

CARGO CLAN

QUARTER FOUR 2011

The Dash 8 has landed

**New freighter: bigger load,
longer distance, less fuel**

**節能新貨機Dash 8交付
載貨更多、航程更遠、更省燃油**



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TERMINAL TOPS

Landmark for cargo hub

貨運站平頂

空運樞紐里程碑





New beginnings 昂首迎新

As we approach the New Year and the Year of the Dragon, there is little seasonal cheer to report to balance the quieter-than-hoped-for level of trading in the last quarter.

Having said that, Cathay Pacific Cargo was able to welcome the first four of 10 Boeing 747-8 freighters that arrived in November and December 2011. This new-generation aircraft, the world's largest commercial air freighter, will take us into the next era of air-cargo excellence. We had an especially warm welcome for the Hong Kong Trader, which carries on the name of the classic freighter that served us so well from 1982.

Another recent event was the topping-out ceremony for the Cathay Pacific Cargo Terminal at Hong Kong International Airport, due to be fully operational in 2013. The terminal will contain a state-of-the-art material handling system and a throughput capacity of 2.6 million tonnes a year.

The final item of good news is the continued expansion of our freighter network with the launch of our first scheduled freighter route into Spain – a twice-weekly service to Zaragoza.

While 2011 has proven to be a challenging year with European and United States economies under pressure, the air-cargo market has had its bright patches and we hope that the new routes in Mainland China and India can take advantage of those still-growing markets.

We wish you all the best for the festive season and a very prosperous Year of the Dragon!

2012年及龍年將至，儘管本年最後一季的貨運量較預期稍遜，國泰貨運仍有一些喜訊跟大家宣佈。

我們早前訂購了十架波音747-8貨機，當中首四架分別於本年11月和12月付運；新一代貨機是全球最大型商用貨機，有助國泰在未來繼續提供優越的空運服務。其中一架新貨機是以於1982年加盟國泰的首架747貨機命名，為隆重其事，我們特別在其機身繫上「Hong Kong Trader」標誌。

近期另一項發展，是香港國際機場的國泰空運貨站舉行了平頂儀式。新空運貨站設置最先進的貨物處理系統，年吞吐量達到260萬公噸，將於2013年初正式投入服務。

好消息接踵而至；國泰不斷拓展貨運網絡，首次開辦定期貨運航線前往西班牙——每周兩班前往薩拉戈薩的服務。

回顧2011年，歐美經濟環境欠佳，挑戰重重，但對空運業而言則仍然有不少亮點。我們期望新開辦的中國內地及印度貨運航線，可以受惠於這兩個持續增長的市場。

在此祝願大家龍年進步，節日愉快！

Nick Rhodes
Director Cargo
國泰貨運董事羅禮祺

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CARGO CLAN is published by Cathay Pacific Airways Limited, Hong Kong



magazines Produced by ACP Magazines Asia Ltd • Unit 604-5, 6/F, 625 King's Road, Quarry Bay, Hong Kong • cathay@acpmagazines.com.hk • Telephone: +852 3921 7000 • Fax: +852 3921 7099
• CHIEF EXECUTIVE OFFICER: Julie Sherborn • EDITOR IN CHIEF: William Fraser • PUBLISHING DIRECTOR: Alky Cheung • CREATIVE DIRECTOR: Shaun Horrocks • DESIGNER: Charles Leung • CHIEF SUB EDITOR: Andy Gilbert • SUB EDITORS: John Cramer, Ellen Wong, Ling Ka-wai, Yam Yim-lan, Kathy Wang, Yvonne Wong • PHOTO EDITORS: Elisa Fu, Ester Wensing • Advertising by Asian In-Flight Media Limited • MANAGING DIRECTOR: Peter Jeffery • +852 391 06388 • peterjeffery@asianimmedia.com • ADVERTISEMENT DIRECTOR (CATHAY PACIFIC): Teresa Ngai • +852 391 06385 • teresa@asianimmedia.com
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• ASSISTANT MANAGER CARGO MARKETING: Myra Lee • CARGO PRODUCT & MARKETING OFFICER: Ann Tse • Printed by C & C Offset Printing Co., Ltd. • No part of this magazine may be reproduced without the written permission of Cathay Pacific Airways Limited • All rights reserved • Copyright © 2012 by Cathay Pacific Airways Limited • Opinions in CARGO CLAN are the writers' and not necessarily endorsed by Cathay Pacific Airways Limited •

Printed by C & C Offset Printing Company Ltd. 14/F C & C Bldg, 36 Ting Lai Road, Tai Po, NT 中華商務彩色印刷有限公司 香港新界大埔汀麗路36中商大廈14樓



Milan, here we come!

暢遊米蘭

The Italian Autumn Grape Festival was held at Cyberport, Hong Kong, on 29 October, 2011. Guests sampled Italian wines and cheeses but a highlight was the draw for the two Business Class tickets to Milan sponsored by Cathay Pacific.

Italian Autumn Grape Festival於2011年10月29日在數碼港舉行，出席嘉賓品嚐意大利葡萄酒及芝士，但當晚最精采的時刻是幸運大抽獎，得獎幸運兒贏得國泰航空送出兩張前往米蘭的商務客位機票。



Fiona Wallis receives the grand prize from event organiser Eligio Oggionni (left) and Luciano Lupi, Cargo Sales and Services Supervisor of Cathay Pacific (right)

Fiona Wallis接受大會主辦人Eligio Oggionni（左）及國泰貨運營業及服務主任 Luciano Lupi（右）頒獎



The MotoGP safety car is loaded on the freighter

MotoGP的安全車
正裝卸進機艙內

ON THE RIGHT TRACK 飛天賽車

In September, the Amsterdam cargo team moved a massive shipment of motorbikes and back-up vehicles – the pace and safety cars – for the MotoGP held at Motegi in Japan on 2 October. The team was particularly excited that the pink and blue bike of Hollywood celebrity Paris Hilton's team was part of the shipment.

在9月份，阿姆斯特丹貨運團隊運送多輛電單車及後勤車（包括定速車及安全車），供10月2日在日本栃木縣舉行的世界電單車錦標賽之用。荷李活名人Paris Hilton車隊的粉紅和藍色戰車亦在運送之列，令團隊雀躍不已。

SEASON'S GREETINGS TO ALL OF OUR CUSTOMERS AND AGENTS AND WE HOPE THAT THE YEAR OF THE DRAGON USHERS IN PROSPERITY AND GOOD HEALTH

我們祝賀所有客戶和貨運代理歡度佳節，並祝大家在龍年步步高升、健康快樂



Special delivery 特別貨物

CATHAY PACIFIC CARGO scored a number of firsts on 1.11.11. The date became a landmark with the arrival of the first of the long-anticipated Boeing 747-8 freighters in Hong Kong.

B-LJE was the first of 10 of the new-generation aircraft to be delivered to the airline.

Two weeks later, just in time for the topping out ceremony for the new Cathay Pacific Cargo Terminal on 17 November (see story page 8), the second Dash 8 arrived from Boeing's Seattle headquarters in its new flagship livery – Hong Kong Trader.

Four of the new freighters will be delivered by the end of 2011 and with their ability to carry more cargo over longer distances more efficiently, they will be mostly used on the trans-Pacific ultra-long-haul freighter routes.

"Cargo is a very important part of Cathay Pacific's business, accounting for around a third of our revenues in a good year," says Cathay Pacific Director Cargo Nick Rhodes. "We are very excited about bringing the 747-8F into our freighter fleet because it will give us an increased payload over a longer range with superb operating economics, enabling us to provide an

even better service to our customers. These new aircraft will play an important role in our continued efforts to develop Hong Kong as a leading international air-cargo hub."

B-LJE did not hang around to be admired. On 8 November, following a week of tests, the aircraft made its first commercial flight – to Narita International Airport in Japan – and then back to Hong Kong via Taipei.

And since that first flight, B-LJE has been busy flying around the region enabling pilots, engineers and ground handling crew to get used to the exciting new aircraft.

The Hong Kong Trader on its first commercial flight to Tokyo Narita airport (right) was greeted by the Cathay Pacific Tokyo team (far right)

Hong Kong Trader首次載貨飛行前往東京成田國際機場(右圖)，受到國泰航空東京的貨運人員歡迎(最右圖)



國泰貨運在2011年11月1日這個幸運的日子，迎來了多個第一，意義重大。當天，引頸以待的首架波音747-8貨機（又名Dash 8）付運抵港。在國泰訂購的十架Dash 8中，編號B-LJE是首架付運的新貨機。

約兩周後，機身繫上「Hong Kong Trader」標誌的第二架Dash 8貨機亦已從西雅圖的波音總部飛抵香港，於11月17日在國泰航空全新空運貨站舉行平頂儀式（見第8頁）的大喜日子中亮相。

國泰貨運於2011年底前會接收一共四架Dash 8。這些載貨量更大、航程更遠及效率更高的新貨機，將主要用於橫跨太平洋的超長途貨運航線。

國泰貨運董事羅禮祺表示：「貨運是國泰業務重要的一部分，市道暢旺時每年所帶來的收益佔整體收益的三分之一。能夠引入波音747-8貨機加盟國泰貨運機隊，我們都非常雀躍，該機種提供更大載重量，且能運作更長途的航程，提升經濟效益，有助香港進一步發展為主要的國際航空貨運樞紐。」

B-LJE抵港後迅即投入工作。經過一周的測試後，於11月8日進行了首次載貨飛行，前往日本成田國際機場後經台北回港。首航之後，B-LJE更是馬不停蹄穿梭區內各地，讓飛機師、工程人員和負責處理貨物的地勤人員熟悉新貨機的操作。**CC**



The crew of the B-LJE give the thumbs up to the first Dash 8 in Cathay Pacific's fleet

B-LJE的機組人員對國泰貨運的首架Dash 8貨機讚不絕口

We've come along way...

我們走過的路

Cathay Pacific Cargo came of age in 1982 with the arrival of its first Rolls-Royce-powered Boeing 747 freighter, the original Hong Kong Trader. She was Hong Kong's – and Cathay Pacific's – first freighter and the start of Hong Kong as an international air-freight hub.

An entire edition of *Cargo Clan* in 1982 was devoted to the Hong Kong Trader, its arrival at Kai Tak Airport, its transformation to its new Cathay Pacific identity and its launch. The hard-working Hong Kong Trader flew regional routes (Kaohsiung, Tokyo, Taipei and twice a week to Hong Kong) and long-haul (Hong Kong, Abu Dhabi, London, Frankfurt, Abu Dhabi and back to Hong Kong).

The classic freighter flew for about 114,000 hours with some 27,000 cycles but was retired in 2008 to make way for more fuel-efficient aircraft with bigger payloads – the Boeing 747-400ERFs and the 747-8Fs.

1982年，國泰航空接收旗下首架以勞斯萊斯引擎推動的波音747貨機，貨運業務正式啟航。這貨機是最先以「Hong Kong Trader」命名的航機，也是國泰以至香港的首架貨機，為香港邁向國際航空貨運樞紐踏出第一步。

《Cargo Clan》當年為隆重其事，全書專題介紹Hong Kong Trader；從貨機抵達啟德機場，機身標誌換上國泰航空，以及首航情況均有報道。

在當年，其行程非常緊密，除了服務亞洲航線（高雄、東京、台北，每周會飛返香港兩次），還負責長程航線（香港至阿布扎比、倫敦、法蘭克福、阿布扎比，最後返回香港）。

這架經典貨機合共飛行了約114,000小時、27,000次來回航程後，於2008年光榮退役，讓位於燃油效益更佳、有效載重量更大的波音747-400ERF延程型貨機和波音747-8貨機。



Clean sailing

環保航行

By Mark Watson, Head of Environmental Affairs, Cathay Pacific

作者為國泰航空環保事務部
主管馬歌司



Advanced composite materials reduce the weight of the Dash 8, reducing the amount of fuel burned and creating fewer emissions

Dash 8使用先進複合材料減輕機身重量，從而節省燃油、減少碳排放量

The GENx engines are much quieter than previous B747-400 engines and advanced avionics are more efficient

GENx引擎比上一代的波音747-400引擎安靜，其最新的航空電子技術效率也更高

N NOVEMBER 2011, Cathay Pacific took delivery of its first Boeing 747-8 freighter. Those of us with an eye to the future sustainability of our business and engaged in working on the challenge of how we can reduce our impact on the environment have been eagerly anticipating the arrival of this superb new aircraft.

We often say that if we are to reduce our future climate impacts, we need technology to deliver. And we need a quantum leap in new technology to take place, with a new generation of aircraft. The B747-8F is exactly what's required and its arrival at Cathay Pacific is both significant and timely.

The B747-8F is a completely new product and differs significantly from

the aircraft it replaces on routes between Hong Kong and North America – the much-loved workhorse of our freighter fleet, the B747-400F. The Dash 8 has been designed with the environment in mind. It has a new wing, based on Boeing 787 Dreamliner technology, which includes extensive use of advanced composite materials that reduce weight and hence generate lower fuel burn and emissions. The aircraft is powered by four ultra-high-bypass GENx-2B engines, which also represent a real step change in engine technology, featuring composite fan blades, lightweight composite fan casings and low emissions combustors. According to manufacturer GE Aviation, these help

to make GENx engines 17 percent more fuel efficient than the powerplants on the B747-400F, leading to a comparable reduction in CO₂ as well as reduced NO_x emissions.

The new aircraft is also good news for communities. Featuring advanced noise-reduction technology developed under industry-led Quiet Technology Demonstrator (QTD) research programmes, the GENx engines are fully International Civil Aviation Organization Chapter 4 compliant, and have a 30 percent smaller noise footprint than previous engines on the B747-400F, aided by dual chevrons on the fan cowl and exhaust nozzles as well as new nacelles.

Improvements in engine aerodynamics



and inlet acoustic treatments also contribute to making the B747-8F a quieter aircraft. On board, the new aircraft builds on existing B747 flight-deck architecture but also displays the very latest developments in advanced avionics, including quiet climb, integrated approach navigation and GPS landing systems, all of which generate greater operational efficiencies.

The B747-8F may not be the answer in itself, as technology is only part of the equation when it comes to tackling our overall environmental impacts. Sustainable biofuels, market-based measures, air-traffic management improvements and improved operational procedures

FLIGHT FACTS 航機資料

- **Range: 4,390nmi (8,130km)**
航程：4,390海哩（8,130公里）
- **Freighter payload capability: 140 tonnes (154 tons)**
載重量：140公噸（154噸）
- **Empty weight is 80 tonnes (88 tons)**
機身淨重80公噸（88噸）
- **Wing span: 224ft 7in (68.5m)**
翼展：224呎7吋（68.5米）
- **Length: 250ft 2in (76.3m)**
機身長：250呎2吋（76.3米）
- **Height: 63ft 6in (19.4m)**
機身高：63呎6吋（19.4米）

must all play a role and we still have a long way to go if we are to realise our vision of a sustainable future.

But the arrival of the Dash 8 freighter is highly significant for Cathay Pacific. It demonstrates our commitment to the long-term, sustainable growth of our cargo business, our ongoing commitment to the environment and communities, and the importance of continuing to make key investments in cutting-edge technology as one of the world's leading international airlines.



年11月，國泰航空接收了首架波音747-8貨機。我們每位關心行業未來可持續發展和致力減少環境污染的員工，都引頸期盼這架嶄新貨機的來臨。

我們經常說，如果要減少人類對未來氣候造成的影響，便必須借助科技；而配備新一代的貨機，我們更需要在科技上取得飛躍性的進步。波音747-8貨機正符合我們的需要，它於此時付運，既及時又深具意義。

國泰貨運將以波音747-8貨機取代目前服務香港至北美航線的波音747-400F貨機。技術先進的波音747-8貨機（又稱Dash 8貨機）是全新的產品，跟高效能、深受大家喜愛的波音747-400F貨機截然不同。它的設計注入了許多環保元素，除了引進波音787 Dreamliner技術的全新機翼，還大量使用先進複合材料以減輕機身重量，從而減低燃油消耗率及碳排放量。波音747-8貨機由四個超高函道比的GENx-2B引擎驅動，這是引擎科技的一次大躍進，GENx-2B除了配備合成風扇葉片、輕身風扇機外殼之外，還配置低排放燃燒室。生產商GE Aviation指出，與波音747-400F的引擎相比，新引擎可節省17%的燃料消耗，二氧化碳和氮氧化物排放量亦相對減低。

此外，新貨機亦為機場附近居民帶來喜訊。波音747-8貨機的GENx引擎採用領先業界的「靜音科技」（QTD）實驗計劃開發的先進減噪音技術，不僅完全符合國際民航組織第四章的要求，更由於風扇導流罩、排氣噴嘴和新短艙均採用雙鋸齒邊設計，其噪音比波音747-400F的引擎大幅降低三成。

引擎空氣動力得以改良，加上進氣口吸音襯套，均有助減少波音747-8貨機飛行時製造的噪音。於機艙設計方面，新航機延續現有波音747航機的機艙結構，亦採用了最新航空電子技術，包括靜音升降系統Quiet Climb、綜合導航系統和GPS降落系統等，均能有效提升運作的效率。

然而，波音747-8貨機並非航空業的終極環保方案，因為要消弭人類對環境造成的影響，科技只是重要環節之一。其他如可持續發展的生物燃料、市場導向策略、改善航空交通管理和改良運作程序等，均是有助改善環境的要素。因此，要實現可持續發展的未來，我們還有很長的路要走。

Dash 8的出現，對國泰航空具有深遠意義，因為它不僅展示我們長遠發展貨運業務的決心，也代表我們持續支持環境保護和關懷社區的意願，而國泰作為全球首屈一指的國際航空公司，亦會繼續致力投資於最新科技。CC



A major landmark for the new Cathay Pacific cargo terminal and delivery of a very special new Boeing 747-8 freighter

國泰航空的全新空運貨站平頂與及首架波音747-8貨機付運，標誌著國泰貨運的新里程

Top that!

平步青雲

TWO MAJOR Cathay Pacific investments came together at the topping-out ceremony for the new cargo terminal at Hong Kong International Airport (HKIA). The first was the important milestone for the HK\$5.5-billion state-of-the-art cargo terminal that marked the completion of the superstructure and was celebrated with a ceremony on the building's rooftop attended by the highest echelons of Hong Kong business and political life.

While Hong Kong's Chief Executive, Donald Tsang, members of the government and administration, and Cathay Pacific's

貨站平頂儀式

Final Topping Out Ceremony



Hong Kong Chief Executive Donald Tsang (centre), Cathay Pacific Chief Executive John Slosar (right) and Chairman of Airport Authority Hong Kong Dr Marvin Cheung Kin-tung, are flanked by Cathay Pacific crew members at the ceremony

香港特區行政長官曾蔭權（中）、國泰航空行政總裁史樂山（右）和香港機場管理局主席張建東在國泰機組人員陪同下出席儀式



Chief Executive John Slosar, symbolically dug with golden shovels and toasted the new terminal, the other major acquisition was parked on the tarmac – the new Boeing 747-8 freighter. And not just any freighter – this was the newly liveried Hong Kong Trader that had arrived from Boeing's Seattle headquarters only the night before.

John said that the new Dash 8 freighters and other new cargo aircraft on order, along with the terminal, would ensure Hong Kong had the best air cargo infrastructure in the world – and it was already the world's busiest air cargo hub.



泰航空於香港國際機場的新空運貨站舉行平頂儀式，展示其兩大投資項目進入收成期。第一項是耗資55億港元興建、設備先進的全新運貨站，平頂儀式代表這項超級基建工程已進入完工的重要階段，多位香港政商界的重要人物均應邀出席於貨運站天台舉行的儀式。

當香港特區行政長官曾蔭權、特區政府官員，以及國泰航空行政總裁史樂山等，手持金鏟為空運貨站平頂，貴賓們互相舉杯祝酒之際，不遠的停機坪上停泊著國泰航空另一項重大投資——全新的波音747-8貨機（又稱Dash 8）。這並非一架普通貨機，而是早一晚方從西雅圖波音總部抵抵香港、機身繫有「Hong Kong Trader」字樣的嶄新貨機。 ➤

Dr Marvin Cheung Kin-tung, Chairman of HKIA, said that when completed, the terminal would increase the airport's cargo capacity by more than 50 percent, to more than 7 million tonnes a year from 4 million tonnes.

Algernon Yau, Chief Executive Officer of Cathay Pacific Services Limited (CPSL), the subsidiary that will operate the terminal, explained that the project was on schedule and would be ready for operation by early 2013. After the topping out, internal fit-out, testing and commissioning, and operational trials would be the main activities for 2012. The terminal, over seven levels, has a footprint of 110,000 square metres and a gross floor area of 245,000 square metres. CPSL will employ about 1,800 staff in its operation.

"This is a key milestone for the Cathay Pacific cargo business," said Algernon. It will be the first cargo terminal owned and operated by Cathay Pacific in Hong Kong and is a long-term strategic development, in conjunction with the cargo-fleet expansion, to build Hong Kong as a cargo hub for the airline.

The terminal will set new standards for cargo processing at HKIA and for Cathay Pacific. It will operate on a just-in-time model, a new concept that will mean shorter cut-off and connecting times for last-minute cargo acceptance. The latest design of the Materials Handling System (MHS), Warehouse Operating System (WOS) and new operating concepts will enable quicker cargo processing. The fast transactions and just-in-time operation will mean wider network coverage with more aircraft pairing for connections. Enhanced security and special cargo-handling facilities will ensure strict compliance

with tighter security measures and industrial standards for safe air transportation.

"The Truck Controlling System allows us to apply just-in-time operation for import collection and export delivery, reducing truck waiting time and cargo retrieval time, which will result in less staging and storage requirement within the terminal," said Algernon.

"The fast movement of the shipments will also speed up the processing of the trans-shipment cargo in our Quick Transit area, a unique feature in our terminal. The minimum connection time will also be reduced significantly for adding connectivity capability in the hub for Cathay Pacific."

史樂山指出，國泰航空訂購多架全新Dash 8及其他貨機，再配合即將竣工的貨運站，可確保香港機場（現時全球最繁忙的空運站）配備全球最頂級的貨運基礎設施。

香港機場管理局主席張建東表示，新空運貨站落成之後，可望大幅提升香港機場的貨物處理量，由現時的400萬公噸大幅增加至700萬公噸。

新貨運站將由國泰的附屬公司國泰航空服務有限公司負責管理，其行政總裁丘應樺表示，貨運站的工程按照預定進度開展，預計於2013年年初可投入營運。貨運站舉行平頂儀式後，將隨即展開內部裝置、測試和工作分配等安排，而測試營運將是2012年最主要的工作。樓高七層的貨運站佔地約11萬平方米，總樓面面積約24.5萬平方米，國泰服務有限公司預計，新貨運站將聘請約1,800名員工，負責貨運站的營運。



CARGO TERMINAL TIMELINE

JULY 2008 Foundation work began
2009 Delay due to economic downturn
NOVEMBER 2011 Topping out
JULY 2012 Occupation permit obtained
OCT 2012 Testing and commissioning
NOVEMBER/DECEMBER 2012 Operational trials
EARLY 2013 Stage 1 transition
SEPTEMBER 2013 Transition from Hactl complete

貨運站進程表

2008年7月 展開奠基工程
2009年 因經濟不景而暫時停工
2011年11月 舉辦平頂儀式
2012年7月 取得入伙紙
2012年10月 測試和職務分配
2012年11/12月 測試營運
2013年年初 首階段過渡期
2013年9月 完成由香港空運貨站過渡到國泰貨運站的工作



Algernon Yau (above, right), **Chief Executive Officer for the new terminal**, looks around the site with **Cargo Terminal Programme Manager Peter Lee** (left). **空運貨站行政總裁丘應樺**（上圖右）與**空運貨站項目經理李彼得**視察施工情況。

Roast-pig cutting and incense ensure an auspicious future for the terminal (top, left). **祈求空運貨站運作順利的切燒豬和拜神儀式**（左上圖）。

John Slosar, along with cargo agents and members of the Cathay Pacific Cargo team (bottom, left). **史樂山與貨運代理和國泰貨運員工合照**（左下圖）。

丘應樺指出：「這是國泰貨運業務的重要里程碑。」新貨運站將是國泰航空在香港首間獨資擁有和營運的空運貨站，更是與貨運機隊擴充相結合的長期發展策略，目的是將香港建設成國泰航空的主要貨運樞紐。

新貨運站將成為國泰航空以及香港國際機場貨運處理的全新典範，並以「及時提供服務」（JIT）的模式營運，這個全新概念可為最後一分鐘才送抵的貨物縮短截關和貨物轉駁時間。貨運站採用最新設計的貨物處理系統（MHS）、倉儲運作系統（WOS）及全新的營運概念，能加快處理貨物的程序。快速處理貨物和引入JIT模式，意味著國泰貨運將結合更龐大的機隊，覆蓋更廣闊的航點網絡，為客戶提供合適的航班和轉駁服務。嚴謹的保安措施及特別貨物的處理設施，則可確保貨運站的運作，符合更嚴格的空運安檢措施和安全空運的行業標準。

丘應樺指出：「貨車控制系統讓我們在接收進口貨物及運送出口貨物時，都能夠應用JIT模式，減少貨車等候及提貨的時間，此舉可改善貨物在貨運站內佔用貨架和倉儲空間的情形。」

他又說：「貨物獲得快速處理，亦可提高在中轉區域（QT）處理轉口貨物的效率，這是新貨運站最獨特的功能。隨著國泰全新貨運樞紐處理貨物的效率大增，轉運貨物所需的最低時限亦將會顯著縮短。」 **CC**

DRIVING THE PROJECT 幕後推手

Before heading up Cathay Pacific Services Limited and the new cargo terminal, Algernon Yau was General Manager Hong Kong International Airport overseeing Cathay Pacific and Dragonair ground operations.

Algernon started his aviation career with Cathay Pacific in 1982, working in a number of airport-related positions, and then joined Dragonair in 1994.

He admitted it was a massive and challenging job to look after a HK\$5.5-billion investment with a handling capacity of 2.6 million tonnes a year. "My previous experience in handling the Y2K project and running of HKIA provide a very good platform for me to get into the job quickly," he said. "I love people and I enjoy meeting challenges."

When not working, Algernon spends most of his time with his kids and his dog, a Japanese Shiba Inu. "Walking my dog is one of the best ways to handle my stress. Other than that, I also practise meditation when necessary to obtain a clear and peaceful mind."

在接掌國泰服務有限公司和新貨運站之前，丘應樺曾任香港國際機場總經理，負責監督國泰和港龍航空的地勤服務。

丘應樺於1982年加入國泰航空，展開在航空界的職業生涯，曾擔任多個與機場相關的職務，隨後在1994年加入港龍航空。

他坦承，掌管投資額高達55億港元的貨運站，將是一項非常繁重和具挑戰性的工作。貨運站在完全投入營運後，每年的貨物處理量將高達260萬公噸。他說：「我處理千禧年項目及管理香港國際機場的經驗，為我奠定了良好的根基，讓我可以很快便投入新工作。我喜歡與人接觸，也樂於接受挑戰。」

公餘時，他喜歡陪伴孩子和家中的寵物狗日本柴犬。他說：「對我來說，帶小狗出外散步是減壓的最好方式。此外，有時我也會透過打坐和冥想平伏心靈，讓思路更為清晰。」



The new cargo terminal will increase Hong Kong's air cargo-handling capacity
新貨運站將會增加香港的空運貨物處理量

High-end and special 高端精品

There's more to European exports than designer goods, and Cathay Pacific Cargo services are in demand for the region's sophisticated and refined specialist products
歐洲的出口已由名牌精品轉移至高端和專業產品，國泰貨運忙於為區內的相關製造商提供運輸服務

FOR MANY observers, the growth in China is typified by the rush to buy European luxury goods, couture brands paraded as visible evidence of prosperity and affluence.

But Ray Jewell, Cathay Pacific Regional Manager Cargo Europe, has a more nuanced view from his office in Frankfurt and sees the traffic in terms of broad global economic, cultural and historical trends.

The demand for airfreight out of Europe is good, and it is not just the expected designer goods. Ray talks in terms of specialised goods that are produced by what might be termed "mature economies" and, while it includes the usual sophisticated fashion, handbags and shoes, the bulk of the cargo is high-end, expertly manufactured goods that range from heavy machinery to helicopters, specific pipes for industry and oil-drilling equipment.

"Some mature economies, you could argue, have not done enough to escape the heavy-industry past," says Ray. "But Europe has gone ahead and focused on these highly developed and highly specialised products. By necessity they have done that because there is no future in competing on the basic stuff. So you have to keep on

innovating, keep on specialising and offering products that have not been thought of yet in other places."

Ray says there may be some misconceptions about what comes out of Europe. "Those not that familiar with air cargo may tend to think that out of Paris come perfume and Louis Vuitton bags, and out of Italy come cheese and Prada products and shoes, and out of Germany come cars. This is, of course, true, but Europe exports much more by air than these things."

Cathay Pacific Cargo moves mainly unique products from Europe as well as highly-refined manufactured goods that are not yet easily made in many of its export markets. "We have flown ball bearings out of Switzerland to Asia," says Ray. "Why can't they produce ball bearings themselves?"

Well they can, of course, but maybe they don't yet have the economies of scale to produce these highly-refined steel bearings profitably."

These specialised goods require sophisticated handling and that is where Cathay Pacific Cargo excels with its offering of specialist products such as EXPERT **LIFT**, PHARMA **LIFT**, PRIORITY **LIFT** and DG **LIFT** (Dangerous Goods LIFT).

European fashion is only one aspect of the exports from Europe to Asia

高級時裝只是歐洲出口至亞洲的產品之一



"The items are costly themselves, and they become airfreight when they need to get to the market quickly or when a part needs to be replaced quickly," says Ray. "Just one of many examples of our big EXPERT **LIFT** products is helicopters out of Italy." (See page 15)

Ray says the demand for high-end goods out of Europe is greater than the demand out of Asia and is driven by the general increase of wealth in China and the rest of Asia, as China's growth promotes economic stimulus in other countries in the region.

"This is a change in demand patterns which I feel will continue and accelerate. An economic downturn might change behaviour patterns in certain areas, but the more long-term trend is the increased demand that you are seeing in the Asian economies, particularly China and India. It's good for European air freight and it's good for European exports because these are the products that are usually more expensive, usually higher-end."





Air cargo out of Europe is mostly specialised goods such as pharmaceuticals, finely tooled steel, spare parts and everything from cars to kitchen appliances and high-end textiles, says Ray Jewell, Cathay Pacific Regional Manager Cargo Europe

國泰航空歐洲地區貨運經理Ray Jewell表示，從歐洲輸出的航空貨運大多是藥品、精工製造的鋼材、零件，以及汽車和廚具等各式專業產品，另外還有高級的紡織品

Cathay Pacific Cargo does not have the same market presence in Europe that it enjoys in Hong Kong where it is the dominant airline, but Ray says that Cathay Pacific Cargo's advantage in Europe, and the one that sells, is quality rather than just size.

"On the cargo side we also see ourselves as a first-class carrier with regard to efficiency, to flown-as booked rates, and product offerings. It's the prime service aspect that we sell and the products that we focus on."

This is reflected in the sales comparison between Europe and Hong Kong or China: Cathay Pacific Cargo in Europe has the highest percentage of specialised products.

"More than half of our business comes from specialised products," says Ray. "It's the largest percentage of any region served by Cathay Pacific in the world. These are the products our customers are increasingly asking for: PHARMA **LIFT**, EXPERT **LIFT**, PRIORITY **LIFT** and DG **LIFT**."

The specialist products are what differentiate Cathay Pacific Cargo from the competition, says Ray.

在

許多人眼中，中國經濟的起飛反映在國民對歐洲奢侈品的需求，高級時裝品牌大行其道便是中國繁榮富庶的明證。

然而，國泰航空駐法蘭克福的歐洲地區貨運經理Ray Jewell卻有更細微的觀察；他在貨物往還中看到環球經濟、文化和歷史的趨向。

歐洲市場對空運需求殷切，一般人或會認為其出口貨品應該都是名牌商品，但其實不然。Ray指歐洲的出口可以歸納為「成熟經濟體系」生產的專業產品，除了精緻的時裝、手袋和鞋履，還有重型機器、直升機、各種工業用喉管和石油鑽探設備等高科技產品。

Ray解釋：「你或會認為，某些成熟經濟體系依然倚賴重工業，但歐洲早已向前邁進，精研高科技和高階專業產品，因為一般商品市場



競爭激烈且前景暗淡，歐洲業者必須不斷創新，創造出其他地區業者還未開發的產品。」

Ray認為坊間對歐洲出品有一些誤解，他說：「不熟悉空運業的人或會有以下想法：巴黎出口香水和路易威登手袋，意大利輸出芝士、Prada產品和鞋履，德國則是汽車。雖然這些都是事實，但歐洲空運出口的貨物並非只侷限於這些物品。」

國泰貨運從歐洲運出的貨品，主要是獨特的產品以及輸入地區未能自行生產的精製產品。Ray說：「我們將瑞士生產的滾珠軸承運到亞洲。為何亞洲業者不自行生產？當然可以，但基於規模效益的考量，亞洲廠家若自行生產高度精製鋼軸承，可能無利可圖。」

這些專業產品於運送途中需要以專業的手法處理，而國泰貨運的EXPERT **LIFT**、PHARMA **LIFT**、PRIORITY **LIFT**以及DG **LIFT**（危險品專業運送服務）正好能派上用場。

Ray表示：「這些貨品都價值不菲，而且通常因為是急件，或是在客戶急需替換零件的情況下，才會以空運送遞。我們以EXPERT **LIFT**運送過許多大型貨品，包括將意大利的直升機空運出口。」（請參閱第15頁）

Ray表示，中國及亞洲對歐洲高端商品的需求，遠高於歐洲對亞洲高端產品的需求，原因是中國經濟崛起帶動其周邊地區的經濟發展，令中國和亞洲區的民眾愈加富裕。

「我認為這個需求模式的改變將會持續下去，而且速度會更快。經濟不景或會改變個別市場的消費模式，但長遠而言，亞洲經濟仍然帶動需求，特別是中國和印度。這個改變對歐洲空運業和歐洲出口市場有利，因為其出口大多屬於較昂貴的高端商品。」

作為香港最大的航空公司，國泰貨運在歐洲市場的佔有率難以媲美香港市場。但Ray認為，國泰貨運在歐洲擁有的優勢，在於其服務素質而非營運規模。

他說：「在貨運服務方面，我們無論在效率、預訂服務送達率和服務種類各方面，同樣以高質素服務取勝。我們的主要賣點是提供一流服務和各種專業貨運方案。」

這亦反映在貨運數據上，將歐洲與香港或中國的數據比較，國泰貨運從歐洲出口的专业產品所佔的比率，乃是三地之冠。

他表示：「國泰貨運從歐洲運出的貨物超過一半是專業產品，這個比率較國泰貨運於全球各地任何市場都高，而PHARMA **LIFT**、EXPERT **LIFT**、PRIORITY **LIFT**、DG **LIFT**等貨運服務亦愈來愈受顧客歡迎。」

Ray表示，正是這些專業服務令國泰貨運在競爭激烈的貨運市場中脫穎而出。CC

Ray Jewell has worked for Cathay Pacific Cargo since 1983 and has been based in Frankfurt since 2000

Ray Jewell於1983年加入國泰貨運，從2000年便開始常駐法蘭克福

Service makes a difference

服務至上

Whether moving sensitive pharmaceutical shipments or helicopters, Cathay Pacific Cargo's European teams use service to stand out
無論是運送藥品或直升機，國泰貨運的歐洲團隊憑優質服務脫穎而出

A **COLD WINTER** in Australia can mean a spike in the exports of vaccines from pharmaceutical companies in France – and even more European shipments by Cathay Pacific Cargo. Europe is home to well-known multinational pharmaceutical companies that export these valuable and highly sensitive products around the globe.

Jean-Luc Py, Cathay Pacific Cargo Manager in France, says that while a weekly shipment goes to Melbourne, peak shipments to Australia are between February and May, the Southern Hemisphere's pre-winter months. Jean-Luc says that in France Cathay Pacific Cargo works with major pharmaceutical companies shipping mostly finished vaccines a few times a week. Apart from Australia, shipments go to Hong Kong every week and shipments to Mumbai peak in December.

The size of the industry is immense and the worldwide flow of pharmaceuticals and raw materials is huge.

"To just give you an estimated figure of one of the multinationals, they talk about something like 50,000 tonnes a year worldwide by air cargo," says Jürgen Zraggen, Cathay Pacific Cargo Manager Switzerland.

Every day, Cathay Pacific Cargo carries pharmaceutical shipments from Switzerland and works with all the major Swiss pharma companies. Shipments, mostly finished products, are sent as far as China and Australia.

Envirocontainer or CSafe containers are mainly used for active cooling. However, the vast majority of all shipments are room-temperature shipments, usually between 15 and 25 degrees Celsius. Shipments have temperature loggers built in so that customers can check if any temperature excursion took place during transportation.

There is strong competition in the fast-growing market and the Cathay Pacific teams ensure that their service adds a competitive advantage.

Jean-Luc cited an example from last winter when heavy snow

greatly delayed and even caused the cancellation of some flights. "On one flight we had a big shipment of pharma and the freighter was stuck on the parking bay because of the snow," he says.

The cargo team did its best to move the snow and even improvised a makeshift snow-plough using a forklift pushing a wooden crate.

The team notified the shipper who requested that the shipment be offloaded so it could be tested for temperature excursion before sending it to Mumbai. The freighter was ready to leave but the shipment was offloaded. After 48 hours the same shipment was returned. Because of the sensitivity of the pharmaceuticals they were loaded onboard even though the scheduled freighter was heavily booked.

"This example just shows how we try to give to our customer 100 percent satisfaction," says Jean-Luc. "And I can tell you that for this case, the shipper was really impressed and increased business with us."



European
pharmaceutical
companies
export products
around the world

歐洲的製藥廠將產品
出口至全球各地

當

寒冬來臨澳洲，意味著法國藥廠的疫苗出口數量急升，而客戶對國泰貨運的PHARMA 107服務需求亦會相對大幅增加。歐洲是跨國製藥公司的大本營，這些公司需要將昂貴且對溫度極為敏感的藥物出口至全球各地。

國泰航空法國貨運經理Jean-Luc Py表示，目前每周均有一批運往墨爾本的貨物，但運往澳洲的貨運量會在南半球入冬前數個月（即2月至5月）進入高峰期。

他指出，國泰貨運在法國與多家主要藥廠合作，每周均會運送數批主要為疫苗的貨物。除了澳洲以外，國泰貨運每周還會將醫藥用品運抵香港；另外，運往孟買的藥品數量則會在12月進入高峰期。

製藥業的規模非常龐大，而藥品與原材料的全球流量也高。國泰航空瑞士貨運經理Jürgen Zraggen指出：「以一間跨國藥廠的貨運量為例，其全球空運量高達5萬公噸。」

國泰貨運與瑞士所有的大藥廠合作，每天均會將藥品從該國運往海外，遠至中國和澳洲等地，而運送的主要是製成品。

Envirotainer及CSafe的「主動式」集裝箱，主要是用於運送以主動式冷凍系統保存的貨物；大部分醫藥製品運送時只需攝氏15

至25度的室溫環境，因此多採用室溫藥物處理方案。付貨人會在貨物內放置溫度紀錄儀，以便顧客查察貨物於運送期間是否出現溫差變化。

在這個增長快速的市場，競爭異常激烈，國泰貨運團隊必須持續提升服務質素，才能維持競爭優勢。

Jean-Luc舉例說，上個冬天曾下大雪導致航班延誤，部分班次甚至因此而取消。他說：「我們有一班載有大量醫藥製品的飛機，因為大雪滯留在停機坪，無法起飛。」

國泰貨運團隊在情急智生之下，臨時「製造」了一部鏟雪機——利用鏟車推動大木條以清除積雪。但由於過程相當費時，航班亦因此受到延誤。

託運人在收到我們的通知後，要求從貨機卸下貨物，以測試貨品曾否出現溫差變化，才決定是否運到孟買。當時貨機雖然已可以起飛，但我們還是必須將藥物卸下。

該批貨物終於在48小時後送回機場，其時預定航班已滿載貨物，但由於藥品屬於高度敏感的貨物，貨運團隊仍然決定騰出空間，優先處理這些藥品。

Jean-Luc說：「這個例子顯示我們竭盡全力滿足客戶的需求。事實上，託運人非常滿意該次安排，後來還增加不少貨運訂單。」CC

HELICOPTERS HITCH A RIDE 搭順風機

Italy is a major manufacturer of helicopters and the Cathay Pacific Cargo team has developed expertise in airlifting them. Agusta, part of AgustaWestland, is an Italian helicopter manufacturer based in Samarate near Milan Malpensa International Airport. The company was founded in 1923 by Count Giovanni Agusta, who flew his first airplane in 1907.

Cathay Pacific Cargo Manager Italy, Alberto Brandi, said his team mostly shipped AW139 helicopters and has sent them to China, Australia, Bangladesh and India.

The helicopters are packed in wooden crates – usually four crates – and are loaded on two 20-foot pallets with overhang. The rotors are packed in separate boxes in the main helicopter cabin. The helicopters are higher than the nose door, so the crate containing the main cabin enters the aircraft from the side door with very little clearance: “Really very few centimetres each side,” says Alberto. The main cabin of the helicopter weighs about 3 tonnes and the total is about 4 tonnes. The entire load requires four main deck positions plus two PEB positions.



AgustaWestland
AW139 packed
for transport

以木箱裝載的
AgustaWestland
AW139直升機



意大利是直升機的主要生產國，國泰貨運則是運送直升機的專家。AgustaWestland旗下的Agusta公司是意大利的直升機生產商，其總部設於毗鄰米蘭馬班塞國際機場的小鎮Samarate。Giovanni Agusta伯爵早於1907年已第一次駕駛飛機升空，1923年更成立了公司。

國泰航空意大利貨運經理Alberto Brandi表示，其團隊主要負責將A139型號直升機運往中國、澳洲、孟加拉和印度等地。

直升機組件通常會以四個木箱盛載，再將木箱置於兩個20呎長的集裝板上，然後送上貨機。直升機的螺旋翼會另外用箱子裝載，置於直升機的主機艙內。

直升機的高度比貨機的鼻端艙門為高，所以裝載直升機主機艙的木箱需由側門運上貨機，而且所餘虛位不多。Alberto說：「每邊真的只剩幾厘米空間。」直升機主機艙重約三公噸，總重量則大約是四公噸，共佔用四個主貨艙位置及兩個PEB位置。

Viva España!

全球喝采

Marion Hume asks if Spain can be an international fashion centre. The answer is a resounding sí

Marion Hume問西班牙能否成為國際時裝中心？
答案是非常肯定

THE GRAND Spanish cities of Madrid and Barcelona don't always get along, not least because, although formally united within the nation of Spain, each is also the capital of a state (or officially "autonomous community") with its own distinct culture, tradition, sports teams and language.

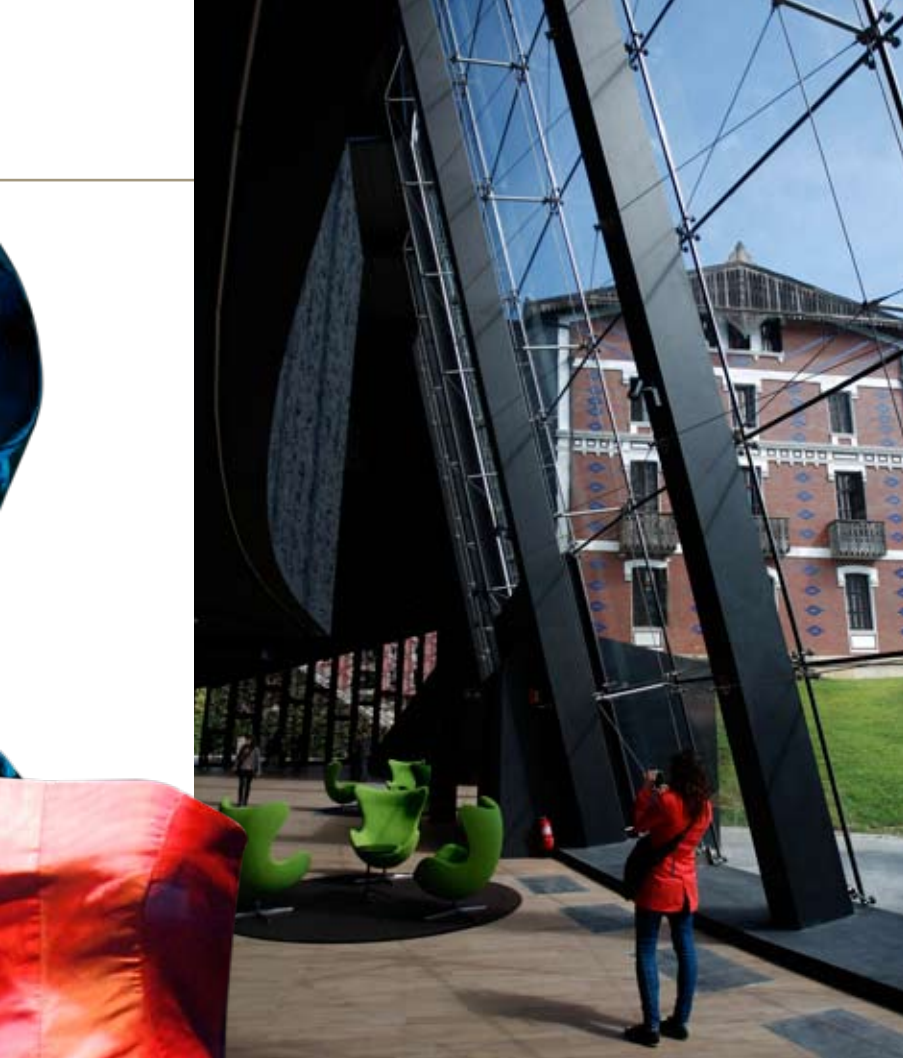
Back in the mid-1980s the Spanish government looked around and decided a good way to improve Spain's image as a place of cheap tourism was to harness the power of fashion. Inevitably the announcement that this would take place in Madrid was quickly met with Barcelona's "Then we'll have our own fashion week".

The bureaucrats called the "national" event Cibeles, after Madrid's famous fountain named for the Phrygian fertility goddess Cybele, signalling hopes for creative fecundity. Barcelona called its event Pasarela Gaudi, after the architect whose sensuous buildings are a highlight of the glorious metropolis on the sea. A duo called Victorio & Lucchino emerged from down south in Seville while an Iberian puritan, Adolfo Dominguez, hailed from Galicia in the northwest.

But once back on the familiar beats of London, Paris, Milan and New York, industry insiders were dismissive. "Will Spanish fashion

add up to anything?" They would shrug and while I'd try to talk of the whimsical iconoclast, the single-monikered Sybilla (whose rosy blouses I would make a mint on 20 years later when I sold them to a vintage dealer) no one was interested. I would cite the shoemaker Manolo Blahnik, but they'd remind me he is half-Czech. I'd mention the funky footwear of Camper at which they might concede that yes, the shoes were adorable.





Photos. Blue and black and white dresses, Manuel Outumuro – Cristobal Balenciaga Museum. Red dress and museum: Juan Herrero – EPA/Corbis

The sculptural legacy of the fashion of couturier Cristóbal Balenciaga. The museum dedicated to him (above) in Getaria, in northern Spain

時裝設計師
Cristóbal Balenciaga的傳奇設計恍似雕塑。位於西班牙北部的Getaria設有博物館向這位設計師致敬（上圖）

But then, what did I really know of Spanish fashion? I recall, on a trip to Cibeles fashion week, how Hamish Bowles, (now at US Vogue), rushed in flushed from treasure hunting. "It's Balenciaga!" he exclaimed of a sweeping cape picked up for pesetas, back in the days of the old money. Today, few would need to ask "who?" Now designed by the Byronically handsome half-French, half-Belgian Nicolas Ghesquière, Balenciaga is a red-hot brand. But in 1985, you'd be lucky to have seen it written on a tub of talc. Before Cristóbal Balenciaga died in 1972, he had indicated to friends that his label should die with him but, as he left no will, his nephew sold it on. The marque was at its nadir in the '80s. Today's revival began slowly, then exploded when Balenciaga was taken into the PPR luxury fold in 2002.

In June 2011, a magnificent fashion museum opened in the port of Getaria on Spain's Atlantic coast, celebrating not just a town's most famous

馬

德里和巴塞隆拿是西班牙的兩大城市，彼此各領風騷；雖然同屬一個國家，卻分屬兩個自治區的首府，各自擁有獨特的文化、傳統、體育隊伍及語言。

回顧1980年代中期，西班牙政府經過詳細考量之後，決定借助時裝的力量，以「實惠」作招徠推廣旅遊業。當政府宣佈主力發展馬德里的時裝業，巴塞隆拿隨即作出回響，宣佈舉辦自己的時裝周。

官員把在馬德里舉行的「全國」盛事稱為Cibeles時裝周；Cibele除了是馬德里一個著名的噴泉，亦是弗里吉亞文化裡象徵豐饒的女神，具有賜予源源創意的寓意。這邊廂，巴塞隆拿的大型服裝展則以Pasarela Gaudi這位著名建築師名字命名，其設計別具一格的建築早已成為這個沿海城市的無價瑰寶。隨後，Victorio & Lucchino設計師雙人組合，亦在南部的塞維爾崛起；而西北部Galicia省的伊比利亞清教徒設計師Adolfo Domínguez也掀起熱潮。

然而，回到倫敦、巴黎、米蘭和紐約等著名時裝中心，業界人士卻對西班牙時裝興趣索然：「西班牙時裝能成氣候嗎？」所有人都會聳聳膊，一派不以為然。即使我提及風格創新、不拘一格的西班牙設計師Sybilla時，他們亦絲毫不感興趣。（我於20年前買的一件由Sybilla設計的玫瑰色上衣，在懷舊時裝店賣到一個好價錢）當我提到製鞋大師Manolo Blahnik時，他們就會提醒我Manolo有一半捷克血統。當我提到西班牙品牌Camper出品的鞋履頗具型格，他們也許會承認，那些鞋確實可愛。

我對西班牙時裝究竟認識多少？回想當年有一次到Cibeles時裝周採訪時，曾巧遇前去「尋寶」的Hamish Bowles（現於美國《Vogue》雜誌工作）。他拿著只花小額「披索」（當時的貨幣）便買到的斗篷，興奮地大叫：「是Balenciaga！」今天，再沒人會問：「Balenciaga是誰？」這個大受歡迎的品牌，現在由俊朗的法國和比利時混血兒Nicolas Ghesquière擔任總設計師。回想1985年，當時已幾乎找不到Balenciaga的產品。品牌創辦人Cristobal Balenciaga於1972年去世前，曾對朋友表示，希望自己過世後品牌也一同消失於世上。可是他沒有留下遺囑，其侄兒後來將品牌出售。品牌的名氣於1980年代跌到谷底，後來再逐漸重振旗鼓，於2002年更獲PPR集團收購成為旗下的奢華品牌之一，因而聲名鵬起。

2011年6月，大型時裝博物館於西班牙大西洋沿岸的港口城市Getaria開幕；博物館專為紀念當地最著名人物Cristobal Balenciaga而興建；他於1895年在Getaria出生，相信是有史以來最具影響力的時裝設

son, born there in 1895, but possibly the most influential couturier ever. Even Coco Chanel, who was rude about pretty much everyone else, thought Balenciaga's talent supreme. (His last public appearance in Paris was at her funeral in 1971.) Balenciaga fled his native Spain to escape the Spanish Civil War of the 1930s, settling in Paris. His legacy? Rigour, elegance, proportion and many museum retrospectives.

Yet his is not the oldest Spanish fashion name still making waves. Loewe is the fine leather house within the LVMH luxury stable and has been based in Madrid since it was founded in 1846 by a German emigré. In the early years, kings and queens were clients. Today, it is the chic in search of supple handbags made from a unique napa leather from lambs reared only on the high grass of the Spanish Pyrenees. Englishman Stuart Vevers is the creative director and, while pushing the brand forward, he loves to dip in to the archive.

The correct Spanish pronunciation of Loewe is tricky; (try low-way-bay). But

Spain's mightiest fashion label Zara is easy to say in any language (although in Spain, they say tha-ra). Zara's parent company, Inditex, comprises Zara womenswear, menswear, childrenswear, homeware, accessories, perfume, zara.com plus brands Pull and Bear, Massimo Dutti, Bershka, Stradivarius, Oysho and Uterqüe. In 1963, Amancio Ortega Gaona, the son of a railwayman, began making shirts and nightwear. In 1975, he went into retail, founding Zara. Zara had grown bigger than the Swedish fashion giant Hennes & Mauritz (H&M) by 2005 and overtook the American, The Gap, in 2008. Inditex employs more than 103,200 people, trades in 78 countries from 5,221 stores. With all that muscle, Zara doesn't feel the need to advertise. It leaves that to its smaller (but far from insignificant) Spanish rival Mango, whose current campaign stars Kate Moss.

Spain hangs off the edge of Europe. Even its major cities – unlike, say, Paris or Amsterdam – are not places people just pass through. Within Spain, Zara's location is even more obscure, headquartered in the humble town of Arteixo near Coruña, an Atlantic port in the far northwest province of Galicia. From here, every 30 seconds, a vast truck packed with up-to-the-second fast fashion pulls out of the car park heading either to the little airport nearby or, more likely, more than 700 kilometres across the country to Zaragoza, Inditex's transport hub. From Zaragoza, trucks and planes take the latest looks to all points of the compass. In Australia, new stock reaches the Sydney store every two weeks, and top-ups take just two days.

Why does Zara rule the fashion world? Because it's mass yet class

Mango uses supermodel Kate Moss in its current advertising campaign

Mango品牌新一輪的推廣活動以超級模特兒Kate Moss領銜



(hence the Duchess of Cambridge wearing it on the Buckingham Palace lawn); vast design teams respond lighting fast to trends; massive numbers per item are spread globally so you won't be wearing the same as the woman next to you. But above all, Inditex is a master-class (indeed a Harvard Business Study) in logistics.

At HQ, garments whiz on rails, then appear to pack themselves into boxes that are distinctly battered due to the company's policy to reuse and recycle. The few staffers in the warehouses get about by bike. These days, fashion empires fall not only when the designs don't fly but more likely when logistics hit a hurdle.

Which brings me back to that question few waited for me to answer in 1985. "Will Spanish fashion add up to anything?" How about EUR6,209 million (about HKD67 billion) of net sales? And that's just Inditex, in the first half of 2011.

Who knew, in 1985, that I should have replied. "Spanish fashion? Hold on to your hat! It's going to lead the world."

Marion Hume is a fashion editor based in London.





Zara (left) has exported Spanish fashion around the globe

Zara把西班牙時裝出口至全球各地（左圖）

Loewe (above) is Spain's oldest label

Loewe（上圖）是西班牙歷史最悠久的品牌

計師。即使是最挑剔的Coco Chanel也極欣賞其才華（他於巴黎的最後一次公開露面，便是於1971年出席Coco Chanel的喪禮）。為了逃避戰火，Balenciaga於1930年代西班牙內戰時移居巴黎。其一絲不苟、優雅協調的設計風格，以及博物館內珍藏的作品，均是他留給世人的珍貴遺產。

除了Balenciaga，西班牙還有更具歷史的品牌，至今仍然極具影響力。LVMH奢華品集團旗下的頂級皮革品牌Loewe就是一例。該品牌於1846年由一位德國移民創立以來，一直以馬德里為基地。早年顧客包括多位皇室成員。如今，柔軟、時尚的Loewe皮具備受時尚人士的鍾愛。品牌的皮包以西班牙比利牛斯山上、只吃高山長草的napa羔羊的皮革製成，特別柔軟輕巧。Loewe現時由英國人Stuart Vevers擔任總設計師；他致力於推動品牌向前發展的同時，還喜歡在檔案室中尋找創作靈感。

對外國人來說，Loewe的正確西班牙語發音（low-way-bay）並不易掌握。但另一個西班牙品牌Zara則較易上口（雖然西班牙人會讀成tha-ra）。Zara的母公司Inditex旗下有不少業務，包括Zara女裝、男裝、童裝、家品、飾物、香水、zara.com網站，另外還有Pull and Bear、Massimo Dutti、Bershka、Stradivarius、Oysho及Uterque等品牌。1963年，其父是鐵路工人的Amancio Ortega Gaona開始生產恤衫和睡衣；1975年更進軍零售業，創立Zara。經過多年發展，Zara的規模已於2005年超越

瑞典時裝巨企Hennes & Mauritz (H&M)，並於2008年超越美國的The Gap。Inditex在全球有103,200名僱員，於78個國家開設了5,221間零售店。雖然公司的規模龐大，但這個時裝界巨無霸卻一直無意做廣告宣傳。反之，規模相對較小、但地位一樣舉足輕重的西班牙時裝品牌Mango的最新一輪推廣攻勢，則由名模Kate Moss擔當重任。

西班牙位處歐洲邊陲，即使是大城市也難以像巴黎或阿姆斯特丹那樣，成為遊客的路經之地。在西班牙，Zara的所在地更是隱閉，總部設於西班牙西北端Galicia自治區內的小鎮Arteixo，鄰近大西洋港口城市

Coruña。雖然地理位置偏遠，Zara每30秒便派出一輛大貨車，將最新款時裝運往附近的小機場，或是700公里以外的Inditex物流樞紐Zaragoza，再以貨車或貨機將貨品分運至世界各地。其悉尼分店現時每兩周便會收到新貨，而補充貨源更只需兩天時間。

為何Zara能夠雄霸時裝界？這個品牌的出品既大眾化，設計卻不失優雅（即使是劍橋公爵夫人凱特也穿著Zara的服飾踏足白金漢宮的草地）；其龐大的設計隊伍對潮流趨勢反應快速；將不同款式的設計大量分銷至全球各地，減少顧客「撞衫」的機會；此外，優秀的物流管理也是Inditex的致勝關鍵（其物流系統是哈佛大學商學院的研究案例）。

在Zara總部內，運輸帶快速傳送各種時裝，再裝進舊盒子內，而循環再用是Zara奉行的公司政策。貨倉內員工不多，而且全部都以單車代步。如今，跨國的時裝設計，以及完善的物流安排，已成為一個時裝王國成功的兩大關鍵。

至此，我不禁想起1985年只有少數人感興趣的問題：「西班牙時裝能成氣候嗎？」如今，單是Inditex已在2011上半年創下62.09億歐元淨銷售額的佳績（約670億港元）。

1985年之時，誰會想到20多年後是這樣的光景？當年我實在應該說：「西班牙時裝？拭目以待！它將會領導全球。」

Marion Hume是駐倫敦的時裝編輯。CC

CX FLIGHTS 國泰航空	Flight no 航班編號	From 出發地	To 目的地	Local Departure Time 起飛時間	Local Arrival Time 抵達時間	Day of the week 運作日期
	CX3201	Hong Kong 香港	Delhi 德里	06:40am	10:10am	Tue, Fri 星期二、五
		Delhi 德里	Amsterdam 阿姆斯特丹	11:40am	4:20pm	
		Amsterdam 阿姆斯特丹	Zaragoza 薩拉戈薩	5:50pm	8:00pm	
	CX3202	Zaragoza 薩拉戈薩	Dubai 迪拜	10:00pm	07:50 next day 翌日早上7:50	Tue 星期二
		Dubai 迪拜	Hong Kong 香港	10:40am	9:40pm	Wed 星期三
	CX3202	Zaragoza 薩拉戈薩	Dubai 迪拜	10:00pm	07:50 next day 翌日早上7:50	Fri 星期五
		Dubai 迪拜	Hong Kong 香港	09:20am	8:20am	Sat 星期六

Once were warriors

戰士出征

By Denise Balkissoon

Flying overseas can be complicated for anyone – imagine what it's like for a 2,200-year-old warrior
運送2,200歲的「戰士」越洋過海，絕非一件易事

LAST SUMMER, 10 larger-than-life terracotta figures made the long journey from Xian, China to Toronto, Canada. The clay figures – two generals, four soldiers, a civic official, an acrobat and two horses – were just a fraction of the soliders and civic officials that populated the vast tomb of Ying Zheng, China's first emperor. Born in 259BC, Ying Zheng began the Qin Dynasty after successfully conquering six rival states and founding a united China in 221BC. He assumed the title Qin Shi Huangdi, first Emperor of the Qin, ruler of both heaven and earth. It is estimated that his tomb, covering more than two square kilometres in northern Shaanxi Province, took 700,000 labourers nearly 40 years to build.

In 1974, archaeologists began to excavate the tomb. To date they have located some 600 pits, three of them containing at least 8,000 terracotta warriors. They unearthed bronze birds and musicians as well as full-size terracotta civil officials and half-size bronze vehicles. Most wondrous of all was the terracotta army, the soldiers' expressive faces said to be modelled on those of real warriors who fought alongside Ying Zheng.

A permanent museum was built for the artefacts in 1979. With thousands of pieces, the collection

is a staggering testament to Ying Zheng's ambition and the talent of the craftspeople of the Qin Dynasty.

The instinct to share these fragile historical treasures with the world is tempered by the care that must be taken in doing so. "Each exhibition has its own particular nature," says Dr Chen Shen, Vice-President of World Cultures at Toronto's Royal Ontario Museum (ROM). Shen curated "The Warrior Emperor and China's Terracotta Army", coordinating with conservationists in both countries to ensure a safe visit to two Canadian museums for the fighters and 200-plus other objects from the tomb.

Smaller objects, such as wine vessels and paintings, are easier to pack, while moving the warriors and their two enormous horses was trickier. The ancient clay figures are both heavy and delicate: each warrior can weigh up to 300kg and was built in sections.

Cathay Pacific is a longtime sponsor of both the ROM and China's Terracotta Warrior Museum, and Shen says that the Cathay Pacific Boeing 747 freighters were required to move the exhibit.

To unpack any international exhibit, Shen's team carefully photographs, numbers and labels each piece of packing material. Setting up the warrior exhibit took three weeks and many of the pieces required the ROM's in-house crane. In order to

protect the exhibits, Shen enclosed them either behind glass or barriers to keep off prodding fingers.

More than 355,000 visitors saw the exhibit during its six months at the ROM. When it closed, the packing team pored over the original documents, working to place each warrior into his original case in a painstaking process that took two weeks. From Toronto, they went to Montreal, where the pieces spent four months at the Museum of Fine Arts.





The life-sized terracotta warriors (left) guarded the first Qin emperor's tomb. Installing the exhibition (above) in Toronto's Royal Ontario Museum took three weeks

真人大小的兵馬俑守護著秦始皇陵墓（左圖）；皇家安大略博物館需花費三星期裝置展品（上圖）

去年夏天，比真人還要大、栩栩如生的兵馬俑，展開由中國西安前往加拿大多倫多的「千里長征」。在守護秦始皇陵墓的龐大軍團中，「他們」只屬一小部分，當中包括兩個將軍俑、四個兵俑、一個文官俑、一個百戲俑和兩匹陶馬。秦始皇嬴政生於公元前259年，他於公元前221年征服六國完成統一大業，開創秦朝，史家尊稱他為功蓋五帝的秦始皇帝。根據史料記載，當年他動員70萬人，在現今陝西省北部興建佔地逾兩平方公里的皇陵，歷時近40年才完成。

1974年，考古學家開始挖掘秦皇陵墓。他們發現了約600餘座墓穴和陪葬坑，當中三座皇陵內最少有8,000件兵馬俑，還有青銅雀鳥、樂師、真人尺寸的文官俑，以及約為原尺寸一半大小的青銅戰車。當中最叫人歎為觀止的，當屬數量眾多的兵馬俑。士兵陶俑的容貌各異，每一個都栩栩如生；據說它們均按照為秦始皇作戰的部隊塑造。秦始皇兵馬俑博物館於1979年開館，展出數以千計的陶俑，從這數目龐大的陪葬品中，足見秦始皇的野心，以及秦代工匠的鬼斧神工。

如此巧奪天工的歷史珍品，理應公諸於世，但將兵馬俑運往展出場地的過程中，每

個細節均需小心處理。多倫多皇家安大略博物館世界文化部副總裁沈辰指出：「每個展覽都有其特質。」沈辰是《中國秦兵馬俑展》的策展人，他與中、加兩國的保育專家密切合作，確保來自秦皇陵的兵馬俑和其他200多件古物，在加國兩個博物館巡迴展出期間安然無損。

裝運盛酒器和畫作等小型文物是較為容易的工作；運送兵馬俑和兩隻陶馬卻是一大挑戰，因為每件陶俑最重達300公斤，而且由不同部位組合而成，既笨重亦容易碎裂。國泰航空長期贊助皇家安大略博物館和秦始皇兵馬俑博物館。沈辰指出，全賴國泰的巨型波音747貨機，展品才能順利運送。

每當國際展覽的展品送抵展館時，沈辰的團隊在拆除包裝時，均會細心地為展品拍照、編號及標籤。兵馬俑展覽場地的裝置過程歷時三星期，皇家安大略博物館更需自備起重機裝卸多件展品。為了保護展品，沈辰將文物放進玻璃櫃或是以圍欄阻隔，避免展品被人手觸摸。

展覽於皇家安大略博物館舉行的六個月期間，吸引了35.5萬名訪客參觀。展覽結束後，負責裝卸的團隊細心研讀該批文物運抵博物館時的文件紀錄，務求將每件兵馬俑放回原來的盒子內，將之還原成當日抵埠的模樣。整個包裝過程一絲不苟，歷時更長達兩周。接著，文物從多倫多運送至蒙特利爾，在當地的美術博物館展出四個月。 **CC**

By Tara Jenkins and Karen Pittar

Cargo team **spirit** 團隊精神

Cargo is nothing without people and teamwork. Peter Langslow explains the philosophy that's made Cathay Pacific Cargo services such a success
貨運服務講求團隊合作，藍仕榮細述國泰貨運提供優質服務的成功關鍵

THINK CARGO and an image of containers, pallets and boxes comes to mind. But for Peter Langslow, General Manager Cargo Services at Cathay Pacific, cargo is all about people. "That old truism that people count is absolutely correct," says Peter. "The company's vision is simply stated: to be the world's best airline. Being the best means we strive to excel in everything we do, and it's our dynamic team of people who deliver the highest quality of service to customers, whether it's passengers or freight forwarders. If you're in India, Italy, Taiwan or Hong Kong, we are people working together, and what a team is looking for broadly is the same – to be involved in something worthwhile, working together regardless of culture."

difference to customers, our staff and the business when we do it well; a lot of satisfaction for everyone involved."

Peter is taking the helm at an exciting time for Cathay Pacific, with the opening of the new cargo terminal in early 2013 and the introduction of the Boeing 747-8 freighters, which have an increased payload.

The airline is also extending its cargo reach into new ports, such as Bengaluru in India and Chengdu in China. A new scheduled freighter service to Zaragoza in Spain started in November (see story page 12). This is along with his continuing focus on cargo terminal operations, freight forwarders, terminal operators, facilities, warehouses, ramp operations and more.

There's little doubt Peter is bringing his experience and enthusiasm to

提及貨運業，貨櫃和集裝板的影像總是不其然地浮現。然而，國泰貨運服務部總經理藍仕榮卻認為，貨運業最重要的是人才。藍仕榮說：「『以人為本』

這句老話確實非常正確。國泰航空致力成為全球最佳的航空公司，在各方面均力求卓越，這有賴我們充滿活力的團隊，為乘客和貨運代理人提供優質服務。無論在印度、意大利、台灣或香港，我們均合作無間，組成目標一致的工作團體，跨越文化差異，竭力為有意義的事情全力以赴。」

在國泰航空任職27年的藍仕榮，早已走遍世界各地，對於跨國合作最清楚不過。他表示：「在不同地方居住，見識不同文化，能擴闊你的視野，並且學會從不同的角度去看待事情。」

藍仕榮對於他在貨運服務部擔任的新職，表現得心無旁騖，他說：「過去七年來，我在國泰專注於服務和營運事宜，這對公司業務十分重要，是一個關鍵的部分。我很喜歡這個新職位，因為一切都很實在，只要我們全力以赴，便能為顧客、員工和業務帶來截然不同的影響，令所有參與的人都感到滿意。」

藍仕榮接掌新職務時正值國泰貨運拓展業務的重要時期。新的發展包括：將於2013年啟用新空運貨站；引進提供更大載重量的波音747-8貨機；拓展印度班加羅爾、中國成都等新航點；以及在11月開通西班牙薩拉戈薩貨運航線（見第12頁）。藍仕榮並會繼續統籌貨運站的營運、貨運代理人、貨運站業者、設施、貨倉和停機坪運作等相關工作。

毋庸置疑，藍仕榮會將其豐富經驗和熱情傾注於國泰重要的貨運業務中。貨運部的業務約佔國泰航空全年營業額的三成。

他說：「貨運是國泰的重要業務。如果你看過國泰的最新廣告宣傳計劃『每一個人，成就每一次飛行。』，你或會誤以為我們只著重客運服務。其實不然，這個理念適用於國泰業務的各個範疇，包括貨運服務。由始至終，我們都非常注重如何提供優質服務，不論在樞紐機場、海外貨運貨倉、全球80多個港口的機坪，我們始終堅持『以人為本』。」

It's our dynamic team who deliver the highest quality of service to customers

我們充滿活力的團隊為顧客提供優質服務

Peter should know – in his 27 years at Cathay Pacific he's worked all around the world. "Living in different cultures and places gives you an open perspective and makes you realize there is more than just one way to look at things."

He's very single-minded, however, when it comes to defining his new role in Cargo Services. "Over the past seven years my roles at Cathay Pacific have all focused in some degree on service and operations, which is so central to the business, a critical function. I'm enjoying this new role because it's so tangible – we can make a discernible

this important part of Cathay Pacific's business, which accounts for about 30 percent of annual turnover. "Cargo is a vital part of our business. If you've seen the latest Cathay Pacific advertisements – 'People. They make an airline.' – you might think they focus purely on the cabin service, but it applies equally to all areas of business, including cargo services. In the end after all, it comes down to the way we deliver our service, in the hub, in the overseas cargo warehouses, on the ramp in 80-plus ports around the world – we never lose sight of the fact it's all about people."



Peter Langslow, cycling enthusiast and General Manager Cargo Services proudly wears the Cathay Pacific cycling livery

國泰貨服務部總經理藍仕榮
熱愛單車運動

PEDAL POWER 腳踏實地

It's a good thing Peter was born in the Year of the Tiger. "I consider myself to be a cat, one that has already used up two of its lives," he says. "My nearest brush with death was while cycling in Hong Kong, when a truck turned in front of me, and we collided at 43km/hour." Peter had multiple injuries but even three weeks in hospital and a prolonged recovery couldn't keep him from the sport he loves – he was soon back cycling around hilly Hong Kong.

Peter has cycled and occasionally raced across a variety of countries but one of the attractions of the sport is the opportunity it offers to be part of a well-oiled team. "A functioning team works together to achieve objectives; there is a need for focus, and finally the commitment and the effort to push together to achieve results."

It is exactly these attributes that Peter brings to his new role at Cathay Pacific Cargo. "Teamwork is all about people working together to achieve a common goal – and this is essential to achieve high levels of operational and service quality."

對藍仕榮來說，生於虎年再恰當不過。他說：「我覺得自己是一隻貓，一隻已失去了兩條命的貓！我曾在香港與死神擦肩而過。當時我正在踏單車，一輛貨車突然在前面出現，我的單車與貨車以時速43公里相撞。」藍仕榮的身體多處受傷。然而，留醫三周和漫長的康復期均未令他對心愛的運動失去熱情。他很快又踏著單車飛馳於香港的山野之間。

在過去十年，藍仕榮熱衷於單車運動，偶爾還會到不同國家參加比賽。而單車運動亦是他學習團隊合作的良機。他說：「在一個運作良好的團隊中，每個成員均朝著共同目標努力；全靠大家專心一致的奉獻和努力，才能取得成功。」藍仕榮正是以這種態度看待他在貨運部的新職。他指出：「團體合作即是一班人朝著相同的目標共同努力，這對提升營運素質和服務水平十分重要。」

Fast fare

飛天美食

By Tara Jenkins & Karen Pittar

For festive season celebrations, large volumes of perishables are flown in to satisfy Hong Kong palates
每逢佳節，香港均會進口大量鮮貨以滿足老饕的口腹之欲

HONG KONG people love to eat, especially during festive periods when specialised food is imported from all over the world to meet demand. Whether it is Christmas or Chinese New Year, a large portion of the “goodies” on the menu will have arrived via an air-cargo shipment.

As Hong Kong gears up for the festive season all major hotels, supermarkets and specialist shops order huge quantities of the world’s best meat, seafood, condiments and holiday treats. But importing quality, perishable goods is not without challenges.

“The most important challenge is timing and ensuring the products are stored and transported in the correct way – temperature controlled at all times,” says Roger Leung Hin-kei, Sales Director for premium-grade meat and seafood importer Pacific Gourmet. “Timing is most important when dealing with fresh live seafood such as mussels and oysters. We need to get the products out to our clients as soon as possible, to ensure they are completely fresh.”

With shipments from Melbourne,

Cathay Pacific Cargo provides customers such as Pacific Gourmet with an ideal flight to ensure it can distribute products within 13-14 hours of the goods boarding the plane.

Pacific Gourmet usually flies perishable goods on CX178 that departs Melbourne at 1:00am and arrives in Hong Kong at 7:10am. “Our cargo is out of the airport by 9:30am and in our warehouse by 10:30am,” Leung says. “The fresh seafood gets packed up straight away and will be on its way to the users by noon.”

During the holiday season a range of produce is also flown in from New Zealand. In fact, according to Dennis Basten, Cathay Pacific Cargo Manager New Zealand, about 85 percent of cargo on Cathay Pacific flights from New Zealand is food. From November to January cargo holds are packed with delicious summer strawberries, blueberries and cherries, along with live lobsters, live eels, clams and fresh flowers to adorn Christmas tables.

Pacific Gourmet also brings in specialised ingredients for the holidays. “We bring in a cranberry and



chestnut sausage mix to make our feature sausage for the festive period,” explains Leung. “We bring in the flavour mix and our expert butchers make the sausages in Hong Kong.”

It’s not just the specialist retailers who import seasonal ingredients. The Peninsula Hong Kong’s Executive Chef Florian Trento says the hotel’s most popular imported Christmas products include turkey, goose liver and game, chestnuts, a variety of nuts, mandarins and cranberries. The hotel flies in turkey from the United States, wagyu beef from Australia, game, oysters and caviar from France, sea bass and turbot from Europe and panettone from Italy.

At popular Hong Kong rooftop restaurant SEVVA, 45 percent of produce is flown in from abroad all year round, including during the festive season. “Whatever is premium quality produce,” says SEVVA founder Bonnie Gokson, “from blue lobsters to spring lamb rack, truffles to finger limes and edible organic flowers that we use for our salads, we fly them in.”



Red packets are just one ingredient for Chinese New Year

「利是」是農曆新年必備的應節物品之一



Turkeys and fresh seafood are some of the seasonal favourites flown in to keep Hong Kong diners happy during the holidays

每逢佳節，火雞和海鮮等多種應節食物空運到港，讓饕客大快朵頤

香港人熱愛美食，尤其是在節慶期間，來自世界各地的特色食品源源不絕運送到港，滿足港人的口腹之欲。不論是聖誕節還是農曆新年，總有為數不少的應節食品經空運抵港。

每逢佳節，城中各大酒店、超級市場及專門店均會大量訂購來自全球各地的優質肉類、海鮮、調味品及節日特色食品。不過，進口優質鮮貨對業者來說可謂一大挑戰。

優質肉類及海鮮進口商Pacific Gourmet的銷售總監梁衍基說：「當中最大的挑戰在於掌控時間，以正確的方法儲存和運送食品，並全天候監控溫度。在運送青口及生蠔等鮮活海產時，時間掌握至為關鍵。我們必須及早將產品送到顧客手上，確保食品百分之百新鮮。」

國泰貨運在處理來自墨爾本的貨品時，為Pacific Gourmet等客戶提供最理想的航班，確保貨物登機後13到14個小時內送交顧客。

Pacific Gourmet的鮮貨通常以CX178航班運送；航機於1時從墨爾本出發，於早上7時10分抵港。梁衍基表示：「我們的貨物於早上9時30分之前便能運離機場，10時30分已運抵貨倉。新鮮海產會隨即進行包裝，並在中午前陸續送到顧客手上。」

佳節期間，各業者亦會從紐西蘭空運一系列應節食品到港。國泰紐西蘭貨運經理Dennis Basten透露，經國泰航機運出的紐西蘭貨物，約有八成半是食品。每逢11月至1月，航機滿載可口的夏日莓果，包括草莓、藍莓及櫻桃，另外還有生蠔、活鰻、蜆，以及聖誕節期間用來裝飾餐桌的鮮花。

Pacific Gourmet亦在此時進口特色食

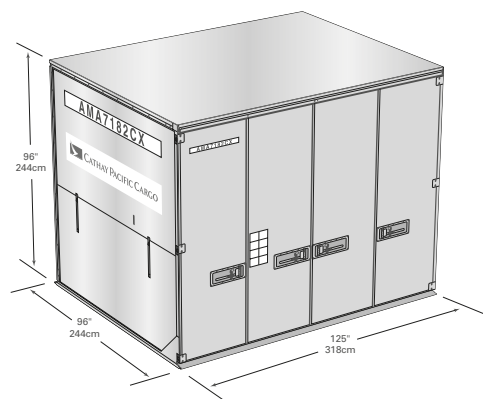
材，用於製作佳節食品。梁衍基說：「我們會在佳節期間推出應節美食，例如混合小紅莓和栗子的香腸，而這些香腸均由我們的專業廚師於香港製造。」

並非只有美食專門店進口時令產品，半島酒店的行政總廚曾福賢指出，酒店最受歡迎的聖誕食品如火雞、鵝肝和野味、栗子，以及各種乾果、柑桔和小紅莓均是進口的；而從各地空運抵港的美食，包括美國的火雞，澳洲的和牛，法國的野味、生蠔和魚子醬，歐洲的鱸魚和多寶魚，還有意大利的水果蛋糕。

位於港島的著名天台餐廳SEVVA，更是不論佳節還是平常日子，都約有四成半食材來自海外。餐廳創辦人郭志怡說：「只要是優質食材，不論是藍龍蝦、小羊架、松露，或是用於製作沙律的手指檸檬和食用有機花草，我們都會空運來港。」 CC

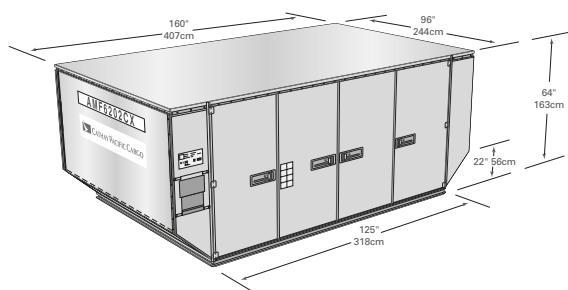
These are the Unit Load Devices (ULDs) that Cathay Pacific Cargo provides. Please visit www.cathaypacificcargo.com for detailed descriptions of each of the ULDs.

以下是國泰貨運提供的各式集裝箱。有關服務詳情，請瀏覽www.cathaypacificcargo.com，並參考各款集裝箱的詳情。



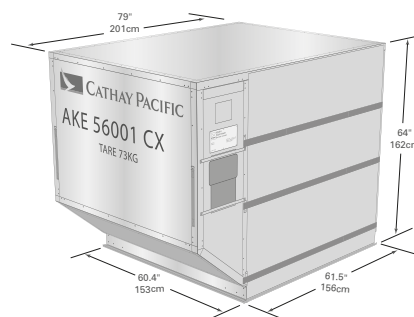
TYPE: CONTAINER – AMA

ATA Code: M1
Internal Volume : 621 cu. ft. 17.5 mc
Tare Weight (Fabric Door/Metal Door) : 279kg/477kg
Weight Limitation Inc. ULD Tare Weight : 6,804 kg
Loadable Aircraft Type : 747F



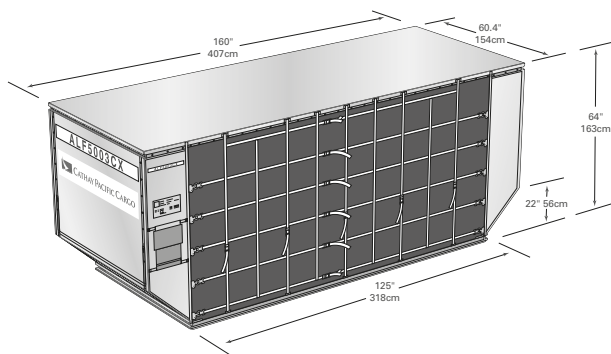
TYPE: CONTAINER – AMF

Internal Volume : 516 cu. ft. 14.6 mc
Tare Weight (Fabric Door/Metal Door) : 268 kg/315 kg
Weight Limitation Inc. ULD Tare Weight : 5,033 kg
Loadable Aircraft Type : 747, 747F, 777, Airbus



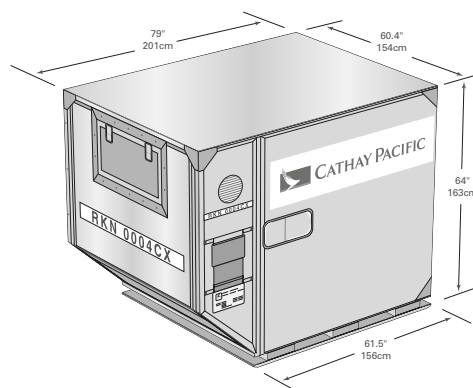
TYPE: CONTAINER – AKE

ATA Code: LD3
Internal Volume : 152 cu. ft. 4.3 mc
Tare Weight (Fabric Door/Metal Door) : 73 kg/100 kg
Weight Limitation Inc. ULD Tare Weight : 1,588 kg
Loadable Aircraft Type : 747, 747F, 777, Airbus



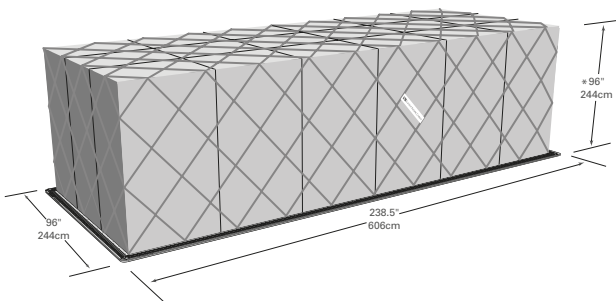
TYPE: CONTAINER – ALF

ATA Code: LD6
Internal Volume : 310 cu. ft. 8.78 mc
Tare Weight : 157 kg
Weight Limitation Inc. ULD Tare Weight : 3,175 kg
Loadable Aircraft Type : 747, 747F, 777, Airbus



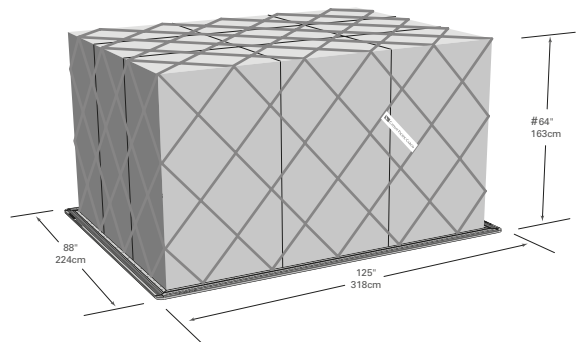
TYPE: COOLTAINER – RKN

ATA Code: LD3
Internal Volume : 125.41 cu. ft. 3.55 mc
Tare Weight : 230 kg
Weight Limitation Inc. ULD Tare Weight : 1,588 kg
Loadable Aircraft Type : 747, 747F, 777, Airbus



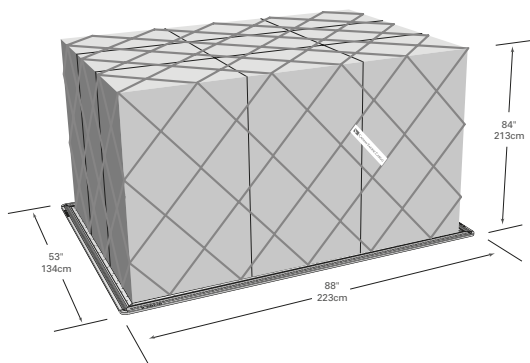
TYPE: PALLET – PGA

Size – Base : 96" x 238.5" * Q6 Contour
 – Height : 96", **118" ** Q7 Contour
 Tare Weight : 565 kg
 Weight Limitation Inc. ULD Tare Weight : 11,340 kg
 Loadable Aircraft Type : 747F



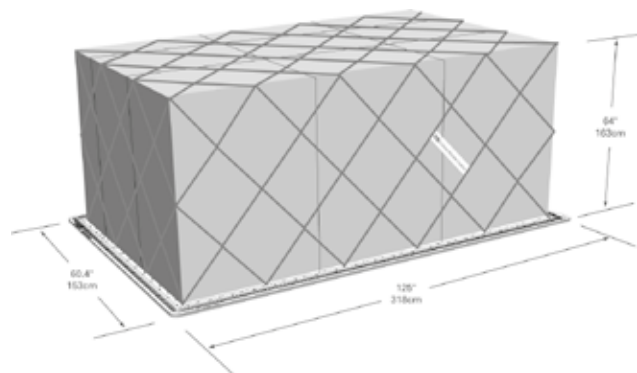
TYPE: PALLET – PAG

Size – Base : 88" x 125" # Passenger Flight
 – Height : #64", 96", **118" * Q6 Contour
 Tare Weight : 114 kg ** Q7 Contour
 Weight Limitation Inc. ULD Tare Weight : 4,626 kg (LD), 6,033 kg (MD)
 Loadable Aircraft Type : 747, 747F, 777, Airbus



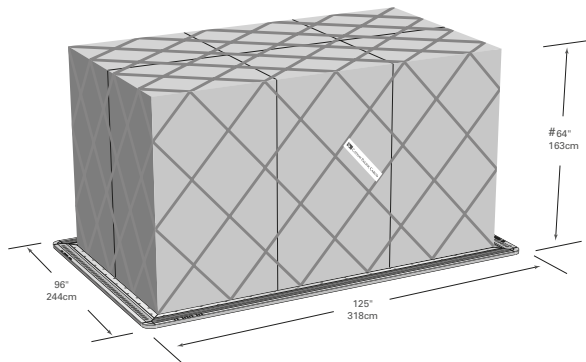
TYPE: PALLET – PEB

Size – Base : 53" x 88"
 – Height : 84"
 Tare Weight : 55 kg
 Weight Limitation Inc. ULD Tare Weight : 1,800 kg
 Loadable Aircraft Type : 747F



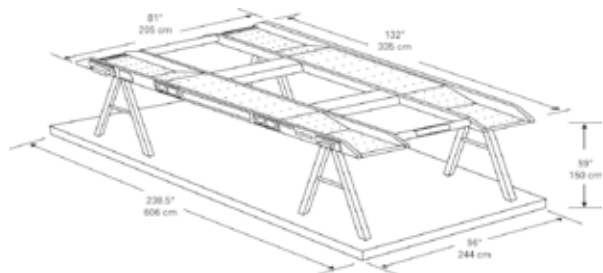
TYPE: PALLET – PLA

Size – Base : 60.4" x 125"
 – Height : 64"
 Tare Weight : 103 kg
 Weight Limitation Inc. ULD Tare Weight : 3,175 kg
 Loadable Aircraft Type : 747, 747F, 777, Airbus



TYPE: PALLET – PMC, PQP, P6P

Size – Base : 96" x 125" # Passenger Flight
 – Height : #64", 96", **118" * Q6 Contour
 Tare Weight : 120 kg ** Q7 Contour
 Weight Limitation Inc. ULD Tare Weight : 5,035 kg (LD), 6,804 kg (MD)
 Loadable Aircraft Type : 747, 747F, 777, Airbus



TYPE: CAR RACK¹ – VZA, VRA

Size : Fitted on PGA 20 ft. Pallet
 Max Width for Lower Car : 81" / 205 cm
 Max Centre Height for Lower Car : 59" / 150 cm
 Max Wheel Base : 312 cm
 Tare Weight : 319 kg (2 trestles: 139 kg, Platform: 180 kg)
 Weight Limitation Inc. ULD Tare Weight : 2,500 kg (Upper Car)
 9,300 kg (Max Gross Weight of Pallet)
 Loadable Aircraft Type : 747F Upper Deck
¹Standard car strap should be used



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Priority handling with money-back guarantee.
貨物得到最優先處理，並提供原銀奉還保證。



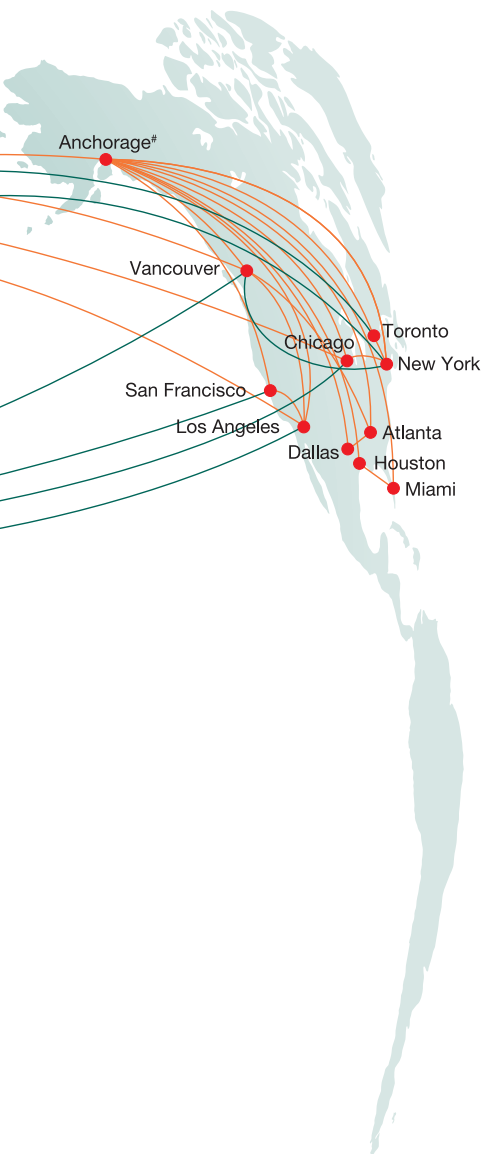
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Dangerous goods under the care of certified professionals.
危險品專業運送服務，全程由專業人員遵照嚴格安全守則處理。



DRAGONAIR NETWORK



- Cathay Pacific Passenger Service
- Cathay Pacific Freight Service
- Dragonair Service

Technical stop only

Information correct at time of printing. Please check the latest availability of service on www.cathaypacificcargo.com or www.dragonaircargo.com



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Tailor-made solutions for special shipments.
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 配合不同藥品需要，全程以精確溫度監察運送。

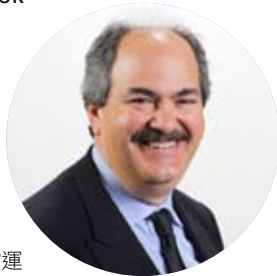
FRED RUGGIERO

Vice President Cargo, Americas

美洲區貨運副總監

Fred joined Cathay Pacific Airways in New York in 1984 and then worked in Los Angeles before returning to the Big Apple. His new job takes him back to the West Coast. "It's great to be back in Los Angeles where I'll head up the North American freighter operation," Fred says. "With more than 27 years' experience of driving revenue on the passenger side, and with the support of a dedicated Cargo Americas' team, I look forward to taking the cargo business to even greater heights."

Fred於1984年在紐約加入國泰航空，後調遷到洛杉磯，然後重回紐約。他的新職位讓他再度回到西岸。Fred說：「很高興能重回洛杉磯，負責北美洲的貨運營運。我擁有逾27年開拓客運盈利的經驗，加上美洲貨運團隊的大力支持，期望能將國泰貨運的業務提升到另一層次。」



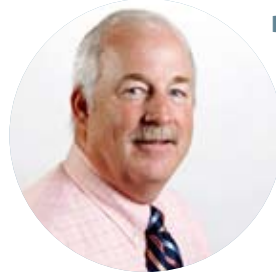
DOUG WAHL

Director, Cargo Services, Americas

美洲區貨運服務董事

Doug began his aviation career back in 1974 and has been with Cathay Pacific Cargo since May 1995. Based in his hometown of Chicago, Doug is married with three daughters. "In my new role I am looking forward to promoting our best-kept secret – Service Straight From the Heart – to our customers, service providers and our staff," Doug says. "Service is our key ingredient to maintaining the Cathay Pacific success story."

Doug在1974年展開他的航空事業，並於1995年加入國泰貨運。居於芝加哥的他已婚，育有三名女兒。他說：「我殷切期待展開新職，向客戶、代理公司及員工推廣國泰的『秘訣』——從心出發的服務。優秀服務是國泰多年來的成功之道。」



Global network

環球網絡

Meet some team members who have new jobs or just joined us
國泰貨運的新人事任命

MARGARETHA LASEEN

Director Cargo Sales, Americas

美洲區貨運銷售董事

Los Angeles-based Margaretha has been in air cargo since leaving Uppsala University in Sweden in the 1980s and joined Cathay Pacific Airways in 1997. She has two grown sons and when not working loves to ski, cook and visit her family in Sweden. "I truly look forward to my new role, not only to maximise the revenue from each port but together with the team make Cathay Pacific Cargo the best cargo airline in the world," she says.

Margaretha自1980年代在瑞典Uppsala University畢業後，即投身航空貨運界工作至今，並於1997年加入國泰。她的兩名兒子已成年，工餘喜歡滑雪、烹調及回瑞典探望家人。她說：「我很期待展開新職，除了要拓展各港口業務的收益，更要與團隊一起將國泰貨運打造成全球最優秀的航空貨運公司。」



DENNIS BASTEN

Cargo Manager, New Zealand

紐西蘭貨運經理

Dennis joined Cathay Pacific Airways in June 2011 after a 25-year involvement with the freight-forwarding fraternity. Dennis, based in Auckland, is married with two daughters and is a dedicated road cyclist who still competes. "I am delighted to be joining Cathay Pacific Airways having previously been a happy customer for many years," Dennis says.

在2011年6月加入國泰航空的Dennis，已有25年貨運代理的工作經驗。Dennis居於奧克蘭，已婚及育有兩名女兒。他熱愛公路單車賽，至今仍參加賽事。他說：「享受了多年國泰的卓越服務，我很高興能加入國泰航空，成為其中的一份子。」



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Clean sailing

環保航行
By Mark Watson, Head of Environmental Affairs, Cathay Pacific
作者為國際航運及環保雜誌主理人

FLIGHT FACTS
飛機數據
Dash 8-400 (E175)
引擎: 4x3,000hp (E175)
淨重: 4,300kg (E175)
最大載貨量: 4,400kg (E175)
最大載客量: 1,100 (E175)
最大航程: 1,100 (E175)
最大高度: 11,000 (E175)
最大速度: 1,100 (E175)

HERITAGE SHIPMENT 文物運送

Once were warriors

戰士出征
by Teresa Ng

Flying overseas can be complicated for anyone - imagine what it's like for a 2,000-year-old warrior.

NEW ROUTE TO SPAIN 新航線
直飛馬德里

Viva España!

全球喝采
Marion Hime asks if Spain can be an inspirational fashion centre. The answer is a resounding yes.

馬德里
西班牙首都馬德里，是歐洲時尚之都。這裡的時尚設計師，如Zac Posen、Tommy Hilgerson、Jas Gawronski等，都是國際時尚界的佼佼者。馬德里的時尚產業，不僅有悠久的歷史，更有著蓬勃的現代感。這裡的時尚設計師，不僅注重時尚的設計，更注重時尚的品質。馬德里的時尚產業，不僅有悠久的歷史，更有著蓬勃的現代感。這裡的時尚設計師，不僅注重時尚的設計，更注重時尚的品質。

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