

DEC 2014

# 商 卷

CGCC VISION

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## 大嶼山 - 離島化身樞紐

LANTAU - FROM AN OUTLYING ISLAND  
TO A HUB

中國“依法治國”的經濟啟示  
Economic Implications of  
China's "Rule of Law"

第49屆會董就職典禮  
The 49th Term Committee  
Inauguration Ceremony



香港中華總商會

The Chinese General Chamber of Commerce

HK\$20

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商營  
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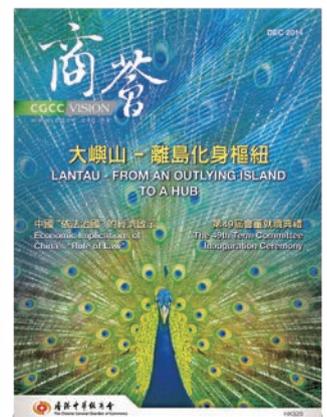
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## 關注民生發展 促進社會和諧

### Improving People's Livelihood and Forging Social Harmony

**早**前，中總就新一年度《施政報告》及《財政預算案》向特區政府提交意見書。因應目前社會形勢發展和市民大眾需要，我們認為特區政府應繼續在房屋及土地供應、青年發展、扶貧安老及支援中小企等範疇重點著墨。與此同時，特區政府亦應抓緊國家未來改革發展的大方向，全面深化與內地的經貿合作，為香港創造更大的發展空間。

#### 加快房屋及土地規劃 引導樓市健康發展

近年，市民對樓價、租金、公屋輪候時間等問題相當關注。我們期望當局能積極關顧基層和中產的住屋需要，包括增加公營房屋供應、加強處理濫用公屋情況，並考慮加建居屋並放寬申請門檻，協助更多市民置業。

此外，當局亦可研究透過簡化工廈活化程序，放寬工廈重建或改建限制，特別是在推動九龍東、大嶼山等新發展規劃時，增加和協調商廈、商舖的供應，減低核心商業區租金壓力，為本港拓展商業用地提供更大彈性。

#### 全面支援青年發展

鑑於青年對住屋置業需求日益提升，我們建議特區政府可考慮興建青年公寓，以提供較市價相宜的住所予單身年青人和新婚年青夫婦。青年公寓可由現時工廈重建，並透過給予發展商免補地價優惠等方式，降低建築成本。

另一方面，當局可考慮設立青年創業基金，資助成功申請的個案，為年輕人提供創業機會，並且加強與商界合作，包括提供創業方面的培訓、邀請企業家分享成功經驗等。

為加強本港青少年對國家歷史的正確認識，我們建議當局把中國歷史列為中學必修科，特別是在課程設計上加強講授近代史，讓青少年更深入了解國家的發展。

#### 推動扶貧及安老工作

中總向來重視社會和諧發展，並積極透過“愛心行動”凝聚和傳遞工商界愛心與關懷。我們亦期待特區政府能繼續善用財政盈餘，深化扶貧安老的相關工作。我們建議當局可考慮增加對長者的資助，例如提升長者生活津貼的金額、擴大對老人院舍宿位的資助，並提供財政誘因鼓勵子女與父母同住及照顧父母。

目前，社會對於是否推行“全民退休保障”有着不同意見，當中涉及長者福利制度的重大改革，我們認為當局必須審慎評估其帶來的影響和相關財政可持續性，不可輕率推行。

#### 加強支援中小企

中小企是香港經濟發展的重要基石，特區政府應繼續加強對中小企的協助，例如延長各項中小企支援計劃和提高資助金額，增加稅務優惠，並簡化行政手續和縮短審批時間；長遠應考慮統一各項資助計劃，並提供較高貸款額和較長信貸保證年期。此外，當局亦要密切關注“佔中”對中小企營運的影響，並適時提供相應支援。

#### 深化與內地經貿合作

除促進社會民生發展外，我們認為特區政府亦應加強香港與內地經貿合作，包括進一步深化 CEPA 服務業合作內容、擴大本港離岸人民幣業務範疇及強化與南沙、前海、橫琴的聯繫發展等，為香港未來經濟發展注入新動力。目前正值國家“十三五規劃”籌備之際，特區政府應積極參與，把握國家未來改革發展的方向，在日漸激烈的城市競爭中鞏固香港的中介角色定位。

展望新一年，本會將繼續支持特區政府依法施政，並期望當局盡快展開第二輪政改諮詢工作，在全國人大常委會的決定和《基本法》的框架下，就普選的細節、具體選舉程序等進行討論，凝聚社會共識，為實現“一人一票”普選行政長官、促進社會和諧發展作出努力。🔗

**C**GCC has earlier submitted a position paper on the *Policy Address* and *Budget* for the coming year to the HKSAR Government. Given the current social development and the public's needs, we reckon that the HKSAR Government should keep a focus on areas such as housing and land supply, youth development, poverty alleviation, care for the elderly and SME support. Meanwhile, the Government is expected to have a good grasp of the major direction of China's reform and development in future, broadening the development space for Hong Kong by deepening its economic cooperation with the Mainland.

### **Expediting Housing and Land Planning for Healthy Development of Property Market**

The public has been much concerned about issues such as property prices, rents, as well as the waiting time for the allocation of public rental housing units. We expect that the authorities can be more responsive to the housing needs of the grassroots and middle class by, for example, increasing public housing supply and stepping up actions against public housing abuse. Consideration should also be given to building more housing units under the Home Ownership Scheme (HOS) and lowering the application thresholds for HOS housing, so as to help more citizens to purchase their homes.

Besides, the authorities can consider relaxing the restrictions for industrial building redevelopment and conversion by streamlining the procedures for industrial building revitalization. Particularly in driving new development plans in Kowloon East and Lantau forward, the supply of commercial buildings and shops should be increased and coordinated as a means to lower the rental pressure in core business districts and allow higher flexibility for the commercial land development of Hong Kong.

### **Providing More Comprehensive Support on Youth Development**

In view of the youth's rising demand for residence and home purchase, we suggest the HKSAR Government consider building youth apartments that provide residence for young singletons and newly-wed young couples at lower-than-market rates. These youth apartments can be converted from existing industrial buildings, and their construction costs can be reduced by offering incentives such as premium waiver to developers.

To provide young people with opportunities for starting business, the authorities can consider setting up a youth startup fund that offers financial support to successful applications. They can also enhance cooperation with the business sector by, for example, providing training on business startup and inviting successful entrepreneurs to share their experience.

To strengthen the local youth's correct knowledge of China, we suggest Chinese History be made a compulsory subject in secondary schools and more emphasis be put on the teaching of modern history in devising the subject's syllabus, so that young people can have a better understanding of the country's development.

### **Promoting Poverty Alleviation and Elderly Care**

CGCC has long recognized the importance of harmonious social development, and is eager to unite the business community to extend care for society through its "We Care • We Share" Campaign. Furthermore, we look forward to the HKSAR Government keeping up its effective use of fiscal surplus and putting greater efforts on poverty alleviation and elderly care. We suggest the authorities consider giving more financial support to the aged. For instance, the Old Age Living Allowance can be increased, subsidies to residential care homes for the elderly be extended, and financial incentives be provided to encourage offspring to live with and provide for their parents.

Now society has mixed views on whether a universal retirement protection system should be introduced. As the issue can involve fundamental changes in the welfare system for the elderly, the authorities should have careful assessment on its impacts and the associated fiscal sustainability; hasty introduction is strongly not recommended.

### **Stepping up SME Support**

SMEs are a cornerstone of Hong Kong's economic development. The HKSAR Government is expected to continue stepping up its support for SMEs. For example, the SME support schemes should be extended with higher funding amounts, more tax concessions be provided, and the administrative procedures and approval time of the support schemes be simplified and shortened. For the long run, the various funding schemes should be consolidated while offering higher loan amounts and longer guarantee periods. In addition, the authorities should pay close attention to the impact of "Occupy Central" movement on SMEs' operation and render assistance to them in a timely manner.

### **Forging Closer Economic Partnership with the Mainland**

We believe that while facilitating improvement in social livelihood, the HKSAR Government should also forge closer economic partnership between Hong Kong and the Mainland. To inject fresh momentum into Hong Kong's future economic development, efforts should be made to deepen the contents of the service industry cooperation under CEPA, expand the scope of the offshore RMB business of Hong Kong, and promote joint development with Nansha, Qianhai and Hengqin. Now that China is planning for its "13th Five-year Plan", the HKSAR Government should take an active part in the planning to keep abreast with the way forward of the country's reform and development, such that Hong Kong can reinforce its intermediary role in the intensifying competition with other cities.

Looking into the next year, CGCC will remain committed to supporting the HKSAR Government's administration according to the law. And we expect that the second-round consultation on the constitutional reform can be launched very soon, in which the details of election by universal suffrage and specific election procedures will be discussed on the basis of the NPC Standing Committee's decision and the *Basic Law*. CGCC will strive to forge consensus in society, making contribution to a "one-person-one-vote" election of the Chief Executive and to social harmony. 





# 大嶼山 — 離島化身樞紐

昔日大嶼山只是供市民度假的離島，在經濟上飾演配角。赤鱸角機場、東涌新市鎮及迪士尼樂園等建設，為大嶼山增添居住、交通物流和旅遊功能。展望未來，大嶼山將迎來劃時代的轉變，這個位於香港西陲的離島功能可望進一步提升，成為區域交通樞紐和都市副中心，在經濟及社會發展中擔當重要角色。



## 方舟

香港一國兩制研究中心總研究主任  
大嶼山發展諮詢委員會委員

### “大嶼山有望成為香港都市副中心”

**過**去本港的城市發展，一直將主要經濟活動集中於港島北側和九龍半島，形成了沿着維港兩岸狹長地帶的核心商務區。隨着經濟及社會不斷發展，原來的都市中心已過度擁擠，出現發展空間供求失衡而引致的租金上升，營商成本高昂，窒礙本港進一步發展。要突破局限，必須思考在原有的都市中心外，規劃“都市副中心”，以作為本港發展的重要策略。

“都市副中心”的概念最先由倫敦、巴黎、東京等大城市應用，與中央商務區共同構成城市的商業、商務體

系，推動城市發展從單核心模式逐漸演變為多核心發展模式。在本港，都市副中心除直接紓緩現時租金高昂的問題外，還會有所突破，成為經濟發展新的動力來源，拉動周邊地區的發展。同時，都市副中心可承載更多商業、文化、旅遊等功能，進一步平衡本港的整體功能佈局。

#### 大嶼山作為都市副中心的 區位優勢

大嶼山地區的發展在1990年代之前停滯不前，主因是大嶼山地區位於交通的盡頭，遠離市區，長期處於“天涯

海角”的孤島狀態。其後大嶼山赤鱗角興建新機場及配套基建，如機場鐵路、青嶼幹線、東涌新市鎮、海天碼頭等，隨着各項區內外大型基礎設施的建成，將原來的“天涯海角”打破缺口，大嶼山搖身成為本港及珠三角地區重要的門戶，具有發展成為都市副中心的潛力。

交通功能方面，北大嶼山目前擁有香港國際機場、海天碼頭等重要交通設施，並通過北大嶼山公路及港鐵東涌線、機場快線與市區相連。如圖1所示，隨着港珠澳大橋、屯門至赤鱗角連接路，以及擬議的港深西部快速軌

圖1 北大嶼山交通基建項目示意圖  
Figure 1: North Lantau's transport infrastructure projects



來源：一國兩制研究中心整理繪製  
Source: One Country Two Systems Research Institute

道的建成，北大嶼山地區將成為集陸、海、空於一體的大型交通樞紐。

區域網絡方面，大嶼山是珠江三角洲（以下簡稱“珠三角”）發展軸線的重要組成部分。如第10頁圖2所示，隨着港珠澳大橋、屯門至赤鱗角連接路的建成，並向北連接廣深沿江高速，大嶼山將處於珠三角東西兩條交通軸線的交匯點，成為溝通珠三角東西兩岸重要的交通節點。如第10頁圖3所示，若港深西部快速軌道建成，大嶼山將被納入珠三角城際鐵路網絡之中，將與整個珠三角地區建立更加緊密的交通聯繫。因此，大嶼山應充分

利用其作為本港門戶及珠三角重要交通節點的區位優勢，發展成為本港的都市副中心，作為與珠三角經濟合作的先導區，結合珠三角的經濟發展形勢，把握機遇，擴大本港經濟發展的腹地。

### 大嶼山作為都市副中心的發展方針

基於以上提出的大嶼山發展定位，大嶼山的發展應以“發展與保育並重，南北分區發展”為方針。北大嶼山方面，利用交通樞紐的區位優勢，照顧本港住屋需求的同時，着重發展“商

業、商務及購物綜合區”，提供零售、酒店、寫字樓等商業設施，並進一步完善區內、與其他地區之間的交通聯繫。南大嶼山方面，應善用迪士尼樂園、大澳、昂坪、馬灣涌村等珍貴的旅遊資源，以生態保育為主，兼顧旅遊休閒業的發展，並通過改善交通狀況增強各旅遊資源之間的聯繫，增強大嶼山旅遊資源的吸引力。透過策略性的規劃，大嶼山未來可成為承載商業、文化、旅遊等多元功能的都市副中心，為本港發展注入新動力。

圖2 珠三角高速公路佈局規劃圖  
Figure 2: Layout of PRD highways



來源：一國兩制研究中心根據廣東省發改委資料整理  
Source: Prepared by One Country Two Systems Research Institute based on data from Guangdong Provincial Development and Reform Commission

圖3 珠三角城際鐵路網絡圖  
Figure 3: PRD intercity railway network



來源：一國兩制研究中心根據廣東省發改委資料整理  
Source: Prepared by One Country Two Systems Research Institute based on data from Guangdong Provincial Development and Reform Commission



**哈永安**  
大嶼山發展聯盟主席  
大嶼山發展諮詢委員會委員

## “大嶼山發展兼顧經濟民生”

**大**嶼山發展不但是經濟上的重大議題，也為香港的社會發展帶來機遇。身兼政府大嶼山發展諮詢委員會委員的大嶼山發展聯盟主席（聯盟）哈永安認為，大嶼山的優勢之一是土地較充裕，可同時滿足住屋和經濟發展的需要，最重要是有策略地運用土地資源。大聯盟提倡以短、中、長期策略發展大嶼山：短期興建由機場北商業區及港珠澳大橋香港口岸區組成的橋頭商業區；中期擴展東涌新市鎮、小蠔灣及欣澳；長期則建設東大嶼都會。哈永安相信，各項短中期發展項目如成功落實，將可為建設東大嶼都會鋪路。

### 數年內可見進展

現時大嶼山發展已非純粹一個概念，在不久的將來可見進展。哈永安稱，隨着港珠澳大橋和屯門至赤鱗角連接路於未來幾年間落成，“新大嶼北走廊”（見第12頁圖4）的功能將為之一變，對經濟發展大有裨益。他舉例，

空港橋頭商業區將興建酒店及全港最大的零售設施，不但服務來港旅客，更可吸引前往其他目的地的旅客選擇在香港過境。此外，日後東涌新市鎮將提供50萬平方米辦公室樓面面積，方便香港工商界拓展珠三角，加強大嶼山的商貿功能。

聯盟相信，“新大嶼北走廊”將於數年後逐步變成新一代綠色新市鎮，其範圍包括橋頭商業區及東涌新市鎮都會中心區，勢必成為香港持續發展的新動力。哈永安進一步指出，當各項大型跨型基建落成後，地理上大嶼山會將前海和橫琴兩個國家級發展新區連接起來，可望成為珠三角的交通和商業樞紐。

### “宜居宜業”新市鎮

大嶼山發展涉及廣泛議題，除經濟外，還有居住、就業、交通、教育等民生問題。根據政府規劃，大嶼北的人口容量為26萬。聯盟早前委託中

文大學作調查，結果顯示於2016-17年，隨着“新大嶼北走廊”的商業發展，大嶼山的職位將增至逾30萬個。哈永安指出，東涌長期面對就業錯配的問題：區內居民跨區工作，區內企業則僱用區外居民。他期望大嶼北成為“宜居宜業”的新市鎮，使區內居民能夠原區就業。

考慮到大嶼山的經濟活力，哈永安期望日後該區人口中有較多年輕人，作為推動經濟的生力軍。就此，他提議該區公私營房屋比例為4比6，並且多建居屋，又建議私營房屋宜有更多不同面積的單位，供各階層的家庭入住，令該區人口多元化。作為地區組織，聯盟亦積極推動大嶼山青少年培訓和就業，務求為大嶼山建立人才庫。

### 地區聲音及環保考慮

大嶼山將大興土木，地區居民的反應當然不可忽視。哈永安稱，由於大嶼山的規劃兼顧民生，因此居民大多支

圖4 新大嶼北走廊  
Figure 4: New Lantau North Corridor



來源：大嶼山發展聯盟  
Source: Lantau Development Alliance

持，有些更是“望穿秋水”。他坦言，早前確有居民擔心旅遊建設會導致大量旅客湧至，影響區內居民生活。但由於大嶼山土地相對充裕，在規劃上可將住宅區與空港橋頭商業區分隔，居民的疑慮因而釋除。此外，為配合未來發展大計，大嶼山交通網絡亦將會改善，例如港鐵正研究增設東涌東和東涌西站。哈永安更提議青嶼幹線免費，藉以加快大嶼山發展。

近年社會上對發展和保育之間的矛盾有頗大爭議。就大嶼山發展而言，這種矛盾似乎較輕。哈永安解釋，以東涌為例，新市鎮發展將注重環保綠化，推動原區就業亦可減輕交通造成的污染，而規劃中更包含一些保育項目，如活化東涌西面的馬灣涌村。另外，大嶼山南部的規劃將以保育和生態旅遊為主，有別於北部的經濟發展。他有信心大嶼山規劃能在發展與環保之間取得平衡。

哈永安認為，過去一些新市鎮的發展有欠周詳，忽略了經濟和就業，東涌早期的發展同樣未如理想。他相信大嶼山能汲取教訓，作宏觀全面的發展，並期望民、官、商各方持份者緊密合作，為大嶼山以至香港的長遠經濟及社會發展出力。



# Lantau - From an Outlying Island to a Hub

In the past, Lantau was merely an outlying island for retreat, playing an insignificant role in Hong Kong's economy. The Chek Lap Kok Airport, Tung Chung New Town and Disneyland have added housing, transport, logistics and tourism functions to it. In future, Lantau will see landmark changes - the island located on the west boundary of the territory will further upgrade to become a regional transport hub and a "Sub-CBD", playing an important role in economic and social development.

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## Joe Fang

Chief Research Officer of One Country Two Systems Research Institute  
Member of Lantau Development Advisory Committee

### “Lantau Well-Positioned to be Sub-CBD”

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**I**n Hong Kong's urban development in the past, main economic activities have been concentrated in the north of Hong Kong Island and the Kowloon Peninsula. A core business district (CBD) was thus formed along the narrow strips of land on both sides of Victoria Harbour. As Hong Kong's economy and society keep developing, the original urban center is already overcrowded. Rents balloon due to an imbalance between supply and demand for development space, and the high costs of doing business are stifling Hong Kong's further development. To overcome this limitation, consideration has to be given to planning a "Sub-CBD" outside the existing urban center - this will be an important strategy for Hong Kong's development.

The concept of Sub-CBD was first applied by major cities such as London, Paris and Tokyo. A Sub-CBD combines with a CBD to form a commercial and business system that evolves urban development from a single-core model

into a multi-core model. Besides alleviating the problem of high rents, a Sub-CBD in Hong Kong will make a breakthrough by giving fresh impetus for economic growth and stimulating the development of the surrounding areas. At the same time, such a Sub-CBD can undertake more commercial, cultural and tourist functions, fostering a more balanced functional distribution of the Hong Kong economy as a whole.

#### Lantau Boasts Locational Advantages

The development of Lantau was stagnated before the 1990s, mainly because it is located at the end of the transport network, away from the urban area. For a long period of time, Lantau had been an isolated island. Later, a new airport and supporting infrastructures, such as the Airport Railway, Lantau Link, Tung Chung New Town and Sky Pier, were built in Chek Lap Kok and Lantau. The completion of major infrastructures inside and outside has broken the

isolation of Lantau. Now the island is not only an important gateway of Hong Kong and the Pearl River Delta (PRD) region, but a place with high potential to develop into a Sub-CBD.

On the front of transport functions, North Lantau boasts important transport facilities such as the Hong Kong International Airport and Sky Pier, and is connected with the urban area via the North Lantau Highway, MTR Tung Chung Line and Airport Express Line. As shown in Figure 1 (on page 9), with the completion of the Hong Kong-Zhuhai-Macao Bridge (HZMB), the Tuen Mun-Chek Lap Kok (TM-CLK) Link, and the proposed Hong Kong-Shenzhen Western Express Line, North Lantau will become a major hub for land, sea and air transport.

As for regional networks, Lantau is an important part of the development axis of the PRD region. As shown in Figure 2 (on page 10), the completion of HZMB and TM-CLK Link, which will further connect

to the Guangshen Coastal Expressway in the north, will place Lantau at the intersection of the PRD region's east and west transport axes. That means the island will be an important transport node that links up the eastern and western coastal areas of the region. As shown in Figure 3 (on page 10), when the Hong Kong-Shenzhen Western Express Line is completed, Lantau will be a part of the PRD region's intercity railway network and have closer transport connections with the entire PRD region. For these reasons, Lantau should make full use of its locational advantages as Hong Kong's gateway and the PRD region's major transportation node, and develop itself into a Sub-CBD of Hong Kong. It should also serve as a pioneering area for PRD economic cooperation, fitting itself into the context of PRD economic development and capturing

opportunities, so that Hong Kong can expand its economic hinterland.

### **Lantau's Approach for Development Towards Sub-CBD**

Based on the positioning mentioned above, the development of Lantau should adopt an approach that "places equal emphasis on development and conservation and differentiates the development in northern and southern areas". North Lantau can use its locational advantages as a transport hub to cater to Hong Kong's housing needs, while at the same time focusing on the development of an "integrated commerce, business and shopping area" to provide commercial facilities such as retail outlets, hotels and offices. The northern area can also further improve its internal and external transport links. For South Lantau, it should make the best

use of its precious tourism resources, such as Disneyland, Tai O, Ngong Ping and Ma Wan Chung Village. With ecological conservation as a main focus, it can not only develop tourism and leisure industries but improve its traffic, so that the various tourism resources in the area can knit together to make the Lantau tourism more attractive. Through strategic planning, Lantau can become a Sub-CBD equipped with multiple functions such as commerce, culture and tourism, injecting fresh impetus into Hong Kong's development.



## Allen Ha

Chairman of Lantau Development Alliance  
Member of Lantau Development Advisory Committee

# “Lantau Development Caters for Both Economy and People’s Livelihood”

**B**eyond its great economic significance, the development of Lantau will also bring opportunities for social development. Allen Ha, Chairman of Lantau Development Alliance (LaDA), believes that one of Lantau’s advantages lies on its abundant land that can meet the needs for housing and economic development, and the most important thing is to strategically use the land resources. LaDA proposes developing the island with short, medium and long-term strategies: constructing an airport bridgehead commercial area comprising the Airport North Commercial District (NCD) and the Hong Kong-Zhuhai-Macao Bridge (HZMB) Hong Kong Boundary Crossing Facilities (BCF) area in the short term; expanding Tung Chung New Town, Siu Ho Wan and Sunny Bay in the medium term; and building the East Lantau Metropolis in the long term. Ha believes that the short and medium-term projects, if successfully implemented, can pave the way for the building of the East Lantau Metropolis.

### Progress to be Seen in Next Few Years

Today Lantau development is no longer just a concept - headway can be seen

in the short future. Ha says that with the completion of HZMB and the Tuen Mun-Chek Lap Kok (TM-CLK) Link in the next few years, the functions of the “New Lantau North Corridor” (see Figure 4 on page 12) will be changed in a manner very positive to economic development. He gives an example: together with hotels, the territory’s biggest retail facility will be built in the airport bridgehead commercial area, and it can not only serve visitors to Hong Kong but attract more travellers heading for other destinations to transit via the city. Besides, office space with 500,000 square meters of floor area will be available in Tung Chung New Town, which can facilitate Hong Kong businesses’ expansion to the Pearl River Delta (PRD) region and thus enhance Lantau’s commercial function.

LaDA believes that the “New Lantau North Corridor” covering the airport bridgehead commercial area and Tung Chung Metro Core Area will be evolving towards a new green town in the next few years and give fresh impetus for the on-going development of Hong Kong. Ha further notes that upon the

completion of the major cross-boundary infrastructures, Lantau will geographically link two national-level new development zones - Qianhai and Hengqin - together, making itself a transport and commercial hub in the PRD region.

### A New Town Ideal for Living and Work

Lantau development is such a wide topic that concerns not only economy but housing, employment, transportation, education and other livelihood issues. According to government plans, North Lantau’s population capacity is 260,000. And LaDA has earlier commissioned the Chinese University of Hong Kong to conduct a survey, the result of which forecast that with the commercial development of the “New Lantau North Corridor”, the number of jobs in Lantau would rise to more than 300,000 in 2016-17. Ha points out that Tung Chung has long been facing a mismatch in employment: local residents go to other districts for work whereas local companies employ residents from other districts. He looks forward to North Lantau becoming a new town ideal for both living and work, which can in turn encourage in situ employment.

In view of the rising economic vitality, Ha expects a younger population in Lantau that can provide fresh momentum for the economy. To this end, he proposes a public to private housing ratio for Tung Chung be 40:60 and more HOS housing be provided. For the private housing, he further proposes more units of different sizes be offered for families from different strata, so that the district's population can be more diversified. As a regional organization, LaDA is active in promoting the training and employment of the Lantau youth, striving to create a strong local talent pool.

### Consideration Given to Local Voice and Environment

As large-scale construction works are going to be carried out in Lantau, local opinion should not be overlooked. According to Ha, the planning for Lantau is supported by local residents as it takes their lives into account; some of them are even desperately eager to see it happen. He concedes that there have

been residents worrying that the tourism projects would attract an influx of visitors, which might affect the daily lives of locals. But the relative abundance of land in Lantau makes it possible for the residential areas to separate from the airport bridgehead commercial area in planning. The local residents' concern has thus been dispelled. To meet future development plans, moreover, Lantau's transport network will be improved. For instance, the MTR is studying the addition of Tung Chung East Station and Tung Chung West Station. Furthermore, Ha proposes waiving the toll for using Lantau Link as a means to fuel Lantau development.

While the Hong Kong society has seen many debates over conflicts between development and conservation in recent years, it seems to be less controversial when it comes to Lantau. Taking Tung Chung as an example, Ha explains that the new town's development will emphasize on greening and environmental protection, and in situ

employment can reduce pollution caused by traffic. He adds that the planning for Lantau has incorporated some conservation projects such as revitalizing Ma Wan Chung Village located on the west of Tung Chung. What is more, the development of South Lantau will focus on conservation and eco-tourism, unlike the economic-oriented north. Ha is sanguine that Lantau's planning can strike a balance between development and environmental protection.

In Ha's opinion, some new town developments in the past were far from perfect for they overlooked the economy and employment, and the early development of Tung Chung too was very well. Yet, He believes Lantau can learn lessons from these experiences and develop from a complete and broad perspective. He also looks forward to stakeholders from the public, government and business working together to contribute towards the long-term economic and social development of Lantau and Hong Kong at large. 



# 中國“依法治國” 的經濟啟示

十月底舉行的十八屆四中全會以“依法治國”為主題，表面似乎與經濟發展無直接關係。但據經濟專家分析，這次會議對內地市場經濟建設、經濟轉型及可持續發展具重大意義及影響，對投資內地的港商，以至香港整體社會亦有所啟示。

謝國樑  
Tse Kwok-leung





**儘**管四中全會以“依法治國”為主題，未有論及經濟議題，但中銀香港經濟及政策研究主管謝國樑認為，這次會議並非與經濟毫無關係。就背景而言，他指出現時內地經濟增長動力持續減弱，處於“中等收入陷阱”，要維持經濟增長，必須在制度上有所改革，當中包括建設法治。

### 建設法治須符合國情

四中全會發表的《中共中央關於全面推進依法治國若干重大問題的決定》（《決定》）提出，“依法治國”的總目標是“建設中國特色社會主義法治體系，建設社會主義法治國家”。據謝國樑對《決定》的分析，這目標將通過以下方法實現：

- 建立法治國家、法治政府、法治社會三位一體的制度體系
- 以憲法為核心，加強憲法實施
- 從立法、執法、司法、守法建設法治國家

- 以民為本、立法為民，立法過程公正、公平、公開
- 建立幹部干預司法的責任追究制度
- 建立行政機關內部重大決策合法性審查機制
- 全面推進政務公開（包括決策、執行、管理、服務、結果公開）
- 建立重大決策終身責任追究制及責任倒查機制

從《決定》可見，中國的法治體系將符合實際國情，並汲取中華法律文化精華，其發展或借鑒國外經驗，但決不照搬外國法治理念和模式。法治體系內將構建程序合理、過程公開、責任明確的協商民主體系。此外，“依法治國”將與“以德治國”結合。事實上，近年內地基層開始重視“鄉賢”，以鄉間具德望的長者作為道德模範，甚至由他們調解鄉間糾紛。綜合而論，謝國樑認為，中國特色法治體系將包含道德、法律和民主協商三大元素。他並強調，有中國特色的社會主義法治體系不可用西方三權分立等法治概念來理解。

### 促進經濟發展、產業轉型

從經濟角度看，謝國樑指出法治是市場經濟的基礎，通過法治規範市場競爭秩序，可促進商品和要素自由流動，降低交易成本，也可為企業提供公平競爭環境，促進民企成長。況且法治完善，對私有產權、知識產權、消費者權益和環境的保護將隨之提升，進而鼓勵投資、生產及消費。

如上文所述，內地法治建設的方法之一，是建立決策終身責任追究制度。謝國樑相信此舉可避免地方政府濫權及浪費資源，有助推進增長方式轉換和產業結構調整。他並指出，法治將從制度上杜絕企業的“尋租”行為（即通過向官員拉關係、求政策等手段謀求發展），引導企業轉型創新。

### 香港工商界、社會均需深思

四中全會對香港亦有所着墨，謝國樑提出當中有幾點值得留意。《決定》中有關港澳的部分說明“嚴格依照憲法和《基本法》辦事”，顯示出憲法的重要性。此外，《決定》中提到要貫徹高度自治。謝國樑認為，中央讓香港自行解

決近月的佔領行動，正體現了這一點。《決定》提及要“防範和反對外部勢力干預港澳事務”，同樣值得港人思考。

香港在內地法治建設中既有機遇，也有挑戰。謝國樑表示，內地加快法治建設，增強合約精神，總體上有利於港商投資內地。但他提醒港商，內地未來投資環境將有別於過去二、三十年，制度將較健全，但成本較高、優惠較少。然而，香港在法治環境下的管治經驗可供內地借鑒，將為香港帶有機遇。內地加快市場經濟建設、着力提升國家軟實力，有利於民間智庫發展，而香港在這方面具獨特優勢，可扮演重要角色。

謝國樑進一步表示，內地法治改善，香港的制度優勢將縮窄，制度紅利隨之減小。香港近月的佔領行動衝擊法治，他對此表示擔心，並指出作為金融中心，香港有別於背靠本土市場腹地的紐約，而類似擔當中介角色的瑞士和新加坡；中介者必須政治中立，若香港過分政治化，其金融中心地位勢將削弱。🌀

# Economic Implications of China's "Rule of Law"

**W**ith the "rule of law" as its theme, the fourth plenary session did not touch upon economic issues. But according to **Tse Kwok-leung, Head of Policy and Economic Research of the Bank of China (HK)**, the session was not totally unrelated to economy. He notes that plenum was held when China was caught in a "middle income trap" amid weakening growth momentum, so the country had to take policy reforms to keep the economy growing, which included the establishment of rule of law.

## Rule of Law Must Fit in with Country's Circumstances

As stated in "The Decision of the CPC Central Committee on Certain Major Issues Concerning Comprehensively Advancing the Rule of Law" (the Decision) presented at the plenum, the general objective for the rule of law is to build a socialist legal system with Chinese characteristics and to develop a socialist country under the rule of law. From his analysis of the Decision, Tse believes the following steps will be taken to achieve the objective:

- Develop a three-in-one regime consisting of a rule-of-law country, a rule-of-law government and a rule-of-law society
- Put the constitution at the core and strengthen its implementation
- Build a rule-of-law country through legislation, enforcement, justice and compliance
- Adhere to the people-oriented legislation and ensure fair, equitable and open legislation processes
- Establish a system to hold government officials interfering justice liable.
- Establish a system to examine the legality of administrative authorities' major internal decisions.
- Promote transparency in administration in comprehensive terms (including decision-making, implementation, management, service, and outcome disclosure)
- Establish a system for lifelong accountability and a mechanism for retrospective investigation on responsibility in key decisions



The fourth plenary session of the 18th CPC Central Committee held in late October was themed around the “rule of law”, which seemed to have little relevance with economic development. But an analyst argues that the session indeed had great significance on China’s construction of a market economy, as well as its economic transformation and sustainable development. And it also carried implications for Hong Kong businesses investing in the Mainland and the Hong Kong society at large.

The Decision reveal that China’s rule-of-law system will be in concert with the actual circumstances of the country and incorporate the essence of the Chinese legal culture. It may seek reference from overseas examples, but will definitely not copy the rule-of-law concepts and models of foreign countries. Under the rule-of-law regime, the country will establish a consultative democracy system characterized by rational procedures, transparent operation and well-defined accountability. Moreover, the rule of law will combine with the rule by virtue. In fact, the basic-level society of China is placing more importance on “virtuous natives”. Well-respected senior members of rural communities are lauded as ethical role models and sometimes even mediate disputes in villages. Tse concludes that the rule-of-law system with Chinese characteristics will encompass three elements: moral, law and democratic consultation. Furthermore, he stresses that the socialist rule-of-law system with Chinese characteristics should not be interpreted with western concepts, such as the separation of executive, legislative and judicial powers.

### **Promoting Economic Development and Industry Transformation**

From an economic perspective, the rule of law is the foundation of the market economy. Tse says market competition regulated by law can facilitate the free flow of commodities and key factors while reducing transaction costs, adding that it can also create a fair competition environment for businesses and support the growth of private enterprises in China. What is more, the advancement of a rule-of-law regime will come with better protection for private properties, intellectual properties, consumer interests and the environment, which can in turn encourage investment, production and spending.

As mentioned above, one of the tools for China’s rule-of-law establishment is to put in place a system for lifelong accountability in key decisions. Tse believes that such a system can deter local governments from abusing power and wasting



resources, thus fuelling the transformation of the economic growth model and the restructuring of industries. He also sees the rule of law as an institutional curb on businesses' "rent-seeking" behaviors (i.e. cultivating officials and seeking policy favor for business development), which can drive enterprises to the paths of transformation and innovation.

### HK's Business and Society Need to Think Deeply

Hong Kong was also on the agenda of the fourth plenary session. Tse raises several noteworthy points in this regard. In the part on Hong Kong and Macau in the Decision, it highlights the importance of the constitution by requiring "strict adherence to the constitution and the *Basic Laws*". The Decision also states that the high degree of autonomy should be ensured, which Tse thinks has been evidenced by the fact that the Central authority let Hong Kong resolve the recent Occupy Central issue by itself. Tse thinks Hong Kong people should also pay attention to the Decision's remarks that "any external forces' involvement in Hong Kong and Macau affairs should be guarded against and opposed."

China's road to the rule of law presents both opportunities and challenges to Hong Kong. Tse indicates that as the rule-of-law development gathers pace in the Mainland, the spirit

of contract will be better respected - that will be good news for Hong Kong businesses investing in the Mainland. Yet, he reminds Hong Kong businesses that the Mainland's investment landscape will be more developed than it was in past two or three decades, which will imply higher costs but fewer preferential treatments. But the good thing is that Hong Kong's experience in administration under a rule-of-law regime can serve as a good example for the Mainland, and this will create opportunities for the city. Moreover, as it is expected that China will speed up its market economy development and strengthen its soft power, private think tanks will have better prospects. With unique advantage in this aspect, Hong Kong can play an important role.

Tse further says the Mainland's improvement in the rule of law means that Hong Kong will lose some of its institutional edge. In his view, it is worrisome the Occupy Central movement in recent months has impacted the rule of law of Hong Kong. He explains that as a financial center, Hong Kong is less similar to New York than Switzerland and Singapore - it is not backed by a vast domestic market but plays the role of an intermediary instead. Given that an intermediary has to be politically neutral, a too politicized Hong Kong will sacrifice its status of a financial center. 🌀



# 第49屆會董就職

The 49th Term Board Inauguration



## 第49屆 會董就職典禮

### The 49th Term Committee Inaugural Ceremony

**本**會第49屆會董就職典禮晚宴假香港會議展覽中心大會堂舉行，邀請全國政協副主席董建華、行政長官梁振英、中聯辦主任張曉明、外交部駐港特派員宋哲、解放軍駐港部隊副司令員李維亞大校、全國政協港澳台僑委員會副主任趙陽、國務院僑務辦公室副主任莊榮文、廣東省副省長招玉芳、政務司司長林鄭月娥、中聯辦副主任殷曉靜、財務司司長曾俊華、律政司司長袁國強及中國貿促會副會長于平蒞臨主禮。本屆首長及全體會董在近1,800名來賓熱烈祝賀下，莊嚴就任。

多個內地及澳門代表團專程到賀，包括中華海外聯誼會、國務院僑辦、中國貿促會，以及廣東省、廣州市、深圳市、惠州市及澳門的政府及主要工商組織。此外，逾百位本港嘉賓應邀出席，包括港區人大代表和政協委員、特區政府官員、行政會議及立法會議員、工商社團領袖、內地及台灣駐港機構代表，以及多國駐港領事及多家外國商會首長。(20/11)

**T**he Chamber's 49th Term Board Inaugural Ceremony and Gala Dinner was staged at the Grand Hall of Hong Kong Convention and Exhibition

Centre. Invited to be officiating guests were: **Tung Chee-hwa, Vice Chairman of the CPPCC National Committee; C Y Leung, Chief Executive of the HKSAR; Zhang Xiaoming, Director of the Liaison Office of the Central People's Government in the HKSAR (LOCPG); Song Zhe, Commissioner of the Ministry of Foreign Affairs of the PRC in the HKSAR; Senior Colonel Li Weiya, Deputy Commander of the PLA Hong Kong Garrison; Zhao Yang, Deputy Director of the CPPCC Committee for Liaison with Hong Kong, Macao, Taiwan and Overseas Chinese; Zhuang Rongmin, Deputy Director of the Overseas Chinese Affairs Office of the State Council (OCAO); Zhao Yufang, Vice Governor of the Guangdong Province; Carrie Lam, Chief Secretary for Administration of the HKSAR; Yin Xiaojing, LOCPG Deputy Director; John Tsang, Financial Secretary of the HKSAR; Rimsky Yuen, Secretary for Justice of the HKSAR; and Yu Ping, Vice-chairman of the China Council for the Promotion of International Trade (CCPIT).** The Chamber's Office-bearers and Committee Members were inaugurated in the presence of some 1,800 guests.

The ceremony was also attended by a number of delegations from the Mainland and Macau organizations, which included the China Overseas Friendship Association, OCAO, CCPIT, as well

# 就職典禮晚宴 Inaugural Ceremony and Gala Dinner



as governments and major business associations from Guangdong Province, Guangzhou, Shenzhen, Huizhou and Macau. Also present at the event were over 100 local guests including NPC deputies and CPPCC National Committee members from Hong Kong; government officials, Executive Council members and Legislative Council members of the HKSAR; leaders of business associations, representatives of Mainland and Taiwan organizations in Hong Kong; as well as consuls of foreign countries and representatives of foreign chambers in Hong Kong. (20/11) 🇭🇰



本會會長陪同主禮嘉賓步進會場。  
The Chamber's Chairman and the officiating guests enter the hall.

## 頒發首長證書

### Presentation of Certificates to Chairmen



董建華（右六）、梁振英（左六）、張曉明（右五）頒發證書予第49屆首長。  
Tung Chee-hwa (sixth from right), C Y Leung (sixth from left) and Zhang Xiaoming (fifth from right) present certificates to the 49th Chairmen.

## 頒發榮譽會長紀念座

### Presentation of Trophy to Life Honorary Chairman



宋哲 (右) 向今屆新任永遠榮譽會長陳幼南頒發紀念座，表揚他服務本會多年。  
Song Zhe (right) presents a trophy to the new Life Honorary Chairman Ian Chan in recognition of his long service to the Chamber.

## 頒發會董證書

### Presentation of Certificates to Committee Members



李維亞 (中) 向常務會董代表廖長江 (右) 及黃守正 (左) 頒發證書。  
Li Weiya (middle) presents a certificate to Martin Liao (right) and Wong Sau-ching (left), who represent the Standing Committee Members.



曾俊華 (中) 向選任會董代表劉佩瓊 (左) 及孫大倫 (右) 頒發證書。  
John Tsang (middle) presents a certificate to Priscilla Lau (left) and Dennis Sun (right), who represent the Committee Members.



殷曉靜 (中) 向團體會董代表莊成鑫 (左) 及李歡 (右) 頒發證書。  
Yin Xiaojing (middle) presents a certificate to Chong Shing-hum (left) and Lee Fuen (right), who represent the Association Committee Members.

第 49 屆全體會董合照。  
The 49th term Committee Members.



 香港中華總商會  
The Chinese General Chamber of Commerce  
第 49 屆會董就職  
The 49th Term Board Inauguration

## 獎勵徵求新會員

### Awards for Membership Referral



趙陽頒發“徵求新會員會費金額獎”獎座。(左起)亞軍：會長楊釗、季軍：永遠榮譽會長蔡冠深。

Zhao Yang presents trophies to the members winning the membership referral award – highest membership fee. Awarded members: (From left) Chairman Charles Yeung (First runner-up); Permanent Honorary President Jonathan Choi (Second runner-up).

(冠軍為永遠榮譽會長胡經昌)  
(Champion: Life Honorary Chairman Henry Wu)



招玉芳頒發“徵求新會員名額獎”獎座。(左起)冠軍：會長楊釗、亞軍：選任會董李德剛、季軍：常務會董謝湧海。

Zhao Yufang presents trophies to members winning the membership referral award – highest number of referrals. Awarded members: (From left) Chairman Charles Yeung (Champion); Committee Member Alfred Lee (First runner-up); Standing Committee Member Tse Yung-hoi (Second runner-up).

(永遠榮譽會長胡經昌同為季軍)  
(Another Second runner-up: Life Honorary Chairman Henry Wu)





嘉賓雲集  
Guests





## 晚宴花絮 Dinner Highlights



## 楊釗： 繼往開來 穩中求變

時局瞬息萬變，未來蘊藏機遇。剛成功連任的**第49屆會長楊釗**自覺任重道遠，當下務必繼續竭盡所能，方可帶領中總穩步向前，惠澤社會，貢獻國家。新任期肇始，《商薈》邀得楊釗接受訪問，暢談會務發展，月旦政經民生。



**得**以連任新一屆會長，楊釗衷心感激中總會員、會董、常董與各大首長支持。“為報答大家，我期望將來要繼續有所作為，精益求精，將中總品牌擦得更亮。”前事不忘，後事之師，楊釗認為處理會務有如打理企業，必須於適當時機認真總結過去，提煉經驗，才能有效規劃將來。

楊釗描述，過去兩年中總的工作主要針對四大方向，包括支持特區政府依法施政、加強內地、澳門、台灣與香港往來，特別是粵港的合作，促進與世界各地聯繫，以及推動人才培訓。回顧上一屆，他喜見工作進展順利，甚得會員支持。因此，來屆工作規劃亦會按照這些既有方向推展。

### 為政制改革貢獻力量

愛國愛港精神，中總一直薪火相傳。楊釗自言定必秉承前賢信念，積極團結工商界及專業人士，全力支持特區政府依法施政。近年，政改問題廣受談論，公眾意見繁多。他指出，中總對政改問題立場一直明晰，包括支持普選行政長官必須符合《基本法》和按照全國人大常委會的決定，行政長官必須由“愛國愛港”及“不與中央對抗”的人來擔任，並由提名委員會提名行政長官候選人。

不以規矩，不能成方圓。有規矩，才有秩序，此乃放諸四海皆準的普世價值。楊釗以體育為喻，指出任何比賽均有既定規則，不能任由選手仰仗個人喜惡隨意增刪。普選特首，道理無異，遵從框架行事至為理所當然。

他也提到，除了“約定”，尚有“俗成”。“正所謂‘入鄉隨俗’，每個地方自有一套俗例。處事待人不違俗，這就叫做人情世故。”所以，楊釗期望中總未來能夠在這方面發揮作用，協調各方，求同存異，為政改發展貢獻力量。

### 促進內地、粵港澳台工商合作

在促進工商合作方面，楊釗表示中總一直與內地長期保持深厚關係，優勢無可比擬。他闡釋，中總但開風氣之先，在新中國成立後首個國慶日，即帶頭懸掛國旗及放假一天。此外，中總成員是首批致力內地投資的本地商人。香港毗鄰廣東，中總尤其重視與粵合作。自1957年首屆廣交會起，中總已派代表團出席。直至2014年，已是第116屆，歷經57載而不輟。楊釗還特別提到，本會團體會董李歡自第一屆廣交會至今均有參與，如此紀錄難能可貴，亦屬上佳例子，反映中總會員熱心會務，得以見證廣交會日趨壯大。

1978年改革開放後，中總橋樑角色更形顯著，歷任會長努力不懈，協助港商投資內地，發展至今有增無減。因此，內地企業來港招商，中總定必成為主辦或協辦單位。內地主要官員每逢到訪香港，亦不忘蒞臨中總。至於與澳門及台灣的聯繫，中總亦致力推動。楊釗舉例，“兩岸三地論壇”擬明年八月於香港舉行。中總屆時以東道主身份主辦，旨在促進相關地區交流。



### 放眼世界 抓緊商機

除此以外，楊釗更提到明年於印尼舉行的世界華商大會。他指出，中總為大會三個發起機構之一，新一屆會董會一定會肩負起應有的使命和責任，與全球華商共同探索東亞地區發展所帶來的新機遇，強化香港的橋樑角色。在舉辦大型論壇之餘，中總亦將致力與各國駐港領事、商務參贊、工商團體和各地商會保持密切聯繫，鞏固既有優勢。隨着東亞地區經濟迅速增長，中總定必協助會員企業抓緊相關市場商機。

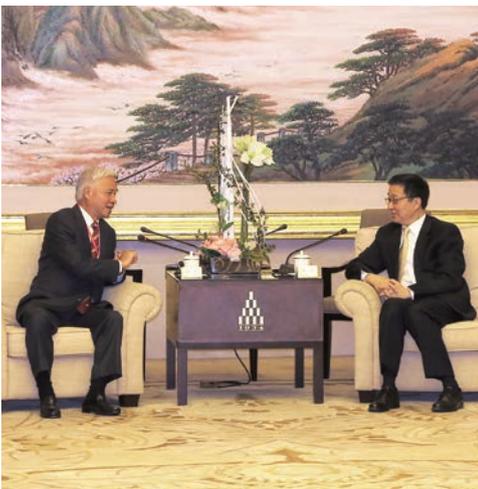
楊釗續指，中國在國際舞台上角色日益重要，而且不少港區人大代表及全國政協委員均為中總會會員，所以中總明年將繼續舉辦“解讀‘兩會’論壇”，邀請專家剖析國家最新形勢，以助會員掌握政經脈搏。另外，中總明年亦會一如既往組織高層訪京團，就香港面臨的挑戰和機遇等本地工商界關心的議題，與國家領導人坦誠交換意見。

### 培育人才 傳遞愛心

身為白手興家的企業家，楊釗深明人才培育的重要。楊釗指中總將繼續邀

請內地經貿及管理人員來港參加“香港工商業研討班”，以協助內地人才與國際接軌，並加強香港與內地經貿合作交流。自1982年起，參與研討班學員總人數已近7,000人，可見成效卓著。此外，新一屆會董會將繼續舉辦“企業家論壇”，探討企業創新與傳承之道。楊釗續稱，中總未來仍會贊助“大學生交流計劃”、“少年太空人體驗營”及“工商遊學體驗團”等活動，以鼓勵青年認識和關心國家發展。

楊釗尚提到核心價值的重要，繼上屆主講“佛學與人生”講座後，他希望





再接再厲，能於來年保持舉辦類似活動，在政經議題外弘揚人生信念。與此同時，中總將致力延續提倡注重企業社會責任。承接過去與“築福香港”合辦活動的成功經驗，楊釗盼來年可繼續為公益努力，照顧長者、基層與弱勢社群，凝聚和傳遞工商界的愛心，促進社會和諧。“中總有17個委員會及七個聯絡處，我期望各單位能在本屆任期內至少辦一項較大的、具特色的活動。結合各方力量，效果一定很好。”

楊釗於訪問完結前謙稱：“多得中總一眾前賢立下根基，而且成就斐然，我只需在穩固基礎上延續工作，相信已可無負中總盛名。期待大家群策群力，帶領中總迎接未來。”

## 剖析經濟大勢 總結營商竅門

### 審慎面對環球經濟

談到世界大勢，他認為2015年投資者必須“審慎觀望，萬事小心”。他由美國開始剖析，指出該國早前結束買債，並將有一段時間維持低息，2008年金融風暴的影響至此該告一段落。美國經濟雖不再有明顯下滑，但他預計亦不會在短期內有明顯反彈，應會在谷底徘徊，所以不宜掉以輕心。他續指，相對而言歐洲經濟問題猶存，但美國買債經驗可資歐洲借鑑。

比較之下，楊釗對中國經濟局勢更為審慎樂觀。他坦言內地目前外儲足、市場大，有能力維持按年增長7至8%，屬於一個健康的增長區間。不過目前內地經濟總量雖位居世界前列，惟仍有些產業尚待加強。所以，楊釗相當認同國務院總理李克強“有保有壓、有扶有控”的經濟政策。他強調，內地就業率能維持，通脹問題得以控制，將來即使偶遇難關，亦會順利跨過。

### 港人務必戒急用忍

香港與內地一衣帶水，彼此關係日益密切，加強合作乃是勢所必然。然而，他對目前社會狀況不無感觸，認為目前佔中事件與部分市民對內地遊客的態度，對經濟頗有影響。楊釗寄語香港人對於保持優勢不能掉以輕心，因為“驕兵必敗”。他呼籲大眾給予空間和時間特區政

府兌現選舉承諾：“特區政府已做了不少實事，尤其以房屋供應及扶貧工作最為明顯。”另外，他也支持政府設立創新及科技局，推動經濟發展。因此，他期望香港各界能夠團結一致，齊心為建設更美好的香港而努力。

從環球經濟形勢再談及營商之道，楊釗認為中國經驗頗值得細味：“內地從前追求GDP的量，發展至今天已轉為重質。打理生意亦當如此，盲目追求年年有顯著數字增幅，如果利潤不能同步上升，實屬不智。”

總結40年營商經驗，楊釗直言經濟有起有沉乃屬常態，生意人只要實事求是，量力而為，自能適者生存。他常以“生意難做，難有難做”這句格言自勉。營商多年，楊釗發現，“只要恪守開源節流，隨機應變這些基本法則，沒有甚麼難關不能度過。”



# Charles Yeung: Seeking Stable Progress on Predecessors' Achievement

Opportunities will present themselves in a dynamic future. Re-elected as **the 49th term Chairman of CGCC**, **Charles Yeung** is fully aware of the missions on his shoulders. Looking ahead, Yeung will remain committed to driving CGCC forward, endeavoring to make contribution to the Hong Kong society and China. At the beginning of his new chairmanship, CGCC Vision interviewed Yeung to talk about the Chamber's development and share his views on Hong Kong's economy and society.



**T**he newly re-elected Chairman expressed his heartfelt thanks to the members, Committee Members, Standing Committee Members and Chairmen of CGCC for their support. "To repay their support, I will keep proactive and strive for excellence so that CGCC will shine brighter." Experience is the best teacher. In Yeung's eyes, running CGCC is similar to managing a business - whenever appropriate, it is necessary to seriously review the past and learn from experience in order to make effective plans for the future.

Yeung indicated that over the past two years, CGCC worked along four major directions: supporting the HKSAR Government's administration according to the law; augmenting Hong Kong's business interaction with the Mainland, Macau and Taiwan; promoting connections with overseas regions; and stepping up talent nurturing. He is glad that the Chamber's work during his first chairmanship saw smooth progress and was supported by members. Therefore, planning for the work of the new Committee will be based on these established directions.

## Contributing towards Constitutional Reform

CGCC has long been upholding the spirit of loving the nation and Hong Kong. Yeung pledged to carry on this traditional spirit of the Chamber's predecessors by actively knitting businesses and professionals together to back the HKSAR Government's administration



according to the law. While the issue of constitutional reform has attracted heated discussions and diverse opinions in the community, CGCC's position on the issue, as Yeung said, is always very clear. It agrees that a Chief Executive (CE) election by universal suffrage must be comply with the *Basic Law* and the NPC Standing Committee's decisions, that CE must be a person who loves the nation and Hong Kong and is not against the central authority, and that CE candidates must be nominated by a nominating committee.

Rules are necessary in order to put things in order. Drawing a parallel with sports, Yeung said that in any competitions there must be rules that are not to be changed by participants at will and, by the same token, it is very reasonable for a CE election by universal suffrage to adhere to a framework.

He added that there should also be customs in addition to rules. "There is a saying that 'When in Rome, do what the Romans do'. Every place has its own customs. To be qualified as a reasonable person, one should not violate customs when dealing with things and other people." Yeung expects CGCC to play a constructive role in the constitutional reform by facilitating consensus among different sectors.

### **Promoting Hong Kong's Business Cooperation with Mainland, Macau and Taiwan**

On promoting economic cooperation, Yeung considers CGCC's long and close ties with the Mainland as an unparalleled advantage. The Chamber hoisted the national flag and had a holiday on the first National Day after the founding of the PRC, making itself the first to celebrate the national anniversary.

CGCC members were the first group of Hong Kong businessmen investing in the Mainland. The Chamber has placed particularly high importance on cooperation with Guangdong, the Chinese province adjacent to Hong Kong. Since the first Canton Fair held 57 years ago in 1957, CGCC has been sending delegations to attend each and every of the 116 sessions of the fair. To exemplify CGCC's support, Yeung mentioned of CGCC Association Committee Member Lee Fuen, who has been present in every Canton Fair session since its debut. Yeung described the record as a hard-earned achievement and a good example showing CGCC members' enthusiastic involvement in the Chamber's affairs.

Since China's reform and opening up in 1978, CGCC has assumed a more prominent bridging role. Previous CGCC



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Chairmen were dedicated to assisting Hong Kong businessmen in their ever-increasing investment in the Mainland. That is why CGCC is always an organizer or co-organizer in Mainland enterprises' investment promotion activities and is always on the itinerary of major Mainland officials' visits to Hong Kong. Equal importance has been placed on the connections with Macau and Taiwan. Yeung gave an example: CGCC will host a forum on cooperation between Hong Kong, the Mainland and Taiwan in August 2015 to promote regional exchange.

### Tapping into Global Opportunities

Talking about the World Chinese Entrepreneurs Convention (WCEC), which will be held in Indonesia next year, Yeung indicated that given CGCC is one of the three WCEC founding organizers, the new Committee is charged with the mission and responsibility in exploring with Chinese entrepreneurs worldwide the new opportunities arising from East Asia's development and enhancing Hong Kong's role as a bridge. On top of organizing large-scale forums, CGCC also strives to maintain close liaisons with foreign consuls, commercial attaches, industrial and commercial groups in Hong Kong as

well as chambers of commerce in other places, with a view to reinforcing the Chamber's existing strength. Noting the rapid economic growth of East Asia, CGCC will remain committed to assisting its members' in capturing the related market opportunities.

Yeung further said that in view of China's rising importance in the international arena and the fact that many Hong Kong NPC deputies and CPPCC National Committee members are CGCC members, next year CGCC will stage again the forum on "Insights into China's Two Sessions". Experts will be invited to the forum to share insights so that CGCC members can keep abreast of the country's political and economic



affairs. As in the past, the Chamber will form a high-level delegation to Beijing to meet with national leaders for candid dialogue on issues of concern to the Hong Kong business community, such as the challenges and opportunities facing Hong Kong.

### **Nurturing Talents and Spreading Love**

As an entrepreneur rising from humble beginnings, Yeung is well aware of the importance of talent grooming. The new Chairman said CGCC will continue to invite Mainland business and management personnel to Hong Kong for the “Hong Kong Industry and Commerce Training Program”, as an effort to engage Mainland talents with the world and promote Hong Kong’s economic interaction with the Mainland. The program has seen remarkable achievement, with nearly 7,000

participants trained since its inception in 1982. Moreover, the new Committee will continue to host the “Entrepreneurs’ Forum” to explore how businesses can innovate and sustain. Yeung added that CGCC will continue with its sponsorship for the “Internship and Exchange Program for University Students”, “Young Astronaut Training Camp” and “Business Study Tour” to encourage the youth to know and care more about China.

Yeung, who sees spiritual values important, spoke in a talk on “Buddhism and Life” in his first-term chairmanship. To reprise the success of the talk, he looks forward to organizing similar functions in the next year to promote life’s philosophy in addition to political and economic topics. Meanwhile, CGCC will remain dedicated to encouraging corporate social responsibilities. Having gained successful experience from co-

organizing events with the government’s “Bless HK” campaign, Yeung is eager to keep up the effort in spreading the business community’s care for the elderly, grassroots and disadvantaged, in a hope to forge social harmony. “There are 17 committees and seven District Liaison Groups in CGCC. I hope each of them can hold at least one distinctive big function in this term of office. With concerted efforts, the outcome would certainly be impressive.”

Before the interview ended, Yeung said humbly, “Thanks to the solid foundation and remarkable achievement made by all CGCC predecessors, I just need to continue with the work on the firm base they built. That would be enough to uphold the good name of CGCC. Let’s work together for CGCC to embrace the future.” 🌀

## Insight on Economy and Business Operation

### A Cautious Outlook for Global Economy

Talking about the global economic climate, Yeung reminded investors to be prudent and cautious in 2015. Noting that the US had earlier stopped its bond-buying program but will keep its interest rates at low levels for a while, he thinks the impact of the 2008 financial crisis has come to an end. While believing the US economy is unlikely to see big slumps anymore, Yeung expects that it can hardly see significant rebound in the near future but will be bumping along the bottom instead. Investors are thus advised to stay vigilant. He added that the European economy's problems are not yet over, but it can draw reference from the bond-buying experience of the US.

Cautiously optimistic more the Chinese economy, Yeung said that with its abundant foreign exchange reserve and vast market, China will be able to maintain annual growth of 7% to 8%, which is a healthy range of growth. Despite ranking among the world's top in economic aggregate, China still has some industries needed to be strengthened. As such, Yeung very agrees with the Chinese State Council Premier Li Keqiang's economic policies that mix both preservation and curb and both support and control. Yeung stresses that as long as employment can be preserved and inflation can be controlled, the Mainland would overcome even if it may sometimes run into challenges in future.

### Hong Kong People Should Stay Vigilant

Given the intimate ties between the Mainland and Hong Kong, it is an inevitable trend that the two places will strengthen their cooperation. However, Yeung feels regrettable about the current social sentiment in Hong

Kong. He thinks that the Occupy Central movement and some Hong Kong people's attitude towards Mainland visitors can affect the economy. Yeung said Hong Kong people should stay vigilant in maintaining the city's edge as "pride goes before a fall". He urged the public to allow time and space for the HKSAR Government to fulfill its promise in election. "The HKSAR Government has done many concrete things, particularly in terms of housing supply and poverty alleviation." Yeung also supports the government's plan to establish the Innovation and Technology Bureau to promote economic growth. As such, I look forward to all sectors in society uniting to build a better Hong Kong.

Besides analyzing the global economic landscape, Yeung also shared his insights on business operation. He considers the China experience worthy of study. "The Mainland used to pursue quantity in its GDP, but today it has evolved with an emphasis placed on quality. The same applies to business operation. It is unwise to blindly strive for big increases in figures year by year with profits not growing in tandem."

Looking back his 40 years of experience in the business world, Yeung indicated that while ups and downs are the constant in an economy, a businessman can survive as long as he is practical and act according to his own ability. "Doing business is tough, but there are ways to do tough business." - this is Yeung's motto. From his experience, he believes that there is no insurmountable challenge as long as a businessman sticks to such rules of thumb as generating revenues, controlling costs and staying adaptive.

# 給孩子一個 快樂童年

立法會功能界別商界（第二）議員 廖長江

近年一些家長以盲目催谷、填鴨子方式發掘年幼子女潛能，孩子活得比成年人更忙碌，比成年人更不快樂。過分催谷，扼殺了孩子的快樂童年，剝奪了他們無憂無慮的寶貴時光，更窒礙他們發揮的潛能和創意。社會急需改變的，不是教育培訓的方式，而是家長尊重兒童的權利。

**聯**合國《兒童權利公約》第三十一條規定，“兒童有權享有休息和閒暇，從事與他們年齡相宜的遊戲和娛樂活動，以及自由參加文化生活和藝術活動”。每當我們憶起童年，最開心的便是和街坊鄰里小夥伴們嬉戲玩耍，無憂無慮的時光。這些寶貴時光是一去不復返，而且是一生的回憶，每個人都應該尊重孩子的快樂童年。

## 學生比成人更忙碌

但過去多年，除了學校功課壓力、考試壓力之外，還要兼顧各種課外活動，香港中小學生的負擔愈來愈大。近年多項調查結果發現，學生逐漸失去私人時間，無法充足休息，令人最驚訝的，他們年紀輕輕，卻已生活得比成年人更忙碌，比成年人更不快樂。

望子成龍，本是無可厚非。為了不想子女輸在起跑線上，香港一些家長採取盲目催谷、急於求成，為了嘗試發



掘子女的潛能，提早進行全人教育，安排年幼子女入讀各式各樣的興趣班、外語班和面試班等，提早鍛鍊他們的兩文三語、一體一藝，應付未來升學的競爭。試問年幼子女怎能應付這些疲勞轟炸？

### 揠苗助長反而扼殺潛能

原本無憂無慮的童年，在父母期望的要求下，不復天真爛漫，令人痛心。孩童猶如一張白紙，有着無限創意和發展空間。父母過早過多的干涉、催谷，預設孩子的發展軌跡，揠苗助長，反而扼殺了子女的潛能，限制了他們的創意和視野。

兒童是我們的未來，一個社會的未來取決於人才多寡。香港要提升競爭力，最迫切是加強人才培育，培育更多有廣博學識、有思想、有專長、有創意、有視野、有魄力的各類專才。社會急需要改變的，除了是教育培訓的方式，更加是香港大多數家長的態度和思維。

我認為子女的身心培育、健全人格和發展潛能才是成長的最重要要訣，為人父母必須要有耐心、智慧和愛心，給予孩子自主思考、選擇、遊玩的空間，還學生一個寶貴的快樂童年。

### 恩威並施寬緊有度

香港社會上很多父母都往往跟隨主流，過分重視學業成績，要求子女課餘過多補習，卻本末倒置，忽略了學習動機和興趣，過多的補習只會適其相反，令子女無所適從，容易對學業萌生厭倦、逆反心態。

讓孩子有快樂童年，不等於是縱容，放手不管。香港有些父母對孩子過分溺愛，盲目地順從孩童的意願，子女長期不受管教而變得橫蠻無理，肆意妄為。他們看似快樂，卻貽害終身，不能學習應有的品德和正確價值觀，無處理與人共處共事的應有態度，更嚴重是子女缺乏抗逆能力，遇到挫折便無法自處。

有謂“勤有功，戲無益”，但我卻不敢苟同。要有效釋放子女的潛能，必須順其自然，遊戲和學習應相輔相成，有效引導子女廣泛接觸萬事萬物。遊戲和課餘活動是培養孩子獨立思考的有效方法，鍛鍊身心的最佳辦法。透過親親大自然，了解宇宙萬物的奧秘，開啟孩子的求知慾和好奇心，培養孩子對動植物的認識和愛心，讓他們學會尊重生命，也培養孩子的同理心，關愛弱小，尊長友愛。一個快樂的童年，遊戲是必不可少，更不可缺少的是父母的親子時光，只有父母親情，與子女互相理解，增進感情，孩子才會快樂成長。

### 勿讓電子產品蠶食童真

雖然我支持推動資訊和科技發展，但我認為年幼子女不宜過早過多接觸及使用電子產品，甚至變成沉迷上網及

玩電子遊戲，窒礙了他們的身心發展、人際交往及對閱讀的興趣，不應讓電子產品過早主宰孩子，太早蠶食了童真，奪去他們樸實簡單的樂趣，也收窄了兒童思考和創意空間。

世界日新月異，科技發展迅速，無人能預計未來十年、二十年後世界的趨勢，為人父母裝備子女奔向未來，必須培育他們基本生存之道、獨立思考、解決困難的能力，鍛鍊子女堅強自信，勇敢地面對人生起伏，才能與時俱進，迎向未來的挑戰。👉

如對上文內容有任何意見，歡迎向廖長江議員反映。

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## Give Kids a Happy Childhood

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

In recent years some parents use pushy and spoon-fed means to unleash their young kids' potentials, making their children too preoccupied and overloaded than adults. Too demanding approaches not only deprive children of a happy, carefree childhood but restrain their potential and creativity. The pressing need of society is not a change in the way of education and training, but parents' respect to the rights of children.

**A**rticle 31 of the United Nations Convention on the Rights of the Child states that “States Parties recognize the right of the child to rest and leisure, to engage in play and recreational activities appropriate to the age of the child and to participate freely in cultural life and the arts.” The happiest memory in my childhood is the carefree pastime when I played with kids

in the neighbourhood. Gone are these precious moments which form a part of my lifelong memory. Everyone should respect the children's right to have happy childhood.

### Students Busier than Adults

For many years, however, primary and secondary school students in Hong Kong have been overloaded with

pressure from school assignments and examinations - they are also engaged in various extra-curricular activities. Many surveys conducted in recent years have found that local young students are gradually losing their personal time and can hardly have enough rest. The most stunningly finding is that at very young ages, children are leading busier and unhappier lives than adults.

Undeniably, parents have all sorts of high expectations of their children. To ensure their kids not losing on the starting line, some Hong Kong parents are blindly pushing and too eager to see achievement in their attempts to dig out their children's potentials. Taking an early start for holistic education, they register for their children in various interest classes, foreign language classes, interview classes and so forth. Children are drilled to be trilingual and bi-literate and to master one sport and one art as early as possible, so that they can meet the schooling competition in future. One may ask: how can a little kid stand such endless exhausting toil?

### Too Pushy Approaches Can Strangle Potentials

It is a pity that with high parental expectation, a supposedly carefree childhood can no longer be a funny and simple one. Just like a piece of plain paper, children have unlimited creativity and development space. Too early excessive intervention of parents will preset their children's development paths, would backfire and strangle the potentials, creativity and vision of their children.

Children are our future. The future of a society depends on the critical mass of talents. Hong Kong should boost its competitiveness, and it is high time to step up manpower training - nurturing more professional talents of extensive knowledge, intelligence, expertise, innovation, vision and energy for various fields. Not only does education and training in our society need a paradigm shift, but also the attitudes and mindsets of most Hong Kong parents.

In my opinion, the most important elements in children's growth are

fostering their physical growth and mental health, building their good personality and unleashing their potentials. Parents must be patient, wise and caring. They should leave ample room for their children to think independently, choose and play, in a way to give them a precious happy childhood they deserve.

### Coach Children with Discipline and Benevolence

It is prevalent to find local parents putting too much weight on academic results. While requiring their children to attend too many after-school tutorial classes, they place the cart before the horse by ignoring their motivation and interest in learning. Excessive tutoring produces the negative effect - children finding it difficult to cope, and get bored easily and resistant against learning.

Securing a happy childhood for kids is not equivalent to keeping hands off and let loose. Some children are spoiled by parents who blindly give in to their kids' wants and wishes. With such long-term improper parenting, children become domineering, rude and act willfully and wildly. Albeit seemingly happy, children are suffering from lifelong harm as they cannot learn how to build a positive character, proper values and right attitude in getting along with others. Worse still, children cannot develop the ability to cope with adversity and will be at a loss in face of setbacks.

There is a Chinese saying that "hard work will pay off but play does no good", with which I cannot agree. Children's potentials can only be unleashed in a natural manner. Playing and learning can complement with each other effectively that the former opens up children and widens their horizons. Playing games and joining extra-curricular activities are an effective means to cultivate independent thinking in children as well as the best way to train up their body and mind. By bringing their children close to nature and enlighten them about the mystery of the universe, parents can ignite their desire for knowledge and curiosity. By encouraging their children to learn and

care about animals and plants, parents can cultivate a sense of respect for life and empathy in their children. Children therefore learn to be caring towards the weak, respectful towards seniors and friendly towards peers. Playing is essential for a happy childhood. More important of all is the quality time parents spend with their kids. Only can children grow happily with love and warmth, the mutual understanding will forge close bondages.

### Prepared for the Brave New World

Despite my support for the promotion of information and technology development, I do not think children should be exposed to and use electronic products too early, or even indulge in internet surfing or playing electronic games. Improper use of IT products can impede children's physical and mental development, interaction with others and interest in reading. Do not let electronics dominate children, erode their innocence and take away their simple joy at too early a stage. It will also limit their dynamics of thinking and creativity.

The world is ever-changing and advances with face-paced technological development. No one can foretell the globe's trends in the next one or two decades. What parents should do is getting their children prepared for future - well-equipping them with basic skills for survival as well as the abilities to think independently and resolve problems. Parents should also nurture persistence and confidence in their children, encouraging them to face ups and downs in their lives with courage, so that the younger generation can move with times and pluck up courage to face challenges ahead. 🌀

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

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創意於商業營運猶如畫龍點睛，兩者合作得宜往往產生“1+1大於2”的效果，創造雙贏。然而，香港一直欠缺有效的交流平台，令設計界和工商界如同散落天涯與海角的有情人，緣慳一面。由香港創意創業會成立的“跨產業創 + 造配對計劃”正好扮演月老紅娘，為設計界和工商界“牽紅線”。

**“跨**產業創 + 造配對計劃”（下稱“創 + 造”計劃）已踏入第四年，今年無論是規模、層次和目標都有所提升，成效自然更加顯著。“今年的展覽部分，我們夥拍貿發局的‘創業日’同步舉行，場地由創新中心移師至灣仔會展，參觀人流由往年一、二千人增至萬多人，計劃定位亦由過去集中設計界與製造業配對，推廣至設計界與零售、服務、飲食等各行各業的配對，讓參展的設計師能夠接觸到更多潛力客戶。”香港

創意創業會董事、“創 + 造”計劃第四屆籌委會主席周靄儀指出，過去每屆約有 10 至 20 個成功配對個案，在今年相對良好的條件下，截止 8 月已有 30 個成功個案，預計成功個案將陸續有來。

#### 工商與創意交流平台

展覽固然是“創 + 造”計劃的重頭戲，但周靄儀表示，為了全面支援參與計劃的設計師，展覽前舉辦形形色色的

工作坊，教授營商和參展技巧；展覽後則設有“創意友導計劃”，每位設計師均安排一位業界精英作為導師，分享營商經驗之餘，亦因應每位設計師的情況，提供專業而適切的意見。

事實上，設計界和工商界不乏供求，只是苦無門路。周靄儀慨嘆，工商各業要突圍而出，具創意的設計、包裝及營銷已必不可少，但他們對如何尋找合適的設計師茫無頭緒；同樣地，不少本地設計師創意非凡卻處境困

難，因缺乏知名度及商業技巧而錯失機會，甚或朝不保夕，唯有放棄理想。“這樣實在太可惜了，亦萌起我們創辦‘創+造’計劃的念頭，藉此打破設計界和工商界之間的藩籬，繼而結成合作夥伴，各取所需、各有裨益。”

### 鍛鍊設計師商業思維

周靄儀曾經遇上不少營商知識近乎零的設計師。“特別是新晉設計師，他們對如何‘做生意’都是一知半解，如定價、議價、洽商合作條款、訂定合約、銷售推廣及知識產權等基本營商技巧仍有待加強。”

除了實際的營商知識外，周靄儀認為，若設計師無法從客戶角度了解其需要和關注，即使再好的設計、構

思，亦難以獲得客戶的青睞，故此令設計師具備商業頭腦、商業觸覺更形重要。她舉例說：“展覽期間，見過一些參展設計師只在展位中央放置一件作品或張貼幾張畫作，至於作品背後的故事、設計者的想法等資料統統欠奉，令客戶難以與自身的產品、業務產生聯想，更遑論洽談合作。“創+造”計劃其中一個任務就是要設計師學懂與商業客戶溝通，促成合作。

### 助企業開展創意營商

本身營商經驗豐富周靄儀，亦深明創意是當下企業成功經營的王道，“不管是創業還是守業，傳統產業還是新興行業，若然墨守成規、了無創意，贏出機會不大。”但要覓得一拍即合的設計師有如大海撈針，“創+造”計劃正好讓企業能夠一次過認識80位不

同專業、不同範疇的設計師。“除了自由配對外，我們在展覽期間亦安排導賞團，邀請一些商會組織會員企業參觀展覽，增進彼此交流。”

短短四年，“創+造”計劃已見成效，成功配對個案不乏。周靄儀期望協助本地設計師登上更高階梯，嘗試接觸海外市場。“我們將精挑細選最優秀成熟、最具市場元素的設計師，並推薦予貿發局，協助他們躋身國際授權展、香港禮品及贈品展等更高層次的平台，讓他們有機會接觸更多大企業、大品牌，甚至是海外客戶，有助他們進一步拓展營商人脈網絡。”

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“創+造”網上配對平台：  
[www.crossmatchingshowcase.com](http://www.crossmatchingshowcase.com)

## A Cupid Between Creativity and Business

When innovation and business orchestrate in harmony, the outcome is often synergistic. In Hong Kong, however, there was no effective platform to facilitate collaboration between creative designers and businesses. The Innovative Entrepreneur Association of Hong Kong has launched a program that serves as the cupid who helps the two sectors to tie the knot.

**“Showcasing Creative Works to Inspire Cross Industry Matching in Commercial Applications”** (“Cross Matching” program) is running its fourth year. With enhanced scale, scope and objective, the program has produced more significant results this year. “Our exhibition this year, the ‘Cross Matching Pavilion’, ran concurrently with the ‘Entrepreneur Day’ of the HKTDC, and the venue was moved from the InnoCentre to the Hong Kong Convention and Exhibition Centre in Wan Chai. The Pavilion attracted more than 10,000 visits, which was a significant increase from the less than 2,000 visits of previous editions.” says **Daisy Chow, Founding Director of the Hong Kong Innovative Entrepreneur Association and Chair of the Organizing Committee of the 4th “Cross Matching” Program.** “The program’s focus has also updated: designers were paired with not only manufacturers but also retail, service, food and beverage operators. As such, exhibiting designers gained a wider exposure to potential customers.” The



program has successfully matched 10 to 20 designers with companies every year. With a stronger backdrop this year, 30 successful matches have been recorded as of August, and a higher number of matches is expected.

### Interface between Business and Creativity

Apart from the Pavilion - a major highlight of the “Cross Matching” program, there were also a series of activities that provided comprehensive support for designers participating in the program. Workshops on business skills and exhibition techniques were held before the Pavilion. After the exhibition, there

was a mentorship program that paired up each designer with an industrial elite mentor, who would share his business experience and offer professional and useful advice tailored to the needs of the mentee.

In fact, demand and supply are never short between the design and business sectors. The missing link is an interface. Chow reckons that creative design, packaging and marketing strategies are the requisites for businesses to stand out from the crowd. Yet, many companies have no clue on where to find a right designer. Similarly, quite many local designers with great ingenuity are

missing business opportunities because they have little fame and business acumen. Those who cannot make a living as a designer have no choice but to give up their dreams. "This is too much of a pity for both sides, and the situation inspired us to initiate the 'Cross Matching' program. We hope the program can break down the barriers between designers and businesses. Their partnership can help them to complement and benefit each other."

### Cultivating Business Sense

Chow has met quite a number of designers with zero business knowledge. "This is particularly true among budding designers. Their knowledge about doing business is at best half-baked. They need to strengthen business skills as fundamental as price setting, bargaining, negotiating on cooperation terms, drafting of agreements, sales and promotion, as well as intellectual property rights, etc."

On top of practical business knowledge, Chow believes that designers must also understand the needs and concerns of their clients by standing in their shoes. Otherwise, they can hardly catch the eyes of customers even if they have great designs and concepts.

In her opinion, a business mindset or business sense is crucial for designers. "I saw some exhibiting designers at the Pavilion placing merely one piece of work or a few drawings in the middle of the booth. There was no story to support the work and no explanation about the design concept. Customers can hardly associate them with their businesses, let alone see any possibility for cooperation." Chow continues, "One of the missions of the 'Cross Matching' program is to let designers learn how to communicate with business clients for partnership."

### Helping Companies Expand with Creativity

A seasoned businesswoman, Chow understands the critical role played by creativity in successful business operation. "Whether it is a start-up or a running company, whether it is a traditional or an emerging business, a stick-in-the-mud without novelty stands little chance of winning." Yet, to identify a matching design partner is like finding a needle in a haystack. The "Cross Matching" program provides a great vehicle for companies to meet with 80 designers with different expertise and from different scopes in one go. "In addition to free matching,

we also arrange guided tours during the exhibition period. Business associations are invited to arrange for their member companies to visit the Pavilion, so as to promote exchange between the two sectors."

In just four years' time, the "Cross Matching" program has already yielded promising outcomes with many successful matches made. Speaking of the program's future development, Chow hopes to assist local designers with their attempts in tapping into overseas markets. "With the support from the HKTDC, we will cherry-pick the most distinguished and the most mature designers with the best market sense and recommend them to HKTDC for participation in higher level platforms, such as the Hong Kong International Licensing Show and the Hong Kong Gifts & Premium Fair. This should help them to get in touch with more sizeable companies, big brands, and perhaps overseas clients. We hope this would further expand their business network." 

"Cross Matching" Program online platform (Chinese website):

[www.crossmatchingshowcase.com](http://www.crossmatchingshowcase.com)



周靄儀 (右) Daisy Chow (right)



成功  
配對個案  
Successful  
Matches

茲曼尼  
Giormani

×

Chocolate Rain、芝麻羔 Dreamergo、  
HosannArt

茲曼尼與三位各具特色的本地設計師合作推出家具：Chocolate Rain 以百家布為主題，設計精緻；芝麻羔的設計則予人“家”的溫馨感覺；HosannArt 的卡通圖案有趣可愛、色彩鮮豔，攜手打造出來的家具系列外形討好，甫推出即獲得一致好評。對茲曼尼而言，與設計師的合作有助拉闊產品研發的空間，亦樂意繼續與不同本地創作品牌合作，為消費者帶來更多驚喜。

Giormani launched furniture items with three local artists. Showing their unique styles, the Chocolate Rain line was delicately created with patch work quilting; Dreamergo's design reminds us of the home sweet home experience; and the cartoon characters of HosannArt are cute, adorable and vibrantly colored. The crossover furniture lines are highly appealing and all gained unanimous acclaim at launch. The collaboration with designers has expanded the room for Giormani's product development. The furniture manufacturer is keen on working with other local creative brands in a hope to bring more pleasant surprises to consumers.

時昌迷你倉  
SC Storage

×

Minimind Studio

Minimind Studio 是由 3 名修讀數碼媒體設計的年輕人創立，於 Youtube 推出一系列具本土特色兼“搞爛 gag”的動畫短片，其中角色“Galaman”更因而走紅，時昌迷你倉看中“Galaman”的幽默形象與公司作風非常配合，便委託 Minimind Studio 製作宣傳動畫短片，更安排於網上及電視播放。

Founded by three young graduates who studied digital media design, Minimind Studio published a series of animated shorts on Youtube, and has been famed for its local flavors and quirky humors. For instance, “Galaman”, a character in their shorts, has become an internet hit. SC Storage found the fun image of “Galaman” analogous with the company's style and commissioned Minimind Studio to produce promotional animated shorts for online publishing and telecast.

南記粉麵  
Nam Kee Noodle

×

Chill Creative Co

逾 30 年老字號的南記粉麵由年輕第二代接手後，銳意創新，並透過“創+造”計劃認識了 Chill Creative Co，並合作打造令人耳目一新的港式粉麵店，由商標、店舖裝修陳設、員工形象全部大革新，採用綠色元素，就連餐單、食物製作流程都走健康路線，以迎合年青人的消費口味。

Since it was taken over by the second generation owners, the more than three decade old Nam Kee Noodle has been striving to innovate. The noodle shop met Chill Creative Co through the “Cross Matching” program and the two worked together to create a rejuvenated Hong Kong style noodle shop. The logo, the shop's decorations and settings, as well as the staff's image all went through a makeover. To meet the taste of younger customers, green elements were adopted and both the menu and the food production process took on a healthy route.



### 《學素》

#### Simply Vegetarian

作者：唐寧、左字

Authors: Leila Tong, George Tang

三聯書店（香港）有限公司，2014年  
Joint Publishing Hong Kong, 2014

## 好書推介

# 《學素》

## — 食材的美妙新世界

**不**管是為宗教、為動物權益、為修心修身，還是純粹為生活健康，愈來愈多人選擇素食。但素食給人的印象是枯燥、單一、沒營養、沒味道，或只是仿肉製作的麵粉食物，令許多心思想吃素的人踏不出第一步。

### 素食“大發現”

殊不知，素食世界是多姿多彩的。曾於法國藍帶廚藝學院深造的廚師左字說，素菜原材料的滋味可激發更多料理新概念。簡單的食材、調味加上創意廚藝，一般人都可自己調製出健康、美味的素料理。

為尊重生命而食素的藝人唐寧便是左字料理的直接得益者。數年前，她動了小手術後身體難以復原，經醫生診斷後，發現她戒肉多時，導致造血功能較弱，故逼不得已重新接受紅肉，但後來發現菠菜同樣可以補鐵造血，也找到保存菜蔬最高營養價值的烹調方法，更發現多種乾果類食物、植物油及穀類食物能提供源源不絕的營養，即使完全戒肉也不成問題。其後，唐寧將素食世界中的“大發現”與母親分享，把家庭飲食習慣改為多素少肉，肥胖又行動遲緩的爸爸自此



身體清減，行動變得敏捷。原來在中、老年身上，飲食習慣的反饋更為明顯。

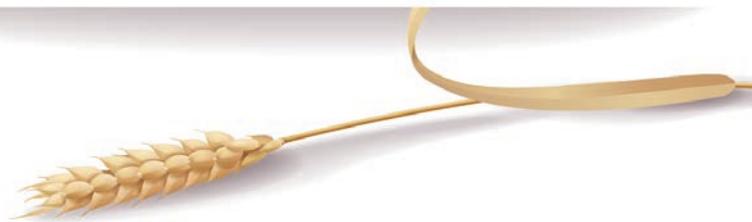
### 尊重食材原味

後來唐寧認識了左字（鄧子怡），彼此交流素食心得和對食材的看法，左字更以遊歷世界學廚的經驗，為素食譜滲入法式、日式、印式及泰式風味，當然少不得中式素食。二人將鑽研所得的素食材營養價值、最佳處理手法、配搭方式，以及由左字配製的53道素食食譜收錄在《學素》一書，聯手推廣素食新潮流，主張尊重食材原味，利用食材配搭創造豐富菜式，令人忘記這是一道素菜。

此書還將素菜分為蛋奶素食、無蛋奶素食、生機素食等類別，適合不同人士需要。令人意想不到的，擺盤精緻、出得廳堂的素菜式，原來製作非常簡單，適合希望健康與品味兼得的城市大忙人。🍴



## Book Recommendation Simply Vegetarian — A Brave New World of Food Ingredients



**Whether** you are doing it for religion, animal rights or spiritual cultivation, or simply for a more healthy way of life, you belong to a growing community of vegetarians. However, many people who want to switch to this wholesome diet are reluctant to make the jump because their impression of vegetarian food is dull, monotonous,

non-nutritious and non-tasty, or just vegan meat made of flour.

### Big Discovery in Vegetarian Food

Little do they know that the vegetarian world can be very colorful too. Chef George Tang who has trained at Le Cordon Bleu Paris tells us that vegetables are excellent ingredients

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that inspire new gourmet ideas. Simple ingredients plus a little creativity can go a long way. Anyone can make vegetarian dishes that are both healthy and delicious.

Local artiste Leila Tong became a vegetarian to show her respect for life. She is a direct beneficiary of Tang's culinary concept. Tong had a minor operation a few years ago but recovery was slow. Examinations found that her hematopoietic function was poor because she had stopped eating meat for some time. On doctor's order, she began eating red meat again, but later she learned that spinach was also a good source of iron which aids hematopoietic action. She also discovered the best cooking methods to preserve all the natural goodness of vegetables and that many dried

fruit, vegetable oils and cereals could supply such rich nutrients that it was no problem to cut meat altogether. She shared this new discovery with her mother and since then the family has stuck to a diet of less meat and more vegetables. Tong's father, who was obese with mobility problems, soon got more agile. It goes to show that dietary habits have particularly obvious impacts on middle-aged and elderly people.

### Loving Food for Its Original Taste

Sometime later, Tong and Tang exchanged what they had learned about vegetarian diet as well as their views on various ingredients. A well-travelled chef, Tang has blended features of French, Japanese, Indian, Thai and Chinese cuisine with vegetarian cooking. With Tong, she co-authored *Simply Vegetarian*, a cook book of 53 recipes

based on the nutrition value of vegetarian ingredients, best ways of preparation, and interesting ingredient combinations. *Simply Vegetarian* aims to promote a vegetarian diet that respects the original tastes of ingredients. A great selection of dishes is created by combining different vegetables creatively. They are so attractive that readers will forget they are made with pure vegetables.

To cater to individual needs, the vegetarian recipes are presented in various groups, such as vegetarian dishes with eggs and milk, vegetarian dishes without eggs and milk, and raw vegan recipes. Making decent vegetarian dishes is surprisingly easy. It is a must-read for busy urbanites who yearn for good health and great taste. 🍴

## 香草乳酪茶末沾醬 (蛋奶素食) Mustard Yogurt Herb Dip (with eggs and milk)



### 材料 Ingredients

希臘乳酪或大豆乳酪	8 湯匙
Greek yogurt or soya yogurt	8 tablespoons
芥末醬	1 茶匙
Mustard	1 teaspoon
特級初榨橄欖油	1 湯匙
Extra virgin olive oil	1 tablespoon
新鮮香草 (如百里香、番茜、芫荽或羅勒等)	少許
Fresh herbs (e.g. thyme, parsley, coriander or basil)	Pitch
青檸和檸檬皮	少許
Lime and lemon peel	Pitch
巴西果仁和胡桃	適量
Brazil nuts and walnuts	Handful

### 步驟 Steps

- 1 混合乳酪和芥末醬。  
Mix the yogurt and mustard.
- 2 淋上橄欖油。  
Pour the olive oil on top.
- 3 加入切碎的香草、青檸和檸檬皮調味。  
Add the chopped herbs, lime and lemon peel to season.
- 4 食用時，配上夏威夷堅果和胡桃。  
Add macadamia nuts and walnuts to serve.

這是一道簡單的開胃菜，也可用來蘸餐包或配沙律。

*This is a simple appetizer ideal as a bread spread or salad dressing.*

### 材料 Ingredients

奇異籽 (浸泡 10 分鐘)	1 湯匙
Chia seeds (soaked for 10 minutes)	1 tablespoon
芒果 (切塊)	1 個
Mango (sliced)	1
杏子 (切塊)	1 個
Apricot (sliced)	1
椰果	150 克
Nata de coco	150g
椰青肉 (切碎)	400 克
Young coconut meat (shredded)	400g
石榴籽	50 克
Pomegranate seeds	50g
薑 (磨碎)	1 湯匙
Ginger (ground)	1 tablespoon
無糖豆漿	600 毫升
Sugar-free soya milk	600ml
龍舌蘭蜜 (可選)	1-2 湯匙
Agave honey (optional)	1-2 tablespoons
核桃 (剝碎)	1 湯匙
Walnuts (chopped)	1 tablespoon
純梅精粉	少許
Pure plum powder	Pitch

### 步驟 Steps

- 1 混合所有的材料，除了核桃。  
Mix all ingredients except the walnuts.
- 2 放入冰箱約 30 分鐘。  
Put in the fridge for 30 minutes.
- 3 取出，加上切碎的核桃和梅精粉即可。  
Take out and add the chopped walnuts and plum powder to serve.

純梅精可補鈣、補鐵及抗衰老，它含枸橼酸、檸檬酸，有助排出乳酸，增加鈣吸收，並可解水毒、血毒和食物毒。這道菜可作甜品或早餐，更適合於壓力大、忙碌沒有胃口的工作日作為調劑餐食。

*Pure plum powder is a good source of calcium, iron and anti-aging ingredients. Containing citrate and citric acid, it facilitates lactate discharge and calcium absorption. It also eliminates toxins in water, blood and food. This is a perfect dish for dessert or breakfast. Suitable for spicing up the diet on days of poor appetite due to stress or busy work.*

## 生食熱帶甜粥 (無蛋奶素) Tropical Sweet Congee (without eggs and milk)





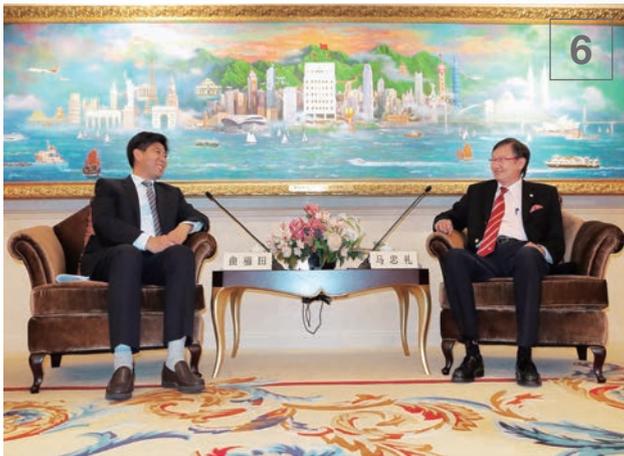
中聯辦副主任仇鴻（前排右三）表示，中總對香港的繁榮穩定、以及國家發展貢獻良多，希望日後多與中總交流，尤其關於香港在內地深入改革發展所發揮的獨特作用。（10/11）

Chou Hong (third from right, front row), Deputy Director of the Liaison Office of the Central People's Government in the HKSAR, praised the Chamber for its contribution to the stability and prosperity of Hong Kong and the development of China. She looks forward to more exchanges of opinions with the Chamber on, in particular, Hong Kong's unique role in the Mainland's further reform.



## 接待嘉賓 Reception of Guests





1. 國務院僑務辦公室副主任莊榮文（左四）（19/11）  
Zhuang Rongwen (fourth from left), Deputy Director of Overseas Chinese Affairs Office of State Council
2. 陝西省副省長王莉霞（右四）（14/11）  
Wang Lixia (fourth from right), Deputy Governor of Shaanxi Province
3. 國家稅務總局副局長解學智（左）（21/11）  
Jie Xuezhi (left), Deputy Director of State Administration of Taxation
4. 南京市政協主席沈健（右）（29/10）  
Shen Jian (right), Chairman of Nanjing Municipal Committee of CPPCC
5. 上海市商務委員會主任尚玉英（右三）（25/11）  
Shang Yuying (third from right), Director of Shanghai Municipal Commission of Commerce
6. 淮安市市長曲福田（左）（28/10）  
Qu Futian (left), Mayor of Huai'an
7. 柬埔寨國務部長兼商務部部長孫占托（左）（29/10）  
Chanthol Sun (left), Senior Minister and Minister of Commerce of Cambodia



## 會員活動 Members' Activities



**為**表達對警方專業執法、維持社會秩序的支持，中西區、港島東區及油尖旺區聯絡處分別探訪當區警署，向警隊送贈心意卡及生果。婦委會除到警察總部致送心意卡外，更定期送上合時湯水予前線警員以示關懷，有關費用由本會會長楊釗贊助。此外，婦委會與多個婦女團體籌辦“心湯熱錢”電話諮詢服務，為受“佔中”影響的市民提供免費專業法律意見，費用由婦委會主席鄧楊詠曼及副主席蔡關穎琴贊助。

**A**s a token of support for the police in law enforcement and maintaining social order, the Central & Western, Island East and Yau Tsim Mong District Liaison Groups paid visits and sent greeting cards and fruit to the police stations of the respective districts. Besides sending a card to the Police Headquarters, the Ladies' Committee also sent soup to frontline police officers regularly to express the Chamber's care, the costs of which were sponsored by the **Chamber's Chairman Charles Yeung**. Moreover, the Ladies' Committee joined hands with a

number of women's associations to launch a telephone enquiry service which provides free professional legal advice for citizens affected by the "Occupy Central" movement. The costs of the service were sponsored by **Chairman Sophia Dan** and **Vice-chairman Janice Choi of the Ladies' Committee**.



## 會員活動 Members' Activities

1. 青委會舉辦專題午餐會，邀請商務及經濟發展局副局長梁敬國以“拍住上 — 與中小企一起打拼”為題，介紹政府扶助中小企的措施。(22/10)

The Young Executives' Committee held a luncheon seminar, where **Godfrey Leung, Under Secretary for Commerce & Economic Development**, was invited to speak on the government's measures on SME support.

2. 九龍東區聯絡處舉辦中山海洲兩天團，參觀海洲天后宮、曹步古鎮及均安李小龍紀念館等景點，並獲海洲同鄉聯誼會招待。(8-9/11)

The Kowloon East District Liaison Group organized a 2-day trip to Zhongshan and Haizhou for visiting tourist attractions such as Haizhou Tian Hou Temple, Caobu Old Village, and the Bruce Lee Museum in Junan. Besides, the tour was received by a clansmen's association in Haizhou.

3. 聯絡委員會邀請文匯報高層蒞臨聚會，就本會及該報的最新發展情況作交流。(14/11)

The Liaison Committee invited senior officers of Wen Wei Po to a gathering for the Chamber and the newspaper to share their latest developments with each other.

4. 深水埗區聯絡處組團遊覽潮汕，到開元禪寺、淡浮院及古城牆風景區等名勝觀光，並品嚐當地美食。(21-23/11)

The Sham Shui Po District Liaison Group organized a trip to Chaozhou and Shandou. Included on the itinerary were visits to cultural relics such as Kaiyuan Temple, Danfu Courtyard and an ancient circumvallation. The trip was also featured by local delicacies.