

CARGO CLAN

MARCH 2017
2017年3月號

➤ CATHAY PACIFIC CARGO



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A LOOK BACK AT 2016

Do the final year results and a busy peak point to a recovery for cargo?

回顧2016

去年底業務回升，意味貨運再創高峰？

REALTIME E-FREIGHT

How IATA and Cathay Pacific are taking paper out of the business

實時送遞

IATA與國泰航空如何全面實施電子提單

E-COMMERCE LINKS

Keeping track of China's online shopping door to border to door

電子連繫

中國網上跨境購物的點對點物流服務

THE FUTURE IS DIGITAL

邁向數碼未來

You will have seen the Cathay Pacific end of year results for 2016, which were disappointing. The passenger business was affected by over-capacity and fierce competition. To an extent, that is the story for cargo too, but actually volumes have been good, and the start of the year has been encouraging, certainly compared to 2016. However, we are still enduring unsustainably low yields.

We will be helped a little by the re-introduction of a fuel surcharge linked to the price of Brent crude from Hong Kong. This will at least protect our business from the big spikes in oil price volatility. The new mechanism also gives us and our customers the transparency we have been asking for.

Transparency is also one of the themes of this forward-looking issue. Led by expectations from e-commerce, in which buyers and sellers can track items from retailer to the consumer's door (even the last mile is by drone, see p10) we are moving to a future where big data and transparency from shared or compatible systems will not only improve speed but the service we all offer customers. We hear from IATA (p18) and how Cathay Pacific and its partners and Hong Kong are leading the way with paperless freight (p21 and p22).

We're also leading from the front with *Cargo Clan*. Its move online is a significant moment and reflective of the times. Please make sure that you register (p8) so that we can experience the future together.

國泰航空已經公佈2016年的全年業績，成績差強人意。客運方面主要受到可載客量過剩及激烈的競爭影響，貨運情況亦相若，但實際載貨噸數不俗，今年初的表現與2016年比較亦令人鼓舞。然而，我們仍然飽受持續的低收益率影響。

未來我們將會根據布蘭特原油的價格，在香港再次徵收燃油附加費，相信有助收益。此舉既可令業務免受大幅的油價波動影響，亦可增加透明度，滿足我們及顧客一直以來的要求。

今期的雜誌充滿前瞻性，其中一個主題正是透明度。透過電子商貿，買家和賣家從零售到貨物送遞至顧客手中，均可全程追蹤貨物的去向（即使最後一里是由無人機送遞，第10頁）。未來我們亦會透過共享或兼容系統善用大數據和透明度，不但大大提高貨運的速度，也令顧客服務做到盡善盡美。今期還有國際航空運輸協會（第18頁）對電子商貿的意見，以及國泰航空、其合作伙伴與香港業界如何帶領無紙貨運文化（第21及22頁）。

《Cargo Clan》將配合時代步伐推出網上版，踏入全新里程碑。請立即登記（第8頁），與我們一起體驗無遠弗屆的未來。

Simon Large

Director cargo

貨運董事 羅世民



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CATHAY PACIFIC CARGO



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NETWORK NEWS 網絡快訊

ANNUAL RESULTS DOWN BUT 2017 SHOWS PROMISE 全年業績下挫但來年前景樂觀



The Cathay Pacific Airline Group recorded a loss of HK\$575m, the first since 2008, in the aftermath of the global financial crash.

While the loss was most keenly felt in the passenger business, the Group's cargo revenue also decreased by 13.2 per cent in 2016 to HK\$20,063m.

However, cargo capacity across both Cathay Pacific and Cathay Dragon increased by 0.6 per cent, load factor grew by 0.2 percentage points to 64.4 per cent and tonnage was up by 3.1 per cent. Competition, the industry-wide issue of over-capacity and the suspension of Hong Kong fuel surcharge meant that yield fell by 16.3% to HK\$1.59.

GM cargo sales and marketing Mark Sutch said: 'Last year was full of challenges, one of the reasons for that was the very slow start to the year in January and February. The start of 2016, was down because the previous year had seen the US West Coast port strike, which was a boost for air cargo, but it was also challenging in its own right. The market was slow. Load factors were suppressed, but in the second half of the year, we were able to grow this and there was a strong peak that didn't fizzle out – in fact, in Europe it went on right up to Christmas.'

There are grounds for optimism in 2017. Sutch added: 'We started strongly in January helped by an early Chinese New Year, and it has carried on. In fact, if you take the first two months of this year, there's a definite improvement and March looks good too.'

There is a feeling that if this continues in April, then you can set the scene for a pretty good year, certainly a substantial improvement on last year. The market is particularly strong on transpacific routes and inbound to India.'

'The joint venture with Lufthansa is working well and we're seeing some good loads. We've re-signed some capacity agreements, with some improvement in yield, which is also encouraging.'

Last year will also be remembered for the introduction of two freighter-only routes, which Sutch says are performing well.

'Portland is good, and we are keeping an eye on capacity,' he said. 'Often you go somewhere because of a particular product or purpose and then other people see a gateway to develop their businesses, and that is happening. Additionally, we are expecting some consumer product releases later in the year, which boost tonnages.'

'Brisbane West Wellcamp is performing to expectations, and we are working on some quarantine operating procedures for agricultural exports into China, which once approved we anticipate will also lead to further growth.'

國泰航空集團去年錄得5.75億港元虧損，是自2008年全球金融危機以後首次錄得虧蝕。

雖然客運受到業績倒退的主要衝擊，但集團去年的貨運收益同樣表現欠佳，較上年度減少13.2%，只有200.63億港元。

然而國泰航空及國泰港龍航空的可載貨量增加了0.6%，運載率上升0.2%至64.4%，載貨噸數則增加了3.1%。收益率下跌16.3%至1.59港元，原因是競爭激烈、業界的可載貨量過剩及在香港停收燃油附加費。

國泰貨運營業及財務部總經理薩孟凱表示：「去年的營商環境充滿挑戰，其中一個原因是1月和2月的表現非常疲弱。由於2015年美國西岸港口人員罷工，令空運需求急升，因此業績強勁，2016年初的表現便相對欠理想。但去年的環境的確有點困難，市場需求放緩，運載率大為下降，但到了下半年，運載噸數開始回升，一直持續到最後一季，業績更攀上高峰。事實上，歐洲的表現非常彪炳，需求延續至聖誕節期間。」

預期2017年情況較樂觀。薩孟凱補充說：「今年的農曆新年提早至1月，令我們一開始便表現強勁，而且持續好景。如果單計今年首兩個月的成績，肯定較去年大有增長，3月的情況亦不遑多讓。若4月能夠維持這個升勢，便可預期今年的環境向好，肯定比去年有實質的改善，尤其泛太平洋航線和印度國內航線的需求甚殷。」

「我們與漢莎貨運的合作亦非常順利，運載率理想。雙方亦重新簽署了部分運載量協議，進一步改善收益率，情況可望樂觀。」

去年國泰貨運開辦了兩條新路線，薩孟凱表示兩者均業績不俗。「波特蘭線很受歡迎，我們正密切留意其運載量。通常你因為某種特定產品或目的前往某地，然後其他人窺準商機，發展他們的業務，這情況目前正在發生。此外，我們期待今年美國會放寬部分消費產品限制，相信會增加載貨噸數。」

「布里斯班西威爾坎普的表現亦符合預期，我們正積極處理出口到中國的農產品隔離檢疫程序，一旦審批後，相信可帶動業務增長。」

64%

Cargo and mail load factor in financial year 2016
2016年度全年貨物及郵件的運載率

1,854,000

Tonnes of cargo and mail carried in the financial year 2016
2016年度全年貨物及郵件的運載噸量（公噸）

3.1%

Increase in cargo tonnage carried in 2016 against 2015
2016年與2015年相比的載貨噸數增加比率

LUFTHANSA AND CATHAY PACIFIC TEAM UP FOR CARGO FLIGHT

漢莎航空與國泰貨運聯航

A joint shipment between Cathay Pacific Cargo and Lufthansa Cargo on 1 February marked a major milestone in the Joint Business Agreement (JBA) between the two carriers, announced in May last year.

The flight, from Hong Kong to Frankfurt, was the first of many and the latest development under the accord that has seen Cathay Pacific Cargo move its Frankfurt operation under the same roof as Lufthansa Cargo, at Frankfurt's Lufthansa Cargo Center (LCC). Lufthansa Cargo's Hong Kong freight-handling operation moved to the Cathay Pacific Cargo Terminal in October last year.

Frankfurt is Europe's busiest air-freight hub and Cathay Pacific Cargo's move to the facility enables it to capitalise on its state-of-the-art facilities.

Director cargo Simon Large, said: 'In addition to providing more direct connections and greater flexibility, we can now offer our customers in Frankfurt the same handling standards that will lead to more efficiency and time savings.'

Konstantin Stathopoulos, director sales and handling, South China, Hong Kong and Taiwan for Lufthansa Cargo, was no

less enthusiastic: 'Both the Cathay Pacific and Lufthansa teams are very excited to see the results of all the hard work that has gone into the project,' he said. 'It wouldn't have been possible without the commitment of everyone involved, who have gone out of their way to find solutions to the challenges of working across multiple departments, countries and company cultures. A big thank-you also to our launching agents Jet-Speed, Hellmann, Panalpina and Expeditors, who have not only helped us tremendously during our pilot tests in the past months but also gave us valuable feedback in regards to our new sales approach.'

The agreement seeks to provide a more comprehensive suite of services for customers of both carriers, and capitalises on the extensive international route networks of both. Work is underway on strengthening planning, sales and IT capabilities, with eastbound shipments coming online in 2018.

國泰貨運與漢莎貨運去年5月達成商務合作協議，攜手處理貨運服務，標誌著兩家航空公司的合作關係踏入重要里程碑。



國泰貨運如期履行協議，於本年2月1日順利完成從香港運往法蘭克福的空運服務，並將其於法蘭克福的貨物處理服務遷移到漢莎貨運站；而漢莎貨運於香港的貨物處理服務已於去年10月遷到國泰貨運站。

法蘭克福是歐洲最繁忙的空運樞紐，國泰貨運遷到當地的貨運站，可以全面善用其先進的設施。

國泰航空貨運董事羅世民表示：「除了提供更多直航航點和更靈活的班次外，我們亦為國泰在法蘭克福的客戶提供標準更一致、更快捷省時的服務。」

漢莎貨運華南、香港和台灣銷售及處理總監Konstantin Stathopoulos同樣興奮：「這次合作雙方均全力以赴，國泰貨



SHIPPING THE SHIP Cathay Pacific Cargo helped ship this model of an Imperial barge from the Qing dynasty from New York to its new home in the permanent collection of the Hong Kong Maritime Museum. Composed of copper and enamel, the fragile artefact arrived at its new home in one piece after some meticulous packing.

移船就岸

國泰貨運協助香港海事博物館將清代皇家龍船模型由紐約運往該館作永久收藏。這件沿絲瑯瑯（俗稱景泰藍）文物經過小心翼翼包裝及空運，終於完好無缺地抵達新的停泊點。

CABLE DRUM ROLL

纖毫無損

Cathay Pacific Cargo recently carried a 12-tonne drum of high-tech optical-fibre from Sydney to Hong Kong.

The shipment, in December, was part of telecom company Superloop's new venture into the Hong Kong market. The French-made cable, which was destined for the seabed of Victoria Harbour, is over 3km in length and consists of more than 1,700 individual strands.

After its manufacture in France, the cable was shipped to Australia for a final waterproofing process, before continuing on its journey to Hong Kong, where it arrived on a Cathay Pacific



運和漢莎團隊對其成效大感滿意，若果沒有大家的努力，根本不可能成事。團隊們與多個部門和國家溝通，了解公司的文化，千方百計找出解決方法，應付挑戰。此外，還要好好感謝與我們一起試行的迅達航空、漢宏貨運、泛亞班拿集團及勁達貨運，他們不但在過去數月測試時鼎力相助，同時對我們嶄新的銷售方案給予寶貴的意見。」

合作協議致力為兩家航空公司的顧客提供整套服務，同時全面善用了兩者覆蓋廣泛的國際航線網絡。雙方將繼續緊密合作，加強在網絡規劃、銷售和資訊科技各方面的能力，而由歐洲運往香港的空運服務則將於2018年推出。

First flight to Frankfurt

Cathay Pacific manager cargo sales PRD and Hong Kong Aaron Chan with Lufthansa Cargo country manager Phoebe Chan shake on the departure of the joint venture's first Frankfurt-bound flight

飛往法蘭克福的首個航班
珠三角及香港貨運營業部經理陳慶輝和德國漢莎貨運駐國內經理陳雪慧，對於兩間公司聯航並順利完成首次由香港前往法蘭克福的貨物空運，互相握手道賀

freighter flight. There it received the royal treatment – careful unloading and handling by the CPSL crew – before transfer to its new owners and its new role on the harbour floor.

國泰貨運於12月成功從悉尼運載了一捆12噸重的高科技光纖到香港。

是次貨運屬於電訊服務供應商 Superloop 在香港的最新投資項目一部分，該批法國製的光纖纜線全長逾三公里，包含超過1,700組獨立的纖維束，鋪設於維多利亞港的海床。

纜線在法國製成後，先運到澳洲進行最後的防水程序，然後以國



Cable ties 纏紮的光纖

泰貨機安全運抵香港。憑著國泰貨運的優質服務，我們的貨運人員小心翼翼地卸下纜線，謹慎處理，再順利交付給其新主人，讓它盡忠職守地安放於海床。

PRESSING MATTER 重要議題

HONG KONG VALUES

香港價值

Alex Lennane

Publisher, *The Loadstar*
《The Loadstar》出版人



Once again Hong Kong is the world's busiest air freight hub. The pace shows no signs of abating, with January cargo traffic up 3.1 per cent, and exports up eight per cent.

World-renowned for efficiency and logistics performance, multimodal-enabled Hong Kong also harbours a tax and legal system that is ideal for business, envied by many.

But its proximity to Mainland China is both benefit and curse. Yes, it has gained from the re-export of foreign goods, and is the second-largest trading partner of the mainland. But it is also open to intense competition, locally in Guangzhou and regionally from hubs such as Shanghai and Singapore. Other logistics hubs in the PRC are developing fast – while Chinese manufacturing is on the decline.

The capacity-restricted nation has higher costs than many of its neighbours, and the airport will be full this year.

But Hong Kong is not one to wait for decline to come. The third runway will be completed by 2024. And its strong position in intra-Asian air freight, growing at a healthy 6.5 per cent over the next 20 years, will stand it in good stead.

香港再次成為全球最繁忙的空運樞紐，但發展步伐絲毫沒有放緩，1月的貨運數量增加了3.1%，出口則上升了8%。

香港採用多式聯運，擁有享譽世界的高效率及出色物流表現，又奉行有利商界的稅務及法律系統，令不少國家望塵莫及。

地理上香港鄰近中國內地，可說好壞參半，一方面受惠於外地貨品的再轉口，成為內地第二大的貿易夥伴；但亦同時面對激烈的競爭，對手包括廣州及亞洲區的貨運樞紐上海和新加坡。中國的其他物流中心亦發展迅速，然而中國製造業卻日益衰退。

中國的運載力有限，成本相對高於鄰近的國家，而且機場今年的貨運檔期已排得滿滿。

但香港並沒有坐以待斃，第三條跑道如箭在弦，將於2024年落成啟用。加上在亞洲區內的空運業佔有重要的地位，相信於未來20年的貨運量有6.5%的穩健增長，對香港大有裨益。

GET SET FOR BARCELONA AND CHRISTCHURCH SEASONALS

巴塞羅那及基督城季節航班開航

Cathay Pacific Cargo customers are set to benefit from network additions.

On 2 July this year, a new four-times-weekly service will be launched to Barcelona, Spain. The route is seasonal and will operate through the peak travel months until 27 October (subject to government approvals), using an Airbus A350-900. It complements Cathay Pacific's Madrid service, which also operates four times a week. Barcelona is an important business and logistics hub.

Also coming on line this year is Christchurch, New Zealand. Operating from 1 December using the Airbus A350, the seasonal service directly links Hong Kong and the South Island city for the first time, and will run during the southern hemisphere summer until 28 February 2018

(subject to government approvals).

In addition to being the entry point to the South Island's natural beauty and all its many attractions, the port plays an important role as a hub for the region's crucial agriculture and fisheries industry.

'This is great news and something we have been talking about for a while now,' said country manager for New Zealand & Pacific Islands Mark Pirihi. 'The route will be supported by cargo from the South Island, in particular seafood and, at the time of year the flight operates, cherries.'

Barcelona and Christchurch are the latest of several recent additions to Cathay Pacific's network following from London Gatwick and Tel Aviv. In frequency news, the airline will be operating additional flights to Toronto, Vancouver and other key destinations.



Barcelona
巴塞羅那



Christchurch
基督城



Tel Aviv
特拉維夫

Photos by Shutterstock



FIVE MINUTES WITH 瞬間會客室

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全球貨運大客戶及市場推廣經理

Tell us a little about yourself

I joined Cathay Pacific Group in 2002 and have worked in a variety of positions in Hong Kong and Mainland China, with experience in various roles from Passenger Sales and Product Development to Government Affairs.

Prior to my role in Cargo, I worked in Cathay Pacific's International Affairs department, looking after aeropolitical issues and governmental relationships. I have a master degree in finance from Hong Kong University of Science and Technology. I'm married with two daughters, two and five. I swim and do Tai Chi, and I also enjoy travelling with my family to explore new experiences.

What do you like best about your job?

I joined the cargo family last summer, looking after partnerships with global freight forwarders and overseeing cargo marketing and communications. This is a very exciting role for me. I have found some commonality

between passenger sales and cargo sales. Understanding customers' needs and finding win-win solutions are key to any partnership.

What are the challenges and opportunities?

With more than 100 destinations in our network, they vary market by market, and this requires different approaches. When we work with global forwarders, one of the challenges/opportunities is how to effectively leverage on both sides' needs and be able to respond to market changes. Last year ended with a very strong peak season. I hope that is a good indicator for 2017.

What's next?

Following the launch of Madrid, Gatwick, Brisbane West Wellcamp and Portland last year, we've announced that we're flying to Tel Aviv, Barcelona and Christchurch in 2017. Though they're passenger services, we expect good cargo support from our customers.



國泰航空的環球網絡將增設兩條直航路線，相信國泰貨運的顧客亦可受惠。

今年7月2日，國泰航空將開辦每周四班由香港往返巴塞羅那的季節航班，以空中巴士A350-900客機營運，並將於整個旅遊高峰期營運至10月27日（待政府機構批准），配合現有同樣每周四班的馬德里服務。巴塞羅那是重要的商業和物流樞紐。

今年另一新航線是新西蘭的基督城。國泰航空將於12月1日以空中巴士A350開辦由香港往返基督城的全新季節服務，首次以直航航班連繫兩個城市，並於南半球夏季營運至2018年2月28日（待政府機構批准）。基督城除了作為新西蘭南島的踏板，讓你投入天然風貌和眾多景觀，亦是西南太平洋農業及漁業的重要中心。

國泰新西蘭及太平洋群島經理Mark Pirih表示：「這是天大喜訊，我們已經討論多時。航線亦配合南島的貨運服務，特別是海鮮及航班營運時當造的櫻桃。」

巴塞羅那和基督城是繼倫敦蓋特威克和特拉維夫後，國泰航空擴展環球網絡的最新航點。此外，來往多倫多、溫哥華及一些主要城市的航班班次亦相繼增加。

One of the important initiatives that my team is working on is this year's launch of a digitalised *Cargo Clan*. It plays an important role in promoting our brand, product and services, and by going digital we will have closer engagement with our customers – vital in such a fast-changing industry.

可否介紹你自己？

我於2002年加入國泰集團，曾在中港兩地出任不同的職位，擁有客運銷售、產品發展及政府事務等不同的業務經驗。加入貨運前，我於國泰航空的國際事務部門工作，專責處理航空政治和政府關係。我在香港科技大學取得財務學碩士學位，現在已婚，有兩名分別五歲及兩歲的女兒。我閒時愛游泳及耍太極，也喜歡與家人到處旅遊，發掘新的景點和認識不同的人，體驗不同文化。

你最喜歡工作哪部分？

我在去年夏天加入國泰貨運，負責維繫與全球貨運代理的關係、策劃市場推廣及傳訊。我對這個職位感到很興奮，並且發現客運銷售與貨

運銷售有不少共通點。兩者都必須明白顧客的需要，找出雙贏的方案，才能維持合作關係。

工作上有什麼挑戰和機遇？

我們的全球網絡涵蓋逾100個航點，每個市場各有特色，因此要套用不同的模式。當我們與全球的代理商合作時，其中一項挑戰，但同時也是機遇，便是如何有效地平衡雙方所需，並且靈活適應市場的變化。2016年第四季是貨運旺季，業務表現強勁，希望這是2017年的吉兆。

下一個目標是什麼？

隨著去年開通馬德里、蓋特威克、布里斯班西威爾坎普和波特蘭多個客、貨運站，2017年我們將會直航特拉維夫、巴塞羅那和基督城。雖然這都是客運站，但期望也會帶動往返當地的貨運發展。

此外，我的團隊目前正密鑼緊鼓籌備推出電子版的《Cargo Clan》。雜誌對宣傳國泰貨運的品牌、產品和服務有極大功效，從印刷版變到網上版後，我們便可以進一步擴闊讀者群，頻密地更新內容，而且與顧客保持更緊密的溝通，這點在當今瞬息萬變的貨運業中至為重要。



INDUSTRY LEAD
業界前瞻

WHAT'S THE WORTH OF AIR FREIGHT?

空運何價？

George Anjaparidze

Senior economist, IATA
國際航空運輸協會資深經濟學家



A recent study commissioned by IATA has revealed that a mere one per cent increase in air cargo connectivity is associated with a 6.3 per cent increase in trade. The report, *Value of Air Cargo: Air Transport and Global Value Chains*, looks at what air freight means to the global economy and the factors that allow countries to join Global Value Chains (GVCs). These are broadly defined as the people and processes involved in the manufacture and delivery of a product, regardless of location. The WTO has estimated that GVC trade increased its share from 36 per cent in 1995 to 49 per cent in 2011.

The study, produced by Developing Trade Consultants, employs two main indexes: the Air Trade Facilitation Index (ATFI) and the e-Freight Facilitation Index (EFFI), and shows that countries that perform better on these indices were more integrated into GVCs. Hong Kong scores well on the EFFI rating, coming third behind the United Arab Emirates and Denmark.

The report also highlights the fact that more cooperation is needed regarding the processing of documentation, especially when it comes to communication between border agencies (see feature, p18).

For more information, go to www.iata.org/publications or scan the QR code



IATA最近進行的《空運價值：航空運送及全球價值鏈》調查指出，若空運連接網絡只是增加1%，貿易量便會增加6.3%。報告探討了空運對全球經濟的影響，以及讓各國加入全球價值鏈的因素。廣義上，全球價值鏈是指不論在任何地點，在產品製造和送遞中涉及的所有人和過程。根據世界貿易組織估計，全球價值鏈貿易已從1995年的36%增加至2011年的49%。

這次調查由Developing Trade Consultants負責，套用了空運促進指數和電子貨運促進指數兩項重要指標，顯示在這兩方面表現較出色的國家，便更能整合到全球價值鏈。香港在電子貨運促進指數評分方面成績彪炳，排名僅次於阿聯酋和丹麥。此外，報告亦特別指出處理空運文件需要多方的全面合作，尤其是過境機關之間的溝通聯絡（參閱第18頁的專題故事）。

查詢詳情，請瀏覽www.iata.org/publications，或掃描上面的二維碼。

WE'RE TURNING DIGITAL. That's new. What won't change is our coverage of developments in the freight business. This includes news of Cathay Pacific Cargo both in Hong Kong and our outposts, news about our friends and partners in the logistics business, and news of what's happening throughout the cargo business as a whole. You can expect the same mix of upbeat and informative content: insightful features on industry developments written by leading experts as well as interviews with key staff at Cathay Pacific Cargo and others in the industry. News of Clan Gatherings and agent events from around the world will also be covered.

To sign up for Cargo Clan digital news on the new site and a chance to win an exciting prize, go to the link or the QR code on the opposite page. When you register and answer a question correctly, you'll have the chance to win two nights in a luxury hotel in Siem Reap, Kuala Lumpur or Hangzhou, with flights from Hong Kong included. Register now for a chance to win!

CARGO CLAN GOES DIGITAL

網上新姿

SIGN UP TO REGISTER
AND THE CHANCE TO
WIN A GREAT PRIZE

立即登記
贏取大獎

《Cargo Clan》雜誌以嶄新面貌進軍網上！

形式雖然改變，但內容依然網羅了貨運業的資訊，包括國泰貨運在香港和外站的消息、我們在物流業的友好及合作伙伴的新聞，當然少不了貨運業的最新動態。您可以如往常一樣閱讀翔實多元的內容，有由專家撰寫的業界發展深度專題，或是國泰貨運重要人物和物流業人士專訪，我們亦會繼續報道世界各地的同業聚會和活動。

請登入對頁下角的網址或掃描二維碼，登記收取《Cargo Clan》電子通訊並正確回答一條問題，便有機會贏取豐富大獎，包括暹粒、吉隆坡或杭州豪華酒店的兩晚住宿，以及於香港出發之來回機票。



Grand Prize
頭獎

PARK HYATT SIEM REAP, CAMBODIA 柬埔寨暹粒柏悅酒店

- Round-trip Business class air ticket for two between Hong Kong and Siem Reap on Cathay Dragon
- 3D/2N hotel stay with daily breakfast at Park Hyatt Siem Reap

Embark on a rare and intimate journey to Angkor Wat. Situated in the heart of Siem Reap within walking distance of the city's shopping and nightlife, and minutes away from the renowned 12th-century ruins of Angkor, the hotel offers contemporary luxury and an exquisite retreat for all travellers. Its blend of refined interiors and graceful gardens, combined with warm Cambodian hospitality, provides an authentic experience in a unique setting. (One Grand Prize only).

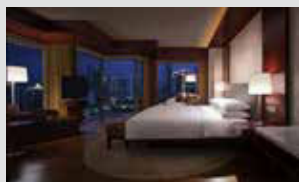
- 國泰港龍航空往返香港及暹粒商務客位機票兩張
- 暹粒柏悅酒店三日兩夜住宿連早餐



前來吳哥窟展開難能可貴的稱心旅程。暹粒柏悅酒店位於暹粒的核心地段，佔盡地利，徒步可到市中心的購物及夜遊熱點，距離12世紀的世界級吳哥皇朝古蹟只是數分鐘車程。酒店室內裝潢雅緻，與優美的庭園相輔相成，氣派華貴摩登，是理想的度假之選。配合柬埔寨的熱情款客之道，讓所有旅客在別具一格的環境下，感受地道的住宿體驗。（頭獎一份）

2nd Prize
二獎GRAND HYATT KUALA
LUMPUR, MALAYSIA
馬來西亞吉隆坡君悅酒店

- Round-trip Business class air ticket for two between Hong Kong and Kuala Lumpur on Cathay Dragon
- 3D/2N weekend hotel stay (Fri-Sun) with daily breakfast at Grand Hyatt Kuala Lumpur



Overlooking the Petronas Twin Towers, Grand Hyatt Kuala Lumpur is a luxury hotel situated in the heart of the Golden Triangle shopping and entertainment district, with panoramic views of the city skyline. The hotel has three enticing dining options, an outdoor swimming pool surrounded by tropical greenery, and a 24-hour fitness centre. Enjoy a rejuvenating spa treatment at Essa Spa with the Malaysian tradition of ramuan. (One Second Prize Only).

- 國泰港龍航空往返香港及吉隆坡商務客位機票兩張
- 吉隆坡君悅酒店三日兩夜週末住宿(星期五至日)連早餐

位於吉隆坡金三角購物及娛樂區中心的君悅酒店，坐擁迷人的城市風光，可飽覽高聳矚目的地標雙峰塔。酒店設有三間不同風味的餐廳、綠樹環抱的室外泳池及全天候開放的健身中心，Essa Spa則提供傳統的馬來天然草本護理，讓旅客時刻身心煥發。(二獎一份)

Bonus Prize
特別獎CATHAY PACIFIC CARGO
B747-8F MODEL
國泰波音747-8F貨機模型

This 1:400 scale die-cast, hand-built Boeing 747-8F model features our new livery. A great desk ornament, or one for the collection. (Ten available). 這架1:400的波音747-8F貨機模型，以金屬鑄造，尾翼繫上全新的「翹首振翅」標誌。每架均以人手裝配及鑲嵌，可用作收藏或裝飾。(特別獎10份)



Points to note

Please register and answer a question correctly to enter the prize draw for a chance to win a great holiday in Siem Reap, Kuala Lumpur or Hangzhou. Entries should be submitted by 12 May 2017.

For full details of terms and conditions, please check www.cathaypacificcargo.com Trade Promotion Competition Licence No.: 48544

The results will be published in Cargo Clan digital edition, The Standard and Sing Tao Daily on 26 May 2017.

活動須知

登記收取《Cargo Clan》電子通訊並正確回答一條問題，便可參加大抽獎，有機會贏得暹羅、吉隆坡或杭州酒店假期。

必須於2017年5月12日或之前登記。

查閱詳細的條款及細則，請登入www.cathaypacificcargo.com推廣生意的競賽牌照號碼：48544

得獎結果將會於2017年5月26日刊登於《Cargo Clan》電子雜誌、《英文虎報》及《星島日報》。

3rd Prize
三獎PARK HYATT HANGZHOU, CHINA
中國杭州柏悅酒店

- Round-trip Economy class air ticket for two between Hong Kong and Hangzhou on Cathay Dragon
- 3D/2N hotel stay with daily breakfast at Park Hyatt Hangzhou

Floating above this fabled destination, the Park Hyatt Hangzhou is the city's most elevated hotel, crowning the top levels of a 49-floor tower. Immerse yourself in luxurious Jiangnan-style living, imbued with the rich culture, history and artistry unique to this former imperial capital. Global connoisseurs are welcomed to a refined sanctuary. A journey of rare and intimate experiences will unfold in exquisite style. (One Third Prize Only).

- 國泰港龍航空香港往返杭州經濟客位機票兩張
- 杭州柏悅酒店三日兩夜酒店住宿連早餐

杭州柏悅酒店位於49層的摩天大樓頂部，是市內最高的酒店，從江南式住宿到裝潢均融合了這座古都的獨特歷史文化和濃厚藝術底蘊。酒店氛圍典雅清幽，服務細膩周到，為品味卓越的各地賓客帶來奢華舒適的獨特體驗。(三獎一份)

ENTER HERE
在此登記

Scan the QR code below or visit cathaypacificcargo.com/digital_launch_prize_draw.aspx to register for updates about the new website and the chance to win one of the prizes.

請掃描二維碼或登入 cathaypacificcargo.com/digital_launch_prize_draw.aspx



登記收取網站最新訊息及贏取大獎。

THE FUTURE OF FREIGHT

貨運未來



Ian Putzger
Aviation and logistics journalist
航空及物流記者

With changes in logistics happening thick and fast, there's never been a better time to gaze into cargo's crystal ball

物流業的發展瞬息萬變，現在正是探索貨運業未來動向的最佳時機

First the bad – or possibly good – news. Your online purchase will not be beamed into your home, and nor will B2B shipments. Goods will continue to be moved by various modes of transportation. Air cargo will still pass through warehouses on more or less congested airfields and continue to spend more time on the ground than in the air.

Depending on how far away tomorrow is, though, there will be differences in the detail. In some cases there might not even be a shipment, or inventory.

The line-up of vehicles that move goods is set to expand, and will include self-driving units on the ground as well as unmanned aerial devices. The 2016 version of DHL's forward-looking *Logistics Trend Radar* notes that while self-driving vehicles and drones are already on the scene, they are still some time away from assuming a defined role in logistics.

Marcel Fujike, senior vice-president for

products and services, global air logistics at Kuehne + Nagel, predicts that drones will really come to the fore in rural areas rather than densely populated centres. 'We already see some moves in Africa,' he says.

Ram Menen, former head of cargo at Emirates and ex-chairman of TIACA, thinks it will be a while before the skies are blackened with delivery drones. 'Drones can carry small parcels, but I don't think we will see large numbers taking to the air for a while yet,' he says.

Regulators too would balk at the idea of thousands of these devices flying around, but Menen adds that in the longer term a regulatory framework and operating corridors will be created for them.

This will also be the case for the deployment of larger drones capable of carrying payloads of two or three tonnes, he reckons. 'Most likely these will operate on set routes between facilitation centres,' he says. ☺



首先告訴你壞消息，但這可能也是好消息：你在網上訂購的貨物不會瞬間傳送至府上，商業對商業的貨運亦如是。所有貨品將繼續以不同的運輸工具送遞，空運亦如常穿梭於繁忙機場的貨運倉，並且在陸上花費的時間亦一如以往較在空中更多。

其實這視乎我們所說的未來是多遠以後的事，但在細節上總多少有些變化，有時候可能沒有貨運或是庫存這部分。

負責運送貨物的工具則肯定更趨多元化，將會包括無人駕駛汽車及飛行工具。DHL 的 2016 年《物流趨勢》報告指出，雖然無人車及無人機都已屢見不鮮，但要在物流業佔一席位，相信仍然有待發展。

德迅貨運代理的國際航空物流產品及服務高級副總裁 Marcel Fujike 預計，無人機送遞會率先在郊外實現，而不會在人口稠密的城市中心。他說：「我們看到非洲已開始嘗試。」

阿聯酋航空貨運前貨運主管及國際航空貨運協會前主席 Ram Menen 認為，◎

EVERYBODY IS TRYING TO MAKE A BUCK OFF EACH OTHER. THAT'S GOT TO STOP. WE NEED WIN-WIN SITUATIONS

現時大家都希望從對方手上賺取一筆，這個觀念必須改變。我們應該朝著雙贏的方向發展

“

By the same token, remotely controlled unmanned freighter aircraft will not make an entry before regulators are satisfied that clear operating parameters are in place. Anselm Eggert, vice-president of strategy and business development at Lufthansa Cargo, thinks that cargo planes will take the lead there ahead of passenger aircraft but acknowledges that no plans for such aircraft exist.

‘In the next five years there will not be huge change,’ he says. ‘There will be developments and projects. The really big changes will kick off in five years, but we will really get there in 10 years.’

This tallies with DHL's *Logistics Trend Radar*, which envisages the establishment of big data, cloud logistics, augmented reality and anticipatory logistics within the next five years. Its authors see high-profile game changers such as 3D printing, self-learning systems, unmanned aerial vehicles and self-driving vehicles still more than five years away.

HOT AIR

However, Menen is positive that another type of transportation vehicle will be in operation much earlier. He sees airships coming into play in two or three years, pushing their way into the project market.

‘Today, generators are based on the size of the pieces that can be transported to ○

全面以無人機運貨仍然未成氣候。「無人機的確可以送運小型包裹，但我相信短期內也不會成為大趨勢。」

監管者亦對批准成千上萬的無人機在天空盤旋飛行不置可否，但 Menen 補充說，長遠來說，當局將會對使用無人機制定規管框架和飛行範圍。

他也認為，使用能夠承載兩或三噸貨物的大型無人機亦情況相若。「最大可能，就是在協作中心之間的指定航線運作。」

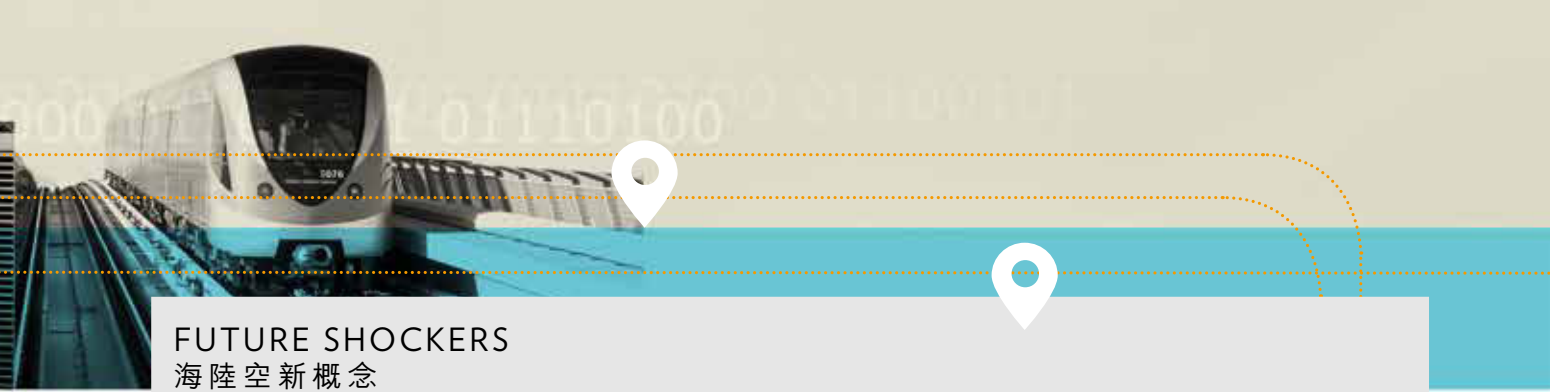
同樣地，在清晰的運作規範準備妥當、而監管者又感到滿意之前，遙控無人貨機相信亦不可能成事。漢莎貨運航空策略及商業發展副總裁 Anselm Eggert 認為，在這方面貨機發展會較客機快，但他坦承公司目前並沒有相關的計劃。

他說：「相信在未來五年都不會有重大的轉變，但會有不同的發展和計劃。真正的重大轉變會在五年內開始，我們則在十年後才會真正實行。」

他的言論與 DHL 的《物流趨勢》一致，報告展望大數據、雲端物流、擴增實境和預測物流會在未來五年內建立。撰文者更表示，即使一些已討論多時、廣為人知的嶄新技術如 3D 列印、自學系統、無人貨機和無人車，亦要五年多以後才能通行。

貨運預言書

然而，Menen 則看好另一種運送工具貨運飛船會更早營運，估計兩至三年內便會正式推出，促使他們加緊研究。○



FUTURE SHOCKERS

海陸空新概念

Drone alone

Amazon made its first drone delivery in the UK in December last year. The package was an Amazon Fire TV media player and a bag of popcorn to go with it. While the delivery address – a farm set in the featureless, flat landscape of Cambridgeshire – marks the exercise out as a publicity stunt, the company has proved that it can be done. What might prove trickier will be delivering a parcel to a home in a crowded city street. Small boys with catapults might also be a problem.

Air play

As well as drone deliveries, the UK has been pioneering an airship/aircraft crossover. The Airlander 10, built by Hybrid Air Vehicles, is, at 92 metres, longer than any existing aircraft and designed to stay aloft for long distances to deliver payloads. Its main advantage over conventional aircraft is that it's cheap to build and fuel, despite the decrease in speed. Its somewhat unusual shape has earned it the moniker 'The Flying Arse'. Further indignity followed when it gently nosedived into the ground during an early trial flight.

Look, no hands

The idea of driverless cars has been around for a while, and though the technology is for the most part sound, the main problem is getting people to trust it – would you send your children to school in a driverless car? Google's subsidiary Waymo aims to get us all used to them by 2020. To begin with, at least, it looks like use for cargo delivery rather than public transport will be easier for people to swallow – and regulators too. Uber's fleet of driverless Volvos temporarily left testing in California for Arizona, where driverless cars are street legal. Fearful of looking behind the times, the Silicon Valley state quickly updated its rules of the road.

Leader in its field

German agricultural manufacturer Fendt has designed a system that enables a line of driverless tractors pulling a variety of ploughs and other tools to follow a manned tractor, doubling or tripling productivity while lessening manpower. Plough furrows can be aligned within a tolerance of 1-2cm. ☺

無人速遞

去年 12 月，亞馬遜在英國首次嘗試以小型無人機送貨，把一個亞馬遜 Fire TV 媒體播放器及一袋爆谷送到劍橋郡一個地勢平伏的普通農場。雖然從送遞地點已可知這是宣傳噱頭，但亞馬遜證明了這個概念的確可行。然而如果能夠把貨品送到繁忙街道的住宅才更見真章，但帶著彈弓的男孩亦可能會誤事。

空中巨無霸

除了無人機外，英國亦推出了結合無人飛船及飛機的 Airlander 10。飛機由 Hybrid Air Vehicles 製造，長 92 米，較現有所有飛機更長，為提供長途貨運服務而特別設計。相較於傳統的飛機，Airlander 10 的最大優點是建造費和所耗燃油費都更廉宜，當然速度則有所不及。其獨特的外形被取笑為「飛天屁股」，加上早期試飛時「失事」緩緩俯衝到地面，更是弄得屁股朝天。

全自動汽車

無人駕駛汽車已經研究了一段時間，雖然相關技術在各方面也完善可行，然而其要害是「信任」，你放心以無人車接送孩子上學嗎？谷歌旗下的無人車公司 Waymo 則揚言於 2020 年令大眾視使用無人車為等閒事。相信無人車服務會首先在貨運業試行，遠較用作公共交通工具更容易讓人接受及適應，對監管者來說亦然。優步的富豪無人車車隊早前中止了在加州測試，轉移陣地到無人車可合法行駛的亞利桑那州；矽谷州亦不甘後人，迅速修訂道路規例讓無人車行駛。

農業先驅

德國農業設備製造商 Fendt 設計了一個系統，讓人手操控的拖拉車帶領著後面一排無人駕駛拖拉車，讓它們拉動多種犁具和其他農具，這可令生產力增加二至三倍，並減省人手，而犁溝之間排列整齊，只有一至兩釐米偏差。

群體行動

喜歡自動駕駛貨車的車迷正研究能否採用「鷹集」技術組成無人貨車車隊，當中優點是數輛貨車在單一行車線 ☺





Herd instinct

Fans of autonomous lorries are studying the possibility of forming fleets using 'swarming' technology – the advantage is that several trucks moving together in one lane at the same speed could mean less congestion. The trick, apparently, is finding the critical number – too few is inefficient, too many and the necessary communication between each one gets difficult.

Mind the gap

The travelling public is more trusting of driverless trains – mainly because they follow rails. Many of the trains on Singapore's MRT are driverless (below), while most people-movers at airports have no one at the wheel.



No hands on deck

If on land, why not at sea? Rolls-Royce is leading the charge for captain-less ships with its Advanced Autonomous Waterborne Applications Initiative. The main hurdles appear to be land-to-vessel communications and security; it looks likely that initially the ships will be controlled remotely, with full automation coming later.

Where to?

Passengers landing at Christchurch, New Zealand will soon be transported around the airport by a driverless 15-seat electric Smart Shuttle (top). Rather than rolling on rails, this is a genuine autonomous vehicle. Initial trials will be carried out in quiet areas of the airport, but if they prove successful, bums on seats will follow. But not on the driver's seat.



The third dimension

Why bother with delivery at all? A 3D printer could mean that an urgently needed component is printed right where it's needed. 2D print made space in cargo holds when publishers could print newspapers in multiple locations worldwide, rather than ship them from one source. Manufacturing giant GE is already testing the GE9X engine that will power the new generation Boeing 777X from around 2020. Many of the components have been 3D printed. This is a milestone, but the long-term potential of this technology is almost limitless.

Beam me up, Scotty

A few logical steps up from 3D printing – but a very long way in the future – is teleportation, or the movement of an object by reducing it to atoms and reassembling it elsewhere. Quantum physicists in Denmark claim to have moved a small amount of matter some 45 centimetres to the left; next up is beaming one of their less popular colleagues to Sweden.

以相同速度排列而行，從而減少交通擠塞。箇中奧妙自然是研究出適當的數量，太少便效率不足，但太多又變得難以控制，令每輛車之間的通訊問題大增。

全速列車

相信出遊人士都有信心乘坐無人駕駛火車，主要因為火車必須以路軌行走。不少新加坡地鐵也是無人駕駛列車，而機場大部分接駁列車均是全自動行駛。

船舶自由行

既然無人駕駛在陸上風行，為何不延伸至海上？勞斯萊斯率先以其「高級自動駕駛船舶應用開發研究」引領同行，研發無人駕駛船，過程中最大的困難相信是陸上與海上船舶的通訊及安全問題。目前趨勢是先以遙控操作，後期才採用全自動模式。

無軌接駁

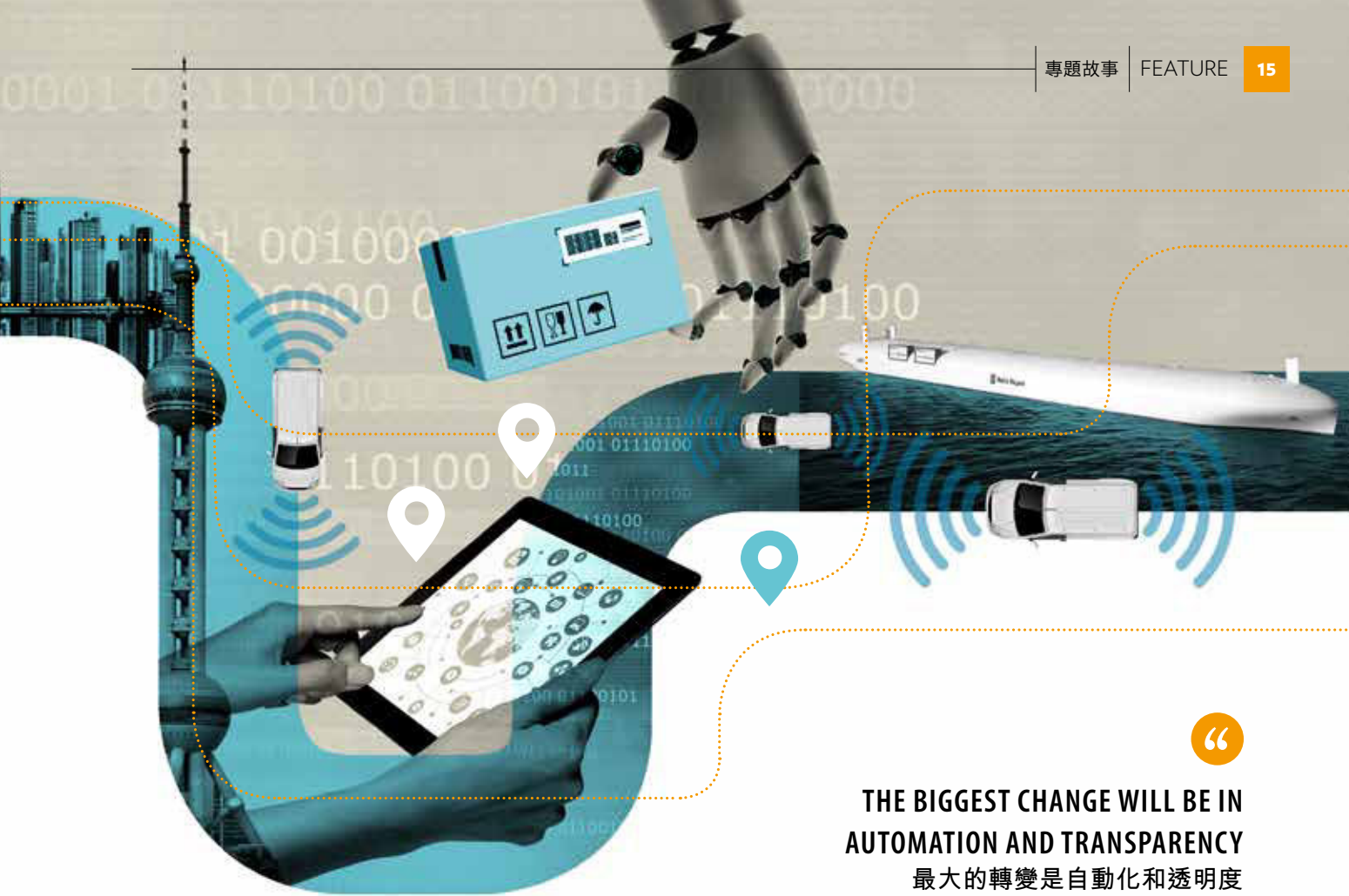
旅客不久將來乘飛機著陸新西蘭基督城機場時，可以乘坐能接載 15 名乘客的電動 Smart Shuttle 接駁車往返機場範圍內。接駁車無需在路軌行走，是真正的自動駕駛車。當地初步計劃在機場的空曠地方試行，如果一切順利，便會開始載客——司機除外。

第三類接觸

為何還要為送貨煩惱？只要一部 3D 列印機，便可以在所需地即時列印應急。2D 列印讓出版人可以在全球不同地點印刷報章，再不用把印刷物運送到其他地方，騰出貨運空間。製造業巨擘通用電器早已在測試 GE9X 引擎，當中很多零件均是以 3D 列印，將於 2020 年為新一代的波音 777X 提供動力。這是製造業的里程碑，但這項技術仍深具無限的發展潛力。

時空轉移

從 3D 列印再向前走多幾步，卻可以在未來邁進一大步，說的是瞬間傳送技術，把物體分解為原子，然後在另一個地方還原。丹麥的量子物理學家聲言曾成功把少量的物件向左移動了 45 釐米。他們的下一步計劃，就是把面目可憎的同事傳送到瑞典。



“

THE BIGGEST CHANGE WILL BE IN AUTOMATION AND TRANSPARENCY 最大的轉變是自動化和透明度

where they are assembled, but what if a factory were able to produce a generator three times the size of what we see today, which gets lifted by an airship and placed on the site?’ he asks.

While new aerial vehicles might be stewing in the slow lane to market, overtaken by slower moving airships, the flow of data looks set to accelerate hugely. Additionally, the sheer volume of available data will engender new analytics, and in turn new services, according to many pundits.

In line with *Logistics Trend Radar*, many expect big data to be the segment to take off soonest and to have the greatest impact in the near term.

‘The biggest change will be in automation and transparency,’ predicts Zvi Schreiber, CEO of logistics technology developer Freightos. He sees vast room for automation in the air-cargo sector. ‘This industry has a lot of data, and they’ve all been offline,’ he says.

Lufthansa Cargo’s Eggert regards the Internet of Things (IoT) as a powerful driver of the push to digitising the industry, which will lead to enhanced performance levels and new services. ‘We want to

connect the Internet of Things with air-cargo systems,’ he says.

The authors of the *Logistics Trend Radar* project that by 2020, more than 50 billion objects will be connected to the internet, presenting huge opportunities for the logistics sector.

The availability of data – possibly stored in data clouds for access from all parties involved in a shipment – will not only give operators more detailed insights, but should also help them with forward-looking measures. ‘We need to start to look into the future and start to use predictive analytics,’ says Fujike.

GUESSING GAME

One of the up and coming developments in *Logistics Trend Radar* in the near future is the evolution of anticipatory logistics. The authors envisage early moves of goods to distribution centres in anticipation of sales, based on customer data analysis. Other likely scenarios are predictive maintenance and predictive supply-chain risk-management.

The sheer volume of data and the complexity of the algorithms employed

他提出：「當今的發電機是逐件部件運送至目的地再組裝而成，其大小取決於運送時所容許的貨物大小而定，但如果有一間工廠，可以生產一部比現時大三倍的發電機，然後由貨運飛船運送及安放到現場，何樂而不為？」

雖然新的空運工具遲遲沒有推出市場，更反被速度較慢的貨運飛船捷足先登，但另一方面，數據流通將會急速發展。很多專家指出，現有數據龐大，可以帶來新一輪的分析，繼而推動新服務。

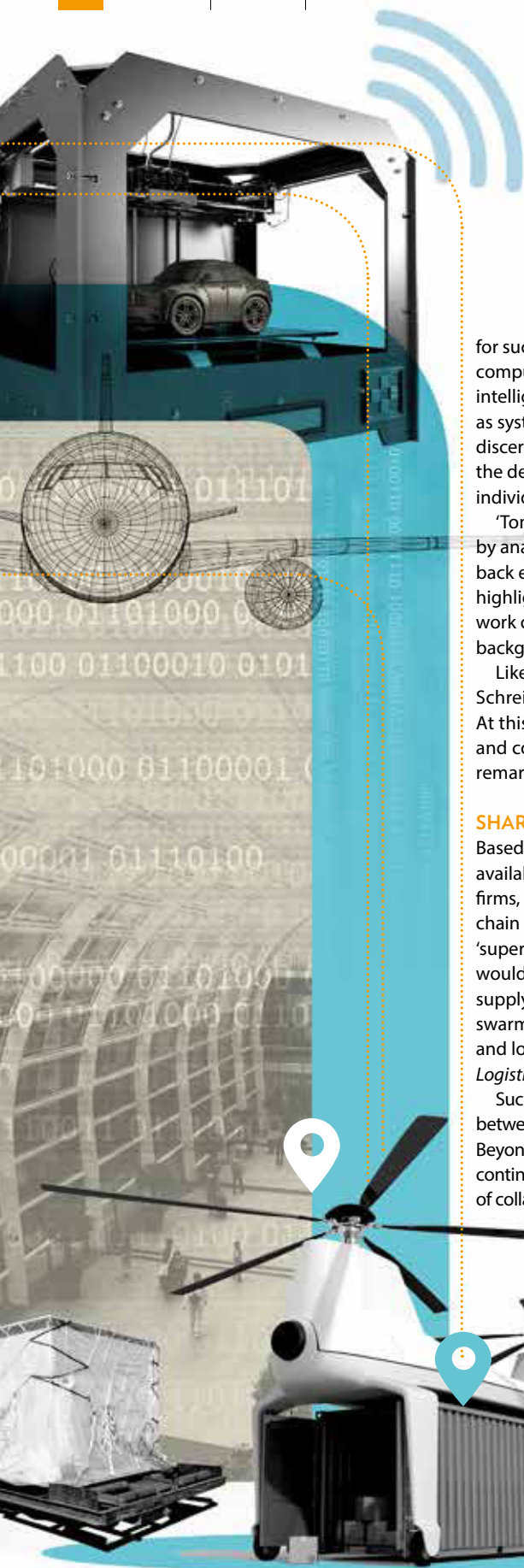
很多人也同意《物流趨勢》所言，認為大數據是最快應用的新趨勢，而且在短期內帶來最大的影響。

Freightos 物流技術發展公司行政總裁 Zvi Schreiber 預測：「最大的轉變是自動化和透明度。」他認為空運業極具潛能發展自動化。「業內有大量數據，而且一直以來都未有上載活用。」

漢莎貨運的 Eggert 則認為物聯網是令貨運業電子化的強大推動力，既可提升表現水平，亦有助引進新服務。「我們希望把物聯網和空運系統連繫起來。」

《物流趨勢》撰文者預測到了 2020 年，將有超過 500 億的貨品連接到互聯網，為物流業提供重大商機。

目前貨運牽涉的所有單位都會把數據儲存到數據雲端上，以便各方查看。



3D PRINTING WILL DO THE SAME TO THE INDUSTRY AS THE INTERNET DID TO PRINT MEDIA

3D列印對業界的沖擊，就與互聯網對印刷媒體一樣

for such undertakings will rely heavily on computing power. This is where artificial intelligence (AI) can come into play, such as systems with the learning power to discern patterns in data that can lead to the development of specific solutions for individual customers or groups of them.

‘Tomorrow’s world is going to be driven by analytics,’ predicts Menen. ‘AI does the back end and puts together data that highlight certain points for humans to work on. The humans don’t deal with background analytics.’

Like driverless vehicles and 3D printing, Schreiber sees this further in the future. At this point data are not standardised and consistent enough for AI to work, he remarks.

SHARE AND SHARE ALIKE

Based on the greater volume and availability of data, a new class of logistics firms, one rung up from 4PLs (supply chain integrators), could arise to manage ‘supergrid logistics’. Their primary focus would be the ‘orchestration of global supply-chain networks that integrate swarms of different production enterprises and logistics providers’, according to the *Logistics Trend Radar*.

Such scenarios hinge on flow of data between different parties – but transparently. Beyond the necessary digitisation, this is contingent upon a much greater degree of collaboration and openness. ‘You need

data sharing – not only between airline and forwarder but also between forwarders,’ says Freightos’ Schreiber.

Menen feels that the air cargo industry has some catching up to do. ‘Collaboration is the way forward, but it’s not going to happen with the current mindset. Ocean carriers and truckers are more evolved there,’ he says.

To get there could require a change of the business model. ‘Everybody is trying to make a buck off each other,’ he says. ‘That’s got to stop. We need win-win situations that allow the joint development of better solutions for the customer.’

Most likely, change will be forced upon the industry from outside. Menen says that the future of the industry will not be driven by the large multinational forwarders but by the likes of Google and Amazon.

Fujike, though, is not worried by their impact on logistics and dismisses predictions of the demise of the middleman, which he finds reminiscent of doomsday scenarios for forwarders bandied about when the integrators were on the rise 25 years ago.

‘So far these are facilitators,’ he says. ‘They bring parties together, but what happens if a shipment gets stuck? Their solution is only as good as their suppliers’ solution.’

Menen thinks that the manufacturing side could have a more profound impact on logistics once 3D printing takes off. ‘3D will do the same to the industry as the internet did to the print media,’ he says. He recalls the demise of the bundles of newspapers flown to readers around the world, which can now be printed instantaneously in multiple locations. By the same token, consumers might be able to download a design for an object like a mug and print it at home, instead of buying a mug made in the US in a store in Kuala Lumpur. Duties and transportation costs disappear in this scenario.

If there is to be a casualty, Menen thinks that the marine industry will suffer

the most, as companies will not keep inventory.

Eggert is less concerned. Instead of isolated printers everywhere that can print anything, he envisages clusters of 3D printers at production sites turning out parts rather than full products. 'These will probably engender their own supply chain,' he adds.

And what of tomorrow's air freight terminal? Eggert sees a role for self-driving vehicles and robots, but he does not expect facilities devoid of humans.

'We won't see a hands-free warehouse; air cargo is too complicated for that,' he says. 'Humans will continue to play a role in the warehouse, but they will be supported by technology.'

Just how it gets to the end customer is up for grabs. ■

這些數據不僅令營運者得到更詳盡深入的分析，亦有助啟發他們展望未來，制定措施。Fujike 說：「我們好應該開始思考未來，採用預測分析。」

未來趨勢

《物流趨勢》亦提到在可見未來，其中一項新發展趨勢是預測物流的進化。撰文者預告未來會根據顧客數據分析預測銷售量，然後提早把貨品送到分發中心。其他可能實現的發展還有預測維修及預測供應鏈危機處理。

要實踐這些預景涉及大量的數據和複雜的計算，因此非常倚仗運算能力，人工智能正好大派用場，例如採用具有學習能力的系統，以分辨出可為個別客戶或團體制定獨特解決方案的數據模式。

Menen 預測：「未來世界勢必以分析為重，借助人工智能在背後收集數據，並指出當中的要項，讓人類從業者跟進，人類不用處理背後的分析。」

Schreiber 亦相信數據分析就如無人車和 3D 列印般，是未來的大勢所趨。他特別提到，目前的數據尚欠統一及一致，未能利用人工智能作出分析。

數據共享

由於數據龐大和流通情況，從第四方物流（供應鏈整合方）發展而來的新物流公司種類應運而生，負責管理「跨國整合物流服務」。根據《物流趨勢》指出，這些公司主要是「整理全球供應鏈網絡，以整合大量不同的生產企業和物流供應商」。

這些情況取決於不同組織之間的數據流轉，並必須保持高透明度。除了必要的數據化外，要實現願景，還有賴很大程度的合作和開放。Freightos 的 Schreiber 指出：「數據共享事在必行，不但是航空公司及貨運商之間，同時各個貨運商之間亦要分享資料。」

Menen 發現空運業在多方面都要迎頭趕上。「合作是未來的路向，但若保持現有的思路根本無法實行。船運商及陸運商在這方面的進展則較理想。」

因此空運業界可能需要改變商業模式。「現時大家都希望從對方手上賺取一筆，這個觀念必須改變。我們應該朝著雙贏的方向發展，大家攜手合作，為顧客提供最佳的解決方案。」

這似乎要從業外開始強制執行。Menen 指出，貨運業的未來不會由大型跨國貨運商主導，而是由谷歌及亞馬遜執牛耳。

Fujike 則不太擔心他們在物流方面的影響力，並否定中介人會消失的預測。他察覺到目前的情況似曾相識，就如 25 年前，貨運商道聽塗說擔心整合商將大舉冒起，因此出現末日恐慌。

他說：「說到底他們是結合各方的協調者，一旦貨物被卡住了那怎麼辦？他們提供的解決方案，一如供應商的方案般完美。」

Menen 認為，當展開 3D 列印後，製造商在物流業的影響將會更加深遠。「3D 對業界的沖擊，就與互聯網對印刷媒體一樣。」他想起以往報館要把一捆捆的報章空運到世界各地的讀者手上，現在則可以在不同地點同時印刷。同一道理，顧客可以在家裡下載如水杯的商品設計，然後自行列印，不再需要在吉隆坡購買美國製造的水杯，更可以藉此省回關稅及運輸的開支。他認為 3D 發展的最大受害者相信是航運業，因為公司都不會再保留庫存。

Eggert 則不會杞人憂天。與其說由世界各地的獨立印刷商列印所有商品，事實可能是在生產廠房內有不同的 3D 印刷商負責不同的組件，而不是列印整件產品。他補充道：「他們可能會建立自己的供應鏈。」

那麼未來的空運中心又是什麼模樣？Eggert 認為無人車及機械人將會大行其道，但他指出絕不會出現無人操控的空運設施。「我相信不會出現無人的貨運倉，因為如此根本無法應付複雜的空運程序。人類員工會繼續操控貨倉，以先進技術為輔助。」

最後如何把貨物送遞至顧客手中，則有待大家各出奇謀。■

Tony Sham 岑偉業

CEO Global Logistics System (Hong Kong)
傳訊香港行政總裁



LEGACY PLAYERS LEFT BEHIND 推陳出新

GLSHK is an eFreight expert which establishes a cargo community system that connects airlines to other parties in the freight community, including more than 70 airlines and over 10,000 freight forwarders in 47 countries. I have been in the airline and logistics business for many years, during which I've seen Asia lead the way in the adoption of other logistics initiatives.

Cargo is an old industry. In some parts of the world, the legacy players have got used to getting things done in the 'usual way' for too long. When you want to drive digitisation, you need leadership, determination and push from the authorities and big players. In the US and Europe, some of these still aren't pushing that hard. In Asia, airlines are determined, but they are also getting support from the trade.

The rapid growth in e-commerce means there's a lot of pressure on the legacy players: if we don't move quickly, some outsiders or even some of the e-commerce giants will find a way in. There are many tech-savvy platforms emerging these days, such as the uberisation of trucking and the share economy of warehouse and container spaces. Digitisation is rapidly reshaping the world, but it represents a huge opportunity for companies like us.

傳訊香港是電子貨運專家，建立貨運業服務系統，連繫了航空公司和貨運界的相關團體，包括 70 多間航空公司和 47 個國家逾 10,000 名貨運代理。我在航空公司和物流業任職多年，見證亞洲帶領業界推陳出新。

貨運是歷史悠久的行業，不少地方的傳統貨運商長久習慣以「一貫方式」處事，觀念根深蒂固。若要推行數碼化，便要有領導才幹和決心，並借助政府和業內巨擘的大力推動，美國和歐洲在這方面顯然力有不逮。反之亞洲的航空公司銳意推行數碼化，又得到業界支持，自然水到渠成。

電子商貿的急速發展令傳統貨運商飽受壓力，如果我們滯滯不前，外來者甚至電子商貿巨擘便會來分一杯羹。最近不少嶄新概念湧現，例如貨車「優步」化和共用貨倉及貨櫃空間。數碼化急速重塑了世界，但同時又為我們這類公司提供了莫大的商機。

EMBRACE THE DIGITAL FUTURE

與數碼時代並進

It's taking time to get there, but freight is becoming paper-free.

IATA global head of cargo Glyn Hughes discusses why it is data and not paper that will shape the industry's future

雖然花了不少時間，但是貨運業正在逐步實行無紙文化。

國際航空運輸協會全球貨運業務總監Glyn Hughes，為我們闡釋塑造業界的未來發展會是數據，而非紙張的原因



Glyn Hughes

IATA global head of cargo

國際航空運輸協會全球貨運業務總監



Chief among new year resolutions for 2017 at IATA were the removal of paper from the air cargo process and the adoption of a common digital language if the industry is to successfully exploit the potential growth from e-commerce.

Global head of cargo Glyn Hughes assesses progress so far and what else needs to be done.

eAWB penetration in 2016 was below IATA's target. Why is that?

As we know, eFreight and eAWB (air waybills) require a significant number of factors to be in place to facilitate successful implementation. Despite the

complexities, eAWB penetration moved significantly during 2016 and finished the year at 48.9 per cent penetration, which, while below the industry target of 56 per cent, is still a great achievement. In December this translated to more than 600,000 shipments transported without a paper AWB.

Are you confident that the target for 2017 is in scope?

Targets should be challenging and the 2017 target adopted by the IATA Board of Governors is 62 per cent, which I believe is achievable if the current momentum of the second half of 2016 continues.

Where/who are the best performers?

There are too many excellent performers to highlight so I prefer to guide people to the IATA website where we publish eAWB results including top airlines, airports and freight forwarders.

We also analyse the data by region, which shows that the eAWB programme has been embraced equally by all parties through this great global industry.

What are the blockers and what can be done?

There are many factors that influence eAWB adoption, ranging from the regulatory treaty in place, technology compatibility among supply-chain partners, customs support for e-programmes, process redesign to, most important of all, the desire of the parties to affect change. To address each of these factors IATA has developed an implementation 'playbook' and produces



case studies that seek to showcase individual success stories.

Can you reiterate what benefits eAWB and e-freight offer?

There are many, starting with accuracy of information. The forwarder originates the eAWB message, which is then used by all parties in the supply chain thereafter, whereas the paper AWB is entered into various systems by the different parties and every entry is open to error. Mistakes, of course, lead to shipment delays, so accuracy equals speed.

Additionally, eAWB messages can be used to fulfil regulatory filing submissions, compliance with which are mandatory, and more authorities around the world are demanding advance cargo information that eAWB can fulfil. Operational efficiency is again enhanced through use of technology, leading to fewer errors by the forwarder, so fewer shipment delays.

Advance clearance at destination is enhanced by electronic data. The data provided in an eAWB can also be used for shipment tracking, providing a customer benefit. A paper AWB moves with the freight; the eAWB and ePouch (collectively eFreight) move ahead of the actual freight and, therefore, prepare the way for speedier shipment clearance.

Finally, moving away from paper is the right thing to do for environmental reasons; in today's world, where every aspect of our daily lives is increasingly being digitalised, it's the natural progression in the workplace.

Cathay Pacific has identified 14 countries that can feasibly offer eFreight without a pouch. How many more countries will be offering that this year?

Cathay Pacific is yet again leading the way and the move to 'no pouch' has been a success – it paves the way for further country roll-outs. There are many countries where eFreight is feasible, so expansion is really down to market engagement and the common standards that are in place.

Does the onus lie with customs departments or forwarders (and airlines) to grow this ability?

The responsibility lies with us all. Customs need to embrace modern processes and adapt to using digitised information. Forwarders, ground handlers and carriers also need to embrace the future and move away from the historic paper practices. Technology is no longer an issue as there is plenty available. Trade associations and the media have the responsibility to promote the benefits and challenge the industry to join the eFreight evolution.

What Uber-style disruptors lie ahead for the air cargo business?

The crystal ball question! Rather than try to identify a potential disrupter we

國際航空運輸協會 (IATA) 在 2017 年的眾多決議中，首要執行的是無紙化空運流程。而業界若要成功發揮電子商業的發展潛能，便必須採用共通的電子語言。全球貨運業務總監 Glyn Hughes 評估目前的進展，並探討其他所需的配對措施。

電子提單於 2016 年的滲透率較 IATA 的預期目標為低，原因何在？

眾所周知，電子貨運及電子提單需要多種因素配合，方能成功實行。雖然面對眾多複雜因素，但電子提單的滲透率於 2016 年依然顯著上升，年終時達到 48.9%，雖較業界設定的目標 56% 為低，但成績已相當彪炳，單在 12 月，已有超過 60 萬宗貨運無需提貨單。

有信心於 2017 年達標嗎？

目標的確有一定難度，IATA 董事會訂立的 2017 年目標為 62%，如能延續 2016 年下半年的走勢，我相信應該可以成事。

哪些地區及界別表現最佳？

值得表揚的出色界別實在太多，我建議大家登入 IATA 網站，我們在網站公佈了各大航空公司、機場及貨運公司在推動電子提單方面的成績。我們亦按地區分析數據，從中可見世界各地的所有業內界別均積極推行電子提單計劃。

你們面對哪些困難？有什麼解決方法？

一如前述，電子提單受到眾多因素影響，包括適當的監管條約、供應鏈合作伙伴之間的技術兼容能力、海關對電子計劃的支持及程序重設等，當中最重要的是各方面對變革的意欲。針對以上種種因素，IATA 編撰了執行指引，並列舉各個成功個案。

可否再次介紹電子提單及電子貨運的好處？

電子化的優點多不勝數，首先是資料準確。以往不同的相關人士會把提貨單資料輸入不同系統，每次輸入都可能出錯，而錯誤會導致貨運延誤；現在貨運公司把電子提單發給供應鏈的各方使用，各系統會利用相同資料，資料準確，自然能加快速度。

此外，貨運時需要遞交法定文件，而全球亦愈來愈多政府機構要求貨運商

“WE CHALLENGE THE INDUSTRY TO DISRUPT ITSELF, QUESTION LEGACY PRACTICES, CHALLENGE EXISTING PROCESSES AND INNOVATE 我們誠邀業界自行變革、質疑往日慣例、挑戰現存程序並推出創新方案

challenge the industry to disrupt itself, question legacy practices, challenge existing processes and innovate with new solutions designed around today's – and more importantly tomorrow's – consumer and shipper expectations. Air cargo has a proud history of agile solutions adapted to industry trends. Now is the time to return to those proud industry origins.

What is the overall outlook for 2017?

In general terms, there are several optimistic signs for 2017 following the good second half of 2016, which saw great growth for consecutive months and the year finished with global 3.8 per cent growth versus 2015. For 2017, we expect to see the continued rise in e-commerce shipments, high-value pharmaceuticals and perishables. The electronics sector and fashion accessories and apparel also seem to be strong areas fuelled by e-commerce purchases by consumers.

Which technological innovation or process will have the most impact in the coming years?

Transparency of information, greater use of data and real-time shipment information will drive industry innovation. IATA has launched a programme called 'Simplifying the Business of Air Cargo' (StB Cargo), which has identified numerous projects and programmes designed to support moving the industry in this direction, from piece-level tracking to digital shipment records and incident reporting, and from smart facilities to real-time customer feedback and service rating. Exciting times lie ahead for this great industry, which powers the global economy by transporting 35 per cent of international trade by value. Everybody who works in air cargo can be proud of what they do, but none of us should stop trying to improve. ■

預先遞交貨運資料，電子提單正好大派用場。而科技同樣可以提升運作效率，貨運公司因此較少出錯，延誤自然減少。

還有，電子數據能加快目的地預先清關程序。電子提單提供的數據可以用作貨運追蹤，為客戶帶來方便。實體的提貨單需文件隨貨物運送，而電子提單及電子文件袋（統稱為電子貨運）則較貨運早一步傳送，自然有助加快清關。

最後，淘汰紙張亦是為了實踐環保，在現今世代，日常生活各方面愈來愈電子化，無紙文化正是各行業的大勢所趨。

國泰航空成功於 14 個國家實行無需文件袋的電子貨運服務。今年還有多少個國家加入？

國泰航空推行無文件袋成效出色，再次領導同儕，鋪路讓其他國家仿效。如今不少國家均採用電子貨運，所以要在更多地方施行無文件袋程序，其實有賴市場參與和統一標準。

進一步普及無文件袋的責任在於海關部門還是貨運公司（及航空公司）？

事實上人人有責。海關需要接納新程序，轉用電子化資料；貨運公司、地勤從業員及航空公司亦需要緊貼未來，摒棄舊有的實體文件文化。由於科技日新月異，技術絕對不足憂慮，貿易機構及媒體均有責任宣揚當中的好處，並邀請業界共同推動電子貨運發展。

未來空運行業會面對像優步的外來挑戰嗎？

這問題一矢中的！與其嘗試找出帶來改變的潛在挑戰者，我們誠邀業界自行變革、質疑往日慣例、挑戰現存程序，並創造迎合現今及未來消費者和托運客戶期望的全新解決方案。空運業一直能與時並進，隨機應變，為此而感到自豪。如今是時候重拾令業界感到自豪的初衷。

2017 年前景如何？

總體而言，2016 年下半年表現出色，連續多月錄得理想增長，年終時全球增長率更比 2015 年高出 3.8%，因此展望 2017 年承接升勢，前景樂觀。我們預期電子商貿貨運、貴價藥品及鮮貨的貨運量將持續上升，而電子產品及潮流服裝和配飾在網購熱潮的推動下，相信亦將走勢凌厲。

哪種嶄新科技和營商程序及方式對來年有最大影響？

相信資料透明度、善用數據及即時貨運資料將推動業界創新。IATA 推出「簡化營運」計劃，為業界提供向這個目標發展的多項計劃及支持方案，包括逐件貨物追蹤、電子貨運記錄、事故報告、智能設施，以至即時顧客意見及服務評分。空運業即將迎接令人振奮的時代，業界的國際運輸量佔全球貿易總值達 35%，推動全球經濟。空運界所有從業員都值得為自己的工作感到驕傲，但我們不應因而故步自封。■



CATHAY PACIFIC CARGO AND THE DRIVE TO MAKE SHIPMENTS DOCUMENT-FREE 國泰貨運開創無紙貨運先河

Jackson Chan 陳國權

Cargo services manager – eFreight
貨運服務經理 – 電子貨運



What eFreight measures has Cathay Pacific implemented?

eFreight has two parts – the use of eAWBs and the eventual phasing out of forwarder pouches. Since 1 January 2011 Cathay Pacific Cargo has ceased to accept paper AWBs for export cargo from Hong Kong. In other feasible locations, we target all forwarders to use eAWBs; we reached 82 per cent system-wide penetration at the end of last year.

So the next phase is to get rid of the pouch. How are you doing that?

We have to consider the information required by customs. What they want to know is the routing, the nature of the shipment and the house-level shipper and consignee information. We don't have the house waybill, but we do have the house manifest, which shows the ultimate shipper and consignee, along with a detailed description of the shipment. This information is electronically sent to the airline by the forwarder in their eAWB messages. With this, the airline has sufficient data for both import and export customs reporting. We can only do away with the pouch in places where customs fully support electronic customs clearance without requesting paper.

So how does it work in practice?

The concept is very simple. The origin forwarder sends a pre-advice email containing the invoice, packing list and house waybill files to the destination forwarder or consignee. In Hong Kong, customs have told us that 99.5 per cent of incoming cargo is auto-cleared. This

same process applies to the other 13 compliant-country destinations.

How have the results been so far?

We could be the leader in creating this process. Let's talk about last year's figures for eFreight. For Cathay Pacific Cargo, from January to October the increase in this was low, just about 1,000 more each month. But we are still waiting for the forwarders to drive this; nothing will happen quickly.

What are your targets?

For this year I have set a target for 50 per cent of shipments without pouches. In November we had about 19,000 shipments without them, but we implemented this process in December and for that month there were more than 35,000 pouch-free shipments, 24.7 per cent of the total – a big increase. But just three origins are following this process: Hong Kong, Singapore and Vietnam. However, I'm confident the customs at the 13 destinations have no problem with the process, because there are a lot of day-to-day shipments going to them from Hong Kong. And that means other origin countries can adopt the same procedures without problems.

國泰航空實行了什麼電子貨運措施？

電子貨運分為兩大部分，分別是採用電子提單，以及逐步淘汰貨運代理文件袋。自 2011 年 1 月 1 日起，國泰貨運已停止收取從香港出口貨物的空運提單，並期望在其他可行地點鼓勵所有貨運代理使用電子提單，我們在去年底的滲透率已達到 82%。

那麼下一步便是要取締文件袋。你會如何實行？

要做到無紙文化，我們必須考慮海關所需的資料，如運送路線、貨運性質及托運人及收貨人資料。我們不設分運單，但會提供載貨單，顯示了最終的托運人及收貨人資料，以及貨運的詳情。這些資料會由貨運代理隨電子提單傳送給航空公司，使航空公司有足夠數據辦理出入口報關手續。但我們只能在全面支援電子清關的關口，才能取消文件袋。

可以解釋實際的程序嗎？

其實意念實在簡單不過。出發地的貨運代理會傳送發貨通知電郵給目的地的貨運代理或收貨人，當中包括價單、包裝清單及分運單。香港海關向我們表示，現時達 99.5% 進口貨物已開始實施了自動清關，這個程序亦適用於其他 13 個目的地國家。

至今成效如何？

國泰航空可能是這方面的先導者。觀乎去年的電子貨運數據，國泰貨運自 1 月至 10 月的增長都處於低位，每個月僅約 1,000 宗以上。我們仍等候貨運代理推動，一切只能循序漸進。

你有什麼目標？

我期望今年 50% 的貨運也可以無需再用文件袋。去年 11 月我們約有 19,000 宗無紙貨運，但我們在 12 月全面實施相關政策後，該月的無紙貨運便超逾 35,000 宗，佔總貨運量的 24.7%，增長迅速。可是我細心閱讀有關數據時，發現目前只有三個出發地依循新程序運作，分別是香港、新加坡及越南。由於每日有大量貨物從香港運送到 13 個目的地，因此我有信心這些地點的海關會支援新流程，意味著其他出發地國家也可順利實施無紙貨運。

CATHAY PACIFIC AND LINEX KEEP END-TO-END E-COMMERCE DELIVERIES FLOWING IN CHINA 國泰航空和LINEX在中國活用端到端的電子商貿送遞

Johnson Zhang 張韜

Director, Marketing & Sales,
Greater China & Australia, Linex
Linex大中華及澳洲市場
銷售總監



What does Linex do?

We provide comprehensive door-to-door logistics solutions to our e-commerce customers. Our backbone is Cathay Pacific and Cathay Dragon's line-haul capability, Linex's global clearance and delivery solutions, and our strength in IT.

What are your main areas of business operation?

We are the global general sales agent for Cathay Pacific Cargo's Courier Lift products. Then there's our job as a qualified China Post supplier for mail on Cathay Pacific services, our role as a third-party logistics supplier to e-commerce platforms, such as Amazon, along with a role as a franchisee in mainland China. Finally, we are a strategic partner of China Post and jointly develop non-post and hybrid products.

Why are the 3Cs – Chengdu, Chongqing and Zhengzhou – so important?

Zhengzhou is one of five centres approved by the government for cross-border e-commerce, along with Beijing, Shanghai, Hangzhou and Ningbo. Zhengzhou is the most important gateway to central China, a region with more than 130 million people. Cathay Pacific has strong connectivity there. Last but not least, Zhengzhou is the strategic node in China for the One Belt, One Road initiative. Foxconn has a huge plant in Zhengzhou.

Chongqing and Chengdu are two important gateways for south-west

China. The two were approved by central government for e-commerce import and export. Hewlett-Packard and Dell have established regional centres there.

The focus has changed from big online retailers to deliveries between individuals. Has this affected your business?

Yes. Currently, the prevailing concept of e-commerce in China is based on the sharing economy and its Internet Plus initiative [which aims to integrate the Internet with traditional forms of commerce and industry]. Ebay and some other big platforms did not follow this trend. The sharing economy encourages individuals to participate in e-commerce and share the dividends. However, the competition among platforms means that logistics margins get squeezed. So, we understood that there are challenges in working with these platforms.

How have post services changed their business models to catch up?

In the past three or four years, the postal services of several countries, including China, designed a lot of non-post hybrid products, winning e-commerce customers with specialisation and outsourcing. The former focuses on postal clearance at destination and strengthens last-mile delivery capabilities. Outsourcing is about strategic line-haul services and forging alliances with major airlines to secure space and services.



Tell us about Amazon China's Dragon Boat project

There are three parts: Fulfilment by Amazon (FBA) for US express customs clearance and delivery; FBA for Japan and Europe in terms of clearance and delivery; and our work with Cathay Pacific to be its line-haul supplier.

Why does Amazon China prefer a non-integrator?

Initially Amazon was not a player in international logistics. China FBA vendors sent their parcels to Amazon overseas warehouses using integrators. However, during the peak season, integrators' systems were put under pressure by the huge volumes from China. The result was that the lead times were delayed by as much as 30 days, which had a negative impact on Amazon's reputation.

I think the most important concern for Amazon right now is that it forges its own supply chain from end to end; it does not want any integrator to suffocate that process. This is a good opportunity for Cathay Pacific and Linex to jointly provide it with a comprehensive door-to-door solution. ■



Frank Gaertner / Shutterstock

Linex 從事什麼業務？

我們為電子商貿客戶提供全面的點對點物流服務。公司藉著國泰航空和國泰港龍航空的長途貨運，提供 Linex 全球清關和運送方案，以及我們在資訊科技方面的優勢。

公司的主要業務範疇是什麼？

我們是國泰貨運 Courier Lift 產品方案的全球銷售總代理，亦是中國郵政的認可代理，能夠處理郵件，並以國泰航空運送。此外，我們是亞馬遜等電子商貿平台的第三方物流供應商，兼任中國內地特許經銷商的角色。我們同時是中國郵政的策略夥伴，大家聯手發展非郵政及多元的產品。

為何成都、重慶及鄭州的地位舉足輕重？

鄭州是中央政府批核從事跨境電子商貿的五大試點之一，其餘四個分別為北京、

上海、杭州及寧波。鄭州也是進入華中地區的重要門戶，該區人口逾 1.3 億，商機無限，國泰航空在此擁有強勁的網絡。而且，鄭州是中國一帶一路計劃的策略重鎮，富士康在當地亦開設了大型廠房。

而重慶和成都則是進軍中國西南地區的兩個重要據點，兩地均獲中央政府批准發展電子商貿企業進出口業務。惠普及戴爾在這裡均設立了地區分部。

近年市場焦點從大型網上零售商轉移至個人之間的送運，這個趨勢有否影響公司業務？

當然有。現時中國盛行的電子商貿概念是以共享經濟為本，配合其「互聯網+」計劃，旨在整合互聯網與工商業傳統形式。eBay 及其他大型電子商貿平台並沒有跟隨此趨勢。共享經濟鼓勵個人參與電子商貿，並從中分享收益。然而，各平台競爭激烈，意味著物流利潤率受壓。因此，與這些平台合作是一大挑戰。

傳統郵遞服務如何改變其營運模式，與時並進？

在過去三或四年，中國郵政及不同國家的郵政服務，均推出大量非郵遞的多元產品，並以專門化及外判服務等措施，贏取電子商貿客戶的信心。專門化服務著眼於目的地的郵政清關及加強「最後一里」派送的能力；外判服務則涉及策略性的長途貨運服務，並與大型航空公司合作，確保貨運空間及服務供應充足。

可以說說亞馬遜的中國龍舟計劃嗎？

計劃包括三部分：美國亞馬遜提供的一站式物流業務 (FBA) 快速處理清關及送運；日本及歐洲的 FBA 則提供清關及運送服務；以及我們與國泰航空合作充當計劃的長途貨運服務商。

為何亞馬遜中國選擇非物流整合者？

亞馬遜本來就不是國際物流的一員。中國 FBA 供應商透過整合者把包裹送到亞馬遜的海外貨倉，可是在物流高峰期，整合者的系統因為中國龐大的貨運量而無法應付，使運送時間延誤可長達 30 日，影響亞馬遜的商譽。

我認為亞馬遜目前正主力發展其一站式的供應鏈系統，並不希望有任何整合者室礙其運送過程。這正是國泰航空與 Linex 聯手提供全面點對點貨運服務的大好商機。■

CONNECTING CARGO 貨運全接通

Much of the cargo that arrives in Hong Kong is in the form of transshipments, which benefit from paperless processes and speedy customs clearance. PHIL HEARD reports

香港大部分貨運都是轉口貨品，能做到準時送遞，全賴無紙過程和快速的清關程序。Phil Heard娓娓道來

Last year, Hong Kong maintained its status as the biggest international air freight hub, handling more than 4.5 million tonnes. Much of this, like many passengers, transfers to connecting flights at Hong Kong International Airport. While a major cargo hub, Hong Kong is not a major producer, so more than half of the freight received is in the form of transshipments.

As well as the geographical benefits as a hub, Hong Kong offers flexible and straightforward customs clearance, and the adoption of paperless logistics and systems. Cathay Pacific Cargo operates a 100 per cent eAWB process in Hong Kong – which helps accelerate the process, as does a dedicated transshipment handling area in the Cathay Pacific Cargo Terminal, operated by Cathay Pacific Services Ltd (CPSL), a subsidiary of the airline group.

For consignments on Cathay Pacific Cargo, the operation at the airport is essentially split into two parts – at the ramp and in the Terminal. On the ramp side, cargo arrives and departs handled by CPSL's ramp team or another Cathay Pacific subsidiary company HAS (Hong Kong Airport Services), which loads and unloads the aircraft, taking the cargo to and from the leading-edge Cathay Pacific Cargo Terminal (CPCT), where the magic happens.

This is also where the Hub is based; a 24-hour team of Cathay Pacific Cargo staff ensure that the digital paperwork is handled as seamlessly as the consignments themselves.

去年，香港處理了超過 450 萬噸的貨物，保持最大國際空運樞紐的地位，如飛機乘客般，貨品都是

經香港國際機場轉口至其他地方。雖然香港是主要的貨運中心，卻不是生產重地，因此逾半抵港的貨運都是轉口貨品。

香港除了擁有地理優勢外，還提供靈活而簡單的清關程序，物流作業和系統均已無紙化。國泰貨運以至香港業界已全面採用電子提單，有助加快運送流程。國泰集團附屬的國泰航空服務有限公司 (CPSL) 所營運的國泰航空貨運站，更特別設有一個轉口貨物處理區，令送運過程更暢順。

由國泰貨運送遞的貨品，在機場會經過停機坪及貨運站處理。當貨品抵港時，CPSL 的停機坪服務小組或香港機場地勤服務有限公司 (國泰的另一間附屬公司) 的工作人員會先從飛機卸下貨物，然後運送往設施先進的國泰貨運站，離境時的程序亦一樣。此外，國泰貨運的營運部團隊 24 小時全天候在這裡處理所需的電子文件，確保與貨品的傳送同樣流暢無瑕。

LET'S SEE
HOW IT WORKS
暢順的運作流程

1 CATHAY PACIFIC CARGO HUB 國泰貨運營運部

This department moved from another cargo terminal at Hong Kong International Airport in 2013. 185 Cathay Pacific Cargo staff work at the Hub in shifts across a 24-hour operation with 50-60 staff on duty at any time. The key jobs are eFreight handling, flight handling and ramp coordination for freighter flights according to the allotment from Cathay Pacific's cargo revenue management and sales teams.

部門於2013年從香港機場另一貨運站遷移至此，共有185名國泰貨運員工，24小時全天候輪班工作，每次也有50至60人值班。他們的主要工作是根據國泰航空的貨運收益管理和銷售團隊提供的配額，處理電子貨運及貨機的停機坪協調工作。





5 EXPORT FLIGHT HANDLING OFFICE 出口航班文件處理部

Cathay Pacific Cargo is working towards paper-free eFreight. Nonetheless there are special shipments that require original copy for certain documents, for example certificate of origin, licence, or permits to travel along in a forwarder pouch. When the pouches arrive at the Terminal, they will be sorted out according to destination. After checking all documents for the flight are in place, these physical pouches will be delivered by car 75 minutes before departure for some 200 flights a day.

國泰貨運正邁向全面的無紙電子貨運，但即使特殊的貨運也需要某些文件提交正本，例如產地來源證、授權證或許可證，要一併存放在貨運文件袋內付運。文件袋抵達貨運站時，員工會根據貨物要送達的目的地將它們分類。確定所有文件齊全妥當後，文件袋會在航班起飛前 75 分鐘由汽車送到機上。員工每天處理大約 200 班航班的貨運文件。



4 TRANSHIPMENT HANDLING AREA 轉口貨物處理區

The Cathay Pacific Cargo Terminal has a dedicated area to break down incoming cargo and repack it into containers or on pallets for consignments' next or final destinations. The minimum standard connection time was eight hours, but with this process CPCL has reduced it to five to six hours. With prior arrangement, this can be further reduced to three hours to meet customer needs.

國泰航空貨運站設有一個轉口貨物處理專區，拆卸抵港貨物後，再重新組裝放到集裝板或集裝箱內，準備運送到下一個托運點或最終目的地。以往，業內最短的接駁時間為八小時，但現時國泰貨運站可將流程減省到五至六小時。若預先作出妥善安排，處理貨物的時間更可縮短至三小時，以滿足客戶的需求。



2 DATA-PROCESSING UNIT 數據處理小組

The data-processing unit handles the freight manifest for every flight. Staff check all the paperwork is appropriate to the requirements of where cargo is going. The air waybills are now 100 per cent electronic in Hong Kong and this department handles 1,500-2,000 of these each day.

數據處理小組負責處理每班航班的載貨單，審核所有文件都符合目的地對入口貨物的要求。國泰香港站已全面採用電子提貨單，部門每天處理 1,500 至 2,000 張提貨單。

3 FLIGHT-HANDLING UNIT 航機處理小組

This unit handles the freight pre-manifest of the air waybills booking list to CPCL and cargo manifest to outports for every flight. Staff stay in close communication with CPCL's warehouse team to build up the freight according to the allotment and priority given by the load plan (eg perishable or pharma products). The warehouse operating system communicates in real time with the Cathay Pacific platform for freighter and passenger flights, and the team then edits and transmits data for load sheet preparation. The Cargo Hub also handles the load sheet for the freighter fleet.

這小組負責處理已預訂貨運的空運提單清單，然後轉交予CPCL預備貨物運送；亦會準備每班航班的載貨清單給予外站。員工要與CPCL的倉務團隊保持緊密聯繫，根據裝貨表和貨品要優先處理的次序（例如鮮活的貨品或藥品）來裝載貨物。倉務部的營運系統會實時與國泰處理貨機和客機的平台聯繫，然後由小組進行校正，並把數據傳送給相關部門以準備負載表。貨運營運部亦會為貨機處理負載表。





CLAN GATHERINGS 共聚一堂

Cathay Pacific Cargo's Hong Kong sales team hosted honoured guests on 6 February to welcome in the Chinese Year of the Rooster

國泰貨運香港營業部於2月6日與賓客一起迎接雞年新歲



CALL OF THE ROOSTER 金雞報喜

Cathay Pacific Cargo welcomed in the Year of the Rooster in fine style with more than 250 guests joining the Kung Hei Fat Choi Party hosted by the Hong Kong Cargo Sales Team at The Langham, Hong Kong. Hosted by chief operating officer Rupert Hogg and director cargo Simon Large, the dinner was held to thank our customers for their continued support.

國泰貨運香港營業部假香港朗廷酒店舉行恭喜發財晚宴，與250多位賓客一起慶祝丁酉雞年，共賀新春。晚宴由常務總裁何果及貨運董事羅世民主持，藉此感謝客戶對我們一直以來的支持。



1. Cathay Pacific Cargo wishes everyone Kung Hei Fat Choi and a prosperous Year of the Rooster
2. Cathay Pacific GM cargo sales and marketing Mark Sutch and Raymond Lo from KWE with director cargo Simon Large
3. Cathay Pacific chief operating officer Rupert Hogg presents the Grand Prize to winner Nakajima Takeshi from Nippon Express
4. Cathay Pacific manager cargo global accounts and marketing Jeanette Mao and cargo sales manager Ray Fung with Johnny Yip from Expeditors (centre)
5. Guests enjoy the plush catcher game
6. Simon Large and Aaron Chan, manager cargo sales PRD and Hong Kong, dot the eyes to awaken the lion
7. The God of Fortune distributes *lai see* to guests
8. Rupert Hogg joins the Cathay Pacific Cargo management team to host the lion dance
9. (l-r) Thony Khan from DHL Aviation, Ricky Yeung from Cathay Pacific Cargo, Lee Kwong Ming from DHL Aviation
10. (l-r) Bruce Yau from Northern Air Freight Ltd, Bonnie Chan from Cathay Pacific Cargo, Judy Tsui from Nan Hwa Express Travel Services, Johnny Lam from Janco Intl Freight, Alex Chow from Nan Hwa Express Travel Services



1. 國泰貨運祝賀大家雞年萬事如意
2. 貨運營業及市場部總經理薩孟凱、近鉄國際貨運的盧錦榮及貨運董事羅世民合照
3. 國泰航空常務總裁何果頒發冠軍獎項給日通公司的得獎者中島猛
4. 國泰全球貨運大客戶及市場推廣經理毛潔瓊、Expeditors的葉志勇及香港貨運營業部經理馮宇光
5. 賓客玩夾公仔遊戲笑逐顏開
6. 羅世民和珠三角及香港貨運營業部經理陳慶輝為醒獅點睛
7. 財神向賓客大派利是
8. 何果與國泰貨運管理層主持醒獅儀式
9. (左至右) 敦豪空運的Thony Khan、國泰貨運的楊海杰及敦豪空運的李光明樂聚一堂
10. (左至右) 寶龍貨運的游達明、國泰貨運的陳素玲、南華(快捷)旅行社的徐妙卿、駿高國際貨運的林瑞祥及南華(快捷)旅行社的周家賢歡聚合照





MEET THE ELITE 業界精英

How did you get into the business?

When I graduated from university in the early 1990s, the international freight-forwarding industry was just starting to boom in China. People with foreign language skills were needed. I quit my accountancy job to join the freight-forwarding industry.

Tell us about your business

CEVA Logistics is one of the world's largest supply-chain management companies. We have 17 business clusters; the Greater China one is a major contributor to our growth. Despite the competitive environment we've experienced double-digit growth.

What do you like best about your role?

I like the energetic and innovative spirit of our company. The team's hard work and commitment are key to the success we've achieved. I love the air freight environment, which moves at a great pace; it requires you to learn something new almost every day.

What are the challenges/opportunities?

There are always new markets and opportunities – particularly with regards to e-commerce, pharma and perishables, and these are the areas we will focus on. Finding the next generation of talent is one of the most important challenges: the need for multi-skilled personnel is essential in taking this business forward.

Why Cathay Pacific Cargo?

Cathay Pacific is one of our global partners; the programme has very strict criteria – service and operational performance are the key drivers. Cathay Pacific doesn't take its market share for granted and is always working with us to provide innovative solutions to a variety of challenges. The airline's staff are some of the most dedicated people we have had the pleasure of working with. In a changing and complex industry, we recognise Cathay Pacific's support for our industry – it's a strategic component for CEVA.

Joanna Zhu 朱彥青

Vice-president, CEVA Logistics 基華物流副總裁



Tell me about yourself

I was born and raised in Shanghai. I have quite a few interests, such as running, gardening and cooking. I'm also quite a new convert to the music of Wagner. I find my hobbies give me energy and make me more efficient.

你如何投身貨運行業？

我在1990年代初大學畢業時，國際貨運代理業才剛開始在中國起飛，市場需要具備外語能力的人才，於是我辭去會計工作，投身貨運代理行業。

可否談談你們的業務？

基華物流是全球最大的供應鏈管理公司之一。我們有17個業務重地，大中華地區是業務增長主力。儘管經營環境競爭激烈，我們仍有雙位數增幅。

工作上你最喜歡什麼？

我喜歡公司的活力和創新精神，團隊的不懈努力和投入是我們的成功關鍵。我喜愛瞬息萬變的空運業環境，讓你差不多每天也增長知識。

工作帶來什麼挑戰或機遇？

新市場和機遇處處，特別是我們重點發展的電子商貿、藥品及鮮貨。發掘新世代人才也是一大挑戰，我們需要多才多藝的人，才可推動業務向前。

為何選擇國泰貨運？

國泰航空是我們的全球合作伙伴之一，我們要求嚴謹，服務和營運表現都是主要考慮。國泰航空擁有龐大的市場佔有率，卻沒有視為理所當然，並與我們通力合作，就各種挑戰提供創新的解決方案。國泰員工是我們遇過最竭誠投入的人員，彼此合作愉快。在這個變化萬千和錯綜複雜的行業，國泰航空對貨運業的支持絕對值得表揚，亦是基華物流的戰略伙伴。

請介紹自己。

我在上海土生土長，喜歡跑步、園藝及烹飪，最近更開始迷上華格納。這些喜好讓我充滿力量，做事更有衝勁。



DIRECTORY 索引

The directory this issue introduces
the customer and sales teams for Cathay
Pacific Cargo in Hong Kong

本期索引介紹國泰貨運在香港的客戶及營業部團隊



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CARGO IN THE PALM OF YOUR HAND 追蹤貨物就在指掌之間

The Cathay Pacific Cargo app offers cargo customers a convenient way to track shipments, as well as a wealth of news and other services and functions relevant to the operations of Cathay Pacific Cargo. Using the app, customers can track shipments on smartphones or tablets anytime, anywhere, along with much of the functionality of the www.cathaypacifccargo.com website.

國泰貨運的應用程式為貨運客戶提供方便，讓他們可以輕易追蹤貨件的運送情況，並提供國泰貨運多項相關的資訊、服務及功能。客戶可以隨時隨地使用智能電話及平板電腦，透過應用程式追蹤貨物，以及使用 www.cathaypacifccargo.com 網頁的大部分功能。



• TRACK & TRACE 貨件追蹤

Track multiple way bills on one convenient page
在單一頁面追蹤多份貨單的狀況

• ARRIVALS & DEPARTURE 抵達及出發時間

Keep up to the minute with live flight arrivals
and departures
每分鐘更新航機的抵達及出發時間

• OFFICE LOCATOR 辦事處位置

Maps of all of Cathay Pacific Cargo offices worldwide
在地圖上標示全球各地國泰貨運辦事處的位置

• FLIGHT SCHEDULE 航班時間表

Check the flight schedule for all Cathay Pacific and Cathay
Dragon flights – including freighters
查看所有國泰及國泰港龍航班的時間表，包括貨機班次

• CHECK LOADABILITY 查詢裝載可能性

Enter the dimensions to check if your cargo can get on
board on every Cathay Pacific aircraft type
輸入貨件尺寸，查詢能否裝進國泰機隊使用的航機種類

• NEWS 最新消息

The latest updates on the issues across the network
提供國泰網絡的最新資訊及相關事項

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CATHAY PACIFIC CARGO PRODUCTS 國泰貨運 專業服務

Please visit www.cathaypacificcargo.com for more information about Cathay Pacific Cargo's range of products

請瀏覽 www.cathaypacificcargo.com 查詢國泰貨運各項產品及服務詳情



Priority handling with money-back guarantee.

貨物得到最優先處理，並提供原銀奉還保證。



Small parcel service with fast customs clearance.

小型包裹之速遞服務，確保清關快捷。



Comprehensive temperature management for pharmaceutical products.
配合不同藥品需要，全程以精確溫度運送。



Dangerous goods under the care of certified professionals.

危險品專業運送服務，全程由專業人員遵照嚴格安全守則處理。



Tailor-made solutions for premium wine.

方案度身訂造，運送葡萄酒首選。



High security for high-value shipments.

專為貴重物品提供可靠運送。



Effective cold-chain management to ensure shipments arrive fresh.

高效可靠的冷凍鏈管理，確保貨物新鮮抵達。



Tender, special care for live animals.

貼心周到的服務，為付運動物提供最妥善的照料。

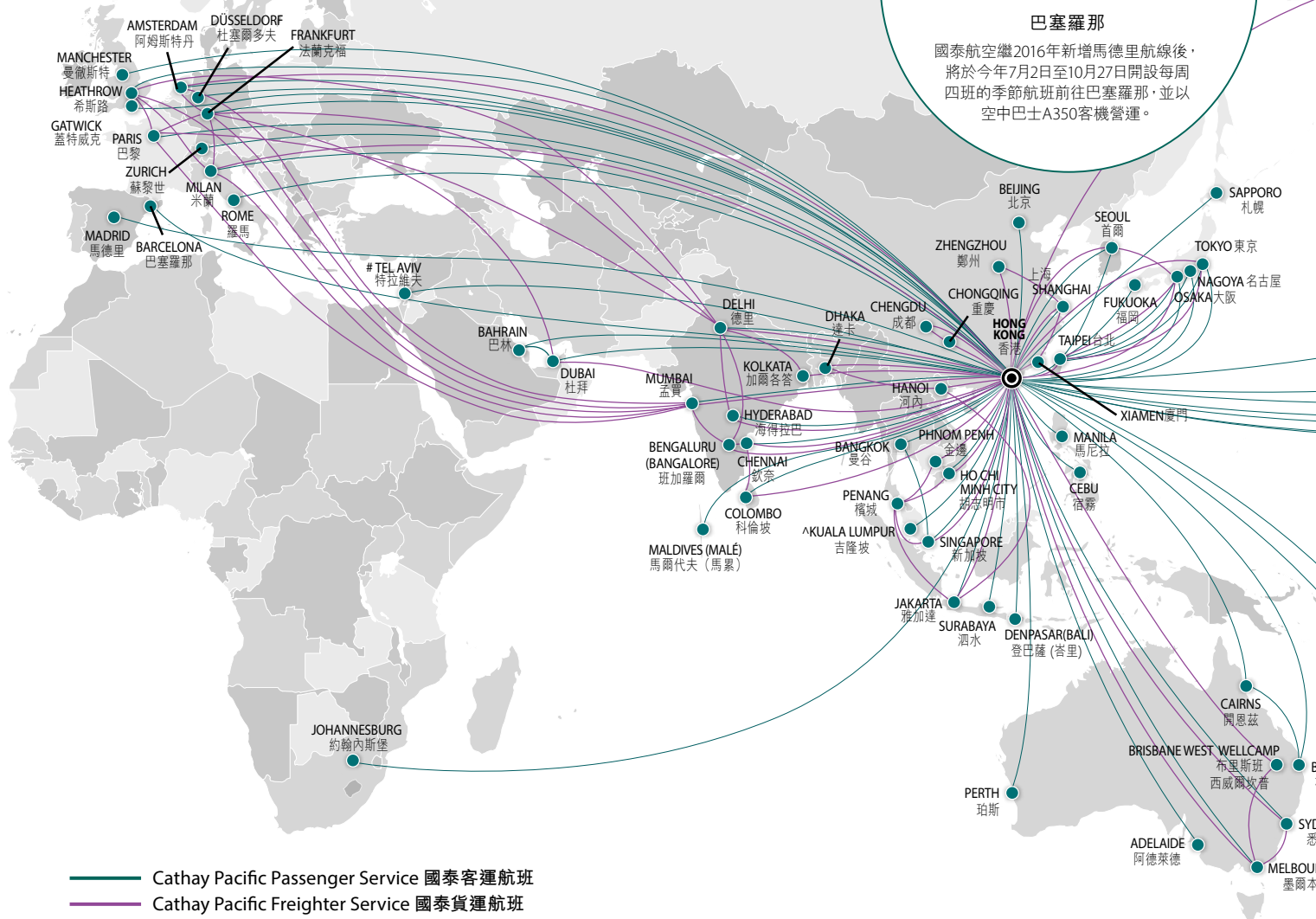


Tailor-made solutions for special shipments.

為需要特別處理的貨物，度身訂造最合適的運送方案。

CATHAY PACIFIC GROUP NETWORK

國泰集團 航線網絡



- Cathay Pacific Passenger Service 國泰客運航班
- Cathay Pacific Freight Service 國泰貨運航班
- Cathay Dragon Service 國泰港龍航班

^ Flights will be progressively operated by Cathay Dragon from March 2017

2017年3月起，航班將逐步由國泰港龍航空營運

The new Tel Aviv service starts from March 26 (Subject to government approval)

全新特拉維夫直航服務將於3月26日開始（待政府機構批准）

Information correct at time of printing. Please check the latest availability of service on

www.cathaypacificcargo.com

所有資料以編印時為準，如欲查詢最新資料，請登入www.cathaypacificcargo.com



A map of Hong Kong and its surrounding regions, showing flight routes from Hong Kong to various cities. The map includes labels for cities in China (e.g., Beijing, Shanghai, Guangzhou), Southeast Asia (e.g., Bangkok, Kuala Lumpur, Singapore), and South Asia (e.g., Kolkata, Bangalore). The routes are indicated by orange lines connecting Hong Kong to the destination cities.