

Macao 澳門



Hong Kong-Zhuhai-Macao Bridge brings new era of integration

Macao Fashion Week takes the spotlight

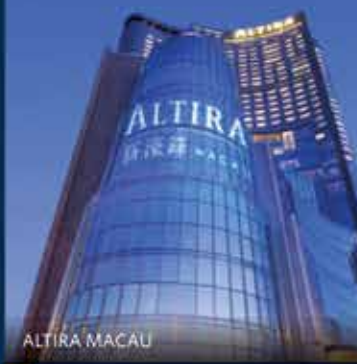
From oyster sauce to global empire



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ON THE COVER With a total length of 55 km, the HZMB is the longest bridge in all of China. It is also the most expensive, estimated at more than US\$17 billion

PHOTO Xinhua News Agency

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MACAO TAKES PIVOTAL ROLE IN REGIONAL DEVELOPMENT

The November issue highlights Macao's readiness for an increasingly integrated future with mainland China, drawing on the strength of its history as it builds toward a more collaborative, sustainable future.

The opening of the record-breaking Hong Kong-Zhuhai-Macao Bridge in 2018 promises to be instrumental to the economic and social development of southern China. It will also bolster a raft of Beijing initiatives, including the Belt and Road, the Pan-Pearl River Delta (9+2), and the Guangdong-Hong Kong-Macao Greater Bay Area.

In the context of diversifying the local economy, we also cover Macao's first Tourism Industry Master Plan and its ambitious objectives, including a 29 per cent increase in tourist arrivals to 40 million per year by 2025. Another article details the most recent developments in the growing industry of traditional Chinese medicine, viewed by the Macao government as a vehicle to widen the city's industrial scope. A dash of glamour was also thrown into the spotlight at the first Sands Macao Fashion Week, a large-scale international fashion event that brought thousands of spectators to the city – another local attempt at diversifying the economy.

We explore critical periods in the history of Macao with articles on a priest, a revolutionary, and the oyster sauce king. Looking into the city's early days, we examine the remarkable life of 16th century Jesuit João Rodrigues Tçuzu, a translator who played a key role in contacts with China, Japan, and Portugal. We move into the 19th century and beyond with Liang Yanming, a national hero whose political campaigns against the Japanese ultimately cost him his life, and Lee Kum Kee, a family business whose roots in Macao gave rise to a global powerhouse.

Our final issue of the year concludes with a photo gallery illustrating the beauty and wonder of the 15 intangible elements of the cultural heritage of Macao, from the lively Festival of the Drunken Dragon to the craft of bamboo scaffolding, which has served as the backbone of construction works in Macao for decades.


GONÇALO CÉSAR DE SÁ
EDITOR-IN-CHIEF

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State-of-the-art bridge integrating Macao, Hong Kong and Zhuhai

Enhanced connectivity between the three
cities is an important step in developing the
Greater Bay Area of Guangdong

TEXT OU NIAN LE
PHOTOS XINHUA NEWS AGENCY,
CHEONG KAM KA AND LEONG KIN WA

The Hong Kong–Zhuhai–Macao Bridge (HZMB), the first road link in China’s history to connect the three cities, is expected to open in 2018. None of the three governments has given an opening date as it will be up to the central government in Beijing to make the final decision and announcement.

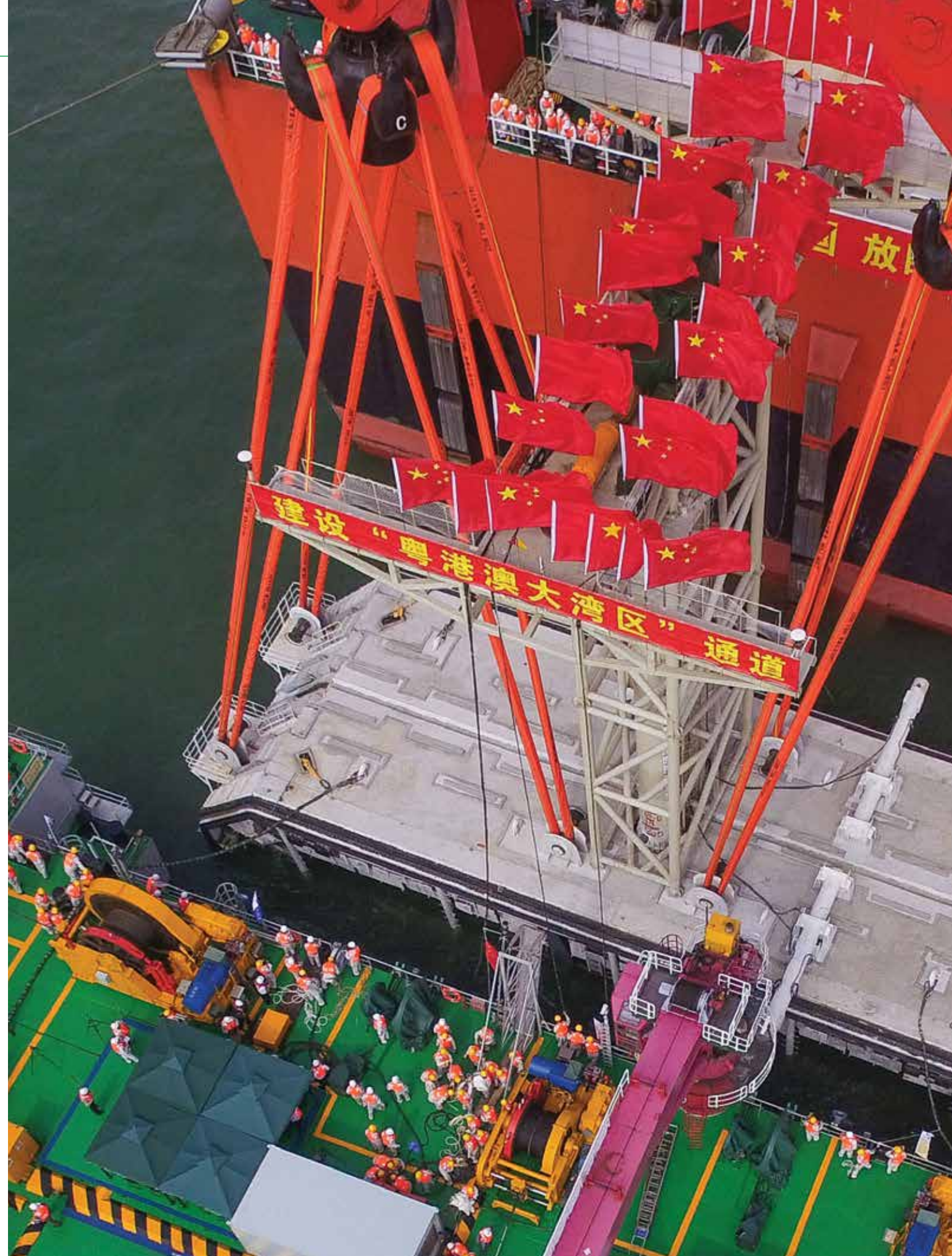
With a total length of 55 km, it is the longest and the most technically difficult bridge in all of China. It is also the most expensive, estimated at more than US\$17 billion. A 6.7-km underwater tunnel section, the longest sea tunnel in the world, crosses under the busy shipping lanes and strong currents of the Pearl River. To create it, builders laid 33 sections of tunnel on the bed of the river, each weighing as much as an aircraft carrier, and joint them seamlessly. The tunnel, the deepest of its kind at 48 metres underwater, transitions into a 22.9-km bridge. Taken in total, the HZMB is easily the longest sea bridge in the world. A remarkable engineering feat made that much more challenging in a region struck each year by powerful typhoons.

The new bridge will strengthen the connection between the three cities, making access between them faster and more convenient. It will have a profound economic effect on tourism, retail, property and the movement of goods, and give residents the option to live in one city and work in another.

Enhancing connectivity between Macao, Hong Kong, and Zhuhai in mainland China is an important step in constructing the Guangdong–Hong Kong–Macao Greater Bay Area, which groups nine cities in the Pearl River Delta (PRD) with the two Special Administrative Regions (SARs) into one thriving megalopolis.

The bridge, first mentioned in 1983, took decades to plan and about eight years to build, starting construction in December 2009. For all it promises to draw the region closer together, furthering integration of the two SARs with the mainland, it comes at a steep price – the cost is being shared between the three parties – the Hong Kong SAR government, 42 per cent, the Macao SAR government, 13 per cent, and the Guangdong provincial government, 45 per cent. Thousands of workers, Chinese and foreign, have been involved in the construction.

GIGANTIC CRANE Transformed from a tanker and weighs more than 25 Airbus A380 jets (May 2017)



CONNECTING THE HUB

The biggest impact of the bridge will be to accelerate the integration of Hong Kong and the western PRD. Hong Kong and foreign companies have long concentrated investment in cities along the rail and road corridor to Guangzhou, turning it into the “factory of the world.” The HZMB creates for the first time a rapid road connection between this area of the PRD and Hong Kong’s international airport (HKIA) and seaport.

In 2016, HKIA handled 4.52 million tonnes of air cargo, making it first in the world for cargo for the seventh consecutive year. Of its cargo, high-value items that must be shipped quickly account for less than 10 per cent by volume but 40 per cent by value. The main items are fresh food, flowers, fashion, electronic goods, and pharmaceuticals.

Producers of these goods in the western PRD, Hainan, Guangxi, and other areas of the southwest will be able to ship such items more quickly to the HKIA. The bridge promises to cut the current travel time between Zhuhai and the HKIA from about four hours to 45 minutes. Such a drastic decrease in travel time will encourage companies to locate manufacturing in these areas.

Then there’s passenger traffic: HKIA handled 70.5 million passengers in 2016, up 3 per cent from the previous year, maintaining its position as eighth in the world. It connects to 220 destinations, including 50 in the mainland, and handles more international passengers than the top five airports in the mainland combined.

WELCOMING VISITORS

The greatest beneficiary in Macao will be the tourism industry. Visitors from Hong Kong and mainland China account for the majority of visitors to Macao, 86.8 per cent in 2016, and most travel to the city via Hong Kong. The bridge will offer them an alternative to the current ferry services. That increased accessibility complements the ambitious goal set out by the Macao Government Tourism Office (MGTO) of 40 million visitors by 2025. More visitors means more customers for the city’s hotels, casinos, restaurants, and shopping malls.

Creating more access points also serves to alleviate congestion at existing cross-border checkpoints, another concern addressed by the MGTO in their recently released Tourism Industry Master Plan.

But accessibility comes with a price: drawing more Hong Kong and mainland buyers into the local property market will push prices even higher. In a city as compact as Macao, space is always at a premium.

ZHUHAI SEIZING OPPORTUNITIES

Zhuhai has been preparing aggressively for the opportunities associated with becoming the first mainland city with a land connection to both SARs via the new bridge.

At an investment promotion event in August, the city announced the construction of the Zhuhai-Hong Kong-Macao Cooperative Logistics Park. It aims to function as the logistical centre for the two SARs and the whole west side of the PRD, including Zhongshan, Jiangmen, and Heshan. The park, slated

for an 800,000 square metre lot, will be the centre of the planned 26 square kilometre Hong Kong-Zhuhai-Macao Bridge Economic Zone within the Hengqin New Zone (HNZ).

The HZMB Economic Zone will develop a number of key business forms, from warehousing logistics to cross-border e-commerce to tourism. The city's largest source of foreign investment is Hong Kong with US\$26 billion in 1,535 ventures, explained Zhuhai Vice-Mayor Lu Xiaofeng. Of these, 668 are in the HNZ, with a registered capital of CNY79.2 billion (US\$11.9 billion). Yang Chuan, director of the HNZ management committee, sees a bright future for the zone:

"With the opening of the bridge, the HNZ can use the advantages of Hong Kong's airport, logistics and financial services and, with the bridge, drive the flow of people, goods, capital, and information."

Transport has always been the Achilles' heel of Zhuhai. First established as a Special Economic Zone (SEZ) in 1980 due to its proximity to Macao, Zhuhai developed more slowly than the two SEZs of Shenzhen and Xiamen. Without a land connection to Hong Kong or a rail link to the rest of China, Zhuhai couldn't compete at the same level. The recent additions of a passenger rail line in 2011, and a cargo line at the end of 2012, will be greatly augmented by the direct land connection to Hong Kong offered by the HZMB.

In 2016, Zhuhai posted GDP of CNY223 billion (US\$33.5 billion), a rise of 8.5 per cent over 2015, with utilised foreign investment of US\$2.3 billion, up 5.4 per cent. The city's main industries are electronic information, bio-pharmaceutical products, electrical appliances, electrical energy, petrochemicals, and precision machinery. Officials expect the new land

link will attract more investment from Hong Kong, especially in high-end manufacturing, new and high-tech industries, marine economy, eco-agriculture, and traditional Chinese medicine.

Officials also see the new investment and closer connections spurred by the bridge as an opportunity to revitalise the Zhuhai Jinwan Airport in Sanzao township, 37 km from the city centre. It's been running well below capacity since it opened in June 1995. In 2016, it handled 6.13 million passengers, compared to a design capacity of 12 million.

Since August 2006, HKIA has held a 55 per cent share in a joint management company with the Zhuhai government; the company has the exclusive right to manage and operate the airport for 20 years.

Eager to utilise its spare capacity, the airport is looking into augmenting HKIA, handling cargo and passenger planes and business jets for which there are no parking places at the congested Hong Kong airport. The new bridge makes such plans more feasible – less than an hour's drive to Hong Kong – if still complicated: the two airports fall under different legal jurisdictions and separate air service agreement regimes.

ARTIFICIAL ISLAND Zhuhai-Macao checkpoint of HZMB (2017)

CONSTRUCTION SITE
Main bridge parts (June 2016)





CELEBRATION CEREMONY The completion of an undersea tunnel of the HZMB (July 2017)

EXPANDING EDUCATION

Zhuhai's ambitions aren't limited to industry. The same investment promotion event saw an announcement that the elite British Harrow School will open a campus in Hengqin on an area of 50,000 square metres. Due to open in 2020, the school will take 1,000 students, from kindergarten to secondary school. The Harrow campus in Tuen Mun, which opened in 2012, has 1,180 students enrolled.

The construction of another British boarding school, Wycombe Abbey International School, was announced by officials in August. The co-ed, full

boarding school is due to open in 2019, offering the national curriculum of England and Wales to more than 1,000 students from kindergarten to secondary school. With the new land connection, officials expect both schools to draw in students from across the Greater Bay Area.

LIMITS ON ACCESS

For all the prosperity promised by the HZMB, there are significant limitations on its use and financial viability. While cargo vehicles will face no restrictions, authorities will initially restrict the use of private vehicles on the bridge. Dense traffic in Zhuhai and the two SARs mean none welcome a large increase in vehicles. Most people will cross the bridge using direct coach services and shuttle buses.

The Hong Kong Transport Department, working in conjunction with Guangdong, announced that it would issue a quota of 3,000 new cross-border licences for private cars travelling in both Hong Kong and Guangdong. There will be an additional quota of 300 such licences for private cars from the mainland. Nearly 28,000 vehicles in Hong Kong and 3,000 in the mainland already have cross-border licences.

No announcement yet on tolls for vehicles or fares for those using the buses has been

made. Prices for the current ferry services range from about HK\$153 (US\$19.62) to HK\$713 (US\$91.41) depending on time of day and quality of accommodations.

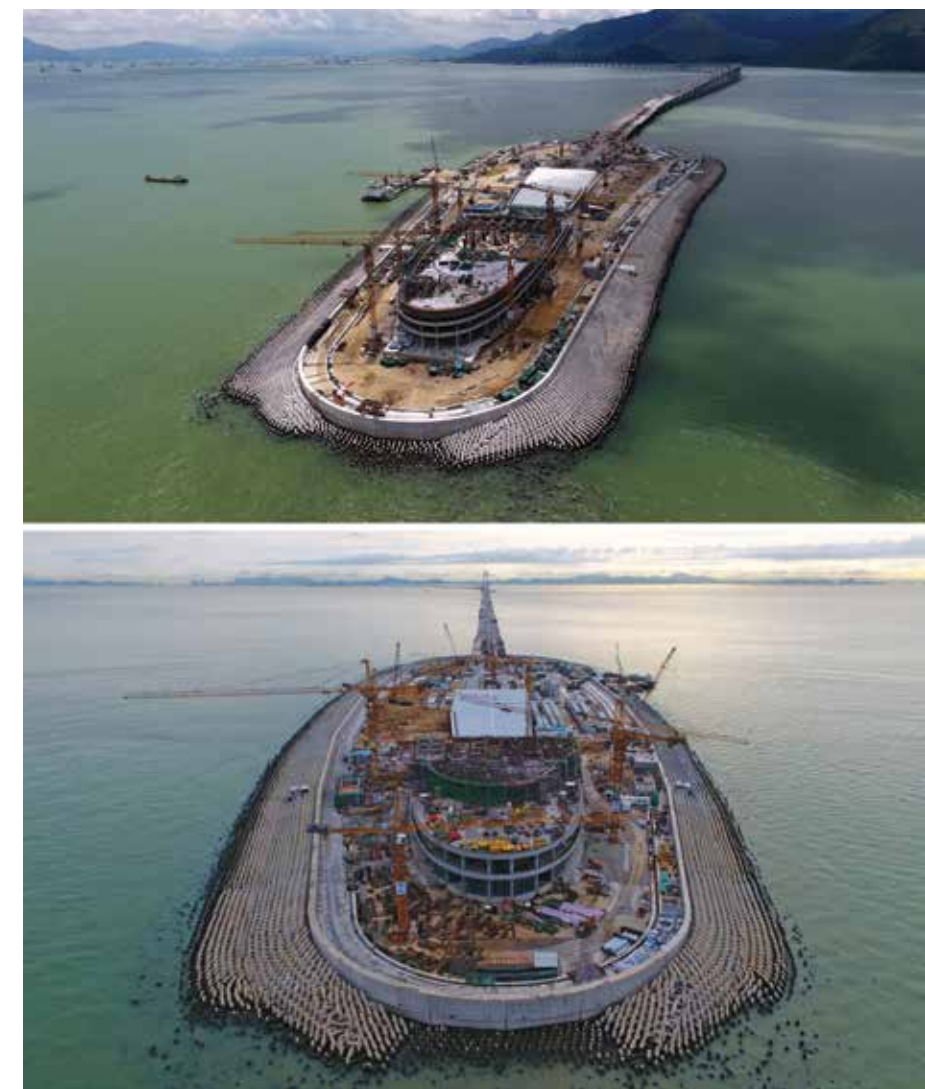
Many travellers will use shuttle buses to travel to two giant man-made islands outside Macao and Hong Kong where they will pass through immigration and customs before continuing their journey on locally registered vehicles. The island off Macao has 3,000 parking spaces, the one off Hong Kong only 650.

RECOVERING THEIR INVESTMENT

This restriction of the number of vehicles raises questions over when, if ever, the HZMB will recover the enormous investment made by Macao, Hong Kong, and the central government. Construction delays and overspending drove up the cost of an already expensive project; engineering milestones rarely come cheap or easy. During the extended construction period, work on two other bridges over the Pearl River began. The Second Humen Bridge, 60 km north of Hong Kong, is scheduled for completion in 2019 and the Shenzhen-Zhongshan Bridge, just 30 km north of the HZMB, should be completed in 2023. Both will offer an alternative and possibly cheaper routes across the river.

Fang Zhou, chief research officer at the Hong Kong-based One Country Two Systems Research Institute, explained that delays in beginning construction of the bridge gave cities in the PRD time to greatly develop their port capacity. Exporters in the delta no longer need to use the port of Hong Kong. He added that the other PRD bridges will offer lower tariffs than the HZMB, while the existing cargo barges to Hong Kong are even cheaper still.

Additionally, the door-to-door travel time on the HZMB will be as long or longer than going by ferry, as passengers will be required to disembark to pass through two immigration



EASTERN AND WESTERN Artificial islands of the HZMB (July 2017)

and customs inspections. "In terms of time and convenience, the bridge is not so competitive," Fang said.

Ferries between Macao and Hong Kong leave every 15 minutes during daytime hours, and completing immigration and customs formalities is a matter of minutes at both ends. Officials will need to fast-track the process at bridge checkpoints and provide a comprehensive schedule to compete effectively. ■

Drawing more Hong Kong and mainland buyers into the local property market will push prices even higher. In a city as compact as Macao, space is always at a premium



HZMB
introduction
video by CCTV

Maria Helena de Senna Fernandes on the implications and impact of the bridge for the city and region



Macao Magazine: What impact will the new bridge have on tourism in Macao? Will it increase the number of visitors from Hong Kong (HK) and the mainland via HK?

Maria Helena de Senna Fernandes: The Hong Kong-Zhuhai-Macao Bridge will significantly reduce travel time between the three regions, and allow for the exploration of new multi-destination tourist routes and intensification of the circulation of tourists. Given the mutual advantages of the three regions, it is favourable to achieving the goal of transforming Macao into a World Centre of Tourism and Leisure, and also promoting sustainable tourism development in the three regions.

MM: Is the bridge a factor in your projection of 40 million tourists by 2025?

MHSF: The Hong Kong-Zhuhai-Macao Bridge is one of those important infrastructure projects for the future tourism development of Macao. Several other major infrastructure projects are under way or planned, which are expected to remarkably improve Macao's accessibility and the transport link with mainland China, such as the new Guangdong-Macao Channel and the expansion project of Macau International Airport. The closer collaboration between Macao and its regional partners has enhanced the development of multi-destination and other tourism projects such as the Free Yacht Travel Scheme. Moreover, the defined maritime areas have provided a strong foundation for Macao to develop leisure and recreational facilities and activities in the field of maritime tourism while the future new reclamation areas will provide opportunities to bring a diversity of new tourism elements to Macao.

MM: Will the tourists use large buses instead of ferries? Do you expect a sharp reduction in ferry services between HK and Macao?

MHSF: Direct road access from Hong Kong to Macao via the Hong Kong-Zhuhai-Macao Bridge will become a potentially cheaper and convenient option for travellers, and yet it is still at an early stage to estimate the actual pattern of travel behaviour.

MM: Recognising the opportunities provided by the bridge, is MGTO planning activities targeting consumers, media, and trade?

MHSF: Yes. At the consumer level, we feature the bridge in travel fairs, events, TV travelogues, and roadshows to enable different market segments and stakeholders to learn more about it. Prime locations will be used to organise roadshows to maximise exposure/drawing/traffic competitions to association with the bridge.

We will also distribute press releases, media updates, and media outreach/pitching, utilising online, social, and traditional media to enhance the exposure of the bridge in order to increase public awareness.

MM: Do you plan to promote the new link between HK, Zhuhai, and Macao abroad?

MHSF: We plan to promote the bridge in travel trade publications, including information in Macao sales guide, and update travel trade partners during destination presentations and seminars. Information on the bridge will also be included in e-shots to the travel trade, future travel industry training and sales activities, and updated online training scheme. We will support trade-focused promotional campaigns and jointly work with partner travel agencies and airlines in introducing commemorative tours featuring the use of the new bridge.

We will also send invitations to major travel associations in various markets to announce opening of the bridge, and organise familiarisation trips for trade so they can include it in their Macao and multi-destination tour packages.

**MARIA HELENA DE SENNA
FERNANDES** Director of Macao
Government Tourism Office



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THE 18TH ANNIVERSARY OF THE ESTABLISHMENT OF
THE MACAO SPECIAL ADMINISTRATIVE REGION



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Macao expects 40 million visitors by 2025

The first tourism industry master plan was published by the MGTO in 2017, the first of its kind since 1999

TEXT MARK O'NEILL

PHOTOS XINHUA NEWS AGENCY, CHEONG KAM KA,

ANTÓNIO SANMARFUL AND GOVERNMENT INFORMATION BUREAU

The Macao Government Tourism Office (MGTO) expects 40 million visitors in 2025, an increase of 29 per cent over the figure last year. That is the ambitious target set out in the office's first Tourism Industry Master Plan in 15 years. Director Maria Helena de Senna Fernandes unveiled it to the public at a conference at the Macau Tower on 28 September. Last year an average of 84,800 visitors arrived each day; the projected goal would increase that number to 110,000, or about 18 per cent of Macao's population. Accommodating such an influx, particularly in a city with a population density already among the highest in the world, requires planning and smart solutions to address issues of traffic congestion, overcrowding, and decreased quality of life faced by residents.

The plan, which also looks to more than double non-gaming revenue to US\$13-14 billion, relies on external factors remaining stable. It assumes the central government will continue to

allow the current high level of tourist arrivals, no wars or major turmoil in the region, and no major natural disasters or epidemics. Such assumptions may not be realistic – Super Typhoon Hato devastated the city in August, leading to a week-long suspension of tourist packages – but the modest forecasts used in setting goals allow for more flexibility in circumstances. The experience of Hato also prompted new efforts from other parts of the government to improve the city's preparedness and responsiveness to disaster. Their work will undoubtedly contribute to the overall success of the plan.

One significant factor the plan does account for is the growing competition in tourism, from both established travel destinations and eager newcomers. Cities across Asia are racing to build museums, theme parks, shopping centres, and performance venues. Governments see tourism, already a US\$7.61 trillion industry globally, as one of the most promising industry sectors of the next

20 years. Personal incomes are rising in nearly all Asian countries, and air travel is becoming more convenient and often cheaper. When it comes to new builds, Macao is at something of a disadvantage due to its small size and limited land availability.

Neighbouring Hengqin is both a partner and a competitor. With 106 square kilometres of land – over three times that of Macao – it is aggressively building tourist attractions and convention and exhibition facilities that challenge those in Macao. But it cannot challenge the city in gaming: the central government in Beijing remains adamant that it will not allow this in any other part of the national territory.

Other Asian countries, though, have begun establishing their own casinos. The latest challenger is Japan, which legalised the casino industry in December 2016. Both Sheldon Adelson, chairman of Sands China, and Lawrence Ho, chairman of Melco Resorts & Entertainment, have said they want to secure a

Japan gaming licence. A Global Market Advisors study estimated Japan could become the second largest market in Asia, after Macao, and the third in the world, after Las Vegas. Japanese already spending billions each year on other forms of gambling; pachinko alone took in US\$209 billion in 2016.

The Master Plan lays out a comprehensive approach to diversify, expand, and strengthen the city’s tourism sector beyond gaming, to realise the vision of Macao as the World Centre of Tourism and Leisure.

MAKING THE MASTER PLAN

The MGTO started the project in 2015, with the aim of providing a blueprint for the development of the industry over the next decade. It launched a two-month public consultation period in May 2016, asking tourism experts, government bodies, industry operators, professional organisations, and members of civil

PRESS CONFERENCE MGTO director Maria Helena de Senna Fernandes (center) presents the tourism master plan



society for their opinions and proposals. The MGTO published a public consultation report in January 2017 that set out the opinions it had collected.

After more than two years of work, the office released the final version of the Master Plan. It proposes 8 key objectives, 33 strategies, and 91 action plans to be implemented over the short, medium, and long term.

The eight objectives are to diversify tourism products and experiences; improve service quality and skills; rebrand Macao as a multi-day destination and expand high-value markets; optimise the urban development model; manage the city’s tourism-carrying capacity; utilise innovative technology; enhance co-operation in the tourism industry; and strengthen Macao’s position as a core tourism city in the regional and international tourism community.

Using 2015 as the baseline figure, the plan outlines two scenarios for 2025. The lower-growth scenario sees visitor arrivals growing at 1–2 per cent a year, reaching 33–35 million visitors in 2025. The modest-growth scenario aims higher with annual growth of 3–5 per cent, reaching 38–40 million visitors in 2025. In 2000, the first full year after the handover, the figure was 9.16 million.

GAMING AND CONNECTIONS

Tourism is Macao’s most important industry, accounting to more than 50 per cent of all jobs. It brings wealth to the population and the government, which in turn funds programmes in many sectors of life. The industry also provides its employees opportunities to train and improve their skills and knowledge.

The primary reason visitors come to Macao is to gamble. In the first 10 months of 2017, gaming revenue was US\$27 billion, up 19.2 per cent year-on-year. In 2016, it was US\$28 billion, down 3.3 per cent from a year earlier. Even with the drop,

In 2016, gaming revenue was US\$28 billion, down 3.3 per cent from a year earlier. Non-gaming revenue was US\$6.6 billion, down from a record US\$7.7 billion in 2014



Macao remains the gambling capital of the world, far outpacing its nearest competitors. Non-gaming revenue, while significant, falls far short of what the casinos bring in: US\$6.6 billion in 2016, down from a record US\$7.7 billion in 2014.

Asia currently accounts for more than 90 per cent of all visitors. The overwhelming majority come from the mainland (66.1 per cent) and Hong Kong (20.7 per cent) with Taiwan (3.5 per cent), South Korea (2.1 per cent), and Japan (1.0 per cent) rounding out the top five. The top non-Asian country is the US, with just 0.6 per cent.

While Asian visitors are expected to account for the majority of growth over the next 10 years, Macao is taking steps to make travel easier for all visitors. The airport is expanding to permit the arrival of more planes, and the additions of a Macao–Beijing flight to coincide with the new Beijing–Lisbon flight offers a more direct connection with Portugal. The city is also working to improve accessibility by land and sea.

The most important route will be the Hong Kong–Zhuhai–Macao Bridge, due to open in 2018. It will be the first land crossing in history between the three cities. The bridge will offer visitors the option of travelling by bus, in addition to the existing services by boat; ferries running to and from Macao served nearly 25 million people in 2016. Many mainland tourists come to Macao via Hong Kong, as part of a tour of the two cities.

NEW APPEAL, NEW APPROACH

Not content to rely on Macao's success in gaming, the plan seeks to more than double non-gaming revenue to US\$13–14 billion by 2025. Retaining visitors for longer is also a priority for Macao. Last year, the average visitor to Las Vegas stayed 4.4 days; in Macao, only 2.1 days, down from a high of 2.6 days in 2008. The goal for 2025 is a modest 2.3 days under both models.

Las Vegas retains visitors in large part because they have greatly expanded the number and variety of activities available, adding family-friendly attractions, major conventions and events, and shows with big-name stars. Macao, while lacking “a portfolio of diversified shopping centres and large scale family-oriented attractions,” has the potential to develop projects and marketing to compete. In October 2016, at the opening of the Parisian, for example, guests were entertained by Belgian pop star Lara Fabian and Hong Kong actress Karen Mok.

The plan also seeks to leverage Macao's history as a hub where East meets West, offering a unique cultural experience to visitors and fostering creative industries in the city. The Historic Centre of Macao, inscribed on the UNESCO World Heritage List in 2005, encompasses a wide variety of locations including the city's most popular site, the Ruins of St Paul. Maintaining these sites, and preserving the traditions and festivities associated with them, will prove key to marketing Macao as more than a gaming destination.

Technology is another area in which the city seeks to improve and innovate. The MGTO website already offers information in 15 different languages and 3 related mobile apps, but there is no integrated system managing all travel information. Millions of people in the mainland, especially young people, use little or no cash, relying instead on mobile payment apps. The ability to use such apps is limited in Macao. The smart city project, a four-year collaboration between the Macao government and Alibaba Cloud signed in August, will address many of the technological issues identified in the plan.

SERVING RESIDENTS

Macao is a small, densely populated city. No other place in the world receives 43 times its own population in visitors each year. This has led to serious traffic congestion and overcrowding in the most popular tourist areas, like the Ruins of St Paul's, Senado Square and the surrounding streets, and the main border crossing at Gongbei, one of the busiest in the world. Also affected are the A-Ma temple and downtown Taipa.

On weekends, public holidays, festivals, and other busy days, many residents avoid these areas

completely, even if it means missing their favourite shops and restaurants.

To address these issues, residents used the public consultation process to push for improved public transit, better traffic control, and improved border facilities. They also echoed the need for more diverse attractions, which would reduce the concentration of visitors in tourist areas and help strengthen the sector overall.

These concerns are most clearly reflected in the strategies surrounding two key objectives: optimising the urban development model and managing Macao's tourism carrying capacity. Both tackle the issues of overcrowding and congestion using complementary approaches, while also seeking to reduce the environmental impact of visitors. These key objectives, as well as diversifying tourism products and experiences, will work to distribute visitors more evenly across the city and provide new job opportunities within the sector.

For all of the ambitious goals laid out in the plan, the well-being of residents remains a constant concern throughout. According to the plan:

“Macao will strive to become a world-class tourism city where its people can enjoy international standards of living, work, transportation, tourism, and entertainment, and Macao will be developed into a liveable city and tourist destination which is safe, healthy, convenient, and environmentally friendly.” ■



Tourism industry master plan reports





How Macao can leverage the tourism industry

TEXT HARALD BRUNING

Sustainable tourism is a win-win

Taleb Rifai, secretary-general of the World Tourism Organisation (UNWTO) and honorary chairman of the Global Tourism Economy Forum (GTEF), said that the challenge for every country was to ensure that growth and sustainability, progress and preservation, go hand in hand. Speaking at the GTEF opening ceremony, Rifai said:

"Sustainability means to elevate life on Earth to a higher level for our future generations. You can keep your cultural heritage, you can increase tourism, and you can make people happy at the same time. It is a challenge to the attitude. It is a state of mind."

Rifai also disagreed with the idea of "too much tourism in Macao as the city is too small," arguing that the congestion issues currently plaguing the city are a matter of overconcentration, not raw numbers.

"The problem is that everyone wants to visit the same thing at the same time at the same place in the same season ... you need to diversify that energy, take it out and diffuse it into the countryside," he said.

Rifai pointed out that there are areas in Macao that see few visitors, an issue not unique to the city. Take Venice, Italy, for example: "Just drive one kilometre outside of the city of Venice, you will find beautiful hill-sides, chapels, and wineries. Nobody goes there... same in Macao."

Rifai was unanimously elected in 2010 and confirmed in 2014. More than 60 delegates from 20 countries and regions around the world attended the forum.

Macao gains in prominence

In his opening remarks, Alexis Tam, secretary for Social Affairs and Culture of Macao and executive chairman of GTEF, emphasised the gains made by the GTEF in its short tenure and his optimism going forward.

"We will pour unreserved efforts to transform Macao into a world centre of tourism and leisure as well as a commercial and trade cooperation service platform between China and Portuguese-speaking countries, as we work towards our aspiration to serve our country and connect to the world by making a more wide-reaching contribution to regional collaboration, and reap a greater harvest of shared interest and mutual gain in the long run."

GTEF, now in its sixth year, demonstrates Macao's capacity for organising international mega-events and elevates the city's status as an international tourism destination.

Embracing collaboration

Collaboration among cities within the Guangdong-Hong Kong-Macao Greater Bay Area draws on the cumulative strength of members to bring in more tourists over time, said Maria Helena de Senna Fernandes, director of the Macao Government Tourism Office.

The city has a history of working with its neighbours as early as 1993, six years before the handover. This year, she noted,

Macao has participated in joint tourism promotion efforts in Southeast Asia with Hong Kong, Guangdong, Fujian, and Guangxi Zhuang autonomous region.

"Such collaboration will continue and our aim is to use the Greater Bay Area as a platform to better promote ourselves. Together, we can really go out as a collective force, especially along the Belt and Road initiative regions, to bring in clients and make the cake bigger so that everybody can have a bigger slice," Senna Fernandes explained.

Referring to the city's development strategy, she said: "Macao is transforming itself from a gaming centre into an integrated business and leisure tourism hub. Macao has always been a place where East meets West so, on one hand, it will continue to leverage its position as a world centre of tourism and leisure as well as a trade platform between China and Portuguese-speaking countries, and on the other, it will contribute to the Greater Bay Area through Macao's strengths."

Senna Fernandes cited the partnership with Alibaba, saying the government is in discussions with the company about leveraging big data for tourism promotion and enhanced experiences.

"In the future, we expect to attract more high-yield visitors rather than depending on the number of visitors, and keep visitors in town for longer to see the city and spend money."



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Two fairs, one platform

A total of 45 forums, seminars, conferences, and other activities were held to promote business, trade networking, and collaboration across borders

TEXT **ANTÓNIO BILRERO**

PHOTOS **CHEONG KAM KA**

The 22nd Macao International Trade and Investment Fair (MIF) and the inaugural 2017 PLPEX, a parallel event showcasing products from Portuguese-speaking countries (PSCs), highlight the growing success of Macao as a critical business platform.

Hundreds of enterprises from Macao, mainland China, eight PSCs, and other countries along the Belt and Road were in attendance. The two fairs saw 67 agreements signed, covering cooperation between governments and associations, as well as private sector collaborations, while 400 business matching sessions were hosted. A total of 45 forums, seminars, conferences, and other activities were held to promote business, trade networking, and

collaboration across borders.

Speaking at the opening ceremony, Macao's Secretary for Economy and Finance Leong Vai Tac expressed confidence in the addition of PLPEX to "enhance communication and cooperation between China and the Portuguese-speaking countries, allowing for a more dynamic development of the Macao platform."

Leong also said he expected MIF and PLPEX "would have a synergistic effect, generating an organic combination between the convention and exhibition industry in Macao, the service platform for trade cooperation between China and Portuguese-speaking countries, and the Belt and Road initiative, to generate greater benefits."

2017 PLPEX Opening ceremony





JOÃO GARCIA BIRES Angolan ambassador to China and delegation head

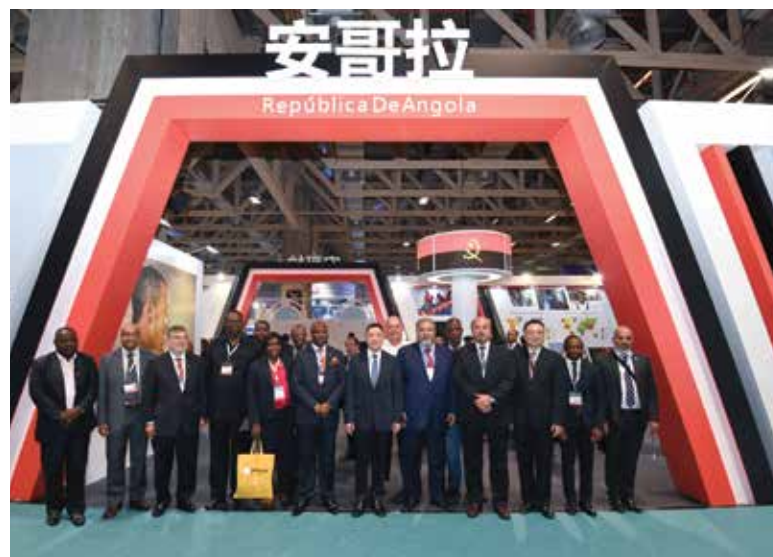
SPOTLIGHT ON ANGOLA AND GUANGDONG

The 22nd MIF featured Angola as Partner Country and Guangdong as Partner Province, complete with special pavilions for each and a trilateral trade forum organised by the Angolan Investment and Export Promotion Agency (APIEX), the Guangdong Department of Commerce, and the Macao Investment and Trade Promotion Institute (IPIM), the organisers behind MIF.

Angola brought to Macao a delegation of more than 80 people, representing companies linked to sectors such as fishing, banking, agriculture, and construction. Neighbouring Guangdong province sent a 250-strong delegation to the event.

João Garcia Bires, the Angolan ambassador to China and delegation head at MIF, noted the importance of Macao as a platform between China and PSCs to facilitate economic opportunity. As examples, he cited two major contracts signed at 22nd MIF: a strategic cooperation agreement worth US\$360 million between Angolan company OPAIA and a Jiangsu-based company, and a US\$50 million contract between Jiangsu Provincial Construction Co Ltd and an Angolan company to building housing projects in the country.

The fair also saw the announcement of a major business park to be built on the outskirts of the Angolan capital Luanda in cooperation



PAVILIONS Angola and Guangdong

with Guangdong province. Located within an established special economic zone, the nearly 20 square kilometre Luanda-Guangdong Business Park already has a start-up proposal for more than 20 companies. A separate pilot project now under way focuses on development of agribusinesses in an area of 1,500 square kilometres in Angola.

“As you can see,” Bires said, “Macao is playing its role as a link between China and Portuguese-speaking countries very well.” After many years spent in Beijing, the long-time diplomat recognises China as both an economic partner and a model:



LEONG VAI TAC Macao's Secretary for Economy and Finance

“China is an example our president wants to follow. Bearing in mind the current state of our country, resulting from difficulties caused by the low price of oil and some instability in the region, the priority is to stabilise the country and modernise it, like China did. We'll naturally look for many examples in the People's Republic of China. Political, social, economic, and cultural relations with China will thus have different, strengthened dynamics.”

Vitor Ramalho, secretary general of UCCLA (União das Cidades Capitais de Língua Portuguesa), highlighted another example of

Macao's role in channelling strategic cooperation with China. Speaking about a delegation from Jiangsu, he said: “[They] will soon travel to Cabo Verde and São Tomé and Príncipe, first stopping in Lisbon for a meeting that will focus on potential issues in relations between countries where Portuguese is an official language and cities like Macao and the provinces of China.”

Ramalho asserted that UCCLA's “long experience of close relations” has enabled it to expand over the years; it now counts 43 associate cities and 45 supporting companies.

“That's why we've also had a very close relationship with China,” he added. “Last year, we were in Jiangsu, a province that will have a very intense cooperation platform through Macao, with which we have been establishing ever deeper relations. As a result, we are able to assist and intermediate in trips by delegations from some Chinese provinces to Portuguese-speaking countries.”

PORTUGUESE SUPPORT FOR THE PLATFORM

Macao's role as a critical platform for China-PSC trade earned praise from the official representative of the Portuguese government in attendance, Secretary of State for Internationalisation Eurico Brilhante Dias.

“Macao has been decisive in promoting Luso-Chinese trade and we believe the same will also happen in the promotion of economic relations with other Portuguese-speaking countries. This is due to the administrative region's tradition and history as a hub for trade between East and West, the cultural affinity it shares with the rest of the Portuguese language world, and also to the ties that nowadays join those countries, based on which the Macao government has known how to strengthen its role,” he explained.

Trade between China and PSC amounted to US\$78.4 billion in the first eight months of this year (January–August), Dias recalled, up 30.2 per cent year-on-year. He also noted that China is Portugal's tenth-ranked client, and that Portuguese exports to this country rose by 34.3 per cent in 2016.

Dias stressed Portugal's support for Macao's positioning, saying that it was vitally important for Lisbon “to have a region with such historic ties” acting as a platform for China-PSC trade.

"Many countries of the world would like to have a platform with China like the one that Macao has, with this degree of knowledge and intersecting interests. Macao is valuable for both countries [China and Portugal] and that's what we aim to affirm."

Dias also indicated that Portugal is preparing to open a consulate in Guangzhou "probably in 2019," and an office of the trade and investment agency AICEP Portugal Global.

The fairs also saw a protocol signed between the Monetary Authority of Macao and COSEC (Companhia de Seguro de Créditos) to set up an agency for export credits. As an institution authorised by the Portuguese state to grant insurance and financing for export operations, COSEC will provide technical assistance for the creation of a Macao-based credit agency in that sector, making insurance available for such activities involving PSCs.

Dias explained that the initiative was meant to create a "platform that the Portuguese-speaking countries can use to guarantee the respective export credits, or even collateral costs, for some operations."

EURICO BRILHANTE DIAS

Portuguese Secretary of State for Internationalisation

ELEVATING PSCs ENGAGEMENT

For Alberto Carvalho Neto, head of the Portugal-China Association of Young Entrepreneurs (AJEPC), PLPEX promises to play an important role in strengthening relations between the PSCs, Macao, and China.

"PLPEX is a fair within the fair that is MIF. Our presence here is living proof of these events' importance for creating synergies and networking. If we truly work together we can gain critical mass and scale. The AJEPC and the Sino-PLPE [Federação Sino Países de Língua Portuguesa e Espanhola] drew nearly 220 entrepreneurs and more than a hundred exhibition stands here," he explained. "We believe Macao can be our bridge to China."

PLPEX grew out of a special pavilion for PSCs in 2014. The pavilion drew 150 companies, prompting organisers to expand to a PSC exhibition in 2015 before launching the standalone event this year. Part of the strength of the PSC contingent, according to Carvalho Neto, is in its diversity:

"PLPEX gathers very different products and services. Some come to export and some to attract investment. What's not here are Portugal's 10 million, Angola's 29 million or Brazil's 208 million, but rather the 271 million from the bloc of Portuguese-speaking countries. And they're here to promote via joint work, their products and services in China. Beyond common history and language, we have this good connection to China, namely via Macao. We have to know how to promote it."

In addition to the first PLPEX, this year also saw the launch of the Centre for Exchange of Innovation and Entrepreneurship for Young People of China and Portuguese-Speaking Countries. Established by the Macao government, the centre seeks to enhance collaboration and deepen mutual understanding among young people in Macao, mainland China, and the Portuguese language world, ensuring that the benefits of cooperation continue into the next generation.

The 23rd MIF and 2018 PLPEX are scheduled for 18-20 October 2018. ■



論壇

主辦單位:
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中華人民共和國商務部
Ministry of Commerce of the People's Republic of China
澳門特別行政區政府經濟財政司
Secretariat for Economy and Finance of the Macao SAR Government

承辦單位:
Co-ordinator:
MIF

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CHANGSHA 2017 Pan-Pearl River Delta Regional Cooperation Chief Executive Joint Conference

Connecting the dots

Chief Executive announces a visit by Pan-Pearl River Delta officials to the Portuguese-speaking countries in 2018

TEXT MARK O'NEILL
PHOTOS GOVERNMENT INFORMATION BUREAU

Macao Chief Executive Chui Sai On announced that his government is preparing a visit by the members of the Pan-Pearl River Delta (PPRD) to the Portuguese-speaking countries (PSC) in the first half of 2018.

Chui made the announcement in Changsha, capital of Hunan province, at the 2017 Pan-Pearl River Delta Regional Cooperation Chief Executive Joint Conference. Held on 25 September, the conference brought together senior officials from nine provinces of China and two Special Administrative Regions (9+2). Together, the 11 provinces/regions – Fujian, Jiangxi, Hunan, Guangdong, Guangxi, Hainan, Sichuan, Guizhou, Yunnan, Hong Kong, and Macao – account for one-third of the country's population and more than a third of its GDP.

INTEGRATING THE REGION

Hunan Governor Xu Dazhe presided over the conference attended by the governors of the other eight provinces and the Chief Executives of the two SARs. The leaders focused their discussions on four main topics: enhancing Pan-PRD connectivity; jointly constructing the Guangdong-Hong Kong-Macao Greater Bay Area; deepening cooperation in innovation in science and technology, promoting industrial integrated development and industrial upgrading in the Pan-PRD area; and improving environmental protection based on an integrated and collaborative system.

The announced PSC visit is just one example of the pivotal role Macao will play in Belt and Road (B&R), both nationally and internationally.

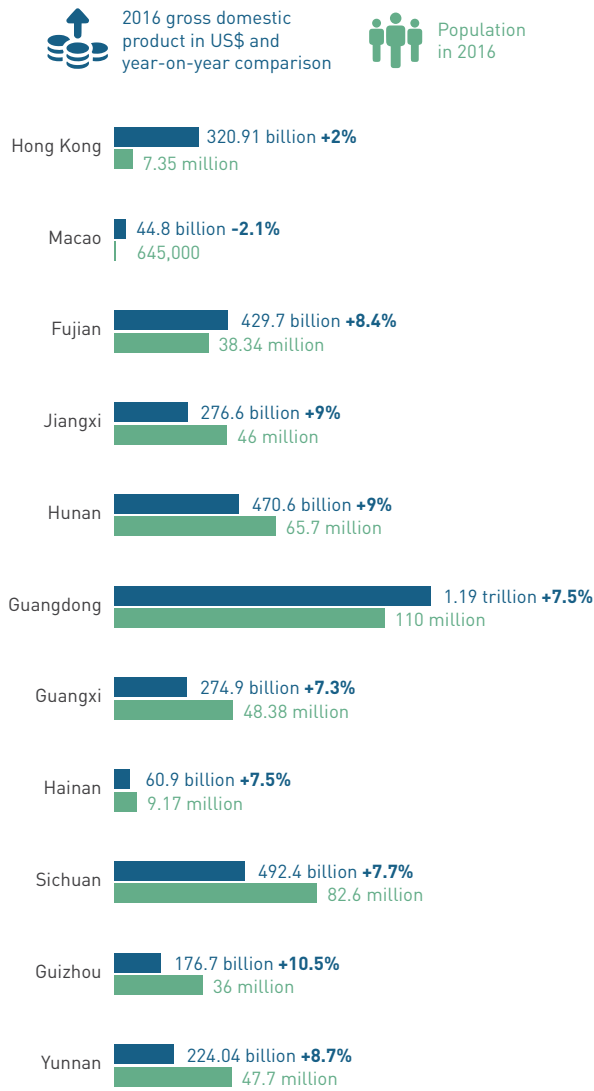
They also exchanged views on construction of the Pan-PRD High-speed Rail Economic Belt and establishing a Pan-PRD Cooperation Foundation.

During the conference, government leaders of the PPRD provinces/regions witnessed the signing of a PPRD Regional Customs and Clearance Co-operation Agreement and a PPRD Regional Tourism Union Co-operation Agreement. The two agreements focus heavily on increasing connectivity between Macao, Hong Kong, and the mainland provinces to promote tourism, enhance exchanges, and further the broader goals of the PPRD.

GDP AND POPULATION STATISTICS

The Pan-Pearl River Delta Regional Cooperation Chief Executive Joint Conference was set up in 2004 as an important platform for regional cooperation and communications and approved by the State Council.

It is commonly referred to as the 9+2, because its members are nine mainland provinces and the two SARs of Hong Kong and Macao. Together, they account for one third of China's population and GDP. Here are the GDP and population figures from 2016:



Source: China Statistics Bureau of China



The seven aspects of cooperation outlined in the agreements include provisions to fast-track customs between member provinces/regions, build a PPRD tourism brand and designing quality trans-regional tourist routes, conduct overall tourism marketing strategies, improve the training of tourism sector workers, and promote cooperation among think tanks.

In addition, Xu convened a consultative meeting between the PPRD provinces/regions and the central authorities. The assembled government leaders met with officials from the National Development and Reform Commission, the Hong Kong and Macao Affairs Office of the State Council, and representatives from the China Railway and the China Development Bank to exchange views on PPRD cooperation matters requiring support from central authorities, including the establishment of an Express Rail Link economic belt in the PPRD region and a PPRD cooperation fund.

The meeting concluded that the next PPRD Regional Cooperation Chief Executive Joint

Conference will be held in 2018 in the Guangdong province. Guangdong, together with Jiangxi province, will host the 12th Pan-Pearl River Delta Regional Cooperation & Development Forum and Economic & Trade Fair the same year.

CONTRIBUTION AND COOPERATION

At the meeting, Hong Kong Chief Executive Carrie Lam said that, as a regional transportation hub and a major asset management centre in Asia, Hong Kong would actively complement and support the establishment of the Express Rail Link economic belt in the PPRD Region and the PPRD cooperation fund, under the “one country, two systems” framework.

“In participating in the development of the Belt and Road initiative, Hong Kong has niches in professional services and geographical advantages,” Lam said. “The current-term government will integrate Hong Kong’s own developments with the Belt and Road initiative, with a view to consolidating traditional priority industries of Hong Kong and opening up potential new areas of economic growth.”

In terms of participating in the development of the B&R initiative, she noted that the PPRD provinces/regions could “go global” by utilising Hong Kong as a platform for two-way opening up.

Lam offered four specific areas in which Hong Kong could contribute: serving as a platform for investment and financing; building a transportation and logistics hub; being a platform for professional services; and taking forward the development of the Guangdong-Hong Kong-Macao Greater Bay Area, with a view to complementing and promoting the participation of PPRD provinces/regions in the B&R initiative.

Regarding innovation and technology, she noted the HKSAR government’s commitment to promoting re-industrialisation and the development of high value-added industries. The HKSAR government would in future encourage universities in the territory and R&D institutions in PPRD provinces/regions to undertake more cooperative projects.

Lam also expressed her hope to nurture “people-to-people bonds” in the region through enhancing cooperation between Hong Kong and PPRD provinces/regions, both in youth work and in the implementation of measures to facilitate Hong Kong people studying, working, and living in the mainland.

INTERNATIONAL PLATFORM

Macao has its own part to play in realising PPRD goals, particularly in facilitating the B&R initiative. Chui said that Macao should leverage its advantages in terms of language, culture, and relationship with the Chinese overseas communities, and its role as a bridge between China and the PSC to serve the provinces/regions of the PPRD region. He added:

“Macao will continue to develop its role as a service platform in China-PSC trade cooperation and explore business opportunities and work toward greater cultural exchange based on Chinese culture and the coexistence of a multinational culture, building on the legacy accumulated over 400 years in the meeting of Eastern and Western cultures, together with the cities of the Greater Bay and the PPRD region.”

Macao recently utilised its role as a platform in regards to another major topic under discussion at the conference: environmental protection. In March 2017, Macao organised a delegation of more than 50 officials from the PPRD to visit Brazil and Portugal where they exchanged ideas on environmental and water management, as well as the development and application of green energy. The visit offered opportunities to establish contacts in relevant fields; any future partnerships would serve to strengthen China-PSC ties.

Speaking at the conference, Chui reaffirmed Macao’s commitment: “Cooperation with the PPRD in promoting tourism cooperation, and science and technology, in particular through the experience of the region and its provinces in the development of a smart city will continue.” ■



Governors from nine provinces and chief executives from the SARs

Lee Kum Kee: an accidental fortune

Macao played a major role in the transformation of the sauce producer into a global business empire

TEXT **OU NIAN LE**

PHOTOS **COURTESY OF LEE KUM KEE**

In July, Lee Kum Kee, the world's biggest producer of oyster sauce, announced the purchase of a London office tower for a record US\$1.7 billion, the most ever paid for a single commercial property in the UK. Dubbed the Walkie-Talkie for its distinctive top-heavy shape, the 130,000 square-metre building is the sixth tallest in London.

Lee Kum Kee, famous for manufacturing over 220 types of Chinese sauces on sale in more than 100 countries, has grown considerably since its founding in 1888. The once small family business has transformed into Lee Kum Kee International Holdings Ltd diversifying into Chinese herbal medicines, skin care, health care products, and property through subsidiary brands of its LKK Health Products Group Ltd.

Macao played a significant role in the history of this well-known brand, as the training of the second generation and the first forays into overseas markets occurred during the 44 years Lee Kum Kee was based in the city. Macao offered a larger market and a degree of safety during World War II, as the only city in East Asia not occupied by the Japanese military, although it was not entirely free of Japanese control. Even after the corporate headquarters moved to Hong Kong in 1946, the firm maintained its manufacturing in Macao for several years.

1960s Packaging of the oyster sauce

AN UNEXPECTED DISCOVERY

The company was founded by Lee Kum Sheung, born 8 November 1868 in the Guangdong province to a farming family. He lost his father at an early age; he and his mother supported the family through farming. In his teens, he moved to Nanshui town, an area now part of Zhuhai, which borders Macao.

Lee opened a small restaurant in Nanshui. On the advice of his neighbours, he began buying oysters from local fish farmers for his restaurant. Nanshui had long been famous for the quality and taste of its oysters, which people ate both raw and cooked.

The discovery of oyster sauce was largely an accident: he was preparing raw oysters in a pan and left them on too long, turning the white flesh into a black sauce. Lee was about to pour it away when he decided to taste it first and found it delicious – he had invented the world's first oyster sauce. Lee spent his evenings refining the sauce before he began to sell it. His new sauce became popular all over the district, spreading to the neighbouring cities of Jiangmen, Zhongshang, Guangzhou, and Macao.

In 1888, he put the name Lee Kum Kee above his shop; thereafter, people called him by that name, not his real one. Things were going very well for the business when disaster struck in 1902. A devastating fire swept through the village, burning down half the street on which Lee's shop and home were located. It was the worst fire in living memory in Nanshui, having started in the middle of the night and spread rapidly. Lee and his wife were able to rescue their five children unharmed and run out into the street. There they watched as their home was reduced to ashes.

Traumatized, Lee made a major decision. That year, he moved his business and his family to Macao. The city was a large business centre with good links to Hong Kong, and he already had clients and a strong reputation there. While the family ran a small grocery store in the city, their main business was the production of oyster sauce.

IMPORTANT BUSINESS MOVE

Lee rented an apartment for his family in Macao before beginning producing of the sauce. As business improved, he rented space at 9–11 Rua da Praia do Manduco as a production workshop and two floors at 151 Avenida de Almeida Ribeiro, the main commercial street in Macao. Now known as 611 Avenida de Almeida Ribeiro, the building still bears the Lee Kum Kee name.



LEE KUM SHEUNG

Founder of Lee Kum Kee and his wife



MACAO

Flagship shop of the company

The discovery of oyster sauce was largely an accident: he was preparing raw oysters in a pan and left them on too long, turning the white flesh into a black sauce

Moving to Macao proved a good business decision. The city offered a significantly larger market than in Nanshui, with both residents and tourists eager for distinctive products. Production costs were also lower, too. But others followed his example, creating intense competition between the more than 10 brands of oyster sauce available in the city.

Macao itself did not produce oysters, so Lee continued to buy from Nanshui; he put the purchasing in the hands of his cousins and made frequent journeys from Macao to Nanshui, to ensure the quality of the product. He also set up production workshops in nearby Hengqin and Yinheng.

His premium quality oyster sauce wasn't affordable for much of the population, prompting Lee to develop other markets. He started in Hong Kong before expanding overseas into cities in North America, Europe, and Australia in the 1920s. Since the middle of the 1800s, tens of thousands of Chinese had immigrated to these areas and they took their eating habits with them – perfect markets for his sauce.

Lee Kum Kee was – and remains – a family business. While in Macao, Lee's sons worked closely with their father, with each focusing on particular aspects of the business. Lee Shiu Nan was responsible for improving the technological standard and product quality, while Lee Shiu Tang oversaw marketing and promotion.

Founder Lee Kum Sheung died in Macao in December 1929, at the age of 61. The business passed to his son Shiu Nan.

To meet the demands of overseas markets, Shiu Nan opened new branch offices in Hong Kong, at 262 Queens Road in Central, and in Guangzhou in the 1930s.

Like other companies in China, Lee Kum Kee was badly hit by the Second Sino-Japanese War (1937–45). While relatively safe in neutral Macao, the economy was devastated, consumption plunged, and transport links cut. After the war, the company moved its headquarters to Hong Kong and began the long road to recovery.

In 1949, Lee Man Tat – the third generation of the family – returned to Macao. Portuguese

control meant the city had easy access to other colonies in the empire, such as Mozambique. Man Tat used capital the firm had earned in Guangzhou to set up new factories in Macao, making products for everyday use, such as buckets and washing basins. The products sold quickly in Mozambique, prompting Man Tat to invest in seven more factories in Macao, producing umbrellas, leather cases, clothes, and other items.

EXPANDING INTO NEW TERRITORY

Having survived the war, the firm faced new challenges in Hong Kong. The first was the flood of refugees in the early 1950s, and the resulting social disruption. The second, a decade later, when the Cultural Revolution (1966–76) presented its own stresses on business. The third challenge came in 1972 when Man Tat, the newly appointed chairman of the company, suggested to shareholders that additional product lines be developed to pursue larger markets. His uncles disagreed; the following year, Man Tat bought their shares in the company with the approval of his father, Shiu Nan. Then in 1986, Man Tat's proposal to expand the factory was rebuffed by his younger brother, who owned 40 per cent of the business; Man Tat bought his shares and expanded.

Lee Kum Kee thrived under his leadership, taking advantage of the reform and open door policy in China to pursue new business opportunities in the 1980s then expanding into the US the following decade. The company opened its first US factory in Los Angeles in 1991 and a new US headquarters, also in Los Angeles, with modern production lines, in 2002. The global corporate headquarters remains in Hong Kong with five production bases: Los Angeles, Malaysia, Huangpu in Guangzhou, Hong Kong, and Xinhui, the hometown of founder Lee Kum Sheung.

The largest, in Xinhui, occupies an area of 1.33 million square metres. Its products include soy sauce, oyster sauce, shrimp paste, sesame oil, chilli sauce, XO sauce, and menu-oriented sauces. Equipped with 3,000 soy sauce fermentation tanks, each with a capacity of up to 120 tonnes, the factory has a total annual production over 500,000 tonnes.

The company once again moved beyond sauces with the establishment of LKK Health Products Group Ltd (LKKHPG) in 1992. Under the core brand Infinitus, LKKHPG combines traditional Chinese medicine with high-tech tools. The brand



A MACAO TAXI

An advertisement for the firm



NEW BRAND DESIGN OF LEE MAN TAT

The third-generation head of the firm in the 1960s



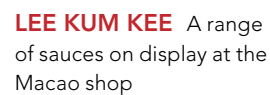
LEE SHIU NAN

Son and successor of the founder and his wife

grew steadily over the decades, expanding to include four Infinitus members, and multiple brands for health food, skin care, personal care, health maintenance, and household cleaning products. LKKHPG also holds the pharmaceutical company Tianfangjian, health tech company HeHa, and Infinitus Property Investment, which made the record-setting purchase in London.

Infinitus Property Investment made its first move into the UK property market in December 2016 with the purchase of 3 Harbour Exchange in the Docklands area of London for US\$49 million. Its investments in Asia began much earlier, notably with the purchase of Infinitus Plaza, formerly known as Vicwood Plaza, in 2010. The 34-storey building in the Central district of Hong Kong boasts

In November 2016, work began on a new Infinitus Plaza in Guangzhou, a multipurpose complex comprised of a pair of eight-storey buildings connected by tree-covered sky bridges in an arrangement modelled after the looping infinity symbol. The 167,000 square metre building is scheduled for completion in 2020. The project employs smart technologies and energy-saving measures for greater environmental sustainability, echoing the low emission, low energy consumption design of the Infinitus Yingkou Production Base, completed in 2014. The base is also highly efficient with a projected production capacity of RMB18 billion (US\$2.88 billion) by 2019.



NOVEMBER 2017

Family-run businesses like Lee Kum Kee rarely enjoy this degree of success for long. In the business world it's called the third generation curse, a seemingly unavoidable progression in which the first generation starts a business, the second grows it, and the third squanders it.

Man Tat, the third generation, faced issues in his early tenure that put him under considerable emotional and financial stress. Recognising the danger of such internal conflicts, the Lee family agreed to establish a family council and draft a family constitution in 2002. These structures, along with a series of innovations introduced by Man Tat's Western-educated children, enabled Lee Kum Kee to continue to thrive as it enters the fifth generation. Coupled with the company's ability to innovate and diversify, with a vigorous, adaptable approach to marketing, Lee Kum Kee has become a case study for how to succeed.

Success built on a foundation developed during the decades in Macao, as Lee Kum Sheung first expanded and diversified his products, brought his two sons into the business, with their sharp focus on improving quality and marketing. The multibillion dollar global company of today may be a far cry from its humble beginnings, but much is just as it was in the founder's days. The shop on Avenida de Almeida Ribeiro is still there, still carrying oyster sauces made by the Lee family, more than a century later. ■



A fearless martyr

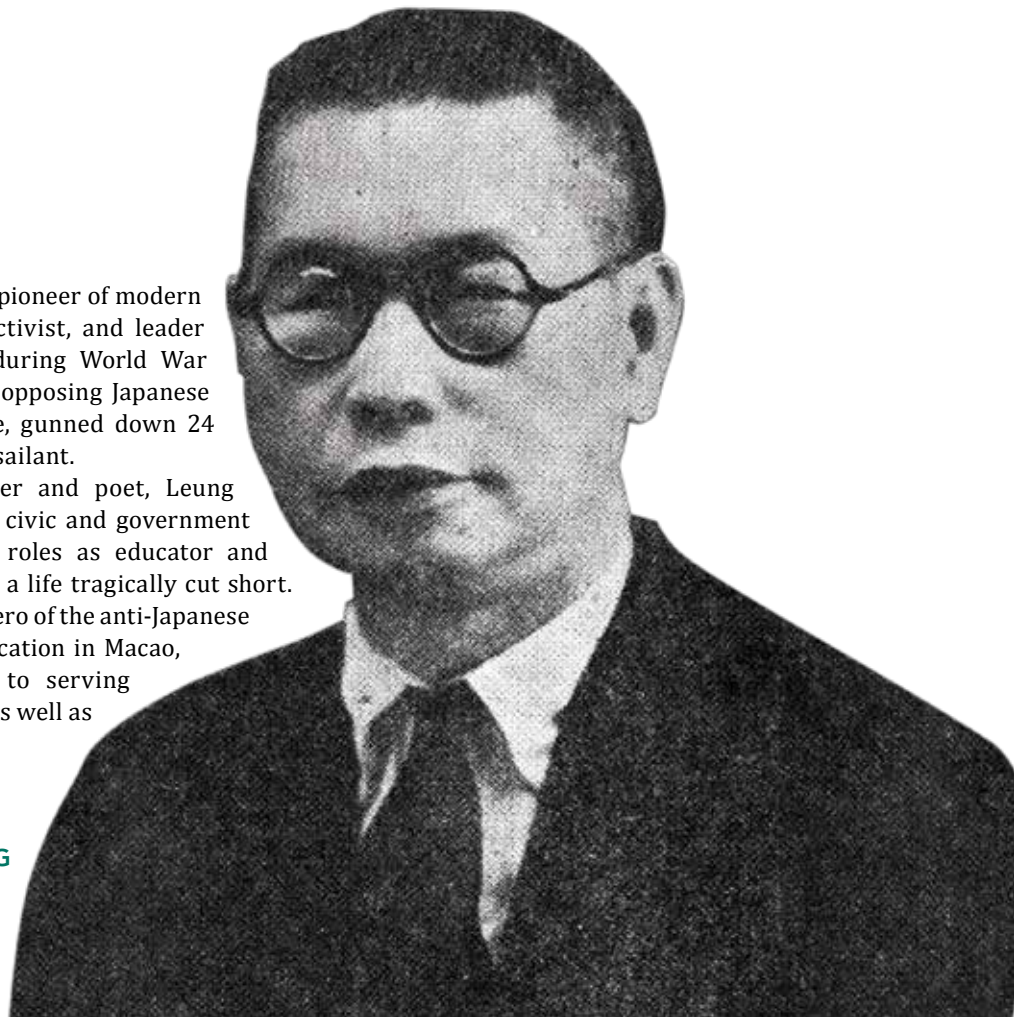
Leung Yan-ming – a hero of the anti-Japanese movement who dedicated 33 years of his life to local education

TEXT MARK O'NEILL

Leung Yan-ming was a pioneer of modern education in Macao, a political activist, and leader of the anti-Japanese movement during World War II. His years-long commitment to opposing Japanese aggression likely cost him his life, gunned down 24 December 1942 by an unknown assailant.

An accomplished calligrapher and poet, Leung also served in prominent roles in civic and government organisations in addition to his roles as educator and activist. He accomplished much in a life tragically cut short. Today, Leung is remembered as a hero of the anti-Japanese movement and a champion of education in Macao, dedicating 33 years of his life to serving primary and secondary students, as well as the ordinary public.

LEUNG YAN-MING



DAWN OF A NEW ERA

Born in 1885 in Xinhui, Guangdong province, Leung studied at the Nanhai Model School and Guangdong Normal College, two of the leading educational institutions in Guangzhou at the time.

He came of age in a period of revolutionary ferment, in which the Cantonese played a leading role. One of the areas of greatest change was education. Reformers wanted to introduce the teaching of maths, science, geography, and other modern subjects to replace the study of Chinese classics that had been the basis of education in China for centuries.

In 1905, the Qing dynasty abolished the imperial examination system that relied on knowledge of Chinese classics and literary style. The abolition led to a search for a new form of education to equip young people for the modern world. Swept up in the movement, a young Leung endeavoured to make his own contribution to improving the schooling of China's children. His work began in 1909 when his father, Leung Tai-cho, decided to move the family from Guangzhou to Macao.

Leung set up a new school in Macao the same year, in a former bookstore on the second floor of a downtown building; he called it Sun Sat Middle School (崇實學校), meaning a school that promoted honesty. In 1910, through the introduction of two members, he joined the Tongmenghui, a revolutionary party led by Dr Sun Yat-sen that was the forerunner of the Kuomintang (KMT), or Nationalist Party. Founded in August 1905 in Tokyo by Sun and his associates, Tongmenghui existed as a secret society and underground resistance movement aimed at overthrowing the Qing dynasty.

In April 1911, Leung and other members of the Tongmenghui embraced a symbolic act of disloyalty to the Qing empire popular among revolutionaries: the cutting of pigtails. They organised the demonstration in the school, risking severe punishment by defying the government mandate that all men wear a pigtail.

Six months later, in October 1911, a military uprising in Wuchang, Hubei province, set off the Xinhai Revolution. Revolts and uprisings swept across the country, drawing in people from varied walks of life, including revolutionaries like Leung; the Qing dynasty fell within months, bringing an end to imperial rule.

BUILDING THE SCHOOL

Under Leung's leadership, Sun Sat Middle School developed rapidly, becoming one of the best-known schools in the city. It expanded to offer classes from primary to early middle school, as well as housing for faculty and students in a three-storey apartment building in the Nan Wan area in Macao.

Instruction focused on preparing students for education in the mainland, arming them with the tools needed to keep pace with advancements. To this end, Leung set up a Boy Scouts troop and added military training in the middle school.

He ordered a batch of fake rifles from Guangzhou for training, but met with strong opposition from the Portuguese government, which did not allow military training outside its control. While Leung was forced to drop the planned training exercises, he retained more than 100 rifles, storing them on shelves lining both sides of the school's main assembly hall.

TONGMENGHUI ASSOCIATION 1910



Under Leung's leadership, Sun Sat Middle School (崇實學校) developed rapidly, becoming one of the best-known schools in the city. It expanded to offer classes from primary to early middle school, as well as housing for faculty and students in a three-storey apartment building

In 1920, Leung helped found the Macao branch of the Chinese Education Association (CEA). The organisation sought to promote the unity and development of teaching in the city, emphasising the importance of cultivating Chinese language education, culture, and patriotism. They founded a free school the same year, aimed at providing education to ordinary people.

Most schools for Chinese living Macao were private, and while the organisations running them tried to keep tuition fees low, some children could not afford to attend. Others came to the city as teens or adults without an education. Free schools granted many ordinary Chinese a unique opportunity to receive education. In 1927, seven years after opening the free school with the CEA, Leung founded Kiang Wu Free School.

Leung dedicated more than 30 years of his life to developing and promoting education in the city. Many of the graduates of his school went on to play prominent roles in the life of Macao.

FIGHTING FOR A NATION

For Leung, his teaching and political work were part of the same struggle: to strengthen and modernise China. Having succeeded in overthrowing the Qing dynasty, the three-year-old government of the Republic of China faced another imperial threat: Japan. In January 1915, Tokyo issued the Twenty-One Demands, a list of

stipulations designed to dramatically expand Japanese control of Manchuria and China. The blatant attempt to transform the new republic into little more than a puppet state prompted sharp protests across China. Leung joined with others to organise an association to boycott Japanese goods and "save the nation." They were not alone.

Japanese exports to China fell 40 per cent in the wake of the nationwide boycott. Pressure from Britain and the US forced Tokyo to drop the most aggressive set of demands which would have, among other things, given Japan control of China's finance and police. The reduced Thirteen Demands remained a severe blow to Chinese sovereignty, solidifying the losses accrued in the First Sino-Japanese War (1894-95). The new government, in no position to reject it, reluctantly signed the treaty 25 May 1915.

In the years that followed, anti-Japanese sentiment remained high. On holidays, Leung organised students and faculty to take part in local activities to promote the boycott. When Japan received parts of Shandong province in the 1919 Treaty of Versailles, a mass demonstration by over 3,000 Beijing students sparked a wave of protests across the nation. Dubbed the May Fourth Movement for the day of the first protest, it marked a sharp upsurge in Chinese nationalism, political mobilisation, and populism.

In 1921, Leung and other members of the CEA met with Dr Sun Yat-sen in Guangzhou. Dr Sun encouraged Leung to bring together all sectors of Macao society and promote patriotic businesses. The following year, Leung led a group of more than 3,000 teachers and students in a mass demonstration protesting the nation's shame at the hands of Japan and other foreign powers, and calling for national revival.

When Dr Sun died in 1925, Leung chaired a meeting of 20,000 in a ceremony to mourn the death of a man now known as the "Father of the Nation."

Leung remained committed to KMT even after its founder's death, playing a prominent role in the work of the Macao branch, serving as a member of its standing committee, and attending meetings as a deputy of its Zhongshan and Guangdong branches. Leung also served as vice chairman of Kiang Wu Hospital, a senior official of the city charity Tong Sin Tong, and a committee member of the CEA.

A NEW WAR

After Japan launched its all-out war against China in July 1937, Leung threw himself in the struggle. He strongly promoted the boycott of Japanese goods, and encouraged his students to bring copper coins for the collection box passed in each class to raise money for the war effort. He raised funds to treat KMT soldiers injured in the war, particularly the devastating Battle of Songhu.

Fought in and around Shanghai between August and November 1937, it was one of the bloodiest battles of the Second Sino-Japanese War: 250,000 Chinese and 40,000 Japanese died during the four months of brutal urban warfare. Historians have called it "Stalingrad on the Yangtze," a reference to the single deadliest battle of World War II.

Leung campaigned passionately to raise public awareness about the war. This prominence in the anti-Japanese movement brought him to the attention of its agents in Macao. Despite receiving death threats for it, he continued his work.



JAPANESE SOLDIERS Sino-Japanese War



MANCHURIA Japanese invasion

After the Japanese captured Hong Kong in December 1941, Leung's importance to the movement only increased. The government concentrated its overseas Chinese work in Macao, the only place in East Asia not under Japanese control. Leung secretly monitored the activities of Japan and its collaborators, reporting them to the government in Chongqing, where it had moved the capital after the fall of Nanjing in 1937.

Then the threats became reality: on Christmas Eve 1942, as he was walking back to his school in the evening, Leung was shot dead. He was 57. More than 1,000 people attended his funeral; when the procession passed the Japanese consulate, mourners expressed their anger and protest. Within a week, Lin Zhuofu, leader of the Hong Kong and Macao KMT and principal of Zhongshan Middle School, was also shot to death.

No arrests were made for either murder. It is widely believed that Japanese agents assassinated both men to halt their anti-Japanese activities. But the Portuguese government in Macao, concerned with maintaining its neutral status in the war, dared not conduct a vigorous investigation into the killings.

The central government in Chongqing lauded Leung in death with a telegram praising him as "First among Overseas Chinese to die for their country in Macao." On 29 March 1943, it designated him as a martyr.

The poetry society Leung helped establish in 1927 published a collection of his poetry after the war ended in September 1945. Founded in 1920, his school operating under a new principal, continued to serve the city until 1961.

On 3 September 2014, nearly 70 years after Japan surrendered, officials of the Macao Education and Youth Affairs Bureau held a meeting with teachers and students to remember those in the city who had given their lives during the Second Sino-Japanese War, including Leung Yan-ming.

They recalled his prominent place in education as chairman of the Macao Chinese Education Association and principal of Sun Sat Middle School, and his work engaging students and teachers in the salient political issues of the day. He eagerly promoted patriotism from the time of the May Fourth Movement in 1919, and campaigned fervently against Japanese aggression, both as an activist and a government agent. "For more than a decade, he resolutely led the work against Japan," the official record said. "He was a fearless martyr." ■



KIANG WU HOSPITAL Sun Yat-sen



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A collection of wonders

MUST Library collects 3,000 historical maps from around the world

TEXT MARK O'NEILL
PHOTOS ANTÓNIO SANMARFUL

The Macau University of Science and Technology (MUST) Library has assembled a remarkable collection of 3,000 historical maps from around the world, the largest such collection in China.

Brought together as part of the long-term research endeavour Global Mapping of Macao (GMoM), many of the maps originate from collections held by the libraries of Harvard and Stanford universities, the Library of Congress, Vatican Apostolic Library, Bibliothèque Nationale de France, and other Western institutions. Others come from the East; the National Library in Beijing, for example, recently contributed 28 maps from the Ming and Qing dynasties to the project. Most of the maps are high-quality reproductions that appear identical to the originals when viewed with the naked eye.

The collection covers the better part of a millennia: the earliest pieces, a collection of three rubbings of the earliest stone maps, date from 1136. Much of the collection, however, focuses on Macao and China, beginning in the 16th century with the arrival of Portuguese explorers. Professor Dai Longji, the MUST librarian and man behind the project, explained:

“Our aim is to build a special collection of Macao Studies, in both physical and digital forms. We want to help scholars use maps and advance research on Macao from the point of view of world history. We also wish to support public education, especially the interest of young people in knowing the history of Macao and China.”

The late 2016 launch of an online database of the maps, open to the public, attracted interest from scholars around the world. To further cultivate interest in both the project and the field of study, GMoM has published map albums and organised exhibitions and seminars, both at home and abroad.



DAI LONGJI Professor and librarian of Macau University of Science and Technology

Our aim is to build a special collection of Macao Studies, in both physical and digital forms. We want to help scholars use maps and advance research on Macao from the point of view of world history, said Dai Longji

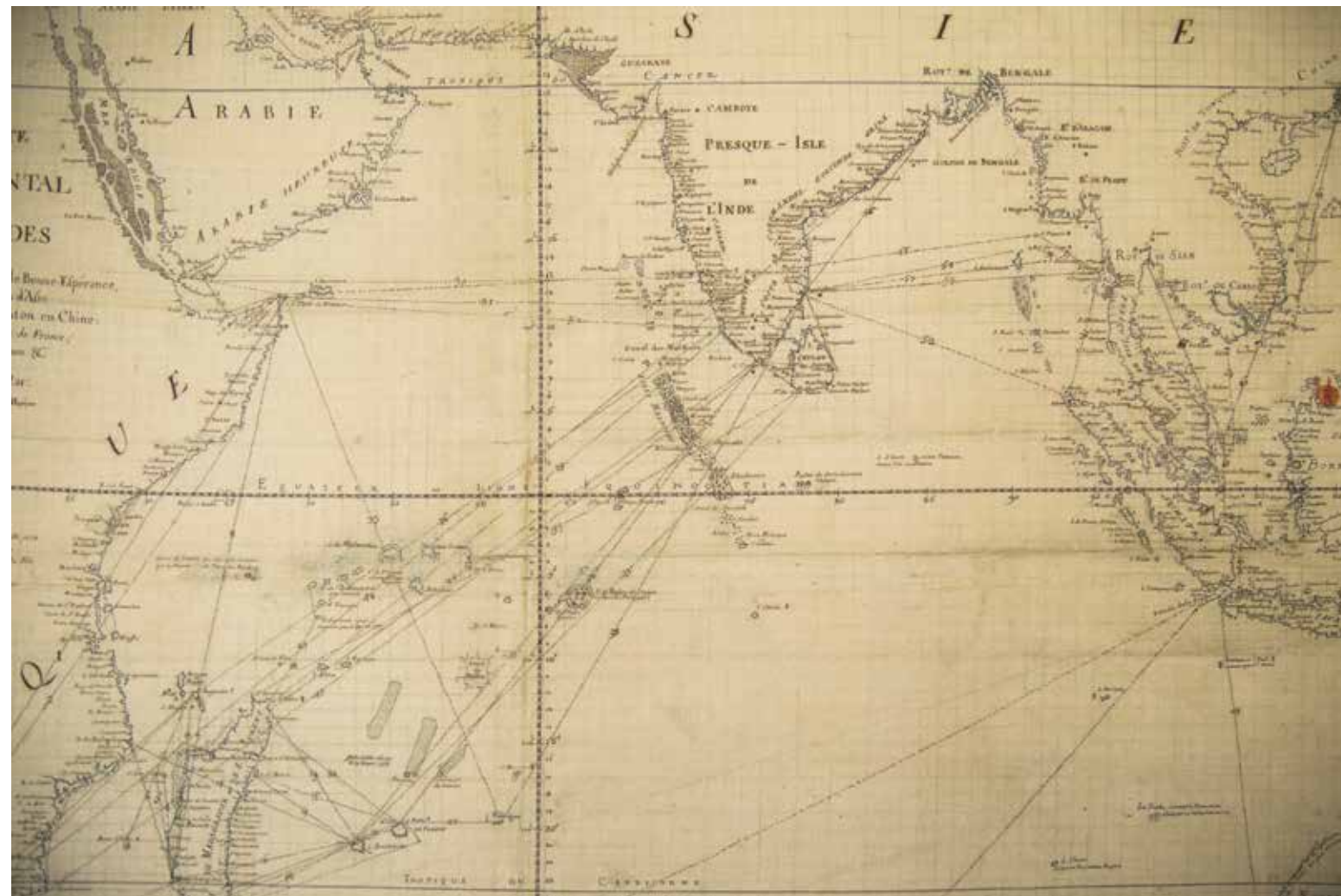
A LONG TIME IN THE MAKING

Dai began his career as a librarian at the prestigious Peking University in Beijing. He first came to the institution as a student, having won a place there in the 1977 national university entrance exam, the first since the start of the Cultural Revolution (1966–76). After graduation, Dai took a position as a teacher at the institution before moving to the library, where he served as executive deputy librarian. He moved to his current job at MUST in 2009, two years after retiring from his post at Peking University.

During his tenure in Beijing, he worked with foreign universities, including Harvard University, whose library now has a collection of more than 500,000 maps, including over 2,000 titles on China. He discovered that these maps were widely used in scholarly research because they contained a great deal of information about places as well as illustrating the perception of them at the time. “They provide information that you cannot find in words,” Dai said.

Dai thought to create a similar collection at Peking University, making initial contacts with Stanford and the University of California-Berkeley, but found that maps were less widely used in the mainland, in part because access to them is often restricted for security reasons, particularly if they involve border regions.

Macao proved more accommodating. In 2013, four years after Dai moved to MUST, he and his team began the work of amassing a collection of maps depicting Macao’s place in global history over centuries.



RIBERO'S WORLD MAP 1529

FINDING MACAO

In the first year, Dai raised MOP1.5 million (US\$189,661) from three sponsors: the Macao Foundation provided MOP1 million (US\$124,440) for the project; the Tertiary Education Services Office sponsored an international symposium; and the MUST Foundation sponsored the start-up and the team’s first trip to Harvard.

“Our original plan was to take Macao as the key point of the maps, but we discovered that this was not enough to understand the whole story,” Dai said. “We broadened the scope to include China, East Asia, and even world maps. In their early maps, Westerners discovered the Far East through Macao.”

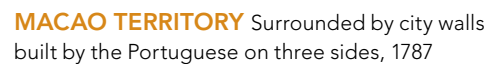


They also decided that copies, not original maps, were better suited to the project goals. “Originals are hard to collect, more expensive and not so easy to use,” he explained. “Our aim is to make the material useful for research and educational purposes. The quality of the scans is very high.” By printing the high-resolution scans on paper specially selected to mimic the texture of the original document, the copies – whether small sheets or scrolls more than 10 metres long – are virtually indistinguishable from the originals.

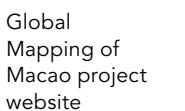
The task of assembling the collection mainly fell to Dai’s assistant, Yang Xunling. “It needs a lot of hard work. We selected the maps from seeing over 10,000 maps,” Yang said. “We searched the maps through online catalogues or on-site card catalogues, then requested to see the maps to choose. Some items were not even catalogued. In some particular libraries, normally one scholar can only request a maximum of five manuscripts per day, so that you need to do a lot of preparation, communication and negotiation before going there.”

Yang’s inquiries focused on Western maps of Macao and China between 1500 and 1900 that showed exchanges between East and West, including the Maritime and Land Silks Roads, the Portuguese possessions in Asia, and the sea routes from Macao to Malacca, Goa, Nagasaki, Acapulco, Manila, and so on.





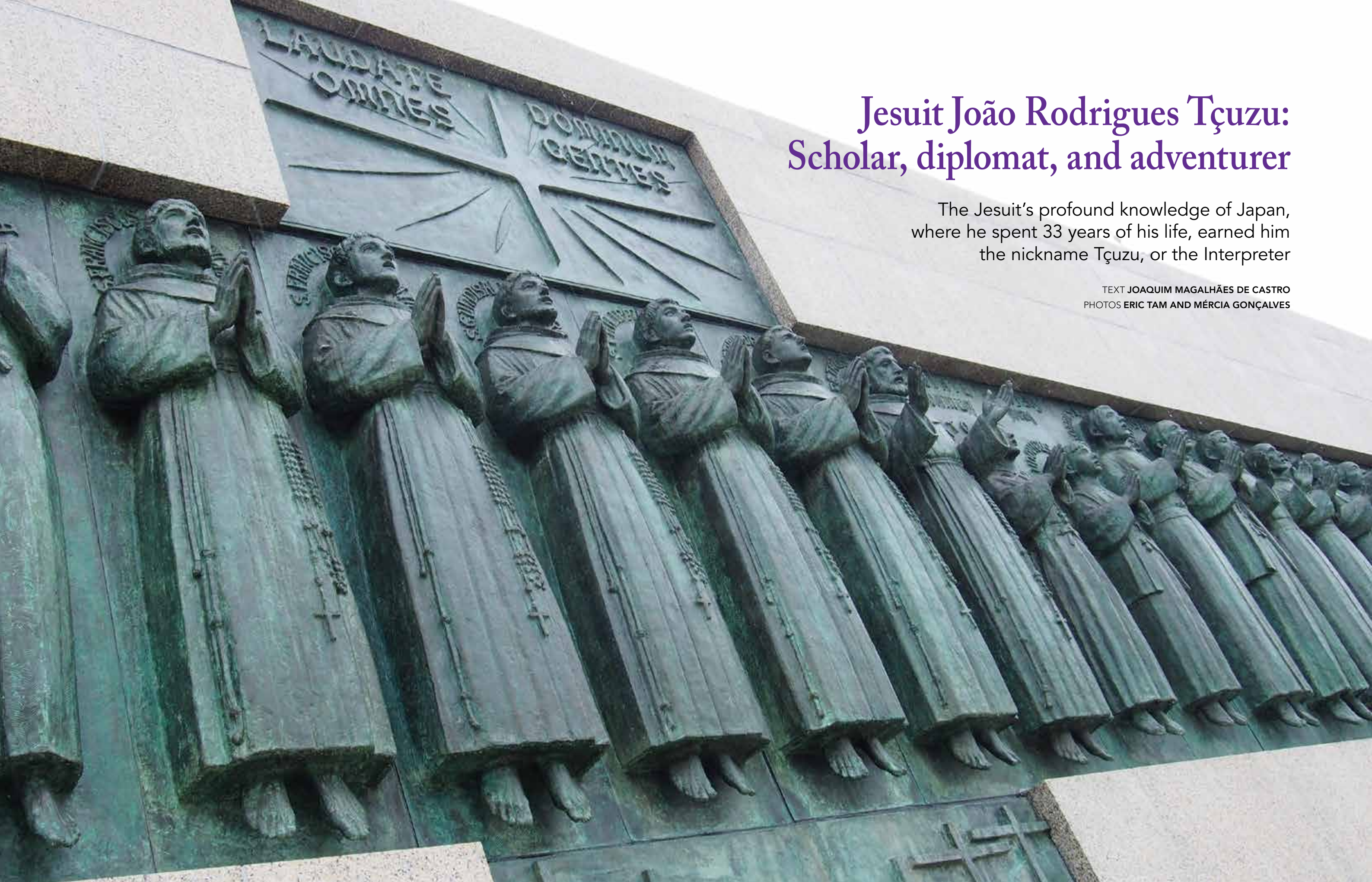
In the four years since the project began, MOP5 million (US\$622,200) has been spent to cover everything from the cost of purchasing, scanning, and copying maps, to translators and travel expenses for Yang and his colleagues, to the seminars, exhibitions, and publications used to promote and enhance the project. Dai and his team plan to continue in the future. There are many countries they have not visited such as Britain, Holland, Spain, and Japan, all of which have material relevant to the collection. The future of the project depends on how much their sponsors are willing to provide.

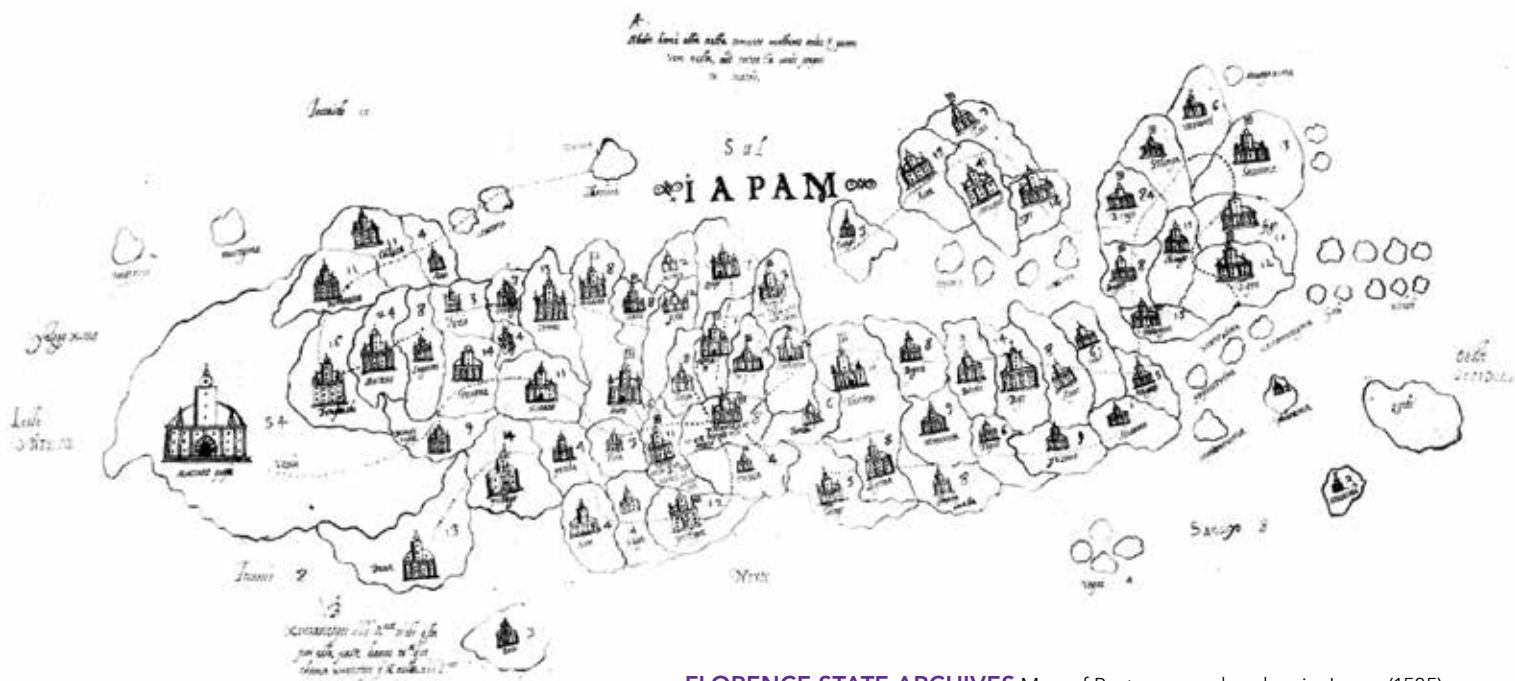


Jesuit João Rodrigues Tçuzu: Scholar, diplomat, and adventurer

The Jesuit's profound knowledge of Japan, where he spent 33 years of his life, earned him the nickname Tçuzu, or the Interpreter

TEXT JOAQUIM MAGALHÃES DE CASTRO
PHOTOS ERIC TAM AND MÉRCIA GONÇALVES





FLORENCE STATE ARCHIVES Map of Portuguese churches in Japan (1585)

Of the more than 200 Jesuits buried in the church of St Paul in Macao, there is one in particular who stands out: João Rodrigues. His profound knowledge of Japan – a country where he spent 33 years of his life – of its people, language, and culture earned the Portuguese man the nickname Tçuzu (Japanese *tsūji*), or the Interpreter.

Born around 1561 in Sernancelhe, diocese of Lamego, in the north of Portugal, Rodrigues went on to author the first grammar of Japanese language and many other works covering areas ranging from history to geography to astronomy to simple chronicles of customs.

As well as an attentive observer, diplomat, and researcher, Rodrigues was also a skilled businessman and restless adventurer always driven by an altruistic and curious spirit. His time in Macao and subsequent visits to China are testimony to that.

Forced to leave Japan in the wake of the *Madre de Deus* incident, Rodrigues arrived in Macao in 1610, at the age of 49. Macao was then a flourishing warehouse, vital to the commercial activities of the Portuguese. It was not his first visit: he passed through the city in April 1577, en route from Goa to the mission in Japan. Nearly 20 years later, in 1596, Rodrigues returned to Macao where he was ordained a priest.

The first days of his stay in Macao were marked by a period of great diplomatic tension between China and the archipelago of Japan, motivated by piracy, which led to a rupture in official commercial relations between the two territories. The situation would prove to be of great benefit to the Portuguese merchants who soon turned the port city into a revolving platform for economic activities between China, Portugal, and Japan itself.

Although no details are known of the first two years of his stay, it is known that Rodrigues was put in charge of drawing up the annual report for Rome, and shortly thereafter accompanied the delegation of Portuguese merchants to the Canton Winter Fair as chaplain. Held twice a year over a period of several months, the fair was the only occasion when the Chinese, distrustful by nature, officially authorised the Portuguese to enter the Middle Kingdom. Whenever this opportunity arose Rodrigues took advantage of it, involving himself in the most diverse and controversial subjects.

He remained in China (mainly in Zhejiang province) between 1612 and 1615, playing a key role in revising the Chinese calendar at the emperor's request and engaging in heated controversy with fellow Jesuits about the religious terminology to be used in mission work in China. The renowned interpreter argued that Latin and Portuguese terms should be used to express Christian concepts, as happened in the evangelisation of Japan.

Rodrigues also maintained good relations with the highest dignitaries of the reigning Ming dynasty. His stay allowed him to deepen his knowledge of Chinese culture, especially his religious practices. To this end, he wrote: "During the years I was there I was in charge of ascertaining the root of all these sects I had studied in Japan. For this I ran China and all our residences and other parts where our people had never ventured."

Upon his return to Macao in 1615, Rodrigues found a much larger Jesuit community, the result of the arrival of missionaries expelled from Japan in 1614. Rodrigues worked tirelessly in his efforts to resolve the enormous problems faced by his former companions, now exiled like him. However, in the little free time he had, he never neglected his contact with the Chinese authorities in Guangzhou, which earned him respect and admiration.

During his time in the territory, Father Rodrigues taught at St Paul's College, teaching sermons, performing parish functions and

TWENTY SIX CATHOLICS CRUCIFIED Nishizaka, Nagasaki in 1596





ARTE DA LINGOA DE IAPAM By João Rodrigues (1604)

working as an attorney. Of note is his role as mediator in religious conflicts and his negotiating genius in Guangzhou on the delicate issues of the construction of defensive walls (an urgent situation after the attempted invasion by the Dutch in 1622) and the property rights of the Jesuits on the grounds of the Ilha Verde, where, incidentally, Rodrigues lived and wrote many of the pages of his story. He openly criticised the “petty and prejudiced spirit” of the new generation of missionaries, interceding to save the Spanish priest Adriano de las Cortes from an almost certain execution. He is the man behind the revelation to the Christian world of the discovery of the Nestorian stone in China, proving that the “law of God our Lord entered China about the year 636AD.”

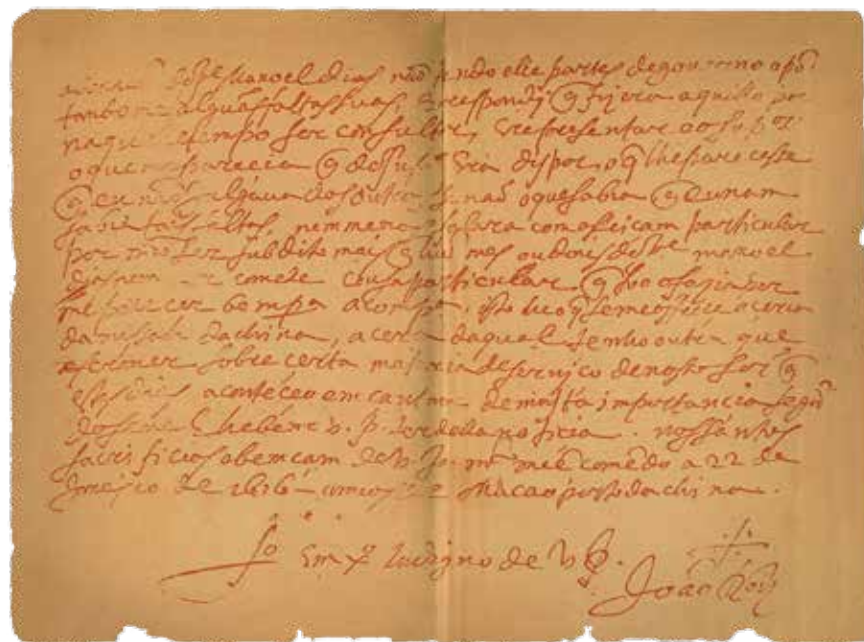
The desire of the aged and sickly Rodrigues to return to Japan, “since that’s where I went when I was a youngster,” expressed in a 1622 letter, was reiterated five years later.

Yet he never returned to Japan. Instead an extraordinary final adventure awaited him: in the space of little more than three years, Rodrigues visited Beijing on three occasions, accompanying several Portuguese artillerymen called from

Macao at the urgent request of the emperor, as the Manchus threatened to take over the capital. The Portuguese aid would prove providential.

Thanks to the Carta Annuia of 28 November 1620, written in Macao by the Jesuit Wenceslas Pantaleon Kirwitzer, we know that during the invasion of China by the Manchus, Paulo Xu Guangqi proposed that the Portuguese of Macao help the Ming dynasty. Xu, a state official and scholar converted by Father Matteo Ricci, immediately tried to send Christians Michael Zhang Tao and Paulo Sung to Macao, on his own initiative. In October 1621, they were received by the Portuguese authorities who, since they were not official emissaries, would only entrust the two men with four cannons and some artillerymen. On reaching Guangzhou, however, the latter were sent back to Macao, with the local mandarinat seizing the cannons.

Beijing made a new request in 1623, this time official in nature. Satisfied with the recognition by the imperial court, Macao sent Captain Lourenço Velho and 23 Portuguese men, including Father Rodrigues in the role of interpreter. To the four cannons thirty other pieces were added, all salvaged from a wrecked Dutch ship.



LETTER Written by João Rodrigues to the Jesuit General in Rome (1616)

This military aid forced the Manchus to retreat, but not without a price: artilleryman João Correa and four Chinese men lost their lives to a weapon that violently backfired. In spite of this incident, the provision of the Portuguese made an excellent impression on the imperial court, with its prestige considerably increased. Indispensable in the war against the Manchus, the Portuguese gunmen would be requisitioned again in 1628, following a new attack on Beijing. The request was made directly by the Chongzhen Emperor to the Jesuits, who commissioned Father João Rodrigues Tçuzu to present him to the Senate of Macao, the City of the Holy Name of God.

A battalion with more than 200 soldiers, most of them Portuguese born in Macao, left for the capital of the empire on 16 August 1630. The men marched under the orders of captains Pedro Cordeiro and António Rodrigues do Campo, accompanied by Rodrigues, who, in addition to being the interpreter, was also a political adviser. The presence of priests in the military was justified by the fact that they had mastered the strategies of shooting and tactics, and also by speaking the language of northern China, they were the only ones capable of giving instructions to the local soldiers.

The sight of this entourage in the cities of the empire caused great amazement. Nevertheless, upon arriving in Nanchang, instruction issued in Beijing ordered their return to Macao. Only Father Rodrigues, Captain Gonçalo Teixeira Corrêa, and some of his men – who would later play a decisive role in defending the city of Chochow – were allowed to continue their journey. Further north, in Dengzhou, Shandong province, this contingent joined the Chinese forces of the city then led by a Christian named Inácio Sun Yuanhua, and there they provided military training and assistance.

But in 1632, the city garrison, consisting chiefly of Manchu mercenaries with payment in arrears, revolted and pillaged the city. Teixeira and most of his men lost their lives in the fray, only Father Rodrigues and three soldiers who had taken refuge in Beijing, escaped. This episode would be recounted by Rodrigues in 1632 in his *Memorial das façanhas do valente capitão Gonçalves Teixeira*.

The Portuguese experienced brief moments of glory, and innumerable precarious moments provoked by the intrigue of the mandarins of Guangzhou, always very ambiguous and whose

He is the man behind the revelation to the Christian world of the discovery of the Nestorian stone in China, proving that the “law of God our Lord entered China about the year 636AD”



MANCHU SOLDIER
Illustration



ST. PAUL CHURCH The resting place of Jesuit João Rodrigues

power frequently exceeded that of the emperor himself. On the one hand, they defended Macao and the Portuguese, with whom the mandarins were doing business. On the other hand, the mandarins feared that the prestige gained by them, because of their knowledge and military technology, they were able to negotiate directly with all of China without recourse to intermediaries. That is why it was necessary to limit or even put a stop to the initiatives of the “barbarians of the South.”

It was precisely to try to solve another complication caused by the Cantonese mandarin that in February 1630, Rodrigues undertook a new trip to Beijing. Finding himself amongst the Ming again, Rodrigues was involved in military affairs, in addition to the economic ones to which he was already associated. He was tasked, for example, with conducting a recruitment action at the request of the imperial authorities, who placed him at the head of a small military contingent.

It was in this context that in 1631 he was responsible for offering gifts from the Chongzhen Emperor to Jeong Duwon, a Korean mandarin and diplomat travelling with a diplomatic mission from Seoul to Beijing. Rodrigues told him about the work of the Jesuits in the fields of astronomy and other sciences, and presented him with a telescope, which Jeong praised for its power to be used in war. He also gave Jeong a small weapon, a treatise on cannons, and a book on European habits and customs.

As can be seen, the passage of Father João Rodrigues through China did not go unobserved. It should be noted, as a matter of curiosity, that his age was highly speculated. He was estimated to be 250 years of age, and there were many people who went on a pilgrimage to see and touch the Portuguese Jesuit, hoping to receive from him the gift of longevity.

Rodrigues died 1 August 1633, at the age of 71. It was likely the many efforts expended in the military campaigns gave rise to the hernia that ended his life. In a letter dated 4 January 1634, Portuguese Jesuit André Palmeiro who was sent to Macao in 1926 by Rome to oversee Jesuit affairs in Asia, wrote:

“This is due to the lack of care of Father João Rodrigues who did not attend to a hernia in time. The problem worsened and quickly killed him. We are left in great sadness because of his great works and services.” ■

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NOVEMBER 2017

Keeping cultural knowledge alive

Global Heritage Fund preserves and grows heritage sites around the world

TEXT LOUISE DO ROSÁRIO

PHOTOS COURTESY OF GLOBAL HERITAGE FUND



DALI Guizhou Province

A global non-government organisation is using its cultural knowledge, technology and partnership with local communities to preserve heritage sites in China and elsewhere. Modest in size but nimble and innovative in its approach, Global Heritage Fund (GHF) has pursued almost 30 projects in 20 countries, including several in China.

Since it was founded in San Francisco in 2002, GHF has raised US\$40 million from private individuals and corporations in the US and leveraged the funds to raise a further US\$50 million. It has worked in Afghanistan, Nepal, India, Cambodia, Vietnam, Romania, Greece and Latin America, including Peru, Colombia and Guatemala.

GHF created its China Heritage Programme in 2002. Since then, it has run projects in Lijiang, Yunnan province; Foguang Temple in Shanxi province; Pingyao Ancient City, also in Shanxi; and the Dali Dong village in Guizhou.

“Culture heritage sites are often the most valuable, untapped resource a community has. We partner with local communities to conserve and promote their heritage, creating win-win solutions for our shared history and these impoverished communities,” said Stefaan Poortman, Chief Executive Officer at Global Heritage Fund. “At GHF, we believe leveraging heritage as an economic asset is the best way to preserve it for the long term. That’s why we work to empower communities as stewards of their heritage.”

In early September this year, GHF held a presentation at the Royal Geographic Society in Hong Kong to report on its latest work. It established an office in the city in 2016 as a registered charity, following on a similar charity based in the UK.

It does not take on projects in the US or western Europe; instead, it reserves its energy and resources for heritage sites in countries of economic need.

PINGYAO World heritage site since 1997



“We are doing venture philanthropy,” said Poortman. “We bring investment and technical expertise to help threatened or endangered sites around the world. Our methodology is planning, conservation, community development, and strategic partnership. The sites are assets and will be there in 100-200 years after our work is done.”

What distinguishes GHF is that it aims not only to preserve the site but also create a model that will ensure economic sustainability. This means inspiring the local community to take part and continue the project after GHF leaves; its average length of involvement at a project site is five to seven years.

Poortman said that, in the area surrounding some of their projects, many people live on US\$1-3 a day. “If you are living like that, it is very hard to understand the importance of preservation.” So GHF involves the local communities in the projects and gives them economic incentives. It also provides training programmes, such as evening literacy classes for 400 people who live in a remote jungle in Guatemala, three days’ distance from the nearest town.

UNDER THREAT

These heritages sites are under threat from many quarters. One is natural disasters like typhoons, hurricanes, flood and earthquakes.

One example was the Gorkha earthquake that struck Nepal on 25 April 2017, killing nearly 9,000 people and injuring nearly 22,000. It destroyed many buildings that were centuries old, including UNESCO World Heritage Sites in the Katmandu Valley, such as stupas and famous temples. GHF has been working there to reconstruct old buildings and temples.

Another threat is man-made, like war. The wars in Iraq and Syria, for example, have damaged or destroyed many historic sites, such as Palmyra in Syria. During the Vietnam war, US bombing destroyed many historic sites in the country.

In Afghanistan, when they were in power, the Taliban destroyed historic sites they consider idolatrous, such as the Buddhas of Bamiyan in March 2001.

A third threat is rapid urbanisation, which demolishes monuments that stand in the way of desired projects. A fourth is an excess of visitors, now being experienced by Venice, Barcelona, Angkor Wat and some sites in China. This year,

residents of Venice and Barcelona have taken to the streets to protest, saying that tourists are driving them out of their homes and favoured places.

HOW TO CHOOSE SITES

Poortman said that GHF selected its sites out of the more than 1,000 chosen by UNESCO as world heritage sites. “We believe in sites with significance and of which the government takes notice. We look for local leadership. There must be a community living around the site and opportunities for funding and partnership.”

One benefit of UNESCO recognition is that it makes the site famous, providing a source of visitors, local and foreign. But, Poortman said, it would be wrong to assume that such a listing guaranteed funds and planning for them. “UNESCO funding is not enough. We invest in the long term.”

GHF must bring its entrepreneurial expertise and find a sustainable model for each site. It has worked on several projects in Turkey, including Gobekli Tepe in the southeast Anatolia region, 12 km northeast of the city of Sanliurfa. “This is the oldest ceremonial site ever found in the world, dating back to 9,500 BC,” said Poortman. “It was built by hunters and gatherers.”

Another project is the Amer Fort in Jaipur, Rajasthan in western India. It is the second most visited tourist site in the country, after the Taj Mahal. Built in the Hindu style, it used marble and red sandstone and overlooks Maota Lake. As it was used by the Rajput Maharajas, it is also known as Amer Palace.

The problem there is too many visitors. “It needs better tourism management, community development and traffic management,” said Poortman. “We have finished a management plan and are presenting it to the city government.”

Global Heritage Fund does not take on projects in the US or western Europe; instead, it reserves its energy and resources for heritage sites in countries of economic need

PROJECTS IN CHINA

GHF has been active in China since 2002. As one of the oldest civilisations in the world, it has thousands of historical monuments. But few countries in history have had the same pace of urbanisation over the last 40 years. During this process, preservation of ancient sites was often not the priority of the local government, which wanted to build new roads and railways, housing and industrial and commercial buildings. “It suffers from uneven and ineffective use of resources,” GHF said. “GHF has responded by leveraging funding for planning and community-

-based activities into government co-funding for the preservation, conservation and restoration of protected heritage sites. It has also invested in site-related development issues, including urban regeneration, inner city poverty, rural transformation and ethnic pride,” it said. “Sites were often vulnerable and overlooked,” said Li Kuanghan, director of the China Heritage Program for GHF. She joined GHF in 2008 and manages all of its conservation projects in China. Before that, she worked as a consultant for the Getty Conservation Institute’s China Principles Project. “In Lijiang (Yunnan province), we did conservation and empowered the owners to fight commercialisation,” she said.

One site they worked on was the Foguang Temple in Wutai county, Shanxi province. Its main hall was built in 857 AD, during the Tang dynasty; it is the second earliest preserved timber structure in China. Li said that the temple was ‘rediscovered’ in 1937 by Liang Sicheng, one of the first architectural historians in China to have received training in the west. He saw drawings of the structure from the wall paintings in the Mogao Grottoes,

which led him to the site. The temple is part of a UNESCO World Heritage site. Since 2007, GHF has been working with the city government of Pingyao, also in Shanxi province. This ancient city has a history of 2,700 years and has well-preserved city walls, constructed in 1370, the third year of the Hongwu Emperor. They measure 12 metres high, with a perimeter of 6,000 metres. “It is one of the best preserved historic cities in China, with its wall intact,” said Li. “That is very rare with the pace of modernisation. The business people of Shanxi were very capable, despite the limited living environment. They made a living from trading all over the country, and their business network reached as far as Russia, Mongolia and Japan.” Pingyao’s peak was during the Qing dynasty, when it was one of the most important financial

centres in the country, with 20 financial institutions. It declined from the end of the Qing, largely due to the development of modern banks. “The centre is a well-developed tourist area,” said Li. “There are 30,000-40,000 people living in other areas of the historic walled city, untouched by tourism and many of the 3,000 historic courtyard homes are falling apart and decaying.” GHF joined with the city government, Tongji University in Shanghai and UNESCO in Beijing to provide funds and technical aid to private owners to restore their homes and use them as they wish, as long as they do not damage the integrity of the architecture. “This programme is in the fourth year. We have done 100 courtyards so far and choose about 20 per year.” In 2015, the project won a UNESCO Asia Pacific award. GHF is also involved in a Dali Dong village in Guizhou province in southwest China. The mountainous province is home to 30 minorities. “This village is very remote and was not conquered and made part of the Chinese empire until the early Qing dynasty,” said Li. “It is remote and well preserved. Such a place is rare in China. We want to preserve the natural landscape, architecture, rice terraces and way of life.” The Dong women are skilled in making textiles in a traditional way. GHF has helped to market them in Shanghai to a global audience and invited two of the women to Beijing; it was the first time they had left the village. Turning to Macao’s efforts in preserving its cultural heritage, Li said, “The Macao government is putting in quite a bit of effort in heritage conservation, building a reputation and attracting more tourists who will visit Macao for its cultural attractions. Preceded by its casino fame, the emergence of Macao’s historic city center as a World Heritage Site is a welcome development.” ■

MAIJISHAN Gansu province



DALI, GUIZHOU PROVINCE Lin Zeming house before and after renovation

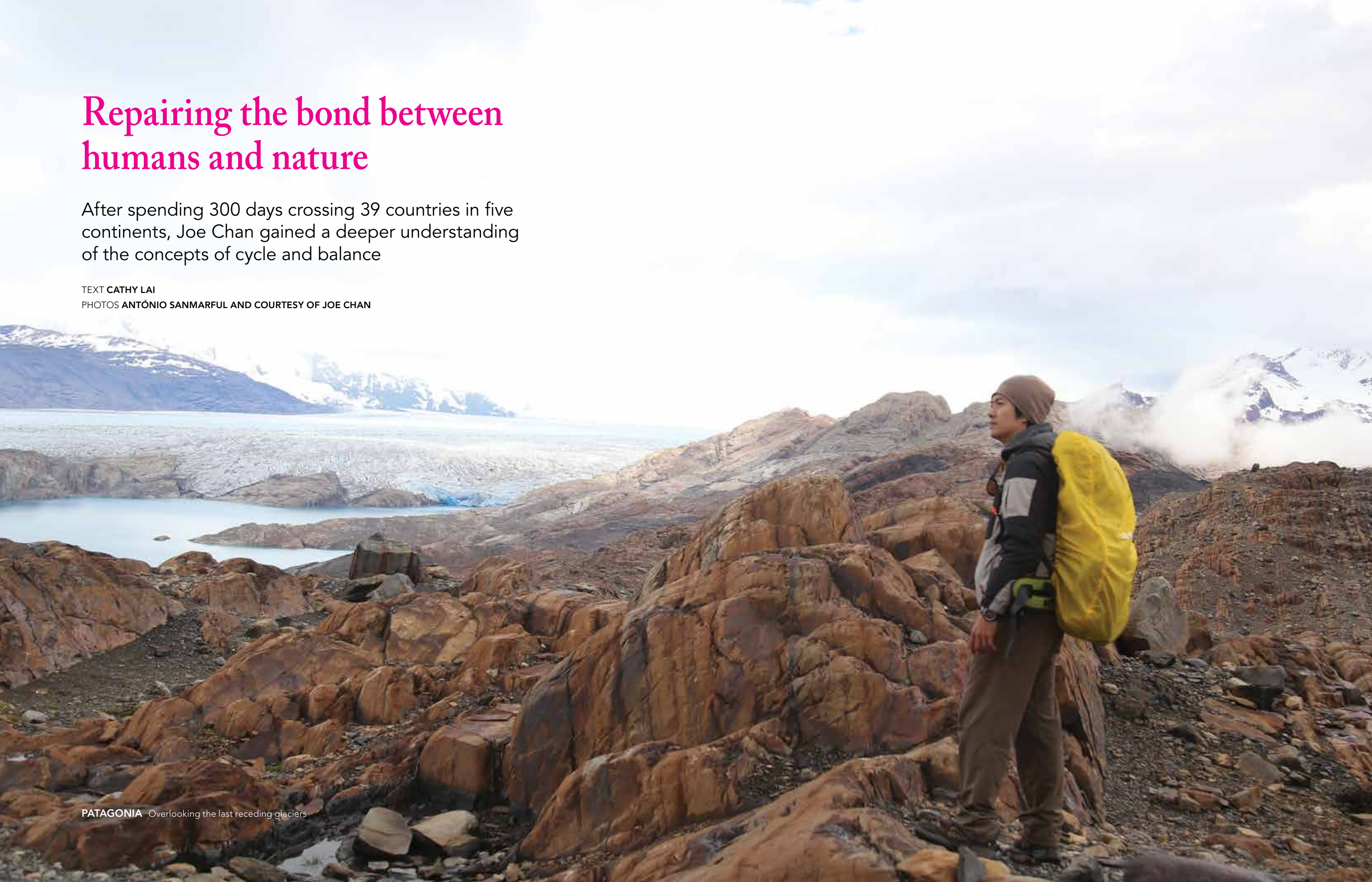
Repairing the bond between humans and nature

After spending 300 days crossing 39 countries in five continents, Joe Chan gained a deeper understanding of the concepts of cycle and balance

TEXT CATHY LAI

PHOTOS ANTÓNIO SANMARFUL AND COURTESY OF JOE CHAN

PATAGONIA Overlooking the last receding glaciers





1930 DREAM CORNER Sharing space established by Joe Chan

As you walk into 1930 Dream Corner, situated atop Mount Hill in Macao, you will find walls decorated with decades-old newspaper clippings and a floor-to-ceiling map, dotted with handwritten notes left by local people and tourists that tell of their dreams and gratitude to their generous host. Joe Chan established 1930 Dream Corner in 2015 as a sharing space for anyone who embraces conservation and connection. In this place, inspired by the people and experiences so fundamental to the man Chan has become, we glimpse at his own dream of a more connected, sustainable future.

CONNECTING WITH THE NATURAL WORLD

As chairman of Macao Green Student Union and vice-chairman of Green Future, Joe Chan is no stranger to those in the city who care about environmental issues. He is the key organiser behind many major environmental campaigns in Macao, frequently gives talks at educational institutes, and hosts the travel program “Green Journey” produced by the local broadcaster TDM (Teledifusão de Macau).

“Because of the love for nature, I found my path in life,” said Chan. “I take it as my mission to improve the relationship between people and nature.”

Sitting on an up-cycled chair in 1930 Dream Corner, Chan shared with us the ups and downs of his journey as an eco-activist. The two-storey sharing space takes its name from his grandfather’s generation, an homage to the man who first inspired Chan to dream.

“My grandfather has been such an important mentor to me,” said Chan. “He taught me to respect even the smallest creatures in the wild. He inspired me to understand nature from a different perspective.”



JOE CHAN



Born in 1979, Chan was once a troublesome child, getting involved in street fights and stealing. When he reached the age of eight, his busy parents turned to his grandfather for help, changing his life forever.

The pair visited Guia Hill or the Camões Garden every day, and with his grandfather’s encouragement, Chan became a curious little adventurer in the wild. He explored secret underground tunnels, collected special stones, and adopted a range of small animals, caring for everything from tadpoles to injured sparrows.

Chan looks back on his childhood as a time of fun and wonders, a time that feels

increasingly distant in the rapidly changing city. “I remember I stepped on the grass and would hear the hissing sound made by fleeing lizards. They were once everywhere,” he recalled. “I felt very close to nature at that time, but now, I feel like my old friends have all disappeared.”

BUILDING A BETTER ENVIRONMENT

While working as a biology teacher at Macau Anglican College, Chan established the Macau Green Student Union and Green Future in 2008 and 2012, respectively, in collaboration with like-minded friends. His journey as an eco-activist, however, began much earlier and hasn’t always been an easy one.

“My very first campaign took place 20 years ago. I tried to promote garbage classification in Pui Ching Middle School as a member of its student association,” Chan recalled. The campaign was a total failure; Chan was ahead of his time, outpacing society even as a teenager.

Chan continued undeterred, obtaining his bachelor’s degree in biology at Beijing Normal University in 2002. He joined the newly established Macau Ecological Society, an organisation targeted toward young

environmentalists and secondary school teachers, a year after completing his degree. There he took part in a variety of environmental initiatives, from organising petitions to saving street trees under threat, through to promoting waste collection and the annual Bird Protection Week in Macao.

The work proved an uphill battle, with low public awareness around environmental protection. After five years of hard work without seeing significant results, Chan began to lose faith. “It was a very depressing time for me. I thought to myself, ‘I have a stable job and a stable income. Why am I wasting time doing something that isn’t useful?’”

Chan gave up his environmental work. Feeling lost, he developed a debilitating drinking habit that took him some two years to quit. It was concern for his son, then three years old, that started Chan on the path to recovery. “Watching my son growing up day by day, I started to feel a strong sense of mission: to provide him a future with a better environment.”

Chan returned to the path of eco-activism in 2011, and through the two associations he helped established, launched a series of environmental campaigns. Notable examples include the 2012 “Hug a Shark” campaign aimed at raising awareness around the environmental impact of shark finning, promoting the annual World Car-Free Day, and the city-wide “Guarding Green Coloane” campaign in 2013 that halted the plan to build a 100-metre high residential block in Seac Pai Van in Coloane.

At the 2015 Food Festival, Chan and six of his fellow activists offered a bold illustration of plastic consumption in the city, covering each of their bodies with 800 plastic bags. “That is the average number of plastic bags consumed per person in Macao each year. It is important to make the public aware of their waste and consumption.” Today, Chan has shifted his focus to environmental education, working with various local schools such as Colegio de Santa Rosa de Lima (English Secondary) and Our Lady of Fatima Girls’ School to educate secondary school students about pressing environmental issues, including marine conservation and plastic waste reduction, as well as how preserving traditional handcrafted techniques can promote an eco-friendly environment.

Chan feels encouraged by the positive



TURKEY Discovering the life of Christians in the first century

changes that have been gradually taking hold in society. While many challenges remain, the level of engagement in recent years is a far cry from the apathy Chan encountered in his early activism. “I think that people in Macao are changing. We organised cleanup activities in the hills of Coloane and received great support. People are showing more concern in garbage recycling and animal welfare. I am glad to see that I am not alone in this cause.”

A LIFE-CHANGING JOURNEY

Today, Chan speaks of the highs and lows in his environmental advocacy with a calm ease, optimism written on his face. Not at all like the aggressive approach he took in his early advocacy or the hostility he showed toward opposing views.

“I just said ‘no’ bluntly to everything I disagreed with,” smiled Chan, recalling his once brash demeanour, “but now, I believe I have become a more understanding person, more accepting of different ideas and unexpected happenings.”



JORDAN Learning about human civilisation

Chan largely attributes his transformation to the nearly year-long odyssey he undertook in 2014, which exposed him to a range of different cultures and values.

It all began 8 March 2014, when the disappearance of flight MH370 sent shock waves around the world. For Chan, seeing more than 200 people vanish without a trace raised one pressing question: if he were to disappear, what would be his biggest regret?

“I had already found my path in life being an environmentalist, but I knew I still had a deep urge to explore the world, to see some fading cultures and how people from different parts of the world interact with nature.”

Although a difficult decision for Chan and his family, his wife understood that it was what he needed to do. They agreed on a 300-day trip, beginning in August 2014, that would take him

through 39 countries across five continents, from the heights of the Himalayas to the jungles of the Amazon.

The journey proved trying at times. Chan was harassed by scammers who tried to rob him, and once ran out of fresh water after climbing a mountain, forced to drink sewage water to survive. He also experienced the wonders of the natural world and the simple kindness of strangers, like the nomads who took him in when he was alone in the desert, a show of hospitality he repaid by cooking a meal.

Through these experiences, he gained a deeper understanding of cycle and balance, concepts which have since become his guiding motto.

“I now believe there is a cycle to every happening. You think you have lost something at this moment, but with patience, one day you will

realise that you have always gained more than you lost," he explained. "I also remind myself when I am doing environmental work that it's important to maintain balance. Don't go to extremes, especially when it comes to imparting a different way of thinking in society."

AN OPEN DOOR FOR DREAMERS

Shortly after returning from his trip, Chan opened 1930 Dream Corner as a space to help preserve fading traditions and bring together like-minded people who wish to follow a sustainable lifestyle.

The cosy space, its pale yellow walls dotted with murals and old newspaper clippings, is furnished with up-cycled items rescued from garbage stations and given new life. Artists with traditional skills and people from the older generation are invited to share their knowledge and experience, preserving culture and the type

of old-time wisdom that proved so influential for Chan as a boy.

"I want this place to become a living example that proves the possibility of a conservation and spiritual lifestyle, and a more connected society," Chan explained. "To change the mindset of a society, you need to adopt a gentler approach, starting from some basic and relatable life values."

Chan now offers others the same hospitality extended to him along his incredible journey: the door of 1930 Dream Corner remains unlocked at all times, welcoming tourists and locals to stop in anytime, even stay the night.

For Chan, promoting trust in this manner is one more way to develop the sharing and connection necessary to sustainability. "Macao is a small city and we are closely connected with one another. Even if I can inspire only one person, I believe I am already making an impact." ■

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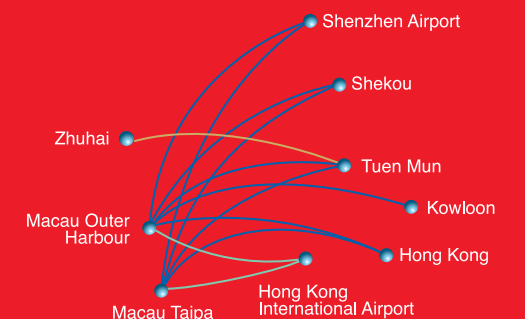


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TEXT MARIANA CÉSAR DE SÁ
PHOTOS COURTESY OF SANDS
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LIU WEN Supermodel

T

he first Sands Macao Fashion Week (SMFW) launched with a collection of the leading luxury and lifestyle brands alongside up-and-coming local fashion talents, an impressive start for this promising new entry onto the fashion landscape.

The six-day event was held between 19 – 24 October at the Venetian Macao and the Parisian. Sands China Ltd partnered with Italian luxury lifestyle company La Perla, best known for their up-scale silk lingerie, to showcase their Spring/Summer 2018 ready-to-wear collection at an exclusive gala dinner on the first night.

The sit-down runway dinner drew around 120 celebrities and fashion elite from around the world to the Venetian Macao. The darkened lobby, with its colourful backdrops and intimate candlelit runway, offered a mesmerizing kick off to the SMFW – with supermodels Natasha Poly and Liu Wen walking the runway for La Perla.

The fashion shows highlighted other brands including Karen Millen, Miss Sixty, Weekend by Max Mara, and many more – all brands on offer in the hotels' shops. The runway shows gave thousands of prospective shoppers a closer look at the latest fashions trends, available to purchase only a few metres away.





SPOTLIGHT ON LOCAL TALENT

Sands China, in line with its ongoing support for the city's cultural and creative industries, collaborated with the Macau Productivity and Technology Transfer Center (CPPTM) to highlight Macao's emerging local fashion industry. Eight brands – including Alexis Jordan, Jade.L, La Mode Désir, NB NU BIANO, and ella épeler – presented more than 50 looks with each brand showcasing five pieces from their collection, during the closing runway show at the Venetian.

Ella Lei, founder of ella épeler, chose to exhibit the second collection of her brand, which took around six months to complete. Lei viewed SMFW, with its well-known brands and attention from major fashion publications, as offering far greater exposure for her brand than her participation in other fashion festivals.

The Parisian also hosted exhibitions of five local designers as part of the CPTTM Fashion Incubation Programme, which focuses on the “Design in Macao” concept. Shuen Ka Hung,

director-general of CPTTM, explained:

“[Sands Macao Fashion Week] not only serves as a platform for local fashion designers to showcase their work, but also helps foreign visitors deepen their understanding of local fashion brands and designs.”

The three-day runway portion of SMFW, 19–21 October, saw about eight shows a day, including the Walk on Water shows, a series of four runway events that took place on the Grand Canal itself.

The crystal acrylic runway zigzagged across the waterway around the Venetian, winding past towering waterfalls constructed specially for the show. Bright lighting and clear,



ELLA LEI Fashion sketch





NATASHA POLY Supermodel

minimalist materials combined to great effect, glittering brilliantly as onlookers snapped photographs from the Piazza San Marco.

David Sylvester, executive vice-president of Global Retail for Las Vegas Sands Corp (LVS), considered the Walk on Water runway the most technically challenging aspect of the entire week. "It had to be a sound structure for the models to walk on and yet at the same time not damage the canal infrastructure."

Speaking to the catwalk models behind the scenes of the shows: Chen Lin and Jason Wu from Primo Model Management both said "You rarely get the chance to "walk on water" – it was an incredibly special walk."

FASHION DESTINATION IN THE MAKING

Sands China began the process of organising the event this year with support from the Macao Government Tourism Office. "The planning of it took around six months from sourcing an event company to producing the overall concept, and sourcing an international brand to partner with for the gala event," Sylvester explained.

Bringing the fashion week concept to Macao serves two purposes: driving retail sales by generating awareness and interest for LVS, and supporting Macao's vision to becoming a leading tourism destination in the world.

Looking toward possible future editions, Sylvester said they are "currently reviewing the event and hope to make [SMFW] an annual event on the world's fashion calendar." There is certainly appetite for more. In a time where both the government and gaming operators are eager to diversify their offerings, the Sands Macao Fashion Week brings new-found glamour and shine to the city. ■

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澳門特別行政區政府文化局
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2017



Intangible elements of Macao's unique cultural heritage

PHOTOS ANTÓNIO SANMARFUL, CHEONG KAM KA, CULTURAL AFFAIRS BUREAU, ERIC TAM, GOVERNMENT INFORMATION BUREAU, LEONG KA TAI AND MANUEL CARDOSO

The Cultural Affairs Bureau (IC) has announced the official inventory of Macao's intangible cultural heritage.

The inventory lists a total of 15 elements, which are safeguarded by the Cultural Heritage Protection Law. The existing elements include Yueju opera (Cantonese opera), Cantonese naamyam (narrative songs), Taoist ritual music, the Festival of the Drunken Dragon, Patuá theatre, Macanese gastronomy, herbal tea brewing, woodwork (specifically religious figure carvings), and the beliefs and customs of A-Ma and Na Tcha.

The five new additions to the inventory were proposed by local communities and the IC, these included the craft of bamboo scaffolding, the beliefs and customs of Tou Tei and Chu Tai Sin, the Procession of the Passion of Our Lord the God Jesus and the Procession of Our Lady of Fátima.

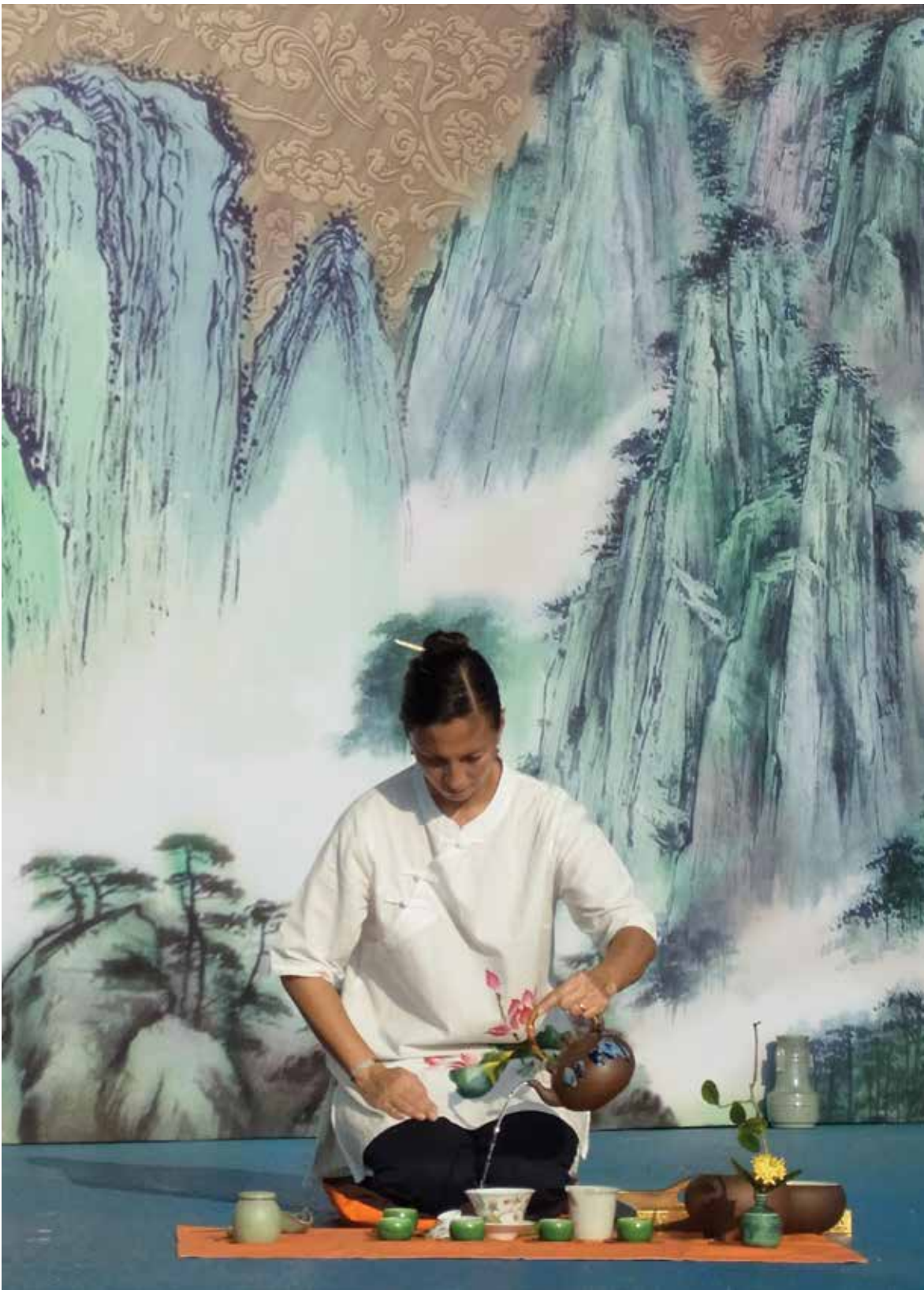
Public departments, communities, groups, or individuals that wish to propose further additions to the inventory are welcome to submit their proposals to the Cultural Affairs Bureau.



PROCESSION OF OUR LADY OF FATIMA



PROCESSION OF THE PASSION OF OUR LORD THE GOD JESUS



TEA CEREMONY



CHU TAI SIN



A-MA FESTIVAL



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