



# *The Bulletin*

The Hong Kong General Chamber of Commerce



SEPTEMBER 1971

# 中文簡摘

## 香港的其他市場

我們常說，香港的對外貿易，集中在某些方向。譬如：美國、英國、西德、澳洲、日本、加拿大、瑞典、荷蘭、台灣、瑞士及南非等國家，在本年首六個月，採購了香港百份之八十三點五的出口貨。其中每一個國家最少採購我們百份之一的出口貨。至六月為止，出口往其他國家的總值為十億五千萬元。雖然以每一國計，我們對這等次要市場的貿易並不重要，但整體看來，他們對香港很多出口商是重要的。轉口貨運的情形和出口很相似，百份之八十一的轉口貨分售與十六個國家。

本文將以中東、中、南美洲及發展中的非洲為香港第二市場，對其貿易的狀態加以分析。

由於此等市場的購買力增加，發展此等市場實至為重要。因為我們的主要市場終有達到飽和的一天。照目前看來，中東、中南美及非洲三個地區佔我們的出口百份之六點八四，轉口百份之九點三四。以上是根據首四個月的貿易數字來計算。比一九七〇年同期的百份之六點六四（出口），和百份之九點零九（轉口）都有增加，出口和轉口的增加都以對非洲貿易為主。往拉丁美洲的出口有些微增加，但轉口貿易却減少了。往中東的轉口貿易保持不變，但出口比去年減少了。

茲將各地區主要國家的首四個月貿易數列舉如下。括弧為一九七〇年同期數字。都以百萬港元為單位。

### 中南美洲區：

巴拿馬——十五點四五（十三點一八）  
委內瑞拉——十一點七一（十二點五）  
墨西哥——十一點零六（八點八七）  
法屬及荷屬西印度羣島（主要為圭亞那）——五點八一（五點四五）  
巴西——四點四五（二點一五）  
其他十七國家購物總值超過一百萬港元

### 中東區：

科威特——十四點四三（十七點十七）  
巴林——九點四七（四點八六）  
沙地亞拉伯——六點八一（七點八八）  
雅登——五點八二（七點四三）  
黎巴嫩——五點三六（四點零一）  
伊朗——五點零六（四點九一）  
其他三個國家亦超過一百萬元

### 發展中的非洲地區：

奈及利亞——二十五點八九（十六點八一）  
利比亞——十九點四〇（十一點〇七）  
肯亞——十一點九。（七點六四）  
尚比亞——七點六〇（十三點〇六）  
剛果金夏權——六點九一（五點七三）  
西班牙屬西非——六點六八（四點八六）  
坦干伊喀——五點二一（五點二九）  
南非除外有二十一國家輸入港貨超過一百萬元。

關於轉口方面，主要對象為巴拿馬（五百零六萬，一九七零為六百零三萬），以色列（一千九百八十八萬，一九七零年為一千七百八十八萬）。

奈及利亞（二千二百九十七萬，一九七零年為一千四百九十六萬），及迦納（九百三十八萬，一九七零年為四百九十八萬）。

雖然服裝是我們最大宗的出口，但以中南美而言，此項出口並不是首要，但一九七一年比七〇年增加不少。以巴拿馬而言，原子粒收音機的出口總值三百九十萬，手錶則三百一十萬。因為巴拿馬是該區的主要轉口站。同期委內瑞拉購買了價值三百四十萬元的原子粒收音機。墨西哥則購買了二百萬元的手錶。奇怪的是，運往巴拿馬的手錶平均每隻都在二十五元以上，但運往其他地區的（包括美國在內）雖然比較大量，但每個都在十五元以下。原子粒收音機的情形也和手錶相似，運往巴拿馬的平均每隻價值二十九元，運往英國的為二十一元，美國的為三十一元。因此以為拉丁美洲只是平價貨出口的

地區這種見解是錯誤的。

委內瑞拉除買入大量的原子粒收音機外，其他的採買範圍很廣。假髮一百三十萬，手錶及錶鍊六十萬，玩具一百三十八萬，部份之八十為塑膠玩具，電手筒七十四萬，電風扇三十三萬，鎖七十萬。值得注意的是委內瑞拉的天然假髮入口，由去年的二百八十萬降至八十萬。人做假髮去年沒有入口，今年首四個月為二十三萬。或許這是替換過程的開始。

墨西哥以購買玩具為大宗。塑膠及其他種類的洋娃娃以及一般塑膠玩具總值三百萬元，加上手錶，就差不多等如本港出口貨的一半。

巴拿馬及墨西哥差不多購買了三百萬元的香港成衣，但委內瑞拉却好像完全沒有買香港製成的衣服。

至於中東方面，科威特和巴林一半以上的入口港貨是成衣。科威特本年首四個月的入口港貨總值為一千四百四十萬，成衣佔九百萬。巴林入口港貨總值為九百五十萬，成衣佔六百五十萬。輸往此兩國的成衣以男裝長褲、恤衫、內衣及睡衣為主。德素聯邦及沙地亞拉伯對香港的貨品亦甚感興趣。在首四個月德素聯邦輸入港貨總值一千零三十一萬，成衣佔二百四十萬。沙地亞拉伯首四個月輸入港貨總值六百八十一萬，成衣佔一百七十八萬。德素聯邦對輸入本港錶甚感興趣，總值四百萬，佔入口香港貨百份之四十。

由於氣候炎熱關係，巴林購買了價值一百三十四萬的電風扇，伊朗同期購入電風扇二百萬。香港輸往雅登的塑膠拖鞋價值六十萬，但其他國家却沒有作同樣的輸入。

至於非洲方面，摩洛哥購入一百六十萬元中國茶葉，但其他地方則很少作食物方面的輸入。奈及利亞輸入價值八百四十萬元的棉紗，比去年同期的一百九十萬高出幾倍。迦納亦對香港棉紗有興趣，首四個月的輸入為二百八十萬，雖然與一九七〇年同期的四百二十四萬比較，相差甚遠。奈及利亞及迦

納兩國有顯著的外國資本投資入紡織業，因此他們經常需要棉紗及機器入口。由香港廠商輸往奈及利亞的紡織器為一百三十八萬，還加上五百二十三萬的轉口機器。

原子粒收音機為香港非洲間貿易主要貨品。利比亞購買了二百一十七萬，西班牙屬的西非一百二十萬，剛果金夏沙二十七萬。

在成衣方面奈及利亞及迦納兩國購買的很少。利比亞却買了三百五十萬女裝裙、套裝，及三百四十萬的男裝恤衫。肯亞購買了四百四十萬元恤衫，西班牙屬西非則輸入一百九十萬元的雨衣。

轉口貨方面，奈及利亞大量輸入各式各樣的扣布以備紡織業之用。總值為一千三百萬。迦納則輸入扣布四百萬元，兩國同時亦輸入紡織用化學原料，迦納購入一百三十萬，奈及利亞購入六十八萬。迦納亦輸入八十萬元的地毯。

由以上看來，多花些時間來發展我們的次要市場，終有一天財源會滾滾而來的。

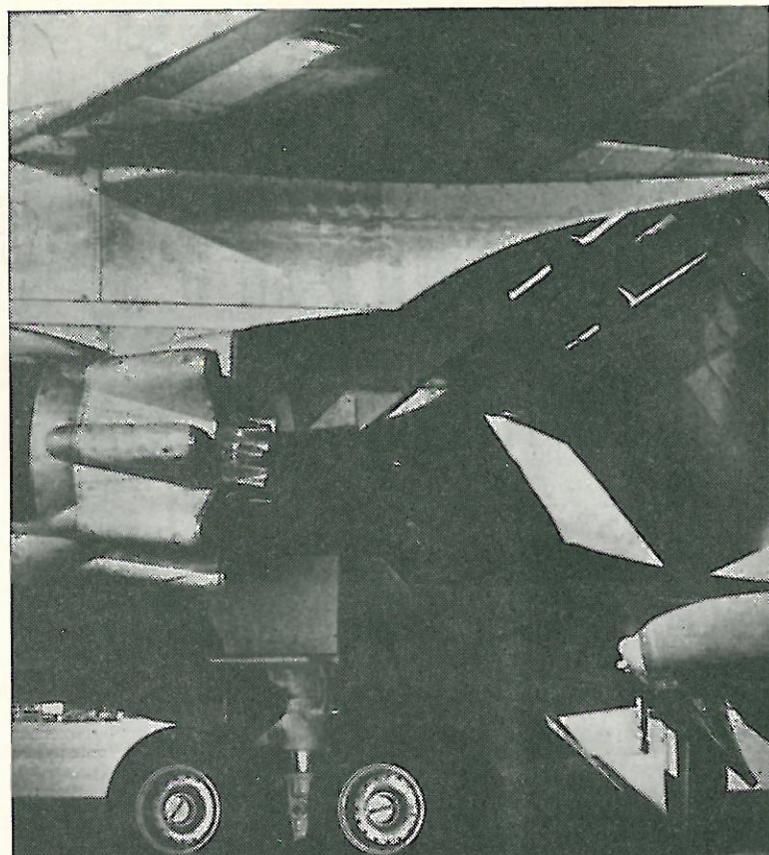
### 摩理臣山工業學校 備有各項訓練課程

摩理臣山工業學校之成立於本港教育制度上佔一重要地位。校內設有多項課程，以期訓練各種工藝師、技術師、技術訓練員及工廠指導員等人材。

此等訓練課程均具職業性，故與其他工業中學有異，互不抵觸。後者只以工業作為課程之基本。

摩理臣山工業學校分設五部門——建築、電器工程、機械工程、初級及普通科、工業教員及工廠指導員之訓練。一切課程皆着重實習方面。除却實驗室的工作外，學生均到工場作實地工作。而全日授課之學生皆有機會到各工廠參觀及認識廠內實際情形。

摩理臣山工業學校與勞工處之學徒訓練組保持密切之聯繫。校方認為香港之工業若要得到足夠的技術人材，一定要增加學徒訓練之機會。



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## The Other Markets

Hong Kong's export trade is concentrated in certain preferred directions, a fact of which we are constantly being reminded, by the various media and by events.

Twelve countries—the US, the UK, W. Germany, Australia, Japan, Canada, Singapore, Sweden, the Netherlands, Taiwan, Switzerland and South Africa — between them bought 83.5 per cent of our domestic exports in the first six months of this year.

Each one was individually responsible for purchasing at least one per cent of our exports. None of the other countries of the world reached that mark.

Yet between them those other countries took goods to the tune of HK\$1050 million, up to the end of June. Clearly, however small our export trade with these secondary markets considered country by country, taken together they are very important to many firms in HK.

In re-exports the position is fairly similar. Sixteen countries combined to take 81 per cent of goods transhipped here, each one of them buying at least two per cent of the total. This is slightly more spread out than are our domestic exports.

In this article the Middle East, Central and South America and developing Africa are singled out as secondary markets for HK, and an attempt will be made to analyse the trade patterns among those countries.

The importance of cultivating these markets as their purchasing power increases can hardly be stress-

ed too much. Our primary markets may eventually become saturated and will show growing resistance to our salesmen. It has already happened.

At the moment (working on figures for the first four months of the year, to which all succeeding statistics will refer, and similarly for 1970) the three areas mentioned account for 6.84 per cent of our domestic exports and 9.34 per cent of our re-exports.

### Advances in Africa

These are advances, in both cases, on 1970 when the corresponding figures were 6.64 per cent and 9.09 per cent. And in both cases, in the main, the advances have been due to increased sales to Africa.

There was some slight growth of domestic sales to Latin America, but a drop in the percentage of our re-export trade that went there. Re-exports to the Middle East just maintained pace with all others, but we lost ground on the domestic side, as against the first third of last year.

Some of the amounts involved, for the first four months' trading, with last year's corresponding figures in brackets, are given below in millions of HK dollars.

Central and South America:  
Panama 15.45 (13.18), Venezuela 11.71 (12.50), Mexico 11.06 (8.87), Jamaica 6.40 (6.08), French and Netherlands West Indies (mainly Guiana) 5.81 (5.45), and Brazil 4.45 (2.15). Altogether 17 countries bought goods worth at least HK\$1 million.

Middle East: Kuwait 14.43



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(17.17), Trucial States 10.31 (8.82), Bahrein 9.47 (4.86), Saudi Arabia 6.81 (7.88), Aden 5.82 (7.43), Lebanon 5.36 (4.10) and Iran 5.06 (4.91). Three others surpassed the million dollars mark.

Developing Africa: Nigeria 25.89 (16.81), Libya 19.40 (11.07), Kenya 11.90 (7.64), Zambia 7.60 (13.06), Congo Kinshasa 6.91 (5.73), Spanish West Africa 6.68 (4.86), Ghana 6.13 (6.62) and Tanganyika 5.21 (5.29). There were 21 countries on the list of million-dollar buyers. South Africa is excluded, of course.

On the re-export side our leading partners were Panama 5.06 (6.03), Israel 19.88 (17.88), Trucial States 4.20 (2.04), Nigeria 22.67 (14.96) and Ghana 9.38 (4.98).

In spite of the fact that clothing is our largest export item it did not top the list of purchases by Central and South American countries. However, almost without exception, wherever clothing was bought the amount represented an increase over the first four months of 1970.

## Not a cheap export area

The biggest item in the Panama list was \$3.9 million worth of transistor radios, and next came watches, \$3.1 million. This seems to suggest that Panama is a convenient trans-shipment point for its region, although Venezuela bought nearly as many radios (\$3.4 million) and Mexico took \$2 million worth of watches.

It is a curious fact that the unit price of the watches which went to

Panama from here averaged out at \$22.50 while the prices for exports to other countries (including the US) which took reasonably large quantities were under \$15.

The same thing applies to radios. Average price to Panama was \$29, to the UK \$21 and to the US \$31. It would be wrong to think of Latin America as necessarily a field for cheap export products.

## Wigs and toys

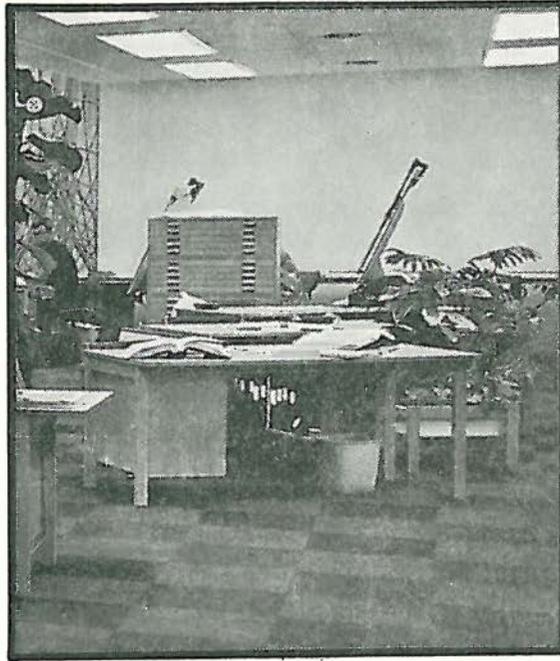
Venezuela's imports from HK were spread over a wider variety of items, apart from the large shipments of radios. Wigs, both of human and synthetic hair, amounted to \$1.03 million up to the end of April, watches and watch bands to \$0.6 million, toys to \$1.38 million (two thirds of them being of plastic), electric torches to \$0.74 million (though hardly any bulbs and no batteries were bought), electric fans to \$0.33 million and locks to \$0.7 million.

It is interesting that Venezuela's purchases of human hair wigs dropped from \$2.8 million in the first four months of 1970 to \$0.8 million this year while synthetic wigs rose from nothing to \$0.23 million. Perhaps the beginning of a replacement process.

Mexico's biggest purchases were of toys. Plastic and other kinds of dolls and plastic toys in general generated slightly over \$3 million worth of business. Together with the watches, this makes nearly half of all our exports to Mexico.

The only other large single non-

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clothing purchases were made by Brazil (watches, \$2.7 million), Jamaica (bed sheets and spreads, \$0.875 million) and Panama (beaded handbags, wallets and travel goods, \$0.75 million).

Panama and Mexico bought clothing from HK to the tune of nearly \$3 million each, but Venezuela appeared to purchase nothing at all in this field. Possibly it buys from the Panama import list. Biggest items were brassieres (\$0.35 million) to Panama and underwear, slacks and brassieres to Mexico (\$0.84 million).

Large purchases in the re-export field included \$0.94 million worth of paraffin wax by Peru, \$2.62 worth of table damasks by Panama, \$0.9 million worth of damasks and \$0.85 million worth of sheets by the French and Netherlands West Indies, \$0.46 million worth of damasks and \$0.72 million worth of assorted cutlery and utensils by Venezuela and \$1.48 million worth of watches by Brazil.

### Cinnamon & garments

Curiously half of HK's re-exports of cassia (worth slightly over \$1 million) went to six American countries. Cassia is an adulterant for cinnamon. Venezuela also bought \$160,000 worth of real cinnamon. These are increases over last year's figures.

The greater part of purchases by Kuwait and Bahrein from HK was made up of garments. For Kuwait in the first third of this year some \$9 million out of a total bill of \$14.4

million was spent on clothing, and the figures for Bahrein were \$6.5 and \$9.5 million. In the former case purchases have dropped from last year by roughly 30 per cent, but Bahrein is making up for this by buying twice as much.

Specific items are men's slacks (Kuwait \$1.26 million, Bahrein \$0.56 million), shirts of various kinds (\$2.17, \$1.25) and underwear and night clothes (\$1.52, \$1.32).

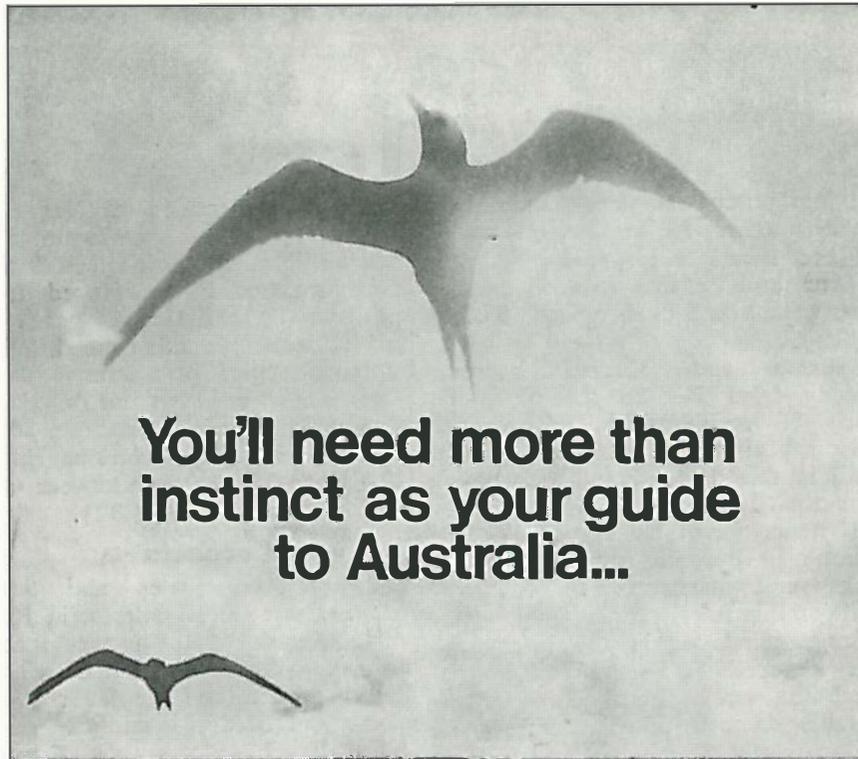
### Two-watch economy

The Trucial States and Saudi Arabia also took an interest in HK's garment products, the former spending some \$2.4 million out of a total \$10.31 million and the latter \$1.78 million out of \$6.81 million.

The Trucial States took a much greater interest in our watches, though, and these filled almost 40 per cent of that export bill, slightly over \$4 million. In addition, they bought \$2.9 million worth of transhipped watches. These figures are more than twice those for last year. These States (rather disunited) appear to be on the way to becoming a two-watch economy — unless the watches are going elsewhere.

As might be expected considering its climate, Bahrein spent \$1.34 million on electric fans, while Iran put up \$2 million for the same product, but neither bought any air-conditioners (not suitable for the architecture, perhaps). The Trucial States bought \$0.5 million worth of fans.

HK Shipped plastic slippers to Aden to the amount of \$0.6 million,



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but none of the other countries was interested. This is much the same as last year, except that then Saudi Arabia paid \$0.33 million for this item.

On the re-export side the outstanding item was the quantity of unset diamonds shipped to Israel, \$19.3 million this year (to the end of April), \$17.3 million last year. This represents 13 per cent of our total diamond shipments this year.

### **Cotton yarn & machinery**

Bahrain purchased \$0.5 million worth of finished poplin, three times as much as in 1970, and Kuwait spent \$0.1 million on the same item, down from last year.

Although Morocco has purchased \$1.6 million worth of China tea up to the end of April (as opposed to none for the same period last year, or indeed for the whole of last year), the major purchases by the countries of developing Africa have little to do with food.

The largest single item going to Africa was cotton yarn to Nigeria. This was worth \$8.4 million, a great advance over last year's \$1.9 million. Nigeria also took \$1.17 million worth of cotton yarn spun outside HK, practically the same figure as in 1970.

Ghana was another country to be interested in cotton yarn, both spun here and transhipped. The former brought us in \$2.8 million to the end of April, a long way behind last year's \$4.24 million, but the \$0.23 million of re-exported yarn

was twice the \$0.12 million of 1970.

Nigeria and Ghana are the two countries in West Africa where foreign textile investment has made a major appearance. They have a continuing need for yarn for their looms, and they also need machinery, which HK can often supply.

The textile machinery that was shipped from HK factories to Nigeria cost \$1.38 million. On top of this went \$5.23 million worth of re-exported machinery. Much of this was for textile finishing, a growing industry in Nigeria.

Black Africa's largest country also bought \$2.36 million worth of other kinds of machinery, betokening the birth of industrialisation and a growing import list. Ghana purchased \$2.1 million worth of textile machinery, two thirds of which was re-exported from HK.

### **Africa tuning in**

Transistor radios formed a large item in the trade with Africa. Libya spent \$2.17 million on them, Spanish West Africa (another entrepot) \$1.2 million and Congo Kinshasa \$0.27 million. Kenya preferred re-exported sets. The Libyan figure was about half as great again as last year's.

Nigeria bought little clothing, compared with its total purchases, and the quantity sent to Ghana was very small. Libya, however, bought among other things \$3.5 million worth of women's skirts, dresses, etc., and \$3.4 million worth of men's shirts. Kenya's purchases of shirts were worth \$1.4 million.

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## News from the Chamber... and the rest of the world

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J. C. B. Slack, Esq.

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H. M. G. Forsgate, Esq.  
Andrew Eu, Esq.  
George Ho, Esq.  
J. L. Marden, Esq., M.A.  
J. H. W. Salmon, Esq.  
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W. H. Henderson, Esq.  
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Dennis H. S. Ting, Esq.  
Y. F. Wu, Esq.

#### International Trade

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H. Keswick, Esq.  
H. C. Fung, Esq., O.B.E.  
J. MacKenzie, Esq.  
A. G. S. McCallum, Esq.  
P. Pecaric, Esq.  
and the Chairmen of the  
11 Area Committees  
(see next page)

#### Legal

P. A. L. Vine, Esq., O.B.E.  
V.R.D., J.P.  
I. R. A. MacCallum, Esq.  
B. S. McElney, Esq.  
G. E. S. Stevenson, Esq.  
W. Turnbull, Esq.

#### Public Relations

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Stephen Chou, Esq.  
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M. J. Connor, Esq.  
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Simon Lee, Esq.  
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#### Taxation

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J. C. Hodson, Esq.  
B. Johnson, Esq.  
M. K. Tan, Esq.  
P. A. L. Vine, Esq., O.B.E.  
V.R.D., J.P.

□ The major reorganisation of the Chamber's business promotion activities have now been put into effect. Eleven Area Sections have been formed, and at a meeting on August 12th, **Area Committees** were elected. Each Committee consists of from eight to ten members. The Chairman and Vice-Chairman of the Committees are:

#### United Kingdom

G. H. P. Pritchard, Esq.  
E. J. S. Tsu, Esq.

#### Europe

A. C. W. Blaauw, Esq.  
N. E. Weibel, Esq.

#### Africa

E. U. Lyen, Esq.  
F. O. Van Randwyck, Esq.

#### Middle East

N. P. Pavri, Esq.  
Simon Lee, Esq.

#### North America

D. W. N. Landale, Esq.  
Lt. Col. I. G. Daniel, M.B.E.

#### Central America

Douglas McDonald, Esq.  
L. L. Pomeroy, Esq.

#### South America

S. Bennema, Esq.  
C. W. Dalrymple, Esq.

#### Australia & New Zealand & South West Pacific

D. P. Inglis, Esq.  
Henry S. H. Fung, Esq.

#### China

J. J. G. Brown, Esq.  
H. Schneider, Esq.

#### Japan, Taiwan & South Korea

N. A. S. Mills, Esq.  
S. Funasaka, Esq.

#### South East Asia

C. K. Yang, Esq.  
A. Gopi, Esq.

Most Area Committees have already had their first monthly meeting and section functions such as conferences with consuls, Trade Commissioners, etc. of the various countries have started.

Members who have not joined an Area Section yet, but who would like to do so should fill in the form sent out with the Chamber's circular dated September 3rd, or contact Mr. S. L. Chung, head of the Chamber's International Trade Department. (see also p. 14)

□ To provide services for the various Area Sections and Committees, while continuing its general promotional activities on behalf of all members, the former Business Promotion Department, now the **International Trade Department**, has been expanded and reorganised. For the information of members, the appropriate executive in the Department to contact for a certain enquiry is listed below: —

Mr. S. L. Chung —  
Head of the Department  
(tel. 245075 Ext. 20)

Mr. Clement Tsang —  
UK, Europe, Africa,  
Middle East Area Sections  
(tel. 245075 Ext. 19)

(con't)

# Picture Briefing



A. A special meeting of Area Section members was held in the Chamber's Boardroom on August 12th to elect Area Committee members (see also p. 13).



B. Mr. Kim Son, Director of Customs of the Khmer Republic called on the Chamber on August 24th. He was accompanied by the Khmer Republic Consul General, Mr. Ky Soth, and two senior customs officials. The discussion centred around two-way trade between the Khmer Republic and Hong Kong, and the Chamber's Certification Services. Seen with Mr. Kim Son (centre) and the Vice-Chairman, is a senior customs official who acted as interpreter for the meeting.



C. Some forty new members attended a familiarization visit to the Chamber on September 3rd. Here, Mr. A.C.C. Stewart, Assistant Secretary of the Certification Department (far right) explains the services of his department to a group of new members.

D. Technical Training at the Morrison Hill Technical Institute (see also p. 17).

E. Mr. W. H. Newton, Executive Director of the Hong Kong Productivity Centre (see also p. 22).



F. A press Conference was held at the Chamber for Dr. E.U. Junker, German Consul (far right) on August 25th (see also p. 16).

G. The Aichi Prefecture General Chamber of Commerce and Industry Goodwill Mission called on the Chamber on September 2nd. Among the topics discussed were the Japanese Government's decision to float the Yen, and how it would affect production costs in Japan and in Hong Kong, and the repercussions of President Nixon's New Economic Policy in Japan. Seen from left to right are: Mr. K. Iwamoto, Chairman of the Aichi Chamber; the Secretary; Mr. T. Ichikura, Manager of the New Orient Express World Service Ltd. in Hong Kong, who made the arrangements for the trip and who acted as interpreter at the meeting; and Mr. T. Nakamoto, Secretary of the Aichi Chamber.

## Briefing - continued

Mr. F. M. Castro —  
North America, Central  
America and South America  
Area Sections  
(tel. 245075 Ext. 18)

Mr. Philip Choy —  
Australia, New Zealand,  
Taiwan, South Korea and  
South West Pacific, Japan,  
China Area Sections  
(tel. 245075 Ext. 17)

Mr. Dennis Yeung —  
Trade Enquiries and  
Employment Register Sections  
(tel. 245075 Ext. 14)

Miss Veronica Loo —  
Statistics Section and Library  
(tel. 245075 Ext. 16)

□ **Dr. E. U. Junker**, newly appointed German Consul in Hong Kong, addressed members of the Chamber's Europe Area Section on August 25th in the auditorium of the Staff Training Centre of the Hong Kong and Shanghai Banking Corporation. Dr. Junker spoke on the Common Market as a partner in World Trade and what it means to Hong Kong. His talk covered three main subjects—the position of the Common Market in World Trade, its trade policies, and the UK's probable accession to the Common Market. Over 40 members attended the meeting.

Prior to his talk, a press conference was held for Dr. Junker in the Chamber's boardroom. Dr. Junker answered questions on the Common Market and the effects of the recent US economic and fiscal measures on the International Monetary Fund. (see also p. 15)

□ Members have no doubt seen a report in the press of the arrangements for the **Public Farewell to HE the Governor** and Lady Trench, on whose organising Committee the Chamber is represented by the Secretary. Members are now reminded that as Sir Albert Rodrigues reported to the Press on September 4th, the budget for the cost of the ceremony has been covered, and donations from firms and individuals will now go the Sir David Trench Fund for Recreation.

□ The Chamber's next series of **Chinese Language Examinations** will be held according to the following schedule at the Chamber Offices, 9th floor, Union House.

Mandarin —  
Afternoon, October 22nd  
Cantonese —  
Morning, October 23rd

Candidates must register with the Chamber not later than 5 p.m. Mon. October 11th, 1971. An examination fee of \$50 per candidate will be charged.

Details of the syllabus and conditions for these examinations are available on application to the Chamber.

□ The University of Hong Kong Department of Extra-Mural Studies will be offering the following courses in October:—

**Practical Aspects of Taxation**—given in English, 15 meetings starting October 11th, fee \$60.

**Company Secretaryship**—given in English, 24 meetings starting October 11th, fee \$80.

## Technical Training

Last month the Bulletin took a look at the commercial training offered by the Morrison Hill Technical Institute. The technical side of its training is, of course, far more well-known.

By providing a wide range of facilities for the training of craftsmen, technicians, technical teachers, and workshop instructors, the Institute occupies an important position in the local education system.

Unlike secondary technical schools the Institute provides courses which are fully vocational. It does not, therefore, duplicate the function of secondary technical schools which provide a full-time secondary education with a technical bias.

The Institute runs a full range of technical courses under five departments—construction, electrical engineering, mechanical engineering, preliminary and general studies, technical teacher and workshop instructor training.

Emphasis in all courses is placed on practical work. Students attending day courses spend a large amount of time in the workshops in addition to laboratory work. In the course of each session, full-time students are required to make occasional visits to industrial establishments to familiarize themselves with practice within industry.

The Morrison Hill Technical Institute works closely with the Apprenticeship Training Unit of the Labour Department in order that

apprentices in recognised apprenticeship schemes may be able to obtain complementary institutional training.

The Institute feels strongly that industry in Hong Kong must increase the number of apprenticeship opportunities now available if it is to be assured of an adequate and constant supply of highly-skilled craftsman.

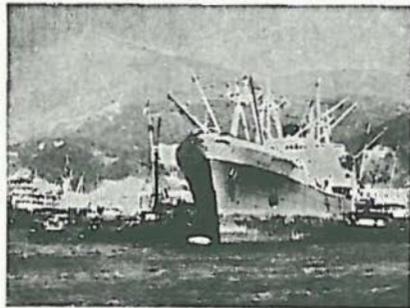
The Institute's workshops, laboratories and special rooms are fully equipped with modern machinery and apparatus. It has a well-trained full time staff, and a large number of part-time lecturers and instructors from industry and the professions.

The Institute's fees cannot be considered expensive. A small number of scholarships and free places are available to full-time students in financial need—but many students are sponsored by a firm, or are paid or refunded the fees by their employers after successfully completing part-time day release or part-time evening courses.

The crying need for trained technicians and craftsmen for Hong Kong industry has been stressed again and again. But what about the other side of the coin? By giving young people with little education a vocation, the whole community benefits in the end by gaining useful citizens.

The Chamber urges its members to look ahead. Whether it be at the Morrison Hill Technical Institute or at a similar institute, wouldn't it be worthwhile to sponsor a deserving employee, or to take a more active part in an apprenticeship scheme? (see also p. 15)

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## Pick of the Press

Reprinted from the Financial Times, London  
The Forgotten Man of Selling

Buyers usually come to Hong Kong, so most Hong Kong manufacturers and exporters are not faced with the problem of whether they are seeing the right man — the man who actually makes the purchasing decisions. But as Hong Kong diversifies into new markets and begins to take a more active role in traditional markets, Anthony Thorncroft, Marketing Editor of the Financial Times' report on the British buyer may well prove to be true buyers in other markets. It may even apply to Hong Kong buyers:—

Without wanting to injure the pride of salesmen, or puncture the whole marketing ideology, there is one rather over-looked figure who makes the entire selling operation work — the buyer. For years buyers have been the forgotten man of British industry. Although the Purchasing Officers Association has laboured to raise the status of the profession you still come across many businessmen who dismiss the company buyer as 'little more than a glorified clerk'.

### Who decides?

Now buying is getting some of the attention formerly levelled on selling. Research projects on who makes the buying decision inside companies and what influences them are coming fast and furious.

And about time too. Already some interesting facts are coming to light taking off from the pioneer work of Hugh Bruckner in his book *How British Industry Buys*. The Decision Making Unit is being signalled out for attention. Every company has one, and every supplier should have a map of who actually makes the purchasing decisions in its major customers. For example, an examination of one industry revealed that in 80 per cent. of cases three or more departments had a say in the buying. The purchasing officer could

only exercise his own initiative in 2.5 per cent of the decisions.

In some more studies, by Industrial Market Research, into why a particular company's salesmen failed to gain orders, it was discovered that in two-fifths of the cases they were seeing the wrong person in the buyer company. Just how difficult it is to make generalisations about purchasing importance is high-lighted by research into the Electric Motors industry. Business Intelligence Services examined the market, and discovered that if you were selling to the agricultural machinery industry a mechanical engineer should be your target (for the companies are often unsophisticated and only employ one engineer); in the textile industry, however, the electrical engineer is the vital man; and in pumps it is the salesman, who has the task of selling the motor attached to a pump, that makes the decision.

### Drips and drabs

So information is coming forward, but in dribs and drabs. Recently Eric Shankelman of Marketing and Economic Research produced a series of case histories for the New Scientist into buying decisions. This suggested that there is a great deal of persuading up, with the desire for a new product coming from the per-

son in the firm who might use it. This could even be pressure from the shop floor. In addition goods are 'bought' rather than 'sold' — the initiative comes from the purchaser. And, of course, in every company there is a range of controls on expenditure, with each department answering to variable limits. (In one case the Board had to approve all purchases over HK\$700.) All in all it is difficult to get away from the fact that buying is a jungle which requires more attention.

### Fighting inertia

Of course the mass of buying decisions come easy — they are stock repeat purchases. Perhaps they come too easy; there should be more willingness to take risks. But companies wish to avoid the expense of re-tooling, even if the end product is a cheaper raw material, and if a supplier delivers on time and does not increase his prices too drastically he is almost certain to keep the business. Inertia is the great weakness of British buying, and some suppliers enjoy enormous profit margins because their customers do not want to take the risk of upsetting the settled order of things or investigate the alternatives.

Much of the recent work in the buying field has tried to discover how potential suppliers can break down the inertia. The obvious solution is to offer a plus to the product. When it is a case of a straight rebuy there is no problem for the purchaser, he wants no information, and he does not consider new alternatives. If he

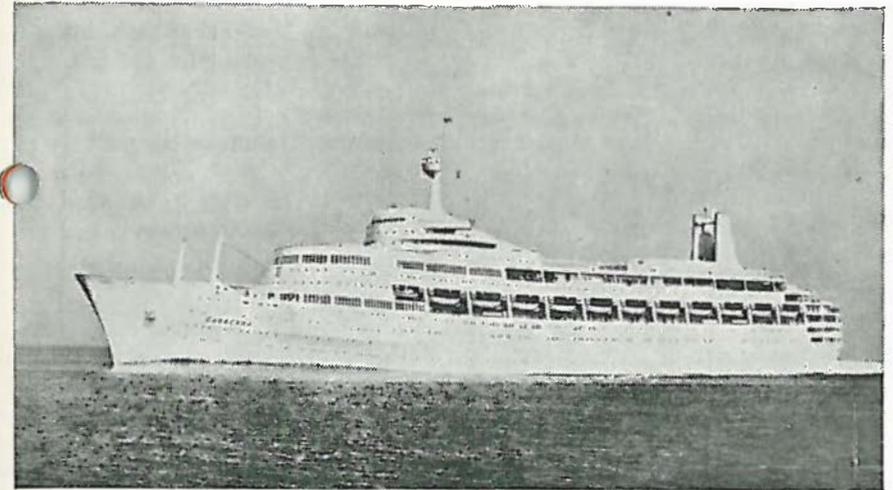
can be shown a modified rebuy there is a medium problem for him, which requires some information and leads to a limited consideration of alternatives. Companies should aim at forcing upon potential buyers a fresh purchasing decision.

Already in the more technologically advanced industries the power of the purchasing officer is growing. And that traditional bugbear of the industry, bribery, is certainly on the decrease: in some companies the buyer is not allowed to see a salesman outside of the office. But so far change has just scratched the surface.

Without doubt a more critical approach could produce dividends. After all a 10 per cent saving in purchases is the equivalent of a 10 per cent increase in sales.

There has been a shift by companies from the simple "who buys" to the more sophisticated "how do they buy" in approaching potential customers. Where companies could be usefully employed is in collecting all the many bits of additional information they should know about customers — like, what periods do their budgets cover (it might be shrewd to call on them at the beginning and end of their financial year); whether delivery on the nail is really important (a study of the ball valve market suggested that in practice customers were prepared to wait); and how elastic they really are about price. Buying, in fact, is a vast subject, like distribution and like ignored. Now is the time to examine the situation.

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holiday resort development. In Hong Kong, Mackinnon, Mackenzie & Co., Ltd., — a member of the P & O Group — looks after the P & O Group passenger, cargo and crew interests of P & O Lines, Eastern & Australian Line, Union Steamship British India, Hain-Nourse, Strick Line and Trident Tankers and in addition to this they incorporate Mackinnons Travel, Mackinnons General Trading and Mackinnons Godown Co. So next time you think of P & O — think big! Hong Kong Agents: Mackinnon Mackenzie and Co. Telephone: M-232011.

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# Input vs Output

## The Hong Kong Productivity Council

There is an old axiom 'You'll get out of it what you put into it.' In other words, aside from forces beyond your control, results generally reflect all the various ingredients which have gone into a project.

The problem is that as the world gets more complicated, it becomes harder and harder to know just what to 'put into it.' This seems to be true of business in general, and it's certainly true when talking about industry—particularly Hong Kong industry which is now at a very crucial point of development.

It takes an expert these days to ensure that all productive resources, including manpower, machinery, plant, material, finance, management skills and marketing and distribution methods are utilized to the fullest extent so that a manufacturing establishment can achieve its primary goal — increased productivity on all levels.

### Need for expertise

In the face of rising production costs and ever tougher competition, Hong Kong industry must develop this expertise in order to keep up with the demands of modern trade. Where does this expertise come from? Up until 1967, there was no one organisation to turn to for expert advice on an overall programme to improve productivity.

Then in 1967, the Hong Kong Productivity Council and its executive arm, the Productivity Centre, was formally established by Government to fill this void. The

Council consists of some twenty-one members appointed by the Governor, including representatives from management, labour, academic and professional interests, as well as representatives from Government departments closely associated with productivity matters.

### Primary Aim

The Council's primary aim is to promote increased productivity in industry. Through the Centre, this aim is presently carried out in a variety of ways including: training courses, in-plant training, technical assistance, management consultancy, dissemination of industrial information, etc. The Council also advises Government on matters affecting the productivity of industry in Hong Kong and measures designed to increase it.

Carrying out such an extensive programme is naturally no easy task. The recruitment and training of staff for the Centre received first priority. Mr. W. H. Newton, the Executive Director of the Centre has stressed that industry's strength lies in people. The same is naturally true for the Centre, and much of the success of the Council and Centre can be attributed to the thorough personnel training programme which was initiated from the very beginning to build up an efficient and professional staff. Vigorous internal training is given to personnel to upgrade their special skills and to thoroughly familiarize them with all aspects of industry. Members of the

# When was the last time you saw the top of your desk?

**There was a time when paperwork occupied an unobtrusive corner of a businessman's desk.**

Today, however — what with the burgeoning volume of memos and conference reports, letters and research reports — paperwork is likely to take up not only most of his desk, but much of his time.

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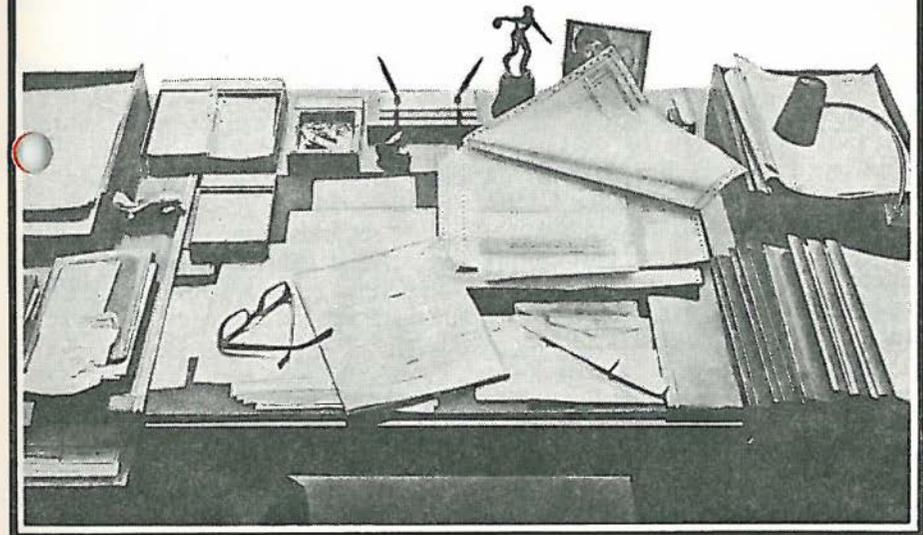
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staff also participate in study tours abroad, and in seminars and courses by local and international experts.

Once a sufficient and expert staff was available, the Centre began offering management development and productivity courses. The number and scope of these courses have grown over the years, and courses are now given on financial, personnel, and production management, and on the application of basic productivity techniques such as quality control, costing, work study, etc., with follow-up programmes on the shop floor to ensure that participants can apply the techniques they have learned to the day-to-day problems arising in their own work.

Vertical courses, that is courses covering an area in a particular industry, have also been added over the years — for example, courses are given on plastic technology, finishing and dyeing, etc.

### Constant evaluation

To ensure that the courses are fulfilling their objectives, the Centre constantly evaluates its training programmes by requesting participants to complete a questionnaire asking for comments and suggestions on the course they have just completed.

Nor does the Centre's training courses end after the last session. Past participant groups have been formed to keep members advised of the latest developments in their fields.

The Centre's Consultancy Division provides general management consul-

tancy, and consultancy on production management, financial management and personnel management. This service, along with the Centre's Technical Assistance service for the development of manufacturing processes and new products, is especially valuable for small and medium scale industries which, because of a lack of resources, are faced with different problems from those of large industries.

### Expanding services

Other services offered by the Centre include supplying statistics and information on various industries, carrying out industry surveys, making feasibility studies, publishing technical reports, and maintaining a well-stocked reference library containing both technical and general-interest publications.

The Centre realises that a suitable environment must be created before the community can be made aware of the importance of new techniques or improving productivity. Thus, its public relations, publicity and publications activities are increasing over the years, and industry is becoming more and more receptive to new ideas and the advantages of using the Centre.

To meet increasing demands the Centre is constantly expanding its services. Three recent developments include 1) the establishment of an Electronic Data Processing Section in 1970 to make it possible for more organizations to benefit from the use of computers, 2) the recent opening

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of a branch training centre in Kwun Tong, to bring the services of the Centre closer to main industrial centres and 3) the establishment of a Low Cost Automation Unit at the Kwun Tong Branch, to provide a practical consultancy service and training to small-scale factories on the introduction of low cost automation equipment to help reduce costs, while increasing output and quality reliability.

On an international level, the Hong Kong Productivity Council, as a member of the Asian Productivity Organization, takes an active part on conferences, symposiums, study missions and training courses, etc. organized by the APO. It also works closely with other international development organizations.

### Filling a tall order

To say that the Productivity Council and Centre have come a long way in four short years would be an understatement. The Centre now has a staff of 107, and the range of the courses and services it offers is truly staggering. The fact that the majority of the some 4,000 past participants in the Centre's training programmes reported that they were satisfied with the training they received, testifies to the Council and Centre's success.

Improving productivity in industry is a tall order, but the Hong Kong Productivity Council and Centre have obviously achieved satisfying results already, and the future is brighter still as more industries become aware of what the Centre can do for them.

ends

## OTHER MARKETS

(Con't from p. 11)

West Africa (as the Census computer calls it) bought \$1.9 million worth of rubberised or plastic outer garments (raincoats).

Odd sizeable items in Africa's purchases from HK included \$1.6 million from Nigeria for grey poplin as feed material for its finishing industry, \$0.6 million from Zambia for finished poplin, \$1.35 million for PVC compounds going to Nigeria and \$0.65 for the same product going to Ethiopia, \$1.16 million worth of pots and pans to Congo Kinshasa, \$0.93 million for plastic slippers sold to Libya and \$1.64 million for enamel frits bought by Nigeria.

Some re-export items were large, such as the \$9.5 million spent on grey shirting, \$2.4 million spent on grey poplin and \$1 million spent on grey cotton drill for Nigeria's textile finishers (dwarfing the trade in HK-produced fabric), and the \$4 million worth of grey sheeting bought by Ghana.

Textile chemicals going to Ghana cost \$1.3 million, and to Nigeria \$0.68 million. Ghana took carpets to the tune of over \$0.8 million, but most other items were small and scattered.

'Take care of the cents and the dollars will look after themselves' cannot be translated directly into marketing policies. But a little more effort spent on our secondary markets might well produce in the future a disproportionately large influx of those same dollars.

ends

## 香港生產力促進中心

「種瓜得瓜，種豆得豆」為一至理名言。換言之，除却一些出乎意料之因素外，一項計劃的成果通常反映出所付出的努力。

但由於世界日趨複雜，應付出的努力是甚麼便成爲一疑難，這對一般商業——尤其在發展之本港工業而言，尤爲真實。

現今，只有專家們才能知道一間工廠的資金運用、管理、工業技術及其他人事等因素是否得到均衡，以期達到基本目的，增加生產。

目下生產製作成本不斷提高，而競爭日益尖銳，香港之工業界需致力培養專業人材以適應現代商業之需求。規模龐大的公司多從海外羅致專家或遣派彼等之僱員往外地接受訓練，該等公司亦可購致現代化之機械設備等。但中型及小型之機構雖渴望指導及協助，但於一九六七年之前，並無一機構能予以有關增進生產計劃輔助。

一九六七年成立之香港生產力促進局及生產力促進中心剛好彌補此一缺陷，生產力促進局之二十一委員均由港督委任，包括來自公司主管、勞工、學術界及專業界之代表等。

香港生產力促進局之基本目的爲致力增加工業之生產，並向政府提供有關此方面的建議。生產力促進中心，舉辦各項訓練之課程予工商界人士技術的協助及提供管理上之服務等。

要執行此一龐大計劃殊不容易，故生產力促進中心之執行幹事廖偉翰先生強調：人就是工業之主力。生產力促進委員會及中心之成功有賴於其能幹和訓練有素之職員。該中心常遣送職員往外地深造，出席由本地專家所舉辦之研討會。

近年來由生產力促進中心主辦之課程不斷增加，範圍廣闊，包括有關經濟、人事、生產管理、產品質量控制、估價等方面。學

員們並有機會在廠房實地實習，以便應用新的技術處理本身在工作上所遭遇之困難。該中心並常利用電影及視聽方面授課。

此等訓練課程需求甚殷，尤其晚間授課之項目最受歡迎。每項課程以二十五人爲限額，使每一學員得受充分之照料。課程完畢後，學員填備一意見書以供中心之參考。肄業完竣之學員更組合起來以便知悉有關該行業最新發展之消息。生產力中心之訓練員常往訪對業完滿之學員，觀察彼等工作之情形。

中心之企業管理顧問組常向中小型工廠提供有關管理、延攬人材、生產技術、人材訓練及特別機械系統設計等之諮詢服務，因彼等資源有限，而所遇之困難與大規模之工廠有異。

其他之服務包括提供各項工業之統計資料，工業調查及出版有關技術之報告。中心並設一圖書館，所藏書籍包括技術及一般性之刊物。

生產力促進中心所推行之各項公共關係及宣傳活動目的使各界人士認識中心所提供之各項服務。

爲適應社會之需求，中心正繼續擴大其服務範圍。最近所創者有：(一)於一九一七〇成立之電子資料處理組利便各組織採用電腦設備。(二)於最近在九龍官塘開設一訓練中心，使就近工業界得利用中心之服務。(三)生產力促進中心在官塘中心設立一廉價自動化組，向小型工廠等介紹廉價自動化機器之優點：減輕成本，節省勞工，廠家可以最小之投資，達到自動化生產之目的。

香港生產力促進局爲亞洲生產力促進組織之一員，常參與這世界組織所主辦之活動如會議、研討課程及訓練項目等。生產力促進局與其他之國際機構，如亞洲遠東

經濟委員會及國際勞工局等常保持密切的聯繫。

目前，生產力促進中心共有職員一百〇七名，中心主辦之課程及提供之服務可謂包

## 英國的買家

各地買家常到香港採購貨物，因此很多廠家及出口商均面臨一難題，那就是他們是否與適當的人物磋商——那些有權力落定單與否的人仕。以下之一篇報導作者為金融時報市場編輯安東尼·湯哥夫先生。文中湯氏談及英國之買家與世界其他市場的買家十分相像，彼等亦可代表香港之買家。湯氏謂：

買家——他們是使整個買賣行動操作起來的人物。但在英國工業界中，他們是被遺忘了的一羣。雖然採購人員協會曾致力提高此一行業之地位，但亦有很多商界人士視一般買家為小人物。

但現在，採購一如以前之推銷一樣，備受關注。研究工作不斷進行以便調查在採購中誰的權力最大及其他影響他們的因素。

一位名希爾·伯克爾先生在他的著作：「英國工業界如何採購？」一書中指出數點有趣的事實。大家的注意力應集中於那判斷組。每間公司都要知悉他們的顧客中那位是操買賣權的人。例如：從某一工業的調查顯示在百分之八十公司內，有三個或以上之部門是有權力決定買賣的。而那位負責採買的專員人士只有百分之二點五運用權力的機會。

由工業界市場調查會調查結果指示：許多推銷員並無接獲訂單皆因彼等沒有與適當的人士接洽。「但當然，每間公司的開支等均有所限制，而每一部門都要盡力遵守。」

誠然地，決定大量的採購殊不困難——因為此乃固定之重覆採購。如果物品供應家能準時送貨而所售價錢公平的話，彼等定能

羅甚廣。四千名曾在中心接受訓之學員中有百分之九十五表示他們十分滿意中心之課程，這實是生產力促進局及中心引以為榮的。

接獲此宗生意。情性為英國買家之一共同弱點，很多買家不大願意尋找新的替代品而令供應商得享利潤。很多人正致力尋求如何能使買家打破此一情性。答案為：向買家提供更多的產品。當買家意欲重訂同樣的貨品時，他不需要什麼其他的資料。當他想改變所訂的貨品時，他便需要一些有關別種貨品的資料。而當買家面對一新工作時他需要極多的資料和深入研究其他產品。因此賣家應致力使買家作新的購買決定。

在數年內，也許這兒會產生一些採購教授和建立一間採購學院。在很多技術高超的工業中，採購的力量已在成長和擴大。而這行業的原有缺點——賄賂——已大大減少。在一些公司，採購人員是被禁止在辦公室以外接見推銷員的。在一鋼鐵碎片業調查顯示，有三分之二公司在超過十年以上向同一賣家採購貨品，雖然有二十多間公司能同樣供應同一貨物。而有百分之九十七之買家均重覆不變地購進同樣的貨品。

毫無疑地，審慎的採購所得裨益甚多。在購買方面節省了百分之十也就相等於推銷方面增加了百分之十。而很多公司亦正實行此一方針。

公司們在與顧客接洽時已經不像從前一樣只是找尋「誰是買家」，彼等意欲尋求比較複雜的答案，就是「他們如何去購買？」彼等盡量搜集有關顧客們的各項資料——例如：他們的財政預算案所包括的期間是什麼？貨品是否需要郵遞寄送？他們對價格的態度如何？

換言之，採購正如物品分配一般廣泛，亦一如物品分配，採購此一課題常被忽視。現正是我們要面對此問題重新作一估計的時候了。

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