

CARGO CLAN

QUARTER ONE 2011



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PERFECT TOAST

Dining out in Japan

把酒言商

在日本應酬須入鄉隨俗





New look worthy of record-breaking era 屢創佳績

We have a lot to celebrate in this first issue of our new-look *Cargo Clan* and a lot to thank our readers for.

Last year Cathay Pacific became the world's biggest international air-cargo carrier with cargo traffic up by 23 percent to 10.2 million ton-kilometres and our home base, Hong Kong, became the world's busiest freight airport with cargo volumes rising by 23 percent to 4.1 million tons. The increase was driven by growing exports from China's Pearl River Delta but we could not have achieved these goals without your support. I would like to thank all shippers and freight forwarders for your support and for choosing Cathay Pacific during our record-breaking year.

We expect the cargo business will pick up again in March to June. Capacity and an expanded reach is aided by new passenger flights to Abu Dhabi starting in June and increased frequency to Milan, Paris, Jakarta, Surabaya, Bangkok and Delhi. In addition, we will employ larger aircraft on the Bangkok-Delhi services from Hong Kong.

The redesign of *Cargo Clan* is the result of feedback that you provided in our reader survey and we are pleased to be able to give you a better publication and deliver the information that you asked for – news about the air-cargo industry and Cathay Pacific Cargo. I hope there will be plenty of good news to report in 2011.

今期《Cargo Clan》雜誌換上全新面貌，以慶賀多個令人振奮的好消息，並對向來支持我們的讀者們致謝。

去年，國泰航空的貨運流量增長二成三，達到1,020萬噸-公里，晉身成為全球最大的國際貨運航空公司；而香港國際機場亦成為全球最繁忙的貨運機場，貨運吞吐量增長二成三，達到410萬公噸。珠三角地區持續強勁的出口促使貨運量大增，但是，若然沒有你們的支持，我們絕不可能創此佳績。在此本人衷心感謝所有託運人及貨運代理選擇國泰航空，讓我們在去年能屢創新高。

我們預期貨運業務在3月至6月期間會再現蓬勃景象。隨著新增的阿布扎比客運航線於6月開始運作，以及往來米蘭、巴黎、雅加達、泗水、曼谷及德里等航綫增加班次，我們的運力及航線網絡均有所加強。此外，從香港至曼谷-德里的航線亦會採用運力較大的飛機運作。

《Cargo Clan》的革新設計，是根據各位在「讀者問卷調查」中提出的寶貴意見而作出的改進，我們很高興能為大家送上一本精益求精、報道您所關心的空運業界及國泰貨運資訊的雜誌。期望我們能在2011年為大家送上更多好消息。

Nick Rhodes
Director Cargo
國泰貨運董事羅禮祺

CONTENTS 目錄

INDUSTRY FEATURES 行業故事

- 6 TOKYO EXPRESS 東京快遞**
Japan's new Haneda Airport
日本羽田機場新國際航站
- 10 THE GODFATHER OF CARGO 貨運教父**
The voice of experience
分享從事貨運業的豐富經驗
- 14 STEPPERS WITH CARE 格外小心**
IT industry's big and heavies
運送高科技步進機不容有失
- 16 ELECTRONIC AGE 電子年代**
How Hong Kong swung to e-AWBs
香港全面採用電子空運提單
- 20 TOP GEAR 名車匯聚**
Top-end motors fly First Class
名貴汽車獲「頭等乘客」禮待
- 24 ISLE OF BIOTECH 生物科技島**
Puerto Rico – pharmaceutical hub
波多黎各是製藥業樞紐
- 26 CX ULD CONTAINERS 國泰貨運集裝箱**
- 28 ROUTE MAP 航線網絡**

LIFESTYLE 時尚生活

- 3 PERFECT TOAST 把酒言商**
Learn the rules of business
entertaining in Japan
在日本與生意夥伴應酬須入鄉隨俗

CLAN NEWS AND EVENTS 國泰貨運花絮

- 30 KUNG HEI FAT CHOY! 恭喜發財**
Cathay Pacific Cargo welcomes
the Year of the Rabbit
國泰貨運同人喜迎兔年

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Perfect toast

把酒言商

By Gavin Blair

The glass is half empty? Careful, strict rules of etiquette apply when entertaining business guests in Japan

酒杯半滿時要不要添酒？別魯莽行事，在日本做生意，把酒應酬是一大學問

CORPORATE ENTERTAINING in Japan is a big deal. Even though the Bubble-era days of dropping thousands of expense-account dollars in a Ginza hostess club without batting an eyelid are long gone, entertaining remains an integral part of doing business. And like almost everything in Japan, it is governed by rituals, rules and customs.

Business in Japan, more so than in other parts of the world, functions around personal relationships as much as it does around money and contracts. Japanese companies still try to base their transactions on mutual trust and there is some pride taken in how infrequently they sue each other. Despite the emphasis on the

personal touch, however, it remains very unusual in Japan for business people to invite associates to their homes. With the formality of so much interaction in Japanese culture making the building of close relationships no easy task, going out drinking alcohol together in the evening is usually the lubricant that smoothes the way.

"Japanese people usually don't air their opinions openly in business meetings or presentations, so while drinking afterwards there is a chance to say what you really felt or meant," says KS, a manager at a media company.

Although drinking together is an essential part of cementing business ties, the person doing the entertaining has to remain on top of their game to make sure everything goes just right.

"You can't actually drink very much if you're hosting the evening, as if you get drunk and mess something up then you defeat the object of taking the client out," says TS, the president of a manufacturing company near Tokyo.

Seating arrangements, even in a taxi on the way to and from an evening out, are important and organised according to seniority or importance. The right-side seat behind the driver is for the most important guest or senior executive, followed by the left-side seat, then the middle seat, while the front seat next to the driver is for the most junior member of the party.

Dinners are often held in private rooms in Japanese restaurants and here, too, seating order is crucial. The most important guest should be seated in the middle of the table, facing the door. However, if the room has a traditional ornamental alcove – *tokonoma* – then the highest ranked guest should sit nearest to that, with other members seated to their left in order of seniority.

The pouring of drinks is also very ritualistic. "The reason we use big beer >

bottles and small glasses is that they are like the big sake bottles and little cups that the drinking customs came from," says KS. "When pouring, the label should be on top and the left hand holds the neck while the right hand holds the bottle.

"If a client's glass is allowed to get empty, then the boss on the host side will get very angry with his subordinates. If the guest offers to fill your glass it must always be emptied first – by drinking the contents – and then held with both hands as they pour."

One of the famous boasts of the booming Bubble era was that Japan was the only country that had a larger budget for corporate entertainment than it did for defence. There is no doubt, though, that things have changed since those heady days.

"Budgets have certainly dropped considerably since the 1980s and 1990s when people were just spending money left, right and centre," says Tomo Murakami, director of a Tokyo advertising agency.

KS agrees. "Drinking past the last train used to be common-place but that's no longer the case," he says. "In those days it was also usual to hand out taxi 'chits' to customers for the [expensive] ride home. Most of the time we now finish up by the last train."

It's not only changes in the economy that have had an influence on the entertainment culture.

"These days it's more common to go out with a client a few times a year, less frequently than it used to

Sake is a key component of many business agendas

清酒是談生意不可或缺的「配搭」

be done," says TS, the manufacturing company president. "It's not just a question of a tougher economy but also stricter compliance rules for business. It depends on the company and the industry but, especially for big corporations, you have to be careful these days that taking a client for an evening's entertainment isn't perceived as a form of bribe or an unethical business practice."

Some things don't change though, and preparing little presents for your Japanese counterparts goes a long way – especially if it's something from your own locale. The practice remains an important part of entertaining among domestic firms, says KS. "It's still common to give gifts when taking business associates out," he says. "They are often something small like cookies for the person's family."

Perhaps unsurprisingly, doing business with alcohol manufacturers often involves a particularly large amount of drinking. "They'll sometimes call up from a bar and restaurant and ask people from the company to go and join them," says KS.

"Even though they've invited us, we'll sometimes still have to pick up the tab. Those companies have relationships with certain restaurants and bars so they try to take associates to them and encourage people to visit them at other times too."

Some of the most expensive establishments are still the high-end hostess bars where glamorous young women sit with clients, pour drinks and laugh at their jokes.

The ladies are something akin to a modern-day geisha, adept at entertaining, flirting and keeping everyone



Big bottles, small cups: for goodness sake (above)

大瓶的清酒斟進小酒杯裡享用 (上圖)

Drinking together can cement business ties – but know the rules of the game (above right)

把酒言歡可以跟生意夥伴建立良好關係，但必須熟習當地喝酒的規矩 (右上圖)

happy, and – as with their traditional counterparts – outsiders sometime misinterpret their roles.

"In reality hostess bars are all very clean," explains Murakami. "It's about it being on the borderline, but without going too far."

While all the rituals and customs of Japanese drinking may seem daunting, the locals are well aware of how complex it is and don't expect foreigners to know all the rules. The trick is to be guided by your Japanese host – and don't forget to raise your glass with a hearty "kanpai!"



Changes in the **economy** have influenced the **entertainment** culture

經濟環境改變影響了日本的應酬文化



日本人非常重視商務應酬，在經濟泡沫時期，生意人在銀座酒吧一擲千金、面不改容的情景雖然不再，但請客仍然是談生意的重要一環。在規矩步的日本社會，商務應酬也不例外，有它的一套禮儀、規矩和習俗。

日本商界比世界其他地方的生意人更重視交情，其重要性不亞於金錢和合約。日本公司交易時仍然以互信為基礎，公司之間甚少打官司，並對此引以自豪。不過，日本人雖然重視交情，卻甚少邀請生意夥伴到家中作客。受到日本文化的種種禮節限制，人與人之間要建立緊密關係並不容易，因此下班後一起把酒言歡也就成為促進人際關係的潤滑劑。

在媒體公司任經理的KS說：「日本人通常不會在業務會議或發佈會上公開表達意見，所以下班後一起喝酒消遣，是他們表達感受和意見的好時機。」

雖然把酒言歡是與生意夥伴打好合作關係的重要手段，但請客的東道主必須時刻留神，打點好一切，不容出錯。

TS是東京附近一家廠商的主席。他說：「請客的一方不能喝得太多，萬一喝醉了，把事情弄得一團糟，恐怕會弄巧反拙。」

座位安排亦不能掉以輕心，即使是乘坐計程車來往消遣場所，也要論資排輩來決定座位位置：最重要的客人或高級行政人員坐在司機後面的右邊座位，其次是左邊的座位，然後是後座中間的座位，司機旁邊的座位則留給資歷最淺的員工。

商務晚餐通常在日本餐廳的廂房進行，座位的次序安排同樣講究。餐桌正中、面對門口的

座位要留給最重要的客人，如果房內有傳統的壁龕裝飾，就必須安排最重要的客人坐在靠近壁龕的座位，其他人則按資歷和輩分由左至右列席。

KS指出，日本人斟酒時也有一套儀式。他解釋：「我們會將大瓶裝啤酒倒進小玻璃杯裡喝，道理就像喝清酒時將酒倒進小酒杯那樣，是日本人的喝酒習慣。斟酒時，標籤要向上，左手拿著瓶頸，右手握著瓶身。」

「要是下屬忘了添酒，讓客人的酒杯出現空杯的情況，作為東道主的老闆會很生氣。相反，如果客人為你添酒，你必須先把酒喝光，然後用雙手捧著杯子，讓客人為你斟酒。」

在經濟泡沫時期流傳的「豪言壯語」之中，有說日本是世上唯一商務應酬經費高於國防預算的國家。然而時移世易，風光不再。

東京一間廣告公司的董事Tom o Murakami表示：「與揮金如土的1980和1990年代相比，現時日本企業在商務應酬的預算已大幅減少。」

KS亦指出：「過去人們常常喝到深夜，錯過最後一班列車，但現在不會了。以前，東道主會向客人贈送「計程車券」，讓客人坐車回家，但現在我們都會趕在最後一班列車之前回家。」

然而，經濟環境改變只是影響日本應酬文化的其中一個因素。

TS解釋：「現在通常一年才與客戶聯誼幾次，不像從前那般頻密。除了受經濟不景影響，也因為日本公司的法規條比例以往嚴謹，雖然不同公司和行業鬆緊不一，但現時晚上和客戶應酬都會較謹慎，以免被誤會為行賄或作不道德商業交易，大企業更格外小心。」

有一點不變的是，日本人向來有給生意夥伴準備小禮物的習慣，多數是一些家鄉土產。KS表示，送禮在國內公司之間仍然流行。他說：「日本人應酬生意夥伴時，通常會送上小禮物，例如給客戶家人享用的曲奇餅。」

與釀酒商談生意，要多喝幾杯是自然不過的事。KS說：「他們有時從酒吧或餐廳來電，邀請公司同事與他們一起暢飲。」

「雖然是對方提出邀請，有時卻是我們付帳。釀酒商通常與某些餐廳和酒吧有聯繫，所以特意邀請生意夥伴到那些地方喝酒，希望大家平時也多光顧。」

最昂貴的應酬場所之一，當然是有陪酒女郎的高級酒吧，艷麗的年輕女郎會坐在客人身旁斟酒、陪笑。她們就像現代藝伎，擅長逗客人開心、與客人調笑。這些陪酒女郎也跟藝伎一樣，經常被外界誤解她們的工作性質。

Murakami說：「事實上，這些酒吧都很『乾淨』，陪酒女郎適可而止，不會越軌。」

日本人關於喝酒的禮儀習俗多得令人吃不消，但他們也深明當中有多複雜，不會怪責外國人不懂規矩。作為客人，最重要是遵照日本東道主的指示，並緊記在祝酒時舉起酒杯高喊——「乾杯！」CC

Glasses should not be empty

客人的酒杯絕不能出現空杯的情況



Tokyo express

東京快遞

Perishable goods and express cargo are guaranteed swift delivery thanks to Haneda Airport's proximity to the Japanese capital

羽田機場鄰近東京市中心，讓經由這裡進出的鮮貨和速遞貨物得以迅速送交客人

WHEN TOKYO'S Haneda Airport opened to international traffic in October 2010, regular visitors to Japan breathed a sigh of relief. The trip from the airport to central Tokyo was reduced to about 30 minutes, about half the time of a trip from Narita International Airport.

But passengers were not the only ones to take advantage of Haneda's proximity to the central business district. Its position on the western side of Tokyo Bay means it is a short trip to the city's famous Tsukiji fish market and the Ohta fruit and vegetable market for perishable goods,

and businesses in central Tokyo can use express cargo for swift delivery.

Managing Director of Tokyo International Air Cargo Terminal, Tsutomu Aoyagi, says Haneda has other advantages as well – it is open 24 hours a day, 365 days a year, while Narita closes from 11pm to 6am due to noise restrictions. "We also have easy access to the domestic network in Japan," he says. "Haneda Airport is the biggest hub for domestic flights in Japan and we can transfer the cargo from the international flights to the domestics and also the opposite."

A new fourth runway, 2,500 metres long, enables Haneda to accommodate international passenger and cargo

flights while its new cargo-handling facilities are open for business.

A 26,000-square-metre common warehouse handles imports and exports. The massive structure has no columns and so few obstructions for trucks or forklifts. Its layout was designed to handle 500,000 tonnes of cargo a year with imports comprising 60 percent and exports 40 percent.

Skyways separate human traffic from trucks and power supplies are available for parked vehicles to reduce emissions from idling engines.

Next to the warehouse is a dedicated 3,100-square-metre perishable-goods centre, which includes a fumigating chamber. In order to maintain the cool chain, it has several different refrigerated areas (5 degrees Celsius; -5 deg C; -20 deg C) and the main storage area is kept at 16-20 deg C.

Mr Aoyagi says high demand for perishables in Japan means most of the traffic is imports, but stresses that there are some notable exports, too. "These days we have appreciable export cargo of Japanese wagyu beef through the perishable centre to Hong Kong," he says. "Also, shippers buy at Tsukiji market and export fresh fish to Hong Kong and Singapore."

Because of the proximity to the fish market, buyers can purchase seafood at the Tsukiji auction tender from 2am to 3am, put them on a morning flight to Hong Kong and have them available to serve in restaurants in the early evening.

The Japanese government provides 24-hour customs clearance and quarantine at Haneda with offices next to the common warehouse.

"Once the freighter comes in and express cargo enters our warehouse, the integrator clears customs immediately and usually a truck will wait for the delivery after the customs clearance," says Mr Aoyagi. "We operate cargo handling inside the warehouse and we are now providing a documentation service for the integrator and express cargo would be immediately loaded onto the trucks and the trucks dispatched from our

The new Haneda passenger terminal mixes contemporary design with traditional Japanese forms

全新的羽田機場客運大樓融合當代設計與日本傳統建築特色





自

從東京羽田機場於2010年10月起開放予國際航班使用，訪日常客均感到旅程更加輕鬆。由羽田機場前往東京市中心，車程僅30分鐘左右，比起由成田機場出發，交通時間約節省一半。

羽田機場鄰近市中心商業區，不單為旅客帶來方便，貨運業亦可受惠。機場位於東京灣西岸，往返著名的築地漁市場，以及售賣新鮮蔬果的大田市場都很快捷，東京市中心的公司更可利用速遞貨運服務運送貨物，極為便利。

Tokyo International Air Cargo Terminal總裁青柳努指出，羽田機場還有其他優勢。他說：「機場年終無休，每天24小時運作。成田機場受噪音管制，每晚11時至清晨6時必須停止營運。此外，羽田是日本最具規模的國內航線樞紐，擁有優良的國內交通網絡，可以靈活運用國際和國內航線處理貨物。」

羽田機場最新建成的第四跑道長2,500米，可供國際客運及貨運航班升降；與此同時，全新的貨運處理中心亦已正式啟用。

佔地26,000平方米的貨運中心可以同時處理進、出口貨物。這座巨型建築採用無柱設計，方便貨車和叉式剗車行走。貨運中心每年

**Tuna at Tsukiji,
Tokyo's fish
market near
Haneda**

鄰近羽田機場的東京築地漁市場內，工作人員為拍賣吞拿魚做好準備

**Managing
Director of Tokyo
International Air
Cargo Terminal,
Tsutomu Aoyagi**

**Tokyo
International Air
Cargo Terminal
總裁青柳努**

可以處理50萬噸貨物，當中預計有六成是進口貨物，四成為出口貨物。

貨運中心內建高架通道，專供工作人員使用，減少人車爭路的情況。大樓更會為停泊在中心內的熄匙貨車提供電力，減低貨車的廢氣排放量。

位於貨運中心旁邊是佔地3,100平方米的鮮貨處理中心，並附設一個薰蒸消毒室。為保持生鮮貨品的質素，中心設有不同溫度的冷藏區（分別為攝氏5度、零下5度及零下20度），而主要貨物區則維持在攝氏16至20度之間。

青柳表示，日本對鮮貨需求殷切，因此中心主要處理入口鮮貨，但他強調亦有一些重要的出口貨物。他說：「近年有許多日本和牛肉經鮮貨處理中心出口至香港。也有公司從築地市場入貨後，在這裡將鮮貨送往香港和新加坡。」

由於鄰近漁市場，凌晨2、3時於漁市場投得的海鮮，可以由早上的航班運送往香港，於當日黃昏時分便可以在餐廳奉客。

日本政府於羽田機場提供24小時清關和檢疫服務，其辦公室便位於貨運中心旁邊。

青柳說：「貨機降落後，速遞貨物便會送到貨運中心，物流整合業者會即時辦理清關手續，並備有貨車準備隨時送貨。我們在貨運





CX
FLIGHTS
國泰航程

**Cathay Pacific
flies to Haneda
twice a day**

國泰航空每日有兩班
航機飛往羽田機場

warehouse. Very smooth."

Haneda has adopted a service standard benchmark from the ATA (actual time of arrival) at the airport until the completion of the cargo check-in. "Our standard is two hours for the passenger flight and four

hours for the 747 freighter. In the case of Narita airport, it is three hours for the passenger flight and for the freighter it is about eight hours."

Specially developed information-system software manages export and import cargo handling, truck guidance and security. Details of trucks and drivers are emailed to the terminal before being dispatched, which cuts down congestion. In most airports, truck drivers physically sign in, which takes time and causes bottlenecks.

Mr Aoyagi says government regulations permit freighters to use Haneda only during the seven hours a night that Narita is closed.

"We [are trying] to persuade the Japanese government to change its regulations," he says, adding that international logistics should not have such interruptions.

Cathay Pacific Cargo Manager Japan Mitsuharu Yokoyama expects that eventually, when freighters can operate during the day, express cargo will be a substantial business.

"In the future we have to focus on express cargo to and from Haneda," he says. "The main users of express cargo are here in central Tokyo and therefore we can focus and develop the business of express cargo."



**The 26,000-square-metre
pillarless Haneda cargo
warehouse**

佔地26,000平方米的羽田機場
貨運中心採用無柱設計

**Fruit, vegetables and
flowers at Ohta market**
售賣蔬果和鮮花的大田市場

Figure file
數一數

The warehouse is

26,000m²

貨運中心佔地

26,000平方米

and can handle

500,000

tonnes of cargo a year

每年處理**50萬**噸貨物

中心內進行所有程序，現在更會為物流整合業者提供文件處理服務，讓速遞貨物即時被搬上貨車，並以最快速度將貨物送交客人，過程順暢無阻。」

從貨物運抵機場的抵達時間，直至完成辦理登機手續，羽田的貨運中心訂下嚴謹的服務標準。青柳說：「我們的標準是送上客機的貨物需於兩小時完成所有程序，747貨機則是四小時。成田機場處理客機貨物需要三個小時，貨機貨物則約需八個小時。」

羽田更特別設計了一個資訊系統軟件，用於管理出入口貨物的運送流程、貨車出入管理及中心內的保安。有關公司派遣貨車前往貨運中心之前，可預先以電郵向貨運中心提供司機及貨物的資料，以減低擠塞情況。大部分的機場則會要求貨車司機親自簽到，這樣的安排很費時，亦容易造成瓶頸。

青柳表示，政府規定只有在成田機場每晚關閉的七小時內，貨機才可以使用羽田機場。

他說：「我們正嘗試游說日本政府修改這些規定。」他認為要促進國際物流發展，有需要取消相關規定。

國泰航空日本貨運經理橫山光春期望貨機未來可以在日間於羽田機場升降，令速遞貨運業務取得更大增長。

他說：「未來我們會專注發展羽田機場的進出口速遞貨運服務。使用此項服務的公司多數是東京市中心的公司，我們會集中發展這方面的業務。」 CC

The Godfather of cargo 貨運教父

Mitsuharu Yokoyama reflects on a lifetime
in the cargo industry

橫山光春分享他服務貨運業近40年的經驗

CARGO MANAGER Japan
Mitsuharu Yokoyama joined
Cathay Pacific Cargo 38
years ago and has been in
cargo ever since, making
him one of the airline's longest-serving
cargo staff members and, for many
colleagues, the "godfather" of cargo.

"Since I joined on 1 August, 1972,
the whole time I have been in cargo. I
have no experience on the passenger
side," says Yokoyama.

He laughingly dismisses the godfather
title as the 62-year-old reviews his long
career that started in his birthplace of
Nagoya as the first Cathay Pacific cargo
agent in the city. At that time Nagoya
was an offline port but was significant
because it was the home of car-making
giant Toyota, which contributed 50
percent of cargo revenues, shipping car
parts mostly to Jakarta and Bangkok
but later to Taiwan and Hong Kong.

In 1977 Mr Yokoyama transferred to

Tokyo where he worked in cargo agency
sales and direct consumer sales. In
1989 he moved to Frankfurt where he
worked for four years. "Cargo sales
is a world that is totally different to
passenger sales," he says. "Our business
is really so short term. In the passenger
business, now they are doing the
business for one month or two months
ahead. But in the cargo business, each
day's shipment is for tomorrow."

The cargo business is largely built
on relationships and Mr Yokoyama
says it requires close relations with the
cargo agents and also sometimes with
the cargo shipper. "In the past, when
I transferred from Nagoya to Tokyo, I
was assigned to the direct consumer
sales department and we were allowed
to speak directly with the consumer.
But now it is so hard. The agent is
between the airline and the shipper."

Agents have taken leadership
in the market and that has made

it hard to deal directly with the
consumer. Yokoyama believes that
this arrangement can change and he
is working to forge stronger ties with
consignees. "It is still my dream that
we can once again talk to consumers,
he says. "At Cathay Pacific now we are
enhancing the product and also we are
enhancing IT communication so in the
future we will have a chance again to
deal with the consumer directly."

The main business in Japan is export
of high-tech equipment (see page 14)
using EXPERT **Life** and the import of
consumer goods.

"In Japan most of the blue-chip
companies like Matsushita and Sony
are now moving their production lines
to [other parts of] Asia. Therefore
Matsushita and Sony are now producing
items in Asia and then they import
from there to Japan."

These consumer goods imports
are supplemented by the transport
of some perishable goods, fish and

WHAT IS THE LARGEST SHIPMENT CARRIED BY CATHAY PACIFIC CARGO IN JAPAN?

國泰航空日本貨運部曾經運送的最大型貨物是什麼？

**Canon's 21.6-tonne chip-maker called
a stepper, from Narita to Taipei in 2005.**

佳能託運的一件重21.6噸、用於生產晶片的步進機，於2005
年從東京成田機場運送到台北。

WHAT IS STRANGEST SHIPMENT?

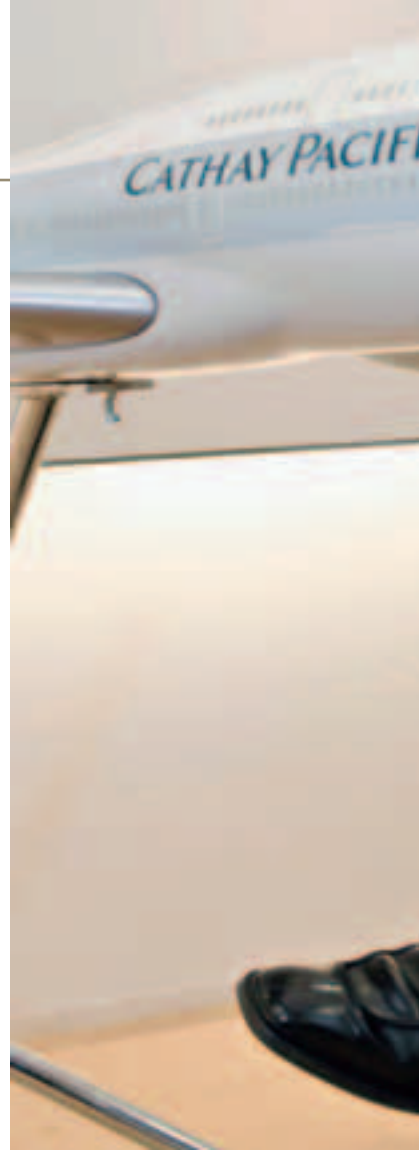
最奇怪的貨物呢？

Honey bees from Nagano to Indonesia in 1973.

於1973年從長野縣運送蜜蜂到印尼。

Gently does it
with every shipment

小心處理每一件貨物





Mitsuharu
Yokoyama has
worked in cargo for
almost 40 years

橫山光春從事貨運業
接近40年

vegetables from China and the rest of Asia using FRESH LIFT.

Japan's peak cargo season occurs in the last quarter with another peak in March, the end of the Japanese financial year. The low periods are in February and August.

Mr Yokoyama oversees 62 people in Cathay Pacific Cargo, spread across four cargo sales offices in Tokyo, Nagoya, Osaka and Fukuoka, and three cargo service offices at Tokyo, Nagoya and Osaka airports. The Tokyo team recently moved into new offices in the Shiodome Building, a few minutes' walk from Hamamatsucho station, from where it is only a 20-minute ride to the new Haneda international terminal.

The booming cargo market reminds Mr Yokoyama that he needs to maintain balance in his life. "I like to be free on the weekend. I totally have to forget the business. Every weekend I walk with my wife. This is a very good way to keep healthy and be free from the business."



泰貨運的日本貨運部經理橫山光春於38年前入職，一直以來均服務於貨運部，使他成為貨運部年資最久的員工之一，被很多同事尊稱為貨運「教父」。

橫山說：「我於1972年8月1日加入國泰，自此便沒離開過貨運部，從來沒有參與客運業務。」

62歲的橫山對「教父」的稱號一笑置之。他悠長的貨運業生涯在其出生地名古屋展開，當年他是國泰在名古屋的首位貨運代理，而名古屋當時雖仍未被貨運航線網絡覆蓋，卻是汽車業巨擘豐田汽車的基地；豐田從這裡出口汽車配件到雅加達、曼谷，以至其後的台灣、香港，共佔當地貨運營業額約五成。

1977年，橫山先生調職到東京，負責貨運代理及零售貨運的營銷業務。1989年，他被調派到法蘭克福，在那裡工作了四年。他說：「貨運的營銷業務與客運截然不同。我們處理業務的時間非常短。在客運方面，現在他們所銷售的是一兩個月之後的機位，但我們今天所接的貨運訂單，都是明天就要付運。」

貨運業務講求與業界建立良好關係。橫山表示，他必須與貨運代理及付運人維持緊密的關係。他說：「當年我從名古屋調到東京時，在直銷客戶部門工作，當時我們可以直接和客戶溝通。但現在這已不太可能了，貨運代理公司成為了航空公司和付運人的中介。」

貨運代理主導了航空貨運市場，使得航空公司難以和客戶直接洽商。但他相信這樣的情形是可以改變的，並正在致力與託運人維繫更緊密的聯繫。他說：「我仍然夢想能夠再次與客戶直接溝通。國泰航空正在不斷加強服務及更新資訊科技，因此我們在未來可望再次與客戶直接洽商。」

日本的貨運業務主要是透過EXPERT LIFT服務（見12頁）出口高科技設備，而進口則以消費品為主。

他說：「在日本，松下和索尼等大部分的藍籌企業，已把生產線遷移到其他亞洲地區。松下和索尼現時都在亞洲其他地區生產，然後將製成品從產地進口到日本。」

除了這些進口消費品之外，還使用FRESH LIFT服務運送來自中國和亞洲其他地區的鮮魚及蔬菜等鮮貨。

日本的貨運旺季是每年的第四季，以及3月份日本財政年度結束時。淡季則在2月和8月。

橫山先生負責管理國泰貨運62名員工，他們分別任職於東京、名古屋、大阪和福岡的四個貨運營業部，以及設於東京、名古屋和大阪等地機場的三個貨運服務辦事處。東京團隊最近已遷往汐留大樓的新辦公室，步行往鄰近的濱松町站只需數分鐘，而由車站乘車到新啟用的羽田機場國際航站樓則只需20分鐘。

貨運市場發展蓬勃，工作繁忙，令橫山先生意識到工作與生活達致平衡的重要性。他說：「我喜歡輕鬆愉快、自由自在度週末，完全忘卻公務。每個周末我都會和太太一起外出散步。這是保持健康的好辦法，也可以讓我暫時放下工作。」 CC

Cargo sales is a world that is totally different to passenger sales. Our business is really so short term

貨運的營銷業務與客運截然不同。我們處理業務的時間非常短



The Korean cargo team is very experienced, says Seok Ho Yang

梁錫昊表示南韓團隊擁有豐富經驗

Heart & Seoul 全力以赴

For Seok Ho Yang working in cargo opened up a whole new world

對梁錫昊來說，調職貨運部恍如進入了一個新世界

SEOK HO YANG, who took over as Cargo Manager Korea this year, is the airline's newest cargo manager. He joined Cathay Pacific in passenger reservations in 1995 and moved to the sales team a year later, taking care of agent sales and corporate sales before taking charge of all sales teams in 2004.

In 2007, he moved to the cargo sales team where he found the culture and approach different. "My horizon was broadened after moving to the cargo sales team – I only knew the passenger side of the business at the time," he says. "Now I know the cargo side, too, the other major revenue stream."

So what are his priorities? "It is very natural that cargo managers put the

revenue as the top priority," he says. Cargo accounts for about a quarter of the revenue from Korea. "In addition, the people and local culture really matter to me."

In the cargo industry, people and relationships are important, he says. "First will be the people. I would like to put priority on staff. We have very experienced staff in Korea especially in the cargo team."

Seok Ho travels between Seoul, Busan and Incheon, the three cities where the Korean team are based, at least every two months. The team handles about 21,000 tonnes of imports each year and an equal amount of exports.


"Korea's two national carriers have

good network strength and huge market share, more than 75 percent of Korea's total," Seok Ho says. "Under this situation, Cathay Pacific has to find its competitiveness to survive. We are number one among all foreign carriers in Korea. I want to stay there."

The traditional peak periods are the fourth quarter and March but Seok Ho says last year was unique. "The first half of 2010 was great compared to 2009. About 30 percent positive growth was made and the year's end will actually be about 18 percent positive growth," he says.

Service, product and frequency are the main areas being promoted in the Korean market, with the focus on Cathay Pacific and Dragonair's schedules and frequency. There are six daily passenger flights to Hong Kong, with various departure times, and freighter services three times a week.

The major shipments are high-tech IT-related products such as LCDs, mobile phones and semiconductors, but auto parts are another key segment. Samsung, LG and Hyundai are the major shippers, accounting for about 60-70 percent of the Korean outbound market. Korean-made Nokia mobile phones also provide significant volumes.

Many of the shipments are time and temperature sensitive, and the Korean team has recently focused on **PHARMA**  for local pharmaceutical companies. The main forwarder was TNT Korea and the shipper was Celltrion, an American and Korean joint venture that has a biopharmaceutical plant in Incheon.

Good relations were forged between the parties when Cathay Pacific Cargo shipped pharmaceuticals in the winter of 2009 following the outbreak of the H1N1 swine flu virus.

Maintaining good client relationships are essential. Every few months, the Korean team organises an event for 60 to 70 operations staff from the major forwarders. It's all part of the service.

"Cathay Pacific has served Korea for more than 50 years," says Seok Ho. "I would like to contribute to another remarkable 50 years. In my tenure as Cargo Manager Korea, I hope to increase our 747-freighter service to daily."

梁錫吳於今年接任為南韓貨運部經理，成為國泰貨運最新上任的貨運經理。他於1995年加入國泰航空的客運訂票部，一年後調職至營業部，負責旅行社及企業銷售，並於2004年掌管整個營業部。

他於2007年調任貨運銷售部門，並發現新崗位的工作文化和業務跟以往很不同。他說：「加入貨運銷售團隊後，我接觸的業務範疇更廣闊。以前我只認識客運業務，現在亦了解貨運業務，而貨運亦是國泰的主要收入來源。」

國泰的南韓營業額有四分一來自貨運業務，梁錫吳上任後的首要任務又是什麼呢？他說：「相信每一位貨運經理都會把營業額放在首要位置。我亦強調以人為本，尊重本土文化。」

在貨運業，人才及人際關係非常重要。他說：「人才是最重要的；我會把員工放在第一位。我們在南韓擁有經驗豐富的員工，尤其是貨運團隊。」

國泰貨運部分別在首爾、釜山及仁川設有辦事處，每年處理約21,000噸進口貨物及相同數量的出口貨物。梁錫吳至少每兩個月便會往返這三個城市之間。

他說：「南韓兩大航空公司擁有龐大的航線網絡，兩者的市場佔有率合共達到七成。在這個市場環境中，國泰必須提升競爭力才有生存空間。我們的營業額是外國航空公司之冠；我希望能繼續保持這個優勢。」

傳統貨運高峰期是第四季及3月份，但梁錫吳指去年的情況與別不同。他說：「2010上半年的營業額比2009年有明顯上升，增長約三成；若計算至年終，增幅約為一成八。」

在南韓市場，服務、產品及航班次數是吸引顧客的要素，並以國泰及港龍的航班時間及頻密班次為主要賣點。兩家航空公司每天合共有六班客機，分別在不同時間飛往香港，另每周有三班貨運航機。

付運貨物主要是資訊科技相關的高科技產品，包括液晶顯示屏、手機和半導體，汽車零件亦為數不少。三星、LG及現代汽車等主要託運人的貨物約佔南韓出口市場六至七成。在南韓生產的諾基亞手機出口量也很可觀。

許多貨物均須及時運送及對溫度敏感。近期南韓團隊便致力向當地的藥廠推介 **PHARMA** 服務。TNT Korea是主要的貨運代理，其客戶包括美韓合資、於仁川設有生物製藥廠的Celltrion。於2009年冬天爆發H1N1人類豬流感期間，國泰貨運負責運送藥物，並與相關客戶建立了良好關係。

維持良好的客戶關係非常重要，因此南韓團隊每隔數月便會舉辦活動，讓來自主要貨運代理公司的60至70名員工聚首聯誼。這亦成為服務的一個環節。

梁錫吳說：「國泰航空服務南韓市場逾50年。我希望為未來50年取得傑出成就作出貢獻。在擔任南韓貨運部經理任期內，我希望747貨機航班能增至每天提供服務。」 **CC**

WE ASKED YANG WHAT HE WOULD LIKE TO LEARN FROM THE GODFATHER OF CARGO

我們請梁錫吳向貨運「教父」討教

Yang: "I would like to ask Yokoyama-san how to encourage staff and how to make the Cathay Pacific Cargo workplace a very happy and productive place."

Yokoyama: "For a start, we have to treat staff fairly, and also active listening is important. Staff in Japan and Korea must be able to talk directly with the boss and with the managers. Even if we are busy we have to spare the time."

Yokoyama says that in Japan and South Korea it is usual for staff members to meet for drinks after work. "That communication is quite important. Then they can relax to talk with me. People are open then, so talking will be good. When we talk frankly, then I also can be open."

Yang: "How can we create sustainable revenue? Because the cargo market is quite sensitive to the world economy, there are a lot of fluctuations. Something happens in Europe and the other markets are suddenly gone. So how do we manage them?"

Yokoyama: "In the peak season, really it is just a case of sitting down in a chair and waiting for the business. However, even in the peak season we have challengers for the business. It is important I think not be afraid of competition. In peak season, it's all right to wait for a cargo booking from the client, but at that time also we have to seek out other business prospects. Then we can expect some business even in the slack season."

Yokoyama offered a final piece of advice: take it easy.

"This is also very important. In our cargo business sometimes we will meet with some frustrations. Therefore you must take it easy. Sometimes a manager will take documents home on a weekend. But please don't. At the weekend,

we should enjoy that time with the family.

"Email is a very bad tool for us. Even on weekends I have to check for emails. But if possible I would like to be free from business on the weekend. That is important.

"Also health – how to keep healthy is important. In our business in Korea and Japan drinking alcohol in the evening is essential when dealing with our client. But we have to control ourselves and stay healthy."

梁錫吳:「我想請教橫山先生如何激勵員工，並將國泰貨運的工作間，變成一個愉快而有效率的地方？」

橫山:「從一開始，我們就必須公平對待員工；主動聆聽也很重要。日本和南韓的員工都必須能夠直接和上司或經理溝通。即使我們很忙，也要騰出時間給他們。」

橫山指出，在日本和南韓，員工經常會在下班後一起喝兩杯。「這種溝通模式是很重要的。他們可以放鬆心情和我交談。他們會更加開放，這有助良好的溝通。坦率的交談也讓我放開胸懷聽取意見。」

梁錫吳:「我們怎樣能創造持續穩定的收入？貨運市場對環球經濟的變化非常敏感，波動性很大。在歐洲發生的一些狀況，亦可能會導致其他市場的業務受損，我們該如何應對？」

橫山:「在旺季的時候，只需坐在辦公室內，也可以隨時接到訂單。須知道，即使是這樣，業務也會面臨各種挑戰。我想最重要的是，我們不應害怕面對競爭。旺季時沒錯可以等待客戶落訂單，但我們也應同時開拓其他業務。這樣才能確保淡季時生意也能保持穩定。」

橫山還提供了最後一個忠告：放輕鬆點。

「這亦是很重要的。從事貨運業難免會遇上令人焦躁的時刻，因此必須處之泰然。有些經理會在周末把文件帶回家中處理但請別這麼做。周末應與家人一起度過。」

「對我們而言，電郵並非一個好工具，我在周末也要查看郵件。可以的話，我希望不用在周末處理公務。這是很重要的。」

「保持健康也很重要。在南韓和日本，晚上和客戶應酬喝酒，是工作所需的一部分，但我們必須有所節制，才能夠保持身體健康。」

Q: How do you move a stepper?

A: Very carefully

問：如何搬運步進機？

答：格外小心

Transport of high-tech steppers calls for an expert touch

運送步進機這種高科技器材有賴專業細心的技巧

STEPPERS ARE the very core of high-tech manufacturing – they create silicon chips – and Cathay Pacific Cargo's team in Japan has developed expertise via EXPERT **LIFT** in transporting these multi-million-dollar giants which are highly sensitive to vibration and movements.

But steppers are just some of the high-tech “big and heavies” that the team moves, mostly from Japan to Taiwan where they are used to etch circuitry onto semiconductors and LCD panels. The largest the team has shipped was 21.6 tonnes, from Narita to Taipei, and they can be up to 2.9

metres tall, the maximum height that can be loaded onto a freighter.

When these massive machines arrive at the Cathay Pacific warehouse at Narita International Airport, the first things to be checked are the TiltWatch and ShockWatch monitors, explains Cargo Manager Japan, Mitsuharu Yokoyama. If the machine has been tilted beyond acceptable levels or subjected to bumps, the indicators will turn red and the team will notify the shipper.

The machines then have to be secured to a pallet. “They need very careful handling,” says Mr Yokoyama. “From the warehouse to the aircraft

it's only about 20 metres and we have to pay attention carrying it from our warehouse to the aircraft on a dolly and also loading it onto the aircraft.”

Steppers also have to be kept at a constant temperature and the aircraft cargo deck must be maintained within a specific range during transit.

The main shippers are Canon and Nikon. Mr Yokoyama explains that these companies, known for producing cameras, use their expertise in lens technology in the steppers.

“It is like a very big lens and this stepper machine will draw the lines on the silicon wafer and cut the silicon wafer into chips,” he says. “This is very important for IT-manufacturing equipment.”

Many other companies such as Tokyo Electron Limited, which supplies semiconductor fabrication equipment and flat-panel display production equipment, also ship massive stepper machines with Cathay Pacific Cargo.

“Now we are at the peak season carrying most of the items to Taipei and we will carry around 500 to 700 tonnes a month,” says Mr Yokoyama. “Building up expertise in shifting the



The United Microelectronics Corporation wafer factory in Taiwan

聯華電子位於台灣的矽晶圓廠



ShockWatch and TiltWatch indicate whether shipments have been tilted too much or subject to bumps

碰撞指示器及傾斜指示器可顯示貨物是否受過震盪或是過度傾斜



CX FLIGHTS 國泰航程

**Cathay Pacific
freighters fly
from Narita
daily from
Tuesday to
Sunday with
an additional
flight on
Wednesdays
and Thursdays**

國泰貨機每逢周二至
周日每日均有航機從
成田機場出發，每逢
周三及周四則額外
各加開一班航機

machines has paid off: this is a very high-yield piece of business for us."

While shipping of this complicated high-tech equipment is going well, Mr Yokoyama warns that the so-called "silicon cycle" fluctuates. "The silicon cycle is almost like the Olympic cycle: every four years we have a peak season of such items," he says.

But recently the cycle has shortened from four to three years because of the accelerated changes in technological advances. Mr Yokoyama says that Taiwanese companies imported the latest semi-conductor equipment, "and they will enjoy it for two or three years. But two or three years later, this advanced equipment will be not so advanced. Then they need to change it."

Mr Yokoyama predicts a drop in shipments of the semi-conductor manufacturing equipment, including steppers.

"We've been through a busy cycle this year and next year will be the trough and we will pick up from 2013," he says.

步

進機是製造高科技矽晶片的核心儀器。為此，國泰貨運於日本的團隊透過EXPERT LIFT服務開發出專業技術，以運送這種價值以百萬元計、容易因移動或顛簸而受損的大型器材。

步進機是國泰運送的高科技重型機械之一，主要是由日本運往台灣，用作鑲嵌半導體及液晶顯示屏電路。貨運團隊曾運送的最大型步進機重達21.6噸，由成田送往台北；而步進機的高度可達2.9米，即空運貨物的最高限制。

日本貨運部經理橫山光春表示，當這些大型機械運抵國泰位於成田機場的倉庫後，職員首先會查看其傾斜指示器及碰撞指示器。如機器擺放的角度過度傾斜，又或曾受震盪，指示器的標示便會轉為紅色，貨運團隊便會將有關情況通知託運人。

接著，這些大型機器會被固定於集裝板上。橫山說：「我們須小心處理這些貨物。倉庫距離貨機僅20米，我們以運輸車將貨物從倉庫運至貨機，並將器材裝載至機艙時必須格外留心。」

步進機須處於恆溫狀態，因此在運送途中，機艙必須維持在特定的溫度。

託運步進機的主要客戶為佳能及藝康。橫山表示，這兩間專門生產攝影器材的公司，在製造步進機時引進了生產鏡片的專門技術。

他說：「步進機恍如一個大型的鏡片，可在矽晶圓上繪畫線條，並將之切割成晶片。它是資訊科技業的一項重要生產器材。」

其他公司，如供應半導體以及平面顯示屏生產器材的Tokyo Electron Limited，亦委託國泰貨運運送龐大的步進機。

橫山說：「現時是貨運旺季，我們正處理大量運往台北的貨運訂單，每月的貨運量約為500至700噸。」

「國泰貨運多年來累積了不少運送這些機械的專門知識，成果豐碩。對我們來說，這是一門利潤甚高的生意。」

雖然運送這些複雜的高科技器材業務進展良好，但橫山指出業務會隨著「矽周期」而出現波動。他說：「矽周期有點像奧運會，其旺季每四年便出現一次。」

然而，由於科技發展迅速，四年一度的旺季在近期已縮短至三年一度。橫山表示，台灣的高科技公司現時入口的最新半導體器材，「可使用二至三年。但兩、三年後，這些先進器材將已不再是先進，他們屆時便需要更換這些器材。」

橫山預計，步進機等半導體生產器材的付運量在未來將會有所下降。

「我們今年因為矽周期而貨運訂單大增，但明年將會進入低潮期，要到2013年才能夠重拾升軌。」 CC

**Cathay Pacific
acts as general
sales agent for
Air Hong Kong
which has six
flights a week
to Narita and
five flights a
week to Kansai
and Nagoya**

國泰為香港華民航空
的總銷售代理，後者
每周有六班貨運航機
飛往成田，及每周有
五班貨運航機飛往
關西及名古屋



Photo: David G. McIntyre

Electronic age

電子年代

Hong Kong goes 100 percent e-AWB
香港全面推行電子空運提單

A QUIET REVOLUTION occurred in the Hong Kong air cargo industry from 1 January as paper air waybills made way for an electronic version – the electronic air waybill (e-AWB).

This innovation was the first step in introducing the e-freight era (see box on page 18) and eliminated the need to handle, print or archive paper forms between forwarder and airline. The International Air Transport Association (IATA) e-AWB programme aims to create more accurate information, more confidentiality and greater efficiency as well as reduce costs.

Hong Kong was one of the nine

pilot projects selected by IATA and Cathay Pacific is the first airline in Hong Kong to roll out 100 percent e-AWBs.

Cathay Pacific Cargo Services Manager – e-Freight, Jackson Chan, said the introduction of e-AWB was very successful and exceeded expectations.

Since 1 January, the Cathay Pacific team had measured several aspects of the changeover from paper to electronic transactions.

The e-AWB process starts with the cargo delivery to the Cathay Pacific warehouse or terminal where it is weighed. The forwarder then inputs the weight and other information – the shipper, the consignee, the destination,

nature of goods – into the e-AWB and forwards it to Cathay Pacific Cargo. It is at this point the clock starts ticking as the Cathay Pacific team checks the data and verifies it within 30 minutes.

Cathay Pacific started e-AWBs trials with more than 60 percent of forwarders in Hong Kong from mid-July to December last year.

“e-AWB requires accurate data from the freight forwarders,” says Jackson. “The data accuracy improved from 10 percent in July to the 50 percent mark during the pilot stage.”

Jackson explained that Hong Kong’s situation was complicated because of the size and complexity of the industry – in 2010 Cathay Pacific became the world’s biggest international air-cargo carrier when traffic rose 23 percent to 10.2 million ton-kilometres. Also, consolidation among local freight forwarders, or the so-called co-load business, is a very common trade practice in Hong Kong.

“Data transfer among co-loaders to the airline has complex requirements,” Jackson says.

Before they can begin to use e-AWBs, forwarders must sign the electronic data interchange (EDI) agreement between the forwarder and the airline



Freight forwarders sign up for the e-AWB system in May 2010.

貨運代理於2010年5月簽署參加e-AWB計劃



**Going green:
Jackson Chan
shows the new
e-AWB system**

**保護環境：
陳國權展示最新的
電子空運提單系統**

香

港航空貨運業正默默起革命。從1月1日起，電子空運提單（e-AWB）已取代原有的紙張空運提單。

這個創新科技是貨運業邁向電子貨運新紀元（詳情請看第18頁的介紹）的第一步。電子空運提單讓貨運代理及航空公司進行交收時，毋須運送、列印及儲存紙張提單。國際航空運輸協會（國際航協）推行的e-AWB計劃，旨在提高貨運資料的準確度、保密程度和效率，同時降低成本。

國際航協挑選了九個國家和地區參與電子空運提單試驗計劃，香港是其中一個試點，而國泰航空更是香港首家全面推行e-AWB的航空公司。

國泰航空貨運服務經理（電子貨運）陳國權表示，e-AWB計劃的推行非常成功，效果較預期理想。

自從1月1日推行電子空運提單以來，

國泰航空的有關工作小組從數方面評估計劃的成效。

e-AWB程序在貨物運到國泰航空的倉庫或貨運站秤重的那一刻便已展開。貨運代理收到重量讀數後，便會將有關數據，以及託運人、收貨人、目的地和貨物種類等資料輸入e-AWB系統，然後傳送予國泰貨運。到了這一步驟，國泰航空的員工便會把握時間，爭取在30分鐘內完成核實所有資料。

國泰航空於去年7月中至12月進行e-AWB試驗計劃期間，獲得香港超過六成的貨運代理支持。

陳國權說：「e-AWB系統極需要貨運代理輸入準確的資料。試驗計劃在7月展開時，輸入資料的準確程度只有一成，但計劃結束時已達到五成。」

他續稱，由於貨運量大，貨運業本身的運作又頗為繁複，導致香港的貨運經營環境相當複雜。2010年，國泰航空的貨運量增加兩成

三，達到1,020萬噸公里，成為全球最大的國際貨運航空公司。此外，貨運代理之間互惠互利的併箱集運合作模式，在香港亦非常普遍。

陳國權表示：「採取併箱集運的貨運代理與航空公司之間的數據傳送過程繁複。」

貨運代理在參與e-AWB計劃之前，必須先簽署電子數據交換（EDI）協議。貨運代理與航空公司之間的EDI協議列明各種條款和細則，以及航空公司的責任和義務。

計劃推行至今，貨運業界的反應如何？陳國權表示：「整體而言，業界的回應正面；一些代理公司完全沒有問題，有些在輸入資料方面仍遇到問題。貨運代理及航空公司的員工或許需要更多時間去適應新的工作程序。」

陳國權以「有用的地址資料」為例，即是說如何在e-AWB系統裡有限的空間填上有效的地址，確保貨物可順利送抵客人手中。

陳國權解釋說，e-AWB只是國泰推行電子貨運的第一步。現時仍然需要為各地海關

It will **save a lot of work** in Hong Kong and also **save some paper in the future**

此計劃可減輕香港員工的工作量，並且可以在未來節省用紙

that covers terms and conditions as well as the airline's liabilities.

So what has been the feedback from the industry so far? "In general, feedback is positive," says Jackson. "Some forwarder companies have no issue and some forwarder companies still need to improve data input quality. It may require more time for both forwarder and airline staff to adapt well to the new process."

Jackson cites an example of quality data: the necessity of "a meaningful address" that enables a delivery to be made under the constraints of the e-AWB, which has limited space for the address input.

The e-AWBs are just the first step of e-freight. Currently physical pouches are still required by customs. In the future, forwarder pouches will be sent electronically from the origin forwarder to the destination, bypassing the airline system. With customs at more and more locations supporting electronic initiatives, the volume of physical document pouches would be reduced significantly in the near future.



e-AWB is the future: Jackson estimates that within two years, most countries with stations that Cathay Pacific flies cargo to will accept electronic data. Europe has started to implement the electronic customs declaration and Jackson says that China will eventually go electronic as well.

By the end of 2012, Jackson plans to roll out e-AWBs to all online stations.

準備實物文件包，但將來託運地的貨運代理會將電子文件包直接電郵至目的地，毋須經過航空公司運送。隨著愈來愈多地區的客戶支持電子化計劃，實物文件包的使用量在不久的將來會顯著減少。

電子空運提單是未來必然的發展趨勢，他估計大部分國泰航空設有航點的國家及地區，將會在兩年之內接受電子數據。現時歐洲已開始推行電子報關，中國內地也會逐步走向電子化。CC

IATA AND E-FREIGHT 國際航協及電子空運

The International Air Transport Association (IATA) has targeted 10 percent e-freight volumes on capable trade lanes by the end of 2011, and 100 percent by 2015.

"The e-freight network covers 80 percent of cargo volumes. But e-freight penetration stands at just 2.8 percent," said Giovanni Bisignani, IATA's Director General and Chief Executive Officer, speaking in Istanbul at the IATA World Cargo Symposium in March.

"Most governments have legislation that recognises electronic documentation. The exceptions include Thailand, Indonesia, Russia and Vietnam, which must catch up fast or risk being left behind in this important business."

The IATA e-freight programme was started in 2004 with the aim of saving the industry US\$4.9 billion by converting more than 20 shipping documents and the processes behind them to electronic format. "It's a no-brainer," said Bisignani. "If we can be faster, cheaper, more accurate and secure, we need to get it done."

國際航空運輸協會（國際航協）的目標是在2011年底以前，在可採用電子空運提單的商貿航線上，達到一成的電子空運量，並在2015年達到百分百的電子空運量。

國際航協理事長及行政總裁 Giovanni Bisignani 今年3月在伊斯坦布爾舉行的國際航協世界貨運研討會上表示：「電子空運網絡覆蓋八成的貨運量，但其使用率僅為2.8%。」

他又說：「大部分政府已訂立條例，令電



Giovanni Bisignani,
CEO of IATA
國際航協行政
總裁 Giovanni
Bisignani

子文件獲得認可，唯有泰國、印尼、俄羅斯和越南等國家例外。這些國家必須從後趕上，否則便會在這個重要的商業範疇中落後於人。」

國際航協由2004年起推出電子空運計劃，目標是透過將20多項貨運文件及處理程序轉成電子形式，為業界節省49億美元。Bisignani說：「這毫無疑問是明智之舉。若它可以提高貨運資料的準確度、保密程度和處理效率，同時降低成本，我們有必要儘快付諸實行。」



The e-Team : Jackson Chan (rear right) with the Hong Kong colleagues who worked on the e-AWB project

電子空運工作小組：陳國權（後排右）與推行e-AWB計劃的香港區同事

TEAM SPIRIT: JACKSON CHAN AND THE HONG KONG TEAM

團隊精神：陳國權和國泰團隊

Jackson Chan joined the airline in 1986 in the IT department and has always worked in the cargo division. So he was familiar the cargo process and the IT system when he started on the e-freight programme in July 2010. "It is an advantage for me to talk with the forwarders because there are a lot of IT and business components in this project," he says.

The e-freight team has only four members and they are working very closely with the local sales and operations team and IT team.

The local operations team checks the data quality and accepts or rejects the e-AWB. The sales team, because they are close to the forwarders, invited the forwarders to join the programme and worked with the forwarder to sign the EDI

agreement and to cut over to the project when they are ready.

This model of the Cathay Pacific e-freight team working together with local operation and local sales and an IT team will apply to each station as e-AWB is rolled out in the coming two years.

Jackson is also Chairman of the Hong Kong e-freight Management Group (EFMG) made up of airlines and forwarders. Also, a Business Working Group (BWG) operates at the working level and regular meetings between both groups share information.

陳國權於1986年加入國泰航空資訊科技部，並一直從事與貨運有關的工作。因此，當他於2010年7月開始發展電子貨運系統項目時，他對貨運程序及相關的資訊科技系

統早已瞭如指掌。他說：「項目牽涉很多資訊科技及營運方式，我的經驗讓我很容易與代理們溝通。」

電子貨運系統工作小組只有四位成員，他們需與香港的營業、營運及資訊科技部門的員工緊密合作。

香港的營運部員工肩負審閱及批核電子空運提單的工作。與貨運代理關係密切的營業部則負責說服貨運代理參與計劃，與他們磋商簽訂EDI協議，並協助他們熟習使用系統。

國泰航空預期在未來兩年內，在所有航站推行e-AWB，屆時所有航站均會採用這個由電子貨運系統工作小組與營業、營運和資訊科技部門攜手合作的運作模式。

陳國權也是由航空公司和貨運代理組成的Hong Kong e-freight Management Group (EFMG) 的主席。此外，航空公司和貨運代理也設有行業工作小組（Business Working Group），就日常工作交流意見，並定期舉行會議，分享最新資訊。

Top gear goes first class

名車匯聚

Photos by David G. McIntyre

Twenty-six of the world's most expensive cars were moved by Cathay Pacific Cargo

國泰貨運一次過運送26輛價值不菲的
世界頂級名車

Code yellow:
prepare for
special handling
格外留神：準備
運送珍貴名車

對

愛車人士來說，若能置身於26輛價值不菲的世界頂級名車之中，不啻是夢想成真。然而，對貨運經理而言，卻可能是一個極具挑戰的任務——任何一輛汽車刮花，後果都不堪設想。國泰航空美國中西部貨運經理Doug Wahl便遇到這種情況；他需要為一位託運人安排貨運專機，EXPERT LIFT將26輛名車從芝加哥運往阿姆斯特丹。

這些名車都是車迷夢寐以求的珍品，包括經典名車及超級跑車，分別來自勞斯萊斯、賓利和平治，以至法拉利、Bugatti、林寶堅尼和馬莎拉蒂等知名品牌。

託運人完成與包機代理的交易及預訂程序後，便安排密封式拖車將汽車運送到國泰航空在芝加哥的貨倉，存放在早於兩星期前便已架設圍欄封鎖起來的專用區。

這次任務共用了兩種集裝板，其一是讓汽車可分層存放的車架，另外是標準的鋁製集裝板。

汽車開上集裝板後，輪子的鋼圈會鋪上發泡膠墊，以防綁緊車子時會被刮花。在把汽車牢牢繫緊後，便會搬上拖車運到貨機，然後裝卸進機艙內。整個搬運過程所需的人手，較一般貨物多出一倍。

Doug說：「為了確保一切順利，我們出動了20人——包括搬運公司的行政總裁，而一般貨物只需十人。」那天更不巧遇到下雨，為搬運工作增加難度。他說：「雨雖然不大，但已足夠為我們添煩添亂了。」

每一輛汽車的搬運過程都被密切監督。他說：「汽車搬到機艙裡固定後，就會檢查有沒有破損；每一個環節都得小心翼翼地進行。」

在正式運送一周前，國泰航空與搬運公司在停機坪及貨倉排練了整個搬運過程。Doug說：「就像演舞台劇進行最後彩排那樣，由汽車擺放的位置到搬進機艙的步驟，均鉅細無遺地預演了一次。」

美國海關需要詳細核對每輛汽車的登記證，因此有關文件資料會提早送到海關那裡。

「運送汽車出境事關重大，必須經過美國海關驗明正身，確認這些汽車是可以出口的，而不是被送到拆車廠或作其他用途。他們必須確保汽車的擁有權沒有問題，以及所有出口文件都準備就緒。」

IT WAS A car-lover's dream – 26 of the world's finest and most expensive automobiles. And potentially an air-cargo manager's mission impossible – what if one of them were scratched? That was the situation that faced Cathay Pacific Cargo Manager Mid-West USA, Doug Wahl, when a shipper booked a freighter to carry the autos from Chicago to Amsterdam using EXPERT LIFT.

The vehicles were a motor enthusiast's wish list, a roll call of brands that spanned from the conservative to the sporty: Rolls-Royce, Bentley and Mercedes-Benz to Ferrari, Bugatti, Lamborghini and Maserati.

Once the transaction and the booking process with the charter broker was secure, the shipper arranged for the cars to be trucked to the Cathay Pacific Cargo Chicago warehouse in enclosed transporters. They were stored in a secure segregated area that had been cordoned off two weeks earlier.

Two types of pallets were used, a car rack to enable them to be stacked and the standard flat aluminium pallet, called a cookie tin.

The cars were driven onto the pallets and strapped with foam on the wheel rims to prevent scratching. Once the vehicles were securely fastened they were moved onto the transporter and out to the aircraft for loading using a team double the normal size.

"So there were 20 people instead of 10, including the CEO of the handling company to ensure everything went well," says Doug. A degree of difficulty was added when it started to rain. "Not hard but enough to be an irritant."

The loading of each car was closely monitored. "We





Some cars were stacked on rack pallets (above left)
部分汽車被放上分層的集裝架（左上圖）

Extra staff monitored the loading of each car (above right)
每部汽車都在嚴格監督下被搬進機艙（右上圖）

A Ferrari is secured to a pallet (right)
固定在集裝板上的法拉利跑車（右圖）

Padding prevented straps from scratching rims (above left)
發泡膠墊的作用是防止索帶將輪子的鋼圈刮花（左上圖）

Sports cars were loaded next to Rolls-Royces (left)
跑車和勞斯萊斯並列（左圖）





inspected after each car was loaded that there was no damage sustained,” Doug says. “So everything was done very carefully.”

A week before the shipment, a dry run of the entire loading procedure was held with the handling company at the ramp and the warehouse. “Much like a play – like a dress rehearsal,” says Doug. “Just how we are going to do this, how the cars would be positioned, how they are going to be loaded.”

The titles of each car had to be inspected by the United States Customs office and the documentation was submitted well in advance of the shipment.

“US Customs is going to get involved because this is pretty serious stuff. US Customs has to validate that these cars are OK to be exported – that they are not going to a chop shop or something. They need to ensure the proper ownership and proper exportation documents are all in order.

“How do you manage all these keys and ensure that keys match up with the proper cars? You can imagine that this whole thing would come to a screeching halt if you started losing keys to Bugattis and Lamborghinis and Maseratis.”

Rick Jezek, Cathay Pacific Cargo Duty Manager in Chicago, devised a system of transparent ziplock bags for the title, export documentation and the key for each vehicle.

A specially made key that unlocked the governor to a Bugatti to enable it to speed on the European autobahns was worth “upwards of US\$25,000”, says Doug. “We gave all the keys to the captain and said: ‘Here captain, you’re the proud owner of 26 exotic cars – the titles, the car keys. They’re all yours.’ It was a lot of fun and really amazing.”

The team in Chicago has seen all sorts of shipments over the years, including llamas, pigs and goats, but the multi-million-dollar auto consignment was perhaps the most glamorous. “It was a once in a lifetime experience to be able to stand in such a collection of cars,” says Doug.

「應當怎樣保管車匙？如何才能記著哪些車匙是屬於哪輛車子的？若然一個不小心，把這些Bugatti、林寶堅尼和馬莎拉蒂的車匙弄丟的話，後果有多嚴重可想而知。」

國泰航空駐芝加哥的貨運值勤經理Rick Jezek的解決辦法，是將每輛汽車的登記證、出口文件及車匙，有系統地放進透明封口袋裡。

Doug說，以一款Bugatti跑車為例，必須使用一條特製車匙啟動調速器，車子才可以在歐洲的公路上飛馳，而這條車匙的價值「高逾25,000美元」。他還說：「我們如此小心謹慎地準備，把車匙交給機長保管，並跟他說：『機長，這26輛名車全部都是你的了，登記證、車匙，全部交給你了。』這是一次非常有趣、令人回味的經歷。」

芝加哥的貨運團隊曾經運送各種各樣的貨物，當中包括美洲駝、豬及山羊等。但這次運送價值以百萬美元計的汽車，卻是最讓人眼界大開的一次。Doug說：「能夠置身於如此壯觀的一堆名車之中，一輩子大概只有一次。」 CC

Isle of biotech 生物科技島

Cathay Pacific Cargo's expertise with temperature-controlled shipments provides a vital link for Puerto Rico's pharmaceutical industry

國泰貨運的專業服務能在運送過程中控制溫度，為波多黎各的製藥業提供了重要的運輸聯繫

THE TROPICAL CARIBBEAN island of Puerto Rico might be a favoured stopover for cruise ships but it also has a pharmaceutical industry that belies its size.

Puerto Rico produces 16 of the top 20 pharmaceutical drugs sold in the United States and most of the top pharmaceutical companies – major brands such as Pfizer, Aventis, Baxter, Johnson & Johnson, Amgen – have a presence there, attracted by the tax breaks offered by the island government.

The industry developed over 40 years and built up an educated and qualified workforce that employs some 28,000 people (Puerto Rico's population is about 3.7 million) with pharmaceuticals contributing about 25 percent of GDP and about 60 percent of exports.

Jose Baez, President of Air Cargo Solutions, who is based in the capital San Juan and is Cathay Pacific Cargo's

general sales and services agent, said that changes to the tax laws some five years ago meant that some pharmaceutical companies moved to other countries in South America, the Dominican Republic and India.



Puerto Rico has built a skilled pharma-industry workforce

波多黎各擁有大量製藥業人材

However, there are still about 45 big pharma companies in Puerto Rico sending exports not only to the US but around the world.

"We have a lot of exports to Singapore and every day we have a shipment to Narita with medical devices. Next week we have five containers going to Asia," said Jose.

A manufacturing base this large offers considerable opportunities for a cold chain solution such as Cathay Pacific Cargo's PHARMA **LIFT**, said Jose.

The US Federal Drug Administration had increased security and quality control for pharmaceutical products and as a result the pharmaceutical industry had increased the use of temperature-control containers.

When large pharma companies pulled out of Puerto Rico when the tax breaks expired, many of their premises were replaced by biomedical companies, which require greater use of temperature control.



San Felipe Fort in San Juan, capital of Puerto Rico (far left)

波多黎各首都聖胡安的聖菲利普城堡（最左圖）

A lab technician at the state-of-the-art Abbott Biotechnology Limited facility in Puerto Rico (left)

位於波多黎各的雅培生物科技內，一名實驗室技術員正利用先進的設施進行研究（左圖）

Jose said that agents within the pharmaceutical industry estimate that these factors could lead to a 35 percent increase in cold-chain transportation in 2011.

He believes the market is underserved and that the quality of PHARMA **LIFT** is recognised when he presents it to cargo agents and forwarders.

"The PHARMA **LIFT** product is much better for their service, for temperature checking every two hours, for their ability to see the cargo's progress during the journey," said Jose.

"For the customer it is very important to have one person here in San Juan and one person monitoring the shipment when it arrives on the interline, which provides the service to move the cargo to Miami to the Cathay Pacific personnel."

Other airlines with temperature-control capacity were not represented in Puerto Rico, and Jose said that gave Cathay Pacific Cargo an advantage.

位

處加勒比海的熱帶島嶼波多黎各，以作為遊輪的中途停靠點而聞名，但讓人意外的是，這個小島上還有蓬勃的製藥業。

在美國銷量首20名的藥物中，有16種均在波多黎各製造，而主要的大藥廠——包括輝瑞、Aventis、百特、強生、Amgen等知名品牌——均被當地政府提供的稅務優惠吸引，而在島上設廠生產。

波多黎各的製藥業已發展超過40年，培養出一批有經驗和資歷的專業人才。行業合共僱用了約28,000人（波多黎各約有370萬人口），而製藥業的產值約佔國內生產總值四分之一，並佔出口總值約六成。

設於波多黎各首都聖胡安的Air Cargo Solutions，其總裁Jose Baez是國泰貨運駐當地的營業及服務代理，他表示大約五年前當局更改稅務法，導致一些製藥公司遷往其他南美洲國家、多明尼加共和國和印度。

不過，目前仍有約45家大型製藥公司在波多黎各設廠，生產的藥物不僅出口到美國，甚至遍及全球各地。

Jose說：「我們有許多產品出口到新加坡。此外，每天都有醫療設備運往成田機場。下星期我們便有五個集裝箱運往亞洲。」

他表示，當地製藥業的產量龐大，需要相應的冷凍鏈物流服務配合，而國泰貨運的PHARMA **LIFT** 正可滿足這個需求。

美國聯邦藥物管理局已經提高藥品的安全與品質控制標準，因此製藥業已增加使用控溫集裝箱運送產品。

當大型藥業公司在稅務優惠期結束時相繼撤出波多黎各，其生產基地大多由生物醫藥公司接手使用，而這些公司對提供溫度控制的物流服務有更大的需求。

Jose指出，按照製藥業的代理商估計，這些因素可能在2011年為冷凍鏈運輸帶來三成五增長。

他相信當地市場的冷凍鏈運輸服務供不應求，而他向貨運代理及託運人推介PHARMA **LIFT** 的優秀服務亦獲得認同。

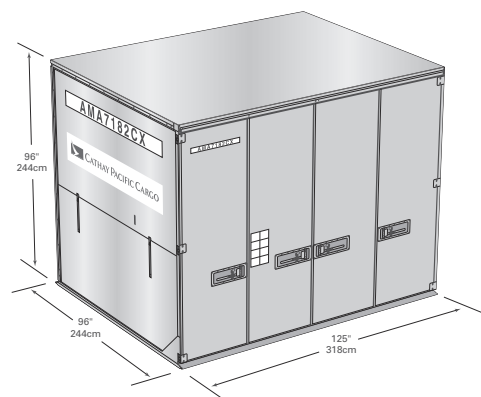
他說：「PHARMA **LIFT** 產品每隔兩小時就監察一次溫度，加上他們可監察貨物在貨運途中的情況，因此能為客戶提供更優質的貨運服務。」

「對客戶來說，能夠有人在聖胡安監督貨物運送，並在貨物送交國際聯程貨機時有人負責檢收，是非常重要的。」

Jose表示，其他擁有控溫設備的航空公司並未在波多黎各設立代理，國泰貨運因此佔有很大的優勢。CC

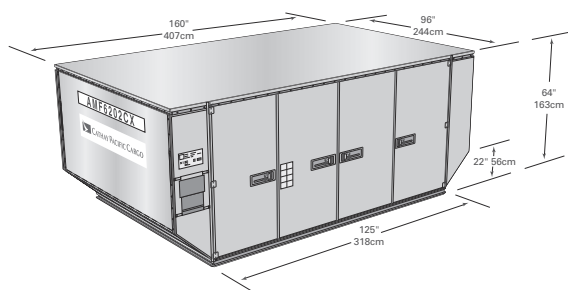
These are the Unit Load Devices (ULDs) that Cathay Pacific Cargo provides. Please visit www.cathaypacificcargo.com for detailed descriptions of each of the ULDs.

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。



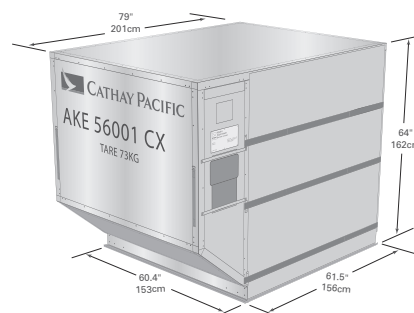
TYPE: CONTAINER – AMA

ATA Code: M1
Internal Volume : 621 cu. ft. 17.5 mc
Tare Weight (Fabric Door/Metal Door) : 278kg/477kg
Weight Limitation Inc. ULD Tare Weight : 6,804 kg
Loadable Aircraft Type : 747F



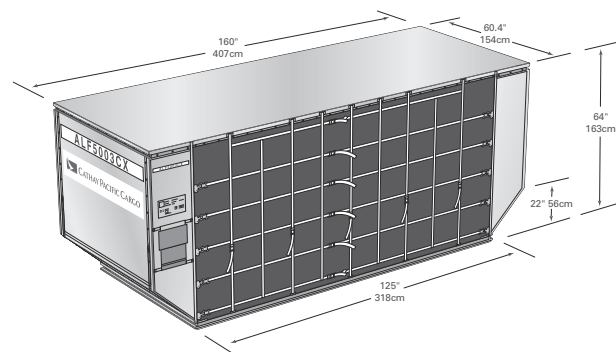
TYPE: CONTAINER – AMF

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



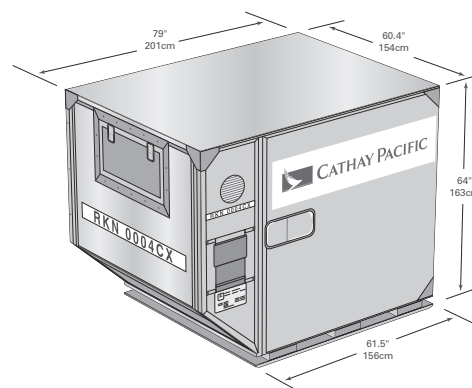
TYPE: CONTAINER – AKE

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



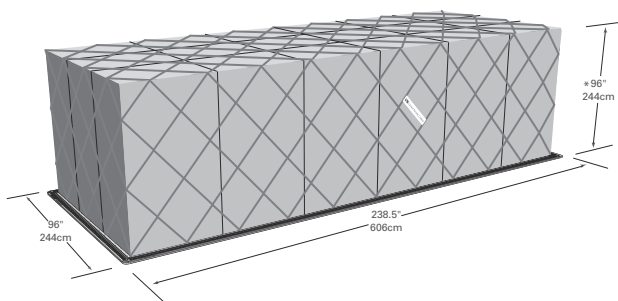
TYPE: ALF CONTAINER

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



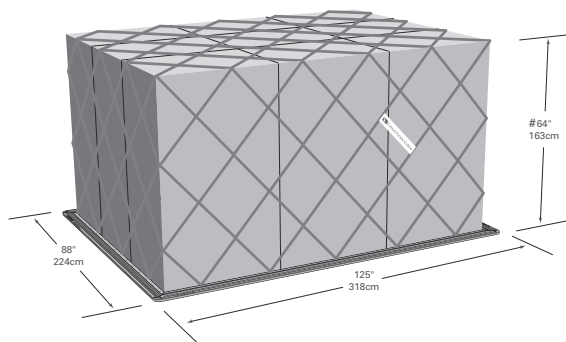
TYPE: COOLTAINER – RKN

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



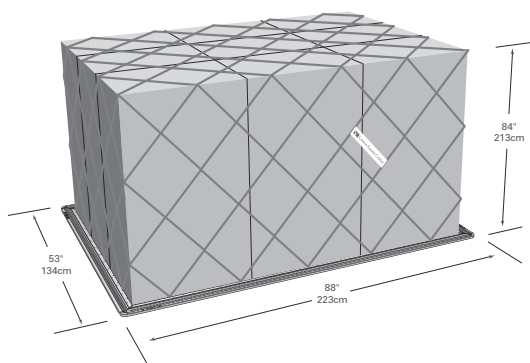
TYPE: PALLET – PGA

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



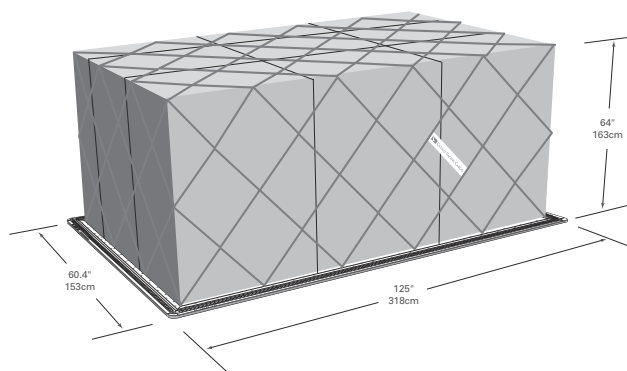
TYPE: PALLET – PGA

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



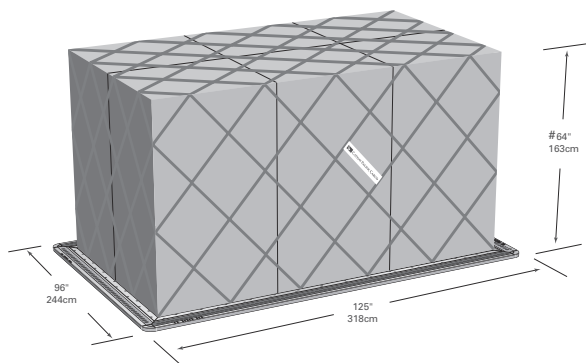
TYPE: PALLET – PEB

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



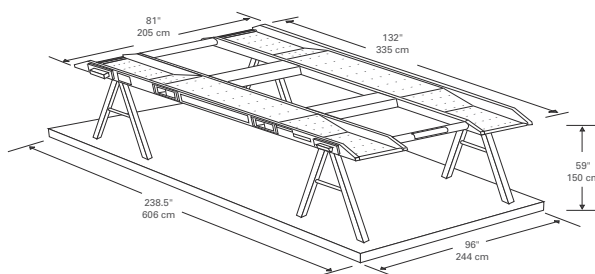
TYPE: PALLET – PLA

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



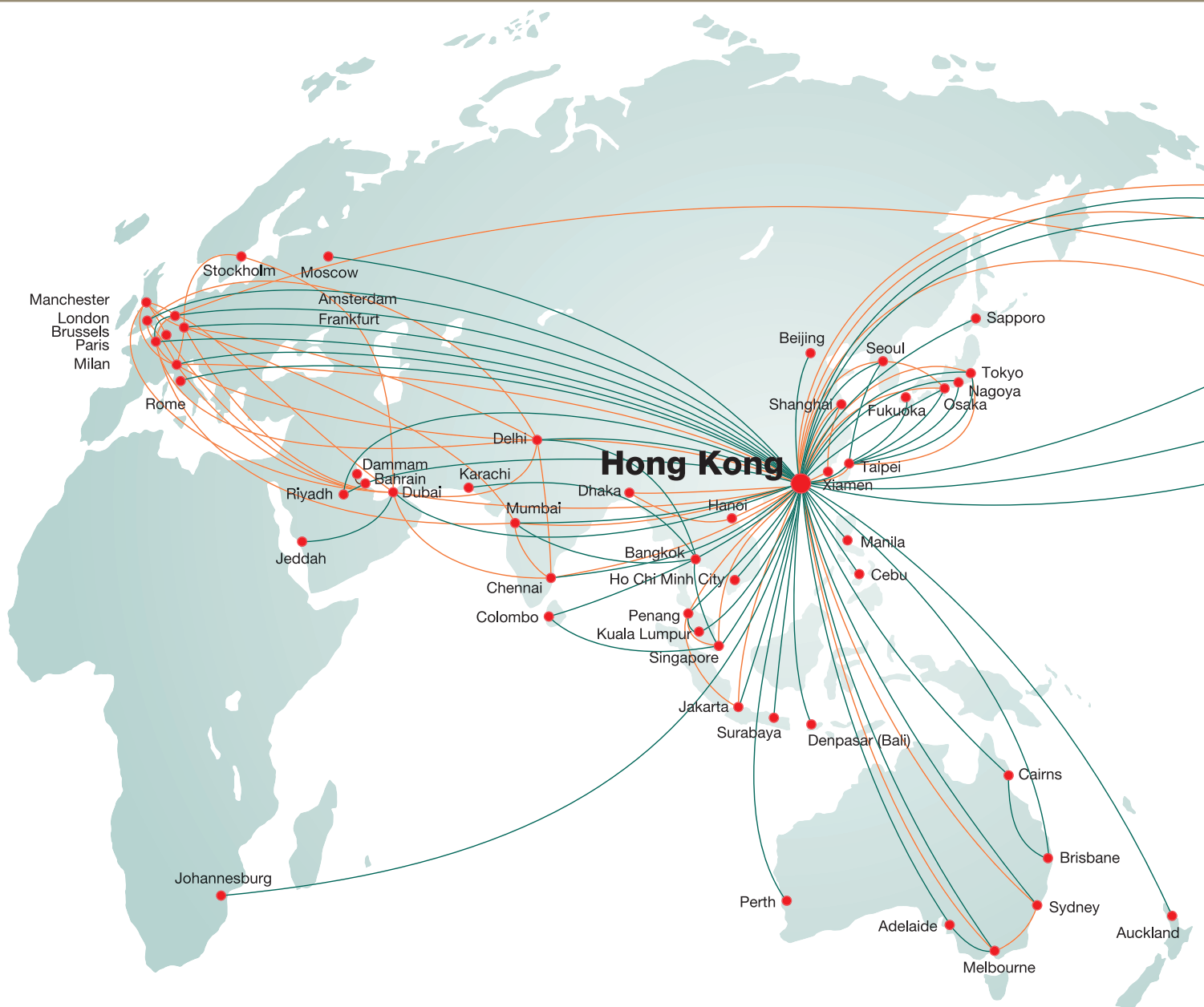
TYPE: PALLET – PMC, PQP, P6P

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 RACK – 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



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- Dragonair Service

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



1

1 Cheers: the Cathay Pacific Cargo team welcomes the Year of the Rabbit

國泰貨運團隊舉杯慶祝兔年來臨

2 Grand prize: John Slosar, Cathay Pacific Chief Operating Officer, presents Felix Tung, Rockwood Group, with a Business Class package holiday to Phuket

大獎：國泰常務總裁史樂山向樂運國際有限公司的董偉良頒發頭獎——布吉商務客位旅遊套票

3 Second prize: Nick Rhodes, Director Cargo, presents Anthony Choi, Helka Express International Ltd, with Business Class return tickets to any Asian destination

二獎：貨運董事羅禮祺頒發兩張國泰航空往返香港至任何亞洲國泰航點的商務客位機票予翹輝國際運輸有限公司的蔡文峰

4 Third prize: James Woodrow, General Manager Cargo Sales & Marketing, presents Roy Ng, NEL Express Logistics, with his prize of two nights' accommodation at The Regent Beijing

三獎：貨運營業及市務總經理韋靖頒發予朗信空運有限公司的吳志成，獎品是北京麗晶酒店兩晚豪華客房住宿



2



3



4

Party time for the Year of the Rabbit 喜迎兔年

THE ANNUAL Chinese New Year "Kung Hei Fat Choi" party was held by the Cathay Pacific Cargo Sales team for more than 200 guests at the Langham Place Hotel.

The event was hosted by John Slosar, Chief Operating Officer, who becomes Cathay Pacific's Chief Executive from 1 April. He was joined by Nick Rhodes, Director Cargo,

James Tong, Dragonair Chief Executive, James Woodrow, General Manager Cargo Sales & Marketing, and Rossana Lau, General Manager Cargo Planning.

Two of the team dressed up as "God of Fortune" to bestow great fortune and wealth to the company and the guests. The party ended with the presentation of prizes.



泰貨運香港營業部假朗豪酒店舉行一年一度的新春「恭喜發財」酒會，與逾200位嘉賓歡度佳節。

將於4月1日出任國泰航空行政總裁的常務總裁史樂山主持酒會；國泰貨運董事羅禮祺、港龍航空行政總裁唐偉邦、國泰航空貨運營業及市務總經理韋靖，和貨運策劃總經理劉潔齡均有出席。兩同事化身「財神爺」恭祝嘉賓們財源廣進。酒會在頒獎後圓滿結束。

DELHI TEAM COLLECTS AWARD 德里殊榮

The Cathay Pacific Cargo Delhi team recently received an award presented by Celebi, the warehouse operator in Delhi, honouring the top five airlines in Delhi that carried the highest tonnage.

國泰航空德里貨運團隊最近獲貨倉營運商Celebi頒發獎項；此獎項是表揚在德里貨運量最高的五家航空公司。

Can Celebioglu, Chairman of Celebi Group (left), presents the award to Suket Suri, Cargo Manager North India (centre) and Ashish Kapur, Regional Manager Cargo, India/Middle East and Africa

Celebi Group主席Can Celebioglu (左)頒發獎項給北印度貨運經理Suket Suri (中)及印度/中東及非洲區域貨運經理Ashish Kapur



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(Figures from Reader Survey 2010)



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