

# 商 薈

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## 網購：零售業另闢新路

ONLINE SHOPPING: A NEW RETAIL CHANNEL

港網保安仍待加強 專才需求愈趨殷切

HK Badly Needs  
Cybersecurity Specialists

清酒一瓢 匠心千重

Every Drop of Sake is a Testimony  
of Artanship

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蔡冠深 博士  
Dr Jonathan CHOI

# 鞏固優勢再拓新里程

## CONSOLIDATING HONG KONG'S STRENGTHS AND LAYING NEW MILESTONES

**踏**入新一年，相信許多香港市民和我一樣，今年願望是香港可重回正軌，迎來一番新氣象。去年在內外交困的經濟環境下，香港經歷了不容易的一年，不少中小企業面對業務倒退、資金周轉困難等問題，本地失業率亦錄得兩年來首度回升，社會氣氛低落。不過，香港在“一國兩制”下依然保持獨特優勢，亦是獲得國際社會肯定的事實。在國家提速發展和特區政府政策支持下，只要各界同心協力，相信定可扭轉當前困局。

### 迎難而上應對挑戰

上月，習近平主席會見赴京述職的行政長官時強調，中央肯定行政長官和特區政府在香港非常時期展示出勇氣和擔當，並對特區政府、警隊和香港各界提出明確要求和清晰指引，共同推動香港發展重回正軌。李克強總理亦寄語特區政府繼續努力止暴制亂、恢復秩序，並加緊研究解決香港經濟社會發展中存在的深層次矛盾和問題，使香港保持長期繁榮穩定。

事實上，新一年本港經濟何去何從，很大程度取決於中美貿易談判和反修例事件的發展。去年底，中美宣佈達成首階段協議，美方同意削減部分對華關稅稅率，此舉有望減輕出口商壓力，惟協議實際執行仍存在不少變數，加上美國大選將至，兩國關係會否再起波瀾，目前難以說準。本地局勢方面，暴力衝擊行為雖然稍有緩和，惟事件並未完全平息，社會分化依然，隨時可能出現更激烈的抗爭場面，進一步衝擊營商環境穩定性；加上環球經濟增長放緩、英國脫歐、多國政壇交迭，以及其他外圍不確定因素，今年本港經濟前景實在難言明朗。

我們認同特區政府推出多輪“撐企業、穩經濟”措施，為紓緩本地商戶經營壓力帶來“及時雨”；惟當

局更迫切需要盡快止暴制亂，讓社會回復平靜，給予安全和諧的社會氛圍和營商投資環境，各項紓困措施才可發揮最大作用。我們認為，特區政府應考慮成立跨部門專責小組，明確指示各政府部門的職責範疇和協調分工，共同應對當前困境對社會運作帶來的影響。

### 繼續發揮香港橋樑優勢

過去一年，可說是香港回歸以來局面最為嚴峻複雜的一年，惟香港作為全球最自由經濟體及國際金融中心的優勢不減，國際貨幣基金組織（IMF）亦讚揚香港多年來奉行審慎的宏觀經濟政策，金融體系及聯繫匯率維持穩健，有充裕的緩衝空間應對挑戰。此外，去年本港新股集資額再次稱冠全球，當中包括阿里巴巴、百威亞太等海內外龍頭企業，足以證明國際市場對香港金融實力充滿信心。

隨着國家積極推進“一帶一路”、粵港澳大灣區等區域戰略發展，更將成為本港走出經濟低谷的契機。香港必須鞏固過往賴以成功的制度優勢和特色，包括自由港政策、完善法治體制、資金及資訊流通等，進一步扮演好連繫內地與海外市場的重要平台角色，支持更多港商企業開拓多元化市場。我們期待特區政府繼續與內地相關部委積極協商，爭取年內落實跨境“理財通”，進一步擴大與內地金融市場互联互通；同時也要全力提升香港國際金融、航運、貿易及創科中心的功能，特別是推動發展高增值業務，並加強對外宣傳本港營商優勢，期望當局在下月公佈的《財政預算案》可在這方面有所著墨。

展望新一年，我們衷心希望社會各界積極團結、停止內耗，同心協力應對經濟下行挑戰，為港商企業拓展新市場創造更多商機。🌀

“ 展望新一年，我們衷心希望社會各界積極團結、  
停止內耗，同心協力應對經濟下行挑戰，  
為港商企業拓展新市場創造更多商機。

*Looking into the new year, we hope all sectors of society can stand in solidarity rather than conflict. It is time to work together to overcome the challenges facing the economy and create new opportunities for local businesses.* ”

It is probably a shared new year wish among the people living in Hong Kong to see the city go back to normal. Last year was certainly not an easy one for our city, where SMEs were hard hit, the unemployment rate climbed and social morale was low. But Hong Kong is still a competitive city with its unique edge. Benefiting by China's rapid development and with the support of the HKSAR government, it is possible to help Hong Kong out of its predicament.

### Riding out the storm and facing the challenges squarely

President Xi Jinping stressed last month that the Central Government fully recognized the courage and responsibility demonstrated by the HKSAR government during a time of crisis in Hong Kong. The Central authorities also made clear its wish to put the city's development back on track to the HKSAR government, the Hong Kong police and all sectors of society. Meanwhile, Premier Li Keqiang urged the HKSAR government to continue its effort in stopping violence and curbing disorder and to study the deep-rooted conflicts and problems in Hong Kong's society and economy, so that the city can return to prosperity and stability.

The truth is, the prospect of the Hong Kong economy in the new year depends largely on the Sino-US trade negotiation and the development of the incidents triggered by the now withdrawn Fugitive Offenders Ordinance amendments. The US's agreement to lift some of the tariffs on Chinese imports in late 2019 is expected to alleviate the pressure on exporters. Nevertheless, the implementation of the agreement has yet to be confirmed and the upcoming presidential election in the US may introduce new variables to Sino-US relations. Locally, tension has not cooled down, society remains polarized, and more vigorous protests may break out anytime. Coupled with other factors in the external environment, these will no doubt present uncertainties to the city's economic outlook.

While CGCC supports the different relief measures introduced by the HKSAR government to help local shops and businesses, we believe the more urgent task

is to put a stop to the social unrest, which will also allow the relief measures to work at their best. We suggest that the government should consider setting up a cross-departmental committee tasked with coordinating the duties of various government departments in resolving the present challenges.

### Hong Kong to continue leveraging its edge as a bridge

Despite the series of difficulties that emerged last year, Hong Kong still enjoys its competitive edge. The International Monetary Fund has commended Hong Kong for its prudent macroeconomic policies and for maintaining robust financial regulation and supervision and a stable exchange rate system. Furthermore, Hong Kong once again topped global IPO market in 2019, a testament to the confidence of the international markets in the strength of Hong Kong as a financial center.

China's active promotion of its regional development strategy can be instrumental in facilitating the rebound of the Hong Kong economy. Hong Kong must consolidate the successful system it has built and its intrinsic strengths, and reinforce its role as an important platform and bridge for local businesses to tap into new markets. We hope the HKSAR government will continue liaising with the Mainland authorities on the establishment of a cross-boundary wealth management connect scheme within 2020 so as to strengthen the connection between the Hong Kong and Mainland financial markets. At the same time, it is imperative to elevate the function of Hong Kong as a hub for international finance, aviation, trade and innovation and technology, especially the development of high-value-added services, and to step up promoting Hong Kong's business strengths to overseas markets. We do look forward to seeing these areas addressed in the upcoming *Budget* to be announced next month.

Looking into the new year, we hope all sectors of society can stand in solidarity rather than conflict. It is time to work together to overcome the challenges facing the economy and create new opportunities for local businesses. 

# 網購：零售業另闢新路

## Online Shopping: A New Retail Channel



近半年以來，《逃犯條例》修訂爭議引發連串的矛盾和衝突，令社會氣氛鬱悶低落。相比沙士及金融風暴引來的經濟下行，今次情況更為嚴峻，經濟恐怕須一段時間方有望復原。在此期間，部分零售商店因安全考慮被迫關店，生意難免受影響。市民變得不輕易外出，近年漸見普及的網購業務會否成為逆市奇葩？

Conflicts and clashes triggered by the controversial amendments to the Extradition Bill over the past six months has led to a depressing social atmosphere. Comparing to the economic downturn brought about by SARS and the Asian financial crisis, we are now surrounded by even more dire circumstances, and the economy would very likely take quite some time to recover. During this period, some retailers had no choice but to close due to safety concerns. Businesses are undoubtedly affected. When leaving homes has become difficult for citizens, will online shopping channels become a market wonder with its increasing popularity?

## 謝邱安儀：學懂變通 各方互助 共渡時艱

### Annie Tse: Weathering Hardship with Flexibility and Collaboration



謝邱安儀 Annie Tse

**根** 據政府統計處最新公佈，本港2019年10月份的零售銷售總額（臨時估計）為301億港元，按年下跌24.3%，創下有記錄以來最大的單月按年跌幅；與2018年同期比較，今年首10個月合計的零售銷售總額（臨時估計）跌幅為9%。零售業步進寒冬，商家紛紛發展網店以減省租金成本。多年來陪伴業界走過高山低谷的香港零售管理協會看來，網店會否成為業界另一新出路呢？

#### 嶄新模式大勢所趨

面對如此嚴峻的經營環境，零售商自救固然要懂得節流，但全面配合市場轉變而靈活調整經營方針，才更符合企業長遠利益的發展方向。香港零售管理協會主席謝邱安儀指出，實踐新零售模式是業界持續發展的大勢所趨，當中不僅是開設網店以擴展線上銷售如此簡單；而是透過互聯網，配合各項網絡技術、大數據及人工智能等尖端技術，改善商品流通及銷售過程，藉此深度融合線上服務（網店）與線下體驗（實體店），達致優勢互補。

“業界在吸納喜愛網購的新客戶之餘，也要留住習慣傳統銷售模式的舊客戶。”謝邱安儀指，傳統客戶更可藉此嘗試採用線上服務，如到實體店觀看產品後，再到網上購買，從而獲得更完善的購物體驗。至於某些零售品牌在本港開設了多間分店，卻未能在短期內開拓線上銷售業務，她認為是基於目標客群的購物模式或是受網絡技術、人手配置及物流安排所限。

#### 線上線下完美結合

網店具有突破時地限制的優勢，讓消費者隨時隨地購入心頭好，對業界拓展香港以外的市場亦大有幫助。謝邱安儀強調，在中長線而言，新零售模式實屬整體零售業既定的發展趨向，各傳統企業務必朝向同一目標邁進。透過網上平台結合現有店舖，傳統商家可望發揮更大的銷售優勢，確保在不同的經濟環境，亦能成功開闢更寬廣的新路向。

要實現上述目標，謝邱安儀建議業界應盡早作好準備，如尋找合適的網絡開店平台、培訓或吸納具相關技術的

人才，以及妥善安排如物流等配套服務，方能事半功倍。

#### 爭取減租共渡時艱

預料本港銷售市道疲弱將維持一段較長時間，謝邱安儀坦言，要改善零售業的經營困境，有賴各界群策群力、多管齊下。為此，該會除建議政府推出多元紓困措施外，也呼籲業主透過減租協助業界共渡時艱，因為租金是業界最大的經營成本。至於業界方面，她指現階段最重要是控制成本，同時謹記“Cash is king”這個道理。特別是市況不景時，更應盡量保持足夠的現金流，如利用聖誕新年促銷倉存產品，切忌因貨價下跌而貿然入貨，避免存貨積壓變相鎖住現金。

她同時建議，業界可利用與業主商討續約事宜期間，把握機會爭取減租或暫時轉為短租形式，以減輕租金成本，待日後經濟環境有所改善，再重回原本的租約方案，相信此舉有助業界渡過目前難關。

**A** ccording to the latest figures announced by the Census and Statistics Department, the value of total retail sales in October 2019, provisionally estimated at HKD30.1 billion, decreased by 24.3% compared with the same month in 2018, marking the worst year-on-year decline in a single month on record. For the first ten months of 2019 taken together, the provisionally estimated value of total retail sales decreased by 9% compared with the same period in 2018. The retail sector is heading into winter and merchants are tapping into online retail to cut costs on rent. Will online stores become a new solution for the industry?

#### Novel model an inevitable trend

Facing such an exceptionally harsh business environment, retailers need to flexibly adjust their operation approach to fully cope with market changes and to support the long-term interest of the company's development. According to **Annie Tse, Chairman of the Hong Kong Retail Management Association (HKRMA)**, the adoption of new retail models is an inevitable trend to promote sustainable development of the industry.

Yet, expansion into online sales is not as simple as opening an online store. Rather, the ultimate goal is to improve the velocity of merchandise flows and sales processes through the clever use of the Internet, supplemented by state-of-the-art elements such as network technologies, big data, AI, etc. By doing so, integration of online services (web stores) and offline experiences (brick-and-mortar stores) can be deepened to generate a complementing effect that brings out the best in both sides.

“The industry must absorb new customers who prefer online shopping and retain old customers who are more used to the traditional retail mode.” Tse pointed out that traditional customers can ride on the new model and try to make use of online services. For example, they could look at a product in a physical store before purchasing it online for a more complete shopping experience. As for certain retail brands that had set up many outlets in Hong Kong but failed to expand online sales, she reckoned it was due to the shopping pattern of their target customer groups, or the limitations of internet technology, manpower allocation and logistics arrangements.

### Perfect integration of online and offline channels

The breakthroughs in geographical and time constraints are the biggest advantages of online stores, which are also very helpful for the industry in expanding into markets outside of Hong Kong. Tse emphasized that in the medium-to-long run, new retail models are in fact an established growth direction for the retail sector. By merging the online platform with existing shop fronts, traditional merchants are better positioned to put their strengths in sales to work, which could in turn ensure new paths can be paved under different economic circumstances.

To achieve the above objectives, Tse suggested that the industry should get prepared as soon as possible. For example, suitable network platforms for web store hosting can be identified, talents with the relevant skills can be trained or recruited, and logistics and other complementing services can be properly arranged. Adopting the right approach does not only minimize efforts, but also maximize results.

### Securing rent reduction to overcome a difficult time

Lackluster sales are expected in the Hong Kong market for quite a long time. Tse



candidly commented that cross-discipline collaboration and a multi-prong approach are needed to improve the business environment for the retail sector. As such, HKRMA not only proposed a diversified array of relief measures to the Government, but also appealed to landlords to lower their rent to help the industry overcome current hardships. After all, rent represents the biggest part of the industry's operating costs. As for the industry itself, she pointed out that cost control is the most important measure for the time being. “Cash is king” should also be a motto – adequate cash flow must be maintained as much as possible in adverse market conditions. For example, if a retailer rides

on the festive atmosphere of Christmas and the New Year and promotes clearance sales, it must not replenish its stock hastily simply because the price has gone down. Inventory pressure could affect cash flow and therefore must be avoided.

She also proposed that the industry can seize the opportunity to discuss rent reduction with the landlord at tenancy renewal. Retailers can try to ask for a temporary change to a shorter lease to relieve the burden of rental expenses. The original lease could be resumed later when the economic environment improves. She believes this could help the industry weather current hard times.

## 李家駿：妙用電視節目優勢協助營銷

### Ken Li: Marketing Through Clever Use of TV Shows



李家駿 Ken Li

發展一年左右的 Big Big Shop 是本地其中一家最為人所知的零售網店，無線電視新媒體集團有限公司產品管理主管李家駿坦言，相關業務過去一年發展平穩，生意額穩步上升，並未遇到傳統零售商店所面臨的問題。

#### 社會動蕩 無阻網購

李家駿指，受惠於電視這個媒介優勢，Big Big Shop 宣傳相對容易“入屋”，有助營銷。他舉例，公司開始時以《食好 D 食平 D》系列煮食節目入手宣傳廚房電器。由於節目頗受歡迎，連帶在節目中所使用的廚房電器銷量亦因而上升，觀眾看到自然會增加光顧他們的機會。有先例可援，後來某些本地食品亦配合另一節目《香港原味道》作軟銷，同樣取得理想效果。

#### 睇得到 買得到

其實，在電視節目中以植入方式賣廣告即使在本地亦非新鮮事。李家駿說，例如在劇集中出現某些贊助品牌，又或是在著名長壽遊戲節目如《超級無敵獎門人》中所送出的獎品，其實都是一種宣傳。如今 Big Big Shop 奉行的其中一條宣傳策略是“睇得到，買得到”，觀眾通過電視節目可看到知名藝人用過某些用具、吃過某些食品，並可透過方便渠道即可

落單並送至府上，就會引起他們的購物意欲，這就是視網聯銷推廣策略之下所發揮的協同效應。

李家駿稱，以受歡迎的節目來宣傳產品，肯定遠比刻意為產品推銷效果良好。他透露，其公司亦曾試過單獨為產品拍攝短片宣

傳，但收效只屬一般。由於公司業務仍屬起步階段，故必須在經驗中學習，懂得運用不同渠道來宣傳不同性質的產品——例如較為大眾化的，可透過電視節目促銷；相反某些目標客群較為狹窄的如化妝品，則可採用網上較為具針對性的方式，在 Google 或 Facebook 等媒體投放廣告，收效更宏。這令他們有把握發售不同類型產品，故目前除了實物產品之外，顧客也可透過他們參加旅行團與購買演唱會門票。

#### 克服物流障礙 提升顧客體驗

李家駿續指，近半年其公司營業額雖然未算太受社會事故及氣氛所波及，但仍須面臨另一問題，那就是物流障礙。眾所周知，堵路情況頻生之下，除了市民出行受阻，貨品運輸亦會延誤。不過，這亦是全港所有網購公司的問題，故他們一直致力希望改善顧客購物體驗，希望在目前受到限制的情況下，仍能盡量使顧客買得愉快。

去年初，OK 便利店便成為他們的物流夥伴，提供更為便利的網上購物及網下提貨服務。憑藉便利店的龐大網絡，除了令顧客可在便利店取貨，使送貨途徑變得更靈活外，亦可與一些未能提供送貨服務的商戶合作，大幅增加可供網購的貨品種類。

談到未來方向，李家駿說 Big Big Shop 亦有利用無綫節目優勢開拓新產品：例如為老牌選美節目推出“香港小姐豪華迷你套裝”，又為早前收視報喜的《金宵大廈》中的貓兒角色“靚寶”推出玩具。他強調，雖然社會氣氛導致市民購物意欲不如往常熾烈，但他們期望透過服務發放正能量，與港人共渡時艱。

Opened for slightly more than a year, “Big Big Shop” is one of the best-known retail webstore in Hong Kong. **Ken Li, Head of Product Management of TVB New Media Group Limited**, candidly said that the relevant business has grown steadily over the past year with gradually increasing revenue. It is not facing the problem that traditional retailers are facing.

#### Online shopping unhindered by social unrest

According to Li, Big Big Shop has leveraged on the strengths of the television media, where penetration is relatively easier and more helpful for marketing. He quoted the successful example of *Good Cheap Eats*, which was employed to promote kitchen appliances at the beginning. Soft selling of other local food brands was equally effective in Homegrown Flavours.

#### You can buy everything you see

In fact, product placement in TV shows is not something new, even for the local market. Li explained that sponsoring brands seen in TV series, or prizes given out in game shows, are all promotional. One of the promotion strategies advocated by Big Big Shop is “You can buy everything you see”. The show-and-sell promotion strategy is rather effective in synergizing the reach of TV and the audience's urge to shop.

Li revealed that the company has tried to produce short promotional videos for individual products, but the approach was only mildly effective. As the company's business is still in its embryonic stage, it must learn from field experience and make use of different channels for promoting products of different categories. Field exposure has given them a better grasp of how to sell different products. As such, the webstore is selling not only tangible



李家駿 Ken Li



李家駿 Ken Li

merchandise, but also tour packages and concert tickets.

**Overcoming logistics problems to improve customer service**

Li added that his company has been facing logistics problems over the past six months. As most are aware, deliveries have been delayed owing to frequent traffic blockage. As such, they have been trying to improve shoppers' experience in hopes that customers can still shop delightfully under current limitations.

Circle K has become their logistics partner since early last year to offer a convenient click-and-collect service. The more flexible delivery channel also made room for merchants that cannot provide door-to-door delivery service, which significantly increased the variety of products available for online shopping.

Speaking of the company's future direction, Li said that Big Big Shop is also riding on the strengths of TVB's programs to expand new product offerings. For example, a deluxe beauty pageant mini tie-in set has

been rolled out for the long-running Miss Hong Kong Pageant, and a plush cat was launched thanks to the feline character in the high-rating series *Barrack O'Karma*. Li stressed that although the social

atmosphere has cooled down the general desire for shopping, his company still wishes to unleash positive energy through its service and weather this difficult time with the people of Hong Kong.



李家駿 Ken Li

## 羅家聰：善用數據分析 毋忘服務本質

### Brian Lo: Leverage Data Analysis Without Neglecting the Essence of Service



羅家聰 Brian Lo

網上外賣平台競爭亦日趨激烈，其中 Deliveroo（戶戶送）2019年表現突出，在收入及訂單數目兩方面的按年增長皆錄得逾100%，並計劃於明年底增加餐廳夥伴，以及增聘送餐專員。

#### 分析數據減送餐時間

提到本港顧客的要求，Deliveroo 香港總經理羅家聰直言離不開“快、準”二字。港人一向分秒必爭，網上訂餐只為省時，故對外賣效率最為關注。“如何及時送餐，往往決定了外賣平台的成敗。”故 Deliveroo 在進軍香港之初，即以半小時送餐作招徠。羅家聰指，要在高峰時段亦能準時，Deliveroo 的特別武器就是名為“Frank”的人工智能系統。

他闡釋，系統儲藏了送餐專員過往的運送路線、備餐時間等數據。一收到訂單，系統就會選出最合適的送餐專員，並建議最佳路線，務求在最短時間完成最多訂單。羅家聰指自運用 Frank 系統後，外賣送達時間較前減省平均13分鐘。

為求共同進步，Deliveroo 更提供大數據工具予餐廳夥伴使用，讓他們針對不同目標顧客自行調整推廣活動。工具可顯示外賣訂單總數、由接單到送餐專員領取外賣所需的平均時間，以及區內競爭對手的平均準備時間等。得到這些實用數據，餐廳夥伴可知己知彼，改善服務，增加訂單。

#### 設客服中心真人對話

引入新科技的同時，羅家聰亦強調優質顧客服務離不開人與人的真實溝通。因此，他們特別聘用專人接聽顧客來電，以便更全面和及時地處理突發事件。他說：“等外賣的顧客多數較為心急，訂單若有問題，聽一堆電話錄音仍不得要領，肯定對服務印象大打折扣，甚或會將經驗告知親友，影響甚大。”

他認為，結合科技與人性化的顧客服務，就是網上點餐服務持續提升競爭力的最佳方程式。為接地氣，創辦人以至管理層不時亦會身體力行擔任送餐專員。以羅家聰為例，他就有一小時親送八張訂單的紀錄。通過體驗整

個流程，管理層更能了解實務操作上的細節，從而做到更有效的改善。

#### 推多元業務達致多贏

留意到運費每是消費者採用訂餐服務與否的重要因素，Deliveroo 早前特別推出 Deliveroo Plus 服務。顧客付98港元月費，便可無限次免運費訂餐。羅家聰相信，此舉有助提高顧客使用量，料可為每月的營業額帶來約兩成增幅。他透露，目前公司收入主要來自餐廳每張訂單的佣金和顧客的服務費。企業分成暫時則較少，但因應企業愈來愈重視員工投入度及關係，估計企業訂單將會是未來趨勢。

面對競爭，他們繼2017年在灣仔首設外賣服務限定的實體店“戶戶小廚”後，去年底又斥資約750萬元在西營盤開設面積約1,500呎的“共享廚房”，並引入外賣自取服務。除了以往的外賣送上門，顧客也可直接走進店內，利用平板電腦下單兼自取。羅家聰期望，新服務可為顧客帶來更多選擇，也可吸納更多尚未進駐該區的小店透過外賣形式開拓業務，達致多贏局面。

In an increasingly competitive landscape for online food delivery platforms, Deliveroo has excelled in 2019, logging over 100% annual growth in both revenue and order numbers, and plans to increase its



羅家聰 Brian Lo

restaurant partners and recruit more food couriers.

### Data analysis for shorter food delivery time

**Brian Lo, General Manager of Deliveroo Hong Kong**, said the service that Hong Kong customers want inevitably has to be “fast and on time”. Hong Kong people order food online to save time as they always want to seize every minute and second, so they pay the most attention to food delivery efficiency. “How to deliver food in a timely manner often determines the success of a food delivery platform.” Therefore, Deliveroo offered half-hour deliveries to attract customers at the beginning of its foray into the Hong Kong market. Lo revealed that Deliveroo has a special weapon to help ensure deliveries are made on time even during peak hours, i.e. Frank, an AI system.

He explained that the system stores data such as past food delivery routes and preparation times. Once an order is received, the system selects the most suitable food courier and recommends the best route to ensure that the highest number of orders are completed in the shortest time. According to Lo, with the help of Frank, delivery times have been reduced by an average of 13 minutes.

To make progress together, Deliveroo also offers a big data tool for restaurant partners to tailor their promotions to different target customers. The tool provides insights of

delivered orders such as the total number of deliveries, the average time between order acceptance and courier pick-up, as well as competitors’ average preparation times in a particular area. These data insights enable restaurant partners to get to know the competition and improve their service to win orders.

### Customer service center for person-to-person communication

In addition to introducing new technology, Lo stressed that real people-to-people communication is a necessity for quality customer service. Therefore, the firm employs dedicated staff to answer customer calls in order to deal with unexpected incidents more holistically and in a timely manner. He said: “Most customers are impatient while waiting for their food to be delivered. If there is a problem with their order and it still cannot be resolved after listening to a bunch of phone recordings, their impression of the service will be badly affected and they may even tell their friends and relatives about the experience, which will have a great impact.”

He believes that a combination of technology and user-friendly customer service is the best way for online ordering services to continuously improve their competitiveness. To get close to customers, the firm’s founder and management will serve as food delivery couriers from time to time. For example, Lo has a record of completing

eight deliveries in one hour. By experiencing the entire process, management can better understand the operational details and thus implement improvements that are more effective.

### Diversification of business for multi-party win-win results

Noting that delivery fees are an important factor in whether consumers use food ordering services or not, Deliveroo launched Deliveroo Plus recently. At a subscription fee of HKD98 a month, customers can enjoy unlimited free deliveries. Lo believes this will help increase customer usage and could increase monthly turnover by about 20%. He said that the income of Deliveroo mainly comes from commission and service fee. Gainsharing from enterprises is not much at this moment.

In response to competition, following its first delivery-only kitchen space set up in Wanchai in 2017, the firm at the end of last year invested about HKD7.5 million to launch a 1,500 square-foot shared kitchen space in Sai Ying Pun, where customers can order for takeaway. Besides offering food delivery service, the site is equipped with tablet computers for walk-in customers to place order and collect the food themselves. Lo looks forward to the new service bringing win-win results for multiple parties as it offers more options to customers and can accommodate more small businesses to expand into the area through takeaway services. 📍



羅家聰 Brian Lo



## 赴首爾探尋投資 “韓流”

### A Trip to Seoul to Explore “Korean Trends” in Investment

中韓兩國一衣帶水，地緣政治關係密切，經貿之間更是往來頻繁。隨着中國發展“一帶一路”國策至今，對內地與香港企業在韓投資迎來甚麼機遇？

Separated only by a narrow strip of water, China and South Korea not only have a strong geopolitical relationship, but also frequent economic and trade interactions. What opportunities are there for Mainland and Hong Kong enterprises to invest in South Korea as China advances its “Belt and Road” Initiative?

**為** 探討中國和韓國如何在“一帶一路”和粵港澳大灣區框架下強化經貿合作、謀求互利共贏。本會於12月2日與韓國中華總商會、香港韓人商工會和粵港澳大灣區企業家聯盟於首爾合辦“一帶一路”及粵港澳大灣區與韓國機遇經濟論壇。來自中韓兩國政商界的百餘名人士出席，本會成員亦率團前往。

中國駐韓國大使邱國洪表示，中方歡迎韓方積極參與有關倡議，共同研究開展協力廠商市場合作，探討中方“一帶一路”倡議、粵港澳大灣區建設與韓方“新南方政策”等發展戰略對接，加強中韓互聯互通，深化務實合作，實現共同發展。

本會會長、粵港澳大灣區企業家聯盟主席蔡冠深表示，粵港澳大灣區擁有龐大的發展潛力和諸多核心優勢，為“一帶一路”建設提供重要支撐，期待韓國企業積極參與，共同開拓大灣區市場商機。

韓國“新南方政策”委員會委員申允城說，韓中兩國可以通過優勢互補，



加強合作，攜手開拓包括東盟在內的協力廠商市場，尋求新的發展機遇。**韓國中華總商會會長宋國平**則表示，韓國應更加積極探索“新南方政策”和“一帶一路”倡議的對接合作，而擁有高度自由開放金融貿易體系的香港在其中能夠發揮橋頭堡作用。

來自內地、香港和韓國的企業家在論壇上分享各自在康養、金融、資產管理、區塊鏈技術等領域的經驗，並就韓國如何發掘粵港澳大灣區發展機遇、參與“一帶一路”建設展開熱烈討論。

論壇後設有商貿配對活動，供企業代表洽談。在韓期間，本會成員亦拜訪了邱國洪及**中國駐韓經濟商務參贊谷金生**，並與韓國昌原市政府官員晚宴。

To explore how China and South Korea can step up economic and trade cooperation under the frameworks of B&R and the Guangdong-Hong Kong-Macao Greater Bay Area (the Greater Bay Area) for mutual benefits and win-win results, the Chamber, Korea Chinese Chamber of Commerce & Industry, Korean Chamber of Commerce in Hong

Kong and Guangdong-Hong Kong-Macao Bay Area Entrepreneurs Union co-hosted the Forum on the Belt and Road Initiative & Guangdong-Hong Kong-Macao Greater Bay Area and Business Opportunities for South Korea in Seoul on December 2. Over a hundred people from the political and business communities of China and South Korea attended, including members of the Chamber.

**Qiu Guohong, Chinese Ambassador to the Republic of Korea**, said that regarding South Korea's active participation in the relevant initiatives, China welcomes it to jointly consider cooperation in the market of third parties and explore strategic alignment between China's B&R and the Greater Bay



邱國洪（右） Qiu Guohong (right)



谷金生（前排左三）  
Gu Jinsheng (third from left, front row)



Area and South Korea's "New Southern Policy" to strengthen interconnection and deepen practical cooperation for co-development between the two countries.

**Jonathan Choi, Chairman of the Chamber and Chairman of the Guangdong-Hong Kong-Macao Bay Area Entrepreneurs Union**, said that as the Greater Bay Area's huge development potential and many core advantages provide important support for B&R, he looks forward to the active participation of South Korean enterprises to jointly explore business opportunities in the Greater Bay Area market.

**Shin Yoon Sung, Committee Member of Presidential Committee on "New**

**Southern Policy"**, said that South Korea and China could strengthen cooperation through complementarity of strengths and work together to tap the market of third parties, including ASEAN, in search of new development opportunities. **Sung Kuoping, Chairman of the Korea Chinese Chamber of Commerce & Industry**, said that South Korea should be more active in exploring alignment and cooperation between the "New Southern Policy" and B&R, while Hong Kong, with its highly free and open financial and trading systems, can play the role as a bridgehead.

At the forum, entrepreneurs from the Mainland, Hong Kong and South Korea

shared their experiences in health care, finance, asset management and blockchain technology, and engaged in lively discussions on how South Korea could tap the development opportunities in the Greater Bay Area and participate in B&R.

After the forum, there were business matching activities for business representatives to engage in discussions or negotiations. While in South Korea, members of the Chamber also visited Qiu and **Gu Jinsheng, China's Economic and Commercial Counsellor in the Republic of Korea**. Besides, they also had dinner with the government officials of Changwon. 🍷



與昌原市政府官員晚宴  
The dinner with the government officials of Changwon.



新華社 Xinhua

## “一帶一路” 開啟合作共贏新時代 B&R Ushers in New Age of Win-Win Collaboration

自“一帶一路”倡議以來，已在不同範疇取得豐碩成果，不但為沿線國家帶來重大機遇，亦為內地產業升級轉型提供新平台。隨着“一帶一路”更深入推展，將對國家以至世界帶來更大裨益。

Since its introduction, the “Belt and Road” Initiative has enjoyed fruits of success on various fronts. It has unfolded not only great opportunities for countries along the route, but also a new transformation and upgrade platform for Mainland industries.

## 胡政：境外經貿合作區是落實“一帶一路”重要抓手 Hu Zheng: OETCZs are Important Vehicles for Implementing B&R



**傳**統的對外投資形式，基本上離不開資源開採、承包工程和商品貿易這三種，但隨着“一帶一路”的推展，一種嶄新“走出去”模式正逐漸成形，那就是境外經貿合作區。招商局集團董事、集團駐白俄羅斯首席代表胡政闡釋，境外經貿合作區是中國和東道國雙方合作設立的產業園區，由中資企

業投資興建，並在中國政府指導下，按照市場機制運作。

“境外經貿合作區雖在上世紀90年代已見雛形，但當時尚處探索階段；自‘一帶一路’提出以來，合作區迎來了飛躍式發展，截至2018年9月，中國企業在24個帶路沿線國家共建設82個合作區，累計投資達304億美元，為東道國的就業、稅收、出口和技術提升帶來巨大裨益。”胡政認為，境外經貿合作區可以說是“一帶一路”倡議落地實施的重要抓手。

### 緊扣帶路戰略 成就互利共贏

根據“一帶一路”的構想，陸上是依託國際大通道，以沿線中心城市為支撐，並以重點經貿合作區為合作平台，打造新歐亞大陸橋；海上則以重點港口為節點，建設通暢高效的運輸大通道。胡

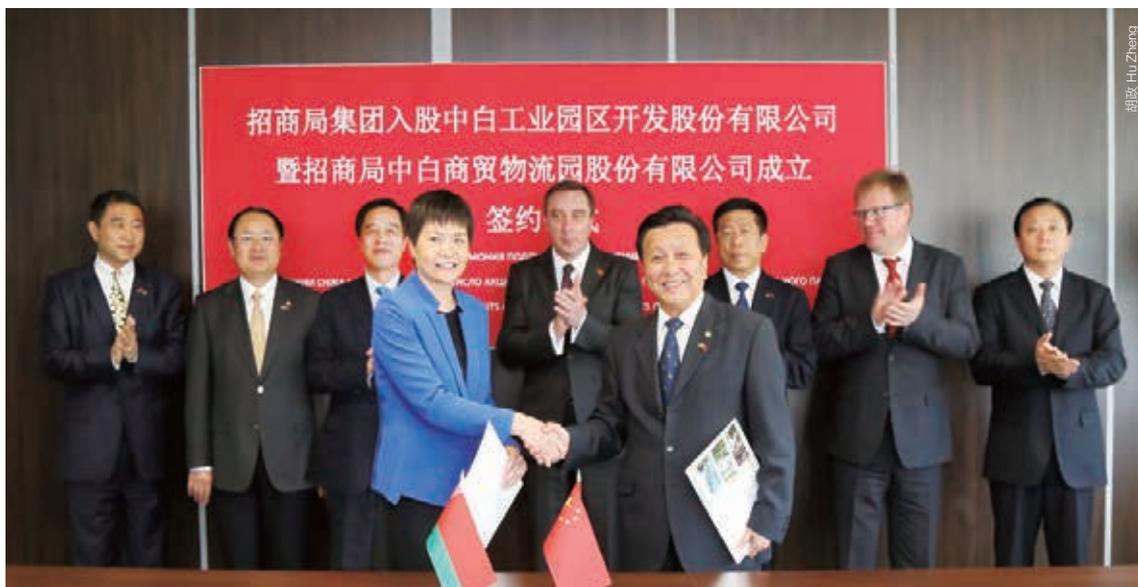
政指出，足見經貿合作區在絲綢之路經濟帶的建設上，扮演不可或缺的角色。

胡政表示，境外經貿合作區廣受“一帶一路”沿線國家歡迎，反映其互利共贏的特質獲廣泛認同。“合作區的建設直接帶動當地經濟，引進資金、技術、管理，並推動當地經濟轉型升級，成為新的經濟增長點；同時，合作區也為中國企業提供更廣闊的合作空間。”

### 中白工業園：一帶一路明珠

談到境外經貿合作區，不得不提位於白俄羅斯的“中白工業園”。園區由招商局集團主導建設，是目前為止中國規模最大的境外經貿合作區。胡政分析，白俄羅斯的地理位置優越，不但是中國開往歐洲的“中歐班列”必經之地，同時位處歐亞經濟聯盟和歐盟兩大經濟體之間，是進軍歐洲的門戶。

胡政續稱，中白工業園的面積達91.5平方公里，比香港島還要大。“我們借鑒過去創辦開發



由招商局集團主導建設的中白工業園是目前為止中國規模最大的境外經貿合作區。  
Spearheaded by China Merchants Group, the China-Belarus Industrial Park is China's largest OETCZ.



目前中白工業園已獲多家明星企業進駐。  
Many star enterprises have established presence in the China-Belarus Industrial Park.

區的經驗，建立具效率的管理架構，加上眾多知名企業參與建設，從2015年起短短四年間，園區已初具規模。白俄羅斯方面也頒佈一系列稅務優惠政策，並解除部分金融管制，提高園區的吸引力。目前園區已獲多家明星企業進駐。”

**A**s B&R progresses, a new model of “going global” has emerged — Overseas Economic and Trade Cooperation Zones (OETCZs). As explained by **Hu Zheng, Director and Chief Representative to Belarus of China Merchants Group**, OETCZs are industry parks set up jointly by China and the individual host countries. Funded by Chinese corporate investors, these zones are run according to market mechanisms under supervision of the Chinese government.

“OETCZs first came on the scene in the 1990’s. Since the proposal of B&R, they have been developing by leaps and bounds. As of September 2018, Chinese businesses have established 82 cooperation zones in 24 B&R countries, involving an

aggregate investment of USD30.4 billion. These projects have benefited the host countries tremendously in terms of employment, tax revenue, export and technical upgrade.” Hu describes these OETCZs as important vehicles for implementing B&R.

### **Achieving mutual benefit and all-win with B&R strategies**

On land, B&R aims to build a new Eurasian Land Bridge by taking advantage of international transport routes, relying on core cities along the route and using key economic and trade cooperation zones as collaboration platforms. At sea, the Initiative focuses on building smooth, secure and efficient transport routes to connect major sea ports along it. As Hu pointed out, economic and trade cooperation zones have an indispensable role in the construction of the Silk Road economic belt.

Hu said the development of these cooperation zones provide direct impetus to local economies. They introduce capital, technology and management skills, while promoting transformation and upgrade of local economies to create new points of economic growth. With these cooperation zones, Chinese

enterprises can give greater latitude to international collaboration.

### **China-Belarus Industrial Park: Pearl of B&R**

The China-Belarus Industrial Park in Belarus is a prime example of OETCZs. Spearheaded by the China Merchants Group, it is China’s largest OETCZ. As Hu elucidated, Belarus is favorably placed geographically. Not only does it sit on the route of the China Railway Express to Europe, it is also set between two mega economies — the Eurasian Economic Union and the European Union — making it a natural portal to Europe.

According to Hu, the China-Belarus Industrial Park is 91.5 km<sup>2</sup> in size and an efficient management framework developed with experience from earlier development zones is in place. It has earned the support of many leading enterprises which participated in building the park. In only four years since 2015, the park is now beginning to take shape. The Belarus government also provides support by rolling out a series of tax benefits and financial deregulations to make the park more appealing. Many star enterprises have established presence in the park.”

## 顏寶鈴：緊貼國家政策 手握成功鑰匙

### Pauline Ngan: Keep Abreast of National Policies to Enjoy Success



顏寶鈴  
Pauline Ngan

經過30多年的高速發展，國家經濟發展逐步進入轉型階段。本會常董、飛達帽業控股有限公司副主席兼董事總經理顏寶鈴表示，隨着人口紅利逐漸減退，工人薪資不斷上調，令傳統製造業面對沉重壓力。2008年金融海嘯後，國家出台新《勞動合同法》，令業界面對的

挑戰更為嚴峻，產業轉型升級已勢在必行。

#### 披荊斬棘 共融共贏

猶幸國家於2013年提出“一帶一路”倡議，為傳統製造業注入新動力。顏寶鈴強調，企業要成功，必須把握機遇，緊貼國家發展大趨勢，故此同年決定將深圳的生產線逐步遷移到孟加拉。她闡釋，孟加拉是全球第二大紡織品出口國，具一定產業基礎；且人口達1.7億，勞動力豐富，月薪只是深圳約十分之一，發展潛力優厚。

初到貴境，一切由零開始。顏寶鈴憶述，當初決定到孟加拉發展，身邊人都不看好，但憑着福建人“愛拼才會贏”的精神，經過五年多的奮鬥，飛達孟加拉工廠從開始時100多人，發展至今

擁有6,500名員工，公司亦由傳統製造業，成功轉型升級為自動化生產、信息化管理，競爭力大大提升。

#### 工業基礎 強國之本

顏寶鈴續指，工業是強國之本，是國民經濟發展的基礎，中國必須以工業為重、為本。而國家製造業發展歷史悠久，具紮實的基礎、完善的產業鏈及貼近市場等優勢。因此，企業即使“走出去”，亦不應連根拔起，“我們將勞動密集的生產線遷移到孟加拉後，同時保留了深圳工廠，作為研發設計、原材料採購及功能性布料測試等技術支援中心，並承接高增值訂單的生產，使兩廠產生協同效應。”

顏寶鈴認為，“一帶一路”倡議為勞動密集型產業“走出去”構建了國與國之間的大平台、大政策，也造就其企業的成功轉型，並帶動當地經濟、社會的進步，“例如我們工廠所在的村莊，本來只有400多人口，今天已成為2.5萬人口的繁華市鎮，更以公司名稱命名為‘飛達鎮’，真正實現互惠互利、共融共贏。”



飛達孟加拉工廠由開始時不足200人，發展至今已擁有6,500名員工。  
Mainland Headwear's Bangladesh factory started off with less than 200 workers, but now it has a strong workforce of 6,500 people.



攝於 Pauline Ngan

工廠所在的村莊已命名為“飛達鎮”。  
The village where the factory is located has already renamed as “Mainland Town”.

After more than 30 years of rapid development, China's national economy is poised for transformation. **Pauline Ngan, the Chamber's Standing Committee Member and Deputy Chairman & Managing Director of Mainland Headwear Holdings Limited**, said that as the demographic dividend gradually diminishes, traditional manufacturing is facing serious pressure. Industrial transformation and upgrade are a definite trend.

### Blazing a trail to reap common success

Fortunately, B&R proposed by China in 2013 has injected new impetus to the traditional manufacturing industry. Ngan stressed that to enjoy business success, one must seize opportunities and keep abreast of the overall national development trend. With this insight, she began relocating her company's production lines in Shenzhen to Bangladesh in that same year. She explained that as the second biggest textile exporting country in the world, Bangladesh has

strong industrial fundamentals. It is also backed by a large population of 170 million. Labor supply is abundant and monthly salaries are about one-tenth of wages in Shenzhen. Development potentials are immense.

Ngan recalled that people were not optimistic about her relocation decision in the beginning. Five years on, however, she has proved them wrong. Mainland Headwear's Bangladesh factory started off with less than 200 workers. Today, thanks to dedicated efforts, it boasts a strong workforce of 6,500 people. Meanwhile, the company has transformed from traditional manufacturing to automated production and information management. This upgrade has enhanced competitiveness significantly.

### Industry is the basis of national power

Ngan believes that industry is the very basis of national power. China's manufacturing industry has a long

history, a solid foundation and multiple advantages, such as a good industry chain and close accord with market demands. For this reason, companies would not be entirely uprooted even if they go global. “After relocating labor-intensive production lines to Bangladesh, we kept our Shenzhen factory and turned it into a technical support center for development and design, raw materials procurement and tests for functional fabrics. We took high value-added orders and created a synergy for both facilities.”

Ngan feels that B&R gives labor-intensive industries a major international platform and policy to go global. It helped her company to make successful transformation, while driving economic and social development in Bangladesh. “For example, the village where our factory is located was a small community of just over 400 people. Today, it is a thriving town with a population of 25,000. It has even renamed itself ‘Mainland Town’. It is a true success story of mutual benefits and all-win.”



## 內地醫療發展 迎千載難逢機遇

### Unprecedented Growth Opportunity for Mainland Medical Services

隨着內地逐漸進入小康社會，加上人口老化問題浮現，對醫療需求十分殷切。**南豐集團董事長及行政總裁梁錦松**認為，目前是投資內地醫療產業千載難逢的良機，而大灣區是最佳的切入點，香港應充分利用自身優勢，好好把握機遇。

China is fast becoming a middle-class society. This, coupled with an aging population, is creating strong demand for medical services. **Antony Leung, Group Chairman and CEO of Nan Fung Group**, said now is the best time ever to invest in the Mainland healthcare industry, and the Guangdong-Hong Kong-Macao Greater Bay Area (Greater Bay Area) is an ideal access point. Hong Kong ought to capitalize on her advantages and seize this wonderful opportunity.



梁錦松  
Antony Leung

**現**時內地超過65歲的便有1.5億人，估計至2050年更達到三億人，等於整個美國的人口。梁錦松認為這是樂觀估計，相信實際情況將會更差，加上新藥的發展，令過去許多不治之症都可通過藥物延續生命，令人均壽命變得更長。

急劇人口老化和科技進步，令內地醫療產業迎來千載難逢的機遇，而且人民愈見富裕，預計醫療需求將出現爆炸性增長。梁錦松分析，目前內地每1,000人只有1.7個醫生，當中約四成沒有學位，如扣除此部分，比例將降至每1,000人只有一個醫生，與印度的比例相若。而經濟合作暨發展組織(OECD)的比例大約是3.3，可見內地在這方面有巨大進步空間。

### 民營辦醫新時代

梁錦松指出，內地亦深知現狀未如理想，故十分鼓勵民營和外資辦醫，例如通過《綱要》鼓勵港澳投資大灣區醫療項目。國家亦致力推動分層醫療發展，即傳統醫院以外的醫療配套，“醫院的經營成本相當高，內地醫療開支佔GDP百分之七，但當中95%是花費在醫院；美國則只有33%，其他部分花費在居家和社區醫療，內地在這方面正急起直追。”

梁錦松參與創立的新風天域集團把握機遇，近年已在內地率先佈局，期望提供全年齡段的醫療服務，涵蓋居家、社區、全科、專科、康復到老人醫院服務。他指出，目前內地醫療是醫院為本，但隨着新科技出現，未來



大趨勢將是“Homspital”（家醫院），故其集團已在內地設立40多個護理站，並提供居家上門治療服務，讓病人不用到醫院也能享用優質服務。

### 港具優勢忌固步自封

在內地醫療產業急速發展的同時，梁錦松認為香港尚有不少優勢，如

可充分把握，仍大有可為。“香港擁有優質的教育和醫療，治安亦良好，更重要的是擁有Life Style，有利吸引人才。我喜歡舉這個例子，Google總部位於距三藩市40分鐘車程，一個叫Mountain View的地方，但逾四成員工都選擇住在三藩市，原因是那裏有Life Style。”

除了人才優勢，梁錦松表示，“一國兩制”亦賦予香港難以取代的優勢，“目前許多藥物內地還不能進口，而香港卻可以。雖然有錢人可往外國治療，但如要中文環境，又可以使用外國藥物，醫生臨床經驗又豐富，那基本上只此香港一家。”

但他強調，香港的醫療體系過分保護主義，若不盡快拆牆鬆綁，恐將拖累香港的競爭力。例如過去香港平均每1,000人有2.6個醫生，接近發達國家的水平，但近年降至不足2人，原因是外來醫生來港執業的門檻太高。醫生不足直接影響公立醫院的服務質素，令服務的輪候時間延長，情況之嚴重，已到了不得不正視的地步。

### 拓展大灣區 香港同受益

梁錦松認為，香港的情況較為複雜，

政策恐怕不能短時間改變，現今之計唯有發展大灣區醫療產業，望將來可反過來回饋香港，“既然醫生不能進來，那不如我們到外面發展。大灣區的機遇非常多，如深圳經濟發達但欠缺一家優質的民營醫院。因此，我們

**C**hina has a 65-plus population of 150 million. In 2050, the number is expected to reach 300 million, which is the size of the entire US population. According to Leung, this is a conservative estimate. He believes the actual situation would be worse. Moreover, the development of new medicines has made many previously incurable diseases curable. As more patients enjoy longer lives, average life expectancy has been enhanced.

As Leung analyzed, there are currently 1.7 doctors for every 1,000 people in China. If we deduct about 40% of physicians who do not have a medical degree, the ratio would go down to 1 doctor for every 1,000

打算在福田建一家醫院，由香港坐高鐵過來，只需17分鐘；而現在經港珠澳大橋到橫琴，也不過個多小時。“如我們在大灣區能提供和香港水平相若的服務，再配合國家政策，長遠而言港人同樣可以受惠。”

people, approximately the same level as India. Given the OECD ratio of about 3.3, China has plenty of room for improvement in this area.

### A New age of private medical services

Leung pointed out that China strongly encourages private and foreign investors to set up medical services. For example, Hong Kong and Macao investors are supported by the *Outline Development Plan* to launch medical projects in the Greater Bay Area. At the same time, China is pushing forward multi-level healthcare, i.e. medical supports beyond conventional hospital services.

“Hospitals are run at very high costs. China’s healthcare expenditure accounts for 7% of GDP, of which 95% is spent on hospital care. In the US, hospital care expenditure only comes to 33% while home and community healthcare expenses make up the balance. China is doing her utmost to catch up.”

New Frontier Group, co-founded by Leung, is seizing this unique opportunity. It took the lead to establish presence in the Mainland healthcare market a few years ago. Catering to patients of all ages, their medical services include home healthcare, community healthcare, general medicine, specialist care, rehabilitation and geriatric medicine. He said at present the Mainland healthcare system is pivoted on hospital services. In the future, supported by new advances in technology, “hospitals” will be the main trend. Taking stock of the situation, New Frontier has set up more than 40 care centers on the Mainland. The group also provides house-call treatments so that patients can enjoy quality services without visiting a hospital.

### **HK has many advantages and should not be complacent**

Although the Mainland healthcare industry is developing in high speed, Leung believes Hong Kong can still leverage on many unique advantages. As long as these strengths are brought into play, the future is very promising. “Hong Kong is known for high quality education and healthcare. It is also a city of good public order. More importantly, the Hong Kong lifestyle is appealing to talents around the world.”

Apart from excellent human resources, Leung said that Hong Kong has yet another advantage which makes her indispensable – One Country, Two Systems. “Many drugs have no means of access to the China market but we can import them to Hong Kong. While wealthy patients can seek treatments overseas, Hong Kong is the only place that offers a Chinese-speaking environment, overseas drugs and physicians with rich clinical experience.” However, he stressed that Hong Kong’s healthcare system is too protectionistic, which might weaken competitiveness. For

example, there were 2.6 doctors for every 1,000 people in the past, which was very close to developed country levels, yet the ratio has dropped to less than 2 doctors for every 1,000 people recently because of the excessively high threshold for non-locally trained doctors to practice in Hong Kong.

### **Development of the Greater Bay Area will benefit Hong Kong**

Leung recognizes that the situation is rather complex in Hong Kong and change is unlikely in the near future. The only way now is to support the Greater Bay Area healthcare industry and hope it will create value for Hong Kong in the long run. “With no way in for non-local doctors, we should think about seeking development outside Hong Kong. The Greater Bay Area offers numerous opportunities. For example, Shenzhen is well-developed economically but it lacks a high-quality private hospital. “If we can offer services that measure up to Hong Kong standards in the Greater Bay Area in line with state policies, Hong Kong will be benefited in the long run.” 

# 不容反對派輕率啟動彈劾特首

## Opposition Cannot Be Allowed to Rashly Initiate Impeachment of the CE



### 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

反對派議員一邊口口聲聲要查明真相，一邊立場先行，未審先判，態度極為兒嬉，極不負責。

While claiming to want to find out the truth, the opposition lawmakers had predetermined stance and passed judgement without trial, showing an extremely childish and irresponsible attitude.

半 年來香港經過了一波比一波激烈、醜陋的反建制暴亂，各界均深感疲憊困擾。當下大家最希望是止暴制亂，讓社會重回和諧安穩。奈何造成今次動亂的成因複雜，既有內因，亦有外因。雖然局勢在11月區議會選舉後似乎稍見收斂，但是各方不安的力量仍然蠢蠢欲動。

在立法機關內，反對派議員與街頭暴力從不割席，而且不斷擾亂議會秩序，企圖尋找着力點來左右議會制度的運作。他們最新動作是在12月初的立法會大會上提出議案，缺乏基礎地向行政長官提出政治指控，企圖濫用莊嚴的議會憲制職權來啟動彈劾行政長官的程序，將其拉下台。他們希望把這場反建制風暴由街頭全面帶入議會，令行政與立法建制“攪炒”。對此，建制派當然是絕不允許。而該議案在建制議員聯手反對下，亦已遭到否決。

### 彈劾機制具高度嚴肅性

不錯，《基本法》是設有一個彈劾行政長官的機制，但是相關條文是具有高度嚴肅性。反對派議員的議案雖然在字面上依足《基本法》第73條第(9)項，指控行政長官“有嚴重違法及/或瀆職行為”，但指控的內容只有粗略的鋪陳，背後理據更是不盡不實，混淆視聽，實在並不足以羅織這麼嚴重的罪名。

該議案鋪陳了在今年6月發生的一些情況，並指在6月12日立法會大樓外出現大型反對修訂《逃犯條例》示威時，“行政長官帶領下的香港警隊”“使用過份武力鎮壓示威”，據

此指控行政長官違反了承諾遵守《基本法》的誓言、“作出了多個違憲的決定”、“嚴重侵害市民受《基本法》保障的集會及言論自由”。但是究竟有多少個“違憲決定”，或者究竟決定了什麼如此關鍵的內容也欠奉。議案亦充斥偏頗和誤導，隻字不提當時有關修訂的公眾諮詢結果是大比數支持修例，而往後在提交議案時社會上支持與反對修例的意見亦爭持激烈。而6月12日有多少激烈示威者擲磚、鐵枝、鐵馬，此類危險暴力行為引致警方要使用相應武力清場同樣隻字不提，但就斷言當日政府對示威者是“暴力鎮壓”，遏制其意見表達。

### 政治指控圖播白色恐怖

這個由反對派議員聯合動議的議案雖然看似言之鑿鑿、信心十足，向行政長官及警方派送種種嚴重罪名。但其實在當日大會上，就有反對派議員連環提出三個議案，欲立法會委任一個專責委員會並賦予它《權力及特權條例》的權力，來調查6月12日衝突事件中“行政長官、相關司局級官員及警方的角色”、“政府當局的決策”及“須承擔的責任”和“警方是否涉嫌使用過份武力對付當時正在舉行和平集會的示威者”等。反對派連當日警方是否使用過份武力、事件中政府當局的決策、行政長官及警方的角色根本未清楚掌握，為何在同一時間就能夠提出彈劾行政長官的議案？他們一邊口口聲聲要查明真相，一邊立場先行，未審先判，態度極為兒嬉，極不負責。

### 嚴峻關頭加強維護建制

無庸諱言，自6月以來多宗大型公眾活動和衝突事件都引起社會廣泛關注。監警會亦已主動審視包括6月12日發生的事件，據當局稱初步報告亦快將向行政長官提交。若真的尊重真相，為何反對派不多等一會，起碼看一看報告？抑或對他們來說，抓緊時機配合當前反建制、反政府的浪潮更為重要，所以要盡早提出該議案來製造話題、破壞政府威信呢？事實上，市民有目共睹的是，反對派該議案的

內容取材以偏蓋全，胡亂堆砌了一幅所謂行政長官“無視主流民意反對”、“採用過份武力鎮壓和平集會”的圖畫。他們甚至聳人聽聞地提出種種信口雌黃、嘩眾取寵的政治指控，妄稱在行政長官的帶領下，“香港步向一個不惜犧牲人民性命以鞏固政府權力的極權政體”，企圖散播白色恐怖。

當下的這場動亂，由6月暴力示威的星星之火開始，走到今天已變質成為一場具備顏色革命特質以及恐怖主義苗頭、反政府、反建制的暴力風暴。它一直蔓延到國際舞台，嚴重挑戰“一國兩制”、國家主權和發展利益的底線。在當前的嚴峻關頭，議會與廣大市民一樣絕不能鬆懈，要為香港的未來奮力迎戰，加強維護建制，加強守護香港。🌀

Over the past six months, Hong Kong has witnessed escalating waves of intense and ugly anti-establishment riots, with all walks of life feeling deeply exhausted and troubled. What everyone wants most right now is to stop violence and curb disorder so that Hong Kong can return to harmony and stability. Unfortunately, the causes of this turmoil are complex as there are both internal and external factors. Although the situation seemed to have eased somewhat after the District Council election in November, the restless forces on all sides are still itching for actions.

At the legislature, opposition lawmakers have never distanced themselves from street violence and continued to disrupt the orderly conduct of the Legislative Council (LegCo) in an attempt to find ways to influence the functioning of the legislative system. In their latest move, they proposed a motion at a LegCo meeting in early December, where they brought political charges against the Chief Executive (CE) without any basis in a bid to abuse the LegCo's solemn constitutional powers to initiate the impeachment process of the CE and remove her from office. They wanted to bring the anti-establishment turmoil from the streets into the LegCo chamber in order to bring the executive and legislative institutions down. The pro-establishment camp will certainly not allow this to happen. Under the joint efforts of the pro-establishment lawmakers, the motion was rejected.



### Impeachment mechanism is very solemn in nature

It is true that the *Basic Law* has a mechanism for impeaching the CE, but the relevant provisions are very solemn in nature. While the motion tabled by the opposition lawmakers was in literal compliance with Article 73(9) of the *Basic Law* to bring charges against the CE for “serious breach of law and/or dereliction of duty”, the charges were grossly sketchy and the underlying arguments were incomplete, untrue and confusing, which really could not justify such serious charges.

The motion laid out some of what happened in June this year and claimed that “the Hong Kong Police Force under the leadership of the CE used excessive force to crack down on demonstrators” during large-scale protests outside the LegCo building against the amendments to the extradition law on 12 June. Accordingly, it accused the CE of violating her oath to uphold the *Basic Law*, “making many unconstitutional decisions”, and “violating



the public's freedom of expression and assembly as stated in the *Basic Law*". However, it lacked key details such as how many or what "unconstitutional decisions" were made. The motion was also misleading and full of bias. It made no mention that public consultation at that time showed that the proposed amendments had won majority support and that the amendment bill was intensely debated between supporting and opposing voices of the public when it was tabled. It also omitted mentioning how many radical demonstrators had committed dangerous violent acts such as hurling bricks, iron rods and metal barricades on 12 June that led to the police using corresponding force to clear the scene. Yet it asserted that the Government had "violently cracked down" on the demonstrators that day to curb their expression of opinion.

### Political charges are an attempt to spread white terror

The motion, jointly tabled by opposition lawmakers, seemed certain and confident in bringing serious charges against the

CE and the police. However, opposition lawmakers actually put forward three motions successively at the LegCo meeting that day to get the LegCo to appoint a select committee and empower it to exercise the powers under the *Legislative Council (Powers and Privileges) Ordinance* to investigate "the roles of the CE, relevant officials at the rank of Secretaries and Directors of Bureaux and the Police", "the Administration's decisions" and "the responsibilities it must shoulder", and "whether the police allegedly used excessive force when handling the protesters who were holding a peaceful assembly" in the clashes on 12 June. How could the opposition camp be able to table a motion to impeach the CE when they failed to clearly understand whether the police had used excessive force on that day, the Administration's decisions in the incident, and the roles of the CE and the police? While claiming to want to find out the truth, they had predetermined stance and passed judgement without trial, showing an extremely childish and irresponsible attitude.

### Stepping up protection of established institutions at critical juncture

Needless to say, since June, many large-scale public events and clashes have caused widespread social concern. The Independent Police Complaints Council has taken the initiative to review the incidents, including those that occurred on 12 June, and according to the authorities, a preliminary report will be submitted to the CE soon. If they really respect the truth, why don't the opposition lawmakers wait a little longer and at least take a look at the report? Or is it that it is more important for them to seize the moment to ride the current waves of anti-establishment and anti-government sentiments, and therefore they want to table this motion as soon as possible to create a talking point and undermine the Government's authority? In fact, it is well known to the public that the motion was filled with overgeneralization, randomly painting a picture of the CE "ignoring mainstream opposing views" and "using excessive force to crack down on peaceful assemblies". The opposition lawmakers even sensationally made baseless and outrageous political accusations that under the leadership of the CE, "Hong Kong is moving towards a totalitarian regime that sacrifices people's lives to consolidate government power" in an attempt to spread white terror.

The current turmoil, which began with the violent demonstrations in June, has today turned into a violent storm characterised by signs of colour revolution, emergence of terrorism, as well as anti-government and anti-establishment movements. It has spread to the international arena, seriously challenging the bottom line of the "one country, two systems" principle, national sovereignty and development interests. At this critical juncture, the LegCo together with the general public should not let down their guard in safeguarding Hong Kong's future and must step up efforts to protect our established institutions and Hong Kong. 🌀

This is a free translation. For the exact meaning of the article, please refer to the Chinese version.

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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## 港網保安仍待加強 專才需求愈趨殷切

### HK Badly Needs Cybersecurity Specialists

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在數碼年代，網絡安全已成為企業營運不能忽視的環節。但有調查指出，本港企業在保安管理、員工意識及主動性方面尚待加強。到底本港企業在網絡安全方面的發展是否已上軌道？而市場又是否提供足夠的相關專才呢？

A survey found that Hong Kong enterprises need to improve security management, staff awareness and proactiveness. Are Hong Kong enterprises on track in terms of developing cybersecurity? And does the market provide enough relevant specialists?

香港生產力促進局發表的《SSH 香港企業網絡保安準備指數 2019》調查報告，發現本港企業的網絡保安準備程度持續改善，其中以技術控制領域的表現最為理想，反映本港企業願意投放更多資源應對網絡攻擊。但報告同時指出，部分企業使用的保護措施技術較為過時，不足以應付日新月異的網絡保安問題。報告建議企業可進一步加強保安管理、員工意識及主動性方面的表現，藉此應付網絡保安的新威脅。



黎少斌 Edmond Lai

### 損失金額倍增證問題嚴重

談及本港企業所面對的網絡安全風險時，香港生產力促進局首席數碼總監黎少斌透露，根據上述調查報告的結果，顯示本港企業在過去一年遭受的網絡保安攻擊顯著上升，當中41%的受訪者表示曾受到外部攻擊，而2018年只有26%。當中以釣魚電郵（77%）、勒索軟件（42%），以及其他惡意軟件攻擊（22%）最為常見。他相信，有關數字上升與部分黑客販賣盜取得來的電郵帳戶有關。

根據香港警方統計，2019年上半年的電郵詐騙案共有401宗，與去年相若，惟金錢損失卻高達11.3億港元，較2018年同期增加48%，反映問題嚴重。“在勒索軟件以外，現時的惡意軟件亦不斷更新。”黎少斌說，此類軟件可以在電腦潛伏一段長時間，

並在互聯網擴散，滲透至網絡深層，或在使用者不知情下收集敏感資料，並由黑客放到地下市場販賣圖利。

### 勿為便利忽視基本保安

要有效提升網絡安全成效，黎少斌直言關鍵在於使用者的意識和認知，尤其是對第三方保安風險的關注。“調查顯示，63%受訪者便表示不知道公司如何管理給第三方的‘特權存取’。”他建議，企業可透過採用雙重認證、確保配置安全、修補保安漏洞等措施，在流程和技術層面上減少系統受到網絡攻擊的機會。

黎少斌認為，企業亦應盡力提高員工的網絡安全意識，避免為方便而給予員工過多的系統權限，並小心評估合作夥伴和服務供應商的網絡保安風險。他提醒，商業市場縱然爭分奪

秒，但企業在開發新服務和技術時，不應為追趕市場周期和便利等因素而忽視基本的資訊保安，應採用“從設計做起”的保安原則。

### 人才供不應求

要提高員工的網絡安全意識，除靠管理層推動外，由專責人員把關亦有助企業降低風險。黎少斌透露，市場對網絡安全專才的需求甚殷，單是亞太區便有260萬個有關網絡保安的空缺，所以目前的人力供應未能滿足市場需求。

黎少斌表示，與網絡安全相關的工程大致可分為三類，包括（1）負責日常網絡保安操作的管理員和保安事故回應的前綫人員；（2）協助企業設計制定和實現防禦策略、標準及政策的資訊保安顧問；（3）就保安措施的執行情況進行評估和審計的人員。

他續指，一般而言從事網絡安全的人士須取得電腦科學或相關學科的學士或碩士學位，以及資訊保安證書。而且他們亦須在保安及風險管理、網絡保安/架構、軟件開發保安或資訊科技保安等相關範疇，以及在互聯網及網絡保安方面具備一定知識。

### 持續增值 應對挑戰

隨着本港在金融科技和電子支付方面等發展不斷加快，而物聯網、人工智

能及大數據等科技亦日趨普及，黎少斌預期，市場對相關人才的需求將愈來愈大，為他們帶來可觀的發展前景。他預計，配合智慧城市和再工業化發展，加上5G服務正式在本地大規模應用，香港未來數年將會大量採用物聯網感應器和裝置，因此需要更多的網絡保安專家參與其中。

**A**ccording to the SSH Hong Kong Enterprise Cyber Security Readiness Index Survey released by the Hong Kong Productivity Council, Hong Kong enterprises had continued to improve their level of cybersecurity readiness and performed best in technology controls, reflecting their willingness to invest more resources to deal with cyberattacks. However, the survey also found that some enterprises were using technologically outdated protection measures that were not sufficient to cope with the rapidly evolving cybersecurity issues. The report

黎少斌重申，本港需要大量網絡保安人才為相關系統加強防禦，以抵抗網絡攻擊。惟他提醒，面對科技急速發展，相關人才亦須持續在不同範疇如雲計算保安、滲透測試、威脅情報分析和取證等自我增值，以迎合市場的需要。🔗

recommended enterprises to address new threats to cybersecurity by further improving their performance in security management, staff awareness and proactiveness.

### Escalating financial losses is evidence of serious problem

The findings of the above-mentioned survey show that there had been a significant increase in cyberattacks on Hong Kong enterprises over the past year, with 41% of respondents indicating that they had experienced external attacks, compared to only 26% in 2018. The most common

forms of attacks encountered were phishing email (77%), ransomware (42%) and other malware and botnet (22%). **Edmond Lai, Chief Digital Officer of HKPC**, believes that the increase in the figures was due to the sale of email accounts obtained by hackers.

According to the Hong Kong Police, there were 401 reported cases of email scams in the first half of 2019, similar to the previous year, but financial losses amounted to HKD1.13 billion, an increase of 48% over the same period in 2018, reflecting a serious problem. "Apart from ransomware, currently malware is constantly being updated." According to Lai, such software can lurk in the computer undetected for a long time and spread over the Intranet, penetrating deep into the network or collecting sensitive data without the user's knowledge for the hacker to sell in the black market for profits.

### Avoid overlooking basic security for convenience

Lai said that to effectively improve cybersecurity effectiveness, the key lies in

user awareness and perception, especially the attention to third-party security risks. He recommended enterprises to reduce their systems' vulnerability to cyberattacks at both the procedural and technical levels by adopting measures such as two-factor authentication, ensuring configuration security and patching security loopholes.

He believes that enterprises should also do their utmost to raise staff awareness of cybersecurity, avoid giving employees excessive system privileges for convenience, and carefully assess the cybersecurity risks of partners and service providers. He cautioned that enterprises should not lose sight of basic information security in order to catch up with market cycles and convenience. Instead, they should apply the principle of "security by design".

### Talent shortage

To raise staff awareness of cybersecurity, besides management's proactive involvement, specialists can also help enterprises reduce risks. Lai revealed

that the market is in high demand for cybersecurity specialists, with 2.6 million cybersecurity job vacancies waiting to be filled in the Asia-Pacific region alone.

According to Lai, the types of cybersecurity jobs can be broadly divided into three categories, including (1) administrators responsible for daily cybersecurity operations and front-line personnel responsible for security incident response; (2) information security consultants who assist enterprises in designing and implementing defence strategies, standards and policies; and (3) personnel who evaluate and audit the implementation of security measures.

He added that in general, those engaged in cybersecurity must have a bachelor's or master's degree in computer science or related disciplines, as well as an information security certificate. They also need to have some knowledge in areas such as security and risk management, cybersecurity/architecture, software development security or IT security, as well as Internet and cybersecurity.

### Continue to enhance value to address challenges

As Hong Kong's development in fintech and e-payment continues to accelerate, and technologies such as the Internet of Things (IoT), artificial intelligence (AI) and big data are becoming more and more widely adopted, Lai believes that the market will have a growing demand for relevant talents. He expects that with the development of smart cities and re-industrialization, coupled with the large-scale application of 5G services locally, Hong Kong will need a lot of IoT sensors and devices in the coming years, so it will require the involvement of more cybersecurity experts.

He reiterated that Hong Kong needs a large number of cybersecurity personnel to strengthen the defense of related systems against cyberattacks. However, he reminded that faced with rapid advances in technology, relevant talents must continue to enhance their value in various areas, such as cloud computing security, penetration testing, threat intelligence analysis and forensics, to meet market needs. 



## 清酒一瓢 匠心千重

### Every Drop of Sake is a Testimony of Artisanship

品酒不一定只在葡萄酒，口味多變的清酒，同樣深受歡迎，更被視為搭配不同食物的上佳之選。有人更將愛好轉化為學習動力，加入導師行列，冀藉推廣清酒文化，讓更多人領略箇中魅力。

Wine is not the only liquor that is worth savoring. The diverse taste profile of sake makes the alcoholic beverage highly popular; it is also regarded as a preferred choice for pairing with different food.

少年時代因情迷日本組合樂隊而自學日文的資深清酒導師李醒良憶述，自己在中學時已立志考進香港中文大學日本研究學系。其後順利入讀，其中一年更赴日當交換生，親身體驗當地的生活與飲食文化。外表宛若白開水，但口感層次卻異常豐富的清酒，令他留下深刻印象。



李醒良 Benny Lee

### 追求完美 口感豐富

“在發酵及釀造過程中，日式傳統技術與工序一絲不苟，為清酒賦予另一重生命，十分值得學習。”李醒良說，清酒或濃或淡，或酸或甜，當中更有部分極致佳釀更被譽為“神級酒”。李醒良認為那份在細節亦竭力追求完美的堅持與匠心，是日本文化的一大魅力。

李醒良補充，早年清酒的口感風味，一般被歸納為“蒸爽醇熟”四大類。

蒸，多為甘口，花果香味較重；爽，即口感清爽，易入口，配搭食物尤佳；醇，重身米味，也可能伴有果味，適合配搭肉類；熟，屬陳年酒釀，酒多呈琥珀色，較常佐以多汁類的食物。

但他續指，清酒近年也多了破格產品，將不同風格特色兼收並蓄，如有蒸爽酒、蒸醇酒等。故現時清酒已不只局限於四個分類，而是更趨博大精

深。他建議清酒愛好者應與時並進，了解清酒最新變化。

### 參考排名 宜多品嚐

日本每年皆有酒評網站收集當地網民意見，公佈十大清酒排名，以及舉辦日本清酒大賞等活動，限量出產的“十四代”、“而今”及“信州龜齡”等名釀常見榜上有名。李醒良直言，清酒愛好者可從主辦團體的代表性、背景、評審準則、投票人數等各方面，自行判斷這些排名及選舉的結果是否具公信力。一般而言，那些長年舉辦的清酒排名及大賞已有一定歷史，對不大熟悉清酒的初學者更具參考價值。

李醒良認為，主辦機構在意見收集方式及評審方向釐定等方面各有分別。現今資訊發達，他建議多參考不同評選結果，多留意重覆出現的品牌及酒款。但他補充，對清酒的口感和風格始終各有喜好，有人喜歡甘口，有人則對辛口情有獨鍾。故大部分人眼中的佳釀以至極品，固然有其優點，卻不一定適合自己。因此參考評選結果之餘，最重要還是多嘗試，以覓得心頭好。

### 配搭海鮮 帶出甜美

清酒清香怡人，濃淡有致，因此格外



李醒良 Benny Lee



李醒良 Benny Lee

適用於配搭食物，它與海鮮更是絕配。李醒良指，清酒含胺基酸較白酒多出最少五倍或以上，與海鮮的肌苷酸會產生一定反應，有助大幅提升鮮味，突出海鮮的味美甘甜。

若不知如何入手，李醒良建議初學者可考慮由較大眾化的產品開始，如較多人鍾愛具果香及果味，亦有人以出產地作為揀選準則，這一點與葡萄酒頗為相似。如東北出產的清酒清爽優雅，花香及米味亦較為平衡。選大品牌亦無不可，如香氣及味道較溫和的純米吟釀，也是入門之選。

至於個人喜愛的清酒名單，李醒良指“根知男山”、“李白”、“久保田萬壽”及“獺祭二割三分”等皆榜上有名。當中，“根知男山”更堪稱是他近年最愛。他形容這是一款細緻而溫柔的酒，兼具花果香及米味，有水果多汁感覺，既優雅又複雜，各方面均能達致平衡。“如在日本看到的話，務必入手。”🍷

**Benny Lee, Seasoned sake instructor** recalled how he began his self-learning journey of the Japanese language – when he was obsessed with Japanese bands during his teenage years. When Lee was studying Japanese Studies at the Chinese University of Hong Kong, he spent a year in Japan

as an exchange student and had the opportunity to immerse in local life and food culture. He was particularly impressed with sake – an alcoholic beverage that looks no different from plain water but features richly layered flavors.

### A sophisticated taste that strives for perfection

“Thanks to the traditional Japanese skills and processes meticulously executed over the course of fermentation and brewing, sakes are given another kind of life which is highly exemplary.” According to Lee, sake can be full-bodied or light, acidic or sweet. Some exceptionally created sakes are revered like god. Lee resonated with true artisanship demonstrated by the dedication and perseverance for perfection in every detail.

Lee added that the mouthfeel and flavors of earlier sakes were generally grouped into four categories, namely “steamed, refreshing, smooth and mature”. The “steamed” variety is mostly bitter-sweet, floral and fruity; the “refreshing” type gives your palate a crisp and pleasant mouthfeel, making it ideal to pair with food. The “smooth” variety has a strong rice taste that could have a faint fruity note; it is suitable for pairing with meat. The “mature” type is



李醒良 Benny Lee

an aged sake which usually has an amber tone. It is commonly paired with food with sauces.

He further explained that there are more unconventional sake products that integrate the characteristics of different styles in recent years. There are now “steamed and refreshing”, “steamed and smooth” sakes, etc. He suggested sake lovers to stay updated with the latest trends of the beverage.

### **Broaden your sake experience with reference to rankings and tasting different products**

Popularity online surveys are conducted every year by Japanese wine-tasting websites, which collect the views of local netizens and announce top ten lists; they also organize events such as Japanese Sake Awards. Produced in limited quantities, well-known brands such as “Juyondai”, “Jikon” and “Shinshu Kameyowa” are often seen on the lists. Lee candidly commented that sake

lovers could judge the credibility of these rankings and voting results by evaluating the representation, background, judging criteria and the number of voters. Generally speaking, sake lists and awards that have been running for years would serve as better references for beginners who know little about sake.

Lee reckoned that with a wealth of readily available information in this day and age, it is wise to look at ranking results from different sources and take note of brands and types that appear repeatedly. He added that the mouthfeel and styles of sake is a personal preference. As such, on top of taking reference from tasting and voting results, it is more important to keep an open mind and sample more varieties to identify what one truly likes.

### **Sake brings out the sweetness of seafood**

Sake pairs very well with food, especially seafood. According to Lee, the amino acid content in sake is at least five times more than white wine. Certain reactions occur

with the inosinic acid in seafood and help to elevate the freshness and highlight the natural sweetness of seafood.

For novices who do not know where to start, Lee suggested to first consider more popular products. Provenance is also a preferred selection criterium. For example, sakes produced in north eastern Japan are refreshing and elegant; they have a more balanced floral note and taste of rice. Top brands are also a good choice. Junmai jingo, which features a mild aroma and taste, is a great beginner's choice.

As for his personal favorites, Lee named “Neichi Otokoyama”, “Rihaku”, “Kubota Manju” and “Asahi Shuzou Dassai '23'”. Amongst them, “Neichi Otokoyama” tops his list in recent years. He described this as a delicate and mild liquor that has a floral note, the taste of rice and the succulence of fruits – it is elegant, sophisticated and well balanced. “I buy it every time I see it in Japan.” 

# 好書推介 — 《東江水一本通》 東江水是如何供港的？

## Book Recommendation: *All about Dongjiang Water* How is Dongjiang Water Imported into Hong Kong?



1965年2月27日東江 - 深圳供水工程落成典禮  
A ceremony was held on February 27, 1965 to mark the completion of the Dongjiang-Shenzhen Water Supply Scheme.



情認知，當前最缺乏的是普及讀物，《東江水一本通》是一次嘗試。

### 普及東江水歷史知識

香港人天天飲用東江水，卻鮮有人說得出東江水供港的歷史淵源及當中細節。此書是一次彌足珍貴的機會，讓

我可以把一份厚重的研究報告，改寫為普及讀物。

《東江水一本通》之可靠，因其所據的“根本”是全國港澳研究會一個委託課題《香港與內地關係視野中的東江水供港問題研究》。這份20多萬字的專家報告由姜海萍、張承良、鄧

開頌三位執筆。而港版則由我在獲授權下改編為約八萬字的小書，重整結構，令它由編排到用字都更適合香港讀者。

### 上溯歷史話源頭

由第一章“樓下關水喉 — 香港需要引入東江水”開始，為大家回溯1950-



## 《東江水一本通》 All about Dongjiang Water

作者 Author:  
余非 Yu Fei

三聯書店（香港）有限公司  
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60年代，於我是父母輩的往事。鐵製大水桶、搬運食水可以賺生活費、樓下關水喉、借水與“乾浴法”、疫症加重水資源的負擔，以及海水沖廁系統的建設等等，是香港人最有印象的集體苦困。

其後稍為上溯19世紀前後，英國殖民政府初佔香港時的情況。之後再帶出戰後逃難離港的人口回流香港，以及國共內戰大批人口南遷，既令香港人口急增，也帶動製衣、漂染等工業在香港的發展，而當中成一條龍發展的製衣業，其上端漂染業需要大量水資源。1950年代末至1960年代之交，香港遇上長達多年的少雨偏乾罕的週期，令1960年前後特別缺水。當時的應急方法是由深圳臨時供港食用水，以及容許港英政府到珠江口取用淡水。

第二及三章是關鍵正文，第二章“由深圳水庫發展至東深供水工程”、第三章“東江水的源頭及流域概況”皆為重要的東江水供港的普及知識。

1959年中開始動工興建的深圳水庫，是國家於困難時期動用人力物力建成的大水庫。工程的高峰期有近四萬人開工，相關的視頻及照片今天仍可在網上找到，其壯觀處，令人驚歎。第三章詳述此水庫之興建，由周恩來總理親自關注，可於百日內建成堤壩。至1963年深圳水庫擴展規模，成為東深供水系統。東深供水工程的建設費用由中方獨力承擔，接受供水的港英政府不用注資。

東深供水工程全長83公里的施工概況，例如其主力供水項目石馬河分級提水工程靈感來自小學課本“烏鴉喝水”的故事。可以說，東深供水工程的改進與中國同步發展。隨着國家科技及管理能力的逐步提升，東深供水工程40多年間進行了三次擴建及一次大改造。三次擴建分別於1974、1981、1990年進行，大改造於2000至2003年進行，都和供水的機制及保護水質有關。至於香港社會有部分人炒作東江水水質問題，本書第四章詳細為大家解惑。

### 傳說紛紜 解惑釋疑

第四章“東江水價格”及第五章“馬來西亞向新加坡供水的成本與價格”則是與專家研究後，要求新增及擴展內容的兩個章節。不說不知，因為工業轉移，香港工業用水減少，再加上大自然週期遇上多雨季節，早在1990年代及以後，已有減少供水的協議；及後，因國家的管理及科技力量之提升，供港用水量已可彈性處理。凡此種種，閱讀本書後，便不會再輕信“倒東江水落海”這種謠言。

本書也用了整個第五章詳細解說馬來西亞向新加坡供水的案例，寫到海水化淡，本人更在改編專家提供的原材料之餘，輔以香港立法會兩次考察新加坡的報告作參考。

總而言之，全書為香港讀者而設。改編之外，對部分港人知之不詳的相關

知識，如歷史背景，書內會用插入的小方格為讀者簡單解釋。盡量名副其實地做到談東江水，可以“一本通”的效果。📖

文章作者：余非（小標題為編者所加）  
資料來源：知書

In the scope of nurturing an awareness of national affairs, materials targeted for the general public's leisure reading are currently lacking. *All about Dongjiang Water* is an attempt to help close this gap.

### Popularizing the history of Dongjiang Water

While Hong Kong people consume Dongjiang water every day, very few could actually talk about the historical origins or details about how Dongjiang water is supplied to Hong Kong. This book is a rare and invaluable opportunity for me to turn a substantial research report into a popular reader.

*All about Dongjiang Water* is based on a study commissioned by the Chinese Association of Hong Kong & Macao Studies, entitled *Dongjiang River and Sentiments from Two Places*. I was authorized to transform and adapt the expert report (with more than 200,000 words) into a smaller volume with around 80,000 words. The final book was re-structured so that the layout and word usage are more suited for Hong Kong readers.

### Historical origins

The main text begins in Chapter 1, where I discuss the anecdotes of the generation of my parents during the 1950s-60s. Iron barrels were used for carrying water, and transportation of water was a paid job. Lower floors were always asked to turn off their faucets, water was borrowed, and people cleaned themselves without using water. The burden of water resources was worsened by epidemics, and seawater flushing systems were constructed. All these were the difficulties remembered most vividly by Hong Kong people.

Then I briefly traced back to the time of the turn of the 19th century, the early stage of Hong Kong when it was governed by the British colonial government. Readers can then read about the Hong Kong population who had returned to the city after fleeing at wartime. The chapter next looks at the

influx of immigrants who fled China from the civil war between the Communist Party and the Kuomintang. This resulted in a sharp rise in the city's population and at the same time propelled the development of garment, dyeing and other industries in Hong Kong. By late 1950s and early 1960s, Hong Kong suffered from a drought cycle that lasted for years. At the time, the contingency method was to temporarily supply drinking water to Hong Kong by Shenzhen; the British-Hong Kong Government was also allowed to take fresh water from the Pearl River Estuary.

Chapters 2 and 3 are the critical part of the main text, which discusses the water supply to Hong Kong from Dongjiang River in an easy to understand manner.

Shenzhen Reservoir, whose construction commenced in mid-1959, is a huge reservoir built by China with tremendous manpower and resources during a difficult time. During peak workload periods, close to 40,000 people were working on the project. Related videos and pictures can still be searched from the Internet today. Chapter 3 thoroughly discusses the construction of this reservoir, which attracted the attention of Premier Zhou Enlai. Shenzhen Reservoir was expanded in 1963 and became the Dongjiang-Shenzhen Water Supply System. The costs for constructing the Dongjiang-Shenzhen Water Supply Scheme were solely covered by

China; the British-Hong Kong Government, the recipient of the water supply, did not have to inject money into the project.

Running a total of 83 km, the Dongjiang-Shenzhen Water Supply Scheme has been improving with China's development. Thanks to the gradual advancement of the country's technology and management capacity, three expansions and one major overhaul took place at the Dongjiang-Shenzhen Water Supply Scheme over 40 years. The myths about the quality of Dongjiang water, as cooked up by certain sectors in Hong Kong society, are busted in Chapter 4.

### Myth buster

Chapters 4 and 5 are two additional and expanded chapters requested after discussing with the experts. The readers may not be aware that as early as in the 1990s (and after so), agreements about reducing the volume of water supply were already in place. Subsequently, the advances in China's management and technology made it possible to handle the water supply volume with flexibility. After studying this book, readers will no longer fall into rumor traps such as "Dongjiang water is thrown into the ocean".

Chapter 5 of the book is fully dedicated to explaining the case of Malaysia's water supply to Singapore. For the topic of

desalination, I did more than adapting the raw materials provided by the expert writers by supplementing it with the reports of two field visits to Singapore by the Legislative Council of Hong Kong as reference.

All in all, the whole book is written for Hong Kong readers. In addition to the adaptation, relevant knowledge not known by locals in full, such as the historical background, is presented in the format of text boxes in the book to offer simple explanation to readers. Every effort is made such that the book can live up to its name – to include everything about Dongjiang Water. 📖

Author of the article: Yu Fei (sub-headings were added by the editor)

Source: NowBook

如欲收聽《東江水一本通》的解讀錄音，請即下載知書 APP。  
If you would like to listen to a commentary of *All about Dongjiang Water*, please download the "NowBook" APP (Chinese version only).



## 8折 購買《東江水一本通》

Enjoy 20% off for purchasing *All about Dongjiang Water*

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# 中總論壇 展望2020經濟 CGCC Forum Explores 2020 Economic Outlook





**本**會舉辦今年首項重點活動“中總論壇”，從宏觀角度展望經濟發展。今年財政司司長陳茂波應邀擔任主旨演講嘉賓，國務院發展研究中心副主任王一鳴及中國銀行（香港）首席經濟學家鄂志寰擔任專題演講嘉賓，分別展望香港金融發展以及宏觀經濟走勢。

論壇亦設有對談環節，邀請王一鳴、鄂志寰、香港零售管理協會主席謝邱安儀、香港旅遊業議會主席黃進達及香港資訊科技聯會會長邱達根擔任嘉賓，探討香港如何應對挑戰與抓緊機遇。(8/1)

論壇演講內容精華請參看下期《商薈》

**T**he Chamber's first highlighted event for this year, the CGCC Forum gave analyses on the economic outlook from a macroscopic perspective. **Paul Chan, Financial Secretary**, was invited to be the keynote speaker. Guest speakers in this year were: **Wang Yiming, Vice President of Development Research Center of the State Council of China** and **Zhihuan E, Chief Economist of Bank of China (Hong Kong)**. They looked on ahead to the financial development and macroeconomic trend of Hong Kong.

Their speeches were followed by a panel discussion where the guest speakers, including **Wang, E, Annie Yau Tse, Chairman of Hong Kong Retail Management Association**; **Jason Wong, Chairman of the Hong Kong Travel Industry Council** and **Duncan Chiu, President of Hong Kong Information Technology Joint Council** shared views on the issues about challenges and opportunities in Hong Kong. (8/1)

For the highlights of the speeches, please refer to the next issue of CGCC Vision.





李軍 (右) Li Jun (right)

## 開拓瓊港 新商機

### Exploring Business Opportunities in Hainan



童道馳、阿東 (前排右五、右四)  
Tong Daochi & A Dong (fifth from right & fourth from right, front row)

**本**會會長蔡冠深日前率領超過30人代表團赴海南海口、三亞、瓊海及文昌市考察，與海南省委副書記李軍、省委常委及統戰部部長肖傑、海口市市長丁暉及副市長王磊、三亞市委書記童道馳及市長阿東、文昌市長王曉橋、瓊海市政協主席符傳富、副市長王文若等省市領導會面，了解海南建設自由貿易試驗區、探索建設自貿港的最新發展，探討及開拓與香港合作商機。

李軍歡迎本會代表團到訪，並指出剛結束的中央經濟工作會議提到要推動建設海南自由貿易港，呼籲香港工商界抓緊商機，海南提供便利高效的營商環境。童道馳指三亞市近年舉辦不少如電影節、帆船比賽等國際活動，促進產業轉型升級。他希望中總積極參與海南自貿港建設，推動兩

地合作。丁暉則介紹了江東新區、綜合保稅區等重點園區，期待更多港商到海口參觀考察、投資興業。

在瓊期間，考察團亦參觀了三亞郵輪遊艇旅遊產業園、國際免稅城；海口綜合保稅區、海南生態軟件園、海南省大數據中心；博鰲樂城國際醫療旅遊先行區、博鰲亞洲論壇永久會址、南海博物館；文昌國際航天城、文昌航天超算中心等。(11-14/12) 

**L**ed Jonathan Choi, Chairman of the Chamber, a delegation with more than 30 members visited Haikou, Sanya, Qionghai and Wenchang in Hainan. They have met with **Li Jun, Deputy Secretary of CPC Committee of Hainan; Xiao Jie, Standing Committee Member and United**



丁暉 (左) Ding Hui (left)



**Front Work Department Director of CPC Committee of Hainan; Ding Hui, Mayor of Haikou; Wang Lei, Vice Mayor of Haihou; Tong Daochi, Secretary of CPC Committee of Sanya; A Dong, Mayor of Sanya; Wang Xiaoqiao, Mayor of Wenchang; Fu Chuanfu, Chairman of Qionghai Municipal Committee of CPPCC and Wang Wenruo, Vice Mayor of Qionghai.** During the meetings, they knew more about the recent development of Pilot Free Trade Zone and Free Trade Port in Hainan and discussed about the business opportunities between Hainan and Hong Kong.

Li welcomed the delegation. He asked the Hong Kong business sector to grasp the business opportunities brought by Hainan Free Trade Port, as it was mentioned in the recent Central Economic Work Conference. Tong took film festival and sailing regatta as examples to explain Sanya

is promoting enterprise transformation and upgrading. He hoped the Chamber to participate in the development of Hainan Free Trade Port actively. Ding introduced Jiangdong New District and Bonded Trade Area to the delegation. He looked forward to the Hong Kong businessmen to invest in Haikou.

During the time in Hainan, the delegation also visited the cruise and yacht industrial park and international tax free city in Sanya; the bonded trade area, software industrial park and big data center in Haikou; Boao Lecheng International Medical Tourism Pilot Zone, the permanent venue of Boao Forum of Asia and China (Hainan) Museum of the South China Sea in Qionghai and Space City and National Supercomputer Center in Wenchang. (11-14/12) 📍



## 粵港澳主要商會高層圓桌會議召開 High-Level Roundtable Meeting Among Major Chambers of Commerce in Guangdong, HK & Macao



**第**20次粵港澳主要商會高層圓桌會議於本會禮堂召開，來自粵港澳的主要商會派代表出席，重點探討商會在粵港澳大灣區發展的合作，圍繞促進大灣區內高科技產業合作交流及科技成果轉化，以及大灣區內企業深度參與“一帶一路”建設等議題展開深入討論。本會會長蔡冠深、副會長胡曉明及常董李引泉出席會議並發言。(18/12) 📍

**T**he 20th high-level roundtable meeting among major chambers of commerce in Guangdong, Hong Kong and Macau was held in the Chamber's Hall. Representatives from major chambers in the three places joined together to discuss about cooperation, especially in the area of high-tech industry and “Belt and Road Initiative”, in the Guangdong-Hong Kong-Macao Greater Bay Area. **Jonathan Choi, Herman Hu and Li Yinquan, the Chamber's Chairman, Vice-chairman and Standing Committee Member** respectively, participated and delivered speech in the meeting. (28/12) 📍



## “國慶70載 我家·我國”攝影比賽 圓滿結束

### Photo Competition for the PRC's 70th Anniversary Concluded

**為**慶祝國慶70周年，本會特別主辦“國慶70載 我家·我國”攝影比賽。參賽作品以表達家國情懷，並展現香港與祖國緊密聯繫、共融發展的一面為主題。是次比賽反應踴躍，參賽作品逾1,000張。

比賽獲民政事務局和香港中華攝影學會參與協辦，並邀得香港中華攝影學會永遠名譽會長吳連城、謝衍澤、名譽會長及副會長吳民權、名譽會長丘志明，以及本會副會長陳仲尼、永遠榮譽會長胡經昌擔任評審委員。經過嚴格評選，兩組的得獎者已於11月選出，並於日前舉行頒獎典禮。(5/12) 📷

**T**he Chamber organized a photo competition earlier in celebration of the 70th anniversary of the PRC. Entries showed harmonious scenes and developmental relationships between the Mainland and Hong Kong. The competition received overwhelming response with over 1,000 entries.

The competition was co-organized by the Home Affairs Bureau and the Chinese Photographic Association of Hong Kong (CPAHK). Sitting on the judge panel of the competition were: **Ng Lin-sing** and **Tse Yin-chak**, **Hon Life Presidents**; **Ng Man-kuen**, **Vice-President** and **Hon President** and **Yau Chi-ming**, **Hon President of CPAHK**, as well as **Rock Chen**, **Vice-chairman** and **Henry Wu**, **Life Honorary Chairman of the Chamber**. Winning entries came out after thorough selection in November, and a prize presentation was held. (5/12) 📷

冠軍 Champion



繪畫中國夢  
Painting the Chinese Dream  
曾衛真 Zeng Weizhen

優異獎 Merit Awards



一橋相通心連心  
A Bridge to Connect Hearts  
任慧森 Bella Yam



香港：多元文化  
Hong Kong: Cultural Diversity  
高永 Kevin Ko



水龍歡聚在龍潭  
Water Dragons in Dragon Lake  
林妙芳 Lam Miu-fong



回歸紀念日  
Establishment Day  
黃達強 Wong Tat-keung



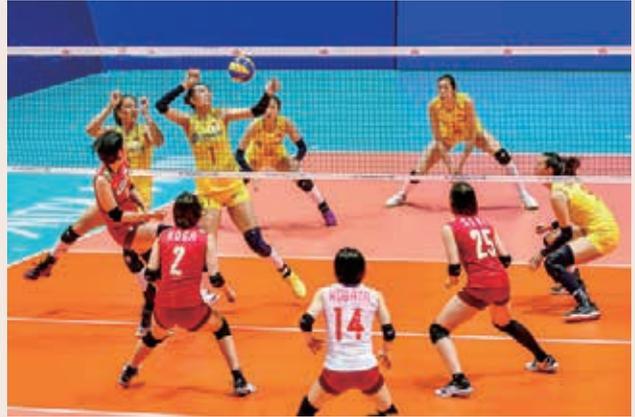
中國欖球啦啦隊  
China Rugby's Cheerleading Team  
靳子森 Peter Kan

亞軍 1st Runner-up



香港道地的風土民情  
A Common Scene in Hong Kong  
羅國建 Law Kwok-kin

季軍 2nd Runner-up



中國女排到港作賽  
China Women's Volleyball Team in Hong Kong  
李英華 Lee Ying-wah



巨龍傳承中國人中國夢  
Giant Dragon Propagates Chinese People & Chinese Dream  
邵建鴻 Siu Kin-hung



城市的脈搏  
Pulse of the City  
馬海濱 Ma Haibin



中國脊梁  
China's Backbone  
彭炯新 Peng Jiaogxin



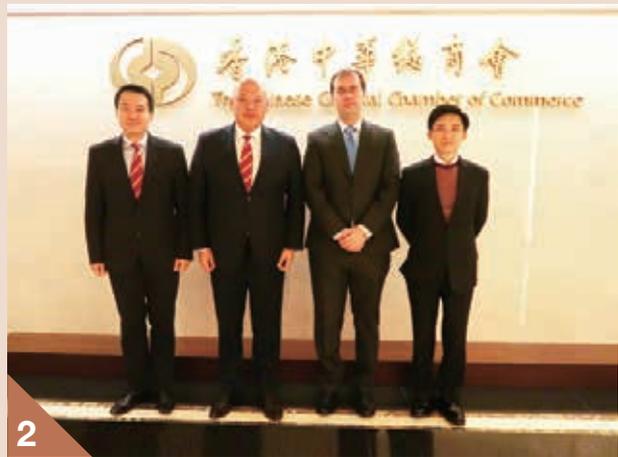
迷離霧境  
Mystical Mists  
劉海惠 Lau Hoi-wai



國家好香港好  
China Does Well, So Does Hong Kong  
潘惠強 Poon Wai-keung

哈薩克斯坦駐港總領事（左）**Rashid Yerishev** 表示，哈薩克斯坦與中國一直保持友好關係，而哈國更是“一帶一路”政策中的陸路樞紐。他指出現時有大約250名當地學生受惠於香港特區政府設立的“一帶一路”獎學金在港留學，未來希望繼續加強雙方聯繫，落實與港簽署雙重稅收協定及投資保障協議，並加強當地食品出口到港。(10/12)

**Rashid Yerishev** (left), **Consul-General of Kazakhstan in HKSAR**, said the Sino-Kazakh relationship is harmonious from time to time. Moreover, Kazakhstan is the regional hub in the “Belt and Road Initiative”. Thanks to the Belt and Road Scholarship established by the HKSAR government, there are about 250 Kazakhstani students studying in Hong Kong. He hoped to strengthen the mutual relationship by implementing the double tax treaty and investment protection agreement. It is also hoped that there will be more Kazakhstani food export to Hong Kong.



## 接待嘉賓 Reception of Guests



1. 荷蘭駐華大使賀偉民（右二）、荷蘭駐港總領事 Annemieke Ruigrok（左二）(12/12)  
Wim Geerts (second from right), Ambassador of the Kingdom of the Netherlands to China and Annemieke Ruigrok (second from left), Consul-General of the Kingdom of the Netherlands in HKSAR

2. 匈牙利駐港副領事 Gergely Granyak（右二）(5/12)  
Gergely Granyak (second from right), Deputy Consul-General of Hungary in HKSAR

3. 俄羅斯中小企業聯合會主席 Alexander Kalinin（前排右五）(20/12)  
Alexander Kalinin (fifth from right, front row), President of the OPORA Russia SME Association

# 普天同慶 賀聖誕 Christmas Celebrations



婦女事務委員會於深灣遊艇俱樂部舉辦“2019冬日火熱聖誕派對”，邀得中聯辦協調部副部長王雲波、處長白靜，以及香港中華廠商聯合會、香港中華出入口商會和香港中國企業協會婦委會代表等出席，席間設團體遊戲、歌唱表演等環節，場面熱鬧愉快。(12/12)

Ladies' Committee hosted a Christmas Party at the Aberdeen Marina Club. Wang Yunbo, Deputy Director and Bai Jing, Division Director, of the Coordination Department of the Liaison Office of the Central People's Government in the HKSAR, were invited to participate. Among others, participants were included the representatives from Ladies' Committees of the Chinese Manufacturers' Association of Hong Kong, the Hong Kong Chinese Importers' & Exporters' Association and the Hong Kong Chinese Enterprises Association. Group games and singing performance were the highlights of the party.





青年委員會舉辦聖誕聯歡晚會，席間設交換禮物及遊戲環節，氣氛熱鬧。(9/12)

The Young Executive's Committee organized a Christmas party, featuring entertainments such as games and gifts exchange.



地區事務委員會五個分區聯絡處，亦舉辦會員聖誕聯歡晚宴，並由地區事務委員會合唱團演唱揭開序幕，席間還有歌舞表演、互動遊戲及幸運大抽獎等助慶。(17/12)

Five District Liaison Groups of the District Affairs Committee also hosted a Christmas Dinner Party for their members with singing performance, interactive game and lucky draw.



## 會員活動 Members' Activities



1. 粵港澳大灣區委員會舉辦“橫琴機遇創商機”推介會，介紹橫琴自貿區開設公司優惠、港企跨境辦公優惠、投資置業須知等。(12/12)

The Greater Bay Area Committee organized a promotion conference introducing preferential policies for setting up business in the Hengqin Free Trade Zone, benefits for cross-border office of Hong Kong enterprises' and notices for investment and property purchasing.

2. 新界區聯絡處主辦“中小企節能資助計劃”晚餐講座，中華電力有限公司客戶經理陳卓民應邀主講，鼓勵商戶更換或添置更具能源效益的設備，響應環保節能。(10/12)

**Chan Cheuk-man, Account Manager of CLP** was invited to be the guest speaker in the dinner talk organized by the New Territories District Liaison Group about the “SME Energy Saving Funding Schemes” of CLP. Chan encouraged merchants to support energy saving by using equipment with better energy efficiency.

3. 港島東區聯絡處組織委員再次探訪警署，為警隊加油打氣，並感謝前線警員的辛勞。(30/12)

Island East District Liaison Committee visited Police Station again, to express solicitude for the police force and thank for the hard work of the frontline police.

