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陳韻雲，BBS，JP 主席
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Chairman

穩固根基十五載

監管局慶祝成立 15 周年

我有幸擔任監管局主席五年多，親身帶領監管局走過三分之一的歲月。

當初出任主席一職之時，為了啟發業界建立自律文化，我提倡了以下格言：

誠信公平可創富

當時，業界或傳媒沒有特別注意這一點。經過近五年時間，我在今年三月參加香港新界地產代理商聯會有限公司新辦公室紀念牌匾揭幕儀式時，留意到聯會主席致開幕歡迎辭時套用了這句格言作為開場白，更詳細解說聯會如何堅守這句格言，並視之為他們的持續專業進修課程的基本理念。

在最近舉行的半年一度新聞發布會上，媒體亦在問答環節提出以這句格言作為業界標準。

時光飛逝，我們在這短短五年間，一直努力推動上述格言所展現的價值觀成為業界標準。眼見業界漸漸接受這套價值觀，我實在深感自豪，同時感謝媒體對這套理念的支持。

成功有為的領導層，總會努力啟發大家追尋目標與夢想，樹立良好價值觀，不斷發揮影響力。我有幸參與其中，略盡綿力，實在非常欣慰。猶如攀登高峰、拓展新視野，提出大膽的理念及訂立更高更遠的目標，有時確實是艱鉅任務，常會備受質疑甚至遇到抗拒。即使我們預料轉變可以讓我們精益求精，但轉變往往也會造成管理問題。監管局的處理方法，是審慎明智地運用這些目標與價值，激勵業界不斷向前邁進。時至今日，業界對於這些價值觀引以為傲，更將這些價值觀融入本身的業務運作當中，對這些價值觀予以肯定。

規管工作貫徹標準

法律在變，消費者行為也在變；同時，隨着公眾對權益的認識及教育水平日益提升，公眾對我們及業界的期望亦不斷增加。

以上種種，再加上市場波動及政府近期為更好管理地產市場而推出多項措施，令情況更加複雜。面對不斷轉變的環境，監管局必須與時並進，及時有效地執行規管職能。

我們將一如既往，堅定不移地秉持以下基本原則：

1. 無論地產市道興旺或淡靜，我們在實施各項執法及紀律措施時，都秉持同一標準的原則，絕不會因市況變化而放鬆我們的工作。
2. 我們密切注視本身的財政狀況，應對近期持牌人數目下降導致的收入變化。牌費是我們主要的收入來源，但鑑於近期市況波動，我們難以估計持牌人數目下降會對收入造成多大的長期及短期影響。面對艱難時刻，業界不應將我們的穩健儲備視作救星。再度推出牌費寬免的話，對於幫助業界渡過業務放緩的危機來說，作用微乎其微。其實，當前要務是理順市場，令市場重回正軌；換言之，不論市場價格升跌，只要市場恢復活躍，業界便可以重新經營業務。

BUILT TO LAST, 15 YEARS HENCE

EAA celebrates our 15th Anniversary

I took over the chairmanship a little over five years ago, and can say I am personally responsible for its leadership of a third of this journey.

When I took over the chairmanship, I propounded the maxim of

IT PAYS TO PLAY FAIR AND PROPER

as I have to inspire an intangible self disciplinary culture for the trade.

This was not particularly picked up by either the trade or the media at the time. In the nearly five years hence, I attended a trade event at the plaque unveiling ceremony of the new office of H.K.N.T. Estate Agents & Merchants Association Ltd in March of this year, when the chairman of the Association used this as his opening maxim in his welcome speech. He also sought to elaborate how his Association has adhered to and used this as a basis for their CPD courses.

The press in my recent bi-annual meet-the-press conference also staked this as a benchmark at question time.

I am proud of our trade and of course, grateful to the press for their take on the benchmark value system which we have instilled in these “short” five years.

Able leadership should strive to inspire goals and dreams, build a good value system and sustain its influence. I am so quietly but overwhelmingly happy for having played a part in this. Like climbing a big mountain or scaling any new horizons, audacious goals and stretched targets may be daunting and often met with initial skepticism and even resistance. Change, even when perceived to be change for the better, is always a management issue. What the EAA has done, is, we have judiciously used these goals and values to stimulate progress and momentum. The trade is now proud of and takes ownership of these values. They seek them out as a recognition journey.

Our regulatory role is a consistent alignment exercise

Laws change, consumer behaviors deviate, public expectation of us and also of the trade is becoming more demanding with the advent of better public awareness and education.

All of the above are compounded by volatile market forces and the recent government measures to reengineer market forces in the real estate arena. The EAA should evolve and keep up in a timely and astute basis our functions to regulate; given these changing circumstances.

There are some fundamental principles we will adhere to and guard with unwavering determination:

1. The consistency of our enforcement and disciplinary measures irrespective of the buoyancy or the slack of the real estate market. It is one standard, one benchmarking. We do not entertain slacking of our functions given any market conditions.

3. 帶領業界繼續奉行良好執業手法，保障消費者權益。

在暢銷書《引爆趨勢：小改變如何引發大流行》(THE TIPPING POINT: how little things can make a big difference)中，作者探討流行是怎麼產生的，而其中一個關鍵因素，是訊息傳遞者的性質。作者說：

「製造一個簡單的流行口碑，就像一齣新電影或警告字句般，具有極大的感染力。」

這個論點正與特定類別的人息息相關。

作者舉出一個簡單的例子：某人告訴所有朋友其女兒帶他光顧的一家餐廳。作者準確地指出，若要流行起來，這家餐廳本身必須保持卓越水準，容我在此引述作者的見解：

「這家餐廳必須能夠影響在這裡用膳的客人。在流行風潮中，訊息傳遞者擔當舉足輕重的角色：因為訊息傳遞者會負責將訊息傳開。但是，訊息的內容同樣重要。若要將訊息成功傳開，訊息必須具備一種特殊特質，就是『黏貼力』。這訊息－或食物、或電影，或產品能否令人難以忘懷？而難忘的程度又是否足以產生改變，足以令我驅使某些人馬上行動？」

以上見解讓我們反思一個關鍵而且責無旁貸的問題：監管局應怎樣保持務實、合理及有效地履行法定角色及職能。

作者隨後繼續闡述如何令人記住訊息，即如何令訊息能黏貼得穩？作者提出以下意見：

「要令訊息具黏貼力，內容應直截了當。大多數人會在說話時採用強調方式，令人留下深刻印象。我們會高聲說話，而且一次又一次重複要說的話。」

「廣告業的一句格言是：觀眾最少要看六次，才會記得一則廣告。」

以上所言與我們要傳達的訊息、標準及價值觀不謀而合。我們正在透過發出執業通告、舉辦持續專業進修課程、業界論壇及與新聞傳媒持續合作，將我們的訊息、標準和價值廣泛傳播。近期的例子包括與廉政公署攜手推出「地產代理誠信管理計劃」、在15周年誌慶期間舉辦專業論壇、在主要電視及電台頻道播放有關「實用面積」及「簽署地產代理協議」兩段電視短片，以及在多份報章發表文章。

二手物業銷售採用「實用面積」及新頒布的一手物業銷售條例

監管局於今年一月起規定，業界在銷售二手物業時，除了列明建築面積之外，必須列明實用面積。一手物業銷售的新法例現已開始實施，當中亦規定銷售一手物業時須列明實用面積。監管局一直與時並進，舉辦相關培訓及推行宣傳工作，並繼續與一手住宅物業銷售監管局保持緊密合作。我們喜見所有工作現能如期推行，會繼續積極履行規管及監察職能。

年報屢獲殊榮

我非常自豪地宣布，監管局2011/12年度的年報榮獲2012年ARC Awards非牟利機構組別中地產代理界別的金獎。獲得這項金獎殊榮，加上2009/10年度年報亦獲得Astrid Awards銀獎，足證監管局的管理團隊不斷追求卓越。我們的年報在設計與內容方面均獲得讚賞，這足以證明年報並非公式化製作。董事局和我在此感謝監管局團隊的卓越貢獻，深信他們不論獎項得失，仍會繼續全力以赴，力求盡善盡美。

2. We stand guard of our finances to withstand the vicissitudes of our income; given the recent fall of our licensee numbers. As license fees are our main source of income, it is difficult, if not impossible, to gauge, given the recent market volatility, the long and short term effects this will have on our income quantum. Our still healthy reserves are not to be regarded as a savior of the trade in difficult times. Another rebate is of little significance in helping the trade to traverse the current crisis of slow business. What it needs is a straightening of the current market into a normalcy again; which means, be it a spiraling market in terms of prices level, as long as the market returns to activity, the trade will be back in business.
3. We are the vanguard of continued good practice by the trade and guardian of consumer interest.

In the best seller *"THE TIPPING POINT: how little things can make a big difference"*, the book explores how an epidemic takes off. One critical factor in epidemics is the nature of the messenger, the author says:

"To create a simple word of mouth epidemic is like how a new movie or a warning can become highly contagious."

The tip is simply be being associated with a particular kind of person.

The author gave an easy example of someone telling all his friends about the restaurant his daughter took him to. He quite rightly pointed out for that epidemic to take off, the restaurant itself had to remain a good restaurant, and I quote:

"It had to be the kind of restaurant that made an impact on the people who ate there. In epidemics, the messenger matters: messengers are what make something spread. But the content of the message matters too. And the specific quality that a message needs to be successful is the quality of "stickiness". Is the message – or the food, or the movie, or the product – memorable? Is it so memorable, in fact, that it can create change, that I can spur someone to action?"

This brings on the crucial and undeniable issue of how the EAA should stay relevant, sound, and effective in our statutory role and functions.

The author then goes on to elaborate how to get the message remembered, i.e. how to make it stick? The author offers this advice:

"Stickiness sounds as if it should be straightforward. When most of us want to make sure what we say is remembered, we speak with emphasis. We talk loudly, and we repeat what we have to say over and over again."

"There is a maxim in the advertising business that an advertisement has to be seen at least six times before any one will remember it."





鳴謝

最後，對於運輸及房屋局局長張炳良教授，GBS，JP蒞臨15周年慶典，並且啟發及支持監管局的工作，我謹此表示由衷謝意。我亦在此特別鳴謝各位董事局成員，感謝他們投入寶貴時間及貢獻良多，並感謝各委員會主席，包括監管局副主席兼執業及考試委員會主席梁永祥先生，BBS，JP、紀律委員會主席廖玉玲女士、牌照委員會主席劉詩韻測量師、專業發展委員會主席伍景華先生及各董事局委任成員。

同時，我在此歡迎多位董事局新成員，包括鄒廣榮教授、張國鈞先生、葉松茂博士、黃鳳嫻女士、余惠偉先生及新任行政總裁伍華強先生。

我衷心感謝以伍華強先生為首的各位監管局總監及全體同事，監管局能夠繼續履行使命，他們實在功不可沒。

主席
陳韻雲，BBS，JP

This brings on our consistency with our message, benchmark and values. All this we are currently doing with our circulars on trade practice, our CPD programs, our trade forums, and of course our constant partnering with the press and media to vanguard all of these. Recent examples include the Integrity Management Programme we jointly organized with the ICAC, the professional forum we organized as part of the 15th anniversary celebration, the airing on major TV and radio channels of two Announcements in Public Interests on the subjects of “saleable area” and “signing an estate agency agreement”, and the articles we contributed to various newspapers.

Adoption of the saleable area for second-hand sales and the new first-hand sales laws

The EAA started requiring our trade to state the saleable area on top of gross area in second-hand sales in January this year. We also saw the implementation of the first-hand sales new laws and of course the requirement of saleable area for first-hand sales. We have kept abreast with both training and advocacy for both and continue to work closely with the Sales of First-hand Residential Properties Authority. We are pleased to date all is proceeding to plan. We will actively continue with both the regulatory and the monitoring functions.

Our award winning annual reports

I am proud to note our 2011/12 annual report won a Gold Award in the category of “Non-Profit Organization – Estate Agency” of the ARC Awards 2012. This Gold Award, together with the Silver Award in the Astrid Award for our annual report we won for year 2009/10, reflect our very dedicated EAA management team strive for excellence. We are applauded for our design as much as our contents. It does make way for the argument annual reports are run of the mill reports. The Board and I would like to express our appreciation to the EAA team for this exemplary endeavour, and may they continue to put in their best, irrespective whether there are awards to be won.

Our gratitude

In closing, I would like to thank Professor Anthony Cheung Bing-leung, GBS, JP, the Secretary for Transport and Housing for gracing us with his presence at our 15th anniversary reception and for his inspiring support for EAA work. I am particularly grateful to each and every one of our Board Members for their time and tireless contribution, our chairs of our respective committees, including Vice-Chairman Mr William Leung Wing-cheung, BBS, JP, chairman of Practice and Examination Committee; Ms Elaine Liu Yuk-ling, chairman of Disciplinary Committee; Sr Serena Lau Sze-wan, chairman of Licensing Committee; and Mr Ng King-wah, chairman of Professional Development Committee; and the Board-appointed members.

I welcome our new members to our Board, including Professor Chau Kwong-wing, Mr Horace Cheung Kwok-kwan, Dr Saimond Ip, Ms Gilly Wong Fung-han, and Mr Yu Wai-wai and our new Chief Executive Officer Mr Augustine Ng.

A warm token of appreciation should be given to all the EAA directors and colleagues, led by Augustine, who are instrumental in continuing with the EAA's mission.

Vivien Chan, BBS, JP

Chairman