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強化優勢鞏固香港國際金融中心地位 ENHANCE STRENGTHS TO CONSOLIDATE INTERNATIONAL FINANCIAL CENTRE STATUS

談“兩會”成果 看香港前景
Implications of “Two Sessions”
Outcome for Hong Kong’s Prospects

港產5G 機械人 初創夢成真
Home-Grown 5G Robot –
a Start-Up Dream Comes True



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The Chinese General Chamber of Commerce (Incorporated in Hong Kong and limited by guarantee)

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香港辦事處 Hong Kong Office

香港中環干諾道中24至25號4字樓
(港鐵中環站 A 出口或香港站 C 出口)
4/F, 24-25 Connaught Road, Central, Hong Kong
(MTR Central Station Exit A / Hong Kong Station Exit C)
Tel: (852) 2525-6385
Fax: (852) 2845-2610
E-mail: cgcc@cgcc.org.hk
Website: www.cgcc.org.hk

廣州代表處 Guangzhou Office

廣州南沙區港前大道南162號中總大廈801室
Room 801, 162 South Gangqian Road, Nansha, Guangzhou
Tel: (8620) 3991-2168
Fax: (8620) 3468-3839
E-mail: info@gzo.cgcc.org.hk

特約供稿 Article Contributor:

香港經濟日報專輯組
Hong Kong Economic Times – Supplement Team

廣告查詢 Advertising Enquiry:

Link-Up Design Ltd
李先生 David Lee
Tel: (852) 2151-0886
Email: david@linkupdesign.com

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蔡冠深 博士
Dr Jonathan CHOI

國安法有助穩定營商環境 增強投資信心

NATIONAL SECURITY LAW HELPS TO STABILIZE THE BUSINESS ENVIRONMENT AND INCREASE INVESTOR CONFIDENCE

香港國安法正式頒佈實施，為落實中央在港建立維護國家主權和安全的法律制度、全面準確貫徹“一國兩制”確立了新里程碑，有助保障香港長期繁榮穩定和港人福祉。特區政府宜積極推動社會各界全力配合香港國安法執行實施，並主動向公眾以至國際社會做好文宣工作，釋除不必要的疑慮，增強投資者對香港的信心。

消除營商環境不確定性

近一年來，本港違法暴力行為愈益猖獗，更出現挑戰國家主權和“一國兩制”底線、甚至引入外力干預、策動“港獨”等行徑。這些行為嚴重威脅公共安全和秩序、打擊本港經濟、損害營商環境，加上新冠疫情影響，令香港經濟面對前所未有的嚴峻考驗。制訂香港國安法可完善維護國家安全的法律框架及執行機制，彌補香港在國家安全上的短板，堵塞漏洞，從而讓香港社會盡快恢復秩序與治安。相關法律條文亦清晰列明執法、檢控、審訊、刑罰等細則，有助穩定局面，消除不確定性，為保障香港國際金融中心及自由市場的機制和制度提供重要支撐，長遠有利增強本地和海外投資者信心，構建可靠及穩定的營商環境。只有確保國家安全，香港才可繼續繁榮穩定，各持份者的利益才能得到充分保障。

香港國安法引起國際社會關注，美國更宣佈暫停給予香港特殊待遇，並威脅採取制裁措施。這種做法，與美方聲言是為了保持香港的“一國兩制”背道而馳，令人遺憾。且對在香港有大量順差的美國經濟有損。何況，香港國安法主要針對顛覆政權、分裂國家、恐怖活動和勾結境外勢力四類嚴重罪

行，工商百業在港合法營商完全不受影響，一般市民享有的自由和權利更是依然受到《基本法》保障。

若美國的制裁僅針對若干貿易範疇，對香港經濟帶來的影響不會太大。以貨物貿易為例，2019年香港本地出口美國的貨物只佔整體出口0.1%，即使美國對港貨品加徵關稅，實際影響有限。至於限制高科技產品來港，香港大可從其他地方採購有關設備和科技，創科發展依然前景無限。

探索多元經濟發展空間

中美關係處於敏感時期，不同領域的摩擦和競爭勢將升溫。面對中美博弈，香港各界必須做好適當防範和部署。國家是香港發展的堅強後盾，內地全面推進深化改革開放，並積極開拓區域經貿合作，衍生龐大的金融及高端服務業需求，為香港專業服務帶來廣闊的發展空間。今年以來，內地在金融領域推出多項對外開放新措施，早前亦發佈《關於金融支持粵港澳大灣區建設的意見》，為提升香港在大灣區金融業的功能定位、鞏固香港國際金融中心地位奠定重要基礎。

我們期望特區政府能就中美博弈以及實施香港國安法對本港經濟帶來的短、中、長期影響進行適切評估，並盡快部署應變策略，積極拓展多元經濟，加大力度推動香港創新科技發展，以及支援較有優勢及潛力的新興產業，培育經濟新增長點。當局亦應積極強化與周邊地區的經貿聯繫，包括簽訂更多貿易協定，並主動爭取加入即將於今年落實簽署的“區域全面經濟伙伴關係協定”(RCEP)，為香港開拓更多發展機遇。

“香港國安法並不會影響香港的固有優勢，
長遠有助建構更加蓬勃有序的營商環境，
為香港穩定發展產生積極作用。”

*The National Security Law will not affect Hong Kong's intrinsic advantages.
In the long run, it is instrumental to creating a thriving and more stable business
environment positive for the development of Hong Kong.*

總括而言，香港國安法並不會影響香港的固有優勢，長遠有助建構更加蓬勃有序的營商環境，為香港穩定發展產生積極作用。而香港國安法的正式實施，令香港能堅強有力地走出困境，重回正軌，再鑄輝煌。🌀

The gazettal and implementation of the Law of the People's Republic of China on Safeguarding National Security in the Hong Kong SAR (the National Security Law) is favorable to the long-term prosperity and stability of Hong Kong and the wellbeing of its people. The HKSAR government should actively encourage all social sectors to facilitate the implementation of the law and undertake publicity work to eradicate doubts and increase investor confidence.

Eliminating uncertainties in the business environment

In the recent year, Hong Kong has witnessed escalating violence, including acts that challenge the sovereignty of the country. These illegal activities have endangered public safety and order, and hurt the local economy and the business environment. By plugging the legal loopholes that existed in Hong Kong, the National Security Law enhances the country's legal framework and enforcement mechanism for safeguarding national security. The law includes various details and can foster stability and boost the confidence of local and overseas investors in the long term. Hong Kong will only continue to prosper when national security is ensured.

The National Security Law has sparked international concern. The US has announced the suspension of preferential treatment to Hong Kong over China and threatened further sanctions. This move is regrettable and damaging to the US economy as Hong Kong is a major source of US goods trade surplus. Moreover, the National Security Law targets serious crimes such as subversion of state power and should not affect businesses operating

legally in Hong Kong. The rights and freedoms of the people remain protected by the *Basic Law*.

US sanctions targeting only certain trade areas will unlikely bring serious damage to the Hong Kong economy. Even if the US imposes higher tariffs on Hong Kong goods, the actual impact would be limited. As for the US's move to halt export of high-tech products to Hong Kong, these products can be sourced from elsewhere.

Exploring further economic diversification

In the face of the Sino-US conflict, different sectors must prepare and equip themselves properly. The deepening of reform and opening-up and development of regional economic cooperation in the Mainland have led to a huge demand for financial services and high-end services, providing abundant opportunities for Hong Kong's professional services. This year, the Mainland government has launched a number of measures to open up the finance sector, which lay solid grounds for Hong Kong to consolidate its positioning as the financial hub in the Guangdong-Hong Kong-Macao Greater Bay Area and its status as an international financial center.

We hope the HKSAR government will evaluate the short-, mid- and long-term impact of the Sino-US conflict and the National Security Law on the Hong Kong economy. Meanwhile, it is important to diversify the economy, accelerate the development of innovation and technology, and provide support for emerging industries boasting a competitive edge and development potential. The authorities should also strengthen trade and economic ties with neighboring regions and seek to join the "Regional Comprehensive Economic Partnership" (RCEP), expected to be signed this year, to open up new opportunities.

To summarize, the National Security Law will not affect Hong Kong's intrinsic advantages. In the long run, it is instrumental to creating a thriving and more stable business environment positive for the development of Hong Kong. In short, the implementation of the National Security Law will lead Hong Kong out of the woods and bring it back on the right track to scale new heights. 🌀

談“兩會”成果 看香港前景

Implications of “Two Sessions” Outcome for Hong Kong’s Prospects



在“2020全國人大政協交流分享會”上，全國人大常委譚耀宗及多位擔任全國人大代表、全國政協委員的本會成員，共同探討今年“兩會”重要精神和政策方向，以及對香港未來發展帶來的啟示和機遇。

At the 2020 NPC & CPPCC Exchange and Sharing Meeting, Tam Yiu-chung, NPC Standing Committee Member, and several of the Chamber’s members who also serve as NPC deputies or CPPCC National Committee members, jointly discussed the key principles and policy directions of this year’s “Two Sessions”, as well as the implications and opportunities for Hong Kong’s future development.



譚耀宗
Tam Yiu-chung



蔡冠深
Jonathan Choi

譚耀宗：香港國安法照顧香港實際情況

今年人大會議最受港人關注的應是香港國安法的立法。全國人大常委譚耀宗指出，制訂香港國安法是合情、合理、合乎《基本法》規定，亦充分體現“一國兩制”的精神。“法例充分照顧香港的實際情況，例如無論執法、起訴、司法，中央都交予香港相關部門負責，體現中央對香港特區的信任。刑罰方面亦參考香港類似法例的罰則，比起內地的國家安全法例，刑罰已相對較輕。”

譚耀宗坦言，香港人對國安法的支持亦超乎想像，如“兩會”才剛閉幕，香港不少團體已自發動員，舉辦各類活動支持立法，當中更獲得超過200萬名市民簽名支持。

他分析，此乃歸因於過去一年的亂局，已令廣大市民深感厭惡，大家都希望社會盡快回復穩定，不想營商環境繼續受到破壞。因此，這次中央出手可謂民心所向，符合廣大市民期望。

至於社會上的反對聲音，譚耀宗認為也較預期小，皆因這次香港國安法的立法安排，是完全合情、合理，坊間的反對意見或憂慮，其實都可一一清楚解釋。“以審理相關案件法官的任命為例，與目前由行政長官根據司法人員推薦委員會建議，再委任法官的做法大致相同。而中央委任的‘國家安全事務顧問’是負責向特區提供參考意見，絕不存在凌駕特區的情況。”譚耀宗期望特區政府加強宣傳推廣工作，令國安法可更有效落實。

蔡冠深：委員務實議政與國家穩步前行

受疫情影響，今年“兩會”雖然延期舉行，但本會會長、全國政協常委蔡冠深認為當中不少新猷值得欣賞。例如封閉式管理之下，一眾委員毋須考慮約會酬酢，反可專心工作。會議濃縮在四天半內舉行，全國政協主席汪洋的工作報告宣讀部分精簡處理，蔡冠深亦指此乃好事，因詳細版本已在文件清楚臚列，可供委員學習參考。

蔡冠深並表示，政協委員愈見“不易為”，蓋因中央對委員要求日益嚴謹，既要撰寫履職報告，亦需使用移動平台閱覽無數資料。而在汪洋“書香政協”的呼籲下，委員更須參與讀書活動，交流讀書體會。蔡冠深深感，這是政協委員有責任、有擔當的實際表現。

對香港來說，今年“兩會”就香港國安法的審議和表決誠為一大焦點。蔡冠深指會議期間收到相關通知時亦感立法十分重要，中央鄭重其事，多番委派官員宣講箇中構思。事後，蔡冠深亦走訪多國大使，以香港工商界角度向其述說香港國安法訂立之必要。

對於國家今年不設GDP目標，優先穩就業、保民生，強調脫貧等舉措，蔡冠深表示認同，並指這是實事求是的表現。他認為，處於中美貿易摩擦與疫情雙重影響的非常時期，政府更應撐企業，支持中小微企發展，投資新型基建，推動創新升級轉型。對外方面，他認為外貿應持續開放，穩定供應鏈，將出口轉內銷，並積極尋找新市場。蔡冠深還特別提到“成渝雙城經濟圈”與“海南自貿港”的新動態，呼籲本地商家留意當中蘊藏的無限機遇。

王惠貞：延期重啟均見果斷 國家法治日趨完善

疫情之下，本會副會長、全國政協提案委員會副主任、全國政協委員王惠貞對今年“兩會”在應變與法治改革上感受良多。

今年“兩會”果斷延期、果斷重啟，王惠貞認為，這是兼顧公務進展與疫情控制的做法。她指國務院扶貧開發領導小組組長胡春華對脫貧目標任務不動搖，顯示國家領導人具承擔且愛民如子。與此同時，她提到過去數月醫護在春節期間離家抗疫，協助國家之餘更行有餘力對外給予支援，背後事蹟相當感人，值得借此良機“講好中國故事”。

王惠貞並盛讚國家法治日趨完善，以往內地經商“識人最要緊”的日子已然不再，《民法典》之落實，反映如今一切有法可依。同時，國安法反映國家關心香港，以香港利益為依歸。她呼籲香港社會各界應好好消化相關內容，並盡力傳揚相關正確訊息。

李應生：國家將人民放在第一位

今年“兩會”令本會副會長、全國人大代表李應生感受至深是國家將人民放在第一位，尤其面對疫情時，國家更是不惜代價，將人民的健康、生命放在首位。“在武漢發生疫情後，當時全國只有八萬多宗感染個案，但國家共調派了四萬多名醫護人員到當地，可見國家的決心。以一個14億人口的發展中國家來說，能在如此短時間內控制疫情，身為中國人自必感到驕傲。”

同時，李應生亦充分感受到國家虛心聽取意見。例如在聽取政府的工作報告後，人大代表均會進行小組討論，代表們發表過的意見，翌日便以簡報形式整理好；因應疫情，一些政府官員雖然未能出席會議，但仍可透過即場視頻轉播，他們會即場回答提問，又或翌日再行答覆。“足見國家虛心聆聽大家的意見，絕非一言堂。若大家對國安法或其他議題有任何意見，應盡量透過不同渠道表達。”

胡曉明：國家施政愈趨公開透明

因應疫情影響，今年“兩會”採取靈活應變措施，推遲召開之餘，也實施封閉式管理，是歷來會期最短的“兩會”。本會副會長、全國人大代表胡曉明認為，這次會議形式比較創新，過去領導人會逐字唸讀工作報告，代表們則可邊

聽邊做筆記；但這次領導只讀重點，令時間得以縮短，但代表們就要花多點時間去閱讀報告內容。

胡曉明認為，現時人大表決的法案，贊成、反對、棄權的票數全部一目了然，凸顯國家的施政愈趨公開透明，“這也是一個國家施政的寒暑表，有多少民意支持、反對，都可從投票中反映出來。香港國安法的表決共有2,878票贊成，只有一票反對，六票棄權，從中可看到全國14億人民對這個法案的態度。”此外，他又提到這次人大選審議並通過了《民法典》，是中國第一部以“法典”為名的法律，預計未來還將有更多以“法典”為名的法律出台，引領中國進入法律創新的時代，值得大家多加留意。

陳仲尼：脫貧攻堅成果豐碩 國安立法尊重兩制

2020年是國家全面建成小康社會目標之年，本會副會長、全國政協委員陳仲尼認為，中央領導在疫情發生的障礙下仍然決意在年底前如期達標，任務非常艱巨，亦相當考驗其智慧與魄力。國家能於數十年間從一窮二白躍升至目前全球第二大經濟體，貧困縣從2012年的逾830個大跌至2019年底的52個，陳仲尼表示，種種亮麗的數字皆反映出這是國家非常了不起的成就，並期待下年“兩會”總理李克強可以將全面建成小康社會的豐碩成果呈現世人眼前。

至於本地方面，陳仲尼指香港國安法完善香港特區實施憲法及有關國家安全的機制，草案內容與《基本法》配合，沒有將之修改、取代或排斥，可見國家信任及尊重香港，重視“一國兩制”，故公眾實在不必因此而有所顧慮。

方文雄：抗疫檢測反映國家關注人民幸福

根據官方統計，今年“兩會”之《政府工作報告》出現最多的詞是“保”，共出現85次。本會永遠榮譽會長、全國政協委員方文雄指，國家今年不提經濟增速具體目標，轉而強調“六穩”與“六保”，反映國家不獨報喜，在面對經濟嚴峻情況之下亦會報憂，實事求是的態度值得欣賞。

方文雄並指，國家近年銳意推進全面深化改革，促使制度更加完善，國家治理體系和治理能力現代化水平明顯提高，故能取得歷史成就，故他認為香港未來跟隨國家步伐



(左起) 廖長江、胡曉明、李應生、譚耀宗、蔡冠深、王惠貞、陳仲尼、方文雄及閻峰。

(From left) Martin Liao, Herman Hu, Tommy Li, Tam Yiu-chung, Jonathan Choi, Connie Wong, Rock Chen, David Fong and Yim Fung.

發展空間非常大。他亦以國家持續深化醫療改革、積極處理新冠肺炎病毒測試為例，指出較之美國，國家更為關注人民幸福感。

廖長江：對國安法憂慮屬杞人憂天

本會常董、全國人大代表廖長江表示，最初得悉國安法草案時，坊間確存有憂慮，例如擔心與香港現有法律、國際公約、國際慣例或《基本法》未能協調，還有檢控、執法、司法方面如何安排等。“法官有否足夠經驗處理國安問題，是否需要培訓呢？還有到底是根據普通法系還是大陸法系去理解和詮釋這部法律呢？這些憂慮的確存在。”

但廖長江指出，當閱畢國家的相關說明後，覺得上述疑慮都是杞人憂天。實際上，中央已全盤考慮不同因素，對處理分裂國家、顛覆國家政權、恐怖活動、勾結境外勢力等問題，作出非常有效且具阻嚇性的安排。他又認為，法律本身的內容固然重要，但若欠缺有效的執行機制，則不算是秉承十九大四中全會“建立健全維護國家安全的法律制

度和執行機制”的精神。“我認為香港國安法其實算是相對溫和，亦切合香港實際情況。如執行上需要檢討的話，相信將來還有機會優化。”

閻峰：中概股回歸香港未來值得期待

“兩會”期間，國家主席習近平和與會的經濟界委員會面交流，並參加聯組會，聽取意見和建議。本會常董、全國政協委員閻峰認為，這反映國家特別重視經濟發展。他亦以習近平多次到訪農村視察脫貧情況為例，指他說道現今農民“穿得整齊，鋪蓋床褥少見補丁”，是位非常接地氣的國家領導者。在中美貿易談判與新冠肺炎疫情的影響下，閻峰深信在國家的領導下仍是長期向好，反映中國經濟韌性極大，迅速復甦可期。

至於香港國安法方面，閻峰認為它尊重“一國兩制”，目的是確保香港能夠長治久安，繼續“馬照跑、舞照跳”，認為不會影響本港金融地位，香港仍然是中國最國際化、最自由、最開放的市場。隨着中概股回歸香港上市，憑藉內地強大經濟實力，香港未來定必可享繁榮前景。📍

Tam Yiu-chung: National Security Law Takes Account of Hong Kong's Reality

Tam Yiu-chung, NPC Standing Committee Member, noted that the enactment of the National Security Law for Hong Kong is not only reasonable and in line with the provisions of the *Basic Law*, but also fully reflects “One Country, Two Systems”. “The law takes full account of Hong Kong’s reality and demonstrates the Central Government’s trust in the HKSAR. Taking reference from cases in Hong Kong, the penalties under the law are lighter than those in the Mainland.”

Tam said that Hong Kongers’ support for the National Security Law is stronger than expected, e.g. over two million people have put their signatures down to express support for the legislation. He explained that the general public wanted society to return to stability as soon as possible after the turmoil of the past year. Therefore, it can be said that the Central Government’s intervention is what the people want.

Tam believes that the smaller-than-expected opposition is because the legislative arrangements of the National Security Law for Hong Kong are reasonable and fair, and all the public objections or concerns can actually be explained clearly. “A case in point is the appointment of judges to hear cases. It is broadly the same as the current practice. Moreover, the ‘national security adviser’ appointed by the Central Government is responsible for providing opinions for the HKSAR’s reference and will never override it.” Tam hopes that the HKSAR Government will step up publicity efforts so that the National Security Law can be implemented more effectively.

Jonathan Choi: Committee Members Pragmatically Discuss Government Affairs and the Country Moves Forward Steadily

Jonathan Choi, the Chamber’s Chairman and CPPCC National Standing Committee Member, believes that this year’s “Two Sessions” had introduced many commendable new initiatives. For example, under closed management, members did not need to consider appointments and entertainment. CPPCC National Committee Chairman Wang Yang’s presentation of the work report was concise, with the details clearly set out in a document. Choi noted that this is a good thing.

Choi added that the Central Government was increasingly demanding of the committee members, requiring them to prepare performance reports and use mobile platforms to read numerous materials. In addition, Wang also asked the committee members to participate in reading activities and share their understanding of what they read.

The deliberation and voting on the National Security Law for Hong Kong was a major focus. Choi noted that the Central Government treated the matter seriously and repeatedly appointed government officials to speak about it. After that, he visited the ambassadors of several countries to explain to them the necessity of enacting the National Security Law for Hong Kong from the perspective of the Hong Kong business community.



Choi agreed with the country for not setting a specific target for GDP growth this year. In his view, the Government should support businesses, invest in new infrastructures, and drive innovative upgrading and transformation. Externally, he believes that the Government should continue to keep foreign trade open and actively seek new markets. Choi also specifically mentioned the new developments of the Chengdu-Chongqing Economic Circle and the Hainan Free Trade Port and called on local businesses to take note.

Connie Wong: Postponement and Resumption Indicate Decisiveness; Rule of Law is Improving

Amid the pandemic, **Connie Wong, the Chamber’s Vice-chairman, Deputy Director of the Committee for Handling Proposals of the**



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CPPCC National Committee and CPPCC National Committee Member, was very impressed by this year's "Two Sessions" in terms of response and rule of law reform.

In Wong's view, the decisive postponement and resumption of this year's "Two Sessions" had taken into account progress of both government affairs and pandemic control. She pointed to the country's unwavering commitment to the goal of poverty alleviation. She also mentioned the moving deeds of doctors and nurses leaving their home during the Chinese New Year period to help fight against the pandemic in the past few months, and it is worth taking this opportunity to "tell a good story about China".

Wong praised the country's improving rule of law and the adoption of the Civil Code reflects that there are now laws for people to follow. At the same time, the National Security Law shows that the country cares for and acts in the interests of Hong Kong. She called on all sectors of Hong Kong society to do their utmost to convey the right message.

Tommy Li: The Country Puts the People First

At this year's "Two Sessions", **Tommy Li, the Chamber's Vice-chairman and NPC Deputy**, could feel deeply that the country puts the people first. "The country sent over 40,000 health-care workers to Wuhan after the onset of the outbreak there although there were only 80,000 or so confirmed cases nationwide at that time, which shows the determination of the country. "

In addition, Li fully felt that the country has an open mind to listen to opinions. For example, the NPC deputies would participate in group discussions after listening to the Government's work report. The opinions expressed by them would then be organized in the form of presentations the following day. For those government officials who could not be present at the sessions due to the pandemic, they were still able to answer questions via live video

streaming or reply the next day. “This shows that the country listens to people’s opinions with an open mind and is by no means monocratic.”

Herman Hu: The Country’s Governance is Increasingly Open and Transparent

Due to the pandemic, this year’s “Two Sessions” were the shortest since reform and opening-up. **Herman Hu, the Chamber’s Vice-chairman and NPC Deputy**, believes that the format of this year’s sessions was innovative, where the leadership focused only on the key points, thus shortening the time.

In Hu’s view, the number of votes cast at the NPC were all very clear for everyone to see, which highlights the country’s increasingly open and transparent governance, “How much public support and opposition can be seen from the votes cast. A total of 2,878 votes were cast in favour of the National Security Law, with only one vote against and six abstentions, which shows the stance of 1.4 billion people across the country to the law.” Hu also mentioned that the NPC voted to adopt the country’s first-ever civil code, ushering China into an era of legal innovation, which deserves more of everyone’s attention.

Rock Chen: Fruitful Results in Poverty Alleviation; National Security Law Respects “One Country, Two Systems”

Rock Chen, the Chamber’s Vice-chairman and CPPCC National Committee Member, believes that the central leadership remains determined to reach the target of ending all poverty in China by the end of this year despite the obstacles due to the pandemic. This is a daunting task and a considerable test of its wisdom and courage. Chen said that the country’s achievements in poverty alleviation are very remarkable. He looks forward to Premier Li Keqiang presenting the fruitful results of completely building a well-off society to the world during next year’s “Two Sessions”.

As for Hong Kong, he noted that the content of the draft for the National Security Law for Hong Kong is in line with the *Basic Law* without any amendment, replacement or exclusion. This shows that the country has confidence in and respect for Hong Kong and values “One Country, Two Systems.”

David Fong: Anti-epidemic Testing Reflects the Country’s Care for People’s Well-being

David Fong, the Chamber’s Life Honorary Chairman and CPPCC National Committee Member, noted that the country did not set economic growth targets this year. Instead, it stressed “Six Stabilities” and “Six Priorities”, indicating that the country is open to reporting both good and bad news. Such a practical and realistic attitude is commendable.

Fong added that the country has focused on institutional improvements in recent years, resulting in its dramatically higher standards of governance, which enabled it to make historical achievements. Hence, he believes that there is a huge space for Hong Kong to follow the country’s pace of development in the future. Citing the country’s continued deepening of healthcare reforms and handling of COVID-19 testing as examples, he noted that China is more concerned about people’s well-being than the United States.


Martin Liao: Concerns about the National Security Law are Unfounded

Martin Liao, the Chamber’s Standing Committee Member and NPC Deputy, said that there were public concerns when the draft for the National Security Law first came to light, “Do judges have enough experience to deal with national security issues and do they need training? And is this law understood and interpreted based on common law or civil law? These concerns do exist.”

However, after reading the relevant explanations given by the country, Liao felt that the above concerns were groundless. Actually, the Central Government has taken into account a variety of factors and made very effective and deterrent arrangements for various issues. He also believes that if the law lacks an effective enforcement mechanism, it would not be following the principle of the fourth plenary session of the 19th CPC Central Committee to “establish a sound legal system and enforcement mechanism for safeguarding national security”. “I believe that the National Security Law for Hong Kong is actually relatively mild. If it needs to be reviewed with regard to enforcement, I am convinced that it can still be improved in the future.”

Yim Fung: Return of China-concept Stocks Points to Promising Future for Hong Kong

During the “Two Sessions”, President Xi Jinping met with members of the sector of economics and participated in joint meetings to listen to opinions and suggestions. **Yim Fung, the Chamber’s Standing Committee Member and CPPCC National Committee Member**, believes that this shows the country’s special emphasis on economic development. Due to the Sino-US trade negotiations and the COVID-19 pandemic, Yim is convinced that under the leadership of the country, there will be improvement in the long run, reflecting China’s strong economic resilience and realistic possibility of rapid recovery.

With regard to the National Security Law for Hong Kong, Yim believes that it respects “One Country, Two Systems” and its purpose is to ensure Hong Kong’s long-term peace and stability without affecting its financial status. With the return of China-concept stocks, Hong Kong will surely enjoy a prosperous future backed by the Mainland’s powerful economic strength. 



強化優勢 鞏固香港國際金融中心地位

Enhance Strengths to Consolidate International Financial Centre Status

長期以來，金融業是香港經濟賴以繁榮的重要產業之一，並與紐約、倫敦齊名，是舉世知名的國際金融中心。具權威性的“全球金融中心指數”於今年三月底發表最新排名，香港的全球金融中心排名由第三位跌至第六位，被上海、新加坡、東京超越。香港應如何進一步強化自身優勢，力保國際金融中心地位。

In the latest ranking of the “Global Financial Centres Index” published at the end of March this year, Hong Kong dropped from third to sixth, leapfrogged by Shanghai, Singapore and Tokyo. How should Hong Kong further enhance its strengths to maintain its status as an international financial centre?

羅力：深化內地與國際橋樑角色 鞏固香港金融中心地位

Romnesh Lamba: Deepen Bridging Role Between Mainland and the World to Consolidate Hong Kong's Financial Centre Status



羅力 Romnesh Lamba

率制度仍然運作良好，沒有明顯的資金流出。

香港交易及結算所有限公司（下稱港交所）聯席總裁羅力亦強調，近年香港的金融中心地位非但未有動搖，重要性更不斷增加。“近十年，香港在促進資金進出內地發揮重要作用，為內地企業業務增長提供海外資金，同時支援更多區域性和國際投資者進入內地市場。”

憑藉“背靠內地、面向全球”的獨特優勢，香港向來是通往內地市場的主要橋樑，推動香港在過去十年發展成為龐大且日趨多元化的資本市場，令其他城市難以取代。“香港是全球領先的離岸人民幣市場，這是成功促進互聯互通計劃的最重要因素之一；而且香港的市場從業者、金融及監管機構，均與內地的監管機構建立密切的合作關係，凡此種種都難以一朝一夕被取代。”羅力說。

近日的社會宏觀環境的種種轉變，觸發市場對香港長遠經濟發展的憂慮，香港金融中心的地位難免受到動搖。今年三月，上述指數最新報告發表後，政府隨即發佈新聞稿回應，強調香港的基礎實力依然強勁，金融體系維持穩健，金融服務業各個環節運作有序，聯繫滙

內地與世界聯繫角色難取代

羅力舉例，全球領先的投資服務供應商 MSCI，早前便與港交所簽定授權協議，計劃在港推出 37 隻分別追蹤多個 MSCI 亞洲及新興市場指數的 MSCI 股票指數期貨及期權產品，國際市場對港交所平台的信任，正好印證香港作為連接內地與世界的聯繫人角色的重要作用。

雙向互聯互通指日可待

現時滬港通和債券通每年交易量合計約為二萬億元人民幣，但羅力認為這只是互聯互通的序章，“香港在內地資本市場的開放進程中發揮關鍵作用，特別是促進資金北上流動，為國際投資者參與中國經濟增長提供一個主要途徑。隨着內地龐大的資金池積極尋求更多元化的投資機會，香港作為金



融中心發展的下一章，重點將在於促進資金南下，這個過程可能再需時數十年。”

另一方面，隨着內地投資者希望尋求更多機會進入全球資本市場，香港將是他們首個資金停靠港。羅力指出，在宏觀經濟和地緣政治不確定性持續增加的情況下，香港應繼續把握及主導參與更多內地相關的貿易、投資、融資及其他業務。“內地近年持續推行市場改革，為香港金融服務業帶來前所未有的機遇。過往香港在這方面的成就一向有目共睹，若我們能發揮獨有優勢，深化連接內地市場的門戶角色，協助內地市場逐步與國際接軌，將可進一步鞏固香港作為亞洲首要金融中心的地位。”

There have been concerns related to Hong Kong's status as a financial centre against the current macro backdrop. After the latest ranking of the above-mentioned index was published in March this year, the Government responded by issuing a press release, stressing that Hong Kong's underlying strengths are still strong, its financial system remains resilient, the different facets of its financial services sector continue to function in an orderly manner, the Linked Exchange Rate System has been operating smoothly, and there have been no notable outflows of funds.

Romnesh Lamba, Co-President of Hong Kong Exchanges & Clearing Limited (HKEX), stressed that not only has Hong Kong's status as a financial centre remained as relevant as ever, but its importance has been on the rise in recent years. "Over the past decade, Hong Kong has provided overseas funds for Mainland enterprises to grow their businesses, while supporting more regional and international investors to enter the Mainland market."

Hard to replace connector role between Mainland and the world

As an example, Lamba said that MSCI, a leading global financial index company, has signed a licensing agreement with HKEX to introduce 37 futures and options contracts in Hong Kong that track several MSCI indexes in Asia and Emerging Markets, confirming Hong Kong's important role as a connector between the Mainland and the rest of the world.

推動 ESG 迎合市場趨勢

Promote ESG to cater to market trends

除了強化聯繫人角色外，香港應致力凝聚良好資產，以吸引更多國際投資者前來投資。同時，香港的監管制度及方針一直能夠有效保障投資者、維持健全市場及保持金融穩定性。但因金融服務業的發展日趨複雜，近年港交所均有定期檢討本港監管制度的不同範疇，確保能夠緊貼市場發展趨勢。

因應近年國際機構投資者及基金經理進行投資時，愈來愈多考慮企業在 ESG（環境、社會及管治）方面的表現，故港交所近年積極提升上市公司 ESG 相關匯報及披露的要求及規定。而在最新的一次修訂，更要求年報須強制披露載有董事會對 ESG 事宜考量的董事會聲明，聲明要涉及披露董事會對 ESG 管治的監管方針及策略，並對相關管治目標的進度承擔責任。總括而言，在背靠內地市場發展互聯互通平台的同時，香港若能加快發展 ESG 投資市場及推動綠色金融發展，將進一步鞏固香港國際金融中心的地位。

Hong Kong should strive to attract more international investors by pooling together good assets. At the same time, Hong Kong's regulatory system and policies have always been able to effectively protect investors, safeguard the integrity of the market and maintain financial stability. Nevertheless, as the development of the financial services industry becomes more complex, the HKEX has been regularly reviewing the different aspects of the Hong Kong regulatory system in recent years to ensure that it is keeping up with market trends.

With investors increasingly using environmental, social and governance (ESG) metrics to measure corporate performance, the HKEX has raised the requirements and regulations that listed companies must observe for ESG reporting and disclosure. In summary, Hong Kong can further consolidate its status as an international financial centre by accelerating the development of the ESG investment market and promoting the development of green finance, while relying on the development of an interconnection and mutual access platform with the Mainland market.

It is difficult for other cities to replace Hong Kong's long-standing role as the main bridge to access the Mainland market. "Hong Kong is the world's leading offshore RMB market, which is one of the most important factors in successfully putting the Connect schemes in place, and it has established a close collaborative relationship with Mainland regulators. These factors cannot be replaced overnight." Lamba said.

Interconnection and mutual access are imminent

At present, the trading volume of the Stock Connect and Bond Connect schemes amounts to about two trillion RMB annually, but Lamba believes that this is just a prelude to further interconnection and mutual access, "Hong Kong plays a key role in the process of opening up the Mainland's capital

markets, especially in promoting northbound capital flow. The next chapter in Hong Kong's development as a financial centre will focus on promoting southbound capital flow. This process may take decades."

As Mainland investors begin to seek more opportunities in global capital markets, they will do so via Hong Kong. Lamba said that Hong Kong should continue to actively participate in Mainland-related trade, investment, financing and other businesses. "The Mainland's continuous market reforms in recent years have brought unprecedented opportunities for Hong Kong's financial services. Hong Kong will be able to further consolidate its status as Asia's premier financial centre if it leverages its unique strengths to help the Mainland market gradually align with international best practices."

莊太量：本港金融根基穩固 國際金融中心地位難動搖

Terence Chong: Hong Kong's International Financial Centre Status is Unlikely to Falter as its Solid Financial Foundation



莊太量 Terence Chong

作為著名的國際金融中心，香港多年來在全球的排名僅次於紐約與倫敦，三大城市更因而並稱為“紐倫港”。今年三月，一項定期更新的全球金融中心指數卻反映，香港的排名較去年九月下跌三位，引來社會各界不少議論，當中不乏擔心香港在區內以至全球的金融發展會否優勢不再，甚或逐步被其他城市取代？

排名下跌僅屬短暫因素

究其香港排名下跌的背後原因，香港中文大學全球經濟及金融研究所常務所長莊太量認為，很大程度上是受香港去年下半年開展的社會運動影響，事件在國際間有廣泛報道，或令香港在網上問卷調查中的得分和整體排名有所下降。他強調，其肇因屬短期的政治因素，而非基於金融體系或制度上的轉變，或被區內主要競爭對手超越所致。由此看來，香港作為國際金融中心的優勢及地位可望仍然穩固，毋須過分憂慮。

莊太量又以倫敦為例，指2016年脫歐公投結果公佈後，當時不少市場人士預計倫敦的歐洲金融中心地位大受衝擊，但直至今年三月的全球金融中心指數顯示，倫敦依然穩佔全球第二的排名，僅次於紐約，可見具有穩健金

融根基及制度的國際金融中心，除非失去原有優勢，又或是在金融體系上出現巨變，否則其地位不可能輕易動搖。

固有優勢難以取代

莊太量續指，這項全球金融中心指數，主要建基於五類競爭力領域：營商環境、人力資本、基礎設施、金融業發展水平，以及聲譽和綜合，在某段時期所得的分數定出排名，算不上太全面，也未必能確切展現出一個地區的整體金融發展前景。“一個坐擁強大競爭力的國際金融中心，最重要是兼具優良的制度和基礎實力，包括資金自由流動、法治制度健全、稅制吸引，以及業界發展成熟等，而這正是香港傳統建立及一直維持的優勢所在，非同區競爭對手所能取代。”

香港要繼續保持其國際金融中心的地位，避免被東京、上海及新加坡超越，以至遭到緊隨其後的深圳、北京及杜拜迎頭趕上，莊太量強調，首要是維持現行有利於金融發展的種種優勢，特別是容許資金自由流通、不設外匯管制，低稅率、司法獨立，以及提供英語環境等，均有利吸引來自不同國家及地區的資金與人才來港，造就金融行業持續蓬勃發展。

積極開發金融產品及科技

“相對而言，香港在金融產品多元化及金融科技推展方面則有所不足，尤其是後者，雖然多間虛擬銀行已陸續在港開業，但本港在金融科技發展上，如電子支付、人才培訓等，仍落後於海內外地區，故必須急起直追。”莊太量補充，以金融產品為例，除政府發債外，本港亦應引入多元債券，如伊斯蘭債券等，藉此抓緊“一帶一路”機遇的同時，亦可追上早已推

展伊斯蘭金融的新加坡。至於推動金融科技，他建議本港在技術研發上宜考慮另闢蹊徑，避免總是跟隨他人的步伐，難以取得突破。與此同時，保持低稅制及英語環境，對吸納相關人才，亦是不可或缺的重要環節。

被問及國安法在港正式實施，會否對香港在全球金融中心的排名帶來衝擊？莊太量預期，短期或會如社會運



動般，因受廣泛報道而令海外投資者在觀感上有所影響，但現階段看來，港匯保持強勢，恒指亦見上升，反映海內外投資者對香港的金融體系及資本市場依然充滿信心，相信其影響只屬短期，並不會動搖香港作為國際金融中心的地位。🔄

In March this year, a regularly updated global financial centre index showed that Hong Kong's ranking fell by three places compared with last September, which triggered a lot of discussions among members of the public. Many of them were concerned whether Hong Kong will lose its strengths or even gradually be replaced by other cities?

Drop in ranking is due to temporary factors

Terence Chong, Executive Director of the Institute of Global Economics and Finance at the Chinese University of Hong Kong, believes that this is largely influenced by social movements. He stressed that the causes are short-term political factors. It is neither due to changes in the financial system nor institutional changes nor Hong Kong being overtaken by key competitors in the region. Therefore, undue concerns are unnecessary.

Using London as an example, Chong said that although many market participants expected its status as a European financial centre to be hit hard by Brexit, it remained firmly in second place globally as of March this year. It is clear that international financial centres do not lose their status easily, unless

they have lost their existing strengths or their financial system has undergone dramatic changes.

Hard to replace inherent strengths

Chong added that the above-mentioned global financial centre index is based on five areas of competitiveness: business environment, human capital, infrastructure factors, financial sector development, and reputation and general factors. The ranking is an aggregate of indices from these areas over a period of time, which is not very comprehensive and may not accurately demonstrate the overall financial development prospects of a region. "As a competitively strong international financial centre, the most important thing is to have both excellent systems and underlying strengths, and Hong Kong's traditional strengths cannot be replaced by its competitors in the same region."

For Hong Kong to continue maintaining its status as an international financial centre, Chong stressed that it must first keep its current strengths that are conducive to financial development, especially allowing free flow of funds, no foreign exchange control, low tax rates, judicial independence, and providing an English-speaking environment, which will help attract funds and talents from different countries and regions to Hong Kong.

Actively develop financial products and technology

"Relatively, Hong Kong is inadequate in diversification of financial products and promotion of fintech. It particularly lags behind other regions at home and abroad in the latter, e.g. e-payments and personnel training, and must catch up urgently." Chong added that financial products are a case in point. Besides government-issued bonds, Hong Kong should introduce diversified bonds, such as Islamic bonds, to keep pace with Singapore, which has long promoted Islamic finance. As for the promotion of fintech, he suggested that Hong Kong should consider a different approach for technology R&D. Meanwhile, maintaining a low-tax regime and English-speaking environment is indispensable for attracting relevant talents.

Would the implementation of the National Security Law for Hong Kong have an impact on its ranking as a global financial centre? Chong expects it to have an impact on the perception of overseas investors in the short term, but at this stage, investors at home and abroad are still confident in Hong Kong, as evidenced by the sustained strength of the Hong Kong exchange rate and the rise of the Hang Seng Index. 🔄





疫市經濟調整 初創危中有機

Opportunity Exists for Start-ups Amid Pandemic

新冠病毒疫情肆虐，各行各業飽受衝擊。然而對於創意無限的初創，這反而是展示創意，發揮實力的上佳機會。

The rampant COVID-19 pandemic has severely hit businesses across industries. Nevertheless, this is a great opportunity for infinitely creative start-ups to showcase their creativity and ability.

陳思源：數碼港培育計劃助初創邁步向前

Eric Chan: Cyberport Incubation Programme Helps Start-ups Move Forward



陳思源 Eric Chan

以“一將功成萬骨枯”來形容初創企業也許並不誇張——初創素有“C輪魔咒”的說法：初創企業成長需要多輪融資，據統計，全球初創企業從A輪到B輪會淘汰六成的企業，B輪到C輪又要淘汰近七成企業，從A輪到C輪企業的存活率只有近12%，要成為“獨角獸”以至有力上市者，更可謂鳳毛麟角。

本地初創存活率高

反觀本地，近年特區政府銳意發展創科，透過數碼港支援初創企業，漸見成果。數碼港公眾使命總監陳思源透露，在數碼港培育計劃之下的本地初創企業，能存活一年半的超過85%，三年的仍有近70%，遠高於一般初創平均存活率。他認為，具潛質的初創企業在香港的土壤必能茁壯成長。

培育計劃除後顧之憂

陳思源指，2019至2020年度共有129家初創企業成功進入數碼港培育計劃，它們是從超過600個申請之中脫穎而出，本身已具有一定競爭力。他形容，在培育計劃之下的初創公司“相當幸福”，因為數碼港會協助

他們解決初創必然遇上的三大難題：資金、生意和技術。數碼港在這三方面，均具有強勢網絡，以至眾多初創企業會對培育計劃躍躍欲試。

陳思源舉例，在尋找生意方面，“數碼港企業網絡”早前就成功將初創企業與國泰航空配對，促成了合作協議；而在投資者方面，數碼港會利用“數碼港投資者網絡”協助初創公司物色及對接投資者，以期順利跨越業界面對資金不足的所謂“死亡之谷”。至於技術方面，陳思源更指數碼港早已與目前世界上絕大多數知名科技公司有聯繫，保證旗下初創企業可以應用最頂尖的技術發展業務。他說：“其實這是雙贏做法：科技龍頭為初創企業提供技術支援，長遠來說也有助他們爭取更多潛在顧客。”

對比以往初創企業的筭路藍縷，陳思源樂見目前情況已大有改善。以往的初創者只能單打獨鬥，他形容：“上至募資，下至吸塵，全部靠你親力親為。”而在融資壓力之下，初創者花於籌募資金的時間可能比經營業務還要多，陳思源認為這本末倒置的情況並不理想，所以數碼港的培育計劃，可減低初創的入場門檻之餘，亦可協助他們將更多心思花在真正重要的業務本身。

疫情下的應變方案

而在疫情之下，陳思源指數碼港亦有及時應變，冀助一眾初創公司渡過難關。例如2019年10月至2020年3月，數碼港所有園區公司租金減半。而在2020年4至9月，其租金在政府“防疫抗疫基金”支援之下更進一步得到全額寬免，共超過730間初創公司能夠受惠。此外，他們更利用這段時機推出“敢創抗疫”計劃，呼籲初

創企業運用科技提出新意念，協助社會克服當前的挑戰。例如數碼港社群成員GOGO VAN及Pickupp就攜手提供上門收取檢測樣本，減低社區傳播風險。又例如初創公司GRWTH因應停課，為全港450間學校提供免費家校溝通平台。另有一家名為“裝修佬”的公司，上門為全港16個與康美樓同屬Y2型的屋苑免費檢查及維修排氣管，並透過影片和文字發佈與疫情相關的知識。陳思源說：“這些未必能助初創即時獲得很多利潤，但及時惠澤社會的行動，長遠來說會為相關初創帶來非常正面的宣傳效果。”

眼光宜遠 熱情宜長

目前全港有八家“獨角獸”初創，其中四家出自數碼港，陳思源笑指他們的“市佔率”相當高。但他坦言，這些成功個案有若干共通點：第一，他們眼光不只放在香港，他們會視香港為一個絕佳試點，在此的成功經驗可以輻射到大灣區以至一眾東盟國家，這才是真正商機所在。其次，這些初創者熱情十足，在經歷無數次遭人拒絕後仍能堅持邁步，最終可走出水窮處。他認為年輕人本該有夢，而數碼港一系列的培育及支援計劃，為每家初創提供最多110萬的資助，則有助年輕初創者夢想成真。陳思源期待，初創企業能為香港在傳統地產及金融行業以外，注入新經濟動力。

There is a saying about the “curse of Series C funding” for start-ups: Start-ups need multiple rounds of funding to grow, but according to statistics, only about 12% of start-ups globally survive from Series A through Series C funding, and it is even rare for them to become a “unicorn” or strong candidate for public listing.

Local start-ups have high survival rate

However, the local situation is different. With a focus on innovation and technology (I&T) development, the HKSAR Government's support for start-ups through Cyberport have been gradually bearing fruits in recent years. **Eric Chan, Chief Public Mission**

Officer of the Hong Kong Cyberport, revealed that of the local start-ups under the Cyberport Incubation Programme, over 85% can survive for one and a half years and nearly 70% can survive for three years, well above the average survival rate for start-ups in general.

Incubation Programme alleviates worries

Chan explained that start-ups under the Incubation Programme are “very fortunate” as Cyberport will help them overcome three challenges that start-ups will inevitably encounter: funding, business and technology. Because Cyberport has strong networks in all three areas, start-ups are eager to try out the Incubation Programme.

Giving examples, Chan said that in the area of looking for business, the Cyberport Enterprise Network has successfully matched start-ups with Cathay Pacific Airways, leading to them signing cooperation agreements. With regard to getting investors, the Cyberport Investors Network assists start-ups in looking for and connecting with investors. As for technology, Chan said that Cyberport already has ties with the vast majority of the world’s leading technology companies.

He is pleased to see such big improvements over the past when start-ups had to blaze new trails without proper tools. Entrepreneurs of the past had to fight alone. Due to funding pressure, entrepreneurs might have to spend more time raising funds than running their businesses. In this regard, on top of lowering the entry barriers for start-ups, Cyberport can help them put more of their minds into what is really important, i.e. their businesses.

Response measures amid pandemic

Chan pointed out that Cyberport has also responded in a timely manner to help start-ups overcome difficulties amid the pandemic. For example, all Cyberport tenants have been given 50% and then 100% rental waiver. A total of some 730 start-ups are able to benefit from the rental waiver. In addition, they have taken the opportunity to launch the “Braving the Epidemic” campaign, calling on start-ups to use technology to come up with new ideas to help people overcome the challenges at hand. Chan said: “These may not help start-ups make lots of profits immediately, but such timely actions to benefit the society will generate a very positive publicity effect for them in the long run.”



Maintain a far-reaching vision and a long-lasting passion

At present, there are eight “unicorn” start-ups in Hong Kong, four of which are from Cyberport. Chan joked that they have a very big “market share”. However, he admitted that these success stories have several things in common: First, these entrepreneurs set their sight not only on Hong Kong, but also on the Greater Bay Area and even ASEAN

countries. Second, they are brimming with passion that keep them moving forward despite countless rejections. Chan believes that young people should have dreams, and Cyberport’s funding of up to HKD1.1 million per start-up can help young entrepreneurs realise their dreams. He looks forward to start-ups injecting impetus into Hong Kong’s new economic industries, beyond its traditional real estate and financial industries.

唐君耀：深耕細作勇於求變

Jeremy Tong: Working Conscientiously with Commitment while Embracing Change



唐君耀 Jeremy Tong

疫情之下，港人近半年宅居家中，固然影響不少傳統生意，但亦變相帶動網購發展。Lalamove 是本地著名物流公司，也是估值十億美元以上的“獨角獸”。面對疫情，這家新銳企業當然不會坐以待斃，反而期望在經濟普遍低迷的情況下探尋商機。

Lalamove 香港區總經理唐君耀指，目前公司為網購平台、醫療機構等提供物流服務，又引進抗疫物資代購服務，協助客戶買口罩，甚至是宅居家中所需的食物、日用品也可以代勞。他說，代購服務以距離計算，團隊因應不同地區，提供點對點物流服務。他更透露，公司為本地慈善機構運送抗疫用品給予首張單免運費優惠，盼在維持業績、尋找商機之餘，亦能與社會同舟共濟。

靈活多變 堅毅前行

唐君耀指，公司身為初創企業，靈活多變、堅毅前行一直是他們賴以成功的核心價值。早在疫情之前，公司也是靠不斷嘗試及改進而在行業中熬出頭。回想創業之時正值2013年底，其時智能手機使用漸見興盛，使用手機 app 購物、召喚的士等，坊間群眾都

不會感到陌生。然而，貨車行業在那時卻未跟上大勢，顧客要找車都仍舊依靠致電服務中心的老方法。因此，Lalamove 的創辦人看準這個缺口，銳意改變電召貨車的市場生態。

初創之路，滿途荊棘不言而喻。唐君耀稱，即使來到今天，他仍會每周定期“落區”，走訪店舖，與車手談天，目的就是爭取他們對公司的認識。他稱開始時遭受冷淡反應是意料中事，但隨着經驗累積，“例如稱他們作靚仔、靚女”，以更接地氣的方式打破隔膜，贏得他們認可也不如想像般困難。不怕“面懵”，不輕言放棄，公司能打出一片天，其中一部分就是有賴這些深耕細作。

手機 app 小改變 大改善

與此同時，顧客使用服務仰賴於手機應用程式，所以程式便利與否成為 Lalamove 改進服務的一大焦點。“簡單如某個按鈕放在左或右邊，其實也會對生意構成影響。”唐君耀指，公司會不時為應用程式執行“A/B 測試”，將用戶分成兩個組別，使用兩個不同版本，然後收集數據決定哪個效果更佳。

只讀一本通書難言成功

至於物流服務，說到底還是講究快而準，故他們也十分關注車手送貨效率。“我們會監控車手送貨時間，若然慢了便會即時跟進，了解箇中問題。”此外，公司還設立獎賞制度，透過送貨單數及顧客評分來鼓勵車手。當業務擴展至其他城市時，也會針對當地交通情況作不同部署。唐君耀透露，公司拓展其他城市在幾年間已積累了一套手冊通則。但不同城市的交通情況、城市文化各有特色，甲城市的成功，並不保證可在乙城市全數照搬。



慣於求變，勇於改進，使初創企業更容易在疫情中反應過來，不只避開經濟普遍低迷帶來的影響，更試圖在此尋覓新的機遇。就像一句老話：“熱情是最好的老師。”唐君耀寄語有志從事初創行業的後進，除了致力研究市場新缺口之外，更重要的是保持熱情。因為有着熱情，你才會視挑戰為樂趣，得以孜孜不倦奮勇前行。🚀

Lalamove, a well-known local logistics company, is a “unicorn” with a valuation of over USD1 billion. Faced with the pandemic, this emerging company certainly does not sit and wait for its demise. Instead, it wants to explore business opportunities amid the general economic downturn.

Jeremy Tong, Managing Director of Lalamove Hong Kong, said that



besides providing logistics services for online shopping platforms and medical institutions, the company also offers services to help customers purchase anti-epidemic supplies such as masks, and even food and daily necessities needed in the home. The company wants to tide over the hard times together with the public while looking for business opportunities and maintaining its performance.

Be flexible while persevering forward

Tong said that prior to the pandemic, the company managed to get ahead in the industry by continuously trying and improving. Recalling the initial days of starting the business, Tong said that it was in late 2013 when the use of smartphones began to flourish. However, the trucking industry did not keep up with the trend at that time, so customers still had to rely on the old method of calling a service centre to look for a truck. Therefore, setting their

sight on this gap, the founders of Lalamove focused on changing the ecology of the truck-hailing market.

Tong said that even today, he would still regularly visit the stores and talk with the drivers to get their recognition of the company. He said that the initial lukewarm response was expected, but as his experience built up over time, it was not as difficult as imagined to win them over. Such conscientious efforts and commitment play a part in the company's success.

Big improvements with small changes to mobile app

Meanwhile, because customers rely on its mobile app to use its services, a major focus of Lalamove for service improvement is on the user-friendliness of the app. Tong said that from time to time, the company will perform "A/B testing" for the app, where users are divided into two groups, each using a different version of the app.

Data will then be collected to determine which works better.

Hard to succeed with just one approach

As for logistics services, they must be fast and accurate. Hence, the company pays particular attention to the efficiency of delivery drivers. In addition, the company has set up a reward system, where drivers are incentivised based on the number of delivery orders and ratings by customers. The company will have different arrangements according to local traffic conditions when it expands its business to other cities.

It's like an old saying: "Passion is the best teacher." Tong has an advice for those who intent on starting a new business: besides exploring new gaps in the market, it is more important to keep their passion intact. Because you have passion, you will see challenges as fun and be able to forge ahead tirelessly and courageously. 🚚

尊重國歌 應有之義

National Anthem Should Undoubtedly be Respected



國

歌是《憲法》確立的國家象徵和標誌，香港特別行政區作為中華人民共和國的一部分，理應尊重中國國歌。2017年11月4日，全國人民代表大會常務委員會通過決定，將《國歌法》納入《基本法》附件三。根據《基本法》第18條，凡列於附件三的全國性法律，由香港在當地公佈或立法實施。因此，香港有憲制責任實施《國歌法》。

香港有責任實施《國歌法》

為兼顧香港普通法法律制度和實際情況，政府選擇以本地立法形式在香港實施《國歌法》。在本地立法過程中，經內務委員會（“內會”）的處理和授權，成立了《國歌條例草案》（《條例草案》）法案委員會，本人被選為主席。委員會總共召開17次會議，歷時超過50個小時詳細審議《條例草案》，包括舉行一次公聽會。法

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

香港有責任實施《國歌法》，而尊重國歌也是應有之義。實在不必泛政治化，逢中必反。

Hong Kong is duty-bound to apply the *National Anthem Law*, and the national anthem should undoubtedly be respected. There is really no need for pan-politicization to oppose everything that China says or does.

案委員會報告本已於去年6月14日提交予內會，但由於修例風波和本立法年度內會停擺而遭擱置，至今年5月27日才恢復二讀。

《條例草案》主旨是為尊重國歌，並就公開及故意侮辱國歌或不當使用國

歌的行為訂立罰則，整體爭議不大。然而，社會上對《條例草案》的種種疑慮和意見反映出市民對《條例草案》的認識存在不少偏差。有部分人士認為《條例草案》限制言論自由、欲進行洗腦教育、形容其為惡法。認識偏差造成恐懼，而恐懼最容易被利用。

政府有責任加強宣傳工作，向市民清晰解釋國歌條例，釋除疑慮。

審議過程盡釋疑慮

絕大多數對《條例草案》的疑慮和問題，在法案委員會的審議過程中有所涉及並得到解答。舉例來說，就奏唱國歌的場合而言，當茶餐廳或酒樓電視機播放國歌時，食客並非參與、出席奏唱國歌的場合，無須遵守奏唱國歌的禮儀——肅立和舉止端莊。即便是奏唱國歌的場合，因《條例草案》第二部是為反映《國歌法》立法原則而制訂的指引性條文，違反亦無罰則。僅當公開、故意作出侮辱國歌的行為，兼具行為和侮辱意圖時，才可能承擔刑事責任。而是否承擔刑事責任則根據案件的案情定奪。根據香港普通法法統，在刑事案件中，舉證責任在於檢控方，舉證標準也非常高，必須達到毫無合理疑點。如果在公開奏唱國歌時發生失誤、走音、或者以其他音樂風格演繹國歌，控方須證明相關行為是意圖侮辱國歌而公開及故意作出。僅表現出不喜歡國歌，而無侮辱國歌的意圖，不會誤入法網。

言論自由雖然受《基本法》第27條保障，但並非絕對，可予以限制。根據終審法院的判決，禁止侮辱“只是禁止一種發表形式，並沒有干預以其他形式發表信息的自由。”相關限制是有限度及合理，沒有違反《基本法》對言論自由的保障。至於罰則，《條例草案》擬定的三年有期徒刑及罰款五萬港元，與《國旗與國徽條例》中侮辱國旗或國徽罪行的罰款水平一致，並且是最高刑罰水平，法庭會根據案情量刑。以侮辱國旗罪作例子，反修例風暴中一名13歲女童和一名21歲咖啡師在屯門大會堂外燒國旗，後者燒國旗後更再將之踐踏。因應案情，兩人分別被判接受12個月感化及240小時社會服務令，均非三年有期徒刑的最高刑罰。因此形容《條例草案》為嚴刑峻法，實屬無稽之談。

DQ 指責並無根據

而社會上另一爭議焦點是立法會議員宣誓儀式時是否需要奏唱國歌。部分



人士用心險惡，稱之為可“隨意 DQ 議員”。這是毫無根據的指責，更是個偽命題。首先，立法會議員參選及就職宣誓時，根據法例，須表明擁護《基本法》及效忠中華人民共和國香港特別行政區。在擁護《基本法》和一國兩制的前提下，立法會議員應尊重國歌作為國家的象徵，出席宣誓過程中奏唱國歌的環節。其次，若因不熟悉普通話，只能以廣東話唱國歌，而沒有侮辱國歌的意圖，不會違法，何來所謂的“隨意 DQ”？其實不諳普通話的議員，理應好好學習。國歌是國家的象徵和標誌，反對國歌法通過的人，缺乏民族意識，對國家和人民也無基本尊重。社會需要反思：這些人是否應該繼續參與立法會的工作？他們是否配當立法會議員？

尊重國歌是應有之義，實在不必泛政治化，逢中必反，更不應該動輒組織發起三罷，包圍立法會，阻止議員開會及立法會行使《基本法》第73條(1)項所賦予，依照法律程序制定、修改和廢除法律的職權。本人一直支持《國歌條例草案》，以達致《國歌法》本地立法實施的憲制責任。👉

As part of the People's Republic of China, the HKSAR should respect the Chinese national anthem as it is a symbol and sign of the country established by the Constitution. On November 4, 2017, the Standing Committee of the National People's Congress adopted the decision to add the National Anthem Law to Annex III of the Basic Law of the HKSAR. In accordance

with Article 18 of the *Basic Law*, the national laws listed in Annex III to the *Basic Law* shall be applied locally by way of promulgation or legislation by the HKSAR. Therefore, Hong Kong has a constitutional duty to apply the *National Anthem Law*.

Hong Kong duty-bound to apply *National Anthem Law*

The Government has chosen to apply the *National Anthem Law* in Hong Kong through local legislation in order to adequately take into account Hong Kong's common law legal system and actual situation. During the local legislative process, the House Committee authorized the establishment of the Bills Committee on *National Anthem Bill* (the *Bill*) and I was elected as its chairman. The Bills Committee held a total of 17 meetings over more than 50 hours to deliberate on the *Bill*, including a public hearing. The Bills Committee submitted a report to the House Committee on June 14, 2019, but the second reading only resumed on May 27, 2020 after being shelved due to the anti-extradition amendment bill movement and the suspension of the operation of the House Committee for the current legislative year.

The *Bill*, whose main thrust is to respect the national anthem, sets penal provisions to deal with public and intentional behaviour that amounts to an insult to the national anthem or misuse of the national anthem, which are generally not very controversial. However, public misgivings and opinions about the *Bill* show that there are many biases in people's understanding of it. Some people think that the *Bill* restricts freedom of speech, intends to brainwash and is an evil law. Cognitive biases create fear, which is most easily exploited. It is incumbent upon the Government to step up publicity to explain the *National Anthem Ordinance* clearly to the people and dispel public concerns.

All concerns dispelled during deliberation

The vast majority of the concerns and issues about the *Bill* have been covered and addressed by the Bills Committee during its deliberations. For example, regarding occasions where the national anthem is played and sung, when the national anthem comes on the television at a café or restaurant, people do not have to follow the etiquette for playing and singing the anthem (stand solemnly and deport themselves with dignity) as they are not participating in or attending the occasion. Even on occasions where the national

anthem is played and sung, there is no penalty for violating the provisions since the standard, etiquette and occasions set out by part two of the *Bill* are guiding provisions with no penalty attached. Criminal liability will only be pursued if a person has publicly and intentionally committed an offence with intent to insult the national anthem. Moreover, the person's criminal liability (or lack of it) will be based on the merits of the case. Under the common law of Hong Kong, the burden of proof in a criminal case rests on the prosecution, and the standard of proof is very high and must be met without reasonable doubt. If a person makes a mistake, plays or sings the wrong notes, or uses a different musical style during a public performance of the national anthem, the prosecution must prove that the person concerned has, with intent to insult the national anthem, performed such act publicly and intentionally. Just showing dislike of the national anthem with no intent of insulting it does not get one into trouble with the law.

Although freedom of speech is protected by Article 27 of the *Basic Law*, it is not absolute and can be restricted. According to the judgement of the Court of Final Appeal, the prohibition of insult "bans one mode of expressing It does not interfere with the person's freedom to express the same message by other modes." The relevant restriction is a limited and reasonable one and is not inconsistent with the guarantee of freedom of speech in the *Basic Law*. As regards penalties, the fine of HKD50,000 and imprisonment of 3 years stipulated by the *Bill* are the same as that for the offence of desecrating the national flag or national emblem under the *National Flag and National Emblem Ordinance*. Such a fine and imprisonment are also the maximum level of penalty. The court will decide on the penalties according to the actual circumstance of each case. Take desecration of the national flag as an example. A 13-year-old girl and a 21-year-old barista were found guilty of burning the national flag outside the Tuen Mun Town Hall during the anti-extradition amendment bill movement, with the latter also trampling the national flag after burning it. Based on the actual circumstance of each case, the former was sentenced to 12 months of probation and the latter to perform 240 hours of community services, neither of which was the maximum penalty of three years in prison. Hence, it is nonsense to describe the *Bill* as cruel and harsh.

DQ accusation unfounded

Another controversy in society is if there is a need to play and sing the national anthem during the swearing-in ceremony

for legislators. Some people, who harbor sinister intentions, have called this "arbitrary DQ (disqualification) of legislators". This is not only an unfounded accusation, but also a pseudo-proposition. Firstly, members of the Legislative Council must, in accordance with law, swear to uphold the *Basic Law* and swear allegiance to the HKSAR when standing for elections or being sworn-in to assume office. Under the premise of upholding the *Basic Law* and the "One Country, Two Systems" principle, members of the Legislative Council should respect the national anthem as a symbol of the country and be present while it is being played and sung when taking the oath. Secondly, it does not violate the law if one can only sing the national anthem in Cantonese due to unfamiliarity with Putonghua and sings without intent to insult it, so where does the so-called "arbitrary DQ" come from? In fact, legislators who are not familiar with Putonghua should put in effort to learn it. As the national anthem is a symbol and sign of the country, those who oppose the adoption of the *National Anthem Law* lack national consciousness and have no basic respect for the country and the people. Society needs to reflect: Should these people continue to participate in the work of the Legislative Council? Do they deserve to be LegCo members?

The national anthem should undoubtedly be respected. There is really no need for pan-politicization to oppose everything that China says or does. Also, people should not stage three suspensions (stop work, stop classes, and stop the markets) too easily or besiege the Legislative Council Complex to prevent legislators from meeting and the LegCo from exercising the power entrusted by Article 73 (1) of the *Basic Law*, which is to enact, amend and repeal laws in accordance with legal procedures. I have always supported the *National Anthem Bill* to fulfill our constitutional duty of applying the *National Anthem Law* through local legislation. 🔄

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.

地址 Address:

香港中區立法會道1號立法會綜合大樓703室
Rm 703, Legislative Council Complex,
1 Legislative Council Road, Central, Hong Kong

電話 Tel: 2576-7121

傳真 Fax: 2798-8802

電郵 Email: legco.office.liao@gmail.com



疫情下 企業應對之道 Business in the Pandemic

疫情下，不少企業的經營面臨重大挑戰，妥善的現金流管理成為當務之急。同時，隨着疫情緩和，復甦之路漸露曙光，企業亦應透過嶄新營運模式，為企業創造全新價值。

In the face of the current pandemic, many companies are meeting major operating challenges. While good cash flow management is a top priority, they should also explore new business models to create new value now that COVID-19 is moderating and the road to recovery is coming into view.



(左起) 黃煒邦、陳宣統
(From left) Benson Wong, Chris Chan

黃煒邦：優化現金流管理為復甦作準備

受到疫情的影響，環球經濟飽受打擊，股票、債券、黃金和外匯等各種資產的價格均出現劇烈波動，觸發對金融危機的憂慮。內地經濟方面，首季 GDP 錄得負 6.8%，是 2009 年以來最嚴重倒退，中央更破天荒不為今年經濟增長定下目標，此乃前所未有的情況。

羅兵咸永道企業客戶主管合夥人黃煒邦指出，目前情況雖然惡劣，但常言道有危自有機，企業正可藉此機會檢視現金流管理，為往後的上升週期作好準備。“英諺有云：Cash is King，要妥善管理現金流，有三個關鍵步驟：一，要快速了解當前的財務狀況；二，採取應對行動；三，協調內部和外部的持份者。”

黃煒邦闡釋，就第一點而言，即使沒有疫情，企業也應對滾動現金流作定期預測，藉此適時更新業務計劃及預算。“最佳做法是準備一個最壞情況的方案，一旦危機發生時便可馬上實施。他舉例，有客戶平時只預留兩至三個月的營運資金，但一月疫情開始爆發時，已提升至為四至六個月，以防突發情況發生。”此外，一些應急方案亦宜及早準備，例如若有員工被

隔離，公司將如何處理？如有管理層需要隔離，會否對公司營運有重大影響？這些都是第二點需考慮的事情。

至於第三點，黃煒邦認為管理層和員工之間必須制定一個清晰的溝通機制。“面對危機時，員工希望從管理層口中得知問題所在，以免不實的消息或揣測不斷流傳。這猶如行軍打仗，必先要穩定軍心。”同時，企業應與外部的持份者如業主、供應商等加強溝通，商議能否免租和延長還款期等，務求為企業尋求更靈活的處理方案，亦為疫情後雙方的良好合作打好根基。

陳宣統：疫情加速數碼化轉型

疫情難免對企業經營帶來壓力，但羅兵咸永道中國南部及香港地區諮詢併購部主管合夥人陳宣統認為，在這個過程中亦不乏正面影響，能為企業創造新的價值，當疫情過後可及時登上經濟復甦的快車。

“所講創造價值，當中包括創造新的價值和維持現有的價值。因應疫情所發展出來的嶄新營運模式，理應加以保留，而不是疫情過後，一切便打回原形。”陳宣統指出，是次疫情大大

加速各行各業的數碼化轉型，“過去數年，不少企業都希望推行數碼化，但因牽涉整個公司文化的轉變，亦要改變員工一貫的工作模式，故阻力重重。疫症襲來，大家被迫保持社交距離，令居家工作及遙距辦公大行其道，變相令數碼化得以推行。”實踐過後，企業都感受到數碼化帶來的好處，如減省成本、產生協同效應、提升業務效率提升等。

陳宣統續指，推行數碼化相當於開拓另一個人才市場，“例如有員工希望投放更多時間在家庭，這些人才在舊有的工作模式下較難吸納，但通過數碼化和彈性的工作模式，就變成可能。”

隨着疫情消退，不少企業又回到傳統的辦公模式。陳宣統認為，不應浪費這次寶貴的數碼化經驗，應把當中產生的價值，繼續延伸並發揚光大。“疫情期間，給予員工更多工作彈性，對公司來說是可行且有正面意義；而對員工而言，也有利其 Work Life Balance，屬雙贏局面。往後大家更應推而廣之，支持客戶和供應商推行數碼化交易，令雙方合作更具效率。”

上述內容為本會內地及台灣事務委員會、粵港澳大灣區委員會合辦網上講座“疫情下企業現金流管理及財務應對之道”之撮要。

Benson Wong: Optimize Cash Flow Management to Blaze A Recovery Trail

With the global economy reeling from a pandemic-induced recession, assets including equity, fixed income, gold and forex are experiencing intense price volatility. Growth has declined in the Mainland and for the first time ever the Central Government has not set a target for economic growth this year.

Benson Wong, Entrepreneurial & Private Business Regional Lead Partner, PwC Hong Kong, points out that the current environment is indeed



challenging but businesses should take this opportunity to review their cash flow management and make preparations for the upturn cycle that follows. Adequate cash flow management involves three key actions: 1. Get a clear picture of your state of affairs timely; 2. Respond with appropriate measures; 3. Coordinate efforts of internal and external stakeholders.

Wong explains that regarding the first step, businesses should make rolling cash flow projections regularly even in the absence of a pandemic. It is a good opportunity to update business plans and budgets. For example, some of his corporate clients that usually run on two to three months of operating capital have increased it to four to six months since the onset of the pandemic in January. Other contingency plans should also be drawn up in advance, such as how to respond when a staff member is put under compulsory quarantine.

As for the third step, Wong feels there must be a defined channel for the management and staff to maintain close communication. "In times of crisis, staff wish to learn the

facts from management to avoid false rumors or speculation." Businesses should also strengthen communication with external stakeholders like landlords and suppliers to seek more versatile arrangements. Such amicable relations will lay the groundwork for future collaboration.


Chris Chan: Pandemic Accelerates the Transition to Digitalization

COVID-19 will inevitably put pressure on business operation. However, **Chris Chan, Financial Services M&A Leader, China, Hong Kong and Outbound Investments, PwC Hong Kong**, believes there are positive impacts too. By creating new value, businesses can bounce back strongly and quickly when the pandemic is over.

"By creating value, I mean creating new value while retaining existing value. It won't work if things go back to square one after the pandemic." Chan points out that the

pandemic has accelerated digitalization and transformation significantly for many sectors. Putting digitalization plans in practice, they have seen its many advantages, such as saving costs, creating synergy and improving business efficiency.

Chan continues to say that digitalization is like developing an alternative manpower market. "For instance, some talents would like to spend more time on family life. It is more difficult to attract them with the old working model. With a digitized and versatile working model, nevertheless, it is possible to recruit them."

Chan urges businesses not to miss this precious experience of digitalization. They should continue to give greater latitude to the value created therefrom and enhance collaboration efficiency. 

This is an abstract of the Chamber's Mainland and Taiwan Affairs Committee and Greater Bay Committee's Webinar "Corporate cash flow management and financial response measures in the pandemic"



港產 5G 機械人 初創夢成真

Home-Grown 5G Robot – a Start-Up Dream Comes True

超魔神英雄傳、熱血最強、未來警察、高達等日本機械人動畫，是不少 80 後大男孩的集體回憶。但對路邦科技有限公司聯合始創人麥騫譽來說，回憶雖無價，但畢竟已成過去，我們何不憑自己雙手，創造出屬於未來的機械人？就這樣，一個當初看似荒誕的奇想，不但催生了中國首台 5G 機械人，亦成就了一個港產初創神話。

Japanese robot animation could well be a collective memory of big boys born after the 1980s. For **Mark Mak, Co-founder of Roborn Technology Ltd**, robots are a thing of the future that he would like to build now. This was the idea that led to the birth of China's first 5G robot; it also turned a Hong Kong start-up company into a legend.

“小 時候我跟很多男孩一樣，都夢想可以駕駛高達。到後來出現 Iron Man，簡直是眼前一亮，漸漸發現原來機械人並非遙不可及的夢想，憑着人類科技真的可以實現。”帶着兒時夢想，麥騫譽大學時選修電子工程系，自此踏上研發之路。其時他打工、讀書、創業穿插進行，並以 Freelance 形式參與程式編寫及產品設計，如攪拌機、電子磅、智能家居系統等，其創業神話已見雛形。

麥騫譽憶述仍津津樂道，“那時候智能手機還未面世，但我們的智能家居



麥騫譽 Mark Mak

系統已包含智能鎖、智能門鈴、智慧燈光調節系統等，當時來說已是非常先進的技術，部分更出口歐洲。其後，我與不少大品牌合作，參與產品研發，在2008年時更設計出元祖級的“掃地機械人”並出口美國，至今市面仍在售賣。”

十年磨一劍 機械人夢成真

後來，麥騫譽覺得與其一直替別人設計，倒不如開發真正屬於自己的產品，於是在2017年成立了路邦。雖說是一家初創企業，但憑着過去研發設計累積的經驗，他團隊的實力已不能小覷。“我們做的是真正自己感興趣的事情。而在這個世代，最有用、能為未來帶來變革的，我認為就是機械人。因此路邦一直朝着這個方向前進。”

而真正圓夢的契機在2018年出現。當時中國興起5G熱潮，不少初創公司均摩拳擦掌，希望在此範疇引領突破。麥騫譽亦不甘後人，“膽粗粗”聯繫中國通訊業龍頭中國移動，“當時我們直接聯絡內地中移動公司，就



專為學校教學設計的機械人，麥騫譽希望可藉此喚起小朋友對科技的興趣。
A robot specifically designed for schools. Mak hoped this can inspire children's interest in technology.



路邦開發的全港首款5G防疫機械人，已獲不少政府部門訂購採用。
Developed by Roborn, Hong Kong's very first 5G epidemic prevention smart robot has already been ordered and used by many government departments.



麥騫譽刻意把機械人配上自己的樣貌，預示將來科技可能會發展至“人機結合”。

Mak intentionally put his own face on his robot, implying his vision that technology advancement will make it possible for seamless integration of human and machine in the future.

說我們有這些技術，可否一起合作呢？它們剛巧正在尋找公司合作開發5G 機械人。說實話，我們不抱太大希望，但最後我們從幾個候選者中脫穎而出。”

能被中國通訊龍頭企業選中絕非僥倖，路邦的技術自有其過人之處。麥騫譽團隊與中國移動、中興通訊合作，最終成功研發出全中國第一台5G 機械人，並於2018年12月23日在中興深圳的實驗室成功啟動，揭開中國科技史新一頁。其後這台機械人更陸續到全國各地及世界巡迴展出，並協助測試當地的5G 網絡。麥騫譽以“十年磨一劍”及“神話”來形容此事，“過去每當我們說要研製機械人，人們總說：有沒有搞錯，這等於燒錢，怎麼這麼傻？但我們始終一直堅持，終於換來成果。”

科技需“落地”改善人類生活

5G 技術本身有低時延、高帶寬、廣物聯三大優點，令機械人的實用性大增。例如可令機械人的操作時延減至最低，以 Motion Control（動感控制）技術操控時，可實現同步移動；



與中移動及中興合作研發的全國首台5G 機械人，並以 Motion Control 技術操控。

Jointly developed with China Mobile and ZTE Corporation, the very first Chinese 5G robot is motion controlled.

亦可同時控制數台機械人，完成不同任務；而5G 亦支援4K 甚至8K 解像度，令操作者可透過機械人的鏡頭，實時監察周遭情況。

麥騫譽坦言，最初研發5G 機械人是希望體現未來科技的可能性，並未太多考慮實際應用。當落實商用化時，他堅持要以 Technization（科技生態化）為宗旨，“這個詞是我們發明，意思是把5G、Robotics、AI、Cloud、IT，這些現代科技最重要元素結合並融入生態，研發出貼近生活，實實在在協助人類提高效率 and 生產力的產品，這是我們一直堅持的理念。”

5G 機械人潛力無限

在此理念下，最近路邦因應現時的抗

疫形勢，研發出全港首台5G 防疫機械人。它會自動巡邏，識別到體溫異常的人，便會自動通報；同時它會自動記錄附近人士的特徵，方便將來追蹤密切接觸者。麥騫譽指出，它與坊間機械人最大分別是其獨有的靈活性，“我們有很多不同算法，可視乎情況調整。例如長時間戴口罩，面部會較熱，我們可調校至只探測額頭，減少誤鳴；又例如周圍有發熱的物品如熱水，可調整將它排除在外，避免誤鳴，靈活性非常大。”

他強調，5G 機械人擁有無限的可能性，是未來真正的藍海。例如現時已逐漸應用的遠程健康診斷，配合觸感系統，更可能做到遠程把脈；又如一些偏遠地區的設施維護，或者高壓電

系統維修等危險操作，配合5G操控和高清鏡頭，都可由機械人代勞；還有物業管理方面，機械人亦可代為巡邏、檢測環境、通報設施損壞情況等，真正做到把科技融入生活。📡

“Robots are not an impossible dream. Humans can actually made them happen through technology.” Mak had wanted to create robots since he was a child. Therefore, he chose to study electronic engineering at university and then progressed along the path of research and development, taking part in programming and product design as a freelance worker. His start-up legend began to take shape.

Mak recollected with delight, “It was a time before smart phones. Our smart home system was already equipped with smart door locks, smart doorbells, smart lighting adjustment system, etc. It was very advanced back then. We even launched one of the first robotic vacuums in 2008. It was exported to the US and is still available for sale.”

A 10-year journey to actualize the robot dream

Mak felt he could do more. Instead of designing for others, he decided to develop his own products and founded Roborn in 2017. Although the company is a start-up company, it is not to be taken lightly of, because Mak’s team has much experience accumulated in research and development. “We believe robots will be the most useful thing that can bring about reform for the future. Roborn has been moving forward towards that direction.”

The real opportunity to actualize this dream came by in 2018, when the 5G trend began to take China by storm. Many start-ups hoped to lead the breakthroughs in this area. Mak boldly contacted China Mobile, the telecommunications leader in China. “I asked if they would like to work with us. Coincidentally, they were in fact looking for a company to collaborate in developing 5G robots. Eventually, we managed to stand out from other candidates.”

The team of Mak worked with China Mobile and ZTE Corporation, and, in the end, they successfully developed the very first

5G robot in China, which was later shown in different places around the world on a global tour. The robot also helped with testing local 5G networks. Mak described this as a legend built over ten years’ time. “Our persistence and determination gave us great results.”

Technology must be practical to improve human living

Thanks to the three main benefits of 5G technology, namely low latency, high bandwidth and wide coverage with different things, robots are now much more practical. For instance, operators could monitor the surrounding in real time through the lens of a robot because 5G supports 4K or even 8K resolution.

Mak candidly commented that practical application was not the focus in his initial research and development. After confirming the direction of commercialization, he insisted on the objective of “technization”. He explained, “This is a term that we coined. It means integrating the most important elements of modern technologies such as 5G, robotics, AI, cloud and IT into an ecology to develop products that can help human improve efficiency and productivity.”

Promising potentials in 5G robots

Following this philosophy, Roborn developed Hong Kong’s first 5G epidemic prevention robot in response to the current pandemic. During its patrols, the robot can identify persons with abnormal temperature and automatically report so. Concurrently, it also records the features of people nearby, which could help to trace persons in close contact if such info is needed in future. Mak pointed out that the built-in flexibility of their robot differentiates it from other robots on the market. “As temperature detection can be focused on foreheads, there will be fewer false alarms, and nearby non-human hot objects can be excluded.”

He stressed that there are unlimited possibilities for 5G robots, and they are truly the blue ocean of the future. Many applications that can be performed by robots are gradually put into place, including remote diagnosis, facilities maintenance in distant areas, or risky operations such as maintenance of high voltage systems. In property management, robots can be used for patrolling, inspecting the environment, and reporting faulty or damaged facilities – truly integrating technology into day-to-day living. 📡



最新研發的消毒機械人，會自動行走並以 UV 燈消毒四周。
A latest development, this robot can move about automatically and disinfect its surrounding area with UV light.



讓“城市”看到 “山寨”的價值 Making the Value of “Shanzhai” Visible to “City”

在遙遠的大山深處，資訊封閉塞、科技落後的山寨之中，村民缺乏技術配合，要“富起來”也顯得乏力，更遑論要談可持續發展這一議題。2015年，一家名為“山寨城市”的社會數據科技公司成立，它在內地、緬甸、老撾、巴布亞新幾內亞、巴西等地，促成商界投資具潛質的發展項目，令貧窮山寨走向富庶。

It is not easy for people living in information-deprived poor villages to get rich. Shanzhai City, a social data technology company established in 2015, has enabled businesses to invest in promising development projects in many rural areas, setting poor villages (shanzhai) on the path to prosperity.

“山寨城市”是旨在研究及落實社會金融和社會發展策略，為基層市場開發技術及資金解決方案的社會企業。成立以前，創辦及行政總裁林達已參與內地的城鄉發展項目，“在福建農村，村民擁有資源，並有自己一套的生財技能與方法，但因缺乏資訊，令資源不對等，村民沒有做決定的權力，亦不曉得甚麼是可持續發展。”深有感觸的他決意“授人以漁”，將資訊和技術帶入大山深處的農村，以科技賦權弱勢社群。

本地化經營地區經濟

林達堅信，“授人以魚，不如授人以漁”。現時有不少社會團體致力協助農村脫貧，然而多數項目都是消耗現有的社會財富來予以幫助。“直接借貸予村民無法從根本上解決他們的困境，村民不是沒有技能，只是欠缺更科學的方法如市場營銷、數據分析等，將技能轉化成財富。”

因此，“山寨城市”不但傳授村民實際技能，例如教導他們以最有效的方法種植，更利用金融科技去幫助他



參與廣西金秀縣扶貧項目。
Anti-poverty project in Jinxiu of Guangxi.



林達 Lam Tat

們。林達強調，他們的工作着重“本地化”及經營地區經濟，“其實山寨自有一套恆之已久的金融系統，我們會細心觀察，了解村民如何種植、整條村的金融體系如何運作，將當地資源及規則轉化為數據，再制定解決方案，與‘外面’的市場經濟發展接軌。”他亦補充，不同地區的项目發展模式絕不可生搬硬套，需深入了解當地生活風俗，因地制宜，才能真正地幫助當地村民。

讓參與者有存在感

然而，村民始終鮮有與外界接觸，往往難以理解主流社會的理念及運作方式，林達坦言，如何說服村民參與项目是其中一道難關。他總結過去經驗指出，若项目能提高參與者的自我意識及存在感，自能提升他們的參與度。

他舉例指，通過儲存電子數據，將小朋友的成長過程製成電子相冊，令參與项目的村民感到被尊重，未被社會遺忘；又如另一個為弱勢群體提供金融服務的項目中，通過不斷考驗项目受益者，例如是否準時到場、是否積極進行分享等而給出相應的信用評分，讓项目受益者意識到守信誠實的品格也能帶來回報。

區塊鏈技術助農村經濟

基層社群是被低估了的巨大潛在市

場，2018年10月全球首個建基於基層社群即時資料的區塊鏈社區影響力交易平台 iO-X 正式啟動，林達認為這是“山寨城市”的發展里程碑。“iO-X 將連在城市亦未普及的區塊鏈技術應用於農村，推行‘合作社金融’，讓農戶或合作社在區塊鏈上自行交易當地農產品，助力更多農產品發佈，促進農村的經濟增長，達到可持續發展。”

此外，由於區塊鏈是加密技術，可實現安全可靠的點對點交易，無需設立監管交易的中間人如銀行或政府等，所有關於產品採集、生產、運輸和價格數據和用戶資料將完全透明公開，不但可促進農村的貨品和服務流通，亦能達到公平貿易。

團隊正於全球多地進行數據測試，林達舉例，他們在貴州將當地原有的交易機制積分化，並在香港設時間銀行，稍後有關项目將陸續推廣至安徽、雲南、東南亞以及大洋洲等國家。

以科技賦權草根人民

“山寨城市”如今已走過五個春秋，林達亦長期奔波在外，走訪了幾百個村落。他坦言工作很累，但他以至整個團隊從不放棄，他們深信努力是不會白費，“由經營本地經濟出發，以

科技賦權草根人民，發展出自下而上的商業模式，真正助村民脫貧。”林達期望未來“山寨城市”能以協力廠商顧問模式提供服務，提高社區參與度，讓每位持份者對經濟發展均擁有發言權。📍

Shanzhai City is a social enterprise with the purpose of researching and executing social finance and social development strategies to develop technology and funding solutions for grassroots markets. **Lam Tat, Founder and CEO of Shanzhai City**, was involved in urban and rural development projects in the Mainland prior to the inception of the company, “Villagers in Fujian’s rural areas have the resources and skills to make money, but they do not know what sustainable development is due to lack of information.” Deeply moved, he resolved to ‘teach people to fish’ and bring information and technology to villages deep in the mountains.

Localized operation of local economy

There are currently many social groups committed to helping poverty alleviation in the rural areas, but most of their projects consume existing social wealth in order to do so. “Directly giving loans to villagers cannot fundamentally solve their plight. Villagers are not without skills, but they lack a more scientific method to turn their skills into wealth.”

Hence, Shanzhai City leverages financial technology (fintech) to help them. Lam stressed that their work focuses on ‘localization’ and running the local economy, “Actually, the villages have their



林達於巴西出席論壇，討論兒童議題。
Lam talks about children's issue in a forum in Brazil.

own long-established financial system. We will carefully observe and translate the local resources and rules into data, and then formulate solutions.” He added that we must never rigidly transplant the same model of project development into different localities. Instead, we should tailor to the local conditions to truly help the villagers there.

Give participants a sense of presence

Nevertheless, it is difficult to convince villagers to participate in the project as they rarely have contact with the outside world. Lam noted that their level of participation will

increase if the project can raise their self-awareness and sense of presence.

For example, in a project that provides financial services to vulnerable groups, credit scores are given by constantly testing the beneficiaries of the project, e.g. whether they are present on time, whether they are active in sharing, etc., so that project beneficiaries are aware that trustworthy and honest character will also be rewarded.

Applying blockchain technology to help rural economy

In October 2018, Shanzhai City launched Impact Oxygen Exchange (“iO-X”), the

world's first community impact exchange network driven by real-world impact data from grassroots communities built on blockchain. Lam believes that this is a milestone in Shanzhai City's development. “iO-X applies blockchain technology, which is not yet widely adopted even in cities, to rural areas, introducing ‘cooperative finance’ to enable them to trade local products on the blockchain.”

In addition, all product sourcing, production, logistics, pricing and user data will be published in the fully-transparent environment, facilitating not only the flow of goods and services, but also fair trading in rural areas.

The team is conducting data testing in many places around the world. According to Lam, they have added a point-based system to the existing local trading mechanism in Guizhou and set up a time bank in Hong Kong. Later, the project will be extended to Anhui, Yunnan, Southeast Asia and Oceania.

Empowering grassroots communities with technology

It is now five years since the inception of Shanzhai City. Lam admitted that the work is exhausting, but they are convinced that their efforts will not be in vain. Lam hopes that Shanzhai City can provide services through a cooperative vendor advisory model to increase community participation so that each stakeholder has a say in economic development. 



解決青年人就業問題 是當務之急

Youth Employment an Issue of Pressing Priority

針對年青人就業難問題，本會永遠榮譽會長方文雄、會員方潤華撰文鼓勵年青人好好裝備自己，等待時機來臨，並期望政府以至社會各界能夠給予年青一代更多支持。

David Fong, the Chamber's Life Honorary Chairman and **Fong Yun-wah, the Chamber's Member** penned an article on the challenges faced by youths in finding employment. Encouraging young people to prepare themselves for upcoming opportunities, they hope the government and the community can offer greater support to our youths.

狄更斯在他的《雙城記》卷首寫道：“這是最好的時代，也是最壞的時代。”經典名句充滿哲理，亦是當今社會的寫照。

職場新丁 挑戰滿途

自年初起全球各國受 COVID-19 疫情打擊，經濟活動萎縮甚至停擺，香港也不能獨善其身。作為以轉口貿易和金融、服務、旅遊業為主的城市，本港經濟去年已受中美貿易摩擦拖累下滑，接着年中又發生反修例風波及社會運動，致使遊客不敢來港，連帶酒店、食肆、零售等行業也不景氣，再加上環球金融市場波動及疫情的影響，外需和內需疲弱，各行各業苦苦支撐，今年首季本地生產總值更錄得有紀錄以來最大的單季跌幅，失業率創下新高，經濟和民生陷入困境，形勢十分嚴峻。

勞工市場職位減少，一方面乃經濟收縮所致，另一方面或與時代發展有關。由於科技突飛猛進機械人出現，可代替人力從事單調重複或危險及厭惡性的工作，機械人取代那些密集型、低技能的職位，無疑減少和剝奪了人類工作的機會，造成失業人數增加。全球經濟都在下行，疫情何時結束仍是未知數，企業、商家掙扎求生存，能捱過“冰河期”不結業、不裁員已算幸運，更遑論增聘員工了，可以想像作為“職場新丁”的應屆大學畢業生，尤其是學歷較低、工作經驗少的年青人，如今形勢下就業將會更加困難。

青年就業 重中之重

青年是未來的主人翁，如果他們沒工開長期投閒置散對前途失去希望，對社會將是個隱患。針對年青人就業難問題，關鍵是扶持整體經濟，以市場創造職位，香港再出發大聯盟也十分關心青年就業問題，除了政府應投放更多資源外，社會各界也都責無旁貸。欣悉未來兩年政府將和私營機構創造三萬個有時限的職位，增聘長期和短期公務員，涵蓋不同範疇和技能，協助青年就業，起到帶頭和鼓舞



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作用；政府也可撥款多資助職業訓練局、專業進修學校及私人機構等，加強培訓及職業導向，讓年青人掌握一技之長能找到合適的工作。同時希望僱主也能打消顧慮聘請曾犯些錯但知錯能改的青年人，其實後生仔一時糊塗、受人唆擺行差踏錯也是可以理解的，應給予他們重新改過的機會。著名歌星麥當娜在談及成功秘訣時這樣說：“我犯了很多錯誤，但也從中學會了很多。”每個人一生中都不避免會犯錯，關鍵是要從錯誤中吸取教訓、學會成長，決不可自暴自棄，並以史為鑒，從而變得更加成熟。

視危為機 力創新天

中國古語說：“否極泰來。”雖然香港目前面對的危機是史無前例的，外圍地緣政治暗潮洶湧，內部爭拗不斷、社會撕裂，“東方明珠”黯然失色，但只要各界團結一致、同舟共濟，維護“一國兩制”重新出發，盡快恢復社會秩序讓經濟復甦，未來還是光明的。相信疫情總有結束的一天，執筆時本港已一段時間沒有本地確診個案，抗疫已現曙光。因此，當下年青

人要學會忍耐，好好裝備自己，等待時機來臨。年輕人最大的資本是年青，往後的日子還很長，必要時也可再入大學深造，學習新科技、新技能及數碼項目等，做好生涯規劃，如今經濟低迷也許是個契機，創業成本降低，年青人不妨發揮小宇宙將夢想付諸行動，或許就能創出新路，奠下事業之基礎，成就燦爛的人生。

文內小標題為編者所加。

Charles Dickens' classic *A Tale of Two Cities* opens with, "It was the best of times, it was the worst of times..." His famous philosophical words fit Hong Kong's current situation perfectly.

A challenging path for career rookies

COVID-19 that has been sweeping across the globe since early this year is giving Hong Kong a double blow, as the local economy is already dampened by Sino-US trade conflicts that began last year, followed by the anti-extradition law amendment bill movement in the second quarter which kept overseas visitors away. It is a time of doldrums for the hospitality, catering and

retail sectors. The combined effect of global financial market volatility and the pandemic has led to broad-based weakness in external and domestic demand, with all industries experiencing hardship. Hong Kong saw the biggest historical quarterly drop in GDP in the first quarter. Unemployment reached an all-time high.

The number of jobs in the employment market has fallen, partly due to economic contraction and partly affected by the emergence of robotics which replaces labor-intensive low-skill workers with robots. Unemployment figures rose as a result. Amidst the global economic downturn, businesses and entrepreneurs are struggling for survival. Those who stay afloat during this “ice age” without winding up or laying off employees are considered lucky. Hiring new staff is out of the question. Conceivably, newcomers to the job market are having a particularly trying time.

Youth employment is paramount

In the long run, young people remaining idle

can lead to potential danger. To address the issue of young people’s difficulty in finding employment, we must promote the macro economy so that the market can create jobs. While the government should allocate more resources to this end, the public society also has a duty to support this cause. It is a pleasure to learn that the government will work with the private sector to create 30,000 fixed-term jobs to help youth employment in the next couple of years. Such initiative would spearhead and motivate other sectors to do likewise. The government should also provide more subsidies to the Vocational Training Council, HKU SPACE and private institutions to strengthen training and career orientation. Such efforts will enable young people to acquire the skills they need to find suitable employment. Employers should be encouraged to recruit youths who have corrected themselves after making mistakes. We all make mistakes one time or another during our lives. The key is to learn a lesson and develop positively thereafter.

Turn crisis into opportunity to open up new horizons

Although Hong Kong is currently facing an unprecedented crisis, social solidarity will help us overcome this great hurdle. Starting anew with a firm commitment to “One Country, Two Systems”, we will have a bright future. We believe the pandemic will come to an end eventually. At this moment in time, young people should be patient and prepare themselves for upcoming opportunities. Youth is the greatest capital of young people. The present economic downturn might turn out to be an opportunity. The capital for starting a business is now reduced. It is a good time for Hong Kong youths to use their imagination and chase their dreams. Who knows? There might be a pot of gold at the end of the rainbow. 🌈

Subtitles added by the editor.



優化搜尋引擎 生意滾滾而來

Keep Business Rolling in through SEO

新冠肺炎疫情令遙距辦公及網上營銷成為新趨勢。透過搜尋引擎優化 (SEO)，中小企可提升在搜尋引擎的排名，提高曝光率。而一些不起眼的細節，往往導致成敗關鍵。

SMEs can make themselves rank higher and increase their visibility in search engine results through search engine optimisation (SEO). And some seemingly inconspicuous details often are the key to success or failure.

如欲自己公司的網站能在芸芸搜尋結果脫穎而出，增加生意機會的話，**HDcourse 數碼行銷顧問蘇子賢**指出，企業宜先對SEO有一定概念，然後再委託專才處理相關事務，如此才可知所進退。他認為，商家應先了解搜尋引擎基本運作、如何選擇關鍵字等，方可有效獲取免費流量，吸納目標客戶群。



蘇子賢 Ivan So

促銷必須認識 SEO

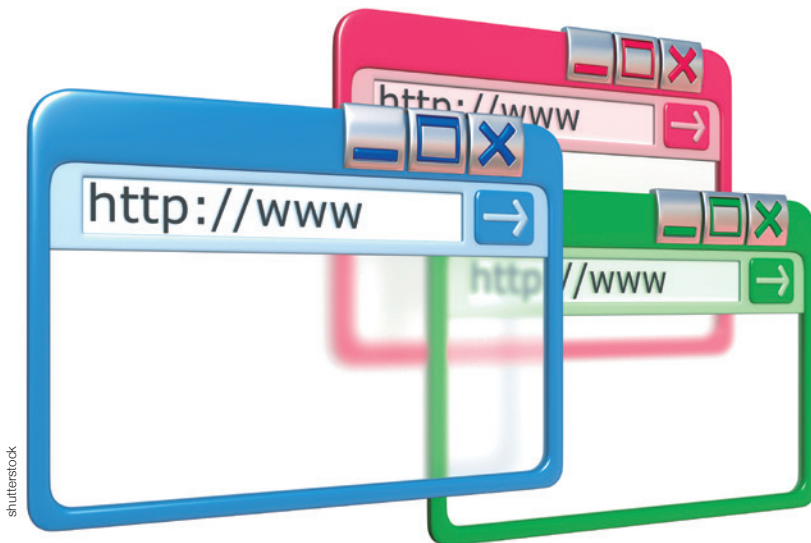
所謂 SEO，是透過自然排序（無付費）的方式增加網頁能見度的行銷規律。蘇子賢指出，受疫情影響，市民居家時間大增，故在家上網搜尋商品及網購的活動亦隨之增加，若商家能好好把握這個契機，有效利用 SEO 的話，絕對有助生意的增長。

現時不少商家都會刊登網上廣告，蘇子賢表示，對不少商家來說在 Google 登廣告比在 facebook 效果更顯著。因後者屬社交媒體，用家在此停留的目的或只是關心朋友動向，未必有購物打算。反之，用家使用 Google 則十不離九是希望搜尋某項資訊，故在此推廣業務或品牌會更有效益。

由版面到關鍵字

蘇子賢以搜尋引擎 Google 為例，建議商家宜先對搜尋版面有基本認識。他闡釋，搜尋結果頁面常見有兩大部分：置頂是付費廣告，下方則是自然排序，不用付費的部分。只要做好 SEO，商家網頁就能在自然排序的部分排得更前，佔據更有利的位置。曾有研究顯示，超過七成的搜尋者只會在第一頁找答案，到第二頁找答案已經大幅下跌至 5.59%。如此巨大差距，足以說明做好 SEO，爭取更前的搜尋引擎排位有多重要。

現今都市人手機不離手，蘇子賢認為，商家在設計網頁以至制定 SEO 策略時應以手機版面為先。他引述數據指，目前七成網民使用手機搜尋、瀏覽網頁，只有三成使用桌面或平板電



腦。然而，目前不少商家仍然未趕上時代，網頁設計仍以桌面版為主，逆流而行自然不利業務發展。

“甚麼”與“什麼”

至於如何做好 SEO，蘇子賢說商家有幾點可以留意。首先在網頁標題方面，萬千用家是否進入網站，可能就是取決於標題上的寥寥數語，故其重要性不言而喻。他引述外國例子，指不少外地網站喜歡擺出 47、57 元的價錢，“XXX 的七個貼士”，全因 7 在外地文化象徵好運，故他建議商家可利用當地人對某些特定數字的喜愛來擬定更有利點擊率的標題。除此以外，將折扣訊息置於標題亦是另一可取之道。

關鍵字之選擇，往往亦對生意構成始料不及的影響。蘇子賢以“甚麼”與“什麼”為例，因“什麼”是較多人用的寫法，故前者搜尋只有五億多個結果，而後者則有高達近 13 億個。原來看似不起眼的細節，亦可引致網頁在搜尋網站的熱門程度出現極大差距。因此，他建議商家在這方面可多花心思，亦可活用搜尋結果中“其他人也搜尋了以下項目”等資訊探知坊間群眾的搜尋風向。

內容是王道 影片成大勢

面對龐大市場競爭，蘇子賢認為，最實在的做法還是改善網頁中的內容。因為更精采的文章、更實用的資訊，定必會吸引網民閱讀。停駐網站時間愈長，大數據就會讓這個網頁排到搜尋引擎更前位置。而除了 Google 以外，蘇子賢亦提醒商家不可不留意 YouTube，因為這是繼 Google 之後第二大搜尋引擎。如果商家推出影片，在影片標題巧用數字、折扣等資訊，亦肯定有助商家宣傳促銷。

上述內容為本會網上講座“企業行銷新動向”撮要。

van So, Digital Marketing Consultant at HDcourse, said that for a business to make its website stand out in search results, it should first have some idea of SEO in order to make informed decisions before appointing experts.

Knowledge of SEO is necessary for promotions

SEO refers to the marketing practice of increasing the visibility of webpages by improving the order of natural (unpaid) search results. So noted that since the number of people searching for merchandise and shopping online at home has increased due to COVID-19, businesses should take the opportunity to use SEO effectively.

According to So, for many businesses, advertising on Google is much more effective than on Facebook. Since the latter is social media, users get on it to look for updates on their friends and may not have any shopping intentions. On the other hand, users on Google are usually looking for certain information, so it is more effective for promoting a business or brand.

From user interface to keywords

Using the Google search engine as an example, So said that search results pages usually have two parts: The top part contains paid advertisements, while the lower part contains unpaid results ordered naturally. If SEO is done well, a webpage can be ranked higher in the naturally ordered part. Studies have shown that over 70% of searchers only look at the first page for answers, and those looking at the second page dramatically drops to 5.59%. This fully illustrates the importance of getting a higher ranking in search engine results.


So believes that businesses should have mobile app user interface in mind when designing webpages and formulating SEO strategies. Quoting data, he said that 70% of Internet users currently use mobile phones to search and browse the web, yet many businesses remain behind the times as their webpages are still mainly designed for the desktop computer. Going against the trend is certainly not good for business development.

“甚麼” versus “什麼”

As for how to do SEO well, So said that there are a few things businesses can keep in mind. First, with regard to webpage titles, he noted that many foreign websites like to place information such as prices of \$47 or \$57 or “Seven Tips for XXX” in the title, all because 7 is a symbol of good luck in foreign culture. Hence, he suggested businesses to use numbers preferred by the locals in webpage titles to attract more click-throughs. Putting discount information in the title is also another option.

The choice of keywords also often has an unexpected effect on business. Using “甚麼” and “什麼” (both are Chinese characters that mean ‘what’) as an example, So said that as more people use the latter, the former would get just over 500 million search results, while the latter nearly 1.3 billion. Therefore, seemingly inconspicuous details can also make a huge difference in the visibility of webpages in search engine results.

Content is king and videos are the general trend

So believes that the most practical way is to improve the content of webpages. This is because if netizens stay on a website for a longer while, big data will give its webpages a higher ranking in search engine results. Besides Google, So reminded businesses to keep YouTube in mind, as it is the second largest search engine after Google. If a business launches a video, skillfully using information such as numbers and discounts in the title of the video will definitely help its advertising and promotion efforts. 

This is an abstract of the Chamber’s webinar “New Marketing Trends for Enterprises”



軟餐新概念 讓長者重拾飲食樂趣 Innovative Soft Meals Delight Elders with Joy of Eating

中國向來“民以食為天”，日常打開話匣子的問候總離不開“食”。但隨着年齡增長，長者或因牙齒及健康狀況欠佳，往往出現吞嚥困難，失去飲食的滿足感。可幸近年興起軟餐概念，讓吞嚥困難的長者可以繼續品嚐美食，更被視為樂齡市場的新商機。

Swallowing problems are not uncommon amongst elders. Thanks to the increasingly popular concept of soft meals, elders with this condition can continue to enjoy good food. Soft meals are also considered a new business opportunity in the silver-hair market.





文慧妍 Queenie Man

根 據香港大學教育學院言語及聽覺科學部吞嚥研究所在2015年的統計數據顯示，本港的安老院舍中有逾六成長者有不同程度的吞嚥困難，以本港安老院宿位推算，即約有45,800名安老院舍院友有吞嚥障礙。

在本港，不少安老院舍會為有吞嚥困難的長者製作碎餐或糊餐，但這些餐點賣相並不吸引，長者亦難以辨別吃了甚麼，忽視他們的整體生活質素和個人感受。社企 **The Project Futurus 創辦人文慧妍**指出，餵食糊餐時長者容易誤嚥和引起嗆咳，食物的賣相不佳亦令長者食慾下降，長者或因進食份量不足而造成營養不良和脫水等；而餵食方法不當，更可能併發成肺炎或引致窒息等嚴重後果。

軟餐味美而方便

文慧妍表示，日本約於15年前已研發出軟餐酵素，軟餐開始在當地的醫院和老人院應用，配合不同吞嚥障礙的人士大致分成四個級別：果凍狀和增稠狀、糊狀、可用舌頭攪散的食物、可用牙齦壓碎的食物。

軟餐屬於容易吞嚥的果凍狀和增稠狀食品。相比糊餐，軟餐能夠重新塑造食物的原貌，提升長者食慾。製作軟餐的過程非常簡單，主要透過攪拌、加熱、塑形三個步驟：將已經煮熟的



軟餐俠團隊在“樂齡科技博覽暨高峰會”以軟餐大酒樓為主題展示不同的預先包裝食品、無障礙餐具及懷舊點心軟餐。At the “Gerontech and Innovation Expo cum Summit”, the team of Captain Soft Meal showed a variety of pre-packed food, barrier-free tableware and vintage dim sum under the theme of Soft Meal Chinese Restaurant.

食材、軟餐酵素和水放入攪拌機攪拌，再將攪拌好的食材加熱成為流質，最後將加熱後的食材倒入模具塑形，待凝固後即可食用。

文慧妍坦言，家人照顧有吞嚥障礙的長者時，因進食需時或不希望長者看到自己的食物與家人不同而失落，往往會分開大家的進餐時間。“軟餐令長者進食時更方便整潔，那就可以與家人同桌共餐，共享天倫。”

軟餐俠多元化宣傳推廣

本着從飲食提升長者生活質素的理念，The Project Futurus 推出軟餐俠互動資訊平台，為照顧者和大眾提供有關吞嚥障礙的健康和飲食資訊，並為本地安老業界和照顧者提供全面的軟餐教育及推廣活動，藉此推廣軟餐的製作方法和理念，以解決吞嚥障礙長者所面對的飲食問題。

“我們舉辦了超過50堂軟餐學堂，向超過500名照顧者、學生、廚師及機構人士推廣軟餐。”文慧妍指出，軟餐俠的團隊成員有經驗豐富的西廚，亦積極研究新的軟餐食譜，令種類變得更多元化，包括製作月餅、年糕等本來黏性較高、不宜長者食用的節慶

食品；還有很多長者非常想念的叉燒飯、叉雞飯、煎釀三寶等港式食品，讓長者重拾飲食的樂趣。

為業界創造商機

2020年度財政預算案公佈，政府將增撥7,500萬港元，資助安老服務單位為有吞嚥困難的長者提供軟餐。文慧妍認為，政府此舉能提升安老院舍的長者生活質素。“現時院舍的廚房人手普遍不足，因要在短時間內按不同長者的需要製作糊餐、碎餐或正常餐，工作量龐大。政府的撥款能讓院舍添置製作軟餐的食品加工機器，如加熱攪拌機等，方便院舍的廚師製作軟餐。”

文慧妍指出，推行軟餐亦為業界帶來商機，本地的食品設備公司、廚具設備公司等可因應軟餐需求日增而研發新的設備、模具；科學園的科技公司可以利用3D食物打印技術製作軟餐；餐飲供應商亦可以推出軟餐到會等服務。“單憑我們的力量去改變業界、改變世界，只是微不足道，我們期望與不同的機構如社企、國際供應商、學校、社區、安老服務營運者等合作和交流，才能讓業界迸發更多新構想。”

According to the statistics from a swallowing research conducted by the Division of Speech and Hearing Sciences of the Faculty of Education, the University of Hong Kong in 2015, as many as some 60% of elders living in residential care homes had different degrees of swallowing problems.

While residential and care homes in Hong Kong do prepare minced or pureed meals for elders with swallowing problems, these meals do not look too appetizing, and elders find it difficult to identify what they have eaten. **Queenie Man, Founder of The Project Futurus**, when pureed meals are fed to elders, choking can easily happen because of mis-swallowing. Some elders also lose their appetite to the unattractive looks of these food and do not eat much. As a result, some may become undernourished and dehydrated. Incorrect feeding, on the other hand, can lead to serious consequences, such as pneumonia or choking hazards.

Soft meals are delicious and convenient

Man said that when soft meal enzymes had been developed in Japan about 15 years ago, hospitals and elderly homes also began to offer soft meals. People with swallowing disorders are categorized into four levels, and they will be served jelly and thickened food, pureed food, food that can be broken up with the tongue, and food that can be crushed with the gum.

Soft meals belong to the jelly and thickened food category. Comparing to pureed meals, soft meals can be prepared to resemble the shapes of real food for a more delightful eating experience for elders. Preparation of soft meals is quite simple. It mainly involves the blending of cooked ingredients, soft meal enzymes and water before shapes are made and hardened for serving.

Man shared that families who need to take care of elders with swallowing problems often eat separately so that the elders do not feel too depressed when they see how different their food is. “Soft meals make it possible to enjoy the same meal at the same time for the whole family.”

Diversified promotion through Captain Soft Meal

With a mission to improve the quality of living for elders with good food, The Project Futurus rolled out an information platform called Captain Soft Meal, where caregivers and the public can find health and dietary



相比起糊餐，軟餐能製作出食物的形狀，讓長者吃得更愉快。
Comparing to pureed meals, soft meals can be prepared to resemble the shapes of real food for a more delightful eating experience for elders.

information related to swallowing problems. The platform also offers education and promotion to the local elderly care industry and caregivers, hoping to help solve the eating problem faced by elderly persons with swallowing issues.

Man said that the Captain Soft Meal team comprises experienced western chefs, who are actively developing new soft meal recipes. The offering is now quite diversified, including mooncakes, Chinese New Year sweet puddings, barbecued pork with rice, barbecued pork and chicken with rice, and Hong Kong delicacies such as deep fried stuffed peppers etc.

Creating business opportunities for the industry

As announced in its 2020 Budget, the government make a fund of HKD75 million

available to support elderly service units in providing soft meals. Man reckoned the government's initiative could improve the quality of living for elders residing in elderly residential care facilities. “With the government's funding, residential care homes can purchase food processing machines like heated blenders. Cooks working in these homes will enjoy more convenience in preparing soft meals.”

Man highlighted that soft meals also bring about business opportunities for the industry, for example, in developing new equipment, molds, using 3D food printing techniques to create soft meals, etc. Caterers, on the other hand, can launch catering service for soft meals. “Our efforts alone can only do this much. We hope to cooperate with different organizations – this is the only way to brainstorm new ideas from with industry.”



軟餐學堂將軟餐的製作方法教授予照顧者、學生、廚師、機構人士。
At a Soft Meal Class, the methods of cooking soft meals are taught to caregivers, students, chefs and other parties.

中總賀端陽 萬粽獻愛心

Rice Dumpling Giveaway

由本會副會長李應生及永遠榮譽會長林廣兆、林銘森以及地區事務委員會主席鍾偉平率領，公益事務委員會及地區事務委員會透過五個分區聯絡處派送 12,000 個愛心粽子，與民同樂，並賀端陽。受惠對象包括基層家庭、鄰舍中心與護理中心長者及青年團體。(16-20、22-23/6)

led by the Chamber's Vice-chairman Tommy Li, Life Honorary Chairmen Lam Kwong-siu and Lam Ming-sum and Chairman of the District Affairs Committee Chung Wai-ping. Community Affairs Committee and District Affairs Committee co-organized rice dumpling giveaways through five District Liaison Groups. 12000 rice dumplings have been distributed to grassroots families, elderly centers, care centers and youth organizations. (16-20, 22-23/6)

港島東區聯絡處 Island East District Liaison Committee



港島西區聯絡處 Western District Liaison Committee



九龍東區聯絡處

Kowloon East District Liaison Committee



九龍西區聯絡處

Kowloon West District Liaison Committee



新界區聯絡處

New Territories District Liaison Committee



香港國安法講座

Luncheon Talk on National Security Law



婦女委員會舉行午餐專題講座，邀得全國人大代表、香港中律協會長陳曼琪律師擔任主講嘉賓，向中總會會員介紹國家設立香港國安法的目的及其重要性，並由婦女委員會主席蔡關穎琴擔任講座主持。(13/6)

Chan Man-ki, NPC Deputy and President of the Small Medium Law Firms Association of Hong Kong, was invited to introduce the purpose and importance of the national security law for Hong Kong in a luncheon organized by the Ladies' Committee. **Janice Choi, Chairman of the Ladies' Committee** hosted the luncheon.

回看“兩會”展望將來

“Two Sessions” in Retrospect and Hong Kong in Prospect

地區事務委員會舉辦“人大會議分享會”，簡介今年“兩會”工作報告、未來展望，以及有關推動香港國安法之決定，並由全國人大代表、本會副會長及地區事務委員會專責會長李應生擔任主講。(11/6)

Tommy Li, NPC Deputy, Vice-Chairman of the Chamber and the Office Bearer in Charge of the District Affairs Committee, was invited to talk about “Two Sessions” and national security law for Hong Kong in a sharing session organized by the District Affairs Committee.

