路”戰略中，廈門可以發揮海外僑胞的作用，構建“引進來”和“走出去”的交流平台。此外，在兩岸關係和平發展的基礎上，廈門可以加大與台灣的經貿合作，優勢互補。在廈門期間，代表團出席了投洽會資本與項目交流會，參觀投洽會展館等活動，其後又前往漳州市平和縣訪問。（8-9/9）

**T**he Hong Kong Fujian Chamber of Commerce and the Chamber jointly organized a delegation to Xiamen, Fujian Province, to attend the 2015 China International Fair for Investment and Trade (CIFIT). Noting that it is a golden chance for the development of Xiamen, the delegation's **Honorary Leader Lam Kwong-siu**, who is also **Honorary Chairman of the Chamber**, thought Xiamen could be a communication platform with the help from overseas compatriots under the “One Belt and One Road” strategy. Besides, Xiamen could enhance the cooperation with Taiwan under the mutual peaceful development. During the trip, the delegation also attended other activities such as the CIFIT capital and account seminar and visiting CIFIT exhibition centers. Later, the delegation visited Pinghe County in Zhangzhou as well. (7-8/9) 🌀



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## 接待嘉賓 Reception of Guests

1. 廣東省工商聯專職副主席盧小周（前排左八）（15/9）  
Lu Xiaozhou (eighth from left, front row), Vice-Chairman of Guangdong Federation of Industry and Commerce
2. 蕪湖市經濟協作辦公室（招商局）局長潘君齊（右二）（16/9）  
Pun Junqi (second from right), Director of Economic Collaboration Office (China Merchants Group) of Wuhu
3. 南非開普敦市長 Patricia de Lille（前排左四）（16/9）  
Patricia de Lille (fourth from left, first row), Executive Mayor of Cape Town



3



## 會員活動 Members' Activities



1. 中西區聯絡處邀請顧資銀行有限公司執行董事及投資部主管黃仲文蒞臨，以“展望中港股票前景一動盪中求機遇”為題演講。(9/9)

On a talk held by the Central and Western District Liaison Committee, **Wong Chung-man, Executive Director and Head of Investment Department of Coutts**, shared his insights on the prospect of China and Hong Kong Stocks.

2. 會員服務委員會邀請中銀香港經濟及政策研究主管謝國樑擔任演講嘉賓，就“一帶一路”戰略的機遇和挑戰、香港擔當的角色與商機作深入剖析。(10/9)

**Tse Kwok-leung, Head of Policy and Economic Research of the Bank of China (HK)** was invited to a seminar held by the Members' Services Committee to share his views on challenges, opportunities and the role of Hong Kong under the "One Belt and One Road" strategy.