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Publisher: Wea H. Lee
President: Catherine Lee
Editor: John Robbins

Address: 11122 Bellaire Blvd., Houston, TX 77072
E-mail: News@scdaily.com

Inside C2

San Francisco mayor orders strict new lockdowns as pandemic spirals



PHOTO: U.S. President Donald Trump participates in a medal ceremony in the Oval Office at the White House in Washington, U.S. December 3, 2020. REUTERS/Jonathan Ernst/File Photo

LOS ANGELES (Reuters) - The mayor of San Francisco on Friday ordered new lockdowns and business restrictions across the Bay Area in the face of the COVID-19 surge, as political leaders nationwide ramp up pressure on Americans to stay home until vaccines can be distributed. The new measures announced by Mayor London Breed, a first-term Democrat, apply across five Bay Area counties and are among the harshest of any major U.S. city, closing all personal services, outdoor dining and most public gatherings.

"What we are seeing in our city, our region, our state and our country is a virus that is taking over," Breed, 46, said in announcing the new clamp down.

California Governor Gavin Newsom, also a Democrat, said on Thursday he would impose similar stay-at-home orders statewide, to take effect region-by-region as intensive care beds reach capacity.

Breed said she was unwilling to wait for Newsom's mandate to take effect

in the Bay Area, adding: "If you're not working to stay ahead of this virus you're falling far, far behind and very quickly."

Starting at 10 p.m. this Sunday, San Francisco will close all outdoor dining, outdoor playgrounds, zoos and aquariums along with other measures, according to a statement on the mayor's website

"Low contact retail such as pet grooming, electronics or shoe repair services, may only operate in a curbside drop-off context," the statement read. "All other retail, including grocery stores must reduce capacity to 20%."

Both Newsom and Breed have been criticized after dining on separate nights in November at the same posh Napa County restaurant, the French Laundry, despite repeatedly admonishing Californians to avoid such outings.

More than 213,830 new cases and 2,861 deaths were reported on Thursday, according to a Reuters tally of official data. With U.S. COVID-19 hospitalizations also at record levels, some experts project the death toll could soon surpass 3,000 per day.

The University of Washington's Institute for Health Metrics and Evaluation now projects nearly 539,000 COVID-19 deaths by April 1, almost double the current death toll, even as vaccines start to become available.

'FIRST IN LINE'

The spiraling pandemic has prompted state and national political leaders to order increasingly aggressive countermeasures while Americans wait for governmental approval of vaccines developed by drug companies Pfizer Inc and Moderna

The two medications could soon receive emergency use authorization from the U.S. Food and Drug Administration, clearing the way for the inoculation of some 20 million Americans by the end of the year, FDA Commissioner Stephen Hahn told Reuters in an interview on Friday.

"I will be first in line and I will encourage my family to take this vaccine," Hahn said.

The U.S. government's first shipment of

a vaccine will be shared among states and federal agencies, including the Department of Defense. But it will fall far short of protecting high priority groups such as healthcare workers, a Reuters analysis has found.

"For the time being, and the foreseeable future, the demand for vaccines is going to exceed the supply by a lot, even for the highest priority groups that are identified," said Josh Michaud, the Kaiser Family Foundation's associate director of global health policy.

Dr. Anthony Fauci, a member of the White House coronavirus task force, said on Friday he expected to see another surge in infections following the Thanksgiving holiday, when many Americans traveled to visit family.

"We really have to intensify our public health measures," Fauci, director of the National Institute of Allergy and Infectious Diseases, told NBC's "Today" show.

Fauci also said he has accepted President-elect Joe Biden's offer to be his chief medical adviser.

Biden, a Democrat who defeated Donald Trump in the November election, has said that upon taking office on Jan. 20 he would enact mask mandates where he has authority, such as federal buildings and for interstate travel.

"On the first day I'm inaugurated ... I'm going to ask the public for 100 days to mask, just 100 days to mask, not forever, 100 days," Biden told CNN in an interview on Thursday. Biden also told CNN he would get vaccinated publicly, as former presidents Bill Clinton, George W. Bush and Barack Obama have pledged, in order to boost public confidence in the medications.

The latest IHME projection showed that if mask-wearing increased to 95%, combined with the expected vaccine rollout, approximately 66,000 lives could be saved, compared to a vaccine rollout scenario with current mask-wearing levels remaining the same," it said in a news release.

"Even with a vaccine, if states do not act to bring current surges under control, the death toll could reach 770,000 by April 1," the IHME news release said.



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GLOBAL NOTES

CORONAVIRUS DIARY

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Bay Area Under Stay-At-Home Order

Ahead of a California statewide mandate, the San Francisco Bay Area government issued a stay-at-home order. The order applies to the Northern California counties of Alameda, Contra Costa, Marin and Santa Clara. The combined cities and counties of San Francisco and the city of Berkeley cover more than 5.8 million people.

The Bay Area order will go into effect beginning Sunday and will remain in effect until January 4, 2021. Under the

new order, retail businesses can remain open, but must operate at 20% capacity and will be required to write down and enforce plans to ensure patrons wear masks and that maximum capacity rules are followed. Restaurants must close outdoor operations and convert them into takeout and delivery only. Some businesses will be required to close, including bars, wineries, movie theaters and hair salons and nail cutting services.

In Washington, D.C., both parties are



behind a \$908 billion plan to help the devastated economy. It includes nearly \$300 billion for small business, \$180 billion for unemployed workers and \$160 billion for state and local and tribal government. The plan won't help

everyone who needs aid.

President-elect Biden is already facing a lot of challenges before he even gets into the White House on January 20.



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Stay Home!

BUSINESS

Wear Mask!

Could 'Set The Pace For The Rest Of The World' Pfizer-BioNTech's Covid-19 Vaccine Approved In The U.K.



A health worker wearing a protective mask works in a lab during clinical trials for a Covid-19 vaccine at Research Centers of America in Hollywood, Florida, U.S. (Photo/Provided by CNBC)

KEYS POINTS

Regulators in the rest of Europe and the U.S. have yet to decide on whether to approve the vaccine.

The U.K. government announced Wednesday that it had accepted a recommendation from the country's independent drug regulator, the MHRA, to approve the Pfizer/BioNTech vaccine

said it expects to receive around 10 million doses this year, with the rest to follow next year. U.K. Health Secretary Matt Hancock said Wednesday the country is expecting an initial 800,000 doses to arrive in Britain next week. He said the speed at which vaccinations will take place will depend on how quickly Pfizer can manufacture the shot at a plant in Belgium, but the government is expecting many millions of doses by the end of the year.

"This will start small and ramp up. The vast majority of vaccinations we expect to be in the new year," Mr. Hancock said in an interview with the British Broadcasting Corp.

People will be prioritized in nine tiers according to an independent scientific and medical assessment of their risk of dying from Covid-19. According to the latest provisional list, the first in line will be residents and staff in nursing homes followed by health workers and all people over 80. People will then be given priority according to age in decreasing five-year intervals—down to those aged 50 and over.



U.K. Health Secretary Matt Hancock. Nobody under 50 is on the list, except for over-18s who are clinically extremely vulnerable and who will be vaccinated along with the over-70s, and those in at-risk groups—such as people with diabetes, morbid obesity or a number of chronic conditions. These people are in line to receive shots after the over-65s. They might not be far behind, though in different countries. Moderna Inc. on Monday said it would ask European and U.S. regulators to authorize use of its vaccine. Last week, the U.K. government asked the British medicines regulator to review the vaccine developed by AstraZeneca PLC and the University of Oxford for emergency authorization in the U.K. Both companies have signaled that their vaccines could be available for use before year-end. The British minister for vaccine rollout, Nadhim Zahawi, said Monday he expected that the Moderna version would, subject to authorization, be distributed in the

spring. Courtesy msn.com and wsj.com)

Related

Britain's COVID-19 Vaccine Approval

Could 'Set The Pace For The Rest Of The World'

Regulators in the rest of Europe and the U.S. have yet to decide on granting emergency use of the vaccine, which was developed by the U.S. pharmaceutical giant and its German partner. The U.K. government announced Wednesday that it had accepted a recommendation from the country's independent drug regulator, the Medicines and Healthcare products Regulatory Agency, to approve the vaccine, which was seen to be 95% effective at preventing Covid infections in late-stage clinical trials. The U.K. is the first to formally approve the Pfizer vaccine, its CEO calling the decision a "historic moment" in the fight against the pandemic.

The U.K.'s decision to grant emergency approval to Pfizer and BioNTech's vaccine will likely lead other countries to quickly follow suit, one economist said.

"The U.K.'s approval will be only one of many, but along with that of the U.S. Food and Drug Administration and the European Medicines Agency, it is likely to set the pace for the rest of the world—and for the other vaccines that are awaiting approval," said Ana Nicholls, managing editor of the Industry Briefing at The Economist Intelligence Unit.

"For the U.K., it means that the priority groups can now start to get vaccinations immediately: that includes healthcare workers and those in care homes (staff and residents) followed by other vulnerable groups—although given two doses are needed the effects won't be felt until next year."



Pfizer and BioNTech only applied to the European Medicines Agency for the conditional marketing authorization of its vaccine on Tues-

day. If the authorization is granted, it could enable its use in Europe this month, although that could prove ambitious given that the EMA said it would only complete its review of the vaccine by Dec. 29. It also said it would conclude its review of Pfizer's rival coronavirus vaccine, developed by Moderna and seen to be 94% effective at preventing Covid infection, by Jan. 12.

In the U.S., the FDA said late last month that it had scheduled a meeting of its Vaccines and

Related Biological Products Advisory Committee on Dec. 10 to discuss the Pfizer/BioNTech request for the emergency use authorization, so a decision could be announced soon after.

Good news for the UK?

The U.K. has an agreement for 40 million doses of the vaccine, meaning that it will have enough doses to vaccinate around 20 million population because it's a two-dose treatment. Some eyebrows were raised at the speed of the U.K. regulator's approval, with one EU lawmaker calling the decision "problematic" and "hasty."



That was rebuffed by one expert who told CNBC that any regulator would scrutinize the available data before authorizing any vaccine candidate and that faster authorizations could become the norm.

"The regulators would not have approved this particular vaccine candidate if they were not happy with the safety profile of it, and also the apparent levels of effectiveness of it," said Michael Head, senior research fellow in global health at the U.K.'s University of Southampton.

"The regulators set up the guidelines for approval in advance, the manufacturing was done as much as possible in advance, too, which doesn't normally happen," he said. "So there are lots of things that have happened for the first time here that haven't happened with the development of other vaccines or medicines. I think it may possibly be, to some extent, a model for how to work going forward [and] that we can do these things in a shorter period of time."

(Courtesy www.msn.com/)

Editor's Choice



Medical workers arrive to visit a home of a patient suspected to be suffering from the coronavirus to carry out a swab test, as a part of an initiative by the Spallazani hospital to help people who struggle to leave their homes, in Rom



Medical workers in protective suits rest after hours of treating patients suffering from the coronavirus in an ICU at Hospital Juarez de Mexico in Mexico City, Mexico October 29, 2020. REUTERS/Carlos Jasso



Professor Carole Ichai, head of the ICU, is seen where patients suffering from the coronavirus disease are treated at the Pasteur hospital in Nice, France, November 27, 2020. REUTERS/Eric Gaillard



A patient suffering from the coronavirus is treated in the ICU at the Robert Ballanger hospital in Aulnay-sous-Bois near Paris during the outbreak of the coronavirus disease in France, October 26, 2020. REUTERS/Gonzalo Fuentes



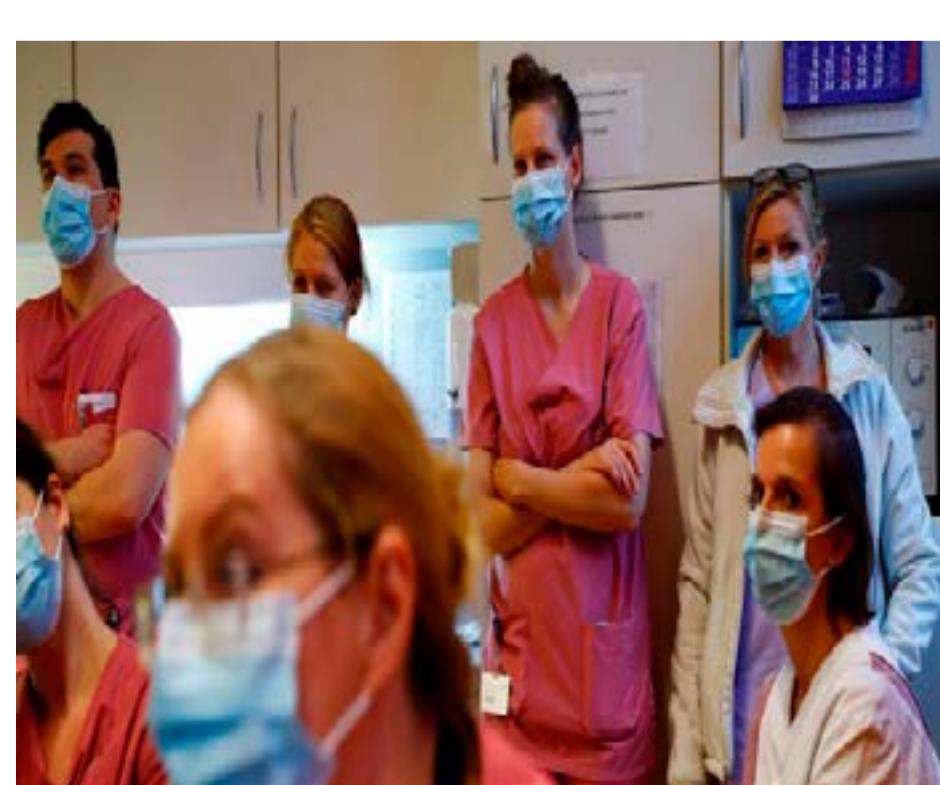
A member of the medical staff removes a face mask after treating a patient suffering from the coronavirus in the ICU at Havelhoehe community hospital in Berlin, Germany, October 30, 2020. REUTERS/Fabrizio Bensch



A healthcare worker wearing PPE is seen during a testing campaign for the coronavirus in Ahmedabad, India, November 24, 2020. REUTERS/Amit Dave



A medical staff member works in the ICU where patients suffering from the coronavirus are treated at the Pasteur hospital in Nice, France, November 27, 2020. REUTERS/Eric Gaillard



Members of the medical staff listen to a briefing about the coronavirus situation in the city at the department where patients suffering from the disease are treated, in the ICU at Havelhoehe community hospital in Berlin, Germany, October 30, 2020....
MORE

CDC Shortens COVID-19 Quarantine Time From 14 To 7-10 Days



Women walk past a novel coronavirus testing site in Los Angeles, California, December 1, 2020. (Lucy Nicholson | Reuters)

Compiled And Edited By John T. Robbins, Southern Daily Editor

(CNN) The Director of the US Centers for Disease Control and Prevention, Dr. Robert Redfield, informed Vice President Mike Pence and White House Coronavirus Task Force members on Tuesday that the CDC will soon issue new guidelines reducing the number of days close contacts should quarantine following exposure to a Covid-19 positive individual, two senior administration officials told CNN.

The new guidelines will recommend close contacts of those infected with the coronavirus should quarantine for 7 to 10 days after exposure, down from the 14 days currently recommended, the official said. Individuals can end their quarantine after 7 days if they receive a negative test, or 10 days without getting tested.

The CDC updated its definition of a close contact with a Covid-19 patient in late October to include multiple, brief exposures. The current definition includes exposures adding up to a total of 15 minutes spent six feet or closer to an infected person. Previously, the CDC defined a close contact as 15 minutes of continuous exposure to an infected individual.

Redfield announced the forthcoming quarantine guidelines during a coronavirus task force meeting on Tuesday, the officials said, describing the

change as a data-driven decision that has been under review for weeks.



Director of the US Centers for Disease Control and Prevention, Dr. Robert Redfield, One official said Pence has been pushing the CDC for months to review the guidelines.

Health experts continued to stress the importance of communicating and implementing mitigation measures to decrease the alarming number of coronavirus cases across the country, the official said. There was no discussion of President Donald Trump getting involved in public messaging around those mitigation measures.

Mitigation efforts include mask usage, social distancing, avoiding crowds and frequent hand-washing. (Courtesy www.cnn.com/)

The CDC previously recommended that any-

one who was exposed to the coronavirus quarantine for 14 days. Dr. Henry Walke, the agency's Covid incident manager, said the CDC still recommends a 14-day quarantine "as the best way to reduce the risk of spreading Covid-19." However, he said the agency has identified "two acceptable alternatives."

The quarantine can end after 10 days if the person has not developed any symptoms and can end after just seven days if the asymptomatic person also tests negative for the virus, Walke said. He added that the sample for the negative test should be collected within 48 hours of the final day of quarantine.



"We continue to refine our guidance to prevent transmission and protect Americans," Walke said. "Reducing the length of quarantine may make it easier for people to follow critical public health action by reducing the economic hardship associated with a longer period, especially if they cannot work during that time."

Walke added that local health officials can adjust the agency's recommendations to fit the situations of their jurisdictions. He said regardless of the length of quarantine, people should monitor their own symptoms for a full 14 days after an exposure.

Dr. John Brooks, chief medical officer for CDC's Covid-response, said ending a quarantine after 10 days without a negative test leads to about 1% risk of spreading the virus to others, based on modeling by the CDC and outside researchers. After a seven-day quarantine with a negative test, there's about a 5% chance of spreading the virus, he added.

The recommended quarantines apply to those deemed "close contacts" of Covid patients. The CDC defines a close contact as "someone who was within 6 feet of an infected person for a cumulative total of 15 minutes or more over a 24-hour period starting from 2 days before illness onset" or positive test result.

The rationale for announcing the shortened quarantine options was based at least partly in garnering more compliance among the public,

Walke said. He added that the agency has heard reports from local public health departments of people exiting quarantine early after an exposure.



Dr. Henry Walke CDC COVID-19 incident manager.

"In a situation where cases are rising, that means that the number of contacts are rising, and the number of people who require quarantine is rising. That's a lot of burden, not just on the people who have to quarantine, but also on public health," he said. "We believe that if we can reduce the burden a little bit, accepting that it comes at a small cost, we make greater compliance overall with people."

Public health specialists have been awaiting the change with "delighted anticipation," said Dr. Bill Schaffner, an epidemiologist at Vanderbilt University. The Wall Street Journal reported last week that the CDC was considering such a change.

The original 14-day quarantine period was based on what scientists believed to be the lengthy coronavirus incubation period, during which symptoms are not yet present and it's difficult to detect the virus. Schaffner pointed out that the 14-day recommendation "was written before testing was widely available" and researchers have since learned more about the virus.

"Several of us have thought for some time, that now that testing is available you could introduce that into the scheme of how to evaluate people who are in quarantine," he said, adding that this will help potentially exposed people return to work more quickly.

"This is good for public health and good for the economy," he said, "and good for people's mental health."

Saskia Popescu, an epidemiologist and biodefense professor at George Mason University, who reviewed the CDC's new guidance, said Wednesday it shows that the agency is "opting to look at this from a risk/benefit perspective."

"Ultimately, what this approach means is that that we're recognizing the significant challeng-

es and burden that a 14 day quarantine entails," she said in an email to CNBC. "There's a better chance for success in having people comply with this."

'Postpone holiday travel'

In addition to the adjusted quarantine recommendations, Walke also announced that the CDC is recommending against travel for the winter holidays.



"CDC recommends that the best way to protect yourself and others is to postpone travel and stay home," Walke said. "If you do decide to travel, CDC recommends that travelers consider getting tested one to three days before travel and then again, three to five days after travel."

Testing should be in conjunction with other risk-reduction protocols like a quarantine period, he added. Dr. Cindy Friedman, chief of the CDC's travelers health branch, added that the nation saw a lot of travelers over the week of Thanksgiving, which could exacerbate the outbreak.

"Even if only a small percentage of those travelers were asymptotically infected, this can translate into hundreds of thousands of additional infections moving from one community to another," she said. "Cases are rising and the safest thing to do is to postpone holiday travel and stay home."

CDC officials said that people ideally would still quarantine for the full 14 days, but that in an effort to boost compliance with quarantining and after "extensive modelling," they determined there was a low risk of people continuing to spread the virus in the final days of a quarantine.

"Reducing the length of quarantine may make it easier for people to take this critical public health step," said Henry Walke, the CDC's COVID-19 incident manager. (Courtesy cnn.com and thehill.com)

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这篇充满悲情之情、慷慨激昂又决绝凛然的讲话稿，感染了很多人。各大媒体纷纷转发，大有刷屏之势。

与此同时，蛋壳公寓爆雷事件还在持续，看不到转折的迹象。

一个忍辱负重，隐忍前行，被称作"中国的脊梁和骄傲"；一个名誉扫地，苟延残喘，像极了人喊打的过街老鼠。

当然，蛋壳公寓不能和华为相提并论。但同样作为企业，两者都有追求商业回报的热烈渴望。所不同的是，华为脚踏实地，不以绑架员工、消费者以及合作伙伴的利益为前提，宁可自己少挣一点，委屈一点，也要顾及很多利益相关者的未来。

任正非的讲话之所以让人动容，除了体现他大企业家的风范，更体现了他的大局观。

而蛋壳公寓则毫无诚信可言，为了自己的扩张野心，置用户和房东的权益于不顾。嘴上说着不会破产，不会跑路，却拿不出任何实质性的解决方案。

"英雄"华为值得敬仰，但我们都成不了华为

这几天，任正非在内部重申：华为不造整车，而是聚焦ICT技术，帮助车企"造好"车，"造好"车以后谁再建言造车，干扰公司，可调离岗位。

这其实也体现出，华为的战略定力和任正非的高瞻远瞩——即不能一上来就大而全，要谦虚和学习别人的长处，要互相协作，共同发展，不能抢了人家的饭碗。

面对美国的打压，很多人会把华为目前的困境归结为：华为只设计芯片，而不造芯片。然而，正如之前任正非走访国内高校时所言：华为不可能既生产产品又制造芯片。一来自身的发展并不均衡，二来也没必要全都自己上，总要给别人一些活路，这样世界才和谐，行业才能共同发展和进步。

懂得谦虚，了解自身的长处和局限，才能不盲从，才能空出手来，思考企业未来10年、20年，甚至更长时间的战略和发展路线。

如今，我们大多都认为华为是"英雄"，但英雄自古多磨难。

翻翻华为的历史，你便能看到一个伤痕累累，几经磨难又险中求存的真正的华为。而这样的华为，恐怕是很多企业不敢学和不敢成为的。

我们对英雄的礼赞，往往充满过于梦幻的向往。而当它褪去光辉，血淋淋地站在我们面前的时候，我们往往会害怕地向后退去。

某种程度看，其实我们把华为"神化"了，认为华为做什么决定、说什么话都是对的。然而有时候，我们需要冷静一下，不要把华为当作那个"被粉饰"的假面英雄，而应该辩证地看待华为这家企业。

英雄需要礼赞，但英雄也非完人，也有瑕疵。

譬如刚过世的球王马拉多纳，作为阿根廷球王和20世纪最伟大的足球运动员，一生与足球和荣耀为伴，退役后却也被酗酒甚至吸毒等负面缠身。

"败类"蛋壳公寓爆雷，不过是利益熏心使然。虽然华为和蛋壳所有不同，但从企业愿景看，两者又有一丝相似之处。同样是为了人类的美好，华为放眼全世界，"共建更美好的全联接世界"；蛋壳则聚焦年轻人租房，"为年轻人打造简单、快乐的租

住生活"。

其实，梦想无所谓大小，关键看你怎么做。

在具体实现路径上，华为选择了脚踏实地，而蛋壳却选择了金融贷的"借力打力"。

坦白说，蛋壳公寓的初衷并没有错，无论是为初入职场的年轻人提供设施齐全、美观整洁，价格又相对低廉的房子，还是为无力支付房租的用户提供"分期月付"产品，都体现出蛋壳公寓为年轻人着想，着力解决他们租房痛点的良苦用心。

然而，错就错在蛋壳公寓"高收低租"、用租金贷的钱去扩大的市场的这种非良性发展模式。拿互联网企业惯用的以补贴换市场，先跑马圈地，再"画地为牢"的经营逻辑，短期内可能很奏效，可一旦时间拉长或出现"黑天鹅"事件，便很容易资金链断裂。

市场瞬息万变，对于脆弱的蛋壳来说，危机的伏笔早已埋下。疫情的到来，加速了蛋壳的危机进程。眼看窟窿越来越大，在缺少输血的情况下，终于爆雷。

在动辄"用互联网思维颠覆传统商业"的思路指引下，一个又一个传统行业被包装成所谓的"创新业态"。但剥掉互联网这层糖衣，很多业态不过是旧模式的延续，共享单车、共享办公、互联网咖啡、长租公寓等，莫不如此。

如今小黄车倒了、WeWork估值大缩水+大裁员、瑞幸咖啡退市+被重罚、蛋壳公寓爆雷……

这些企业看似做着互联网生意，其实不过是将原来的商业模式打包，并加了一条所谓的互联网杠杆。然而"潮水褪去之后，才知道谁在裸泳"。愿望再美好，心术不正，也难成大气候。

至今，小黄车的押金迟迟不见踪影，蛋壳公寓

的问题依旧没有下文，剩无数心寒的消费者、房东、合作伙伴在风中凌乱……

社会上有一种怪现象，即一旦加上互联网，企业便立马"高大上"了。先不管现实中，互联网究竟有多大力量；对外宣传中，只要概念一包装，便立马让无数投资者和股民"想入非非"。企业的估值和股票蹭蹭往上涨，拦都拦不住。

最近，在互联网造车的炒作下，新能源汽车股票市场便上扬不断。除了特斯拉，中国新能源汽车三杰"蔚来、理想、小鹏"也在这轮风潮中屡屡受益。传统老牌车企则纷纷被甩在身后，"颜面尽失"。

造车新势力能否产生跟股票对等的价值，尚未可知，不过在资本市场上，早期投资者们已经赚得盆满钵满了。

一家企业能否得到消费者的认可和尊敬，是由其带来的价值所决定的，而不是企业对外的承诺，何况能不能兑现还不一定呢。

很多企业表面看似做着对消费者有价值的事情，但心里却装着"套利者"和"投机者"的心态，只能抓住机会，便一扑而上。

当然，我不否认确实有些企业家拿着资本家的钱，常常身不由己。但是长期看，只有保持企业愿景不动摇，踏踏实实做事，不受短期利益的驱使和干扰，才有可能干成一件大事，兑现对消费者和社会的承诺。

显然，在这方面，大部分企业还有很长的路要走。

作为"社会败类"，蛋壳公寓不是第一个，也不会是最后一个。

因为趋利者常有，而"赌博"又是极容易上瘾的事情。



拼多多创始人黄峥写的一段话：有没有可能同样用保险和复利，或者说是倒过来的保险和复利来让财富分配更均匀一些呢？

不存在一些机制能让穷人也能卖"保险"给富人，穷人也能卖一些自己的"软实力"、自己的意愿、抗风险能力给富人。

从而实现更精细化的反馈，周期更短的钱

支付订金。

当这种情况发生时，工厂为了这个原本非需求的批量订单，多半愿意给予30%或者低一些折扣。

这里很可能是因为工厂正处于生产计划低谷时期的一种让利，也可能是批量订单可降低成本后的一种回馈……

从富人向穷人回流的循环呢？

为了更加便于理解这句话的含义，他还列举了一个供货实例：

如果有一千个人在夏天时，想要购买冬天的羽绒服，于是，他们一起将这个联名订单交给生产羽绒服的厂商，并愿意以去年同款产品价格的10%

而工厂也可以把这种确定性进一步售卖给上游和配套厂商来换取工厂成本的进一步降低。

这种模式，最终总结为：

从交易形式上来说，这个交易就像是一群人一起各花1块钱买了3块钱的限时抵用券，然后工厂因为卖出了这些抵用券，也可以进一步向上游和配套厂商去买类似的限时抵用券。

对于上面这段话的理解，让笔者想到，手机里确实有这种以一块钱购买三块钱限时抵用券的购物app。比方说该app里面的月卡，就是以低价购买抵用券的一种方式。

当用户以低价购买月卡时（这个月卡就相当于限时抵用券），平台就类似于上面这段话里的工厂，因为卖出了这些抵用券，所以，它可以进一步向这个平台的供货商去购买类似的限时抵用券。

也就是说，当该平台的下游用户以低价购买了该平台的抵用券时，该平台可以以下游支付的价格或者更低的价格，向上游供货商购买类似的抵用券。

而供货商为了销售产品和兑现销售给平台的抵用券，就会以降低成本的方式供货，在产品价格得不到保障的情况下，供货商或许就会忽略产品质量或者可能无法保证产品质量。

其实，以富人购买穷人"保险"的方式，更多的应该是想要实现财富均衡化，让富人的财富回流到穷人的口袋，减少贫富差距。只是，很多购物平台创始人或许没有想到最终实现的结果，却与自己的初衷相差甚远。

或许他万万没有想到，上游商家并不完全像他所想的是财富持有者，而更多的是中下游为生存而奋斗的那一群人。

更没有想到，最终实现的不是富人向穷人购买保险，实现财富的均衡，似乎有点像是穷人与富人在抱团取暖。

其实，形成这种受众群体与原定目标的差异是很正常的，毕竟市场是多样、非标准化的。

而且就目前来看，也并不绝对的说这种思维后的结果就完全未实现原定目标，只是人心浮躁，往往财富持有者需求的少，而贫穷的人，总奢求更多。

让钱从富人向穷人回流 这才是拼多多黄峥的梦想

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新光影城打造頂級觀影享受 催生全台首座杜比影城

臺灣首座杜比影城（Dolby Cinema）今天（12/3）在桃園新光影城盛大揭幕，杜比視界（Dolby Vision）4K雙雷射HDR畫面，配合杜比全景聲（Dolby Atmos）沈浸式震撼音效，獲得紅點創新的影廳設計，322個座位不管你坐在哪裡，都能獲得身臨其境的震撼觀影效果，只要400元就能享受到備受好萊塢知名導演和幕後團隊青睞的前衛觀影體驗。

新光影城吳昕昌董事長表示：「新光影城團隊不斷追求創新的營銷理念以及新的觀影價值體驗，為了讓消費者體驗到更好、更棒的影音享受，特地攜手杜比實驗室，推出杜比影城，希望將最具特色與國際化的影視規格帶給臺灣影迷。」桃園新光影城盛大揭幕

杜比高科技的視聽技術，深受好萊塢許多製片大廠的青睞，不論是2019年全球票房排名前十名的電影，或者2020年高達11部奧斯卡獲獎電影全部採用杜比視界、杜比全景聲格式製作發行。許多電影愛好者對杜比並不陌生，但除了台灣觀眾熟知的杜比全景聲技術，杜比影城更加入了擁有屢獲殊榮的杜比視界HDR影像技術，再搭配獨具匠心的影廳設計，與眾不同的包圍感與震撼力，使觀影者如進入電影世界當中，縱情徜徉於原汁原味的故事情節，獲得極致的視聽享受。

杜比實驗室內容合作總監柯永德（Alex Or）現場展示杜比影城



不凡的影像及音效效果，銀幕上呈現出令人嘆為觀止的亮度、對比度及繽紛華麗的色彩，音響設備完美隱藏在劇院簡單時尚的設計當中，卻從四周到天花板滿佈強力音響與劇院合而為一，帶給觀眾沈浸式音效包覆，分毫不差的將所有杜比影城的觀眾帶入電影築構的故事當中，引發現場觀眾讚嘆。最棒的是曲面銀幕、環抱式的座椅排列加上特殊訂製座椅，讓每個座位都是皇帝位，舒適觀影不會漏掉任何一秒的

精采。現場柯永德也清楚說明造就此種身歷其境體驗的杜比影城三大特色：

杜比視界——美輪美奐的精采畫面。杜比影城特有的杜比視界4K雙雷射HDR放映系統擁有亮度、對比度和色彩三大核心優勢。在放映3D畫面時，畫面峰值亮度可以達到14FL，與2D標準放映亮度（14FL）相當。杜比視界HDR的對比度高達100萬:1，相當於一般影城的500倍，好處是在讓畫面呈

現高亮度的同時，還能表現出更深邃的暗部，帶來更豐富的明暗細節。

此外，無與倫比的顏色空間遠超DCI P3標準色域範圍，支持超高清國際標準Rec.2020色域，可以呈現更多以往從未在大銀幕上出現過的鮮明色彩，更接近人眼所見的真實世界。

杜比全景聲——感動人心的靈動音效

杜比全景聲沈浸式音效系統，打破了傳統的聲道概念，可以在三

維空間內準確放置和移動聲音元素，靈動音效縈繞在觀眾周圍，甚至頭頂上方，讓聲音飽滿清晰、生動真實、細緻入微、精彩紛呈，讓觀眾可以更加自然地「置身」在電影的情境之中。

影廳環境——獨具匠心的細緻設計

走進杜比影城，入眼的設計處處彰顯巧思和專業性。吸光的「蠶繭牆」，搭配兩側向下照射的引導燈光、對於各頻段聲音混響時間嚴格控制的聲裝設計以及隱藏起來的揚聲器，每處細節的設計都是要讓觀眾盡可能不受干擾地投入到電影之中。面向經過特殊設計的曲面銀幕，環抱式座椅區讓身處影廳內每一處角落的觀眾都能夠擁有絕佳的觀影視線。值得一提的是，杜比影城還曾憑藉在產品設計方面的卓越表現，榮獲2015年紅點獎（Red Dot Award）。

想要搶先體驗杜比影城的觀眾，可以把握12/4上映的魔物獵人，及影迷聲聲呼喚將於12/17上映的神力女超人1984皆使用杜比視界及杜比全景聲製作，絕對是您初次享杜比影城的最佳選擇，現在凡是購買杜比影城票券，即可獲得該場次原版電影海報乙張，此外為了歡慶杜比影城開幕，新光影城也舉辦全台唯一杜比影城特色體驗分享文，拍照打卡即抽杜比影城原裝進口贈禮，還有聖誕跨年慶票根萬元好禮抽等活動，詳情請洽新光影城官網以及官方粉絲團。

《囍宴機器人》Janet 扮演機器人做足功課

由綺影映畫主辦、高雄市電影館協辦，Janet（謝怡芬）、George（吳宇衛）夫妻檔及李霈瑜（大霈）合演的台法合製VR電影《囍宴機器人》，即將推出2020沉浸式體驗版本，並於北、高兩地巡迴演出。Janet透露當時《囍宴機器人》開始只邀請先生George出演，師妹大霈確認演出女主角，飾演George的未婚妻，但她看了劇本後非常喜歡，積極想參與演出，便透過正常試鏡管道爭取出演，而一開始電影公司以為她想跟George演出夫妻檔，沒想到Janet表示，和George演夫妻太無聊了，於是去試了伴娘機器人這個角色，也順利地雀屏中選。而為了演好這個角色，Janet做足了功課，看了各種講述機器人的影集、電影以及紀錄片，去了解要怎麼要演出在近未來的世界中，富含情感及情緒設定的機器人，Janet：「我從一部紀錄片裡知道，有個資深做機器人的師傅說，他最難克服的某項機器人設定就是眼球的移動會比感知要來的慢，也就是假設旁邊有東西跑過，聽覺和感覺發現了，但機器人的眼球速度才慢慢轉移，我把這個運用到表演之上。」敬業的精神讓人不僅讚嘆，監製陳斯婷也表示：「Janet一上戲就說服力十足，現場工作人員都非常佩服！」

Janet在片中飾演的機器人設定被更改，左為郎祖筠

而這部VR電影《囍宴機



器人》於2018年於高雄電影節首映後，便受邀至世界各國際影展播映，本次特別回到台灣重新打造全新沉浸式體驗腳本上映，在台北選擇了富有特色及藝術氣息的創意實驗基地「濕地 | venue」展演，「濕地 | venue」原為1969年落成的「月球賓館」，建物本身屢經易主、毀棄，直到2015年12月，廢棄多年的空間轉身變為創意實驗基地，創立以來積極引入各種特色活動及展覽，超過600場活動、400場展覽於此發生，逐步建起品牌獨特性與號召

力。而本次「濕地 | venue」也秉持著成立初衷，與創新的VR沉浸式體驗《囍宴機器人》的展演合作，不僅是看VR，讓從踏入場館那刻起就扮演著機器人公司新進員工，更透過演員的互動，讓我們身歷其境地真正進入「囍宴」宇宙，影片共有七條故事線，需要透過團隊協力看到整個故事全部的樣貌，踏出場館還有台灣漫畫家Yeou為本片發展的數位漫畫可以觀賞完整大結局，想要體驗新型態的展演方式，趕緊至UDN售票網（<https://pse.is/396wlw>）購票！

Janet積極爭取飾演機器人為戲做足功課

《囍宴機器人》為綺影映畫與法國團隊Digital Rise共同推出之沉浸式體驗作品，以VR放映為主軸結合互動演出及觀眾協助的沉浸式體驗。在這裡觀眾將成為玩家，進入一個人型機器人已經上市的年代，並經歷一場四十分鐘的沉浸式體驗。Mechlife為一家致力於打造人型機器人的業界領導者，一間科技巨頭公司。觀眾在這場沉浸式體驗中，將被視為Mechlife的新進員工。在Mechlife創新部門主管Angela及機器人Fred的帶領下，展開第一天員工訓練。訓練過程中，Angela將請所有新進員工觀看一段兩大家族聯姻的VR影片，找出片中意外事件的蛛絲馬跡，作為公司在機器人研發的重要參考資料。VR影片中宋太太（郎祖筠飾演）為了寶貝女兒珍珍（李霈瑜-大霈飾演）與新郎（George-吳宇衛飾演）的婚禮，挑選了最新一代測試機器人「阿慧」（Janet-謝怡芬飾演）作為伴娘，一場意外事件卻掀起了聯姻背後的真相；在這裡唯有所有人的同心協力，才能看見影片中事件的原貌…。本作品獲文化部108年原創漫畫內容開發與跨業發展及行銷補助，12月11日起至20日止將在「濕地 | venue」（台北市中山區林森北路107巷10號3樓）作展演，12月24日起至2021年1月3日止將移師至高雄VR體感劇院（高雄市鹽埕區大義街駁二大義區C9倉庫）巡迴演出，票券現正於UDN售票網（<https://pse.is/396wlw>）熱賣中，贈送「一同咖啡聯名濾掛式咖啡包組」的早鳥套票目前已經完售，可購買指定場次會贈送「OOH LA LOVE」贊助之法式囍糖、「F2 Patissier」贊助之精選法式小點，包場觀影還可獲得「青手作皂」贊助之「胺基酸晶亮皂+洗手皂」婚禮小物組（市值239）。

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《送你一朵小紅花》發布主題劇照

生命僅此一次 因為珍惜所以珍貴



由韓延執導，易烊千璽、劉浩存領銜主演，朱媛媛、高亞麟主演，夏雨特別出演，嶽雲鵬友情出演的電影《送你一朵小紅花》將於12月31日跨年夜全國公映，該片也是《滾蛋吧！腫瘤君》導演韓延“生命三部曲”系列當中的第二部。

12月3日，官方發布壹組“珍惜”主題劇照，其中的每壹個畫面都是對我們來說再也普通不過的生活日常，但聯想到故事的主角是生命處於倒計時的癌癥青年，這些看似普通的日常顯得如此珍貴，有力地傳遞出了影片的主題——用力珍惜、積極生活。

**兩個“腫瘤青年”和他們的抗癌家庭
教會我們珍惜生命裏的每壹種痛**

電影《送你一朵小紅花》的故事圍繞兩個抗癌家庭展開，在此前發布的預告中，由易烊千璽、朱媛媛和高亞麟組成的壹家人，以及劉浩存、夏雨組合的父女檔，悉數亮相。此次公開的劇照，延續了首支預告的“珍惜”主題，展現了韋壹航、馬小遠這兩個癌癥青年之間相處的細節以及各自的家庭生活。

爸爸的囑咐、媽媽的嘮叨、在家吃的每壹頓飯菜，這些家庭生活場景，對於作爲普通人的我們來說，是觸手可及甚至熟視無睹的日常。但對故事的主角韋壹航以及馬小遠來說，卻是亟需珍惜的生命點滴——因爲他們隨時，都可能成爲那個先離開的人。每壹個奇怪的夢想、每壹次的暢所欲言、每壹次

放肆的傻笑……甚至生命的每壹種痛，對他們來說都是生活賜予的“小紅花”，格外值得珍惜。因爲“痛”的背後，是每壹秒的生命被濃縮、每壹處的情感被放大，身邊的每壹份陪伴都如此珍貴。

韓延導演開啟“生命三部曲”系列 小紅花獎勵給每壹個積極生活的妳

《送你一朵小紅花》是導演韓延又壹部以癌癥患者爲主角的電影，也是他的“生命三部曲”中的第二部。相比五年前的《滾蛋吧！腫瘤君》，《送你一朵小紅花》所聚焦的故事半徑更大，前者是熊頓積極樂觀面對患癌後的人生，而後者則是腫瘤青年真實的內心世界，以及背後支撐他

們的家庭親情。

韓延導演曾經說過，“如果再拍《腫瘤君》同題材的電影，需要情感積累到壹定程度，對世界的認知需要爆發壹次的時候再去拍。”而在如此不平凡的2020年，多少人的情感和認知都經歷了爆發，導演韓延也同樣如此。主角和故事會變，但“珍惜”的主題不變，這也是人們生活當中永恒的命題。正如預告片中那句壹閃而過的臺詞——“不管有病沒病、有膽沒膽，活的是個精氣神兒。”生命僅此壹次，因爲珍惜所以更顯珍貴。

電影《送你一朵小紅花》將於2020年12月31日跨年夜全國上映，這朵“小紅花”，送給每壹個珍惜生命、熱愛生活的妳。

《溫暖的抱抱》發布宣傳曲《抱壹抱》MV 開啟跨年倒計時30天



2020最後壹個月之際，電影《溫暖的抱抱》發布宣傳曲《抱壹抱》MV及 happy new year海報，正式開啓擁抱跨年倒計時30天。由常遠、李沁、沈騰、喬杉領銜的“喜劇抱抱團”集結開麥，共同演繹這首魔性擁抱神曲，朗朗上口的旋律搭配全員花式擁抱，巧妙傳遞了用拥抱化解所有不開心的新年願景，忘掉煩惱，開心跨年。

喜劇抱抱團全員出道 嘴唱專屬擁抱神曲

《抱壹抱》MV中，鮑抱（常遠飾）在眾人簇擁下展露笑顏；追逐音樂夢想的宋溫暖（李沁 飾）也拿起吉他歡樂獻唱；賈醫生（沈騰 飾）則和心靈療養院的夥伴們壹起出鏡鬼馬開麥。“喜劇抱抱團”更花式演繹各類擁抱姿勢，歡樂舞動，可愛逗趣的表情被自帶戲精體質的動效無限放大，透過屏幕便感受到生活的無限生機與滿滿活力，熱鬧非凡。

“心情難過，抱抱壹抱，馬上就開心；如果生氣，抱抱壹抱，天空都放晴；沒有吃飽，抱抱壹抱，火鍋冰激凌；身體發胖，抱

抱壹抱，減掉二十斤”，洗腦的旋律、魔性的歌詞令人不自覺哼唱。這首由“喜劇抱抱團”聯袂歡聲的擁抱神曲壹經發布，強烈的歡樂跨年氛圍便感染了不少網友，引起無數好評，“聽了這首歌就是傻開心，感覺生活中的所有煩惱，只要抱壹抱就可以煙消雲散”。

步入2020最後壹個月 溫暖跨年笑迎2021

同步曝光的 happy new year 海報中，“喜劇抱抱團”擁抱亮相，上演連環後背抱，眾人沈浸在濃厚的跨年節日氛圍中，或嚴肅、或甜蜜、或疑惑、或打量，令人更加好奇其中的故事展開。導演常遠曾坦言，“呈現壹個故事，就像建造壹個遊樂場，我真心邀請了我最好的壹幫兄弟姐妹，在我的遊樂場裏壹起玩耍。希望2020年的最後壹天，都可以給妳最愛的人，壹個溫暖的擁抱。”據悉，爲實現這場喜劇人難得的聚會，當時正處於孕期的馬麗義不容辭加入了劇組，艾倫在聽到消息的第壹反應也是自己要演什麼角色，並未考慮過是否要出演的問題，好友之間義氣相挺的珍貴情誼令人動容。同爲好

友的賈玲也強烈推薦跨年夜必看《溫暖的抱抱》，用歡笑迎接2021。

電影《溫暖的抱抱》將於12月31日全國上映。影片由常遠執導，常遠、李沁、沈騰、喬杉、馬麗、艾倫、田雨、王智、魏翔、王寧、黃才倫、張壹鳴、王成思、張子棟、陳昊明主演，上海愛美影視文化傳媒有限公司、華誼兄弟電影有限公司、上海淘票票影視文化有限公司、北京無限自在文化傳媒股份有限公司、北京耀萊影視文化傳媒有限公司出品，青島翰洛影業有限公司、深圳市亞斯傳媒有限公司、西安曲江影視投資（集團）有限公司、平潭喜東影視有限公司、重慶潤匯影視文化傳媒有限公司、和眾文化發展（北京）有限公司、華鳴星空文化傳媒有限公司、寧嘉（深圳）影視傳媒有限公司、天津貓眼微影文化傳媒有限公司、上海御毅影業集團有限公司、中銘盛世（深圳）影業集團有限公司、上海甲地文化集團有限公司聯合出品。



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感恩節前7天680萬人乘飛機旅行會使當前病毒激增 聯邦政府計劃醫護人員在12月開始第一輪疫苗接種



德克薩斯州成為第一個超



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德克薩斯州成為第一個超

聖誕節後第二天將有1400萬美國人的失業援助到期 隨著疫情肆虐和刺激政策到期 多地迫切需求食品援助



由200多家“食品銀行”組成的全國性組織“賑饑美國”(Feeding America)預計，未來12個月，美國將面臨高達80億份的食物短缺。



處在節日購物季的美國，本應一派消費繁榮景象，但由於疫情持續惡化，各州都在考慮新的封鎖措施，人們對糧食援助的需求空前高漲。



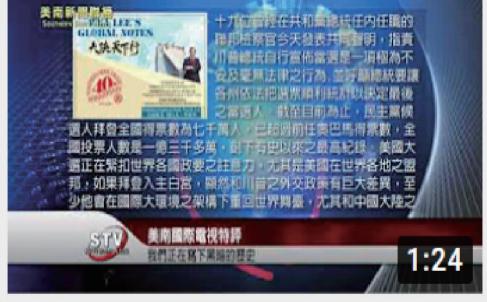
本報記者秦鴻鈞報導

休斯敦是全美飢餓問題最為嚴重的地區之一。今年夏天，疫情令當地醫院不堪重負，而石油價格疲軟則嚴重衝擊了地方經濟，導致情況雪上加霜。

隨著政府緊急援助的削減，在食品銀行前排隊的隊伍越來越長。”該機構最近發布的報告顯示，2020年羅德島州每1/4居民經歷了糧食不安全，該州今年的飢餓問題急劇惡化。

美南電視15.3 YOUTUBE頻道

youtube.com/user/itvhouston



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新冠疫情下，10月美國增加了638,000個就業崗位



休斯頓第一家華人連鎖幼兒園 Vanguard Academy入住Katy



美南時事通 - 美選結果將揭曉，川普岌岌可危、白宮明...