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行政人員

2007年8月31日 星期五

香港經濟日報

有志晉身高層管理人的階梯

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# EXECUTIVE

撰文 | 陳靜汶 攝影 | 湯炳強 編輯 | 吳曉怡 美術 | 徐愛文



◀ 當晚比賽的冠軍，由聶衛平（左二）、蔡志忠、華潤集團副董事長兼總經理宋林、吉利汽車控股行政總裁桂生悅組成的隊伍贏得。

生產上面對成本衝擊，另一邊廂，消費者對校服的要求愈來愈複雜，加上校服走時裝化路線，金輪除了生產及零售，也提供 total solution 留客，如為學校設計新校服。

—— 企業管理版

EXECUTIVE Highlight

31 August 2007, Friday

Upper page →



## Bridge Game Training 名人玩橋牌練轉數

香港人鍾意講食腦，反應慢點都給人說「轉數低」，於是坊間一眾訓練記憶、腦力的課程應運而生。不過縱觀現時的商場領袖，他們成功，可不是從那些課程而來。剛過去的周一晚，逾 20 位城中領袖出席了由香港橋牌協會主辦的「橋牌名人邀請賽」。這個一向被喻為練腦力的智力遊戲，連巴菲特跟蓋茨都是好此道中人，不知如何練就他們的成功轉數？





# EXECUTIVE

## Bridge Game Training

# 名人玩橋牌練轉數

### 袁天凡中學打通宵

**盈** 科保險集團執行主席袁天凡久沒下場，今次應邀到來湊熱鬧，順道懷緬一下少年時的輕狂歲月。



「我中學年代就開始打橋牌的了，後來去了美國讀書，少了打。但中四、中五時，打得好癲。」當年袁天凡經常約埋同學仔到中環西洋會打橋牌，一打半天，連屋企也不願返。

「我家住九龍，68、69年時還未有海底隧道，往往打到渡輪收了，要搭『嘩啦嘩啦』回家。」

他笑言，橋牌最好玩的地方，在於講求跟拍檔的默契，如何一起去實踐定約：「就像做生意有合約一樣，傾好後如何跟拍檔合力去實踐，去交功課呢？」

### 蔡志忠訓練專注與精準

大家都說橋牌可以訓練轉數快，台灣著名漫畫家蔡志忠舉腳贊成，還舉出了個實質例子：「為了驗證橋牌的威力，有陣子我持續地吃一隻維他命丸，不玩橋牌，結果對比之下，腦袋沒有單純玩橋牌時轉得快。那我就知道，橋牌的確可訓練到轉數。」



他說，平日我們腦中想到的，未必就能我手寫我想，但他從事畫漫畫工作，除了畫功，內容一樣重要，一想到甚麼，能立即畫下來是最完美的：「橋牌同樣要求玩家的即時執行能力，而且還要高度專注及精準呢。」

### 橋牌玩法

簡單來說，由4人分成兩組（東西家、南北家），先經由每個人根據手中牌型的叫牌階段，來決定這場的合約。接着每個人出一張牌，看4個人中誰的牌最大，誰就要把這墩（4張牌）拿回去，然後再由這個人開始出牌。每場遊戲最後統計莊家那一組所有吃進來的墩，確定莊家組是否達成合約所要求的墩數。如果達成合約，由莊家組獲勝，否則就是對家組獲勝。



### 謝仕榮會贏遠東冠軍

「有甚麼牌不打錢，也一樣咁好玩？」美國友邦保險主席暨行政總裁謝仕榮呵呵笑道。



他打橋牌的功力，跟他的事業一樣，深厚紮實。

他打了40多年橋牌，曾贏過遠東賽冠軍。

「橋牌既可練腦力，又可識朋友，而且永無止境，不斷打不斷有進步空間。」

今次的名人橋牌賽，他跟李柱銘再次碰頭。不說不知，原來二人是老搭檔：「以前是同班同學嘛，不知一起打了多少次了。」

謝仕榮有不少嗜好，但最愛還是橋牌，「同做事一樣，橋牌講 partnership 與 team spirit。」問他有不否介紹員工一起玩，他鬼馬地答：「打橋牌好睇時間，因為要打得好，又要睇書又要練習，我現在也是1年打1次，所以不是太鼓勵他們玩囉。」

### 「棋聖」聶衛平同圍棋一樣好玩

今次大賽，聶衛平是其中一名矚目人物，事關他是中國圍棋協會副主席兼技術委員會主任，素有「中國棋聖」之稱，令人想不到的是，這位大人物，同樣對橋牌癡迷。



「兩種都是非常有力量的智力遊戲，分別只在於，圍棋是個人的，橋牌則講求兩人的配合。」圍棋是一人遊戲，由頭到尾都依靠棋手本人的棋藝，橋牌因要與人搭檔，當中有運氣成分在內，問他哪樣難度高些，他說：「橋牌初玩者，贏局可能運氣的成分在內，但若去到一定水平，還是跟圍棋一樣，講究他本人的能力。」

### 打橋牌練平常心

今次的橋牌名人邀請賽，由香港橋牌協會主辦，其主席單偉彪（小圖）說，目的是為推廣橋牌活動，而邀請名人參賽，是為一連7日，享負盛名的「打響頭炮」。香港城市橋牌錦標賽單偉彪說：「打橋牌不但可令人在短時間內，做出正確的決定，還可練就平常心，無論輸贏，一局完結後，就要全神貫注應付下一局，對做人做事的態度很有幫助。」

比賽的贊助商投資銀行摩根大通董事總經理兼香港投資銀行主管梁嘉彰亦說：「橋牌有助動腦筋。」銀行將會贊助今年及明年的橋牌賽。



### 蔡國雄籌備 08 智力奧運

蔡國雄是橋牌的超級粉絲，身為環球策略集團及金豐 21 投資控股的主席，已經夠忙，還擔任世界橋牌聯盟及世界智力運動聯盟的副主席，近期更為了張羅 08「世界智力運動」會，馬不停蹄：「已得到批文，第1屆將緊接明年北京奧運後舉行。」



首屆智力運動會有哪幾個項目，暫時仍未揭盅，不過橋牌入圍的機會，應該跟投資匯豐的回報率一樣，十拿九穩。

「好多實驗證明了，智力運動有延年益壽的好處。你可說橋牌跟平日的思考方式相去不遠。同在市場一樣，沒有百分百的資訊，也因共事的人的文化、背景與地域的局限，溝通能力有限。而且橋牌的變數多達 6 億個以上，跟我們面對的現實差不多，所以若能在橋牌桌上練就一身好武功，加上找到個好搭檔，應可駕馭不少場面。」

31 August 2007, Friday

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## South China Morning Post

29 August 2007, Wednesday

WEDNESDAY, AUGUST 29, 2007 SOUTH CHINA MORNING POST



Lai See Ben Kwok

### Raising a glass to China Life, and cheers to Tsingtao

You know it is just a matter of time for them to get there. For China Life Insurance, it took less than four years for its share price to increase tenfold on its listing price. It took Tsingtao Brewery 14 years.

Thanks to a very strong interim result, China Life yesterday shot up as much as 10 per cent to HK\$38.90 before closing at HK\$37.15 compared with its listing price of HK\$3.63 in December 2003. Tsingtao Brewery shares saw the biggest surge in eight years and jumped as much as 27 per cent to HK\$29. The brewer closed 13.79 per cent higher at HK\$26 compared with its humble listing price of HK\$2.80 in July 1993.

The buoyant A-share market definitely helped China Life to produce a better than expected investment return. Its A-share listing also boosted the popularity of the company among consumers.

"Mainland investors didn't know us in the past but now they know a lot after our listing," said chairman Yang Chao. "Like Tsingtao Brewery [which] has more people buying beer after its A-share listing."

The same must be true for China Life which made its debut on the Shanghai stock market on January 9 this year. Since then the A-share stock has almost tripled while the Hong Kong stock has gained nearly 40 per cent in the year to date.

Anyone care for a Tsingtao beer to celebrate?

### May the best man win

Quote of the day, from Las Vegas Sands Corp chairman Sheldon Adelson who attracted nearly 1,300 reporters for his grand opening of Venetian Macao yesterday.

An Australian reporter asked if Mr Adelson could give advice to Australian tycoon James Packer, who partnered Melco International Development chairman Lawrence Ho Yau-lung in building Macau casinos.

"The advice I have to give to my competitors is: Good luck!" Mr Adelson said. "I didn't really mean it ... but that is what that means."

### Mixing business with pleasure

Sometimes you don't win just by luck. You win because you have a good partner.

Consider China Resources Holdings chairman Song Lin (below), whose bridge team clinched a celebrity tournament on Monday, edging a team played by long-time partner legislator Martin Lee Chuming with AIG senior vice-chairman Edmund Tse Sze-wing.

The red-chip boss had his mobile phone ringing all night. During the tournament, he went down briefly for a coffee appointment and asked his assistant to take his place twice in the first three sets. In his game, he forgot a basic Blackwood convention and missed a cold small slam. Everyone at his table laughed, including himself.

Luckily he is smart enough to pick the right partners. His partner that night was Geely Automobile Holdings chief executive Gui Shengyue who is also deputy chairman of the Shenzhen bridge club. His other teammates included cartoonist Tsai Chih-chung and top go player Nie Weiping, once a bridge partner of paramount leader Deng Xiaoping.

So, there's a lesson for us: get a good partner - it works not just for a

short game but also for a life-long marriage and for most businesses.

### Cards close to their chests

Once a regulator, always a regulator.

Securities and Futures Commission chief executive Martin Wheatley, partnered at the bridge tournament with fellow director Brian Ho Yin-tung on the old-fashioned Acol system, was seen playing a long 40-minute session against former Pacific Century Insurance chairman Francis Yuen Tin-fan and former PCCW director Hubert Ng Ching-wah, keeping others wondering what was going on inside their minds.

We asked if the SFC pair spotted anything interesting about their opponents but they declined to go into specifics. They did, however, remember doubling their opponents for penalties twice for top scores.

### Winners all round

Four companies in Hong Kong won all four top awards for what is known as the Oscars for corporate annual reports.

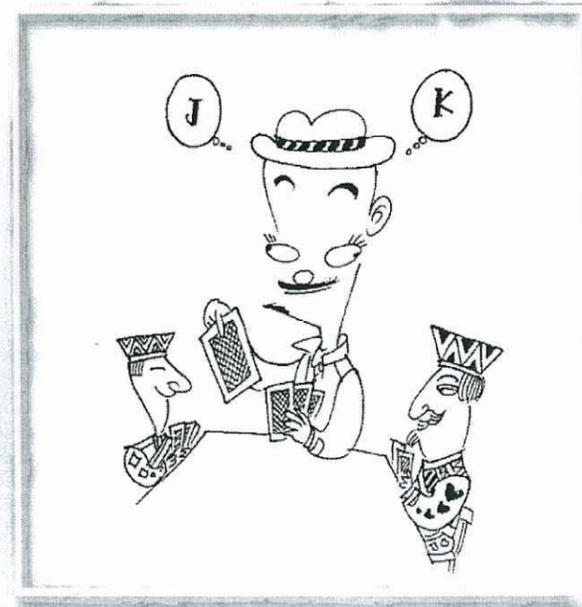
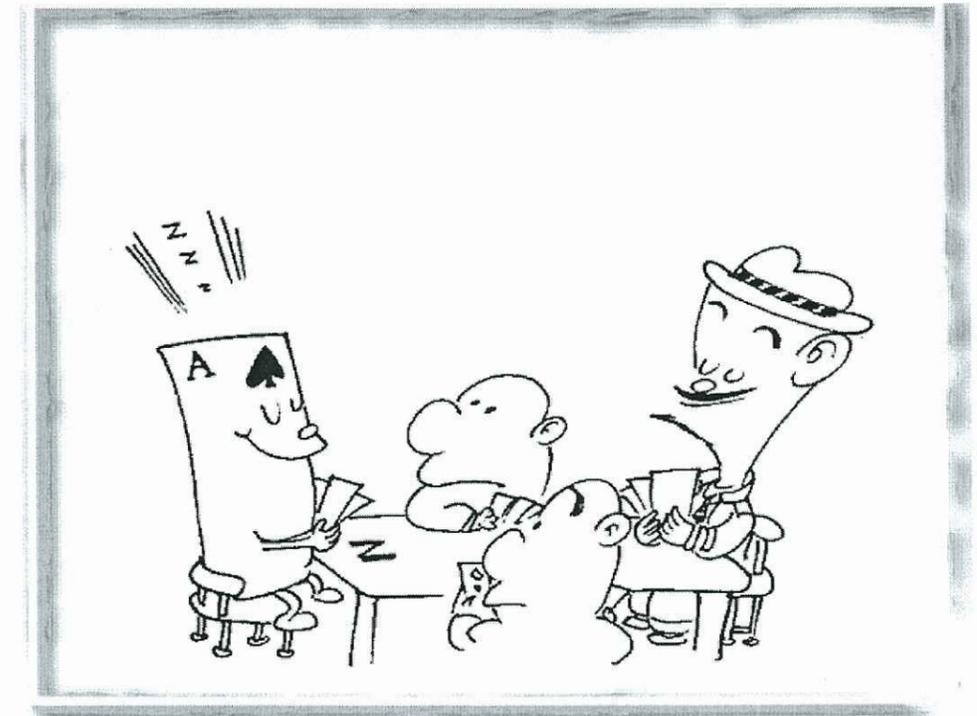
Lee Shau-kee's Henderson Investment won a sliver Galaxy award, completing parent Henderson Land Development's win of the Mercury, Astrid and ARC awards.

The other three winners were China Telecom, CLP Holdings and New World Group (New World Development and its subsidiary NWS Holdings).

### Contact Us

Have you got any stories that Lai See or Ming should know about?

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# 袁天凡蔡新榮 橋牌夢幻組

陳智思特登陪姐姐陳鳳翎去參賽，左為周明權。  
(葉華英攝)

## 中國出更



中國棋聖聶衛平的隊伍奪冠。

香港人除咗鍾意賭馬外，喜歡打橋牌嘅，原來大有人在。摩根大通尋日搞咗個「城市橋牌錦標賽」，邀請超過廿幾個城市嘅高手嚟香港賽足七日。尋晚喺尖沙咀美麗華酒店，率先來一場「名人邀請賽」，請嚟城中名人露兩手。

卓妮啱學緊打橋牌，梗係貢去偷吓師，果然見到高手一籬籬，好似盈科保險執行主席袁天凡、立法會議員周梁淑怡老公周明權、土木工程拓展署署長蔡新榮、前環境運輸及工務局局長廖秀冬大佬廖約克，以及被譽為中國棋壇十大傑出人物之一嘅「棋聖」聶衛平。

名人隊分成六組，袁天凡一組，Francis話中學已經愛上打橋牌，中四嗰陣打得最狂，當時個橋牌會喺雪廠街，又未有過海隧道，佢打牌打到三更半夜，連渡海小輪收埋工都唔捨得走，惟有坐街渡過海返屋企；後尾去咗美國讀書好忙，佢就打少啲喇。Francis依家牌技依然精湛，佢話打橋牌好似做生意一樣，訂下咗目標，就要動腦筋設計仔達到目標。佢個腦轉數咁快，喺商場咁吃得開，睇嚟打橋牌真係有用喇！

### 蔡署長贏比賽大出血

同Francis一樣，蔡署長都係中學時愛上橋牌，八八年嗰陣仲贏咗個公開賽，獎品係一張國泰商務客位機票去歐洲，佢同拍檔一人得一張，不過一支公去歐洲冇乜好玩，佢惟有自己出錢買多張機票請埋另一半去玩，結果贏咗牌仲要大出血。署長話，打牌要訣係要同拍檔夠人夾，呢句就真係放諸四海而皆準。不過，近年份工太忙，前排仲要幫手處理清拆皇后碼頭單嘢，署長都唔得閒打牌喇。

講完呢組，卓妮又見到隔鄰組有個勁人，就係莎姐個老公周明權 (Joseph)。Joseph咁啱又係中學開始打牌，六十年代喺港大讀書時都擲過全校冠軍，後尾佢代表學校打過公開賽，雖然得第四，成績算唔錯，之後佢一路都有玩兩手。講到打牌竅門，Joseph贈卓妮四個字，就係「集中精神」喇！不過，最後擲冠軍嗰組，全部係海峽兩岸嘅橋牌高手，就是圍棋高手聶衛平所屬嗰組，佢係遠遠拋離對手嗰隻！

### 卓妮



袁天凡(右二)、蔡新榮(左二)同是橋牌高手，後者仲贏過公開賽。  
(何天成攝)

# 政商橋牌高手 閉門過招

## 高手滿堂

廿多位政商界名人昨晚暫且放下公務，齊集《香港橋牌協會》主辦的「橋牌名人邀請賽」大門牌章，其中行政會議成員兼立法會議員陳智思、何鍾泰和李柱銘，以及自由黨副主席周梁淑怡的丈夫、保華有限公司主席周明權等也助陣其中。有膽識應戰友誼賽，各高手果然來頭不小，周明權賽前自爆，在讀書時代已打橋牌，曾贏過港大校內比賽冠軍，參與全港性橋牌賽也打低不少高手，贏得第四名。

## 周明權自爆曾膺全港殿軍

縱橫橋牌界多年，未知他有否向周太及女兒傳授「武功」？周明權哈哈笑說：「屋企無一個會打橋牌，玩橋牌好花時間精神，我近年都只是一年玩一次咋。」他還謙稱今次參賽旨在請其他高手「教路」呢。

## 何鍾泰隱藏實力40年

同場的何鍾泰一樣隱藏實力，大呼40多年沒有打橋牌了，「當年在港大宿舍一係玩桌球，一係玩橋牌，當年我兩樣都有玩，但後來去到英國就無咯。」他又指，當年重返香江後並無重拾橋牌玩意，反而被國粹「打麻雀」俘虜了他的心，可惜近年日忙夜忙，「打雀局」的時間也欠奉。

## 陳智思為「過江龍」姐姐打氣

至於在政壇青出於藍的陳智思，打橋牌會否也比「老手」出色？豈料他告訴小記此行並非打橋牌，而是專誠為姐姐



■昨晚20多位政商界名人拋開公務，濟濟一堂，大門橋牌。

本報記者高仲明 攝

陳鳳翎打氣，「我姐姐才是高手，她在泰國是橋牌協會會長，今次專程飛來參賽。我自小鍾意做運動、玩健身。橋牌？我從來都唔識。」昨晚高手過招，一鬥就數小時，為

免影響參賽者全力以赴，比賽更全程閉門進行，傳媒欲向高手偷師的機會也沒有呢。

■本報記者 曾少妍

編輯：陳嘉誠

明刀明槍

# 名人橋牌賽 聶棋聖發黷

一年一度的「香港城市橋牌錦標賽」昨日揭幕，為慶祝回歸10周年，香港橋牌協會特別於開幕首天舉行「橋牌名人邀請賽」，有份參加的好手包括民主黨李柱銘、盈拓亞洲袁天凡、AIA謝仕榮等等。除了本地薑，還有過江龍，包括台灣漫畫家蔡志忠同中國棋聖聶衛平。打橋牌最緊要與partner有默契，好似李柱銘就同大學時的「書友仔」謝仕榮拍檔。

講開拍檔，袁天凡就話必定不會找太太做橋牌partner，「兩公婆做partner最怕傷和氣」，身旁的李柱銘亦即時笑着附和：「無錯無錯，所以我也沒教老婆打橋牌，她只會打麻將。」

## 袁天凡中學通宵打橋牌

談起橋牌，似乎大家都有些年少輕狂的回憶。袁天凡說起中學時代，對橋牌着迷至經常打天光，家住九龍的他在雪

廠街西洋會打牌，無渡輪過海歸家，唯有搭「嘩啦嘩啦」；但出來工作之後，此情就不復再。自由黨周梁淑怡丈夫、保華主席周明權亦自豪話當年，自稱曾經奪得港大橋牌冠軍，代表港大打公開賽取得全港第四名，但離開校園後難有固定拍檔，現在只能一年一次打打交際牌而已。

除了請來一班本地好手，還請來當年跟鄧小平做橋牌partner的中國棋聖聶衛

平。比賽開始前發生了一段小插曲，聶棋聖可能不太習慣香港的遲到文化，一怒之下更聲言要提早離場。究竟是誰激黷棋聖呢？

## 傳媒老闆遲大到

話說比賽原定7時開始，桌上的牌早已準備好，工作人員百無聊賴站在旁邊，「到底還等什麼呢？」有人竊竊私語，說「某傳媒高層」要7時半才到場，當年跟鄧小平切磋棋藝的聶棋聖臉有愠色出口批評，「說好7時開賽，7時半仍未到，真無時間觀念！再不開始我走了！」身旁的惠記集團主席單偉豹順水推舟說聲「請請！」，棋聖只好自我解嘲：「說笑罷了！」正當記者議論是誰激黷棋聖，大門一開，《經濟日報》主席馮紹波匆匆趕到。哦，原來如此。



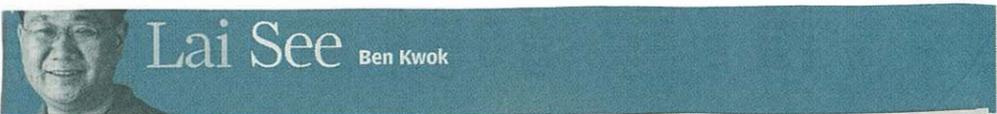
中國棋聖聶衛平可能不太習慣香港的遲到文化，一怒之下更聲言要提早離場。究竟是誰激黷棋聖呢？  
(劉俊陶攝)



來自不同界別的4個男人謝仕榮（左起）、李柱銘、伍清華和袁天凡，一說起橋牌，即找到共同話題，談笑風生。  
(劉俊陶攝)

明眼人

23 August 2007, Thursday



Lai See Ben Kwok

THURSDAY, AUGUST 23, 2007 SOUTH CHINA MORNING POST

Corporate chiefs prepare for contest on bridge

At first glance, it looks rather like a corporate governance seminar lineup, with Securities and Futures Commission chief executive Martin Wheatley, China Resources (Holdings) chairman Song Lin, former PCCW deputy chairman Francis Yuen Tin-fan and other heavyweights.

But these gentlemen will gather next Monday evening for a celebrity bridge tournament ahead of the JP Morgan Intercity Bridge Championships this year.

Also joining the event are Quam chairman Bernard Pouliot, Ryoden Development chairman Herman Hu Shao-ming, PVI Corp chairman Joseph Chow Ming-kuen, Wai Kee Holdings chairman William Zen Weipao, Hong Kong Economic Times chairman Lawrence Fung Siu-por, along with well-known bridge hand AIG senior vice-chairman Edmund Tse Sze-wing and Geely Automobile chief executive Gui Shengyue.

Other interesting characters joining the game include Taiwan cartoonist Tsai Chih-chung (way to go, Ming!) and the mainland's top go (weiqi) player Nie Weiping.

Former CSL chief executive Hubert Ng Ching-wah told Lai See that he has been unable to find time for bridge for his entire career, but seldom misses the daily bridge column in the South China Morning Post.

Even TSMC chairman Morris Chang Chung-mou will be in town for the five-day tournament, contesting against Mr Tse and his teammate Derek Zen Wei-peu for the title of best bridge team in Asia.

Bridge over troubled waters

Still with bridge, Lai See spotted bridge-builder Hopewell Holdings's

35th anniversary advertisement from Sir Gordon Wu Ying-sheung's (below) many business partners, including Shun Tak Holdings (which proposed to buy out their Macau property joint venture) and Sun Hung Kai Properties (which backed Sir Gordon's dream to build a Hong Kong-Macau-Zhuhai bridge).

Even Cheung Kong (Holdings) and its three blue-chip associates were reconciling after a heated debate

between Sir Gordon and Hutchison Whampoa group managing director Canning Fok Kin-ning

as to whether Hong Kong needs a three-way bridge that might affect his cargo duopoly.

But one name appeared twice - Melco, and its subsidiary Melco-PBL Entertainment.

It's not easy to see the obvious business link between a construction and property company and a Macau casino operator.

The answer lies in ice hockey. Hopewell managing director Thomas Jefferson Wu and Melco chief executive Lawrence Ho Yau-lung often play against each other on Sunday nights, competing for the league title.

Reaping dividends

Still with Hopewell, it is paying out 35 HK cents on its 35th anniversary as a special dividend to shareholders.

The company paid out 30 HK cents as a special on its 30th anniversary, as well as on its 32nd (2004) and 33rd (2005) anniversaries, so shareholders have something to look forward to.

Sibling rivalry

More kids means more fun, but also more problems.

That may explain why the central

government took four years to consider - but has yet to figure out - the best way to give 3G mobile-telephone licences to the four incumbent operators.

China Netcom chairman Zhang Chunjiang compared the government to the parent of four children because it owns 75 per cent each in China Mobile, China Telecom, China Unicom and his company.

"I am sure the father would hope to see all four of his sons grow up well - not just one of them very well," said Mr Zhang, hinting that the 3G licensing may break China Mobile's market dominance.

Mr Zhang said he would welcome any proposals, with hopes that they would be beneficial to China Netcom. "You know, sometimes children can also make appeals to their parents."

Another Shaolin

Everything that glitters can be sold. What about the mainland's Buddhism landmark, Shaolin Monastery?

"No way!" according to the head monk, in response to a flood of media enquiries on whether the monastery may be in line to list on the Hong Kong stock market.

What is more likely to happen is that Henan-based travel group Songshan Shaolin has filed for listing.

The assets to be incorporated would include a cable car, a theatre, a hotel, tour buses and other culture-related businesses. But it will not include the Shaolin temple, monks, or the centre's unique kung fu skills.

Contact Us

Have you got any stories that Lai See or Ming should know about?

E-mail laisee@scmp.com or mingcartoon@scmp.com

27 August 2007, Monday



馬丁與棋聖爭做橋牌王

為了慶祝香港回歸10周年，香港橋牌協會今晚特別舉行一場友誼賽，邀請城中名人切磋，有可能做「橋牌王」的，包括民主黨李柱銘、盈拓亞洲副主席袁天凡、泛聯盟何鍾泰、土木工程拓展署長蔡新榮、台灣漫畫家蔡志忠，還有中國棋聖、圍棋高手聶衛平等，21位名人今晚將在美麗華酒店分6組作賽，香港橋牌協會還安排隊員評述整晚賽事。

李柱銘的牌法有幾高，要今晚才知道，不過明眼人記得，馬丁鍾意

打麻將，也喜歡打橋牌，總之要動腦筋的活動，他似乎都喜歡。

馬丁在港大讀書時已愛上橋牌，當時他是利瑪竇堂的宿生，有時會和同學通宵打牌。現在，港區全國人大代表李鵬飛便是馬丁的橋牌腳之一。

香港橋牌協會舉行這場友誼賽，是為了一年一度的「香港城市橋牌錦標賽」打頭炮，錦標賽今日起一連7天舉行，到港參賽的有來自北京、上海、新加坡、曼谷、東京、台北及悉尼等地的選手。



有衣食

民主黨李柱銘今晚將參加名人橋牌賽，不知道他能否打敗對手稱王？圖為他昨日出席「少飯平1元」活動，該活動旨在鼓勵市民要「有衣食」，減少浪費食物。

(董玉金攝)

27 August 2007, Monday



橋牌邀請賽 政商名人較高下

不少人愛好門智的橋牌，來自各地的名人聚首一堂，即將在今晚舉行的「橋牌名人邀請賽」中一較高下。



何鍾泰

除了有能言善辯的立法議員李柱銘及何鍾泰外，還有自由黨副主席周梁淑怡丈夫、保華有限公司主席周明權。來自保險界的，包括盈科保險集團有限公司執行主席袁天凡和美國國際集團AIG高級副主席謝仕榮；至於金融界，則有證監會行政總裁韋奕禮，可謂名人雲集。

內地著名企業的管理層也是錦標賽的「選手」之一，當中包括華潤集團董事長宋林、吉利汽車控股有限公司行政總裁桂生悅。

此外，還有著名漫畫家蔡志忠。由《香港橋牌協會》主辦、超過二十五年的「香港城市橋牌錦標賽」，今年有超過廿多個城市派員出賽，今天起一連七天在美麗華酒店舉行。